



Positioning Milo-Grogan for Success:

Assessing Neighborhood Conditions and
Building a Platform for Inclusive Growth

Executive Summary

Like many urban core neighborhoods across the country, Milo-Grogan is experiencing a wave of interest and investment after decades of decline. As leaders and stakeholders commit their time and resources to the neighborhood, there is a clear need for coordination of these efforts. To this end, this report by the Greater Ohio Policy Center offers data on Milo-Grogan's baseline conditions from a demographic and market perspective. This report ensures that residents and decision-makers have the information necessary to preserve Milo-Grogan's history while building on the neighborhood's strengths for an inclusive growth strategy.

Based on this analysis of neighborhood-level data and interviews with key stakeholders in the neighborhood, there are many positive trends suggesting that Milo-Grogan's residents and prospective residents can benefit from renewed public and private sector activity in Milo. However, this outcome is not inevitable; this analysis shows that Milo is at a crossroads in terms of continuing to be a neighborhood of choice for residents earning a range of incomes. Milo has undergone many dramatic changes in the past decade as a result of new businesses moving in, infrastructure improvements, and new housing development. Milo is expected to continue to change due to a new bus-rapid transit line and the construction of new market-rate and affordable housing. Despite these positive gains, many Milo residents struggle financially, and many homes are in need of major repairs.

This Report Examines:

1. **Economic Situation.** While incomes are increasing, they remain low, and nearly half of Milo residents live in poverty. Housing costs are relatively low compared to the county as a whole, yet residents do not earn enough to be able to affordably pay for housing.
2. **Development Pressure.** Private market housing development is beginning to move eastward from Italian Village and Weinland Park into Milo's western edges. So far, there have been no signs of resident displacement in Milo. Milo's large number of vacant properties and structures suggest there is an opportunity to absorb new residents without displacement occurring.
3. **Neighborhood of Choice.** Milo is currently a neighborhood of choice—meaning a neighborhood where people with a range of incomes can finding housing choices—but high rates of blight and tax delinquency are troubling, and indicate that the neighborhood has not yet stabilized. Careful stewardship is needed in bringing a healthy mix of market-rate homes into the neighborhood without pricing out current residents.
4. **Housing.** Milo's housing stock is in decent condition, yet the old age of many homes means that many homes are in need of significant repairs. Introducing a home repair program to be available to homeowners and renters will allow long-time residents to remain in their homes or

benefit from a resurgent market if they choose to sell.

5. **Unique characteristics.** I-71 divides the neighborhood into two separate markets, yet Milo's location in the heart of the city makes it an attractive place to invest and live in. The youthfulness of Milo's residents, along with its corridors prime for new businesses and development, mean there is exciting room for neighborhood growth in the near term.
6. **Leadership and investment.** Many long-standing organizations are working to chart Milo's future, but the neighborhood lacks a structure to create a collective vision. Creating a strong network that coordinates the dedicated efforts of many organizations, including associations and churches, will ensure greater community impact.

In light of these findings, GOPC recommends:

1. **Develop a strategic, action-oriented Roadmap for investment.** Leaders in Milo should create an action-oriented roadmap for investment, as well as set standards for housing development that complements and extends the City's neighborhood plan. Creating a roadmap for investment would allow residents to fully capitalize on much-desired market activity that has been absent for years.
2. **Clarify or establish a neutral entity to steward and execute the Roadmap.** To ensure effectiveness, Milo should follow the example of other Columbus neighborhoods and assign a neutral entity to craft and steward the execution of the roadmap. This neutral entity would be advised by a core group of invested partners, including long-standing organizations and individuals in the neighborhood.
3. **Continue to build capacity among residents.** Milo's youthfulness, as well as experienced set of residents, creates a talent pool ready to lead redevelopment efforts in the neighborhood. There are opportunities to connect young Milo residents to effective leadership programs.
4. **Improve the housing stock.** Many houses need major fixes, but residents pay a large share of their income toward their mortgages. Leaders should introduce home repair programs for homeowners and landlords, along with establishing housing repair standards of quality and design through the roadmap.
5. **Encourage market-rate and affordable housing.** It is crucial that continuing to live in Milo remains financially feasible for families who earn a range of incomes. With appraisal values for homes likely to increase in the coming years, leaders must ensure that naturally-occurring, or, if necessary, subsidized affordable housing is an option.
6. **Invest in the neighborhood's gateways and byways.** Public and private investments should focus on the main gateways into the neighborhood, and leaders should encourage commercial growth and functional improvements along them.

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Introduction

Purpose of this Report and Goals of the Analysis

Milo-Grogan is a neighborhood in central Columbus that is situated east of Italian Village and Weinland Park, two neighborhoods that have experienced tremendous real estate development activity in the last decade. After decades of limited market activity, “Milo” is also starting to attract investments from the public, private, and nonprofit sectors. Given the recent and anticipated market activity in Milo, this report is intended to help Milo residents and stakeholders manage future development activity so that it is inclusive and equitable.

This assessment documents current conditions, needs, and opportunities in Milo-Grogan and is meant to serve as a baseline document to help stakeholders make informed, coordinated decisions about the future of Milo. In light of anticipated rapid neighborhood change in Milo, the Greater Ohio Policy Center (GOPC) concludes this assessment with six recommendations for creating an inclusive, strong community that attracts new residents and investment, while sufficiently supporting current residents.

GOPC undertook this assessment with the generous support of the Columbus Foundation. GOPC is a recognized expert and evaluator of revitalization strategies for weak-market communities. This assessment focuses on demographic, market, and housing trends as indicators of neighborhood health; a detailed examination of strategies to grow human capital (such as workforce programming) is outside the scope of this particular analysis.

History and Context of Milo-Grogan

Milo-Grogan is located just a mile northeast of downtown Columbus and bordered on its northern, western, and eastern boundaries by railroad tracks. In the late 1800s, the separate neighborhoods of Milo and Grogan were primarily settled by Irish-Catholic immigrants. After being annexed as one Milo-Grogan neighborhood by the City of Columbus in 1908, Italian immigrants became the majority during the first and second world wars; following World War II, the neighborhood then became majority African American. Through much of the 20th century, many Milo residents worked on the railroads and at a few large manufacturers located in the neighborhood. Milo was permanently reconfigured by the expansion of Interstate-71 through the heart of the neighborhood in the 1960s. The highway eliminated more than 400 homes and created a permanent barrier between the west and east sides of the neighborhood. Milo lost more than 1,400 residents as a result.

For over eight decades, the Timken Company was Milo’s main manufacturing hub, occupying 31 acres at the intersection of Cleveland Avenue and Fifth Avenue. In the 1950s, Timken employed over 4,000 workers, many of whom lived in the surrounding neighborhoods. By the 1980s, the workforce had reduced by half and the factory completely shut down by 2001.

Today, Milo does not have an anchor institution, such as a university, hospital, or a public school. It does have an active community of churches that serve Milo residents and others. Milo also has a highly regarded Boys and Girls Club facility and a Recreation Center that is in constant use. In 2016, Rogue Fitness began manufacturing fitness equipment on the former Timken site and there is hope that it may step into a quasi-anchor institution role in the future.

Despite the highway and loss of employment centers, much of Milo’s social fabric has remained intact. A notable number of residents continue to live in homes passed onto them by family members through the generations, and many neighbors are actively engaged in efforts to restore the neighborhood to its former vibrancy.

Table 1: Select Inventory of Recent and Future Investments in Milo-Grogan

2013: City of Columbus renovation of the Milo-Grogan Community Recreation Center (\$3.5 million)
2016: Rogue Fitness establishes 600,000 square foot corporate headquarters facility (\$36.5 million)
2017-2018: Homeport will construct 33 lease-to-purchase homes (\$8.6 million)
2017-2018: Homeport invests in owner occupied renovations and commercial property rehabs
2017: City of Columbus land bank RFP for new home construction on 23 vacant lots
2017-2019: Workforce Development Board of Central Ohio administering job readiness pilot program
2017: City of Columbus offers 15-year 100% tax abatements on residential construction and renovations
2018: COTA’s C-Max Bus Rapid Transit line along Cleveland Avenue (\$48.6 million)
2018: State of Ohio – replacement of Noise Wall panels along Interstate-71 (\$1.39 million)
2018-2019 City of Columbus Urban Infrastructure Recovery Funds to be used on 2nd Ave (\$5.89 million)

Recent investments by public, private, and nonprofit entities are stimulating the market in Milo, and development pressures from Weinland Park and Italian Village are expected to “spill over.”

More broadly, Insight 2050, the regional growth analysis for the Columbus metro, projects nearly 1 million people will move into the central Ohio region by 2050. The increase in population will be experienced within existing communities, and it is expected that many Central Ohio residents will desire walkable neighborhoods close to amenities and employment centers, like Downtown Columbus. Development experts agree that Milo is on the cusp of significant market activity, making baseline neighborhood information critical for informing neighborhood-level decision-making.

How this Report is Organized

This report first outlines the methodology used to evaluate the neighborhood’s health. Second, it discusses GOPC’s findings related to neighborhood stability. Third, it recommends tools and strategies that will help to ensure a sustained upward trajectory. Finally, it highlights key features of community revitalization work that is sustainable and equitable in similarly-situated Columbus neighborhoods.

Methodology

GOPC, with its data-analysis partner Urban Decision Group (UDG), analyzed quantitative data from federal, local, and proprietary sources.¹ To understand pre- and post-Recession trends and current conditions in Milo, GOPC and UDG utilized information from 2000, 2010, and 2016.

GOPC compared Milo's performance from 2000 to present with two peer neighborhoods: Southside Renaissance and South Linden. These neighborhoods were chosen because of their similar histories of disinvestment and recent market activity, as well as similar demographics and geographic size. Quantitative data from Weinland Park were also analyzed for some indicators to help understand trends that may be specific to the sub-market of Weinland Park-Milo-Grogan. Additionally, GOPC analyzed quantitative data from Franklin County to understand if trends observed were specific to Milo or Milo was reflecting a county-wide trend on a specific indicator. See Appendix 2 for a map showing the location of Milo and comparison neighborhoods.

GOPC and UDG analyzed market, demographic, and housing data for the west and east sides of Milo, as divided by I-71.² While residents typically think of Milo West and Milo East as one area, strategies for managing and achieving inclusive growth may differ for each sub-market.

Enriching the data analysis are in-depth interviews that GOPC conducted with more than 30 neighborhood leaders and stakeholders. These interviews helped GOPC understand how residents and stakeholders perceive the neighborhood and surfaced commonly-discussed needs and desires for the neighborhood.

GOPC did not undertake resident surveys. Other organizations have solicited resident feedback on specific projects and GOPC did not want duplicate efforts or "over-survey" community members. Habitat for Humanity Mid-Ohio generously shared a 2015 survey and GOPC did take into account its findings and comments. GOPC also reviewed newspaper articles from 1995 to present,³ which chronicle development activity and resident reactions.

Last, GOPC reviewed the current neighborhood plan, written by the City of Columbus in 2007, and other related reports, including:

- 2009 Ohio State University Knowlton School of Architecture: Renewing Milo-Grogan
- 2012 Indiana University: Milo-Grogan Neighborhood Development

(1) UDG extracted third party data from: Esri, US Census Bureau, Franklin County Auditor, Redfin, Columbus Police Department, Columbus Metropolitan Housing Authority, and Community Properties of Ohio.

(2) Using Geographical Information System (GIS), UDG was able to capture the quantitative data that exists solely within the boundaries of the Milo-Grogan neighborhood. Previous efforts to analyze the conditions of Milo have been skewed due to the neighborhood's location within five separate census tracts, which is complicated by the fact that the census boundaries extend outside of Milo and into surrounding neighborhoods to the north and east. To precisely collect the available data, UDG deployed GIS software which allowed for the extraction of "Block Points" based on a custom geography. This allowed UDG to accurately separate the data from Milo with the data from those surrounding neighborhoods.

(3) The *Columbus Dispatch*, *Columbus Underground*, *Columbus CEO*, and *Columbus Business Journal*.

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- 2014 Ohio State University Knowlton School of Architecture: Milo-Grogan Community Plan
 - 2015 Ohio State University City and Regional: Planning Milo-Grogan Sustainability Plan
 - 2016 US Environmental Protection Agency: Greening America's Capitals

These reports are neighborhood planning documents. GOPC's findings and recommendations offer residents and stakeholders the foundation for a comprehensive, action-oriented roadmap to guide equitable redevelopment.

Findings

The findings below capture Milo-Grogan's current demographic, market, and housing conditions in the context of peer neighborhoods and the region. With the neighborhood poised for continued investment and growth, many residents have expressed "excitement that the spotlight is on Milo," yet have "mixed feelings on the uncertain future of the neighborhood." The findings in this report should serve as a starting point for all interested stakeholders by helping to inform, and coordinate future actions to manage neighborhood change. These findings offer local leaders and stakeholders specific information about the current environment and existing trends, providing a platform for deploying neighborhood tools and strategies for inclusive neighborhood growth.

Interstate-71 acts as a physical barrier that divides Milo into western and eastern halves. As a result, Milo East and Milo West are different, in many respects. Table 2 provides a snapshot of the two sub-markets.

For instance, the vast majority of Milo's residential areas exist on the eastern half of the neighborhood, where the population is nearly double the population on the western side. Milo East has significantly higher incomes and higher rates of homeownership compared to Milo West.

The relative stability of Milo East suggests that neighborhood stabilization measures need to continue to help ensure long-time renters and homeowners are able to remain in safe housing.

Although Milo East residents earn more, there are higher rates of labor force participation among Milo West residents. There are significantly more renters in Milo West than Milo East. Houses rated as "poor"⁴ are a greater proportion of the housing stock in Milo West; however, overall, the property quality is higher in Milo West than in Milo East, housing stock in Milo West is valued higher, depreciating more slowly and rated in better condition than Milo East.

Current residents in Milo West have higher housing cost burdens and there are more landlord-owned properties. Additionally, there is half as much housing stock in Milo West than Milo East. These factors, in combination with sustained market activity to the west of Milo West, suggest a high probability that Milo West will experience rapid demographic and market change.

(4) Housing quality ratings are based on a scale of Poor, Fair, Average, Good, Very Good.

In short, GOPC concluded:

- Finding 1: The economic situation is improving for some Milo-Grogan residents, but the neighborhood still lags far behind the region
- Finding 2: Milo has not experienced evident displacement or rapid housing price changes, but development pressure is increasing
- Finding 3: Milo is at a crossroads for continuing to be a neighborhood of choice
- Finding 4: Favorable conditions exist for home repair and new housing development in Milo
- Finding 5: Unique neighborhood characteristics and assets suggest Milo is poised for future growth
- Finding 6: Decision-making and investment efforts are not as coordinated as they could be, but Milo has the right ingredients to coordinate and execute strategic decision making

Table 2: Milo-Grogan Demographic and Market Profiles

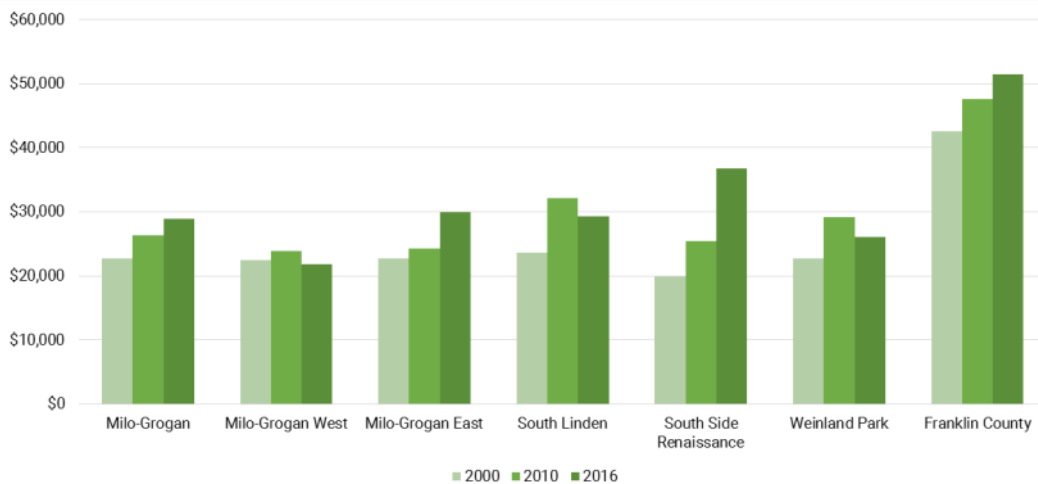
Data is from 2016, unless otherwise noted. Milo west and Milo East are separated by Interstate-71

	Milo-Grogan	Milo West	Milo East
Population	2,340	831	1,509
Average Annual Population Growth 2010-2016	0.4%	0.7%	0.3%
Age	Median age is 30.9 17.9% is 0-9 years old 14.4% is 60+	Median age is 31.2 16% is 0-9 years old 16% is 60+	Median age is 30.6 20% is 0-9 years old 13% is 60+
Race	86% black, 9% white, 5% other	74% black, 15% white, 11% other	92% black, 6% white, 3% other
Educational Attainment	HS degree holders: 80.5% Associate+: 18.1%	HS degree holders: 78.8% Associate+: 17.8%	HS degree holders: 81.5% Associate+: 18.3%
Labor Force Participation	55.5%	58.6%	52.9%
Median Household Income	Grew between 2010 and 2016 2016: \$28,895	On par with Milo East in 2000 and 2010 Fell between 2010 and 2016 2016: \$21,883	Clear increasing trend line since 2000 2016: \$29,994
Per Capita Income	\$11,636	\$10,923	\$12,011
Poverty Rate since 2010	Poverty has remained steady since 2010 45.1% in 2016	Poverty has increased since 2010 42.3% in 2016	Poverty has decreased since 2010 46.1% in 2016
Residents with Housing Cost Burden (30%+) (2011-2015)	68.8%	77.9%	66.0%
Average Apartment and Duplex Rental Costs	\$859	\$908	\$712
Average Single Family Home Rental Costs	\$710	\$693	\$727
Housing Values	Average Value: \$34,635 Depreciation: -3.4% since 2010	Average Value: \$42,104 Depreciation: -2.5% since 2010	Average value: \$32,088 Depreciation: -3.7% since 2010
Quality of Housing Stock⁵	4.9% Poor; 24.6% Fair; 55.3% Average; 14.5% Good; 0.7% Very Good	Greater portion of stock rated as Good, Average, and Poor than Milo East	Greater portion of stock rated as Fair than Milo West
Owner Occupants	30.8%	25.7%	33.1%
Residential Vacancy Rates	28.4%	29.7%	28.1%

The economic situation is improving for some Milo-Grogan residents, but the neighborhood still lags far behind the region.

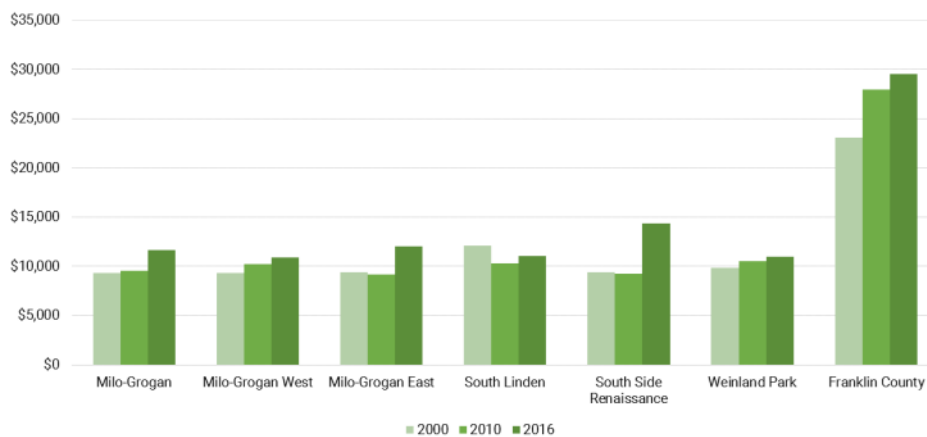
Residents' incomes are rising in Milo East, but Milo West has mixed results and overall incomes remain significantly lower than the Franklin County average.

Graph 1: Median Household Income Growth, 2000-2016



Median household income in Milo East grew by an average of 2.6% annually from 2000 to 2016 and was \$29,994 in 2016. Milo West's median household income declined by an average of 1.4% from 2010 to 2016, and was \$21,883 in 2016. At the same time, Franklin County's median household income grew by 1.4% and at \$51,452 was 78% higher than Milo's overall median household income in 2016.

Graph 2: Per Capita Income Growth, 2000-2016



Milo's per capita income was \$11,636 in 2016, which was 154% lower than the Franklin County per capita income of \$29,507.

Graph 3: Percentage of Households Below the Poverty Level, 2000-2016

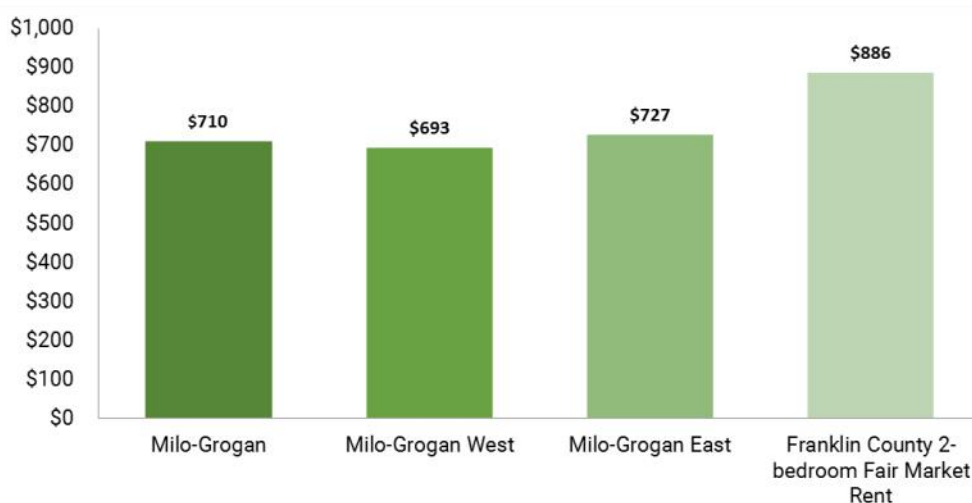


While residents' incomes have risen slightly, Milo's 2016 poverty rate of 45.1% has grown significantly since 2000, when 30.5% of residents lived below the poverty line. The most rapid growth in poverty occurred from 2000 to 2010. Milo roughly follows the pattern of peer neighborhoods of increasing poverty since 2000. Since 2010, only Milo East and South Side Renaissance have seen a drop in poverty rates.

Milo residents do not earn enough to make housing affordable, despite the low cost of housing

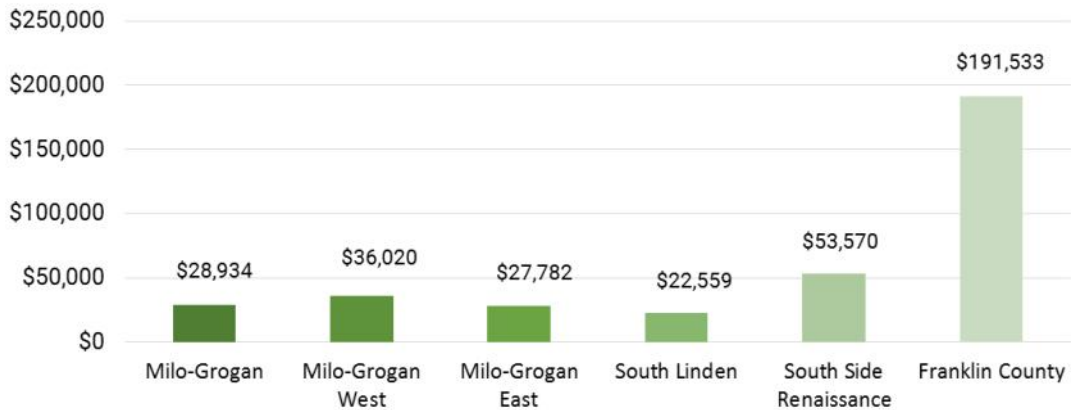
Rental prices remain relatively low in comparison to peer neighborhoods in Columbus. In Milo, the average monthly rent for a single-family home is \$710, or 55 cents per square foot, and the average apartment rent in Milo is \$859, or 89 cents per square foot. A Franklin County 2-bedroom apartment at Fair Market Rate is \$886.

Graph 4: 2016 Average Single Family Home Rental Cost



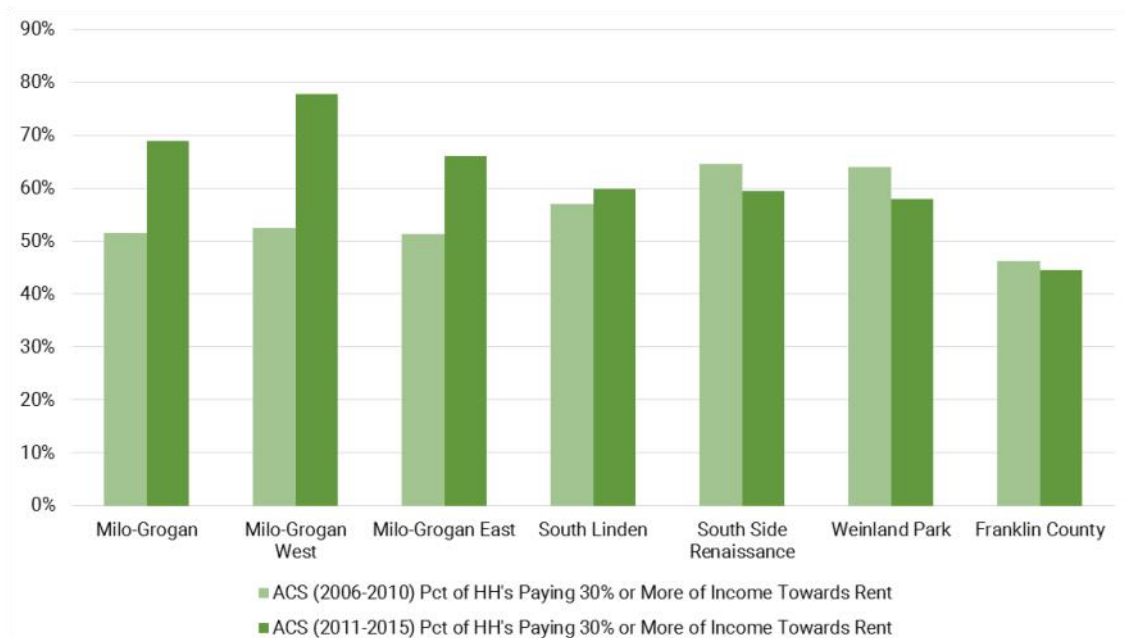
Milo's average single-family home sales price is just \$28,934, 6.5 times less than the average sales price for the county as a whole.

Graph 5: 2016 Average Single-Family Home Sales Price

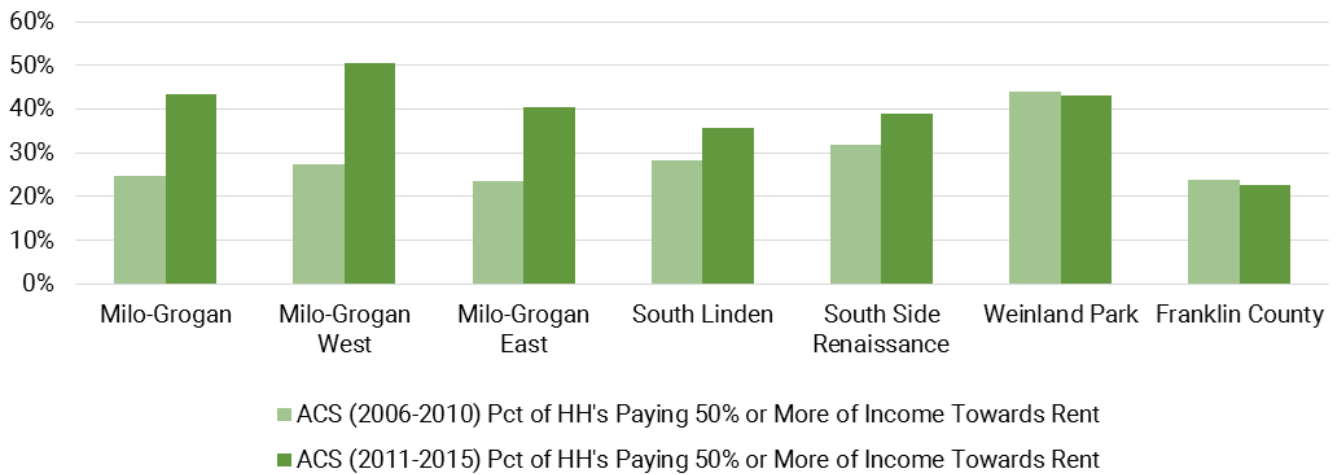


Since 2000, the median rent in Milo-Grogan has increased by 40%, but the median household income has only increased by 27%. So despite rent being an average of \$176 cheaper in Milo compared to the county as a whole, a large majority of Milo residents are still burdened by housing costs. Nearly half of all Milo West residents are severely burdened with rent that requires more than 50% of their income.

Graph 6: Households Paying 30% or More of Their Income Towards Rent, 2000-2016



Graph 7: Households Paying 50% or More of Their Income Toward Rent, 2000-2016

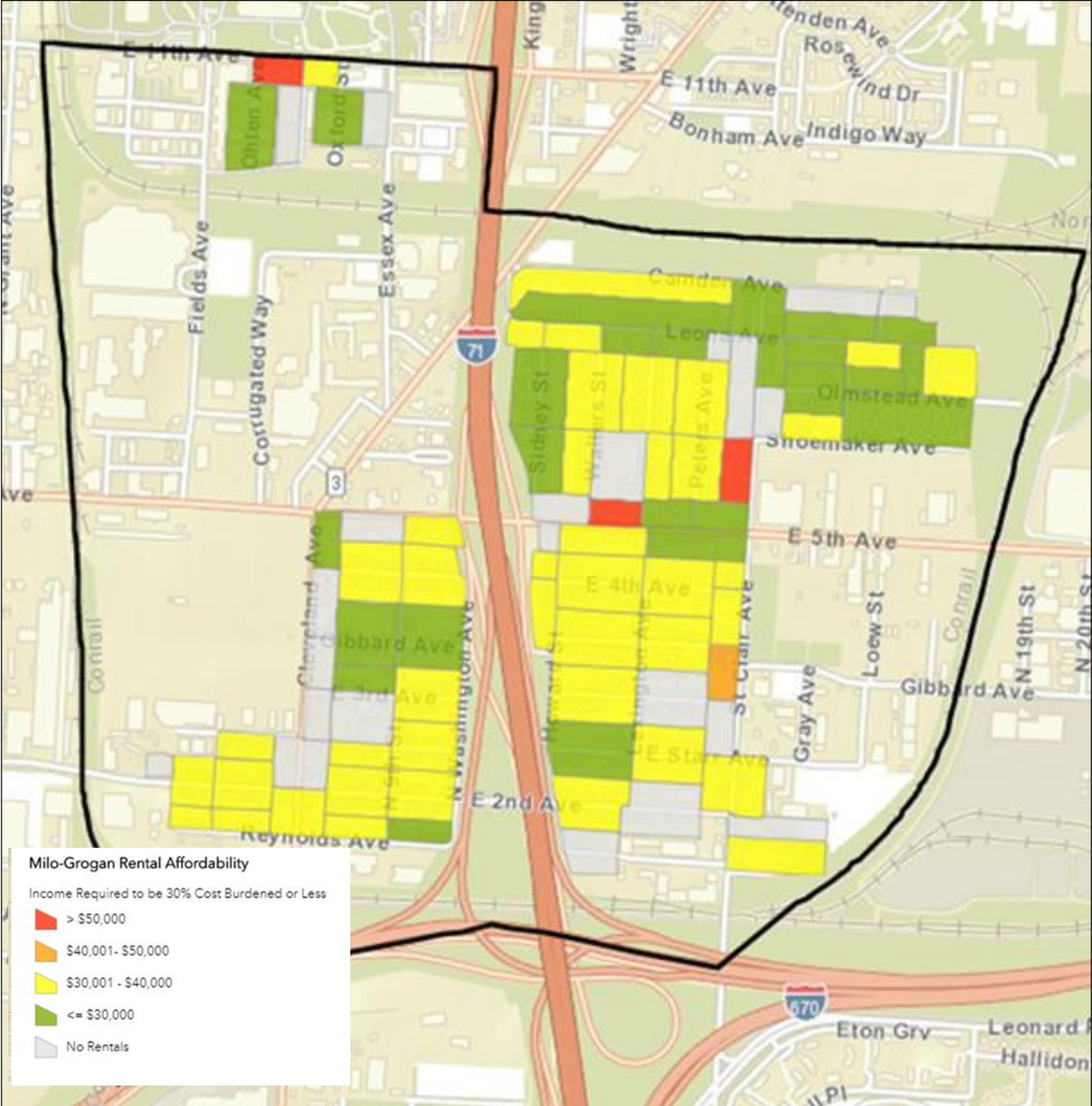


Affordability of rental units in Milo varies across the neighborhood. Data from the National Low Incomng Housing Coalition estimates that, in 2016, residents had to earn \$16.15 to \$16.92 per hour to be able to afford housing at or below 30% area median income (\$33,592 - \$35,193.60 annual income). With the average median household income less than \$30,000 in Milo, housing costs are still burdensome to a majority of residents, even if housing costs are substantially below the county-wide market. Milo West’s median income of under \$22,000 means that paying for housing is especially difficult for these residents.



New Beginnings Park

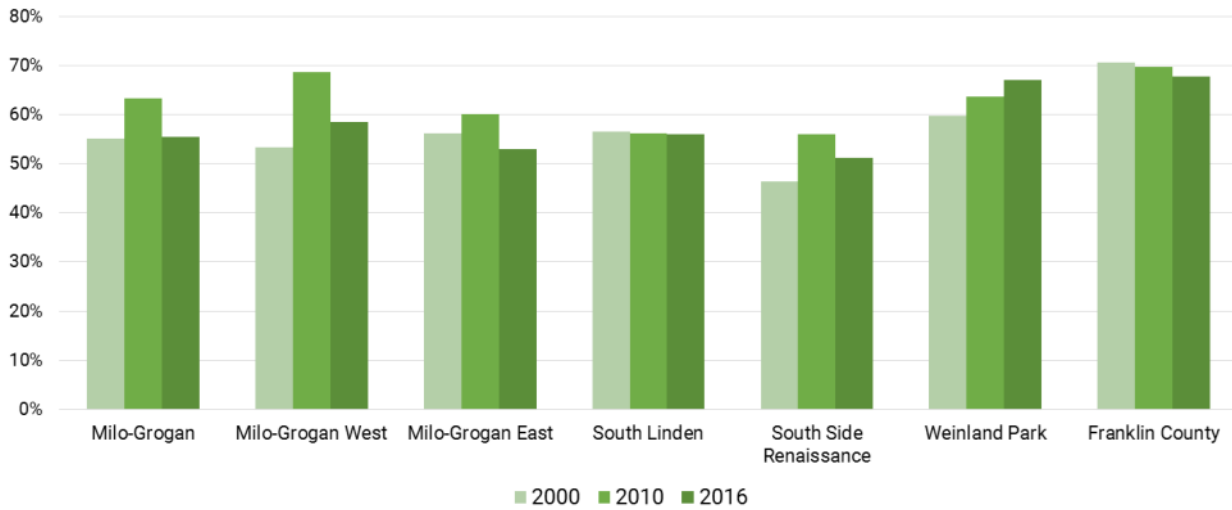
Map 1: 2017 Milo-Grogan Ability to Afford Rental Housing



Despite the relatively low cost of housing in Milo, residents throughout Milo only earn a median household income of \$28,895. As Map 1 above shows, only areas colored green offer rental housing that costs less than 30% AMI. Areas in yellow, orange, and red highlight rent costs that are affordable (i.e. <30% of income) but only to residents in higher income brackets. This map underscores that the key feature of housing cost burden is income, not necessarily monthly rent costs.

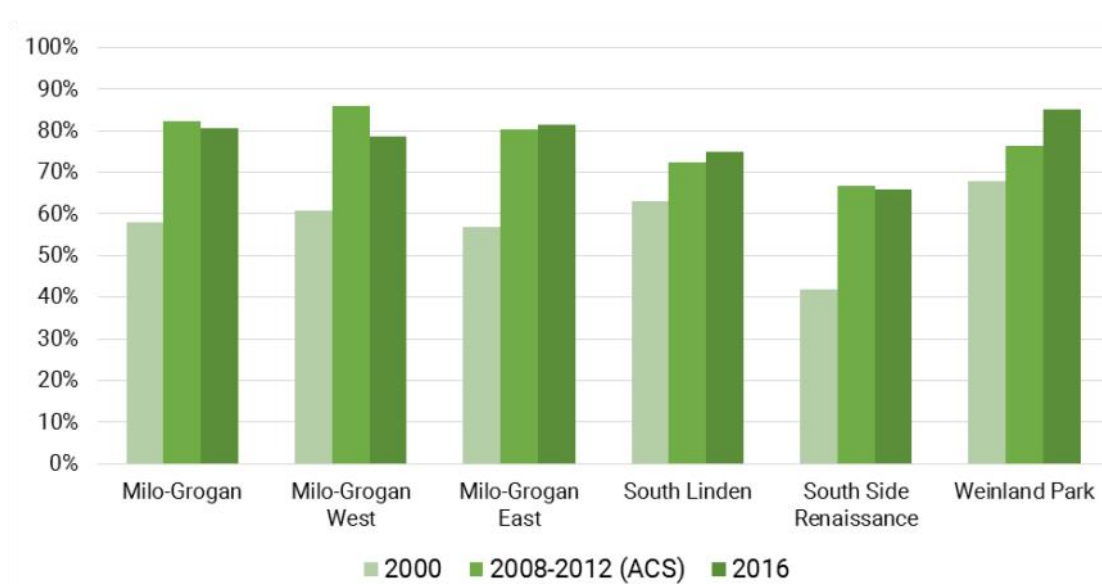
Educational attainment rates for Milo residents are improving and workforce initiatives are being piloted in the neighborhood

Graph 8: Labor Force Participation Rate, 2000-2016



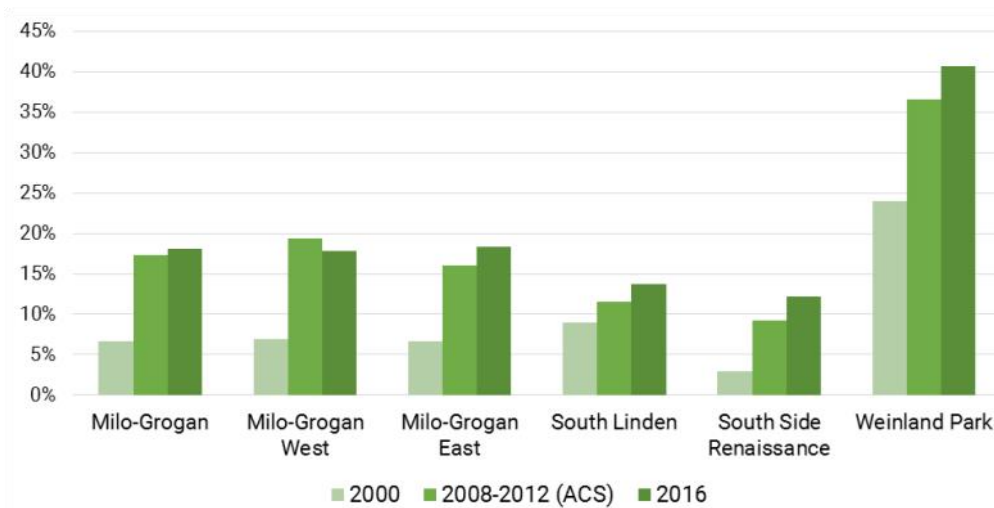
Labor force participation has shrunk slightly in Milo, however academic achievement for Milo residents has improved over the past two decades. In 2016, four out of five Milo residents above the age of 25 had earned a high school diploma or higher, which represents a 38.8% increase in educational attainment since 2000.

Graph 9: Percentage of Adults Age 25+ With a High School Diploma or Higher, 2000-2016



In 2016, fewer than one-in-five Milo residents possessed an associate degree or higher and 393 people in Milo had received some form of higher education, but had not graduated. Although 18.1% of Milo residents holding a college degree is below the Franklin County average of 43%, this represents a 170% increase since 2000. Milo has the highest rate of associate degree-holders among peer neighborhoods, a positive position for individual residents.

Graph 10: Percentage of Adults Age 25+ With an Associate Degree or Higher, 2000-2016



A promising new initiative called the *Milo-Grogan Neighborhood Workforce Empowerment Pilot Project* is preparing residents for the opportunity to fill open, good-paying positions at local companies, including Rogue, Rumpke, COTA and G&J Pepsi. The Workforce Board of Central Ohio is partnering with the City of Columbus, Franklin County, and CareSource to facilitate this two-year job readiness and retention workforce program. Early work on this initiative began in late 2017 and has included hosting a job fair at the Milo Recreation Center.

FINDING 2 Milo has not experienced evident displacement or rapid housing price changes, but development pressure is increasing

Given the increased market activity in Italian Village and Weinland Park that is moving eastward, Milo leaders and stakeholders regularly raised the concern that residents could be priced out of Milo. As of fall 2017, rapid displacement of long-term renters and homeowners and significant demographic change has not occurred on a large-scale in Milo-Grogan.

GOPC’s interviews found that long-time residents (renter and homeowners) are excited that development pressure from Weinland Park and Italian Village may “spill over” into Milo’s western side, just east of Grant Avenue. Given the high number of vacant lots prime for redevelopment (more information below), long-time residents are eager for the neighborhood to have more market-rate housing stock that will potentially help improve their own property values.

However, the experiences of other Columbus neighborhoods indicate that as housing development and investment gains momentum, the market can shift very quickly. Given Milo’s attractive location and favorable assets, there are legitimate concerns that existing residents, particularly in Milo West, could be displaced if the proper safeguards are not in place.

Milo's population numbers have minimally changed since 2000

The number of residents living in Milo has remained fairly constant since 2000, with less than a 2% change over the last 16 years; Southside Renaissance and South Linden experienced similar trends.

Graph 12: Milo-Grogan and Peer Neighborhood Percent Population Change Since 2000



Milo West lost the fewest number of residents between 2000 and 2010, among peer neighborhoods (and compared to Milo East) and had one of highest rates of growth since 2010. These numbers may suggest that new residents are moving into Milo West. Overall, Milo-Grogan has experienced a net decrease of 300 residents since 2000. Since 2012, the City and County land banks have demolished 67 structures in Milo, fewer structures than individuals or families lost.⁶

Median household incomes have grown slowly

As discussed above, despite modest growth in median household incomes, Milo households are 78% lower than the county as a whole. As shown in Graph 1 above, the median household income in Milo West is \$8,111 less than Milo East, which suggests Milo West continues to face significant challenges even as nearby development pressure increases on Milo West.

Milo has seen few recent shifts in its racial composition

Milo has been a majority African American community since the end of World War II. Following Irish-Catholic settlement in the late 1800s, Milo-Grogan experienced a large wave of Italian and Italian American immigration during the first and second world wars. In the forties and fifties, the neighborhood became predominately black as white residents moved into suburban Columbus neighborhoods.

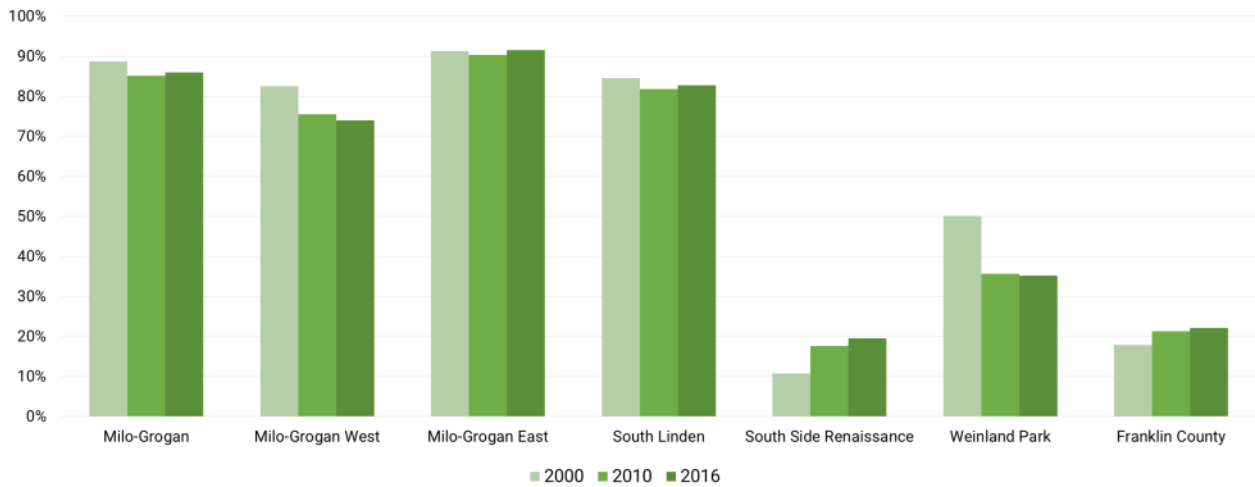
In 2016, 85.9% of Milo's population identified as black or African American. Since 2000, the black population of Milo has dropped by just 3%.

While the racial demographics of the overall neighborhood have not changed significantly since 2000, Milo West has diversified substantially since 2010. The non-black, non-white population has increased by 60% in

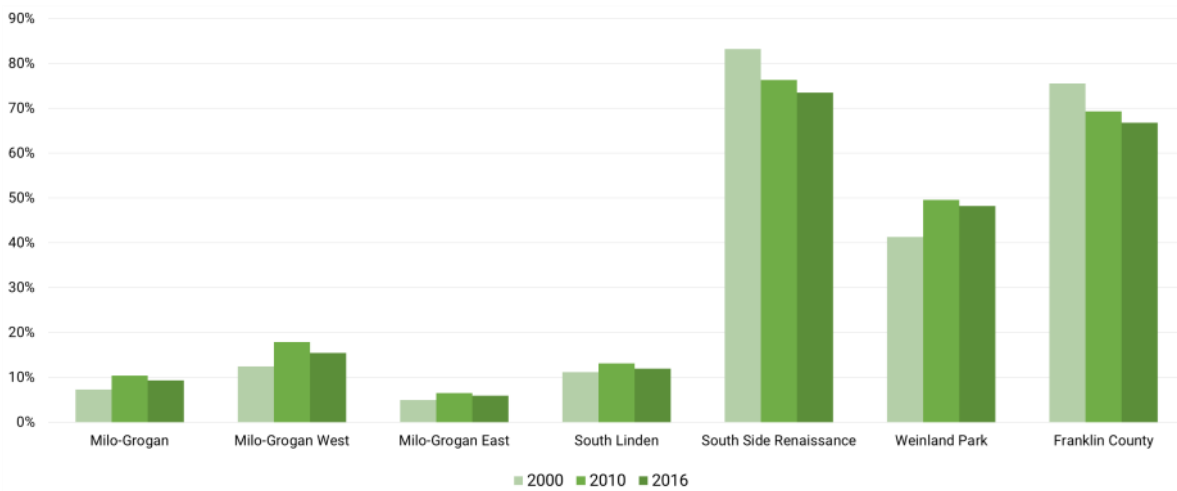
(6) For rough modeling purposes, GOPC assumes 4 people, on average, lived in each of the 67 houses that were demolished (67x4 = 268 people). This is less than the 300 net population loss in Milo since 2000.

the last seven years, meaning that now over 10% of Milo West identify as being of Asian, Latino, Native American, or of some other descent. Milo East remains 92% African American.

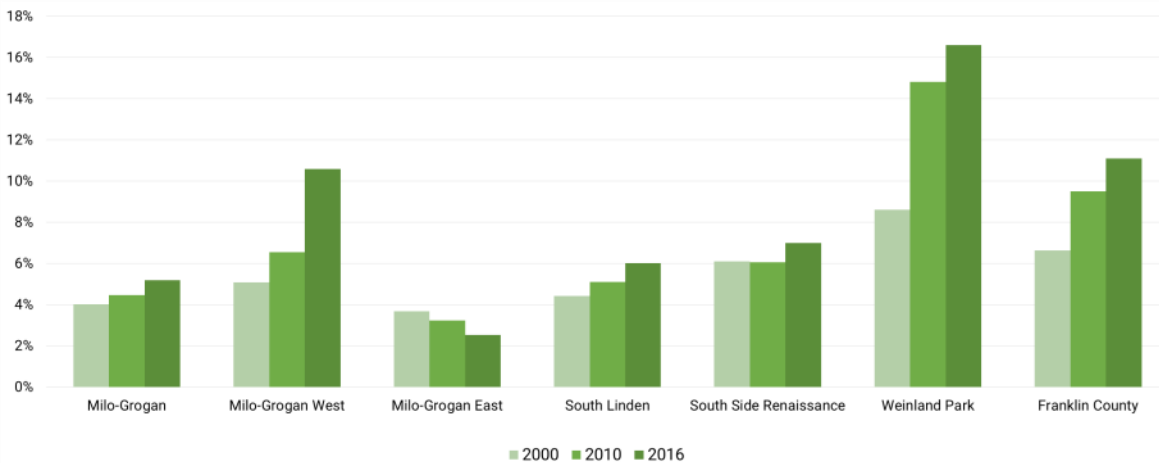
Graph 13: Percentage of Population by Race—Black, 2000-2016



Graph 14: Percentage of Population by Race—White, 2000-2016



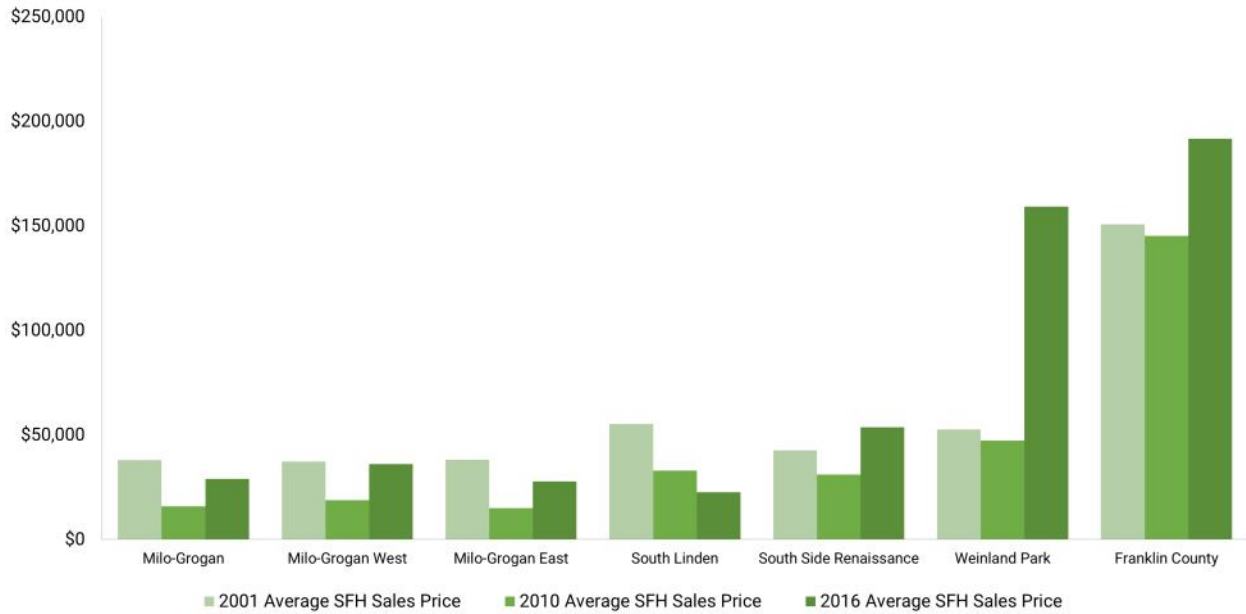
Graph 14: Percentage of Population by Race—Other, 2000-2016



Home values have increased in Milo but appraisal costs have not yet recovered to 2010 figures

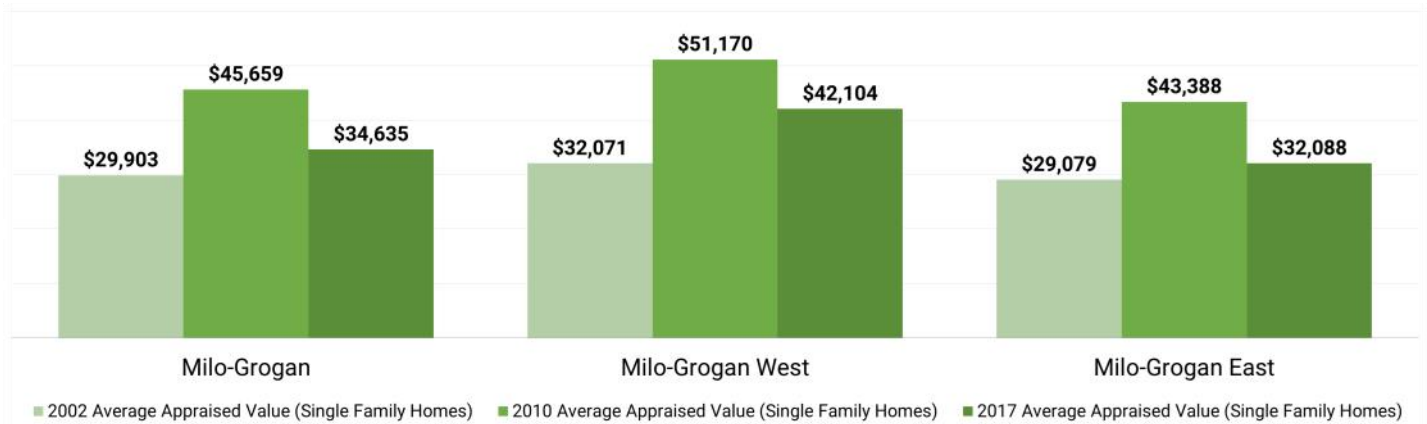
According to the most recent data available, Milo’s average single-family home sales price is just \$28,934, which is 6.5 times less than the average sales price for the county as a whole. Single family home sales prices are \$8,000 higher in Milo West than Milo East.

Graph 16: Average Single Family Homes Sales Price Since 2001⁷



While single family home sales prices are increasing, appraisal values have decreased by 24% in Milo since 2010. On average, homes in 2017 sold in Milo for \$5,000 less than the average appraisal value.

Graph 17: Milo-Grogan Home Appraisal Values, 2002-2017



(7) Franklin County Auditor’s earliest year available for the Average Single Family Home Sales Prices data is 2001, explaining the departure from analyzing the year 2000, as is the case with other data points in this report.

Milo West’s appraisal values are nearly \$10,000 higher than 2002 values, while homes in Milo East appraise for only \$3,000 more, on average, when comparing 2002 and 2017 appraisals.⁸ This difference in appraisal values between the two sub-markets suggests that the housing market may be strengthening in Milo West.

Recently, many renter and owner-occupied houses in Franklin County have experienced an increase in their property taxes due to the strengthening market.⁹ In Milo, increases in valuation have mostly occurred in Milo West, while results are more mixed in Milo East. Despite these recent increases, Table 3 demonstrates that average home values have declined substantially between 2010 and 2017 in Milo. At approximately \$42,000, the average appraisal value for single-family homes in Milo West is nearly \$10,000 higher than Milo East. Historically, home prices on the eastern half of Milo have been more modest than the western side.

Property tax on an owner-occupied single-family house with an estimated value of \$30,000 was \$636.58 in 2017. For a single-family rental house, valued at \$30,000; property tax was \$652.76 in 2017.

Table 3: Home Values in Milo Since 2002

Home Values	Milo-Grogan	Milo-Grogan West	Milo-Grogan East	Franklin County
2002 Average Appraised Value (Single Family Homes)	\$29,903	\$32,071	\$29,079	\$117,077
2010 Average Appraised Value (Single Family Homes)	\$45,659	\$51,170	\$43,388	\$163,311
2002-2010 Total Change	\$15,756	\$19,099	\$14,309	\$46,980
2002-2010 Annual Percentage Change	6.6%	7.4%	6.2%	40.3%
2017 Average Appraised Value (Single Family Homes)	\$34,635	\$42,104	\$32,088	\$151,330
2010-2017 Total Change	-\$11,024	-\$9,066	-\$11,300	-\$11,981
2010-2017 Annual Percentage Change	-3.4%	-2.5%	-3.7%	-7.3%

Although homes are selling at higher asking prices in Milo West, as compared to Milo East, the available stock of available housing (owner-occupied or rental) is much less in Milo West. In total, there are just 290 housing units in Milo West, compared to 705 in the East.

Housing is shifting sharply towards renter-occupied

A market analysis shows that Milo’s housing sector has significantly shifted towards renter-occupancy. In the year 2000, Milo West and Milo East were both roughly 55% renter-occupied. In 2016, Milo West was 75% renter-occupied and Milo East 67% renter-occupied. Between 2000 and 2016, Milo experienced a 33% decrease in homeownership. As noted above, Milo East has twice as much housing as Milo West and 33%

(8) Average appraisals in 2010 were an outlier of the 2000 to 2016 market trend and reflect a pre-recession market anomaly.

(9) *Columbus Dispatch*. Weiker, Jim. “Property taxes to rise 2 percent on average in Franklin County.” July 2017 <http://www.dispatch.com/news/20170718/property-taxes-to-rise-2-percent-on-average-in-franklin-county>

of it is owner-occupied.

For the entire neighborhood, 69.2% of households were renters and 30.8% were homeowners in 2016. Thirty-six percent of all homeowners in Milo were above the age of 65 in 2016.

Graph 18: Percentage of Rental Households 2000-2016



There is one small area in Milo West which has high rents, along the south side of 11th Avenue, between Grogan and Ohlen Avenues. Duplexes in this area are valued higher than other parts of the neighborhood. Overall the sub-neighborhood of Milo West has rents similar to Milo East, which range approximately from \$450 to \$700 per month (Map 1).

Residents are excited to have new neighbors and businesses in Milo-Grogan, but remain committed to maintaining the neighborhood’s fabric

Because so many residents grew up in Milo and much of their family’s history can be traced in the neighborhood, Milo homeowners and renters in the neighborhood have a vested interest in remaining in the neighborhood, even in the midst of rapid change. Residents are ambivalent about growth in Milo’s housing market: many believe an increase in home values would be “positive” but remain steadfast that people should not be “pushed out if property values go up.”

A clear strength of Milo-Grogan’s community is its commitment by long-standing residents to see the neighborhood move forward in a way where neighbors, friends, and family can all share in the fruits of redevelopment. A number of families rooted in Milo have inherited their homes and lot parcels from older relatives; some families today live in houses that their family occupied over a century ago.

There is a distinct and unique sense of pride among residents who grew up and went to school in Milo, and have experienced all of the positive and negative neighborhood changes over the years. One resident who has lived his whole life in Milo noted how these generational residents “treat each other like family,” and

“deeply care about the neighborhood’s future.” Given the strength of this generational bond amongst Milo’s citizens and their community, many residents are dedicated to staying in the neighborhood and ensure that their children and grandchildren have the same opportunity to do so. During interviews, another long-time elderly resident expressed her sadness at “the neighborhood losing its life, especially with the deterioration of some houses,” but maintained her “love for Milo, especially its central location.”

As investments in Milo continue, some neighbors worry that certain kinds of changes may price out current residents, such as “rising property taxes as new people move in and build expensive homes,” or that the “new focus on Milo will cause landlords to raise rents beyond what they can afford.” However, many neighbors identified the benefits from increasing property values, and are excited that new investments will likely bring newly-built homes to vacant lots, reduce blight, and grow a new generation of residents who love the neighborhood. Several residents noted that these trends could create “the potential for people to make a profit off their housing,” which some residents may desire for a range of reasons.

FINDING 3 Milo is at a crossroads for continuing to be a neighborhood of choice

Residents and stakeholders are excited about recent investments in business, resident programs, infrastructure projects, and growing activity among public, private, and nonprofit sector groups. However, some people are justifiably uneasy about whether revitalization of the neighborhood is inclusive and that everyone has the opportunity to be part of the growth and success. One resident feared “Milo could lose its history and soon lack affordable housing,” while many interviewees emphasized the importance of giving renters and homeowners who have lived in Milo for over a decade the opportunity to stay in their homes if it becomes more expensive to live in Milo. As GOPC has defined in previous work,¹⁰ a “neighborhood of choice” is a place where people with a wide range of income levels choose to live and invest their financial and social resources, resulting in a sustainable, viable market with appropriate market interventions.

As of 2017, Milo should be considered a neighborhood of choice for those residents who have lived in Milo for many decades, and for possible newcomers, but Milo is at a crossroads for continuing to be in this position.

Milo’s housing market has not stabilized yet

Although there is market activity on the far west side of Milo, by all accounts, very little of it is crossing into Milo East. As discussed in Finding #4 in more detail, there are high rates of tax delinquency and ongoing blight challenges in both sub-neighborhoods, especially Milo East. Milo East may need concentrated stabilization measures to ensure that existing homeowners can safely remain in their homes. Helping Milo stabilize, while also being sure that measures don’t swing the neighborhood too far in the opposite direction and begin to displace long-time residents, will require thoughtful stewardship by residents and stakeholders in Milo West and Milo East.

(10) Greater Ohio Policy Center. “Achieving Healthy Neighborhoods: The impact of housing investment in Weinland Park.” March 2014. <https://www.greaterohio.org/publications/achieving-healthy-neighborhoods>

Almost 20% of residential land owners in Milo are delinquent on their property taxes, which is a 23% increase in delinquency since 2010. Peer neighborhoods South Linden and South Side Renaissance have experienced similar increases. Countywide, delinquency rates have fallen since the peak year of 2011 and stood at just 2.9% in 2017. Tax delinquency is an informative proxy of homes that may need repair (if a homeowner can't pay their taxes, they likely can't pay home maintenance costs) and can be a strong predictor of abandonment.

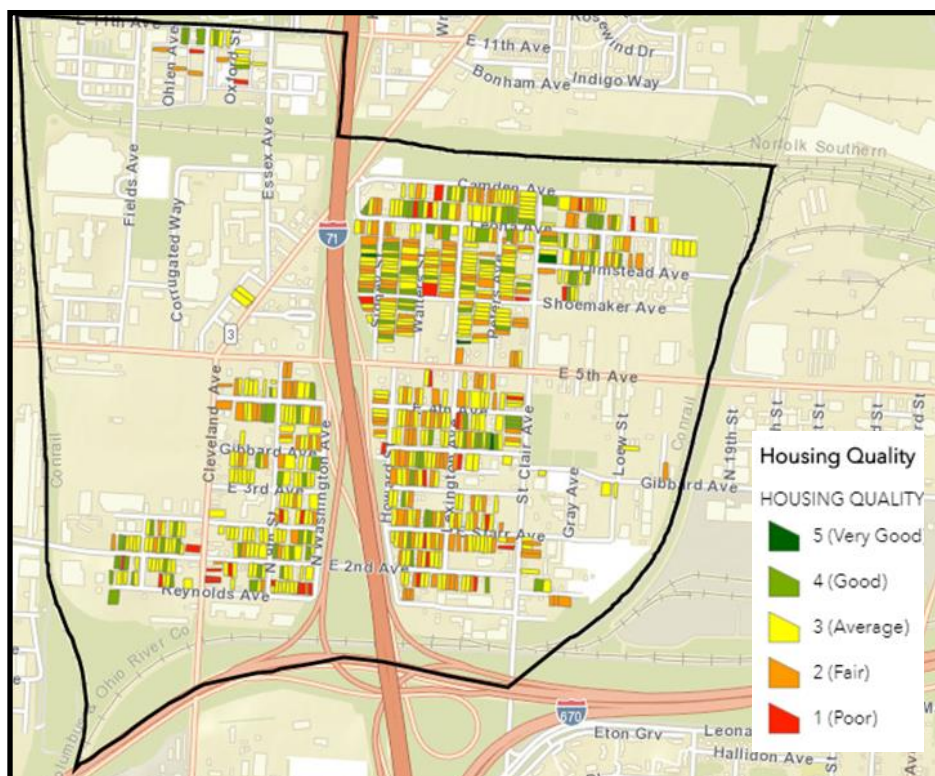


Typical Single-Family Homes and Duplexes found in Milo-Grogan

Milo's housing stock is in decent condition

Milo's housing stock is 35% single family homes and 35% two family dwellings (i.e. duplexes), and is characteristic of a typical urban core neighborhood. According to UDG and GOPC's housing quality analysis that included County Auditor data, Milo's housing stock is in relatively good shape, given the old age of many of the units. Of the 1,189 housing units in Milo, over two-thirds of Milo's housing (70%) was rated as "Average" or "Good", 25.1% were rated "Fair" while, just 4.9%, or 29 total units, were rated as "Poor." The survey found that there are no noticeable differences in quality between Milo East and Milo West.

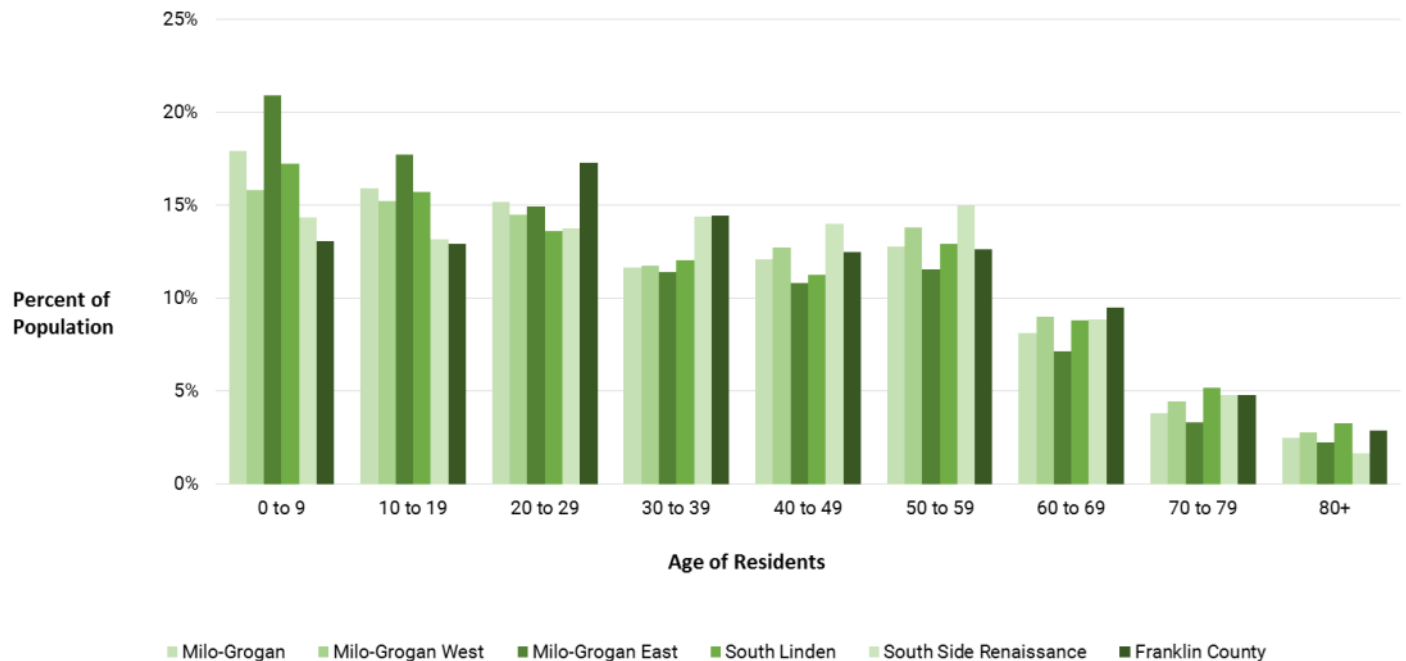
Map 2: Milo-Grogan Housing Quality



There is an opportunity to attract new, young, families to Milo and keep them in the neighborhood

Milo is an extremely young neighborhood with a median age of 30.9, and Milo East has a 20% population share of children under the age of 10. Given its youth, there is an opportunity to promote the entire neighborhood, but especially Milo East, as a place for young families to establish roots. Families make up 54% of the population in Milo East, where there is a larger residential footprint, a recently renovated recreation center, and more park space.

Graph 19: Population by Age, 2016



Almost 65% of families in Milo are single-parent, female headed households. As residents and stakeholders think through inclusive growth in the neighborhood, a specific strategy aimed at supporting these households could have significant benefits for parents and children.

Milo offers current and potential residents opportunities for both rental and ownership and affordable and market-rate housing

Of the 612 rental units in Milo, 35% are single-family homes, 36% are two-family dwellings, and the rest is a mix of apartments and affordable one-unit dwellings. Twenty-three percent of units in Milo are designated as affordable rental units, meaning that they are income restricted houses or CMHA voucher holders. The Thornwood Housing Complex in the northeast quadrant of Milo holds many of these units. Community Properties of Ohio (CPO) owns and manages many of the housing units in the neighborhood, including duplexes, townhomes, and single-family homes.

The only rental housing (market-rate and affordable) that has been built since the year 2000 is Homeport's 35 affordable lease-to-own single-family homes. Homeport also is managing an additional 33 homes that

are currently under construction and due for completion in 2018. Between 2011 and 2015, Habitat for Humanity MidOhio repaired five owner-occupied units that it had constructed in Milo decades earlier.

While most housing in Milo is not affordable (i.e. majority of housing still costs more than 30% of median household income), Milo does currently have units that are close to being classified as “naturally occurring affordable housing.” Closing the gap on housing costs for those units through rent subsidies and other measures, could be more economical than building new units, as long as these naturally occurring affordable units are safe, sanitary, and secure.

In July 2017, the City of Columbus released a “Request for Applications for New Home Construction” for 23 lots scattered throughout the southwestern portion of the neighborhood, near the Rogue headquarters. The City intends for these properties to be redeveloped into new market-rate housing. In August 2017, the City of Columbus approved a 15-year 100% tax abatement on the construction of new owner-occupied and rental residential for the entire Milo neighborhood.

The tax abatement enticement and the Land Bank RFP for the 23 lots, along with the significant market activity that has been building for the last five years in Weinland Park and Italian Village, suggests that market-rate residential development is on the horizon for Milo West.

However, despite the expected strengthening of the housing market, especially in Milo West, as discussed above, the average purchase price for a single-family home in Milo was 6.5 times less than the Franklin County average single-family home: \$28,934 vs. \$191,533. Milo West houses were on the market for 199 days and Milo East homes were on the market for 146 days in 2016. While they are similar to South Linden’s and South Side Renaissance’s figures of 160 and 171 days respectively, Milo’s timelines are more than double Franklin County’s days-on-the-market average of 73 days.

FINDING 4 Favorable conditions exist for home repair and new housing development in Milo

Milo possesses a robust stock of homes, but many units are in need of significant repairs

With less than 5% of homes in poor condition and 80% in fair or average condition, Milo has a stock of homes that are viable but in need of investment. During GOPC’s interviews, interviewees noted that much of the housing in the neighborhood could use new front doors, windows, and roofs. Seventy-six percent of the housing stock was built before 1940, and will require substantial maintenance or repair, especially to major mechanical systems, to remain viable.¹²

Many long-time residents remain in homes that have been rented or owned by their families for decades. This may explain why more houses are rated only fair—with still modest median household income levels

(12) Housing quality ratings are based on a scale of Poor, Fair, Average, Good, Very Good and are determined by a combination of UDG/GOPC and County Auditor surveys

and a slightly older population, it is harder to maintain the aging housing stock in Milo East.

Another issue prevalent in Milo is that mature neighborhood trees have grown, or are expected to grow, into the foundations of many houses, thus compromising the integrity of the structure and damaging drainage and water and sewer lines.

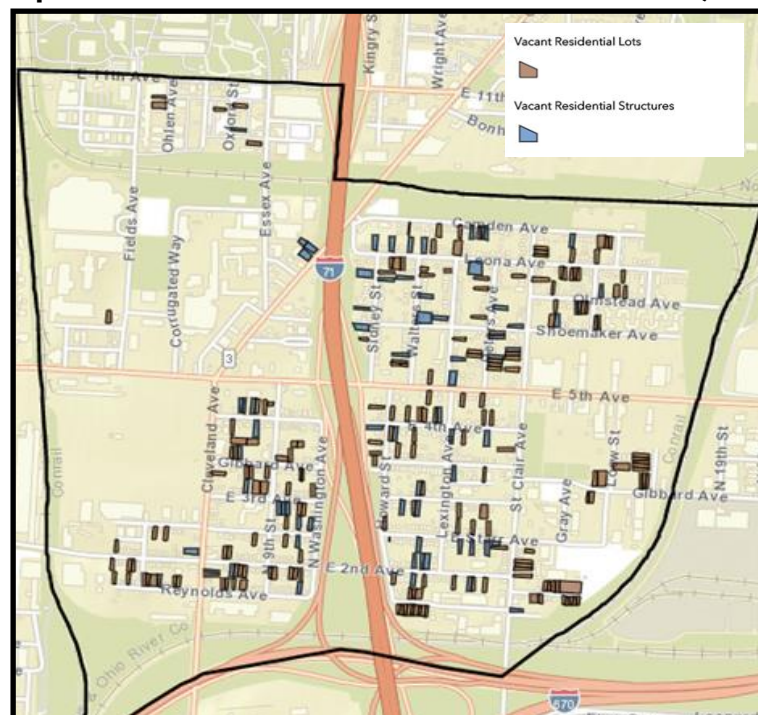
A substantial number of homes in Milo are affected by lead, a statistic which is most accurately understood based on the age of homes in the neighborhood: 623 parcels in Milo, or 85% of total neighborhood parcels, were built prior to 1978. This means that it is likely many of these homes have some lead paint in them. The precise lead hazard posed by these older homes is based on the condition of that particular home, and thus the extent of Milo's lead risk is not fully known; two homes in the northeast quadrant of Milo have confirmed lead presence.

Milo's vacant lots and structures have the potential for redevelopment

Boosting Milo's population without displacing current residents is feasible given the high number of vacant properties and lots within the neighborhood. In 2017, there were a total of 174 vacant lots and 69 vacant structures (Map 3). Within Milo's vacant structures, the City of Columbus Code Enforcement reports there were 129 vacant units in 2017, a 29% decrease since the year 2012. Vacant residential structures are distributed throughout the residential areas of Milo, and are not clustered in a few sections of the neighborhood.

In 2016, the City and County land banks had taken ownership of 46 vacant lots and 18 vacant structures in Milo. However, the land banks' inventory represents just a fraction of the total amount of lots and structures that lie vacant in Milo. These vacant lots, or lots with vacant structures, offer opportunities for new market-rate and affordable housing to be built that will absorb new residents without displacing existing residents.

Map 3: Vacant Lots and Vacant Structures in Milo, 2016

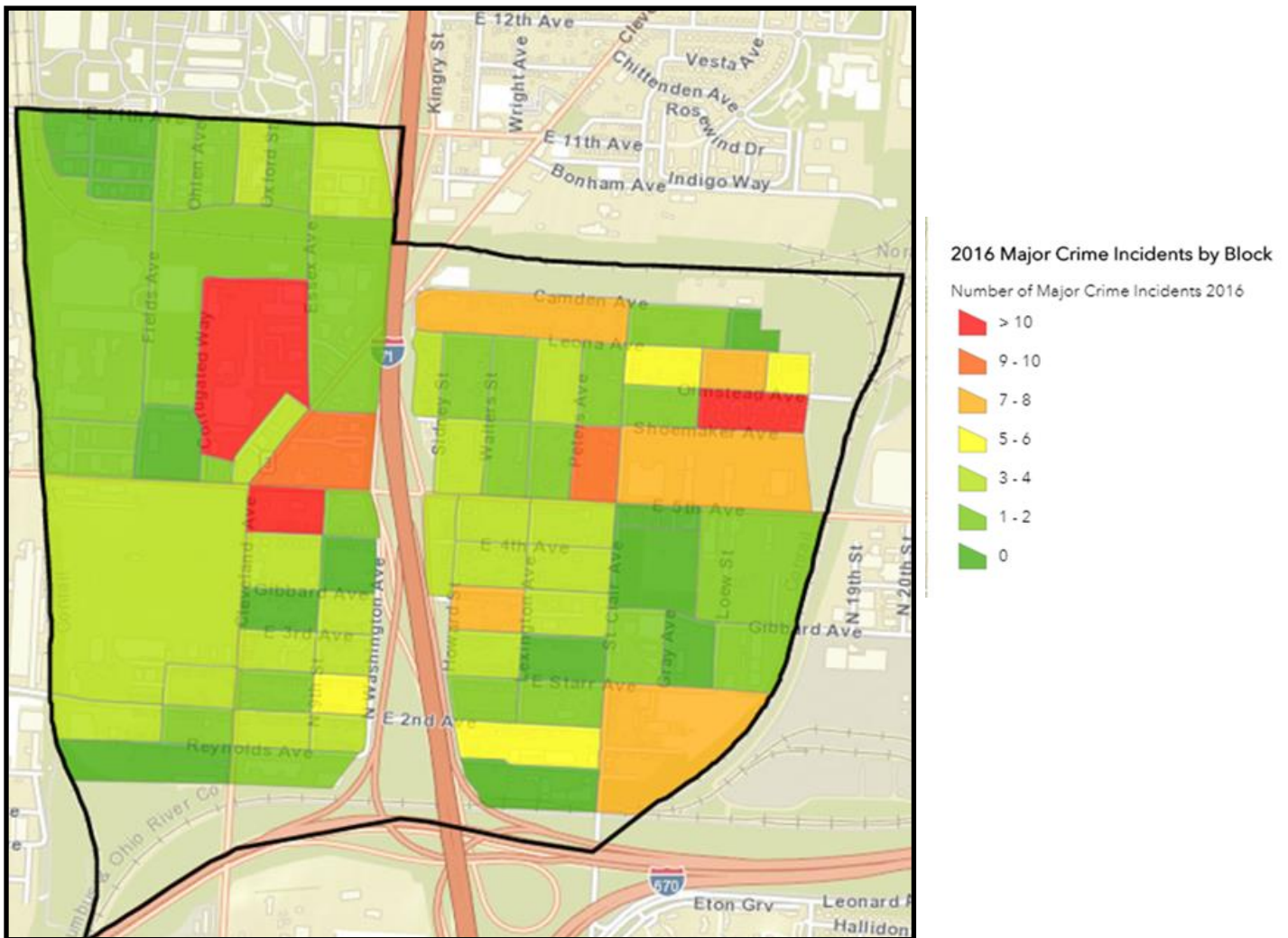


Data show that crime is not a major problem for the neighborhood

In 2016, crime was overwhelmingly concentrated in the non-residential, northwest quadrant of neighborhood. In general, higher instances of crime generally occurred along major roads where industry is located, such as Cleveland Avenue and Fifth Avenue. Very little crime was reported in Milo's residential areas (Map 4). Crime rates in 2016 were typical of recent years.

Moreover, based on GOPC's interviews with the former community liaison for the city and community members, instances of crime often originate from outside of Milo, but will end within the neighborhood boundaries. For example, a police chase started outside of Milo that concludes within the neighborhood's boundaries is recorded as crime in occurring in Milo.

Map 4: Major Crime Instances by Neighborhood Block in Milo, 2016



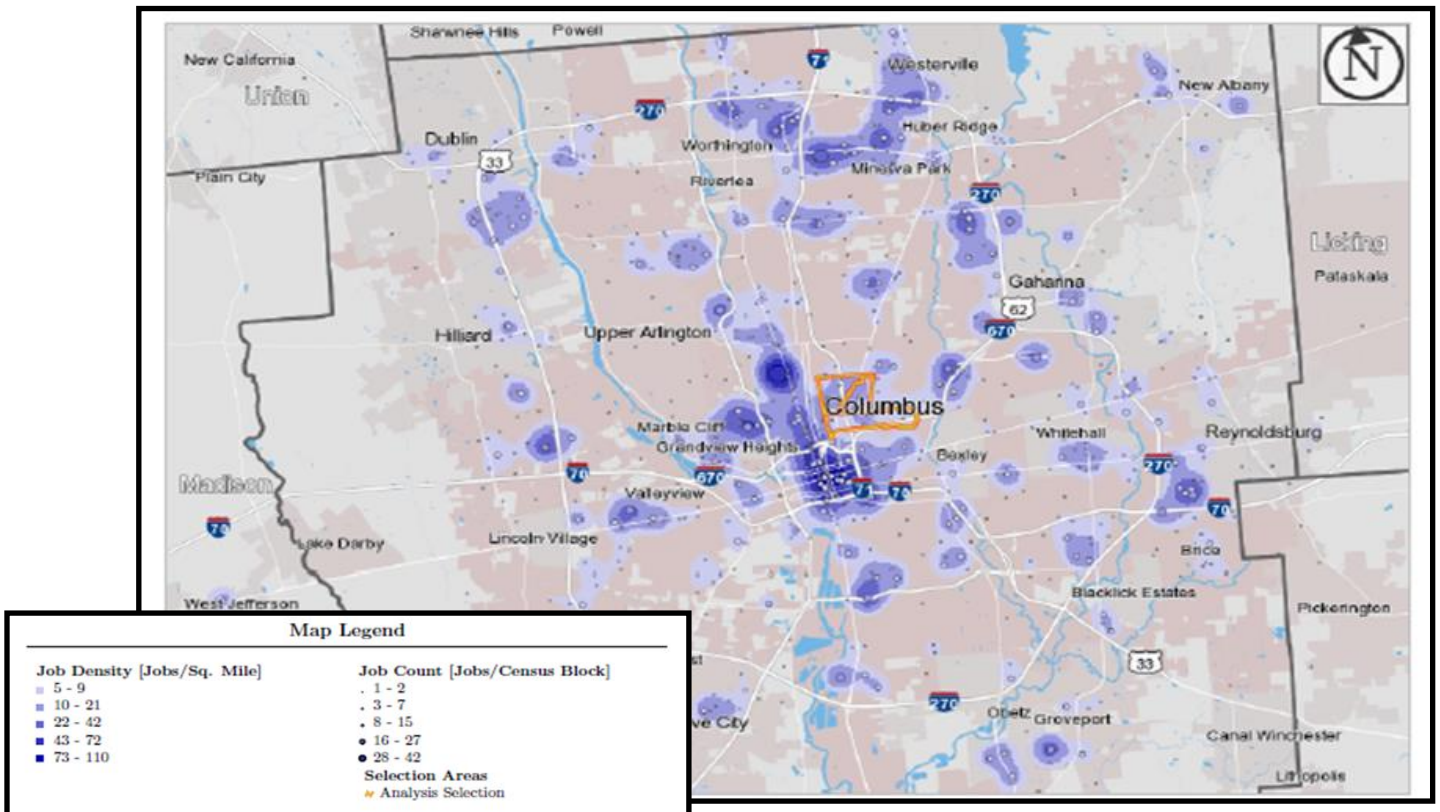
Unique neighborhood characteristics and assets suggest Milo is poised for future growth

Milo-Grogan’s proximate location to the city’s core ensures residents have access to jobs, and surrounding neighborhoods that offer important resources

Despite I-71 running through the center of the neighborhood, Milo enjoys a prime seat in the heart of Columbus where it is surrounded by important institutions and destinations. To the immediate south of Milo are Fort Hayes High School and the Columbus State Community College campus, while Ohio State University sits to the northwest and Ohio Dominican University is located to the east. Milo is within walking distance to neighboring Weinland Park, Italian Village, and Short North, and downtown Columbus is a five to ten minute drive away. In 2015, 74% of working Milo residents lived within a 10 mile commute from their workplace. As shown in Map 5, the majority of working Milo residents work downtown, and a significant portion of residents work to the west at the Ohio State University and north in the Westerville area.

The Central Ohio Transit Authority’s (COTA) CMAX Bus Rapid Transit line, which began running in January 2018, is crucial for the mobility of Milo residents and will aid in expanding access to necessary amenities and job opportunities. COTA’s main vehicle garage is located in Milo’s northwest quadrant, and could potentially serve Milo residents as a connection hub if COTA undertakes another system redesign in the future.

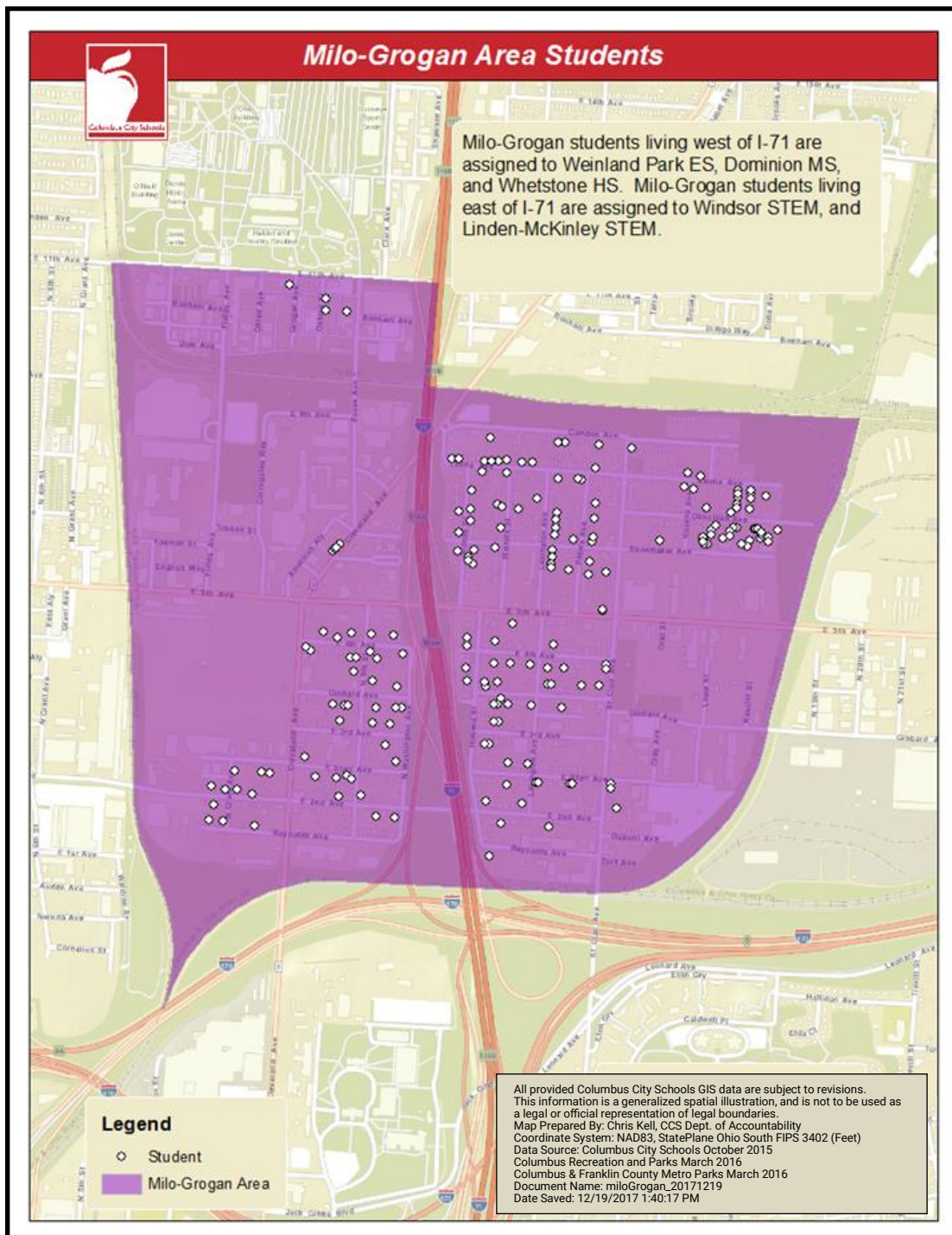
Map 5: Locations Where Milo-Grogan Residents Work



Milo lacks a local school for young residents to attend

Despite Milo's favorable location in terms of access to jobs and other amenities, Milo children do not have a local school that is within walking distance. West of I-71, Milo-Grogan students are located in the feeder pattern of Weinland Park Elementary School, Dominion Middle School, and Whetstone High School. Students east of the highway are served by Windsor STEM, and Linden-McKinley STEM Academy (grades 7-12) (Map 6).

Map 6: 2015 Living Locations of Milo-Grogan Students¹³



(13) Map provided by Chris Kell, Columbus City Schools

Because Milo does not have a public school within the borders of the neighborhood, children attend a variety of schools in the Columbus City School District. Of all Milo elementary-aged children, 26% attend Windsor STEM Academy, 24% attend Weinland Park Elementary, and 8% attend Hubbard Mastery School. Of Middle School aged children, 27% attend Dominion Middle School and 20% attend Mifflin Middle School. Of High School aged children in Milo, 30% attend Linden-McKinley STEM, 12% attend Whetstone High School, and 10% attend Columbus North International School. The



The former Milo-Grogan Elementary School is now home to Milo Arts, a live-work space for artists.

fact that many neighboring children in Milo attend separate schools highlights the importance of coordinating youth engagement efforts within the neighborhood to build social bonds.

The close proximity of alternative schools Fort Hayes and the Columbus Downtown High School allows high-school aged children living in Milo the ability to attend school at a location nearby. But the lack of a public school within Milo's boundaries is a concern for many residents, especially those who have lived in Milo since before 1977, which was the year Milo-Grogan Elementary School shut down. These residents fondly remember the crucial social bonds created through a neighborhood school, and support re-introducing a school in Milo. As demonstrated in Graph 19 above, school-aged children are a greater percentage of Milo's population as compared to the county and peer neighborhoods.

Milo-Grogan's east-west corridors offer opportunities for commercial redevelopment and access to neighboring communities, however, more redevelopment is needed to fully take advantage of these corridors

Multi-sector support exists for expanding commercial activity along Milo's major thoroughfares. In GOPC's interviews, neighborhood stakeholders universally identified Fifth, Second, and St. Clair Avenues as corridors ripe for commercial redevelopment, especially for amenities, like a grocery store, pharmacy, or quickmart.

Residents consistently noted that the unwelcoming condition of the viaducts and sidewalks under I-71 deters movement between Milo West and Milo East. Beginning in 2015 and ending in 2019, the City of Columbus is committing \$5.89 million in Urban Infrastructure Funds¹⁴ to make needed improvements to the lighting, sidewalks, curb repair, streetscapes, and parks around Milo's corridors. The State of Ohio has also committed funds to noise walls along I-71, which will be installed in 2018.

The intersection of Fifth Avenue and Cleveland Avenue has particular appeal for becoming commercially

(14) City of Columbus Urban Infrastructure Recovery Funds. <https://www.columbus.gov/planning/uirf/>

vibrant because of its location within the heart of Milo, and the presence of the Rogue Facility on its southwest corner. On Milo’s eastern half, Fifth Avenue is noted by stakeholders as a unique opportunity for commercial growth because there are so many people living near that particular road.

Rogue has already outlined their plans to develop a piece of land it owns just north of their facility and just south of Fifth Avenue. They aim to “break ground in 2018 with entrepreneurial-based retail,” and are considering bringing in “a barber shop, lunch spot, restaurant, butcher, pizza shop,” noting that the vision is “to have businesses that fit our mission and values, bootstrapped companies that are willing to put in hard work and do things differently.”¹⁵

New Residents, Businesses, and Investment Can Help Build on Milo’s Strengths

Milo-Grogan has massive potential to continue building on its strengths. There is multi-sector consensus that Milo is “winnable” due to the neighborhood’s size. At about one square mile in total, Milo’s geographical area is small, which means that even minor improvements to the neighborhood make a considerable impact. New residents will contribute to the local economy as consumers, and employees at local businesses, while they will also be part of a growing property tax base.

Long-time residents unanimously identify the need for a grocery store, pharmacy and/or quickmart in the neighborhood. As more residents, and likely businesses, move into Milo, such amenities and other services in high demand may materialize.

FINDING

6

Decision-making and investment efforts are not as coordinated as they could be, but Milo has the right ingredients to coordinate and execute strategic decision making

With Milo in the midst of rapid change, many different organizations in the neighborhood are working in their areas of expertise to chart Milo’s future. However, the neighborhood lacks a structure that channels all of these efforts toward one united vision. A new neighborhood plan from the City will be released in the coming years, which will provide general parameters for land use and design. However, as a city-generated document, it will not give direction on certain features of neighborhood redevelopment. For instance, Milo lacks site guidance to ensure housing and other community standards.

In practice there is no clear body charting Milo-Grogan’s redevelopment

In many peer neighborhoods, a community development corporation (CDC) or similar nonprofit organization serves as convener, clearinghouse, and coordinator of neighborhood change.

(15) *ColumbusCEO*. Weese, Evan. “Back on the Map.” February 2018.

The Milo-Grogan Area Commission and the Milo-Grogan Civic Association have had variable levels of engagement in the last decade, which has resulted in a small, shared, pool of leaders and a blurring of duties. Since 2016, roles and responsibilities have started to become clarified and assigned, so that the Civic Association now oversees neighborhood-building work and the Area Commission performs administrative, decision-making tasks.

Interviews suggest external partners seeking guidance and clarity around redevelopment do not always recognize the role of the full Area Commission in stewarding the neighborhood's redevelopment, and instead consult just a few Commissioners for guidance. Additionally, interviews suggest that the Area Commission sometimes sits in a reactive, instead of pro-active, position in charting the neighborhood's redevelopment. In other words, the Area Commission responds to new projects on a case-by-case basis instead of treating them as pieces of a broader vision. As a result, opportunities to fully coordinate and maximize recent redevelopment investments may be under-leveraged.

Milo possesses tremendous potential for increased civic capacity

In recent years, Milo-Grogan's community, church, and business leaders have made enormous strides toward creating a vibrant neighborhood for all residents. GOPC found through its interviews with residents and stakeholders that residents do attend neighborhood meetings, engage in organized activities, like Neighborhood Clean-up Days, and offer to the Civic Association and Area Commission their ideas and opinions on what the future of their neighborhood should look like.

Milo has a strong bench of long-time residents nearing retirement age who can offer their experience and wisdom to the neighborhood. Milo also has youthful potential for civic leadership. The portion of residents ages 21 to 29 is now 15% of Milo's total population, which suggests there is a latent pool of residents who are growing into a life-stage where they can become the next leaders of key organizations within Milo.

From an institutional perspective, Triedstone Baptist Church, located in Milo East, has a new young Pastor and is seeking to partner with other organizations doing neighborhood-building programming. Veritas Church, located one block west of Milo West's western boundary, has launched a new CDC, Cultivate, in Milo and is working to renovate houses and is participating in other community projects. The Boys and Girls Club was frequently mentioned in interviews as a key institution for fostering development and leadership among Milo's youth.

Last, Milo has over 200 businesses located within its boundaries, many of which have been located in Milo for several decades. Businesses owners were formerly organized into a Milo Merchants Association, which has become dormant, but could be revived.

With this momentum and energy from churches, residents, the Civic Association, and Area Commission, there is an opportunity for widespread community engagement around the future of the neighborhood.

Recommendations

REC. 1 Develop a strategic, action-oriented Roadmap for investment

As Milo nears a critical juncture where the neighborhood may become less of a neighborhood of choice, neighborhood leaders should get ahead of the curve by formulating a roadmap for investment in the community. This roadmap should be concise and highlight opportunities that represent short-term victories for the neighborhood as well as a long-term vision with intermediate goals. Creating an action-oriented roadmap for investment would allow residents to fully capitalize on much-desired market activity that has been absent for years.

The roadmap would allow the neighborhood's leaders to sit in a pro-active position when developers approach neighborhood residents and City officials with offers for acquiring property. The roadmap would complement Milo's 2007 Neighborhood Plan and future City-generated plans, which, as mentioned previously, offers guidelines only for general land use such as building design, parking, graphics, and other built environment issues. Milo's roadmap would build off this by establishing more specific design standards and usage expectations for the Fifth and Second Avenue corridors and would stipulate precise housing design standards for residential areas. In crafting this roadmap, Milo would have the structures in place to act strategically when new businesses or developers show interest in investing or building in the neighborhood.

Such a roadmap should be sensitive to the varying degrees and types of market activity likely to occur in Milo West and Milo East. The vision for Milo West and Milo East may differ, given that Milo West has more vacant lots and Milo East is twice as populated and occupied by a greater percentage of longtime homeowners than Milo West. A roadmap for development will ensure that stabilization strategies are in place for Milo East and that the first wave of redevelopment in Milo West creates runways of opportunity for Milo East.

A key feature of the roadmap would be a plan for redeveloping properties in Milo held by the City and County land banks. With a large number of properties sitting vacant and having the potential for redevelopment, it is important that property reuse in Milo reflects the vision of Milo's long-standing residents.



Representative street in Milo-Grogan

REC.**2**

Clarify, or establish if necessary, a neutral entity that is responsible for shepherding the execution of the Roadmap

To ensure effectiveness, Milo should follow the example of other Columbus neighborhoods and assign a neutral entity to craft and steward the execution of the roadmap. This neutral entity would be advised by a core group of invested partners, which include the Area Commission, Civic Association, the City of Columbus, and other long-standing organizations and individuals in the neighborhood.

As demonstrated in the Peer Neighborhood Profiles in Appendix 3, many successful Columbus revitalization models deploy a point person or entity to guide redevelopment. Community Development for All People (CD4AP) in the South Side Renaissance Area is a nonprofit organization leading the construction of affordable housing in the neighborhood, while a steering group meets regularly to assess the progress CD4AP has made towards its goal of ensuring that residents can remain in the neighborhood for the next ten years, or more. Meanwhile, the Weinland Park Collaborative, which was assisted by a planning consultant, has engaged dozens of neighborhood organizations in an effort to create a mixed-income neighborhood in Milo's neighboring community of Weinland Park. Franklinton has found success in coordinating affordable housing investment in the neighborhood through a 501(c)(3) nonprofit community development corporation (CDC). In North and South Linden, the Area Commission guides development, while in Northland a Community Council comprised of local Civic Associations leads these efforts. The entity responsible for the roadmap can take different forms, but experience in other neighborhoods in Columbus and beyond show that the most successful and equitable redevelopment occurs when a clearly identified and respected "point person" or "point entity" is responsible for the plan.

REC.**3**

Continue to support capacity building activities among residents

Milo has enviable sources of civic capacity ready to be activated and already deployed in service of neighborhood regrowth. A roadmap can help further give direction and channel that capacity. Milo's youthfulness, as well as experienced set of residents, creates a talent pool ready to become the next set of neighborhood leaders. There are opportunities to connect young Milo residents to effective leadership programs. For instance, the United Way's Neighborhood Partnership Center offers a Neighborhood Leadership Academy, an eight month program to build leadership capacity. Additionally, attendance at the Milo-Grogan Civic Association is increasing as the Association takes on a wide range of neighborhood beautification projects and dedicates resources to improving communications with neighbors through monthly newsletters, a Facebook page, and one-on-one conversations. As new residents move into Milo, organizations should seek to incorporate fresh faces into their work, while ensuring long-time residents continue to guide neighborhood change. The scattered enrollment of Milo students throughout areas of Columbus emphasizes the importance of youth engagement.

Milo can also build on its active and dense network of churches, which are sites of civic engagement through community programming. With long standing activities originating from Triedstone and other long-time churches in Milo, as well as the recent creation of Cultivate, a church-based CDC, the faith community has been and will remain an important source of leadership.

Additionally, leaders in the neighborhood should seek to revive the dormant Merchants Association. Businesses are growing and there are many entrepreneurs in the neighborhood, however partnerships and information-sharing among businesses has been limited in recent years. Businesses are a key constituency in Milo, and by coming together to form a united voice in the face of rapid neighborhood change, business owners would be assured their needs are incorporated in the writing and execution of a roadmap. Re-invigorating the Merchants Association would have the added benefit of building a pipeline of new leaders in Milo, given the relatively young age of Milo residents.

Most importantly, increasing civic capacity in the neighborhood would support the point person or entity that is charged with shepherding the action plan and hold that point person or entity responsible for delivering on the roadmap. Building on the institutions of the neighborhood will generate more resident input on Milo's future and thus mold a vision for the point person or entity. In the Near East Side, heavy resident engagement through all phases of the planning process was the key feature of the creation of the neighborhood's investment blueprint.

REC. 4 Improve the quality of Milo's housing stock through formalized measures

With the prospect of new development in the neighborhood, especially in Milo West, it is important that neighborhood leaders have the tools in place to create a neighborhood in their vision. A robust roadmap would outline site and zoning expectations and help residents manage site control and ensure responsible entities own and develop in the neighborhood. The roadmap could also establish housing quality standards, with parameters outlining acceptable rehab, repair, and new build standards of quality, while also creating standards for design.

As noted in the Findings, despite the overall adequacy of housing throughout Milo, there are many houses that need major fixes. This is worrisome because continuing to defer repairs will lead to further deterioration, which could lead to future blight, and potential demolitions. Declining housing quality may prompt long-standing residents to leave or be pushed out by unscrupulous real estate investors.

Many homeowners dedicate more than 30% of their income to their mortgage. Other homeowners who own their homes outright often live on limited incomes. As a result, many Milo homeowners defer or are unable to undertake major and necessary repairs and improvements. Milo's 383 owner-occupied units, and of this, the 262 homeowner households in Milo, would greatly benefit from a home improvement program that targets deteriorating windows, roofs, and siding, which are often cited throughout Milo as most commonly needing major repair jobs. Additionally, many houses in Milo would greatly benefit from a tree removal

Table 4: Breakdown of Milo-Grogan Rental Units

Type of Rental Unit	Number of Rental Units	Percentage of Total
Single Family Homes	212	34.6%
Two-Family Dwelling	218	35.6%
Apartments 4 to 19 Units	60	9.8%
Affordable 1-Unit Dwelling	36	5.9%
Apartments 20+ Units	86	14.1%
Total Rental Units	612	100.0%

program, which would help mitigate a common neighborhood problem where old tree roots are disrupting residential sewage systems. The City’s “Branch Out” program offers a solution for planting new trees after the problem trees have been removed. It is important that the City work closely with residents to find favorable sites for replacing old trees with new ones.

The City of Columbus offers a home repair program and an emergency repair program; both are targeted at households with incomes of 80% area median income or less. Both programs are oversubscribed. Looking to other cities, the Lucas County Land Bank (Toledo) offers grants to homeowners in targeted tipping point neighborhoods to help cover system repair costs. Franklin County Land Bank (COCIC) does support some homeowner stabilization projects through its Trusted Partners program; that program requires a neighborhood based point person or point entity to be responsible for deploying land bank resources.

For the 69% of Milo residents who are renters, many live in rental houses and duplexes that need repair (612 total units, 589 total households; see Table 4 above for rental breakdown). Notably, a proportion of Milo rentals are owned by residents who live in or near the neighborhood. A program targeted at supporting landlords who have lived in the neighborhood or can demonstrate a multi-decade commitment to the neighborhood (through property ownership or other means) could be prioritized for a loan or grant program for rental repair. Such a program existed in the 1990s, which several local landlords did utilize. The City currently operates a Home Repair deferred loan program. Resurrecting a grant program, expanding the deferred loan program, or creating variations on either program, would ensure local landlords stay in the neighborhood and rental housing in the neighborhood is safe.

REC. **5**

Encourage both market-rate and affordable housing in order to retain current residents and attract a diverse mix of new neighbors to Milo

As commercial and residential development gains momentum in Milo West, it is crucial that continuing to live in Milo West and Milo East remains financially feasible for families who earn a range of incomes. Neighborhood leaders and stakeholders intend to preserve housing that residents and prospective residents can afford, but as the market continues to strengthen and demand for housing pushes eastward from Italian Village and Weinland Park, appraisal values for homes will likely increase in the coming years. To help retain lower-income residents in Milo West, where changes to the market are occurring most visibly already, leaders must ensure that naturally-occurring, or, if necessary, subsidized affordable housing is an option for residents earning less than 30% of the Area Median Income (AMI) as well as those earning between 30% and 80% AMI.

Milo residents are eager to stay in Milo with their family roots, and many support bringing in new residents to the neighborhood as well. New development that occupies previously vacant property will benefit the neighborhood by boosting property values and creating a new tax base. In order to attract a diverse mix of new neighbors, conditions should allow for the private market to be engaged as soon as possible. The key for Milo's leaders is to carefully balance housing that serves a range of price points, in both Milo East and Milo West, such that existing residents do not become priced out of their rent or mortgages. As the housing market experiences more activity and residents look to sell their home or buy a new home, some interviewees noted that it is important that residents have access to wealth and asset management resources.

The roadmap for investment that identifies parcels for affordable housing is one way to preserve housing options. If the parcels are under the legal control of the city or county land bank, the land bank could dictate their use.

REC. **6**

Invest in Milo's gateways and byways to help flow money, resources, residents into the neighborhood

Future public and private investments should focus on the main roadway arteries of Milo and should build on the work done through the Urban Infrastructure grant program. Fifth, Second, and St Clair Avenues are the main gateways into the neighborhood while Cleveland Avenue connects Milo with neighborhoods to the north and south. Fifth and Second Avenues cut underneath I-71 and therefore represent crucial linkages between the east and west sides of the neighborhood. Leaders should capitalize on these commonly-used main roads with heavy traffic, and should encourage commercial growth and functional improvements along them. Investing along this strip of Cleveland Avenue should be prioritized given that the COTA CMAX Bus Rapid Transit line is expected to attract even more people to this corridor now that it is operational.

Additionally, leaders and residents have noted that while the neighborhood has a strong identity for long-standing residents, rooted in Milo's history, many outside of the neighborhood are often unaware they are in Milo once they cross into its boundaries. Leaders and stakeholders in Milo should prioritize efforts to improve the infrastructure of these areas, which includes viaduct, curb, sidewalk, and light repairs, with creative designs for distinguishing Milo as its own neighborhood. Milo could capitalize on the artistic talent within the neighborhood to reflect a welcoming, and authentic sense of place at Milo's entrances and corridors.

Conclusion

Milo-Grogan is in the midst of promising re-growth after many decades of decline and abandonment. To ensure that the neighborhood retains its long-standing residents and is affordable to people earning a range of incomes, leaders should create conditions that balance market-rate housing with affordable options. By creating a roadmap of future investments, Milo's leaders can chart a vision for their neighborhood and gather momentum quickly. Milo would benefit from a point person or entity to coordinate the various community organizations with the City of Columbus and help steward an action-oriented agenda in Milo.

Acknowledgements

The Greater Ohio Policy Center (GOPC) would like to thank all of its partners that helped make this project possible. GOPC gratefully acknowledges the Columbus Foundation for its longstanding commitments to neighborhood improvement efforts in the city. This project would not have been possible without the Foundation's support and guidance.

Thank you to the many members of the Milo-Grogan community who took the time to be interviewed and offered their input on the conditions of the neighborhood as they see it from their perspective. Thanks, too, to the members of GOPC's Milo-Grogan Advisory Committee, who lent their expertise on this project by giving feedback and recommendations for how the project should proceed. GOPC acknowledges Urban Decision Group, which gathered the quantitative data and compiled them into helpful data sets. Using ArcGIS, UDG also created various data maps that are featured throughout the report.

This report was researched and written by Alex Highley, GOPC Project Coordinator and Alison Goebel, GOPC Executive Director.

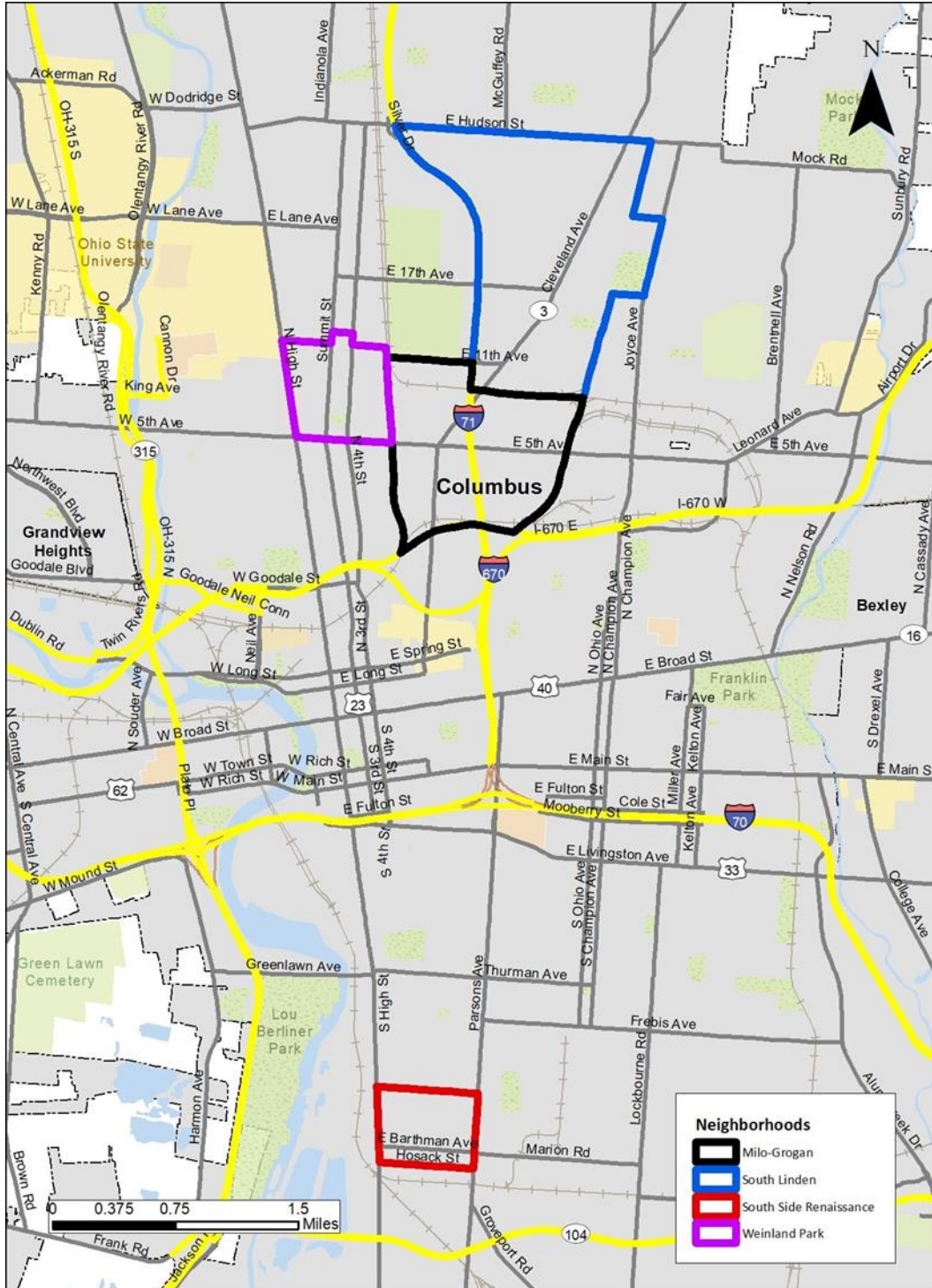
Appendix

Appendix 1: List of Interviewees

Doug Arseneault, Central Ohio Transit Authority
Nick Barger, Rogue Fitness
Robert Barksdale, Milo-Grogan Area Commission; GOPC Milo-Grogan Advisory Committee
Robert Caldwell, workforce development consultant
David Cofer, Partners Achieving Community Transformation
Reverend John Edgar, Community Development for All People
Leah Evans, Homeport; GOPC Milo-Grogan Advisory Committee
Amy Gingerich, Veritas Church
Steven Gladman, Affordable Housing Trust; GOPC Milo-Grogan Advisory Committee
Autumn Glover, Partners Achieving Community Transformation
Ryan Edwards, United Way
Tammy Forrest, Economic & Community Development Institute
Wade Hungerford, MCR Services
Winnie Jackson, Milo-Grogan Civic Association member
Ryan Johnson, Milo-Grogan Area Commission
Sheldon Johnson, Community Development for All People
Hannah Jones, City of Columbus; GOPC Milo-Grogan Advisory Committee
Laura Koprowski, Central Ohio Transit Authority
Pastor Carl Lee, Milo-Grogan Area Commission
Rick Mann, Milo Arts
Isom Nivins, City of Columbus
Lisa Patt-McDaniel, Workforce Development Board of Central Ohio
Deb Petrone, Milo Arts
Juli Sasaki, entrepreneur
Sandy Sechang, entrepreneur
Ashley Senn, City of Columbus; GOPC Milo-Grogan Advisory Committee
Steve Sterrett, Weinland Park Collaborative
Jack Storey, Franklinton Urban Empowerment Lab
EJ Thomas, Habitat for Humanity Mid-Ohio
Charles Thompkins, Milo-Grogan Area Commission
Pastor Dale Tucker, Triedstone Baptist Church
John Turner, City of Columbus Land Bank
Mark Wagenbrenner, Wagenbrenner Development
Phil Washburn, Habitat for Humanity Mid-Ohio
Kevin Wheeler, City of Columbus
Joe Williams, Wagenbrenner Development; GOPC Milo-Grogan Advisory Committee
Kamara Willoughby, Milo-Grogan Area Commission
Muriel Ziglar, Milo-Grogan Civic Association

Appendix 2: Map of Milo-Grogan along with peer neighborhoods studied in the report

The map below shows the relative sizes and locations of Milo-Grogan with peer neighborhoods studied in this report, including South Linden, South Side Renaissance, and Weinland Park.



Appendix 3: Peer Neighborhood Revitalization Profiles

The primary source of content for the Matrix was interviews with leaders of nonprofit and other community organizations that manage revitalization work in these neighborhoods.

A secondary source of information for the matrix was a scan of newspaper articles from the *Columbus Dispatch* and other Columbus periodicals over the past 20 years.

Franklinton

Lead revitalization entit(ies) and notable characteristics about lead entity	Franklinton Urban Empowerment Lab (FUEL) is a nonprofit community development corporation (CDC) formerly named Franklinton Development Association that focuses on rehabbing and building affordable homes, including mainly single-family homes and doubles.
Summary of revitalization effort	In light of a surge in market rate development on the neighborhood's east side of State Route 315, FUEL has shifted focus to building and renovating affordable houses on the west side, where the vast majority of Franklinton residents live. FUEL looks to create opportunities for people to rent units affordably in an environment where the market value of homes is increasing in both east and west Franklinton. The neighborhood is experiencing a mix of affordable housing investment, along with three major private market rate constructions in east Franklinton including Kaufman Development's new apartment complex. There has been a recent uptick in arts community investments, such as an arts space at 400 West Rich and art festivals, private development (COSI), and City of Columbus investment in Veterans Memorial.
Role of local government: Lead entity, partner, supporting role	Partner: former Columbus Mayor Michael Coleman helped kick start redevelopment by hiring an urban planning firm to create the East Franklinton Creative Community District Plan in 2012.
Role of philanthropy and the private sector: lead entity, partner, supporting role	Supporting: Gladden Community House, a United Way affiliate, has provided social services to residents for decades.
Other partners	Integrated Services for Behavioral Health offers support services for behavioral health, while City of Columbus, Franklin County, Franklinton Arts District, and Gladden Community House offer social services to residents. Franklinton Board of Trade promotes business development and Mount Carmel Hospital provides healthy living centers.
Year most recent revitalization plan adopted	East Franklinton's Creative Community District Plan was adopted in 2012. West Franklinton's Plan was adopted in 2014. Both were commissioned by the City of Columbus Planning Division of the Department of Development.
How existing residents engaged in revitalization process	East Franklinton: residents attended four public meetings and were part of various stakeholder groups to offer input on the 2012 Creative Community District Plan. West Franklinton: Community leaders such as business owners, area commission, and neighborhood medical institutions formed Working Group that met monthly, and served as a steering committee for the neighborhood plan. The Working Group conducted over 30 interviews with over 60 community members, held Public Workshops that attracted 250 attendees at 3 events, and created and managed a website (www.westfranklinton.com) as a platform for public review and debate on a range of topics.
Year revitalization investments began and total number of years project has been in existence	Franklinton Development Association (FDA), now FUEL, was created in 1993; Most funding and investments began in 2002 and they hit their peak during the Recession around 2008-2009.
Revitalization focus	A few years ago, FUEL's goal was to raise the market rate value of homes. In today's market, efforts are focused on keeping housing costs at affordable levels to ensure that existing residents can still afford to live in Franklinton. To address food insecurity , nonprofit Franklinton Farming is creating community gardens, while Jubilee Market & Feed is a combined grocery store and prepared foods outlet scheduled to open in West Franklinton in 2018. Moreover, there is a strong effort to create an arts district on the east side of Franklinton.
Issue area revitalization project seeks to address	Housing, health and wellness
Development spurred in the surrounding area as a result of this project/initiative	Hilltop area has seen some housing development as a result of work in west Franklinton.
Federal, state, and local programs that were/are used to finance redevelopment	Federal: Neighborhood Stabilization Program (NSP) was used until 2014. HOME funds (ongoing). Low Income Housing Tax Credit (LIHTC) was used until 2012 by FUEL. Local: COCIC (Franklin County land bank) and City land bank support demolition of dilapidated properties and transfer properties for rehab to FUEL. Home Again - \$25 million city program (2006-2012). Mount Carmel Hospital offers grants to Franklinton Farms for expanding its urban farm sites.
Estimated amount of total investments	FUEL has completed over 160 rehabs/new builds since the organization was founded in 1993. Major investments include: \$134 million for the Franklinton floodwall (2004). \$37 million for COSI parking (2017). \$70 million Veterans Memorial (2017). Planned 21-acre mixed use development in East Franklinton worth a total of \$500 million in investments. Planned 2019 demolition of Mt Carmel West; possible reuse as affordable housing, green space.

Near East Side

Lead revitalization entit(ies) and notable characteristics about lead entity	Partners Achieving Community Transformation (PACT) transitioned from a planning organization of the Ohio State University to a 501c3 nonprofit in 2013. PACT's core funders are the Ohio State University, the City of Columbus, and Columbus Metropolitan Housing Authority (CMHA).
Summary of revitalization effort	PACT oversees holistic place-based approach to improve housing, education, health and wellness, safety, and workforce development. PACT has partnered with the Wexner Medical Center and Columbus City Schools to transform the neighborhood feeder pattern, comprised of 7 schools, into the Health Science Academies. Ohio State University has committed up to \$10M of investment in health and wellness, education and housing initiatives aligned to the PACT Blueprint for Community Investment; with an institutional focus along Taylor Avenue. CMHA leveraged the PACT Blueprint as an application for HUD Choice Neighborhoods funding of \$30M, securing significant infrastructure investment by the City of Columbus and program commitments of nearly \$226M from over 50 partner organizations across Central Ohio, including Ohio State University, the Columbus Foundation, and Homeport.
Role of local government: Lead entity, partner, supporting role	One of three Lead entities - began with former Columbus Mayor Michael Coleman's vision to revitalize the neighborhood; supported by the city's Department of Development. The other two lead entities are OSU and CMHA.
Role of philanthropy and the private sector: lead entity, partner, supporting role	Partner: philanthropic and private sectors commit program investments. PACT has received grants from United Way, PNC Bank, Ohio Capital Corporation for Housing, Fifth Third Bank, Lowe's Foundation. Recently, Fifth Third Bank committed \$125,000 to the PACT exterior home repair program.
Other partners	Other partners in the neighborhood include Columbus Urban League, Ohio History Connection, and Columbus Next Generation Corp.
Year most recent revitalization plan adopted	PACT led a community planning process from 2011 to 2012, engaging more than 2,000 residents. The partnership launched the Blueprint for Community Investment in July 2013. The plan complements the Near East Area Commission's plan for development. Once the plan was finalized in 2013, PACT transitioned from a planning body to an implementation-focused nonprofit in order to forge partnerships, acquire strategic properties, and apply for various grants.
How existing residents engaged in revitalization process	Resident input was a core component of the creation of the Blueprint for Community Investment (2013). Residents gave feedback and recommendations through every stage of the planning process, which included dozens of public meetings, open houses, and community workshops. During the planning phase, over 100 community members joined five planning subcommittees that focused on jobs, safety, health, and education, and housing. PACT's final plan reflects residents' collective vision, which serves as a guide for future revitalization.
Year revitalization investments began and total number of years project has been in existence	City investment in the area began with the King Lincoln District Plan in 2006. PACT as partnership was formed in December 2010 with a 10-year commitment by OSU, CMHA and the City; and became a nonprofit in 2013.
Revitalization focus	The OSU Homeownership Incentive Program is a down payment assistance program intended to increase homeownership in the area. PACT's partnership with Columbus City Schools to create the Health Science Academies promotes the PACT geography as an education destination for families. The Near East Side has also seen construction of mixed-income housing, small business renovations, and Complete Street development. The City offers home repair assistance to stabilize current residents, and has created a community safety plan.
Issue area revitalization project seeks to address	Housing, education, workforce, physical redevelopment, health and wellness – including neighborhood safety
Development spurred in the surrounding area as a result of this project/initiative	Area has seen a rise in property values and interest in market-rate investment, with development spilling over into the surrounding neighborhoods to the south, such as Old Towne East.
Federal, state, and local programs that were/are used to finance redevelopment	<u>Federal</u> : Choice Neighborhoods Grants will continue until 2020. LIHTC financing for Poindexter Village affordable housing project. NSP used until 2014 and HOME funds. <u>Local</u> : COCIC and City land bank assistance. \$10 million from Ohio State University. \$10,000 per year contribution from Franklin County commissioners. \$250,000 per year contributions each from City of Columbus, CMHA, and OSU. City provided bond for Poindexter project.
Estimated amount of total investments	Estimated \$225 million of total investments - programmatic and physical.

South Linden

Lead revitalization entit(ies) and notable characteristics about lead entity	City of Columbus, Ohio State University, United Way, Neighborhood Design Center co-lead work in South Linden. The Greater Linden Development Corporation (GLDC) was a nonprofit, established in 1994. GLDC offered services to businesses and helped build houses in the neighborhood - however, the Corporation dissolved in 2017.
Summary of revitalization effort	The City of Columbus has in recent years prioritized South Linden as a neighborhood of focus. Mayor Andrew Ginther and the Department of Neighborhoods are working to incentivize private investment in the area. The City has entered into Public-Private-Partnership (P3) agreements with Easton Town Center, located to the northeast of Linden, and plans to make investments in Linden with generated revenue. The City offers tax abatements to the property owners of Easton Town Center in order to incentivize residential development in the area. The City has also made major investments in South Linden infrastructure such as improving sidewalks and street lighting.
Role of local government: Lead entity, partner, supporting role	Lead
Role of philanthropy and the private sector: lead entity, partner, supporting role	Partner: Columbus Foundation provides funds for redeveloping vacant properties into community gardens. United Way provides funds for St. Stephen's Community House, which offers residents services related to employment, social development, community organization, education and childcare in South Linden.
Other partners	Easton Town Center, Georgetown Development, Smart Cities Initiative.
Year most recent revitalization plan adopted	In 2016, OSU, the United Way, and the City of Columbus, all with the support of consultant Neighborhood Design Center, began a Linden Master Planning effort, with subgroups focused on issue areas such as physical redevelopment, health, and education. The planning effort is scheduled to be completed in 2018.
How existing residents engaged in revitalization process	The Four Corners redevelopment project in 1997 included the building of the Point of Pride Building, which is where many businesses operate - this is today where the City's Department of Neighborhoods is located. To engage citizens in revitalization, the Neighborhood Design Center has worked in partnership with the city to lead focus groups and front porch conversations.
Year revitalization investments began and total number of years project has been in existence	Under the stewardship of Mayor Coleman, in the 1990s the City of Columbus helped bring businesses and offices to the "Four Corners," which is the intersection of Cleveland and 11th Avenues. The Greater Linden Development Corporation (GLDC) was formed in 1994 to serve the Linden area as a nonprofit to improve housing and boost economic development, and the Four Corners Vision Plan was adopted in 1997 by Columbus Urban Growth Corporation (CUGC). The GLDC and the CUGC are no longer in existence today.
Revitalization focus	Residential development: In 2017 Georgetown Development received 10-year full property tax abatement on new residential development in Easton worth \$68 million, in exchange for Georgetown paying city \$5.75 million and providing in-kind services to Linden (creating 500 jobs). Reducing infant mortality: City of Columbus, Franklin County and state of Ohio have committed \$3 million to CelebrateOne programs.
Issue area revitalization project seeks to address	Physical redevelopment, housing, health and wellness
Development spurred in the surrounding area as a result of this project/initiative	
Federal, state, and local programs that were/are used to finance redevelopment	Federal: Smart Cities grant (2017 through 2020). NSP was used until 2014. NSP helped fund Greater Linden Redevelopment Corp., which dissolved in 2017. <u>Local:</u> Central Ohio Transit Authority's (COTA) Bus Rapid Transit CMAX line along Cleveland Ave (2018). \$2.8 million in City of Columbus urban infrastructure funds.
Estimated amount of total investments	The City of Columbus has spent \$27 million on capital improvements throughout Linden, including remodeling Douglas Community Center in South Linden. The City and Easton are directing \$2.5 million in TIF revenue to Linden, with another \$1.75 million scheduled for 2021.

South Side

Lead revitalization entit(ies) and notable characteristics about lead entity	Community Development for All People (CD4AP) leads the revitalization effort through the work done by the Healthy Neighborhoods Healthy Families (HNHF) Realty Collaborative, a 501 c3, and South Side Renaissance LLC. Nationwide Children's Hospital (NCH) directs the HNHF effort. The United Way is a significant contributor to the HNHF revitalization efforts.
Summary of revitalization effort	CD4AP takes a holistic approach through housing, health and wellness, and overseeing a workforce program. Among the 200 home improvements, CD4AP has developed over \$60 million in affordable housing through its subsidiaries, including \$20 million through the HNHF Realty Collaborative. HNHF efforts include building, renovating, and rehabbing homes. Since emerging in 2008, the HNHF initiative has improved over 225 homes as of 2017. NCH leads a 5-prong revitalization effort that focuses on affordable housing, education, health and wellness, safe neighborhoods, and workforce development. The United Way focuses on aligning data, organizations, and initiatives to ensure that activities build off of one another.
Role of local government: Lead entity, partner, supporting role	Partner. Many nonprofit organizations are working closely with the City's housing division to build new housing, along with the state to administer LIHTC.
Role of philanthropy and the private sector: lead entity, partner, supporting role	Philanthropic arm of private sector interests is the lead entity. Revitalization efforts are led by Nationwide Children's Hospital, individuals of wealth who grew up in the neighborhood and other philanthropic partners including foundations associated with banks such as Chase, PNC, and Fifth Third, which fund programs in the neighborhood.
Other partners	Community Housing Network, NRP Group, Affordable Housing Trust for Columbus and Franklin County, Urban Alchemy.
Year most recent revitalization plan adopted	In 2015, CD4AP organized a comprehensive planning process among 20 organizations with the goal of ensuring South Side residents could remain in the neighborhood for the next 10 years into the future. A steering group meets regularly to assess progress towards this goal.
How existing residents engaged in revitalization process	CD4AP is involved in day- to-day work with residents, gathering resident input on the South Side's revitalization through constant interactions. This engagement includes offering goods at its Free Store and fresh market, as well as CD4AP's staff involvement at Civic Association meetings. CD4AP, United Way, NCH, and Kirwan Institute lead the Neighborhood Leadership Academy, and have trained over 40 community leaders and activists.
Year revitalization investments began and total number of years project has been in existence	Most major investments began in 2008, which was the year that HNHF was formed.
Revitalization focus	Improving affordable housing, youth development, community leadership development, health and wellness, and direct services with low income residents
Issue area revitalization project seeks to address	Housing, health and wellness, workforce
Development spurred in the surrounding area as a result of this project/initiative	As a result of the development around Nationwide Children's Hospital, private investors have come into the neighborhood to create mixed-use development along Parsons Avenue and in residential neighborhoods.
Federal, state, and local programs that were/are used to finance redevelopment	<u>Federal</u> : NSP dollars flowed through the City until 2014. Low Income Housing Tax Credit (LIHTC). HOME funds. <u>Local</u> : City of Columbus Department of Development funding for HNHF initiative. Local bond funds.
Estimated amount of total investments	Since 2005, CD4AP has developed \$60 million worth of affordable housing. CD4AP expects to spend \$14 million to build and rehab new housing in 2018.

Weinland Park

Lead revitalization entit(ies) and notable characteristics about lead entity	Weinland Park Collaborative was formed in and is composed of a diverse mix of nearly two dozen public, private, and nonprofit partners, including: Columbus Foundation, Campus Partners (OSU), City of Columbus, Weinland Park Community Civic Association, Wagenbrenner Development, United Way of Central Ohio, etc.
Summary of revitalization effort	In 2003, the transfer of about 300 units of distressed Section 8 housing from private ownership to non-profit ownership led to a major investment in renovation and effective management. The city then adopted the Weinland Park Neighborhood Plan in 2006, which envisioned creating a mixed-income neighborhood. Beginning in 2010, the Weinland Park Collaborative coordinated investments in affordable housing, which helped create conditions for market-rate housing. Other investments were made in public safety, education, resident engagement, workforce development, and youth development. The City also made major infrastructure improvements.
Role of local government: Lead entity, partner, supporting role	Partner
Role of philanthropy and the private sector: lead entity, partner, supporting role	Lead: Columbus Foundation, JPMorganChase, Annie E. Casey Foundation, Cardinal Health, United Way, Community Properties of Ohio (CPO) – a subsidiary of Ohio Capital Corporation for Housing. These partners work through the Weinland Park Collaborative.
Other partners	Weinland Park Civic Association, University Area Commission, Godman Guild Association, Local Matters, Habitat for Humanity MidOhio, Urban Impact Columbus, Nationwide Children’s Hospital, Seventh Avenue Community Missionary Baptist Church, Central Ohio Workforce Investment Corporation (no longer in existence), Community Properties Impact Corporation, Mid-Ohio Regional Planning Commission (MORPC), Directions for Youth and Families.
Year most recent revitalization plan adopted	In 2006, the City of Columbus stewarded the creation of the <i>Weinland Park Neighborhood Plan</i> , which envisioned the neighborhood as truly mixed-income.
How existing residents engaged in revitalization process	Residents and stakeholders served on the advisory committee for the neighborhood plan. This advisory committee was chaired by the Civic Association President. Since its inception, the Weinland Park Collaborative has worked closely with the Civic Association and other residents on the implementation of programs and other priorities. Resident engagement activities include an annual neighborhood festival, spring clean-up and beautification effort, food and childcare at monthly civic association meetings, and administrative support for the civic association’s committees.
Year revitalization investments began and total number of years project has been in existence	Work in the neighborhood began in 1995 when the Ohio State University created Campus Partners, which was incorporated as a nonprofit to work with the city, and community leaders to invest in areas around the university campus. Major public and private investments in Weinland Park began in 2010, soon after the Weinland Park Collaborative was formed
Revitalization focus	Restore a healthy real estate market to reduce vacant housing, maintain a large supply of well-managed of affordable housing , decrease criminal activity, invest in programs that assist residents in improving the quality of their lives , develop a sense of community among residents across barriers of education, income, and race.
Issue area revitalization project seeks to address.	Housing, physical redevelopment, education, public safety, workforce development, youth development, resident engagement
Development spurred in the surrounding area as a result of this project/initiative	Housing redevelopment in core student neighborhood north of Weinland Park (University District). Italian Village to the south has seen redevelopment as a result of spillover from Weinland Park and surrounding neighborhoods.
Federal, state, and local programs that were/are used to finance redevelopment	<u>Federal</u> : Over \$4 million in the federal Neighborhood Stabilization Program (NSP) for renovation and construction of houses sold for affordable homeownership. 40 new homes built using \$7 million in LIHTC. HOME funds. <u>State</u> : \$6 million from Clean Ohio grant program to remediate two brownfield sites. <u>Local</u> : \$15 million in City of Columbus infrastructure improvements. Local bond funds.
Estimated amount of total investments	As of 2017, roughly over \$250 million total investments have been made in the neighborhood. Between 2008 and 2015, public investments totaled \$38.7 million and philanthropic investments totaled \$27.3 million.





The Greater Ohio Policy Center (GOPC) is a non-profit, non-partisan organization with a mission to champion revitalization and sustainable growth in Ohio. We use education, research, and outreach to develop and advance policies and practices that create revitalized communities, strengthen regional cooperation, and preserve Ohio's open space and farmland. We are based in Columbus, Ohio and operate statewide.