



The Nationwide Building One, the Hyatt Regency, Nationwide's 280 Plaza and the John W. Bricker Federal Building are seen in this view of the intersection of North High and Spring Street looking north up High Street in 1986.

DEPARTMENT OF DEVELOPMENT

Department Description

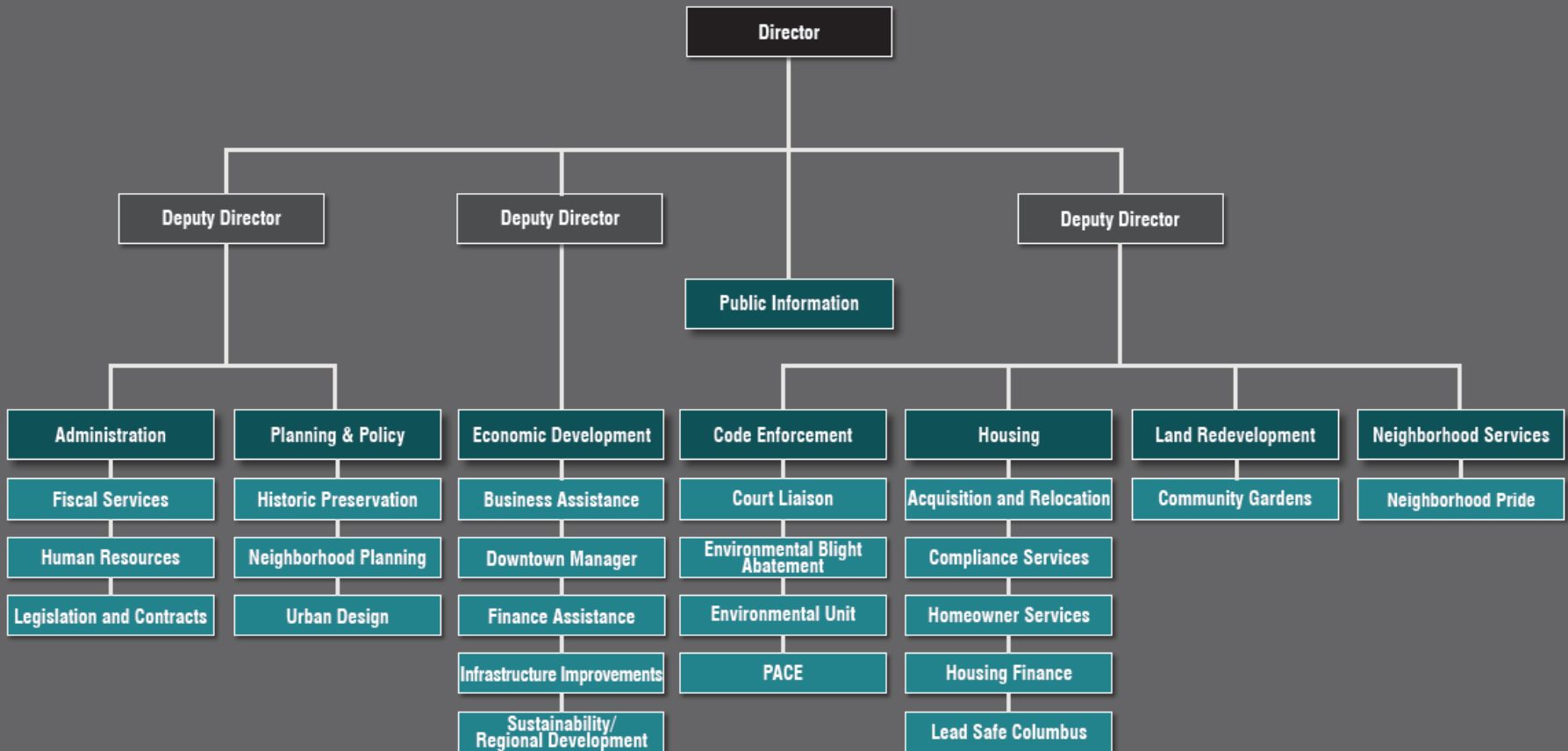
The Department of Development provides an array of services through its divisions and offices: the Economic Development Division, Code Enforcement Division, Planning Division, Housing Division, the Director's Office, and the Office of Land Redevelopment.

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



Strategic Priorities for 2016

Neighborhoods

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

Continue to implement the Vacant and Abandoned Property (VAP) Programs, as part of the Mayor's plan to repurpose 900 structures in the city. Program activities include demolition, redevelopment, and vacant property prevention initiatives.

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.

Undertake intensive, targeted public-private partnerships in key neighborhoods to encourage economic and social transformation. Current initiatives include Partners Achieving Community Transformation (PACT), the Southern Gateway, Weinland Park, and Franklinton.

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. In 2016, significant planning initiatives are anticipated in the Brice-Tussing area and Northwest Columbus.

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

Continue the "Proactive Code Enforcement" project and evaluate its impact. This effort will provide intensive code enforcement action in targeted neighborhoods and systematically deal with the properties of landowners with a history of repeated code enforcement violations.

Coordinate activities between Code Enforcement, the Department of Health, the Environmental Court, and other key stakeholders to address issues associated with hoarding and similar mental health challenges that lead to violations of the housing code.

Economic Development and Technology

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.

Strategic Priorities for 2016 (cont.)

Downtown Development

Continue to implement the comprehensive business plan for downtown development, including strategies for housing, office space, retail, parking, transportation, recreation, and economic development. Focus on specific recommendations for workforce housing, downtown amenities, and programming.

Collaborate with Capitol South and the Columbus Downtown Development Corporation on targeted programs to market and encourage development, redevelopment, and higher density investment of the Mile on High district and other key downtown properties.

Continue partnering with the Columbus Downtown Development Corporation in the implementation of the downtown business plan.

Develop and implement new strategies to encourage the development of additional structured parking and expanded transit options in downtown.

Continue staffing the Downtown Commission and work to ensure consistency between development projects and the Downtown Design Guidelines.

Continue to work with the Mayor's Office and other city departments to implement the Scioto Peninsula Initiative.

Customer Service

Work with the 311 Call Center to enhance customer service and quickly respond to citizen issues.

Improve customer service through administrative and system enhancements for the department's nine boards and commissions that regulate private investment and the built environment.

Continue working with Department of Technology in delivering GIS applications and mapping to enhance customer services and web-based information sharing.

Provide direct access to city government and the Department of Development through the Neighborhood Pride Centers and the Neighborhood Pride Program.

Strengthen the Public-Private Partnership (PPP) program to provide cost effective, timely, and coordinated city services to development projects that involve both public and private funding.

Peak Performance

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.

2016 BUDGET NOTES

ADMINISTRATION

Total support for social service agencies in 2016 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 \$1.15 million 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 2016 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 \$1.3 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 2016 is almost \$8.7 million, with \$7.6 million provided in the general fund and \$1.1 million in the community development block grant fund. Included in total funding is:

- A little over \$1.0 million is included to procure weed cutting services on foreclosed properties that have been abandoned, with \$675,000 from the general fund and \$385,000 from the community development block grant fund.

PLANNING

The general fund supports 17 full-time equivalent positions in 2016. A new position was added in 2015 to assist in the CelebrateOne infant mortality initiative and will be fully funded in 2016.

HOUSING

Support for the Community Shelter Board and the Rebuilding Lives program will provide funding of over \$5.2 million in 2016. 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:

- 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
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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 2016.

- HOME funds totaling \$152,035 will be used to provide community housing development organizations with operating grants.

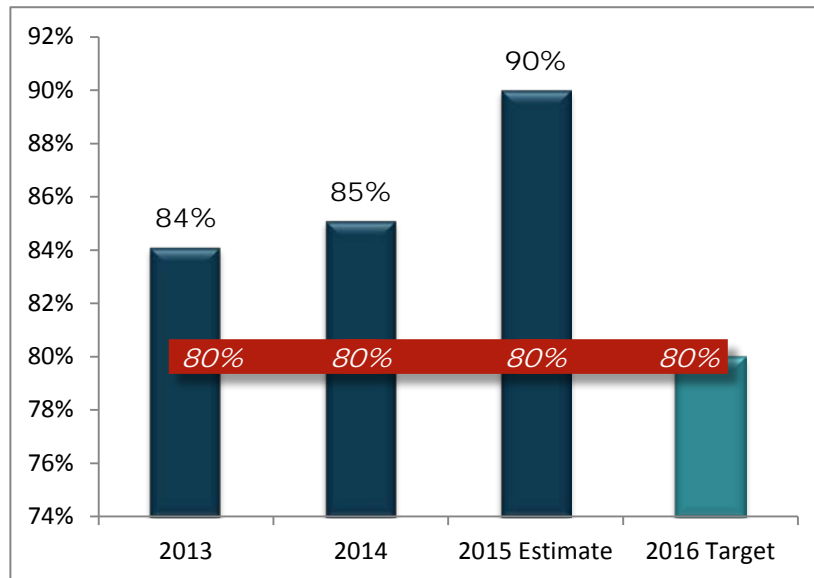


Civic Center Drive sometime between 1971 and 1980. During this time-period the drive featured 50 flag poles. Originally, the poles featured all 50 state flags; however, this image shows the National Flag. At the base of each flag pole was a marker identifying the state and its date of admission into the union.

PERFORMANCE MEASURES

Interior Code Request

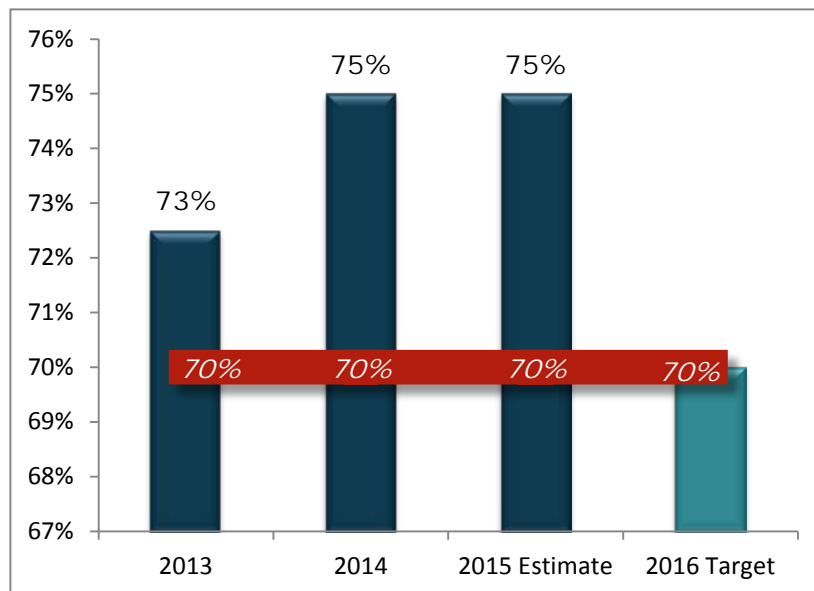
Percent of interior code enforcement requests investigated within two business days



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 80 percent of these requests within two business days. The division is on target to surpass this goal in 2015 by responding to 90 percent within the targeted timeframe.

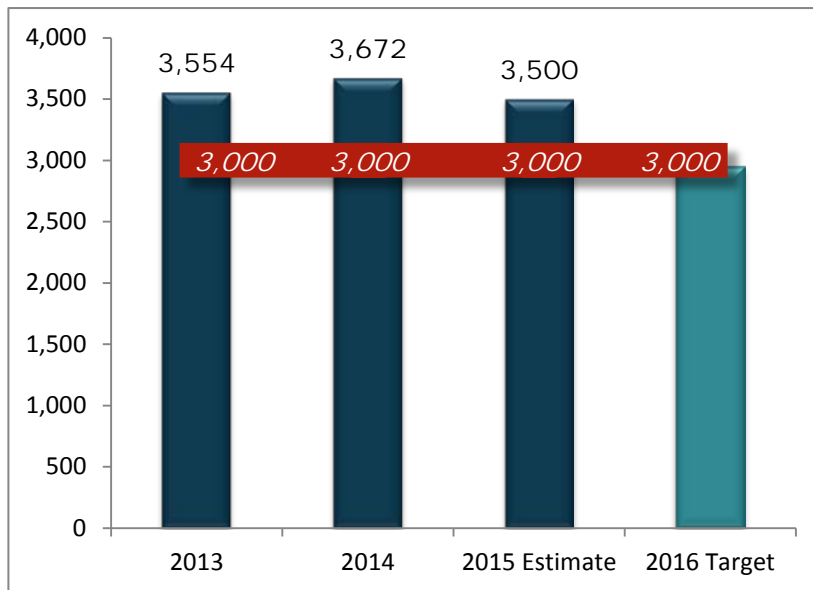
Non-Emergency Code Request

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 two years and maintains that it can sustain this response time both this year and next.

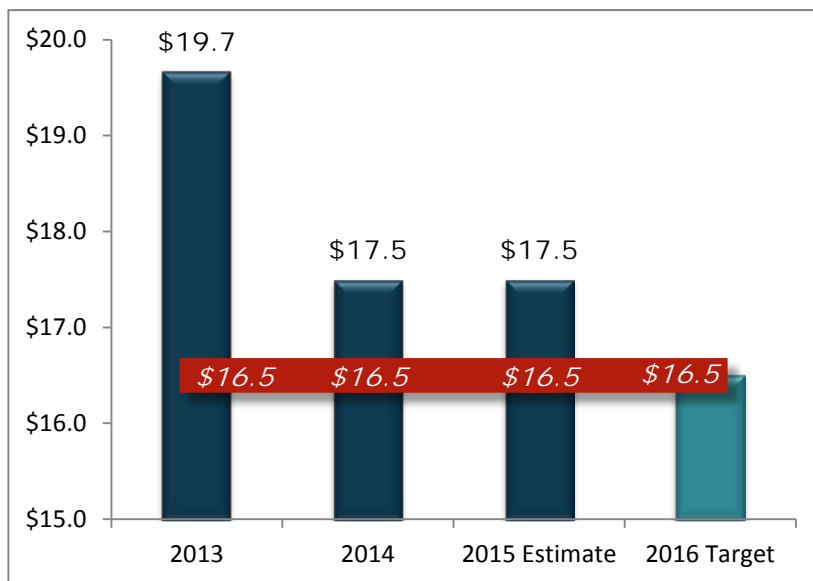
Jobs Created Number of jobs created or retained



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.

Private Investment Dollars

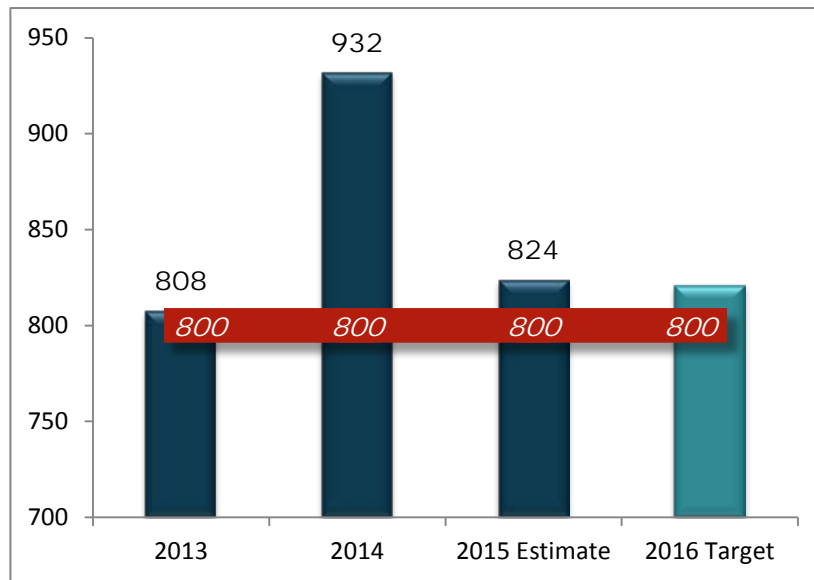
Private investment dollars leveraged per dollar of public investment and incentives



The economic health of a community is dependent on the success of public and private partnership investments. While leveling off recently, the dollars of private investment at 17.5 million per one dollar of public incentive continue to surpass the goals established by the department.

Rehabilitated Homes

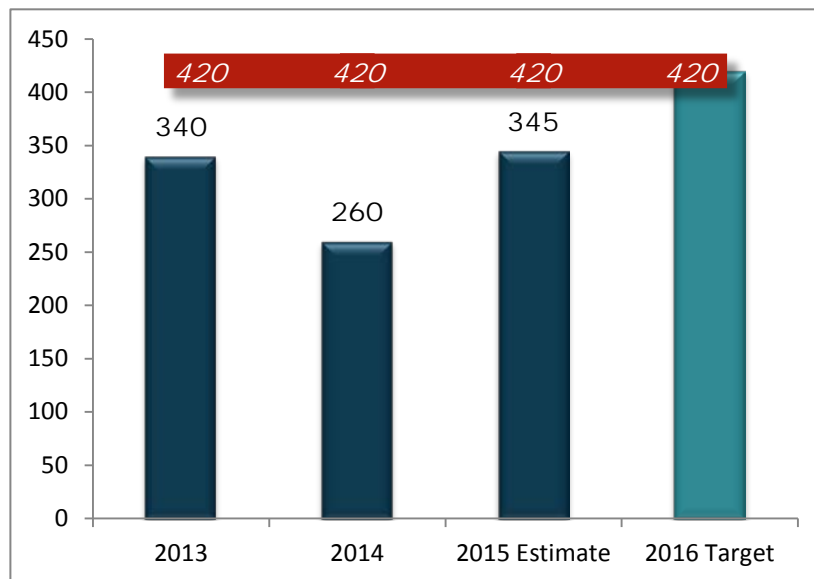
Number of homes rehabilitated



The number of homes rehabilitated has consistently exceeded the goal of 800 annually. This will have a direct impact on creating and promoting strong, vibrant, healthy Columbus neighborhoods leading to improved economic growth.

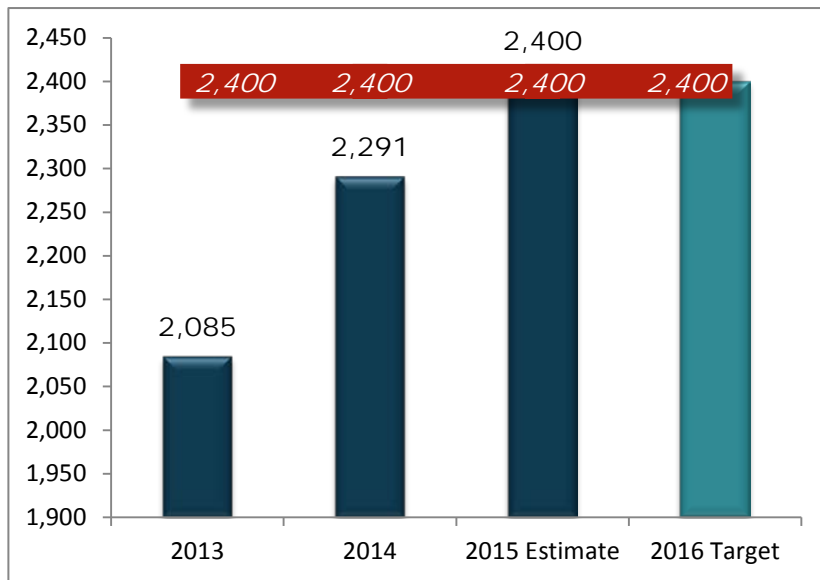
Financed Housing

Number of housing projects financed



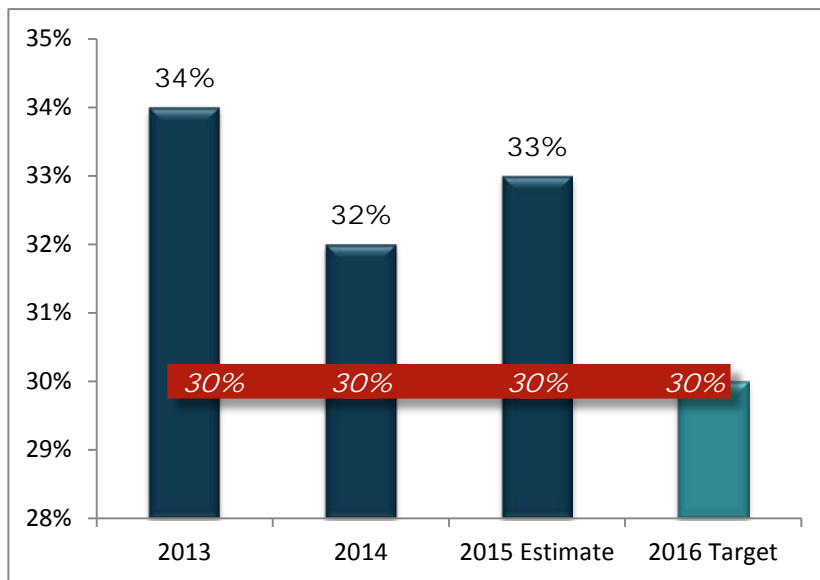
The Housing Division continues to strive to meet the goal of 420 housing projects financed per year by providing resources through its financing and technical programs to assist homebuyers and investors. An increase in the number of housing projects financed is expected in 2015 of more than 30 percent from 2014, and the target is projected to be met in 2016.

Plans Reviewed Number of development review items processed



When citizens desire to develop property, the Planning Division is required to review those plans. Through its high quality customer service, the goal of 2,400 plans is targeted to be reviewed in 2015 and in 2016. This is an increase of 15 percent over 2013 and 5 percent over 2014 actuals.

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	2013	2014	2015	2015	2016	
	Actual	Actual	Budget	Projected	Proposed	
General Fund						
Administration						
Personnel	\$ 3,058,730	\$ 3,308,657	\$ 3,329,209	\$ 3,187,439	\$ 3,608,642	
Materials & Supplies	23,779	25,782	33,511	24,083	29,811	
Services	3,235,087	3,118,531	3,261,696	3,241,746	3,256,866	
Other	-	482,474	-	177,210	-	
Capital	-	13,810	-	-	-	
Transfers	-	9,000	38,000	-	38,000	
Administration Subtotal	6,317,596	6,958,254	6,662,416	6,630,479	6,933,319	
Economic Development						
Personnel	384,593	605,660	858,435	735,337	964,869	
Materials & Supplies	13,712	2,019	6,450	3,406	6,950	
Services	2,692,186	2,652,663	2,152,589	2,637,140	2,865,076	
Other	15,864,100	9,199,849	-	13,623,586	-	
Economic Development Subtotal	18,954,591	12,460,192	3,017,474	16,999,469	3,836,895	
Code Enforcement						
Personnel	5,508,432	5,835,449	6,623,189	6,126,889	6,716,896	
Materials & Supplies	67,594	91,608	74,050	53,705	74,100	
Services	1,063,231	872,862	810,806	782,327	787,423	
Other	416	-	10,000	10,000	10,000	
Capital	-	124,299	-	-	-	
Code Enforcement Subtotal	6,639,673	6,924,219	7,518,045	6,972,921	7,588,419	
Planning						
Personnel	1,524,366	1,405,634	1,695,017	1,587,354	1,815,634	
Materials & Supplies	8,399	7,855	16,750	12,801	16,750	
Services	411,144	58,073	76,252	58,033	74,864	
Planning Subtotal	1,943,909	1,471,562	1,788,019	1,658,188	1,907,248	
Housing						
Personnel	361,875	391,220	432,082	406,072	433,289	
Materials & Supplies	1,693	1,655	1,950	1,118	1,950	
Services	3,885,821	4,844,173	4,821,647	4,818,998	4,827,092	
Housing Subtotal	4,249,389	5,237,048	5,255,679	5,226,188	5,262,331	
General Fund Subtotal	38,105,158	33,051,275	24,241,633	37,487,244	25,528,212	
Community Development Block Grant						
Administration						
Personnel	762,156	833,948	928,477	845,111	911,897	
Materials & Supplies	5,921	48	8,024	-	2,000	
Services	180,411	190,300	253,250	231,215	227,000	
Administration Subtotal	948,488	1,024,295	1,189,751	1,076,326	1,140,897	
Economic Development						
Personnel	725,176	741,251	790,814	790,814	674,203	
Materials & Supplies	2,839	1,957	3,850	3,850	2,250	
Services	1,373,938	508,917	747,995	747,995	632,750	
Economic Development Subtotal	2,101,953	1,252,125	1,542,659	1,542,659	1,309,203	
Code Enforcement						
Personnel	683,980	712,168	859,348	850,307	935,719	
Materials & Supplies	2,650	9,982	13,500	10,979	12,000	
Services	158,895	160,000	166,000	140,000	160,000	
Capital	-	72,645	55,000	35,934	-	
Code Enforcement Subtotal	845,525	954,795	1,093,848	1,037,219	1,107,719	
Housing						
Personnel	874,508	967,924	1,217,385	1,066,110	1,220,637	
Materials & Supplies	19,400	12,100	20,250	20,250	23,000	
Services	1,011,089	1,434,555	1,455,339	1,298,131	1,239,767	
Other	521,385	731,407	950,000	950,000	850,000	
Housing Subtotal	2,426,382	3,145,986	3,642,974	3,334,491	3,333,404	
CDBG Fund Subtotal	6,322,348	6,377,201	7,469,232	6,990,695	6,891,223	
Emergency Human Services Fund						
Administration						
Services	1,854,186	1,764,856	2,155,000	2,155,000	2,373,000	
Transfers	-	88,170	-	-	-	
Emergency Human						
Services Fund Subtotal	1,854,186	1,853,026	2,155,000	2,155,000	2,373,000	
Department Total	\$ 46,281,692	\$ 41,281,502	\$ 33,865,865	\$ 46,632,939	\$ 34,792,435	

Division Financial Summary by Area of Expense					
Fund	2013	2014	2015	2015	2016
	Actual	Actual	Budget	Projected	Proposed
<u>Administration</u>					
General Fund					
Personnel	\$ 3,058,730	\$ 3,308,657	\$ 3,329,209	\$ 3,187,439	\$ 3,608,642
Materials & Supplies	23,779	25,782	33,511	24,083	29,811
Services	3,235,087	3,118,531	3,261,696	3,241,746	3,256,866
Other	-	482,474	-	177,210	-
Capital	-	13,810	-	-	-
Transfers	-	9,000	38,000	-	38,000
General Fund Subtotal	6,317,596	6,958,254	6,662,416	6,630,479	6,933,319
CDBG Fund					
Personnel	762,156	833,948	928,477	845,111	911,897
Materials & Supplies	5,921	48	8,024	-	2,000
Services	180,411	190,300	253,250	231,215	227,000
CDBG Fund Subtotal	948,488	1,024,296	1,189,751	1,076,326	1,140,897
Emergency Human Services Fund					
Services	1,854,186	1,764,856	2,155,000	2,155,000	2,373,000
Transfers	-	88,170	-	-	-
Emergency Human Services Fund Subtotal	1,854,186	1,853,026	2,155,000	2,155,000	2,373,000
Administration Subtotal	9,120,270	9,835,576	10,007,167	9,861,805	10,447,216
<u>Economic Development</u>					
General Fund					
Personnel	384,593	605,660	858,435	735,337	964,869
Materials & Supplies	13,712	2,019	6,450	3,406	6,950
Services	2,692,186	2,652,663	2,152,589	2,637,140	2,865,076
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General Fund Subtotal	18,954,591	12,460,192	3,017,474	16,999,469	3,836,895
CDBG Fund					
Personnel	725,176	741,251	790,814	790,814	674,203
Materials & Supplies	2,839	1,957	3,850	3,850	2,250
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CDBG Fund Subtotal	2,101,953	1,252,125	1,542,659	1,542,659	1,309,203
Economic Development Subtotal	21,056,544	13,712,317	4,560,133	18,542,128	5,146,098

Division Financial Summary by Area of Expense (Cont.)					
Fund	2013	2014	2015	2015	2016
	Actual	Actual	Budget	Projected	Proposed
<u>Code Enforcement</u>					
General Fund					
Personnel	5,508,432	5,835,449	6,623,189	6,126,889	6,716,896
Materials & Supplies	67,594	91,608	74,050	53,705	74,100
Services	1,063,231	872,862	810,806	782,327	787,423
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Capital	-	124,299	-	-	-
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CDBG Fund					
Personnel	683,980	712,168	859,348	850,307	935,719
Materials & Supplies	2,650	9,982	13,500	10,979	12,000
Services	158,895	160,000	166,000	140,000	160,000
Capital	-	72,645	55,000	35,934	-
CDBG Fund Subtotal	845,525	954,795	1,093,848	1,037,219	1,107,719
Code Enforcement Subtotal	7,485,198	7,879,014	8,611,893	8,010,140	8,696,138
<u>Planning</u>					
General Fund					
Personnel	1,524,366	1,405,634	1,695,017	1,587,354	1,815,634
Materials & Supplies	8,399	7,855	16,750	12,801	16,750
Services	411,144	58,073	76,252	58,033	74,864
Planning Subtotal	1,943,909	1,471,562	1,788,019	1,658,188	1,907,248
<u>Housing</u>					
General Fund					
Personnel	361,875	391,220	432,082	406,072	433,289
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Other	521,385	731,407	950,000	950,000	850,000
CDBG Fund Subtotal	2,426,382	3,145,986	3,642,974	3,334,491	3,333,404
Housing Subtotal	6,675,771	8,383,034	8,898,653	8,560,679	8,595,735
Department Total	\$ 46,281,692	\$ 41,281,502	\$ 33,865,865	\$ 46,632,939	\$ 34,792,435

Operating Budget by Program		
Program	2016	2016
	Proposed	FTEs
Administration	\$ 2,546,730	20
Fiscal	1,101,413	7
Human Resources	356,552	3
Neighborhood & Agency Services	387,376	3
Neighborhood Pride	609,835	4
Social Services	5,000,000	0
Land Banking	872,270	11
Vacant and Abandoned Property	528,097	4
Small Business Investment	700,936	6
Job Creation & Expansion	4,445,162	9
Code Enforcement	6,859,761	69
Environmental Nuisance	1,744,613	12
Homeownership Assistance	8,200,320	17
Neighborhood Planning	521,759	4
Urban Design	228,381	2
Historic Preservation	460,480	4
Homeless Prevention	81,029	0
Relocation	102,721	1
Rental Housing Development	45,000	0
Department Total	\$ 34,792,435	176

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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.



2016 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.

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 into 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.

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.

Development

HOMELESS PREVENTION	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.
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.