



# THE VILLAGE OF MARBLE CLIFF

## 5<sup>TH</sup> AVENUE CORRIDOR ECONOMIC DEVELOPMENT PLAN

2016



FRANK G. MONACO FOUNTAIN

In recognition of his 30 plus years  
of service as Village Councilman,  
Clerk-Treasurer, Council President,  
and Mayor.



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This plan was commissioned by the Village of Marble Cliff in order to determine how best to improve the 5th Avenue central business district. Interviews were conducted with multiple business owners in the community, as well as developers and planners throughout the Columbus metropolitan area. The recommendations contained in this plan are a culmination of these efforts and will serve as a long term vision for the 5th Avenue corridor.

Special thanks to the following people:

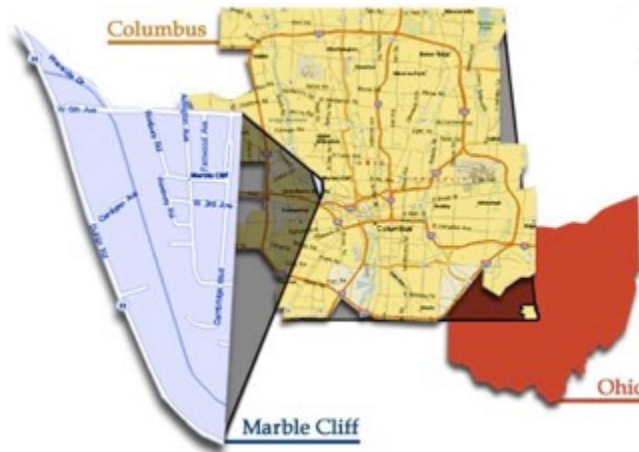
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# EXECUTIVE SUMMARY

Marble Cliff is a historic village located in close proximity to downtown Columbus. It is primarily residential in character, but has two business districts. One runs along Dublin Road between Marble Cliff Office Park and 5th Avenue while the other runs along 5th Avenue between Cambridge Boulevard and Dublin Road. The Village of Marble Cliff has commissioned this plan to analyze and improve the business district along 5th Avenue. This plan includes a discussion of current conditions as well as forming a vision for the future with specific steps on how to get there.



The first part of this plan investigates the demographics of the Village. This includes an analysis of incomes, house value, population, and more. Also included in this section is an analysis of Village financials; specifically, revenues and fund balances. Knowing this information will ensure that economic development initiatives will be in line with the Village's ability and desires.

The plan then discusses the existing conditions along the 5th Avenue corridor. This includes information collected from interviews with business owners as well as a physical analysis of the commercial buildings. This section identifies the problems facing the corridor which leads into a discussion of recommendations on how to improve them. These recommendations are a culmination of interviews with business owners, professional planners, and developers.

The final section explains six key tools that can be utilized to finance the recommendations found in this plan. These tools include the utilization of tax credits, financing physical improvements with forgivable loans, and much more. Adopting this plan will give Marble Cliff a clear vision for the future and allow the Village to solidify its financial strength.



# DEMOGRAPHICS



Understanding the demographic data of Marble Cliff will allow for development that is properly oriented to citizens' wants and needs. In order to gain a broader understanding of this data it is important to compare Marble Cliff to its neighbors. This report will focus on the cities of Grandview Heights and Upper Arlington as they are close in proximity. This section will include an analysis of population, housing trends, personal incomes, and local government revenue data. \*

## MEDIAN AGE:

2010

**53.1**

**42.3**

**33.3**

2014

**49.3**

**42.2**

**32.5**

**-7.2%**

**-.2%**

**-2.4%**

KEY:



Marble Cliff

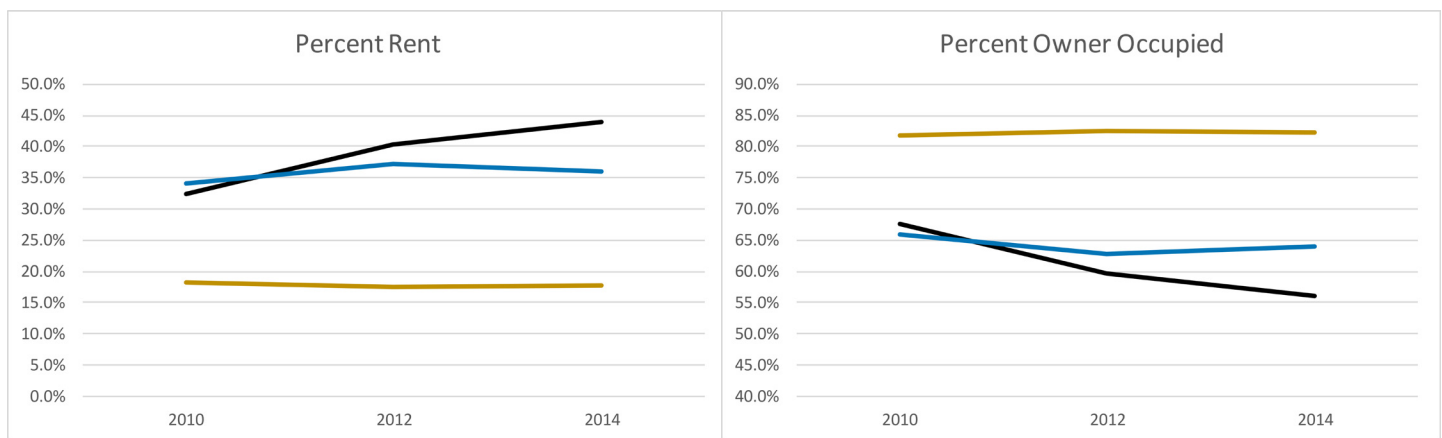
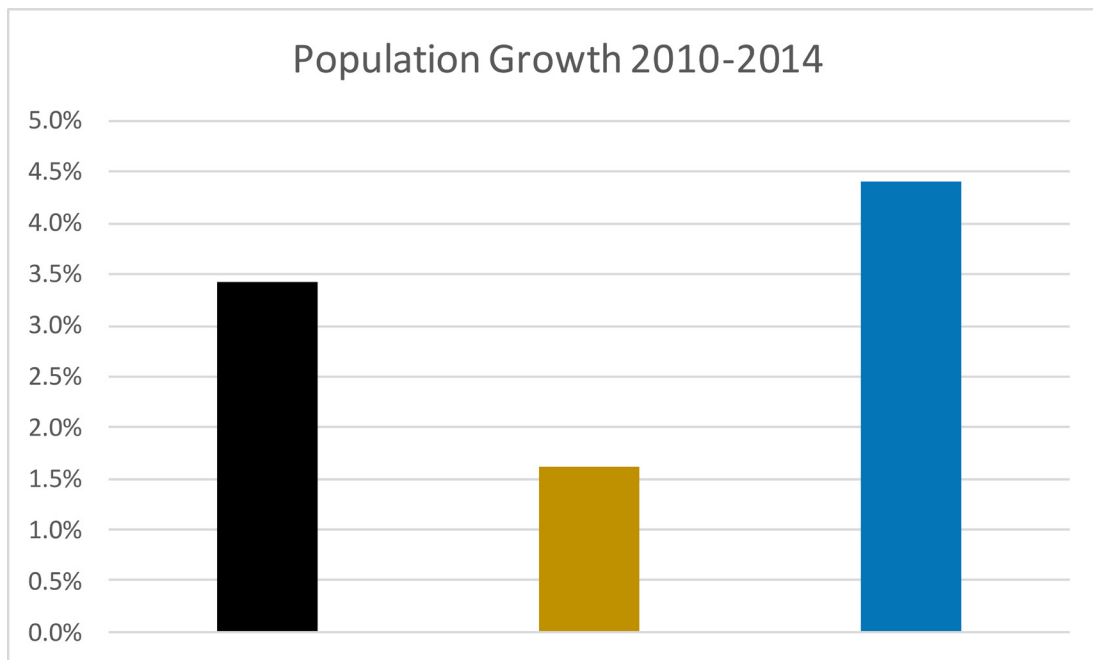


Upper Arlington



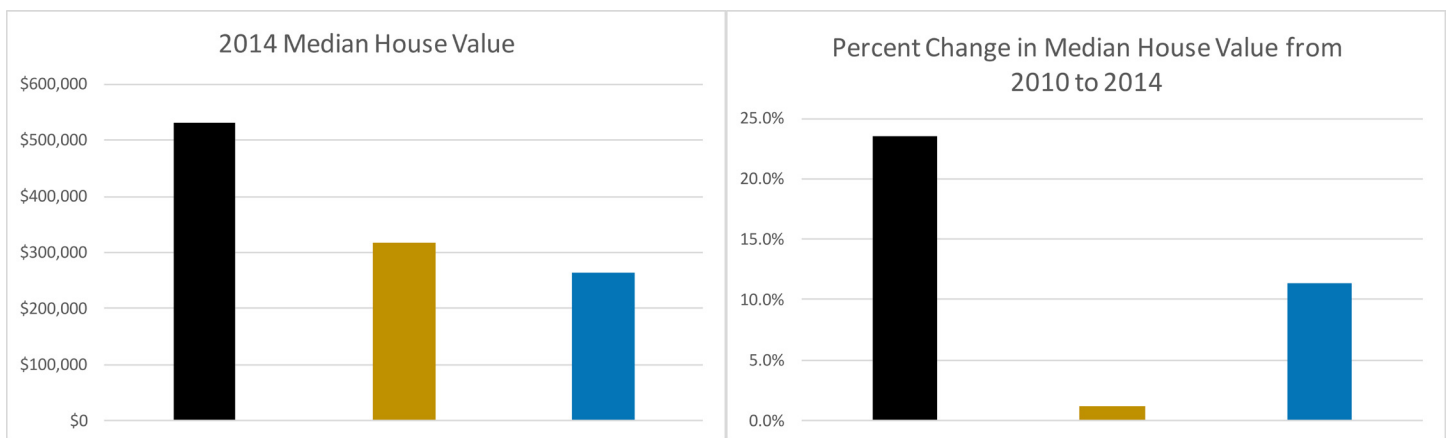
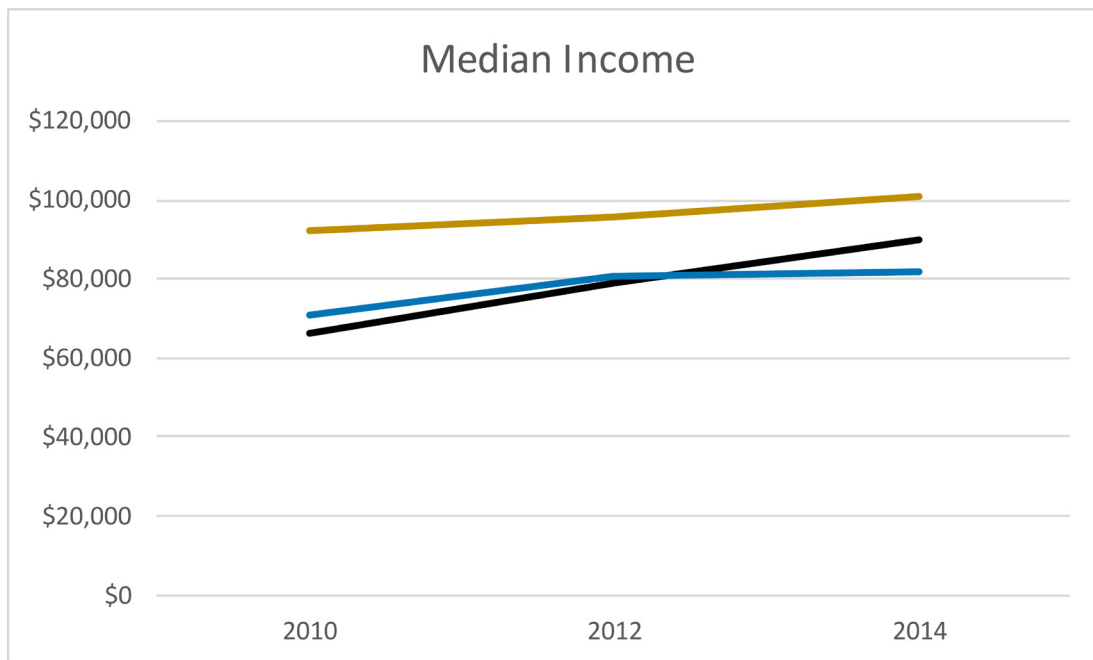
Grandview Heights

*\*The demographic data represented in this report was pulled from the US Census. Revenue data was pulled from audits filed with the Ohio Auditor of State.*



These graphs show two important trends. First, there is a noticeable increase in the percentage of people renting versus owning property. Marble Cliff alone experienced an 11.5 percent increase in renter occupied units over the time period. Currently Marble Cliff has the highest percentage of renters when comparing to similar communities as 44 percent of residents are renters. Second, each of these communities has experienced a population growth. Marble Cliff's average annual growth for this period was .85 percent.

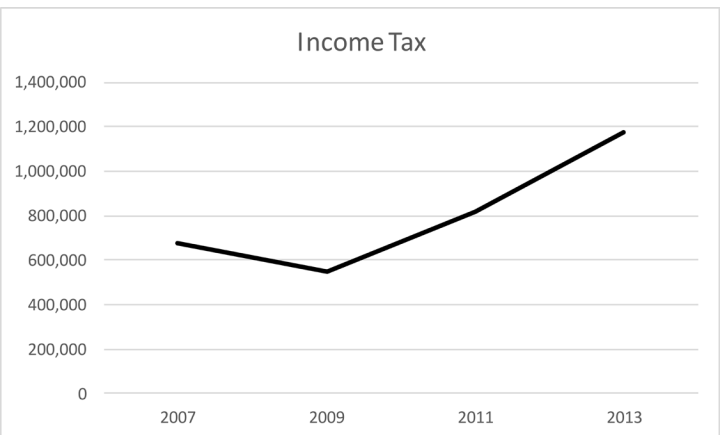
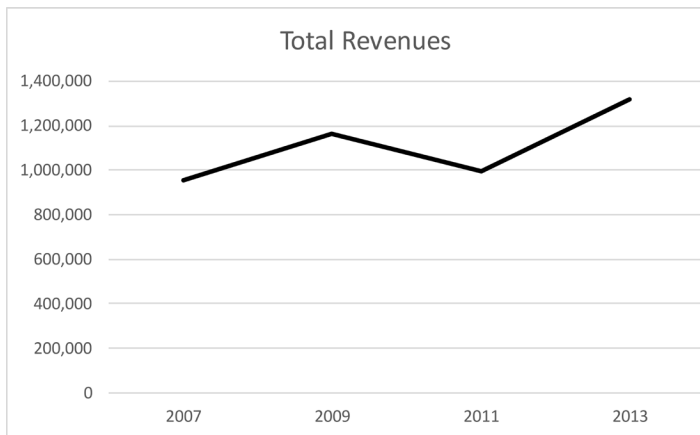




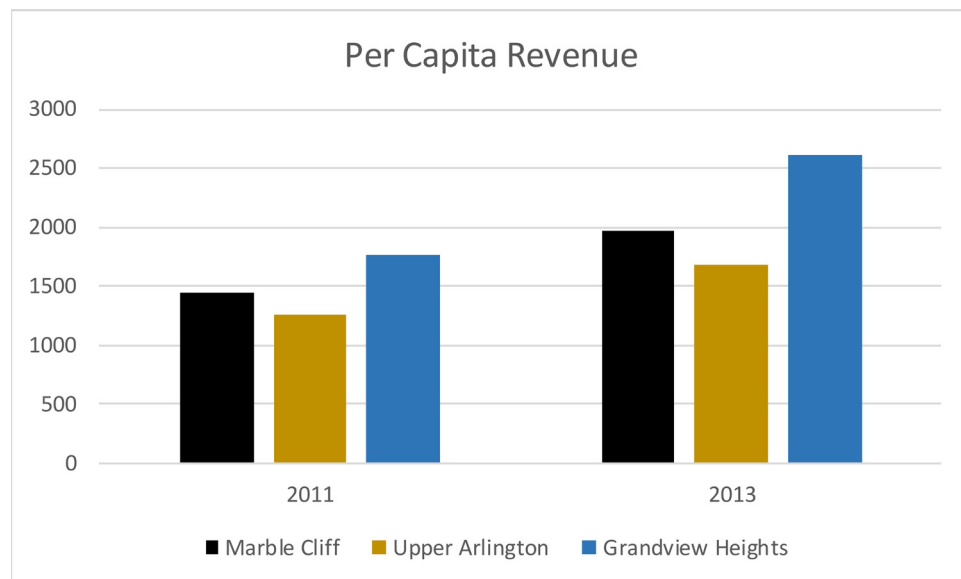
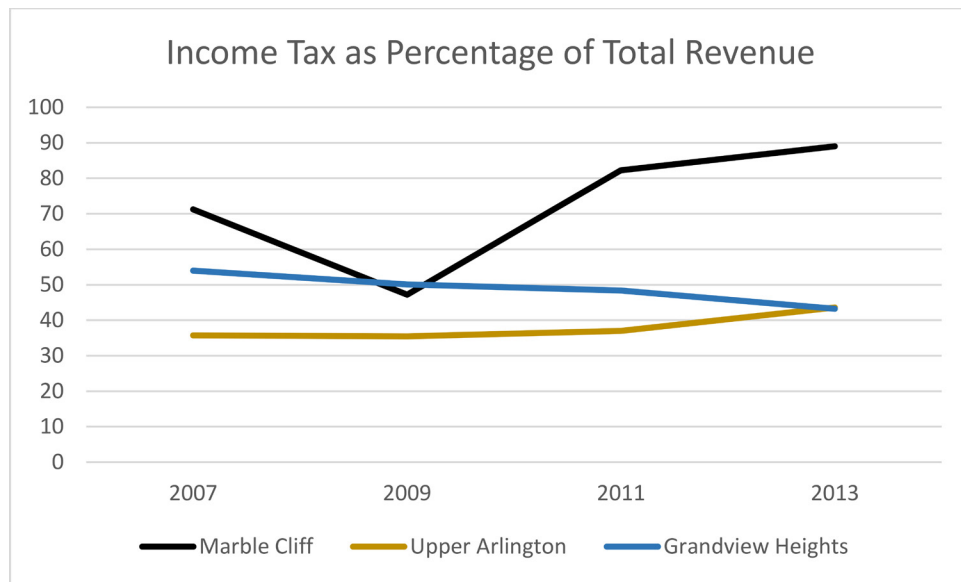
The median income has increased for each community. Marble Cliff had the lowest median income in 2010, but has surpassed that of Grandview Heights by 2014. Marble Cliff boasts the highest median house value and has also experienced a much larger increase in house value when compared to similar communities. Marble Cliff's median house value increased by 23.6 percent between 2010 and 2014 and the current median house value is \$532,700.

MARBLE CLIFF REVENUE SOURCES AS PERCENTAGE OF TOTAL  
REVENUE





Marble Cliff is heavily dependent on income tax for village revenue. In 2007 the 2 percent village income tax accounted for 71 percent of total revenues. In 2013 income tax accounted for 89 percent of total revenues. The fund balance for the village was 2.7 million in 2007. This fund has increased by 15 percent and had a balance of 3.1 million dollars in 2013. Over this same period the village has experienced a 38 percent increase in total revenues.



Marble Cliff has become far more dependent on income tax than either Upper Arlington or Grandview Heights. Marble Cliff also boasts the lowest municipal income and property tax rates of the three municipalities. Each municipality has experienced an increase in per capita revenues. Marble Cliff's per capita revenue has increased from \$1,437 in 2011 to \$1,974 in 2013. This equates to a nearly 19 percent annual growth in per capita revenue for the time period.



MUNICIPAL INCOME TAX RATES

**2%**

**2.5%**

**2.5%**

MUNICIPAL PROPERTY TAX RATES (MILLS)

**0.35**

**6.58**

**10.15**

TOTAL PROPERTY TAX RATES (MILLS)

**133.57**

**133.01**

**143.37**

MUNICIPAL SIZE (ACRES)

**173**

**6316**

**850**

2014 POPULATION

**605**

**34,191**

**6,836**



# EXISTING CONDITIONS

5th Avenue was originally developed as a residential corridor. Currently the strip from Cambridge to Dublin Road is mostly zoned for commercial uses. Many of the buildings along this corridor have gone through renovations to make them more suitable to businesses, but there has been little to no complete redevelopment of physical structures. Nearly 40 businesses currently exist in this corridor. These consist of retail shops, personal services, and professional offices. As of now the only residential properties in the corridor are the apartments located at the west corner of Arlington and 5th Avenue's as well as at the condo's on the east corner of Roxbury Road and 5th Avenue. In addition, the Council has adopted the conditional use of live-work units for certain occupants of the Treetop building located at 2019 West 5th Avenue, and the building located at 2015 West 5th Avenue.

The primary zoning for the corridor is Central Business District (B-1). This allows for many types of offices and professional services as well as the conditional use of food, lodging, and personal services.

	Permitted:	Conditional:
B-1 Central Business District	<b>Professional services</b>	<b>Personal services</b>
	<i>Offices of:</i>	Photographic services
	Physicians and surgeons	Funeral service
	Dentists and dental surgeons	Nursery or day care center
	Osteopathic physicians	Nursing or retirement home
	Chiropractors	Group home
	Attorneys	Animal hospitals and clinics
	Engineers and architects	
	Accountants and auditors	<b>Food and lodging</b>
	<b>Organizations and Associations</b>	Restaurants
	Business associations	Lodging houses
	Professional membership associations	
	Labor unions	<b>Administrative and Business services</b>
	Civic, social and fraternal associations	
	Political organizations	Commercial and stock savings banks
	Charitable organizations	Mutual savings banks
		Trust companies
		Savings and loan associations
	<b>Administrative and Business services</b>	
	Security brokers and companies	
	Life insurance	
	Accident and health insurance	
	Fire, marine and casualty insurance	
	Title insurance	
	Surety insurance	
	Insurance carriers and agents	
	Real estate operators	



The 5th avenue Central Business District has the potential to bring increased revenues to the village. The newest building in the corridor was built in 1970, and the oldest in 1900. These aging structures create many problems. First, since they were built before ADA they are not legally required to be accessible. This makes these spaces less appealing to businesses looking for space as they are concerned they will not be able to accommodate all of their clients. Second, many of the structures in the corridor are past their viable lifespan as business spaces. Therefore considerations should be made to support the redevelopment of property.

Currently there is over 30,000 square feet of vacant office space in the corridor. Nearly 8,800 square feet of this is from the handicap inaccessible second floor at 2300 West 5th. Another 16,000 feet of space is from the property at 2015 West 5th. Having such a large amount of vacant business space in the corridor creates an opportunity cost for the village. The Village has limited income producing area therefore making it crucial that occupancy rates are high.

A key part of developing this plan was speaking with local businesses about their current conditions and needs. Nearly 40 businesses were identified along the corridor, out of which 5 completed interviews. Each of these businesses were very happy with Marble Cliff and plan to stay here for the long term. However, 2 of these businesses would like to expand, but cannot find the proper space in the Village. Many of the retailers in this district also mentioned that there is insufficient parking. Along with this they felt that many people did not know they were here and would benefit if they were somehow connected to the retail district on Grandview Avenue in Grandview Heights. Smaller businesses in the corridor mentioned that they could benefit from education initiatives on how to improve their marketing as well as potential benefits from forming a business coalition.

Several businesses have left the corridor in recent times, but neglected to remove their signs. This creates confusion as to what is actually there and can be a contributing factor to the high vacancy rates.



The Village has historically been focused on supporting office space. The reasoning behind this is that offices employ individuals with higher salaries than retail outlets. This creates larger income tax revenues for the Village. This is crucial for a village of this size as nearly 90 percent of Village revenue is created from income taxes. Currently there are a handful of retailers along this strip, but it remains focused on attracting professional office users.



*The lower level businesses at the Arlington Building located at 1989 W 5th Avenue are not handicap accessible.*





# RECOMMENDATIONS



Marble Cliff's 5th Avenue corridor has immense potential for the future. The following seven recommendations were created through interviews with business owners, industry professionals, and independent research. Included in this section are recommendations of adopting design standards, redeveloping property, supporting mixed use, using the Village as a source for education, branding and wayfinding, and how to utilize Village owned property. Each of these recommendations has a different timeframe. If these are adopted Marble Cliff's 5th Avenue corridor will become more business friendly and produce higher revenues for the Village.

1. Unified Design Standards
2. Redevelopment of Property
3. Mixed Use & 2015 as Catalyst
4. Village as an Educator
5. Branding & Wayfinding
6. Property Matters
7. Zoning

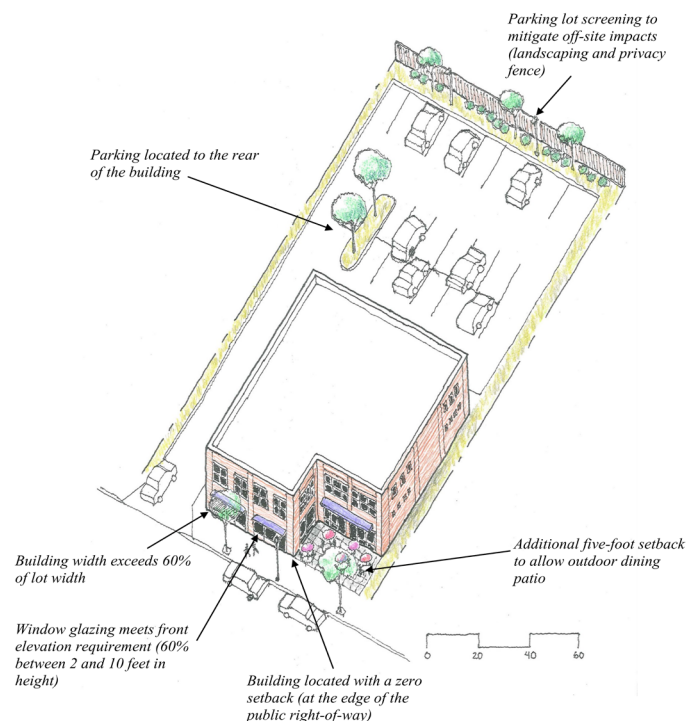
# UNIFIED DESIGN STANDARDS

Setting design standards for the corridor will provide two main benefits. First, it will make the corridor more walkable by encouraging smaller setbacks, requiring parking in the rear, and improving signage on buildings. Second it will clearly define when you have entered Marble Cliff and help to create a Village brand.

The best way for the Village to create design standards is to adopt a zoning overlay. An overlay is a design code that works in tandem with the existing zoning in the corridor. Overlays are strictly focused on design and do not restrict the use of a property. A typical overlay will require a specific setback, minimum building widths, restricted parking locations, and standards for signage (see Columbus' Urban Commercial Overlay below). Overlays do not apply to existing development unless there is a major renovation or reconstruction. Overlays are primarily used to achieve a long-term goal of uniformity in a corridor. Typically, overlays do not require design review and only apply to retail, office, and restaurant uses.

Creating an overlay for the 5th Avenue corridor will tie into Columbus' overlay standards for 5th Avenue east of Marble Cliff. This stretch is under Columbus' Urban Commercial Overlay. This overlay requires a zero setback with the option of a 5-foot setback for dining patios. It also requires rear parking, building width to exceed 60 percent of lot width, and 60 percent of the first floor to be windows. Marble Cliff should consider creating their own overlay in order to create a cohesive 5th Avenue network that connects it to Columbus.

The creation and adoption of an overlay code should have a relatively short time frame. However, it may be many years before the benefit of these efforts are seen in the corridor. Please visit Appendix II for an example of what a Marble Cliff Commercial Overlay may look like.





# REDEVELOPMENT OF PROPERTY

The buildings along the 5th Avenue corridor beg for redevelopment. The Village should encourage efforts to do so. This can be done by utilizing financing tools such as Revolving Loan Funds (RLF), Tax Increment Financing (TIF), and Forgivable Loans. These financing options are explained in the tool section of this plan. They each have positives and negatives and should be weighed by council to decide which are most applicable to specific projects.

The Village can also support the renovation of existing development in the corridor. This can be done to increase ADA accessibility in older buildings. Doing so will assist with the issue of second floor vacancy and increase Village revenues. Funding for accessibility projects can be provided by tax credits and forgivable loans.

New development in the corridor should adhere to design standards and encourage smaller setbacks. A smaller setback will serve two purposes. First it makes the corridor more walkable. Second it increases the square footage of the building therefore adding more revenue producing space for the Village. In addition to decreasing setbacks, considerations should be made to allow for taller buildings. The Village is landlocked and has few revenue producing properties. Allowing for taller buildings will create more revenue producing space on the same amount of property.

The Village should encourage redevelopment of the corridor in both the short and long term. The first step should be deciding what tools will be used to finance these efforts. Once this is decided the Village should target existing properties that require improvements to their accessibility. Next, efforts should be focused on complete redevelopment of structures in the corridor. These efforts should continue for many years and financing tools should be left in place in order to assist any sort of redevelopment efforts in the future. Please visit Appendix III to see an example of how a Forgivable Loan could be provided to improve the accessibility of 2300 West 5th Avenue.

# MIXED USE & 2015 AS CATALYST

Mixed use development should be encouraged along the 5th Avenue corridor. Mixed use can include any combination of residential, retail, office, or restaurant. Many companies looking for office space are also looking for a walkable community that has convenient access to food for employees. Mixed use properties will increase the density of the corridor and encourage walking. They will also allow the Village to increase its retail presence. Currently the retail options in the Village are extremely limited. This is due to the fact that the Village has very limited land in its business districts making it essential to maximize the income tax from each property. This means that higher income jobs must be pursued. Allowing for mixed use structures will provide the Village the ability to maintain income producing office space while encouraging an increased retail presence.

When analyzing the corridor, it was determined that 2015 W. 5th Avenue has the highest potential to be developed into a mixed use property. Ideally this property would contain first floor retail, second floor offices, and third floor offices or condos. Allowing for a fourth floor will increase the development potential to area developers but cannot be done without community support. At present this is the largest property in the business district with a 1.3-acre lot size. This is sufficient to allow for a multi-story mixed use structure along with the parking that will be required. This property can act as a catalyst for redevelopment and physical improvements in the corridor.

The Village should consider amending the zoning code, to allow for larger and mixed-use buildings, as a short term goal. This will show area developers that Marble Cliff is poised for redevelopment. Efforts should be made to encourage the redevelopment of 2015 W. 5th Avenue. This can come in the form of TIF or RLF financing.



*2015 W 5th Avenue (Left) could be redeveloped into a mixed-use building like the structure in Upper Arlington located at 3219-41 Tremont Rd (Right).*

# VILLAGE AS AN EDUCATOR

There are many small businesses along the 5th Avenue corridor that do not have the time or resources available to learn about funding options available to them. Therefore, the Village should act as an educator for them. This can help local businesses improve their physical structures and even gain access to operating capital. The size of the Village puts restraint on the development incentives that the Village itself can offer. Most public economic development projects cannot be funded with income tax revenue. This leaves around \$100,000 - \$150,000 annually that is legally allowed to be used for economic development, though funds may already be directed to other expenses. Therefore creating education initiatives, such as flyers, newsletters, workshops, or a business assistance center can work to take advantage of county, state, and federal development programs that may be applicable to Marble Cliff businesses.

The Village should make an effort to communicate with businesses on an annual or semi-annual basis. This will ensure that the Village knows what businesses exist as well as giving the business owners an opportunity to discuss their needs. Improving communications with local businesses will make Marble Cliff more business friendly and can encourage a long-term commitment to the community.

Education efforts should be considered as a short term goal. These efforts should include information on applicable state and federal tax credits as well as unique funding options through Franklin County or the state of Ohio. An example of such a program to highlight is the Franklin County Micro-Enterprise Loan Program. This is a county wide revolving loan fund that is used to provide starting capital to small businesses. Creating an education initiative will help Marble Cliff to capitalize on economic development financing without requiring the use of limited local revenues. In addition, there are multiple funding options available through the Ohio Department of Community Development. The 2 most applicable programs to Marble Cliff are the Community Development Corporation Economic Development Program and the Economic Development Loan and Private Partnership Program. The former is used to support entrepreneurs and the creation of long term jobs while the latter is used for the creation of permanent jobs for medium income individuals through the expansion of business, as well as physical infrastructure improvements.

# BRANDING & WAYFINDING

The Village would benefit from improving its branding and wayfinding. Many people do not know where Marble Cliff is until you inform them that it is south of Upper Arlington and west of Grandview Heights. These municipalities have successfully branded themselves and are known by many people in the Columbus area. Marble Cliff can improve its branding by erecting a monument sign at the southeast corner of the 5th Avenue and Dublin Road intersection. This is one of the primary gateways to the Village therefore making it the best place for a welcome sign. This sign should be constructed in a similar nature to the one already existing on the Cambridge Boulevard island.



The Village can also improve their branding by requiring all business signs to display “Village of Marble Cliff.” Finally, branding can be improved by developing a Marble Cliff Snapchat Geofilter. This will allow residents and visitors alike to advertise Marble Cliff on their snapchats. Using the new Village logo would create a good, recognizable Geofilter.



The Village has taken many efforts recently to define their brand. These include the new streetlights, street signs, and the ensuing modifications of 5th Avenue which is set to include a multi-use path. The next step in this process is to improve wayfinding. This can be as simple as creating signs that direct people from 5th Avenue to Tarpy Woods, or major businesses along the corridor. These efforts will encourage people to explore Marble Cliff and recognize it as an independent Village. This will ultimately encourage businesses to locate and remain in Marble Cliff.

The Village’s success with its branding efforts should be continued to improve upon wayfinding. This should be a short to medium range goal.

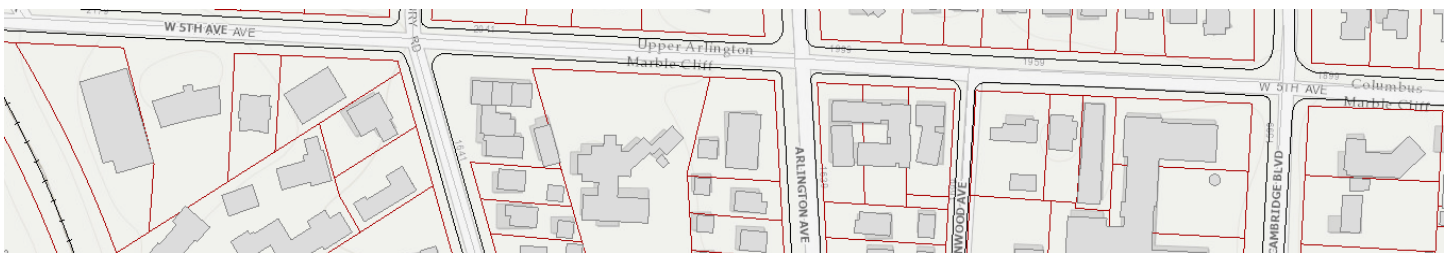


# PROPERTY MATTERS

Presently the Village owns one property that is ready for redevelopment in the Dublin Road business district. Marble Cliff should consider using this practice along the Fifth Avenue corridor. Purchasing property as it becomes available will allow for the Village to use a package of financing tools to prepare sites for redevelopment. Small lot sizes have been one of the biggest issues prohibiting redevelopment in the corridor. Therefore purchasing neighboring properties will allow the Village to consolidate smaller lots which will increase the redevelopment potential to area developers.

The best way for Marble Cliff to purchase property is through the creation of a Community Improvement Corporation (CIC). This will expedite the process of purchasing property as well as allow for Marble Cliff to obtain properties at a lower cost. A CIC requires initial capital, but can become largely self-funded after a few years.

This should be an ongoing practice by the Village. When a property becomes available in the business district Village officials, or more ideally, the CIC board, should carefully weigh the positives and negatives of purchasing a parcel. The goal of these efforts should be to redevelop property which adheres to the design standards aforementioned in this plan. However, properties should be leased out in the interim between purchase and redevelopment. This will provide a steady revenue stream for the CIC. This sort of investment will lower the initial cost for developers and will make Marble Cliff much more development friendly.



*Current lot sizes along 5th Avenue*



# ZONING

Modifying the B-1 zoning code will encourage new development along the 5th Avenue corridor. Currently the only permitted uses fall under the categories of Professional Services, Organizations and Associations, and Administrative and Business Services. Many office tenants prefer locations that have good access to food and retail options but the current zoning code only allows for these as conditional uses. These uses should be converted to permitted in order to encourage development of more office space.

A modified use code can be found in Appendix IV. However, rezoning efforts should involve the community. The Village should host town hall meetings encouraging residents to voice their input on what uses should and should not be permitted in the corridor.

Marble Cliff should consider re-zoning the residential lots (R-1) located in the 5th Avenue central business district to commercial B-1 zoning. This includes the properties located at the west corner of Arlington Avenue and 5th Avenue as well as at the east corner of Roxbury Road and 5th Avenue. This rezoning will only take effect when the property is renovated 50 percent or greater, redeveloped, or remains vacant for over a year. Re-zoning these lots will encourage the creation of an uninterrupted central business district that maximizes limited income producing area for the Village.

Taking these efforts to rezone the corridor will allow developers to include retail and restaurants, which are higher income producing uses for them than offices, subsequently making development efforts more attractive to them. Encouraging 3 story buildings with first floor retail and upper story offices will ensure that the development is profitable for both the developer and the Village. Rezoning this corridor shows developers that Marble Cliff is poised for redevelopment and willing to take the necessary steps to support developer efforts.

# FINANCING TOOLS



The recommendations in this report will best be achieved by implementing economic development tools. There are many tools for villages to use, but six tools have been determined to be most applicable to Marble Cliff. This section will explain each tool, what it can be used for, and provide a real example from around central Ohio. Implementing these tools will make Marble Cliff more attractive to businesses looking to relocate as well as developers looking to build new property.

The six tools discussed in this section are Tax Increment Financing, Community Improvement Corporations, Forgivable Loans, Tax Credits, Revolving Loan Funds, and a Façade Program. Many of these tools can be used to fund similar projects. Because of this, it is possible that two tools may be used on the same project. This practice should not be discouraged as it can work to optimize development efforts in the Village.

# TAX INCREMENT FINANCING

## WHAT IS IT?

Tax Increment Financing, also known as TIF, is a tool that townships, municipalities, and counties can use to prepare a site for development. The government must identify the area of the TIF; declare how the improvements on private property will benefit the public; delineate the public infrastructure improvements that will benefit the parcel; and specify the matching funds to be created for those expenses.

A TIF district captures future revenues from a parcel in order to fund the present cost of improvements. This is done by freezing tax revenues from a parcel at the current amount. However, the value of the land will increase so land owners will be paying more taxes (the tax rate does not increase). The increment is the difference between the current taxes paid and the frozen amount. The increment is used as debt financing for the public investment.

## WHAT CAN IT BE USED FOR?

TIF can be used to finance public infrastructure improvements. This includes roads, water and sewer lines, land acquisition, demolition, service lines such as gas and electricity, as well as parking spaces. Typically, TIF's are focused on funding commercial buildings but Ohio code allows for TIF dollars to be used for residential rehabilitation in certain cases. Specific TIF laws can be found in sections 5709.40-5709.43 of the Ohio Revised Code.

## CASE STUDY:

Upper Arlington has used TIF to assist in financing the development of several mixed use structures in the city. Specifically, their City Treasury Municipal Public Improvement TIF has funded two mixed use structures. The first of these is the Walgreens located at 3141 Treemont Road. This building is retail on the first floor with second floor office space. It sits on a 1.35-acre lot. This TIF has also funded the Shoppes at Tremont which are located at 3219-41 Tremont Road. This is a mixed use structure with first floor retail and second floor apartments. It sits on a 1-acre lot. These projects would not have happened unless there was the initial investment by the city.

# COMMUNITY IMPROVEMENT CORPORATION

## WHAT IS IT?

A Community Improvement Corporation, or CIC is a tool used by municipalities to purchase, sell, and lease property. A CIC is created by a municipality but has its own board, commonly made up of volunteers, whom make decisions independent of the municipality that created it. The founding municipality is provided permanent seats on the board which helps to ensure that the CIC's vision matches the municipality's vision. Most CIC's require some revenue from the municipality which it serves but most of its revenues are created by the selling and leasing of property. The major advantage to creating a CIC is efficiency. Since the CIC is a private actor it does not have to follow all of the regulations that a municipality would. These include processes such as public postings and bid processes. Because of its private nature it may be able to acquire land at cheaper prices than a municipality could by itself.

## WHAT CAN IT BE USED FOR?

CIC's are primarily used for the acquisition of property. Undeveloped land can be purchased through a CIC in order to create a municipal land bank program. Developed land can be purchased and leased, or sold to a developer for redevelopment. CIC's also allow municipalities to aggregate properties.

A CIC is an independent corporation therefore it has all of the powers that belong to a typical corporation. This includes the ability to provide loans within its territory. Specific CIC laws can be found in Chapter 172 of the Ohio Revised Code.

## CASE STUDY:

The City of Gahanna uses a CIC to acquire land that has high redevelopment potential. They currently operate a land bank program to acquire vacant land. They then sell the land to developers for redevelopment. The City has dedicated their hotel room tax to support the CIC's efforts. The Gahanna CIC has also participated in projects not directly dealing with property acquisition. The first of these is "Gahanna net." This is a fiber optic network in the city that was funded in a joint effort between the city and CIC. The Gahanna CIC also manages an entrepreneur center to provide residents cheap office space to house their business with the intent of retaining entrepreneurs in Gahanna.

# FORGIVEABLE LOANS

## WHAT IS IT?

Forgivable loans are loans that municipalities can make to private businesses which have the potential to become a grant if certain benchmarks are achieved. These loans should be constructed in a way that the municipality can recoup most if not all of their investment if the benchmarks are met. For example, a municipality could provide a \$20,000 loan to assist the funding of installing a new elevator with the benchmark that the second story must be 75 percent occupied within 2 years. Let's assume this will create 25 new employees, with an average annual salary of \$45,000. Given a 2 percent income tax rate this will create a \$22,500 increase in income tax revenues. Therefore the municipality will make its initial investment back in under 1 year.

## WHAT CAN IT BE USED FOR?

Forgivable loans can be used for many things. Primarily they are used to fund property improvements and job creation efforts. This can be done by increasing the accessibility of buildings, improving signage, or increasing square footage. Forgivable loans should only be provided to businesses that have demonstrated the commitment to stay in the municipality in order to incentivize other businesses to do the same.

## CASE STUDY:

Upper Arlington operates a forgivable loan program. They provide these loans to new and existing businesses that are committed to remaining in Upper Arlington. They utilize this tool for job creation and property improvement efforts. When providing a forgivable loan they investigate annual income tax, project investment, and the number of jobs created in order to determine the proper loan amount and terms.



# TAX CREDITS

## WHAT IS IT?

Tax credits are a dollar for dollar savings on a business' or individual's income tax liability. These are offered at federal, state, and local levels. Municipalities can create their own income tax credits in order to increase private investment. Ohio laws allows for municipal income tax credits for two reasons. First, a credit may be issued to businesses that foster new job growth. Second, they may be issued to businesses in order to foster job retention.

Municipalities can also act as an educator to local businesses by informing them about state and federal income tax credits that may be applicable to them.

## WHAT CAN IT BE USED FOR?

Tax credits are an economic development tool that have a wide range of uses. There are federal income tax programs which provide credits for small businesses who have performed certain physical improvements of their building, such as accessibility or energy efficiency. Programs like these make projects, that would otherwise be too expensive, affordable to smaller businesses. There are also state programs such as the Earned Income Tax Credit (EITC) which provide credits to low and moderate income individuals and couples. Ohio limits the use of municipal income tax credits to job growth and retention.

## CASE STUDY:

The federal income tax credit found in 26 U.S. Code § 44 provides a business income tax credit for eligible small businesses that have invested in accessibility improvements to their building. The maximum amount of this credit is \$10,250 and can only be used to cover 50 percent of the total expenses of the project. Credits such as this provide assistance to business owners occupying space built pre ADA. Many small businesses are unable to gain ADA compliance without some sort of financial assistance.

# ACCESS TO CAPITAL: REVOLVING LOAN FUND

## WHAT IS IT?

New businesses require capital in order to be successful. One of the best ways for a government agency to provide assistance is through the use of a Revolving Loan Fund (RLF). This is a self-replenishing pool of money that can be used to assist businesses in a defined area. Funds for new loans are made by the repayment of principal plus interest of old loans. Typically, RLF's assist businesses having difficulty accessing credit due to being viewed as high risk. This is a common problem with startups and new business owners who lack the credit and financial standing to pursue traditional forms of financing. RLF's can exist at federal, state, and local levels of government. Many RLF's are a combination of federal, state, local, and even private investment. However, greatest flexibility is maintained if it is strictly funded locally.

## WHAT CAN IT BE USED FOR?

RLF's and access to capital tools can be used to provide credit options to new businesses that are unable to secure funding through traditional methods. They can be used to provide operating capital, acquisition of land and buildings, new construction, façade and building renovations, landscape and property improvements, and the purchase of machinery or equipment. The length and terms of the loan will depend on the use of the money as well as the amount requested. Most loans made from RLF's include performance measures such as job creation, or tax revenue increases. These measures are put in place in order to ensure the success of the RLF as an economic development tool.

## CASE STUDY:

Franklin County currently operates two revolving loan funds; The Micro-Enterprise Loan Program, and The Franklin County Growth Fund. The former is used to spur development of smaller business and can provide loans of up to \$15,000. The latter is used by medium to large businesses and can provide loans between \$15,000 and \$250,000. Both of these RLF's are focused on attracting new businesses and jobs to Franklin County.

# FAÇADE PROGRAM

## WHAT IS IT?

A Façade Program is typically run by a municipality or other local government agency. It is used to provide financial assistance to businesses who improve the physical appearance of their buildings. This financing is typically provided in the way of loans, although some municipalities have allowed for the use of grants. This allows small businesses to get financing that they may not be able to get through traditional methods; often time borrowers receive a lower rate than they would from a bank. These programs are typically geographically bound to a specific neighborhood, street, or block.

## WHAT CAN IT BE USED FOR?

Façade Programs are used to improve the physical aesthetics of an area. They can be used to finance signage improvements, new siding, new windows, and many other aesthetic improvements to visible areas of buildings. These programs can be used in conjunction with design overlays in order to obtain the determined vision for a corridor.

Façade Programs are useful in older districts that have seen little redevelopment. Implementing a Façade Program can improve the deteriorating aesthetics of an area which can lead to increased investment.

## CASE STUDY:

The City of Worthington operates a very successful Façade Program called ReCAP. They offer financing via grants and no-cost loans in order to make investment as cheap as possible for local businesses. Incentives have ranged between \$5,000 to \$25,000 and typically cover half of the total expenses. Worthington has focused this program on their Huntley Road and Proprietors Road corridor in order to spur job growth in an area that has seen little redevelopment since the 1980's.

Waynesboro, Pennsylvania operates a Façade Program through their CIC. This is a temporary program that has created over \$40,000 for Main Street businesses to add signs, awnings, doors, or paint to their buildings. Applicants are eligible to receive up to 50 percent of the costs of improvements. This program targets physical improvements of the parts of structures visible from Main Street.





# CONCLUSION



This economic development plan provides the tools and directions to greatly enhance Marble Cliff's economic strength. Marble Cliff has already received guidance from an Ohio State University studio group and Planning Next, a Columbus based strategic planning firm. Many of the recommendations in these plans have been adopted and the benefits can already be seen. This plan is the next step in improving the economic strength of Marble Cliff and will work to solidify the revenue base for years to come. It recommends that Marble Cliff acts as an educator, supports the redevelopment of structures, and much more. There are many tools included in this plan that can be used to achieve these efforts. It is up to Village officials to determine which are best for the community. The open and progressive nature that Marble Cliff has shown in the past will be of great benefit when it comes to implementing these recommendations. The Village may be small, but its potential is great.





# APPENDIX I

## Adeleah

Address: 1989 W 5th Ave, Studio #1
Phone: (740) 248-3347
Contact Name:

## Allvera Beauty

Address: 2079 W 5th Ave
Phone: (614) 914-5092
Contact Name:

## Anthony Thomas Chocolates

Address: 1941 W 5th Ave
Phone: (614) 358-4761
Contact Name: Candy

## BackScatter

Address: 1885 W 5th Ave 2nd Floor
Phone: (614) 787-1763
Contact Name: Scott Humphrey

## Body Health Massage

Address: 1885 W 5th Ave 2nd Floor
Phone: (614) 284-4520
Contact Name: Kris

## Cambridge Tea House

Address: 1885 W 5th Ave
Phone: (614) 486-6464
Contact Name: Mary Boesch

## Coastal Ridge Real Estate

Address: 2200 W 5th Ave
Phone: (614) 339-4608
Contact Name:

### Collamore Built

Address: 2015 W 5th Ave
Phone: (614) 824-4978
Contact Name:

### Consulting Psychological Services John M. Showalter

Address: 1971 W 5th Ave, Suite #2
Phone: (614) 488-6285
Contact Name:

### Cutco Cutlery

Address: 2015 W 5th Ave
Phone: (800) 828-0448
Contact Name:

### David Sichko Nationwide

Address: 1885 W 5th Ave
Phone: (614) 481-5869
Contact Name: David Sichko

### Doug Yglesias State Farm

Address: 2109 W 5th Ave
Phone: (614) 488-3388
Contact Name:

### FKP Architects

Address: 2015 W 5th Ave
Phone: (614) 715-8206
Contact Name:

### Fleurish

Address: 2125 W 5th Ave
Phone: (614) 674-6251
Contact Name: Debra Campbell

### FW Sullivan Associates Inc

Address: 1989 W 5th Ave, Studio #4
Phone: (614) 486-7900
Contact Name:

### Giovannas Salon

Address: 1885 W 5th Ave
Phone: (614) 488-5757
Contact Name: Joanna

### Grandview Barber Shop

Address: 1989 W 5th Ave, Studio #9
Phone: (614) 487-1613
Contact Name:

### Jenny Young LMT Glow by Carey

Address: 1989 W 5th Ave, Studio #1
Phone:
Contact Name:

### Kristin Criss Remax

Address: 2109 W 5th Ave
Phone: (614) 456-9999
Contact Name:

### Landmark Survey Group

Address: 2099 W 5th Ave
Phone: (614) 485-9000
Contact Name:

### Meyer Bennett Creative

Address: 2109 W 5th Ave
Phone: (614) 485-9913
Contact Name:

### N Carol Insurance Agency Inc. GTL Student Accident Insurance

Address: 1989 W 5th Ave, Studio #6
Phone: (614) 486-1666
Contact Name:

### Ohio Business Week Foundation

Address: 2099 W 5th Ave
Phone: (614) 488-6327
Contact Name:



### Olgas Music Academy

Address: 1989 W 5th Ave, Studio #8
Phone: (614) 547-3125
Contact Name:

### PDS Planning

Address: 2200 W 5th Ave
Phone: (614) 481-8449
Contact Name: Rita

### R&L Photo Lab

Address: 2125 W 5th Ave
Phone: (614) 486-2576
Contact Name:

### RDM International Ltd.

Address: 1989 W 5th Ave
Phone:
Contact Name:

### Remax Resource

Address: 2109 W 5th Ave
Phone: (614) 448-2888
Contact Name:

### Ronald M Principi Dental

Address: 1955 W 5th Ave
Phone: (614) 488-3134
Contact Name:

### Second Floor Studios

Address: 1989 W 5th Ave, Studio #3
Phone: (614) 363-4155
Contact Name:

### Studio 1 Massage

Address: 1989 W 5th Ave, Studio #1
Phone: (740) 973-4401
Contact Name:

### Team Dynamix

Address: 2200 W 5th Ave
Phone: (877) 752-6196
Contact Name:

### Vector Marketing

Address: 2015 W 5th Ave
Phone: (614) 485-9443
Contact Name:

### Vidmar and Hardesty Ltd.

Address: 1971 W 5th Ave, Suite #4
Phone: (614) 515-5500
Contact Name:

### WRM

Address: 1971 W 5th Ave
Phone:
Contact Name:

### Zipline Logistics

Address: 2300 W 5th Ave
Phone: (614) 458-1144
Contact Name: Bethany Kramer





# APPENDIX II

## **Marble Cliff Commercial Overlay:**

**Purpose:** The purpose of the Marble Cliff Commercial Overlay (MCCO) is to support economic development and create a more walkable, vibrant, and aesthetically pleasing atmosphere along the 5<sup>th</sup> Avenue business corridor. The corridor lacks architectural uniformity and has varying setback and parking applications. Improving these conditions will make the corridor more inviting to residents as well as create an environment which fosters attraction of future development. Future development should incorporate the standards found in this overlay as well as architectural styles that are in keeping with the residential nature of the Village. The objectives of the overlay are as follows.

1. Establish appropriate setbacks to encourage walkability and improve aesthetics.
2. Promote architectural consistency to clearly define the corridor.
3. Improve the visual quality of parking through the use of screening and rear lots.
4. Enhance connectivity between businesses and residents.
5. Improve the attractiveness of the corridor for future development.

## **Applicability:**

- The MCCO only applies to properties zoned B-1. This includes retail, restaurants, offices, and medical uses.
- The MCCO does not apply to existing structures, or structures undergoing maintenance and in-kind replacement of materials. However, considerations should be made to incorporate overlay standards.
- Existing structures must adhere to the MCCO if they undergo a large renovation. This would include:
  - The addition of a parking lot.
  - Building expansion or renovation of 50 percent or greater.
  - Exterior façade improvements will not require adherence.
- All new construction in the corridor must adhere to the MCCO
- The MCCO will work in conjunction with the existing zoning found in Chapter 154 of the Village Code. The MCCO shall overrule base zoning if the two should discuss the same matter.

## **General Design Standards:**

1. Buildings are to be set no more than 15 feet from the public right of way of the primary street, 50 percent of the building may be granted an additional 5-foot setback to accommodate a public-private space such as an outdoor dining area.
2. Buildings must have a minimum width of 60 percent of the lot width.
3. At least 50 percent of the front elevation between 2 and 10 feet must be non-tinted window glass.
4. Front doors must be placed on the building's primary elevation
5. Extension of sidewalks to buildings must be at minimum 6 feet wide.

6. A building frontage exceeding 50 feet must incorporate varied setbacks and architectural designs in order to add interest to the façade.
7. Drive thru's are not permitted in the MCCO
8. Buildings must be at least 2 stories tall. If a building is only 1 story tall it should incorporate architectural elements that make it appear as if it has a second story.
9. Buildings are not to exceed 4 stories. 3<sup>rd</sup> and 4<sup>th</sup> stories should be stepped back from the building front.
10. All roofs must be peaked. If a flat roof is used, it must incorporate elements to make it appear peaked from the streetscape.

### **Landscape and Screening:**

1. All parking must be screened from streets with natural shrubs that are at least 3 feet tall.
2. All parking must be screened from residential properties that sufficiently block light and noise. Additional lighting restrictions can be found in Village Code 154.060.
3. Loading areas visible from the public right of way should be screened by plants or a structure with a minimum height of 6 feet.
4. Dumpsters visible from the public right of way should be screened by plants or a structure that is at least 1 foot taller than the dumpster.
5. Front lawns between the right of way and building should be planted with grass and well maintained.

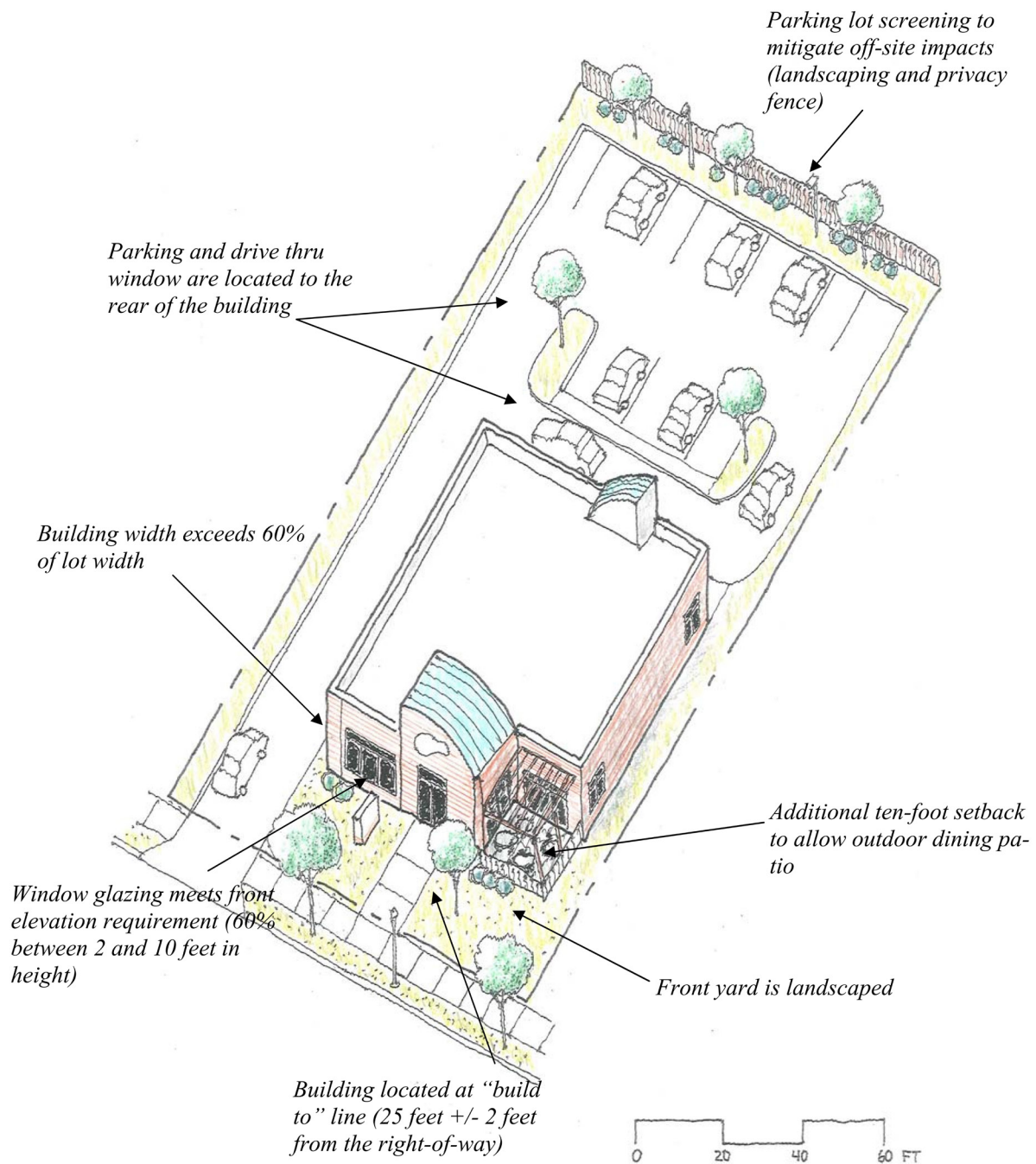
### **Parking:**

1. All parking must be to the rear or side of the building. No parking is permitted ahead of the front building line.
2. One drive aisle is permitted between the right of way and building.

### **Graphics and Signage:**

1. All signs shall be on the premise of the building they identify.
2. All signs shall only contain the business name, address, logo, business function, and clearly display "Village of Marble Cliff."
3. The following signs are permitted in the corridor:
  - a. Ground or monument
  - b. Projecting
  - c. Wall
4. For non-permitted signs please visit Village Code 154.125.
5. For sign color and lighting restrictions please visit Village Code 154.125.
6. Only one ground sign is permitted per building. This sign may contain the names of all businesses located on said property. It must be constructed with wood, stone, or metal.
7. One projecting sign is permitted per business. This sign must be constructed of wood or metal, and be at least 9 feet above ground level.
8. One wall sign is permitted per business. The sign must be constructed with wood or metal, and may not exceed one square foot for every linear foot of business frontage.
9. Each business is permitted to use a monument sign as well as either a wall or projecting sign.
10. All signs must clearly display the buildings address or address range.





*The Columbus Community Commercial Overlay is very similar to the proposed MCCO.*





# APPENDIX III

## Forgivable Loan Analysis Example Using 2300 West 5th Avenue:

Loan amount of \$35,000 will be disbursed immediately to the property owner of 2300 West 5th Avenue for the installation of an elevator to improve upon the ADA accessibility of the building. The loan terms will be 10 years with an interest rate of 1 % above prime. Loan payments will be made until proof is provided that certain targets have been met.

These targets include:

1. Second floor occupancy of at least 50 percent
2. New income tax revenue in excess of \$15,000 annually
3. Signature of, at minimum, 10 year leases by all new tenants

If proof of achievement of these targets is provided to the Village by the end of the 10-year terms of this loan, the Village will consider the loan a grant. The Village will then provide installment payments which, in total, will equal the sum the property owner has paid on the loan. Any remaining loan balance will be forgiven.

The amount for the loan was determined by the benefit analysis found below:

Analysis of Potential Revenues From Space Currently Vacant at 2030 West 5th Avenue

Percent Occupied	Square Footage	Area Per Employee	Average Salary	Payroll	Income Tax Rate	Annual Income Tax
100%	8,397	250	\$50,000	\$1,679,400	2%	\$33,588
50%	4,199	250	\$50,000	\$839,700	2%	\$16,794
25%	2,099	250	\$50,000	\$419,850	2%	\$8,397
Income Tax Collected By Year						
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>		
\$33,588	\$67,176	\$100,764	\$134,352	\$167,940		
\$16,794	\$33,588	\$50,382	\$67,176	\$83,970		
\$8,397	\$16,794	\$25,191	\$33,588	\$41,985		
1 Square Foot of Space Occupied = \$4 Annual Income Tax Increase						





# APPENDIX IV

## B-1 Zoning:

### Permitted Uses:

The following list contains uses permitted in the B-1 zoning district. This list is neither exclusive nor exhaustive and the Village Council retains the authority to decide if an unnamed use warrants inclusion.

#### A. Uses allowing dwelling units above the primary use including:

##### Commercial:

- Baked Good Stores
- Barber Shops, Beauty, and Nail Salons
- Bicycle Shop
- Book Store
- Butcher Shop/Meat Market
- Florist
- Fruit and Vegetable Market
- Ice Cream Shop
- Photographic Services
- Spa Services
- Specialty Food Store
- Tailor

##### Offices for Administrative and Support Services:

- Administrative and Support Services
- Business Service Centers and Support Services
- Collection Agencies
- Professional Employer Organizations

##### Offices for Health Care and Social Services:

- Chiropractors
- Dentists
- Mental Health Practitioners
- Optometrists
- Physical, Occupational, and Speech Therapists and Audiologists
- Physicians
- Podiatrists
- Social Services
- Surgeons



#### Offices for Finance and Insurance:

- Brokerage, Commodity, and Securities Exchanges
- Claims Adjusting Offices
- Commodity Contracts Brokerage and Dealing
- Fire, Marine, and Casualty Insurance
- Health, Life, Medical, Accident, and Property Insurance
- Insurance Carriers and Agents
- Mortgage and Non-Mortgage Loan Brokers
- Trusts, Estates, Fiduciary, and Agency Accounts

#### Organizations and Associations:

- Business, Professional, Labor, Political Organizations
- Civic, Social, and Fraternal Associations
- Conservation, Environment, and Wildlife Organizations
- Human Rights Organizations
- Labor Unions
- Local, County, State, and Federal Government
- Political Organizations
- Social Advocacy Organizations

#### Business Offices for Professional, Scientific, and Technical Services:

- Accounting and Bookkeeping Services
- Advertising Services
- Administrative and General Management Consulting Services
- Architectural, Drafting, Engineering, Graphic, and Landscape Design Services
- Building Contractors
- Certified Public Accountants
- Computer Centers, Programming, and System Design Services
- Human Resources
- Lawyers and Legal Services
- Management, Companies and Enterprises, and Consulting Services
- Real Estate Agents and Brokers
- Surveying and Mapping Services
- Tax Preparation Services

#### Financial Services:

- Credit Unions
- Personal Banks

Conditional Uses:

Uses in this section are allowed with Village Council approval. This list is neither exclusive nor exhaustive and the Village Council retains the authority to decide if an unnamed use warrants inclusion.

A. Uses allowing dwelling units above the primary use including:

Personal Services:

Nursery or Daycare Center

Commercial:

Cafes and Restaurants

B. Uses not allowing dwelling units above the primary use including:

Lodging:

Owner or Manager Occupied Bed and Breakfast

Personal Services:

Animal Hospitals and Clinics

# SOURCES

Columbus Neighborhood Commercial Overlay  
Columbus Urban Commercial Overlay  
Columbus Zoning Code (C-1:C-4)  
Grandview Heights Community Plan  
Grandview Heights Comprehensive Annual Financial Report (2007-2013)  
Granville Commercial Zoning Code  
Marble Cliff Comprehensive Annual Financial Report (2007-2013)  
Marble Cliff Strategic Plan (2015)  
Reynoldsburg Historic Commercial Overlay  
Upper Arlington Comprehensive Annual Financial Report (2007-2013)  
Upper Arlington Master Plan  
US Census  
Village of Marble Cliff Comprehensive Plan (2013)  
Whitehall Commercial Overlay  
Worthington Comprehensive Plan

