

ENVISION COLUMBUS

Downtown Strategic Development Plan



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ENVISION COLUMBUS

Downtown Strategic Development Plan



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LETTER OF ENDORSEMENT, NOVEMBER 2018

Downtowns across America, in cities large and small, have clearly re-emerged as cornerstones of community vitality and critical measures of overall quality of life. Their typically walkable streets and traditional role as the center of civic life provide the basic framework for creating the vibrant, engaging places where people of all ages and means seek to live, work, and socialize. When a city purposefully invests in its downtown and ensures that it fulfills its potential as that sought-after dynamic place, the entire community benefits. When it does not, the entire community can struggle to attract investment and talent.

Our downtown is often appropriately described as Columbus' "living room". It is where everyone should feel comfortable to engage in civic life – to join their fellow residents in participating in local government, celebrating successes, enjoying each other's creativity, connecting with old friends and making new ones, and embracing the cultural diversity and common ideals that define Columbus. The downtown's ability to provide a high-quality home for civic institutions, businesses, meeting and collaborative space, entertainment venues, social interaction, and other staples of a vibrant community benefits everyone, regardless of what neighborhood they live in or where they work.

The strategy of creating the highest possible quality of life as a driver for investment and overall community well-being is not new to Columbus. We have long sought to provide the best possible parks and recreation opportunities, schools, civic buildings, community organizations, neighborhoods, and other amenities. In order to secure our community's future and for the benefit of all who call Columbus home, we must also have a vibrant downtown, complete with all of the amenities necessary to make it, and, therefore, all of Columbus, a destination of choice.

Over time, our downtown has been the subject of a series of redevelopment efforts, each building on those before to ensure that downtown evolves to remain relevant and vibrant. That evolution, and therefore continued investment in the downtown, must continue for it to meet the contemporary needs of the community.

Envision Columbus, the update of the downtown strategic development plan, provides the thoughtful guidance needed to further energize our downtown. It includes a well-defined vision, a thorough analysis, and a series of bold, but achievable recommendations. Public input throughout the project has ensured that the plan truly represents our community's aspirations and priorities.

We appreciate the opportunity to have served as the steering committee for Envision Columbus. We are thankful for all who completed the surveys, attended the public meetings, and otherwise offered their experiences and ideas to this effort. We look forward to this plan's implementation and the best possible Columbus that will result.

MEMBERS OF THE ENVISION COLUMBUS STEERING COMMITTEE:

<i>Mayor Jim Lienhoop</i>	<i>Mary Ferdon</i>	<i>Mark Levett</i>
<i>Jeff Bergman</i>	<i>Cindy Frey</i>	<i>Richard McCoy</i>
<i>Jim Bickel</i>	<i>Tony Gambaiani</i>	<i>Tony Moravec</i>
<i>Jesse Brand</i>	<i>Tracy Haddad</i>	<i>Karen Niverson</i>
<i>John Burnett</i>	<i>Tom Harmon</i>	<i>Norbert Nusterer</i>
<i>Mary Chandler</i>	<i>Jack Hess</i>	<i>Hutch Schumaker</i>
<i>Tom Dell</i>	<i>Jason Hester</i>	<i>Tracy Souza</i>
<i>Mark Elwood</i>	<i>Rick Johnson</i>	<i>T. Kelly Wilson</i>

ENVISION COLUMBUS

Downtown Strategic Development Plan

INTRODUCTION

Every city is a landscape, and Columbus, Indiana, is no exception. It is extraordinary in its fabric and connective tissue, in its architectural form and the spaces in between. And within its public realm, a broad spectrum of constituents – the citizens of Columbus, their friends and visitors – celebrate life and gather as a community. It is here, in the connective tissue of the best cities that conversations occur and where great ideas that can positively inform present and future generations are formed.

Columbus is renowned for its creative community and its commitment to design excellence, and it should be equally celebrated for its entrepreneurship and the true diversity of its people – everyone should have a place here in which to find their own creative voice. This builds upon the “Columbus Way,” establishing a vision for “the best community of our size in the country.”

An extraordinary downtown positively informs not only the core but exponentially increases all that is good in the surrounding neighborhoods and beyond. It is the center of gravity around which excellence orbits. The plan describes development opportunities that will preserve and enhance the best aspects of Columbus while introducing a means for achieving a more vibrant, active, sustainable, and creative downtown. Many of the strategies are fundamental to excellence in urban living, and are applicable at a range of scales and locations.

GUIDING PRINCIPLES

The planning process was informed by the three key principles for Columbus set forth by The Heritage Fund - The Community Foundation of Bartholomew County and the Envision Columbus project steering committee. These overarching principles inform each strategy, enabling Columbus to achieve its aspirations for a more resilient, creative, and vibrant downtown.

- **Economic Strength and Diversification:** A local economy that is strong, resilient, entrepreneurial, and growing.
- **Quality of Life:** A place that attracts, develops, and engages creative talent – where everyone has the opportunity to reach their highest potential.
- **Vibrant Downtown Core:** A city center that enhances civic life and where all citizens can gather with pride.

OVERARCHING GOALS:

- Achieve a mix of viable programs within various opportunity zones – areas of the downtown described not only by proximity but by common character and potential.
- Establish a flexible strategy for implementation and offer a vision for the future of Downtown Columbus.
- Build upon previous plans and studies completed to date, using them as a foundation and point from which to launch.

PUBLIC ENGAGEMENT PROCESS

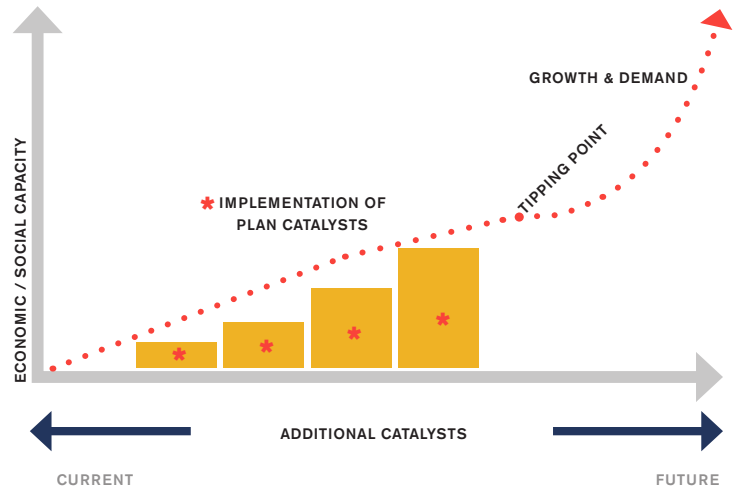
A place is only lasting when it is beloved in the hearts and minds of the citizens it serves. Bringing forth this emotional richness and connection requires a thoughtful understanding of how diverse people engage within a place throughout time. Essential to the development of the framework, the Envision Columbus Downtown Strategic Development Plan included engagement with project stakeholders, focus groups, and the breadth of the community. The process featured strategic methods that provided the community with opportunities to share their thoughts and concerns, express ideas and preferences, and respond to draft findings and recommendations. It gave voice to Columbus' greatest aspirations, making the community active participants in their future plan. A process of active listening ensured that those voices were heard and are represented in the framework document.

FRAMEWORK FOR CATALYTIC GROWTH

Envision Columbus identifies **opportunities for catalytic growth**— key efforts where energy can be directed to stimulate continued growth at a greater scale. Though all efforts identified by the plan are catalytic in nature, the plan outlines four key developments that have the greatest capacity to inform patterns of change. These measured efforts include an Urban Grocer, a Conference Hotel with prospective performance venue, a Townhome Pilot Block, and a Single Family Residential Home Reinvestment Strategy.

The implementation of these catalysts will increase density and vibrancy of downtown, and will ultimately guide Columbus to a **new tipping point where cycles of growth and demand naturally build upon each other** in pursuit of a new equilibrium where development opportunities are realized.

Envision Columbus is a flexible set of recommendations. The adaptive nature of the plan suggests that no one project must come first, and there is **no set order for implementation** of strategies. Catalytic efforts should be implemented as funding and demand develop. The plan recognizes that through time, some strategies may be more successful than others and will grow and thrive while others stabilize or decline. This natural fluctuation will result in a dynamic and resilient downtown core that responds to economic realities.



The plan document includes analysis and information that inform a flexible development framework. Design guidelines establish attitudes and strategies for implementation, laying out recommendations and options for action. Projects considered catalytic in nature are studied in detail, providing market insights on feasibility. Barriers and gaps within the market are also identified, and policy recommendations to bridge these challenges are offered.

DISTINCTIVE ASSETS

With its signature world-class architecture, Downtown Columbus is a unique community that provides residents and workers an urban environment without the burdens and costs of the big city. Indiana University's J. Irwin Miller Master's in Architecture Program has the potential to be a new anchor, attracting design students, faculty, and visitors from across the country. The city will transform with targeted investment into a desirable and exciting live-work-play district that attracts a diversity of residents and professionals. Downtown Columbus will be a place that offers opportunity and prosperity for all, from design students and young families to empty nesters and skilled workers from abroad – all of whom are seeking the benefits of urban living.



Centrally located between Indianapolis, Cincinnati, and Louisville, Columbus Indiana has the capacity to draw from a range of neighboring communities and serve as a cultural and commercial hub for the region.

PROPOSED DEVELOPMENT STRATEGIES

The core of a great downtown positively impacts all neighboring areas. By concentrating development toward the urban core of the downtown, additional development and cultural opportunity will densify the city and enrich the character and social experience while also providing draw and benefit to surrounding areas. Four catalytic development projects in addition to two wider reaching strategies for parks and connectivity systems were studied.

COMMERCIAL



URBAN GROCER

An Urban Grocer will bring equitable food access downtown and enhance offerings for visitors and residents alike. A compact urban grocer model creates a feasible retail concept. Additional commercial development opportunities downtown include street-level retail and restaurants to diversify downtown offerings and activate the public realm.



CONFERENCE HOTEL | PERFORMANCE VENUE

By creating capacity for events and potential lodging, large conferences, events, and performances will be possible in the downtown core. Adaptive reuse of the Crump Theatre, potentially in conjunction with a Conference Hotel, will invite a flexible range of uses for performance and cultural activity by a number of organizations and civic agencies throughout Columbus.

RESIDENTIAL



TOWNHOME PILOT

A new housing model will bridge the gap between single family housing and the denser downtown core. This pilot project will diversify available housing and increase density.



NEAR-DOWNTOWN NEIGHBORHOODS

Single-family housing near downtown is re-imagined with a prospective reinvestment program to enhance livability with solutions from rehabilitation to new construction. Additionally, future capacity to integrate multi-family housing and integrated, architecturally appropriate worker housing should be considered.

SYSTEM STRATEGIES



PARK SYSTEM

A series of strategic programming integrations within the parks surrounding downtown—Mill Race, Noblitt, and Donner—enhance everyday activity and resiliency to flooding. This reinvigorated park network encourages better connectivity through a complete People Trail network, creating an exceptional greenbelt system which embraces the entire downtown and adjacent areas.



CONNECTIVITY

Streets are envisioned as multi-modal spaces with improved traffic circulation and connections. A significant systemic shift establishes a two-way street grid to enhance traffic flow and pedestrian safety, while bringing better visibility and access to retail.

KEY CONSIDERATIONS

Envision Columbus imagines the city's future with a range of destinations, both public and private, that enhance the downtown culture. A mix of offerings will enhance civic life in a vibrant downtown core where citizens gather with pride. Columbus will be able to grow and support an economy that is **robust, resilient, and entrepreneurial** in spirit – with a mix of large and small businesses. There is a need to grow and retain the strength of downtown as an employment base, allowing Columbus to thrive. When people have the opportunity to choose their work and living environs, we want people to choose Columbus first. Therefore, Columbus should engage development that activates the downtown and provides a **range of experience accessible to all incomes and walks of life.**



DOWNTOWN DEVELOPMENT & ACTIVATION OPPORTUNITIES

RESIDENTIAL REINVESTMENT STRATEGIES

COHESIVE GREENBELT

EXPECTED OUTCOMES

Envision Columbus anticipates that a mix of **public and private** entities will make the development strategies of the plan possible, both in the short and long term. The flexible framework and market-driven solutions can be implemented as funding allows and will encourage momentum within the development community by bringing legitimacy to untested markets. Through incremental improvements and growth, the recommendations of the plan will establish **catalytic change** that moves Downtown Columbus forward as a 21st century, forward-thinking environment.

By densifying downtown and providing amenities to create a thriving urban experience, Columbus will offer a **quality of life that retains, attracts, and engages individuals and families of all ages and backgrounds.**

The background is a solid red color with several thin, white diagonal lines crossing it. The lines are spaced out and run from the top-left towards the bottom-right, creating a sense of movement or structure.

DOWNTOWN STRATEGIC DEVELOPMENT PLAN

Downtown is the critical driver of **long-term quality of life** and economic success for the community – **for every individual resident and the City as a whole.**

The Envision Columbus Downtown Strategic Development Plan recognizes that the vitality of downtown Columbus has a direct impact upon the lives of individual citizens, as well as upon the life of the region and its ability to attract and retain a talented workforce and civically engaged community. The plan was not developed in isolation, but informed by a wide range of strategic engagement efforts designed to allow the voices of all citizens to be heard. Community input, contextualized in the analysis of past and present studies and planning efforts, establishes a plan that identifies catalytic change and realizes opportunity for all in the context of Downtown Columbus.

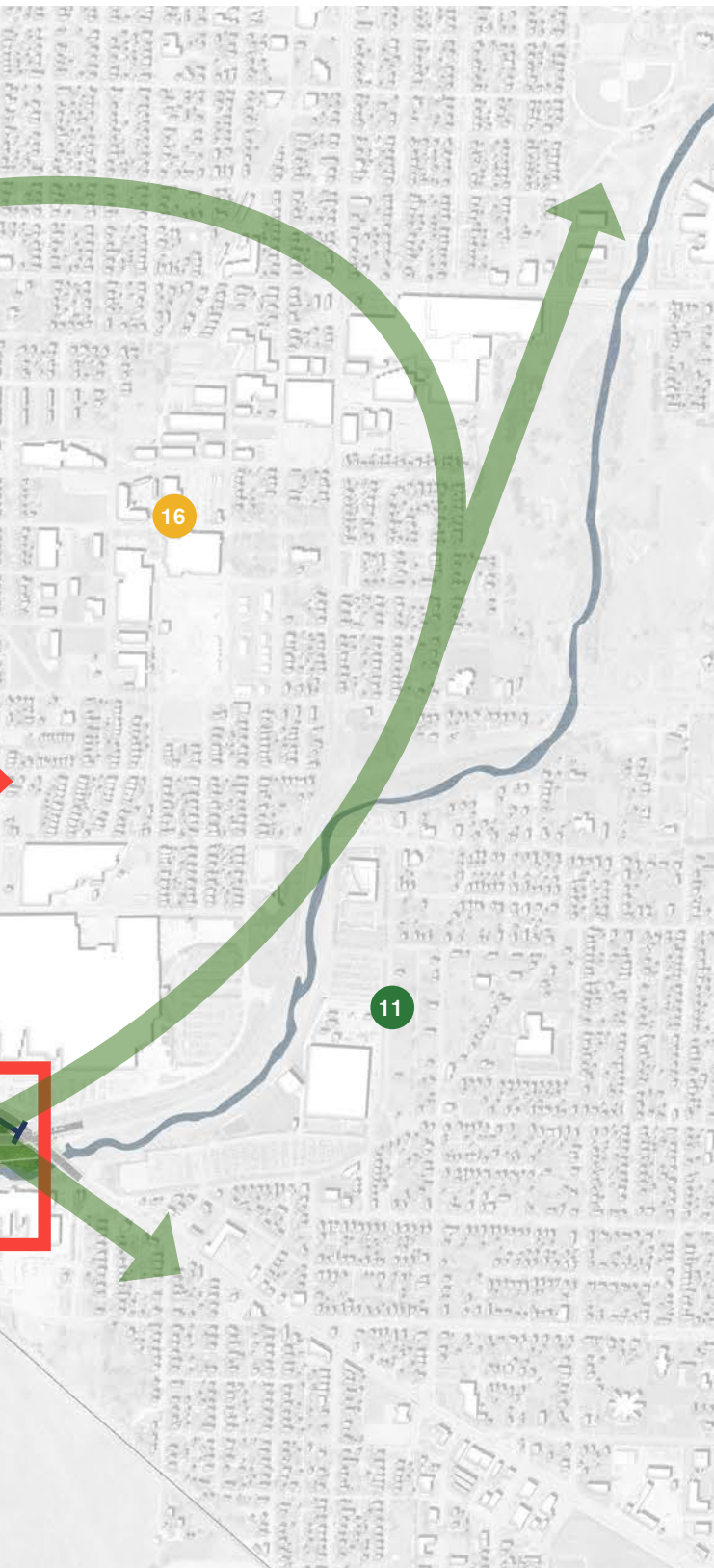
The plan identifies a number of components for catalytic change across key zones that make up the Downtown study area. These components are considered in the context of existing systems that can be leveraged or improved to support activation of framework recommendations.

Where a typical master plan establishes a vision through a linear and chronological implementation sequence, Envision Columbus is a flexible framework that can be implemented without rigid project sequencing. Rather than requiring projects to be undertaken in a certain order, the plan offers a robust, adaptable vision in which recommendations can be implemented independently based on the availability of funding sources and the needs of the community over time.

This flexible framework will allow Downtown Columbus to grow, to refine, and to respond to the aspirations of the City and its citizenry for years to come, creating a living, forward-thinking vision for an extraordinary community.

OVERALL PLAN





The plan seeks to activate the downtown core by promoting urban density and vibrancy through **diverse downtown residential opportunities**, supporting retail and **employment opportunities**, and **strategies for entertainment and culture to thrive**.

Beyond the downtown core, the plan seeks to support increased connectivity within and around the park system. Valuable park and trail connections will be made by **fully connecting the People Trail and creating an urban greenbelt**.

DEVELOPMENT OPPORTUNITIES

- 1 Urban Grocer Strategy
- 2 Conference Hotel* & Performance Venue Strategies

RESIDENTIAL OPPORTUNITIES

- 3 Townhome Residential Pilot Strategy
- 4 Single Family Residential Strategies

KEY PARK SYSTEM STRATEGIES

- 5 Donner Park Activation Strategy + Connection to Noblitt*
- 6 Noblitt Park Improvements + Connection to Donner*
- 7 Mill Race Park Activation Strategy
- 8 Riverfront Access / Activation*
- 9 Southern Park Edge & State Street People Trail Connection*
- 10 Chestnut Street Green Infrastructure Improvements—Pilot Project
- 11 Neighborhood Pollinator Park*

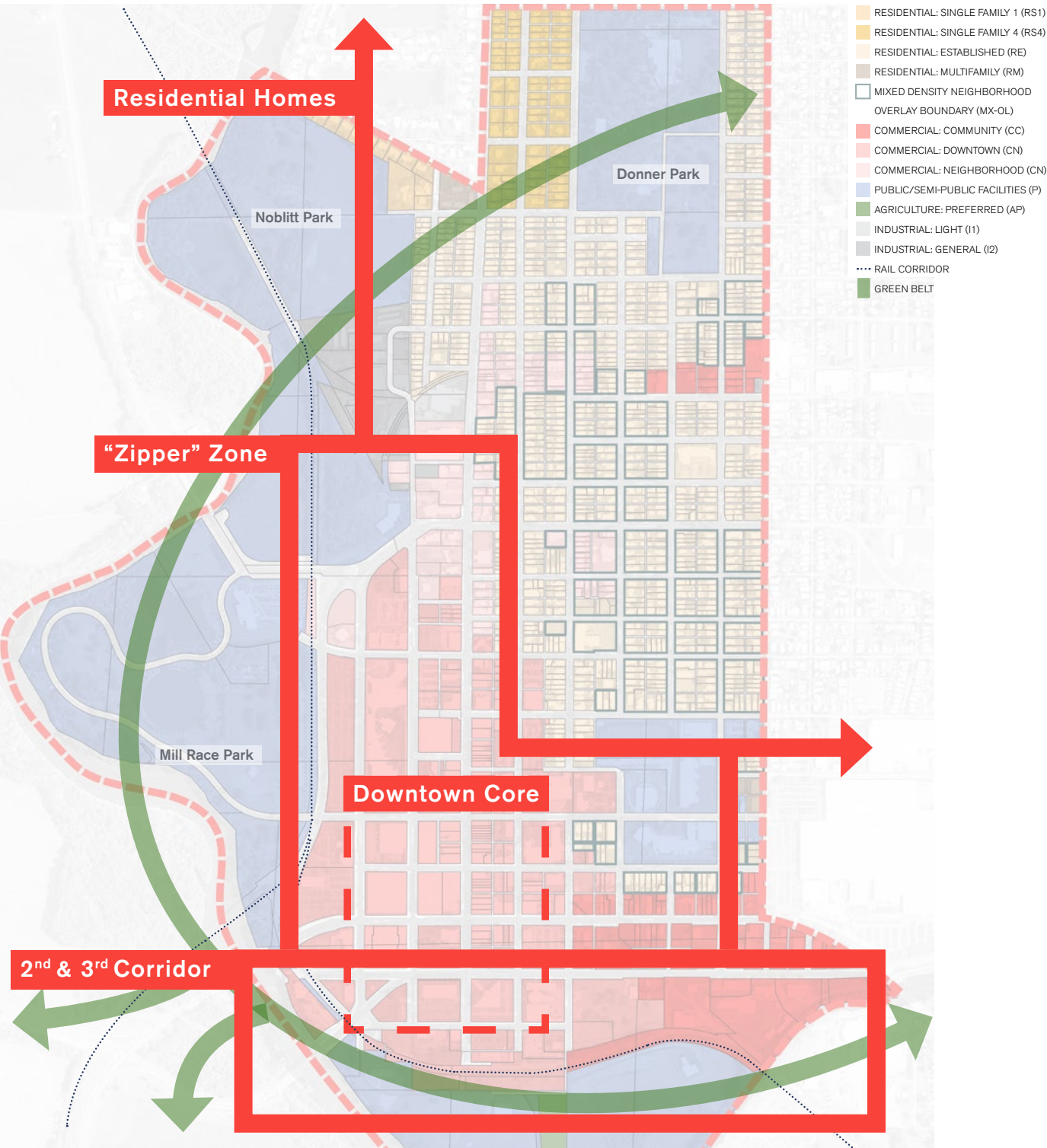
KEY MOBILITY/CONNECTIVITY STRATEGIES

- 12 2nd and 3rd Corridor Improvements
- 13 Jackson Pedestrian-Forward Campus Corridor
- 14 Residential Street / Alley Improvements
- 15 Jonathan Moore Pike / State Road 46 Railroad Overpass*
- 16 Transit Depot Relocation Option*

* These projects are pre-existing efforts, supported and incorporated by Envision Columbus and identified throughout the plan document with orange titles.

OVERALL PLAN

The plan process evaluated the study area for opportunity in **key zones** that form a framework for development. These zones are complemented by development strategies for existing **park and connectivity systems**.



KEY OPPORTUNITY ZONES



2ND & 3RD CORRIDOR

The 2nd and 3rd Street Corridor serves as a key threshold and gateway to Downtown Columbus. These one-way roads are structured to accommodate peak flow of traffic and often result in challenging pedestrian connectivity. A significant quantity of land along the corridor is vacant or underutilized as surface parking, and has the capacity to support activation through infill development. This area of the downtown is informed by key landholders – perhaps most significantly the City of Columbus and Bartholomew County. Other key landholders include major employers, religious organizations, and private developers.



“ZIPPER” INFILL ZONE

Downtown Columbus features a commercial core that is defined by Washington Street, a traditional “Main Street” with first-floor retail. At the perimeter of downtown, the commercial core dissolves into a transitional zone between commercial and residential, referred to as the “Zipper” Infill Zone. This area contains a significant amount of surface parking, light industry and low-density commercial businesses. Strategic infill could help extend walkability of the downtown core, with potential residential, commercial, and retail destinations that are desirable for urban living.



RESIDENTIAL HOMES ZONE

North of downtown, Columbus benefits from a tremendous stock of existing single family homes with regionally unique architectural character, walkable streets, and close proximity to downtown amenities. Strategic individual or developer-led investment in housing (both single and multi-family) could support greater vibrancy and meet current demands for quality housing stock at all price points. Residential neighborhoods possess great opportunity for incremental improvement. An existing Mixed-Density Zoning Overlay has created challenges in the residential areas surrounding the downtown, with areas of low homeownership, higher density and notable disinvestment. Downtown neighborhoods also face infrastructural challenges and challenged streetscape conditions.



DOWNTOWN CORE

The Downtown Core consists of cultural assets, retail amenities, and key employers. This area should be celebrated and expanded as Columbus' living room, a place where all citizenry can gather with pride.

KEY SYSTEM STRATEGIES



PARKS

Columbus benefits significantly from an extensive park network, with the large parks of Mill Race, Noblitt, and Donner. Through community engagement processes, Envision Columbus has identified a series of strategies to leverage this asset and increase connectivity, activation, and resiliency within the park network, better serving current and future users. South of the 2nd and 3rd Street Corridor, a significant swath of open space provides opportunity for activation.

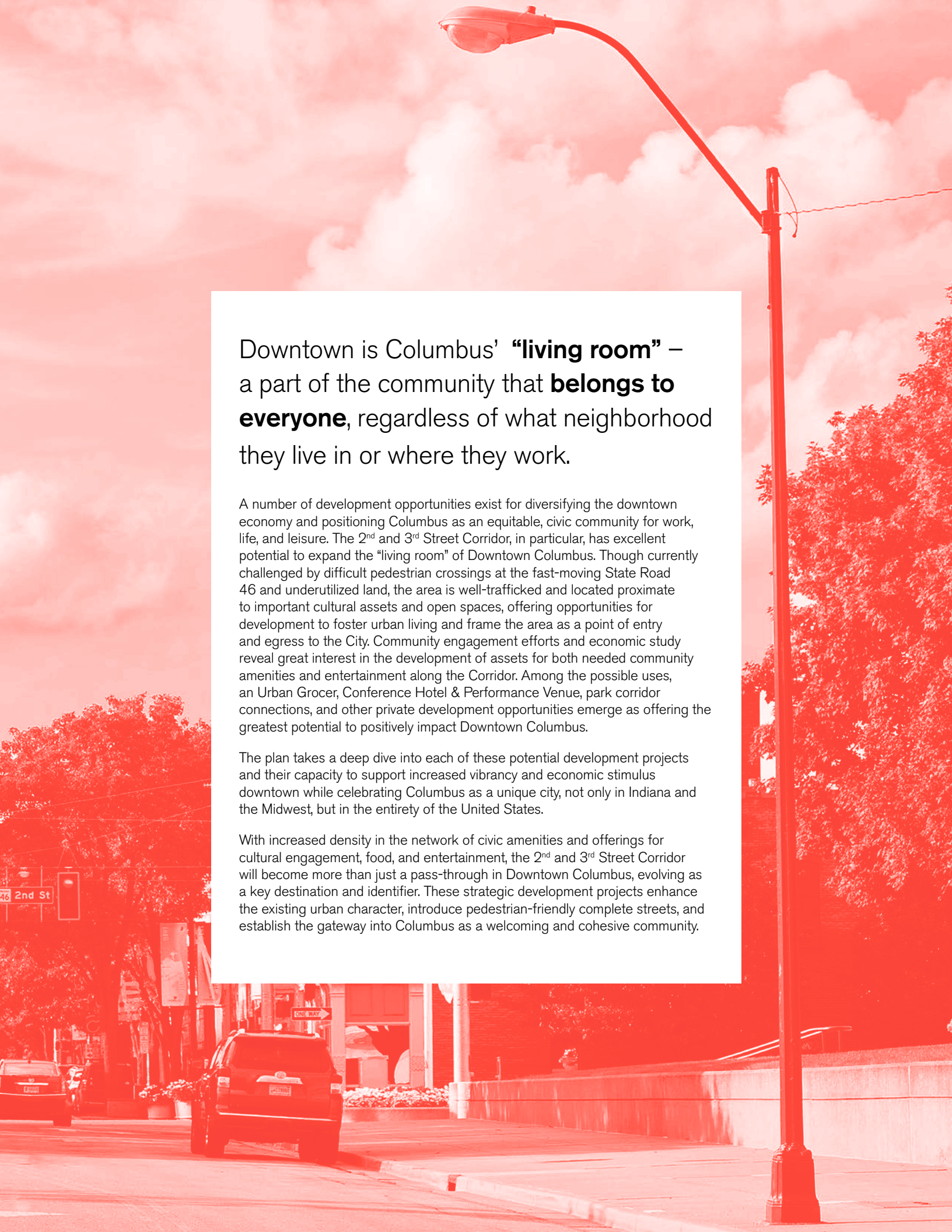


CONNECTIVITY

Recommendations for improvements to streets, intersections, alleyways, and trails are integral to the Envision Columbus plan, with consideration of multi-modal transportation that enhances equitable access to the downtown. Adaptations are suggested to best serve the urban condition of downtown, through shifting physical configurations, directionality, and connections. When coupled with storm/sewer utility improvements, these changes to the network increase pedestrian safety and appeal, reduce congestion, and enhance economic development opportunities.



DEVELOPMENT OPPORTUNITIES



Downtown is Columbus' **“living room”** – a part of the community that **belongs to everyone**, regardless of what neighborhood they live in or where they work.

A number of development opportunities exist for diversifying the downtown economy and positioning Columbus as an equitable, civic community for work, life, and leisure. The 2nd and 3rd Street Corridor, in particular, has excellent potential to expand the “living room” of Downtown Columbus. Though currently challenged by difficult pedestrian crossings at the fast-moving State Road 46 and underutilized land, the area is well-trafficked and located proximate to important cultural assets and open spaces, offering opportunities for development to foster urban living and frame the area as a point of entry and egress to the City. Community engagement efforts and economic study reveal great interest in the development of assets for both needed community amenities and entertainment along the Corridor. Among the possible uses, an Urban Grocer, Conference Hotel & Performance Venue, park corridor connections, and other private development opportunities emerge as offering the greatest potential to positively impact Downtown Columbus.

The plan takes a deep dive into each of these potential development projects and their capacity to support increased vibrancy and economic stimulus downtown while celebrating Columbus as a unique city, not only in Indiana and the Midwest, but in the entirety of the United States.

With increased density in the network of civic amenities and offerings for cultural engagement, food, and entertainment, the 2nd and 3rd Street Corridor will become more than just a pass-through in Downtown Columbus, evolving as a key destination and identifier. These strategic development projects enhance the existing urban character, introduce pedestrian-friendly complete streets, and establish the gateway into Columbus as a welcoming and cohesive community.

2ND & 3RD ST. CORRIDOR



The 2nd and 3rd Street Corridor is a **key gateway** to the City of Columbus. This corridor is currently challenged by **significant road capacity, underutilized swaths of land, and challenging connectivity for pedestrians and cyclists.**

CURRENT CHALLENGES / OPPORTUNITIES



**CHALLENGING
CROSSINGS**



**UNDERUTILIZED
LAND**



**SENSE OF
DISCONNECT**

The 2nd and 3rd Street Corridor is challenged by difficult pedestrian connectivity and underutilized land.

CURRENT ASSETS



**ADJACENT OPEN
SPACE**



**HIGH VISIBILITY /
TRAFFIC**



**PROXIMITY TO
EXISTING ASSETS**

Proximity to open space, existing assets and significant traffic / visibility give this corridor opportunity.

Key Adjacency: Columbus Regional Health Garden City Farms Acquisition

In early 2018 it was announced that Columbus Regional Health had purchased the approximately 800-acre Garden City Farms property located to the west of downtown Columbus. The announced intent is to develop a portion of the property for a medical campus, with the majority being available for complementary development. The possibility for new medical, commercial, and residential development in close proximity to downtown has potential to support its overall vitality by introducing a sizable new population to enjoy downtown housing, retailers, restaurants, park space, and activities. The thoughtful development of the property will be necessary to ensure that the community as a whole benefits and that its uses are complimentary and not in competition with the downtown area. This project will impact the entirety of the downtown, beyond the 2nd and 3rd corridor.

FUTURE CAPACITY

RECOMMENDED LAND USE

Capacity exists along the 2nd and 3rd Street Corridor to support increased vibrancy in the downtown core of Columbus. By positioning this corridor to serve as a **key future development zone** and refocusing growth in the core of the city rather than external areas, the corridor will create a vibrant threshold to the city and peripheral areas.

Buildings should have active ground floor uses and **focus activity and density along 2nd and 3rd Street**. Parking and infrastructural support development should include active ground floor uses or be sited off of main corridors. Strategic sites should be identified for complementary supporting uses, including structured parking and programmed public open spaces. Alleyways should be retained and defined as pedestrian-centric routes. The southern green edge and extension of the People Trail should be celebrated as a **resilient corridor of public open space, a key amenity and connection to the park network**.

The Conference Hotel & Performance Venue and Urban Grocer efforts are representative of development typologies that are appropriate in this extension of the downtown.

OFFICE USE

The market analysis process identified prospective opportunities for office development in the downtown.

Office products in downtown and across the city are performing well and rents have increased nearly 50% since 2010. With growing employment and limited supply, particularly of Class A product, there is **market potential for additional office product in downtown**.

Due to greater availability of shovel-ready sites, recent office developments have occurred outside of downtown. Providing **ready-to-build sites could potentially attract an anchor tenant for a built-to-suit product** in downtown. By concentrating development along the 2nd and 3rd corridor, this area will become a dynamic place where people want to work.

Downtown's amenities and unique building stock can also support distinct products unavailable in suburbs. **Small office suites or co-working spaces could be explored** through adaptive reuse or upper floor opportunities.

OFFICE / RETAIL	RESIDENTIAL	SUPPORT
<ul style="list-style-type: none"> Educational Facilities Corporate Offices Hotel / Hospitality Food and Beverage 	<ul style="list-style-type: none"> Mixed use residential with active ground floors 	<ul style="list-style-type: none"> Structured Parking Public Open Space Trail Connections
ENTERTAINMENT	EDUCATION	GOVERNMENT
<ul style="list-style-type: none"> Theater / Performance Venue Galleries 	<ul style="list-style-type: none"> Campus Facilities 	<ul style="list-style-type: none"> Support (Office / Public Service Facilities)

GENERAL CHARACTERISTICS:

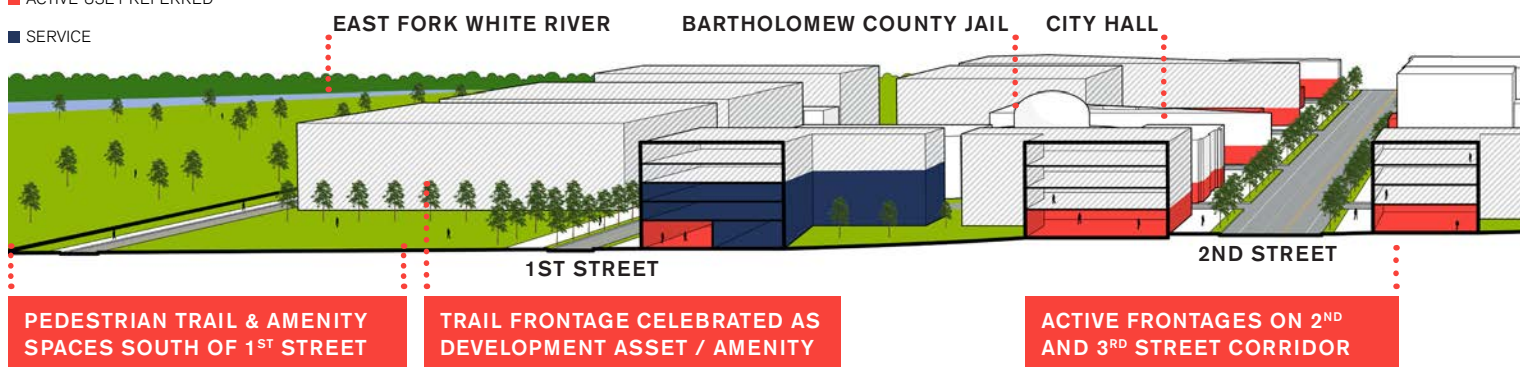
This corridor should prioritize dense urban development of appropriate scale, materiality, and architectural form to foster a vibrant and active mixed-use downtown. Development should include daytime and nighttime program to create a sense of community at all times. Streetscapes should be pedestrian-focused and offer opportunities for multi-modal access. Parking and utilities should be screened and opportunities to **integrate connections to the park system and People Trail** should be pursued.

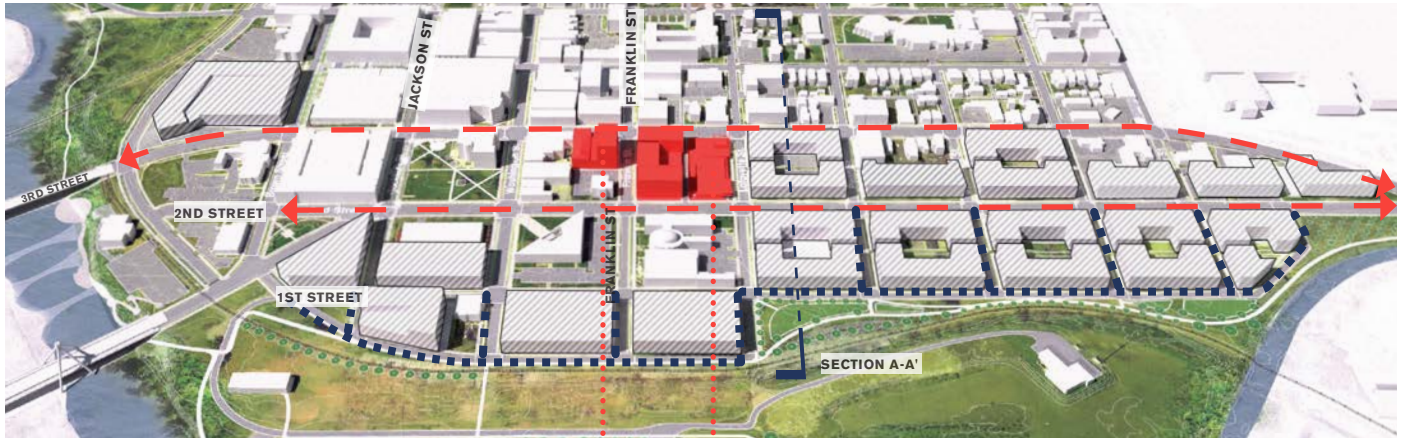
LAND USE & CAPACITY (A-A')

▨ FUTURE CAPACITY (FLEXIBLE DOWNTOWN RESIDENTIAL / OFFICE OR OTHER)

■ ACTIVE-USE PREFERRED

■ SERVICE





CONFERENCE HOTEL/PERFORMANCE VENUE

URBAN GROCER

/// FUTURE DEVELOPMENT CAPACITY
●● EXTENSION OF STREET GRID

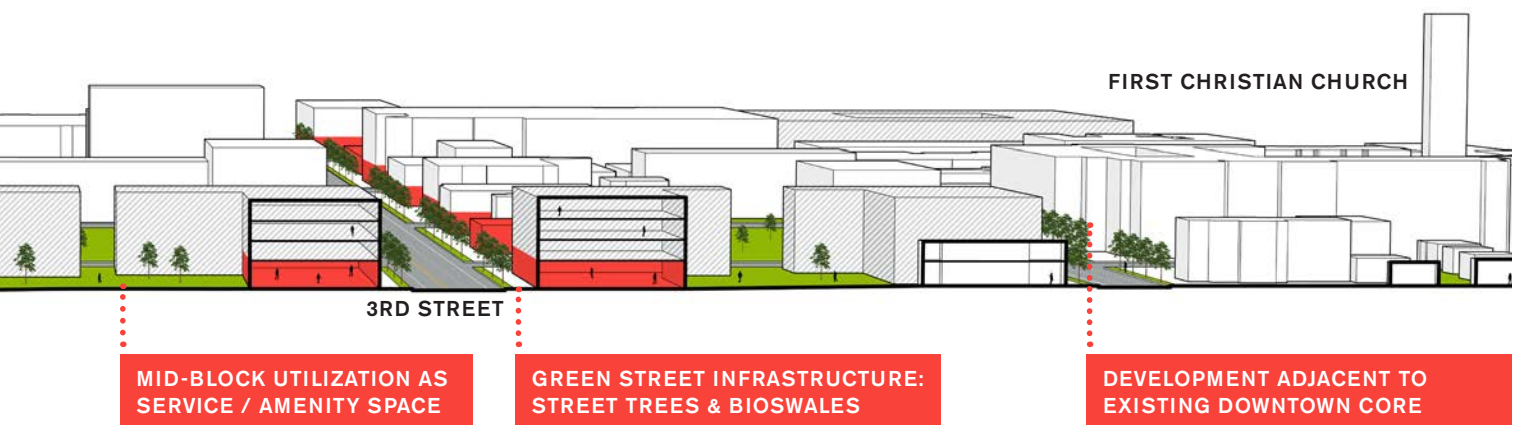
The street network should be expanded south as identified in the above diagram, and traffic patterns should be adjusted to accommodate two-way traffic. These recommendations are further outlined in the Connectivity Strategies section.

KEY ADJACENCY: CUMMINS CORPORATE CAMPUS IMPROVEMENTS

Over time, Cummins' presence in downtown Columbus has grown to form a corporate campus housing over 3,000 employees in multiple buildings. In 2017, Cummins began a \$50 million project to update its primary headquarters building and, by doing so, reaffirmed its long-term commitment to downtown Columbus. The presence of Cummins and its employees contributes significantly to the downtown area by anchoring the market for restaurants and other businesses and amenities. Cummins also provides resources and participants for downtown area activities while contributing in countless ways to overall vibrancy.

KEY CORRIDOR INSTITUTION: INDIANA UNIVERSITY J. IRWIN MILLER ARCHITECTURE PROGRAM

In the fall of 2018, Indiana University welcomed the first students to the J. Irwin Miller Architecture Program, housed in The Republic Building at 2nd and Jackson Streets in downtown Columbus. This master's degree program is a part of IU's School of Art, Architecture, and Design. It seeks to capitalize on the architectural heritage and resources of Columbus as a basis for educating future design professionals. The presence of this facility contributes students, faculty, and guests to the downtown. It also promotes the downtown's overall vibrancy by adding to the creative resources and design focus already present in the area.



FIRST CHRISTIAN CHURCH

3RD STREET

MID-BLOCK UTILIZATION AS
SERVICE / AMENITY SPACE


GREEN STREET INFRASTRUCTURE:
STREET TREES & BIOSWALES

DEVELOPMENT ADJACENT TO
EXISTING DOWNTOWN CORE



GROCER

URBAN GROCER



Residents, business owners, and other local stakeholders interviewed during focus group sessions and public meetings identified an **Urban Grocer** as one of the **most - needed assets** downtown.

An Urban Grocer provides a key amenity for **current** and **future** downtown employees, residents and visitors. Its location is strategically proposed proximate to existing residential neighborhoods and employment centers.

The implementation of the Urban Grocer has the capacity to serve as a catalytic development along the 2nd and 3rd Street Corridor, highlighting the capacity of the city to **refocus growth near the downtown core**. As an anchor along a key corridor, the Urban Grocer will **enhance perceptions** of downtown as a **dynamic and livable** civic core. The position will promote high visibility and a greater urban presence for traffic entering and exiting Columbus.

The amenity is **strategically positioned to serve the entire city, accessible via walking, public transportation, the People Trail network, and automobile**. Its proposed location is easily accessed by existing residents and workers and is positioned proximate to future opportunities for urban growth. Ultimately, this development will serve as a key magnet for the entire community and provide access to fresh food for all residents, employees, and visitors.

URBAN GROCER

The project team conducted a **market analysis** to identify opportunities for retail growth, which highlighted **demand for strategic new retail offerings** including potential for an Urban Grocer.

Though retail is essential to creating a vital downtown experience, downtown retail suffers from vacancy and limited offerings despite some unmet consumer demand.



Strategic tenant recruitment and support for existing merchants to serve a broader demographic can draw shoppers.

Limited convenience stores exist to serve residents and workers, **even though there is sufficient demand for such goods.**



Explore opportunities for introducing convenience and grocery choices. These amenities will further increase downtown's appeal to new residents and workers, who will increase demand.

Brick and mortar stores locally and nationally are struggling with competition from Internet shopping and changing consumer consumption patterns.

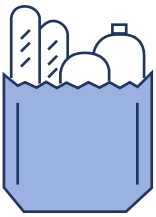


Experiential shopping—including the right mix of food & beverage and creative retail—can compete with on-line shopping and suburban destinations while **encouraging repeat visits.**

GOODS TYPE	RESIDENT DEMAND	WORKER DEMAND	CURRENT SALES	UNMET DEMAND	TOTAL SUPPORTABLE SF
Convenience Retail	\$10 M	\$16 M	\$20 M	\$6 M	28 K
Grocery Stores	\$137 M	\$8 M	\$125 M	\$20 M	40 K

◀ The project team conducted a retail gap analysis that compared resident and worker demand for various retail types to current sales to determine an unmet demand for various retail categories. The analysis showed an unmet demand for grocery stores totaling about 40,000 SF – similar to a mid-sized store about the size of Fresh Thyme Market or similar models which operate throughout the Midwest.

An Urban Grocer would respond to **both community and market demands** and ultimately provide opportunities for **future growth in other market segments**.



Provides critical goods and services to community, including opportunities for cooking classes, cafes and more



Anchors further retail growth



Unlocks residential growth potential



Brings legitimacy to untested markets



A grocery store or market was identified through an online survey as the most-needed type of shopping or service in the downtown.



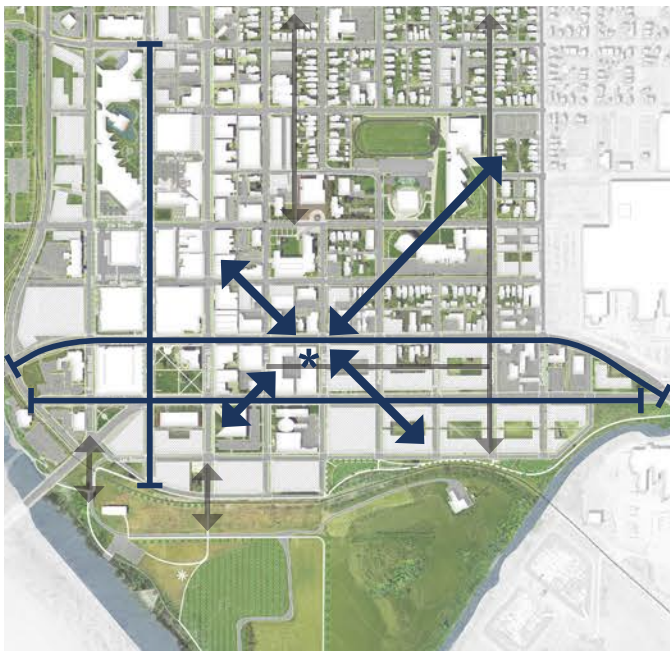
A majority of public meeting attendees would most likely support a grocery store that is easily accessible via walking downtown.



A drugstore was identified through an online survey as the second most-needed type of shopping or service in the downtown.

Residents, business owners, and other local stakeholders interviewed during focus group sessions and public meetings highlighted a need for an Urban Grocer in downtown. Currently, a resident living in The Cole needs to drive to a nearby strip center to buy bread or a gallon of milk. A guest at the Hotel Indigo or a visitor viewing downtown's iconic buildings must drive to other parts of the city to purchase a band-aid or other basic necessities.

BEFORE



The prospective location on Lafayette between 2nd and 3rd allows easy access for current and future residents, downtown employees, and visitors.

PLAN ROLE & IMPACT

An Urban Grocer has the capacity to increase the vibrancy and **support additional residential density** within Downtown Columbus. Envision Columbus imagines this asset situated within the currently underutilized and vehicular-centric 2nd and 3rd Street Corridor and playing a critical role in **supporting greater quality of life** for downtown and near-downtown residents and employees. The proposed location **promotes access to healthy food** while expanding the urban character of Columbus.

Though there is flexibility in the siting along the corridor, the block between 2nd and 3rd, Franklin and Lafayette Streets was strategically selected because of its immediate proximity to downtown employers and future development opportunities. Ultimately, consideration for visibility and equitable access for the community should be integral in the siting of a grocer.

AFTER



SITING & DESIGN

An Urban Grocer has a more compact footprint than a large floorplate supermarket in a suburban or rural setting and can offer grab-and-go options, including a cafe and potentially a pharmacy. It can serve as a critical amenity that would increase demand for groceries, dining options, and retail amenities. As a catalytic development, this effort could prompt continued growth of civic assets to support desirable urban living opportunities.

The siting strategy addresses both 2nd and 3rd Streets with prominent entries, potential for outdoor eating on a second floor terrace overlooking the active street and the potential to develop infill or small scale retail to complement the urban grocer. Convenient parking on the roof and sustainable strategies such as green roofs and solar panels should be employed to increase sustainability and address market demands.

Designs should be vetted by design advocates to ensure that the development ultimately serves as a representation of downtown capacity to grow as a forward-thinking urban environment and serve increased density while maintaining a high quality of life for residents.

STREETSCAPE IMPROVEMENTS

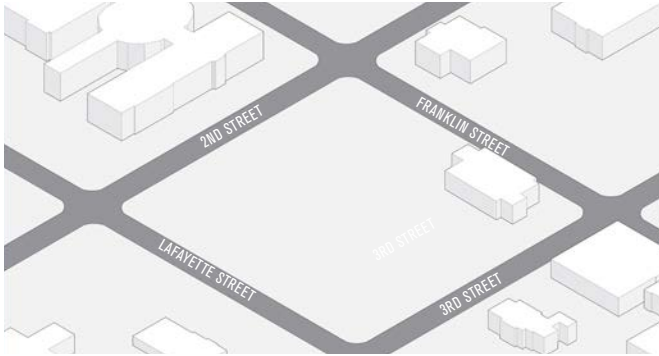
Streetscape reconfigurations are recommended to facilitate improved access to the Urban Grocer and other amenities along the 2nd and 3rd street corridors. By restructuring these streets to accommodate two-way traffic while maintaining two-lanes in current directions to support traffic flow, access and visibility of businesses will be promoted.

The integration of curb bulb-outs in conjunction with safer crossings will promote walkability as well as the integration of on-street parking to buffer sidewalks and create convenient accessible spaces.

The public input process highlighted public interest in the establishment of an Urban Grocer accessible via multi-modal transportation in a centralized, downtown location. Public transit access should be accommodated in the relocation of the bus terminal to a nearby location. Current considerations for relocation of the ColumBus Terminal is documented within the Connectivity section of the Envision Columbus Plan.

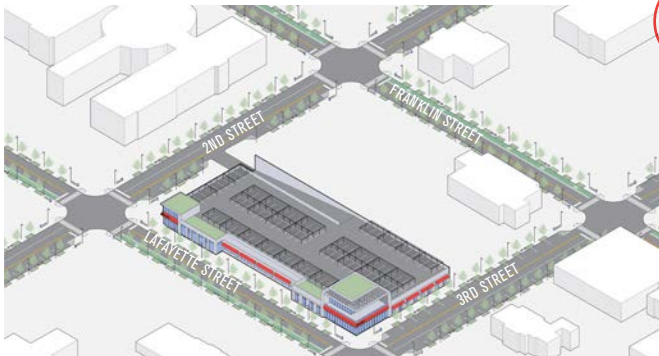
URBAN GROCER

EXISTING SITE



- COUNTY PARKING LOT (247 SPOT CAPACITY)
- COUNTY OFFICE BUILDING (43 EMPLOYEES)

PHASE 1 STAND ALONE URBAN GROCER



- GROUND FLOOR GSF: 38,000
- GROCER (GROUND FLOOR) 30,000 GSF 8,000 GSF RETAIL LINER
- PARKING ON ROOF

PHASE 2 FLEXIBLE-USE DEVELOPMENT



- TOTAL GSF: 286,900 SF
- FLEXIBLE USE; PROSPECTIVELY CONFERENCE HOTEL SUPPORT

A **phased implementation strategy** is proposed in order to utilize available resources and promote implementation in a flexible yet methodical approach. The analysis process determined that current demand could support a stand-alone Urban Grocer. The Urban Grocer will serve the existing downtown population while also attracting new downtown residents and commercial tenants. An adjacent phase 2 development on the same block could increase the density along this corridor while providing a residential opportunity directly adjacent a vital urban amenity.

PHASE 1 ALT. MIXED-USE DEVELOPMENT

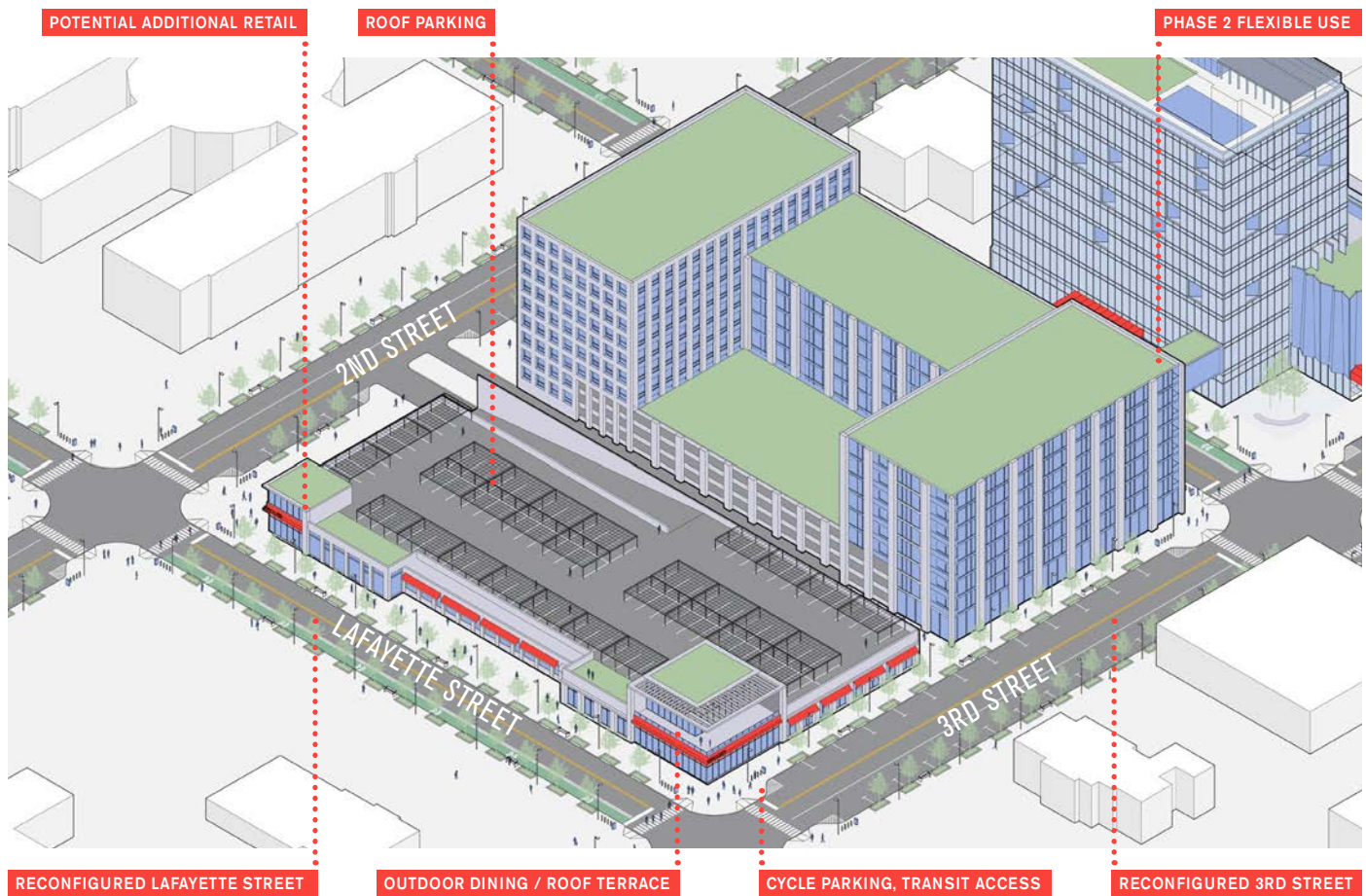


- TOTAL GSF: 271,850 SF *
- FLOOR 1 - 30,000 SF GROCER, LOBBY, SMALL SCALE RETAIL LINER
- FLOOR 2-3 - PARKING, RESIDENTIAL UNIT LINER
- LEVEL 4-8 - RESIDENTIAL UNITS ~ 133 UNITS

*FEASIBILITY ANALYSIS IDENTIFIED THAT THIS MODEL WOULD BE CHALLENGING TO SUPPORT AS AN INITIAL DEVELOPMENT

EXST. PARKING SUPPLY	EXISTING PEAK (11 AM) DEMAND <small>*Per 2013 Parking Study</small>	PROPOSED DEVELOPED SF/UNITS	PROPOSED PARKING	EXPD DEMAND	DEMAND DIFF	POTENTIAL PARKING SUBSTITUTION OPPORTUNITIES
247 Spaces	169 Spaces/ 68% <small>(Percent of existing lot occupied at peak demand) *Per 2013 Parking Study</small>	30,000 (SF) Grocer 8,000 (SF) Retail 146 (Units) Residential	Phase 1: +122 Spaces Phase 2: +249 Spaces *(371 Total)	Phase 1 + 2: 268 Spaces	-66 <small>(Proposed parking - Existing demand - Expected Demand)</small>	Per 2013 Study, sufficient spaces available within a 5 Minute Walk at Peak Demand.

◀ The adjacent chart compares existing parking supply and demand to the proposed development parking capacity and estimated demand to identify the difference. For the proposed configuration, at peak demand, 66 spaces are required off site. Based on the 2013 Parking Study, there are 161 open parking spaces available within a 5 minute walk at peak demand.



IMPLEMENTATION RECOMMENDATIONS

In order to begin the implementation process, an initial agreement with the County to **secure land ownership** must be reached. This agreement could potentially subdivide the block and allow the existing Bartholomew County Probation office to maintain their presence at the northwest corner of the block, while integrating a phased development beginning with a stand-alone Urban Grocer. A solution for displacement parking would be necessary, with prospective capacity for additional parking south of 2nd street through a combination of agreements with existing parking lot owners and development of new surface or structured parking in future developments. A reconfiguration of 2nd and 3rd Streets could also add capacity with additional on-street parking.

Following this process, outreach to developers and mid-scale Urban Grocers should be conducted. The unmet demand for convenience retail and grocery should be highlighted. Conversations should specifically **target a retailer with previous urban experience** who is open to **non-suburban approaches** to parking and access. If necessary, consideration should be given to how resources or subsidy can be leveraged to achieve a product

that ultimately is best adapted as an equitable amenity that serves the entire community and supports a thriving downtown.

Once property ownership and parking agreements are established, infrastructure improvements should be made to improve pedestrian access and streetscape character. This process should be a collaborative effort with the Urban Grocer and City to ensure that the block is developed with consideration for best practices in multi-modal accessibility and with a compelling aesthetic that identifies with Columbus.

OUTDOOR DINING TERRACE

To contribute to the vibrant streetscape and provide a unique dining experience.



RECONFIGURED LAFAYETTE STREET

Two-way traffic, cycle lanes and improved crossings support connectivity.

RECONFIGURED 3RD STREET

New pedestrian safe crossings, 2 way traffic, on street parking lessen the impact of 3rd street as a barrier.

CYCLE PARKING, TRANSIT ACCESS

To promote multi-modal access and limit demand for parking.

ADDITIONAL DEVELOPMENT CAPACITY

Possible use as Conference-Hotel



OPPORTUNITIES FOR GROUND LEVEL RETAIL OR DINING

To contribute to the vibrant streetscape and provide diverse food, beverage and retail options.

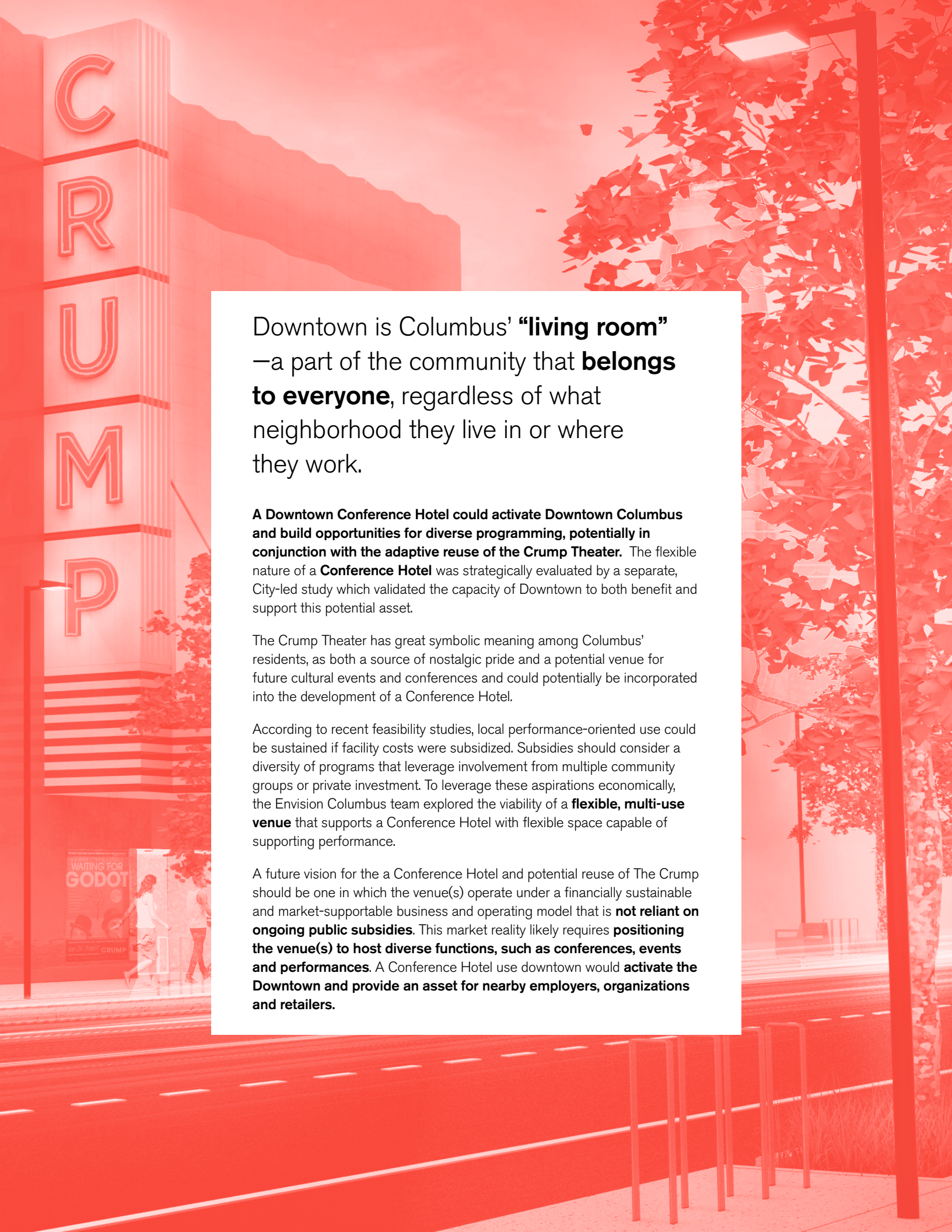
RAIN GARDENS & STREET TREES

To improve the streetscape experience and neighborhood aesthetic.



HOTEL

CONFERENCE HOTEL / PERFORMANCE VENUE



Downtown is Columbus’ **“living room”** —a part of the community that **belongs to everyone**, regardless of what neighborhood they live in or where they work.

A Downtown Conference Hotel could activate Downtown Columbus and build opportunities for diverse programming, potentially in conjunction with the adaptive reuse of the Crump Theater. The flexible nature of a **Conference Hotel** was strategically evaluated by a separate, City-led study which validated the capacity of Downtown to both benefit and support this potential asset.

The Crump Theater has great symbolic meaning among Columbus’ residents, as both a source of nostalgic pride and a potential venue for future cultural events and conferences and could potentially be incorporated into the development of a Conference Hotel.

According to recent feasibility studies, local performance-oriented use could be sustained if facility costs were subsidized. Subsidies should consider a diversity of programs that leverage involvement from multiple community groups or private investment. To leverage these aspirations economically, the Envision Columbus team explored the viability of a **flexible, multi-use venue** that supports a Conference Hotel with flexible space capable of supporting performance.

A future vision for the a Conference Hotel and potential reuse of The Crump should be one in which the venue(s) operate under a financially sustainable and market-supportable business and operating model that is **not reliant on ongoing public subsidies**. This market reality likely requires **positioning the venue(s) to host diverse functions, such as conferences, events and performances**. A Conference Hotel use downtown would **activate the Downtown and provide an asset for nearby employers, organizations and retailers**.

CONFERENCE HOTEL / PERFORMANCE VENUE

The project team conducted a **market analysis** which identified demand for a **downtown hotel** if it is developed in conjunction with new demand drivers. These demand drivers could include a potential conference venue and possibly a cultural events venue.

253 rooms were recently removed from the hotel market. Additionally, average daily hotel rates have climbed 21% since 2012, and higher end occupancy has expanded in the past year.



In addition to new pipeline activity anticipated in the market, new demand drivers, such as a Conference Venue, **can support an additional hotel in downtown.**

Hotel performance is seasonally-based, with **peak activity from May through October.**



Year-round activities, events and conferences in the city and downtown could even out the seasonal peaks and valleys, and additional conference space could serve this function and meet unmet demand.

Hotel Indigo, downtown's only product, serves a different market from the highway-proximate hotel clusters located at Merchant's Mile and Exit 76.



A new downtown hotel could serve a expanded clientele from the Hotel Indigo, both through extended stay guests and conference center patrons.

A Conference Hotel and Performance Venue have the capacity to respond to diverse demands in the community, providing opportunities for activation, increasing **cultural programming** and **promoting downtown growth**.



Anchors 2nd and 3rd Street Corridor



Responds to demand for conference capacity



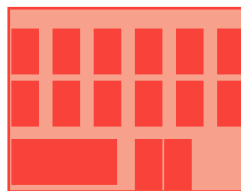
Activates downtown core and provides increased programming



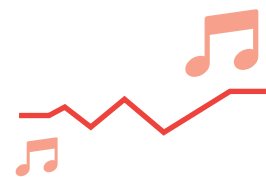
Brings legitimacy to untested markets

70% of 18-35 year old survey respondents support a performance venue in downtown Columbus.

Online survey respondents identified the renovation of the Crump Theater as an events venue or other community space as one of the most needed improvements in Downtown Columbus.



A majority of public meeting attendees would like to see a Conference Center in Columbus combined with a hotel to host events and conferences.



Online survey responses identified a performance venue for plays and concerts as the second most needed asset to activate Downtown Columbus.

Envision Columbus responds to significant demand heard through public engagement processes for downtown activation, conference space, performance, and nightlife.

BEFORE



The location along 3rd and Franklin allows great proximity to existing civic assets and diverse corporations, community groups, and schools that could activate a venue. The location activates the 2nd and 3rd Street Corridor and is proximate to Jackson Street which links several key institutions.

PLAN ROLE & IMPACT

The Conference Hotel and Performance Venue, whether occurring in tandem or as stand-alone venues, play similar key roles as activity drivers for the downtown. These venue(s) **provide opportunities to engage diverse groups with programming and activity throughout the year.** By integrating these programs downtown, demand for other goods, services, and real estate will expand.

The study strategically considers the 2nd and 3rd Street Corridor location for its proximity to key downtown institutions which need spaces of similar capacity for **cultural programming, large public gatherings and corporate functions.** A flexible venue with capacity to host multiple functions and users **brings value to future businesses and institutions,** especially with many opportunities for new development nearby.

A strategic central presence along this high-traffic corridor promotes **access,** and recommended supporting infrastructure integration and reconfiguration of 2nd and 3rd Streets will **promote multi-modal connectivity.** Proximity to nearby retail and restaurants will bolster the development as a vibrant component of the downtown.

AFTER



SITING & DESIGN

A key component of the design is the consideration for the **adaptive reuse** of the historic Crump Theater. A strategy that adaptively reuses the Theater should **retain the historic facade and lobby**, celebrating its architecture and history. The adaptive reuse of the building and the architectural expression should embrace and build upon the historic iconic heritage. Designs should be sensitive from a historic preservation standpoint, while allowing for contemporary development. Preservation of defining architectural characteristics should be embraced as well as the inclusion of contemporary infrastructure, technology, and flexible space strategies as appropriate. Physical flexibility of spaces will allow the theater to host a variety of events and respond to changing program needs over time, reinvigorating the iconic building and activating the street.

An integrated or connected hotel could build upon The Crump's architectural expression and branding, creating a contemporary development that is grounded in place and unique to downtown Columbus.

If through further study it becomes apparent that the economic or physical viability of a Conference Hotel cannot be integrated with an adaptive reuse of the Crump, a **stand-alone Conference Hotel** should be integrated with careful consideration for its **proximity to the downtown core**, along the 2nd and 3rd Street Corridor.

STREETSCAPE IMPROVEMENTS

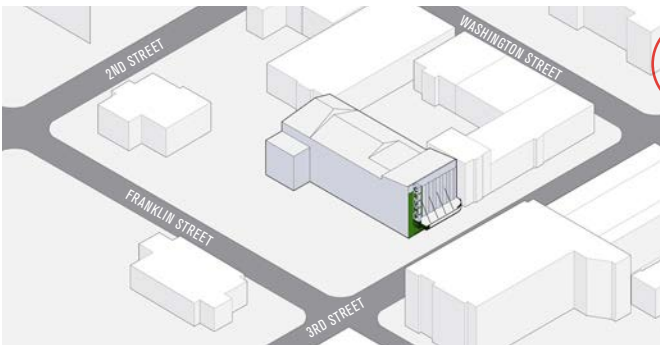
Consideration for a potential conversion of 2nd and 3rd Streets to accommodate two-way traffic should be acknowledged as implementation strategies and design efforts are advanced. These strategies will promote safe access, visibility and vibrancy for the development and its adjacencies.

Public transit and multi-modal access should be integrated into the streetscape design and accommodated in sidewalk layout, for example, by maintaining space for a bus stop, bicycle parking, or drop off area.

The design should carefully consider opportunities to actively **engage the streetscape and promote pedestrian-forward environments** with **active facades, careful siting and streetscape design**.

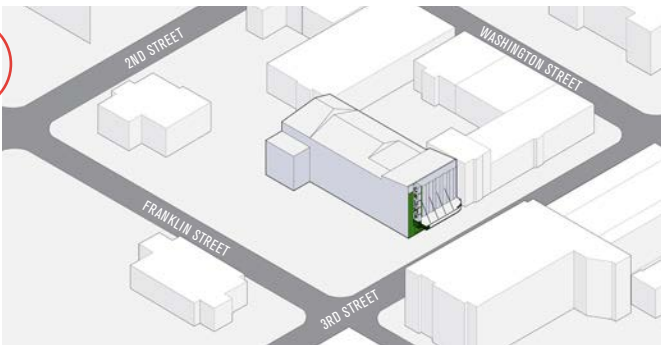
CONFERENCE HOTEL / PERFORMANCE VENUE

EXISTING CRUMP THEATER



- TOTAL GSF: ~20,000 SF (CRUMP STRUCTURE)

RESTORED CRUMP (SEPARATE STUDY)



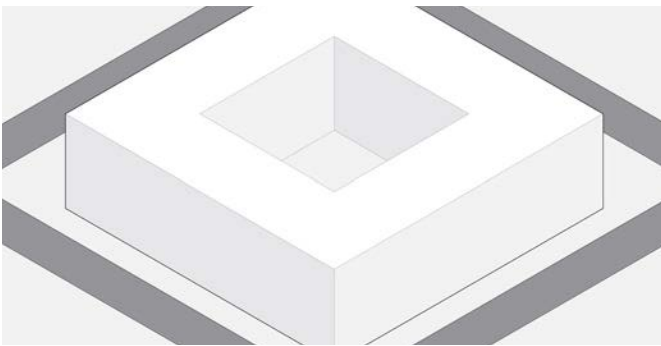
- TOTAL GSF: ~20,000 SF (CRUMP STRUCTURE)
- POTENTIAL EXPANSION: SEE SEPARATE STUDY, PAGE 44

CONFERENCE HOTEL / PERF. VENUE



- CRUMP RENOVATED GSF: ~20,000 SF
- HOTEL / CONFERENCE PROGRAM
- HOTEL ROOMS: 140 ROOMS (PER HUNDEN STUDY)
- LOBBY / CONFERENCE / RETAIL PODIUM OPPORTUNITIES
- OPPORTUNITIES FOR OFFICE REPLACEMENT
- (ADDITIONAL SPACE AND PARKING AVAILABLE, SHOWN ACCESSED VIA SKYWALK ACROSS FRANKLIN)

CONF HOTEL (SEPARATE STUDY)



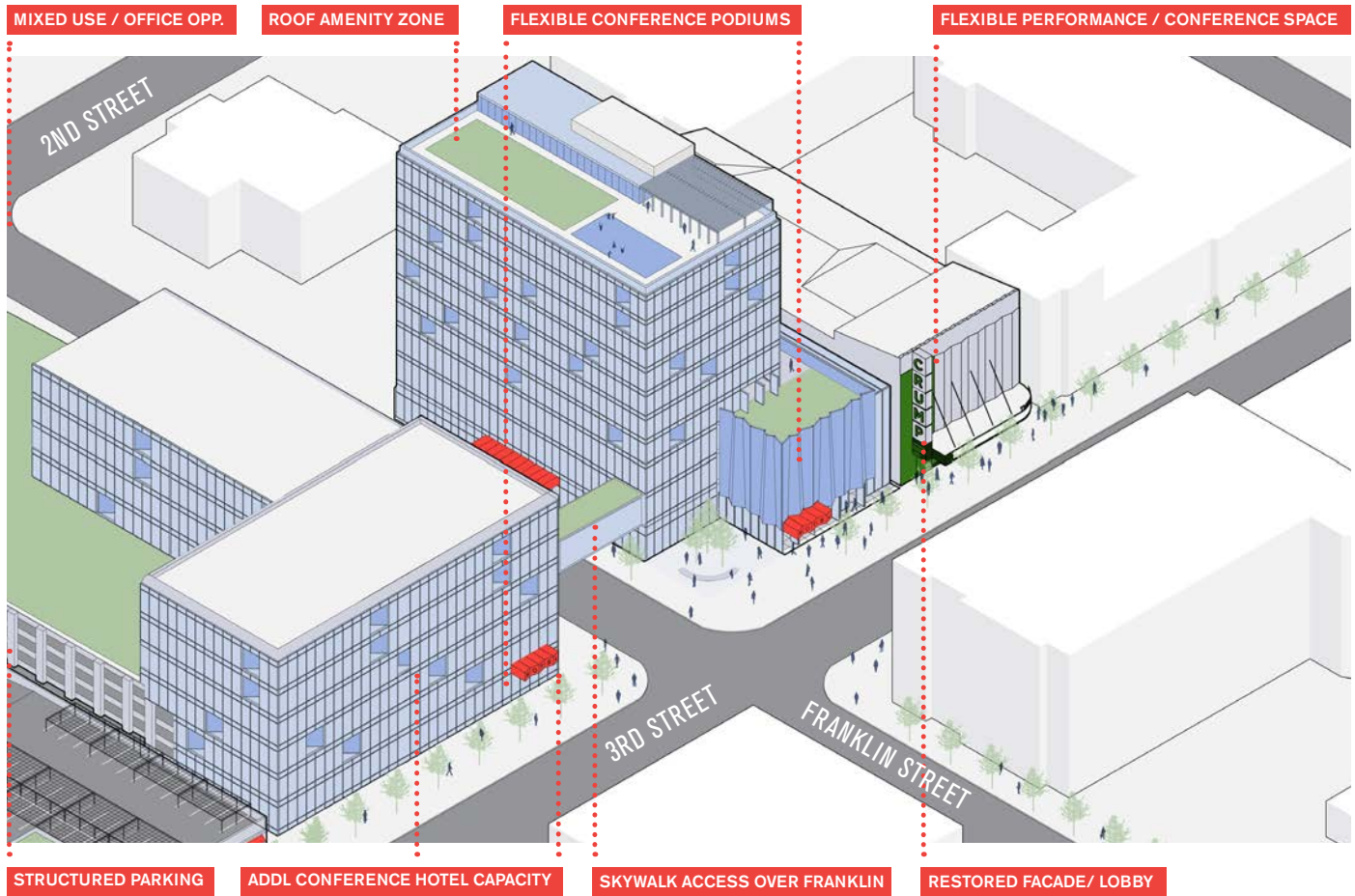
- SEPARATE, CITY-LED STUDY (SEE PAGE 42-43)
- (LOCATION / SCALE NOT FULLY DETERMINED)

Envision Columbus proposes that a joint program between a Conference Hotel and Performance Venue could build a viable model for saving and adaptively reusing the Crump Theater structure. The plan recognizes that without a diversified program capacity, the future of the Crump is in jeopardy. If private funding cannot be secured or a joint operation achieved, then serious consideration of an alternative use for the site should be initiated to ensure that the location is activated to the fullest extent possible.

The plan proposal also recognizes that **the integration of a Conference Hotel may not be physically or economically feasible** and that this program **may need to occur at an alternate location in the downtown**. The plan also acknowledges a separate study considering the viability of a re-invented Crump Theater as a stand-alone cultural venue is in progress, identifying necessary physical restoration and cultural programming strategies, led by Landmark Columbus with Louis Joyner, Architect and Danielle McClelland, a theater programming specialist. This study is outlined later within this section.

EXST. PARKING SUPPLY	EXISTING PEAK (11 AM) DEMAND <small>*Per 2013 Parking Study</small>	PROPOSED DEVELOPED SF/UNITS	PROPOSED PARKING	EXPD DEMAND	DEMAND DIFF	POTENTIAL PARKING SUBSTITUTION OPPORTUNITIES
17 Spaces (On Crump Site) 101 (Portion of County Site)	83 (70% of spaces occupied at peak demand) Per 2013 Parking Study	140 Rooms Hotel 24,933 (SF) + Conference 12,467 (SF) + Retail	332 (Integrated within Conference Hotel / Performance Venue)	380 Spaces (Per Hunden Conference Hotel Study)	-131 Spaces (Proposed parking - expected demand - existing peak demand)	Sufficient spaces available w/in 5 Minute Walk at Peak Demand. Alternatively, proposed structured parking could be increased.

◀ The adjacent chart compares existing parking supply and demand to the proposed development parking capacity and demand to identify the difference. For the proposed configuration, at peak demand, 131 spaces are required off site. Based on the 2013 Parking Study, there are 320 open parking spaces available within a 5 minute walk. Alternatively, additional capacity could be integrated into the proposed structured parking.



IMPLEMENTATION RECOMMENDATIONS

In order to begin the process of implementation, an initial agreement with property owners to secure land must be reached. A strategy for development associated **parking demand** would be necessary, recognizing that the 2013 Parking Study identified sufficient additional underutilized parking capacity nearby.

Following this process, conversations with potential Conference Hotel operators should be initiated. The market capacity as determined by the complementary, city-led viability study currently in progress should be referenced to identify the capacity of the economic environment to support the investment. Conversations should specifically target a **product that will celebrate the urban environment**. If necessary, consideration should be made to determine how civic resources can be leveraged to promote this development.

Once an agreement is met, infrastructure improvements should be made to **improve pedestrian access** and streetscape character. This process should be a collaborative effort with the developer and city to ensure that the block is developed with consideration for best practices in multi-modal accessibility and sensitivity to maintaining a **pedestrian-forward environment**.

Finally, designs should be vetted to ensure that they celebrate the urban quality and design excellence that define Columbus. Careful consideration for materiality and form that build off of the context and historic nature of the site and Crump Theater should be considered.

CONFERENCE HOTEL / PERFORMANCE VENUE

CAPACITY FOR CONFERENCE HOTEL / PERFORMANCE PROGRAM

Capacity to activate adjacent lots to diversify program potential associated with the theater.



RECONFIGURED 3RD STREET

New pedestrian safe crossings, two-way traffic and on-street parking lessen the impact of 3rd Street as a barrier.

FACADE AND LOBBY RESTORATION

Preservation of defining architectural characteristics to embrace the iconic heritage.



RAIN GARDENS + STREET TREES

To improve the streetscape experience and neighborhood aesthetic.

STAND-ALONE CONFERENCE HOTEL

STAND ALONE CONFERENCE HOTEL STUDY

The Hunden Strategic Partners team (HSP or Team), including design professionals from American Structurepoint, was recently retained by the City of Columbus to study the market and financial feasibility of a potential conference center hotel in downtown Columbus, Indiana. HSP's analysis includes a comprehensive understanding of the market, current and future hotel growth trends, competitive Columbus hotel analysis, recommendations, demand and financial projections, and an economic, employment, and fiscal impact analysis.

Initially, the City envisioned that the analysis would examine a site in and around a parcel of City-owned land located just outside of downtown Columbus on 2nd Street and Lafayette. The City also asked HSP to determine whether or not the potential hotel could somehow be linked to the current Crump Theatre, which is located in the same area. As HSP worked through the analysis, two additional sites presented themselves as possible options. These sites were the Bartholomew County Probation site and the Post Office Site.

SWOT ANALYSIS AND RECOMMENDATIONS

Strengths

- **Robust Business Community** – As the primary demand generator for visitation to Columbus, the local business community is critical to the market opportunity for a conference center hotel in Columbus. The Columbus market features Cummins and several large automotive supply companies which help to create a diverse mix of corporate demand generators from various industries. These companies continue to generate consistent hotel demand in and around Columbus and are yearning for higher-quality conference and hotel space in the market.
- **Hotel Supply and Demand** – From July 2017 to September 2017, Columbus lost approximately 328 hotel rooms (~22 percent) due to the closure of the Clarion (253 rooms) as well as the complete redevelopment of the Comfort Suites, which eliminated an additional 75 rooms.
- **Demand remained consistent over the same period**, resulting in very strong performance of the existing hotel supply. While the Clarion Hotel and Conference Center did eliminate a large chunk of available rooms and space, the property was aging and resulted in dragging rates down in the market.

Weaknesses

- **Hotel seasonality and dependency on big corporations** are a vulnerability. Hotels within the local market struggle slightly during the off-season in winter and spring months. During peak season in the summer, hotel demand is generated by sports groups, SMERF (Social; Military; Education; Religious; Fraternal) groups and supplemented by the corporate transient demand. During the winter and spring months, the market is forced to rely almost solely on corporate transient and group business. Currently, Cummins is performing well, which creates a ripple through the Columbus economy and other industries. However, if Columbus relies on Cummins to be the primary hotel room night driver and they suddenly decline in performance, the market would suffer.
- **Rate** – Occupancy of the local hotel market has remained extremely strong throughout the last twelve months (~80 percent), but the Average Daily Rate of the existing Columbus hotels is slightly below the level that will fully support the desired quality and pricing of a full-service conference center and hotel.

Opportunities

- **Meetings and Events** – Columbus is forced to turn away larger, more impactful events due to lack of an available, high-quality event facility. Local corporations are forced to host events outside of Columbus due to the lack of an appropriately sized facility in the local market.
- **Currently, the highest quality venues in the market do not offer the size and flexibility of function space that the market demands.** A new conference center hotel will allow local businesses, and other groups, to host higher-rated corporate meetings, conferences, banquets, and social events within the city limits of Columbus.
- **Catalytic Development** – The proposed conference center and hotel can serve as a catalytic development to retain and attract businesses, groups, and visitors to Columbus. Development is often a "Catch-22" situation, where an investment such as a conference center and hotel is not necessarily feasible without other amenities and demand generators. Yet the other amenities and demand generators may not occur as quickly without the conference center and hotel. To start the development trend, public entities can spur development by investing in the new development now, helping to bridge the risk gap that has kept other developers at bay.
- **Businesses and entrepreneurs notice when a city is aggressive and takes an active role in improving itself via public-private partnerships, key public investments, and other quality of life enhancements.** This can create an environment where others are then more willing to invest time, money, talent, and effort into a new business in Columbus, move there as residents or visit with their group. Downtown is already thriving in many ways and so much of the destination appeal work has been started. This is definitely a positive situation that could have strong impact.

Threats

- **Economic downturns** – An economic downturn would negatively impact the market opportunity for the project.
- **Hotel Pipeline** – Additional room inventory via new developments (100 rooms from Holiday Inn in late 2018/early 2019 and 120 from Home2 Suites in 2020) in the market could decrease the feasibility of a potential large-scale hotel development

SITING CONSIDERATIONS



- ❶ Site 1: Post Office Site 2.34 Acres
- ❷ Site 2: Crump Theater Site 124' x 150'
- ❸ Site 3: Probation Site 2.28 Acres
- ❹ Site 4: 2nd and Lafayette Site 10.24 Acres

SITE SELECTION

There is flexibility in site selection for the development of a Conference Hotel and other downtown amenities. As studies advance, preference should be given to positioning developments with proximity to existing assets to inform a vibrant and dense downtown. Market forces, site ownership and negotiations will ultimately determine the scale and locations of development efforts.

RECOMMENDATIONS

ROOMS	140
BALLROOM	9,000 SF
MEETING	5 meeting rooms w/ 800 SF each
FOOD & BEVERAGE	3-meal restaurant, catering kitchen for the event space and upscale rooftop food and beverage option
PARKING	380 total parking spaces (140 for hotel and additional 240 for conference center)

- **Room Count.** A “select-service on steroids” branded hotel with 140 rooms is recommended. The development can be slightly larger or smaller (15 to 20 percent), but the hotel should be large enough to accommodate large out of town groups.
- **Room Mix.** A balanced room mix is important to attract and accommodate all visitor segments. The double-double room configuration is very important to the large tourism demand, where families put as many as five individuals per room. On the other hand, corporate transient guests typically require a king configuration, so the proper room mix is essential.
- **Strong Brand.** HSP recommends that the potential hotel be associated with a strong select-service brand from the following brand families: Marriott, Hilton, or Hyatt. There are also other brands that may work, however, those mentioned have the best loyalty programs and would capture at least their fair share of the market.
- **Amenities.** Services that cater to the business traveler like complimentary Wi-Fi, a business center, a pool, and a fitness center will help attract visitors that regularly travel to Columbus. These amenities have come to be expected by modern travelers.
- **Food and Beverage:** HSP recommends that the hotel feature a ground-floor three meal restaurant, as well as a catering kitchen for the event spaces. Additionally, HSP recommends that the hotel provide an upscale rooftop food and beverage option for a unique experience for both guests and locals to enjoy.
- **Function Space.** Unlike the existing hotels, which typically have just one or two meeting rooms, the proposed hotel should include a 9,000-square foot ballroom and offer a 4,000-square foot junior ballroom that is capable of being divided into five 800-square foot meeting rooms. This will allow for larger meetings on-site and should attract more group business to Columbus. If the meeting and function space were built adjacent to the proposed hotel, instead of connected directly to it, additional challenges would arise. Due to the weather and the catering requirements for events, even if separated by a short distance, walking between facilities would be a hindrance in attracting guests and in efficiently run operations.
- **Parking.** A standard hotel without a conference component is one space per room. However, with the conference component, HSP suggests additional parking to accommodate large ballroom events. In total, HSP suggests that there are at least 380 parking spaces for the conference center and hotel development.
- While not all attendees will need to park on-site, an allowance will need to be made for large group event parking.

STAND-ALONE PERFORMANCE VENUE

STAND ALONE CRUMP PERFORMANCE VENUE STUDY

Landmark Columbus recently retained Theater operations expert Danielle McClelland and design professionals from Louis Joyner Architect to study the market and financial feasibility of a potential reuse of the Crump Theater.

The study identified that the struggle in operating a stand alone performing arts facility, especially a historic theater, lies in the ability of the organization(s) owning and operating the facility to consistently make enough annual net profit to be able to adequately maintain the building, interior fixtures, and technical equipment. Arts funding is almost exclusively available only to subsidize programming; making up the difference between the cost of the program and the revenue potential of ticket sales. Thus, the organization managing operations within the facility may be able to consistently cover all costs of programming, administration, and day-to-day maintenance, but fail to generate the profit necessary to invest in ongoing, large scale maintenance of the facility.

As a busy performing arts facility creates economic and social activation and thus directly benefits the community, many performing arts facilities in the U.S. are jointly owned and operated in a public-private partnership, where a civic entity such a City or County government owns the property, and a private non-profit operates it. This leverages tax dollars commonly utilized to maintain facilities which benefit the community by providing locations of engagement, where citizens can find connection and commonality with others through a variety of activities, increasing the civic health and safety of the community.

SPECIFIC CHALLENGES

Establishing a new organization

- **Currently, no organization holds a position of advocacy and leadership for the renovation and management of the Crump Theater**
 - Historically, the Columbus Area Arts Council has been reluctant to take the project on
 - Not currently involved in discussion of possibility of renovation
 - Organizations approached to predict their use of the theater react with resistance, fatigue, and query
- To move forward with renovation of the Crump, the property owners will need to form a new organization whose sole purpose is to operate the theater.
- To be successful, this organization will need approximately \$1.2M in startup funding to support operations while it grows operational revenue and fund raising acumen.
- This organization will need to aggressively program and fund raise in order to reach budget goals, immediately becoming a competitor for the existing arts organizations.
- The property owner would retain responsibility for maintenance and replacement of roof, exterior walls, interior structural walls, windows, doors, and major systems (HVAC, plumbing, electrical).

NEW CRUMP ACTIVITY

- As a healthy non-profit, the Crump operations manager will strive for at least a 60/40 split between operational and contributed income. Given the small number of current presenters in the community, the operations manager will need to work aggressively to develop new presenters, convince existing presenters to choose the Crump over other venues, and solicit private and corporate rentals. Working to develop renters while simultaneously evolving as a presenter of nationally touring productions, especially music acts, will widen the potential content and audiences for the space, diversifying income streams, and increasing potential donors.

MARKET CHALLENGES

- In fall 2019, the Maple Leaf Performing Arts Center (MLPAC) is scheduled to open in Nashville, IN. A new, 2,000 seat music venue, the facility will be at least partially promoted by Live Nation, the country's largest concert promoter. MLPAC's contract with Live Nation provides for 20 concerts a year with draws of 2,000, and 100 concerts a year with draws of 600-800. This adds to other regional venues competing for concert audiences.
- Buskirk-Chumley Theater in Bloomington, IN – 629 seats – 15-20 concerts/year
- Brown County Playhouse in Nashville, IN – 426 seats – 5-8 concerts/year
- The Bluebird in Bloomington, IN – 700 capacity – 30-35 concerts/year
- This organization will need to aggressively program and fund raise in order to reach budget goals, immediately becoming a competitor for the existing arts organizations.

RECOMMENDATIONS

Restored Auditorium

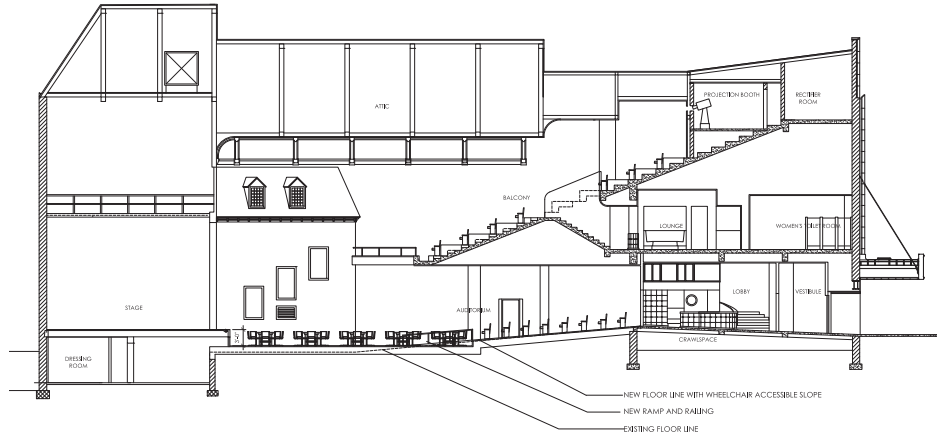
- Stage dimensions - 34' wide x 29'6" deep (1,003 square feet)
- Proscenium height - 19'10"

Auditorium Seating:

	730 Total
First Floor:	- 390 (300 fixed, 90 loose)
Balcony:	- 340

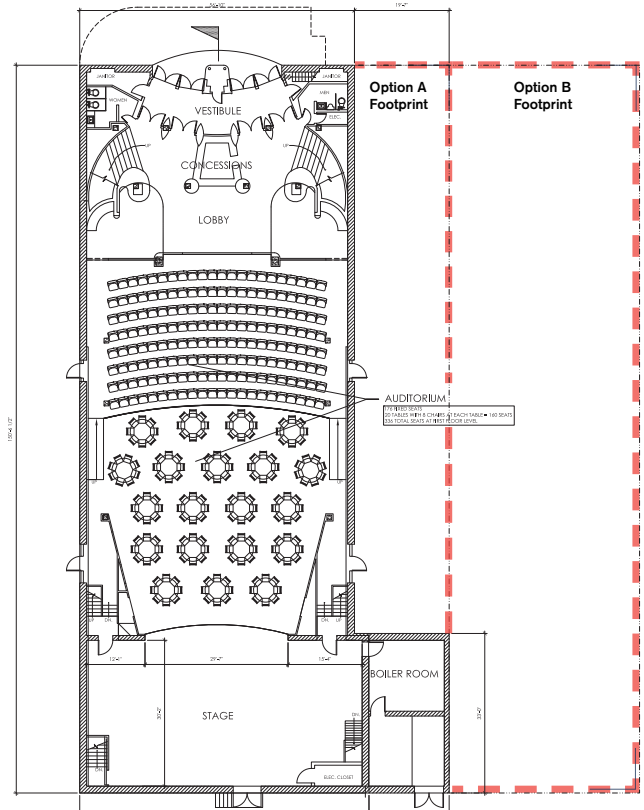
FLEXIBLE FLOOR PLATE:

The Landmark Columbus Study envisions minor reconfiguration of the theater interior to allow for general modernization and a flexible, flat floorplate segment that promotes diversification of facility use without impacting performance capacity.



Crump Feasibility Study - Option A
• Smaller Addition

September, 2018 Louis Joyner, Architect



ADDITIONS

The Landmark Study identified the potential for two potential additions to the Crump. Option A would be a smaller footprint addition while Option B would be larger and promote more diverse program capacity.

** All ideas, designs, arrangements and plans indicated or represented by these drawings and graphics are provided by Louis Joyner Architect.*




Crump Feasibility Study - Option B
• Large Addition

September, 2018 Louis Joyner, Architect



RESIDENTIAL OPPORTUNITIES



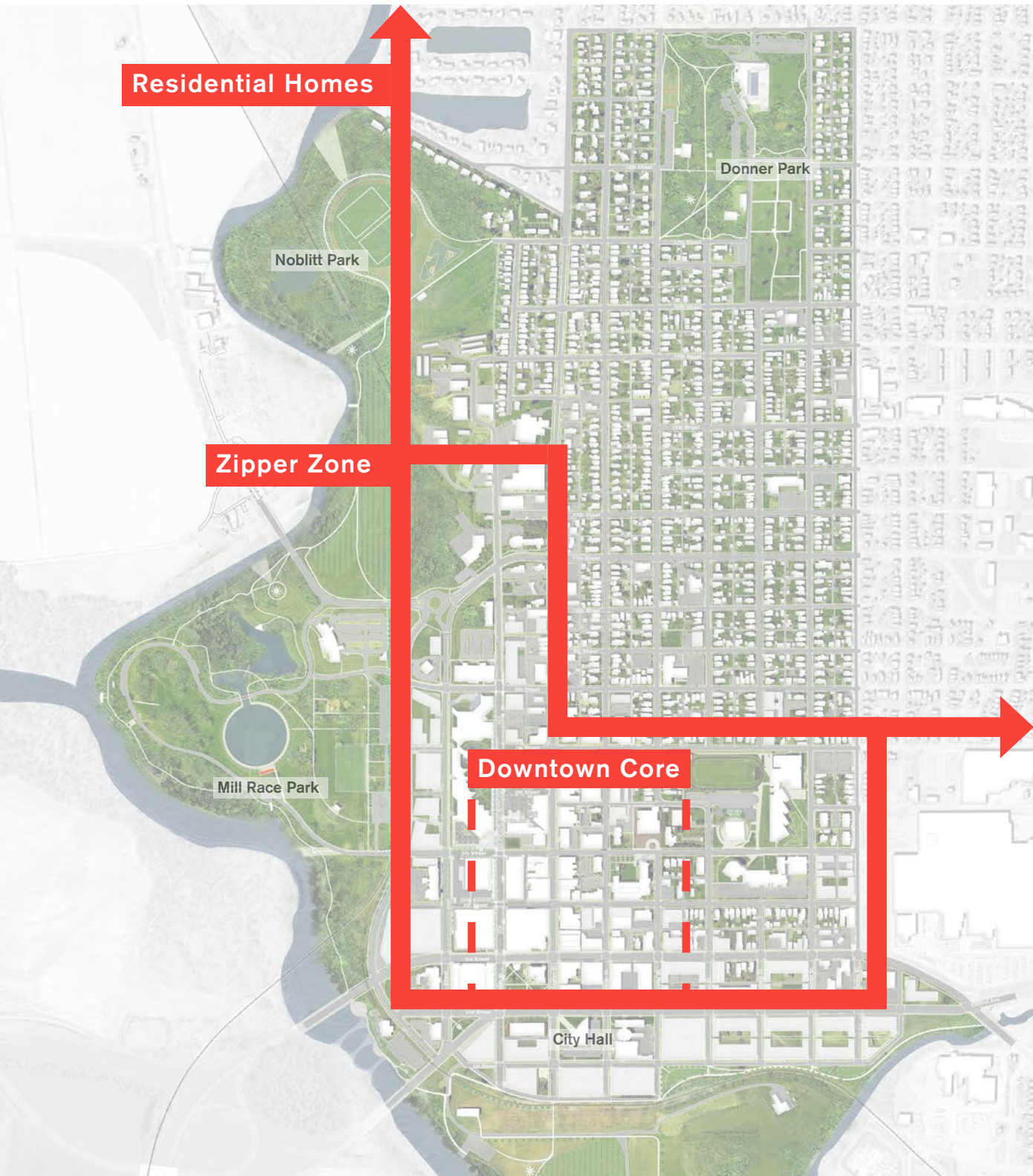
“To live **downtown** is to have your pulse on the city of Columbus – not just one socioeconomic strata – but many, in a way that many people don’t ever experience.”

– Jennifer Slabaugh, Downtown Resident

More people are living in cities today than ever before in the history of mankind. Urban living is a clear, continuing trend in society. Increasingly, people of all ages and means want to live in walkable communities where their home, their job, and the places they eat, shop, and recreate are located proximate to each other. This is a vital aspiration for Columbus if it is to remain a leading civic community. Its citizens have expressed a desire for revitalization of existing housing, as well as new typologies of mid-level density housing stock for urban living. A thriving downtown with robust housing choice attracts skilled talent and young workers from across the globe who want convenient access to cultural engagement and entertainment. The plan identifies a “missing middle” housing product in Downtown Columbus needed to attract young professionals, especially those who have experienced urbane living elsewhere. This aspiration must be balanced with the need for work-force housing that is integral to the fabric of a diverse downtown housing stock. The best neighborhoods are those that provide a variety of housing which create vibrant, diverse communities.

The introduction of new housing typologies Downtown is essential to the framework goal of attracting and retaining young professionals to live and thrive in Columbus. Representative of development in the context of the “missing middle,” the Townhome Pilot Block infills a gap in the urban fabric and creates an opportunity for residential development that currently does not exist. This scale of housing provides a residential option downtown that is neither a single family home, nor a large multi-family rental option and further diversifies the housing stock. By leveraging underutilized parcels adjacent to the downtown core and integrating opportunities for urban living, the density and vibrancy of Downtown will increase.

RESIDENTIAL OPPORTUNITY



CURRENT CHALLENGES / OPPORTUNITIES



LIMITED
HOUSING



UNDERUTILIZED
LAND



DISCONNECT
FROM DOWNTOWN

A lack of mid-density housing adjacent to the downtown and extensive surface parking create challenges for accommodating density levels that inform greater vibrancy.

CURRENT ASSETS



CULTURAL
AMENITIES



ESTABLISHED
PARKS

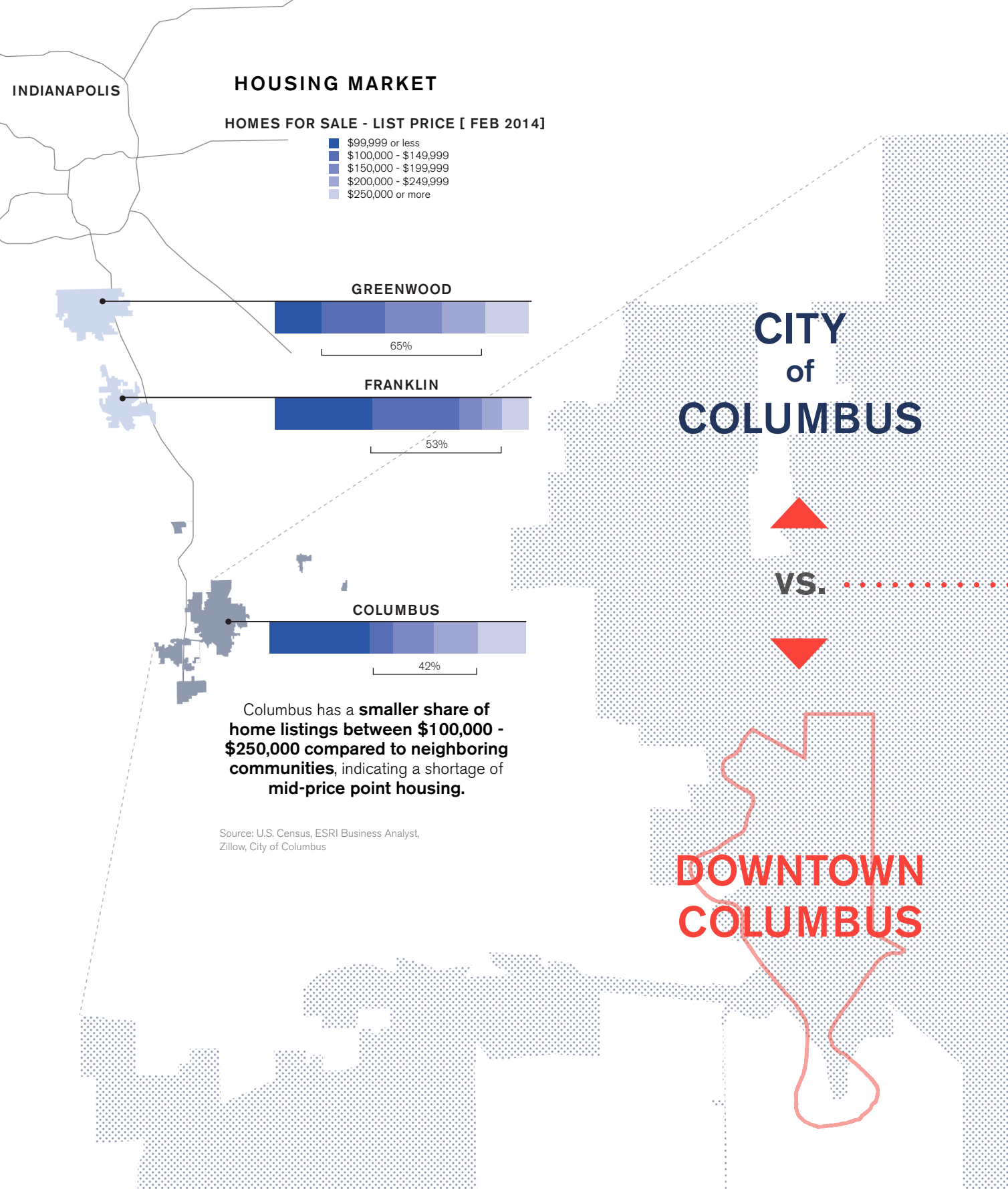


DOWNTOWN
ASSETS

Proximity to existing downtown assets including cultural amenities, restaurants, retail establishments, and near-downtown parks is an asset for this zone.

Between the existing downtown core, single-family residential, and park periphery, significant quantities of surface parking and transitional spaces create **spatial barriers** and discourage pedestrian access. To overcome these barriers and expand the density and vibrancy of the downtown, a “zipper” zone should serve as an **infill area** with a focus on downtown residential opportunities. This zone provides an **opportunity for sought after urban living** close to the cultural amenities, established parks and downtown assets.

COMPARATIVE ANALYSIS



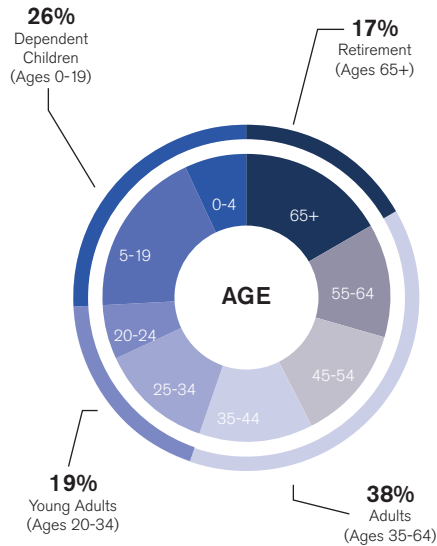
POPULATION GROWTH

39,100 → 48,900
2000 2017

+25%

The **City of Columbus** is seeing an **increase in population**—although growth has slowed down since 2010.

AGE DEMOGRAPHICS



HOME OWNERSHIP

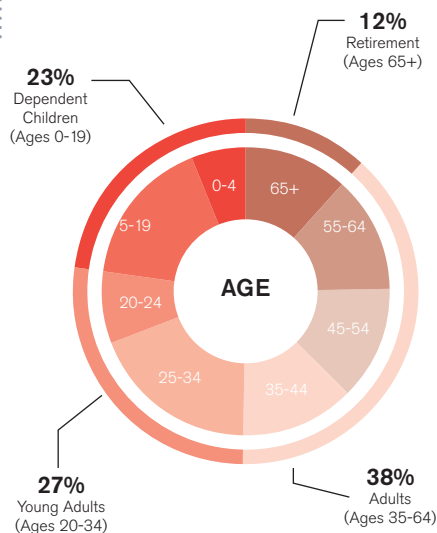
61%
Owner
Occupied

39%
Renter
Occupied

3,100 → 3,200
2000 2017

+2%

Downtown Columbus has only seen **marginal population growth** between 2010 and 2017.



34%
Owner
Occupied

66%
Renter
Occupied

Compared to the city as a whole,
Downtown houses a higher proportion of young adults.

In contrast to households in the City, County, and the Indianapolis MSA,
Downtown residents are primarily renters.

RESIDENTIAL OPPORTUNITY

The project team conducted a market analysis process which identified **demand for increased housing opportunities** both in and near the downtown. The analysis determined a shortage of mid-price point housing and the capacity of infill development and existing home renovations to fulfill these demands.

Downtown's residential population has showed sluggish growth and has not reflected the robust employment growth or substantial multi-family and single-family development in the city and region.



Demand exists for new multi-family and single-family housing, given the right price-point, product, and amenities.

The **limited inventory of quality multi-family developments has performed well**, but has been sensitive to employment conditions and has required public subsidies to be financially feasible.



The latent demand for quality housing, including multi-family rentals, presents an opportunity, but any **new development will likely require public incentives** and must be phased carefully with other developments.

Households seeking starter homes move to communities outside Columbus due to the lack of available quality products.



Infill development and renovations to existing housing stock can incrementally add new units and population, and improve perceptions of downtown. Financing and developer interest may be challenging.

\$190,000 - \$225,000

Target Home Price

Note: Jackson Street Condos most recently sold in 2015 for \$245,000 - \$289,000 * (Zillow)

* Assumes 20% down, 30-year fixed mortgage, 4.6% interest rate, 1.2% property tax rate



\$1,000-\$1,200

Monthly Housing Expense*

33%

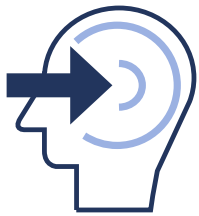
Percent of Income Dedicated to Housing

\$55,000 - \$63,000

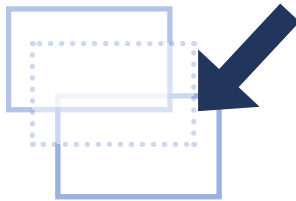
Income-Qualified Household

Envision Columbus tested a townhouse concept in the \$190,000 to \$225,000 range to respond to competitive for-sale housing prices in the City.

Residential housing opportunities have the capacity to **improve perceptions of the downtown environment**, increase downtown activity and **create demand and support for future development opportunities**.



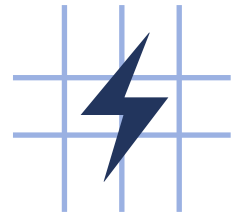
Improve perceptions of downtown



Add “missing middle” housing



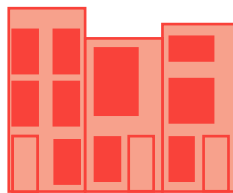
Increase downtown residential population and spending power



Catalyze downtown investments



Online survey respondents said revitalization programs (e.g. new housing) are the second most needed improvement downtown.



Public meeting attendees indicated that new mid-level density housing stock (townhomes) would most benefit near-downtown neighborhoods.



Residential reinvestment strategies were identified as the second most supported catalytic development project in public input.

Throughout the Envision Columbus plan, the community repeatedly expressed interest in housing revitalization programs and new housing stock at **mid-level density and price points**.

FUTURE CAPACITY

LONG TERM ROLE:

The market analysis and public engagement process identified that Columbus has a limited supply of homes available between \$175,000 and \$250,000. Additionally, the plan recognizes that the homes that are available in this price range are generally **smaller and older** than those available in neighboring communities. The plan seeks to adapt to these conditions by integrating opportunities for housing rehabilitation and infill to support this demand. Products that meet this demand include rehabilitated stand-alone single family homes and zero-lot-line townhome products. Infill developments can be integrated into underutilized parcels currently serving as surface parking, **activating the transition zone** between residential neighborhoods and the downtown core. Envision Columbus developed a **Townhome Pilot block** and **Single Family Residential Neighborhood Strategy** to test the capacity of the market to respond to these housing typologies.

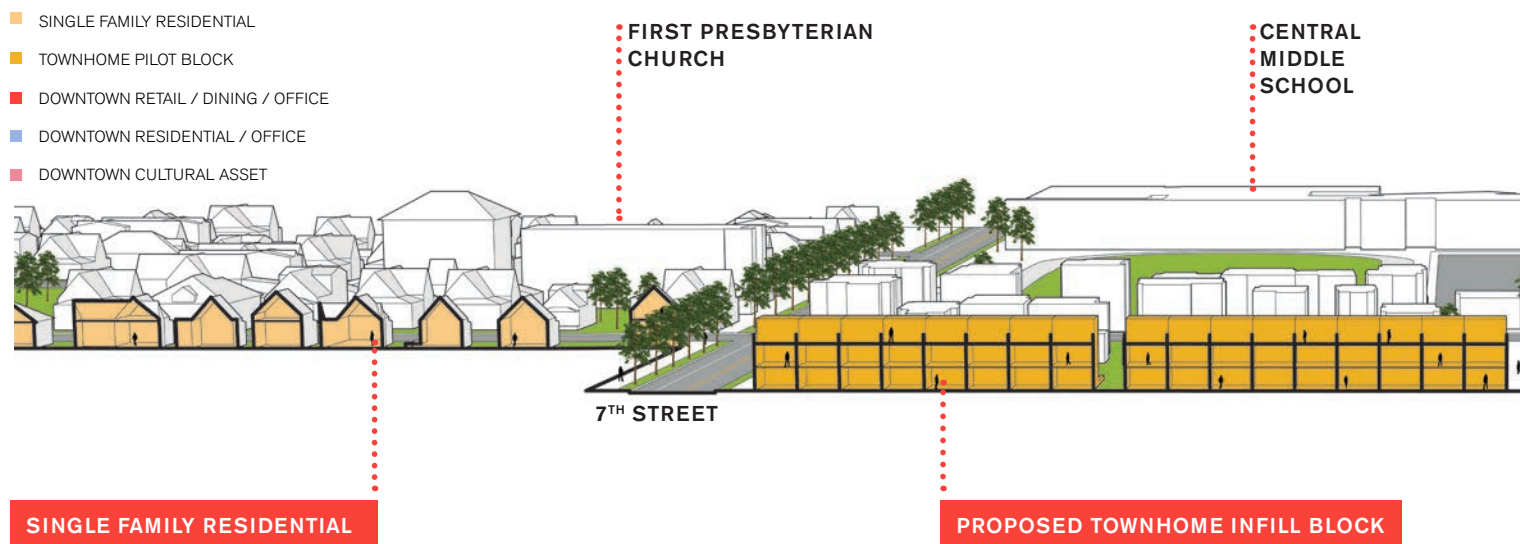
To respond to growing demand for downtown living opportunities, the near-downtown has capacity to actively transform underutilized parcels as opportunities for residential development and supporting uses. This downtown zipper zone offers capacity for mid-density housing including townhome typologies. Ultimately this zone should focus on creating opportunities for residential growth and supporting infrastructure and assets including townhome typologies of varying densities.

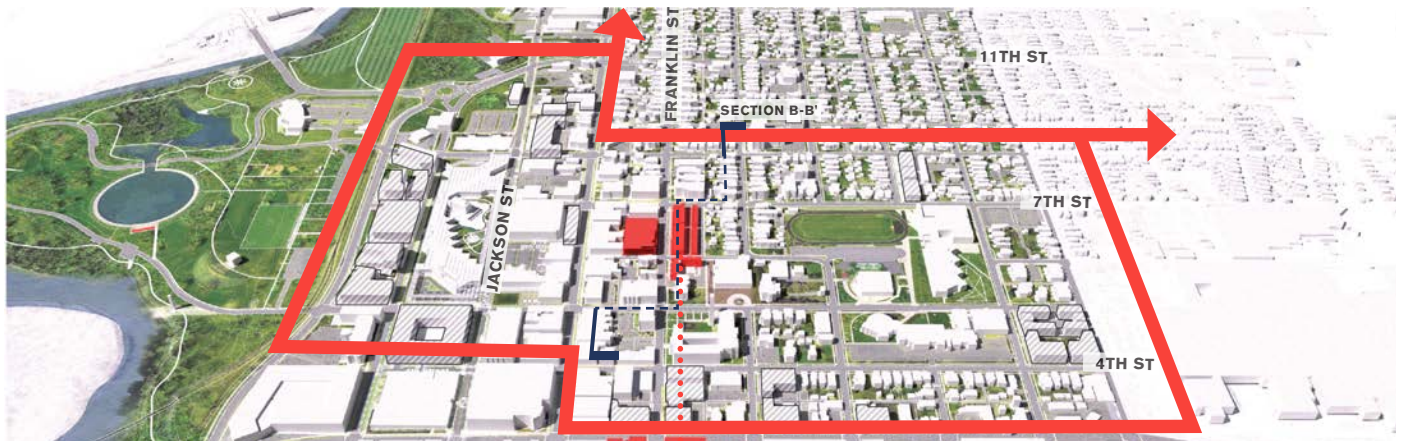
RESIDENTIAL	OFFICE / RETAIL	SUPPORT
<ul style="list-style-type: none"> Townhome / Condominium Development Apartments over Retail Single Family Residential 	<ul style="list-style-type: none"> Neighborhood-Oriented Retail Neighborhood Amenity Spaces Food and Beverage Office 	<ul style="list-style-type: none"> Structured Parking Public Open Space Park Connections Community Spaces

RECOMMENDED LAND USE

The downtown core has the capacity to support **increased population density** through the addition of diverse residential development typologies, including townhome, condo, and apartment units over existing retail establishments. By increasing the residential capacity of the downtown periphery, the spectrum of retail, dining, and performance environments will be better served by greater immediate population density. This increased density will require the **support of additional structured parking and public open space infrastructure**.

LAND USE & CAPACITY (B-B')





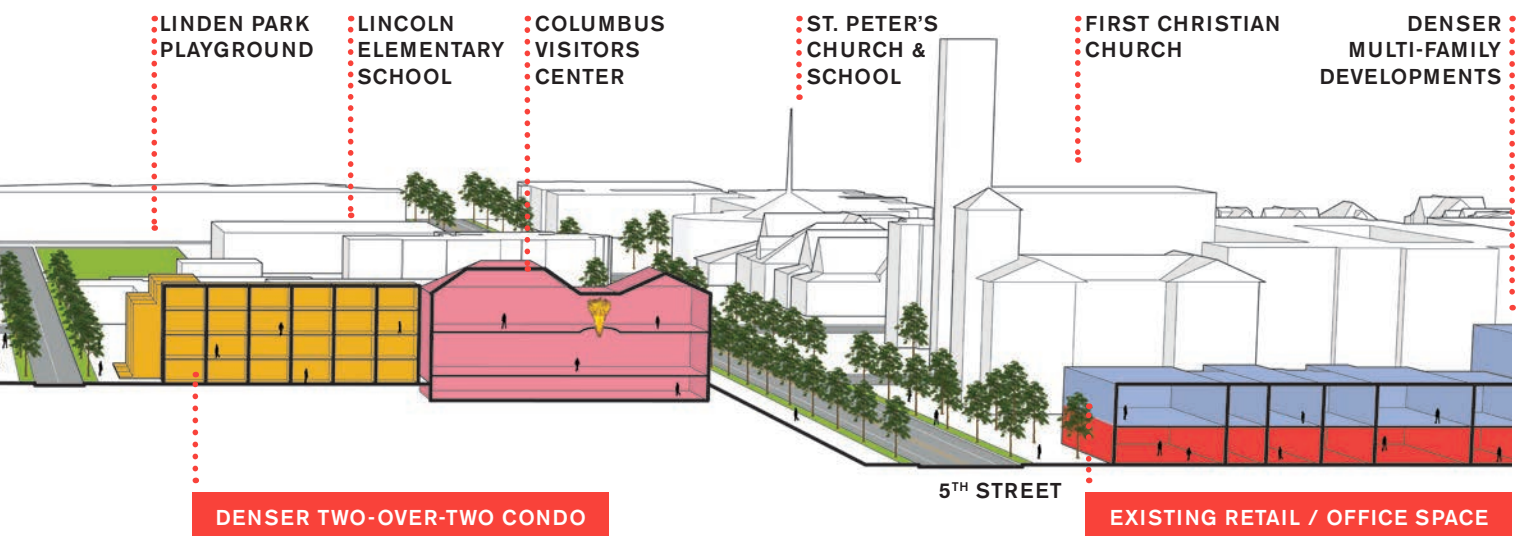
/// FUTURE DEVELOPMENT CAPACITY

TOWNHOME PILOT

GENERAL CHARACTERISTICS:

Development should be complimentary to surrounding built form and architectural expression and promote efficient landuse strategies appropriate for the zipper zone. Infill development should respond to the existing context with appropriate scale relative to both the downtown core and established residential neighborhoods. Streetscape improvements with a focus on walkability should be implemented in conjunction with all new development.

Within established residential neighborhoods, existing architectural typologies should be celebrated in rehabilitation and infill efforts. Designs should maintain key architectural scale and styles, and consider opportunities to integrate contemporary typologies.



TOWNHOME PILOT BLOCK

BEFORE



The location along Franklin between 6th and 7th promotes infill housing close to the downtown core, promoting access to cultural assets and downtown amenities and activating transitional areas between single family neighborhoods and downtown core.

PLAN ROLE & IMPACT:

To attract new residents, Downtown needs **greater diversity of housing products across different price points and densities**, especially to compete with nearby suburban comparable products. Infill development and renovations to existing housing stock can incrementally add **new units and population** and **improve perceptions of downtown**. A Pilot Townhome Block development could provide a quality housing product that includes new amenities and meets the target price point of buyers who seek downtown, urban living. Although a subsidy would likely be required for a pilot project, the development will provide a proof of concept and attract developers accustomed to building an urban product type in cities like Indianapolis. In addition, this pilot project would **fill the “missing gaps”** in the downtown landscape and built form and create a continuous active pedestrian experience.

By increasing opportunities for housing within the downtown core this project will promote downtown living and shift perceptions on the quality and character of the "Zipper Zone" housing.

AFTER



SITING & DESIGN

The Townhome Pilot Block works within the concept of the "Zipper Zone" to promote increased density adjacent to the downtown. The strategy promotes infill in underutilized areas immediately adjacent to the downtown core with housing opportunities at a scale and price point which are currently challenging to find in the Columbus market. As the population immediately adjacent to the downtown increases, the **activity in downtown and demand and support for corresponding retail and dining opportunities will increase.**

It is important that the townhome development is **located close to the downtown core** and is designed with scale, form, and materiality appropriate to its downtown context. The capacity for current or future integration of **Accessory Dwelling Units should be considered to provide opportunities for additional density at diverse price-points.**

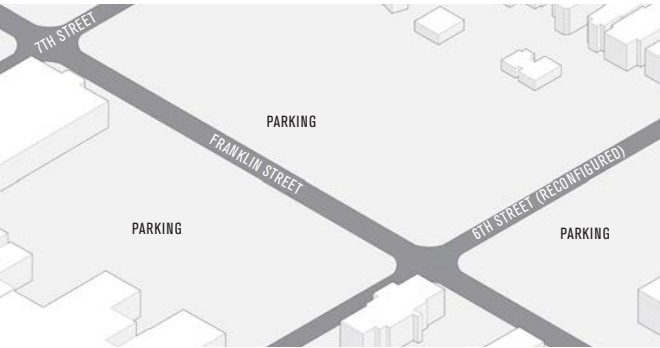
STREETSCAPE IMPROVEMENTS

Streetscape improvements along Franklin and 6th Street will improve connectivity, aesthetics and neighborhood character. The re-establishment of 6th Street between Franklin and Lafayette will promote easy access between the development and the downtown.

The parking structure likely needed to make the townhome site available should be constructed with consideration for its impact on the pedestrian experience, with a focus on integrating active uses at the ground floor. Artistic articulation of parking garage facades and creative programming should be encouraged to promote the dynamic visual character of the area and serve as iconic components of the downtown.

TOWNHOME PILOT BLOCK

PRE-PHASE 1



- 6TH STREET STRAIGHTENED

PHASE 1 GARAGE ENABLING PROJECT



- TOTAL GSF: 139,200, PTL. FOR 14,800 SF ACTIVE GROUND FLOOR
- APPROX. 355 PKG. SPACES

PHASE 2 TOWNHOUSE CATALYST



- 18 UNITS W/ GARAGES
- POTENTIAL FOR ADDITIONAL 695 SF ADU ABOVE GARAGE

PHASE 3 + MISSING-MIDDLE HOUSING



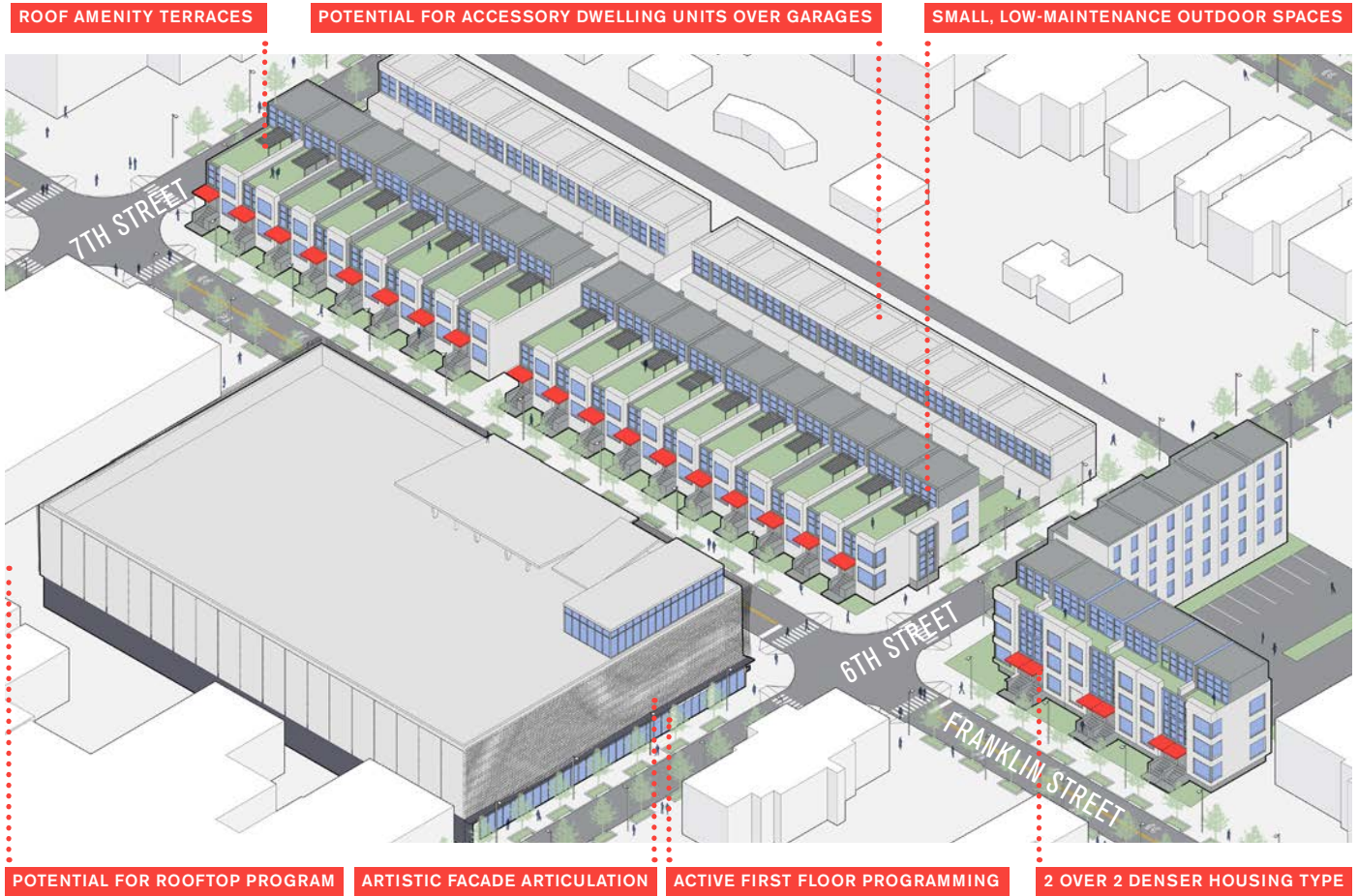
- DENSER HOUSING TYPE TOWARDS URBAN CENTER (MULTI-LEVEL TYPOLOGY ILLUSTRATED)

Envision Columbus evaluated the city-owned parking lots between 6th and 7th Streets along Franklin Street as a prospective opportunity for a Pilot Townhome Block. This strategy requires a **phased approach** led by initial enabling infrastructure improvement strategies to replace existing surface parking and re-establish the urban grid along 6th Street.

The proposed parking garage utilizes an existing parking lot to fully serve downtown cultural assets and create capacity for future townhomes. Following parking replacement, the available land allows for eighteen townhomes to be developed on the adjacent lot, each with capacity for garages and outdoor spaces to respond to market demands. The site also supports capacity for future accessory dwelling units to diversify housing offerings and promote increased density. In the future, denser stacked condos can be implemented south of 6th Street to further integrate opportunities for density in the downtown.

EXST. PARKING SUPPLY	EXISTING PEAK (11 AM) DEMAND <small>*Per 2013 Parking Study</small>	PROPOSED DEVELOPED SF/UNITS	PROPOSED PARKING	EXPD ADDL DEMAND	DEMAND DIFF	POTENTIAL SHARED PARKING OPPORTUNITY
261 Spaces	183 (70% Percent of existing lots occupied at peak demand) <small>*Per 2013 Study</small>	Townhouse (18 Units) Retail 14,800 SF	390 (Enabling Garage and Townhome Garage Units)	63 Spaces	+144 Spaces (Proposed parking - exst. demand- expd demand)	On-site parking will satisfy demand. Potential availability of off site parking supply could eliminate need for Enabling Garage.

◀ The adjacent chart outlines existing city-owned surface parking supply. With the development of an enabling garage, on-site parking opportunity will surpass demand. It is possible that joint-relationships with existing parking owners could be reached to reduce (possibly entirely) the necessary capacity of an enabling garage and reduce total project cost.



IMPLEMENTATION RECOMMENDATIONS

In order to begin the process of implementation, a **detailed study of parking demand and capacity** should be pursued, evaluating the capacity and utilization of existing public and private parking infrastructure. See the adjacent parking supply chart.

Developers with experience constructing housing product of appropriate character and density should be solicited for qualifications. A competitive process should be engaged to ensure an appropriate development team is selected with capacity to most successfully implement the project. This process should involve negotiations to ensure that the end product meets **key requirements** defined by the city, including a **final, per-unit price range and requirements for owner-occupancy**.

Consideration for a potential conversion of Franklin Street to accommodate two-way traffic should be acknowledged as implementation strategies and design efforts are advanced. Infrastructural improvements should be made to promote pedestrian access and streetscape character. This project will be most beneficial if implemented in conjunction with the re-

establishment of 6th Street between Franklin and Lafayette Streets. This reconfiguration will promote access to parking opportunities and residential neighborhoods and allow direct connections to the alley network which can leverage cycle traffic, potential Accessory Dwelling Unit access and utility use.

Designs should be vetted to ensure that they celebrate the urban character, form, and quality that define Columbus. Development teams should engage a collaborative design process, considering **inventive architectural strategies including a potential design competition** or engagement of up-and-coming design teams. Modular construction and inventive materiality or technologies to achieve high-quality product and reasonable costs should be considered.

In order to meet the desired price range requirements, **a subsidy would likely be required for a pilot project**. However, as a proof of concept, the pilot could attract more development to the area, including developers accustomed to building a similar product in nearby cities.

TOWNHOME PILOT BLOCK

ARTISTIC ARCHITECTURAL SCREEN FOR GARAGE

Celebrate facade as dynamic architectural component.



RAIN GARDENS + STREET TREES

Improve neighborhood aesthetic and ecological services.



ACTIVE FIRST FLOOR W/ PARKING GARAGE ABOVE

Engage the streetscape and provide neighborhood services.

RECONFIGURED 6TH STREET

Improve the streetscape experience, safety and neighborhood aesthetic.

ROOF TERRACES

Activate streetscape and provide amenity space.

GARAGES (ALLEY ACCESS)

Appeal to market demands and provide potential for accessory dwelling units.



RECONFIGURED FRANKLIN STREET

Improve pedestrian and cyclist safety and promote options in vehicular traffic.

OUTDOOR SPACES/YARDS

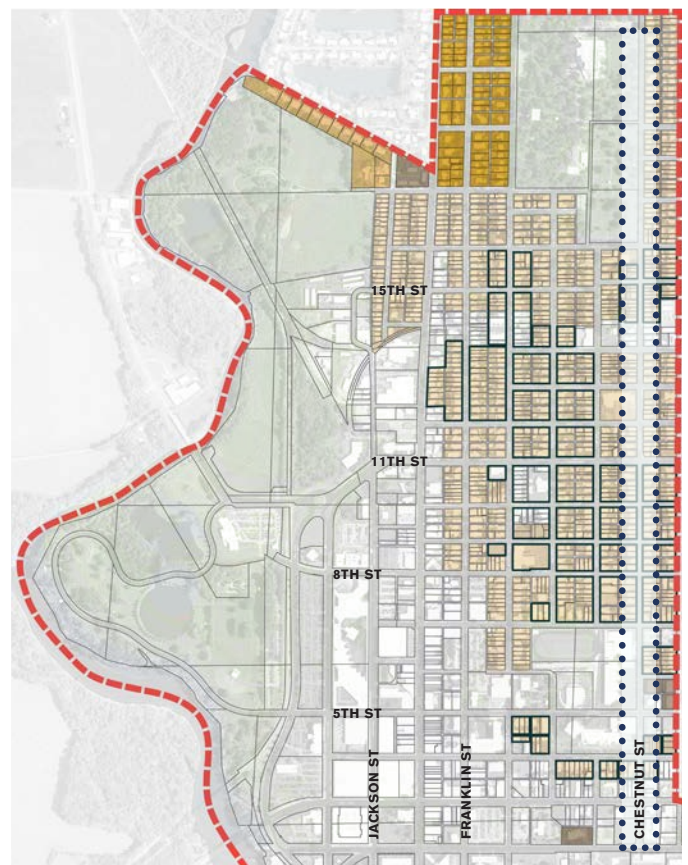
Respond to market demands and provide key amenity to attract buyers.

SINGLE FAMILY RESIDENTIAL

A consistent theme heard during stakeholder outreach meetings was the need for higher quality housing options available for owner occupancy at competitive price points. Homes downtown are smaller than what is available elsewhere and many are in poor physical condition, reducing their appeal relative to nearby suburban options. Renovation and expansion of existing homes would enhance the appeal of existing housing stock and neighborhoods. New ground-up construction on vacant lots or on lots where the cost of rehabbing existing structures exceeds that of demolition and construction would expand opportunities for owner occupancy in quality housing at mid-price points. Subsidy would likely be required for this program, as the cost of site acquisition and renovation would exceed the achievable sale price given the availability of existing comparable housing product.

EXISTING ZONING

- RESIDENTIAL: SINGLE FAMILY 1 (RS1)
 - Maximum Gross Density
 - 2.5 Dwelling Units per Acre
 - Maximum Lot Coverage 30%
 - Maximum Height Primary Structure - 40 feet, Accessory Structure - 25 feet
- RESIDENTIAL: SINGLE FAMILY 4 (RS4)
 - Maximum Gross Density 7 Dwelling Units per Acre
 - Maximum Lot Coverage 45%
 - Primary Structure - 40 feet, Accessory Structure - 25 feet
- RESIDENTIAL: MULTIFAMILY (RM)
 - Maximum Gross Density 25 Dwelling Units per Acre
 - Maximum Lot Coverage 65%
 - Maximum Height Primary Structure - 45 feet, Accessory Structure - 35 feet
- RESIDENTIAL: ESTABLISHED (RE)
 - Maximum Lot Coverage equal to the highest percent coverage of any legal lot of record within 300 feet of the subject property or 75%, whichever is greater.
 - Maximum Height Primary Structure - 45 feet, Accessory Structure - 35 feet
- MIXED DENSITY NEIGHBORHOOD OVERLAY BOUNDARY (MX-OL)
 - All land uses shall be permitted, prohibited, or conditional consistent with the provisions of the underlying zoning district, with the following exceptions, which shall be permitted regardless of the underlying zoning:
 - a. Dwelling, two-family, and
 - b. Dwelling, multi-family



The planning process contemplated a pilot corridor of Chestnut Street between 3rd and 22nd Street to gather statistics and help define a prospective incentive program for Rehabilitation and Infill.

Chestnut Street was selected because homes are diverse in architectural character and condition and comparable to many other neighborhoods in Columbus. **68% of properties in the pilot corridor are rentals.**

NEIGHBORHOOD OPPORTUNITIES

Disinvestment patterns in residential neighborhoods have been perpetuated as demands for affordable housing are met by near-downtown single-family neighborhoods. Single family homes converted to multi-family apartment dwellings in some cases have resulted in **compromised living conditions and challenge civic infrastructure**. These investment properties have deep roots and the prospect of change has been met with significant resistance.

In an effort to promote opportunities for equitable living and leverage residential neighborhood fabric to support increased investment, homeownership and appropriate density should be encouraged with consideration for an **incentive program for single family home reinvestment**.

A program would celebrate the architectural diversity of the single-family homes as an asset while strategically integrating opportunities for appropriate multi-family conditions and greater density. This transition will ultimately benefit all citizens by promoting equitable housing for all income levels, improving perceptions of near-downtown neighborhoods, and supporting increased amenities and activity levels in the downtown core.

Accessory Dwelling Units should be promoted to further diversify available housing typologies and maintain a range of residential offerings throughout the near-downtown area.

MIXED DENSITY ZONING OVERLAY

The study area is challenged by a **Mixed-Density Zoning Overlay (MX-OL)**. This overlay has its roots in increased housing demands associated with Camp Atterbury during WWII.

This overlay was "intended to maintain the investment potential of specific neighborhoods in the City of Columbus in a manner consistent with regulations established by the previous zoning ordinance. The Zoning Ordinance adopted on August 30, 1971 included these neighborhoods in zoning districts that permitted single, two, and multi-family residential uses. These are urban neighborhoods with a long history of mixed-density residential uses. These neighborhoods contain primarily single-family homes, but have experienced conversion of many such homes to multi-family apartment houses since the 1940s. These neighborhoods are provided with a full range of urban infrastructure and are presumed to be capable of supporting this mixture of density. The MX-OL district is intended to provide property investors with the continued ability to create two and multi-family apartment homes.

This district is further intended to **facilitate future discussion** of the issues associated with this variety of residential uses, including parking, trash removal, and other side-effects of increased density."¹

This plan acknowledges that the **Mixed Density Zoning Overlay has outlived its purpose and should be removed. Conditional zoning approvals of appropriate multi-family use at varying scales should be encouraged** with code enforcement to ensure appropriate living conditions are maintained.

EXISTING CONDITIONS



There is a substantial inventory of single-family homes in Downtown in need of renovation and repairs.



Near-downtown single family residential homes are typically 1,100 SF with 2 bedrooms and one bath which are small for families, and not price competitive with the surrounding area.



Vacant and/or underutilized lots in Downtown also present an opportunity for new infill residential development.

¹ Columbus Article 4 Overlay Zoning Districts, 4.6 - Mixed Density Neighborhood (MX-OL)

PILOT INCENTIVE PROGRAM

Downtown neighborhoods will benefit significantly from investment in single-family housing opportunities. These investments can be prompted by promoting both infill and rehabilitation and **opportunities for owner occupancy in quality housing at middle-price points**. This segment outlines an approach to developing a potentially public-administered and funded program that will help to bridge funding gaps and promote homeownership.

A publicly-administered and funded program would:

- Encourage **infill development** and **rehab of single-family homes** by property owners on privately-owned lots
- Promote **revitalization** and **homeownership** among single-family homes in Downtown
- **Increase quality supply** to respond to the “missing middle” housing challenges



EXISTING HOME
1,280 SF house



MODERATE ADDITION
1,280 SF house -
Add 1 BR, 1 Bath,
+250 SF



SIGNIFICANT ADDITION
1,280 SF house -
Add 2 BRs, 1.5 Bath,
+440 SF



NEW CONSTRUCTION
3 BR, 2.5 Bath,
1,400 - 1,800 SF

LIGHT	MEDIUM	HEAVY	NEW CONSTRUCTION
Interior renovation includes replacing interior finishes and home appliances and some minor exterior condition and aesthetic improvements (e.g., window repairs, roof patches)	Interior renovation includes partial demolition, renovation, and reconfiguration of spaces, with new home appliances. Exterior improvements include condition and aesthetic improvements such as paint, partial window replacement, roof repair, and landscape improvements. The moderately sized addition should conform with both interior and exterior improvements.	Interior renovation includes full interior gut and replacement of home appliances plus all MEP (Mechanical, Electrical & Plumbing) systems. Exterior improvements include full window replacement, full roof repair and full landscape and hardscape replacement .	New traditional or contemporary style 2-story, 1,400 - 1,800 SF home with 3 bedrooms, 2 bathrooms and rear access to a 400 SF two car garage .

To develop pilot program recommendations, the project team evaluated a range of additions, new construction and renovation scopes for homes in a range of conditions. A series of assumptions were established to assist in determining the level of subsidy that would be necessary to assist homeowners and private builders to make strategic investment in downtown neighborhoods. By integrating opportunities for both **rehabilitation** (including moderate and significant additions) and **new construction** of both contemporary and traditional architectural styles, the strategy considered necessary steps to serve both existing and future residents.

	Requires Financial Assistance	Requires Technical Assistance	Requires Return on Investment	Meets Program Goals?
<i>Prospective Home Buyer</i>	●	●	◐	●
<i>Existing Home Owner</i>	●	●	◐	●
<i>Private Builder / Developer</i>	◐	○	●	◐
<i>Investor</i>	◐	○	●	○

○ No ◐ Partial ● Yes

PROSPECTIVE FUNDING RECIPIENTS

Potential funding recipients have distinct financial needs and return requirements, and contribute in different ways to the proposed program goals.

Based on their high return requirements, **investors are not expected to be the primary recipients of funds for renovation projects, but may be best positioned to lead ground up construction.**

While mission-driven builders are more likely to participate if incentives are tied to the lower returns, private builders or developers – regardless of mission – would be eligible provided they commit to a requirement that the home be sold to a homeowner within a defined period of time.

PILOT INCENTIVE PROGRAM



Image: Ken Hunt, Home Security

A **rehabilitation program** should leverage the expertise of organizations and entities currently involved in single family home improvements in the City.

Applicants

Individual prospective homeowners, or private builders/developers (organizations or individuals) committed to complying with program requirements.

Program Implementation Roles

Administration: **ARa**, the **Administrative Resources Association** is an existing government owned non-profit organization and would serve as program administrator and grant conduit

Technical Expertise: **City** would expedite approvals and maintain a list of contractors

Construction: **Funding recipients** would be responsible for construction

Marketing: **City, with ARa**, would lead marketing of program to prospective applicants

Oversight & Enforcement: **ARa** would work with **City** to ensure owner occupancy is maintained; **City** would lead code enforcement

Funding: Grants (structured as forgivable deferred debt or a restricted grant) for the acquisition and renovation of an existing home deemed to be in "average" or worse condition could be provided.

Recommended Program Requirements:

- Funds should be matched on a 1:1 basis from the homeowner or private builder
- Home must be improved to exceed a market value of \$150,000
- Home should be sold to a homeowner within a defined period of time (private builder requirement)

Home Owner - General Requirements

- Prospective homeowners should have the option to go through a pre-approval process (prior to home purchase) to ensure availability of funds.
- Homeowners should attend a technical training session on topics, such as bidding, contracts, overseeing renovations, and obtaining financing.
- Homeowners should live in the home for a minimum of three years. For each year the homeowner remains in the same home, a fixed percentage (33%) of the debt would be forgiven.

Private Builders - General Requirements

- Private builders should register with ARa and undergo a screening application process. Alternatively, ARa could maintain an option to buy the property if the property is not sold to an owner occupant within a two-year period. New homeowners should sign an agreement with ARa to stay in the home for at least three years, with the ARa having the right of first refusal to repurchase should the owners move within that period. ARa alternatively would share in the profits of resale according to a vesting schedule.



Image: Tony Valanis, Indianapolis Monthly

A **new construction program** should be led by a non-profit organization or private builder with the capacity to take on development.

Applicants

A designated non-profit or community development corporation, such as the Southern Indiana Housing Community Development Corporation (SIHDC), with the in-house expertise to oversee ground up construction programs.

Program Implementation Roles

Administration: ARa, the Administrative Resources

Association is an existing government owned non-profit organization and should oversee distribution and monitoring of funds and establish qualified buyer criteria in consultation with the City.

Technical Expertise: Designated organization should maintain expertise in-house, and provide appropriate counseling to prospective buyers

Construction and Site Acquisition: Designated organization should oversee acquisition of vacant land through tax foreclosure and targeted purchases. **City and County** should provide surplus land as appropriate. Designated organization should also be responsible to bid out construction.

Sales: Local real estate brokers should facilitate sales to qualified buyers.

Funding: Potential availability of structured grants.

Enforcement Mechanism

- Lots developed under the program should have a restrictive covenant placed on them requiring owner occupancy, with the City or County overseeing enforcement.
- Alternatively, ARa should have right of first refusal to repurchase developed properties.

Additional Support

- Determine Pilot Size
- Test broader market appetite for the program with a target pilot size of 10 – 15 homes.
- Develop Marketing Strategy
- Partner with local employers to improve housing options in downtown for employees.
- Seek financial sector partners to line up the program with potential loans.
- Provide Technical Assistance
- Educate homeowners on financing, construction management, and renovation/ new home design.

Potential Funding Sources

- Private Foundation or Company
- City/County Economic Development Funds
- HOME/CDBG

NEIGHBORHOOD GUIDING PRINCIPLES:

A single family residential reinvestment program should meet market demands, celebrate architectural heritage, and encourage home ownership. A single family residential reinvestment incentive program should highlight **key requirements and strategies** to ensure that investments increase the capacity of the neighborhood to meet market demands and celebrate the unique Columbus architectural heritage. The following guidelines should be considered for inclusion in the program to **guide existing home renovations and new construction homes**;

- Rehabilitate existing homes and infill complementary new construction where appropriate
- Strengthen community connections and downtown neighborhoods appeal
- Elevate neighborhood aesthetics
- Promote a walkable and sustainable neighborhood
- Respond to the unique sense of place of Columbus
- Utilize and activate assets such as alleys and open spaces



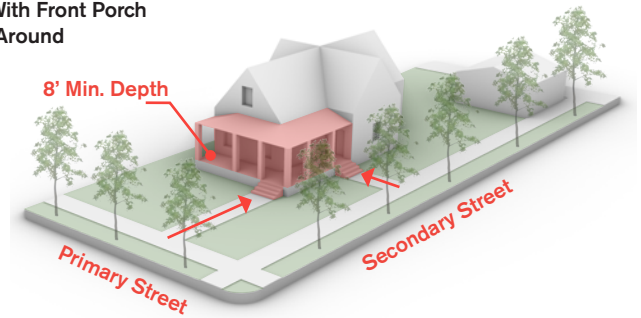
FRONT PORCHES

FRONT PORCHES

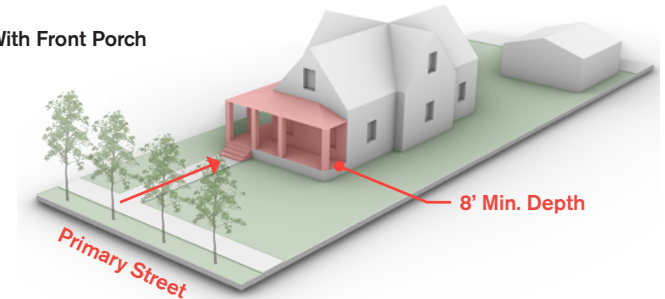
- Front porch should be added if missing
- Porches that have been enclosed with previous renovations should be rehabilitated as an outdoor, covered porch
- Should be able to accommodate seating; 8' min. width encouraged
- Should face the primary street
- Corner lots should respond to primary and secondary streets
- All new construction homes should include a covered, occupiable front porch
- Should consider railings to complement the architectural character of the home

RECOMMENDED

Corner Lot With Front Porch That Wraps Around

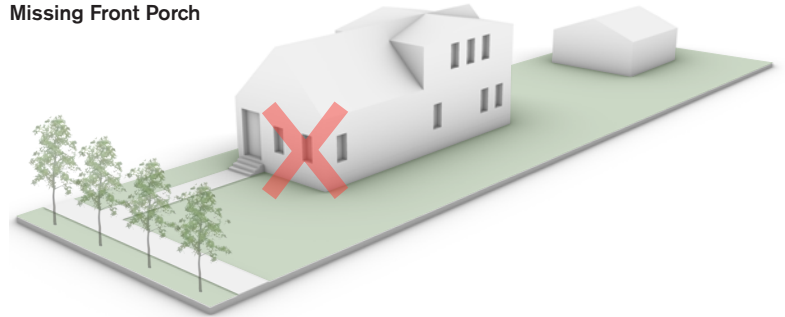


Typical Lot With Front Porch

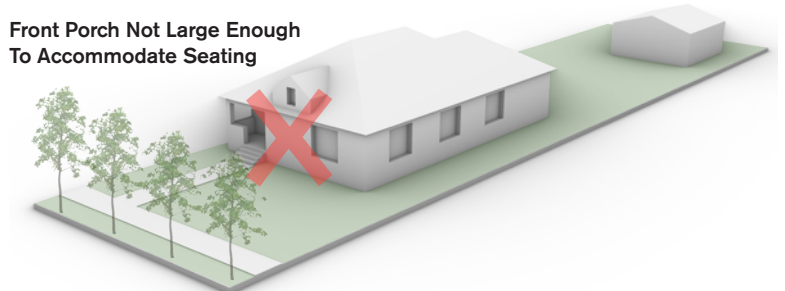


NOT RECOMMENDED

Missing Front Porch



Front Porch Not Large Enough To Accommodate Seating



FACADE IMPROVEMENTS

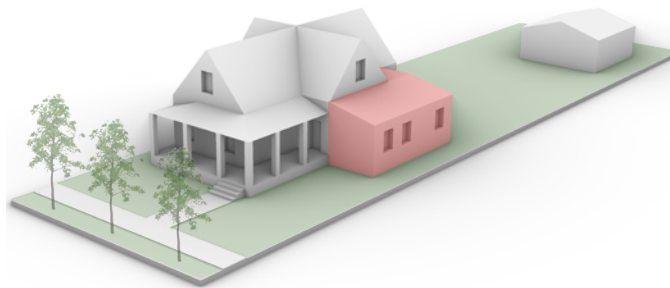


Image: <http://homedesignamerica.com>

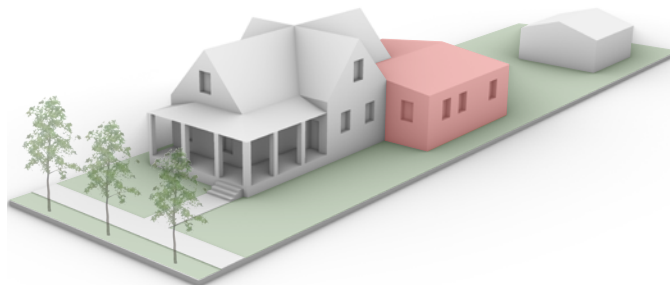
- Complementary material pallet should be utilized for façade improvements, and original materials should be considered
- Natural materials such as brick and masonry, wood, cement, etc. should be used
- Facades and windows of new additions should match the original home in terms of material, color, size, style and texture as closely as possible
- Trim or original detailing should be maintained, restored, or replaced
- Trim or detailing not original to the home, inconsistent with original home style, should be removed
- New trim or detailing should match the material, color, size, and style of existing or original trim
- Should consider complimentary window placement and overall window facade composition
- Replacement windows or new windows should be consistent in style with original windows
- Locate front door location and entry sequence directly from primary street

ADDITIONS ON EXISTING HOMES:

Moderate Addition



Significant Addition



- Should preserve form and architectural intent of the original home
- Should be located at the side or rear of home
- Scale of addition should not overwhelm the original home
- New additions/wings should be smaller in scale than original home and complement overall built form
- New dormers or roofs should be complementary to existing roof form
- Refer to zoning regulations for lot coverage, setbacks, and height regulations

GARAGES AND ALLEY SERVICE

GARAGES

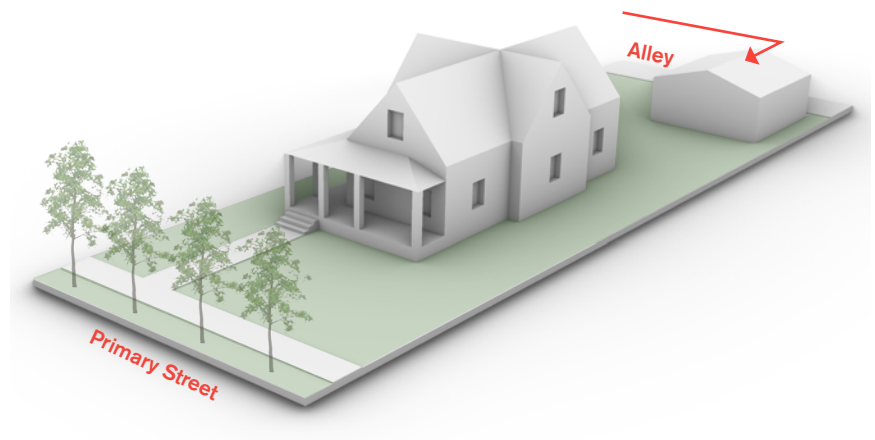
- Vehicular access should be from an alley where an alley is present or a side street where not present
- No primary street curb cuts should be permitted
- Garage facade and design should match primary residence

ALLEY SERVICE

- Where an alley is present, a garbage enclosure should be built to accommodate alley trash service (See connectivity section of plan)
- Garbage enclosures may be incorporated into garage structure or independent

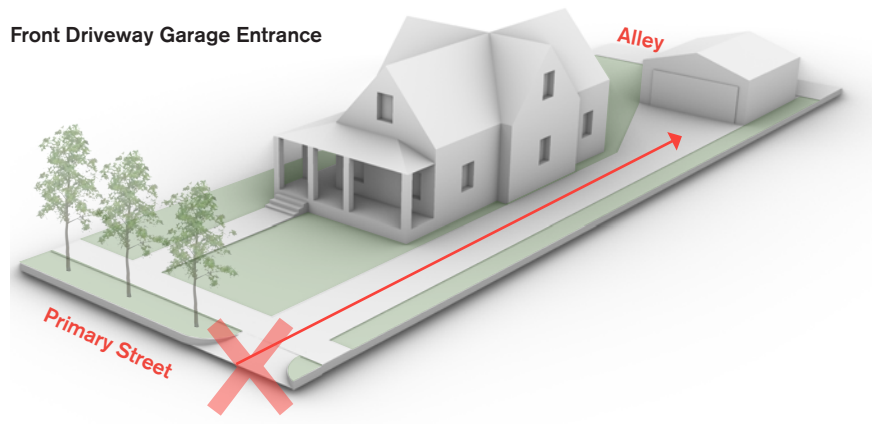
RECOMMENDED

Alley Garage Entrance



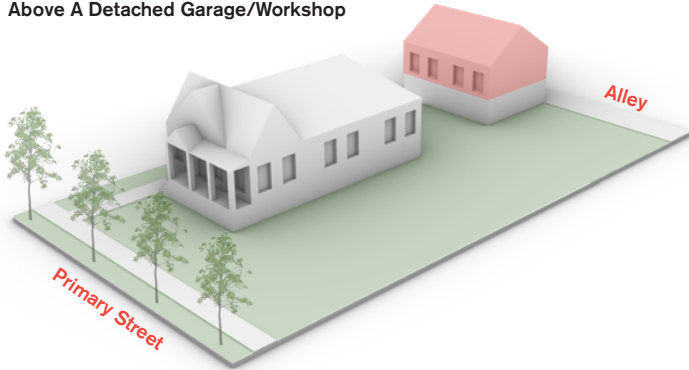
NOT RECOMMENDED

Front Driveway Garage Entrance



ACCESSORY DWELLING UNITS:

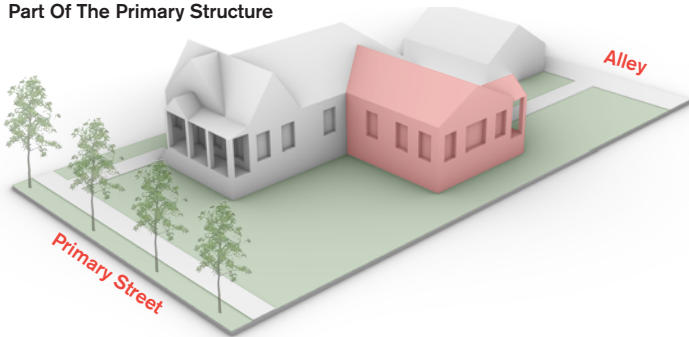
Above A Detached Garage/Workshop



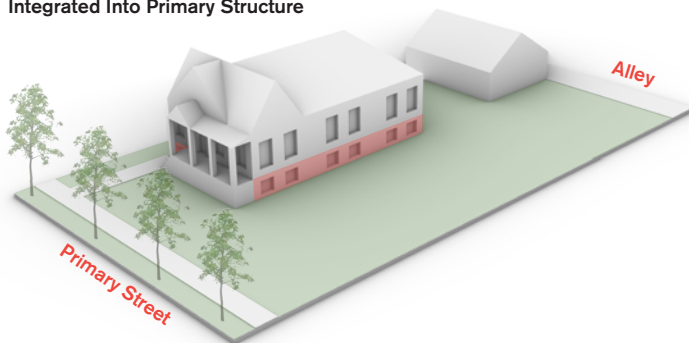
Accessory dwellings are a conditional accessory use under current zoning (RE) and **should be encouraged**.

- Can be integrated into the primary structure, attached to the primary structure as an addition, or located above a detached garage or workshop
- The living area of any accessory dwelling shall not exceed 800 square feet or an amount equal to 65% of the primary residence, whichever is less. Except, however, that no accessory dwelling shall be less than 500 square feet in living area
- Refer to zoning for additional regulations

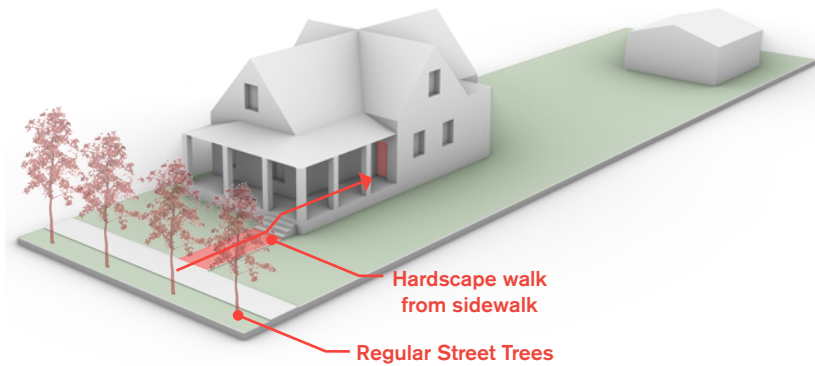
Attached To And Designed/Constructed As Part Of The Primary Structure



Integrated Into Primary Structure



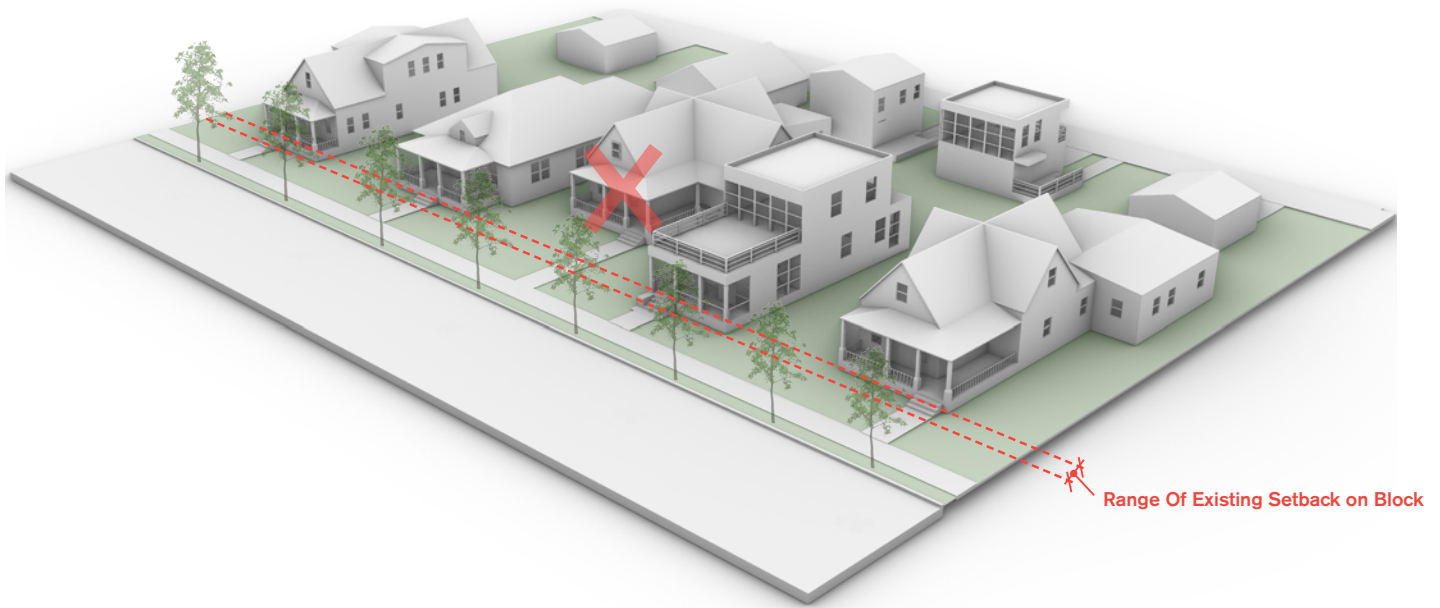
INFILL SITING & DESIGN CONSIDERATIONS



ORIENTATION, ENTRY & LANDSCAPE

- Front landscape should include a hard surfaced walk from public sidewalk to front porch
- Front door entry should directly address the primary street
- Front yard fencing is discouraged
- Consistent street trees

New Construction Front Facade Or Porch Should Align With Existing Block Setbacks



SITING

- Front façade or front porch of new home should align with the existing setback of homes within the same block. New homes should not be any further away from the street or closer to the street than existing homes on the same block. Any homes on the block with extremely different setbacks from other homes should be discarded as precedents.
- All garages should be accessed from the alley and should conform with existing setback of similar rear structures
- Refer to zoning regulations for specific setback regulations

ORIENTATION

- Homes should face primary streets with front elevation and entries
- Homes on corner lots should also address the secondary street

MASSING

- Form and massing should complement the existing residential block
- Market analysis indicates that a ~1,400 -1,800 SF home is in demand in the current market
- 1-2 levels would be appropriate scale for the current market and residential context

INFILL TRADITIONAL ARCHITECTURE



New construction traditional homes should **reflect the prevalent architectural typologies** found in the neighborhood with defining characteristics.

BUNGALOW HOME DEFINING CHARACTERISTICS:

- Low-pitched roof, gabled or hipped
- Deep eaves with exposed rafters
- 1, 1.5, or 2 stories
- Dormers, shed, hipped or gabled
- Large covered front porches with substantial columns under extension of main roof

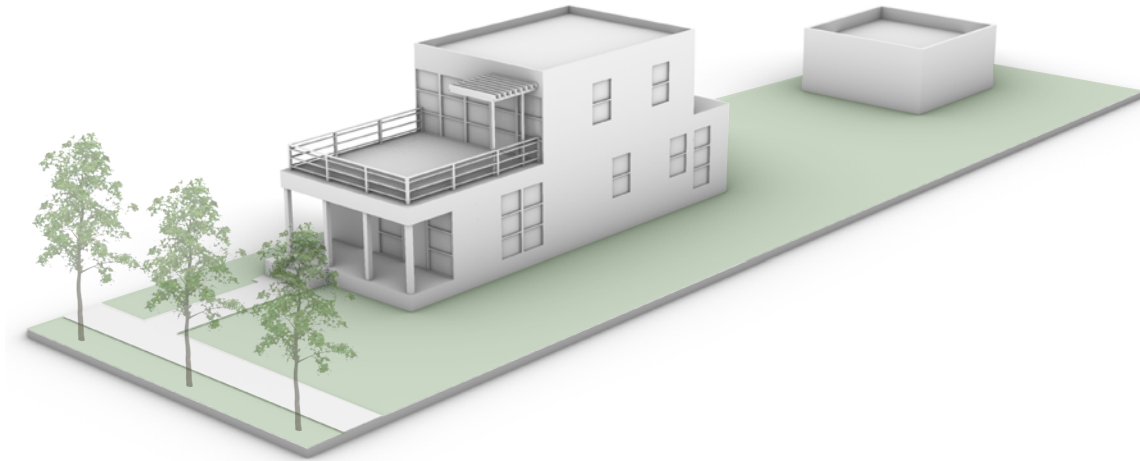
CRAFTSMAN HOME DEFINING CHARACTERISTICS:

- Low-pitched roof, gabled or hipped with deeply overhanging eaves
- Deep eaves with exposed rafters - exposed rafter tails and beams reflect the arts and crafts movement
- Exposed wooden structural elements
- Single dormers, often wide and prominent
- Large covered front porches
- Tapered, square columns under extension of main roof, typically resting on stone or brick piers
- Double hung windows - four-over-one or six-over-one configuration
- Front doors partially paned - thick glass panes in upper third part of door

FOLK VICTORIAN HOME DEFINING CHARACTERISTICS:

- Simple folk form, small with simple massing
- Simple roof form - pyramidal, gables, or hip roofs
- Porches with spindle-work detailing
- L-shape or gable-front plan
- Details with Italianate or Queen Anne inspiration
- Simple windows, vertical orientation
- Wood siding and trim

INFILL CONTEMPORARY ARCHITECTURE



New construction contemporary homes should relate to the existing home fabric, but can be **contemporary in form and architectural expression**.

- Design should be compatible with surrounding neighborhood context and contribute to the overall neighborhood character
- Materiality can be more experimental and include concrete, metal finishes or trim, sheet metal, or more extensive glazing
- Roof profiles can depart from traditional forms and include flat roofs
- Modern interpretations of traditional elements are encouraged, such as front porch expression and materiality.
- Garbage enclosures may be incorporated into garage structure or independent

PILOT INCENTIVE PROGRAM

The phased diagram highlights the capacity of residential blocks to evolve over time with an incentive program to assist **homeowners** and **mission-driven builders** expand the capacity of neighborhoods to best serve residents.

EXISTING CONDITIONS



Street infrastructure is challenged by curbs flush with pavement, inconsistent street trees, aging utilities, and cracking sidewalks.

PHASE 1



Initial investments should target streetscape infrastructure and utility improvements and consider opportunities to temporarily activate vacant lots with interim creative programs that could contribute to neighborhood vibrancy, such as a community garden.

PHASE 2



Residential rehabilitation programs should promote facade and front porch improvements.

PHASE 3



Consistent street tree plantings will improve perceptions of neighborhoods and promote ecological services including stormwater management, habitat and evaporative cooling.

PHASE 4



New construction can infill missing gaps and promote high-quality housing opportunities.

POTENTIAL CONDITIONS



[LOT 1]
[New construction-1]
Traditional style
1400 Sf

[LOT 2]
1. Facade improvement
 Woodsiding repainted
 New roof
 Windows replaced
2. Porch upgraded
3. Building addition
 1 Bd / 1 ba (247 sf)
 Garage (400 sf)

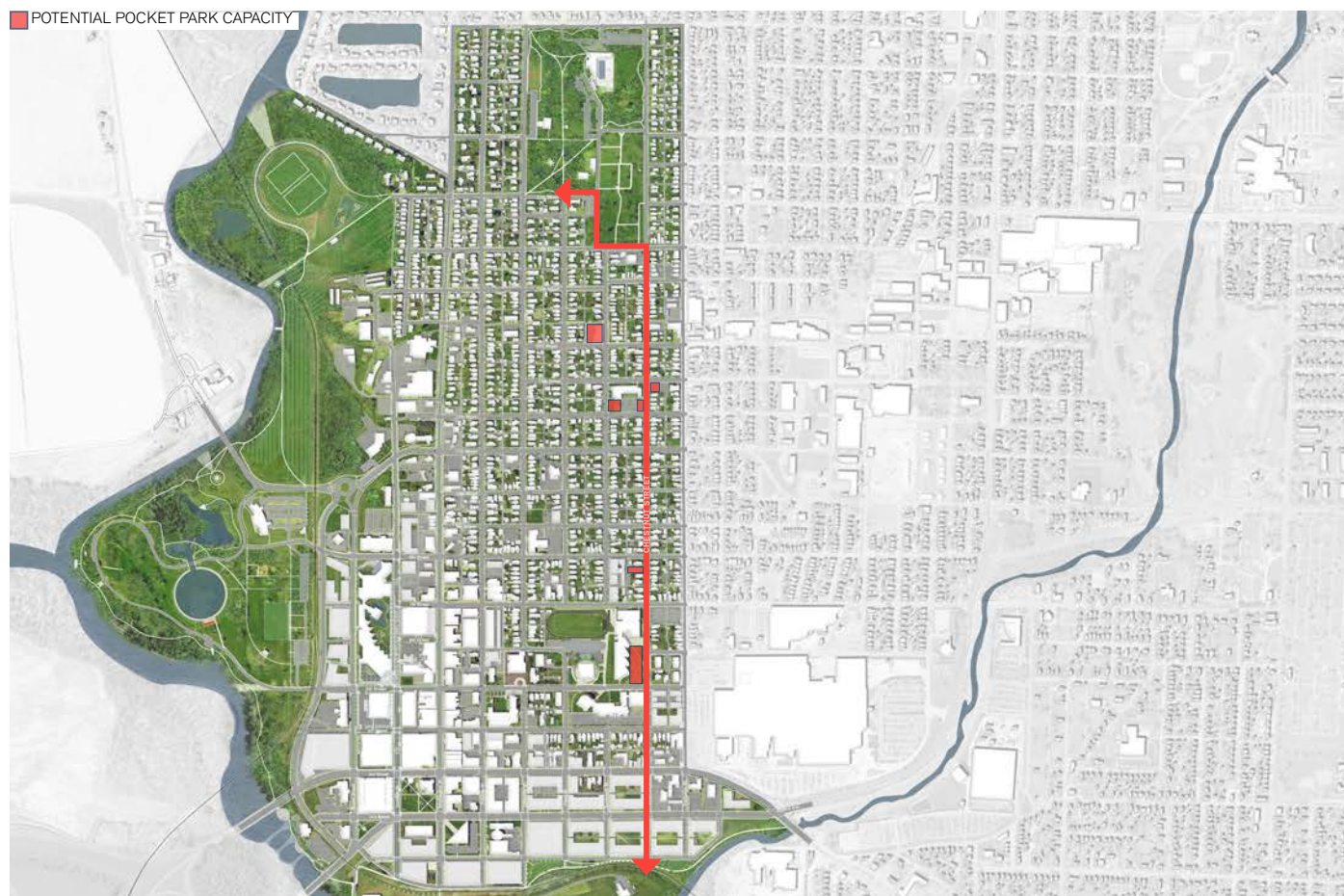
[LOT 3]
1. Facade improvement
 Existing porch infilled
 New roof
 Window replaced
2. New front porch added

[LOT 4]
[New construction-2]
Contemporary style
1400 Sf

[LOT 5]
1. Facade improvement
 Woodsiding repainted
 New roof
 New windows
2. New front porch added
3. Building addition
 2 Bd / 1.5 Ba (436 sf)
 Garage (400 sf)

RESIDENTIAL REINVESTMENT

Existing downtown residential streets are impacted by **aging utility infrastructure**, **one-way traffic** that encourages high speeds, and a **challenged pedestrian network** including sidewalks, curbing, and inconsistent street tree canopies. By reconfiguring residential streets to accommodate **two-way traffic** and maintaining street parking, street traffic will calm. Pedestrian realm improvements including **consistent sidewalks** and **street trees** will promote walkability and improve curb appeal.

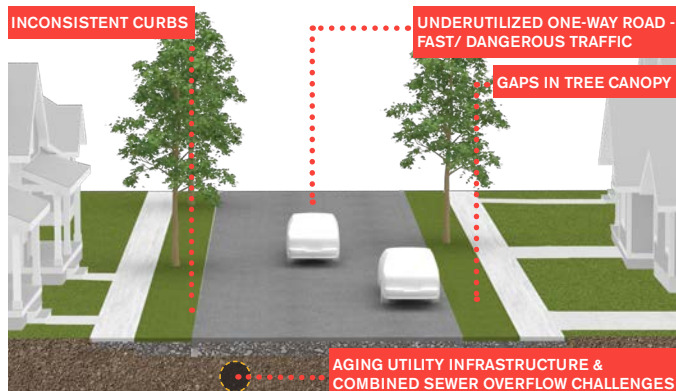


While the plan could not account for the redesign of every residential street, a pilot project to improve Chestnut Street suggests a **prototypical approach** to streetscape design in downtown and residential zones. Chestnut Street was selected in response to a need for new utilities and separate storm/sewer lines to be installed north of 7th Street. The street also encompasses areas of residential neighborhoods challenged by patterns of disinvestment, providing an opportunity to improve streetscapes and adjacent neighborhood parks to **enhance perceptions and support reinvestment**.

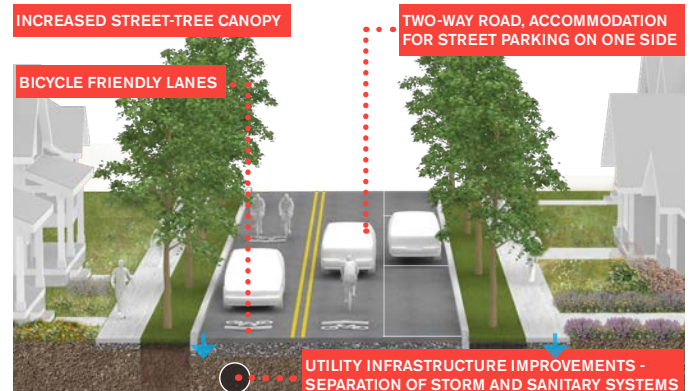
Design strategies used here can be applied to future streetscape designs, and should use all opportunities to combine green infrastructure and beautification improvements for the highest social and ecological impact.

The capacity of Chestnut Street to bridge a **North-South park connection** between Donner Park and the Columbus People Trail - Haw Creek extension with green-street infrastructure, cycle, and pedestrian amenities serves as a key opportunity to connect residential neighborhoods with the larger park network.

EXISTING RESIDENTIAL STREET CONDITIONS



PROPOSED RESIDENTIAL STREET CONDITIONS



POCKET PARK CONDITIONS: PROGRAM CAPACITY



Interstitial pocket parks have the capacity to define neighborhood **identity**, activate residential streets, and provide amenities that **improve livability**.

By strategically inserting opportunities for neighborhood pocket parks, capacity to **positively inform identity** and perceptions of neighborhoods is developed. By distilling a collective identity for near-downtown neighborhoods and developing strategies to better serve existing residents, neighborhoods can evolve to become desirable, safe, and sustainable environments for all current and future citizens.

To facilitate this transition, a branding and identity study could play a critical role in **defining the near-downtown cottage neighborhood**. A potential study could develop the identity of the neighborhood and engage with citizenry through **defining a name, signage, and identity** and unite residents with an achievable future vision of their community.

RESIDENTIAL REINVESTMENT

CONSISTENT STREET TREES

Enhance neighborhood character, provide ecological services.

RENOVATED HOMES AND PORCHES

Preservation of defining architectural characteristics and integration of porches foster sense of community.



IMPROVED UTILITY INFRASTRUCTURE

Improve utility connections, paving and curbing in response to aging infrastructure.

CYCLE FRIENDLY LANES

Improve the streetscape experience and neighborhood aesthetic.

NEW HOMES

Where rehabilitation costs exceed home value, new infill homes could fulfill missing-middle price points.

POCKET PARKS

Build neighborhood identity and provide ecological services and social hubs.



GREEN INFRASTRUCTURE


Integration of rain gardens and bio-swales reduce stormwater run-off.

SIDEWALK IMPROVEMENTS

Cohesive, well maintained sidewalks promote walkability.



PARK SYSTEM STRATEGIES



Columbus is served by a geographically extensive network of park spaces, a unique but underutilized asset that has **extensive capacity to support increased activation and programming across the city.**

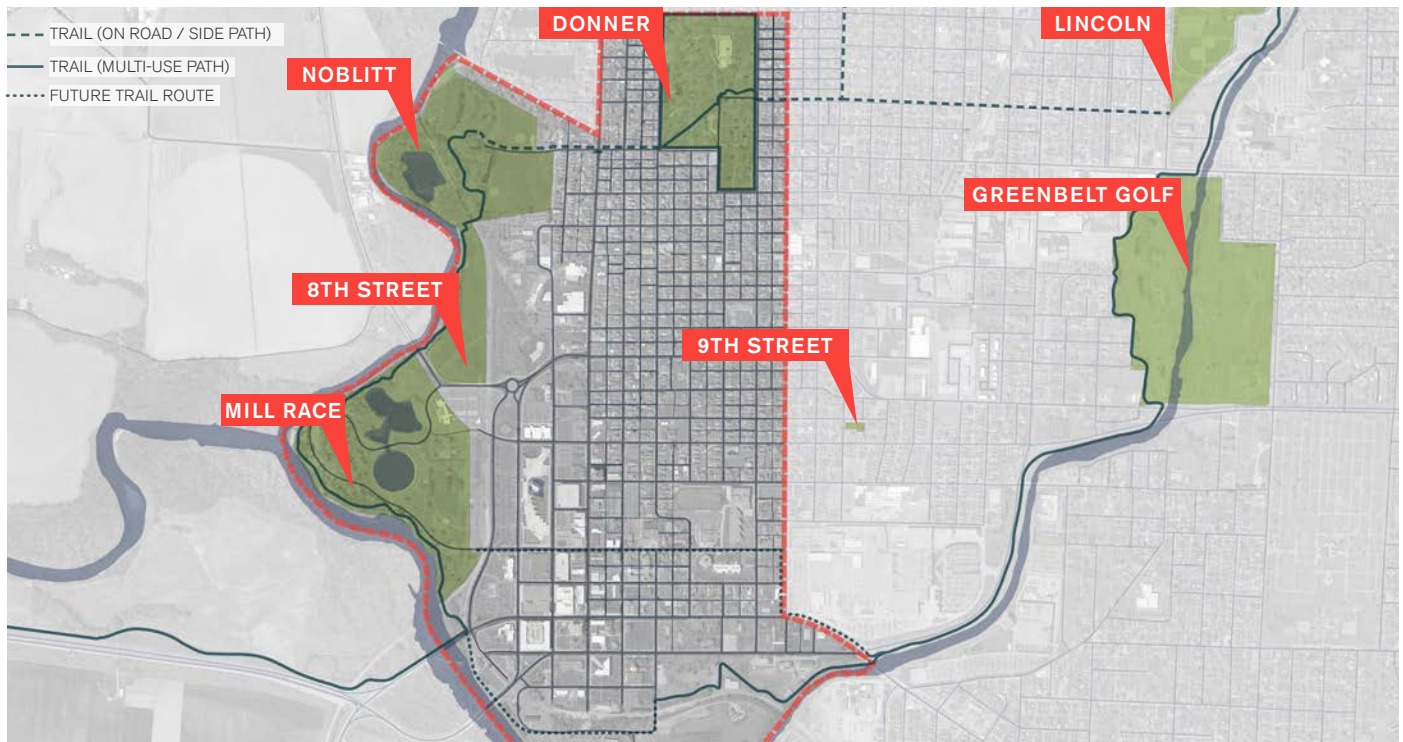
The beauty of Downtown Columbus is in part ascribed by rivers that embrace the city on three sides, yet – unlike an increasing number of Midwestern and global metropolises – Columbus has yet to take full advantage of its rivers as modern assets. Rivers have historically often been the reason for particular geographic siting of communities, and they are unique to the DNA of any burgeoning city. Columbus has an opportunity to enhance the character of its civic life by engaging its riverfront experience along the People Trail and through its large parks.

Columbus is unique in the amount of public land dedicated to its parks. Though verdant and large in scale, many of the parks have vast potential for future passive and active recreation activation. There is great opportunity to link these civic parks through improvement of trail connections and underutilized land.

Envision Columbus ensures the success of parks and their use by citizens through the creation of complete linkages between open spaces – informing a parks Greenbelt. The cohesive connection of the People Trail will unify all parks into one physical system that embraces the downtown and serves all citizenry. Extension of the People Trail along the southern reaches of downtown will encourage citizens to use multi-modal transit to access the downtown. The north-south connection envisioned as Chestnut Street is re-imagined as a complete street that serves pedestrians, cyclists, and vehicles. This green street will link the downtown to Donner Park, from which an improved 17th Street connects to Noblitt Park. By reinforcing these connections, the Greenbelt will offer opportunity for recreation to a majority of citizens in the downtown core and beyond – a lifestyle asset described by many citizens as a necessity in the twenty-first century.

PARKS & OPEN SPACE

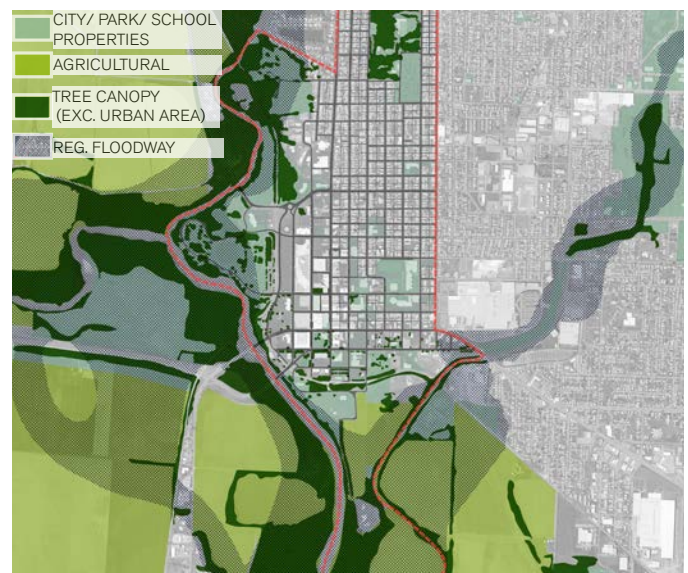
Columbus benefits from an **extensive park system** that positively informs its citizenry in providing diverse opportunities for recreation and ecological services. The parks have varied levels of programming and are informed by the People Trail network, which provides connections between park spaces and serves as a key recreation & transit amenity for the city.



PARKS/TRAILS



TREE COVERAGE



AGRICULTURAL & CIVIC LAND



Public input has highlighted that park spaces are perceived as **under-programmed**. Though Columbus benefits significantly from the extensive landholdings, opportunity exists to **fully activate park spaces** to serve current and future populations.

The adjacent chart and plan identify parks immediately surrounding the study area, highlighting the significant quantity of large scale community parks but few neighborhood scale parks.

PARK SYSTEM OPPORTUNITY

CURRENT CHALLENGES / OPPORTUNITIES



The park system is currently challenged by perceptions of inconsistent programming and incomplete connections to assets.

CURRENT ASSETS



The park system is bolstered by significant riverfront access, existing amenities, the People Trail network, and extensive landholdings.

PARK SYSTEM STRATEGIES

1. CONNECTIVITY



Increased connectivity of trails, sidewalks, and bike lanes between park assets and downtown amenities will increase the vibrancy of both parks and neighborhoods. Continued efforts to connect park landholdings into a **cohesive greenbelt system** will enhance city-wide connectivity.

2. ACTIVATION



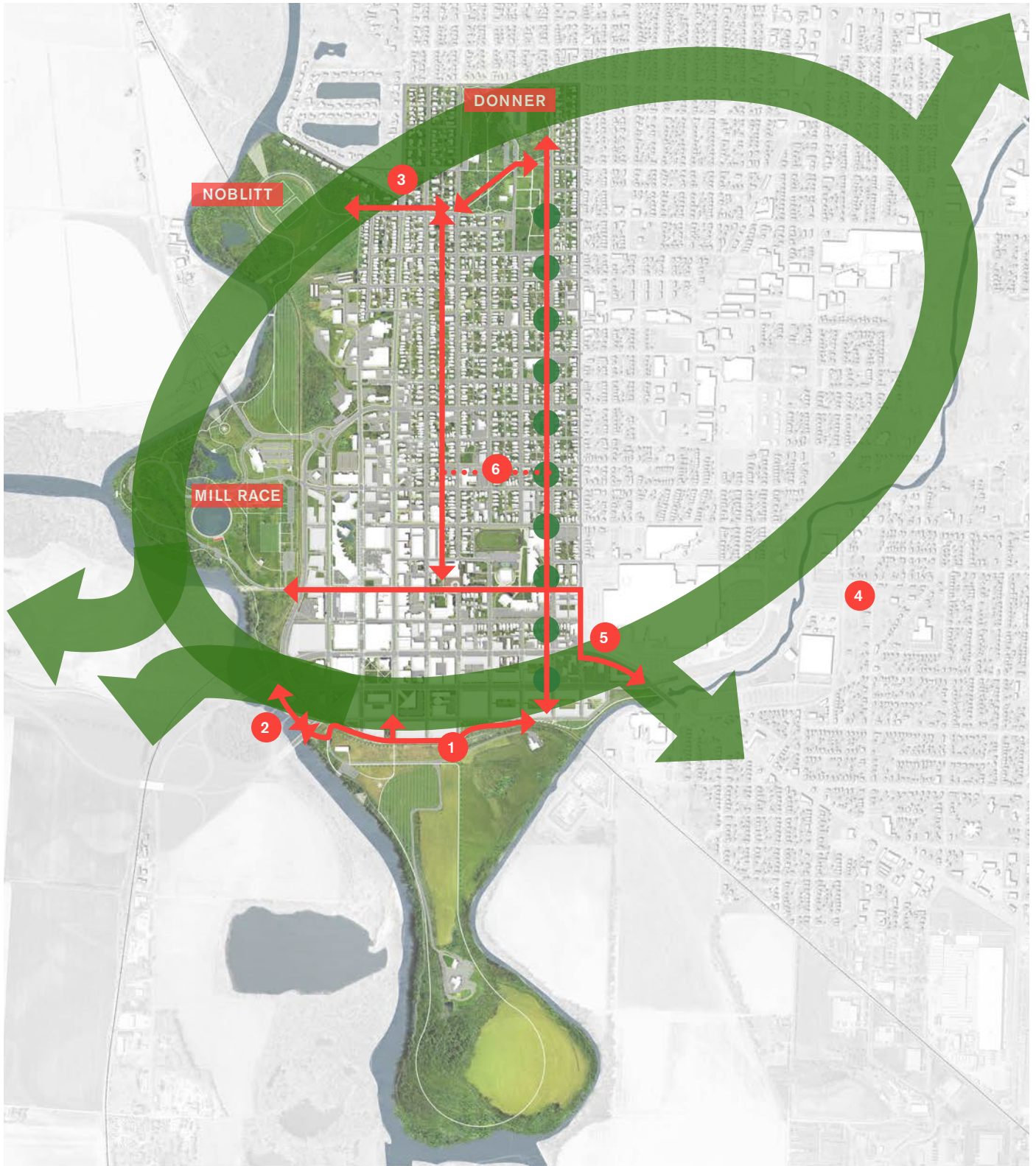
Columbus benefits from a significant network of park space that can be strategically leveraged to support **increased activation opportunities**. This program can add vibrancy and activate existing landholdings to engage the population with park spaces and increase quality of life.

3. RESILIENCY



There is capacity in the park system of Columbus to elevate regional resiliency and sustainability through **ecological corridor connectivity** and **stormwater management**. Additionally, it could be advantageous to engage productive land-uses such as bio-fuel production to anchor floodplain soils and add economic and aesthetic value to underutilized landholdings.

CONNECTIVITY / GREENBELT



The park network of Columbus is conducive to the establishment of a continuous Greenbelt that would promote multi-modal access to the downtown core and **increase quality of life** for all residents. This Greenbelt will increase access between parks and surrounding neighborhoods, promoting active use of the park network.

1. PEOPLE TRAIL SOUTHERN EXTENSION

A southern trail connection between the Haw Creek Trail at its Lafayette Street terminus and the proposed Riverfront Park has the potential to complete a key linkage that will help establish a continuous trail network and promote multi-modal access to Downtown Columbus. This trail should define the continued green edge of the city, engaging with new development opportunities. This strategy is further discussed on page 100.

2. RIVERFRONT ACCESS / ACTIVATION*

Extending the Riverfront Trail south of Mill Race Park creates increased opportunity for engagement with the river and promotes connectivity. The site between the 2nd and 3rd Street bridges should be celebrated as a key connection. This existing project is outlined on page 91.

3. NOBLITT-DONNER-LINCOLN PARK PEOPLE TRAIL CONNECTION*

Mill Race, Noblitt, and Donner Parks in the near downtown area, along with Lincoln Park to the east, together form the majority of the greenbelt that surrounds the larger downtown area. The Mill Race-Noblitt People Trail connects those two parks and provides access to the downtown core via the 5th and 8th Street entrances to Mill Race Park. Similarly, the Haw Creek People Trail connects Lincoln Park with the downtown. With these east and west segments of the greenbelt People Trail loop complete, the Noblitt-Donner-Lincoln Park People Trail project proposes to provide the critical northern connection. This project envisions bicycle and pedestrian improvements between Noblitt and Donner Parks along 17th Street, and between Donner and Lincoln Parks along 19th Street. This effort will improve the accessibility of the People Trail system for those along its route. In doing so it will improve the accessibility of the downtown core and enhance the livability and appeal of the near downtown neighborhoods.

4. PLEASANT GROVE POLLINATOR PARK*

Following the historic flooding of 2008, the City of Columbus, through a grant from the Federal Emergency Management Agency, purchased 48 damaged homes in the Pleasant Grove neighborhood, demolished them, and committed to retain the area as green space in perpetuity. The Pollinator Park project envisions the development of a new park on 2½ acres in this area. The park would include native plantings attractive to butterflies and other pollinators, walking paths, and a small outdoor classroom space. Located adjacent to Haw Creek and the Haw Creek People Trail, this new park will add an additional asset to the greenbelt of park and recreation spaces that surround the larger downtown area.

5. PEOPLE TRAIL STATE STREET EXTENSION*

Following the 2014 adoption of the State Street Corridor Plan, the City began implementation of a key recommendation – bicycle and pedestrian improvements along State Street that connect east Columbus with the downtown. Recently completed improvements include the extension of a sidepath suitable for pedestrians and cyclists along State Street between Central and Indiana Avenues. The project also features a series of green spaces, streetscape enhancements, and safety improvements at intersections. Future phases of the project anticipate the extension of bicycle and pedestrian improvements through the downtown core from Central Avenue via 3rd, California, and 5th Streets, and into Mill Race Park. These improvements will serve to strengthen the connection to the downtown from the neighborhoods to the east and activate the streets along their route with increased bicycle and foot traffic.

6. RESIDENTIAL STREETS, ALLEYS AND POCKET PARKS

The conversion of residential streets into two-way roads with capacity to support cyclists would promote safe access between downtown and residential neighborhoods. Similarly, improvement of the alley network will allow increased connectivity for pedestrians and bicyclists to downtown assets.

* These projects are pre-existing efforts, supported and incorporated within Envision Columbus.

ACTIVATION



APPROXIMATE ONE MINUTE
DISTANCE (WALKING)

WALKING-MINUTE ACTIVATION

The park network benefits from a well-established trail network and would be well served by strategic insertion of active programming components.

As the park system is developed, consideration should be given to promoting regular intervals of interest along the Greenbelt. These nodes can be simple: a well-placed bench, overlook, or sculptural installation; or more intensive: a cafe, dog park, or water feature.

TARGETED ACTIVATION STRATEGIES

1. DONNER PARK



Donner Park has historically served as a key recreational hub for near-downtown residential neighborhoods and should be updated to continue to fulfill this role.

2. NOBLITT PARK



Underutilized space in Noblitt Park could be activated with the addition of sports recreation fields, play areas, a dog-run, iconic landform, and opportunities for integration of art and gardens.

3. MILL RACE PARK



Improved pathways, programming capacity, and sports fields could increase the use of Mill Race Park. Programming opportunities promote activation while engaging views of the existing landscape.

FAIR OAKS REDEVELOPMENT / INDOOR SPORTS FACILITY*

The Columbus community has for some time considered options for creating an indoor sports facility to serve the year-round need for recreation and athletics space. That effort considered multiple locations for such a facility, including some in the downtown area. However, the significant decline of the Fair Oaks Mall as retail space provided an opportunity for the city to advance the indoor sports effort. Recently, the City of Columbus, in partnership with Columbus Regional Health and The Heritage Fund – the Community Foundation of Bartholomew County, entered into a purchase agreement for the Mall. The intent is to convert much of the property to an indoor sports, meeting, health, fitness, and community space. This facility will address two community issues by providing the needed indoor recreation space and investing in a declining commercial area. This project is significant for Envision Columbus in that (1) it eliminates the downtown core as a potential site for an indoor sports facility and (2) reinforces the downtown area greenbelt by providing programming complementary and supportive of nearby Lincoln Park.

FLEXIBLE ACTIVATION STRATEGIES ENGAGING THE RIVER

In strategically improving and extending the People Trail system, new connections to the Flatrock and White Rivers could be established and offer opportunities to safely engage with riparian assets including educational components.



WESTHAVEN, NEW ZEALAND



RIVER TORRENS, AUSTRALIA



BROOKLYN BRIDGE PARK, NYC



BROOKLYN BRIDGE PARK, NYC



ROCHETAILLÉE BANKS, FRANCE



QUNLI STORMWATER PARK, CHINA

NEIGHBORHOOD POCKET PARKS

Development of small scale pocket parks in near-downtown residential areas would enhance neighborhood identities and create amenities to serve existing and future near downtown populations.



STORMWATER GARDENS



PLAY & SCULPTURAL PROGRAM



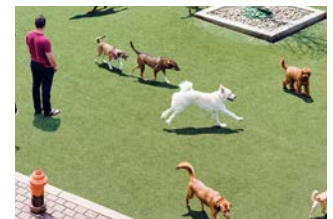
POP - UP PROGRAMMING



COMMUNITY GARDENS



FLEXIBLE SEATING & GATHERING



DOG PARKS

RIVERFRONT ACCESS / ACTIVATION*

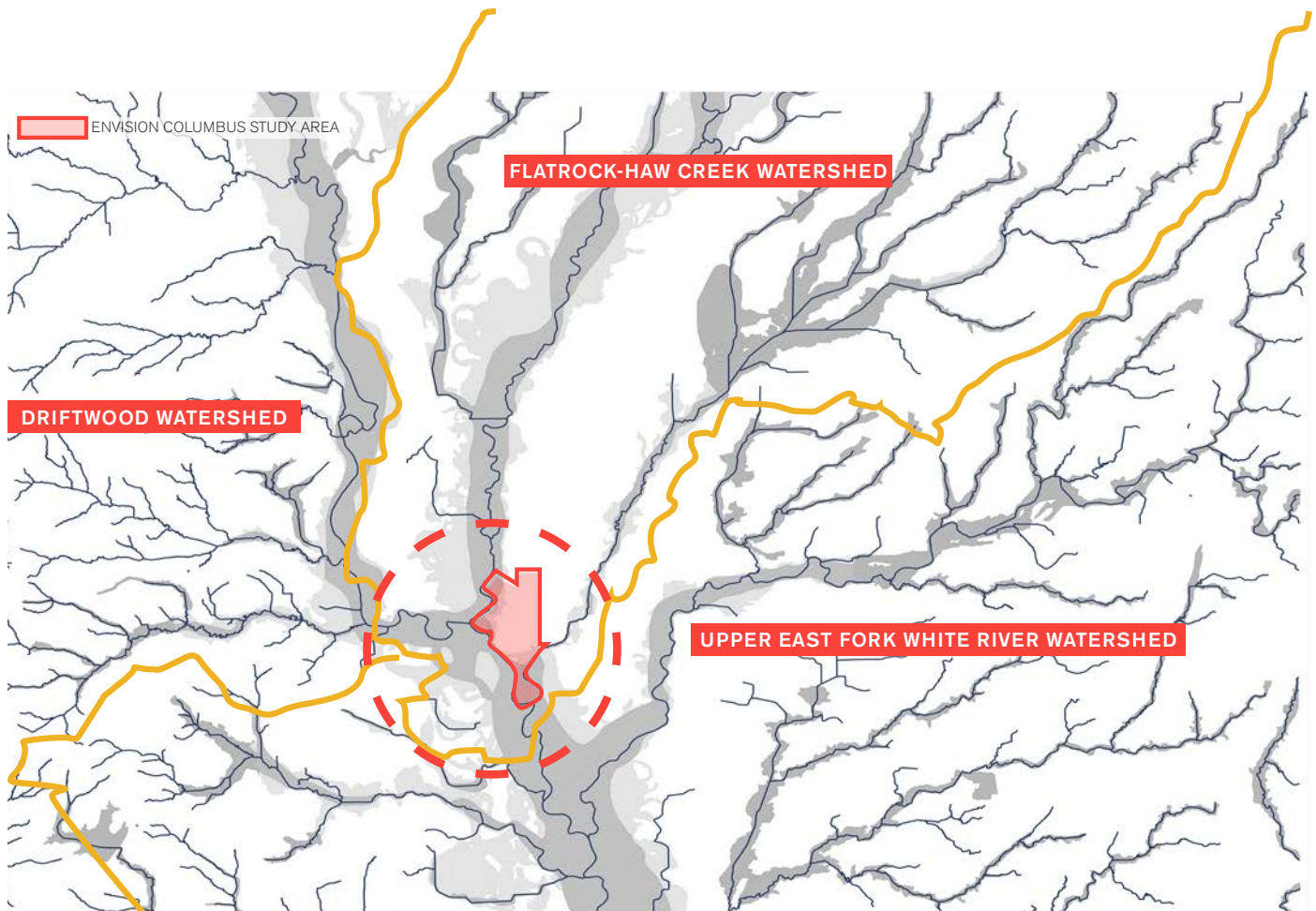
The Riverfront project focuses on the area between the Stewart and 3rd Street bridges along the East Fork of the White River adjacent to downtown Columbus. The project envisions the removal of an existing low-head dam, the extension of the People Trail along the riverfront, increased opportunities for all to reach and experience the river, and in-water recreation. The project seeks to capitalize on an underutilized community asset – its rivers and streams, while also addressing the unsafe conditions created by the existing dam. The People Trail extension will provide a critical segment of the needed link between the Mill Race-Noblitt Trail and the Haw Creek Trail, improving both the trail system and the accessibility of downtown Columbus. The access to the river created through this effort will also expand the activity and amenity offerings downtown and contribute to its overall vibrancy.

NEIGHBORHOOD IDENTITY

Neighborhood pocket parks have the capacity to serve as key assets and amenity spaces for residential areas. Diverse elements including stormwater infrastructure, art integration, pop-up programming, community gardens and dog parks can activate these landscapes and define the character and quality of different spaces. Though Columbus has significant large parks, it would benefit significantly from increasing access to more intimately scaled spaces with capacity to best serve residents.

* These projects are pre-existing efforts, supported and incorporated within *Envision Columbus*.

RESILIENCY



Columbus is positioned at a significant confluence within the East Fork White River Watershed at the convergence of the Driftwood and Flatrock Rivers. These rivers have played a critical role in the development of Columbus, shaping early hydro-power development and informing the urban park system. They also have significant environmental influence as **floods frequently impact Columbus**.

Future plans for Columbus must consider the rivers as an asset and influential environmental force. Currently, approximately **36% of the study area is impervious**. New development should minimize the impact of any additional paved and roof surfaces, and integrate best practices for stormwater management including green roofs, rain gardens, and methods to capture and reuse. Floodplain boundaries should be carefully respected in evaluating opportunities for new development.



— Watershed Boundary

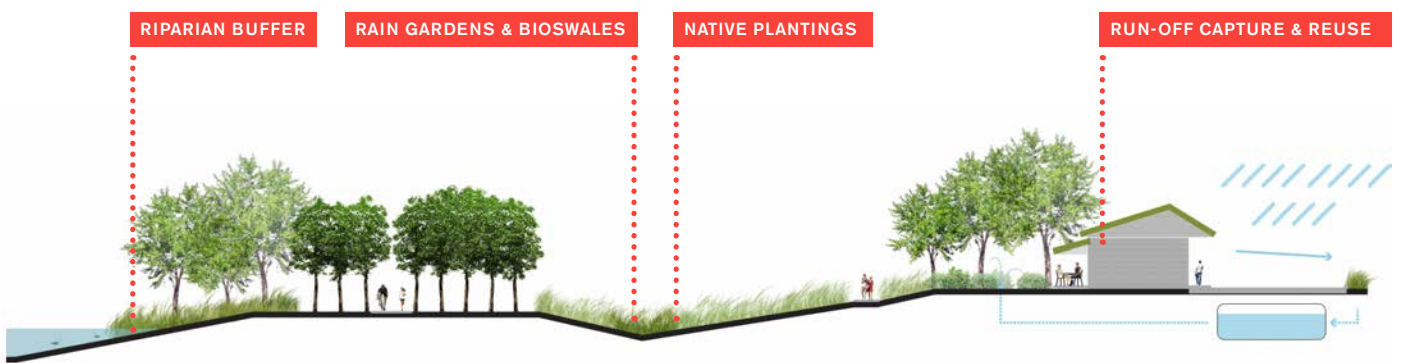
36%
OF THE STUDY AREA IS
IMPERVIOUS SURFACE

1. ECOLOGICAL CORRIDOR ENHANCEMENT

The park system of Columbus has many significant landholdings and individual parks. Continued efforts to interconnect these into a **cohesive corridor system** will promote ecosystem and community health. Interconnectivity of trails and bike lanes between parks and downtown neighborhood amenities will promote community wellness.

2. STORMWATER MANAGEMENT

Throughout the city, and especially in the network of public parks, there is significant opportunity for stormwater management strategies including **enhanced riparian buffers, rain gardens, and run-off capture and reuse infrastructure**.



PRODUCTIVE LAND-USES

Productive land-use strategies could add social, economic and aesthetic value to park spaces. Strategies could include urban agriculture and community gardens, natural water filtration, renewable energy production, and environmental education to maintain and enhance the recreational and social value of parks.

COMMUNITY GARDENS



Community gardens activate interstitial spaces in neighborhoods, right of ways and underutilized properties

ENVIRONMENTAL EDUCATION



Interpretive signage, trails, gardens and exhibits could highlight ecological systems and promote environmental education

RENEWABLE ENERGY PRODUCTION (BIO-FUEL SHOWN AS ONE OF MANY POSSIBILITIES)



PARK SYSTEM STRATEGIES

FLEXIBLE FOOD TRUCK HUB / MOBILE CAFE OPPORTUNITY

Promotes park activation and use.



PEOPLE TRAIL CONNECTIVITY

Improve cohesive access to entire greenbelt.

NATIVE PLANTINGS

Enhance ecosystem services and seasonal visual interest, promote biodiversity & habitat.

ART INTEGRATION

Activate and promote park use with cultural programming.



FLEXIBLE-USE SPORT COURTS

Promote diverse uses.

ICONIC LANDFORM

Can define spaces and build flood resiliency.

NOBLITT PARK



1.) Strategic vegetation clearing for key viewsheds

Strategic clearing has the capacity to establish key viewsheds that promote visual porosity and connections to the river.

2.) Riverfront engagement opportunities

Potential strategies for riverfront engagement include viewing decks, riparian buffers and site elements to allow park users to safely access the water.

3.) Iconic landform and planting to define space

An iconic circular landform could frame an elevated turf field with flexible use and promote capacity for use of fields after flooding. Further study of demand should be completed to ensure use would support the implementation.

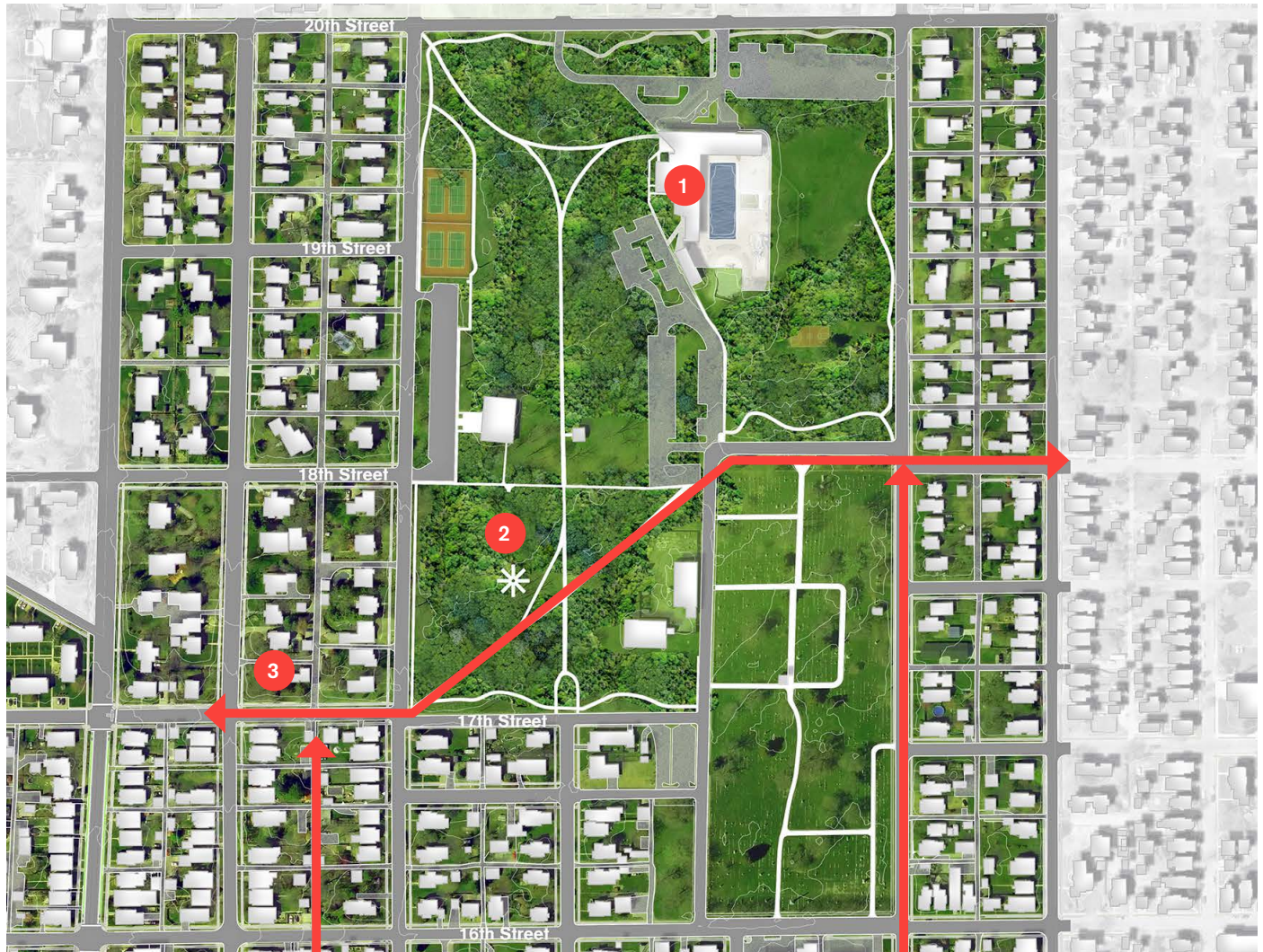
4.) Increased capacity for multi-generational recreation & play

Opportunities for flexible recreation should be integrated with capacity for play, a dog run, and multi-generational gathering.

5.) Opportunities for art

Strategic opportunities for flexible art along the riverfront should be leveraged to promote diverse opportunities for recreation. Such areas could host pavilions developed as part of Exhibit Columbus, activating the park network, and promoting many uses.

DONNER PARK



1.) Support initiatives to renovate and integrate recreation amenities for community use

Plans to renovate and modernize Donner Center and its outdoor pool should be supported to serve residents and promote multi-generational use, continuing the legacy of this neighborhood asset.

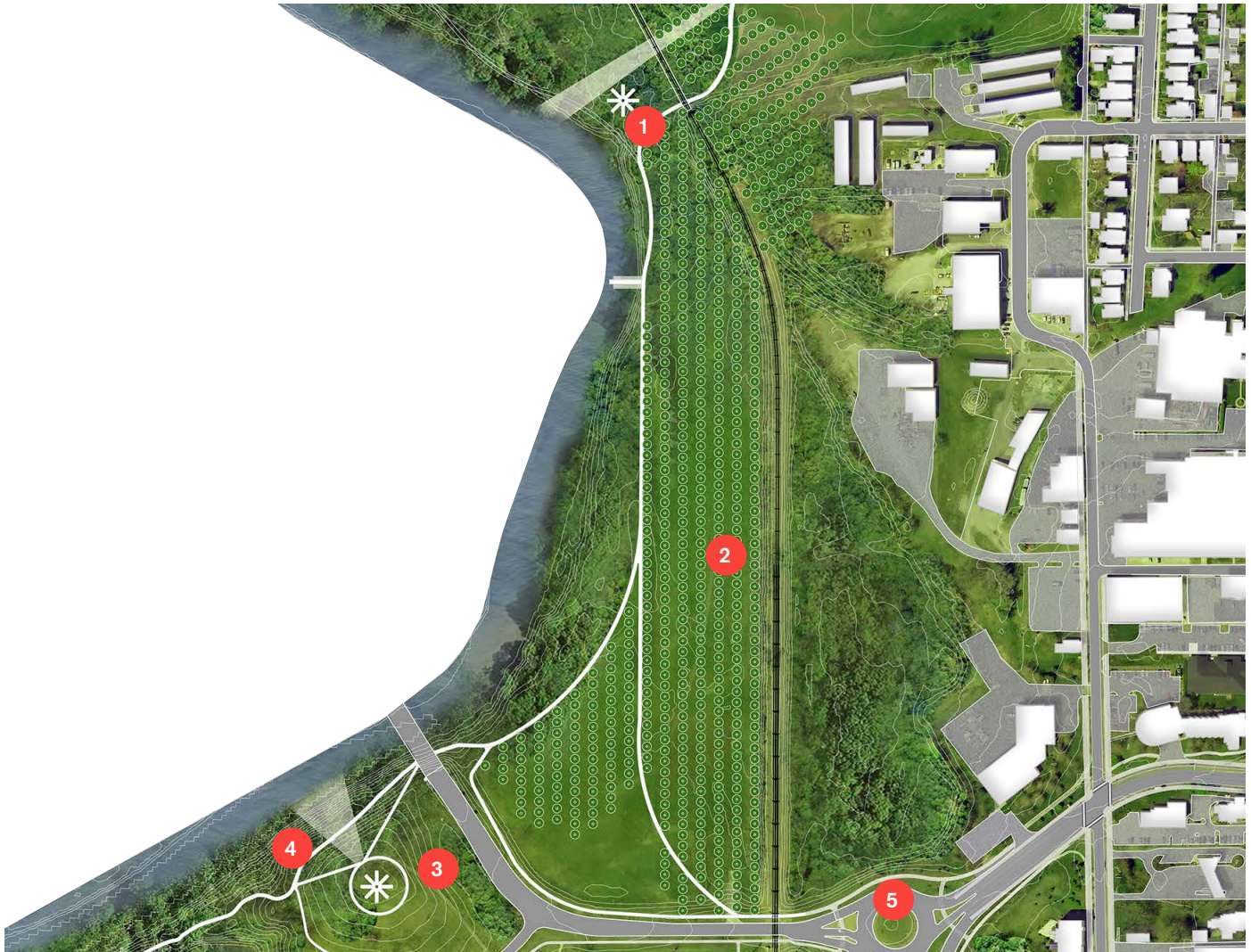
2.) Integration of interactive art to diversify experience

Opportunities to strategically integrate opportunities for art within neighborhood parks will elevate activity and, as a result, eyes on the park.

3.) Support connectivity through safe crossings and connections to reconfigured alley network, including implementation of proposed 17th Street improvements* (Existing project)

Implementing plans for safe connection of the People Trail along 17th Street to the park assets will promote and elevate use of the park network.

NOBLITT - MILL RACE GATEWAY



1.) Opportunities for engagement with river

Strategies to promote safe engagement with the river at regular intervals could offer diverse experience with activation components every walking minute (i.e. a simple bench, unique planting, or sculptural component, etc.).

2.) Opportunities for productive, iconic, and low-maintenance land-use strategies

This significant land area is challenged by floods. Land use strategies should react to this reality and inform opportunities for productive uses of passive landscapes, including the potential for bio-fuel production.

3.) Enhance gateway with strategic integration of art

This area serves as a key entryway to Columbus and should be articulated appropriately to define an iconic threshold. Bermed architectural plantings and potential strategic integration of art could play a key role in refining this prospectively impactful landscape.

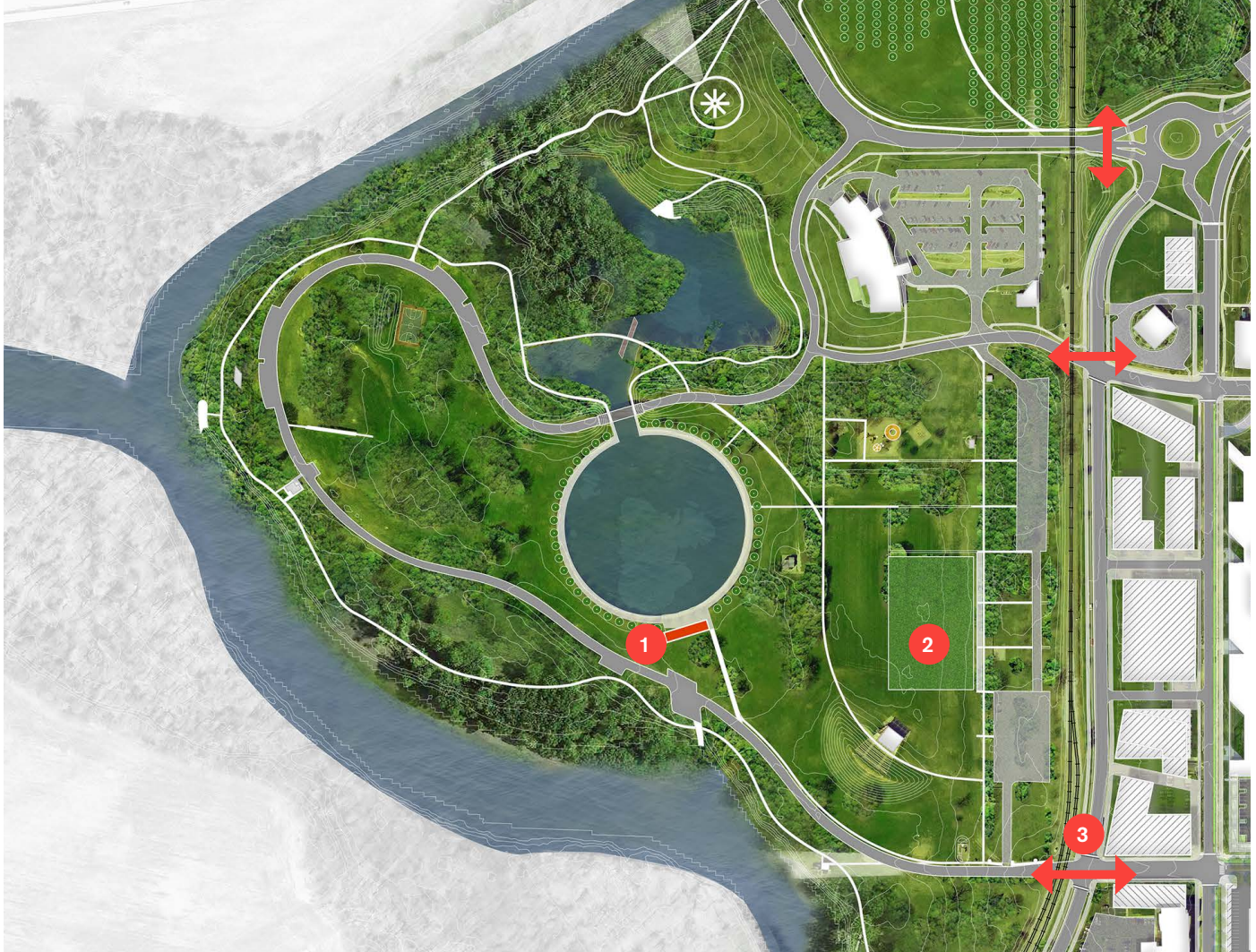
4.) Strategic vegetation clearing for key viewsheds

Key clearings should be integrated into the landscape to promote porosity and visual connections to the river.

5.) Gateway park landscapes

Where key roads enter the urban core, there are opportunities for iconic branding and identifiers to enhance the entrance sequence and promote urban threshold.

MILL RACE PARK



1.) Promote low-cost programming opportunities including movable seating and pop-up / ephemeral events

Opportunities for low-cost programming, such as food truck festivals, beer gardens, film screenings, art, yoga classes, and other ephemeral uses would promote increased visitorship. Infrastructure improvements could support these uses with potential for food-truck pads and utility hookups which could support a mobile cafe.

2.) Capacity to support flexible sports programming

There are potential opportunities for flexible sports programming to leverage increased usage and promote program opportunities. Public input highlighted a demand for increased sports recreation. The near-downtown location could support intramural teams.

Further study of demand for sports programming should be completed to ensure use would support the implementation.

3.) Downtown connectivity improvements

Key street and rail crossings should be enhanced with potential infrastructure improvements at 5th, 8th, & 11th streets to promote safe access to amenity spaces. Creative considerations to challenges associated with increase rail traffic should be considered.

SOUTHERN CONNECTIONS



1.) Establish full connectivity of People Trail along the southern edge of the city.

Connect the People Trail from the Haw Creek Corridor at Lafayette Street to the proposed Riverfront project.

2.) Extend North-South connectivity from Park System into Downtown

Implement bike lane and sidewalk enhancements on North-South streets to better develop connections between downtown assets and the People Trail network.

3.) Develop amenity spaces to complement future infill parcels along southern urban-edge

The existing green edge south of the urban core should be programmed to create urban amenity spaces in conjunction with new development opportunities and the linear People Trail corridor extension. Prospective uses including neighborhood amenity spaces and dog parks could be engaged.

4.) Gateway park landscapes

Where key roads enter the urban core, there are opportunities for iconic branding and identifiers to enhance the entrance sequence and promote urban threshold.



5.) Educational opportunity

South of the urban core at the edge of the floodplain there is opportunity to strategically re-purpose structures to facilitate environmental education and act as a trailhead and resource for park users.

6.) Integration of art

To diversify the spatial experience of key park segments, opportunities for integration of large-scale and interactive art within the park network should be explored. Consideration for partnerships with local cultural organizations should be made.

7.) Productive and iconic land-use strategies

The park system has capacity to accommodate productive land use strategies for stabilizing floodplains, defining iconic landscapes, and increasing the resiliency of underutilized open spaces.

8.) Consider future access and opportunities for the peninsula

Significant additional land exists within the floodplain. Opportunities to utilize this space to strategically enhance the park network and serve the constituents of Columbus should be explored with consideration of flood resiliency.



CONNECTIVITY

Walkability, multi-modal streetscape design, cycling, parking, program adjacency

USE THREE DOTS TO VOTE FOR YOUR FAVORITE IDEAS

LIGHTING

TRAILS & BIKE PATHS

ALLEY CONVERSIONS

ALTERNATIVE 1

SHARED STREETS

Think about your experience
Place stickers to identify your ideas

Cycling comment

Pedestrian comment

Transit comment

General comment

CONNECTIVITY SYSTEM STRATEGIES



Envision Columbus
Opportunities moving through Columbus, whether on foot, bicycle, car or bus.
Share your thoughts or ideas!

Downtown serves the highest number and **greatest diversity of users** of any area in the City. Its **sidewalks, streets, trails, and other assets are needed by a wide variety of users** – employers, workers, shoppers, visitors, revelers, demonstrators and others.

The framework identifies strategies to enhance connective systems that best serve the community. Envision Columbus identifies key conversions of one-way street systems to two-way, and select intersections to improve both pedestrian safety and vehicular movement. Conversion to two-way traffic increases porosity and opportunity for movement through the city; decreases the prospect of congestion and high speeds; and eliminates the isolation of the southern reaches of the city. Select streets integrate cycle lanes that connect to parks and trails, focusing on Chestnut Street as a pilot residential streetscape improvement.

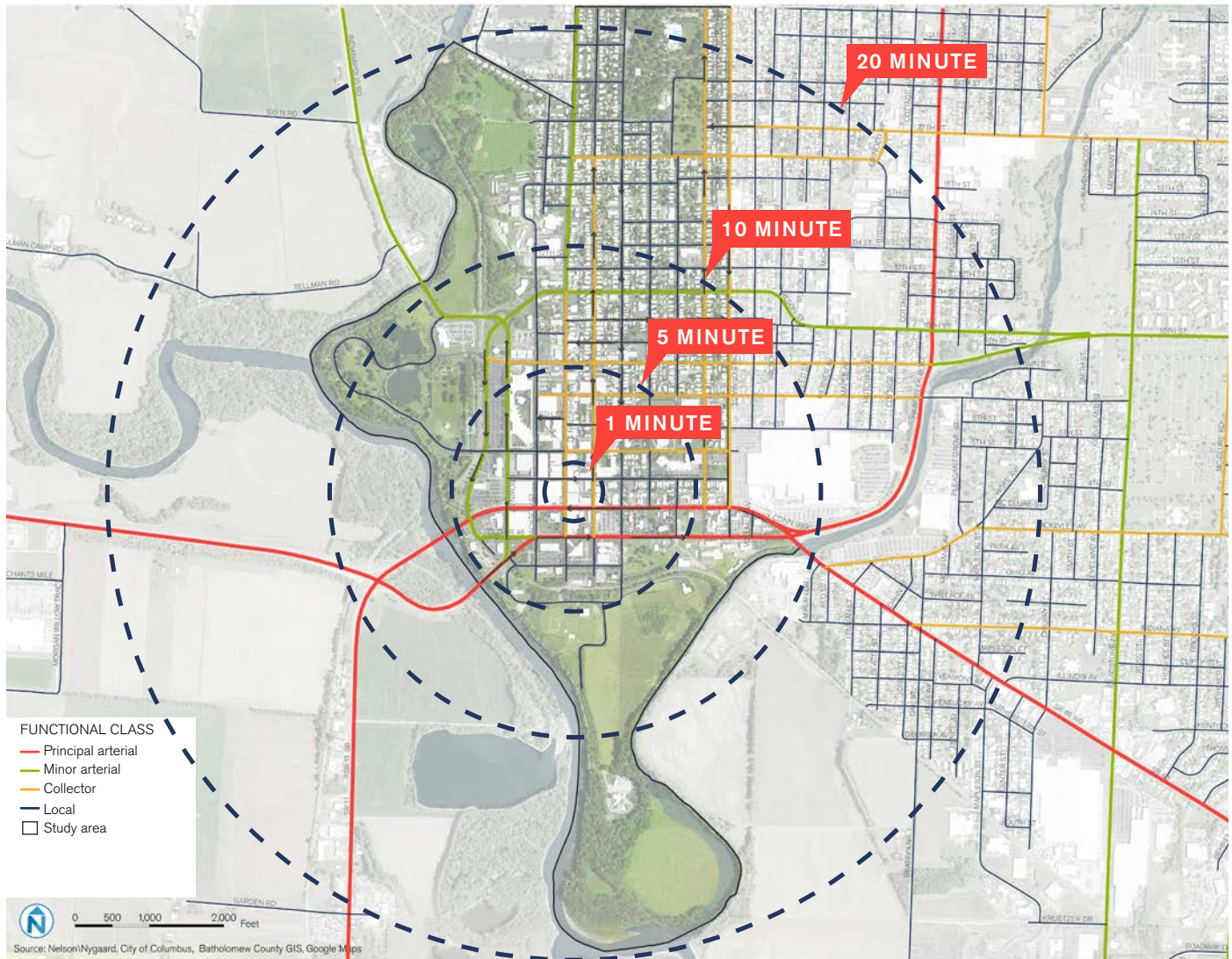
Throughout the downtown, the city's transportation network is stymied by historic perceptions of a lack of parking and limited access to the public transit network. The city, however, is recognizing the value of multi-modal opportunities through implementation of the ColumBike rental system and the asset of the People Trail in safe circumnavigation of the City. The framework plan identifies a series of corresponding multi-modal transportation modifications throughout downtown.

Envision Columbus supports a recalibration of a unique asset in Columbus – the alley system. Modification embraces utilitarian use including trash collection, parking, stormwater management, and a safe thoroughfare for bicycles and pedestrians.

CONNECTIVITY

Centrally located between Indianapolis, Cincinnati, and Louisville, the city has the capacity to draw from a range of neighboring communities and **serve as a cultural and commercial hub for the region**. Greater access to the downtown would promote multi-modal transportation opportunities for both residents and visitors and attract **greater downtown activity**.





WALKSHEDS / STREET NETWORK

Columbus benefits from a **walkable urban grid** that promotes efficient land use and straightforward navigation. However, the many one-way routes make navigation arduous for visitors and inefficient for some local trips. Many roads have **greater capacity than necessary for most of the day**, encouraging fast vehicular traffic and jeopardizing pedestrian safety. The ColumBUS Transit system serves its constituents by providing access to some key civic amenities, but utilizes a hub that is distant from the urban core and does not fully serve the downtown.

Within a twenty-minute walk, one can access the entire downtown using the comprehensive sidewalk network, though breaks in the pedestrian network exist and make access to some locations difficult. The existing pedestrian and bicyclist network is **well served by the People Trail network**, however some gaps exist that restrict downtown access and complete trail system linkages.

CONNECTIVITY STRATEGIES

CURRENT CHALLENGES / OPPORTUNITIES



Downtown Columbus is currently challenged by a perceived lack of parking, one way streets, and a distant transit hub.

CURRENT ASSETS



Columbus is served by ColumBUS and ColumBIKE in addition to a significant pedestrian / bicycle trail network.

KEY RECOMMENDATIONS

1. PARKING INFRASTRUCTURE & UTILIZATION



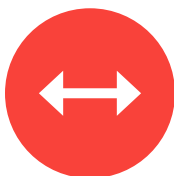
In conjunction with existing perceptions of downtown parking and the implementation of new development, parking systems should be optimized. Columbus' 2013 Parking Study (by Nelson\Nygaard) outlined a set of recommendations to enhance both off and on-street parking through the implementation of **kiosk-based metered systems** and **garage optimization**. The study also outlined key opportunities to protect residential parking areas and expand management of employee parking.

2. TRANSIT NETWORK INFRASTRUCTURE



The main transit hub of Columbus is located far from the activity of downtown Columbus at Mill Race Center, west of downtown. This location forces transit riders to travel to an out-of-the-way location in order to connect to other transit services. This makes transit less convenient for riders traveling to and from the city's core, and thereby may discourage transit use. In addition, some routes share stops in downtown but there is minimal route coordination and no transit hub in the heart of the commercial area. The transit hub should be relocated to a central location within the urban core, providing better connectivity and equitable access to existing and future downtown amenities.

3. STREETSCAPE NETWORK, COMPLETE STREETS & ALLEYS



Traffic engineers and progressive communities recommend two-way streets because they **enhance economic development** (providing more convenient access and visibility for customers), **improve pedestrian safety and appeal**, and **reduce congestion** by increasing network flow. More two-way streets in the downtown area would discourage high vehicular speeds and make streets safer, improving access to destinations and reducing traffic due to less circuitous routes. Coordinated signalization can accommodate peak traffic volume and facilitate greater porosity. Ideation for complete streets and alley improvements are also integrated.

CONNECTIVITY OPPORTUNITY



- 1 **Washington Street: road diet & bicycle/ pedestrian infrastructure**
- 2 **Lindsey Street: road diet & bicycle/ pedestrian infrastructure**
- 3 **Brown Street: road diet & bicycle/ pedestrian infrastructure**
- 4 **Jackson Street: pedestrian-forward campus street**
- 5 **Franklin Street. & 6th St: streetscape improvements**
- 6 **Alleyway improvements to promote utility access and cycling**
- 7 **Chestnut Green Street (2-Way Conversion)**
- 8 **California Street Reconfiguration (2-Way Conversion)**
- 9 **2nd Street: conversion to 2-way street**
- 10 **3rd Street: conversion to 2-way street**
- 11 **Transit Center: potential relocation site**



Intersection Improvements:

- A. Washington & 17th Streets (Pre-existing proposal)
- B. Washington & 11th Streets
- C. Jackson & 5th Streets
- D. Jackson & 4th Streets
- E. Jackson & 3rd Streets
- F. Jackson & 2nd Streets
- G. Washington St & 2nd Streets
- H. Franklin and 3rd Streets
- I. Lafayette and 3rd Streets
- J. Lafayette and 2nd Streets
- K. State Rt. 46 Railroad Overpass Project (Pre-existing proposal)

PARKING INFRASTRUCTURE

In 2013, Nelson\Nygaard and Parsons Brinckerhoff developed a Downtown Columbus Parking Analysis for the Columbus Redevelopment Commission with several recommendations to improve parking in downtown, and improvements to the multi-modal network to improve access to parking. The full set of recommendations are found in The City of Columbus' Comprehensive Parking Study.

INCREASE ON-STREET AND OFF-STREET PARKING SUPPLY

There is potential to add on-street parking to sections of Brown Street, 2nd Street, 3rd Street, Lafayette Street, and 1st Street. Off-street parking could be increased with potential agreements between the city and private parking lot owners to fully utilize parking lots for both public and private parking needs.

GARAGE PARKING

In the Jackson Street Garage, employee parking should be located on the upper levels of the garage, with customer parking located on the lower levels. Customers should be able to park free for the first hour. After work day hours, reserved spots become open to the public. The garage should consider implementing a merchant validation program.

At the 2nd Street Garage, the number of parking spaces dedicated for residents of The Cole could be reduced and in correspondence reserved parking for employees of other businesses increased.

The cost of parking in a garage should be less than or equal to on-street parking in the downtown core.



Image: IPS Group, www.design-industry.com

Kiosk - based metering systems allow for equitable parking without excessive infrastructure or individual meters.

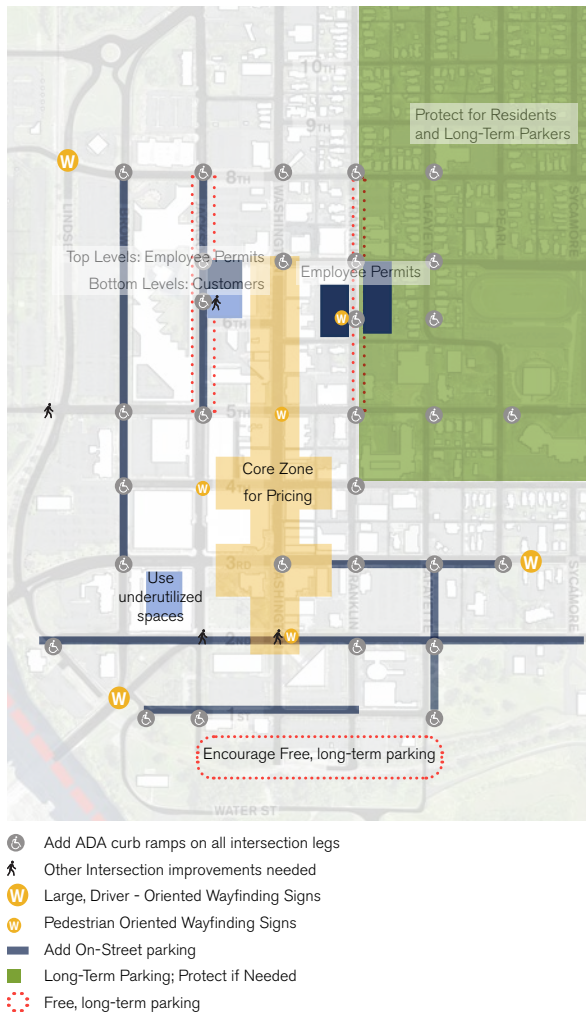
METERED ON-STREET PARKING

Columbus' downtown core should have metered parking, with the first fifteen minutes, free. This should be the most expensive parking in downtown. Meter enforcement should be extended into the evening, lasting from 9AM/10 AM until 8PM. Free on-street parking without time limits should be found just outside of the core.

ACCESSIBILITY

The city should create a policy to evaluate accessible parking spaces and integrate additional spaces where necessary. Define accessible parking location requirements and distribution throughout the downtown.

SUMMARY OF PARKING RECOMMENDATIONS



CUMMINS

In the near-term, Nelson\Nygaard suggested the organization encourage employee parking in the Jackson Street Garage and other facilities developed by Cummins. They also recommended the organization undertake a parking and transportation study. They should consider implementing Transportation Demand Management programs and spearheading a Transportation Management Association in Columbus, which could subsidize transit for employees or run a parking cash-out program among other programs to reduce demand for parking.

PARKING COMMISSION

It is advised that the City of Columbus establish a Parking Commission to coordinate and implement parking policy, as well as collect parking revenue, which would in turn invest potential profits back into downtown Columbus.

ZONING

Explore implementation of zoning code policy to encourage efficient parking utilization in downtown and the development of multi-modal transportation downtown. These policies could require developers to include bike parking in their developments, pay a fee in lieu of providing vehicular parking, incentivize denser mixed-use development downtown or require employers to run or participate in transportation management programs.

BIKE, PEDESTRIAN, AND TRANSIT INFRASTRUCTURE

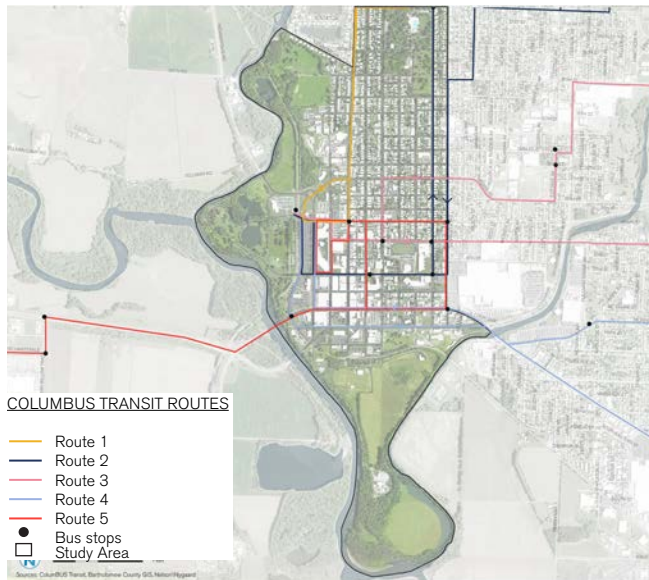
The City of Columbus should invest in bicycle, pedestrian, and transit infrastructure. Recommended investments include installing additional bike parking, making intersections more pedestrian friendly and accessible, improving bus stop visibility, and prioritizing alleyways for pedestrian connectivity and loading. These related improvements would reduce demand for parking.

WAYFINDING

The City of Columbus should consider investing in Wayfinding. A prospective program would position attractive signs that direct people driving into the city to parking, and pedestrians walking throughout downtown to points of interest.

NETWORK IMPROVEMENTS

EXISTING PUBLIC TRANSIT



COLUMBUS TRANSIT DEPOT RELOCATION*

The increased rail traffic on the Louisville & Indiana Railroad has also presented a unique set of problems for the City's transit system – ColumBUS. The main terminal, where passengers may transfer among buses, is located in Mill Race Park and therefore is separated from the rest of City by passing trains. With its routes increasingly disrupted, ColumBUS is seeking a new location for the terminal. As the relocation project proceeds, regardless of the chosen site, convenient service ensuring the accessibility of the downtown will be a primary consideration.

** These projects are pre-existing efforts, supported and incorporated within Envision Columbus.*



Image: <https://columbusrailroadproject.org/>

STATE ROAD 46 RAILROAD OVERPASS*

Increased train traffic along the Louisville & Indiana Railroad line along the west side of downtown Columbus has exacerbated traffic congestion at the critical State Road 46 entrance to the downtown core. In doing so it threatens the overall vitality of downtown both directly, by causing congestion on downtown streets, and indirectly by making the downtown an inconvenient destination from west-side neighborhoods. A partnership between the City of Columbus, Cummins, Bartholomew County, the State of Indiana, and the Louisville & Indiana Railroad, the proposed State Road 46 overpass of the railroad is intended to remedy the current issues and ensure that the downtown remains the well-connected center of the community, accessible and enjoyable for all.

TRANSPORTATION NETWORK GAPS

Downtown Columbus pedestrian infrastructure exists throughout the study area, with standard pedestrian crosswalks at most intersections, continuous sidewalks on both sides of the street with a minimum clearance of 5' for through pedestrian traffic, and ADA (Americans with Disabilities Act) compliant crosswalks. Title III of the ADA requires that public spaces, such as our transportation system, be designed without the types of barriers that make it difficult for disabled persons to use. ADA-compliant curb ramps therefore, are required on public property to provide a safe transition from street level to a curbed sidewalk. Curb ramps must also have detectable warning strips (i.e. dome shaped bumps) to help visually impaired individuals identify when they are entering (or leaving) the sidewalk.

STREET IMPROVEMENT STRATEGIES

There are several ways to make highly trafficked streets less of a barrier to pedestrians and improve pedestrian accessibility between key destinations. Opportunities to improve streets and make them more pedestrian friendly include:

- Adding cross walks at intersections
- Constructing bulb-outs at intersections (to reduce crossing distances)

Several crashes involving pedestrians and bicyclists occurred within the study area between 2007 and 2014. Notably, there has been a concentration of collisions along 3rd Street, likely caused by;

- High vehicular speeds (streets are too wide for the traffic they carry)
- Short and infrequent pedestrian crossing intervals

Potential improvements to make the streets and crossing safer include;

- Reduce the widths of travel lanes
- Reduce the number of travel lanes
- Create buffered bicycle facilities, on-street parking, or parklets, in place of a vehicular travel lanes
- Improve pedestrian signals to reduce the wait at intersections



ACCESS TO MILL RACE PARK

ROUNDAABOUT:

- Extend sidewalk around Jackson Street to 8th Street as additional connection to Mill Race Park
- Improve intersection crossing at 11th and Brown to the 11th Street side path connection to the People Trail.

WASHINGTON AND 11TH:

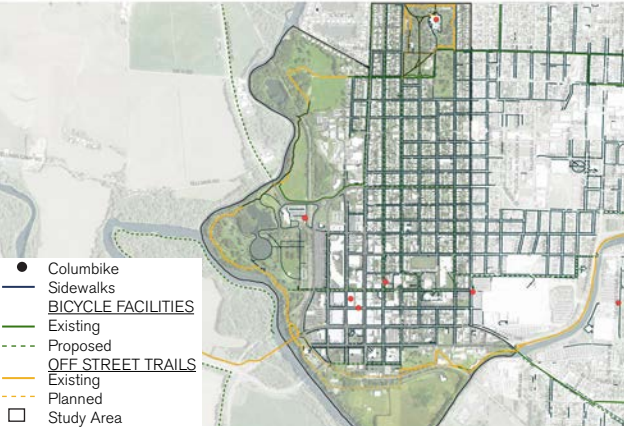
- Bump-out intersection to provide shorter crossings
- Add east/west cross walks
- Close gas station curb cut to protect sidewalk

JACKSON AND 11TH:

- Bump-out intersection to provide shorter pedestrian crossing
- Cross walks at all sides of the intersection
- Add sidewalk along the south side of 11th Street

STREETSCAPE NETWORK

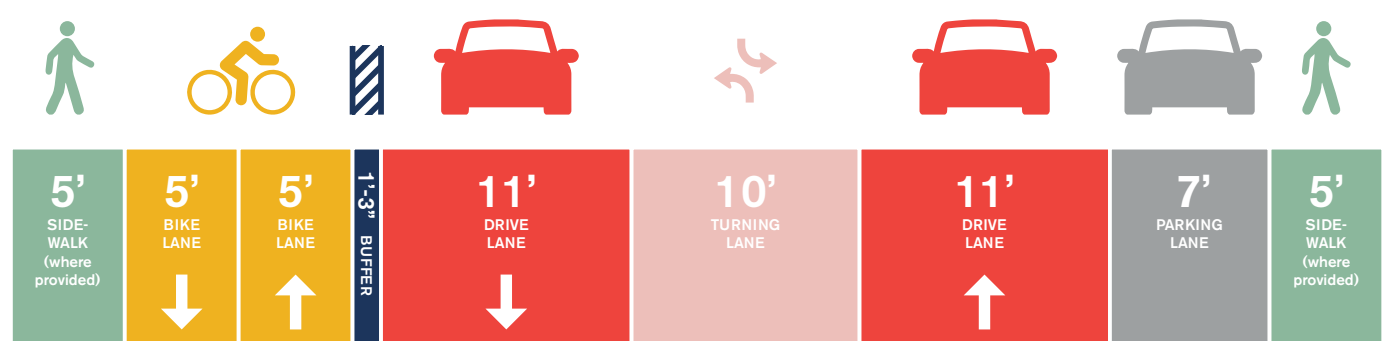
EXISTING PED & BICYCLE FACILITIES



The urban grid of Columbus is informed by a secondary network of internal alleys that provide access for residences and services. This **alley system is underutilized and could better serve the community** by providing additional capacity for pedestrian and cyclist infrastructure. The alleyways can also better accommodate neighborhood services including refuse pickup.

STREET REDESIGN GUIDELINES

Sidewalk Zone	Purposes	Design
	Pedestrian travel	6' of clearance for pedestrian traffic in most areas
	Street furniture	5' of clearance in low-density areas
Turn Lanes	Purposes	Design
	Turning traffic	Turning lanes should be 10' wide
	Medians provide separation from drive lanes	Medians may be 5' wide or narrower
Roadway	Purposes	Design
	Multimodal pathway	Curb-side lanes
	Motorized & non-motorized uses	Drive lanes Turning lanes Pedestrian islands
Drive Lanes	Purposes	Design
	Dedicated to motor vehicle use	11' Wide
	Same-direction travel	*10' Wide where no significant traffic of heavy vehicles or transit occurs
Curbside Lanes	Purposes	Design
	Single or combination of uses	7' Wide
	Parking Bike Lanes Loading Zones	Minimum 5' wide per direction if multi-directional 1'-3' Buffer

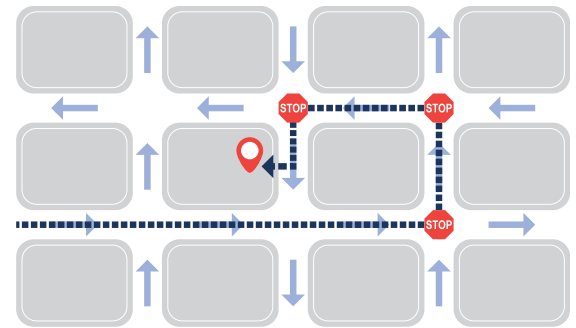


TRAFFIC CIRCULATION

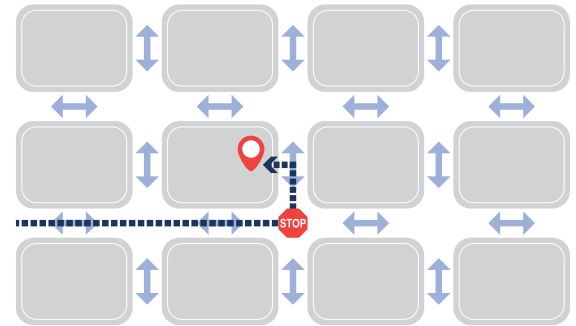
Streets can generally function with one travel lane per direction and a center turning lane to accommodate left turns when their average daily volume is 25,000 automobiles or less. If the number of traffic lanes is higher, the extra capacity encourages higher traffic speeds and weaving movements. A similar effect occurs when travel lanes are too wide and the density of crossings is too low, as vehicles tend to increase their speeds due to the lack of obstacles.

To enhance connectivity, some segments of the streets in Downtown Columbus should be converted from one-way streets to two-way streets. These conversions will result in;

- **Improvement of traffic circulation-** serves both regional and local traffic
- **Less confusing routes-** allow visitors and regular users to approach their destinations more directly (without circling the blocks).
- **Slower traffic speeds and more predictable crossings-** lead to a **safer pedestrian environment** with more vigilant drivers
- Double **storefront visibility** attracts patrons from both directions
- **Direct bus access-** leads to better on-time performance



OR



CONTEXTUAL GUIDANCE FOR SELECTING ALL AGES & ABILITIES BIKEWAYS				
Roadway Context				Bicycle Facility
Target Motor Vehicle Speed	Target Max. Motor Vehicle Volume (ADT)	Motor Vehicle Lanes	Key Operational Considerations	
Any	Any	Any	High curbside activity, frequent buses, motor vehicle congestion, or turning conflicts	Protected Bicycle Lane
< 10 MPH	Less relevant	No centerline, or single lane one-way	Pedestrians share the roadway	Shared Street
≤ 10 MPH	≤ 1,000 - 2,000		< 50 motor vehicles per hour in the peak direction at peak hour	Bicycle Boulevard
≤ 25 MPH	≤ 500 - 1,500	Single lane each direction, or single lane one-way	Low curbside activity, or low congestion pressure	Conventional, Buffered, or Protected Bicycle Lane
	≤ 1,500 - 3,000			Buffered or Protected Bicycle Lane
	≤ 3,000 - 6,000			Protected Bicycle Lane
	> 6,000			Protected Bicycle Lane, or Reduce Speed
> 26 MPH	Any	Multiple Lanes Per Direction	Low curbside activity, or low congestion pressure	Protected Bicycle Lane, or Reduce to Single Lane & Reduce Speed
	≤ 6,000	Single Lane Per Direction		Protected Bicycle Lane, or Reduce to Single Lane & Reduce Speed
	≤ 6,000	Multiple Lanes Per Direction		Protected Bicycle Lane or Bicycle Path

Data: NACTO

FUTURE BICYCLE FACILITIES

As indicated in the adjacent table, bike infrastructure design should be based on the street's design and motor vehicle traffic conditions such as vehicle speed and volume. **Protected bike lanes are encouraged** in streets with targeted motor vehicle speeds greater than 20 mph and daily traffic volumes higher than 3,000 vpd (vehicles per day). Below this threshold, a shared space with motor vehicles (sharrows) or with pedestrians might be considered in bi-directional streets with no centerline and single lane one-way streets.

COMPLETE STREETS

JACKSON STREET: A HIGH-TECH DESIGN CORRIDOR

The conversion of Jackson Street between 2nd and 8th Streets into a shared street could **connect creativity, architecture, and technology** by creating a safe and attractive district between two of Columbus' institutions—Cummins, Inc. and Indiana University School of Architecture and Design (IU SOAAD). The conversion of Jackson Street into a raised shared street between 7th and 5th would increase pedestrian safety, and improving the intersections on Jackson between 2nd and 5th Streets would facilitate pedestrian and cycle crossings.

The pedestrianized streetscape supports a potential civic gathering space with use of temporary traffic closures. The streetscape improvements and pedestrian plaza treatment can continue southward to embrace IU SOAAD and its burgeoning development.

PEDESTRIAN CROSSING TIME

Intersection improvements should target reduced crossing distances to limit pedestrian exposure to vehicular traffic.





STANDARD CONFIGURATION

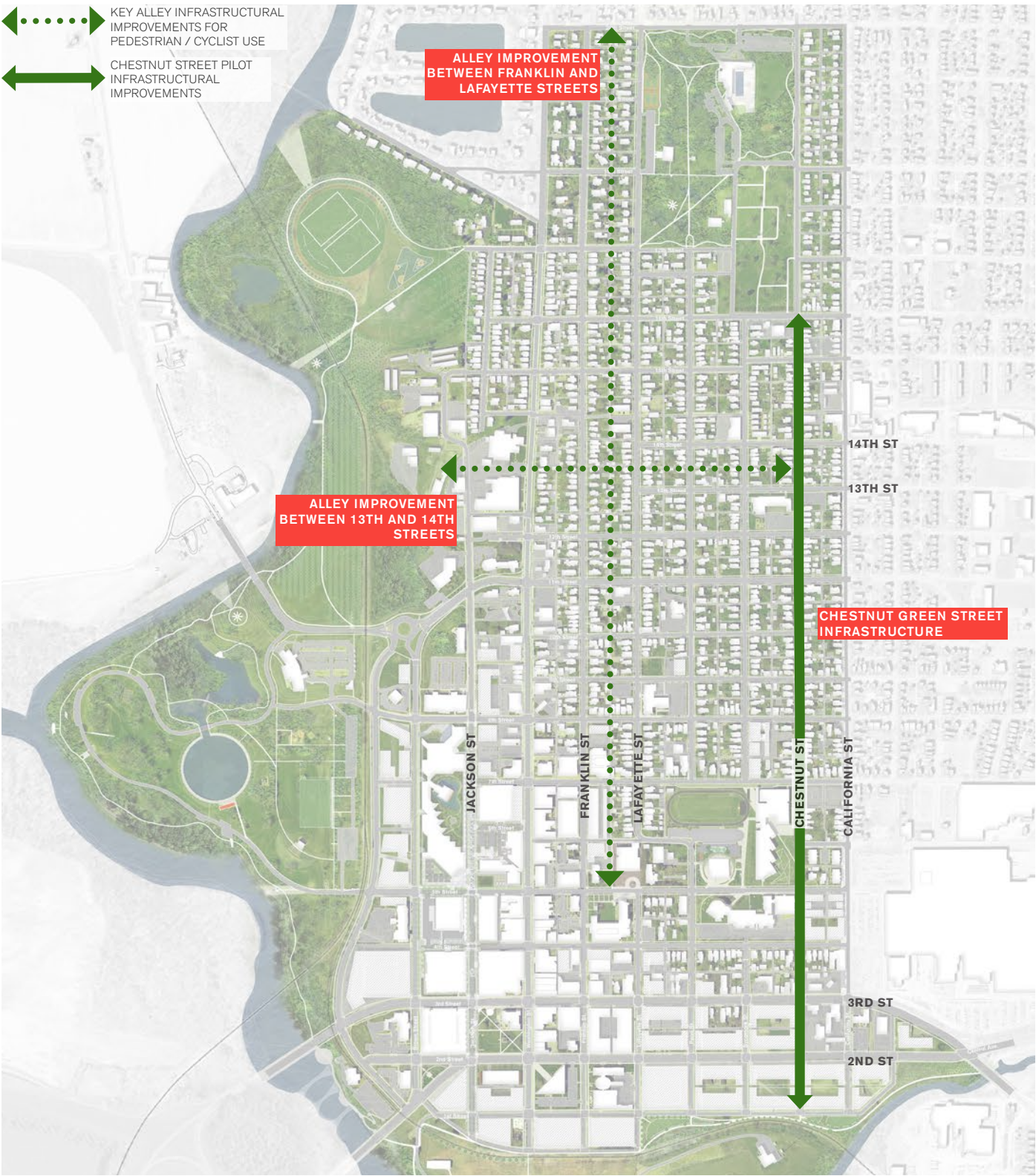
For everyday use, vehicular traffic zones may be clearly defined by iconic paving.

EVENT CONFIGURATION

A limited length of Jackson Street could be designed with the capacity to temporarily restrict vehicular access and allow for flexible pedestrian use and promote farmers markets, festivals and civic gathering.



ALLEYS





ACCESS TO ACCESSORY DWELLING

PERMEABLE PAVING

UTILITY ACCESS

Existing alley spaces are **underutilized**, primarily serving as residential parking access lanes. Many are challenged by deteriorating, non-permeable paving. Envision Columbus re-imagines this asset reconfigured to serve **cycles, pedestrians and utility uses**.

Envision Columbus proposes that the adjacent dashed routes are prioritized as key alley conversions. These should be developed to promote bicycle and pedestrian accessibility while supporting service and utility access. Other alleyways can and should be improved as part of this network.

The solid arrow identifies Chestnut Street, which is proposed as a green infrastructure pilot project (see residential opportunities section) and should work in conjunction with the alley network to increase cycle and pedestrian access.

Strategic investment in infrastructural improvements to the alley system could improve pedestrian and cycle circulation with minimal interference to the conventional vehicular road network. Alleys could act as secondary routes to Downtown Columbus, and in particular, could become safer bicycle and pedestrian routes than the city's streets. Mid-block crossings could be enhanced with signage and identification.

Alleys with demand for more concentrated utility and service access can be tailored with specific paving configurations and facilities to accommodate utility vehicles.

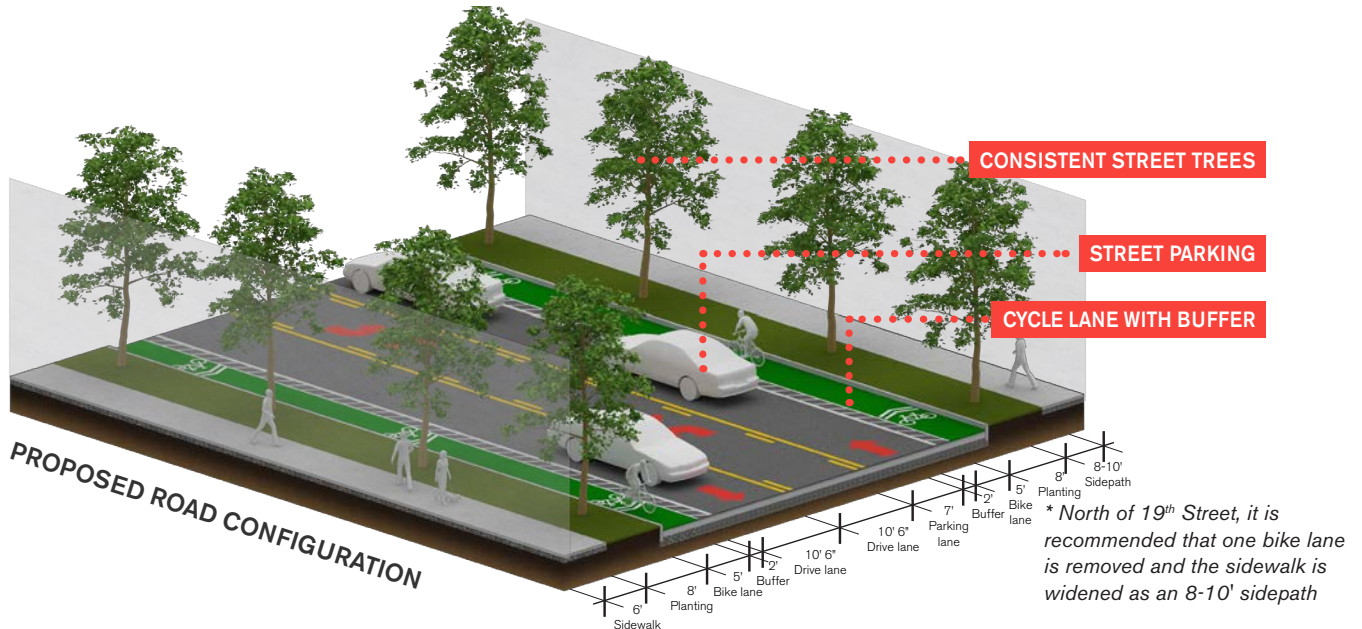
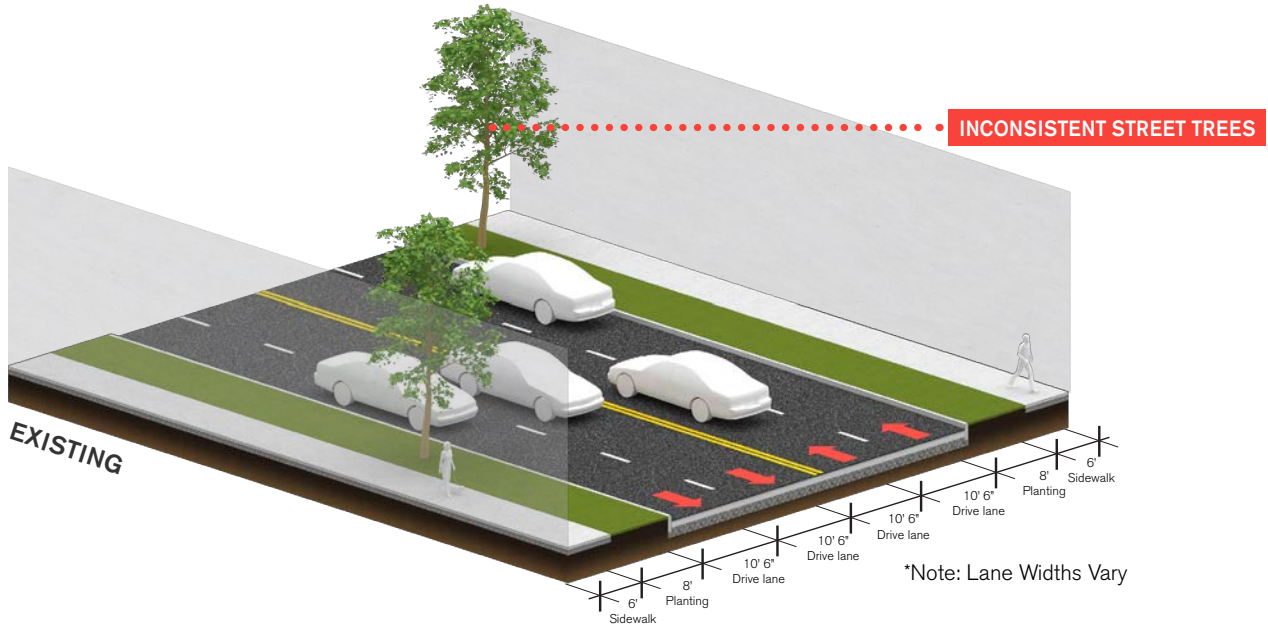
Key Recommendations:

- Operate alleyways as shared streets for vehicles and people walking and biking.
- Use clear signage, pavement variation, and/or speed bumps to delineate a shared alleyway from a conventional street.
- Ensure intersections between streets and alleyways provide safe and highly visible crossings for people and vehicles using the alleyways.
- Ensure adequate lighting is present along the entire usable length of an alleyway.
- Provide adequate wayfinding signage.
- Total widths vary, but the path should be at least 10' if shared only by pedestrians and bicyclists, and 14' if shared by vehicles, pedestrians and bicyclists.

STREET IMPROVEMENTS

Complete streets are safe and functional for all road users. Accordingly, street design modifications have been proposed for several streets in Downtown Columbus in order to make them safer and more functional for people walking and biking, while maintaining their functionality for transit and automobiles. The following images outline these proposed changes.

WASHINGTON STREET BETWEEN 11TH AND 25TH STREETS



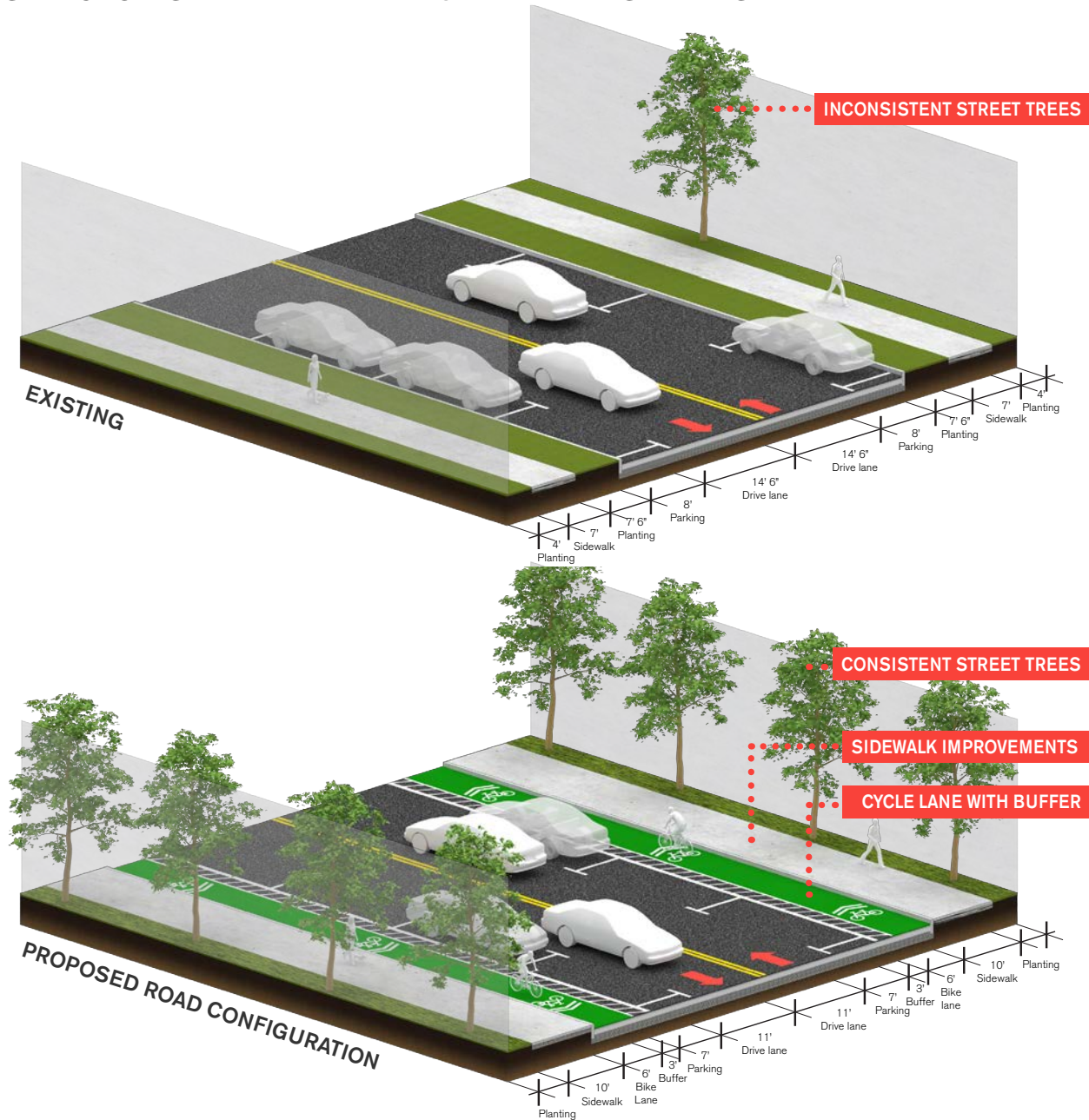
EXISTING CONDITIONS:

North of 11th Street, Washington Street is an excessively wide road with sub-standard pedestrian infrastructure and traffic volumes of approximately 14,000 vehicles per day.

PROPOSED ROAD CONFIGURATION:

Narrowing from four travel lanes to two with an additional turning lane would discourage high speed driving and provide space for alternative transportation modes, including cycle and pedestrian infrastructure.

Add buffered bicycle lanes in both directions.

WASHINGTON STREET BETWEEN 8TH AND 11TH STREETS**EXISTING CONDITIONS:**

South of 11th Street and north of 8th Street, Washington Street is an excessively wide road for an average daily traffic volume of less than 5,000. This excess width discourages people from walking or cycling along Washington Street and prioritizes vehicles.

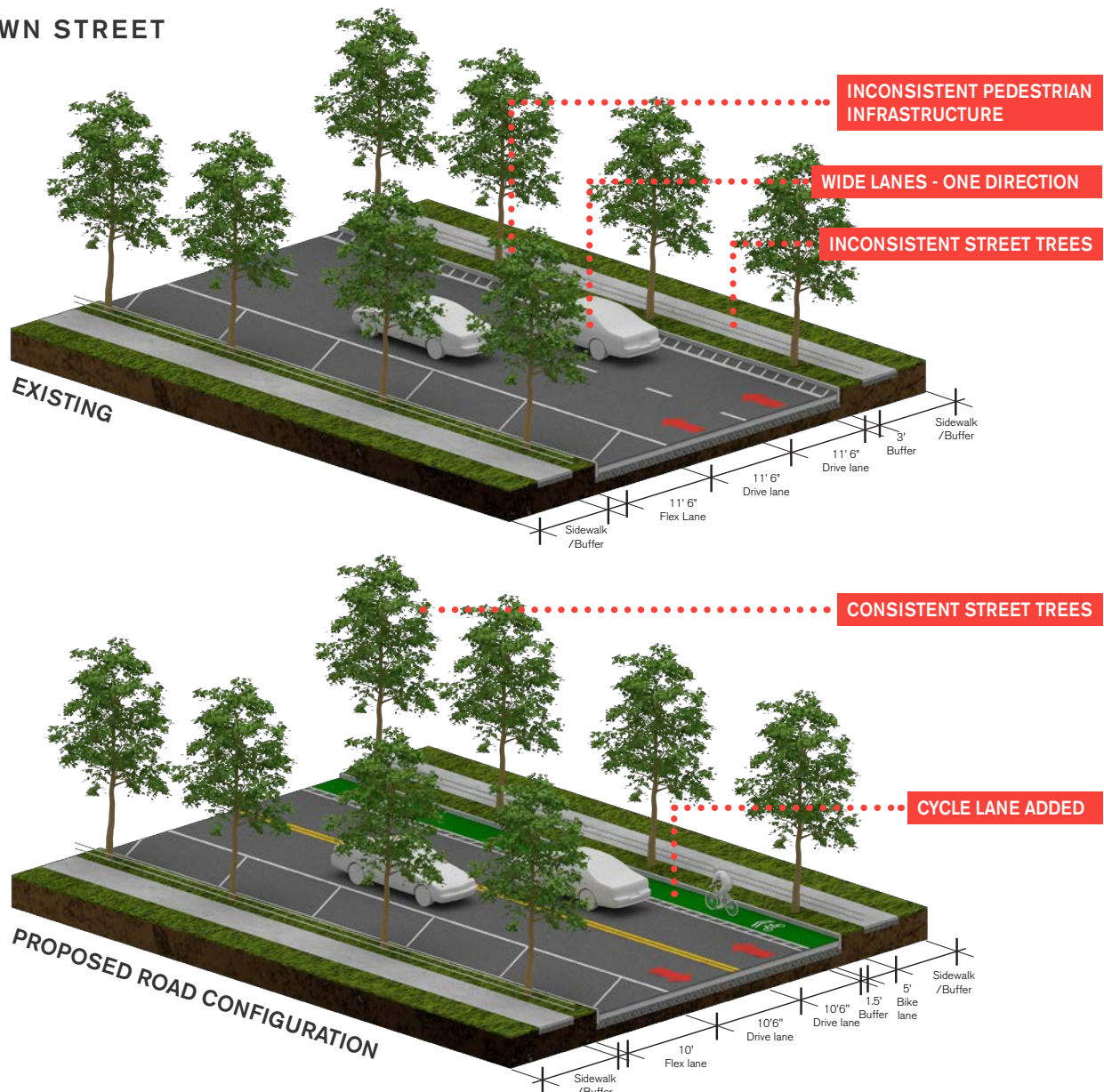
PROPOSED ROAD CONFIGURATION:

The excess capacity could be better utilized to accommodate bicycle and pedestrian infrastructure without impacting traffic capacity.

Reduce drive lane widths from 14.5 feet to 11 feet, and parking lane widths from 9 feet to 7 feet. Add parking-protected bike lanes in both directions and increase sidewalk width.

STREET IMPROVEMENTS

BROWN STREET



TRAFFIC STUDY:

Converting Lindsey and Brown Streets to two-way traffic will require adding an additional signal phase to all existing signalized intersections. **A traffic study to verify that traffic operations stay at acceptable levels during peak periods would be required to advance this proposal.** This study would determine the Level of Service of each intersection, and the impact on pedestrian waiting at intersections using Synchro or Vissim (measuring tools). Collecting 24 hour counts during weekdays and weekends will determine the periods of peak traffic volume and will provide data on turning movements of all traffic at all intersections during the peak periods, from 11th Street to 2nd Street. The output of the analysis will determine the viability of a two way street system.

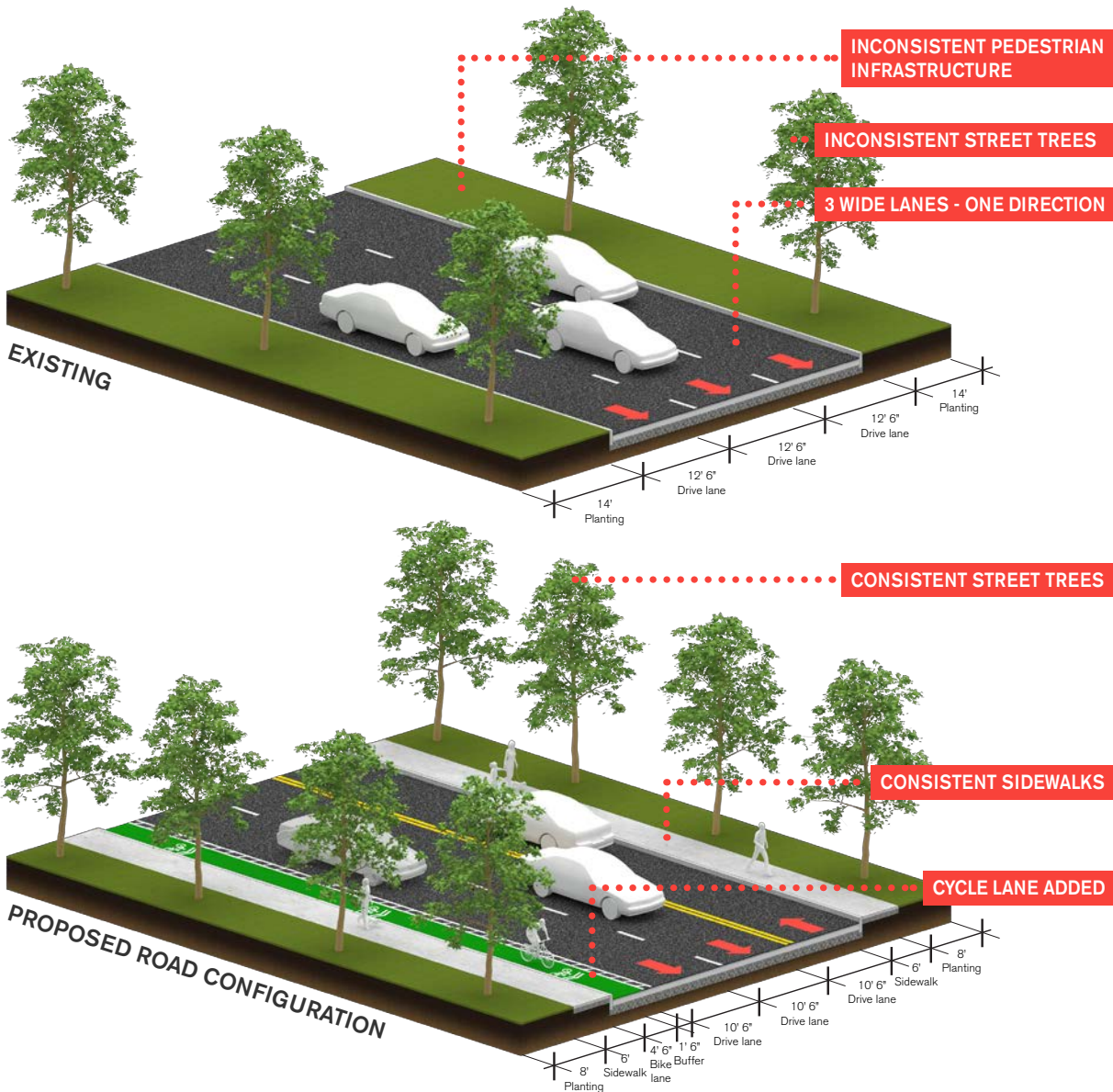
EXISTING CONDITIONS:

Between 11th Street and 2nd Street, Brown Street is an excessively wide road. It spans 38 feet across three lanes (in certain locations), serving an average daily traffic volume of less than 10,000 vehicles. Brown Street is a one-way street with no on-street parking, which encourages high-speed driving. Some portions lack sidewalks entirely.

PROPOSED ROAD CONFIGURATION:

Reduce drive lane width from 11.5 feet to 10.5 feet. Convert one lane to south-bound lane, add a protected bike lane on east side of Brown Street.

LINDSEY STREET

**EXISTING CONDITIONS:**

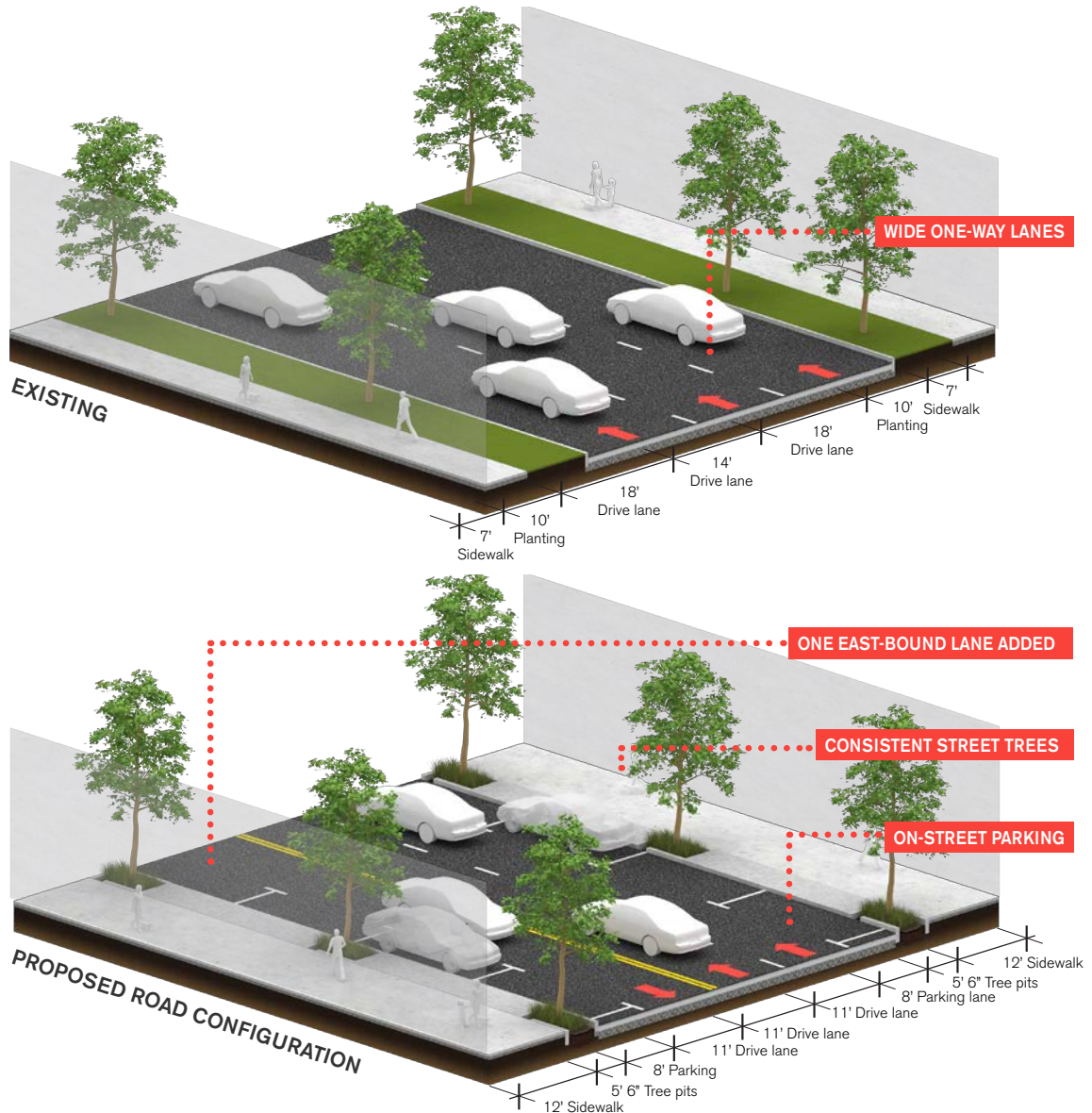
Between 11th Street and 2nd Street, Lindsey Street is an excessively wide road. It spans 38 feet across with three lanes, serving an average daily traffic volume of less than 10,000. Lindsey Street is a one-way street with no on-street parking, which encourages high-speed driving. Some portions lack sidewalks entirely.

PROPOSED ROAD CONFIGURATION:

Reduce drive lane width from 12.5 feet to 10.5 feet. Add one north-bound lane, a protected bike lane on west side of Lindsey Street, and consistent sidewalks on both sides.

STREET IMPROVEMENTS

3RD STREET BETWEEN LINDSEY STREET AND STATE STREET



TRAFFIC STUDY:

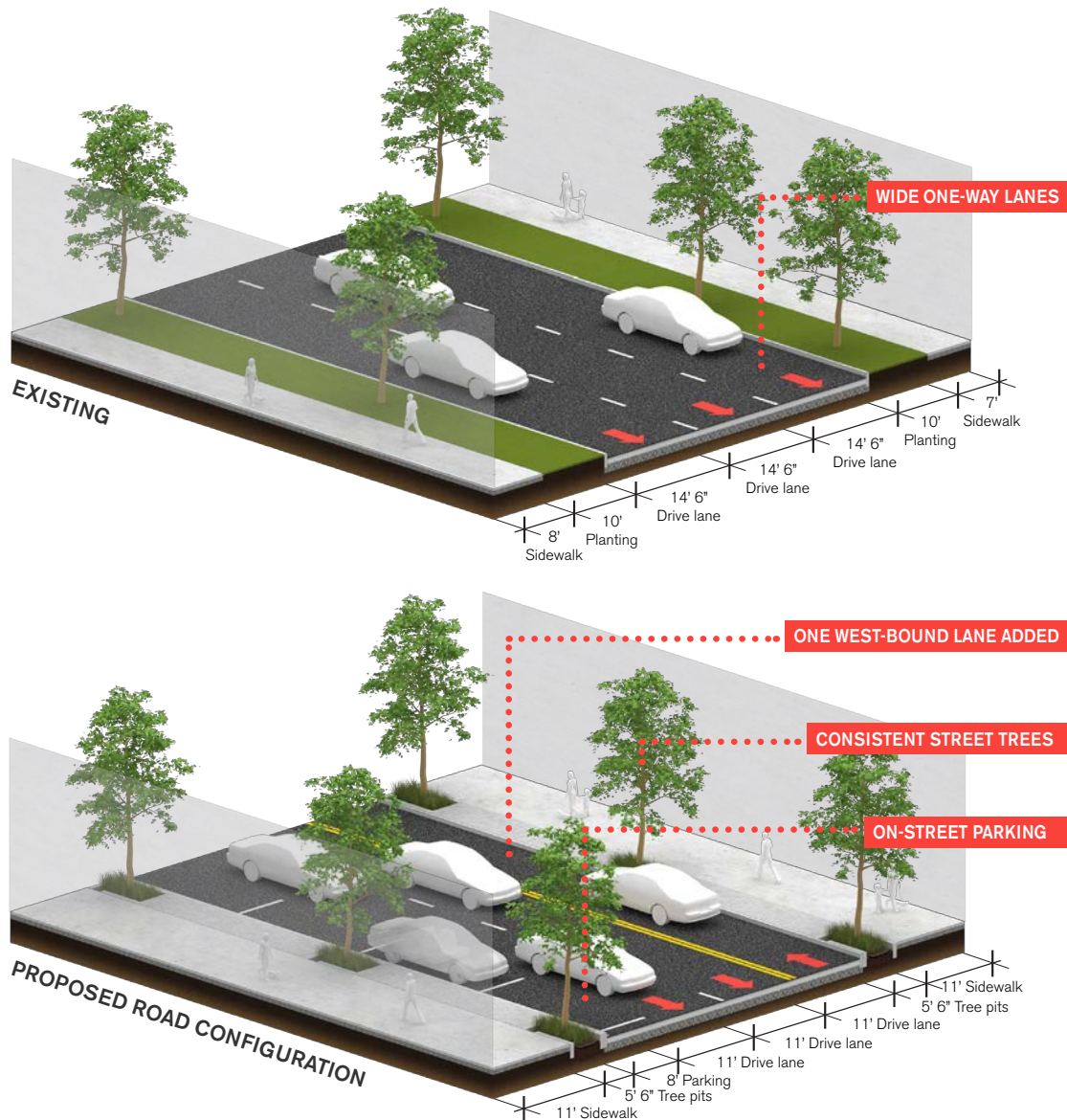
Converting 2nd and 3rd Streets to two-way traffic will require adding an additional signal phase to all existing signalized intersections. **A traffic study to verify that traffic operations stay at acceptable levels during peak periods would be required to advance this proposal.** This study would determine the Level of Service of each intersection, and the impact on pedestrian waiting at intersections using Synchro or Vissim (measuring tools). Collecting 24 hour counts during weekdays and weekends will determine the periods of peak traffic volume and will provide data on turning movements of all traffic at all intersections during the peak periods, from Lindsey to Central Avenue. The output of the analysis will determine the viability of a two way street system.

EXISTING CONDITIONS:

Currently, 3rd Street is a one-way west-bound street between Lindsey Street and State Street. This makes the street network confusing for visitors and less direct for locals, thereby increasing the amount of driving needed to reach destinations. The one-way orientation of 3rd Street also encourages higher driving speeds, which detract from pedestrian safety. Traffic volumes are less than 25,000 per day, making such an orientation unnecessary for the street's functionality.

PROPOSED ROAD CONFIGURATION:

Reduce drive lane width from 18 feet and 14 feet to 11 feet. Add an east-bound lane as well as on-street parking, and streetscape infrastructure.

2ND STREET BETWEEN JACKSON STREET AND STATE STREET**EXISTING CONDITIONS:**

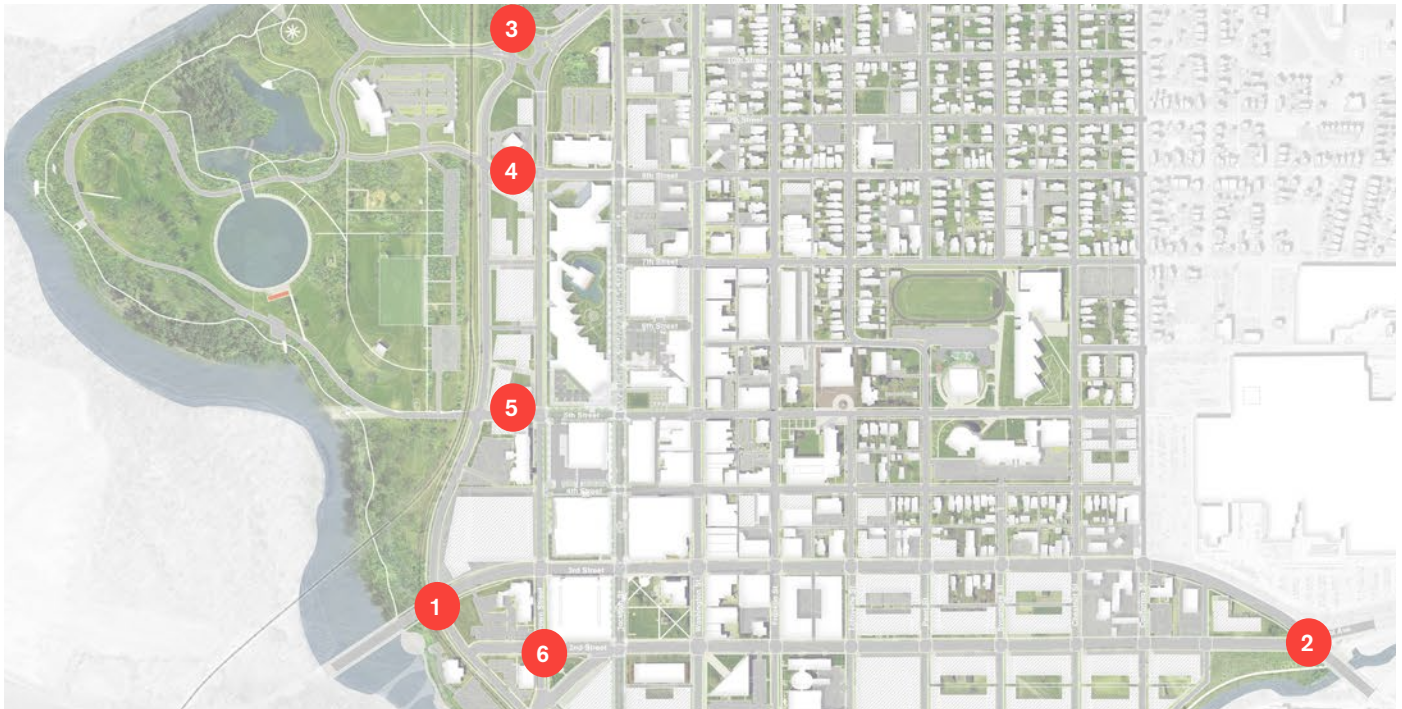
Currently, 2nd Street is a one-way east-bound street between Jackson Street and State Street. This makes the street network confusing for visitors and less direct for locals, thereby increasing the amount of driving needed to reach destinations. The one-way orientation of 2nd Street also encourages higher driving speeds, which detract from pedestrian safety.

PROPOSED ROAD CONFIGURATION:

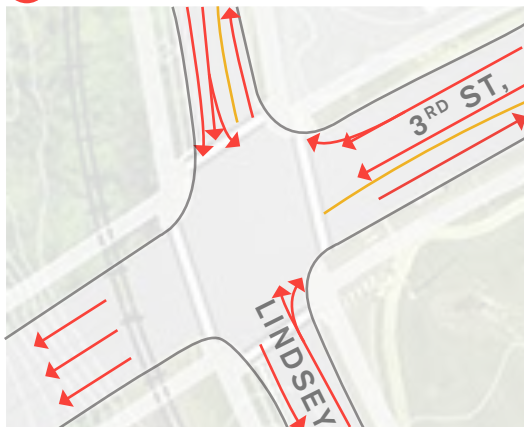
Reduce drive lane width from 14.5 feet to 11 feet. Add a west-bound lane as well as on-street parking, and improve streetscape infrastructure.

INTERSECTION ALIGNMENT

This plan proposes the conversion of several one-way streets in Columbus to two-way streets. Doing so would help improve street safety by increasing driver attention, and will provide more direct routing and increase the exposure to both sides of the street. Reorienting street travel direction will require modifications to intersection flows as outlined in the following graphics.

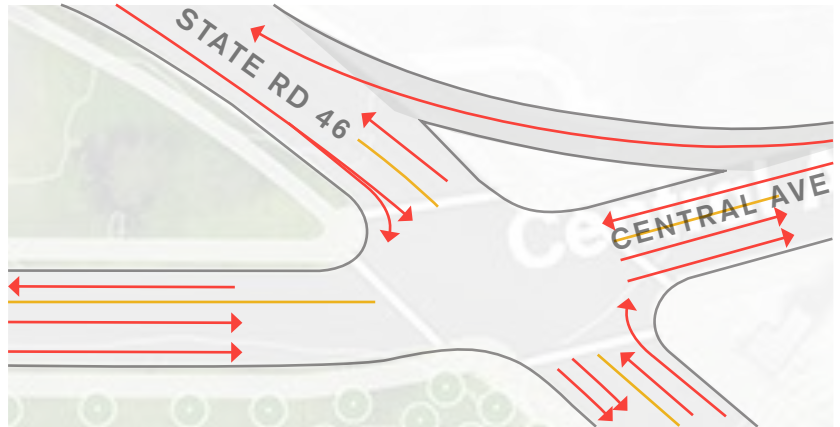


1 LINDSEY AND 3RD ST.



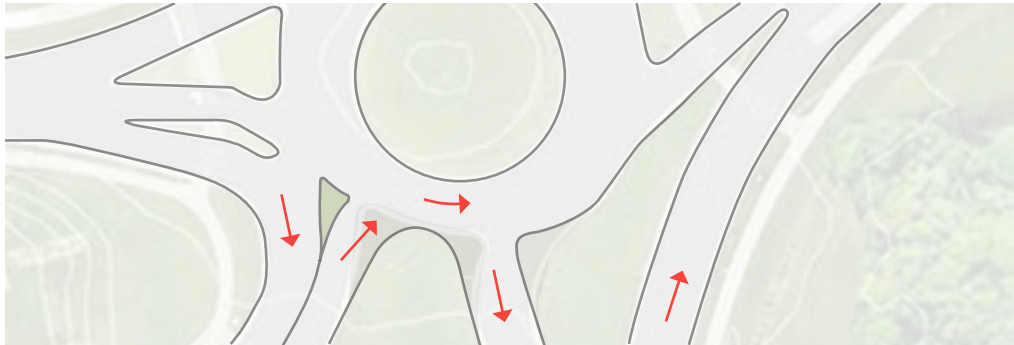
East of Lindsey Street, 3rd Street adds one east-bound lane. North and South of 3rd Street, Lindsey Street integrates one north-bound lane.

2 CENTRAL AVE AND STATE RD 46



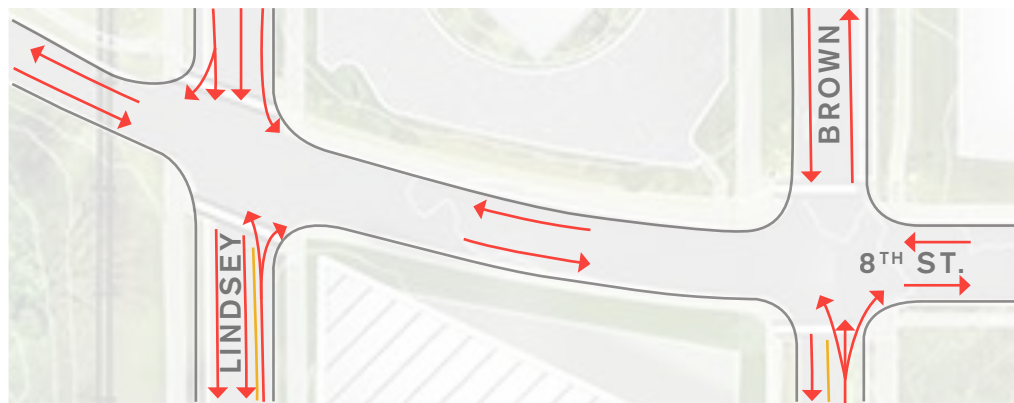
West of State Street and Central Avenue, traffic patterns on 3rd Street are modified to accommodate two-way traffic with one east-bound lane.

East of State Street and Central Avenue, traffic patterns remain in current configuration.



3 LINDSEY / BROWN AT 11TH

Adjustments at traffic circle accommodate two-way conversions of Lindsey and Brown.



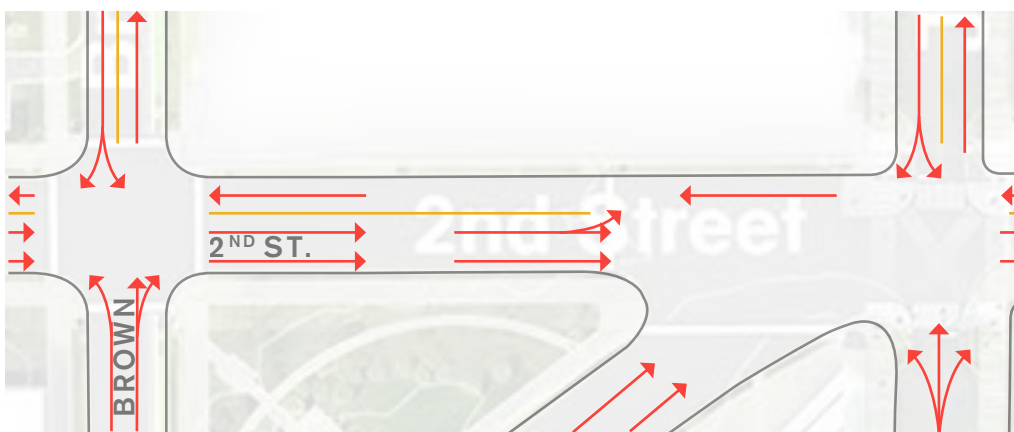
4 LINDSEY / BROWN AND 8TH ST.

Traffic is modified to accommodate two way traffic.



5 LINDSEY / BROWN AND 5TH ST.

Traffic is modified to allow two-way traffic.




6 BROWN, JACKSON AND 2ND ST.

On 2nd Street, traffic patterns are modified to accommodate two way traffic to the terminus of the street at Lindsey.



PROCESS & APPENDIX



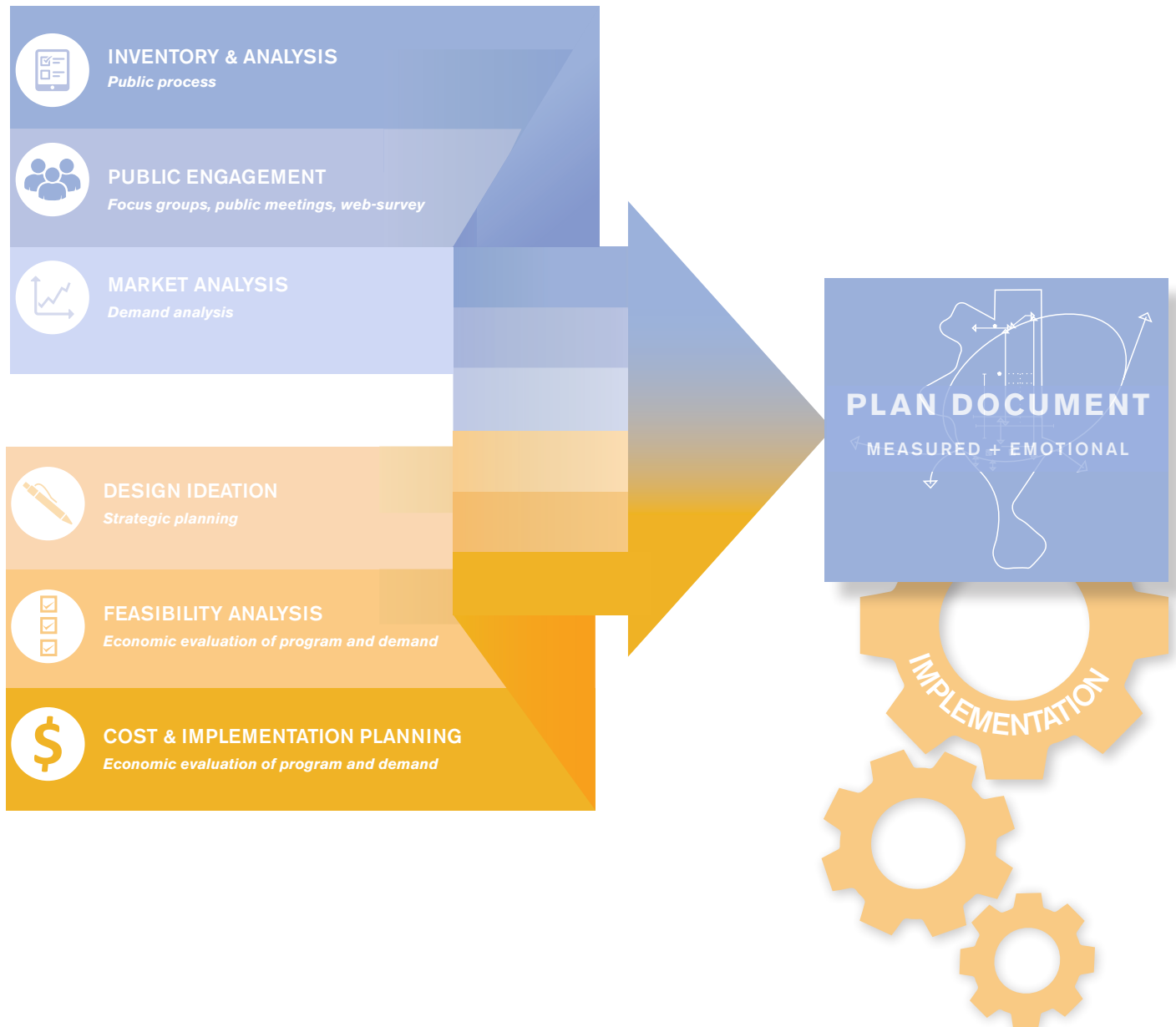
Envision Columbus was informed by many **diverse voices of the community.**

The Envision Columbus Downtown Strategic Development Plan was informed by engagement with project stakeholders, focus groups, and the breadth of the community. The process featured thoughtful and empathetic methods for providing the community with opportunities to share thoughts and concerns, express ideas and preferences, and respond to draft findings and recommendations. The community voiced their greatest aspirations and became active participants in the planning process. A process of active listening ensured that those voices were heard and are represented in the framework document.

Throughout the project, the design team had weekly meetings with the operating team, seven sessions with the project steering committee, meetings with twelve key focus groups representing diverse individuals, and three well-attended public engagement sessions with a diverse citizenry to gain input and inform decision-making processes. These sessions yielded a multitude of data that describes both qualitative and quantitative metrics about the community's desires; this information is featured throughout the plan and archived within the Appendix. The voices of the community are interwoven within the framework and achieve an aspirational yet authentic vision with broad public ownership and support of a community-wide vision for downtown.

The planning process and other key exhibits are shown here, providing knowledge and resources for future implementation and planning.

PLANNING PROCESS



The planning approach balanced two polarities—measured and emotional approaches—to arrive at a framework that is readily implementable as well as beloved by its community. The plan document is a product of many ideas, some informed by measured returns on investment, and others informed by emotional value and social impact.

The planning process was informed by opportunity and inventory analysis, public input, and market analysis processes. These key findings were tested in design ideation and feasibility analysis explorations to inform the plan document. Cost and implementation planning created a flexible framework for future opportunity, which can realize projects when funding and policy mechanisms present themselves.

INVENTORY & ANALYSIS

In this initial phase of work, the team performed all base mapping and analysis, as well as gathering of baseline information from stakeholders. The project utilized existing GIS/CAD inventory as well as past and in-progress construction projects and planning works. To gather data, our team developed surveys and questionnaires, and synthesized information from stakeholder and community engagement.

PUBLIC ENGAGEMENT

The public engagement strategy was integral to the entire planning process, and utilized the many voices of the community to inform the plan. The public engagement process for the project is outlined in subsequent pages.

MARKET ANALYSIS

Beginning with an assessment of the local/regional market, HR&A reviewed market demand and trends, as well as potential absorption and gap analysis. The team identified barriers and challenges as well as necessary interventions (both physical and fiduciary) to inform economic sustainability. Market analysis helped to inform potential catalyst sites by understanding existing assets and potential priorities.

DESIGN IDEATION

The plan was developed through an iterative design and planning process, synthesizing analysis with input from community engagement to form visionary strategies. The plan lays out conceptual-level approaches as well as urban-scale strategies. During design ideation, the team established initial ideas for catalyst sites, implementation strategies, and detailed recommendations. These ideas continued to be tested and studied, and refined through engagement with the community.

FEASIBILITY ANALYSIS

The feasibility of all planning options was explored, including building typologies and development densities. HR&A and Beyer Blinder Belle developed options for cash flow analysis and potential capital investments, as well as resource assessment which outlined potential partnerships for aiding in revitalization, including high-level potential TIF funding implications.

COST & IMPLEMENTATION PLANNING

The Envision Columbus document can be used to continue critical discussions with leadership and guide future initiatives and capital improvement. Cost estimating explored high-level urban strategies (Hagerman Group) and granular study of catalyst sites, such as single-family housing (Dharam).

PAST PLANNING EFFORTS

Columbus, Indiana, has been informed by a series of significant planning efforts that have provided guiding visions for the processes and development that have defined the fabric of the city. The Envision Columbus process began with an exploration of these previous planning efforts to better understand how the urban fabric has evolved over time.

Review of these documents has made apparent that the City of Columbus is most successful when it has a plan. By unifying many current planning efforts into a collective vision for the future, the plan is a holistic synthesis that engages diverse organizations to strategically advance Columbus.

PAST PLANNING DOCUMENTS REVIEWED

- Columbus Parks and Recreation Master plan, 2017-2021
- Columbus Riverfront Plan, 2018
- Columbus Riverfront Plan Market and Feasibility Study, 2018
- Peer Community Comparison Study Draft, 2017
- Neighborhood Commercial Access & Design Study, 2017
- Intersection Study, Plan for Health Initiative, 2016
- State Street Corridor Plan, 2014
- Downtown Redevelopment Summary, 2013
- Columbus Arts District Strategic Plan, 2013
- Central Avenue Plan, 2011
- Bicycle and Pedestrian Plan, 2010
- Columbus, Indiana Thoroughfare Plan, 2010
- Downtown Strategic Development Plan, 2005
- Comprehensive Plan Land Use Element, 2002

INFORMATIONAL DOCUMENTS REVIEWED

- Downtown Employment Features Document, 2016
- Downtown Columbus Traffic Counts, 2018
- Bartholomew County Traffic Counts, INDOT, 2001

KEY HISTORICAL DOCUMENTS

- Redeveloping Downtown Historic Documentation
- Columbus Indiana Architectural Archives Timeline, 2012

DOWNTOWN COLUMBUS STRATEGIC DEVELOPMENT PLAN (2005)

The 2005 Downtown Strategic Development Plan identified opportunities for enhanced vibrancy and strength in the downtown core through the establishment of six key districts: a Civic and Entertainment District, Downtown Expansion District, Urban Residential District, Near Downtown Residential District, and Green Belt. The plan identified challenges with downtown activation, gaps and underutilized land in the urban fabric, challenges in separation of the downtown from residential neighborhoods, and the capacity of the key corridors to increase vibrancy.



COLUMBUS, IN, PARKS AND RECREATION MASTERPLAN (2017-2021)

The current Columbus, Indiana, Parks and Recreation Master Plan comprehensively outlines the current state of the park system and identifies both near-and long-term strategies for improvements. Notably, the Flatrock River Park Corridor is identified as a key opportunity to unify large parks that define the western perimeter of the study area into a significant linear park space. The document also prioritizes opportunities within the park system, including indoor recreation and sports based recreation opportunities. The plan document outlines input from the public process including a clear desire for increased activation of park spaces.



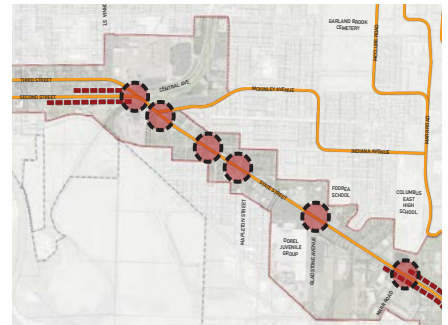
COLUMBUS CENTRAL NEIGHBORHOOD PLAN (2017)

The 2017 Columbus Central Neighborhood Plan identified potential future strategies to achieve key goals in improving access to jobs, healthy foods, recreation, community services, education, and affordable housing; promoting mixed-use and mixed-income redevelopment; mitigating environmental and health concerns; examining land uses and recommended zoning adjustments; recommending roadway improvements that promote the use of alternative transportation and manage truck traffic. The plan proposes strategies to guide the ongoing infill development and infrastructure improvements.



CITY OF COLUMBUS, IN, STATE STREET CORRIDOR PLAN (2014)

The State Street Corridor plan developed a vision for land use, working to achieve a strategy that activates this space as a creative hub interconnected to the downtown. The vision identifies opportunities for streetscape improvements and land-use considerations including residential, commercial, and light industrial spaces for use by creative makers.



COLUMBUS ARTS DISTRICT STRATEGIC PLAN (2013)

The 2013 Columbus Arts District Strategic Plan document outlined a series of key corridors focused on key programmatic themes: Washington Street as Commerce, Jackson as Arts and Education, Fifth Street as Architecture, and Fourth as Entertainment. The plan also made key recommendations for facilities and preservation efforts in conjunction with art retail, tourism, education, programming, and supporting infrastructure improvements.



URBAN GROWTH PATTERNS

Columbus has seen significant growth in response to natural resources, transit infrastructure, and industrialization. These patterns have defined a unique urban fabric and created new opportunities for significant infill within the downtown core. By concentrating infill toward the urban core, new adaptive development opportunities can densify the city and holistically enrich the urban and suburban fabric.



1821

Columbus is founded as the Bartholomew County seat near the center of the county at the confluence of the Flat Rock, Driftwood, and White Rivers.



1886

Growth expands to the north and east in response to riparian areas to the west and south. Railroads and industry boom after 1841 rail expansion through the city.



1900

Growth to north and east continues as industry expands.



**Diagrams adapted from the National Register nomination for the Columbus Historic District*



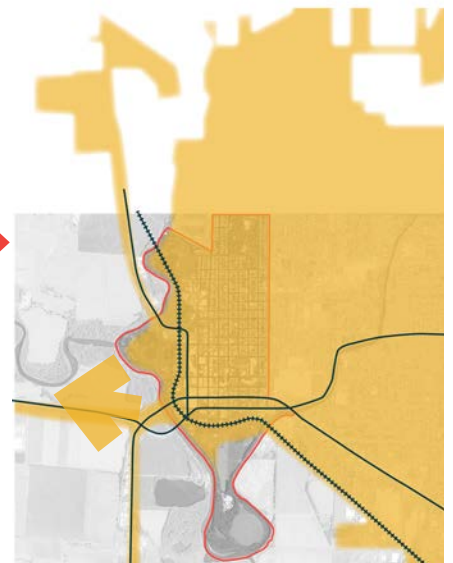
1927

Growth to north and east continues, and near downtown residential neighborhoods are developed.



1949

Road network expansions and automobile-centric culture begins to stretch Columbus beyond the core.



1976

Some growth in downtown accompanies significant growth outside of the city. Growth begins to spread west in response to Interstate 65 and suburban sprawl.

OPPORTUNITY ANALYSIS



The project team initiated the planning effort with an inventory and opportunity analysis that identified the trends, systems, and patterns that have defined the downtown to date. This began with an evaluation of previous planning efforts and a study of the city through six key lenses: connectivity, activation, resiliency, livability, recreation, and culture.

These lenses of exploration were further examined during initial public meetings and focus groups in which citizens were asked to identify how and where these elements inform their lives within the city. Citizens also gave input on what ideas could inform a future iteration of Columbus and their daily lives.



Imagery © 2018 Hadley Fruits Photography

The community shared their perspectives on Columbus during the initial public meeting to inform the inventory and analysis process.

CIVIC ENGAGEMENT SUMMARY



Imagery © 2018 Hadley Fruits Photography

WEBSITE, ONLINE SURVEY AND BREAK UP / LOVE NOTES



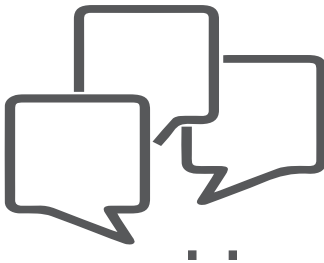
More than **2,000** survey responses

106 messages received

56 Love Letters

24 Break-Up Notes

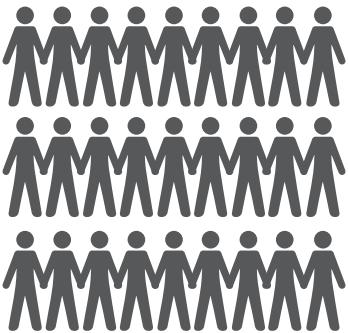
FOCUS GROUPS



12 Focus Groups held:

Young Professionals
Young Downtown Families
Historic Columbus Neighborhood Association
Arts and Culture Representatives
Real Estate Brokers and Developers
Foundation for Youth
City Boards and Commissions
Diversity Organizations
Downtown Retailers
Downtown Employers
Downtown Employees (2)

PUBLIC MEETINGS

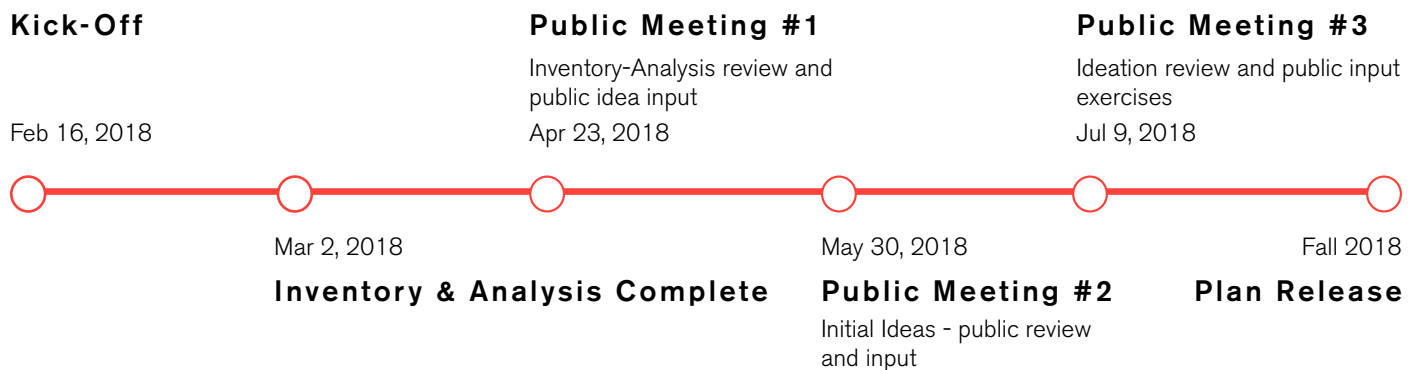


3 Major Public Input Meetings

~400 Total Attendees

Many input exercises and opportunities

PROJECT TIMELINE



ONLINE SURVEY:

The online survey was utilized as a tool throughout the project to solicit input from a diverse range of citizens. A summary of input gathered from the survey is included in the following pages.

FOCUS GROUPS:

Focus groups were held throughout the project process to gather focused input from diverse participants on their civic experience of Columbus and solicit ideation on how Columbus can better serve its citizenry, visitors, employees, and residents.

PUBLIC MEETING ONE:

The initial public meeting focused on initial ideation from the Public Perspective. Attendees were asked to share their thoughts on the study area and their goals for the plan using dot voting and collaborative mapping exercises to describe Columbus and imagine its future. Information gathered during this meeting is included within the following pages.

PUBLIC MEETING TWO:

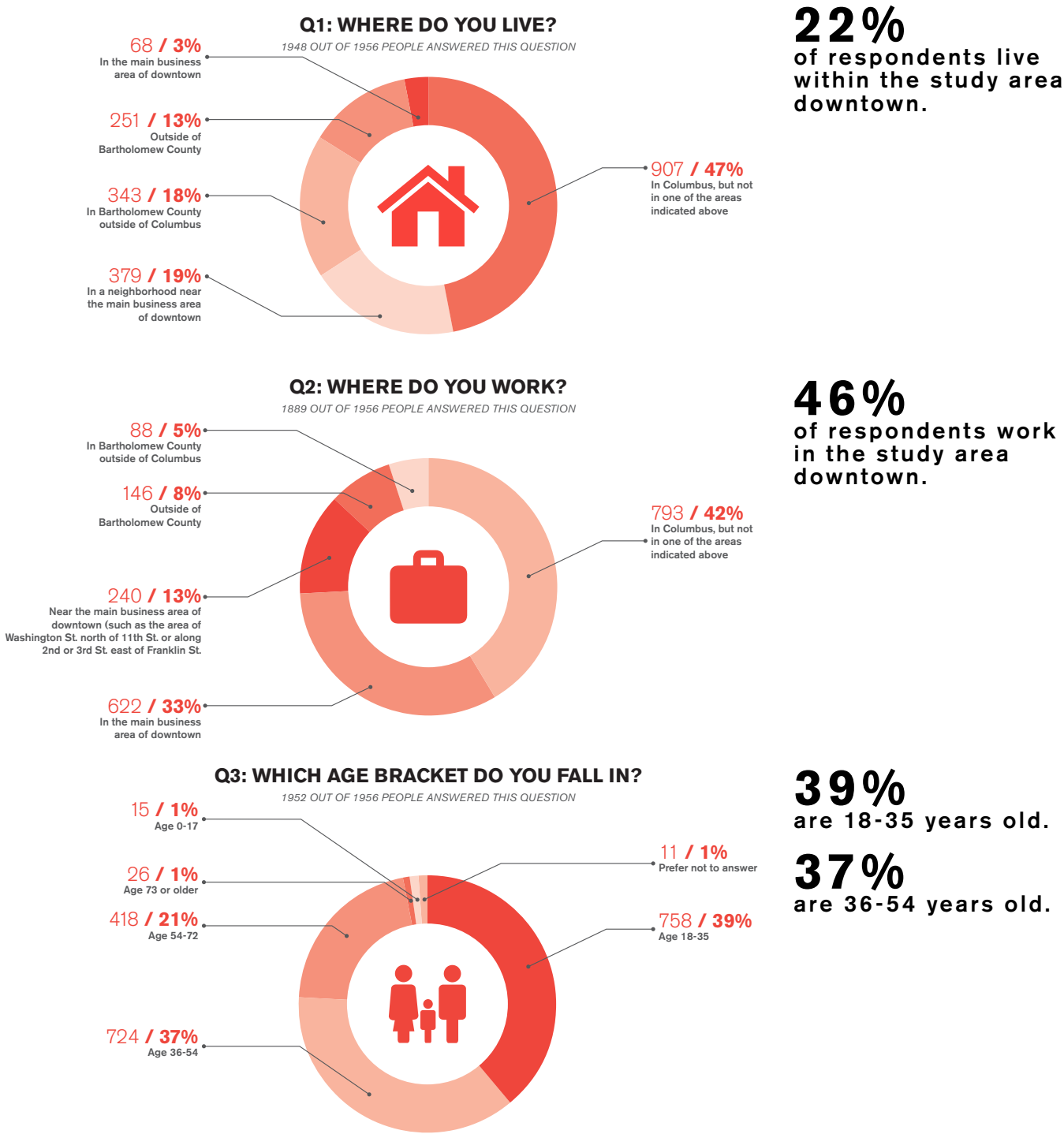
The second public meeting focused on initial ideas from the design team which were informed by public input. Attendees were asked pointed questions to refine initial ideas and also to identify their preferred ideas utilizing a budgeting exercise. Input gathered during this session is included in the following pages.

PUBLIC MEETING THREE:

The third public meeting presented more refined ideation from the design team which incorporated input from previous meetings. Attendees were asked to voice support for key efforts in a second participatory budgeting exercise. An opportunity to share how attendees Envision Columbus in the future revealed both support for plan components and new ideas for the future.

ONLINE SURVEY INPUT

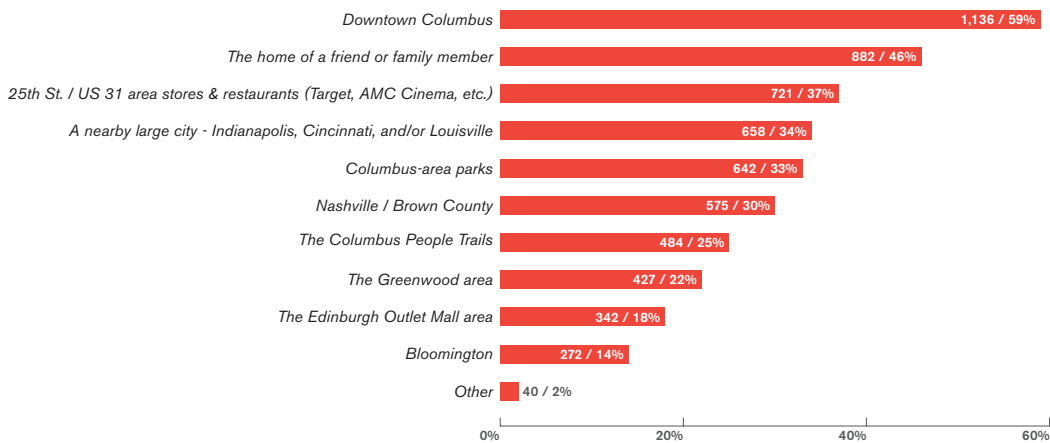
Online survey results helped to identify how Downtown Columbus is currently utilized and how it can evolve to better serve its citizens.



Q4: WHERE DO YOU GO MOST OFTEN TO RELAX, MEET FRIENDS AND FAMILY, AND/OR HAVE FUN?

1933 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION

OF VOTES / % OF PEOPLE WHO VOTED CHOSE THIS OPTION



59%

of respondents go to Downtown Columbus most often to relax, meet friends and / or have fun, but...

37%

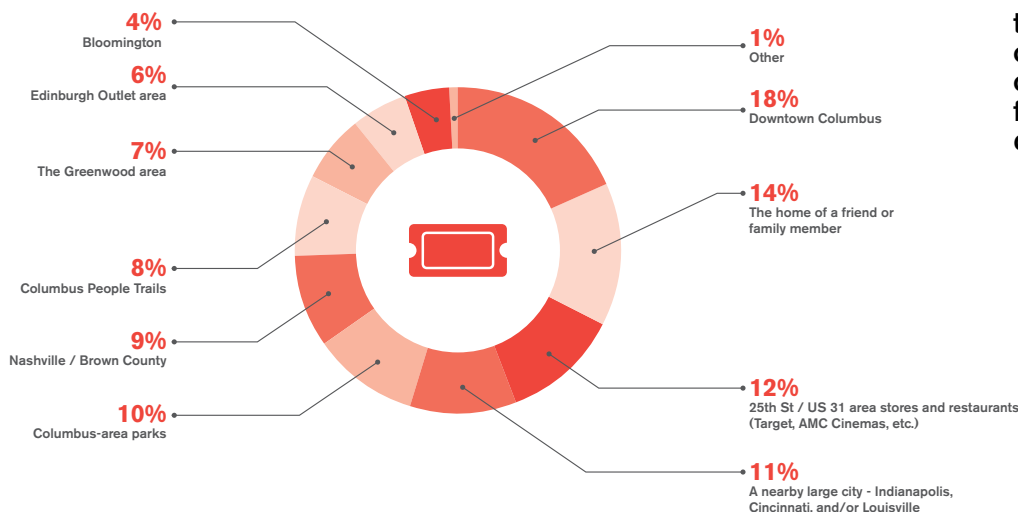
of respondents go to 25th St. / US 31 area stores and restaurants most frequently.

AND

34%

of respondents go to Indianapolis, Cincinnati, and / or Louisville.

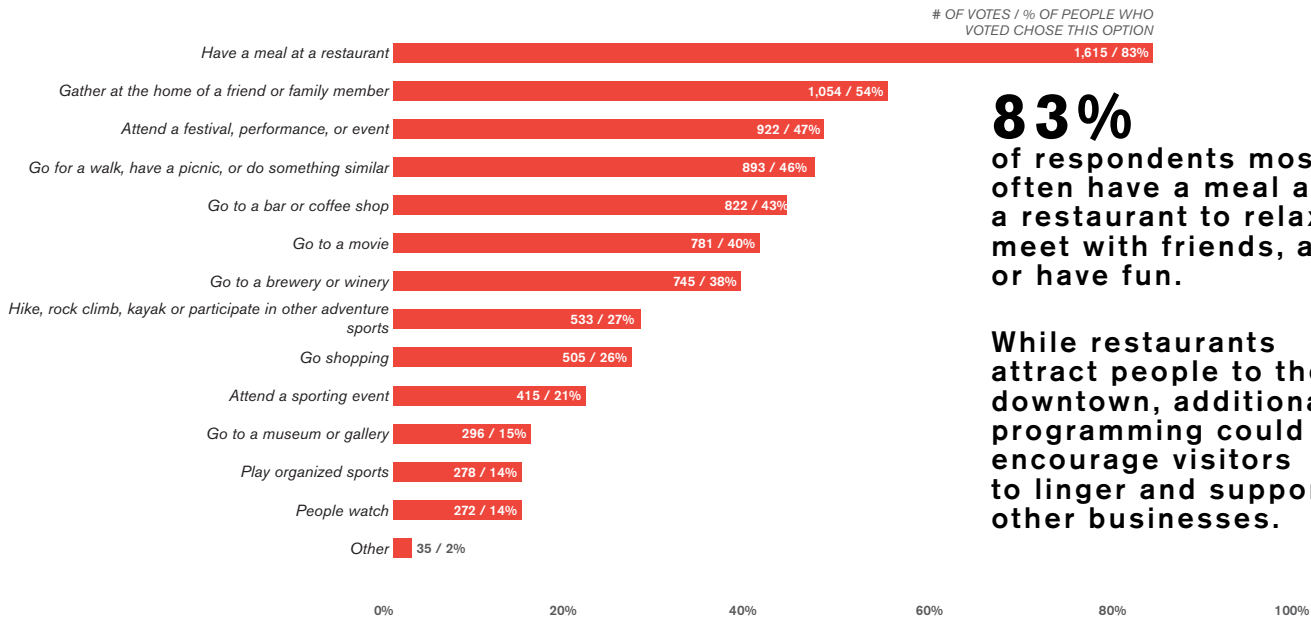
% OF TOTAL VOTES CAST FOR Q4



The survey suggested that surrounding commercial areas and cities are detracting from the vitality of the downtown core.

Q5: WHAT DO YOU DO MOST OFTEN TO RELAX, MEET FRIENDS AND FAMILY, AND/OR HAVE FUN?

1942 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION



83%
of respondents most often have a meal at a restaurant to relax, meet with friends, and/or have fun.

While restaurants attract people to the downtown, additional programming could encourage visitors to linger and support other businesses.

Q6: HOW OFTEN DO YOU GO TO DOWNTOWN COLUMBUS FOR SHOPPING, RECREATION, DINING, EVENTS, ETC. (OR STAY IN OR RETURN TO THE AREA IF YOU LIVE OR WORK DOWNTOWN)?

1950 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION



45%
of respondents go downtown at least once per week.

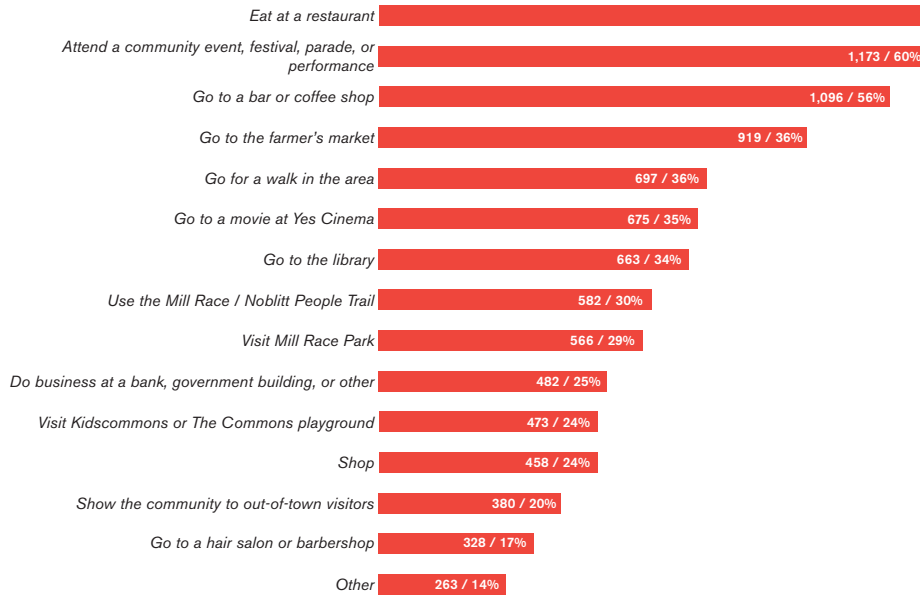
14%
go downtown rarely.

Diverse downtown activation could increase visits and spending downtown.

Q7: WHAT ACTIVITIES DO YOU PARTICIPATE IN WHEN YOU ARE IN DOWNTOWN COLUMBUS? (SELECT ALL THAT APPLY)

1947 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION

OF VOTES / % OF PEOPLE WHO VOTED CHOSE THIS OPTION



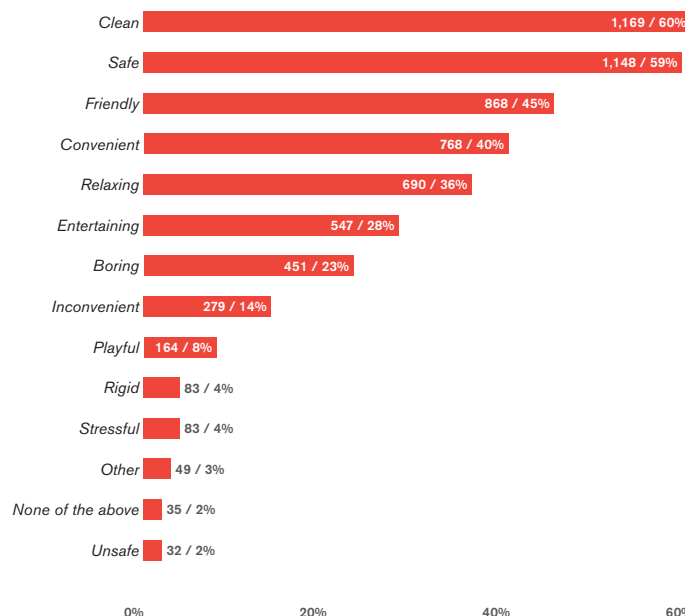
89%
of respondents go downtown to visit restaurants.

60%
of respondents attend community events, festivals, parades, or performances.

Additional services downtown could encourage more frequent visits beyond a dining-centric core.

Q8: WHICH OF THE FOLLOWING BEST DESCRIBE THE MAIN BUSINESS AREA OF DOWNTOWN COLUMBUS?

1940 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION



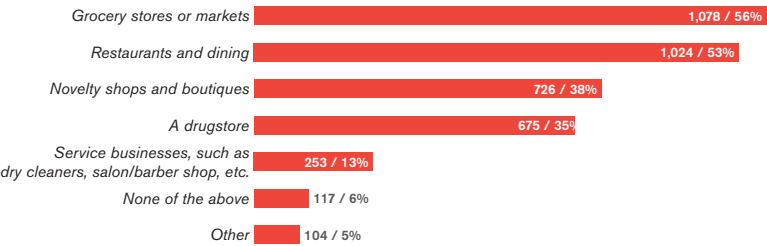
60%
of respondents identified Downtown Columbus as
CLEAN AND SAFE

23%
of respondents identified Downtown Columbus as
BORING

While a clean and safe downtown is desirable, it should also have a vibrant energy and verve to attract visitors and encourage them to linger.

Q9: WHAT TYPES OF SHOPPING AND SERVICES ARE MOST NEEDED DOWNTOWN?

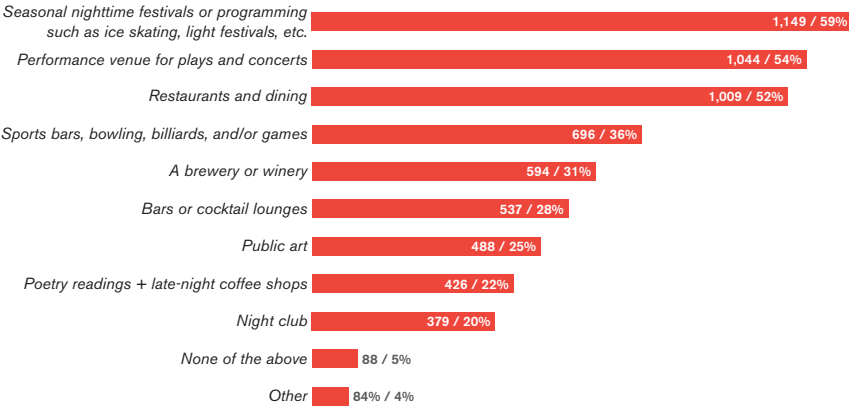
1915 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION



56% of responses indicated a **GROCER** or **MARKET** is the most-needed retail component downtown.

Q10: WHAT KIND OF PLACES, EVENTS, OR ACTIVITIES ARE MOST NEEDED IN DOWNTOWN COLUMBUS?

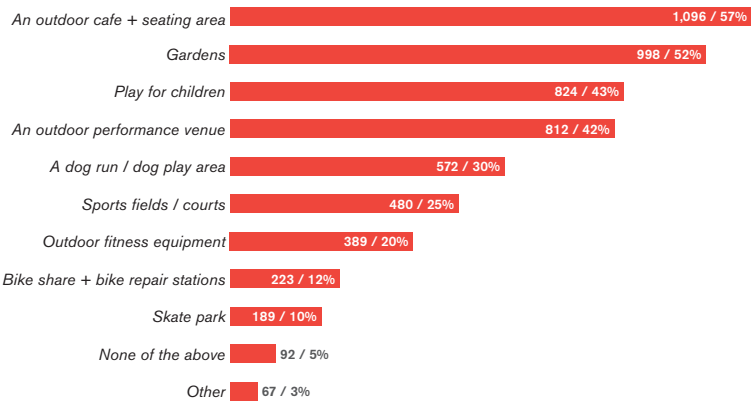
1935 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION



54% of responses indicated a **PERFORMANCE VENUE** is the most-needed downtown activation component.

Q11: WHAT TYPES OF PARK AND OUTDOOR SPACES ARE MOST NEEDED IN DOWNTOWN COLUMBUS?

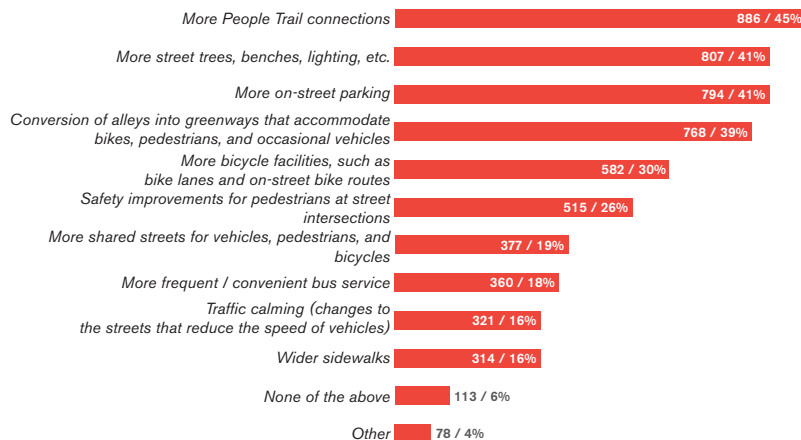
1932 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION



57% of responses indicated **OUTDOOR CAFES / SEATING AREAS** as the most needed outdoor spaces in the downtown.

Q12: WHAT TRANSPORTATION IMPROVEMENTS ARE MOST NEEDED IN DOWNTOWN COLUMBUS?

1956 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION

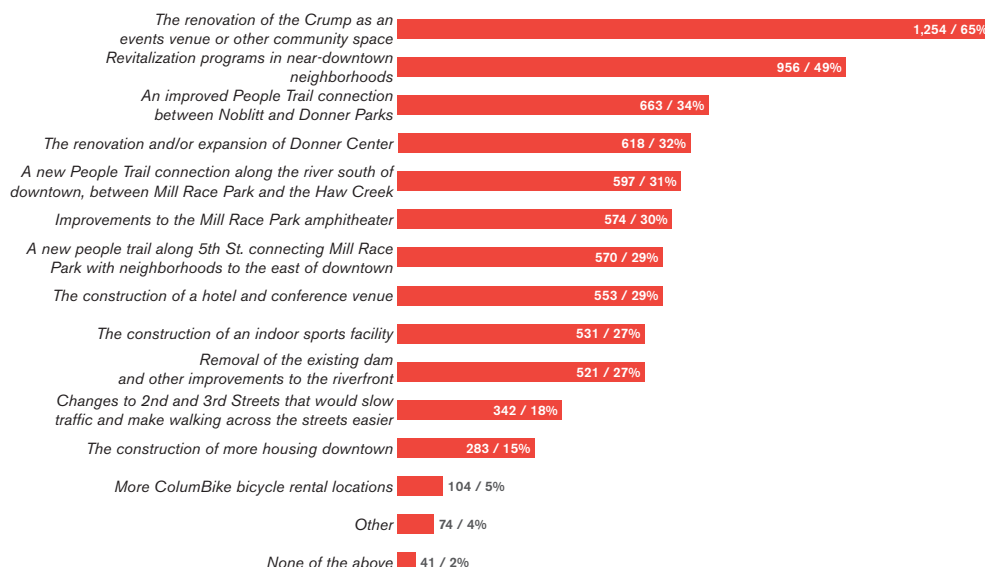


45% of responses indicated adding more People Trail connections is the most critical connectivity improvement.

39% of responses indicated support for conversions of alleys into greenways for cycles, pedestrians, and service.

Q13: WHICH OF THE FOLLOWING ARE MOST NEEDED IN THE DOWNTOWN COLUMBUS AREA?

1933 OUT OF 1956 PEOPLE ANSWERED THIS QUESTION



65% of responses indicated support for the renovation of the Crump as an events venue or other community space.

49% of responses indicated support for the revitalization opportunities in near-downtown neighborhoods as the most needed downtown improvement.

PUBLIC MEETING 1

Mapping exercises during the initial public meeting helped to identify key challenged areas and opportunities for strategic improvement.



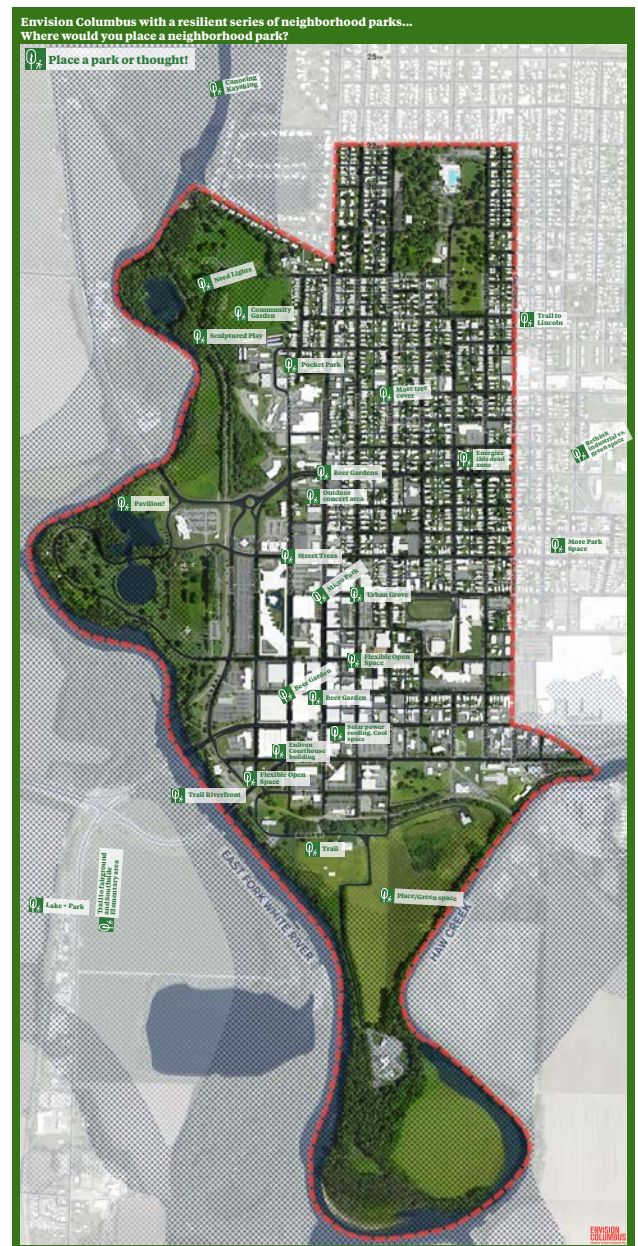
Connectivity mapping identified challenged intersections, areas of inconsistent pedestrian infrastructure, and opportunities to increase pedestrian and cycle safety.



Livability mapping identified key community assets and challenged areas that could benefit from investment to promote vibrant opportunities for daily life.

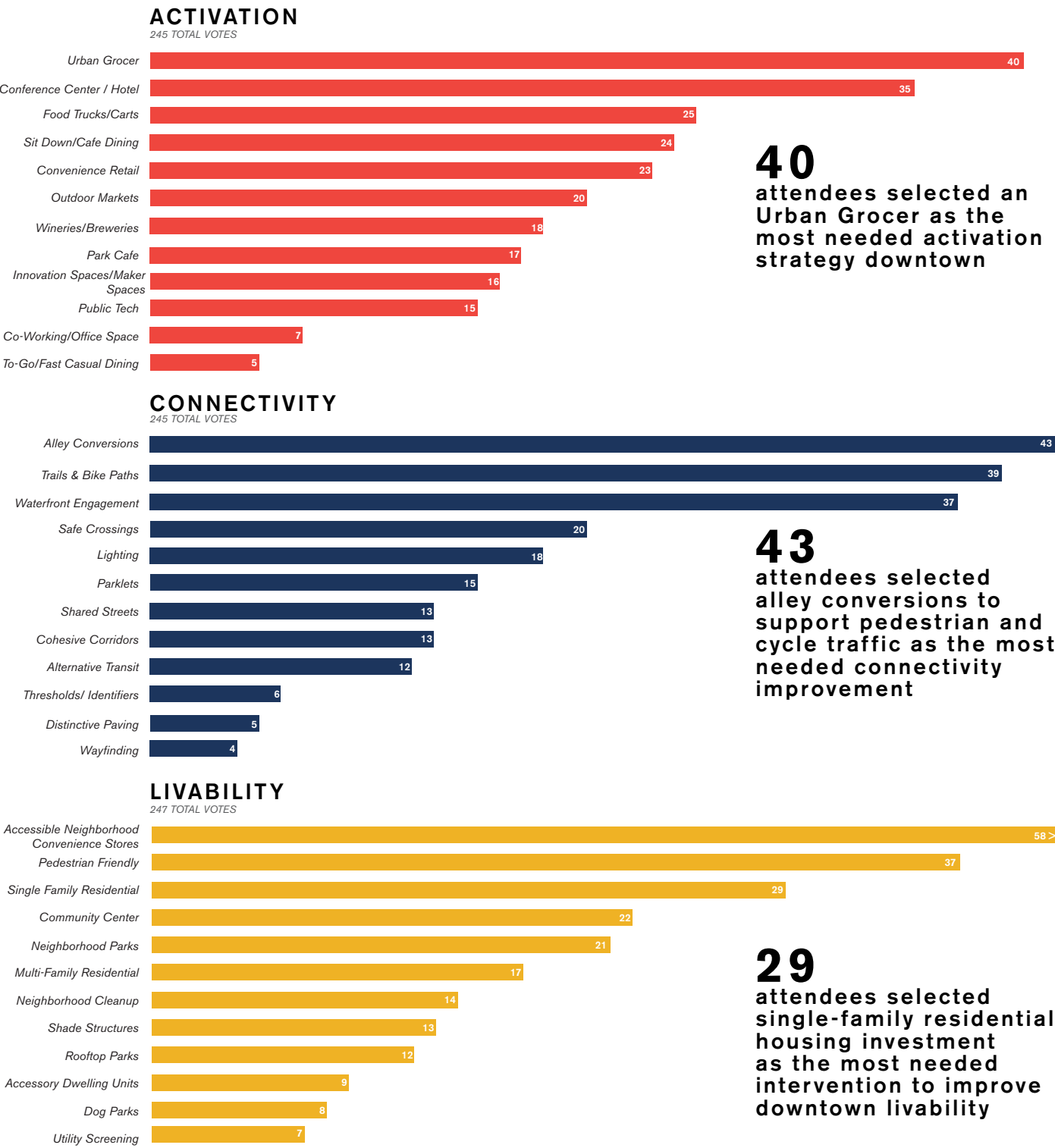


Recreation mapping identified a desire for increased programming in downtown parks and key areas where completing gaps in the trail network could foster connectivity.



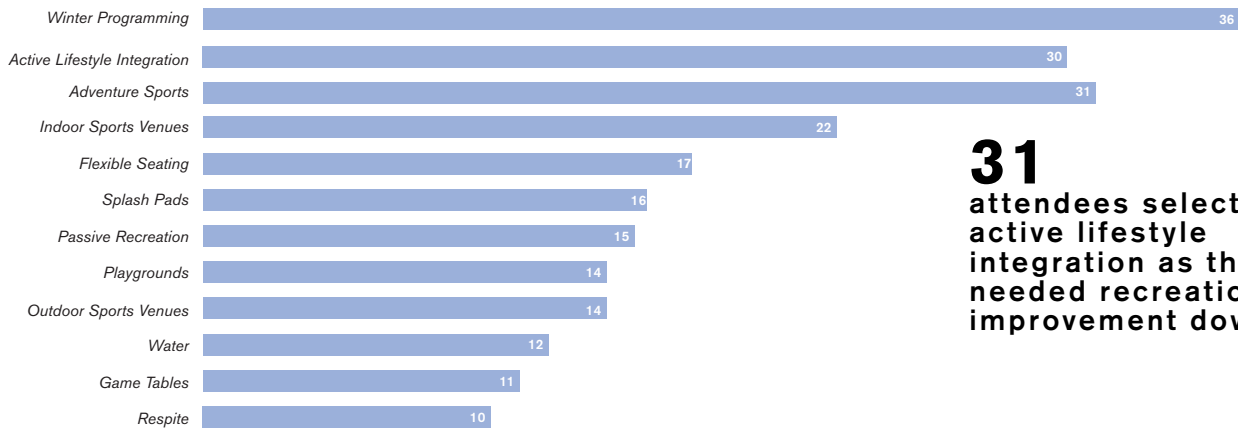
Resiliency mapping highlighted interest in increased public open space within the downtown core and opportunity for neighborhood scale parks.

Dot voting exercises at the initial Public Meeting helped to identify what programming components the community feel would most enhance Columbus.



RECREATION

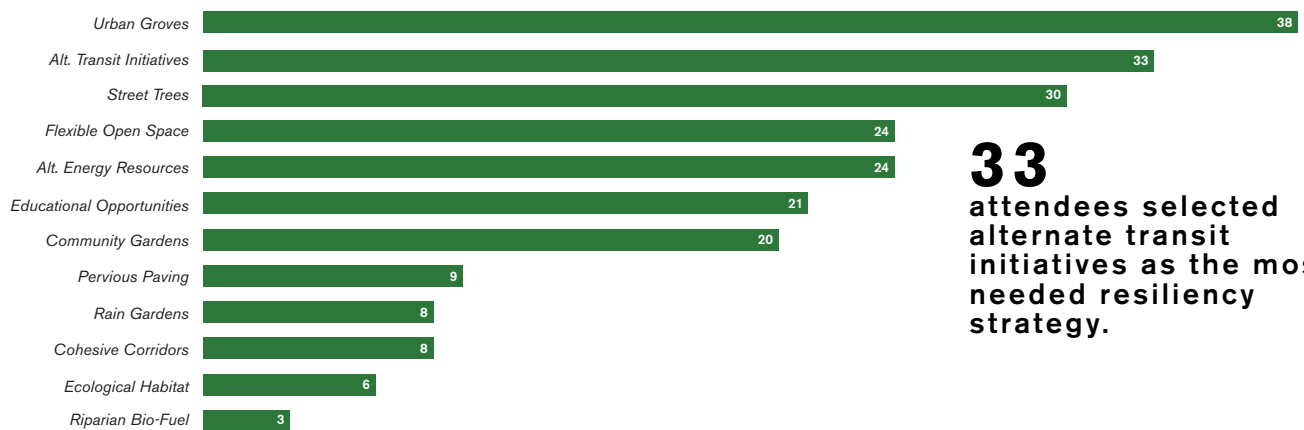
228 TOTAL VOTES



31
attendees selected
active lifestyle
integration as the most
needed recreation
improvement downtown.

RESILIENCY

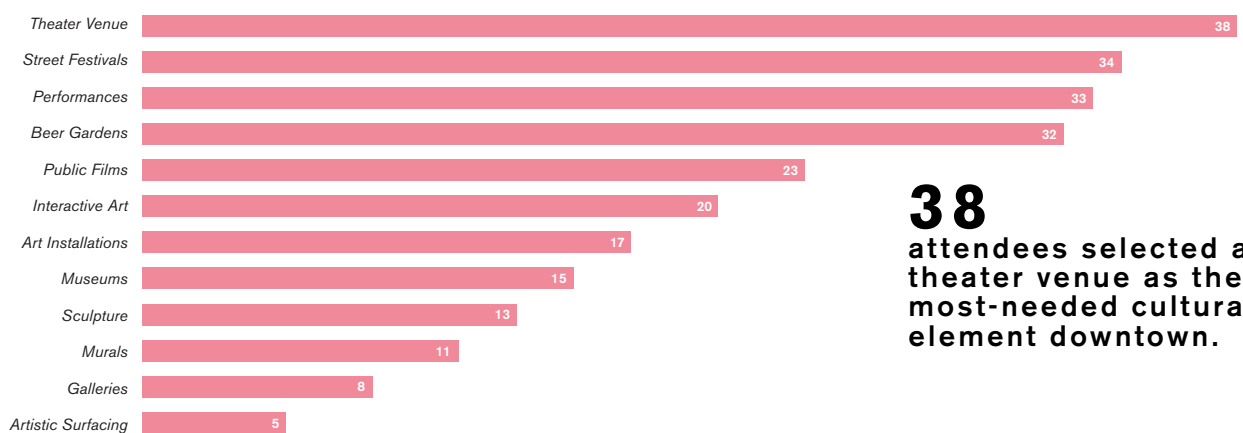
224 TOTAL VOTES



33
attendees selected
alternate transit
initiatives as the most
needed resiliency
strategy.

CULTURE

249 TOTAL VOTES

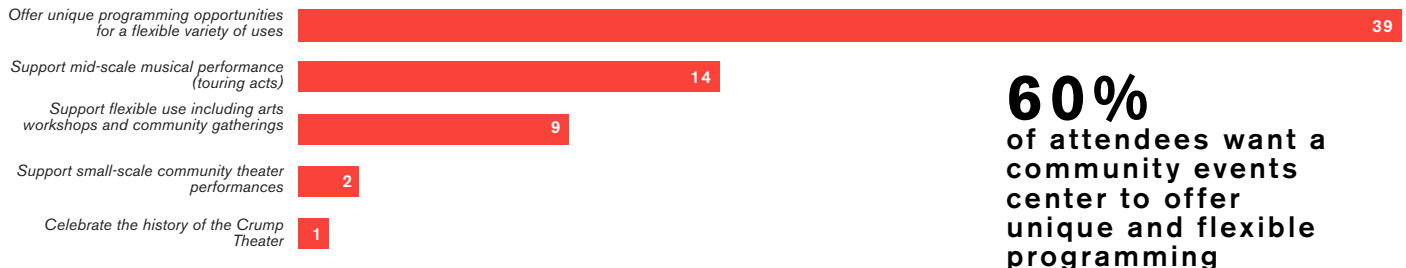


38
attendees selected a
theater venue as the
most-needed cultural
element downtown.

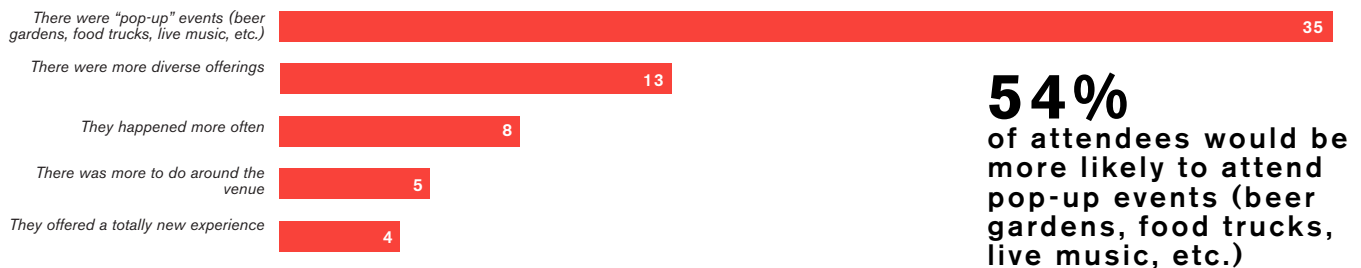
PUBLIC MEETING 2

Dot voting exercises at the second Public Meeting helped to shape plan components and integrate citizens ideas.

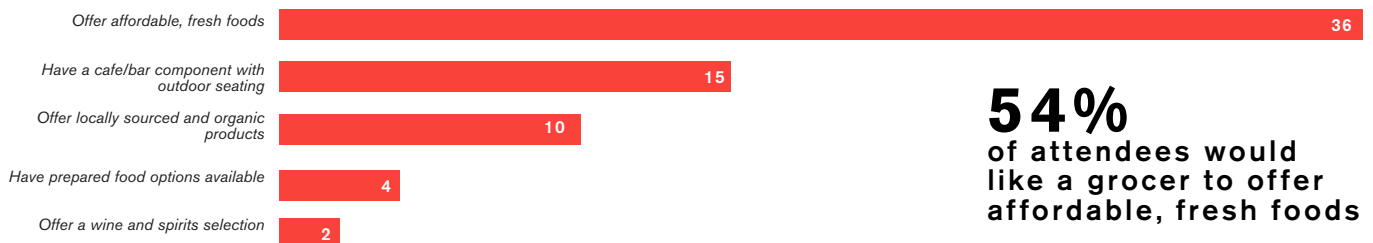
A COMMUNITY EVENTS VENUE IN COLUMBUS SHOULD...



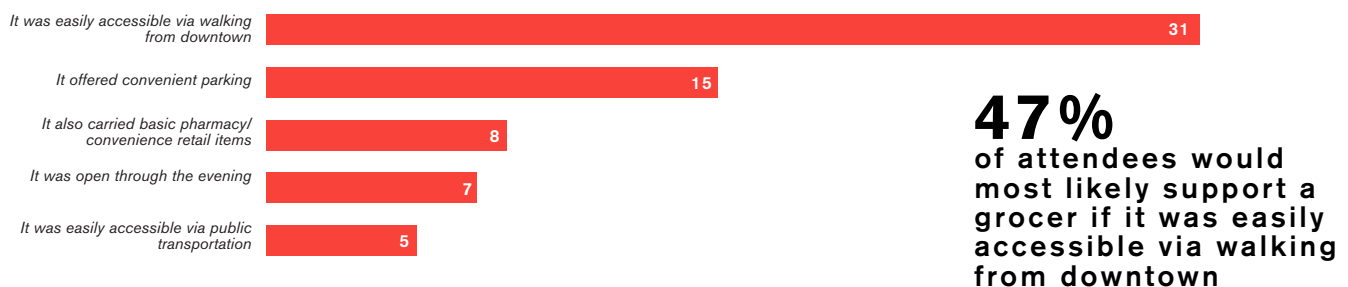
I WOULD BE MORE LIKELY TO ATTEND EVENTS IN COLUMBUS IF...



A GROCERY STORE IN DOWNTOWN COLUMBUS SHOULD...



I WOULD MOST LIKELY SUPPORT A GROCERY STORE IF...

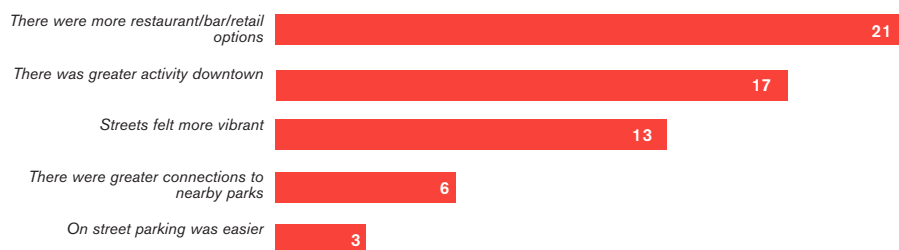


RESIDENTIAL NEIGHBORHOODS DOWNTOWN WOULD BENEFIT MOST FROM...



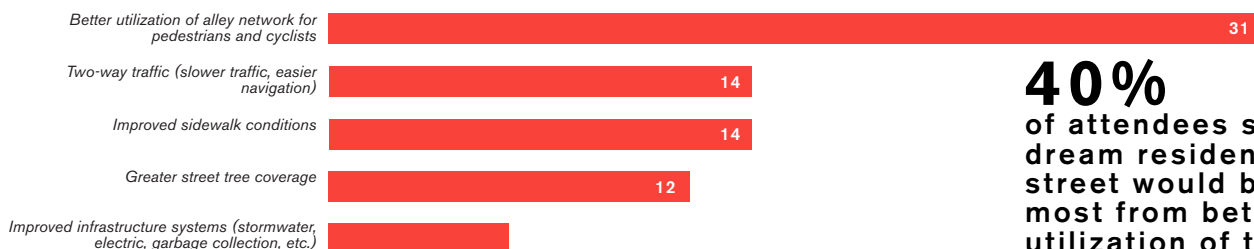
44%
of attendees say existing housing stock revitalization (grants, etc.) would most benefit downtown residential neighborhoods

LIVING NEAR DOWNTOWN WOULD BE MORE ATTRACTIVE/BETTER IF...



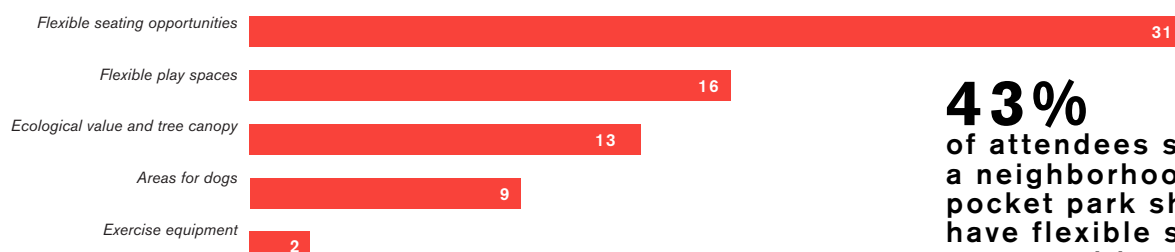
35%
of attendees say greater activity downtown would most make living near downtown more attractive / better

MY DREAM RESIDENTIAL STREET WOULD BENEFIT MOST FROM...



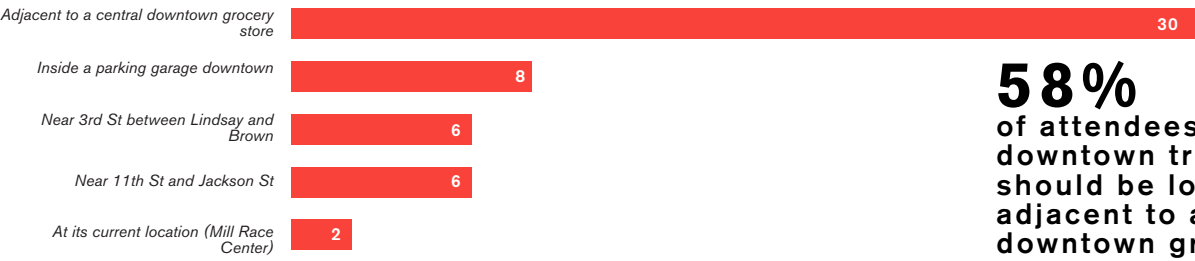
40%
of attendees say their dream residential street would benefit most from better utilization of the alley network

A NEIGHBORHOOD POCKET PARK SHOULD HAVE...



43%
of attendees say a neighborhood pocket park should have flexible seating opportunities

A DOWNTOWN TRANSIT HUB SHOULD BE LOCATED...



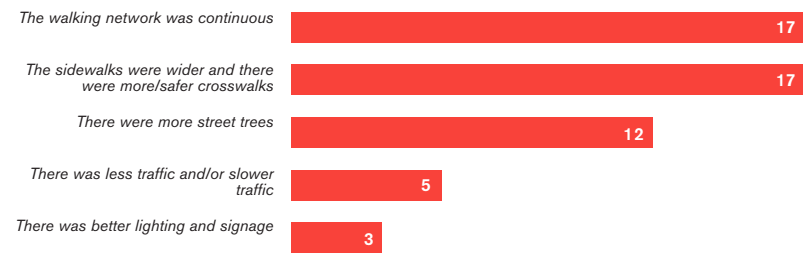
58%
of attendees think a downtown transit hub should be located adjacent to a central downtown grocery store

I WOULD BE MORE LIKELY TO TAKE TRANSIT TO WORK IF...



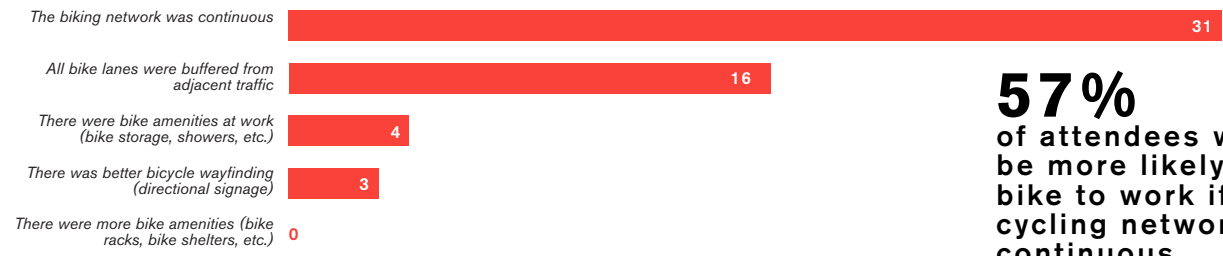
49%
of attendees would be more likely to take transit to work if it had higher frequency

I WOULD BE MORE LIKELY TO WALK TO WORK IF...



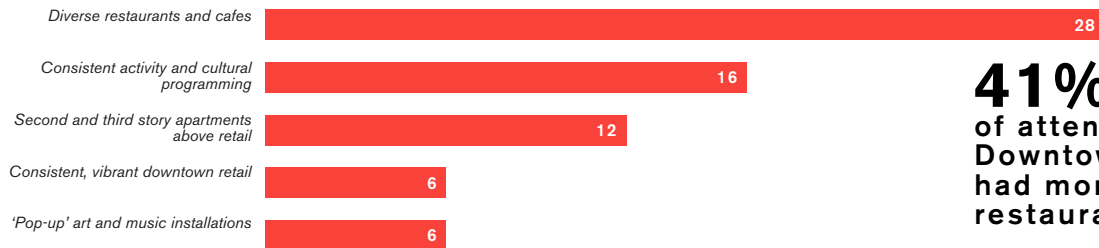
34%
of attendees would be more likely to walk to work if the sidewalk network was continuous, safer and larger

I WOULD BE MORE LIKELY TO BIKE TO WORK IF...



57%
of attendees would be more likely to bike to work if the cycling network was continuous.

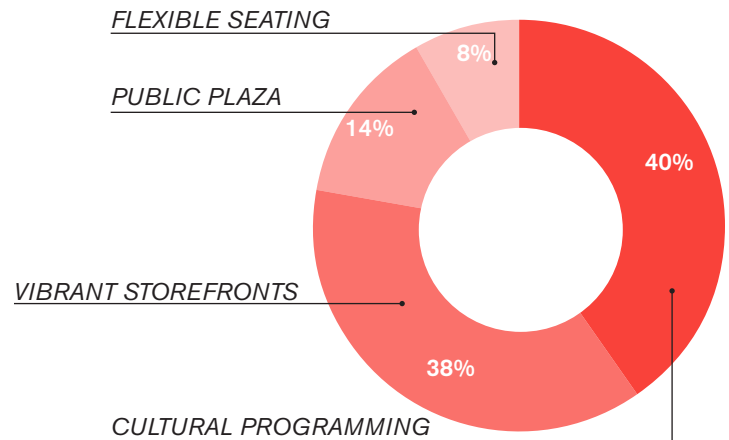
I WISH DOWNTOWN COLUMBUS HAD MORE...



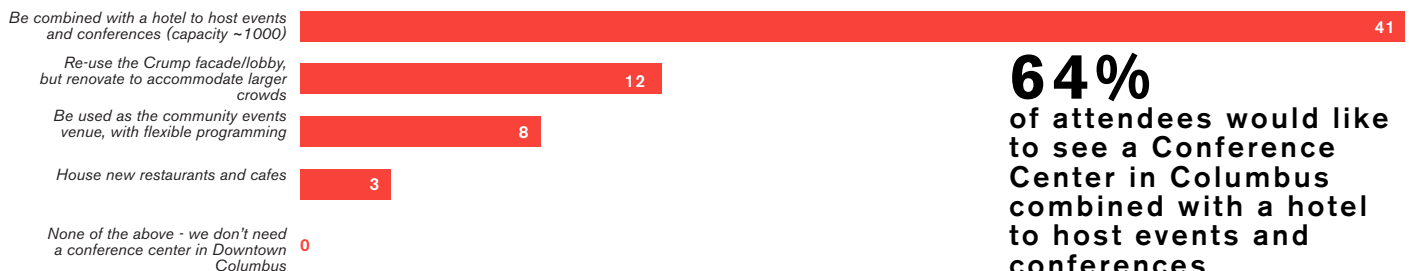
41%
of attendees wish
Downtown Columbus
had more diverse
restaurants and cafes

WHAT WOULD YOU MOST LIKE TO SEE ALONG THE WASHINGTON STREET CORRIDOR?

40%
of attendees would like
to see greater cultural
programming along
Washington Street
Corridor



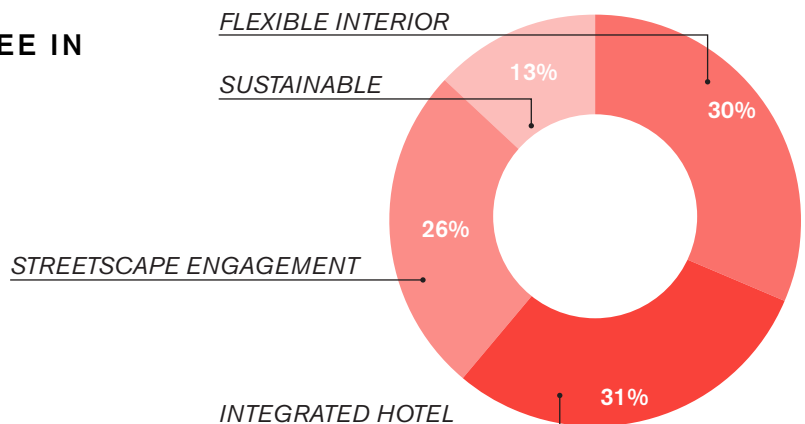
A CONFERENCE CENTER IN COLUMBUS SHOULD...



64%
of attendees would like
to see a Conference
Center in Columbus
combined with a hotel
to host events and
conferences

WHAT WOULD YOU MOST LIKE TO SEE IN A NEW CONFERENCE CENTER?

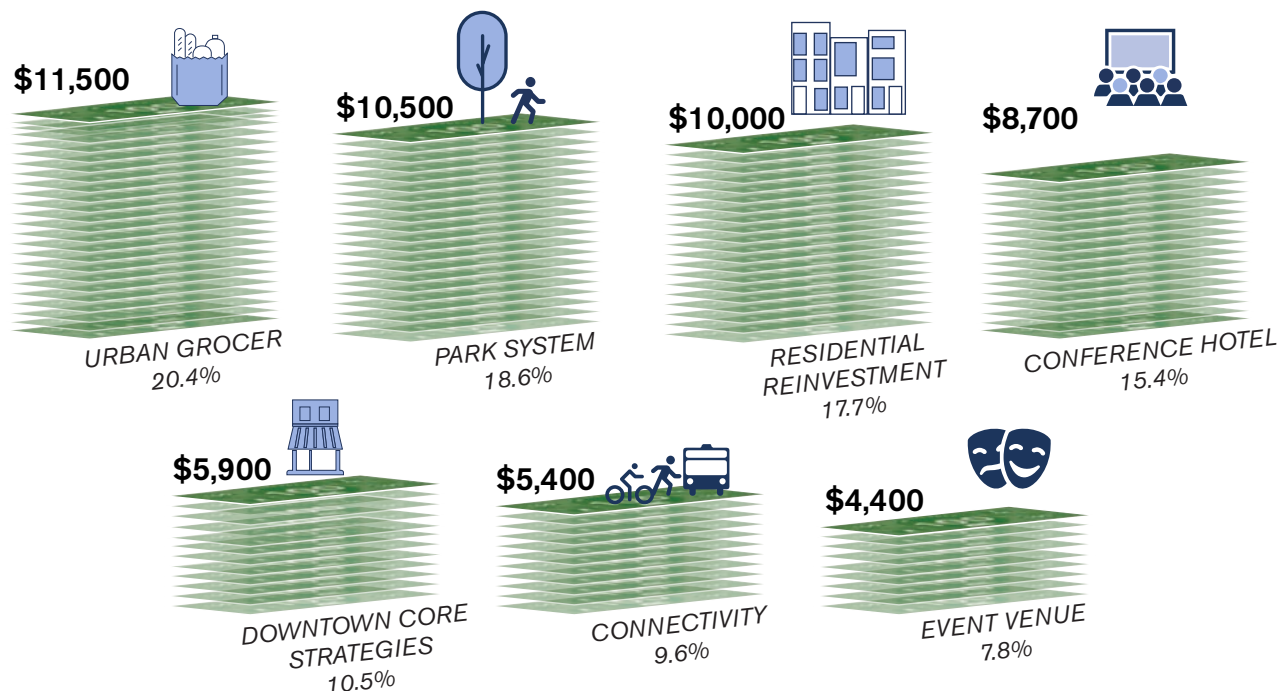
31%
of attendees would
most like to see a hotel
integrated into a new
conference center



PARTICIPATORY BUDGETING

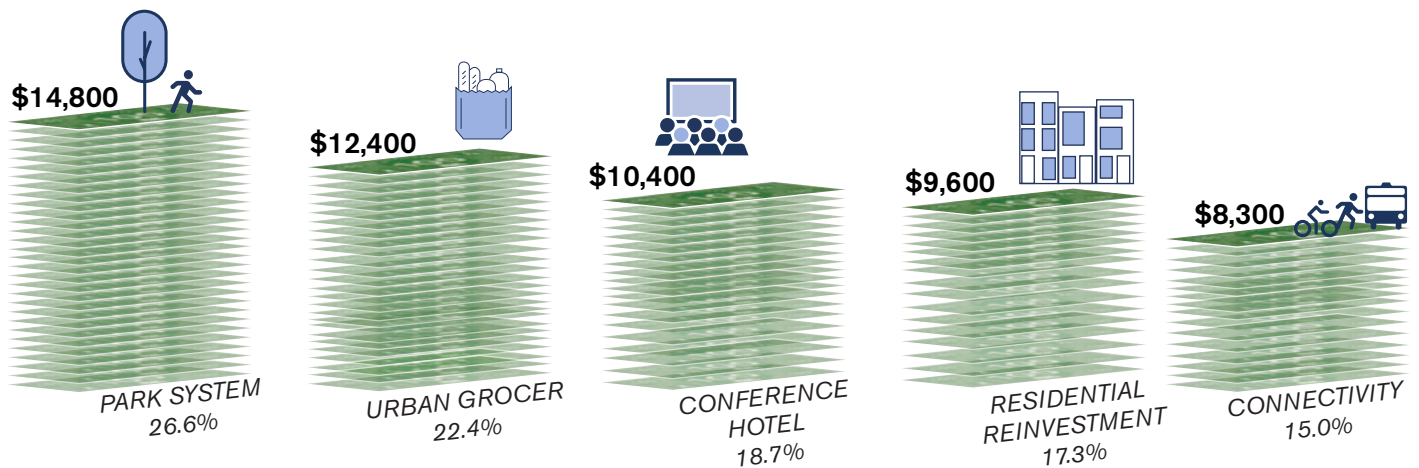
Envision Columbus utilized participatory budgeting exercises to determine which catalytic plan components the citizens of Columbus were most interested in supporting. During two separate public meetings, attendees received five one-hundred dollar "Columbucks", and were prompted to distribute these in ballot boxes positioned next to information on the respective plan components.

Public Meeting #2, \$56,500 Total Columbucks Were Spent On:



The first opportunity for participatory budgeting was during the second public meeting after initial plan ideas were presented. There was significant support for an Urban Grocer, park system improvements and residential reinvestment opportunities.

Public Meeting #3, \$55,500 Total Columbucks Were Spent On:



Refined catalytic project ideas were presented and support was measured in a second, more focused participatory budgeting exercise during the third public meeting. Park system improvements, an Urban Grocer and a Conference Hotel garnered the greatest support, with residential reinvestment and connectivity opportunities receiving significant support as well.

PUBLIC MEETING 3

At the final public meeting during the planning phase, citizens were asked to describe how they Envision Columbus following participation in the planning process. Their statements both bolster and challenge components of the plan and offer perspective on how the citizens envision the future of Columbus.

NOW, WHEN I ENVISION COLUMBUS, I SEE...

"A better-connected city where I feel safe and motivated to walk/bike to work and to visit the different parks."

"Opportunities, choices/options, family friendly, forward/future concerned"

"A beautiful and active community where young professionals, families, artists and musicians want to live."

"A city with a lot to offer and the potential to offer more. We need (no order): better parking, hotel/conference center, downtown grocer"

"Boredom. We need entertainment for each of us to enjoy on the weekends and after work. A theater system that produces plays, bands, orchestra, comedy. There needs to be professional entertainment on a continuous use. Residents want to spend their money in town and not have to drive out of town to be entertained. Let me know if I could assist in any way"

"Links and community will happen. Put the ideas out and different ones will step up to make THEIR passion happen."

"One step at a time – look at the needs: lots of votes for senior play, but ALL the youth and travel sports are not here to vote. THIS is the future and ways to further put Columbus on the map."

"Myself. A career woman. A family woman. A foodie. An active piece of a vibrant community. Cheers!"

"Some great opportunities to positively improve Columbus but I don't want it to turn into the new Mass Ave which is way to gentrified with no personality"

GROCER:

"Great Visions! Good advertisement, public information and most importantly the support from current business owners is needed to make this vision a reality."

"A city that will attract and keep young professionals engaged"

"Not feasible for community people from diverse economic/income. What about people in the food deserts?"

"An energy that allows growth in the arts, academics, employment and human interactions"

"An urban grocery closer to area at cusp of the 'zipper' zone and 'residential' zone. Needs to be closer to lower socio-economic food desert area – potentially on Chestnut"

"The need for a downtown grocery is imperative"

"A modern grocery store that will enhance downtown"

"People walking, biking, talking, enjoying our city."

"Affordable for all."

"Urban instead of country!"

"Small town community and big city amenities – encouraging a healthy, vibrant life"

"Healthy, convenient, fresher meals – grabbing food on the way home to make – biking to the grocery with family."

CONFERENCE HOTEL:

"Partnerships between IUPUC and the performance venue"

"A hotel/conference center that is the #1 catalyst...maybe not Crump however"

"A revitalized version of the Crump would be amazing. So many opportunities for community engagement and shows without travel to Indy!"

"Going to theatre productions downtown."

"A conference hotel to host large events that can accommodate 500-2000 attendees. This is desperately needed. Also, to be used for weddings or graduations."

"Iconic. UNFORGETTABLE!"

"An attractive theatre venue with today's stars performing. A hotel/conference center hosting events."

"People being drawn to the downtown area instead of urban sprawl!"

"Vibrant theatre/conference space. Flexible and affordable for small not-for-profit theatre events."

"A reason for friends to come and stay in Columbus instead of Indy"

"Lack of public transportation to Indy/Louisville for Amtrak and airport connections. Older retirees should not be driving everywhere."

"Higher taxes that will drive more people out of the city."

CONNECTIVITY:

"Columbus transit should run late some nights (Friday and Saturday) to encourage more dining/drinking in downtown. Some restaurants must stay open later on evenings and Saturday and Sunday."

"A city where the very fabric of how it's built says we value diversity"

"A community moving forward"

"A vibrant town!" "Fun!"

"A 2nd and 3rd street corridor – with a grocer"

"Faster auto travel from West to East and North to avoid traffic bottleneck of downtown. Bypass faster speed limit roads without stop lights. My shopping will move more to Seymour to avoid Columbus bottlenecks."

"I like the Chestnut Project...but let's consider a connection to Home – giving safer access to bikers and walkers to North HS and neighborhoods to the north, i.e.- bike lanes on 22nd St"

"More congested traffic flows with slow speed limits and too many stop lights."

"Better mobility for walkers and cyclists."

PARKS:

A vibrant city with a plan that helps us attract innovative, diverse people who want to make Columbus their home!"

"I don't envision cafes in the parks. I don't think there is a lot of need, especially when you can walk downtown. Maybe have a Food Truck Friday at Mill Race Park instead. If that goes over well, then add the park café."

"Scorching hot summers by mid-century and frequent spring floods, according to the Purdue Climate Change Research Center. Urban shading - trees and overhead structures, intensive flood plain management, and net zero energy buildings - should emerge."

"A coherent loop of parks around downtown Columbus with safe connectivity and better signage. I like the idea of additional park space south of 2nd street."

"Acknowledgment of more frequent flood events."

"Some great opportunities to positively change."

"Cricket pitches!"

"At Mill Race Park, fields for various sports; soccer, rugby, baseball or softball diamonds and pickleball courts."

"More pickleball courts for the Columbus Pickleball club members to use as well as all families in our community. Pickleball is the fastest growing sport in the U.S. Columbus has two courts. The club now has 165 members."

"More pickleball courts, shade, and restrooms at Donner Park."

"As many more pickleball courts in Columbus!"

"More pickleball courts at Donner Park especially but at as many other locations as possible also."

"Senior health and activities diminishing. Social and health activities are a MUST!!!! Need activities including MORE PICKLEBALL COURTS."

"More pickleball courts. We have 150+ players and need more courts at Donner."

"Lots more pickleball courts to accommodate this growing sport for ALL ages – especially catering to the senior population. Senior activities are lacking in this community."

"More pickleball courts to support the growing popularity of the sport in Columbus."

"In Noblitt Park, instead of soccer fields since they have many fields at Parkside, is Pickleball courts where residential families can go and play one of the fastest growing sports in the US. It is easy to learn and low cost of equipment for families. It is a fun sport that the whole family can play!"

TOWNHOMES:

"Lots of people walking around downtown to do activities such as eating, playing, looking at architecture."

"A small city with BIG resources!"

"Myself living downtown in the near future..."

"A great next step for us"

"...a city adapting to and meeting the needs of its' residents."

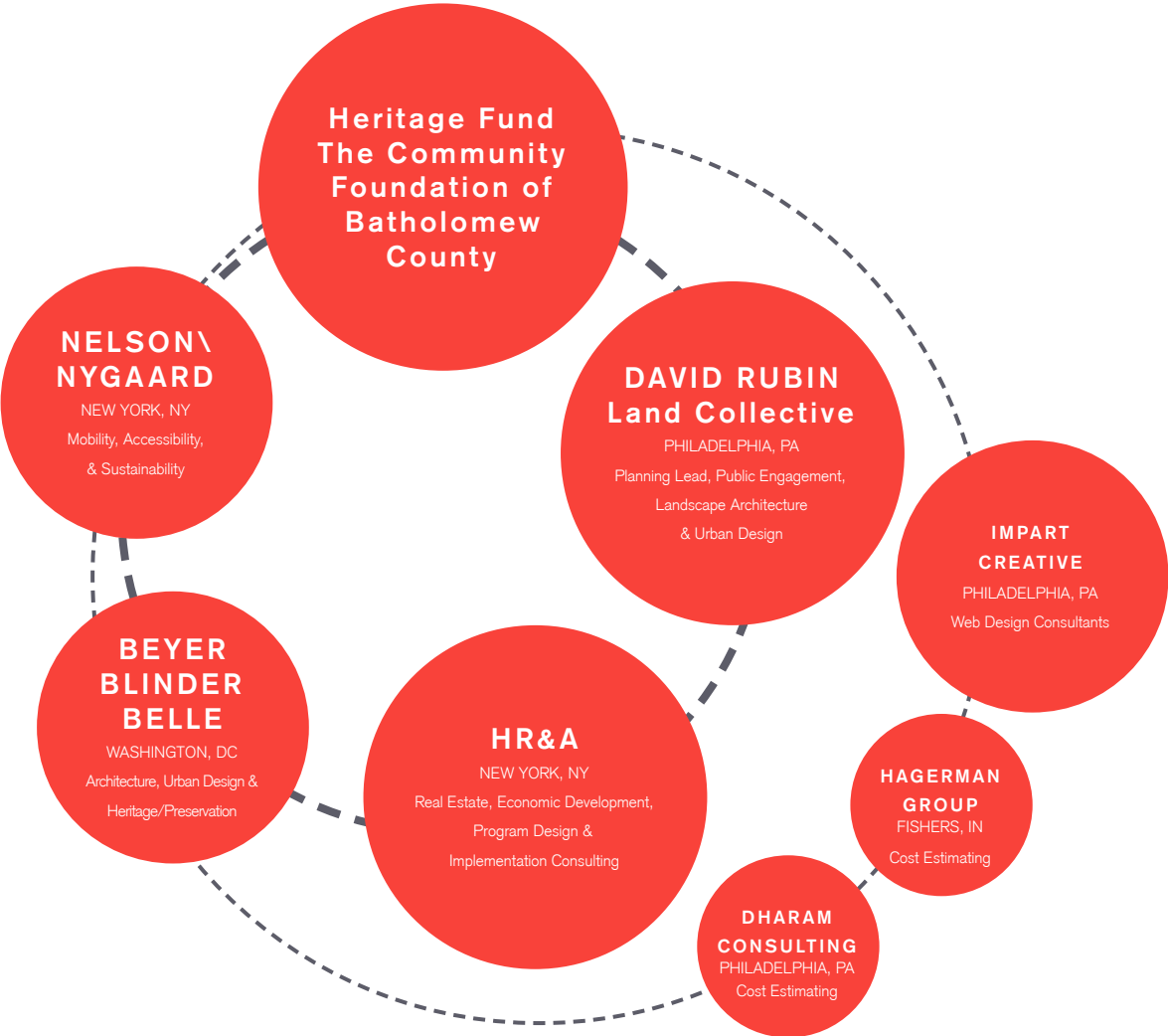
"My friends wanting to relocate to Columbus and enjoying a unique urban experience."

"Better residential opportunities downtown – I would rate missing middle closer to 160-200K range"

"Price point is critical. Need separate development for young professionals and empty nesters, i.e. – sound, activities, elevator, stairs. Also identify future infill spots"



TEAM



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Greg Delagrange

Hadley Fruits Photography

Hadley Fruits

We have been honored to engage with the diverse citizenry of Columbus to envision this plan document.

The plan's implementation will expand the capacity of Columbus to attract and retain citizenry and creative innovators who strive for a contemporary quality of urban life. Through the identification of catalytic opportunities, the flexible framework plan will achieve sustainable and equitable growth.

Through the catalytic momentum of key development projects, the downtown will evolve to better serve constituents as a cultural, economic, and social hub. The strategic catalyst implementations are grounded in an understanding that downtown activity will only grow with increased density and economic opportunity.

As Columbus fully engages its downtown core, its landscape, culture, and people will continue to define the collective experience of the city. Defined and inspired by the voices of citizens, the plan focuses on evolving Columbus as an extraordinary downtown environment with rich civic life and opportunity for excellence.

Our studio was honored to lead this strategic visioning process in collaboration with The Heritage Fund, The Community Foundation of Bartholomew County and the citizens of Columbus, and we look forward to the diverse energy and vibrancy that will define the future of the city. We have heard and seen that Columbus is most effective when it has a plan. This document seeks to continue this pattern of success with an updated vision for the future - a framework for strategic development and equitable, civic-facing engagement of all.

For citizens and visitors of Columbus, Indiana, the best is yet to come.



David A. Rubin, Principal
DAVID RUBIN Land Collective
November 2018

Land_____

_____ **Collective**



columbusindiana
unexpected.unforgettable.