



## Department Description

The Department of Development serves to cultivate equitable, smart growth that creates prosperity for all Columbus residents. The department provides a range of services through its divisions and administrative office: the Division of Economic Development, Division of Planning, Division of Housing, Division of Land Redevelopment, and the Director's Office. The department coordinates key development projects and provides resources through its financing and technical assistance programs.

## Department Mission

To foster economic growth and guide community investment to create stability, opportunity, and prosperity for all residents.

The **Division of Economic Development** assists local businesses and provides information to companies looking to expand or relocate to Columbus. The division is committed to ensuring businesses can expand and reach their highest potential by offering incentives, loans, and grants.

Working in partnership with Columbus residents, the **Division of Planning** develops long-range plans that address land use, urban design, and capital improvements. The Division of Planning is responsible for neighborhood planning as well as commercial overlays, historic preservation, annexation, and public art.

The department's **Division of Housing** serves Columbus by preserving and producing equitable and inclusive housing that helps build strong, distinct, and vibrant neighborhoods, offering programs to assist homeowners, housing developers, and rental property owners.

Budget Summary				
Fund	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	39,884,921	45,018,031	23,006,480	29,898,937
Emergency Human Services Fund	1,141,455	1,485,741	2,111,000	2,919,000
<b>Department Total</b>	<b>\$ 41,026,376</b>	<b>\$ 46,503,772</b>	<b>\$ 25,117,480</b>	<b>\$ 32,817,937</b>

## Development

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The Columbus Land Bank was established in 1994 to improve Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties into productive community assets. The **Division of Land Redevelopment** was created as a stand-alone division in 2017 and manages all activities of the land bank.

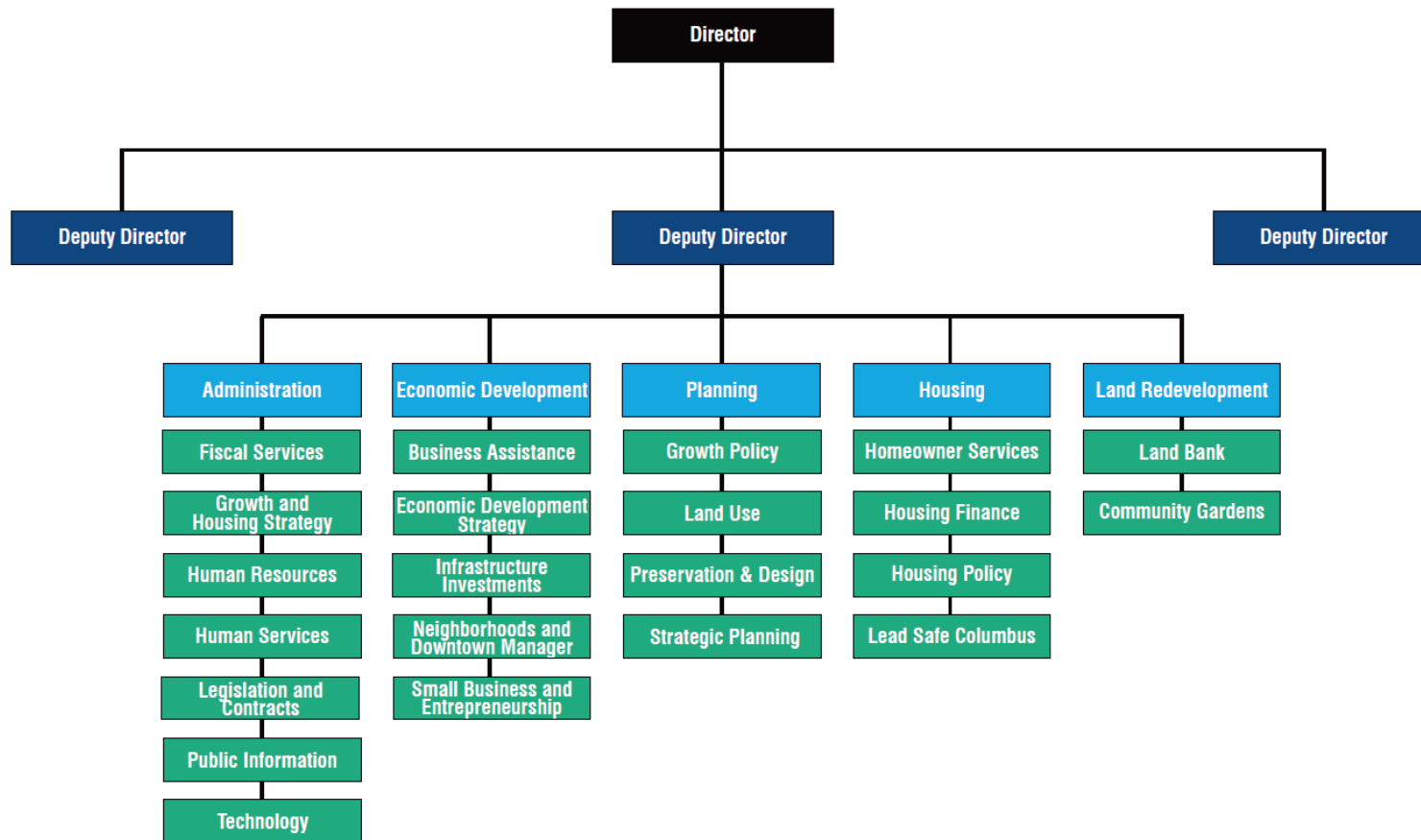
The **Director's Office** provides overall coordination and policy direction for the department's fiscal, human resources, public information, contract administration, and legislative processing functions. These areas provide the administrative support needed to execute the core missions of the department.



Before Land Redevelopment

After Land Redevelopment

## Development



## 2023 BUDGET NOTES

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### ADMINISTRATION

Total support for social service agencies in 2023 is \$10 million, and is comprised of \$7.1 million in general fund support and \$2.9 million in emergency human services funds. This funding provides assistance to various community service agencies offering a range of services that include workforce development programs, financial life skills, substance abuse recovery, immigrant and refugee services, and funding to food pantries. In addition:

- Funding of \$500,000 is provided for Experience Columbus in support of their efforts to market and promote Columbus as a premier destination for visitors and conventions.
- The Administration Division has allocated \$425,339 to support the development and implementation of an affordable housing strategy action plan.
- The general fund budget also includes \$25,000 for the Columbus Region Coalition for the pursuit of federal funding for transportation and infrastructure improvement projects.

### ECONOMIC DEVELOPMENT

The Division of Economic Development will continue its work to advance economic opportunity and shared prosperity to further strengthen Columbus neighborhoods by creating jobs and increasing wages. The division will 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. In addition:

- The division has budgeted \$700,000 to assist in the economic development efforts being put forth by One Columbus (formerly Columbus 2020), which include increasing jobs and encouraging private investment in the city.
- Funding of \$250,000 will be provided for organizations, including Rev1 Ventures, that support entrepreneurship, startups, and small businesses throughout Columbus, connecting them to capital and resources.
- The division will continue to support downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000. A total of \$40,000 is being allocated to Columbus State Community College to continue to promote economic development and partnership within the Creative Campus area.
- Additional economic development activities include \$150,000 for Sister Cities.

### CODE ENFORCEMENT

As of September 2021 Code Enforcement is operating within the Department of Building and Zoning Services.

### PLANNING

The general fund supports 20 full-time equivalent positions in 2023. The Planning Division works to ensure that the city's built environment fosters vibrancy, safety, and investment. Under the guidance of Columbus Citywide Planning Policies, the Planning Division staff reviews proposed projects to promote development that creates healthy communities, conserves economic and environmental resources, invites investment, creates opportunity, and preserves the character of Columbus neighborhoods. In addition:

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- The division continues to support the Mayor's Infant Mortality Initiative, CelebrateOne, by providing neighborhood planning data that inform decisions related to social determinants of health that impact infant mortality. More information on CelebrateOne can be found in the Office of CelebrateOne section of this document.
- Funding of \$20,550 is included for the maintenance of public art throughout the city.

## **HOUSING**

The Housing Division continues to support policies and initiatives that further the development of housing all Columbus residents can afford. In addition:

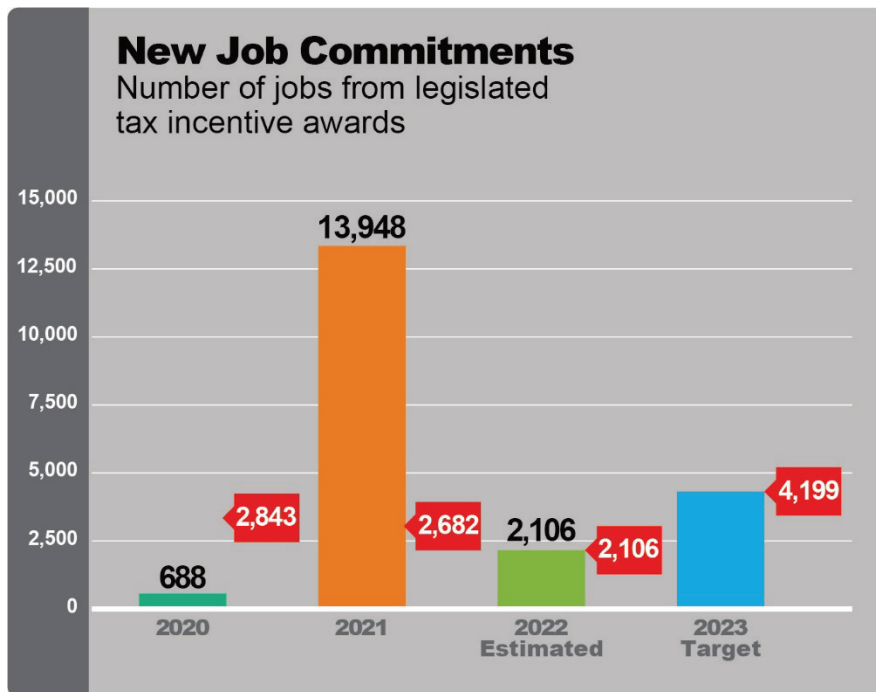
- Support for the Community Shelter Board and the Permanent Supportive Housing (PSH) program (formerly Rebuilding Lives) will provide funding of approximately \$5.4 million in 2023. This includes funding of \$292,000 for homeless veterans and pregnant women, and \$877,688 for previously homeless individuals now living in PSH units. In addition, funding of \$925,000 is provided by the Federal Emergency Solutions Grant and Federal HOME Investment Partnerships Program funds.
- Funding of \$125,000 is included to provide homeowner counseling and other support services to help keep residents in their homes.
- 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 \$2.1 million in 2023.

## **LAND REDEVELOPMENT**

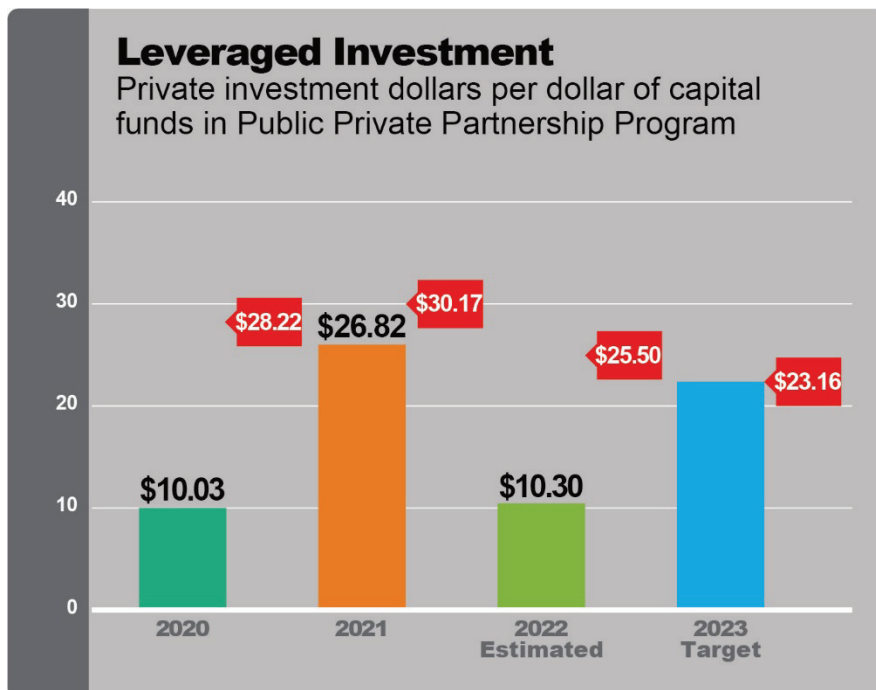
The Division of Land Redevelopment was created in 2017 to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. The division improves Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties to productive community assets. The general fund supports six full-time positions in 2023.



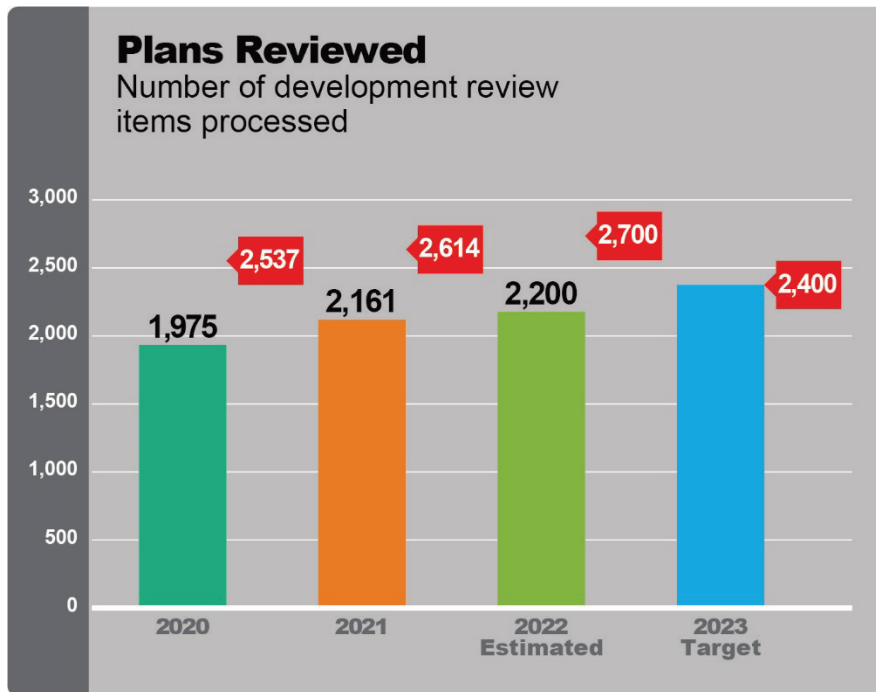
## PERFORMANCE MEASURES



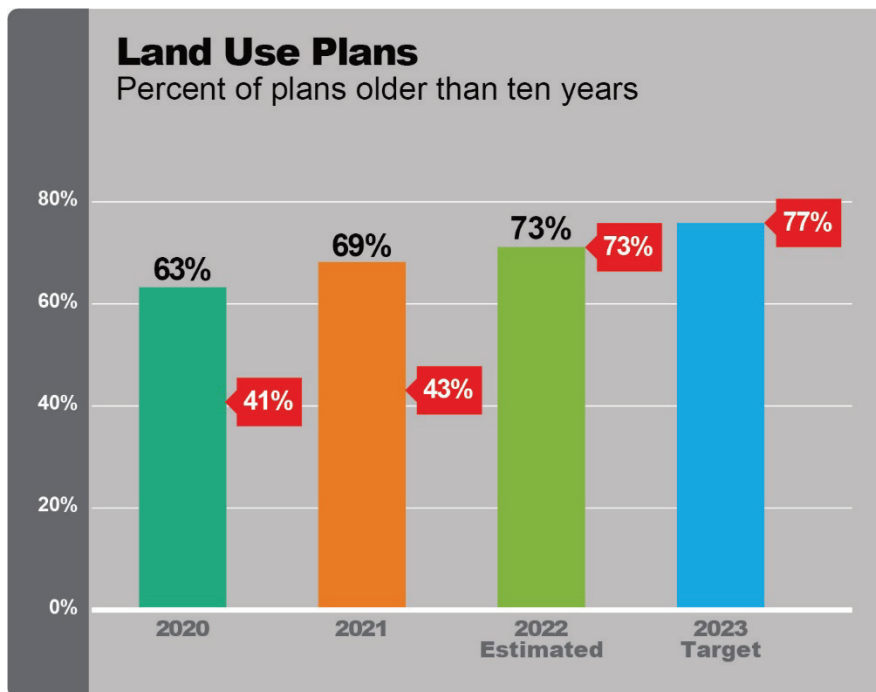
This measure represents the annual number of new committed jobs from incentives awarded by the city through legislation. Incentive recipients have a three-year window to fulfill their job commitments. Variability and fluctuation of job commitments from incentives occur from year to year, and the targets for each year are based on an average of the previous five years. Based on current information through 2021, the target for job commitments for 2023 is 4,199.



The department makes targeted infrastructure investments that leverage private investment to support the city's economic development efforts through the Public Private Partnership Program. These projects create new employment centers, revitalize neighborhoods, and spur job creation throughout Columbus. The targets each year are based on the average of the previous five years of private investment dollars leveraged per dollar of public infrastructure investment, and the 2023 target is \$23.16.



The Planning Division works to ensure property development planning is completed in a timely manner. Through its high-quality customer service, the division projects to review approximately 2,200 plans in 2022. The expected target is increased to 2,400 for 2023.



The Planning Division produces land use plans for the City of Columbus. It works to ensure that these plans are continuously reviewed and updated to strive to reduce the number of plans older than ten years.

## Development

Financial Summary by Fund					
Fund	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
<b>General Fund</b>					
Administration	\$ 5,822,406	\$ 10,097,772	\$ 7,380,161	\$ 9,695,345	\$ 13,122,870
Economic Development	16,101,945	18,322,326	4,876,470	19,386,779	5,616,013
Code Enforcement	8,275,537	6,345,733	-	-	-
Planning	1,511,359	1,567,810	2,020,097	1,996,151	2,196,670
Housing	7,603,663	7,879,272	8,142,651	8,101,609	8,338,583
Land Redevelopment	570,012	805,118	587,101	586,557	624,801
<b>General Fund Subtotal</b>	<b>39,884,921</b>	<b>45,018,031</b>	<b>23,006,480</b>	<b>39,766,441</b>	<b>29,898,937</b>
<b>Emergency Human Services Fund</b>					
Administration	1,141,455	1,485,741	2,111,000	2,749,000	2,919,000
<b>Emergency Human Services Fund Subtotal</b>	<b>1,141,455</b>	<b>1,485,741</b>	<b>2,111,000</b>	<b>2,749,000</b>	<b>2,919,000</b>
<b>Department Total</b>	<b>\$ 41,026,376</b>	<b>\$ 46,503,772</b>	<b>\$ 25,117,480</b>	<b>\$ 42,515,441</b>	<b>\$ 32,817,937</b>





Financial Summary by Area of Expense						
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed	
<b>Administration</b>						
General Fund						
Personnel	\$ 2,805,336	\$ 2,852,992	\$ 3,416,149	\$ 3,469,420	\$ 3,974,310	
Materials & Supplies	6,904	17,311	13,000	23,312	21,100	
Services	2,860,154	7,077,469	3,800,012	6,022,613	8,976,460	
Other	150,012	150,000	151,000	180,000	151,000	
<b>General Fund Subtotal</b>	<b>5,822,406</b>	<b>10,097,772</b>	<b>7,380,161</b>	<b>9,695,345</b>	<b>13,122,870</b>	
Emergency Human Services Fund						
Services	1,141,455	1,485,741	2,111,000	2,749,000	2,919,000	
<b>Emergency Human Services Fund Subtotal</b>	<b>1,141,455</b>	<b>1,485,741</b>	<b>2,111,000</b>	<b>2,749,000</b>	<b>2,919,000</b>	
<b>Administration Subtotal</b>	<b>6,963,861</b>	<b>11,583,513</b>	<b>9,491,161</b>	<b>12,444,345</b>	<b>16,041,870</b>	
<b>Economic Development</b>						
General Fund						
Personnel	1,610,338	1,546,515	1,792,900	1,429,384	1,822,778	
Materials & Supplies	-	2,662	6,343	2,500	5,400	
Services	2,430,464	3,241,406	3,076,227	3,870,639	3,786,835	
Other	12,061,142	13,531,743	1,000	14,084,256	1,000	
<b>Economic Development Subtotal</b>	<b>16,101,945</b>	<b>18,322,326</b>	<b>4,876,470</b>	<b>19,386,779</b>	<b>5,616,013</b>	
<b>Code Enforcement</b>						
General Fund						
Personnel	7,646,132	5,705,599	-	-	-	
Materials & Supplies	50,900	41,968	-	-	-	
Services	568,139	596,248	-	-	-	
Other	10,366	1,919	-	-	-	
<b>Code Enforcement Subtotal</b>	<b>8,275,537</b>	<b>6,345,733</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Planning</b>						
General Fund						
Personnel	1,471,052	1,543,147	1,943,537	1,650,077	2,115,174	
Materials & Supplies	6,285	2,500	7,200	9,162	7,000	
Services	34,021	22,163	68,360	336,912	73,496	
Other	-	-	1,000	-	1,000	
<b>Planning Subtotal</b>	<b>1,511,359</b>	<b>1,567,810</b>	<b>2,020,097</b>	<b>1,996,151</b>	<b>2,196,670</b>	
<b>Housing</b>						
General Fund						
Personnel	1,933,943	1,799,655	2,319,397	2,221,852	2,512,768	
Materials & Supplies	11,500	6,469	20,500	20,303	9,500	
Services	5,591,804	6,069,233	5,791,754	5,807,596	5,805,315	
Other	66,416	3,916	11,000	51,858	11,000	
<b>Housing Subtotal</b>	<b>7,603,663</b>	<b>7,879,272</b>	<b>8,142,651</b>	<b>8,101,609</b>	<b>8,338,583</b>	
<b>Land Redevelopment</b>						
General Fund						
Personnel	569,630	804,623	586,101	585,557	623,801	
Services	382	495	1,000	1,000	1,000	
<b>Land Redevelopment Subtotal</b>	<b>570,012</b>	<b>805,118</b>	<b>587,101</b>	<b>586,557</b>	<b>624,801</b>	
<b>Department Total</b>	<b>\$ 41,026,376</b>	<b>\$ 46,503,772</b>	<b>\$ 25,117,480</b>	<b>\$ 42,515,441</b>	<b>\$ 32,817,937</b>	

As of September of 2021 Code Enforcement is operating within the Department of Building and Zoning Services.

## Development

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Administration	20	0	23	0	25	0	28	0
Economic Development	15	0	11	0	15	0	15	0
Code Enforcement	75	0	0	0	0	0	0	0
Planning	16	0	15	0	20	0	20	0
Housing	17	0	13	0	24	0	24	0
Land Redevelopment	6	0	8	0	6	0	6	0
<b>Total</b>	<b>149</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>89</b>	<b>0</b>	<b>93</b>	<b>0</b>

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
Administration	\$ 7,145,564	49	\$ 8,063,804	44
Internal Services	68,338	0	74,167	0
Fiscal	812,760	7	992,614	8
Human Resources	324,677	3	342,287	3
Social Services	5,000,000	0	10,000,000	0
Land Banking	586,101	6	623,801	6
Job Creation & Expansion	4,185,723	15	4,756,078	15
Neighborhood Planning	360,546	4	1,080,220	11
Historic Preservation	488,166	5	648,266	6
Homeless Prevention	4,501,962	0	4,502,000	0
Continuum of Care	10,000	0	10,000	0
Permanent Supportive Housing	877,688	0	877,700	0
CelebrateOne	76,455	1	-	0
COVID-19	1,000	0	-	0
Small Business Investments	678,500	0	847,000	0
<b>Department Total</b>	<b>\$ 25,117,480</b>	<b>89</b>	<b>\$ 32,817,937</b>	<b>93</b>

For additional financial information related to the Development Department, please refer to the emergency human services (EHS) fund contained within the All Funds Summary section.



# 2023 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.

## **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.

## **JOB CREATION AND EXPANSION**

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

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### **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.

### **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, women, and families.

### **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.

### **PERMANENT SUPPORTIVE HOUSING (PSH)**

To provide social services and/or referrals to physical and mental health agencies for previously homeless individuals living in PSH units.

### **CELEBRATEONE**

To address and respond to the unequal distribution and alarming rates of premature births and infant deaths in the Central Ohio area.

### **COVID-19**

To account for the expenses necessary to address the COVID-19 pandemic.

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## **SMALL BUSINESS INVESTMENTS**

To serve as a proactive partner and catalyst in expanding our city's economic stability. The Office of Small Business and Entrepreneur Development offers a variety of economic development tools to help local businesses grow and thrive, and to aid in the revitalization efforts in our community.

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