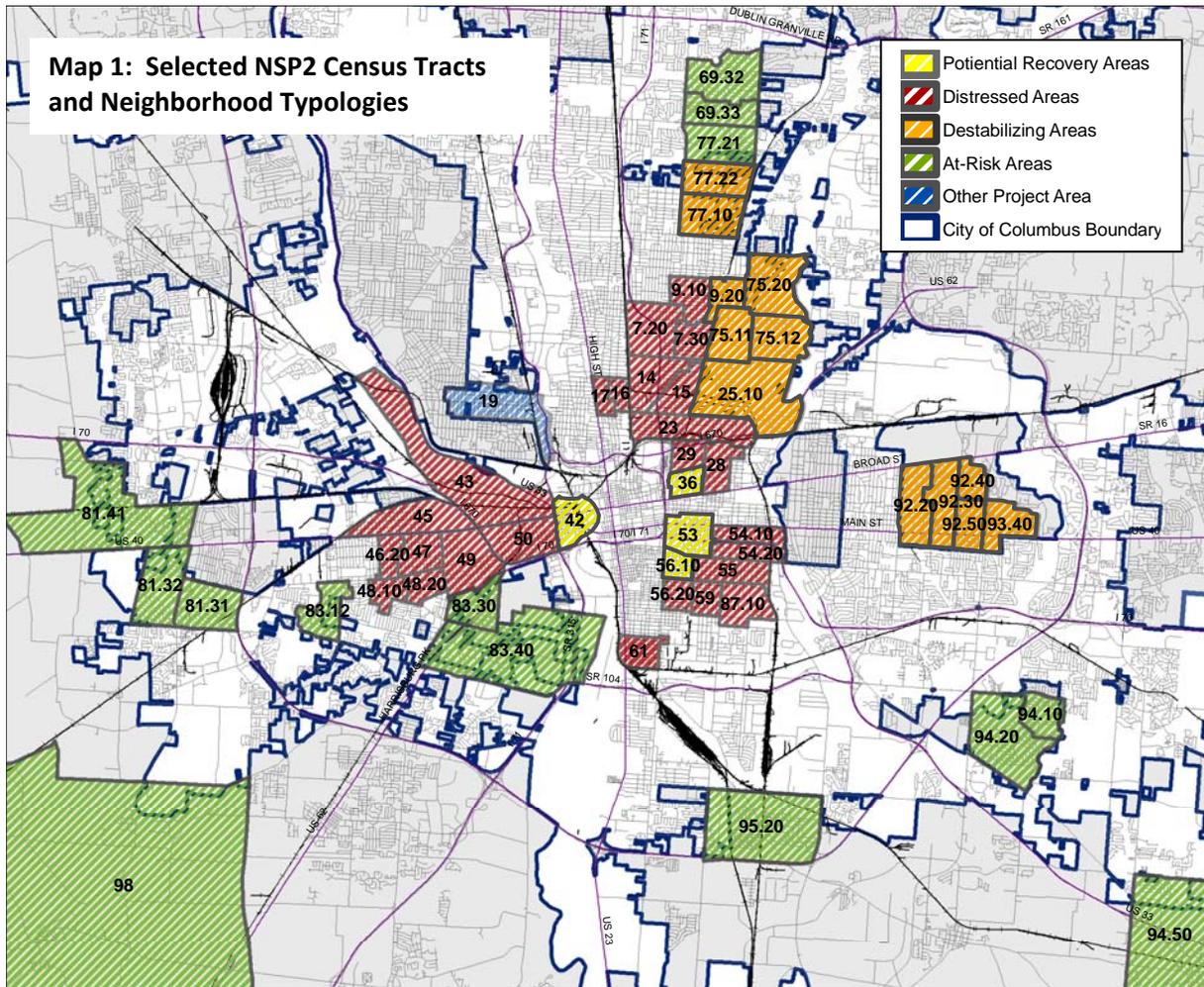


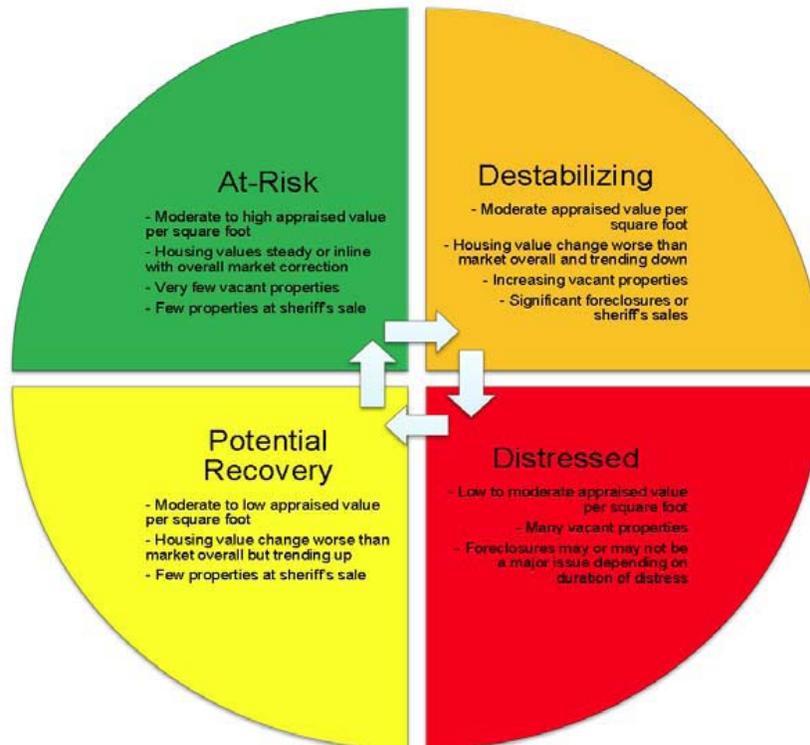
## Factor 1 Need and Extent of the Problem

### a. Target Geography

The Columbus and Franklin County Consortium will target 55 Census Tracts within the City of Columbus and Franklin County, Ohio in an integrated, comprehensive effort to stabilize and revitalize neighborhoods. These tracts were selected on the basis of the HUD Scores, the City’s market study results, and proposed projects submitted by members of the Consortium. HUD has assigned each Census Tract two scores based on foreclosures and vacancies, labeled “Foreclosure Risk Score” and “Foreclosure-Vacancy Risk Score.” As required in the NSP2 Correction NOFA, the higher of the two Risk Scores is listed for each Tract (See Appendix 2). As shown on the list, the combined Risk Score is an **average of 19**-- more than the minimum 18 Risk Score threshold established by the NSP2 Program. The tracts do not include all areas of Columbus and Franklin County in need and that score greater than 18, but a subset selected by the Consortium. The selected areas are large enough to make a viable impact on the community at large, but small enough to not outstrip the collective abilities of the Consortium members. The Target Geography is illustrated on Map 1 “Selected NSP2 Census Tracts” below.



For its NSP1 work plan, the City of Columbus contracted VWB Research, Community Research Partners, and Arch City Development to study the markets of the “areas of greatest need” contained in the NSP1 application, to guide the City in assessing which areas to focus and what approaches should be used. The market study, which is available on request, A Housing Market Assessment of Columbus, Ohio Neighborhood Stabilization Program (NSP) VWB Research (June, 2009), examines a multitude of different data sources, categorizes various neighborhoods into “typologies” based on the data, and recommends different approaches to each typology. In addition to the absorption rates, the Market Study examines housing and economic trends in each neighborhood, making an assessment of for-sale and rental housing demand. The study is an important tool that is currently guiding the allocation of NSP1 funds. Although the City of Columbus and Franklin County received a relatively large allocation of funds under NSP1, the market study makes it clear that the funds allocated under NSP1 are not enough to address the large number of foreclosed and vacant properties within Greater Columbus. For NSP2, the selection of the Census Tracts and the planned approach for each area are a direct result of the findings of the study. Below are highlights of the different approaches based on underlying neighborhood factors of the four Neighborhood Typologies (See Map 1 above and Chart below). These Neighborhood Typologies summarize the relative state of a neighborhood and describe a continuum of decline and recovery that a neighborhood may experience. The following graphic illustrates the four neighborhood typologies:



A HOUSING MARKET ASSESSMENT OF COLUMBUS, OHIO NEIGHBORHOOD STABILIZATION PROGRAM (NSP), VWB Research (June, 2009)

All markets addressed in the study are weak housing markets at this time. The Market Study indicates **“Demand for renovated or newly constructed for-sale market-rate housing is virtually non-existent throughout the NSP area. Without the application of some level of subsidies to a program of housing revitalization, it is not practical to assume that these homes will sell in the open market.”** A variety of reasons exists for the downturn of these neighborhoods. Aging housing stock, the presence of two-family homes and changes in highways and transportation are among the issues noted. With the decline of manufacturing jobs and the ability for workers to live in further from their work due to the accessibility of public transit and automobiles, the need to live in the urban core has dissipated. These issues are discussed in more detail in the next section.

### **b. Market Conditions and Demand Factors**

Source: A Housing Market Assessment Of Columbus, Ohio Neighborhood Stabilization Program (NSP) VWB Research (June, 2009) for the City of Columbus, OH *Available upon Request*

**(1) In geography as diverse as Franklin County** the ability of the market to absorb abandoned and foreclosed housing will vary greatly from one census tract to another and depends on the individual neighborhood within the geography. Both the average quarterly absorption rate of vacant addresses and the quarterly net change in the count of vacant addresses are listed in Appendix 2. Absorption rate does not account for new additions to the vacant address inventory while net change accounts for both absorbed and newly vacated addresses. Quarterly net changes answer the fairly straightforward question – Is the inventory of vacant addresses growing or shrinking, and on average, by how much each quarter? Absorption rate is more context specific. In NSP2 terms, when a low absorption rate is coupled with a large inventory of long-term vacant addresses then demolition is a possible effective strategy. Rising absorption rates coupled with a growing inventory of vacant addresses various financing mechanisms (downpayment assistance, affordability subsidy) may be the best way to help the market reduce the inventory. The data is derived from the United States Postal Service.

**Conclusion:** The Consortium will implement particular revitalization strategies in Focus Areas where Census Tract data shows absorption rates are low, net changes are negative and trends show rates continuing to stay low if NSP2 funds are not strategically invested. In those tracts where absorption rates are higher the Consortium will seek to limit resources invested to the greatest extent practicable and apply appropriate strategies to accelerate the reduction of vacant units.

**(2) Overall, like other cities in Ohio, Columbus and Franklin County** are experiencing a foreclosure crisis based on multiple underlying factors. Recent reports by Community Research Partners, Rebuild Ohio, Policy Matters Ohio, and the City’s code enforcement officers highlight some of these factors:

- \$60 Million and Counting: The Cost Of Vacant And Abandoned Properties To Eight Ohio Cities. Community Research Partners and Rebuild Ohio February 2008. <http://www.greaterohio.org>
- Prevention and Recovery Advisory Plan October 2008 <http://thehousingtrust.org/documents/ForeclosurePlan2008.pdf>
- Columbus Vacant Housing Annual Report (December 2008) *Available on Request*
- Policy Matters Ohio [http://policymattersohio.org/foreclosures\\_1995-2008/Franklin.htm](http://policymattersohio.org/foreclosures_1995-2008/Franklin.htm)

**Multiple causes of vacancy and abandonment**

Population loss, housing stock deterioration, tax delinquency, subprime and predatory lending, and mortgage foreclosure—these have been identified in national literature and the Ohio research as factors that lead to, or are indicators of, vacancy and abandonment. They also are signs of a weak housing market, which can be both a cause and a result of vacant and abandoned properties in a community. Despite their differences in size and geographic location, similar patterns are evident across the cities.

- Population loss. From 1970 to 2000, all the study cities, with the exception of Columbus as a whole, had a population loss ranging from about one-fifth to one-third of their 1970 population. During this time, the Columbus “older city” (within the city’s 1950 boundaries) lost 30% of its population. (Note: *Distressed, Destabilized and Potential Recovery Areas are within the “older city”*)
- Older housing stock. Older structures are more likely to be vacant and abandoned than newer housing. In Columbus as a whole 44% of the housing stock is 40 years or older. The Columbus “older city” (within the city’s 1950 boundaries) nearly 75% of the housing is pre-1940.
- Foreclosure and subprime lending. Among the Focus Areas below an average of 19.67% of the housing was sold at sheriff sale over a five year period and 10.57% of homeowners had ARMs or high rate mortgages. (See Table Below).

Columbus and Franklin County Foreclosure Working Group			Prevention and Recovery Advisory Plan October 2008			
Name and Number of Focus Area	Number of Residential Single Family Housing Units	Vacant Units December 2007	Number of Units at Sheriff Sale January 2003- March 2008	% Units at Sheriff Sale	Number of Units with High Rate or Adjustable Rate Mortgages	% of High or Adjustable Mortgages
Franklinton (2 & 6)	2,030	401	515	25.37%	145	7.14%
Harrisburg Pike* (13)	2,359	69	280	11.87%	183	7.76%
Near East (1)	1,922	476	522	27.16%	269	14.00%
Southside (3 & 7)	2,935	429	1,012	34.48%	437	14.89%
Weinland Park (5)	272	108	104	38.24%	75	27.57%
Hilltop/Wheatland (4)	944	109	237	25.11%	107	11.33%
Westland* (14)	3,105		255	8.21%	280	9.02%
Northland* (12)	4,441	45	617	13.89%	407	9.16%
<b>Totals</b>	<b>18,008</b>	<b>1,637</b>	<b>3,542</b>	<b>19.67%</b>	<b>1,903</b>	<b>10.57%</b>

\* Some of the area is within City limits, some is in the County.

**Conclusion:** The data analysis suggests that the source of Columbus’ foreclosure and abandonment problems are not related to over-building or over-valuation of the housing stock, but to underlying economic and population issues, and the prevalence of high cost mortgages. Areas with the lowest economic indicators in the VWB Research Market Study also had the highest foreclosures and vacancies. These neighborhoods have traditionally had lower economic indicators, which would suggest that the population has limited resources and is less likely to avoid foreclosure when facing loss of employment, etc.

**Result: Vacant and Abandoned Structures.** The City Code Enforcement Vacant Property Survey (December 2008) reports that there are 5,290 vacant structures in Columbus. Of those, 1,637 vacant structure are in some of the Consortium’s Focus Areas listed in the table above.

**Result: Foreclosed Housing.** According to Policy Matters Ohio, foreclosure filings in Columbus and Franklin County annually have more than doubled since 2000. The number of foreclosure filings per year is continuing to increase. In 2008 9,307 filings were made.

**(3) The income characteristics and cost burden of households in the target geography**  
**a. Income Characteristics of Focus Areas**

Columbus Census Tracts		Franklin County Census Tracts	
0 to 50% AMI	50.8% of households	0 to 50% AMI	28.5% of households
51% to 80% AMI	17.5% of households	51% to 80% AMI	17.4% of households
81% to 120% AMI	17.9% of households	81% to 120% AMI	23.4% of households

**b. Housing Cost Burden Household in Focus Areas** (A household is considered to be cost burdened if it pays more than 30 percent of its income for housing costs, which include rent and utilities)

Total Focus Area Tracts: Homeowners		Total Focus Area Tracts: Renters	
0 to 50% AMI	15.95% of all owner households in Area	0 to 50% AMI	35.08% of all rental households in Area
51% to 80% AMI	6.40% of all owner households in Area	51% to 80% AMI	3.17% of all rental households in Area
81% to 120% AMI	2.09% of all owner households in Area	81% to 120% AMI	0.14% of all rental households in Area

**Conclusion:** This data demonstrates that there are significant numbers of households in the selected Census Tracts that qualify for NSP2-assisted housing. Many of these households are cost burdened, particularly renters. The need for subsidy to make housing affordable to low, moderate and middle income households is clearly illustrated in the charts above. Therefore, quality housing with subsidy will be a beneficial strategy for the Consortium.

**(4) Factors contributing to neighborhood decline and instability in the NSP2 Focus Areas can be described according to the Neighborhood Typologies (see Illustration on pg. 2).**

**A. AT RISK Focus Areas (Green)**

The Market Study characterized At-Risk neighborhoods as having housing values that were steady or in line with the overall market correction, very few vacant properties and few properties at sheriff sales. The majority of units are single-family structures with high homeownership rates. They maintain a moderate to high value per square foot when compared to other units in the marketplace and are trending in a stable positive manner over time. The existing housing stock in At-Risk neighborhoods is still retaining its value and demand.

A perception exists that homes are reasonably priced and that the community lacks the concentration of declining economic and housing indicators observed in other typologies. Although these markets are stable, little demand exists for new for-sale housing. It is possible that a new home could appraise at or near its actual construction cost, but limited resources and a lack of vacant lots and homes requiring demolition preclude this strategy from serious consideration. The At-Risk neighborhoods have a fairly low level of demand for additional rental product.

**B. POTENTIAL RECOVERY Focus Areas (Yellow)** The Market Study identified three areas within the City of Columbus that are ripe for recovery. These are now a primary focus of NSP1 and NSP2 expenditures for redevelopment. Although these areas have very high foreclosure, vacancy, and homeownership rates, each is identified in the Market Study as having the most potential for a successful and permanent transformation. They have already received significant investments from various partners and, going forward, will include a sizable leveraging of funds. The three areas are also similar due to their close proximity to downtown and the existence of growing employment centers, ongoing City economic development investment, and mass-transit, biking and walking opportunities to jobs and community amenities.

Although these neighborhoods are very similar to those in the Distressed typology, the critical difference is the impact of existing investments by the City of Columbus and other anchor investors that could have the effect of accelerating revitalization of these neighborhoods. Strategies that are recommended by the Study for these neighborhoods include the use of code enforcement to pursue blighted property owners, strategic acquisition, rehabilitation and infill construction and addressing infrastructure needs of the area. Even in Potential Recovery, demand will still be limited and typical home prices will be in the \$90,000 to \$120,000 range. Demand for new rental housing is limited, but there is considerable demand for upgrading existing rental housing.

**The Study highlights a projected demand for rental housing:**

East Franklinton:	64 additional units in next 5 years (482 existing units)
Model Zone (includes Southern Orchards):	56 additional units in next 5 years (1209 existing units)
King Lincoln	77 additional units in next 5 years (572 existing units)

**C. DESTABILIZING Focus Areas (Orange)** The study identifies areas with an established and historically stable housing market, but a need for targeted investment to stop market decline. These areas have higher homeownership rates, tend to be more suburban in character, and are in a mixture of different local jurisdictions. One advantage of the Consortium in place, is multiple local jurisdictions will plan and work together to redevelop impacted areas that fall on the boundaries of the different governmental entities. These areas, highlighted in blue on the Selected Census Tracts and Neighborhood Typologies Map, fall within the boundaries of the City of Columbus, several townships, the City of Whitehall, and the City of Reynoldsburg.

**The Study highlights a projected demand for rental housing:**

Mifflin:	132 additional units in next 5 years (1416 existing units)
North Central:	99 additional units in next 5 years (1051 existing units)
Northland:	87 additional units in next 5 years (2708 existing units)

**D. DISTRESSED Focus Areas (Red)**

The NSP Market Study identifies several areas that exhibit the highest foreclosure and vacancy rates in the City. The areas are located within the Central City area (pre-1950 boundary) and have a deteriorated market. At the present time, tax abatement areas exist in 9 of the 10 neighborhoods in this category. The distress of these neighborhoods demonstrates need for most community development tools the City has at hand. Vigilant code enforcement and planning to mitigate adverse land uses and provide a visible benefit are viable strategies. Most of the areas

will benefit from a strategy of acquisition, securing of property or demolition and land banking until sufficient consolidation of sites can occur to do something of scale. These neighborhoods would also benefit from quality rental housing. Home prices range from \$10,000 to \$80,000 and many would benefit from some repair. These are areas where significant price discounts will be needed to spur the market.

**The Study highlights a projected demand for rental housing:**

Central and North Hilltop:	437 additional units in next 5 years (4010 existing units)
South Linden:	198 additional units in next 5 years (1966 existing units)
Milo-Grogan:	60 additional units in next 5 years (499 existing units)
Near East:	290 additional units in next 5 years (2294 existing units)
Southside:	153 additional units in next 5 years (3578 existing units)
Weinland Park:	168 additional units in next 5 years (1435 existing units)
West Franklinton:	256 additional units in next 5 years (1916 existing units)

**E. Additional Factors:** Most of the sites in the NSP2 Focus Areas are located within the Columbus Public School (CPS) District. School performance within CPS varies with some neighborhoods having high performing schools and modern facilities and other neighborhoods having significant challenges and older facilities. CPS is in the process of upgrading its facilities and it is hoped that physical upgrades along with other interventions will bring all schools up to a higher standard. While this upgrade is in process, it must be remembered that there is ample new housing available in the City of Columbus, as well as other municipalities, that are outside the CPS district and have an achievable, non-subsidized price point. Land use patterns have been driven by a model that has made it easy to built inexpensive homes farther away from the core, despite the “hidden” expenses associated with extending services and infrastructure. Additionally, due to spending constraints, the City of Columbus cannot staff the Code Enforcement Office at a level to be proactive rather than reactive to the expanding issue of vacant properties in the City.

In Franklin County, much of the foreclosure statistics originate from new build homes in the outer ring suburbs which were sold to homebuyers with marginal economic profiles by using adjustable rate mortgages. As interest rates on these loans increased, a wave of households was unable to make the increased mortgage payments and a first wave of foreclosures hit. As a significant number of homes went into foreclosure, market prices in these subdivisions declined making low downpayment borrowers unable to sell their homes for what they owed. This led to a second wave of foreclosures.

**(5) NSP2 activities most likely to stabilize the target geography and why.**

Several strategies are recommended by the authors of the Market Study based on the data and a review of best practices from across the country. The Consortium will be implementing several of these strategies in order to build the housing market and achieve stable and viable neighborhoods. The Consortium will make strategic investments of NRP2 funds and other available resources that impact each Focus Area as a unique submarket. Each of the 16 Focus areas, with its designated typology, brings unique assets, liabilities, trends, etc. as identified in market study data, neighborhood planning and recommendations of customized strategies.

**A. AT RISK (Green)** These are neighborhoods that have not yet begun any significant level of decline, but due to a preponderance of high risk mortgages, slow to flat economic growth and an aging housing stock, could experience decline in the near future. An aggressive policy of code enforcement should take place in the At-Risk neighborhoods to ensure that deferred maintenance issues do not lead to declining housing values and a loss of market desirability. A segment of the population has fixed or moderate incomes, so foreclosure prevention programs will be critical to keeping these areas stable. Some acquisition and rehabilitation will be used to restore the proverbial “bad apple on the block” and protect housing values of neighboring residents. Selective demolition may be a useful strategy, if one or two nuisance properties exist that are adversely affecting the perception of the area. These could be re-used as green space or transferred as side lots to neighbors. According to the Market Study, effective strategies include:

Effective NSP2 Eligible Strategies	Additional Effective Strategies
Acquisition /rehabilitation	Foreclosure prevention
Homebuyer Education and Assistance	Aggressive code enforcement

**B. POTENTIAL RECOVERY (Yellow)** Demographically, these neighborhoods appear very similar to those in the Distressed typology. They have one critical difference, however, in that investments already made by the City of Columbus could accelerate revitalization of these neighborhoods. These investments will continue moving the neighborhood towards a tipping point into stabilization. Housing units must be focused near each other and should capitalize on existing amenities and investment both in and around the community. According to the Market Study, effective strategies include:

Effective NSP2 Eligible Strategies	Additional Effective Strategies
Selective rehabilitation & infill	Community asset capitalization
Large-scale redevelopment	Commercial recruitment
Land banking	

**C. DESTABILIZING (Orange)** These communities are experiencing a decrease in housing value per square foot, vacant properties are becoming more prevalent and the economic diversity is widespread, but trending down. The neighborhoods in this category are becoming more frequent foreclosure targets in the area leading to an increased number of vacant properties. Property values in the area are beginning to decline although some areas remain stable. Useful strategies in these areas include code enforcement, homebuyer assistance and foreclosure prevention efforts. For those areas showing signs of distress, these strategies should be pursued more aggressively. Removal of blighted structures with selective demolition can help improve the situation. These neighborhoods have been the site of recent tax credit developments. Home prices in these areas vary from \$14,000 to \$120,000 per unit. There are newer housing subdivisions offering larger homes and attached garages that are selling for \$160,000 to \$180,000. For example, in the North Central area, Columbus Collaborative member MiraCit Development Corporation has developed and sold more than 20 “green” homes in the last two years to a mix of affordable and market rate buyers. These homes follow Enterprise Community’s green build standards and have resulted in substantial savings on utilities for those who have purchased them as well as providing a healthy homes atmosphere.

According to the Market Study, effective strategies include:

Effective NSP2 Eligible Strategies	Additional Effective Strategies
Acquisition /rehabilitation	Foreclosure prevention
Homebuyer Education and Assistance	Code enforcement
Infill development	Market-building incentives
Selective demolition	

**D. DISTRESSED (Red)** These communities have a long history of challenges. Most of the vacant properties are in these neighborhoods that have very high concentrations of poverty. As a part of the NSP 1 strategies, the City Land Bank is actively buying foreclosed upon housing in these areas. It is anticipated that the bulk of these houses will become renovated rental or leased-to-own units. However, City supported non-profit organizations that make up the Community Development Collaborative of Greater Columbus City develop housing for homeownership within these areas. Although sales are difficult and overall demand is weak, these organizations have seen recent success selling houses-- particularly to buyers seeking move-up housing from within the neighborhoods. According to the Market Study, effective strategies include:

Effective NSP2 Eligible Strategies	Additional Effective Strategies
Demolition and Land banking	Aggressive code enforcement
Land consolidation and interim uses	Crime prevention
Rental development	
Homeownership development	

## **Factor 2 Demonstrated Capacity of the Consortium**

### **Introduction**

The **Columbus and Franklin County Consortium** is an association of seven organizations and government entities applying for NSP2 funds, as well as, pooling their resources and services for achieving a **Common Goal: *Creating vital, healthy neighborhoods by implementing strategies that build a stronger housing real-estate market in weak-market areas of Columbus and Franklin County.*** Members of the Consortium include:

1. The City of Columbus – Lead Applicant, Unit of Local Government
2. Franklin County, Unit of Local Government
3. Affordable Housing Trust of Columbus and Franklin County, Nonprofit Organization
4. Campus Partners, Nonprofit Organization
5. Columbus Housing Partnership, Nonprofit Organization
6. Community Development Collaborative of Greater Columbus, Nonprofit Organization
7. Habitat for Humanity of Greater Columbus, Nonprofit Organization

These seven entities are some of the most productive and experienced affordable housing organizations in Columbus and Franklin County. A major strength of each organization is its ability to form partnerships with other housing and community development organizations, developers, businesses and contractors to achieve housing and neighborhood revitalization goals. A second major strength is the combined years of experience in the field of housing and community development. Ranging from 8 to over 30 years in the affordable housing business,

the Consortium members have provided thousands of Columbus and Franklin County residents with decent, safe and affordable housing, as well as worked to create revitalization in distressed neighborhoods. This unprecedented agreement among these entities provides Columbus and Franklin County with an exceptionally strong team to accomplish the challenging task of revitalizing our most impacted neighborhoods.

**a. Past Experience of Columbus and Franklin County Consortium Members**

**Columbus and Franklin County Consortium Threshold Statistics (Threshold is 75)**

- |  |                        |
|--|------------------------|
| 1. Acquisition of foreclosed, vacant or abandoned property | Consortium = 460 units |
| 2. Demolition  | Consortium = 83 units  |
| 3. Rehabilitation  | Consortium = 108 units |
| 4. Redevelopment   | Consortium = 173 units |
| 5. Land Banking  | Consortium = 227 units |
| 6. HUD Certified Homebuyer Education (households)          | Consortium = 1,721     |

In addition, Consortium members have provided face-to-face counseling to over 1,600 clients at risk of foreclosure and provided \$154,587 in rescue fund assistance to 64 families.

Further details of each Consortium Members' experience are presented below.

**b. Management Structure of NSP2 Consortium**

The Columbus and Franklin County Consortium will be governed by a Steering Committee composed of key representatives of each member organization. If NSP2 funds are awarded to the Columbus and Franklin County Consortium, those funds will be distributed among Consortium members through individual funding agreements. Each funded member will develop homeownership, short term lease purchase and/or rental projects within its NSP2 Focus Areas and in accordance with the Eligible Activities of the NSP2 NOFA and program guidelines. As the Lead Applicant, the City plans to overlay the NSP2 grant responsibilities onto its existing administrative framework within the departments of Development, and Finance and Management. The City will hire a full-time Consortium Manager responsible for overseeing and ensuring the coordination of all the activities of the Consortium members. The Consortium Manager will interact with all Consortium members on a regular basis and staff the Steering Committee. The Consortium Manager will report to the Housing Division Administrator in the Department of Development. Further details of the City's and each Consortium Members' management structure are presented below. See also NSP2 Organizational Chart.

**I. City of Columbus**

**a. Past Experience of Lead Applicant**

The City of Columbus (City) has successfully implemented programs and activities with funds from the U.S. Department of Housing and Urban Development since 1976. Federal funding sources administered by the City have included CDBG, HOME, ADDI, Emergency Shelter Grant, Housing Opportunities for Persons with AIDS, Urban Development Action Grants, Rental Rehabilitation Program, Urban Homestead Program, and Lead Hazard Control grants. Initiatives benefiting thousands of residents include: homeowner rehabilitation, home modification for accessibility, downpayment assistance, new construction and renovation of existing housing for sale and rent, residential tax abatement program, creating lead safe housing, minor home repair

for seniors, and land banking. In the last two years the City has financed or resourced over 2,500 households/housing units.

In 2006, the City of Columbus Department of Development initiated the **Home Again Program**. Home Again is locally funded through the sale of bonds to provide a comprehensive approach for reducing or eliminating vacant and abandoned housing in targeted Columbus neighborhoods. Mayor Michael B. Coleman and the Columbus City Council made a pledge of \$25 million for the revitalization effort. The total spent to date exceeds \$10 million. The Home Again's five-point approach to revitalizing neighborhoods includes: Enforcement; Prevention; Acquisition; Rehabilitation; Demolition. This program focuses on acquisition and rehabilitation of vacant and abandoned properties, enhanced code enforcement efforts including court action against offenders and imposition of daily fines which can ultimately lead to foreclosure, and demolitions of the worst of the worst properties. The Home Again program provided funding to target owner-occupied structures through roof replacement and emergency repair of critical components. This approach allows a comprehensive effort to address both occupied and vacant structures. In the past two years, 58 units in three targeted neighborhoods have been either renovated or reconstructed on lots vacated by demolition. Since June 2006, 635 code violation cases have been referred to the City Attorney for potential court action. Forty-nine blighted housing units were demolished. The strategies employed in from Home Again's redevelopment efforts - clustering of properties in impacted neighborhoods, providing a high quality, green standard housing product, and ridding neighborhoods of blight through code enforcement, rehabilitation and demolition - have positioned the City of Columbus to effectively implement both NSP 1 and 2.

A crucial component to the implementation of these programs is the Columbus Land Bank. The Land Bank was established in 1994 to acquire and return to productive use tax foreclosed and other vacant properties. Within the last four years, the Land Bank inventory has more than doubled to 475 parcels (including 135 structures), as a result of the foreclosure crisis. For Home Again, the Land Bank partnered with two non-profit developers to acquire and hold properties until renovation occurred. This approach gives the non-profit developer the ability to acquire a large-scale pool of properties and hold them until redevelopment should happen (such as when a buyer is identified). Additionally, the Land Bank will pursue other properties that are within the redevelopment area, but for which no short-term use can be identified. These properties are typically demolished and/or marketed to the private sector.

Under NSP1, the Land Bank is currently implementing these strategies by actively acquiring foreclosed-upon homes in the neighborhoods identified in the City's Plan. The most difficult part, so far, is negotiating processes that meet the needs of the local municipality, comply with NSP and other HUD rules, and meet the requirements of the REO entities. Examples include negotiating contracts with Fannie Mae, the National Community Stabilization Trust, and other REOs agreeable to both parties, and working through conflicts between the HUD-FHA disposition policies and the City NSP plan. To a large extent, the Land Bank has worked through these processes and is now in a position to acquire property very efficiently. As of July 15, 2009 the Land Bank, under NSP1, has acquired 21 properties (6 of which are HUD-FHA), is in contract with an additional 11 properties set to close by the end of July, and is in contract negotiations with several more. The Land Bank is assessing current inventory and properties

being acquired as suitable for demolition. To date, 25 properties have been identified as meeting the criteria and are in the process of being demolished.

The development of the processes is coming to fruition. For example, three local non-profits have received approval of three Low Income Tax Credit projects, for which 24 Land Bank properties served as the site control necessary to obtain funding. The Land Bank is currently partnering with the developers to acquire the rest. These projects alone will represent up to a total of 110 foreclosed-upon and abandoned homes that will be acquired and redeveloped under NSP I.

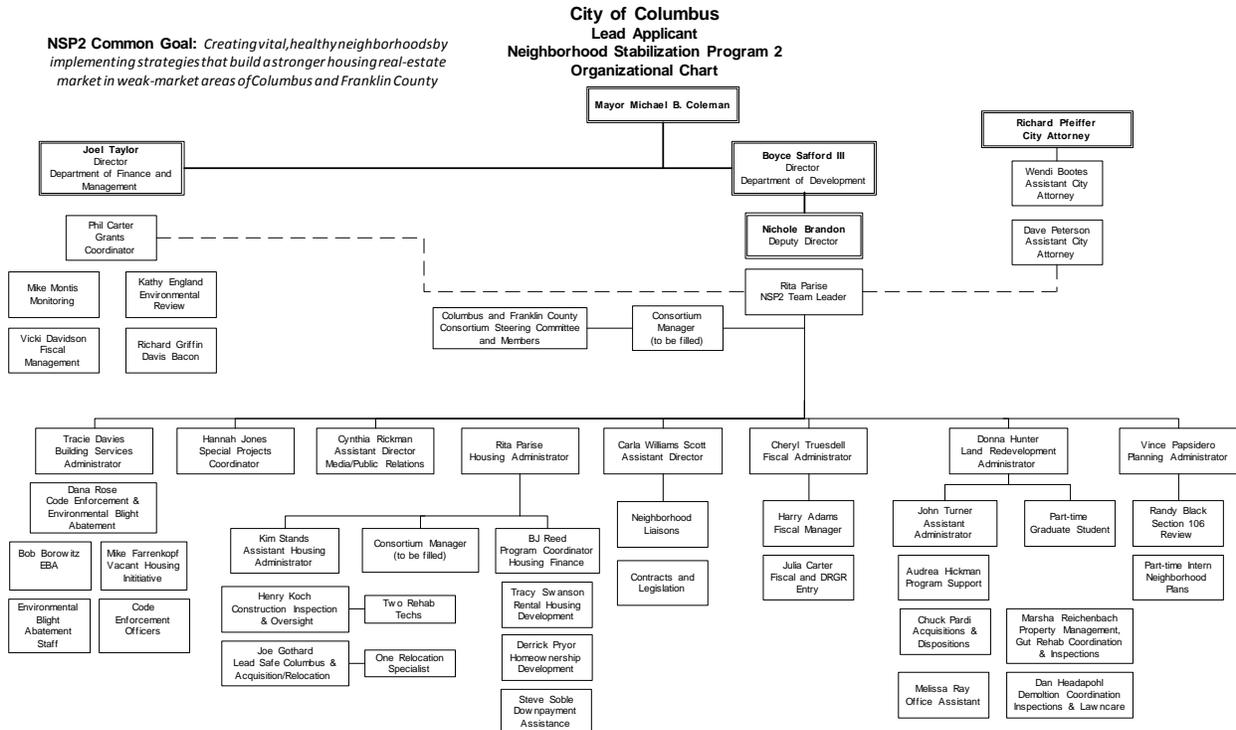
**b. Management Structure of Lead Applicant**

As Lead Applicant, the City of Columbus (City) will use the existing administrative infrastructure which supports NSP1, CDBG, HOME, HUD Lead Hazard Grant, as well as city general fund supported housing programs, to implement the NSP2 program. The City's longstanding relationship with these federally and locally funded community development type programs has produced staff that has experience implementing activities involving: land acquisition, land banking, nuisance abatement, code enforcement, housing demolition, housing rehabilitation and housing development. These programs have also established an experienced staff in grant financial management services as well as financial and regulatory internal controls.

Given the similarities of NSP2 to NSP1 and other federally funded programs, existing City staff will continue in their current roles and responsibilities. As circumstances warrant, additional staff will be hired as needed to address the operational needs of all related City programs. The following narratives describe the various City departments, program areas and their functions, staffing levels and experience. See Organizational Chart on page 13.

**Department of Development: Land Redevelopment Office and Land Bank**

Under the Land Redevelopment Office, the Columbus Land Bank acquired properties from various sources including tax foreclosures, City Code enforcement foreclosures, purchases of vacant and abandoned properties and donations. The goal of the program is to convert non-productive properties into productive community assets. Land Bank staff handles all aspects of acquiring, managing, and disposing of both residential and commercial real property (including structures). Staff must evaluate and classify property for current and future redevelopment, lease property for community gardens or beautification projects, manage existing commercial and residential tenants, and negotiate the terms of sale. In addition, the program staff works on large scale residential and commercial development and redevelopment projects that require knowledge and experience in land use planning, zoning, negotiations, RFP and RFQ experience, contracts, appraisals, title work, demolition, environmental remediation, etc. This office will oversee the portion of NSP 2 that includes acquisition, management, demolition, and disposition of properties. The Redevelopment staff consists of three Real Estate Asset Managers that have certifications in real estate sales and/or property management (one holds an Ohio Real Estate Brokers license). These managers have over 35 years of direct real estate experience in both private and governmental sectors.



The office managed by Donna Hunter, Administrator with over thirty years municipal experience in various types of acquisitions, negotiations, relocation, property management and disposition of city property and John Turner, Assistant Administrator with a master’s degree in city and regional planning and over ten years experience in real estate development (including direct experience with a private for-profit developer and a community-based housing developer). This core group provides the expertise needed to perform and manage the acquisition, property management, demolition, marketing and selling of properties under NSP 2. Activities include all aspects of acquiring real property, property management, evaluating and classifying property and property disposition. This office will oversee the portion of NSP 2 that includes acquisition, management, demolition, and disposition of properties.

**Department of Development: Housing Division**

The Housing Division will oversee the negotiation, execution and monitoring all Columbus and Franklin County Consortium Funding Agreements. The division currently provides financial resources under a variety of federal programs for rental and for sale housing development, down payment assistance and various rehabilitation and lead safe/healthy homes initiatives. The division is led by Housing Administrator Rita Parise who has almost 14 years of government housing experience as well as private sector experience as a CPA/Attorney. Assistant Administrator Kim Stands has 26 years of experience in City government and housing experience. Currently five (5) staff are Certified HOME Program Specialists. Each housing program has guidelines and an application process which encompasses all applicable regulatory requirements. Construction Management staff review eligible properties and work specifications being prepared for bid. Each home or project is bid out to contractors that have been qualified by the division. Staff will oversee the monitoring of green building and universal design standards, recruitment and training of contractors, and oversight of construction on NSP2 projects. Staff

will provide draw request and quality of work inspections for completed work. This is in addition to regular permit inspections provided by the Division of Building Services.

Division staff provides Acquisition and Relocation compliance services, which implements the Uniform Relocation Act when federal funds are used in the acquisition, rehabilitation or demolition of real property, and when there is a relocation of occupants or personal/business property. The Acquisition/Relocation group is led by Program Manager Joseph Gothard who has 22 years of experience in this area. NSP2 homebuyer education activities will be administered by the down payment assistance manager. The division has a file and property inspector who oversees long term compliance requirements under the HOME rental program. This inspector will also oversee long term compliance for the NSP2 program. The division has a Residential Tax Abatement program for designated areas within the City, many of which are located in the City's Focus Areas for the NSP2 program. As homes are acquired, redeveloped, rented or sold, the City will provide property tax abatement for those homes in the designated areas.

**Department of Development: Code and Environmental Blight Abatement**

The Building Services Division is responsible for code enforcement, environmental blight abatement and building permitting activities within the City of Columbus. The Division will provide support for the Land Redevelopment and Housing Divisions with initial property evaluations, blight determinations, securing and clean-up of properties. The Building services staff members to be involved with NSP2 include a Property Maintenance Staff and a Development Program Coordinator for the City's Vacant Housing Initiative. The Building Services Division is led by Assistant Director Tracie Davies who has over 10 years of local government experience and oversees an annual budget of over \$19 million.

**Department of Development: Fiscal**

The Fiscal Office coordinates financial activities for the General Fund, CDBG Fund, Home Fund, Development Services Fund, and other grants funds, and will perform the same functions for the NSP2. Activities include budget preparation, financial management services (which includes purchasing, accounts payables, reporting), and data entry for the DRGR system. The Fiscal Office consists of eight staff members, with an average of 21 years experience. The Fiscal Office is led by Administrator Cheryl Truesdell who has 23 years experience with the City dealing with financial matters.

**Department of Finance and Management: Grants Management**

Grants Management coordinates financial and regulatory aspects of the federally funded programs, and will perform the same administrative functions for NSP2. Program management functions include budget preparation, financial management services, prevailing wage compliance (Davis-Bacon), National Environmental Policy Act compliance, Section 3 compliance, regulatory and financial monitoring, grant technical assistance, loan servicing contract administration, and financial reporting. Grants Management consists of five staff members, each having at least eleven years experience implementing federal grant programs. The Grants Management Division is led by Grants Coordinator Philip Carter who has 32 years of housing and grants experience with the City of Columbus.

## **II. Franklin County**

### **a. Past Experience**

The Franklin County Board of Commissioners through the Economic Development & Planning Department (EDPD) aims to promote organized growth supported by the principles of environmental responsibility, progressive land use, planning, social equity and economic vitality. EDPD provides economic development, affordable housing, zoning enforcement, land-use planning, residential building inspection, floodplain administration and information services to protect and enhance the quality of life for the inhabitants of Franklin County and Central Ohio in a stable, sustainable local economy. Franklin County will work in partnership with Mid-Ohio Regional Planning Commission (MORPC), the Affordable Housing Trust for Columbus and Franklin County, and Community Development Collaborative of Columbus and Franklin County beneficiaries MiraCit Development Corporation and Homes on the Hill CDC, to achieve its NSP2 goals for designated NSP2 Focus Areas in Franklin County that are outside the corporate boundaries of Columbus. MORPC and Homes on the Hill CDC are both HUD Certified homebuyer counseling providers. In 2008 MORPC served approximately 1,500 households while Homes on the Hill CDC served approximately 900 households in this capacity.

### **b. Management Structure**

James Schimmer, Director. The director of the department is responsible for the overall administration of the department. The department consists of the following sections: Community Development/Housing, Economic Development, Residential Building Services, Fiscal and the Planning Commission. Rollin Seward, Assistant Director. The assistant director is responsible for oversight of the following sections: Community Development/Housing and Residential Building Services. The Community Development/Housing section is responsible for the successful administration and implementation of HUD entitlement funds. Mark Paxson, Senior Program Officer. The Senior Program Officer is responsible for programming the county's HUD entitlement allocations including: CDBG, HOME, ESG and NSP funds. Shawn Fields, Fiscal Officer. The Fiscal Officer is responsible for the successful fiscal oversight of all fiscal functions and responsibilities of the department including HUD and general funds.

## **III. Affordable Housing Trust of Columbus and Franklin County**

### **a. Past Experience**

The Affordable Housing Trust for Columbus and Franklin County (AHT) was created as an independent, not-for-profit entity in 2001, in response to the effort by the City and County to create more affordable homeownership and rental housing and to strengthen neighborhoods within Columbus and Franklin County. AHT acts as an independent, not-for-profit lender for affordable new home and apartment development and for the rehabilitation of vacant and abandoned residential buildings. AHT invests in affordable residential development and construction in older and overlooked areas of Columbus and Franklin County. Since its inception, the AHT has made financing available that helped create or preserve over 2500 units of affordable housing. AHT has been the City's primary partner for the acquisition and rehabilitation parts of the Home Again program and has accomplished the acquisition and rehabilitation of 32 homes. To date, 30 of the homes have been sold. AHT will work with Community Properties of Ohio Management Services (CPOMS) and local developers/contractors to achieve its goals. CPOMS is a non-profit property management company located in Columbus, Ohio that manages one of the nation's largest scattered-site,

project-based Section 8 portfolios. AHT has extensive experience in the rehabilitation and sale of existing homes and new builds in neighborhoods with significant numbers of vacant, abandoned and/or foreclosed houses. Responsible for identifying homes, obtaining rehabilitation construction bids and managing the construction and sales process, the Trust has successfully developed construction financial management processes that have proven results.

#### **b. Management Structure**

The Trust is led by a Board of Trustees, responsible for general oversight of the corporation and its dealings. Steven Gladman (President) is responsible for managing the development and administration of the organization as well as the administrative and financial aspects of developing affordable housing programs and projects. Mr. Gladman has over 30 years of experience managing nonprofit and governmental organizations. He is an expert in non-profit management and governance, and has extensive knowledge of housing issues, housing funding sources and financing options. Mr. Gladman has attended the US Chamber of Congress Institute for Organization Management, and has earned the Certified Association Executive designation from the American Society of Association Executives. He has an undergraduate degree in political science and a master's degree in adult education, both from The Ohio State University.

Ms. Susan Jones (Vice President) is primarily responsible for the Trust's financial and operations management. As an extension of this role, Ms. Jones oversees accounting and reporting functions, including budget tracking and cash management. Additionally, she is also responsible for the organization's administrative functions where her duties include project, contract and human resource management as well as the establishment of organizational policies and procedures. Ms. Jones completed a BAA in industrial management/business administration from Central Michigan University and an MBA from Otterbein College.

### **IV. Campus Partners**

#### **a. Past Experience**

The Ohio State University incorporated Campus Partners in January 1995 for community urban redevelopment to promote improvements to the neighborhoods around the Ohio State University. The mission of Campus Partners, as a non-profit community redevelopment corporation, is to lead efforts to revitalize the highly distressed University District neighborhoods, including Weinland Park. To date, Campus Partners projects represent an investment of approximately \$200 million in the University District. An additional \$300 million of private investment has been made in the area during that timeframe. Campus Partners' work in Weinland Park to date includes coordinating and funding a planning process to create and adopt an official City of Columbus neighborhood planning document. Campus Partners also created a plan to acquire and renovate a 1,250 unit, scattered site Section 8 housing portfolio that was going through the HUD mark-to-market program. Approximately 500 units of this portfolio are located in or adjacent to the Weinland Park neighborhood. Finally, Campus Partners prepared an investment proposal for the revitalization of Weinland Park and has been working with a coalition of organizations including JP Morgan Chase Foundation, The Columbus Foundation, United Way and the City of Columbus to implement this proposal. A major component of this revitalization work is focused on the NSP2 activities outlined in this application. Campus Partners will work with Wagenbrenner Development, and other local developers and contractors to achieve its goals. Wagenbrenner Development is a Central Ohio in-fill developer predominately focused on

brownfield sites. In the past three years Wagenbrenner Development has developed over \$130 million of residential and office properties on large tract brownfields including: 1) Harrison Park - a new urban residential development comprising of 315 for-sale residential units; 2) Gowdy Field - a new office development which will total 340,000 square feet of office space when completed in 2010; and 3) two projects in Weinland Park - the redevelopment of the former Columbus Coated Fabrics Site and the 3M Factory. In the past twenty-four months Wagenbrenner Development has constructed and sold 104 homes.

### **b. Management Structure**

Doug Aschenbach, President, is responsible for the overall direction of Campus Partners with particular emphases on community planning, real estate investment, and management of Campus Partners' real estate and project assets. Connie Gaiser, Treasurer and senior accountant, is responsible for developing and maintaining Campus Partners' financial records and accounting systems, tracking and paying invoices, and monitoring the financial activities of Campus Partners' affiliated entities and project managers. Stephen A. Sterrett, Community Relations Director, is responsible for Campus Partners' communications and public relations and for collaboration with the city and neighborhood on issues involving housing, public services, code enforcement and public safety. Debra Peterseim, Office Manager, is responsible for Campus Partners' office operations, assists with accounting and property management, schedules and organizes meetings, coordinates the publication and distribution of informational materials, and handles a variety of other administrative and clerical duties.

## **V. Columbus Housing Partnership**

### **a. Past Experience**

Columbus Housing Partnership, Inc. (CHP) was established in 1987 through the joint efforts of the City of Columbus, The Enterprise Foundation, the Columbus Board of Realtors, and The Columbus Foundation, along with local religious and private sector leaders. From its inception, CHP has focused its efforts on alleviating the affordable housing crisis in central Ohio. Columbus Housing Partnership has developed more than 4,000 affordable units and provided homes for over 23,000 individuals over twenty-two years. In addition to the development of affordable housing, Columbus Housing Partnership has an array of programs to address the underlying social and economic needs facing individuals and families within our neighborhoods. Through its Community Building department, CHP provides innovative programming that links clients with social services, provides out-of-school enrichment and after school programs, gives students access to computer labs, and provides residents the support they need to maintain safe, decent and stable housing. CHP provides this service through the use of AmeriCorps and VISTA members. Through its Housing Counseling programs, which are certified by both the U.S. Department of Housing and Urban Development (HUD) and NeighborWorks America, CHP gives people the information they need to improve their financial lives, prepare to purchase their own homes, and successfully sustain housing. To battle the issue of foreclosure and ensure long-term stability for all homeowners, Columbus Housing Partnership also provides its two largest programs, homebuyer education and foreclosure prevention counseling and services.

**Homeownership:** Homeport, CHP's Homeownership division, has developed both new and renovated homes for sale throughout the Columbus area. CHP sold 18 homes in 2008, in spite of a difficult housing market. CHP is a city partner in the Home Again program described

previously. CHP's role has been to acquire and renovate the "bad house on a good street" primarily in at risk and destabilizing neighborhoods.

**Rental Development** In 2008, CHP completed construction and leasing of City View Homes, a 34-unit Low Income Housing Tax Credit project that added 29 new single family homes and 5 renovated homes to the Franklinton neighborhood.

**Housing Counseling:** Columbus Housing Partnership's Housing Counseling Programs processed 15,000 phone calls and 4,600 intakes, and served 2,600 households in 2008. From January 1, 2007 through May 31, 2009, a total of 1,495 households at or below 120% AMI have graduated from HUD Certified Homebuyer Education.

### **b. Management Structure**

Amy Klaben, President and CEO, joined CHP in 2000 after 14 years as an attorney for Porter, Wright, Morris and Arthur. She oversees all aspects of CHP's housing initiatives. Craig Murphy created Homeport, the real estate development and sales division of Columbus Housing Partnership. Mr. Murphy oversees the financing, development and implementation of all new construction and rehabilitation of single-family housing projects. Dave Reiersen is the homeownership project manager for Central Ohio Housing Development Organization, Inc. (COHDO). He is responsible for all aspects of individual homeownership activities from inception to completion. George Tabit joined CHP in 2007 to oversee CHP's multifamily development efforts. Prior to that, he was employed at the Columbus Compact Corporation. CHP maintains a holistic approach to housing in order to address the need for housing and services in the community. To do so successfully, CHP's business model includes five programs: Homeownership Development; Rental Development; Homebuyer/Housing Counseling Programs; and Community Building Programs. Supporting those programs are the Construction, Administration, Asset Management and Resource Development departments. CHP currently has 43 staff members and 27 AmeriCorps and VISTA Members to provide housing and community building services

## **VI. Community Development Collaborative of Greater Columbus**

### **a. Past Experience**

The Community Development Collaborative of Greater Columbus (Collaborative) was created as an independent, not-for-profit entity in 1992, to provide leadership, financial support, training and direct technical assistance to Columbus, Ohio's neighborhood-based community development corporations (CDCs). Collaborative funders include the City of Columbus, Franklin County, Columbus Foundation, United Way of Central Ohio, Huntington Bank, Chase Bank, Fifth Third Bank, National City Bank, Ohio Capital Corporation for Housing, and Enterprise Community Partners. The Collaborative acts a financial intermediary which provides grant funding, technical assistance and support to Columbus CDCs. The Collaborative's mission is three-fold: **Strengthen the capacity** of (CDCs); **Stimulate systems development and change**; and **Promote the community development industry** as an effective vehicle for transforming Columbus' distressed neighborhoods into vibrant, sustainable communities. Since its inception, the Collaborative has made grant awards to 13 different CDCs which have created over 600 units of affordable housing. Currently six community development corporations receive operating support and technical assistance from the Collaborative. Each of these CDCs is located or works in one or more of the NSP2 Focus Areas. Five of them will be active participants in one or more NSP2 eligible activities. The members include Community Development for All People,

Franklinton Development Association, Greater Linden CDC, Homes on the Hill CDC, MiraCit CDC, and Samaritan Project CDC. In the past 24 months Collaborative members have completed over 146 units of affordable housing. Homes on the Hill CDC, a HUD Certified housing counseling agency, served approximately 900 households in 2008.

#### **b. Management Structure**

The Collaborative is governed by a Board of Trustees, responsible for general oversight of the corporation and its dealings. The Board of Trustees works diligently to ensure a sustainable financial base for ongoing funding programs, operations and initiatives that produce measurable and meaningful results and makes certain that fair and equitable access is afforded to Collaborative resources for all qualified community development organizations. The Affordable Housing Trust of Columbus and Franklin County currently serves as the administrator of the Collaborative. Key staff: Steven Gladman, Executive Director, is responsible for managing the development and administration of the organization as well as the administrative and financial aspects of developing programs and projects; Theresa Saelim, Program Manager, is directly responsible for administering the office's grant management program, contract compliance and coordinates training and technical assistance. The following are Collaborative funded agencies participating in NSP2: Community Development for All People is led by Rev. John Edgar and serves the southside area of the City. Franklinton Development Association is led by Jim Sweeney and serves the Franklinton neighborhood just west of Downtown Columbus. Homes on the Hill CDC is led by Stephen Torsell and serves the Hilltop neighborhood on the west side of the City and Franklin County. MiraCit CDC is led by Sharon Francis and serves the North Central area of Columbus and Franklin County. Samaritan Project CDC is led by Joseph Copeland and serves the Milo-Grogan and South of Main neighborhoods. Milo-Grogan is north and east of downtown Columbus while South of Main is east of downtown.

### **VII. Habitat for Humanity of Greater Columbus (HFHGC)**

#### **a. Past Experience**

HFHGC was established as an independent affiliate of Habitat for Humanity International in 1987, and since then has completed 208 Habitat homes throughout Columbus and Franklin County. As an independent affiliate, HFHGC is directly responsible for all aspects of the local Habitat program, including land acquisition, family selection and support, home construction, and mortgage financing. HFHGC has completed construction of 26 new Habitat homes since July 1, 2007, and 10 homes are currently under construction. HFHGC builds three-bedroom and four-bedroom single-family houses on in-fill lots in low-income neighborhoods throughout the City of Columbus and Franklin County. With a grant from The Columbus Foundation, HFHGC hired design firm M2 Design Group in 2008 to completely redesign all of the Habitat homes. HFHGC began using the new house designs in the spring of 2009. New designs include six ranch and four two-story models, each including a wide range of accessibility and universal design features. HFHGC conducts outreach to potential homeowners through local churches, social service agencies, and community organizations. Habitat partner families are first-time homebuyers who earn between 25% and 60% of area median income and who currently live in substandard housing. Every Habitat partner family contributes a \$500 down payment and repays a zero-interest mortgage. Every Habitat partner family is required to contribute sweat equity: single-adult households must contribute 200 hours including 70 hours of construction labor; all other households must contribute 250 hours including 100 hours of construction labor. Every

homebuyer also completes a series of homeownership classes offered by HUD Certified Mid-Ohio Regional Planning Commission. Beginning in 2008 with the McCoy Circle project, HFHGC began implementing a new model of construction leadership: hiring independent contractors to serve as house leads on some projects, while continuing to use the traditional model of volunteer construction leadership on others.

**b. Management Structure**

HFHGC is governed by a volunteer Board of Directors that currently includes 13 voting members who bring a wide range of professional experience to Habitat. HFHGC’s CEO, E.J. Thomas, reports to the Board and has overall responsibility for HFHGC’s management and operations. In addition to serving as HFHGC’s CEO, Mr. Thomas is also the Board Chair for Habitat for Humanity of Ohio (the state support organization), and he was recently elected to serve on Habitat for Humanity International’s U.S. Council. The 24 members of the U.S. Council advise Habitat for Humanity International on the direction and priorities of Habitat programs throughout the United States. HFHGC has seven senior staff who report directly to the CEO, nine other full-time staff, and three part-time staff. Five members of the staff are dedicated to Habitat’s ReStore. E.J. Thomas, CEO: The CEO reports to the Board of Directors and has overall responsibility for HFHGC’s management and operations. Michelle Castrogiovanni, Program Director: The Program Director works with the Construction, Family Services, and Resource Development departments to coordinate the implementation of HFHGC’s land acquisition and construction programs. Michael Cosgrove, CFO: The CFO is responsible for the design and implementation of all of the affiliate’s financial policies and procedures. Erik Lambert, Construction Director: The Construction Director has overall responsibility for all construction department operations and all construction projects. Roger Powell, Construction Supervisor (contractor): The Construction Supervisor oversees all site work and inspections and works closely with all House Leads.

<b>References</b>	
Dennis Guest, Executive Director	Hal Keller, President
Columbus Metropolitan Housing Authority	Ohio Capital Corporation for Housing
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## **Factor 3: Soundness of Approach**

### **a. Proposed Activities**

## **The Strategic Investment Plan of the Consortium**

### **Introduction**

In Factor 1: Market Conditions, four typologies are used to categorize neighborhoods that have similar market trends, set of needs, assets, and challenges. Drawing from the recommendations the Market Study, the Consortium will implement a strategy tailored to fit the market dynamics of each typology, adapted to address unique characteristics of the submarkets within (such as the type of housing, ongoing projects, etc). But over all, the Consortium will follow one goal: ***Creating vital, healthy neighborhoods by implementing strategies that build a stronger housing real-estate market in weak-market areas of Columbus and Franklin County.*** The Consortium will invest in activities that protect At-Risk Areas from destabilizing, stem the decline of the real estate market in Destabilizing areas, stabilize Distressed areas with limited, but focused redevelopment, and transform Potential Recovery areas into vibrant neighborhoods.

### **Consortium Approach**

The Columbus and Franklin County Consortium will target 55 Census Tracts within the City of Columbus and Franklin County, Ohio in an integrated, comprehensive effort to stabilize and revitalize neighborhoods. The Consortium will make strategic investments of NSP2 funds and other available resources in each of the 16 Focus areas (see Map on next page). Members of the Consortium will be working in one or more of the Focus Areas in coordination and cooperation with each other.

Generally, the Consortium Approach will include the following:

#### **1. Achieving Outcomes**

1. Increasing the desirability of each Focus Area's housing stock.
2. Increasing the stability of each Focus Area.
3. Increasing the amenity value (quality of life) of each Focus Area.

Adapted from: Alan Mallach [Managing Neighborhood Change](http://www.nhi.org/pdf/ManagingNeighborhoodChange.pdf)  
<http://www.nhi.org/pdf/ManagingNeighborhoodChange.pdf>

#### **2. Recycling NSP2 Funds**

For all areas, the Consortium will establish a fund to recycle sale proceeds back in to new projects, in order to achieve the NSP2 production goal. This approach will jumpstart developments that lack funding and will substantially increase the number of units for developments that bring other leveraging sources. This will generate a greater amount of units over an extended period of time and allows developed units to be absorbed into the market at a pace that consistent with market demand. Consortium members will continually look for other resources to fund NSP2 eligible activities (acquisition, rehabilitation, new construction and demolition) to extend NSP2 funds as far as possible.

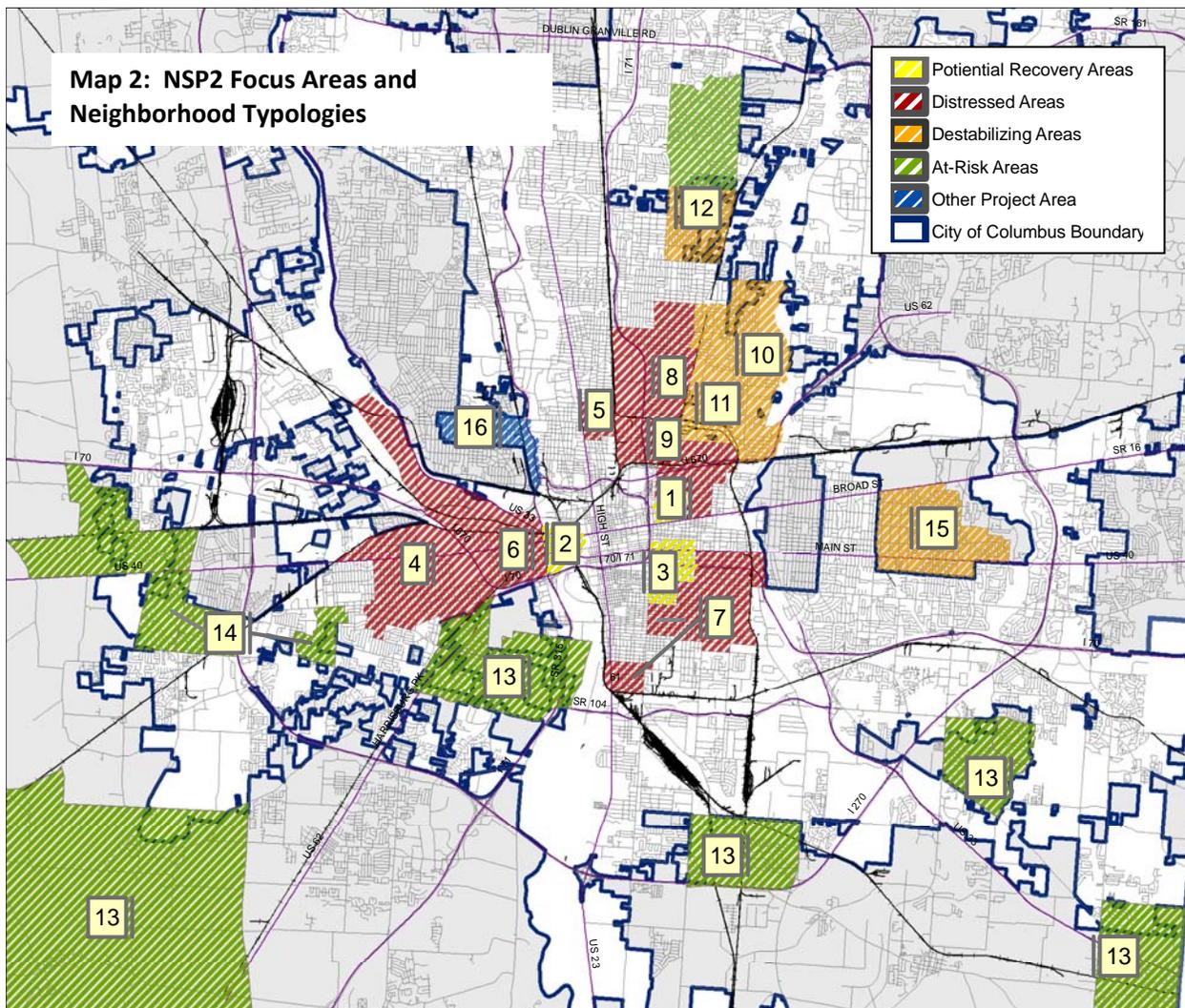
#### **3. Coordinating an aggressive acquisition strategy**

Vital to the Consortium efforts to stabilizing neighborhoods is the ability to win site control and remove units from the market. The Columbus Land Bank will work with Consortium members

and partner developers to acquire properties that will generate opportunities for short and long term redevelopment. Some of the properties will be redeveloped immediately (next 12 months) while others will be acquired and land banked for future redevelopment. Holding property is particularly important in distressed neighborhoods where the sale of units is difficult. The acquisition strategy will continue the progress made in NSP 1 and the relationships which have been established with HUD-FHA, REO entities, Fannie Mae, the National Community Stabilization Trust, and others.

#### 4. Using short-term lease purchase to mitigate a weak for-sale market

The Market Study highlighted the depressed markets for homeownership, particularly in distressed areas. The Consortium will focus rental housing development within areas where rental growth is expected to increase and for-sale demand is soft. Additionally, the Consortium will also implement a short-term, lease-to-own program designed to provide another option in all areas. This approach is to market finished housing for both sale and short term lease.



Specifically, the Consortium Approach will address the Focus Areas as follows:

**Potential Recovery Focus Areas**

As discussed in Factor 1, The Market Study identified three areas within the City of Columbus that are ripe for recovery and suggests the City should invest funds to expand ongoing efforts in two of the Potential Recovery Areas and jumpstart activities in the third. The Consortium will target these areas with both NSP1 and NSP2 funds, as well as leveraged funds.

**Potential Recovery Area 1: King Lincoln District**

<b>Consortium Partners</b>	Columbus Housing Partnership
<b>NSP 2 Funds</b>	\$1.8 M, 120% AMI
<b>NSP 2 Units</b>	17
<b>Eligible Activities</b>	A, B, D, and E
<b>Leverage Sources</b>	A portion of \$4,048,500 New Markets Tax Credits
<b>NSP I Activities</b>	10-12 units currently under site control, \$1.8 million
<b>Other Investment</b>	Significant City investment in adjacent corridor

As a part of the North of Broad project Columbus Housing Partnership (CHP) has sold 15 units on two streets, with four transactions in 2008 (despite a very difficult market) and an additional two houses in contract in 2009. The price point has ranged from \$70,000 to \$135,000. Furthermore, discussions with CHP indicate that providing development and affordability subsidies to the 80% to 120% AMI markets will enhance sales activity. NSP2 funds will be used to expand this project onto adjacent streets. Other investments in this neighborhood which make it a more desirable target for redevelopment are the recent completion of the Lincoln Theater, the Gateway Building (a commercial/retail development), the ongoing development of the Hamilton Park Place condos and the upcoming start of the 28 unit Whitney condo project, and the future CMHA Poindexter redevelopment.

**Potential Recovery Area 2: East Franklinton**

<b>Consortium Partners</b>	CD Collaborative: Franklinton Development Association
<b>NSP2 Funds</b>	\$625,000 at 120% AMI, plus 50% AMI
<b>NSP2 Units</b>	6 at 120% AMI, 18 at 50% AMI
<b>Eligible Activities</b>	E
<b>Leverage Sources</b>	Site control of a 1 acre vacant property
<b>Other Investment</b>	City investment in adjacent private development project; proximity to future 12 acre CMHA project

Franklinton Development Association (FDA) will build on the success of Home Again a few blocks west, which includes 20 units sold in two years (acquisition and rehabilitation of vacant

and abandoned properties) and City View (a 34 unit tax credit, scattered site tax credit project). NSP2 funds will be used to develop a 24 unit mixed income project that may include both for sale and rent units. The project is designed to jumpstart investment in an area with tremendous potential due to the demolition of 485 public housing units currently in process and a proposed 300-unit private sector housing development adjacent to the site. In partnership with Santer Communities, a Columbus developer, FDA will build a 24 unit project including 6 units of condominium and 18 units of rental housing to meet the demand identified in the Market Study as well as a separate Market Study obtained for this specific project.

**Potential Recovery Area 3: Model Zone**

<b>Consortium Partners</b>	CD Collaborative: Community Development for all People, Affordable Housing Trust for Columbus and Franklinton County, Columbus Land Bank
<b>NSP2 Funds</b>	\$6.6 million; 120% AMI
<b>NSP2 Units</b>	65
<b>Eligible Activities</b>	A, B, C, D, and E
<b>Leverage Sources</b>	\$1.53 million from Nationwide Children’s Hospital for acquisition and rehab; a portion of \$7.2 million committed by United Way of Central Ohio for stabilization efforts
<b>NSP1 Activities</b>	\$2.78 million for redevelopment of units under site control, and obtain site control of existing foreclosed and vacant units.
<b>Other Investment</b>	Significant City investment in adjacent corridor, plus significant investment by Nationwide Children’s Hospital in an expansion of their facilities in the area.

In 2008, the City and Consortium member Affordable Housing Trust of Columbus and Franklin County expanded Home Again into this neighborhood building on its experience of developing and selling 20 units in Franklinton through acquisition and rehabilitation. In 2008 and 2009, the Home Again Program developed and sold 12 single-family houses, before City funding was suspended due to local budget issues. Most of the houses sold before the completion of construction. The Consortium believes that the development of single-family homes, adjacent to downtown, to the very high standard of Home Again and the AWARE specifications under the NSP2 will be absorbed by the market. House prices are \$90,000 and above. An anchor investor in this neighborhood is the Healthy Neighborhoods Healthy Families Realty Collaborative (HNHF) which is working in partnership with CHDO Community Development for All People. HNHF is being financially supported by Nationwide Children’s Hospital which seeks to improve the neighborhood surrounding their primary location, as a part of an ongoing \$450 million dollar expansion of the Hospital Campus. In addition to its investment through HNHF, Nationwide Children’s also offers a downpayment assistance program for its employees to purchase HNHF homes. NSP2 funds will capitalize on the momentum generated by these activities by expanding the number of acquisitions, land banking some and redeveloping others. Although selling the unit to owner occupants is a priority, short term lease purchase may be used to mitigate the lack of demand in the short term.

**Distressed Focus Areas**

In Factor 1, these areas are identified as areas that exhibit the highest foreclosure and vacancy rates in the City. Most of the areas will benefit from a strategy of acquisition, securing of property or demolition and land banking until sufficient consolidation of sites can occur to do something of scale. However, the Market Study does highlight significant demand for rental housing, especially to replace the existing deteriorated rental stock.

**Distressed Area 5: Weinland Park**

<b>Consortium Partners</b>	Campus Partners and Columbus Land Bank
<b>NSP2 Funds</b>	\$10,270,000 at 120% AMI
<b>NSP2 Units</b>	201
<b>Eligible Activities</b>	A, B, C, D, and E
<b>Leverage Sources</b>	Over \$36 million from various sources
<b>NSP1 Activities</b>	Land Banking and demolition

NSP2, funds will be used to develop 201 units for primarily for rental, but also for-sale and lease purchase. Campus Partners is working with the Wagenbrenner Development Company to transform an area just south of the campus of Ohio State University. It includes both the redevelopment of a 21.5-acre abandoned manufacturing facility and the acquisition and rehabilitation of foreclosed, vacant and abandoned housing in neighborhood adjacent to the site. Approximately \$15M in City funds have been spent or committed to purchase, remediate, and install infrastructure at the site. Construction of new homes is scheduled for 2010. When completed, the development will result in the construction of 305 for-sale, work-force homes and 300 apartment units. NSP 2 funds will be used to complement these committed investments and create a model green project where existing funds would not allow. In addition to meeting the AWARE Standards, NSP2 funds could assist in the installation of green infrastructure such as solar panel fields, geo-thermal well fields and storm water management technologies.

**Distressed Areas 4, 6, 7, 8, 9**

<b>Consortium Partners</b>	CD Collaborative members Homes on the Hill, Franklinton Development Association, Samaritan Project; also Columbus Housing Partnership, Habitat for Humanity; Columbus Land Bank
<b>NSP2 Funds</b>	\$2,325,000 at 120% AMI; \$16,193,846 at 50% AMI
<b>NSP2 Units</b>	206
<b>Eligible Activities</b>	A, B, C, D, and E
<b>Leverage Sources</b>	\$1,115,000, plus portion of \$7.2 million committed from United Way and \$4 million committed from AHTCFC
<b>NSP1 Activities</b>	\$3,725,000 in 50% AMI funds for three LIHTC projects and scattered site for-sale housing; \$450,000 in 120% AMI funds for a 28-unit co-op, homeownership project; land banking and demolition

**Other Investment** City ownership and reclamation of a large parcel adjacent to the Hilltop site, Proposed demolition and redevelopment of public housing sites in Franklinton and King-Lincoln. City ownership of several large parcels on the Southside of the City being held for redevelopment

The Market study suggests a strong market for affordable rental units in these areas. NSP2 50% AMI funds will be used to target foreclosed upon and abandoned homes and residential properties and redevelop them for this purpose. Recently constructed and successful scattered-site LIHTC projects highlight the demand for this type of housing. To complement this effort, funds will also be used to fund homeownership projects in two strategies: One, as a part of Habitat for Humanity of Greater Columbus’s ongoing projects to construct new and rehab existing houses for families at or below 50% AMI. These homeownership units will be pre-selected by buyers before construction, thereby mitigating soft market demand. Two, as stated in the Market Study, although Distressed Areas tend to have a weak demand for homeownership units, pockets do exist within these areas which show potential. Examples include the western and southern portions of Central Hilltop and West Franklinton area around Mt. Carmel Hospital. NSP 2 funds will also fund the land banking of foreclosed-upon properties and the selective demolition of blighted properties.

**Destabilized Focus Areas**

The study identified areas with an established and historically stable housing market, but a need for targeted investment to arrest market decline.

**Destabilized Areas 10, 11, 12, 14**

<b>Consortium Partners</b>	Collaborative members Homes on the Hill, Miracit CDC, Samaritan Project; also Columbus Housing Partnership, Franklin County and Columbus Land Bank
<b>NSP2 Funds</b>	\$6,573,600 at 120% AMI
<b>NSP2 Units</b>	63
<b>Eligible Activities</b>	A, B, C, D, and E
<b>Leverage Sources</b>	\$1million from City of Columbus (Bond), a portion of \$4 million New Markets Tax Credits, plus a portion of \$7.2 million committed from United Way and \$4 million committed from AHTCFC
<b>NSP1 Activities</b>	Land Banking , Franklin County investment
<b>Other Investment</b>	Existing ownership of approximately 100 lots in American Addition by CHP.

Included in the Destabilized Area 11, is a project to redevelop an old, deteriorated subdivision named American Addition. Columbus Housing Partnership (CHP) has obtained control of several vacant lots and structures for redevelopment. NSP 2 funds will be used to acquire additional sites and expand the existing project. To date, the City has legislated \$1 million of City bond funds to upgrade the infrastructure and estimates that a total 120 new homes will be

developed with infrastructure improvements of at least \$10 million over a ten year period. Approximate sale price ranges will be between \$110,000 and \$130,000 with both ranch and two-story designs available. Homes will be constructed by Rockford Homes, Inc., the third largest home builder in Central Ohio.

NSP2 funds will be used to target foreclosed upon and vacant houses in four areas:

- North Central (Area 10)- near a previously developed 20-unit “green” subdivision;
- Northland (Area 12)- To expand the CHP “Restore Columbus” scattered site rehab program for homeownership;
- Westland (Area 14) - To expand a project under the Franklin County NSP 1 allocation into adjacent census tracts.

In each area NSP2 funds will be used to acquire and renovate or demolish and redevelop foreclosed upon and vacant houses within these areas. Neighborhood decline will be addressed by focusing resources on the acquisition of vacant properties on otherwise healthy streets. Although selling redeveloped units to owner occupants is the primary goal, short term lease purchase may be used to mitigate lack of demand in the near term.

### **At-Risk Focus Areas**

These are neighborhoods that have not yet begun any significant level of decline, but due to a preponderance of high risk mortgages, slow to flat economic growth and an aging housing stock, could experience decline in the near future.

#### **At-Risk Areas 13, 14 and Destabilized Area 15**

<b>Consortium Partners</b>	Franklin County with Mid-Ohio Regional Planning Commission
<b>NSP2 Funds</b>	\$5,100,000 at 120% AMI
<b>NSP2 Units</b>	50
<b>Eligible Activities</b>	A, B, C, D, and E
<b>Leverage Sources</b>	A portion of \$4 million committed from AHTCFC

NSP2 funds will be used to selectively acquire and rehab foreclosed upon or vacant houses in these otherwise strong areas.

### **Project Area**

#### **Focus Area 16: Funding for a permanent-supportive housing development**

<b>Consortium Partners</b>	City of Columbus and Franklin County
<b>NSP2 Funds</b>	\$2,500,000 at 120% AMI
<b>NSP2 Units</b>	100
<b>Eligible Activities</b>	E

The City of Columbus and Franklin County have worked on a collaborative basis for several years to address the issue of homelessness. Both the City and County contract with the Community Shelter Board to manage resources for homeless as well as the Continuum of Care process to review and rank permanent supportive housing proposals. Currently, the highest

ranked project is Edgehill Place, a 100-unit permanent supportive housing project. At this time, the project cannot be started due to lack of funds. With an investment from NSP 2, construction can start in 2010.

**Land banking and demolition**

Consortium Partners	City of Columbus Land Bank
NSP2 Funds	\$1,500,000 at 120% AMI
NSP2 Units	100
Eligible Activities	C, D
Leverage Sources	Not Applicable
NSP1 Activities	\$6.5 million for acquisition, demolition and gut-to-stud

The Columbus Land Bank will coordinate all acquisition strategies within the NSP2. In addition to units acquired for projects, some acquisitions will not be developed within the 3-year NSP2 period and will be land banked for future projects. Approximately \$1 million will be used to extend the acquisition of foreclosed properties for land banking, after the NSP1 18-month obligation period. The fund will be used acquire and maintain these properties. In addition, the Land Bank is constantly acquiring blighted properties, through purchase, donation, tax foreclosure, and other means. \$500,000 is proposed to continue demolition funding started under NSP1 beyond that program’s deadline.

**Conclusion of Factor 3:**

The Consortium will use the indicators below to determine the success of its efforts in achieving its common goal: **Building Market Revitalized Neighborhoods**. Each Focus Area will progress toward revitalization along its own unique timeline and the Consortium, based on its baseline data of the Market Study, will be able to monitor success. Market forces not under the Consortium’s control will continue to provide challenges and opportunities to adjust strategies for investment. The Consortium believes that its efforts, in coordination with other community and economic development initiatives, will result in movement toward revitalization within the first two years. It is anticipated that Consortium activities in At-Risk Areas should protect these areas from destabilizing influences. By the end of the NSP2 time period, Destabilized Areas should start to see a change in market conditions. Distressed Areas will take longer to see noticeable change particularly for unsubsidized homeownership demand-- market recovery will take many years.

**Consortium Indicators of Success toward Achieving Stabilization**

1. Reduction of vacant and abandoned residential property.
2. Increasing appraisal values per square foot.
3. Increasing property values.
4. Reduction in foreclosures.
5. Increasing property sales.
6. Increase in homebuyers and homebuyer incomes while still maintaining diversity and affordability.
7. Property maintenance improves and disinvestment is reduced.
8. Decrease in incidents of crime.

**2. Use of Funds and Firm Commitments**  
**2. a. Budget Tables**

Fund	Amount
Neighborhood Stabilization Fund	\$36,354,000
Acquisition and Demolition Fund	\$2,500,000
50% AMI Fund (25% Setaside)	\$16,193,846
Administration and Program Delivery Fund	\$9,727,539
<b>Total NSP2 Request</b>	<b>\$64,775,385</b>

Columbus and Franklin County Consortium Member	NSP 2 Eligible		Focus			Unit Type	# Units	Original NSP 2 Funding Request
	Activity	Area	Project Type	Tenure				
<b>Neighborhood Stabilization Fund (120% AMI Projects)</b>								
Campus Partners	A&E	5	New	For Sale/Rental	Single/Multi	151	\$5,170,000	
Campus Partners	A,B,D&E	5	Rehab/New	For Sale/Lease Purchase	Single	50	\$5,100,000	
Columbus Housing Partnership	A,B,D&E	11 & 12	Rehab/New	For Sale	Single	21	\$2,223,500	
Columbus Housing Partnership	A,B,D&E	1	Rehab/New	For Sale	Single	17	\$1,825,000	
Collaborative: Community Development for All People	A,B,D&E	3	Rehab/New	For Sale	Single	65	\$6,600,000	
Collaborative: Franklinton Development Association	A&E	2	New	For Sale	Single	6	\$625,000	
Collaborative: Homes on the Hill CDC	A,B,D&E	4	Rehab/New	For Sale/Lease Purchase	Single	12	\$1,250,000	
Collaborative: Homes on the Hill CDC	A,B,D&E	14	Rehab/New	For Sale/Lease Purchase	Single	12	\$1,250,000	
Collaborative: MiraCit CDC	A,B,D&E	10	Rehab/New	For Sale/Lease Purchase	Single	30	\$3,100,000	
Collaborative: Samaritan Project CDC	A,B,D&E	9	Rehab/New	For Sale/Lease Purchase	Single	5	\$535,500	
Collaborative: Samaritan Project CDC	A,B,D&E	7	Rehab/New	For Sale/Lease Purchase	Single	10	\$1,075,000	
County/City (Permanent Supportive Housing Project)	A&E	16	New	Rental	Multi family	100	\$2,500,000	
Franklin County/Mid-Ohio Regional Planning Commission	A,B,D&E	13 & 15	Rehab/New	For Sale/Lease Purchase	Single	50	\$5,100,000	
						Neighborhood Stabilization Fund Subtotal	529	\$36,354,000
<i>Note: Unit count includes units generated through Recycling</i>								
<b>Acquisition and Demolition Fund</b>								
Land Bank Acquisitions (in addition to Consortium Projects)	C	All	Hold/Sell		Single/Multi	50	\$1,000,000	
Land Bank Demolitions (in addition to Consortium Projects)	D	All	Demolition		Single/Multi	100	\$1,500,000	
						Acquisition and Demolition Fund Subtotal		\$2,500,000
<b>50% AMI Fund (25% Setaside)</b>								
Habitat for Humanity Greater Columbus	A,B & E	All	Rehab/New	Homeowner	Single	60	\$4,662,321	
<b>Current Proposed Rental Projects</b>								
Affordable Housing Trust	B,D & E	All	Rehab/New	Rental	Multi family	50		
Columbus Housing Partnership	B,D & E	8	Rehab/New	Rental	Single	37		
Columbus Housing Partnership	B,D & E	7	Rehab/New	Rental	Single	37		
Collaborative: Franklinton Development Association	E	2	New	Rental	Multi family	18		
<i>Note: These four Rental Projects will receive additional funds as needed from 25% setaside replenished by Program Income Recycling funds</i>						Rental	142	\$11,531,525
						<i>Note: Additional Units through Recycling Allocation</i>	14	
						50% AMI Fund Subtotal	216	\$16,193,846
<b>Administration and Program Delivery Fund</b>								
Administration (10% Cap)								\$6,477,539
Program Delivery (5%)								\$3,250,000
						Admin and Program Delivery Fund Subtotal	N/A	\$9,727,539
<b>NSP 2 Total of Original Funds</b>						<b>Total of Original NSP 2</b>	<b>745</b>	<b>\$64,775,385</b>

## **2. b. Activity Description**

### **ACTIVITY #1**

#### **(1) NEIGHBORHOOD STABILIZATION FUND**

(2) **NSP2 Eligible Activity:** Activities A, B, D, and E.; CDBG Eligible-24 CFR 570.201& 202; 24 CFR 570.201(d); National Objective: LMMH and LMMC

(3) **Responsible Organization:** City of Columbus, Department of Development as Lead Applicant for the Columbus and Franklin County Consortium

#### **(4) Activity Description**

**Gut to Studs Program:** A pre-inspection will determine whether residential structures acquired by the Land Bank or Consortium members with NSP2 funds are to be completely gutted. If gut to studs is not appropriate, the property will be boarded to code until renovation can be done based on rehabilitation work specifications. See Factor 5 for details.

**Homeownership Opportunities Program:** provides acquisition, construction and permanent financing (e.g. loans, grants, equity positions and soft second mortgages) for the rehabilitation or redevelopment of vacant, abandoned or foreclosed single family properties that have been acquired in designated NSP2 Focus Areas. Eligible activities include acquisition, demolition, housing rehabilitation, new construction of residential housing, financial assistance to eligible homebuyers, short term (36 months or less) lease purchase housing, and homebuyer counseling/education. This program will reduce the number of vacant, abandoned and foreclosed residential properties, increase the number of occupied residential properties, increase housing values, and increase the rate of homeownership in the City's designated NSP2 Focus Areas.

**Rental Opportunities Program:** provides acquisition, construction and permanent financing (e.g. loans, grants and equity positions) for the rehabilitation or redevelopment of vacant, abandoned or foreclosed upon properties that have been acquired in designated NSP2 Focus Areas. Eligible activities include acquisition, housing rehabilitation and new construction of residential housing for eligible tenant households including permanent supportive housing for households experiencing homelessness. This program will reduce the number of vacant, abandoned and foreclosed multi family residential properties and increase the number of available decent, safe and sanitary occupied residential properties in the City's designated NSP2 Focus Areas.

**Financing mechanisms** will include interest rates ranging from 0% to an interest rate not to exceed AFR (Applicable Federal Rate). Financing will include construction financing, loans, forgivable loans, equity positions and grants to be used for development and/or affordability gap financing. City of Columbus will provide financing to Consortium members and other nonprofit and for profit developers to accomplish this activity. This financing will be permitted to transition to homebuyers as development and affordability subsidy. Households at 50% AMI may benefit from this activity, therefore counting toward the 25% statutory requirement. Contract services may include market analysis, homebuyer counseling, energy auditing, and training for contractors and other related services. Continued affordability will be governed by rules as established by HUD for the HOME Investments Partnership Program. Sites funded by the City will have both a mortgage and restrictive covenant with recapture requirement in the event that the term of affordability is not met. Recapture of any funds will be out of net proceeds of sale.

**ACTIVITY #2**

**(1) ACQUISITION AND DEMOLITION FUND**

**(2) NSP2 Eligible Activity:** Activities C & D.: CDBG Eligible- 24 CFR 570.201(a) & (b) & (d); HUD Matrix – 14G and 01, and 02; National Objective: LMMA

**(3) Responsible Organization:** City of Columbus, Department of Development as Lead Applicant for the Columbus and Franklin County Consortium

**(4) Activity Description**

The City of Columbus Land Redevelopment Office (Land Bank) will coordinate the acquisition of property with funds provided by NSP2 and utilize a three-part strategy within the Focus Areas:

- a. Negotiate with those entities that hold large inventories of foreclosed properties, including REOs, HUD, Fannie Mae, National Community Stabilization Trust, etc. The Land Bank and Consortium members will focus on obtaining bulk purchases of these properties located within the areas identified with the greatest need. This strategy may result in a supply of houses scattered throughout these areas. Some of these sites may be sold to nonprofit and for profit development organizations to redevelop without NSP2 funds.
- b. Acquisitions to complement the bulk purchases and gain properties in close proximity to each other, for focused redevelopment opportunities. The Land Bank will work with local community development organizations and Consortium members to accumulate an inventory suitable for neighborhood redevelopment projects.
- c. Seek to acquire abandoned and blighted properties specifically for demolition.

**ACTIVITY #3**

**(1) 50%AMI FUND (25% Set Aside)**

**(2) NSP2 Eligible Activity:** Activities A. B. D. and E.: CDBG Eligible-24 CFR 570.201& 202; 24 CFR 570.201(d); National Objective: LMMH

**(3) Responsible Organization:** City of Columbus, Department of Development as Lead Applicant for the Columbus and Franklin County Consortium

**(4) Activity Description:**

**Homeownership Opportunities Program:** provides financing (e.g. loans, grants, soft second mortgages) for the acquisition, rehabilitation or redevelopment of abandoned or foreclosed single family properties in designated NSP2 Focus Areas. Eligible activities include acquisition, demolition, housing rehabilitation, new construction of residential housing, short term (36 months or less) lease purchase, housing financial assistance to eligible homebuyers, and homebuyer counseling/education. This program will reduce the number of vacant, abandoned and foreclosed residential properties, increase the number of decent, safe and sanitary occupied residential properties, increase housing values, and increase the rate of homeownership in the City's designated NSP2 Focus Areas. Because of the low income population served, the city will make every effort to provide funds for this activity in instances in which additional subsidy is being leveraged from other sources including very low interest loans and other sources of development and affordability subsidy. An example of this kind of subsidy would be homeownership development done by Consortium member Habitat for Humanity.

**Rental Opportunities Program:** provides financing (e.g. loans, grants and equity positions) for the acquisition, rehabilitation or redevelopment of abandoned or foreclosed multi family

properties in designated NSP2 Focus Areas. Eligible activities include acquisition, housing rehabilitation and new construction of residential housing for eligible tenant households including permanent supportive housing for households experiencing homelessness. This program will reduce the number of vacant, abandoned and foreclosed properties and increase the number of available decent, safe and sanitary occupied residential properties in the City's designated NSP2 Focus Areas. In order to leverage funds for this effort, rental development entities will be encouraged to seek low income housing tax credits from the Ohio Housing Finance Agency. Recognizing the competitive nature of this resource, it will not be the only strategy employed.

**Financing mechanisms** will include interest rates ranging from 0% to an interest rate not to exceed AFR (Applicable Federal Rate). Financing will include construction financing, loans, forgivable loans, grants and equity positions to be used for development and/or affordability gap financing. City of Columbus will provide financing to Consortium members and other nonprofit and for profit developers to accomplish the activity. **Only** households at 50% AMI will benefit from this activity, therefore counting toward the 25% statutory requirement. Continued affordability will be governed by the rules as established by HUD for the HOME Investment Partnerships Program. Sites funded by the City will have both a mortgage and restrictive covenant with recapture requirement in the event that the term of affordability is not met. Recapture of any funds will be out of net proceeds of sale.

#### **ACTIVITY #4**

(1) **ADMINISTRATION and PROGRAM DELIVERY FUND**

(2) **NSP2 Eligible Activity:** Yes: CDBG Eligible- 24 CFR 570.205 and 206;

(3) **Responsible Organization:** City of Columbus, Department of Development as Lead Applicant for the Columbus and Franklin County Consortium

(4) **Activity Description:**

The **Columbus and Franklin County Consortium** is an association of seven organizations and government entities pooling their resources and services for achieving a common goal: **Building Market Revitalized Neighborhoods**. Factor 2 describes in detail the City of Columbus' capacity to administer NSP 2 as the Lead Applicant of the Consortium. The City will use the existing administrative infrastructure which supports existing federally funded programs, as well as city general fund supported housing programs, to implement the NSP 2 program. The City will hire a full-time Consortium Manager responsible for overseeing and ensuring the coordination of all the activities of the Consortium members, as well as staffing the Steering Committee. The City's longstanding relationship with these federally and locally funded community development type programs has produced staff that has experience implementing activities that involve: land acquisition, land banking, nuisance abatement, code enforcement, housing demolition, housing rehabilitation and housing development. These programs have also established an experienced staff in grant financial management services as well as financial and regulatory internal controls. If awarded funds under NSP2, the City will continue to examine its administrative and program delivery needs in order to successfully implement the NSP2 funds. Columbus, like many other state and local housing providers, has learned through experience the benefits of homebuyer education for assisted homebuyers. The Columbus and Franklin County Consortium welcomes the required homebuyer education requirement for NSP2 assisted home purchases and recognized its responsibility to assist HUD certified counseling agencies in their

efforts to provide this vital service. As a result, the Consortium will dedicate a portion of its administrative allocation to its local HUD certified homebuyer education providers to cover the costs associated with delivering this service. **\$800,000** will be set aside to provide two funding rounds. HUD Certified Housing Counseling agencies will be subrecipients of NSP2 funds to provide homebuyer education for the purpose increasing the pool of qualified homebuyers. Other costs to be covered in this fund include administrative and program delivery costs of other Consortium members.

**2. c. Firm Commitment of Leveraged Funds**

The Columbus and Franklin County Consortium has firm commitments from leverage partners totaling **\$75,163,509**. See Factor 4 for details.

**2. d. Demolition and Preservation**

- i. The Market Study recommends that demolition complement other revitalization strategies and be used selectively depending on the Neighborhood Typology and its associated market factors. The Consortium will use demolition as a tool to create rehabilitation/reconstruction opportunities or as a means to eliminate destabilizing influences that could hinder the success of revitalization efforts in the Focus Area.
- ii. As shown on the proposed budget, the City of Columbus anticipates using the majority of the NSP2 funds to acquire, renovate, redevelop, and demolish foreclosed and abandoned properties. By focusing on areas of greatest need, it is likely that most properties acquired with NSP2 funds will be low- and moderate income dwelling units. Based on the proposed budget, the City will acquire approximately **100** dwelling units. A total of **50** units will be demolished – some of the units acquired with NSP2 funds and some units acquired with leveraged resources. It is presumed that the units demolished will all have previously been low and moderate income dwelling units. Additionally, the City anticipates the development of **745** dwelling units made available to low-, moderate-, and middle-income households with **216** of those units made available for households whose income does not exceed 50% AMI.
- iii. The Columbus and Franklin County Consortium is not seeking an exception to the demolition limitation of 10%.

**b. Project Completion Schedule for NSP2**

**Phase 1:** Year 1 through Year 2 - Expend a minimum of \$32,400,000.

**Phase 1:** Year 1 through Year 3 - Expend \$64,775,385 and create an estimated 573 units with an estimated 142 units being for 50% AMI households.

The Consortium is estimating seven years to complete the investment of all recycling funds through program income.

**Recycling Phases:** Year 2 through Year 7; create an estimated 172 units with an estimated 74 units being for 50% AMI.

See the Performance Schedule Table on next page.

Year	Year One												Year Two												Year 3											
	1st			2nd			3rd			4th			1st			2nd			3rd			4th			1st			2nd			3rd			4th		
	Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35
<b>Consortium Critical Management Actions</b>																																				
<b>ADMINISTRATION</b>																																				
Readiness																																				
Execute Funding Agreements (Prior to Start)																																				
Legislate the Four NSP2 Funds																																				
Hire Consortium Manager																																				
Establish Recycling Mechanism																																				
Contract Homebuyer Education Partners																																				
NSP2 Training of Consortium Members																																				
Lease Purchase Training																																				
NSP2 Training of Developers/Contractors																																				
Green Training of Developers/Contractors																																				
Establish Stabilization Partners e.g United Way																																				
Establish Marketing and Media Campaign																																				
Ongoing																																				
Implement Marketing and Media Campaign																																				
Monthly DRGR Fiscal Reports (start month 21)																																				
Quarterly Performance Reports																																				
Bimonthly Consortium Meeting																																				
Monthly Lead Applicant Staff Meeting																																				
Monitoring Consortium Agreements																																				
Monitoring Homebuyer Ed Agreements																																				
Monitoring Long Term Affordability (Annual)																																				
Engage Stabilization Partners e.g United Way																																				
<b>PROJECT IMPLEMENTATION</b>																																				
<b>Phase 1 Projects (Years 1 to 3)</b>																																				
Collaboratively Design Projects																																				
Acquire Property																																				
Review and Approve Projects																																				
Bid and Award Projects																																				
Conduct Preconstruction Meetings																																				
Rehabilitation and Construction Work																																				
Monitor Construction																																				
Sell Homes																																				
Execute Lease Purchase Agreements																																				
Lease-up Rentals																																				
<b>Recycling Projects (Years 2 to 7)</b>																																				
Collaboratively Design Projects																																				
Acquire Property																																				
Review and Approve Projects																																				
Bid and Award Projects																																				
Conduct Preconstruction Meetings																																				
Rehabilitation and Construction Work																																				
Monitor Construction																																				
Sell Homes																																				
Execute Lease Purchase Agreements																																				
Lease-up Rentals																																				

**c. Income Targeting for NSP2**

Based upon the award to Columbus of \$64,775,385, the minimum amount that will be dedicated to households at or below 50% of the AMI is \$16,193,847 plus 25% of any program income. Columbus expects to exceed the amount required. These funds will be invested in homeownership housing opportunities. In addition, 50% AMI set aside funds will be invested in rental projects, including tax credit projects (both lease purchase, traditional rental and permanent supportive housing), that will benefit households at 50%AMI and under. All other NSP 2 funds will benefit households up to 120% AMI through both homeownership opportunities (for sale and short term lease purchase) and other rental opportunities.

**d. Continued Affordability for NSP2 Assisted Housing**

The length of continued affordability will be governed by the rules as established by HUD for the HOME Investment Partnerships Program. Sites funded by the City will have both a mortgage and restrictive covenant with recapture requirement in the event that the term of affordability is not met. Recapture of any funds will be out of net proceeds of sale. Continued affordability of homeownership properties will be assured based on the liens on the title of each home from the mortgage and restrictive covenant. Any change in ownership will require notification to the city because it is in the chain of title. Continued affordability of rental and short term lease-purchase properties will be documented with annual owner reports to the city

indicating occupancy of each unit, the income of the occupants and the rents charged for each unit. The city will reserve the right to monitor the units during the affordability period. The City will use the HUD Income Guidelines for the Columbus MSA and rents will be capped at 30% of the 50% Area Median Income with allowance for utilities (HUD-52267 Metropolitan Housing Authority Section 8 utility allowances). The maximum allowable rent for each year will be based on the rents as established by HUD for that year.

**e. Consultation, Outreach and Communications**

1. **Consultation:** Both units of local government (City of Columbus and Franklin County) are Members of the Consortium and already working collaboratively on NSP1 implementation. For example, the City and County have jointly created the AWARE Green/Universal Design Manual for NSP1. This will be the standard for all NSP1 and NSP2 rehabilitation and new construction projects for both the City and the County. Also the City and County have joined together with the Affordable Housing Trust of Columbus and Franklin County to implement a marketing web site and media campaign to advertise NSP1, NSP2, Home Again and other federally funded for sale and rental properties to potential homebuyer and renters. The County will also coordinate with smaller jurisdictions within the County that will be receiving services through NSP2 including Whitehall, Darbydale, Canal Winchester, and several townships. As Consortium members we will continue to consult one another during the implementation of NSP2.

NSP1 funding was provided to the State of Ohio. With the exception of NSP1 funding to rental projects funded under the low income housing tax credit program, the City and County do not anticipate to that it or any of the Consortium members will receive any NSP1 funding from the State. The Consortium has maintained an open dialogue with the State of Ohio. The State has expressed its preference under NSP2 to focus on smaller communities within the State.

2. **Outreach:** The Consortium will engage its community partners such as local CDC's, homebuyer counseling agencies, community action agencies, Columbus Board of Realtors and Columbus Realists to provide information to their external customers who are working toward homeownership and rental opportunities. The City's Neighborhood Liaisons will engage Area Commissions, civic associations and other neighborhood organizations within the Focus Areas. The Consortium will implement a marketing web site and media campaign that will target households who could qualify for NSP2 for sale and rental opportunities. All the Consortium members will also utilize their organization's website as a vehicle to inform the public of program policies and activities.

3. The City will sponsor events such as news conferences to mark milestones and successes of the program to inform the public of the on-going efforts to stabilize and revitalize neighborhoods. The City's Neighborhood Liaison staff is an established link between the neighborhood residents and government and will be engaged in ongoing distribution of information, linking and problem-solving. Customers will be directed to the City's Grants Management Office to lodge complaints for a timely resolution (within 15 days if feasible). Members will attend public meetings and distribute information about the program at local public offices and buildings.

**f. Performance and Monitoring**

**Program Implementation:** The Department of Development, City of Columbus, will be the lead agency in the implementation of the Consortium activities and will be responsible for all projects, consortia agreements and subrecipient contracts. The Department of Development's Housing Division and the Land Redevelopment Office, will each monitor and review all acquisition, disposition, demolition, housing rehabilitation and new housing construction projects, both for the projects that it implements, as well as all consortia and subrecipient partners, for compliance with NSP2 regulation and requirements. Department of Development staff will inspect all construction projects for compliance with city and county building codes and standards of decent, safe and sanitary requirements. Staff will also yearly monitor projects for long term affordability, where applicable.

**Monitoring Plan and Internal Audit:** The Department of Finance and Management will continue in its role as the internal audit and monitoring function. Staff within the Grants Management section currently performs this monitoring function with the CDBG, HOME, ESG and HOPWA programs, where a staff position is dedicated to the internal audit role. The Grants Management Coordinator and a Management Analyst will develop a monitoring plan and conduct all reviews. Monitoring reviews will consist of the following goals:

- Ensuring programs and agencies are complying with fiscal and programmatic regulatory requirements;
- Conducting on-site monitoring visits to programs and agencies that receive NSP2 funds;
- Ensuring that each program and agency is spending public funds in a prudent manner; and
- Providing technical assistance and advice on program implementation.

Continuous evaluation and monitoring will occur during the term of the NSP2. The monitoring plan will consist of: reviews completed of all staffing expenditures; monitoring of the acquisition, disposition, demolition and land banking activities; review of each consortia member contract and their respective activity; review of all subrecipient contracts; monitoring of the City of Columbus housing development projects; and daily review of all NSP2 expenditures.

**Factor 4 Leveraging**

The success of the Columbus and Franklin County Consortium to leverage funds must be evaluated in light of the difficult lending market that exists in the region at this time. In a series of articles dating from May 8 to May 29, 2009 in The Columbus Dispatch reported on efforts by Key Corp, Fifth Third Bancorp, Huntington Bancshares and Park National Corp to raise capital either voluntarily or out of necessity due to capital requirements of bank regulators and significant losses sustained due to the high rate of mortgage foreclosures in the region. Another area bank, National City, was recently acquired by PNC at the insistence of regulators. The financial distress of the banking community has severely hindered the availability of funding at a regional level and resulted in much more difficult lending standards for national lenders. As a result, much of the funding committed in this application is government or nonprofit funding. See Tables on next page for details regarding both Eligible Leveraged Resources and committed

resources that do not meet the NSP2 eligible criteria yet will greatly enhance the success of the Consortium's efforts.

The Columbus and Franklin County Consortium intends to participate through its Consortium member, the Affordable Housing Trust of Columbus and Franklin County, in the REO property acquisition and leveraged financing programs offered by the National Community Stabilization Trust (Stabilization Trust). These activities are complementary with and non-duplicative of neighborhood stabilization activities that we are undertaking locally. In order to participate in the financing programs offered by the Stabilization Trust, we intend to establish a financing approach consistent with HUD NSP requirements which, through collaboration with the Stabilization Trust, will leverage significantly more private loan capital to finance the acquisition and rehabilitation of vacant and foreclosed homes than would be possible without coordination with the Stabilization Trust.

<b>Leverage Eligible</b>					
<b>Consortium Member</b>	<b>Source of Funds</b>	<b>Amount</b>	<b>Firm Commitment</b>	<b>Eligible Use (Focus Area)</b>	
Affordable Housing Trust	Affordable Housing Trust	\$ 4,000,000	In Appendix 3	Acquisition/Rehabilitation (All)	
Affordable Housing Trust	National Community Stabilization Trust	\$ 19,000,000	In Appendix 3	Acquisition/Rehabilitation (All)	
Campus Partners	Campus Partners	\$ 500,000	In Appendix 3	Acquisition/Rehabilitation (5)	
Campus Partners	Columbus Foundation	\$ 100,000	In Appendix 3	Stabilization Efforts (5)	
Campus Partners	JP Morgan Chase Foundation	\$ 450,000	In Appendix 3	Acquisition/Rehabilitation (5)	
Campus Partners	Wagenbrenner Development	\$ 20,000,000	In Appendix 3	Construction (5)	
CD Collaborative	Nationwide Children's Hospital	\$ 1,536,000	In Appendix 3	Acquisition/Rehabilitation (3)	
City of Columbus	Capital Improvement Bonds	\$ 12,850,000	In Appendix 3	Infrastructure (5)	
City of Columbus	Capital Improvement Bonds	\$ 1,000,000	In Appendix 3	Infrastructure (11)	
City of Columbus	Capital Improvement Bonds	\$ 364,000	In Appendix 3	Infrastructure (1)	
City of Columbus	Clean Ohio Revitalization Fund Grant	\$ 3,000,000	In Appendix 3	Site Preparation (5)	
City of Columbus	United Way of Central Ohio	\$ 7,200,000	In Appendix 3	Stabilization Efforts (1, 2, 3, 5, 6, 12)	
Columbus Housing Partnership	New Market Tax Credits	\$ 4,048,500	In Appendix 3	Acquisition/Rehabilitation (1, 11, 12)	
Habitat for Humanity	Adopt a House Partners (5)	\$ 526,500	In Appendix 3	Construction (All)	
Habitat for Humanity	Federal Home Loan Bank	\$ 264,978	In Appendix 3	Construction (All)	
Habitat for Humanity	Softwood Lumber	\$ 323,531	In Appendix 3	Construction (All)	
		<b>Total</b>	<b>\$ 75,163,509</b>		
<b>Not Leverage Eligible</b>					
<b>Organization</b>	<b>Source</b>	<b>Amount</b>	<b>Notes</b>	<b>Eligible Use</b>	
City of Columbus	Capital Improvement Bonds	\$ 364,000	To be legislated	Infrastructure (7)	
City of Columbus	New Housing Preservation Bonds for Home Again	\$ 15,000,000	Not available yet due to economic stress in bond market and City budget in 2010 budget	Acquisition/Rehabilitation (All)	
City of Columbus	Capital Improvement Program: Housing Initiatives	To Be Determined		Infrastructure associated with urban infill housing (All)	
Columbus Housing Partnership Homeport	Huntington Bank Mortgages	\$ 10,000,000	Huntington Bank's commitment to provide \$10 million of mortgages to homebuyers who purchase Homeport homes	Mortgages (1, 11, 12)	
Columbus Metropolitan Housing Authority	CMHA-owned acreage for redevelopment and Land Values (County Auditor)	\$ 1,965,500	Current Assessed Land Values of two large tracts for redevelopment in Focus Areas (27 acres & 12 acres)	New Construction redevelopment sites in Areas 1 and 2	
Columbus Metropolitan Housing Authority	Low Income Housing Tax Credits; Public Housing Capital Funds; Project based Housing Choice Vouchers; Tax Exempt Bonds; Private Equity	To Be Determined	CMHA is committed to developing at the direction of the Consortium new construction rental developments in the Focus Areas	New Construction (All); Large redevelopment sites in Areas 1 and 2	
		<b>Total</b>	<b>\$ 27,329,500</b>		
		<b>Grand Total</b>	<b>\$ 102,493,009</b>		

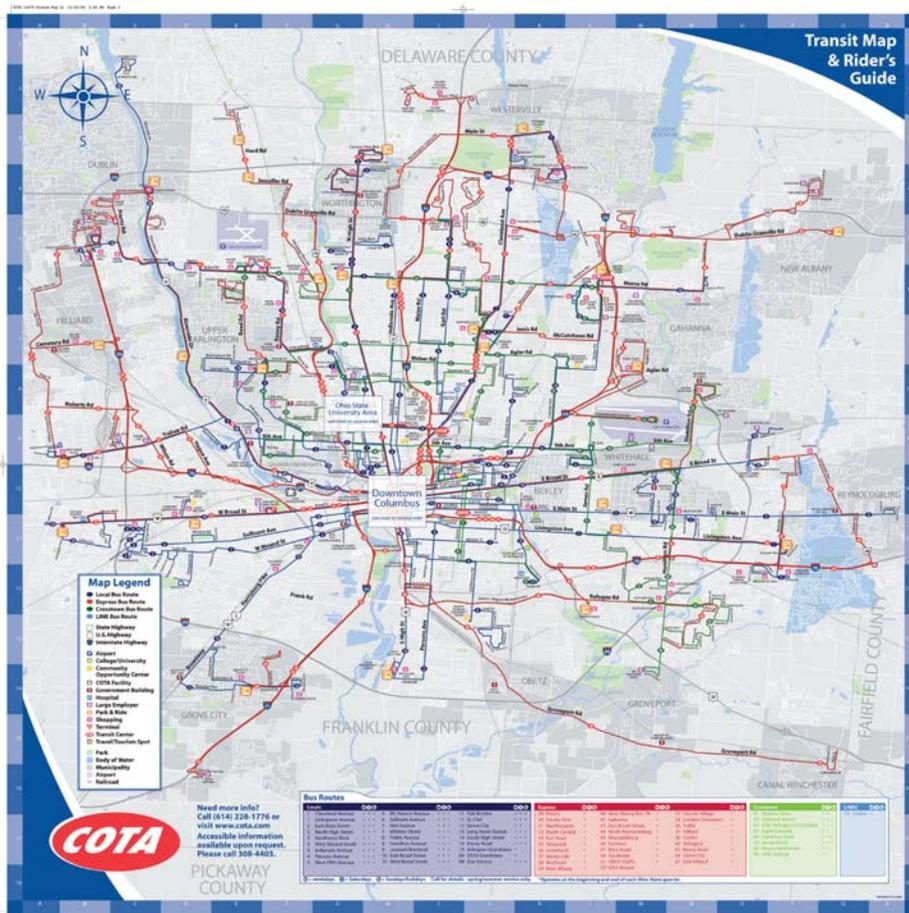
## **Factor 5 Energy Efficiency**

### **a. Transit Accessibility**

#### **Public Transportation**

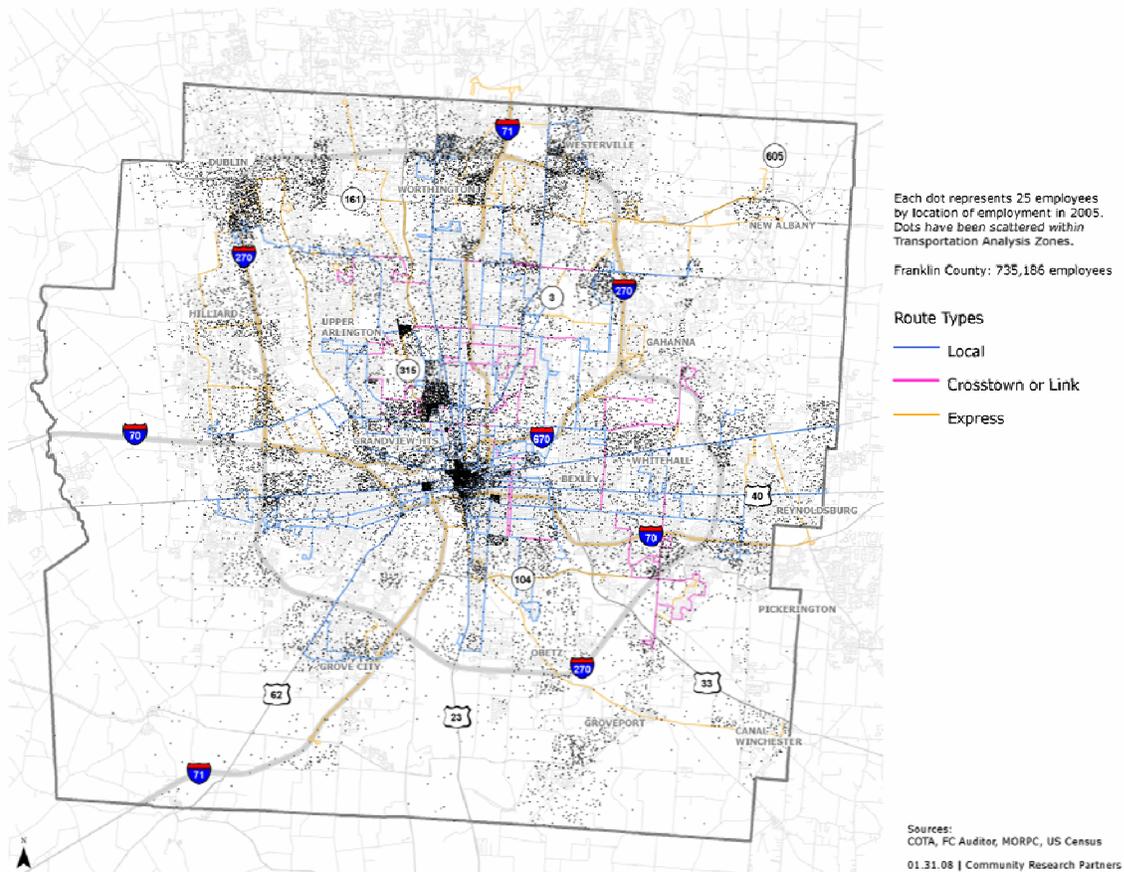
All of the 16 Focus Areas have transit accessibility via Central Ohio Transit Authority (COTA). The only exceptions are three census tracts out of the fifty-six total Census Tracts. These are located within Focus Area 13 and do not have direct access to COTA transit.

<http://www.cota.com/>



The **Franklin County Coordinated Plan** was adopted in April 2008 by The Mid-Ohio Regional Planning Commission (MORPC) Policy Committee and COTA Board of Trustees. The goal of coordinating transportation services is to achieve better service efficiency, increase client response, reduce overall costs for transportation and provide more travel options for all members of the community. In particular the coordinated plan worked to identify and improve access employment centers via COTA. The Franklin County Coordinated Plan will promote better coordination of transportation resources and services within the community and meet federal requirements. The Map below shows employment centers in Columbus and Franklin County that are accessible by COTA.

Web site: [Coordinated Plan document](#)



### Neighborhood Mobility Plans

Within four Focus Areas (4, 5, 6, 8), the City of Columbus and participating neighborhoods have established or are in the process of establishing Neighborhood Mobility Plans. It is the City of Columbus' goal to create livable communities that are safe and enjoyable for all citizens, whether you walk, ride, or drive. In order to achieve this goal, The City has implemented a community mobility planning effort to determine possible solutions for achieving a more balanced transportation infrastructure. Community mobility planning is a comprehensive approach that looks at all modes of transportation and its success is contingent upon input from key stakeholders and the public. By considering the concerns and needs of all users of the system, a stronger, more efficient and coordinated system can be created because there is more opportunity for citizens to move around, connect, and adapt to changes in the system.

Sample recommendations and initiatives include:

- Balance the transportation infrastructure for moving people and goods among all modes in accordance with Columbus' Complete Streets Policy
- Reduce traffic violations, both ticketed and not detected (speeding, failure to yield to pedestrian, running red-light, etc)
- Recognize and strengthen the connection between land use and the transportation system
- Promote distinct and vibrant neighborhoods

- Address issues from area plans, pedestrian crash history, and concerns from the public arising from open houses, walk audits, and 311 database (traffic calming, crosswalks, sidewalks, etc.)
- Coordinate with the Columbus Bicentennial Bikeways Plan
- Add or repair missing & broken sidewalks
- Reduce speeds on some residential streets and alleys. Implement additional design features on some of the larger arteries that will limit speeding capability.
- Convert some one way streets to two way streets. Speeding tends to increase on one way streets. This would also limit some of the accidents that can result from wrong turns and attempts to pass cars.
- Remove trash, promote neighborhood cleanups and locate trash containers in appropriate areas. This will increase the aesthetics of the walkable areas making people more likely to travel them.

Website: [http://pubserv.ci.columbus.oh.us/transportation/community\\_mobility/cmpmain.html](http://pubserv.ci.columbus.oh.us/transportation/community_mobility/cmpmain.html)

### **b. Green Building Standards for All Projects**

All housing projects under NSP2 will be energy efficient, green, healthy, environmentally friendly, lead safe, and accessible by using Energy Star rated, green compliant and universal design methods/materials/products/planning/design as mandated in Columbus and Franklin County's AWARE Green/Universal Design Manual (Available on Request). The AWARE manual standards shall be used in the writing of all project work specifications. This will insure that all NSP2 housing projects shall meet or exceed all the Energy Star and Enterprise Green Communities mandatory criteria for substantial rehabilitation and new construction. The Enterprise Green Communities Multifamily mid or high rise housing will meet or exceed ASHRAE Standard 90.1-2004 Appendix G plus 20%. Criteria Link is as follows: <http://www.practitionerresources.org/cache/documents/666/66641.pdf>.

The City of Columbus and Franklin County have collaboratively created and adopted AWARE Manual in an effort to reach the highest level of green and universal design standards in federally funded projects. The Consortium desires to obtain the highest level of green, visit-ability and accessibility possible within the parameters of funding and feasibility of each project. Accessibility will exceed the standards of 23 CFR part 8. Water efficient toilets, showers and faucets such as those with the WaterSense label must be installed. The City and County are fully committed to enforcing the AWARE standards for all NSP 2 construction projects throughout Columbus and Franklin County.

All renovation work will be performed by City of Columbus Home Improvement Contractor (HIC) licensed contractors and licensed trade contractors. All renovation work will comply with all City of Columbus, Ohio Building, CABO, OBOA current building and housing codes. All work standards will meet or exceed the City of Columbus' Performance Manual for housing rehabilitation programs. All lead work will be performed by State of Ohio licensed lead abatement contractors and all renovation work will be performed by certified lead safe workers. All projects will be in compliance with HUD Environmental Review Regulations found at 24 CFR Part 58.[CoC3]. All construction will be performed at the highest quality and in a timely fashion. All workmanship is covered under an 18 Month Building Industry of America

Approved Warranty. Final inspection, commissioning, energy audit and lead safe clearance will be conducted on every unit.

### **Additional Standards for Pre-and Post-development Work**

1. An on-site **preliminary inspection** will be conducted to determine whether “gut-to-the-studs” is appropriate, and whether or not the unit is feasible for further pre-development work and renovation.
2. A licensed Structural Engineer will perform a **Structural Inspection** and provide a letter of opinion as the integrity of the structure. This letter is stamped with the engineer’s seal from the State of Ohio. The engineer’s letter and architectural plans will be used in correlation to renovate the structure.
3. A sewer camera will be used in a **Sewer Inspection** to determine the status of the sewer and recommend replacement or not.
4. **Architectural Specifications** will include instructions for: Fireproofing/Rating, (per Code as needed), specifications for bearing walls, Structural reinforcement including new headers for windows and doors, applying modern building codes to floor systems (reinforcing floor joists with 2x8 or 2x10 as needed) and adding steel beams if a determination is made that the old balloon system is not able to support the new load during renovation. (Structural Inspection input).
5. **Gut to Studs.** As determined in pre-inspection, the property is to be completely gutted, allowing for lead, rodent and pest abatement. All load bearing walls are marked. Structure is cleaned and all nails pulled from the studs. Property is to be cleared of all electrical wiring and fixtures, all plumbing lines and drains, and old HVAC systems. Property is then boarded up to code until renovation construction begins. If gut to studs is not appropriate, rehabilitation will be done based on work specifications noted below.
6. **Building Maintenance Manual.** Provide to property owners a manual that includes the following: a routine maintenance plan; instructions for all appliances, HVAC operation, water-system turnoffs, lighting equipment, paving materials and landscaping, pest control and other systems that are part of each occupancy unit; an occupancy turnover plan (rental properties) that describes the process of educating the tenant about proper use and maintenance of all building systems.
7. **Homeowner and New Resident Orientation with Occupant Manual**  
Provide an Occupant Manual (compact disc and/or printed) for homeowners and renters that explains the intent, benefits, use and maintenance of green building features and encourages additional green activities such as recycling, gardening and use of healthy cleaning materials, alternate measures for pest control, and purchase of green power. Provide a walk-through and orientation to the homeowner or new resident using the Occupant Manual that reviews the building’s green features, operations and maintenance along with neighborhood conveniences.

### **c. Re-use of Cleared Sites**

Allow community groups to use vacant lots within the Columbus Land Bank as gardens, pocket parks, and other community improvement projects. The Land Bank has an existing Garden Lease Program that is expanding each year. Additionally, the Land Bank will sell vacant lots to adjacent property owners under its Side Yard Lot Program.

**d. Deconstruction/Waste Management**

**Deconstruction:** There are no full-time deconstruction companies or organizations in the central Ohio area at this time. Several organization, including Habitat for Humanity and Columbus Green Building Forum, have organized several deconstruction events over the past couple years. The Consortium will work with a nonprofit organization that has expressed interest in forming a deconstruction business.

**Waste Management:** The AWARE Manual mandates that every developer and contractor use a detailed framing plan to reduce wood waste and to create a framing order waste factor limit. The limit of the overall estimated waste factor shall be 10% or less. Also in the AWARE manual it is mandated that all cardboard generated on the work site be taken to a recycling site. The Consortium shall also mandate that all construction and demolition debris be disposed of to a local facility that recycles this type of material.

**e. Other Sustainable Practices**

**Recycled Materials**

The AWARE Manual includes products that are made of recycled material. The next step we are taking is to expand our construction material and products to increase our use and to expand the demand/desire of other recycled materials. The Consortium will be researching the availability and feasibility in using the following on NSP2 projects:

Possible Recycled Materials	
Recycled carpeting	Roofing – asphalt and metal
Recycled carpet padding	Concrete with recycled aggregate
floor tile	Recycled sheetgoods
Kitchen countertops made of various recycled material	Bathroom sinks and vanity tops made with recycled materials

**Factor 6: Neighborhood transformation and economic opportunity**

**(6.1) The Franklin County and City of Columbus Combined Consolidated Plan 2005 to 2009**, as amended in 2008 to include Neighborhood Stabilization Program (NSP 1) activities, outlines goals and objectives for activities eligible under NSP2. Examples of Theme (T), Goals (G), and Objectives (O):

- Acquire and sell for redevelopment vacant and abandoned residential properties through the City’s Land Reutilization Program (T1G3O4 p.138).
- Turn abandoned central city structures into productive uses or resale (T2G3O1 p. 139).
- Provide clean, environmentally safe lots for central city private redevelopment or public green space (T2G3O2 p. 139).
- Provide gap financing to developers to produce affordable housing (affordable to households with income at or below 80% AMI) in the Neighborhood Investment Districts (T1G3O3 p. 138).
- Provide gap financing to for-profit and non-profit developers of rental apartments that are affordable to households at or below 40% AMI (T1G4O1 p. 138).

### **Consolidate Plan web sites**

City: [http://finance.columbus.gov/content.aspx?id=544&menu\\_id=574](http://finance.columbus.gov/content.aspx?id=544&menu_id=574)

County: [http://www.franklincountyohio.gov/commissioners/edp/5\\_year\\_consolidated\\_plan.cfm](http://www.franklincountyohio.gov/commissioners/edp/5_year_consolidated_plan.cfm)

### **Columbus Comprehensive Plan**

The Columbus Comprehensive Plan, which includes the City's Thoroughfare Plan, was adopted in 1993. A number of initiatives outlined in the plan have been undertaken since that time, including the adoption of code amendments addressing such things as parkland dedication, sidewalk installation, and transportation improvements. The Comprehensive Plan contains many recommendations which reinforce the objectives of the Neighborhood Stabilization Program. Examples include:

#### **General Citywide Land Use Recommendations (page 35):**

- *Encourage the provision of affordable housing throughout the city, with emphasis on sites accessible to employment centers.*
- *Public incentives such as tax abatement, building and zoning code revisions, and other tools should be used to create a mix of housing opportunities throughout the city.*
- *Provide technical and financial support to assist in the revitalization of neighborhoods and activity centers in all parts of the city.*

#### **Neighborhoods (pages 87)**

- *Enhance and maintain a positive neighborhood identity and image.*
- *Undertake appropriate strategies to arrest housing deterioration including vigorous code enforcement and, as needed, rehabilitation programs.*

#### **Revitalization Policies (page 95)**

- *The city will stimulate and encourage the private sector to reinvest in housing and undertake programs designed to improve the demand for housing.*
- *Programs of land banking and land assembly/redevelopment will be undertaken in neighborhoods with advanced stages of revitalization need.*

The Columbus Comprehensive Plan and neighborhood plans for Columbus can be found at the following city website: <http://td.ci.columbus.oh.us/Bizdevelopment/PlanList/index.asp>

### **Individual Neighborhood Plans that include Census Tracts for NSP2 and Adopted City of Columbus Neighborhood Plans within NSP 2 Focus Areas**

The Columbus Planning Division, within the Department of Development, works in partnership with Columbus residents to enhance and sustain neighborhoods. Staff responds to neighborhood development issues and opportunities with planning assistance tailored to the demands of each situation. Typically planning assistance involves a teamwork approach with the neighborhood and includes preparation of area plans and studies; development of action plans, strategies and programs; preparation of corridor plans and studies; and provision of support and general assistance to community organizations. Columbus plans present a consensus-based vision of the built and natural environments for an area or neighborhood for the next 10 years. This vision is defined by land use and density patterns, land use interrelationships, urban design, and supporting facilities and systems (transportation, other infrastructure, and community facilities). A plan takes into account a variety of factors in achieving a vision – historic development, urban form, land use, environmental features, zoning, transportation and infrastructure systems, economics, housing, and community facilities. A plan establishes official city policy and

provides guidance to public and private property owners, organizations, citizens, and other stakeholders regarding the vision of the neighborhood.

City Council adopted neighborhood plans in place for NSP2 Focus areas include:	
Franklinton Plan (Areas 2 &6)	Northland Plan, Volume I (Area 12)
Greater Hilltop Plan (Area 4)	North Linden Neighborhood Plan (Area 8)
King Lincoln District Plan (Area 1)	South Linden Neighborhood Plan (Area 9)
Milo Grogan Neighborhood Plan (Area 9)	South Side Plan (Area 7)
Near East Area Plan (Areas 1)	Southwest Area Plan (Area 14)
Near Southside Neighborhood Plan (Area 3)	Weinland Park Neighborhood Plan (Area 5)
North Central Area Plan (Areas 10 and 11)	Westland Plan (Area 14)

These plans, along with all other Columbus neighborhoods plans, can be found at:

[City of Columbus: Neighborhood Plans and Overlays](#)

**(6.2)(a)** NSP2 activities relate to and increase the effectiveness of the City and County to implement their **HUD 2005-2009 Consolidated Plans** (as amended) and work within the goals and strategies of the **Columbus Comprehensive Plan** by providing additional resources, both federal and leveraged, to meet the goals and objectives in affordable housing and neighborhood revitalization. The Columbus and Franklin County Consortium will

- Acquire and sell for redevelopment vacant, abandoned and foreclosed residential properties through the City’s Land Bank.
- Turn vacant, abandoned and foreclosed central city structures into productive uses or resale.
- Provide clean, environmentally safe lots for central city private redevelopment or public green space.
- Provide gap financing to nonprofit and for-profit developers to produce affordable housing.

**(6.2)(b)** NSP2 activities relate to and increase the effectiveness of the various **neighborhood plans** which call for revitalization, safety/crime prevention and housing initiatives including the elimination of vacant and abandoned housing.

- The Consortium will engage all City and Franklin County departments in coordinating the investment of other local government resources in the NSP2 Focus Areas to support Consortium Members projects and the holistic revitalization of neighborhoods. Initiatives could include capital improvement projects, home rehabilitation and repair for homeowners, ARRA funds for weatherization (HWAP), Code Enforcement, Neighborhood Pride, neighborhood liaisons, fire and police initiatives (Crime Free Multi-housing Certification, safety training, blockwatch)
- A proposed Consortium member initiative will be to require all NSP2 rental projects to participate in the Columbus Police Department’s (CPD) Crime Free Multi-housing Certification Program. This program, based on a successful national model, promotes crime prevention through environmental design (defensible space) and police training and collaboration with property managers.

CPD is successfully implementing this plan in Columbus and is committed to working in collaboration with the Consortium. In addition, all homeownership housing will have a fully operational security system with control panel

- Incorporate capacity building and continuous improvement opportunities among Consortium Members, partners, contractors and neighborhood organizations through training, mentoring, and ongoing monitoring and accountability.
- Consortium members will work to generate transformational residential and commercial projects in the next 10 years utilizing six large tracts of land **already owned** by Consortium members or community partners within six of the NSP2 Focus Areas. The City of Columbus (areas 7 & 4); Campus Partners with Wagenbrenner Development (area 5), Columbus Housing Partnership (area 11) and community partner Columbus Metropolitan Housing Authority (areas 1 & 2).