



Located on the north side of the city, the Clinton Estates neighborhood enjoys a very active civic association and affordable housing options.

DEPARTMENT OF DEVELOPMENT

Department Description

The Department of Development provides an array of services through its divisions and offices: the Economic Development Division, Code Enforcement Division, Planning Division, Housing Division, Land Redevelopment Division, and the Director's Office.

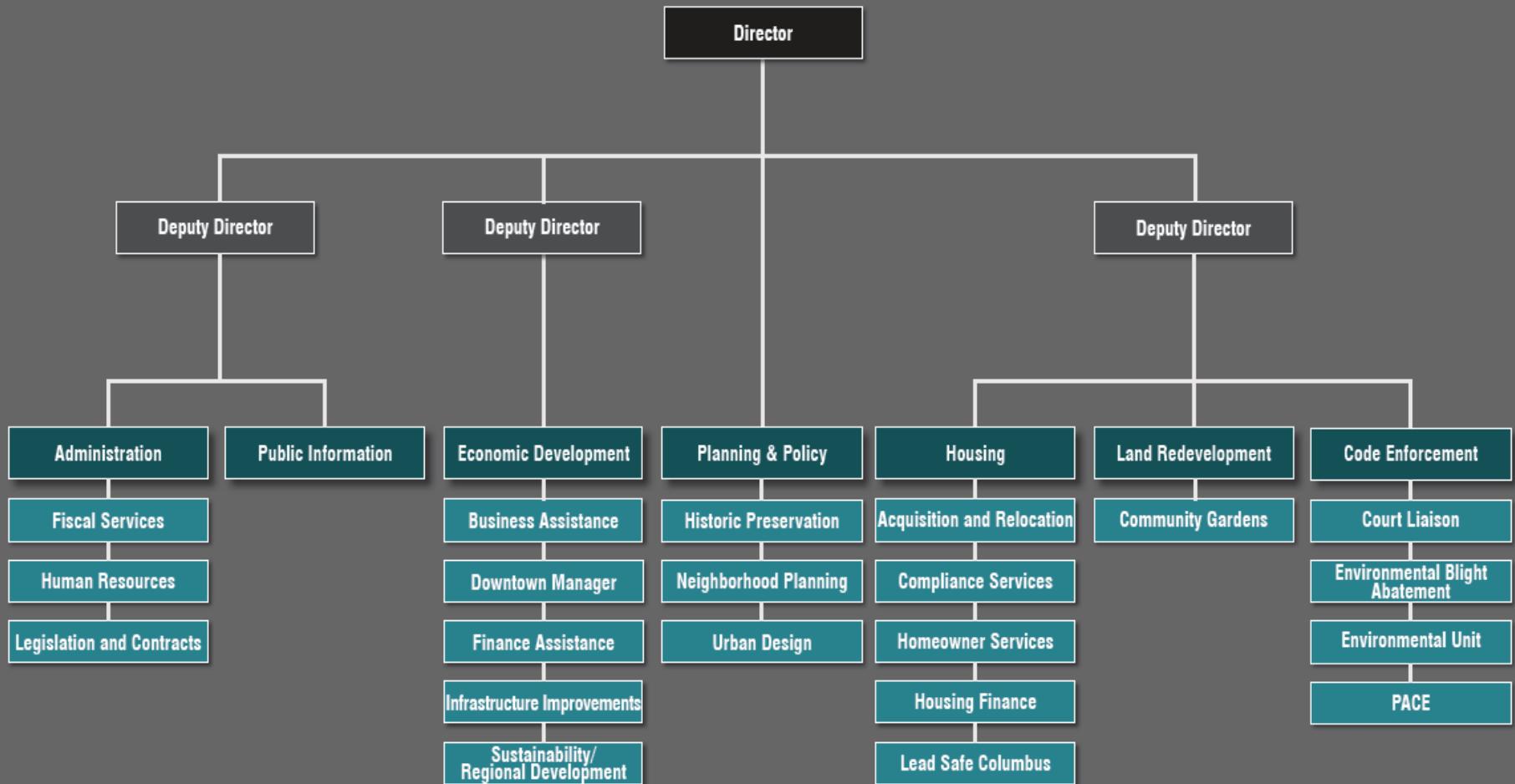
The department coordinates key development projects and provides resources through its financing and technical assistance programs.

Department Mission

To engage and promote strong, healthy, distinct, and vibrant neighborhoods, provide an atmosphere that promotes job creation and economic growth in existing and emerging industries, develop a thriving downtown that is recognized as a regional asset, and provide high quality customer service.

Development

Development



Strategic Priorities for 2017

Neighborhoods

Work with the Department of Neighborhoods to enhance customer service and quickly respond to citizen issues.

Undertake intensive, targeted public-private partnerships in key neighborhoods to encourage economic and social transformation.

Utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.

Enhance code enforcement of commercial properties.

Serve as a coordinating point for state, federal, not-for-profit, and for-profit housing development efforts aimed at providing an affordable mix of high quality housing for all Columbus residents.

Assist low- and moderate-income homeowners with financing for home repair projects.

Assist homeowner counseling agencies with the provision of first time homebuyer and foreclosure prevention counseling.

Review and adjust residential property tax abatements to ensure that programs are encouraging an appropriate mix of residential investments in underperforming neighborhoods and close to major job centers.

Provide a planning framework for neighborhoods by developing and updating key planning documents.

Continue support for community organizations that provide social services to our community.

Diversity and Inclusion

In coordination with the Office of Diversity and Inclusion:

Review current procurement processes and implement a plan to increase opportunities for minority business enterprises.

Enhance our efforts to attract diverse candidates for department employment vacancies and promotion opportunities.

Improve the diversity and inclusion proficiency within our workforce.

Strategic Priorities for 2017 (cont.)

Economic Development

Proactively pursue opportunities for job growth and investment through improved marketing efforts that will build awareness of the City of Columbus' strengths and potential.

Foster growth among existing and emerging industries through a targeted business retention and expansion program.

Leverage relationships with Columbus 2020, Rev1 Ventures, The Ohio State University, and the business community to encourage entrepreneurship, innovation, and commercialization.

Create and implement a strategy that fosters international business relationships leading to increased foreign direct investment.

Support ongoing development in neighborhood commercial corridors through the use of small business grants and loans.

Continue implementation of a green economic development policy to encourage investment in environmentally sustainable business growth.

Early Childhood Development and Education

Continue to support CelebrateOne efforts to improve social and economic conditions that drive disparities across our community and in the highest risk neighborhoods.

Operational Efficiencies

Increase the use of project tracking databases to identify opportunities to improve the service and performance of programs.

Evaluate opportunities to outsource non-core or specialized functions to external partners when appropriate.

Seek at least three national awards and recognition for department programs, projects, or services.

2017 BUDGET NOTES

ADMINISTRATION

Total support for social service agencies in 2017 is \$5 million, and is comprised of \$2.85 million in general fund support and \$2.15 million in emergency human services funds. In addition:

- The general fund budget includes \$100,000 for the Columbus and Franklin County Port/Finance Authority and \$25,000 for the pursuit of federal funding for transportation and infrastructure improvement projects.

ECONOMIC DEVELOPMENT

The division will receive \$800,000 to assist in the economic development efforts being put forth by Columbus 2020 and Rev1 Ventures (formerly known as TechColumbus). In addition:

- The division will continue to focus its efforts on the retention and expansion of existing Columbus businesses, the attraction of new businesses to Columbus, and the creation of new business opportunities from local research institutions and community entrepreneurs. The 2017 budget includes \$325,000 to continue these efforts.
- The division supports downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000. The Morse Road Special Improvement District will receive \$75,000 for maintenance of the streetscape improvements and other enhancements in the public right-of-way.
- The division supports local economic development through the provision of loans from the economic development loan fund and through contracts with economic development-oriented agencies. The Community Development Block Grant (CDBG) supported budget for economic development efforts is over \$1.4 million.
- Additional economic development activities include \$75,000 for Sister Cities and \$250,000 for PACT (Partners Achieving Community Transformation).

CODE ENFORCEMENT

Total support for code enforcement and environmental nuisance activities in 2017 is \$8.8 million, with \$7.8 million provided in the general fund and slightly over \$1.0 million in the community development block grant fund. Included in total funding:

- Nearly \$1.0 million is included to procure weed cutting services on foreclosed properties that have been abandoned.
- An additional property maintenance specialist position was funded in the Environmental Nuisance program to assist with complex zoning cases.

PLANNING

The general fund supports 18 full-time equivalent positions in 2017. A new position was added in 2016 to assist in the CelebrateOne infant mortality initiative and will be fully funded in 2017.

HOUSING

Support for the Community Shelter Board and the Rebuilding Lives program will provide funding of over \$6.3 million in 2017. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$325,000 and \$81,029, are provided by HOME and CDBG funds, respectively. In addition:

Development

- The Affordable Housing Trust (AHT) fund, administered through the Affordable Housing Trust for Columbus and Franklin County, was formed in 2000 to address the housing shortage affecting working families. The AHT fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments and receives annual deposits of 8.43 percent of the city's portion of the hotel/motel tax fund revenues. City support for AHT programs is estimated at \$1.7 million in 2017.
- HOME funds totaling \$160,389 will be used to provide community housing development organizations with operating grants.

LAND REDEVELOPMENT

The Division of Land Redevelopment was created to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. This is the first full year of funding for the Division of Land Redevelopment as a separate entity. The general fund supports 5 full-time equivalent positions in 2017. The division improves Columbus neighborhoods by returning vacant, abandoned and underutilized residential and commercial properties to productive community assets.

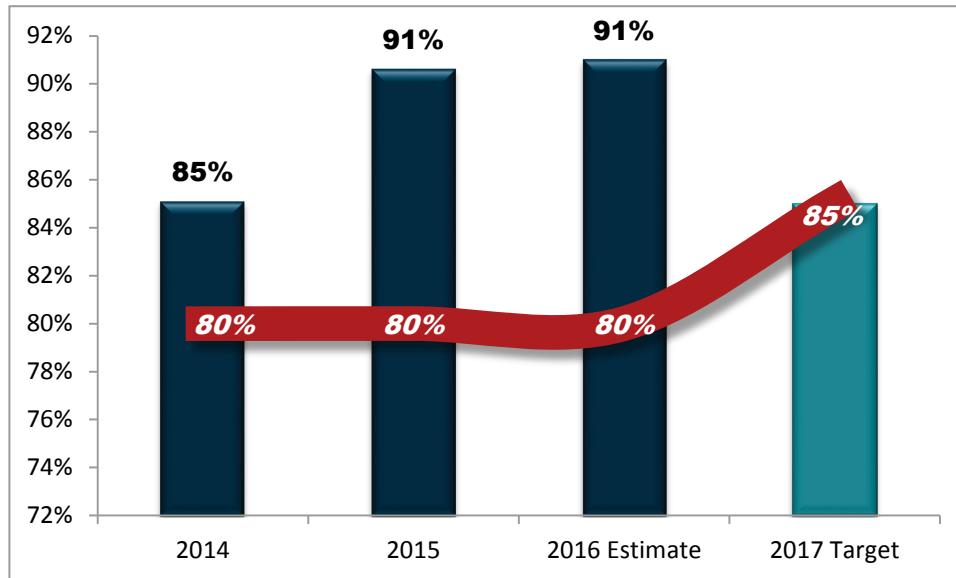


The Maize Morse neighborhood of Columbus, bordered by Interstate 71 on the west and Morse Road on the north, consists of single family homes constructed during the post WWII housing boom of the 1950s and 1960s.

PERFORMANCE MEASURES

Interior Code Request

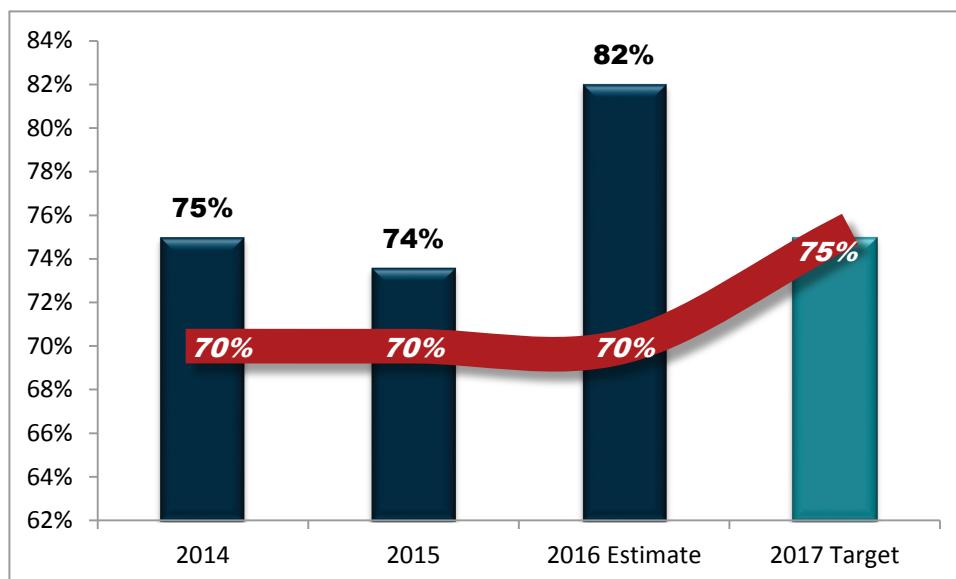
Percent of interior code enforcement requests investigated within two business days



Interior emergency code enforcement requests are a higher priority and include issues of immediate concern to the health and safety of residents. The Code Enforcement Division maintains that it will respond to 85 percent of these requests within two business days. The division is on target to surpass this goal in 2016 by responding to 91 percent within the targeted timeframe.

Non-Emergency Code Request

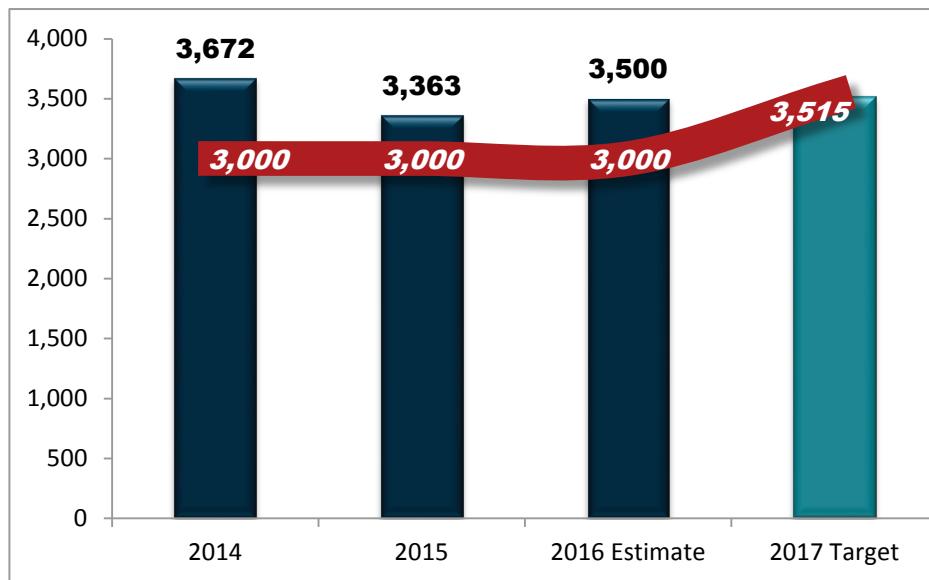
Percent of non-emergency code enforcement requests responded to within ten business days



Non-emergency code enforcement requests are investigated within ten business days and are dependent on a number of factors including demand, staffing availability, the nature of the complaint, and weather conditions. The Code Enforcement Division has surpassed the goal of responding to 70 percent within the time limit for the past three years and maintains that moving forward it can respond to 75 percent within ten business days.

Jobs Created

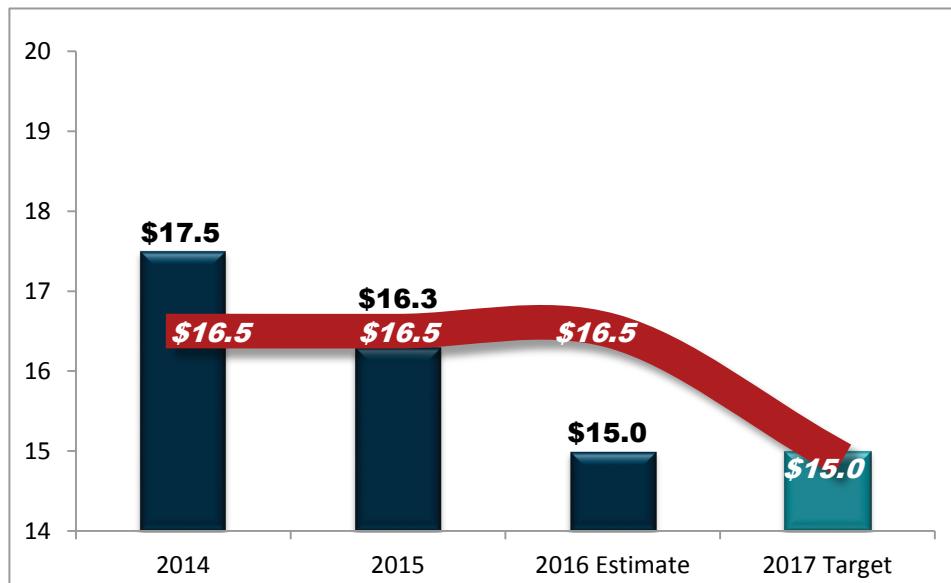
Number of jobs created or retained



The Economic Development Division of the Development Department has consistently exceeded the goal of 3,000 jobs created or retained through economic development initiatives by nearly 20 percent. This effort is a direct correlation to the mission of promoting economic growth in the city. It is estimated that 3,515 jobs will be created or retained in the 2017 budget year.

Private Investment Dollars

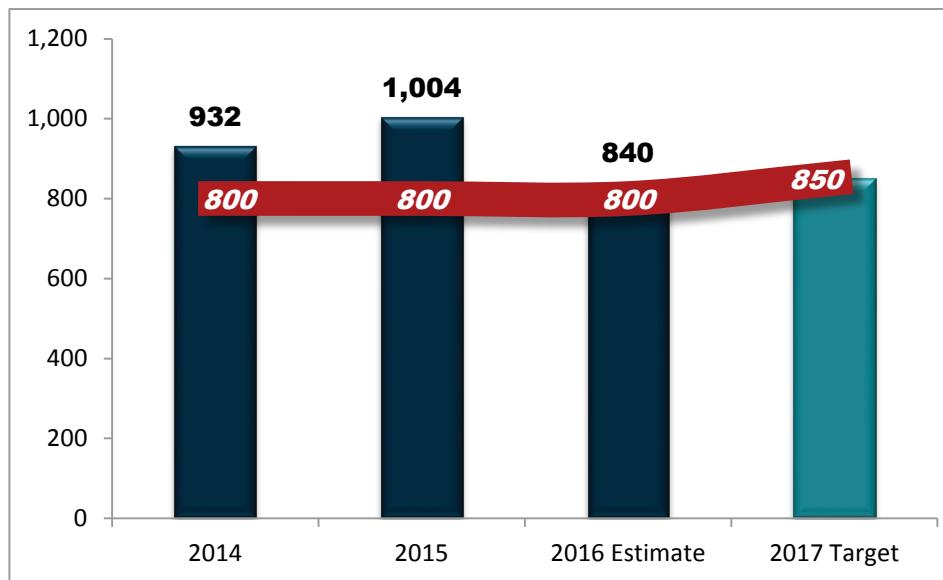
Private investment dollars leveraged per dollar of public investment and incentives



The economic health of a community is dependent on the success of public and private partnership investments. The Economic Development Division continues to work to provide incentives to increase private investment dollars to assist with the economic development initiatives supported by the city.

Rehabilitated Homes

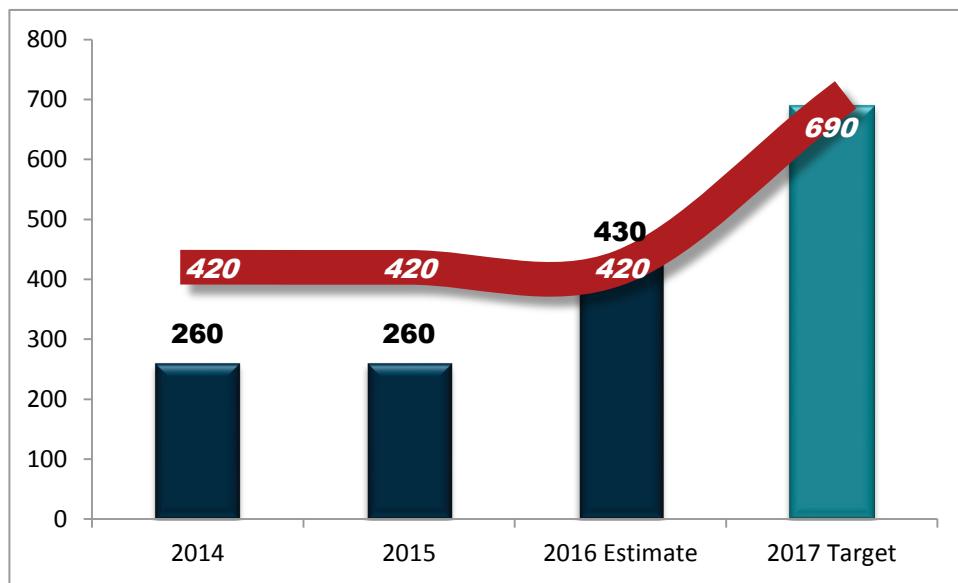
Number of homes rehabilitated



The number of homes rehabilitated has consistently exceeded the goal of 800 annually. The Housing Division will increase this goal by striving to rehabilitate 850 homes in 2017. This will have a direct impact on creating and promoting strong, vibrant, healthy Columbus neighborhoods leading to improved economic growth.

Financed Housing

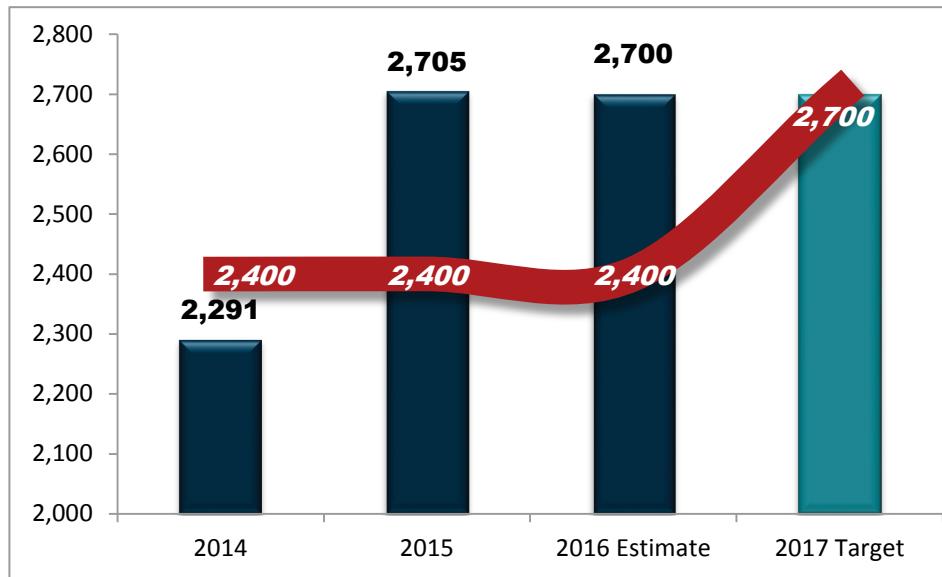
Number of housing projects financed



The Housing Division works to create affordable housing by providing resources and technical programs to assist homebuyers and investors with financing housing projects. The division is on track to surpass the goal of 420 housing projects financed in 2016 and will increase the target to 690 in 2017. This is a direct investment in developing strong, vibrant neighborhoods.

Plans Reviewed

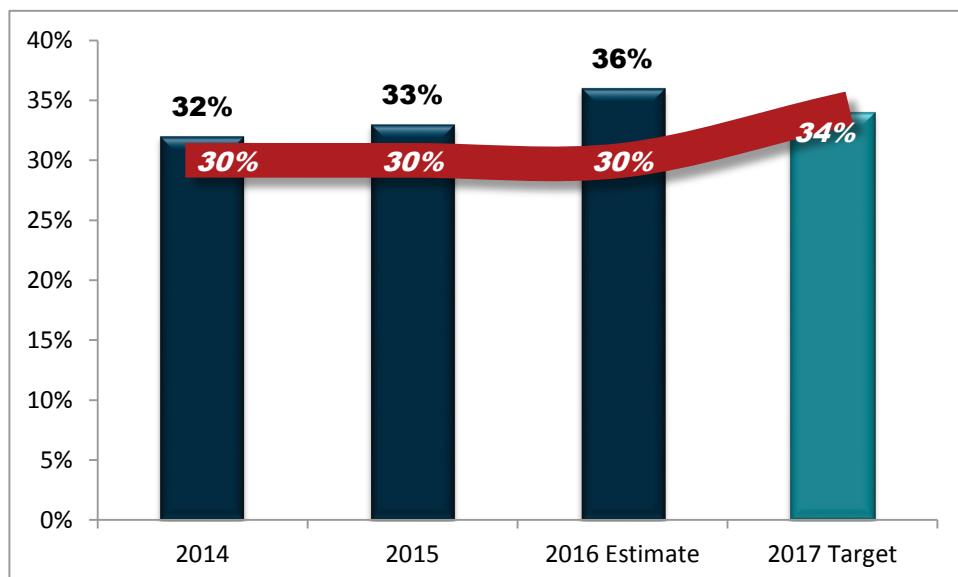
Number of development review items processed



Another sign of economic growth is property development requests from citizens. When such requests are made, the Planning Division is required to review those plans. Through its high quality customer service, the division is projecting to review over 2,700 plans in 2016, a 13 percent increase over the target. As a result, the target will increase to 2,700 in 2017.

Land Use Plans

Percent of plans older than ten years



The Planning Division produces land use plans for parts of the city. Plans that are older than 10 years are no longer relevant. The division has set a target that less than 30 percent of the plans will be older than 10 years. Work is continuously done to review and revise the information and reduce the number of outdated plans.

Department Financial Summary by Area of Expense						
Fund		2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
General Fund						
Administration						
Personnel	\$ 3,308,657	\$ 3,146,092	\$ 3,608,642	\$ 3,386,208	\$ 2,635,052	
Materials & Supplies	25,782	18,878	29,811	23,969	22,200	
Services	3,118,531	3,159,277	3,256,866	3,395,354	3,259,111	
Other	482,474	150,000	-	-	-	
Capital	13,810	-	-	-	-	
Transfers	9,000	27,210	38,000	16,383	-	
Administration Subtotal	6,958,254	6,501,457	6,933,319	6,821,914	5,916,363	
Economic Development						
Personnel	605,660	720,107	964,869	908,319	971,703	
Materials & Supplies	2,019	2,306	6,950	6,850	6,950	
Services	2,652,663	2,638,995	2,865,076	3,227,592	2,459,975	
Other	9,199,849	13,626,802	-	16,428,529	-	
Economic Development Subtotal	12,460,192	16,988,211	3,836,895	20,571,290	3,438,628	
Code Enforcement						
Personnel	5,835,449	6,140,696	6,716,896	6,600,575	7,039,223	
Materials & Supplies	91,608	51,010	74,100	74,100	74,100	
Services	872,862	782,346	787,423	837,911	700,979	
Other	-	2,107	10,000	10,000	10,000	
Capital	124,299	-	-	-	-	
Code Enforcement Subtotal	6,924,219	6,976,159	7,588,419	7,522,586	7,824,302	
Planning						
Personnel	1,405,634	1,589,403	1,815,634	1,561,706	1,853,367	
Materials & Supplies	7,855	12,393	16,750	16,750	16,750	
Services	58,073	55,475	74,864	78,367	77,311	
Planning Subtotal	1,471,562	1,657,270	1,907,248	1,656,823	1,947,428	
Housing						
Personnel	391,220	421,885	433,289	386,637	431,930	
Materials & Supplies	1,655	993	1,950	1,950	1,950	
Services	4,844,173	4,820,331	4,827,092	4,827,092	5,648,929	
Housing Subtotal	5,237,048	5,243,208	5,262,331	5,215,679	6,082,809	
Land Redevelopment						
Personnel	-	-	-	-	499,835	
Land Redevelopment Subtotal	-	-	-	-	499,835	
General Fund Subtotal	33,051,275	37,366,306	25,528,212	41,788,292	25,709,365	
Community Development Block Grant						
Administration						
Personnel	833,948	858,904	911,897	616,593	255,892	
Materials & Supplies	48	-	2,000	2,000	2,789	
Services	190,300	251,215	227,000	227,000	2,000	
Administration Subtotal	1,024,295	1,110,119	1,140,897	845,593	260,681	
Economic Development						
Personnel	741,251	793,741	674,203	656,595	840,229	
Materials & Supplies	1,957	2,100	2,250	1,500	2,250	
Services	508,917	698,208	632,750	661,503	632,750	
Economic Development Subtotal	1,252,125	1,494,049	1,309,203	1,319,598	1,475,229	
Code Enforcement						
Personnel	712,168	833,401	935,719	850,840	895,151	
Materials & Supplies	9,982	10,979	12,000	6,000	12,000	
Services	160,000	160,000	160,000	160,000	160,000	
Capital	72,645	35,605	-	-	-	
Code Enforcement Subtotal	954,795	1,039,984	1,107,719	1,016,840	1,067,151	
Housing						
Personnel	967,924	956,461	1,220,637	1,182,426	1,305,487	
Materials & Supplies	12,100	20,198	23,000	19,152	22,400	
Services	1,434,555	1,258,711	1,239,767	2,087,925	1,559,100	
Other	731,407	950,000	850,000	1,300	-	
Housing Subtotal	3,145,986	3,185,370	3,333,404	3,290,803	2,886,987	
Land Redevelopment						
Personnel	-	-	-	-	270,637	
Land Redevelopment Subtotal	-	-	-	-	270,637	
CDBG Fund Subtotal	6,377,201	6,829,522	6,891,223	6,472,834	5,960,685	
Emergency Human Services Fund						
Administration						
Services	1,689,856	2,341,782	2,373,000	2,373,000	2,456,000	
Transfers	88,170	-	-	-	-	
Emergency Human Services Fund Subtotal	1,778,026	2,341,782	2,373,000	2,373,000	2,456,000	
Department Total	\$ 41,206,502	\$ 46,537,610	\$ 34,792,435	\$ 50,634,126	\$ 34,126,050	

Development

Division Financial Summary by Area of Expense								
Fund	2014 Actual		2015 Actual		Budget	2016 Projected		2017 Proposed
Administration								
General Fund								
Personnel	\$ 3,308,657	\$ 3,146,092	\$ 3,608,642	\$ 3,386,208	\$ 2,635,052			
Materials & Supplies	25,782	18,878	29,811	23,969	22,200			
Services	3,118,531	3,159,277	3,256,866	3,395,354	3,259,111			
Other	482,474	150,000	-	-	-			
Capital	13,810	-	-	-	-			
Transfers	9,000	27,210	38,000	16,383	-			
General Fund Subtotal	6,958,254	6,501,457	6,933,319	6,821,914	5,916,363			
CDBG Fund								
Personnel	833,948	858,904	911,897	616,593	255,892			
Materials & Supplies	48	-	2,000	2,000	2,789			
Services	190,300	251,215	227,000	227,000	2,000			
CDBG Fund Subtotal	1,024,296	1,110,119	1,140,897	845,593	260,681			
Emergency Human Services Fund								
Services	1,689,856	2,341,782	2,373,000	2,373,000	2,456,000			
Transfers	88,170	-	-	-	-			
Emergency Human Services Fund Subtotal	1,778,026	2,341,782	2,373,000	2,373,000	2,456,000			
Administration Subtotal	9,760,576	9,953,358	10,447,216	10,040,507	8,633,044			
Economic Development								
General Fund								
Personnel	605,660	720,107	964,869	908,319	971,703			
Materials & Supplies	2,019	2,306	6,950	6,850	6,950			
Services	2,652,663	2,638,995	2,865,076	3,227,592	2,459,975			
Other	9,199,849	13,626,802	-	16,428,529	-			
General Fund Subtotal	12,460,192	16,988,211	3,836,895	20,571,290	3,438,628			
CDBG Fund								
Personnel	741,251	793,741	674,203	656,595	840,229			
Materials & Supplies	1,957	2,100	2,250	1,500	2,250			
Services	508,917	698,208	632,750	661,503	632,750			
CDBG Fund Subtotal	1,252,125	1,494,049	1,309,203	1,319,598	1,475,229			
Economic Development Subtotal	13,712,317	18,482,260	5,146,098	21,890,888	4,913,857			



Division Financial Summary by Area of Expense (Cont.)					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
Code Enforcement					
General Fund					
Personnel	5,835,449	6,140,696	6,716,896	6,600,575	7,039,223
Materials & Supplies	91,608	51,010	74,100	74,100	74,100
Services	872,862	782,346	787,423	837,911	700,979
Other	-	2,107	10,000	10,000	10,000
Capital	124,299	-	-	-	-
General Fund Subtotal	6,924,219	6,976,159	7,588,419	7,522,586	7,824,302
CDBG Fund					
Personnel	712,168	833,401	935,719	850,840	895,151
Materials & Supplies	9,982	10,979	12,000	6,000	12,000
Services	160,000	160,000	160,000	160,000	160,000
Capital	72,645	35,605	-	-	-
CDBG Fund Subtotal	954,795	1,039,984	1,107,719	1,016,840	1,067,151
Code Enforcement					
Subtotal	7,879,014	8,016,143	8,696,138	8,539,426	8,891,453
Planning					
General Fund					
Personnel	1,405,634	1,589,403	1,815,634	1,561,706	1,853,367
Materials & Supplies	7,855	12,393	16,750	16,750	16,750
Services	58,073	55,475	74,864	78,367	77,311
Planning Subtotal	1,471,562	1,657,270	1,907,248	1,656,823	1,947,428
Housing					
General Fund					
Personnel	391,220	421,885	433,289	386,637	431,930
Materials & Supplies	1,655	993	1,950	1,950	1,950
Services	4,844,173	4,820,331	4,827,092	4,827,092	5,648,929
General Fund Subtotal	5,237,048	5,243,208	5,262,331	5,215,679	6,082,809
CDBG Fund					
Personnel	967,924	956,461	1,220,637	1,182,426	1,305,487
Materials & Supplies	12,100	20,198	23,000	19,152	22,400
Services	1,434,555	1,258,711	1,239,767	2,087,925	1,559,100
Other	731,407	950,000	850,000	1,300	-
CDBG Fund Subtotal	3,145,986	3,185,370	3,333,404	3,290,803	2,886,987
Housing Subtotal	8,383,034	8,428,578	8,595,735	8,506,482	8,969,796
Land Redevelopment					
General Fund					
Personnel	-	-	-	-	499,835
General Fund Subtotal	-	-	-	-	499,835
CDBG Fund					
Personnel	-	-	-	-	270,637
CDBG Fund Subtotal	-	-	-	-	270,637
Land Redevelopment					
Subtotal	-	-	-	-	770,472
Department Total	\$ 41,206,503	\$ 46,537,610	\$ 34,792,435	\$ 50,634,126	\$ 34,126,050

Development

Department Personnel Summary						
Fund	FT/PT	2014	2015	2016	2017	
		Actual	Actual	Budgeted	Budgeted	
<u>General Fund</u>						
Administration	FT	30	32	34	22	
	PT	1	0	1	0	
Economic Development	FT	6	8	9	9	
Code Enforcement	FT	69	71	73	74	
Planning	FT	15	17	18	18	
Housing	FT	4	5	5	5	
	PT	1	0	0	0	
Land Redevelopment	FT	0	0	0	5	
<u>Community Development Block Grant</u>						
Administration	FT	9	6	8	2	
Economic Development	FT	7	7	6	7	
Code Enforcement	FT	9	9	9	9	
	PT	1	0	1	0	
Housing	FT	14	13	15	15	
Land Redevelopment	FT	0	0	0	2	
Total		166	168	179	168	



Operating Budget by Program					
Program	2016	2016	2017	2017	
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 2,546,730	20	\$ 3,026,131	19	
Internal Services	-	0	228,891	0	
Fiscal	1,101,413	7	769,624	7	
Human Resources	356,552	3	372,237	4	
Neighborhood & Agency Services	387,376	3	-	0	
Neighborhood Pride	609,835	4	-	0	
Social Services	5,000,000	0	5,000,000	0	
Land Banking	872,270	11	647,510	7	
Vacant and Abandoned Property	528,097	4	390,960	4	
Small Business Investment	700,936	6	-	0	
Job Creation & Expansion	4,445,162	9	3,428,253	9	
Code Enforcement	6,859,761	69	7,408,640	70	
Environmental Nuisance	1,744,613	12	1,251,822	13	
Homeownership Assistance	8,200,320	17	1,257,873	13	
Housing Activity Delivery	-	0	5,875,882	0	
Neighborhood Planning	521,759	5	363,108	3	
Urban Design	228,381	2	236,394	2	
Historic Preservation	460,480	4	751,563	7	
Homeless Prevention	81,029	0	-	0	
Relocation	102,721	1	105,573	1	
Rental Housing Development	45,000	0	-	0	
Affordable Housing Opportunity Program	-	0	1,077,155	0	
Business Development Office	-	0	234,308	2	
CD Collaborative	-	0	45,000	0	
Continuum of Care	-	0	10,000	0	
Economic Development Loans	-	0	607,710	2	
Fair Housing	-	0	105,456	0	
Homebuyer Counseling	-	0	72,604	0	
Housing Development Financing	-	0	155,116	2	
Neighborhood Commercial Development	-	0	633,211	3	
Rebuilding Lives	-	0	71,029	0	
Department Total	\$ 34,792,435	177	\$ 34,126,050	168	

For additional financial information related to the Development Department, please refer to the community development block grant (CDBG) fund and the emergency human services (EHS) fund contained within the CDBG Fund and All Funds Summary sections.



2017 PROGRAM GUIDE

ADMINISTRATION

To manage day-to-day operations and provide policy direction, as well as serving as a point of contact for citizens, council, other agencies, jurisdictions and stakeholders.

INTERNAL SERVICES

To account for the internal service charges of the department necessary to maintain operations.

FISCAL

To ensure that department resources are managed and accounted for in a timely and accurate manner.

HUMAN RESOURCES

To provide quality services in the areas of employee relations, benefits, recruitment and retention, and organizational development.

NEIGHBORHOOD AND AGENCY SERVICES

To provide direct services, technical assistance and interaction with individuals, neighborhoods, civic organizations and other related neighborhood groups, including area commissions.

NEIGHBORHOOD PRIDE

To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.

SOCIAL SERVICES

To provide support in the areas of homelessness, workforce development, youth, and other programs to Columbus' residents and neighborhoods.

LAND BANKING

To improve Columbus neighborhoods by returning abandoned and underutilized residential and commercial properties to productive community assets.

VACANT AND ABANDONED PROPERTY

To address the blight and nuisances that are created by vacant structures through a three point plan of code enforcement, demolition of structures identified as a hazard to the health, safety, and welfare of neighborhoods, and financial assistance to homeowners and rental property owners.

SMALL BUSINESS INVESTMENT

To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.

JOB CREATION AND EXPANSION

To leverage city assets to help businesses of all sizes grow and thrive in Columbus.

CODE ENFORCEMENT

To improve the quality of life in Columbus neighborhoods through enforcement of the city's housing, zoning, graphics, health sanitation, and safety codes.

ENVIRONMENTAL NUISANCE

To address the condition of vacant and blighted properties located within the city.

HOMEOWNERSHIP ASSISTANCE

To partner with non-profit and for profit organizations, lenders, and other financial organizations to build or rehabilitate housing for homeownership and rental.

HOUSING ACTIVITY DELIVERY

To administer all housing programs including the Affordable Housing Opportunity Program, acquisition and relocation compliance, residential tax incentive and lead abatement programs.

NEIGHBORHOOD PLANNING

To work in partnership with Columbus residents to develop and implement long range plans that address land use, urban design, and capital improvements. Plan implementation activities include undertaking development review, working with the Urban Infrastructure Recovery Fund Program, and providing staff support of the East Franklinton Review Board, Rocky Fork, and Big Darby panels. The section also manages the annexation program and provides direct support to CelebrateOne, the city's effort to lower the infant mortality rate.

URBAN DESIGN

To undertake urban design projects and provide staff support to the Downtown Commission and University Area Review Board, both being charged with approval authority for projects falling within their respective boundaries.

HISTORIC PRESERVATION

To provide staff support to five architectural review commissions with approval authority for projects falling within the city's historic districts or listed individually on the Columbus Register of Historic Properties. The section conducts Section 106 reviews in partnership with the State Historic Preservation Office and provides technical assistance to property owners and potential buyers who would like to purchase historic properties.

HOMELESS PREVENTION

To provide funding to meet the housing, homelessness and supportive service needs for homeless men and women.

RELOCATION

To provide technical review of each CDBG and HOME funded activity for compliance with the federal Uniform Act.

**RENTAL HOUSING
DEVELOPMENT**

To provide leadership, financial support, and technical assistance to Columbus' neighborhood based community development corporations.

**AFFORDABLE HOUSING
OPPORTUNITY PROGRAM**

To assist low to moderate income owner-occupied homes through programs operated by the Housing Division.

**BUSINESS DEVELOPMENT
OFFICE**

To act as a liaison between the city and its loan underwriters.

CD COLLABORATIVE

To provide leadership, financial support, training, and direct technical assistance to Columbus' neighborhood based community development corporations.

CONTINUUM OF CARE

To provide funding for the preparation and submission of the Continuum of Care funding application which supports the City's efforts to provide housing units to homeless individuals and to develop permanent supportive housing.

**ECONOMIC DEVELOPMENT
LOANS**

To provide assistance to emerging and small businesses for the purposes of business development and job creation.

FAIR HOUSING

To ensure housing choice for all residents of Columbus with the overall objective of removing barriers to equal housing opportunities as identified in the Fair Housing Action Plan.

HOMEBUYER COUNSELING

To provide homebuyer education and assistance for residents. Funding for contracts with HUD approved housing counseling agencies for the provision of homebuyer and homeowner assistance.

**HOUSING DEVELOPMENT
FINANCING**

To address the issue of affordable housing by preserving and expanding affordable housing opportunities.

**NEIGHBORHOOD
COMMERCIAL DEVELOPMENT**

To foster business expansions in areas of need. To implement the city's initiative in targeted Neighborhood Commercial Revitalization (NCR) areas.

REBUILDING LIVES

To meet the short-term and long-term needs of homeless men and women through an improved safety net of emergency shelter.

Development

This page has been intentionally left blank.