Implementation

The Hilliard Comprehensive Plan will be implemented one decision at a time, striving to achieve the vision: "...an authentic town, dedicated to providing a comfortably unique environment where real people and businesses connect."

Chapter 10:

Implementation

Implementation Goal

Hilliard will implement the recommendations of this comprehensive planning effort, striving to achieve the six goals of the plan making Hilliard an even more distinct, prosperous, and desirable community in which to live and do business.

Hilliard is a proud community with a storied past and a bright future. As Hilliard's elected officials have helped the city grow and prosper, they will continue to make difficult decisions, balancing priorities and budgets, leading Hilliard to thrive in the early 2010s and beyond.

This Comprehensive Plan has defined a vision and goals for Hilliard's future, echoing the sentiments of local residents, business owners, and elected officials that have participated in the public involvement process. The Plan's recommendations have been designed to work together to achieve the goals of the Plan and, as such, should be implemented together.

Through implementation of these recommendations, Hilliard will be a more connected, more sustainable, and healthier community with a distinct community character, a stronger tax base, and have better relationships with surrounding jurisdictions and local stakeholders.

Context and Strategy

This plan is informed with the understanding that times are changing. These changes include: a national demographic shift; an increasingly high quality of life demanded by prospective businesses and residents in central Ohio; a challenging economy in the wake of what some are calling the Great Recession; and finally a changing political climate in the statehouse. Reflecting some of these trends, Hilliard is in a state of transition.

Over 150 years ago, the Hilliard area consisted of thousands of acres of farmland as well as John Hilliard's speculative venture, platting 10 acres that is now known as Old Hilliard. Over time, one farm at a time has given way to progress. Where fences once divided farm fields, these edges have now been reinforced by subdivisions, retail centers, warehouses, and farmland that has yet to be developed. The City has made efforts to make new connections over the past 15 years–building roads and paths often as a part of new development. Despite these new connections, many expressed a desire for more connectivity during public meetings for the Comprehensive Plan.

Addressing the aforementioned trends and need for connections, this Comprehensive Plan charts a vision of compact, infill development located near existing infrastructure, residents, and businesses. These developments should provide a wider variety of residential and commercial spaces to serve an increasingly diverse mix of residents and businesses. By encouraging compact, infill development, growth can be accommodated and new amenities created in a way that will serve new and existing residents alike, allowing more to enjoy the fruit of these changes. These new developments will be denser, facilitating those who wish to walk and bike, conserving more land for parks and open space, reducing infrastructure maintenance costs, and most importantly, providing a living environment desired by growing segments of central Ohio's population. Implemented correctly, the goals of the Plan will be completed and Hilliard will be a more economically and environmentally sustainable city.

Implementation Plan Components

The Hilliard Comprehensive Plan is a thorough document with six plan goals, six chapter goals, as well as dozens of objective statements and hundreds of action items. With limited capacity and resources to implement the plan, priorities had to be established. To this end, Plan authors established five implementation strategies that, if applied, would greatly help the City achieve the six goals of this plan and make Hilliard a better place to live and do business.

Each strategy includes a holistic set of action items that work together to achieve the strategy. Though the name of several strategies sound very similar to one of the plan's six goals, each strategy provides a range of action items that, when implemented together, will work to achieve multiple plan goals. Some action items were found to be critical components of several strategies and, as such, are listed under multiple strategies. Alternatively, some action items were determined to not be critical to the five strategies and were not listed under any of the strategies.

After the five strategies are presented, a listing of all of the Plan's action items is provided starting on page 202. These are presented by chapter and separated by five categories of action items: 1) Programs, Policies, and Events; 2) Regulations, Code, and Standards; 3) Capital Projects; 4) Studies; and 5) Coordination. This table is provided to help implementers to keep track of the implementation of the Plan.

Key Concepts 10.1 – Changing Times

Change is occurring across the United States and right here in Hilliard, Ohio. The following summaries provide a snapshot of those changes as well as the possible implications for the City's future.

A Demographic Shift

Hilliard, the state of Ohio, and much of the US is at the beginning of a major and significant change in demographics. In simple terms, America is getting older, and America is growing. Both of these factors will impact Hilliard's future. Though Hilliard is currently one of the "youngest" communities in Franklin County, the average age of the city's residents is increasing. Whereas young and growing families comprise much of the City's households, a growing share will shortly become empty-nesters and desire to downsize into new dwellings. Some will find smaller, more suitable housing in Hilliard or another community, and many will not move and "age in place" instead.

The increasing number of older residents will place a strain on numerous social services, as well as Norwich Township's Emergency Medical Services. Hilliard may need to assist by helping to coordinating the effort to provide services and control costs.

Changing Development Preferences

Though there are still young central Ohio families seeking attractive suburban communities like Hilliard, there are comparatively fewer than in the 1990s or early 2000s when thousands of single-family homes were built. Combined with tight home-lending markets and changing preferences amongst first-time home buyers and empty-nesters looking to downsize, demand for large, single-family homes is likely to continue to decline.

A shift in demographics and a change in preferences will increase demand for life-cycle housing options that include a range of housing products for different price points and life stages. Such projects will likely include a well-designed mix of townhouse apartments (e.g. duplexes, row-houses, quad-plexes), attached and detached condominiums (e.g. townhomes, mid-rise buildings), and smaller single-family houses within walking distance of parks, schools, retail establishments, and employment centers.

As a result of this shift in preferences, large single use, single-family housing developments will likely become less attractive and their developers less able to finance the infrastructure necessary to accommodate these developments. This will likely have implications in regards to Hilliard's strategy toward making infrastructure improvements.

Business Competitiveness and the Quality of Life

Population growth and migration will continue to significantly affect central Ohio and its suburban communities, including Hilliard. As the strengths of the central Ohio economy and higher-education institutions continue to attract the best and brightest from across the state, the Midwest, and around the world, these young adults will need places to start their businesses and raise their families.

The communities that provide a superior quality of life and development will grow and prosper. Hilliard needs to continue working with developers to provide a range of affordable and desirable housing choices for single adults, young families, and empty nesters, within walking distance of amenities, retail, and commercial uses. Similarly, Hilliard needs to work to increase the supply of desirable office and commercial spaces for small and growing businesses–generally flexible commercial space within walking and biking distance of desirable housing and retail options.

Economic and Political Context

Striving to be a more distinct, desirable, and prosperous community, Hilliard must continue to balance the needs of providing a high level of service and investing in its infrastructure while keeping its fiscal house in order. Still in the throes of what some are calling the Great Recession, maintaining a proper balance between revenues and needs will be more difficult but not impossible.

Beyond the recession, Hilliard finds itself in a new political climate. In an age of renewed political conservatism at the Statehouse, changes have affected sources of revenue for Ohio's municipalities. These changes will force Hilliard's leaders to make difficult decisions as they seek to balance their revenues and expenses.

Hilliard's government has maintained a very conservative approach to managing its finances and above anything recommended in this plan, this approach should continue. Given the uncertainty of the amount of funds to be made available for investments in programs, staff, or capital improvements, this implementation plan provides a list of priorities and provides conservative approaches toward enacting them.

Five implementation strategies

The following strategies are offered to aid in the implementation of the Plan. These strategies are priority sets of action items that when implemented together will achieve a strategy and, in turn, one or more plan goals. Should all strategies be pursued, progress will be made to achieve all of the Plan's goals.

Invest in Old Hilliard first

The first priority of the Plan is to continue the City's efforts to bring investment and development to Old Hilliard—where the city's past meets its future. This strategy will focus on improving infrastructure, event programming, and private investment in the district.

Revise necessary regulations

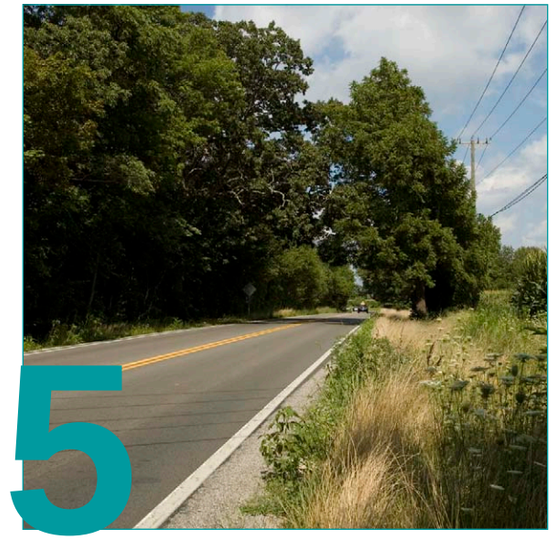
A necessary part of the comprehensive planning process is implementing changes to codified ordinances, specifically zoning ordinances. Though the process of constructing new developments will in large part take place over time, action is needed today to ensure relevant ordinances are in place to guide this development according to the principals of the Comprehensive Plan.

3 Make wise investments in transportation infrastructure.

Keeping people and goods moving is a critical need for those who live or do business in the city. For a community that was mostly farm fields just 30 years ago, Hilliard has made excellent progress toward completing its automobile network. Over the next 20 years, upwards of $50 million in automobile and ped/bike mobility projects will need to be programmed and completed to build out the transportation network. During this same time, many of Hilliard's local roads will need to be rehabilitated, and the overall number of lane-miles will continue to increase, requiring more funds to maintain.

4 Create a more healthy and active city

Maintaining a high quality of life is of utmost importance in keeping Hilliard competitive with other central Ohio communities. As other communities continue to raise the bar in terms of amenities offered and service provided, Hilliard must follow suit. Successful efforts will lead more firms to choose Hilliard over nearby communities, bringing income tax revenues to the City. The focuses of this strategy are great places, great events, great services, and a great environment.



5 Strive to be a more sustainable city.

Working to achieve and maintain both economic and environmental sustainability must be key focuses of the City. Economically speaking, the City must maximize revenues and keep expenses in check in order to make necessary investments in infrastructure and its maintenance. Moreover, environmental sustainability is necessary to help Hilliard continue to be an attractive place to live and conduct business.

Strategies

Strategy 1: Develop Old Hilliard

Making Old Hilliard a more unique and desirable place to live and do business will be a critical component of reestablishing and reinforcing Hilliard's identity amongst comparable central Ohio communities. Old Hilliard provides a tie to the past, and with continued investment and development will be the community's central connecting point. Old Hilliard will become a vision for the community, exemplifying the ends of this Plan.

In order to see this further transformation of Old Hilliard come to pass, the following initiatives will be required.

1. Revise regulations and city code applicable to Old Hilliard to support the vision of Old Hilliard.

- **Action FA-1.1:** *Create a zoning overlay district that enforces the recommendations of this Focus Area plan for Old Hilliard.*
  -or-
  Action FA-6.1: *Revise permitted and conditional uses in the B-6 District to better meet the character and development intent for Old Hilliard.*

- **Action FA-1.2:** *Revise the Old Hilliard Design Guidelines and Zoning Code.*

2. Implement financial tools to pay for required infrastructure (sanitary sewer extension, sidestreet streetscape improvements, and roadway extensions).

- **Action FA-5.1:** *Secure grants and implement financing tools to fund infrastructure improvements in and around Old Hilliard.*
  Tools may include Tax Increment Financing districts (TIFs) or Special Improvement Districts (SIDs).

3. Construct sanitary sewer capacity enhancements in the Hilliard Outflow Sewershed, needed to support development in Old Hilliard.

- **Action FA-5.2:** *Construct capacity enhancements to the Hilliard Outfall Sewershed to accommodate additional development.*
  Capacity enhancements will likely include the construction of a multi-million dollar relief sewer of which may support development in Old Hilliard and in the Retired Railroad Corridor.

4. Continue developing high-quality parks and public space enhancements in Old Hilliard, specifically the Hilliard's Station park and Heritage Rail Trail extension to Main Street and eventually through the Retired Railroad Corridor.

- **Action PPS-1.1:** *Continue to support the development of new park space in and around Old Hilliard, including the Hilliard's Station park and Heritage Rail Trail extension to Main Street currently in development.*

5. Make transportation enhancements to Old Hilliard, including streetscape improvements on side streets and the high-priority extensions of Center Street.

- **Action FA-3.1:** *Reconstruct side streets throughout the district to be pedestrian friendly.*
  -and-

- **Action FA-5.3:** *Extend Center Street to the northwest and southeast.*
  Center Street should be extended to form better pedestrian and vehicular connections to adjacent development and reduce congestion in the Old Hilliard Area. The street should eventually connect Leppert Road with Cemetery Road (via Franklin Street). See Action T-2.1.D.

How Strategy 1 supports the Plan's goals:

- Old Hilliard will become even more of a gathering place and common experience for the community to share, providing a place where people can connect (Goal 1, 3, 4, and 5).
- More than a gathering place, Old Hilliard will become a place where people can live, do business, and experience the essence of Hilliard (Goals 1, 2, 3, 4, 5).
- Old Hilliard will become the vision of what other focus areas could be like – a mix of uses, walkable and bikeable, vibrant and desirable, where one can live without a car if they choose (Goal 1, 2, 3, 5).
- Improvements to Old Hilliard will provide physical connections to adjacent neighborhoods tying together the fabric of the city and allowing more residents to enjoy the district (Goal 1, 3, 5).
- Old Hilliard will likely be developed with some City assistance, but primarily with a variety of tools of which may include Tax Increment Financing, Special Improvement Districts, state and federal loans and grants, as well as the contributions of local organizations and businesses, providing a sustainable method for developing, managing, and containing the costs of such a district (Goal 2).

Strategy 2: Revise necessary regulations

The Comprehensive Plan provides a wide range of recommendations to further improve the City. In many cases, the actual legal authority to enforce a recommendation lies in an ordinance, not in a comprehensive plan and, therefore, it is essential that necessary code changes are adopted as soon as possible. In short, these code changes are primarily ordinances, zoning overlays, and codified policies that would affect future development in ways that implement the Plan and its goals. Without the regulatory tools in place, enforcement of the Plan's recommendations is much more difficult and developers are likely to continue business as usual.

It is understood that the administration and Council must work together to implement these ordinances and policy changes. The following is a prioritized list of the policy and code changes contained in this Plan. Following each action is a brief description of the action and what it would affect. Upon adoption of the Plan, it is recommended that City staff work quickly to adopt these changes, ensuring future development will include the changes recommended in the plan.

Unlike the other strategies, the following action items are ordered by the approximate timetable by which they should be implemented.

Implemented with the Comprehensive Plan:

- Land Use Plan
- Thoroughfare Plan (of which includes the Access Management Plan)

Completed within six months of Plan adoption:

- Revise the subdivision code to promote connectivity within and between subdivisions, including:
  - **Action T-1.2:** *Revise applicable sections of City Code to support the recommendations of this plan.* (specifically sub-action T-1.2.E, changes in subdivision code to require more connections in subdivisions).
  - **Action LU-1.2:** *Revise design guidelines and subdivision code to require more connections and improved pedestrian/bike connectivity between and through new development.*
- **Action FA-1.1:** *Create a zoning overlay district that enforces the recommendations of this Focus Area plan for Old Hilliard.*
  -or-
  Action FA-6.1: *Revise permitted and conditional uses in the B-6 District to better meet the character and development intent for Old Hilliard.*
- **Action FA-12.1:** *Create a transit-oriented development overlay district that supports the development of the I-270 Focus Area concept plans.*
- **Action FA-13.1:** *Develop and apply a zoning overlay or new zoning district specifying the uses, building forms and specifications appropriate for the Retired Railroad Corridor Focus Area.*
- **Action FA-18.1:** *Create and adopt a "conservation development zoning district" for the Big Darby Focus Area.*
- **Action LU-3.2:** *Create a neighborhood retail zoning use and re-zone areas recommended by the Land Use Map.*

Completed within one year of Plan adoption:

- **Action T-1.2:** *Revise applicable sections of City Code to support the recommendations of this plan.* (specifically sub-actions T-1.2.B and T-1.2.C, reflecting changes to automobile and bike parking requirements in Old Hilliard and throughout the city).
- Update the zoning code including:
  - **Action LU-1.1:** *Revise applicable zoning codes and other standards to encourage a walkable mix of uses and amenities throughout Hilliard.*
  - **Action LU-3.1:** *Update zoning and subdivision ordinances to allow for a wider variety of housing types and styles needed to better accommodate empty-nesters and first-time home buyers, as well as move-up and luxury home buyers.*
  - **Action LU 3.3:** *Update development standards and subdivision code to require new developments to create usable public spaces such as parks, plazas, community buildings.*

How Strategy 2 supports the Plan's goals:

- In short, the revision of necessary regulations will be required to fully implement land use, subdivision, and other components of the plan. Therefore, this strategy is needed to achieve all of the goals of the plan.

Strategy 3: Make wise investments in transportation infrastructure

Though Hilliard has made great advances in improving its transportation network in the past decade, anticipated development in northwestern Franklin County, including Hilliard, will likely increase congestion in the area over the next 20 years. In order to maintain access to area businesses and residences alike, new links, improved intersections, and roadway widenings will be required. Without this effort, Hilliard's competitiveness will likely be impacted.

Whereas maintaining access has traditionally focused on providing a road wide enough to meet a "level-of-service" standard, City leaders have expressed their commitment to focus on other solutions to building wider roadways. These include: reducing or shifting peak-hour demand; promoting and supporting alternatives to driving such as walking, biking, or transit use; encouraging the location of some land uses (e.g. neighborhood retail uses) to allow more trips to be more easily completed by biking or walking; constructing new or improving existing links in the city's roadway-grid network, particularly north-south roadways; and even accepting a lower "level-of-service" as the city becomes more developed and congestion more wide-spread. Given the scarce resources for continuing to widen or improve roadways, Hilliard's approach will help control costs and ensure the City's streets are available for all users, not just those driving cars.The following are high-priority initiatives toward achieving Strategy 3.

1. Adopt and/or implement transportation policies, including the creation of a Complete Streets policy.

- **Action T-1.1:** *Adopt a Complete Streets policy that accounts for the needs of all transportation system users in the development of improvements and new facilities.*

- **Action T-1.2:** *Revise applicable sections of City Code to support the recommendations of this plan.* The following sub-actions should be completed:

  - A) revising sidewalk specifications;
  - B) revising city-wide parking requirement standards;
  - C) revising parking requirements for walkable districts;
  - D) establishing bike parking requirements;
  - E) revising subdivision connectivity standards to encourage more connections and virtually prohibit cul-de-sac streets; and
  - F) amend City Code to permit bicyclists to ride their bikes on sidewalks so long as they do so safely and courteously.

2. Investigate and implement financing options, and reconstruct Scioto Darby Road between Cemetery and Cosgray roads.

This road is recommended to be a four-lane boulevard with pedestrian and bike facilities that will improving access between neighborhoods, schools and parks, while improving vehicular capacity needed to support development in the Big Darby and near the interseciton Scioto Darby and Cosgray roads.

- **Action T-2.7:** *Utilize financing tools to help pay for City-led roadway projects that support development throughout the city.*
  (The widening of Scioto Darby Road constitutes a project that is needed to support the development of the Big Darby Focus Area and retail development near Cosgray and Scioto Darby roads. These areas of developments should help fund this project.)

- **Action T-2.1:** *Implement the Thoroughfare Plan as warranted by development.*
  - C) Widen Scioto Darby Road to a four-lane boulevard from Bradford Drive to Cosgray Road (3);

3. Continue the focus of developing active transportation amenities, including the extension of the Heritage Rail Trail.

- **Action T-3.1:** *Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups.*
  The following sub-actions should be completed:

  - A) Extend the Heritage Rail Trail from Old Hilliard southeast to the Columbus corporation limit;
  - B) Work with other agencies and developers to construct a new bikeway between Municipal Park and Prairie Oaks Metro Park;

- D) Create a multi-use path connection between Old Hilliard and Municipal Park, through the Hilliard City School's complex (Darby High School);

- F) Construct multi-use path along Cemetery Road from Trueman Boulevard to Britton Parkway (crossing I-270)
  -and/or-

- E) Complete an east-west pedestrian and bicycle route and greenway corridor between Old Hilliard and Trueman Boulevard (crossing I-270)

4. Improve the amount of connections between Old Hilliard and adjacent neighborhoods, specifically by extending Center Street northwest to Leppert Road, and extending Center Street southeast to Cemetery Road (via Franklin Street).

- **Action T-2.1:** *Implement the Thoroughfare Plan as warranted by development.*
  The following sub-actions should be completed:

  - D) Extend Center Street from Old Hilliard northwest to Leppert Road, and southeast to Cemetery Road (via Franklin Street);

- **Action T-3.1:** *Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meet the needs of all user groups.*
  The following sub-actions should be completed:

  - A) Extend the Heritage Rail Trail from Old Hilliard southeast to the Columbus corporation limit;

  - D) Create a multi-use path connection between Old Hilliard and Municipal Park, through the Hilliard City School's complex (Darby High School);

5. Lay the groundwork for transportation improvements to the I-270 Corridor Focus Area, namely an extention of Anson Drive over I-270 and capacity improvements at the Cemetery Road-I-270 interchange.

- **Action T-2.2:** *Construct intersection and signal improvements to improve operational efficiency and address site specific safety concerns.*
  - B) Lengthen the eastbound left turn lane from Cemetery Road onto northbound I-270 as a short-term improvement to interchange capacity ;

- **Action T-2.8:** *Begin working with ODOT and MORPC to secure funding for regional transportation improvements in the Hilliard area, including a long-term capacity improvement to the Cemetery Road-I-270 interchange.*

How Strategy 3 supports the Plan's goals:

- The management of transportation infrastructure including strategies to mitigate peak-hour demand (delaying the need for expensive improvements), reduce overall demand, address areas of significant congestion, as well as build new connections and widen existing links (Goals 1 and 2).

- Ensure developers pay for the infrastructure needed to support their new development, including off-site improvements in the vicinity of a new project (Goals 2, 5).

- Use a comprehensive strategy to manage peak-hour congestion, delaying large and expensive roadway improvement projects, reducing financing and maintenance costs and, as such, better managing today's resources (Goals 1, 2, and 3)

- Encourage active transportation to improve the health of Hilliard's residents, students, and workers, as well as to reduce peak-hour congestion (Goals 2, 3, and 5)

- Initiate planning for next round of transportation infrastructure projects needed to ensure Hilliard can remain competitive (Goals 1, 2, 5 and 6)

Strategy 4: Create a more healthy and active city

Healthy and active living is a critical component to a high quality of life, and Hilliard should strive to be a leader in providing such a lifestyle to its residents and businesses. Though there are many components to healthy and active living, Hilliard should collaborate and provide great places, great events and programming, and a great environment for its residents and workers. The following are high-priority initiatives toward achieving Strategy 4.

1.Provide great places

- **Action PPS-1.1:** *Continue to support the development of new park space in and around Old Hilliard, including the Hilliard's Station park and Heritage Rail Trail extension to Main Street currently in development.*
- **Action PPS-1.6:** *As development occurs in the I-270 Corridor Focus Area, ensure new development includes a range of park and public space amenities including plazas, greens, naturalized stream corridors, and some athletic fields.*
- **Action PPS-1.2:** *Ensure new development within the Big Darby Focus Area creates naturalized, publically accessible, passive park space.*
- **Action LU 3.3:** *Update development standards and subdivision code to require new developments to create usable public spaces such as parks, plazas, community buildings.*

2. Provide great events and programming

- **Action PPS-2.1:** *Work with local organizations such as the Chamber of Commerce, Destination Hilliard, and others to create a signature event.*
- **Action PPS-2.2:** *Work to make Old Hilliard the primary destination to host a signature event in the City.*
- **Action PPS-2.3:** *Work with the Hilliard City School District to encourage the schools to host special events, such as outdoor plays, band/choir performances in Old Hilliard.*

3. Provide a great environment

- **Action LU-1.2:** *Revise design guidelines and subdivision code to require more connections and improved pedestrian/bike connectivity between and through new development.*
- **Action LU-2.1:** *To the extent possible, encourage future development in the Focus Areas.*
- **Action LU-2.3:** *Revise Subdivision and City Building codes to encourage green building practices.*
- **Action LU-2.4:** *Work with developers and others to create open space linkages as redevelopment and new development occurs throughout the City.*
- **Action LU-2.5:** *Revise code to permit businesses and homeowners throughout the city to utilize sustainable practices and technology.*
- **Action LU-3.1:** *Update zoning and subdivision ordinances to allow for a wider variety of housing types and styles needed to better accommodate empty-nesters and first-time home buyers, as well as move-up and luxury home buyers.*
- **Action U-4.3:** *Create a policy to encourage developers to build a more diversified collection of flood- and storm-water storage and treatment facilities.*
- **Action U-5.1:** *Identify ditches and streams throughout the City and develop recommendations as for whether these streams should be protected or either restored or reconstructed.*
- **Action U-5.2:** *Restore ditches and streams that are recommended to be restored, then place in a conservation easement to protect these investments.*
- **Action U-5.3:** *Streams identified as needing to be protected should be protected by the City.*

How Strategy 4 supports the Plan's goals:

- Provide the great places and amenities, great events and programming, great services, and a great environment to support a high quality of life for those who live, work, and visit Hilliard (Goals 2 and 3).
- Address the need to help connect both residents and workers with each other, as well as with amenities and necessities (Goals 1, 2, 3, and 4)
- Encourage active transportation to improve the physical and financial health of Hilliard's residents, students, and workers (Goals 1, 2, 3, and 5)

Strategy 5: Strive to be a truly sustainable community

Hilliard will need to be both economically and environmentally sustainable to prosper over the next 20 years and beyond. Economically speaking, sustainability for Hilliard includes ensuring that the city's neighborhoods, industrial parks, retail corridors, and commercial office properties remain desirable and occupied, and that the City's revenues equal or exceed its expenses. Environmentally speaking, the City will need to be a better steward of both the natural and built environments to ensure Hilliard will be an increasingly safe and attractive community. The following are high-priority initiatives toward helping Hilliard be a truly sustainable community:

1. Pursue economic sustainability by containing the costs of new development.

- **Action T-2.7:** *Utilize financing tools to help pay for City-led roadway projects that support development throughout the city.*
- **Action ED-5.3:** *Continue to utilize financial tools to contain costs of development.*
- **Action ED-5.2:** *Require a fiscal impact analysis for large developments.*

2. Pursue economic sustainability by investing in the water and sanitary sewer systems to reduce legacy service costs.

- **Action U-1.2:** *Develop a comprehensive strategy to ensure capacity is provided to and paid for by new development as it occurs throughout the city.*
- **Action U-2.1:** *Make necessary purchases and enhancements to ensure redundant and dependable operation of the City's water and sanitary sewer systems.*

3. Pursue economic sustainability by creating programs and initiatives to better manage peak-hour automobile use and related congestion.

- **Action T-4.4:** *Create the position of Pedestrian, Bicycle, and TDM Coordinator.*
- **Action T-3.4:** *Identify and acquire parcels to create multi-use path spur connections.*
- **Action LU-2.1:** *To the extent possible, encourage future development in the Focus Areas.*
- **Action LU-3.2:** *Create a neighborhood retail zoning use and re-zone these areas as recommened by the Land Use Map.*
- **Action PPS-1.3:** *Develop new parks and active recreation opportunities in the eastern half of the City. (This should reduce cross-city PM peak traffic).*
- **Action T-2.8:** *Begin working with ODOT and MORPC to secure funding for regional transportation improvements in the Hilliard area, including a long-term capacity improvement to the Cemetery Road-I-270 interchange.*

4. Pursue environmental sustainability by encouraging path connection investments, parkland locations, improved connectivity standards, and land use map changes to reduce the need to drive and encourage more walking and biking to destinations.

- **Action LU-1.2:** *Revise design guidelines and subdivision code to require more connections and improved pedestrian/bike connectivity between and through new development.*
- **Action LU-3.2:** *Create a neighborhood retail zoning use and re-zone these areas as recommened by the Land Use Map.*
- **Action T-3.4:** *Identify and acquire parcels to create multi-use path spur connections.*
- **Action LU-2.1:** *To the extent possible, encourage future development in the Focus Areas.*
- **Action PPS-1.3:** *Develop new parks and active recreation opportunities in the eastern half of the City. (This should reduce cross-city PM peak traffic).*

5. Pursue environmental sustainability by making Hilliard an even more desirable place to live and do business, absorbing demand that would result in future greenfield development in central Ohio.

- **Action LU-2.1:** *To the extent possible, encourage future development in the Focus Areas.*
- **Action LU-2.2:** *Adopt the policy of not subsidizing development outside of the Focus Areas, particularly residential or retail development.*
- **Action LU-2.5:** *Revise code to permit businesses and homeowners throughout the city to utilize sustainable practices and technology.*
- **Action LU-3.1:** *Update zoning and subdivision ordinances to allow for a wider variety of housing*

types and styles needed to better accommodate empty-nesters and first-time home buyers, as well as move-up and luxury home buyers.

- **Action LU-3.3:** *Update development standards and subdivision code to require new developments to create usable public spaces such as parks, plazas, community buildings.*

6. Pursue environmental sustainability by encouraging the preservation and restoration of stream corridors, and better management of stormwater throughout the city.

- **Action U-4.1:** *Amend applicable City Codes to strongly encourage consolidated stormwater facilities that provide service to all parcels within a subdivision.*

- **Action U-4.2:** *Encourage the improvement of above ground stormwater facilities and surrounding open space to allow its dual function as public recreation space.*

- **Action U-4.3:** *Create a policy to encourage developers to build a more diversified collection of flood- and storm-water storage and treatment facilities.*

- **Action U-5.1:** *Identify ditches and streams throughout the City and develop recommendations as to whether these streams should be protected or either restored or reconstructed.*

- **Action U-5.2:** *Restore ditches and streams that are recommended to be restored, then place in a conservation easement to protect these investments.*
- **Action U-5.3:** *Streams identified as needing to be protected should be protected by the City.*

7. Pursue environmental sustainability by encouraging the use of green building practices for buildings and public infrastructure.

- **Action LU-2.3:** *Revise Subdivision and City Building codes to encourage green building practices.*

How Strategy 5 supports the Plan's goals:

- Work to improve the sustainability of Hilliard by encouraging policies, programs, and capital projects that will reduce suburban sprawl and make the City a more affordable and desirable place to live, work, and visit (Goal 2).

- Encourage the development of walkable and vibrant Focus Areas as a method for diversifying the housing, retail, and commercial space offerings of the City, improving the City's sustainability and competitiveness over the next 20 years (Goals 1, 2, and 5).

- Promote policies, programs, and capital projects that will reduce the reliance on driving an automobile by encouraging active transportation (walking or biking) for a growing share of local trips. This will reduce air and water pollution, traffic congestion, and encourage connected living as well as healthy and active lifestyles (Goals 1, 2, 3, and 5).

- Encourage fiscally sound management of the City, its staff, programs, and capital improvement program (Goals 2 and 3).

- Encourage cost containment in regards to the costs of accommodating new development in terms of transportation and utility infrastructure expansion (Goals 2 and 5).

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Land-Use: Programs, Policies, and Events

Objective	Action Number	Action
Objective LU-1: **Make Hilliard a more connected and walkable city**	*LU-1.3*	*Work with land owners and developers to implement the Future Land Use Map zoning changes.* Where development agreements have been made, reach out to developers, asking them to consider adjusting their approved planned developments to emphasize an improved mix of uses and site designs that better match the intent of this Comprehensive Plan.
Objective LU-2: **Make Hilliard a more sustainable city**	*LU-2.1*	*To the extent possible, encourage future development in the Focus Areas.* Development in the Focus Areas, specifically in Old Hilliard, the I-270 Corridor, and the Retired Railroad Corridor, will further encourage future investment in these areas; as well as reduce the need for future roadway and utility infrastructure and the additional maintenance costs that result.
	LU-2.2	*Adopt the policy of not subsidizing development outside of the Focus Areas, particularly residential or retail development.*
	LU-2.4	*Work with developers and others to create open space linkages as redevelopment and new developments occurs throughout the City.*

Land-Use: Regulations, Code, and Standards

Objective	Action Number	Action
Objective LU-1: **Make Hilliard a more connected and walkable city**	*LU-1.1*	*Revise applicable zoning codes and other standards to encourage a walkable mix of uses and amenities throughout Hilliard.*
	LU-1.2	*Revise design guidelines and subdivision code to require more connections and improved pedestrian/bike connectivity between and through new development.*
Objective LU-2: **Make Hilliard a more sustainable city**	*LU-2.3*	*Revise Subdivision and City Building codes to encourage green building practices.*

Land-Use: Regulations, Code, and Standards *(Continued)*

Objective	Action Number	Action
Objective LU-3: Make Hilliard a more unique and desirable city	*LU-3.1*	*Update zoning and subdivision ordinances to allow for a wider variety of housing types and styles needed to better accommodate empty-nesters and first-time home buyers, as well as move-up and luxury home buyers.*
	LU-3.2	*Create a neighborhood retail zoning use and re-zone these areas as recommened by the Land Use Map.*
	LU-3.3	*Update development standards and subdivision code to require new developments to create usable public spaces such as parks, plazas, community buildings.*

Land-Use: Coordination

Objective	Action Number	Action
Objective LU-1: Make Hilliard a more connected and walkable city	*LU-1.4*	*Coordinate with neighboring jurisdictions to develop compatible land use connections that create opportunities for new mobility linkages.*

Focus Areas: Programs, Policies, and Events

Objective	Action Number	Action
Objective FA-2: **Encourage new residential uses, and redevelop under-utilized properties in Old Hilliard. (OH)**	*FA-2.1*	*Establish an Old Hilliard Redevelopment Corporation.* This organization could guide redevelopment efforts and administer a land bank, accelerating the redevelopment of Old Hilliard.
	FA-2.2	*Develop marketing strategies to market Old Hilliard as a desirable location for new residential and mixed-use development.*
	FA-2.3	*Create development incentives to promote development in Old Hilliard.*
Objective FA-5: **Address infrastructure and financing needs to facilitate the development of Old Hilliard. (OH)**	*FA-5.1*	*Secure grants and implement finaincing tools to fund infrastructure improvements in and around Old Hilliard.*
Objective FA-7: **Enhance the image and brand of Old Hilliard. (OH)**	*FA-7.2*	*Create a branding and marketing campaign for Old Hilliard.*
	FA-7.4	*Partner to help support a full-time director of programming and marketing of Old Hilliard.* This role may be satisfied by the City, current organizations, and/or a new Main Street organization supported by the community.
	FA-7.5	*Support the development of new projects and public spaces that accentuate the differences in character between Hilliard and other central Ohio suburbs.*
	FA-7.6	*Create enjoyable experiences that feel genuine, attractive, and "cool" to a wide audience group.*
Objective FA-8: **Promote the area north of Cemetery Road and west of I-270 as a higher-density, transit-oriented development served by frequent bus and rail (future) service. (270)**	*FA-8.1*	*Offer development incentives to attract a hotel/conference center visible from Britton Parkway and Cemetery Road.*

Focus Areas: Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective FA-10: Support the development of new income generating uses. (270)	*FA-10.1*	*Promote areas currently occupied by low-density industrial and retail uses as a new office, research, and technology district.*
	FA-10.2	*Offer incentives to existing industrial businesses to relocate to vacant areas south of Cemetery Road.*
	FA-10.3	*Create a branding and marketing plan for this area to strengthen its identity and promote its transition to a mixed-use and transit-oriented district.*
	FA-10.4	*Work with the economic development director to identify economic development tools to attract new office, research, and technology tenants to the I-270 Corridor.*
Objective FA-12: Increase the quality of development through implementing new development standards and administrative tools. (270)	*FA-12.3*	*Preserve and restore stream corridors, stands of trees, as well as ponds throughout the I-270 Corridor.*
	FA-12.5	*Create a district-wide authority to ensure area improvements (including public parking lots) are maintained and paid for.*
Objective FA-13: Implement necessary regulator tools to guide and advance development of the Retired Railroad Corridor. (RRC)	*FA-13.2*	*Implement financial tools to help pay for infrastructure along the corridor.* These tools will likely include Tax Increment Financing districts.
Objective FA-15: Use the momentum of the revitalized Retired Railroad Corridor to focus economic growth at key nodes. (RRC)	*FA-15.1*	*Promote high density residential development at specific areas along the Retired Railroad Corridor.*
	FA-15.3	*Encourage redevelopment of the industrial area on the south end of the Retired Railroad Corridor to a mixed use, medium-density employment, residential, and retail district.*
Objective FA-16: Preserve existing views. (RRC)	*FA-16.1*	*Develop properties in ways that will preserve existing views to downtown Columbus and Hilliard's water towers.*

Focus Areas: Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective FA-18: Provide a variety of creative residential development options that respond to the objectives and guidelines of the Big Darby Accord. (BD)	*FA-18.2*	*Create a streamlined approval process for development that meets the intent of the Big Darby Focus Area.*
Objective FA-22: Ensure that open space areas are accessible and cohesively linked. (BD)	*FA-22.2*	*Focus preservation efforts on Tier 1 and 2 conservation lands as shown on the Big Darby Concept Plan.*
	FA-22.3	*Require developers to provide trails as part of the open space network within each new development.*
Objective FA-23: Provide educational opportunities that showcase the unique features of the Big Darby Focus Area, both constructed and preserved. (BD)	*FA-23.1*	*Install educational signage that describe the 'green' elements incorporated into the development.*
	FA-23.2	*Use educational signage that describes how and why the environmental areas were preserved/restored.*

Focus Areas: Regulations, Code, and Standards

Objective	Action Number	Action
Objective FA-1: Institute regulatory controls to guide development in Old Hilliard. (OH)	*FA-1.1*	*Create a zoning overlay district that enforces the recommendations of this Focus Area plan for Old Hilliard.* Specific architectural and site design standards should be established for Main Street and Norwich Street, encouraging a horizontal and vertical mix of uses.
	FA-1.2	*Revise the Old Hilliard Design Guidelines and Zoning Code.* This should be done to ensure the guidelines and code meet the development concept and intent for Old Hilliard as outlined in this Focus Area chapter and the 2002 Old Hilliard Master Plan.
Objective FA-3: Create an appropriately-scaled, pedestrian-friendly environment. (OH)	*FA-3.2*	*Require all new structures built along Main Street to be at least two stories in height at the build-to line, creating a defined 'street wall.'*

Focus Areas: Regulations, Code, and Standards *(Continued)*

Objective	Action Number	Action
Objective FA-4: Encourage the location of civic building, public spaces, and community events in Old Hilliard. (OH)	*FA-4.2*	*Change/create relevant zoning codes and design guidelines to encourage privately provided public spaces in Old Hilliard.*
Objective FA-6: Create a concentrated yet diverse commercial core along Main Street. (OH)	*FA-6.1*	*Revise permitted and conditional uses in the B-6 District to better meet the character and development intent for Old Hilliard.*
	FA-6.5	*Revise parking requirements in Old Hilliard to promote new development.*
Objective FA-9: Increase the number of connections to and from key areas such as Old Hilliard and Mill Run. (270)	*FA-9.3*	*Preserve a greenway that incorporates the stream corridor and existing forested area along the stream south of Reynolds Drive.*
Objective FA-12: Increase the quality of development through implementing new development standards and administrative tools. (RRC)	*FA-12.1*	*Create a transit-oriented development overlay district that supports the development of the I-270 Focus Area concept plans.*
	FA-12.2	*Create architectural design guidelines to guide the design of new development requiring higher and more sustainable architectural standards.*
	FA-12.4	*Encourage contiguous and shared above ground stormwater facilities such as ponds, meadows, and wetlands.*
Objective FA-13: Implement necessary regulator tools to guide and advance development of the Retired Railroad Corridor. (RRC)	*FA-13.1*	*Develop and apply a zoning overlay or new zoning district specifying the uses, building forms and specifications appropriate for the Retired Railroad Corridor Focus Area.*
Objective FA-17: Incorporate elements of the railroad history throughout the Heritage Rail Trail. (RRC)	*FA-17.1*	*Utilize elements in the design and construction phases that will educate and remind users of the history of the corridor.*

Focus Areas: Regulations, Code, and Standards *(Continued)*

Objective	Action Number	Action
Objective FA-18: Provide a variety of creative residential development options that respond to the objectives and guidelines of the Big Darby Accord. (BD)	*FA-18.1*	*Create and adopt a "conservation development zoning district" for the Big Darby Focus Area.* This district should allows for a baseline gross density of one dwelling unit per acre and a minimum of 50 percent open space.
Objective FA-19: Allow for and encourage a mix of residential products and services within individual developments. (BD)	*FA-19.1*	*Create opportunities in the "conservation development district" to allow for a variety of housing types.* These types may include single-family attached and detached housing, condominiums, multi-family units, live/work units, and home occupations within each conservation development.
	FA-19.2	*Allow a limited amount of neighborhood retail, service, and office uses, as well as commercial activities such as farmers markets and seasonal markets within the Big Darby Focus Area.*
Objective FA-20: Develop standards to mandate creative architecture and development patterns within the Focus Area. (BD)	*FA-20.1*	*Create and implement architectural and site design standards for the "conservation development district."*
	FA-20.2	*Revise subdivision regulations to require conservation streets in subdivisions within the Big Darby focus area.* These streets would be narrower, may include curb and gutter, and may utilize open drainage utilizing vegetated swales and other stormwater management techniques.
Objective FA-21: Promote sustainable development choices above and beyond what is required by the Big Darby Accord Watershed Master Plan. (BD)	*FA-21.1*	*Create a list of best management practices for developers to incorporate into new developments.*
	FA-21.2	*Encourage homeowners and developers to utilize sustainable practices in the Big Darby focus area.*
Objective FA-22: Ensure that open space areas are accessible and cohesively linked. (BD)	*FA-22.1*	*Require open spaces to be contiguous to the extent possible, both within the development, as well as to adjacent developments.*
	FA-22.4	*Allow for public access in the form of trails through and along open space areas and linkages, as well as signed parking (on-street) and access points from area roadways.*

Focus Areas: Regulations, Code, and Standards *(Continued)*

Objective	Action Number	Action
Objective FA-22: Ensure that open space areas are accessible and cohesively linked. (BD)	*FA-22.6*	*Require future development to include open space maintenance agreements when submitting development plans to ensure continued maintenance*
Objective FA-22: Ensure that open space areas are accessible and cohesively linked. (BD)	*FA-22.7*	*Utilize conservation easements whenever possible to ensure the permanent protection of open space.*

Focus Areas: Capital Projects

Objective	Action Number	Action
Objective FA-3: Create an appropriately-scaled, pedestrian-friendly environment. (OH)	*FA-3.1*	*Reconstruct side streets throughout the district to be pedestrian friendly.* Desired elements include sidewalks, street trees, curb and gutter, on-street parking, and curb extensions (where appropriate).
	FA-3.3	*Construct clearly marked crosswalks that add to the character of Old Hilliard.*
Objective FA-4: Encourage the location of civic building, public spaces, and community events in Old Hilliard. (OH)	*FA-4.1*	*Locate civic facilities in prominent places in Old Hilliard*
	FA-4.3	*Enhance the visibility of and access to Weaver Park from Main Street.*
Objective FA-5: Address infrastructure and financing needs to facilitate the development of Old Hilliard. (OH)	*FA-5.2*	*Construct capacity enhancements to the Hilliard Outfall Sewershed to accomodate additional development.*
	FA-5.3	*Extend Center Street to the northwest and southeast.*
	FA-5.4	*Extend Franklin Street south to connect with Cemetery Road.*
	FA-5.5	*Extend Madison Street north to connect to Center Street.*

Focus Areas: Capital Projects *(Continued)*

Objective	Action Number	Action
Objective FA-5: Address infrastructure and financing needs to facilitate the development of Old Hilliard. (OH)	*FA-5.6*	*Extend the Heritage Rail Trail from its current terminus to Main Street, better connecting the trail with Old Hilliard.*
	FA-5.7	*Extend the Heritage Rail Trail from Main Street to beyond Cemetery Road*
Objective FA-6: Create a concentrated yet diverse commercial core along Main Street. (OH)	*FA-6.3*	*Purchase parcels to be used for future public parking lots.*
	FA-6.4	*Develop a signage system to better identify public parking and shared-use parking areas.*
Objective FA-7: Enhance the image and brand of Old Hilliard. (OH)	*FA-7.1*	*Enhance secondary gateways at key locations in Old Hilliard.*
Objective FA-9: Increase the number of connections to and from key areas such as Old Hilliard and Mill Run. (270)	*FA-9.1*	*Construct a pedestrian and/or vehicular bridge over I-270 as an extension of Anson Drive.*
	FA-9.2	*Create a multi-use path along Cemetery Road from Trueman Boulevard to Britton Parkway.*
	FA-9.4	*Modify the existing street pattern on the north side of Cemetery Road.*
Objective FA-11: Create an attractive gateway along Cemetery Road and Britton Parkway, and throughout the I-270 Corridor focus area. (270)	*FA-11.1*	*Construct aesthetic treatments on the I-270 bridge and/or a landmark to enhance the image of the community from both the highway and Cemetery Road.*
Objective FA-14: Improve transportation connectivity throughout the corridor, making new links and extending the Heritage Rail Trail. (RRC)	*FA-14.3*	*Create pedestrian and bicycle connections within and across the rail corridor to nearby schools, civic buildings, and parks.*
	FA-14.4	*Connect adjacent neighborhoods to new development/public spaces in the area with pedestrian pathways.*

Focus Areas: Capital Projects *(Continued)*

Objective	Action Number	Action
Objective FA-14: Improve transportation connectivity throughout the corridor, making new links and extending the Heritage Rail Trail. (RRC)	*FA-14.5*	*Extend identified streets to create new connections as shown on the Retired Railroad Corridor Transportation Network.*
	FA-14.6	*Re-construct the intersections of Scioto Darby Road with Walcutt Road and Leap Road to improve safety and reduce congestion at these intersections.*
Objective FA-14: Improve transportation connectivity throughout the corridor, making new links and extending the Heritage Rail Trail. (RRC)	*FA-14.7*	*Extend Norwich Street from Cemetery Road to the new development in the Retired Railroad Corridor and Scioto Darby and Walcutt roads.*
Objective FA-15: Use the momentum of the revitalized Retired Railroad Corridor to focus economic growth at key nodes.	*FA-15.2*	*Redevelop the existing City property on the south side of Cemetery Road to a higher revenue-producing use and incorporate public uses such as a park and/or other civic uses on the site as a catalyst for economic development.*
Objective FA-23: Provide educational opportunities that showcase the unique features of the Big Darby Focus Area, both constructed and preserved.	*FA-23.3*	*Create a public educational center as a core destination point within the study area.*
	FA-23.4	*Create pedestrian and bicycle linkages from neighborhoods and open space areas to Hilliard Bradley High School, Brown Elementary School, and future school or public use sites.*

Focus Areas: Studies

Objective	Action Number	Action
Objective FA-6: Create a concentrated yet diverse commercial core along Main Street. (OH)	*FA-6.2*	*Conduct a parking study to determine current and project future parking usage and demand, and identify areas where public parking spaces (on-street, lots, and/or parking garages) are needed.*

Focus Areas: Studies *(Continued)*

Objective	Action Number	Action
Objective FA-11: Create an attractive gateway along Cemetery Road and Britton Parkway, and throughout the I-270 Corridor focus area. (270)	*FA-11.2*	*Create a streetscape and common areas plan to guide improvements along Cemetery Road, Britton Parkway, and local streets. Work with developers to implement this plan.*

Focus Areas: Coordination

Objective	Action Number	Action
Objective FA-7: Enhance the image and brand of Old Hilliard. (OH)	*FA-7.3*	*Work with local, regional, and state agencies to promote "Main Street" Hilliard.*
Objective FA-8: Promote the area north of Cemetery Road and west of I-270 as a higher-density, transit-oriented development served by frequent bus and rail (future) service. (270)	*FA-8.2*	*Promote the area along the I-270 rail corridor for rail station and/or multi-modal transit station development.*
Objective FA-14: Improve transportation connectivity throughout the corridor, making new links and extending the Heritage Rail Trail.	*FA-14.1*	*Collaborate with the Heritage Rail Trail Coalition to ensure the trail is extended to the Columbus corporation limit.*
	FA-14.2	*Collaborate with the City of Columbus to determine its issues and needs in regards to connecting the Heritage Rail Trail with the regional pedestrian and bicycle network.*
Objective FA-22: Ensure that open space areas are accessible and cohesively linked.	*FA-22.5*	*Partner with third party conservation organizations to acquire, restore, and maintain sensitive areas within the Focus Area.*

Transportation: Programs, Policies, and Events

Objective	Action Number	Action
Objective T-1: Develop Complete Streets on which all modes can safely share the right-of-way	*T-1.1*	*Adopt a Complete Streets policy that accounts for the needs of all transportation system users in the development of improvements and new facilities.*
Objective T-2: Implement the Thoroughfare Plan to address the infrastructure needs of today and tomorrow.	*T-2.2.A*	*Implement improved signal progression and traffic flow along Cemetery Road from I-270 to Main Street as recommended by the Cemetery Road Signal Timing report.*
	T-2.6	*Develop context sensitive solutions that protect the local environment and respect community character.*
	T-2.7	*Utilize financing tools to help pay for City-led roadway projects that support development throughout the city.*
Objective T-3: Promote options for active transportation through the creation of a comprehensive network, improved connectivity, and the provision of support facilities.	*T-3.1.H*	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meet the needs of all user groups:* Install sharrows on Cemetery Road between Park Mill Run Drive and Main Street.
	T-3.1.I	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meet the needs of all user groups:* Install sharrows or bike lanes on Davidson Road between Dublin and Avery roads.
	T-3.1.K	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meet the needs of all user groups:* Establish sign-shared roadways on neighborhood streets to help connect residents to the larger bicycle network.
	T-3.3.A	*Install bicycle and pedestrian support facilities throughout the city:* Continue to proactively install bike racks within the public right-of-way, focusing on destinations such as retail, recreation, and institutional uses, and consider installing bike lockers in select locations.
	T-3.3.C	*Install bicycle and pedestrian support facilities throughout the city:* Include high-quality and attractive street furniture such as benches and trash receptacles along streets and multi-use paths, particularly in locations with heavy pedestrian activity.

Transportation: Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective T-3: **Promote options for active transportation through the creation of a comprehensive network, improved connectivity, and the provision of support facilities.**	*T-3.3.D*	*Install bicycle and pedestrian support facilities throughout the city:* Develop and install uniform wayfinding signage on routes throughout the city to help users navigate around the network.
	T-3.6	*Create a Pedestrian and Bicycle Advisory Committee (PBAC) to aid in the implementation of network improvements and programs.*
	T-3.7	*Identify a reasonable time frame to apply for and achieve the League of American Bicyclists' Bicycle Friendly Community (BFC) designation.*
	T-3.8	*Continue to support Walk to School Day and ped/bike safety events at schools to encourage more active transportation to and from schools.*
	T-3.9.A	*Conduct encouragement activities to advance cycling as a mode of choice in Hilliard:* Cyclovias (or Sunday Parkways) – A community event where selected roads are closed to automobile traffic, encouraging people to gather, mingle, and enjoy the space by walking and biking.
	T-3.9.B	*Conduct encouragement activities to advance cycling as a mode of choice in Hilliard:* Bike Hilliard Week – A promotional event where major employers provide incentives for biking to work, local businesses provide discounts for cyclists, training and maintenance classes are provided to riders, and the city strives to achieve a mode shift target for the week.
	T-3.9.C	*Conduct encouragement activities to advance cycling as a mode of choice in Hilliard:* Events or Races – Sponsor a community ride or a competitive race to promote cycling, safety, and healthy living.
	T-3.10.A	*Provide education, training, and materials to support use of the pedestrian and bicycle network:* Offer training classes for students and members of the community to learn bicycle maintenance, safe riding, and rules of the road.
	T-3.10.B	*Provide education, training, and materials to support use of the pedestrian and bicycle network:* Provide informational materials (such as maps and bike education information)

Transportation: Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective T-3: **Promote options for active transportation through the creation of a comprehensive network, improved connectivity, and the provision of support facilities.**	*T-3.11.A*	*Implement targeted enforcement and maintenance efforts to improve the safety of cyclists and pedestrians:* Establish, target, and enforce specific laws that most impact pedestrian and cyclist safety.
	T-3.11.B	*Implement targeted enforcement and maintenance efforts to improve the safety of cyclists and pedestrians:* Address failures to properly maintain facilities, including the enforcement of snow removal and maintenance of private walks
	T-3.11.C	*Implement targeted enforcement and maintenance efforts to improve the safety of cyclists and pedestrians:* Conduct regular inspections of public walks and paths to ensure they meet accessibility standards. Advertise on the City website and on pedestrian and bike facility maps how users can report maintenance problems.
	T-3.11.D	*Implement targeted enforcement and maintenance efforts to improve the safety of cyclists and pedestrians:* Establish a policy to remove snow from crosswalks, curb ramps, and city-owned multi-use paths.
	T-3.11.E	*Implement targeted enforcement and maintenance efforts to improve the safety of cyclists and pedestrians:* Increase police and volunteer patrols on the multi-use path network.
	T-3.12.A	*Identify evaluation criteria to establish benchmarks and then track development and usage of the pedestrian and bicycle network:* Conduct pedestrian and cyclist counts every two years at key locations throughout the City and use the data to estimate modal split for bicyclists.
	T-3.12.B	*Identify evaluation criteria to establish benchmarks and then track development and usage of the pedestrian and bicycle network:* Conduct an annual or biennial survey to collect more detailed information about walking and cycling in the City.
	T-3.12.C	*Identify evaluation criteria to establish benchmarks and then track development and usage of the pedestrian and bicycle network:* Develop a pedestrian and bicycle network inventory

Transportation: Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective T-4: **Strengthen the relationship between the transportation network and land uses to enhance community connectivity, encourage modal shift, and support redevelopment efforts in Old Hilliard, the Retired Railroad Corridor, and the I-270 Corridor focus areas.**	*T-4.1*	*Adopt modal shift goals for encouraging city residents and employees to take modes other than driving alone.*
	T-4.2.B	*Create additional public parking and signage in high demand areas:* Improve Public Parking Signage to address the perceived shortage of public parking in Old Hilliard.
	T-4.3	*Employ a comprehensive Transportation Demand Management (TDM) program to effectively manage and mitigate current and future demands on the transportation system.*
	T-4.4	*Create the position of Pedestrian, Bicycle, and TDM Coordinator.*

Transportation: Regulations, Code, and Standards

Objective	Action Number	Action
Objective T-1: **Develop Complete Streets on which all modes can safely share the right-of-way.**	*T-1.2.A*	*Revise applicable sections of City Code to support the recommendations of this plan:* Revise the sidewalk specifications to meet current ADAAG guidelines
	T-1.2.B	*Revise applicable sections of City Code to support the recommendations of this plan:* Reduce the minimum number of off-street parking spaces required and establish maximum numbers for each land use type.
	T-1.2.C	*Revise applicable sections of City Code to support the recommendations of this plan:* Revise parking requirements for walkable districts encouraging the provision and use of public parking spaces on the street and in public parking lots, and encouraging shared parking agreements
	T-1.2.D	*Revise applicable sections of City Code to support the recommendations of this plan:* Establish bicycle parking requirements and encourage local businesses to come into compliance with the new standard.

Transportation: Capital Projects *(Continued)*

Objective	Action Number	Action
Objective T-2: **Implement the Thoroughfare Plan to address the infrastructure needs of today and tomorrow.**	*T-2.1.F*	*Implement the Thoroughfare Plan as warranted by development:* Widen Cosgray Road to a four-lane boulevard from Scioto Darby to Hayden Run roads.
	T-2.1.G	*Implement the Thoroughfare Plan as warranted by development:* Extend Norwich Street south to the intersection of Scioto Darby and Walcutt Roads.
	T-2.1.H	*Implement the Thoroughfare Plan as warranted by development:* Extend Wilcox Road from Hayden Run Road to Davidson Road.
	T-2.1.I	*Implement the Thoroughfare Plan as warranted by development:* Partner with ODOT and MORPC for a long-range capacity improvement at the Cemetery Road interchange.
	T-2.2.B	*Construct intersection and signal improvements to improve operational efficiency and address site specific safety concerns:* Lengthen the eastbound left turn lane from Cemetery Road onto northbound I-270 as a short-term improvement to interchange capacity.
	T-2.2.C	*Construct intersection and signal improvements to improve operational efficiency and address site specific safety concerns:* Scioto Darby Road and Veteran's Memorial Drive (as a part of the widening of Scioto Darby Road, Action T-2.1.F)
	T-2.2.D	*Construct intersection and signal improvements to improve operational efficiency and address site specific safety concerns:* Northwest Parkway and Leap Road
	T-2.2.E	*Construct intersection and signal improvements to improve operational efficiency and address site specific safety concerns:* Davidson Road and Coolbrook Drive/Dexter Falls
	T-2.2.F	*Construct intersection and signal improvements to improve operational efficiency and address site specific safety concerns:* Hayden Run Road and Wilcox Road

Transportation: Capital Projects *(Continued)*

Objective	Action Number	Action
Objective T-3: **Promote options for active transportation through the creation of a comprehensive network, improved connectivity, and the provision of support facilities.**	*T-3.1.A*	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* Extend the Heritage Rail Trail from Old Hilliard southeast to the Columbus corporation limit
	T-3.1.C	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* *Designate Wayne, Columbia, and Madison Streets as bicycle boulevards*
	T-3.1.D	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* Create a multi-use path connection between Old Hilliard and Municipal Park, through the Hilliard City School's complex.
	T-3.1.E	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* Complete an east-west pedestrian and bicycle route and greenway corridor between Old Hilliard and Trueman Boulevard.
	T-3.1.F	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* *Construct multi-use path along Cemetery Road from Trueman Boulevard to Britton Parkway.*
	T-3.1.G	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* Connect the Scioto Run Nature Trail and Scioto Run Boulevard to Trueman Boulevard via a multi-use path spur.
	T-3.1.J	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* Construct multi-use path along both sides of Davidson Road from Trueman Boulevard to Britton Parkway.

Transportation: Capital Projects *(Continued)*

Objective	Action Number	Action
Objective T-3: **Promote options for active transportation through the creation of a comprehensive network, improved connectivity, and the provision of support facilities.**	*T-3.1.L*	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* Construct a multi-use path from Cemetery Road, across Northwest Parkway, to Claymill Drive – connecting the library, area schools, the fairgrounds, and local neighborhoods.
	T-3.1.M	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* Construct a multi-use path along Davidson Road from Trueman Boulevard to Dublin Road.
	T-3.2.A	*Construct spot improvements to address site specific barriers and safety concerns in the pedestrian and bicycle network:* Pursue short and long term solutions to improve safety at the intersections of the Heritage Rail Trail with Leppert and Cosgray Roads in Hilliard.
	T-3.2.B	*Construct spot improvements to address site specific barriers and safety concerns in the pedestrian and bicycle network:* Upgrade access to Municipal Park from Hoffman Farms and the Hilliard City Schools complex (Darby High School) by improving the crossing at Veteran's Memorial Drive and installing a new crossing at the multi-use path through Hoffman Farms, just east of Coventry Manor Way (to be constructed as a part of the widening of Scioto Darby Road).
	T-3.2.C	*Construct spot improvements to address site specific barriers and safety concerns in the pedestrian and bicycle network:* Create a safer pedestrian crossing across Cemetery Road between the J.W. Reason Elementary School driveway and the Hilliard Square Shopping Center signals.
	T-3.2.D	*Construct spot improvements to address site specific barriers and safety concerns in the pedestrian and bicycle network:* Enhance the safety of crossing Hilliard-Rome Road at Gillette Avenue/Tinapple Plaza.
	T-3.2.E	*Construct spot improvements to address site specific barriers and safety concerns in the pedestrian and bicycle network:* Improve the intersection of Cosgray Road and Woodsview Way to provide a safe pedestrian connection from Hoffman Farms to the YMCA.

Transportation: Capital Projects *(Continued)*

Objective	Action Number	Action
Objective T-3: **Promote options for active transportation through the creation of a comprehensive network, improved connectivity, and the provision of support facilities.**	*T-3.2.F*	*Construct spot improvements to address site specific barriers and safety concerns in the pedestrian and bicycle network:* Implement pedestrian crossing enhancements on Hilliard-Rome Road at Heritage Club Drive North or Constitution Boulevard
	T-3.3.B	*Install bicycle and pedestrian support facilities throughout the city:* Install public bathrooms and drinking fountains at all City parks. Additional drinking fountains should be installed along routes where access to water may not otherwise be available for long stretches.
	T-3.3.E	*Install bicycle and pedestrian support facilities throughout the city:* *Construct a bike station with parking, maps, maintenance facilities, and lockers at the Heritage Rail Trail trailhead. Such facilities should be added at other trailheads as regional trails are developed*
	T-3.4	*Identify and acquire parcels to create multi-use path spur connections.*
	T-3.5	*Reestablish annual CIP funding for low and medium cost bicycle and pedestrian projects.*
Objective T-4: **Strengthen the relationship between the transportation network and land uses to enhance community connectivity, encourage modal shift, and support redevelopment efforts in Old Hilliard, the Retired Railroad Corridor, and the I-270 Corridor focus areas.**	*T-4.2.A*	*Create additional public parking and signage in high demand areas:* Construct Public Parking as Needed: As higher densities are achieved and the demand of on-site and on-street parking exceeds the supply, the City should construct additional on-street parking, as well as public parking lots, and if warranted, public parking garages to provide necessary parking

Transportation: Studies

Objective	Action Number	Action
Objective T-5: **Provide attractive, affordable, and accessible public transportation to important destinations within and outside the Hilliard area.**	*T-5.1.B*	*Create new transit options for residents and employees in Hilliard:* Along with COTA and Dublin, investigate the feasibility of a local route between the two cities.
	T-5.1.C	*Create new transit options for residents and employees in Hilliard:* Investigate the feasibility of a local trolley or neighborhood circulator to connect Old Hilliard, the retired railroad corridor, and other destinations throughout the city.

Transportation: Coordination

Objective	Action Number	Action
Objective T-2: **Implement the Thoroughfare Plan to address the infrastructure needs of today and tomorrow.**	*T-2.5*	*Coordinate Thoroughfare Plan revisions and transportation improvements within the larger context of northwestern Franklin County*
	T-2.8	*Begin working with ODOT and MORPC to secure funding for regional transportation improvements in the Hilliard area, including a long-term capacity improvement to the Cemetery Road-I-270 interchange.*
Objective T-3: **Promote options for active transportation through the creation of a comprehensive network, improved connectivity, and the provision of support facilities.**	*T-3.1.B*	*Continue to develop the pedestrian and bicycle network to create a system of on- and off-road facilities that meets the needs of all user groups:* Work with other agencies and developers to construct a new bikeway between Municipal Park and Prairie Oaks Metro Park.
Objective T-5: **Provide attractive, affordable, and accessible public transportation to important destinations within and outside the Hilliard area.**	*T-5.1.A*	*Create new transit options for residents and employees in Hilliard:* Work with COTA to relocate the Park & Ride facility on Parkway Lane to the north side of Cemetery Road to support the transit oriented development in the I-270 Focus Area.
	T-5.1.D	*Create new transit options for residents and employees in Hilliard:* Work with COTA and local retail centers, such as the Hilliard Square Shopping Center (Figure 6.12), to locate Park and Ride facilities in their parking lots.
	T-5.2	*Actively pursue establishment of an inter-city and/or commuter rail station on the active rail line.*

Parks and Public Spaces: Programs, Policies, and Events

Objective	Action Number	Action
Objective PPS-2: **Partner with local organizations and groups to help support great public events in the city, particularly Old Hilliard.**	*PPS-2.2*	*Work to make Old Hilliard the primary destination to host a signature event in the City.*
Objective PPS-4: **Continue to maintain a high-quality Recreation and Parks Department and programs in the City.**	*PPS-4.1*	*Work with local philanthropic organizations to beautify the City at key entrances and in City-owned property.*
	PPS-4.2	*Work with a funding specialist/grant writer to allocate state and federal funds to support ongoing capital projects in the parks system.*
	PPS-4.3	*Host regular park "clean-ups" together with other special events to help keep the parks clean.*
Objective PPS-5: **Continue to support the development of Old Hilliard.**	*PPS-5.2*	*Promote infill development along Main Street to create a continuous wall of structures along the street.*
	PPS-5.3	*Provide additional bike racks where needed throughout Old Hilliard.*
	PPS-5.6	*Sponsor, develop, and program community events in Old Hilliard and its parks (e.g. farmers market, pups on Main Street).*
	PPS-5.10	*Program and advertise organized rides or bicycle events to bring more users to Old Hilliard.*
	PPS-5.11	*Ensure a system of routine maintenance and policing to keep the trail clean and inviting.*
Objective PPS-6: **Continue developing Municipal Park and its broad aray of amenities.**	*PPS-6.6*	*Host regular entertainment at the amphitheater such as music/theater to attract visitors to the park.*
	PPS-6.11	*Program baseball tournaments to attract visitors from surrounding communities to Hilliard.*
	PPS-6.12	*Host additional aquatic related events*

Parks and Public Spaces: Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective PPS-7: Develop Weaver Park to become a signature destination in Old Hilliard.	*PPS-7.1*	*Increase the visibility and accessibility of the park through improved signage.*
	PPS-7.4	*Establish a community garden or botanical garden on the eastern portion of the property to bring additional people into the park and create another destination in Old Hilliard.*
	PPS-7.7	*Host garden events on a regular basis to bring people into the park throughout various blooming seasons, and to encourage increased use of the park.*
Objective PPS-8: Improve the East Pool and Park as an asset for those who live in the eastern half of the city.	*PPS-8.2*	*Create a new name and/or brand for the park, consider sponsorship for the naming of the park*
	PPS-8.9	*Promote the park as a space for neighborhood gatherings to bring people into the park, and better connect the park to the pool.*
Objective PPS-9: Construct the Linear Park, including the extension of the Heritage Rail Trail to Columbus and beyond.	*PPS-9.4*	*Program and advertise organized rides or bicycle events to bring more users to Old Hilliard.*
	PPS-9.5	*Ensure a system of routine maintenance and policing to keep the trailway clean and inviting.*

Regulations, Code, and Standards

Objective	Action Number	Action
Objective PPS-1: Increase the amount of parkland, both active and passive, within Hilliard with the goal of having 12 acres per 1,000 by 2020.	*PPS-1.2*	*Ensure new development within the Big Darby Focus Area create naturalized, publically accessible, passive park space.* Such parkspace should preserve critical environmental areas and creates public access to new open space and parkland. These areas should consist of native plants and habitats to the central Ohio region.
	PPS-1.5	*Require all new developments to create or dedicate park space or usable open space as a community amenity.*

Regulations, Code, and Standards *(Continued)*

Objective	Action Number	Action
Objective PPS-1: Increase the amount of parkland, both active and passive, within Hilliard with the goal of having 12 acres per 1,000 by 2020.	*PPS-1.6*	*As development occurs in the I-270 Corridor Focus Area, ensure new development includes a range of park and public space amenities including plazas, greens, naturalized stream corridors, and some athletic fields.*
Objective PPS-5: Continue to support the development of Old Hilliard.	*PPS-5.1*	*Develop better overlay standards for architecture and site development, helping private development and investments complement the City's investment in developing Old Hilliard as the city's premier public place.*

Parks and Public Spaces: Capital Projects

Objective	Action Number	Action
Objective PPS-1: Increase the amount of parkland, both active and passive, within Hilliard with the goal of having 12 acres per 1,000 by 2020.	*PPS-1.1*	*Continue to support the development of new park space in and around Old Hilliard,, including the Hilliard's Station park and Heritage Rail Trail extension to Main Street currently in development.*
	PPS-1.3	*Develop new parks and active recreation opportunities in the eastern half of the City.*
	PPS-1.4	*As development occurs on the west side of the city, work to expand Municipal Park, and/or create new park space.*
Objective PPS-3: Support the expansion of recreational trails throughout the city.	*PPS-3.1*	*Extend the Heritage Rail Trail southeast from Old Hilliard to the Columbus corporation limit.*
	PPS-3.2	*Create new pedestrian/bike connections between neighborhoods and public spaces, improving access to existing parks and public spaces.*
	PPS-3.4	*Partner with developers and agencies to create a regional bikeway between Municipal Park to Prairie Oaks Metro Park.*

Parks and Public Spaces: Capital Projects *(Continued)*

Objective	Action Number	Action
Objective PPS-5: Continue to support the development of Old Hilliard.	*PPS-5.4*	*Provide better signage for bike circulation and public (automobile) parking areas.*
	PPS-5.5	*Develop signature private or public buildings at the northeast and southwest end of Main Street to establish terminating views for the street corridor.*
	PPS-5.7	*Extend the Heritage Rail Trail through Old Hilliard and southeast along the Retired Railroad Corridor, and move the trailhead to the corner of Main and Center streets to improve trail access.*
	PPS-5.8	*Build better connectivity between the trail, surrounding neighborhoods, and schools.*
	PPS-5.9	*Establish pocket parks with water stops, shade, bike parking, and other amenities.*
	PPS-5.12	*Install signage along the trail that educates trail users on the history of the rail in Hilliard.*
Objective PPS-6: Continue developing Municipal Park and its broad aray of amenities.	*PPS-6.1*	*Improve pedestrian accessibility along Veterans Memorial Drive and at the park entrance across from Coventry Manor Way.*
	PPS-6.2	*Provide safer crossings across Scioto Darby Road between Hoffman Farms subdivision and Municipal Park*
	PPS-6.3	*Improve signage to improve the park's visibility from Scioto Darby Road, and identify the park as a signature destination in Hilliard.*
	PPS-6.4	*Improve the current amphitheater to support future programming.*
	PPS-6.5	*Enlarge the amphitheater with structured seating, open lawn space, and a new elevated stage.*
	PPS-6.7	*Develop additional paths around the sports complex to facilitate the movement of pedestrians.*
	PPS-6.8	*Provide additional public water fountains, especially near the sports complex, as an amenity for spectators and athletes. Water fountains should also accommodate pets.*
	PPS-6.9	*Provide more shaded areas adjacent to the baseball fields for spectators.*

Parks and Public Spaces: Capital Projects *(Continued)*

Objective	Action Number	Action
Objective PPS-6: **Continue developing Municipal Park and its broad aray of amenities.**	*PPS-6.10*	*Remove specified roadway segments to reduce pedestrian conflicts and provide additional open space adjacent to the baseball fields.*
Objective PPS-7: **Develop Weaver Park to become a signature destination in Old Hilliard.**	*PPS-7.2*	*Create sidewalk connections into the park from Main Street.*
	PPS-7.3	*Improve existing parking areas to better serve vehicular traffic to the park.*
Objective PPS-8: **Improve the East Pool and Park as an asset for those who live in the eastern half of the city.**	*PPS-8.1*	*Relocate the northern pool fence south of the existing shelter to improve access and visibility to the park.*
	PPS-8.3	*Improve signage for the park along Schirtzinger Road.*
	PPS-8.4	*Remove some of the excess parking in the very rear of the facility and convert that area to tennis or basketball courts for neighborhood use.*
	PPS-8.5	*Provide another source of activity and seating in the park.*
	PPS-8.6	*Extend a bike/pedestrian path from the sidewalk along Schirtzinger Road into the park.*
	PPS-8.7	*Improve/update the existing pool buildings.*
Objective PPS-9: **Construct the Linear Park, including the extension of the Heritage Rail Trail to Columbus and beyond.**	*PPS-9.1*	*Extend the Trail through Old Hilliard and southeast along the railroad corridor, and move the trailhead to Main and Center Streets to improve trail access and visibility.*
	PPS-9.2	*Provide better connectivity between the trail, surrounding neighborhoods, and schools.*
	PPS-9.3	*Establish pocket parks with water stops, shade, bike parking, and other amenities.*
	PPS-9.6	*Develop signage along the trail that educates trail users on the history of the rail in Hilliard.*

Parks and Public Spaces: Coordination

Objective	Action Number	Action
Objective PPS-2: Partner with local organizations and groups to help support great public events in the city, particularly Old Hilliard.	*PPS-2.1*	*Work with local organizations such as the Chamber of Commerce, Destination Hilliard, and others to create a signature event.*
	PPS-2.3	*Work with the Hilliard City School District to encourage the schools to host special events, such as outdoor plays, band/choir performances in Old Hilliard.*
	PPS-2.4	*Work with local charitable organizations to host special events in Old Hilliard.*
	PPS-2.5	*Collaborate with the Franklin County Fair Board to host events that serve the fairgrounds and Old Hilliard.*
Objective PPS-3: Support the expansion of recreational trails throughout the city.	*PPS-3.3*	*Ensure future development projects provide ample access to parks and open spaces, both proposed and existing.*
Objective PPS-7: Develop Weaver Park to become a signature destination in Old Hilliard.	*PPS-7.5*	*Work with the Historical Society to increase the hours and staffing of the park to allow more people to tour the historical buildings.*
	PPS-7.6	*Work with the fair board to develop joint use and programming of the park and gardens.*
	PPS-7.8	*Create a partnership with local horticultural organization clubs for planting and maintenance of the gardens.*

Economic Development - Programs, Policies, and Events

Objective	Action Number	Action
Objective ED-1: **Continue to support local business development.**	*ED-1.1*	*Act as a clearing house to connect businesses with funding assistance agencies.*
	ED-1.2	*Serve as a clearing house for small business training assistance.*
	ED-1.3	*Work with local agencies and commercial brokers to attract and promote new businesses in Hilliard.*
	ED-1.4	*Provide special support to businesses that create job opportunities for a variety of age groups within the community.*
Objective ED-2: **Continue promoting development opportunities to targeted audiences.**	*ED-2.1*	*Continue to network and promote development opportunities before major developers and commercial brokerages with a Central Ohio presence.*
	ED-2.2	*Continue to actively participate in regional business attraction initiatives conducted by groups such as the Mid-Ohio Development Exchange (MODE), and Columbus 2020.*
	ED-2.3	*Promote the local and regional labor force's demographics, education, ability, and accessibility as an economic asset in marketing Hilliard to businesses, brokers, and developers.*
	ED-2.4	*Encourage local initiatives that seek to improve cultural and quality of life amenities within the community.*
	ED-2.5	*Continue to embrace the current development marketing strategy of "Promote the City."* This initiative promotes Hilliard as a place to live and conduct business.
	ED-2.6	*Foster continued relationships with various media outlets to promote successes, opportunities, and events in the city.*
Objective ED-3: **Support new housing options and community amenities to make Hilliard more attractive to a wider demographic spectrum of potential residents and workers.**	*ED-3.1*	*Develop local amenities to attract and retain young professionals.*
	ED-3.2	*Diversify the housing stock, especially in Old Hilliard, and the Retired Rail Corridor.*
	ED-3.3	*Continue to enhance recreational facilities and amenities to support future economic growth.*

Economic Development - Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective ED-4: Use a variety of development incentives to promote growth in Old Hilliard and the I-270 Corridor.	*ED-4.1*	*Use job creation tax credits as a tool to help new and existing businesses grow.*
	ED-4.2	*Continue to use TIF's as tool to attract and retain business in the targeted focus areas.*
	ED-4.3	*Continue to promote the CRAs to new and existing businesses to encourage investment within the city.*
	ED-4.4	*Set up an Economic Development Fund to be used as a tool to help promote and finance special economic development projects in the city.*
	ED-4.5	*Continue to ensure that any economic incentives extended to developers or businesses deliver benefits in excess of their cost to the taxpayer.*
Objective ED-5: Ensure development growth does not outpace the ability for the developer to pay for the infrastructure and increased services required to support it.	*ED-5.1*	*Establish level-of-services standards.* Such standards must be met by every residential, commercial, and industrial development as a condition of development and/or rezoning.
	ED-5.2	*Require a fiscal impact analysis for large developments.* The report should determine the estimated service (public safety, infrastructure, etc.) cost and potential revenue to the City.
	ED-5.3	*Continue to utilize financial tools to contain costs of development.*
	ED-5.4	*Require the collection of impact fees at approval of the final plat rather than delaying collection to the building permit.*
	ED-5.5	*Align the CIP with level-of-services standards and impact fees.*
Objective ED-6: Respond quickly to development interest and applications that are in line with this plan.	*ED-6.1*	*Maintain a streamlined development approval processes for projects that fulfill the objectives of the plan.*
	ED-6.2	*Create a "development handbook" that guides applicants through the City's permitting processes.*
	ED-6.3	*Make all applications, application requirements, filing dates, meeting schedules, agendas, and contacts available in one central location on the City's website.*

Economic Development - Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective ED-6: Respond quickly to development interest and applications that are in line with this plan.	*ED-6.4*	*Combine development applications and reviews that would otherwise be filed separately (e.g. sign permit and building permit applications).*
	ED-6.5	*Allow for internal administrative review of existing applications as appropriate.*
Objective ED-7: Position the city to benefit from the growing sector of the 65 and over population.	*ED-7.1*	*Develop medical business clusters in the city, specifically around the I-270 corridor to serve the aging population.*
	ED-7.2	*Promote quality life amenities in Hilliard in a targeted media campaign.*
	ED-7.3	*Develop initiatives that support and create jobs for residents over the age of 65.*

Economic Development - Regulations, Code, and Standards

Objective	Action Number	Action
Objective ED-7: Position the city to benefit from the growing sector of the 65 and over population.	*ED-7.4*	*Allow home based businesses as a permitted use in all areas of the city if the business meets minimum standards set by the City.*

Utilities - Programs, Policies, and Events

Objective	Action Number	Action
Objective U-1: Increase system capacity to accommodate additional users where most feasible.	*U-1.1*	*Continue to evaluate the costs and benefits of water and sanitary sewer expansion projects based on their ability to allow growth throughout the city.*
	U-1.2	*Develop a comprehensive strategy to ensure capacity is provided to and paid for by new development as it occurs throughout the city.*
Objective U-2: Improve system reliability and efficiency to further ensure a high quality utility service for all users.	*U-2.3*	*Make it City policy to prohibit private developers from utilizing a privately owned and operated lift station to provide sanitary sewer service to new developments.*
Objective U-3: Focus city-subsidized utility infrastructure projects to incentivize growth in the Focus Areas, specifically in Old Hilliard, and along the Retired Railroad and I-270 corridors.	*U-3.2*	*Develop financing options to facilitate the construction of water and sewer projects to support development in the Old Hilliard and Retired Railroad Corridor focus areas.*
Objective U-4: Encourage above ground stormwater facilities with dual purposes, including naturalized open spaces and public recreation.	*U-4.2*	*Encourage the improvement of above ground stormwater facilities and surrounding open space to allow its dual function as public recreation space.*
	U-4.3	*Create a policy to encourage developers to build a more diversified collection of flood- and storm-water storage and treatment facilities.*
Objective 5: Develop a comprehensive ditch/stream corridor restoration program and policies.	*U-5.1*	*Identify ditches and streams throughout the City and develop recommendations as for whether these streams should be protected or either restored or reconstructed.*
	U-5.3	*Streams identified as needing to be protected should be protected by the City.*

Utilities - Programs, Policies, and Events *(Continued)*

Objective	Action Number	Action
Objective U-6: Develop and implement regulations recommended in the Big Darby Accord Watershed Master Plan to help protect the Big Darby Watershed.	*U-6.1*	*Ensure the recommendations of the next revisions of the utility master plans will improve water and sanitary sewer services to support the type and density of development called for in the Comprehensive Plan and the Big Darby Accord.*
	U-6.2	*Ensure local development in the Big Darby Focus Area includes an effort to improve both Hamilton and Clover Groff ditches.*

Utilities - Regulations, Code, and Standards

Objective	Action Number	Action
Objective U-4: Encourage above ground stormwater facilities with dual purposes, including naturalized open spaces and public recreation.	*U-4.1*	*Amend applicable City Codes to strongly encourage consolidated stormwater facilities that provide service to all parcels within a subdivision.*
	U-4.3	*Create a policy to encourage developers to build a more diversified collection of flood- and storm-water storage and treatment facilities.*

Utilities - Capital Projects

Objective	Action Number	Action
Objective U-2: Improve system reliability and efficiency to further ensure a high quality utility service for all users.	*U-2.1*	*Make necessary purchases and enhancements to ensure redundant and dependable operation of the City's water and sanitary sewer systems.*

Utilities - Capital Projects *(Continued)*

Objective	Action Number	Action
Objective U-3: Focus city-subsidized utility infrastructure projects to incentivize growth in the Focus Areas, specifically in Old Hilliard, and along the Retired Railroad and I-270 corridors.	*U-3.1*	*Build a relief sewer to support development in Old Hilliard and provide access to support development along the Retired Railroad Corridor.*
Objective U-5: Develop a comprehensive ditch/stream corridor restoration program and policies.	*U-5.2*	*Restore ditches and streams that are recommended to be restored, then place in a conservation easement to protect these investments.*

Utilities - Studies

Objective	Action Number	Action
Objective U-3: Focus city-subsidized utility infrastructure projects to incentivize growth in the Focus Areas, specifically in Old Hilliard, and along the Retired Railroad and I-270 corridors.	*U-3.3*	*Evaluate financing and implementation options for ensuring sufficient sanitary sewer service to support the desired development pattern in the I-270 Focus Area.*