

COLUMBUS DEPARTMENT OF DEVELOPMENT ANNUAL REPORT 2014

THE CITY OF
COLUMBUS
MICHAEL B. COLEMAN, MAYOR

DEPARTMENT OF
DEVELOPMENT



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DIRECTOR'S WELCOME

It is with great pleasure that the Department of Development presents its 2014 annual report. This is the first time in many years that the department summarized its accomplishments and work in a consolidated report.

With 178 team members and an operating budget of over \$31 million, Development has a unique set of challenges within city government. As a result, Development touches all parts of Columbus – from Downtown to each and every neighborhood. Our overall goal is to make the city an excellent home for its residents and its businesses, fulfilling the vision of Mayor Michael B. Coleman and with support from City Council.



The principal focus for the department is the creation of places where people and companies can be successful. A place-based development strategy helps to focus city efforts to create economically prosperous and sustainable neighborhoods and jobs centers that meet the needs of our residents, and attracts and sustain workers and businesses – from the corner store to the international corporate headquarters.

With the many successes of recent years, the coming decade will bring both challenges and opportunities for the city and its neighborhoods. Experts predict that the region will add 500,000 people, 300,000 homes and 300,000 jobs – all under a changing set of expectations from our Millennials. It is the task of the Development Department to ensure that Columbus and its core neighborhoods benefit from this growth in ways that fundamentally improve the city.

We look forward to continuing this important work with the city's leadership and our partners throughout the community.

A handwritten signature in blue ink, which appears to read "Steven R. Schoeny". The signature is stylized and fluid.

Steven R. Schoeny
Director

MISSION AND VALUES

The mission of the Department of Development is to encourage citizens, community partners and businesses to invest in the future of our people, neighborhoods and economy.

Vision

Shaping the Built Environment. We see a city that creates great places for people.

Creating Jobs. We see a full range of jobs and a high quality work force that fuels a thriving, sustainable and balanced economy.

Building Neighborhoods. We see great neighborhoods that provide a range of housing opportunities, social services support, local businesses, parks, and cultural assets that ensure an outstanding quality of life for Columbus residents.

Values

- To exude respect and professional courtesy.
- To be open, inclusive and responsive.
- To collaborate.
- To be consistent and fair.
- To be passionate.
- To be visionary and innovative.
- To take ownership.
- To solve problems.
- To be good and wise stewards.
- To create a great place to work.
- To embrace diverse people, ideas and perspectives.



Steve Schoeny
Director



Vince Papsidero, FAICP
Deputy Director



Quinten Harris
Deputy Director



Hannah Jones
Interim Deputy
Director



Hannah Reed
Assistant Director



Cynthia Rickman
Assistant Director



Dana Rose
Code Enforcement
Administrator



Mark Lundine
Economic Development
Administrator



Rita Parise
Housing
Administrator



John Turner
Land Redevelopment
Administrator



Kevin Wheeler
Planning
Administrator

2014 SNAPSHOT

Code Enforcement

311 Requests	29,004
Graffiti Removal	364
Solid Waste	2,707
Weed Abatement	2,746

Economic Development

Projects	33
• Jobs Created	3,672
• Jobs Retained	11,727
TIRC Projects	140
• Jobs Created/Retained	88,463
3P City Contribution	\$29 million
3P Private Investment	\$498 million
Leveraged Investment Ratio	\$1/\$17

Housing

American Dream Down Payment Initiative	51
Chores Program	218
Emergency Home Repairs	397
Lead Safe Columbus	109
Rental Production and Preservation	178

Land Management

Community Gardens	68
Demolitions	308
Property Acquisitions	666
Property Sales	121

Planning

Adopted Plans	Far North North Linden Northland I South Side West Franklinton
Commercial Overlays Adopted	Northwest Columbus West Third Avenue
Development Review Items	2,000

CODE ENFORCEMENT

The mission of the Code Enforcement team is to improve the quality of life in Columbus neighborhoods through implementation of the city's housing, zoning, graphics, health sanitation and safety codes.

Forty three code officers and nine supervisors provide services in nine geographic areas of the city. In 2014 the Proactive Code Enforcement Team (PACE) was established with an additional seven code officers and one supervisor to conduct systematic inspections in priority neighborhoods and to focus on landlords that are chronic offenders.

Code officers are responsible for identifying various code violations and working with the responsible parties to achieve compliance. The division administers programs targeting graffiti removal, weed abatement, environmental blight abatement and solid waste. Appropriate court action may be initiated when violations are not corrected within the allotted time period. Violations may include vacant structures, gutters,

Accomplishments

Measure	2014
311 Requests	29,004
Violation Notices Issued	20,225
Vacant Structure Notices	3,047
Weed Abatement	2,746
Solid Waste	2,707
Criminal Complaints	314
Civil Complaints	364
Graffiti Removal	492
Vacant Structures	5,968
Neighborhood Pride	4

peeling paint and roofs in need of repair. Safety issues such as inoperable smoke detectors and electrical issues are inspected. Code Enforcement receives over 25,000 complaints annually from the 311 call center. The division's goal is to respond to these complaints in a timely manner and resolve the issues for each citizen.

In 2014, the team wrote 20,225 violation notices, an increase of 14% from 2013. The PACETeam completed work in North Linden, their first neighborhood, with 1,433 prop-

Services

- Code Enforcement
- Demolition
- Environmental Blight Abatement
- Graffiti Removal
- Proactive Code Enforcement Team (PACE)
- Solid Waste Inspectors
- Weed Abatement

erty inspections resulting in 836 violation notices for 588 properties (41%). The landlord team has investigated all of the properties of three landlords that have been chronic offenders and issued 160 violation notices. A total of 492 graffiti cases were removed from private property, an increase of 26% over 2013. A total of 2,746 parcels were mowed and cleaned of solid waste, slightly down from 2013 by 6%. In cooperation with the Land Management Office, 308 structures were demolished, a dramatic 65% increase over 2013. The solid waste inspectors investigated 2,707 complaints from 311, an increase of 42% over 2013.

For 2015, the Code Enforcement team will continue to address all 311 cases per updated performance standards and will continue to work with the Environmental Court and City Attorney to improve the criminal and civil process to make it more efficient for all parties. Demolitions will continue, working with Land Redevelopment and the City Attorney. Internal improvements will include moving toward a paperless environment thereby accomplishing more work in the field, and updating performance standards. The PACE team process will be evaluated to identify lessons learned from year one implementation. The team will review the court liaison process and implement enhanced technology for improved reporting.

Vacant Properties Decrease

	2012	2013	2014
Campus-South	174	150	99
Franklinton	575	529	480
Hilltop	1204	1196	1147
Near East	1270	1215	1135
North & South Linden	1353	1388	1285
Northeast	351	385	454
Southeast	1119	1188	1142
Totals	6284	6238	5971

The survey indicates a decrease in the total number of vacant structures, and a decrease in most of the major areas.

Projects

Training

In June, ten new code enforcement trainees were hired to replace senior code officers going to the PACE team, as well as to fill retirements. An extensive training period was commenced that lasted two and one-half months. Training was provided by Code Enforcement Senior staff and covered Housing, Zoning, Research, Court, and Inspection techniques. The trainees were assigned to their service areas and replaced the Pace Team members by the first of September. The trainees have grown into their positions and all but one has passed ICC certifications as of this writing.

PACE

Seven Code Officers and one supervisor were selected to be a part of the newly formed PACE team. The team was divided into two sections: a systematic team and a chronic offender team. The team is completely proactive and does not respond to complaints.



Systematic Team

The systematic team started in North Linden and performed exterior inspections in an area bounded by Cleveland Avenue, Weber Road, Hamilton Avenue and Hudson Street. A total of 1,433 properties were inspected with 588 properties receiving violation notices.

Chronic Landlord Team

This team identifies owners and landlords that have been identified by a tiered point system which includes number of violations issued (ranked by interior, exterior, etc.), court cases, delinquent taxes, rental registration violations and other factors.

This team identified a top ten list and began property inspections in October.

Graffiti

During the past year, the graffiti program continued to expand and remove more graffiti than the year before. A total of 492 cases were removed, up from 392 cases in 2013, with most of the cases occurring in the University District. Funding exceeded \$90,000. The program continues to write violation notices for graffiti but with each violation notice there is a waiver included for the city to remove the graffiti free of charge. Owners have the option to remove the graffiti themselves and in 2014 owners voluntarily removed graffiti on 193 properties.

Hoarding Program

In 2014, Code Enforcement began work on a pilot program with Judge Daniel R. Hawkins and the Environmental Court to address this issue. The court and code enforcement are partnering with the ADAMH Board and Southeast Mental Health to address the issues associated with hoarding. The program is intended to serve 10 people at any one time and began in the Greater Hilltop. Code enforcement began identifying possible participants by issuing violation notices for health and sanitation issues and once in the court process, referrals were initiated to Southeast Mental Health for clinical and therapeutic support. This was a great start to the program and the goal is to expand to other parts of the city.

ECONOMIC DEVELOPMENT

The mission of the Economic Development team is to leverage city assets to help businesses of all sizes grow and thrive in Columbus.

Economic Development focuses on job creation by retaining existing local businesses and assisting them in various ways to expand within the city of Columbus, while attracting new companies seeking to relocate to the city. This occurs in four major areas:

1. business assistance
2. financial assistance
3. green and energy efficiency assistance
4. infrastructure investments

The division manages incentive, abatement and loan programs that support busi-

ness development, as well as facilitates city infrastructure investments that support business development. Some of those programs include Neighborhood Commercial Revitalization (NCR), Urban Infrastructure Recovery Fund (UIRF) and the Green Columbus Fund.

In 2014, the team completed 33 business attraction and expansion projects that are to create 3,672 new jobs and retain 11,727 existing jobs. Major projects included Nationwide Mutual Insurance (857 new jobs), Alliance Data Systems (700 new jobs), Columbus Steel Castings (550 new jobs), Contact US (350 new jobs), Cover My Meds (117 new jobs) and Flight Safety (\$113 million investment in buildings and equipment). These deals secured \$278 million in private investment and will add \$238 million in total annual payroll (jobs to be created or relocated to the city).

FlightSafety
international

covermymeds[®]

contact **US**
communications



Nationwide[®]



AllianceData[®]

Accomplishments

Measure	2014
Projects	33
Jobs Created	3,672
Jobs Retained	11,727
Private Investment (\$000)	\$271,000
New Income Tax (\$000)	\$6,000
TIRC Projects	14 ⁰
Jobs Created/Retained	88,463
Loans, Small Business	22
Private Investment (\$000)	\$5,000
Jobs Created	34
Grants, Small Business	4
Total	10
Private Investment (\$000)	25
Green Columbus Fund	1,284
Public Infrastructure Cost (\$000)	\$34,759
City Contribution (\$000)	\$28,918
Private Investment (\$000)	\$498,310
Leveraged Investment Ratio	\$17.23

The team also managed significant investments with small businesses. The city's Revolving Loan Fund participated in 22 small business loans and provided more than \$1.1 million in financing, which leveraged more than \$5 million in additional public and private sector funding for these businesses. Examples included business sectors such as restaurants, fitness centers, T-shirt makers, craft breweries and a variety of manufacturing operations. The NCR program issued four façade renovation grants providing over \$9,500 in funding.

The Public Private Partnership (3P) program managed 44 active projects in 2014; completing nine projects that provided more than \$26 million in public infrastructure investments that leveraged more than \$250 million in private sector investment (a 1 to 13 ratio). Notable projects included the Leveque Tower improvements, Columbia Gas headquarters, Daifuku manufacturing expansion and Nationwide Boulevard streetscape improvements.



Columbia Gas of Ohio headquarters

Projects

CoverMyMeds

A local company founded in 2008, CoverMyMeds assists physicians, pharmacists and other medical professionals with completing Prior Authorization (PAs) and other insurance coverage determination forms in an electronic format, reducing paperwork and accelerating customer service. The company is proposing to relocate and expand its corporate headquarters by occupying over 64,000 square feet in Two Miranova Place. The project will retain 69 employees and create 111 new positions with an annual payroll of \$9.16 million.



Neighborhood Commercial Revitalization

Two Franklinton projects benefited from NCR funds in 2014. Located at 1196 W. Broad Street, the Little Butterflies Daycare, received a 50 percent NCR Facade Reno-

vation Grant for a nearly \$6,000 awning signage improvement project. Located at 1385 W. Broad Street, AAMCO Transmission, a women-owned business, received a \$3,000 façade renovation grant for facility upgrades and beautification totaling \$7,670. Specifically, the project included power washing and painting of the exterior of the facility.

Services

Office of Business Assistance

- Job Creation Tax Credit
- Jobs Growth Incentive
- Downtown Office Incentive
- Enterprise Zone
- Community Reinvestment Area

Office of Financial Assistance

- Business Development Revolving Loan Fund

Neighborhood Commercial Revitalization (NCR) Program

- NCR Loan Fund
- Storefront Renovation Grant Fund

Office of Infrastructure Investments

- 3P Program
- Downtown Streetscape Improvements
- Capital Improvement Funds
- Urban Infrastructure Recovery Fund
- Tax Increment Financing
- Special Improvement District

Green and Energy Efficiency Programs

- Green Columbus Fund

Alliance Data Systems (ADS)



Headquartered in Plano, Texas, ADS Alliance Data Systems (ADS) is a leading provider of marketing, loyalty and credit solutions that uses the power of data to achieve results for its clients. The company was started in 1986 as a part of The Limited, and became ADS as result of a merger with BSI BusinessServices, an electronic network transaction processing and credit services' company. ADS consist of three businesses: Alliance Data Retail Services; Epsilon®, and; LoyaltyOne®. The company is investing \$80.5 million to construct a three-

building campus at Easton. The project will result in the addition of 700 jobs and the retention of 1,300 jobs. Total payroll will exceed \$170 million.

FlightSafety

FlightSafety International Inc. is the world's premier professional aviation training company and supplier of flight simulators, visual systems and displays to commercial, government and military organizations. The company operates the world's largest fleet of advanced full flight simulators, providing more than a million hours of training each year. The company is owned and backed by Berkshire Hathaway, Inc. The company is investing \$113 million to expand its Columbus Learning Center located at Port Columbus by constructing two new buildings that total 144,000 square feet. Eventually, the two facilities will connect making it one large flight simulator Learning Center. The center will house 18 new full flight simulators.



LeVeque Tower Streetscape Improvements



Built in 1927, the historic LeVeque Tower (former American Insurance Union Citadel) is undergoing a \$27.6 million renovation. The property was purchased in 2011 by Tower 10, LLC and will be modernized to feature a new three-story lobby, updated office space, luxury apartments and a new 155 room Marriott Autograph Collection hotel. In support of the renovation project, the city committed \$2 million toward streetscape improvements along Broad Street and Front Street adjacent to the building. The streetscape improvements were completed in December 2014 and feature new landscape beds, decorative metal planters, street trees, street lighting,

and granite sidewalks. The project is also receiving a 75%, 10-year property tax abatement through an Enterprise Zone Agreement with the city of Columbus.

Nationwide Boulevard Streetscape Improvements

One of nine design concepts identified in the Downtown Public Realm Enhancement Study, these improvements were a collaboration of the city, Nationwide Realty Investors, Ltd., Capital Crossroad Special Improvement District, and property owners along Nationwide Boulevard. With a deadline to complete prior to the National Hockey League's All Star Game, the project resulted in a new gateway for visitors to the Convention Center and Arena District. Streetscape improvements included wider medians, new concrete sidewalks with brick paver accents, clay brick crosswalks, new landscaping with street trees, landscape beds, street lights, and the addition of programmable LED underlighting for the 3rd Street bridge. The \$4 million project is to be partially financed by property owners under a 10-year assessment.



HOUSING

It is the mission of the Housing team to produce and preserve housing that helps build strong, distinct and vibrant neighborhoods in Columbus.

The Housing Division finances the preservation and production of housing by assisting homeowners, housing developers and rental housing owners. The Housing Division's programs are divided into two sections: Housing Finance and Homeowner Services.

Housing Finance

In 2014, the housing finance team closed 51 loans under the American Dream Down Payment Initiative, approved 161 properties for residential tax abatements (final or conditional), and financed housing units

for 48 projects (single or scattered site) that created 231 housing units.

Housing Services

In 2014, the homeowner services team managed 397 requests for emergency repair assistance, managed 312 applications for assistance under a variety of programs, managed relocation services for 103 families and assisted with the closure of three hotels, and reviewed 315 project applications under the Federal Uniform Relocation and Real Property Acquisition Act. Under the Lead Safe Columbus program, 219 housing units were served and a new three-year \$3.9 million grant was received. A number of subrecipient services were managed through several non-profit organizations. Most of the housing programs noted above are expected to provide a consistent level of service as 2014 depending upon funding and staff resources.

Services

Housing Finance

- American Dream Down Payment Initiative
- Homeownership Development Program (HDP)
- Neighborhood Stabilization Program (1, 2, 3) (NSP)
- Old Oaks Pilot Homeownership Program
- Rental Housing Production and Preservation Program
- Rental Monitoring
- Rental Rehabilitation Program
- Residential Tax Abatement
- Vacant Property Redevelopment (VPR) Program

Homeowner Services

- City Council-Funded Home Repair Programs
- Contracted Sub Recipient Services
(e.g. Chores Program, Deaf Modification Program, Homebuyer Education)
- Emergency Repair Program (EMR)
- Home Modification Program
- Home Safe & Sound
- Lead Safe Columbus (LSC) Program
- Relocation Services
- Roof Replacement Program
- Vacant Property Prevention

Accomplishments

Programs	Measure	2014
American Dream Downpayment Initiative	Loan	51
Better Municipal Care for Veterans	Dwelling	49
Chores Program	Dwelling	218
Deaf Modification Program	Dwelling	20
Emergency Home Repair	Dwelling	397
Hilltop Home Repair	Dwelling	66
Home Modification Program	Dwelling	27
Home Safe and Sound	Dwelling	22
Homeownership Development Program	Dwelling	24
James Johnson Home Repair (Driving Park)	Dwelling	2
Lead Safe Columbus	Dwelling	109
Linden Home Repair	Dwelling	0
Neighborhood Stabilization Program	Dwelling	20
Rental Monitoring	Project	68
Rental Production and Preservation	Dwelling	178
Rental Rehabilitation Program	Dwelling	12
Residential Tax Abatement	Property	80
Roof Replacement Program	Dwelling	40
Vacant Property Prevention	Dwelling	11
Vacant Property Redevelopment Program	Dwelling	7

Projects

Habitat for Humanity

This Habitat for Humanity home was completed by all-women volunteers, including city staff. The homebuyer was a working mother of two.



Homeownership Development

An accessibility ramp was added to this home, which allows the owner to live independently in their home.



Home Modification Program

North Hamilton Senior

This 60-unit senior rental property was developed by Stock Development and financed in conjunction with low income housing tax credits from the Ohio Housing Finance Agency.



Rental Production and Preservation

LAND REDEVELOPMENT

The mission of the Land Redevelopment team is to improve Columbus neighborhoods by returning abandoned and underutilized residential and commercial properties into productive community assets.

Land Redevelopment manages the city's land bank, which was established in 1999. The office acquires vacant and abandoned properties and conducts maintenance activities (including demolition when necessary) prior to disposition for redevelopment. The office also manages the city's Community Garden/Vacant Lot Greening programs.

Land Bank

In 2014, the office implemented a new database/software for managing land bank properties and new public website for marketing properties (a completely electronic application process is to be implemented). Due to the aggressive property acquisitions under the cross-departmental Vacant and Abandoned Properties (VAP) initiative,

more property was acquired in 2014 than the previous four years combined. Working with partners, expedited tax foreclosures were implemented (most of the 666 parcels received in 2014 were due to this expedited process). In addition, 308 blighted structures (representing 441 dwelling units) were demolished due to their deteriorated condition.

Accomplishments

Program	2014
Property Acquisitions	666
Demolitions	308
Property Sales	121
Community Gardens	68

The team has steadily increased the number of acquired properties that are returned to the market for rehabilitation, 325 in the past four years. In 2014 the team instituted new approaches to better stabilize buildings while reducing renovation costs. The Mow-to-Own program was expanded. Nineteen parcels were sold for new construction and a three-acre site was sold to Volunteers of America for construction of multi-family supportive housing. For the first time, two parcels were sold to a private buyer to con-

Before and After



struct homes without a city subsidy (this was in the Near East). A total of 121 parcels were sold in 2014.

Community Gardening

The Community Gardening Program had its most successful year in 2014, with 68 parcels licensed for gardens. The team continued its program support through Rebuilding Together Central Ohio to supply cisterns, soil test kits and (new for 2014) rainwater capture systems designed by the Columbus Neighborhood Design Center (NDC). With the growing number of properties in the land bank, the team expanded the Community Land Care Program to more local non-profits who are paid to improve and maintain vacant parcels using designs from NDC (e.g. fencing, fruit trees, low

maintenance grass and perennials). Eight land bank parcels were selected to test different low maintenance approaches to restore vacant lots as part of the Department of Public Utilities' Blueprint Columbus stormwater initiative.



Services

Administrative/Special Projects

- Community garden program
- Department of Public Utilities and Blueprint coordination
- Property acquisition
- Recreation and Parks Department coordination
- Tax foreclosure requests
- Vacant and Abandoned Properties (VAP) initiative

Asset Management

- Applicant renovation planning
- Community Land Care Program
- Evaluation, maintenance and marketing of land bank property
- Land bank property maintenance (grass mowing, boarding structures, clearing and disposal of trash, and other property maintenance and repair activities)
- Property inspections and evaluations

Disposition/Property Acquisitions

- Acquisition price negotiation, renovation plans and contracts
- Legal document preparation and closings
- Legislation management
- Property donation management
- Property purchase application management and coordination

Demolition

- Contractor management
- Program financial management
- Property evaluation and condition determinations

NEIGHBORHOOD SERVICES

The mission of Neighborhood Services is to provide direct services, technical assistance and interaction with individuals, neighborhood and civic organizations, and other related neighborhood groups.

The mission for Neighborhood Services occurs through assistance to neighborhoods through the liaisons, with support provided to area commissions, and as part of Mayor Coleman’s Neighborhood Pride program.

Neighborhood Liaison Program

Neighborhood liaisons are a team of advocates created to work across department lines to assist citizens with requests, problems and questions. The liaisons are responsible for coordinating this exchange of information, while providing technical

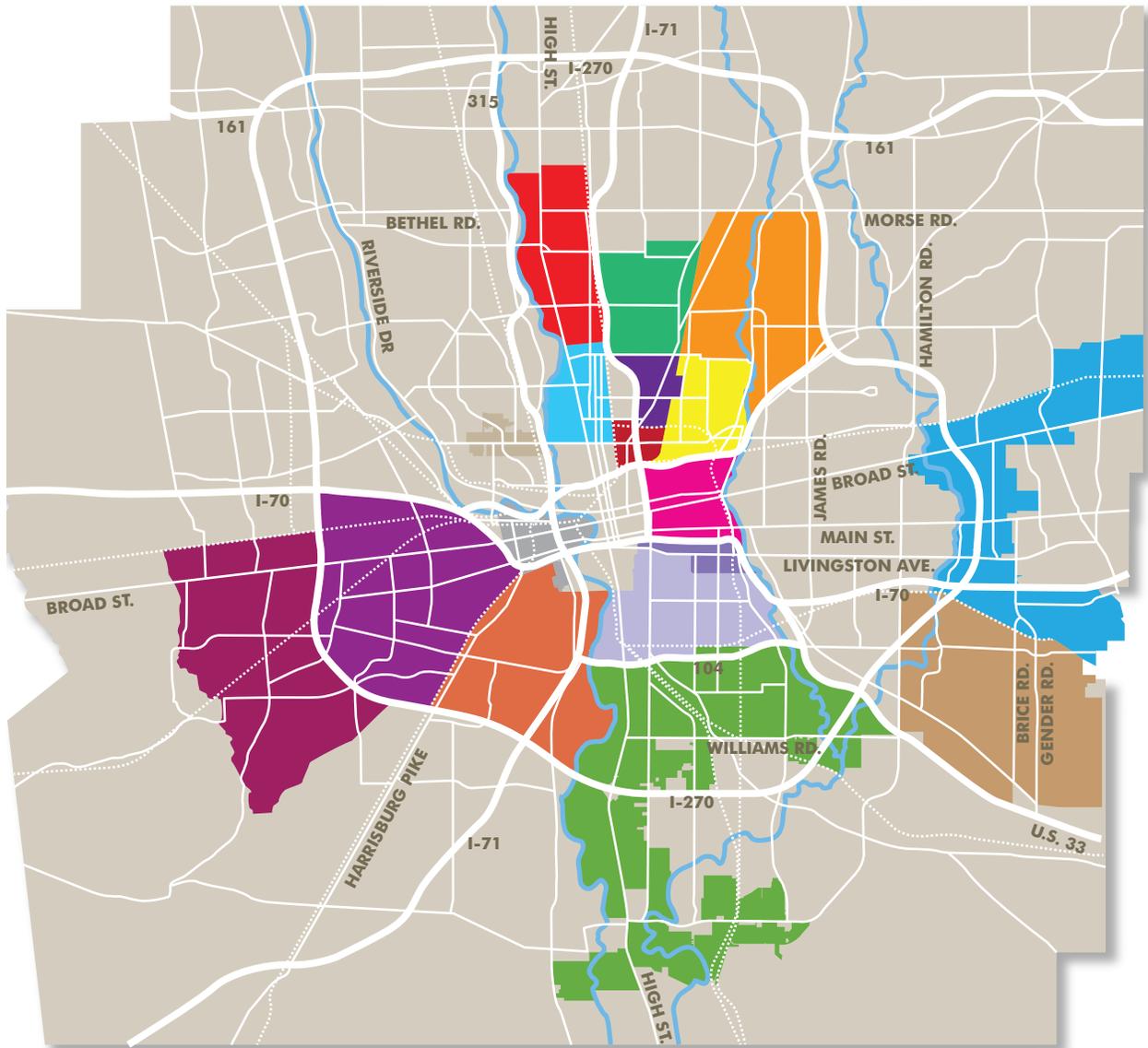
assistant and advocating for neighborhood issues. The city is divided into 12 service areas, with each liaison responsible for specific area commissions and/or civic associations. In 2014, the liaisons responded to over 25,000 service requests, attended over 1,900 hours of evening and weekend commission/civic association meetings, and participated in four training sessions with commissioners.

Area Commissions

Columbus City Council established the area commission program in the early 1970s to facilitate communication between neighborhoods, city officials and developers. Commissions provide recommendations on rezonings, variances and similar development approvals. The city provides funding to support commission operations. In 2014, the Southeast Area Commission joined the other 16 commissions in the city.



Area Commissions



- | | | | | |
|----------------|-----------------|---------------|-------------------|-------------------|
| ● CLINTONVILLE | ● NORTH LINDEN | ● NORTHEAST | ● 5TH x NORTHWEST | ● UNIVERSITY |
| ● SOUTH LINDEN | ● NORTH CENTRAL | ● MILO GROGAN | ● WESTLAND | ● GREATER HILLTOP |
| ● SOUTHWEST | ● NEAR EAST | ● FAR EAST | ● LIVINGSTON | ● SOUTHSIDE |
| ● FAR SOUTH | ● SOUTHEAST | | | |

Neighborhood Pride

Created in 2000 by Mayor Coleman, Neighborhood Pride has served 84 neighborhoods throughout Columbus through a series of activities and enhanced city services targeted during a one week period. The program strengthens community activism, builds stronger neighborhood/city relationships, and empowers neighborhoods and businesses to work with the city to improve their communities. For each pride event, residents take an active role in preparing for and conducting their event. In 2014, Pride Weeks occurred in Franklinton, South Eastmoor, Milo Grogan and Driving Park. For each pride event, the department provides a Neighborhood Safety Academy, Community Night, community clean-up, beautification awards, enhanced code enforcement and corresponding homeowner assistance. There is a concluding talent show and holiday party each year.

Event	2014
Number of Areas Served	4
Talent Showcase Middle School	6
Talent Search, Graduates	37
Bicycle Safety Festival Events	4
Bicycle Safety Festival Attendees	1,710
Bike Safety Helmets Distributed	200
Neighborhood Safety Academies	4
Neighborhood Safety Academy, Graduates	163
Lunch, Attendees	1,875
Special Events, Attendees	4,000
Mayor's Community Night, Attendees	420
Mayor's Bike Ride	7
Neighborhood Pride Partners, New	89
Neighborhood Pride Partners, Returning	146
Neighborhood Pride Partners, Donations	\$133,150



PLANNING

The mission of the Planning team is to work with the public and appointed commissions to improve the built environment through planning, design review, historic preservation and public art.

The team does this through the preparation of neighborhood plans, adoption of commercial overlays, development approvals through 12 separate planning, design review and preservation bodies, installation of public art, and management of the annexation process. Planning is divided into four units: administration, neighborhood planning, urban design and historic preservation.

In 2014, City Council adopted five area plans (Far North Plan, North Linden Plan Amendment, Northland Plan I, South Side Plan and West Franklinton Plan) and 2.5 miles of new commercial overlay frontage (West Third Avenue in the Fifth by Northwest Neighborhood as well as several corridors in Northwest Columbus). The commissions, boards and panels staffed by the team collectively reviewed 950 agenda items; staff approved an additional 800 applications. Over 200 Section 106 reviews



Accomplishments

Measure	2014
Plans Adopted	5
Overlays Adopted	2
Development Applications	2062
Annexations (acres)	60

were conducted. Two public art installations were completed – Kwanzaa Playground and Scioto Lounge – and another eight pieces underwent substantive maintenance or restoration. Over 250 zoning, variance and graphics applications were reviewed by staff and 132 mapping and data requests were fulfilled. Twelve annexations were accepted by City Council. Throughout the year, public engagement was a key priority. Key examples were the roughly 1,500 project suggestions submitted by neighborhoods groups as part revised UIRF process, the approximately 2,000 pieces of input provided by the community during the development of the University District Plan, and the over 1,000 votes cast for the public art bike rack initiative.

Projects

University District Plan

While the plan was adopted in early 2015, the majority of work took place during 2014. The plan was initiated at the request of the University Area Commission and involved input from hundreds of stakeholders. It serves as single source for land use and development policy guidance for the University area, replacing several existing documents. The plan's recommendations on density, parking and related development standards are intended to serve as the basis for updates to the University Planning Overlay.

Scioto Lounge

Photo courtesy Nick George, The Columbus Foundation



Originally proposed in 2012 as part of the city's North Bank Park Public Art Project, the first phase of Scioto Lounge was installed in 2014. The two bronze deer were created by Terry Allen, an artist, musician and writer whose work has been shown nationally and internationally. The pieces have drawn great interest since installation due to their creative and whimsical quality and their relationship to the river. City

Council recently approved legislation for the third and final piece in the installation, which will be located on the Rich Street Bridge. Placement is anticipated in late or early 2016.

Northwest Commercial Overlays

Beginning with adoption of the first Urban Commercial Overlay in 1999, Columbus has used commercial overlays in conjunction with existing zoning districts to improve the character of commercial corridors, facilitate streetscape continuity, and encourage pedestrian-friendly development. These tools are in place along commercial corridors throughout the city. In 2014, the Planning Division worked closely with the Northwest Civic Association to establish additional overlays to complement those adopted by City Council for the area in 2007. As with all overlays, the process involved multiple public meetings and property owner notice.



The Julian

The Downtown Commission, staffed by the Planning Division, is charged with design review for downtown projects. Last year, downtown saw completion or substantial construction activity on many such projects, including 250 South High, Cristo Rey High School, and the Columbus Museum of Art. In early 2014, the commission approved renovation of a vacant multi-story warehouse at the corner of Front and Main. The \$20 million project developed by the Casto Company will result in 90 loft-style apartments and serves as a great example of adaptive reuse. Work was well underway at the conclusion of 2014, with a mid-year opening anticipated.



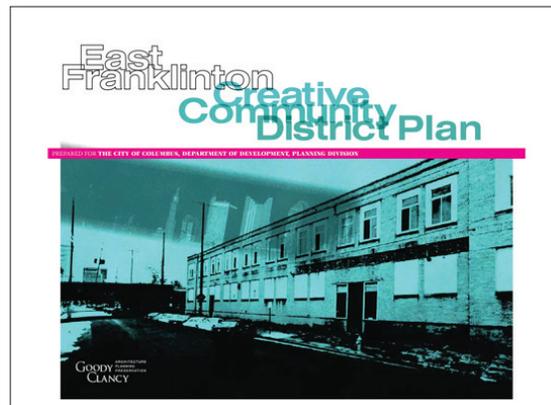
The Joseph Hotel

The recently opened Joseph Hotel in Italian Village is part of mixed-use development built in 2014 that also incorporates office and retail space, a parking garage, and private art collection. Situated at the southern end of the Short North, the majority of the project lies on the Victorian Village side of High Street. It presented challenges due to the project scale and its location in the midst of existing historic building fabric. The Planning Division's historic preservation staff worked closely with both commissions and the Pizzuti Company (developer) over a multiple-year period to guide this complex project to a successful completion.



Awards

East Franklinton Creative Community District Plan. The plan was recognized by the American Planning Association (APA) with the National Planning Excellence Award for Innovation in Economic Development and Planning. The award was received at APA's National Planning Conference in Atlanta. In 2013, the East Franklinton Plan was recognized with an Honorable Mention by the Congress for the New Urbanism (CNU) in Salt Lake City.



Services

Administration

- Annexation
- Development Review
- Division administration
- Land Review Commission
- Public art

Historic Preservation

- Architectural Review Boards
(Brewery District, German Village, Italian Village and Victorian Village)
- Board of Commission Appeals
- Columbus Register of Historic Places
- Historic Resources Commission
- Section 106 Review

Neighborhood Planning

- Area and neighborhood plans
- Commercial overlays
- GIS mapping and data analysis
- Rocky Fork-Blacklick Panel, Big Darby Accord Panel and East Franklinton Review Board
- Urban Infrastructure Recovery Fund

Urban Design

- Downtown Commission and University Area Review Board

DIRECTOR'S OFFICE

Administration

Within the Director's Office, this unit is charged with overall administration of the Development Department and includes several key functions, such as Capital Improvements, Council Liaison and Legislation, Fiscal Office, and Human Resources. The Director's Office coordinates the various divisions to ensure department and city-wide priorities are being implemented in an efficient and strategic fashion. The mission of the Administration team is to responsibly manage the operational affairs and responsibilities of the department as good stewards.

Council Liaison and Legislation

The mission of the Council Liaison and Legislation team is to serve as a resource to both the department and City Council to facilitate communication and information or upcoming legislation, projects and issues. The legislation team consists of two individuals that serve as the direct contact with City Council. The team manages all legislative items related to Development. Weekly briefings are held regarding projects, legislation, and related items. Council-sponsored contracts and amendments are managed. The team also serves as a resource to gather information and coordinate answers in response to constituent inquiries.

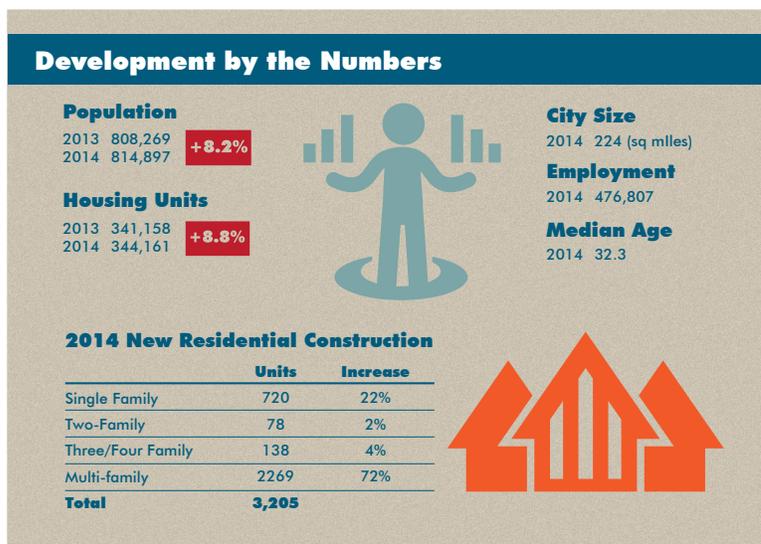
In 2014, the department facilitated 443 ordinances through City Council. The office continued to streamline communication both within Development and between the department and City Council. Over the past three years, the number of ordinances that have come through the department has steadily increased.

The department managed 382 pieces in 2012, 399 in 2013, and 443 in 2014. For 2015, it is anticipated that the number of ordinances will hover around the 2014 number, if not slightly increase.

Fiscal Services

The mission of the Fiscal Services team is to efficiently and effectively serve as the financial center for the Department's operations and services. Its main functions include budgeting, accounts payable, accounts receivable, and financial reconciliation and reporting. In addition, this unit coordinates procurement, telecommunications, travel, inventory and record retention services.

The Fiscal Services team is comprised of six staff members who coordinate the annual budget process; manage General Fund, Community Development Block Grant and other special funds financial activity; properly record actual revenues and expenditures; assure the timely payment of department obligations to consultants, contractors and vendors; provide reports for monitoring budget and expense performance; and comply with external reporting requirements.



In 2014, the unit completed a successful reorganization with the transition of two staff formerly in the Legislative and Contracts section. Fiscal Services processed the following transactions:

- 52 requisitions
- 38 purchasing solicitations
- 1,203 purchase orders
- 5,085 invoices

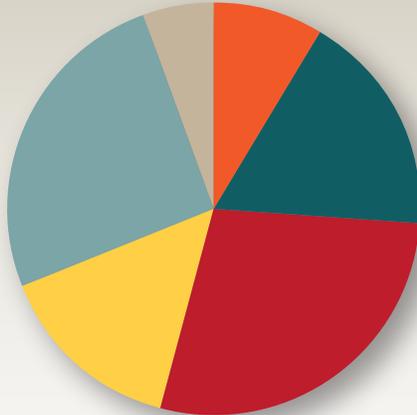
In 2015, it is anticipated that the number of transactions will remain steady and Fiscal Services will focus on process improvements and providing even better service delivery.

Human Resources

The mission for Human Resources is to serve department employees and management team with the best customer service

Grant Name	Granting Agency	Purpose	2014 Budget Amount
Community Development Block Grant	U.S. Department of Housing and Urban Development	The CDBG entitlement program allocates annual grants to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons.	\$7,381,524
Home Investment Partnership Program	U.S. Department of Housing and Urban Development	HOME funds are used for a variety of housing activities and include tenant-based rental assistance, housing rehabilitation and assistance to homebuyers.	\$3,651,552
Lead Hazard Reduction Demonstration Program	U.S. Department of Housing and Urban Development	The purpose of the Lead Hazard Reduction grant is to identify and control lead-based paint hazards in eligible privately owned housing for rental or owner-occupants.	\$3,900,000
Emergency Solutions Grant Program	U.S. Department of Housing and Urban Development	This formula grant support homelessness prevention, emergency shelter, and related services.	\$558,712
Clean Ohio Revitalization Fund Grant	State of Ohio Development Services Agency	The Clean Ohio grant allowed for the remediation and environmental clean-up of two Downtown sites.	\$1,000,000

2014 Development General Fund and CDBG Budget

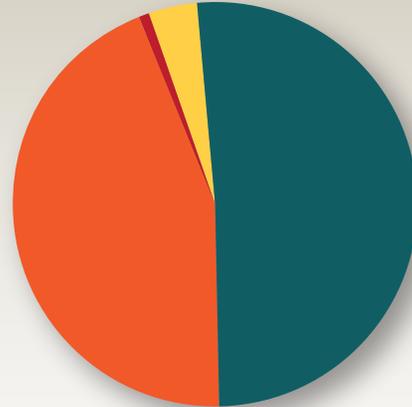


9%	Administration	\$2,697,921
18%	Administration - Program Service	\$5,479,266
28%	Code Enforcement	\$8,714,752
13%	Economic Development	\$4,619,917
25%	Housing	\$7,914,901
5%	Planning	\$1,692,479

Total: \$31,119,236

Administration includes Land Redevelopment, Vacant and Abandoned Properties, Neighborhood and Agencies

2014 Development General Fund and CDBG Budget by Area of Expense



Areas of Expense

51%	Personnel	\$15,953,553
44%	Services	\$13,766,276
1%	Materials and Supplies	\$209,000
4%	Other	\$1,190,407

possible in all areas of Human Resources. The unit's goal is to provide the best service to the internal customers so that department employees can give the best service they can to the external customers - the Citizens of Columbus.

The Human Resources team is composed of four people. The unit is responsible for the administration of all human resources

related activities for the department, including: compensation analysis; conflict resolution; employee relations; labor relations; payroll processing; performance management; planning (fiscal and operational); policy and procedure design; project management; and recruitment and retention.

In 2014, Human Resources managed the filling of 28 positions within Development.

CAPITAL IMPROVEMENTS

The mission of the department's Capital Improvement Program (CIP) is to support the department's priorities and programs by leveraging private investment to create jobs and neighborhood growth.

Capital Improvement Plan

Programs and projects funded through the CIP are evaluated annually as a part of an overall five-year Capital Improvement Plan. This plan establishes long-range financial planning to ensure funding is available within the needed projected timeframes. The capital planning process involves assessment of capital needs, public input and operating capacity. This process culminates into the Capital Improvement Budget which identifies approved projects and funding sources. Annually funded programs within the department include:

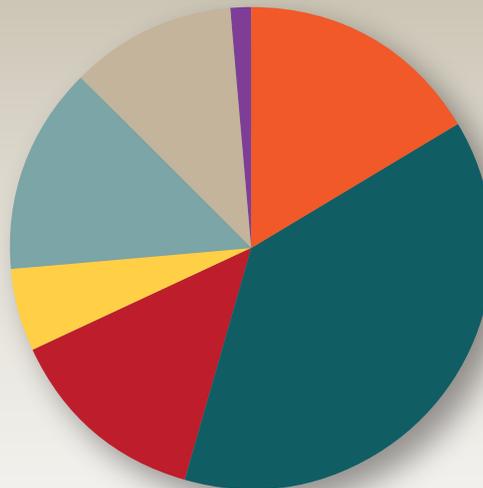
Projects funded through the CIP include demolition of vacant and abandoned housing, residential renovation/preservation and construction of major roadway infrastructure.

CIP Process



- 1** Identify Funding Capacity
- 2** Propose & Prioritize Projects
- 3** Public Outreach
- 4** Bond Sale
- 5** Project Implementation

Selected Annually Funded Programs



Public Private Partnerships (3P)	\$3,000,000
Urban Infrastructure Recovery Fund (UIRF)	\$6,900,000
Neighborhood Commercial Development (NCR)	\$2,500,000
Green Columbus	\$1,000,000
Vacant Housing Demolition	\$2,500,000
Housing Preservation	\$2,000,000
Public Art	\$250,000

Housing Preservation

The Housing Division is administering a \$25 million commitment for residential-related programs. Over the past 12 months, \$2 million has been invested and an accumulative \$21 million over the past five years. During 2014, 102 dwellings received funds through the Homeownership Development, Rental Rehabilitation and Veterans Care programs.

Green Columbus

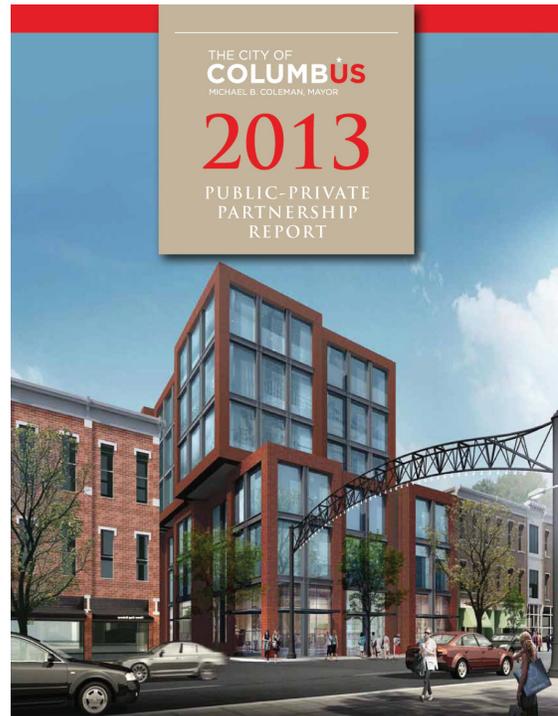
The Green Columbus fund is administering a \$25 million commitment that provided grants for environmental related activities. Over the past 12 months, \$737,000 have been invested and an accumulative \$1.7 million over the last two years. During 2014, 14 projects have received funding including the construction of 250 S. High Street. This residential and office mixed-use project is anticipated to be LEED certified.

Vacant Properties Initiative

The Land Redevelopment Division is administering a \$11.5 million commitment to removing vacant and abandoned properties. During 2014, \$2.5 million was invested and used to demolish 305 vacant and abandoned structures.

Public Private Partnerships

Established in 2012, the 3P program is a cross-departmental program designed to fund, manage and coordinate infrastructure improvements supporting job creation and leveraging private investment. The 3P Program currently has \$148.9 million in public infrastructure projects underway that are anticipated to generate \$1.1 billion in private sector investments through 2020.



Urban Infrastructure Recovery Fund

The Urban Infrastructure Recovery Fund (UIRF) was established in 1992 by Mayor Michael B. Coleman to address capital improvement needs in central city neighborhoods. UIRF has provided over \$60 million for the rebuilding of Columbus' older neighborhoods. Implementation of the 41 projects identified during the 2012 UIRF round continued in 2014. As of the end of the year, 17 were completed, 17 were in design, four were in construction, and three were on hold.

An updated UIRF program was rolled out in 2014 in cooperation with the Departments of Public Service, Recreation and Parks, and Utilities. The new program will result in five-year UIRF Plans for all communities. The new program ensures that UIRF projects are implemented in all communities and that project implementation will be more efficient. In summary:

- Approximately 1,500 community suggestions were submitted in 2014 via community meetings and a project website (<http://www.columbus.gov/planning/uirf/>).
- Staff reviewed the suggested projects for constructability and other factors and developed draft UIRF Plans for each community.
- Draft UIRF Plans were sent to the communities for approval.
- Additional review of the draft UIRF Plans were conducted by staff, including a notation of community priorities.
- Staff determined an approximate UIRF budget for the city for the years 2015-2019.
- Staff developed general cost estimates of all projects and subsequent ability to construct said projects based on potentially available funds.
- Final UIRF Plans were developed for each UIRF community.
- A database and "GIS" (map) data were developed for all approved projects in order to assist with project implementation.

2015 CIP — Development

Housing Preservation	\$2,000,000
Green Columbus	\$1,000,000
Emergency Shelter Repair	\$350,000
Economic & Community Development	\$250,000
Poindexter Village	\$5,800,000
Easton Square	\$4,800,000
Next Generation	\$750,000
Casto CMHA Project	\$2,000,000
Faith Mission	\$1,000,000
UIRF	\$4,700,000
NCR	\$2,500,000
Housing Infrastructure	\$800,000
Short North Infrastructure	\$2,290,000
West Nationwide Boulevard	\$3,000,000
VAP	\$2,500,000

LOOKING AHEAD

The Department of Development will continue focusing on creating jobs and strengthening neighborhoods through 2015. Our expectation is that an improving economy will create new opportunities for job growth within the city and will spur investment throughout the city. The market for housing and office development in Downtown, Easton and Polaris is anticipated to remain strong.

In some of our growing neighborhoods, we anticipate that development pressure will require the city, neighborhood groups and developers to work together to ensure that development can be supported by the local infrastructure and respects the needs of the neighborhood. We will continue to build upon our partnerships in the city's neighborhoods to move forward a number of initiatives, such as Celebrate One, PACT, Southside, and East Franklinton.

The city has made great progress addressing vacant and abandoned properties, but the problem is far from solved. We will continue using Code Enforcement and the Land Redevelopment Office to hold property

owners accountable, gain control of abandoned sites, and remove or redevelop abandoned properties. We also anticipate strengthening our partnership with the Central Ohio Community Improvement Corporation (COCIC) to ensure that we have leveraging state and federal funding as well as improving the customer experience for those looking to reuse our land bank properties.

For other initiatives, like PACE in Code Enforcement or workforce housing, our efforts in 2015 will concentrate on implementation and evaluation. The last several years have seen significant changes in a number of areas, and it is imperative that the Department see through what has been announced.

The Planning Division and Historic Preservation Office will continue to see unprecedented levels of reinvestment in some key neighborhoods, such as Italian Village, University District and Clintonville, and will move forward one new planning initiatives in Brice Road and the Northwest.



East Franklinton: Riverside-Bradley Redevelopment, Casto

DEPARTMENT STAFF

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Code Enforcement

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THE CITY OF
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MICHAEL B. COLEMAN, MAYOR

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