



## 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.

## STRATEGIC PRIORITIES FOR 2015

### 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 "worst of the worst" structures in the city. Activities include demolition of structures, redevelopment of vacant and abandoned properties, 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 the planning framework for neighborhoods by developing and updating key planning documents. In 2015, significant planning initiatives are anticipated in multi-modal transportation, downtown streetscape, Brice-Tussing, Northwest, Fifth Avenue, the University Neighborhood, and West Franklinton.

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

Complete the "Proactive Code Enforcement" pilot 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 find new ways 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, TechColumbus, 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.

### **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 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.

## 2015 BUDGET NOTES

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### ADMINISTRATION

Total support for social service agencies in 2015 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 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 2015 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 \$1.5 million.
- Additional economic development activities include \$48,000 for Sister Cities and \$200,000 for PACT (Partners Achieving Community Transformation).

### CODE ENFORCEMENT

Total support for code enforcement and environmental nuisance activities in 2015 is over \$8.5 million, with \$7.5 million provided in the general fund and \$1 million in the community development block grant fund. Included in total funding is:

- Over \$1 million to procure weed cutting services on foreclosed properties that have been abandoned, with \$675,000 from the general fund and \$410,000 from the community development block grant fund.

### PLANNING

The general fund supports 17 full-time equivalent positions in 2015, an increase of 1 over 2014. The new position will guide the policy section within the division. Funding of \$20,000 is included for public art maintenance.

### HOUSING

Support for the Community Shelter Board and the Rebuilding Lives program will provide level funding of over \$5.2 million in 2015. 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 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 \$1.54 million in 2015.

- HOME funds totaling \$171,327 will be used to provide community housing development organizations with operating grants.



Department Financial Summary by Area of Expense						
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed	
<b>General Fund</b>						
Administration						
Personnel	\$ 2,745,490	\$ 3,058,730	\$ 3,269,129	\$ 3,333,364	\$ 3,329,209	
Materials & Supplies	24,348	23,779	39,000	26,069	33,511	
Services	3,252,727	3,235,087	3,713,699	3,132,885	3,261,696	
Other	-	-	-	482,474	-	
Capital	14,449	-	16,000	13,810	-	
Transfers	66,000	-	9,000	9,000	38,000	
<b>Administration Subtotal</b>	<b>6,103,014</b>	<b>6,317,596</b>	<b>7,046,828</b>	<b>6,997,601</b>	<b>6,662,416</b>	
Economic Development						
Personnel	301,681	384,593	621,944	605,277	858,435	
Materials & Supplies	3,906	13,712	6,450	5,198	6,450	
Services	2,193,017	2,692,186	2,422,951	2,680,844	2,152,589	
Other	6,994,325	15,864,100	-	9,199,849	-	
<b>Economic Development Subtotal</b>	<b>9,492,929</b>	<b>18,954,591</b>	<b>3,051,345</b>	<b>12,491,167</b>	<b>3,017,474</b>	
Code Enforcement						
Personnel	5,303,747	5,508,432	6,317,761	5,827,798	6,623,189	
Materials & Supplies	51,299	67,594	102,250	95,814	74,050	
Services	1,076,504	1,063,231	1,057,276	870,121	810,806	
Other	387	416	10,000	-	10,000	
Capital	14,299	-	144,000	124,299	-	
<b>Code Enforcement Subtotal</b>	<b>6,446,236</b>	<b>6,639,673</b>	<b>7,631,287</b>	<b>6,918,033</b>	<b>7,518,045</b>	
Planning						
Personnel	1,463,465	1,524,366	1,594,452	1,404,262	1,695,017	
Materials & Supplies	13,056	8,399	19,750	10,605	16,750	
Services	141,405	411,144	78,277	60,590	76,252	
Capital	6,145	-	-	-	-	
<b>Planning Subtotal</b>	<b>1,624,071</b>	<b>1,943,909</b>	<b>1,692,479</b>	<b>1,475,457</b>	<b>1,788,019</b>	
Housing						
Personnel	212,866	361,875	418,357	396,491	432,082	
Materials & Supplies	2,158	1,693	3,000	1,910	1,950	
Services	3,871,405	3,885,821	3,894,416	4,846,062	4,821,647	
<b>Housing Subtotal</b>	<b>4,086,429</b>	<b>4,249,389</b>	<b>4,315,773</b>	<b>5,244,463</b>	<b>5,255,679</b>	
<b>General Fund Subtotal</b>	<b>\$ 27,752,679</b>	<b>\$ 38,105,158</b>	<b>\$ 23,737,712</b>	<b>\$ 33,126,721</b>	<b>\$ 24,241,633</b>	

Department Financial Summary by Area of Expense (Continued)					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Community Development Block Grant</b>					
Administration					
Personnel	\$ 716,213	\$ 762,156	\$ 934,609	\$ 842,463	\$ 928,477
Materials & Supplies	-	5,921	2,500	698	8,024
Services	247,790	180,411	193,250	191,100	253,250
<b>Administration Subtotal</b>	<b>964,003</b>	<b>948,488</b>	<b>1,130,359</b>	<b>1,034,261</b>	<b>1,189,751</b>
Economic Development					
Personnel	679,964	725,176	813,727	740,044	790,814
Materials & Supplies	2,661	2,839	4,350	2,800	3,850
Services	692,341	1,373,938	750,495	562,628	747,995
<b>Economic Development Subtotal</b>	<b>1,374,966</b>	<b>2,101,953</b>	<b>1,568,572</b>	<b>1,305,472</b>	<b>1,542,659</b>
Code Enforcement					
Personnel	627,773	683,980	833,465	746,816	859,348
Materials & Supplies	2,648	2,650	10,000	10,000	13,500
Services	458,892	158,895	160,000	160,000	166,000
Capital	-	-	80,000	72,693	55,000
<b>Code Enforcement Subtotal</b>	<b>1,089,313</b>	<b>845,525</b>	<b>1,083,465</b>	<b>989,509</b>	<b>1,093,848</b>
Housing					
Personnel	661,092	874,508	1,150,109	975,737	1,217,385
Materials & Supplies	21,396	19,400	21,700	15,104	20,250
Services	875,927	1,011,089	1,495,912	1,448,462	1,455,339
Other	1,363,693	521,385	931,407	931,407	950,000
Capital	71,496	-	-	-	-
<b>Housing Subtotal</b>	<b>2,993,604</b>	<b>2,426,382</b>	<b>3,599,128</b>	<b>3,370,710</b>	<b>3,642,974</b>
<b>CDBG Fund Subtotal</b>	<b>6,421,886</b>	<b>6,322,348</b>	<b>7,381,524</b>	<b>6,699,952</b>	<b>7,469,232</b>
<b>Emergency Human Services Fund</b>					
Administration					
Services	1,486,966	1,854,186	1,757,000	1,757,000	2,155,000
<b>Emergency Human Services Fund Subtotal</b>	<b>1,486,966</b>	<b>1,854,186</b>	<b>1,757,000</b>	<b>1,757,000</b>	<b>2,155,000</b>
<b>Department Total</b>	<b>\$ 35,661,531</b>	<b>\$ 46,281,692</b>	<b>\$ 32,876,236</b>	<b>\$ 41,583,673</b>	<b>\$ 33,865,865</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
General Fund					
Administration	FT	25	29	31	32
	PT	0	0	0	1
Economic Development	FT	3	3	5	8
	PT	0	0	1	0
Code Enforcement	FT	64	63	73	73
	PT	1	0	0	0
Planning	FT	15	15	16	17
Housing	FT	5	5	5	5
Community Development Block Grant					
Administration	FT	8	9	9	9
	PT	1	0	1	0
Economic Development	FT	7	8	8	7
Code Enforcement	FT	8	9	9	9
	PT	0	0	1	1
Housing	FT	7	10	14	15
	PT	1	0	0	0
<b>Total</b>		<b>145</b>	<b>151</b>	<b>173</b>	<b>177</b>



Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Administrative Services	\$ 1,776,888	15	\$ 1,733,912	14	
Agency, Community & Neighborhoods	402,417	4	407,559	4	
Area Commissions	9,000	0	38,000	0	
Executive Office	921,033	7	1,161,953	9	
Land Reutilization	1,101,494	9	888,065	9	
Neighborhood Pride Centers	469,101	4	494,530	4	
Social Service Contracts	4,973,517	0	5,000,000	0	
Vacant and Abandoned Property	513,864	4	531,651	4	
CDBG Economic Develop. Programs	1,568,572	8	1,542,659	7	
Economic Development Administration	3,051,345	5	3,017,474	8	
Code Enforcement	6,530,903	69	6,680,255	69	
Environmental Unit	2,106,229	12	1,843,885	12	
Historic Preservation	368,086	4	382,369	4	
Neighborhood Planning	379,245	4	338,574	4	
Planning Administration	721,461	6	837,841	7	
Urban Design	223,687	2	229,235	2	
Fair Housing	105,456	0	105,456	0	
Homebuyer Counseling & Housing Dev	4,318,072	3	5,293,562	3	
Homeowner Servicing Center	2,513,738	9	2,737,426	10	
Housing Administration	331,350	2	161,136	2	
Housing Development & Finance Staff	211,966	2	161,086	2	
Relocation	278,812	1	279,237	1	
<b>Department Total</b>	<b>\$ 32,876,236</b>	<b>170</b>	<b>\$ 33,865,865</b>	<b>175</b>	

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. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## ADMINISTRATIVE SERVICES

To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts, and administrative support.

## AGENCY, COMMUNITY AND NEIGHBORHOODS

To oversee social service programs, work with area commissions and civic associations, and act as neighborhood liaisons to the community.

## AREA COMMISSIONS

To provide support to cover administrative costs of area commissions, architectural review commissions, and the student intern program.

## EXECUTIVE OFFICE

To set policy and provide leadership to the department's offices and divisions.

## LAND REUTILIZATION

To designate and acquire tax delinquent properties for redevelopment with the goal of returning non-productive land in city neighborhoods into productive assets.

## NEIGHBORHOOD PRIDE CENTERS

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 SERVICE CONTRACTS

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

## VACANT AND ABANDONED PROPERTY

To provide a comprehensive plan to identify, track, maintain, and dispose of vacant and abandoned properties that create blight in Columbus neighborhoods.

<b>CDBG ECONOMIC DEVELOPMENT PROGRAMS</b>	To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.
<b>ECONOMIC DEVELOPMENT ADMINISTRATION</b>	To set policy and provide leadership, to administer various economic development contracts, and to maintain the city's share of the school district revenue sharing.
<b>CODE ENFORCEMENT</b>	To ensure the health, safety, and welfare of the citizens of Columbus by enforcing City of Columbus codes.
<b>ENVIRONMENTAL UNIT</b>	To maintain safe vacant properties through the removal of weeds and solid waste, demolition of unsafe structures, inspections for solid waste violations, and abatement of other environmental hazards.
<b>HISTORIC PRESERVATION</b>	To provide guidance in preserving structures that help define our neighborhoods by working with neighborhood leaders and property owners.
<b>NEIGHBORHOOD PLANNING</b>	To work in partnership with the community to enhance and sustain neighborhoods through development of neighborhood plans, amendments to outdated plans, and implementation of adopted plans.
<b>PLANNING ADMINISTRATION</b>	To administer the city's annexation program, manage day-to-day operations and special projects, coordinate activities with the Mayor's Office, City Council, and other departments, support city growth policy issues, and provide support to the division's boards, commissions, and panels.
<b>URBAN DESIGN</b>	To provide design solutions and alternatives for redevelopment issues including streetscape, infill development, public spaces, the built environment, and infrastructure; to create development concepts in support of neighborhood plans; and to administer the University Area Review Board.

<b>FAIR HOUSING</b>	To contract with the Columbus Urban League for the provision of fair housing services. These services include landlord education, fair housing barrier elimination, housing discrimination redress, testing, and the preparation and implementation of the Fair Housing Action Plan.
<b>HOMEBUYER COUNSELING AND HOUSING DEVELOPMENT</b>	To contract with approved U.S. Department of Housing and Urban Development housing counseling agencies to provide homebuyer and homeowner counseling.
<b>HOMEOWNER SERVICING CENTER</b>	To assist homeowners to remain in their homes and live independently in a safe and sound environment.
<b>HOUSING ADMINISTRATION</b>	To manage and administer all housing programs, including Vacant Property Prevention, Home Modification, Chores, Homeownership Development, and Emergency Repair programs.
<b>HOUSING DEVELOPMENT AND FINANCE STAFF</b>	To implement the following programs: Homeownership Development, American Dream Downpayment, and Rental Housing Production/Preservation, and to manage loan assets.
<b>RELOCATION</b>	To provide technical review of each CDBG and HOME funded activity for compliance with the federal Uniform Act.