

Thanks to the following people for their support in making this panel possible:

- Hon. Andrew J. Ginther, Mayor
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- Yaromir Steiner, Jonathan Barnes, Alicia Gaston, ULI Columbus; porterwright, LLP



Columbus, Ohio

**Creating Mixed-Income Neighborhoods
In the Opportunity City**



Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose

Mission:
Helping city leaders build better
communities



Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences

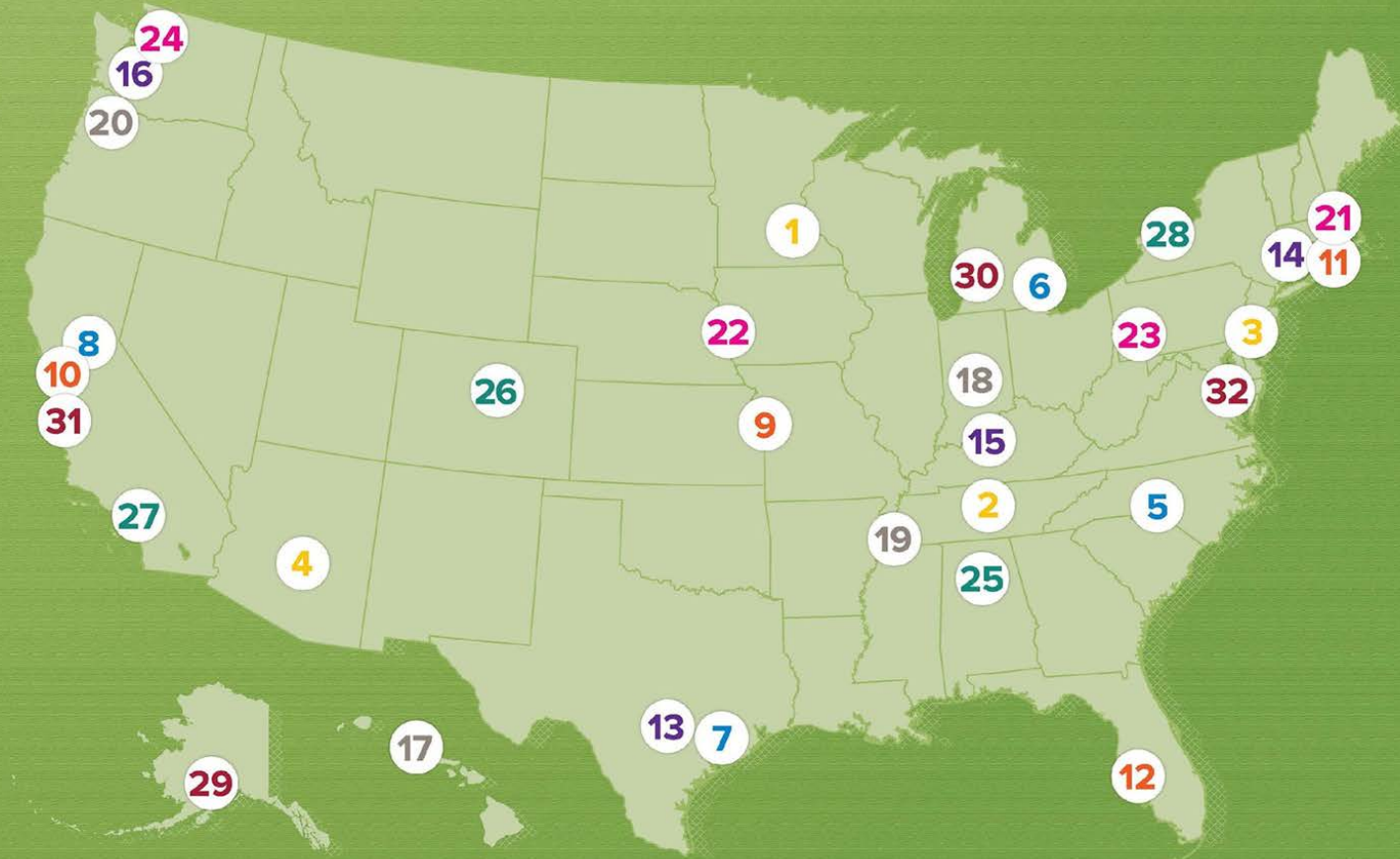
A group of approximately 15 people are seated around a large, polished wooden conference table in a meeting room. The room features blue curtains, potted plants, and the official seal of the City and County of Honolulu on the wall. The table is set with water bottles, papers, and trays of food. The text 'Daniel Rose Fellowship' is overlaid in large blue font on the lower left portion of the image.

Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and project manager

The **DANIEL ROSE**
LAND USE FELLOWSHIP

alumni cities 2009-2017



The **DANIEL ROSE**
LAND USE FELLOWSHIP

class of 2018 cities



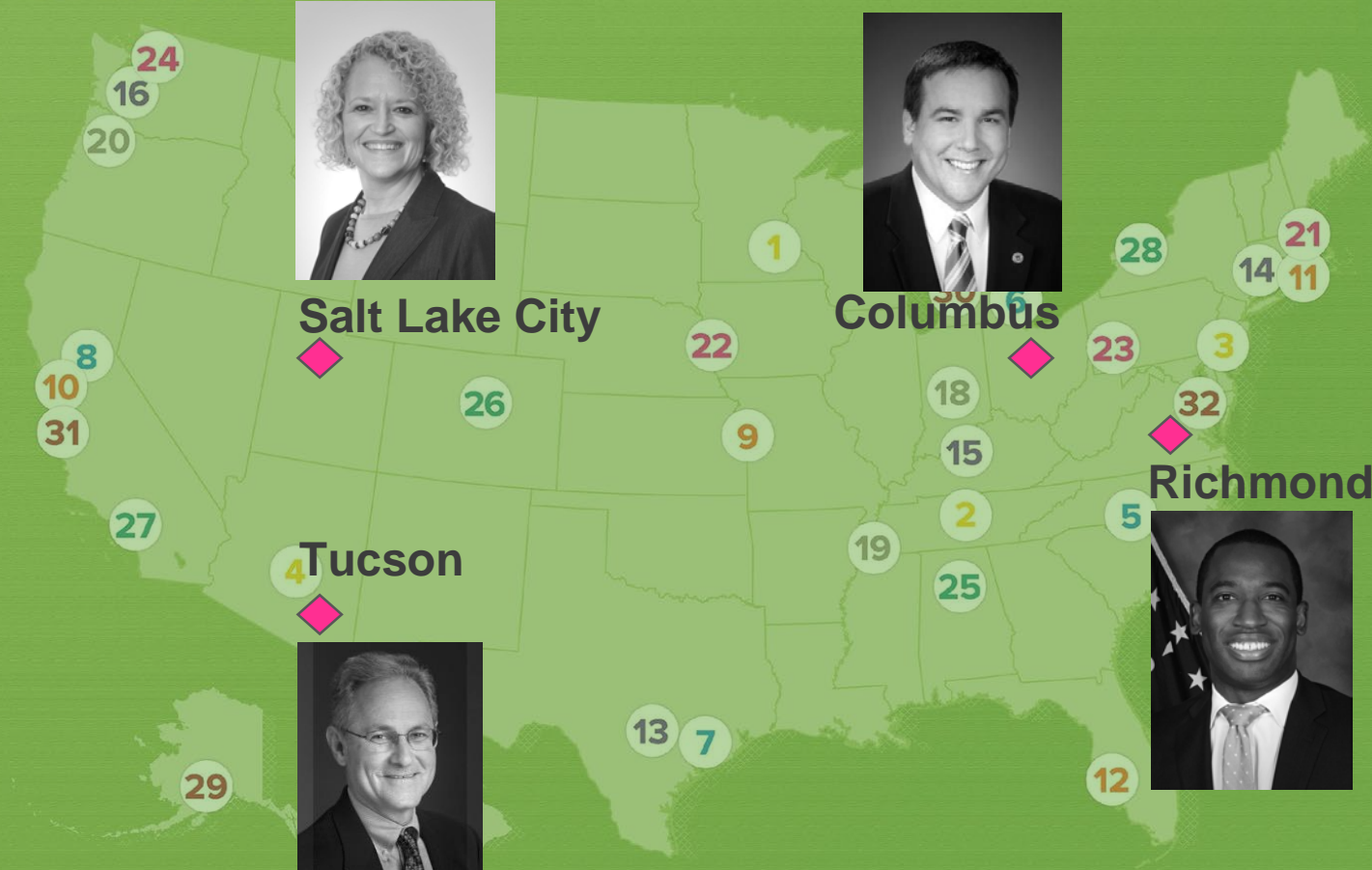
Salt Lake City



Columbus

Tucson

Richmond



Peer Exchange Panel Visit

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel

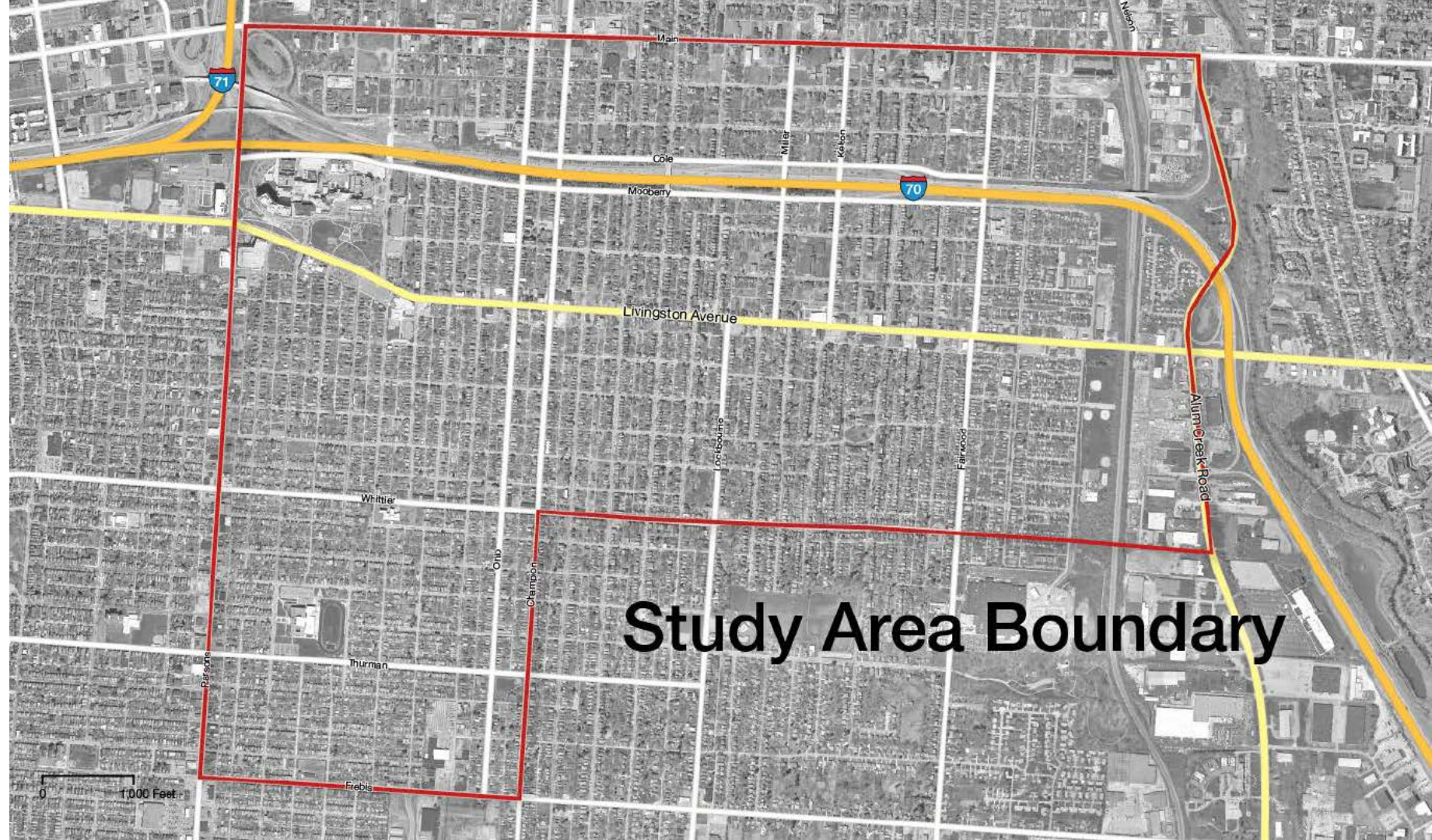
The Panel

- Co-Chair: Antoine Bryant, Moody Nolan, Houston, TX
- Co-Chair: Lev Gershman, Tideline Partners, San Diego, CA
- Christopher Coes, LOCUS: Responsible Real Estate Developers and Investors, Smart Growth America, Washington, DC
- Albert Elias, City Manager's Office, City of Tucson, AZ (Rose Fellow)
- Jane Ferrara, Department of Economic & Community Development, City of Richmond, VA (Rose Fellow)
- Leila Finucane, Victory Housing, Rockville, MD
- Elisha Harig-Blaine, National League of Cities, Washington, DC
- Marty Jones, Real Estate Developer/ Economic Development Strategist, Boston, MA
- Nick Norris, Planning Division, Department of Community & Neighborhoods, Salt Lake City, UT (Rose Fellow)
- Christopher Stienon, AECOM, Brooklyn, NY
- Harriet Tregoning, Community Planning, Development & Resilience Advisor, Washington, DC
- F. Bogue Wallin, Blue Wall Real Estate, Greenville, SC

How can Columbus ensure its neighborhoods include housing and opportunity for economic mobility for a broad spectrum of people as the city continues to grow?



The Challenge





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Presentation Outline

1. **Observations**
2. Inclusive Planning + Engagement
3. Housing + Transportation
4. Economic Mobility + Resiliency
5. Tools + Incentives
6. Conclusions + Homework

OBSERVATIONS

“The future is already here; it is just not evenly distributed.”

-William Gibson

Observations: Columbus



Observations: Columbus

- Columbus is experiencing sustained growth in population & jobs -- and even more growth is expected
- Investment is booming in Downtown and core neighborhoods
- But other parts of the city are still struggling with disinvestment & vacancy, as well as a fear of displacement
- Real household income for many has lagged, resulting in more income disparity
- As a very auto-dependent city, Columbus should expect a higher degree of transportation disruption in the future from new technologies and innovations
- Mayor is focused on creating mixed-income neighborhoods that allow existing residents to benefit from improving quality of life, and new amenities that development brings

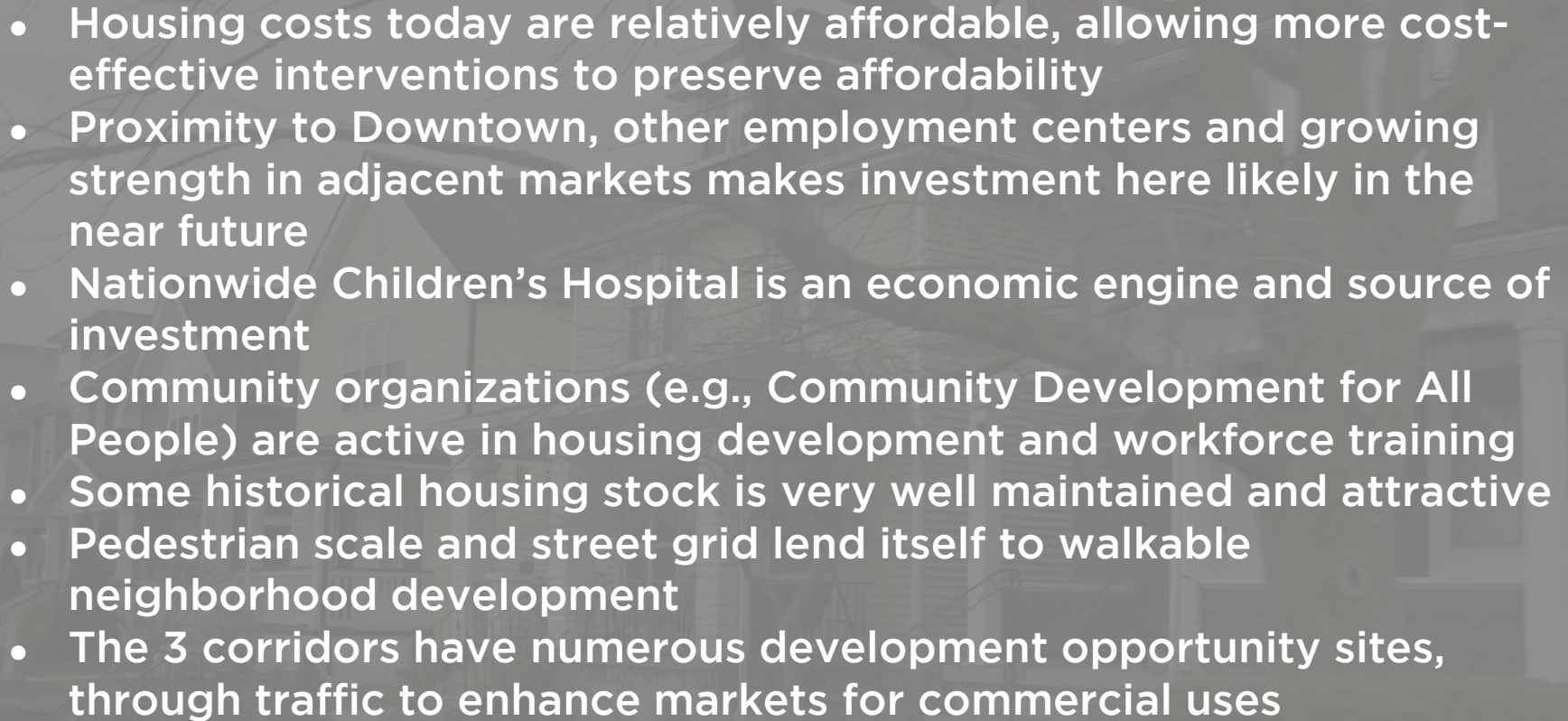
Observations: Columbus

- At-large council and large geography can result in some neighborhoods feeling disconnected from City government
- Columbus has a history of collaborating and partnering: The Columbus Way, but it has been focused more on transactional outcomes
- Columbus can model how US cities achieve inclusive growth and development





**Observations:
Study Area Opportunities**

- 
- Housing costs today are relatively affordable, allowing more cost-effective interventions to preserve affordability
 - Proximity to Downtown, other employment centers and growing strength in adjacent markets makes investment here likely in the near future
 - Nationwide Children's Hospital is an economic engine and source of investment
 - Community organizations (e.g., Community Development for All People) are active in housing development and workforce training
 - Some historical housing stock is very well maintained and attractive
 - Pedestrian scale and street grid lend itself to walkable neighborhood development
 - The 3 corridors have numerous development opportunity sites, through traffic to enhance markets for commercial uses

Observations: Study Area Opportunities



Observations: Study Area Challenges

Observations: Study Area Challenges

- Few accessible neighborhood-serving amenities and services
- Some landlords are not investing in property upkeep
- Visible signs of neglect and vacancy in both public realm and on private property
- Low homeownership rates and income levels make residents potentially vulnerable to displacement when investment comes
- Columbus is an outlier: The ease of eviction has a disproportionate impact on African-American mothers
- Residents feel change is coming and don't quite trust the City, developers or hospital expansion



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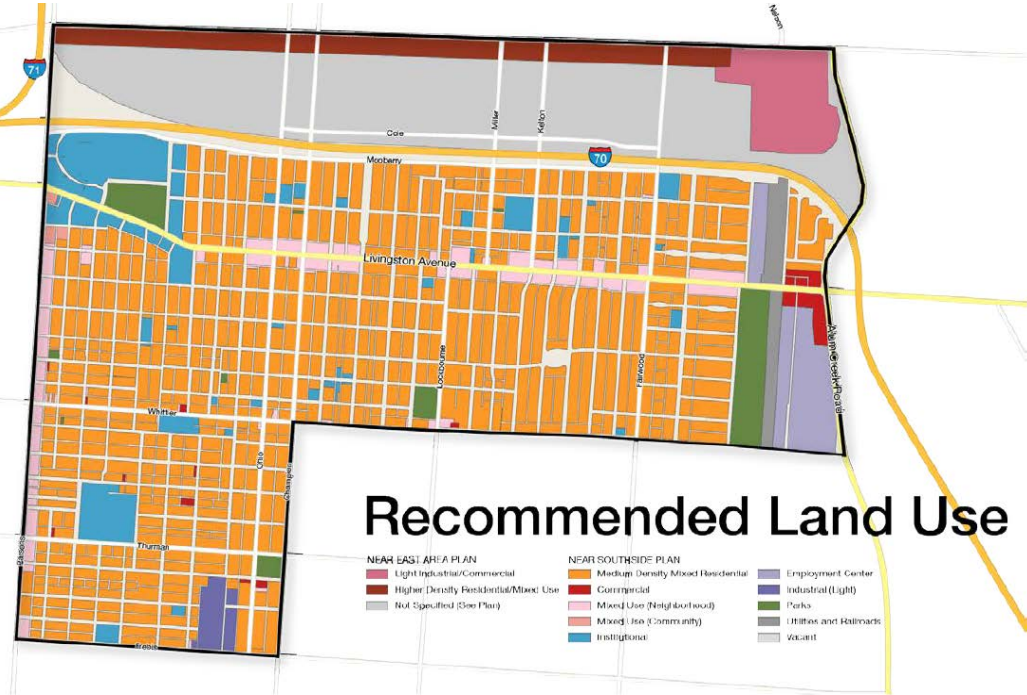
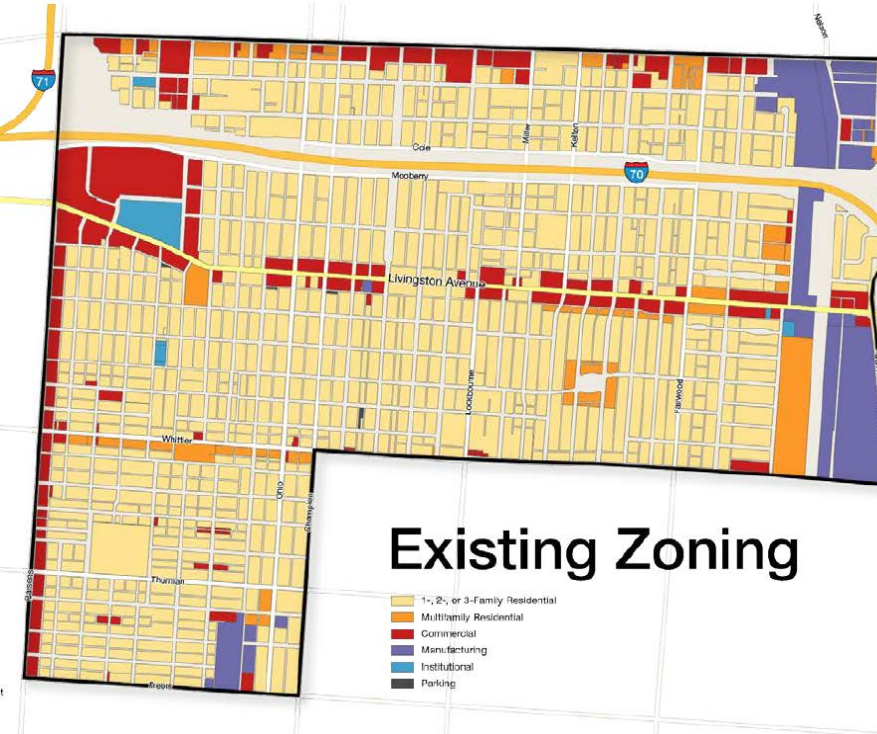
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INCLUSIVE PLANNING + ENGAGEMENT

**“Pitch a big tent and
listen.”**

-Marty Jones

Zoning needs to match city goals



Zoning needs to match city goals

- Align community and city goals through zoning
- Regulations are contrary to housing goals
- Establish metrics to track progress
- Helps direct development decisions
- Zoning helps direct future development patterns and saves city costs
- Improving predictability and streamlining approval process reduces housing costs

Use

**Equitable development must have a
transparent, inclusive engagement process:**



Equitable development must have a transparent, inclusive engagement process:

- Variance process is reactive to out-of-date zoning regulations and creates distrust in community
- Some neighborhoods already carry risk for developers; a clear process reduces risk
- Successful projects build trust and confidence
- Improving the planning process can encourage mixed-income housing
- Start now, as you begin corridor planning on Main and Parsons, and carry over to Livingston
- Creates a continuous feedback loop between city and stakeholders
- Improves trust and confidence in planning process
- Engagement requires a presence in the neighborhood

Invest in partnerships



Invest in partnerships

- Brings community together around common goals: improving community, opportunities for economic mobility, and retaining affordability.
- Existing Partners: Community Development for All People, NextGen, Nationwide Children's Hospital

Inclusive Planning and Engagement Recommendations

- Update zoning regulations to allow by-right development that matches land use goals and reduce dependency on variance process.
- Consider expedited approval process as incentive
- Variance process should be used for hardship situations
- Parking study: determine utilization rates of projects in other parts of the city with similar development to what is envisioned in the area
- Allow staff-level exceptions to be made for updates to existing residential structures
- Modify variance process to free up staff capacity to proactively analyze development trends and adjust quicker
- Establish expectations for area commissions to respond to development applications
- Diagram the development approval process
- Establish timelines for approval process



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HOUSING + TRANSPORTATION

“First do no harm.”

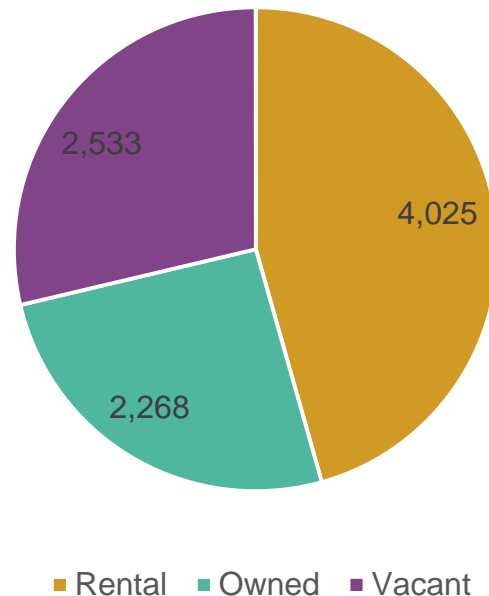
-Auguste François Chomel

Housing Policy Issues

“Mixed-income Community”

- Study area allows an identifiable/manageable number of units and residents, existing and future
- Continuum of affordability includes existing and future residents
 - Majority of current households in market-rate in study area lower than 60% AMI
 - Current tax abatement policy encourages any development above 80% of AMI
 - Define residents/units to protect before incentivizing development to ensure addressing this gap
 - 7,273 parcels in study area
 - 4,025 rental units in study area
 - 1,086 voucher holders in study area
 - 2,268 homeowners in study area
 - 2,533 vacant units in study area

Existing Units 8,827



Housing Policy Recommendations

Priority 1: Protect existing residents

- ☐ Eviction prevention – change policy; implement emergency rental assistance program
- Tax freeze for low-income homeowners (target outreach to seniors in particular)
- Develop new housing opportunities for existing residents in substandard housing
 - Expand geographically/replicate Community for All People 15% Rental Property Fund
 - ☐ Encourage partnership between Housing Authority and Nonprofit developers to reach low and very low income levels (4% LIHTC with tax abatement in perpetuity)
 - Consider geographically limited anti-displacement marketing (see San Francisco)
 - Co-development on public land
 - Encourage acquisition/gap funding from Housing Trust (see New York City Acquisition Fund)
 - Have City host discussion on ideas for coordination with CRA regulated financial institutions (see Metro Bankers association in DC)
 - Allow Accessory dwelling units by right, use this neighborhood as a model



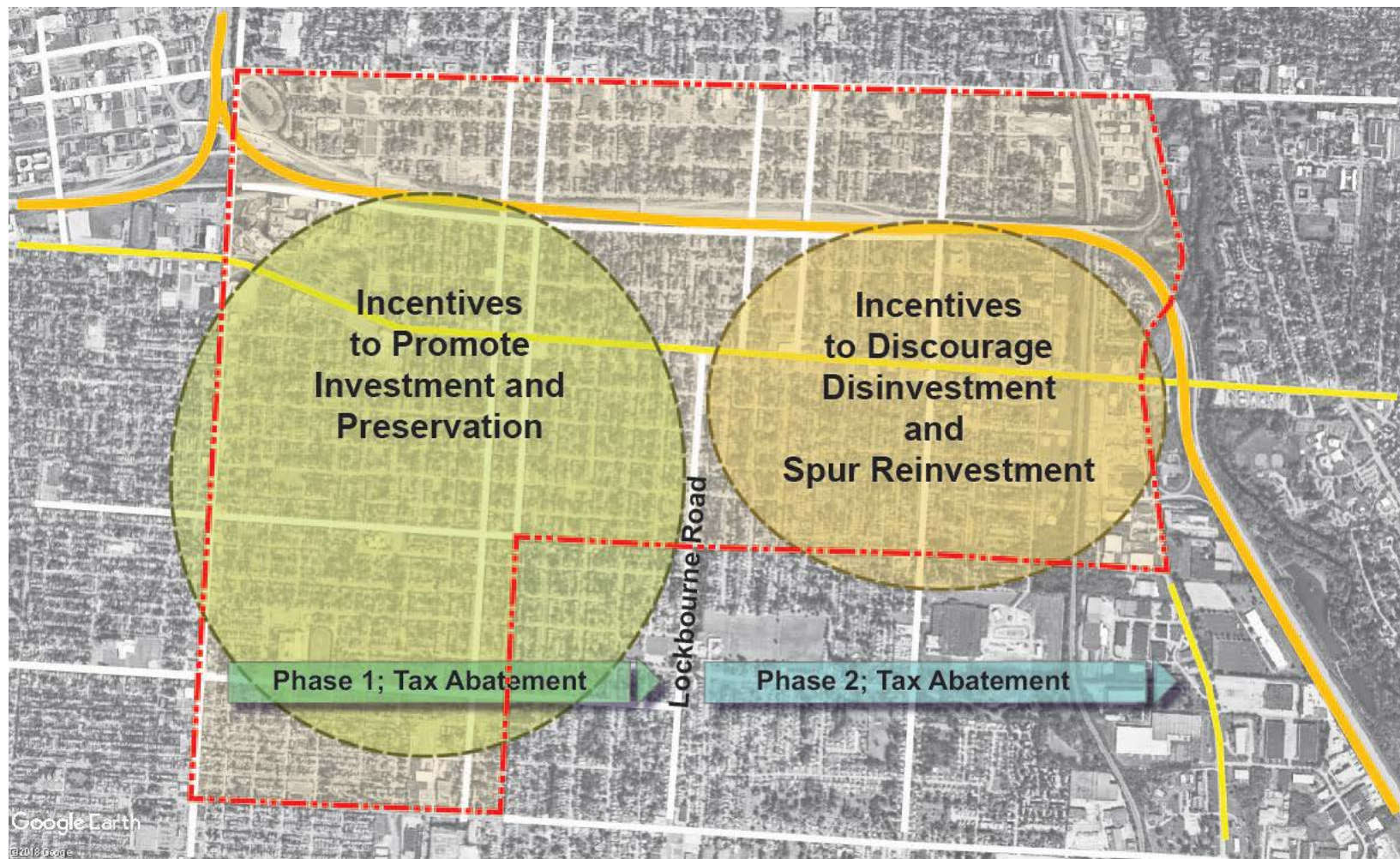
Housing Policy Recommendations



Housing Policy Recommendations

Priority 2: Attract New residents

- Develop new housing opportunities with density for market rate developments tied to tax abatements and affordability requirements/targets
 - Targeting 50-80% of AMI (see DC, Montgomery County, Fairfax)
- Look for opportunities for small scale land assembly (acquire and demolish vacant and obsolete housing; encourage redevelopment with design standards)



Housing Policy Recommendations

Priority 3: Address quality of substandard housing



Housing Policy Recommendations

Priority 3: Address quality of substandard housing

- Homeowners
 - Expand/increase Healthy Homes home repair program funded (encourage investment from hospital)
 - Consider which programs can be scaled to reach entire study area (such as Home Repair Improvement grants)
- Landlords
 - Code Enforcement – increase staffing and responsiveness; target large portfolio owners
 - ❑ Apartment Improvement Program to allow tax abatement for LLs willing to restrict units to 50% of AMI – target small landlords

Housing Policy Recommendations

Look To Overarching Opportunities:

❑ Parking

- Lower single-family requirements to half a space per unit or less
- Decouple parking and housing in multifamily; lower or eliminate parking requirements (1 off-street space per 4 units)
- Transportation is the second highest household expense – nearly 36% of study area HHs are car free, so 2 off-street parking space per dwelling unit requirement with copious on-street parking available is expensive overkill

Housing Policy Recommendations

Look To Overarching Opportunities:

- Allow Accessory Dwelling Units by right (if pushed, include restriction of owner-occupancy of one of the units)
- Address aging infrastructure
- ▣ Target CDBG and Home funds/programs to this neighborhood east of Lockbourne (see Trinidad/Ivy City in DC)
- Consider loan guarantee or other ways City can lower interest rates for developers
- Consider what processes could be expedited and what fees could be waived/decreased for restricted affordable housing development (see Green Tape program, Montgomery County, MD)

Housing Policy Recommendations

Establish Progress Indicators/Benchmarks. Some examples:

- ❑ Vacancy rate decrease to 15%/5% (5 years/10 years)
- ❑ 500/1000 new restricted units at 30/50/60 AMI (5 years/10 years)
- ADU production
- Household rates of car ownership
- Rent burden



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ECONOMIC MOBILITY + RESILIENCY

“Columbus is an Opportunity City where residents are most likely to go from poverty to middle class.”

-Mayor Andrew J. Ginther

Economic Mobility Metrics

- Establish and align base-line metrics for residents, Nationwide Children's Hospital, City, and area businesses to measure progress
- Measure economic mobility results in addition to health-based outcomes tracked by the hospital



**Better Connect Neighborhood
Residents to Job Opportunities**

Better Connect Neighborhood Residents to Job Opportunities

- Support economic activity and neighborhood serving retail along the commercial corridors that re-circulates wealth in the area by supporting local businesses
- Deploy incentives tools for businesses that invest and create livable wage jobs in the commercial corridors
- Incentivize private investment in urban mixed-use projects on targeted opportunity sites along the commercial corridors that meet City objectives
- Denser Urban Mixed-Use development along the commercial corridors in exchange for affordable living options and jobs for area residents



Main Street Commercial Corridor

Livingston Avenue Commercial Corridor

Parsons Commercial Corridor

**Attract Business Investment in
the Commercial Corridors**

Attract Business Investment in the Commercial Corridors

- Modernize Neighborhood Commercial Revitalization Investment Fund targeted to support growth of locally owned small business in the study area
- Use NCRIF to attract service-related businesses that support the neighborhood eco-system
- Implement new tools for Business Assistance programs to nurture and grow businesses in the neighborhood with community benefit objectives and rewards for performance
- Engage with the Parsons Area Merchant's Association and consider the facilitating the formation of other similar organizations
- Promote commercial corridors as incubators for start up entrepreneurs

Nationwide Children's Hospital Partnership is key



NATIONWIDE CHILDREN'S

Nationwide Children's Hospital Partnership is key

- Explore how the hospital in collaboration with the Community College system can better meet the employments needs of the residents and create a culture of shared prosperity
- Utilize local businesses for hospital related contracts and procurement
- Establish a neighborhood focused minority and small business strategy
- Offer special housing assistance benefits for employees that live in the neighborhood (e.g., Detroit Midtown Anchors, UPenn)

Enhance Workforce Development Program



Enhance Workforce Development Program

- Utilize neighborhood libraries as a venue for workforce development programs
- Engage local businesses to partner with neighborhood schools to provide work experiences for students (beginning in middle school)
- Collaborate with logistics-related and construction industries in Rickenbacker to create skills-based workforce training
- NCH Expand Job Training/internship opportunities
 - Food Service
 - Med-tech
 - Healthcare
 - Facilities Management
 - Administrative Services
 - Construction

Improve Connectivity

Livingston Avenue Commercial Corridor

10 min
walk

10 min
walk

10 min
walk

10 min
walk

10 min
walk

10 min
walk



Improve Connectivity

- Establish business friendly parking strategies
- Evaluate bus routes and create better connections between residents and employment centers
- Improve the Walk Score in the study area by developing bicycle and pedestrian strategy
- Find sponsorship for C'Bus service to key employment centers (CBD, NCH, Rickenbacker)



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TOOLS + INCENTIVES

“Failure is an important ingredient to success.”

**Sanya Richards-Ross,
four-time gold-medal Olympian**

Main Street Neighborhood Commercial Revitalization Area

Near East Side Neighborhood Investment District

Cole

Miller

Kalton

Mooberry

70

Livingston Avenue

Southside Neighborhood Investment District

Lockbourne

Fairwood

Whittier

Orto

Chumpton

Thurman

Erebia

Alum Creek Road

Existing Incentives

Parsons Avenue Neighborhood Commercial Revitalization Area

0 1,000 Feet

Tools and Incentives

Existing Tools:

- N C Revitalization Grants
- Homeowners Repair Program
- Active NGO(s) (e.g. Hospital and CDCs)
- Unofficial Market-based Tax Abatement Policy

Current Barriers:

- Projects don't pencil. Need Gap funding
- Scalability of development is a challenge
- Lack of incentives for small scale
- Low Community Engagement and Trust
- Upgrading infrastructure and amenities
- Minimal Coordination of Incentives
- No performance metrics to measure successful housing and economic goals

Existing Incentives

What's missing from the Study Area toolbox?

- City-wide
- Place-based
- People-focused

City-wide Tools

Priority 1: Commitment to Inclusive Housing

- Inclusionary, mixed-income housing policy applied city-wide
 - Linked to density bonus and tax abatements to neighborhood context
- Create city-wide, mixed-income financing program (loans or make tax credits, G.O. Bonds)
- Resource connector (e.g., City should inventory public and private tools for housing)

City-wide Tools

Priority #2: Accelerate Equitable Economic Development Investments

- Neighborhood Rehab Tax Credits
 - Modeled on Federal (old) 10% “as of right” rehab credit)
 - Performance based, scalable
 - Includes not just building but community benefits and infrastructure
- Abandoned Building Tax Credits (e.g., South Carolina)
- Enhance and improve NC(R)evitalization Grants
- Protect existing business in targeted corridors

People-Based Tools

Goal: Ensure Existing Population to Benefit from Revitalization

Strategy Priority #1: Existing Renters

- Reform Eviction policy
- Expand Healthy homes in study area
- Create paths to homeownership
- Create Bad house to Good home program

Strategic Priority #2: Tools for Existing homeowners

- **Reform Home repair Program to be more effective (Resident-driven)**
 - Need to be recapitalized to scale
- **Protect Seniors and low-income from market appreciation impacts**
 - Homestead Taxes/ Property tax caps
 - Improve community awareness of resource
- **Contractor-led, City Approved Repair Program (Market-driven)**
 - City create a City approve local based contractor program to reach residents to repair homes, ecosystem

Neighborhood-based Tools

05300

South of Main Street

Old Oaks

Green Acres

05610

Southern
Orchards

Livingston

05500

Driving Park

Shumaker
Place

05620

06000

Neighborhood-based Tools

Strategic Priority #1: Improve Neighborhood Investor Ecosystem

- Establish Inclusive Neighborhood Area Investment Strategy
 - Organize business, foundation and community stakeholders to create opportunity funds to invest in community to promote equitable development
- Create Columbus focused CDE to leverage New Markets Tax Credits program
- Identify or create a well-funded, high capacity CDC

Neighborhood-based Tools

Strategic Priority #2: Promote ownership among existing residents and business to promote wealth

- Work with local residents to become shared owners in new investment vehicles

Strategic Priority #3: Improve Land Bank operations and strategic partners for acquisition and assembly

Neighborhood-based Tools

Strategic Priority #4: Align tools and incentives with Equitable Development to ensure transparency

- Create Equitable Development Scorecard
 - Community engagement
 - Land use
 - Economic development/Wealth Creation
 - Transportation
 - Attainable housing



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CONCLUSIONS + HOMEWORK

**“Fortune favors a
prepared mind.”**

-Louis Pasteur

Conclusions

- The Columbus Way needs to evolve from collaboration around transactions to creating a culture of engagement that yields collective action to address shared challenges
- The City should align zoning regulations to land use goals to allow by-right development and minimize dependency on the variance process
- Equitable planning and development must have a transparent, inclusive engagement process to create trust
- There is a gap between rents (even subsidized) in new or revitalized development and what existing residents of the study area can afford to pay
- Economic development approach should focus on growing the wealth, skills and assets of the neighborhood
- The city and its partners have a narrow window of opportunity to do site acquisition and assemblage
- Encourage good actors by intentionally aligning incentives or gap financing for equitable development

Homework

1. Assign a staff person to identify best practices and initial partners to cultivate community partnerships and actively engage community (e.g., Weinland Park, Boston Fed's Working Cities Challenge)
2. Identify low/very-low income unrestricted units in study area and how many will be needed over long-term (target number is small enough to be a household-specific strategy)
3. Assign staff to conduct outreach to existing business and draft new goals for the Neighborhood Commercial Revitalization Investment Fund based on feedback
4. Create an inclusive equitable development project scorecard to inform investment priorities and decision making (examples: PolicyLink, Urban Institute examples)

Next check-in:

**Rose Fellowship Retreat
Detroit, May 1**

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