Acknowledgements

ADOPTED MAY 19, 2016
By the Prairie Township Community Improvement Corportation

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Introduction

Project Introduction

In the past five years, the area in and around Prairie Township has seen a significant amount of change. Most recently, momentum as been created by the public investment in the West Broad Street corridor, the Prairie Township Community Center, and other community initiatives underway. The Prairie Township Redevelopment Study builds upon this momentum, promoting growth and development within the Township that will create an identifiable and attractive place for residents and visitors.

The Prairie Township Redevelopment Study was envisioned as a two-part process. The first work effort is summarized in the following document, and is an examination of Prairie Township’s potential. This included evaluating both challenged and opportunity areas in the Township to explore the potential and form of desired redevelopment and community-building initiatives.

The second work effort is focused on plan implementation, and is anticipated to take place after the completion of this current study. This will ensure the Township has identified the proper direction and actions necessary to achieve its potential identified in this document.

GOALS

This study advances the goals identified in the Prairie Township Strategic Plan: 2015 - 2020. The Strategic Plan outlined three strategies to continue to guide Prairie Township toward prosperity. These are:

> Strategy 1: “Bring people to Prairie Township by projecting a clear, positive identity;”

> Strategy 2: “Investment: Take actions that increase investment in the West Broad Street corridor and in our maturing neighborhoods;” and

> Strategy 3: “Community: Create community by creating places, programs, and events that bring people together.”

The Prairie Township Redevelopment Study advances these strategies by examining how redevelopment could occur to enhance the identity of the community, and what it would take to attract the private investment to make that happen.

PLANNING PROCESS

This study was a collaborative effort between Prairie Township and the Prairie Township Community Improvement Corporation. The Community Improvement Corporation provided insight into the existing conditions and desires of the Township community, as well as invaluable knowledge and representation of key community sectors such as the South-Western City Schools, the private business community, residential developers, the OhioHealth Doctors Hospital, among others.

This work effort began by conducting a market analysis for the areas in and around the Prairie Township study area. This study area was establish based on the identification of four focus areas, where private redevelopment and/or reinvestment is desired. Within each of these, more specific target areas were selected to show where future funding and development efforts could be focused in order to be most impactful, and what type of development could be supported in the area.

Next, specific properties were selected within the target areas as demonstration sites to show how redevelopment could be designed to enhance the identity of Prairie Township, and advance the market strategy objectives. The concepts illustrated in these demonstration site propose important design elements and recommendations that could be applied to other properties in their respective focus areas.

Finally, implementation actions were examined. As part of this, eight goals were identified, along with specific action statements that should be accomplished in order to allow the Township to implement the vision presented in this document.
Focus Areas

FOCUS AREAS

The study area was established based on the identification of four focus areas. These focus areas were selected based on recommendations in the Township’s Strategic Plan. They also served as the basis for selecting both the market strategy target areas and development demonstration sites discussed later in this document. Each focus area has different conditions, and requires different strategies to help it develop the type of character and use that will best benefit Prairie Township. These areas are:

1. **West Broad Street Commercial Frontage**: This area consists of Westland Square Shopping Center, Lincoln Village Plaza and freestanding retail buildings. It provides development examples that take advantage of the Ohio Department of Transportation (ODOT)’s streetscape improvements, identify opportunities to create activity nodes, and improve the walkability of the corridor beyond its current original auto-oriented development.

2. **Lincoln Village Residential Areas**: These neighborhoods, located on the south and north side of West Broad Street, include older homes dating back to the 1950s. The neighborhoods are predominantly owner-occupied. The focus of recommendations for these areas are to create incentives and strategies to ensure long-term stability and viability of these neighborhoods, and to encourage homeowner (re)investment through improvements, maintenance and modernization.

3. **Hilton Avenue**: This area includes multi-family housing development with aged infrastructure and buildings. The focus of this area is to identify strategies to improve property conditions and enhance the character of the Hilton Avenue corridor.

4. **Mix Addition**: The Mix Addition area currently consists of primarily single-family properties and vacant lots. The site includes freeway frontage along I-270, and is in close proximity to the I-270 and West Broad Street interchange. The focus of this site is to examine the potential for land assemblage and redevelopment to create an economic development use that would be appropriate along the I-270 outerbelt.
Section 2

Market Strategies & Opportunities
Market Analysis

To understanding the potential for Prairie Township, the planning process began with a market analysis. Market and economic analyses, like the design process, requires vision and knowledge of what is possible given a set of resources. It requires an understanding of development sites, the opportunities and constraints they present, the types of people who might live, work, or shop there, and the types of real estate products necessary to attract those people. More than simply a “market study”, market and economic analyses define the scale and scope of realistic opportunities over five, ten, or fifteen years, and identify ways in which governments and anchor institutions can be leveraged to catalyze private investment—to make possible tomorrow what is not possible today. This market conditions assessment is the foundation for all market and economic strategies set forth as part of this planning effort.

The market assessment* conducted for Prairie Township and the surrounding area found the following:

- Owner occupied single family homes are at risk for rental conversion due to stagnant housing values, above average foreclosures, and an unattractive retail corridor.
- The market could support improved for-sale housing:
  - Household incomes have increased similar to the region since 2000.
  - Homeowners could afford improved housing stock.
  - Specific market segments could be targeted.
- The community could support new market-rate apartments:
  - Incomes of current rental households in the community could support new apartments at more competitive rent levels.
  - Current apartment stock is outdated and not competitive with surrounding communities.
  - The hospital and nearby business clusters serve as strong employment anchors.
  - New market-rate apartments just over a mile away outperform existing apartments by 30%.
- The community could support new affordable apartments:

  > Prairie Township lacks new affordable apartment communities.
  > New communities in the surrounding area have leased quickly and have strong occupancy.
  > Affordable senior apartments in the community are fully occupied and maintain waiting lists.
- The West Broad Street corridor is over-retailed:
  - Retail space is out-dated and under-performing.
  - Newer, more attractive shopping centers are located nearby.
  - Aging and unattractive facades and large gaps along the corridor do not support a positive shopping experience.
- Opportunities for the corridor are more nuanced:
  - The corridor has attracted new chain restaurants, and pharmacy/convenience stores.
  - Competitive opportunities exist for additional restaurant space.
  - Niche opportunities exist to fill targeted, mixed-use catalyst projects.
  - Newer retail properties on the western end of the corridor achieve healthier rents.
- Prairie Township is ideally located for flex/warehouse and industrial development near the interchange of I-70 and I-270.
  - The market area has seen improved occupancy and average annual delivery of 113,000 SF per year since 2000.
  - Demand region-wide is strong with an average of over 900,000 sq ft of new space added each year.
  - No new space is currently planned or under construction within the market area.
  - There have been positive absorption of 350,000 sq ft per year in the market area since 2013, and existing vacant space could be full within five years.

These findings point to the need for market and economic strategies that guide public investments in a sense of place and improved functionality. Doing so will stimulate private investment, consumer attraction and population growth.

*Refer to Appendix for complete Market Conditions Report
MARKET STRATEGY

Once the existing market conditions were identified in the market analysis, a market strategy was created to identify the appropriate types of development for the Prairie Township Redevelopment Study Area. A market strategy ensures that the right types of products will be delivered to the right market, thereby reducing risk to developers and the public sector, while increasing the likelihood of a lasting, sustainable development. The market strategy also identifies the importance of leveraging investments in place and the public realm in order to implement sound urban design that creates a sense of place and community.

The results of the market analysis point to the need for a market strategy that leverages the corridor’s assets, makes use of market opportunities that are present, targets investment in key nodes where development can be most catalytic, locates or co-locates complementary uses, identifies traffic-driving anchors (both civic and private sector-driven), invests in placemaking to maximize private real estate and public tax revenues, and leverages local, state, and federal incentives in order to realize catalyst projects.

A Policy Framework

A holistic policy framework is needed for Prairie Township—one that not only improves the physical realm, but begins to address some of the root causes of economic deterioration. Broadly, a market strategy for Prairie Township should seek to accomplish the following:

> **Improve the housing market/home values**: Increasing home values gives homeowners an economic incentive to maintain and improve their homes.

> **Create a definable place/town center**: A town center can provide a focal point for the community with new public space, residential units, retail, and community anchors. Such a development can improve the overall image of the community.

> **Concentrate investment**: Focusing limited reinvestment funds on the marketability and “curb appeal” within a focused areas will have a more significant impact, and provide better return on investment.

> **Pare back retail**: Replacing outdated and underperforming commercial properties provides an opportunity for more attractive and viable uses, and can—in some cases—improve the performance of the remaining commercial spaces.

> **Grow jobs**: Expanding job opportunities in the community can provide improved employment options for existing residents, attract new homeowners from the region, additional public improvements, increase purchasing power, and expand the local tax base.

> **Invest in people**: Resident-focused programs will afford local children, seniors, and at-risk residents greater access to jobs and economic self-determination, both of which are vital to the economy and marketability of a place.

The elements of a comprehensive market strategy listed above indicates a need for targeted investments in people, places, and buildings in a manner that leads to real estate, economic, and community development. Place and Economic Development

**Place and Economic Development**

An important intervention in the physical realm that can lead to enhanced performance of private enterprise involves making portions of West Broad Street (where feasible, in terms of traffic considerations) into a more walkable, livable, human-scaled street with a strong sense of place.

Over the past decade, a measurable positive market response has been well-documented in areas with great character and placemaking principles (i.e., main
streets, town centers, walkable neighborhoods, historic districts, transit-oriented development) in the form of value appreciation for property owners, greater retail traffic, greater desirability as a location for employers and employees, and greater real estate revenues (which make quality development more economically viable).

The graph below documents this trend in Franklin County. Communities that have an identifiable character and strong sense of place tend to have higher property values, and a greater appreciation rate. There are different design and development components that can contribute to a sense of place. These include:

> **Street environment and retail:** Having an inviting, walkable street corridor can boost retail traffic within a commercial corridor. By enhancing the streetscape with sidewalks, street trees, pedestrian amenities, and opportunities for outdoor dining, a retail corridor can become an identifiable and active center within a community.

> **Main street model:** In the Columbus area, many of the most rapidly-revitalizing communities, such as Grandview Heights and Worthington, are leveraging their historic main streets as assets that increase retail traffic as well as demand for housing (and thus retail sales and home values). Creating an inviting sense of enclosure with multistory buildings, narrow street lanes, and street furniture are value-creating efforts. Where architecture and building enclosure are not possible, mature street trees can be a practical placemaking tactic that has positive benefits for economic development.

> **Town centers:** Retail developers are successfully leveraging placemaking principles as a means of increasing traffic and revenues by building open-air town centers. Incorporating a mix of uses and locating the developments close to community and employment anchors make these developments more active, walkable, and attractive to both residents and shoppers. These town center developments include features such as:

  > Accessible parking located out of sight, often behind buildings
  > Storefront retail
  > Inviting streetside zones
A Policy for Redevelopment in Prairie Township

> Public plazas and village greens
> Attractive street trees and landscaping
> A mix of uses including residential and landscaping

> **Public Spaces**: In many communities, parks, plazas and public spaces can be significant value-creating assets that improve property values. An opportunity for a plaza and activity areas in a selected node should be sought, in conjunction with private and civic building development.

> **Parks and Greenways**: Linear parks can also create real estate value. This can come in the form of open greenspace, or greenways, portions of a corridor dedicated to bicycle and pedestrian connections. Currently, the West Broad Street corridor lacks greenspace, but opportunity exists to connect community destinations such as schools and the recently opened recreation center along a multi-use path just south of the corridor.

**BUILDING AND REAL ESTATE DEVELOPMENT**

Though little new development is likely to occur in the West Broad Street corridor without public-private partnerships, efforts should be made to leverage other sources of money to augment private investment to the fullest extent possible. Development should be focused in targeted areas to create critical mass, allow the investment to have the greatest aesthetic impact on the West Broad Street corridor, and improve surrounding property values. Generally, development in the West Broad Street corridor should focus on:

> **Senior and Mixed-Income Housing**: Housing—in particular rental housing—is the land use for which the most state and federal incentives are available for development. This is generally due to the low-income housing tax credit program. Historical precedent indicates that, in several locations in Ohio, where political will is great, sufficient tax credits have been awarded to support the development of roughly 200 to 225 quality rental units over a span of 10 years. Projecting further out, this could translate into 400 to 450 units over 20 years, provided there is sustained political support and a persistent implementation entity. If this and other investments are successfully made, it has the potential to serve, at minimum, three policy goals:

> Stimulate the private market into adding additional housing - perhaps within 10 years and following sustained investment in people, places and buildings.
> Provide quality affordable housing to replace some percentage of deteriorating housing in the area.
> Improve property values for surrounding neighborhoods by enhancing the marketability and image of its most prominent thoroughfare.

> **Replacement Retail**: Outside of scattered new retail development along the West Broad Street corridor, new retail development is the most economically challenged development type, due to very low rents and returns, relative to development costs. Nevertheless, retail is highly visible and improvements can be highly impactful on the community. A combination of local and federal incentives might be sufficiently leveraged to create some higher quality development—likely concentrated in the central portion of the corridor with a footprint of about 20,000 to 30,000 square feet—that accommodate a mix of existing and new businesses in a manner that helps replace some deteriorated structures.

In terms of new retail in the West Broad Street corridor, there are types that can currently be supported by the market, and types that should be encouraged because of the impact their presence
can have. The boxes to the right identify these types of uses. Market demand retail is retail that could currently be supported by the market in Prairie Township. Market strategy retail is retail that may not be currently supported by the market, but should be encouraged because of the character and activity it can generate in the corridor. These types of businesses may need some form of gap financing to be successful.

- **Medical Office**: The presence of Doctor’s Hospital presents an opportunity for the expansion of medical services along the corridor. These could take the form of direct expansion of hospital services, independent medical offices, out-patient care facilities or an urgent care center. Such development is more likely to be largely privately-finance-able, relative to other uses.

- **Anchors**: A combination of civic and retail anchors should be explored within a targeted node, as a means of increasing traffic for nearby shopkeepers. Some possibilities to pursue are:
  - a new stand-alone branch to replace the existing storefront library,
  - a destination-type independent restaurant such as a micro-brewery, and
  - a public square or plaza - sufficiently designed and/or programmed to encourage frequent use.

- **Independent and distinctive retailers**: While independent retailers and restaurateurs often cannot pay the higher rents that chains provide (and thus support the construction of new buildings and facilities), incorporating them into a mix of vendors can increase the attractiveness of an area. Independent restaurateurs, such as micro-breweries, help highlight local, authentic Columbus craft in a manner that is authentic, well-appreciated, and capable of drawing in outside money.

- **Retail Tenanting**: In addition to a dining anchor, other potential retailers to pursue/consider include: an ice cream parlor, pizza parlor, bakery, clothing store, furniture store, bicycle shop, coffee shop, and fitness center. To the degree some of these more leisure-oriented businesses can be incorporated into a concept with usable public space, a greater degree of economic success is likely.
A Policy for Redevelopment in Prairie Township

PEOPLE AND COMMUNITY DEVELOPMENT

A third and often-overlooked element of a revitalization strategy is investments in people. Given socioeconomic metric present in this area, such as income and educational attainment, a sound community development strategy is needed. While such investments cannot be tied to the corridor alone (after all, most people live in the adjacent neighborhoods), certain civic-oriented facilities and institutions could be introduced that provide services to neighborhoods in and around Lincoln Village. The Township and South-Western City School District have already been making great strides with new and improved local school buildings and a new township recreation center on the western end of the West Broad Street corridor. Other improvements could include:

- **Library**: The Westland Area Library, currently located in the Lincoln Village Plaza shopping center, is an important civic anchor for the West Broad Street corridor. A library serves as both civic anchor that can drive traffic, and an investment in people by helping to further education and learning—two pillars to economic growth and access to employment.

- **Early Childhood Center**: Given the presence of the hospital and schools in the study area, an early childhood education center in the West Broad Street corridor could provide an important community service. Funds from public, private, and/or institutional sources should be sought for the development and operations of the facility.

- **Community Garden**: Community gardens can be an excellent tool for stabilizing neighborhoods, particularly when they are formed by the community itself. Studies, such as a St. Louis study by Gateway Greening, showed greater stabilization of property values around community gardens.

- **Housing**: Creating new or improved affordable housing can provide lower-income residents in sub-standard housing conditions with more attractive places to live. Resident-focused programs can help households locate more attractive housing options in the community, transition from renting to home ownership, or repair and upgrade their existing home.
Target Areas

Given the limited demand for development that is likely over a 10-year period, locations should be targeted that will be most catalytic in attracting investment—both to projects along the West Broad Street corridor and investments in Lincoln Village and Hilton Avenue neighborhoods.

This strategy identifies five target areas to focus future funding and development efforts, in order to maximize the visual, social, and economic impact on the corridor and Prairie Township community.

> **Quality Suburban Commercial**: The strategy in this area is to harness existing market demand and require better site and architectural design through land use and zoning policy. The existing Raisin' Canes and McDonalds restaurants serve as two strong benchmarks for new development in this target area. Cosmetic improvements to existing shopping centers could come on the form of façade renovation.

> ** Township Center**: Creation of a township center could serve as an important catalytic project for Prairie Township. This type of development can replace aging commercial and retail buildings with a walkable, mixed-use development including public space, fewer and higher quality retail shops, a civic anchor, and mixed-income apartments for families and seniors. Two potential sites for this concept are identified. Each is examined in further detail later in this section and the Demonstration Site Analysis section.

> **Health & Wellness District**: This district can capitalize on market-based demands for medical uses, and combine them with proven health and nutrition initiatives and efforts. Doctors Hospital would continue to anchor additional medical offices and services. These uses could be complemented with new homes (perhaps targeting seniors), community gardens that promote nutrition education, and a trailhead that links to bike and pedestrian facilities.

> **Medical Expansion Area**: If demand for medical office uses exceeds market projections, and the overwhelming demand cannot be accommodated in the Health and Wellness District, this area would likely accommodate additional medically-related businesses.

> **Flex Warehouse**: If access could be improved, the highway visibility of this area, coupled with a mix of vacant lots and aging homes, make this a very marketable place in which to develop a Flex Warehouse district. Flex warehouses are warehouse/office developments whose design can be moderated to meet the needs of a business. This type of use can support new businesses and jobs in Prairie Township.
Target Areas

TOWNSHIP CENTER

The township center concept could be one of the most catalytic projects to come from the Prairie Township Redevelopment Study. Investment in this type of mixed-use project, with civic anchors, will provide a defined community center for the Township, and will have an important impact on the aesthetic and character of the West Broad Street corridor. Important considerations for a township center include:

> **Redevelopment Opportunity:** Many of the existing commercial buildings along the Broad Street corridor are outdated, and in poor condition with low rents. While assembling the site from multiple owners will be necessary, redevelopment of aging commercial structures provides a highly visible and impactful sign of community progress.

> **Traffic:** With traffic volumes of 30,000 trips per day and institutional anchors such as Doctors Hospital and the Westland Area Library, the amount of traffic generated along West Broad Street is beneficial to some types of storefront retail. Focusing on replacing deteriorating buildings directly adjacent to West Broad Street for more desired retailers with value-adding potential, gives existing and new businesses a better opportunity to succeed through improved image and marketability.

> **Central location:** Given the high-visibility and location near the center of the township, an opportunity exists to transform perceptions of the community as a whole by making one of its most heavily-viewed areas more appealing, identifiable, and functional.

> **Civic anchors:** A civic anchor should be considered within the township center, along with a complementary community greenspace. These uses will help attract visitors, and complement the nearby institutional anchors such as the hospital and community center, as well as the newly proposed mixed-income housing for both seniors and families.

Two potential locations have been identified for the township center. Each site has advantages and disadvantages to consider.

**Option 1: New Rome**

**Advantages:**

> The existing commercial buildings are outdated and among the lowest valued commercial properties along the corridor, and rehabbing and replacing them would have a significant impact on the community’s image.

> There is the opportunity to rehabilitate existing buildings.

> The site provides almost 14 acres for redevelopment on both sides of the street—allowing for a highly visible development along a quarter-mile long section of West Broad Street.

> The market value of land acquisition is lower (on a per acre basis) than other potential redevelopment sites along the corridor.

> This site is located in the geographic center of the corridor, adjacent to existing civic anchors such as the hospital and Prairie Norton Elementary School.

**Disadvantages:**

> The site includes numerous properties with a large number of owners. Some of the properties are owner occupied. These factors make site assembly challenging.

> Development on both sides of West Broad Street can be attractive for the streetscape, but the width of the street divides the larger site, making it less connected as single township center.

> The shallow site depth on both sides of the street makes it difficult to plan a single walkable development.

> This site is located farther west on Broad Street, from the I-270 access ramp. It is also more likely to be access by car.
Option 2: Westland Square Plaza

Advantages:

> Fewer property owners makes site assembly less challenging.

> The site provides about 10 acres for redevelopment with significant site depth. The site depth allows for a single township center development with unimpeded access throughout the site.

> This site is located close to a more densely-concentrated residential area, making it a truly walkable destination.

> A township center development at this location would create a strong gateway into Prairie Township.

Disadvantages:

> By focusing on the Westland Square Plaza, there is an opportunity cost. The outdated commercial properties in the New Rome site would likely remain with little prospect of improvement, negatively impacting community walkability.

> There is currently a successful outlot parcel that has recently been invested in, at the site’s most prominent corner, the intersection of West Broad Street and Murray Hill Road. This could be challenging for site assembly.

Town Center Development Plan

A significant opportunity exists in both locations to combine a number of planned housing and amenities within the township center in a manner that capitalizes on complementarity and synergy. These include:

> **Mixed income apartments (100-150 units):** A new high-quality housing option could be built with excellent access to employment (hospital) and education (elementary school). It would break up the over-retailed corridor by replacing outdated commercial uses with a node of residential activity.

> **Senior housing (75 units):** Taking advantage of nearby healthcare and active living amenities, a marketable site could be developed as senior housing. It would provide new attractive affordable housing option for seniors, with other options for seniors in the community in short supply.

> **Library (15,000 - 25,000 square feet):** Replacing the current storefront library with a true community anchor and asset would provide an excellent complementary use for the new housing and nearby schools. It can also serve as a traffic generator for planned retail. In addition to a library, other civic anchors could provide a similar role in the township center.

> **Storefront retail and office space (20,000 - 30,000 square feet):** New competitive storefront space would support a mix of new and existing retail businesses and small office uses. High-traffic counts, neighboring anchors, as well as the new housing and civic anchor, will support a node of activity to support this significant upgrade to the existing shopping options along the corridor. The storefront spaces can support a mix of retail, restaurant and small office uses, reducing the occupancy burden of any one commercial category.
Target Areas

QUALITY SUBURBAN COMMERCIAL

The existing large shopping centers on the eastern end of the corridor (Westland Square and Lincoln Village Plaza) are the focus of market activity along the West Broad Street corridor. Both centers maintain close to average occupancy for the market, but rents are below average. Regarding Westland Square, the condition of the facades and sites do not present an appealing gateway to the corridor. The center is outdated and not competitive with shopping centers in other nearby communities. Upgrades are needed, though redevelopment would be ideal.

Regarding outlots, the existing Raisin’ Canes and McDonald’s provide two strong benchmark examples for new similar types of development in the West Broad Street corridor. Many of these types of businesses are likely to redevelop over time, and the township should continue to encourage a higher standard of design for the retail corridor with proactive policy interventions including site plan and design regulations, streetscape enhancements, and making funds available for façade renovation assistance.

Westland Square has potential as development site for a new town center. However, if an alternative site is chosen, both centers could be improved with upgrades to support more traffic, new tenants, and higher rents:

> Façade and Site Improvements: Updating facades, new signage, and adding landscaping to overly large parking lots can create a more attractive shopping environment for customers and potential tenants. Other improvements such as trash pick-up and general maintenance of the buildings and sites can provide noticeable improvements with a relatively small increase in costs.

> Outlot restaurants: A few outlot pad sites are available for development. Demographics show that there is strong demand in the community for dining options including both fast food and sit-down restaurants. The West Broad Street corridor has seen new market rate investment in several of these types of restaurants, and proximity to the interstate should support additional new restaurants. Such market rate investment would substantially improve existing vacant outlots that are not well maintained.
**HEALTH AND WELLNESS**

Complementary investment in the vicinity of Doctors Hospital shows potential for redevelopment for several reasons:

- **Traffic**: Traffic counts increase along the street at West Broad approaches Interstate 270.
- **Central location**: This node sits between the hospital and existing large shopping centers located along the north side of the corridor.
- **Redevelopment opportunity**: This area includes another significant cluster of outdated commercial buildings. The properties are also generally in inferior condition with very low rents. This area could provide another 10 acres for redevelopment on both sides of the street.
- **Proximity to hospital**: Give the proximity to Doctor’s Hospital this node would be ideal for expanded hospital affiliates services or complementary offices and services such as medical offices, urgent care clinic, or outpatient care facility.
- **Proximity to senior and at risk residents**: Senior housing, affordable housing, and low-rent market rate housing is clustered along this portion of the corridor to both the north and south of West Broad Street. Complementing Doctor’s Hospital with expanded access to health and wellness services will benefit these residents and the broader community.

**Development Plan**

A significant opportunity exists to combine a number of health and wellness amenities and planned housing within this node in a manner that capitalizes on proximity to the hospital and nearby senior and “at risk” residents. These include:

- **Medical office space (25,000-50,000 square feet)**: Accommodates potential expansion of hospital facilities and services and could include a combination of an urgent care clinic, medical offices, and out-patient care facility.
- **Townhomes (30-36 units)**: Provides a quality maintenance-free housing option targeted to active older home-owners looking for new construction and close proximity to neighborhood retail and services. The development would fill a gap within the “age-in-place” model, between existing older single-family homes and senior apartments.
- **Early childhood center (~25,000 square feet)**: Preparing the community’s youngest residents with an early childhood education option provides an excellent basis for success in school. With the jump start the center could provide, children can enter kindergarten better prepared. Given the large investment in new schools within the neighborhood, an early childhood center is a natural extension of this commitment to providing an excellent education for children in Prairie Township.
- **Bike and pedestrian trail**: A multi-modal trail in the corridor would complement the planned bike lane on Broad Street, and connect residents with key community anchors such as schools, library, hospital and the new community center. The trail might be accommodated in existing rights-of-way or a new pathway might be developed just north or south of the West Broad Street. Ideally, this individual trail could connect to a larger regional trail system, such as the Central Ohio Greenways.
- **Community garden**: Community gardens can be an excellent tool for stabilizing neighborhoods, particularly when they are formed by the community members themselves. Various studies have shown greater stabilization of property values around community gardens. Furthermore, they can bring various groups together for a cooperative effort, such as students and seniors, and provide educational opportunities.
Market Strategies & Opportunities

Target Areas

**FLEX/WAREHOUSE DISTRICT**

The area of the township located along Interstate 270 south of the corridor and south of Home Depot, known as the Mix Addition, is currently occupied by a mix of small, outdated homes and undeveloped lots. A more productive use would be flex industrial/warehouse/office space.

> **Proximity to Interstate:** This site is located within close proximity to Interstate 270 with an interchange at West Broad Street and an interchange with Interstate 70 approximately one mile to the north. These locations are attractive to industrial, warehouse, and logistics businesses that put a premium on easy interstate access.

However, there are some considerations as well. The area is currently somewhat challenging to reach from West Broad Street. Street upgrades would be needed on South Grener Avenue. And land assembly will be required from a number of property owners. Finally, consideration will have to be given to addressing stormwater on the site, because of the area’s topography.

> **Demand for Flex Space:** The market for industrial and flex space is strong both in the Columbus region and within the local market area. The local market area has seen decreasing vacancy and the delivery of over 100,000 square feet of flex space annually since 2000.

> **Underutilized Site:** This older neighborhood of homes includes large sections of undeveloped land with upwards of 35 acres potentially available for redevelopment. This site offers significant potential in an area of the township and local market. Other areas of the township are largely built-out and would not accommodate significant development of flex space.

> **Development Plan:** A opportunity exists to consolidate these vacant and underutilized residential properties for more productive use.

> **Flex Space (200,000 - 300,000 square feet):** A development of this scale would occupy about nine to twelve acres, and would likely be phased in over a period of 10 years. There is consistent demand for new flex space in the region, and this location is one of the few remaining that could provide immediate interstate access.

There are however some challenges with this concept.

> **Challenges:** The consolidated site would require level grading to accommodate large flex facilities and access along South Grener Avenue, and at the intersection Grener and West Broad streets would likely need to be improved.
Conclusion

The market strategy target areas identified in this section incorporate development elements and recommendations that encourage the investment in people, place, and infrastructure. These development components establish a desired character for these portions of the West Broad Street corridor. Creating this character will contribute to reinvestment and revitalization efforts within this important commercial corridor, and within Prairie Township.

In order to achieve the type of development desired for these areas, it is important to understand how much commercial, residential, industrial, and office uses can be supported within this portion of Prairie Township. The chart below summarizes the different types of uses that should be considered for the study area, where each are viable, and what the rate and timeframe is for their implementation. These uses are the basis for the conceptual site designs presented in the following section.

<table>
<thead>
<tr>
<th>Use</th>
<th>Location</th>
<th>Amount</th>
<th>Density/FAR</th>
<th>Land Needed</th>
<th>Unit Type and Size</th>
<th>Price/Rate</th>
<th>Market Position</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed Income Apartments</td>
<td>Town Center</td>
<td>100-150 Units</td>
<td>20-25 units/acre</td>
<td>4-6 acres</td>
<td>1 BR</td>
<td>2 BR</td>
<td>625 SF</td>
<td>925 SF</td>
</tr>
<tr>
<td>Affordable Senior Housing</td>
<td>Town Center</td>
<td>75 Units</td>
<td>30-35 units/acre</td>
<td>2 acres</td>
<td>1 BR</td>
<td>2 BR</td>
<td>550 SF</td>
<td>725 SF</td>
</tr>
<tr>
<td>Townhomes</td>
<td>Replace Shopping Center?</td>
<td>30-36 units</td>
<td>10-12 units per acre</td>
<td>3.0 acres</td>
<td>2BR</td>
<td>3BR</td>
<td>1,500 SF</td>
<td>2,000 SF</td>
</tr>
<tr>
<td>Storefront Retail/Office Space</td>
<td>Town Center</td>
<td>30,000 square feet</td>
<td>0.4 FAR</td>
<td>2 acres</td>
<td>-</td>
<td>-</td>
<td>$12-$15 psf (nnn)</td>
<td>Class B</td>
</tr>
<tr>
<td>Medical Office Space</td>
<td>Health and Wellness</td>
<td>25,000-50,000 square feet</td>
<td>0.35 FAR</td>
<td>2-3 acres</td>
<td>-</td>
<td>-</td>
<td>Owner Occupied/ $20 psf (fsg)</td>
<td>Class B</td>
</tr>
<tr>
<td>Outlot Restaurants</td>
<td>Quality Suburban</td>
<td>15,000-20,000 square feet</td>
<td>0.25 FAR</td>
<td>2 acres</td>
<td>-</td>
<td>-</td>
<td>Owner Occupied</td>
<td>Fast Casual Casual Sit-down</td>
</tr>
<tr>
<td>Flex Space</td>
<td>Flex/Warehouse District</td>
<td>200,000-300,000 square feet</td>
<td>0.45 FAR</td>
<td>10-15 acres</td>
<td>-</td>
<td>-</td>
<td>$5.00 psf</td>
<td>N/A</td>
</tr>
</tbody>
</table>
DEVELOPMENT DEMONSTRATION SITES

The following section illustrates how the types of development identified in the market strategy can be applied within the four focus areas. Based on the market strategy target areas, seven demonstration sites were chosen to model potential concepts and recommendations for development and improvements. These sites include four development-focused sites within the Broad Street corridor, one within the Mix Addition area, and two revitalization-focused sites within both the Hilton Avenue area and Lincoln Village neighborhoods. These sites are intended to serve as examples, illustrating the types of urban design elements that should be applied to similar types of developments that occur in Prairie Township in the future.

Within the Broad Street corridor, the four development demonstration sites propose concepts and site improvements for quality suburban commercial development, a potential mixed-use township center concept, and a future medical campus to address growth needs of the OhioHealth Doctors Hospital. Each of these are examined in detail in the following section.

The demonstration site within the Mix Addition area proposes two different uses. The first, a flex warehouse concept, capitalizes on the area’s I-270 frontage to create a higher economic development use for the Township. Several potential development scenarios illustrate how to incorporate this type of uses into the area. The second concept builds upon the existing uses natural features and topography in this area to create new park space and enhance the quality of existing residential.

The Lincoln Village and Hilton Avenue focus areas are important to the Township and its ability to keep and attract existing and future homeowners and residents. While the demonstration sites within the Broad Street corridor and Mix Addition are more development-focused, the Lincoln Village and Hilton Avenue demonstration sites are more policy-oriented, focusing on revitalization and public realm improvements. Instead of proposing new development, they identify policy tools and funding programs to help property owners maintain and improve their own homes and properties. Recommendations are also made to illustrate what Prairie Township can do to improve these areas within the right-of-way.

Finally, code recommendations are made for the Broad Street Corridor, the Mix Addition area, and the two residential areas. These recommendations address out-dated policies in the Prairie Township Zoning Code, and will provide the Township the tools needed to ensure quality development that enhances the character and identity of the Township.
One of the catalytic ideas proposed within the Prairie Township Redevelopment Study is the creation of a township center within the West Broad Street corridor. This pedestrian-oriented, mixed-use type of development will have a significant economic and community development impact on Prairie Township by:

- introducing a regional and local destination for residents and visitors,
- helping establish an identity and sense of place for the Prairie Township community,
- breaking up the currently over-retailed Broad Street corridor by providing alternative land uses and replacing existing retail with more desired commercial uses, and
- by creating a community gathering place for daily activities and special events.

There are different places where the township center should be located within the West Broad Street corridor, and depends upon a number of different factors. For the purposes of demonstrating important design recommendations and development features, two demonstration sites have been chosen to illustrate potential township center site designs. These are the Westland Square site and the New Rome area. The selection of these sites was influenced by the target areas identified in the Market Strategy. It is important to note that there are strengths and weaknesses to each site, and the following examine these in further detail.

**WESTLAND SQUARE LOCATION**

The Westland Square Shopping Center site is a possible location for the township center for several reasons. First, its location directly adjacent to Lincoln Village would provide residents easy access to the township center. Second, the site’s proximity to I-270 and location on the eastern end of West Broad Street would allow the development to serve as a gateway for Prairie Township, and would also ensure easy regional access. Finally, the site’s depth and limited number of property owners makes the development of a township center easier.

To illustrate important design recommendations, two township center concepts were developed for the Westland Square site. Each concept incorporates the types of uses identified on page 14 of the Market Strategy. Specifically, these include mixed income apartments, space for storefront retail or office uses, and a community greenspace that allows the development to serve as a community gathering place and as a space for special events.
Westlands Square Concepts Recommendations

While there are similar design recommendations in each, the two concepts vary slightly in design and development components. Concept A illustrates the potential of incorporating a civic use in the township center to anchor the development. This could be a library, some type of Township office complex, or another combination of such community-oriented uses. Additionally, at the time of this plan, a large-scale grocery chain has proposed plans to locate within an existing tenant space in the Westland Square Shopping Center. Concept B accommodates this potential new user, and provides an example of a partial redevelopment of the shopping center.

Within each of these concepts, there are certain design recommendations that apply to each. These recommendations will help ensure a pedestrian-oriented space, and will contribute to the character of the development and improved streetscape of West Broad Street in this portion of the corridor. These recommendations include:

> Creating shared parking lots, wherever possible, to service multiple businesses in the township center.

> For buildings along West Broad Street, parking should not be located between the building and the street.

> A civic greenspace should be created that incorporates some type of amphitheater or other performance space. This will encourage the space to be a community gather place for daily events and special occasions. This greenspace have a presence along Broad Street, in order to help activate the space and reinforce the township center as the center of the township community.

> Streetscape improvements should be implemented along Broad Street to complement the enhancements being made by the Ohio Department of Transportation. This will create a more pedestrian-friendly atmosphere.

> Multiple connections should be made to Lincoln Village, in order to improve vehicular connectivity and improve pedestrian activity.
Demonstration Site Analysis

Broad Street Corridor - Township Center Concept

Westland Square Concept A

In Concept A, the township center is anchored with a civic use located in the center of the site. In this scenario, about 31,000 sq ft of retail is illustrated adjacent to West Broad Street, along with a new greenspace that will serve as a community gathering place. About 84 new multi-family townhomes and apartments provide a transition from the commercial activity along Broad Street to the existing residential uses in Lincoln Village.

A market feasibility study was conducted on the residential and retail components of this concept. The study found:

> Apartments: With 84 units and average rents of $0.92 per square foot, the development cost would be $15.4 million, yielding a $9.1 million financial gap and a 41 percent value to cost ratio. Low Income Housing Tax Credits (LIHTC) can provide a significant development incentive that makes the construction of the project viable.

> Retail: The size of the retail component would be nearly identical to the previous option with 31,200 square feet. However, average rents would be higher given the location adjacent to an attractive civic anchor. With rents of $15.00 per square foot and a cost of development that is $5.2 million, there would be a smaller financial gap of $400,000, and a 92 percent value to cost ratio. New Market Tax Credits (NMTC) would close the gap and generate a $300,000 surplus, which could support a higher quality development or enhanced public facilities.
**Westland Square Concept B**

Concept B includes many of the same recommendations as Concept A, while also preserving a portion of the existing large format retail space. Specifically, this concept includes the following:

- Approximately 126 multifamily units are proposed along the back of the site to transition into Lincoln Village single family residential.
- About 20,000 sq ft of retail is along Broad Street, and should meet the recommendations identified in Concept A.
- A larger retail use, such as a grocery store, can be accommodated with careful consideration to the design of the building and site. Recommendations for shopping centers within the Broad Street corridor, found on page 29, should be applied. This will ensure the development still addresses West Broad Street.

The Lucky’s in the image to the right is an example of how larger retail uses can be upgraded with facade improvements and parking lot landscaping to better address the street.
New Rome’s history as an independent jurisdiction allowed the area to develop differently from other commercial areas along Broad Street. In some ways this has been beneficial, and others it has created unique challenges.

New Rome was chosen as the second potential location for a township center for several reasons, including the relatively inexpensive cost of land acquisition in this area and the significant aesthetic impact improvements would have on the Broad Street corridor. Additionally, while many of the buildings are in poor condition, their minimal setback along Broad Street and pedestrian-scale size creates the opportunity to renovate and repurpose a number of these. This could reduce development costs. Finally, the area’s location adjacent to the OhioHealth Doctors Hospital creates the opportunity to strengthen connections between these two areas, and help a township center draw from the energy and activity of the Hospital.

There are, however, some limitations with the New Rome area as well. The site is predominantly made up of smaller lots, which could make acquiring the necessary amount of land more difficult. The development area is also shallower, which can limit potential site layout options. Because of this, it is also likely that commercial development associated with the township center will occur on both the north and south sides of West Broad Street. If this happens, the corridor’s high vehicular speeds and volumes could serve as a barrier for pedestrian activity in a township center setting.

**New Rome Concepts**

To illustrate the potential of the New Rome area as a township center, three concepts were developed. Like the Westland Square concepts, these incorporate the development components identified on page 14 of the Market Strategy & Opportunities section. This includes residential, commercial retail or office uses, community greenspace, and a civic use. While Concepts A and B focus development on the south side of Broad Street, Concept C looks at the north side of the corridor. These concepts vary in terms of the amount of new construction being proposed. While each integrates existing buildings to some degree, Concept A places the greatest emphasis on reusing existing structures. Because these site plans are meant to be conceptual, elements from each may be integrated into implementation plans.
Section 3: Demonstration Site Analysis

NEW ROME TOWNSHIP CENTER CONCEPT B

Potential Phase I

NEW ROME TOWNSHIP CENTER CONCEPT C
New Rome Concept A
Concept A for the New Rome township center proposes a smaller-scale of new development by capitalizing on existing commercial buildings within the New Rome area that already have walkable orientation along Broad Street. Important design and development recommendations include:

> Incorporating greenspace along the West Broad Street corridor to provide a community gathering place.
> Incorporating a new civic or institutional anchor (approximately 16,000 sq ft). This space is smaller than the civic anchor proposed in the Westland Square Concept A, and could be a township hall and administrative office complex.
> Including approximately 16,000 sq ft of commercial within two new buildings along the south side of West Broad Street. These uses should meet the same recommendations for Broad Street frontage sites identified in the Westland Square concepts.
> Promoting shared parking lots behind the commercial uses on Broad Street.
> Repurposing and renovating existing commercial buildings within the New Rome area.

New Rome Concept B
Concept B re-envision the entire New Rome area, both north and south of West Broad Street. This concept incorporates the commercial and residential components identified in the Market Strategy. It also builds upon the presence of the Doctors Hospital by introducing medical office uses along the eastern edge of New Rome. Other elements include:

> Approximately 70 multi-family residential units along the southern end of the site, where some residential is currently located.
> 54,000 sq ft of commercial uses are shown along the Broad Street corridor. The two largest commercial buildings are set behind a linear greenspace, located between their parking areas and the street. This is to promote outdoor dining and pedestrian activity in this area. The design of this building facade should address Broad Street and create a direct presence in the corridor.
> About 42,000 sq ft of new medical office is also illustrated. The building on the south side of West Broad is assumed to be a podium building, with parking located on the first floor, and office uses located directly above the parking.
A feasibility analysis was conducted on the residential, retail and medical office components of this concept. The following are a summary of the findings:

> Apartments: The feasibility analysis revealed that the apartment component of this concept would have a large financial gap as a market rate development. With 70 units and average rents of $0.92 per square foot, it would cost $12.2 million to build, but only be worth $5.2 million in development value, yielding a $7.0 million financial gap. With a 43 percent value-to-cost ratio, it is not privately financeable. Low Income Housing Tax Credits (LIHTC) provide a significant development incentive that makes the construction of attractive, high-quality apartment development viable, where private financing alone is insufficient. In a mixed-income scenario with a portion of the units restricted to lower-income residents, the LIHTC can fill the gap and make the project viable.

> Retail: In this scenario, the construction of retail space is closer to viability; however, it still falls short. The cost of development is $5.2 million and the development value is $4.1 million, yielding with a $1.1 million financial gap, and a 79 percent value-to-cost ratio. The use of New Market Tax Credits (NMTC) has often been utilized to subsidize commercial projects in areas where new retail development would otherwise be difficult to finance. NMTC would greatly reduce the gap, bringing the project closer to viability.

New Rome Concept C

Concept C focuses on the area north of Broad Street. Currently, this area consists of retail along the Broad Street corridor, and single family residential north of this. The Prairie Township Hall and the Saint Paul Lutheran Church are also located within this demonstration area.

The primary components of Concept C include:

> A one acre greenspace park is proposed to front Broad Street at Pasadena Avenue. This would provide a community gathering space, and would also provide a civic connection from Broad Street to Saint Paul’s Lutheran Church.

> The introduction of approximately 28,000 sq ft of new infill retail along Broad Street, in a pedestrian-oriented character. These new buildings are shown with minimal setback, and with prime tenant locations adjacent to the new park.

> 110 new residential units north of the Broad Street retail. This would likely be multi-family residential, such as townhomes or mixed-income apartments, and would provide a transition from the commercial corridor north, into the single family Lincoln Village neighborhood.

Given the size of the proposed development project in Concept C, an initial phase has been identified to guide short-term implementation. This approach focuses on the development of the park, and the construction of immediately adjacent residential and retail.
Demonstration Site Analysis

Broad Street Corridor - Health and Wellness Campus

HEALTH AND WELLNESS

The OhioHealth Doctors Hospital is an important institution in Prairie Township, and anchor within the Broad Street commercial corridor. The Health and Wellness demonstration site recognizes this, illustrating one way the hospital could expand, creating a medical campus that would strengthen the character of the Broad Street corridor. It is important to note that this concept is intended to suggest site layouts and design recommendations. A master planning effort would be needed to fully understand the needs of the hospital, were it to expand.

The Market Strategy identified the opportunity to introduce approximately 25,000 - 50,000 sq ft of new medical offices and health-related services into the West Broad Street corridor.

With this in mind, a potential medical campus was envisioned for the Health and Wellness demonstration site. This concept proposes approximately 52,000 sq ft of medical uses that could be associated with the hospital. The overall design of the campus includes several important development and design components:

- The medical buildings along Broad Street address the street corridor, and include a minimal setback.
- A parking deck is shown, with a helipad located on the upper deck. This will allow for increased parking for the hospital, while decreasing the amount of area needing to be dedicated to surface parking.
- Shared parking conditions for the different office buildings is assumed, particularly for the buildings along Broad Street.
- This concept extends the campus west to Buena Vista Avenue. The hospital has already started purchasing homes along the east side of this road in order to accommodate future growth needs. Appropriate screening will be needed to buffer residential uses across the street.
- The primary entrance to the hospital is emphasized through design and improved interior site circulation. This will create an identifiable front door to the hospital on West Broad Street.
Section 3: Demonstration Site Analysis

Relationship to New Rome

The proximity of Doctors Hospital to New Rome creates unique opportunities for both areas, and provides a rationale for locating the township center in the New Rome area. National trends show that to attract employees, companies are looking for ways to provide amenities within walking distance of the workplace. The township center could provide such amenities, while also providing a strong clientele base for new businesses in the township center.

The sketch and model on this page illustrate how the conceptual hospital campus plan could blend with the New Rome township center to create an important, pedestrian-oriented, activity hub within the West Broad Street corridor. In this scenario, the presence of the hospital influences private medical office uses, discussed in more detail on page 26. Potential restaurants, shops and housing are located within walking distance of the hospital and the medical offices.

The importance of connecting the hospital campus with the town center, wherever that is located, should not be under-emphasized. Visual and physical connections should be made to either New Rome or the Westland Square site, in order to encourage further investment and redevelopment of the Broad Street corridor between these two destinations.
Broad Street Corridor - Quality Suburban

West Broad Street near the I-270 interchange is an important gateway to Prairie Township. Because this is a predominantly vehicular area, more auto-oriented commercial uses are illustrated in the Lincoln Village Plaza demonstration site. This type of development is referred to in the Market Strategy as quality suburban commercial. Additional information on the types of development this includes can be found on page 13.

There are two types of development opportunities within this area: (1) outlot parcels located along Broad Street, and (2) improvements to the large, existing Lincoln Village Plaza shopping center. While businesses areas will be primarily accessed by car, improvements can be made to make the site more pedestrian-friendly, and enhance its aesthetic impact as a gateway experience.

**Broad Street Frontage Sites**
The outlot parcels located in front of the Lincoln Village Plaza and along Broad Street, are important sites to enhancing the character of the Broad Street corridor and improving the gateway into Prairie Township. Improved site design of these parcels will allow them to function as predominantly vehicular-oriented businesses, while also creating a sense of place along Broad Street. To accomplish this, these types of developments should:

- locate buildings along Broad Street at the front of the site, with parking located to the rear or side of the buildings,
- implement facade features that allow the buildings to address Broad Street,
- incorporate trees and landscape islands where applicable to break up the large amounts of pavement in this area,
- utilize a shared-access drive lane located behind the lots, that provides access to businesses along Broad Street and the Lincoln Plaza Shopping Center,
- incorporate pedestrian amenities into the front of the sites, including outdoor dining where possible, sidewalks, front-door access and landscaping,
- buildings located on corners, such as on Broad Street and Murray Hill Road, should ensure the facades address both streets, and that there is a minimal setback from each. This creates an anchor for the corner.

The sketch and concept model to the right illustrates an example of the appropriate site design for the outlot parcels in this development demonstration site.
Shopping Plazas
The primary building of the Lincoln Village Plaza shopping center presents a different type of development opportunity. This shopping center currently has successful tenants, such as Giant Eagle and the Westland Area Library. Implementing the following design recommendations will improve the character of the shopping center, making it more viable for the existing anchors, and increasing its ability to attract the types of retailers the Township desires in the future. To improve the character of this area, the following design features should be implemented:

> Incorporate street trees and landscape islands to break up the large parking lot that serves the shopping center.
> Provide pedestrian connections throughout the site.
> Enhance the facade of the shopping center with design updates and signage improvements.
> Enable the shopping center to better address Broad Street and create a visual connection to the corridor through landscaping.

> Create outdoor spaces along the shopping center where possible, in order to provide outdoor dining options and community space to complement the presence of the library.
> Strengthen the connection between the shopping center and the northern portion of the Lincoln Village neighborhood through enhanced pedestrian connections.

The rendering below illustrates how the implementation of these recommendations can transform the shopping center to create an identifiable sense of place and gateway from Prairie Township.
DESIRED WEST BROAD STREET CHARACTER

West Broad Street is the primary arterial/roadway in Prairie Township. As such, it is important that this corridor present the type of character desired by the Township. To accomplish this, the Prairie Township Redevelopment Study identifies four potential development areas along West Broad Street:

> The Lincoln Village Plaza site, which includes quality commercial development and enhancements to the existing shopping center,
> The Westland Square Plaza site, which is one of two potential sites for a township center,
> The Health and Wellness site, which could include an expanded Doctors Hospital medical campus, and
> The New Rome site, which was the second potential township center site.

Development Design Trends

While each of these four demonstration sites proposes a slightly different character based on the types of uses identified for each, there are several recommendations that apply to all types of development along West Broad Street, regardless of where it is located. These include:

> locating parking behind or to the side of buildings that front West Broad Street,
> having minimal setbacks these buildings, and ensuring their facades address Broad Street,
> providing amenities for pedestrians wherever possible, including benches, outdoor dining, lighting, and landscaping,
> promoting interior site circulation that simplifies vehicular movements and promotes pedestrian activity,
> including trees and landscape island in shopping center parking lots,
> promoting a high standard of design for building facades, and ensuring that all building sides facing a street address that corridor.

These types of design recommendations are common in commercial areas with high pedestrian traffic, and will help create an inviting character for the corridor. With key design features identified, the question becomes, how can Prairie Township implement this type of character along the Broad Street corridor?

Implementation Tools

One of the most effective ways to implement the design recommendations identified for the Broad Street corridor is by updating out-dated zoning and site design standards. Updating these codes can help address some of the issues within the Broad Street corridor. Specific recommendations related to this can be found in the Code Recommendation box below.

A specific zoning tool that should be considered for the Broad Street corridor is the creation of a commercial overlay zone. A zoning overlay establishes an additional level of design standards that are required for new construction or major renovations to existing structures. These requirements don’t impact the types of use allowed by the underlying zoning; they simply create an aesthetic standard for an area. This will have a significant impact on improving the character of the Broad Street corridor. Two examples, the Columbus Urban Commercial Overlay and the Columbus Community Commercial Overlay, show how this tool can be used to create a walkable commercial corridor with a strong sense of place.

CODE RECOMMENDATIONS

> Create a Design Character Overlay for the Broad Street Corridor and/or update the GB - General Business District.
> Reduce front building setbacks along West Broad Street
> Increase parking setbacks / require side- and rear-located parking lots
> Establish a landscape area/tree ratio requirement for off-street parking areas
> Update parking space dimensions
> Require main entrances to connect with sidewalks
> Allow integrated residential uses
> Update sign/graphics standards
> Implement a commercial property maintenance Code
The City of Columbus Urban Commercial Overlay (UCO) creates a walkable corridor that reflects the development patterns of the late 19th and early 20th century commercial corridors. In areas where the UCO applies, its regulations apply to all new construction, expansion, and new signage to all commercial uses. Specifically, the Code addresses the design and location of buildings, parking lots, and other such development standards. Shared parking conditions are encouraged. Examples of regulations include:

> “Buildings are placed no further back from the right-of-way than 10 feet; up to 50% of the building frontage can be set back an additional 5 feet to provide a public-private space, such as an outdoor dining area.”

> “At least 60% of the front elevation between 2 and 10 feet in height must be clear window glass.”

> “Off-street parking is not permitted between the building and the street.”

> “Drive-thru windows are placed to the side or rear of the building.”

*City of Columbus Guide: Urban Commercial Overlay

The City of Columbus Community Commercial Overlay (CCO) creates a walkable corridor that resembles the Main Street - feel of commercial corridors in the early 20th century. Within CCO areas, the regulations apply to all new construction, expansion, and new signage to all commercial uses. The Code addresses the design and location of buildings, parking lots, and other such development standards. Shared parking conditions are encouraged. Example regulations include:

> “Buildings are placed at 25 feet (plus or minus 2 feet) from the public right-of-way of the primary street; up to one-third of the building frontage can be set 5 feet in advance or 15 feet beyond this “build to” line to provide a public-private space, such as an outdoor dining area.”

> “Front yards are to be landscaped and parking, stacking and circulation aisles are not permitted between the building and the right-of-way.”

> “No more than 50% of off-street parking spaces is allowed to the side of the building.”

*City of Columbus Guide: Community Commercial Overlay
Demonstration Site Analysis

Mix Addition

**MIX ADDITION**

The Mix Addition is a unique part of Prairie Township. Located directly adjacent to I-270 and just south of Broad Street, this area consists of predominantly residential homes in varying conditions and vacant lots. There is a significant amount of topography through this area as well. This becomes more prevalent as one moves south from West Broad Street, toward Sullivant Avenue. Because of these conditions, two different types of development scenarios have been created for the Mix Addition.

The first proposes introducing the flex warehouse uses identified in the Market Strategy. Because of the Mix Addition’s location, with freeway access and frontage, there is an opportunity to introduce a more economically valuable land use for Prairie Township. The Market Study conducted for this focus area recommended redevelopment to flex/warehouse uses. This use was recommended for several reasons:

- it requires both the freeway frontage and access available to the Mix Addition,
- there is currently a demand for 200,000-300,000 sq ft of flex/warehouse product in Central Ohio, and
- it would create an opportunity for Prairie Township to collect income tax from the businesses.

To understand how such development could be implemented in this area, three demonstration development concepts were created. Each focuses on a different scale of flex/warehouse product. Because of the topography and necessary freeway access, these concepts are concentrated in the northern portion of the Mix Addition focus area.

With the flex warehouse concept, it is important that the Township’s zoning codes create a clear expectation of the standards this type of development must meet. This will ensure an aesthetically appealing buffer between the residential neighborhood located on the west side of Grener Avenue, and new industrial uses. Specifically, a manufacturing zoning use category should be created that outlines landscaping, screening, and architectural/design standard requirements.

The second development scenario assumes the Mix Addition continues to be predominantly residential. This complements the current homes within this focus area, as well as the Lincoln Village residential, west of Grener Avenue. The concept recognizes the challenges the topography presents, and capitalizes on it to create new park space for the township, which could include trail connections from Lincoln Village and Broad Street to the Camp Chase Trail. This scenario envisions anew park road, which could be either a realignment of Grener Avenue or a new road. It also includes new multifamily and single family residential, and improved connections through the Mix Addition to create a stronger connection between Broad Street and Sullivant Avenue.
Mix Addition (North) Concept A
The first concept for the Mix Addition illustrates how smaller flex/warehouse uses could be implemented. This scale of industrial uses tends to have the highest number employees, creating the greatest opportunity for income tax revenue for the Township.

This plan illustrates six buildings within the development site; four larger buildings at approximately 54,000 sq ft each, and two smaller buildings approximately 30,000 sq ft each, for a total of 276,000 sq ft of flex/warehouse use. Key design and development elements within this concept include:

> shared site stormwater management,
> strategic design of parking and truck bays to minimize curb cuts and to decrease the visual presence along Grener Avenue,
> the positioning of two buildings to directly face I-270, creating strong freeway frontage for the development.
> architectural standards should be encouraged to create a more pleasing aesthetic character of this development, and prevent large blank walls along road corridors.

Mix Addition (North) Concept B
The second potential concept for the Mix Addition demonstration site proposes slightly larger buildings, which tend to include less employees, but higher truck traffic. This is an important consideration, because of the impact it could have on South Grener Avenue, and the intersection of West Broad Street and Old Village Road.

This site plan consists of four flex/warehouse buildings. The larger two buildings are each 100,000 sq ft, and the smaller two are each 54,000 sq ft, for a total of 308,000 sq ft of flex/warehouse space.

Similar to Concept A, this concept also proposes:

> a consolidated stormwater management approach for the development site,
> a dense landscape buffer along the adjacent Grener Avenue corridor,
> and strategic design of parking and truck bays to decrease the visual impact of these along Grener Avenue.
Mix Addition

Mix Addition (North) Concept C

The third potential concept for the Mix Addition includes two large flex/warehouse buildings. The northern building is proposed at 180,000 sq ft, and the southern building is proposed at 108,000 sq ft, for a total of 288,000 sq ft.

The layout in this scenario differs slightly from the previous two concepts. Because of their size, the buildings are facing westward. This places their primary facade along South Grener Avenue, which can provide a more engaging presence for the buildings along Grener Avenue. In this scenario, employee and visitor parking would be located in front of the buildings, along Grener Avenue, with truck docks in the rear, along I-270. In this scenario, main entrances would be visible from Grener Avenue, but parking should be screened with a landscape buffer. Careful consideration will need to be given to creating a building with an engaging facade. This concept also suggests combined stormwater management for the two sites.

Similar to Concept B, these larger flex/warehouse uses will require increased truck traffic. Uses that occupy such spaces also tend to require fewer employees, decreasing the potential income tax revenue generated from such development.

A feasibility analysis was conducted on this concept. It found that in addition to site assembly, the project would require $3.1 million in additional site cost to resolve grading issues and update the adjacent roads to accommodate more intense use of the site. With 288,000 square feet and average rents of $5.00 per square foot, the development cost would be $18.8 million, yielding with a $3.4 million financial gap, meaning it has a 82 percent value-to-cost ratio. The gap is due almost entirely to site and infrastructure upgrades.

Since there is a job-creation component to this concept, leveraging of local development tools may be justified. Local development incentives such as tax increment financing (TIF) could be explored to fill the financing gap. TIF would redirect a portion of the increased property tax revenue from the site to the project to offset these extraordinary site improvement costs. In partnership with an eligible community in the region, a portion of the earnings tax from employment generated at the site might also be redirected to offset these costs.
MIX ADDITION CONCEPT D (PREFERRED SCENARIO)

This new scenario, and the development of Concept D, was created after consultation with the Township regarding the potential impacts of heavy truck traffic on Broad Street and Grener Avenue that would be associated with each of the flex warehouse development concepts. This scenario re-visions the Mix Addition as a mixture of office, residential, and commercial uses organized around a new township park space.

Concept D takes a very different approach for the Mix Addition, recommending future uses that are more consistent with the existing residential land use of this area. This concept consists of the following components:

- Maintain the existing single family housing west of Grener Avenue.
- New multi-family residential is proposed south of Grener Avenue. At an assumed 16 dwelling units/acre, this area could accommodate approximately 200 units. This presents an opportunity to provide a higher-quality multifamily residential product, and potentially include senior and mixed-income housing identified in the Market Strategy.
- Office is proposed behind the existing Home Depot, along a new park road. At an assumed 12,500 sq ft/acre, this area is shown as including approximately 85,000 sq ft of office. This use would provide new revenue opportunities for the Township, without creating increased heavy truck traffic on Broad Street.
- New commercial along Sullivant Avenue is also illustrated. At an assumed 7,500 sq ft/acre, this could accommodate 27,000 sq ft of new retail.

The focus of this concept is the creation of a new township park along I-270, where the topography is most dramatic. This area is already very naturalized and scenic. Creating a park could provide a new amenity for township residents, and would complement the residential in this area. A trail connection to the Camp Chase Trail could be provided through this area, ultimately providing Lincoln Village residents a bicycle connection to Downtown Columbus.
Lincoln Village

SINGLE FAMILY RESIDENTIAL

Prairie Township’s predominant land use is single family residential. Most of this is known as the Lincoln Village neighborhood. Developed primarily in the 1950’s and 60’s, the neighborhood today is a collection of modestly-sized but well maintained homes, and properties in clear need of updates and repairs. The Township’s continued ability to attract homeowners to this neighborhood is an important strategy for its economic vitality. The following section identifies existing challenges in Lincoln Village, and recommends strategies to address these and encourage continued investment in the neighborhood.

Existing Challenges

The character of a neighborhood is important to its ability to continue to be a desirable place for existing and future residents. The first impression a neighborhood portrays is critical to capturing the interest of prospective homebuyers. Additionally, the visual character of homes and streets can affect homeowners’ decisions to continue investing in their property. The collective decisions of individual homeowners can over time either improve or detract from the desirability of a neighborhood.

Within Lincoln Village, there are existing issues that detract from the character of the neighborhood. Some of these are associated with the specific characteristics of an aging housing stock, such as smaller home sizes, out-dated floor plans, and single-car garages. However there are also a number of other issues which have developed over time, and can create a negative perception of the area.

These include private property conditions such as:

- Chain link fences in front yards
- Sparse or poorly maintained landscaping
- Dated architectural details
- Vehicle parking on lawn/unpaved areas
- Driveway expansions into front or side yards
- Lack of sidewalk connections to the front door

They can also include public realm conditions including:

- Lack of public sidewalks for some streets
- Lack of curb and gutter for some streets
- Lack of street trees on most streets

In order to continue to ensure the lasting vitality of Lincoln Village, it is important to address these challenges.

Recommendations

The most effective way for Prairie Township to address the challenges of Lincoln Village is to incentivize homeowners to invest in their own properties. This can be done in several ways. The most direct way is to provide programs that financially assist property owners. These types of programs have been implemented across the country with great success. Financial assistance is award-based on a criteria created by the township, to help homeowners complete exterior maintenance and home improvements that will increase the curb appeal of their homes. This could consist of a grant-matching program or low-interest loan program to help finance such improvements. Guidelines should also be developed to demonstrate the types of architectural and property updates that will contribute to improvements consistent with the community character desired for Lincoln Village. An example of this type of program can be found on page 36.

Initiating investments and programs to improve the public realm will also incentivize homeowners to invest in their properties, by demonstrating a commitment to neighborhood revitalization by the Township.
In recent years, Prairie Township has made capital improvements to a number of neighborhood streets, including the installation of curb and gutter and completing gaps in the sidewalk system. Such efforts should continue for streets in need of this basic infrastructure. These types of improvements can have a significant impact on the character of the neighborhood. The diagrams on pages 36 and 37 of this document demonstrate how simple infrastructure and landscape improvements can transform a residential street. While some of these improvements, such as wider tree lawns, improved sidewalks, and decorative street lamps, will be made by the Township, others will be the responsibility of homeowners.

One of the most impactful improvements that can be made within the public realm of Lincoln Village are the addition of street trees along each residential street. This can be accomplished by creating a community-wide street tree planting program. Studies have shown that street trees can improve property values of adjacent homes and businesses by $15,000 to $25,000*. This will greatly enhance the character of the neighborhood, while the higher property values will also increase the desirability of Lincoln Village to new residents and add to the tax base of Prairie Township.

Finally, updating the Township’s zoning code will be an important tool to addressing current design practices by homeowners that detract from the character of the neighborhood. While it is important to recognize the right of a homeowner to implement their sense of design on their own property, zoning codes can be used to prevent certain common practices that impact the aesthetic of the public realm. These include:

> regulating the widening of residential driveways to accommodate parking of vehicles in front yards,
> reducing the use of chain link fencing in front yards,
> constructing large decks in the front yard
> identifying appropriate storage of garbage and waste receptacles.

Additionally, existing zoning codes for single family neighborhoods should be enforced. A complete list of code recommendations can be found on page 34.

*Source: (Dan Burden Study)
Demonstration Site Analysis

Lincoln Village

EXISTING NORTH MURRAY HILL ROAD

RESIDENTIAL STREET ENHANCEMENTS

- Street Trees
- Decorative Street Lamp
- Residential Landscaping
- Bicycle Sharrow
RESIDENTIAL STREET ENHANCEMENTS

EXISTING FERN HILL AVENUE

Section 3: Demonstration Site Analysis

RESIDENTIAL STREET ENHANCEMENTS

**Street Trees**

**Decorative/Picket Fence**

**Residential Yield Street (26’ curb to curb)**

**Tree Lawn**

**Front walks connect front door to sidewalk**

**Sidewalk**
Hilton Avenue

MULTI-FAMILY RESIDENTIAL

There are several examples of multi-family residential within Prairie Township. One of the highest concentrations of multi-family are along Hilton Avenue. These apartment buildings are in deteriorating condition, with a bleak streetscape and few pedestrian accommodations within the corridor. Addressing this area will be important to strengthening the identity of Prairie Township. While the following section focuses on improvements to the Hilton Avenue corridor, the identified design recommendations can apply to other multi-family residential developments within the Township.

Existing Challenges

The Hilton Avenue corridor consists of several apartment buildings. Rents at these properties are well below average, even compared to more recently developed affordable housing. While the properties provide low-cost housing, the housing is in substandard condition, and the condition of the corridor reflects poorly on the community. Issues facing the Hilton Avenue area include:

- outdated apartment buildings, in need of various levels of repair,
- pull-in parking lots located in front of and adjacent to the buildings, which traverse sidewalks in multiple areas,
- narrow sidewalks, located adjacent to the street,
- no sidewalk connections to South Murray Hill Road, the primary connection to West Broad Street,
- no pedestrian amenities,
- the location of dumpsters directly adjacent to the road, with limited screening.

The following identifies strategies to address these challenges and create a more inviting Hilton Avenue corridor.

Recommendations

There are several strategies that should be implemented to address the challenges of the Hilton Avenue area. Within the public realm, there are measures that can be taken to improve the safety and character of the area. These include:

- planting street trees along the corridor,
- enhancing the front and side building facades by implementing decorative landscaping and design elements, such as shutters,
- creating landscaped walks to the front door of buildings, where they are lacking,
- improving sidewalks connections,
- implement landscaping between sidewalks and streets, where possible,
- introducing pedestrian amenities such as decorative street lighting, and
- planning for alternative modes of transportation through on-street bicycle facilities.

The diagrams on pages 39 and 41 summarize these recommendations, illustrating how they can transform the character of Hilton Avenue when implemented.

Another way to improve the Hilton Avenue corridor is to implement policy-oriented programs that will address the management of the apartments by the property owners. This will help ensure the buildings are properly maintained, and provide an adequate standard of living for residents. There are several ways this can be accomplished.

- Voucher Counseling: The corridor has a heavy concentration of low-income residents. This is likely due to many other areas of the Columbus region failing to accept (or qualify) a fair share of low income residents—especially those holding Section 8 vouchers. Voucher counseling is a passive intervention to deconcentrate large pockets of low-income residents.  

CODE RECOMMENDATIONS

- Implement a multi-family property maintenance Code
- Consider a tenant occupancy permit requirement
- More stringent dumpster location and screening requirements
- Lower off-street parking ratios
- Implement minimum landscape requirements
- Implement minimum architectural and site design standards
Section 3: Demonstration Site Analysis

EXISTING HILTON AVENUE GATEWAY

HILTON AVENUE GATEWAY CONCEPT
income housing. These households are shown their full range of rental options, and educated on housing policies that make the landlord practice of screening tenants based on their source of income illegal.

> Building repair fund: A low-interest loan program could be established for property owners seeking to make repairs to their own property and assist multi-family property owners with repairs to building exteriors.

> Cooperative Housing: A cooperative housing model requires an entrance fee that is modest compared to a home mortgage, offers housing at moderate monthly fees, and is generally well-maintained over time due to residents having an ownership stake in their housing.

> Tenant Equity: Tenant equity is a different model that enables renters to work with property owners to maintain an apartment building in return for equity. With the savings accrued from reduced maintenance costs, apartment properties can provide equity payments for tenants who work on maintaining a property. Some programs provide up to $5,000 to $10,000 to tenants over a period of 10 years in return for maintenance efforts.

Finally, one of the more efficient ways to improve the Hilton Avenue corridor is through code enforcement. This can be done in two ways. First, updates should be made to Prairie Township’s zoning code. These should include landscaping requirements, screening requirements for dumpsters, and decreasing the parking ratio. Triggers will also need to be established that will ensure older, existing properties are brought into the same expectation as new properties. Additionally, tenant occupancy permit should be required that allow for inspections of the property by the Township, before new tenants can move into a unit. A full list of zoning code recommendations can be found on page 38.

In addition to updating the zoning code, the Township should consider adopting and implementing a property maintenance code. This would establish a minimum standard of quality for buildings and properties, while also providing the Township with the tools to address properties that do not meet this expectation. Property maintenance codes can be focused towards certain type of land use, such as multi-family housing, or it can apply to a broader range of uses, such as residential, commercial, and industrial uses. Efforts to create a property maintenance code should be combined with efforts to educate residents on this new code, and how it can be beneficial to their community.

**Property Maintenance Code**

Property maintenance codes are an important tool to addressing blight in an area. They identify a minimum standard for buildings and properties, and establish tools for a jurisdiction to address properties that do not meet this standard.

Butler Township, Ohio’s property maintenance code provides a strong benchmark for such a document in Prairie Township. The code establishes a minimum standard for maintaining residential, commercial and industrial properties, and differentiates standards based on each use. Regulations address the structural soundness and maintenance of buildings, paint and coating material, exterior property and structure exteriors, vegetation, accessory structures, placement of garbage containers, junk (including motor vehicles), and graffiti.

Butler Township’s property maintenance code also includes an educational component. A pamphlet describing what a property maintenance code is, is available for residents. The pamphlet includes a checklist that allows residents to evaluate their property and make sure it meets the code’s requirements.

**CASE STUDY**

### Property Maintenance Code

- **Exterior Stairs:** They should be free of deteriorating grime and filth. Stairs should be maintained and in good condition and properly paved.
- **Yards:** They should be free of stagnant pools of water or standing water. All grass or other ground cover should be maintained to prevent erosion. Yard walls, patios, patios, and driveways of concrete, asphalt, pavers or similar surfaces should be properly maintained. Exterior steps should be safe and in good conditions.
- **Fences and Walls:** They should be firmly anchored in the ground and in good condition.

- **Yards:** They should be free of stagnant pools of water or standing water. All grass or other ground cover should be maintained to prevent erosion. Yard walls, patios, patios, and driveways of concrete, asphalt, pavers or similar surfaces should be properly maintained. Exterior steps should be safe and in good conditions.
- **Fences and Walls:** They should be firmly anchored in the ground and in good condition.
- **Exterior Light Fixtures:** They must be maintained and operable. Exterior light fixtures, which are used to lighting walkways, driveways, garages, etc., must be maintained and operable.
- **Exterior Stairways:** They should be free of deteriorating grime and filth. Stairs should be maintained and in good condition and properly paved.
- **Exterior Light Fixtures:** They should be maintained and operable. Exterior light fixtures, which are used to lighting walkways, driveways, garages, etc., must be maintained and operable.
Section 4

Implementation
Section 4: Implementation

IMPLEMENTATION

The Implementation portion of the Prairie Township Redevelopment Study identifies specific actions that can be taken to carry out the plan. These are described in action statements, which include policy recommendations, new project initiatives, and identifying funding opportunities. The intent of these actions is to create opportunities to implement the types of development and community improvements identified in this plan.

Implementation Matrix

This section is presented as a matrix, which is organized by eight strategically identified goals. These goals outline what the plan aims to achieve. They are a product of the Redevelopment Study’s planning process, and address each of the plan’s focus areas, initially identified in the Introduction of this plan. These goals are to:

1. Create a destination-oriented township center development to serve as a public gathering place and focal point of community identity.
2. Improve the appearance of commercial development and the pedestrian experience in the Broad Street corridor.
3. Establish a Health and Wellness District, as an anchor of economic and community development.
4. Promote the creation of a highway-oriented employment district.
5. Enhance the market desirability and quality of life of single family residential neighborhoods.
6. Improve the appearance and living conditions of multi-family rental properties.
7. Rehabilitate or redevelop deteriorating and blighted properties throughout the community.
8. Establish a funding and development strategy for future development projects in Prairie Township.

Under each goal, action statements, or recommendations, are identified. These are specific steps that the Township, the Prairie Township Community Improvement Corporation and other key players can take to achieve the plan’s goals.

Associated with each action statement is a time-line that establishes when these actions should be completed. Short-term action statements are meant to be implemented within the coming year, 2016. This will demonstrate that the Township is committed to investing resources on the most critical steps toward improving the community. It will also encourage further public and private investment. Mid-term actions are recommended to be completed between 2017 and 2019. Finally, long-term actions, which may require an additional amount of effort or the completion of shorter-term actions before they can be implemented, will likely be undertaken in the year 2020 and beyond.

Which key players will be necessary to implement each action statement is also identified. This is intended to help the Township understand the partnerships that will be needed for the implementation of this plan.

Additionally, the matrix includes the three goals identified in the Prairie Township Strategic Plan. This helps relate each action item back to the Strategic Plan, and illustrate how it is advancing the goals of that document. The three goals from the Strategic Plan are:

- > IDENTITY: Bring people to Prairie Township by projecting a clear, positive identity.
- > INVESTMENT: Take actions that increase investment in the West Broad Street Corridor and in our maturing neighborhoods.
- > COMMUNITY: Create community by creating places, programs and events that bring people together.

Project Priorities

As part of the planning process, the Prairie Township Community Improvement Corporation was asked to rank the goals and action statements presented in the Implementation Matrix. From this exercise, the two highest priority goals were identified. These are:

- > Improve the appearance of commercial development and the pedestrian experience along the Broad Street corridor.
- > Improve the appearance and living conditions of multi-family rental properties.

Based on the interest in these areas, short-term resources and efforts should be focused on the Broad Street corridor and multi-family areas, particularly the Hilton Avenue corridor, which was the focus of multi-family housing discussions in this plan.
# Implementation

## Implementation Matrix

<table>
<thead>
<tr>
<th>Action Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Create a destination-oriented township center development</strong></td>
</tr>
<tr>
<td>Raise funds for and conduct a detailed analysis of potential development sites in the Broad Street corridor and create a decision matrix to determine the most suitable target location(s).</td>
</tr>
<tr>
<td>Conduct Developer RFQ/RFP and/or recruit a developer.</td>
</tr>
<tr>
<td>Establish a public-private partnership with a development entity to advance the township center.</td>
</tr>
<tr>
<td>Establish development form and character expectations for public realm and private development; identify necessary zoning and development controls and approval processes to facilitate the desired development pattern and design details. This includes the creation of an overlay district along Broad Street, as described below.</td>
</tr>
<tr>
<td>Assemble properties and/or establish development partnerships with existing property owners in a preferred location.</td>
</tr>
<tr>
<td>Engage potential civic anchors, such as the Westland Area Library or similar community entity, to develop a new community anchor within the core of the development.</td>
</tr>
<tr>
<td>Establish a development master plan process to establish a preferred site design for public realm, infrastructure, and private development components; establish cost estimates and development phasing strategy.</td>
</tr>
<tr>
<td>Establish a funding strategy, including potential tax credits, grants, and other funding opportunities to make private development components financially feasible.</td>
</tr>
<tr>
<td>Establish capacity operations funds for public space construction, maintenance, and programmed events.</td>
</tr>
<tr>
<td>Create a preferred tenanting strategy and establish incentives to ensure desired retail tenants can afford rents in new retail space.</td>
</tr>
<tr>
<td><strong>Improve the appearance and pedestrian experience of the Broad Street Corridor</strong></td>
</tr>
<tr>
<td>Continue working with Lincoln Village Plaza to pursue property maintenance and aesthetic site improvements.</td>
</tr>
<tr>
<td>Establish a commercial corridor overlay and/or update existing zoning requirements to ensure new development meets community character, design, and development form expectations described in this plan.</td>
</tr>
<tr>
<td>Re-visit minimum Code-required triggers for property-owner initiated site improvements to ensure that sites will be brought into conformance with modern design standards.</td>
</tr>
<tr>
<td>Promote site design, landscaping and façade improvements of existing commercial properties through grant programs such as the CIC’s existing sign improvements program, or a façade improvement grant program.</td>
</tr>
<tr>
<td>Implement a commercial property maintenance code and enforcement mechanisms.</td>
</tr>
<tr>
<td>Establish a capital improvements plan to fill gaps in the sidewalk system and improve the public realm along arterial and collector streets that connect residential neighborhoods.</td>
</tr>
<tr>
<td>Establish design standards and work with property owners and business tenants to promote the conversion of out-dated auto-oriented structures and sites through re-use and modernization.</td>
</tr>
<tr>
<td>Extend bike and pedestrian facilities to the west, through Columbus, to the Prairie Township Community Center.</td>
</tr>
<tr>
<td>Implement a Prairie Township gateway design and wayfinding program.</td>
</tr>
</tbody>
</table>
## Action Statements

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Key Players</th>
<th>Strategic Plan Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-Term 2016</td>
<td>&gt; Prairie Township &gt; CIC &gt; Property Owners</td>
<td><img src="circle1.png" alt="Identity" /> <img src="circle1.png" alt="Investment" /> <img src="circle2.png" alt="Community" /></td>
</tr>
<tr>
<td>Mid-Term 2017-2019</td>
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</tr>
<tr>
<td>Long-Term 2020+</td>
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</tr>
<tr>
<td></td>
<td>&gt; Prairie Township &gt; CIC &gt; Consulting Firm</td>
<td><img src="circle1.png" alt="Identity" /> <img src="circle1.png" alt="Investment" /> <img src="circle2.png" alt="Community" /></td>
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<tr>
<td></td>
<td>&gt; Prairie Township &gt; CIC</td>
<td><img src="circle1.png" alt="Identity" /> <img src="circle1.png" alt="Investment" /> <img src="circle2.png" alt="Community" /></td>
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<tr>
<td></td>
<td>&gt; Prairie Township &gt; CIC &gt; Community Entities</td>
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</tr>
<tr>
<td></td>
<td>&gt; Prairie Township &gt; CIC &gt; Consulting Firm, Developer</td>
<td><img src="circle1.png" alt="Identity" /> <img src="circle1.png" alt="Investment" /> <img src="circle2.png" alt="Community" /></td>
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<tr>
<td></td>
<td>&gt; Prairie Township</td>
<td><img src="circle1.png" alt="Identity" /> <img src="circle1.png" alt="Investment" /> <img src="circle2.png" alt="Community" /></td>
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<tr>
<td></td>
<td>&gt; Prairie Township &gt; CIC</td>
<td><img src="circle1.png" alt="Identity" /> <img src="circle1.png" alt="Investment" /> <img src="circle2.png" alt="Community" /></td>
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<tr>
<td></td>
<td>&gt; Prairie Township</td>
<td><img src="circle1.png" alt="Identity" /> <img src="circle1.png" alt="Investment" /> <img src="circle2.png" alt="Community" /></td>
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</tbody>
</table>

- **Identity**: Indicated by blue circle (`circle1.png`)
- **Investment**: Indicated by orange circle (`circle2.png`)
- **Community**: Indicated by purple circle (`circle3.png`)
### Implementation Matrix

<table>
<thead>
<tr>
<th>Action Statements</th>
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<tbody>
<tr>
<td><strong>Establish a Health and Wellness District</strong></td>
</tr>
<tr>
<td>Continue dialogue with Doctors Hospital to understand hospital expansion needs and plans. Establish agenda for discussions with Doctors Hospital based on CIC/Township Strategic Plan and Redevelopment Study.</td>
</tr>
<tr>
<td>Identify opportunities to incorporate community gardens and wellness-oriented community spaces within and near the hospital campus; engage community groups to partner in the development and maintenance of such spaces.</td>
</tr>
<tr>
<td>Establish minimum development form and design standards for new medical office and associated buildings and parking facilities along Broad Street and adjacent side streets.</td>
</tr>
<tr>
<td>Establish a partnership with the Hospital and/or private developers to facilitate acquisition of nearby blighted properties for redevelopment to medical campus-oriented uses.</td>
</tr>
<tr>
<td>Explore opportunities for a new early childhood center and workforce development programming as a partnership between the South-Western City School District and Doctor’s Hospital. Explore geographical ties between these sites.</td>
</tr>
<tr>
<td>Explore opportunities to develop quality senior-oriented housing options in close proximity to the hospital campus.</td>
</tr>
<tr>
<td>Explore opportunities to create a COTA park and ride or transit center in close proximity to the hospital campus.</td>
</tr>
<tr>
<td>Establish a capital improvements program to support public realm and private development investments associated with the hospital campus and broader Health and Wellness district.</td>
</tr>
</tbody>
</table>

**Promote long-term transformation of the Mix Addition area**

Activate land bank and acquire vacant and for-sale properties for future parkland development, street realignment, and potential office development.

Work with a consultant to conduct an detailed economic and fiscal impact study to determine the costs and benefits of this type of redevelopment and infrastructure improvements.

Establish a zoning plan to implement appropriate zoning in the Mix Addition area for desired development types; establish minimum development form, site design, and performance standards and update Code requirements accordingly.

Conduct a stormwater management study for the Mix Addition to identify feasible design options for a consolidated stormwater management facility and stream restoration. As part of this, identify the availability and capacity of providing other utilities to future development in this area.

Establish a capital improvements program and phasing strategy to facilitate development.

Conduct an engineering study to determine a preferred alignment for a new parkway street.

**Rehabilitate or redevelop deteriorating and blighted properties throughout the community**

Establish a land bank and acquisition/rehabilitation priorities for problem properties.

Advocate for state-level enabling legislation to give the township the authority to establish redevelopment TIFs for blight removal.
<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Key Players</th>
<th>Strategic Plan Strategies</th>
</tr>
</thead>
</table>
| Short-Term  | > Prairie Township/CIC  
               > Doctors’ Hospital                             | Identity |
| 2016        | > Prairie Township/CIC  
               > Community Organization(s)                       | Investment |
| Mid-Term    | > Prairie Township  
               > CIC                                               | Community |
| 2017-2019   | > Prairie Township/CIC  
               > Doctors’ Hospital                             | Investment |
| Long-Term   | > Prairie Township/CIC  
               > Community Organization(s)                       | Community |
| 2020+       | > Prairie Township  
               > CIC                                               | Community |
|             | > Prairie Township  
               > COTA                                              | Investment |
|             | > Prairie Township/CIC  
               > CIC                                               | Community |
|             | > Prairie Township  
               > CIC                                               | Community |
|             | > Prairie Township  
               > COTA                                              | Investment |
|             | > Prairie Township/CIC  
               > CIC                                               | Community |
|             | > Prairie Township  
               > COTA                                              | Community |
|             | > Prairie Township/CIC  
               > Doctors’ Hospital                             | Community |
|             | > Prairie Township  
               > COTA                                              | Community |
|             | > Prairie Township/CIC  
               > CIC                                               | Community |
|             | > Prairie Township  
               > COTA                                              | Community |
|             | > Prairie Township/CIC  
               > Doctors’ Hospital                             | Community |
|             | > Prairie Township  
               > COTA                                              | Community |
|             | > Prairie Township/CIC  
               > Doctors’ Hospital                             | Community |
|             | > Prairie Township  
               > COTA                                              | Community |
|             | > Prairie Township/CIC  
               > Doctors’ Hospital                             | Community |
|             | > Prairie Township  
               > COTA                                              | Community |
## Implementation Matrix

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</thead>
<tbody>
<tr>
<td><strong>Enhance the single family residential neighborhoods</strong></td>
</tr>
<tr>
<td>Establish curb appeal design guidelines and/or minimum Code standards.</td>
</tr>
<tr>
<td>Explore the potential development of a neighborhood-oriented Community Improvement Corporation or other implementation entity.</td>
</tr>
<tr>
<td>Implement a public education campaign to inform residents of the property value and community benefits of trees and landscaping.</td>
</tr>
<tr>
<td>Inventory and prioritize residential streets in need of sidewalk, curb, and lighting improvements; ensure street designs provide adequate tree lawns.</td>
</tr>
<tr>
<td>Establish a neighborhood street tree planting program and dedicated funding source.</td>
</tr>
<tr>
<td>Enforce existing single-family property maintenance and enforcement requirements.</td>
</tr>
<tr>
<td>Encourage the creation of citizen-led neighborhood beautification initiatives.</td>
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<tr>
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> Neighborhood CIC | Identity |
| Mid-Term 2017-2019 | > Prairie Township | Investment |
| Long-Term 2020+ | > Prairie Township  
> Neighborhood CIC | Community |

- Enhance the single family residential neighborhoods
  - Establish curb appeal design guidelines and/or minimum Code standards.
  - Explore the potential development of a neighborhood-oriented Community Improvement Corporation or other implementation entity.
- Implement a public education campaign to inform residents of the property value and community benefits of trees and landscaping.
- Inventory and prioritize residential streets in need of sidewalk, curb, and lighting improvements; ensure street designs provide adequate tree lawns.
- Establish a neighborhood street tree planting program and dedicated funding source.
- Enforce existing single-family property maintenance and enforcement requirements.
- Encourage the creation of citizen-led neighborhood beautification initiatives.
- Consider a public recognition program for well-maintained yards and homes.
- Create a grant program to assist homeowners with exterior property improvements.
- Identify potential grants and funding opportunities, to assist in implementing sidewalk and bicycle connections between residential neighborhoods and community destinations.
- Examine on-street parking restrictions and explore opportunities to expand allowable on-street parking locations.
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- Consider the creation of tenant equity housing programs to reward tenants for assisting with property maintenance and investment.
## Implementation Matrix

### Action Statements

#### Establish a funding and development strategy

**> Fund**

1. Estimate future anticipated revenue from new development as a starting point to determine the efficacy of a TIF strategy.

2. Explore a supplemental tax, in the form of a business improvement district (BID) or special assessment district (SAD) and/or determine the sufficiency of the current JEDZ revenue structure.

3. Explore the impact of a tax reduction, in the form of a partial or full abatement, as an incentive for reinvestment.

4. Advocate to state and local agencies the importance of low income housing tax credits (LIHTC) and new markets tax credits (NMTC) to the plan.

5. Establish funding sources for public improvements, including infrastructure and civic space, as well as land assembly.

**> Assemble**

1. Explore tools of land assembly, including negotiated purchase, leans, land banking, and condemnation.

2. Conduct appraisals and secure options for privately-owned properties, at reasonable purchase prices.

**> Package**

1. Explore the need to adjust the boundaries of the Joint Economic Development District and/or investigate other redevelopment district structures as may be appropriate for use of economic development tools.

2. Identify costs of capital improvements, including infrastructure development, civic space development, facility operations.

3. Identify the potential need for brownfield remediation or other development constraints and and estimate the magnitude of associated costs.

4. Align sources of funding with uses, capital improvements, and long-term operations and maintenance of facilities.

5. Engage in a developer RFP/RFQ process.

6. Select one or more developers (depending on the mix of uses) with whom to partner in redevelopment.

**> Facilitate**

1. Facilitate transfer of land from property owners to developers.

2. Market sites and partner on tenant recruitment.

3. Operate civic space, including programmed events.

4. Maintain civic space.
**Section 4: Implementation**

**Action Statements**

1. **Fund**
   - Estimate future anticipated revenue from new development as a starting point to determine the efficacy of a TIF strategy.
   - Explore a supplemental tax, in the form of a business improvement district (BID) or special assessment district (SAD) and/or determine the sufficiency of the current JEDZ revenue structure.
   - Explore the impact of a tax reduction, in the form of a partial or full abatement, as an incentive for reinvestment.
   - Advocate to state and local agencies the importance of low income housing tax credits (LIHTC) and new markets tax credits (NMTC) to the plan.
   - Establish funding sources for public improvements, including infrastructure and civic space, as well as land assembly.

2. **Assemble**
   - Explore tools of land assembly, including negotiated purchase, leans, land banking, and condemnation.
   - Conduct appraisals and secure options for privately-owned properties, at reasonable purchase prices.

3. **Package**
   - Explore the need to adjust the boundaries of the Joint Economic Development District and/or investigate other redevelopment district structures as may be appropriate for use of economic development tools.
   - Identify costs of capital improvements, including infrastructure development, civic space development, facility operations.
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   - Align sources of funding with uses, capital improvements, and long-term operations and maintenance of facilities.
   - Engage in a developer RFP/RFQ process.
   - Select one or more developers (depending on the mix of uses) with whom to partner in redevelopment.

4. **Facilitate**
   - Facilitate transfer of land from property owners to developers.
   - Market sites and partner on tenant recruitment.
   - Operate civic space, including programmed events.
   - Maintain civic space.

**Time Frame**

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