



# Columbus Near East Side

## BLUEPRINT FOR COMMUNITY INVESTMENT



THE OHIO STATE UNIVERSITY



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# 1

## ***Executive Summary***

Two years ago, The Ohio State University, City of Columbus and the Columbus Metropolitan Housing Authority (CMHA) embarked on a transformational community development initiative for a large part of the City's Near East Side. In an area of over 800 acres—which is roughly equivalent to that of Downtown Columbus—these three organizations promised to develop a revitalization plan that was based on the community's collective vision with achievable strategies and clearly identified implementation actions. Together, they formed the planning organization *Partners Achieving Community Transformation*, or PACT.





## The Transformation of the Near East Side

PACT's mission has been focused on enhancing the quality of life in the Near East Side, with a particular emphasis on improving the health and wellness of all residents. To that end, a series of project goals emerged early in the effort that have

guided the planning process:

- Promote a healthy community, full of cultural and economic diversity;
- Serve as a catalyst for additional community redevelopment efforts;
- Encourage commercial and retail development;
- Provide education, job-training, employment, and recreation opportunities for the community; and
- Be inclusive of all community stakeholders in redevelopment decisions.



**PACT, together with its partners and hundreds of community members, has made a commitment to revitalize one of the city's most historic neighborhoods—the Near East Side. Home to:**

- *Lincoln Theatre;*
- *King Arts Complex;*
- *University Hospital East;*
- *CarePoint East;*
- *East High School;*
- *Columbus Urban League;*
- *Franklin Park;*
- *Ward YMCA;*
- *MLK Library;*
- *Columbus Foundation;*
- *faith-based institutions;*
- *numerous civic and cultural organizations;*
- *and*
- *over 7,000 residents*





*The PACT geography is a portion of what is known as the Near East Side of Columbus. Nestled between downtown and Bexley. The boundaries of our planning area are Woodland Avenue to the east; Broad Street to the south; I-71 to the west; I-670 to the north.*

### **Community Engagement.**

PACT has engaged the community for over two years and has held dozens of public meetings, open houses, community conversations, and other events. Five subcommittees were formed that included in total approximately 100 members and covered the following five core plan elements: *Jobs and Economic Impact*; *Safe, Vibrant, and Accessible Neighborhoods*; *Health and Wellness*; *Education*; and *Housing*. These subcommittees, who met monthly, developed detailed reports that guided the planning team's final plan recommendations. Over thirty stakeholder engagement meetings that included more than a hundred participants, were conducted by the planning team. Together, PACT and the planning team engaged the residents on a near-monthly basis and worked hard to ensure a collaborative and transparent planning process.

### **A Community-Built Vision**

**Vision.** The Near East Side will prosper as a revitalized and diverse mixed-income neighborhood that builds on its important history and current residents while welcoming new and returning neighbors. The many existing assets will be strengthened and future opportunities will be swiftly realized. Quality housing for all; healthy, educated and employed residents;



## EXECUTIVE SUMMARY

vibrant streets and beautiful green spaces; thriving retail; and above all a safe environment will be the defining hallmarks of our neighborhood.

### Project Principles

1. The neighborhood is diverse (socially, culturally, economically) but anchored by the strong African-American heritage
2. Quality housing is available to people, regardless of income
3. The neighborhood is safe and perceived as safe
4. Historic preservation is embraced and promoted.
5. Health and wellness are emphasized
6. The neighborhood becomes a destination for jazz, arts, and entertainment, especially around the Lincoln Theatre and King Arts Complex
7. Educational standards are high and the schools meet the needs of existing residents and attract new ones
8. Residents and businesses take pride—ownership and responsibility—in maintaining their properties
9. The neighborhood is physically connected to downtown and the surrounding neighborhoods (via streets, corridors, sidewalks)
10. New businesses, especially the small independently owned, thrive and offer employment opportunities for residents



*The Blueprint lays out strategies that address quality of life as well as physical development initiatives.*

### Focused on Implementation

Ohio State has committed to a \$10 million, 10-year investment in the transformation of the Near East Side. Specifically, catalytic residential, educational, and commercial initiatives have been identified along Taylor Avenue. CMHA has committed to redevelop Poindexter Village into a mixed-income, mixed-use community with or without the assistance of a \$30 million Choice Neighborhood Implementation Grant. The City has committed to continue their investment in the streets, commercial corridors, and necessary infrastructure to support the proposed development initiatives.

**PACT Blueprint for Community Investment**



***The potential exists to increase households by 20% create up to 75,000 square feet of new commercial development in ten years.***

In total, the plan calls for a total community investment opportunity of up to \$165 million over 10 years.

**TABLE 1.1: PACT Community Investment Potential**

|   | TOTAL INVESTMENT     |
|---|----------------------|
| <b>TAYLOR AVENUE</b>  | \$24 million         |
| <b>SIGNATURE GROCERY STORE</b>  | \$5–\$7 million      |
| <b>POINDEXTER VILLAGE</b><br>Inclusive of opportunity to apply for a HUD Choice Neighborhoods Implementation Grant up to \$30 million | \$56–\$81 million    |
| <b>MT. VERNON EAST</b>  | \$19 million         |
| <b>MT. VERNON BUSINESS DISTRICT</b>   | \$15.1 million       |
| <b>LONG STREET</b>  | \$15–\$22 million    |
| <b>TOTAL COMMUNITY INVESTMENT POTENTIAL</b>   | <b>\$165 MILLION</b> |

### A New PACT Organization

Working hand-in-glove with government, business, and community members, PACT thrived during two years of strategic planning. With the publication of this report, PACT has reached a critical milestone—the organization now has a blueprint for how it can most effectively impact the Near East Side neighborhood.

In the spring of 2013, PACT has been restructured as a non-profit corporation (Ohio 501(c)(3)) governed by a board of directors consisting of representatives from:

- The Ohio State University Wexner Medical Center
- Columbus Metropolitan Housing Authority
- The City of Columbus
- Community representatives

As PACT continues to implement, it will be seeking additional partners who may also become representatives on the PACT board. Among the functions of the new governance will be to achieve these new partnerships and help to successfully transition PACT from a planning body to a convening body solely focused on implementation.. With this new organization, PACT will have the ability to engage developer partners to create new housing and commercial spaces; collaborate with organizations to provide new education, workforce development, and health and wellness programs; and in general support revitalization efforts across the Near East Side.



## 2 *Introduction*

The Launch was held to celebrate the beginning of the neighborhood planning process and the partnership formation between the City of Columbus, The Ohio State University, and the Columbus Metropolitan Housing Authority. This partnership was named Partners Achieving Community Transformation, or PACT. It's purpose: to plan for and invest in the Near East Side Neighborhood.



*Community residents signing the PACT poster at the January, 2012 public inaugural event.*



## Partners Achieving Community Transformation (PACT)

Partners Achieving Community Transformation (PACT) is a partnership between the City of Columbus, The Ohio State University (Ohio State), the Columbus Metropolitan Housing Authority (CMHA) and Near East Side stakeholders. The partnership was created in 2010 to enhance the quality of life and foster healthy community revitalization on the Near East Side of Columbus. PACT's vision is to "create a healthy, financially and environmentally sustainable community where residents have access to safe and affordable housing, quality healthcare and education, and employment opportunities." PACT will achieve this vision by remaining focused on the core goals established at the beginning of the effort:

- To promote a healthy, culturally and economically diverse community.
- To be a catalyst for continuing and expanding redevelopment efforts in the surrounding area and promote and protect commercial and retail development within the defined geography.
- To provide recreational opportunities for children and families.
- To provide education, job training and employment opportunities.
- To include stakeholders in major decisions throughout the redevelopment process.

As of the publication of this plan (2013s), PACT will transition from a planning body to an implementation-focused 501(c)(3) non-profit corporation. It will be governed by a board of directors consisting of representatives from Ohio State, CMHA, the City of Columbus, and other potential partners yet to be identified. With this non-profit corporate status, PACT will be able to enter into new partnerships, acquire strategic properties and identify development partners, apply for significant local, state, and federal funding opportunities, and in general will have the autonomy to implement the many initiatives being put forth in this plan.

## Creating a Blueprint for Community Investment

A *blueprint* is an architectural term describing a technical drawing that documents in detail an architecture or engineering design. Similarly, a *Blueprint for Community Investment* is a detailed and comprehensive, long-term strategy that helps to guide the development of a particular neighborhood or community. It goes beyond the visioning and goal-setting to provide specific actions and correlating steps, and it identifies the funding gaps, opportunities, and sources. The Blueprint will be the guiding document for community revitalization in the Near East Side of Columbus.

## A HEALTHY NEIGHBORHOOD OF CHOICE

The overarching theme of the neighborhood Blueprint is one of health and wellness. The plan, which was funded in part through a HUD Choice Neighborhoods planning grant, addresses a wide range of issues and corresponding strategies that impact education, workforce development, housing, and neighborhood revitalization. However, across all strategies, the question first asked was how can each initiative improve the health and well-being of the Near East Side. With Ohio State Medical being a core partner, the Blueprint could not have been prioritized in any other way.

## SUBCOMMITTEE PROCESS

In 2011, a year prior to hiring a professional planning team, PACT organized five subcommittees to develop a set of goals and priorities for each of the five core components of the planning initiative. As stated by PACT, the primary purpose for each subcommittee was to:

- Jobs & Economic Impact
  - > Equip the residents of the Near East Side with tools towards greater employment; help to connect them to employment opportunities; and attract new and support existing businesses on the Near East Side.
- Safe, Vibrant & Accessible Neighborhoods
  - > An increased awareness of the history and culture of the area will continue to

promote a vibrant area through a variety of programming. The ability to attract residents and visitors to the community will be closely tied to the increased safety and accessibility of the neighborhood. The recommendations put forth by the subcommittee aim to make the Near East Side a neighborhood to live and visit often.

- Health & Wellness
  - > Capitalize on the resource of existing stakeholders to provide access to care and health information will be a core theme as the community transforms to a healthier Near East Side. The subcommittee recommendations will focus on addressing the health needs of the community and prevention education.
- Housing
  - > The ability to provide a variety of housing options will help to stabilize the Near East Side by maintaining current residents and attracting new residents. Providing information on resources available for both homeowners and renters is a goal of the subcommittee recommendations. Additionally, the subcommittee might propose the development of new programming related to housing.

- Education
  - > K–12, institutions of arts, sciences, culture, higher education and other post-secondary options afford the Near East Side with a great resource for education. The subcommittee recommendations focus on the success of students through increased partnership with institutional stakeholders, parents and students/youth.

### A TRANSPARENT, COMMUNITY-DRIVEN PROCESS

As the subcommittees were completing their final reports and recommendations, the planning team initiated a community engagement effort that included over thirty interviews and focus groups and near-monthly public events to continue to keep residents informed. Specific events included:

- March: **Project kick-off**
- May: **Open House** to meet planning team and subcommittee members
- June 26–27: **Community Conversations** to present and review subcommittee reports
- July: 3-day **Community Planning Workshop** to formalize project principles and develop preliminary community-based plan strategies
- September: **Poindexter Village Resident Focus Groups** to better understand resident

needs and visions for a future, redeveloped Poindexter Village.

- October: three **Core Development Area Workshops** to present redevelopment initiatives and gain community feedback
  - > Taylor Avenue
  - > Commercial/retail areas along Mt. Vernon Avenue and Long Street
  - > Poindexter Village
- November: **Implementation Open House** to present all core implementation initiatives and gain community feedback
- February: **Draft Plan Open House** to present the draft plan and initiate a 30-day public comment period
- April: **Final Plan Presentation** to celebrate completion of the planning process and kick off implementation efforts



## ***3 The Near East Side Today: A Neighborhood Profile***

To better understand conditions across the 800 acre planning area, a comprehensive Neighborhood Profile was developed to assess demographic and numerous other sources of data. The following chapter highlights key aspects of the report as they relate to the current conditions of residents and the physical components of the neighborhood.



*The Near East Side is an 800-acre area that includes a wide variety of land uses.*

### **A Neighborhood rich in history<sup>1</sup>**

The Near East Side was originally part of several upper middle-class communities that were developed in the late nineteenth century as a result of new streetcar lines along Broad Street, Long Street, and Mt. Vernon Avenue. By the 1920s, the Near East Side had emerged as one of the more diverse neighborhoods within the city, both in terms of ethnicity and level of wealth. Affluent African-Americans lived along Long Street and near Hamilton Park. As Jazz came to prominence in the 1920s, a vibrant cultural corridor emerged along Long Street and to a lesser degree Mt. Vernon Avenue.

A major change occurred during the early 1940s with the development of Poindexter Village. What was formerly known as the Blackberry Patch became one of the nation's first public housing projects. Named after the Reverend James M. Poindexter, the first African-American City Council Member of the City of Columbus, Poindexter Village provided significantly higher quality homes than what was previously available for many of the City's poorer residents.

The Near East, as with most inner-city neighborhoods across the country, entered into a slow

decades-long decline with the advent of the automobile and turmoil of the late 1960s. Large homes built for the wealthy residents of previous generations were sold to investment landlords and subdivided into multifamily buildings.

Importantly, however, a significant portion of homeowners did remain in the Near East Side,

and the neighborhood did not witness the same degree of disinvestment as other urban neighborhoods in the country. This is particularly evident in areas such as Woodland and certain blocks north of Broad Street. These homeowners maintained a level of stability and history and helped preserve the character of the Near East Side that is still clearly prevalent today.



***The Lincoln Theatre, first opened as the Ogden Theatre in 1928, was renovated and reopened in 2009.***

<sup>1</sup> This section was based in part on the 1995 Near East Area Plan. A more detailed history of the Near East Side can be found in the plan report at: [http://development.columbus.gov/uploadedFiles/Development/Planning\\_Division/Documents\\_Library/NearEastAreaPlan.pdf](http://development.columbus.gov/uploadedFiles/Development/Planning_Division/Documents_Library/NearEastAreaPlan.pdf)

## The Near East Side Today

### People

#### Age and ethnicity

Approximately 7,700 residents call the Near East Side home. The area has a higher percentage of children under the age of 17 and adults over the age of 55 than either the City or Franklin County, with lower percentages of working-age adults between the ages of 18–54. At 82%, the neighborhood is predominantly African-American. The second highest ethnicity is white at 12% with the third being multiracial at just over 4%.

TABLE 3.1: Age Profile: Near East Side, Columbus, Franklin County

| INDICATOR                                 | PLANNING AREA | COLUMBUS | FRANKLIN COUNTY |
|---|---------------|----------|-----------------|
| <b>TOTAL POPULATION</b>                   | 7,753         | 787,033  | 1,163,414       |
| Population under age 5                    | 801           | 60,029   | 83,117          |
| <i>Percent population under age 5</i>     | 10.3%         | 7.6%     | 7.1%            |
| Population ages 5 to 17                   | 1,549         | 122,390  | 195,425         |
| <i>Percent population ages 5 to 17</i>    | 20.0%         | 15.6%    | 16.8%           |
| Population ages 18 to 24                  | 830           | 110,702  | 138,761         |
| <i>Percent population ages 18 to 24</i>   | 10.7%         | 14.1%    | 11.9%           |
| Population ages 25 to 54                  | 2,849         | 352,800  | 508,528         |
| <i>Percent population ages 25 to 54</i>   | 36.7%         | 44.8%    | 43.7%           |
| Population ages 55 to 64                  | 846           | 73,512   | 121,877         |
| <i>Percent population ages 55 to 64</i>   | 10.9%         | 9.3%     | 10.5%           |
| Population age 65 and over                | 878           | 67,600   | 115,706         |
| <i>Percent population age 65 and over</i> | 11.3%         | 8.6%     | 9.9%            |

SOURCE: U.S. CENSUS BUREAU, 2010 DECENNIAL CENSUS

TABLE 3.2: Race & Ethnicity Profile: Near East Side, Columbus, Franklin County

| INDICATOR                                       | PLANNING AREA | COLUMBUS | FRANKLIN COUNTY |
|---|---------------|----------|-----------------|
| <b>TOTAL POPULATION</b>                         | 7,753         | 787,033  | 1,163,414       |
| White population                                | 921           | 483,677  | 805,617         |
| <i>Percent white</i>                            | 11.9%         | 61.5%    | 69.2%           |
| Black or African American population            | 6,330         | 220,241  | 247,225         |
| <i>Percent black or African American</i>        | 81.6%         | 28.0%    | 21.2%           |
| Asian population                                | 51            | 31,965   | 44,996          |
| <i>Percent Asian</i>                            | 0.7%          | 4.1%     | 3.9%            |
| Other race population                           | 137           | 25,064   | 30,870          |
| <i>Percent other race</i>                       | 1.8%          | 3.2%     | 2.7%            |
| Multiracial population                          | 314           | 26,086   | 34,706          |
| <i>Percent multiracial</i>                      | 4.1%          | 3.3%     | 3.0%            |
| Hispanic or Latino population (of any race)     | 168           | 44,359   | 55,718          |
| <i>Percent Hispanic or Latino (of any race)</i> | 2.2%          | 5.6%     | 4.8%            |

SOURCE: U.S. CENSUS BUREAU, 2010 DECENNIAL CENSUS

**Income, poverty and public assistance**

The average income for residents in the Near East Side is \$25,000, which is less than half the average for the City of Columbus. Fifty-five percent of all residents live in poverty; over 75% of children within the planning area live in poverty. Correspondingly, reliance on public assistance is high. Nearly 60% of residents receive food stamps versus 18% within Franklin County. An equal percentage receive Medicaid, as compared with just under 23% within Franklin County.

**TABLE 3.3: Public Assistance Profile: Near East Side, Franklin County**

| INDICATOR  | PLANNING AREA | FRANKLIN COUNTY |
|--|---------------|-----------------|
| <b>TOTAL POPULATION</b>  | 7,753         | 1,163,414       |
| <b>FOOD STAMP RECIPIENTS</b>                                     | 4,523         | 209,530         |
| Percent of population receiving food stamps                      | 58.3%         | 18.0%           |
| <b>MEDICAID RECIPIENTS</b>                                       | 4,571         | 264,735         |
| Percent of population receiving Medicaid                         | 59.0%         | 22.8%           |
| <b>TANF (TEMPORARY ASSISTANCE FOR NEEDY FAMILIES) RECIPIENTS</b> | 803           | 30,820          |
| Percent of population receiving TANF                             | 10.4%         | 2.6%            |
| <b>CHILDREN UNDER AGE 13</b>                                     | 1,788         | 204,666         |
| <b>CHILD CARE ASSISTANCE RECIPIENTS UNDER AGE 13</b>             | 449           | 23,484          |
| Percent of children under age 13 receiving child care assistance | 25.1%         | 11.5%           |
| <b>CHILDREN UNDER AGE 6</b>                                      | 908           | 98,877          |
| <b>CHILD CARE ASSISTANCE RECIPIENTS UNDER AGE 6</b>              | 347           | 16,055          |
| Percent of children under age 6 receiving child care assistance  | 38.2%         | 16.2%           |

SOURCE: FRANKLIN COUNTY JOBS AND FAMILY SERVICES, APRIL 2011

**TABLE 3.4: Income & Poverty Profile: Near East Side, Columbus, Franklin County**

| INDICATOR   | PLANNING AREA | COLUMBUS | FRANKLIN COUNTY |
|---|---------------|----------|-----------------|
| <b>TOTAL HOUSEHOLDS</b>   | 2,865         | 318,454  | 457,799         |
| Average household income (dollars)                                  | \$25,604      | \$54,279 | \$65,392        |
| Percent households with income less than \$25,000                   | 60.9%         | 22.5%    | 17.4%           |
| Percent households with income \$75,000 and above                   | 6.5%          | 31.4%    | 40.1%           |
| Percent households receiving Supplemental Security Income (SSI)     | 19.2%         | 4.4%     | 3.8%            |
| Percent households receiving cash public assistance                 | 8.4%          | 3.3%     | 2.7%            |
| Percent households receiving food stamps/SNAP benefits              | 48.1%         | 13.6%    | 11.4%           |
| <b>TOTAL POPULATION</b>   | 6,724         | 770,407  | 1,141,117       |
| Poverty rate (percent of persons below poverty level)               | 55.7%         | 21.4%    | 17.0%           |
| Percent of persons below 200% of poverty (self-sufficiency)         | 75.9%         | 40.3%    | 33.8%           |
| <b>CHILD POPULATION (UNDER AGE 18)</b>                              | 2,422         | 179,669  | 275,716         |
| Child poverty rate  | 71.2%         | 29.6%    | 23.0%           |
| <b>FAMILIES</b>   | 1,402         | 172,226  | 270,541         |
| Family poverty rate   | 50.4%         | 15.8%    | 12.1%           |
| <b>FAMILIES WITH OWN CHILDREN (UNDER AGE 18)</b>                    | 767           | 856,640  | 133,132         |
| Poverty rate for families with own children (under age 18)          | 65.7%         | 23.8%    | 18.5%           |
| <b>FEMALE-HEADED HOUSEHOLDS W/OWN CHILDREN (NO HUSBAND PRESENT)</b> | 690           | 31,591   | 40,078          |
| Poverty rate for female-headed households w/own children            | 68.6%         | 43.4%    | 40.6%           |

SOURCE: U.S. CENSUS BUREAU, 2010 AMERICAN COMMUNITY SURVEY, 5-YEAR ESTIMATES, 2006-2010.

\* based on Census Tracts 28, 29, and 36

**Employment profile**

Fifty percent of residents aged 16 years and older are not currently within the labor force. This compares with 30% for both the City of Columbus and Franklin County. Importantly a significantly higher percentage of working residents rely on public transportation than either the City (3.1%) or the County (2.4%). While a number of residents remarked that public transportation was better within the Near East Side than at other locations in the city, it was still listed as a challenge that needed to be improved.

**TABLE 3.5: Transportation Profile: Near East Side, Columbus, Franklin County**

| INDICATOR   | PLANNING AREA* | COLUMBUS | FRANKLIN COUNTY |
|---|----------------|----------|-----------------|
| <b>TOTAL WORKERS AGE 16 AND OVER</b>              | 1,519          | 380,039  | 561,794         |
| Percent of workers driving alone to work          | 58.9%          | 80.8%    | 81.9%           |
| Percent of workers carpooling to work             | 9.6%           | 8.5%     | 8.1%            |
| Percent of workers taking public transit to work  | 21.5%          | 3.1%     | 2.4%            |
| Percent of workers walking or biking to work      | 6.0%           | 4.4%     | 3.7%            |
| Percent of workers working from home              | 3.9%           | 3.3%     | 3.9%            |
| <b>TOTAL HOUSEHOLDS</b>                           | 2,865          | 318,454  | 457,799         |
| Percent of households without access to a vehicle | 51.3%          | 9.9%     | 8.3%            |

SOURCE: U.S. CENSUS BUREAU, 2010 AMERICAN COMMUNITY SURVEY, 5-YEAR ESTIMATES, 2006-2010.  
\* based on Census Tracts 28, 29, and 36

**TABLE 3.6: Employment Profile: Near East Side, Columbus, Franklin County**

| INDICATOR   | PLANNING AREA* | COLUMBUS | FRANKLIN COUNTY |
|---|----------------|----------|-----------------|
| <b>POPULATION AGE 16 YEARS AND OVER</b>               | 4,566          | 608,940  | 895,210         |
| Percent not in labor force                            | 49.5%          | 29.7%    | 30.0%           |
| <b>CIVILIAN POPULATION AGE 18 AND OVER</b>            | 4,302          | 590,051  | 864,459         |
| Percent who are veterans                              | 6.8%           | 7.9%     | 8.6%            |
| <b>TOTAL LABOR FORCE</b>                              | 2,307          | 428,188  | 626,502         |
| Percent Armed Forces                                  | 0.0%           | 0.1%     | 0.1%            |
| <b>CIVILIAN LABOR FORCE</b>                           | 2,307          | 427,501  | 625,560         |
| Unemployment rate                                     | 28.4%          | 8.9%     | 8.0%            |
| Percent management & professional jobs                | 26.6%          | 36.8%    | 39.5%           |
| Percent service jobs                                  | 34.1%          | 17.8%    | 16.2%           |
| Percent sales & office jobs                           | 24.6%          | 28.1%    | 27.5%           |
| Percent construction, extraction, & maintenance jobs  | 4.9%           | 5.9%     | 6.0%            |
| Percent production, transport, & material moving jobs | 9.8%           | 11.4%    | 10.7%           |
| Percent construction employment                       | 3.3%           | 4.3%     | 4.6%            |
| Percent manufacturing employment                      | 4.8%           | 7.4%     | 7.6%            |
| Percent wholesale trade employment                    | 3.3%           | 3.1%     | 3.3%            |
| Percent retail trade employment                       | 5.4%           | 12.7%    | 12.5%           |
| Percent transport, warehousing, utilities employment  | 7.6%           | 5.1%     | 5.0%            |
| Percent information services employment               | 4.0%           | 2.6%     | 2.6%            |
| Percent financial activities employment               | 3.7%           | 10.1%    | 10.5%           |
| Percent professional & business services employment   | 7.1%           | 11.6%    | 11.9%           |
| Percent education & health services employment        | 33.9%          | 23.5%    | 23.3%           |
| Percent leisure & hospitality employment              | 14.2%          | 10.0%    | 9.0%            |
| Percent government employment                         | 4.6%           | 5.2%     | 5.2%            |

SOURCE: U.S. CENSUS BUREAU, 2010 AMERICAN COMMUNITY SURVEY, 5-YEAR ESTIMATES, 2006-2010  
\* based on Census Tracts 28, 29, and 36.



**TABLE 3.7: Place of Work for Residents of the Near East Side**

| INDICATOR   | PLANNING AREA* |
|---|----------------|
| <b>WORKERS LIVING IN THE PLANNING AREA*</b>                         | 2,346          |
| Percent working in the planning area*                               | 2.1%           |
| Percent working in Franklin County, outside the planning area*      | 74.4%          |
| Percent working in the Columbus Metro Area, outside Franklin County | 5.4%           |
| Percent working in Ohio, outside the Columbus Metro Area            | 16.8%          |
| Percent working outside Ohio  | 1.4%           |
| <b>TOP 10 PLACES OF WORK BY ZIP CODE</b>                            |                |
| Percent working in Downtown Columbus (43215)                        | 14.2%          |
| Percent working in Northeast/North Central Columbus (43219)         | 5.9%           |
| Percent working in the University District (43210)                  | 3.4%           |
| Percent working in Northland (43229)                                | 3.3%           |
| Percent working in Olde Town East/Livingston Avenue (43205)         | 3.2%           |
| Percent working in Westland (43228)                                 | 3.1%           |
| Percent working in Eastland (43232)                                 | 2.7%           |
| Percent working in Far South Columbus (43207)                       | 2.6%           |
| Percent working in Gahanna (43230)                                  | 2.3%           |
| Percent working in Clintonville (43214)                             | 2.2%           |
| Other ZIP Codes   | 57.1%          |

SOURCE: US CENSUS BUREAU, LOCAL EMPLOYMENT DYNAMICS, 2010

\* based on the 43203 ZIP Code

NOTE: Census LED data is based on unemployment insurance wage data, and does not cover uniformed military, self-employed workers, or informally employed workers

Only two percent of residents of the Near East Side actually work within the planning area, although there are over 1,500 individuals working within the planning area (primarily at the hospitals and schools). The highest concentration of residents working in one location is Downtown Columbus at 14%. However, residents' jobs are widely disbursed across the Columbus metro region, again reiterating the need for enhanced public transportation options.



**There are 1,500 individuals working within the planning area. Ohio State East, pictured above, and CarePoint East represent a major portion of those positions.**

**Education profile**

The most notable fact that emerged regarding students from the Near East Side is the level of their distribution across all City of Columbus public schools. Students from the planning area attend over 100 different schools across the city. This wide distribution creates challenges in terms of positively impacting educational opportunities for local students when they are not necessarily attending local schools. However, with Champion Middle School and East High School, local students constitute 50% of the overall school population. Trevitt, Eastgate, and Ohio Avenue Elementary Schools together account for approximately 50% of elementary school children who live within the planning area. Enhanced programming within these schools can both target existing students and further attract resident students to opt for their neighborhood schools.

In terms of educational performance and issues related to discipline, schools within the planning area have lower educational performance scores and higher levels of discipline issues in all areas of measurement. In terms of discipline, incidents occur at a rate 33% higher than the average across all Columbus City Schools. Five of the six PACT-area CCS schools are rated “Academic Watch” or “Academic Emergency.” Nearly 60%

of adults have no post-high school education, and about one in four do not have a high school diploma or GED.

**TABLE 3.8: Geographic distribution of public school students living in the Near East Side**

| INDICATOR  | NUMBER OF STUDENTS | PERCENT OF STUDENTS |
|--|--------------------|---------------------|
| <b>TOP 10 CCS HIGH SCHOOLS BY ENROLLMENT OF PLANNING AREA STUDENTS</b>   |                    |                     |
| East High School*  | 238                | 58.9%               |
| Brookhaven High School   | 24                 | 5.9%                |
| Fort Hayes Arts and Academic High School                                 | 21                 | 5.2%                |
| Columbus Alternative High School   | 17                 | 4.2%                |
| Marion-Franklin High School  | 14                 | 3.5%                |
| Northland High School  | 12                 | 3.0%                |
| Whetstone High School  | 11                 | 2.7%                |
| South High School  | 10                 | 2.5%                |
| Independence High School   | 10                 | 2.5%                |
| Mifflin High School  | 9                  | 2.2%                |
| Centennial High School   | 9                  | 2.2%                |
| Other Columbus City Schools high school                                  | 29                 | 7.2%                |
| <b>Total planning area students enrolled in a CCS high school</b>        | <b>404</b>         | <b>100.0%</b>       |
| <b>TOP 10 CCS MIDDLE SCHOOLS BY ENROLLMENT OF PLANNING AREA STUDENTS</b> |                    |                     |
| Champion Middle School*  | 133                | 52.2%               |
| Monroe Alternative Middle School*  | 30                 | 11.8%               |
| Franklin Alternative Middle School                                       | 16                 | 6.3%                |

| INDICATOR   | NUMBER OF STUDENTS | PERCENT OF STUDENTS |
|---|--------------------|---------------------|
| Arts Impact Middle School (AIMS)  | 10                 | 3.9%                |
| Starling Middle School  | 9                  | 3.5%                |
| Southmoor Middle School   | 9                  | 3.5%                |
| Eastmoor Middle School  | 6                  | 2.4%                |
| Ridgeview Middle School   | 6                  | 2.4%                |
| Mifflin Alternative Middle School   | 4                  | 1.6%                |
| Indianola Math, Science and Technology Middle School                        | 4                  | 1.6%                |
| Johnson Park Middle School  | 4                  | 1.6%                |
| Other Columbus City Schools middle school                                   | 24                 | 9.4%                |
| <b>Total planning area students enrolled in a CCS middle school</b>         | <b>255</b>         | <b>100.0%</b>       |
| <b>TOP 10 CCS ELEMETARY SCHOOLS BY ENROLLMENT OF PLANNING AREA STUDENTS</b> |                    |                     |
| Trevitt Elementary School*  | 177                | 26.7%               |
| Eastgate Elementary School*   | 97                 | 14.6%               |
| Ohio Avenue Elementary School*  | 63                 | 9.5%                |
| Douglas Alternative Elementary School                                       | 43                 | 6.5%                |
| Fairwood Alternative Elementary School                                      | 28                 | 4.2%                |
| Literature Based Alternative @ Hubbard Elementary School                    | 24                 | 3.6%                |
| Fair Alternative Elementary School  | 22                 | 3.3%                |
| Columbus Africentric Early College Elementary School                        | 19                 | 2.9%                |
| Linden STEM Academy (K-6)   | 17                 | 2.6%                |
| Windsor STEM Academy (K-6)  | 15                 | 2.3%                |
| Other Columbus City Schools elementary school                               | 158                | 23.8%               |
| <b>Total planning area students enrolled in a CCS elementary school</b>     | <b>663</b>         | <b>100.0%</b>       |

| INDICATOR   | NUMBER OF STUDENTS | PERCENT OF STUDENTS |
|---|--------------------|---------------------|
| <b>TOP 10 CCS NON-TRADITIONAL SCHOOLS BY ENROLLMENT OF PLANNING AREA STUDENTS</b> |                    |                     |
| Eastmoor Academy  | 26                 | 17.6%               |
| Columbus Africentric Early College  | 23                 | 15.5%               |
| Columbus Global Academy   | 22                 | 14.9%               |
| Special Education Center  | 22                 | 14.9%               |
| Linden-McKinley STEM School on Arcadia  | 14                 | 9.5%                |
| Fifth Avenue International K-7 School   | 12                 | 8.1%                |
| Ecole Kenwood Alternative K-8 School  | 10                 | 6.8%                |
| Columbus Spanish Immersion K-8 School   | 10                 | 6.8%                |
| Indianola Informal K-8 School   | 8                  | 5.4%                |
| Berwick Alternative K-8 School  | 1                  | 0.7%                |
| <b>Total planning area students enrolled in a CCS non-traditional school</b>      | <b>148</b>         | <b>100.0%</b>       |
| <b>OTHER CCS SCHOOL, NOT SPECIFIED</b>  | 22                 | -                   |
| <b>TOTAL PLANNING AREA STUDENTS ENROLLED IN COLUMBUS CITY SCHOOLS</b>             | <b>1,492</b>       | <b>-</b>            |

SOURCE: COLUMBUS CITY SCHOOLS, JUNE 2010  
 \* school located in the planning area



**Trevitt Elementary School is one of six public schools located in the planning area.**

Importantly, however, \$80 million has been invested to rebuild/renovate all East High feeder pattern schools. There is close proximity to Columbus State Community College and 16 early care and education programs.

**TABLE 3.9: “Student Performance & Discipline Profile: Near East Side, Columbus City School District”**

| INDICATOR                                   | PLANNING AREA | CCS DISTRICT  |
|---|---------------|---------------|
| <b>AVERAGE SCALED SCORES</b>                |               |               |
| 3rd grade math                              | 285           | 321           |
| 3rd grade reading                           | 254           | 304           |
| 4th grade math                              | 205           | 263           |
| 4th grade reading                           | 196           | 248           |
| 5th grade math                              | 173           | 223           |
| 5th grade reading                           | 212           | 256           |
| 5th grade science                           | 193           | 228           |
| 6th grade math                              | 166           | 211           |
| 6th grade reading                           | 159           | 188           |
| 7th grade math                              | 128           | 169           |
| 7th grade reading                           | 175           | 206           |
| 8th grade math                              | 127           | 159           |
| 8th grade reading                           | 204           | 241           |
| 8th grade science                           | 140           | 173           |
| <b>TOTAL COLUMBUS CITY SCHOOLS STUDENTS</b> | <b>1,492</b>  | <b>61,434</b> |
| <b>TOTAL DISCIPLINARY EVENTS</b>            | <b>1,535</b>  | <b>41,584</b> |
| <b>DISCIPLINARY EVENTS PER 100 STUDENTS</b> | <b>102.9</b>  | <b>67.7</b>   |

| INDICATOR                               | PLANNING AREA | CCS DISTRICT |
|---|---------------|--------------|
| Alcohol-related                         | 0.1           | 0.1          |
| Disobedient/disruptive behavior-related | 54.2          | 37.5         |
| Explosive-related                       | 0.1           | 0.1          |
| False alarm/bomb threat-related         | 0.1           | 0.0          |
| Fighting/violence-related               | 24.8          | 13.5         |
| Firearm look-a-like-related             | 0.2           | 0.2          |
| Firearm-related disciplinary            | 0.0           | 0.0          |
| Harassment/intimidation-related         | 3.8           | 2.9          |
| Serious bodily injury-related           | 5.2           | 2.4          |
| Theft/stealing-related                  | 1.3           | 0.8          |
| Tobacco-related                         | 0.1           | 0.4          |
| Truancy-related                         | 9.7           | 7.4          |
| Unwelcome sexual conduct-related        | 1.2           | 1.2          |
| Vandalism-related                       | 0.8           | 0.5          |
| Other drug-related                      | 0.5           | 0.4          |
| Other weapon-related                    | 0.7           | 0.4          |

SOURCE: COLUMBUS CITY SCHOOLS, 2009-2010 SCHOOL YEAR

## Residents' needs assessment

The Choice Neighborhoods planning process requires a resident needs assessment to determine how a future redevelopment can best respond to the specific needs—and future choices—of Poindexter Village residents. Data from in-person interviews with 404 households conducted from July–November 2011 as part of the relocation process provided information about resident characteristics and service needs. In September and October 2012, two focus groups with former Poindexter Village residents allowed the planning team to gather important information regarding what they liked and/or did not like while living at Poindexter Village and what needed to occur on the Near East Side—both in terms of new housing choices and improvements to the surrounding neighborhood—in order to attract them back. Both the interviews and focus groups revealed a strong desire of residents to return to the Near East Side if higher quality units and neighborhood amenities were available.

Data from in-person interviews and focus groups with Poindexter Village residents pre- and post-relocation provided information about resident needs and what would cause them to consider moving back to new housing on the Poindexter Village site.

### INTERVIEWS

The information collected was specifically about the current status of the household—unit type, demographics, supportive services—and to provide assistance with facilitating the issuance of the Housing Choice Voucher and coordination of a new permanent residence. Throughout the process, multiple housing fairs and a school

fair were conducted to have potential landlords meet with residents and to identify schools in the district in the event of any school transfers. The entire process required multiple contacts with each household, as well as with Poindexter Village management staff and, where appropriate, agencies providing services to the household.

The interview process identified:

- 137 households with school age children
- 48 households with a child in daycare, or child sitting arrangements
- 15 households with six or more persons
- 185 single member households—no children
- 70 households with the head of household age 60 or older
- 18 households headed by a person with a disability
- 64 households in need of transportation for house hunting
- 35 households with a social service need identified by the resident or by relocation staff, including housekeeping, mental health, translation, parenting, and case management services

The relocation process, which was expected to take up to 18 months, was completed in six months, an indication that residents were eager to leave Poindexter Village housing. However, the relocation consultant indicated that nearly all expressed a desire to return if there were new housing and amenities nearby, such as a grocery store, pharmacy, and linkages with social services. The desire to return was particularly strong among the older residents of Poindexter Village.

### FOCUS GROUPS

Two focus groups with former Poindexter residents were held in September and October 2012, with a total of 14 participants. Participants were asked about their experience with living in Poindexter Village and on the Near East Side and what would cause them to consider moving back to the Near East Side and new housing on the Poindexter Village site.

*What did you like the most about living at Poindexter Village and the Near East Side?*

- **Poindexter residents and staff:** The former Resident Council; the former staff and site managers; other residents were like family; long-term relationships in the community; early on residents looked out for each other (not as true in recent years)
- **Community pride:** Took pride in the community; residents planted flowers by their units; landscaping was well-maintained—especially the trees; pride in our East Side community
- **Accessibility:** Centrally located; access to bus lines
- **Community amenities:** Used to be great retail (Hopkin's Dry Cleaners, Lee's, Spices, Taste of Chicago, Carl Brown's Grocery); community activities; churches of all denominations

*What did you like least about living at Poindexter Village and the Near East Side?*

- **Residents:** More younger people moved in; inadequate screening of potential tenants
- **Quality of the units:** Units were small; cheap materials on floors and walls; floors very hard; lack of fresh air; no screens on the doors and windows; heat in the ceiling

- **Maintenance:** Requests for maintenance ignored or delayed; rodents came through baseboards; mice and other vermin
- **Safety:** Didn't feel safe anymore; drug activity in the neighborhood.
- **Community amenities:** Loss of shopping amenities (laundromat turned into a beer and wine store); after hours places and other less desirable retail/entertainment

*What would cause you to consider moving back to new housing in the Near East Side on the Poindexter site?*

- **Units:** Larger rooms; screen doors; choice of carpet or wood floors; energy efficient refrigerator and stove; ceiling fans; kitchen with larger cabinets and a dishwasher; microwave
- **Site amenities:** Outside storage shed; playground and swimming pool; washer and dryer in the unit or on site; pet friendly
- **Housing types:** Family housing and senior housing in separate areas; mix of townhouses and garden apartments
- **Safety:** Buildings are safer; more police presence
- **Neighborhood amenities:** Community services return (grocery, doctor and dentist offices)
- **Renovate current units:** Fix up the Poindexter Village units and add some amenities; retain the history and keep a few units; we are proud of the East Side; the Near East Side is home.

## Neighborhood

The Blueprint planning area is located directly east of Downtown Columbus. It is a total of 800 acres and is bounded on the north by Interstate 670, on the west by Interstate 71, on the south by Broad Street, and on the east by Woodland Avenue. Poindexter Village is approximately 23 acres and located in the center of the planning area roughly bounded by Mount Vernon Avenue, Ohio Avenue, Author Place, and Hughes Streets.

### Land use

Land use in the Near East Side is predominantly single-family housing but also includes a significant level of multifamily housing developments in locations across the planning area. Commercial/retail nodes are along Mt. Vernon Avenue, Long Street, and to a lesser degree Taylor Avenue. Ohio State Medical Center and Care Point East represent the largest institutional land uses and are also located along Taylor Avenue. Major property owners within the planning area are CMHA, Ohio State, and the City of Columbus.

Blight and vacancy has been an ongoing issue in the East Side neighborhood. Over 650 units are currently vacant or dilapidated properties, representing a 23% increase over the last decade. In total, 16% of all housing can be considered vacant or dilapidated.



Columbus Near East Side

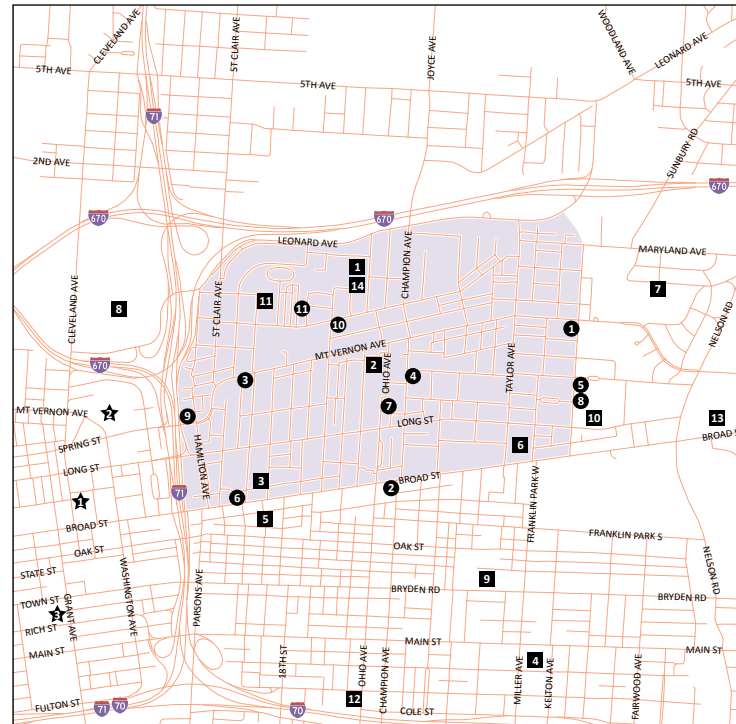
### Neighborhood assets

In addition to the Ohio State hospitals, the Near East Side is home to numerous neighborhood assets and amenities. There are two public elementary schools, three public middle schools, and one public high school located in the planning area with several private, religious, and charter schools either in or directly adjacent to the planning area. There are approximately 40 churches and numerous health and human service organizations such as the Urban League and Ohio State African-American Education Center. Major cultural institutions include the King Arts Complex and Lincoln Theatre. Notable green spaces include Mayme Moore Park in the western portion of the planning area, Saunders Park (for school recreation) in the northern portion, and Franklin Park, which is located directly southeast of the planning area. Figures X–X locate most of the neighborhood assets both in and directly surrounding the planning area.



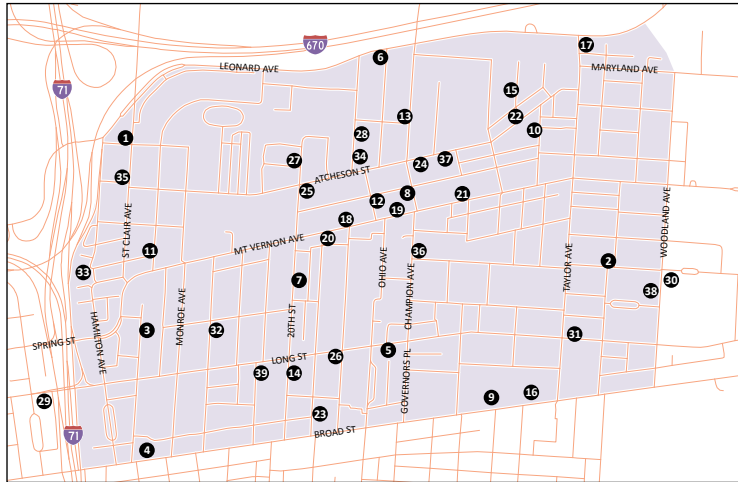
**Trinity Baptist Church is one of over forty churches within the planning area.**

### Educational Institutions



- |   |  |
|---|--|
| <p><b>CHILDCARE AND EARLY LEARNING CENTERS</b></p> <ul style="list-style-type: none"> <li>1 Academy Kids Learning Center</li> <li>2 CDCFC Generations Head Start</li> <li>3 CDCFC King Head Start</li> <li>4 CDCFC Poindexter Head Start</li> <li>5 CDCFC St. Philip Head Start</li> <li>6 Columbus Early Learning Centers—BIT-C</li> <li>7 Columbus Early Learning Centers—Eastside</li> <li>8 Eldon &amp; Elsie Ward Family YMCA</li> <li>9 Mother’s Helper and Childcare Services</li> </ul> | <ul style="list-style-type: none"> <li>10 R.F. Hairston Early Learning Center</li> <li>11 The Neighborhood House Child Care</li> </ul> <p><b>K–12 SCHOOLS</b></p> <ul style="list-style-type: none"> <li>1 Beatty Park Elementary School</li> <li>2 Champion Middle School</li> <li>3 Clearbrook Middle School</li> <li>4 Columbus Collegiate Academy</li> <li>5 Douglas Alternative Elementary School</li> <li>6 East High School</li> <li>7 Eastgate Elementary School</li> <li>8 Fort Hayes Arts and Academic High School</li> <li>9 Franklin Alternative Middle School</li> <li>10 Mansion Day School</li> <li>11 Monroe Alternative Middle School</li> <li>12 Ohio Avenue Elementary School</li> <li>13 St. Charles Preparatory School</li> <li>14 Trevitt Elementary School</li> </ul> <p><b>POST-SECONDARY INSTITUTIONS</b></p> <ul style="list-style-type: none"> <li>★ Columbus College of Art and Design</li> <li>★ Columbus State Community College</li> <li>★ Franklin University</li> </ul> |
|---|--|

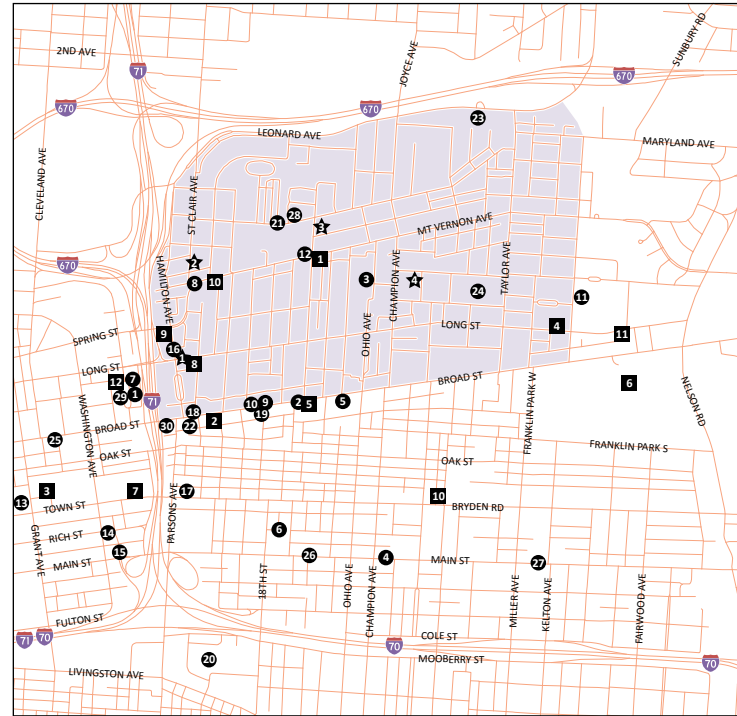
### Churches and Other Places of Worship



**PLACE OF WORSHIP**

- 1 Apostolic Glorious Church of Columbus
- 2 Asbury North United Methodist Church
- 3 Bethany Presbyterian Church
- 4 Broad Street Presbyterian Church
- 5 Calhoun Temple Church
- 6 Calvary Tremont Baptist Church
- 7 Faith Mission United Holy Church
- 8 Church of God and Saints of Christ Tabernacle
- 9 Congregation Tifereth Israel
- 10 Emmanuel Community Baptist Church of Columbus
- 11 Emmanuel Tabernacle Baptist Church
- 12 Gospel Tabernacle Church
- 13 Greater Life Evangelistic Temple
- 14 Greater Vision Missionary Baptist Church
- 15 Holy Miracle Church of God
- 16 Islamic Foundation of Central Ohio
- 17 Jerusalem Tabernacle Baptist Church
- 18 Meredith Temple Church of God in Christ
- 19 Mount Calvary Holy Church
- 20 Mount Vernon Avenue African Methodist Episcopal Church
- 21 Mount Vernon Avenue Missionary Baptist Church of Columbus
- 22 Mount Zion Church of God in Christ
- 23 Pilgrim Missionary Baptist Church
- 24 Praise Temple Christian Methodist Episcopal Church
- 25 Refuge Missionary Baptist Church
- 26 Rehoboth Temple Church of Christ
- 27 Saint Dominic Catholic Church
- 28 Saint Mark African Methodist Episcopal Church
- 29 Saint Paul African Methodist Episcopal Church
- 30 Saint Philip's Episcopal Church
- 31 Saint Philip's Evangelical Lutheran Church
- 32 Second Baptist Church
- 33 Shiloh Baptist Church
- 34 Trevitt New Life Ministries
- 35 Trinity Baptist Church
- 36 Union Grove Baptist Church
- 37 Union Tabernacle of God
- 38 Woodland Christian Church
- 39 Yeshua is Lord Ministries

### Human Services, Health, and Cultural Organizations



**HEALTH OR HUMAN SERVICES ORGANIZATION**

- 1 Action for Children
- 2 American Red Cross of Greater Columbus
- 3 Beatty Community Center
- 4 Central Community House
- 5 Central Ohio Workforce Investment Corporation
- 6 Columbus After-School All Stars
- 7 Columbus Literacy Council
- 8 Columbus Urban League
- 9 Community Properties of Ohio
- 10 Cornell Abraxas Group
- 11 Eldon & Elsie Ward Family YMCA
- 12 Ethiopian Tewahedo Social Services
- 13 Grant Medical Center
- 14 Guidestone (Berea Children's Home & Family Services)
- 15 Homeport (Columbus Housing Partnership) Main Office
- 16 Homeport Homeownership Office
- 17 IMPACT Community Action
- 18 Local Matters
- 19 National Center for Urban Solutions
- 20 Nationwide Children's Hospital
- 21 Neighborhood House
- 22 Netcare Access
- 23 OSU Wexner Medical Center: CarePoint East
- 24 OSU Wexner Medical Center: University Hospital East
- 25 Physicians CareConnection
- 26 Salvation Army in Central Ohio
- 27 St. Vincent Family Center
- 28 Sawyer Recreation Center
- 29 Strategies Against Violence Everywhere (SAVE)
- 30 The Buckeye Ranch

**CULTURAL ORGANIZATIONS**

- 1 African-American & African Studies Community Extension Center
- 2 Columbus Children's Choir

**OTHER NEIGHBORHOOD LANDMARKS**

- 3 Columbus Metropolitan Library: Main Library
- 4 Columbus Metropolitan Library: Martin Luther King Branch
- 5 Film Council of Greater Columbus
- 6 Franklin Park Conservatory
- 7 Kelton House Museum & Garden
- 8 Lincoln Theatre
- 9 R.O.O.T.S. Gallery & Cultural Center
- 10 The King Arts Complex
- 11 The Village Network—Columbus
- 12 Thurber House
- 13 Urban Cultural Arts Foundation & The William H. Thomas Gallery
- ★ Gideon Building
- ★ Hotel St. Clair
- ★ Macon Hotel
- ★ Poindexter Village

### Business and commercial activity

The Near East Side has not seen the same level of business and commercial activity as some other Columbus neighborhoods. The Gateway Building, at 750 Long Street, is a notable exception. Since 2007, there has been a total of five new retail establishments built or renovated in the planning area. There is a total of 202,500 gross square feet (GSF) within the planning area, with 126,650 GSF currently occupied. That means that just about 75,000 GSF, or 37%, of all retail space is currently vacant.

For existing retail, the current mix includes:

- 25% Health & personal care
- 19% Food & beverage stores
- 16% Restaurants & bars
- 12% Financial & other services
- 10% General Merchandise
- 17% Other

The planning area currently loses an estimated \$20 million in annual retail sales to surrounding areas. The only significant retail surpluses are found in health and personal care stores, alcoholic sales (both store purchases and drinking places), and vending machine operators. There is twice the demand for grocery stores than what is currently sold within the planning area (this does

not speak to the quality of grocery availability within the planning area), and over three times the demand for clothing stores. Table X highlights key retail categories for demand and supply.

**TABLE 3.10: Columbus Near East Side: Retail Demand and Supply**

| INDUSTRY SUMMARY                              | DEMAND (RETAIL POTENTIAL) | SUPPLY (RETAIL SALES) | RETAIL GAP    |
|---|---------------------------|-----------------------|---------------|
| <b>TOTAL RETAIL TRADE AND FOOD AND DRINK</b>  | \$45,909,996              | \$25,874,058          | \$20,035,938  |
| Motor Vehicle & Parts Dealer                  | \$8,740,661               | \$134,103             | \$8,606,558   |
| Furniture & Home Furnishings Stores           | \$1,080,393               | \$4,728               | \$1,075,665   |
| Electronics & Appliance Stores                | \$1,431,666               | \$732,957             | \$698,709     |
| Bldg Materials, Garden Equip. & Supply Stores | \$1,220,254               | \$161,048             | \$1,059,205   |
| Food & Beverage Stores                        | \$7,870,567               | \$4,861,648           | \$3,008,920   |
| Health & Personal Care Stores                 | \$1,310,546               | \$4,588,595           | \$(3,278,050) |
| Gasoline Stations                             | \$6,639,937               | \$3,301,876           | \$3,338,061   |
| Clothing & Clothing Accessories Stores        | \$1,571,379               | \$554,352             | \$1,017,027   |
| Sporting Goods, Hobby, Book & Music Stores    | \$581,322                 | \$251,795             | \$329,527     |
| General Merchandise Stores                    | \$6,355,500               | \$3,112,083           | \$3,243,417   |
| Miscellaneous Store Retailers                 | \$970,885                 | \$300,053             | \$670,831     |
| Nonstore Retailers                            | \$1,201,039               | \$2,695,198           | \$(1,494,159) |
| Food Services & Drinking Places               | \$6,935,850               | \$5,175,623           | \$1,760,227   |



### Transportation and circulation

The East Side Neighborhood is well-located, with direct access to downtown. There is convenient access to Interstate 71 to the west and Interstate 671 to the north. Broad Street and Long Street are major east-west streets that connect the planning area to downtown to the west and Bexley to the east. Highway caps are currently under construction on the Long Street and Spring Street bridges that will more significantly increase the sense of visual connection to downtown.

However, while the planning area is well-located, it is still disconnected to downtown by numerous surface parking lots and other land uses that don't promote a walkable environment. With 45% of renter-occupied households lacking access to a vehicle, this can create significant obstacles.

While a walkscore rating from the center of the planning area is relatively strong at 68, residents are currently sourcing most of their goods and services from outside the planning area, and resident mobility is limited.

Buses are the primary mode for public transportation. While available, the current bus system lacks efficiency and reaching key destinations can take significant amounts of time. Along the northern boundary of the planning area, there is the Interstate 670 bikeway. This is a major east-west biking corridor for the City of Columbus. It does not, however, have strong connections to the planning area. Nor do any of the main streets include dedicated bike lanes, sharrows or other shared bike markings.



***The Near East Side is predominantly automobile-focused with an insufficient public, bicycle, and pedestrian focus.***

### **Parks and recreation**

The majority of green spaces within the planning area are recreational fields associated with the six public schools. A notable exception is the Mayme Moore Park adjacent to the King Arts Complex. It is an approximately 2-acre neighborhood space with a small children’s tot lot. On Thursday evenings during the summer, however, the Heritage Concert Jazz Series attracts thousands of families, friends, and individuals from the city and region.

Informal green spaces and vacant lots exist across the planning area. Some, including the former Champion School site adjacent to Poin-dexter Village, have become valued spaces and may likely become permanent/formalized green spaces in future redevelopment initiatives.

Directly adjacent to the planning area is the Franklin Park and Conservatory. At almost 100 acres, it was created originally to host the first Franklin County Fair in 1852. Significant philanthropic investment has allowed the park to maintain a high level of quality and maintenance, and it is one of the most historically significant green spaces within the City.



***The play park at the King Arts Complex***



***Franklin Park & Conservatory, directly adjacent to the planning area, is an important community asset for the entire east side of Columbus.***

## Crime

While the perception of crime and crime-related events may be higher than what actually occurs, crime activity within the study is significantly higher than the City of Columbus as a whole. Specifically, violent crime occurs at more than three and half times the rate as compared with Columbus. Property crimes occur at roughly two times the city-wide rate.

Residents with criminal records was a noted concern voiced often during the planning process (specifically in terms of how it creates difficulty in gaining employment) and is backed up by existing data. Based on prison admissions per 1,000 adults in 2008, residents within the planning area were more than 3 times more likely to have been admitted. Release rates were at a similar record, meaning that—on average—approximately 75 adults within the planning area are released each year and will have extreme difficulty finding employment. Over 90% are males.

**TABLE 3.11: Crime Profile: Near East Side, Columbus Police District**

| INDICATOR   | PLANNING AREA | COLUMBUS PD |
|---|---------------|-------------|
| <b>VIOLENT CRIMES</b>   |               |             |
| <b>CRIMINAL HOMICIDES</b>                                       | 9             | 145         |
| Criminal homicides per 100 population                           | 0.1           | 0.0         |
| <b>FORCIBLE RAPES</b>   | 26            | 1,160       |
| Forcible rapes per 100 population                               | 0.3           | 0.1         |
| <b>ROBBERIES</b>  | 319           | 9,790       |
| Robberies per 100 population                                    | 4.1           | 1.2         |
| <b>AGGRAVATED ASSAULTS</b>                                      | 145           | 3,204       |
| Aggravated assaults per 100 population                          | 1.9           | 0.4         |
| <b>TOTAL VIOLENT CRIMES</b>                                     | 499           | 14,299      |
| Violent crimes per 100 population                               | 6.5           | 1.8         |
| <b>PROPERTY CRIMES</b>  |               |             |
| <b>BURGLARIES</b>   | 439           | 24,399      |
| Burglaries per 100 population                                   | 5.7           | 3.1         |
| <b>LARCENIES AND THEFTS (EXCEPT MOTOR VEHICLE THEFTS)</b>       | 974           | 54,435      |
| Larcenies and thefts (except motor vehicle thefts) per 100 pop. | 12.6          | 6.9         |
| <b>MOTOR VEHICLE THEFTS</b>                                     | 275           | 12,066      |
| Motor vehicle thefts per 100 population                         | 3.6           | 1.5         |
| <b>TOTAL PROPERTY CRIMES (EXCLUDING ARSONS)</b>                 | 1,691         | 90,900      |
| Property crimes (excluding arsons) per 100 population           | 21.8          | 11.5        |

SOURCE: COLUMBUS DIVISION OF POLICE, 2008-2010

**TABLE 3.12: Prison Admissions and Releases Profile: Near East Side, Franklin County**

| INDICATOR  | PLANNING AREA* | FRANKLIN COUNTY |
|--|----------------|-----------------|
| <b>ADULT POPULATION (AGES 18 TO 64)</b>            | 5,566          | 737,333         |
| <b>NUMBER OF PEOPLE ADMITTED TO PRISON, 2008</b>   | 60             | 2,212           |
| Prison admissions per 1,000 adults                 | 10.8           | 3.0             |
| Percent male                                       | 91.7%          | 92.8%           |
| Percent female                                     | 8.3%           | 7.2%            |
| <b>NUMBER OF PEOPLE RELEASED FROM PRISON, 2008</b> | 74             | 2,224           |
| Prison releases per 1,000 adults                   | 13.3           | 3.0             |
| Percent male                                       | 87.8%          | 90.9%           |
| Percent female                                     | 12.2%          | 9.1%            |

SOURCE: JUSTICE ATLAS OF SENTENCING AND CORRECTIONS, 2008

\* based on the 43203 ZIP Code

## Housing

As was noted in the Neighborhood section, blight and vacancy issues with housing have been a consistent negative factor within the planning area over the past few decades. Nearly 70% of the housing stock was built in or before the 1950s. Out of a total of 4,800 housing units, just under 1,500 are currently vacant. A relatively high percentage of homes were constructed with brick and mortar. While condition exist with all housing types, the brick homes have fared better and have been identified by community members as being the most important from a preservation standpoint.

The Near East Side heavily skews towards renting (Figure X), with 74% of units currently utilized as rental. However, at 26%, there is still a substantial level of homeowners within the planning area. Over half of the housing units within the planning area are in multifamily structures, which is slightly higher than the City average.

Importantly, there remains a highly diverse mix of housing types, conditions, and values. For example, near-market rate home values and rents exist within Woodland, along parts of Broad Street, and along the western portion of the planning area closest to Downtown Columbus. The

**TABLE 3.13: Housing Stock Profile: Near East Side, Columbus, Franklin County**

| INDICATOR   | PLANNING AREA* | COLUMBUS | FRANKLIN COUNTY |
|---|----------------|----------|-----------------|
| <b>TOTAL HOUSING UNITS</b>                                  | 4,121          | 370,489  | 523,582         |
| Percent housing units that are single-family detached homes | 24.8%          | 46.5%    | 54.3%           |
| Percent housing units that are single-family attached homes | 21.9%          | 11.6%    | 10.3%           |
| Percent housing units in multi-unit structures              | 53.3%          | 41.1%    | 34.5%           |
| Percent housing units that are mobile homes                 | 0.0%           | 0.7%     | 0.8%            |
| Percent housing units built since 2000                      | 2.4%           | 11.8%    | 11.3%           |
| Percent housing units built in the 1990s                    | 3.8%           | 15.5%    | 14.9%           |
| Percent housing units built in the 1980s                    | 3.2%           | 12.4%    | 12.3%           |
| Percent housing units built in the 1970s                    | 7.6%           | 14.5%    | 15.2%           |
| Percent housing units built in the 1960s                    | 14.9%          | 13.1%    | 14.1%           |
| Percent housing units built in the 1950s                    | 10.9%          | 13.1%    | 14.3%           |
| Percent housing units built in the 1940s                    | 10.1%          | 6.1%     | 6.0%            |
| Percent housing units built in before 1940                  | 47.1%          | 13.7%    | 12.0%           |

SOURCE: U.S. CENSUS BUREAU, 2010 AMERICAN COMMUNITY SURVEY, 5-YEAR ESTIMATES, 2006-2010.

\* based on Census Tracts 28, 29, and 36

median value within the planning area is \$75,000 compared to \$117,000 city-wide. Homeport CDC, an active developer within the planning area, often must turn away future potential home-owners because they become disqualified due to income restrictions. While there is still a substantial amount of the planning area that falls well below market rates, it is a strong indicator for future revitalization initiatives.



# 4 *Market Conditions*

The Near East Side has several market-rate residential clusters and two major cultural destinations (the Lincoln Theatre and King Arts Complex) that attract large numbers of visitors to the commercial districts. Nonetheless, the residential, retail, and commercial markets in the Near East Side can still be classified as depressed. Residential vacancy rates are at 30%, three times higher than the city average; retail vacancy is somewhat higher at 37%.



While the market conditions are difficult in the Near East Side, the City of Columbus overall witnessed significant job growth between 2002 and 2009. During this time, the number of people with jobs who also lived in the city grew by 66,300 to 306,595 persons. This represented a 28% increase, especially significant when compared to such peer cities as Seattle, Minneapolis and Austin. Separately, the number of people who both worked in and lived in the city increased by 12%, while those choosing to live outside the city declined by 14%. Growing numbers of workers are choosing to live within the Co-

lumbus city limits, regardless of where they work. The market for downtown living has momentum and—due to its proximity—can likely benefit the Near East Side planning area.

### **Residential market**

The residential market analysis found that the potential for housing is strong in the Near East Side. This is driven in large part to the fact that Columbus as a city has one of the highest mobility rates of residents as compared to the rest of the U.S. Approximately 20% of households within the city have moved from one dwelling

unit to another in recent years. The positive findings of the residential analysis is supported by information collected from interviews with local CDCs, who agreed that market demand is increasing within the planning area.

The analysis found that the planning area could capture approximately 700–900 new households over the next five years. As is shown in Figure X, over 70% of the market is seeking multifamily rental options.



***The Near East Side is directly adjacent to an increasingly vibrant Downtown Columbus.***



***New and rehabilitated homes built by Homeport CDC in the “NoBo” section of the planning area.***

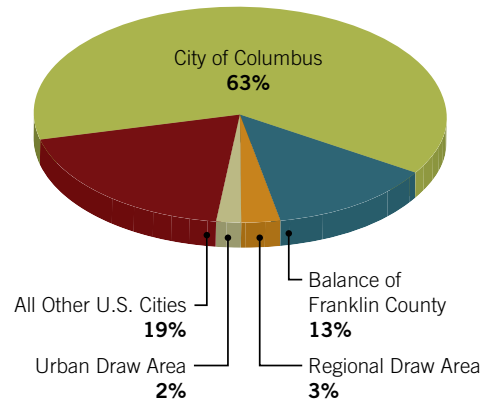
MARKET CONDITIONS

TABLE 4.1: Future Residential Market Potential

| HOUSING TYPE                                | NUMBER OF POTENTIAL HOUSEHOLDS | LIKELY CAPTURE RATE | NUMBER OF HOUSING UNITS |
|---|--------------------------------|---------------------|-------------------------|
| <b>TOTAL</b>                                | 1,785                          |                     | 139–176                 |
| Multifamily for rent                        | 995                            | 10–12%              | 100–119                 |
| Multifamily for sale                        | 260                            | 5–7%                | 13–19                   |
| Single-family attached for sale (row house) | 290                            | 5–7%                | 14–21                   |
| Single-family detached for sale             | 240                            | 5–7%                | 12–17                   |

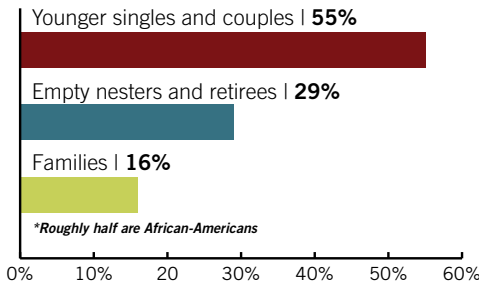
These potential new residents will, for the most part, be coming from the City of Columbus. However, a substantial amount will relocate from the surrounding region and other locations within the city.

Where will new residents come from?



Younger singles and couples and empty nesters make up over 80% of the future potential market. Smaller-sized, one and two-bedroom units will most likely be the preferred unit size.

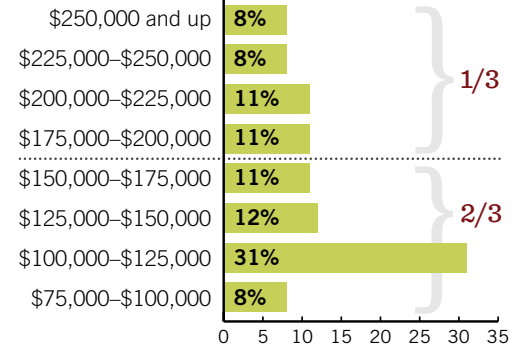
Who are the potential renters and buyers?



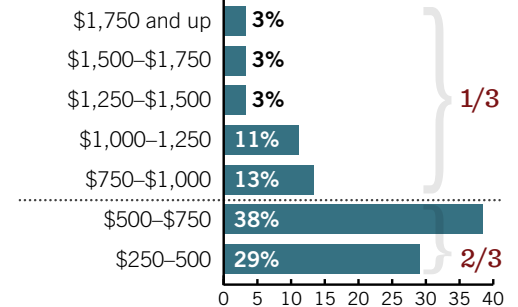
Future housing success will be dependent on creating housing that matches both the physical and financial needs of residents. For renters, two-thirds will only be able to afford monthly rents from \$250–\$750; one-third can afford \$750 and higher. Likewise for purchasing, two-thirds of residents can afford to pay no more than \$175,000.

Based on the housing preferences of the target households that represent the potential market for new and existing units in the Near East planning area, the mix of new units should include 56 percent rental housing units (an average of 995 households per year); and 44 percent for-sale housing units (an average of 790 households per year), subdivided into condominium units (260

What can they pay: Price ranges  
Lofts and condominiums



What can they pay: Rent ranges  
Lofts and condominiums



households; 15 percent of the total), for-sale townhouse, rowhouse, and live-work units (290 households; 16 percent of the total), and single-family detached houses (240 households; 13 percent of the total).



## Commercial/retail market

There are two main commercial districts within the planning area: the Mt. Vernon Business District and Long Street surrounding the Lincoln Theatre. Overall, there is approximately 202,000 square feet of gross (outside perimeter or footprint of buildings) retail space in the planning area. Thirty-seven (37%) percent, or approximately 75,000 square feet, of that total is vacant space.

The balance of the space, which is presently occupied, was divided into six additional business type categories. The categories include

- Food & Beverage Stores
- Food Services & Drinking Places
- Health & Personal Care Stores
- General Merchandise
- Financial & Other Services
- Other (businesses that were too few to be otherwise designated)

The largest portion of the occupied retail space (25%) is for Health & Personal Care Stores, most of which are haircutting and hair design shops but also includes pharmacies. The next largest portion of the occupied retail space (19%) is Food & Beverage Stores, all of which are convenience marts. Of note is that the Near East planning area has no full service grocery store.

### Existing Retail Clusters



***The majority of existing retail space is currently situated along Mt. Vernon Avenue and Long Street.***

## MARKET CONDITIONS

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Food Services & Drinking Places is the third largest sector in the Near East Retail Market encompassing 16% of the occupied retail space. Only two of the restaurants in the area are national chain “Fast-Food” or Quick Service Restaurants (QSR) with the balance being unique, locally owned and operated eateries. The next largest category is Financial & Other Services which includes branch banks, cell phone and computer stores and dry cleaning. Uses in the Financial & Other Services category represent 12% of the existing occupied retail space. General merchandise uses encompass 10% of the total occupied space and includes discount retail, book stores and consignment shops. The final category is Other and represents 17% of all occupied space in the planning area, but also has the greatest diversity of use types. In the Other category there are government uses (i.e., Post Office), social services and quasigovernment services (i.e., Homeport

and the Bronzeville Neighborhood Association, cultural center and even a gas station. A number of the uses in this category are not necessarily retail uses but are located in retail spaces.

The anticipated 2013 completion of the Long Street and Spring Street bridges will greatly increase access and benefit commercial conditions within the planning area.



***Once completed, the Long Street (pictured above) and Spring Street bridges will enhance access between downtown and the planning area.***



# 5

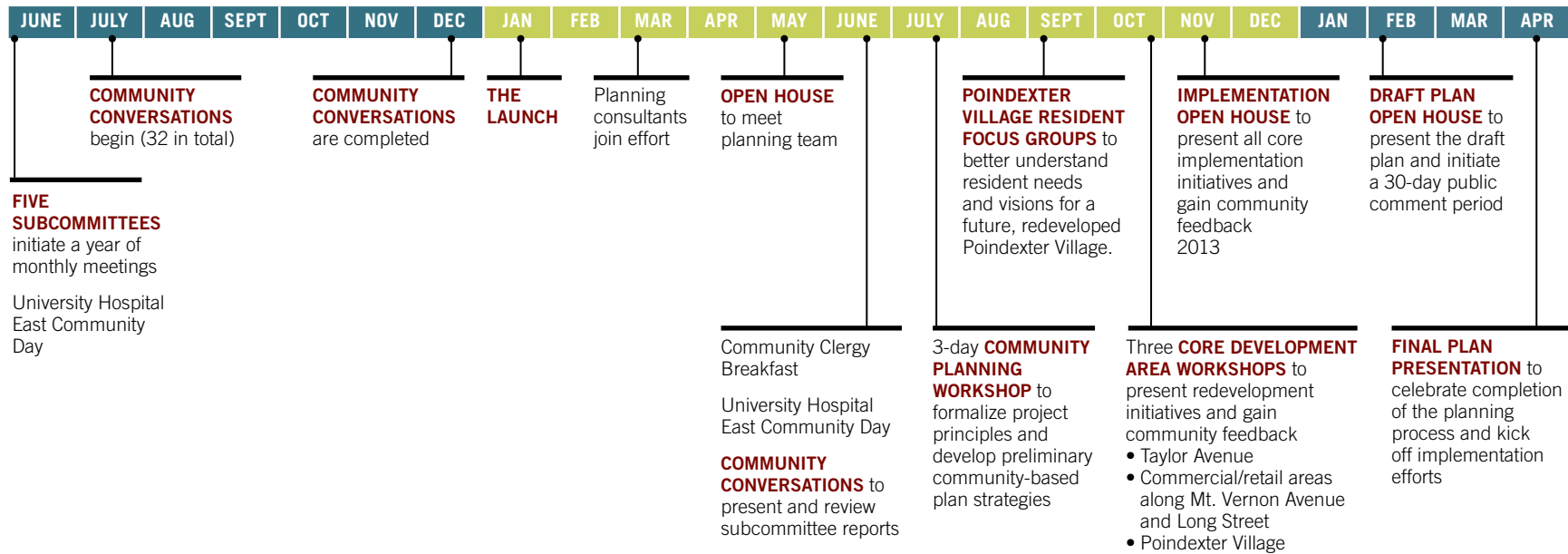
## ***A Community-Driven Process***

Community engagement has been emphasized from the very beginning of the planning effort. Events were well-publicized and occurred generally on a monthly basis, particularly during the timeframe of March 2011–November 2012 as the planning team was actively involved in developing the core elements of the plan. PACT insisted on “keeping the residents engaged, and keeping the process transparent.”

2011

2012

2013



*The PACT kickoff event occurred in January 2012.*



**March: Kickoff**

**LOCATION: MT. VERNON AVE. CHURCH**

The March kickoff event was held to introduce the planning team to the community and hear their thoughts regarding the Near East Side and the PACT effort. While many residents voiced support for the planning effort, there were a number of concerns raised. Importantly, the need for the planning team to maintain a high level of transparency during the planning process was emphasized. Over 100 residents participated in the event.



**May: Open House**

**LOCATION: CHAMPION MIDDLE SCHOOL**

During the months of April and May, the planning team held a series of stakeholder interviews and developed a Neighborhood Profile<sup>1</sup> that details the current conditions of the Near East Side. The May Open House provided an opportunity to highlight some preliminary findings of the planning team. It's main purpose however was to provide an informal setting for residents to understand the work being compiled by the five subcommittees and to have the opportunity to speak one-on-one with the planning consultants to get a better understanding of their approach. Approximately 80 residents participated in the event.

<sup>1</sup> The Neighborhood Profile is summarized in chapter X and the entire report is included within the appendix



**June: Subcommittee Presentations**

**LOCATION: COLUMBUS URBAN LEAGUE**

In June, the planning team reviewed the draft reports of the five subcommittees and created a presentation that highlighted the key findings of their work. The planning team gave the presentation to the subcommittee members twice, once in the morning and again in the evening. The June meeting marked a turning point in the planning effort. The subcommittees completed their year-long effort of developing goals and priorities, and their reports created a platform for the planning team to further develop into achievable revitalization strategies and implementation actions. Approximately 30 subcommittee members participated.

### July: Three-Day Community Planning Workshop

**LOCATION: CHAMPION MIDDLE SCHOOL**

This workshop was a three-day public meeting to continue developing the Blueprint for Community Investment, a plan to revitalize Columbus' Near East Side. The workshop ran from July 23rd through July 25th, 2012 and included two large public meetings and two open "working studios" where the consultant team compiled the community input and worked with participating residents to shape the plan principles and emerging plan goals. Nearly 100 residents participated during each of the public meetings and about thirty were engaged during the working studios.

The workshop had two objectives. The first was to inform the general public about the Blueprint for Community Investment. The second was to gather public input on several factors regarding the future of the Near East Side, which will be critical for the ongoing development of the plan. The input gained at the workshop affirmed several points raised throughout the planning process. Section II, Part A and the appendix thoroughly document the workshop results, but there were several key findings that emerged from the workshop:

- *Strong support for the planning process.*  
There has been a strong contingent support-

ing the planning process and want to see real changes made in the neighborhood. The high attendance at all the planning events, the strong interest, and the robust discussions are evidence that people are passionate about the Near East Side and signify the importance of

continued outreach and transparency of the planning process.

- *Poindexter Village remains a point of contention.* The future of Poindexter Village has been one of the most commonly discussed topics of the planning process, but there is still no deci-



***Residents participate during the July three-day public workshop.***

sion about what to do with the site. Opinions range from preserving and restoring the entire site to demolishing all the buildings. The uncertainty of the site's future is fueling people's concerns.

- *Residents are concerned about being displaced.* Some of the workshop attendees remain skeptical about the planning process. These participants feel that the planning team already has a plan, and that the workshop is merely an exercise. Many of those attendees are concerned that new development in the area will raise housing prices, forcing them to move out of the neighborhood.
- *Strong demand for more resources.* Topics vary by discussion, but it is clear the residents want a more vibrant neighborhood. People want to see more park space, a new grocery store, expanded retail options, quality schools and affordable housing.
- *A strong pride in the African-American heritage.* Workshop attendees spoke of a pride in the African-American heritage that has been historically strong in the neighborhood. Many people want to retain, if not expand that presence, but skeptics are concerned that the plan will bring in too many new populations thereby displacing people, diluting the African-American presence and leading to gentrification.

### September: Resident Focus Groups

#### LOCATION: POINDEXTER VILLAGE COMMUNITY ROOM

As part of the Choice Neighborhoods planning requirement, a resident needs assessment needs to be completed to determine how a future redevelopment can best respond to the specific needs—and future choices—of Poindexter Village residents. While resident surveys and data gathered from the relocation process helped determine these needs, small focus groups allowed the planning team to gather important information regarding why residents chose their current locations and what they liked and/or did not like while living at Poindexter Village. Importantly, discussions centered on what needed to occur on the Near East Side—both in terms of new housing choices and improvements to the surrounding neighborhood—in order to attract them back.

### October: Core Development Area Workshops

#### LOCATION: KING ARTS COMPLEX

The core development area (CDA) workshops were public evening meetings held to present possible scenarios for redevelopment sites and to allow residents an opportunity to give their feedback and indicate which scenarios were most



**Residents voice approvals and concerns during October development workshops.**

favorable. The three workshops focused on Taylor Avenue; Mt. Vernon Avenue and Long Street Commercial/Retail Areas; and Poindexter Village and were held on October 9th, 10th, and 30th respectively. The workshops had two main objectives. The first was to present possible concepts for redevelopments throughout the Near East Side Neighborhood that have been developed based on residents' feedback and the consultant team's findings thus far. The second was to gauge residents' responses to the various development schemes and to allow them an opportunity to voice which would be their preferred plan. Attendance averaged between 60–80 residents for each event.



***Residents reviewed and prioritized implementation strategies at the November Implementation Open House.***

## **November: Implementation Open House**

**LOCATION: KING ARTS COMPLEX**

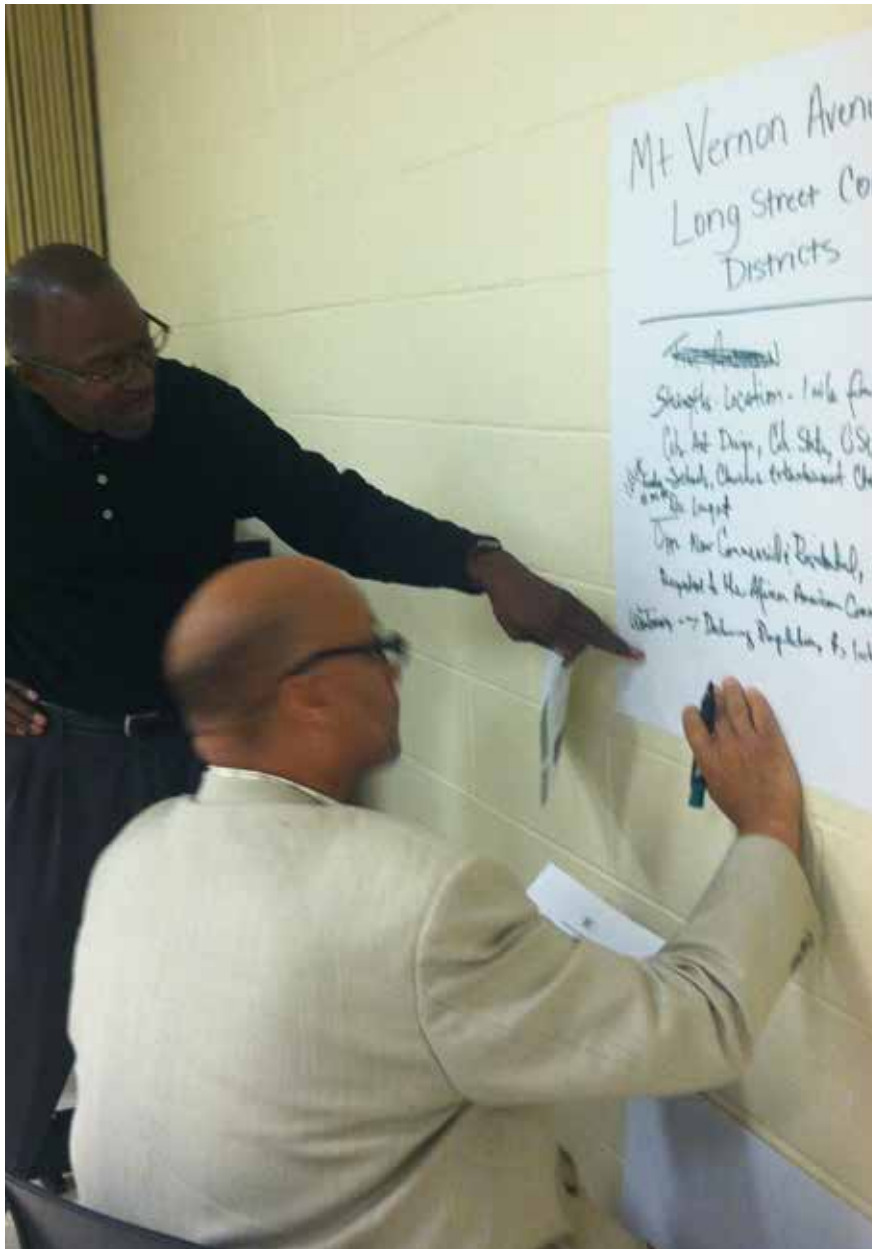
Following the October CDA workshops, the planning team developed a comprehensive series of implementation initiatives with specific action steps and timing for each initiative. The initiatives were organized into the three core Choice Neighborhoods categories of *People*, *Neighborhood*, and *Housing*. These were then blown up onto ten large posters and displayed in a gallery-style setting within the auditorium. After a brief presentation, residents were asked to prioritize initiatives within the three categories. Approximately 80 residents participated during the event.

## **March: Draft Plan Open House**

**LOCATION: KING ARTS COMPLEX**

On March 5th, over 100 residents came together to review the strategies and implementation initiatives included in the draft plan. The event kicked off a 30-day public comment period that included weekly “open office hours” at the PACT office.





# 6 *Vision and Principles*

*The Near East Side will prosper as a revitalized and diverse mixed-income neighborhood that builds on its important history and current residents while welcoming returning and new neighbors. The many existing assets will be strengthened and future opportunities will be swiftly realized. Quality housing for all; **healthy, educated and employed residents**; vibrant streets and beautiful green spaces; thriving retail; and above all a safe environment will be the defining hallmarks of our neighborhood.*

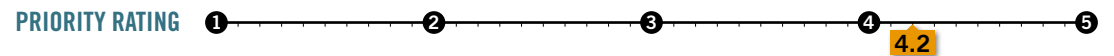


*During the three-day public workshop, residents wrote “newspaper headlines” that would describe the neighborhood in ten years.*

The project principles were developed based on public input, information gathered during the stakeholder interviews and focus groups, and from the reports of the five subcommittees. These principles were then presented, discussed, reviewed, and prioritized during the July three-day workshop. The number at the end of each principle reflects a priority score (from 1 to 5, with 5 being the most important) based on input from over a hundred participating residents.



# 1 **The neighborhood is diverse (socially, culturally, economically) but anchored by the strong African-American heritage.**



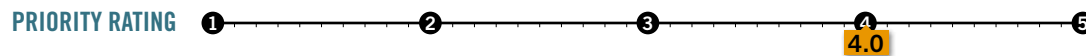
### CONCERNS VOICED BY RESIDENTS

- The neighborhood is not diverse in its current state.
- The neighborhood currently has no economic diversity.

### COMMENTS OF SUPPORT

- Many different communities with various historical backgrounds reside here.

# 2 **Quality housing is available to people, regardless of income.**



### CONCERNS VOICED BY RESIDENTS

- Too many vacant properties.
- Many people do not abide to property code laws.
- Remodeled homes are too expensive for current residents.

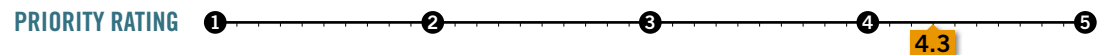
### COMMENTS OF SUPPORT

- Quality includes sustainability options and green housing.
- The community would like to see a mixed selection of housing stock.





### 3 The neighborhood is safe and perceived as safe.



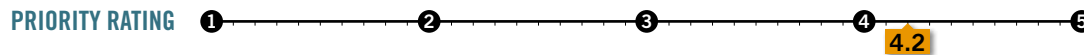
#### CONCERNS VOICED BY RESIDENTS

- This is desirable as long as “perceived as safe” does not mean discrimination and mistreatment of low income and people of color.
- The media plays a large role in depicting the area as safe.

#### COMMENTS OF SUPPORT

- In order to have a safer neighborhood, neighbors should know one another better and share.

### 4 History is embraced and promoted through preservation of significant buildings and cultural assets.



#### CONCERNS VOICED BY RESIDENTS

- Poindexter Village is a significant part of the area’s history.
- Many of the community’s historically significant structures have been demolished without a public outcry.

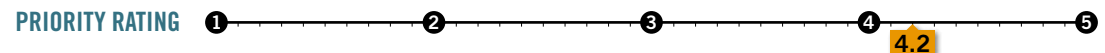
#### COMMENTS OF SUPPORT

- Great and unique architecture make our neighborhood different.
- Many historically significant buildings should be repurposed.





## 5 Health and wellness are emphasized (i.e., presence of Ohio State East, new grocery store).



### CONCERNS VOICED BY RESIDENTS

- Many residents of the community would like to see African-American physicians come back to the area.
- Many stores in the area only have low-grade food.

### COMMENTS OF SUPPORT

- Ohio State is an asset. The community should utilize the asset to address health issues.
- The health movement should be lead by community members.

## 6 The neighborhood becomes a destination for jazz, arts and entertainment, especially around the King Arts Complex.



### CONCERNS VOICED BY RESIDENTS

- These resources must be available to the low income people in the area.
- Ensure that stereotypical promotion of a specific genre of music does not limit our development as an arts district.

### COMMENTS OF SUPPORT

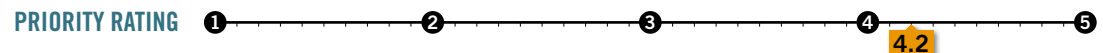
- The jazz scene is a major asset to the community.





# 7

## Educational standards are high and the schools meet the needs of existing residents and attract new ones.



### CONCERNS VOICED BY RESIDENTS

- Include not only traditional education, but also vocational opportunities.
- The education problem in the community does not only need to be raised to attract new residents.

### COMMENTS OF SUPPORT

- Without strong schools, families will be less likely to reside in the area by choice. High educational standards are a must.

# 8

## Residents and businesses take pride—ownership and responsibility—in maintaining their properties.



### CONCERNS VOICED BY RESIDENTS

- Is this something that is enforceable?

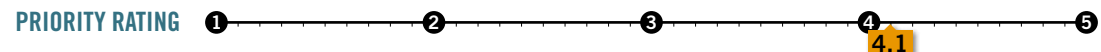
### COMMENTS OF SUPPORT

- This idea can be developed through education and awareness about the history of the neighborhood.





## 9 The neighborhood is physically connected to downtown and surrounding neighborhoods (via streets, corridors, sidewalks).



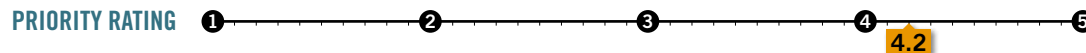
### CONCERNS VOICED BY RESIDENTS

- The freeways in Columbus are designed to disconnect the community from downtown. Is the new construction doing the same?
- Broad Street is not walkable. There are too many lanes of traffic for a pedestrian to feel safe walking.

### COMMENTS OF SUPPORT

- We need bike paths and walkways. This will promote a healthy community, as well as connectivity.

## 10 New business, especially the small independently owned, thrive and offer employment opportunities for residents.



### CONCERNS VOICED BY RESIDENTS

- Traffic patterns and the lack of dense population challenge small businesses who could meet the needs of the community.
- Many small business owners will employ their family members, not residents of the community.

### COMMENTS OF SUPPORT

- There are many small commercial nodes throughout the neighborhood to be considered for new business. This will encourage walkability and convenience.









## ***Transformation Plan Strategies***

The strategies for the Near East Side are ambitious but achievable. They focus first on the needs of the people, and then on the housing and neighborhood initiatives that will improve quality of life and create a healthy, vibrant environment. Overall, the plan seeks to improve education outcomes at all levels; connect residents to jobs and job training; increase the household population by over twenty percent and implement over \$135 million in new investment within the next ten years.



# PEOPLE STRATEGIES

## Overview

The Blueprint for Community Investment has, from the beginning, been focused first and foremost on improving the health, wellness, and overall quality of life of the residents of the Near East Side. These “people” strategies, which focus on the residents themselves versus the physical environment, are organized into the following three categories:

- Health and Wellness
- Education
- Workforce and Job Training

Each set of strategies follow.

## Health and Wellness Plan Strategies

### OVERVIEW

The health and wellness initiatives call for a community model for preventative and personalized healthcare. The strategy will be to build a holistic health and wellness system that will trigger a cultural shift in the residents’ personal health attitudes and behaviors by focusing on preventative and proactive care.

The most recent comprehensive community health assessment of the Near East neighborhood, conducted in 2004 by the Columbus Public Health Department and the Centers for Disease Control & Prevention, concluded that the Near East neighborhood experienced some of the poorest health outcomes in Franklin County. To date, the PACT area has continued to bear disproportionate burdens of poor health including: obesity, chronic disease, infant mortality, and food insecurity. Given these reported indicators of poor health, transforming the health outcomes of this area was made a critical priority of the PACT partnership. To address these important issues, the transformation plan has developed numerous strategies that fall under the X major categories:

- Improved access to health services

- Disease prevention: fresh food and organized physical activity
- Health resource navigation

These strategies are based on community input derived from the PACT subcommittee on Health and Wellness. They have been fully developed by the Ohio State University Center for Personalized Health Care.

### COMMUNITY PERSPECTIVE ON HEALTH & WELLNESS

From July, 2012–January, 2013, with technical assistance from the United Way of Central Ohio, PACT hosted a series of focus groups comprised of area stakeholders titled, community conversations. For the purpose of these public discussion, PACT defined stakeholders as anyone who lives in, visits, or works in the target community. The top issues expressed in the community conversations principally encompassed the following:

- There is a desire to better understand how to access needed health services; though OSU CarePoint East and The OSU Wexner Medical Center are considered to be positive assets to the community
- Eating healthfully is viewed as an important component of maintaining health, but there is

limited access to fresh food, no major grocery store within walking distance, and the small corner markets, which dominate area, are primarily stocked with “junk” food, cigarettes and alcohol

- There is a desire to have more green space and utilization of local facilities to engage in physical activity

Derived from research on best practices in community health (Centers for Disease Control & Prevention, 2013), and on the qualitative data gathered from the conversations with community stakeholders about the area’s health, the PACT Health & Wellness Subcommittee extracted three community priorities: 1. Improve access to health care services 2. Engage in disease prevention via availability of fresh food and organized physical activity 3. Make available a connected community health navigation resource.

### HEALTH AND WELLNESS STRATEGIES

Based on larger themes in which impact can be greatest, The Ohio State University Center for Personalized Health Care (CPHC) deems reasonable initial steps toward implementation of a comprehensive health and wellness improvement plan for the PACT area could include the following:

## 1. Improved access to health services

### STRATEGY SUMMARIES

- Complete a comprehensive Health Assessment of residents within the 43203/43205 zip code areas**
- Ohio MEDTAPP HAI (Medicaid Technical Assistance and Policy Program Healthcare Access Initiative) specifically targeted toward the PACT area**
- OSU College of Nursing- Ohio State Total Health & Wellness at University Hospital East to target PACT residents for primary care and mental health services.**
- Encourage residents to seek preventive services at OSU CarePoint East**
- Insurance Education for OSU Employees of PACT neighborhood**

### Strategy descriptions

**a) Complete health assessment.** The most recent health assessment of the PACT area was conducted in 2004 by the Columbus Public Health Department.<sup>1</sup> The assessment concluded that people who reside in the target area experience some of the poorest health outcomes, not only in the City of Columbus, but in all of Franklin County:

- 66% were overweight/obese (Franklin County, 56%)
- 36% had hypertension (Franklin County, 27%)
- Infant mortality of 15.3, per 1000 live births (Franklin County, 8.5 per 1000 live births)
- 13% had >30 minutes physical activity, 5-7 days per week (Franklin County, 54%)
- 14% had 5+ servings of fruit and vegetables (Franklin County, 15%)
- 17% reported at least one episode of food insecurity within 30 days (Franklin County, 7%)

Because national data indicate greater prevalence of obesity,<sup>2</sup> greater health disparities<sup>3</sup> and more widespread poverty since 2004,<sup>4</sup> all indicators of health status, it can be concluded that health outcomes for residents in 43203/43205 may now, perhaps be worse.

Since the 2004 assessment, changes in access to care have occurred in neighborhood, as well. The Ohio State University Wexner Medical Center opened CarePoint East in

<sup>1</sup> [http://publichealth.columbus.gov/uploadedFiles/Public\\_Health/Content\\_Editors/Center\\_for\\_Assessment\\_and\\_Preparedness/Assessment\\_and\\_Surveillance/Reports\\_and\\_Files/HNP%20NearEast%2004.pdf](http://publichealth.columbus.gov/uploadedFiles/Public_Health/Content_Editors/Center_for_Assessment_and_Preparedness/Assessment_and_Surveillance/Reports_and_Files/HNP%20NearEast%2004.pdf)

<sup>2</sup> In 2004, 32.2% of adults were obese, while the prevalence increased to 35.7% in 2012 (Centers for Disease Control and Prevention, 2013: <http://www.cdc.gov/minorityhealth/CHDIReport.html#Factsheet>)

<sup>3</sup> Centers for Disease Control Health Disparities & Inequalities Report—United States, 2011

<sup>4</sup> Rate of U.S. poverty in 2004 was 12.7%; and in 2011, poverty had increased to 15% (United States Census Bureau: Income, Poverty and Health Insurance Coverage in the United States: 2011 ([http://www.census.gov/newsroom/releases/archives/income\\_wealth/cb12-172.html](http://www.census.gov/newsroom/releases/archives/income_wealth/cb12-172.html)))

2011, which broadened availability of outpatient health care services to PACT residents, has likely had a positive impact on access to care over the past 7 years. Additionally, The Ohio State University College of Nursing opened its first nurse practitioner staffed clinic at OSU East Hospital in 2013.

Consequently, an updated comprehensive health impact assessment of the PACT area would be beneficial in creating targeted, neighborhood-specific recommendations for improving resident health and wellness.

A complete health assessment would more accurately reveal the health status of residents and offer a more precise picture of the impact structural and economic changes have had on the health of those who reside in 43203/43205. It is the intent that the results of an assessment be used as a tool for targeted community health interventions, as well as for the development of existing and future health related resources, services and programs. Additionally, the results of the assessment will help local entities to better coordinate and customize their services to meet the needs of residents.

Given the expertise of its staff and past experience with generating the 2004 Near East Health Report, the Columbus Public Health Department is uniquely positioned to conduct the recommended health assessment. The Columbus Health Department employs a staff of epidemiologists, biostatisticians, and community health specialists who possess the advanced education and professional background to gather, analyze and produce recommendations based on quantitative and qualitative data.

The expected results of a health assessment of 43203/43205 are:

- Updated information on the health status of PACT residents
- Establishment of reliable baseline data and reasonable outcome metrics
- Understanding of the causes for improvement and/or decline in health since the previous 2004 assessment
- Concrete recommendations for appropriate targeted health interventions

**b) Ohio MEDTAPP HAI (Medicaid Technical Assistance and Policy Program Healthcare Access Initiative) specifically targeted toward the PACT area** The Ohio Medicaid Technical Assistance and Policy Program Healthcare

Access Initiative (MEDTAPP HAI) is a partnership with 15 departments and programs from 6 Ohio colleges and universities with local clinics, nontraditional community-based practice sites, hospitals, mental health clinics and other health care sites. The goal is to support the development and retention of health care providers to better serve Ohio's Medicaid population. Participants also will be trained to use emerging health care delivery models and evidence-based practices.

Advanced clinical graduate students who are funded by MEDTAPP dollars, will receive extensive field-based mental health training and supervision, and undergraduate students would be trained as care managers, to work collaboratively in the future with PACT community-based health care providers.

MEDTAPP funding supports the creation of opportunities for many practice placement and learning experiences with Medicaid patients<sup>5</sup> and is currently under a one-year renewable contract with Medicaid.

It is conceivable that the MEDTAPP OSU program could be expanded to include a job placement program, exclusively for the

<sup>5</sup> <http://jfs.ohio.gov/ohfp/bhapp/Medtappbackground.stm>

PACT area, for participants who are required to complete the two years of post-graduation service in a high Medicaid population community. Given that students will have already had acquired knowledge of community dynamics and will have established relationships with community residents, the creation of a formal job placement program for those who have served in the PACT area via the MEDTAPP program could result in:

- PACT residents would be able to extend relationship with providers who are already familiar to them; impacting the level of trust necessary for providers to better serve their patients (Baker et al., 2003; Kearley et al., 2001)
- More Medicaid patients establishing patient-centered medical homes, leading to continuity in care and increase quality of care
- Future providers being familiar with the PACT neighborhood and therefore, more educated about area patient needs in mental health and medical services
- Reduced community orientation time for those ready to practice

The primary contact for MEDTAPP HIA for Ohio State University is William Hayes: *william.hayes@osumc.edu*

**c) OSU College of Nursing—Ohio State Total Health & Wellness at University Hospital East to target PACT residents for primary care and mental health services.**

In January, 2013, The OSU College of Nursing opened The Ohio State Total Health & Wellness at University Hospital East, a nurse practitioner-led comprehensive primary care practice at University Hospital East. Advanced Practice Nursing students, including Adult Nurse Practitioners, Family Nurse Practitioners, and Pediatric Nurse Practitioners, Psychiatric Mental Health Nurse Practitioners, Women’s Health Nurse Practitioners and Nurse Midwifery students are assigned clinical placements, where they work with faculty preceptors and members of a health care team in delivering comprehensive, transdisciplinary integrated primary care. Undergraduate RN students and graduate advanced practice nursing students facilitate health coaching for patients, especially those with chronic disorders.

Deliberate efforts to direct PACT residents to The Ohio State Total Health & Wellness nurse practitioner clinic could result in:

- Improved preventive care and early health interventions for residents; thereby avoiding unnecessary visits to emergency rooms for care

- Filling the void of lack of primary care services in the neighborhood
- Provide disease management services and education to patients experiencing chronic disease
- Filling gap in available mental health services

Services include:

- health and wellness screening and education
- evidence-based management of new health problems or complaints
- care and ongoing management for conditions like diabetes, asthma and heart failure
- routine physical exams, screenings and vaccines
- basic women’s services like pap smears and birth control
- mental health counseling and programs for conditions like depression and anxiety
- healthy lifestyle programs and educational services

Most health insurance, including Medicare and Medicaid, are accepted. Financial help is available to those with limited income.

University Hospital East  
12th floor Tower, Suite 1203  
1492 East Broad Street  
Columbus, OH 43205

*Hours:*

Monday, Tuesday, Thursday, Friday: 8 am–5 pm

Wednesday: 8 am–12 pm

*Phone:* (614) 685-9994

*Fax:* (614) 685-9993

**d) Encourage residents to seek preventive services at OSU CarePoint East.**

CarePoint East is an outpatient medical complex located at Taylor Avenue and I-670. Though there are currently no gynecological/obstetric services, OSU CarePoint East provides an array of outpatient services. Physicians at CarePoint East generally accept Medicaid/Medicare and HCap, and seek to help patients establish patient-center medical homes within the OSU health care system.

Efforts to encourage PACT residents who have health coverage to utilize CarePoint East could result in:

- Better outcomes due to coordinated primary health services using the Patient

Centered Medical Home model (Reid et al., 2009; Nutting et al., 2010)

- Reduction in use of emergency room for conditions typically addressed in primary care

**e) Insurance Education for OSU Employees of PACT neighborhood.** Leaders of various Ohio State University departments have indicated that they have staff members who lack experience using conventional private health insurance. Because many have only recently acquired health care coverage with The Ohio State University Health Plan, and are unfamiliar with the benefit, many retain the practices of previously being uninsured: only seeking attention after a condition becomes acute; when early intervention would have yielded better outcomes. Reasons vary from lack of knowledge, lack of funds for a co-pay, no established relationship with a family physician, inability to afford medication, (source)

According to The Ohio State University Human Resources data from FY 2012 payroll, there are 200 PACT area residents who are employed by The Ohio State University (43203:89 and 43205: 111). The OSU Health Plan could conduct a worksite seminar on the benefits and efficient use of OSU Health Plan insur-

ance, and as part of the on-boarding orientation.

This OSU HP Insurance Seminar would result in:

- Employees who live in the PACT area (as well as others) using their health benefits as intended
- Employees having a clear understanding of the entirety of the health benefits package
- Employees engaging in preventive care: recommended screenings, consultations and other services

**2. Disease prevention: fresh food and organized physical activity**

**STRATEGY SUMMARIES**

- a) Establishment of anchor grocery store
- b) Establishment of The Ohio State University Extension nutrition programming to PACT area
- c) Continuing with the food distribution programs of The Mid Ohio Food Bank in the PACT area
- d) Research and ascertain interest among local food store owners in The Ohio Department of Development small business enhancement programs
- e) Partner with the Elsie & Eldon Ward YMCA
- f) Partner with the City of Columbus Recreation & Parks

**Strategy descriptions**

According to the USDA Economic Research Service which maps food desert data, the PACT area meets the criteria for identification as a food desert,<sup>6</sup> and the PACT series of community conversations revealed that residents want access to fresh food. Additionally, data from the 2004 Near East health assessment confirmed that PACT residents are not eating the minimum recommended servings of fruits and vegetables, nor are they engaging in sufficient physical activity.

However, it must be noted that recent research has demonstrated that though there are many people who reside in areas which are officially classified as food deserts, but do access grocery stores in areas where they work, have occasional access to cars, or take public transportation to shop for food (Widener et al., 2013; Salze et al., 2011). Furthermore, a food desert designation does not fully capture the motivations for lack of healthy food intake. Studies have shown that even when there is access, people may not consume healthy foods because less healthy food is cheaper, preferred tasted for foods which are higher in fat, sugar and salt, lack of knowledge on how to prepare fresh foods, and convenience (An & Sturm, 2012; Boone-Heinonen et al., 2011; James, 2004).

For these reasons, the CPHC recommends combining access to healthy food with efforts to address the additional factors affecting the lack of healthy food intake. Efforts to educate PACT residents about the benefits of healthy food, as well as skill-building to increase efficacy to develop shopping strategies and cooking techniques for low-cost foods should be implemented. The following are resources which could be established and/or utilized to expand the availability of fresh food, nutrition education and opportunities to engage in physical activity in the PACT area.

**a) Establishment of anchor grocery store in PACT that would be used as a health “hub” for the community offering:**

- i. Nutrition consultation
- ii. Shopping strategies
- iii. Center for community health resources
- iv. Customer incentives/reward system for purchase of fruits and vegetables

**b) Establishment of The Ohio State University Extension nutrition programming to PACT area.** The OSU Extension brings the knowledge of the university directly to communities throughout the state of Ohio. OSU Extension fulfills the land-grant mission of The Ohio State University by interpreting knowledge and research developed by Extension and other fac-

ulty and staff at the Ohio Agricultural Research and Development Center, Ohio State main campus, and other land-grant universities—so Ohioans can use the scientifically based information to better their lives, businesses and communities. The Extension system is the world’s largest non-formal educational system. Extension’s hallmark is programming delivered by professionals to address the needs of the local community while also addressing state, national, and global issues. Practical educational programs combine the needs of local citizens and communities with new research and technical information. An OSU Extension program which could be readily implemented in the PACT area is:

*The Ohio Expanded Food and Nutrition Education Program (EFNEP)*, which targets low income family with children (including pregnant women). EFNEP is a free program offered in 18 counties in Ohio (see map below) and has two components—a youth program and an adult program. The adult program serves adults with children in the household. Participants learn how to make healthier, safer, and lower-cost food choices for themselves and their families. They boost their ability to choose and buy food that is healthier for their families. They gain new skills in food preparation, storage, and

<sup>6</sup> <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx#UUyjBhfvt4>



safety. They learn how to better manage their food budgets, and how to increase their physical activity levels.

Additionally the Food and Nutrition Program could be implemented in the PACT area, which currently targets senior citizens or other adults without children. Both programs are free to participants who meet income requirements.

To begin implementation, there would need to be a community contact person to assist with participant recruitment and advertisement of the classes. The classes are conducted in a series and arrangements can be made to host several series.

Implementation of OSU Extension programming in the PACT area could result in:

- Residents learning more about nutrition
- Residents accepting the importance of maintaining a healthy diet as a disease prevention method
- Residents learning skills in food preparation, food budgeting and food safety
- Residents consuming more fruits and vegetables

**c) Continuing with the food distribution programs of The Mid Ohio Food Bank in the PACT area.** The Mid Ohio Food Bank has a presence all over central Ohio and has partnered with local food pantries in the PACT area (partnered pantries listed in Appendix E) to provide food for residents in need. CPHC recommends continuing with the Mid Ohio Food Bank programs, and expanding them as more programs become available.

The following are those which are currently being implemented in the PACT neighborhood:

- i. **Produce Express** is a fresh produce delivery program that services emergency feeding pantries and soup kitchens. The program allows partner agencies the chance to provide fresh fruits and vegetables to families and individuals in need, on a regular basis, in addition to non-perishable food items.
- ii. **Produce Markets** are free community events sponsored by Mid-Ohio Foodbank and select partnering agencies. At these events a Foodbank truck delivers at least 10,000 pounds of fresh produce and bread and bakery products to a pre-selected community location. The fresh food is then distributed to community members in need. This large community event relies on its partner agencies and many volunteers to serve upwards of 200 families per market.

- iii. **Mobile Markets** deliver fresh produce, dairy and bread and bakery products to low-income senior residences and subsidized daycare centers in Franklin County, as well as low-income community sites in rural counties. The Foodbank has a pair of specially-crafted refrigerated trucks for these distributions.
- iv. **BackPack** program provides a rotating menu of simple to prepare, nutritious foods for children and their families living in low income neighborhoods. The food is delivered in cases from the Foodbank's warehouse to the school site, where it's divided and placed in bags supplied by Mid-Ohio Foodbank. The amount of groceries sent home is based on a family of four—more for larger families when possible. All food provided is shelf-stable, with the addition of bread and fresh produce (e.g., apples, potatoes, etc.), when it is available. Sites are selected on the basis of need, proximity of other resources and site capacity.
- v. **Commodity Supplemental Food Program (CSFP)** is a federal program provided through the Food and Nutrition Service of the U.S. Department of Agriculture. CSFP provides a monthly box of nutritious food to low-income seniors.

vi. **Second Servings** transports ready to eat foods from restaurants and food-service businesses directly to hot-meal feeding sites; such as soup kitchens, emergency shelters, and after-school enrichment programs in Franklin County. The food is intended for immediate consumption

**d) Research and ascertain interest among local food store owners in The Ohio Department of Development small business enhancement programs.**

The Ohio Department of Development works to support Ohio’s businesses, large and small, as they maneuver in the global economy, and has resources to assist businesses as they grow. Resources include the Small Business Development Centers, the Minority Business Development Centers, and International Trade Assistance Centers, as well as the Small and Minority Business Financial Incentives Programs.

Because many small corner market owners lack space, food knowledge or incentive to stock produce and other healthy food items (Khan et al., 2009; Lee et al., 2008; Strategic Alliance, 2013), many still only sell “junk” food, cigarettes and alcohol. However, in order to know if these owners actually have any interest in expanding their selections to include fruits, vegetables and other healthy items, it is

recommended that PACT engage with the owners to ascertain if there is, indeed, a desire to alter their business model.

It is possible that local store owners in the PACT area could be interested in participating in, and could be assisted by the following Ohio Department of Development programs to be positioned to carry nutritious items in their stores at reasonable prices:

**i. Ohio New Markets Tax Credit Program** helps to finance business investments in low-income communities by providing investors with state tax credits in exchange for delivering below-market-rate investment options to Ohio businesses. Investors receive a 39% tax credit spread over seven years if they make an investment in a qualified low-income community business. Community Development Entities (CDEs) apply to the program for allocation authority, and work with investors to make qualified low-income community investments. The program helps to spark revitalization in Ohio’s communities with this attractive tax credit. *ohionewmarkets@development.ohio.gov*.

**ii. State Small Business Credit Initiative (SSBCI)**—The Ohio Development Services

Agency received more than \$55 million from the U.S. Department of Treasury for the State Small Business Credit Initiative (SSBCI) to encourage lending to small businesses. The Ohio Development Services Agency administers the following state-run financing programs utilizing SSBCI funds to help finance small businesses and manufacturers that are creditworthy, but are not receiving the financing they need from the private sector to expand and create jobs:

- *Collateral Enhancement Program (CEP)*. Provides lending institutions with cash collateral deposits to use as additional collateral for loans made to eligible for-profit small businesses.
- *Ohio Capital Access Program (OCAP)*. Provides financing to for-profit and nonprofit businesses that are having difficulty obtaining business loans through conventional underwriting standards. OCAP supports small business lending by establishing a loan “guarantee” reserve pool at a lending institution that participates in the OCAP. The reserve pool is available to the participating Lender for recovery of any losses on any loan they have enrolled in the OCAP.

**iii. United States Department of Agriculture (USDA)/United State Department of De-**

**fense (USDOD) Fresh Fruit and Vegetable Program** (<http://www.fns.usda.gov/fdd/programs/dod/default.htm>)

The Department of Defense (DoD) Fresh Fruit and Vegetable Program allows schools to use USDA Foods entitlement dollars to buy fresh produce. The program is operated by the Defense Logistics Agency at the Department of Defense. In school year (SY) 1994-1995, the program began as a pilot in eight states; \$3.2 million of produce was delivered to schools. Today, schools in 46 states, the District of Columbia, Puerto Rico, the Virgin Islands, and Guam participate in the program, with more than \$100 million in anticipated purchases during SY 2012-2013. DoD Fresh allocations may be changed throughout the year and USDA does not impose a cap on the amount of entitlement used through this program.

The USDA/USDOD food programs could be implemented in the PACT area, particularly in partnership with Columbus City Schools. Below are links to resources:

1. *About DOD Fresh Fruit and Vegetable Program*. This document provides history of the program and information about current operations
2. *Defense Logistics Agency Produce Website*. DLA's site provides detailed informa-

tion about how the program works and lists links to the produce vendor long term contracts and delivery zones

3. *Farm to school state contacts*. This site provides a farm to school contact for every state.
4. *FFAVORS Web*. The web-based Fresh Fruit and Vegetable Order/Receipt System is the ordering mechanism for the DoD Fresh program.

The above tactics could result in:

- Local store owners to leverage incentives to expand their business models to supply healthier food to residents
- Provide store owners with financing to provide better products for sale
- Allow residents to purchase fresh food at more locations, within their neighborhood

Primary contact for the Department of Development for PACT is \_\_\_\_\_

- e) The Elsie & Eldon Ward YMCA is the only YMCA located in the PACT area.** There are several physical activity programs hosted at this location, and experience high utilization by residents. The following are recommendations for increasing physical activity among community residents:

- i. Continue with expanding utilization of existing programs through outreach at local businesses, schools and OSUWMC.
- ii. Apply for an ACHIEVE grant: YMCAs engaged in our Healthier Communities Initiatives (Pioneering Healthier Communities, State-wide Pioneering Healthier Communities and ACHIEVE) focuses on creating healthy communities with an emphasis on eating nutritious foods and physical activity. (<http://www.ymca.net/healthier-communities/>)

ACHIEVE was inspired in part by the Y's Pioneering Healthier Communities. ACHIEVE is designed to unite YMCAs, local and state health departments, parks and recreation departments and other community based organizations more formally in the fight against chronic disease. ACHIEVE is supported by the Centers for Disease Control and Prevention (CDC), and is a partnership among the National Association of Chronic Disease Directors (NACDD), the National Association of County and City Health Officials (NACCHO), the National Recreation and Park Association (NRPA), Society for Public Health Education and Y-USA.

The ACHIEVE model capitalizes on the experience and expertise of national organizations in

strengthening community leadership, building capacity, and activating change. Establishing partnerships with national organizations to implement policy, systems, and environmental changes is an efficient and effective mechanism for achieving chronic disease prevention and health promotion goals in communities.

The Ward YMCA and PACT can apply for an ACHIEVE or Community Transformation Grant.

The above tactic could result in:

- Residents having more opportunities to engage in physical activity
- Residents understanding the importance of combining consumption of healthy food with regular physical activity as a meaningful strategy to achieve and maintain better health
- Residents feeling more engaged in their community

**f) The City of Columbus Recreation & Parks- Continue with expanding utilization of existing programs through outreach at local businesses, schools and OSUWMC.** The above tactic could result in:

- Residents having more opportunities to engage in physical activity
- Residents understanding the importance

of combining consumption of healthy food with regular physical activity as a meaningful strategy to achieve and maintain better health

- Residents feeling more engaged in their community

**3. Health resource navigation**

**STRATEGY SUMMARIES**

- a) Explore the implementation of a Health Leads program in partnership with the OSU College of Public Health
- b) Include residents from the PACT area in the Center for Medicaid and Medicare Services Community Health Workers via OSU Government Resource Center/Certification by OSU College of Nursing
- c) Distribute information about Columbus Public Health Department-Health Resources for Adults and Children with Limited Incomes

**Strategy descriptions**

Being able to easily access resources to address health was expressed as a priority for PACT residents. Additionally, research has shown that community health navigation programs are effective in bridging community residents with services that can best meet their needs (Alvillar et al., 2011; Kaufman et al, 2010, Clark & Egan, 2011). In particular, successful community health navigation involves not only addressing health

needs, but doing so in a manner that is culturally competent, understanding of socioeconomic circumstances and that garners trust of the community at large (Nemcek et al., 2003; Catalani et al., 2009; Hutchings et al., 2011).

The following are approaches for health resource navigation which could be implemented in the PACT area:

**a) Explore the implementation of a Health**

**Leads program in partnership with the OSU College of Public Health—**Health Leads was

founded in 1996, Health Leads is a program, staffed primarily by local college students who work with clinic partners to treat the non-medical factors that impact patients’ health. By addressing basic resource needs like food and heat, Health Leads enables clinics to offer comprehensive care for their patients. A fully integrated component of care delivery, Health Leads provides a complete picture of patients’ health, improving outcomes while lowering costs. Currently, Health Leads operates in Boston, Baltimore, Providence, Chicago, New York and Washington D.C.

Professor Amy Acton, MD, of The Ohio State University College of Public Health is instructing a class of undergraduate public health students, with a focus on the feasibility of

implementing Health Leads in a target community in Columbus, Ohio. Professor Acton has expressed that the PACT area, given the presence of The Ohio State University Medical Center and various other community resources, would be an ideal location for initiating Health Leads. This possibility is in the exploratory stages at this time, but potential for realization remains positive.

Implementing Health Leads in the PACT area could result in:

- Residents' non-health issues which negatively affect their health could be systematically addressed
- Residents would have a single source to access services they need
- Providers would have a resource to help their patients address concerns outside of their scope of practice
- Consequent better health outcomes

The primary contact for a possible Health Leads focus in the PACT neighborhood is: Dr. Amy Acton, MD, The Ohio State University College of Public Health, [acton.44@osu.edu](mailto:acton.44@osu.edu), 614-292-3997

**b) Include residents from the PACT area in the Center for Medicaid and Medicare Services Community Health Workers via OSU Govern-**

**ment Resource Center/Certification by OSU College of Nursing.** MEDTAPP OSU has received funding for community health workers for FY 2014-15. This funding will allow 10-12 community residents to complete 286 hours of training, leading to certification as a community health navigator. Howard Goldstein, Research Director of the Schoenbaum Family Center, is the administrator of this program and The Ohio State University College of Nursing will create the curriculum for the certification program.

The Weinland Park neighborhood has recently been a target area for community health worker training, however, expanding the recruitment pool to include candidates from the PACT area would allow residents to experience a novel way of obtaining necessary care; and addressing the critical social determinants of health.

Training health navigators who reside in the PACT area could result in:

- Residents feeling empowered and encouraged to engage in positive health behaviors
- Residents receiving more culturally sensitive care
- Reduction in barriers to access to care
- Health navigators imparting knowledge,

advising and enabling residents to make sound health decisions

- Reaching residents of the PACT area who would normally be overlooked

The primary contact for the OSU Health Navigator Certification Program is Howard Goldstein, PhD, [goldstein.145@osu.edu](mailto:goldstein.145@osu.edu), 614-247-7366

**c) Distribute information about Columbus Public Health Department-Health Resources for Adults and Children with Limited Incomes.**

The Columbus Public Health Department houses a resource list for those with limited incomes to access free, sliding-scale or Medicaid physical health, mental health, dental care, vision care and prescription drug assistance.

This is an online resource: <http://publichealth.columbus.gov/health-resources-lists.aspx>

## TRANSFORMATION PLAN STRATEGIES

| HEALTH AND WELLNESS STRATEGIES METRICS FOR MEASURING SUCCESS   |   |   |   |   |
|--|---|---|---|---|
|  | BASELINE  | TARGET                                  | TARGET-SETTING METHOD                   | DATA SOURCE   |
| <b>Access to Care</b>  |   |   |   |   |
| Increase those with medical insurance  | 83.2 percent of persons had medical insurance in 2008   | 100 percent                             | Total coverage                          | National Health Interview Survey (NHIS), CDC, NCHS                                      |
| Increase the proportion of persons with a usual primary care provider  | 76.3 percent of persons had a usual primary care provider in 2007   | 83.9 percent                            | 10 percent improvement                  | Medical Expenditure Panel Survey (MEPS), AHRQ   |
| Increase the proportion of all persons who have a source of ongoing care   | 86.4 percent of persons of all ages had a specific source of ongoing care in 2008   | 95.0 percent                            | 10 percent improvement                  | National Health Interview Survey (NHIS), CDC, NCHS                                      |
| Increase the proportion of persons who receive appropriate evidence-based clinical preventive services (Developmental)                   |   |   |   | Potential: Medical Expenditure Panel Survey (MEPS), AHRQ                                |
| <b>Disease Prevention: Fresh Food and Organized Physical Activity</b>  |   |   |   |   |
| Reduce household food insecurity and in doing so reduce hunger   | 14.6 percent of households were food insecure in 2008   | 6.0 percent                             | Retention of Healthy People 2010 target | Food Security Supplement to the Current Population Survey (FSS-CPS), U.S. Census Bureau |
| Increase the contribution of fruits to the diets of the population aged 2 years and older  | 0.5 cup equivalent of fruits per 1,000 calories was the mean daily intake by persons aged 2 years and older in 2001–04  | 0.9 cup equivalent per 1,000 calories   | Modeling                                | National Health and Nutrition Examination Survey (NHANES), CDC, NCHS, and USDA, ARS     |
|  | 0.8 cup equivalent of total vegetables per 1,000 calories was the mean daily intake by persons aged 2 years and older in 2001–04 (age adjusted to the year 2000 standard population)                                | 1.1 cup equivalent per 1,000 calories   | Modeling                                | National Health and Nutrition Examination Survey (NHANES), CDC, NCHS, and USDA, ARS     |
| Increase the contribution of total vegetables to the diets of the population aged 2 years and older                                      | 0.8 cup equivalent of total vegetables per 1,000 calories was the mean daily intake by persons aged 2 years and older in 2001–04 (age adjusted to the year 2000 standard population)                                | 1.1 cup equivalent per 1,000 calories   |   | National Health and Nutrition Examination Survey (NHANES), CDC, NCHS, and USDA, ARS     |
| Increase the contribution of dark green vegetables, orange vegetables, and legumes to the diets of the population aged 2 years and older | 0.1 cup equivalent of dark green or orange vegetables or legumes per 1,000 calories was the mean daily intake by persons aged 2 years and older in 2001–04 (age adjusted to the year 2000 standard population)      | 0.3 cup equivalent per 1,000 calories   | Modeling                                | National Health and Nutrition Examination Survey (NHANES), CDC, NCHS, and USDA, ARS     |
| Increase the contribution of whole grains to the diets of the population aged 2 years and older  | 0.3 ounce equivalent of whole grains per 1,000 calories was the mean daily intake by persons aged 2 years and older in 2001–04 (age adjusted to the year 2000 standard population)                                  | 0.6 ounce equivalent per 1,000 calories | Modeling                                | National Health and Nutrition Examination Survey (NHANES), CDC, NCHS, and USDA, ARS     |
| Reduce consumption of calories from solid fats and added sugars  | 34.6 percent was the mean percentage of total daily calorie intake provided by solid fats and added sugars for the population aged 2 years and older in 2001–04 (age adjusted to the year 2000 standard population) | 29.8 percent                            | Modeling                                | National Health and Nutrition Examination Survey (NHANES), CDC, NCHS, and USDA, ARS     |

| HEALTH AND WELLNESS STRATEGIES METRICS FOR MEASURING SUCCESS   |   |              |                        |   |
|--|---|--------------|------------------------|---|
|  | BASELINE  | TARGET       | TARGET-SETTING METHOD  | DATA SOURCE   |
| Reduce the proportion of adults who engage in no leisure-time physical activity  | 36.2 percent of adults engaged in no leisure-time physical activity in 2008   | 32.6 percent | 10 percent improvement | National Health Interview Survey (NHIS), CDC, NCHS          |
| Increase the proportion of adults who meet the objectives for aerobic physical activity and for muscle-strengthening activity  | 18.2 percent of adults met the objectives for aerobic physical activity and for muscle-strengthening activity in 2008 | 20.1 percent | 10 percent improvement | National Health Interview Survey (NHIS), CDC, NCHS          |
| <b>Health Resource Navigation</b>  |   |              |                        |   |
| Health Leads will In-person quarterly business reviews (QBRs) provide feedback on program success, including a regular report of metrics documenting factors such as the number and types of needs identified and how many were successfully met. The QBR also serves as an open dialog about what is going well and identifying areas for improvement.  |   |              |                        |   |
| <b>Other Possible Metrics</b>  |   |              |                        |   |
| <ol style="list-style-type: none"> <li>1. Reduction in Level 1 emergency department visits</li> <li>2. Reduction in hospital readmission rates</li> <li>3. Satisfaction of patients</li> <li>4. Satisfaction of providers</li> <li>5. Number of patients referred to primary care by navigators</li> <li>6. Number of patients referred to other services by navigators (i.e., food pantries, utility services, preventive care programs)</li> <li>7. Number of patients who received prescriptions, medical supplies and/or equipment as a result of navigator services</li> <li>8. Clinical improvements in patient health status for chronic disease</li> </ol> |   |              |                        |   |
| <b>Community Awareness Campaign</b>  |   |              |                        |   |
| Increase the proportion of adults who report having friends or family members with whom they talk about their health   | 79.5 percent of adults reported having friends or family members with whom they talk about their health in 2007       | 87.5 percent | 10 percent improvement | Health Information National Trends Survey (HINTS), NIH, NCI |
| Increase the proportion of online health information seekers who report easily accessing health information  | 37.3 percent of online health information seekers reported easily accessing health information in 2007                | 41.0 percent | 10 percent improvement | Health Information National Trends Survey (HINTS), NIH, NCI |
| <b>Other Possible Metrics</b>  |   |              |                        |   |
| <ol style="list-style-type: none"> <li>1. Track overall calls/visits through the center</li> <li>2. Specific phone number or website created just for marketing purposes or do a baseline measurement of calls/site visit before campaign launches, then measure again after the launch</li> </ol>   |   |              |                        |   |

## Education Plan Strategies

### OVERVIEW

There are a number of educational institutions both within and immediately adjacent to the planning area that impact all aspects of education. These are summarized below.

**Early care and education (zip code 43203):** 12 early childhood centers (total enrollment of about 650), five of which are rated as Step Up To Quality or Start Smart centers), six family child care locations, and two special needs preschools.

### K-12

- **CCS:** Schools in the PACT area and their 2010–2011 enrollment—East High (622), Champion Middle (428), Monroe Alternative Middle (428), Clearbook Middle (70, moving to S. High in 2013-13), Beatty Park Elementary (126), Eastgate Elementary (316), Ohio Avenue Elementary (378), Trevitt Elementary (270). In school year 2010–11, 47.5% of students living in the PACT area attended a school in the East High feeder pattern. All schools had levels of economic disadvantage among students of from 85.9% to 98.5% and none achieved an “excellent” or “effective” rating in 2010–11.



***Monroe Alternative Middle School is one of eight Columbus City schools in the planning area.***

- **Private/charter:** The Charles School at Ohio Dominican University, grades 9–11; Early College High School; Columbus Collegiate Academy, grades 6–8; Mansion Day School, grades K–5; St. Charles Preparatory School, Catholic boys grades 9–12.

**Post-secondary/adult (near the PACT neighborhood):** Columbus State Community College, The Ohio State University, Franklin University.

**Other education programs/resources:** COWIC, Columbus Metropolitan Library, Martin Luther King Branch; King Arts Complex, Franklin Park and Franklin Park Conservatory, Jazz Arts Group, Columbus Urban League, Eldon and Elsie Ward Family YMCA, Lincoln Theatre, St. Vincent Family Centers, other human services programs.

### COMMUNITY PERSPECTIVE ON EDUCATION

#### From Community Conversations:

Community input on education was gathered through the Community Conversation meetings and at each public workshop. The primary need voiced was that the community needs to commit itself to valuing education from top to bottom, across the lifespan. There is a need for higher expectations at all levels that education matters. Residents need more information about education resources and services. There is a need for more vocational training and educational pathways that create access to high demand job skills (IT, nursing). There need to be more options in skilled trades, adult literacy programs, after school tutoring, and more reading programs for kids. Additional needs voiced by the community include:

- Strong schools are needed to attract people with children and to keep young families in the neighborhood. Schools don’t need to just attract new residents, they need to attract local residents.

Additional issues raised by the community include:

- The schools need to address educational disparities
- There is not enough outreach from feeder pattern schools to the community
- More scholarships should be provided
- To revitalize a school you must revitalize the parents



- Create performance-based schools in the inner city
- Business needs to be participating in cooperative mentoring/education/jobs programs with East High School
- The community widely supports the idea of a health careers feeder at East; primarily stabilize the existing schools.

#### TRANSFORMATIVE IDEAS FROM THE EDUCATION SUBCOMMITTEE

The education subcommittee identified the following core ideas/priorities for education:

- **A community model for early childhood education and development that connects parents/caretakers, providers, and K-12 educators:** build a system that creates a strong learning foundation for young children and caregivers; build connections between early childhood education and K-12 schooling.
- **A K-12 culture of academic success and preparation:** create an aligned, complementary family of schools within the CCS feeder pattern; foster partnerships among CCS, charter schools, and private schools; stabilize CCS educator turnover; empower and educate parents and encourage parent involvement in schools
- **A connected, engaged community:** build neighborhood connections to, and ownership of, local schools

#### EDUCATION STRATEGIES

### 1. A strong early child care and development system connected to K-12 education

#### STRATEGY SUMMARIES

- Increase the number of Step Up To Quality (or future state quality rating system) early learning centers serving the PACT neighborhood.**
- Provide quality improvement supports for home care providers.**
- Identify developmental delays among preschoolers that could impact kindergarten readiness and provide services to address delays.**
- Promote effective child development practices by parents and caregivers.**

#### Strategy descriptions

The early child care and development system includes center-based programs, home-based services, pre-school programs in K-12 schools, and parents and caregivers, as well as community service providers. Strengthening this system requires strategies that address all parts of the system.

- Quality early care and education centers.** Affordable, quality early care and development resources provide a foundation for the education success of children and enable parents and caregivers to work or further their educa-

tion. Supports and awards available to assist programs in achieving and maintaining a Step Up To Quality Star Rating should be targeted to centers serving children in the PACT neighborhood. Step Up To Quality is a voluntary three-star quality rating system administered by the Ohio Department of Job and Family Services that recognizes and promotes early care and education programs that meet quality benchmarks. These standards include: low child-to-staff ratios, smaller group size, higher staff education, ongoing specialized training, improved workplace characteristics, and early learning standards. In the future, this strategy should align with the new state quality rating system, which is currently under development.

- Quality home care providers.** Home care providers are another important part of the early child care and development system. Curriculum alignment and professional development services, along with activities to connect them with the system of early learning centers, should be provided to improve the quality of home-based services.
- Kindergarten readiness.** Research has found that children who enter kindergarten unprepared begin at a disadvantage, and the achievement gap can widen as the child moves through the school system. Children who come from low-income households are

## TRANSFORMATION PLAN STRATEGIES

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more likely to be in the group that is not ready for kindergarten. Representatives of Columbus City Schools, kindergarten readiness initiatives, early childhood centers, and service providers should work together and build on existing initiatives to: (1) collect and share data that enable educators and social service providers to target interventions to a child's needs, and (2) align early childhood experiences and services with expectations for kindergarten preparation.

d) **Parent and caregiver support.** The strategy includes expanding education and supports for parents or other caregivers to implement effective child development practices. This includes home visits to help parents understand what they can do to promote healthy growth and development and linking parents with community services for children with developmental needs and programs that help children develop pre-literacy skills needed for kindergarten readiness.

### **Status of strategies and activities underway**

- Of the 12 early childhood centers located in zip code 43203, five are Step Up To Quality rated or Start Smart centers.
- United Way of Central Ohio's initiative, Columbus Kids, had conducted learning checkups with 241 pre-school children in the 43203 zip code as of June 2012. Approximately one-

third were referred for additional screening or services on at least one of the six measures assessed. Learning Checkups are being provided in several locations within the PACT neighborhood.

- Learn4Life Columbus is establishing a pilot project using the Get Ready to Read assessment and literacy coaches working with early learning centers to implement a continuous improvement initiative where early care and education programs track children's gain in literacy skills. The pilot will follow approximately 600 children over two years, and the Near East is one of the target areas.
- Ohio's federal Race to the Top (RttT) Early Learning Challenge Grant, which has a focus on serving children whose families live in poverty, is being used to create an early childhood assessments system that includes (1) formative assessments for children from the beginning of preschool through the end of kindergarten, (2) kindergarten readiness assessment, (3) professional development to support use of the assessments, and (4) online resources and supports for educators, children, and families with online resources and supports. The assessments will align to the Common Core State Standards be implemented statewide in the 2014–2015 school year.

- The RttT Early Learning Challenge Grant is also being used to implement a common set of program standards and a quality rating and improvement system for all types of early learning and development programs, including child care and family child care settings. All programs receiving public funds will be required to participate in this system by 2020.
- CCS has indicated that 1.53 mills from the next school levy would be used to expand pre-school programs for about 1,000 pre-K students by reopening up to five closed buildings over four years.

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### **SUCCESS MEASURES**

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**Total number of Step Up To Quality (or future state quality rating system) centers and slots located in or serving the PACT neighborhood.**

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**Number of home care providers who received quality improvement services.**

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**Alignment plan developed and used by schools and centers**

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**Number of children assessed and referred to services**

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**Increase in the number of PACT-area children who are ready for kindergarten**

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**HeadStart programs are one of many resources that can help improve early child development.**

#### RESOURCES AND ASSETS

[Action for Children](#)

[Columbus City Schools](#)

[Columbus Metropolitan Library Ready to Read](#)

[Columbus Urban League](#)

[Early care and education centers](#)

[Franklin County Family and Children First Council](#)

[Head Start programs](#)

[Help Me Grow](#)

[Home care providers](#)

[Learn4Life Columbus](#)

[Mom2Be](#)

[Ohio Child Care Resource and Referral Association](#)

[Ohio Department of Education](#)

[Ohio Department of Job and Family Services](#)

[United Way of Central Ohio, Columbus Kids](#)

[Service providers](#)

## 2. Health sciences feeder pattern

### STRATEGY SUMMARIES

- a) Transform grades 6-12 of the East High feeder pattern into a health sciences feeder pattern.
- b) Create linkages between the feeder pattern and postsecondary education, career/technical training, and employment in health sciences occupations and industries.

### Strategy descriptions

- a) **Create health sciences feeder pattern.** The East High Health Sciences feeder pattern—like other STEM-themed schools—is intended to increase college readiness and aspiration, particularly for high risk students; increase the number of students seeking advanced study in health sciences academic fields; and increase student interest and achievement in career fields that require health sciences skills or other occupations within health industries (office/clerical, food service, maintenance). An additional goal is to improve school performance in order to attract existing and new PACT area residents to the feeder pattern.

The following are the steps that should be taken by CCS, in collaboration with the Ohio State Health Sciences deans and Columbus State Community College, to transform grades 6-12 of the East High feeder pattern: (1) reconstitute the existing schools, (2) develop new cur-

riculum, (3) provide professional development for building staff, and (4) undertake outreach and marketing, including incentives for PACT residents to stay in the feeder pattern. The feeder pattern should employ innovations in instruction, including a cohort model, mastery-based requirements for student progress, and remediation reduction programs.

- b) **Linkages to postsecondary education and employment.** The feeder pattern would provide direct linkages between students and health sciences occupations and post-secondary education and training. This would include involvement in early college coursework and internships and career exploration, in collaboration with Ohio State Medical Center, CSCC, and other local health sciences employers, and programs to reduce the need for college remediation. One focus would be on developing pathways to careers that provide services to residents of the PACT neighborhood, such as community health workers, or that are in demand by local employers.

### Status of the strategy and activities underway

- There is interest on the part of CCS and the Ohio State Health Sciences deans in developing the feeder pattern. PACT staff is exploring national models to replicate and will prepare a

proposal for review by Ohio State and CCS in spring 2013.

- All five school buildings in the CCS East High feeder pattern have been completely rebuilt or renovated, and are designed for both after school and year-round use.
- There are local models of STEM-themed schools and instructional innovations to build upon, including the Metro School, the CCS Linden-McKinley fully integrated STEM feeder pattern, the STEM problem-based learning model being implemented in the West High feeder pattern, and the Reynoldsburg/Columbus State remediation reduction program.
- Health sciences career pathways/career lattices have been developed by federal, state, and local agencies and can be customized to the local labor market.

**SUCCESS MEASURES**

**Health sciences feeder pattern established**

**Increase in the number of PACT area residents enrolled in feeder patter schools**

**Increase in the number of East High graduates who successfully transition to post-secondary education and training in health sciences or other occupations within health industries**

**RESOURCES AND ASSETS**

- Columbus City Schools
- Columbus State Community College
- DeVry University Advantage Academy
- I Know I Can
- Nationwide Children’s Accountable Care Organization
- Ohio State Health Sciences Program/Ohio State Medical Center East/CarePoint East
- Ohio STEM Learning Network
- Ohio State Young Scholars Program
- Employers in health-science industries



*East High School is being recommended as a health sciences focused STEM-themed school.*

**3. Parent and community engagement**

**STRATEGY SUMMARIES**

- a) Engage parents and PACT-area residents with neighborhood CCS schools
- b) Target community programs services to support academic enrichment and address barriers students face to academic success

**Strategy descriptions**

- a) **Engage parents and the community.** Successful parent and community engagement with schools requires the use of multiple methods that address the diverse situations and cultures of parents and households. A foundation of this strategy is a welcoming atmosphere at schools so that parents, caregivers, and community members feel comfortable engaging with schools. This should include establishing a Parent Engagement Center as part of transforming Champion Middle School and/or East High School into a health sciences feeder pattern (see #2). This strategy should also include new or enhanced activities in the following areas: (1) programs (education, health and social services, community-building, arts and culture) for children and adults at school sites, both during and outside of the school day/year, (2) at-home tools and activity kits, including web-based tools, that parents can use

to improve parenting skills and help children to succeed academically; (3) two-way information sharing through newsletters, email and social media; and feedback surveys; and (4) volunteer opportunities at schools, including involving parents and community members in school governance.

- b) **School and services linkage.** Children living in the PACT area and those attending PACT area schools have high poverty rates and are more likely to need social services to address developmental and socio-emotional barriers to academic success. This strategy includes: (1) a resource guides for educators and families that identify available services that can help address non-academic barriers; (2) student-level data-sharing tools that enable schools to receive information about the programs and services being provided to their students and service providers to access school data that provides an indicator of service needs; and (3) programs and services provided at school sites to facilitate access by students and families and collaboration with school staff.

**Status of the strategy and activities underway**

- All districts that receive Race to the Top funds are required to have family and civic engagement teams. Under the CCS Family and Parent

Engagement Program, each CCS school has a Parent Consultant and Parent Advisory Council, both designed to promote increased parent involvement in the schools. The Parent Consultant serves as a liaison between the family, the school, and the community resources through a seven-step engagement plan. The Parent Advisory Council at each school is a group of 5-7 members, representing the school and community, whose purpose is to support the school and its families through networking and information sharing.

- Learn4Life Columbus, in collaboration with Columbus City Schools, Learning Circle Education Services, and five service provider agencies (City Year, Communities in Schools, Directions for Youth & Families, Boys & Girls Clubs of Columbus, YMCA of Central Ohio) is piloting a Learning Partner Dashboard, which will enable agencies and schools to share student-level data. The pilot—which does not include schools in the PACT neighborhood—will be expanded to include additional non-profits and CCS schools.
- All five school buildings in the CCS East High feeder pattern have been completely rebuilt or renovated, and are designed for both after school and year-round use.
- Engagement strategy models and templates are available from the Ohio Department of Ed-

ucation, other districts, and national resource organizations.

**SUCCESS MEASURES**

**New parent and community engagement strategies implemented.**

**Parents and community members report greater engagement and satisfaction with local CCS schools.**

**Schools and service providers are exchanging student-level data**

**Student and school performance gains are linked to increased parent and community engagement.**

**RESOURCES AND ASSETS**

**City Year Columbus**

**Columbus City Schools**

**CCS Parent Consultants**

**Columbus Council of PTAs**

**Community programming (after school, summer, academic enrichment, recreation, cultural arts, etc.)**

**Communities in Schools**

**Franklin County Family and Children First Council**

**Learn4Life Columbus**

**Learning Circle Education Services**

**Ohio Department of Education**

PACT area parents

Project Mentor

Service provider organizations

## 4. The Education Destination

### STRATEGY SUMMARIES

Collaboration among all schools in the PACT area to provide quality education options for current residents and to attract new residents.

### Strategy description

The PACT area includes a variety of education resources. While CCS is the primary educator of students in the neighborhood, there are also specialized private and charter school options in or near the neighborhood that can help to make PACT an “education destination” and provide options for current and new residents. To make this happen, area schools should: (1) create a Principals’ Consortium to share curricular approaches, collaborate on professional development, manage student mobility and transfers, and strengthen education gaps in the neighborhood; (2) raise resources for a scholarship fund to enable low-income students to take advantage of private school options; (3) collaborate on programming (arts, recreation, career exploration, academic enrichment) with community organizations; and (4) undertake joint marketing of PACT area

education resources to increase the number of residents who attend school in the neighborhood.

### Status of the strategy and activities underway

- Representatives of PACT-area private schools were active participants in the Education Subcommittee.

### SUCCESS MEASURES

Ongoing collaboration activities among public, private, and charter schools.

Number of low-income PACT residents attending local private schools.

Improved perceptions of PACT-area schools in the neighborhood and region.

### RESOURCES AND ASSETS

Columbus Collegiate Academy

Charles School at Ohio Dominican University.

Mansion Day School

Columbus City Schools

St. Charles Preparatory School

Community programming (after school, summer, academic enrichment, recreation, cultural arts, etc.)

### EDUCATION METRICS FOR MEASURING SUCCESS

The process of true school reform will be long and protracted. To adequately assess the impact of the proposed investment in the PACT Education Pattern, it will likely take 8-10 years. As partners come to the table to begin the work of educational reform and transformation for this one pattern, there should be a clear understanding and commitment of at least ten (10) years.

- All children from the community have access to high quality early learning programs and are prepared to learn in Kindergarten
- 80 – 85% of the children in the pattern attend the high performing neighborhood schools in this pattern
- All of the schools in this pattern will have a “A or B” rating (as designated by the Ohio Department of Education)
- 90% of the students in this pattern who enroll in 9th grade will graduate from East High School within 4 years.
- 95% of the students who graduate from East High School will have an education that prepares them for post-secondary education, vocational career or the paid work force.



*One of the most important education metrics to be achieved will be when 80–85% of the children within the neighborhood choose to go to high-quality schools within the neighborhood.*

## Workforce and Jobs Strategies OVERVIEW

In 2010, there were 2,346 workers living in the PACT area (zip code 43203), and 1,574 persons working in the neighborhood. Only 3.1% of those who worked in zip code 43203 also lived in the zip code. Of the 120 business establishments in the zip code in 2010, 54% had 1-4 employees and 73% had fewer than 10 employees.

Existing resources related to workforce development include:

- **Post-secondary/adult (near the PACT neighborhood):** Columbus State Community College, The Ohio State University, Franklin University
- **Workforce development resources:** COWIC, Columbus Urban League, National Center for Urban Solutions, Jewish Family Services, Hensels & McCoy, Alvis House, Goodwill Industries, Proteam Solutions
- **Job/business development resources:** Columbus Chamber, ECDI, City of Columbus Department of Development, Ohio Small Business Development Centers, Long Street Business Association, Ohio State Medical Center East/CarePoint East, lenders, churches, local businesses (Mt. Vernon Business Directory)

## COMMUNITY PERSPECTIVE ON WORKFORCE AND JOBS DEVELOPMENT

The community expressed a strong need for additional job development and job training initiatives, including vocational training. There is an interest in attracting outside investment so that the neighborhood can thrive economically and support a local labor market. Key highlights voiced by the community include:

- Physical incubator spaces for small businesses
- Educate parents and teens about opportunities in the skilled trades
- Local businesses owned by local residents is a win-win
- Bring in more people with disposable income to support small businesses
- Revitalize the small commercial nodes throughout the neighborhood
- Provide tax abatements, loan assistance, and venture capital pairing for startups and facility improvements.

## TRANSFORMATIVE IDEAS FROM THE JOBS AND ECONOMIC IMPACT SUBCOMMITTEE

The economic impact subcommittee identified the following core ideas/priorities for education:

- **Education and training for sustainable jobs in growth industries:** connections to K-12 to

prepare alternative pathways into the workforce; health sciences career pathway at East High; focus on COWIC-identified emerging industries; implement asset-development strategy

- **Job creation focus:** jobs in construction and other contracted services related to physical development; vendor opportunities for existing businesses; entrepreneurship and microenterprise strategies; 4% of residents should be employed in the neighborhood and 6% of the workforce should live there; include unions in planning and as partners
- **Address barriers to employment:** services needed include transportation, legal assistance, soft skills, childcare; address public assistance reductions that impact the choice to pursue full-time work; background checks are a barrier; target services based on unemployment status (short-term, long-term); services and jobs for people re-entering the community; job retention activities for people placed in employment



## WORKFORCE AND JOBS STRATEGIES

## 1. Post-secondary education and training success

### STRATEGY SUMMARIES

- a) Establish an adult education and workforce training center on a site in the PACT neighborhood.
- b) Help PACT residents overcome academic gaps that pose barriers education and career advancement.
- c) Help PACT residents overcome financial barriers to post-secondary education and training.
- d) Provide wraparound services for adults in education and training.

### Strategy descriptions

A post-secondary credential or degree is a prerequisite for success in the job market, yet many PACT residents, whether high school graduates or adults, face barriers to post-secondary success. These strategies are intended to help PACT residents overcome these barriers:

- a) **Adult education and workforce training center.** Identify a site within the neighborhood, such as new development on the Pilgrim School site, where a variety of adult education and workforce training programs can be co-located. The site could house adult and community training programs currently offered by Columbus City Schools at other locations,

Columbus State Community College satellite courses, GED programs, bridge programs, and job search services. The workforce intermediary and work-based learning programs (see strategy #2) could also be located there.

- b) **Workforce bridge program.** A workforce bridge program should be established to serve PACT residents, with a focus on accelerating the transition to technical training for in-demand careers. The bridge program is a short-term, pre-academic and workplace skills program with intensive academic support, with a goal of expediting remediation and entry into job-relevant training. The program may include English and math, career exploration, and workplace competencies, offered sequentially or concurrently. Basic academic content can be “contextualized” to a career field (e.g., basic math that is relevant to LPN training).
- c) **Education fee assistance program.** In addition to tuition, fees, and books, there are up-front costs for education and training programs that may pose barriers for low-income students. For example, in 2014, the GED test fee is increasing from \$40 to \$120. For the CCS adult Nurse Aid program, up-front costs for a physical exam, TB testing, background check, and scrub suit can total as much as \$200. A program should be established that would help eligible PACT residents who are pursu-

ing training for in-demand occupations defray some or all of these costs.

- d) **Wraparound services.** Low-income persons seeking to advance their education and training often need supportive services to succeed. A coordinated effort should be undertaken by providers of child care, transportation, housing, health care, and related services to target these to PACT residents who are enrolled in education and training programs.

### Status of the strategy and activities underway

- Columbus City Schools Adult and Community Education program offers Practical Nurse; Nurse Aid; Heating, Ventilation, and Air Conditioning; and Stationary Engineering training programs. These are currently offered at Hudson Community Education Center, Ft. Hayes, and the Downtown High School. CCS is interested in growing the LPN program to include an LPN-to-RN component and partnering with other organizations to redevelop the Pilgrim site for the expanded programs.
- Columbus State Community College is partnering with ABLE providers to offer free remedial classes at four locations, including their main campus. The Cougar Edge program is targeted to students who test into the lowest levels on the college placement tests.

- From 2002–2012, the Columbus State Community College OTAP program provided hard-to-employ adults with accelerated training that integrated math remediation and employability skills to prepare participants for jobs in the construction trades. The program also had an afterschool component to introduce youth to the construction trades and encourage high school completion. Funding is no longer available for the program.
- Community Properties of Ohio recently opened Scholar House in the PACT neighborhood, which provides 10 units of subsidized housing, supportive services, and child care for adults with children who are enrolled as full-time students at a State of Ohio accredited institution of higher learning and maintain a minimum 2.5 GPA. CPO has plans to develop 28 more units on an adjacent site.
- United Way of Central Ohio is focusing its public policy agenda on workforce development strategies that help households achieve a self-sustaining income, including strategies to overcome barriers to employment.

**SUCCESS MEASURES**

**Adult workforce development and training center established.**

**Workforce bridge program established to serve the PACT area.**

**Education fee assistance program established to serve the PACT area.**

**Program of wraparound services established for PACT area residents in education and training.**

**Number of PACT residents who successfully complete the workforce bridge program and transition to post-secondary education.**

**Number of PACT residents who attain a post-secondary credential or degree.**

**RESOURCES AND ASSETS**

**ABLE providers**

**Columbus City Schools**

**Columbus Metropolitan Housing Authority**

**Columbus State Community College**

**Columbus Urban League**

**Community Properties of Ohio**

**COWIC**

**National Center for Urban Solutions**

**Service providers**

**The Ohio State University**

**United Way of Central Ohio**

**Workforce Strategy Center (national bridge program models)**

**2. Linking workers and jobs**

**STRATEGY SUMMARIES**

a) **Establish a workforce intermediary organization focused on the health, education, and social assistance industry sectors.**

b) **Provide work-based learning experiences to help PACT residents transition into employment.**

**Strategy descriptions**

a) **Health and education workforce intermediary.**

A workforce intermediary organization should be established or identified that focuses on the health, education, and social assistance industry sectors, which represent 63% of all jobs in the PACT area. A workforce intermediary is an organization that proactively addresses workforce needs using a dual customer approach—one that considers the needs of both employees and employers—often focusing on low-income and less-skilled job seekers. Intermediaries build relationships with multiple employers and serving as a single point of contact for the diverse parts of the workforce system. They implement a range of strategies to address communities’ workforce needs and economic development agendas, such as training, education, and employment support services. A focus of the intermediary should be on linking workers with jobs that provide services to residents of the PACT neighborhood or that are in demand by local employers.

b) **Work-based learning.** A work-based learning initiative should be established that coordinates and fills gaps in existing programs that assist persons who face barriers to getting and keeping a job. Labor market barriers may include a criminal record or lack of technical skills, employability skills, or work experience. Work-based learning programs include on-the-job training, subsidized employment, transitional jobs for hard-to-employ populations, apprenticeships, and co-ops and internships. Work-based learning provides an opportunity to obtain or augment classroom training within a specific work environment, typically while earning a wage or stipend. These programs also provide an incentive for employers to take a chance on workers who lack relevant job experience.

**Status of the strategy and activities underway**

- The Ohio State University is participating in two initiatives to develop the health industry sector workforce. The Med-Path Workforce Initiative, being piloted in Weinland Park, is establishing a career lattice and local certified training program for community health workers. The Direct Service Workforce Initiative is developing a health care lattice for work in long-term care or direct services occupations in the community.
- The Columbus State Community College LogisticsART is a short-term program designed to train the workers for entry- to mid-level warehouse, distribution, and related positions in the logistics industry. The program, developed in partnership with employers, trains dislocated, unemployed, and veterans in basic logistics concepts and provides them with the tools necessary to obtain employment. Federal funding for the program ends in February 2013.
- The Columbus Urban League Workforce Development and Career Services provides employment services to unemployed and underemployed persons to encourage economic self-sufficiency. Services include career counseling, and job placement, retention, and advancement. The New Beginnings program is designed to help individuals successfully transition from assistance programs to self-sufficiency. The Choose 2 Change Program is designed to support the reintegration of formerly incarcerated persons into their local communities.
- The Franklin County Department of Job and Family Services Community Services Program places trainees who are receiving public assistance or Food Stamps with employer sponsors. Trainees receive community service experience in a structured and supervised employment setting, with a long-term goal of increasing self-sufficiency.
- Goodwill Columbus provides workforce development services targeted to persons with disabilities or barriers to employment. These include: vocational evaluation/career exploration; case management, occupational skills training, job readiness; job seeking and soft skills training, transitional work, and employment services (job development, placement, retention, job coaching).
- The Alvis House Columbus Community Re-entry Center provides employment education, case management, and GED classes, including the job readiness training/H.I.R.E. program that helps ex-offenders re-enter the workforce.
- CSCC is exploring an internship/service learning program in the King-Lincoln District.
- ColumbusInternships.com is an initiative of the Columbus Chamber to facilitate connections between students in 20 local educational institutions and businesses with available internships.
- The S.O.A.R.hire! Internship Program is a partnership of the City of Columbus, Franklin County, and the COWIC to connect youth and young adults ages 14–24 to employers offering paid internships and other valuable learning experiences in Franklin County.

**SUCCESS MEASURES**

Intermediary organization or function established.

Work-based learning programs targeted to the PACT neighborhood.

Increase in number of PACT residents engaged in work-based learning opportunities.

Increase in number of PACT residents employed in health, education, and social assistance industries.

Increase in the number of persons who both live and work in the PACT neighborhood

**RESOURCES AND ASSETS**

Alvis House

City of Columbus

Columbus Chamber

Columbus State Community College

Columbus Urban League

COWIC

Employers in health-sciences and education industries

Franklin County apprenticeship programs

Franklin County Department of Job and Family Services

Franklin County Reentry Task Force

Goodwill Columbus

Impact Community Action

Jewish Family Services

Labor unions and apprenticeship programs; Coalition of Black Trade Unions

Nationwide Children’s Accountable Care Organization

The Ohio State University/Ohio State Wexner Medical Center

Youthbuild

**3. Entrepreneurship**

**STRATEGY SUMMARIES**

- a) Provide entrepreneurship services to enable PACT-area businesses to grow and new businesses to start up in the neighborhood.
- b) Link PACT-area businesses with vendor and supplier opportunities in the neighborhood and region.

**Strategy descriptions**

a) **Entrepreneurship services.** There are many small or home-based businesses in the PACT area. The entrepreneurship initiative is intended to support the growth of these businesses. The initiative would focus existing community entrepreneurship and business services in the PACT area and coordinate these with plans for physical development and renovation of commercial space. Services should

include training and technical assistance with business planning, marketing, and operations; capital (working capital, purchase of real estate or equipment, renovations); tax abatement; infrastructure; and space. Innovative business models, such as social entrepreneurship and employee-owned cooperatives should be explored for their feasibility in the PACT neighborhood.

b) **Vendor opportunities.** A strategy to help PACT-area businesses grow is to connect them with vendor/supplier opportunities within the neighborhood and region. The focus should be on linking vendors with: (1) larger organizations, including Ohio State Wexner Medical Center East, CarePoint East, Columbus City Schools, and businesses and organizations in the King-Lincoln area; and (2) government agencies and major regional employers, many of which are located near the neighborhood. As the PACT Blueprint for Investment is implemented, there will be new vendor or subcontractor opportunities related to physical development activities. This strategy includes coordinating and filling gaps in existing regional programs that assist businesses with vendor registration and certification and help connect vendors with potential customers/purchasers.

**Status of the strategy and activities underway**

- The Economic and Community Development Institute provides microenterprise development training courses, which give entrepreneurs the tools they need to start and successfully manage a business. The Institute offers business development training geared towards specific industries such as food-based businesses or home-based childcare businesses, and one-on-one assistance for entrepreneurs. The Small Business Loan Program provides loans of up to \$100,000 for start-up, newly-established, or growing microenterprises in Central Ohio, including low and moderate income entrepreneurs, or for those with insufficient credit histories to qualify for a loan through a traditional financial institution.
- The Columbus Chamber has a number of programs targeted to small businesses, including several one-stop web portals established in partnership with other public and private sector organizations. The Entrepreneur Program helps to connect start-up companies with access to resources, including capital, business planning, loan packaging, markets, services, and advisory boards, as well one-on-one consultation. The Chamber’s Diversity Bridge Program cultivates the growth of minority and women-owned businesses in Columbus.

Contacts2Contracts identifies small- to medium-sized businesses that are ready and able to supply larger companies locally, regionally, and nationally and helps to foster relationships between small and large companies.

- The Columbus Urban League (CUL), with seed funding from Huntington Bank, is establishing the Huntington Empowerment Center across the street from CUL’s King-Lincoln district headquarters. The center will house an array of economic development initiatives, such as job training, a business incubator offering access to micro and revolving loans, and other services to support small business growth. The space will also be used for social enterprise entities and community outreach initiatives. CUL is also exploring other enterprise opportunities to employ persons with barriers to employment, including operating a laundry service in a building in the neighborhood.
- The National Center for Urban Solutions Entrepreneur and Small Business Development Program introduces the basic concepts of business ownership in a classroom setting and helps students develop the essential skills to manage a small business.
- The Central Ohio Minority Business Association provides services for start-up, emerging and mature minority, female, and disadvantaged small business owners. Services in-

clude: general business training, specialized industry training, one-on-one direct business counseling, and networking.

- The City of Columbus Neighborhood Commercial Revitalization (NCR) program offers technical assistance, loans and matching grants for fixed asset financing and exterior improvements, capital improvements, and planning services in conjunction with the established business association in six commercial areas surrounding downtown, including the Long Street/Mt. Vernon Avenue area within the PACT Neighborhood.

**SUCCESS MEASURES**

Entrepreneurship and vendor programs targeted to the PACT neighborhood.

Number of businesses established or expanded.

Number of local businesses with new vendor/supplier contracts with businesses and organizations operating within the PACT neighborhood.

Number of jobs created for PACT neighborhood residents as a result of business development and expansion.

**RESOURCES AND ASSETS**

Center for Entrepreneurship at the Ohio State Fisher College of Business

Central Ohio Minority Business Association

City of Columbus

|  |
|--|
| Columbus Urban League                          |
| Columbus Chamber                               |
| ECDI   |
| Evergreen Cooperatives of Cleveland            |
| Huntington Bank                                |
| Mt. Vernon Business Association                |
| National Center for Urban Solutions            |
| PACT area small businesses and entrepreneurs   |
| PACT-area purchasing organizations             |
| Regional government and business organizations |

#### 4. Accumulating assets

##### STRATEGY SUMMARIES

Provide programs and services that help PACT-area residents to accumulate assets that can build financial security.

##### Strategy description

Income is only one measure of whether a household has achieved financial security. The comprehensive asset development strategy, which will provide programs and services to help PACT-area households secure and leverage their income, includes the following components: (a) **asset-development education and counseling**—financial education, homebuyer education, debt reduction, credit repair; (b) **financial services**—mainstream

bank accounts, direct deposit, individual development accounts (IDA), children’s savings accounts, affordable financing; and (c) **access to public incentives**—Earned Income Tax Credit, downpayment assistance, loan guarantees, Pell Grants, IDA match. To the extent possible, services would be provided in or near the neighborhood.

##### Status of the strategy and activities underway

- The Economic and Community Development Institute has an Individual Development Account program, which provides matched savings accounts that enable income-eligible families to save, build assets, and enter the financial mainstream. The program matches the monthly savings of income eligible families who are building towards purchasing an asset such as buying their first home, paying for post-secondary education, or starting a small business. ECDI also provides financial literacy training for program participants.
- The Franklin County EITC Coalition was formed by the Columbus City Council, United Way of Central Ohio, and the Franklin County Commissioners. A collaboration among dozens of government, non-profit, and business organizations, the coalition raises awareness of the EITC, provides free tax assistance services at 19 centers in Franklin County, and connects

people to financial education resources and savings opportunities.

- The Columbus Urban League’s Housing Services Department provides pre-purchase and post-purchase counseling; homebuyer/homeownership education courses; individual credit/budget counseling post-purchase; foreclosure prevention counseling; landlord/tenant counseling, and housing discrimination counseling.
- Homeport’s homeownership program includes homebuyer education and credit counseling, downpayment assistance, affordable and flexible financing products, and tax abatement. Homeport has homes for sale within the PACT neighborhood.
- PNC’s Foundations Checking Program offers checking services for people who would not otherwise be eligible for banking accounts. The account has no balance requirement, and provides ATM access with lower daily point-of-sale and ATM limits. A key element of Foundations is the financial education component, which teaches the basics of money management. Successful customers can graduate to a standard checking account after six to 18 months.
- Apprisen (formerly Consumer Credit Counseling) provides credit and debt management, housing counseling, and assistance in making decisions regarding bankruptcy.

- The Ohio Jump\$tart Coalition includes organizations that work to advance financial literacy among students in pre-kindergarten through college. Members conduct and/or support financial education and offer financial education tools and materials for teachers, youth, and others.

**Franklin County Commissioners**

**Franklin County EITC Coalition**

**HandsOn Central Ohio**

**Homeport**

**Impact Community Action**

**K-12 schools**

**Lending institutions (Huntington, 5th 3rd, PNC, Chase)**

**National Center for Urban Solutions**

**Ohio Jump\$tart Coalition**

**United Way of Central Ohio**

**SUCCESS MEASURES**

**Asset development resources and services targeted to PACT-area residents.**

**Number of previously “unbanked” persons having access to mainstream bank accounts.**

**Amount of additional EITCs received by PACT residents**

**Number of new IDAs and children’s savings accounts.**

**Number of new homeowners.**

**RESOURCES AND ASSETS**

**Apprisen**

**Churches**

**Columbus Urban League**

**Corporation for Enterprise Development (national asset development program models)**

**Credit Unions**

**ECDI**

**Employers**

**WORKFORCE AND JOBS STRATEGIES METRICS FOR MEASURING SUCCESS**

|   | INDICATORS/METRICS  |
|---|---|
| <b>Short-term outcomes</b>  |   |
| <ul style="list-style-type: none"> <li>• Comprehensive and coordinated post-secondary education and training resources will be available to PACT neighborhood residents, including: a) a workforce training center located in the neighborhood, b) a workforce bridge program, c) education fee assistance, and d) wraparound support services.</li> <li>• PACT residents will have access to programs that provide linkages to jobs, including: a) a health and education workforce intermediary organization, and b) work-based learning opportunities.</li> <li>• Entrepreneurship services and vendor opportunities will be available to new and existing businesses in the PACT neighborhood.</li> <li>• Programs and services will be available to help PACT residents build financial security, including a) asset-development education and counseling, b) financial services, and c) access to public incentives.</li> </ul> | <ul style="list-style-type: none"> <li>• Increase the number of residents age 18 and over engaged in GED programs or post-secondary education and training by 20%.</li> <li>• Increase the number of PACT residents engaged in work-based learning opportunities by 10%.</li> <li>• Increase the number of PACT residents/businesses engaged in entrepreneurship programs by 15%.</li> <li>• Increase the number of vendor opportunities available to PACT areas businesses by 15%.</li> <li>• Increase the number of “unbanked” persons having access to mainstream bank accounts by 10%.</li> <li>• Increase the number of eligible PACT residents filing for the EITC by 15%.</li> <li>• Increase the number of new IDAs and children’s savings accounts opened by PACT residents by 10%.</li> </ul> |
| <b>Long-term outcomes</b>   |   |
| <ul style="list-style-type: none"> <li>• Residents of the PACT area attain a post-secondary credential or degree.</li> <li>• Residents in the PACT area have jobs in with sustainable wages in growth industries.</li> <li>• New businesses are established or existing businesses are expanded in the PACT neighborhood.</li> <li>• PACT residents accumulate wealth that contributes to financial security.</li> </ul>  | <ul style="list-style-type: none"> <li>• Increase the number of adults with a GED or post-secondary degree or credential by 20%.</li> <li>• Increase in number of PACT adults with full-time employment by 25%.</li> <li>• Increase the number of PACT adults living and working in the neighborhood by 15%.</li> <li>• Increase the median household income in the PACT area by 10%.</li> <li>• Increase the number of new or expanded businesses in the PACT neighborhood by 25%.</li> <li>• Increase the average household wealth in the PACT area by 10%.</li> </ul>  |

# PHYSICAL DEVELOPMENT



*Vision renderings*

## Plan Framework and Phasing

The following plan framework and phasing is a result of the in-depth residential and retail market analysis; funding feasibility; urban design impacts; and community input and participation during the ten-month planning process. In order to connect key development partners to locations across the 800-acre study area, smaller core development areas were identified. Importantly, development initiatives were prioritized along key corridors to maximize impacts and highlight revitalization efforts. Infill housing across the planning area, however, is also a plan strategy.

## TRANSFORMATIVE IDEAS FROM THE HOUSING SUBCOMMITTEE

The Housing subcommittee, the subcommittee that dealt most closely with the physical redevelopment of the planning area, identified the following core ideas/priorities:

- **Develop the capacity, infrastructure & resources for residents (existing and new) to manage housing change**
  - > Establish a “Housing Resource Center”
  - > Promote Opportunities for Community Land and Resource Stewardship
  - > Augment the capacity of existing programs and entities

- **Incentivize public and private investment**
  - > Incentivize Private Investment
  - > Support Public Investment





*The Near East Side Master Plan focuses development initiatives along the planning area's key corridors.*

# Taylor Avenue

**Area Boundaries:** Leonard Avenue on the north, Broad Street on the south.

**Project Description:** Taylor Avenue is home to the two major medical institutions within the study area, University Hospital East (UHE), and Care-Point East. In addition, it is the location for East High School, Isabelle Ridgway senior care center, and the now-vacant Pilgrim Elementary School.

The Taylor Avenue corridor has been considered a priority area from the beginning of the planning process, and is the primary target area for UHE to utilize the \$10 million in funding for residential, health and wellness, and other development initiatives. PACT, in coordination with UHE, intends to take the lead on multifamily row house developments; identify and secure funding for owner occupied rehabilitation and mortgage-related forgivable loans; the development of a neighborhood retail center at the intersection of Taylor Avenue and Long Streets; and assisting with converting the Pilgrim school site into an adult education center focused on English as Second Language (ESL), General Education Diplomas (GED), and bridging programs to access post-secondary education and certified training in allied health professions.

| USES   | LEVELS                 | PHASING (YEARS) | COST        |
|--|------------------------|-----------------|-------------|
| Mixed-Income Housing (an equal mix of multifamily for rent and row house for sale) | 60 units               | 1–3             | \$7,500,000 |
| Mixed-Income Housing (an equal mix of multifamily for rent and row house for sale) | 50 units               | 5–10            | \$6,250,000 |
| Homeowner assistance   | 40-60 forgivable loans | 1–5             | \$500,000   |
| Adult education center   | 35,000gsf              | 1–3             | \$4,850,000 |
| Neighborhood retail center   | 5,000–7,500gsf         | 1–3             | \$500,000   |
| Streetscape improvements to Taylor Avenue Gateways                                 | 2,000 linear feet      | 0–2             | TBD         |

**Total Investment:** \$14.75 million

**Development Partner(s):** PACT, Ohio State, to-be-identified developer partners.

**Financing Partner(s):** Ohio State; Low Income Housing Tax Credit (LIHTC) financing; private financing; City funds; local banks.



**PLAN STRATEGY**

## New multifamily housing along Taylor Avenue.

The plan calls for up to 34 units of multifamily housing on the 500 block of Taylor Avenue just north of the Pilgrim school site. These will be high quality rental units, which the residential analysis identified as the strongest market potential within the study area.

New multifamily housing will be designed in a manner that ensures it is well-integrated into the neighborhood. The zoning table on page 108 provides further details on recommended level of density.



**SKETCH VIEW A**: Looking north on Taylor Avenue from Emerald Avenue.

**PLAN STRATEGY**

## Reuse of Pilgrim School Adult Education and Workforce Training Center.

The plan calls for the rehabilitation or redevelopment of the Pilgrim School into an adult education center focused on English as Second Language (ESL), General Education Diplomas (GED), and certified training in allied health professions.




**SKETCH VIEW B**: Looking north on Taylor Avenue from Harvard Avenue.

**PLAN STRATEGY**

# Rehabilitation of existing buildings

In addition to new residential housing, the plan calls for the rehabilitation—when feasible—of existing structures along Taylor Avenue.



**SKETCH VIEW**  : Looking south on Taylor Avenue at the Taylor Avenue and Mt. Vernon Avenue intersection.

## PLAN STRATEGY

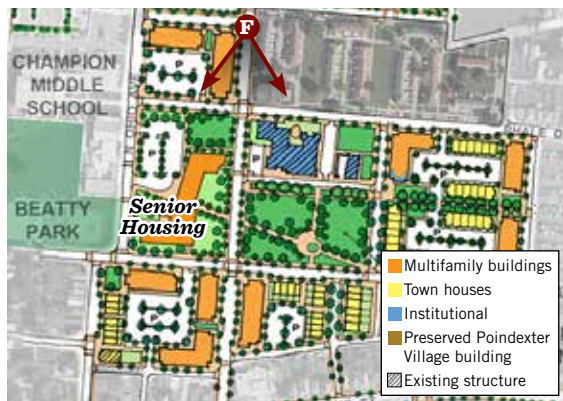
## Neighborhood Retail Center

The plan calls for the development of a new retail cluster at the intersection of Taylor Avenue and Long Street. Up to 7,500gsf of new retail will enhance walkability and provide new amenities for residents, employees, and hospital visitors. First floors should be highly transparent, and sufficient space should be allowed for outdoor seating. The zoning table on page 108 provides further details.



**SKETCH VIEW ①**: Looking north on Taylor Avenue where it intersects with Long Street.

# Poindexter Village



**Area Boundaries:** N. Ohio Avenue on the west, Author Place on the south, Granville Street on the north, and Hughes Street on the east.

**Project Description:** The former Poindexter Village is a property owned by the Columbus Metropolitan Housing Authority (CMHA). The site is currently vacant but historically consisted of 414 units of low income housing. Constructed in the 1940s, the property is now the subject of a Section 106 Historic Review process. As part of the review, CMHA has agreed to commission a group of local preservationists and architects to study the viability of preservation of up to 10 buildings. Demolition of the remaining buildings commenced June 5, 2013.

Importantly, the Poindexter Village Site—with its central location within the study area—represents the single most significant opportunity to develop mixed-income housing. The site is over 23 acres. Even with additional uses, including permanent green space and day care facilities for both children and seniors, the site could support up to 500 units, including up to 400 mixed income housing units with a range of unit sizes in two-to-three story building types, including townhomes and multi-family

apartment buildings. One hundred and four senior units are already planned in the new development called Poindexter Place. Former residents of Poindexter Village will have first priority to the new units. The site is a strong candidate for a Choice Neighborhoods Implementation (CNI) Grant through the U.S. Department of Housing and Urban Development (HUD). The CNI program, while highly competitive, awards up to \$30 million to support comprehensive neighborhood plans that involve the revitalization of a public housing or assisted-housing site. CMHA, in collaboration with PACT, is submitting a CNI Grant application in September 2013.

CMHA issued an RFP in the spring of 2013 to determine the most appropriate developer partner for Poindexter Village. After a competitive process, CMHA together with PACT made the decision to partner with McCormack Baron Salazar (MBS). MBS is one of the nation’s leading developers of economically integrated urban neighborhoods and is currently involved in several Choice Neighborhoods implementation initiatives.

In addition to the Poindexter redevelopment, the plan also calls for the conversion of N. Ohio and N. Champion Avenues back into two-way streets.

| USES  | LEVELS          | PHASING (YRS) |
|---|-----------------|---------------|
| Senior housing  | 104 units       | 1–2           |
| Mixed-Income Multifamily Phases<br><i>Two-to-three story multifamily</i><br><i>Townhomes (at least 25% of total multi-family)</i> | Up to 200 Units | 3-5           |
| Mixed-Income Multifamily Phases<br><i>Two-to-three story multifamily</i><br><i>Townhomes (at least 25% of total multi-family)</i> | Up to 200 Units | 5-7           |
| Intergenerational Day Care Center   | 20,000 gsf      | 1-2           |
| Community Green Space (including Blackberry Commons)  | 2-3 acres       | 1-2           |

**Public Housing Replacement:** CMHA is committed to replacing Poindexter Village's public housing assisted units with a range of housing options that afford residents choice and access to strong communities, including the revitalized Poindexter Village community. These choices include apartments in the new 104 unit senior building, Poindexter Place; and in mixed-income phases developed on the revitalized Poindexter Village site pending a successful CNI Grant award. The mixed-income developments will include public housing assisted units integrated seamlessly with affordable and market rate housing. Housing Choice Vouchers will supplement the newly constructed housing and tenant protection vouchers will support relocated residents who decide not to return to the redeveloped neighborhood.

**Prioritization of former Poindexter Village Residents:** From the beginning of the planning process, CMHA has remained committed to assuring that all former residents who are interested in returning to Poindexter Village have the opportunity to do so. Based on exit interviews, focus groups, and residential return rates from other housing reconstructions, it is assumed that up to 50% of former Poindexter Village residents may be interested in returning, both within the new senior housing and mixed-income developments.

**Unit configurations:** The new residential units developed on the original Poindexter Village site will

include a four-story senior housing and mixed-income, multi-family buildings comprised of two-and-three story apartment buildings and townhomes. The final configuration will be determined based on additional community input gathered at community planning workshops and resident focus groups; and based on physical site constraints.

**Total Investment:** \$80+ million

**Development Partner(s):** CMHA, McCormack Baron Salazar

**Financing Partner(s):** CMHA; HUD (through Choice Neighborhoods Implementation funding); Low Income Housing Tax Credit (LIHTC) financing; local banks.

**Implementation:** The redevelopment of Poindexter Village will be a phased redevelopment, and initial development is anticipated to occur along Champion Avenue. The affordable senior housing development will occur first, with development planned to be underway in 2014. The phasing of the mixed-income component of the redevelopment will be contingent in part on the success of receiving a Choice Neighborhoods implementation award. However, CMHA is committed to the redevelopment of Poindexter Village and has the capacity to ensure implementation without CN implementation funds.

#### PLAN STRATEGY

## Mixed-income redevelopment of Poindexter Village

The plan calls for the redevelopment or part rehabilitation / part redevelopment of Poindexter Village into a mixed income community of up to 500 units, including 104 units of affordable senior housing. An intergenerational day care center and permanent new green space will be included within the development.



#### SKETCH VIEW

**F**: Looking south on Champion Avenue at Granville Street. Union Grove

*Baptist Church is visible on the left; new mixed-income housing is being proposed on the right.*

# Mt. Vernon East



| USES                                    | LEVELS           | PHASING (YEARS)  | COST         |
|---|------------------|--|--------------|
| Mixed-income housing (primarily rental) | 100-125 units    | 3-10 (earlier if part of Choice Neighborhood Implementation) | \$15,600,000 |
| Retail                                  | 14,000 gsf       | 3-10 (earlier if part of Choice Neighborhood Implementation) | \$1,800,000  |
| Potential institutional/municipal       | 20,000—45,000gsf | 1-3  | TBD          |

**Area Boundaries:** North Ohio on the west, Graham Street on the east

**Project Description:** The Mt. Vernon East development area largely consists of vacant commercial properties that include the former Carl Brown grocery store and two auto repair shops that have known environmental contamination (brownfield) issues. Poindexter Tower, a former senior housing high-rise building, was demolished in December 2012.

Due to its proximity to Poindexter Village and future Taylor Avenue investments, Mt. Vernon East should be considered a high priority re-

development area. This is particularly true for the intersection of Champion and Mt. Vernon Avenues, since the plan calls for increasing the prominence of Champion Avenue as an important north-south corridor. Recommended uses include first floor retail surrounding the Mt. Vernon/Champion Avenue intersection with two-three stories residential (rental) housing above and a mix of multifamily (rental) and limited row houses (for sale) along Mt. Vernon Avenue. As future retail projections for the entire study area do not exceed 75,000gsf over a ten-year timeframe, either the Carl Brown or former Poindexter Tower site would also be an ideal location for an institutional or municipal use.

**Total Investment:** \$17–\$27 million (est.)

**Development Partner(s):** CMHA and partner if part of Choice Neighborhoods Implementation grant; PACT as development facilitator; City of Columbus; A commercial developer experienced in urban retail development.

**Financing Partner(s):** City of Columbus; HUD; local banks; NMTCS (if viable); Ohio Community Development Finance Fund, Stonehenge Capital



**PLAN STRATEGY**

# Revitalization of Mt. Vernon Avenue East

The redevelopment of the Mt. Vernon and Champion Avenue intersection into a retail node with surrounding residential development will support redevelopment efforts planned for Poindexter Village and further enhance Champion Avenue as a prominent north-south corridor.



**SKETCH VIEW** ©: Looking east along Mt. Vernon Avenue at the Mt. Vernon Avenue and Champion Avenue intersection.

# Mt. Vernon Business District

**Area Boundaries:** Hamilton Street on the west, North 21st Street on the east

**Project Description:** The Mt. Vernon Business District is one of two important historic commercial districts within the study area, and was historically a vibrant African-American jazz/cultural district. This cultural legacy continues today with the King Arts Complex, African-American Extension Center, and other institutions. It is also still a viable commercial district with numerous independent retail stores. However, the area does suffer from high levels of vacancies and some retail uses that were not vocally supported during the planning process. Crime, and the

perception of crime, were also issues voiced by the community.

The City of Columbus has invested in streetscape improvements, specifically around Mt. Vernon Square. The plan calls for the City to continue to invest in streetscape improvements. Additionally, the Mt. Vernon Business District should be prioritized for available city funds that can be utilized for façade improvements and other uses that support retail and small business owners.

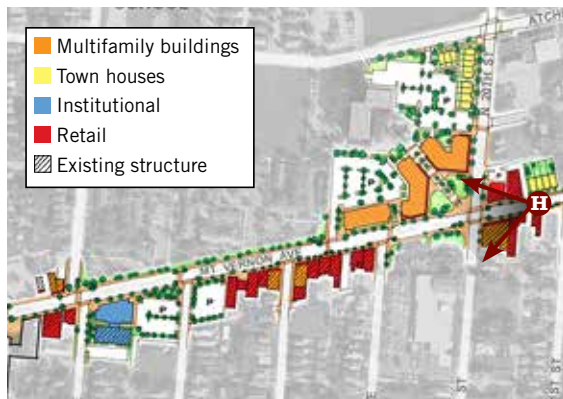
A long-term goal would be the replacement or significant upgrade of the existing housing development west and north of Mt. Vernon Square.

Any future development should be built into the City’s “Urban Commercial Overlay” standards.

**Total Investment:** \$17 million (est.)

**Development Partner(s):** Assess development and financing capacity of existing property owners under a shared redevelopment vision. Additionally, City of Columbus; existing owner or new housing developer; commercial developers experienced in urban retail development.

**Financing Partner(s):** Private property owners; City of Columbus; local banks.



| USES                                    | LEVELS        | PHASING (YEARS) | COST         |
|---|---------------|-----------------|--------------|
| Mixed-income housing (primarily rental) | 100–125 units | 5–10            | \$15,600,000 |
| Retail                                  | 10,000 gsf    | 3–10            | \$1,300,000  |
| Streetscape enhancements                | NA            | 2–5             | TBD          |

## PLAN STRATEGY

## Mt. Vernon Business District

The plan calls for targeted assistance for existing and new retail establishments to further strengthen the Mt. Vernon Business District. Long-term planning would call for the redevelopment of the existing housing complex into new mixed-income housing.



**SKETCH VIEW ①:** Looking west on Mt. Vernon Avenue at the Mt. Vernon Avenue and North 20th Street intersection (with downtown Columbus visible in the distance).

# Long Street Business District

**Area Boundaries:** Interstate 71 on the west, North 22nd Street on the east

**Project Description:** Anchored by the Lincoln Theatre, the Long Street corridor has seen some of the most significant investment within the study area. Of particular note is the Gateway Building at 750 Long Street. The highway cap currently being constructed over Interstate 71 will

greatly enhance the connections to downtown Columbus and will likely spur continued investment within this area. There are large, developable parcels located within this corridor, and the respective property owners are currently working together to seek redevelopment opportunities. Such collaborative relationships will assist with future development.

While the investment potential is strong, the corridor continues to suffer similar issues as the Mt. Vernon Commercial District, such as high levels of retail vacancies and issues related to real and perceived crime problems. The City of Columbus should continue to work to improve streetscape conditions within this commercial/retail district. Efforts should be coordinated with future new development initiatives. Additionally, the Long Street District should be prioritized for available city funds that can be utilized for façade improvements and other uses that support retail and small business owners.



**Total Investment:** \$15.4 million (est.)

**Development Partner(s):** Assess development and financing capacity of existing property owners under a shared redevelopment vision. Commercial developers experienced in urban retail and residential development should be identified and encouraged to consider development within this location.

**Financing Partner(s):** Property owners; City of Columbus; local banks.

| USES                                    | LEVELS    | PHASING (YEARS) | COST         |
|---|-----------|-----------------|--------------|
| Mixed-income housing (primarily rental) | 110 units | 3–10            | \$13,800,000 |
| Retail                                  | 12,000gsf | 2–10            | \$1,600,000  |
| Streetscape enhancements                | NA        | 2–5             | TBD          |

## PLAN STRATEGY

## Long Street Business District

The plan calls for continued investment in the Long Street Corridor to build on the success of the Lincoln District and major investments being made with the Long Street highway cap over Interstate 71. Uses focused on arts and culture will be prioritized for this area. An emphasis is placed on student housing, as a need has been identified for students attending Columbus State Community College and Columbus College of Art and Design.



**SKETCH VIEW 1** : Looking east on Long Street at the Long Street and North Garfield intersection.



# Infill Housing

**Boundaries:** Area-wide

**Project Description:** To support investment along the corridors and overall study-area revitalization, infill housing development should occur across all neighborhoods. Strategic locations include but are not limited to the NoBo area currently being prioritized by Homeport; northern portions of Champion Avenue; and areas within 2-3 blocks of Taylor Avenue. Infill housing should consist of single- and two-family and row house type development. Units should be primarily for sale, or they should include a lease-to-own or other future ownership opportunity to support an

increase in home owners within the study area. Local Community Development Corporations, in coordination with PACT, should take the lead in this initiative.

**Total Investment:** \$25–\$35 million

**Development Partner(s):** Local CDCs including but not limited to: Homeport, Housing Trust Fund, CPO, East Side Community Development Corporation.

**Financing Partner(s):** CDCs; City including CDBG and Home funds, LIHTC, local banks.

| USES                                      | LEVELS    | PHASING (YEARS) | COST                      |
|---|-----------|-----------------|---------------------------|
| Mixed-income housing (primarily for sale) | 250 units | 0–10            | \$25,000,000–\$35,000,000 |

## PLAN STRATEGY

**Infill  
housing**

Local CDCs have continued to construct new and rehabilitate existing single family and row houses within the planning area. The plan calls these positive efforts to continue, estimating up to 250 new units over the course of the next ten years.



**SKETCH VIEW 1**: A representative sketch of infill housing that reflects the scale and architecture of the Near East Side.

# NEIGHBORHOOD STRATEGIES

## Overview

Neighborhood-wide improvements, from safety to transportation to streetscape improvements to new and improved green spaces, are all priorities that need to be addressed for a successful and transformative impact. Initiatives at the neighborhood level support new development and help demonstrate that a comprehensive revitalization strategy is underway.

The strategies for neighborhood improvement are organized into the following categories:

- Neighborhood Safety
- Urban Design and Character
- Public Realm, Green Spaces and Gateways
- Neighborhood Accessibility

While the private sector will be involved in some aspects of the neighborhood strategies, much of the responsibility will become that of the City of Columbus and civic/community-based organizations.

## TRANSFORMATIVE IDEAS FROM THE SAFE, VIBRANT & ACCESSIBLE NEIGHBORHOODS SUBCOMMITTEE

The Safe, Vibrant & Accessible Neighborhoods Subcommittee identified the following core ideas/priorities:

### • Neighborhood Vibrancy

**Goal:** Create a vibrant, destination community that attracts private investment and visitors while respecting the history and residential character of the district.

**Objectives:**

- > *Develop strategically located active, accessible business nodes and corridors that create a sense of community cohesiveness and connectivity.*
- > *Develop a specialized set of targeted economic development tools (that are only available within the Project Area) that would promote the development of a diverse, mixed used district.*
- > *Create and implement community standards and a “sense of place” that promote a livable, enjoyable environment.*

### • Neighborhood Accessibility

**Goal:** To enhance the quality of life for those that live, work, visit and do business within the

area by providing safe and adequate access to internal and external community assets.

**Objectives:**

- > *While promoting the use of various modes of mobility do ensure the safe interaction between pedestrians, vehicles and bicycles*
- > *Ensure the public transportation linkage of local residents to regional employment centers*
- > *Continue to support the walkability of the area by connecting internal nodes of activity by enhancing street lighting, sitting areas, etc*
- > *Improve the flow of vehicle traffic by reassessing the need for traffic control such as signalization and four-way stop signs*
- > *Improve the sightlines at major intersections such as Taylor Ave. and Mt. Vernon Ave.*
- > *Expose the area to a greater audience by holding more regional fairs, festivals and cultural events*

### • Neighborhood Safety

**Goal:** The perceived and actual safety of the area is critical to the marketing of the area as a neighborhood of choice.<sup>1</sup>

<sup>1</sup> The subcommittee did not finalize specific goals for Neighborhood Safety.



## Neighborhood Safety

While all neighborhood initiatives were discussed and supported by Near East Side residents, the community was most vocal about the need to improve safety across the neighborhood. They understood that crime was both a real problem and an issue of perception, but both were negatively impacting the neighborhood.

### STRATEGY DESCRIPTIONS

- a) **Identification of neighborhood patrolling funding and opportunities.** Perhaps the most effective effort to improve safety within neighborhoods is through a funded neighborhood patrol program that provides for stepped up levels of patrol officers within the community. Similar programs in Philadelphia and in the Weinland Park neighborhood in Columbus have demonstrated the success of such programs.
- b) **Church- & nonprofit-led neighborhood crime watch and walks.** There are approximately 40 churches and over 20 nonprofit organizations located within the planning area. During the planning phase, a breakfast was held for the clergy members, and interest was expressed in working together to assist with crime prevention. Neighborhood crime watches are not only effective in decreasing illegal activity, they also serve as a means for different organizations to bond together through a shared service.
- c) **Promote safety in school.** Schools provide an excellent opportunity to teach students about the negative impact that crime can have on a neighborhood. Programs can be created jointly with the Columbus Police Department to develop the appropriate programming. The National Crime Prevention Council and several other national organizations have developed successful programming that can be adapted to the Near East Side. The resource officers located at East High in the Resource Unit Office could be of assistance in determining the best approaches.
- d) **Implement community-based programs that focus on fostering healthy behaviors between youths, adults, and law enforcement.** The Columbus Police Department, through their Community Liaison Officers, have already developed outreach programming to educate communities on the positive role that law enforcement has within a neighborhood, and how important it is to develop trusting and transparent relationship between the police officers and residents. Active programs should continue and new ones identified to continue this effort.
- e) **Promote alcohol and drug awareness programming targeting youth and young adults.** The promotion of alcohol and drug awareness is a critical component in the creation of a safe and healthy neighborhood. The Ohio State



***Columbus City Police can play an important role not just in patrolling the neighborhood but also through neighborhood safety education programs.***

University Wexner Medical Center's alcohol and drug addiction treatment services are located at Talbot Hall, which is located at UHE. Opportunities should be explored to identify how UHE can further assist residents within the Near East Side. Additionally, the Ohio Department of Alcohol and Drug Addiction Services have programming and offers grant funding opportunities.

### SAFETY RESOURCES

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**Columbus City Police Department**

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**National Crime Prevention Council**

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**National Institute for Justice**

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**USAonWatch.Org**

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**Ohio Department of Alcohol and Drug Addiction Services**

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**Ohio State University Hospital East**

### Urban Design and Character

While the Near East Side shares many characteristics across the 800 acre planning area, urban design and character will vary considerably depending on the location and revitalization goals. The following table provides a description of the unique character and design guidelines for the proposed core development areas within the Near East Side.



***Preservation and rehabilitation of existing historic buildings will help the Near East Side maintain its unique character.***

| DEVELOPMENT AREA          | CHARACTER   | DESIGN GUIDELINES   |
|---------------------------|---|---|
| <b>Taylor Avenue</b>      | <ul style="list-style-type: none"> <li>• Maintain mixed-use aspect</li> <li>• Encourage rehabilitation of existing brick buildings and row houses to maintain historic character</li> </ul> | <ul style="list-style-type: none"> <li>• Maintain historic residential densities on 200-400 blocks; buildings up to 3 stories</li> <li>• Increase density with multifamily development on 500 block; buildings up to 4 stories</li> <li>• Setback: 10'</li> <li>• New building types: multifamily, single, two-family, row houses</li> <li>• Preservation of historic brick structures if feasible</li> </ul> |
| <b>Poindexter Village</b> | <ul style="list-style-type: none"> <li>• Mixed-income, multifamily rental housing with supportive service buildings</li> </ul>  | <ul style="list-style-type: none"> <li>• Three—five story buildings</li> <li>• Setback: 0-10'</li> <li>• Building types: multifamily for rent</li> </ul>  |
| <b>Broad Street</b>       | <ul style="list-style-type: none"> <li>• Maintain medium to high density, mixed-use aspect</li> </ul>   | <ul style="list-style-type: none"> <li>• Urban Commercial Overlay Standards apply</li> <li>• Medium to high density</li> <li>• New buildings up to 5 stories</li> <li>• Maintain historic setback</li> </ul>  |

| DEVELOPMENT AREA                    | CHARACTER   | DESIGN GUIDELINES  |
|-------------------------------------|---|--|
| <b>Mt. Vernon East</b>              | <ul style="list-style-type: none"> <li>• Mixed-use new development with first floor retail and residential above</li> <li>• Mixed-income housing including multifamily, row houses.</li> </ul>  | <ul style="list-style-type: none"> <li>• Urban Commercial Overlay Standards apply</li> <li>• Medium to high density</li> <li>• Up to five story buildings</li> <li>• Setback: 0' for any commercial/retail and multifamily; 0-10' for row houses</li> <li>• New building types: Commercial, office, mixed-use, multifamily, row houses</li> <li>• Retail uses on first floor where applicable</li> </ul> |
| <b>Mt. Vernon Business District</b> | <ul style="list-style-type: none"> <li>• Maintain existing and historic mixed-use character of business district</li> </ul>   | <ul style="list-style-type: none"> <li>• Urban Commercial Overlay Standards apply</li> <li>• Medium to high density</li> <li>• Up to five story buildings</li> <li>• Setback: 0' for any commercial/retail and multifamily</li> <li>• New building types: Commercial, office, mixed-use, multifamily</li> <li>• Retail uses on first floor where applicable</li> </ul>                                   |
| <b>Long Street</b>                  | <ul style="list-style-type: none"> <li>• Maintain existing and historic mixed-use character of business district</li> </ul>   | <ul style="list-style-type: none"> <li>• Urban Commercial Overlay Standards apply</li> <li>• Medium to high density</li> <li>• Up to five story buildings</li> <li>• Setback: 0' for any commercial/retail and multifamily</li> <li>• New building types: Commercial, office, mixed-use, multifamily, row houses</li> <li>• Retail uses on first floor where applicable</li> </ul>                       |
| <b>Interior Neighborhoods</b>       | <ul style="list-style-type: none"> <li>• The interior neighborhoods will remain primarily low-density residential. New development should match the scale of existing structures. Preservation of existing structures—especially brick and masonry buildings—is a priority</li> </ul> | <ul style="list-style-type: none"> <li>• Maintain low-density—up to three stories</li> <li>• Setback: 10'</li> <li>• New building types: single, two-family, row houses</li> <li>• Priority to preservation of historic brick structures</li> <li>• Priority to infill housing over retail or commercial uses</li> </ul>   |

## Public Realm, Green Spaces, and Gateways

The Near East Side has several existing prominent public spaces, and more are being proposed within this plan. These areas where the community gathers, be it Mayme Moore Park for Summer Thursday Jazz events or on Long Street surrounding the Lincoln theatre. The sidewalks, lighting, benches and other furnishings, and even the streets themselves all contribute to creating a welcoming and attractive place.

### PUBLIC REALM

The following strategies for improvement should be prioritized first within the existing commercial areas on Mt. Vernon Avenue and Long Street as well as the planned Neighborhood Retail Center at Taylor Avenue and Long Street. It should be noted that the City of Columbus has already made substantial investments in improving both Mt. Vernon Avenue and Long Streets, and the effects have made a positive difference. These efforts should be continued and expanded.

- **Improve lighting.** Upgrade street lights and lighting in open spaces, paying attention to both security and the aesthetic quality of fixtures.
- **Sidewalk improvements.** Continue sidewalk improvements within existing commercial areas; prioritize assistance with sidewalk im-

provements as new development occurs within Mt. Vernon Avenue and Long Street.

- **Improve walkability on key corridors.** Taylor Avenue, Champion Avenue, Mt. Vernon Avenue, Long Street.
- **Encourage public art.** Site and install public art by local and nationally recognized artists. Encourage efforts similar in scale to the Art



**Displays of public art, including murals and sculptures, should be encouraged within the public spaces of the Near East Side.**

- **Consolidate utility lines.** Within commercial areas, gather overhead lines on one side of the street to reduce their negative impact. Wherever possible as part of new development, move lines underground.
- **Screen parking lots.** Parking lots (or parking structures) should not be directly visible from sidewalks and streets. Model screening guidelines on existing provisions for downtown, but work with existing property owners, churches,

Wall proposed for the I-71 cap. Work with the King Arts Complex and other art-focused organizations to identify artists and funding.

businesses, and other concerned organizations to develop guidelines consistent with the City's screening standards.

### GREEN SPACES

With the noted exception of Mayme Moore Park, the majority of existing green spaces are associated with the City's public schools and are oriented toward athletic programs. These green spaces should be continued to be maintained, and opportunities for enhanced community use should be explored.

Several new green space initiatives are being proposed with this plan. These include:

- **Pilgrim School green space.** As part of the redevelopment of the Pilgrim School site, the southwest corner of the property will be converted to park space oriented towards younger children.
- **Blackberry Commons.** To commemorate the history and importance of Poindexter Village—and the land on which it was built—to the African American community of Columbus, a two acre park will be created on the former Champion Middle School Site.
- **Community gardens and urban farm lots.** The plan supports the creation of community gardens and working urban farm initiatives on

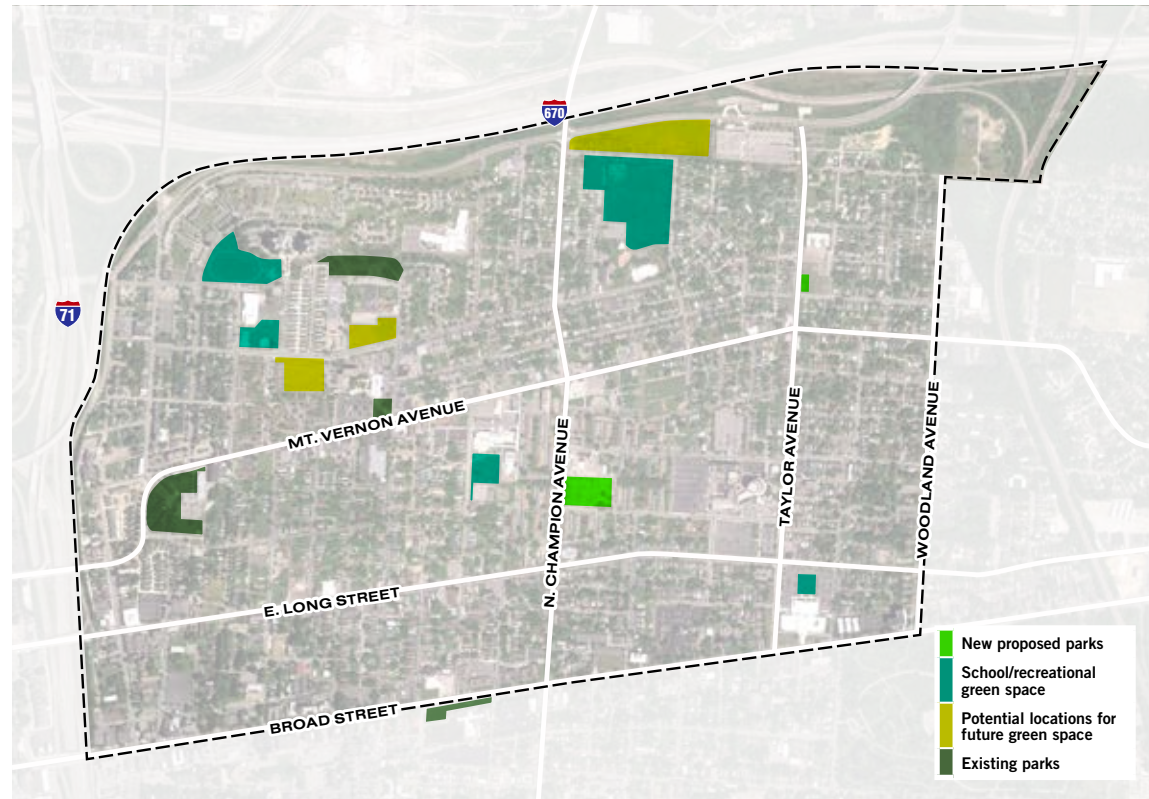
vacant properties that are not likely sites for near- or mid-term development opportunities.

- **Develop linkages.** The planning area is surrounded by Franklin Park, Nelson Park, bike and walking trails. A community group should be organized to come up with recommendations and funding opportunities to create better walking and biking connections to these locations.

### GATEWAYS

Gateways provide the first impression to residents and visitors alike, and they can provide an opportunity to help define the character of the neighborhood or area. They shape the public perception in terms of an area's safety, walkability, and vitality, and they can be used to indicate the prominent land use, signifying whether it is commercial or residential.

Significant Gateway improvements are already underway with the Long Street cap over Interstate 71. Improvements will include an art wall that commemorates the cultural history of the Near East Side and will also celebrate the re-emergence of Long Street as a vibrant arts and entertainment district. The reconstruction of the Spring Street bridge will also provide for gateway improvements to the northern part of the planning area.





***An artist rendering of the Long Street cap currently under construction***

New Gateway improvements being proposed are focused on the Taylor Avenue corridor, at both Broad Street and Leonard Avenue. The Broad Street gateway improvements will be made on four blocks north to Hawthorne Avenue and should coincide with the development of the neighborhood retail center at Long Street and Taylor Avenue. The Leonard Avenue gateway improvements will be made on two blocks south to Maryland Avenue.

In total, 1,500–2,000 linear feet of streetscape improvements that include:

- New curbing and sidewalks
- Planted median strip
- Higher quality lighting fixtures
- Street trees
- Sustainable storm water infrastructure

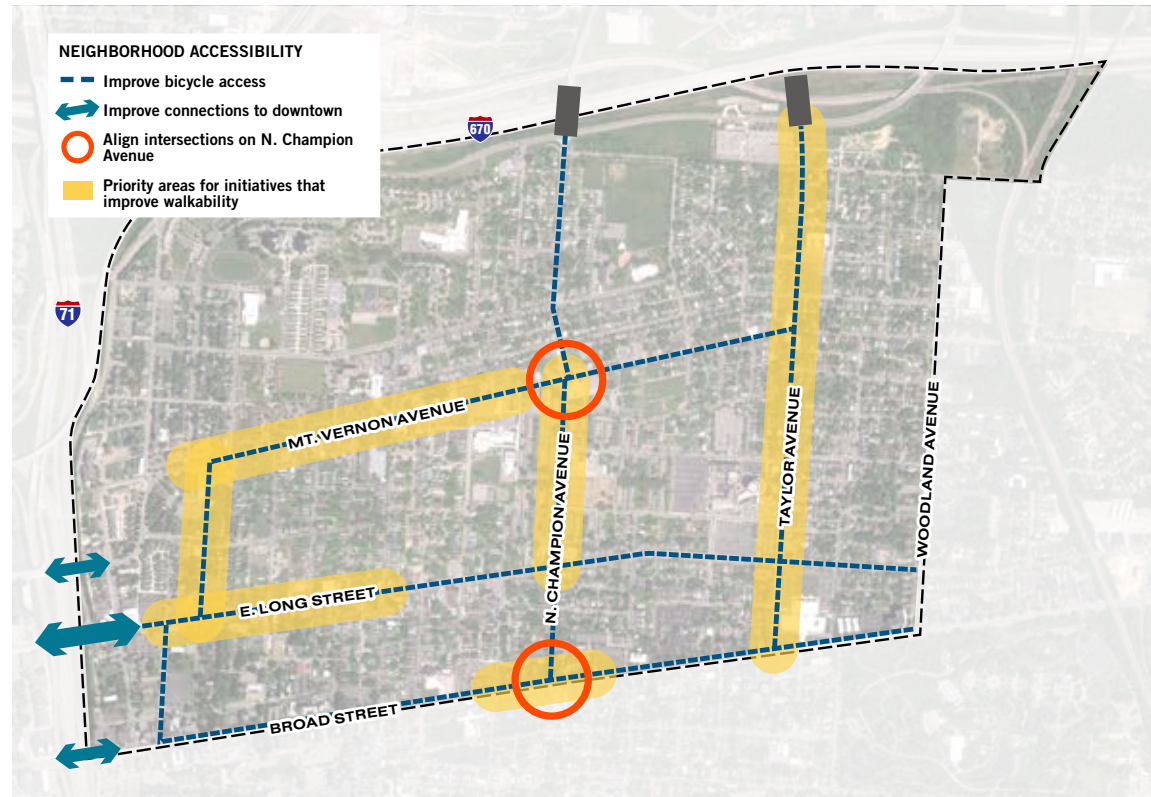
### **Neighborhood Accessibility**

Improving access, both within the neighborhood as well as to downtown and the surrounding areas, supports redevelopment initiatives, particularly those occurring along the main corridors. The Near East Side access is primarily auto-focused, and yet a large percent of residents do not own a vehicle (45%). While residents commented that bus access was adequate, improving the bus system was nonetheless a priority.

As new development occurs on the Near East Side, the following access initiatives should take place. While all modes of connectivity need to be emphasized, additional attention should be given to improving the current pedestrian and bicycling conditions.

- Work with Ohio Department of Transportation to improve bus routes and frequency of service.
- Develop a more efficient street grid
  - > Align Champion Avenue and Mt. Vernon Avenue intersection
  - > Align Champion Avenue and Broad Street intersection
  - > Consider aligning
- Return street grid to previous traffic flow patterns
  - > Convert North Champion Avenue/Governors Place and North Ohio Street to two-way streets

- Initiate traffic calming on Taylor Avenue; Champion Avenue
  - > Consider traffic calming measures on other corridors
- Connected bike network
  - > Improve biking conditions on main corridors
  - > Promote connections to city-wide bike system
  - > Connect to I-670 bikeway
- Address issues that discourage walking
  - > Focus on safety and access
  - > Improve pedestrian conditions at major intersections
  - > Use pedestrian and multimodal level-of-service measures to support development initiatives at:
    - Taylor Avenue and Long Street
    - Champion Avenue where it intersects with Mt. Vernon Avenue, Long Street, and Broad Street
    - Key intersections within the Mt Vernon commercial district and Long Street entertainment district
- Improve walkability between the Long Street entertainment district and the King Arts Complex



## Connecting Residents to Healthy Food

### GROCERY STORE

The number one priority voiced by the community and supported by the planning team was the need for a high quality grocery store. Based on the market considerations that retailers use

to determine locations for new stores, this may become a longer-term goal unless it can be advanced with the right approach to development and incentives. A standard 40,000 square-foot will require at least 5,000 households. Even with a projected future household base of 4,000, the Near East Side will have difficulty attracting

a high quality grocer unless a location can be determined that can also attract the 20,000+ daily commuters traveling east from downtown Columbus.<sup>2</sup> A second alternative may be to work

<sup>2</sup> \*The draft Blueprint recommended a city-owned surface parking lot along Broad Street at Champion Avenue as an ideal, market-supportable location. Due to significant public opposition and to comply with the 2005 Near East Area Plan, this specific location recommendation has been omitted from the final Blueprint Plan



***Any proposed development should be designed in a manner that supports walkability and contributes to the urban-neighborhood characteristics of the Near East Side. Locating a high quality grocery store in the Near East Side was the highest-ranked community priority.***



to attract a small-format grocery store in the 5,000–10,000 square-foot range can be supported by a minimum of 2,000 households within the surrounding area.

In addition to taking advantage of daily commuters, several strategies exist to facilitate attracting a grocer interested to the Near East Side. Choosing a site that can be marketed to multiple communities such as Downtown and Olde Town East could enlarge the market area for a grocer. Offering incentives such as reduced cost land or tax abatements for a limited time could also increase the attractiveness for a grocer, but the risks that could accompany such a strategy would require careful consideration.

### COMMUNITY GARDENING

Community gardens offer a shorter-term, lower-cost way to provide some of the fresh food residents desire from a grocer. Recommendations for the Poindexter Village site include a community garden. Across the study area are numerous vacant parcels that could be utilized on either a short- or long-term basis for community gardening. Newer methods of gardening including straw bale planters allow for seasonal use that can be easily maintained and removed if a higher and better use is determined for a particular location. These currently vacant lots could be transformed



***Community gardens can turn vacant parcels into highly positive community assets.***

into neighborhood assets growing fresh food for residents, which would build a sense of ownership and pride within the community. Churches and other neighborhood organizations could lead in the development and operations of these facilities. These low-cost initiatives can yield significant results in terms of community involvement, resident health, and neighborhood aesthetics. Fresh food can be grown and harvested on land that was previously an eyesore and then distributed or sold to neighbors.

### Zoning Recommendations

The development recommendations included within this plan will likely require recommendations for zoning revisions. Based on zoning

classifications already established by the city of Columbus, the following considerations should be made.

| CLASSIFICATION                          | DENSITY (DWELLINGS PER ACRE) | DESCRIPTION   | APPLICABLE LOCATION                                  |
|---|------------------------------|---|--|
| <b>Medium-density Mixed Residential</b> | 6-10                         | This classification includes single-family houses, duplexes, and townhouses. New development should reinforce the existing pattern and type of residential construction in the neighborhood. Somewhat higher densities and multistory buildings of more than four units may be considered for areas that sit immediately adjacent to a primary corridor, but proposals for multifamily development in these areas must demonstrate that they will not adversely impact the existing development pattern. Existing commercial, light-industrial, and institutional uses are recognized and supported but are limited to existing footprints and must comply with zoning and other regulations. | Taylor Avenue (500 block)                            |
| <b>Neighborhood Mixed Use</b>           | 16-45                        | This classification encourages mixed uses at the neighborhood level. These areas contain multiple functions and act as local centers of economic activity. Examples include smaller-scale retail, office, institutional or mixed uses built to Urban Commercial Overlay design standards. Neighborhood commercial uses should be located at key intersections and nodes. Residential units should be located either above and/or next to the commercial, office or institutional uses.  | Mt. Vernon Avenue East, Long Street, Champion Avenue |
| <b>Urban Mixed Use</b>                  | 45 or higher                 | This classification encourages mixed uses at the regional level, including larger mixed-use development, residential, retail and office uses. Residential units are located either above and/or next to the commercial, office, or institutional uses in multistory buildings.  | Mt. Vernon Avenue Business District                  |
| <b>Parks and Recreation</b>             | N/A                          | Integrate parks into residential neighborhoods where possible. Parks are either publicly or privately owned recreational facilities and include golf courses.   | All areas  |



## **Transformative Change: Implementation Matrix**

The implementation matrix outlines each initiative in the *Blueprint for Community Investment*, and uses the *Blueprint* framework of People, Housing, and Neighborhood. These initiatives emerged from the subcommittee recommendations, stakeholder input, and a review of best practices in peer cities—many of which have directly involved members of the planning team.

The matrix identifies a key partner for each initiative. For example, Ohio State will act as the key partner for housing initiatives that its dedicated housing fund supports, and CMHA will act as the key partner for redeveloping Poindexter Village. The City will take primarily responsibility for investments in streetscape, transportation, and infrastructure. PACT's role will vary, ranging from full implementation responsibility for some initiatives to advocacy, depending on how well each initiative matches PACT's capacity. Regardless of its responsibility for any one initiative, PACT will focus on full implementation of the entire *Blueprint*.



|               |                  | INITIATIVE   | ACTION STEPS   | POTENTIAL PARTNERS   | TIMEFRAME |
|---------------|------------------|--|--|--|-----------|
| <b>People</b> | <b>EDUCATION</b> | <b>▶ AREA-WIDE</b>   |  |  |           |
|               |                  | <b>Pilgrim School Site—Allied Health Education Center and Mixed Use</b><br>Rehabilitate or build new on the footprint of the existing Pilgrim School and convert it to an adult education center focused on ESL, GED, and certified training in allied health professions. | <ul style="list-style-type: none"> <li>&gt; Initiate building study to determine viability of reuse versus new construction.</li> <li>&gt; Negotiate long-term site use agreement with CCS.</li> <li>&gt; Identify end user and program (Ohio State or affiliate).</li> </ul>  | <ul style="list-style-type: none"> <li>&gt; Columbus City Schools (CCS)</li> <li>&gt; Columbus State Community College (CSCC)</li> <li>&gt; Health providers</li> <li>&gt; PACT</li> <li>&gt; Early childcare providers</li> </ul> | 1–5 years |
|               |                  | <b>Strong Early Childhood Education and Development System</b><br>Increase the number of Step Up to Quality early learning sites in the neighborhood and expand parent education and engagement programs, including in-home services.                                      | <ul style="list-style-type: none"> <li>&gt; Work with local partners to focus services in the PACT neighborhood.</li> <li>&gt; PACT assists with staff support and potential in-kind services to initiate project.</li> </ul>  | <ul style="list-style-type: none"> <li>&gt; United Way of Central Ohio</li> <li>&gt; Columbus Early Learning Centers</li> </ul>  | 1–2 years |
|               |                  | <b>PACT Education Dashboard</b><br>Develop a data-sharing system that enables educators and service providers to share child/ student data to align and target academic and socio-emotional interventions.   | <ul style="list-style-type: none"> <li>&gt; Work with schools and the community to identify which metrics should be measured to determine success.</li> </ul>  | <ul style="list-style-type: none"> <li>&gt; Learning Circle</li> <li>&gt; Columbus City Schools</li> <li>&gt; PACT</li> <li>&gt; Ohio State</li> </ul>   | 2–3 years |
|               |                  | <b>Health Sciences Academies</b><br>Transform the East High feeder pattern (grades 6–12) into a health sciences feeder pattern, using a cohort model similar to that at the Metro School, and create linkages to postsecondary education and career/technical training.    | PACT staff identifies local or national models to replicate and prepares a proposal for the Ohio State Health Sciences deans and CCS to review. After the concept is approved, consider: <ul style="list-style-type: none"> <li>&gt; policy and governance</li> <li>&gt; common core curriculum</li> <li>&gt; family and community engagement</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Ohio State Wexner Medical Center</li> <li>&gt; CCS</li> </ul>  | 1 year    |
|               |                  | <b>Family and Community Engagement</b><br>Create opportunities for families and the community to be engaged with schools. Locating activities and resources in schools that make the school a community center.  | PACT and CCS work together to assess and implement as applicable these community-engagement activities: <ul style="list-style-type: none"> <li>&gt; Community engagement committee</li> <li>&gt; Human service resource guide</li> <li>&gt; Neighborhood survey</li> <li>&gt; Resident activities within school buildings</li> </ul>                     |  | 1–2 years |

TRANSFORMATIVE CHANGE: IMPLEMENTATION MATRIX

|        |                                     | INITIATIVE  | ACTION STEPS   | POTENTIAL PARTNERS   | TIMEFRAME |  |
|--------|-------------------------------------|---|--|--|-----------|--|
| People | EDUCATION                           | <p><b>Post-Secondary Success</b><br/>Establish programs based on best practices that reduce remediation and support post-secondary success for PACT residents, such as:</p> <ul style="list-style-type: none"> <li>&gt; High school remediation reduction</li> <li>&gt; Early college coursework</li> <li>&gt; Remediation integrated with technical training</li> <li>&gt; Short-term bridge programs</li> <li>&gt; Wraparound services</li> </ul> | Work with local partners to identify existing programs/resources and gaps and determine appropriate strategies for the PACT neighborhood.  | <ul style="list-style-type: none"> <li>&gt; CCS</li> <li>&gt; Private and charter schools</li> <li>&gt; CSCC</li> <li>&gt; Ohio State</li> <li>&gt; Human service providers</li> <li>&gt; I Know I Can</li> <li>&gt; Columbus Urban League</li> <li>&gt; ABLE providers</li> </ul> | 1–2 years |  |
|        | WORKFORCE DEVELOPMENT/ JOB CREATION | ▶ <b>MT. VERNON AVENUE</b>  |  |  |           |  |
|        |                                     | <p><b>Transitional Jobs Program</b><br/>Establish a program that seeks to overcome employment barriers and help people with labor-market barriers to make the transition to work through paid, short-term employment that combines real work, skill development and supportive services.</p>  | <p>Work with local partners to:</p> <ul style="list-style-type: none"> <li>&gt; Assess best practices, existing local programs, and gaps.</li> <li>&gt; Determine the most effective model.</li> <li>&gt; Promote and facilitate implementation.</li> </ul>                      | <ul style="list-style-type: none"> <li>&gt; Workforce Intermediary</li> <li>&gt; CSCC</li> <li>&gt; COWIC</li> <li>&gt; FCDJFS</li> <li>&gt; Columbus Chamber</li> <li>&gt; Ohio Dev. Services Agency</li> </ul>   | 1–2 years |  |
|        |                                     | <p><b>Entrepreneurship</b><br/>Provide entrepreneurship services (training, capital, infrastructure, space) to enable PACT-area businesses to grow and new businesses to start up in the neighborhood.</p>  | Work with local partners to develop a place-based entrepreneurship program in the PACT area.   | <ul style="list-style-type: none"> <li>&gt; ECDI</li> <li>&gt; Columbus Chamber</li> <li>&gt; Columbus Urban League</li> <li>&gt; City of Columbus</li> <li>&gt; Lenders</li> <li>&gt; Local businesses</li> </ul>   | 1–3 years |  |
|        |                                     | ▶ <b>AREA-WIDE</b>  |  |  |           |  |
|        |                                     | <p><b>Workforce Intermediary</b><br/>Establish a PACT workforce-intermediary organization to link workers, employers, and education providers, with a focus on low-income and less-skilled job seekers, and to support the neighborhood's workforce and economic-development strategies.</p>  | <p>Work with local partners to:</p> <ul style="list-style-type: none"> <li>&gt; Assess best practices, existing local programs, and gaps.</li> <li>&gt; Determine the most effective model.</li> <li>&gt; Promote and facilitate implementation.</li> </ul>                      |  | 1 year    |  |
|        |                                     | <p><b>Career Pathways</b><br/>Determine the career pathways for in-demand occupations (health, social services, education, logistics) in the PACT neighborhood and central Ohio and align education and training to address the skills needs of employers.</p>  | <ul style="list-style-type: none"> <li>&gt; Create pathways (or make use of existing pathways) for high-demand occupations.</li> <li>&gt; Identify gaps.</li> <li>&gt; Work to align PACT-area education programs (from K-12 through college) with these occupations.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Workforce Intermediary</li> <li>&gt; CSCC</li> <li>&gt; Ohio State/Ohio State Medical Center</li> <li>&gt; CCS</li> <li>&gt; K-12 schools</li> <li>&gt; Employers</li> </ul>   | 1–2 years |  |

|               |  | INITIATIVE  | ACTION STEPS  | POTENTIAL PARTNERS  | TIMEFRAME |
|---------------|--|---|---|---|-----------|
| <b>People</b> | <b>ASSET DEVELOPMENT</b>   | <b>Asset Development Training and Services</b><br>Provide asset-development training and services for PACT-area residents, including financial literacy, homebuyer education, EITC assistance, and individual development accounts.   | <ul style="list-style-type: none"> <li>&gt; Target existing programs to the PACT neighborhood.</li> <li>&gt; Provide new services where gaps exist.</li> </ul>  | <ul style="list-style-type: none"> <li>&gt; ECDI</li> <li>&gt; Homeport</li> <li>&gt; United Way of Central Ohio</li> <li>&gt; Apprises</li> <li>&gt; Lenders</li> <li>&gt; K-12 schools</li> </ul> | 1 year    |
|               |  | <b>Banking Services</b><br>Enable unbanked residents of the PACT neighborhood to establish mainstream banking accounts, IDAs, and children's saving accounts in local lending institutions.   | <ul style="list-style-type: none"> <li>&gt; Assess best practices, existing local programs, and gaps.</li> <li>&gt; Determine the most effective model.</li> <li>&gt; Promote and facilitate implementation.</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Banks</li> <li>&gt; Corporation for Enterprise Development</li> <li>&gt; Human services providers</li> </ul>  | 1–2 years |
|               |  | <b>Employer-Assisted Housing</b><br>Encourage employees of major PACT-area employers to live in the neighborhood as well by providing incentives (down-payment assistance, affordable financing) for home ownership.  | <p>Work with local partners to:</p> <ul style="list-style-type: none"> <li>&gt; Assess best practices, existing local programs, and gaps.</li> <li>&gt; Determine the most effective model.</li> <li>&gt; Promote and facilitate implementation.</li> </ul>                           | <ul style="list-style-type: none"> <li>&gt; Homeport</li> <li>&gt; Lenders</li> <li>&gt; City of Columbus</li> </ul>  | 1–2 years |
|               | <b>HEALTH &amp; WELLNESS</b>   | <b>► POINDEXTER VILLAGE</b>   |   |   |           |
|               |  | <b>Intergenerational Day Care Center</b><br>Create a new model that combines child care and adult day care. Initiative to be led by Ohio State Office of Geriatric and Gerontology in partnership with Columbus Early Learning Centers (CELC) and assisted by CMHA through leasing and renovation of existing Community Center.               | <ul style="list-style-type: none"> <li>&gt; Finalize a business plan.</li> <li>&gt; Identify and develop funding strategy.</li> <li>&gt; Secure a lease with CMHA.</li> <li>&gt; Explore collaborative initiatives with CMHA senior housing development, Poindexter Place.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; The Ohio State University</li> <li>&gt; National Church Residences</li> <li>&gt; CMHA</li> </ul>  | 1–2 years |
|               |  | <b>► TAYLOR AVENUE</b>  |   |   |           |
|               |  | <b>OSU College of Nursing</b><br>Ohio State Medical Center will continue to work with Ohio State Nursing School to locate an educational and care unit inside of East High School or in another appropriate location.   | Work with Ohio State College of Nursing to create best facility to serve community.   |   | 1–2 years |
|               |  | <b>AREA-WIDE</b>  |   |   |           |
|               | <b>Community Health Collaboration and Needs Assessment</b><br>Advocacy groups to work toward the common goal of directing effort and money at key health and wellness objectives such as transportation to medical facilities, healthy lunches for students, community health negotiators, and resource information centers. | <p>Work with Ohio State to:</p> <ul style="list-style-type: none"> <li>&gt; Form a leadership committee.</li> <li>&gt; Create a plan of action and objectives.</li> <li>&gt; Set meeting of advocacy groups.</li> <li>&gt; Determine how to leverage effort and money to create short- and long-term results within the community.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Wward YMCA</li> <li>&gt; OSU Wexner Medical Center</li> <li>&gt; Columbus Public Health</li> </ul>  | 1–3 years   |           |
|               | <b>Urban Farm/ Farmers Market</b><br>Explore the location and creation of a working urban farm and farmers market within the community.  | Work with local organizations to establish a community-based committee to plan, fund and implement an urban farm and co-op.   |   | 2–4 years   |           |

TRANSFORMATIVE CHANGE: IMPLEMENTATION MATRIX

|   | INITIATIVE  | ACTION STEPS   | POTENTIAL PARTNERS  | TIMEFRAME |
|---|---|--|---|-----------|
| <b>Housing</b>  | <b>► TAYLOR AVENUE</b>  |  |   |           |
|   | <p><b>Townhouse or Multifamily Development on the 500 Block of Taylor Avenue</b><br/>                     Redevelop the City-owned parcels on the east side of the 500 block of Taylor to create 16–24 new units of housing (20% affordable) and improve the physical environment between CarePoint East and the Pilgrim School site.</p> | Work with the City of Columbus to: <ul style="list-style-type: none"> <li>&gt; Acquire control of the site.</li> <li>&gt; Acquire adjacent parcels as possible.</li> <li>&gt; Identify a partner developer.</li> <li>&gt; Determine appropriate mix of market-rate, affordable (20% affordable recommended).</li> </ul>  | <ul style="list-style-type: none"> <li>&gt; City of Columbus</li> <li>&gt; Ohio State</li> <li>&gt; PACT</li> </ul>               | 1–2 years |
|   | <p><b>Strategic Site Acquisition</b><br/>                     Purchase identified “opportunity sites” as they become available through sale, tax delinquency, and/or foreclosure.</p>   | PACT to: <ul style="list-style-type: none"> <li>&gt; Monitor site-acquisition opportunities.</li> <li>&gt; Use the housing fund to acquire targeted properties at reasonable costs.</li> <li>&gt; Based on current condition and development initiatives:                             <ul style="list-style-type: none"> <li>• Transfer site ownership to partner developer for rehab/new construction.</li> <li>• Sell to owner-occupants via employee homeowner-assistance program.</li> <li>• Transfer to county land bank for future opportunity.</li> </ul> </li> <li>&gt; Use for Ohio State-related purpose (offices, health access programs, etc.).</li> </ul> | <ul style="list-style-type: none"> <li>&gt; PACT</li> <li>&gt; City of Columbus</li> <li>&gt; Franklin County Landbank</li> </ul> | 1–2 years |
| <p><b>Rehabilitation of Small Retail Node and Rowhouses at Mt. Vernon And Taylor</b><br/>                     Pending reasonable acquisition costs, acquire and bundle as a single development initiative the properties at the intersection of Mt. Vernon and Taylor Avenue and six rowhouses directly to the south. Give priority to rehabilitation over demolition and new construction.</p> | PACT to: <ul style="list-style-type: none"> <li>&gt; Acquire control of available and affordable parcels.</li> <li>&gt; Identify a partner developer.</li> <li>&gt; Determine appropriate mix of market-rate, affordable (20% affordable recommended).</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; PACT</li> <li>&gt; City of Columbus</li> <li>&gt; Local CDCs</li> </ul>  | 2–5 years   |           |



|         | INITIATIVE  | ACTION STEPS  | POTENTIAL PARTNERS  | TIMEFRAME |
|---------|---|---|---|-----------|
| Housing | <p><b>Expanded Housing Strategy Up to 3 Blocks From Taylor Avenue</b><br/>                     As viable Taylor Avenue sites are developed, use part of remaining Ohio State housing funding to attract other housing funding to rehabilitate and create new housing within two to three blocks of Taylor Avenue on both sides.</p> | <p>PACT to:</p> <ul style="list-style-type: none"> <li>&gt; Monitor site-acquisition opportunities.</li> <li>&gt; Use housing fund to acquire targeted properties at reasonable costs.</li> <li>&gt; Based on current condition and development initiatives:                             <ul style="list-style-type: none"> <li>• Transfer site ownership to partner developer for rehab/new construction.</li> <li>• Sell to owner-occupants via employee homeowner-assistance program.</li> <li>• Transfer to county land bank for future opportunity.</li> </ul> </li> <li>&gt; Use for Ohio State-related purpose (offices, health access programs, etc.).</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Local CDCs</li> <li>&gt; Ohio State</li> <li>&gt; PACT</li> </ul>   | 2–5 years |
|         | <p><b>Home-Ownership Incentive Program</b><br/>                     Use up to \$500,000 of Ohio State housing funds to assist qualifying home owners with home purchases in the Taylor Avenue corridor.</p>   | <p>PACT to:</p> <ul style="list-style-type: none"> <li>&gt; Create incentive program modeled on Campus Partners program.</li> <li>&gt; Increase incentive to \$5,000–\$8,000 (Campus Partners = \$3,000).</li> </ul>  | <ul style="list-style-type: none"> <li>&gt; Ohio State</li> <li>&gt; Homeport</li> <li>&gt; PACT</li> <li>&gt; Lenders or banking institutions</li> </ul> | 1–5 years |
|         | <p>► <b>POINDEXTER VILLAGE</b></p>  |   |   |           |
|         | <p><b>Senior Housing</b><br/>                     Create 104 units of affordable senior housing on the current Poindexter Village site.</p>   | <p>CMHA to:</p> <ul style="list-style-type: none"> <li>&gt; Continue to work with contracted architect and the Blueprint planning team to determine the most appropriate site location and building layout.</li> <li>&gt; Complete LIHTC application process.</li> <li>&gt; Explore collaborative partnership opportunities with the Isabelle Ridgeway Center and Ohio State East.</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; CMHA</li> </ul>   | 1–2 years |

TRANSFORMATIVE CHANGE: IMPLEMENTATION MATRIX

|  | INITIATIVE  | ACTION STEPS   | POTENTIAL PARTNERS   | TIMEFRAME   |
|--|---|--|--|---|
| Housing  | <b>Mixed-Income Redevelopment of Poindexter Site</b><br>Maintain commitment to submit Choice Neighborhood Implementation (CNI) application that will seek to develop new mixed-income housing units on the former site of Poindexter Village. | CMHA to: <ul style="list-style-type: none"> <li>&gt; Complete the 106 review process with supported memorandum of agreement (MOA).</li> <li>&gt; Finalize a redevelopment concept plan for up to 600 housing units, including affordable senior housing.</li> <li>&gt; Identify a developer partner.</li> <li>&gt; Determine potential uses of CNI funding to support neighborhood initiatives and human services.</li> <li>&gt; Gain commitments from the City to support CNI application.</li> <li>&gt; Identify and confirm support of key partners, including Ohio State.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; CMHA</li> <li>&gt; McCormack Baron Salazaar</li> <li>&gt; Urban Design Associates</li> <li>&gt; Urban Strategies</li> <li>&gt; Ohio Housing Finance Agency (OHFA)</li> </ul> | 1–2 years: application<br>2–5 years: site redevelopment |
|  | ▶ LONG STREET CORE DEVELOPMENT AREA   |  |  |   |
|  | <b>Student Housing Development</b><br>Encourage the development of housing targeted toward students on parcel(s) near the Lincoln Theatre site to create greater vibrancy and support for area retail.  | PACT to: <ul style="list-style-type: none"> <li>&gt; Engage Columbus State and CCAD to support student housing initiatives along Long Street.</li> <li>&gt; Assist with the identification of an appropriate developer.</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Homeport</li> <li>&gt; Local CDCs</li> <li>&gt; Local universities</li> </ul>  | 2–5 years   |
|  | ▶ AREA-WIDE   |  |  |   |
| <b>Area-Wide Housing Initiative</b><br>PACT will establish partnerships with local CDCs and developers to create ownership and rental housing. | PACT to: <ul style="list-style-type: none"> <li>&gt; Identify local CDC partners and assess needs.</li> <li>&gt; Focus on creating housing opportunities that align with other Blueprint implementation initiatives.</li> </ul>               | <ul style="list-style-type: none"> <li>&gt; Local CDCs</li> </ul>  | 2–10 years   |   |

|                     |                            | INITIATIVE   | ACTION STEPS  | POTENTIAL PARTNERS                                | TIMEFRAME |
|---------------------|----------------------------|--|---|---|-----------|
| <b>Neighborhood</b> | <b>NEIGHBORHOOD RETAIL</b> | <b>► TAYLOR AVENUE CORE DEVELOPMENT AREA</b>   |   |   |           |
|                     |                            | <b>Development of a Neighborhood Retail Center (Option A)</b><br>Develop the parking lot at the northwest corner of Taylor Avenue and Long Street into a neighborhood retail center with up to two, 7,500GSF, one-story retail establishments facing Taylor Avenue; a 40,000GSF quality grocery store; and approximately 120 parking spaces. | Ohio State to:<br>> Determine land value and assess hospital parking requirement.<br>> Assist with development of a project pro forma; new market tax-credit financing.   |   | 1–2 years |
|                     |                            | <b>Neighborhood Services Development, Including Library and Service Retail (Option B)</b><br>Develop the parking lot at the northwest corner of Taylor Avenue and Long Street into a neighborhood services center that calls for up to 5,000GSF of retail and a new library facing Long Street.  | > Determine land value and assess hospital parking requirement.<br>> Work with city to include infrastructure improvements in future capital improvements budget to fund Taylor Avenue improvements.<br>> Assist with development of a project pro forma; new market tax-credit financing.  | > Ohio State<br>> Columbus Metropolitan Libraries | 1–2 years |
|                     |                            | <b>► MT. VERNON AVENUE CORE DEVELOPMENT AREA</b>   |   |   |           |
|                     |                            | <b>Small Business Assistance Program</b><br>Identify new opportunities to increase funding for existing retail/commercial ventures.  | PACT to:<br>> Work with the City to research new grant opportunities.<br>> Assist with grant-writing efforts.   |   | 1–2 years |
|                     |                            | <b>Mixed-Use Building at Southwest Corner of Champion and Mt. Vernon</b><br>City-owned, former senior housing site (description pending)   | City to:<br>> Work with PACT/CMHA to determine highest and best use of site   |   | 2–5 years |
|                     |                            | <b>Mixed-Income Housing</b><br>Promote development of mixed-income housing on vacant and underutilized sites, both former residential and retail/commercial.   | PACT and CMHA to:<br>> Actively promote redevelopment initiatives within the Mt. Vernon corridor that emphasize mixed-income housing.<br>> Prioritize redevelopment efforts at the Champion/Mt. Vernon intersection.<br>> Pending availability, target Ohio State housing funds to leverage development efforts of partner CDCs (maximum \$25,000 leverage per unit). | > Local CDCs                                      | 2–5 years |

TRANSFORMATIVE CHANGE: IMPLEMENTATION MATRIX

|                     |                     | INITIATIVE  | ACTION STEPS   | POTENTIAL PARTNERS   | TIMEFRAME |
|---------------------|---------------------|---|--|--|-----------|
| <b>Neighborhood</b> | <b>GREEN SPACES</b> | <b>▶ TAYLOR AVENUE CORE DEVELOPMENT AREA</b>  |  |  |           |
|                     |                     | <b>Pilgrim School Site Green Space</b><br>As part of site redevelopment, design and build a small neighborhood green space targeted toward younger residents.                                   | <ul style="list-style-type: none"> <li>&gt; Work with CCS to reserve a portion of the site for future use as a neighborhood “tot lot” or similar type of playground.</li> <li>&gt; Identify funding sources for playground development and equipment.</li> <li>&gt; Gain commitment from the City to assist with site-preparation work.</li> </ul>       | <ul style="list-style-type: none"> <li>&gt; Lenders</li> <li>&gt; OSU</li> <li>&gt; CCS</li> </ul> | 1–2 years |
|                     |                     | <b>▶ POINDEXTER VILLAGE CORE DEVELOPMENT AREA</b>   |  |  |           |
|                     |                     | <b>Poindexter Green Axis</b><br>Create a green axis between University Hospital East and Champion Middle School that aligns with Metro Avenue and preserves as many historic trees as possible. | <ul style="list-style-type: none"> <li>&gt; CMHA: Integrate the green axis into the design of the Poindexter redevelopment</li> <li>&gt; Ohio State: Integrate the green axis into any redevelopment plans in the area</li> <li>&gt; City: Integrate the green axis into area-wide open-space network strategies</li> </ul>                              |  | 1–2 years |
|                     |                     | <b>▶ AREA-WIDE</b>  |  |  |           |
|                     |                     | <b>Integrated Open Space Network</b><br>Interconnect and expand neighborhood parks and open spaces into a walkable network.   | City/PACT to initiate a neighborhood-wide greenspace/openspace network study that addresses: <ul style="list-style-type: none"> <li>&gt; New open space opportunities on the northeast corner of the East High School parking lot.</li> <li>&gt; Other possible open spaces connected with existing parks into a walkable open space network.</li> </ul> |  | 2–5 years |

|  |   | INITIATIVE   | ACTION STEPS  | POTENTIAL PARTNERS | TIMEFRAME |
|--|---|--|---|--------------------|-----------|
| Neighborhood   | URBAN DESIGN AND CHARACTER  | <b>► TAYLOR AVENUE CORE DEVELOPMENT AREA</b>   |   |                    |           |
|  |   | <b>Walkable Taylor Avenue</b><br>Improve sidewalks, crosswalks, and the pedestrian environment along Taylor Avenue.  | <ul style="list-style-type: none"> <li>&gt; PACT/City: Identify high-priority areas for possible sidewalk and crosswalk improvements corridor-wide.</li> <li>&gt; Ohio State: Explore landscape improvements along the hospital frontage.</li> <li>&gt; City: Establish a TIF district to fund improvements along Taylor Avenue between Ohio State East and Broad Street.</li> <li>&gt; City: Designate partial TIF funding for median and street-infrastructure improvements between Hawthorne Avenue and Broad Street.</li> <li>&gt; City: Designate partial TIF funding for a compact public open space on the northwest corner of the East H.S. parking lot.</li> </ul> |                    | 1–2 years |
|  |   | <b>► MT. VERNON AVENUE CORE DEVELOPMENT AREA</b>   |   |                    |           |
|  |   | <b>Walkable Mt. Vernon Avenue</b><br>Improve sidewalks and crosswalks along Mt. Vernon Avenue.   | City to initiate a transportation study to explore improvements for the intersection with Taylor Avenue.  |                    | 1–2 years |
|  |   | <b>► LONG STREET CORE DEVELOPMENT AREA</b>   |   |                    |           |
|  |   | <b>Walkable Long Street</b><br>Improve sidewalks and crosswalks along Long Street.   | City to initiate a transportation study to explore improvements for the intersection with Taylor Avenue.  |                    | 1–2 years |
|  |   | <b>► POINDEXTER VILLAGE CORE DEVELOPMENT AREA</b>  |   |                    |           |
|  |   | <b>Walkable Champion Avenue</b><br>Improve sidewalks and crosswalks along Champion Avenue.   | <ul style="list-style-type: none"> <li>&gt; CMHA to include a streetscape-improvement strategy with the redevelopment of Poindexter that corresponds to/integrates with surrounding streetscape efforts.</li> <li>&gt; City to initiate a transportation study identifying possible sidewalk and crosswalk improvements corridor-wide, with special emphasis on the intersections with Mt Vernon Avenue and Long Street.</li> </ul>   |                    | 1–2 years |
|  |   | <b>► AREA-WIDE</b>   |   |                    |           |
|  |   | <b>Walkable Network of Streets</b><br>Identify critical areas for improvements in sidewalks and crosswalks; improvements in the pedestrian environment; and connections throughout the neighborhood. | PACT to partner with City to develop study that identified and prioritizes sidewalk and crosswalk improvements  |                    |           |
| <b>Preserve Neighborhood Character</b><br>Ensure that new development complements the neighborhood's existing character. | PACT to recommend that future development be guided by the design guidelines from the Near East Area Plan and the City's Planning Division Planning Guide |  | 1–2 years   |                    |           |

TRANSFORMATIVE CHANGE: IMPLEMENTATION MATRIX

|                     |                       | INITIATIVE   | ACTION STEPS   | POTENTIAL PARTNERS | TIMEFRAME |
|---------------------|-----------------------|--|--|--------------------|-----------|
| <b>Neighborhood</b> | <b>TRANSPORTATION</b> | <b>► POINDEXTER VILLAGE CORE DEVELOPMENT AREA</b>  |  |                    |           |
|                     |                       | <b>Efficient Street Grid</b><br>Study possible street adjustments and additions to improve auto and pedestrian circulation.                              | City to initiate a traffic study to explore:<br>> Aligning Champion at Mt. Vernon.<br>> Converting Champion to two-way.<br>> Converting other one-way pairs into two-way streets.<br>> Connecting streets with new segments to promote a more walkable street grid.                          |                    | 1–2 years |
|                     |                       | <b>Safe, Comfortable, and Effective Transit</b><br>Strengthen transit connections and improve transit facilities.  | City to identify opportunities to improve transit service and enhance bus stops and shelters.  |                    | 1–2 years |
|                     |                       | <b>Connected Bike Network</b><br>Strengthen transit connections and improve transit facilities.  | City to initiate a study to help establish a network of bike connections to schools, parks, the I-670 Bikeway, and other potential and existing bike facilities in the area.   |                    | 1–2 years |
|                     | <b>INFRASTRUCTURE</b> | <b>► POINDEXTER VILLAGE CORE DEVELOPMENT AREA</b>  |  |                    |           |
|                     |                       | <b>Poindexter Stormwater Management</b><br>Integrate stormwater-management systems into Poindexter redevelopment.  | CMHA to include a stormwater-management strategy as part of Poindexter redevelopment, integrating passive technologies and techniques to minimize run-off and reduce pressure on surrounding infrastructure.   |                    | 2–5 years |
|                     |                       | <b>Integrate Neighborhood Infrastructure Needs</b><br>Consider integrating planned or needed water/sewer improvements into the Poindexter redevelopment. | City to assess area infrastructure plans and needs and consider integrating any needed or planned neighborhood-serving improvements or new facilities into the Poindexter redevelopment project.   |                    | 2–5 years |
|                     |                       | <b>► AREA-WIDE</b>   |  |                    |           |
|                     |                       | <b>Neighborhood Stormwater Management</b><br>Improve storm water management area-wide.   | City to encourage responsible and sustainable stormwater-management strategies as an integral part of future redevelopment throughout the planning area.   |                    | 1–2 years |
|                     |                       | <b>Address Overhead Power Lines</b><br>Consider burying or rerouting overhead power lines within key commercial/retail areas.                            | > On a site-by-site basis, City to encourage burying or relocating overhead power lines as part of future redevelopment to reduce their visibility.<br>> CMHA to include a utility-management plan with Poindexter redevelopment to minimize overhead utility lines' negative visual impact. |                    | 2–5 years |

## Next Steps

Thanks to significant community engagement during two years of planning, PACT now has a *Blueprint for Community Investment* for how it can most effectively impact the Near East Side neighborhood. To facilitate the implementation of this Blueprint, the governance and organizational structure of PACT has been examined and redesigned.

With a focus on the upcoming implementation and coordination roles of PACT, the organization will be restructured as a non-profit corporation

(Ohio 501(c)(3)) governed by a board of directors consisting of the founding partners, community members, and other supporters of PACT. In addition to the new governing board, the organizational structure of PACT will be adjusted to support the planning and coordinating efforts that the entity will continue to pursue on the Near East Side.

Initial financial support for PACT over the next five years will include the fixed administrative costs necessary to support the organizational

structure; however, as new partners identify areas and projects for investment, PACT will provide support to and work with the partners to coordinate the investments. Moving forward, all of the founding PACT partners will continue to identify opportunities and needs within the Near East Side neighborhood, using this Blueprint as a guide.



***On February 1st, the Ohio State University Board of Trustees unanimously approved the transition of PACT from that of a planning organization to a not-for-profit community development corporation with the capability to implement the plan initiatives.***