

Southwest Focus Area Plan

City Of Delaware, Ohio

AMENDED MAY 2025

SOUTHWEST FOCUS AREA PLAN

City of Delaware, Ohio

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Kent Shafer	Vice Mayor
Catlin Frazier	Council Member At-Large
Linsey Griffith	Council Member Ward 1
Stephen Tackett	Council Member Ward 1 (Former)
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A SPECIAL THANKS TO

The stakeholders and community members who dedicated their time and attention to this important process.

A LETTER TO THE COMMUNITY

It is an exciting time for the City of Delaware. The City is thriving as one of Central Ohio's premier communities, and continues to attract residents and businesses. In light of this growth, the Southwest Focus Area was identified as a top priority for investment and development in the Delaware Together Comprehensive Plan (2021). The Southwest Focus Area has many assets, with an existing business and industrial base, roadway and utility infrastructure, and an active airport. These qualities will be the foundation for area's further transformation into an even more significant employment generator and one of the City's next great places.

The Southwest Focus Area Plan provides specific guidance for future development, along with new zoning regulations designed to support the implementation of the plan's recommendations. The plan is centered around multiple core ideas—that the very large area can accommodate a range of complimentary uses and activities; that it is possible to capitalize on the successful businesses that exist as well as recent infrastructure investments to attract new, target industries and support quality jobs; that residential development, especially housing for the workforce, can be incorporated; and that deliberate planning can foster a vibrant mix of uses, amenities, services, and quality places that will help the area evolve into a true neighborhood.

The time horizon for this plan is ten years, and it is anticipated that development will take place in phases. The full evolution of the area, including anticipated private development and the integration of all public improvements, may take several decades. The way in which the area develops will also be impacted by regional market forces and other trends. The plan recognizes uncertainty in these forces and trends and puts forth a framework for the development of the area that balances predictability with a recognition that some uncertainty is inevitable. This framework provides residents, businesses, potential investors, and others a strong understanding of what they can reasonably expect in the area—with flexibility to allow for a variety of possible uses and activities that may be driven by changing demands and preferences.

Most importantly, the plan is about taking good stewardship of land resources in order to maximize positive impact both on the City as a whole and on the people who will spend time in the area each day. We look forward to implementing the plan and seeing its recommendations become a reality.

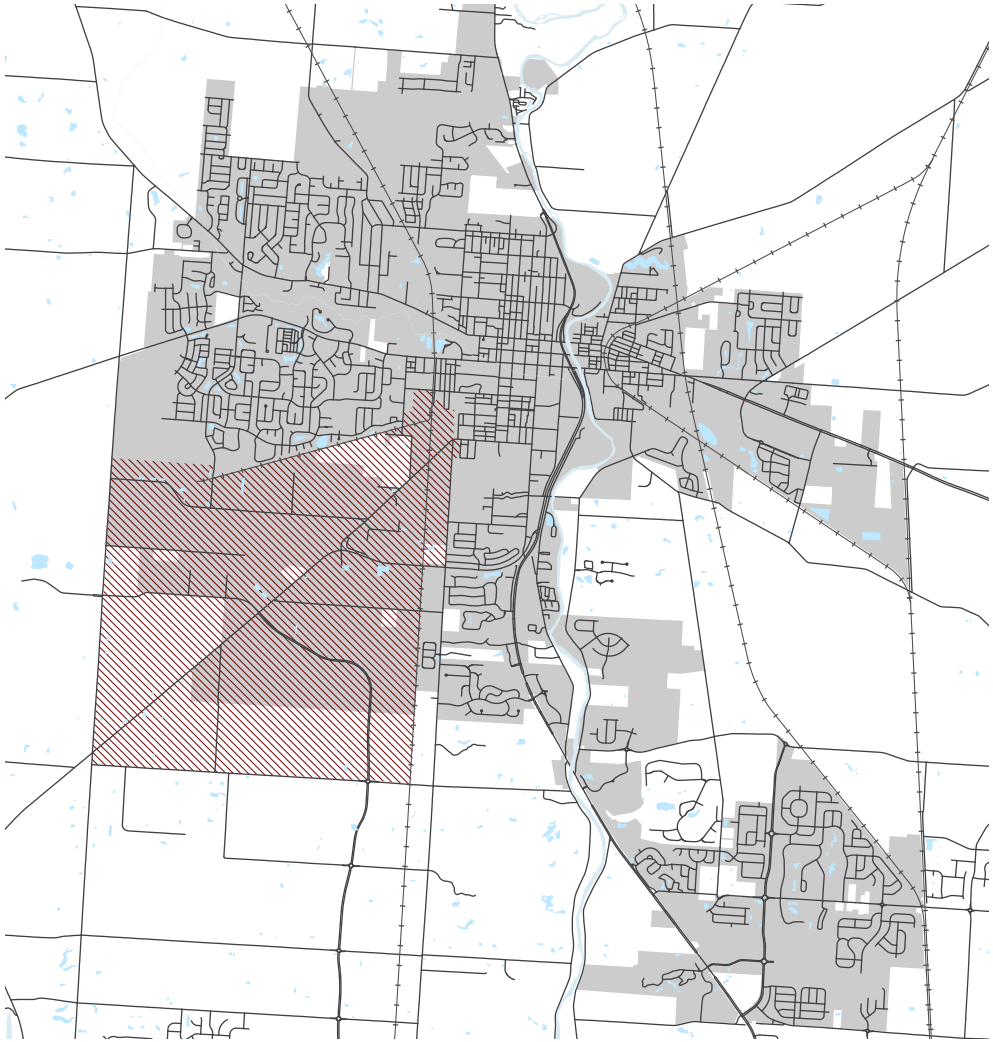


1. Introduction

1.1 MOTIVATION FOR PLANNING

The Southwest Focus Area was identified in the Delaware Together Comprehensive Plan as one of six areas needing special attention and focus to help guide future land use and development decisions. The Southwest Focus Area includes a strong existing business and industrial base that has played a major role in Delaware's economic development and fiscal health. Additionally, it contains critical assets and significant roadway infrastructure. The Southwest Focus Area Plan provides the City with a chance to create a new, vibrant part of the city with amenities and services that will attract workers and residents over the next decade, and beyond.

CONTEXT MAP, SOUTHWEST FOCUS AREA



LEGEND

- City of Delaware
- Focus Area Bundary
- Waterbodies
- Rail
- Roads

1.2 GUIDING PRINCIPLES

Guiding principles were developed early on in the planning process to explain the underlying values guiding planning in the area. They reflect sentiments shared by City Staff, a Task Force that helped guide the plan's development, and the community members who were

- Recognize distinctive character and different opportunities for sub-areas.
- Create nodes and gateways to strengthen sense of place.
- Integrate amenities to create a vibrant mix of uses and services to the benefit of local workers and residents.
- Promote land use compatibility with the County and adjacent townships.
- Accommodate flexible buildings that allow for a wide range of uses and change over time.
- Coordinate development with roadway improvements to ensure adequate site access for business needs, ease of traffic flow, and public safety.
- Explore opportunities for enhanced mobility by means other than car (transit, bicycle, pedestrian).
- Encourage workforce housing in select locations.
- Support existing business operations.
- Increase employment opportunities in growing sectors.
- Capitalize on the airport and create synergy with other uses and activities.
- Promote development that can be supported by realistic and fiscally responsible water and sewer infrastructure investments.
- Manage stormwater effectively to reduce potential impacts of flooding on businesses, residents and the natural environment.
- Leverage infrastructure in the area from a logistics standpoint (rail, proximity to smart corridor).





1.3 DELAWARE

The Delaware Together Comprehensive Plan (2021) identified six Focus Areas where significant change could reasonably be expected to occur within a decade of the plan's adoption, including the Southwest Focus Area.

GUIDANCE FOR AREA PLANNING

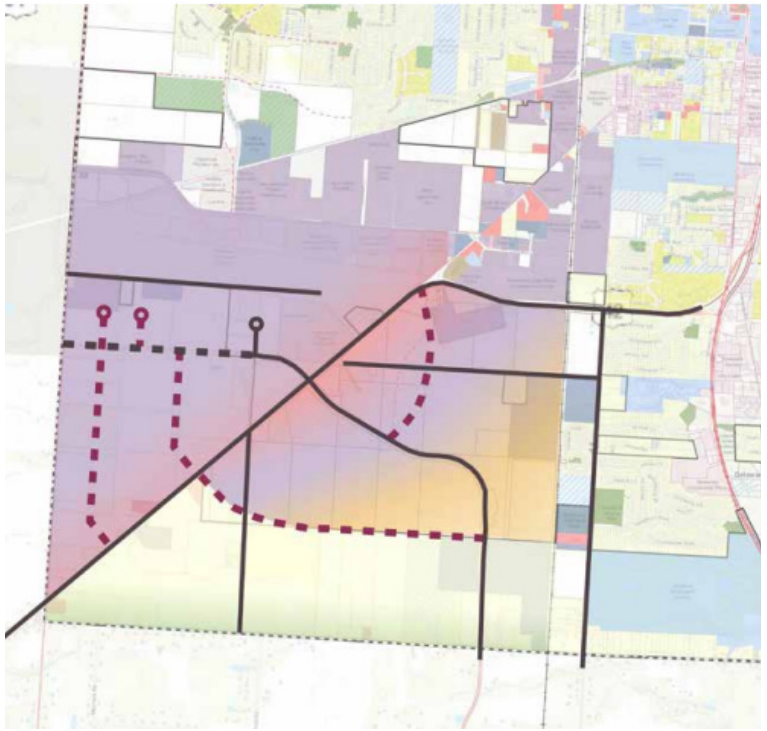
Delaware Together recognized that the southwest portion of the City included three existing business parks: the Delaware Business Park, the Innovation Park, and the Delaware Crossing Business Center; as well as the Delaware Municipal Airport. The largely undeveloped southern portion of the area was recognized as an opportunity for new development, including a mix of commercial, residential (with a focus on workforce housing), and other uses. The plan emphasized the need to ensure that new development would be coupled with enhancements to the physical environment, including streetscape improvements, nodes and gateways, as well as amenities and services, from restaurants to railways.

CONCEPT MAP AND DEVELOPMENT TYPES

Delaware Together included a concept map (right), which indicated potential future development types that could support the vision put forth for the area. The map was anticipated to be refined through a future area planning process. It included a combination of business campus, commercial corridor, and residential development types. Business campus was the primary development type anticipated, with commercial corridor primarily along US-42, and residential types more prevalent to the south and southeast of the area.

CONCEPT MAP, SOUTHWEST FOCUS AREA

FROM DELAWARE TOGETHER, 2021



Source: Delaware Together Comprehensive Plan (2021)

LEGEND

- Suburban Residential
- Suburban Mixed Use/ Traditional Small Block Residential
- Commercial Corridor (Neighborhood)
- Business Campus
- Suburban Mixed Residential
- Concept Roads

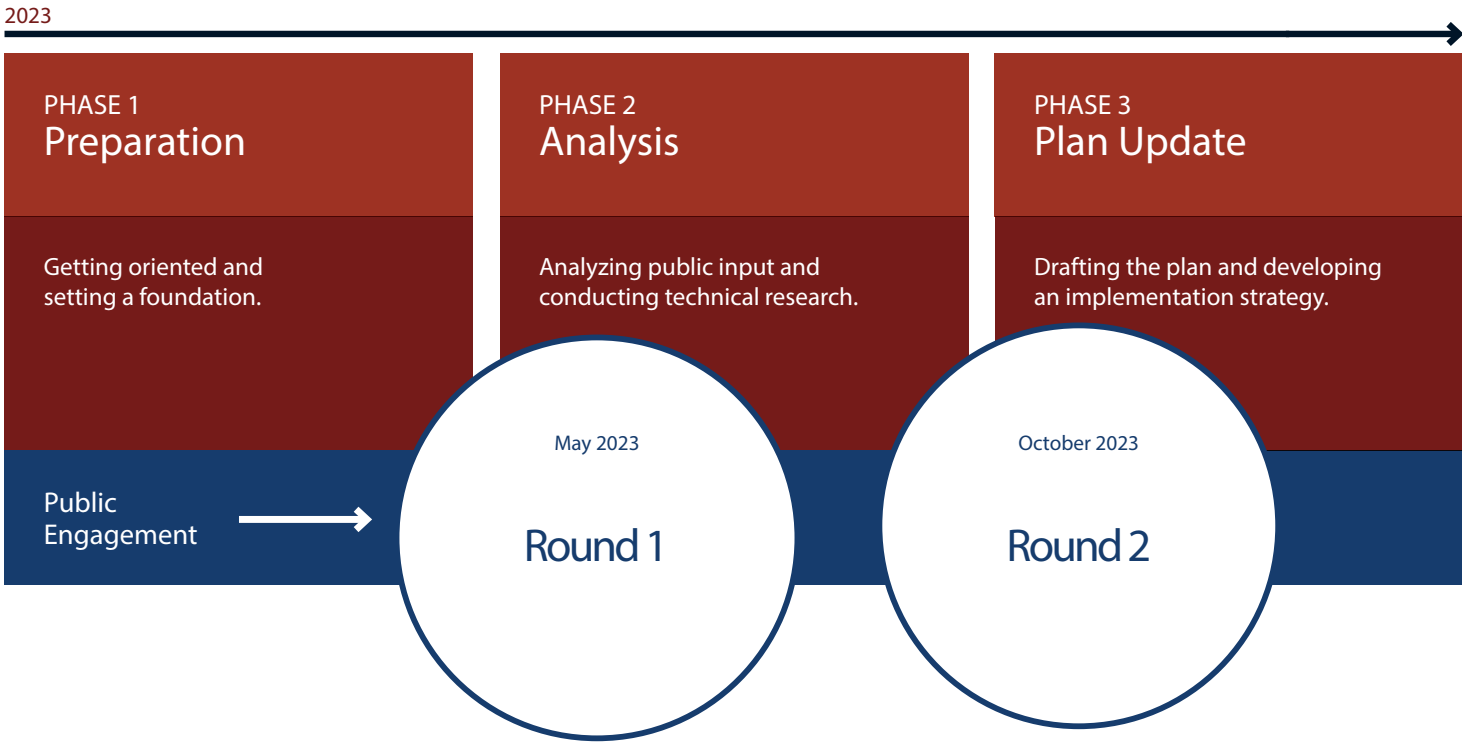
Notes: Map created in 2019. Concept roads do not reflect current thoroughfare plan. The area boundaries were adjusted as part of the Focus Area planning process.

1.4 PUBLIC PROCESS

Two rounds of public engagement were held during the planning process. Each round included opportunities for both in-person interaction and online review and comment.

TIMELINE

The planning process began in March 2023 and lasted ten months. It was shaped both by input from the community and technical research and analysis. The process included three phases of work; the two rounds of public engagement were designed to inform the second and third phases.



TASK FORCE

A Task Force was convened to provide guidance on the process and substance for the plan. The Task Force worked closely with City Staff, the consultant team, and other community members to bring insight and perspective to the planning process. They advised on the plan's substance, helping staff and the consultant team interpret technical analysis and apply it to the plan's recommendations. They also acted as spokespeople for the process and helped spread the word of the planning effort to encourage community participation. The Task Force met three times over the course of the planning process and participated in the public engagement events.



STAKEHOLDERS

Targeted meetings and interviews were conducted with stakeholders to better understand Delaware's needs, and the hopes and concerns of certain groups that would be most impacted by changes to the area. Stakeholders included major property owners, City and local Township officials, potential developers, school district officials, and others with important perspectives.



COMMUNITY MEMBERS

Members of the public were invited to participate in two rounds of public engagement. The first round of engagement was held in an open house format in May, 2023. The open house was design-focused and addressed planning and development issues in the Southwest Area. Members of the public were encouraged to share their ideas for the area on large-scale maps and display boards. The activities were also available for online/virtual participation on the project website. The second round of engagement built upon input collected from the public in the first round. The second round was also in the form of an open house and took place in October, 2023. It featured a short presentation and display boards with more evolved ideas for the area and draft recommendations. The contents of this round were also made available for comment online.



2. Framework

2.1 SOUTHWEST FOCUS AREA

The Southwest Focus Area, spanning over 3,800 acres, has long been the industrial and business hub of the City and is home to many large and small businesses of varying specialties. This area also includes the Delaware Municipal Airport and major industrial and commercial corridors including U.S. 42 and Sawmill Parkway. In addition, the area includes significant undeveloped land both within the incorporated and unincorporated portions of the City's utility boundary.

EXISTING LAND USE (see map on p. 9)

Existing land use in the northern portion of the area is primarily existing business park, categorized as industrial land use. There is also land allocated for commercial use, and a significant area allocated to the Delaware Municipal Airport, categorized as government. Agricultural and single-family uses predominate in the southern portion, in addition to some commercial and industrial (mostly vacant) uses.

EXISTING ZONING (see map on p. 10)

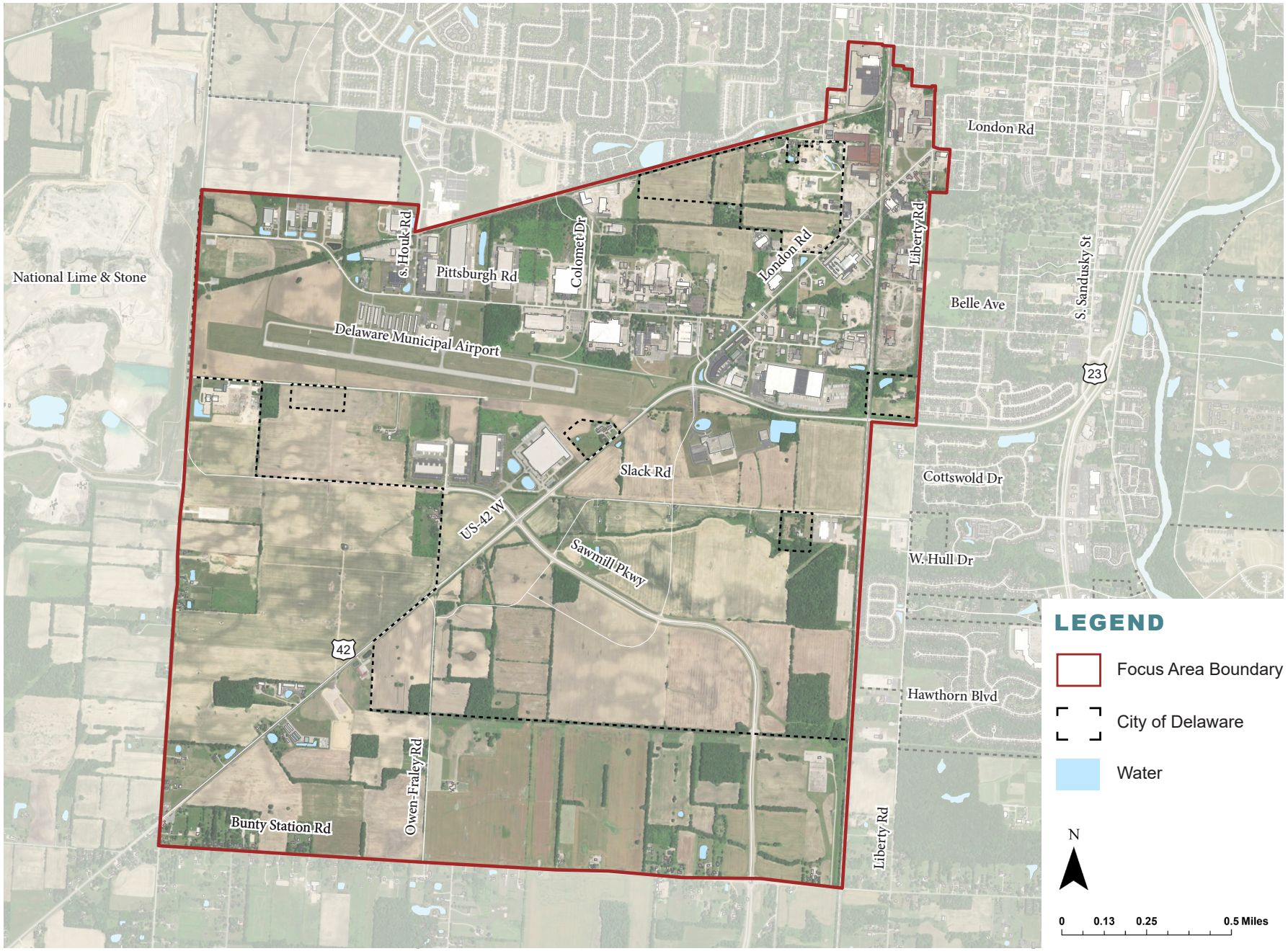
Existing zoning in the northern portion of the area is primarily general manufacturing. The southern portion of the area is a mix of primarily agricultural, farm residential, industrial, and light manufacturing. The inconsistency in zoning between the northern and southern portions of the area present a significant barrier to the pursuit of a coordinated long-range plan for the future.

EXISTING INFRASTRUCTURE (see map on p. 11)

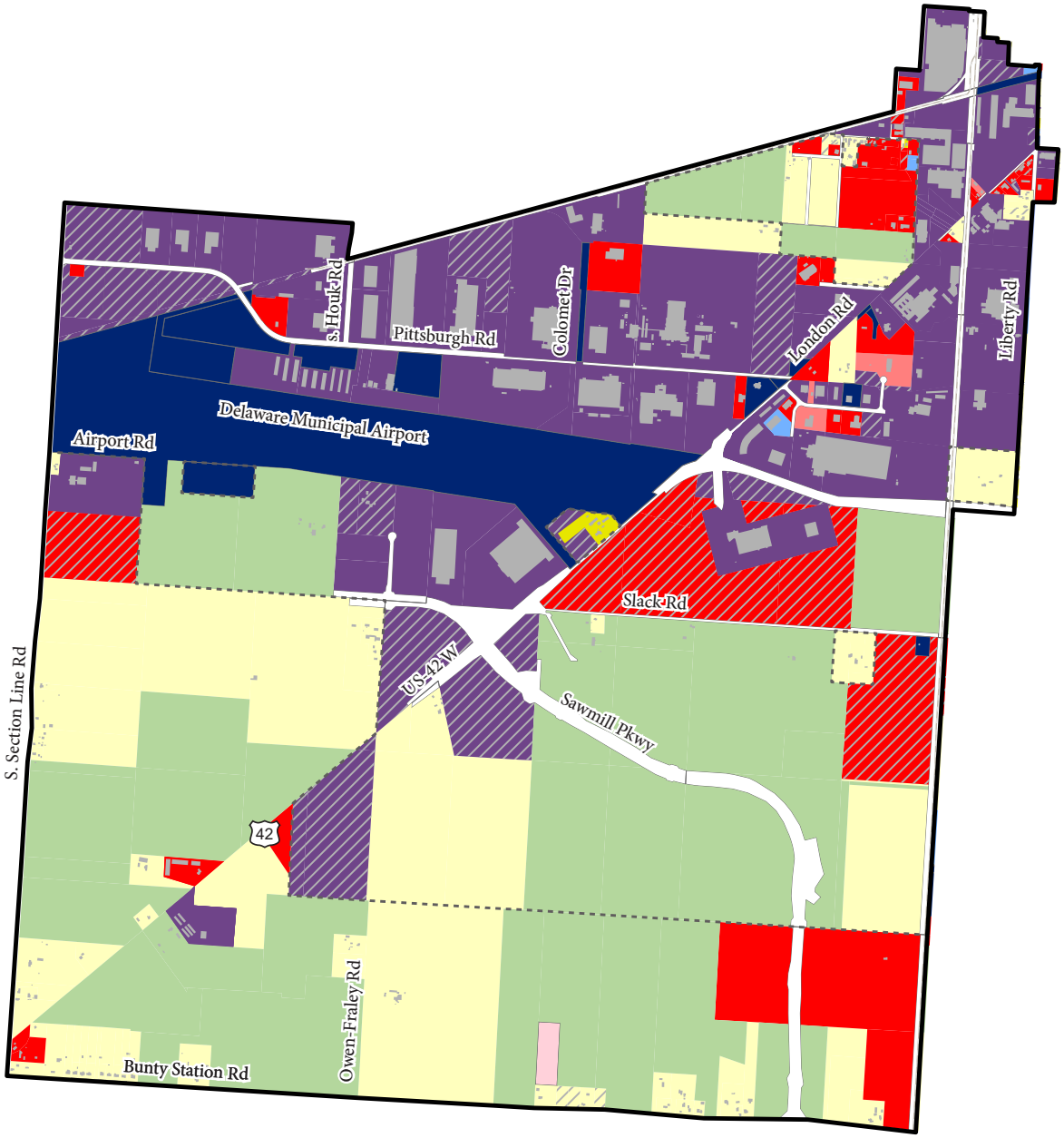
The entire area is within the City's utility boundary and is well-served by existing water and sewer infrastructure. Current uses and activities are well serviced by U.S. 42, Sawmill Parkway, Pittsburgh Drive, and London Road. Infrastructure expansion/improvements will be needed to support desired future development in

3,814	Total Acres
4,500+	Number of Employees
	Airport Averages 75 Jets Per Month
$95K	Average Value Per Currently Used Acre
	Largest Employers: PPG, ONDA, Advanced Microgrid Solutions
$172M	Potential Investment South of the Airport
.6mi	Planned of Sawmill Parkway
$3.1M	Potential New Payroll with Inno-Pak's Expansion

AERIAL MAP, SOUTHWEST FOCUS AREA



EXISTING LAND USE MAP, SOUTHWEST FOCUS AREA



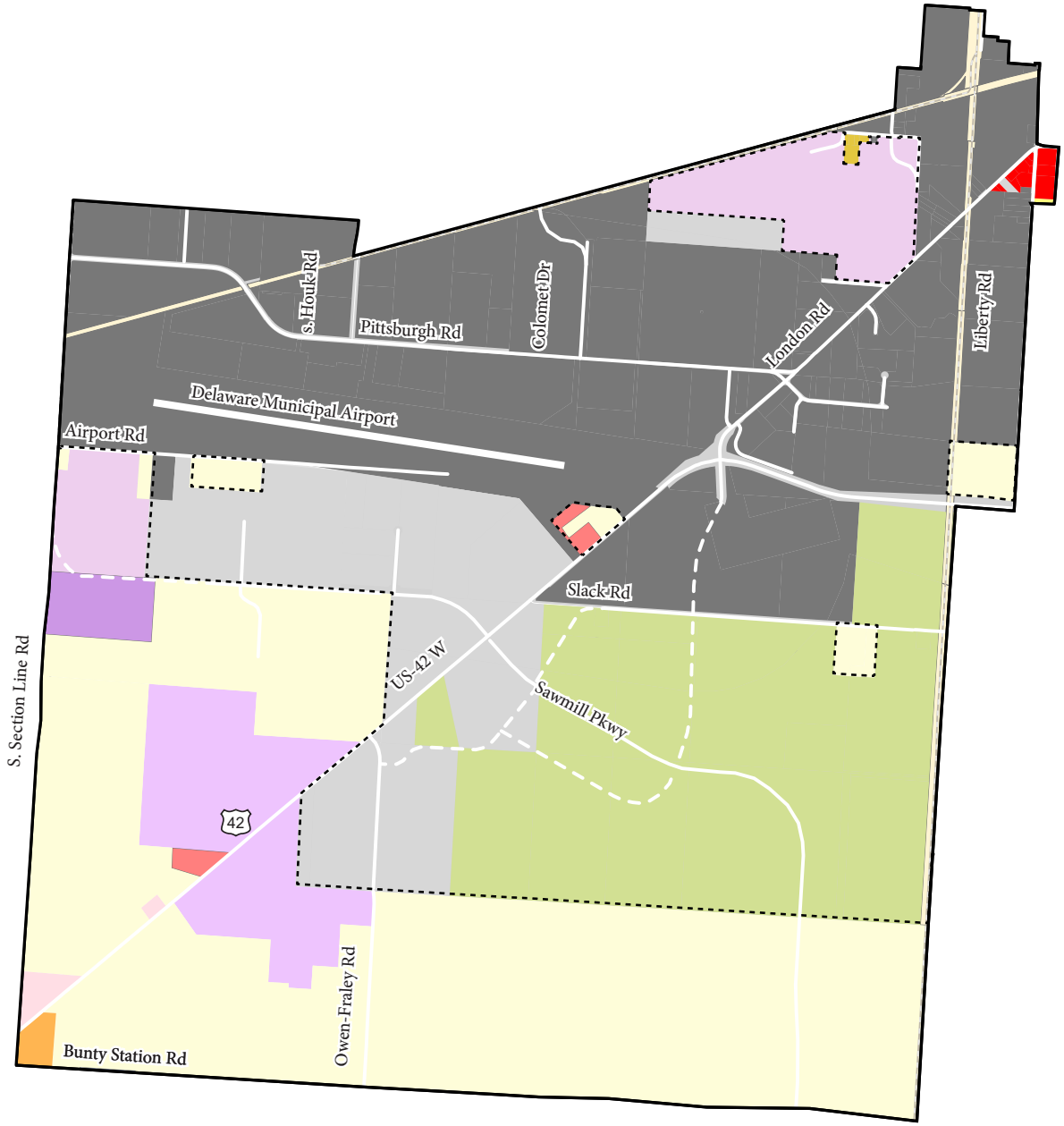
LEGEND

- Single-Family Residential
- Multi-Family Residential
- Office
- Commercial
- Agricultural
- Government
- Industrial
- Vacant Residential
- Vacant Commercial
- Vacant Agricultural
- Vacant Industrial
- Buildings
- Focus Area Boundary
- City of Delaware

N

0 0.13 0.25 0.5 Miles

EXISTING ZONING MAP, SOUTHWEST FOCUS AREA



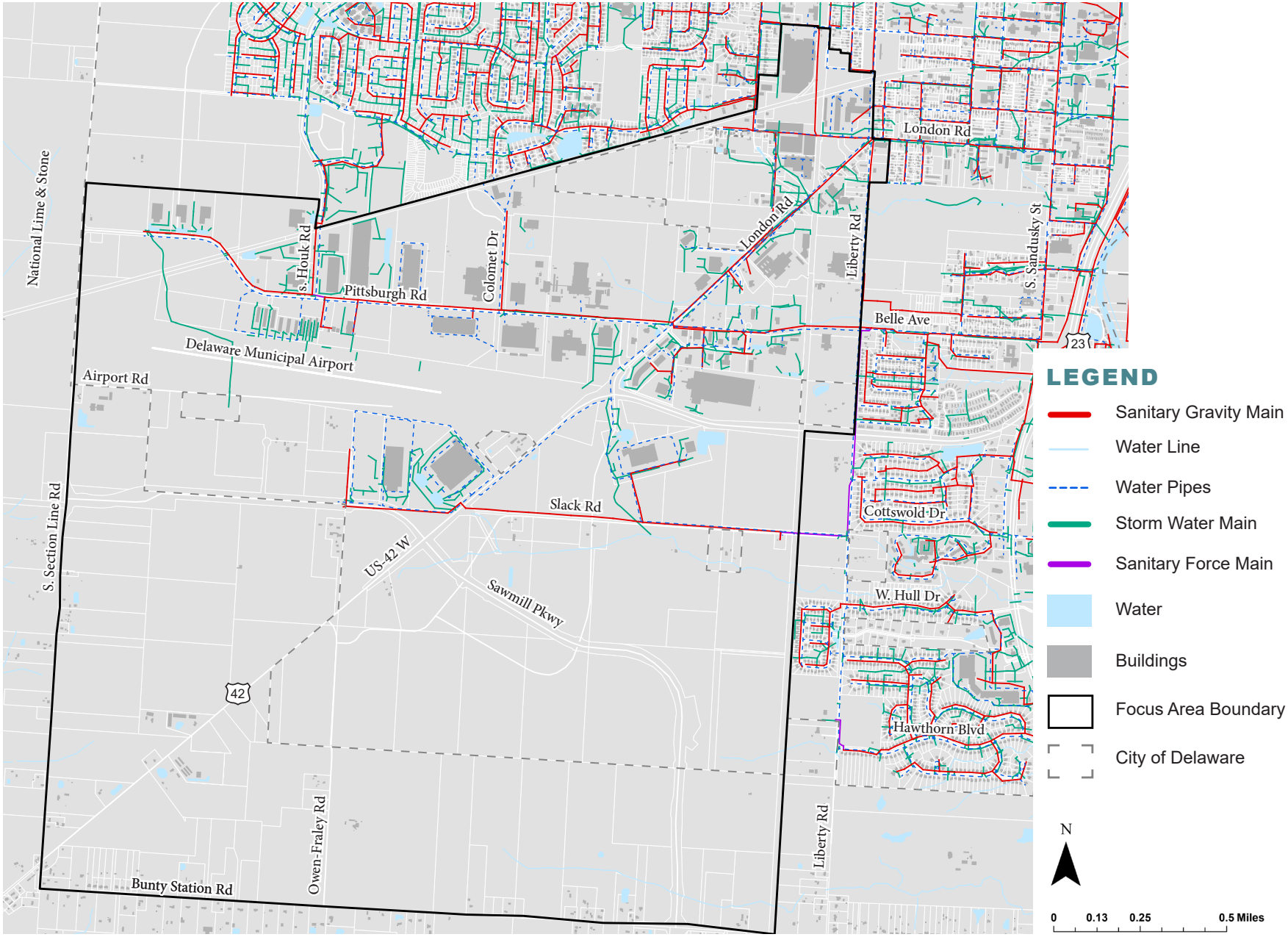
LEGEND

- Agricultural District
- Farm Residential District
- One-Family Residential District
- General Business
- Community Business District
- Industrial
- General Manufacturing
- Light Manufacturing
- Planned Commercial and Office District
- Planned Industrial District
- Focus Area Boundary
- City of Delaware

N

0 0.13 0.25 0.5 Miles

EXISTING AREA INFRASTRUCTURE MAP, SOUTHWEST FOCUS AREA



FISCAL CONTEXT

In 2022, as follow up to the Delaware Together plan, the City of Delaware engaged a consultant to conduct a fiscal analysis. This analysis assessed the City's long-term fiscal sustainability, and estimated the impact of development types put forth in Delaware Together on net revenues. It included demographic and employment projections, which are needed to project revenues and expenditures.

The study found that there is currently a structural excess of revenues over net expenditures. This continues over the current decade, but the more rapid projected growth of expenditures causes a steady decrease in the excess. The analysis identified an array of "business-type activities" that rely on user fees to be fully self-supporting. These include water, sewer, and storm sewer services; refuse services; and the Hidden Valley Golf Course. The airport within the Southwest Focus Area, also falls into this category. In addition, the plan identified street maintenance is a particular concern and need.

While a range of strategies were identified to address a potential growing gap between expenses and revenue, the document put forth that by far the most productive way to address the narrowing excess of revenues over expenses is to increase the income tax rate. However, this does not signify that the City should focus solely on revenue-generating land uses. Housing, for example, at all levels was a clearly-needed type of development in the City. Rather, the findings of the analysis underscore some of the key ideas behind the Southwest Focus Area Plan: commercial and industrial properties make a positive total contribution to the budget, but focusing on them exclusively will not yield the long-term results the City needs. A vibrant mix of uses, and a focus on placemaking opportunities, attracts visitors and new residents, and improves quality of life. Coupled with other strategies to address the cost on infrastructures and align employment with fiscal goals, the City will be well positioned to improve its fiscal position in the long term. This approach

2.2 DEVELOPMENT CONSTRAINTS

Natural and environmental features in the Southwest Focus Area, along with the existing infrastructure map presented in Section 2.1 of this plan, will influence how, where, and what type of development could move forward. In general, the area is relatively free of major development constraints, although some important constraints must be taken into consideration.

SUMMARY OF CONSTRAINTS

Topography. The land is relatively flat with few topographical features. Topography is therefore not a major constraint for the area.

Water Bodies. There are a limited number of small pond areas that should be taken into consideration relative to new development, which are depicted on the map on page 14.

Wetlands. According to the National Wetlands Inventory, there are several, small wetland areas (with a high water table and specific vegetation) that constrain development within the area. These areas are depicted on the map on page 14.

Tree Stands. Clustered wooded areas and individual trees exist on the site as depicted on the map on page 14. However, many of the existing trees are not high quality and it is reasonable that some could be removed and replaced elsewhere and with higher quality trees. A tree inventory could also be conducted to assess tree quality to help inform tree removal decisions.

Watersheds. The area is partially within the Olentangy and partially within the Scioto watershed boundary. This boundary helps to determine where and in what direction water flows, which should be taken into consideration in preparing site plans for new development.

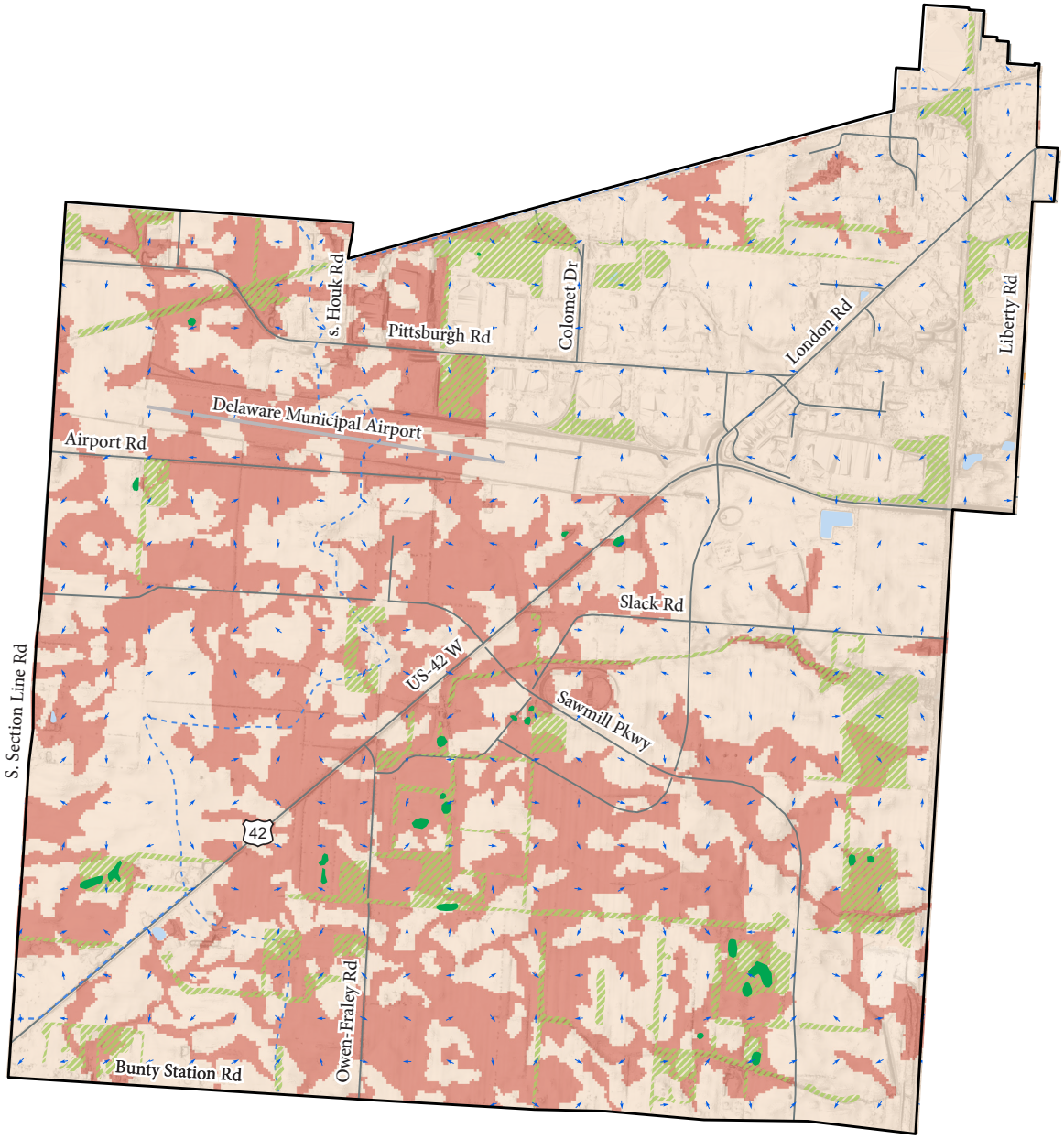
Hydric Soils. Some parcels within the site are unusable or more challenging to develop due to poor soil drainage / flat terrain. More regularly saturated areas are depicted in the map on page 14. The City should align recommendations regarding new development with its Stormwater Master Plan.

Flood Zones. This plan does not include an analysis of flood zones, but the City should consult FEMA 500 and 100-year flood maps, which can change over time, to determine if any flooding conditions must be take into consideration in planning for new development.

Soil Quality. This plan does not include an analysis of soil quality, but the City should work with the Delaware County Soil and Water Conservation District to determine if there are any soil quality-related constraints in the area that might impact new development.

Utilities. As depicted on the Existing Area Infrastructure Map shown on page 12, the developed portion of the site to the north is well-supported by water and sewer infrastructure, but infrastructure will need to be extended as development moves forward on the remainder of the site. Development will also be constrained, by high power electrical lines, utility easement, and the high-pressure gas line on the site.

DEVELOPMENT CONSTRAINTS MAP, SOUTHWEST FOCUS AREA



LEGEND

- Existing Tree Stand
- Water
- Wetlands

Hydric Soil (Percentage) *

- 4-30%
- 71-
- Roads
- Focus Area Boundary
- Watershed Boundary
- Water Follow Lines

N

0 0.13 0.25 0.5 Miles

Hydric soil: Is soil which is permanently or seasonally saturated by water, resulting in anaerobic conditions, typically found in

2.3 OPPORTUNITIES

The Opportunities Map describes the potential of specific areas with the Southwest Focus Area. It is intended to be conceptual and was created to help lay a foundation for the Future Development Types Map.

DEVELOPMENT NODE

Encourage a mix of commercial and/or mixed-use development and higher intensity of uses.

GATEWAY ENHANCEMENT

Improve frontage and add amenities to distinguish the area from other parts of the City.

LOCATION WAYFINDING

Facilitate navigation by providing signage and visual cues to help guide people to their destinations.

BIKE / PEDESTRIAN CONNECTIONS

Facilitate bicycle and pedestrian access within the focus area and beyond to help create attractive, comfortable, and safe connections.

CORRIDOR IMPROVEMENT

Enhance portions of roadways to improve access with wider travel lanes, shoulders, turn lanes, and bicycle / pedestrian infrastructure.















AMENITY ENHANCEMENT

Incorporate parks and open space uses, improved sightlines, and other amenities to create a more attractive and inviting environment.

COMMERCIAL ACTIVATION

Encourage restaurants, shops, and community-oriented uses that support residents and workers in the area.

RESIDENTIAL EXPANSION

Encourage quality housing including attainable housing to support the local workforce. Additionally, this area can include government and other civic uses.

INNOVATION

Promote a modern innovation hub that is activated, amenity rich, and connects workers, residents, and visitors.

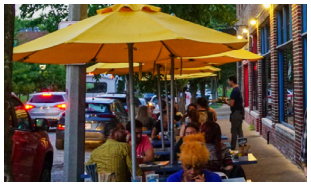
REINFORCE INDUSTRIAL BASE

Support legacy commercial and industrial sites with stable employers / workforce.

AIRPORT ENHANCEMENT

Strategically develop to maximize potential of the airport.





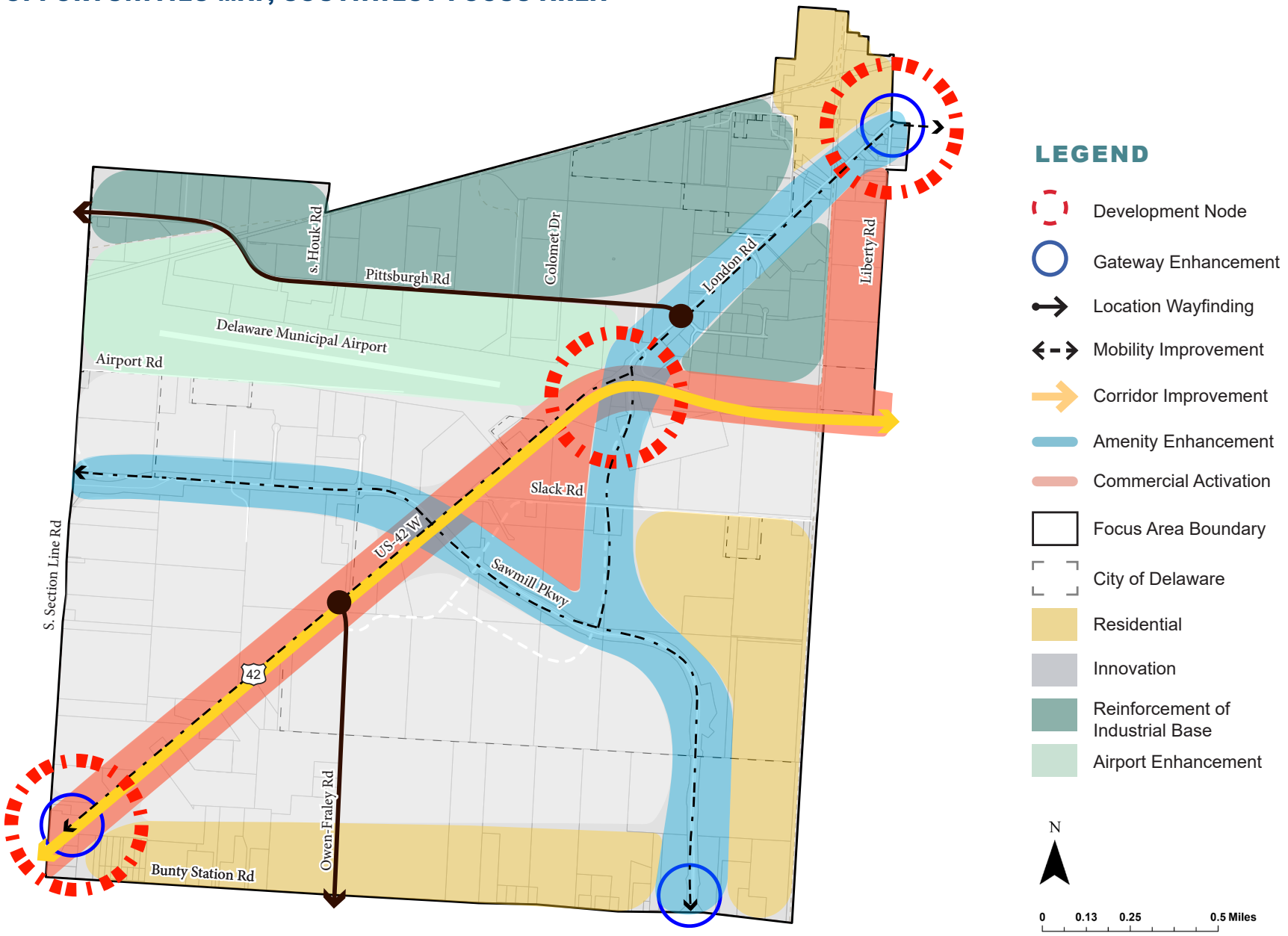


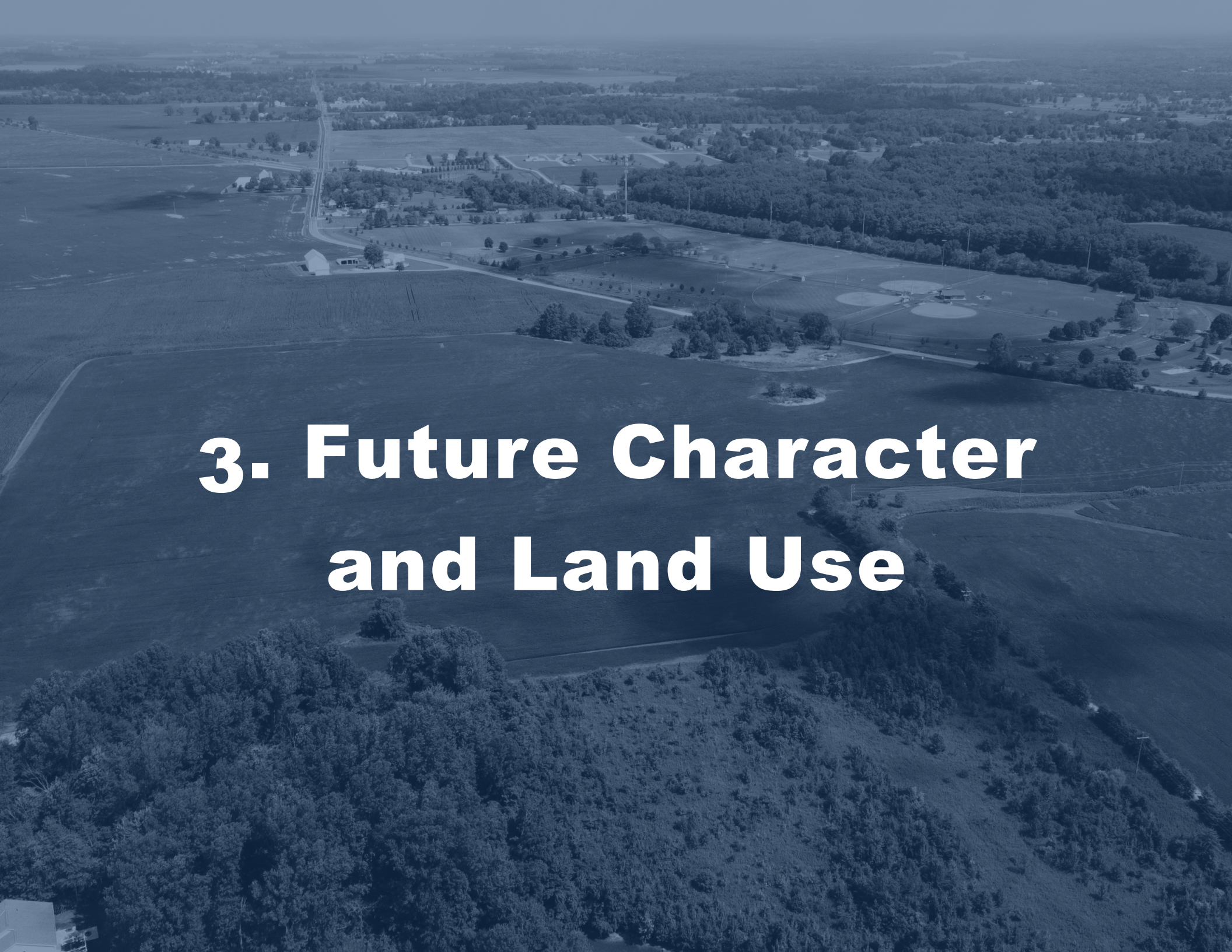







OPPORTUNITIES MAP, SOUTHWEST FOCUS AREA





3. Future Character and Land Use

3.1 FUTURE DEVELOPMENT TYPES

The Future Development Types Map on page 21 serves as a comprehensive guide to the City's vision for the development and utilization of land in the Southwest Focus Area. The development types described on pages 22-30 draw from and expand upon the development types presented in the Delaware Together Comprehensive Plan. These descriptions can be found on subsequent pages.

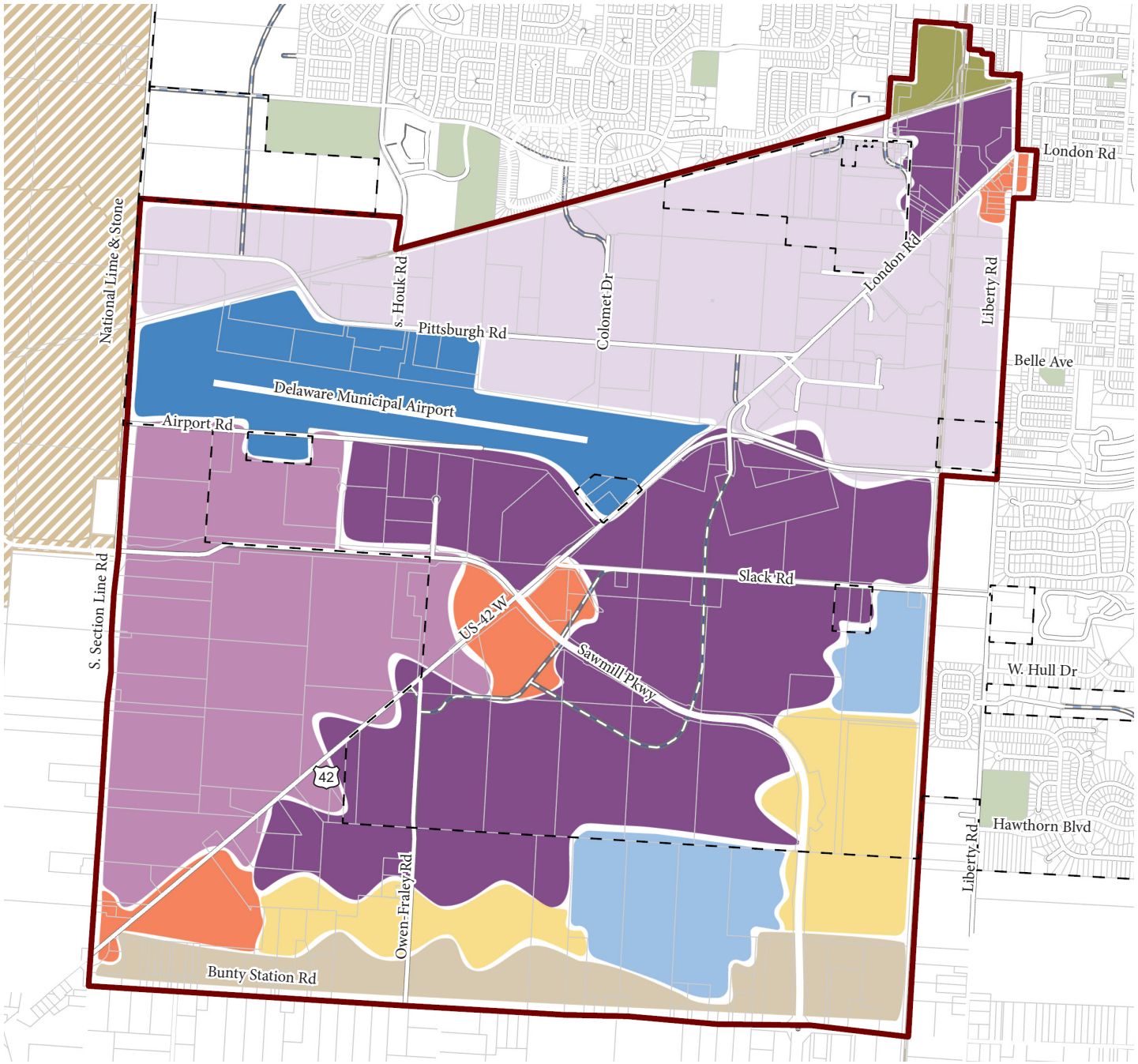
A CHARACTER-BASED APPROACH

This plan takes a character-based approach to shaping future development of the City. While the Future Development Types Map includes both primary and secondary land uses in each character type, it also shows the built form that is desired in each area.

There are a number of advantages to a character-based approach, as opposed to a more conventional approach focused only on land use, including the following:

- It describes an overall intent for each development type, which helps staff, Planning Commission, City Council, developers/builders, and the public understand whether a particular development fits the spirit of the character type;
- It sets clearer expectations about the physical characteristics of development in an easy-to-understand format which conveys standards for new development that can be used to assess how well a development aligns with community character;
- It indicates the key infrastructure (such as sidewalks, streetlights, signage and landscaping) that would be beneficial or expected in a particular area;
- It establishes a foundation for zoning code updates and other regulations; and
- It allows for flexibility as the development type map is not aligned to specific parcel lines or set boundaries, taking

FUTURE DEVELOPMENT TYPES MAP, SOUTHWEST FOCUS AREA



LEGEND

- Corridor Commercial - 103 acres
- Industrial Campus (Traditional) - 874 acres
- Business Campus (Multi-Use Innovation) - 586 acres
- Business Campus (Innovation) - 1,049 acres
- Business Campus (Airport) - 323 acres
- Suburban Mixed Residential - 33 acres
- Suburban Mixed Use / Traditional Small Block - 244 acres
- Suburban Residential - 211 acres
- Government Campus - 199 acres
- Focus Area Boundary
- City of Delaware
- Roads

N

0 0.13 0.25 0.5 Miles

Notes:
Sub-Areas are not intended to follow specific parcel lines.
Acreage excludes roads.

Corridor Commercial

Commercial frontage development is intended to serve the community at large, and is typically located along major corridors or intersections. Uses may include retail, office, services, restaurant, recreation, and other uses in varying scales. Screening walls or landscaped berms are to be used between these areas and adjacent neighborhoods. Upgraded design is expected in keeping with other such areas in the City.

INTENT

- Incorporate buildings that can accommodate a range of desired functions, providing amenities and services to the area and surrounding neighborhoods.
- Support quality building design in terms of architecture, materials, and site features like lighting and landscaping.
- Promote design for various modes of transportation (walk, bicycle, automobile, transit) to enhance connectivity.
- Reduce access points for individual developments and encourage shared access points along corridor to improve pedestrian and vehicular safety.

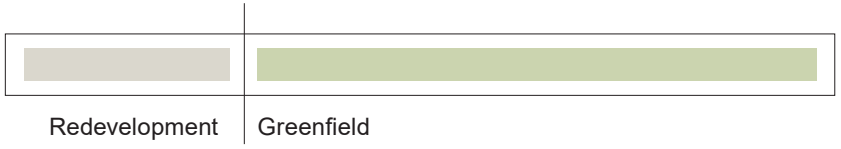
PRIMARY USES

Commercial, Office

SECONDARY USES

Retail, Services, Restaurants, Recreation, Auto Oriented Business

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL





DEVELOPMENT EXAMPLE



DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN

Industrial Campus (Traditional)

Large lot subdivisions with infrastructure and lot sizes designed to accommodate buildings with large footprints. Roads are designed for easy access and to the weight of freight and heavy truck traffic.

INTENT

- Provide adequate space to support a range of uses that support existing and emerging industries.
- Support quality building design in terms of architecture, materials, and site features like lighting and landscaping.
- Promote design for various modes of transportation (walk, bicycle, automobile, transit) to enhance connectivity of neighborhoods and employment centers.
- Reduce access points for individual developments and encourage shared access points to improve pedestrian and vehicular safety.

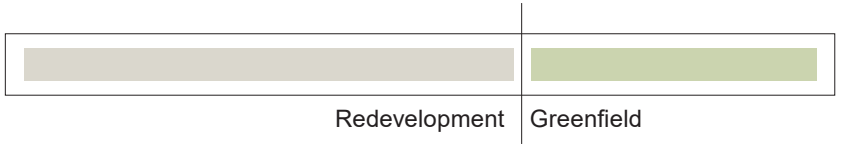
PRIMARY USES

Limited Heavy / Light Industrial, Warehouse, Office

SECONDARY USES

Commercial, Civic / Institutional

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL





DEVELOPMENT EXAMPLE



DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN

Business Campus (Innovation)

An adaptation of Business Campus where Research and Development companies and other private entities develop integrated strategies that support thriving innovation ecosystems and attract entrepreneurs, startups, and business incubators.

INTENT

- Provide flexible space to support a variety of low-impact but high-value industrial activities.
- Encourage the transition of existing industrial uses near residential areas to lower intensity uses that are more compatible with residential neighborhoods.
- Provide buffering through landscaping and building placement where flex employment sites are adjacent to residential areas.
- Encourage the use of higher-quality building materials and landscaping.

PRIMARY USES

Light Industrial, Office

SECONDARY USES

Commercial



DEVELOPMENT EXAMPLE



DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL



Business Campus (Multi-Use Innovation)

An adaption of Business Campus that includes amenity rich uses such as hotel lodging, short-term rentals, restaurants, and tourism.

INTENT

- Allow for synergistic activities that may include more conventional business park uses along with other compatible uses.
- Promote design for various modes of transportation (walk, bicycle, automobile, transit) to enhance connectivity of neighborhoods and employment centers.
- Reduce access points for individual developments and encourage shared access points to improve pedestrian and vehicular safety.
- Support quality building design in terms of architecture, materials, and site features like lighting and landscaping.

PRIMARY USES

Commercial, Office

SECONDARY USES

Retail, Services, Restaurants, Recreation Auto Oriented Business / Fuel Station

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL





DEVELOPMENT EXAMPLE



DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN

Business Campus (Airport)

An adaption of Business Campus that supports the airport and its surrounding area. This area is well connected to public transportation systems, providing easy access to and from the surrounding area. The area is home to a variety of aviation businesses and offers a wide range of services to travelers and locals.

INTENT

- Enhance and expand facilities to support a best-in-class concierge / executive airport.
- Allow for ancillary and Fixed Based Operations (aviation-related businesses) that will both encourage the airport's use and provide opportunities for the public to benefit from it.
- Improve edge conditions to make sure that airport and adjacent uses are compatible and to enhance the airport's visibility.

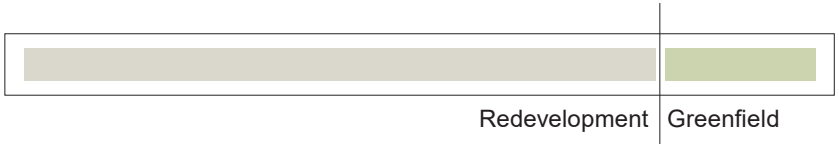
PRIMARY USES

Aviation

SECONDARY USES

Commercial

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL





DEVELOPMENT EXAMPLE



DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN

Suburban Mixed Residential

Mixed residential development can range in type and scale, with a variety of housing types in one development often segregated into segments of like housing. Housing types include Single-Family Detached, Single-Family Attached, and Multi-Family.

INTENT

- Focus multi-family and “missing middle” housing (housing types such as duplexes and row houses) development near commercial and activity centers.
- Support quality building design in terms of architecture, materials, and site features like lighting and landscaping.
- Support nodes of mixed-use, commercial, and civic activity to allow for services and amenities within walking and biking distance.
- Encourage integrated neighborhoods through shared open space amenities and vehicular / pedestrian connectivity.

PRIMARY USES

Residential

SECONDARY USES

Office, Neighborhood-Scale Commercial



DEVELOPMENT EXAMPLE

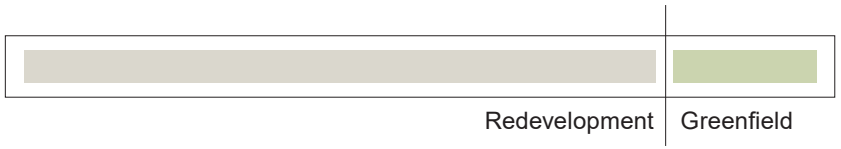


DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL



Suburban Mixed Use / Traditional Small Block

This development type supports a mix of housing options with townhomes and three-story homes sitting at the sidewalk edge with small rear yards or alleys. On-street parking common but not required. Housing types include Single-Family Detached, Single-Family Attached, Two-Three Family, and Multi-Family.

INTENT

- Provide a variety of housing products that are attractive to different demographic groups and lifestyle preferences
- Focus more intense multi-family and missing middle housing development near commercial and activity centers.
- Support higher quality building design in terms of architecture, materials, and site features like lighting and landscaping.
- Encourage integrated neighborhoods through shared open space amenities and vehicular / pedestrian connectivity.

PRIMARY USES

Residential

SECONDARY USES

Civic / Institutional

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL





DEVELOPMENT EXAMPLE



DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN

Suburban Residential

Primarily characterized by individual subdivisions or neighborhoods with a specific street and block patterns adjacent to other subdivisions or neighborhoods with different patterns. A common characteristic of these neighborhoods is homogeneous housing types and architectural styles either in a block, along a street, or clustered in pods around a common open space.

INTENT

- Encourage integrated neighborhoods through shared open space amenities and vehicular / pedestrian connectivity.
- Allow residential infill that complements existing character to support a range of living options, such as attached residential or accessory dwelling units.
- Maintain and expand public realm features including street trees, lighting, and sidewalks

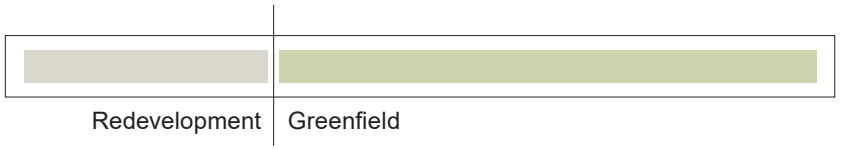
PRIMARY USES

Residential

SECONDARY USES

Commercial, Agriculture

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL





DEVELOPMENT EXAMPLE



DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN

Government Campus

Sites that include several blocks dedicated to buildings with a government function, including schools, normally also consisting of open space and / or parking to support the use.

INTENT

- Encourage connectivity between campus areas and adjacent neighborhoods and open spaces.
- Provide pedestrian and multi-modal connectivity between civic spaces and adjacent land uses, especially residential areas.
- Maintain and expand public realm features including street trees, lighting, and sidewalks.

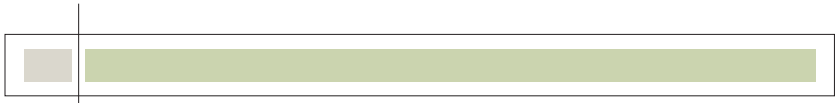
PRIMARY USES

Civic, Commercial, Office

SECONDARY USES

Retail, Services, Restaurants, Recreation Auto Oriented Business / Fuel Station

REDEVELOPMENT / GREENFIELD DEVELOPMENT POTENTIAL

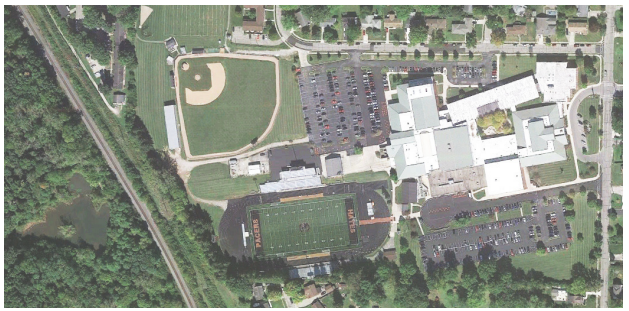




DEVELOPMENT EXAMPLE



DEVELOPMENT EXAMPLE



SAMPLE DEVELOPMENT PATTERN



4. Implementation

4.1 GOALS AND ACTIONS

The following actions are intended to support the Future Development Types Map for the Southwest Focus Area. They reflect key priorities for the City of Delaware and are designed to be implemented within the ten-year time horizon for this plan. As development moves forward within the Southwest Focus Area, the actions should be revisited and reassessed and may need to be modified to meet changing needs.

The actions are organized under the following, broad goals:

A. **Expansion of economic development and employment opportunities.**

B. **Improved transportation and mobility.**

C. **A vibrant mix of amenities and services.**

D. **Attractive, high-quality places.**

E. **Housing options to support the workforce.**

F. **A development review process that is predictable, clear, and efficient.**

DEFINITIONS

GOAL: An outcome expressed in simple terms. Goals reflect, at a high level, what the community cares about.

ACTION: Specific recommendations (programs, policies and projects).

A. EXPANSION OF ECONOMIC DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES.

A1. Optimize opportunities in the US-42 Sawmill Corridor business park areas through zoning changes and policies that promote high quality of built character and raise the visibility of the corridor. US-42 is one of the City's major thoroughfares. Intersection improvements at Sawmill Parkway and Jegs Blvd. have assisted in improving this corridor to support desired business activities. However, currently within the undeveloped portion of the Southwest Focus Area, there is not a strong identity along the corridor, which is characterized largely by open land. The City would like to utilize this area primarily for new business campus uses, and with the incoming development, prioritize the creation of a sense of place. By implementing the Future Development Types Map and associated zoning changes within the Southwest Focus Area, high-quality development can move forward that supports and showcases large- and small-scale industry, while integrating retail, housing, and recreation spaces. This includes allowing for commercial uses at key locations as depicted in the Future Development Types Map.

A2 . Support flexible, innovation-oriented, high-value activities and uses in new business campus areas. The undeveloped portions of the Southwest Focus Area have tremendous potential to expand the existing business hub while responding to the kinds of changes in the types of businesses that are attracted to—or the City would like to attract—to the area. The City's Economic Development Plan and Delaware Together call for a focus on target industries and businesses in the City including boutique manufacturers, research and development, other professional, scientific and technical services, finance and insurance, wholesale trade, information services, and specialty aftermarket automobile businesses. Many of these businesses present an opportunity to generate high-paying jobs for the City's residents. Following the guidance of the proposed Development Types Map will allow City leaders/decision-makers to encourage these uses within the areas identified for Business Campus (Innovation) and Business Campus (Multi-Use Innovation).

A3. Consider the creation of a development corporation such as a community improvement corporation (CIC) to facilitate development and redevelopment of sites, buildings, and corridors. Given the range and scale of potential public development projects over the next several years, adding additional tools and capacity should be strongly considered. Specifically, the City should consider the creation of a development corporation such as a community improvement corporation (CIC) under section 1724 of the Ohio Revised Code or a Community Redevelopment Corporation (CRDC) under Section 1728 of the ORC. Several Columbus metro communities have CICs and/or CRDCs. These include Bexley, Gahanna, Groveport, Dublin, Powell, Hilliard, and New Albany, among others. These types of entities can facilitate development and

B. IMPROVED TRANSPORTATION AND MOBILITY.

B1. Coordinate with Delaware County Transit to connect workforce and employers within the Southwest Area. Through the development and redevelopment of the Southwest Focus Area, an increase in the number of vehicles traveling to and from the area can be anticipated. This could be further exacerbated by the fact that some target uses as described in Action A.2 may include a greater number of employees for the same land area compared to existing uses. The promotion of public transportation as an affordable, safe, and effective option is critical so that the roadways will not become as seriously impacted as they could be. Delaware County Transit (DCT) currently provides city-wide flex on-demand and county-wide demand response busing throughout the County. DCT is currently preparing a strategic plan that should position it to address the increased demand for mobility as the County's population grows, including better connecting residents to employment centers such as in the Southwest Focus Area. The City should coordinate with DCT on a pilot program in the Southwest Focus Area to bring more regular service to the area. This may be partially supported by private employers. Enhancing service to the area will provide better access to more people to a wide variety of jobs while reducing traffic congestion.

B2. Provide infrastructure for multimodal access and ease of mobility for pedestrians and cyclists. Promoting and expanding upon multi-use trails, such as the Sawmill Parkway trail and connections to it, will encourage travel by pedestrians and cyclists. Along with extended and new trails, the City should pursue crosswalks, barriers and other safety features to support ease of access by mode other than car. These improvements will also assist those who might be traveling by transit, lowering the barrier to the use of transit service by creating desirable connections between transit stops and destinations.

B3. Pursue emerging infrastructure to promote sustainable development objectives. As electric vehicles (EVs) become more prevalent, the need for access to charging stations is growing. EV charging should be allowed in the area, including Level 1 and Level 2 EV charging stations as an accessory use to any permitted principal use in any district and Level 3 EV charging stations as an accessory use to any multiple-family residential use or any non-residential use. New businesses, residential developments, and gas stations in the Southwest Focus area should also be encouraged to incorporate EV charging when possible.

C. A VIBRANT MIX OF AMENITIES AND SERVICES.

C1. Develop commercial nodes with a mix of retail and services, including at US-42/Sawmill Parkway and US-42 near Bunty Station Road. The goal of the Southwest Focus Area is to not only attract economic investment; in tandem, it must also support the development of a high-quality place that provides reasons for workers and residents to spend time in the area. Through the implementation of the specified development types, the City will be able to guide the area towards the appropriate uses. The intersections of US-42/ Sawmill Parkway and US-42 near Bunty Station Road provide an opportunity for commercial nodes that complement the proposed employment and residential uses in the area.

C2. Promote a best-in-class concierge airport that enhances the area through supporting commercial uses, aviation-related businesses, and aviation-related experiential activities. Delaware Together established the objective of capitalizing on the airport by making it a more attractive destination for private business travel, developing a more synergistic relationship with area businesses, and making the airport more visible and accessible to the community. Many of these ideas were also generally reflected in the 2020 Delaware Municipal Airport Strategic Business Plan, which identified opportunities for improvements to the airport relating to facilities, customer service, expansion of services, relationship to the community as a whole, and more. As the Southwest Focus Area Plan is implemented, within the area covered by the Airport Development Type, the City should pursue the recommendations of the Airport Business plan, and enhance and expand facilities while allowing for ancillary and Fixed Based Operations (aviation-related businesses). This should include more hangar space, amenities to improve the experience of airport users (e.g. restaurants), and space/programs for community-oriented experiential opportunities (flight lessons, etc.). In keeping with the Business Campus (Airport) Development Type, edge conditions should be developed in a way that ensures that airport and adjacent uses are compatible and enhances the airport's visibility. These changes may be easier to implement with the planned creation of a Port Authority for the airport and should be a focus of this entity.

D. ATTRACTIVE, HIGH-QUALITY PLACES.

D1. Enhance gateway and commercial frontage to make it attractive and inviting. In-step with incoming investment, the City has prioritized updating the zoning code in the area to set a high standard for quality development. With respect to commercial frontage, it will be important to encourage quality design and materials and enhancements to the public realm (lighting, street furniture, landscaping, etc.). Buildings should be designed to contribute positively to the experience of the street, including pedestrian-friendly entryways, minimizing curb cuts, creating a sense of transparency, and placing more active uses (e.g., retail and restaurants) along corridors. Additionally, features such as signage, public art, architecturally, public spaces, and landscaping should be integrated when possible at gateway locations as shown on the opportunities map. Gateways should be noticeable and eye-catching, conveying with ease that you are in the Southwest Focus Area.

D2. Align signage and public amenity standards with consistent branding and quality design. Signage and public amenities should conform to branding work that has been conducted for the City, and the 2018 Industrial Park Sign Plan. As development moves forward in the area, signage should be considered, especially in locations of high visibility that align with sub-areas of the Focus Area. This will help to orient people to where they are within the larger area and to help them better understand the relationship between different sub-areas. As the 42/Sawmill Corridor Area develops with different uses and characters, it may be prudent to consider further distinguishing sub-areas within it beyond what is described in the 2018 Sign Plan.

D3. Integrate open space that connects areas with a focus on linear spaces. Open spaces within the Southwest Focus Area will serve as an amenity to current and future workers as well as future residents in the area. Linear spaces will be especially encouraged within the Business Park areas in order to help make connections between large lots and buildings and to improve the pedestrian experience. Additionally, linear parks can be helpful along bicycle and pedestrian pathways and around detention basins and to help provide a buffer and, in some cases, screening between different use types.

E. HOUSING OPTIONS TO SUPPORT THE WORKFORCE.

E1. Integrate workforce housing (attainable housing for area workers) in key locations. The City wants existing and potential employees to choose Delaware first when it comes to housing. Providing a variety of housing types, specifically attainable housing for local workers, is essential to achieve this. Within the Southwest Focus Area, there is an opportunity to develop attainable workforce housing within areas designated for Suburban Mixed Use / Traditional Small Block or within certain locations in the Business Campus (Multi-Use Innovation) areas. This will help to provide housing that will be attractive to potential workers within the Southwest Focus Area and nearby. Small profit margins for developing attainable housing are a significant barrier to its development in the Southwest Focus Area and City as a whole. Subsidies or assistance from a nonprofit development entity will likely be needed. A strategy for this is best pursued at a citywide scale, which may require leveraging property owned by the City pr tax abatements.

E2. Encourage buffering using landscaping, design features, and transitional uses between commercial and residential areas. By creating buffer areas through landscaping and other design features, the City will be able to help residents and visitors see where one use starts and another ends without creating rigid, separating barriers. This would also create a transitional zone that diminishes the intensity between different land uses, improving the quality of life in residential areas.

F. A DEVELOPMENT REVIEW PROCESS THAT IS PREDICTABLE, CLEAR, AND EFFICIENT.

F1. Update the zoning map to better align with this Southwest Focus Area Plan and update the zoning code to allow property owners and applicants to rezone property in alignment with the Southwest Focus Area Plan where necessary. The City has prepared a comprehensive Zoning Map and Code update to be reviewed and approved by City Council concurrently with this plan. By updating the zoning code to align with the Development Types Map and recommendations of the amendment to this Plan, development of the focus area will be directed by the vision of the plan.

F2. Update the review process for development proposals to include site plan review by the Planning Commission or staff for most projects. The City should streamline the development review process within the Southwest Focus Area to make it more efficient. With the guidance of this plan, allowing for approval via site plan review by the Planning Commission or staff will help to advance desired development while protecting the broader public interest. (Very large and residential projects would trigger Council review and certain industrial would be approved through staff review.)

F3. Connect developers to environmental consultants. Unanticipated environmental challenges can delay desired development and be costly to developers. However, it is important that the environment within and around the Southwest Focus Area is appropriately protected. The City should develop a process through which developers environmental consultants are connected to developers so that they can be engaged to identify potential environmental concerns early in their process in preparing development proposals.

F4. Explore a regional stormwater approach. The City's Stormwater Management Plan for the area should help guide development decisions. However, stormwater considerations do not neatly align with planning area boundaries. In order to fully address potential stormwater management needs on the site, a more regional approach should be considered, including potentially a broader stormwater management plan

4.2 ZONING CODE CHANGES

In order to implement the Future Development Types Map and associated actions presented in this plan document, the City has prepared a comprehensive Zoning Code update for the first time in approximately 25 years. This text has been prepared in coordination with this plan document, taking the approach outlined below.

- The zoning code text will be approved by City Council concurrent with approval of this plan and implemented as development moves forward within the area.
- This plan will serve as a land use guide for consideration of zoning map amendments, in particular Planned Unit Developments which allow for flexibility in zoning to meet the goals of this plan.
- Example developments were used as a source of information for desired development standards.