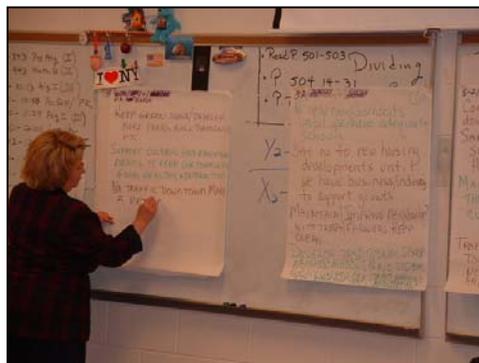




Comprehensive Plan 2003 - 2008

City of Delaware, Ohio
Department of Planning and Community Development



Comprehensive Plan 2003-2008

Adopted March 8, 2004 per Ordinance 04-24 – Effective April 1, 2004



City of Delaware

Department of Planning and Community Development
1 S. Sandusky Street / Delaware, Ohio / 43015
740-368-1650 / www.delawareohio.net

City Council

Windell Wheeler, Mayor
Steven R. Cuckler, Vice Mayor
David C. Berwanger
Carolyn Riggle
David B. Godsil
Jim Moore
Mary Jane Santos

Planning Commission

Mary Jane Santos, Chair
Ron Hall, Vice Chair
Brad Ebersole
Terry Hazlett
Ross Long
Lea Morrison
Charles Van Gundy

Steering Committee

Brad Ebersole, *Chair and Planning Commission*
 Josh Ball, *Delaware High School Student*
 Bob Ballinger, *Methodist Theological School*
 Tim Boland, *Delaware County Economic Development*
 Steven Cuckler, *City Council*
 Jeff Cutler, *Delaware County Board of Realtors*
 Larry Davis, *Delaware City Schools*
 Nannette Dean, *Citizen*
 Paul Deel, *Delaware Regional Planning Commission*
 Joe Diamond, *Mainstreet Delaware, Inc.*
 Joe DiGenova, *Citizen*
 Mike Forman, *Forman Realtors*
 Katherine Gharrity, *League of Women Voters*
 Todd Hanks, *City Council*
 Bob Horrocks, *Council of Older Adults*
 Charlotte Joseph, *Delaware Area Chamber of Commerce*
 Roger Koch, *Historic Preservation Commission*
 Gretchen Lemphere, *ReMax Affiliates*
 G. Ray Lorello, *Ohio Department of Transportation*

Michael Love, *Citizen*
 Debra Martin, *Delaware County Commissioners*
 William McCartney, *Citizen*
 Donna Meyer, *Transportation Thoroughfare Task Force*
 Lea Morrison, *Planning Commission*
 Paul Nicely, *Citizen*
 Dennis Palmquist, *Citizen*
 Cathy Paulus, *Citizen*
 Jim Peoples, *Shade Tree Commission*
 Scott Pike, *Delaware County Engineer's Office*
 Chris Setzer, *Ohio Wesleyan University*
 Linda Shearer, *Corner Framing and Gallery, Downtown Business*
 Cathy Shelton, *Citizen*
 Jon Smith, *Citizen*
 Dorothy Spain, *Citizen*
 Katherine Tatterson, *United Way*
 Roger VanSickle, *Delaware Township Trustee*
 Craig Wanner, *Wanner Metal Worx*
 Bud Weber, *Grady Memorial Hospital*
 Harold Weller, *Citizen*
 John Werner, *Liberty Township Trustee*
 Windell Wheeler, *Mayor*

Outreach Committee

The Outreach Committee volunteered to assist in publicizing Vision Week.

Joseph Cole	Karen McCleary	Dick Snouffer
Brad Ebersole	Keith McWherter	Barb Walters
Pat Foor	Donna Meyer	Bud Weber
Bob Horrocks	Dan Negley	Tim Wells
Ralph Howes	Cathy Paulus	DanWhited
Tim Huffman	Carolyn Slone	
Suzanne MacLean	Norman Snook	

Facilitators

The Facilitators were volunteers who trained to facilitate small groups during Vision Week.

Tim Browning	Maureen Grener	Lynn Pettit
Joe Bullis	Greg Hankins	Eddie Powell
Jean Cassan	Suzan Harden	Sue Rowland
John Collet	Jack Hilborn	Tim Ryerson
Gus Comstock	Joy Kaser	Randy Smith
Annie Croft	Linda Mathews	Jackie Sobas
Larry Davis	Karen McCleary	Kathy Tatterson
Pat Foor	Keith McWherter	Terri Wages
Katherine Gharrity	Paul Nicely	Tim Wells

City Administration

R. Thomas Homan, City Manager
Vince Papsidero, AICP, Director of Planning and Community Development
Jim Jennings, AICP, Associate Planner
Christine Palmer, Housing and Neighborhood Planner
Elizabeth Miller, Planning Administrative Assistant

Supporting Documents

Existing Conditions Report, City of Delaware, Department of Planning and Community Development, 2003
Vision Report, City of Delaware, Department of Planning and Community Development, 2002
Concept Plan Study Guide, City of Delaware, Department of Planning and Community Development, 2003
Market Analyses, Randall Gross/Development Economics, 2003
Transportation Plan, MS Consultants, 2002
Strategic Master Plan for Parks, Recreation, and Open Space, NBBJ, 2002
Fiscal Impact Report, Tischler & Associates, 2002
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Department Service Plans, City of Delaware, 2000-2003

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Executive Summary

Comprehensive Plan
City of Delaware, Ohio



Executive Summary

A. Introduction

The Comprehensive Plan (2003-2008) is the set of official City policies to manage development and growth, and the implementing strategies that together establish a vision of the City for the future. The Plan serves as a flexible blueprint to guide decision-making by the City, community organizations, and private individuals and entities relative to development.

The Comprehensive Plan is divided into the following 10 elements: Executive Summary, Growth Management, Land Use, Community Character, Transportation, Community Facilities and Services, Economic Development, Housing, Environmental Resources, and Implementation. The Appendices with supporting material follows.

For each element, there is an overarching goal supported by a series of principles that together establish the policy foundation for the Comprehensive Plan. Each element is organized by themes.

Benchmarks are recommended as measurable targets within sections of each element. To guide implementation, the policies are further supported by a series of objectives and detailed strategies, where appropriate. Each strategy identifies the parties responsible for implementation and the timeframe in which implementation should occur. This level of detail - along with the benchmarks - provides a means for measuring success.

The Comprehensive Plan builds upon the host of recent planning activity completed by various departments in the City. This includes the *Market Potentials*, *Fiscal Impact Report*, *Transportation Plan*, *Collection System Master Plan*, *Strategic Master Plan for Parks, Recreation and Open Space*, and *Departmental Service Plans*.

Highlights

▶▶ The Comprehensive Plan provides a set of detailed policies for managing development and growth. It forecasts a population of 35,000 by 2008 and about 2,700 dwelling units constructed. At build out in 63 or so years, the City could reach 106,061 residents and 123,695 jobs, and contain about 43 square miles.

▶▶ It has an emphasis on implementation, but also provides a foundation for making daily decisions about development.

▶▶ The Plan has been very responsive to public input that was gathered during the process at numerous events, as well as the leadership exhibited by the citizen Steering Committee.

▶▶ This element provides an overview of the Plan's key policies, planning process, community input, the City's planning environment, City's history, how the Plan is to be used, and an outline of the elements.

The Comprehensive Plan is to be updated every five years. The planning period is 2003-2008. The previous Comprehensive Plan was adopted in 1996 (it and previous plans are summarized in the *Existing Conditions Report*).

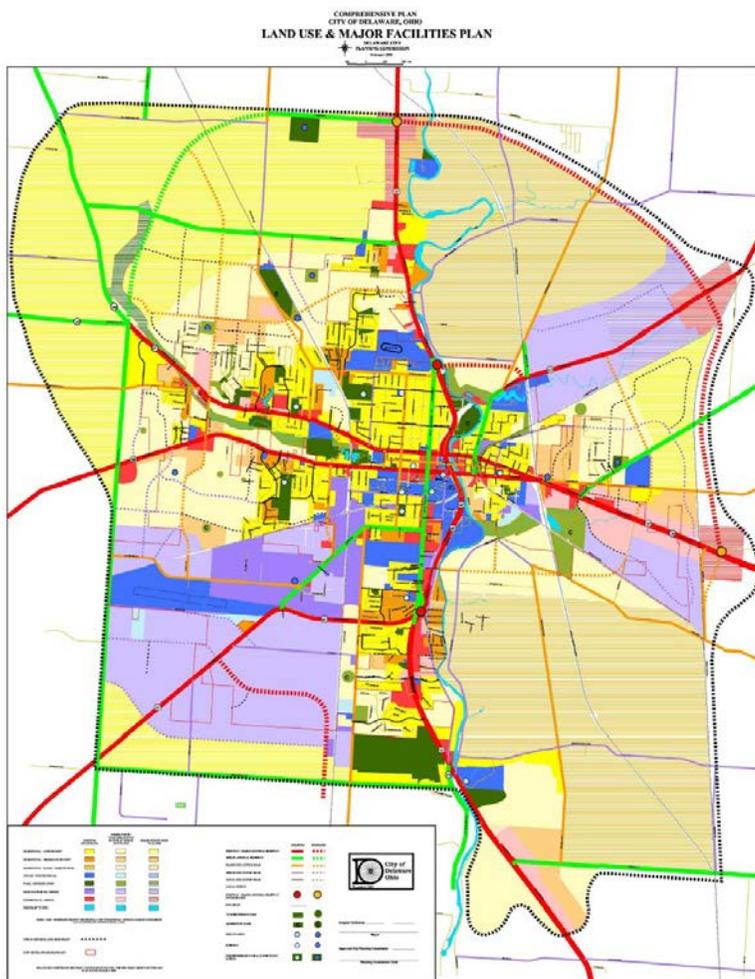
The planning process uncovered a host of questions that were addressed in response to issues raised by the community. These were addressed through consensus building based on public input and under the leadership of the citizen-based Steering Committee. Some of the basic questions were:

1. **How Large a Community Should We Be?** This question addresses the “quantitative” aspects of growth. Key issues are: How many residents should we have? How much business and industry do we desire? How large should the City be in terms of geographic size? To what extent do we extend utilities and provide road improvements? Will other community facilities be sufficient to accommodate growth, such as parks, bikepaths, schools, and cultural facilities?
2. **What Kind of Community Do We Desire?** This question addresses the “qualitative” aspects of growth. Key issues are: What are the current characteristics of the City that we cherish? How can future growth and development respect our character? Can we ensure that new development is being built to last 50 years or longer? Can we maintain the quality of life that attracted residents to Delaware?
3. **Can We Afford Our Vision?** This question addresses the “cost” considerations of growth. Key issues are: Can we afford the vision in our Comprehensive Plan? Will we generate the tax revenues we need to provide the quality facilities and services that the community expects? Will new development (retail, office, and industrial) add to the tax base and not create a strain? Do we have the additional resources necessary to provide the things that enhance our quality of life beyond basic services and facilities?

B. What are the Major Goals of the Comprehensive Plan?

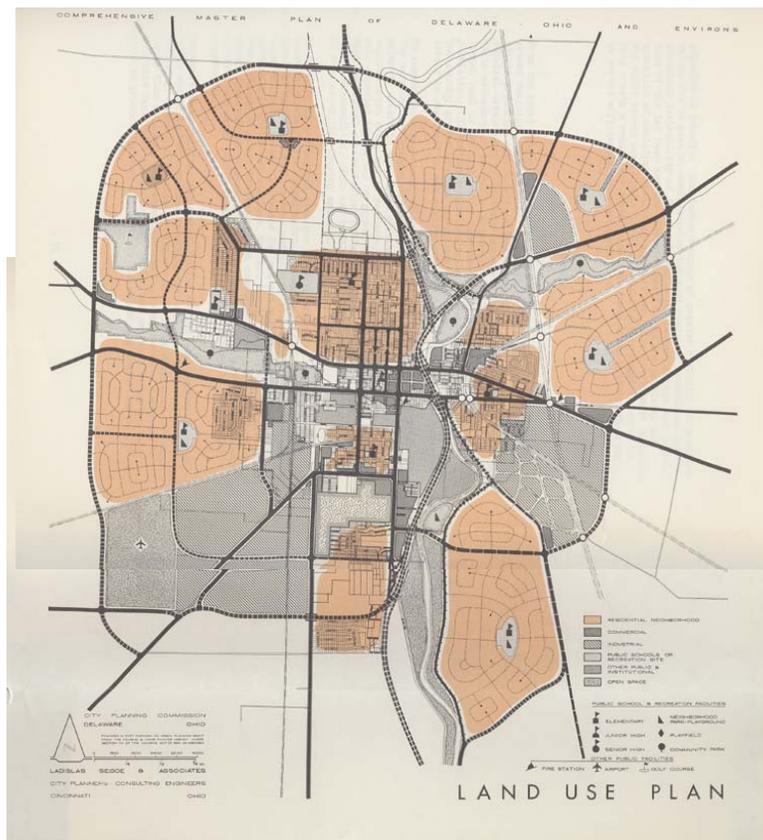
The following are the goals established for each of the major elements. Along with supporting principles, they serve as the policy foundation for the Comprehensive Plan. They are presented by element:

1. **Growth Management:** Growth will be managed in a qualitative manner that ensures the best development that is compatible with the community’s values and aspirations, while ensuring sufficient revenues to provide facilities and services.
2. **Land Use:** A sustainable community is desired of thriving neighborhoods, business areas, and civic places that comprise an outstanding quality of life and physical environment.
3. **Transportation:** A multi-modal transportation system will be supported and expanded that efficiently moves people and goods.
4. **Community Facilities and Services:** A full range of well-funded community facilities and services will be provided that sustain and/or enhance the City’s quality of life and fulfill the community’s needs as the City grows and changes.
5. **Economic Development:** The City’s economic base will be diversified and expanded to create diverse employment opportunities, to encourage additional investment and reinvestment in the community, and to ensure sufficient revenues are available to support the City.
6. **Housing:** A full range of housing choices will be provided that meet the needs of all current and future residents.
7. **Community Character:** The City is a special place and its historic fabric will be used as a template to ensure a quality built environment that provides exciting and imaginative development.
8. **Environmental Resources:** Natural systems and resources will be conserved and integrated with neighborhoods and development to provide a sustainable community, and the impact of man-made environmental hazards will be reduced on the community, property and lives of the residents.
9. **Implementation:** The Comprehensive Plan will result in measurable, positive change in the community that is consistent with the vision established in the Plan.



The City's Previous Comprehensive Plans

The 1996 Comprehensive Plan



The 1964 Comprehensive Plan

C. What are the Major Themes of the Comprehensive Plan?

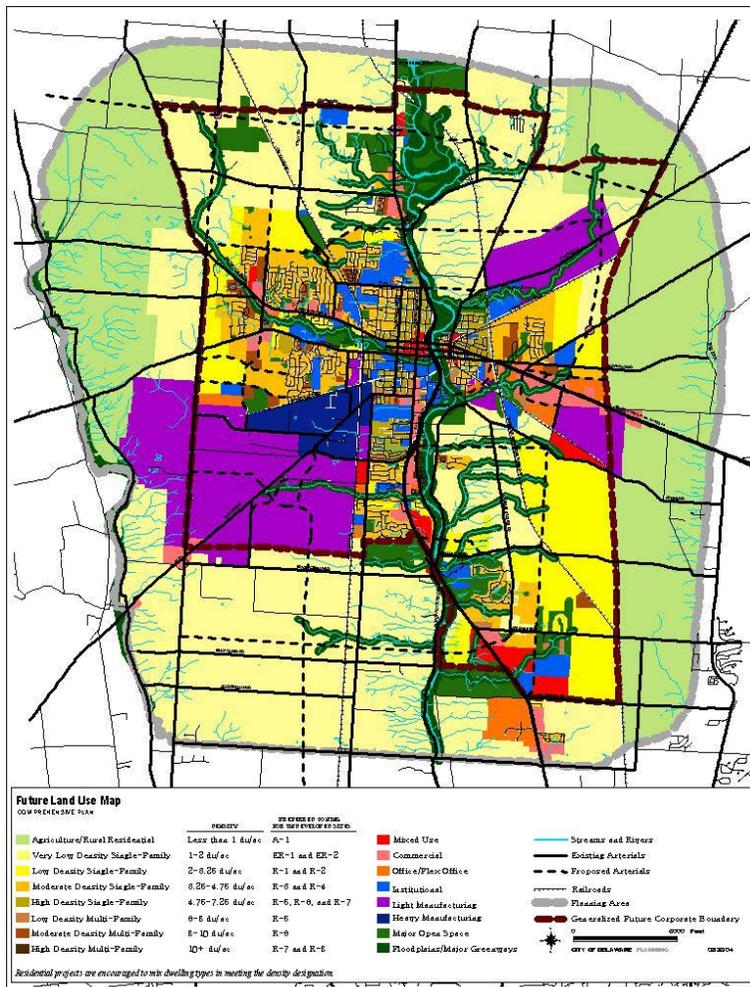
Managed Growth

The primary focus of the Comprehensive Plan is well-managed growth. In fact, the Plan contains an element solely focused on growth management. It is the intention of the City of Delaware to continue to grow, but to do so in a moderate, well paced fashion that ensures revenues will be generated to meet the needs of a growing community. This requires further expansion of the City’s tax base. That will focus on office, institutional uses, manufacturing, food processing, warehouse and distribution, and light assembly, as well as the Downtown.

The City is on a strong growth curve at the present time. An additional 1,515 new homes have been constructed since 2000 and 6,036 dwellings were “in the pipeline” to be constructed at some point in the future (representing a 10- to 11-year supply). An analysis found that 49% was entry-level product and 51% as “move-up” product. The City is forecast to reach 35,000 persons by 2008. The Future Land Use Map foresees a population of 106,061 residents and 123,695 jobs, and 43,290 homes at “build out”, which could be in 63 or so years. This growth forecast presents opportunities and issues for the community over the next several decades.

It is important to focus on growth because the opposite – decline – or stagnation is not an acceptable alternative. The community and its residents will only prosper if the community continues to grow responsibly. Additional residents will build a local market for goods and services, and will strengthen the Downtown retail climate. Offices and industry will generate tax revenues to sustain the community.

Growth will be managed through a variety of objectives and strategies: a temporary freeze on higher-density residential rezonings; strategic downzonings; expanding the tax base (manufacturing, office, flex-office, and institutional uses); ensuring development pays its fair share of infrastructure costs; strengthening the local market to support Downtown and retail investment; and expanding the housing stock to provide a full range of housing options.



FUTURE LAND USE
The Future Land Use Map, which is discussed in detail in the Land Use Element.

Sustainability

To ensure that the City will be successful in managing growth, it must also make certain that its future is sustainable. Sustainability is measured in many ways: sufficient tax revenues generated to meet local needs; community facilities that meet the needs of the residents; a full range of housing opportunities; environmental resources that are conserved for future generations; and new development that is compatible with and complimentary to the City’s historic fabric and character.

The vision of the Comprehensive Plan is sustainable, provided the economic base grows in tandem with the growth of the community. In 2003, revenues were not expected to meet community needs – resulting in an income tax levy that was placed before the voters in May of 2003 and defeated. While many have found the recent growth rate frustrating in terms of its impacts on the community, it is nearly impossible to put a halt on building given the property rights that are protected by the Ohio and U.S. Constitutions.

The community can work hard to ensure that growth is sustainable. It has done this by enacting impact fees in 2002, by negotiating significant developer contributions to infrastructure in addition to these fees, and by working with developers to fulfill the community’s goals relative to the quality of development. City Council continues to demand the very best as it considers development approvals.

The City’s future will be sustainable through a number of objectives and strategies: expanding the tax base with a focus on office, institutions, and manufacturing plus the Downtown; constructing a full range of community facilities provided the funds are available for construction and maintenance; broadening the housing stock to provide a full range of options; strengthening the community’s management of the environment; expanding historic preservation where appropriate; and adopting design overlay districts for key corridors.



RECONSTRUCTING US23
The Transportation Element recommends reconstructing US23 in the Downtown from an elevated freeway to a boulevard with a landscaped median – creating pedestrian access along the Olentangy River and encouraging redevelopment.

Maintaining the Community’s Character

The character of Delaware is unique, particularly given its rich historic heritage. This character helps to set the community apart from other places. It also provides the City with a uniqueness that should serve as a basis for strong revitalization and reinvestment, because the character of the Downtown creates an attractive alternative to suburban commercial areas and regional malls.

But the City’s character is under pressure. It is critical for the City to protect its character and to ensure that new development and reinvestment is consistent and compatible with the community’s historic built environment. If that isn’t done, then the City’s distinctiveness will be diluted or lost, investment will not be high quality, and the City will be transformed into any other “place” that is found throughout the United States.

When first considered for construction in the Downtown, US23 was studied as a boulevard with a median and as an elevated highway. As constructed, US23 divides the community – especially the Downtown – into two somewhat disconnected sections. It separates the western half of Downtown from the Olentangy and the City’s waterfront. It also probably inhibits redevelopment along the eastern shore of the river, because of the lack of views of the Downtown and the impact of high-speed traffic noise.

The Plan recommends reconnecting the Downtown by reconstructing US23 into an at-grade boulevard with a median to remove the “wall” that is created by this elevated highway and to reconnect the east and

west parts of Downtown. This would also create a riverwalk along the Olentangy River and would result in several development parcels from the excess right-of-way that can be used for housing along the west side of the river. It would spur redevelopment of parcels along the east side of the river. And it would create new parks at the Winter and Union intersection that would serve as gateways to the community. This is a concept for the future that will take time and money to implement. But it should be pursued as opportunities arise, especially using Federal transportation funds earmarked for these types of community enhancements.

While this is a long-term vision, the City will continue to work with property owners, businesses, and investors to emphasize appropriate riverfront development in keeping with the vision – especially on the east side of the river. Public access to the riverfront will also be emphasized.

Expanding Transportation Options

The Comprehensive Plan builds upon the recently completed *Thoroughfare Plan* and further integrates land use and the transportation network. Several goals are apparent: completing the road network through the construction of several key arterials to provide a grid system that better distributes traffic; improving key intersections to enhance traffic flow; continuing to develop an integrated bikeway network that links all parts of the community; ensuring development is interconnected to facilitate movement throughout the community and not only on major arterials; and promoting walkability at the site, neighborhood, and community level.

The policies in the Comprehensive Plan promote these options for expanding the transportation network in many ways. The Land Use Element focuses major growth along corridors, such as US23 south. It also supports the construction of new routes that complete the grid system, such as the Glenn Road Extension that will link Peachblow Road at US23 to north of US42 East. It is one of several major arteries that will relieve traffic on congested roads and improve traffic circulation. Others include the US42 – US36/SR37 connector, Merrick Boulevard, further extensions of Houk Road, Sawmill Parkway, and Cheshire Road.

The Plan supports continued freight rail service for industrial users in the City. It strongly supports the continued operation and expansion of the Airport and recommends strategies to make sure operations are not hampered by residential development and other noise-sensitive uses. Traffic calming is addressed as a means of protecting neighborhoods from cut-through traffic. In addition, the Plan promotes completion of the City’s bikeway plan. The Plan supports the continuation of Delaware Area Transit Authority (DATA) bus service, the long term extension of either COTA light rail/commuter rail service to the City from Downtown Columbus and/or the development of the 3-C corridor rail service promoted by the State, and it recommends transit-oriented development to maximize these transportation opportunities.

Housing for All

A broad range of housing opportunities is critical to a fully functioning and sustainable community. Decent and livable housing conditions, opportunities for homeownership, the option to move-up to more expensive housing within the community, Downtown residential options, and assisted living for retirees are examples of housing opportunities. Housing supports economic development – it helps to attract workers, managers, and business owners to the community, it can generate positive net revenue (if higher valued and lower density), and it is necessary for a strong retail environment.

A real estate market study was prepared as part of the planning process. The study forecast that between 2,100 and 2,400 new homes would be constructed in the City between 2003 and 2008. Of those, between 580 and 820 “high end” dwelling units will be constructed and priced between \$250,000 and \$300,000-plus. In addition, between 300 and 600 new multi-family units will be constructed to meet internally generated demand for multi-family housing – raising the question as to whether the City should continue to be a concentration of the renter market for a large part of Delaware County.

A wide range of policies are recommended to address current needs in broadening the housing stock, to promote affordable housing units that meet critical housing needs, and to encourage housing in the Downtown.



ENVIRONMENTAL
CONSERVATION
*The Olentangy River is
contained in a distinct,
wooded valley that bisects
the City's planning area.*

Environmental Conservation

The Comprehensive Plan embraces a strong dedication to conserving the natural environment, features of which are unique to the City. The Olentangy River, a state-designated scenic river, and its tributary system are outstanding natural assets that provide recreation, natural beauty, and definition to the City's character. Extensive woodlots and tree resources, natural habitats, and a rolling topography in the Olentangy River valley are other contributors.

The Environmental Resources Element seeks to preserve the most outstanding resources, conserve other outstanding resources as development occurs, and mitigate the negative impacts of development on the entire resource system. This includes the inclusion of an environmental assessment map as part of the zoning and subdivision process, expansion of the City's current setback requirement along the Olentangy to the other tributaries in the community, stronger tree preservation requirements, and further mitigation of the effects of land, air, noise, and light pollution.

D. What was the Planning Process?

The planning process took 21 months to complete and was staffed by the City's Department of Planning and Community Development. A 42-member citizen Steering Committee worked with the Department to draft the Plan. Over 20 events were held to gather public input. The following is a summary of the process.

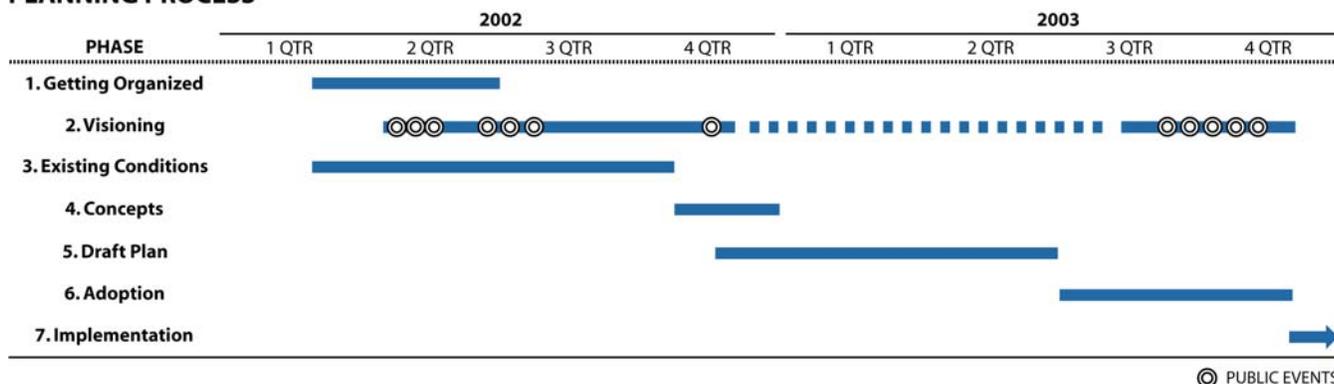
1. **Phase 1 - Getting Organized:** Organizational tasks occurred in the first phase, including: appointing the Steering Committee and hosting an orientation session; hiring a consultant to conduct a real estate market study; and public presentations to introduce the process to the community.
2. **Phase 2 - Visioning:** The visioning phase extended throughout the planning process, but its major activities occurred in the first six months. Its intent was to gather public input early as a basis for developing the Plan's policies and to continue participation throughout the rest of the process to build consensus on the final direction of the Plan.

The major tasks were: an outreach committee was formed of volunteers to design and deliver the message about the first round of neighborhood meetings; neighborhood meetings were held in three locations to gather input about the City and the future; a goals workshop was held; a critical issues workshop was held; a series of neighborhood-run meetings were held to review the concept for the Plan; public displays summarizing the Plan were available at the Library and City buildings; a public open house was held to present the draft Plan during the adoption process; which included public hearings before the Planning Commission and City Council; and a special website was developed by the City to post all documents and obtain comments via email.

3. **Phase 3 - Existing Conditions:** This phase focused on data gathering and analysis. It was technical in scope and occurred simultaneously with the first tasks in Phase 2. The results were presented in a series of reports. The major tasks were the following: using the City's GIS system and other resources, the Staff analyzed the natural and built characteristics of the planning area (most data was gathered from existing sources and new data was gathered through field research and GIS mapping); and a real estate market study was conducted to address the residential, retail, office, and industrial markets (the consultant also assisted with developing strategies to encourage the market to respond favorably to the Plan's policies).

4. **Phase 4 – Concepts:** The fourth phase of the planning process resulted in a Concept Plan regarding a preferred land use and development scheme for the City. This document was the focus of a public workshop and was also circulated via a study guide to several neighborhood groups. These groups held their own meetings to discuss the Concept Plan and referred comments to the Staff. The Steering Committee reviewed the comments.
5. **Phase 5 – Draft Plan:** In the fifth phase, the results of the previous phases were merged into a draft document. The major tasks were the following: the Planning Department initially drafted each element; the elements were reviewed by the Steering Committee; comments were incorporated; and a joint meeting of the Steering Committee, Planning Commission, and City Council was held to consider the Growth Management and Land Use Elements.
6. **Phase 6 – Adoption:** The Plan was presented to the Planning Commission and City Council for adoption, once the Steering Committee approved the draft document. Each body held public hearings. The City held a public open house to adopt the Plan.
7. **Implementation:** The “real” work begins with the adoption of the Comprehensive Plan. Implementation will occur on an on-going basis. To guide implementation, the Plan recommended strategies using specific timeframes. The Planning Department will issue an annual report detailing the status of each policy.

PLANNING PROCESS



E. What Did the Community Tell Us?

Overview

Citizen involvement was critical to establishing a community consensus regarding the future of Delaware, as reflected in the updated Comprehensive Plan. City Council and the Planning Commission determined that the public should be involved at the beginning and throughout this planning process. The Council appointed a 40-member citizen Steering Committee to work with the Staff in preparing the Plan. The Committee met numerous times over a 14-month period. Its membership represented citizens, community organizations, business community, and government units.



VISION WEEK
 Participants generate ideas about the future in a small group at Dempsey Middle School.

Vision Week

The starting point for public involvement came with three meetings held during Vision Week to solicit ideas about the future of the City. Vision Week occurred on April 30, May 1, and May 2, 2002. The meetings were hosted at JVS North Campus, Methodist Theological School, and Dempsey Middle School. At the meetings, participants were asked to share input regarding the things they treasured about the City and community, issues they felt should be addressed, rankings of images of the City, and ideas for the future. Ninety-six residents attended the three meetings. Additionally, the Treasures and Issues exercise was conducted at several civic events, including meetings of the Steering Committee, Kiwanis, and Rotary. The input was put into a database and used to write initial goals and principles for each element of the Plan.

What did the City Learn?

People were asked to share their thoughts about Delaware today and in the future. The things they treasured most about Delaware can be classified as community character: small town atmosphere; historic character; the quality of older neighborhoods; the Olentangy River and open space; friendliness; and sense of community.

In terms of issues that needed addressing, transportation and community facilities were strongest. The focus there was: meeting road needs and reducing congestion; providing quality schools; expanding parks and recreation facilities; preserving historic character; and diversifying housing.

Looking at the future, the ideas about making Delaware the best community that it can be focused on managing the amount, rate and quality of growth; encouraging non-traditional development design; improving development standards; preserving historic character and buildings; expanding/diversifying retailing, restaurants and businesses; improving the road network and providing for public transit, biking and walking; ensuring adequate funding for City services and facilities; preserving the Olentangy River; and providing additional open space.

What do People Value about Delaware? The following are results from the Vision Meetings held in late Spring 2002.

Treasures

- small town atmosphere
- the quality of older neighborhoods
- the Olentangy River and open space
- historic character
- sense of community
- friendliness

Issues that Need Addressing

- meeting road needs, reducing congestion
- expanding parks and recreation facilities
- preserving historic character
- providing quality schools
- diversifying housing

What the Future Should Hold for Delaware

- encouraging non-traditional development design
- preserving historic character and buildings
- improving the road network and providing for public transit, biking and walking
- providing additional open space
- improving development standards
- expanding/diversifying retailing, restaurants and businesses
- ensuring adequate funding for City services and facilities
- preserving the Olentangy River

Vision Exercise

The Vision Exercise supported much of this input. Among the images that ranked highest was the Olentangy River, Downtown streetscape, Delaware Run with landscaping, bike and recreation paths, US 23 corridor in the wooded setting at the Olentangy, Downtown retail, and rehabilitated historic buildings. The following images were four of the highest rated by the public in the visioning exercises.



The Olentangy River



Delaware Run on the OWU campus



The Downtown Streetscape



The Downtown Historic Business District

F. What is the City's Planning Environment?

Planning Area

The planning area is sufficiently large so that the Comprehensive Plan could consider multi-jurisdictional issues. The planning area contains 87 square miles.

The planning area does not reflect a statement regarding the City's physical expansion. Rather it is drawn large to ensure that all information related to the City and its neighbors was properly considered.

The boundary is about two miles from the 2001 municipal boundaries, which includes the planning area boundary established in the 1996 Plan. The City contained 17.4 square miles by mid 2003 and the proposed future corporate boundary contains 44 square miles.

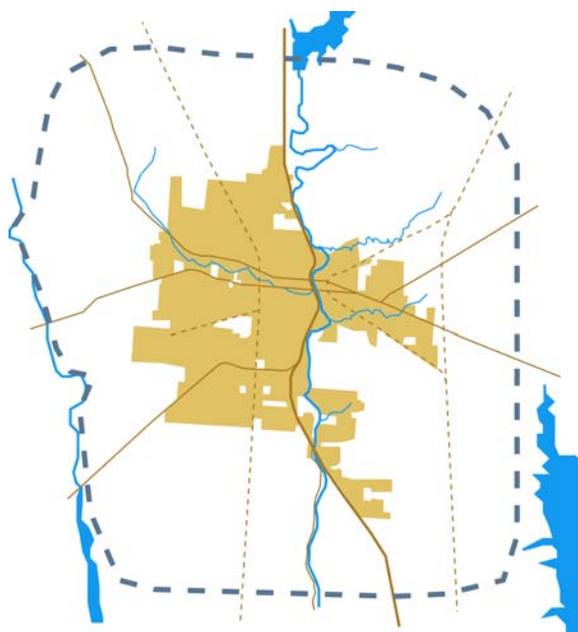


Table A: Change 1990 - 2000

Characteristic	2000		Number	Percent
Population	25,243	▲	5,213	26%
Housing	9,520	▲	2,383	33%
HH Income	\$46,030	▲	\$17,055	59%
Workforce	19,516	▲	3,890	25%
Land Area	15.7 sq mi	▲	8.7 sq mi	56%

Source: US Census

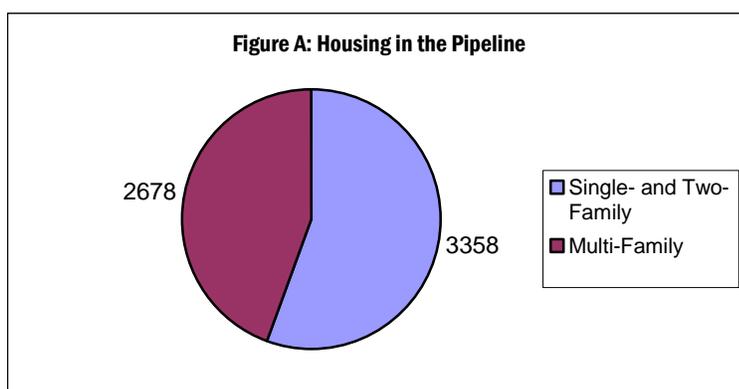
Change Since 1990

Since 1990, the City of Delaware has changed in numerous ways. It has seen tremendous growth, which has accelerated in the last two years. The population has also become more affluent, better educated, and comprised of more commuters.

Between 1990 and 2000, the City added 5,213 residents for an increase of 26% to 25,243 persons. But, between 2000 and third quarter of 2003, the City added another 3,712 persons for an increase of 14.7% over 2000. This increase is based on 1,515 dwellings having been built, raising the population to about 28,955. The City was recognized as the fifth fastest growing municipality in Ohio in 2003 by *Ohio Business* magazine.

Between 1990 and 2000, the median household income rose from \$28,975 to \$46,030, an increase of 59% (beating the inflation rate of 37% for the decade). Overall, poverty numbers declined, except for the number of female-headed households under the poverty line, which increased by 19%. The number of residents with a bachelor's degree or higher increased by 7%, while the number of residents with a 12th grade education or less declined by 21%.

The number of residents carpooling to work declined from 12% to 8% between 1990 and 2000, and the number of residents driving alone to work increased from 76% to 83%. The number of residents in 2000 who walked to work was about 4%, larger than most Central Ohio communities.



Source: Department of Planning and Community Development

Housing in the Pipeline

At the third quarter of 2003, the City had 6,036 dwelling units in the "pipeline". These are developments that have been approved (subdivision plat or development plan) but not constructed. Of these units, about 56% were single- or two-family units, and the remaining 44% were multi-family units. This represents about a 10- to 11-year supply, based on current building trends, but it doesn't reflect geographic changes within the residential market.

Land Capacity

Within the current City limits, a total of 4,637 acres are undeveloped in the third quarter of 2003. Of that total, 2,109 acres are zoned for residential uses, 380 acres are zoned for commercial uses, 944 acres are zoned for manufacturing uses, 39 acres are zoned for Planned Office/Institutional uses, and 1,164 acres are zoned for agriculture (which is a holding zone in which newly annexed land is placed until it is ready for rezoning and development).

The undeveloped land zoned for residential uses could accommodate about 11,768 dwelling units, commercially zoned land could accommodate about 6.6 million square feet of space, and the industrially zoned land could accommodate about 16.4 million square feet of space. However, these are gross estimates that does not take into account developability of particular sites, right-of-way dedications, parkland dedication, market demand, and other similar factors.

Table B: Net Fiscal Return

Land Use	Employment	Net Per Unit By Density
Residential	Outside City	\$489 to (\$78)
Residential	Inside City	(\$295) to (\$288)

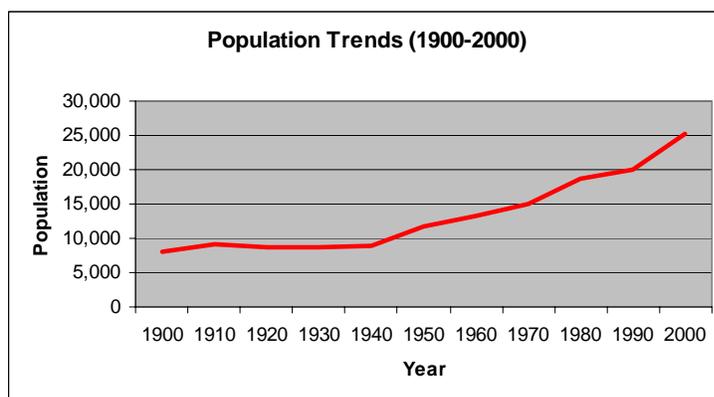
Land Use	Net Per 1,000 Sq Ft
Retail	(\$630)
Office	\$549
Industrial	\$648

Source: Fiscal Analysis, Tischler & Associates

Fiscal Considerations

A fiscal analysis was prepared in 2000 to provide the City with information regarding the fiscal impacts of development (a summary is presented in the accompanying graphic). The study found that industrial and office development provide positive net revenues to the City, but that retail development does not (see Fiscal Analysis, Tischler & Associates). Also, the analysis found that most types of residential development do not cover their costs for services, unless the housing was higher valued, lower density, and the wage earners worked outside the City (thereby paying a partial income tax to the City at that residence that would not otherwise have been collected).

Figure B.



Source: U.S. Census

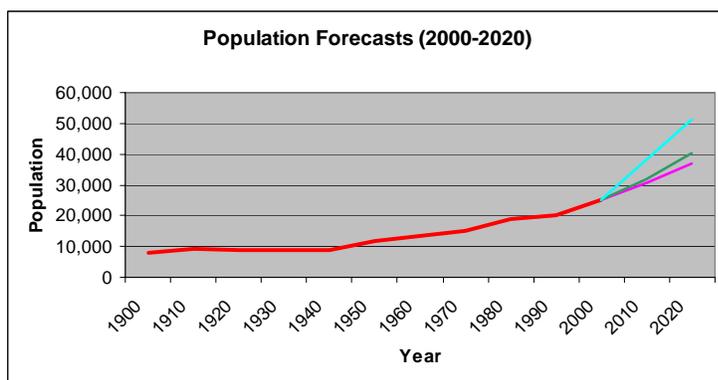
Population Trends and Forecast

During the last century, the City grew in population from 7,940 persons in 1900 to 25,243 persons by 2000, an increase of 17,303 persons or 218%. The decades with the most significant growth were the 1940's (24%), the 1990's (21%), and the 1970's (20%). The first decade of the 21st Century could show the most significant growth based on the past 2.5 years, but it is too early to tell whether that will hold true.

Population forecasts prepared for the *Thoroughfare Plan* estimate the City's planning area could accommodate 57,139 persons by 2020. This would mean an additional 15,102 dwellings and 8,475 additional workers. Current housing that is in the pipeline would generate a population of 39,365 persons.

In addition, the *Market Potentials* report forecast the City could reach 35,000 persons within the next five years. Preparing a separate forecast using three different but realistic growth rates per decade (low: 10%, medium: 12.5%, and high: 15%), finds that the City's population could potentially increase by 2025 to 40,654 (low), 45,489 (medium), or 57,743 (high).

Figure C.



Source: City of Delaware, Department of Planning and Community Development, 2003

Based on building activity since 2000, development in the pipeline, and general expectations about the Columbus MSA economy, it is fair to assume that the low to medium forecasts could hold true. The accompanying graph portrays these forecasts in comparison with historic population growth. It's critical to point out that forecasts are an estimate of a point in the future based on a set of assumptions. The estimate cannot take into account unknown changes in the economy (local, state, or national), development climate, building products, and demographic shifts that may alter future growth.

The Future Land Use Map presented in the Land Use Element reflects the expectations for development in the planning area at the point of reaching build out (the geographic extent of the City). This is reflected in the Future Corporate Boundary shown on the map. At the point of build out, the City could accommodate 43,290 dwellings, a population of about 106,061 persons, and an employment base of 123,695 jobs. Based on recent building activity, this would occur in 63 years. In reality this could take longer and the amount of development could be less than shown. There are numerous unknown factors that will influence development in the long term. Applying fiscal factors prepared by Tischler & Associates, build out would result in a positive net fiscal return to the City of about \$26.8 million in 2003 dollars.

Table C. Future Land Use – Future Corporate Boundaries - City of Delaware					
Major Land Use Category	Land Use	Acreage	Percent	Subtotal	Percent
Open Space	Major Open Space	1,906	7%	1,906	7%
Single-Family Residential	Agriculture/Rural Res'l	418	2%	15,676	57%
	Very Low Density	7,677	28%		
	Low Density	4,036	15%		
	Moderate Density	2,808	10%		
	High Density	737	3%		
Multi-Family Residential	Low Density	114	.4%	621	2%
	Moderate Density	450	2%		
	High Density	57	.2%		
Mixed Use	Mixed Use	642	2%	642	2%
Business	Commercial	826	3%	2,700	10%
	Office/Flex Office	440	2%		
	Institutional	1,434	5%		
Manufacturing	Light Manufacturing	3,896	14%	4,601	17%
	Heavy Manufacturing	705	3%		
Right-of-Way	Right-of-Way	1,365	5%	1,365	5%
<i>Total</i>		27,512	100%	27,563	100%

Source: Planning and Community Development Department

G. What is the City's History?

The City of Delaware has a very rich history. The following is a synopsis.

Pre-1800

- Hopewell Mound Builders inhabited this area
- Temporary settlements of Delaware, Wyandot, Mingo, and Seneca Indian tribes
- 1773 Settlement founded by Chief Pluggy (where present day Mingo Park is located)

1800-1825

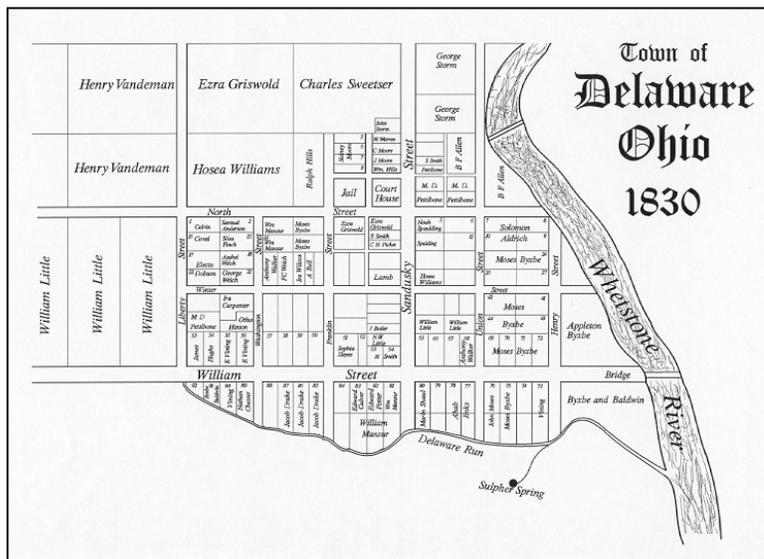
- 1802 Delaware Indians move north following the Treaty of Greenville (1795)
- Franklin County is divided on its north boundary to create Delaware County
- 1807 First Delaware residence (John Beard residence)
- Joseph Barber Tavern, built at Sulphur Springs, initial site for holding court



The City's Original 1808 Plat

- 1808 Delaware platted
- Delaware County seat located in Delaware Village
- 1809 First tannery on site of Ohio Wesleyan University's Edwards Gym

- 1810 William Street Bridge built by Moses Byxbe and others
City population: 27
- 1811 Established first postmaster
- 1812 War of 1812: Delaware served as headquarters for General William Henry Harrison
- 1815 First Delaware County Courthouse built
- 1816 Delaware incorporates as a Village
Mayor and Common Councilman appoint a Town Marshal



- 1818 Delaware Gazette founded: Delaware County's oldest newspaper; oldest family owned daily newspaper in U.S. (since 1834) when Thomson family became publishing partners; Ohio's oldest independent newspaper
- 1820 City population: 250



Rutherford B. Hayes
birthplace on
William Street.

- 1822 Rutherford B. Hayes born in Delaware

1825-1850

- 1828 Adopted new government: elected eight-member Town Council with a Mayor elected among the Council
- 1830 City population: 532

- 1833 Mansion House built: Sanitarium on the Sulphur Springs property, watering place with adjoining bathhouses (bought by OWU and renamed Elliot Hall)

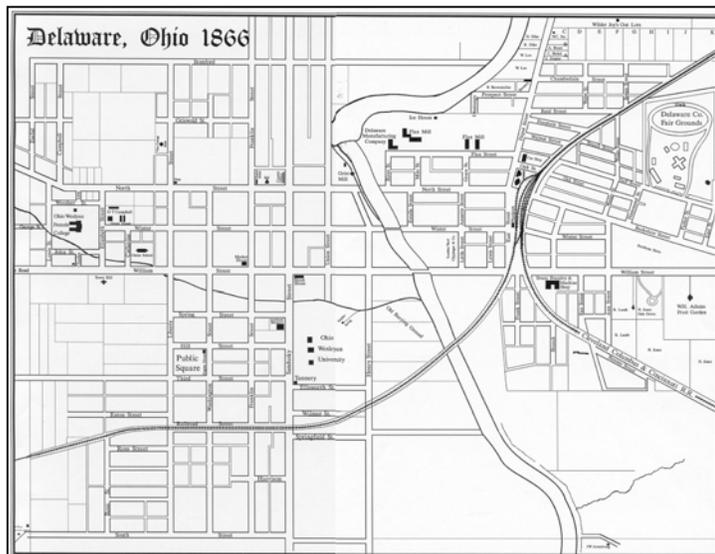


Elliot Hall, formerly the Mansion House sanitarium

- 1834 City Council organizes four-person fire department
- 1835 First Delaware County Bank established
- 1840 City population: 898
- 1842 Ohio Wesleyan University founded

1850-1875

- 1850 City population: 2,074
- 1851 Cleveland, Columbus, Cincinnati and Indianapolis (C.C.C.&I.) Railroad built
- 1854 First location of the Delaware County Fairgrounds, built on east side of Delaware
Mayor proclaims all citizens to become vaccinated to prevent spread of smallpox
Springfield, Delaware & Mount Vernon Railroad built
- 1856 Delaware's first great disaster: 14 people killed and others injured at County Fairgrounds when steam engine explodes
- 1857 Carriage Factory: Founded by Evans & Carnahan
- 1860 City population: 3,889
- 1862 Camp Delaware opens as a training camp for the Union Army during the Civil War
- 1863 5th U.S. Colored Infantry trained at Camp Delaware: Believed to be the only place in Ohio where black men trained for the Union Army



- 1866 First cigar manufacturer in Delaware County (Riddle, Graff & Co. at 10 North Sandusky)

1867 Delaware Building Association: First Building and Loan Association in Ohio

1869 Williams Opera House built on Winter Street



County Courthouse and jail on Sandusky Street.

1870 City population: 6,000

Second County Courthouse dedicated at North Sandusky and Central Avenue

Crown Bottling Works: Sold water from Odovene Spring

Delaware Chair Company: Opens at E. Winter and Henry Streets; “Delaware Chair” had double-cane seat sold worldwide (most chairs at Columbus’ Southern Hotel, Neil House and fire engine houses were manufactured by Delaware Chair Co.)

1873 Delaware attains City status (population 6,000)

1875-1900

1877 Toledo, Delaware and Columbus railroad built

OWU unites with the Ohio Wesleyan Female College and the Conservatory

1878 Delaware County Jail opens at Franklin Street and Central Avenue

1880 City population: 6,894

1882 City Hall opens: City offices, City Council chamber, City Jail, Fire Department, Auditorium, and Opera House



Bun’s Restaurant in the early 1900’s

1889 Bun’s Restaurant opens

Free mail delivery begins

1890 City population: 8,224

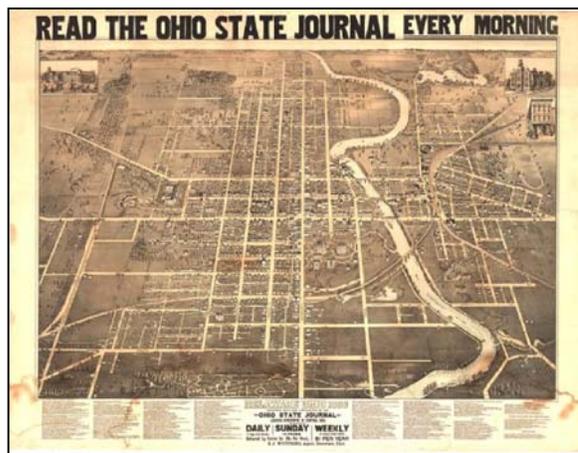
Children’s Home (Delwood) built

1893 Columbus & Sandusky Short Line Railroad built

1894 Delaware Electric Street Railway built

1897 First private library opens in the office of Dr. W.H. Hague

1899 Delaware Area Chamber of Commerce forms: Originally incorporated as Delaware Board of Trade



1890 perspective printed in the Ohio State Journal

1900-1925



City Hall and Firehouse in 1900

- 1900 City population: 7,940
Delaware library becomes a public facility
- 1901 Cook Motor Company builds autos



Trolley cars on Sandusky Street at the William Street intersection

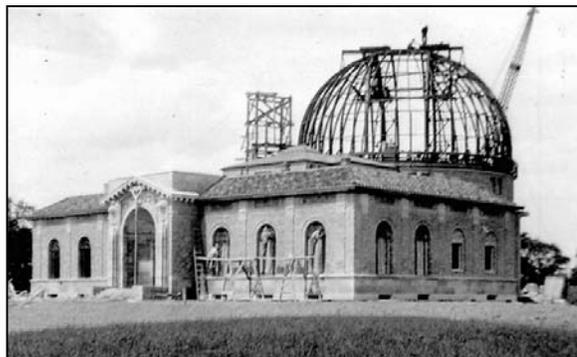
- 1902 Columbus, Delaware, and Northern Railroad and the Columbus, Delaware and Marion Railroad merged to form the Columbus, Delaware, and Marion Electric Company
Columbus, Delaware, and Marion Electric Company railway terminal opened at the northeast corner of William and Sandusky Streets
- 1903 Columbus, Delaware and Marion Electric initiates freight service
- 1904 Delaware & Magnetic Springs Railway constructed
First Delaware Day on April 4
- 1906 Jane Case Hospital opens at Southwest corner of Winter and Franklin Streets
Delaware Carnegie Library opens
- 1907 Delaware Chamber of Commerce incorporated as the Commercial Club of Delaware

- 1908 Delaware Bridge & Iron Company on E. Central Avenue established: Builds steel bridges, viaducts, towers, and tanks
The County votes to go “Dry”
First Boy Scouts of America founded in Delaware
- 1909 Delaware County Fairgrounds moves to Powell
- 1910 City population: 9,076



Devastating flood of 1913 pictured above in the Downtown

- 1913 Flood: Olentangy River rises to 32 feet creating a lake in the center of the City; 18 killed; 40 bridges destroyed; \$1.5 million in damage; record rainfall of 7.45 inches
- 1914 Strand Theatre opens as opera house, long known for its Wurlitzer organ
- 1917 Delaware Chapter of the American Red Cross chartered on West Winter Street
- 1920 City population: 8,756
Jane Case Hospital moves to W. Central Avenue
- 1920'S Liberty Community Center begins on South Liberty Road, social gathering place for black community



Perkins Observatory under construction in the early 1920s.

- 1924 Perkins Observatory completed

1925-1950

- 1927 Columbus, Delaware & Marion Electric begins bus transportation system but, within a few months, it ends the service; Union Bus Station is located at North Sandusky Street
- 1929 Rotary Club of Delaware founded
- 1930 City population: 8,675
City designates the Petunia as its official flower



1934 fire destroys City Hall; the historic building was replaced by new City Hall as a Public Works Administration project.

- 1934 Fire destroys the historic City Hall
- 1936 Replacement City Hall built as Public Works Administration project
- 1937 Fairgrounds moves back to Delaware to present site on Pennsylvania Avenue
- 1940 City population: 8,944
- 1945 Delaware Municipal Airport opens
- 1946 First Little Brown Jug race held, named for a pacer; only County Fair in Ohio to offer Grand Circuit harness racing
- 1947 Delaware County Historical Society & Museum founded

1950-1975

- 1950 City population: 11,804
- 1950s Greyhound Bus Lines station opens at 50 South Sandusky
City designated as Refugee Center if Columbus becomes nuclear bomb target
- 1951 Delaware's first charter is adopted, establishing the Council-Manager form of government
Delaware Dam constructed and Delaware State Park dedicated
- 1956 Garth's Auction Barn founded; international reputation for quality auctions
- 1958 Sesquicentennial Celebration held
- 1960 City population: 13,282
Methodist Theological School in Ohio opens
- 1970 City population: 15,008
- 1972 Wilbur Bills Station Fire Station opens
- 1973 First annual Arts & Crafts Fair held in community
- 1974 Alum Creek Dam completed in Alum Creek State Park

1975-Present

- 1972 Grady Memorial Hospital name established
- 1980 City population: 18,780
- 1984 Library relocates to 84 E. Winter Street
- 1989 *Delaware This Week* begins weekly free delivery
Delaware County Cultural Arts Center (Arts Castle) opens
Delaware designates a Sister City – Omutninsk, USSR
- 1990 City population: 20,030
- 1991 Hamilton-Williams Campus Center opens at OWU
- 1992 Justice Center built

- Library renovated and reopened
- 2000 City population: 25,243
Dempsey Middle School opens
- 2001 Downtown streetscape project begins
- 2002 City Hall Annex (Engineering Department) opens
Westfield Shopping Center opens



Downtown streetscape is completed in 2003.

- 2003 City population: 28,500 (estimate)
Richard Ross Museum opens at OWU
Kroger Great Lakes Regional Distribution Center opens
Downtown Streetscape Project completed
- 2004 City is designated one of the first *Preserve America* communities by First Lady Laura Bush and the Advisory Council on Historic Preservation

H. How is the Comprehensive Plan Used and What Does it Contain?

How to Use the Plan

The Plan is a “living” document. After its adoption by City Council, its policies will be sufficiently flexible - yet strong enough - to respond to most situations. In some cases, the Plan will require a formal amendment to respond to unforeseen conditions or opportunities (*See Implementation Element*). The Comprehensive Plan should be used in the following ways:

1. **City Policy:** The Plan communicates the City’s policies relative to growth, development, and various aspects of the community that define its quality of life.
2. **Daily Decision-Making:** The Staff, Planning Commission, other boards and commissions, and City Council should use the Plan on a daily basis, in a variety of decision-making. This includes zoning and subdivision approvals, budgeting, and capital improvement planning.
3. **Private Sector:** Property owners, businesses, and developers use the Comprehensive Plan as a guide in making property and development investment decisions.
4. **Community:** Community organizations should use the Plan as a guide in undertaking their various activities as a means of working with the City and building upon City policies and initiatives.
5. **Future Land Use Map:** This map provides important guidance to future land use decisions. It can be amended by ordinance, however, such amendments should be based upon guidance provided in the Implementation Element.

Comprehensive Plan Elements

The Comprehensive Plan is comprised of the following elements.

1. **Executive Summary:** The Executive Summary presents a summary of the Plan’s goals and key policies, as well as an overview of the planning process and an explanation of how the Plan is to be used.

2. **Growth Management:** The Growth Management Element provides guidance through a series of policies that seek to manage growth in a responsible fashion. It focuses on the rate of growth, the quality of growth, fiscal considerations, and establishes priority growth areas.
3. **Land Use Element:** The Land Use Element presents the Future Land Use Map that establishes the land use framework to guide future development and redevelopment. It defines land use by type and density/intensity. Policies address regionalism, County and townships, urban form and future land use, development standards and regulations, and subareas.
4. **Community Character Element:** Community character relates to the built environment in Delaware as measured in its various physical components and related urban design issues. This element addresses community character at the citywide level. It builds upon the public participation activities that addressed images of the City. Policies address gateways, corridors, districts, nodes, landmarks, edges, historic preservation, Downtown, neighborhoods, and design review.
5. **Transportation Element:** Transportation and land use are inextricably linked. This relationship is crucial to ensuring that a multi-modal transportation system can successfully accommodate future growth. The Transportation Element integrates the Future Land Use Map with the *Thoroughfare Plan*, previous transportation plans and other related ordinances and programs (i.e. traffic calming). Policies address transportation management, road network, transit, freight rail, airport, Downtown parking, biking, connectivity, pedestrian orientation, and traffic calming.
6. **Community Facilities and Services Element:** A broad range of community facilities is addressed in this element because they are important components of the City's quality of life. These are parks and recreation, grounds and facilities, police, fire and emergency medical services, water, sanitary sewer, and stormwater, public works, municipal airport, municipal buildings, natural gas, electric and cable, public education, university community, healthcare, and cultural arts.
7. **Economic Development Element:** It is critical for the City to grow its economic base to provide for future fiscal needs. The Economic Development Element addresses economic base, industrial development, office development, retail and Downtown development, tourism development, and economic incentives.
8. **Housing Element:** Housing is important to the City's quality of life, to providing opportunity for homeownership, and in attracting employers/employees to Delaware. Policies in this element address the housing base, affordability, and Downtown housing.
9. **Environmental Resources Element:** The natural environment plays a critical role in establishing the character of the community and plays a functional role relative to drainage, buffering and open space. Policies address resource management, topography and geology, rivers and streams, floodplain, water resources and quality, woodlands and urban forestry, species habitat, air quality, brownfields, noise pollution, and light pollution.
10. **Implementation Element:** Implementation is the true focus of the Comprehensive Plan and will be the measuring stick of success. The Implementation Element provides a summary of all of the objectives and strategies presented in the Plan, and can be used to monitor success. The element also addresses the general ways in which the Plan is to be used by the community and the circumstances under which amendments should be considered prior to the next major update in five years after its adoption.
11. **Appendices:** The Appendices include a glossary of terms, bibliography, and subject index.

Supporting Documents

Several documents were prepared to support the update of the Comprehensive Plan.

1. **Existing Conditions Report:** In addition, a separate *Existing Conditions Report* was prepared that details the technical data that was gathered and the accompanying analysis that was undertaken. It also presents the critical issues that were identified in the analysis.
2. **Vision Report:** The Vision Report summarizes the extensive input received from the public at the beginning of the planning process during Vision Week. These were a series of meetings held around the community at which residents provided extensive comments about the City relative today and the future. Over 1,500 ideas and comments were shared and are tabulated in the report. The meetings included a visioning exercise to evaluate images of the built and natural environments in the Delaware.
3. **Market Potentials:** This report presents the real estate market study that was prepared by a consultant to provide an objective assessment of the City's development potential over the next

five years. The report addresses markets for residential development, retail development (with a focus on the Downtown), office market, and industrial market.

4. **Thoroughfare Plan:** The Thoroughfare Plan was a joint City-County project to establish new transportation policies, road improvement priorities, and a seamless thoroughfare system.
5. **Wastewater Master Plan:** This plan establishes the wastewater tributary areas and general locations for major sanitary trunk lines. It is a “driver” of future growth.
6. **Department Service Plans:** These plans were prepared to guide service delivery within most City departments.



Growth Management Element

Comprehensive Plan
City of Delaware, Ohio



Growth Management Element

A. Introduction

Managing growth is critical to the long-term viability of the community. It ensures that current and future needs are met, that new development does not overwhelm the community, and that the fiscal resources will be available to sustain the City.

However it is a challenge. The City has the ability to influence development decisions through zoning and subdivision regulations and the timing and funding of infrastructure investments. But, the market place also has tremendous influence and affects the timing and absorption of new development. The City has limited influence over the market place, but it can have an impact through incentives and disincentives (carrots and sticks).

This chapter of the Comprehensive Plan addresses the rate of growth, quality of growth, fiscal considerations, and Priority Growth Areas.

B. Goal and Principles

The City's goal for Growth Management is that:

Growth will be managed in a qualitative manner that ensures the best development that is compatible with the community's values and aspirations, while ensuring sufficient revenues to provide facilities and services.

The supporting principles for Growth Management are the following:

1. The amount and rate of growth will be managed at a level that minimizes negative impacts to the City and ensures long-term fiscal stability.

Highlights

▶▶ Managing growth is critical to ensuring that adequate revenues come to the City, that City services and facilities are not overly taxed, and that the community's quality of life is protected and improved.

▶▶ The quality of growth is critical. The housing stock must be better balanced by providing "move up" units and affordable housing options.

▶▶ Minimum fiscal returns to the City for economic projects are recommended, ranging from 40 cents per square foot for manufacturing to 60 cents per square foot for retail.

▶▶ Areas appropriate for Tax Increment Financing districts and Priority Growth Areas to prioritize future public and private investments are recommended.

2. The timing of development will be tied to the availability of infrastructure; public facilities and other infrastructure will be in place, concurrently installed or planned to be installed within a reasonable timeframe consistent with the timing of development.
3. The City’s development standards will be strengthened.
4. Development incentives will be consistent with Comprehensive Plan policies.
5. Funding will be stable for the development and operation of City facilities and services that meet community needs.
6. Working with neighboring entities and the County will continue to be emphasized.

C. Rate of Growth

Issues and Findings

Region: The Columbus Metropolitan Statistical Area (MSA) is forecast to add an additional 500,000 persons and 375,000 jobs between 2000 and 2025. The Columbus MSA had 1.6 million residents in 2000. Delaware County is expected to continue to attract a substantial share of growth outside of Franklin County. Columbus and the Mid-Ohio Regional Planning Commission (MORPC) are promoting the creation of a regional growth plan and have created a growth tool kit to aid local communities.

County: Suburban expansion added 67,081 persons to Delaware County between 1970 and 2000, an increase of 156%. The County’s population was 109,989 in 2000. The Delaware County Regional Planning Commission had about 16,000 lots for dwellings in the “pipeline” in mid-2002. The County is currently ranked as the fastest growing county in Ohio and the 15th fastest growing county in the United States. Current forecasts expect the County population to increase by 85% to 208,798 persons by 2020, housing to increase by 125% to 90,767 dwelling units and jobs to increase by 123% to 90,044 jobs.

City: In 1990 the City contained 9.95 square miles. Since 1990, the City has expanded by about 7.64 square miles (or about 77%) through annexations to about 17.6 square miles in the third quarter of 2003. The accompanying map shows the corporate boundaries in 1990 and in September 2003. In 2001-02, the City considered several annexation petitions totaling 1,213 acres (1.9 square miles) that were submitted by property owners because of the pending change in the state’s annexation law. As background, under Ohio law property owners submit a petition to the county commissioners requesting that their land be annexed to a municipality. Once the commissioners approve the petition, it is the decision of the municipality’s city council to accept or reject the annexation.

Relative to residential development approvals since April 2000, the City has approved plats and development plans for a total of 7,551 dwelling units as of October 1, 2003, (4,374 dwelling units or 58% are single-family and two-family and 3,177 dwelling units or 42% are multi-family). Of these approved dwelling units, 1,515 dwellings have been built, for a balance of 6,036 units. This represents an average of 443 dwelling units on an annualized basis. Based on this building trend, the City currently has a 13.6-year supply of housing in the “pipeline”, prior to approving any additional new housing. This does not take into account market forces that influence the location for new construction. An analysis found that 49% of these lots/units in the pipeline were entry-level product and 51% were “move-up” product.

Databank	
	55th
2000 Delaware City’s Statewide Rank in Size	
	11th
2000 Delaware City’s Statewide Rank in Growth between 1990-2000	
	109,989
2000 Delaware County Population	
	208,798
2020 Delaware County Population	
	25,243
2000 Delaware City Population	
	57,139
2020 Delaware City Population	
	6,100
City Residential Dwellings in the Pipeline – 3 rd Quarter of 2003	

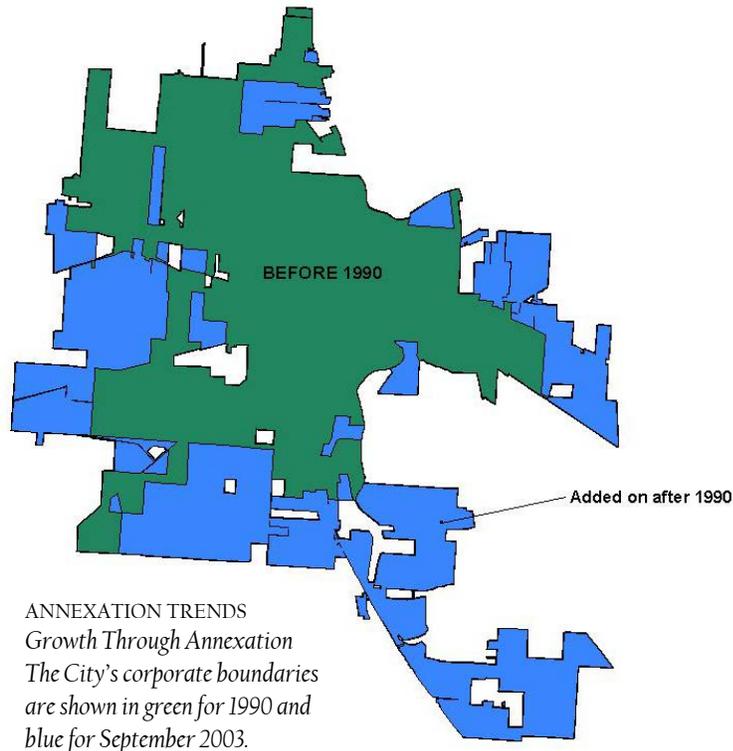
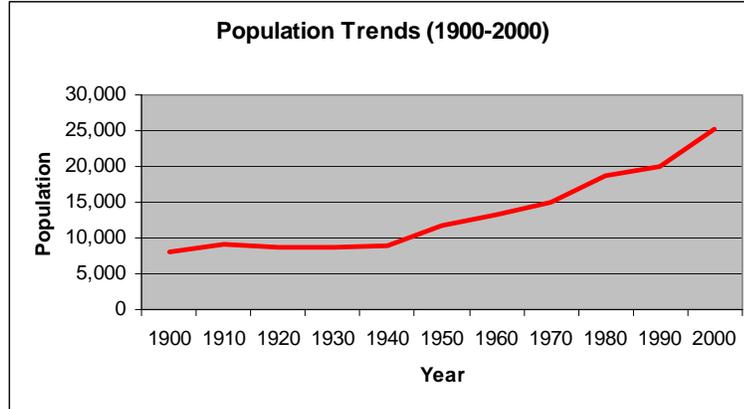


Table D. 1990s Annexation Trends – City of Delaware			
Year	Square Miles Added	Percent Change	Total
Pre 1990	Na	Na	9.946
1990	0.182	1.8%	10.128
1991	0.792	7.8%	10.920
1992	0.027	2.5%	10.947
1993	0.357	3.3%	11.304
1994	0.312	2.8%	11.616
1995	0.330	2.8%	11.946
1996	1.089	9.1%	13.035
1997	1.232	9.5%	14.267
1998	0.022	0.2%	14.289
1999	0.689	4.8%	14.978
2000	0.721	4.8%	15.699
2001	0.868	5.5%	16.567
2002	0.431	2.6%	16.998
3 rd Qtr 2003	0.402	2.4%	17.400
Total	7.454	75%	Na
Average	0.532	5.4%	Na

Source: City of Delaware

Figure D.



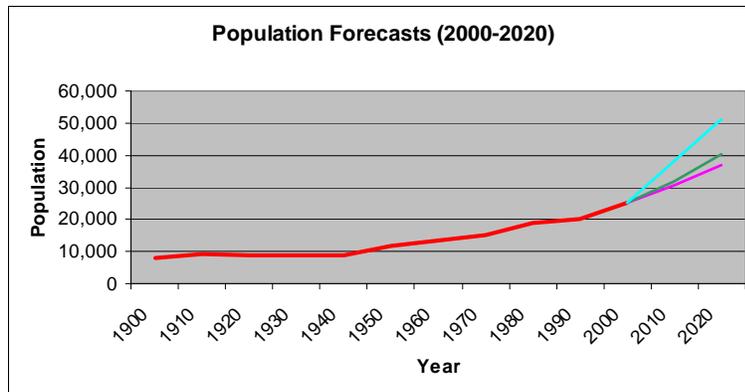
Source: U.S. Census

The City's population in 2000 was 25,243, an increase of 26% over 1990 (20,030) and making the City the 11th fastest growing municipality in Ohio in the 1990's (*Ohio Business* magazine ranked the City the fifth fastest growing municipality in Ohio in 2003). The mid-2002 estimate was 28,710, based on the construction of 1,415 dwelling units since April 2000. In the last century, the three decades that experienced the most significant population increase (in order) were: 1940's at 32%; 1990's at 26%; and the 1970's at 25%. For the century, the average growth per decade was 22%.

Table E. Historic Population Trend - City of Delaware			
Year	Population	Change	
		Number	Percent
1810	27	Na	Na
1820	250	223	826%
1830	532	282	113%
1840	898	366	69%
1850	2,074	1,176	131%
1860	3,889	1,815	88%
1870	6,000	2,111	54%
1880	6,894	894	15%
1890	8,224	1,330	19%
1900	7,940	(284)	(3%)
1910	9,076	1,136	14%
1920	8,756	(320)	(4%)
1930	8,675	(81)	(1%)
1940	8,944	269	3%
1950	11,804	2,860	32%
1960	13,282	1,478	13%
1970	15,008	1,726	13%
1980	18,780	3,772	25%
1990	20,030	1,250	7%
2000	25,243	5,213	26%

Source: U.S. Census

Figure E.



Source: City of Delaware, Department of Planning and Community Development, 2003

The *Market Analyses* (Randy Gross/Development Economics, 2002) prepared for the Comprehensive Plan forecasts the City’s population will grow to 35,000 by 2007. MORPC forecasts the population of the City’s planning area will increase to 57,139 by 2020, housing will increase to 25,270 units by 2020, and jobs will increase to 25,629.

Preparing a separate forecast using three different but realistic growth rates per decade (low: 10%, medium: 12.5%, and high: 15%), finds that the City’s population could potential increase by 2025 to 40,654 (low), 45,489 (medium), or 57,743 (high). Based on building activity since 2000, development in the pipeline, and general expectations about the Columbus MSA economy, it is fair to assume that the low to medium forecasts could hold true. The accompanying graph portrays these forecasts in comparison with historic population growth. It’s critical to point out that forecasts are an estimate of a point in the future based on a set of assumptions. The estimate cannot take into account unknown changes in the economy (local, state, or national), development climate, building products, and demographic shifts that may alter future growth.

Within the current City limits, a total of 4,637 acres are undeveloped in the third quarter of 2003. Of that total, 2,109 acres are zoned for residential uses, 380 acres are zoned for commercial uses, 944 acres are zoned for manufacturing uses, 39 acres are zoned for Planned Office/Institutional uses, and 1,164 acres are zoned for agriculture (which is a holding zone in which newly annexed land is placed until it is ready for rezoning and development).

The undeveloped land zoned for residential uses could accommodate about 11,768 dwelling units, commercially zoned land could accommodate about 6.6 million square feet of space, and the industrially zoned land could accommodate about 16.4 million square feet of space. However, these are gross estimates that does not take into account developability of particular sites, right-of-way dedications, parkland dedication, market demand, and other similar factors.

The *Market Analyses* estimated that the City has the potential to capture the following development over the next five years: 2,700 additional single-family homes, of which about 800 would be of higher value (\$250,000-plus); 300 to 500 rental multi-family units generated by demand within the community; 315,000 square feet of industrial space; 50,000 square feet of office space; and about 150,000 square feet of retail space in the Downtown.

The Future Land Use Map presented in the Land Use Element reflects the expectations for development in the planning area at the point of reaching build out (the geographic extent of the City). This is reflected in the Future Corporate Boundary shown on the map. At the point of build out, the City could accommodate 43,290 dwellings, a population of about 106,061 persons, and an employment base of 123,695 jobs. Based on recent building activity, this would occur in 63 years. In reality this could take longer and the amount of development could be less than shown. There are numerous unknown factors that will influence development in the long term. Applying fiscal factors prepared by Tischler & Associates, build out would result in a positive net fiscal return to the City of about \$33.4 million in 2003 dollars.

Techniques for Managing Growth

There are various tools that can be used effectively to manage the City’s growth to ensure that it is consistent with the Comprehensive Plan. The following is a summary of the most pertinent. The extent to which the City currently uses these techniques is indicated.

1. **Pre-Annexation Agreements:** These agreements are formally executed between the City and the petitioner for annexation. They outline the general framework of development for the proposed annexation, provision of utilities, and any fiscal considerations of the proposed development. The City has used this technique sporadically in the past, but began to use it more frequently in 2002.
2. **Development Agreements:** These agreements are formally executed between the City and a Developer, and outline the specifics of a proposed project relative to development character, density, the provision of infrastructure (who will provide, who will pay the cost), and related fiscal considerations. These could be filed for Development Plans and Subdivision Plats (currently they are not required by Code). The City has used this technique on a limited basis in the past.
3. **Development Scoring System:** This is an approach where development proposals are scored, using a system that reflects public priorities and City development policies. Higher scoring proposals receive development approvals. Lower scoring proposals must be modified and resubmitted. The City does not use this technique.
4. **Development Moratoria:** This approach places a cap on building permits, rezonings, and plan approvals. It is a temporary measure (typically up to two years) that is normally used to postpone new development approvals while comprehensive plans are prepared or zoning codes are updated. Moratoria are also used to stop development activity until sanitary sewer or water utilities provide sufficient capacity. It provides only limited relief to communities that lack the infrastructure to support development because the funds and timing of providing such facilities often exceed the timeframe of a moratorium. The City has never used this technique.
5. **Adequate Public Facilities Ordinance:** This type of ordinance requires that all major public facilities and other infrastructure are in place and operational for a specific development before building permits can be issued. This places a burden on the Developer, as well as the City, to ensure that roads, parks, schools, fire and police facilities and equipment, public works, etc. are fully constructed and staffed. Often this results in a “beauty contest” among developments. The City uses aspects of this technique relative to water, sewer, and stormwater facilities, roads to an extent, parkland, and facilities funded with impact fees (parks, police, and fire/EMS).
6. **Downzoning:** Under this strategy, the City rezones land that is too intensely zoned, based on the Comprehensive Plan. For example, land currently zoned multi-family is downzoned to single-family because the Plan recommends single-family uses for that particular site. This is a legal use of the police power. The City has not used this technique, except when requested by the property owner to accommodate a project.
7. **Upzoning:** Under this strategy, the City rezones land to the appropriate district, consistent with the Comprehensive Plan. For example, land zoned for single-family may be upzoned to light industrial if the Plan recommends that use for a particular site. Upzoning typically results in an intensification of development consistent with community goals. The City upzones land to accommodate appropriate development proposals, but has not used this technique as a means of managing growth.
8. **Urban Services Boundary:** This is a formal boundary that reflects the geographic extent of the City’s utility services. Often, this boundary serves as the official growth boundary. Within this boundary, the City would support annexations, utility extensions, and development. Outside this boundary, the City would not support urban expansion. The City’s wastewater master plan

U.S. Environmental Protection Agency’s Smart Growth Principles

1. Mix land uses.
2. Take advantage of compact building design.
3. Create housing opportunities and choices for a range of household types, family sizes and incomes.
4. Create walkable neighborhoods.
5. Foster distinctive, attractive communities with a strong sense of place.
6. Preserve open space, farmland, natural beauty, and critical environmental areas.
7. Reinvest in and strengthen existing communities and achieve more balanced regional development.
8. Provide a variety of transportation choices.
9. Make development decisions predictable, fair, and cost-effective.
10. Encourage citizen and stakeholder participation in development decisions.

establishes a services boundary for that utility, as does the water service agreement executed with Delco in early 2003.

9. **Income Tax Levy:** Additional revenues are needed to support the backlog of capital and operational needs facing the City, as well as to support future growth (i.e. \$140 million to fully fund transportation improvements). Income tax levies have been considered in the past and two measures to raise the City's 1.4 percent income tax for police/fire and roads were voted down by the voters in May 2003.
10. **Impact Fees:** The City collects impact fees for police, fire, and parks. The fees could be expanded to include roads as well as other capital needs. Unfortunately, these fees cannot be used for operational needs. As a result, the City can collect impact fees to build and equip a new fire station, but must provide general fund dollars to staff such new facilities.
11. **Tax Increment Financing:** This tool provides the means of capturing the net increase in property taxes generated by new non-residential development and allocates those funds to pay for related infrastructure (roads and utilities). This is a mechanism not yet used by the City, but which may be of benefit to build major roads, infrastructure, etc. associated with large developments. The City has not used this technique to date, but will consider TIFs to support commercial, office, and industrial development (*see Economic Development Element*).

Benchmarks

1. The City's population is forecast to reach 35,000 in the next five years.
2. About 2,700 additional dwelling units will be constructed in the City in the next five years.
3. Of the 2,700 units, about 800 will be higher valued units (\$250,000 plus).
4. About 300 to 500 additional multi-family units will be constructed to meet local needs by 2007.
5. About 315,000 square feet of additional industrial space will be constructed and occupied in the next five years.
6. About 50,000 square feet of additional office space will be constructed and occupied in the next five years.
7. About 150,000 square feet of retail space will be occupied or constructed in the Downtown in the next five years.

Objectives and Strategies

GM1. Formalize the Requirement of Pre-Annexation Agreements and Development Agreements. Pre-annexation agreements establish a general framework for land development. They establish general land use and development densities, the provision of utilities and infrastructure, and funding considerations. They are part of an annexation acceptance. Development agreements further the general framework of an annexation agreement by finalizing details about a development. They are part of a zoning, development plan, or plat approval. This can be combined into a single ordinance.

GM1.1 Amend Zoning Code | Late 2003 | Planning & City Attorney

The Planning Department and the City Attorney prepare amendments to the Zoning Code for requiring pre-annexation agreements and development agreements. This is submitted to Planning Commission and City Council for adoption in the second half of 2003.

GM1.2 Monitor Success | Ongoing | Planning & City Attorney

The Planning Department and the City Attorney monitor the success of these requirements and recommend any necessary Zoning Code changes to fine tune the process.

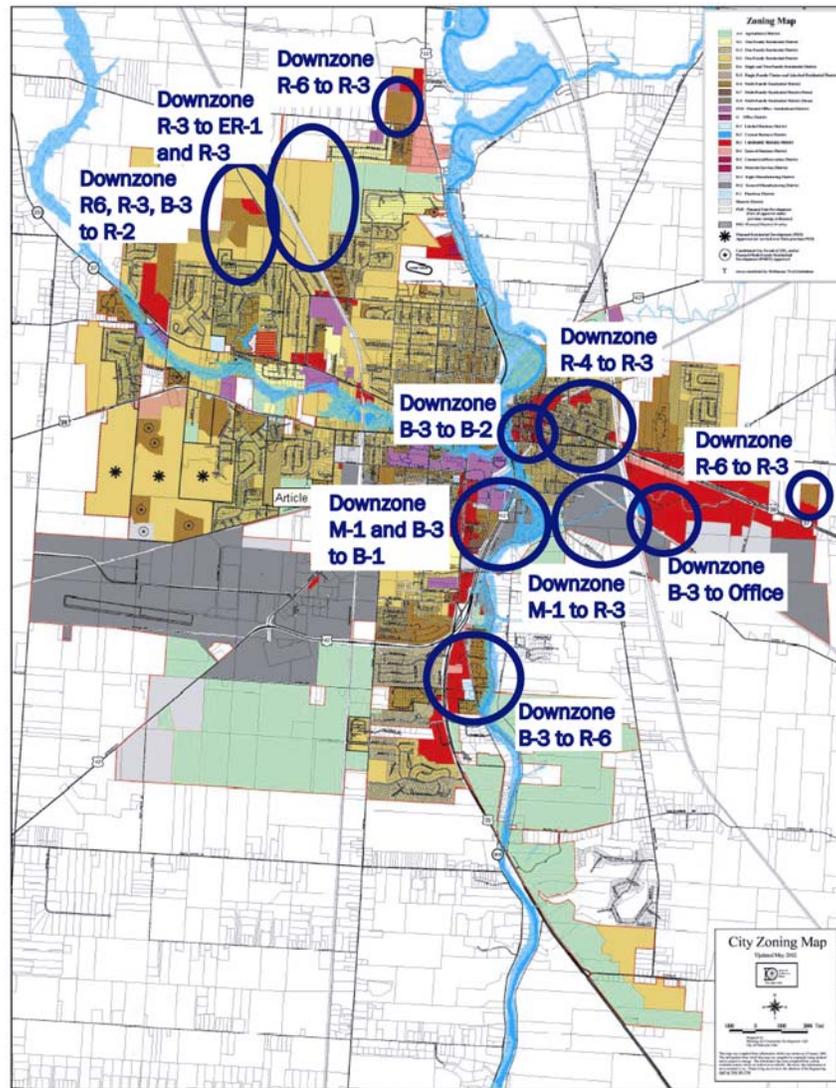
GM2. Consider Adopting an Adequate Public Facilities Ordinance. The City currently has general components of an Adequate Public Facilities Ordinance (APFO) in place, such as requirements for the provision of water and sanitary sewer service, negotiated road improvements, sidewalks, bikepaths, and park facilities concurrent with development. APFOs go beyond that to establish clear Level of Service (LOS) standards for all municipal facilities and services. APFO requires the provision of these facilities and services at certain LOS standards concurrent with development.

GM2.1 Propose an APFO | 2005 | Planning & City Manager's Office

The City selects a consultant to propose the APFO. Preparation will require an update of the LOS assessment prepared by Tischler & Associates for the impact fee report. (*Best Practice: City of Columbus APFO.*)

GM2.2 Adopt and Implement APFO | 2005 & Ongoing | City Council

City Council adopts the APFO and implementation begins with zoning, platting and building approvals. Success should be monitored and the ordinance amended, as appropriate.



○ Proposed Downzonings

These downzonings are proposed for future consideration by the Planning Commission and City Council, consistent with the policies of the Plan.

GM3. Consider Comprehensively Rezoning the City. The City has land that is over-zoned, in some cases with multi-family development that may not be appropriately located and in other cases with commercial zoning where office or light industrial is more appropriate. Likewise, the Comprehensive Plan in the Land Use Element recommends future land use in areas that are currently zoned A-1. And, there are properties where the zoning doesn't match the underlying land use. This objective seeks to rezone certain areas of the City to be consistent with the Comprehensive Plan in a fashion that is legally sound following adoption of the Plan. The accompanying *Proposed Downzonings Map* identifies some of the areas for consideration; others will be identified based on the adopted *Future Land Use Map*.

GM3.1 Prepare Proposal and Gather Input | 2004 | Planning

The initial recommendations of this objective are formalized in a comprehensive rezoning map and ordinance prepared by the Planning Department. The proposal is

circulated to the affected property owners for comment and a public meeting is held to discuss the proposal. Prepare map and ordinance after adoption of Comprehensive Plan.

GM3.2 Adopt Rezoning | 2004 | Planning Commission & City Council

The Planning Department forwards the proposal and record of public comment to the Planning Commission and City Council for adoption.

GM4. Consider the Adoption a 12-Month Zoning Freeze of the R-3 to R-8 Districts to Adopt Growth

Management Tools. The City currently has a multi-year supply of dwelling units in the pipeline to be constructed that are zoned under R-3 to R-8 districts. The community has noted an imbalance in the housing stock, with a lack of higher value, lower density single-family units and an over abundance of rental units. This objective seeks to slow the rate of growth of higher density traditional developments. If a property owner seeks a project with those types of densities, it should be pursued under the Planned Residential District or Planned Multi-Family District and reflect a unique site design and amenities that provide for an outstanding project. Zoning freezes typically do not extend beyond a 12-month to 36-month time period. Also, if a project involves a downzoning from a higher density district, the ordinance adopting the freeze can provide support.

GM4.1 Adopt Freeze | 2003 | Planning Commission & City Council

City Council considers adopting a 12-month freeze on the acceptance of applications for rezonings to the R-3 through R-8 residential districts, following a recommendation by the Planning Commission.

GM4.2 Evaluate Freeze | 2004 | Planning

At the end of the 12-month period, the Planning Department evaluates the status of growth and development, and provides a recommendation to the Planning Commission and City Council regarding an extension or modification to the freeze.

GM4.3 Consider Early Termination | 2003-04 | City Council

City Council can choose to end the moratorium earlier than the 12-month period but, in doing so, should evaluate the status of growth and development activity, fiscal considerations, and the status of the Capital Improvement Plan.

GM5. Study the Establishment of Parameters to Allow Utility Extensions Without Annexation. Current City policy requires annexation with the extension of City utilities (water and sanitary sewer). City Council should consider parameters to allow the extension of utilities without annexation in situations where the resulting development is beneficial to the City despite being located outside its jurisdiction. Joint Economic Development Districts (JEDD) and Community Economic Development Agreements (CEDAs) are based on this premise. At the same time, Public Utilities may benefit from revenue generated by development (as a customer) that otherwise would not be beneficial to the City.

GM5.1 Prepare Ordinance | 2004 | Planning, Public Utilities, & City Attorney

The Planning Department, Public Utilities, and the City Attorney prepare an ordinance that provides criteria for establishing a policy that supports utility extensions without annexation.

GM5.2 Adopt Ordinance | 2004 | Planning Commission & City Council

Planning Commission and City Council consider the ordinance for adoption with a recommendation from the Planning Commission.

GM6. Target Incentives to Meet Non-Residential Development Benchmarks. It is clear the City must continue to build its economic base to generate sufficient revenues to meet the facility and service needs of the residential population. This is a slow process. Present economic incentives, as well as new incentives should be used in a focused manner to meet the non-residential development benchmarks – particularly industrial and office benchmarks. *Please see Fiscal Considerations in this element and the Economic Development Element for more details.*

GM6.1 Prepare Incentives Package | 2004 | Economic Development

The Economic Development Coordinator prepares a package of incentives that will be marketed to property owners, builders, developers, and companies. The *Build Delaware Initiative* focuses on industrial and office. City Council endorses the *Build Delaware Initiative* and directs the Administration to begin a full-fledged marketing campaign.

GM6.2 Investigate Land Assembly Options | 2005 | Economic Development

The City investigates creation of a land bank or development of a publicly owned industrial park to ensure a supply of low cost land for industrial development. This is a strategy recommended in the *Market Analyses*. This is coordinated with the Community Improvement Corporation.

GM7. Conduct an Annual Review of the Rate of Growth to Monitor the Rate at which Benchmarks are Being Met and to Consider Modifications to the City's Growth Policies. It is important that the City is successful in implementing the Comprehensive Plan, with a focus on managing the rate and quality of growth. This helps to focus the public and private sectors on the agreed upon vision for the community. Monitoring development activity will allow the City to modify growth policies if results and benchmarks are not being met.

GM7.1 Prepare Quarterly Report | Quarterly | Planning

The Planning Department prepares a quarterly growth statement that summarizes development activity for the previous quarter and compares those results to the benchmarks. This includes residential, commercial, industrial, and office development.

GM7.2 Prepare Annual Assessment | Annually | Planning

The Planning Department conducts an annual assessment of development activity, compares those results to the benchmarks, and recommends policy changes to Planning Commission and City Council to encourage or reduce development activity.

GM8. Expand the Role of the Planning Commission in Advising City Council Regarding Growth Management.

The Planning Commission's traditional role has been to make recommendations on zoning and platting cases that are subsequently decided by City Council. In addition to its responsibilities of overseeing the technical aspects of development in the City, the Planning Commission can play an even more important role in advising City Council. For instance, one of the Planning Commission's roles, as defined in the Ohio Revised Code, is the review and approval of all capital improvements (i.e. roads, bridges, utilities, etc.). And the Commission should work with Staff to monitor implementation of the Comprehensive Plan.

GM8.1 Begin CIP Project Review | 2004 | Planning Commission

The Planning Commission reviews and recommends approval of the Capital Improvement Program to City Council; major capital projects are reviewed by the Commission to ensure consistency with the Comprehensive Plan; and recommended a CIP to the City Council for implementation.

GM8.2 Review Annual Report | Annually | Planning Commission

The Planning Commission reviews and approves the annual report prepared by the Planning Department regarding implementation of the Comprehensive Plan, the status of growth, any related policy changes, and recommends it to the Council.

GM8.3 Review Comprehensive Plan Amendments | Ongoing | Planning Commission

Major policy decisions that conflict with the Comprehensive Plan, such as a rezoning or development approval, requires a supporting amendment of the Plan to be approved by the Planning Commission and City Council before proceeding (*see Implementation Element*).

D. Quality of Growth

Issues and Findings

Population growth builds a stronger local market for goods and services, and will eventually attract and support retailers and restaurants, services, and office uses that are sought by the community. But, population growth adds pressure on the City to meet growing needs for facilities and services, which increases the need for resources to fund capital investments and ongoing operations.

Concerns have been raised in the community about the quality of new single-family and multi-family development, especially the entry-level products that have inundated the Delaware market over the past five-plus years. The community has noted that standards should be raised. More importantly, the lack of "move up" housing forces families to leave the community. The *Market Analyses* estimates that up to 800 units of higher valued single-family housing could be captured in this market within the City (valued at \$250,000 and higher).

At the same time, the need for affordable housing options has been quantified in a City/County study (*Affordable Housing Market Study*). The study estimated that the need for affordable housing units for the entire County was 897 units in 2005. For Delaware Township (and the majority of the City), the greatest need for housing units under \$500 per month was 242 units (affordable to households earning less than \$20,000 per year). Respondents in the study noted that affordable housing can be found on the southern and eastern portions of the City (most affordable rental). *See the Affordable Housing Market Study, Poggemeyer Design Group, 2003.*

New commercial development should complement the City's outstanding historic character, especially the Downtown. This means that building materials should be of the highest quality (such as brick and stone). The City should continue to demand the highest standards through the Staff and Planning Commission. A "one-stop shop" should be created in the Department of Planning and Community Development that ensures the process is efficient, maintains the highest standards, and coordinates the City development process to ensure successful outcomes.

Benchmarks

1. Of the 2,700 units of residential development potential in the next five years, about 800 will be higher valued units (\$250,000 plus).
2. At least two new multi-family developments will develop that fill the gap of "higher end" rental housing.
3. Between 20 and 40 units of market rate housing will be rehabilitated or constructed in the Downtown over the next five years.
4. About 50 units of affordable housing will be rehabilitated or constructed over the next five years. *See the Housing Element.*

Objectives and Strategies

GM9. Balance the Housing Stock to Ensure a Full Range of Housing Options are Available. The City's housing stock is not balanced. It lacks a supply of homes valued at \$250,000 and higher, as well as new construction options under \$125,000. Having a balanced housing stock is important to providing abundant opportunities for homeownership, to attracting upper managers and corporate executives, to address issues of affordability, and to providing a stronger residential tax base. *See the Housing Element.*

GM9.1 Work with Owners and Developers | Ongoing | Planning

The Planning Department works with property owners and potential developers to properly zone and plat sites that are considered most appropriate for "move up" housing. This includes the North, East, and Southeast parts of the City, as well as other locations. Planning Commission and City Council approve such developments that are consistent with this objective and strategy.

GM9.2 Promote the City | 2004 | Planning

The Planning Department promotes the City as a suitable location for "move up" housing to small custom builders and quality production builders. Planning hosts an open house and tour of sites.

GM9.3 Implement Affordable Housing Study | 2004 | Planning

The Planning Department recommends strategies to the Planning Commission and City Council for implementation of the Affordable Housing Task Force report.

GM9.4 Implement CHIP Program | 2005 & Ongoing | Planning

The City continues to implement CHIP grant funds to provide alternative affordable housing and continues to work with community organizations and non-profits to meet local needs. The Department applies for follow-up housing grants.

GM10. Establish the "One-Stop Shop" in the Planning Department to Coordinate the Development Process. The intent of the "one-stop shop" is to provide better and consistent coordination of development approvals within City government. The current system is not centralized in terms of working with the development community. This objective would centralize communication, ensure that all applicants are treated in a fair and consistent manner, and improve the outcome of development projects.

GM10.1 Approve and Budget Concept | 2005 | City Council

City Council formally approves the “one-stop shop” concept, including the creation of a three-person unit in the Planning Department. The unit is comprised of a planner with site design expertise, zoning technician, and graduate student intern.

GM10.2 Begin Implementation | 2005 | Planning

The “one-stop shop” begins coordination of the development process (informal consultations, formal application submittal, coordination of departmental reviews, communication with applicants, staff report preparation, and approval follow-up).

GM10.3 Execute Memorandum of Understanding | 2005 | Multiple Departments

A Memorandum of Understanding that outlines the development process under the guidance of the “one-stop shop” is prepared and signed by all applicable department directors and the City Manager.

GM10.4 Evaluate | 2005 | Planning

The Planning Department prepares an annual report to Planning Commission and City Council regarding the success of the “one-stop shop”, including any necessary changes to the Zoning Code and Subdivision Regulations to further improve the quality of the process.

GM11. Adopt Design Guidelines to Improve the Quality of Development. Constructing a quality built environment and development that will “stand the test of time” has been identified as a priority of the public participating in this planning process. Ensuring a higher standard will build a stronger, more stable tax base. It will also attract additional investment by guaranteeing fair and consistent rules that ensure one’s neighbor will not construct a building that is below community standards. And it will satisfy community desires for an attractive town that is based upon Delaware’s outstanding historic character. Guidelines will be applied to new construction as well as external changes to all development. *See Community Character Element.*

GM12. Ensure that New Development Preserves Environmental Resources, Provides Connectivity, and Enhances its Environs. New development must fulfill the design priorities of the Comprehensive Plan to preserve and integrate with open space and environmental resources, connect to surrounding developments, and in general enhance the surrounding environs. New development should not denigrate the community, create eyesores, or ignore the unique characteristics of a site. *See Environmental Resources Element.*

GM13. Protect the City’s Inventory of Commercial, Office, and Industrial Land by Ensuring that New Development Enhances those Areas and does not Compromise Development Potential. Land is a finite resource and, once developed, is difficult to alter in use or character. The City’s supply of land appropriate for non-residential development is also a limited resource, despite the over abundance of commercially zoned land on the City’s eastside. Its competitive value is one of the few strong market conditions that attract industrial business to the community. The conservation of this land for business development is critical to balancing the City’s growth.

GM13.1 Discourage Inappropriate Uses | Ongoing | Planning, Planning Commission & City Council

Land uses that are inappropriate for non-residential land will be discouraged and/or not supported in the zoning process.

GM13.2 Conserve Appropriate Sites | Ongoing | Planning, Planning Commission & City Council

Land that is zoned for industry, retail, services, or office development will be conserved for such uses, other than to reallocate land among these zoning districts to fulfill the recommendations of the Comprehensive Plan – unless the zoning is inconsistent with a particular location.

E. Fiscal Considerations

Issues and Findings

A fiscal analysis of alternative growth patterns that was prepared for the City found that, in general, only certain types of growth paid their own way in terms of providing facilities and services. Areas of the City where facilities were in place, such as the central core, provided a net fiscal return to the City because the infrastructure investment had already been made. But areas lacking infrastructure, such as water and

sewer, generated net negative fiscal returns and can be viewed as investment areas requiring private and public dollars to support development.

As part of a fiscal impact analysis report, the net fiscal return to the City of various land use types was estimated, taking into account the cost to provide services and tax revenue to the City. The study found the net return from residential development was positive when the homes were higher valued, at a lower density and where the wage earners worked outside the City (\$489 per unit per acre versus -\$295 for those that work in the City). Retail development cost the City -\$630 per 1,000 square feet, while office earned the City \$549 per 1,000 square feet and industrial earned \$648 per 1,000 square feet. These findings show that the City shouldn't put too great an emphasis on retail development as a means of expanding the tax base, but should emphasize office and industrial uses as high priorities.

Table F. Net Fiscal Return – Residential Development – City of Delaware						
Place of Employment	Development Density or Type					
	Single-Family			Semi-attach	Multi-Family	
	2 du/ac	2.9 du/ac	3.3 du/ac		Quad	Aprt
Outside City	\$489	\$118	(\$51)	(\$104)	(\$33)	(\$78)
Inside City	(\$295)	(\$379)	(\$421)	(\$384)	(\$285)	(\$288)

Sources: Tischler & Associates, 2002

Table G. Net Fiscal Return – Non-Residential Development – City of Delaware			
	Retail (per 1,000 sq ft)	Office (per 1,000 sq ft)	Industrial (per 1,000 sq ft)
Net	(\$630)	\$549	\$648

Sources: Tischler & Associates, 2002

While the City has been expanding, revenues and expenditures have been relatively flat. For the 1992-2001 period, expenditures have increased from \$18.8 million to \$19.9 million, with peaks as high as \$23.2 million and lows of \$12.1 million. About 37% of the expenditures support public safety. For the same period, revenues have increased from \$11.5 million to \$19.4 million, with a low of \$10.5 million. About 49% of revenues are generated by income taxes and only 7% by property taxes. Intergovernmental transfers, including the state's local government fund, generated an additional 16%.

An impact fee is collected for police, fire and park facilities at the time an applicant files for a building permit. All three types of impact fees are charged against residential development, but only fire/ems and police impact fees are charged against non-residential development. The fees were calculated through a detailed accounting process that assigned capital costs to the estimated impact of individual types of development. The impact fee currently is \$1,477 for each single-family dwelling unit, \$1,310 for each two-family dwelling unit, \$1,018 for each multi-family dwelling unit, and \$220 to \$783 for each 1,000 square feet of gross floor area depending on the non-residential use. About \$400,000 was estimated to be generated from impact fees in 2002.

Property values within the City have increased from \$764 million in 1992 to \$1.418 billion in 2001, about 86%. The City's income tax is 1.4%, which is one of the lowest rates in Central Ohio. Relative to the property tax, the City collects only \$2.70 out of every \$82.62 generated per \$1,000 of valuation (the majority goes to the Delaware City Schools).

The City should continue to support annexations that remove islands of unincorporated land that are surrounded by land within city limits. Such islands create service issues for the City and the respective township. Islands can be found in several locations, such as US 42 and Curtis Street, along Liberty Road, along West William Street, and around Bowtown Road and US36/SR37.

Impact Fees	
	\$1,477
Single-Family Home	
	\$1,310
Two-Family Dwelling Unit	
	\$1,018
Multi-Family Dwelling Unit	
	\$220 to \$783
Per 1,000 square feet of gross floor area for non-residential uses	

Benchmarks

1. Revenues increase consistent with expenditure needs, including the Capital Improvement Plan.

Objectives and Strategies

GM14. Adopt a Formal Fiscal Impact Assessment Tool for Measuring Fiscal Return of Specific Development Projects. The City could begin to assess the fiscal impact of individual development projects, especially those seeking an economic incentive or infrastructure support. This would involve the creation of a fiscal analysis model and the training of staff to properly use the model. The resulting analysis would be another piece of information to use to evaluate a project. The accompanying table proposes minimum fiscal returns that would be necessary to qualify for an economic incentive. *See Economic Development Element.*

GM15. Require that Development Covers the Appropriate Infrastructure Costs. Each type of development should have a clear expectation of the level of infrastructure investment that they will be required to fund in order to receive development approval. These policies should be clear and consistently applied. Residential development will pay the full cost of all infrastructure needs through a variety of mechanisms (developer pays directly and shifts costs to purchasers through lot prices, additional impact fees are paid at time of building permit, and/or special assessment districts or new community authorities are considered).

Retail development will pay the full cost of all infrastructure needs. However, a TIF district could be considered, if the resulting roads meet citywide goals for the transportation networks. Infrastructure incentives will be offered to industrial and office development as an inducement to invest in the City. This policy is based upon a minimum economic return to the City. This will include tax abatements, Enterprise Zone, tax increment financing, state grants and loans, and selective public investment.

GM15.1 Prepare Ordinance | Late 2003 | Economic Development

The Economic Development Coordinator prepares an ordinance outlining the structure and policies of a minimum fiscal return requirement. City Council considers the ordinance for adoption.

GM16. Consider Adopting Formal Methodologies for Road Impact Fee. Developer contributions toward road projects are limited to right-of-way dedication and contributions towards road and intersection construction, but the City has always been responsible for a share of the construction costs. A road impact fee should be investigated for generating funds to pay for major arterials. The analysis must take into account whether such a fund is legally defensible, along with requiring site-specific developer contributions. The fiscal impact study noted that a road fee would only be practical if the City also participated with local dollars. *See Transportation Element.*

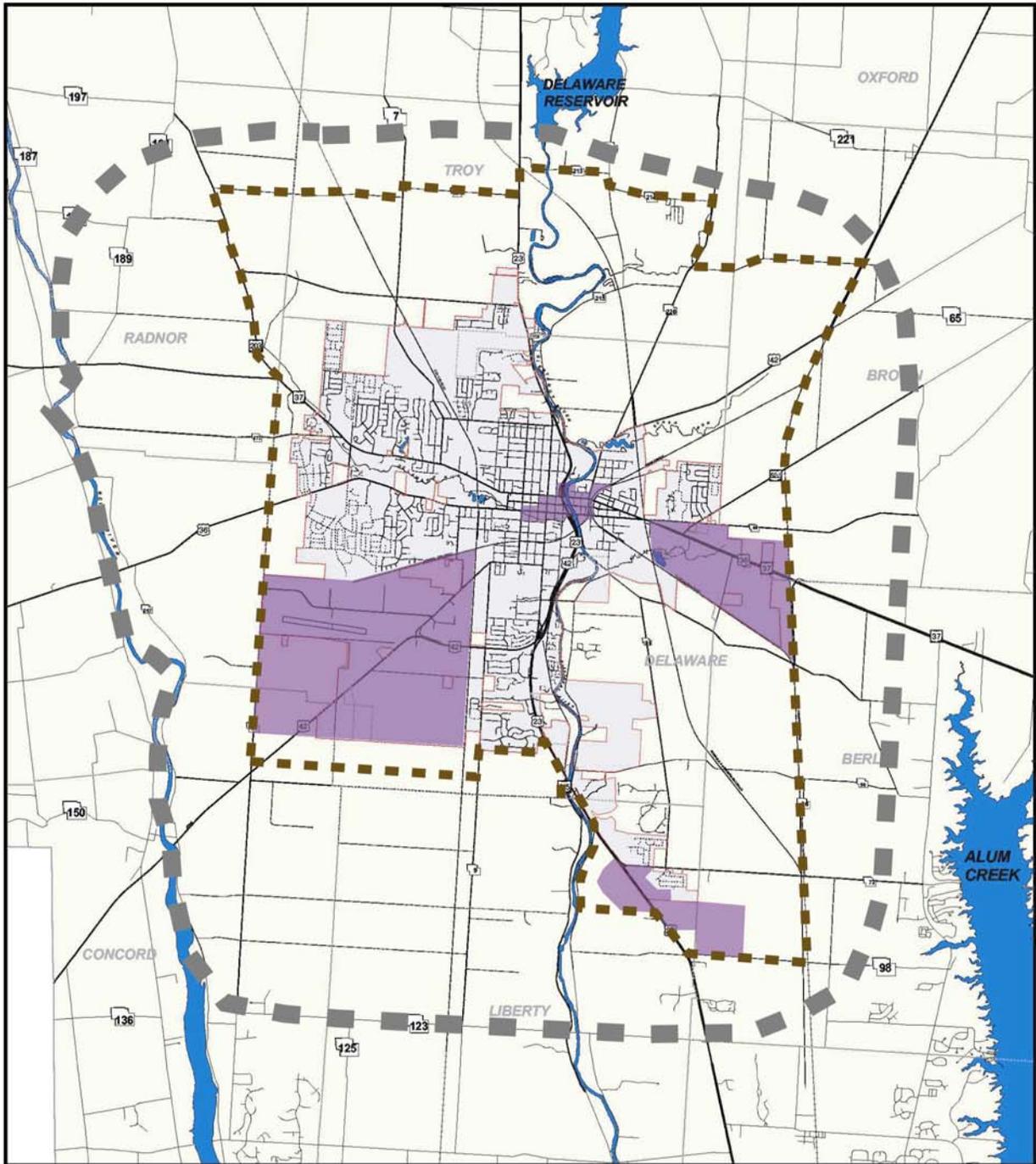
GM17. Adopt Alternative Infrastructure Funding Mechanisms to Further the Comprehensive Plan. There are other financing mechanisms available to provide some additional funding for growth other than CRAs, Enterprise Zones and public dollars. Special assessment districts, Tax Increment Financing districts, non-profit development corporation, new community authorities, and partnering with the Community Improvement Corporation or Delaware County are examples. A full menu of such mechanisms should be examined and implemented to augment local funds.

GM17.1 Use Tax Increment Financing | Ongoing | Economic Development

The City establishes Tax Increment Financing (TIF) districts to fund infrastructure related to specific projects. This mechanism captures the net increase in property taxes for a defined time period and allocates those dollars to pay for the related improvements. School districts must approve the district and may lose tax dollars for the TIF period. TIFs are an alternative incentive to tax abatement. Large TIF districts should be established (see accompanying map that indicates general areas in which TIF districts could be supported), although each specific district cannot exceed 300 acres under state law. The Planning and Finance Departments support creation of these districts on a project-by-project or area basis as necessary and appropriate. Council adopts area-wide TIFs (Downtown: future redevelopment needs – parking garages; East Side: roads and utilities; Southwest/Sawmill: roads, utilities, and airport).

GM17.2 Consider Special Assessment Districts | Ongoing | Planning & City Engineering

Special assessment districts are established for unique infrastructure needs. They are used by the City to generate additional dollars for road and intersection improvements related to residential developments. Those costs are charged to new residents over a 10- to 20-year period. They must be voluntarily established under State law. Planning and Engineering continue to promote this tool.



Proposed TIF District Areas Map

COMPREHENSIVE PLAN

-  Proposed TIF District Areas
-  Corporate Area - 2003
-  Generalized Future Corporate Boundary
-  Planning Area Boundary



GM17.3 Explore Land Strategies for Industrial Development | 2004 | Economic Development

The Economic Development Coordinator works with a non-profit development corporation or the Community Improvement Corporation to explore potential roles in assisting industrial development, including development of a publicly owned industrial park.

GM17.4 Explore Downtown Redevelopment Corporation | As Appropriate | Planning & Economic Development

A non-profit Downtown Development Corporation is established as a mechanism for funding redevelopment, assembling land, coordinating infrastructure, and facilitating implementation of Comprehensive Plan recommendations relative to the Downtown. The corporation is be run by a Council-appointed board of City staff, key stakeholders, property and business owners, and citizens. The Planning and Community Development Department and Economic Development Coordinator staff it.

F. Priority Growth Areas and Annexation

Issues and Findings

It is important to the community’s interests that areas appropriate for growth for the next five years are clearly identified and agreed upon. Infrastructure investments are programmed for these areas. Identifying Priority Growth Areas allows the City to program additional investments that can be made within current finances. It also sends a clear message to property owners and developers about the community’s geographic priorities for growth.

Concurrent with establishing these priorities is the identification of areas in which the City will support future annexation. At the same time, a future corporate boundary line should be established as a general guide to the extent to which the City will grow in the future – based on current information and growth policy.

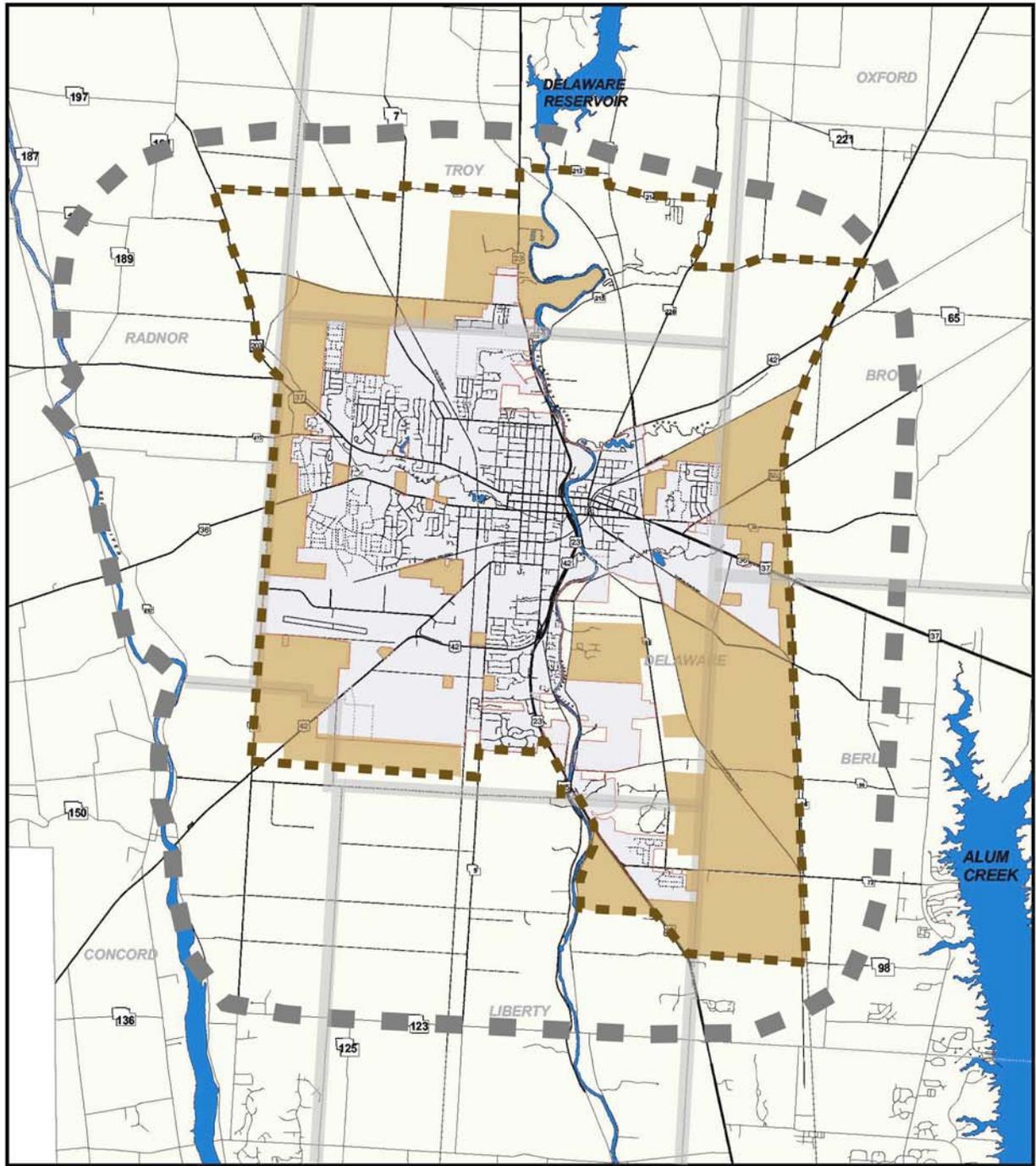
At the same time, other development opportunities will arise outside of the areas that will be in the community’s interests. These opportunities must be weighed carefully and decisions made as to whether the community will be supportive. In some cases, it may choose not to be and the developer should expect to fully cover all infrastructure costs.

Benchmarks

1. A minimum of 75% of future development activity will occur in Priority Growth Areas over the next five years.
2. A maximum of 25% of City capital funds will be spent outside of Priority Growth Areas over the next five years to address projects that affect public safety and service concerns.

Objectives and Strategies

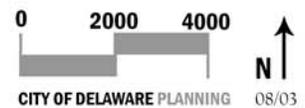
GM18. Establish General Guidelines for Supporting Annexations. The City will establish general guidelines that indicate where annexation will be supported. At the same time, it will establish a future corporate boundary that defines the general boundaries of future annexations in the long term. These are planning guides based on current information and growth policies. The accompanying map indicates the location of these areas and boundaries.



Future Corporate Boundary Map

COMPREHENSIVE PLAN

- Corporate Area - 2003
- Potential Annexation Area (2003-2008)
- Generalized Future Corporate Boundary
- Planning Area Boundary
- Original Township Boundaries



GM19. Support the Development of Priority Growth Areas (PGAs) to Ensure Consistency with the Comprehensive Plan. The Priority Growth Areas (PGAs) establish the City’s geographic preference for development over the next five years and drive the City’s infrastructure investment program. The accompanying map presents these locations.

GM19.1 Northwest

Completion of ongoing residential developments will occur in the Northwest. During the planning period, additional development may be initiated through the zoning and subdivision process, but any major construction is not expected until beyond 2007.

GM18.3 Downtown

Continued investment in the Downtown will be expected during the planning period. The market is realizing investment opportunities in the Downtown, continued residential and industrial growth in the City, and immediately south in Delaware County will strengthen demand for goods and services in this historic, walkable environment. Local institutions will also play a stronger role in creating business activity through redevelopment and rehabilitation.

GM19.3 East

The East is expected to see residential construction activity in the planning period that completes several projects that are already underway. Some zoning and subdivision activity may occur to support additional residential development, but actual construction may not take place until after 2007. More importantly, the US36/SR37 corridor will grow in demand for industrial, office and retail uses as the Kroger Great Lakes Distribution Center comes on line.

GM19.4 Southeast

Golf course and higher end residential development, office, institutional, and limited retail uses may develop in the Southeast during the planning period, including completion of zoning and subdivision steps for development beyond 2007. This area is a major entry to the City and is expected to continue to be a generator of investment – residential and non-residential. It offers the best opportunity for office and institutional development to spur growth in the City’s tax base.

GM19.5 Southwest

The Southwest will continue to be a priority economic development area. The City expects expansion of existing businesses, location of new businesses into available buildings and sites, and the development of new business sites in the area. The City may consider developing an industrial park to secure land prices to protect the City’s competitive advantage and as an incentive to locating in Delaware.

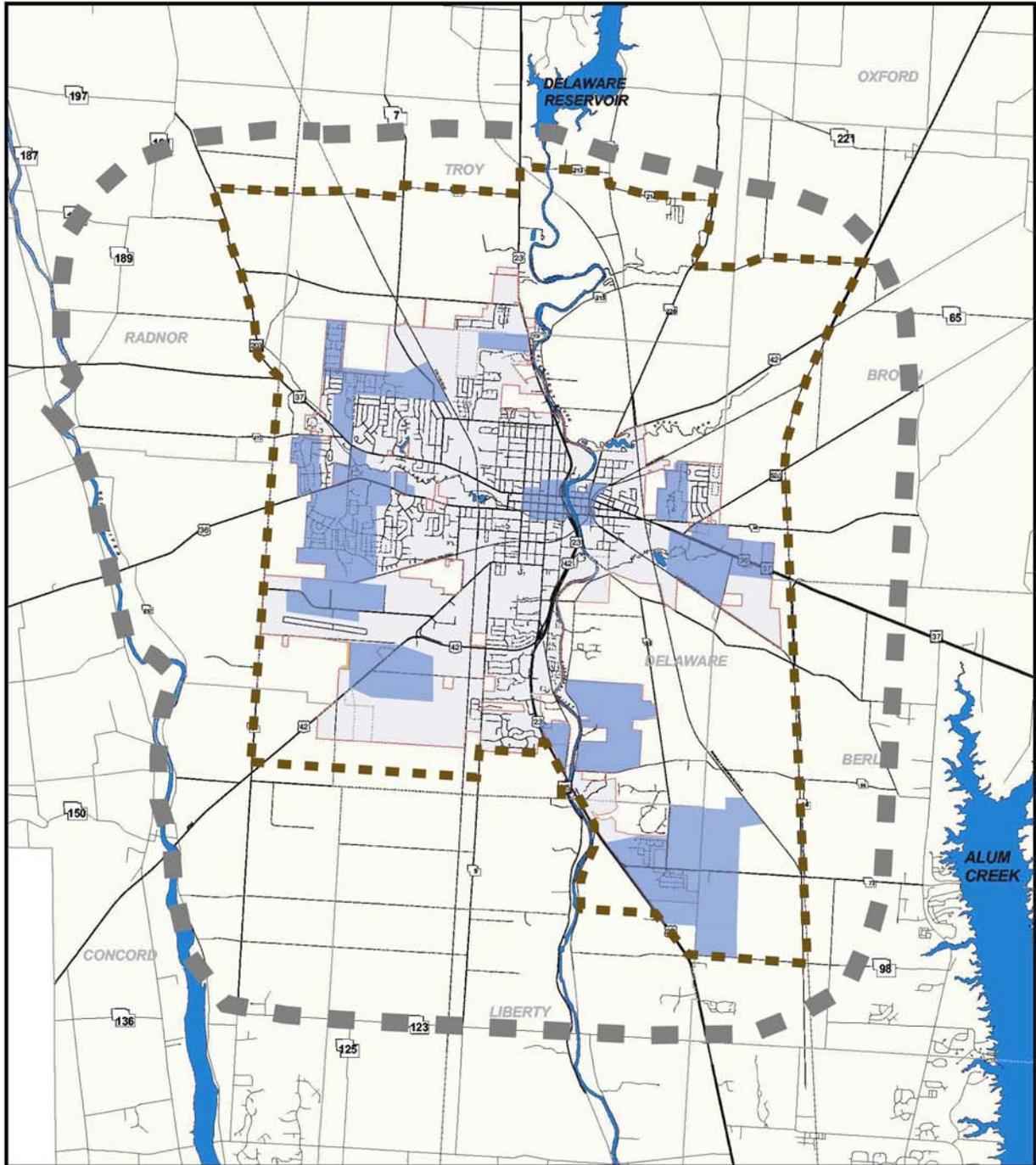
GM20. Require Consistency with the Capital Improvement Plan (CIP). The Priority Growth Areas have been designated as the City’s preference for geographic growth over the next five years. The infrastructure recommendations in the CIP should fully match these priorities. In particular, utility extensions should only be made to serve these areas and not to open new areas to development unless doing so strategically fulfills other goals of the Comprehensive Plan. In cases where public health will benefit or system improvements will serve the entire community, additional extensions may be made.

GM20.1 Review 2003 CIP | 2004 | Planning, City Engineering, Public Utilities, & Finance

The Planning, Engineering, Utilities, and Finance Departments review the CIP and recommend modifications to be consistent with the Comprehensive Plan. Planning Commission and City Council consider the recommendations and approve the adjustments.

GM20.2 Review Capital Plans | 2004 | Public Utilities

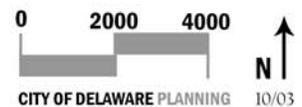
The Public Utilities Department revises its capital plans, as appropriate, for water and sanitary sewer extensions to match the Priority Growth Areas.



Priority Growth Areas Map

COMPREHENSIVE PLAN

- Priority Growth Areas (2004-2008)
- Corporate Area - 2003
- Generalized Future Corporate Boundary
- Planning Area Boundary



- GM21. Consider Development Outside of Priority Growth Areas under Certain Criteria:** The decision to support development opportunities that are located outside of Priority Growth Areas should be based upon the following criteria:
- GM21.1** The proposal meets the goals, principles, and objectives of the Comprehensive Plan;
 - GM21.2** The proposal is consistent with the Zoning Code and development policies of the City;
 - GM21.3** The proposal does not conflict or compete with current development and infrastructure needs of the City; and
 - GM21.4** The proposal provides net fiscal returns to the City and/or fulfills a strategic need that is not otherwise being met.

G. Regional Cooperation

Issues and Findings

The growth pressures facing the City are significant. They result from the natural migration of growth that has followed the US23 and SR315 corridors from the southern growth centers of Delaware County. Land investments have encircled the City and major development projects are in the speculative stage on the north, east, and south sides of the City.

One of the issues facing the City is to define its role relative to nearby development and whether such development benefits the City. The Comprehensive Plan recommends future land use for the planning area and identifies logical areas in which the City should support annexation. But other locations within the planning area – or even outside the planning area – could develop outside the City limits.

The City has a unique opportunity to work cooperatively with neighboring jurisdictions and the County to manage the type and rate of development in and around the City’s planning area, with the City playing the role of utility provider, but not necessarily annexing some of these areas into the City. This would have to be negotiated with individual townships and the County. Service delivery could be shared with neighboring jurisdictions. Land, if annexed to the City, could remain in the original township as a way of protecting their tax base.

Establishing cooperative agreements will involve the City, County Commissioners, Regional Planning Commission, and individual Township Trustees. Two options are available. Joint Economic Development Districts (JEDDs) provide a mechanism for supporting economic development without annexation through a mutual agreement with a particular township. Community Economic Development Agreements (CEDAs) are similar to JEDDs but provide additional flexibility.

Benchmarks

1. To establish over the next five years cooperative agreements (such as JEDDs and CEDAs) with neighboring townships that contain significant growth areas. Timeframes for establishing these agreements should be agreed to with each township.

Objectives and Strategies

- GM22. Establish Agreements with Adjacent Townships.** The City has discussed for several years the possibility of establishing agreements with adjacent townships to address a host of issues: economic development, land use management, and joint services. The City will bring the process of working in priority areas to develop such agreements. These will take the form of either JEDDs or CEDAs. The initial priority will be Liberty and Berlin Townships relative to the US23 corridor. Additional agreements may follow as growth and service pressures mount.
- GM23. Continue Not to Detach Annexed Land from Townships.** Over the past two years, the City has not detached recently annexed land to the City from the corresponding townships. This enables the townships to continue to collect property tax millage from those properties, thereby continuing to provide tax resources. This can be an important tool for working with townships in providing joint services.



Land Use Element

Comprehensive Plan
City of Delaware, Ohio



Land Use Element

A. Introduction

The ways in which people use land define the economic, social and physical aspects of the community. Land use patterns and interrelationships must fit within an overall vision of the community; otherwise goals and aspirations will conflict.

This chapter of the Comprehensive Plan addresses regionalism, county and townships, urban form and future land use, development standards and regulations, and subareas.

B. Goal and Principles

The City's goal for Land Use is:

A sustainable community is desired of thriving neighborhoods, business areas, and civic places that comprise an outstanding quality of life and physical environment.

The supporting principles for Land Use are the following:

1. The City will play a leadership role in the region; cooperation and joint planning will be undertaken with adjacent jurisdictions, the County and the Region.
2. The City will physically expand in a balanced fashion within its utility service area and unincorporated pockets will be merged into the City.
3. The Downtown will continue to be emphasized as the City's government, cultural, and business center – and as a preferred location for housing in mixed-use buildings.

Highlights

▶▶ A balanced approach to land use is recommended that expands the City's tax base, focuses residential growth, and provides the basis for a continued high quality of life.

▶▶ The population is forecast to be about 35,000 in the next five years, an increase of 6,500 persons over 2002.

▶▶ It is assumed that 3,500 homes will be constructed during the planning period, bringing the total number of housing units to about 15,000 in the next five years.

▶▶ It is assumed that about 3,200 jobs will be added to the City's economic base in the next five years, reaching a total employment base of 17,500 jobs.

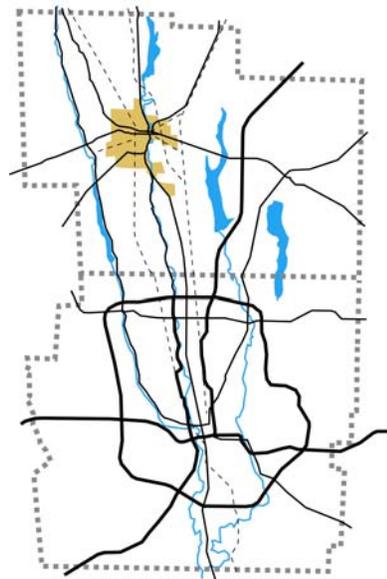
▶▶ In terms of build-out (when the City will be completely developed per the land use plan), the City will accommodate a forecasted 106,061 residents, 43,290 dwellings, and 123,695 jobs.

4. Neighborhood commercial areas will be supported, office development will be a priority, and industrial development will be a priority, especially in the southwest and east parts of the City to take advantage of highway and rail access. Pedestrian and bike connections will be emphasized.
5. Neighborhoods will continue to integrate a mix of people and housing; development in older neighborhoods will be consistent with the type and density of the neighborhood; new developments will include a mix of housing types and will encourage connectivity and walking.
6. Mixed use, traditional development and clustered patterns will be emphasized; transit-oriented development will be promoted concurrently with the extension of commuter or light rail.
7. Natural systems, such as the Olentangy River system and woodlands, will be conserved and integrated into adjacent development in ways that minimize negative impacts and provide for a healthy ecosystem.
8. As the City grows outward to accommodate new growth, it will also strongly encourage growing inward through redevelopment and reinvestment in older areas.

C. Regionalism

Issues and Findings

The Columbus Metropolitan Statistical Area (MSA) is forecast to grow by an additional 500,000 persons and 375,000 jobs between 2000 and 2025. The Columbus MSA had 1.6 million residents in 2000. Delaware County is expected to continue to attract a substantial share of growth outside of Franklin County. Columbus and the Mid-Ohio Regional Planning Commission are promoting the creation of a regional growth plan and growth tool kit to aid local communities.



DELAWARE IN THE REGION
Delaware is a northern anchor of the Columbus metropolitan area and is directly linked to the urban core via US23, SR315, I-71, and the Olentangy River.

What should be the City’s role within the region? The City has the opportunity to serve as a regional player. The Kroger Great Lakes Distribution Facility is one example of the City playing an economic role in the region. The City also serves as a bedroom community for those residents who work outside the community, but in various parts of the region (e.g., Marysville Honda plant, distribution facilities in southern Franklin County).

The City has the opportunity to participate with neighboring jurisdictions in jointly managing growth. This is an excellent opportunity to build consensus in the region regarding the amount and rate of growth, the quality of such growth, and the fiscal return to individual communities and the region. The Comprehensive Plan should embrace proposed tools that are appropriate to the City of Delaware and should recommend a mechanism for working with the City’s neighbors in areas of mutual interest.

Benchmarks

1. Maintain membership in the Mid-Ohio Regional Planning Commission and Central Ohio Regional Forum.

Objectives and Strategies

LU1. Continue to Participate in the Mid-Ohio Regional Planning Commission (MORPC) and Central Ohio Regional Forum (CORF). The City will continue to participate in both MORPC and CORF because of the benefits that accrue from active membership in these two organizations. MORPC is a conduit for federal transportation dollars and other federal and state grant programs. CORF provides an excellent forum for addressing issues of regional importance. It would be shortsighted not to participate in these organizations.

LU1.1 Continue Status | Ongoing | City

The City continues to be a full dues paying member of the Mid-Ohio Regional Planning Commission and Central Ohio Regional Forum.

LU1.2 Utilize MORPC Resources | Ongoing | City

The City continues to utilize MORPC resources and staff to seek federal and state grant dollars that support transportation, bikeway, and open space projects.

LU1.3 Participate in Programs | Ongoing | City

The City continues to participate in unique programs and projects offered by MORPC, such as the Franklin-Delaware Staff Summits and the Growth Management Tool Kit.

LU1.4 Participate in Regional Growth Strategy | 2003-04 | City

MORPC is facilitating the development of a Regional Growth Strategy for Central Ohio that seeks to address various growth-related issues and to achieve regional consensus. The City is represented on the Steering and Technical Committees. It will continue its participation and review the strategy’s recommendations for implementation.

LU2. Utilize the Growth Management Tools Recommended by MORPC. MORPC has prepared several growth management tools, including the Regional Cooperation and Growth Scorecard and the Franklin-Delaware County Growth Management Toolkit. The City should consider adopting those tools that are most appropriate to its growth management priorities.

LU2.1 Evaluate and Adopt Regional Cooperation and Growth Scorecard | 2004 | Planning, Planning Commission & City Council

The Planning Department evaluates the Regional Cooperation and Growth Scorecard and recommends to Planning Commission and City Council whether to adopt it as a formal evaluative tool. The Planning Department provides the recommendation. The Planning Commission and City Council decide whether to formally use the tool or to recommend that Staff use it on an informal basis and provide the results in its staff reports.

LU2.2 Evaluate and Adopt Growth Management Tool Kit | 2004 | Planning, Planning Commission & City Council

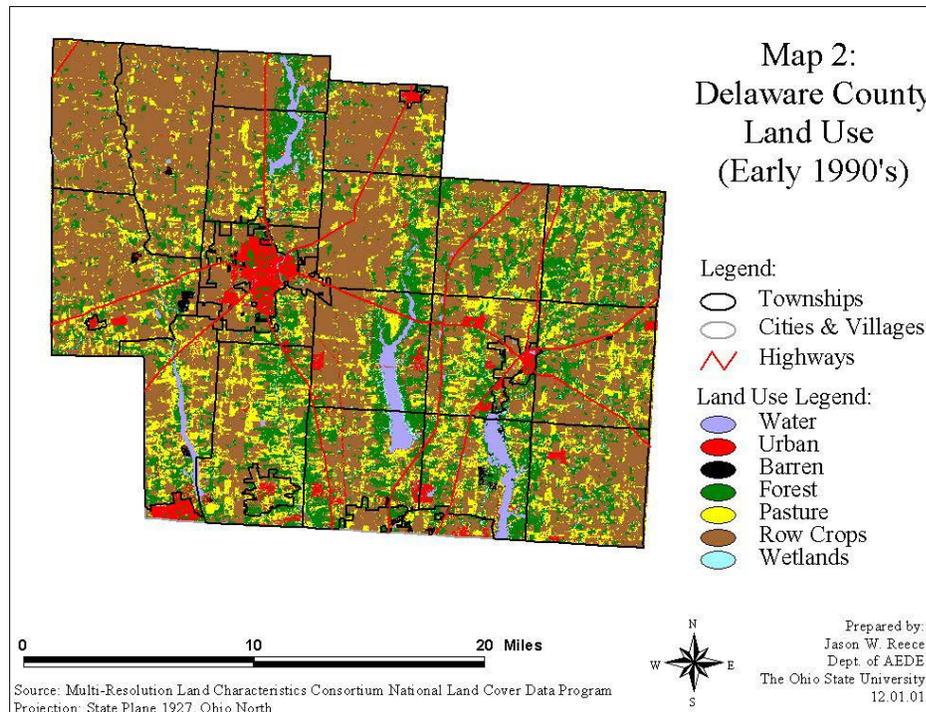
The Planning Department recommends to the Planning Commission tools presented in MORPC’s Franklin-Delaware Growth Management Toolkit project.

D. County and Townships

Issues and Findings

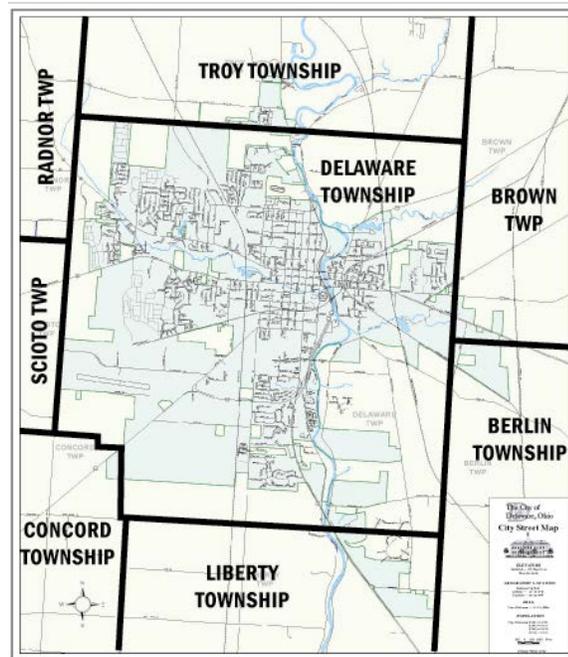
Suburban expansion added 67,081 persons to the County between 1970 and 2000, an increase of 156%. The County’s population was 109,989 in 2000. The Delaware County Regional Planning Commission (DCRPC) had about 12,368 dwellings in the “pipeline” in October, 2003. The County is currently ranked as the 10th fastest growing county in the United States. Current forecasts expect the County population to increase by 48% to 211,444 persons by 2020 (an increase of 101,455 persons), according to the Delaware Regional Planning Commission. MORPC forecast housing in the County to increase by 125% to 90,767 dwelling units by 2020, and employment to increase by 123% to 90,044 jobs.

The City must remain cognizant of County growth and development trends, and their impact on the community. Planning staff should work continuously with DCRPC staff. City and DCRPC staff could consider a working agreement that facilitates joint review of development proposals within the City’s planning area. This would help to provide coordination of development issues of mutual concern to the City and the County.



The City is located within one of the major growth corridors of Delaware County – US 23. Urban development is shown in red on the above map.

Townships that neighbor the City are planning their own growth. Some are served with water and sewer, such as portions of Liberty Township. In general, townships are planning commercial, office and industrial development in their corridors, lower density single-family residential, and preservation of the Olentangy River corridor as open space.



Township Boundary Map

COMPREHENSIVE PLAN

The opportunity exists to work proactively on issues of joint concern with neighboring townships. These could include service delivery issues (e.g., fire protection), extension of City sanitary sewer services without annexation, and Joint Economic Development Districts (JEDDs) and Community Economic

Development Agreements (CEDAs). The City should work with township planning policies in assessing growth policies, rezonings, development plans, and subdivision plats. The City should work with townships to jointly plan key areas of mutual interest.

Benchmarks

1. The City becomes a full dues paying member of the Delaware County Regional Planning Commission by 2004.
2. Three joint planning projects are started with neighboring jurisdictions within the next five years.

Objectives and Strategies

LU3. Become a Full Member of the Delaware County Regional Planning Commission (DCRPC). The City will become a full dues paying member of the DCRPC when funds become available. The DCRPC provides a forum for addressing countywide growth issues. It is also the formal mechanism for providing a recommendation on township zoning matters and county subdivision matters. As a full member, the City can bring comments regarding zoning and subdivision matters within its planning area and can share issues for discussion with the DCRPC board.

LU4. Prepare Joint Land Use Plans for Priority Locations with Neighboring Jurisdictions and DCRPC. There are several locations where joint planning with neighboring townships and DCRPC would be of benefit to all jurisdictions. This includes the US36/SR37 corridor, US23 corridor, and US42 corridor. Joint planning and development coordination, including the potential of establishing JEDDs and CEDAs, will provide orderly growth. Such planning has already begun relative to fire fighting and EMS services.

LU4.1 US23 South Corridor | 2004 | Planning & DCRPC

The City initiates a joint planning project with Liberty and Berlin Townships for the US23 corridor from the Olentangy River to Hyatts Road. This project addresses land use, density, and utility services.

LU4.2 US42 South Corridor | 2005 | Planning & DCRPC

The City initiates a joint planning project with Delaware, Concord, and Liberty Townships for the US42 corridor. This project addresses industrial development, Sawmill Parkway alignment, utility service, JEDDs, and CEDAs.

LU4.3 US36/SR37 East Corridor | 2006 | Planning & DCRPC

The City initiates a joint planning project with Berlin and Brown Townships for the US36/SR37 corridor. This project addresses commercial potential on the corridor, gateway and landscaping standards, and utility service.

LU5. Investigate a System with DCRPC to Undertake Joint Review of Major Development Projects of Mutual Interest. Communities are not islands unto themselves. As development occurs near jurisdictions, impacts can easily occur that cross political boundaries. It would be mutually beneficial for the City and DCRPC to establish a process for joint review of major development projects within the City’s planning area. This review could occur at the Staff level and provide written comments to each jurisdiction.

LU5.1 Prepare Proposal | 2004 | Planning & DCRPC

The Planning Department drafts a proposal to be submitted to RPC for review and comment. The proposal stipulates the process and criteria for “major” development projects. Following receipt of comments, the Planning Department presents a final proposal for execution by the City Manager and RPC Executive Director. This occurs in 2004.

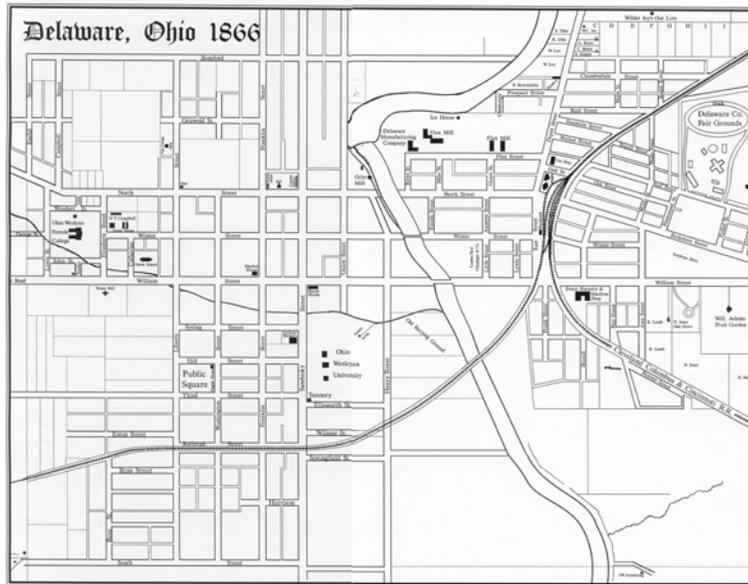
LU5.2 Implement | Ongoing | Planning & DCRPC

Formal process begins for review and comment of all major development proposals within the City’s planning area. The written comments provided by Staff are attached to each jurisdiction’s Staff report and are made part of the record of each case.

E. Urban Form and Future Land Use

Issues and Findings

The City's planning area had been occupied, prior to European settlement around 1807. Numerous archaeological remains have been found in the planning area, as well as remnants of two Native American villages. The location of the Olentangy River and Delaware Run was a significant reason the area attracted early human inhabitants.



Rail helped to define the physical dimensions of the City.

Delaware served as a road and rail center for the transport of goods and people throughout the 1800's and 1900's. The introduction of rail was a major step in forming the physical character of the City, as the four major rail lines that bisected it made the City a natural location for industry. Later in the 20th Century, US23 became a major north-south route through the state, and I-73 was proposed as a limited access interstate highway linking Detroit to Myrtle Beach and bypassing the City on its north and east sides.

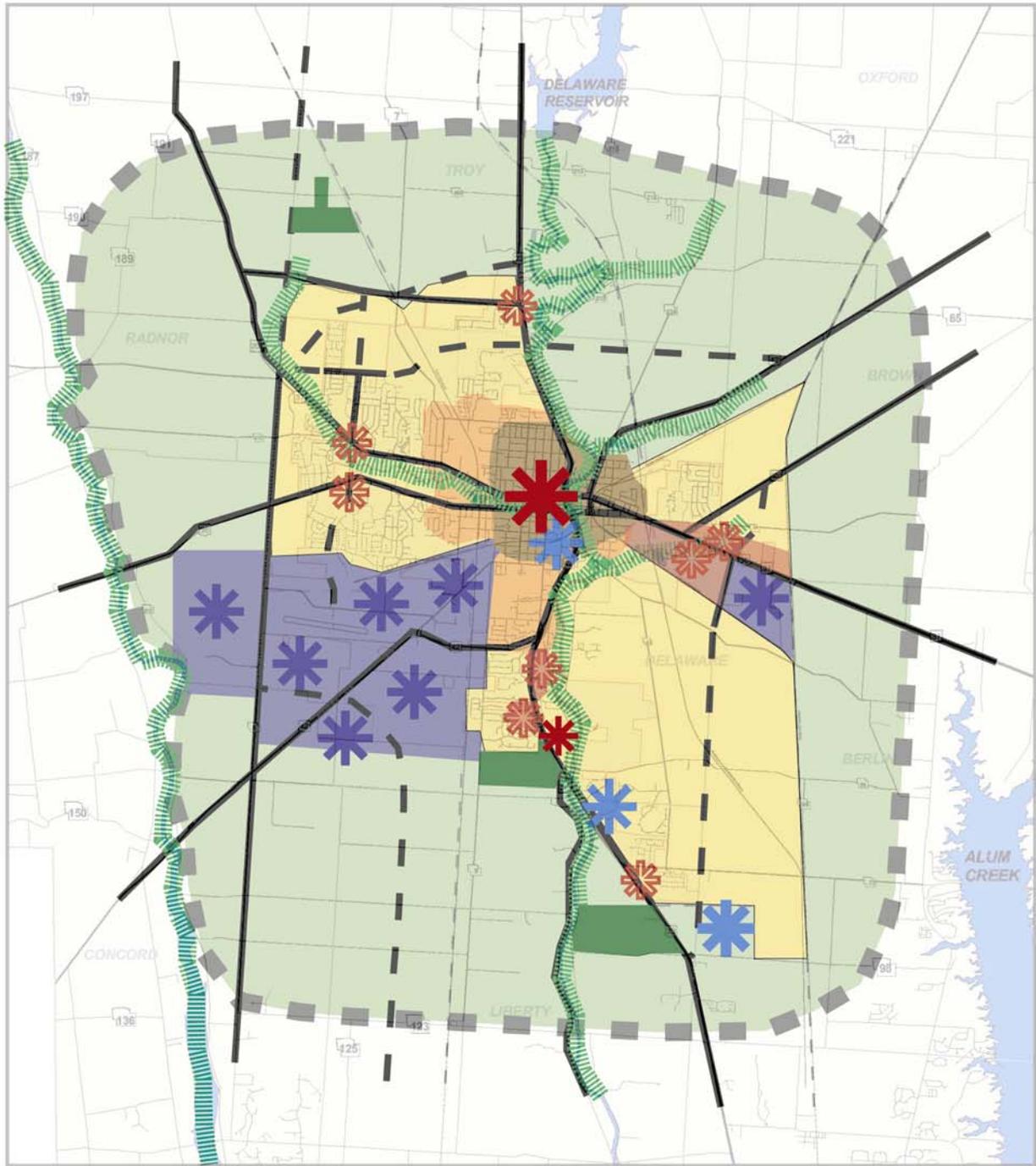
At the middle of 2003, the City contained about 17.4 square miles, which was an increase of 7.86 square miles since 1990 or 82%. Annexation petitions totaling about 1.9 square miles were filed in 2002 under the previous State annexation law. Of the eight petitions, seven were accepted and one was denied by City Council in 2002. *A summary of annexation trends can be found in the Growth Management Element.*

In mid-2002, 44% of the City was undeveloped, 22% was occupied by residential development, 12% by institutional and recreational uses, 9% by office, industrial development and transportation, 3% by retail development.

An analysis of the 4,637 acres of undeveloped land relative to zoning classification (as of October, 2003) finds that 380 acres are zoned for commercial purposes and can accommodate upwards of 3.8 million square feet of space based on allowable density (based on 10,000 square feet per acre). An additional 39 acres are zoned P/OI and could accommodate about 387,000 square feet of office and institutional uses. A total of 994 acres are zoned for industrial purposes and could accommodate 9.4 million square feet of space (based on 10,000 square feet per acre). An estimated 2,109 acres are zoned for residential purposes and could accommodate about 11,768 dwelling units at permitted densities. And 1,164 acres are zoned A-1 and could accommodate a range of uses depending on zoning.

City Statistics

- ▶▶ Delaware was ranked the 5th fastest growing city in the State by *Ohio Business* magazine in 2003.
- ▶▶ Delaware was the 11th fastest growing city in Ohio between 1990 and 2000.
- ▶▶ 17.4 square miles in mid-2003.
- ▶▶ The Land Use Plan assumes no more than 15,050 housing units in 2008, an increase of 3,490 units over 2002.
- ▶▶ 481 new dwellings were built in the City in 2002, a 31% increase over 2001. By the 3rd quarter of 2003, 443 new dwelling unit permits had been filed.
- ▶▶ The value of commercial construction reached a new high in 2002 of \$72 million.



Urban Form Map

COMPREHENSIVE PLAN

- | | |
|--|--|
|  Major Mixed Use |  Commercial |
|  Historic Residential |  Industrial |
|  Older Residential |  Institutional Uses |
|  Newer Residential |  Planning Area Boundary |
|  Major Open Space |  Major Stream Corridors |



The initial analysis estimated development capacity, however the location of undeveloped land may not correspond with market trends. Additional analysis of this inventory must be undertaken as alternative concepts are considered. While there may be sufficient zoned land to accommodate growth, the location of some of this land may not match market expectations. Some of this land may also be constrained due to floodplain, timing of utilities, and other factors.

From the public’s comments at the Vision Meetings, the City may have an adequate supply of land zoned for retail uses, especially on the west side, but concerns were raised relative to generating unwarranted competition with the Downtown. Emphasis was given towards the development of neighborhood retail centers that are walkable. Also, concerns were raised that future retail development should not detract from the City’s “small town” atmosphere.

The accompanying maps identify land use patterns for the City, undeveloped parcels by current zoning, and density patterns for residential and non-residential development.

Table H. Land Use Trends – City of Delaware				
Land Use	Existing Development (acres)	Undeveloped by General Zoning (acres)	Total (acres)	Percent of Total
Agriculture/Vacant	0	1,164	1,164	11%
Residential	2,540	2,109	4,649	45%
Commercial	486	380	866	8%
Office/Institutional	1,128	39	1,167	11%
Industrial	1,084	944	2,028	20%
Recreation	371	0	371	4%
Total	5,609	4,637	10,246	100%
Percent	55%	45%	100%	Na

Source: Planning and Community Development Department

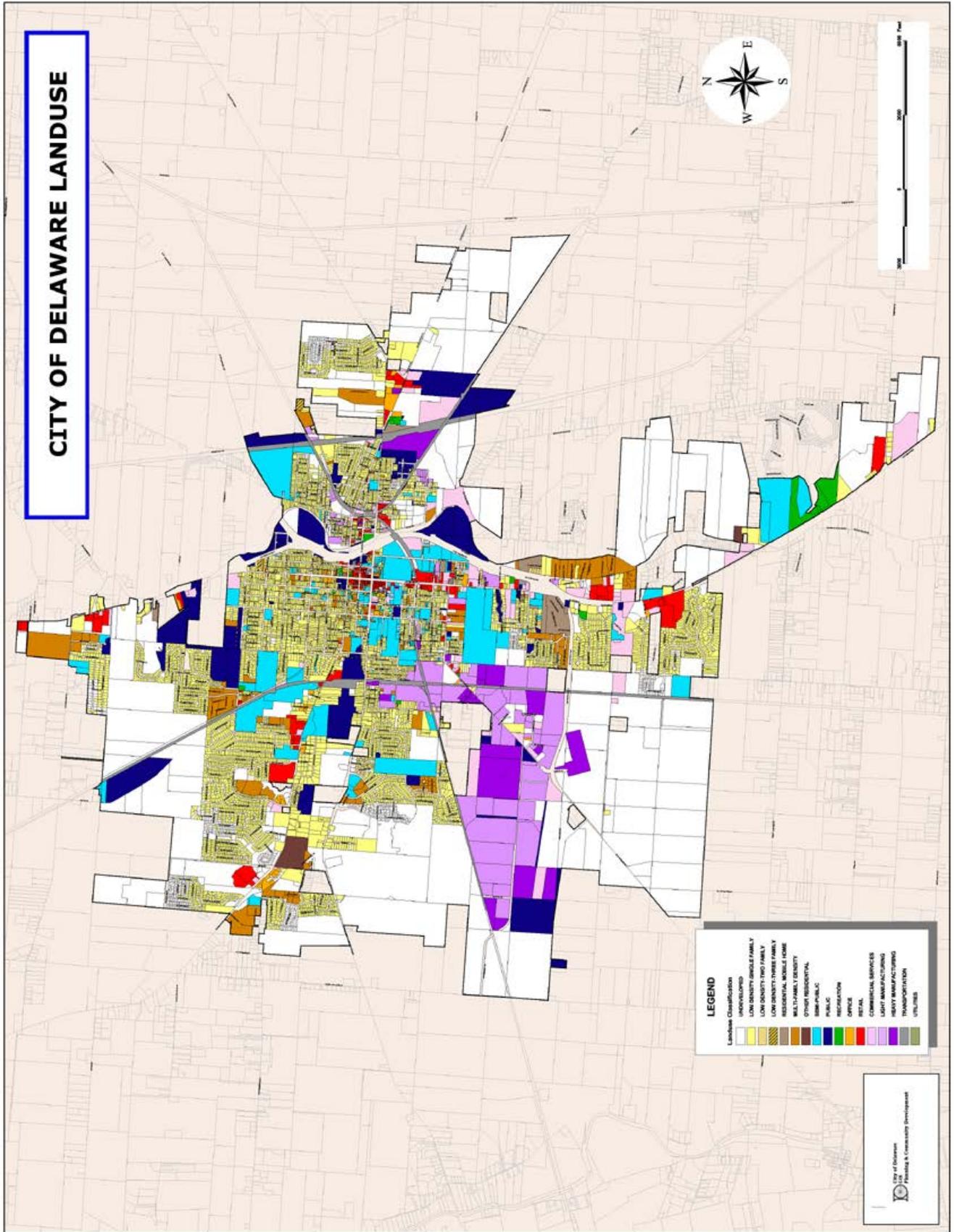
Note: Data as of October 2003

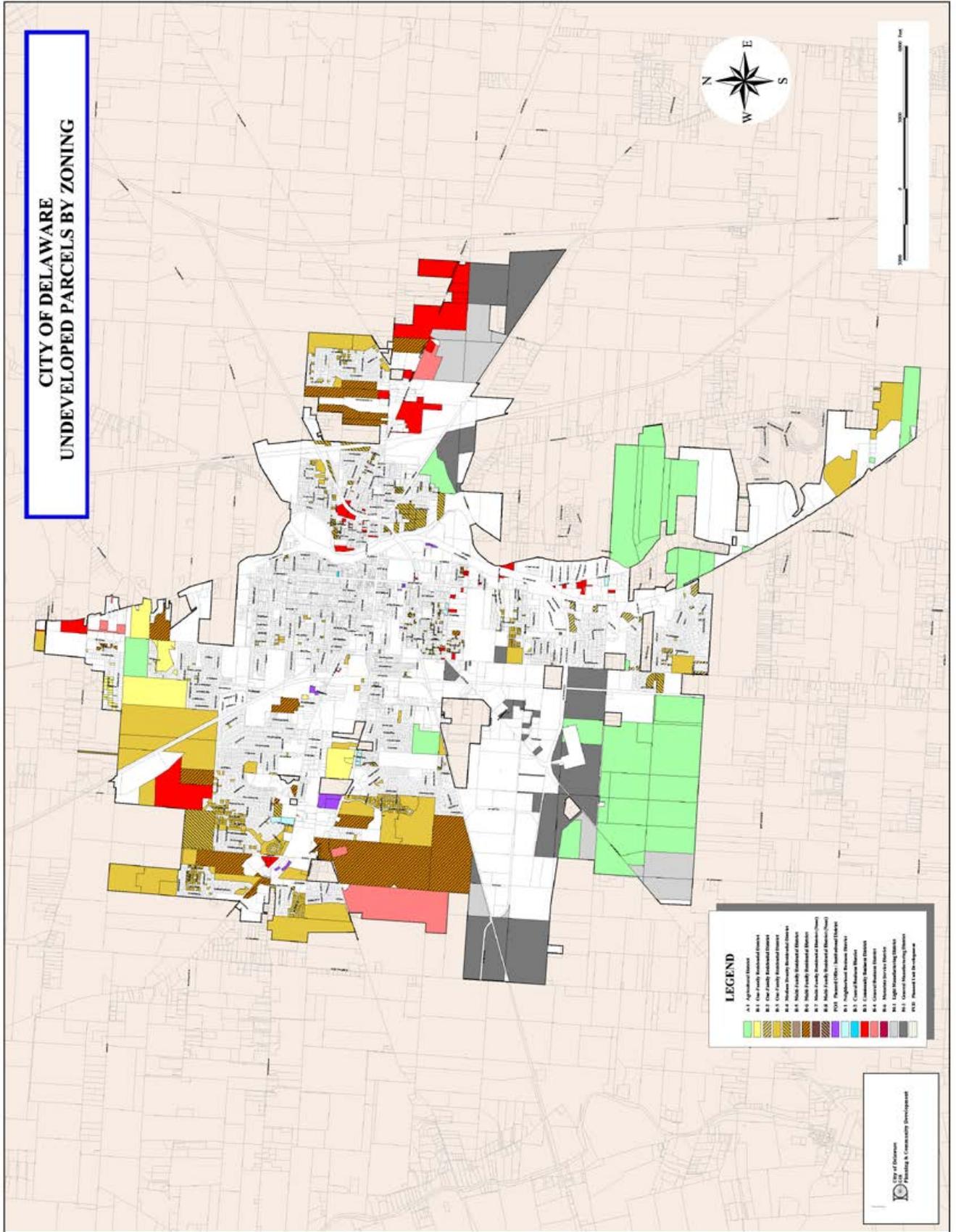
Table I. Residential Development (Units) - City of Delaware (1992-2002)				
Year	Single-Family	Two-Family	Multi-Family	Total
1992	62	44	14	120
1993	93	16	0	109
1994	190	10	84	284
1995	157	58	0	215
1996	322	36	108	466
1997	226	22	141	389
1998	286	8	61	355
1999	351	14	74	439
2000	327	2	0	329
2001	362	6	0	368
2002	287	6	188	481
2003	487	40	7	534

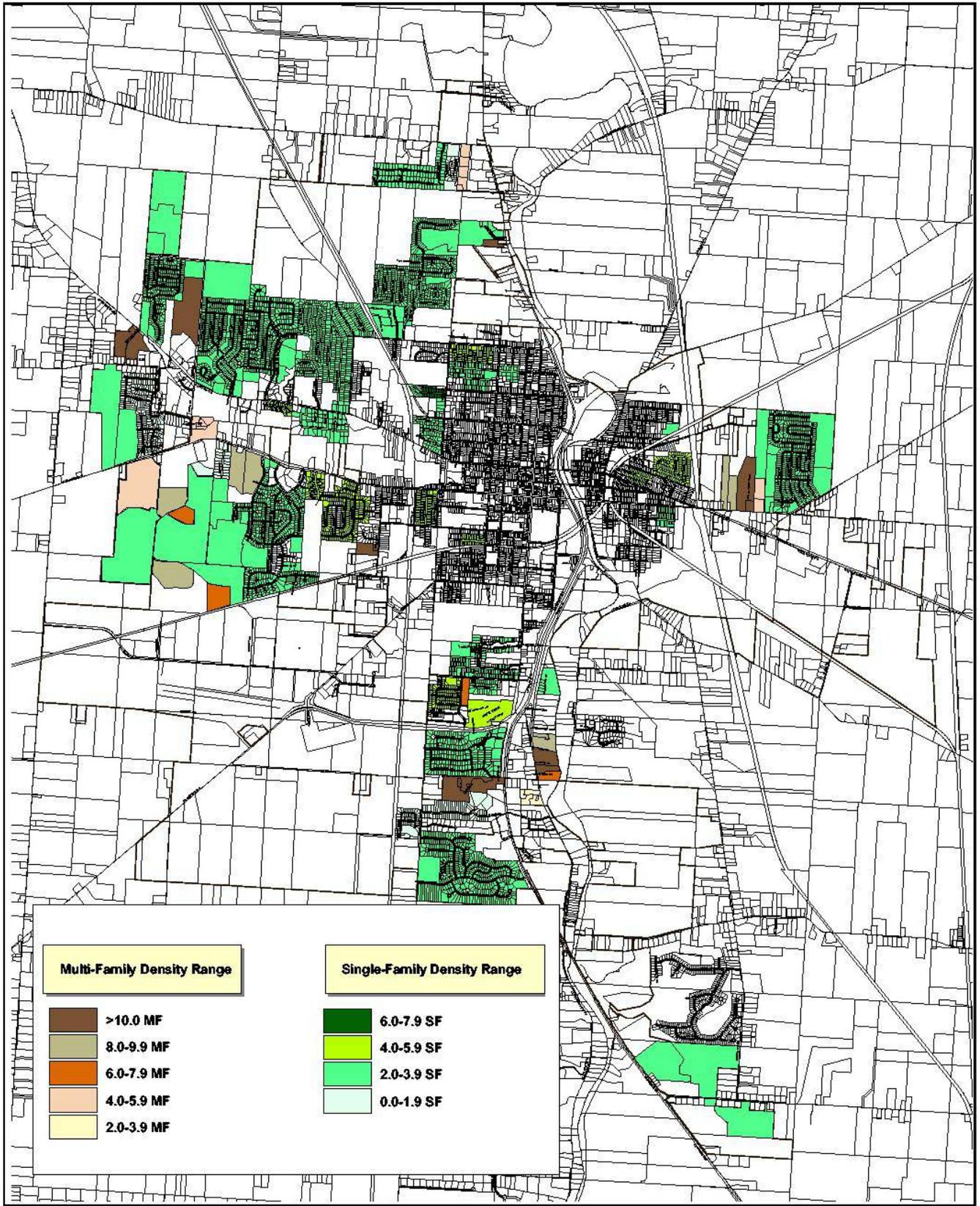
Source: Planning and Community Development Department

Benchmarks

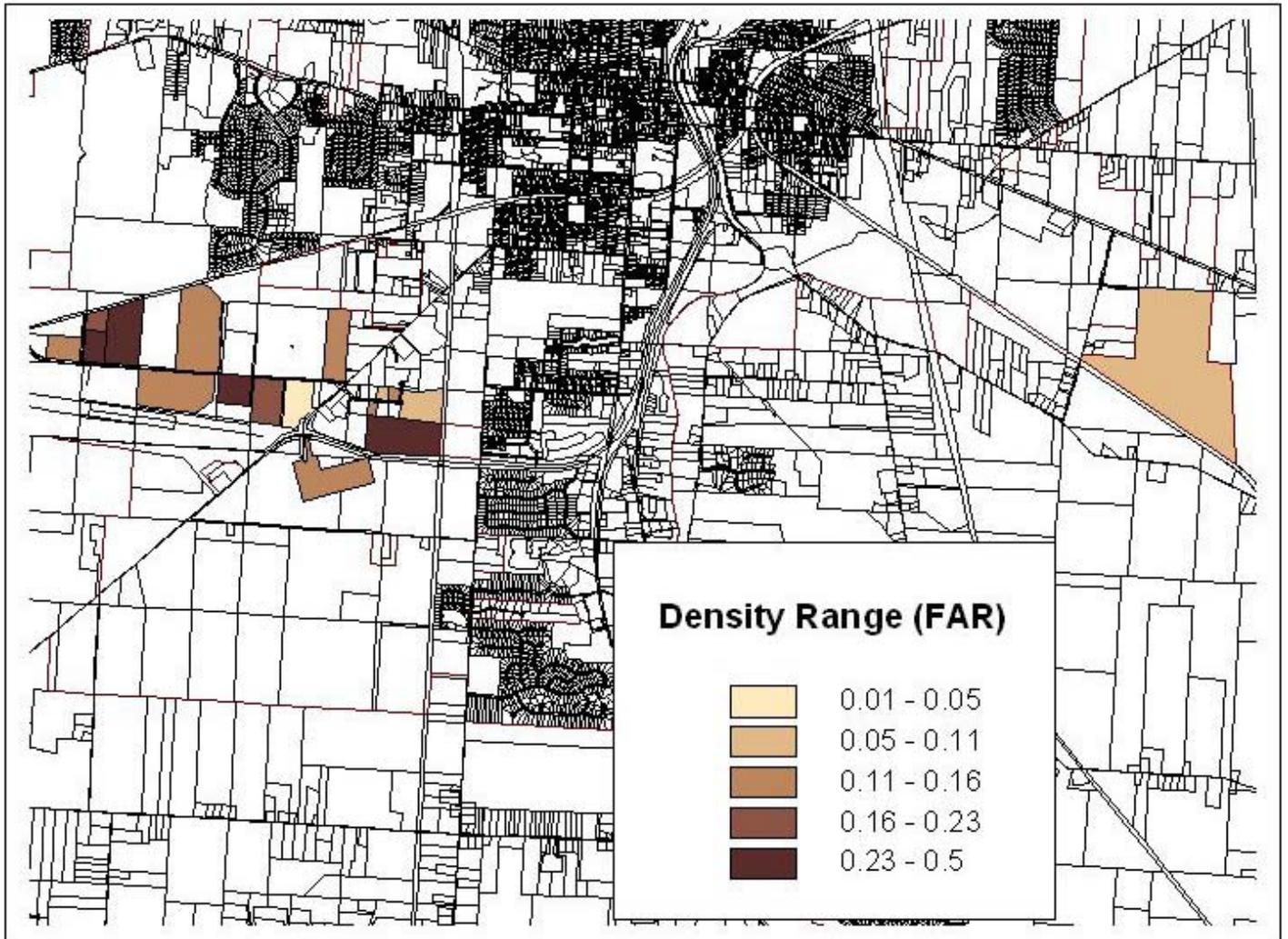
1. The Land Use Plan assumes a residential population of not greater than 35,000 persons in 2008, which is an increase of 10,000 persons since the 2000 U.S. Census.
2. The Land Use Plan assumes 15,050 housing units in the next five years, which is an increase of 4,800 units since the 2000 U.S. Census.
3. The Land Use Plan assumes 17,500 jobs in the next five years, which is an increase of 3,200 jobs over the 2000 U.S. Census.



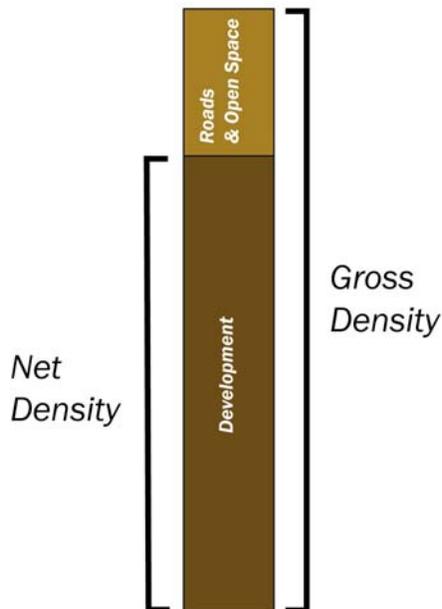




This map identifies density trends for single-family subdivisions and multi-family developments.



This map identifies density trends for industrial development.



Gross density is a measurement of development based upon the entire site. Net density is the same measurement, but subtracting roads and open space.

Future Land Use Recommendations

The focus of the Future Land Use Plan is to balance residential and non-residential growth with an emphasis on strategic opportunities that fulfill a specific need as determined in the Comprehensive Plan. The balance in growth means that residential development in the pipeline will continue, but that new residential development will be discouraged unless it fulfills a strategic need (e.g., broadening housing stock). Industrial and office development will be high priorities, as will appropriate new investment in the Downtown. Retail development outside of Downtown is not a priority except where it fulfills unmet neighborhood needs. The Future Land Use Plan assumes the benchmarks noted above.

The Future Land Use Plan builds upon the current development pattern within the City. Higher density residential development is found within the core with lesser densities transitioning to the rural landscape that surrounds the City. Moderate densities are found in the US 23 and US36/SR37 corridors. Low density single-family residential wraps the City on its south, southeast, northeast, north, and northwest sides. Major activity nodes, that typically are mixed-use in nature, are found at several key locations (e.g. US23 and Cheshire Road relocated; US23/Glenn Road; US36/SR37 and Glenn Road; US42 West corridor; US23 North corridor; and the Downtown).

The Comprehensive Plan strongly recommends a concept that is based upon a mix of land uses and housing densities within developments. This concept supports developments that integrate residential, retail, and office uses to create vibrant, walkable communities with neighborhood schools. Residential densities are also mixed to provide a variety of housing options. This is seen as an alternative to functionally segregated neighborhoods and developments that are typically built.

Commercial, civic, and residential uses continue in the Downtown, which is the City's major activity center. Commercial nodes are found along the City's major corridors and small neighborhood commercial nodes are found at a few key intersections.

Industrial development continues to be the focus of the southwest (US42 corridor) and east (US36/SR37 corridor) areas where highway and rail access are found. The east side industrial area should have a concentration of distribution and warehousing facilities and food and consumer goods manufacturing, while the southwest area also includes light manufacturing, assembly, and warehouse and distribution.

A significant greenspace system is shown along the Olentangy River and its tributaries. This is a backbone of open space that interconnects the City, preserves its most outstanding natural resources, and provides suitable habitat and natural areas. Not shown on the map - but inferred through Zoning Code requirements - is the continuation of the requirement that all land recommended for residential uses will include a minimum of 10% parkland. In addition, residential developments also must set aside a minimum of an additional 5% of the gross site as permanent open space. Applying 15% to the estimated residential acreage reflected in the Future Land Use Map results in 2,445 acres of parkland and open space within developments.

The Plan does not reflect the potential of light rail or commuter rail as part of the long-term plans of the Central Ohio Transit Authority. *Please see the Subareas.*

The accompanying table estimates future acreage by land use within the future corporate boundaries. This provides for more revenue-generating land use (mixed use, retail, office, and industrial) than previously provided for in the 1996 Comprehensive Plan. A total of 6,904 acres are recommended. This could accommodate a significant amount of non-residential development when constructed at a typical density of 10,000 square feet per acre (FAR of .25). The bulk of this land is in manufacturing uses (53%). On the residential side, the Plan recommends that a majority be Low Density Single-Family (51% of land recommended for residential uses).

An analysis of the recommended future land use allocations relative to the potential yield of future development finds that residential land uses yield a potential of 43,290 dwelling units based on gross density calculations. This would occur at build out, which is a point in the distant future when development of the City reaches the physical limits as presented in the Plan. This forecasted yield would support a population of 106,061 persons based on 2.45 persons per household (U.S. Census 2000). Actual household size is expected to continue to decline, so the population yield will actually be smaller at build out.

For the third quarter of 2003, it is estimated that the City has a housing inventory of 11,723 dwelling units. Another 6,036 dwelling units are "in the pipeline" as measured in the third quarter of 2003. Combined this represents 17,759 units. Subtracting that amount from the forecasted yield results in a net balance of 25,531 dwelling units. The units in the pipeline and these additional dwelling units together (31,567 units) represent a 63-year supply - based on constructing 500 units per year.

Non-residential land uses yield an estimated 89.3 million square feet of building area, based on an average floor area ratio (FAR) of .25 (about 10,000 square feet per acre). It's important to note that the manufacturing land use categories combined yield 42 million square feet of space. The combined yield of non-residential development is estimated to generate 123,695 jobs using standard job/land use variables. The accompanying table summarizes the land use yield analysis.

The fiscal analysis work previously prepared by Tischler & Associates estimated generalized fiscal return characteristics for various land use and density categories. Those variables were used to forecast potential fiscal yield of the Future Land Use Map for the City. It was assumed that for all residential categories except for Agriculture/Rural Residential, that one half of the wage earners commuted outside the City to work (this was a consideration in Tischler's variables). This general analysis estimates that the yield to the City would be a positive \$27 million annually in revenues versus costs to service land use - if fully built out based on the Future Land Use Map.

The Future Land Use Map and the tables titled "Future Land Use Map Categories" and "Land Use Locational Criteria" should be used together when applying land use recommendations to specific sites. The "Preferred Zoning for Undeveloped Sites" column is to be used as a general guide to the City's preferences for future development. The Department of Planning and Community Development should be contacted regarding interpretations.

Table J. Future Land Use - Future Corporate Boundaries - City of Delaware					
Major Land Use Category	Land Use	Acreage	Percent	Subtotal	Percent
Open Space	Major Open Space	1,906	7%	1,906	7%
Single-Family Residential	Agriculture/Rural Res'l	418	2%	15,676	57%
	Very Low Density	7,677	28%		
	Low Density	4,036	15%		
	Moderate Density	2,808	10%		
	High Density	737	3%		
Multi-Family Residential	Low Density	114	.4%	621	2%
	Moderate Density	450	2%		
	High Density	57	.2%		
Mixed Use	Mixed Use	642	2%	642	2%
Business	Commercial	826	3%	2,700	10%
	Office/Flex Office	440	2%		
	Institutional	1,434	5%		
Manufacturing	Light Manufacturing	3,896	14%	4,601	17%
	Heavy Manufacturing	705	3%		
Right-of-Way	Right-of-Way	1,365	5%	1,365	5%
	<i>Total</i>	27,512	100%	27,563	100%

Source: Planning and Community Development Department

Table K. Land Use Yield Analysis								
Generalized Future Corporate Boundary	Acres	Residential		Non-Residential		Fiscal Analysis		Jobs ²
		Gross Avg DU	Yield at Build-Out	Gross Avg FAR	Yield at Build-Out	Factor	Yield	
Agriculture/Rural Residential	418	0.5	209			-\$295	-\$61,692	
Very Low Density Single-Family	7,677	1.5	11,516			(1)	\$1,117,004	
Low Density Single-Family	4,035	2.6	10,491			(1)	-\$1,369,076	
Mod Density Single-Family	2,808	4	11,232			(1)	-\$2,650,752	
High Density Single-Family	737	6	4,422			(1)	-\$1,043,592	
Low Density Multi-Family	114	7	798			(1)	-\$194,712	
Mod Density Multi-Family	450	9	4,050			(1)	\$510,300	
High Density Multi-Family	57	10	573			(1)	-\$104,779	
Major Open Space	1,906							
Mixed Use	642			0.35	9,787,932	-\$81	-\$792,822	16,313
Commercial	826			0.25	8,995,140	-\$630	-\$5,666,938	22,488
Office/Flex Office	440			0.25	4,791,600	\$549	\$2,630,588	19,166
Institutional	1,434			0.25	15,617,755	\$549	\$8,574,148	15,618
Light Manufacturing	3,896			0.25	42,427,440	\$648	\$27,492,981	42,427
Heavy Manufacturing	705			0.25	7,681,911	\$648	\$4,977,878	7,682
ROW	1,365			Na	Na	Na	Na	Na
TOTAL	27,511		43,290	Na	89,301,778	Na	\$33,418,536	123,695
POPULATION			106,061					

Source: City of Delaware Department of Planning and Community Development

Note: (1) Formulas based on Land Use Prototype Report, Tischler & Associates

(2) Job Variables: Industrial 1/1,000 sf; office 1/250 sf; retail 1/400 sf; mixed use 1/600 sf; and institutional 1/1,000 sf

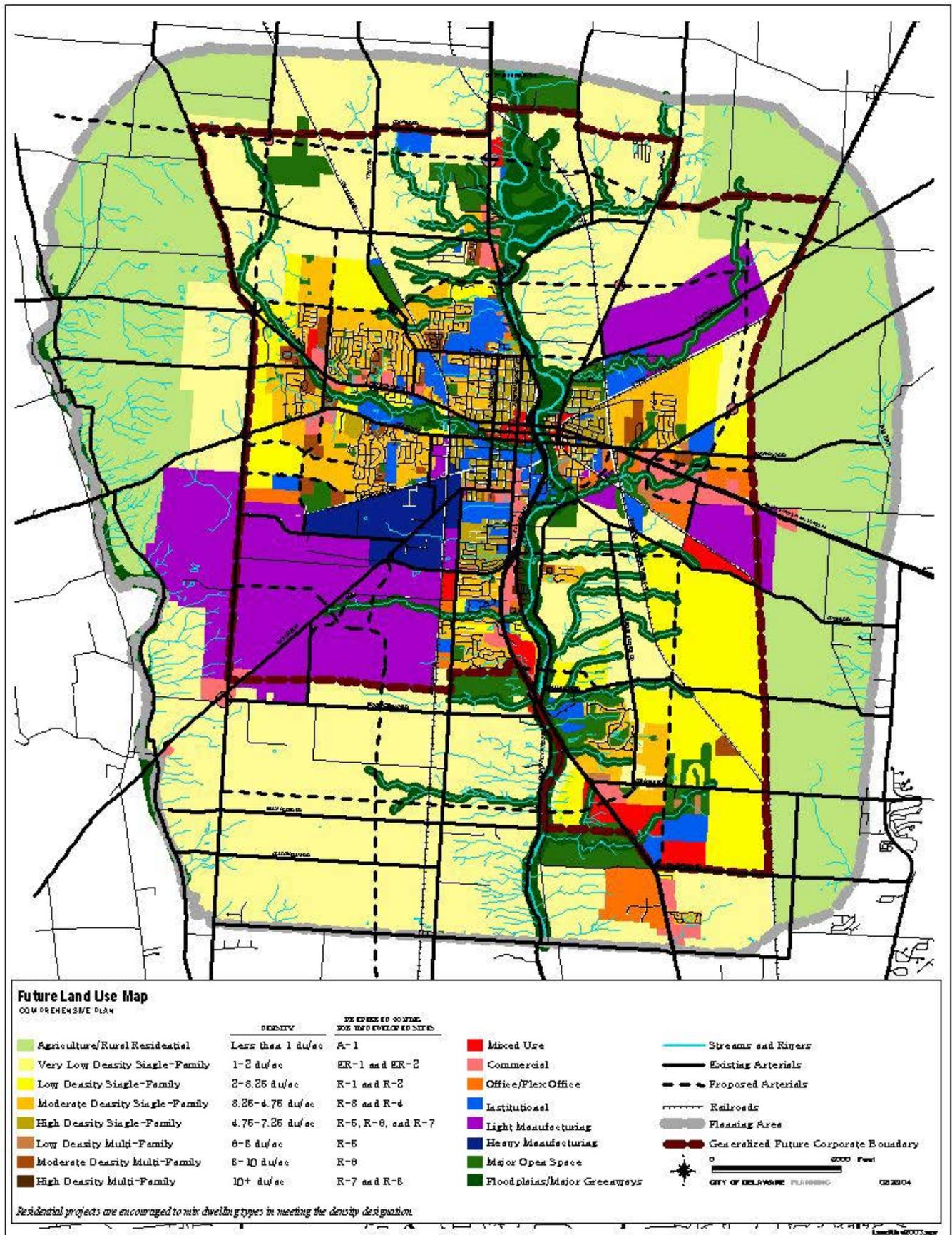


Table L. Future Land Use Map Categories – Comprehensive Plan			
Land Use Category	Gross Density	Preferred Zoning for Undeveloped Sites	Description
Agriculture/ Rural Residential	.175 du/ac	A-1	Farming, crops, livestock, orchards, etc. with farm-related housing and very low density single-family.
Low Density Single-Family	0.9-2.5 du/ac	ER-1 & ER-2	Lower density single-family housing in subdivisions or on individual lots.
Moderate Density Single-Family	2.5-4.0 du/ac	R-1 & R-2	Moderate density single-family housing in subdivisions - includes landscaped entries and private open space.
High Density Single-Family	4.0-7.26 du/ac	R-3 & R-4	Higher density single-family housing in subdivisions; may include two-family and multi-family development as adjacent components; includes landscaped entries and private open space.
Low Density Multi-Family	6-8 du/ac	R-5	Low density two-family and multi-family housing, could be renter or owner occupied; includes landscaped entries and private open space and recreation facilities.
Moderate Density Multi-Family	8-10 du/ac	R-6	Moderate density two-family and multi-family housing; could be renter or owner occupied; includes landscaped entries and private open space and recreation facilities.
High Density Multi-Family	10-plus du/ac	R-7 & R-8	Higher density multi-family housing; could be renter or owner occupied; includes landscaped entries and private open space and recreation facilities.
Neighborhood Commercial	.24 FAR	B-1	Pedestrian-oriented (walkable) retail, services and office uses that serve daily needs of consumers in nearby neighborhoods; includes limited off-street parking for drivers.
Commercial	.39 FAR	B-3 & B-4	Auto-oriented retail, services and office uses that serve daily and weekly needs of consumers from throughout the community; includes off-street parking; should have pedestrian links to adjacent neighborhoods.
Office	.40 FAR	O & PO/1	Office uses in a campus environment; off-street parking; pedestrian linkages to adjacent neighborhoods.
Institutional	.40 FAR	PO/1	University, educational, and hospital uses in a campus setting; pedestrian amenities; off-street parking.
Light Manufacturing	.40 FAR	M-1	Light manufacturing such as light assembly, warehousing and distribution; requires road access but not necessarily rail access; lesser impact than heavy manufacturing.
Heavy Manufacturing	.40 FAR	M-2	Heavy manufacturing uses including moderate to heavy assembly, production and industrial processes; pollution permitted activities; requiring rail and highway access.
Mixed Use	Negotiated, But 1.0 FAR for Downtown	Planned District & B-2 (Downtown)	A mix of land uses on an individual site that provides appropriate transitions to adjacent land uses, using creative site design approaches, including new urbanism. For the Downtown, pedestrian- and auto-oriented retail, services, and office uses, as well as housing, in an urban environment; on-street parking, public and private off-street parking; and civic, entertainment and cultural amenities.
Major Open Space	Na	Na	Public and private open space features, such as public parks, golf courses, and natural preserves.
Greenways	Na	Na	Corridors of natural areas and public parkland along streams; including bike paths, hiking paths, public access points, parkland, private open space, and floodplains.
Golf Courses	Na	Na	Publicly- or privately-owned golf courses.
Arterials	Na	Na	Major roads that provide circulation throughout the community.

Source: Planning and Community Development Department

The following criteria accompany the narrative for the Future Land Use Map categories. These are to be used as guidance in making land use decisions.

Table M. Land Use Locational Criteria - City of Delaware	
Land Use	Criteria
Single-Family Residential	Locate on level to rolling landscape
	Buffer from arterials with landscaping buffers 50 feet in width
	Serve by civic and institutional uses
	Incorporate neighborhood parks and playgrounds
	Interconnect with adjacent neighborhoods, neighborhood-scale retail, schools, parks, and civic uses
Two-Family Residential	Use as transition between single-family and other uses
	Incorporate into new single-family developments as appropriate
Multi-Family Residential	Use as transition between single-family and other uses
	May incorporate into single-family developments to provide land use transition
	Residential in character
Elderly Care Residential Facilities	Locate along major arterials and near services
	Integrate into nearby residential neighborhoods
Retail and Services	Locate in Downtown, in neighborhood clusters, and on major arterials clustered at major intersections
	Pedestrian-oriented retail and services in Downtown, neighborhood clusters, and in mixed-use developments
	Auto-oriented retail and services on major arterials
	Interconnect neighborhood clusters with adjacent residential neighborhoods
	Residential-style architecture (e.g. gables, masonry exterior, shingled roofs) wherever feasible and when adjacent to residential development or in mixed use projects
Office	Use as transition between single-family and other uses
	Locate in Downtown, along major arterials clustered at major intersections, and in mixed-use developments
	Design compatible with location
	Pedestrian oriented offices in Downtown, neighborhood clusters, and in mixed-use developments
	Auto-oriented office on major arterials
	Interconnect neighborhood clusters with adjacent residential neighborhoods
	Residential-style architecture (e.g. gables, masonry exterior, shingled roofs) wherever feasible and when adjacent to residential development or in mixed use projects
Mixed Use	Locate in Downtown and adjacent areas
	Locate at major intersections
	Incorporate a mix of residential, retail, services, office, and civic uses
	Interconnect with adjacent residential, retail, and industrial areas
	Residential-style architecture (e.g. gables, masonry exterior, shingled roofs)
Transit-Oriented Development	Locate at major nodes in future transit system
	Incorporate higher density development with an integration of residential, commercial, office, and civic uses
	Interconnect with adjacent residential, retail, and industrial areas
Light Industrial	Use as transition between office, retail and services, and heavy industrial uses
	Locate on sites with excellent highway and rail access
	Interconnect with adjacent retail, office, and industrial areas
	Incorporate flex-office wherever feasible
	Locate away from residential areas
Heavy Industrial	Limit to existing older industrial areas and US42 southwest corridor
	Locate on sites with excellent highway and rail access
	Interconnect with adjacent retail, office, and industrial areas
	Locate away from residential areas
Civic and Institutional	Use as transition between residential and non-residential areas
	Locate along major arterials
	Place at prominent locations within developments when appropriately scaled
Open Space	Preserve natural corridors and major concentrations of natural features
	Use as transition between residential and non-residential uses
	Integrate into development
	Interconnect with adjacent areas where appropriate
	Create linked linear systems of open space

Source: Planning and Community Development Department

Objectives and Strategies

LU6. Maintain a Reasonable Land Use Balance to Reflect the Vision of the Comprehensive Plan. The land use balance has numerous complexities. It is important to balance non-residential and residential development to ensure sufficient tax revenues are generated to support residential development – since residential generally does not support itself from a revenue standpoint. It is critical to provide a supply of undeveloped land to ensure that development opportunities beneficial to the City will take place – particularly economic development. It is important to improve the balance between owner- and renter-occupied housing to increase homeownership, thereby building wealth and stability in the community. The City has become a magnet for rental property in the County and this has become unsatisfactory. And it is critical to balance the needs of development with protection of irreplaceable open space. The following policies apply:

- LU6.1 The City continues to emphasize industrial and office development to build the tax base and generate revenues sufficient to support residential development. Office development will be emphasized where the market supports such development.
- LU6.2 The City supports rezoning portions of the Brighton development on the south side of US36/SR37 to expand the development to include office, flex-office, and additional light industrial acreage. This will strengthen the project by mixing uses in a synergistic way that will strengthen demand for retail, providing a diverse tax base for the City, and enhancing investment opportunities.
- LU6.3 Industrial uses in the US36/SR37 corridor should focus on warehousing, distribution and flex-office space to take advantage of reasonable proximity to I-71. Industrial uses in the Southwest Subarea should focus on light manufacturing and assembly, warehousing, distribution, and flex-office.
- LU6.4 Retail development is supported where it fulfills an unmet local need for goods and services. A limited amount of big box uses can be supported, with the primary focus the US36/SR37 corridor with additional retail development supported in the US23 corridor. Retail nodes are provided for at key arterial intersections, provided that pedestrian connections are made to adjacent neighborhoods.
- LU6.5 In general, the City does not support the future zoning of land to the R-3 or denser residential districts for the purpose of developing single-family housing in the short term. Moderate density residential development is supported in the US36/SR37 corridor as shown on the Future Land Use Map to create a stronger local market for retail services. And in cases of infill sites, residential densities should generally match the density of adjacent parcels. *See the Growth Management Element regarding zoning freeze.*
- LU6.6 The City supports R-1 and less dense districts for the purpose of developing single-family housing in those areas that are not zoned and in which single-family development is an appropriate land use. The Very Low Density Single-Family designation on the Future Land Use Plan Map provides for this transition to more rural, less developed areas surrounding the City.
- LU6.7 The Planned Residential District should be used as a flexible tool to meet the City’s gross density requirements while providing a creative development plan with a mix of units, densities, and housing values within individual developments.
- LU6.8 In locations with rolling topography and wooded ravines, the City supports clustered residential development with a mix of densities and housing types. The Planned Residential Development District is the appropriate mechanism to fulfill this strategy.
- LU6.9 The City does not support the future rezoning of land to accommodate multi-family development unless such development fulfills a strategic priority (fills an unmet need or niche such as downtown market rate housing) or is owner-occupied. Multi-family development proposals are required to submit a non-biased market study as evidence of demand for the proposed product (the Zoning Code is revised in 2004 to require this). *See the Growth Management and Housing Elements.*
- LU6.10 Each neighborhood should have an elementary school as its “center”, walkable neighborhood commercial area, and/or a mixed-use center that can be safely reached on foot or on bike. These centers should have a character that is appropriate to its neighborhood setting, preferably one that is not institutional or a “national franchise” type of design and atmosphere that is not consistent with the City’s own unique character.

- LU6.11 Open space preservation continues as a high priority of the City, with parkland, open space reserves, and conservation easements provided for in residential, mixed-use, and non-residential developments as appropriate. Stream corridors and floodplains continue as focuses for continuous systems of interconnected open space and conservation easements.
- LU6.12 Institutional uses are supported in their long-term plans for maintaining and expanding facilities. Measures are taken to minimize expansion-related impacts on adjacent properties. New facilities and campuses are integrated into adjacent areas to provide seamless transitions. A high quality institutional, office, and limited commercial node is developed on US23 south.
- LU6.13 The highest density of development will be located on major corridors at nodes created at their intersections. The City will generally oppose the complete stripping of corridors with intensive development. This is contrary to sound planning practices, access management principles, and will result in disinvestment in the long term (continual “leap frogging” of investment).

LU7. Promote Appropriate Density/Intensity of Development to Ensure Future Development is Sustainable.

The Future Land Use Map recommends land uses and densities for all portions of the planning area. This serves as the City’s basic land use policy to guide development and growth over the next five years and beyond. As development decisions are made, the map and accompanying table should be used as key references. Private investors should likewise use this information as guides relative to City support of development proposals. Consistency in following these policies is critical, with a dose of flexibility to ensure that unforeseen circumstances and opportunities are properly considered in the overall context of the Comprehensive Plan.

- LU7.1 Densities will be highest in the core of the City. Infill development and redevelopment will support the role of the Downtown by matching or even exceeding the density of surrounding properties.
- LU7.2 Somewhat less dense development surrounds the core in the City’s historic neighborhoods. Infill and redevelopment will match, but not exceed, densities in these neighborhoods.
- LU7.3 Residential densities are recommended to lessen as one moves away from the core of the community. This is a means of transitioning to the semi-rural landscape that surrounds the City.
- LU7.4 In general, the density/intensity of development is compatible with the general characteristics of the area in which the development is located. Changes in density/intensity are supported if they enhance the viability and character of the area.
- LU7.5 Higher density/intensity may be supportable at key intersections and other locations that are appropriate for intensive activity. But, the design and execution of such development must be of high quality and integrate with surrounding areas.
- LU7.6 Higher density/intensity will be supported in conjunction with commuter or light rail extensions to the City.
- LU7.7 Higher density/intensity will be supported in projects that mix uses and seek to create a pedestrian oriented environment, such as riverfront development.

LU8. Continue to Require Appropriate Land Use Transitions to Ensure New Development is Compatible with Existing Areas.

Land use transitions – at the community, neighborhood, or property level– must be appropriate to minimize negative impacts and to provide for a well-integrated community. Proper transitions ensure a rational land use pattern that is consistent with the City’s vision of itself.

- LU8.1 Land use transitions will be consistent with the Future Land Use Map.
- LU8.2 Appropriate land use transitions that successfully buffer single-family neighborhoods include multi-family uses, office uses, institutional uses, parks and recreation, open space, and landscape buffers.
- LU8.3 Appropriate land uses that successfully buffer multi-family developments include two-family uses, office uses, parks and recreation, open space, and landscape buffers.
- LU8.4 Landscape buffers are appropriate land use transitions for offices, retail, services, and industrial uses adjacent to residential areas.

LU8.5 Mixed uses are located in the Downtown, at major intersections, and at transit-supported locations, and provide land use transitions to adjacent areas by lowering the density and matching or complementing the land use pattern of adjacent properties.

LU9. Encourage Creativity in Site Design. The City expects future development to use creative site design to accomplish the following objectives. These approaches should be used as a regular course of business in designing sites. Traditional suburban design principles – such as cul-de-sacs – are not generally supported. *See Community Character Element.*

LU9.1 The preservation of outstanding natural features (woodlands, ravines, stream corridors);

LU9.2 A mixture of residential units and densities within the same development;

LU9.3 Vehicle, pedestrian, and bike connectivity;

LU9.4 The full application of neo-traditional principles;

LU9.5 The use of clustered/open space development to preserve open space;

LU9.6 Mixed uses and densities; and

LU9.7 Transit-oriented development principles.

F. Development Standards and Regulations

Issues and Findings

The Zoning Code permits residential densities for single-family homes to range from 0.175 to 7.3 units per acre, with lot sizes ranging from 5 acres to 6,000 square feet. For two-family homes, densities range from 7.0 to 8.4 units per acre and lot sizes range from 10,400 to 12,400 square feet. For multi-family homes, densities range from 6.0 to 20.0 units per acre (and more, if justified).

The density for non-residential development in the zoning code is about 0.40 Floor Area Ratio (FAR), with 0.24 FAR allowed in the B-1 District and 1.0 FAR in the B-2 (Downtown) District. Lot sizes for businesses range from 0.5 acres (Office District) to 5 acres (Planned Office/Institutional District). For industrial uses, minimum lot size is 3 acres.

The public at the Vision Meetings made it clear that the City should require the strongest development standards possible. Recommendations are presented throughout the Comprehensive Plan to strengthen the City's development standards where appropriate in keeping with the intent and policies of the Plan.

A formal set of design guidelines may be necessary as a recommendation to address issues regarding the design and construction of commercial development. These could be applied citywide or limited to key commercial corridors.

In 2002, 47% of the City was zoned for residential uses, 21% was zoned for industrial uses, and 11% was zoned for retail, office and other business uses, and 20% was zoned for A-1, which is the holding zone until property owners seek to develop their land.

It is assumed that the Zoning Code will be revisited following the adoption of the Comprehensive Plan. It is typical for plans to raise zoning issues or make recommendations for implementation strategies that require new or modified development codes.

Benchmarks

1. Amendments of the Zoning Code based on the recommendations of this and other elements.

Objectives and Strategies

LU10. Implement the Recommendations of the Growth Management Element. The Growth Management Element presents various objectives and strategies that address development standards and regulations, and the Zoning Map. Those strategies should be implemented to assist in bringing the Comprehensive Plan to a reality. The City will consistently implement the Growth Management Element to address issues related to development standards and regulations that impact land use.

LU11. Adopt Design Guidelines to Provide Direction to Commercial Developers. The unique aspects of Delaware's built environment should be protected and promoted in new construction. This requires an approach that provides flexibility in the design process, but that ensures the outcome will be consistent with the historic character of the City. Design guidelines should be prepared for all development categories. *See Community Character Element.*

LU12. Adopt New Zoning Districts to Address Land Use Priorities. This objective identifies several zoning districts that should be prepared as measures to implement the Land Use Element. The following districts are among those recommended:

- a. The Planned Industrial District and expansion of the Planned Business District to include retail uses; both provide flexibility to developers to address unique sites and provide the City with commitments regarding future uses and development details.
- b. The Airport Noise Overlay District protects flight operations while prohibiting noise-sensitive uses in close proximity to the airport.
- c. The Natural Resources Overlay District minimizes development impact on streams, ravines, wooded resources, and other important natural resources, including economic incentives to encourage creative site solutions.
- d. The Neo-Traditional Overlay District encourages this creative approach to designing pedestrian-friendly, mixed-use neighborhoods. The standards for this district will be based upon the unique characteristics of the City's northwest neighborhood, which has been identified by the community as the preferred design of a neo-traditional district.
- e. The Transit-Oriented Development Overlay District encourages development patterns that take advantage of passenger or commuter rail services through pedestrian orientation, higher densities, and mixed uses.



INAPPROPRIATE DESIGN
This is an example of a commercial building that is incompatible with its surroundings. The use of garish colors to attract attention (including neon framing of storefront windows) creates a negative investment climate for adjacent and nearby properties.

- f. Corridor Design Overlay Districts would establish design standards for specific corridors that require additional attention because they play a critical role in the City's development, such as US23 south, US36/SR37 east, and Sandusky Street.

LU12.1 Prepare Ordinances | Late 2003 | Planning

The Planning Department prepares drafts of each new zoning district for review and comment by the Planning Commission.

LU12.2 Adopt Ordinances | 2004 | Planning Commission & City Council

The Planning Commission reviews the draft districts over a three-month period and provides comments to the Planning Department, which makes revisions and reissues the guidelines for formal action by the Commission. The Commission forwards its recommendation to City Council.

LU13. Adopt a Unified Development Ordinance (UDO) to Improve the Efficiency of the Development Process. A UDO is a comprehensive restructuring of the zoning, subdivision, and engineering processes into a streamlined development process. It provides the means for focusing on the quality of development, without the normal distractions of the bureaucracy of approving development. Development standards do not change, but the process is streamlined, with zoning and subdivision processes more closely integrated.

LU13.1 Prepare Ordinances | 2004 | Planning & Engineering

The Planning and Engineering Departments draft the UDO by the end of 2004 for review and comment by the Planning Commission. The Commission reviews the draft over a

three-month period and provides comments for revisions and it is reissued by the Planning Department.

LU13.2 Adopt Ordinances | 2005 | Planning Commission & City Council

The Commission forwards the UDO to City Council for adoption.

G. Subareas

Issues and Findings

This section of the Land Use Element presents objectives and strategies for each of 21 subareas within the City’s planning area. A subarea is a unit within the City’s overall planning area. They are defined by various criteria: development character, natural geographic boundaries, and transportation boundaries.

The subareas are organized in categories that reflect their general development character: Downtown is the central business district (*Core*); *Urban* are those subareas that contain the oldest parts of the City; *Suburban* are subareas that are more recent in development outside of the Urban subareas; and *Semi-Rural* are the remaining subareas that are typified by agriculture and very low density residential development.

Subarea plans will be prepared for priority subareas that are facing immediate development pressure. Subarea plans will address land use, development, and zoning at the parcel level. They will provide detailed road, bike, and pedestrian network recommendations. They will identify priority areas for open space preservation. And, they will address community facility needs, among other areas of concern.

Benchmarks

1. Development and redevelopment in each subarea occurs consistent with the policy recommendations of this Section.

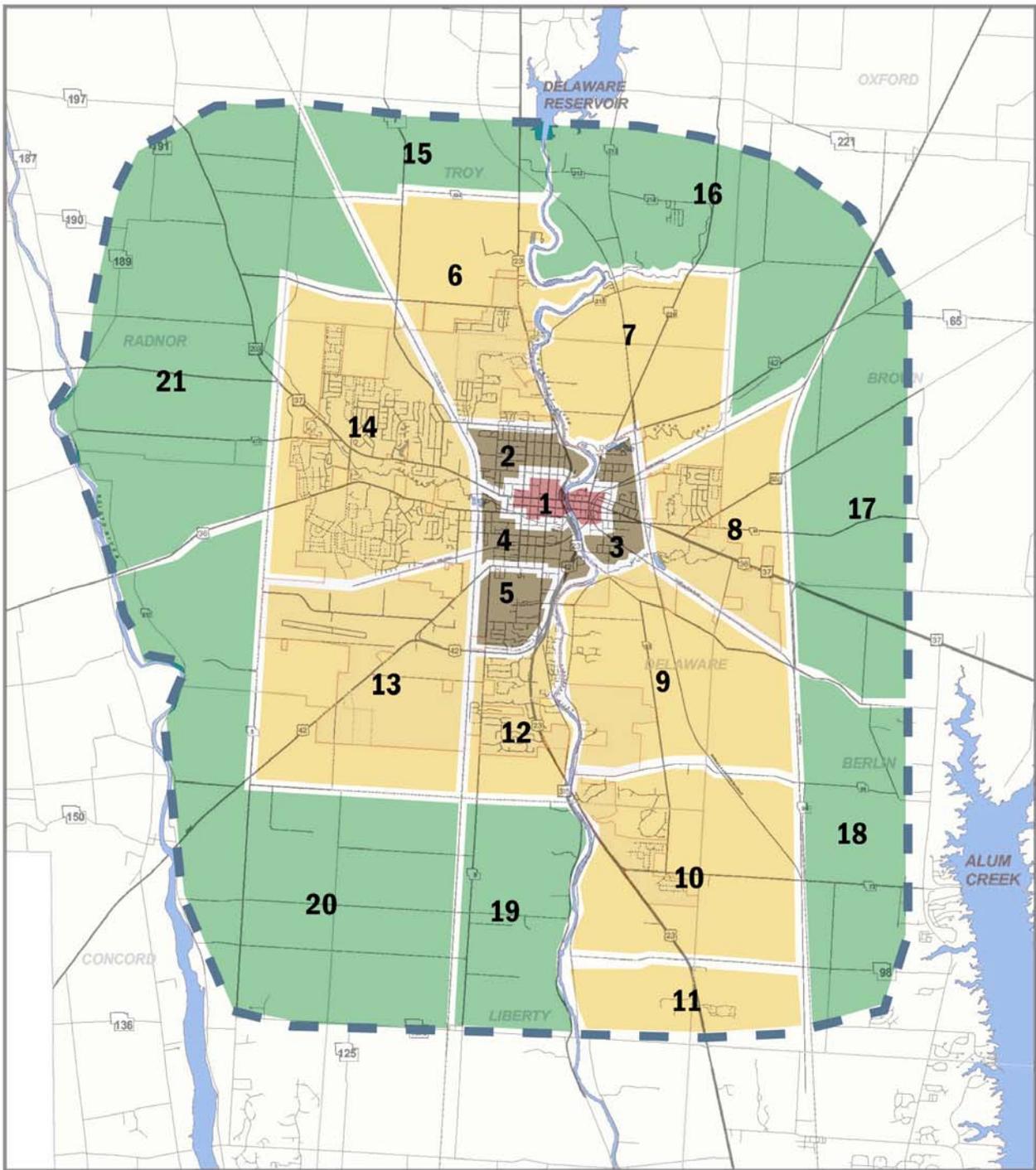
Objectives and Strategies



DOWNTOWN SUBAREA
The Downtown Subarea is mixed-use in nature and contains retail, office, residential, government, and civic uses.

LU14. Maintain the Downtown Subarea (Subarea 1) as a Mixed-Use Subarea with a Strong Focus on Pedestrian-Oriented Retail and Restaurants, Offices, Government and Civic Uses, Cultural Arts, and Housing. The Core Subarea is the Downtown. It is the most densely developed part of the City and is a pedestrian-oriented mixed-use area. It contains retail and office uses, restaurants, cultural facilities, government and civic uses, and housing – often in mixed-use buildings. It is pedestrian oriented, although it accommodates a great deal of traffic flow through the community. It is bisected by the Olentangy River (which can serve as a unifying element), but is also truncated by US23 that was designed as an above grade limited access highway.

LU14.1 The City continues to work with property owners, investors, developers, and institutions in Downtown revitalization. The City establishes a non-profit development corporation in the future to serve as a facilitator in revitalization efforts. The City continues to promote incentives available for rehabilitation and reinvestment and utilizes its status as a Certified Local Government to maximize available historic preservation funds.



Planning Subareas Map

COMPREHENSIVE PLAN



- LU14.2 Downtown revitalization encourages a mix of retail and restaurant uses in first floors, and offices and housing in second and third-floors. A limited service “boutique” hotel or bed-and-breakfast inns could serve as a new anchor. Other key anchors include the Strand Theatre, a rebuilt Bun’s Restaurant, Library, County and City offices, and Ohio Wesleyan University.
- LU14.3 The fabric of Downtown is repaired by rebuilding US23 as a street and not a highway – which is acknowledged to be a long term project dependent on many complicated factors. The City facilitates the conversion of US23 from a limited access above grade freeway to an at grade six-lane divided road with a landscaped median. A pedestrian riverwalk is constructed between US23 and the Olentangy River. Development parcels are created on unused right-of-way to offset construction costs. The marketability of development sites on the east side of the river is greatly enhanced. *See the Transportation and Community Character Elements.*
- LU14.4 Winter Street east of the Olentangy River is the focus of a neighborhood business district. Redevelopment of river front properties should also focus on Winter Street as their main address and front door. The former Delaware Chair Company building is considered for rehabilitation as artist lofts, museum, or other civic activities with a linkage to Mingo Park. A railroad-oriented outdoor historic facility is explored for the rail right-of-way north of Central Avenue.
- LU14.5 Winter Street east of Sandusky Street has great potential as a family-oriented entertainment district, building upon the success of the Strand Theatre and the proximity of the Library. These blocks should contain a series of family-oriented restaurants, shops, and businesses catering to children and families. This emphasis could be extended west of Sandusky Street with the reopening of Bun’s Restaurant and the addition of similar businesses in that block.
- LU14.6 A cultural arts district is formally established in a part of the Downtown as a means of marketing and coordinating arts facilities. At a minimum the district includes the gallery and museum at Ohio Wesleyan, and private gallery space in several businesses (e.g. the Mean Bean and Corner Framing & Gallery), the Chamber of Commerce and the Library, the Strand and performance spaces at OWU. Additional gallery and performance spaces can be added as they are created, such as in City Hall. *See Community Character Element.*
- LU14.7 Government offices continue to be located in the Downtown provided adequate space and limited demolition supports new structures. Lower density office development requiring extensive land should be located outside of but near to the Downtown.
- LU14.8 Reuse of Willis Middle School considers the role the facility can play in the Downtown. Potential uses include residential (market rate or assisted senior), offices (private or social service agencies), cultural or museum activities, and retail on the ground level. The Boardman property is addressed simultaneously and should be considered for public open space and housing uses (limited first floor retail could be included in residential structures facing William Street).
- LU14.9 Zoning and noise standards will be investigated by Planning in 2004-05 to limit the number of drinking establishments within the Downtown and to place more restrictive noise standards on businesses in order to create a more appropriate environment for housing in the Downtown.
- LU14.10 The eastern half of the Downtown Subarea could be eligible for nomination to the National Register of Historic Places. The City prepares the submittal in 2004-05, working with the Historical Society and property owners. Designation will provide investors who rehabilitate historic properties with additional Federal tax benefits.
- LU14.11 Residential uses will continue to be an emphasis for upper story spaces in Downtown buildings, as well as infill development on available lots. Market rate housing is preferred to provide additional customers for Downtown businesses. Mixed-use buildings are also encouraged.

Downtown Subarea		
Land Use	Acres	Percentage
Moderate Density Single-Family	4.8	2%
High Density Single-Family	37.6	15%
Major Open Space	3.9	2%
Mixed Use	104.0	42%
ROW	100.0	40%
Total	250.4	

Downtown Subarea

COMPREHENSIVE PLAN

The Core Subarea is the Downtown. It is the most densely developed part of the City and is a pedestrian-oriented mixed-use area. It contains retail and office uses, restaurants, cultural facilities, government and civic uses, and housing - often in mixed-use buildings. It is pedestrian oriented, although it accommodates a great deal of traffic flow through the community. It is bisected by the Olentangy River (which can serve as a unifying element), but is also truncated by US23 that was designed as an above grade limited access highway.



Future Land Use Map

COMPREHENSIVE PLAN

Land Use	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES	Symbol
Agriculture/Rural Residential	Less than 1 du/ac	A-1	Green square
Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	Light yellow square
Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	Yellow square
Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	Orange square
High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	Red square
Low Density Multi-Family	6-8 du/ac	R-5	Light blue square
Moderate Density Multi-Family	8-10 du/ac	R-6	Dark blue square
High Density Multi-Family	10+ du/ac	R-7 and R-8	Dark purple square
Mixed Use			Red square
Commercial			Orange square
Office/Flex Office			Yellow square
Institutional			Blue square
Light Manufacturing			Purple square
Heavy Manufacturing			Dark blue square
Major Open Space			Green square
Floodplains/Major Greenways			Dark green square
Streams and Rivers			Blue line
Existing Arterials			Thick black line
Proposed Arterials			Dashed black line
Railroads			Black line with cross-ticks
Planning Area			Grey shaded area
Generalized Future Corporate Boundary			Thick black line

Residential projects are encouraged to mix dwelling types in meeting the density designation.

CITY OF DELAWARE PLANNING 02/26/04



NORTHWEST SUBAREA
The Northwest Subarea is a predominantly single-family historic neighborhood – but it includes scattered multi-family structures, former fraternity houses, and neighborhood businesses.

LU15. Maintain the Northwest Subarea (Subarea 2) as a Historic Predominantly Single-Family Neighborhood with a Limited Amount of Two- and Multi-Family Uses, and Neighborhood Businesses. The Northwest Subarea is the City’s largest historic area. It is predominantly a single-family neighborhood, but it also includes two-family and multi-family buildings, current and former fraternity houses, and a few scattered neighborhood businesses. The current land use balance in the subarea is supported. It is a pedestrian-oriented environment with many alleys and detached garages.

LU15.1 The subarea continues its primary focus as single-family residential. Two-family and multi-family uses continue in their present configurations, but expansion is not generally supported. Former fraternity houses and elderly care facilities may be appropriate for rehabilitation as multi-family uses, but they should be structured as condominiums.

LU15.2 Neighborhood retail uses remain limited and in a few locations. No additional retail or office uses are expanded into the subarea.

LU15.3 Proposals to designate individual blocks of the subarea as local historic districts are supported when requested by a majority of the respective property owners. See *Community Character Element*.



NEAR EAST SUBAREA
The Near East Subarea is another historic part of Delaware, which includes an extension of the Central Business District, older industrial areas along rail lines, neighborhood businesses, and residential neighborhoods.

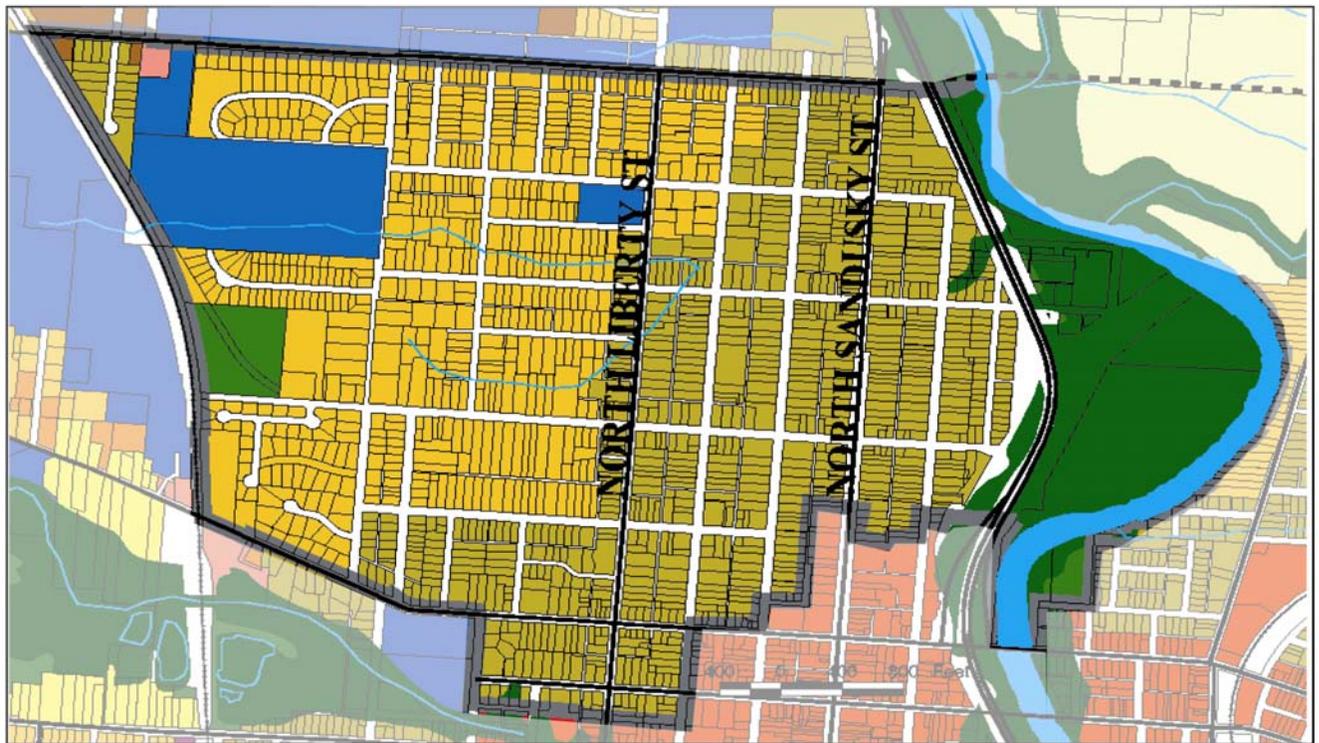
LU16. Strengthen the Near East Subarea (Subarea 3) as a Residential Neighborhood with Business Uses through Revitalization and Reinvestment. The Near East Subarea is located east of the Olentangy River and it adjoins the Downtown. This is a mixed-use neighborhood that includes residential blocks, businesses, and industry. Some of the major land uses include the Ohio Department of Transportation’s regional office, the County office building on Chamberlain Street, and the Salvation Army’s retreat facility on US42.

LU16.1 Continued private investment in residential property is supported when emphasizing homeowner occupied single-family housing. Affordable rental housing should be

Northwest Subarea		
Land Use	Acres	Percentage
Moderate Density Single-Family	167.5	29%
High Density Single-Family	182.2	31%
Moderate Density Multi-Family	0.7	0.1%
Major Open Space	73.9	13%
Commercial	1.2	0.2%
Institutional	38.7	7%
ROW	123.4	21%
Total	587.5	

Northwest Subarea COMPREHENSIVE PLAN

The Northwest Subarea is the City's largest historic area. It is predominantly a single-family neighborhood, but it also includes two-family and multi-family buildings, current and former fraternity houses, and a few scattered neighborhood businesses. The current land use balance in the subarea is supported. It is a pedestrian-oriented environment with many alleys and detached garages.



Future Land Use Map
COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES	
Agriculture/Rural Residential	Less than 1 du/ac	A-1	Mixed Use
Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	Commercial
Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	Office/Flex Office
Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	Institutional
High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	Light Manufacturing
Low Density Multi-Family	6-8 du/ac	R-5	Heavy Manufacturing
Moderate Density Multi-Family	8-10 du/ac	R-6	Major Open Space
High Density Multi-Family	10+ du/ac	R-7 and R-8	Floodplains/Major Greenways

Streams and Rivers	Existing Arterials
Proposed Arterials	Railroads
Planning Area	Generalized Future Corporate Boundary

CITY OF DELAWARE PLANNING 10/10/03

Residential projects are encouraged to mix dwelling types in meeting the density designation.

Near East Subarea COMPREHENSIVE PLAN

The Near East Subarea is located east of the Olentangy River and it adjoins the Downtown. This is a mixed-use neighborhood that includes residential blocks, businesses, and industry. Some of the major land uses include the Ohio Department of Transportation's regional office, the County office building on Chamberlain Street, and the Salvation Army's retreat facility on US42.



Near East Subarea		
Land Use	Acres	Percentage
Moderate Density Single-Family	48.1	11%
High Density Single-Family	136.3	31%
Low Density Multi-Family	25.0	6%
Major Open Space	72.0	16%
Office/Flex Office	47.7	11%
Institutional	27.5	6%
Light Manufacturing	17.1	4%
ROW	66.2	15%
Total	439.9	

Future Land Use Map COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES		
	Agriculture/Rural Residential	Less than 1 du/ac	A-1	
	Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	
	Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	
	Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	
	High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	
	Low Density Multi-Family	6-8 du/ac	R-5	
	Moderate Density Multi-Family	8-10 du/ac	R-6	
	High Density Multi-Family	10+ du/ac	R-7 and R-8	
	Mixed Use			
	Commercial			
	Office/Flex Office			
	Institutional			
	Light Manufacturing			
	Heavy Manufacturing			
	Major Open Space			
	Floodplains/Major Greenways			

Residential projects are encouraged to mix dwelling types in meeting the density designation.

Streams and Rivers
 Existing Arterials
 Proposed Arterials
 Rail roads
 Planning Area
 Generalized Future Corporate Boundary

CITY OF DELAWARE PLANNING 12/16/03

rehabilitated to provide acceptable living quarters. Residential uses should still be the priority on East Central Avenue and East William Streets and the intrusion of commercial uses should be limited. Any new multi-family development will be owner-occupied.

- LUI6.2 Continued private investment in commercial, office, and industrial properties are supported, including the cleanup and redevelopment of brownfield sites.
- LUI6.3 The conversion of industrial land to other uses, such as residential, is supported where residential development is more appropriate in a particular location and on “under performing” sites. Flex-office space is appropriate in the southern part of the subarea. A new connector between Cheshire Street and East Williams Street is recommended to improve relocated traffic flow out of existing neighborhoods.
- LUI6.4 Additional improvements to the “Point” will be made to improve traffic flow and reduce congestion. Expansion of the road network through additional road linkages is also supported.



OWU SUBAREA
The OWU Subarea is located adjacent to the Downtown and contains a mix of institutional buildings, open spaces, retail businesses, and residential neighborhoods in an urban, walkable setting.

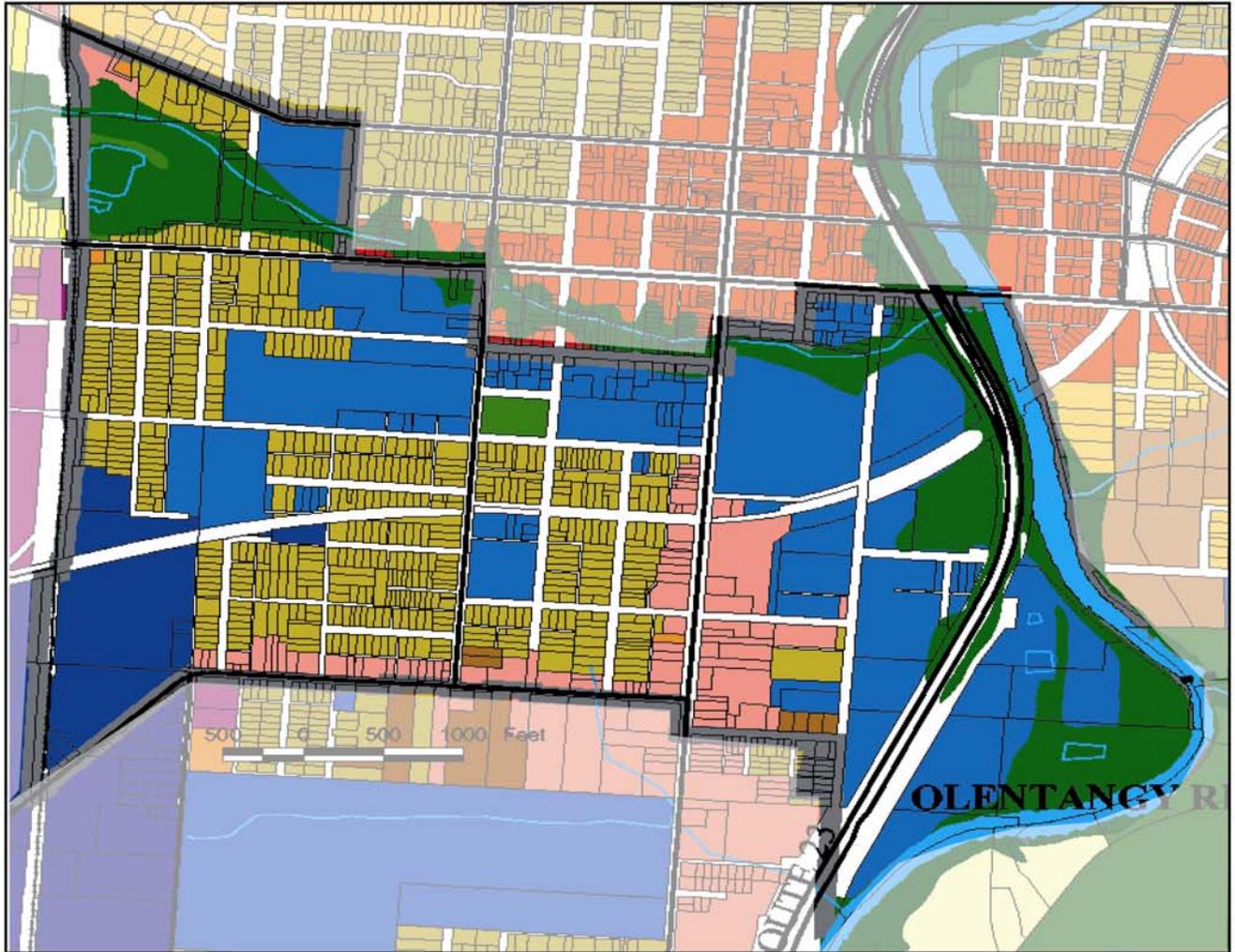
LU17. Stabilize the OWU Subarea (Subarea 4) while Supporting OWU Investments and Expansions. The OWU Subarea includes Ohio Wesleyan University and nearby neighborhoods. This subarea is located to the south of the Downtown. It includes a significant amount of open space on the OWU campus, as well as many historic buildings. Residential uses include campus dormitories and nearby residences.

- LUI7.1 Improvement and expansion of the University to provide state-of-the-art campus facilities is supported, especially where such investments benefit the community. The University is encouraged to develop a stronger presence on Sandusky Street, including the block between Spring and William Streets.
- LUI7.2 Improvements to Sandusky Street are supported that extend the Downtown streetscape to the campus’ south boundary. The City undertakes streetscape improvements to S. Sandusky beyond the campus when funds are available as part of a comprehensive revitalization of the corridor. *See Community Character Element.*
- LUI7.3 Stabilization and additional investment in residential properties in the subarea are supported, including enhancements to neighborhood amenities. CDBG housing funds are targeted to this subarea.
- LUI7.4 Construction of the Springfield Branch and Henry Street bikepaths are supported and will be completed during the planning period.
- LUI7.5 Screening will be installed along US42 to reduce impacts to adjacent neighborhoods.

OWU Subarea		
Land Use	Acres	Percentage
High Density Single-Family	113.7	21%
Moderate Density Multi-Family	2.1	0.4%
Major Open Space	29.8	6%
Commercial	37.9	7%
Office/Flex Office	0.8	0.16%
Institutional	210.9	39%
Heavy Manufacturing	32.5	6%
ROW	110.4	21%
Total	538.2	

OWU Subarea COMPREHENSIVE PLAN

The OWU Subarea includes Ohio Wesleyan University and nearby neighborhoods. This subarea is located to the south of the Downtown. It includes a significant amount of open space on the OWU campus, as well as many historic buildings. Residential uses include campus dormitories and nearby residences.



Future Land Use Map COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES	
■ Agriculture/Rural Residential	Less than 1 du/ac	A-1	— Streams and Rivers
■ Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	— Existing Arterials
■ Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	- - - Proposed Arterials
■ Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	+ + + + Railroads
■ High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	■ Planning Area
■ Low Density Multi-Family	6-8 du/ac	R-5	— Generalized Future Corporate Boundary
■ Moderate Density Multi-Family	8-10 du/ac	R-6	⊙ CITY OF DELAWARE PLANNING
■ High Density Multi-Family	10+ du/ac	R-7 and R-8	10/10/03
■ Mixed Use			⊙ Major Open Space
■ Commercial			■ Floodplains/Major Greenways
■ Office/Flex Office			
■ Institutional			
■ Light Manufacturing			
■ Heavy Manufacturing			

Residential projects are encouraged to mix dwelling types in meeting the density designation.



NEAR SOUTH SUBAREA
The Near South Subarea is located on the west side of Sandusky Street, north of US42, and contains a mix of residential neighborhoods, with some retail, civic, and industrial uses along Liberty Street.

LU18. Stabilize the Near South Subarea (Subarea 5) while Protecting the Integrity of Residential Areas and Encouraging Reinvestment and Business Expansion. The Near South Subarea is located south of the Campus Subarea and north of US42. It is an older part of the City, with a mix of low- to moderate-income neighborhoods, business, and industry. The subarea includes the S. Sandusky and London Road business corridors, Liberty Castings manufacturing facility on Liberty Road, the historic Oak Grove Cemetery, and two church complexes.

- LU18.1 Home ownership and rehabilitation of existing structures are supported. CDBG housing funds are targeted to this subarea.
- LU18.2 Redevelopment is consistent with the development character of the subarea and will not adversely impact residences.
- LU18.3 Airport operations will be safeguarded by not supporting noise-sensitive uses west of Liberty Street.
- LU18.4 Screening will be installed along US42 to reduce noise and visual impacts to adjacent neighborhoods.
- LU18.5 Appropriate commercial development will be supported on London Road that doesn't adversely impact adjacent residential neighborhoods.
- LU18.6 Infill development on S. Sandusky Street will be supported provided it is consistent with the historic development character of the corridor, including original shallow building setbacks.



NORTHWOODS SUBAREA
The Northwoods Subarea can be expected to see additional residential development, including several potential development sites, such as the Wise property shown above, and land around the Oakhaven Golf Course.

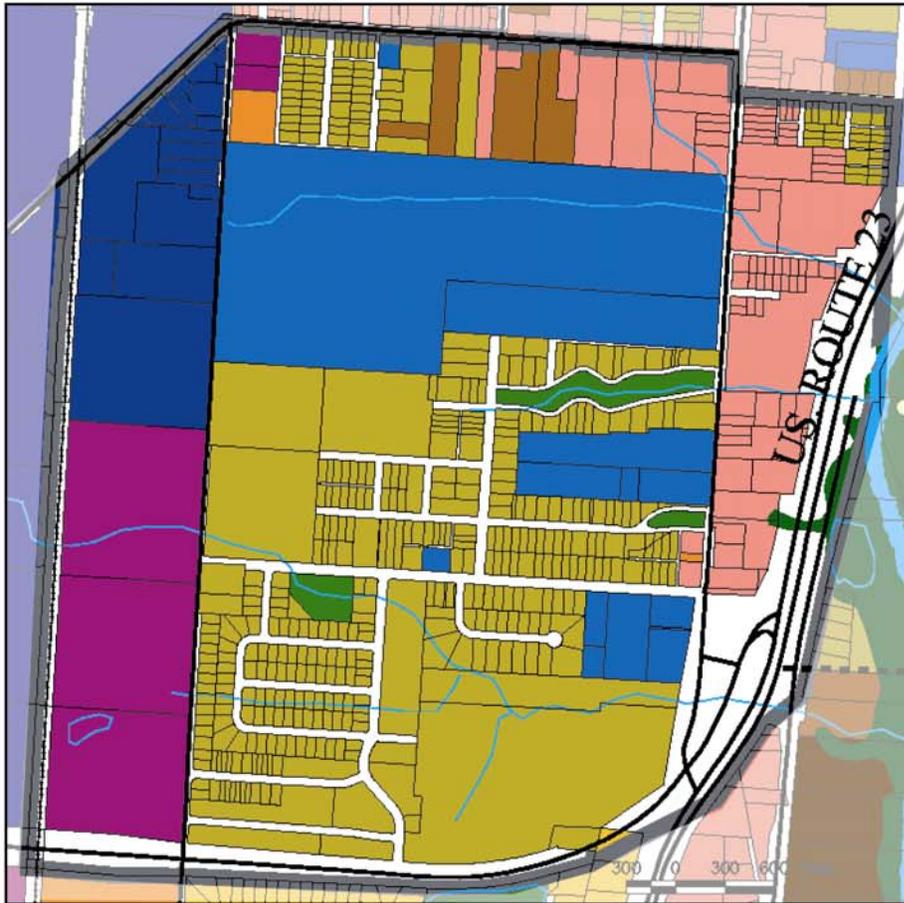
LU19. Encourage Additional Development in the Northwoods Subarea (Subarea 6) that Builds Strong Neighborhoods, Increases Housing Values and Diversity, and Provides Open Space. This Subarea is on the northern edge of the City. It has experienced some recent development activity, such as the Shelbourne Forest subdivision. The Wykham Trust annexation was accepted in 2002 and the

Near South Subarea

COMPREHENSIVE PLAN

The Near South Subarea is located south of the Campus Subarea and north of US42. It is an older part of the City, with a mix of low- to moderate-income neighborhoods, business, and industry. The subarea includes the S. Sandusky and London Road business corridors, Liberty Castings manufacturing facility on Liberty Road, the historic Oak Grove Cemetery, and two church complexes.

Near South Subarea		
Land Use	Acres	Percentage
Moderate Density Single-Family	0.6	0.1%
High Density Single-Family	171.3	32%
Moderate Density Multi-Family	10.3	2%
Major Open Space	6.9	1%
Commercial	55.6	10%
Office/Flex Office	2.2	0.4%
Institutional	103.2	19%
Light Manufacturing	50.5	9%
Heavy Manufacturing	40.4	7%
ROW	98.7	18%
Total	539.6	



Future Land Use Map

COMPREHENSIVE PLAN

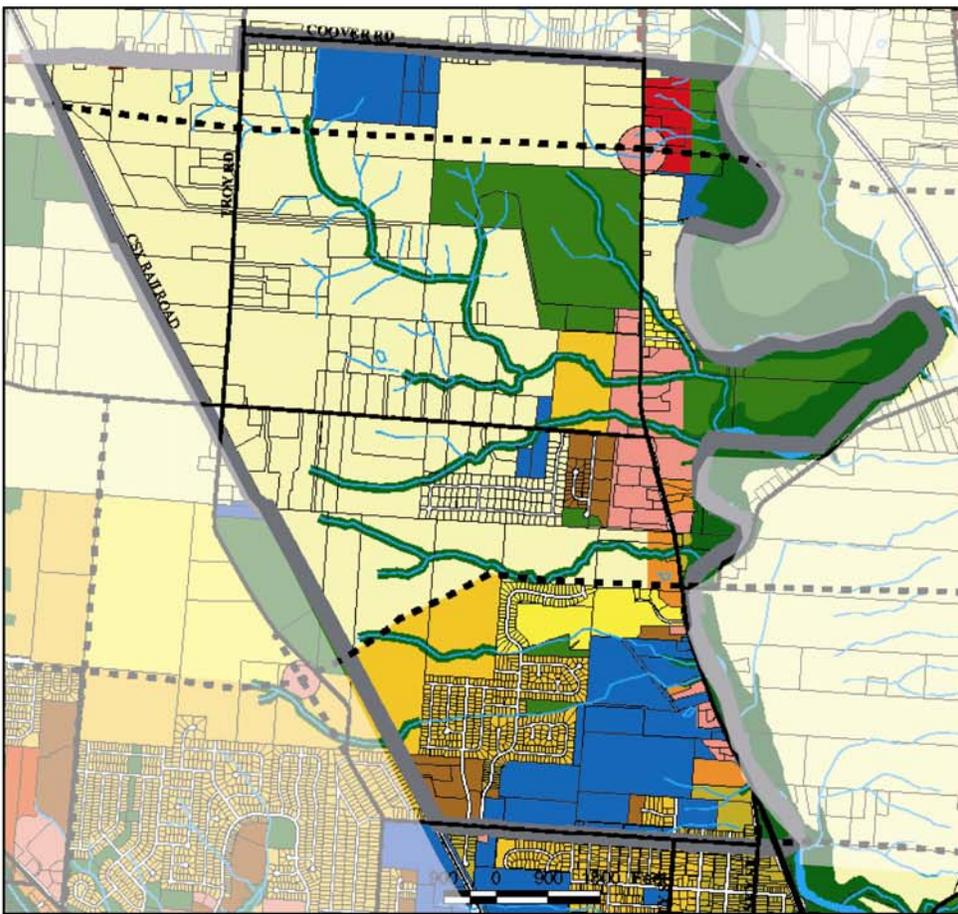
	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES		
■ Agriculture/Rural Residential	Less than 1 du/ac	A-1	■ Mixed Use	— Streams and Rivers
■ Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	■ Commercial	— Existing Arterials
■ Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	■ Office/Flex Office	- - - Proposed Arterials
■ Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	■ Institutional	+ + + + Railroads
■ High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	■ Light Manufacturing	■ Planning Area
■ Low Density Multi-Family	6-8 du/ac	R-5	■ Heavy Manufacturing	■ Generalized Future Corporate Boundary
■ Moderate Density Multi-Family	8-10 du/ac	R-6	■ Major Open Space	
■ High Density Multi-Family	10+ du/ac	R-7 and R-8	■ Floodplains/Major Greenways	

Residential projects are encouraged to mix dwelling types in meeting the density designation.

Northwoods Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	1428.8	52%
Low Density Single-Family	73.6	3%
Moderate Density Single-Family	215.6	8%
High Density Single-Family	43.1	2%
Moderate Density Multi-Family	53.8	2%
Major Open Space	359.4	13%
Mixed Use	26.0	1%
Commercial	124.6	5%
Office/Flex Office	36.5	1%
Institutional	285.6	10%
ROW	92.5	3%
Total	2739.4	

Northwoods Subarea COMPREHENSIVE PLAN

This Subarea is on the northern edge of the City. It has experienced some recent development activity, such as the Shelbourne Forest subdivision. The Wykham Trust annexation was accepted in 2002 and the City expects the development process (zoning and platting) to begin in 2003. Sanitary sewer improvements are addressing current issues, but trunk line extensions will be needed to support the opening of land such as the Wykham Trust property. The Oakhaven Golf Course offers an opportunity for creative development focused on the golf course.



Future Land Use Map COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES					
	Agriculture/Rural Residential	Less than 1 du/ac	A-1		Mixed Use		Streams and Rivers
	Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2		Commercial		Existing Arterials
	Low Density Single-Family	2-3.25 du/ac	R-1 and R-2		Office/Flex Office		Proposed Arterials
	Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4		Institutional		Railroads
	High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7		Light Manufacturing		Planning Area
	Low Density Multi-Family	6-8 du/ac	R-5		Heavy Manufacturing		Generalized Future Corporate Boundary
	Moderate Density Multi-Family	8-10 du/ac	R-6		Major Open Space		CITY OF DELAWARE PLANNING 02/26/04
	High Density Multi-Family	10+ du/ac	R-7 and R-8		Floodplains/Major Greenways		

Residential projects are encouraged to mix dwelling types in meeting the density designation.

City expects the development process (zoning and platting) to begin in 2003. Sanitary sewer improvements are addressing current issues, but trunk line extensions will be needed to support the opening of land such as the Wykham Trust property. The Oakhaven Golf Course offers an opportunity for creative development focused on the golf course.

- LU19.1 Development in the southern half of the subarea (south of Hills-Miller) is supported in the next five years that is consistent with the Comprehensive Plan and which provides higher valued housing and a mix of unit types and densities.
- LU19.2 Development in the northern half of the subarea (north of Hills-Miller Road) is not supported over the next five years. Development in this area should not occur until beyond 2008, unless utility improvements are programmed and funded by a developer. The annexation and zoning process can begin prior to 2008.
- LU19.3 Merrick Boulevard is extended to US23 west from Troy Road during this planning period.
- LU19.4 Retail development along US23 is limited to nodes that serve immediate neighborhood needs for goods and services. A retail center with a grocery store anchor is strongly supported. Retail sprawl is not supported. Access management is required.
- LU19.5 Park needs are met within developments through the preservation of outstanding natural resources (woodlands and ravines) and provision of active playfields. The Olentangy River floodplain is conserved as public or private open space. Stream corridors will be preserved as interconnected linear corridors of open space.

LU20. Support Long-Term Development of the Horseshoe Subarea (Subarea 7). The Horseshoe Subarea is located almost entirely outside the present corporate limits and is not serviced by utilities. It is agricultural in nature, but is also experiencing large lot, low density single-family development. It contains floodplains along the Olentangy River and Horseshoe Run. This subarea could have been designated Semi-Rural based on its character and development trends, but because it is in close proximity to the central part of the City it received a Suburban Subarea designation. During the planning period it is assumed this area will not substantially change. Development within the City should not occur until beyond 2008.

- LU20.1 The subarea retains its rural character during the planning period. Agriculture, open space, and large lot, low-density housing should continue. Utilities aren't extended into this subarea during the next five years.
- LU20.2 Annexations are not supported if development is to occur in the planning period. This subarea is not opened for development until beyond 2008.



EAST SUBAREA
The East Subarea can be expected to see additional development, including retail, office, light industrial, and residential, as the City's eastern gateway continues to grow. This picture predates the Kroger Great Lakes Regional Distribution Center.

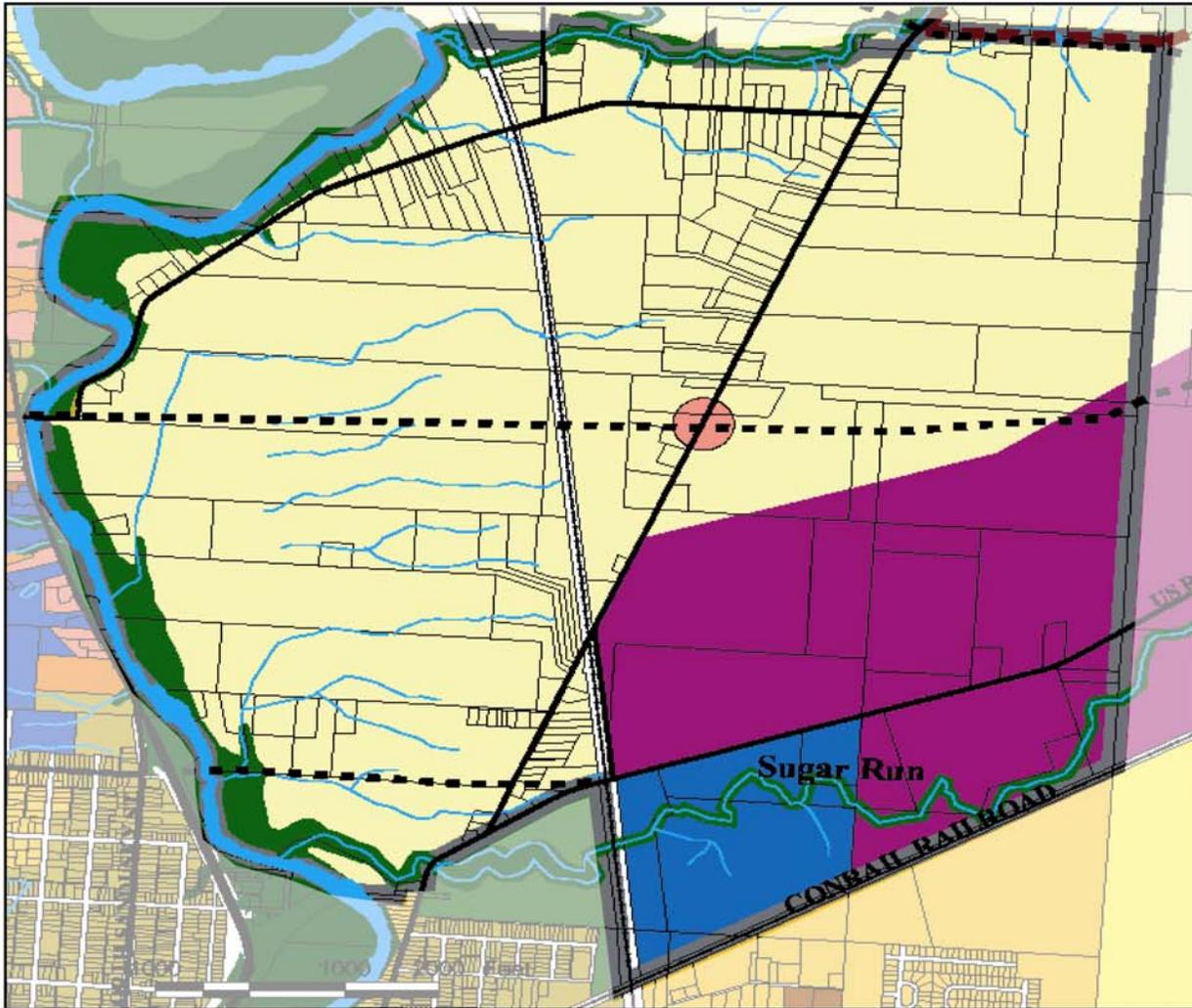
LU21. Support a Limited Amount of New Residential Development in the East Subarea (Subarea 8) and Promote Light Industrial, Office, and Retail Uses. The East Subarea has been a growth center for the City and several single-family and multi-family projects are underway in 2002-03. Additional residential development should be limited to areas such as the US42 corridor and infill sites. Retail, office and light industrial uses should be promoted, including flex-office space. The US36/SR37 corridor

Horseshoe Subarea

COMPREHENSIVE PLAN

Horseshoe Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	1732.1	72%
High Density Single-Family	6.6	0.3%
Major Open Space	11.8	0.5%
Institutional	126.6	5%
Commercial	7.6	0.3%
Light Manufacturing	477.2	19.8%
ROW	46.6	2%
Total	2408.4	

The Horseshoe Subarea is located almost entirely outside the present corporate limits and is not serviced by utilities. It is agricultural in nature, but is also experiencing large lot, low density single-family development. It contains floodplains along the Olentangy River and Horseshoe Run. This subarea could have been designated Semi-Rural based on its character and development trends, but because it is in close proximity to the central part of the City it received a Suburban Subarea designation. During the planning period it is assumed this area will not substantially change. Development within the City should not occur until beyond 2008.



Future Land Use Map

COMPREHENSIVE PLAN

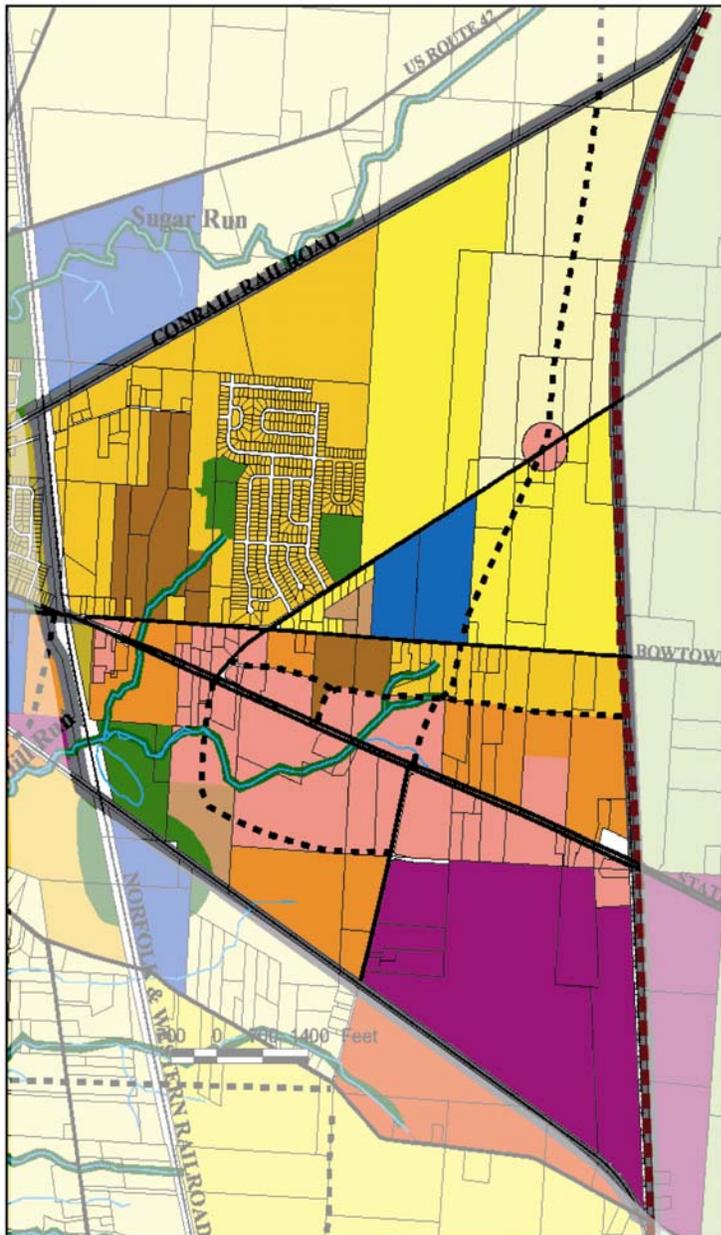
Land Use	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES		Symbol
		Density	Zoning	
Agriculture/Rural Residential	Less than 1 du/ac	A-1	Mixed Use	Streams and Rivers
Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	Commercial	Existing Arterials
Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	Office/Flex Office	Proposed Arterials
Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	Institutional	Railroads
High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	Light Manufacturing	Planning Area
Low Density Multi-Family	6-8 du/ac	R-5	Heavy Manufacturing	Generalized Future Corporate Boundary
Moderate Density Multi-Family	8-10 du/ac	R-6	Major Open Space	
High Density Multi-Family	10+ du/ac	R-7 and R-8	Floodplains/Major Greenways	

Residential projects are encouraged to mix dwelling types in meeting the density designation.

East Subarea

COMPREHENSIVE PLAN

The East Subarea has been a growth center for the City and several single-family and multi-family projects are underway in 2002-03. Additional residential development should be limited to areas adjacent to the Kensington Place Subdivision and infill sites. Retail, office and light industrial uses should be promoted, including flex-office space. This corridor supports industrial uses that require relatively close access to I-71, such as warehousing, distribution, and flex-office. Expansion of the JVS facility will be supported.



East Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	217.4	10%
Low Density Single-Family	344.4	17%
Moderate Density Single-Family	397.2	19%
High Density Single-Family	5.2	0.3%
Low Density Multi-Family	27.9	1%
Moderate Density Multi-Family	92.5	4%
Major Open Space	60.4	3%
Commercial	294.5	14%
Office/Flex Office	191.2	9%
Institutional	55.8	3%
Light Manufacturing	279.4	13%
ROW	119.5	6%
Total	2085.3	

Future Land Use Map

COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES		
	Agriculture/Rural Residential	Less than 1 du/ac	A-1	
	Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	
	Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	
	Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	
	High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	
	Low Density Multi-Family	6-8 du/ac	R-5	
	Moderate Density Multi-Family	8-10 du/ac	R-6	
	High Density Multi-Family	10+ du/ac	R-7 and R-8	
	Mixed Use			
	Commercial			
	Office/Flex Office			
	Institutional			
	Light Manufacturing			
	Heavy Manufacturing			
	Major Open Space			
	Floodplains/Major Greenways			

Streams and Rivers
Existing Arterials
Proposed Arterials
Rail roads
Planning Area
Generalized Future Corporate Boundary

CITY OF DELAWARE PLANNING 02/02/04

Residential projects are encouraged to mix dwelling types in meeting the density designation.

supports industrial uses that require relatively close access to I-71, such as warehousing, distribution, and flex-office. Expansion of the JVS facility will be supported.

- LU21.1 Current residential development projects are supported that are underway in late 2003, but future development may not be supported unless the focus is single-family and it is integrated with existing neighborhoods or infill sites.
- LU21.2 Retail development is focused in the US36/SR37 corridor, which should be no more than one or two community-scale shopping centers (e.g., Westfield) and some out parcels. It should include freestanding big box retail, but in a clustered development following recent “town center” design principles. Part of the B-3 zoning in this area should be rezoned to Office and M-1 to promote those uses that have a larger impact on the tax base (*see Development Regulations Section and Growth Management Element*). P/OI will be appropriate if an institutional use were proposed in the corridor.
- LU21.3 Warehousing, distribution, flex-office, and light industry are focuses for economic development, as well as clusters of small professional offices. Manufacturing should focus on food (perishables) and consumer goods.
- LU21.4 Extension of Glenn Road and an east-west collector north and south of US36/SR37 will be facilitated through development approvals.
- LU21.7 The closed City landfill, Cactus Canyon, and nearby woodlands are preserved as public parkland.



HIGHLANDS SUBAREA
The Highlands Subarea is located north/northeast of Dornoch Estates and is expected to attract residential development in the near and long term.

LU22. Support Higher-Valued Residential Development in the Highlands Subarea (Subarea 9). The Highlands Subarea is generally undeveloped, with clusters of low-density single-family housing. There has been interest expressed from property owners and developers in regard to major portions of the subarea. It includes rolling terrain and tree-lined ravines in the western half and along the Olentangy River. The Kroger Great Lakes Distribution Center is located directly north of the subarea along Glenn Road. The subarea is bisected by township roads, but will be served by the Glenn Road extension and Alternative I6 that connects US42/US23 to Glenn Road at Curve Road. It will also be served by the Southeast Highlands Sanitary Trunk.

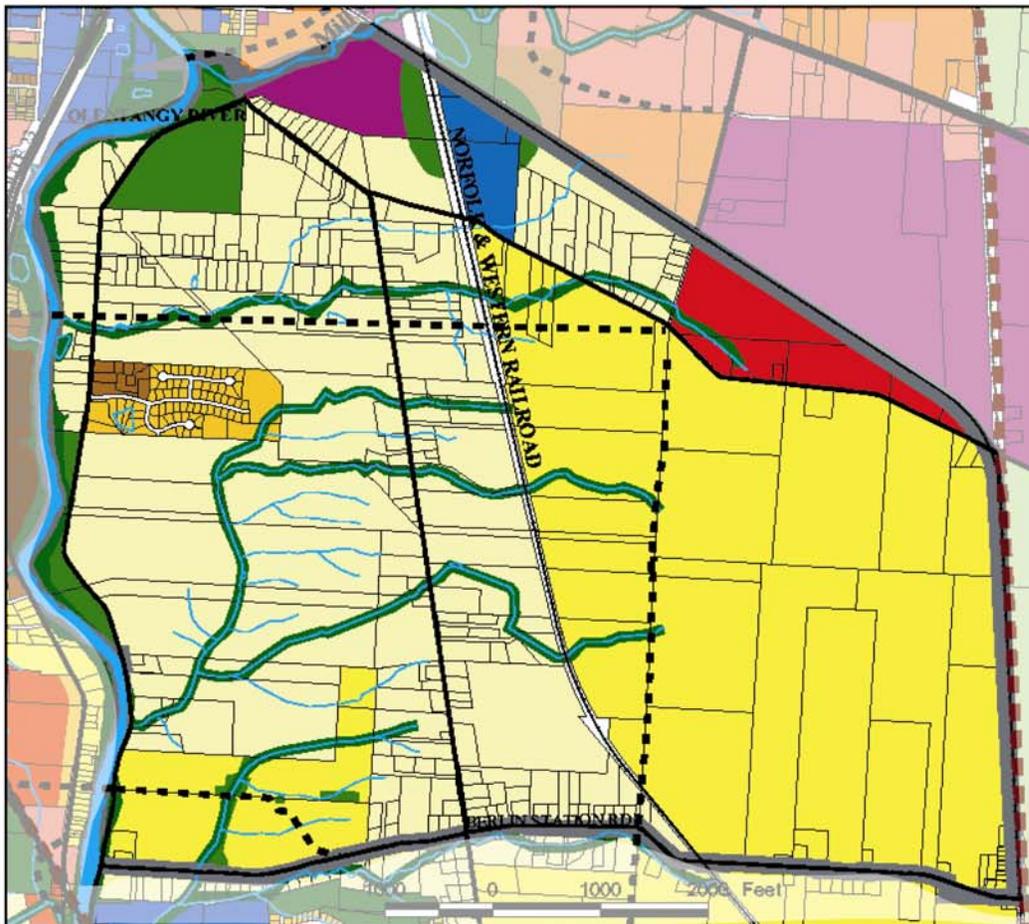
- LU22.1 West of the proposed Glenn Road extension, the subarea will contain a mix of residential subdivisions, low-density single-family housing, agriculture, and open space. Construction of the Southeast Highlands Sanitary Trunk will support developments with a gross density of about 2 units per acre.
- LU22.2 Creative and imaginative site design techniques will be used. Mixing densities and unit types is supported within residential developments, as is the use of small open spaces to create interest and a sense of place within neighborhoods. Neighborhood collectors should incorporate medians or roundabouts to create attractive corridors and slow traffic.

Highlands Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	1433.3	45%
Low Density Single-Family	1272.4	40%
Moderate Density Single-Family	51.4	2%
Moderate Density Multi-Family	9.6	0.3%
Major Open Space	145.9	5%
Mixed Use	103.5	3%
Institutional	42.6	1%
Light Manufacturing	54.0	2%
ROW	64.9	2%
Total	3177.6	

Highlands Subarea

COMPREHENSIVE PLAN

The Highlands Subarea is generally undeveloped, with clusters of low-density single-family housing. There has been interest expressed from property owners and developers in regard to major portions of the subarea. It includes rolling terrain and tree-lined ravines in the western half and along the Olentangy River. The Kroger Great Lakes Distribution Center is located directly north of the subarea along Glenn Road. The subarea is bisected by township roads, but will be served by the Glenn Road extension and Alternative 16 that connects US42/US23 to Glenn Road at Curve Road. It will also be served by the Southeast Highlands Sanitary Trunk.



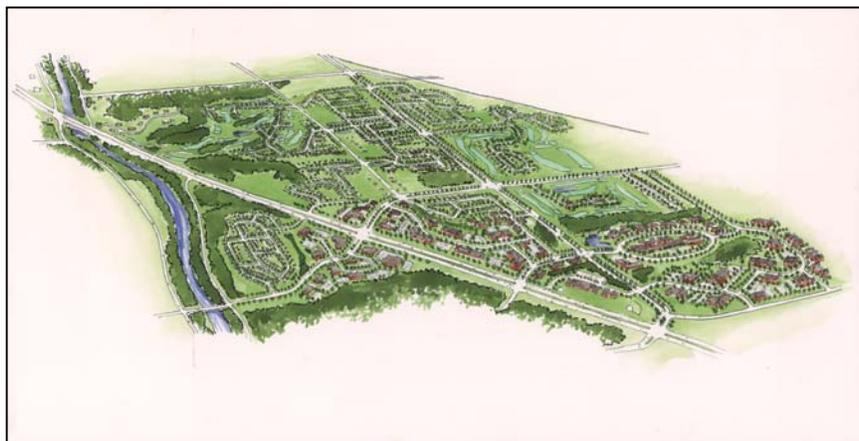
Future Land Use Map

COMPREHENSIVE PLAN

Land Use	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES	Symbol
	Agriculture/Rural Residential	Less than 1 du/ac	
Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	Existing Arterials
Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	Proposed Arterials
Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	Railroads
High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	Planning Area
Low Density Multi-Family	6-8 du/ac	R-5	Generalized Future Corporate Boundary
Moderate Density Multi-Family	8-10 du/ac	R-6	
High Density Multi-Family	10+ du/ac	R-7 and R-8	
Mixed Use			City of Delaware Planning
Commercial			02/26/04
Office/Flex Office			
Institutional			
Light Manufacturing			
Heavy Manufacturing			
Major Open Space			
Floodplains/Major Greenways			

Residential projects are encouraged to mix dwelling types in meeting the density designation.

- LU22.3 It is the City’s clear expectation that residential development in the Glenn Road corridor will contain a mix of housing products, but it will not be “entry level” housing. This area will also contain nodes of non-residential uses to create neighborhood centers. The nodes shall contain retail, services, office, and civic uses. The nodes together shall contain a total of no less than 75 acres of area. They shall be walkable and connect to adjacent neighborhoods.
- LU22.4 To the northeast of the proposed Glenn Road extension, north of Curve Road, mixed use may be supported. This location would take advantage of proximity to US36/SR37, I-71 and rail. It should be designed to minimize impacts to residential areas, including extensive setbacks, mounding and screening, and reduced lighting. Appropriate uses would be low intensity non-residential uses, such as office, flex-office, and multi-family.
- LU22.5 Ravines and wooded tracts are preserved and integrated into developments to provide public access while maintaining natural preserves. Conservation easements are dedicated along all streams and ravines. Natural areas connect with the Olentangy River to provide wildlife corridors. Innovative stormwater control measures should be used to clean the run-off before it gets to the Olentangy River.
- LU22.6 City owned land at Armstrong Road will be used for a future expansion of the wastewater treatment plant, which is programmed to occur around 2022. Residential uses should be discouraged from being located directly adjacent to these sites. Interim uses of the land will include parks and athletic fields.
- LU22.7 A subarea plan is prepared in 2004, in conjunction with the Cheshire subarea.



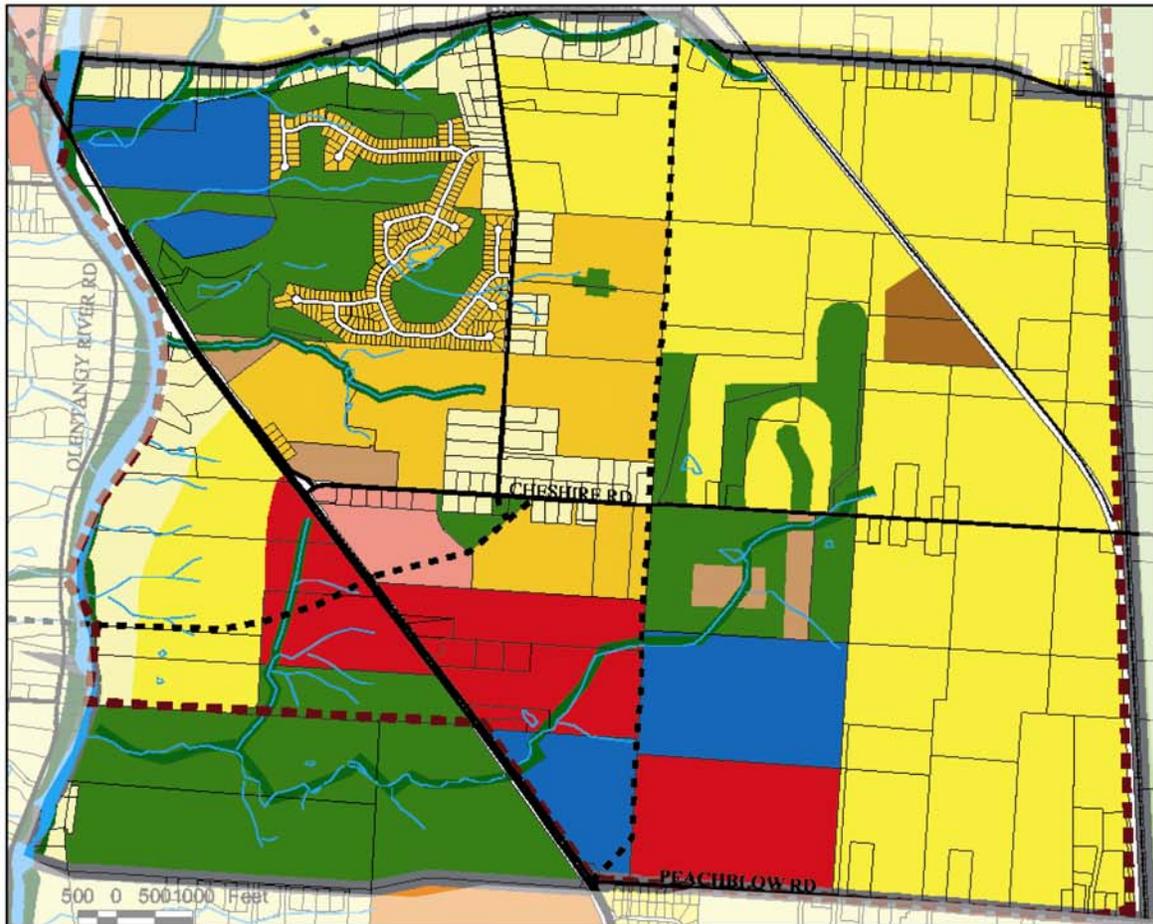
CHESHIRE SUBAREA
The Cheshire Subarea is the City’s Southeast Gateway and has the potential to develop into a significant regional economic center consisting of health care, office, institutional, and retail uses – supported by a mix of housing products that include “move up” single-family homes, condominiums, and a golf course community.

LU23. Support Higher-Valued Residential Development, Offices, and Institutional Uses in the Cheshire Subarea (Subarea 10). The Cheshire Subarea is currently a location for expansion of residential development within the City (Cheshire Crossing). Other major uses in the subarea include the Methodist Theological School and Dornoch subdivision and country club, Delaware-Union JVS south campus, and Camp Lazarus. The Olentangy River is the western boundary. The focus of this subarea will be a high-end office, healthcare, and institutional node that will be the southern entrance to the City. The subarea will be the location for a new and expanded Grady Hospital, which will have a tremendous influence over the land use pattern and character of development. Sanitary sewer services are currently being extended into the subarea to serve a portion of the area around Cheshire Road and US23. Additional service will be provided via the Southeast Highlands sewer trunk. Cheshire Road is to be realigned to intersect with US23 south of the current intersection, Alternative 1 is to connect US23 to the west across the Olentangy, and Glenn Road is to extend through the subarea from US36/SR37 to Peachblow Road/US23.

Cheshire Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	290.3	9%
Low Density Single-Family	1196.2	35%
Moderate Density Single-Family	484.5	14%
Low Density Multi-Family	56.5	2%
Moderate Density Multi-Family	56.6	2%
Major Open Space	677.0	20%
Mixed Use	180.2	5%
Commercial	73.5	2%
Office/Flex Office	38.7	1%
Institutional	235.7	7%
ROW	119.0	3%
Total	3408.2	

Cheshire Subarea COMPREHENSIVE PLAN

The Cheshire Subarea is currently a location for expansion of residential development within the City (Cheshire Crossing). Other major uses in the subarea include the Methodist Theological School and Dornoch subdivision and country club, Delaware-Union JVS south campus, and Camp Lazarus. The Olentangy River is the western boundary. The focus of this subarea will be a high-end office, healthcare, and institutional node that will be the southern entrance to the City. The subarea will be the location for a new and expanded Grady Hospital, which will have a tremendous influence over the land use pattern and character of development.



Future Land Use Map COMPREHENSIVE PLAN

Land Use	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES	Symbol
	Agriculture/Rural Residential	Less than 1 du/ac	
Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	Existing Arterials
Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	Proposed Arterials
Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	Railroads
High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	Planning Area
Low Density Multi-Family	6-8 du/ac	R-5	Generalized Future Corporate Boundary
Moderate Density Multi-Family	8-10 du/ac	R-6	City of Delaware Planning
High Density Multi-Family	10+ du/ac	R-7 and R-8	10/10/03
Mixed Use			
Commercial			
Office/Flex Office			
Institutional			
Light Manufacturing			
Heavy Manufacturing			
Major Open Space			
Floodplains/Major Greenways			

Residential projects are encouraged to mix dwelling types in meeting the density designation.

- LU23.1 The focus of this subarea will be a high-end office, healthcare, and institutional node that will be the southern entrance to the City. The subarea will be the location for a new and expanded Grady Hospital, which will have a tremendous influence over the land use pattern and character of development. JVS is considering long-term expansion plans that will create an educational focus to the subarea. Additional land is available for related office and institutional development. This can become an important node of business activity for the City and will reinforce this subarea as a gateway to Delaware.
- LU23.2 A mixed-use and commercial node is supported at the new Cheshire Road and US23 intersection to include retail, services, and professional offices. It should be designed with high quality buildings and materials because this is a gateway to the City. No more than one or two community-scale shopping centers (e.g., Westfield) are appropriate, with a limited number of out parcels, and within a unified architectural design. It should be connected to nearby neighborhoods with sidewalks and bikepaths, and well screened to reduce visual and other impacts. Commercial land use is specifically recommended for the northeast quadrant of the US23 and relocated Cheshire Road intersection.
- Properties fronting US23 are appropriate for a mix of limited retail, office, medical services, and health-care related uses in a campus environment. Strip retail is not supported in this area. The Mixed-Use designation for properties north of Camp Lazarus is intended to provide the City flexibility in guiding development of these areas. Expected land uses include retail, services, office, and residential. A land use transition will be necessary along the north boundary of Camp Lazarus to minimize impacts on that property. The transition will include office uses and low-density residential uses. A 50-foot-wide naturalized landscape buffer with significant evergreen plantings will be included in the transition area.
- LU23.3 The Cheshire Subarea will generally continue to be a focus of residential development given its location at the southerly entrance to the City and closer proximity to employment centers. The City supports residential developments with higher valued homes and condominium developments than found in other parts of the City. The City does not support additional “entry level” product in this subarea – except in support of adjacent or nearby employment centers. It is the City’s clear expectation that residential development in the Glenn Road corridor will contain a mix of housing products, but it will not be “entry level” housing.
- LU23.4 Creative and imaginative site design techniques will be used. Mixing densities and unit types is supported within residential developments, as is the use of small open spaces to create interest and a sense of place within neighborhoods. Neighborhood collectors should incorporate medians or roundabouts to create attractive corridors and slow traffic.
- LU23.5 Light pollution is reduced in the subarea to mitigate impacts on Perkins Observatory. The City requires reduced lighting standards in all developments in the subarea.
- LU23.6 Future development of the Methesco campus with college-related buildings and facilities is supported. Open space should be conserved as much as possible and the tree buffer along US23 should be maintained.
- LU23.7 The Dornoch Country Club is an outstanding open space feature along the US23 corridor and any future development of the property is not supported. Likewise, Camp Lazarus is a regional boy-scout facility and should be protected from the adverse impacts of nearby development through extensive setbacks, landscaping, and screening.
- LU23.9 The extension of Glenn Road south to the Peachblow – US23 intersection is supported, as is the relocation of Cheshire Road to the south, and an arterial to the west crossing the Olentangy River, as recommended in the City-County *Thoroughfare Plan*.
- LU23.10 Development along the Olentangy River should be generally discouraged, except for large-lot single-family development in sensitively designed developments with clustering. This is an appropriate location for open space. Ravines and wooded tracts are preserved and integrated into developments to provide public access while maintaining natural preserves. Conservation easements are dedicated along all streams and ravines. Natural areas connect with the Olentangy River to provide wildlife corridors.
- LU23.11 A subarea plan is prepared in 2004 for this subarea, in conjunction with the Highlands subarea.

LU24. Continue Suburban Office and Residential Expansion in the Peachblow South Subarea (Subarea 11).

The Peachblow South Subarea is located outside the City in Liberty Township. It is experiencing office development (Greif Brothers) and is expected to be served by County sewers during the next five years. It is assumed office and retail development will occur west of US23 and residential to the east.

LU24.1 Service issues will be coordinated between the City and Liberty Township relative to mutual aid and fire services.

LU24.2 Extension of Glenn Road to Peachblow/US23 will be coordinated with the Delaware County Engineer's Office and Ohio Department of Transportation.

Peachblow South Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	1170.9	73%
Low Density Single-Family	17.1	1%
Moderate Density Single-Family	36.6	2%
Commercial	95.2	6%
Office/Flex Office	262.4	16%
ROW	30.7	2%
Total	1613.0	

Peachblow South Subarea COMPREHENSIVE PLAN

The Peachblow South Subarea is located outside the City in Liberty Township. It is experiencing office development (Greif Brothers) and is expected to be served by County sewers during the next five years. It is assumed office and retail development will occur west of US23 and residential to the east.



Future Land Use Map
COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES	
	Less than 1 du/ac	A-1	
1-2 du/ac	ER-1 and ER-2	Commercial	Streams and Rivers
2-3.25 du/ac	R-1 and R-2	Office/Flex Office	Existing Arterials
3.25-4.75 du/ac	R-3 and R-4	Institutional	Proposed Arterials
4.75-7.25 du/ac	R-5, R-6, and R-7	Light Manufacturing	Railroads
6-8 du/ac	R-5	Heavy Manufacturing	Planning Area
8-10 du/ac	R-6	Major Open Space	Generalized Future Corporate Boundary
10+ du/ac	R-7 and R-8	Floodplains/Major Greenways	

Residential projects are encouraged to mix dwelling types in meeting the density designation.

CITY OF DELAWARE PLANNING 10/10/03



STRATFORD SUBAREA
The Stratford Subarea includes the commercial-residential area on US23, as well as historic Stratford Village, and the Stratford Ecological Center.

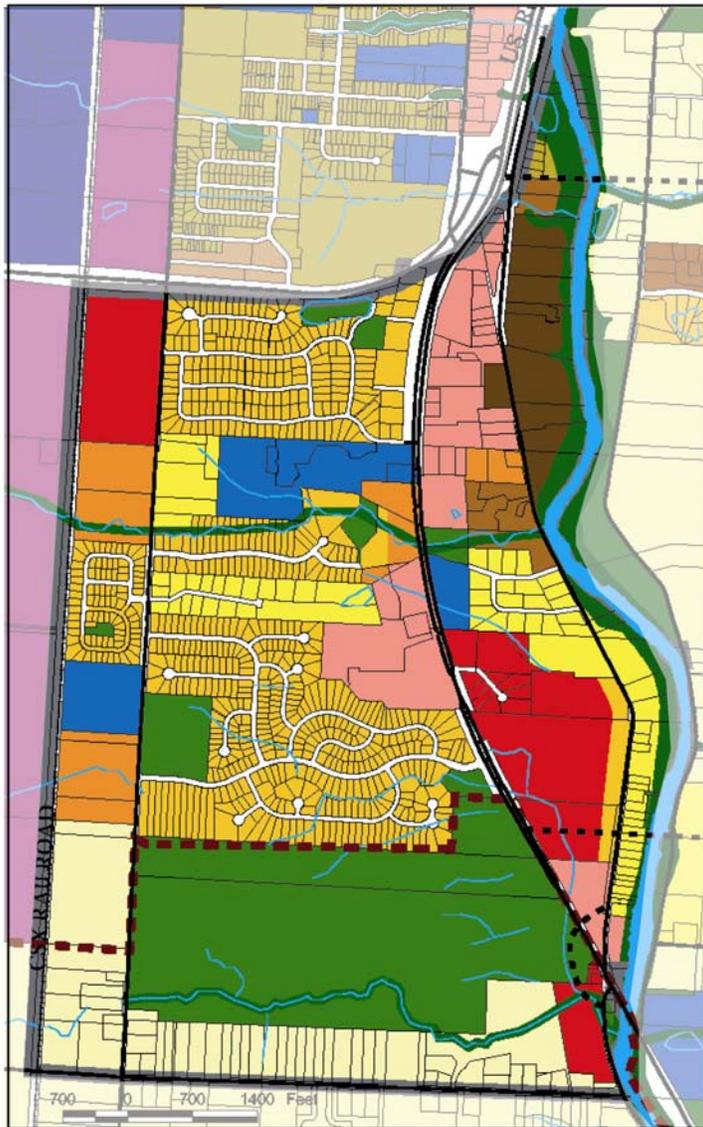
LU25. Support Appropriate Development on Infill Sites in the Stratford Subarea (Subarea 12), Limit Retail Development, and Minimize Development Impacts on Stratford. The Stratford Subarea contains two of the City's newer neighborhoods (Ravines at Stratford and Stratford Woods), an established neighborhood (Wesleyan Woods), several multi-family projects, Willowbrook retirement village, two major commercial centers, Stratford Ecological Center, the unincorporated historic village of Stratford, and the Olentangy River. It is a gateway to the core of the City, especially from SR315. Additional development demand can be expected, especially along US23. Development must be sensitive to the historic and environmental character of the subarea.

- LU25.1 Existing residential developments will be protected from the impacts of commercial development. Such development is supported in limited locations and impacts are minimized through additional setbacks, landscaping and buffering, and land use transitions.
- LU25.2 A Stratford Corridor Overlay District is adopted to require design standards that require non-single-family construction to be compatible with the historic character of the unincorporated village of Stratford, which establishes a design character for this part of the City. Architectural design of buildings in this subarea will reflect the range of styles and materials found in Stratford historic properties. This includes smaller massing of buildings, gabled roofs, and wood, stone, and brick exteriors. Clusters of individual buildings are preferred over larger structures.
- LU25.3 Road and intersection improvements are made to improve traffic flow and safety, and reduce congestion in the US23, SR315, Stratford Road, and Pollock Road intersections. Access management guidelines are implemented in the US23 corridor.
- LU25.4 Light pollution is reduced in the subarea to mitigate impacts on Perkins Observatory, Stratford Ecological Center, and Stratford village. Screening will be installed along US42 to reduce noise and visual impacts to adjacent neighborhoods.
- LU25.5 Airport operations will be safeguarded by not supporting noise-sensitive uses west of Liberty Street. The Mixed-Uses designation for the Shultz property on Liberty Road south of US42 prohibits residential and institutional uses.
- LU25.6 Ravines will be protected as open space components of private developments and/or with conservation easements.
- LU25.7 Certain parcels along Stratford Road will be down-zoned to the correct zoning district, such as the apartments that are currently zoned B-3.
- LU25.8 No additional multi-family development is supported in the subarea, except as a transition to buffer single-family development.

Stratford Subarea

COMPREHENSIVE PLAN

The Stratford Subarea contains two of the City's newer neighborhoods (Ravines at Stratford and Stratford Woods), an established neighborhood (Wesleyan Woods), several multi-family projects, Willowbrook retirement village, two major commercial centers, Stratford Ecological Center, the unincorporated historic village of Stratford, and the Olentangy River. It is a gateway to the core of the City, especially from SR315. Additional development demand can be expected, especially along US23. Development must be sensitive to the historic and environmental character of the subarea.



Stratford Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	133.7	11%
Low Density Single-Family	105.7	8%
Moderate Density Single-Family	263.7	21%
High Density Single-Family	13.9	1%
Moderate Density Multi-Family	22.3	2%
High Density Multi-Family	57.3	5%
Major Open Space	253.5	20%
Mixed Use	104.9	8%
Commercial	101.8	8%
Office/Flex Office	54.8	4%
Institutional	53.9	4%
ROW	105.7	8%
Total	1271.0	

Future Land Use Map

COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES		
	Agriculture/Rural Residential	Less than 1 du/ac	A-1	
	Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	
	Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	
	Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	
	High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	
	Low Density Multi-Family	6-8 du/ac	R-5	
	Moderate Density Multi-Family	8-10 du/ac	R-6	
	High Density Multi-Family	10+ du/ac	R-7 and R-8	
	Mixed Use			
	Commercial			
	Office/Flex Office			
	Institutional			
	Light Manufacturing			
	Heavy Manufacturing			
	Major Open Space			
	Floodplains/Major Greenways			

Residential projects are encouraged to mix dwelling types in meeting the density designation.

CITY OF DELAWARE PLANNING 02/26/04

LU25.9 Properties located between Stratford Road and US23 south of the Wagner Way/Hull Drive subdivision are designated Mixed Use. Under the Mixed-Use designation it is the City’s intention to limit retail uses to neighborhood-scale businesses that are smaller in size, walkable, and meet day-to-day needs for goods and services. Development of these properties will be influenced by their location along US23, land values, and market demand. However, development must be cognizant of the role these properties play given their visibility along this major corridor, location along a state scenic river, and adjacency to the Stratford historic village and other neighborhoods. A buffer is recommended on the Future Land Use Map by way of the designation of Moderate Density Single-Family along the west side of Stratford Road. For this entire area, site design, architecture, materials, lighting, etc. must be sensitive and complimentary to surrounding uses and character. Grading and filling of these properties will be held to the absolute minimum to ensure that the existing topography is left in its natural state. The stream that parallels US23 must be kept in a natural state, although relocation could be acceptable depending on the final treatment of the stream. Heavily wooded frontage is expected along US23, but allowing some views into the site and out parcels.

LU25.10 The extension and/or relocation of roads into the subarea will be supported where they are integrated into development plans, limit impact on existing residential areas, and are creatively designed to calm traffic. Such improvements may include the extension of a relocated Braumiller Road across the Olentangy River and the relocation of SR315, and reconfigured intersections on US23.



SOUTHWEST SUBAREA
The Southwest Subarea contains the City’s major concentration of industrial uses, as well as the airport.

LU26. Expand Industrial Development in the Southwest Subarea (Subarea 13) and Expand the Airport. The Southwest Subarea is the heart of the City’s industrial base. It is served by US42 and Section Line Road, the future extension of Sawmill Parkway, Norfolk Southern rail lines, and the municipal airport. Pittsburgh Drive has a major concentration of employers, but other businesses are located along US42 and adjacent roads. The economic focus of the subarea is light to medium industrial production, light assembly, warehousing, distribution, flex-office, and related service industries. The City may consider playing an investment role in land banking to protect its competitive advantage (e.g. low land values).

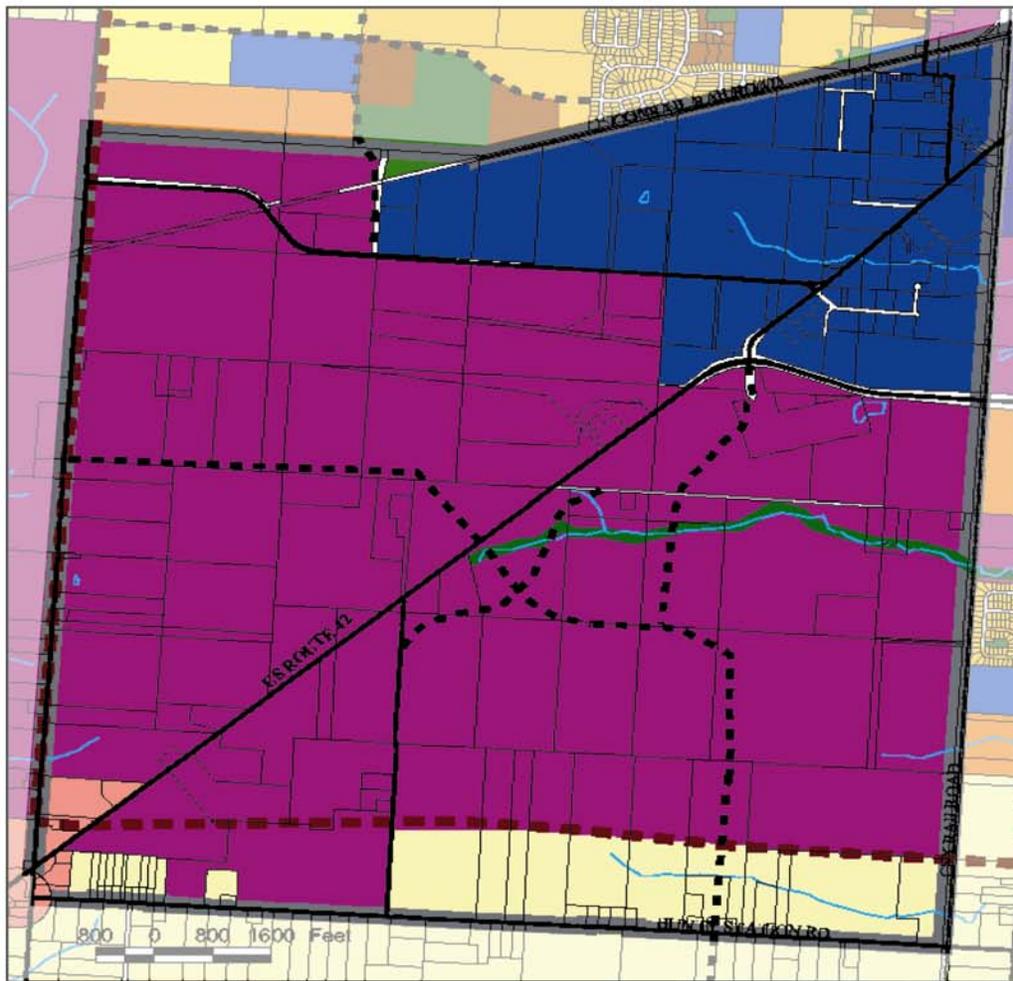
LU26.1 The Southwest Subarea will continue to be promoted as the major industrial center of the community, with a focus on light to medium industrial production, light assembly, warehousing, distribution, flex-office, and related service industries.

LU26.2 Development proposals will not be supported that could negatively impact or constrain industrial development in the subarea, such as residential or non-educational institutional uses.

Southwest Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	283.2	8%
Major Open Space	6.8	0.2%
Commercial	33.0	1%
Light Manufacturing	2624.8	72%
Heavy Manufacturing	632.5	17%
ROW	68.0	2%
Total	3648.3	

Southwest Subarea COMPREHENSIVE PLAN

The Southwest Subarea is the heart of the City's industrial base. It is served by US42 and Section Line Road, the future extension of Sawmill Parkway, Norfolk Southern rail lines, and the municipal airport. Pittsburgh Drive has a major concentration of employers, but other businesses are located along US42 and adjacent roads. The economic focus of the subarea is light to medium industrial production, light assembly, warehousing, distribution, flex-office, and related service industries. The City may consider playing an investment role in land banking to protect its competitive advantage (e.g. low land values).



Future Land Use Map COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES		
Agriculture/Rural Residential	Less than 1 du/ac	A-1	Mixed Use	Streams and Rivers
Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	Commercial	Existing Arterials
Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	Office/Flex Office	Proposed Arterials
Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	Institutional	Railroads
High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	Light Manufacturing	Planning Area
Low Density Multi-Family	6-8 du/ac	R-5	Heavy Manufacturing	Generalized Future Corporate Boundary
Moderate Density Multi-Family	8-10 du/ac	R-6	Major Open Space	
High Density Multi-Family	10+ du/ac	R-7 and R-8	Floodplains/Major Greenways	

Residential projects are encouraged to mix dwelling types in meeting the density designation.

QTY OF DELAWARE PLANNING 10/10/03

- LU26.3 A detailed industrial cluster study will be undertaken to better position the City to market the community and respond to industrial inquiries that match the economic base. This study is undertaken and completed in 2003-04 by a qualified economic development consultant.
- LU26.4 The City continues to work with the County in the development of the Sawmill Road extension and Alternatives 16 and 1 of the City-County *Thoroughfare Plan*. The City supports water and sanitary sewer service improvements to the subarea to support economic development. The City supports the use of tax increment finance (TIF) districts to provide for necessary infrastructure improvements as part of an inducement package (*See Economic Development Element*).
- LU26.5 Further improvements to the municipal airport are supported, particularly those that support economic development by making the airport more attractive to corporate users. Business development that needs airport access should be encouraged on Pittsburgh Drive and properties south of the Airport. This could include a small professional office park with direct tarmac access for corporate planes. The airport master plan is completed in 2003 and a marketing campaign by the City is undertaken in 2004-05.



DELAWARE RUN SUBAREA
The Delaware Run Subarea has been the focus of residential development in the City for the last five years or so, and will continue to play that role.

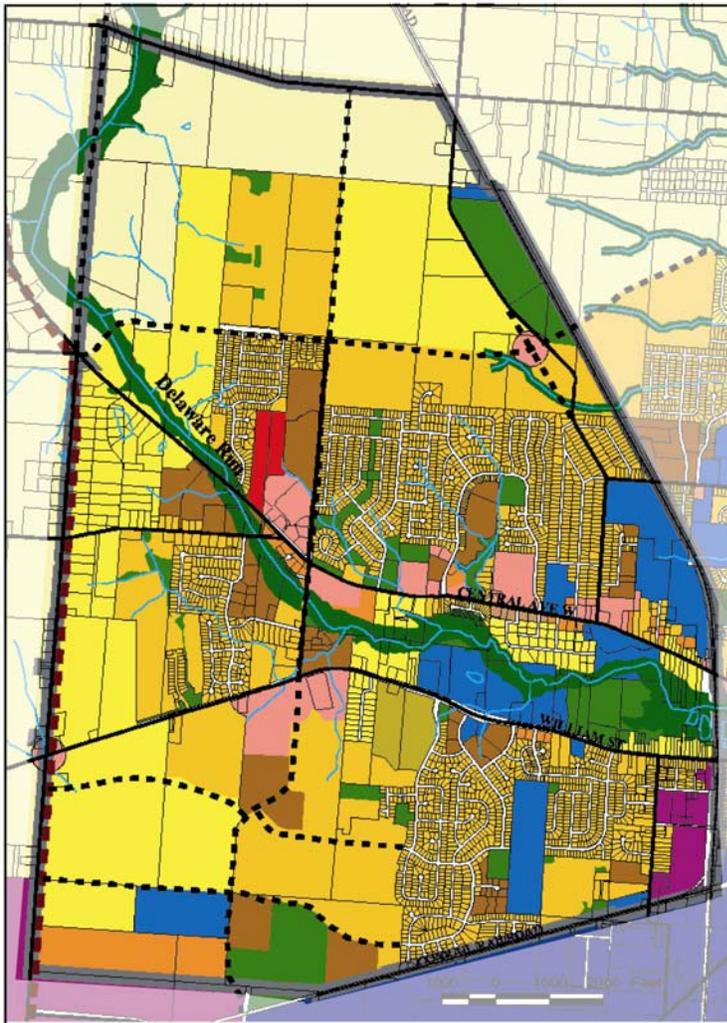
LU27. Continue Residential Development in the Delaware Run Subarea (Subarea 14) but Begin a Transition to Lower Density Housing, with a Focus on Encouraging Infill on Undeveloped Sites and Protecting Open Space along the Run.

The Delaware Run Subarea has witnessed much of the recent residential development in the City (Locust Curve, Lantern Chase, Carson Farms, Willowbrook Farms, Lehner Woods, Springer Woods, etc.) and a limited amount of commercial development (Westfield Shopping Center). The Delaware Run and its valley bisect the subarea. It is the western extent of the City's sanitary sewer system. Three major east-west arterials (W. William Street, West Central Avenue, and Merrick Parkway) and two major north-south arterials cross the subarea (Houk Road and Section Line Road). Continued residential expansion is forecast, as well as some supporting commercial development.

- LU27.1 The completion of current residential developments is supported. The construction of new residential developments is supported if the densities are consistent with the recommendations of the Future Land Use Map.
- LU27.2 Commercial development will be limited to two major locations: Westfield Shopping Center and the retail node in Willowbrook Farms. Limited potential for mixed commercial (retail and office) may be supportable in the following locations depending on the quality of the proposal: West Central Avenue at Houk Road (if there is an emphasis on office development), Marysville Road at Section Line Road, and limited intensification (infill and redevelopment, but not expansion) in the current retail node on West Central Avenue.

Delaware Run Subarea COMPREHENSIVE PLAN

The Delaware Run Subarea has witnessed much of the recent residential development in the City (Locust Curve, Lantern Chase, Carson Farms, Willowbrook Farms, Lechner Woods, Springer Woods, etc.) and a limited amount of commercial development (Westfield Shopping Center). The Delaware Run and its valley bisect the subarea. It is the western extent of the City's sanitary sewer system. Three major east-west arterials (W. William Street, West Central Avenue, and Merrick Parkway) and two major north-south arterials cross the subarea (Houk Road and Section Line Road). Continued residential expansion is forecast, as well as some supporting commercial development.



Delaware Run Subarea		
Land Use	Acres	Percentage
Very Low Density Single-Family	418.6	10%
Low Density Single-Family	920.1	23%
Moderate Density Single-Family	1305.6	33%
High Density Single-Family	35.2	1%
Low Density Multi-Family	4.2	0.1%
Moderate Density Multi-Family	231.9	6%
Major Open Space	266.4	7%
Mixed Use	20.0	1%
Commercial	138.4	3%
Office/Flex Office	106.9	3%
Institutional	253.6	6%
Light Manufacturing	37.8	1%
ROW	252.1	6%
Total	3990.6	

Future Land Use Map COMPREHENSIVE PLAN

	DENSITY	PREFERRED ZONING FOR UNDEVELOPED SITES		
Agriculture/Rural Residential	Less than 1 du/ac	A-1	Mixed Use	Streams and Rivers
Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	Commercial	Existing Arterials
Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	Office/Flex Office	Proposed Arterials
Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	Institutional	Railroads
High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	Light Manufacturing	Planning Area
Low Density Multi-Family	6-8 du/ac	R-5	Heavy Manufacturing	Generalized Future Corporate Boundary
Moderate Density Multi-Family	8-10 du/ac	R-6	Major Open Space	
High Density Multi-Family	10+ du/ac	R-7 and R-8	Floodplains/Major Greenways	

Residential projects are encouraged to mix dwelling types in meeting the density designation.

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- LU27.3 Further expansion at the Grady Memorial Hospital site is supported provided additional road network improvements are made to facilitate traffic flow and circulation. Future reuse of the hospital and nearby office buildings must be explored if and when Grady begins its relocation to a site in the US23 corridor. Special incentives may be appropriate to encourage reinvestment in these existing facilities.
- LU27.4 Additional public parkland and private open space is supported along Delaware Run, including the construction of a bikepath along the run in a public access easement. Bikepaths will also be developed along major arterials and along the Norfolk Southern rail line.
- LU27.5 Institutional uses, such as senior residential, are supported in the subarea.
- LU27.6 Office/Flex-Office is designated for the parcels in the Grandview Estates Subdivision that front W. Central Avenue. Redevelopment of these parcels must be done with a zoning text limitation that limits future uses to administrative and professional offices. Design standards shall be adopted that minimize impacts on the neighborhood.
- LU27.7 Merrick Boulevard will be developed as a boulevard with a landscaped median. Houk Road will continue north to Hills-Miller Road and the landscape treatment should reflect the standard established south of W. William Street. Houk will also intersect with Pittsburgh Drive.
- LU27.8 A major recreational complex will be developed in Willowbrook Park near the south end of Houk Road. This will include a community center with an aquatic facility and a National Guard Armory.
- LU27.9 Ravines and wooded tracts are preserved and integrated into developments to provide public access while maintaining natural preserves. Conservation easements are dedicated along all streams and ravines. Natural areas connect with the Olentangy River to provide wildlife corridors. Innovative stormwater control measures should be used to clean the run-off before it gets to the Olentangy River.



SEMI-RURAL SUBAREAS
The City is surrounded by some very attractive rural landscapes that should be conserved where possible.

LU28. Semi-Rural Subareas (Subareas 15 to 21) should Retain a Rural Character by Focusing on Agriculture, Open Space, and Large Lot, Low-Density Single-Family Homesites. Semi-Rural Subareas are located within the City’s planning area but outside the subareas that are expected to accommodate some growth and development over the next five years. These subareas are characterized by agriculture, woodlands, and low-density single-family homesites. They may experience expansion of the City in the long term. In the interim, it is expected that they will retain a semi-rural character: agriculture, open space, and low-density single-family development. Portions of the US36/SR37 corridor may contain commercial development, but central utilities are not expected to be extended in the near term.

LU28.1 Township zoning and County subdivision regulations will continue to regulate most of the development in the Semi-Rural Subareas. The City supports a semi-rural land use pattern: agriculture, open space, and low-density single-family development.

- LU28.2 Central utility services – whether from the City, County or Delco – will generally not be extended into these subareas in the planning period. Services may be extended in the long term. In late 2003 the County began a process of master planning future wastewater facilities. Expansion of such service to rural areas will facilitate market demand that will result in a transition of these rural areas to suburban and urban areas.
- LU28.3 Joint planning of these subareas should be undertaken between the City, individual townships, and the Delaware County Regional Planning Commission (*See Growth Management Element*).
- LU28.4 The City will explore Joint Economic Development Districts and/or Community Economic Development Agreements with Berlin Township along US36/SR37 and with Liberty/Concord/Delaware Townships along US42. This exploration should occur over the next two to three years.



Community Character Element

Comprehensive Plan
City of Delaware, Ohio



Community Character Element

A. Introduction

The character of Delaware is unique, particularly given its rich historic heritage. This character helps to set the community apart from other places. It also provides the City with a uniqueness that should serve as a basis for strong revitalization and reinvestment, because the character of the Downtown in particular creates an attractive alternative to suburban commercial areas and regional malls.

But the City's character is under pressure. It is critical for the City to protect its character and to ensure that new development and reinvestment is consistent and compatible with the community's historic built environment. If that isn't done, then the City's distinctiveness will be diluted, investment will not be high quality, and the City will be transformed into any other "place" that is found throughout the United States.

The Community Character Element of the Comprehensive Plan addresses the broad urban design issues of Gateways, Corridors, Districts, Nodes, Landmarks, and Edges, and more specifically Historic Preservation, Downtown, Neighborhoods, and Design Review.

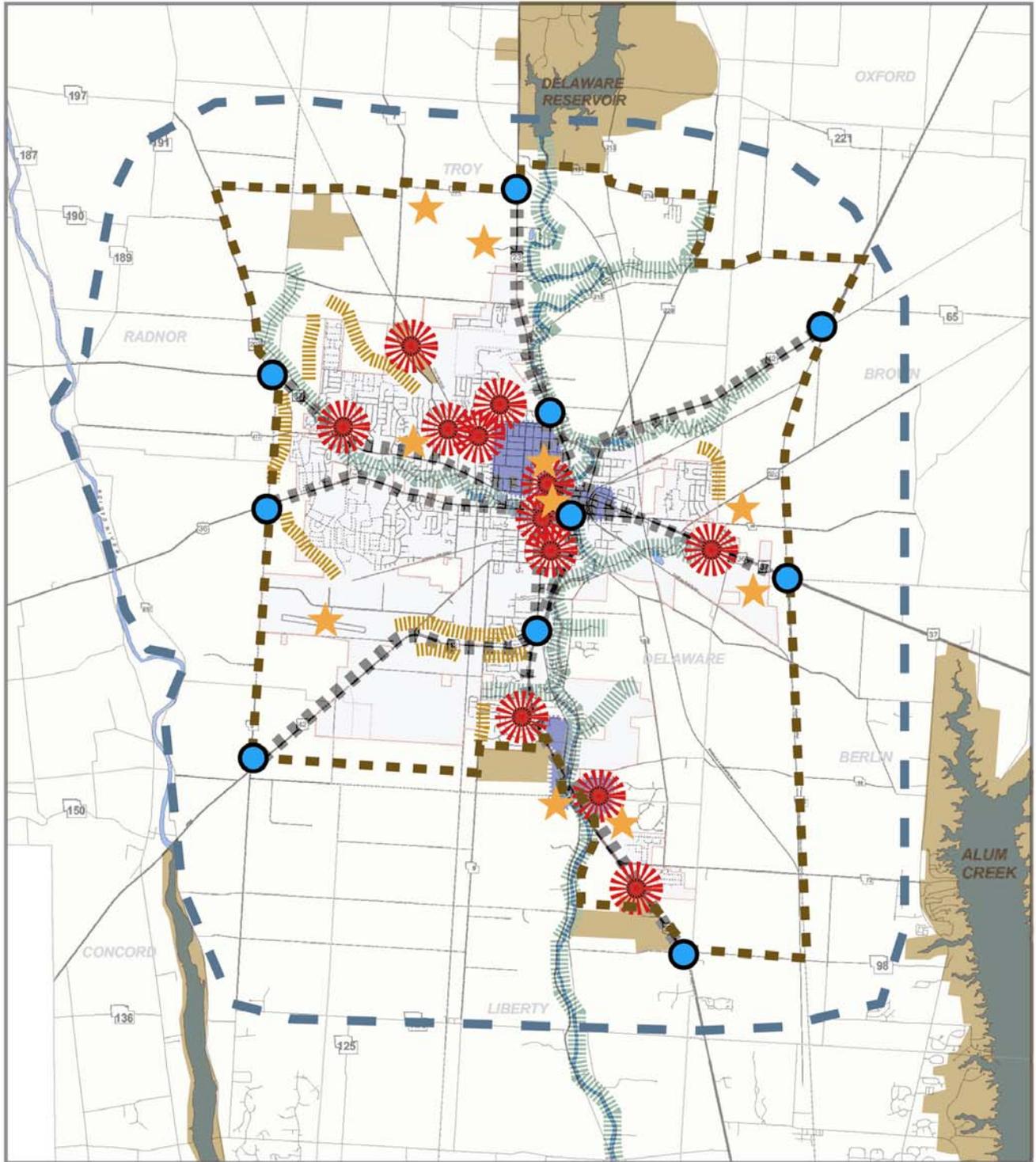
B. Goal and Principles

The City's goal for Community Character is that:

The City is a special place and its historic fabric will be used as a template to ensure a quality built environment that provides exciting and imaginative development.

Highlights

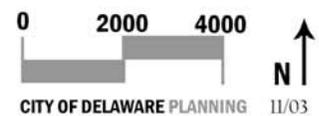
- ▶▶ The City has an outstanding character that is based upon its historic heritage. This uniqueness sets the City apart from other communities in Central Ohio.
- ▶▶ The policies in this element attempt to support and strengthen the districts, corridors, gateways, and other defining characteristics of the community.
- ▶▶ Future development must be complementary to the most cherished aspects of the community's character. Standard corporate architecture and materials is not acceptable.
- ▶▶ A series of Design Overlay Districts are recommended for major corridors as a means of establishing a unifying development theme along each corridor.



Community Character Map

COMPREHENSIVE PLAN

- | | | | |
|---|------------------|---|---------------------------|
|  | Gateways |  | Landmarks |
|  | Corridor: Road |  | Edges |
|  | Corridor: Stream |  | Major Open Space |
|  | Districts |  | Planning Boundary |
|  | Nodes |  | Future Corporate Boundary |



The supporting principles for Community Character are the following:

1. The “small town” atmosphere and character of the City will be protected and promoted.
2. Historic buildings, districts and areas, especially the Downtown, will be preserved or conserved as applicable.
3. New development will use quality materials and architectural design complimentary to the City’s historic character.
4. Non-traditional site design approaches will be promoted in new developments.
5. The City’s image will be improved at gateways and along major corridors.
6. Commercial signage will be limited and emphasize well-designed monument signs and pedestrian-oriented signs.
7. Mixed-use development will be emphasized in the Downtown and in neighborhood and community centers.

C. Gateways

Issues and Findings

Gateways are major entry points to the community. The image portrayed in the built environment at a gateway establishes a tone for the image of the community. One goal of improving gateways is to provide a consistent treatment that reinforces a positive image of the community. This can be accomplished through signage, landscaping, and public art.

There are 11 major gateways to the community at this time, as noted in the table below.

Table N. Gateways – City of Delaware	
Gateway	Category
US36/SR37 at the Conrail overpass	Primary
US23 south of Cheshire Road at Peachblow	Primary
US42 northeast of Section Line Road	Secondary
US36 east of Section Line Road	Secondary
SR37 east of Homestead Lane	Secondary
US23 north of Clear Run Road	Primary
US42 east of Norfolk & Southern overpass	Secondary
US42/US23 interchange	Primary
US23/William Street interchange	Primary
US23/Pennsylvania Avenue interchange	Primary

Source: Planning and Community Development Department, 2003

In general, these gateways fail to provide a consistent image of the City. In some cases this is a result of the nature of the location (i.e., railroad overpass, open farm fields, developed commercial area). In several locations, the City has installed attractive wood welcome signs with some landscaping. In other locations, only highway-type welcome signs have been installed. And other locations an agglomeration of civic and directional signs is found. These could be better organized to more effectively communicate their messages.

Benchmarks

1. Two gateways will receive landscape and signage improvements during the planning period.

Objectives and Strategies



GATEWAYS
Gateways can take many forms, such as this historic arch at the northern boundary of Ogden, Utah.

CC1. Establish Unique Identities at Primary Gateways for Beautification. The primary gateways require special attention because they serve as the City’s front door to visitors and persons traveling through the community. They should convey a positive image of the City as communicated in landscaping, welcome signage, and perhaps public art that reflects the character and history of Delaware.

CC1.1 Design Standard Enhancement Package | 2004 | Planning & Grounds & Facilities

A package of standardized enhancements will be prepared for primary gateways. This will include a landscape theme, welcome signage based on the current sign used by the City, and potential locations for appropriate public art. The design should build upon the design themes incorporated into the US23/US42 bridge and the City’s standard wood welcome signs. This will require an outside design consultant. The design will be reviewed and approved by the Planning and Shade Tree Commissions.

CC1.2 Install Enhancement Package | Ongoing | Grounds & Facilities

The enhancement package will be installed at individual primary gateways based on the availability of City funds and opportunities to work with neighboring properties. Where feasible, enhancements will be made in conjunction with development to share installation and maintenance costs. This will involve agreements for maintenance where enhancements are located on private property. In other cases, enhancements will be made in public right-of-way. A landscape designer/contractor will be required to fine-tune the package design to specific locations.



GATEWAYS
The City has installed these attractive welcome signs in several locations around the community.

CC2. Encourage Improvements at Secondary Gateways for Beautification. Secondary gateways should receive enhancements similar to primary gateways, but in a reduced fashion. In other words, a smaller sign and a limited landscaping. A standard package should be prepared and installation occurs as funds permit.

CC2.1 Design Standard Enhancement Package | 2005 | Planning & Grounds & Facilities

A package of standardized enhancements will be prepared for secondary gateways. This will include a limited landscape theme and welcome sign. This will require a design consultant. The design will be reviewed and approved by the Planning and Shade Tree Commissions.

CC1.2 Install Enhancement Package | Ongoing | Planning & Grounds & Facilities

The enhancement package will be installed at individual secondary gateways based on the availability of City funds. The design will be fine tuned and installed by the Grounds & Facilities Department.

CC3. Require Appropriate Gateways for Individual Developments for Beautification. The entrances to all developments, whether residential or non-residential, should be attractively designated with appropriate signage and landscaping. This runs the gamut from well-designed subdivision entrances to historic markers for older neighborhoods to restaurant and retail center signage and landscaping to corporate signage at industrial parks. In all cases, gateways should reflect a carefully designed and well-maintained identity for individual properties and developments.

CC3.1 Require Well Designed Gateways for Residential Developments | 2004 | Planning

New subdivision and multi-family developments will include well-designed landscaped gateways with minimal, complimentary signage. These gateways will easily communicate the name of the development. They will also set a tone for a quality development and a quality community. The Planning Department will address this issue in the Design Guidelines.



CORPORATE DESIGN
Corporate restaurants can create well-landscaped sites and use quality building materials, such as this chain restaurant in Dublin.

CC3.2 Require Well Designed Signage and Landscaping for Non-Residential Developments | 2004 | Planning

Signage and landscaping packages for non-residential developments should also convey a well quality environment. They should effectively communicate the business(s), but also set a tone for a quality community. The Planning Department will address this issue in the Design Guidelines.

CC3.3 Encourage Appropriate Demarcation of Older Neighborhoods | Ongoing | Planning

Older neighborhoods are part of the historic context and foundation of the community. Many communities provide them special designation, particularly since constructing landscaped gateways are typically not possible. These designations include special street signs (historic lettering on brown backgrounds), stone or brick monuments at key entry points, and larger gateway treatments. The City will support such elements when proposed by individual neighborhoods. The Planning Department will coordinate these improvements, working with Engineering and Public Works.

D. Corridors

Issues and Findings

Corridors play an important role in conveying an image of the community. They should reinforce the image established at gateways and extend that image through the streetscape, development pattern, signage and landscaping along the corridor. A consistent image is established through design guidelines that create a theme that is reflected in the streetscape, building architecture and materials, public and private landscaping, and signage. There are seven key corridors in the community (six are transportation corridors and two are natural corridor). They are summarized below.

Gateway	Category
Sandusky Street	Transportation
US 23	Transportation
US 42	Transportation
US36/SR37 (Sunbury Road)	Transportation
US36 (William Street)	Transportation
SR 37 (Central Avenue)	Transportation
Olentangy River	Natural
Delaware Run	Natural

Source: Planning and Community Development Department, 2003

Benchmarks

1. Measurable improvements are made in the corridors over the planning period.

Objectives and Strategies

CC4. Adopt Design Overlay Districts to Manage Changes in the Built Environment along Major Corridors.

Landscape and architectural standards can be developed for each corridor that creates a thematic image that is unique to each corridor’s characteristics and implemented through a Design Overlay District. This can be done individually, or a standard can be established to apply citywide. For landscaping, these standards should be based upon the City’s historic and cultural context (i.e. equestrian/horse racing focus). Districts should be adopted for each corridor noted on the accompanying map.

CC4.1 Establish Standards | 2004 | Planning & Grounds & Facilities

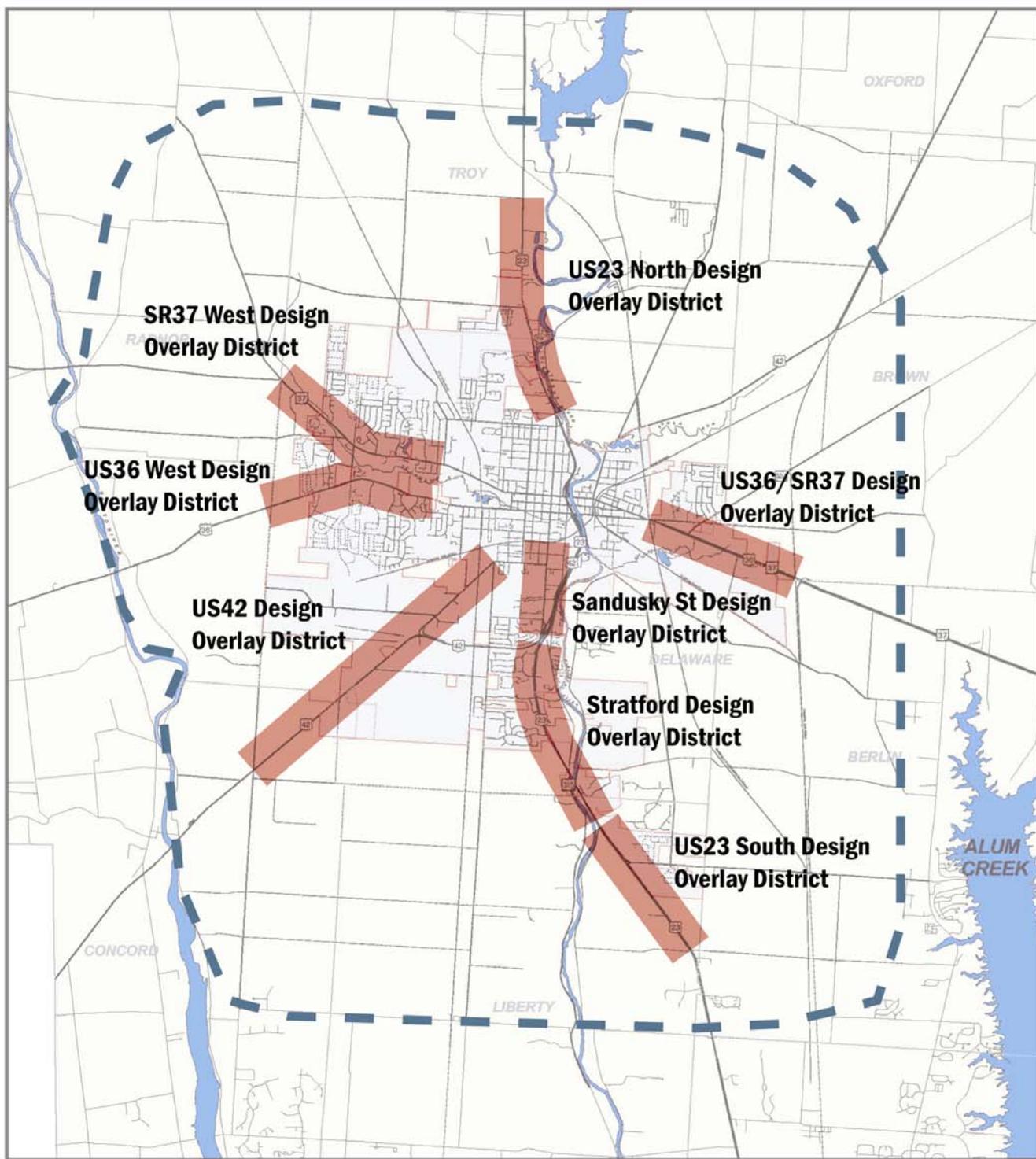
The standards for corridors should be prepared using a context that is unique to the City. Examples include equestrian/ horse racing focus, railroad focus, Victorian architecture focus. Wildflower and other naturalized plantings could be installed in the median of US23 and US36/SR37. Additional evergreen trees could be planted to screen the City’s public works/wastewater treatment plant complex. The standard should be developed using the skills of an outside consultant and working with representatives from Planning Commission, Shade Tree Commission, and City Council.

CC4.2 Implement Standards | Ongoing | Planning

The adopted standards would be implemented through Development Plans and Subdivision Plats, as well as design review for non-residential buildings or through Design Overlay Districts, as adopted by Council.

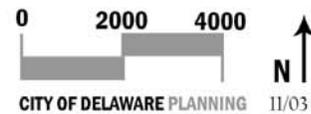
CC5. Limit Commercial Sprawl to Maintain Land Values. Linear development along major corridors will create a sprawl-type pattern that will negatively impact traffic flow, devalue private investments in the long term, and create management issues for the City (service issues). Sprawl should be limited along all corridors by requiring coordinated development on larger parcels, with consistent architecture, materials, signage, and landscaping, consolidating access and utilities.

CC6. Encourage Appropriate Infill Development on Sandusky Street to Sustain the Corridor. Infill development that is appropriate to Sandusky Street should be encouraged. It should be consistent with the development character of the corridor relative to setbacks, building massing, architecture, site layout, and landscaping. This should be implemented through a Design Overlay District. *See Design Review section.*



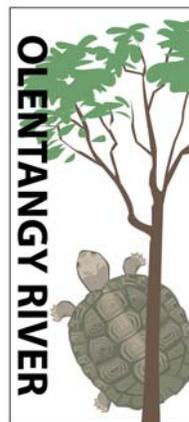
Proposed Design Overlay Districts Map
COMPREHENSIVE PLAN

- Districts
- Planning Boundary



BANNERS

Banners can effectively communicate crossing a corridor. These banners could be placed on bridges over the Olentangy River.



WAYFINDING

Trail markers could be installed at entry points along hiking and biking paths, such as this example along the Olentangy.



CC7. Promote Public Awareness of Natural Corridors to Build Support for Preservation and Enhancement. The public should always be aware of crossing a natural corridor, to reinforce the fact that these corridors are important components of the community. This can be accomplished through banners and/or signage on bridge crossings. In addition, bridge parapets should not be walls, but provide openings to see the river from passing vehicles and pedestrians.

CC7.1 Implement Banner System | 2005 | Public Works

A banner system should be created that hangs identification banners on bridges that cross major rivers and streams (Olentangy River, Delaware Run, etc.). The banner system will remind the public that waterways are an important component of the City and promote their care by property owners through awareness and education. Banners will be prepared as funds become available and installed by Public Works.

CC7.2 Implement Trail Wayfinding | Ongoing | Parks & Grounds & Facilities

A wayfinding system for trails will have a similar impact on educating the public about park and recreation facilities, as well as natural corridors that parallel trails. A wayfinding system will also encourage use of the trails and provide direction to bikers, hikers, and in-line skaters. Wooden posts will be installed as funds permit and as trails are developed.

E. Districts

Issues and Findings

Districts are areas within the City that share common design elements or character. This can include the unique historic qualities of neighborhoods such as the Northwest and East Side historic neighborhoods discussed under historic preservation (historic architectural styles, quality materials and detailing, shallow front yards, alleys, and detached garages). It includes the Downtown, which shares numerous architectural traits that set it apart from contemporary shopping and business areas (pedestrian orientation, buildings located at the sidewalk, historic architecture, quality materials and detailing, multiple stories, and mixed uses).

Newer districts tend not to share the characteristics that people value in Delaware. They tend to be auto-oriented (which is convenient), but they have extensive off-street parking areas, deep setbacks, flat roofs, site lighting that can be offensive at night, and a lack of pedestrian or bike connectivity to surrounding neighborhoods. These limitations can be addressed. Safe sidewalk and bikepath connections can be required, architecture can be more suitable to the community, on-site lighting levels reduced. Design guidelines would be the tool for implementation.

Benchmarks

1. Support outstanding districts.
2. Improve new districts.

Objectives and Strategies

- CC8. Prepare a Subarea Plan for the Downtown.** The Downtown is one of the most defined districts in the City. As a subarea in the Land Use Element, a development plan should be prepared in the next phase of the comprehensive planning process. The development plan will address site-specific issues that further support the Downtown district. The Planning Department will prepare the subarea plan for the Downtown. It will address site specific, physical characteristics and development potential. It will reinforce the role played by the Downtown. This will be the first of several subarea plans to be prepared for subareas. It will be presented to the Planning Commission and City Council for adoption.
- CC9. Support Campus Master Plans.** Landscape master plans should be prepared by institutional uses with campus settings that create harmonious landscaping, gateways, furnishings, and walks that present a unified theme that reinforces each particular setting. They should reinforce pedestrian orientation and circulation, provide good transitions along campus edges, and create linkages with the community. One example is a potential civic node at the intersection of the Henry Street bikepath, CSX bikepath, and OWU campus athletic facilities.
- CC10. Establish Development Standards Unique to Each District.** Development plans that are prepared for subareas – as a continuation of the comprehensive planning process – should incorporate development standards that are unique to each area. These standards should support the role of the district and be used in the development approval process.

F. Nodes

Issues and Findings

Nodes create the opportunity for interest and activity within the community. These are locations where many activities can be taking place that bring people together for business, social and civic reasons. Examples include the Downtown (a community-wide node), but most nodes are individual buildings or sites, such as City Hall, the Hamilton-Williams Campus Center at Ohio Wesleyan, major shopping centers, school grounds (sports), parks, and the County Fairgrounds.

Nodes should be promoted as the preferred locations for such activities. Wherever possible new nodes should not be supported unless there is a lack of space in a nearby node. For instance, if the government functions of the City and the County were not located in the Downtown, but were located at multiple sites in various corridors then the daytime synergy that benefits the Downtown (and Downtown businesses) would be lost.



MIXED-USE NODES
Mixed-use nodes can be incorporated into residential developments, such as this pedestrian-oriented community shopping and civic center in this residential development in West Palm Beach, Florida.

The opportunity also exists for creating new neighborhood-scale nodes in growing areas at key intersections. Since people have stated that a walkable and friendly community is desired, these new nodes should be linked to adjacent neighborhoods and should provide walkable environments. They should include neighborhood-scale businesses that meet local needs for goods and services (small grocery, dry cleaning, bank branch, real estate office, hair styling, etc.).

Benchmarks

1. Establish new nodes in growing neighborhoods.

Objectives and Strategies

CC11. Continue to Support Key Nodes. The City will continue to support key nodes in the community and encourage their continued use.

CC11.1 Downtown | Ongoing | City Council

Government offices should continue to be located in the Downtown to reinforce its role as the City’s major activity center.

CC12. Support the Development of New Nodes in Expanding Parts of the City. Where the opportunity avails itself, the City will support the development of new nodes. The clustering of a school site, City parks, and a neighborhood retail center would create an activity center for a section of the City.



NEIGHBORHOOD NODES
The future elementary school site and City park at Kensington, clustered with the JVS North Campus will create a civic node on the City’s east side.

CC13. Encourage Neighborhood-Scale Nodes. For large-scale residential projects, neighborhood-scale nodes can be developed that meet local needs for goods and services in a walkable environment. This will be encouraged to be planned and developed in conjunction with such developments.

G. Landmarks

Issues and Findings

Landmarks are major buildings, structures or other locations that are placemakers that help to define the character and image of the community. Landmarks are not always historically designated buildings. They can be positive landmarks that are community favorites (Beuhler’s) or negative landmarks that are frequently criticized (grain elevators and cellular towers). Landmarks that are cherished should be protected and conserved so that they continue to generate positive feelings and images within the community (protection of the landscaped entry of the Beuhler’s site). Those landmarks that do the opposite are screened or can be encouraged to be relocated or consolidated (i.e. towers).

Benchmarks

1. Maintain the integrity of landmarks as nearby development occurs.

Objectives and Strategies

CC14. Support and Protect Landmarks that Positively Contribute to the City’s Character. New buildings and sites should be respectful to landmarks that are a positive contribution to the City’s character. This means that new buildings should not overshadow landmarks or be designed or constructed of materials that are not complimentary to the landmark.

CC15. Screen and/or Redevelop Landmarks the Negatively Contribute to the City’s Character. Landmarks that do not contribute to the City’s character in a positive way should be redeveloped. This will occur over time with development opportunities. Examples include the grain elevators on the east side of Downtown and older industrial areas that are functionally obsolete. The City will support such redevelopment when it is in keeping with the Comprehensive Plan.

CC16. Require the Consolidation of Cell Towers Where Feasible. Where ever feasible and per the Zoning Code, cell towers will be consolidated through co-location.

H. Edges

Issues and Findings

Edges are the boundaries of the community. They can define a distinct edge between the City and adjacent rural areas, or they can be loosely defined providing little or no distinction between the City and adjacent areas. Well-defined edges help to establish an image of the community that is distinct, setting it apart from its neighbors. Land use and density transitions at edges can provide for a seamless transition between urban and rural areas. One of the challenges facing municipalities is the ever-changing edge as geographic expansion occurs.

While the City lacks defined edges at its boundaries, one can see edges of development at the boundaries of particular subdivisions. These edges establish an urban identity that is different than the adjacent rural farm fields. Also, edges can be established around specific developments that relate to an appropriate image of that location or corridor. For instance, subdivisions should provide landscaped buffers when located along arterials or railroad tracks.

Benchmarks

1. Appropriate land use transitions will be provided at the City’s edges.
2. Appropriate buffers will be provided at the edges of individual developments.

Objectives and Strategies

CC17. Apply Future Land Use Plan Map to Edges. The City will support an appropriate transition at the City’s edges by requiring low-density single-family zoning. The ER-1 and ER-2 districts are the appropriate zoning in the edges of suburban subareas and in semi-rural subareas.

CC18. Promote Effective Edges for Developments. Residential developments along major arterials and railroad tracks must include landscaped and mounded buffers (privacy fencing is insufficient). Multi-family housing or office uses as transitions between residential and non-residential development. Non-residential developments must provide significant buffers along residential properties. Zoning Code provisions are a starting point.

I. Historic Preservation

Issues and Findings

The City has a strong historic character defined by the Downtown and the neighboring residential districts, as well as the Ohio Wesleyan University campus. There are two districts on the National Register of Historic Places (Sandusky Street and Northwest), one area of the City that could meet the criteria to be placed on the National Register (Eastside Historic Area), and one locally designated district (the Downtown) under the regulatory authority of the Historic Preservation Commission. There are also numerous individual structures that have been placed on the National Register. Street signage should recognize historic districts through special colors and period lettering.

The unincorporated Stratford Village on Stratford Road is a remnant of a rural paper-milling village named Stratford, developed by owners of Stratford Paper Company between 1838 and 1896. The church and the workers’ houses are built of locally quarried limestone. At the height of paper production activity there in 1866, the village of Stratford comprised 30 properties including two mills, a church and parsonage, a school, a company store,

GLOSSARY

Preservation: *To preserve a historic resource in its original, historic form and use.*

Conservation: *To conserve a historic resource in its historic form, but adapted for modern uses.*

Protection: *To protect a historic resource from the adverse impacts of adjacent or nearby development.*

and 20 workers' cottages. Seven structures were placed on the National Register in 1991. The Crist Tavern Annex-Millworkers Boarding House was added to the National Register in 1994.

Numerous archeological sites are located throughout the Delaware planning area. Excavated sites are concentrated in the southern portion of the City while several more sites are scattered in the northwest area and a few are found in the center of the City. Sites that were unearthed include Indian mounds and burial sites. The prehistoric artifacts include flint tools, glacial flakes, fragments, glacial cherts, and Delaware cherts, some of which date back to the Late Archaic Period (ca. 2900-1700 BC). Historic artifacts dating back as early as the early 19th century have also been found. These include stoneware, glass, brick, cinders of which were used for kitchen tools, building structures, fuel, toys, clothing and weapons.

Benchmarks

1. Historic resources will continue to be preserved, conserved, and protected as appropriate.

Objectives and Strategies

CC19. Nominate the East Side Historic Area to the National Register of Historic Places. The City will work with the Historical Society and property owners to investigate the feasibility of nominating the East Side Historic Area to the National Register. Nomination would provide benefits that could encourage and/or expedite private investment, such as Federal tax credits and state preservation grants. Nomination to the register also complements the investment made by the City in the Winter Street streetscape improvements and other private sector investments, such as the rehabilitation of the historic flax seed factory at the northwest corner of Winter and Lake Streets.

CC19.1 Organize Working Group | 2004-05 | Planning & Historical Society

The Planning Department will work with the Historical Society to organize a working group of businesses and property owners to investigate the feasibility of nominating the area to the National Register. If there is consensus to proceed, then the nomination process will be undertaken.

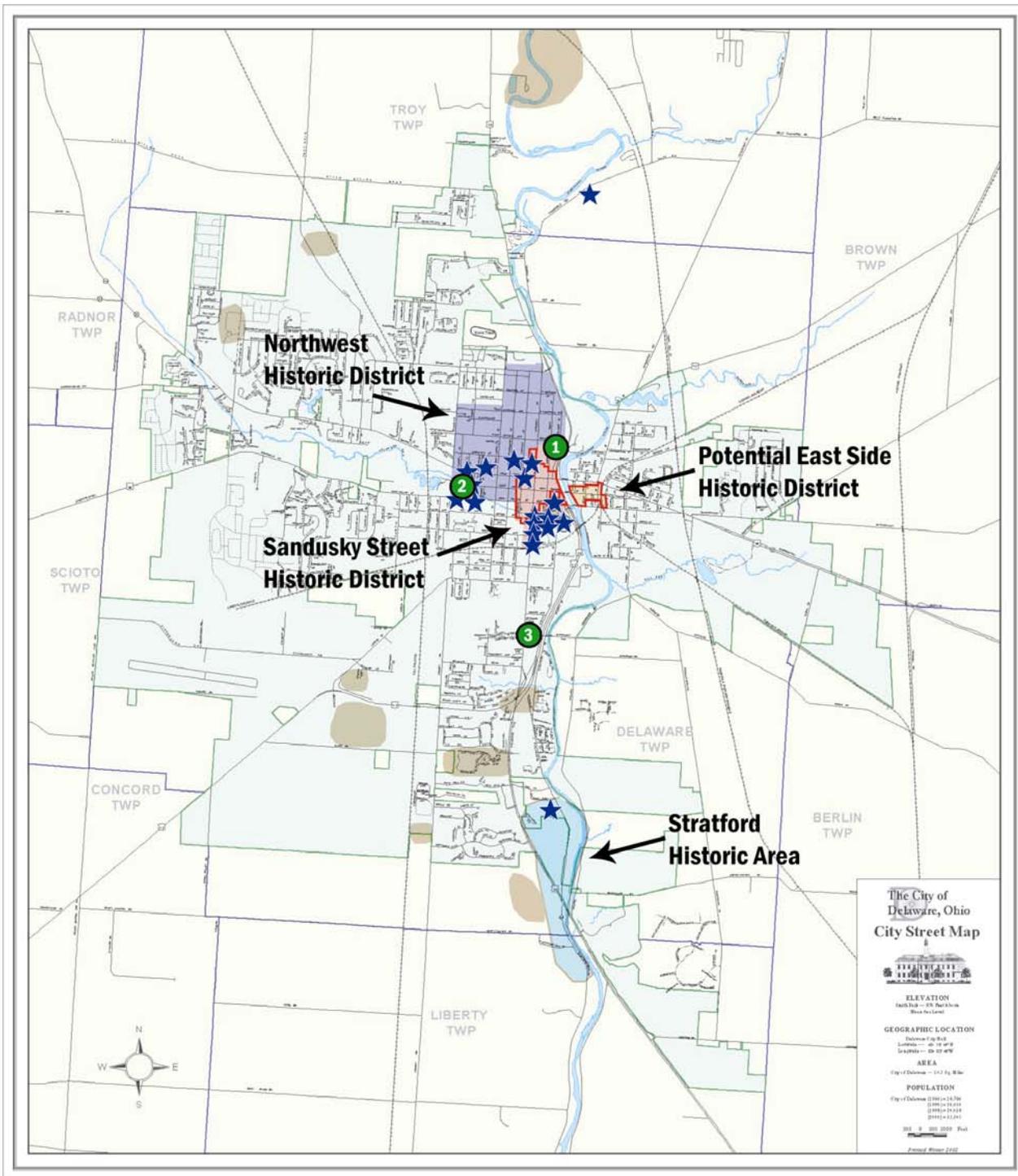
CC19.2 Promote Designation and Encourage Revitalization | Ongoing | Planning & Economic Development

If the area is designated, then the Planning Department and Economic Development Coordinator will promote investment in the area. Materials will be prepared and circulated to businesses and property owners explaining the financial benefits of investment in historic buildings in a National Register district.

CC20. Support Neighborhood Requests to Locally Designate the Northwest Historic District. A neighborhood-based effort was undertaken in 2002 to designate the Northwest Neighborhood as a local historic district. While that effort did not succeed, it did raise awareness of the issues facing the City's historic neighborhoods. Following this effort, a major down zoning was adopted by City Council to discourage further conversions from single-family residences to apartments. But if groups of homeowners choose to nominate their blocks as part of a Northwest Historic District, the City will support this effort.

CC21. Require the Environmental Plan Submittal. The Environmental Resources Element recommends a Zoning Code amendment to require the submittal of an Environmental Analysis Map with Development Plans and Subdivision Plats. That map should also identify and assess historical and archaeological resources. This will provide the City with a management tool to consider these resources as part of development approvals. *See Environmental Resources Objective ER2.*

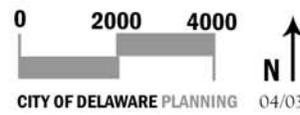
CC22. Minimize Development Impacts on Stratford Village. The unincorporated village of Stratford has remnants of its historic character, including the scale of buildings, architectural styles, and materials. Those characteristics should not be overwhelmed by new development and should be used as a template for reviewing development proposals in the area. In fact, a Design Overlay District should be prepared for this area. *See Design Review section.*



Historic & Archaeological Resources Map

COMPREHENSIVE PLAN

- Northwest Historic District
- Sandusky St Historic District
- Potential East Side District
- Stratford Historic Area
- National Register Sites
- Archaeological Resources
- 1 Archaeological Sites
- 2 Archaeological Sites
- 3 Archaeological Sites
- Downtown District (HPC)



J. Downtown

Issues and Findings

The Downtown is one of the City’s most defining elements because it is a fairly intact pre-1900 historic business district. Its architecture and materials are fairly consistent, despite some changes made in this century that detract from its character. Parts of the Downtown have been listed on the National Register of Historic Places. The public that participated in the Comprehensive Plan process consistently noted that the Downtown was one of most treasured aspects of the community.



DOWNTOWN STREETSCAPE
An inviting built environment will encourage pedestrian activity in the Downtown, such as sidewalk dining.



HIDING PARKING GARAGES
Even a parking garage can be designed to compliment building character and create a more welcoming environment through its design, materials, colors, and landscaping – while breaking up the mass and disguising the use.

The defining components of the Downtown include the following:

1. **Block Face:** Fairly intact street blocks where buildings front the sidewalk, with main entrances that are located on the sidewalk. Very few buildings are set back from the sidewalk. If more buildings had generous setbacks, then the sidewalk would not be as inviting a place to walk and stroll.
2. **Architecture and Materials:** Fairly consistent architectural styles (Victorian commercial) and materials, such as brick. There has been a mix of recent investments that are no always complimentary, such as building and façade changes made since the 1950s.
3. **Pedestrian Atmosphere:** A pedestrian-friendly environment enhanced by recent streetscape investments, including sitting areas, and traffic calming on Winter Street. Parking is located to the rear of buildings. Holiday displays help to animate the streetscape and generate interest for walkers. Sidewalk dining associated with restaurants should be strongly promoted.

4. **Anchors:** Although not a direct component of the built environment, there are several anchors that draw people to the Downtown and encourage them to walk the sidewalks and frequent businesses. These include government offices, Ohio Wesleyan University and the Ross Museum, Strand Theatre, the former Bun’s Restaurant, among many others.

Maintaining a quality built environment in the Downtown and encouraging improvements that are complimentary is fundamental to seeing a resurgence in retail activity. The Downtown offers an environment for shoppers that is different from the sterility of the enclosed shopping mall and suburban strip retail center. This distinctiveness is Downtown’s sole competitive edge. Without it, the Downtown will never recover the business losses that have occurred over the past few decades – because it cannot compete head-on with an auto-oriented suburban business model. It must offer an alternative, not unlike the environment that has been created at Easton Town Center.

New investment in the Downtown does not have to dogmatically reinvent historic architecture and materials of the 19th century, but it must be complimentary and provide a contemporary interpretation of historic styles and materials that are economical in the long term.

Benchmarks

1. Maintain the integrity of the Downtown’s built environment.
2. No significant building is lost from neglect or inappropriate reconstruction.

Objectives and Strategies

CC23. Expand Downtown Beautification. Significant enhancements have been in the Downtown by private property owners and the City through the streetscape project. Additional enhancements are necessary. These include additional building rehabilitation using historic design standards; addressing the rear of buildings and lots, including the landscaping of private/public spaces and rear parking lots; adding kiosks and directional signage; and the inclusion of public art on building walls.



QUALITY INFILL
Infill development in the Downtown should be a contemporary interpretation of historic architectural styles, such as this mixed-use building in Saratoga Springs, New York.

CC24. Support Appropriate Infill Development and New Construction. Infill development and new construction are important opportunities to further strengthen the Downtown. And while such investment is supported, it must be complimentary to the historic fabric of the Downtown. This includes meeting the City’s design criteria as administered through the Historic Preservation Commission.

CC25. Support Reconstruction of US23. The Transportation Element recommends consideration of reconstruction of US23 in the Downtown to create a boulevard with landscaped median and river walk along the Olentangy River. This was one of the two options considered when the original study was prepared in the 1950s. This would restore the tear in the Downtown that the elevated highway created, provide pedestrian access to the river, create an inviting entrance to the Downtown, and create development opportunities in the excess right-of-way. It is recognized that this is a long-term goal that will require significant study and Federal transportation enhancement funds. *See Transportation Element.*

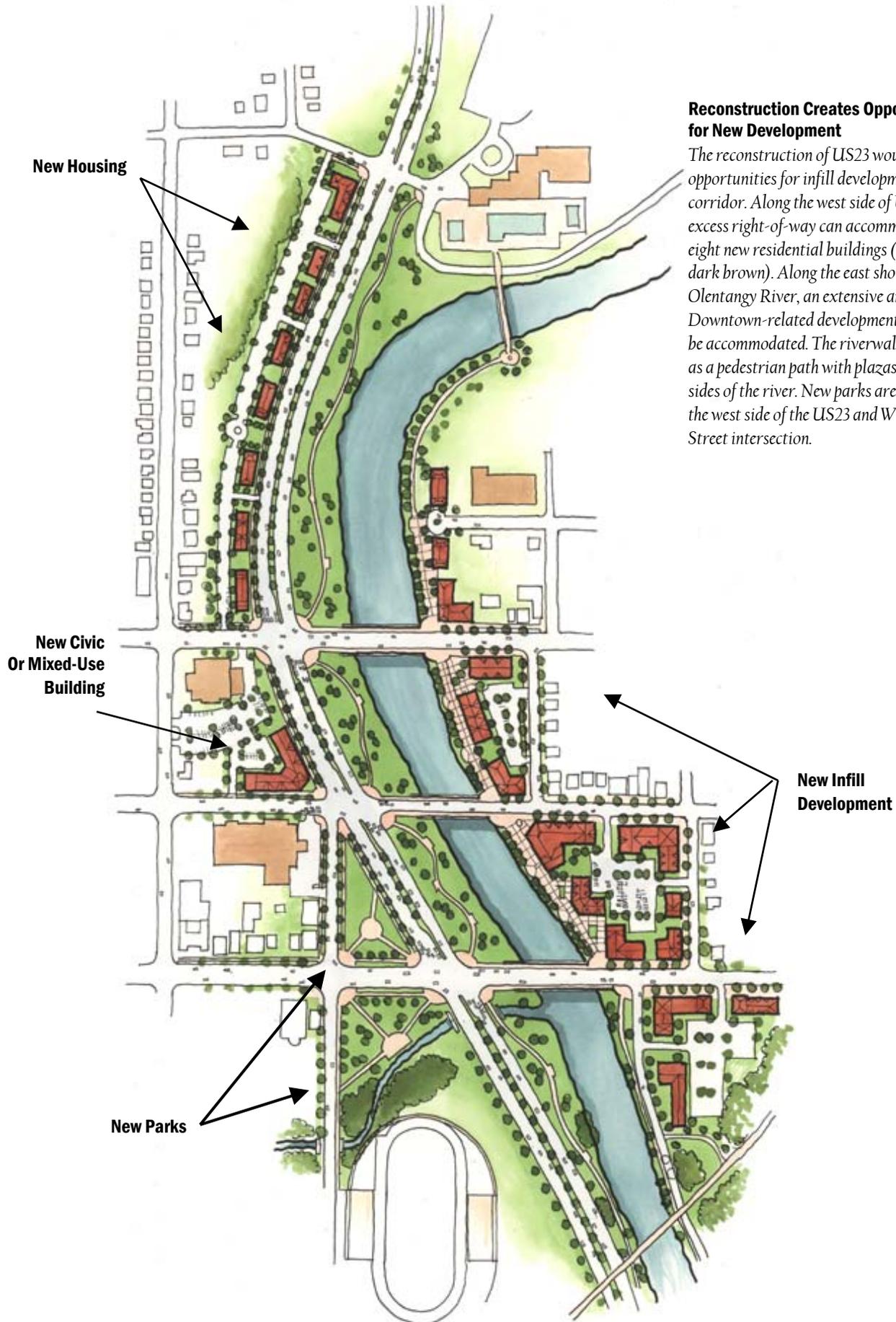
Reconstruction of US23 in the Downtown

The Community Character and Transportation Elements recommend reconstructing US23 in the Downtown from an elevated freeway to a boulevard with a landscaped median – creating pedestrian access along the Olentangy River and encouraging redevelopment.



Providing Room for Amenities

US23 has a very extensive right-of-way and with the reconstruction to an at-grade boulevard, provides sufficient extra space for development as well as a riverwalk along the Olentangy River.



Reconstruction Creates Opportunity for New Development

The reconstruction of US23 would create opportunities for infill development in the corridor. Along the west side of US23, excess right-of-way can accommodate eight new residential buildings (shown in dark brown). Along the east shore of the Olentangy River, an extensive amount of Downtown-related development can also be accommodated. The riverwalk is shown as a pedestrian path with plazas on both sides of the river. New parks are shown on the west side of the US23 and William Street intersection.

New Housing

**New Civic
Or Mixed-Use
Building**

New Parks

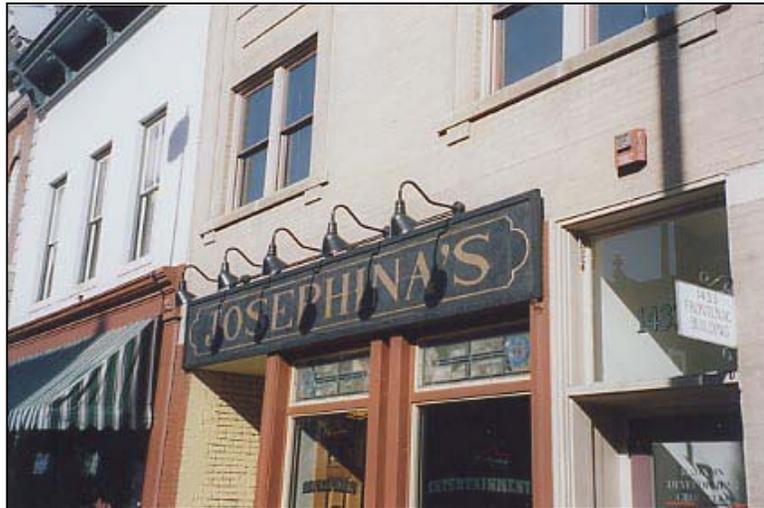
**New Infill
Development**

CC26. Promote Quality Signage that Enhances Investment Opportunities in the Downtown. A great variety of signage can be found in the Downtown, some of which is oriented to vehicles and some to pedestrians. The materials and colors run the gamut as well. Given the community's desires to revitalize its historic Downtown, it is logical to promote signage that reflects a higher level of investment. In a historic setting such as the Downtown, signage must compliment and support the historical context. It must also communicate to the pedestrian and the slower moving traffic in the Downtown. Some of the current signage in the Downtown does this extremely well, but other signage does not. In fact it conflicts with the community's intent to revitalize the Downtown and attract additional investment. The Market Analyses forecasts that the Downtown could attract up to 160,000 square feet of additional retail space – but that won't happen if the physical environment isn't improved (i.e., signage and buildings).



DECORATIVE SIGNAGE

Decorative pedestrian-oriented signage is very effective and compliments historic business districts, as in the example from Boston to the right and from Denver below.



COMPATIBLE SIGNAGE
 Commercial signs can be designed to be compatible with local character, such as this Coca Cola sign found in historic neighborhoods throughout Spain.

CC26.1 Prepare Handbook | 2005 | Planning & Main Street

The Planning Department will prepare a handbook for Downtown businesses and property owners with suggestions for creating pedestrian-oriented, crafted signs that complement public and private investments. A historical context will be promoted, but modified to reflect current approaches to decorative and well-designed signage. The Department will work with Main Street Delaware in preparing the handbook.

CC26.2 Implement a Grant or Loan Program | Ongoing | Planning & Economic Development

The City will investigate the creation of a grant or loan program to provide funds to encourage businesses to participate in the new signage handbook. The funds will be used to subsidize the cost of new signs that are consistent with the handbook's recommendations. This strategy will be initiated when such funds and accompanying guidelines are established.

K. Neighborhoods

Issues and Findings

Neighborhoods are the basic building block of the community. All neighborhoods should be developed with the same basic set of amenities. New neighborhoods, which are typically built as individual subdivisions, should be compatible with nearby developed areas or provide appropriate transitions and buffers. Compatibility is measured relative to density, building materials, architectural styles, setbacks, and other factors.

But at the same time, the community seeks variety in its neighborhoods and the housing that is offered. A broad range of living environments should be made available to ensure that a diverse population can call Delaware "home". The range of neighborhood types includes traditional curvilinear subdivisions, pre-World War II subdivisions, neotraditional subdivisions, and open space (clustered) subdivisions. Within sufficiently large developments, a variety of neighborhood types can be planned, providing additional interest and variety.

Neighborhoods should be anchored by an elementary school, other civic uses, parks, and where appropriate, neighborhood-scale businesses. This provides each neighborhood with a major focal point and center of activity.

Benchmarks

1. A variety of neighborhood and housing types are provided throughout the community.

Objectives and Strategies

CC27. Ensure Conservation of the City's Older Neighborhoods. The City's older neighborhoods, particularly those in the Urban Subareas, must be conserved to maintain or enhance their viability. This means that inappropriate uses should be discouraged and/or prohibited. New development that is appropriate within a specific neighborhood should not exceed the general density of that area. New construction should be supported, but it must be in scale, mass and character of the neighborhood.

CC27.1 Prepare Conservation Guidelines | 2004 | Planning

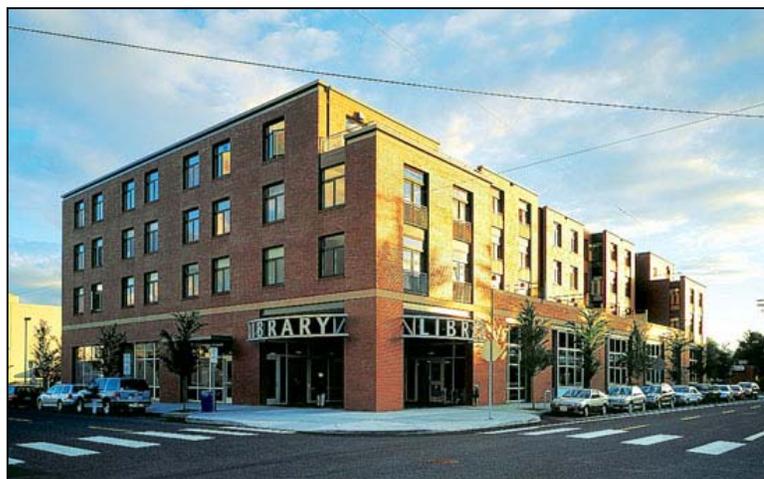
The Planning Department prepares conservation guidelines to be used by property owners, developers and designers to ensure new construction is consistent in design with older neighborhoods.

CC27.2 Preserve Neighborhood Integrity | Ongoing | Planning Commission & City Council

The City does not support rezonings or development plans that are inconsistent with the general character of an older neighborhood.

CC27.3 Support Neighborhood-Scale Retail and Civic Uses | Ongoing | Planning

The Planning Department encourages retail uses at appropriate locations that meet neighborhood needs for goods and services and supports civic uses that complement neighborhoods, such as parks, bikepaths, neighborhood schools, and churches.



MIXED USES
Mixed-use development can serve as a neighborhood node that meets multiple needs, such as the apartment building with a neighborhood branch of the public library in Portland, Oregon.

CC28. Encourage Mixed-Use Development to Support Neighborhoods. Mixing uses in residential areas can be very beneficial, but must be done properly to ensure the uses are well integrated and impacts are minimal. For instance, a mixed-use building along an arterial could serve as a neighborhood anchor. It could contain residences on upper floors, neighborhood-oriented retail and offices on the first floor, and a civic use.

CC28.1 Develop Guidelines | 2004 | Planning

The Planning Department will prepare guidelines and zoning requirements that provide a framework for considering and approving mixed-use buildings. The Department also promotes the concept to developers with sufficiently large tracts of land to make such development economically feasible.

CC29. Support and Promote Neo-Traditional Development that Complements the City's Historic Character.

Neo-traditionalism offers alternative neighborhoods that are appealing to homeowners. The City has been fairly supportive of these developments to date. But the projects reflect developer-defined neo-traditionalism, which doesn't necessarily reflect the character of traditional older neighborhoods in the City. Doing so could make these projects more compatible with the unique qualities of Delaware. Likewise, the current projects proposed in the City have been offering entry-level products. Builders must begin to offer higher valued products to diversify these projects.

CC29.1 Prepare Neo-Traditional Standards Unique to Delaware | Late 2003 | Planning

The Planning Department will prepare a Neo-Traditional Development District that is unique to the historic context of Delaware's older neighborhoods, while balancing contemporary building and development trends. It should be consistent with older neighborhoods relative to density, lot size, setbacks, and street and alley widths. It will provide for mixed-uses and mixed housing types.

CC29.2 Support Other Products When Appropriate | Ongoing | Planning Commission & City Council

This strategy speaks to a policy of reviewing neo-traditional proposals that do not meet the standards of the district proposed in strategy CC27.1. Production builders tend not to be flexible when it comes to meeting locally defined standards. Some will embrace the City's proposed neo-traditional district. For those that don't, their projects should still be considered, but only supported if these projects meet the goals of the City's district.

CC29.3 Encourage a Variety of Housing Types in Neo-Traditional Developments | Ongoing | Planning Commission & City Council

Since 2002 the City has approved and/or considered several neo-traditional proposals from Central Ohio developers. In almost all cases, these proposals have been designed for a first-time homebuyer market. In several cases, they have been proposed for sites zoned for multi-family residential development. Builders must begin to provide higher valued housing in the neo-traditional pattern. While the City has supported several of these recent developments, it will expect a variety of housing products otherwise it may withhold future support.

Examples of Neo-Traditional Development Details



CIVIC SPACES
Neo-traditional developments should create civic spaces that give a sense of character to the community.



ADDRESSING THE STREET
Neo-traditional neighborhoods have shallow front yards and usable porches to encourage neighborly interaction, and homes with detailing and architectural elements.



ALLEYS
Neo-traditional developments utilize alleys that allow for denser development and narrower public streets. Here the alley and driveway are framed with brick pavers.

CC30. Encourage Open Space Subdivisions to Protect Natural Features. Open space subdivisions are a type of clustered development in which large portions of a site are set aside in perpetuity as open space. This open space can be natural such as a wood lot, wooded ravine or meadow, or used for agricultural purposes, such as a fruit tree orchard. The homesites are clustered and smaller than allowed by code to provide for a greater set aside of open space. The gross density of the site is comparable as if the site were divided into traditional lots. Studies find that homes in such developments are higher valued, often with price tags comparable to golf course communities.

CC30.1 Adopt Overlay District | Late 2003 | Planning

The Planning Department will prepare a zoning overlay district that explicitly permits open space subdivisions, but more importantly, guarantees a gross density comparable to a “straight” residential district, but provides for smaller lots that are clustered. Open space set asides will equal about 50% of a site. The overlay will be allowed in areas zoned ER-1 through R-2, and will be promoted for sites with ravines, substantial floodplains, significant woodland or habitat resources, and the Semi-Rural Subareas (*See Land Use Element*).

CC31. Encourage Creativity in Traditional Subdivisions to Create Better Residential Environments. It is expected that a majority of future subdivisions will be traditional in nature. This is a reality of large scale, production homebuilding in America. The City will support neo-traditional designs and open space subdivisions, as noted in previous objectives. However, land planners will be encouraged to apply creative approaches to designing traditional subdivisions. The Shade Tree Commission approves landscape plans and landscaped areas are owned and maintained by homeowners/condominium associations. Those approaches should include the following:

- A. Entrances:** Subdivision entrances that are located on an arterial or collector will be landscaped and signed to create an identity for that subdivision. Landscaping should include mounding, evergreen and deciduous shrubs and trees, perennial beds, and other decorative features. Signage should be complimentary to the landscape theme and should not be internally illuminated (*Please see Zoning Code*).
- B. Boulevards:** Main entry drives into subdivisions can be landscaped boulevards. The median will contain low maintenance plantings, including perennial beds, and evergreen and deciduous shrubs and trees.
- C. Focal Points:** The terminus of roads and views will be centered on a lot/homesite, park, or other feature within a subdivision. This provides the driver/walker with a focused view that helps to create a sense of place. Views at the end of a street should not be of a garage or side yard.
- D. Buffers:** Subdivisions that abut an arterial or collector (if not fronted by lots) will provide a landscaped buffer that includes mounding, evergreen and deciduous shrubs and trees, perennial beds, and can include split rail fencing – or an existing tree row or wooded area. Such buffers will be 50 feet in width. Wood privacy fencing is not appropriate as a buffer.
- E. Parks:** Parks within a subdivision will not be considered as afterthoughts. They will be centrally located, with extensive street access and will serve as visual focal points. They will include play structures and other appropriate recreational facilities that generate activity by residents. They will be well landscaped to meet their intended recreational functions.
- F. Open Space:** Open space within subdivisions will focus on existing natural features that are worthy of preservation, such as woodlots, streams, ravines, wetlands, floodplains, and species habitats. These features will be left in a natural state by the developer. They will be placed in deeded open space reserves or conservation easements in perpetuity. Building areas on adjacent lots will be set back at least 50 feet from these reserves.

L. Design Review

Issues and Findings

The community has said through the planning process that it desires a better built environment and that the City's development standards should be strengthened. The City addresses design review of development at several stages: development plans for new construction; subdivision plats for single-family development; exterior renovations in the Downtown Historic District; and sign variance applications.

But this only covers part of the spectrum of managing changes in the built environment. In addition to the above approaches, the City should also consider extending design review to exterior changes to existing commercial buildings that don't require a development plan within Design Overlay Districts, to prepare Design Guidelines that will assist property owners through the development process, and to strengthen sign regulations relative to design issues.

Benchmarks

1. Adoption of Design Overlay Districts for key corridors.
2. Adoption of Design Guidelines.
3. Strengthening sign regulations.

Objectives and Strategies

CC32. Adopt Design Overlay Districts. The mechanism for improving design review is a series of Design Overlay Districts for key corridors. These are the areas of the City where design review is critical, particularly where it relates to commercial development. Design review would permit the Planning Commission to review and approve all major exterior changes to existing buildings, along with the current design review allowed in the Development Plan process. *See Objective CC.4 under Corridors.*

CC33. Prepare Design Guidelines to Provide Guidance to Businesses Regarding the City's Expectations. Design guidelines will provide property and business owners with guidance about design review concerns and the processes used by the City to address these issues. The guidelines should provide clear direction about expected design approaches for specific types of development, such as "four-sided" architecture, durable exterior materials, contextual design, and residential roof forms for commercial buildings adjacent to residential areas. The guidelines should provide flexibility but clearly explain the City's expectations. Of particular importance, the Plan recommends a conditional use permit for retail uses of 100,000 square feet or larger (*see Economic Development Element*).

CC33.1 Prepare Guidelines | 2004 | Planning

The Planning Department will begin the process of preparing the guidelines in late 2003 with the goal of presenting them to Planning Commission in the winter of 2004. Once completed, the Guidelines will be posted on the City's website.

CC33.2 Implement Guidelines | Ongoing | Planning

The Design Guidelines will be implemented as development projects proceed through the City's development process. The Planning Department will hold training sessions for interested members of the Planning Commission and City Council. The Department will also hold a training session for businesses.

Examples of Managing Corporate Architecture



COMMUNITY STANDARDS
Corporate architecture and signage do not have to be the typical corporate package that is offered, but it can better reflect a community's standards, such as this example in Dublin.



BIG BOX RETAIL
Even big boxes, whether free standing or as a shopping center anchor, can be designed to blend with the unique character or development standards of a community, as in this example from Rutland, Vermont.



BIG BOX RETAIL
And in this example from Michigan.



Transportation Element

Comprehensive Plan
City of Delaware, Ohio



Transportation Element

A. Introduction

Transportation addresses the various modes available to move people and goods. An efficient transportation system is necessary to efficiently support the community and its businesses. Reduced congestion, well-managed access, and well-maintained infrastructure are critical. Local needs must be met, but it is important to recognize that the City’s transportation system also is part of the regional system.

This chapter of the Comprehensive Plan addresses transportation management, road network, transit, freight rail, airport, Downtown parking, biking, and connectivity, pedestrian orientation, and traffic calming.

B. Goal and Principles

The City’s goal for Transportation is:

A multi-modal transportation system will be supported and expanded that efficiently moves people and goods.

The supporting principles for Transportation are the following:

1. The City will continue to plan for and implement a multi-modal transportation system, while working on reducing reliance on the automobile for in-town trips wherever feasible.
2. The City will continue to implement and enforce the *Thoroughfare Plan*, with special attention to increasing funding through locally generated revenues, developer contributions and fees, and Federal and State grants.

Highlights

▶ The Transportation Element supports a multi-modal system that supports continued improvements to the road network, while further accommodating biking, walking, transit, and rail service.

▶ It is critical for the City to continue improving the road network – providing missing links and arterials, and improving intersections – because of the extensive backlog.

▶ Biking and walking continue to be viable modes that require continued expansion of the bikeway network and promoting pedestrian-oriented development (4% of the workforce walks to work – a higher proportion than the Columbus MSA).

▶ Transit service is important to meeting mobility needs of the community and the long term potential for both intrastate rail service and light rail service via COTA are alternatives worthy of support.

3. Truck traffic will be directed to alternative routes as those roads are constructed and road noise on major arterials will be mitigated through extensive right-of-way landscaping.
4. Alternative transportation modes will be supported, including transit service through DATA, commuter and light rail through COTA, and expansion of the bikeway network to link residential areas, schools and employment centers.
5. Freight rail access to industrial areas will be protected and maintained.
6. Parking needs of the Downtown will be fully met where practical and financially feasible.
7. All planning subareas of the City will be connected to ensure safe pedestrian and bicycle access.
8. Future development will incorporate pedestrian-oriented design and will facilitate walking and biking, including extensive connectivity between developments and neighborhoods (cul-de-sacs will be discouraged).
9. Traffic calming measures will be considered in impacted neighborhoods.

C. Transportation Management

Issues and Findings

The transportation system serving the Delaware planning area consists of passenger cars, trucks, trains, walking, biking, transit, and air. Between 1990 and 2000, 83% of commuters drove alone, 8% carpooled, less than 1% used transit, 4% walked, and 3% worked at home. Commuting time to work averaged 26.2 minutes for Delaware residents according to the 2000 US Census.

The City completed and adopted the *Thoroughfare Plan* in early 2002 as a joint City-County planning project. The plan includes functional classifications for all roads and recommends numerous major road projects to alleviate congestion and improve traffic flow by completing a grid road system. It also included access management standards, traffic calming measures, and transportation impact study standards.

According to computer modeling and forecasts prepared for the *Thoroughfare Plan*, traffic volumes in the City are expected to double over the next 20 years. The western half of the City is expected to see an increase in traffic levels of almost 400% over 1995.

To effectively address the City's road needs additional resources are required. Federal and State funds are extremely limited and are distributed on a competitive basis. If the community desires improvements, it will require an increase in locally generated tax revenues concurrent with increased developer contributions. The City has generally maximized road contributions from developers. This is a source that will continue to be used, but it has a legal limit. The City must bear part of the responsibility of funding traffic improvements.

With additional funds, roadway improvements could be scheduled to better coincide with development.

Benchmarks

1. An adequately funded and maintained transportation system.
2. Transportation improvements constructed concurrently with major development.
3. Alternative transportation modes that meet the needs of residents and workers.

Objectives and Strategies

T1. Continue to Implement the *Thoroughfare Plan* as Funds Become Available. The arterial recommendations of the *Thoroughfare Plan*, as well as intersection improvements and proposed river crossings must be implemented to improve traffic flow, reduce congestion, and reduce truck impacts on the community. These improvements will only be substantially completed with funds over and above developer contributions. Developers typically contribute the right-of-way and their fair share of road and intersection improvements. The City must fund the balance.

T1.1 Continue to Implement CIP as Funds Become Available | Ongoing | Engineering

The City continues to implement the Capital Improvement Program (CIP) as funds become available. The City Engineer has established a significant list of transportation projects that are unfunded and don't appear on the CIP. These projects must also be implemented over the long term.

T1.2 Continue to Pursue Funding | Ongoing | Engineering

The City continues to pursue funding for road network improvements, including Federal and State grants, and the proposed income tax levy to appear on the May 2003 ballot that will provide some additional funds for capital projects.

T1.3 Consider Arterial Road Impact Fee | 2004 | Engineering & Finance

An arterial road impact fee is studied in 2003 by the City Engineer and recommendations will be prepared for City Council. This fee would provide some additional funds, but would not replace the proposed income tax levy. *See Growth Management Element.*

D. Road Network

Issues and Findings

The City’s inventory of roadways in 2002 included 144 miles of roads, 571 intersections, and 47 traffic signals.

The *Thoroughfare Plan* recommended alternative routes in and around the City for freight and through traffic by developing new connections between state routes around the City including: US23-US42 north connector; Brighton Parkway extension; Merrick Parkway extension; Glenn Road extension; Vernon Avenue connection; Airport Road relocation; Southeast arterial connector; and US 23 South Corridor Study.

The *Thoroughfare Plan* recommended the following major improvements: extension of Sawmill Parkway from Home Road north to US 42; east/west connector road from South Section Line Road, connecting with Cheshire Road at the US 23 intersection; connector from the intersection of Glenn and Curve Roads south to Cheshire Road; north/south route from the intersection of Alternative Y between Horseshoe Road and US 42 south to intersect with US 36/SR 37 at Glenn Road and the extension of Panhandle Road east to connect with the north/south route between Horseshoe Road and US 42; extension of Mink Street from River Road east to County Home Road at its intersection with US 42 and a new interchange at I-71 and SR 521; and extension of South Section Line Road north from SR 37 to align with North Section Line Road at Buttermilk Hill Road and a connection between South Section Line Road and SR 257 south of Bean-Oller Road.

The City’s inventory of current local roadway project needs is an estimated \$50 million. Projects that are listed with a priority status include: US 36/SR 521 intersection; West Central Avenue widening; and “The Point” congestion/delay reduction. The existing projects that are scheduled for shorter term future completion include: Houk Road reconstruction; Bowtown Road realignment; Troy Road realignment; Curtis Street realignment; Lake/Central improvements; Central/Euclid improvements; Curtis/William improvements; West Central railroad underpass; South Sandusky/Belle Avenue signal; and Lexington Glen Extension and intersections with US36/SR37.

- 2003 Transportation Priority Projects**
1. SR521/US36 Intersection
 2. Southeast Arterial Collector
 3. The Point Intersection
 4. West Central Widening
 5. US23/Pennsylvania Interchange
 6. US23 South Corridor
 7. Lexington Glen Extension
 8. Merrick Boulevard Extension
 9. Houk Road Reconstruction
 10. Belle/Sandusky Signalization
 11. Lexington/SR37 Signalization
 12. Curtis Street Realignment
 13. Curtis/W. William Signalization
 14. East Central/Lake Intersection
 15. Central/Euclid Intersection
 16. Glenn Road Extension

Table P. 2020 Delaware Thoroughfare Plan Project Priority Assessment – City Alternatives

Priority	Alternative	Description
High	2	Extension of Sawmill Parkway north past Bunty Station Rd to connect with US 42.
	3	Connector Road extending from the intersection of Glenn Rd & Curve Rd south to Peachblow Rd.
	4	Pennsylvania Avenue extension east from US 23 to the intersection of US 42 & Horseshoe Rd.
	7	Extension of the committed connector road between Houk Rd and Troy Rd east to align with the existing intersection of US 23 & Panhandle Rd.
	13	Modification of the Pennsylvania Avenue interchange with US 23 to provide for all movements.
	16	Extension of US 42 east from US 23 to Alternative 3, the extension of Glenn Road.
Medium	5	North/south route connecting from the intersection of Alternative Y & Horseshoe Road/Kelly McMaster Rd south to intersect with US 36/SR 37 between Glenn Rd and Sweeney Rd AND the extension of Panhandle Rd east to connect with this north/south route between Horseshoe Rd and US 42.

Table P. 2020 Delaware Thoroughfare Plan Project Priority Assessment – City Alternatives		
Priority	Alternative	Description
	6	East/west connector road from the existing intersection of SR 37/203 & South Section Line Rd east to the committed Houk Rd extension.
	9	Extension of Lexington Blvd south to SR 36.
	G	Extension of South Section Line Rd north from SR 37 to align with North Section Line Rd at Buttermilk Hill Rd and a connection between South Section Line Rd and SR 257 south of Bean-Oller Rd.
Low	1	East/West connector beginning at S. Section Line Road, connecting with Cheshire Road at its intersection with US 23.
	8	Extension of River Oaks Dr west from Stratford Rd, aligning with the intersection of US 23 & Cottswold Dr.
	Y	Extension of Mink Street from River Rd east to County Home Rd at its intersection with US 42 and a new interchange at I-71 and SR 521.

Source: Delaware City/County Transportation Plan

Note: Each project has equal priority within each category

Benchmarks

1. Major improvements to the road network are implemented.

Road Standards

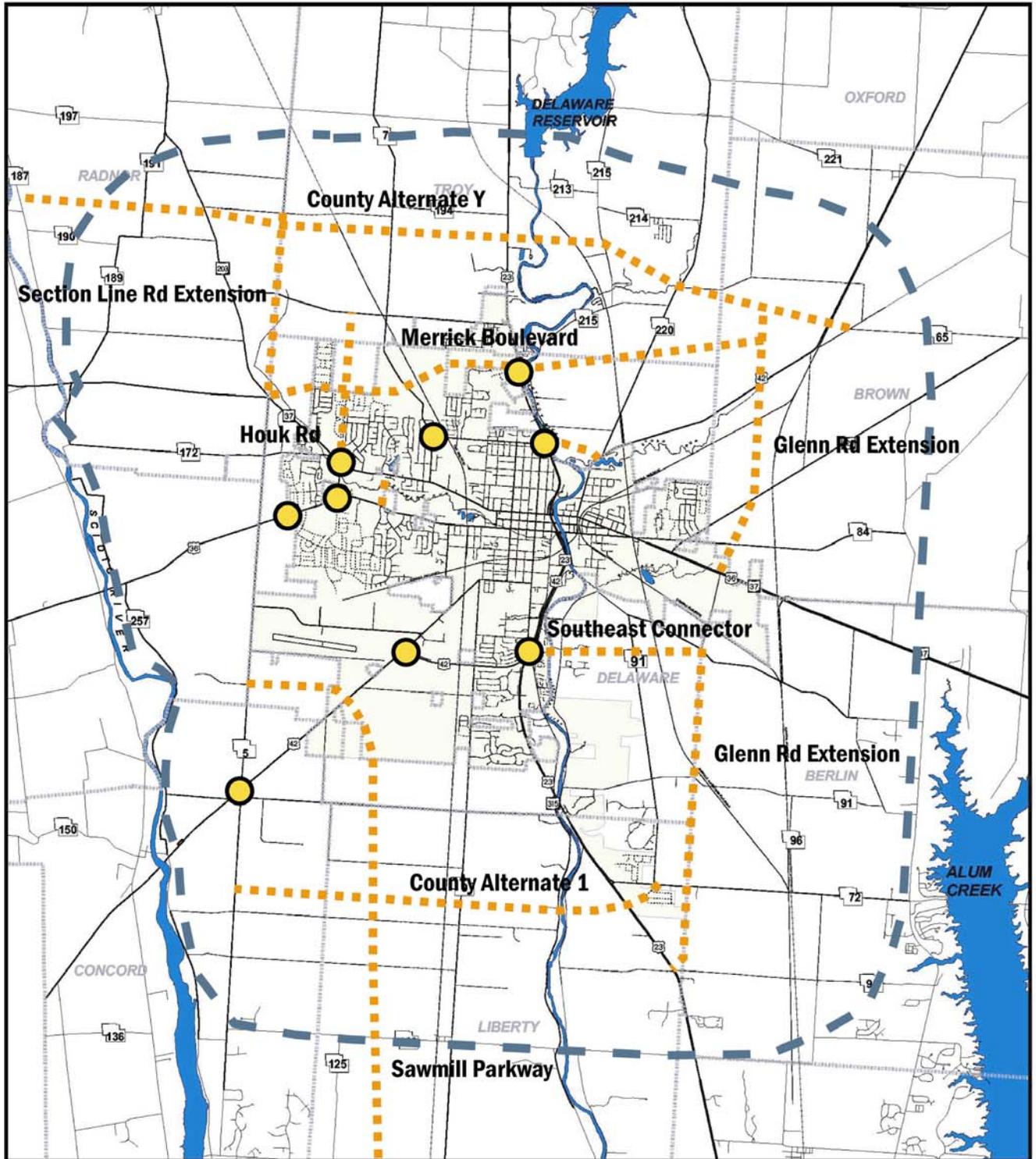
For the purpose of design, right-of-way and pavement width, design values are specified for various capacities for each functional type of roadway. The basic design elements for arterial, collector and local streets are shown in the following table.

Table Q. Design Elements for Arterials – City of Delaware			
Number of Lanes	Pavement Width (feet)	Shoulder Width (feet)	Right-of-Way (feet)
5	60	2	120
4	48	2	100
3	36	2	80
2	28	2	80

Source: Delaware City/County Transportation Plan

Table R. Design Elements for Collectors and Local – City of Delaware						
Number of Lanes	Pavement Width (feet)	Shoulder Width (feet)			Right-of-Way (feet)	
	Residential	With Curb & Gutter	w/o Curb & Gutter		With Curb & Gutter	Without Curb & Gutter
			Minimum	Preferred		
3	36	2	2	4 Paved 4 Grading	70	104
2	32	2	2	4 Paved 4 Grading	70	92
2 (local only)	28	2	na	na	60	na

Source: Delaware City/County Transportation Plan



Thoroughfare Plan Map
COMPREHENSIVE PLAN

- Intersection Improvements
- Major Road Projects



Source: Delaware City/Delaware County Thoroughfare Plan, 2002

Objectives and Strategies

T2. Undertake “High Priority” Road Projects. The *Thoroughfare Plan* recommends the following projects as the highest priorities for the City planning area and it is assumed work will begin and continue on each arterial through the planning period (2003-2007). The City Engineer leads the implementation of these projects for the City.

- a. **Sawmill Parkway:** Extension of Sawmill Parkway north past Bunty Station Road to connect with US42.
- b. **Glenn Road Extension:** Connector road extending from the intersection of Glenn Road and Curve Road south to US23 at Peachblow Road and north beyond US42.
- c. **Pennsylvania Avenue:** Pennsylvania Avenue extension east from US23 to the intersection of US42 and Horseshoe Road. Modification of Pennsylvania Avenue interchange with US23 to provide for all movements.
- d. **Merrick Parkway:** Extension of the committed connector road between Houk Road and Troy Road east to align with the existing intersection of US23 and Panhandle Road.
- e. **US42 Connector:** Extension of US42 east from US23 to extension of Glenn Road.

The Medium Priority projects recommended in the *Thoroughfare Plan* may be initiated during the planning period, but will not be a major focus of City resources. Where development requires such improvements, the City will participate but in a limited way.

T2.1 Continue to Implement High Priority Projects | Ongoing | Engineering

The City continues to facilitate implementation of the recommended High Priority projects. It continues to negotiate right-of-way dedications from property owners and developer “fair share” contributions for improvements, application for Federal and State transportation grants, and allocation of local revenues where available.

T2.2 Continue to Work with County Engineer’s Office and ODOT | Ongoing | Engineering

The City continues to work with the Delaware County Engineer’s Office to plan and construct High Priority arterials that are located outside the corporate limits but which benefit the City and surrounding areas.

T3. Prioritize Road Projects to be Consistent with the Comprehensive Plan. All road projects undertaken by the City or a developer should be consistent with the Comprehensive Plan. Consistency is measured in terms of the transportation, connectivity, land use, and economic development policies of the Plan, as well as other related considerations.

T3.1 Evaluate Road Projects | Ongoing | Engineering & Planning

The City evaluates road network proposals to ensure the policies of the Comprehensive Plan are met. Priority is placed on connectivity, functionality, maintenance, and aesthetics. Road network proposals will not be supported if they do not fulfill the policies and intentions of the Comprehensive Plan.

T4. Reconstruct Major Intersections. Two major priorities that will improve safety and traffic flow are reconstruction of the SR521/US36/SR37 intersection and the US36/SR37/Point intersection. These are major enhancements to the system. The SR521 intersection was under design in late 2002 and improvements are expected to be under construction in 2003. The estimated cost is about \$700,000. The Point was also under design in late 2002 with two alternatives under investigation: enhancements to the present signals and reconstruction of the intersection into a modern roundabout.

T4.1 Expedite SR521/US36/SR37 Intersection | Late 2003 | Engineering

The City will continue to expedite reconstruction of the SR521/US36/SR37 intersection in 2003. It learns in early summer whether a state grant will be awarded to complete funding of the project.

T4.2 Implement Improvements to the Point | 2004-05 | Engineering

The City completes studies of the Point and will decide on improvements based on that analysis. Early indication is that the modern roundabout approach will result in greater improvements to traffic flow and safety. The City undertakes the improvements in 2004 and 2005, provided all funding becomes available.

T5. Implement Access Management Guidelines. Access management guidelines were adopted with the adoption of the *Thoroughfare Plan*. To promote the guidelines, they should be incorporated into the City's development codes.

T5.1 Incorporate Guidelines into Code | Late 2003 | Planning & Engineering

The access management guidelines will be formally incorporated into the Zoning Code and Subdivision Regulations. The Planning Department presents the Code changes to Planning Commission and City Council in late 2003 for adoption.

T6. Consider Adopting Formal Methodologies for Road Impact Fee. Developer contributions toward citywide road projects are limited to right-of-way dedication and contributions towards road and intersection construction, but the City has always been responsible for a share of the construction costs. A road impact fee should be investigated for generating additional funds to pay for major arterials, as well as other methodologies. The analysis must take into account whether such a fund is legally defensible, along with requiring site-specific developer contributions. The fiscal impact study noted that a road fee would only be practical if the City also participated with local dollars.

T6.1 Hire Consultant | 2004 | Planning & Engineering

The City hires a qualified consultant to conduct the evaluation of a road impact fee and/or other methodologies for major arterials. This would occur in the 2004. City Council considers the recommendation to adopt the fee.

T6.2 Prepare Ordinances | 2005 | Planning & Engineering

The Staff prepares the necessary ordinances to enact the road impact fee. City Council considers the ordinances for adoption.

E. Transit

Issues and Findings

The Delaware Area Transit Agency (DATA) provides transit service within the City, with medically related service provided to adjacent counties, and service linking the City to the Polaris area. In 2002 a ballot issue failed that would have provided additional revenue to sustain the system and provide service expansion.

The future extension of light rail or commuter rail to Delaware could provide successful alternatives for commuters who work in Polaris, Crosswoods, and Downtown Columbus. The Central Ohio Transit Authority (COTA) is designing a light-rail commuter route that will end in Lewis Center, but which could be extended north to US36/SR37.

In addition, the State has been planning passenger rail service between Columbus and Cleveland that would include a station on the east side of the Downtown. The land use and development implications of rail should be considered in the Land Use Element and should ensure that future development does not compromise its extension to the community.

Benchmarks

1. Transit services are optimized to provide viable alternatives for residents and workers.
2. Rail services are extended to Delaware County.

Objectives and Strategies

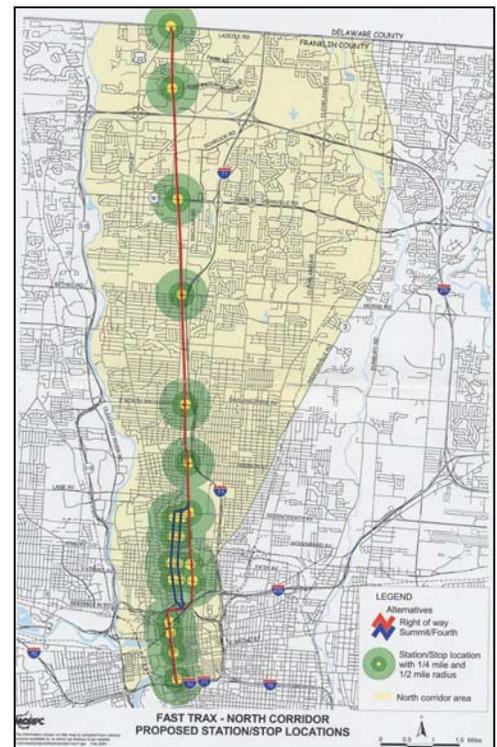
T7. Support DATA Transit Services. The City will continue to support DATA transit services as an integral part of the community’s transportation system. The City currently allows DATA to use a City lot on Winter Street for parking buses. It has provided financial support in the past and may continue to do so in the future if funds become available.



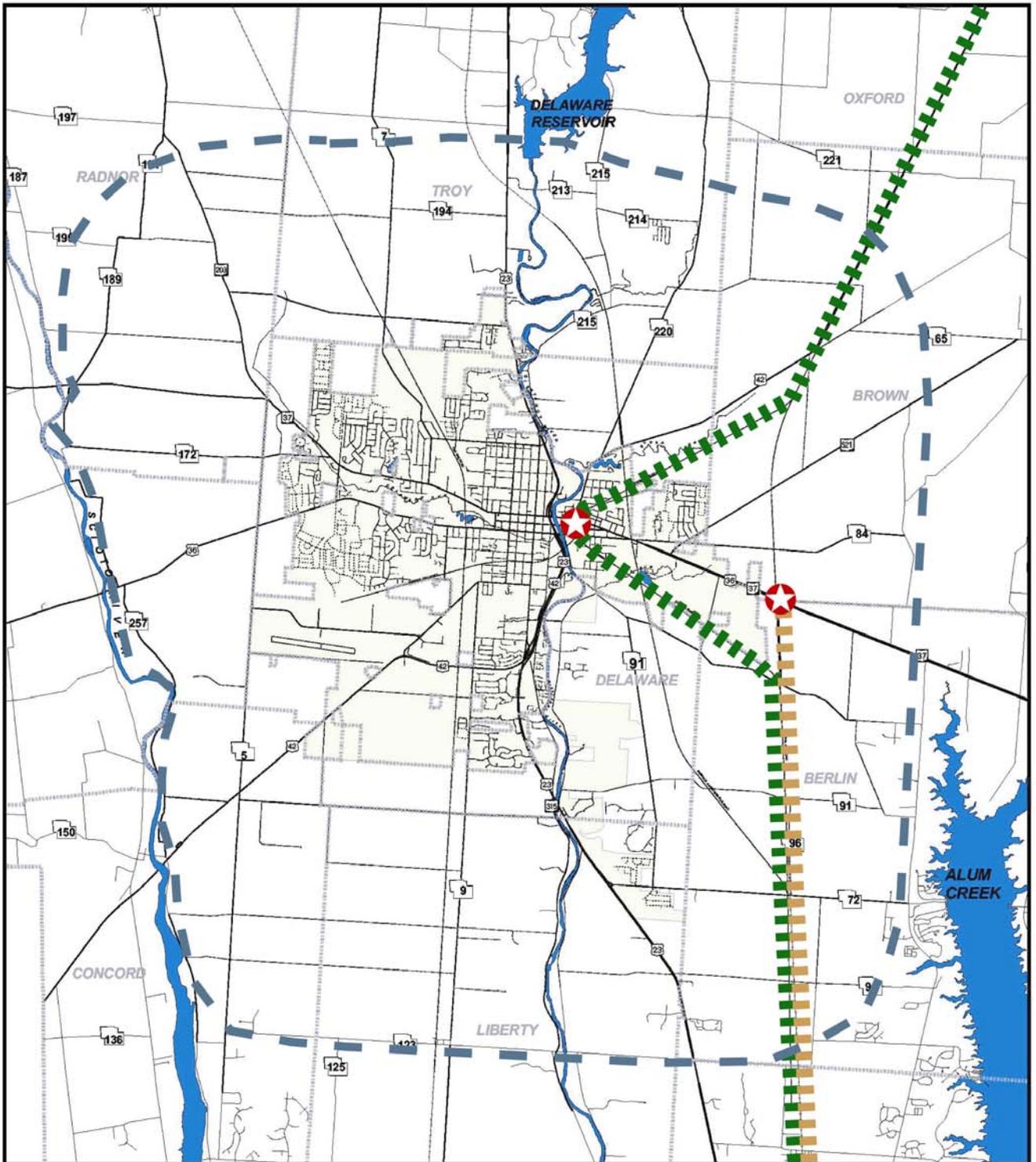
DOWNTOWN-EAST RAIL HUB
A rail station downtown has been discussed at the old station on Central Avenue.

T8. Support an Extension of COTA’s North Corridor Light Rail Project to US36/SR37. Light rail service to Delaware via an extension of COTA’s north corridor would provide residents with an alternative for commuting to Polaris, Crosswoods, and Downtown Columbus. It would also create the opportunity for development on the east side that creates an exciting environment not unlike Downtown Delaware and surrounding neighborhoods.

T8.1 Work with COTA to Extend North Corridor
| Ongoing | Engineering & Planning
If the north corridor is developed, the City will work with COTA to study and extend service to Delaware.



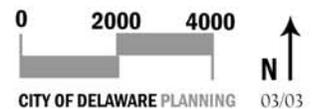
The Fast Trax North Corridor Line Proposed by COTA



Commuter/Passenger Rail Proposals Map

COMPREHENSIVE PLAN

-  Stations
-  COTA Commuter Rail
-  State Passenger Rail



Examples of Transit-Oriented Development



Ogden, Utah



Bay Harbor, Michigan



San Diego



German Village

T8.2 Adopt Transit-Oriented Development District | 2004 | Planning

The City will adopt a Transit-Oriented Development District to guide development surrounding the station location to ensure a quality pedestrian-oriented neighborhood is established that supports the rail line and provides Delaware with a unique neighborhood.

- T9. Support 3-C Commuter Rail Service to the East Side of Downtown.** The various State proposals for commuter rail service between Columbus and Cleveland have included a stop in Downtown Delaware at Lake and Winter Streets. This would provide another option for rail service to Downtown Columbus, as well as expanded service to northeast Ohio. In addition, this kind of opportunity would help spur a stronger investment climate in the eastern part of Downtown that could bring retail, services, offices, and residential investment. The City will support this service to the Downtown.

F. Freight Rail

Issues and Findings

The City is crossed by two CSX lines and one Norfolk Southern line, one of which provides service to many of the local manufacturers on the west side of the community. Rail lines crisscross the community and constrain the road network. Service improvements are being made on the CSX line to service the industrial area along Pittsburgh Drive, allowing a portion of rail line to be abandoned in 2003 for conversion to a bicycle trail linking the west and east parts of the City. Two rail crossings are to be enhanced in 2003 (Pennsylvania and Park Avenues).

Benchmarks

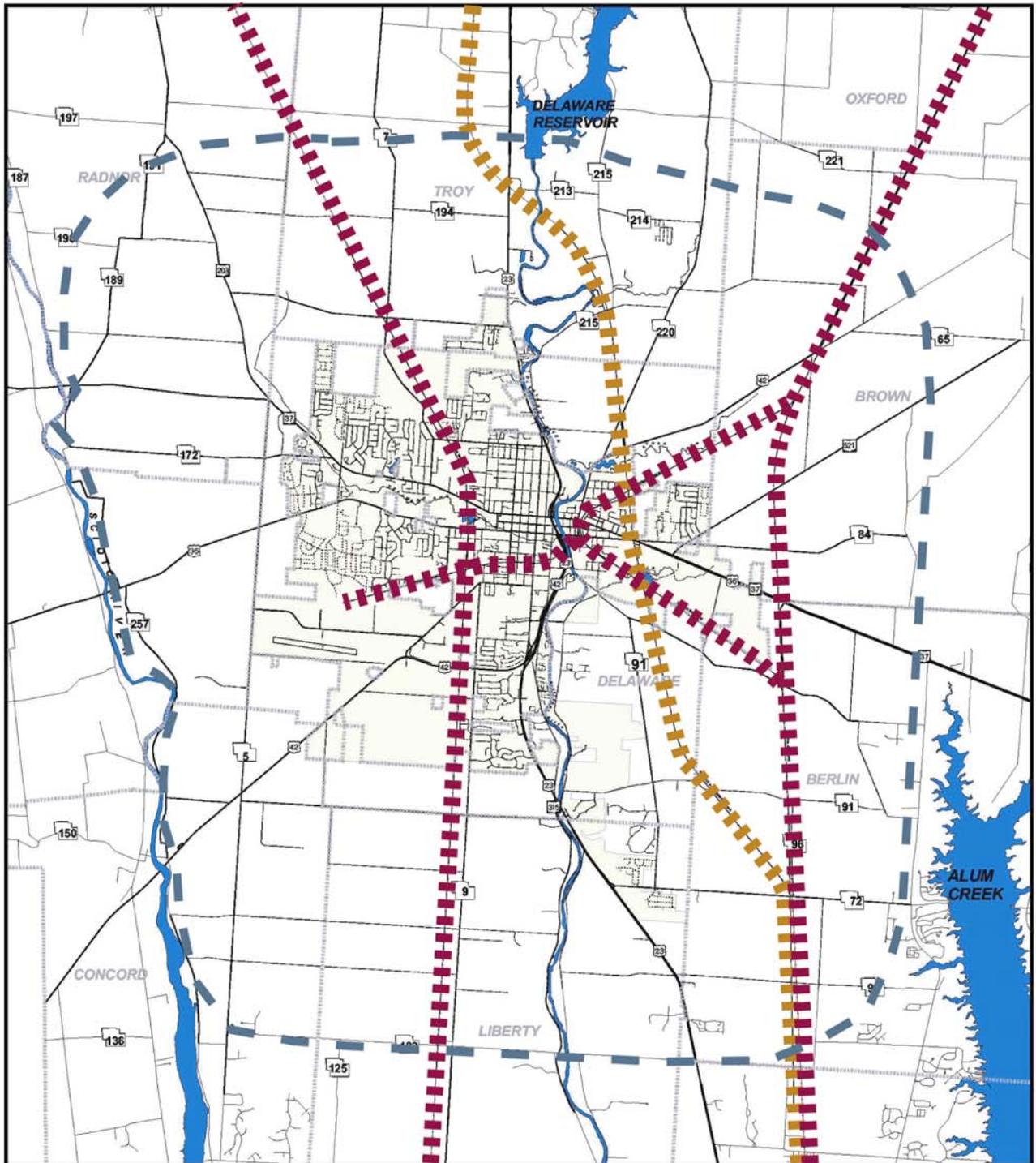
1. Continued rail freight service and enhancements as necessary in response to industrial development opportunities.

Objectives and Strategies

- T10. Continue to Support Freight Rail Services.** Freight rail services are still somewhat important to supporting local businesses, but not as critical as they once were due to the increased use of trucking for distribution. But, the City will continue to work with CSX and Norfolk-Southern to ensure that rail operations are maintained through the City and that service is provided to industrial properties.
 - T10.1 Work with Rail Companies | Ongoing | Economic Development & Engineering**
The Economic Development Coordinator continues to work with rail companies to address freight rail service issues.
 - T10.2 Promote Rail Service | Ongoing | Economic Development**
The availability of freight rail service is promoted by the City in its economic development marketing tools.
 - T10.3 Support Additional Rail Spurs | Ongoing | Economic Development & Engineering**
Provision will be made in the City’s economic development planning for the possible construction of a second rail spur off the west CSX line to serve the proposed industrially zoned properties in the southwest quadrant of the City.

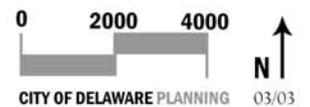
- T11. Explore Relocation of Rail Lines.** Two rail lines should be relocated to remove the impact of those lines on the City. The City should work with CSX to relocate the Delaware siding and to convert it to a bikepath. The City should work with Norfolk-Southern to investigate the possibility of relocating a portion of the north-south line that crosses the Point.
 - T11.1 Work with CSX to Relocate Delaware Siding | Ongoing | Engineering**
The City works with CSX to arrive at an agreeable solution to relocate the Delaware siding by constructing a bypass north of the City on the CSX line. The cost of this relocation is generally about \$1 million. Economic Development and Engineering will initiate this effort in 2003-04.
 - T11.2 Work with Norfolk-Southern to Relocate the Point Line | Ongoing | Engineering**
The City works with Norfolk-Southern to arrive at an agreeable solution to relocate their north-south line that travels through the Point to a location north of the City. Economic Development and Engineering will initiate this effort in 2004-05.

- T12. Improve Rail Crossings.** Numerous rail crossings are found in the City and additional crossings will come into the City as annexation occurs. Crossings can be improved by making safety enhancements or by constructing separated crossings. The City will work towards these improvements concurrently with rail companies and developers. Two rail crossings are to be enhanced in 2003 (Pennsylvania and Park Avenues). Additional rail crossing will be enhanced in the future depending on the availability of funding. Separated rail crossings will be constructed as development occurs depending upon the availability of developer, City, and rail funds. These include at-grade crossings on Merrick Parkway and Glenn Road Extension, with provisions to be converted to grade separated crossing in the future.



Freight Rail Map
COMPREHENSIVE PLAN

- ■ ■ ■ ■ Norfolk-Southern
- ■ ■ ■ ■ CSX



G. Airport

Issues and Findings

The Delaware Municipal Airport serves as a reliever to Port Columbus and has 40,000 flight operations per year. Primary users are residents and businesses. A master plan was started in 2002. Expected improvements include extension of the runway, a potential north-south cross runway, a new terminal, and additional t-hangers. Land use and development must be managed to ensure it does not constrain airport operations. A zoning overlay district and height restrictions should be adopted to safeguard airport operations.

The *Market Potentials Report* (Randall Gross/Development Economics) prepared to inform the comprehensive planning process strongly recommends further development of airport facilities to enhance economic development opportunities.

Benchmarks

1. Continued expansion and improvements to the airport.
2. The addition of one new commercial business by 2007.
3. The adoption of an Airport Noise Overlay Zoning District in 2003.

Objectives and Strategies

T13. Support Continued Improvements to the Delaware Municipal Airport, including Completion of the Master Plan, Runway Extensions, and Facility Expansions. The airport is an economic development asset that will be supported and enhanced with capital investments as funds become available. The master plan will be completed in 2003 and prioritized improvements will be implemented as funds become available.

T13.1 Complete Airport Master Plan | 2003 | Public Works

The Airport Master Plan is completed in 2003 and recommended improvements are prioritized and implemented as local and federal aviation funds become available.

T13.2 Increase Corporate and T-Hangers | 2003-05 | Public Works

The City will increase the number of corporate and t-hangers to attract additional users.

T13.3 Maximize FAA Grant Funds | Ongoing | Public Works

The City will maximize the amount of grant money it can obtain and manage from the Federal Aviation Administration.

T14. Adopt Land Use Controls to Manage Development in the Vicinity of the Airport. Two major issues need to be addressed: controlling building heights and discouraging noise-sensitive land uses. Building height restrictions can be adopted via an overlay in the Zoning Code. Regarding noise, there are several tracts of land east of the airport, along Liberty Road, that should not develop with noise-sensitive uses. If they do, those uses could potentially constrain airport operations because of noise complaints. To protect operations, an Airport Noise Overlay Zoning District should be adopted. Noise sensitive uses include residences, assisted living, lodging, civic and institutional uses, and office uses.

T14.1 Adopt Height Restrictions | Late 2003 | Planning

Building height restrictions will be adopted in the Zoning Code in 2003. Planning prepares an overlay to address this issue.

T14.2 Adopt Airport Noise Overlay District | Late 2003 | Planning

The Planning Department prepares the Airport Noise Overlay Zoning District to prohibit noise-sensitive uses within the general flight operation area of the airport. The district is presented in 2003 to Planning Commission and City Council in a package with other districts proposed in the Comprehensive Plan. The Planning, Economic Development, and Public Utilities Departments work with landowners affected by the overlay district to identify appropriate uses for impacted properties.

H. Downtown Parking

Issues and Findings

The current inventory of about 980 spaces, including 154 spaces in 3 public lots, provides an adequate supply of on- and off-street parking to meet current needs. Additional intensification of business and development in the Downtown will necessitate the need for additional parking, which could include the construction of one or more public parking garages.

Benchmarks

1. The provision of parking services to serve the Downtown that reflect balanced geographic distribution, and affordability, and in response to concrete development opportunities.

Objectives and Strategies

T15. Consider the Viability of a Parking Garage in the Downtown, Provided Sufficient Redevelopment Occurs to Justify the Expense. The City expects and promotes revitalization in the Downtown. One or more public parking garages may be necessary to support the use of upper floors in existing buildings, expansion of existing businesses, infill on vacant sites, and redevelopment of underused sites. The City will organize itself to be prepared to undertake development of parking garages as necessitated by substantial developer interest.

T15.1 Investigate Options for Organizational Structure | 2004 | Economic Development

Options for forming a non-profit development corporation or other entity that can facilitate construction and operation of parking garage(s) will be investigated by Planning and Economic Development in 2003-04, with a recommendation made to the City Manager. *See Downtown Element.*

T15.2 Undertake Garage Development | With Development | Engineering

As necessitated by private investment, the City undertakes development of one or more parking garages on interior portions of existing blocks in the Downtown.

T16. Enhance Visibility and Directional Signage to Public Parking Lots. Given the importance of off-street public parking lots in the Downtown, the City should work to improve visibility and directional signage. This will improve access by the motoring public to the lots, especially first time shoppers. *See Downtown Element.*

T16.1 Increase Directional Signage | 2004 | Public Works

The City will expand the number of parking directional signs to guide drivers to the off-street lots. These signs should be linked to an overall wayfinding system that clearly communicates to the public, but does so in a graphically attractive way that compliments the style, materials, and colors of the Downtown streetscape enhancements. The Planning, Engineering, and Public Works Departments will undertake a design study in 2004 if funds are available.

T16.2 Improve Visual Aesthetics | 2004 | Public Works & Grounds & Facilities

The City will consider additional enhancements to the existing off-street parking lots to improve visibility, such as landscaping that will improve aesthetics. The Planning, Engineering, and Public Works Departments will undertake a design study in 2004 if funds are available.

I. Biking

Issues and Findings

The City has a commitment to developing an interconnected bikeway network. Bikeways provide an alternative to the car for traveling throughout the City. Bikepaths should be located along arterials and in greenways. They should connect neighborhoods to schools, parks, major activity centers, and the Downtown.

Progress has been made in establishing links along several roads, including Houk Road south of Marysville Road, portions of Marysville Road and Central Avenue, Merrick Parkway, and along US23.

The Recreation Services Department has begun a *Bikeway Master Plan*. Constructed, separated bikepaths should be placed along arterials and in greenways. Within neighborhoods, bikeways can be striped on existing roads or signed as bike routes.

Bikeway Options



Standards

The following standards shall apply to bikepaths:

Constructed Bikepaths

- a. Located along at least one side of all major and minor arterials and within the Olentangy River and major stream corridors. Location determined by the Planning (lead), Engineering, Public Works, Recreation Services, and Grounds and Facilities Departments.
- b. Located in City parks and private open space. Location determined by the Recreation Services (lead), Planning, Engineering, Public Works, and Grounds and Facilities Departments.
- c. Minimum pavement width is 8 feet and placed in right-of-way, with a 10-foot width preferred where practical.
- d. Engineering design standard is 6-inch deep base of granular material and 3-inch asphalt surface.
- e. Lighting is optional depending on location and to be determined by Chief Building Official.
- f. Directional signage is provided per the Manual of Uniform Traffic Control Devices.

Striped Bikepaths

- a. Paths are striped in existing public streets on all collectors and only on local streets when connecting to parks, schools, or other major activity centers.
- b. Striping to meet standards of the Manual of Traffic Control Devices (MUTCD).
- c. Directional signage is provided per the MUTCD.

Benchmarks

- 1. The construction of three miles of bikeways/bike routes per year during the planning period.

Objectives and Strategies

T17. Complete the *Bikeway Master Plan*. The *Bikeway Master Plan* should be completed and presented to the Parks Board, Planning Commission, and City Council for adoption. The Recreation Services Department has an initial draft in place.

T17.1 Complete Plan | Late 2003 | Parks & Recreational Services

The Recreation Services Department will complete the *Bikeway Master Plan* as an implementation task following adoption of the Comprehensive Plan. It will be consistent

with this plan relative to bikeway standards and locations. Once adopted, its provisions will be incorporated into the City's development regulations where appropriate.

T18. Continue Implementation of Bikeways. Implementation of the *Bikeway Master Plan* should be continuous. The City has made great progress as noted above. The City should creatively use Federal and State grants, along with park impact fees, developer contributions, and general fund dollars to implement specific bikepaths.

T18.1 Prioritize Projects | Late 2003 | Parks & Recreational Services

The City establishes a priority of completing bikepaths along major arterials, with a secondary priority the completion of paths along major greenways as parkland becomes available.

T18.2 Seek Additional Funds | Ongoing | Parks & Recreational Services

The City continues to seek Federal and State grants to fund bikepaths, provided that grant administration requirements do not hamper implementation. In some cases, Federal and State requirements have been cumbersome and often create delays and project expenses that are excessive.

J. Connectivity, Pedestrian Orientation, and Traffic Calming

Issues and Findings

Connectivity is critical to providing an efficient transportation network while building a quality community. People should have the option of driving, walking or biking through the community without relying solely on major arterials. They should be able to safely travel from their neighborhood to another neighborhood, school or retail center without necessarily using a major arterial. This is one reason why cul-de-sacs and gated communities have been traditionally discouraged in Delaware.



EXTREME EXAMPLE OF SUBURBAN DEVELOPMENT PATTERN
Cul-de-sacs and suburban curvilinear streets do not provide connectivity within neighborhoods, as this extreme example from Florida clearly demonstrates.

As development occurs, the City develops a sidewalk and bikeway network. By code, all public streets must have sidewalks on both sides. Bikeways are developed along major arterials and collectors, greenways, within neighborhoods, and through parkland.

Traffic calming relates to connectivity in that streets are not solely intended for vehicles, but are also places where people walk or bike, and serve as organizing elements for neighborhoods. Streets should be pedestrian friendly and traffic should not be encouraged to speed on roadways (i.e. narrow streets should be encouraged with parking restrictions on narrow corners).

Benchmarks

1. A well-connected community in which pedestrians can safely travel.
2. The impact of traffic on neighborhoods is minimized.

Objectives and Strategies

T19. Continue to Promote Connectivity to Ensure a Walkable, Drivable Community. Connectivity speaks to the ability of people to easily move among developments – whether in a vehicle, on a bike or on foot. Residential areas should be integrated so that people can easily travel among neighborhoods without having to use arterials. Commercial development should have links to residential areas so that people can easily and safely walk or ride. The same holds for schools and other civic places.

T19.1 Linkages will continue to be strongly encouraged between existing and new residential developments, while strongly limiting the number of cul-de-sacs. Safe connections for walkers and bikers will also be provided.



PEDESTRIAN FRIENDLY DEVELOPMENT
Pedestrian-oriented development addresses the sidewalk, provides pedestrian amenities, and is built at a human scale – as shown here at Celebration in Florida.

T19.2 Sidewalks will continue to be required along all public streets. They will also be required along all private streets, including within multi-family developments, office complexes, and industrial parks.

T19.3 Commercial developments adjacent or near to residential areas will continue to be required to provide safe walking and biking connections.

T19.4 The City will inventory school sites with the school districts and identify missing sidewalk and/or bikepath links and provide a timeframe for construction. This study will be completed in 2004.

T19.5 The draft *Bikeway Master Plan* will be completed by the Recreation Services Department and presented to City Council for adoption in 2004, with a recommendation from the Parks Board. The Planning and Engineering Departments will provide assistance.

T19.6 Gated communities will continue to be discouraged, but are permitted under certain restrictive standards in the current Code. Variances to those standards should not be supported unless truly unique circumstances justify a request.

T19.7 Additional one-way streets shall not be promoted because they do not support connectivity and encourage faster speeds than would otherwise occur.

T20. Promote Pedestrian-Oriented Development to Facilitate Safe and Efficient Walking. Pedestrian-oriented development encourages walking and biking as alternatives to driving. It promotes connectivity and enhances the City's quality of life. The Downtown and adjacent historic neighborhoods promote walking because the densities are higher, the lots are narrower, there is a complete sidewalk system, and there are places to attract people (i.e. businesses, civic buildings, cultural facilities, etc.).

T20.1 Design guidelines will be prepared in 2004 that strongly promote pedestrian oriented development. Future buildings will be required to be oriented to the sidewalk and to locate parking to the side or rear of the structure.

T20.2 Mixed-use development will be promoted to encourage walking by combining destinations in one building (residences, retail, office and civic uses) in locations Downtown and at major intersections.

T20.2 Blocks within residential developments will be encouraged to be no longer than 500 to 600 feet to promote walking.



NEW DEVELOPMENT THAT IS PEDESTRIAN FRIENDLY
This Kroger in Savannah, GA is built to the sidewalk in the downtown, provides a pedestrian entrance on the street, and is scaled to walkers.

- T20.3 A density bonus system for future residential development will be recommended by Planning in 2004 for projects located within a ¼ mile of permanent DATA transit stops or within ½ mile of rail stops.
- T20.4 DATA transit stops will be integrated into major developments, such as retail centers, institutional uses, civic uses, etc.

T21. Promote Appropriate Traffic Calming Measures to Reduce Impacts on Neighborhoods. Traffic calming measures are important to maintaining civil, safe neighborhoods and other areas of the City. The road network must facilitate safe and efficient travel, but it should not be at a cost to quality of life. A variety of measures are available to ensure this balance.



- T21.1 The City's current provisions for traffic calming measures in neighborhoods will continue to be implemented following requests from residents. Alternatives to speed humps such as landscaped medians are promoted to provide less intrusive, better-designed methods for calming traffic. New streets that are candidates for landscaped medians include Houk Road, Liberty Road by Ohio Wesleyan, and Merrick Parkway. The Planning Department will start guidelines in 2004 with assistance from Engineering and Public Works.
- T21.2 Narrow streets will be encouraged where appropriate with parking restrictions on narrow corners.
- T21.3 Police will continue to enforce speed limits on residential streets within the City's resources, focusing on neighborhood collectors.

Examples of Traffic Calming Tools



Traffic diverter/circle



Chicane



Median

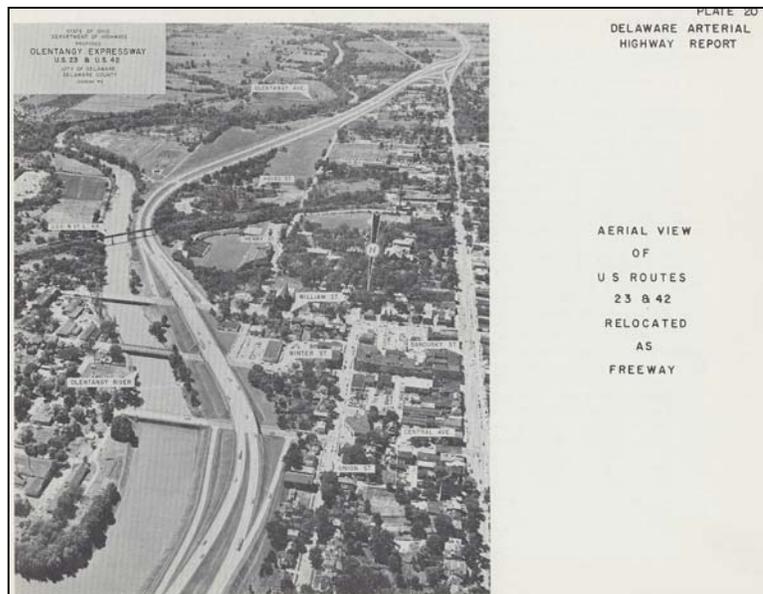


Raised Intersections

T22. Study Reconstruction of US23 as a Boulevard to Reconnect the Downtown, Gain Access to the Olentangy River, and Encourage Infill Redevelopment. When first considered for construction, US23 was studied as a boulevard with a median and as an elevated highway. As constructed, US23 divides the community – especially the Downtown – into two somewhat disconnected sections. It also separates the western half of Downtown from the Olentangy and the City’s waterfront. It also probably inhibits redevelopment along the eastern shore of the river, because of the lack of views of the Downtown and high-speed traffic noise.

Additional Examples

- Portland, Oregon dismantled an expressway in the downtown and redeveloped the site with housing and retail uses
- Downtown revitalization in Providence, Rhode Island
- Milwaukee, Wisconsin highway changes



US23 ORIGINAL STUDY
The original plan for the construction of US23 also considered an at-grade four-lane boulevard with a median.



RESTORING THE DOWNTOWN
The City of Portland dismantled a segment of interstate highway along the waterfront in their downtown and rebuilt the site as a mixed-use neighborhood.

These issues can be addressed and resolved through the reconstruction of US23 as a six-lane at-grade boulevard. This design would have to accommodate forecasted traffic volumes. The design would allow for at-grade intersections at William, Winter, Central, Lincoln, and possibly at Pennsylvania. It would create a landscaped median in the road, enhanced pedestrian spaces along the road, and a riverwalk along the west bank of the Olentangy. It could also create several development parcels in the excessive right-of-way, which could accommodate well-designed townhouse development and generate funds for the project. It could also make the east bank more attractive for redevelopment. In addition, high-speed traffic noise levels would be reduced. See *Community Character Element* for renderings.

The cost of rebuilding US23 could be eligible under the Federal TEA-21 program. The proceeds from selling newly created development sites could also be used to fund the project.

T22.1 Initiate Conceptual Plan | 2004 | Planning & Engineering

The City will initiate a conceptual redevelopment plan, traffic flow analysis, conceptual roadway design with cost estimate, a real estate market analysis, and financing plan for the proposal in 2004. City Council will evaluate the study and decide whether to proceed with the project.

T22.2 Seek Funding | Ongoing | Engineering

If Council approves, the City will approach the Ohio Department of Transportation and Mid-Ohio Regional Planning Commission to undertake the necessary steps to implement the project.



Community Facilities & Services Element

Comprehensive Plan
City of Delaware, Ohio



Community Facilities & Services Element

A. Introduction

A fundamental municipal function is the provision of services and facilities that meet a variety of community needs. This element addresses this area but also incorporates non-municipal services, which together serve as the foundation of Delaware’s quality of life. The context is the future development of the community.

The Community Facilities & Services Element addresses parks and recreation, grounds and facilities, police, fire and emergency medical services, municipal airport, water, sanitary sewer and stormwater, public works, municipal buildings, public education, university community, health care, and cultural arts.

B. Goal and Principles

The City’s goal for Community Facilities & Services is:

A full range of well-funded community facilities and services will be provided that sustain and/or enhance the City’s quality of life and fulfill the community’s needs as the City grows and changes.

The supporting principles for Community Facilities & Services are the following:

1. Community facilities will meet the needs of all residents of the City, especially children, teens and the elderly.
2. City services will be adequately funded.

Highlights

▶▶ The Community Facilities and Services Element provides for an extensive system of facilities that meet the present and growing needs of the community.

▶▶ The element is comprehensive in addressing City facilities and services – such as parks, police, public works – as well as other public and community facilities – public schools, colleges, cultural arts.

▶▶ The richness and depth of these facilities is critical to the City’s quality of life, as well as its ability to attract and retain businesses and industry.

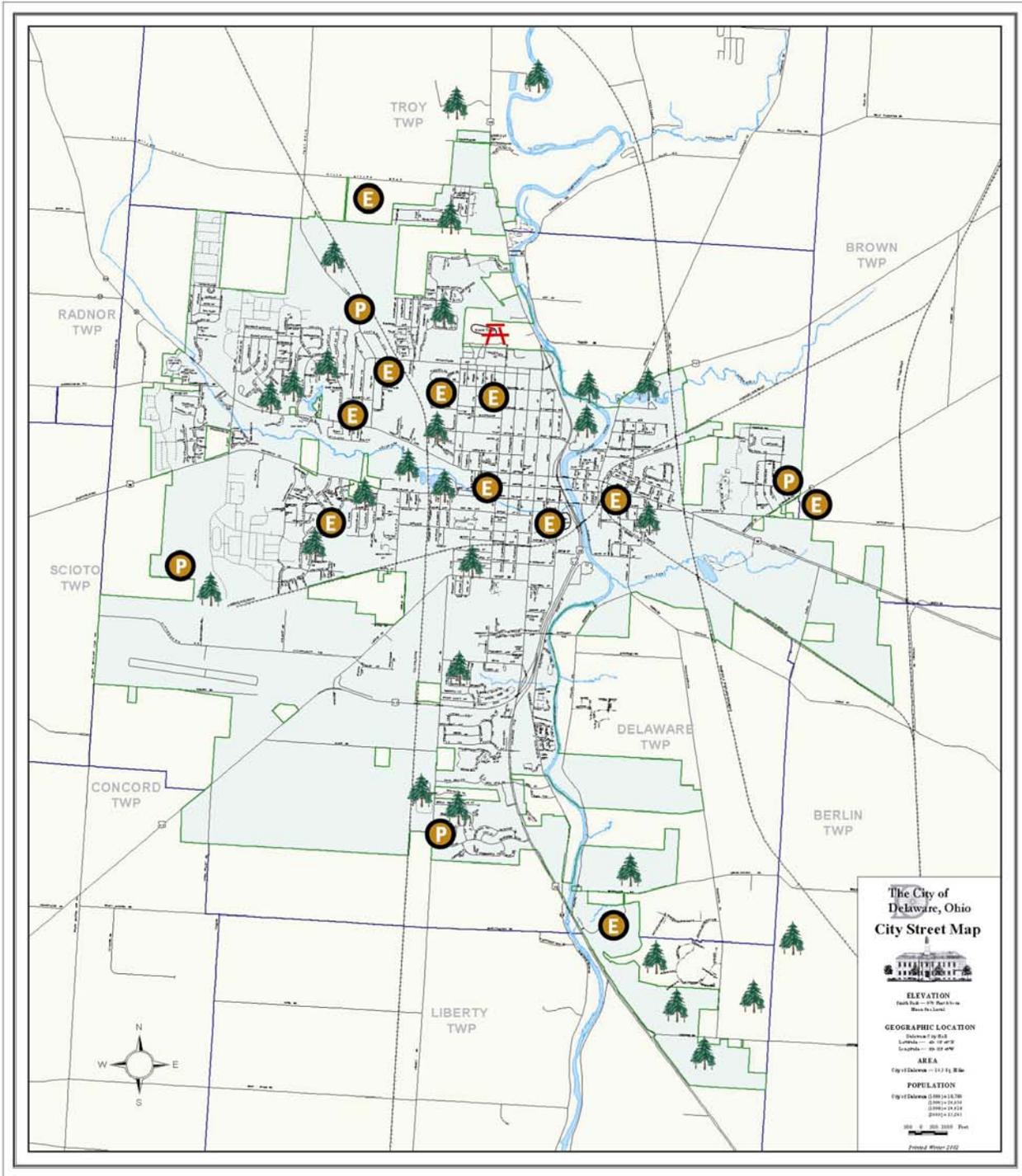
3. A full range of parks and open spaces will be provided within walking and biking distance of all neighborhoods, and a community center will be developed.
4. The City's urban forestry – street trees, public grounds, landscaping in rights-of-way – will continue to be a positive defining element of the City's character.
5. Public safety will continue to be a very high priority for the community and will expand to meet the needs of a growing community.
6. The wastewater, water and stormwater systems will be continually improved to accommodate forecasted growth.
7. The City's airport will continue to be an important economic development tool and community resource, with improvements to enhance and expand its operations.
8. A Public Works and Grounds & Facilities facility will be constructed.
9. An expanded Justice Center and expanding two fire stations will expand service levels in the community.
10. Abundant and high quality water will be provided to meet residential, commercial and industrial needs, including fire protection.
11. Sewer and water capacity will be provided to meet the City's current and forecasted needs.
12. Stormwater will continue to be managed to limit its impact on the community and the natural environment.
13. Private utilities will provide quality services and sufficient capacity to sustain the community's growth at reasonable costs.
14. The City will continue to work with local school districts to expand the tax base, provide sites for new facilities, reuse existing facilities, and manage residential growth.
15. The City will continue to be a partner with Ohio Wesleyan University and the Methodist Theological School in developing the university community.
16. A full range of health care facilities will be continued in the community.
17. Arts events and facilities will be adequately funded, Downtown venues and events for the cultural arts will be emphasized, and a diversity of cultural activities and facilities will be encouraged.
18. Public art will be incorporated into public facilities, spaces, and at gateways to create a sense of place and identity for the City.

C. Parks and Recreation

Issues and Findings

City Park System: Delaware's municipal park system is comprised of 212 acres of developed parks and 140 acres of undeveloped parks and natural resource areas, for a total of 350 acres. The City has one golf course, Hidden Valley, and a pool and recreation center at Mingo Park. The City's recreation system is administered by the Department of Recreation Services and includes 40 general recreation programs, 2 aquatic programs, and swim lessons at Mingo Pool. Additionally, the Delaware City Schools provide 152 acres of joint use facilities at 10 school sites. The City's parks have been classified based on use and function into categories: Community Parks, Neighborhood Parks, Mini-Parks, Natural Areas and Preserves, and Special Use Facilities.

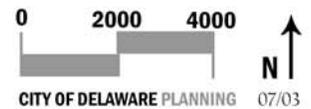
- A. Community Parks:** A total of 115 acres are classified as community parks distributed over three sites (Mingo, Blue Limestone, and Smith). Mingo Park and Blue Limestone Park are centrally located within older Delaware. Mingo Park contains the outdoor pool and indoor recreation center. Blue Limestone Park (although small by community park standards) contains unique features, such as a quarry lake, that are not found elsewhere in the City. Smith Park is predominantly used for active sports programs, such as softball, soccer, basketball, and tennis.
- B. Neighborhood Parks:** There are currently 14 developed Neighborhood Parks in Delaware comprising 162.3 acres. Most of these sites are recent additions to the system.
- C. Mini-Parks:** Delaware has 5 mini-parks located in highly visible locales. Four are located along major arterials or collectors. Veterans Park and City Park and Gazebo are centrally located within the City. A majority of the mini-parks have been developed exclusively for passive uses. Of the five, Veteran's Park holds the most potential to serve as an eastern "gateway park" to express Delaware's image and community identity. Marvin Lane Park is located adjacent to Shultz Elementary School. This location offers the neighborhood a children's playground in addition to the playground at Shultz.



Community Facilities Map

COMPREHENSIVE PLAN

-  Parks & Recreation Facility:
Public or Private
-  Existing Educational
Facility
-  Park/Possible School Site
-  Fairgrounds



COMPREHENSIVE PLAN COMMUNITY FACILITIES & SERVICES

- D. Special Use Facilities:** These include areas for single purpose recreational activities, such as golf courses or senior centers or sites of significant cultural importance. These facilities can be privately or publicly owned. Hidden Valley Golf Course is an example of this type of facility.
- E. Natural Resource Areas and Preserves:** These include open space or parkland that is set aside for preservation due to significant natural characteristics, as an open space buffer for other development, or to save remnants of landscapes that are unique to a particular place. There are several natural resource areas in Delaware and many of the parks contain natural resource preservation zones. Three sites have been preserved exclusively for this purpose: Hayes Colony, Chatham Glen, and Shelbourne Forest. All resulted from the preservation of ravines or tributaries of the Olentangy River.

Table S. Existing Parkland – City of Delaware - 2002			
Type	Name	Acres	Percent
Community Parks	Blue Limestone	16.4	38%
	Mingo	49	
	Smith	50	
	Willowbrook Farms	29.4	
	Subtotal	144.8	
Neighborhood Parks	Carson Farms	12.5	35%
	Eastside	3.5	
	Kensington Place ¹	11.8	
	Lantern Chase	10.1	
	Lehner Woods ¹	32	
	Lexington Glen	6	
	Locust Curve	5	
	Nottingham	5	
	Oakhurst	3.5	
	Old Colony Estates	11.2	
	Springer Woods	12.3	
	Stratford Woods ¹	15	
	Sunnyview PPG	5	
Subtotal	132.9		
Mini Parks	Belle Avenue	2.2	2%
	City Park and Gazebo	3	
	Marvin Lane	1.5	
	Veterans	0.5	
	Subtotal	7.2	
Natural Areas and Preserves	Chatham Glen	14.39	8%
	Hayes Colony	7	
	Pumphrey/Birch Bend Terraces	4	
	Shelbourne Forest	5.7	
	Subtotal	31.1	
Special Use Facilities	Hidden Valley Golf Course	37.6	17%
	Riverview	25	
	Subtotal	62.6	
Total		378.59	100%

Source: City of Delaware Recreation Services Department

¹Potential School Sites

Note: In addition to City-owned land, the Delaware City Schools provide recreation facilities on their properties.

Strategic Master Plan for Parks, Recreation, and Open Space: The *Strategic Plan* identified an unmet need for a variety of new and expanded recreation facilities. The plan identified an immediate need of an additional 144 to 231 acres of parkland and a forecasted need in 2005 for between 194 and 309 acres (not additional acreage, but an expansion in the amount of need concurrent with forecasted population growth).

The plan identified the priorities for facility development and recreation programs. Ranked priorities for facility development were: indoor swimming facility, multi-use trails, indoor recreation facility, woodland preserve, sledding hill, outdoor ice skating/hockey rink, additional outdoor pool, skate/BMX park, and additional tennis courts. Ranked priorities for recreation programs were: exercise programs, teen adventure activities, aquatics opportunities, family programs, senior social activities, wellness programs, and youth fine art programs. These facilities and programs would enable the City to provide a full spectrum of activity choices.

The City has been broken down into 7 planning areas to forecast the needed park facilities. The following table indicates the amount of developed parkland needed within each planning area, based on the growth projections from 2001 to 2020.

Table T. Total Developed Acres Needed - City of Delaware						
Planning Areas	Existing	2001	2005	2010	2015	2020
Southeast	4.0	8.1 - 13.0	14.4 - 23.0	26.3 - 42.0	36.3 - 58.0	40.0 - 64.0
Northeast	0.0	11.9 - 19.0	21.3 - 34.0	29.4 - 47.0	37.5 - 60.0	41.9 - 67.0
South	2.2	28.1 - 45.0	34.4 - 55.0	37.5 - 60.0	38.1 - 61.0	38.1 - 61.0
Southwest	0.0	1.3 - 2.0	1.9 - 2.3	1.9 - 3.0	2.2 - 3.5	2.5 - 4.0
West	6.5	23.1 - 37.0	45.0 - 72.0	65.6 - 105.0	68.1 - 109.0	78.8 - 126.0
Northwest	89.5	28.8 - 46.0	35.0 - 56.0	42.5 - 68.0	54.4 - 87.0	65.0 - 104.0
Old Delaware	68.4	43.1 - 69.0	41.9 - 67.0	40.6 - 65.0	38.8 - 62.0	36.9 - 59.0
Population		23,235	30,934	39,036	46,035	48,547
Total	170.6	144.1 - 231.0	193.9 - 309.3	243.8 - 390.0	275.4 - 440.5	303.2 - 485.0

Source: Strategic Master Plan for Parks, Recreation, and Open Space

Table U. Facilities Needed - City of Delaware						
Facility Types	Existing	2001	2005	2010	2015	2020
Baseball/Softball	9	5	6	8	9	10
Soccer Fields	9	2	3	3	4	5
Football Fields	2	1	2	2	2	2
Basketball Courts	10	5	6	8	9	10
Tennis Courts	5	12	15	18	21	25
Outdoor Pool	1	1	1	2	2	2
Golf Course	1	1	1	1	1	1

Source: Strategic Master Plan for Parks, Recreation, and Open Space

Community Center: In 2001, the City partnered in the Circa2000 Delaware Community Fitness and Wellness Center Feasibility Study completed by Sports Management Group to explore the options of a recreation center for the Community. The study showed support and a need for a recreation center that could provide for indoor aquatics. In 2002, the City initiated the *Strategic Master Plan for Parks, Recreation, and Open Space*. The once again indicated that there was strong support for an indoor aquatic facility. After reviewing several possible sites, a parcel in the Willowbrook Farms subdivision became available that is large enough to support a Community Center capable of addressing aquatic and park needs. A Community Center and Park Concept was completed for this site that reviewed development of a second municipal aquatic facility that can be phased to include indoor and outdoor pools and other indoor recreational uses.

The Ohio National Guard announced in late 2002 that it would participate in the development of the community center. The City is seeking additional partners.



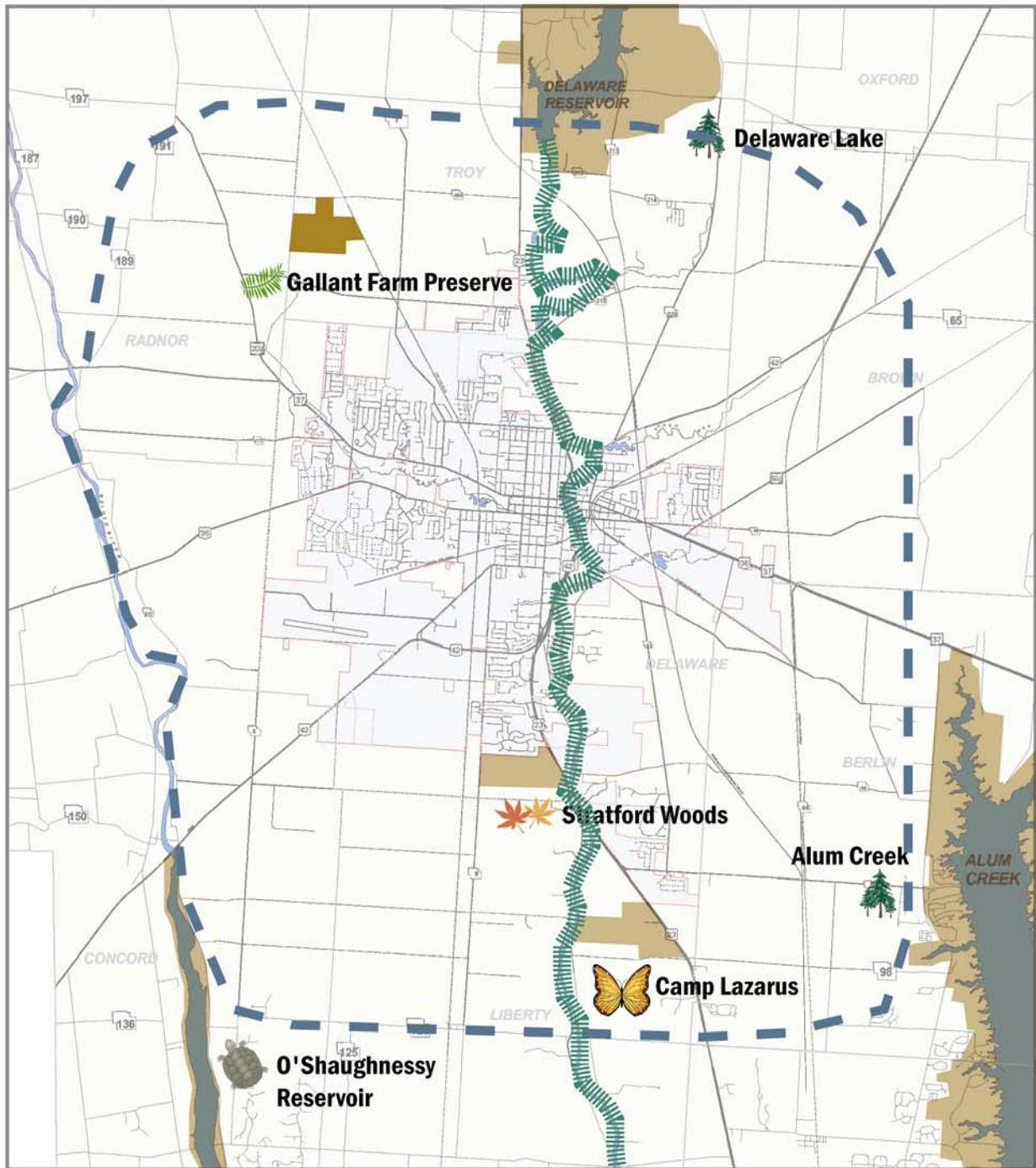
HOUK ROAD PARK
The feasibility concept for the Houk Road Park.

Developer Exactions: The City collects a park impact fee for new residential development. The fee addresses the need for acquisition and development of community level parks, open space, and buy-in of existing recreation facilities such as the Mingo pool and recreation center. It is based upon a sliding scale by type of housing unit. The current fee is \$1,068 per single-family unit, \$947 per townhouse or duplex, and \$736 for other residential types.

The City has also established the use of Park Land Dedication and/or In-lieu Fees to generate land for neighborhood parks. The code requires 10% of each new residential development to be reserved for parks and open space or a payment is made in lieu of the land dedication. Often times the City will negotiate a combination of land and fee that together meet the 10% requirement. This provides the funds to install play equipment in the new park. The fee payment is based on \$20,000 per acre.

Other Park and Recreation Facilities in the Planning Area: There are numerous County, State and regional park facilities in the City’s planning area. The following is a summary.

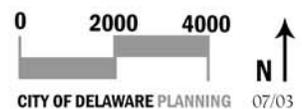
- A. Preservation Parks Delaware County:** The district currently has six parcels of land, totaling 566 acres dedicated to preservation and passive recreational uses. One facility is located within the planning area. The Gallant Farm Preserve is 225 acres of forest, meadows, wetlands, and the ancient, rocky remains of retreating glaciers. A special feature is the huge, 250 year old bur oak known as "Big Troy." Gallant Farm will have hiking and nature interpretation trails, picnic facilities and a visitor center with displays of farm life in the early days of Delaware County. Development of this site is scheduled to begin within the next few years.
- B. Alum Creek State Park:** The state park contains 5,213 acres (3,387-acre lake) and is located east of the City. The park offers a diverse array of natural features. Cliffs of Ohio shale are notable in many areas, exposed as Alum Creek and other streams cut through underlying bedrock. The woodlands harbor a variety of plant species and offer displays of wildflowers and wildlife. Alum Creek Dam was authorized by Congress in the Flood Control Act of 1962. Construction began in August of 1970 and was completed in 1974. Activities include camping, hiking, biking, boating, fishing, horseback riding, swimming, and picnicking. Over 40 miles of trail wind along the lakeshore through mature beech-maple forests and across deep ravines. The park offers 297 family campsites. A mountain bike trail system is located on the east side of the lake off Lewis Center Road. The park permits both hunting and fishing.
- C. Delaware State Park and Wildlife Area:** This facility contains 1,815 acres of recreational area, a 1,330-acre lake and 4,670-acre wildlife area. It is located north of the City. The U.S. Army Corps of Engineers with the construction of a flood control dam in 1951 created Delaware Lake. The campground offers 214 sites suitable for tents or trailers. A network of trails aid visitors in their exploration of the park, connecting the lakeshore with the woodland and camping areas. The lake is outfitted with boat-launching ramps in addition to boat and dock rentals. Hunting for game is permitted in the wildlife area.



Regional Parks & Recreational Facilities Map

COMPREHENSIVE PLAN

- | | | | |
|---|--------------------------|---|-------------------|
|  | Preservation Parks |  | Camp Lazarus |
|  | State Parks |  | City of Columbus |
|  | Stratford Woods Preserve |  | Scenic River |
| | |  | Planning Boundary |



- D. Nature Preserves:** There are three nature preserves located in Delaware County: Highbanks State Nature Preserve is located within Highbanks Metro Park and a 2.5-mile trail traverses the preserve; Seymour Woods State Nature Preserve contains deep ravines, heavily wooded ridge tops and open fields; and Stratford Woods State Nature Preserve is located adjacent to the City, south of Stratford Woods Subdivision.
- E. Highbanks Metropolitan Park:** This park is a unit of the Metropolitan Park District of Columbus and Franklin County along US23. It is a scenic preserve with geological, botanical and cultural features. Scenic shale bluffs along the Olentangy River dominate the preserve. Two Indian burial mounds located in the park are on the National Register of Historic Places. Park activities include canoeing, cross-country skiing, picnicking, fishing, hiking, roller blading, unimproved trails sledding, and nature center programs.
- F. Columbus Zoo:** The zoo is located in the southwest part of the County and boasts over 700 species and over 6,000 individual specimens, including hundreds of threatened species along with a collection of worldwide fauna. As a part of the zoo’s program, it supports dozens of conservation and research projects all over the world.

Park Standards

The following standards are to be used as guidelines in the acquisition and development of parkland.

Table V. Park Standards – City of Delaware	
Category	Standards
<p>Mini-Park</p> <p><i>Purpose: To address limited or isolated recreational needs (concentrated populations, unique opportunities, isolated development areas, etc.).</i></p>	<ol style="list-style-type: none"> 1. ¼ mile service area radius 2. Accessible by trails, sidewalks, or low-volume residential streets 3. 2,500 square feet – 1 acre in size 4. Well drained 5. Parking not required 6. Lighting for security and safety
<p>Neighborhood Park</p> <p><i>Purpose: To be active and passive to accommodate wide variety of ages and user groups.</i></p>	<ol style="list-style-type: none"> 1. ¼ to ½ mile service area radius 2. Uninterrupted by physical barriers (at least 75% of lots be within or contiguous with ½ mile radius) 3. 3 acres minimum in size (5-10 acres optimal) 4. Central location, not adjacent to arterial streets or railroads 5. Linkage to greenways and trail system 6. Well drained with suitable soil and level topography 7. Suitable amenities (active) – 50%: play structures, court games, playfield/open space, horseshoe area, ice skating 8. Suitable amenities (passive) – 50%: internal trails, picnic/sitting areas, open space 9. Accommodate 7-10 off-street parking spaces for those who choose or need to drive to park 10. Minimal lighting for security and safety 11. Have minimum of 300 feet of continuous street frontage as primary park access point 12. Minimum of 2 access points to park area regardless of adjacent development boundaries; provide one additional access point per 10 lots above 20 contiguous to the park boundary 13. Secondary park access points should be a minimum of 60 feet wide and no longer than 120 feet

COMPREHENSIVE PLAN COMMUNITY FACILITIES & SERVICES

Table V. Park Standards – City of Delaware	
Category	Standards
<p>Community Park</p> <p>Purpose: To meet the need of several neighborhoods as well as preserve unique landscapes</p>	<ol style="list-style-type: none"> 1. Allow for group activities (active and passive) 2. ½ - 3 mile service area radius 3. Quality of natural resource base should play significant role in site selection 4. Site should be serviced by arterial and collector streets and interconnecting trails 5. Park size based on demographic profiles, population density, resources availability, and recreation demand 6. 20-50 acres; Should be based on the land area needed to accommodate desired uses 7. Site selection based on site's natural character 8. Ease of access throughout service area 9. Suitable soils, positive drainage, varying topography, and a variety of vegetation 10. Adjacent to greenways and natural resource areas (where possible) 11. Sited above the 100-year flood elevation 12. Parking to accommodate user access 13. Lighting should be used for security, safety, and lighting facilities as appropriate 14. Park amenities (active): Large play structures and/or creative play attractions, game courts, informal ball fields for youth play, tennis courts, volleyball courts, shuffleboard courts, horseshoe areas, ice skating area, swimming pools, archery range, disc golf 15. Park amenities (passive): extensive internal trails, individual and group picnic/sitting areas, general open space/unique landscape features, nature study area/ornamental gardens, and facilities for cultural activities (plays and concerts)
<p>School/Park Site</p> <p>Purpose: Joint-use relationship that both the school district and park system benefit</p>	<ol style="list-style-type: none"> 1. Location generally determined by school district need 2. Should be surrounded by neighborhood streets 3. Optimum size is dependent upon intended use
<p>Natural Resource Areas/Open Space</p> <p>Purpose: Lands set aside for preservation of significant natural resources, remnant landscapes, open space, and visual aesthetic/buffering.</p>	<ol style="list-style-type: none"> 1. To be sufficiently aggregated to create large areas in excess of 1 acre 2. Conserve significant natural features to include wetlands, woodlands, lake/ponds, historic or archeological sites, environmentally sensitive areas or similar conservation-oriented areas. 3. Easily accessible to citizens 4. Contains minimal improvements or development (if desired): entry feature, trail/path with a permeable surface, fencing to delineate area
<p>Greenways</p> <p>Purpose: Tie park components together, emphasize harmony with the natural environment, allow for uninterrupted and safe pedestrian movement, provide a resource based outdoor recreational opportunity, and enhance property values</p>	<ol style="list-style-type: none"> 1. "Natural" greenways follow suitable natural resource areas 2. "Man-made" greenways include river fronts, abandoned railroad beds, old industrial sites, safe power line ROW, pipeline easements, collector parkway ROW 3. Integral to trail system, plan 50 feet to 200 foot in width 4. Developed for different modes of travel – hiking, walking, jogging, bicycling, in-line skating, cross-country skiing, and canoeing

Source: City of Delaware Department of Recreational Services, 2002

Developer Standards

The location, design, and treatment of parkland are critical to ensuring the land can be properly used for the intended purposes. In the past, parkland has been at times left in a barely useable state, lacking topsoil and with limited access due to its placement to the rear of lots. Developers shall use the following standards in the design of parkland, whether it is publicly dedicated or retained by a homeowners association.

1. The minimum size of parks shall be consistent with the standards recommended in the Park Standards of this element.
2. Parkland shall front on a publicly dedicated street or private access drive if a condominium development for a minimum distance of 300 feet.
3. Parks intended for active uses, such as recreation, shall be designed to be fairly rectangular in dimensions.
4. Parks intended for passive uses, especially natural areas and walking paths, shall be linear in layout and follow the terrain.
5. Land dedicated for the purpose of active recreation shall be covered with topsoil to a depth of two to three inches, positive drainage away from the area, and seeded with the following mix: 40% blue grass, 30% perennial rye, and 30% annual rye.
6. The developer shall install sidewalk and lighting along the frontage of the park and shall install an eight- to ten-foot-wide hiking path – mulched or asphalt surface depending on the intended use (walking vs. biking/roller blading).

Benchmarks

1. A minimum of 4.3 acres of parkland per 1,000 residents (current status is 2.5 acres).
2. A minimum of 5 to 8 developed acres of Community Parks per 1,000 residents.
3. A minimum of 1 to 2 developed acres of Neighborhood Parks per 1,000 residents.
4. A minimum of ¼ to ½ acre of Mini-Parks per 1,000 residents.

Objectives and Strategies

- CF1. Implement the *Strategic Master Plan for Parks, Recreation, and Open Space*.** The City will continue to implement the recommendations of the *Strategic Plan* as funds and opportunities are available. This includes developing existing parkland with recreational facilities and negotiating the acquisition of additional parkland. The vision of the *Strategic Plan* should drive these actions. Recreation Services will continue to take the lead in implementing the *Strategic Plan*.
- CF2. Add Qualitative Standards to Parkland Dedication Requirements in the Development Codes.** The park development standards identified above should be incorporated into the Zoning Code and Subdivision Regulations as a formal, qualitative means of assessing proposed park sites.
- CF2.1 Finalize Standards | Late 2003 | Parks & Recreational Services**
Recreational Services finalizes the standards and receives input from the Parks Board in mid-2003.
- CF2.2 Adopt Ordinance | 2004 | Planning, Planning Commission & City Council**
Planning submits amendments to the Zoning Code and Subdivision Regulations incorporating the standards to the Planning Commission in mid-2003. The Commission considers the standards and makes a recommendation to City Council. City Council considers the standards and takes final action to amend the Zoning Code and Subdivision Regulations.
- CF3. Facilitate Development of the Community Center.** The Community Center will be a major addition to the community. It is planned for Willowbrook Park at the south end of Houk Road. A partnership with the Ohio National Guard will allow the City to construct a larger facility than would otherwise occur. Negotiations with other partners will be ongoing. Construction may begin on the aquatics portion during the planning period.

CF3.1 Continue Facility Planning | 2003-04 | Parks & Recreational Services

The City continues to work with current and potential partners to negotiate the programming and operational aspects of the community center. Recreation Services continues to lead this effort.

CF3.2 Construct Individual Components | Beyond 2005 | Parks & Recreational Services

Construction of individual components occurs based on the availability of funds and partner agreements. This begins during the planning period, but will continue beyond 2007.

CF4. Facilitate Bikepath Linkages Between Neighborhoods, Parks, and the Bikepath Network. The City is planning an extensive bikepath network that links neighborhoods, parks, schools, and activity centers like the Downtown. The end result will be a network that will allow safe biking throughout the City. Segments will be constructed as funds become available and/or concurrent with individual developments. The City should work with partner organizations to develop bike connections between the City and nearby recreational areas. *See Transportation Element.*

CF4.1 Adopt Bikeway Master Plan | Late 2003 | Parks & Recreational Services

The City adopts a formal bikepath plan and standards. Parks Board reviews and approves, and City Council adopts the plan in late 2003.

CF4.2 Implement the Plan | Ongoing | Parks & Recreational Services

Recreation Services and Engineering lead the City's bikepath construction projects. Planning assists in identifying and securing path segments as part of the development process.

CF4.3 Pursue Regional Linkages | Ongoing | Parks & Recreational Services

The City participates in planning bikepath connections between the City and Delaware Lake State Park, Alum Creek State Park, and Highbanks Metropolitan Park.

CF5. Emphasize Regional Parks where Appropriate. The City will emphasize the development of regional parks within the community as a preference over neighborhood parks. Regional parks provide more extensive recreational facilities and economies of scale relative to maintenance costs. Neighborhood parks may still be appropriate in a specific development given its size and location relative to other park facilities, whether planned or existing. The determination regarding parkland will be made by the Department of Recreational Services and considered by the Planning Commission and City Council in approving preliminary subdivision plats.

D. Grounds and Facilities

Issues and Findings

The Department of Grounds and Facilities is currently located in rented facilities at 223 Curtis Street (the department is considering options for future facility locations). It maintains all City parks, street trees, City decorations, and City buildings. The department mows over 20 miles of right-of-way throughout the City. In addition to right-of-way mowing, mowing for the airport, landfill, and detention basin accounts for over 120 acres. The department routinely polices the major highways for litter and works to control weeds along major thoroughfares.

The City has approximately 9,000 City-owned trees. Assuming a conservative value of \$600 per tree, this represents a capital asset of \$5.4 million in the urban forest. With the present rate of planting and annual tree growth, the value will double to \$9 million by 2007.

Approximately 1,000 trees are planted each year in the City and are valued at \$250,000. The annual growth of a typical tree is 1/2 inch, which is equal to \$50 per year. Thus, the current collection of trees (9,000) is increasing at a rate of \$450,000 per year. Those trees being planted from 2002-2007 are also increasing at a rate of \$50 per year.

Street trees planted by developers are under warranty for two years. These trees become the property of the City after the two-year period, when the department begins maintenance.

Grounds & Facilities also plants over 200 trees per year in public parks and City-owned property.

The Shade Tree Commission oversees the selection of street trees and makes recommendations on landscape plans for development sites as part of the City's landscape requirements in the Zoning Code.

Grounds & Facilities may be managing 46 separate retention/detention pond sites as part of the stormwater utility. This responsibility may begin in 2003.

Benchmarks

1. The City will add an average of two street trees per single-family home lot as residential developments are constructed.
2. Grounds & Facilities will continue to plant over 200 trees per year in parks and City-owned property.

Objectives and Strategies

CF6. Assist with the Implementation of Gateway and Corridor Recommendations of the Community Character Element. Grounds and Facilities and the Shade Tree Commission should work with the Planning Department to undertake the implementation of recommendations to landscape gateways and establish landscape standards for corridors, as recommended in the Community Character Element. Gateway treatments should occur within the right-of-way on public property. Installation and maintenance will be public costs. Landscape improvements in corridors will mostly fall to private commercial property to install and maintain, except for treatments in medians. *See Community Character Element.*

CF6.1 Landscape US42/US23 Interchange | 2003-04-05 | Grounds & Facilities

The landscape project for the US42/US23 interchange will be completed in May 2003. Phase 2 (street trees along South Sandusky Street) could be implemented in the fall of 2003.

CF6.2 Prepare Landscape Plans for Gateways | 2004-07 | Grounds & Facilities

Grounds & Facilities and Planning - with input from the Shade Tree Commission and Planning Commission - jointly oversee the preparation of landscape plans for specific gateways as funds become available. Grounds & Facilities manages the installation and maintenance. Two gateways are designed and installed by 2007.

CF6.3 Prepare Landscape Plans and Standards for Corridors | 2004-07 | Grounds & Facilities

Planning and Grounds & Facilities oversee preparation of landscape design standards for each individual corridor. Standards are prepared with professional assistance, if funds are available, or through a committee of staff, Shade Tree Commission and Planning Commission members. Screening and vegetative buffers along US23 throughout the City will be a priority corridor improvement. Standards are prepared for US23 in the Downtown and south and US36/SR37 east of the Point by late-2003.

CF7. Consider Increasing Resources to Support Urban Forestry. As the City expands, its urban forest inventory will also expand in terms of the number of street trees and also in the maintenance of gateways and corridors (as recommended in the Community Character Element). The street tree inventory (9,000 trees) is a capital asset with an estimated value of \$5.4 million and is forecast to increase by about 1,000 trees per year. This will require an expansion of service levels – either by adding staff or outsourcing these services.

E. Police, Fire and Emergency Medical Services

Issues and Findings

Police: The Police Department is the second largest department in the City with 56 full-time and 2 part-time employees. The department provides round-the-clock service to the community and is made up of various administrative, patrol, detective, records/communications and support personnel. The department functions out of the Justice Center. In 2001, the agency handled over 50,000 calls for service. The City's current officer staffing level falls below the accepted level for cities its size. The City is approaching the capacity limit on the radio tower and options include constructing a new tower, adding repeaters, or if the City and the County consolidate their communications, the County may supply the increased capacity. The department has outgrown its current facility and is assessing alternatives for obtaining additional space by either reconfiguring the current facility.

Fire: The City Fire Department operates out of two fire stations. Wilbur Bills Station (Station 300) was built in 1972 and is located at 99 South Liberty Street. The second, Station 302, was built in 1998 is located at 683 Pittsburgh Drive. With a total of 40 uniformed personnel and three crewmembers budgeted in 2002, the coverage ratio will be 1.59 firefighters per 1,000 people. Due to growth there is need for new stations in the Northwest and Southeast parts of the City. A mutual aid agreement with adjacent townships provides back-up coverage.

The Fire and EMS Services Task Force was established by City Council in 2001 to assess present and future service levels. The task force made the following recommendations:

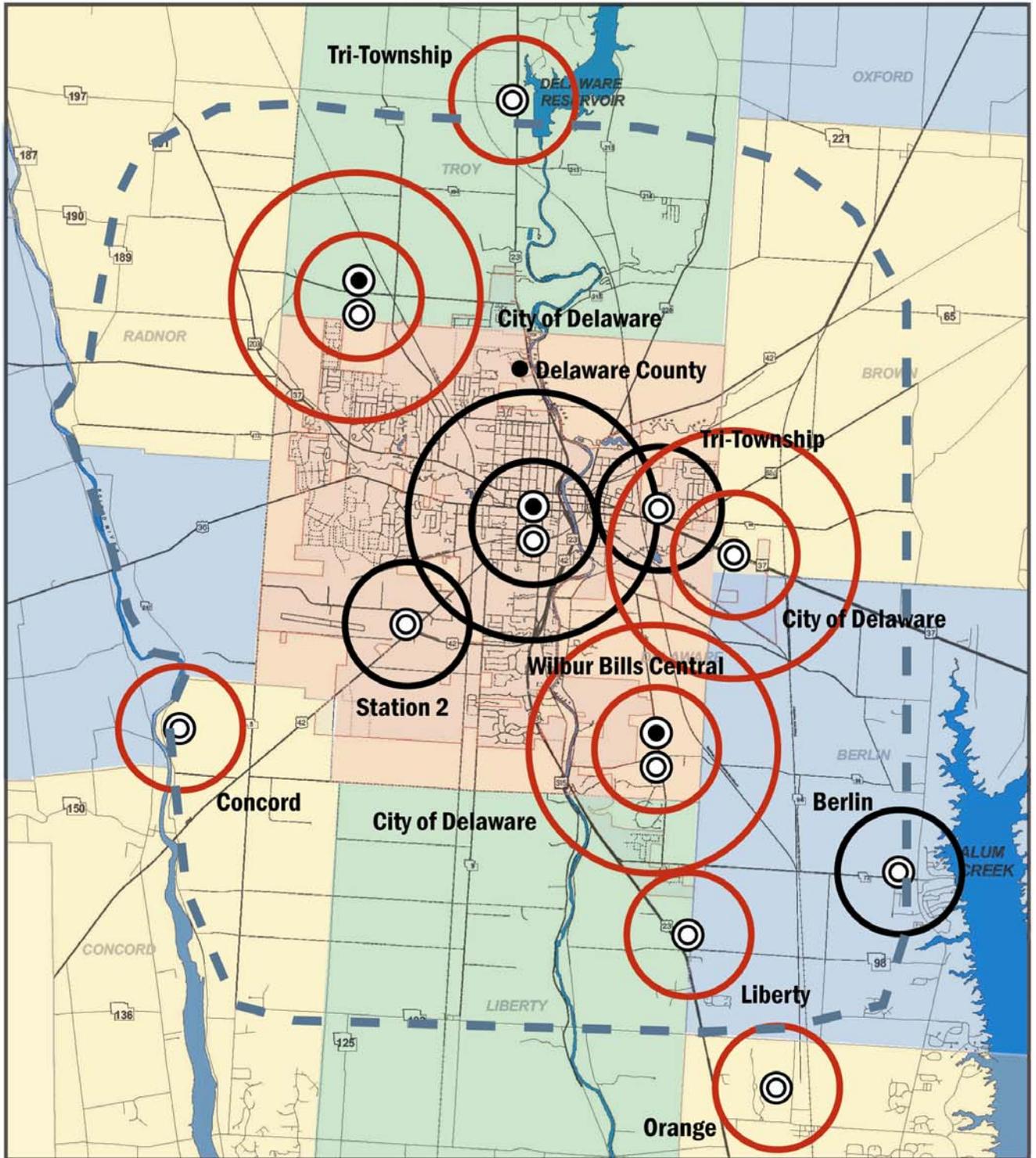
1. Invest in sustaining the current ISO grade (4) for EMS services and use resources to grow the department's EMS capacity.
2. Move to all Advanced Life Support (ALS) for EMS in lieu of having both ALS and Basic Life Support (BLS) services.
3. Design and use fire suppression equipment to make a greater contribution to rendering EMS assistance.
4. Decide location of future stations based upon driving time and not simply physical distance and coordinate with emergency responders in other jurisdictions to make better use of all emergency services.
5. Facilities, equipment, and personnel decisions should be guided by a response target time of: calls being processed in under one minute; turnout time under one minute; run time under four minutes for BLS and under eight minutes for ALS; and meeting these goals 90% of the time.
6. Qualifications for hiring fulltime personnel include Fire Fight II certification and paramedic certification. If there are not enough candidates meeting these requirements, then reduce the EMS prerequisite to a minimum of EMT-Basic certification.
7. To supplement the traditional reactive nature of emergency services, lead an effort to train more citizens in CPR, beginning with other City employees. This should be expanded to commercial and industrial personnel, and subsequently to recreation volunteers and the general public.
8. Automatic Electronic Defibrillators (AED) should be located in high traffic locations and in all City vehicles and training provided for those who may operate them.

Benchmarks

1. A minimum of 1.8 police officers per 1,000 residents (current status is 1.48 officers per 1,000 residents).
2. An average police response time for priority one calls of 1 minute (current status is 1.5-plus minutes).
3. An engine company within 1.5 miles of each residence.
4. A ladder company within 2.5 miles of each residence.
5. An average fire and EMS response time of four minutes to 90 percent of runs (for the past two years it has been 4.5 minutes).

Objectives and Strategies

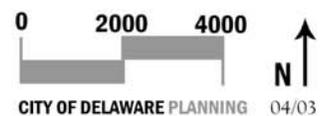
- CF8. Study Expansion of the Justice Center.** With the anticipated growth of the Police Department in conjunction with the growth of the City, a remodeled and/or expanded Justice Center will be necessary in the future. This is preferable to constructing a substation in part of the City because of the efficiencies in operations that are provided within a single building. The Police Department will monitor its growth and recommend building enhancements as appropriate and dependent upon the availability of construction and operating funds.
- CF9. Improve the Radio Tower.** A capacity test should be performed to determine the strength of the radio signals in the outlying areas of the City. This would determine the number of radio towers with repeaters that are needed for in building coverage throughout the City. This effort hinges on completion and terms of the proposed consolidation with the County, but the City should have a plan if the consolidation does not cover this issue. The City initiates the necessary improvements as funds become available.
- CF10. Expand Fire/EMS Services in the Highlands/Cheshire Subarea.** Continued growth in the Southeast part of the City, principally the Highlands and Cheshire subareas, will necessitate expansion of a fire/EMS services. There is no specific development that triggers service expansion, but it should be timed with the general development trends for the area. The City will work with neighborhood townships to provide a solution.
- CF11. Construct a Fire/EMS Station in the Northwoods/Delaware Run Subareas.** The Fire Department has identified the need to construct a new facility in the northwest part of the City, most likely in the Northwoods subarea. This station is necessitated by continued growth. It may be possible to co-locate the station with a planned elevated water tower.



Fire and EMS Stations Map

COMPREHENSIVE PLAN

- Ladder Company
- ◎ Engine Company
- EMS
- 1.5-mile Service Area
- 2.5-mile Service Area
- Proposed
- Planning Boundary



CF10.1 Identify Site and Undertake Development | 2005 | Fire Department

Fire Department identifies most appropriate location for the fire station, and land acquisition, facility construction and staffing take place, as funds are available. Station is operational by 2005.

CF12. Maximize Facility and Staff Investments by Working with the County and adjacent Townships. The Fire Department has been working with Township fire departments and County EMS to coordinate facilities and service areas. This has been very beneficial to ensuring that facility and service duplications don't occur, which will maximize capital and operational funds for all participating departments.

F. Water, Sanitary Sewer and Storm Sewer

Issues and Findings

Water: The City's water treatment division assures the City's potable and fire-suppression public water supply. It operates, maintains and repairs approximately 37,000 linear feet of water mains, ranging in size from 4 inches to 48 inches, and the 836 fire hydrants on the system. The water treatment plant consists of a rapid sand filtration, two-stage lime-softening, alum-coagulant processes. Its capacity is rated at 6.0 million gallons per day (MGD) with maximum daily demand in 20003 being 5.49 MGD.

The primary source of water is 2 intakes in the Olentangy River. That is augmented by three on-site gravel packed wells with a combined yield of 1.5 MGD. Also available as a secondary water source are 3 newly developed gravel-packed wells located at a remote wellfield at a Penry Road site, with an available yield of approximately 2 MGD.

There are also two 1-million gallon capacity elevated storage tanks and one 600,000-gallon capacity clear well. One elevated storage tank was built in 1965 and the other in 1978. Both storage tanks had overflow elevations at 1,049.5 feet until 2000, when they were raised to 1,100 feet to address pressurization issues.

Delaware's water quality consistently meets or exceeds all OEPA requirements. Water pressure in the system varies depending on location. The City is in the process of developing a calibrated water distribution model that will enable the department to locate sensitive areas within the distribution system.

Currently, the City's system serves the community through approximately 9,500 residential, commercial and industrial water connections, ranging in size from 5/8 -inch to 8 inches. The vast majority of Delaware City's water connections are residential.

Daily system demand in 2002 averaged 3.84 MGD. Delaware water demand has been increasing at 100,000 gallons per day (GPD) over the past several years. With the influx of additional population, the increase from 2001 to 2002 daily water demand averaged 90,000 GPD or 2.4 percent. As of mid 2003, there is a continuing demand for water.

The City may have to consider increasing water rates in the future due to an increasing demand for chemicals to treat harder ground water, Atrazine, and other herbicides.

The City is currently working with the Ohio Department of Natural Resources (ODNR) and the US Army Corp of Engineers to increase the water storage capacity in Delaware Lake in order to increase the amount of water the City can extract from the Olentangy River to provide additional water supply for the City. The Penry Road Wellfield that was constructed in the past year will supply approximately 2 million gallons of raw water to the treatment plant. Additional system upgrades include a proposed elevated storage unit of 2 million gallons of water for the distribution system.

Increased water capacity fees became effective on October 1, 2002, based on an evaluation of the cost to expand the capacity of the utility to accommodate future demands on the system and to determine an equitable cost allocation method that fairly apportions the cost of system expansion to new customers. The prior fee system was based on a "buy-in method" that no longer can accommodate future growth. The new fee system is based on a "marginal/incremental cost method".

Wastewater: The wastewater treatment division provides secondary treatment of sanitary sewage generated within the City at its OEPA Class IV rated plant located at 225 Cherry Street. The plant employs a collection system that currently has 13 major trunk sewers 15-inches or larger in the collection system. There are approximately 80,000 linear feet of trunk sewer. The existing system currently serves about 5,500 acres (City contains about 10,240 acres).

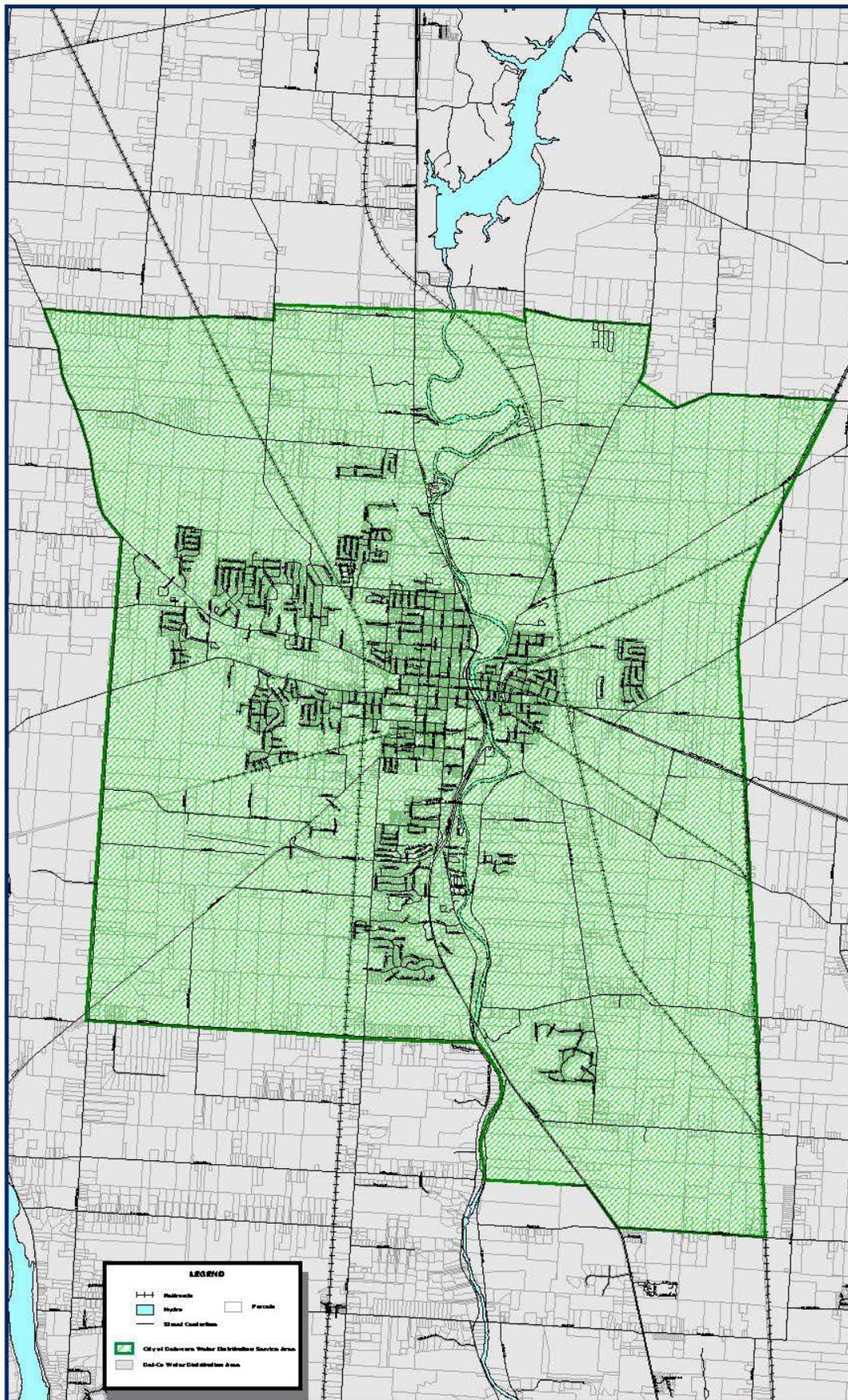
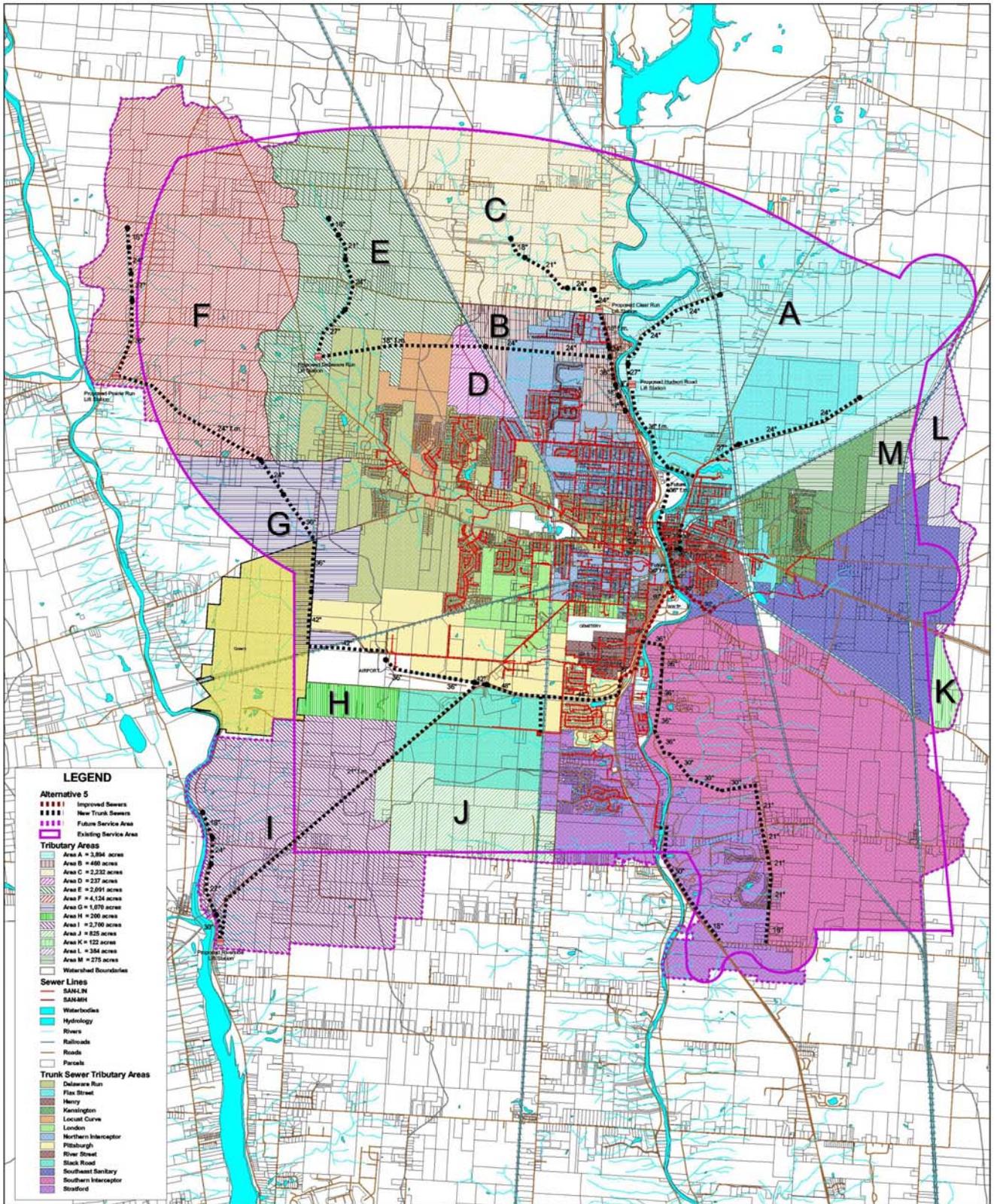


EXHIBIT "A"
CITY OF DELAWARE - DELCO WATER COMPANY
WATER DISTRIBUTION SERVICE AREA AGREEMENT





City of Delaware, Ohio
Collection System Master Plan
Alternative 5



FIGURE 8-5

The plant manages a two-stage nitrification process, an activated sludge process, aerobic digesters, and tertiary sand filters. The wastewater treatment division will undergo a major transformation in 2002-2003. The plant upgrade will rehabilitate and increase the capacity of the existing sewage treatment process. Construction is likely to take up to two years and is expected to cost approximately \$17.9 million. All elements of the project are expected to be online and functional by 2004.

Situated in the same site as the current plant, the upgraded facility will be able to treat 8 to 10 million gallons per day (MGD) as opposed to the existing 5.5 MGD. This plant upgrade is expected to meet community needs for the next 18 to 20 years, based on current growth projections.

The City has purchased land on Armstrong Road to accommodate any necessary wastewater facility expansion beyond the current plant expansion, involving a new facility east of the Olentangy River.

The Collection System Master Plan (completed in 2000) targeted recommendations for the system to ensure that it is capable of sustaining the current growth and expansion of the City. The Master Plan provides recommendations for sizing trunk sewers greater than 15-inches within the City. The Plan determined that the existing trunk sewers are capable of handling the maximum peak flow for the existing service area. Further analysis revealed that most trunk sewers in the existing collection system could handle additional development.

Current capacity issues on the eastside of the City will be relieved by the trunkline that will be run through the center of the City. Construction of the Southeast Highlands Trunk will be necessary to support development within the southeast part of the City. This area is expected to accommodate higher valued housing. It will require developer participation to fund construction. The west side of the City has adequate capacity, however this collection area will undergo rehabilitation to maintain its operations. Any further expansion of the sewer line in the northwest part of the City is projected to be further out in terms of the planning horizon. The planned expansion along US 42 is expected to change in response to the development that has exceeded projections.

Stormwater: The City established a Stormwater Utility in 2002 to formally manage stormwater and to meet federal requirements for capture and collection of stormwater within the City. A user fee was established to fund the utility. The fee revenue derived from the storm water utility fees can only be used to maintain and improve Delaware's stormwater collection system, such as maintaining stormwater ponds.

The expansion of built up areas in the City brings with it an increase in the amount of impervious surfaces. Impervious surfaces created by structures such as streets, roofs, and parking lots hinder or block the absorption of water into the ground. Large amounts of impervious surfaces in a watershed have negative effects on the health of the City's streams and river due to increased run-off and the pollution it carries from the impervious surfaces and from crossing land surfaces into these bodies of water. The increased runoff results in eroded streambanks and beds. Downstream flood damage also increases as streams carry more water at a faster rate. As land uses change from natural to urban, the total amount of flow and stream flow speed increases (and the regulatory floodplain may expand wider and higher). Streams rise higher, flow faster, and reach peak flows more quickly than under natural conditions. These effects are due to impervious areas that reduce the opportunity for infiltration, evaporation, transpiration and depression storage.

The impervious surfaces in the City for buildings, parking, sidewalks, homes, and streets are estimated to total 3.1 square miles. Residential structures and streets account for over half of the impervious surfaces at 26% and 25% respectively. Parking surfaces account for 18% of impervious surfaces followed by buildings at 17%, parks and open space at 12%, and sidewalks at 3%.

The National Pollutant Discharge Elimination System (NPDES) Storm Water Phase II regulations will require the City of Delaware to implement six minimum control measures to reduce the discharge of pollutants in storm water to the maximum extent practicable and to protect water quality. A Storm Water Management Plan (SWMP) will need to be developed and will have to include best management practices (BMPs) proposed for each of the six minimum control measures.

The Phase II regulations require Small Municipal Separate Storm Sewer Systems (MS4s) to implement six minimum control measures focusing primarily on best management practices. The BMPs are intended to reduce the discharge of pollutants in storm water from urbanized areas to the maximum extent practicable and to protect water quality.

The six minimum control measures are:

1. Public education and outreach.
2. Public involvement and participation.
3. Illicit discharge detection and elimination.
4. Construction site storm water runoff control.

5. Post-construction storm water control.
6. Pollution prevention/Good Housekeeping.

The development and implementation of a Storm Water Management Program must be accomplished by December 8, 2007.

Benchmarks

1. Expand wastewater plant treatment capacity to 10 million gallons per day by 2004.
2. Expand raw water resources to generate 10 million gallons per day by 2007.

Objectives and Strategies

CF13. Continue to Provide Utility Services to Meet Current and Future Needs. The City is expanding its wastewater and water systems to meet current needs, as well as to anticipate future demands based on growth projections. System improvements include major enhancements to the wastewater treatment plant, improvements to the water plant, expansion of raw water sources, and improvements to the transmission lines. Capacity charges were increased in 2002-03 to finance these capital investments.

CF13.1 Expand Wastewater Plant | 2005 | Public Utilities

Public Utilities leads the major expansion to the wastewater treatment plant, which is to be completed by 2004. The plant upgrade will rehabilitate and increase the capacity of the existing sewage treatment process from 5.5 million MGD to about 10 million MGD. Construction is likely to take up to two years and to cost about \$17.9 million.

CF13.2 Expand Raw Water Sources | 2005 | Public Utilities

Public Utilities leads projects to expand the water treatment plant and to make major investments in the water distribution system. These include two elevated storage tanks (one to be built during the planning period) and establishment of a loop distribution system. Public Utilities secures additional raw water resources from the U.S. Army Corps of Engineers that allows additional pumpage from the Olentangy River by increasing water capacity in Delaware Lake and adding the Penry Road wellfields.

CF13.3 Complete Utility Service Area Negotiations | 2004 | Public Utilities & City Attorney

Public Utilities and City Attorney complete negotiations with Delco to establish service area boundaries and water system connections by early 2003. Public Utilities begins similar negotiations with the County Sanitary Engineer to establish service area boundaries in 2004.

CF13.4 Protect Wellfields | Late 2004 | Public Utilities

The City adopts a zoning overlay district to protect wellheads and wellfields from inappropriate land uses.

CF14. Utilize System Investments as a Major Mechanism to Implement Comprehensive Plan. The timing of utility system expansions will facilitate or trigger development. The Comprehensive Plan's recommended Priority Growth Areas and land use policies should be a driving consideration in scheduling major improvements. The City will prioritize water and sewer system expansions consistent with Land Use and Growth Management Elements. The City will continue to require development to fund infrastructure extensions to support such development, except where economic development projects necessitate City-sponsored utility extensions as inducements.

CF15. Expand Ecological Methods to Improve Stormwater. The City should implement reasonable ecologically based methods for treating stormwater to improve water quality and reduce urbanization impacts on the Olentangy River system. These may include biological components to stormwater pond design standards to improve water filtration, construction options for parking lots to reduce impervious surfaces, and expanding forest buffers. No direct outlet of stormwater into stream system. *See Environmental Resources Element.*

G. Public Works

Issues and Findings

The Public Works Department is responsible for the maintenance and repair of the City's roadway infrastructure system, the collection of residential and commercial refuse, recyclable materials and yard waste, the maintenance and repair of traffic control signals and signage, the maintenance and repair of the City's vehicle and equipment fleet, and operation of the Municipal Airport (see separate section).

One overriding concern that applies to all City departments, but directly affects public works, is the ever expanding need for maintaining the City's infrastructure. As the City grows, the amount of infrastructure increases and this directly impacts maintenance and operational costs.

The current Public Works facility encompasses 21,000 square feet. Future demand indicates that the Public Works facility will need to be doubled in size by 2005. This facility could potentially house the Grounds & Facilities in one location. This facility would have a projected life span of 50 to 75 years.

Benchmarks

1. Construct a new public works facility, with planning and site acquisition completed by 2005.

Objectives and Strategies

CF16. Begin Development of a Public Works Facility. The Public Works Department should complete the planning for a facility, including site selection by the end of 2003 so that land acquisition can occur in 2004-05 depending on the availability of funds. Alternative funding sources should also be investigated. Once land is acquired, facility design and construction can occur.

CF16.1 Complete Planning | 2004 | Public Works

Public Works completes its initial planning and alternative site study by the end of 2003. Simultaneously, options for alternative funding are investigated, including a facility impact fee. A recommendation is provided by Public Works to City Council for approval.

CF16.2 Implement | Beyond 2004 | Public Works

Site acquisition occurs in 2004-05. Design and construction follows.

CF17. Expand Enforcement of Anti-Litter Laws. Litter continues to be a problem in the City. Enforcement of anti-litter laws should be expanded. Public education campaigns should be expanded. Public Works working with the Police Department should seek options to boost enforcement.

H. Municipal Airport

Issues and Findings

The Delaware Municipal Airport serves as a reliever for Port Columbus International Airport. The Airport has an estimated 40,000 flight operations per year, which include corporate activity, recreational and military flying, and flight instruction. Recent growth in traffic is expected to continue due to the continuing expansion of metro Columbus toward Delaware. The primary users of the Airport facilities include local businesses and residents, as well as some transient users. At the moment, there are two businesses located at the Airport, one that provides flight instruction and another that provides aviation maintenance services. It is the City's intention to expand commercial use of the airport.

An Airport Master Plan is currently underway. It is addressing a host of airport needs, such as runway expansion. The Plan will also address issues regarding residential encroachment, compatible land use planning, towers, and available funds to develop the Airport to its full potential. Constraints are based upon the Federal Aviation Administration (FAA) requirement of a 2,000-foot buffer around the airfield with a slope ratio of 100:1. This is an oval-shaped zone that surrounds the runway regulating the penetration of structures in the airfield.

The Airport plans to expand the parking apron, add an Automated Weather Observation System (AWOS III), and add a new passenger terminal in the near future. The Airport also has longer-range plans that include a 500-foot to 1,000-foot runway extension, additional t-hangars, precision instrument approach, and corporate hangar development. A north-south cross runway has been proposed in the eastern half of the current runway. This would provide alternative access for plane traffic.

Future expansion of the airfield is limited on the east side by SR 42 and existing development and the west side is limited by South Section Line Road. The possibility of further runway expansion will be

determined in the Master Plan. If the City is able to purchase additional land to the south of the Airport, it could be used for general facility expansion (hangars, etc.). And its operations must not be constrained by nearby land use patterns. Residential development must be discouraged from areas that are impacted by airplane noise.

Benchmarks

1. The airport will expand the parking apron, add an Automated Weather Observation System (AWOS III), and add a new passenger terminal by 2008.
2. The airport will construct a 500-foot to 1,000-foot runway extension, additional t-hangars, precision instrument approach, and corporate hangar development by 2008.
3. The City will adopt an Airport Noise Overlay Zoning District by 2004.

Objectives and Strategies

- CF18. Complete the Airport Master Plan.** The City initiated a major update to the Airport Master Plan in 2002. It should be completed in 2003. It will provide a blueprint for facility improvements and a basis for obtaining additional FAA grants to fund those improvements. Public Works will continue to lead the process to complete the master plan, working with the City’s consultant, Baker Associates. The plan will be reviewed and approved by the Airport Commission, then approved by City Council. Facility investments are implemented consistent with the Master Plan, as funds are available
- CF19. Adopt an Airport Noise Overlay Zoning District.** An Airport Noise Overlay Zoning District will protect the airspace immediately around the airport by prohibiting noise sensitive land uses (residential, institutional and some office uses). The district will be prepared by Planning and submitted for adoption in 2003. *See Land Use Element.*

I. Municipal Buildings

Issues and Findings

The City administrative offices are located in the City Hall at the southeast corner of William and Sandusky Streets and the Engineering Department is located in the City Hall Annex on William Street. The current City Hall was constructed in 1936 as a Public Works Administration project and contains about 25,000 square feet. The Annex was purchased and renovated in 2002 and contains about 2,000 square feet.

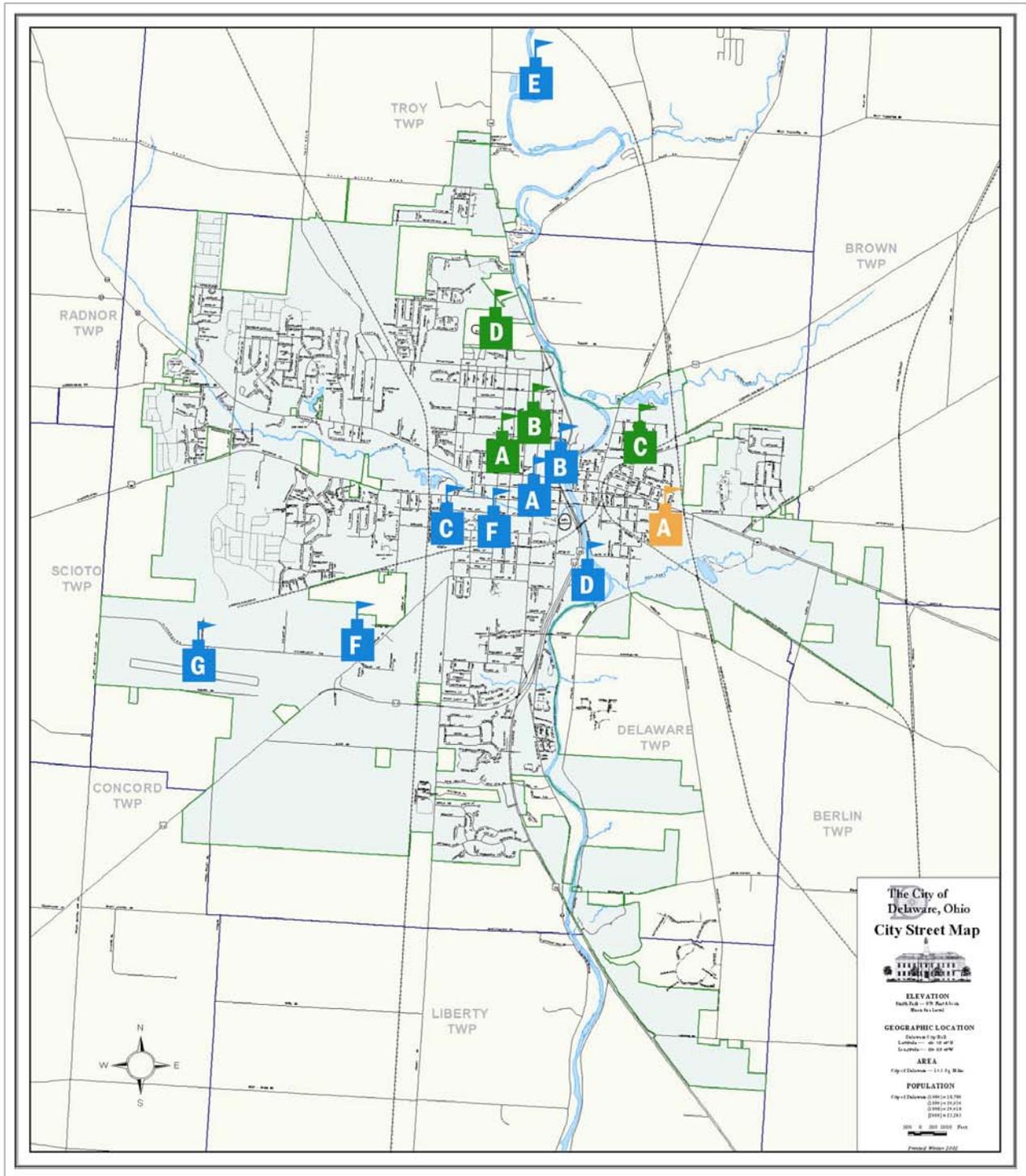
These buildings are reaching their capacity. A potential solution for adding space, since the two buildings cannot be expanded, would be purchase of the Delaware Gazette Building. This would form a civic campus of municipal buildings in the heart of the Downtown.

Benchmarks

1. The provision of sufficient space to efficiently run City administrative operations and to create a civic campus in the Downtown.

Objectives and Strategies

CF20. Determine Future Space Needs and Implement Appropriate Solutions. A space programming study should be undertaken to determine future office space needs, particularly as the City continues to grow over the long term. The study will forecast space needs by department and will serve as a guide for determining future building needs. A variety of solutions should be addressed to determine the most cost effective approach: expansion of existing buildings, acquisition and renovation of nearby buildings, lease of office space, and relocation of offices.



Government Facilities Map

COMPREHENSIVE PLAN



City Facilities

- A: City Hall
- B: Justice Center
- C: Public Works
- D: Wastewater Plant
- E: Water Plant
- F: Fire Stations
- G: Municipal Airport



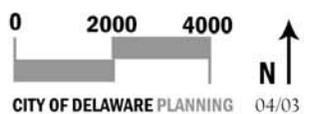
County Facilities

- A: Courthouse Complex
- B: Hayes Government Center
- C: County Office Building
- D: Fairgrounds



State Facilities

- A: ODOT District 6



J. Natural Gas, Electric, and Cable

Issues and Findings

Electric: American Electric Power is currently the largest electric power provider in the planning area with three transformer stations located at Liberty Road and Slack Road, the airport, and US 37 and CSX Railroad on the north end of the City. AEP has been incrementally expanding its ability to supply power to accommodate additional growth and expansion. AEP should expand its support for economic development by providing timely electric service.

Ohio Edison is a FirstEnergy Company and the second largest power provider in the City. Expansion of services occurs when feasible, based on an assessment of each customer's needs. Currently, Ohio Edison is not experiencing any issues concerning capacity and service levels.

Consolidated Electric, formerly Delaware Rural Electric Power, is the third largest power provider to the City. Consolidated Electric's service territory is primarily in the rural areas of Delaware, Morrow, and six surrounding counties. The Cooperative serves Kensington Subdivision and the new Kroger Great Lakes Regional Distribution Center. A territory exchange with AEP made it possible for Consolidated to serve this facility. A new substation on Curve Road southeast of the City is being constructed to supply the Kroger Distribution center. This substation will allow the Cooperative to provide power for additional growth in its service territory east of the City. On the west side of the City, Consolidated will provide electricity to approximately 100 lots in the Springer Woods.

Natural Gas: Columbia Gas is the major supplier of natural gas in the planning area. The current boundaries of the system are: North – Coover Road, West – Pittsburgh Drive to the Houk Road extension, South – no limit, and East – US 42 to Fieldcrest Drive at Bowtown Road to South Hampton Road and Killbourne Road. The gas lines on the eastside of the City can provide further expansion for both residential and industrial development with the addition of a regulator to the existing high-pressure line.

Suburban Natural Gas is the second provider of natural gas in Delaware. The service area of Suburban Natural Gas is concentrated on the east side of the City. A 6-inch gas line crosses through the Kensington Subdivision along SR 521 to Bowtown Road where it heads west on Bowtown Road. The gas line extends further south along Glenn Road and crosses the railroad tracks. On the north, the line crosses US 42 and Horseshoe Road toward Marion. Within in the City, Suburban's current major industrial customer is the Kroger Great Lakes Distribution Facility.

Cable and DSL: Time Warner Cable is one of two cable providers to the City. The strategy for growth by Time Warner is to keep up with all current development where economically feasible. The company works jointly with developers to extend cable access to new developments. In more rural and less dense developments, Time Warner will assess the possibility of extending service areas based on the demand generated by the development.

Time Warner Road Runner provides Delaware residents with high bandwidth internet access through cable modem. The service delivers web content at speeds of up to 1 Mbps. Two high-bandwidth service providers serve the business community. Time Warner's Road Runner Business Class provides download speeds of up to 3 Mbps and upload speeds of up to 768 Kbps through the use of an installed router.

Ameritech offers DSL service to parts of the City. Residents also have access to dialup service providers. Services providing 56 Kbps modem service are: America Online, MidOhio.Net, and DelNet.

Benchmarks

1. The full provision of utility services necessary to meet the current and future needs of the City and Priority Growth Areas over the next five years.

Objectives and Strategies

CF21. Work with Private Utilities to Expand Service Levels, especially to Support Industrial Development. The City should continue to work with utility providers to ensure that service levels meet current and future needs of the City and its Priority Growth Areas over the next five years. These utilities are especially important to supporting the City's economic development policies. Therefore, full electric, natural gas, telephone, and DSL service should be available to the City's designated industrial and office areas. Coordination is critical, as demonstrated in the provision of electric service to the Kroger Great Lakes Distribution Center.

K. Public Education

Issues and Findings

Delaware City School District: The Delaware City School District serves about 90 percent of the City’s corporate limit. The district consists of 1 high school, 2 middle schools, and 5 elementary schools. The total enrollment is 4,274 and rising. The 2002-2003 enrollment is projected to increase 7% with the addition of almost 300 new students. The school district has 618 employees, including 373 certified members of the teaching staff. The student–teacher ration is 19:1.

The school board is currently engaged in a community-wide comprehensive review of facility needs to support the current and projected population growth (using 0.4 students per housing unit). The preliminary facility need estimate is based on continued growth in housing starts in the City and the larger Delaware City School District boundary area as of August 2002. Currently the district estimates it would need 185,000 square feet of additional education space based on a 5- to 10-year projection of an increase of 233 students per year. As it explores facility alternatives, the District should coordinate with the City regarding future land needs and the reuse of existing facilities.

Olentangy Local School District: Part of the planning area is served by the Olentangy Local School District, which also covers Orange, Berkshire, Berlin, Genoa and Liberty townships. The district consists of 1 high school, 2 middle schools, and 6 elementary schools. District enrollment is about 7,000 students. Forecasted enrollment is to reach about 25,000 in 20 years. Based on projections, the district estimates that it will need as many as 20 elementary schools, 7 middle schools, and 5 high schools in the next 20 years. The district is currently looking for property for these projects. Land was recently purchased on Berlin Station Road to the east of the City. As the City continues to expand into the Olentangy School District, the district should coordinate with the City regarding future school sites. The Board plans to add as many as three new buildings in the next five years.

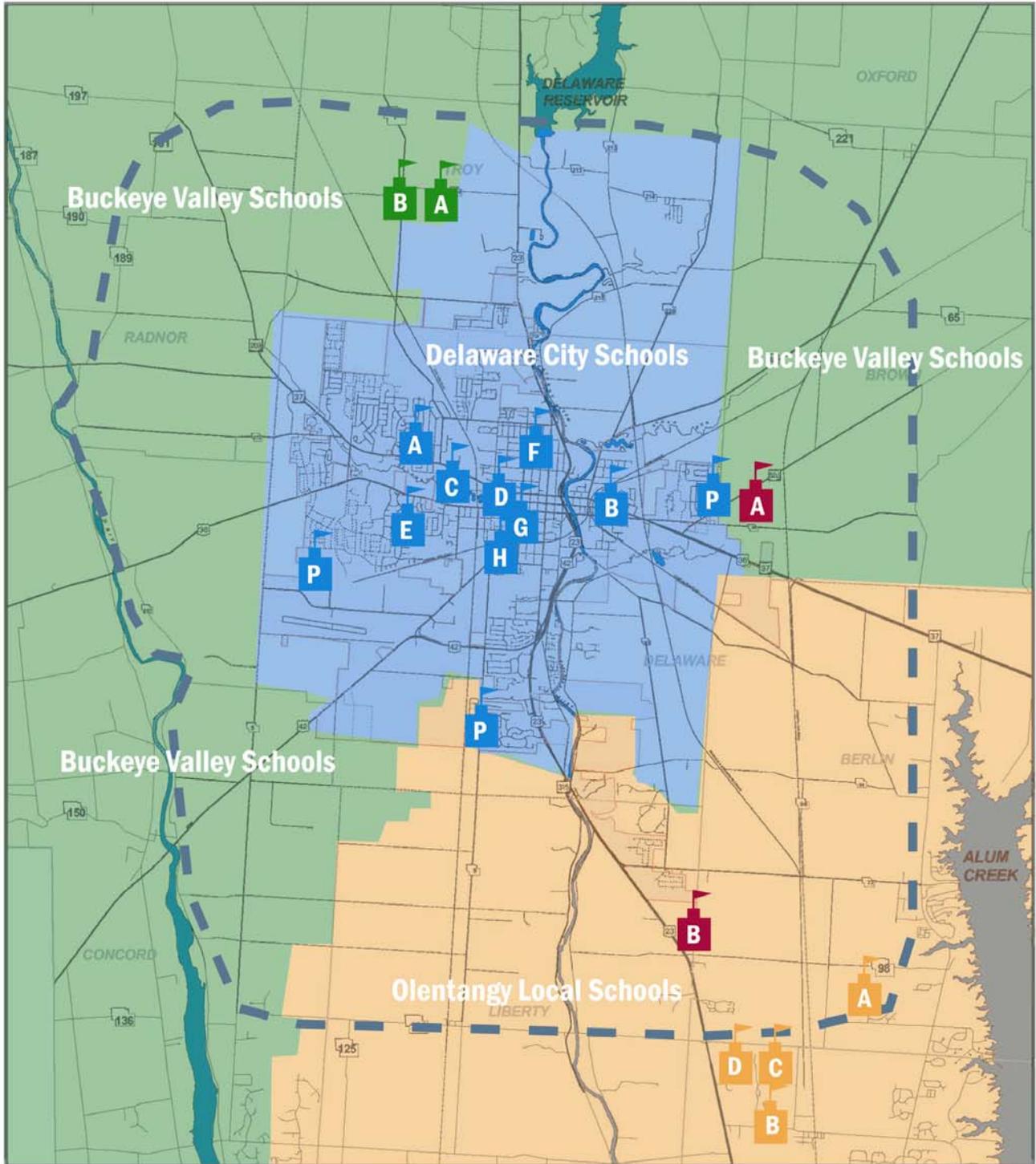
Buckeye Valley School District: The Buckeye Valley School District serves the northern portion of the City’s planning area. Buckeye Valley is the largest geographic school district in the County. Its facilities are 1 high school, 1 middle school, and 3 elementary schools. The total enrollment for the 2002 – 2003 school year is estimated at 2,371. The district anticipates adding 1,000 students in the next 10 years. No major building or renovation plans are currently planned.

Delaware JVS District: The Delaware JVS District serves students from Delaware City, Westerville, Worthington, Dublin, and Highland Lakes. Enrollment in the 2001 October term totaled 604 students. For 2002, the enrollment is expected to be 672 students. The program is designed to offer high school juniors and seniors technical training so that they could find employment upon graduation from high school. Two campuses comprise the district. JVS has plans to expand and remodel both campuses. The district has discussed enhancing its facilities, especially through the addition of recreational space. The remodeling will include exterior changes and landscaping to make the campuses more community friendly. The City should work with JVS to support such investments. Likewise the City and the district should jointly address long-range planning, given the potential location of new arterials nearby to each campus.

Delaware County District Library: The Delaware County District Library (DCDL) serves all of Delaware County with the exceptions of Oxford and Harlem townships, and the Village of Sunbury where they are served by libraries independent of DCDL. The system is comprised of three libraries: the Main Library at 84 Winter Street, the Powell Branch at 460 South Liberty and the Ostrander Branch at 75 North Fourth Street. The entire library system houses 160,000 items and employs 38 people. The Main Library opened in 1992 and is now considering an extensive interior renovation.

Benchmarks

1. Continued improvement in local school districts, especially outstanding local educational resources and facilities.



Public Educational Facilities Map

COMPREHENSIVE PLAN

-  Delaware City
 - A Carlisle Elementary
 - B: Conger Elementary
 - C: Dempsey Middle
 - D: Hayes High
 - E: Schultz Elementary
 - F: Smith Elementary
 - G: Willis Middle
 - H: Woodward Elementary

-  Olentangy Local
 - A Arrowhead Elementary
 - B: Olentangy High
 - C: Shanahan Elementary
 - D: Shanahan Middle

-  Buckeye Valley
 - A Buckeye High
 - B: Buckeye Middle

-  JVS
 - A North Campus
 - B: South Campus



P Proposed / Future Site

 Planning Boundary

Objectives and Strategies

CF22. Appoint Joint Staff Facility Planning Committees with Each District. The City and each school district should appoint a joint staff facility planning committee to coordinate the planning of educational facilities. This would enhance the City’s ability to respond to district needs relative to future sites, as well as expansion of current facilities and sites.

CF22.1 Establish Committees with School Districts | 2003 | Planning & Districts

The City and each of the public school district appoint a staff-level committee to meet on a regular basis to discuss facility needs. The City and Delaware City Schools began this process in late 2002.

CF22.2 Establish Committee with JVS | 2003 | Planning & Districts

As the JVS North campus considers recreation facility additions, as discussed earlier in 2002, the City will work with the JVS staff to coordinate approvals. In addition, the City will work with JVS regarding future road extensions to secure right-of-way where necessary and coordinate access.

CF23. Expand the Non-Residential Tax Base to Provide Additional Revenues to Public Districts. The City will continue to grow the tax base to generate City revenues, as well as revenues for school districts. While industrial and office development best benefits the City relative to the income tax, retail uses in addition to industrial and office benefits school districts – as does multi-family housing which produces less children per unit than single-family housing. *See Economic Development Element.*

CF23.1 Emphasize Industrial and Office Development | Ongoing | Economic Development

The City continues to retain and attract industrial and office development consistent with the land use policies of the Comprehensive Plan. The City uses a variety of tax incentives to encourage investment, but moves toward using tax increment financing to assist with providing the necessary infrastructure, with the support of the respective school districts.

CF23.2 Support Retail As Appropriate | Ongoing | Economic Development

The City supports retail development that provides tax revenues to the school districts provided such development is consistent with the land use policies of the Comprehensive Plan. Tax increment financing is used to “jump start” retail development if that is consistent with the plan and meets local needs for retail goods and services.

L. University Community

Issues and Findings

Ohio Wesleyan University: The University is a private liberal arts college that was chartered in 1842. The university opened in 1844 with just 29 students. Today Ohio Wesleyan maintains a student body of about 1,900 and provides a well-rounded and diverse educational experience. OWU maintains an excellent reputation for academics and college administration. In 2002, Ohio Wesleyan employed 133 faculty and 311 staff and had a budget of \$68 million. The student to professor ratio is 13:1. As of May 2002, Ohio Wesleyan had received \$124 million in endowments. In keeping with its strong academic standing, Ohio Wesleyan is constructing a new Science Center. It is also studying its athletic facilities with the intention of expansion.

The Ohio Wesleyan campus has a positive impact on Downtown and is important to its viability as a business district. As the university considers long-range planning of facilities, it should balance university needs with the potentials of additional investment on Sandusky Street. Such options as relocation of the bookstore, development of an alumni shop, hotel or other visitor facilities, and new or expanded residences could aid both the university and the Downtown.

Methodist Theological School: The Methodist Theological School in Ohio (Methesco) is the youngest of the 13 United Methodist seminaries in the United States. It was founded in 1958, on 70 wooded acres donated for that purpose by Ohio Wesleyan University. Currently, the college employs 26 faculty and 40 staff personnel. The faculty is active in both academia and in the field. Enrollment is estimated at 260 students for 2002. Since classes were first taught in 1960, 2,200 students have graduated. The budget for 2002 totaled \$5.6 million. As of May 2002, endowments to the school totaled \$25 million. In 1999, the school built its first building devoted entirely to teaching, with new classrooms, a preaching chapel and additional faculty office space. Methesco is considering the development of a conference center.

Benchmarks

1. Continued outstanding university facilities and programs, and a stronger university community.
2. A stronger presence by both institutions within the community.

Objectives and Strategies

CF24. Work with Ohio Wesleyan University to Jointly Plan Facilities. As the University undertakes long range facility planning, the City should work with Ohio Wesleyan to represent the broad community interest. The University is virtually land locked and future campus expansions could require additional land and site redevelopment. It is in the City's interests that the long-term viability of Ohio Wesleyan is safeguarded while campus expansion blends well with the community.

CF24.1 Joint Planning | Ongoing | Planning, Engineering & OWU

The City continues to offer to work with Ohio Wesleyan and its staff and consultants when it undertakes long-term facility planning. The University invites City staff to participate on its planning team.

CF24.2 Coordinate CSX/Henry Street Bikepaths and Campus Expansion | 2003-05 | Planning, Engineering & OWU

The City and the University work together in integrating the CSX and Henry Street bikepath projects with University facilities to ensure student needs are addressed.

CF24.3 Prepare OWU Subarea Plan | 2004 | Planning, Engineering & OWU

The City and University jointly prepare –with public input – a plan that addresses development, land use, circulation, urban design, and housing for the University Subarea in 2004.

CF25. Encourage Ohio Wesleyan University to Expand its Presence on Sandusky Street. The University has the opportunity to increase its presence on Sandusky Street as a critical anchor to the Downtown. This is especially true for the block south of William Street and focusing on Spring Street. Options that would fit well with a reinvigorated Downtown include relocation of the campus bookstore to Sandusky Street, a small hotel, new student housing, and a mixed-use building containing several of these uses.

CF25.1 Address Floodplain Constraints | 2004 | Planning

Redevelopment will have to address constraints posed by the 100-year regulatory floodplain along Delaware Run. The City works with all property owners to address this issue in a way that meets FEMA requirements while providing for investment.

CF25.2 Provide Incentives | Late 2003 | Planning & Economic Development

The City provides incentives to assist the University – as it would any Downtown investor. Given the tax status of Ohio Wesleyan, incentives include expedited plan and permit review and infrastructure assistance where funds and grants are available.

CF25.3 Enhance Sandusky Streetscape | 2005-06 | Planning & Engineering

The City works with Ohio Wesleyan to enhance the streetscape along S. Sandusky Street to match the improvements made in the Downtown. This should be an extension of the Downtown streetscape project, but modified to better fit the landscaped character of the central campus.

CF25.4 Upgrade Neighborhood | Ongoing | Planning

The City works with the University and surrounding community to upgrade Sandusky Street south of the campus, including an enhanced streetscape, including pedestrian improvements and landscaping, and new private investment.

CF26. Continue to Reduce Light Pollution. The City has strengthened its lighting standards to reduce light pollution and minimize development-related impacts on Perkins Observatory. *See Environmental Resources Element.*

CF27. Work with the Methodist Theological Seminary (MTCO) in Campus Master Planning. Methesco is an important educational resource in the community, as well as a vital institutional citizen. As Methesco expands its facilities on campus, the City will work with the Seminary to support such additional investments. The City will continue to offer to Methesco to work with its staff and

consultants when it undertakes long-term facility planning. Methesco will invite City staff to participate on its planning teams.

CF28. Work with the Methodist Theological Seminary to Establish a Bikepath along US23. A bike path is proposed along US23 as part of the City's transportation plans. The City should work with Methesco, as well as adjacent property owners, to develop the path parallel to US23 and link the central part of Delaware with the southeast area. Provisions are planned in the Cheshire Crossing development to bring this path into that development.

CF28.1 Appoint Study Committee | 2004 | Planning, Parks & Recreational Services, Engineering, & MTSO

The City and Methesco appoint a staff committee to work with adjacent property owners and ODOT to plan the development of a safe bike path along US23. A committee is appointed in late 2003.

CF28.2 Implement Bikepath | 2005-06 | Parks & Recreational Services, Engineering, & MTSO

The location of a bike path along US23 considers the development pattern in this area, property ownership and boundaries, and natural boundaries in attempting to provide for a safe path along this busy state highway.

M. Healthcare

Issues and Findings

Grady Memorial Hospital has been a part of the City of Delaware since 1904 and currently operates a 136-licensed bed acute care hospital on Central Avenue. The hospital's recent addition of the Midge Glendening Emergency Center provides state-of-the-art emergency care, complete with a rooftop heliport. The hospital has more than 200 physicians on staff in 26 specialty areas. The majority of its staff is board certified or board eligible in their fields. Grady recently affiliated with Ohio's largest not-for-profit healthcare system, OhioHealth. In 2002 the hospital began long term planning to determine future facility needs in its service area.

Benchmarks

1. To retain full service healthcare facilities within the City.

Objectives and Strategies

CF29. Continue to Work with Grady Memorial Hospital to Address Site Constraints. The City has consistently worked with Grady Memorial Hospital to address the needs of their West Central site. It is constrained because of its topography, lack of available undeveloped ground for expansion, and limited accessibility.

CF29.1 Address Infrastructure Needs | Ongoing | Planning, Engineering & Grady

The City works with Grady to provide access improvements, including widening of Central Avenue and extension of Curtis Street to West Central. Both projects are on the City's CIP but not scheduled due to a lack of funds.

CF29.2 Address Site Needs | Ongoing | Planning & Grady

The City works with Grady to plan for facility expansions and improvements on the current site.

CF30. Work with Grady Memorial Hospital in Providing Future Facilities within the City. The hospital should undertake long range facility planning similar to other healthcare institutions. As the hospital considers its future, the City will work with Grady to ensure that future facilities are located within the City. Retaining Grady within the community, including any expansions, would be a prudent economic development priority for the City. The City Manager and City Departments will continue to work with Grady to ensure that future facilities are located within the City. This includes land use planning, utility master planning, and coordinating road improvements.

N. Cultural Arts

Issues and Findings

Arts Overview: The arts play a crucial role in the revitalization of the Downtown. The Downtown is a host of events as well as facilities (Strand Theater, Ross Museum, and Arts Castle). Private galleries, gallery space in public buildings, and private performance spaces for music, dance, etc. would generate activity and investment in the Downtown.

There is also a role for public art. This is a common tool in many communities to create a sense of place and identity for public facilities. It is often funded with one percent of the funds of a total construction budget. It can be applied to buildings, bridges, and other major infrastructure projects.



THE ARTS CASTLE
This historic mansion is the home of the Arts Castle.

Delaware County Cultural Arts Center: The Delaware County Cultural Arts Center (Arts Castle) is a community-teaching center for the arts, which provides an opportunity for Delaware County and the surrounding areas to explore the arts. The Center is housed in a 19th century Victorian mansion. The home was originally built as a wedding gift in the 1850s. Around the turn of the century, the castle became a center for the study of art as Lyon Art Hall of Ohio Wesleyan University. It became a private residence from the late '60s through the '80s, when it was purchased by the Arts Center. More than 10,000 individuals from throughout Delaware County and surrounding areas participate in the Arts Center's activities each year. The building includes teaching facilities, exhibition space, library, and gift shop. The board has considered extending its presence into the Downtown.



EDGAR HALL
Edgar Hall at Ohio Wesleyan University – a historic manufacturing building.

Ohio Wesleyan University: Ohio Wesleyan is a leader in the arts. The University arts program was one of the first in the nation, created in 1864. Each year the University brings the Performing Arts and Lecture series to Gray Chapel. There are two academic buildings on campus that house the arts. Edgar Hall was renovated for use by the Humphreys Student Art Gallery, the main Fine Arts Department office, the slide library, art history seminar room and two dimensional media studios, as well as faculty space. Haycock Hall contains the studio spaces. In the year 2002 work was completed on the Ross Art Museum. This museum will house the permanent teaching collection and will support both the Ohio Wesleyan Community and the central Ohio region.

Strand Theatre: The Strand is 86 years old and has continuously operated as a movie theatre and performance space in the Downtown. Ohio Wesleyan University became the owner of the Strand in 2002 through a donation. This is an excellent opportunity for the community to ensure that this Downtown cultural facility continues to provide first-run movies. It may also be an opportunity for hosting performances and other cultural events, depending on the university's plans.

Central Ohio Symphony Orchestra: The Central Ohio Symphony Orchestra (COSO) performs in the Downtown in historic Gray Chapel Auditorium on the Ohio Wesleyan University campus. In 2003-2004 the orchestra celebrates its 25th anniversary. COSO is a professional community orchestra with a yearly attendance of 20,000. They perform a four-concert subscription series with concerts in October, December, February, and May. A major summer event is the July 4th outdoor concert with several thousand that includes the City of Delaware fireworks. COSO partners with the Delaware City Schools, Delaware Union Educational Service Center, and other arts organizations, and is active in civic affairs. The orchestra has three noted youth educational programs and has been recognized for funding from the Ohio Arts Council for 14 consecutive years. COSO serves several surrounding counties in addition to performances in Delaware and is noted for its support of Ohio artists.

Delaware County District Library: The Delaware County District Library (DCDL) system provides academic, leisure, and cultural activities. All branches regularly schedule story hours for infants to preschoolers as well as summer reading programs for all ages. In addition to children's programs there are also family programs throughout the year. In 2000, over 8,500 children attended programs at the library and approximately 2,000 adults attended computer classes, book discussions, author visits, and numerous other programs. The Downtown branch provides a forum for displaying artwork and collections from area residents. One annual highlight is the student artwork display during the Arts Festival. The library houses a collection of 200 pieces from local artists. Additional artwork is available for circulation for library patrons.

Little Brown Jug: Each year the best of the three-year-old standard bred pacers come to Delaware to participate in the Little Brown Jug, the second jewel in harness racing's triple crown. The Little Brown Jug, named through a newspaper contest, has been held in Delaware since 1946. Harness racing has a long and storied tradition. This racing even takes place in conjunction with the Delaware County Fair. The Sunday prior to the County Fair there is also the All-Horse Parade, which takes place from the Fairgrounds through Downtown and then heads back toward the Fairgrounds.

Festivals and Special Events: Delaware has a number of other festivals that take place throughout the year: the Arts Festival, held in May, is a one-day Downtown street fair event highlighting arts and crafts; Cruisin' is a vintage car show that covers four blocks of the Downtown for one day in July (in 2001, there were 200 participants); parades are held on Memorial Day, Christmas and the 4th of July; the 2003 state Bicentennial Celebration will include a two-day county bell casting ceremony, games unique to the time period, entertainment from the time period and an ice cream social (for this event, the Downtown will be blocked off to traffic and the City is anticipating close to 10,000 people); and the MainStreet Delaware hosts a number of "shop hops" or mini-exhibitions throughout the year. And two weekly farmers markets are held, one in the Downtown and the other at the Delaware County Fairgrounds.

Benchmarks

1. A municipal arts council will be appointed and an arts district designated in the Downtown.
2. Three new art gallery or display spaces will be opened in the Downtown during the planning period.
3. A centralized arts calendar will be established to promote all cultural arts events in the community.

Objectives and Strategies

CF31. Establish a City Arts Council to Coordinate Public Efforts. The coordinated development of the arts is a fundamental economic development strategy and enhances the quality of life of the community.

The City should play a leading role by establishing an arts council. The council would serve to coordinate and promote the various arts-related activities and events in the City. It can administer a Percent for Arts Program and could seek and develop outside funding for local arts organizations.

CF31.1 Appoint Study Committee | 2004 | City Council

City Council appoints a citizen task force to investigate the options for creating and operating an arts council and to formulate a recommendation in 2004.

CF31.2 Implement Recommendations | 2005 | City Council

City Council considers the recommendation and directs Staff to establish the arts council in 2005.

CF32. Designate an Arts District in the Downtown as an Economic Development Strategy. There are numerous arts-related facilities and businesses in the Downtown. A formal Arts District designation should be made as a way of recognizing these facilities, attracting additional facilities (art spaces, galleries, artist lofts), and for marketing the Downtown.

CF32.1 Designate Arts District | 2004 | City Council

City Council formally designates a portion of the Downtown as an Arts District based on a recommendation of the Planning Commission.

CF32.2 Market Arts District | Beyond 2004 | Economic Development, MainStreet Delaware, & Economic Development

The Economic Development Coordinator, MainStreet Delaware, the Chamber of Commerce, and other organizations market the Downtown as a viable location for arts-related businesses and spaces, using the designation as an official point of recognition. The City promotes the Arts District in its materials and web site, and installs special signage or other form of recognition at the district boundaries.

CF33. Establish an Art Gallery in City Hall to Support Local Artists. As a means of further expanding art spaces in the Arts District and Downtown, the City should establish an art gallery in its public spaces for the display of art. The program can be modeled on the successful program sponsored by the Mid-Ohio Regional Planning Commission in their offices. A City gallery would further support local artists, school children, and art shows, and is an excellent use of this public space.

CF33.1 Investigate Options | 2004 | City Manager's Office and/or Arts Council

City Manager's Office works with MORPC to establish the parameters of the program. Arts Castle provides assistance. City Manager's Office initiates program in 2004. If an arts council is established, it could manage the City Hall exhibit space.

CF33.2 Implement Physical Improvements | 2005 | Grounds & Facilities

Grounds & Facilities installs the necessary wall brackets and other changes to support the display of art work in City Hall.



WAYFINDING
This is an example of a directional sign in Downtown Salt Lake City.



DIRECTIONAL SIGNAGE
Directional sign for side street in Downtown Saratoga Springs, New York.

CF34. Create a Downtown Wayfinding System to Support Tourism. Visitors to the City do not benefit from a well-designed wayfinding system that directs them to cultural arts facilities and other civic buildings. The City of Columbus has undertaken a very successful signage system in their

downtown, which could be a model for Delaware. The program would provide a limited number of well-designed and legible directional signs. It could be augmented by a limited number of sidewalk kiosk displays.

CF34.1 Investigate Options and Prepare Recommendations | 2004 | Planning, Public Works, and MainStreet Delaware

Planning, Public Works and MainStreet Delaware undertake a review of Downtown wayfinding systems and formulate a recommendation to City Council for implementation.

CF34.2 Authorize Program and Implement | 2005 | Public Works & City Council

City Council reviews the recommendation and authorizes the program.

CF35. Continue City Support of Cultural Arts Events and Festivals to Support Tourism. The City should continue support for community festivals and events within its limited resources. These attractions bring the community together and attract visitors to Delaware.



Economic Development Element

Comprehensive Plan
City of Delaware, Ohio



Economic Development Element

A. Introduction

Economic development addresses the structure of the City's economy – businesses, employers, workforce, resources, and infrastructure. A high quality economy is fundamental to developing and maintaining a balanced, sustainable tax base. The economic base should be sufficiently broad to reduce the impact of economic downturns, yet focused to encourage retention, expansion, and attraction of businesses.

The Economic Development Element of the Comprehensive Plan addresses the economic base, industrial development, office development, retail development, downtown revitalization, tourism development, and economic incentives.

B. Goal and Policies

The City's goal for Economic Development is that:

The City's economic base will be diversified and expanded to create diverse employment opportunities, to encourage additional investment and reinvestment in the community, and to ensure sufficient revenues are available to support the City.

The supporting principles for Economic Development are the following:

1. The tax base will be further diversified and expanded to provide sufficient revenues to support City services and facilities.
2. A full range of employment opportunities will be provided.

Highlights

▶▶ The City's economic base must be expanded, strengthened, and diversified to ensure a sound economic future for the community.

▶▶ Industrial development is the core of the economic base and the role played by the City in the region. Land prices and transportation access are two major advantages.

▶▶ Office development will also be weak given the City's geographic location within the region, lack of interstate visibility, and competition from suburban areas like Polaris.

▶▶ Downtown retail development has great potential and a niche marketing strategy can help to focus efforts and ensure success. Tourism opportunities exist and should be a priority.

▶▶ Economic incentives should be a continuously used tool and expanded to include tax increment financing.

3. An emphasis on industrial development will continue, with a focus on light manufacturing and assembly, warehouse and distribution, and flex-office.
4. Office uses will be encouraged with the understanding that the market supports small scale, professional offices.
5. Retail will be supported that meets community needs for goods and services in a few locations throughout the City on major arterials.
6. The Downtown will be the focus for speciality retail, entertainment, cultural facilities, and civic uses.
7. Road, rail, airport, and utility improvements that facilitate economic development will be supported.
8. Numerous approaches will be taken to maintain stable land prices for industrial development, which is one of the City's major competitive advantages.
9. The range of economic incentives will be expanded and fiscal benefit will be considered when offering economic-incentive packages.
10. Coordination with economic partners and school districts will continue to be encouraged.

C. Economic Base

Issues and Findings

Historic Context: The City has been the historic economic hub of Delaware County since the early 1800s. The City's economy has been historically based on transportation, manufacturing, government, and education. Along with being an early transportation center, trains were serviced here and a variety of products were manufactured (i.e. Delaware Chair Company). The local economy has diversified over the years, to include health care (Grady Hospital), a stronger presence of local government, and two institutions of higher education. In the 1990s Delaware also transitioned into a Columbus suburb, with a growing number of residents commuting to Honda, Rickenbacker, and other employment centers outside of Delaware County.

Current Base: Today the major employers in the City include government, manufacturing, distribution, office, health care, and services. Among the larger of these employers is Kroger Great Lakes Regional Distribution Center (625 workers by 2005), PPG Industries with 623 employees, Grady Hospital with about 650 employees, Delaware County at about 524, and Ohio Wesleyan University with about 500 employees.

The City's labor force has grown since 1990, with increases in management and office sectors, and declines in construction and maintenance. In 2000 the City had a labor force of about 14,257 persons, which grew by 38% over 1990. In terms of occupations, about 37% were employed in Management, Professional and Related Occupations and 28% were Sales and Office Occupations. These two sectors represented the largest growth since 1990, 70% and 28% respectively. Relative to the industries of employers in 1990, City residents were employed in a wide range of sectors with the most significant being education, health and social services (20%), manufacturing (16%), and retail trade (11%).

Forecasts: The *Market Analyses* (Randall Gross/Development Economics, 2003) report forecasts industrial employment to increase from 5,234 to 6,315 between 2000 and 2005, an increase of 21%. The absorption forecast for industrial space is 315,700 square feet for 2002-2007. Office employment is forecast to increase from 4,379 to 4,760, an increase of 9%. The absorption forecast for office space is 51,400 square feet for 2002-2007. For the Downtown, the report forecast potential demand of 141,114 square feet of retail space, of which 91,021 square feet would be net new space (50,093 square feet absorbed in existing vacant space).

Central Ohio has typically been insulated from national economic downturns, but that appears to be lessening. For the *Thoroughfare Plan*, the Mid-Ohio Regional Planning Commission (MORPC) has forecast for the City's planning area that employment will increase from 17,154 to 25,629 by 2020. It has also forecast that retail space would increase from 1.9 million to 3.7 million, industrial space from 3.9 million to 7.7 million, and office space from 748,000 to 1.2 million.

MORPC forecasts that job growth in Delaware County will be centered in the southern tier (Polaris, Westerville, etc.), with the City capturing a decreasing share of overall job growth. This factor must be weighed in considering strategies to offset the City's geographic disadvantage, if possible.

Related Activities: The City has been very cooperative with the County, Chamber of Commerce, State of Ohio, and utilities in packaging incentives and marketing the region. Efforts should continuously be made

to consider the benefits to the entire community of economic development projects. The City will continue to lead economic development efforts within its corporate boundaries.

The Economic Development Coordinator is working with a consultant to prepare a business plan to guide the operations of the office in 2003. The plan will recommend setting a minimum City income tax payment from companies receiving tax incentives. The recommendations of the plan should be integrated into the Economic Development Element.

Benchmarks

1. A minimum of 3,200 jobs will be retained or created during the planning period.
2. A minimum of 100 businesses will be retained, expanded or attracted to the City during the planning period.

Objectives and Strategies

ED1. Establish the Delaware Partnership for Economic Growth. The continued development of a strong economic base for the City and all of Delaware County requires that all of the entities with this responsibility work together in a cooperative environment. To facilitate on-going cooperation, a formal Delaware Partnership should be started as that organizational entity. It would provide a forum for communication and cooperation. Its membership should include all local government units, state representation, Chamber of Commerce and MainStreet Delaware, utilities, real estate interests, businesses, and academic leaders. Three individuals could be selected by the member organizations to coordinate the Partnership and facilitate monthly meetings. MODE is an example of the structure that is recommended in this objective.

ED1.1 Execute a Memorandum of Understanding | 2004 | City Council & Economic Development Partners

The key development organizations in the County execute a Memorandum of Understanding that sets forth the role and responsibilities of the Partnership.

ED1.2 Partnership Begins Work | 2005 | Delaware Partnership for Economic Growth

The Partnership meets monthly to discuss economic issues, respond to development inquiries, jointly plan marketing efforts, and review infrastructure investments.

ED2. Continue to Work with the Chamber of Commerce. The Chamber of Commerce plays a critical role in coordinating countywide economic development efforts and has a special role to play in the City. The City will continue to support and work with the Chamber on economic development projects, including its informal meetings with realtors, developers, and businesses. This is especially important if the Delaware Partnership for Economic Growth (objective ED1) does not come to fruition.

ED3. Market Comprehensive Plan Development Priorities. The City should begin an aggressive marketing program to sell Delaware to potential industrial, office, and flex-office investors, developers, and businesses. This campaign should build upon the recently completed marketing brochure and ongoing contacts at the local, regional, and state levels. It should be expanded to include a Midwest or national marketing and advertising campaign, including advertising in industry publications and exhibiting at trade shows.

ED3.1 Continue to Market the City | Ongoing | Economic Development

The Economic Development Coordinator continues to market the City through traditional avenues, including responding to inquiries, maintaining contacts at the local, regional and state level, and participating in economic development organizations.

ED3.2 Test an Aggressive Campaign | 2004 | Economic Development

The City initiates an aggressive marketing campaign in 2004, if funds are available. The campaign includes national mail and advertising, and exhibiting at one regional and one national trade show.

ED4. Become a Full Member in the Mid-Ohio Development Exchange (MODE). The Mid-Ohio Development Exchange (MODE) is an excellent Central Ohio resource for contacts and marketing the City. The Economic Development Coordinator should become a full member. The City begins paying full dues to MODE in 2003.

ED5. Expand Relationship with Greater Columbus Chamber of Commerce. The City will explore an expansion of its relationship with the Greater Columbus Chamber of Commerce to become a

stronger regional player and to increase benefits that derive from such a relationship. The Chamber can be a partner in business attraction and retention, workforce development, and other economic development issues.

D. Industrial Development

Issues and Findings

Region: The industrial market includes the City and the County, with a large portion of the industrial building supply located in the City limits, according to the *Market Analyses* (Randall Gross/Development Economics, 2003).

The Columbus region has a total inventory of 208 million square feet of competitive industrial space in 2,700 buildings. In 2002, 1.4 million square feet was constructed and another 7.6 million square feet was planned. Much of the existing and new space is located in the southeast quadrant of the region. Only 5% to 7% of the total regional space is located in Delaware County. Distribution dominates the regional market. The dwindling supply of tax-abated land, increasing land prices, and increasing local resistance are reducing industrial development opportunities in the traditional areas and will gradually increase industrial demand in the northern edges of Columbus, including Delaware. The regional market has a 9.6% vacancy rate in the third quarter of 2002. Rents averaged \$5.02 in the 2nd quarter of 2002.

About 8.3 million square feet of industrial space is located in Delaware County. The vacancy rate in the 2nd quarter of 2002 was 5.0%, representing an increase since 2000. Average rents have declined since 2000 and were an average of \$5.58 per square foot in mid-2002. Since 2000, the County has absorbed 243,000 square feet of industrial space, of which 145,000 was absorbed in the first half of 2002.

City Inventory: The City has an industrial inventory of 43 buildings with a combined 5.1 million square feet of space. This is 2.5% of the regional market and 61.6% of the County market. Much of this space is concentrated in the southwest quadrant of the City. The vacancy rate in the 2nd quarter of 2002 was 4.6%, a slight decrease from the 3rd and 4th quarters of 2001. The City is much healthier than the regional vacancy rate of 9.6% (the Kroger Great Lakes Regional Distribution Center is not included in these numbers since it was still under construction).

The City rents have continually increased since 1999. In the 2nd of 2002 rents averaged \$4.55 per square foot, an increase of 24% from 2000. While still lower than the regional average of \$4.70, rents continue to increase despite an overall gradual softening in the region's industrial market. Increasing rents and healthy occupancies highlight the relative strengths of the Delaware industrial market.

Delaware's absorption has totaled about 207,000 square feet since 2000, with a three-year moving average of 81,200 square feet per year. While modest, this amount is positive compared with the net outflow of 864,000 square feet per year from the regional market.

Delaware City's industrial base is oriented towards a traditional mix weighted heavily with manufacturing. Products generated by local plants include metals, wood and paper products, building materials, plastics, automotive parts and supplies, and instruments. A survey of 60 businesses found a total of 4,150 employees or an average of 70 per business.

The largest local industrial sector is automotive (30% of all industrial employment). The second largest is metals at 24% and machines and equipment was third at 11%. One of the largest industrial clusters is in building products, with 17 companies and almost 700 jobs related to glass, wood, and metal building products (no doubt benefiting from the residential construction boom in Delaware County). The City is also home to several specialty production companies, including bocce balls and boomerangs.

Competitive Advantages: Proximity to Columbus' distribution network, regional transportation access (highway and rail), incentive programs, available land, and lower real estate costs have attracted manufacturing and other businesses to the City.

The City has remained competitive for industrial users in part due to the relatively low cost of its land and buildings. It is not unlikely that, as demand for residential land becomes more pronounced in coming years, the price of industrial land will increase. Over time, the City's industrial prices will converge with those of other parts of the metro Columbus market. This price convergence will reduce the City's key existing competitive feature for industrial development.

Delaware is not located on a major interstate highway. Until relatively recently, the large distributors that characterize the Columbus market have shunned such locations because of the many better-situated alternatives. In addition, the City's existing and planned truck routes conflict in part with residential neighborhoods.

A survey of local manufacturers found that an inadequate labor supply is the key issue that most affects their business. Despite its proximity to Columbus, the City still relies on a relatively small manufacturing labor market base that includes Delaware and surrounding counties to the east, west, and north. Many of the new residents of southern Delaware County are white-collar professionals, but manufacturers still need laborers, machine operators, skilled technicians, and others that may be underrepresented in the Delaware County labor market.

Because of the City’s dependence on manufacturing as an important part of its industrial base, its economic base is more susceptible to a downturn in the manufacturing sectors. Manufacturing has been declining as an industry nationally for three decades. The City must remain competitive for those exceptional manufacturing companies and niches that are experiencing growth.

The City’s industrial base will need to expand and diversify in order to remain competitive. It is also important for the City to retain a strong industrial base as a source of income tax revenues in the future. A diverse economic base can ensure that a severe downturn in any one industry or sector will not have the effect of reducing the City’s overall tax base.

Forecast: The *Market Analyses* report forecasts industrial employment to increase from 5,234 to 6,315 between 2000 and 2005, an increase of 21%. The absorption forecast for industrial space is 315,700 square feet for 2002-2007. The table below presents the forecast through 2022. It is assumed the City’s strengths and its relatively competitive position vis-à-vis other locations in the Metropolitan market will continue to spur industrial development. The forecast assumes the City ensures a sufficient supply of available, serviced, and cost-competitive sites and buildings to attract industrial users. This forecast does not include “drop in” businesses like the Kroger Great Lakes Regional Distribution Center that are anomalies.

Table W. Spec Industrial Absorption Forecast – City of Delaware					
Type of Use	2002-2007	2007-2012	2012-2017	2017-2022	Total
Manufacturing	142,100	116,500	220,900	325,900	805,400
Warehouse	105,900	86,800	164,600	242,800	600,100
TCU/Other	67,700	55,500	105,200	155,200	383,600
Total	315,700	258,800	490,700	723,900	1,789,100

Source: *Market Potentials*, Randall Gross/ Development Economics, 2003

Note: TCU/Other = Transport, Communication, and Utility and Other Uses

Benchmarks

1. Additional industrial square footage that will be occupied or added to the total inventory will equal 315,700 square feet during the planning period.
2. Industrial employment will add 1,081 new jobs during the planning period.

Objectives and Strategies

ED6. Designate and Market Formal Industrial Parks. The priority of this objective is to create an identity for the City’s industrial areas and to market that identity to potential businesses. This will improve the City’s ability to attract new business. The City should designate formal industrial parks for each industrial area within the City. Some formal parks have already been established by their owners. Others have not and act as clusters of industrial businesses. At the same time, the City or other developers may develop new industrial parks in the future.

ED6.1 Designate Formal Industrial Parks | 2004 | Economic Development & Planning
Industrial areas will be designated, which provides separate identities for each major concentration of industrial uses. In the future, new industrial parks should be provided formal identities.

ED6.2 Enhance Park Identities | Ongoing | Planning & Economic Development
Industrial parks should create special gateway features and signage to reinforce their individual identities. The Economic Development Coordinator and the Planning Department will work with private owners to enhance gateways.

ED6.3 Market Industrial Parks | 2003 & Ongoing | Economic Development
The City will market specific industrial parks and larger industrial areas in its marketing materials.

- ED7. Establish an Industrial Land Bank.** One of the City’s major competitive factors is the price of industrial land. It is crucial for the City’s long-term viability as an industrial center. The City should consider actively holding property through the creation of an industrial land bank. This could serve as the motivation to develop a City-owned industrial park, which is a common economic development strategy for local government. The City would use a host of financing tools to fund the acquisition and development of the park and not only general fund dollars.
- ED7.1 Undertake Feasibility Study | 2004 | Economic Development**
The City hires an economic development consultant in 2004 to undertake a feasibility study for creating and operating an industrial land bank. Part of the study should examine the feasibility of developing and operating an industrial park. The City may wish to target the area south of the airport and west of US42.
- ED7.2 Establish Land Bank | 2005 | City Council**
Following completion of the study, the City begins the process of establishing the land bank and acquiring land. If Council decides to proceed with development of the industrial park, actions are taken to begin that process.
- ED8. Continue to Expand and Improve the City’s Airport.** Delaware is home to the rapidly growing county’s only airport. There is a need for a long-term strategy to capitalize on this important asset, especially as demand from within the County grows enough to support more executive aircraft. In the long term, Delaware’s airport may hold potential as a reliever airport on the opposite side of the city from Port Columbus. In either case, the airport is a marketing amenity for attracting industrial and office uses. The airport is a generator of economic development and will grow in importance within the region over time. The City should continue to expand and improve its facilities and operations. In addition, aviation-oriented businesses should be attracted to the airport environs. *See Transportation and Community Services and Facilities Elements.*
- ED9. Improve Truck Access.** The *Transportation Plan* recommends the development of several key arterials to improve the road network and provide alternative access routes. Any attempts to improve Delaware’s inter-state access will help bolster its industrial sectors. Such efforts, if aimed at diverting truck traffic away from the City’s existing and prospective residential neighborhoods, will also help strengthen the marketability of those areas. In particular, design of the new east-side connector route (Alternate 16) should consider incorporating boulevard design amenities in order to minimize impacts on the residential character of the south/east areas of the City. *See Transportation and Community Character Elements.*
- ED10. Continue to Work with Industrial Real Estate Brokers.** The City should continue to work with industrial brokers that provides input on key marketing issues and increases awareness of Delaware’s strategic positioning in the market. The Economic Development Coordinator has begun this process. *See Objective ED1.*
- ED11. Ensure that Labor Supply Issues are Addressed through Educators.** The Economic Development Coordinator can also work closely with area colleges, state vocational / technical training programs, and local manufacturers to ensure that labor supply issues are being addressed. In this way, City efforts will add value to local companies’ own efforts at labor recruitment. The Economic Development Coordinator establishes contacts with area colleges, state vocational / technical training programs, and local manufacturers to address labor supply issues.
- ED12. Prioritize Economic Clusters.** The City focuses its marketing, attraction, and retention efforts on the key sectors that have established strong concentrations in the City’s economic base. This includes automotive, metals, machines and equipment, building products, specialty production companies, food processing, flex-office and warehouse and distribution. While operating with a focus, the City is responsive to non-priority companies, especially those that provide significant employment, reasonable income tax return to the City, or offer the opportunity for growth. As efforts focus on economic clusters, efforts should be made to maximize available land so that the City gets as much development feasible on industrially zoned land.
- ED13. Adopt a Planned Industrial Zoning District.** The City should adopt a Planned Industrial Zoning District that would provide a flexible zoning tool to accommodate large or unusual development projects. As an example, the Kroger Great Lakes Regional Distribution Center required about 60 variances because it did not fit cleanly into the zoning code because of its size and layout. *See Land Use Element.*

E. Office Development

Issues and Findings

Region: The City represents a minute portion of the regional office market and even Delaware County’s office market. The City absorbs 10,000 square feet per year in Class A/B office space. While overall vacancy is relatively low, Downtown office space performs poorly. Absorption of about 54,000 square feet is anticipated by 2007 and 255,000 square feet by 2022, excluding any major “drop in” uses.

The Columbus market has about 63.7 million square feet of office space in 1,830 buildings. The region added 5.3 million square feet since 2000, an increase of over 9%. After the rapid ascension of the Arena District as an important office/mixed-use hub, it is expected that the pace of office construction in the greater Columbus market will slow for several years. The vacancy rate in the 2nd quarter of 2002 was 14.2%, up from 5% in 1998. About 1.3 million square feet of space was absorbed in the market since beginning of 2000; the three-year moving average was a positive 294,000 square feet per year since 1999. Rents in the 1st quarter 2000 stood at \$12.87 per square foot and declined to \$12.75 per foot by the 2nd quarter 2002.

About 3.1 million square feet of office space in 48 competitive buildings was found in the Delaware County market, representing 4.8% of the regional office base. Most of this space is clustered in the Polaris area. The overall county inventory has increased by 1.8 million square feet or 144% in just 2.5 years. This represents 34.2% of overall growth in the regional supply, far in excess of the County’s share of household (19%) or employment (21%) growth. The county’s office space is especially appealing to retail-oriented office tenants that desire a location with visibility to I-71 and to household consumers. More importantly, corporate tenants prefer the location because of its proximity to high-end housing in the northern suburbs of Columbus. The vacancy rate in the 2nd quarter of 2002 was 12.3%. Rents averaged about \$13.38 in the 2nd quarter of 2002. The County has absorbed 1.5 million square feet of office space since 2000, with a three-year moving average of over 500,000 square feet per year. Thus, the County’s annual moving average has exceeded that of the region as a whole, indicating relocations from other parts of the regional market into Delaware County.

City Inventory: The City has captured a very small share of the County’s and the region’s office market. Just nine competitive (typically Class A/B) buildings are in the City with a total of 128,200 square feet, representing 4.2% of the County and 0.2% of the Metro Columbus office supply. The City’s supply is concentrated with the main bank branches in Downtown space. Some professional, real estate, and other office tenants are scattered in a few neighborhood locations and small office parks such as those along US36/SR37 east.

Downtown has a total inventory of about 134,000 square feet of space that is currently used by or is available for private offices, based on the Delaware County Auditor records. However, only about 69,300 square feet are located in office “buildings,” with the remainder in storefront spaces that could be leased for retail tenants. Much of the Downtown space is in older, historic buildings, many of which are not included in the inventories. Downtown is also home to a number of government functions that are not included in the market inventory.

About 8,000 square feet (6.3%) in the nine competitive Delaware buildings was vacant, as of the 2nd quarter 2002. Vacancy rates have declined since 2000. Since this is a small sample, movement among just a few tenants can have a disproportional impact on the local office market. Brokers estimate that only 50% of Downtown upper-floor space is renovated and leasable, with about 30% of this space vacant.

Rental rates in the nine competitive buildings are averaging \$13.00, which is the same as the average rate in 2000. This rate is lower than the County average, but higher than the region’s. Downtown rents have fallen to \$7.00 per square foot, presently. A significant portion of the Downtown office space is held by a few property owners.

There is a perception that only a limited amount of land is zoned and available for office space in the City. Office-zoned land is generally priced at \$50,000 per acre and as high as \$75,000 per acre on the west side of the City. Portions of US36/SR37 are zoned for office uses and have attracted some of the area’s Class A/B space.

The City has had a total absorption of only 29,700 square feet of office space (in Class A / competitive inventoried buildings) since 1999. The City’s three-year moving average was 9,900 square feet per year. For

Definitions

▶▶ **Class A Office Space:** New and recently built building with elevator, lobby, amenities, and medium finish.

▶▶ **Class B Office Space:** Similar finish to Class A, but older building (10-plus years) with fewer amenities.

▶▶ **Class C Office Space:** Older building, fair to poor quality, few amenities.

Source: Randall Gross / Development Economics

an extreme comparison, the County absorbed 1,372,622 square feet of office tenancy while Delaware City absorbed 951 square feet.

Competitive Disadvantages: Among the issues to be addressed are the lack of major corporations, medical facilities, federal government agencies, or other generators of demand for office space. The City faces competition from a large and growing office supply at Polaris and other southern Delaware County locations; the City cannot easily compete with the retail and other amenities that help attract office tenants to that area, unless cost factors present an advantage to locating in the City or the Downtown. Since Delaware lacks major interstate highway frontage, the City lacks the kind of high-profile sites and office parks that attract corporate users. Such users seek not only the access afforded by such sites, but also the visibility associated with them. The City also lacks dedicated and defined office parks to support such development. Finally, there is a perception among commercial office developers that the City only has limited zoned land available for office development.

Even if there was demand for professional and corporate office space, there is relatively little new, class A office stock in the City to accommodate this demand. Delaware’s Downtown office space is located primarily in the several financial institutions and in 2nd and 3rd floor spaces in vintage buildings. Much of this Class B/C space remains vacant and has not attracted many of the typical small downtown office uses (attorneys, real estate and insurance offices, medical & dental professionals, etc).

The City has not had the kind of housing development that attracts executives to locate here. Since corporate executives and professionals tend to locate their offices near their homes, the lack of housing opportunities helps reduce demand for professional and corporate office space.

Forecast: The *Market Analyses* forecasts office employment to increase from 4,380 to 4,780 from 2000 to 2005, an increase of 8.7%. The absorption forecast for office space is 51,400 square feet by 2002-2007. It is assumed that the City will have sufficient office-zoned land to accommodate and encourage the addition of new corporate office tenants and additional suburban office space, the City will have sufficient and “appropriate” housing to attract office tenants, and some public intervention or public-private partnerships may be required to enhance the marketability of downtown office space.

Table X. Spec Office Absorption Forecast – City of Delaware					
Type of Use	2002-2007	2007-2012	2012-2017	2017-2022	Total
FIRE	22,800	24,200	27,300	31,400	105,700
Information	3,500	5,200	5,800	7,100	21,600
Professional	2,300	2,100	2,600	3,500	10,500
Management	4,600	4,500	7,000	9,500	25,600
Admin/Other	18,200	18,400	23,800	31,300	91,700
Total	51,400	54,400	66,500	82,800	255,100

Source: *Market Potentials*, Randall Gross/ Development Economics, 2003

Note: FIRE = Finance, Insurance, and Real Estate

Benchmarks

1. Additional office square footage that will be occupied or added to the total inventory will equal 51,400 square feet during the planning period.
2. Office employment will add 400 new jobs during the planning period.

Objectives and Strategies

ED14. Develop a Downtown Office Niche Incentive Marketing Strategy. The City represents such a minute share of the Delaware County office market that a local office market can be built from the “ground up.” The *Market Analyses* suggests a phased approach that starts by building on Delaware’s strengths as a community with “small town charm.” This theme, which runs through all of the City’s markets, can be helpful in attracting certain small, niche office tenants that help to lay the groundwork for a more active and speculative office market in the future. In order to attract these niche tenants, the initial marketing strategy would focus on Delaware’s central business district, which projects the small town image of the City to potential tenants. Office will be considered a key component of any Downtown revitalization plan. The interaction of office and retail uses is a secondary basis for attracting office uses to the Downtown.

ED14.1 Identify and Market to Potential Tenants | Ongoing | Economic Development

The revitalization strategy will identify specific target office tenants for the Economic Development Coordinator and MainStreet Delaware to recruit for the Downtown. Among the most appropriate first-phase tenants would be non-profit arts & cultural organizations, graphic designers, financial services, architects, engineers, and other professional tenants.

ED14.2 Work with Columbus Metro Brokers | Ongoing | Economic Development

The Economic Development Coordinator will also maintain contact with Columbus-area office brokers (as they would with industrial brokers) to ensure that the brokers are aware of the City's space available for potential target tenants.

ED15. Promote Mixed-Use Development in Suburban Locations. In order to ensure the character of potential office areas is protected and enhanced, the City should allow for and promote mixed-use development in these suburban areas in an orderly fashion. The City should avoid pad-style, single-use office development since the overall market preference is for mixed uses including retail. The current exception would include planned, landscaped office parks with natural amenities.

ED15.1 Promote Office and Mixed-Use Development | Ongoing | Planning & School Districts

Office and retail uses are permitted in the B-3 District. The Planning Department works with property owners and developers to plan on office-retail developments that provide a mixed-use commercial environment.

ED15.2 Rezone Part of Brighton to Office | 2004 | Planning & Economic Development

A portion of the Brighton development (south side of US36/SR37) will be rezoned to the Office District to distinctly permit office uses in a cluster to the rear of the project. This will help to market that area for office uses. The Planning Department and Economic Development Coordinator work with the property owner.

ED15.3 Consider Density Bonus | 2004 | Planning

The City will consider a density bonus to encourage mixed-use commercial development. This would be treated as a Conditional Use or Overlay District that would also require a higher design standard and quality materials. This would necessitate placing a density cap on existing commercial districts. The Planning Department will provide a recommendation to Planning Commission and City Council in late 2004.

ED16. Facilitate the Development of Flex-Office Space. The Zoning Code should make explicit the inclusion of flex-office uses in designated industrial areas. Economic development outreach should include efforts to attract smaller "flex" tenants to the City as a way of diversifying the office and industrial mix. The smaller tenants that occupy flex space would include growth-oriented services and distribution companies that are more likely to expand over the long run.

ED16.1 Include Flex-Office in Zoning Code | Late 2003 | Planning

The Planning Department recommends amendments to the Code to explicitly permit flex/office uses in the industrial districts. A proposal is submitted to the Planning Commission and City Council in late 2003.

ED16.2 Promote Flex-Office | Ongoing | Economic Development

The Economic Development Coordinator promotes flex-office opportunities to real estate brokers, developers, and property owners. An appropriate location for flex-office is the west side of Liberty Road in locations impacted by airport-generated noise.

ED17. Target Tax Abatements. As part of its economic development strategy, the City should target its tax abatement program to office tenants. Such uses tend to generate higher net fiscal returns to the City based on the income tax revenues that they create while operating at lower fiscal costs.

ED17.1 Adopt Office-Related Tax Abatement Policy | Late 2003 | Economic Development

The Economic Development Coordinator proposes a specific tax abatement policy that provides extra benefits to office developers as an inducement. The proposal is presented to City Council in late 2003.

ED18. Continue to Expand and Improve the City's Airport. As discussed in the industrial section, the airport is an important amenity unique within Delaware County to the city of Delaware. Ongoing investment in this amenity, in conjunction with efforts to add executive housing, will help in

marketing Delaware to corporate and professional office uses. *See Transportation and Community Services and Facilities Elements.*

- ED19. Facilitate the Development of Executive Housing.** The addition of executive housing would help the City in its efforts to recruit corporate and professional office tenants. This is one of several housing related issues that are addressed in the Housing Element. *See Housing Element.*

F. Retail and Downtown Development

Issues and Findings

City Inventory: The City has a total of about 1.0 million square feet of retail space, of which 200,000 square feet is located in the central business district (CBD). Among existing downtown Delaware consumers, almost 90% do most of their shopping at Polaris or other competitive locations. In order to attract consumers back to the Downtown, they would like to see more things to see or do, plus more restaurants, apparel stores, and groceries. Delaware consumers are adamant that the real strength of the Downtown is its base of independent, home grown stores. They would prefer not to see the addition of more chains to the CBD because it would distract from its unique “small town” quality.

Reference

▶▶ For information on Downtown consumer preferences, please see *Market Analyses, Randall Gross/Development Economics, 2003*

The CBD was once the commercial hub for Delaware County. Delaware was not only the hub for government and finance, but also had the main concentration of destination retail stores that attracted shoppers from throughout the County and beyond. The CBD has a large concentration of retail and other commercial businesses, with a total of 312,700 square feet of commercial space. Of this amount, about 181,700 square feet is in retail use. For the purposes of comparison, this amount of retail space is roughly equal to the size of a typical Super Wal-Mart store in many suburban shopping strips. Despite the rapid development of a major regional shopping node at Polaris, almost one-third of Delaware’s downtown retail is still somewhat destination-oriented. About 57,300 square feet of CBD space is occupied by shopper goods stores that cater to comparison shoppers.

Unfortunately, competition and a changing retail industry have contributed to the increase in vacancy and underutilization of space in the CBD. More than 50,000 square feet of retail space was vacant, accounting for 27.6% of retail space, as of the summer of 2002. Private shopping center operators target a vacancy rate of no more than 5.0% for their operations. The CBD would not be considered “healthy” at the existing level of vacancy. Most of the retail stores occupy ground-floor space. Brokers estimated that only 50% of upper-floor space is renovated and/or leasable. Upper floors are generally occupied by offices (68% of occupied upper-floor space) or rental apartments (21%). Other spaces are utilized for storage or showroom space by retail businesses.

There is a total of almost 840,000 square feet of retail space in the remaining portions of the City, mainly in shopping centers. These centers and scattered commercial areas also contain about 71,000 square feet of other commercial uses, typically banks and other financial institutions. The suburban retail mix is somewhat different than Downtown, with a much higher share in convenience goods stores, 38.5%, or 322,500 square feet. These stores include supermarkets and drugstores, of which there are none in the Downtown area. Suburban areas also have almost an identical amount of shoppers goods space, 332,500 square feet, accounting for 39.7% of suburban Delaware retail space.

CBD Retail Issues: The CBD is a key retail node in Delaware, especially since the CBD conveys the City’s image to visitors, as well as to prospective businesses and residents.

- 1. Competition:** An important issue for the CBD is the large-scale, rapidly emerging, and comprehensive competition (particularly in southern Delaware County) that did not exist just a few years ago. Polaris is a super-regional shopping center and it, combined with its attendant spin-off and “big box” retail, is a major draw for Delaware residents. As such, competitive retail leads to “leakage” in retail expenditures from Delaware to other areas outside of the City.
- 2. Small Business Base:** The CBD’s locally owned, small businesses are an important part of the “small town” image that is so attractive to residents and visitors alike. However, small, locally owned businesses lack the financial and marketing resources available to national or regional chains and are therefore more susceptible to competition and economic downturns.
- 3. High Turnover:** The CBD has seen higher than acceptable turnover rates. This is a sign of underlying weaknesses resulting in part from competitive forces acting on the City’s small business base.

4. **Merchandising and Marketing:** The CBD would benefit from a comprehensive merchandising, marketing, and targeting strategy to bolster the resources of individual businesses that are otherwise acting alone. Lacking cooperative efforts among small businesses, such businesses are more susceptible to the competition that results in higher turnover.
5. **Lack of Anchors:** The CBD has many fine small businesses but lacks anchors that can help bolster its competitiveness for destination demand. Without access to the marketing resources available to national or regional chains, the smaller independent local stores have difficulty reaching the broader regional consumer market.
6. **Visibility and Access:** While several highways pass through the CBD, it lacks the kind of access and visibility of other towns, large and small that are located astride interstate highways or other major regional access routes.
7. **Role of Key Institutions:** Downtown benefits from the presence of important institutions, such as Ohio Wesleyan University (OWU), City and County Government, and large banks and financial institutions. Until recently, there was no comprehensive effort to leverage the power of these institutions to strengthen downtown.

Suburban Retail Issues: Retail in suburban Delaware is driven more by resident expenditure potentials. Thus, demand for retail naturally follows the City’s growth in households (rooftops) and income. However, if the City is to become attractive as a location for higher-income households, there is a need to ensure that retail areas offer a high-quality environment conducive to specialty retail businesses.

1. **Competition:** As in the Downtown, suburban Delaware is also impacted by the emergence of strong competitive nodes in southern Delaware County and elsewhere throughout the metro Columbus market. Even with growth in households and income, Delaware’s suburban areas lose retail sales to a growing number and size of competitive nodes.
2. **Capturing Local Growth:** There has so far been minimal effort, in the face of increasing competition, to help local retailers re-capture some of the local household expenditure growth that is available to them within Delaware.
3. **Vacancies:** There are vacant tenant spaces in several retail centers in late 2003. It is important that these centers remain fully leased to ensure their long-term viability. The City has concerns that the development of additional retail space will exacerbate the problem, although the City also recognizes that new residential areas will require convenience goods and services within close proximity.

Forecast: The market analysis found that the CBD can support an additional 140,000 to 160,000 square feet of retail space by 2007, partly because the City’s expenditure potential is growing but the market is underserved for convenience uses like grocery stores and pharmacies. Suburban areas of the City could support another 200,000 square feet of retail space by 2007. Downtown has failed to capture its fair share of recent growth in part because of the lack of “destination” activity to draw people from southern Delaware County and other areas within the trade area as well as more tourists and day trippers from outside of the trade area.

Benchmarks

1. The CBD will attract an additional 140,000 to 160,000 square feet of retail space during the planning period.

Objectives and Strategies

ED20. Develop a Downtown Niche Marketing Strategy. The Downtown Niche Marketing Strategy is driven by the need to enhance Downtown’s destination appeal in order to expand its capture of the local retail market and the market within the trade area, and to increase its appeal to “inflow” consumers such as Columbus day-trippers and tourists from outside of the Columbus market. By enhancing “in-flow,” the City can counter-act some of the leakage effect from local households to competitive retail nodes. Of Delaware’s retail nodes, Downtown has the best opportunity for generating destination appeal and capturing in-flow sales, in the short- and mid-term. This strategy will be developed by MainStreet Delaware, Chamber of Commerce, and Economic Development Coordinator by the end of 2003.

ED20.1 Downtown Activity and Entertainment | Ongoing | Main Street Delaware

A key finding from the consumer intercept survey was that existing Downtown shoppers (and presumably many consumers who do not currently shop the Downtown) find that Downtown lacks “things to see or do.” One priority for any comprehensive Downtown

marketing strategy would be to identify and establish a program for enhancing Downtown's role as an activity center for fairs and festivals, live entertainment, and other street activity on a regular basis. As home to the Little Brown Jug and OWU, the City already has a substantial thematic base on which to build. Main Street Delaware will take a lead role in coordination and implementation of this program in concert with other local non-profits and institutions.

ED20.2 Tourism and Day-Trippers | 2005 | Economic Development

For a small historic downtown with significant competition, a key marketing strategy is to build on "inflow" from tourists and day-trippers from outside of the trade area. Key elements of this strategy include the development of bed and breakfasts and small inns to help bolster the community's image as a quaint get-away near the big city. Restaurants, conference centers, heritage and environmental corridors, and tourist attractions (such as a museum) are also important marketing elements that should be considered as part of a comprehensive marketing strategy for Downtown. Financing and implementation plans should form a crucial part of the strategy, which could be developed by the City in concert with Main Street Delaware, OWU, Historical Society, and other stakeholders.

ED20.3 Anchor Development | 2004 & Ongoing | Economic Development, Main Street Delaware, & Chamber of Commerce

A comprehensive strategy will also address ways to attract or create anchors for Downtown. Anchors are important as drivers of destination appeal and can include unique national or regional chain stores, large local specialty stores, theaters (stage or film), civic or cultural centers, art galleries, historic hotels, antique malls, factory stores, museums, monuments, parks, or other strategic elements that can attract destination shoppers, tourists and day-trippers. Chain stores, supermarkets, or other destination retailers can generate spin-off that helps support neighboring local stores. However, chains (except for groceries) must be relatively unique to the Columbus market in order to have a true destination impact. They must also be recruited and planned carefully so as not to conflict with the City's existing core destination appeal as home to almost 100 independent, local retailers. MainStreet Delaware, Chamber of Commerce, and the Economic Development Coordinator will jointly address the specifics of how to recruit, create, or develop appropriate anchors.

ED20.4 Institutional Partnerships | Ongoing | City Manager's Office, OWU, Delaware County Commissioners, Main Street Delaware, & Chamber of Commerce

In 2002-03 Ohio Wesleyan University was exploring ways to enhance its role in revitalization of the Downtown. The University has invested in the Strand Theater with the aim of ensuring it remains a resource and attraction for its students. The City, OWU, County government, MainStreet, Chamber of Commerce, and financial institutions will work together to coordinate and maximize efforts to strengthen the Downtown. Area institutions, along with business and government, can also form partnerships to finance improvements and marketing efforts. Government offices will continue to be located in or adjacent to the Downtown.

ED20.5 Merchandising, Management, and Marketing Plan | Ongoing | Main Street Delaware

The Downtown Strategy will include merchandising plans to address specific marketing issues relating to individual retailers as well as the overall marketing effort. Management and marketing will be coordinated between and among Downtown businesses in the same way that a shopping center management company markets the center as one entity, in order to create economies of scale in marketing, development, security, parking, or other shared concerns. This strategy will be undertaken by MainStreet Delaware.

ED20.6 Entrepreneur Development Program | Ongoing | Main Street Delaware & Chamber of Commerce

Where the Downtown's key strength lies in its diverse collection of local, independent businesses, there is a need to make certain technical resources available to existing and potential small businesses that add value to the Downtown retail mix. Such resources might include merchandising expertise, business planning, market research, building improvement loans, and operating capital, packaged to appeal to typical small business concerns in Delaware. This program will be run by MainStreet Delaware and the Chamber of Commerce. MainStreet will also conduct pro-active efforts to identify and recruit local residents as potential entrepreneurs to operate niche businesses, with the

assistance of the Economic Development Coordinator. This program could be financed through a special levy on Downtown businesses (such as through a business improvement district – BID) that might also be used to finance certain physical improvements and services.

ED20.7 Land Use | Ongoing | Planning

The land use pattern in the Downtown should encourage pedestrian activity. To do this, it is preferable that retail uses be located on first floor space on Sandusky Street south of Winter Street, on Winter Street, and on Williams Street. Office and other non-retail uses should be located on upper floors and on Sandusky Street north of Winter Street. In fact, Winter Street has the potential as a true pedestrian activity center because the scale of buildings and narrowness of the street create an intimate environment. With the Strand Theatre, possible redevelopment of Bun’s Restaurant and the public library, Winter Street could become a hugely successful pedestrian district.

ED21. Enhance Suburban Gateways. In order to enhance the competitiveness of the City’s suburban retail areas, there is a need to ensure a high-quality physical environment. These strategies will be prepared in 2003-04. *See Community Character Element.*

ED21.1 Design and Implement Streetscape Enhancements | 2005-07 | Planning & Engineering

Urban design improvements are appropriate along the City’s main commercial corridors, particularly US23, which acts as a key gateway to the City from growing southern Delaware County. The City will design streetscape enhancements as part of a development plan and design guidelines for that area.

ED21.2 Avoid Haphazard Development | Ongoing | Planning, Planning Commission, & City Council

The City will avoid haphazard single-use suburban retail development along these corridors in favor of mixed-use development (*see office recommendations*). The design guidelines will respond to this issue.

ED21.3 Encourage Grocery Store Anchored Retail Centers | Ongoing | Planning

For areas designated for retail development, it is preferable that shopping centers anchored by attached grocery stores over clusters of big box retailers. These types of centers would better meet local needs for goods and services. *See Objective ED23.*

ED22. Broaden Planned Business Overlay Zoning District. The City should broaden the Planning Business Overlay District to include retail and services uses to provide a flexible zoning tool to accommodate large or unusual retail development projects. *See Land Use Element.*

ED23. Manage Retail Development. Retail development is an important component of the City’s economic base and is necessary to meeting residents’ needs for goods and services. However, retail development results in a net negative fiscal return to the City, according to Tischler & Associates’ fiscal impact analysis report. The City will support retail development that meets community needs for goods and services. To ensure that such development does not overly impact the community, a conditional use permit will be required for all retail development in excess of 100,000 square feet, whether or not freestanding. The conditional use permit will be issued based upon fulfilling specific criteria (e.g. location on a major arterial; demonstration of retail market demand through a market study; exceptional site design and town planning principles, architectural design, materials, landscaping, signage; traffic and access management, etc.).

ED24. Encourage Retail Center Owners to Address Vacancy Issues. The City will work with retail center owners/managers to address ongoing tenant space vacancies. The City will be vigilant relative to code enforcement to ensure such properties continue to be well maintained. The Economic Development Coordinator will work with owners/managers and the Chamber of Commerce.

G. Tourism Development

Issues and Findings

The tourism economy within the City is limited but has great potential. It principally consists of visitors to the few museums and historic sites within the community, visitors to the County Fair and the Little Brown Jug, parents visiting students at OWU, and individuals visiting nearby state parks that may stop in Delaware for services or shopping.

But there is a greater potential to develop the tourism market. The City has an outstanding collection of historic buildings and sites, and significant architecture that could be one focus of a tourism strategy.

Another focus is the arts. The City is home to several arts-related institutions (Arts Castle, Ross Museum), galleries, and related businesses (i.e., Frame Shop, antique malls). The arts could be expanded to include additional gallery spaces, artists lofts in the Downtown, related businesses, and co-programming with Ohio Wesleyan and Methesco. *See Cultural Arts under Community Facilities and Services.*

Additional infrastructure is needed. This would include bed and breakfasts, and small inns in the City that can host overnight guests. Additional restaurants and shopping in the Downtown is needed to serve visitors.

Benchmarks

1. Development of a formal strategy by the end of 2004 to grow the tourism economy.

Objectives and Strategies

ED25. Develop a Tourism Development Strategy. The City should hire a tourism development consultant to prepare a formal strategy. It will take someone with that expertise to work with existing organizations, conduct a market study, and prepare a consensus-based strategy that is strategic in orientation. The strategy should explore the various opportunities for creating a tourism economy: history, architecture, and the arts.

ED25.1 Fund Strategy | 2004 | Economic Development

The Economic Development Coordinator locates funds to support undertaking the tourism development study. Potential sources include local organizations and businesses, Delaware County, Ohio Historic Preservation Office, and foundations. A fund of about \$50,000 should be the target and fundraising should be completed by the end of 2004.

ED25.2 Select Consultant | Mid 2005 | Economic Development

The Economic Development Coordinator structures and implements a selection process for hiring the consultant. This should occur in the first half of 2004 with the consultant hired by the mid Spring.

ED25.3 Complete Study | Late 2005 | Consultant

The consultant will work with key stakeholders in preparing the strategy, including the City and County, Convention and Visitors Bureau, Chamber of Commerce, MainStreet Delaware, Historical Society, Ohio Wesleyan, Methesco, and local businesses and artists. The strategy should be developed and submitted to City Council within six months of contract award.

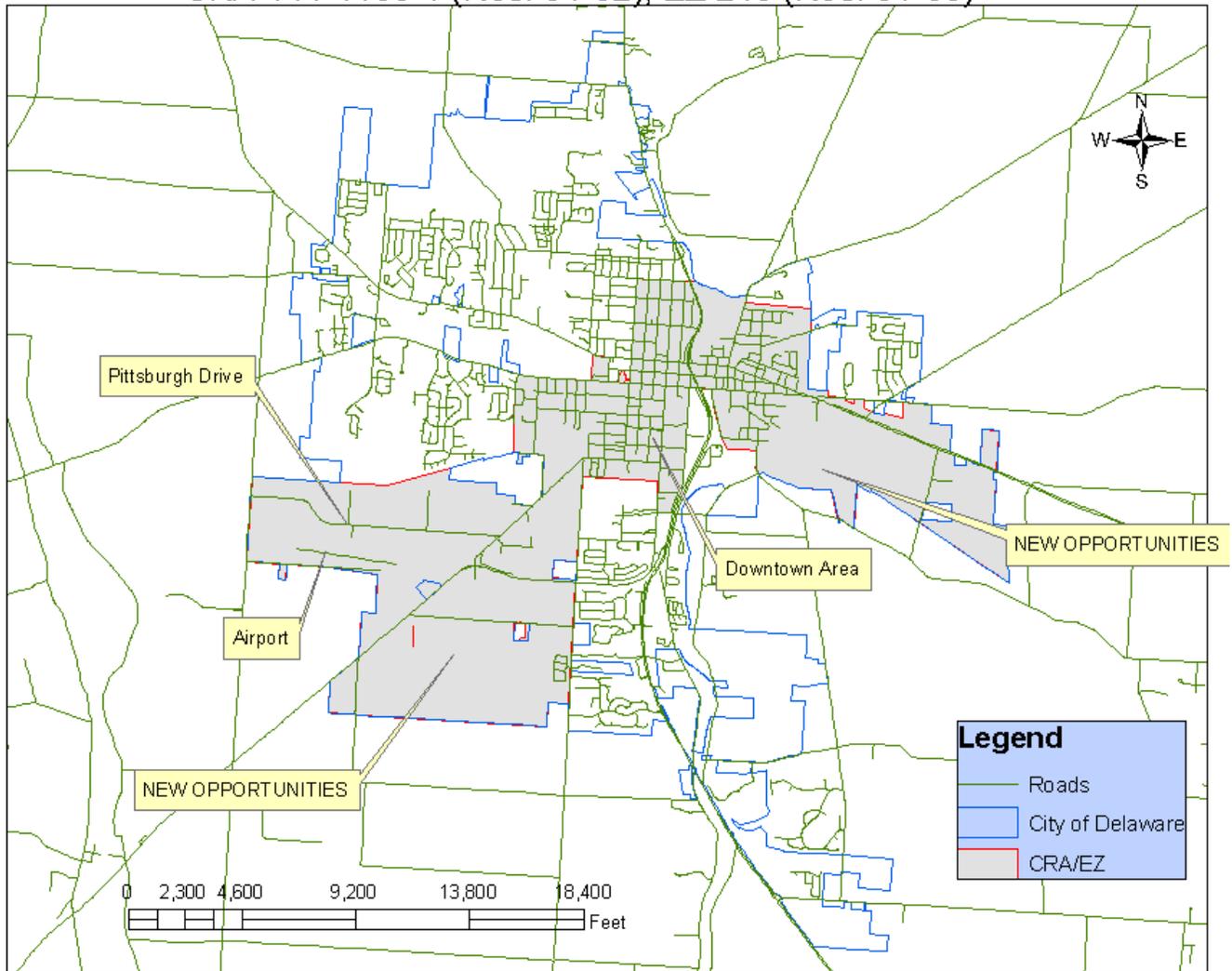
ED26. Implement Cultural Arts Strategies. The Community Facilities and Services Element includes a section on the Cultural Arts. It presents several objectives and strategies that address developing the cultural arts in the community. These strategies should be implemented concurrently with this section's recommendations.

H. Economic Incentives

Issues and Findings

The City principally uses Enterprise Zone (EZ), Community Reinvestment Areas (CRA), local funds from the City and/or the County, and State incentive dollars (CDBG and 629 road fund). In mid-2002 there were seven EZ agreements involving 22 new projects with 3,384 jobs and over \$340 million in new investment. Six CRA agreements generated 123 jobs and over \$13 million in investments. Tax Increment

City of Delaware
 CRA 141-1135-1 (Res. 01-52); EZ 215 (Res. 01-53)



This map displays the current boundaries of the City's CRA and EZ zones.

Financing (TIF) has not been used as a tool in the City at this point. The largest incentive project to date was the Kroger Great Lakes Regional Distribution Center, which received \$8.5 million in CRAs tax abatements and \$1.3 million in EZ assistance.

The City should establish a policy to ensure a sufficient return is provided the City relative to employment and tax revenue to justify and/or structure incentive packages. Incentives are limited and should be strategically utilized and targeted. Companies that generate limited return to the City may not warrant a full incentive package. This may also include targeting specific business sectors that hold the most promise for long-term growth, as well as companies with a sound business track record of success. Numerous examples can be found locally and throughout the state.

Likewise, incentives should not be awarded to businesses that are proposing projects that are inconsistent with the Comprehensive Plan relative to land use, density, infrastructure, and related policies. The City should not encourage business development that conflicts with the community's long-term vision as reflected in the Plan.

Benchmarks

1. An annual average of five CRA and Enterprise Zone agreements will be executed in the City during the planning period.
2. An annual average of five TIF agreements will be executed in the City during the planning period.

Objectives and Strategies

ED27. Ensure Consistency with the Comprehensive Plan. It is critical that companies seeking economic incentives and inducements must propose projects that are consistent with the Comprehensive Plan. This consistency is measured relative to land use, density, location, infrastructure, development character, and timing of development. Such consistency will support the vision encompassed in the Plan.

ED27.1 Ensure Consistency | Ongoing | Planning & Economic Development

The Economic Development Coordinator and the Planning Department will work together to insure that projects seeking economic incentives are consistent with the Comprehensive Plan. This certification will be made part of the incentive package approved by City Council.

ED27.2 Address Inconsistencies | Ongoing | City Council

Projects that are substantially inconsistent with the Plan will not be considered for economic incentives unless City Council determines that the inconsistencies do not outweigh the potential economic benefits to the community. In those situations, Council will formally amend the Plan’s future land use map and policies.

ED28. Adopt a Formal Fiscal Return Requirements. The City will begin to require that projects receiving economic assistance meet minimum fiscal returns. The following table proposes minimum fiscal returns that would be necessary to qualify for an economic incentive. If these proposed minimums were applied to the 700 acres located south of Slack Road in the US42 corridor, manufacturing uses in that area would generate about \$1 million in income taxes to the City (based on 35 sites on an average of 20 acres per site, with an average 60,000 square foot building on each site).

As an example, if these proposed minimums were applied to the 700 acres located south of Slack Road in the US42 corridor, manufacturing uses in that area would theoretically generate about \$1 million in income taxes to the City (based on 35 sites on an average of 20 acres per site, with an average 60,000 square foot building on each site). See *Growth Management Element (policy GM15)*.

Table Y. Proposed Minimum Fiscal Return to Qualify for Economic Incentive – City of Delaware	
Proposed Land Use	Minimum Return (per sq ft)
Manufacturing	40 cents
Office	50 cents
Flex-Office ¹	45 cents
Retail	60 cents
Mixed Use	Blended return based on land use proportions
Downtown	No minimum if historic rehabilitation

NOTE: ¹Flex-Office defined as 25% office and 75% warehouse, distribution, light assembly in multiple tenant structure

ED28.1 Adopt Ordinance | 2004 | City Council

An ordinance is considered by City Council to require that minimum fiscal returns are met to qualify for economic incentives.

ED29. Continue to utilize CRA and Tax Abatements to Attract and Retain Qualifying Businesses. These tools are part of the basic set of incentives offered by most communities around Ohio and the nation. The City will continue to offer these to qualifying businesses whose proposals are consistent with the Comprehensive Plan and economic development policies.

ED29.1 Continue to Package Incentives | Ongoing | Economic Development

The Economic Development Coordinator continues to evaluate economic proposals and assembles incentive packages that meet business needs while fulfilling the City’s economic priorities. These are presented to City Council for approval.

ED29.2 Establish Priorities | Ongoing | City Council

Priority will be given to companies that are consistent with the economic, land use, and infrastructure policies of the Comprehensive Plan.

ED30. Promote Tax Increment Financing (TIF). TIFs have become one of the most promoted and preferred economic incentive tools in Ohio. This is partly due to the decline of available local, state, and federal dollars to provide grants and loans to qualifying businesses. TIFs capture the net increase in property taxes that result from provide investment and direct those to a fund to pay for related public infrastructure. It is a preferred tool for office, commercial, and industrial development, and Downtown revitalization that require infrastructure improvements. *See Growth Management Element for map of recommended areas.*

ED30.1 Promote TIF Districts | Ongoing | Economic Development

The Economic Development Coordinator will promote the use of TIFs for qualifying economic development projects, especially in those projects where significant public infrastructure is necessary. TIF agreements are presented to City Council for approval.

ED30.2 Utilize TIFs to Complete Road Network | Ongoing | City Engineer & City Council

The City will utilize TIFs to complete major segments of its road network to facilitate economic development.

ED30.3 Establish Priorities | Ongoing | City Council

Priority will be given to companies that are consistent with the economic, land use, and infrastructure policies of the Comprehensive Plan.

ED31. Continue to Work with Delaware County and the State of Ohio to Structure Incentives. The City is a partner with Delaware County and the State of Ohio in structuring incentive packages that utilize County or State funds, including tax abatement agreements. The City will continue to work with its partners and will coordinator projects within its corporate boundaries. *See also Economic Base earlier in this element.*

ED31.1 Manage Local Economic Development Projects | Ongoing | Economic Development

The Economic Development Coordinator will continue to manage economic development projects within the City’s corporate boundaries.

ED31.2 Work with County and State | Ongoing | Economic Development

The Economic Development Coordinator will continue to work with Delaware County and the State of Ohio in structuring incentive packages.

ED32. Support JEDDs Where Appropriate. There has been much discussion in the past about using Joint Economic Development Districts (JEDDs) in association with neighboring townships. This should be further explored and supported where a JEDD supports the City’s land use and economic development policies.



Housing Element

Comprehensive Plan
City of Delaware, Ohio



Housing Element

A. Introduction

A broad range of housing opportunities is critical to a fully functioning and sustainable community. Decent and livable housing conditions, opportunities for homeownership, an ability to move-up to more expensive housing, Downtown residential, and assisted living for retirees are examples of housing opportunities.

Housing supports economic development – it helps to attract workers, managers and business owners to the community, it generates revenue to the community, and it is necessary for a strong retail environment. This chapter of the Comprehensive Plan addresses ways to expand the City’s housing stock.

The Housing Element is comprised of the following sections: Housing Base; Affordability; and Downtown Housing.

B. Goal and Principles

The City’s goal for Housing is:

A full range of housing choices will be provided that meet the needs of all current and future residents.

The supporting principles for Housing are the following:

1. A diversity of housing choices will be provided, both owner- and renter-occupied and in all price ranges.
2. An emphasis will be placed on affordable housing, “move-up” housing, higher valued renter- and owner-occupied housing, and market rate housing in the Downtown.

Highlights

▶▶ The City’s housing base must be broadened to provide more opportunities for “move up” housing, as well as to meet local needs for affordable housing options.

▶▶ An aggressive program will allow the City to attract quality residential builders that can provide housing options for those families who typically leave the City for a larger, more expensive home.

▶▶ Concurrently, the City will continue its efforts to facilitate affordable housing options for families, singles, and seniors. Such housing is important to the City’s work force, as well as critical to the economically disadvantaged population.

▶▶ Additional housing in the Downtown will strengthen the local retail market and vibrancy of the Downtown.

▶▶ Reference: *Market Analyses*, Randall Gross/ Development Economics, 2003

3. An emphasis will be placed on homeownership to create an appropriate balance between renter- and owner-occupied housing.
4. New developments that integrate a mix of housing types and values will be supported.
5. Non-traditional approaches to neighborhood development will be encouraged, such as neo-traditionalism, open space subdivisions, and clustering on sites with outstanding natural features.

▶ **Reference** For neighborhood character and TND, please see *Community Character Element*

C. Housing Base

Issues and Findings

Overview: Delaware is capturing its “fair share” of the overall Delaware County housing market, with significant new housing development completed, planned, or under construction. However, Delaware’s new home sale prices lag behind those in the southern portions of the County. City prices are averaging \$91 per square foot, with a range of \$68 to \$110. South of the City, prices for new homes in the County are averaging \$119 per square foot, or 31% more (per square foot) than in the City. Land prices are one factor impacting the housing price differential between north and south Delaware County.

▶ **Reference** *Market Analyses, Randall Gross/ Development Economics, 2003*

The City is forecast to see demand for another 2,700 housing units by 2007, including 2,100 to 2,400 for-sale units. The existing supply of 2,633 approved single-family units (December 2002) is barely sufficient to meet this demand during the 6.5-year period. There would appear to be an over-supply of approved rental units (1,778 – December 2002), given “fair-share” demand for up to 600 during the next several years. However, demand for rental and affordable housing in Delaware will be pushed higher so long as other jurisdictions within the Delaware County market area restrict multi-family development.

Housing Stock and Tenure: The City has a total of approximately 11,600 housing units, representing 23.1% of the County’s 50,200 units and 1.8% of the 653,100 units in the Metropolitan Columbus market. About 61% of the City’s housing is owner-occupied, which is consistent with owner-occupancy in the overall metropolitan market (62%), but significantly lower than the County’s home ownership rate of 81%. A large share of the County’s rental housing stock is concentrated in more urbanized areas such as the City of Delaware.

Table Z. Housing Stock Trends – Delaware City and County and Columbus Metro - 1990-2002						
Area	1990	2000	2002	1990-2002 Change		Share of Growth
				Number	Percent	
Delaware City	7,660	10,208	11,521	3,861	50.4%	2.8%
Occupied/NGQ	7,137	9,520	10,754	3,617	50.7%	2.6%
(Percent)	93.2%	93.3%	93.3%	0.2%	0.2%	0.0%
Owner	55.3%	60.3%	na			
Renter	44.7%	39.7%	na			
Delaware County	24,377	42,374	50,115	25,738	105.6%	18.7%
Occupied/NGQ	23,116	39,674	46,803	23,687	102.5%	17.2%
(Percent)	94.8%	93.6%	93.4%	-1.4%	-1.5%	0.0%
Owner	78.1%	80.4%	na			
Renter	21.9%	19.6%	na			
Columbus Metro	559,446	653,067	697,185	137,739	24.6%	100.0%
Occupied/NGQ	524,535	610,757	651,685	127,150	24.2%	92.3%
(Percent)	93.8%	93.5%	93.5%	-0.3%	-0.3%	0.0%
Owner	60.1%	62.3%	na			
Renter	39.9%	37.7%	na			

Notes: 2002 stock estimate based on City estimate of construction since 2000, plus allowance for demolition. (Through July 2002); and NGQ means Not Group Quarters.

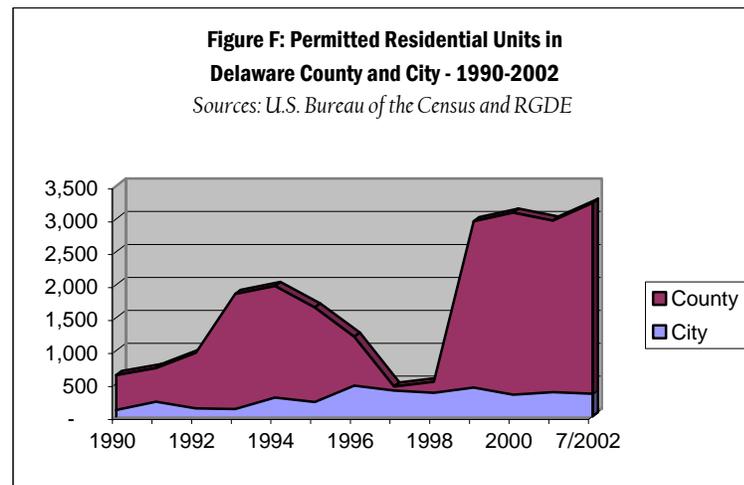
Sources: U.S. Bureau of the Census; City of Delaware Dept of Planning; and Randall Gross / Development Economics.

Vacancy: The City’s rental vacancy rate averaged 9.2% in 2000, which was slightly higher than the regional average of 8.0%, but lower than the County average of 10.2%. Rental vacancy rates have increased locally and regionally since 1990, especially in the County, where they jumped from 7.5% to 10.2%. Since 2000, rental vacancy rates in the City have increased concurrently with the addition of several large rental properties.

Table AA. Housing Vacancy – Delaware City and County and Columbus Metro – 1990 and 2000				
Area	1990		2000	
	Number	Percent	Number	Percent
Delaware City				
For Rent	313	8.9%	381	9.2%
For Sale	63	1.6%	102	1.7%
Delaware County				
For Rent	408	7.5%	877	10.2%
For Sale	337	1.8%	763	2.3%
Columbus Metro				
For Rent	17,801	7.8%	19,978	8.0%
For Sale	5,097	1.6%	6,636	1.7%

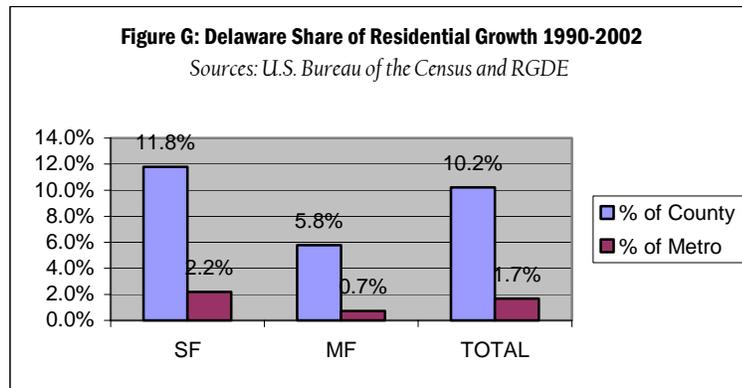
Sources: U.S. Bureau of the Census and Randall Gross/Development Economics.

Vacancy in for-sale City housing stood at 1.7% in 2000, the same as the metro vacancy rate but lower than the County’s 2.3% vacancy rate. For-sale housing vacancies have also increased since 1990. County vacancies are slightly higher in part because of the large amount of new housing construction that naturally results in larger inventories of new vacant housing. It is not necessarily an indication of weakness in that market.



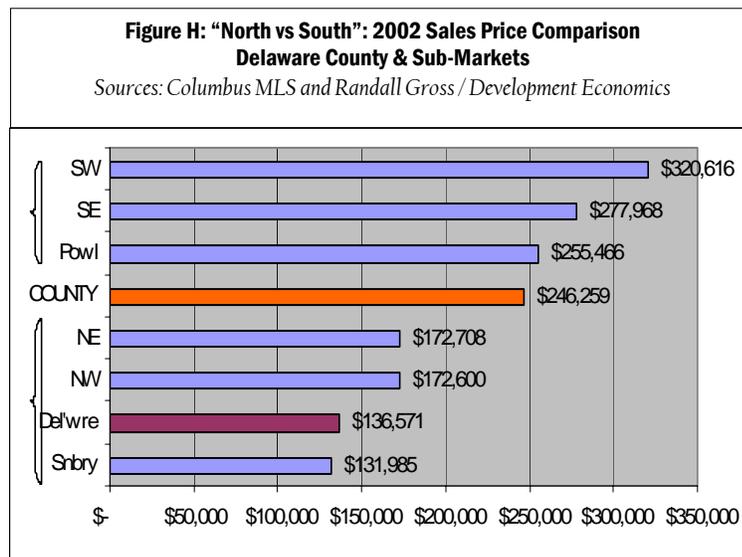
Construction Trends: The County has seen a residential building boom during the past decade consistent with the County’s dramatic household growth. A total of 20,853 units were permitted over the period from 1990 to 2002 (annualized). A total of 237 were permitted each year in the City, capturing 12% of the County’s residential growth during the 12-year period. Following a cyclical dip in construction during the period from 1994-1998, residential construction escalated rapidly through 2000 and has remained at high levels for the two years since.

During the 1990-2002 period, the City accounted for 10.2% of residential construction in the County and 1.7% of Metro Area construction, consistent with having 1.6% of the area’s population in 2000. Delaware had 11.8% of the County’s single-family construction, but only 5.8% of the County’s multi-family construction.



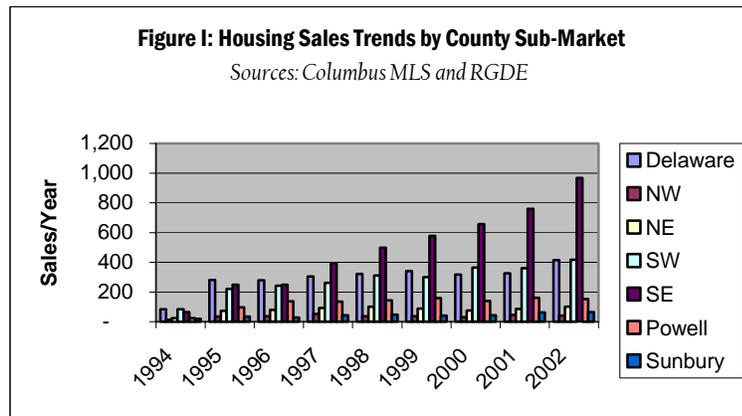
Housing Sub-Markets: The County housing market is divided into seven sub-markets. The County is split into quadrants by US23 and US36/SR37, forming Northeast (NE), Northwest (NW), Southeast (SE), and Southwest (SW) sub-markets. The City, Sunbury, and Powell respectively form their own distinct sub-markets, as incorporated places. Each of these sub-markets, along with the northern portions of Franklin County, is directly competitive with the City for attracting housing development.

Housing Sales and Pricing Trends: The Columbus Multiple Listing Service (MLS) has documented an average of 287 home sales per year in the City, since 1994. During this same time, however, the SE sub-market has captured a rapidly increasing number of the market's sales. In 1994, the SE sub-market had a total of 65 home sales. By 2002, this sub-market is expected to have almost 850 home sales. Thus, in eight short years, the volume of home sales in southeast Delaware County will have increased by over 1,200%. These findings are detailed in the chart below.



For-Sale Home Prices: MLS home sales prices for all of the County averaged \$246,259 for the first eight months of 2002. By comparison, the City prices averaged \$136,571 during this same period. Interestingly, there is a distinct, north-south dividing line in the County market. The southern sub-markets (SE, SW, and Powell) are all priced above the market average, while northern sub-markets (NE, NW, Delaware, and Sunbury), are all priced below the County's market average. The highest prices in the County are found in the SW sub-market, with an average of \$320,616. The lowest prices are found in Sunbury, just slightly below those in the City, at \$131,985.

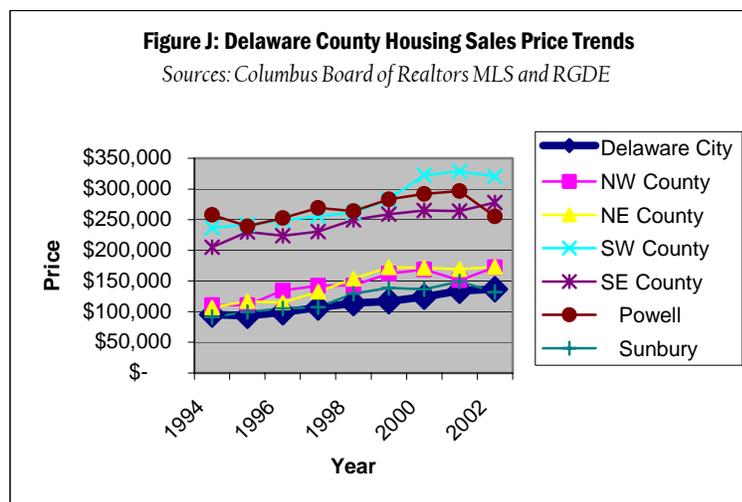
The City's new home sale prices are averaging \$91 per square foot, with a range of \$68 for the lowest-price product at Lexington Green and Kesselbrooke Station, to \$110 at Springer Woods and Willowbrook. Outside of the city, prices for new homes in the county are averaging \$119 per square foot, or 31% more (per square foot) than in the City.



Land Prices: These is a complex set of factors impacting on home prices in the County, not the least of which are land prices and the price of home construction. “Raw” (unfinished) residential land prices in the City generally range from \$8,000 to \$10,000 per lot, while raw County land is generally priced from \$13,000 to \$20,000 per lot. The price of a finished lot in the City generally costs about \$20,000 to \$30,000, while finished lots in the southern portions of the County cost \$50,000, on average.

Thus, raw land prices are averaging 63% to 100% higher in south Delaware County than in the City, and the price of a finished lot is 67% to 150% (108% on average) higher in the south County than in the City. This price differential is consistent with the rules of urban economics, which dictate that land further from the urban core has lower value than land closer to the economic center of the region. More importantly, the price differential between house prices in the City and SE County (104%) is consistent with the differences in finished lot prices (108%) between the two.

However, the difference in price per-square-foot (31%) for a house in SE County versus one in the City is much lower. Thus the size of the house is an important factor affecting the price differentials between the City and south County areas.



Home Price Trends: Prices throughout the market have generally increased since 1994, but sub-markets have performed differently. The City’s home prices have gradually increased, but have remained at or near the lower end of the market. Home prices in the City increased from about \$95,400 in 1994 to \$136,700 in 2002, an increase of 43% during the eight-year period. Countywide, prices increased by 45%. In 2002, the City housing prices are 55% as high as those in the County as a whole. The fastest increase in housing prices has been in the NE sub-market, at 62%. However, prices escalated rapidly in this sub-market until 2000 and have stabilized since. The NW sub-market has also seen a dramatic increase in prices, at 56%. Housing price trends are summarized below.

Market Absorption: MLS data indicated an average of 25 home sales per month (300 per year) for the City in 2002. However, absorption rates of new product are somewhat higher and many of these direct builder sales are not included in the MLS database. Based on information gathered on local projects, current absorption is averaging 39 to 48 units per month, or about 470 to 580 units per year.

Absorption at individual projects in the City is averaging 2.6 to 4.5 units per month (weighted average of 4.1), versus those in the southern County that are averaging 4.4 to 4.9 (weighted average of 4.6) per month. Thus, lower costs in the City have not necessarily translated into faster absorption rates, as would be expected. Demand, even for the higher-priced product, is driving faster sales in southern Delaware County.

Buyer Profile: Based on interviews with realtors, brokers, builders, and other home sales representatives, a buyer profile was established for new homes in the City. This information indicates that 70% to 90% of existing new homebuyers are young couples or families with small children. About 50% of buyers are “move-ups” from rental apartments or family homes, or are moving laterally from within the City and County. The remaining 50% are relocating, primarily from Columbus and Franklin County. This information is very consistent with Census data suggesting that Franklin County is still the primary source for most relocations to the City. Most of the homebuyers commute to work at Honda, downtown Columbus, or Polaris.

Many of the existing homebuyers chose the City because they are priced out of the more expensive southern County sub-markets. However, the City is also attractive because of its proximity to shopping and other amenities at Polaris and surrounding areas. These amenities have attracted residents to all parts of Delaware County in general.

For-Sale Inventory: There is a total inventory of 3,361 new for-sale single-family homes and duplexes either under development or planned in 19 projects in the City in December 2002. The City found that 994 had been built as of December 2002. The largest of these projects include Lantern Chase (920 units), Carson Farms (585), Kensington Place (500), and Willowbrook Farms (425). Site visits and interviews were conducted at most of the new projects to assess the product, marketing targets, pricing and absorption patterns (see *Market Potentials Report*).

Rental Inventory and Sample Properties: An inventory of rental properties in the City has identified eight large apartment complexes, 20 smaller projects (including senior and subsidized housing) and a number of individual units in single-family homes, townhouses, or upper-floor spaces in Downtown buildings. Residential tenants occupy about 30% to 35% of habitable Downtown upper-floor spaces, with an estimated total of about 60 units, based on information from brokers and landlords.

Among the larger projects surveyed, rents are averaging \$486 for one-bedrooms, \$599 for two-bedrooms, and \$706 for three-bedroom apartments. Relatively new Trotter’s Landing is offering the highest rent apartments in the City. However, the rental market is relatively cost-sensitive and occupancy rates are directly related to market rents. Absorption at higher-rent projects has been slower than anticipated.

Senior Housing: Aside from skilled nursing homes, the only major senior living community in the City is the Willow Brook Christian Village, on Willow Brook Way. This facility offers the following lifestyle options: independent homes and apartments; assisted living apartments (The Centrum at Willow Brook); Alzheimer’s care center (Passages at Willow Brook); adult day services; and skilled nursing care.

Entrance fees are 75% refundable. The facility also offers amenities, such as exercise rooms, entertainment, restaurant, banking, and hair salons on a 30-acre campus. Other than this faith-based community, there are no major retirement, assisted living, or continuing care retirement communities (CCRC), in Delaware.

Competitive Framework: Housing in the City must compete with numerous new housing projects planned or already under development throughout southern Delaware County, as well as in other parts of Delaware and Franklin counties. Many of the homes are marketed in part based on location within a specific school district, with Olentangy Schools *perceived* as more desirable than local school districts. Proximity to Polaris is also an important location factor in marketing, especially for rental properties.

1. **For-Sale Homes:** A total of 87 competitive new fee-simple home developments were inventoried as part of this analysis. This inventory includes projects throughout Delaware County and a few selected locations in the metropolitan Columbus market. The average housing price at these new developments was \$323,000, or \$119 per square foot. Much of the new development is centered near Polaris / Powell, and Westerville, although there is also new development in Sunbury and other areas throughout the County.
2. **Condominiums:** A total of 27 competitive condominium projects throughout Delaware County were inventoried as part of this analysis. The average price for all condominiums in these developments is \$238,000, or \$176 per square foot for a 3,200 square-foot unit. Delaware County area condos are built as townhouses and loft units, ranches, and mid-rise buildings. Many of the condominiums are built as part of larger, master-planned communities that include single-family detached homes and rental units as well as condominiums. Such communities include Ballantrae (Dublin), Big Bear Farms, and Scioto Reserve. Among the most prolific condominium builders are Fiori Homes and Epcon Group, Inc.

3. **Golf-Course Communities:** There is a total inventory of about 34 public and private courses, with almost 600 holes, in the competitive market including Delaware County, Dublin, and northern Columbus. The City environs have four courses with a total of 72 holes. These courses are Dornoch (outside the City), Oakhaven, Hidden Valley, and Tanglewood. Oakhaven has a 70.9 player rating. Several area golf courses were designed as amenities for residential communities, such as Ballantrae. While the Dornoch communities on Delaware’s southern periphery have a golf amenity, none of the City’s residential projects were designed specifically as golf-residential communities.
4. **Rental Properties:** An inventory of competitive rental properties identifies 17 large competitive complexes in the Polaris / southern County area. Rents in these complexes averaged \$597 for one-bedrooms, \$704 for two-bedrooms, and \$877 for three-bedroom units. Thus, Polaris-area rents average about \$100 more per month than those in the City (with the exception of Trotter’s Landing), at the large, newer complexes. Polaris-area projects also tend to offer somewhat larger units and more amenities than those in Delaware. Many are townhouse units with garages, hot tubs, balconies, vaulted ceilings, clubhouses, and spas. Several offer business centers for residents. Among the most competitive new rental properties are The Lakes of Olentangy, Polaris Crossing, and The Villages at Sunbury Mills. Proximity to Polaris and Olentangy schools are important selling points for the rental properties, in terms of location. At least four properties use the word “Polaris” in their names. Newer rental properties are accommodating tenants’ need for larger spaces and more amenities. However, the rental market is still relatively cost sensitive and renters are looking for value.
5. **Senior Living:** An inventory of retirement and assisted living communities includes the following competitive projects in the Columbus market. Columbus-area retirement communities include The Forum at Knightsbridge (Marriott Senior Living Services), The Grand Court Columbus, Mayfair Village, Trillium Place, Dublin Retirement Village, and The Inn at Lakeview. Monthly rents range as high as \$2,000 for apartments at several of these communities. There are 11 assisted living communities in the Columbus area, most of which are positioned within retirement communities. Another six communities provide services for Alzheimer’s patients. Only Sunrise Communities offers facilities dedicated to assisted living. These facilities are located throughout the Columbus market, including Bexley, Gahanna, Tucker Creek, and Sunrise at the Scioto.

Housing Potentials: Housing demand was forecasted for the City based on projected household growth and competitive factors.

1. **Housing Stock Forecasts:** Housing stock is forecasted based on household projections, with an allowance for replacement of housing that is demolished or otherwise uninhabitable or unmarketable. The following table summarizes housing stock forecasts for the City, the County, and the Metropolitan Columbus Area.

Table AB. Housing and Stock Forecasts – Delaware City and County and Columbus Metro - 2002-2007					
Area	2002	2007	2002-2007 Change		Share of Growth
			Number	Percent	
Delaware City	11,521	14,200	2,679	23.3%	1.9%
Delaware County	50,115	63,800	13,685	27.3%	9.9%
Columbus Metro	697,185	745,600	48,415	6.9%	35.2%

Notes: 2002 stock estimated based on City estimate of construction since 2000, plus allowance for demolition. (Through July 2002).

Sources: U.S. Bureau of the Census; City of Delaware Dept of Planning; and Randall Gross / Development Economics.

Based on this analysis, a total of 13,700 housing units would potentially be added in Delaware County by 2007. Of these, 11,300 would be owner-occupied and 1,800 to 2,100 would be rental, based on the historic occupancy trends and tenure. The City would capture “fair share” demand for 2,400 to 2,700 additional housing units by 2007. Of this number, 2,100 to 2,400 would be owner-occupied and 300 to 600 would be rental units.

Demand for a total of 2,100 to 2,400 for-sale units is forecasted for the City during the five-year period from 2002 through 2007. There is an approved supply of 2,633 units in the pipeline. Based on absorption forecasts, there is a 6.5-year supply of approved housing in the pipeline. Therefore,

the housing forecasts are consistent with the supply base, at least until 2007. This assumes that all units currently in the pipeline will be built (or replaced by an equal number of new project proposals).

Table AC. Summary of Housing and Household Growth Forecasts – Delaware City and County and Columbus Metro – 2002-2007				
Area	Number of Dev Units	Households	New For-Sale	New Rental
Delaware City	2,700	2,546	2,100-2,400	300-600
Delaware County	13,700	12,397	11,900	1,800-2,100
Columbus Metro	48,400	44,415	34,800	13,600

Notes: Assumes 88.9% for-sale in Delaware City in 2007; assumes 87% for-sale in Delaware County in 2007; and assumes 72% for-sale in Columbus Metro in 2007.

Sources: Randall Gross / Development Economics.

Internally generated demand for a total of 300 to 600 rental units is forecasted for the City during the 2002-2007 period. There is currently an approved supply of 1,778 units in the pipeline. Based on the forecast, there is a 15-year-plus supply of rental housing and therefore, a significant over-supply of rental housing approved in the City. However, the housing forecasts assume that there is no restriction on rental housing development in other, competitive parts of the County. Currently, restrictions have been or are being placed on such development, resulting in pressure for rental housing development in the City above and beyond the City’s “fair share.”

- 2. **High End Housing Potentials:** The City is looking at ways to diversify its housing stock to include more high-income housing. This analysis examined the number of “high-income” households with sufficient incomes to afford housing in the \$250,000 to \$300,000 range or above. A total of 4,030 of these high-income households would be added to the Market Area by 2007, based on demographic forecasts. The City has the potential to capture demand for 580 to 820 high-end units, assuming the City captures its “fair share” of the new households, plus a 20% move-up factor among existing households. This potential for higher-end housing requires the following primary ingredients: available, “ready” land for development; strategic developer partnerships; amenity-driven marketing strategy; and supportive regulatory environment.

Benchmarks

- 1. Between 2,100 and 2,400 new homes will be constructed in the City during the planning period.
- 2. Between 300 and 600 new multi-family units will be constructed in the City during the planning period to meet internally generated demand for multi-family housing.
- 3. Between 580 and 820 “high end” dwelling units priced between \$250,000 and \$300,000-plus will be constructed in the City during the planning period.

Objectives and Strategies

H1. Strengthen the City-Schools Relationship and Investments. Because of the paramount importance of schools in marketing housing, the following strategies are recommended to increase the City’s competitiveness. *See Community Facilities & Services Element for a map of district boundaries.*

H1.1 Enhance the City’s Relationship with the School Districts | 2003 | City Manager’s Office, Planning, & School Districts

The City will strengthen existing relationships with local school districts (Delaware City, Olentangy, and Buckeye Valley). Work groups will be established to include City staff and School officials, and also representative Council members, housing developers, and business leaders. The work group discusses school needs and ensures pro-active coordination on tax issues. The City encourages support of the Districts on planning and bond issues to fund capital facilities and programs that enhance the Districts’ image. Local business partnerships with Delaware Schools are enhanced and expanded. Competitive facilities and programs in nearby districts are considered for benchmarking.

H1.2 Examine Annexation Policies | 2003-04 | Planning & City Council

The City’s annexation policies are examined to more aggressively include highly ranked school systems within the City for the purpose of attracting higher end housing. High priority should be given to annexation of areas that fall both within the potential high-

end residential development areas and within highly ranked school systems, such as areas to the south and east of the City.

H2. Establish a City-Builder Work Group. A work group of City Staff and builders should be appointed to create an open line of communication.

H2.1 Work Group Membership | 2004 | Planning

The City's Planning Director establishes a Work Group with the region's builders and developers to introduce the City's regulatory process and to ensure an open line of communication on issues of concern to the building community. Members of this Work Group include several of the region's more active custom builders, including those that have not had extensive building experience within the City.

H2.2 Produce a Quarterly Newsletter | 2004 | Planning

The City's Planning and Community Development Department produces a quarterly newsletter targeting developers, builders, and realtors. The newsletter focuses on positive changes in the regulatory environment, information exchanges, new development projects, available sites for development, and the Comprehensive Plan.

H3. Differentiate and Target High-End Product Incentives. The City regulates development through a mixture of impact fees and other tools. These policy tools have the effect of increasing the cost of development. However, it is important to target these "stick" as well as any potential "carrots" and outreach marketing so that certain types of development, such as higher-end housing, are encouraged. Among the approaches are:

H3.1 Hold Marketing Tours for Homebuilders and Realtors | 2004 & Ongoing | Planning & Economic Development

The City's planning and economic development staff establishes a working relationship with Columbus-area realtors to initiate Delaware City home and garden tours targeting high-end homebuilders, realtors, and consumers. These tours can focus on existing higher-end and historic neighborhoods, as well as on potential development sites.

H3.2 Cost Sharing on Utility Extensions | 2004 | City Council

Within certain targeted areas, the City considers partnering with small builders who require utility extensions to their projects. Such partnerships might be predicated on a minimum housing sales price or other requirement that meets the City's objectives to encourage higher-end housing development by reducing the marginal cost burden that is currently borne by small builders. A formula can also be developed that compares marginal utility costs for residential projects based on their size. The City's contribution to utility costs can then be based on this formula, which serves to "even the playing field" between small and large residential developers. Smaller projects will have a higher marginal cost for trunk utilities than will larger projects. The formula would compare these costs and the City would contribute in a way that closes the gap between the large and small projects, such as through a limited property tax abatement.

H3.3 Target Support | 2004 | City Council

Other efforts to provide "carrots" to small or niche developers of higher-end housing include targeted support on tap and impact fees, sewer permitting fees, or other existing City-imposed tax and fee structures. The City provides tax abatements for housing developers within certain targeted zones in the City, such as the Downtown. However, such incentives are subject to State policy as well as to constraints in the City's budget. Incentives might only be applied to projects of a certain scale and housing price, restricting use of the policy to a small number of units and thereby limiting its fiscal impact. Alternatively, the City considers a variety of approaches for one-stop design and approvals or "fast-tracking" regulatory approvals to target high-end housing projects. All of these approaches would help small or high-end builders reduce costs and create greater economies of scale.

H4. Create/Protect Amenity Custom Home Site Inventory. The City should solidify efforts to annex, zone, and protect land appropriate for development of higher-end housing. Target areas include those southeast of the City, including those areas where there are natural amenities provided through topography, tree coverage, or adjacency to water.

H4.1 Support Appropriate Annexations | Ongoing | City Council

Council, Planning Commission, and Staff continue to support annexations in the southeast part of the City that fulfill the land use and residential objectives of the Comprehensive Plan.

H4.2 Focus on Southeast Area | Ongoing | Planning

Planning Department Staff continues to work with property owners and developers to promote the southeast part of the City as one of the major areas that are appropriate for higher end residential development.

H5. Adopt Small Town Amenity Development Strategy. Among the City’s most appealing qualities for marketing housing have been identified as its “small town charm” and its role as a college town. Every effort should be made to solidify this image by ensuring protection and development of the local small town image.

H5.1 Promote Economic Development Programs | Ongoing | Economic Development

Economic development programs that help to strengthen the City’s many small, independent downtown retailers are promoted. Such programs can include a mix of capital and operating grants or loans, merchandising and technical assistance, management programs, public investments in visitor amenities and facilities, downtown promotions, and other shared services. The specific programs are identified in a detailed implementation strategy designed to address downtown needs and build on the results of the Retail Market Analysis (*see Market Potentials Report*).

H5.2 Promote Historic Districts as Important Assets | Ongoing | Planning, Historic Preservation Commission, & MainStreet Delaware

The historic residential neighborhoods adjacent to downtown are promoted as an important asset. The Northwest neighborhood in particular has set the tone as a quintessential American small town. It along with other historic neighborhoods will continue to be a focus of investment and appropriate rehabilitation and infill construction.

H5.3 Encourage University, Civic, and Cultural Activities | Ongoing | City Manager’s Office

Efforts to enliven and promote university and civic cultural activities and attract such amenities as bed and breakfasts are encouraged.

H6. Rental Opportunities. As discussed earlier, housing diversity is essential to a healthy market. Rental housing opportunities should be encouraged as part of the overall housing mix in the City. However, planners should be cautious not to overload the market with rental properties. The market analysis suggests that the short-term market would be soft for rental units and that the main reason for developers’ increased interest in the City is the regulatory constraint placed by other jurisdictions on rental housing development elsewhere in Delaware County.

H7. Traffic Planning. The City is completing an origin and destination analysis for truck traffic. This study will help provide input to the comprehensive planning process on ways to reduce the impact of truck routing on existing and future residential neighborhoods. Such issues might be addressed through better routing systems, the design and location of new roads, and the planning of new residential neighborhoods in a way that shields them from truck routes.

H8. Expand Residential Standards. The City will strengthen its standards for residential development. The standards to be addressed include exterior siding and trim, basements, masonry chimneys, roofing, garages, and other similar standards. The goal is to increase the value of new housing through higher standards.

▶▶ **Reference** Design standards for commercial development are addressed in the Community Character Element under Section L. Design Review.

H8.1 Adopt New Standards | Late 2003 | Planning, Planning Commission & City Council

The Planning Department prepares amendments to the Zoning Code that address the concerns presented in the objective. One approach to consider is to orient the standards to specific zoning districts, thereby drawing a correlation between density and value. This would be consistent with the fiscal findings of the Tischler study. The standards are considered and adopted by the Planning Commission and City Council.

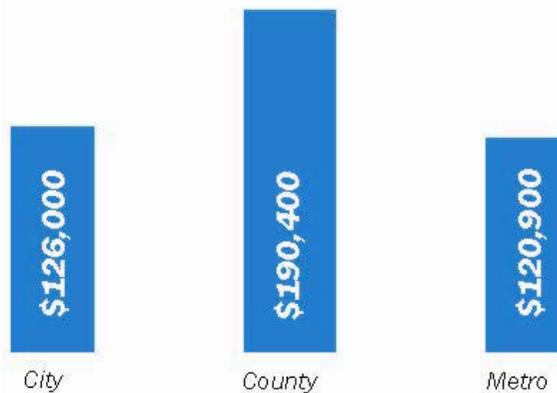
H9. Support Senior Housing and Multi-Generational Housing Options. The City will work with for-profit and non-profit housing providers to facilitate the development of senior housing that is consistent with the land use and design policies of the Comprehensive Plan. In addition, the City will support appropriate multi-generational housing products, such as OWU’s Austin Manor.

D. Affordability

Issues and Findings

Housing Values: During the 1990’s, the value of housing in Delaware increased above the inflation rate. The median value increased from \$68,100 to \$126,800, a jump of 86% (inflation rate was 37%). Homes valued \$99,999 and less declined in number from 2,832 to 1,675 (a decline of 41%), while homes valued at \$100,000 and higher increased from 553 to 3,609, an increase of 553%. The most dramatic growth occurred in the \$300,000 to \$499,999 range (2,000%), \$150,000 to \$199,999 range (1,902% increase), and \$200,000 to \$299,999 range (1,763% increase).

Figure K: Median Home Values (2000)



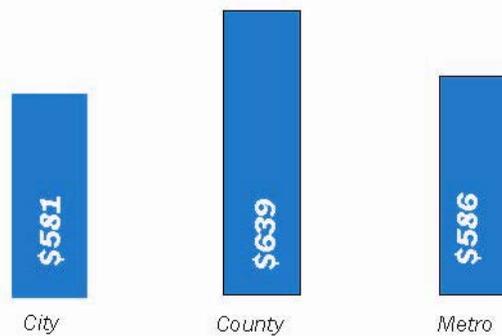
The median value of homes in the City was \$126,000 in 2000, which was 51% less than the County median of \$190,400, but 4% more than the Columbus metro median of \$120,900. One measure of affordability is the percentage of households that spend 30% or higher of their household income on housing. For the City, 15.9% of households met or exceeded this threshold in 2000. For the County, it was 18.7% and for the Columbus MSA it was 19.9%.

As another measure of the value of housing, the median mortgage payment between 1990 and 2000 increased from \$639 to \$1,069, an increase of 67%. In terms of value ranges, again the lower values declined in overall numbers and the higher values increased.

Rents: Gross rents for the 1990 to 2000 period followed a somewhat similar pattern (the U.S. Department of Housing and Urban Development defines “gross rent” as “rent plus utilities”). The median rent increased from \$423 to \$581, an increase of 37% that matches the inflation rate for the period of 38%. But there was a decline in lower value rents and an increase in higher value rents. The most significant increase occurred in the \$750 to \$999 range. These increases reflect perhaps a higher value of multi-family construction, but also may reflect a diminished ability of lower income persons to find affordable rental housing.

Definition
Affordable Housing: Housing affordability is defined by the U.S. Department of Housing and Urban Development as the ratio of median family income to the income needed to purchase the median priced home based on current interest rates and underwriting standards, expressed as an index.

Figure L: Median Monthly Rents (2000)



The median monthly rent in the City was \$581 in 2000, which was 10% less than the County median of \$639 and 1% less than the Columbus metro median of \$586. One measure of affordability is the percentage of households that spend 30% or higher of their household income on housing. For the City, 33.9% of households met or exceeded this threshold in 2000. For the County, it was 29.4% and for the Columbus MSA it was 34.3%.

County Affordable Housing Study: The County conducted an affordable housing study in 2002-03. Poggemeyer Design Group prepared the study. The study estimated that the need for affordable housing units for the entire County was 897 units in 2005. For Delaware Township (and the majority of the City), the greatest need for housing units under \$500 per month was 242 units (affordable to households earning less than \$20,000 per year). Respondents in the study noted that affordable housing can be found on the southern and eastern portions of the City (most affordable rental). *See the Affordable Housing Market Study, Poggemeyer Design Group, 2003.*

Assisted Housing: There are other types of assisted housing which are provided by either non-profit or private, for profit entities. There are also other organizations actively providing housing assistance, such as Habitat for Humanity.

Rental Assistance: The Delaware Metropolitan Housing Authority (DMHA) administers rental assistance in the form of federally funded Section 8 vouchers. DMHA does not own or manage any public housing. The DMHA currently provides 280 Section 8 vouchers and has received funding to provide an additional 70. The addition of the 70 Section 8 vouchers will alleviate 15% of the current waiting list, according to DMHA. The Authority also provides 142 Female Head of Household (FHH) vouchers, eight for elderly persons and 130 for disabled persons.

Handicap Accessibility: The Delaware CARES project noted that there is a lack of available units that are handicapped accessible (Delaware CARES report, 1999).

Homeless Facilities and Transitional Housing: A homeless shelter is not located in Delaware County. Currently persons requiring this type of assistance are referred to either Columbus or Marion. A new program is operated by Andrews House by community churches in cooperation with the Salvation Army that provides temporary transitional housing and meals for families.

Benchmarks

1. Construction and/or rehabilitation of 50 units of affordable housing over the next five years.

Objectives and Strategies

H10. Establish Formal Incentives Package. The City will prepare a formal package of incentives and assistance that is intended to encourage the development of affordable housing, both new construction and rehabilitation. Examples include grants and loans through the City’s Comprehensive Housing Improvement Program and property tax abatement.

H10.1 Prepare Incentives Package Document | 2004 | Economic Development

The Economic Development Coordinator prepares a formal package of materials that is used to inform investors, property owners, and housing providers about the available incentives and assistance. *See Strategy H9.4.*

H10.2 Market Incentives Package | 2005 & Ongoing | Economic Development

The incentives/assistance package is marketed to investors, property owners, and housing providers by the Economic Development Coordinator. An annual tour of possible housing sites is held for realtors, developers, and builders.

H10.3 Expedite Development Permits | 2004 & Ongoing | Planning & Building

The Planning Department expedites the processing of development applications and building permits for affordable housing projects that utilize City incentives and assistance. Development plans and/or subdivision plats are supported as combined submittals.

H10.4 Explore Alternative Incentives | 2004 | Planning

The City will investigate alternative incentives that could be proposed to City Council as another means of encouraging the provision of affordable housing. Such incentives could include density bonuses, mandatory provision within subdivisions and condominium developments, fast tracking permits, linkage fees, and building/land banking.

H11. Create and Fill a Neighborhood Specialist Position. The Neighborhood Specialist would be responsible for applying for, managing, and promoting the City's housing grant programs. The specialist would match individuals and families in need of affordable housing with available local and state programs. The specialist would also manage neighborhood-level revitalization programs and projects. This position would be staffed in the Planning Department and closely work with the Economic Development Coordinator.

H11.1 Create and Fill the Position | Late 2003 | City Council

The position of Neighborhood Specialist is created by City Council once the City receives approval of a 2003 CHIP grant application, as well as other funding sources. Without grant funds, the City does not have the resources to fund the position.

H11.2 Manage and Expand Housing Programs | 2005 | Neighborhood Specialist

The City's housing programs are effectively managed and expanded where appropriate by the Neighborhood Specialist. This position provides additional support to work with neighborhoods on planning and development issues.

H12. Avoid Concentrations of Affordable Housing. The City has accommodated a significant amount of affordable housing as compared with other localities in Delaware County. And the City's housing stock is out of balance when comparing the ratio of rental- to owner-occupied housing. There is a continuing need for affordable housing in the City, but it must meet local needs. Other local jurisdictions should strive to meet their own local needs as well.

H12.1 Promote the Distribution of Affordable Housing | Ongoing | City Council

The City supports the future development and/or rehabilitation of housing that is affordable and meets the need of local residents and workers. But in doing so, the City encourages the distribution of such housing throughout the City, as well as throughout the County. Within the City it is important that all residents are offered quality neighborhoods. Such neighborhoods include a mix of housing types.

H13. Continue to Work with Community Organizations. The City will continue to work with non-profit community organizations to provide affordable and transitional housing. This will be an ongoing activity that is managed by the Economic Development Coordinator. The Neighborhood Specialist, if created, would support this objective.

H14. Study Homelessness. The City will conduct a study of homelessness in Delaware and recommend appropriate strategies. The study will be conducted in collaboration with the non-profit housing community to achieve an accurate realistic picture of the extent and nature of the problem in Delaware.

E. Downtown Housing

Issues and Findings

Market rate housing in the Downtown is critical to its long-term viability as a pedestrian-oriented business district. Creating a stronger retail market in the Downtown, plus the excitement and energy necessary to its revival requires that additional market rate housing be developed in the Downtown.

Residential tenants occupy about 30% to 35% of habitable Downtown upper-floor spaces, with an estimated total of about 60 units, based on information from brokers and landlords. Tenants include a variety of professionals, Ohio Wesleyan students, singles, and working families.

Benchmarks

1. Rehabilitation of 40 units of market rate housing in the Downtown over the next five years.

Objectives and Strategies

- H15. Expand Tools to Encourage Housing Investment.** The toolkit that is available for residential investment in the Downtown will be expanded. Currently the City can offer property tax abatements for building rehabilitation. But additional tools are required.
- H15.1 Expand the Use of Tax Abatement | Late 2003 | City Council**
The City utilizes property tax abatements to encourage rehabilitation of Downtown buildings for commercial and residential purposes. Tax abatement will be expanded to include residential new construction.
- H15.2 Facilitate Land Assembly | 2004 & Ongoing | Economic Development & Planning**
The City will work with property owners to package land and buildings that will support residential investment. This includes working with the CIC and a future non-profit development corporation as recommended in the Economic Development Element. Examples include the reuse of Willis Middle School, redevelopment of the Boardman site, and redevelopment of tracts along the east side of the Olentangy River in the Downtown.
- H15.3 Establish Downtown TIF District | 2004 | City Council**
The City will establish a tax increment financing (TIF) district for the Downtown that can be used as a mechanism for funding site-specific infrastructure improvements. This tool will serve as an incentive to encourage investment in new construction and substantial rehabilitation that may trigger infrastructure upgrades. It must be linked to an appropriate public infrastructure project, such as parking garages.
- H16. Market the Downtown to Residential Investors.** A marketing package should be prepared that promotes the Downtown to residential investors and builders. This should include information on incentives, potential sites, and demographics. In addition tours should be held with potential investors and builders. A housing tour is held annually.
- H16.1 Prepare and Distribute Marketing Materials | 2004 | Economic Development**
The Economic Development Coordinator prepares a marketing package for distribution. The package is mailed to major land and building owners, realtors, and residential builders.
- H16.2 Conduct Site Tours | 2004 & Ongoing | Economic Development**
Site tours are conducted by City Staff with potential investors and builders as requested.
- H16.3 Conduct Annual Walking Tour | 2004 & Ongoing | Economic Development & Planning**
The Economic Development Coordinator and Planning Department work together to host an annual walking tour of recent residential investments in the Downtown. This is coordinated with building owners and tenants, and could be incorporated into a larger event including retail, services, and office space.



Environmental Resources Element

Comprehensive Plan
City of Delaware, Ohio



Environmental Resources Element

A. Introduction

Forests, rivers and streams, wetlands, and bald eagles – Delaware is blessed with an outstanding natural environment. Because of its high value, the environment helps to establish a unique identity for the City. This begins with the Olentangy River, a state-designated scenic river, and includes the river valley, remaining wooded tracts, stream corridors, and species habitats.

Environmental resources help to define the character of the community, support the natural systems that provide for wildlife and a healthy environment, and provide opportunities for recreation. At the same time, human life and property must be safeguarded from the adverse impacts that result from human activity - flooding, pollution of the land, air and water, excessive noise, and light that pollutes the night sky.

The interests of property owners and development needs must be balanced with environmental conservation and preservation. While development mitigates its impact on the environment, economic considerations cannot be ignored. This element proposes “carrots and sticks” to provide a reasonable balance.

The Environmental Resources Element of the Comprehensive Plan addresses topography and geology, rivers and streams, floodplain, water resources and quality, wetlands, woodlands and urban forestry, species habitat, air quality, brownfields, noise pollution, and light pollution.

Highlights

- ▶▶ The Environmental Resources Element promotes a balanced approach to environmental conservation and preservation, while ensuring that the outstanding natural features that define Delaware are protected.
- ▶▶ The element addresses all aspects of the environment, including land, water, air, species, vegetation, and habitat.
- ▶▶ Guidance is provided to allow development while minimizing impacts on natural systems. It promotes preservation of the stream system to ensure high standards of water quality. It seeks to reduce impacts from pollution, including the redevelopment of brownfield sites, and reduction in light and noise pollution.

B. Goal and Principles

The City's goal for Environmental Resources is:

Natural systems and resources will be conserved and integrated with neighborhoods and development to provide a sustainable community, and the impact of man-made environmental hazards will be reduced on the community, property and lives of the residents.

The supporting principles for Environmental Resources are the following:

1. Natural systems will be conserved wherever feasible and the impact of development on natural resources will be minimized.
2. The most outstanding habitats will be preserved as public or private open space.
3. Public access to natural resources will be expanded provided it does not adversely impact such resources, including the integration of natural areas into public parkland and private open space systems.
4. The urban forest will be expanded and natural forest resources conserved.
5. The quality of water, land, and air will be improved and brownfields will be cleaned up where feasible and the land reused in economically beneficial ways.
6. The impact on property and lives from floodwaters will be reduced.
7. Noise and light pollution will be reduced and/or mitigated.

C. Resource Management

Issues and Findings

The outstanding natural resource features in the planning area are of high value to the community. These include the river and stream system, woodlands, and species habitats. Development impacts should be prohibited or minimized. Management tools include zoning overlay districts, well-designed sites, and best management practices.

Benchmarks

1. Natural resources are effectively managed to preserve or conserve the most outstanding resources and to minimize development impacts.

Objectives and Strategies

ER1. Prepare a Detailed Inventory and Analysis of Natural Resources as a Growth Management Tool. Critical to managing natural resources and limiting development impacts is the creation of a detailed database of features. The database would be an invaluable tool to provide property owners with detailed information, to assess development proposals, and for identifying priority areas for parkland acquisition and open space preservation. Such a database would include soil classifications, slope, vegetation, species habitat, riparian corridors, water features, and other resources. The City's GIS Coordinator has started to compile this information from existing sources, but additional field survey work is necessary.

ER1.1 Prepare Inventory from Existing Sources | 2004 | Planning

The Planning Department completes an inventory of existing sources for natural resource information and provides the information to the GIS Coordinator who completes digital data layers in the City's GIS mapping system.

ER1.2 Hire Consultant to Conduct Field Research | 2005 | Planning

The City hires a natural resources consulting firm to conduct field surveys and related inventories of actual conditions within the planning area. This could include accurate scaled mapping of riparian corridors, for instance. The surveys are delivered to the City in GIS form for incorporation into the City's mapping system.

ER1.3 Complete GIS Layers | 2006-07 | GIS & Planning

The natural resources layers are complete and useable by the public and Staff by the end of 2004.

ER2. Require Submittal of an Environmental Analysis Map with each Development Plan and Subdivision Preliminary Plat. An analysis of environmental conditions affecting a specific development site is

prepared on a sporadic basis. The Code should be amended to require a formal Environmental Analysis Map and text with each Development Plan and Subdivision Preliminary Plat that identifies all of the resource areas addressed in Objective 1, identifies changes to those resources due to the proposed development, and proposes mitigation measures to offset those changes. This submittal requirement should also be linked to the Tree Preservation Permit requirement.

ER2.1 Prepare Code Amendment | Late 2003 | Planning

The Planning Department proposes an amendment to the Zoning Code and Subdivision Regulations to require the submittal of an Environmental Analysis Map and text with each Development Plan and Subdivision Preliminary Plat in mid 2003.

ER3. Adopt a Natural Resources Zoning Overlay District that Allows Density Transfers as an Incentive for Preserving Outstanding Resources. Private property and its developability should not be overly impacted by natural resource preservation requirements. A Natural Resources Zoning Overlay District would allow a density transfer within a site constrained by environmental features required to be preserved by the City. Under this district, the gross density of the site per Code would be allowed to be developed on the net portion of the site (minus the preserved environmental feature).

ER3.1 Prepare Code Amendment | Late 2003 | Planning

Planning proposes an amendment to the Zoning Code to adopt the Natural Resources Zoning Overlay District in mid 2003. The District permits the transfer within a site of the gross density allowed by Code, but focused on a portion of the site that is not impacted by preserved natural features.

ER4. Encourage New Design Approaches that Protect Natural Resources. Another tool for protecting natural resources is to encourage non-traditional design approaches. In particular, clustering of development and the “open space” subdivision are excellent tools. The Natural Resources Zoning Overlay District should reference these tools as appropriate for managing the transfer of density on a site. Clustered development can include the clustering of smaller lots or the clustering of buildings, and in each case a balance is provided with additional open space. The gross density of the site doesn’t change. Planning will draft Design Guidelines that provide for new design approaches. The proposed Natural Resources Zoning Overlay District encourages these approaches.

ER5. Facilitate the Creation of a Non-Profit Land Trust to Aid Preservation Initiatives. The City should not be the major local entity that promotes conservation of natural resources, open space, and farmland. Preservation Parks of Delaware County is another local entity, but its mission is focused on providing a single major park facility in each of its service areas. There are no other local options for local control and management. However, creation of a non-profit land trust is an excellent approach. Land trusts have the ability to accept lands for preservation through donation or acquisition. They manage those sites under the conditions set forth in the donation or acquisition, such as limiting public access. The City has a vested interest in supporting the creation of such an organization.

ER5.1 Hold Organizational Meeting | 2004 | Planning & City Attorney

The Planning Department and the City Attorney facilitate a meeting with interested community organizations, including the Delaware County Soil and Water Conservation District, to consider the details of organizing, incorporating and maintaining a non-profit land trust. The working group agrees upon a strategy in 2004.

ER5.2 Incorporate Land Trust | 2005 | Community

The land trust is incorporated by 2005. The City considers providing some seed funds for the first two years, depending on the availability of municipal resources.

D. Topography and Geology

Issues and Findings

The planning area is located in the Eastern Cornbelt Plains Ecoregion and a subregion, the Clayey High Lime Till Plains, which is characterized by a broad nearly level subregion containing end moraines and basins. Land forms, soil types and stream substrates were influenced by the glacial activity that occurred over the Illinoian and Wisconsin periods. Glacial movement, erosion and similar factors modified surface

conditions to create a fairly flat area that slopes to the south. Ravines define stream and the Olentangy River valleys

The bedrock found in the planning area that underlies the glacial material is composed of limestone, shale and sandstone. These rock types are layers one on top of the other and slope downward to the east. The surface cuts across the upper (western) ends of these layers creating north-south belts of sandstone, shale and limestone. The Olentangy River forms a dividing line with limestone to the west and shale to the east. To the south of Stratford, some shale overlies the limestone.

The soil associations found within the planning area (Eel-Fox, Morley – Blount, and Blount – Pewamo) are all well drained except for Blount-Pewamo, which requires artificial drainage.

Benchmarks

1. Conserve underground resources to provide for future gravel and stone excavation.

Objectives and Strategies

ER6. Avoid Significant Slopes. In general most construction activity can accommodate significant slopes (slopes above 15%) through more stringent construction design. This is usually not an issue given the relatively flat topography around Delaware. However, along ravines, slopes that equal or exceed 15% should be avoided for construction sites and should be set aside in public or private open space. Appropriate slopes for roads are 8% to 12%, but 5% is preferred. Driveways should not exceed slopes of 15%. Sidewalks require a maximum slope of 15% to meet ADA requirements.

ER7. Set Aside Areas for Quality Extraction. Quality bedrock and deposits of gravel and stone are necessary to support road and building construction. High quality deposits of these materials should be set aside for extraction, but not at the detriment of rivers, streams and floodplains. The following policies apply:

- ER7.1 Inappropriate land uses are discouraged near quality deposits of gravel and stone should be set aside for extraction, provided such extraction is not located adjacent to rivers, streams or the regulatory floodplain.
- ER7.2 Access to extraction and quarry locations utilizes major arterials and avoids residential areas.
- ER7.3 Excavation activities will not adversely impact nearby residential areas.
- ER7.4 Zoning Code will require a significant buffer between extraction and residential land uses. Proposals for residential projects adjacent to excavation sites should be discouraged or impacts minimized through additional setbacks and buffering.

ER8. Avoid Poorly Drained Soils. Poorly drained soils are excellent for farming, provided artificial drainage is installed for wet weather months. Such soils do not always make great building sites and often require on-site detention. Wherever possible poorly drained soils should be avoided as building sites. The following policies apply:

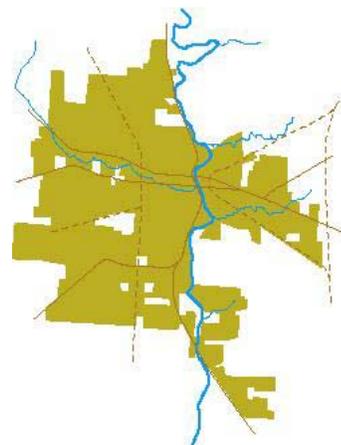
- ER8.1 In assessing a site for designing its development, designers will avoid poorly drained soils wherever possible in locating buildings or satisfactorily address such constraints through building and site enhancements.
- ER8.2 Stormwater detention/retention will meet City requirements.
- ER8.3 Wet sites will be avoided in selecting building locations. They are appropriate for open space preservation.

E. Rivers and Streams

Issues and Findings

The surface water of the planning area is composed of the Scioto River and its tributary, the Olentangy River (and to the east of the planning area, Alum Creek). The Olentangy is about 89 miles in length and drains an area of about 536 square miles. It originates in Crawford County and flows south across Marion, Delaware, and Franklin Counties. The Olentangy was designated in 1973 as the third state scenic river. The designation covers 22 river miles. While development has been intense within its watershed, the Olentangy River has seen an increase in water quality. The Ohio Environmental Protection Agency (OEPA) has upgraded its designation to an exceptional warm water habitat.

Two other large tributaries of the Olentangy that flow through the City are Delaware Run, flowing northwest to the Downtown, and Horseshoe Run, located northeast of the City. Delaware Run is about six miles in length and drains an area of about 11 square miles. Horseshoe Run drains an area of about 13 square miles. The planning area is principally drained by the Olentangy River basin, with the far west area drained by the Scioto River basin, and areas to the east drained by the Alum Creek basin.



Lakes and ponds are found at limited locations, such as Greenwood Lake at the Salvation Army campground on US 42, the quarry on the east side of the City south of US36/SR37, a quarry on Stratford Road south of Olentangy Avenue, and the quarry in Limestone Park. A small waterfall is located along Stratford Road adjacent to the Timmons Woods development on a tributary of the Olentangy River.

Benchmarks

1. Inappropriate land uses along the Olentangy River and streams are discouraged.

Objectives and Strategies

ER9. Require Appropriate Land Uses along Rivers and Streams. The most appropriate land uses along rivers and streams include parks and open space, and residential development, institutional uses, and civic uses outside the regulatory floodplain. In developed areas of the City such as the Downtown, a mix of uses is found including light industry and retail. Historically waterways were used for transportation and industrial uses. Today waterways are recreational amenities and natural systems that add to quality of life. *See Floodplain Section.* The following policies apply:

- ER9.1 The City supports appropriate land uses along rivers and streams that limit their impact and protect the environmental qualities of these natural systems, including parks and open space, residential development, institutional uses, and civic uses where located outside the regulatory floodplain.
- ER9.2 Existing uses along riparian systems that may not be appropriate are expected to continue until such uses change in the future to be more compatible. The City’s wastewater and water plants will continue to be located along the Olentangy River because of that necessity for their operation.



STREAM BUFFERS
Sound management practices include providing for natural vegetative buffers along all streams.

ER10. Expand Management Measures to Protect Rivers and Streams as Natural Systems. The City will continue to promote conservation along rivers and streams through the location of parks and open space, floodplain preservation, requirement of forested buffers, and promotion of conservation easements. The following policies apply:

- ER10.1 The acquisition/designation of public parkland and private open space along the Olentangy River and its tributaries continues to be a priority. Park impact fee funds should be set aside to acquire natural areas and preserves to protect outstanding species habitats.
- ER10.2 Development continues to be prohibited in the 100-year regulatory floodplain. *See Floodplain Section.*
- ER10.3 Requirements for forested buffers are expanded to include all rivers, streams and headwaters. *See Water Quality Section.*
- ER10.4 Conservation easements are designated on public property along riparian corridors and on private property, working with the ODNR.

ER11. Consider Removing Low Head Dams. Low head dams are no longer needed on the Olentangy River to moderate floodwaters and provide recreational amenities. In fact, these dams inhibit the natural functions of the river, reduce viable aquatic habitat, and impede water recreation (such as canoeing and kayaking). There is some concern that removing certain dams will impact the City’s wastewater treatment plant, but this requires additional study. It is a sufficient reason to carefully explore dam removal to ensure utility operations are not hampered. Additional research will be undertaken to ensure the wastewater treatment plant will meet State and Federal standards following removal of the dams, with the assistance and cooperation of OEPA and ODNR. The City will work with ODNR to study removal of the remaining low head dams within City limits.

ER12. Promote Span Bridges and Discourage Piers. Future bridges on the Olentangy River should not rely upon piers for structural support, but should use clear spans. This will provide better views of the river corridor, reduce impacts to the river from the piers, and reduce maintenance costs. The Engineering Department will investigate the acceptability of span bridges without piers, including the life cycle costs factoring maintenance. Recommendations will be prepared for consideration as the City implements the Transportation Plan recommends for additional crossings of the Olentangy River.

F. Floodplain

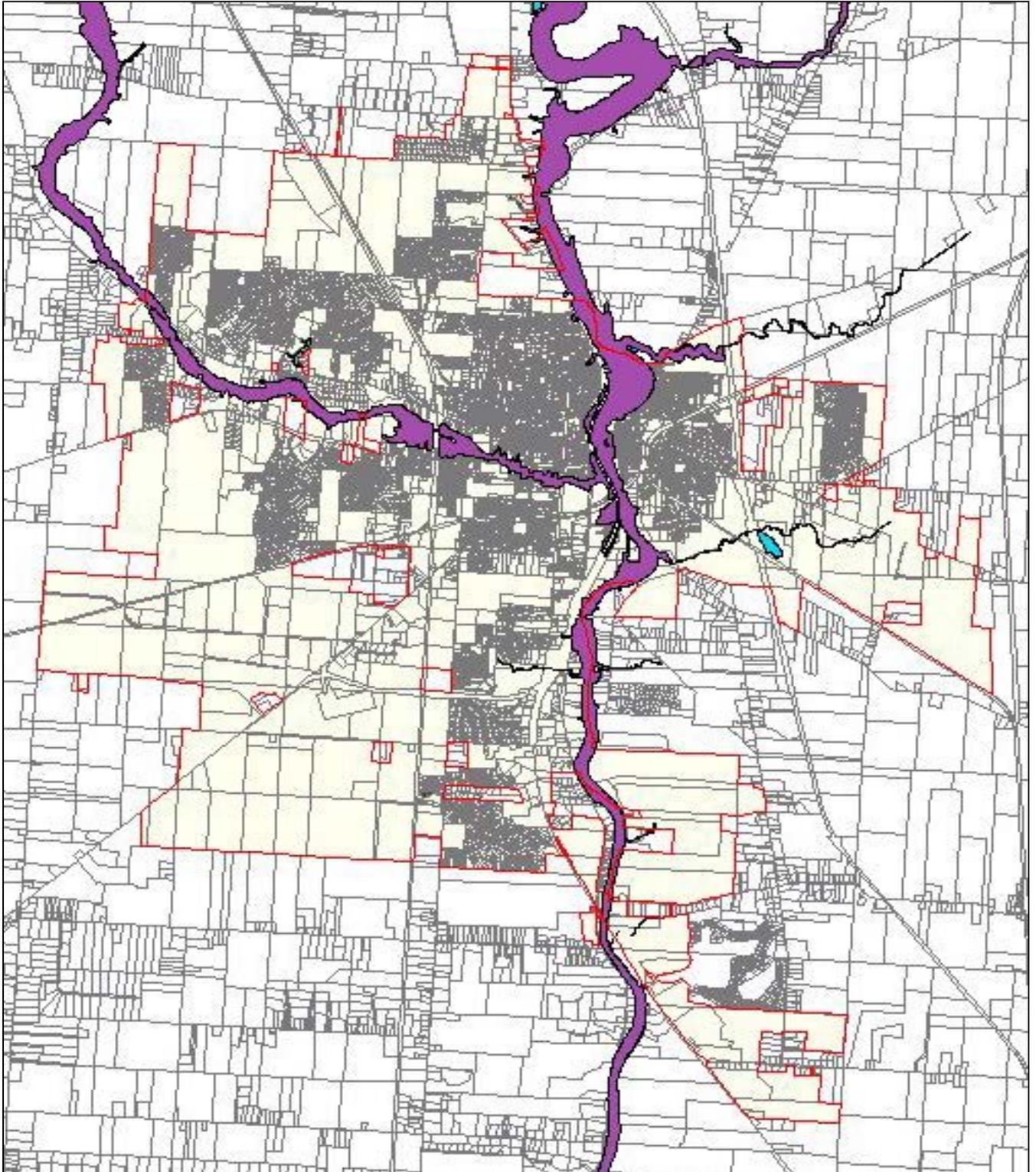
Issues and Findings

The City has been subject to flooding in the past. The 100-year regulatory floodplain has been mapped by the Federal Emergency Management Agency (FEMA) along the Olentangy River, Delaware Run and other smaller tributaries. It comprises an area of about 454 acres. The regulatory floodplain is intended to accommodate floodwaters, thereby reducing impacts on property and lives.

The Olentangy River was subject to frequent flooding prior to construction of the Delaware Dam. Delaware Run has experienced severe flooding on two recent occasions (1959 and 1963). Under City floodplain regulations and Federal guidelines, the floodway cannot be filled. City policy is to discourage fill and all development in the floodway fringe except for parking and roads. Permitted development requires the creation of additional floodwater holding capacity upstream of the site.

Benchmarks

1. No more than 5% of the 100-year regulatory floodplain fringe within the entire City will be used for impervious surfaces (i.e. streets and parking lots), except for redevelopment sites in the Downtown.
2. A minimum of 45 acres of 100-year regulatory floodplain is protected as public parkland over the next five years.
3. A minimum of 45 acres of 100-year regulatory floodplain is protected as private open space over the next five years.



The 100-year regulatory floodplain covers about 454 acres along the Olentangy River, Delaware Run and secondary tributaries.

Objectives and Strategies



FLOODING
Floodwaters in Downtown Delaware earlier this century.

ER13. Continue to Prohibit Most Development from the Floodplain. The 100-year regulatory floodplain is very extensive in certain parts of the City, especially along the Olentangy River and portions of the Delaware Run in the Downtown. The City’s policy prohibits development and fill within the floodplain, but allows surface parking lots and roads. In addition, the Zoning Code currently requires a 120-foot building setback and forest buffer along the Olentangy.

The regulatory floodplain is intended for the temporary storage of floodwaters without adversely impacting property and lives. The City has experienced devastating floods in the past. Delaware Lake Dam helps to regulate water levels in the Olentangy resulting from water storage at the reservoir, but it does not regulate water entering the river from downstream tributaries or stormwater that drains into Delaware Run.

ER13.1 Continue to Implement Floodplain Regulations | Ongoing | Building

Planning and Building Departments continue to consistently implement the floodplain regulations. The most appropriate uses are parks, private open space, natural areas, golf courses, and stormwater detention/retention. For development purposes, surface parking lots are permitted under the regulations.

ER13.2 Amend Code to Strengthen Prohibitions | 2004 | Planning

The Zoning Code is amended to prohibit all fill, excavation, and development in the 100-year floodplain, except for parking and roads, and except for urban areas such as the Downtown. Code amendments are prepared by Planning in 2003.

ER14. Continue to Stress the Dedication of Open Space and/or Acquisition of Public Parkland in the Floodplain. Parkland is an excellent land use within floodplains. This has been stressed by the City and is demonstrated by such parks as Mingo, Blue Limestone and Hidden Valley. The preservation of floodplains as public parks is a recommendation in the *Strategic Master Plan for Parks, Recreation and Open Space*.

At the same time, private open space, including natural areas, is also an appropriate use. Several conservation easements have been established along the Olentangy on private property. And open space set asides have been established in numerous subdivisions and commercial developments. The following policies apply:

ER14.1 The City continues to implement the Strategic Master Plan for Parks, Recreation and Open Space through the development process.

ER14.2 A 50% credit towards the mandatory parkland dedication requirement is considered as an incentive to preserve floodplains, but also in recognition of the need to provide active parkland.

ER14.3 The provision of privately owned open space through homeowners and condominium associations continues to be supported.

ER14.4 The designation of private open space in deed restrictions, plat reserves, or through conservation easements is required.

ER15. Recommend Ways to Mitigate Constraints of the Floodplain on Downtown Redevelopment. Mitigation measures should be identified to allow redevelopment of Downtown properties that are constrained by the 100-year regulatory floodplain. The economic value and potential of development of Downtown parcels that are inundated by the regulatory floodplain of Delaware Run should be balanced with the potential of such sites to invigorate Downtown. Mitigation measures should be identified and used to allow development and redevelopment while meeting the intent of the federal requirements.

ER15.1 Recommend Mitigation Measures | 2004 | Planning

Design options and mitigation actions that allow redevelopment of parcels in the Downtown that are located in the floodplain are identified by Planning and a memorandum with recommendations is prepared and forwarded to the Planning Commission and City Council for action.

ER15.2 Undertake Measures as Appropriate | Ongoing | Planning

The floodplain regulations will be modified to prohibit most development in the regulatory floodplain, except for roads and parking, and except for urban areas of the City, such as the Downtown. Development in the floodway fringe in the Downtown will require the construction of added floodwater capacity upstream.

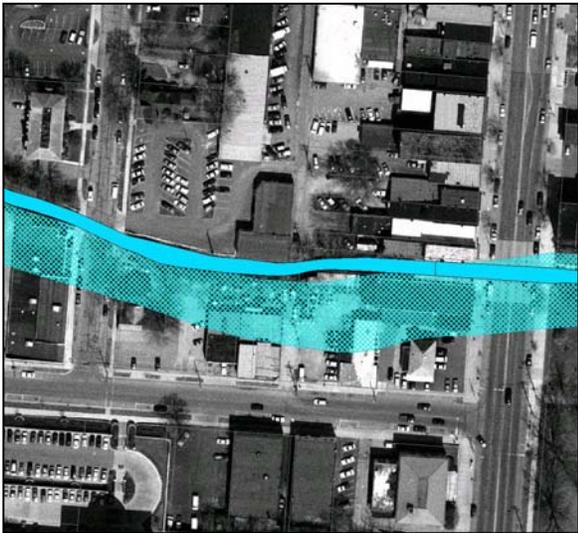


INAPPROPRIATE TREATMENT OF STREAMS
Placing streams within structures or placing bridge piers in streams reduces their natural functions, removes habitat and floodplain area, and creates unappealing natural corridors.

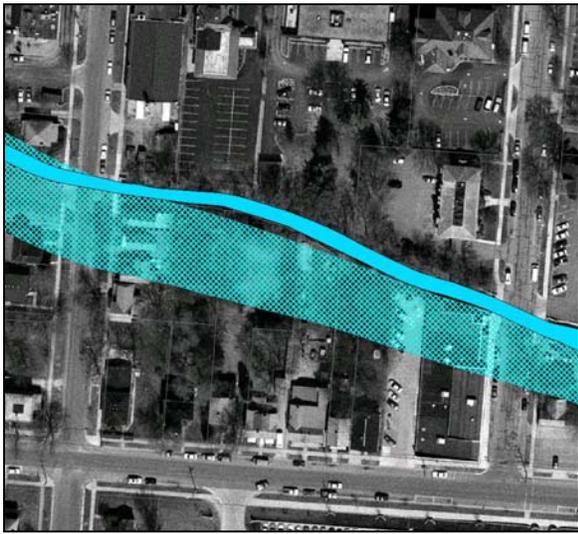
ER16. Keep the Floodplain in a Natural State Wherever Possible to Ensure its Natural Functions are Maintained and Not Compromised. Floodplains offer important ecological benefits that are in addition to the temporary storage of floodwaters. These include reducing erosion, filtering stormwater, and the provision of wildlife habitat. Streams should be left in a natural state. Placing streams in culverts should be discouraged, as should stream relocation, straightening, placement of riprap (as opposed to natural measures to reduce erosion), and other constructed “improvements”. The U.S. Army Corps of Engineers regulates changes to watercourses. The following policies apply:

- ER16.1 The City shall oppose alterations of any stream channel, but especially those within the regulatory floodplain.
- ER16.2 Where alternatives to changing a stream channel are not available, such changes should be limited in geographic scope and best management practices used to maintain as natural a stream channel as possible.
- ER16.3 Placing streams and their tributaries in culverts will be limited to road crossings and permitted on sites that are constrained by geometry that limits developability of a site.
- ER16.4 Best management practices are encouraged that maintain streams in a natural state while accommodating development of the adjacent property.
- ER16.5 Gravel extraction will be prohibited in all streams and tributaries.

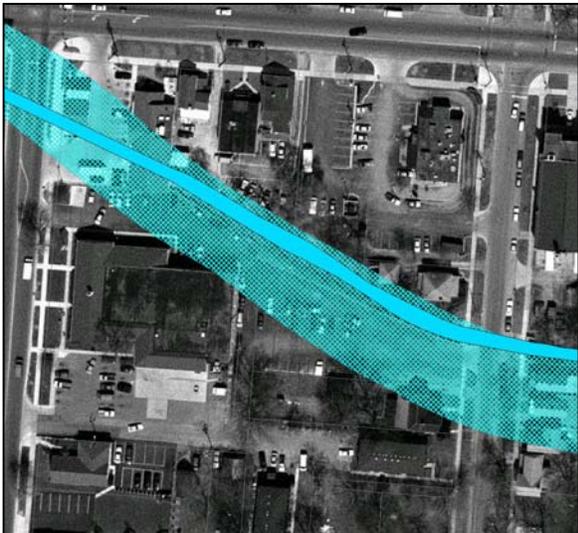
Floodway in the Downtown



Sandusky to Franklin



Franklin to Washington



Washington to Liberty

G. Water Resources and Quality

Issues and Findings

Water quality is important to the health of the community and the viability of the Olentangy River and its habitats. Quality has been improving on the Olentangy, but has been declining on a couple of its tributaries according to studies of the OEPA. Improvements are needed to protect water quality, such as filtering of stormwater, slowing run-off, and reducing impervious surfaces.

In 1999, a biological and water quality study was undertaken by the OEPA of the Olentangy River on a 32-mile stretch of the river south of the Delaware Reservoir. The river was found to have generally good water quality (23.8 miles of the mainstem were in full attainment and partial attainment was documented for the remaining 7.9 miles). This represented more than twice as many miles of full attainment versus results from similar studies in 1988 and 1989. This beneficial change was largely attributed to improvements in effluent quality at the City's wastewater treatment plant. Tributaries of the Olentangy were generally found to be impaired by the effects of urban development. Horseshoe Run was one of the exceptions. The fish community of all the sampled tributaries, except Horseshoe Run, failed to meet warm water habitat biocriteria.

A total of 15 companies have been issued permits by the Ohio Environmental Protection Agency to discharge wastewater into the Olentangy, Delaware Run, or other tributaries.

The planning area is underlain by a good supply of groundwater, particularly west of the Olentangy River. The river forms a dividing line between areas of abundant groundwater supplies and those areas with less abundant reserves. The area east of the Olentangy is underlain by shale bedrock that produces less than three gallons per minute. Some deep wells may produce up to 400 gallons per minute. In general, the water in this area is of a lower quality, containing large amounts of iron, dissolved solids, sodium, sulfates, and chloride.

The area west of the Olentangy River is underlain by limestone bedrock and produces yields ranging from 100 to 500 gallons per minute. Some deeper wells may produce yields in excess of 1,000 gallons per minute. Wells in the glacial moraine have average yields of 15 to 25 gallons per minute. Water produced from wells west of the Olentangy is generally of a better quality than that produced from the shale bedrock east of the river. The City has been developing a wellfield off of Penry Road, west of the Olentangy River.

Groundwater resources are a critical source of support necessary for the City's potable water system. Groundwater resources (aquifers) and underground streams should be protected from inappropriate land use activities (such as underground gasoline storage tanks or gas stations). As the City continues to develop the Penry Road well fields, it will be prudent to adopt wellhead overlay zoning to discourage inappropriate uses that could compromise water quality. This would also apply to the well field at the water plant on US 23 north.

Benchmarks

1. A minimum of 10 acres of land is maintained or reforested each year within the required forest buffers along the Olentangy River and its tributaries.
2. The habitat classification of the Olentangy River, Delaware Run and the other tributaries continues to improve in the next five years.

Objectives and Strategies

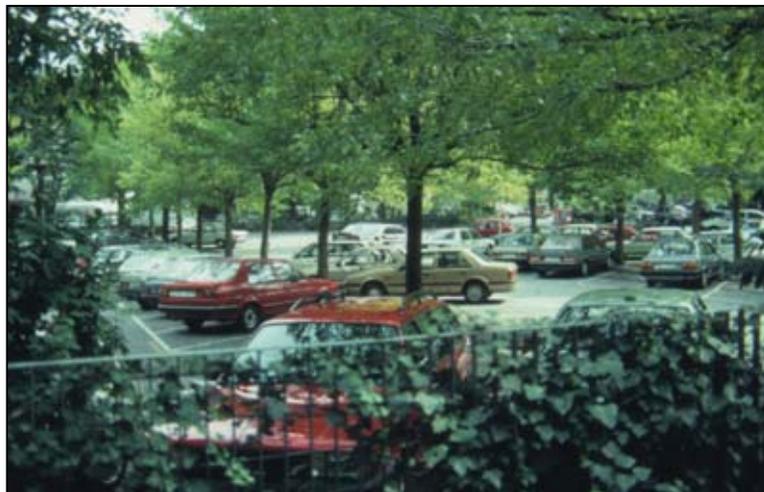
ER17. Maintain Forest Buffers Along all Streams and Tributaries to Provide Filtering of Stormwater. Forest buffers are important to filtering stormwater, which improves water quality by removing silt and dissolved chemicals that pollute surface water. The City's setback and forested buffer requirement along the Olentangy River (120 feet) should be extended to the major streams (60 feet) and smaller tributaries (30 feet). Where forest cover has been removed, it should be replanted.

ER17.1 Amend Code to Require Buffers | Late 2003 | Planning

The 120-foot setback/forested buffer requirement along the Olentangy River will ~~should~~ be expanded to include a 60-foot setback/buffer requirement along all major streams, a 30-foot setback/buffer along all other streams and tributaries, and a 15-foot setback where possible in the Downtown. Planning will prepare a stream buffer overlay district for adoption by City Council in 2003.

ER17.2 Promote Reforestation | Ongoing | Planning & Grounds & Facilities

Reforestation will be mandatory in the required setback/buffer. The Grounds & Facilities Department will reforest City property, prepare a brochure for property owners promoting the benefits of reforestation, and work with the Delaware Soil and Water Conservation District and/or Franklin Park Conservatory to provide low cost plant material.



REDUCING
STORMWATER
RUNOFF

Significant parking lot landscaping can have a positive impact on stormwater flow, thereby reducing erosion.

ER18. Minimize Impervious Surfaces to Reduce Runoff. Impervious surfaces (parking lots, rooftops, driveways, streets) should be kept to a minimum to reduce the amount of stormwater that is generated following development. This would also reduce the amount of storage required in stormwater ponds. Green pavement types, reduced parking, and other measures can be used.

ER18.1 Adopt Stronger Standards | 2004 | Planning & Engineering

The City will adopt standards that allow alternative surface treatments and/or reductions in parking lot requirements (such as a parking space limit). The Planning and Engineering Departments should prepare standards in 2004.

ER19. Consider Adopting Stronger Measures to Improve the Quality of Stormwater. The City should investigate stronger standards to improve the quality of stormwater. As an example, the City of Columbus adopted stormwater management standards to improve Hellbranch Run, which is a tributary of the Big Darby Creek. These standards set a benchmark for considering methods of improving water quality and preserving outstanding natural resources. These same standards should be reviewed and adopted, as appropriate, by the City as a means of protecting the Olentangy River and its tributaries. Stronger standards may require additional management funds.

ER19.1 Investigate and Adopt Stronger Standards | 2004 | Planning, Engineering, & Public Works

The City considers adopting stronger water quality standards for stormwater. Included would be nationally recognized models, as well as components of the City of Columbus Hellbranch Run Stormwater Regulations. For instance, stormwater should not directly outlet into a stream or tributary, but should be routed through storm sewers. The Ohio Department of Natural Resources is consulted for advice in drafting new standards. The Planning, Engineering and Public Utilities Departments conduct an analysis and prepare legislation in 2004. In considering new standards, the recommendations will balance installation and maintenance costs.

ER20. Protect Groundwater Resources from Inappropriate Land Use Activities that may Compromise Water Quality and Jeopardize these Resources. Groundwater resources are limited and may be critical to providing potable water to the City in the future. This includes the Penry Road well fields. There are certain land use activities that should not be located near aquifers and groundwater wellheads. These include automotive repair, manufacturing, equipment service and repair, landfills, etc. Aquifer recharge areas should be identified (although most appear to be located outside the planning area). Zoning tools should be considered to manage land uses within these

critical areas. This can include an overlay zoning district that protects wellheads and a separate district that prohibits incompatible uses above aquifer recharge areas.

ER20.1 Adopt Aquifer Overlay Zoning District | 2004 | Planning & Public Utilities

The Planning, Engineering, and Public Utilities Departments prepare an Aquifer Overlay Zoning District and submit for adoption in 2004. The City works with the Delaware County RPC and nearby townships to adopt similar land use controls.

ER20.2 Adopt Wellhead Protection Overlay Zoning District | 2004 | Planning & Public Utilities

The Planning Department prepares a Wellhead Protection Overlay Zoning District and submit it for adoption in 2004. The City works with the Delaware County RPC and nearby townships to adopt similar land use controls.

ER21. Protect Additional Water Resources that can Serve the City's Public Water System. Efforts should continue to be taken to secure water resources for the City that will meet long term needs. This includes improvements to Delaware Lake that will increase water flow, as well as the identification of additional groundwater sources.

ER21.1 Work to Expand Delaware Lake Resources | 2004-05 | Public Utilities & US Army Corps of Engineers

The City continues to work with the U.S. Army Corps of Engineers to expand water generation at Delaware Lake. The Public Utilities Department should continue to lead this effort.

ER21.2 Identify Additional Groundwater Resources | 2005 | Public Utilities & Soil and Water Conservation District

The City identifies potential groundwater resources and establishes an acquisition program. This includes abandoned quarries. The Public Utilities Department prepares recommendations for City Council in 2005.

H. Wetlands

Issues and Findings

Several large wetland areas are found around the Delaware Reservoir and in scattered locations throughout the planning area. Artificial wetlands have been created at Dempsey Middle School.

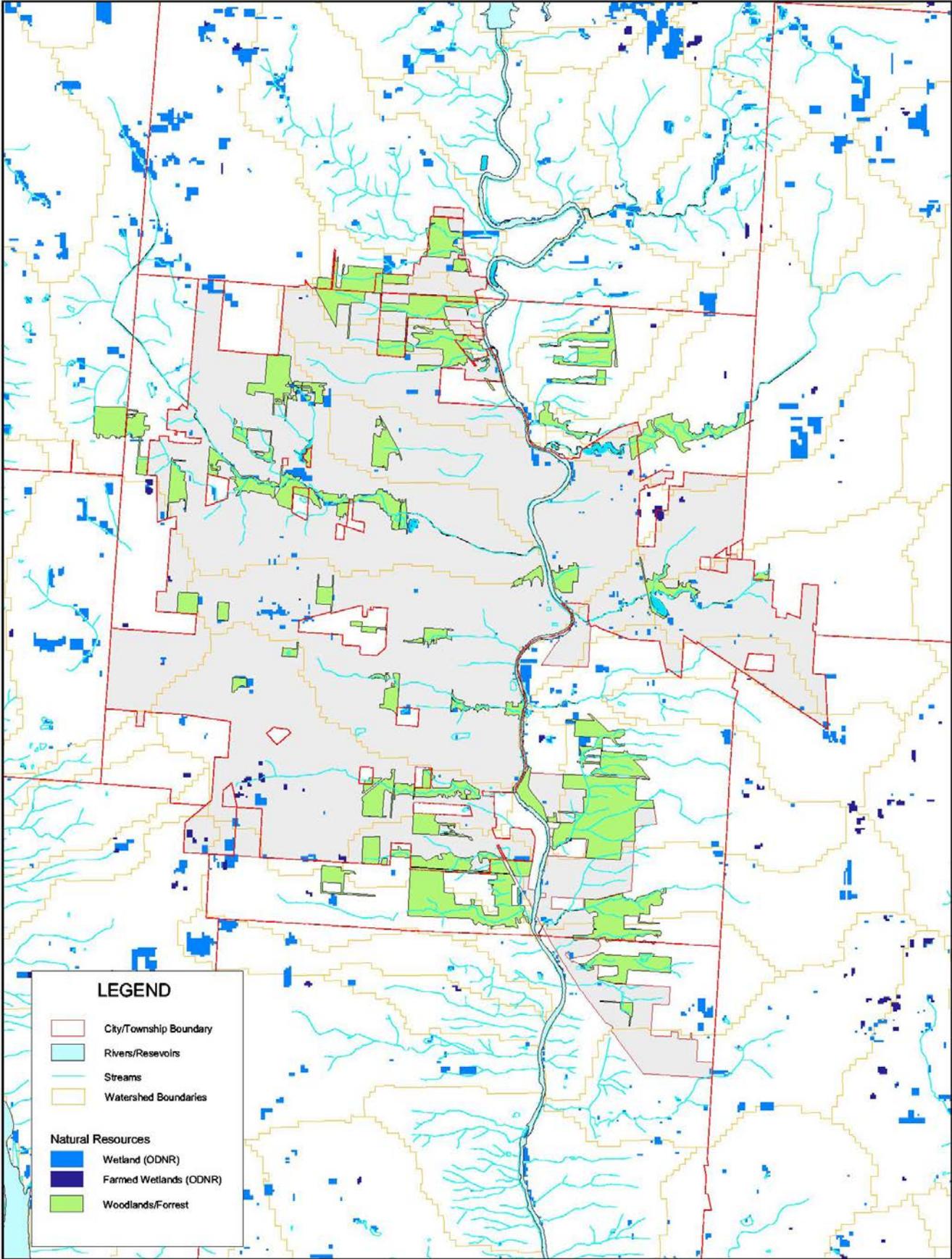
Benchmarks

1. No wetlands will be lost to development or other land activity unless approved by the U.S. Army Corps of Engineers consistent with a required wetland mitigation plan.

Objectives and Strategies

ER22. Conserve Wetlands. Wetlands are critical components of the natural environment and played an important role in managing stormwater. Wherever feasible they should be conserved. In several cases wetlands are in the form of wet woodlands. The City's tree preservation requirements will apply. These areas may be inappropriate for development because of their poor drainage characteristics, poor soils, and outstanding natural features. The following policies apply:

- ER22.1 Site designers should avoid wetlands in designing sites and locating buildings and roads.
- ER22.2 U.S. Army Corps of Engineers requirements for wetland protection and mitigation governs permitting, but the City will strongly stress avoidance of wetlands in all situations.
- ER22.3 Development will be discouraged from wet woodlands. These are excellent sites for open space and natural preserves. They can accommodate surface stormwater runoff and will recharge underground aquifers.



Wetlands are shown in blue and major forested areas are green on this map.

I. Woodlands and Urban Forestry

Issues and Findings

A variety of tree species and vegetation is found in the planning area. Tree species found in floodplains of the Olentangy River include box elder, sycamore, green ash, willow, hackberry, buckeye, honey locust and silver maple. Beech, maples, cherry and redbud are more commonly seen in tributary ravines. Red oaks, other oaks, walnut, hickory and sugar maple appear on better-drained uplands. On more limey soils chinkapin oak is seen. In developed portions of the planning area, some reaches of wooded river corridor show extensive growth of bush honeysuckle, a nonindigenous species. Garlic mustard, also nonindigenous, has been observed in the river corridor and tributary sites.

Forest buffers are found along portions of the Olentangy River and its tributaries. These buffers are extremely important for providing wildlife habitat, filtering sediment from stormwater, and moderating water temperatures. The state recommends (and the City zoning code requires) a buffer of 120 feet along scenic rivers, measured from the high water mark. Scattered woodlots are found throughout the planning area. These are typically wet areas that were not drained for farming because of seasonal ponding. Often developers find these to be attractive sites for homes, but building within them can irreparably damage the woodlots.

A qualitative analysis of tree stands should be considered to determine whether development is appropriate at all. In those cases, a mechanism will be necessary to ensure economic impacts are considered. Also, tree protection during construction activities may require additional policy attention. Utility lines should not be permitted in tree drip zones, for instance.

Benchmarks

1. A minimum of 500 trees per year will be planted in public rights-of-way and on public property during the planning period.

Objectives and Strategies

ER23. Strengthen Tree Preservation Requirements. The City’s tree preservation requirements are strong but could be strengthened to address single-family lots (currently excluded from requirements), require a qualitative analysis of existing forest resources, and mandate a full replacement requirement.

ER23.1 Amend Code to Require Qualitative Analysis | 2004 | Planning

Planning proposes a code amendment to require a qualitative analysis component to the inventory that is currently required in 2003. The qualitative analysis will identify areas worth preserving based on the quality of the trees, areas for which preservation isn’t appropriate, and the replacement value of the tree stock based on its quality.

ER23.2 Amend Code to Require Best Management Practices that Protect Preserved Trees | 2004 | Planning

Code changes will be prepared that encouraged best management practices during site construction to ensure that trees designated for preservation will survive the construction process. Examples include designating tree drip zones and prohibiting grading, storage of building materials, restriction of equipment, etc. that would otherwise crush the root zone, and thereby killing preserved trees.

ER24. Strengthen the Urban Forestry Program. The urban forestry program in the Grounds and Facilities Department is very important for maintaining this significant public asset. The program should be strengthened as funds become available to ensure appropriate maintenance of the urban forest inventory. *See Community Facilities and Services Element.*

ER25. Encourage Alternative Site Designs to Reduce Tree Loss. The City will work with property owners and developers to consider alternative site designs to reduce tree loss. These include setting aside the highest quality tree stands as permanent open space, clustering, and maintaining tree preservation zones while relocating utilities to front and side yards.

J. Species Habitat

Issues and Findings

The Olentangy River within the planning area exhibits very good to exceptional conditions for warm water macrohabitat, according to ODNR. The river typically possesses a predominance of positive features that include alternating series of riffle-run-pool complexes, abundant coarse substrates, a diversity of in-stream cover types, a channel morphology in a natural or recovered state, and a well established wooded riparian corridor. As part of the 1999 study of the Olentangy River by OEPA, a total of 10,789 fish comprising 48 species and four hybrids was collected along its entire length.

Upper Delaware Run and Horseshoe Run both exhibit high quality warm water habitat, according to the OEPA. The Lower Delaware Run exhibits deficient habitat because of previous modification (channelization) and the impervious and well-drained nature of the surrounding urban landscape. Evidence of impacted water quality was noted in the OEPA study. The 1999 study also noted that the water column was “gray with a slight petroleum sheen on the surface of pools, mild septic odor, and water born trash and debris.”

Species habitat preservation should be considered as an integral part of open space preservation. This could include outright purchase as undeveloped, public open space.

Benchmarks

1. Species habitats are a factor considered in the City’s development approval process.

Objectives and Strategies

ER26. Require Identification and Assessment of Species Habitats in the Development Process. The City’s development process currently does not address in a significant manner the location, conservation and mitigation of species habitats. The code should be amended to require submittal of such information in the development plan and subdivision platting process. Also, the Natural Resources Zoning Overlay District should be adopted to provide a market-based mechanism to provide compensation for setting aside land to protect such resources through an on-site density transfer. *See Resource Management Section.*

ER26.1 Amend Code to Require Environmental Analysis Map | Late 2003 | Planning

Planning proposes an amendment to the Zoning Code and Subdivision Regulations to require the submittal of an Environmental Analysis Map and text with each Development Plan and Subdivision Preliminary Plat in mid 2003.

ER26.2 Amend Code to Adopt Natural Resources Overlay Zoning District | Late 2003 | Planning

Planning proposes an amendment to the Zoning Code to adopt the Natural Resources Zoning Overlay District in mid 2003. The District permits the transfer within a site of the gross density allowed by Code, but focused on a portion of a site that is not impacted by preserved natural features.

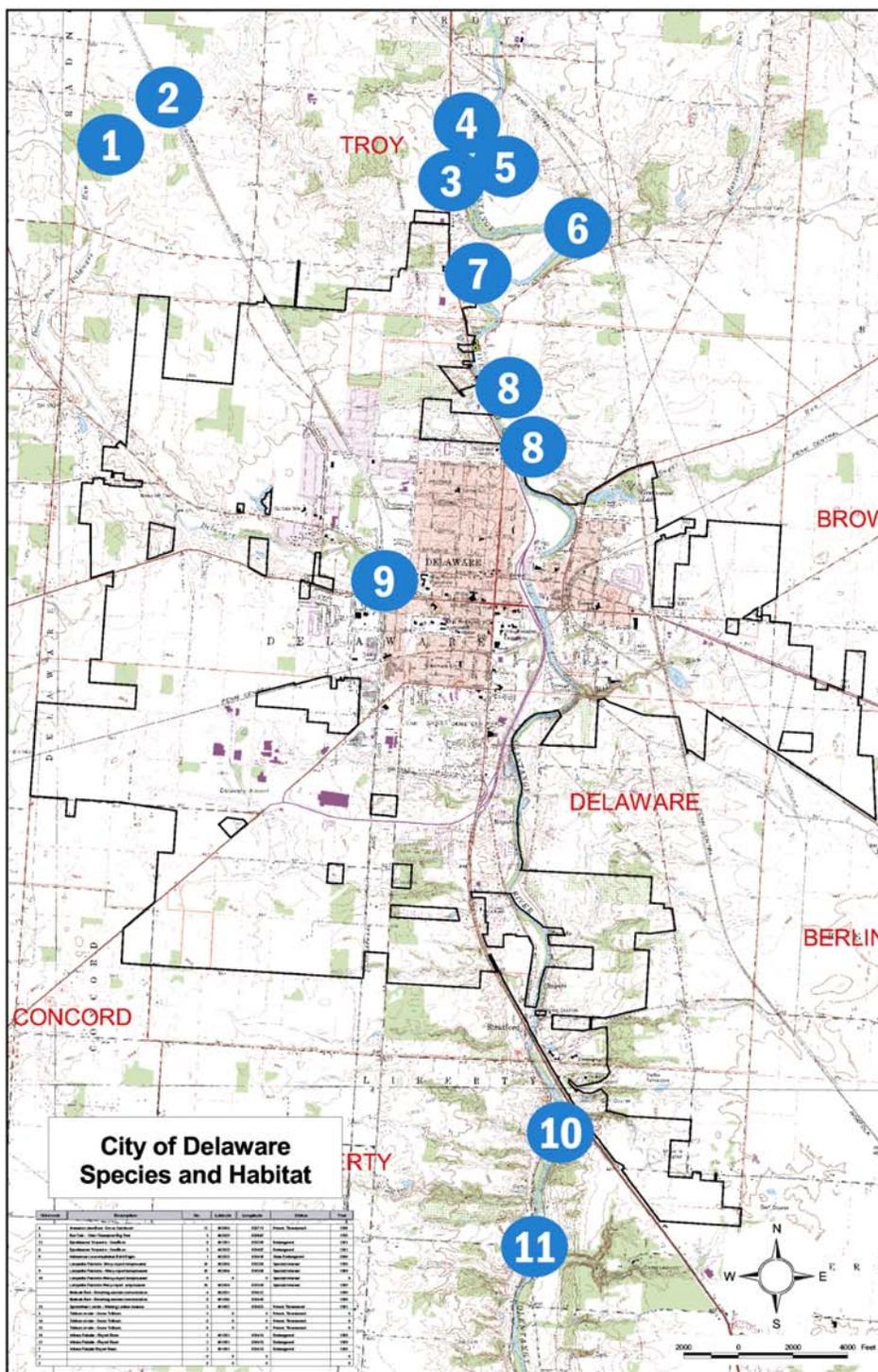
K. Air Quality

Issues and Findings

The City has consistently met the National Ambient Air Quality Standards set forth in the Clean Air Act and Amendments of 1990 and monitored by the USEPA. This measure tracks the air pollution levels for carbon monoxide, ozone, sulfur dioxide, particulate matter smaller than 10 micrometers, lead, and nitrogen dioxide for the region. A total of 8 companies have permits to release regulated levels of pollution into the atmosphere. These facilities are regulated by State and Federal guidelines for the proper handling and treatment of environmental toxins.

Benchmarks

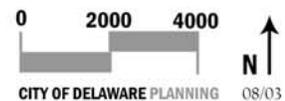
1. The City/County will retain its good air quality classification.



Species Habitat Map

COMPREHENSIVE PLAN

- 1 Grove Sandwort / Potentially Threatened
- 2 Bur Oak / Ohio Champion Big Tree
- 3 Bald Eagle / State Endangered
- 4 Rayed Bean / Endangered
- 5 Snuffbox / Endangered
- 6 Wavy-rayed Lampmussel / Special Interest
- 7 Rayed Bean / Endangered
- 8 Rayed Bean / Endangered
Snuffbox / Endangered
- 9 Shining Ladies Tresses / Potentially Threatened
- 10 Snow Trillium / Potentially Threatened
- 11 Snow Trillium / Potentially Threatened



Objectives and Strategies

ER27. Work with MORPC to Monitor Air Quality and Participate in Measures to Improve Air Quality. MORPC monitors air quality as part of its responsibilities as the metropolitan planning organization for Central Ohio. The City should continue to work with MORPC in understanding and applying federal air quality standards and is able to take full advantage of federal transportation funds. The City continues to work with MORPC to monitor compliance. Engineering coordinates internal efforts with MORPC.

L. Brownfields

Issues and Findings

The USEPA regulates permitted discharges to water, hazardous waste handlers, and tracks toxic and air releases by industrial activity. Throughout the City numerous sources are contributors to these environmental factors. Permits have been issued for 15 companies that use, manufacture, treat, transport, or release toxic chemicals into the environment. Currently 76 companies are in operation that handle hazardous waste. These facilities are regulated by State and Federal guidelines for the proper handling and treatment of environmental toxins.

There are several sites in the City with environmental concerns that may impact development in the future. These sites are known as brownfields. Brownfield sites have been newly described in the Small Business Liability Relief and Brownfields Revitalization Act as “real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant”. The sites include the Pennwalt property at 421 London Road, the PPG Industrial property at 760 Pittsburgh Drive, property at Stratford Road and US 23, Willamette Industries property at 875 Pittsburgh Drive, JL Goodman Oil Company property at 86 Lake Street, and the Kocolene Service Station property at 371 South Sandusky Street.

There are two municipal landfills in the City, both of which have been closed. The City has participated in the EPA Superfund program to address the closed landfill on Cherry Street. The program assisted the City in eliminating the health and environmental threats posed by hazardous waste found on the site. The Cherry Street Landfill was brought to the EPA’s attention as a hazardous waste site in 1979. The Curve Road landfill has been closed and monitoring is required within 150 feet of its perimeter.

Benchmarks

1. One vacant brownfield site is cleaned and redeveloped within the next five years.

Objectives and Strategies

ER28. Prioritize Vacant Brownfield Sites for Redevelopment to Clean These Sites and Encourage Reinvestment in Older Parts of the City. Vacant brownfield sites are found in the City due to its historic industrial role. The City should work with property owners to address brownfield issues. A detailed inventory should be undertaken to identify these sites and their characteristics, and to recommend options for cleanup and redevelopment. Several sites are located in the oldest neighborhoods of the City and could hamper revitalization efforts if environmental concerns are not addressed. Economic incentives could be focused on these sites to jumpstart clean up and reinvestment. *See Economic Development Element.*

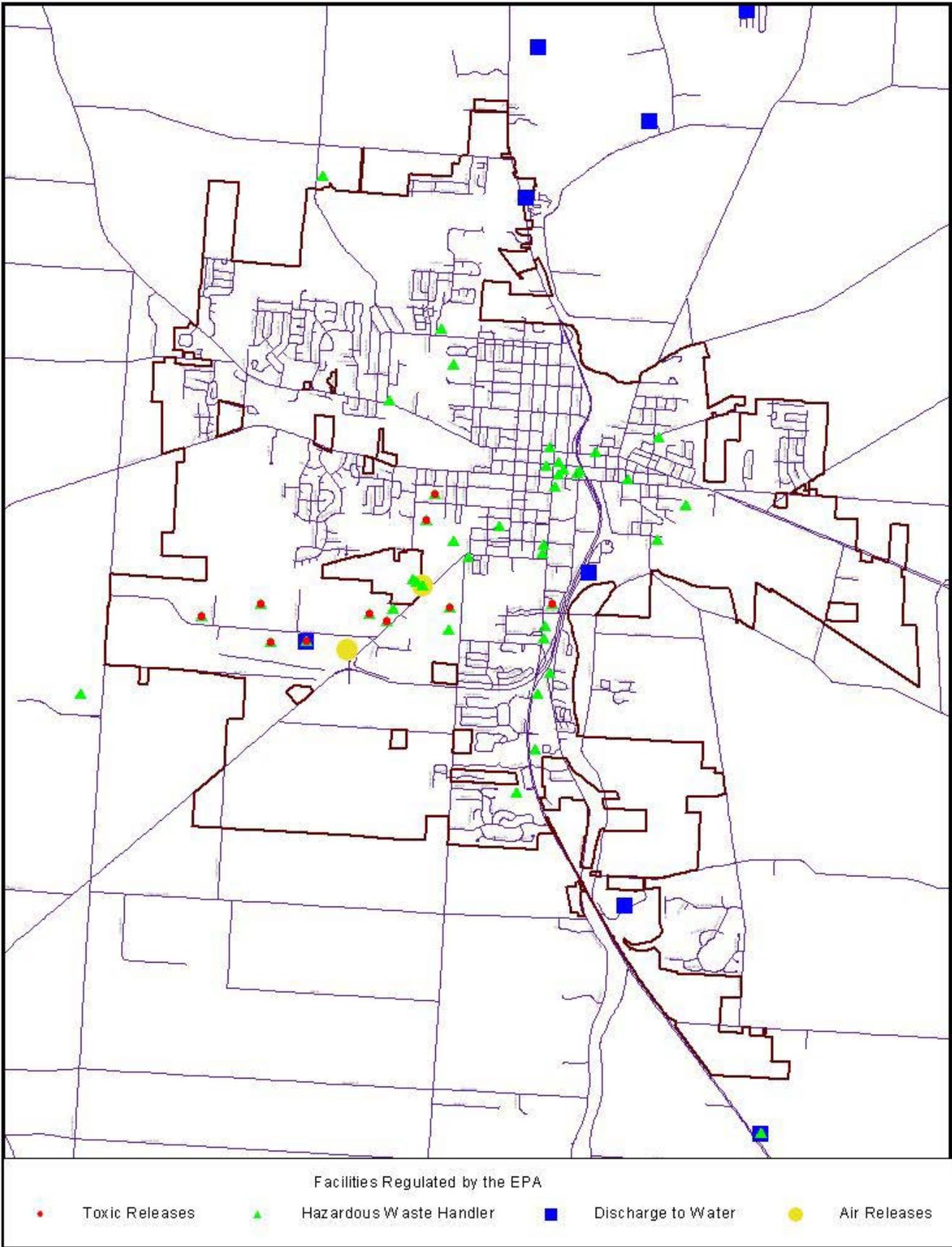
ER29. Establish a Program to Focus Efforts on the Cleanup and Redevelopment of Brownfield Sites. The City could facilitate the effort to promote brownfield sites for redevelopment. This would include undertaking the inventory and analysis noted above, locating state and federal grants to assist with cleanup, and packaging and marketing sites for redevelopment.

ER29.1 Prepare Package of Economic Incentives | 2004 | Economic Development

The City investigates economic options for encouraging cleanup and redevelopment. A package is prepared by the Economic Development Coordinator and submitted to City Council in 2003.

ER29.2 Market Economic Incentives | Ongoing | Economic Development

Once the package is adopted, the Economic Development Coordinator prepares and circulates marketing material to property owners and potential developers that promotes incentives.



This map identifies facilities in the planning area that are regulated by the OEPA.

M. Noise Pollution

Issues and Findings

The traffic that crisscrosses the community should continue to be managed in ways that mitigate the impact of noise. The first approach involves completion of the proposed road network. Providing these arterials will better distribute traffic, thereby reducing its impact on particular areas of the City. The second approach incorporates mitigation measures to reduce noise impacts, such as heavy evergreen screening and mounding along arterials.

Benchmarks

1. Major arterials are constructed per the *Transportation Plan*.
2. Mitigation measures will begin to be installed to reduce the impact of noise during the planning period.

Objectives and Strategies

ER30. Mitigate Traffic-Generated Noise to Improve Quality of Life. Traffic-generated noise can be excessive at times, especially during peak movements. Along US 23, William Street, and Central Avenue, residences are particularly impacted. Arterials should be constructed per the *Transportation Plan* to better distribute traffic. Research should be undertaken to identify possible mitigation actions at specific locations.

ER30.1 Continue to Implement Transportation Plan | Ongoing | Engineering

The City continues to implement the *Transportation Plan* recommendations for new arterials that will route truck traffic away from residential areas. The Planning and Engineering Departments continue to coordinate implementation of the *Transportation Plan* (see *Transportation Element*).

ER30.2 Undertake Noise Mitigation Study | 2004-05 | Planning & Engineering

The City hires a noise consultant to undertake a study and prepare recommendations for mitigating traffic-generated noise. Such measures may include heavy evergreen landscaping and mounding along major arterials. The Engineering and Planning Departments select the consultant and completion in 2005.

ER30.3 Mitigate Noise Sensitive Uses | Ongoing | Planning

Noise sensitive land uses, such as schools and elderly care facilities are not located adjacent to major arterials, unless well buffered.

ER30.4 Increase Police Enforcement | Ongoing | Police Department

Within its limited resources, the Police Department will increase enforcement actions against truck drivers who violate the City's anti-noise requirements, such as air braking.

ER31. Continue to Separate Manufacturing Uses from Residential Uses to Limit Noise Impacts. Manufacturers have traditionally located on the southwest side of the City and in the older parts of the community. The long-term focus should be to direct these uses to the US42 and US36/SR37 corridors where abundant industrial land is located. Some manufacturing may be appropriate on the east side of the City around the Kroger Great Lakes Distribution Center. No other locations are appropriate. Residential and manufacturing uses should not abut each other. Other uses that could compromise industrial operations should not be located in industrial areas. The following policies apply:

- ER31.1 The City continues to use the Zoning Code and the Comprehensive Plan to maintain separation between manufacturing and residential uses.
- ER31.2 The City discourages and/or prohibits inappropriate land uses within manufacturing areas to protect this important economic asset.

ER32. Discourage Noise Sensitive Uses from Locations Impacted by Airport Operations. The City's Airport is an outstanding asset and generator of economic activity. Its operations should not be hampered by poorly located, noise-sensitive land uses. These include residential, educational, civic, institutional, and office uses. The accompanying map identifies properties that should be zoned

for airport compatible uses in the general vicinity of flight paths. And, the City should prepare an Airport Noise Overlay Zoning District to implement this objective. *See Transportation Element.*

N. Light Pollution

Issues and Findings

Light spillover from development, especially parking lot and gas station lighting, creates a nighttime glow above the community that many have found to be unappealing. Perkins Observatory is adversely impacted by light pollution from nearby developments in the City and adjacent townships. The light spillage is negatively affecting nighttime operations. The City has strengthened its lighting standards in response, as has Liberty Township.

Benchmarks

1. A measurable reduction in light pollution relative to new construction will be reached in five years.

Objectives and Strategies

ER33. Reduce City-Related Light Pollution. The City strengthened its standards in 2002 to reduce light pollution resulting from streetlights. These changes should be evaluated in 2003 and additional changes made to regulations if necessary to further reduce light pollution, while maintaining traffic and pedestrian safety.

ER33.1 Revisit Standards | 2004 | Building & Planning

The Building Department adopted a new standard in 2002 and continues to implement the standard through the lighting and building codes, while maintaining traffic and pedestrian safety. The Department will revisit the standard to verify that all objectives are met.

ER34. Reduce Development-Related Light Pollution. On-site lighting should be kept to minimal and safe levels. Cut-off fixtures, the lighting of buildings and pedestrian spaces only, reduced lighting of parking lots, and other measures should continue to be used to reduce light pollution. A comprehensive set of standards should be prepared in 2004.

ER34.1 Revisit Standards | 2004 | Building & Planning

The amount of excessive and garish light generated on sites will be reduced. The Building Department researched this issue in 2002 and prepares new standards in 2003. The Planning Department recommends zoning code changes in 2003.

ER34.2 Prohibit Excessive Light in Perkins Observatory Environs | Ongoing | Planning, Planning Commission, & City Council

Uses that generate intensive light are prohibited in the vicinity of Perkins Observatory unless light levels are reduced to acceptable levels and other mitigation measures are implemented.

ER34.3 Reduce Amount of Light During Non-Business Hours | Ongoing | Planning & Building

The amount of light generated during non-business hours will be reduced. This includes auto dealerships, service stations, fast food restaurants, and other businesses that are not open 24 hours per day. Security lighting should be allowed, but not the lighting of entire sites.

ER34.4 Coordinate Reviews with Perkins Observatory | Ongoing | Planning, Building, & Perkins Observatory

The Planning Department coordinates development reviews with Perkins Observatory staff for projects that may affect the observatory due to off-site light trespass.



Implementation Element

Comprehensive Plan
City of Delaware, Ohio



Implementation Element

A. Introduction

A great deal of effort and energy went into preparing the Comprehensive Plan, but the “real” work begins as the objectives and strategies are implemented over the next five years. Successful implementation is critical to ensuring that the Plan has a marked impact on the community. The Implementation chapter of the Comprehensive Plan addresses key issues related to implementing the Plan; it presents a summary of the objectives and strategies; and it addresses amendments and future updates.

B. Goal and Principles

The City’s goal for Implementation is that:

The Comprehensive Plan will result in measurable, positive change in the community that is consistent with the vision established in the Plan.

The supporting principles for Implementation are the following:

1. Implementation will occur in a diligent, deliberate, and consistent manner.
2. Flexibility will allow the City to react to unexpected changes to assumptions and conditions that create constraints or opportunities.
3. Success in implementing objectives and strategies will be constantly monitored.
4. Partnerships with other government entities, civic organizations, and the business community at every level will be maximized to ensure successful implementation.

Highlights

- ▶▶ Using the Comprehensive Plan is addressed in a series of actions to be undertaken by the City, community organizations, businesses, and developers.
- ▶▶ The Implementation Element presents a summary of the objectives and strategies that guide implementation of individual elements.
- ▶▶ The Plan recommends 216 objectives and 253 strategies.
- ▶▶ The Plan should be carefully interpreted to ensure its intent is fully met. Amendments will be necessary when supportable actions are counter to the Plan’s policies
- ▶▶ This element serves as the basis for monitoring success of the Plan.

5. Communication within the community will be emphasized.
6. The use of technology will be maximized to gain efficiencies, especially with limited financial resources.
7. Funding for City facilities and services will meet community needs.

C. How to Use the Plan

The Comprehensive Plan is intended to be used on a daily basis as public and private decisions are made concerning development, redevelopment, capital improvements, economic incentives, and other matters affecting the community's growth. Implementation of the Comprehensive Plan will be partially driven by the availability of resources (staff and/or funds) sufficient to guarantee success. This section summarizes the ways in which the Plan will be used.

Work Programs and Budgets

City departments and administrators should review their annual work programs and budgets cognizant of the policies and recommendations presented in the Comprehensive Plan. Numerous objectives and strategies can be implemented in this way. As the City budget is prepared and reviewed, it should be done using the Plan as a frame of reference to ensure capital and operational investments are consistent with the Plan and its growth priorities, and so that important priorities of the Plan are not inadvertently overlooked.

Development Approvals

Legislative and administrative approvals relative to development should be strongly predicated on the policies of the Comprehensive Plan. Land use and density recommendations in particular should be followed in considering zoning decisions. But, a degree of flexibility will be necessary to ensure that decisions are made based on current circumstances, which may dictate flexibility in applying Plan policies. Major deviations that are not consistent with the Plan will require a formal amendment of the Plan (*Please see Section E below*).

Capital Improvement Plan

The Capital Improvement Plan (CIP) should be strongly linked to the Comprehensive Plan policies when it is updated for 2004 and beyond. The CIP presents the City's capital investments for a five-year planning period. Each improvement should reference a specific objective or strategy as recommended in the Plan, when such policies support the improvement. Timing of the implementation should also be consistent between the two documents.

Economic Incentives

The City's economic incentives should only be awarded when the proposed project is consistent with the Comprehensive Plan – especially relative to land use, density, and infrastructure. This is recommended in the Economic Development Element.

Educating the Community

The Planning Department will prepare a Powerpoint Presentation summarizing the Comprehensive Plan and will make community presentations. The Plan will be posted on the City's web site. Copies of the Executive Summary will be available in City Hall. Copies of the full Comprehensive Plan will be available at City Hall and the Library.

Annual Report

The Planning Department will issue a report each January beginning in 2004 that summarizes the status of each objective and strategy relative to implementation. It will also note the status of the major assumptions that underlay the Plan, such as population levels. The report will be presented to the Planning Commission and City Council, and will be available to the public.

D. Interpreting the Plan

The Comprehensive Plan is the set of official City policies to manage development and growth, and the implementing strategies that together establish a vision of the City for the future. The narrative that explains specific objectives and strategies provides insight to the thinking behind those policies. Changing circumstances could influence the interpretation of a policy, but that should only occur where the broader goals and principles of the Plan are consistently followed.

E. Amending the Plan

If the Planning Commission and City Council support a development proposal that would markedly deviate from the Comprehensive Plan’s policies, a formal amendment of the respective Plan policy would be required. Such an amendment should cite in the ordinance the facts that support the amendment. Such amendments should be weighed very carefully. Planning Commission will provide a recommendation regarding each amendment, prior to Council’s action. The Steering Committee suggested that Council can circulate to the Committee members each proposed amendment and to request comments prior to Council’s consideration of such amendments.

F. Updating the Plan

The Comprehensive Plan covers the planning period of 2003-2008. The City Charter requires a review of the Plan each five years. In 2008 a review will be started with recommendations presented to the Planning Commission and City Council for adoption by mid-2009. It will be conducted by the Planning Department and the Comprehensive Plan Steering Committee will be invited to a retreat to review and consider the recommended changes. A real estate market study should be conducted at that time to consider the 2009-2013 planning period.

G. Objectives and Strategies Summary

The following table summarizes by Element each objective and associated strategy or policies within each chapter of the Plan. Timeframes and responsible party are indicated for those objectives and strategies with such information. Other items are policies for which that information is not as specific. The first entity noted under Responsible Party is the lead to implement that particular strategy.

AD. Objectives and Strategy Summary			
GROWTH MANAGEMENT			
No.	Objectives and Strategies	Timeframe	Responsible Party
Rate of Growth			
GM1	Formalize the Requirement of Pre-Annexation and Development Agreements		
GM1.1	Amend Zoning Code	Late 2003	Planning & City Attorney
GM1.2	Monitor Success	Ongoing	Planning & City Attorney
GM2	Consider Adopting an Adequate Public Facilities Ordinance (APFO)		
GM2.1	Propose APFO	2004	Planning & City Manager’s Office
GM2.2	Adopt and Implement APFO	2005 & Ongoing	City Council
GM3	Consider Comprehensively Rezoning the City		
GM3.1	Prepare Proposal and Gather Input	Late 2003	Planning
GM3.2	Adopt Rezoning	2004	Planning Commission & City Council
GM4	Consider the Adoption of a 12-Month Zoning Freeze on Rezoning to the R-3 to R-8 Districts to Adopt Growth Management Tools		
GM4.1	Adopt Freeze	Late 2003	Planning Commission & City Council
GM4.2	Evaluate Freeze	Late 2004	Planning

AD. Objectives and Strategy Summary			
GROWTH MANAGEMENT			
No.	Objectives and Strategies	Timeframe	Responsible Party
GM4.3	Consider Early Termination	2003-04	City Council
GM5	Study the Establishment of Parameters to Allow Utility Extensions without Annexation		
GM5.1	Prepare Ordinance	2004	Planning, Public Utilities, & City Attorney
GM5.2	Adopt Ordinance	2004	Planning Commission & City Council
GM6	Target Incentives to Meet Non-Residential Development Benchmarks		
GM6.1	Prepare Incentives Package	2004	Economic Development
GM6.2	Investigate Land Assembly Options	2005	Economic Development
GM7	Conduct an Annual Review of the Rate of Growth to Monitor the Rate at which Benchmarks are Being Met and to Consider Modifications to the City's Growth Policies		
GM7.1	Prepare Quarterly Report	Quarterly	Planning
GM7.2	Prepare Annual Assessment	Annually	Planning
GM8	Expand the Role of the Planning Commission in Advising City Council Regarding Growth Management		
GM8.1	Begin CIP Project Review	2004	Planning Commission
GM8.2	Review Annual Report	Annually	Planning Commission
GM8.3	Review Comprehensive Plan Amendments	Ongoing	Planning Commission
Quality of Growth			
GM9	Balance the Housing Stock to Ensure a Full Range of Housing Options are Available		
GM9.1	Work with Owners & Developers	Ongoing	Planning
GM9.2	Promote City	Ongoing	Planning
GM9.3	Implement Affordable Housing Study	2004	Planning
GM9.4	Implement CHIP Program	Ongoing	Economic Development
GM10	Establish "One-Stop Shop" in the Planning Department to Coordinate the Development Process		
GM10.1	Approve and Budget Concept	Late 2003	City Council
GM10.2	Begin Implementation	Early 2004	Planning
GM10.3	Execute Memorandum of Understanding	2004	Multiple Departments
GM10.4	Evaluate	Late 2004	Planning
GM11	Adopt Design Guidelines to Improve the Quality of Development		
GM12	Ensure the New Development Preserves Environmental Resources, Provides Connectivity, and Enhances its Environs		
GM13	Protect the City's Inventory of Commercial, Office, and Industrial Land by Ensuring that New Development Enhances those Areas and does not Compromise Development Potential		
GM13.1	Discourage Inappropriate Uses	Ongoing	Planning, Planning Commission & City Council
GM13.2	Conserve Appropriate Sites	Ongoing	Planning, Planning Commission & City Council
Fiscal Considerations			
GM14	Adopt a Formal Fiscal Impact Assessment Tool for Measuring Fiscal Return of Specific Development Projects		
GM14.1	Hire Consultant	2004	Planning
GM14.2	Consider Ordinance	2005	City Council
GM15	Require that Development Covers the Appropriate Infrastructure Costs		
GM15.1	Prepare Ordinance	Late 2003	Economic Development

AD. Objectives and Strategy Summary			
GROWTH MANAGEMENT			
No.	Objectives and Strategies	Timeframe	Responsible Party
GM16	Consider Adopting Formal Methodologies for Road Impact Fee		
GM16.1	Hire Consultant	2004	Planning & City Engineering
GM16.2	Prepare Ordinances	2005	Planning & City Engineering
GM17	Adopt Alternative Infrastructure Funding Mechanisms to Further the Comprehensive Plan		
GM17.1	Use Tax Increment Financing	Ongoing	Economic Development
GM17.2	Consider Special Assessment Districts	Ongoing	Planning & City Engineering
GM17.3	Explore Land Strategies for Industrial Development	2004	Economic Development
GM17.4	Explore Downtown Redevelopment Corporation	As Appropriate	Planning & Economic Development
Priority Growth Areas			
GM18	Establish General Guidelines for Supporting Annexations		
GM19	Support the Development of Priority Growth Areas to Ensure Consistency with the Comprehensive Plan		
GM20	Require Consistency with the CIP and the Priority Growth Areas		
GM20.1	Review 2003 CIP	Late 2003	Planning, City Engineering, Public Utilities, and Finance
GM20.2	Review Capital Plans	Late 2003	Public Utilities
GM21	Consider Development Outside Priority Growth Areas Under Certain Criteria		
GM22	Establish Agreements with Adjacent Townships		
GM23	Continue Not to Detach Annexed Land from Townships		

LAND USE			
No.	Objectives and Strategies	Timeframe	Responsible Party
Regionalism			
LU1	Continue to Participate in MORPC and CORF		
LU1.1	Continue Status	Ongoing	City
LU1.2	Utilize MORPC Resources	Ongoing	City
LU1.3	Participate in Programs	Ongoing	City
LU1.4	Participate in Regional Growth Strategy	2003-04	City
LU2	Utilize Growth Management Tools Recommended by MORPC		
LU2.1	Evaluate and Adopt Regional Cooperation and Growth Scorecard	2004	Planning, Planning Commission & City Council
LU2.2	Evaluate and Adopt Growth Management Tool Kit	2004	Planning, Planning Commission & City Council
County and Townships			
LU3	Become Full Member of Delaware County Regional Planning Commission		
LU4	Prepare Joint Land Use Plans for Priority Locations with Neighboring Jurisdictions and DCRPC		
LU4.1	US23 South Corridor	2004	Planning & DCRPC
LU4.2	US42 South Corridor	2005	Planning & DCRPC
LU4.3	US36/SR37 East Corridor	2006	Planning & DCRPC

COMPREHENSIVE PLAN IMPLEMENTATION

LAND USE			
No.	Objectives and Strategies	Timeframe	Responsible Party
LU5	Investigate a System with DCRPC to Undertake Joint Review of Major Development Projects of Mutual Interest		
LU5.1	Prepare Proposal	2004	Planning & DCRPC
LU5.2	Implement	Ongoing	Planning & DCRPC
Urban Form and Future Land Use			
LU6	Maintain a Reasonable Land Use Balance to Reflect the Vision of the Comprehensive Plan		
LU7	Promote Appropriate Density/Intensity of Development to Ensure Future Development is Sustainable		
LU8	Continue to Require Appropriate Land Use Transitions to Ensure New Development is Compatible with Existing Areas		
LU9	Encourage Creativity in Site Design		
Development Standards and Regulations			
LU10	Implement Recommendations of the Growth Management Element		
LU11	Adopt Design Guidelines to Provide Direction to Commercial Developers		
LU12	Adopt New Zoning Districts to Address Land Use Priorities		
LU12.1	Prepare Ordinances	Late 2003	Planning
LU12.2	Adopt Ordinances	2004	Planning Commission & City Council
LU13	Adopt a Unified Development Ordinance (UDO) to Improve the Efficiency of the Development Process		
LU13.1	Prepare Ordinance	2004	Planning & Engineering
LU13.2	Adopt Ordinance	2005	Planning Commission & City Council
Subareas			
LU14	Maintain the Downtown Subarea (Subarea 1) as a Mixed-Use Subarea with a Strong Focus on Pedestrian-Oriented Retail and Restaurants, Offices, Government and Civic Uses, Cultural Arts, and Housing.		
LU15	Maintain the Northwest Subarea (Subarea 2) as a Historic Predominantly Single-Family Neighborhood with a Limited Amount of Two- and Multi-Family Uses, and Neighborhood Businesses.		
LU16	Strengthen the Near East Subarea (Subarea 3) as a Residential Neighborhood with Business Uses through Revitalization and Reinvestment.		
LU17	Stabilize the OWU Subarea (Subarea 4) while Supporting OWU Investments and Expansions.		
LU18	Stabilize the Near South Subarea (Subarea 5) while Protecting the Integrity of Residential Areas and Encouraging Reinvestment and Business Expansion.		
LU19	Encourage Additional Development in the Northwoods Subarea (Subarea 6) that Builds Strong Neighborhoods, Increases Housing Values and Diversity, and Provides Open Space.		
LU20	Support Long-Term Development of the Horseshoe Subarea (Subarea 7).		
LU21	Support a Limited Amount of New Residential Development in the East Subarea (Subarea 8) and Promote Light Industrial, Office, and Retail Uses.		
LU22	Support Higher-Valued Residential Development in the Highlands Subarea (Subarea 9).		
LU23	Support Higher-Valued Residential Development, Offices, and Institutional Uses in the Cheshire Subarea (Subarea 10).		
LU24	Continue Suburban Office and Residential Expansion in the Peachblow South Subarea (Subarea 11).		
LU25	Support Appropriate Development on Infill Sites in the Stratford Subarea (Subarea 12), Limit Retail Development, and Minimize Development Impacts on Stratford.		
LU26	Expand Industrial Development in the Southwest Subarea (Subarea 13) and Expand the Airport.		
LU27	Continue Residential Development in the Delaware Run Subarea (Subarea 14) but Begin a Transition to Lower Density Housing, with a Focus on Encouraging Infill on Undeveloped Sites and Protecting Open Space along the Run.		
LU28	Semi-Rural Subareas (Subareas 15 to 21) should Retain a Rural Character by Focusing on Agriculture, Open Space, and Large Lot, Low-Density Single-Family Homesites.		

COMMUNITY CHARACTER			
No.	Objectives and Strategies	Timeframe	Responsible Party
Gateways			
CC1	Establish Unique Identities at Primary Gateways for Beautification		
CC1.1	Design Standard Enhancement Package	2004	Planning & Grounds & Facilities
CC1.2	Install Enhancement Package	Ongoing	Grounds & Facilities
CC2	Encourage Improvements at Secondary Gateways for Beautification		
CC2.1	Design Standard Enhancement Package	2005	Planning & Grounds & Facilities
CC2.2	Install Enhancement Package	Ongoing	Grounds & Facilities
CC3	Require Appropriate Gateways for Individual Developments for Beautification		
CC3.1	Require Well Designed Gateways for Residential Developments	2004	Planning
CC3.2	Require Well Designed Signage and Landscaping for Non-Residential Developments	2004	Planning
CC3.3	Encourage Appropriate Demarcation of Older Neighborhoods	Ongoing	Planning
Corridors			
CC4	Adopt Design Overlay Districts to Manage Changes in the Built Environment along Major Corridors		
CC4.1	Establish Standards	Late 2003	Planning & Grounds & Facilities
CC4.2	Implement Standards	Ongoing	Planning
CC5	Limit Commercial Sprawl to Maintain Land Values		
CC6	Encourage Appropriate Infill Development on Sandusky Street to Sustain the Corridor		
CC7	Promote Public Awareness of Natural Corridors to Build Support for Preservation and Enhancement		
CC7.1	Implement Banner Systems	2005	Public Works
CC7.2	Implement Trail Wayfinding	Ongoing	Parks & Grounds & Facilities
Districts			
CC8	Prepare a Subarea Plan for the Downtown		
CC9	Support Campus Master Plans		
CC10	Establish Development Standards Unique to Each District		
Nodes			
CC11	Continue to Support Key Nodes		
CC11.1	Downtown	Ongoing	City Council
CC12	Support the Development of New Nodes in Expanding Parts of the City		
CC13	Encourage Neighborhood-Scale Nodes		
Landmarks			
CC14	Support and Protect Landmarks that Positively Contribute to the City's Character		
CC15	Screen and/or Redevelop Landmarks that Negatively Contribute to the City's Character		
CC16	Require the Consolidation of Cell Towers Where Feasible		
Edges			
CC17	Apply Future Land Use Plan Map to Edges		
CC18	Promote Effective Edges for Developments		

COMMUNITY CHARACTER			
No.	Objectives and Strategies	Timeframe	Responsible Party
Historic Preservation			
CC19	Nominate East Side Historic Area to the National Register of Historic Places		
CC19.1	Organize Working Group	2004-05	Planning, Historical Society, & HPC
CC19.2	Promote Designation and Encourage Revitalization	Ongoing	Planning & Economic Development
CC20	Support Neighborhood Requests to Locally Designate the Northwest Historic District		
CC21	Require Environmental Plan Submittal		
CC22	Minimize Development Impacts on Stratford Village		
Downtown			
CC23	Expand Downtown Beautification		
CC24	Support Appropriate Infill Development and New Construction		
CC25	Support Reconstruction of US23		
CC26	Promote Quality Signage that Enhances Investment Opportunities in the Downtown		
CC26.1	Prepare Handbook	2005	Planning & Main Street Delaware
CC26.2	Implement a Grant or Loan Program	Ongoing	Planning & Economic Development
Neighborhoods			
CC27	Ensure Conservation of the City's Older Neighborhoods		
CC27.1	Prepare Conservation Guidelines	2004	Planning
CC27.2	Preserve Neighborhood Identity	Ongoing	Planning Commission & City Council
CC27.3	Support Neighborhood-Scale Retail and Civic Uses	Ongoing	Planning
CC28	Encourage Mixed-Use Development to Support Neighborhoods		
CC28.1	Develop Guidelines	2004	Planning
CC29	Support and Promote Neo-Traditional Development that Compliments the City's Historic Character		
CC29.1	Prepare Neo-Traditional Standards Unique to Delaware	Late 2003	Planning
CC29.2	Support Other Products When Appropriate	Ongoing	Planning Commission & City Council
CC29.3	Encourage a Variety of Housing Types in Neo-Traditional Developments	Ongoing	Planning Commission & City Council
CC30	Encourage Open-Space Subdivisions		
CC30.1	Adopt Overlay District	Late 2003	Planning
CC31	Encourage Creativity in Traditional Subdivisions		
Design Review			
CC32	Adopt Design Overlay Districts		
CC33	Prepare Design Guidelines to Provide Guidance to Businesses Regarding the City's Expectations		
CC33.1	Prepare Guidelines	2004	Planning
CC33.2	Implement Guidelines	Ongoing	Planning

TRANSPORTATION			
No.	Objectives and Strategies	Timeframe	Responsible Party
Transportation Management			
T1	Continue to Implement the Thoroughfare Plan as Funds Become Available		
T1.1	Continue to Implement CIP as Funds Become Available	Ongoing	Engineering
T1.2	Continue to Pursue Funding	Ongoing	Engineering
T1.3	Consider Arterial Road Impact Fee	2004	Engineering & Finance
Road Network			
T2	Undertake "High Priority" Road Projects		
T2.1	Continue to Implement High Priority Projects	Ongoing	Engineering
T2.2	Continue to Work with County Engineer's Office and ODOT	Ongoing	Engineering
T3	Prioritize Road Projects to be Consistent with the Comprehensive Plan		
T3.1	Evaluate Road Projects	Ongoing	Engineering & Planning
T4	Reconstruct Major Intersections		
T4.1	Expedite SR521/US36/SR37 Intersection	Late 2003	Engineering
T4.2	Implement Improvements to the Point	2004-05	Engineering
T5	Implement Access Management Guidelines		
T5.1	Incorporate Guidelines into Code	Late 2003	Planning & Engineering
T6	Consider Adopting Formal Methodologies for Road Impact Fee		
T6.1	Hire Consultant	2004	Planning & Engineering
T6.2	Prepare Ordinances	2005	Planning & Engineering
Transit			
T6	Support DATA Transit Services		
T7	Support an Extension of COTA's North Corridor Light Rail Project to US36/SR37		
T7.1	Work with COTA to Extend North Corridor	Ongoing	Engineering & Planning
T7.2	Adopt Transit-Oriented Development District	2004	Planning
T8	Support 3-C Commuter Rail Service to the East Side of Downtown		
Freight Rail			
T9	Continue to Support Freight Rail Service		
T9.1	Work with Rail Companies	Ongoing	Economic Development & Engineering
T9.2	Promote Rail Service	Ongoing	Economic Development
T9.3	Support Additional Rail Spurs	Ongoing	Economic Development & Engineering
T10	Explore Relocation of Rail Lines		
T10.1	Work with CSX to Relocate Delaware Siding	Ongoing	Engineering
T10.2	Work with Norfolk-Southern to Relocate the Point Line	Ongoing	Engineering
T11	Improve Rail Crossings		
Airport			
T12	Support Continued Improvements to the Delaware Municipal Airport, including Completion of the Master Plan, Runway Extensions, and Facility Expansions		
T12.1	Complete Airport Master Plan	2003	Public Works
T12.2	Increase Corporate and T-Hangers	2003-05	Public Works
T12.3	Maximize FAA Grant Funds	Ongoing	Public Works

COMPREHENSIVE PLAN IMPLEMENTATION

TRANSPORTATION			
No.	Objectives and Strategies	Timeframe	Responsible Party
T13	Adopt Land Use Controls to Manage Development in the Vicinity of the Airport		
T13.1	Adopt Height Restrictions	Late 2003	Planning
T13.2	Adopt Airport Noise Overlay District	Late 2003	Planning
Downtown Parking			
T14	Consider the Viability of a Parking Garage in the Downtown, Provided Sufficient Redevelopment Occurs to Justify the Expense		
T14.1	Investigate Options for Organizational Structure	2004	Economic Development
T14.2	Undertake Garage Development	With Development	Engineering
T15	Enhance Visibility and Directional Signage to Public Parking Lots		
T15.1	Expand Directional Signage	2004	Public Works and MainStreet Delaware
T15.2	Improve Visual Aesthetics	2004	Public Works & Grounds & Facilities
Biking			
T16	Complete Bikeway Master Plan		
T16.1	Complete Plan	Late 2003	Parks & Recreation Services
T17	Continue Implementation of Bikeways		
T17.1	Prioritize Projects	Late 2003	Parks & Recreation Services
T17.2	Seek Additional Funds	Ongoing	Parks & Recreation Services
Connectivity, Pedestrian Orientation, and Traffic Calming			
T18	Continue to Promote Connectivity to Ensure a Walkable, Drivable Community		
T19	Promote Pedestrian-Oriented Development to Facilitate Safe and Efficient Walking		
T20	Promote Appropriate Traffic Calming Measures to Reduce Impacts on Neighborhoods		
T21	Study Reconstruction of US23 as a Boulevard to Reconnect the Downtown, Gain Access to the Olentangy River, and Encourage Infill Redevelopment		
T21.1	Initiate Conceptual Plan	2004	Planning & Engineering
T21.2	Seek Funding	Ongoing	Engineering

COMMUNITY FACILITIES AND SERVICES			
No.	Objectives and Strategies	Timeframe	Responsible Party
Parks and Recreation			
CF1	Implement Strategic Master Plan for Parks, Recreation, and Open Space		
CF2	Add Qualitative Standards to Parkland Dedication Requirements in the Development Codes		
CF2.1	Finalize Standards	Late 2003	Parks & Recreation Services
CF2.2	Adopt Ordinance	2004	Planning, Planning Commission & City Council
CF3	Facilitate Development of Community Center		
CF3.1	Continue Facility Planning	2003-04	Parks & Recreation Services
CF3.2	Construct Individual Components	Beyond 2005	Parks & Recreation Services

COMPREHENSIVE PLAN IMPLEMENTATION

COMMUNITY FACILITIES AND SERVICES			
No.	Objectives and Strategies	Timeframe	Responsible Party
CF4			
Facilitate Bikepath Linkages Between Neighborhoods, Parks, and the Bikepath Network			
CF4.1	Adopt Bikeway Master Plan	Late 2003	Parks & Recreation Services
CF4.2	Implement Plan	Ongoing	Parks & Recreation Services & Engineering
CF4.3	Purse Regional Linkages	Ongoing	Parks & Recreation Services
CF5			
Emphasize Regional Parks where Appropriate			
Grounds & Facilities			
CF6			
Implement Gateway and Corridor Recommendations of the Community Character Element			
CF6.1	Landscape US42/US23 Interchange	2003-04	Grounds & Facilities
CF6.2	Prepare Landscape Plans for Gateways	2004-2007	Planning & Grounds & Facilities
CF6.3	Prepare Landscape Plans and Standards for Corridors	2004-2007	Planning & Grounds & Facilities
CF7			
Consider Increasing Resources to Support Urban Forestry			
Police, Fire, and Emergency Medical Services			
CF8			
Study Expansion of the Justice Center			
CF9			
Improve Radio Tower			
CF10			
Expand Fire/EMS Services in Highlands/Cheshire Subarea			
CF11			
Construct Fire/EMS Station in Northwoods/Delaware Run Subareas			
CF11.1	Identify Site and Undertake Development	2005	Fire Department
CF12			
Maximize Facility and Staff Investments by Working with the County and adjacent Townships			
Water, Sanitary Sewer, and Stormwater Management			
CF13			
Continue to Provide Utility Services to Meet Current and Future Needs			
CF13.1	Expand Wastewater Plant	2005	Public Utilities
CF13.2	Expand Raw Water Sources	2005	Public Utilities
CF13.3	Complete Utility Service Area Negotiations	2004	Public Utilities & City Attorney
CF13.4	Protect Wellfields	Late 2003	Public Utilities
CF14			
Utilize System Investments as a Major Mechanism to Implement Comprehensive Plan			
CF15			
Expand Ecological Methods to Improve Stormwater			
Public Works			
CF16			
Begin Development of Public Works Facility			
CF16.1	Complete Planning	2004	Public Works
CF16.2	Implement	Beyond 2004	Public Works
CF17			
Expand Enforcement of Anti-Litter Laws			
Municipal Airport			
CF18			
Complete Airport Master Plan			
CF19			
Adopt an Airport Noise Overlay District			
Municipal Buildings			
CF20			
Determine Future Space Needs and Implement Solutions			
Natural Gas, Electric, and Cable			
CF21			
Work with Private Utilities to Expand Service Levels, especially to Support Industrial Development			

COMPREHENSIVE PLAN IMPLEMENTATION

COMMUNITY FACILITIES AND SERVICES			
No.	Objectives and Strategies	Timeframe	Responsible Party
Public Education			
CF22	Appoint Joint Staff Facility Planning Committees with Each District		
CF22.1	Establish Committees with School Districts	2003	Planning and Districts
CF22.2	Establish Committee with JVS	2003	Planning and Districts
CF23	Expand the Non-Residential Tax Base to Provide Additional Revenues to Public Districts		
CF23.1	Emphasize Industrial and Office Development	Ongoing	Economic Development
CF23.2	Support Retail as Appropriate	Ongoing	Economic Development
University Community			
CF24	Work with OWU to Jointly Plan Facilities		
CF24.1	Joint Planning	Ongoing	Planning, Engineering & OWU
CF24.2	Coordinate CSX/Henry Street Bikepaths and Campus Expansion	2003-05	Planning, Engineering & OWU
CF24.3	Prepare University Subarea Plan	2004	Planning, Engineering & OWU
CF25	Encourage OWU to Expand Presence on Sandusky Street		
CF25.1	Address Floodplain Constraints	2004	Planning
CF25.2	Provide Incentives	Late 2003	Planning & Economic Development
CF25.3	Enhance Sandusky Streetscape	2005-06	Planning & Engineering
CF25.4	Upgrade Neighborhood	Ongoing	Planning
CF26	Continue to Reduce Light Pollution		
CF27	Work with MTSO in Campus Master Planning		
CF28	Work with MTSO to Establish Bike Path Along US23		
CF28.1	Appoint Study Committee	2004	Planning, Parks & Recreation Services, Engineering & MTSO
CF28.2	Implement Bikepath	2005-06	Parks & Recreation Services, Engineering & MTSO
Healthcare			
CF29	Continue to Work with Grady to Address Site Constraints		
CF29.1	Address Infrastructure Needs	Ongoing	Planning, Engineering & Grady
CF29.2	Address Site Needs	Ongoing	Planning & Grady
CF30	Work with Grady in Providing Future Facilities		
Cultural Arts			
CF31	Establish a City Arts Council to Coordinate Public Efforts		
CF31.1	Appoint Study Committee	2004	City Council
CF31.2	Implement Recommendations	2005	City Council
CF32	Designate an Arts District in the Downtown as an Economic Development Strategy		
CF32.1	Designate Arts District	2004	City Council
CF32.2	Market Arts District	Beyond 2004	Economic Development, MainStreet Delaware, & Chamber of Commerce

COMPREHENSIVE PLAN IMPLEMENTATION

COMMUNITY FACILITIES AND SERVICES			
No.	Objectives and Strategies	Timeframe	Responsible Party
CF33	Establish an Art Gallery in City Hall to Support Local Artists		
CF33.1	Investigate Options	2004	City Manager's Office and/or Arts Council
CF33.2	Implement Physical Improvements	2005	Grounds & Facilities
CF34	Create a Downtown Wayfinding System to Support Tourism		
CF34.1	Investigate Options and Prepare Recommendations	2004	Planning & Public Works
CF34.2	Authorize Program and Implement	2005	Public Works & City Council
CF35	Continue City Support for Cultural Arts Events and Festivals to Support Tourism		

ECONOMIC DEVELOPMENT			
No.	Objectives and Strategies	Timeframe	Responsible Party
Economic Base			
ED1	Establish the Delaware Partnership for Economic Growth		
ED1.1	Execute a Memorandum of Understanding	2004	City Council & Economic Development
ED1.2	Partnership Begins Work	2005	Delaware Partnership
ED2	Continue to Work with the Chamber of Commerce		
ED3	Market Comprehensive Plan Development Priorities		
ED3.1	Continue to Market the City	Ongoing	Economic Development
ED3.2	Test an Aggressive Campaign	2004	Economic Development
ED4	Become a Full Member in the Mid-Ohio Development Exchange		
ED5	Expand Relationship with Greater Columbus Chamber of Commerce		
Industrial Development			
ED6	Designate and Market Formal Industrial Parks		
ED6.1	Designate Formal Industrial Parks	2004	Economic Development & Planning
ED6.2	Enhance Park Identities	Ongoing	Planning & Economic Development
ED6.3	Market Industrial Parks	2003 & Ongoing	Economic Development
ED7	Establish an Industrial Land Bank		
ED7.1	Undertake Feasibility Study	2004	Economic Development
ED7.2	Establish Land Bank	2005	City Council
ED8	Continue to Expand and Improve the City's Airport		
ED9	Improve Truck Access		
ED10	Continue to Work with Industrial Real Estate Brokers		
ED11	Ensure that Labor Supply Issues are Addressed through Educators		
ED12	Prioritize Economic Clusters		
ED13	Adopt Planned Industrial District		
Office Development			
ED14	Develop a Downtown Office Niche Incentive Marketing Strategy		
ED14.1	Identify and Market to Potential Tenants	Ongoing	Economic Development
ED14.2	Work with Columbus Metro Brokers	Ongoing	Economic Development

ECONOMIC DEVELOPMENT			
No.	Objectives and Strategies	Timeframe	Responsible Party
ED15	Promote Mixed-Use Development in Suburban Locations		
ED15.1	Promote Office and Mixed-Use Development	Ongoing	Planning
ED15.2	Rezone Part of Brighton to Office	2004	Planning
ED15.3	Consider Density Bonus	2004	Planning
ED16	Facilitate the Development of Flex/Office Space		
ED16.1	Include Flex/Office in Zoning Code	Late 2003	Planning
ED16.2	Promote Flex/Office	Ongoing	Economic Development
ED17	Target Tax Abatements		
ED17.1	Adopt Office-Related Tax Abatement Policy	Late 2003	Economic Development and School Districts
ED18	Continue to Expand and Improve the City's Airport		
ED19	Facilitate the Development of Executive Housing		
Retail and Downtown Development			
ED20	Develop a Downtown Niche Marketing Strategy		
ED20.1	Downtown Activity and Entertainment	Ongoing	MainStreet Delaware
ED20.2	Tourism and Day-Trippers	2005 & Ongoing	Economic Development
ED20.3	Anchor Development	2004 & Ongoing	Economic Development, MainStreet Delaware & Chamber of Commerce
ED20.4	Institutional Partnerships	Ongoing	City Manager's Office, OWU, Delaware County Commissioners, MainStreet Delaware, & Chamber of Commerce
ED20.5	Merchandising, Management, and Marketing Plan	Ongoing	MainStreet Delaware
ED20.6	Entrepreneur Development Program	Ongoing	MainStreet Delaware & Chamber of Commerce
ED20.7	Land Use	Ongoing	Planning
ED21	Enhance Suburban Gateways		
ED21.1	Design and Implement Streetscape Enhancements	2005-07	Planning & Engineering
ED21.2	Avoid Haphazard Development	Ongoing	Planning, Planning Commission, & City Council
ED21.3	Encourage Grocery Store Anchored Retail Centers	Ongoing	Planning
ED22	Broaden Planned Business Overlay District		
ED23	Manage Retail Development		
ED24	Encourage Retail Center Owners to Address Vacancy Issues		
Tourism Development			
ED25	Develop a Tourism Development Strategy		
ED25.1	Fund Strategy	2004	Economic Development
ED25.2	Select Consultant	Mid 2005	Economic Development
ED25.3	Complete Study	Late 2005	Consultant
ED26	Implement Cultural Arts Strategies		

COMPREHENSIVE PLAN IMPLEMENTATION

ECONOMIC DEVELOPMENT			
No.	Objectives and Strategies	Timeframe	Responsible Party
Economic Incentives			
ED27	Ensure Consistency with the Comprehensive Plan		
ED27.1	Ensure Consistency	Ongoing	Planning & Economic Development
ED27.2	Address Inconsistencies	Ongoing	City Council
ED28	Adopt a Formal Fiscal Return Requirement		
ED28.1	Adopt Ordinance	Late 2003	City Council
ED29	Continue to utilize CRA and Tax Abatements to Attract and Retain Qualifying Businesses		
ED29.1	Continue to Package Incentives	Ongoing	Economic Development
ED29.2	Establish Priorities	Ongoing	City Council
ED30	Promote Tax Increment Financing (TIF)		
ED30.1	Promote TIF Districts	Ongoing	Economic Development
ED30.2	Utilize TIFs to Complete Road Network	Ongoing	Engineering & City Council
ED30.3	Establish Priorities	Ongoing	City Council
ED31	Continue to Work with Delaware County and the State of Ohio to Structure Incentives		
ED31.1	Manage Local Economic Development Projects	Ongoing	Economic Development
ED31.2	Work with County and State	Ongoing	Economic Development
ED32	Support JEDDs Where Appropriate		

HOUSING			
No.	Objectives and Strategies	Timeframe	Responsible Party
Housing Base			
H1	Strengthen City-Schools Relationship and Investments		
H1.1	Enhance the City's Relationship with the School Districts	2003	City Manager's Office, Planning, & School Districts
H1.2	Examine Annexation Policies	2003-04	Planning & City Council
H2	Establish a City-Builder Work Group		
H2.1	Work Group Membership	2004	Planning
H2.2	Produce a Quarterly Newsletter	2004	Planning
H3	Differentiate and Target High-End Product Incentives		
H3.1	Hold Marketing Tours for Homebuilders and Realtors	2004 & Beyond	Planning & Economic Development
H3.2	Cost Share on Utility Extensions	2004	City Council
H3.3	Target Support	2004	City Council
H4	Create/Protect Amenity Custom Home Site Inventory		
H4.1	Support Appropriate Annexations	Ongoing	City Council
H4.2	Focus on Southeast Area	Ongoing	Planning
H5	Adopt Small Town Amenity Development Strategy		
H5.1	Promote Economic Development Programs	Ongoing	Economic Development
H5.2	Promote Historic Districts as Important Assets	Ongoing	Planning, Historic Preservation Commission, & MainStreet Delaware
H5.3	Encourage University, Civic, and Cultural Events	Ongoing	City Manager's Office

COMPREHENSIVE PLAN IMPLEMENTATION

HOUSING			
No.	Objectives and Strategies	Timeframe	Responsible Party
H6	Rental Opportunities		
H7	Traffic Planning		
H8	Expand Residential Standards		
H8.1	Adopt New Standards	Late 2003	Planning, Planning Commission, & City Council
H9	Support Senior Housing and Multi-Generational Housing Options		
Affordability			
H10	Establish Formal Incentives Package		
H10.1	Prepare Incentives Package Document	2004	Economic Development
H10.2	Market Incentives Package	2005 & Ongoing	Economic Development
H10.3	Expedite Development Permits	2004 & Ongoing	Economic Development
H10.4	Explore Alternative Incentives	2004	Planning
H11	Create and Fill a Neighborhood Specialist Position		
H11.1	Create and Fill Position	Late 2003	City Council
H11.2	Manage and Expand Housing Programs	2005	Neighborhood Specialist
H12	Avoid Concentrations of Affordable Housing		
H12.1	Promote the Distribution of Affordable Housing	Ongoing	City Council
H13	Continue to Work with Community Organizations		
H14	Study Homelessness		
Downtown Housing			
H15	Expand Tools to Encourage Housing Investment		
H15.1	Expand the Use of Tax Abatement	Late 2003	City Council
H15.2	Facilitate Land Assembly	2004 & Ongoing	Economic Development & Planning
H15.3	Establish Downtown TIF District	2004	City Council
H16	Market the Downtown to Residential Investors		
H16.1	Prepare and Distribute Marketing Materials	2004	Economic Development
H16.2	Conduct Site Tours	2004 & Ongoing	Economic Development
H16.3	Conduct Annual Walking Tour	2005 & Ongoing	Economic Development & Planning

ENVIRONMENTAL RESOURCES			
No.	Objectives and Strategies	Timeframe	Responsible Party
Resource Management			
ER1	Prepare a Detailed Inventory and Analysis of Natural Resources as a Growth Management Tool		
ER1.1	Prepare Inventory from Existing Resources	2004	Planning
ER1.2	Hire Consultant to Conduct Field Research	2005	Planning
ER1.3	Complete GIS Layers	2006-07	GIS & Planning
ER2	Require Submittal of an Environmental Analysis Map with each Development Plan and Subdivision Preliminary Plat		
ER2.1	Prepare Code Amendment	Late 2003	Planning

COMPREHENSIVE PLAN IMPLEMENTATION

ENVIRONMENTAL RESOURCES			
No.	Objectives and Strategies	Timeframe	Responsible Party
ER3	Adopt a Natural Resources Zoning Overlay District that Allows Density Transfers as an Incentive for Preserving Outstanding Resources		
ER3.1	Prepare Code Amendment	Late 2003	Planning
ER4	Encourage New Design Approaches that Protect Natural Resources		
ER5	Facilitate Creation of a Non-Profit Land Trust to Aid Preservation Initiatives		
ER5.1	Hold Organizational Meeting	2004	Planning & City Attorney
ER5.2	Incorporate Land Trust	2005	Community
Topography and Geology			
ER6	Avoid Significant Slopes		
ER7	Set Aside Areas for Quality Extraction		
ER8	Avoid Poorly Drained Soils		
Rivers and Streams			
ER9	Require Appropriate Land Uses along Rivers and Streams		
ER10	Expand Management Measures to Protect Rivers and Streams as Natural Systems		
ER11	Consider Removing Low Head Dams		
ER12	Promote Span Bridges and Discourage Piers		
Floodplain			
ER13	Continue to Prohibit Most Development from the Regulatory Floodplain		
ER13.1	Continue to Implement Floodplain Regulations	Ongoing	Building
ER13.2	Amend Code to Strengthen Prohibitions	2004	Planning
ER14	Continue to Stress the Dedication of Open Space and/or Acquisition of Public Parkland in the Floodplain		
ER15	Recommend Ways to Mitigate Constraints of the Floodplain on Downtown Redevelopment		
ER15.1	Recommend Mitigation Measures	Late 2003	Planning
ER15.2	Undertake Measures as Appropriate	Ongoing	Planning
ER16	Keep the Floodplain in a Natural State Wherever Possible to Ensure its Natural Functions are Maintained and Not Compromised		
Water Resources and Quality			
ER17	Maintain Forest Buffers Along all Streams and Tributaries to Provide Filtering of Stormwater		
ER17.1	Amend Code to Require Buffers	Late 2003	Planning
ER17.2	Promote Reforestation	Ongoing	Planning & Grounds & Facilities
ER18	Minimize Impervious Surfaces to Reduce Runoff		
ER18.1	Adopt Stronger Standards	2004	Planning & Engineering
ER19	Consider Adopting Stronger Measures to Improve the Quality of Stormwater		
ER19.1	Investigate and Adopt Stronger Standards	2004	Planning, Engineering, & Public Utilities
ER20	Protect Groundwater Supplies from Inappropriate Land Use Activities that may Compromise Water Quality and Jeopardize these Resources		
ER20.1	Adopt Aquifer Overlay Zoning District	2004	Planning & Public Utilities
ER20.2	Adopt Wellhead Protection Overlay Zoning District	2004	Planning & Public Utilities
ER21	Protect Additional Water Resources that can Serve the City's Public Water System		
ER21.1	Work to Expand Delaware Lake Resources	2004-05	Public Utilities & US Army Corps of Engineers

COMPREHENSIVE PLAN IMPLEMENTATION

ENVIRONMENTAL RESOURCES			
No.	Objectives and Strategies	Timeframe	Responsible Party
ER21.2	Identify Additional Groundwater Resources	2005	Public Utilities & Soil and Water Conservation Service
Wetlands			
ER22	Conserve Wetlands		
Woodlands and Urban Forestry			
ER23	Strengthen Tree Preservation Requirements		
ER23.1	Amend Code to Require Qualitative Analysis	2004	Planning
ER23.2	Amend Code to Require Best Management Practices that Protect Preserved Trees	2004	Planning
ER24	Strengthen Urban Forestry Program		
ED25	Encourage Alternative Site Designs to Reduce Tree Loss		
Species Habitat			
ER26	Require Identification and Assessment of Species Habitats in Development Process		
ER26.1	Amend Code to Require Environmental Analysis Map	Late 2003	Planning
ER26.2	Amend Code to Adopt Natural Resources Overlay Zoning District	Late 2003	Planning
Air Quality			
ER27	Work with MORPC to Improve Air Quality and Participate in Measures to Improve Air Quality		
Brownfields			
ER28	Prioritize Vacant Brownfield Sites for Redevelopment to Clean These Sites and Encourage Reinvestment in Older Parts of the City		
ER29	Establish a Program to Focus Efforts on the Cleanup and Redevelopment of Brownfield Sites		
ER29.1	Prepare Package of Economic Incentives	2004	Economic Development
ER29.2	Market Economic Incentives	Ongoing	Economic Development
Noise Pollution			
ER30	Mitigate Traffic Generated Noise to Improve Quality of Life		
ER30.1	Continue to Implement Thoroughfare Plan	Ongoing	Engineering
ER30.2	Undertake Noise Mitigation Study	2004-05	Planning & Engineering
ER30.3	Mitigate Noise Sensitive Uses	Ongoing	Planning
ED30.4	Increase Police Enforcement	Ongoing	Police Department
ER31	Continue to Separate Manufacturing Uses from Residential Uses to Limit Noise Impacts		
ER32	Discourage Noise Sensitive Uses from Locations Impacted by Airport Operations		
Light Pollution			
ER33	Unnecessary and Excessive Light Should not be Generated by City Lights		
ER33.1	Revisit Standards	2004	Building & Planning
ER34	Unnecessary and Excessive Light Should not be Generated by Development		
ER34.1	Revisit Standards	2004	Building & Planning
ER34.2	Prohibit Excessive Light in Perkins Observatory Environs	Ongoing	Planning, Planning Commission, & City Council
ER34.3	Reduce Amount of Light During Non-Business Hours	Ongoing	Planning & Building
ER34.4	Coordinate Reviews with Observatory	Ongoing	Planning & Building



Appendices

Comprehensive Plan
City of Delaware, Ohio



Appendices

A. Introduction

The Appendices provide supporting information for the Comprehensive Plan. It includes a Glossary of planning terms, Bibliography of sources used in preparing the Comprehensive Plan, and a Subject Index to assist the reader to find specific topics.

B. Glossary

A - B - C

Accessory Use: This is a secondary use of property, which is in addition to, and secondary to another, primary land use. An example is a garage on a single-family lot.

Affordable Housing: A housing unit (owned or rented) for individuals who qualify with income that is below the Section 8 income limits. The qualifying individuals pay no more than 30% of their income for principal, interest, taxes and insurance. Numbers vary based on family size.

Americans with Disabilities Act (ADA): The Americans with Disabilities Act gives civil rights protection to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state, and local government services, and telecommunications. The Title I employment provisions apply to private employers, state, and local governments, employment agencies, and labor unions. Employers with 15 or more employees are covered.

Architectural Character: The distinguishing appearance of a building or structure's architectural features, such as roof slope, materials, openings, color, and scale. The character is based on historical and cultural influences.

Auto-Oriented Design: A form of development that depends on exposure to auto traffic and presumes people will use cars to travel to and from a site.

Best Management Practices (BMP): BMPs minimize the impact of development and other land use activities on the natural environment, such as reducing storm water.

- Brownfield:** Abandoned, idled, or under-utilized industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination from past business practices. *See also Greenfield.*
- Buffer:** A type of landscaping treatment in which varied plant materials, including understory trees and evergreens, and earthen mounds buffer land uses from each other or from other impacting uses (i.e. roadway, parking lot, etc.).
- Build Out:** The point at which a community has completely built its land, typically based upon the capacity of infrastructure (especially water and wastewater).
- Buildable Land:** Land which lacks constraints that prevent it from being developed or redeveloped. This includes all vacant, partially used, or underutilized land zoned for commercial, industrial, or residential use. A single-family home built on a lot zoned for multi-family housing is an example of underutilized land. Parcels intended for public use or lots with limited building potential are not considered buildable lands.
- Building Codes:** City regulations that prescribe minimum standards for the construction and maintenance of buildings.
- Building Permit:** A permit issued for various types of building activity that authorizes structural, electrical, heating and cooling, plumbing, or demolition work.
- Built Environment:** The part of the environment formed and shaped by humans, including buildings, structures, landscaping, earth forms, roads, signs, trails, and utilities.
- Central Business District (CBD):** A term generally used to describe the heart of a downtown.
- Charette:** An intensive design session conducted in a workshop atmosphere.
- Clutter (Visual, Roadway):** The proliferation of sign posts, utility lines and poles, regulatory signs, signals, advertising and lightning. The result is usually so visually confusing that the communicative intent is seriously undermined. Clutter interrupts the flow of communication from businesses and their signage to the motorist and walker, and is generally aesthetically unpleasant.
- Community Character:** The features that define the built and natural environment within the community help to create its character. These include the historic buildings in the Downtown and adjacent neighborhoods, natural stream corridors that define parts of the City, woodlands, residential neighborhoods of different types, building density and orientation (auto- or pedestrian-oriented), and the scale and quantity of signage.
- Connections:** It is critical for a community to build connections as it grows. Examples of connections are streets, sidewalks and bikepaths that interlink neighborhoods, and that link neighborhoods with schools, parks, shopping, and businesses. Major parts of the community should be linked to ensure a whole community is being developed.
- Community Development Block Grant (CDBG):** As an entitlement city, Delaware can receive HUD-sponsored CDBG moneys. Eligible programs and projects include a wide range of community and economic development activities aimed at revitalizing decayed urban areas and benefiting low- and moderate-income persons.
- Community Impact Assessment (CIA):** A CIA is a submittal requirement of the City's zoning code. It requires an assessment of the impacts of a new development on a community and is taken into account as part of the rezoning and development plan analysis.
- Comprehensive Plan:** A Comprehensive Plan is the central organizing document for planning and managing growth. It consists of the City of Delaware's policies regarding long-term development, and land use maps, which indicate the types and densities of uses, allowed at the block level. The City requires that zoning ordinances and other City standards follow the policy direction set by the Comprehensive Plan.
- Conservation Easement:** A technique that allows property owners to limit development on their property in perpetuity as a form of protection, usually in exchange for compensation of some sort. The owner signs a legal contract with a land trust or public agency to remove certain development rights (such as the right to subdivide or build new structures) from the property.
- Corridors:** A corridor is a path used by people as they traverse the community. Corridors can include roads, sidewalks, bikepaths, rivers, and streams. The quality of the experience of the traveler along these corridors helps to define the image of the community. Contrasts include the high-speed nature of SR 36/SR 37 east of the City as compared with the pace along W. Central Avenue that is more walkable.

Curvilinear: The circuitous street pattern applied to typical suburban subdivision is curvilinear. It attempts to address the natural contours of land. Often times it creates undefined routes that can be confusing to motorists, walkers and bicyclists. Curvilinear neighborhoods may lack a sense of place because they offer little or no unique design qualities, such as a terminating view or centrally located public space.

D - E - F

Density: Density measures the amount of development located on a tract of land. For residential development, density is measured by the number of housing units per acre. For non-residential development, density is measured as the gross square footage of a building per acre, which can be a number (10,000 square feet per acre) or floor area ratio (0.25). *See also Floor Area Ratio.*

Density, Gross: Gross density measures the density of a development using the entire site acreage. Example: 10 single-family homes on a five-acre site is a gross density of 2 dwelling units per acre. This measure is a more accurate expression of density from a community-wide perspective. In particular, it recognizes the value of open space set asides while providing the same development yield, thereby serving as an incentive in return for a public benefit.

Density, Net: Net density measures the density of a development using the entire site acreage minus right-of-way and parkland dedication. Example: 10 single-family homes on a five-acre site (minus 15 percent of the site for right-of-way) is a gross density of 2.35 dwelling units per acre.

District: Districts are unique parts of a community in which the uses, buildings and landscape share common features. The features of these districts that support their viability should be protected and enhanced. Examples of districts include the Downtown and unique historic neighborhoods.

District, Multiple Use: A multiple-use district is one in which multiple uses are programmed, such as housing, neighborhood scale retail, and office uses. This district provides multiple benefits to the community: it may encourage walking; less parking may be necessary because complimentary day and evening uses reduce the overall need for parking; it creates synergistic effects that may enhance the value of the development and revenues to the City.

District, Single-Use: A single-use district is one in which one use dominates, such as an auto-oriented shopping center. This type of district is monotonous and does not provide synergistic benefits to the community that result when uses are mixed. Single-use districts increase traffic because trips cannot be shared (driver must visit many different single-use districts to conduct business or run errands).

Dwelling Units: A housing unit is a house, an apartment, a mobile home or trailer, a group of rooms or a single room occupied as separate living quarters or, if vacant, intended for occupancy as separate living quarters. Separate living quarters are those in which the occupants live and eat separately from any other persons in the building and which have direct access from outside the building or through a common hall.

Economic Base: The economic base of the City is defined by the variety of businesses and employers located in the community. A broad base of businesses and employers is critical to minimize impacts on the community from economic downturns, as well as the potential of businesses leaving the community. Another goal is job creation that ensures residents have a variety of employment opportunities, which also necessitates a well-trained work force and sufficient housing to ensure workers can live in the community.

Exurban: Exurban development refers to development occurring around cities. Despite the rural appearance of much of the exurban region, it can be closely connected with the urban area because many of its inhabitants use the city for employment, shopping and recreation.

Floodplain: The land adjacent to a stream, river or lake that is subject to flooding by storms whose severity and flooding effects can be measured. That is, a 100-year storm will occur on the average of once every 100 years and will be associated with a certain amount of rainfall and flooding and generate a 100-year floodplain that constitutes both the floodway and the floodway fringe.

Floor Area Ratio (FAR): The floor area ratio is the numerical value obtained by dividing the gross floor area of building or buildings by the total area of the lot or tract, less any public street right-of-way. It measures the intensity of development without regard to building height. Example: A FAR of 1.0 allows a 43,560 square foot building on a one-acre parcel. The building could be a two-story building with a 21,780 square foot footprint or a three-story building with a 14,520 square foot footprint.

G - H - I - J

- Gateways:** A gateway is a point at which someone enters the community, typically by automobile. Gateways are found along major routes, such as US 23 and SR 36/SR 37. But they also include points where people exit the part of US 23 that serves as a bypass. Gateways are very important because the condition of the road, landscape, buildings and signage help to establish an identity for the community. Districts and corridors can also have gateways.
- Geographic Information System (GIS):** A means of producing, analyzing, and storing computerized maps and related data.
- Goal:** A goal statement is provided for each chapter addressed by the Comprehensive Plan (i.e. land use). The policies provide an overarching goal statement supported by a series of principles. This is the basic foundation of policies.
- Greenfield:** A site that has not been developed; typically under cultivation or a woodland.
- Greenway:** This can be a natural area or a pedestrian and bicycle path within a natural corridor, often associated with a stream. Frequently greenways provide a pedestrian network, which connects neighborhoods and parks in all parts of the City. The greenway system is also designed to limit inappropriate development in natural areas, protect floodplains, limit damage associated with flooding and protect the wildlife and plant life associated with these natural areas.
- Historic District:** An area designated by the City to be of historic value. Local districts are regulated through overlay zoning in such a way as to preserve its historic character. Exterior alterations are permitted only if they are in keeping with the historic character of the district. An example is the area from Oak Hill Avenue on the south to SR 37 on the north encompassing much of the Downtown. The National Register of Historic Places includes nationally recognized historic districts and places.
- Household:** A household includes all the persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements.
- Impact fees:** Impact fees are assessed by the City against development to cover some of the capital costs of providing parks and recreation facilities, police, fire and EMS. Fees are paid to the City at the time a building permit is requested.
- Impervious surfaces:** Impervious surfaces are structures that hinder or block the absorption of water into the ground. Large amounts of impervious surfaces in the watershed will have negative effects on the health of bodies of water.
- Infill:** The development of vacant or underdeveloped land (that is, land that is not developed to the intensity allowed by the existing zoning) in areas that are otherwise substantially developed. This may range from the construction of a new house on a vacant lot in a 50-year old subdivision to a new commercial building on a vacant lot in the Downtown.
- Infrastructure:** The underlying foundation or basic framework of a City, including streets, parks, bridges, sewers, streetlights, and other utilities.
- Intensity:** Regarding land use, intensity is an indication of the amount and degree of development on a site and is a reflection of the effects generated by that development. These effects include traffic, stormwater runoff, noise and light, etc. *See also Density and Floor Area Ratio.*
- Joint-Use Facilities:** Joint use facilities mainly include school sites that are not owned by the City but are used for park and recreation uses.

K - L - M - N

- Land Bank:** A pool of acquired and assembled land in urban areas packaged into sites suitable for redevelopment.
- Land Use Transitions:** A means of buffering between higher and lower intensity uses. It is generally considered desirable to shield residential areas from the effects of intense land uses, such as noise, bright lights and traffic congestion. This goal can often be achieved by locating a transitional land use between intense and less intense land uses, such as low intensity offices between a shopping center and single-family houses, or through buffering and screening, and additional setbacks.
- Landmark:** Distinctive natural or built feature which provides orientation or recognition, helping to give a location some distinction from other places.
- Level of Service (LOS):** Level of Service is a way of measuring and defining the quality and delivery of a particular public service, such as transportation, fire protection, law enforcement, schools, storm drains, and sewer systems.

Mixed Use: A building can include mixed uses either horizontally (first floor – retail, second floor – office, third floor –residential) or vertically (individual tenant spaces dedicated to retail, office, and residential uses).

Natural Buffer Areas: Areas where stream valleys, vegetation and /or grade changes are naturally occurring and not the result of planting or earth moving. These areas provide separation between land uses, particularly between land uses of differing intensity, such as residential and nonresidential uses.

Natural Corridors: Linear land areas left in a natural state, especially associated with streams and rivers.
See also Greenways.

Natural Environment: Land characterized by having minimal to no alteration of appearance by people.

Natural Resource Areas and Preserves: Natural resource areas and preserves are open spaces or parkland that is set aside for preservation due to significant natural characteristics, as an open space buffer for other development, or to save remnants of landscapes that are unique to a particular place.

Neo-Traditional: A design approach based on the characteristics of traditional neighborhood and community planning. This includes higher densities, smaller lots, shallow front yards, front porches, detached garages, and alleys. Retail and civic uses are clustered in nodes walkable from neighborhoods. Open space is formally set aside as centrally located parks. *See Traditional Neighborhood Design.*

Not in My Back Yard (NIMBY): Land uses that some people may not desire.

O - P - Q

Objective: A series of objectives along with supporting strategies help to further define the policies and guide implementation by addressing the means to implement the policies.

Open Space: Land reserved from development as a relief from the effects of urbanization. It is often intended to be used for passive recreation purposes, but may also include pedestrian plazas or active recreation areas.

Open Space Subdivision: A clustered development in which significant amounts of open space are preserved. Typically the gross density is compatible with nearby traditional subdivisions, but the net density is higher because of the preserved open space. Such open space can be in a natural state or developed for recreational uses, such as a golf course.

Overlay Zoning: A type of zoning district that modifies another, underlying zoning district. All property that has an overlay zoning district also has an underlying, basic zoning designation. Overlay zoning districts are usually concerned with only a few regulatory aspects of the total zoning of the property. An example is the Planned Business Overlay.

Pedestrian-Oriented Development: A kind of urban form and land development pattern that is conducive to pedestrian access and circulation rather than or in addition to automobile or transit service. Buildings connect to the sidewalk system and provide facilities for bikes. Density is often higher than suburban environments. These developments are typically higher in density to ensure there is sufficient development to encourage walking. Most people will not walk further than 10-minutes, which can be a distance of ¼ to ½ mile.

Public Art: Art that is owned by the public or a non-profit and displayed in a public space. Public art is often utilized to add character to a community, emphasize something special or the history of a community or location, and can use a host of mediums (sculpture, landscaping, pavers, painted murals, etc.).

Quality of Life: The attributes or amenities that combine to make an area a good place to live. Examples include the availability of political, educational, and social support systems; good relations among constituent groups; healthy built and natural environments; and economic opportunities for individuals and businesses.

R - S - T

Retail, Big Box: A single-tenant, freestanding retail building that can range in size from 50,000 square feet to over 125,000 square feet in gross floor area.

Retail, Medium Box: A single-tenant, freestanding retail building that can range in size from 15,000 square feet to 50,000 square feet in gross floor area.

Retail, Small Box: A single-tenant, freestanding retail building in size less than 15,000 square feet in gross floor area.

- Rezoning:** A process whereby the zoning of a piece of property changes by City Council from one district to another.
- Right of Way (ROW):** The ROW is the total public strip of land within which there is public control and common right of passage and within which pavement, sidewalks, bikepaths and some utility lines are located. The Thoroughfare Plan defines the width.
- Roundabouts:** Modern traffic circles that apply engineering principles to a circular intersection as opposed to a traffic signal controlled intersection. Provides for continuous traffic movement that is self-monitored to ensure safety. Results in less collisions and pedestrian conflicts than signalized intersections.
- Scale:** The size of a building or structure in relation to a human, varying from intimate to monumental.
- Scenic River:** A designation by the State of Ohio of a river exhibiting certain qualities. For example the Olentangy River is designated as a State Scenic River from just below the Delaware Dam in Delaware downstream to old Wilson Bridge Road in Worthington.
- Snout House:** A snout house is a single-family or two-family structure where the attached garage is located in the front and dominates the streetscape.
- Strip Development:** The tendency of land next to major roadways to develop commercially, on an individual, lot-by-lot basis, with few other land uses. Strip development may be small business, such as automobile shops, convenience stores and fast-food restaurants, one after another for blocks, or rows of shopping centers or combinations of the two. Usually strip development is associated with direct automobile access and visibility from the thoroughfare. It can result in visual clutter, traffic congestion and sprawl, and may create traffic conditions which lead to congestion, delays, high accident rates, air pollution and the like.
- Suburban:** Pertaining to low to medium density development patterns that surround the urban areas of a city. The suburbs are often residential in character, with single-family detached houses being the primary use of land. However, increasingly the suburbs contain employment and services centers, as well as residential areas. The automobile historically determines the form of the suburbs.
- Sustainability:** An aspect of development and land use that minimizes the use of resources, conserves ecosystems, and creates healthy built environments and landscapes for present and future generations.
- Tax Increment Financing (TIF):** An infrastructure funding mechanism by which the net increase in property taxes resulting from private development is captured for a limited period of time and used to fund related public infrastructure, such as road and utility improvements.
- Traditional Neighborhood Design (TND):** TND is a design approach that borrows from traditional city planning concepts, particularly those of the years 1900-1920, and applies them to modern living. New urbanism integrates housing, shops, workplaces, parks, and civic facilities into close-knit communities that are walkable and have ready access to transit. Also referred to as Neo-Traditionalism and New Urbanism.
- Traffic Calming:** Usually a component of traditional neighborhood design, traffic calming uses physical design features, such as street trees, landscaping bump outs, and textured pavement to slow automobile traffic passing through neighborhoods. The intention is to improve the quality of life in neighborhoods and to make them more pedestrian friendly by slowing or discouraging traffic.
- Traffic Generation:** The number of vehicles that arrive at and depart from a particular place. Traffic generation is often used as a measure of intensity for a land use. For instance, most commercial uses have a higher traffic generation rate than that of a single-family house. For example a single-family house may generate 4 trips per day versus a fast food restaurant that would generate on average of 400 trips per day.
- Traffic Impact Study (TIS):** An analysis of certain new developments to determine the impact on the surrounding transportation system.
- Transfer of Development Rights (TDR):** A program that allows landowners to transfer the right to develop one parcel of land to a more suitable parcel of land within the same jurisdiction. TDR programs establish "sending area" and "receiving areas" for development rights.
- Transit:** The conveyance of people locally from one place to another in multi-passenger vehicles along determined routes on a fixed schedule. Usually this term applies to ground transportation other than the automobile. Buses, trains and trolleys are forms of transit. Autos and vans can also be used to provide transit service such as car- or vanpooling, if those vehicles contain more than one occupant.
- Transportation Improvement District (TID):** Fostering intergovernmental and public-private collaboration, the Transportation Improvement District (TID) provides a local structure which

coordinates federal, state, and local resources in planning, financing, constructing, and operating transportation projects. The TID drives the responsibility for transportation improvements to the local level and serves a group of local governments collaborating to achieve common transportation goals. As the name implies, a TID is a "district," a geographic area organized for the purpose of improving the existing road system. The TID does not represent a single city, nor is it a large government agency. Innovative financing is the key to speeding up construction of much-needed projects for which traditional funding methods have been difficult since most local, state, and federal budgets are already stretched.

Transit-Oriented Design (TOD): A kind of urban form and land development pattern that is conducive to being served by transit, rather than or in addition to the automobile. Usually transit-oriented development implies higher density, mixed-use developments within walking distance (usually within 1/2 mile) from a transit stop. To make transit operate efficiently, the number of people riding transit must be maximized, and transit-oriented development must emphasize pedestrian accessibility. Consequently, high density residential uses and concentrations of nonresidential uses, particularly high employment generating uses, are grouped within a half-mile of transit stops, with land use intensity increasing with closeness to the stop.

U - V - W - X - Y - Z

Urban sprawl: Urban sprawl is a term used to describe a pattern of low density, decentralized development spread over a wide area. Sprawl usually involves automobile dependent development patterns, and less efficient use of land or capital facilities. It is costlier to maintain infrastructure and provide services to lower density development than to higher density development.

Variance: Exceptions to zoning laws.

Vision Statement: A vivid, imaginative conception of the future.

Watershed: The area that drains into a particular river, stream or lake.

Wetlands: Those areas that are inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Some wetlands are not easily recognized, often because they are dry during part of the year. Wetlands generally include swamps, marshes, bogs, and similar areas.

Zoning: Zoning is a map-based system of guiding land use development that divides a city into land-use zones. It specifies the types of land use, setbacks, lot sizes, and restrictions for each piece of property, and affects what an individual can do with the land and the way a neighborhood develops. For example, land can be zoned for residential, commercial, or industrial uses.

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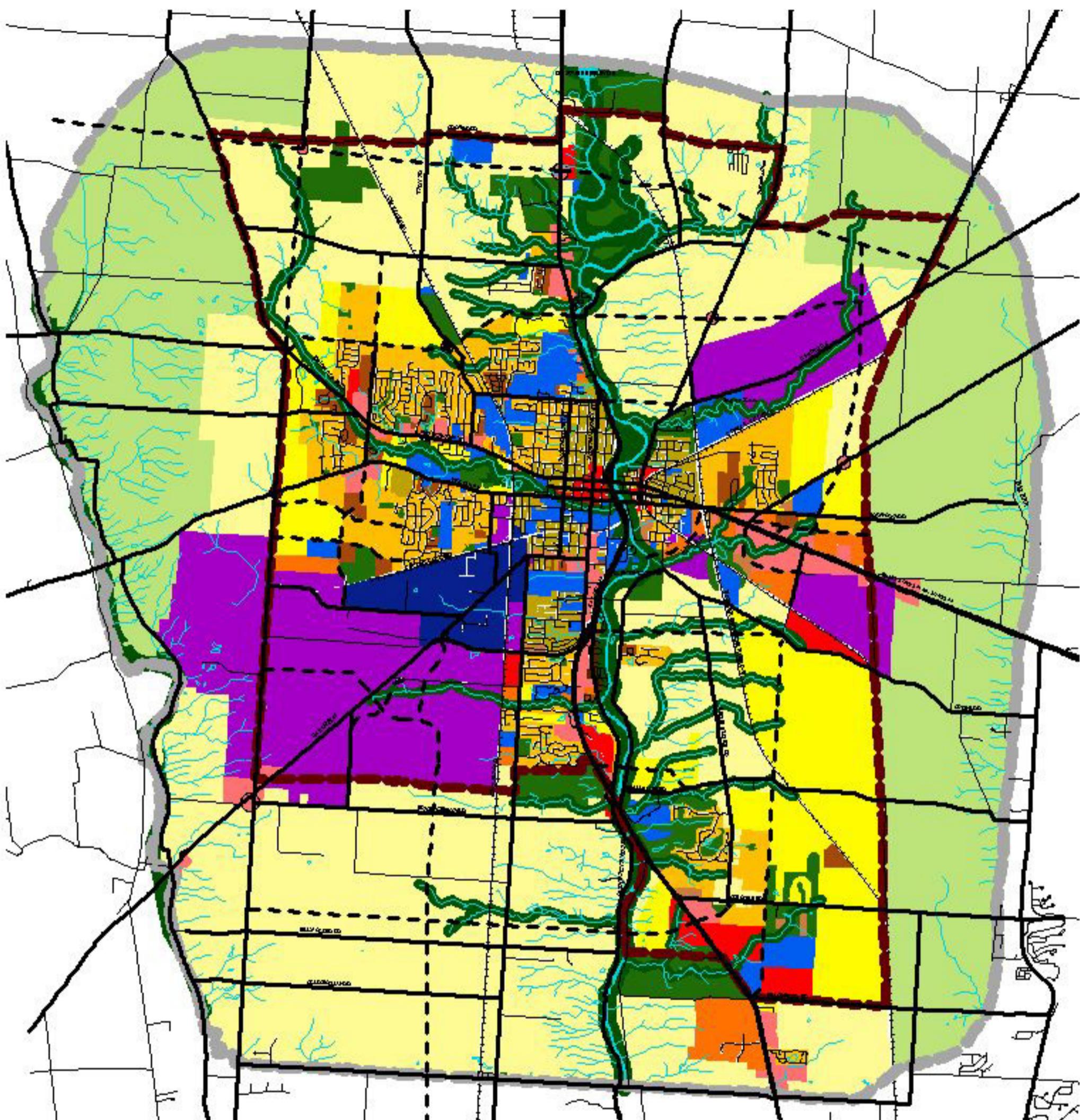
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Housing	8.1-8.14	Transportation Management	5.2-5.3
Housing Base	8.1-8.11	Urban Form	3.6-3.21
Implementation	10.1-10.18	Wastewater	6.15-6.19
Industrial Development	7.4-7.6	Water	6.15-6.19
Land Use	3.1-3.50	Water Resources	9.11-9.13
Land Use Locational Criteria	3.18	Wetlands	9.13-9.14
		Woodlands & Urban Forestry	9.14-9.1



Future Land Use Map
COMPREHENSIVE PLAN

	DENSITY	PERMITTED DENSITY FOR DEVELOPED SITES		
Agriculture/Rural Residential	Less than 1 du/ac	A-1	Mixed Use	Streams and Rivers
Very Low Density Single-Family	1-2 du/ac	ER-1 and ER-2	Commercial	Existing Arterials
Low Density Single-Family	2-3.25 du/ac	R-1 and R-2	Office/Flex Office	Proposed Arterials
Moderate Density Single-Family	3.25-4.75 du/ac	R-3 and R-4	Institutional	Generalized Future Corporate Boundary
High Density Single-Family	4.75-7.25 du/ac	R-5, R-6, and R-7	Light Manufacturing	Admittments
Low Density Multi-Family	6-8 du/ac	R-5	Heavy Manufacturing	0 5000 Feet
Moderate Density Multi-Family	8-10 du/ac	R-6	Major Open Space	Flooding Area
High Density Multi-Family	10+ du/ac	R-7 and R-8	Floodplains/Major Greenways	

Residential projects are encouraged to mix dwelling types in meeting the density designation.