

# Strategic Plan

The Village of Marble Cliff, Ohio

June 3, 2015



Prepared by



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# ACKNOWLEDGMENTS

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# INTRODUCTION

## SETTING THE STAGE

The Village Council initiated the strategic planning process to take stock of current conditions in the community and create an action agenda for the future. There was a clear recognition that this was essential to continue to provide a high quality community for residents, businesses and visitors.

A strategic plan articulates priority goals with supporting actions. A strategic plan is created to be implemented, is intended to be aspirational yet fully aware of reality, and is structured so it can be monitored based on clearly defined outcomes.

### **Ohio State Student Study**

*In the Fall of 2013 a student study was conducted as part of a studio in the City and Regional Planning Department in the Knowlton School of Architecture at The Ohio State University. The students conducted community demographic research as well as resident and business surveys. The student work served as a starting point for this strategic planning process.*

## PROCESS

In the first quarter of 2015 The Village Council gathered together for two 2.5 hour work sessions. The work focused on eight thematic topics that emerged from a series of pre-work sessions with council members. The topics represent the overall issues and challenges currently affecting the Village. The purpose of the work sessions was to 1) determine an overall approach to each of the topic areas and to 2) brainstorm specific actions which would address achieving the goals. As mentioned above, in preparation for the work sessions, each council member, the Mayor, and the Village fiscal officer were interviewed using an interview guide with key questions. A summary of what was heard during the interviews is outlined in the subsequent pages.

## Interview Summary

Below is a summary of the key strengths and weakness distilled from the interviews. The numbers in parenthesis indicate the number of people who shared that thought or idea during the interview process, of the total eight interviews.

### Greatest Strengths of Marble Cliff

- 1. Community charm [7/8]**

The Village is perceived to be safe and clean. In addition, there is clear sense of pride and genuine neighborliness.
- 2. Location [5/8]**

The Village enjoys good proximity to downtown, Ohio State University, and Grandview Avenue.
- 3. High quality housing [4/8]**

The Village has a variety of architectural styles, many of historic significance, which translates to high property values.
- 4. Efficient government [3/8]**

The Village, partly due to the manageable size and to the approachable elected officials, enjoys good public services and swift responsiveness to residents.
- 5. Educational assets [2/8]**

The Village enjoys highly rated educational institutions in the form of the Grandview Heights School District and Library.
- 6. Financial standing [2/8]**

The Village is currently in good financial standing without much debt and a comfortable cash reserve.

### Greatest Challenges of Marble Cliff

- 1. Addressing economic vulnerability [6/8]**

The Village has a relatively small commercial district and most of the income comes from a few properties.
- 2. Overcoming size and scale [5/8]**

Due to its small size and population the Village is dependent on others for a number of key services and resources. It also tends to get overlooked by Columbus and other communities.
- 3. Maintaining high quality residential areas [5/8]**

The Village housing stock is older and needs careful maintenance and when necessary adaptation without losing quality and authenticity.
- 4. Increasing quality of retail/business district [3/8]**

The Village's current central business district (Fifth Avenue) doesn't have aesthetic uniformity or destination businesses.
- 5. Maintaining aging infrastructure [2/8]**

The age of the Village infrastructure necessitates upgrades and ongoing planning to address issues with the public infrastructure.

**6. Strengthening identity [2/8]**

The Village needs to increase its visibility and impression from outside the community, setting it apart from Grandview.

**7. Improving connectivity [2/8]**

The Village has limited bike trail connectivity to surrounding communities and to the city bike trail system.

The single most important factor to the continued success of Marble Cliff was identified as...

**Keeping the commercial /business districts competitive and occupied with well-paying jobs.**

**Retreat Summary**

The first work session was held February 11, 2015 from 5:00-7:30pm at a local Marble Cliff business, The Commissary. After a brief introduction, which included a summary of what was heard during the council and staff interviews, eight topic areas were introduced. The topics were distilled from the input received during the interviews. Each topic was discussed in order to come to a consensus on a common goal for that particular issue.

At the beginning of the work session each attendee was asked to share (in one word) what their expectations for the evening were. The following sentiments were shared;

Focus	Action
Progress (2)	Success
Planning	Hope
Curious	

The second work session was held on March 18, 2015 from 5:30-8:00pm at the offices of planning NEXT. The purpose of this follow up meeting was to confirm the assumption and decisions which came out of the first work session and confirm the specific actions which will make up the action agenda.

## **Survey**

As a follow up to the second work session a survey was sent out to each council member and staff. The survey asked participants to rate each action on a scale from 1 (low priority) to 5 (high priority) to indicate the level of support for each of the strategic plan actions. The ratings are not necessarily a reflection of which actions should get completed first or which ones have the most likelihood of getting implemented, it is simply an indication of which actions the council as a whole felt most strongly about. The survey results (each action's rating) are included in the Action Agenda. The ratings are out of 5, so the higher the number the more strongly supported by council.

# ACTION AGENDA

Eight topics were established from what was learned during the council and staff interviews. These eight topics are listed below and organize 34 specific actions of the Marble Cliff Strategic Plan.

1. **Fiscal Strength and Stability**
2. **Fifth Avenue Corridor**
3. **Identity and Image**
4. **Village Owned Property**
5. **Residential Property Stewardship**
6. **Resident Communication**
7. **Bike Connectivity**
8. **Dublin Road Commercial District**

## 1. FISCAL STRENGTH AND STABILITY

*Goal*

**Improved fiscal strength and stability of the Village's finances.**

*Why this is important*

The Village is land-locked and almost entirely developed. While the Village does have some quality office product, much of it is Class B and C. As a result there is sense of fiscal vulnerability. This vulnerability is compounded by the fact that the Village receives the majority of income tax revenue from a relative few businesses and properties.

The Village does not have a formal policy for minimum and maximum fund reserve balances. This results in an ad hoc approach. While this appears to adequately serve the community's needs, a more deliberate approach could be beneficial.

In order for the Village to continue to provide a high level of service and quality of life for residents, businesses and institutions, the fiscal stability and strength of the Village must be addressed, as it is the underpinning of a successful community. Since the business base is restricted due to the limited amount of commercial land, it is of utmost importance to keep the existing business properties competitive and occupied.

The Village currently does charge an enterprise fee to all users for water and sewer service to assist in maintaining the system but is

not interested in raising fees or creating additional fees as a revenue generator. The business tax base must provide the resources needed to continue to provide high level of services. The high level of public service provided to residents is seen as a differentiator and point of pride for the Village.

*Recommendations (in order of survey rating):*

**1. Create business development plan (4.13)**

Create an overall business development plan that: 1) outlines benefits of locating to Marble Cliff; 2) makes clear the expectations for quality and partnership; 3) outlines any incentives being offered by the Village, 4) is directly marketed to developers and or investors.

**2. Establish an operating fund balance policy (3.75)**

Create and adopt a statement that outlines the Village's approach to managing the balance of the operating funds. This would include: 1) maximum and minimum fund amounts; 2) rationale for the amounts; and 3) actions to be taken when limits are reached.

**3. Promote development opportunities for class A and B+ business/office space (3.50)**

Identify and promote development opportunities to create higher quality office space in order to become more competitive and attractive to businesses. This could be new construction (including redevelopment) and renovation.

**4. Create guidelines and a process for negotiations for public services (3.38)**

Create an internal process to ensure smooth and effective negotiations for services from other local governments. (This could include a public meeting prior to beginning the next round of negotiations to better educate residents about the process.)

**5. Update job description and requirements for fiscal officer position (3.13)**

Ensure the Village's fiscal officer has desirable certification and training to maximize investment potential.

**6. Market key commercial areas as locations for business incubation and co-working (2.88)**

Portions of Fifth Avenue and Dublin Road should be marketed to attract small, entrepreneurial, professional businesses looking for more affordable lease options and opportunities to work in close proximity to other like-minded workers.

**7. Support flexible work arrangements (2.63)**

Create policies and or programs that improve the likelihood of more flexible work settings and are friendly to entrepreneurs and new businesses (e.g. work-from-home support, co-working space, work/live on a business site, shared services, supportive infrastructure).

## 2. FIFTH AVENUE CORRIDOR

### *Goal*

**A vision for the Fifth Avenue Corridor that improves the aesthetic quality and economic return.**

### *Why this is important*

The Fifth Avenue corridor is the northern boundary of the Village. It is approximately ½ mile long and runs between the eastern boundary and the railroad tracks. It is adjacent to the neighborhood communities of Upper Arlington and City of Columbus. The uses along the Marble Cliff side of the Fifth Avenue corridor are office with some retail and a church; the uses along the Upper Arlington side are single family residential.

The Fifth Avenue corridor doesn't have a high quality aesthetic or strong economic contribution to the Village. The buildings are not consistent in their design or quality that matches the rest of the community. It does not serve as a retail or entertainment destination for the community and the current uses are not the best and highest return for this portion of Fifth Avenue.

### *Recommendations (in order of survey rating)*

**1. Create a unified business/office district along Fifth Avenue (3.75)**

Prepare guidelines for the preferred character and use of development to set the expectations for private investment. This should also include branding and signage standards.

**2. Support consolidation of properties (3.38)**

When warranted/ feasible, support the consolidation of properties or joint efforts of property owners to encourage a larger/better development.

**3. Support the redevelopment of 2015 West Fifth Avenue property as office or residential (3.25)**

Support the preservation of the historic structure, when feasible, and redevelop the surrounding land. Consider Prescott Place as a model for infill.



Gateway signage on Cambridge Boulevard at Fifth Avenue.

### 3. Identity and Image (communications and physical improvements)

#### *Goal*

**Improved external identity and image of Marble Cliff leading to better recognition and consideration by surrounding communities, developers, and businesses.**

#### *Why is this important?*

The Village of Marble Cliff has gateway signage on Cambridge Boulevard, at Fifth Avenue and smaller obelisks on Third and First as you enter the Village from the east. It has also recently begun to identify businesses along Dublin Road as being located in Marble Cliff. However it doesn't have a strong external identity and is often confused for or assumed part of Grandview Heights. Because of its small size and lack of separate identify it is often overlooked by the City of Columbus and other neighboring communities and not consulted with on issues or projects affecting the community.

Marble Cliff, from an internal/resident perspective, is a well-regarded place with high level of resident pride and self-image. The creation of a distinct identity from Grandview Heights and Upper Arlington would help the Village attract businesses, developers and new residents. The Village should clearly articulate the benefits and opportunities it has to offer businesses, developers and future residents in order to increase its visibility.

#### *Recommendations*

##### **1. Redesign the Village website (4.50)**

Create a new website interface that better reflects community values and allows for more effective communication with residents, businesses and potential investors.

##### **2. Create a public realm upgrade plan (4.25)**

Continue to budget money towards public realm upgrades, including landscape, parks, sidewalks, and other infrastructure. (An initial component could be to fast track the street light project.)

##### **3. Update marketing material (4.13)**

Update the current Marble Cliff marketing brochure and directory advertisement. Highlight key opportunities and new businesses and development like The Commissary and Connect Realty.

#### **4. Create a business brochure (3.75)**

Create a summary of Village businesses that highlights their positive impact on the Village and the Village's support of further business development. Include digital version housed on the Village website. Work with the City of Grandview to include on their Destination Grandview brochure.

#### **5. Install gateway feature/signage (3.38)**

Install gateway/entry signage at appropriate locations. Potential sites include Dublin and Fifth Avenue, approaches from Grandview Heights. Enhance obelisks at current locations (Fifth Avenue and Cambridge Boulevard, Fifth Avenue and Arlington Avenue, Fifth Avenue and Roxbury Road).

#### **6. Install unique crosswalk treatment (3.00)**

Upgrade key crosswalks to help distinguish the Village identity and improve the pedestrian experience. (Could simply rely on material change, or could utilize the name or logo of Marble Cliff.)

#### **7. Create the opportunity for regular communication with City of Columbus and surrounding communities (3.00)**

To increase visibility and to keep lines of communication open, regular face-to-face interactions should take place with leaders from surrounding communities and City of Columbus. (This could take many forms, including one-on-one meetings or an annual Marble Cliff Roundtable where leaders from City of Columbus, Upper Arlington come to the Village to learn about collaborative opportunities.)

#### **8. Create a self-guided tour of historic homes (2.88)**

Design and produce a map/brochure (printed and printable from the website) that highlights the unique homes and history of the Village. This would be used for self-guided walking tours.

#### **9. Investigate cost and logistics to bury all utility lines underground (2.75)**

Determine the cost, feasibility and phasing of burying utility lines based upon priority streets or zones.

#### **10. Create a Village Street Festival (2.00)**

Create an annual event to draw people from surrounding communities and "show off" the best of Marble Cliff's history, businesses, properties etc.

## 4. Village Owned Property

### *Goal*

**Improved utilization of all Village owned property including 1) Village Hall, 2) Tarpy Woods, 3) Cardigan Avenue one acre lot, and 4) Dublin Road riverfront property.**

### *Why this is important?*

The Village owns land that is currently underutilized. These properties include Village Hall, Tarpy Woods, Cardigan Avenue Acre Lot, Dublin Road riverfront property.

With limited land, there is a need to utilize all opportunities and take full advantage of the land owned by the Village to ensure greatest return and utilization. In the past, development or expanded programming at most of these locations has been hindered by the fact that parking is limited to the sites. This issue could be overcome by utilizing shared parking policies where appropriate and linking sites with bike lane access.

### *Recommendations*

#### **1. Consider redevelopment of Village owned property (3.88)**

Village owned properties that are underdeveloped or undeveloped should be considered for redevelopment. Properties include Village Hall, one-acre lot off of Cardigan, land along west side of Dublin Road.

#### **2. Increase visibility of Tarpy Woods as parkland to residents (3.50)**

Install picnic tables, benches, signage and other passive infrastructure so that all residents feel welcome to use open space at the entrance to Tarpy Woods as a park amenity. As part of this effort, clean up and maintenance of the larger Tarpy Woods area and walking paths should also be undertaken.

#### **3. Create new community amenity (3.13)**

Create a new outdoor community amenity, i.e. practice field for local schools, outdoor fitness or gathering area for surrounding businesses, community garden etc. on the one-acre lot off of Cardigan Avenue. (Could be a temporary/short term use until the lot is sold or new use is warranted.)

#### **4. Create a canoe/kayak launch area on Dublin Road property (1.25)**

Create a recreational asset in the form of a canoe/kayak put-in on the publicly-owned property along the river and Dublin Road.

## 5. Residential Property Stewardship

### *Goal*

#### **Improved residential property stewardship**

### *Why this is important*

The Village enjoys residential properties of high quality and varied architectural styles, but they are aging and – with ownership turnover – there is pressure for change. It is critical for the Village that the property rights of the owners be balanced with the overall community’s best interests. As issues of residential infill, property additions, lot splitting and use of inferior or substandard building materials come up the Village needs consistent and clear expectations for all residential properties.

### *Recommendations*

#### **1. Improve Property Maintenance Standards (3.88)**

Review and amend current property maintenance standards to be both more specific and include firmer enforcement policies.

#### **2. Create an “ask the architect” program (3.63)**

Create a program where residents can access professional design advice from a local architect on some recurring basis (e.g. quarterly) basis for a limited amount of time (e.g. two hours).

#### **3. Create Design Guidelines (2.88)**

Create design guidelines that serve as a resource for residents who are undertaking new construction, renovations or additions to properties. These guidelines are intended to be inspirational, practical and address the variety of architectural styles present in the Village.

## 6. Residential Communication

### *Goal*

**Increased communication—amount and channels—with residents.**

### *Why this is important*

The Village lacks multiple channels to interact with residents such as regular print newsletters, email communication, a robust website, social media and regular face-to-face opportunities.

Good communication between Village government and residents can improve overall civic engagement within the community. Given Marble Cliff's small size and scale, good communication reinforces the overall quality of life that residents who choose to live in a community such as Marble Cliff are seeking.

### *Recommendations*

#### **1. Develop a residential communication strategy (3.88).**

Create an overall communication strategy that would include items such as annual newsletter, town hall, face-to-face events, and digital communication channels. Some specific items could include;

- Annual resident newsletter. This newsletter would feature capital improvements that happened that year as well as upcoming improvements, could also celebrate local resident/community achievements and remind residents of important events, information etc. for the village.
- Updated Village Website. See action 3.1
- Community Events. (i.e. Community Spring Clean Up Day, Summer neighborhood block party, holiday party, etc.).
- Online form for residents to submit issues, complaints or questions. A contact form housed from the Village website that allows residents to submit questions, issues or complaints to the Village (i.e. 411 service).

## 7. Bike Connectivity

### *Goal*

**Increased bike connectivity within the village as well as to the regional bike trail and the surrounding communities of Grandview Heights and Upper Arlington.**

### *Why this is important*

The Village of Marble Cliff sits in good proximity to downtown, OSU, Grandview Heights and Upper Arlington and as such is uniquely positioned to offer residents safe and accessible biking options whether it be for pleasure, commuting or exercise. Trends have been clear that people want alternative transportation options in the form of safe bicycle infrastructure. The Village has already taken the initial steps to provide bike infrastructure on certain streets within the Village, but more should be done to connect the Village to surrounding communities and city wide infrastructure.

### *Recommendations*

**1. Create a dedicated bike lane between Marble Cliff and the Scioto Trail (3.63)**

Work with the city of Upper Arlington, to install a dedicated bike lane on Fifth Avenue between Arlington Avenue and the Scioto Trail bike path on Dublin Road. Work with the Columbus Metro Parks to be sure Marble Cliff bike paths are included in way finding signage and bike maps.

**2. Expand bike lanes within the Village (3.13)**

Better connect to Grandview Heights (specifically the Yard) and Upper Arlington with expanded bike infrastructure in the form of dedicated bike lanes (versus sharrows) to provide residents with safe biking options.

**3. Evaluate installation of bike facilities (2.25)**

Study and recommend placement of community bike facility within the community (facilities could include service station, restrooms/drinking fountain, bike racks/shelters, etc.)

## 8. Dublin Road Commercial District

### *Goal*

#### **Improved identity and visibility of the Dublin Road Commercial District.**

### *Why this is important*

The Village of Marble Cliff, as mentioned earlier, is land locked and has limited commercial land available. Therefore it is critical to keep the businesses happy and properties occupied. A few properties (1600 Dublin Road, 2200 West Fifth and 2300 West Fifth) provide over 50% of the revenue for the Village. While most of the properties are fully utilized, a few are under occupied and a some of the properties have infill opportunities available. Infill along with improvement to streetscape and landscaping along the corridor will help this area better reflect the high quality of Marble Cliff. While the signage for new businesses along the corridor reflects the location as Marble Cliff, more can be done to tie these businesses and this overall area back to the Village from a design standpoint.

### *Recommendations*

#### **1. Negotiate Village Name on business signage (4.13)**

Work with property owners and tenants to include “Marble Cliff” as the location on exterior signage. [NOTE: This is more about general image and identity. Ultimately, may move to other theme.]

#### **2. Promote redevelopment/infill opportunities (3.88)**

Support infill opportunities on the limited underutilized parcels along Dublin Road.

#### **3. Study the feasibility of a gateway feature (3.25)**

Explore the opportunity to create a gateway feature at the southeast corner of Dublin Road and Fifth Avenue. In addition to indicating entry to the community, this could serve as an amenity for bikes and pedestrians (shelter, place to rest, etc.). In addition it could be integrated with the exercise path at 1600 Dublin Road.

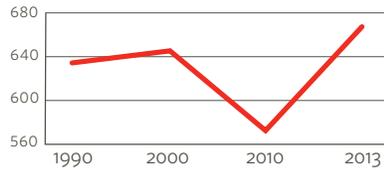
# Marble Cliff Fact Sheet

Source: 2010 U.S. Census, 2000 U.S. Census, 2009-2013 American Community Survey

## PEOPLE

### POPULATION

**573**  
population  
(2010)



\* dip in the 2010 population was due to the closing of a senior living home

-2.7%	Grandview
0.1%	Upper Arlington
30.9%	Dublin

(change between 2000-2010)

**44.5**  
median age (years)  
(2013 estimate)  
Grandview 32.5  
Upper Arlington 41.8  
Dublin 38.5

**-10%**  
change  
(2000-2013)

### HOUSEHOLDS

**292**  
households  
(2010)

**1.96**  
average hh. size  
(2010)

**1%**  
change  
(2000-2010)

**52%**  
of hh. with families  
(2010)

**18%**  
of hh. with children  
under age of 18  
(2010)

**32%**  
of hh. with  
individuals 65+ years  
(2010)

**43%**  
single-person hh.  
(2010)

## PROSPERITY

### PERSONAL PROSPERITY

**\$81,875**  
median household  
income  
(2013)

\$50,877	Franklin Co.
\$48,308	Ohio
\$85,089	Grandview
\$97,829	Upper Arlington
\$113,182	Dublin

**\$502,000**  
median value\* of owner-  
occupied housing  
(2013)

\$150,800	Franklin Co.
\$130,800	Ohio
\$257,400	Grandview
\$306,800	Upper Arlington
\$330,900	Dublin

**2%**  
income tax  
(since 2000)

2.5%	Grandview
2.5%	Upper Arlington
2%	Dublin

**6.3%**  
unemployment rate  
(2013)

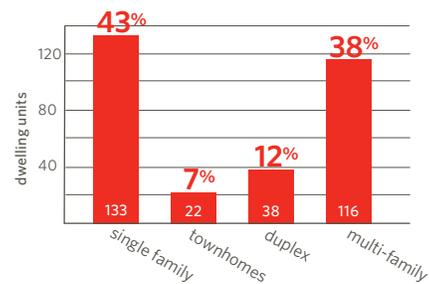
**74.9%**  
pop. over age 25 with a Bachelor  
or Graduate degree  
(2013)

\* value is the respondent's estimate of how much the property (house + lot) would sell for if it were for sale - census definition

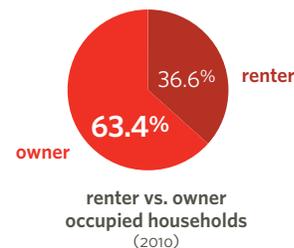
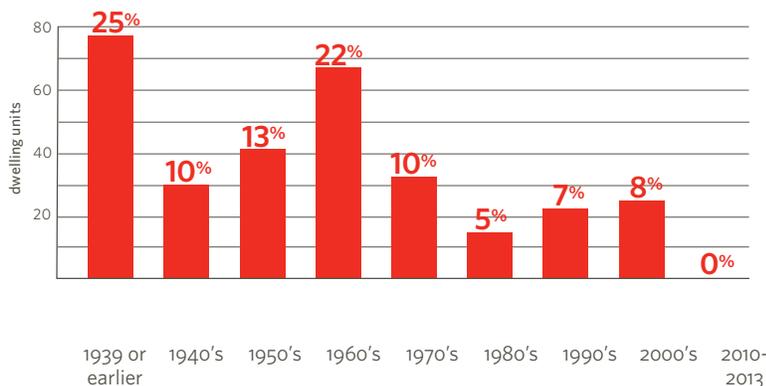
## PLACE



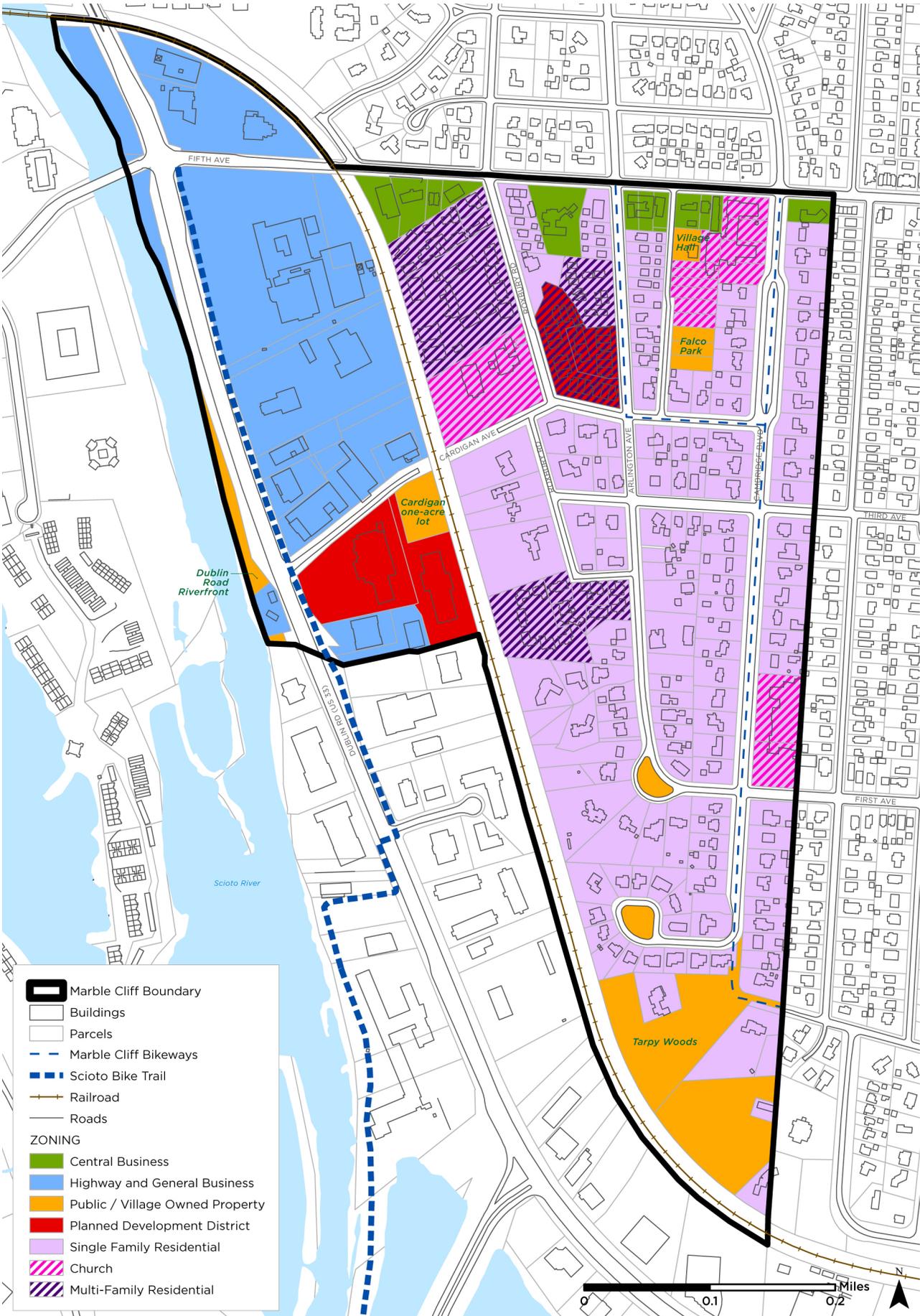
### HOUSING TYPES (2013)



### AGE OF HOUSING (2013)



# Marble Cliff Land Use Map



**Legend**

- Marble Cliff Boundary
- Buildings
- Parcels
- Marble Cliff Bikeways
- Scioto Bike Trail
- Railroad
- Roads

**ZONING**

- Central Business
- Highway and General Business
- Public / Village Owned Property
- Planned Development District
- Single Family Residential
- Church
- Multi-Family Residential



# Marble Cliff Aerial Map



# IMPLEMENTATION

## Overview

This Strategic Plan for the Village of Marble Cliff presents an action agenda for realizing the council's vision for the future. The success will not be determined by the committed and ongoing implementation of its actions.

## Managing the Plan

The Strategic Plan should be monitored on a regular basis, and when necessary it should be revised or updated. A presentation to community should be considered on a regular basis to provide a status report and update on the actions contained in the plan.

## Using the Plan

The Strategic Plan is intended to be used on a daily basis as public and private decisions are made concerning the community's future, including development, redevelopment, capital improvements, economic incentives and other matters affecting the community. The following list represent decisions and processes which should align the goals and actions: 1) Annual work programs and budgets; 2) development approvals; 3) capital improvement plans; 4) economic incentives; 5) private investment decisions; 6) civic and social engagement; and 7) other community planning.

## Resources

A list of potential resources have been included at the end of this chapter. The resource list was originally developed as a part of the OSU Student Study and were expanded upon for this report. The resource list is a supplemental tool to the implementation matrix to give some specific ideas on funding sources for the action agenda.

# Implementation Matrix

## Funding Key

**Internal:** Village funds

**PPP:** Private Public Partnership

**Grant:** Seek out grant opportunity

## Timeframe Key

**Underway:** already in progress

**Short Term:** completed within 1-12 months

**Medium Term:** completed within 1-3 years

**Long Term:** completed within 4-5 years

## 1. Fiscal Strength and Stability

*Improved fiscal strength and stability of the Village's finances.*

Code	Key Recommendation	Timeframe	Funding	Lead	Partners	Examples
1.1	Create business development plan	Medium	Internal	Village with Consultant		
1.2	Establish an operating fund balance policy	Short	NA	Village		
1.3	Promote development opportunities for class A and B+ business/office space	Medium	Internal	Village		
1.4	Create guidelines and a process for negotiations for public services	Underway	NA	Village Fiscal Officer and Mayor	GH Finance Director	
1.5	Update job description and requirements for fiscal officer position	Short	NA	Village Fiscal Officer and Mayor		
1.6	Market key commercial areas as locations for business incubation and co-working	Medium	Internal	Village		
1.7	Support flexible work arrangements	Underway	NA	Village		Live/Work Variances for 2015 W. Fifth Ave. and 2109 W. Fifth Ave.

## 2. Fifth Avenue Corridor

*A vision for the Fifth Avenue Corridor that improves the aesthetic quality and economic return.*

Code	Key Recommendation	Timeframe	Funding	Lead	Partners	Examples
2.1	Create a unified business/office district along Fifth Avenue	Long	PPP, TIF	Village		
2.2	Support consolidation of properties	Short	NA	Village		
2.3	Support the redevelopment of 2015 West Fifth Avenue property as office or residential	Medium	NA	Village		

### 3. Identity and Image

Improved external identity and image of Marble Cliff leading to better recognition and consideration by surrounding communities, developers, and businesses.

Code	Key Recommendation	Timeframe	Funding	Lead	Partners	Examples
3.1	Redesign the Village website	Underway	Internal	Village Administrative Assistant and Mayor	Starburst Media	
3.2	Create a public realm upgrade plan	Medium	Internal	Village		
3.3	Update marketing material	Short	Internal	Village	Starburst Media	
3.4	Create a business brochure	Short	Internal	Village	Starburst Media	
3.5	Install gateway feature/signage	Short	Internal / Grant	Village		
3.6	Install unique crosswalk treatment	Long	Grant	Village		
3.7	Create the opportunity for regular communication with City of Columbus and surrounding communities	Short	NA	Village	City of GH, UA, and Columbus	
3.8	Create a self-guided tour of historic homes	Medium	Grant an/or Internal	Village	GH/MC Historical Society; GH Library	
3.9	Investigate cost and logistics to bury all utility lines underground	medium/long	Grant	Village		
3.10	Create a Village Street Festival	short/medium	Internal	GH/MC Arts Council		Street party with band south of First on Cambridge.

### 4. Village Owned Property

Improved utilization of all Village owned property including 1) Village Hall, 2) Tarpy Woods, 3) Cardigan Avenue one acre lot, and 4) Dublin Road riverfront property.

Code	Key Recommendation	Timeframe	Funding	Lead	Partners	Examples
4.1	Consider redevelopment of Village owned property	Short	NA	Village		
4.2	Increase visibility of Tarpy Woods as parkland to residents	Medium	Internal	Village	Grandview Heights Parks and Rec Dept.	Hire company to rid park of unwanted trees and growth
4.3	Create new community amenity (one acre lot off of Cardigan Avenue)	Medium	Grant	Village	Grandview Heights Parks and Rec Dept.	Garden or field space
4.4	Create a canoe/kayak launch area on Dublin Road property	Long	Grant	Village	Ohio Department of Natural Resources	

## 5. Residential Property Stewardship

*Improved residential property stewardship.*

<i>Code</i>	<i>Key Recommendation</i>	<i>Timeframe</i>	<i>Funding</i>	<i>Lead</i>	<i>Partners</i>	<i>Examples</i>
5.1	Improve Property Maintenance Standards	Medium	NA	Village		
5.2	Create an “ask the architect” program	Short	Internal	Village	GH Director of Buiding and Zoning, Historial Society	
5.3	Create Design Guidelines	Medium	Internal	Village		

## 6. Residential Communication

*Increased communication - amount and channels - with residents.*

<i>Code</i>	<i>Key Recommendation</i>	<i>Timeframe</i>	<i>Funding</i>	<i>Lead</i>	<i>Partners</i>	<i>Examples</i>
6.1	Develop a residential communication strategy	Medium	Internal	Village		

## 7. Bike Connectivity

*Increased bike connectivity within the village as well as to the regional bike trail and the surrounding communities of Grandview Heights and Upper Arlington.*

<i>Code</i>	<i>Key Recommendation</i>	<i>Timeframe</i>	<i>Funding</i>	<i>Lead</i>	<i>Partners</i>	<i>Examples</i>
7.1	Create a dedicated bike lane between Marble Cliff and the Scioto Trail	Underway	Grant and/or Internal	Village	Cities of Upper Arlington and Columbus	
7.2	Expand bike lanes within the Village	Medium	Grant and/or Internal	Village		
7.3	Evaluate installation of bike facilities	Medium	Grant	Village		

## 8. Dublin Road Commercial District

*Improved identity and visibility of the Dublin Road Commercial District.*

<i>Code</i>	<i>Key Recommendation</i>	<i>Timeframe</i>	<i>Funding</i>	<i>Lead</i>	<i>Partners</i>	<i>Examples</i>
8.1	Negotiate Village Name on business signage	Underway	NA	Village		
8.2	Promote redevelopment/infill opportunities	Medium	NA	Village		
8.3	Study the feasibility of a gateway feature	Medium	Internal	Village		

# RESOURCES

**629 Fund:** Roadwork Development (629) funds are state grants available for public roadway improvements, including engineering and design costs. Funds are available for projects primarily involving manufacturing, research and development, high technology, corporate headquarters, and distribution activity. Projects must create or retain jobs. Grants are reimbursable and provided to a local jurisdiction and require local participation. [http://development.ohio.gov/cs/cs\\_r629.htm](http://development.ohio.gov/cs/cs_r629.htm)

**Recreational Trails Program (RTP):** Provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. (Federal Highway Administration) [http://www.fhwa.dot.gov/environment/recreational\\_trails/](http://www.fhwa.dot.gov/environment/recreational_trails/)

**State Infrastructure Bank Loans:** The State Infrastructure Bank (SIB) shall be used as a method of funding highway, rail, transit, intermodal, and other transportation facilities and projects which produce revenue to amortize debt while contributing to the connectivity of Ohio's transportation system and further the goals such as corridor completion, economic development, competitiveness in a global economy, and quality of life. <http://www.dot.state.oh.us/Divisions/Finance/Pages/StateInfrastructureBank.aspx>

**Ohio Bike and Pedestrian Program:** ODOT design guidelines and policies for bicycle and pedestrian facilities that are receiving federal funding. <https://www.dot.state.oh.us/Divisions/Planning/SPR/bicycle/Pages/Resources.aspx>

*The Ohio Department of Transportation (ODOT) annually sub-allocates federal transportation funding via the MPO and Large Cities Capital Program. Funds sub-allocated to MORPC are collectively called MORPC-attributable funds. These include:*

**MORPC Surface Transportation Program (STP) Fund:** provides flexible funding that may be used by States and localities for projects to preserve and improve the conditions and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals. (Federal Highway Administration)

**Transportation Alternatives Program (TAP):** The TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways. (Federal Highway Administration)

**MORPC Transportation Enhancement (TE) Fund:** The Moving Ahead for Progress in the 21st Century Act (MAP-21) replaced the Transportation Enhancement (TE) Activities with the Transportation Alternatives Program (TAP).

<http://www.morpc.org/transportation/funding-grants/morpc-attributable-funding/index>

**Green Funds of Columbus Foundation:** The Green Funds of Columbus Foundation is committed to enhancing the quality of life in central Ohio by supporting responsible use of natural resources and ensuring their availability for future generations. A competitive grant is offered by the foundation for programs and initiatives promoting environmental conservation. <http://columbusfoundation.org/central-ohio/green-funds/>

**Energy Efficiency and Conservation Block Grant (EECBG):** With the purpose of reducing fossil fuel emissions and total energy use and creating jobs the EECBG works with cities, counties, states, U.S. territories, and Indian tribes to implement and manage energy efficiency and conservation projects and programs in the transportation, building, and other sectors. (U.S. Department of Energy) <http://energy.gov/eere/wipo/energy-efficiency-and-conservation-block-grant-program>

**National Endowment for the Arts:** Provides a variety of grants for projects. "We fund projects only. Projects may consist of one or more specific events or activities. Projects do not have to be new. Excellent existing projects can be just as competitive as new activities. Projects do not need to be big either; we welcome small projects that can make a difference in their community or field." <http://arts.gov/grants>

**Railway-Highways Crossing (Section 130) Program:** The program provides funds for the elimination of hazards at railway-highway crossings. The funds are apportioned to States by formula. (Federal Highway Administration) <http://safety.fhwa.dot.gov/xings/>

**Clean Ohio Fund:** restores, protects, and connects Ohio's important natural and urban places by preserving green space and farmland, improving outdoor recreation, and cleaning up brownfields to encourage redevelopment and revitalize communities. <http://development.ohio.gov/cleanohio/>

**Transportation System Preservation Technical Services Program (TSP2):** This electronic clearinghouse is home to comprehensive and up-to-date information on efficient and effective preservation measures that enhance highway performance and extend the useful life of infrastructure. Specifically assists AASHTO member agencies with the preservation of highway infrastructure, including both pavements and bridges. <https://www.tsp2.org/>

**Clean Water Act:** The CWA made it unlawful to discharge any pollutant from a point source into navigable waters, unless a permit was obtained. EPA's National Pollutant Discharge Elimination System (NPDES) permit program controls discharges. <http://water.epa.gov/polwaste/npdes/>

**Alternative Storm water Infrastructure Loan Program:** offers below-market rate loans for the design and construction of green infrastructure as part of economic development projects. The funds can pay for design, demolition, construction, materials and administrative costs associated with the green infrastructure project. This program targets a specific challenge of redevelopment projects by reducing the cost to businesses and communities that need to minimize both the financial and environmental impact of their stormwater runoff. [http://development.ohio.gov/cs/cs\\_altstormwater.htm](http://development.ohio.gov/cs/cs_altstormwater.htm)