Our Community. Our Future.





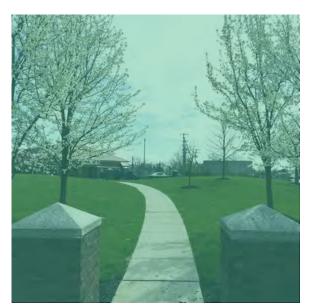


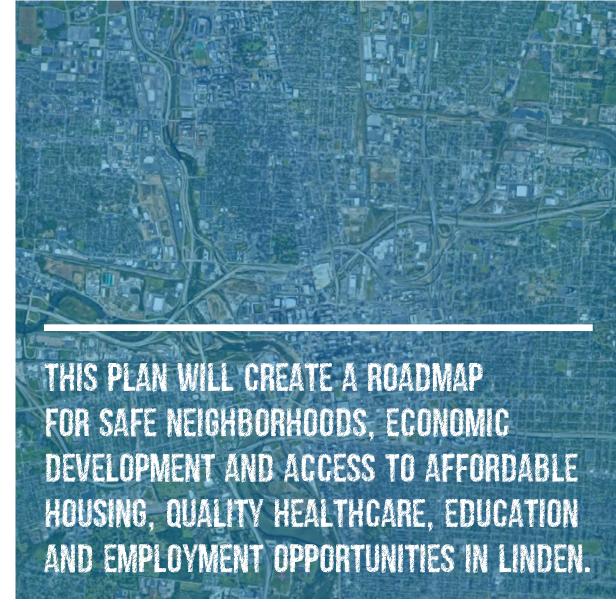


















MAYOR ANDREW J. GINTHER

CITY OF COLUMBUS

Dear Neighbors,

At the core of every great city are strong and vibrant neighborhoods. In Columbus, each of our neighborhoods make up the fabric of who we are and what makes our city so special. Great neighborhoods do not happen by accident, but instead are the result of vision, planning, leadership, and sense of community.

I am pleased to present One Linden, our comprehensive community plan for a stronger Linden. This plan will be our roadmap to revitalization and will set the course for long-term transformation. By utilizing a community-driven process, we have developed a plan that truly embodies the aspirations of residents, provides data-driven and sustainable recommendations, and places the needs of the neighborhood front and center.

One Linden contains a range of metrics, strategies and recommendations that work in an integrated way to address key factors: education and workforce; health and safety; housing, small business and retail; and transportation. The plan also lays out a strategy to move these ideas from inspiration to implementation. It will advance the needs of Linden residents, and prepare the community for the growth that continues to shape other neighborhoods throughout Columbus.

of Central Ohio for their financial commitment to this plan, and their ongoing support of the Linden

I want to give a special thank you to the United Way

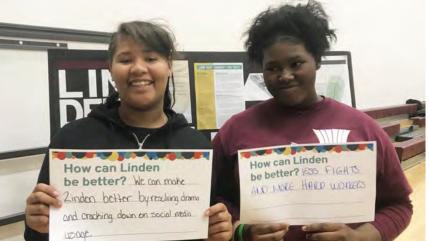
Sincerely,

Mayor Andrew J. Ginther City of Columbus

community. I would also like to thank our other partners, The Ohio State University and early Linden Champions Huntington Bank and the Georgetown Company. This plan is a true reflection of the Columbus way; public, private and non-profit partners coming together to empower residents and work collaboratively to tackle big issues. The planning process and implementation to follow will not be and cannot be done by the City alone, it takes all us working together to make real change and build a stronger Columbus.

Columbus is in a time of unprecedented progress, and our future is bright. As we continue to grow and prosper as a city, we have a unique opportunity right now to create a vision that solidifies our success and makes sure that success can be shared by every person in every neighborhood. Working together, we will continue to improve the quality of life and increase levels of prosperity and financial security in ALL of our neighborhoods.

Strong neighborhoods are the backbone of any great city. They are where we connect and live our lives. While many of our neighborhoods have changed over the years, one basic fact remains the same: strong neighborhoods are places where we feel at home. Since I took office as mayor, I have focused on the neighborhoods in our great city that need the most attention, like Linden with its rich history and deep community pride. One Linden gives us the strategic plan we need to elevate the neighborhood to success.



STEERING COMMITTEE Carla Williams-Scott, City of Columbus (Chair)

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FOREWORD

••••

ACKNOWLEDGFMFNTS

LINDEN: **A COMMITTED** COMMUNITY

The Linden Community Plan was driven by residents, business owners, and community groups. Lasting from March 2017 to April 2018, the public engagement process was lengthy-but residents were resilient and determined, time after time. This commitment to the improvement of the neighborhood is one of Linden's most notable qualities. There is a sense that Linden is truly moving forward and that change is possible.

Members of the working groups, the advisory committee, and attendees of events throughout the process are to be credited for brainstorming the ideas that led to the creation of this plan. They worked collaboratively to identify problems, prioritize issues, and provide creative and attainable strategies. The Linden neighborhood has a solid foundation of community leaders and dedicated residents who are committed to working toward a brighter future.

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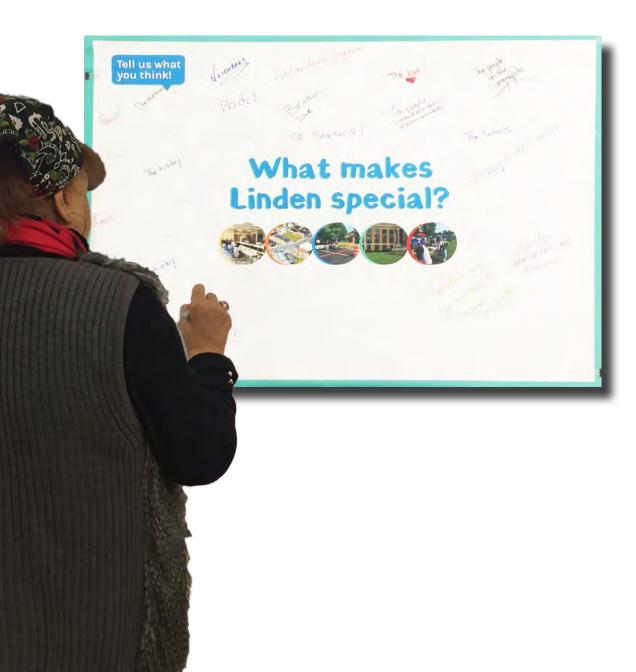
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EXECUTIVE SUMARY





WHAT IS A COMMUNITY PLAN?

Community planning incorporates both physical and social considerations while also relying on guidance from residents and stakeholders. The central tenet of contemporary community planning—and of this community plan—asserts that "when people participate directly in determining policies that affect their lives, the decisions are more likely to produce support and commitment than when policies are determined for them." Learn more on Page 9.

FIVE GOALS

The Linden Community Plan focused on five primary elements. Each working group developed a goal to guide their recommendations:



Health & Safety

Promote physical and emotional health, safety, and robust social networks.



Transportation

Allow residents to move around the neighborhood and city for economic advancement and social connection.



Housing

Provide high-quality housing to create a socially integrated environment where people can thrive.



Retail & Small Business

Increase the ability of residents to participate in the economy and expand neighborhood amenities.



Education & Workforce

Support lifelong learning from pre-K to post-college with a holistic, intergenerational approach.

LINDEN HISTORY & CONTEXT

Founded as Linden Heights in 1908, the Linden neighborhood was separate from the City of Columbus until 1921 when the village was annexed into the city. Since then, like all neighborhoods, Linden has experienced significant population shifts. Rapid housing development in the mid-20th century led to changes for neighborhood residents, as the neighborhood began expanding north and south from the original Linden Heights boundaries. In an attempt to control the demographic composition and physical layout of the area, some housing developers used deed restrictions that mandated minimum construction costs or barred African-Americans and sometimes other minority groups from purchasing properties.

Data from the U.S. Census show that parts of Linden shifted from a predominately white neighborhood to predominately African-American by the 1970 census. In 1960, the white population of Linden was 27,209. By 1970, that fell to 15,882 and by 2016 it had fallen to just 4,162. From October 1970 to October 1971, the number of white students at Linden-McKinley High School decreased by more than 50%. Between 1950 and 2010, the population of the Linden area fell from 27,070 to 18,079—a decrease of 9,876 people—as the neighborhood began to experience disinvestment.

In addition to a lower population, the Linden neighborhood has experienced social stress in other areas. Homeownership—often considered a marker of community stability—has declined from 63% in 1980 to 37% in 2015. The number of families experiencing federal poverty status has also been increasing, from 31% in 1990 to 43% in 2015. Learn more on Page 1.

RESEARCH + DATA

The Existing Conditions section of the Linden Community Plan offers a portrait of the most recent data and information available for the community. To better understand the current challenges and opportunities of Linden, data from various sources have been collected and illustrated. Most attributes are presented as neighborhood averages using seven census tracts that closely resemble the planning area. While much of the data is collected from the 2016 American Community Survey of the U.S. Census Bureau, other data has been collected from various public and nonprofit institutions.

Data on physical health conditions illustrate primary causes of death, the high infant mortality rate, rates of insurance coverage, access to food assistance, and some mental health data. Safety data encompasses crime rates and 911 calls, as well as incarceration data from the Ohio Department of Rehabilitation and Correction. Data on education includes an overview of school facilities and school enrollment, and achivement data from the Ohio Department of Education—as well as use of vouchers to attend nonpublic schools. Employment data provides an overview of unemployment rates and offers insight into the location and types of industries where Linden residents are working. An overview of transportation offerings and use of public transportation is provided, along with an analysis of traffic incidents and the active mobility landscape. The housing section demonstrates details of homeownership, housing cost-burden, vacancy, subsidized housing, and evictions. A study of the housing market is also provided, projecting future demand for housing units in Linden. With consideration of national retail trends, the retail and small business section offers an analysis of the Linden retail environment while suggesting three locations for future retail development based on consumer spending data and preferences. Learn more on Page 12.

PUBLIC ENGAGEMENT

The Linden Community Planning team worked to engage a diverse array of Linden stakeholders, from residents to business owners to churchgoers and former residents from March 2017 through April 2018. Public meetings were held where residents offered input on topic areas and commented on community asset maps. The planning team acknowledged barriers that suppress attendance at traditional public meetings and offered incentives for residents to attend events—in addition to the existing incentives offered through the Celebrate Linden program. Incentives included gift cards and community meals. During the summer of 2017, the planning team attended scheduled events hosted by other organizations rather than establishing new events. The team spoke with residents at festivals, food distribution events, commission meetings, and other informal settings. Feedback was recorded and incorporated into a booklet of comments that helped inform working group conversation topics in the fall.

As a 2017 culmination, the planning team hosted two year-end events at Linden McKinley High School to present results of the initial working group process. First, the December Open House brought together community partners, nonprofits, and city departments to share activities with residents. Next, a Workshop provided an interactive opportunity for residents to come together in a group setting, discuss issues, and vote on top priorities. A final event on April 24, 2018 presented a draft of the 10 Big Ideas to the community and facilitated additional resident input. Over 14 months, the Linden community engaged with the planning team through numerous avenues and approaches to develop the 10 Big Ideas, which represent feedback and priorities voiced throughout the process. Learn more on Page 36.

FOREWORD

From August to November, working groups

met monthly to identify the most pressing

issues facing the Linden neighborhood. In a collaborative manner, residents and stakeholders

discussed how to address these challenges and

Refining, focusing, and

proposing transformative

LINDEN COMMUNITY **PLAN**

TIMELINE

LISTEN & UNDERSTAND: PUBLIC OUTREACH / POP-UP PLANNING / WORKSHOP / OPEN HOUSE

MARKET ANALYSIS: HOUSING & RETAIL STUDIES

VISIONING: POTENTIAL PROJECTS & PROGRAMS

WORKING GROUPS: MONTHLY RESIDENT MEETINGS

DOCUMENTATION: EXISTING CONDITIONS & HISTORICAL RESEARCH

Listening and learning from the Linden community



27 FEBRUARY 2017

Mayor Andrew J. Ginther announced the Linden Community Plan at the State of the City Address as part of his focus on neighborhoods.

"This plan will create a roadmap for safe neighborhoods, economic development and access to affordable housing, quality healthcare, education and employment opportunities." -Mayor Ginther

11 MARCH 2017

The first public meeting was held at Douglas Recreation Center. Residents left comments on printed materials and dicussed the planning process.





22 APRIL 2017

The second public meeting was an opportunity for additional public feedback on the five focus areas of the olan.

Throughout the summer, the planning team attended events around Linden to talk with residents one-on-one about their aspirations and challenges. From food giveaways to Jazz in the Park to partnering with United Way of Central Ohio events, the team spoke with the Linden community and collected considerable feedback.



3 AUGUST 2017 Residents interested in

were invited to an

joining Working Groups

Recreation Center. The

planning team explained

the process and helped

residents select meeting

times, dates, and locations.

orientation event at Linden

An Open House

move forward.

7 DECEMBER 2017

was held at Linden McKinley High School and brought together city departments. nonprofits, and other organizations doing work in Linden and allowed residents to learn more about them and give input on their initiatives.



KeMah'jae (KJ) Williams

three winners

9 DECEMBER 2017

The Linden Community Workshop, held at Linden McKinley, allowed residents to work with facilitators to determine priorities in each of the five topic areas and vote on their top issues.



Tamela Walker, one of

24 APRIL 2018

solutions.

JANUARY -

MARCH 2018

Working group

to meet January

through March to

transform issues

identified in the

autumn groups into

potential solutions.

All residents were

\$50 Visa gift card

entered to win a

for attending.

meetings continued

Nearly 100 residents came to St. Stephen's Community House to hear initial visioning, complete a mapping exercise to prioritize future investments, and vote on the 10 Big Ideas.





TEN BIG IDEAS

The Linden Community Plan presents recommendations and strategies through Ten Big Ideas that capture a range of topics and reflect the integrated nature of challenges and opportunities facing Linden. Each idea is truly "big," encompassing a range of action items and strategies supporting the plan's ambitious goals. Over 14 months, residents and stakeholders gave consistent input to help create the Ten Big Ideas framework and the supporting details for each.

STABILIZE & EXPAND HOUSING OPTIONS

Respect long-term residents, improve the condition of housing, create options for multiple income levels, and improve tenantlandlord relations. Discussions with Linden residents revealed that the physical condition of housing is a top priority. Many people expressed a desire for more attractive housing and were concerned about properties in disrepair. Improving the quality of housing and increasing the variety of options were major points raised during the planning process. Strategies should focus on keeping residents in Linden while increasing the demographic mix of the neighborhood. Learn more on Page 46.

CONNECT RESIDENTS TO EMPLOYMENT

Offer skills training, improve the school to career track, and augment transportation connections to job centers. The employment strategy focuses on preparing, getting, retaining, and advancing people in the workforce. Preparing starts young, perhaps in high school, to ensure students have the necessary technical and soft-skills required to obtain employment. Finding employment is about making connections with employers and industries, while retention focuses on wraparound supports to mitigate life circumstances that can impact job status. Advancement looks at building skills to move up in the workforce. Learn more on Page 48.

REDUCE CRIME & IMPROVE PERCEPTION

Build trust between police and the community, focus on jobs and early childhood education, and reduce vacant properties as part of a comprehensive beautification approach. The reputation of Linden is often dominated by a narrative of crime and violence. Due in part to media attention, many people think of Linden as a dangerous community. To improve this perception, higher than average rates of crime should be tackled—in concert with efforts to improve the perception of Linden through a coordinated media strategy and establishment of a neighborhood identity. Learn more on Page 50.



SUPPORT STUDENT SUCCESS

Encourage neighborhood school attendance, create a system of wraparound support, and address housing instability. Performing well in school is a result of many factors—in and out of the classroom. With high rates of poverty, disproportionately high 911 calls for domestic violence, higher than average violent crime, and a high eviction rate, children in Linden have many external factors influencing academic success. Strategies should focus on preventing and mitigating negative effects of traumatic life events and refocusing public schools as the center of the Linden community. Learn more on Page 54.

SUPPORT ENTREPRENEURS & DEVELOP BUSINESS

Encourage establishment of new Linden businesses and create pathways to entrepreneurship. Owning businesses can be one path to financial security while contributing to the economic vitality of the local community. Strategies should support current business owners in Linden while attracting new investment to help revitalize the Cleveland Avenue corridor. Attention should also be given to the role of New Americans in founding enterprises throughout the Northeast section of the city. Learn more on Page 56.

ADDRESS EARLY CHILDHOOD EXPERIENCE

Support stability in young lives, improve access to trauma-informed services, and cultivate experiences that develop well-rounded youth. Focusing on early childhood years pays dividends in the future by nuturing children in their most critical stages of development to set a strong foundation for future success. Increasing access to high-quality pre-K and preventing and treating childhood trauma are both important strategies to creating positive experiences that help nurture strong and thoughtful citizens. Learn more on Page 52.



REIMAGINE CLEVELAND AVENUE

Address safety concerns and aesthetic appeal of the corridor. By leveraging investments in the public realm, sound urban design, anchors to drive traffic, and coordination of complementary uses, a district can be created that is greater than the sum of its parts. The Cleveland Avenue corridor is largely unattractive due to poor structural conditions of abutting properties, unattractive sidewalk infrastructure, and haphazard utilities and signage. Successful retail areas need investment in the public realm and cooperation of property owners to create a consistent and high-quality pedestrian experience—and curb appeal for passing motorists. Learn more on Page 60.

BUILD COMMUNITY INVESTMENT

Create a favorable environment for market investment with physical interventions and policy/program changes. Concerted infrastructure improvements and policy adjustments can help create a market-ready economy in Linden. After decades of disinvestment and businesses leaving the neighborhood, it will take a significant amount of time to prepare the infrastructure and regulatory framework necessary to spur private investment. Consideration should be given to supporting a mixed-income community and removing barriers to development. Learn more on Page 64.



CONNECT THE COMMUNITY

Better incorporate Linden into the fabric of the city, improve access to and within the neighborhood, and ease physical and psychological barriers. To create strong connections between Linden and adjacent areas, consideration should be given to robust bicycling infrastructure, completion and improvement of pedestrian infrastructure, and presentation of cohesive neighborhood identity and signage. In addition to physical interventions, focus should be placed on connecting Linden neighbors with one another through sustained social engagement and outreach activities. Learn more on Page 62.

SUPPORT RESIDENT HEALTH

Consider physical, emotional, financial, and other aspects of wellness to design programs that make the healthier choice the easier choice. The social determinants of health—conditions that are influenced by socio-economic status—have gained focus in public health and policy in recent years. Strategies should mitigate negative impacts of low incomes and high stress, while focusing on access to affordable nutritional foods and mental health services. Attention should also be given to getting individuals and families fiscally fit through financial empowerment counseling services. Learn more on Page 58.



••••• FOREWORD

How can Linden be better? More bove

Shown than Violence

I will help build a stronger Linden by...

BeING MORE INVOlved

I am proud to be from Linden because...

We stick together in diffucult times.

These hand-written posters were filled out by residents who attended public events on December 7 and 9, 2017.



Residents work on identifying top issues at the December 9, 2017 workshop at Linden-McKinley High School.



IMPLEMENTATION

With this plan as a roadmap to an improved quality of life for Linden residents, implementation will be driven by opportunities as they arise and by the community. An entity or collaborative must integrate existing residents into decision-making functions in an authentic and meaningful way. Realizing the physical manifestation of planning recommendations in the Linden Study Area is a long range proposition with a timeframe of at least a decade. There is, however, a need to focus on early catalytic projects that can capitalize on near-term opportunities and set a new standard for future development. Interventions may include investments in direct programs and services as well as the development of physical spaces that can anchor communitydriven economic development efforts.

Linden will not thrive because of its physical structures, but the people that inhabit them. Empowering residents to realize their aspirations means significant investment with time and money—to develop leaders. It is critical to empower residents and build capacity across the demographic spectrum, from youth to elders and across income and race. Building capacity occurs by facilitating neighbor-to-neighbor relationships and strengthening social connections to create a more cohesive and resilient community that can advocate for and enact transformative initiatives.

How will the Linden Community Plan measure progress throughout implementation? Outcomes and metrics in the implementation tables point to desired results from each action step, but some action steps are more difficult to quantify. Will there be a point at which Linden may be considered "stable" and no longer in need of concerted interventions? Learn more on Page 67.

APPENDIX & SUPPORTING MATERIALS

A thorough review of previous studies and reports on the Linden community opens the Appendix, followed by various tables of relevant data and written documentation from events. Previous studies and other research documents are presented chronologically and classified by type, along with a summary of contents and findings. Many data tables expand on information and figures offered in the Existing Conditions section, though some stand in isolation as complementary data. Also included are visionary diagrams and renderings that show aspirational urban design changes to demonstrate the major impact that high-quality or creative innovations could have on the Linden community. Learn more on Page 76.

PUBLIC INVESTMENT HIGHLIGHTS

The City of Columbus has made significant programmatic and physical infrastructure investments in the Linden area in recent years, with more investment planned in the near future. Below are selected projects from various departments:

- LED/Smart Street Lights are still planned in the Linden area, from East North Broadway south to Hudson Street. Work is scheduled to begin in 2019. Decorative street lighting will also be added to Cleveland Avenue from Chittenden Avenue to Hudson Street, with the project beginning in 2019 at an estimated cost of \$1,270,000.
- Columbus Public Health (CPH) programs have served residents of the Linden neighborhood with more than \$4.25 million in funds. Programs providing services that include, but are not limited to:
 - Alcohol and Drug Services CARE (Community, Action,
 - Resilience, Empowerment)
 - Community, Education, Screening Neighborhood Health Projects and Linkages
 - Creating Healthy Communities
 - Epidemiology
 - Family Ties
 - Healthy Children, Healthy Weights
 - Healthy Places
- HIV Care
- Immunizations Clinic
- Injury Prevention/Car Seats
- Lead Safe
- Local Food Systems Strategies

- Minority Health
- · Moms & Babies First
- My Baby & Me
- Neighborhood Health Social Work
- Pregnancy Support
- Safe Routes to School
- Sexual Health Clinic
- Strategic Nursing Team
- Tuberculosis Clinic
- Vector Control
- Walking Programs
- WIC (Franklin County Women, Infant, Children Food Assistance
- · Women's Health Clinic
- Parks and Recreation improvements in the Linden Area with funding from Urban Infrastructure Recovery Fund as well the Capital Improvement Program.
 - Linden Park improvements estimated at \$25 million, including a new Opportunity Center, scheduled to begin 2019
 - Audubon Park improvements valued at \$301,394
 - Kenlawn Park improvements in 2014, valued at \$192,285
- Maloney Park is scheduled for \$200,000 in improvements by 2020.
- **Douglas Recreation Center** HVAC improvements were made in 2016 at a cost of \$3,403,425



The Linden Community Plan offers context, history, data, and an overview of previous planning efforts. Linden has been the subject of much research over the past half-century. The neighborhood is a large swath of Columbus' inner core and represents a major portion of the population. Getting to know the background, identity, and obstacles of the Linden area will help set the stage for informed future investments and coordination.

INTRODUCTION



LINDEN CONTEXT

MOVING TOWARD THE FUTURE REQUIRES AN UNDERSTANDING OF THE PAST

Situated northeast of Downtown Columbus, the Linden area is a historic neighborhood with approximately 18,000 residents.* The area first developed in 1908 as Linden Heights Village and quickly grew into a bedroom community with a vibrant commercial district along Cleveland Avenue. By the 1960s, urban unrest and suburban subsidies drew many Linden residents away from the area, leading to a decline in population and major demographic shifts. Low-interest loans for suburban development, coupled with intense federal and state financing for road construction and highway building encouraged people to move to farther from the urban core. Civil rights activism and demonstrations also caused reactionary whites to flee integrated neighborhoods for more segregated suburbs.

Many challenges have persisted for decades in Linden. Socially, residents have struggled with unemployment, poverty, low levels of educational attainment, and high rates of crime. Physically, streets and sidewalks have deteriorated and there is a high rate of structural vacancy. The housing market suffers from low levels of investment, as do many retail businesses.

To address these challenges, interventions are necessary. This plan reviews the existing conditions and presents potential strategies to mitigate continued deterioration and support positive human and capital development throughout the neighborhood.



*Estimated for 2016 using U.S. Census American Community Survey (ACS) for tracts 7.1, 7.2, 7.3, 9.1, 9.2, 14, and 15.

BY THE NUMBERS

18,000

study area population

2.63

square miles

1,682

total acres

43211

zip code

7

census tracts

22

census blocks

2

area commissions



HISTORY

FROM SUBURBAN VILLAGE TO URBAN NEIGHBORHOOD

LINDEN HEIGHTS ANNEXATION

Northeast of Downtown Columbus, the Linden community is a primarily residential area with commercial activities clustered along the neighborhood's larger corridor streets, Cleveland Avenue and Hudson Street. The eastern edge of Linden is lined with current and former industrial sites, a sign of the neighborhood's history as a working-class area within walking or streetcar distance to manufacturing and other laboring employment opportunities. The western edge is marked by Interstate 71, which largely follows the railroad tracks which established the western edge since development began in the area.

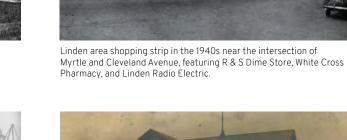
Founded as Linden Heights in 1908, the community was incorporated as a village—distinct from the City of Columbus.¹ The village was not able to be annexed into the City of Columbus until the two municipalities were contiguous—with boundaries that touched. The center of the village was the intersection of Weber Road and Cleveland Avenue, at first some distance from the northern border of the City of Columbus at E. 11th Avenue. Some Linden Heights residents desired to be annexed into the City, and one account described the village as "a mudhole—with no pavements, no sidewalks, no gas, no sewers, no water." In order to expedite the annexation process, Linden Heights expanded its territory southward to reduce the distance between the village and existing city boundaries in anticipation of Columbus' northward growth.

Leaders of Linden Heights voted to allow annexation into the City of Columbus in 1921, ending the independence of the village. With annexation came the promise of adequate utility connections for new housing development. Following annexation, the pace of housing development in the area increased, slowly filling the gap between the southern village boundary and the City of Columbus. In the period between 1921 and 1929, the Northeast Corridor—primarily the Linden area—represented 29% of all housing subdivision construction in the city. This uptick in activity is consistent with a nationwide housing construction boom in the 1920s.² The Northeast Corridor saw 23 subdivisions constructed in the decade, while the northside (primarily Clintonville) experienced the next highest level of activity with 14 developments.

Rapid housing development led to changes for neighborhood residents. New homes replaced vacant lots that were once used as tennis courts³, as the neighborhood began expanding north and south from the original Linden Heights boundaries. In an attempt to control the demographic composition and physical layout of the area, some housing developers placed deed restrictions on their properties. In the Northeast Corridor, 21 subdivisions contained setback restrictions (the distance from the structure to the street), 13 contained price restrictions (usually a minimum building cost), and 20 contained race restrictions that typically barred African-Americans and sometimes other minority groups from purchasing the property.



Eleventh Avenue Elementary School at 880 E. 11th Avenue was constructed in 1906. The building was expanded in 1923 and remodeled in 1953. It was destroyed by a fire on August 13, 1994.³





This 1909 postcard features Linden Schoolhouse, which stood near where Linden STEM Elementary is today, at 2608 Cleveland Avenue.



Lee's Jack and Jill shop was a children's and infant clothing store located on the corner of Cleveland Avenue and Arlington Ave.



Linden Heights Business District, circa 1928. The Linden Pharmacy is visible in the photograph, near 2613 Cleveland Avenue.



which opened in 1926. It burned on New Year's Day, 1946; two decades later, on December 9, 1965, it was purchased by the Columbus Public Library, which sought to use the site as a parking lot.



Linden Park Recreation Center, recently completed before this 1956 photo.



The intersection of Myrtle and Cleveland Avenue in the 1920s.

^{1.} Patricia Burgess, Planning for the Private Interest. (Columbus, OH: The Ohio State University Press, 1994), 38.

^{2.} Patricia Burgess, Planning for the Private Interest, 43.

^{3.} All historic photographs and images courtesy of the Columbus Metropolitan Library

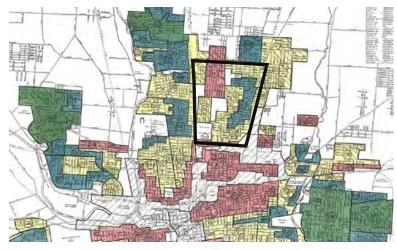
RED, YELLOW, AND BLUE LINED

In addition to deed restrictions, the Home Owners' Loan Corporation (HOLC) created a system of classifying residential areas that unfairly targeted minority neighborhoods and reduced access to mortgage financing. The HOLC was created by Congress in 1933 to refinance troubled mortgages to prevent foreclosures and in 1935 "residential security maps" were created to indicate the safety level of real estate investment. Newer and typically more affluent areas received the highest rating-green-while older and more racially diverse areas received the lowest rating-red. The red areas were considered the riskiest for mortgage support, which blocked many minorities and low-income borrowers from accessing home mortgages and business loans because the loans would not be guaranteed by the federal government. The term "redlining" refers to the practice of classifying certain areas as too risky for investment. In a 1936 map, the Linden area contained three classifications of security risk: red (highest risk), yellow (declining), and blue (still desirable). Recent research shows that financial practices similar to redlining still effect predominantly minority neighborhoods, leaving them at a disadvantage by unfairly denying access to credit.*

HIGHWAY CONSTRUCTION

In response to President Eisenhower's vision of a nation connected by a network of highways, cities across the country used federal funding to acquire property and construct interstate expressways. Interstate 71 was completed north of the city initially, with additional exits constructed southward into the city opening consecutively. Interchanges in the Linden area began to open in 1960, with the 17th and 11th Avenue exits opening in 1961. This new federally-funded infrastructure allowed population growth to expand away from the central city, easing commutes for suburban areas while bisecting many historic neighborhoods.

While in theory the new freeway access would allow more people to connect with Linden, in reality the impact was to spur new residential growth more distant from the city—drawing residents out of the neighborhood. The impact of highways construction on urban neighborhoods is still being felt today. Structurally, however, most of Linden was spared from the wholesale demolition experienced in other neighborhoods, like Milo-Grogan and the King-Lincoln District. Some buildings, including homes, were demolished to make room for I-71, but not to the same extent as other areas of the city due to the highways close parallel to the existing railway that marked Linden's western boundary.



Above: The 1936 Home Owners' Loan Corporation map divided residential sections of American cities into four zones based on perceived levels of risk at the time. Linden contained red, yellow, and blue sections—indicating fourth, third, and second grades of risk.

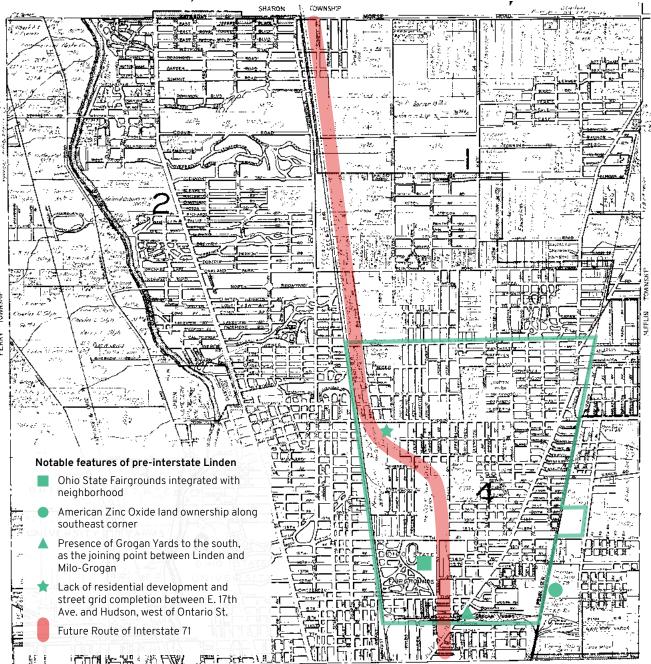


Above: Future interchange at Hudson Street, looking north. February 21, 1959. Source: The Columbus Metropolitan Library Mosbacher Collection HA9.



Above: 1957 planned highway construction map. Planned freeway interchanges at E. North Broadway, Hudson, E. 17th, and E. 11th Avenue. Street improvements planned for E. 17th and Old Leonard/Leonard Avenues to Sunbury Road. State or U.S. Highway designations for Cleveland Avenue and Summit St. and N. 4th Street/Indianola Avenue north of Hudson.

CLINTON TOWNSHIP MAP, 1940





Above: This 1922 photo is captioned "The Retail Center of Linden," and features a building at the northwest corner of Cleveland and Aberdeen Avenues, which still stands today. Part of a master's thesis in Geography by Forest Ira Blanchard, the photo is one of hundreds featured in the collection that capture everday street scenes from 1922 across the city. View the full photo collection online: https://engagingcolumbus.owu.edu/panoramas

^{*}Emily Badger, "Redlining: Still a thing," The Washington Post, May 28, 2015.

POPULATION SHIFTS

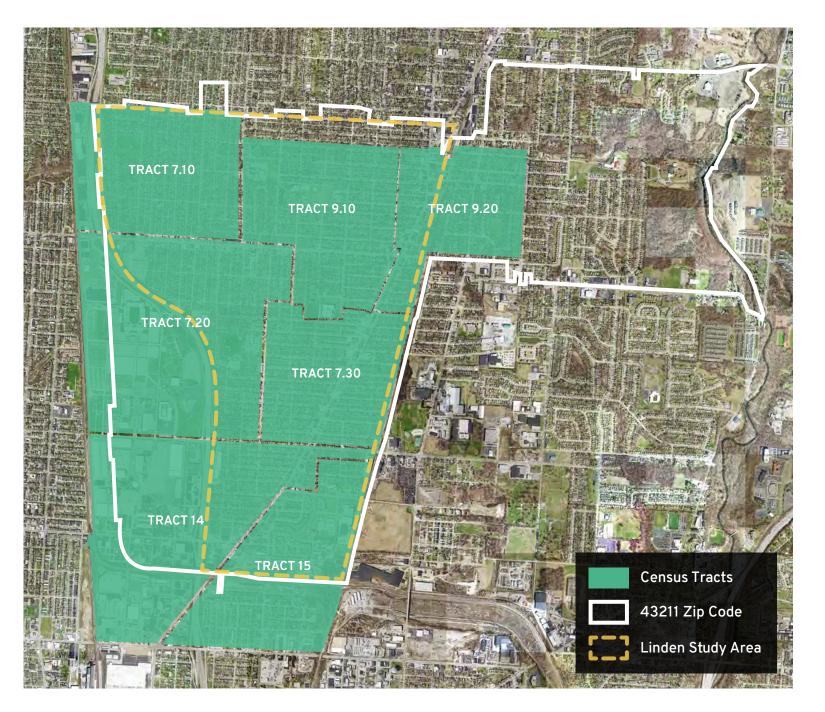
Like most neighborhoods, the Linden area has experienced significant population shifts since its founding in 1908. In fact, identifying urban neighborhoods that have not experienced significant change over the past century would be much more difficult than to identify those that have.

Data from the U.S. Census show that parts of Linden shifted from a predominately white neighborhood to predominately African-American by the 1970 census. This is a trend consistent with urban areas across the country at the time. The mid-century pattern of "white flight"—the migration of white families out of the historic urban core—has a strong example in the history of Linden. In 1960, the white population of Linden was 27,209. By 1970, that fell by 42% to 15,882 and by 2016 it had fallen to just 4,162. From October 1970 to October 1971, the number of white students at Linden-McKinley High School decreased by more than 50%, while the number of black students increased by 18.5%. Between 1950 and 2010, the population of the Linden area fell from 27,070 to 18,079—a decrease of 9,876 people—as the neighborhood began to experience disinvestment, a decline in homeownership, and retail competition from outlying areas. A lower neighborhood population has resulted in less opportunity for retail, less demand for housing, and a decline in civic and social engagement.

Like most neighborhoods, Linden has experienced significant population shifts with each passing decade. In fact, to identify urban neighborhoods that have not experienced significant change would be much more difficult than to identify those that have.

TROUBLING TRENDS

In addition to a lower population, the Linden neighborhood has experienced social stress in other areas. One of the most striking metrics is the area's high infant mortality rate. In the 2012-2016 period, the rate of infant death for the 43211 zip code was 16.5 per 1,000 births. This is more than twice the rate for Franklin County, at just 8.1 deaths per 1,000 births. Homeownership-often considered a marker of community stability-has declined from 63% in 1980 to 37% in 2015. Simarily, the number of vacant homes increased from 829 to about 2,000 over the same period. The number of families experiencing federal poverty status has also increased, from 31% in 1990 to 43% in 2015. Also concerning is the decrease in median household income from \$25,657 in 2000 to \$23,364 in 2015. Considering inflation, that amounts to a decrease in median household income from (inflation adjusted) \$35,951 in 2000 to just over \$23,000 in 2015-a reduction of \$12,587. Educational attainment, however, has improved over the period. About half of Linden adults in 1980 did not hold a high school diploma or equivalent, while in 2015 that figure was about 25%—a marked decrease that demonstrates higher secondary academic completion. Because market conditions in Linden are in disrepair after decades of disinvestment, population loss, and declining conditions, there is a need to reorient the market through a series of long-term investments, strategies, and interventions. The current economic state of the neighborhood cannot catalyze future development and generate a successful recovery. It is important to recognize that this cycle can only generate positive outcomes with incremental investments in both people and places. Though public realm improvements along Cleveland Avenue could improve overall marketability and attractiveness for development, these investments must go hand-in-hand with a comprehensive investment strategy to improve housing, transportation, educational outcomes, and community services.



CONFLICTING BOUNDARY CONSIDERATIONS

This plan uses different boundaries to present different data due to source limitations and inconsistencies in geographic extents. Census tract boundaries typically do not reflect the exact borders of neighborhoods. Because of this, the census data used to understand the socio-economic change of Linden is gathered for an area that is not exactly representative of the Linden Community Plan area. The map above demonstrates the difference between the planning area (in yellow dashed border) and the census tracts used to present data, the green numbered tracts. Additionally, some data is illustrated using zip codes. The 43211 zip code encompasses all of the Linden Community Plan study area and parts of adjacent areas as well. The map above shows the zip code area in a white border. Keep in mind when reading different data and statistics that the geographic area shown is the best possible fit available for that data.

4. Graydon Hambrick, "Truancy at Linden Studied," Columbus Dispatch, Page 7A, Jan. 13, 1972. Provided by Columbus Metropolitan Library, Local History/Geneaology Section.

AREA PROFILE

MORE YOUNG CHILDREN. LESS YOUNG ADULTS

The Linden neighborhood differs from the City of Columbus average in its age demographics, most notably with more young children and less young adults. More than 20% of the City of Columbus is between 25 and 34 years old, while just 15.1% of Linden is in the same age range. Linden has a higher proportion of young children, from birth to age 14, than the city overall. The median age for Linden is 30.9, while the city overall is 32.1—not a major difference.

MORE DENSE THAN THE CITY AVERAGE

Because the City of Columbus is comprised of such a large land area, much of the city is lower density development built after 1950. As a historic community, Linden was constructed more densely and compact—before neighborhoods were designed around the automobile. In both population and housing unit density, Linden is more compact than the city average. In terms of population, there are approximately 4,728 people per square mile living in Linden, compared to 3,854 for the city. Housing unit density, the number of housing units per acre, is 3.6 in Linden compared to 2.7 for the city as a whole. These figures demonstrate the relative compactness of the Linden community, a feature that lends itself to walkability and access to amenities for a range of ages and abilities.

GENDERED DISTINCTIONS

Linden and the city as a whole have nearly the same proportion of men and women, but distinct differences exist between educational attainment and occupations by sex. In Linden, 28.1% of adult men have below a high school education, compared to 11.5% for the city. Women in Linden have a higher educational attainment than men, with 7.3% of women possessing a college degree—as compared to 22.4% of women citywide. The rate of men in Linden with college degrees is 5.7%, compared to 23.3% throughout the city. Women are, according to census data, more likely to drop out in Linden than men. The 2016 ACS high school dropout rate for men in Linden was 5.4%, while women ranked at 7.2%—compared against a citywide average of 3.5% for both sexes. The most dominant occupations for adults were relatively gendered, with males predominately employed in Transportation & Material Moving occupations (16.1%) and females in Office & Administrative Support (15.4%).

Family Households with Children 2,425





Female Head, No Husband Present

One figure approximates 100 households

Household Income Median: \$23,934





Renter Occupied \$19,712



Owner Occupied

\$31,544



Average Household Size



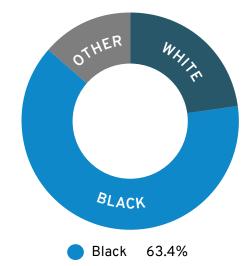
Linden Population Pyramid

U.S. Census, 2016 ACS 5-Year Estimates



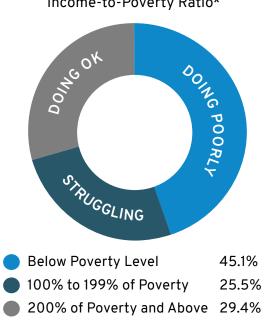
Linden Population by Race

U.S. Census, 2016 ACS 5-Year Estimates



Linden Population by Poverty Status

Income-to-Poverty Ratio*



*Represents ratio of family or unrelated individual income to appropriate poverty threshold

23.0%

13.5%

PREVIOUS PLANS & STUDIES

AN AREA OF INTEREST: 35 DOCUMENTS SINCE 1939

Linden has attracted the interest of community groups, philanthropic organizations, academic researchers, and government officials for decades. As a suburban bedroom community in the early twentieth century, neighborhood leaders advocated for basic services and physical improvements. As the demographic shift and mass suburbanization began in the 1950s, academic studies arose that documented rapid change. Once de-population and disinvestment took root in the 1970s, the number of studies increased substantially—lasting to today.

COMMUNITY RESEARCH

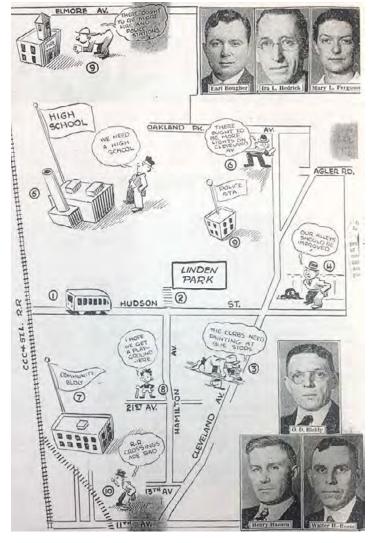
The first community research study in Linden was the summer activities project in 1968, sponsored by the United Community Council. The Council is a related predecessor to the United Way movement and had an interest in learning more about the population receiving social services funding that it influenced. Future community research studies were led by organizations such as the Metropolitan Human Services Commission (1987), the Department of Development, and Local Matters. In 1987, the *Linden Needs Survey* interviewed 2,450 Franklin County residents and found that Linden residents were much more dissatisfied with their neighborhood due to crime and gang activity than the Franklin County average. Additionally, "one out of three households surveyed in Linden had no one employed full-time, their income being provided by part-time employment, retirement benefits, or government assistance."

UNIVERSITY RESEARCH

To academic researchers at The Ohio State University, the Linden neighborhood represents a very proximate local example that mirrors national trends of urban decline within reach for close analysis. Early studies focused on children and youth, while later studies range from economic analysis to urban design and visioning projects. One, a study of a self-contained classroom teaching multiple subjects, distributed questionnaires and interviewed more than 100 students to conclude that the classroom style should be opened to all 7th graders and that additional qualified teachers were needed to expand the program. More recently, university involvement in the neighborhood has been through the City & Regional Planning Department and the Kirwan Institute for the Study of Race and Ethnicity.

CITY SPONSORED STUDIES AND PLANS

The City of Columbus, Department of Development has undertaken multiple studies and planning exercises in the Linden neighborhood. Four were completed in the 1970s, followed by the 1995 Greater Linden Reinvestment Plan, and additional plans in the early 2000s. After 2010, the city authored the South Linden Plan Amendment (2012) and North Linden Plan Amendment (2014). There were also efforts to study Linden traffic patterns and audit walking conditions by other arms of municipal government.



1937 COMMUNITY COUNCIL PLAN

In 1937, the Linden Community Council presented Columbus City Council with its "10-Point Plan," outlining requests from the Linden community. While the Linden neighborhood was very different in 1937 than today, the issues and desires of residents have remained somewhat similar. The plan encompassed problems such as access to transportation, improved safety through changes to the built environment, and the quality and availabilty of recreational facilities.

- Better bus access and frequency along Hudson Street
- 2 Install streetlights, improve sidewalks and roadways in park, construct shelter house with recreation equipment
- 3 Paint curbs at bus stops on Cleveland Avenue
- 4 Improve alleys and unpaved streets
- 5 Construction of a high school in Linden
- 6 Installation of modern lighting equipment along Cleveland Ave.
- 7 Construction of a community building as a recreation center and meeting place for civic and other community organizations
- 8 Allot space and install playground near Hamilton & 21st Ave.
- 9 Locate police and fire stations in the area
- Eliminate or guard railroad crossings in the community

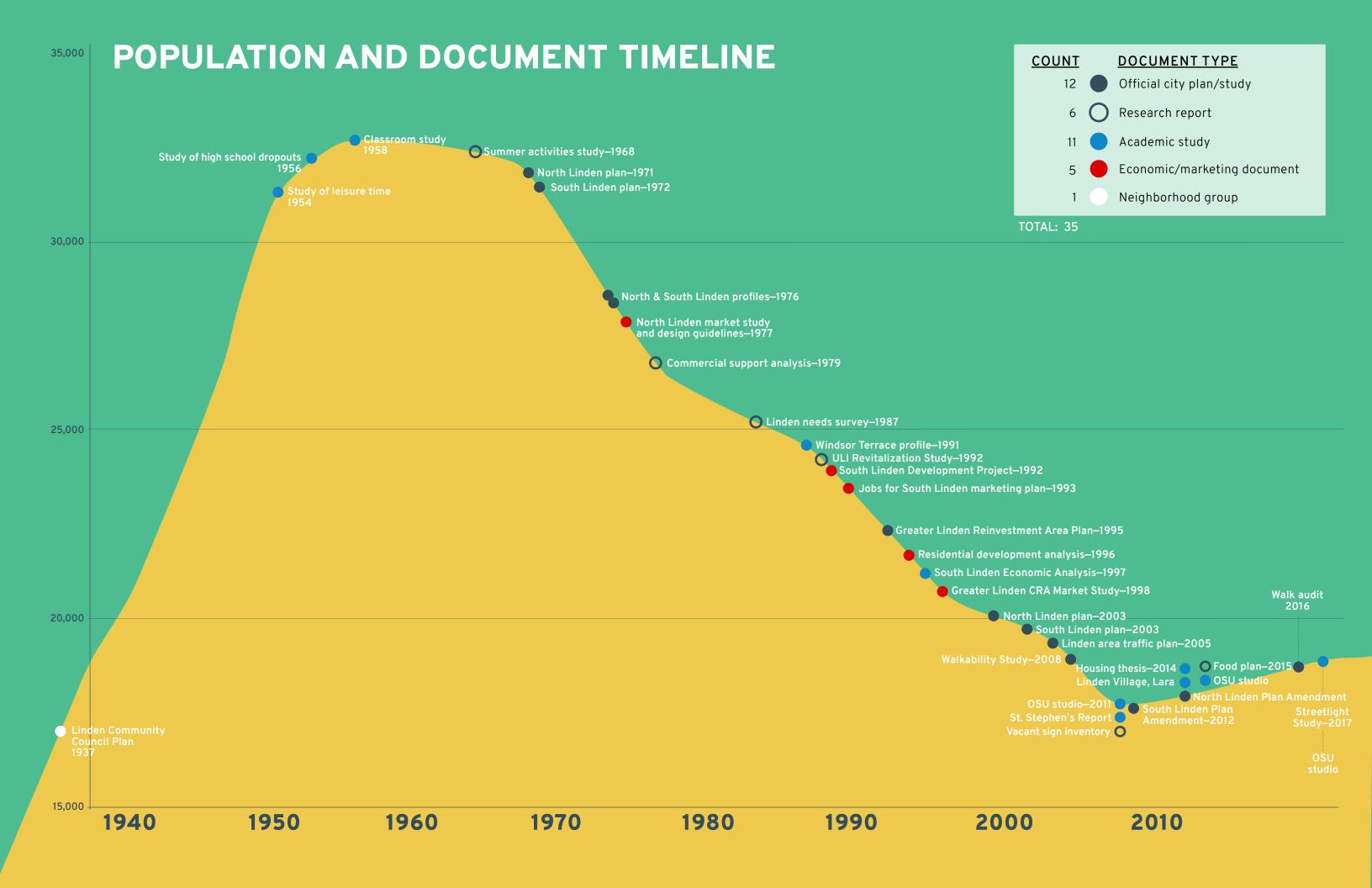
1998 CRA MARKET STUDY

The 1998 Community Reinvestment Area Market Study and Land Use Plan was commissioned by the City of Columbus to plan for newly designated Community Development Block Grant and Urban Infrastructure Recovery Fund dollars for the area. The market study portion assessed the potential for retail businesses to operate in the Linden area through a survey of residents and data analysis.

The land use plan framed Linden as an "urban bedroom community for a wide range of mixed income households" and asserted that the area should become a "self-contained community where neighborhood shopping, recreation and living take place within an urban context." Participants in the visioning portion "generally agreed that the residential sections...will need to be improved first in order to create an attractive enough market for new commercial uses."



The South Linden Primary Trade Area from the 1998 study. Learn more about this and other plans in the appendix.



WHYNOW?

As Columbus experiences economic growth, some neighborhoods continue to stagnate. Mayor Andrew Ginther has put a spotlight on Linden and in 2016 he established the Department of Neighborhoods to look comprehensively at issues that our communities face. As part of this effort, the Linden Community Plan was initiated as a catalyst and blueprint for change.

COMMITMENT TO NEIGHBORHOODS

Linden has exhibited persistent stagnation in multiple social and economic areas that demonstrate a need for cooperative intervention to address intergenerational challenges. The City of Columbus is experiencing significant economic growth, but that energy and investment has been concentrated in a handful of neighborhoods. Low-income communities, like Linden, the Hilltop, and the Southside, have continued to experience negative trends across indicators: vacant housing, crime rates, distressed market conditions, suppressed retail activity, and others. To begin to address this, the city has created a new policy that reduced tax abatements to developers in areas of high market demand and requires units of affordable housing or a monetary contribution to a fund for affordable housing. Tax abatements will continue in weak-market areas, including Linden, to incentivize new investment.

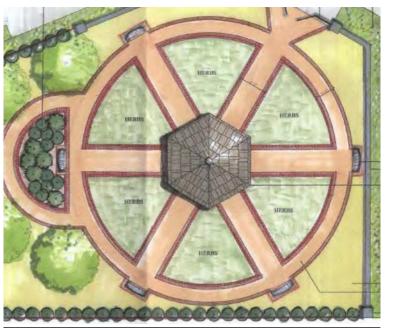
POISED FOR GROWTH

According to the Mid-Ohio Regional Planning Commission, the Central Ohio region is expected to grow by up to 1,000,000 people between 2010 and 2050. A 2015 study called *insight2050* predicts this level of growth will require an additional 300,000 housing units to accommodate the influx of people. What types of housing units will be needed? A recent study by the Urban Land Institute predicts a shrinking demand for larger-lot single family homes (on lots greater than 7,200 sq. ft.) and an increasing demand for smaller-lot detached homes, attached housing, and multifamily housing. Specifically, the study shows demand for an additional 140,000 smaller lot detached homes across all age groups.

This shift in demand from larger-lot to smaller-lot homes could bode well for Linden, a neighborhood with smaller structures on tightly-packed lots. Recent trends in tiny living and minimalism also point to a potentially increasing interest in the typical housing stock of Linden—with an average single-family home size of about 1,000 interior square feet. With its central location, close proximity to employment centers, and affordability, Linden is well-positioned to experience an increased market demand in both residential and retail in the coming years.

Learn more online at getinsight2050.org





Programs like Parcels to Places have encouraged people to transform vacant lots into something fantastic for neighborhoods. This site, at the corner of Kenmore and Cleveland Avenue in Linden, will be a gazebo surrounded by radial paths and herb gardens.



Attractive single-family homes in Linden with well-kept lawns.



	Weinland Park	Italian Village	Clintonville
'16 Sales \$	\$253,259	\$372,006	\$283,330
'16 Appraisal \$	\$215,368	\$314,373	\$265,151
'16 % Difference	15%	15%	6%
'17 Sales \$	\$229,065	\$354,327	\$304,421
'17 Appraisal \$	\$169,931	\$274,969	\$248,603
'17 % Difference	26%	22%	18%



Employment figures obtained from On the Map tool, using 2015 estimates. https://onthemap.ces.census.gov. Source: U.S. Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD) program

*Clintonville boundaries for this comparison: Glen Echo Ravine (south), railroad tracks (east), Cooke Rd. (north), and High St. (west)



WHATISA

COMMUNITY PLAN?

"An embodiment of human aspirations based upon a truly democratic conception..."

Community planning is an approach that seeks to incorporate both physical and social considerations while also relying on guidance from residents and stakeholders throughout the process. The term "community planning" arose around 1919 as "an embodiment of human aspirations based upon a truly democratic conception of legality." In the years following, the Regional Planning Association of America (RPAA) dedicated substantial focus to the integration of physical and social planning.² This period has been characterized as an effort to "create a new institutional framework through which the social architect and planner formulated urban physical and social goals."3

Early efforts at city planning manifested as engineering feats, transportation projects, and zoning classifications—all of which ignored human experiences like employment, recreation, and housing. By the 1920s, in the wake of the Beaux Arts and city beautiful movement, the persistence of social ills prompted a shift in the planning approach. The community planning concept continued to evolve throughout the twentieth century, experiencing a resurgence during the post-war building boom. A 1944 document from the National Committee on Housing urged builders of growing communities to avoid economic segregation and income stratification. In fact, the Committee tied mixedincome housing to the very heart of the nation's democratic founding:

"If democratic health is to be maintained, no community should consist exclusively of a single income group... [D]iversification is an essential element of safety for all concerned—the developer, the owner, the storekeeper, the municipality, the school system and our political system itself."4

More than a decade later, Herbert Marx called zoning a "device for economic segregation" and said that "planners should do all they can to combat these trends as un-American and undemocratic."5 As such, community planning represented an opportunity to create visions of community that were inclusive of different income and social groups-using their input and lived experience to guide the plan.

Many previous planning efforts have quantified the value of communities using financial metrics, home values, and identification of pervasive social or public health conditions. Then, using what proponents of the rational model could term "objective" measures, there became a justification for widespread demolition and population resettlement. Urban renewal is a typical expression of this model, and today is widely panned as contributing to poverty concentration and racial and economic segregation in American cities.

According to Gilbert & Specht (1977), the primary question of the community-driven planning movement asked how to create viable community planning structures that share power and decision-making authority among contending interests. This challenge holds true today. The central tenet of community planning—and of this community plan—asserts that "when people participate directly in determining policies that affect their lives, the decisions are more likely to produce support and commitment than when policies are determined for them."6 The following document demonstrates a commitment to community involvement, resident engagement, and citizen participation that speaks to the community planning model.







^{1.} American Institute of Architects, Proceedings of the Fifty-Second Annual Convention of the American Institute of Architects, (Washington, D.C.: Board of Directors, American Institute of Architects, 1919). 2. Roy Lubove, Community planning in the 1920's: The contribution of the Regional Planning Association of America, (Pittsburgh: University of Pittsburgh Press, 1963), 43.

^{4.} National Committee on Housing, Your Stake in Community Planning (New York: National Committee on

^{5.} Herbert L. Marx, Community Planning (New York:H.W. Wilson Co., 1956), 83-84.

^{6.} Neil Girbert & Harry Specht, Dynamics of Community Planning (Balinger Publishing Co., 1977), 36.

DEMOGRAPHIC CHARACTERISTICS, 1940-2016

	19	940	19	50	19	60	19	70	19	80	19	90	2000 (tracts)	2010 (t	racts)*	2013 (AC	S, tracts)	2016 (AC	S, tracts)	2016 (ACS)) Columbu
			'		'		'		'	LINDEN	NAREA		'				'		'		COLU	MBUS
(# number) (% percent)	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total population	17,266	-	27,070	-	32,543	-	31,799	-	26,233	-	24,002	-	20,711	-	17,628	-	18,120	-	18,079	-	837,038	-
Population density (per square mile)	4,461	-	6,994	-	8,414	-	8,221	-	6,783	-	6,211	-	5,356	-	4,609	-	4,738	-	4,727.7	-	3,854.3	-
African-American	646	3.7%	990	3.7%	5,326	16.4%	15,807	49.7%	16,957	64.6%	16,064	66.9%	14,438	69.7%	12,294	69.7%	12,442	68.7%	11,454	63.4%	234,021	28.0%
White	16,615	96.2%	26,055	96.3%	27,209	83.6%	15,882	49.9%	9,035	34.4%	7,569	31.5%	5,314	25.7%	4,314	24.5%	4,705	26.0%	4,162	23.0%	511,628	61.1%
Other race/multi-racial	5	0.1%	25	0.1%	8	0.01%	110	0.4%	241	1.0%	369	1.6%	957	4.6%	1,020	5.8%	973	5.3%	2,463	13.6%	91,389	10.9
Unemployed (civilian)	583	8.7%	503	4.4%	691	5.3%	535	4.2%	1,288	12.1%	1,138	11.5%	895	10.5%	-	-	-	-	-	12.1%	-	4.82%
Foreign Born	638	3.7%	-	-	654	2.0%	290	0.9%	315	1.2%	279	1.2%	313	1.5%	793	4.6%	538	3.0%	560	3.1%	96,881	11.6%
Housing units	4,774	-	8,043	-	9,792	-	10,050	-	9,440	-	9,118	-	8,681	-	8,639	-	8,759	-	8,731	-	383,071	-
Vacant housing units	94	2.0%	100	1.2%	268	2.7%	384	3.8%	829	8.8%	812	8.9%	988	11.4%	1,874	21.7%	2,261	25.8%	1,926	22.1%	42,803	11.2%
Owner-occupied units	2,343	50.1%	5,946	74.9%	6,495	68.19%	6,163	63.8%	5,425	63.0%	4,711	56.7%	4,276	55.6%	2,982	44.1%	2,687	41.4%	2,442	35.9%	152,966	45.0%
Renter-occupied units	2,337	49.9%	1,997	25.1%	3,029	31.80%	3,503	36.2%	3,186	37.0%	3,595	43.3%	3,417	44.4%	3,783	55.9%	3,811	58.7%	4,363	64.1%	187,302	55.1%
Poverty status (below) families	-	-	-	-	-	-	985	12.8%	-	-	1,919	31.1%	1,254	23.7%	1600	40.4%	1,892	47.1%	1,664	41.6%	29,725	16.3%
Average household size	3.69	-	3.41	-	3.42		-	-	3.05	-	2.89	-	2.69	-	2.61	-	2.79	-	2.66	-	2.46	-
Female householder, no husband	-	-	-	-	-		-	-	-	-	2,723	32.8%	2,589	33.7%	2,363	34.9%	2,336	36.0%	1,713	25.2%	37,280	11.0%
 Median household income	-	-	\$3,646	-	-	-	\$8,804	-	\$11,711	-	\$18,348	-	\$25,378	-	\$20,901	-	\$21,333	-	\$23,934	-	\$47,156	-
Median household income, adjusted to 201	8 dollars**		\$38,456				\$57,730		\$37,311		\$35,698		\$37,265		\$23,909		\$22,962		\$25,040		\$49,336	
Educational Attainment (over 25 y/o)†																						
No schooling	63	0.6%	175	1.10%	138	0.8%	151	1.0%	-	-	-	-	-	-	-	-						
Less than H.S. diploma or equivalent	7,167	70.3%	8,515	54.5%	10,436	59.9%	9,048	57.3%	6,676	49.6%	5,955	43.6%	4,190	35.5%	2,542	26.1%	-	-	2,659	25.0%	61,308	11.2%
High School Gradaute or equivalent	2,174	21.3%	4,350	27.8%	5,063	29%	5,186	32.8%	4,868	36.2%	4,527	33.2%	4,465	37.8%	4,150	42.7%	-	-	4,099	38.5%	140,590	25.8%
Some College	406	3.9%	1,635	10.4%	1,150	6.6%	987	6.3%	1,452	10.8%	2,368	17.3%	2,509	21.2%	2,279	23.4%	-	-	2,983	28.0%	154,068	28.2%
College, 4-year degree or higher	202	2.0%	310	2%	618	3.5%	431	2.7%	450	3.4%	807	6%	657	5.5%	760	7.8%	-	-	905	8.5%	190,111	34.8%

^{* 2010} data a combination of decennial census and ACS 5-year estimates in order to illustrate selected fields.

^{**} Figures adjusted using Consumer Price Index Inflation Calculator at https://data.bls.gov, using January data. The calculator uses the Consumer Price Index for All Urban Consumers (CPI-U) U.S. city average series for all items, not seasonally adjusted. This data represents changes in the prices of all goods and services purchased for consumption by urban households.

A portrait of data of the Linden Community Plan study area for the primary elements of the project:

- Health & Safety
- Transportation
- Housing
- Retail & Small Business
- Education & Workforce

To better understand the current challenges and opportunities of Linden, data from various sources have been collected and illustrated here.



EXISTING CONDITIONS

HEALTH

The Linden community generally exhibits lower health indicators than the Franklin County average. Perhaps most striking, the life expectancy for Linden residents was 8 years shorter than the Franklin County average, according to data from 2015 to 2017 for the 43211 zip code. A figure like this demonstrates the inextricable link between wealth and health in the United States and points to the urgency of interventions to address this disparity.

In addition to a lower life expectancy, Linden demonstrates higher rates of infant mortality, diabetes, asthma, depression, and smoking when compared to the Franklin County average. The rate of asthma is more than three times the county average, while the smoking rate is nearly 25% higher. Research shows that exposure to allergens or irritants such as cigarette smoke, chemicals, mold, or dust at home or in the work place might play a role in adult asthma. There is also a connection between asthma, race and socioeconomic status more generally. A 2014 study noted that African-American children experienced a rate increase for asthma of 50% from 2001 to 2009 and that evidence points to indoor environmental factors as playing a leading role. Data also shows an increased prevelance of diabetes in the Linden community. Diet and exercise play a significant role in diabetes prevention, which indicates that the area could improve opportunities for physical activity and access to healthy food.

1. Christina M. Pacheco, et al. Homes of low-income minority families with asthmatic children have increased condition issues (Allergy and Asthma Proceedings, 2014), Nov-Dec; 35 (6): 467–474.

OPIATE CRISIS

Central Ohio is experiencing a drug epidemic. In 2017, Franklin County experienced an average of 13 EMS runs and 14 emergency room visits for suspected overdose every 24 hours. Additional detail is available in the appendix.

- In 2017, Linden (43211) was the 9th most common zip code of residence for patients who presented to a Franklin County ED for a drug overdose.
- In 2017, Linden had the sixth highest number of EMS runs for suspected drug overdoses in Franklin County.
- In 2017, the death rate for unintentional drug overdose poisionings was four times greater for Linden than for Franklin County.

SELECTED CAUSE OF DEATH & HEALTH HIGHLIGHTS

- In Linden, rates of deaths due to cancer, heart disease, and chronic lower respiratory disease were significantly higher than in Franklin County.
- Linden's life expectancy was nearly 8 years shorter than Franklin County according to 2012-2016 data. Linden (43211) was 70 years, compared to 77.9 for the county.³ Differences among specific communities are more pronounced. Upper Arlington and New Albany, for example, have life expectancies between 81.7 and 84.2.⁴

INFANT MORTALITY

According to data from 2012-2016, the infant mortality rate in Linden is more than twice that of Franklin County (16.5 vs. 8.1 per 1,000 live births). Percentages of low birth weight, preterm birth, teen births, and smoking during pregnancy are also significantly higher. In June 2014, the



Greater Columbus Infant Mortality Task Force released eight recommendations to reduce the alarming rate of infant mortality and to cut the racial disparity in half by 2020. These recommendations can be found in the appendix of this plan and at celebrateone.info.

CelebrateOne was created in November 2014 to carry out these eight recommendations. Since then, multiple partner organizations have worked alongside CelebrateOne to improve birth outcomes in Linden. One particular program, the Community Connector Corp, has trained three Community Connectors from the Linden area to serve the residents of Linden, with another serving Linden as part of the Moms2B program. As a result of this work, and that of Linden's many other community partners, the area's infant mortality rate decreased from 21.5 from 2007-2011 to 16.5 from 2012-2016. A mobile application (Celebrate Linden) is also available to connect women to health care options, with incentives for participating in community events.

Franklin County
8.1
9.1%
13.0%
5.6%
11.6%

	Linden	Franklin County
	Age-Adjusted Death Rate* per 100,000	Age-Adjusted Death Rate* per 100,000
Heart Disease	289.7	181.8
Cancer	261.4	177.4
Accidents	126.5	57.1
Chronic lower respiratory disease	78.9	48.1
Homicide	56.7	11.0

Leading Cause of Death, 2015-2017

ΑII

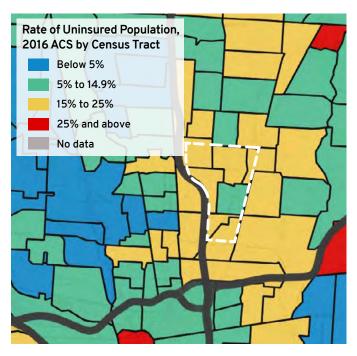
Source: Ohio Vital Statistics System, Analyzed by Columbus Public Health, Office of Epidemiology. 2015-2016 finalized and 2017 preliminary. Notes: Leading Causes of Death are based on the number of deaths within the designated time period. For this table, the Leading Causes for LInden (43211) are presented with the Franklin County ADR as comparison. *Age-adjusted Death Rate gives the number of deaths per 100,00 population. This is a way to standardize death rates to minimize the effects of differences in age compositions when comparing the death rates for different populations.

1,336.9

872.3

INSURANCE

Linden has a relatively typical rate of uninsured population, with an average of 16.29% of uninsured people across the area's seven census tracts. The highest rate is 18.2% uninsured, in census tract 9.2 around the intersection of Linden and Myrtle Avenues. The county average is 11.3%, which puts Linden nearly 5% higher.



FINANCIAL ACCESS

The stability, security, and agency provided by access to resources is part of a holistic view of health and wellness. The stress of being underresourced, underfed, or unable to pursue opportunity due to poverty is a contributor to poor health outcomes. The 43211 zip code contains one financial institution, a PNC Bank branch at 2700 Cleveland Ave., at the intersection of Weber Rd. In 1960, the Linden area had nine financially-related businesses according to a study of city directories. For comparison, the 43214 zip code, which includes most of Clintonville, has 13 bank locations. While there is not available data to illustrate the individual financial security of households, there is a sense that many people in the Linden neighborhood are "unbanked," meaning they rely on cash, payday lending, money transfers, and other more informal systems.

2. Online search for FDIC institutions using https://www5.fdic.gov/idasp

^{3.} Ohio Vital Statistics System. 2012-2016. Analyzed by Columbus Public Health, Office of Epidemiology. Note: Life expectancy is the average expected number of years of life remaining from a given age, in a given population, according to the current mortality experienced (age-specific death rates) of persons in the same population. It is most often expressed as years from birth. Based on life expectancy caluclations by Chiang-SEPHO and Shian-Stats UK worksheets.

^{4.} Kirwan Institute report, 2015. http://www.dispatch.com/article/20150311/NEWS/303119819

MENTAL HEALTH

According to 2014 data from the Central Ohio Hospital Council, there were 6,789 residents from the 43211 zip code treated and released from area emergency departments for a mental health condition. That is 4.2% of all emergency psychiatric visits—the 9th highest out of 52 zip codes.

Data from the Alcohol, Drug, and Mental Health Board (ADAMH) of Franklin County show that many Linden residents are traveling significant distances to access treatment. In 2017, the majority of patients were receiving services in the 43201, 43223, or 43215 zip codes. However, 163 residents of the 43211 zip code received services in the 44691 zip code in Wooster—more than 90 miles northeast of Columbus. The most common treatments for 43211 residents in 2017 were Community Psychiatric Support, followed by Acute Adult Outreach and Engagement, and Pharmacologic Management (See additional visit type data in appendix).

CARE AT SCHOOL

Since 2016, a partnership between Nationwide Children's Hospital (NCH) and Columbus City Schools has allowed 900 students to receive medical attention on-site at Linden-McKinley and KIPP. During the school year (2017-18), the clinic was available at Linden-McKinley on Thursdays and Fridays, 7:30am-3pm and at KIPP on Mondays and Tuesdays, 8:30am-4pm. A mobile unit also visits school, typically with a regular schedule with additional visits added as needed. During the 2017-18 school year, the mobile unit visited East Linden Elementary and Windsor STEM Academy at least once a month for a half-day. Across on-site and mobile clinics, the most popular services were well child checks, immunizations, and sports physicals. On occassion, NCH also provides programming in schools, like "Lunch and Learns" on health topics and "Prepping for Prom".

FOOD ASSISTANCE

The Linden planning area has no full-service grocery store. The average of all households receiving Supplemental Nutrition Assistance Program (SNAP) benefits in Linden is 46.5%, with a total of 3,097 households. This compares with just 17.4% of households in the City of Columbus and 14.6% across the county.

Households Receiving SNAP Food Assistance, 2016—Linden Census Tracts						
Area	# households	# receiving SNAP	% receiving SNAP			
Linden	6,805	3,097	46.5%			
City of Columbus	340,268	59,168	17.4%			
Franklin County	489,010	71,420	14.6%			

HEALTH & WELLNESS CENTERS - SERVICES

1 Nationwide Children's Primary Care Center Nutrition programs, sick care, well visits,

Nutrition programs, sick care, well visits, immunizations, women/infants/children, social services, specialized asthma/obesity/ADHD programs, contraceptives, teenage pregnancy program, resources for parents

2 Ayesu Health Plus / Cleveland Ave. Dental / Trio Pharmacy

Allergy testing, EKG/ECG, hearing, pulmonary tests, vaccines, immunizations, walk in clinic, prescription delivery

3 Dr. Corbitt Chester, DDS General Dentistry

4 St. Stephen's Community House PrimaryOne Health, CelebrateOne, emergency food, OhioHealth Food and Nutrition Center

Federally Qualified Health Center

6 Healthland Pharmacy

Full service pharmacy specializing in HIV/AIDS, diabetes, pain management, and chemotherapy

6 Concerned Providers Care

Home health care services, family planning centers, outpatient mental health and substance abuse center, general outpatient care center, residential mental retardation facility, home for the elderly, youth services, services for the elderly and persons with disabilities, temporary shelter, community housing services

Grace in the City - Hardin Clinic

Primary care, vision, oral, behavioral, prescription assistance. Services offered free of charge.

8 Linden McKinley STEM Academy

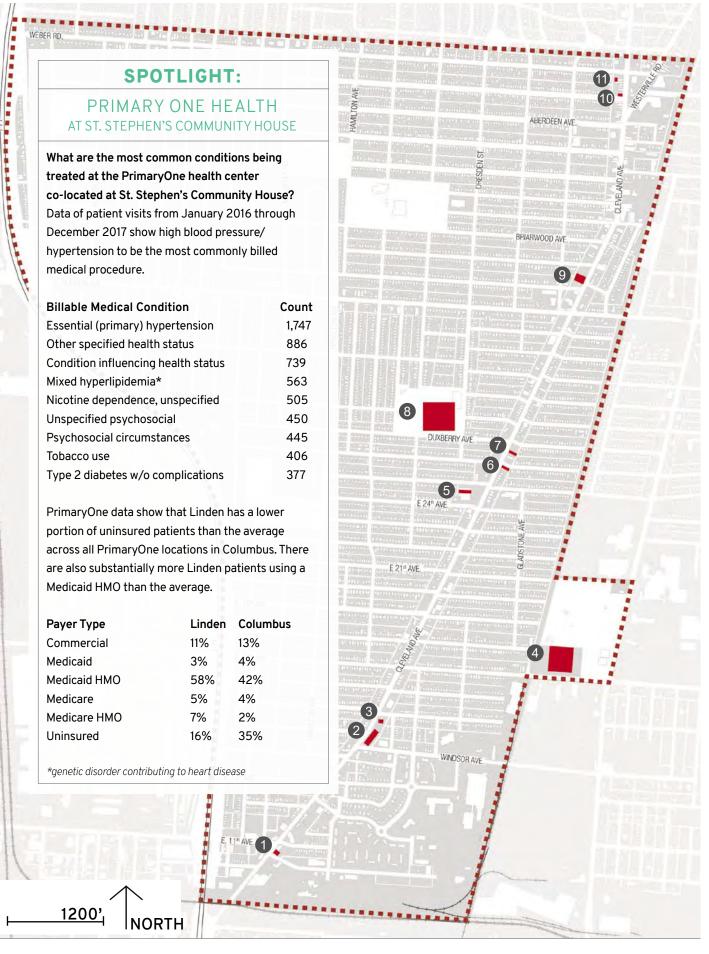
Sick appointment, exams/physicals, asthma therapy, teens, counseling and crisis support Partnership with Nationwide Children's, accepts any Columbus City Schools Student

Use a second of the second

General physical, women's care, family practice, immunizations, referrals, specialist, chronic disease management, substance abuse, elderly care, lab, pharmacy w/ delivery, dental, transportation

10 Potaraju Family Dental General Dentistry

11 Aya DentalGeneral Dentistry



More detailed data by census tract in appendix

PARKS & RECREATION

The Linden neighborhood has 60.13 acres of parkland, with additional greenspace around educational institutions. With a population of about 18,000, that amounts to .003 acres per person for the study area—or .006 acres per 10,000 people. Put another way, there are about 300 people served per park acre in Linden. The standard for parkland is one park per 2,114 residents; or 10.1 acres of parkland per 1,000 residents. On the first measure, Linden would need 8.5 parks. On the second, Linden would need 181 acres of parkland.

Much of the neighborhood is within a 10-minute walk of a park, though the west-central zone near Hamilton School and east-central zone near Maynard and Cleveland Ave. are further than a 10-minute walk. There are two recreation center: Douglas Recreation Center at Windsor Park in the south and Linden Park Recreation Center in the north.

An analysis of public trees in Columbus neighborhoods reveals that Linden is on the low-end for the number of public trees per acre, at 2.2. This does not include private trees planted by property owners or other groups. The most common public tree in Linden is the Freeman Maple, with an average tree diameter of 9.2 inches across all tree species. The rate of tree diversity—a measure of the number of unique trees per 100 trees—is also rather low, at 4.4 compared to 13.5 in Victorian Village.*

Audubon Park - 8.74 Acres

Soccer fields, basketball court, tables, playground, shelter house

Linden Park - 19.68 Acres

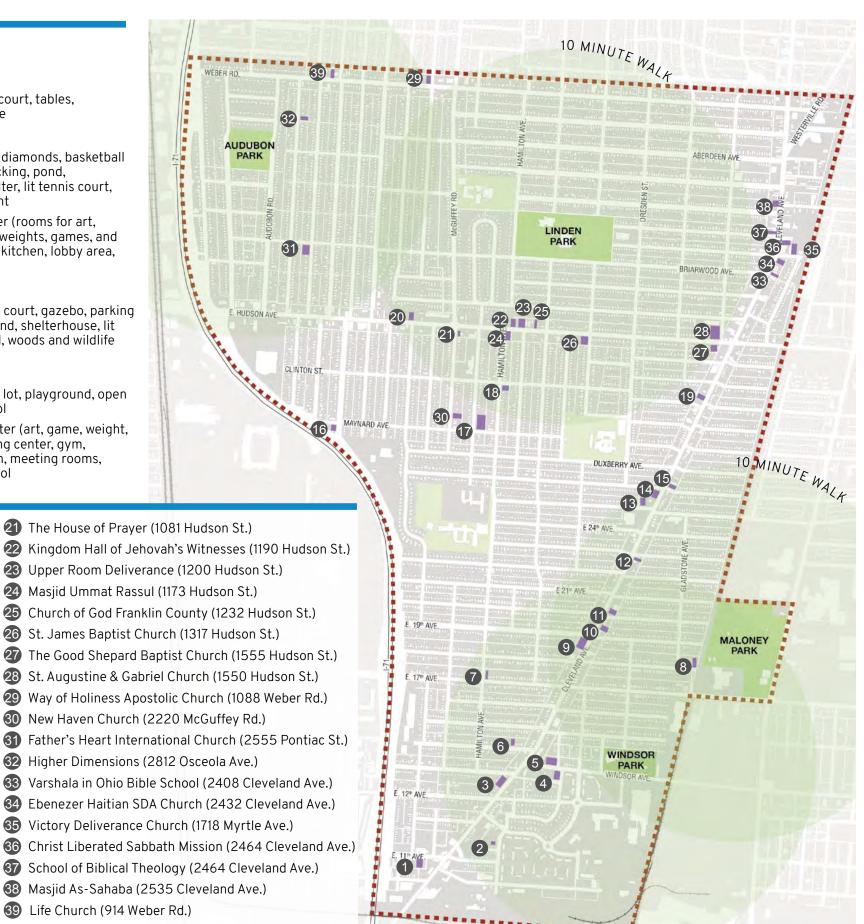
- Athletic field, non-lit ball diamonds, basketball court, parking lot, picknicking, pond, playground, open air shelter, lit tennis court, outdoor fitness equipment
- Linden Community Center (rooms for art, ceramics, dance, fitness, weights, games, and gymnastics; gymnasium, kitchen, lobby area, parking lot)

Maloney Park - 25.38 acres

Athletic fields, basketball court, gazebo, parking lot, picknicking, playground, shelterhouse, lit tennis court, walking trail, woods and wildlife

Windsor Park - 6.33 Acres

- Basketball court, parking lot, playground, open air shelter, swimming pool
- Douglas Community Center (art, game, weight, and billiards rooms, boxing center, gym, gymnastics room, kitchen, meeting rooms, parking lot, swimming pool



RELIGIOUS **GROUPS**

Linden is a very active religious community, with at least 39 identified groups located in the neighborhood. The level of activity of some groups varies, but there is undoubtedly a strong religious element in the area.

There are 145 parcels in the Linden Community Plan area owned by religious organizations. This amounts to about 2.4% of the total acreage of the planning area.

The religious group owning the largest number of parcels and largest acreage is Greater Liberty Temple (#5 on the map), with 11 parcels totalling 2.06 acres.

*Full tree data in appendix

- 1 Linden Life Fellowship (877 E. 11th Ave.)
- 2 Eliezer Church of Christ (1413 St. Clair Ave.)
- 3 Traveller's Rest Baptist Church (1533 Cleveland Ave.)
- 4 Royal Christ Group (1155 Windsor Ave.)
- **6** Greater Liberty Temple (1103 Windsor Ave.)
- 6 Holy Temple Church of God (1072 E. 14th Ave.)
- Mt. Lebanon Baptist Church (1035 E. 17th Ave.)
- 8 House of God Church (1428 E. 18th Ave.)
- 9 New Journey Christian Ministries (1763 Cleveland Ave.)
- 10 Greater Works Church of God (1790 Cleveland Ave.)
- 11) Living Waters Christian Fellowship (1824 Cleveland Ave.)
- 12 C.R.A.C.K. House Ministries (1910 Cleveland Ave.)
- 13 Fresh Oil Christian Center (1324 E. 25th Ave.)
- 14 Bethel AME Church (2021 Cleveland Ave.)
- 15 Sound Doctrine Baptist (2040 Cleveland Ave.)
- 16 Revival Covenant Church (827 E. Maynard Ave.)
- Maynard Ave Baptist Church (2210 Lexington Ave.)
- 18 Praise Temple Holiness Church (1159 Clinton Ave.)
- 19 The Elevation Church (2139 Cleveland Ave.)
- 20 New Palestine Baptist Church (1000 Hudson St.)

- 21 The House of Prayer (1081 Hudson St.)
- 23 Upper Room Deliverance (1200 Hudson St.)
- 24 Masjid Ummat Rassul (1173 Hudson St.)
- 25 Church of God Franklin County (1232 Hudson St.)
- 26 St. James Baptist Church (1317 Hudson St.)
- 27 The Good Shepard Baptist Church (1555 Hudson St.)
- 28 St. Augustine & Gabriel Church (1550 Hudson St.)
- 29 Way of Holiness Apostolic Church (1088 Weber Rd.)
- 30 New Haven Church (2220 McGuffey Rd.)
- 31 Father's Heart International Church (2555 Pontiac St.)
- 32 Higher Dimensions (2812 Osceola Ave.)
- 33 Varshala in Ohio Bible School (2408 Cleveland Ave.)
- 34 Ebenezer Haitian SDA Church (2432 Cleveland Ave.)
- 35 Victory Deliverance Church (1718 Myrtle Ave.)
- 36 Christ Liberated Sabbath Mission (2464 Cleveland Ave.)
- 37 School of Biblical Theology (2464 Cleveland Ave.)
- 38 Masjid As-Sahaba (2535 Cleveland Ave.)
- 39 Life Church (914 Weber Rd.)

SAFETY

Crime and safety are one of the most persistent and critical issues plaguing the Linden community. The perception of the Linden area as an unsafe community detracts from the reputation of the neighborhood, deters investment and new residents, and unfairly characterizes the entire community. In 2017, the Linden community experienced six homicides. There have also been police-involved incidents that have raised the issue of community-police relations and put a spotlight on the Linden neighborhood. Due to incidents like these and historical factors, there is a particular need for positive police-community relations in the area. A strong program of resident-driven opportunities to build a strong foundation of communication and informal interaction for police officers should be considered.

An analysis of police reports shows that the most common type of property crime in Linden from 2013 through 2017 was Burglary/Breaking & Entering. Within that period, the peak year was 2014 with 532 reports in the neighborhood. In 2017 the reported figure declined to 446. The most common violent crime in the Linden community planning area is robbery, with 116 in 2017. Assaults are the next common with 92, followed by 28 sex offenses and 6 recorded homicides in 2017.



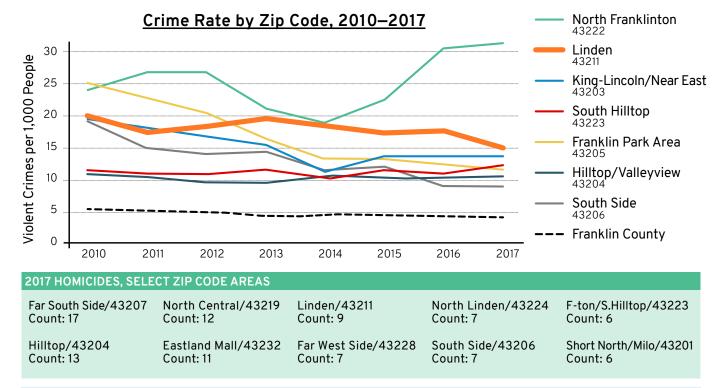
Mose's One Stop Shop was found in violation of liquor sales and illegal drugs were being sold on the premises.



A to Z Market was found in violation of liquor sales and illegal drugs were being sold on the premises.

CRIME RATE

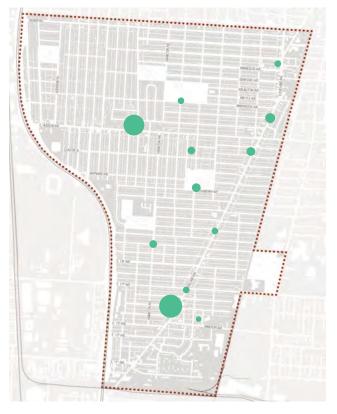
In order to compare the crime rate in Linden (43211 zip code) to other areas, the population of the area must be considered. For example, if 10 crimes occur in a place with 100 people, the rate would be 10%. If 10 crimes occur in a place with 1000 people, the rate would be 1%. The crime rates for select Columbus neighborhoods are displayed below by violent crime per 1,000 residents. This allows or comparison across neighborhoods with differing populations.



LOCATIONS WITH RECURRING CRIME

Looking at 2016 violent crime data from the Columbus Division of Police, some locations in Linden experienced multiple incidents in the same year. The locations shown in the map (right) had at least five recorded violent crimes in 2016. The highest figure was 21, near the intersection of Cleveland Avenue & E. 15th Avenue—followed by 13 incidents at Hudson St. and McGuffey Rd.

Areas with high numbers of incidents can be targeted as nuisance properties by the Columbus Division of Police and the Columbus City Attorney's office. In some cases, high-crime properties can be closed temporarily or permanently, depending on the legal circumstances.



NUISANCE ABATEMENT

When properties are dangerous to public health and safety, the Columbus City Attorney can go through a legal process to identify and track issues, and eventually take action against the owner and operators of businesses—a process called nuisance abatement. The Ohio Revised Code lists issues and activites that can be declared a public nuisance, such as felony drug activity or underage controlled substance sales. The city needs to verify that the nuisance conditions exists at the property in question, which it typically does with the assistance of the Columbus Police Department. If the property is declared a nuisance, it can be boarded up. The period of the board-up can vary by case, and after the board-up period ends the property must be brought up to all applicable codes: health, code enforcement, fire, safety, etc. Three properties in the Linden Community Plan area have been through the nuisance abatement process in recent years. All have been boarded-up due to drug sales and liquor violations.

NUISANCE BUSINESSES IN LINDEN

Eagle Market / 1464 Cleveland Avenue Reason: drug sales/use and liquor violations Board-up expired in Dec. 2017.

Moses Carry Out / 1609 Cleveland Avenue Reason: drug sales/use and liquor violations Board up expired 6/1/18

A to Z Market / 1015 E. Hudson Street Reason: drug sales/use and liquor violations Case is pending—temporary board-up in place

Source: Columbus City Attorney



The Eagle Market was found in violation of liquor sales and illegal drugs were being sold on the premises. Police responded to more than 100 calls in 2016 at the market.*

^{*}http://www.nbc4i.com/local-news/court-orders-shutdown-of-notorious-south-linden-carryout/1065094943

CRIME MAPS

The Columbus Division of Police collects data for incidents that police officers respond to. The information collected includes: type of offense, date, approximate location (usually zip code), part of Ohio law that the offense falls under, and whether the incident was completed or attempted. Keep in mind that crime statistics only represent criminal activity reported to or investigated by police.

The heat maps shown here display the density of violent and property crime by using aggregate data from 2013 through 2017. The darker color areas of the map indicate a higher occurence of crime in that area compared to lighter areas of the map.

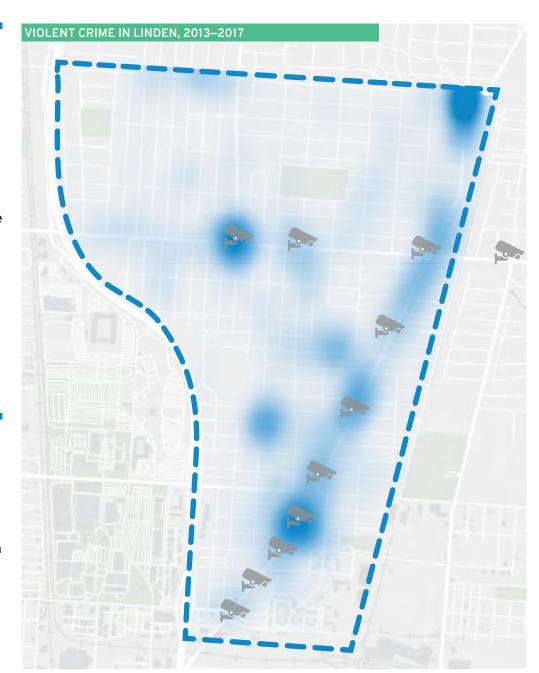
According to the violent crime map, incidents are clustered around the intersection of (1) Hudson & McGuffey, (2) Cleveland & Weber, and (3) along the Cleveland Avenue corridor. The property crime map shows less isolated occurences, but the area near Hudson and I-71 displays a notable rate of occurences.

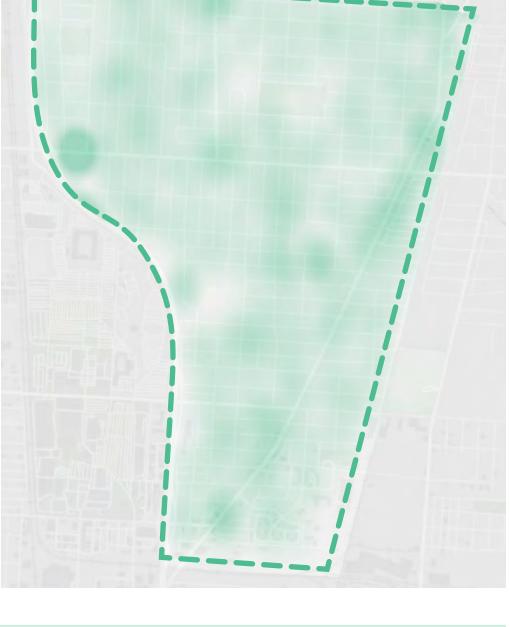
911 CALLS

Emergencies reported to police dispatchers can help portray the types of issues encountered in the community. The most common type of 911 call from the Linden community is "disturbance," a general term for when precise details of an incident are unknown. When considering the citywide statistics, the most over-represented call types in Linden are "Person with a gun" and "Shots fired."

The two most prominent geographic clusters of all types of 911 calls are at the Family Dollar at E. Hudson and I-71 and at the intersection of Cleveland Avenue and E. Weber Rd.

Top Ten 911 Call Types, Linden and Columbus, 2017					
	Lin	iden	Columbus		
Type of Call	# of Calls	%	# of Calls	%	
Disturbance*	3,187	16.4%	64,679	15.3%	
Unknown Complaint	1,194	6.1%	24,979	5.9%	
Burglary Alarm†	1,159	6.0%	36,867	8.7%	
Domestic Dispute*	1,085	5.6%	16,322	3.9%	
Domestic Violence*	1,076	5.5%	17,084	4.0%	
Information / Assistance†	673	3.5%	18,518	4.4%	
Theft Report	584	3.0%	13,192	3.1%	
Person With A Gun*	562	2.9%	6,314	1.5%	
Fight*	545	2.8%	7,205	1.7%	
Suspicious Person†	528	2.7%	16,871	4.0%	
*Indicates a higher than expected	†Indicates a lov	ver than expected (occurence		





PROPERTY CRIME IN LINDEN, 2013-2017

Location of police cameras shown above.

INCARCERATION

The Ohio Department of Rehabilitation and Correction (ODRC) provided the number of commitments statewide and from the Linden area zip code (43211) upon entry into ODRC by fiscal year since 2008. Consistent with statewide figures, the Linden area has had a declining number of commitments over the past decade. From a height of 200 in 2008 to last year's low of 91, the neighborhood is losing less of its population to the correctional system today than in the recent past.

Commitments* to ODRC, FY 2008-2017						
	Statewide	Linden Area (43211 Zip Code)				
Fiscal Year	Rate Per 1,000	Linden Commitments	Rate Per 1,000			
2008	1.8539	200	6.7685			
2009	1.7759	198	6.7008			
2010	1.6430	182	6.1594			
2011	1.5191	137	4.6479			
2012	1.3704	160	5.1582			
2013	1.4116	114	3.5552			
2014	1.4138	113	3.6016			
2015	1.3853	114	3.8442			
2016	1.3622	109	3.5291			
2017	1.3781	91	2.9463			

^{*}Commitment means the intake of inmates into Ohio Dept. of Rehabilitation and Corrections. More detail in appendix.

EDUCATION

The Linden community has a wide variety of educational assets. From continuing adult education to pre-kindergarten to traditional public schools, there are an array of options for families.

The default public education option for Linden families is the Columbus City Schools feeder pattern, which directs students from a geographically-assigned elementary school through to a district-based secondary school. Most of the study area is directed through Hamilton, Windsor, and Linden elementaries (kindergarten through grade 6) through to Linden McKinley (grade 7 through 12). Outside of the study area, South Mifflin Elementary School also feeds into Linden McKinley. Part of the western portion of Linden is directed to Como Elementary School, which flows to Dominion Middle School and Whetstone High School-the same feeder pattern as the north side and Clintonville.

In addition to the feeder pattern pathway, there are alternative options for students in Linden to attend Columbus City School facilities outside of the neighborhood. Students in the 43211 zip code attend 102 different CCS facilities throughout the city. Some of these are traditional schools, while some are specialized education-like Hubbard Mastery School, Arts Impact Middle School, and Columbus Africentric.

Another alternative to attending Columbus City Schools is the EdChoice Scholarship program, which allows students in qualifying school zones to attend a nonpublic school using a publicly-funded tuition voucher. For the 2016-2017 school year, there were 287 students in the 43211 zip code using an EdChoice voucher. In total, there are 3,916 students residing in the 43211 zip code attending 102 Columbus City School facilities and 29 nonpublic facilities with vouchers. With voucher and open-enrollment options, the number of Linden students attending Linden McKinley STEM Academy is dramatically reduced. As of September 2018, "71 percent of the students assigned to Linden-McKinley based on their addresses opt not to go there."1

1. Bill Bush, "Residents opposed to closing Linden-McKinley HS," Columbus Dispatch, Sep 10, 2018.

HAMILTON ELEMENTARY

Built in 1954. Hamilton Elementary has an enrollment of 478 and is currently the site of an initiative led by the College of Social Work at Ohio State.

WINDSOR ELEMENTARY



Linden STEM Academy was built in 2004 and serves kindergarten through 6th grade students. An elementary school has been on this site since 1890.

LINDEN PARK CENTER



Windsor STEM has an enrollment of 427 students. The school was built in 1959 as part of the original Windsor Terrace project.



The Linden Park Early Childhood Education Center was previously Linden Park Elementary, until 2007 when it was leased by KIPP: Columbus.



Established in 1978, Columbus Alternative High School is highly ranked and offers Advanced Placement and International Baccalaureate curriculum.



Built in 1927, Linden McKinley was the community's original high school. It was renovated and expanded in 2011 adding 74,805 sq. ft of space.

KEY FIGURES ABOUT PUBLIC K-12 EDUCATION IN LINDEN

- Enrollment at Linden Elementary dropped by 13.6% between 2005 and 2016.
- Enrollment at Linden McKinley High and 2016.
- Enrollment at Columbus Alternative High School grew by 30.3% from 2005 to 2016.

Count Percent Count Percent Population 25 Years and Over: 10,646 546,077 Less than High School 2.659 25.0% 61.308 11.2% High School Graduate (Includes GED/Equivalency) 4,099 38.5% 140,590 25.8% 2,983 Some College 28.0% 154,068 28.2% Bachelor's Degree 697 6.6% 124.874 22.9%

178

Linden

1.9%

City of Columbus

11.9%

65,237

There are multiple specialized public education facilities in Linden. The Linden Park Neighborhood Early Childhood Education Center opened in October 2016 with six classrooms as a partnership between Columbus City Schools, the City of Columbus and two providers, Columbus Early Learning Centers and Child Development Council of Franklin County. There is a full-time Parent & Family Engagement coordinator on site who works with families in all aspects of preparation for Kindergarten and before school and after school care is provided by Columbus Early Learning Centers on-site. If eligible, Title XX can be utilized for the cost of this before and after care.

Columbus Alternative High School is a lottery-based facility founded in 1978. Lastly, the Adult & Community Education Center is located at 2323 Lexington Avenue, in the former Hudson Elementary School building. The facility offers the ASPIRE program—a curriculum with free English for Speakers of Other Langauges (ESOL), High School equivalency and postsecondary preparation, and career training for adult learners. It also offers training to become a Licensed Practical Nurse (LPN).

Highest Educational Attainment, 2016 Census ACS

Master's Degree or Higher

- School dropped 6.3% between 2005
- Enrollment at Hamilton Elementary grew by 122.3% from 2005 to 2016.
- Enrollment at East Linden and Windsor Elementary grew by about 50% between 2005 and 2016.
- See full data in appendix.

Select Characteristics of Public Schools in the Linden Community Plan Area, 2016-2017

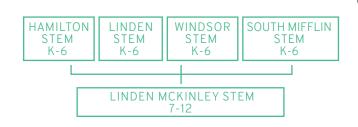
	Enrollment 2016-2017	Building Utilization [†]	K3 Literacy Percent	4 Year Grad Rate 2016	5 Year Grad Rate 2015	Attendance Rate, 2016-2017	Chronic Absenteeism*, 2016-2017	Report Card in Achievement, 2016-2017
Columbus City Schools Average	-	94%	23%	71.3%	79.4%	89.8%	36.3%	
Hamilton STEM Academy (K-6)	478	86%	17.8%	n/a	n/a	85.6%	59.6%	F
Linden STEM Academy (K-6)	464	89%	14.3%	n/a	n/a	86.1%	55.6%	F
Linden-McKinley STEM Academy	639	_	n/a	55.4%	57.3%	80.3%	72.2%	F
Columbus Alternative High School	796	_	n/a	94.4%	95.3%	91.7%	31.9%	D
Windsor STEM Academy (K-6)	427	76%	3.1%	n/a	n/a	83.3%	66.6%	F

*Ohio defines chronic absenteeism as missing 10 percent or more of the school year for any reason. A student is chronically absent if he or she misses as few as two days of school a month. For example, 2 days per month x 9 months = Chronic absence.

†Building utilization rate only for elementary schools calculated based on 4-year enrollment

MAJORITY LINDEN COMMUNITY FEEDER PATTERN

The majority of Linden is covered under this feeder pattern, where students attend one of three K-6 schools that all feed into Linden McKinley 7-12.



PARTIAL LINDEN FEEDER PATTERN

Part of Linden is under this feeder pattern, separating Como Elementary students from the rest of the neighborhood.



Students living in the Linden area (43211 zip code) attend 102 different Columbus City School facilities throughout the district. The feeder pattern for most of Linden was re-adjusted to account for declining enrollments. In 2007, Linmoor Middle School was repurposed and became Columbus Global for English Language Learners until 2015 when it closed to become administrative offices. Hudson Elementary was closed in 2005, also due to low enrollment, and the Adult Vocational programs formerly at North High School were moved into the facility. Linden Park Elementary closed in 2007 and the building was rented by KIPP: Columbus until 2016, when it became the Linden Park Early Childhood Education Center with pre-K classrooms.

Columbus Alternative High School is located in Linden and admission is through a random draw lottery based on no qualifications other than space availability at the grade level. There are selective admissions for 50 students at the 9th grade level based on grades and test scores. All other students have their names drawn randomly through the lottery with no criteria.

In 1959, Linden McKinley High School had a graduating class of 319.1 In 2017, just 56 out of 101 seniors graduated.2 In 1970, Linden McKinley High School had a student body of 1,750.3 Today, the school serves grades 7 through 12 and has just 639 students.4

CCS Facilities Attended by more than 50 Students Residing in 43211 Zip Code, 2017-2018

Residing in 43211 Zip Code, 20	117-2010
School Name	# of Students Attending
Linden-McKinley STEM*	367
Hamilton STEM Academy*	360
Linden STEM Academy*	261
Windsor STEM Academy*	222
Como Elementary*	162
East Linden Elementary*	158
Mifflin Middle	122
Mifflin High School	103
Whetstone High School*	95
Columbus North International	64
Dominion Middle*	62
Hubbard Mastery School	62
Oakland Park Elementary	61
Duxberry Park Elementary*	58
South Mifflin STEM*	58
Arts Impact Middle School	53
Columbus Africentric K-8	52

12

14

15

WHETSTONE H.S. LINDEN 9 to 12 K to 6 171 **DOMINION** 15 11 6 to 8 9 23 COMO K to 5 . HUDSON ST. 13 8 8 CLINTON S LINDEN MCKINLEY 7 to 12 6 6 **HAMILTON** K to 6 20 17 21 Central Ohio Child Care CDC Linden Park Head Start 3 Cambridge Day Care Little Gems Learning Place[†] A Better Choice Childcare **WINDSOR SOUTH MIFFLIN** K to 6 K to 6 18 2 14 NORTH

K-12 SCHOOLS

- Harambee Christian School
- Windsor STEM Academy[†]
- 3 **Options for Success**
- Hamilton STEM Academy
- Sonshine Christian Academy[†]
- Linden McKinley STEM High School
- Columbus City Schools Adult & Community Education
- Midnimo Cross Cultural Middle School
- 9 Columbus Alternative High School
- Linden STEM Academy[†]
- 1. Columbus Sunday Dispatch. June 7, 1959. Page 33A.
- 2. Ohio Dept. of Education Data Portal.
- 3. Columbus Dispatch, Thursday, Jan. 13, 1972. Page 7A. Provided by Columbus Metropolitan Library, Local History & Geneaology Section.
- 4. Ohio Dept. of Education Data Portal.
- † Step Up to Quality rated

CHILDCARE & EARLY LEARNING CENTERS

- Elite Academy Center
- Giggles and Blessings Learning Center[†]
- St. Stephen's Community House
- 4 Brightside Academy
- Safe Haven Daycare & Learning Center[†]
- 6 Hoggy's Playpen North
- New Era Academy
- Love and Hope Child Care Center
- Linden Park Early Childhood Education[†] CDCFC Linden Park Head Start[†] Columbus Early Learning[†]
- 10 Children R Us

^{*}School is in 43211 zip code feeder pattern

SCHOOL CHOICE IN LINDEN

From 2014 to 2018, students who lived in the 43211 zip code were enrolled in 37 different charter and religious schools using the EdChoice Voucher Scholarship program. In 2018 there were 287 EdChoice scholarships given to students in the 43211 zip code.

There are other educational options for children in Linden not reflected by EdChoice vouchers or Columbus City Schools enrollment. KIPP Columbus is one example of a free community school that offers admission via an annual blind lottery process with no admission requirements. The school began with about 50 students in the 5th grade in 2008 on Myrtle Avenue near Linden Park and has grown to serve nearly 1,400 students ranging from 6 weeks old to 10th grade. As measured by the Ohio Department of Education, KIPP Columbus had the highest amount of academic growth in 2016-2017 of any open-enrollment urban school in the state. In the 2017-2018 school year, KIPP enrolled 279 students from the 43211 zip code. This represents a significant portion of their student enrollment.

Another K-12 educational option is homeschooling. Data for the number of homeschooled students in the 43211 zip code could not be gathered for this report, but there are likely some students being homeschooled in the area.

Nonpublic Schools Enrolling more than Ten Students Residing in the 43211 Zip Code, 2018

Nonpublic School	2018 Student Count
St. James The Less	47
Harambee Christian	38
Sonshine Christian Academy	32
Columbus Adventist Academy	17
St. Francis De Sales	16
Cristo Rey Columbus High School	14
St. Matthias	13

School Enrollment and Facilities Attended by Students Residing in 43211 Zip Code, Year 2017-2018

	# of schools attended	Student Count	Student Percent
Columbus City	102	3,629	92.7%
EdChoice Voucher	29	252	7.3%
TOTAL	131	3,916	100%





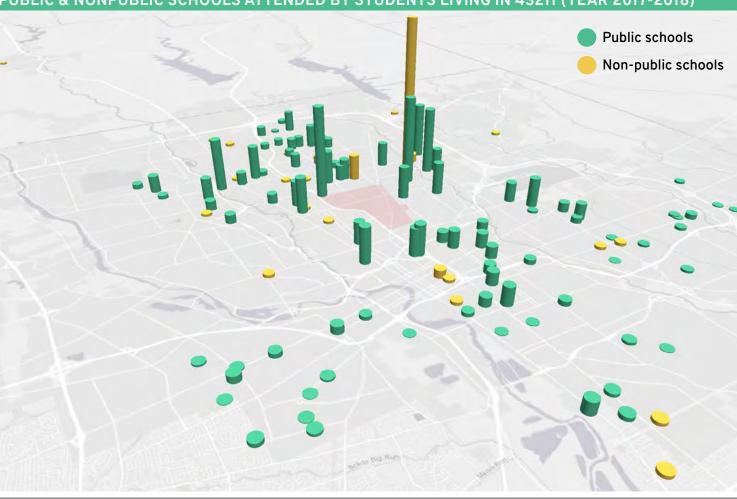








PUBLIC & NONPUBLIC SCHOOLS ATTENDED BY STUDENTS LIVING IN 43211 (YEAR 2017-2018)



The size of the cylinder corresponds to the share of Linden students attending school at that location.

SPOTLIGHT: KIPP: COLUMBUS

KIPP, the Knowledge is Power Program, is a national network of free, open enrollment, college preparatory schools dedicated to preparing students in underserved communities for success in college and life.

There are over 209 KIPP schools in 20 states and the District of Columbia serving over 88,000 students. Some students are enrolling in college at a rate of nearly 80%, doubling the rate of community averages. KIPP alumni are graduating from college at four times the national average for low-income students. Founded in 2008, students at KIPP Columbus Early Learning Center, Primary, Elementary, Middle and High learn on a 124-acre campus in Northeast Columbus near the intersection of Agler and Sunbury Roads.

All kids are able to attend, and there are no admissions requirements. Because more students apply than the number of spots available, they hold a yearly blind-lottery for enrollment. In the 2017-2018 academic year, 279 students from the 43211 zip code attended KIPP.



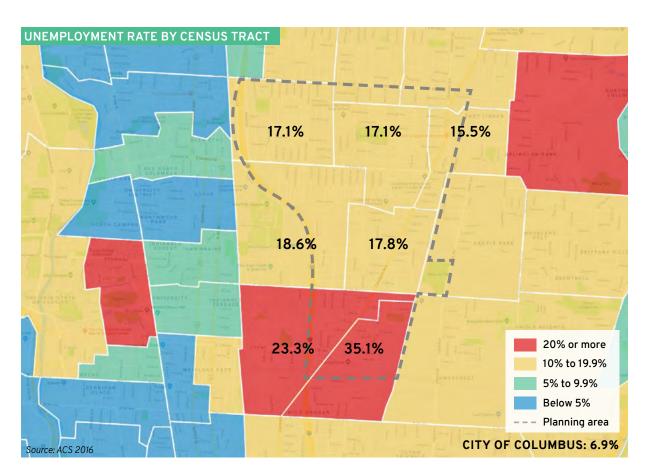
Students at KIPP from 43211 Zip Code					
School Year	# of Students				
2013-2014	98				
2014-2015	178				
2015-2016	193				
2016-2017	231				
2017-2018	279				

EMPLOYMENT

Linden residents experience difficulty obtaining employment, as demonstrated by the neighborhood's average unemployment rate of 12.8%. The average unemployment rate in the city is 4.8%, while one census tract in Linden has an unemployment rate of 22.8%. In addition to unemployment, there are a significant number of people in Linden who are not even in the labor force, and nearly 20% of workers have a disability.

The vast majority of the working population leaves the neighborhood for employment—just 46 people both live and work in Linden, according to 2015 data. The neighborhood supports about 1,771 primary jobs within its boundaries. The largest share of jobs in Linden are related to education services (31.6%), followed by manufacturing (17.8%).

In contrast, the primary employment sector of Linden residents is Health Care and Social Assistance, at 17.9%. Next is the broad category of Administration & Support, Waste Management and Remediation (13.4%), followed by a near-tie between Accommodation/Food Services and Retail Trade (11.8%). Similarly contrasting, nearly a quarter of people employed in Linden have a college degree, while just 13.6% of Linden residents have one. Most Linden residents stay relatively close to home for their employment. Nearly 75% of workers travel 10 miles or less to their primary job.

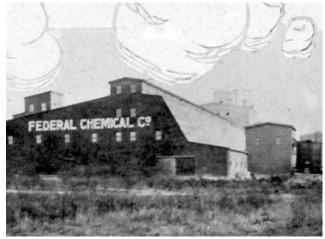




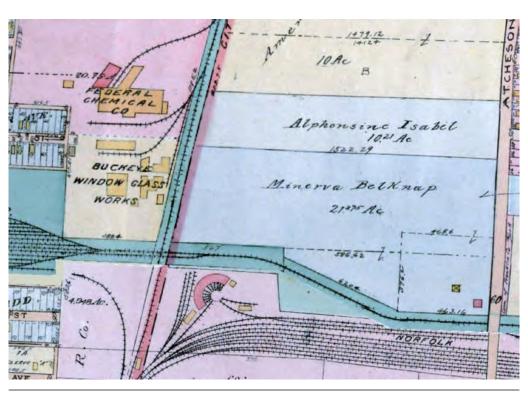
Columbus Auto Parts was a major manufacturing and job center for the area, formerly located at Hudson and I-71, on the current site of Lowe's Home Improvement. The factory became vacant in 1989 and was demolished in 1999.



The Grogan Yards and Pennsylvania Roundhouse were large employment centers for the Linden area.



Federal Chemical Co. in 1919, previously located at 1212 Bonham Ave. in South Linden.



The 1920 Baist Real Estate Map shows industrial uses along Linden's southeast edge, at the city corporation limit. The area above, now near the intersection of Windsor and Joyce Avenues, shows Federal Chemical Co., Buckeye Window Glass Works, and a roundhouse where railyard workers would have been employed. Just to the north are the American Azo Oxide Company, Farmers Fertilizer Co. (not visible), and two brickyards. All of these enterprises provided opportunities for skilled and unskilled labor within walking distance of Linden.

INDUSTRIAL USES: PROVIDING JOBS, BUT ALSO RISK

The twentieth century offered plentiful employment opportunities for laborers, but not without problems. Factories, manufacturing facilities, chemical plants, and railyards were located in urban areas—usually on what once may have been considered the edge of town. As population growth filled in surrounding areas with residences, noxious land uses that were previously isolated were now adjacent to homes of working class families, largely people of color and immigrants.

One example of this is the Federal Chemical Company, previously located at 1212 Bonham Avenue, just west of the 1920 city limits. In 1964, the facility experienced a faulty valve that pumped ammonia into city water supply in the Bonham Avenue area. In 1961, 50 sticks of dynamite were stolen from the plant. In the summer of 1975, the facility caught fire—destroying 90% of the buildings. The brunt of this environmental hazard was felt by low-wage residents living nearby. Environmental issues in the area persist today, with the cadmium and zinc contamination of a creek next to the American Addition neighborhood just east of Joyce Avenue. The source of that pollution was a zinc smelting operation, American Smelting & Refining Co., operating from 1920 to 1986 at 1363 Windsor Avenue.

3. June 24, 1975, Columbus Dispatch, Page 1a.4. Nov. 26, 2017, Columbus Dispatch.

^{1.} Dec. 29, 1964, Columbus Dispatch, Page 2a. 2. May 30, 1961, Columbus Dispatch, Page 3b.

EMPLOYMENT WITHIN LINDEN

Currently, Linden cannot be called a "live and work" community, given that only 48 Linden residents are also employed in Linden. The vast majority—5,670—of Linden residents are employed outside of the neighborhood. This figure aligns with the Linden community's history as a bedroom community. Still, there are nearly 2,000 people who live outside of Linden and work there. Half of them earn more than \$3,333 per month (nearly \$40,000 per year), while only about 18% of Linden residents earn that amount. Similarly, most workers employed in the 43211 are white (64%), while only 37.6% of workers who live in Linden are white.

Census data show a total of 6,044 primary jobs in the Linden Community Planning area, with most firms having less than 20 employees.

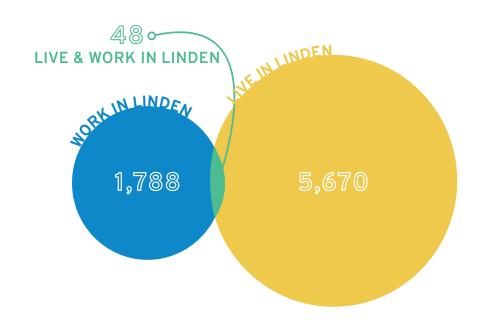
LABOR FORCE PARTICIPATION

Linden has an average labor participation rate of 61.72%, compared to 70.1% for the city. Those not participating in the labor force are persons who are neither employed nor unemployed—including retired persons, students, those taking care of children or other family members, and others who are neither working nor seeking work.

The unemployment rate in Linden, on average, is 12.8%. This compares to Columbus' citywide rate of 4.83%. As defined by the Bureau of Labor Statistics, unemployment includes persons who do not have a job, have actively looked for work in the prior 4 weeks, and are currently available for work. People who were not working and were waiting to be recalled to a job from which they had been temporarily laid off are also included as unemployed. Receiving benefits from the Unemployment Insurance (UI) program has no bearing on whether a person is classified as unemployed. The unemployment rate represents the number unemployed as a percent of the labor force.

(Source: US Bureau of Labor Statistics)

INFLOW/OUTFLOW JOB COUNTS - 2015



Primary Jobs Located in the Linden Plan Area, 2015		
Total Primary Jobs	1,771	
Monthly Earnings of Primary Job	Count	Share
\$1,250 per month or less	306	17%
\$1,251 to \$3,333 per month	598	34%
More than \$3,333 per month	867	49%
Race of Worker		
White Alone	1,141	64%
Black or African American Alone	592	33%
Other	38	2%
Educational Attainment of Worker		
Less than high school	149	8%
High school or equivalent	379	21%
Some college/Associate degree	531	30%
Bachelor's degree or higher	440	25%

Select Workforce Characteristics, 16 years and over (2016 ACS)				
	Linden	Columbus		
Labor Force Participation Rate	61.72%	70.10%		
Unemployment rate*	12.8%	4.83%		
Disability Rate	18.89%	8.89%		

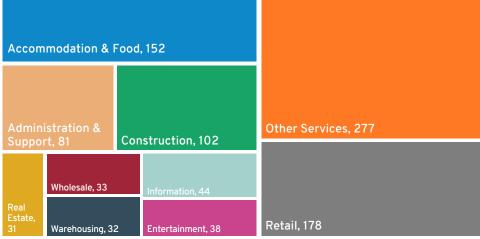
*This unemployment rate is for <u>Population 16 Years and Over: in Labor Force: Civilian:</u>
<u>Unemployed</u>, ACS 2016 5-Year Estimates, a table which includes those not seeking work (i.e. Total 664,580 for the City of Columbus).

LINDEN JOBS BY INDUSTRY – 2017

The largest share of jobs located in the Linden Community Plan area are educational services sector jobs, followed by manufacturing.

Educational Services, 663

Manufacturing, 310 Health & Social Care, 283



Home Zip Code of Workers Employed in the Linden Plan Area, 2015 Count Percent Zip Code Total 1,771 100% 43229 Northland Area 75 4.2% 43224 65 3.7% North Linden Area 43230 Gahanna Area 3.6% 43219 63 3.6% North Central (Sunbury/Stelzer) Area 54 43232 Eastland Mall Area 3.0% 43081 53 3.0% Westerville Area 43207 South Side/Obetz Area 50 2.8% 49 43211 Linden Area 2.8% 43214 Clintonville/Graceland Area 49 2.8% 43026 45 2.5% Hilliard Area 43227 Livingston & Hamilton Area 52 2.5%









EMPLOYMENT OF LINDEN RESIDENTS

Data from the U.S. Census indicate that many major job centers have moved to the urban periphery. Linden residents often travel significant distances to reach their jobs. Suburban zip codes illustrate the highest increase in employment of Linden residents (43211 zip code) from 2005 to 2015 are suburban: Polaris, Groveport, New Albany, and Grove City. This suburbanization of living wage employment increases commuting time and cost for urban residents. Other zip codes showed marginal change in the same ten year period, like Northland, Gahanna, and the Whitehall/East Columbus area. A few zip codes had less 43211 residents employed there in 2015 than in 2005, such as the OSU Campus, Greater Hilltop, and the Franklin Park area.

While suburban areas may have shown the most dramatic employment growth, more nearby zip codes still employ a high number of Linden residents. Downtown captures the highest number, at 519 residents. Other top employment areas includes the Easton-area zip code, Northland, and the Far West Side along the Georgesville Road corridor.

Workers who Live in Linden Community Plan Area, 2015				
Total primary jobs	5,632	100.0%		
\$1,250/month or less	1,791	31.8%		
\$1,251 to \$3,333/month	2,699	47.9%		
More than \$3,333/month	1,142	20.3%		

Employment Location of Residents of Linden, 2015					
Zip Code	Area	Count	Percent		
43215	Downtown	495	8.8%		
43219	Easton Area/Stelzer Rd.	348	6.2%		
43229	Northland Area	290	5.1%		
43228	Far West/Georgesville Rd.	190	3.4%		
43207	South Columbus/Obetz	180	3.2%		
43230	Gahanna Area/Morse Rd.	168	3.0%		
43214	Clintonville/Graceland	162	2.9%		
43232	Eastland Mall Area	135	2.4%		
43123	Grove City Area	133	2.4%		
43125	Groveport Area	132	2.3%		
All Others		3,399	60.4%		
Total Jobs	3	5,632	100.0%		

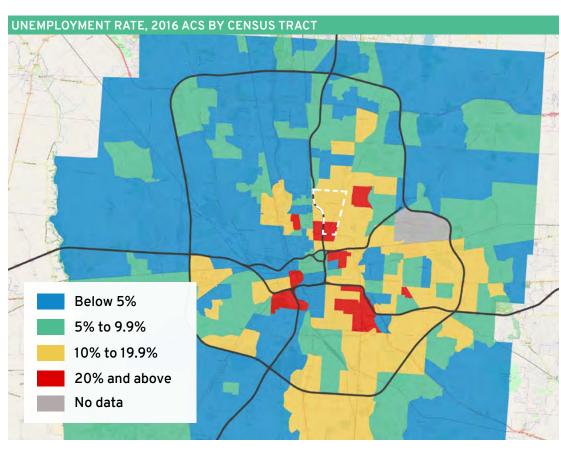


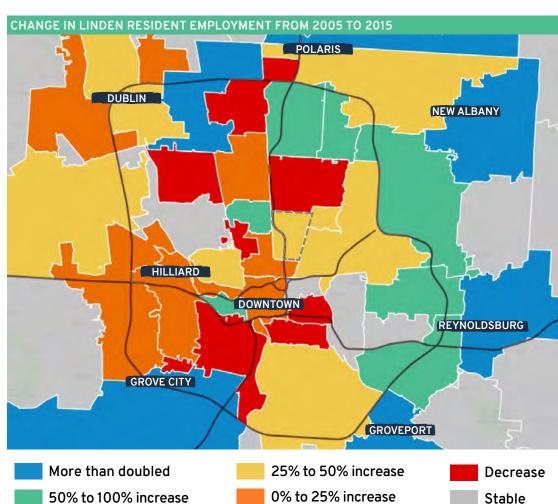
The Downtown Columbus zip code employed 8.8% of Linden residents in 2015—a total of 519 people.



The Easton-area zip code, which encompasses a fairly large extent of Northeast Columbus, was the second-highest place of employment for Linden residents in 2015—a total of 372 people worked there.

Change in number of Linden residents employed in Central Ohio Zip Codes, 2005-2015 (High and Low Ranks)						
Gain/Loss	Zip	Area	Residents Employed, 2015	Residents Employed, 2005	% change	
Gain	43125	Groveport	133	35	280.0%	
Gain	43123	Grove City	135	47	187.2%	
Gain	43235	NW Columbus	110	47	134.0%	
Gain	43231	Far Northeast	125	63	98.4%	
Gain	43229	Northland	292	161	81.4%	
Loss	43210	OSU Campus	122	126	-3.2%	
Loss	43224	North Linden	120	125	-4.0%	
Loss	43085	Worthington/Linworth	95	108	-12.0%	
Loss	43205	Franklin Park/Old Town E.	81	111	-27.0%	
Loss	43223	Greater Hilltop	75	105	-28.6%	
See appendix for full list. Only showing zip codes with at least 100 Linden employees in either year.						





TRANSPORTATION

Linden has a fairly traditional street network, with a hierarchy of roads from main arterials to alleyways accommodating varying degrees of motorized traffic. East-west travel is facilitated primarily by E. 11th, E. 17th, Hudson, and Weber Rd. North-south travel is more restricted, primarily facilitated by Cleveland Avenue but supplemented by collector streets like Jefferson, Hamilton, Ontario, Dresden, and McGuffey. Joyce Avenue to the east also acts as a north-south minor arterial allowing access to the area, terminating at Agler Road.

Public transportation is provided by the Central Ohio Transportation Authority (COTA) through four transit lines. The #6 is the Cleveland Avenue local route. The #8 travels east from High Street along E. 11th Avenue, up through the neighborhood interior along Hamilton and McGuffey. The #11 travels along Joyce Avenue, Hudson Street, and McGuffey Road. The CMAX line is an enhanced bus route with limited stops along Cleveland Avenue that launched in January 2018.

Automobile access to Linden is made easy by Interstate 71, the neighborhood's western boundary. Interchanges at E. 11th, E. 17th, Hudson, and Weber provide excellent routes into the neighborhood. Cleveland Avenue itself is also a major roadway and is designated as State Route 3. The Mid-Ohio Regional Planning Commission publishes traffic count data for most roadways, and 2016 figures show that near E. 17th Avenue, about 16,889 cars travel daily. The majority (10,083) are southbound, while less are northbound (6,806). This may indicate that more drivers utilize Cleveland Avenue as a morning commute route to Downtown area employment centers. Considering that census figures estimate the Linden Community Plan area has 5,632 workers and that an average of 23.8% of households have no vehicle, there are thousands of vehicle trips made through Linden along Cleveland Avenue daily by non-Linden residents.

STREET TYPOLOGY

The Linden area has three types of surface streets: Principal Arterial, Minor Arterial, and Local roads—amounting to about 58 total miles of roadway in the Linden Community Plan area. The vast majority of mileage is on local, residential streets.

Roads by Functional Class in Linden Community Plan Area

Туре	Number of Roads	Distance
Principal Arterial	1	2.6 miles
Minor Arterial	6	5.25 miles
Local Roads	94	51 miles



PRINCIPAL ARTERIAL

Cleveland Avenue, also designated as State Route 3 through Linden, is the only principal arterial in the neighborhood. Principal arterials serve major activity centers, have high traffic volume and accommodate longer trips. The length of Cleveland Avenue through the Linden planning area is 2.6 miles.



MINOR ARTERIAL

Minor arterials serve areas smaller than higher arterials and connect to the arterial system. They provide intra-community continuity and may carry bus routes. Minor arterials in Linden include: 11th Ave., 17th Ave., Hudson St., Weber Rd., and McGuffey Rd. There are 5.25 miles of minor arterial roadway in the area.



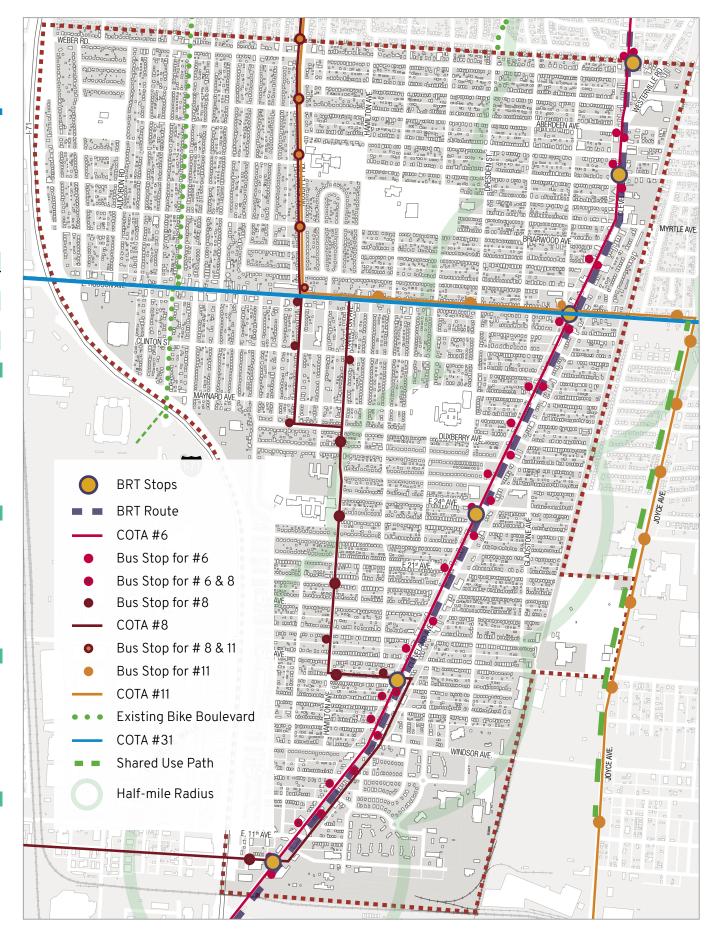
LOCAL ROADS

Local roads account for the most mileage and are not intended for use in long distance travel. Local streets in Linden are all primarily residential—for example, Audubon, Gennesse, and E. 24th. There are about 51 miles of local roads in the Linden Community Plan area, with a total of 94 roads.



RESTRICTED ACCESS HIGHWAY

Interstates are the highest classification of arterials and were designed for high mobility and long-distance travel. Since their inception in the 1950's, they have provided a limited access network offering high automobility while linking major cities.



Source: https://www.fhwa.dot.gov/planning/processes/statewide/related/highway_functional_classifications/section03.cfm#Toc336872980

TRANSPORTATION OPTIONS

As compared with the city average, the use of public transportation for commuting is significantly higher in Linden. According to 2016 data, 13.3% of workers in Linden use public transportation to get to their jobs, compared with just 3.3% for the city average. The rate of households without access to a motor vehicle is more than three times the average of Columbus in some census tracts. The southern part of Linden show higher rates of households without vehicles, with the highest being Census Tract 15—along the Cleveland Avenue corridor from E. 17th to E. 11th—at 31.5%.

Given low rates of automobile ownership, the rate of public transportation use in Linden is comparatively high. Due to high ridership along the Cleveland Avenue routes, the Central Ohio Transportation Authority (COTA) sought and received federal funds to create enhanced bus service, called CMAX. A \$48 million investment, CMAX opened in January 2018 with limited stops, dedicated lanes on High Street during rush hours, traffic signal priority, and enhanced stations. In the Linden area, the bus has a 10 minute scheduled frequency during rush hours and 15 minute frequency at all other times.

An analysis of bus stop boarding and deboarding in the Linden area show that just over 400 passengers board and deboard a COTA bus each day near the intersection of Cleveland and Hudson—by far the highest number in the neighborhood. Other high-use bus stop locations are the intersections of Cleveland and Weber, 17th, and 11th. Off the Cleveland Avenue corridor, the intersection of McGuffey and Hudson boards and deboards approximately 177 passengers daily.

Top 10 COTA Stop Locations by Ridership, Average Daily Passengers on All Routes in All Directions - May 2017 Rank Area Boarding Deboarding Total 204 218 421 Cleveland Ave. & E. Hudson St. Cleveland Ave. & E. 17th Ave. 112 118 230 98 114 213 Cleveland Ave. & E. 11th Ave. Cleveland Ave. & E. Weber Rd. 104 99 204 90 177 McGuffey Rd. & E. Hudson St. 65 70 134 Cleveland Ave. & E. 15th Ave. Cleveland Ave. & E. 13th Ave. 65 63 128 52 52 Cleveland Ave. & Chittenden 103 Cleveland Ave. & E. 24th Ave. 55 42 99 47 McGuffey Rd. & E. Weber Rd. 97 Weekday ridership totals for all stops near the intersection for all routes in all directions.



CMAX — Enhanced bus service, public transit
Enhanced bus service along the Cleveland
Avenue corridor through Linden, connecting
Downtown to the Polaris area to the north. Bus
fare is \$2 and includes one transfer that is valid
or 2 hours from the intial boarding.



COTA – Traditional bus service, public transit
Three traditional bus routes serve Linden, the
#6, #8. and #11. Bus fare for local routes is \$2
and includes one transfer that is valid or 2 hours
from the intial boarding.



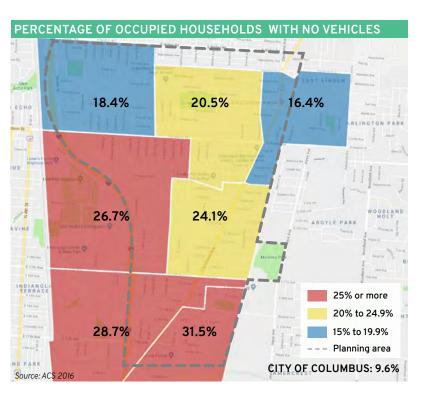
COGO - Private bike sharing company

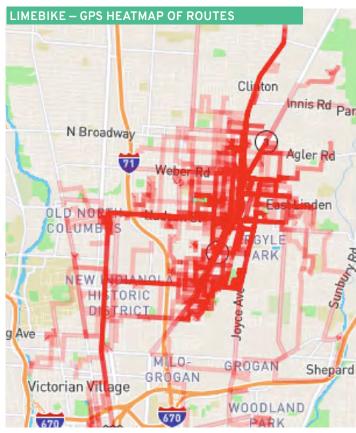
A dock-based bike-sharing service with 365 bikes and 46 stations, paid for at kiosks. Monthly and annual memberships are available. A new COGO station is planned for the intersection of 11th & Cleveland, bringing the service within reach of Linden residents. The bike costs \$8 to rent with a day pass, with required check-in each 30 minutes at a station to avoid additional charges.



Dockless Scooters

Dockless scooters do not require fixed docking stations for users to receive or return units. Two companies operating in Columbus are Bird and Limebike. Riders can locate and unlock scooters using the company's smartphone app, and after paying the \$1 unlocking fee are charged per minute during use. The scooters are all battery-powered and dockless, so they can be picked up or dropped off anywhere.





Limebike provided a GPS route map (left) of Linden-area rides to the City of Columbus to help officials better understand the origins and destinations of riders.

<u>Limebike - Private shared mobility</u> <u>company</u>

A dockless bike-sharing service requiring a mobile-app to unlock and pay for the bike per minute. The service rolled out in Linden in 2018. Users can find, unlock and rent the bikes using a smart phone app, with rates that start at \$1 for a half hour of riding.



COMMUTING TO WORK

Census data indicates the average commute time for a Linden resident is 24 minutes, just two minutes longer than the Columbus average. Just 2.6% of Linden residents worked from home, indicating that the vast majority of employed persons are traveling to work elsewhere. Despite the 24 minute average, 26.8% of Linden residents are traveling 30 minutes or more to their workplace. Linden shows a high use of public transportation as a means of commuting to employment. Just over 13% of area residents use public transportation, a figure that is substantially higher than the city's overall rate of only 3.3%. Rates of driving alone to work are lower than the city average: 63.9% in Linden compared to 80.1% for the city.

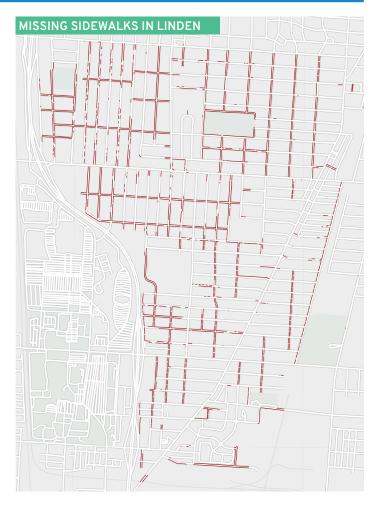
Travel Time to Work for Workers, +16 Years Old				
Linden	Columbus			
4.4%	9.9%			
39.0%	33.8%			
27.0%	29.3%			
26.8%	23.5%			
2.6%	3.5%			
	Linden 4.4% 39.0% 27.0% 26.8%			

63.9%	80.1%
9.2%	8.5%
13.3%	3.3%
2.4%	3.7%
	13.3%

ACTIVE MOBILITY

Active moblity means transportation powered by the human body. This could include walking, bicycling, and using a wheelchair. The built environment in an urban area should be navigable by people with varying degrees of ability and should provide safety and dignity for all travelers, regardless of their mode. The environment in Linden has opportunities for improving the safety and navigability for active users, particularly in the repair and completion of the sidewalk network and creating accommodations for bicyclists.

The City of Columbus currently recognizes two streets in Linden as part of a low-stress bike network called bike boulevards: Hiawatha Park Dr. and Hiawatha Street. Weber, Hudson, and Cleveland Avenue are rated as having a poor level of comfort for bicycling, while a fourblock portion of Hamilton Ave. is rated good.



CLEVELAND AVE. & E. 24TH AVE.

The Cleveland Avenue streetscape presents numerous obstacles for pedestrians and cyclists, with recurring obstructions in the sidewalk zone.



The Linden Park area is set to receive additional sidewalks and streetscape improvements as the park undergoes a \$20 million renovation by the City of Columbus.

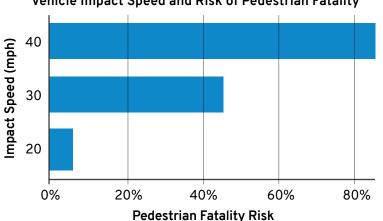
TRAFFIC INCIDENTS

Out of 6,527 recorded traffic incidents in Linden from 2007 through 2017, sideswipe/passing crashes represented 19% of all incidents. In Franklin County, just 13% of all collisions in the same period were categorized as sideswipes. The next highest indicent types in Linden were Rear End (18%), Angle (14%), and Parked Vehicle (13%). Rear Ends for the county made up 30% of all incidents, which indicates less occurence in Linden.

An analysis of incidents with non-motorists illustrates that 35% of pedestrian incidents in Linden involved children under age 13 or older adults over age 55—compared to 30% for the county. Teen pedestrians are also involved at a significantly higher rate. An analysis of contributing factors to traffic crashes revealed that the most common factor is a young driver (33%) followed by Speed (8%). Linden has a significantly higher rate of drug related crashes, but not alcohol.

The Cleveland Avenue corridor encourages unsafe motor vehicle speeds that create harsh and dangerous conditions for non-motorized road users. The prevailing speed—at which more than 50% of vehicles travel—is over the 35 mile per hour (mph) speed limit. In some locations, nearly 15% of drivers have been measured traveling in excess of 45mph. The data suggests that the roadway would benefit from interventions that reduce motor vehicle speed and increase safety and improve conditions for pedestrians and cyclists.





Source: https://one.nhtsa.gov/people/injury/research/pub/hs809012.html

DANGEROUS CONDITIONS: EXCESSIVE SPEEDING ON CLEVELAND AVE

Cleveland & Cordell Ave. 3/9/16 at 11AM	At Kohr Place 8/8/2016 at 11AM	At E. 18th Avenue 8/4/2016 at 11AM
21,334	17,170	16,889
41 mph	44 mph	44 mph
	3/9/16 at 11AM 21,334	3/9/16 at 11AM 8/8/2016 at 11AM 21,334 17,170

Speed Ranges	Count	Percent	Count	Percent	Count	Percent
34 and below	10,211	47.2%	5,801	32.6%	6,146	32.7%
35 to 44	9,935	45.9%	9,574	53.8%	9,876	52.6%
45 and above	1,484	6.9%	2,412	13.6%	2,759	14.7%

What is 85th percentile? The speed at or below which 85 percent of all vehicles are observed to travel under free-flowing conditions past a monitored point. Traffic engineers use the 85th percentile speed as a guide to set the speed limit to promote uniform traffic flow. The 85th Percentile idea, based on the 1964 "Solomon Curve," instructs that speed limits should be set at what 85 percent of drivers think is healthy. However, the National Transportation Safety Board recently recommended to revise traditional speed-setting standards to balance 85 percentile approaches with safe systems approach that better incorporate crash history, and safety of pedestrians and bicyclists. "In general," the report states, "there is not strong evidence that the 85th percentile speed within a given traffic flow equates to the speed with the lowest crash involvement rate" (Pg. x).

Source: "Safety Study: Reducing Speeding-Related Crashes Involving Passenger Vehicles." July 25, 2017. URL: https://www.ntsb.gov/safety/safety-studies/Documents/SS1701.pdf



Smart Columbus has a vision that starts with the reinvention of mobility. Columbus competed against 77 cities nationwide to win the Smart City Challenge in 2016. With \$40 million from the U.S. Department of Transportation and \$10 million from Paul G. Allen Philanthropies, the city won a very important job.

GOALS

- Improve people's quality of life
- Drive growth in the economy
- Provide better access to jobs and ladders of opportunity
- Become a world-class logistics leader
- Foster sustainability

As the ultimate test bed, Columbus was chosen to model how new technologies work in a real city, with real people, solving real problems. Smart Columbus is working to open up the streets to innovation—but not without continued citizen participation and community input.

Smart Columbus will continue to engage the Linden community for input through multiple avenues. The goal for the following projects in Linden is to improve ladders of opportunity.

- Connected Vehicle Environment
- Multi-modal Trip Planning/Common Payment System
- Mobility Assistance for People with Cognitive Disabilities
- Smart Mobility Hubs
- Prenatal Trip Assistance

SMART MOBILITY HUBS

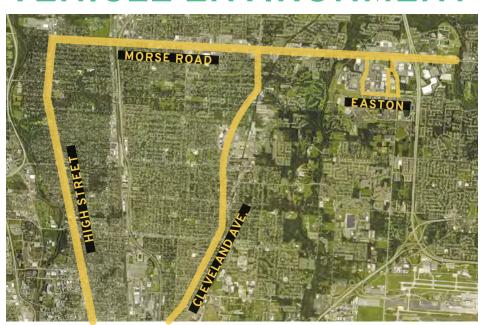
- Smart Mobility Hubs will be multimodal points where people can choose other mobility options to complete their trips.
- Hubs will likely have car and bike sharing options, electric vehicle charging stations, WI-FI access, and potentially transit connections.
- Planned locations:
 - Columbus State
 Community College
 - Linden Transit Center
 - St. Stephen's Community House
 - Northern Lights Transit
 Center
 - Columbus Metropolitan
 Library Linden Branch
 - Easton Transit Center



"Transportation is not just about roads, transit and ride sharing. It's about how people access opportunity. And how they live."

-Mayor Andrew J. Ginther

CONNECTED VEHICLE ENVIRONMENT



Traffic congestion and crashes can make it less safe to get around. New connected vehicle technology will alert drivers when approaching a construction zone or school zone, or when to avoid a crash with another vehicle, bicyclist, or pedestrian. Learn more about Smart Columbus online: columbus.gov/smartcolumbus



ENHANCED HUMAN SERVICES

COMMON PAYMENT SYSTEM AND MULTI-MODAL TRIP PLANNING

Smart Columbus is developing a travel and payment application to make it easier to plan and pay for everyday trips, whether it's by bus, bike, or car share.

MOBILITY ASSISTANCE

The Smart Columbus vision is to empower residents to live their best lives through responsive, innovative, and safe mobility solutions. Mobility assistance will enable people with cognitive disabilities to travel more independently on fixed-route bus service.

PRENATAL TRIP ASSISTANCE

- Transportation to medical care is an important factor in ensuring an expectant woman receives appropriate prenatal and other medical care.
- The Prenatal Trip Assistance project will enhance safety, customer service, and mobility for prenatal travelers who use non-emergency medical transportation provided through Medicaid benefits.

HOUSING

The Linden community can be primarily categorized as a bedroom community—a majority residential area. With roots as a suburban village in the early twentieth century, the built environment is typical of suburban tree-lined streets with small homes. The primary structure is the single-family house of around 1000 square feet, with a significant number of duplexes. Half of structures in the neighborhood were built before 1942. Over 50% of housing units were constructed between 1940 and 1959, according to US Census data. Citywide, just 16% of housing units were constructed in this period, illustrating an aging housing stock in Linden.



The residential real estate market in Linden is dominated by investment properties but also shows a fair number of owner-occupants. Among owner-occupied homes, the rate of owners without a mortgage against the property is nearly 13% higher in Linden than the City of Columbus. This may indicate a higher rate of generational occupancy and inheritance or possibly less need for financing due to lower home values. Among owner-occupied homes in Linden, 89% were valued between \$20,000 and \$99,999 in the 2016 ACS samples. The City of Columbus showed just 30% of homes valued in the same range, with 62% of homes valued between \$100,000 and \$299,999. This indicates below average property values in the neighborhood. Despite lower property values, housing costs still represent a large share of household expenses. The average Linden renting household spends 38% of annual income on housing costs. Comparably, the city as a whole is nearly 10 points lower, with just 28.7% of annual income spent on housing.



Vacancy is a signficant issue in Linden, with one census tract recording over 30% structural vacancy in 2016 data. The overall average for the neighborhood is 21.5%, about double the average for the City of Columbus. As of January 2018, the Land Bank owned 344 parcels in the Linden planning area. Of these parcels, 194 had a structure demolished on them between 2012 and 2017. The most active year for demolition was 2017, with 73 structures demolished. The number of demolitions has increased each year since 2012.

CURRENT PROGRAMS

There are a number of housing programs operating in the Linden community currently. From municipal programs to nonprofits offering select services and products, there has been an active subsidized housing sector but limited private sector investment.

The City of Columbus designates Linden as a Community Reinvestment Area (CRA) through its Residential Tax Incentives (RIT) program. The CRA was designed to stabilize neighborhoods and stimulate revitaliation by retaining residents and attracting new homeowners in specific areas. Each NID has a specific expiration date, but City Council may extend and renew the zone at their discretion. The Department of Development offers multiple housing related programs, from Lead Safe Columbus to roof repair, home modification for accessibility, and downpayment assistance. For a thorough listing, visit columbus.gov/development/housing-division.

Habitat for Humanity—MidOhio is active in the Linden community, as well as in Milo Grogan, Franklinton and the South Side. The Habitat program targets first-time homebuyers who earn 30-60% of the area median income. Every partner family must perform a minimum of 200-250 hours of sweat equity, attend homeownership and financial literacy classes, and assume a no-interest, no-profit mortgage with income-based payments. Since 1997, Habitat has built or renovated 58 homes in the Linden Community Plan area, with peak activity in 2014 and 2017. The organization continues to be involved in the area and is planning to offer a home repairs for Linden residents.

Homeport is another organization with a long-standing history of involvement in Linden. The nonprofit, founded in 1988, develops affordable homes primarily financed with private investment leveraged by Federal tax credits and has been involved with 67 properties in the Linden Community Plan area. They also build new homes and renovate homes, including market-rate, single-family, multi-family, and lease-to-purchase homes. The organization also manages over 2,300 rental housing units, coordinates service support for thousands of residents, and operates a housing advisory center.

The Neighborhood Stabilization Program (NSP) was established initially in 2008 for the purpose of providing emergency assistance to stabilize communities with high rates of abandoned and foreclosed homes, and to assist households whose annual incomes are up to 120 percent of the area median income (AMI). Parts of Linden were included in all three rounds of NSP funding, and these funds were allocated to Community Development Corporations (CDCs) to develop affordable homes in eligible areas. Since 2008, there has been \$1,587,698.15 of rental investment in the Linden Community Plan area with the assistance of NSP funds, and proceeds from the sale of NSP homes across the city are recycled back into the program to support additional units. For homeownership products, there has been \$2.544.853 of investment for 25 units in the same area.

STRUCTURE TYPOLOGY

Throughout Linden, there are five main types of residential structures. These are not exhaustive characterizations, but they generally capture the majority of housing types. The predominant typology is the cottage or cape cod, with about 1000 square feet of living space with some aesthetic design variations among them.

Cottage



Typical of post-War housing, the small cottage is around 1000 square feet and is often 1.5 stories, allowing for bedrooms on the second floor.

Rowhouse



Multi-family rowhouses are rather scare in Linden because the dominant structure type is the single-family home.

Four-square



The classic American Four-Square house is generally around 1,500 square feet and is extremely common throughout Columbus.

Ranch (modern)

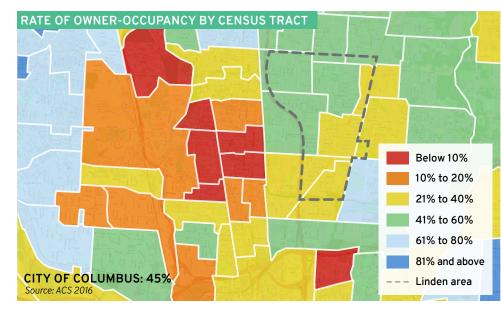


The ranch tends to be newer than other home styles, like the cottage.

Duplex



The duplex, or double, is very common throughout Columbus' urban neighborhoods. Duplexes are typically two full stories. Linden has many duplexes built in the 1950s and 1960s, likely for investment purposes.

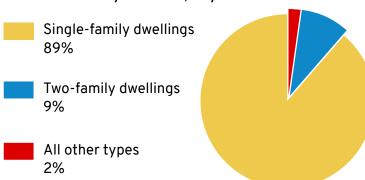


PARCEL DETAILS

The Linden Community Planning area has 7,709 total parcels. Of these, 6,502 are occupied residential parcels—2,627 of which are occupied by the property owner—making the owner-occupancy rate of the study area about 42%. This is lower than most neighbiorhoods, but higher than some, like Franklinton, Milo-Grogan, and the University District. Of owner-occupied properties, half were last sold before 2002 and half were last sold after 2002. The average size of an owner-occupied parcel is about an eighth of an acre. The median value of owner-occupied housing in Linden is \$54,919, compared to \$131,800 for the City of Columbus. There are 3,987 residential parcels in the planning area that are not owner-occupied, though there are only 2,773 parcels listed on the Franklin County Auditor's rental registration program.

An analysis of the owner mailing address of parcels in Linden reveals that much of the neighborhood is contolled by those living outside of the community. The second highest number of parcels are registered to a Downtown-area address, followed by the German Village/Southside zip code and the Northland zipcode. Suburban communities also show a high parcel ownership in Linden, with Powell, Gahanna, Worthington, Westerville, Hilliard, and Upper Arlington being the registered zip codes of more than 50 Linden properties.

Dwelling-Only Parcels Linden Community Plan Area, May 2018



Number of Properties Demolished by Land Bank Linden Community Plan Area By Year

Year	Count
2012	12
2013	18
2014	22
2015	26
2016	38
2017	73

Percent Owner-Occupied Parcels by Select Area Commissions, May 2018

Commission Area	% Owner Occupied
Linden Study Area	42.1%
Clintonville Area Commission	85.2%
Far East Area Commission	79.4%
Far South Area Commission	74.1%
Greater Hilltop Area Commission	65.3%
Near East Area Commission	51.3%
Livingston Ave. Area Commission	48.9%
Franklinton Area Commission	37.5%
University Area Commission	35.4%
Milo-Grogan Area Commission	35.0%

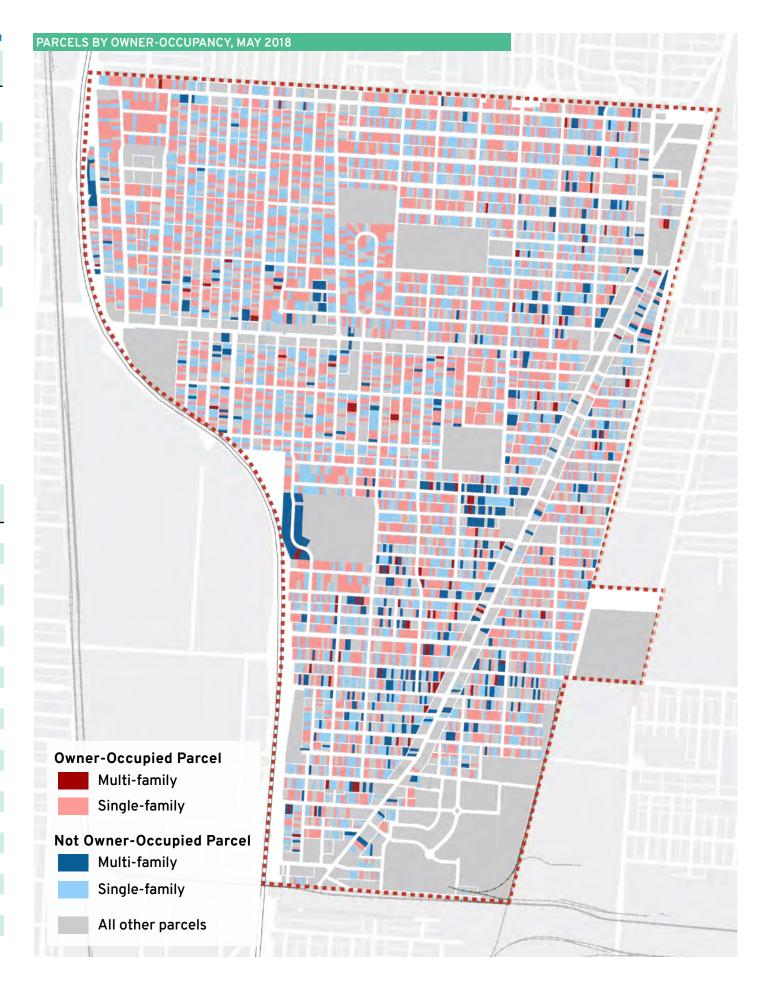


Total parcels owned by owners outside of 43211

Parcel Ownership — Showing Zip Codes with at Least 50 Parcels

Zip Code	Zip Code Area	# Owned		
43211	Linden	2,181		
43215	Downtown Columbus	334		
43206	German Village/Southside	230		
43229	Northland	185		
43224	North Linden	184		
43065	Powell	116		
43219	North Central	116		
43230	Gahanna	110		
43235	NW Columbus/Crosswoods	102		
43085	Worthington/Linworth	98		
43082	Westerville North	93		
43026	Hilliard	86		
43214	Clintonville	85		
43081	Westerville	73		
43086	Westerville South	62		
43205	Franklin Park/OTE	58		
43221	Upper Arlington/Dublin Rd.	54		
43068	Reynoldsburg	50		
43202	South Clintonville	50		
Data from Franklin County Auditor, May 2019, Include parcels award by 275 yelid				

Data from Franklin County Auditor, May 2018. Include parcels owned by 375 valid US zip codes, a total of 5790 parcels analyzed.



SUBSIDIZED HOUSING

The first subsidized housing constructed in Linden was Windsor Terrace, on the site where the Rosewind development is today. Just east of Cleveland Avenue between Bonham and Windsor Avenues, the Windsor Terrace project was completed in 1960 and was architecturally emblematic of mid-twentieth century public housing. Zealous urban renewal and slum clearance projects in the 1950s and 1960s led to displacement of those living in areas like Market-Mohawk and Flytown. Projects like Windsor Terrace were constructed to house these displaced families.

Until the creation of the Low-Income Housing Tax Credit (LIHTC) Program in 1986, Windsor Terrace was likely the only subsidized housing option in Linden. Starting in 1988, LIHTC projects were built throughout the neighborhood. According to the LIHTC database provided by the U.S. Department of Housing & Urban Development (lihtc.huduser.gov), there are 11 LIHTC projects with addresses in the Linden study area.

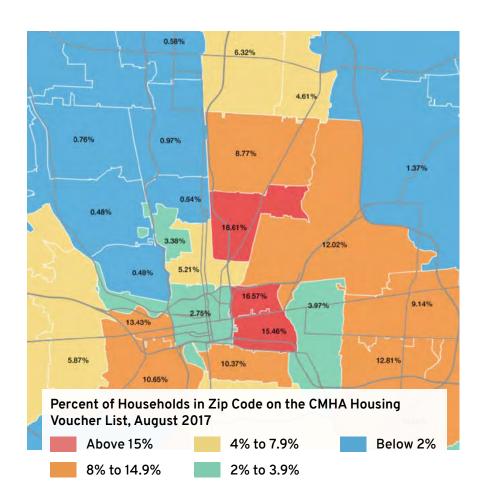
The Housing Voucher program has gone through multiple iteration since the first programs in the mid-1960s. Today the program is known as Housing Choice Vouchers and it allows families holding the voucher to live in HUD approved housing units by providing a monetary subsidy to the property owner. In August 2017, there were 22,397 households in Central Ohio waiting to receive a housing choice voucher. Out of an estimated 8,155 households in the 43211 zip code (2016 ACS 5-Year Estimates), more than 1,500 households are waiting for Housing Choice vouchers. The resulting rate of 18.6% is the highest rate of all Central Ohio zip codes, indicating a high demand of affordable housing in the Linden area. In June 2018, the average annual household income of families in CMHA units was \$14,941, with an average of \$240 going toward monthly rent directly from the tenant. Tenants with housing vouchers on the private market had an average income of \$15,452 and paid about \$288 out-of-pocket for rent.² According to a CMHA data request, the Linden area had 158 nonproject-based housing choice vouchers in use in 2017.

Zip Code of Last Known Permanent Address for Families Entering Shelter, 2014-2016			
Zip	Zip Code Area	# of Families	
43211	Linden Area	351	
43232	Eastland Mall Area	319	
43224	North Linden Area	271	
43223	Greater Hilltop Area	255	
43206	South Side Area	244	

43213 Whitehall/E. Columbus 232 43227 Livingston & Hamilton 228 43219 North Central Area 227 43207 South Side/Obetz Area 221 211 43204 Hilltop/Valleyview Area

Source: Community Shelter Board. Only showing top 10 ranked zip codes.

According to data from the Community Shelter Board from 2014 to 2016, the Linden area is the most common previous area of residence for families entering the shelter. Not far behind is the North Linden zip code, 43224. Taken together, the 43211 and 43224 zip codes represented 622 families entering the shelter in a three year period. This indicates a severe level of housing insecurity in the Linden Community Plan area.



HOUSING COST BURDEN

Housing affordability is a persistent issue in Central Ohio and is continuing to intensify as the region accommodates an increasing population. According to the Affordable Housing Alliance of Central Ohio, a worker in 2017 in Franklin County would have to earn \$17.04 an hour to afford the market rent of \$886 for a two-bedroom apartment—or more than double the minimum wage. The burden of housing cost is disproportiately shouldered by households with lower incomes. According to 2016 data, households in Linden with less than \$20,000 in annual income spent 32.5% of their income on housing, compared with 16.2% for the City of Columbus. Similarly, 32.6% of renter-households in Linden spent 50% or more of their household income on rent in the same period. These alarming figures demonstrate the gravity of the housing cost burden in Linden. Despite much housing stock in need or repair, housing costs in the area present a significant financial barrier to households in the neighborhood.







Median Gross Rent*





Linden has a higher proportion of lower-rent units than the City of Columbus as a whole.

Gross Rent as a Percentage of Household Income, Past 12 Months

1.421

50 Percent or More

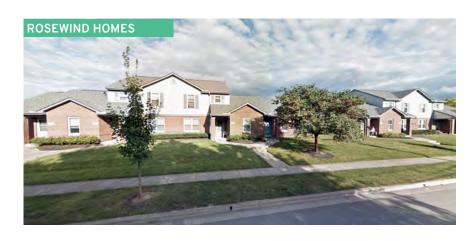
	Linden		City of Columbus	
	Count	Percent	Count	Percent
Renter-Occupied Units	4,363	-	187,302	-
Less than 10 Percent	155	3.6%	6,051	3.2%
10 to 29 Percent	1,310	30.0%	88,659	47.3%
30 to 49 Percent	1,070	24.5%	40,087	21.4%

32.6%

43.395

23.2%





^{1.} https://www.hud.gov/sites/documents/DOC_11745.PDF

^{2.} Rita Price, "Working poor would pay more rent under HUD proposal," Columbus Dispatch, June 7, 2018. *2016 ACS Data. Gross rent is the contract rent plus the estimated average monthly cost of utilities (electricity, gas, and water and sewer) and fuels (oil, coal, kerosene, wood, etc.) if these are paid by the renter (or paid for the renter by someone else).

Stephanie Pierce*, a doctoral candidate at the Glenn College of Public Affairs at The Ohio State University, is studying the causes and consequences of Central Ohio's eviction rate.

Nick Evans, WOSU

There are two primary sources of assistance for tenants facing eviction in Central Ohio, in addition to informational resources. First are financial resources from government entities. The Ohio Department of Job and Family Services (ODJFS) offers the Prevention Retention Contingency (PRC) program to households receiving Temporary Assistance for Needy Families (TANF) benefits. The PRC program offers services like one-time emergency rental funds, security deposit assistance, and gives tenants a county representative at court. Eligible tenants must be 200% of poverty or below.

The second primary option for assistance is from the nonprofit sector. Community Mediation Services is a local nonprofit that provides landlord-tenant mediation both at the courthouse and outside the courthouse. Additionally, the Legal Aid Society of Columbus provides legal services to tenants and recently began providing a daily onsite clinic outside the eviction courtroom through the Tenant Advocacy Program (TAP), which received generous support from The Columbus Foundation and the Ohio State Bar Association. The TAP program is staffed by two housing attorneys (one of whom is an OSU Moritz fellow) and supplemented by non-lawyer volunteers. Legal Aid also recruits, trains, and mentors pro-bono attorneys who agree to provide short-term, limited legal representation to tenants. The United Way of Central Ohio has recently committed to increasing the capacity of this program and providing resources to focusing efforts on the South Side and in Linden. Each day about 75 families face eviction and 30-40 come to court needing legal advice or representation-indicating a critical need for eviction prevention and legal representation.

Without providing direct legal representation, the Coalition on Housing and Homelessness in Ohio (COHHIO) offers tenant advocacy and information on tenantlandlord law for people across the state. Their informational services help tenants understand the process for retrieving security deposits, filing rent in escrow, and going through the small claims court process.

The Columbus Women's Commission has recently started focusing efforts on improving the judicial eviction process in Franklin County. The Commission is interested in making changes such as requiring landlords to be present for hearings and coordinating the eviction prevention response across agencies.

The **Columbus Urban League** (CUL) Financial Services strives to improve asset building options for clients by providing housing counseling and financial capability services. As a HUD approved housing agency, CUL provides counseling and mediation between landlords and tenants to resolve conflicts to prevent homelessness; fair housing education; and investigates potential housing discrimination complaints. In addition, individuals in need of emergency assistance can submit a PRC application on site, which is then submitted to Franklin County Department of Job and Family Services.

EVICTIONS

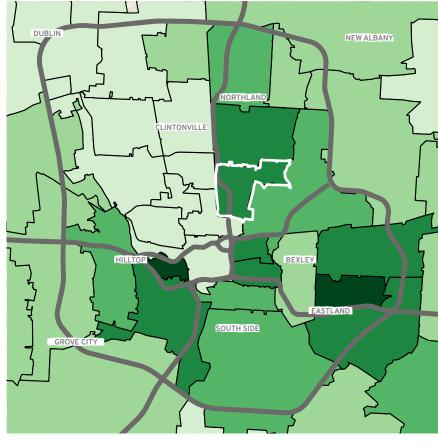
The impact of evictions on the lives of lower-income individuals is becoming more apparent in policy research in recent years. Matthew Desmond's 2016 book Evicted raised the public consciousness of the issue and today in Central Ohio there is an effort to better understand the causes and effects of high eviction rates on communities. The City of Columbus, Franklin County Commissioners, and The Ohio State University are supporting an initiative to research the region's high eviction rate and propose measures to reduce the problem.

An analysis of 12 years of eviction filings from the Franklin County Court of Common Pleas reveals very high rates in certain zip codes. The rate may not accurately represent evictions that were completed, only evictions that were filed with the court. The number of evictions filed in the 43211 zip code in 2002 was 674, while the 2014 figure was 805. This represents an increase of about 20%. Linden ranks eighth in Central Ohio zip codes for eviction filing rates. The highest residential zip codes are 43227 (Hamilton & Livingston) and 43222 (Franklinton) with more than 20% average eviction filing rates from 2002 to 2014.

THE EVICTION PROCESS

Evictions are a legal process handled by the Franklin County Municipal Court. The landlord (plaintiff) brings the suit against the tenant (defendent) typically for non-payment of rent due. The property owner pays a \$133 fee to file an "Eviction Complaint" with the court along with the "Notice to Leave the Premises" given to the tenant by the landlord. The process is outlined chronologically to the right.

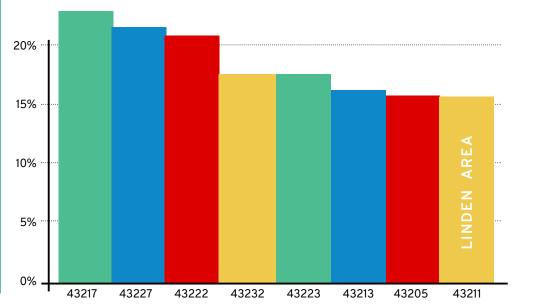
- · Missed payment by tenant
- Three-day notice 5 days after missed payment
- Eviction legal filing by landlord
- Summons issued by court
- Hearing scheduled within 14-21 days of filing
- Disposition by court
- Red Tag filing can occur same day as hearing
- Red Tag posting 2 days after filing
- Set-Out scheduling 5 days after Red Tag Posting
- Set Out 1 to 2 days after scheduling
- TOTAL TIME 30 to 45 days



Percent of Renter-Occupied Households Experiencing Eviction Filing, Average from 2002 to 2014

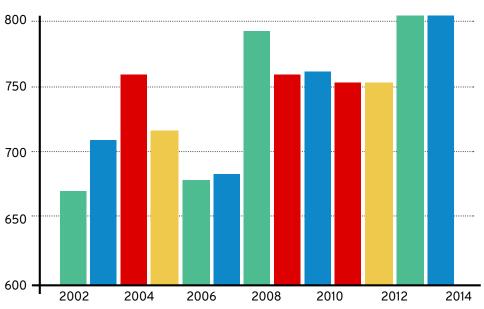


Average Eviction Filing Rate - Top Eight Zip Codes, Years 2002-2014



Average eviction filing rate is determined by dividing the evictions filed in a zip code by the number of renter-occupied households in that zip code from the 2014 U.S. Census ACS 5-year data. An eviction filing does not always mean the tenant was evicted.

Number of Evictions Filed in 43211 Zip Code, Years 2002–2014



LINDEN HOUSING MARKET STUDY

City of Columbus, 61.4%

Delaware, Fairfield,

All Other U.S. Cities, 17.2%

Balance of Franklin Co., 17.1%

Columbus continues to enjoy an expanding economy and continued strong demand for new housing units. This is especially true downtown and in nearby urban neighborhoods that offer a variety of proximate entertainment and dining options. Linden may be well positioned for long-term housing investments considering high housing prices in Clintonville immediately to the west, and the rising pressures in Milo-Grogan immediately to the south. Additionally, Linden is geographically proximate to downtown, OSU, John Glenn International Airport, has excellent highway access, and has rapid bus service along Cleveland Avenue. Given the increasing preference for community walkability, housing investments must carefully consider the proximity of walkable neighborhood amenities.

A migration and mobility analysis determined the annual potential market for new and renovated housing units in the study area could average 1,400 households. These potential households were segmented by income, based on

WHERE WILL NEW RESIDENTS COME FROM?

the Columbus area median income (AMI) of \$74,500 for a family of four (fiscal year 2017).

- Household income below 30% AMI (typically qualify for public housing)
- Household income 30–60% AMI (may qualify for affordable units)
- Household income 60–80% AMI (may qualify for affordable rental or ownership housing)
- Household income 80–100% AMI (may live in marketrate housing)
- Household income above 100% AMI (sufficient for market-rate housing)

Ideal Residential Mix

Rents and for-sale home price points for new market-rate housing units were derived from the financial capabilities and housing preferences of the 523 potential target households with incomes at or above 80% of AMI. As the figure below indicates, the market for new housing is

predominately multi-family for rent, followed by single-family for sale, and finally the smallest market for single-family attached dwelling units. Also note that likely annual capture rates vary dramatically based on housing types.

The majority of new residents will be coming from the City of Columbus. However, a substantial amount will relocate from areas within the county, outside city limits, or adjacent counties. Younger singles and couples, and empty nesters, make up over 80% of the future potential market. Smaller-sized, one and two-bedroom units will most likely be the preferred unit size.

Future housing success will be dependent on creating housing that matches both the physical and financial needs of existing residents and potential additional residents. For renters, one half will only be able to afford monthly rents from \$500-\$1,000; one-third can afford \$750 and higher. Likewise for purchasing, two-thirds of residents can afford to pay no more than \$175,000.

A detailed study of the Linden housing market revealed the potential for 395 to 495 new dwelling units over 5 years, with most new residents coming from other parts of the City of Columbus.

PROJECTED CONSUMER HOUSING COSTS
FOR FUTURE DEVELOPMENT



\$500-\$1000 Monthly rent range for about 179 of potential 350 new multi-family units



\$125,000—\$175,000 Sale price range for about 50 of potential 64 new single-family detached units

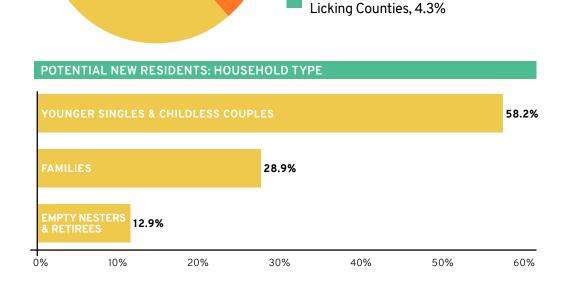


Up to \$150,000 Sale price for about 31 of potential 109 new single-family attached units



An analysis of owner-occupied parcel transactions from 2016 and 2017 shows that Linden's average appraised value exceeds the average sales price, unlike nearby neighborhoods with more active real estate markets. One potential impact of this may be that taxable values for Linden homes are higher than market values, which could demonstrate inequity in comparison to other neighborhoods where market values exceed taxable values.

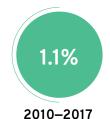
	Linden	Weinland Park	Italian Village	Clintonville
2016 Sales	\$36,365	\$253,259	\$372,006	\$283,330
2016 Appraised	\$47,164	\$215,368	\$314,373	\$265,151
% Difference	-30%	15%	15%	6%
2017 Sales	\$39,327	\$229,065	\$354,327	\$304,421
2017 Appraised	\$44,444	\$169,931	\$274,969	\$248,603
% Difference	-13%	26%	22%	18%



Annual Capture and Market Position – at or above 80% Area Median Income (AMI) # of Potential Likely Annual # of Housing Units Price per **Housing Type** Rents/Prices **Unit Sizes** Capture Rate (Annual Absorption) Square Foot (psf) Households Total 523 79-99 20-25% Multifamily for rent 350 70-85 \$500-\$1,750/month 475-1,500 SF \$1.27 to \$1.42 psf 64 6-8% 3-5 \$100,000-\$250,000 700-1,750 SF \$1.41 to \$1.59 psf Single-family attached for sale 109 6-8% 6-9 \$125,000-\$250,000 \$1.33 to \$1.39 psf Single-family detached for sale 900–1,900 SF

RETAIL & SMALL BUSINESS

The Linden Community Plan area has two primary commercial corridors: Cleveland Avenue and Hudson Street. The Cleveland Avenue corridor is currently dominated by automobileoriented businesses, but also supports barber shops/salons, religious uses, restaurants, and convenience stores. The high traffic volume of Cleveland Avenue presents both a challenge and a weakness for neighborhood retail. While many potential customers are traveling through the area, the current roadway design and excessive speeding are not conducive to a thriving retail environment. The Hudson Street retail corridor has a similar business typology to that of Cleveland Avenue. Most businesses are located west of Ontario Street, ranging from hair and beauty to mobile phones and car audio.



Linden Pop. Growth compared to 1.2% for region



Median Home Value compared to \$175K for region



Median Household Income 43% lower than regional

median income of \$57,000

EXTERNAL RETAIL TRENDS

Rapid changes in the retail sector are causing a massive shift in how the built environment will support shopping and daily needs in the future. With the rise of online shopping and the growing dominance of regional shopping destinations, neighborhood amenities are becoming more scarce. One way to increase retail activity is to create inviting public spaces and attractive environments for commerce, encouraging shoppers to linger and enjoy unique experiences. Restaurants and authentic food also represent an opportunity for future growth and should be capitalized on in the Linden neighborhood.

- · 72% of households will be non-family by 2025
- 66% prefer attached or small lot housing
- · 3700% increase in webbased sales from 1999 to 2010



QUICK FACTS

18,000

approx. area population

13%

people using transit

8,700

households

\$17,000

income spent on retail

\$112 million

total spent on retail

350,000

total sq. ft. supported

SWOT ANALYSIS: LINDEN RETAIL

A SWOT Analysis looks at the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of a community. It is a strategic planning technique used to specify the objectives and identify the internal and external factors that are favorable and unfavorable to achieving those objectives. For Linden, a SWOT analysis was completed in the context of fostering a strong retail and business environment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Recent public investments	Building conditions	Public private partnerships	Lack of focused investment
Strong regional economy	Limited economic activity	Urban agriculture	Community resistance to demolition of unsalvageable buildings
Regional population growth	Lack of major institutional anchors	Historic rehabs	Demolition of historic buildings
Authentic local businesses	Truck traffic/speeding	Property acquisition/ land banking	New development/infill that is not the best use
Central location	Lack of on-street parking	Interstate-oriented retail	National retail trends
Proximity to employment centers	Lack of parcel depth	Traffic calming	Fragmentation of neighborhood
High traffic volumes	Retail competition nearby	Bus Rapid Transit (BRT)	Resistance to change
Existing investments made by local businesses	Insufficient development opportunities	Nearby high-value neighborhoods (Clintonville)	
Interstate access	Stretches of vacancy		

EXISTING RETAIL IN LINDEN

Retail Composition: Existing Retail Business Distribution in Linden Study Area, 2017		
Existing Retail	Linden %	Columbus %
Auto-related	37%	9%
Restaurants	19%	27%
Convenience stores	18%	4%
General Merchandise/Discount	8%	2%
Liquor/Tobacco	4%	1%
Pharmacy/Drug Store	3%	3%
Other	11%	54%

LINDEN RETAIL MARKET STUDY

The market study analyzed neighborhood assets, amenities, and characteristics in the context of regional and national retail trends. Using consumer spending data and behavior projections, conclusions were drawn about the potential for additional retail opportunities in and around the neighborhood. Analysis revealed three primary geographic areas for new types of retail and or commercial development.

NODE 1: HUDSON & I-71

INTERCHANGE RETAIL

The lack of key anchors in central Columbus make interchange along the I-71 corridor very desirable for auto-oriented retail. This location would be unlikely to support a residential component.

RETAIL PROGRAM

Big Box Anchored Retail Center i.e. Walmart, Home Depot

Retail Surplus

300,000 sq. ft. anchored retail

100,000-200,000 sq. ft. additional retail

RETAIL OPPORTUNITIES General Merchandise

 Electronics Home Furnishings **ABOUT THE AREA** Population 49.000 Households 21,300 Average Household Size 2.3 people Median Disposable Household Income \$22,900 Total Demand 1 million SF Total Supply 1.4 million SF

400K SF

DEMAND

SUPPLY

SUPPLY & DEMAND

TOTAL SQUARE FOOTAGE SUPPORTED BY RESIDENTIAL RETAIL SPENDING ESRI, Development Strategies, 2017

General Merchandise - 234,000 SF demand

Grocery Store - 189,000 SF demand

Restaurants/Eating Places - 114,000 SF demand

Miscellaneous Retail - 88,000 SF demand Bldg./Garden Material - 77.000 SF demand

Clothing/Accessories - 57,000 SF demand

Pharmacies/Drug Stores - 44.000 SF demand

Automotive Parts/Tires - 43,000 SF demand

Gasoline Station - 37,000 SF demand

Furniture/Home Furnishings - 35,000 SF demand

Specialty Food/Liquor - 25,000 SF demand

Drinking Establishments - 4,000 SF demand

SHOPPER DRAW AREA – 5 MIN. DRIVE TIME

NODE 1

NODE 2: MYRTLE & CLEVELAND

LOCAL & UNIQUE FOODS

Phase 1: invest in existing buildings to support competitive niche restaurants. Phase 2: provide 30-40,000 sf of parking needs, if development occurs rapidly. Apartments driven mainly by availability of Low Income Housing Tax Credits. Townhomes/Single-Family could be supported by programs like HOME funds.

GRAM

Local Businesses and Restuarants Mixed-income Residential

10,000-20,000 sq. ft. over 10 years (\$8-\$10 per sq. ft.) 50-70 affordable apartments / 10-20 single-family homes

RETAIL OPPORTUNITIES

General Merchandise

Electronics Home Furnishings

Sporting Goods

 Apparel Specialty Foods Auto Parts/Misc.

ABOUT THE AREA Population

Households 15.000 Average Household Size 2.6 people Median Disposable Household Income \$24.900 Total Demand 623K SF

Total Supply Retail Gap

598K SF 25K SF

DEMAND

SUPPLY

38.500

TOTAL SQUARE FOOTAGE SUPPORTED BY RESIDENTIAL RETAIL SPENDING

ESRI, Development Strategies, 2017 General Merchandise - 140.300 SF demand

SUPPLY & DEMAND

Grocery Store - 116,100 SF surplus

Miscellaneous Retail - 54,500 SF demand

Restaurants/Eating Places - 65,000 SF surplus

Bldg./Garden Material - 53.900 SF surplus

Clothing/Accessories - 32,500 SF demand

Pharmacies/Drug Stores - 28,800 SF surplus

Automotive Parts/Tires - 27,000 SF demand

Gasoline Station - 22,800 SF demand

Furniture/Home Furnishings - 21,200 SF demand

Drinking Establishments - 2,400 SF demand

Specialty Food/Liquor - 15,000 SF demand

NODE 2

SHOPPER DRAW AREA – 5 MIN. DRIVE TIME

NODE 3: 11TH & CLEVELAND

A detailed study of the Linden retail market

revealed three potential locations for future

NEIGHBORHOOD SERVICES

of draw and identity.

Strategy dependent on finding appropriate grocery anchor. Other inline tenants could include a jeweler, video game store, cell phone store, ice cream shop, and take-out restaurant. Senior affordable apartments could have synergy with nearby healthcare providers.

development. Each node would have a distinct type

15,000-25,000 sq. ft. grocer (\$12-\$15 per sq. ft.) Grocery Anchored Retail Services

15,000-25,000 sq. ft. inline retail Senior affordable apartments

50 to 70 units

RETAIL OPPORTUNITIES ABOUT THE AREA General Merchandise Population

Sporting Goods

Home Furnishings

Electronics

 Apparel Grocery

Miscellaneous

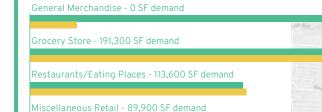
52.400 Households 21.400 Average Household Size 2.4 people Median Disposable Household Income \$27,600 Total Demand 1 million SF 800K SF

Total Supply Retail Gap 200K SF

SUPPLY & DEMAND

TOTAL SQUARE FOOTAGE SUPPORTED BY RESIDENTIAL RETAIL SPENDING ESRI, Development Strategies, 2017

DEMAND SUPPLY



Bldg./Garden Material - 0 SF demand

Clothing/Accessories - 0 SF demand

Pharmacies/Drug Stores - 46,300 SF demand Automotive Parts/Tires - 0 SF demand

Gasoline Station - 0 SF demand

Furniture/Home Furnishings - 0 SF demand Specialty Food/Liquor - 0 SF demand

Drinking Establishments - 4,200 SF demand

NODE 3 SHOPPER DRAW AREA – 5 MIN. DRIVE TIME

All consumer and retail data provided by ESRI.

LINDEN RETAIL IN CONTEXT



Northern Lights

Originally built in the 1940s, the Northern Lights shopping center is a 386,000 square foot retail center. Rents per square foot are about \$12 and current tenants include Family Dollar, a clothing store, and fastfood outparcels. This 1945 photo (above) illustrates the unique layout of the center and the abundance of parking available.

Indianola Plaza

Built in 1966 (updated in 2011), this Clintonville center is 76,000 sq. ft. and has 100% occupancy with per square foot rents from \$10 to \$12. Current tenants include Weiland's Market and Planet Fitness.

Retail Spaces

Most retail space in the Linden area is aging and in need of repair and maintenance. This map (right) shows select retail locations, their interior space, year of construction, and estimated leasing cost per square foot.

Resident Needs

Most daily needs of residents cannot be met in the immediate Linden neighborhood, meaning that the area is losing spending power to other parts of the city. In addition to a desire to offer local amenities at the neighborhood scale to residents, part of the retail strategy for Linden includes becoming a destination retail center. Atracting non-Linden residents to Linden to shop and dine will benefit local business owners.

Shoppes at Airport

At 17,000 square feet, this small shopping center was built in 2008 and has per square foot rents of about \$14. It is at 90% occupancy and current tenants include Donato's Pizza and Wendy's.

2682 Westerville Rd.

Built 1940 / 22,100 SF

2444 Cleveland Ave. Built 1924 / 8,700 SF

1041 E. Hudson Built 1950 / 6,900 SF / \$8 per sq. ft.

2372 Cleveland Ave. Built 1977 / 9.300

1975 Cleveland Ave. Built 1961 / 24,600 SF

1402 Cleveland Ave. Built 2006 / 8,900 SF / \$12 per sq. ft.

1390 Cleveland Ave. Built 1999 / 18,600 SF / \$18 per sq. ft.

Market at Stelzer

Built in 2008, this in-line retail center is 115,000 square feet and has 97% occupancy with rents from \$18 to \$20 per square foot. Current tenants include Giant Eagle and Subway.



COOKE RD. FORMATIVE \$100-\$150K Northern Lights **EMERGING** FLOURISHING \$150-\$250K WEBER RD LIMITED ACTIVITY: \$30-\$75K 1-270

FORMATIVE

\$100-\$150K

E. MAIN ST.

Easton Town Center

SR 161

MORSE RD

MATURING

\$350-\$500K

\$250-\$350K

E. 17TH

E. 11TH

Indianola Plaza

NODE 1: Interchange retail

LANE AVE.

Ohio State

MATURING

\$400-\$550K

E. BROAD ST.

LIVINGSTON AVE

NODE 3: Neighborhood Services

Downtown

E. 5TH AVE

NEIGHBORHOOD MARKET TYPES

Shoppes at Airpoint

Market at Stelzer

SR 161

MORSE RD

LIMITED ACTIVITY

The Linden Community Planning team worked to engage a diverse array of Linden stakeholders, from residents to business owners to churchgoers and former residents from March 2017 through April 2018. Public meetings were held on March 11 and April 22, 2017 where residents offered input on topic areas and commented on community asset maps. The planning team acknowledged barriers that can suppress attendance at traditional public meetings and worked to build social connectedness by offering dinner at major events. Transparency was also encouraged and facilitated through updated workbooks that captured incremental progress and allowed residents to stay up-to-date even if they could not attend some meetings.

During the summer of 2017, the planning team attended scheduled events hosted by other organizations rather than establishing new events. The team spoke with residents at festivals, food distribution events, commission meetings, and in other informal settings. Feedback was recorded and incorporated into a booklet of comments that helped inform working group conversation topics in the fall.

As a 2017 culmination, the planning team hosted two year-end events to present results of the initial working group process. First, the December Open House brought together community partners, nonprofits, and city departments to share activities with residents. Next, a Workshop provided an interactive opportunity for residents to come together in a group setting, discuss issues, and vote on top priorities.

A final event on April 24, 2018 presented a draft of the 10 Big Ideas to the community and facilitated additional resident input. Over 14 months, the Linden community engaged with the planning team through numerous avenues and approaches to develop the 10 Big Ideas, which represent feedback and priorities voiced throughout the process.

THE PLANNING PROCES



PUBLIC ENGAGEMENT

Engaging the public means meeting people where they are, rather than making people come to us on our terms.

WORKING GROUPS

Working Groups were the primary vehicle for sustained public engagement and input throughout the 14-month planning process. Using existing neighborhood networks, as well as targeted outreach efforts, interested residents were encouraged to attend a Working Group Orientation on August 3 at the Linden Community Center. Over dinner and refreshments, the planning team explained the process and encouraged attendees to join working groups of their interest: Housing, Transportation, Health & Safety, Retail & Small Business, and Education & Workforce.

Attendees established a time and location for their first meeting and the team collected emails and sent an introduction to all group members to facilitate future communication. The working groups began meeting in August 2017 and met monthly through November. Recruitment for working group members continued throughout the fall—while working groups met—through posters, flyers, and email

communications with instituional partners. The planning team worked with groups to conduct research requested by members, facilitate exercises, and invite requested speakers from relevant agencies. Each group identified their most pressing issues, which were then presented at the December 9th Workshop.

Working groups reconvened in January 2018 and continued through March. The second round of working groups focused on identifying top priorities—with input from the December 9th event—and strategies to address issues of the most concern to the community. Spring engagement concluded with an event on April 24 that presented the results of the public engagement process in the 10 Big Ideas format. The event provided another opportunity for residents to vote, this time on their top Big Ideas, as well as a mapping activity to indicate geographic areas most appropriate for future residential and business investment.



The first public meeting was advertised on radio– Magic 95.5 (WXMG) and Power 107.5 (WCKX). Flyers and posters were also distributed.



The Intervention Group began in March 2016 to connect organizations. The planning team attended to learn from practitioners and leaders.



Linden Area Commission throughout the spring, summer, and fall of 2017 to provide updates.



At the North Linden market, neighbors gathered for a *Fresh Foods Here* event at the cornerstore, sponsored by United Way of Central Ohio.

PLANNING PROCESS TIMELINE

SUMMER 2017 ISPRING 2017 AUTUMN 2017 WINTER/SPRING 2018 MAR APR MAY AUG APR JUL OCT NOV DEC MAR JAN **LISTEN & UNDERSTAND** MARKET ANALYSIS **HOUSING & RETAIL MARKET STUDIES COMMUNITY VISIONING** POTENTIAL PROJECTS / PROGRAMS / INITIATIVES RESIDENT-DRIVEN WORKING GROUPS MONTHLY RESIDENT MEETINGS IN LINDEN **DOCUMENTATION** EXISTING CONDITIONS RESEARCH / HISTORICAL CONTEXT / PREVIOUS PLANS / BEST PRACTICES

FOCUS GROUPS

The planning team conducted three focus groups outside of the working group structure. Two were at Windsor STEM Elementary, one with students and one with teachers. The student results are included later in this section. On December 6, 2017, six teachers at Windsor met with the team to discuss obstacles they face to teaching.

What challenges do you see at the Windsor STEM Academy and the neighborhood?

- Stigma around child accessing emotional help
- Parents refuse help from counselors
- Parents want education for children but cannot always support because of life survival issues
- Gang knowledge & involvement as described by children has impact
- No access to healthy foods
- Some brought weed/marijuana
- · Not always "positive" role models
- No music or after-school programs

Strategies/ideas to meet some of the challenges?

- Use Linden McKinley as the central focal point; access program & services; feeder for 4 schools
- Help parents with CPR/first aid; financial readiness, GED
- Bring organizations to the school
- · Never been outside of Linden
- 5th graders go to COSI
- · Teach children right behaviors

- Need health classes
- Social service falling short of helping parents navigate programs
- Access to after-school programs
- Have resources readily available so kids/parents can access, i.e. boy scouts/art programs
- Need more resources; social services for children/families

Another focus group was conducted with the Concerned Linden Clergy on October 21, 2017 at the Bethel AME Church at 2021 Cleveland Avenue. The results of this are included in the appendix.

OUTREACH & RECRUITMENT STRATEGY



Coffee & Conversation on the retail and small business environment in Linden. Wednesday, August 2, 2017 at St. Stephen's Community House.

- minima crimina . No Street lights activity more maintained housing 41 ighting around establishments lighting Street design · parking (lighted, secure) community institutions unsafe sidewalks Schools abandoned properties · Douglas (time of day, location) generally safe everywhere entrances to establishmente · unsafe crosswalks *

Working group facilitators led members through an exercise to learn about where and why residents feel safe or unsafe throughout the neighborhood

Engaging residents can be difficult, especially when many people face barriers to attending meetings: childcare, transportation, variable employment schedules, and other complications can make attending community meetings a big commitment.

The first meetings, in Spring 2017, were advertised with radio spots on two local stations, posters at businesses and local institutions, a meeting announcement in The Columbus Dispatch, door-todoor flyer drop offs, and event networking with local institutions, like St. Stephen's Community House. The events were set up as an open house, offering printed maps and ample opportunities to leave comments and interact with the planning team. The results of these events were recorded and made accessible online and in print.

Summer events allowed the planning team to meet people where they already were, at neighborhood celebrations and food markets. In August, the primary resident engagement technique transitioned to working groups. The group members initially set their own schedules and meeting locations. In January, the

planning team opted to create more consistency by establishing one location and time for the remaining

The planning team maintained an online presence throughout the process. A project-dedicated website (ourlinden.com) was launched in February 2017 and a monthly email update began in July 2017. The website served as a repository for all public engagement results, a listing of upcoming events, a source of neighborhood history, maps, and photographs, and a place to leave comments and feedback about the plan or Linden in general. The email update was sent to neighborhood residents, stakeholders, and businesses each month to announce upcoming events, offer information about previous and ongoing efforts, and provide positive news updates about community members or emerging topics.

Events were also shared with parents and guardians of students at Columbus City Schools in Linden through the online flyer distribution system the district employs. For each major event, registered users at the apporpriate schools received flyers.



A vinyl banner was mounted at the intersection of 11th & Cleveland to let neighbors know about the December 2017 events.

MEETINGS ATTENDED

The planning team attended formal and informal meetings throughout the public engagement process to interact with Linden residents and stakeholders, update the community on the process and ways to get involved, and recruit new attendees. Throughout the public engagement process, there were 35 working group meetings and six major public events hosted by the planning team. Working groups were scheduled once per month at an established location, such as a church, library, or neighborhood partner like St. Stephen's Community House

orh	ood partner like St. Stephen's Co	mmunity H	ouse.
	YEAR 2017	Sept. 13	Health & Safety Working Group*
	State of the City Address	Sept. 14	Housing Working Group*
	Greater Linden Advisory Council	Sept. 17	South Linden Area Commission
	Linden Leaders	Sept. 19	North Linden Area Commission
	Linden Champions	Sept. 26	Retail & Small Business Working Group*
	Public Kick-off Meeting*	Oct. 10	Education and Workforce Working Group*
2	Linden Leaders	Oct. 3	Transportation Working Group*
3	North Linden Area Commission	Oct. 11	Health & Safety Working Group*
	Linden Leaders	Oct. 12	Housing Working Group*
	South Linden Area Commission	Oct. 24	Retail & Small Business Working Group*
	North Linden Area Commission	Nov. 15	Health & Safety Working Group*
	Public Meeting #2*	Nov. 9	Housing Working Group*
	Linden Intervention Group	Nov. 14	Education and Workforce Working Group*
	Dollar Plus (Fresh Foods Here)	Nov. 18	Access AT&T Event
	Cap City Night Festival (Douglas Rec. Ctr.)	Nov. 28	Retail & Small Business Working Group*
	Linden Intervention Group	Nov. 30	Transportation Working Group*
	Point of Pride (food distribution)	Nov. 30	Health & Safety Working Group*
	Linden Eagle Alumni Picnic	Dec. 7	Community Open House*
	North Linden Area Commission	Dec. 9	Year-end Community Workshop*
	South Linden Area Commission		
	Cap City Night Festival (Linden Park)		YEAR 2018
	Jazz in the Park at Maloney	Jan. 9	Education & Workforce Working Group*
	Linden Intervention Group	Jan. 9	Transportation Working Group*
	South Linden Area Commission	Jan. 10	Health & Safety Working Group*
	North Linden Area Commission	Jan. 11	Housing Working Group*
	Jazz in the Park at Maloney	Jan. 16	Retail & Small Business Working Group*
	Inner to the Deals of Malanass	Eah 6	Transportation Working Croupt

Mar. 8

Mar 12

Mar. 13

Mar. 14

Mar. 20

April 9

April 24

oup* ำดนท* roup³ Transportation Working Group* Housing Working Group* Linden Intervention Group Education & Workforce Working Group* Health & Safety Working Group* Retail & Small Business Working Group* Housing Working Group, Land Bank Home Tour* Transportation Working Group* Housing Working Group Linden Intervention Group Education & Workforce Working Group* Health & Safety Working Group* Retail & Small Business Working Group* Linden Intervention Group Final Spring Planning Meeting*

Feb. 28 March 1 March 9 March 11 March 22 March 23 April 13 April 18 April 20 April 22 May 8 June 5 June 10 June 12 June 13 June 17 June 15 June 21 June 24 July 8 July 10 July 18 July 20 July 22 July 29 July 31 Aug. 1 Aug. 2 Aug. 3 Aug. 5 Aug. 8 Aug. 8

Feb. 27

Jazz in the Park at Maloney Feb. 6 Feb. 8 Joyce Market (Fresh Foods Here) Feb. 12 National Night Out at Rosewind Community Feb. 13 Fresh Impact Network Meeting Feb. 14 Working Group Orientation* Feb. 20 Concerned Clergy Meeting Mar. 5 Advisory Committee Orientation Meeting* Mar. 6

Education and Workforce Working Group* Health & Safety Working Group* Housing Working Group* Linden Intervention Group Retail & Small Business Working Group* Transportation Working Group* Linden Intervention Group

Education and Workforce Working Group*

Aug. 9

Aua. 10

Aug. 14

Aug. 22

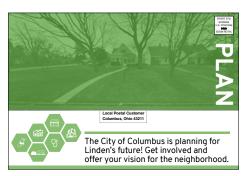
Sept. 5

Sept. 11

Sept. 12

POSTCARD #1 **SEPT. 2017**

The first postcard was sent to all residential and business addresses in the Linden Community Plan area in September 2017—a total of 7,513 postcards.





POSTCARD #2

NOV. 2017

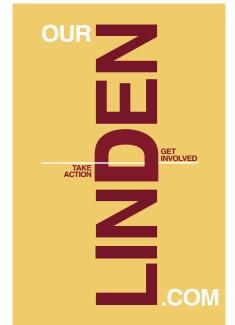
The second postcard was sent to all addresses in the planning area in late November 2017—an additional 7,513 postcards.





POSTERS & FLYERS

Posters (11" x 17") were hung at various locations in Linden throughout the public engagement process: St. Stephen's Community House, barber shops, salons, bus stops, restaurants, libraries, schools, and the Rosewind Community Center, Flyers and handouts were left at these locations as well.



DE	
get involved Linden Comm	d with the nunity Plan

ourlinden.com

AUTUMN 2017-SPRING 2018

*Organized and hosted by the planning team

THE PLANNING PROCESS

LINDEN COMMUNITY PLAN

SPRING 2017

SUMMER 2017

SPRING 2018

TIMELINE

Listening and learning from the Linden community.



27 FEBRUARY 2017

Mayor Andrew J. Ginther announced the Linden Community Plan at the State of the City Address as part of his focus on neighborhoods.

"This plan will create a roadmap for safe neighborhoods, economic development and access to affordable housing, quality healthcare, education and employment opportunities." —Mayor Ginther Throughout the summer, the planning team attended events around Linden to talk with residents one-on-one about their aspirations and challenges. From food giveaways to Jazz in the Park to partnering with United Way of Central Ohio events, the team spoke with the Linden community and collected considerable feedback.





11 MARCH 2017

The first public meeting was held at Douglas Recreation Center. Residents left comments on printed materials and dicussed the planning process.



22 APRIL 2017

The second public meeting was an opportunity for additional public feedback on the five focus areas of the plan.



orientation event at Linden Recreation Center. The planning team explained the process and helped residents select meeting times, dates, and locations.



From August to November, working groups met monthly to identify the most pressing issues facing the Linden neighborhood. In a collaborative manner, residents and stakeholders discussed how to address these challenges and move forward.

AUTUMN 2017

7 DECEMBER 2017

An Open House was held at Linden McKinley High School and brought together city departments, nonprofits, and other organizations doing work in Linden and allowed residents to learn more about them and give input on their initiatives.



Commander Knight and KeMah'jae (KJ) Williams

UTE IS SET TOTALED.

The first and th

9 DECEMBER 2017

The Linden Community Workshop, held at Linden McKinley, allowed residents to work with facilitators to determine priorities in each of the five topic areas and vote on their top issues.

Refining, focusing, and proposing transformative solutions.

JANUARY - MARCH

Working group meetings continued to meet January through March to transform issues identified in the autumn groups into potential solutions. All residents were entered to win a \$50 Visa gift card for attending. (Below: Tamela Walker, one of three winners)



24 APRIL 2018

Nearly 100 residents came to St. Stephen's Community House to hear initial visioning for the plan, complete a mapping exercise to prioritize future investments, and vote on the 10 Big Ideas.



COMMENTS FROM PUBLIC MEETINGS – EARLY 2017

RETAIL & SMALL BUSINESS

Need more local business owners to invest in the local community.

More funding / access to capital. Keep employment within the community.

Mutual start-up support / education for setting up and maintaining businesses.

Increase diversity of businesses in Linden (grocery / community market, clothier, dining, health, coffee shops, thrift, furniture, pet grooming).

Partner community gardening efforts with retail outlets / local restaurants (provide local jobs). Creation of SID (special improvement district).

Keep big box stores and chains out. Keep the look and feel while creating walkable streets and small businesses that encourage people to engage.

More jobs for felons and small business programs. Accessible stores and businesses for people with disabilities.

The immigrant community is thriving here and we want it to be supported and continue to thrive and run local

Improve quality / quantity of businesses within Linden's commercial corridors (incentivize).

Address abandoned properties along Cleveland Avenue/throughout South Linden.

Provide uniformity / improvement of corridor streets from I-71 into Linden (11th, 17th, Hudson, and Weber).

Recruit destination driven businesses to locate within Linden.

Closer monitoring of businesses bothersome operations. Improve code enforcement.

Promote Linden businesses to a broader (city-wide) audience.

Linden version of North Market, Urban

Incubator for Linden residents to explore new business ideas / Business facilities for local owners.

TRANSPORTATION

Safer pedestrian crossings on corridor streets.

Complete street design (accomodate all forms of transportation - walking, biking, cars, mass transit.)

Improve physical conditions of streets.

Too many people speeding in the neighborhood. (Need traffic calming)

Longer bus hours / distance from home to bus stop.

Traffic congestion in corridor streets.

Improve lighting / condition of sidewalks / street trees.

Access to personal transportation.

Lack of on-street parking (Cleveland

Traffic signals at I-71 S to E. 17th.

Keep streets in the neighborhood clean.

HEALTH & SAFETY

More health care centers and dentists in the neighborhood.

Easy access to clinics and children's facilities, with increased hours of

Expand family planning / sex education classes (flexible hours of instruction) as well as mental health

Increase recreational centers / playgrounds to encourage activity

Outdoor community activities.

Have dedicated exercise spaces.

Clean up alleys and parks, with regular trash pick-up schedules.

Easy access to insurance and urgent care clinics.

Community gardens for employment & iob skills / coordinate access to fresh, healthy food

Community grown organic produce / farmers market / healthy recipes and alternatives. Affordable grocery

HIV education and prevention.

Block watch and neighborhood patrol. People need to work together and establish a positive relationship with the police.

Police brutality must stop - excessive force and lack of communication. Need a community sit down with the police department.

Better street and alley lighting, and sidewalks for increased community

Coordinate existing neighborhood educational / recreation centers to work with population in "transition" to improve recidivism rates.

Providing youth with summer employment, community center programming and engagement. More after school activities for teens and

Increase home ownership rates.

Reducing violence, theft, and kidnapping, especially amongst young teenage children. Eliminate prostitution, drugs, and alcohol.

Community-based safety initiatives and safety call boxes.

SELECT COMMENTS FROM POP-UP PLANNING EVENTS – SUMMER 2017

Businesses in Linden would benefit most from...

RETAIL & SMALL BUSINESS

Show youth they are able to own & run a business

Need more local, higher paying jobs

Incubator space at basement of Traveler's Rest church

> Locally owned (African American) businesses

Local businesses hiring from within the community, being transparent

Safer environment

More barber shops/salons

Providing affordable food / household and personal items for local residents

More people coming in to support husinesses

More parking & more people

Loans / access to financing

Not selling beer and liquor

Positive community activities

Security guards, cameras and safety programs

More small business programs (employment for ex-offenders)

Meeting the needs of the community, goods required for daily life

Economic empowerment

Walmart, cheaper goods (ability to buy in bulk)

More food options

Recruiting and training

TRANSPORTATION

My personal transportation is most impacted by...

Cost of fuel (don't like new bus routes, confusing) hours

Reduced bus fares. reduce violence on huses

COTA needs more fundina

Cut the #1 & #9 routes

Access to a grocery store for people without cars

Improved transportation to have access to employment, buses need more frequent runs

Car / repair issues or car stolen

Construction / potholes

Need for longer bus

Traffic congestion (at certain times)

To have a car that I can get around in with the use of hands and feet

Access to a car (people having automobiles)

Drivers that speed

More COTA bus routes needed

Free rides to bus stops

Access on buses (disabled)

Police must not overreact,

increase patrols (bikes and

horses), close bars earlier

Americans to join police

Stop police brutality / use

More Neighborhood Watch

programs / street patrols,

more police cameras

Ownership of property

more common ground

assess situation first

More police stations.

Encourage African

of excess force

EDUCATION & WORKFORCE

Access to additional educational opportunities would enable me

Increase awareness of existing resources / hold programs accountable

Equipment / training for kids' extracurricular activities (extend hours)

Mentoring services & programs for

Awareness classes for bullying, social media, sexual abuse, grief counseling

Internship programs linked to other community initiatives (Smart Columbus)

Child care worker certification

Career Development / college prep courses / interview skills / resume preparation (schools and at library)

More early intervention programs for children at risk, trauma informed learning model (train teachers, counselors, & community center workers in trauma informed care)

Expand vocational training / skills training / workforce development / collaborate with unions

More after school programs for youth / community development programs

After school / evening sex education seminars

Bring more (and pay) parents and Linden residents to work in the school w/teachers and school staff (build relationships)

Windsor is far below the academic requirements of the City + State

Higher education satellite locations

Skills for people, jobs for people in the Community (learning skills)

HEALTH & SAFETY

Health and safety could be most improved by...

More fitness / get active; need athletics, food & nutrition education, fresh produce market

More doctors/dentists. mobile nursing

Community-grown food/ farmers market; greater access to healthy recipes

More free produce, cooking classes, incentives to show up: Alcohol and substance free, healthy lifestyles

Having regular activities that engage residents

target African Americans Address illegal drug access

Bringing awareness and

and addiction Health education &

insurance access, more

prenatal care

Residents need to come together. More community involvement / events / find

Get people off streets (too screening to diseases that many kids hanging out), night activities for kids

> Provide summer employment for youth

Positive relationships with police / security

HOUSING

affordable and up to date housing.

Clean up neighborhoods and vacant lots. More mixed-use housing. Re-development of existing homes.

Need more low-income housing.

Inclusion of agriculture as potential use for vacant / abandoned properties.

Infill development to fit within the context and character of the

the neighborhood.

Reduce percentage of rental homes in

d homes (streamline Land Bank / VAP process, reinstate dollar homes, low interest loans).

> Incentives for new and long-term home wners. Keep housing stock within the Linden community.

Neighborhood Pride ongoing program, work with elderly to improve, and maintain property when they can't. Allow for granny flats and make housing more handicap accessible.

Rent-to-own for local residents. Some portion of the rent should go towards equity.

HOUSING

Housing could be most improved by...

Meet needs of low income homes

Affordable and up to date / improve overall housing conditions within community

Fix up boarded up properties / rent to elderly

Up to City standards

Safe (quiet, stop fights/shooting)

to fix up nearby vacant housing

Improve maintenance

Safe, lead-free, crime-free, habitable and affordable Reduce rents by providing labor

Build up, reduce vacancy

Re-entry housing program

Like Dublin

More accessible to younger families, seniors, disabled, and people with troubled past

Housing stock should be used for low-income families

Safe, affordable, and equal!!! Let residents know about programs; more housing options

Available, clean, in good condition with beautiful landscaping

Remove abandoned housing (eyesore in community) Affordable / jobs that enable

people to buy homes

Gated in certain areas / patrolled

THE PLANNING PROCESS

•••• 39

WORKING GROUP RESULTS



From August 2017 to March 2018, working group members identified issues and propose transformative solutions to major challenges facing Linden. Results of that work is shown here. Organized by working group topic, the key themes identified by residents are shown, with accompanying detail below. The bullets represent how to work toward the theme. For example, under the Education & Workforce area, the community would like to Support Youth Mentorship by partnering with other institutions to create those opportunities.

WORKING GROUP BOOKLETS



The planning team created dynamic workbooks to capture the discussion points from previous working group meetings and summer outreach events. The books were assembled monthly and helped community members to catch-up after missed meetings and keep track of how discussions evolved over time. They also allowed for transparency and accountability throughout the life of the working groups. Booklets were brought to working group meetings and also served as a place for members to take notes. The booklets were made available online as well.

KEY THEMES

The Key Themes are illustrated in the table as bolded headings under each working group topic. These themes emerged from Autumn 2017 working groups, supported by action steps. Many working groups were attended by practitioners working in Linden from various fields—like public health, transportation engineering, and social work. These professionals offered suggestions and guidance for residents.

VOTING RESULTS

On Saturday, Dec. 9, Linden community members came together at Linden McKinley STEM Academy to discuss the most important priorities in the five topic areas. To start, they worked from posters that outlined the topics of discussion from the five working groups that have been meeting since August 2017. Attendees on Saturday considered the past discussions and provided their own input to create new priorities that are shared here (right). Those new priorities were voted on all by attendees at the conclusion of the meeting. One of the principles of the December Workshop was to allow for new ideation outside of the working group constructs for those who may not have attended meetings in the fall.

EDUCATION & WORKFORCE

COMMUNITY PRIDE & HIGH EXPECTATIONS

- Put education and academic success at the center of the Linden community
- Create a community culture of lifelong learning
- Increase parental involvement
- Decrease teacher turnover rates in Linden schools and incentivize most successful teachers to remain in the neighborhood as teachers

SUPPORT YOUTH MENTORSHIP

- Develop soft and hard skills in order to participate in a global market
- Partner with other institutions (OSU, Battelle, places of worship, etc.)
- Conduct vocational aptitude and assessments of students to identify their strengths

MODERNIZE PROGAMMING & CURRICULUM

- · Fully embrace today's technology
- Develop after school programs to encourage development of students' interest (music, art, computer science, etc.)
- Develop STEM approach that addresses the community
- Encourage and incorporate adverse childhood experience (ACEs) assessment
- Develop ambassador/liaison program for each school

EDUCATION & WORKFORCE

VOTE RECEIVED

- Provide opportunities for skills training for living wage jobs (ex. apprenticeship, on-the-job training)
- Provide education for ex-offenders /workforce 35% development for formerly incarcerated
- Create jobs for youth and young professionals 15% to work in Linden

TOP THREE ISSUES, DEC.

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GROUP

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40

TRANSPORTATION

WALKABILITY & SAFETY

- Pedestrian safety should be improved along the Cleveland Avenue corridor
- Crosswalk interventions at high-risk points

INTERNAL NEIGHBORHOOD CONNECTIONS

- COTA should offer additional hours for off-peak employment
- Change public perception of mass transportation

SPEEDING

- Cars travel too guickly along Cleveland Avenue and internal neighborhood streets
- Reduce number of one-way streets
- · Install more speed limit signs or other mitigation solutions

CONNECTIVITY

- Improve people's ability to circulate within the neighborhood
- Fix broken sidewalks and complete the sidewalk network
- Add or replace street lights
- Improve bicycle connections within the neighborhood and to other parts of the city

HEALTH & SAFETY

BUILD TRUST

- Improve police and community relationship
- Increase diversity and community representation in the police force
- Allow for positive police-resident interactions

BUILT ENVIRONMENT

- Improve physical conditions to encourage active lifestyles
- Increase sense of safety for activities like walking, jogging, and bicycling

SUPPORT POSITIVE CHOICES

- Inform community about critical health issues
- Importance of diet and exercise
- Conduct campaigns against tobacco use and substance abuse

IMPROVE ACCESS

- Increase access to healthcare, specifically to address infant mortality
- Address transportation issues to medical facilities
- Improve access to healthy and affordable food options

RETAIL & SMALL BUSINESS

PHYSICAL CONDITIONS FOR SUCCESS

- Improve aesthetics of business corridors
- Target and sustain code and law enforcement efforts
- Focus infrastructure improvements (utilities and lighting, parking, streetscape)

FINANCIAL OPPORTUNITY & CAPACITY BUILDING

- Businesses need access to capital and the neighborhood needs access to financial institutions
- Entrepreneurs need community support and professional advice
- Locate business incubator in Linden to encourage local "start-ups"
- Capitalize on current transportation investments (BRT/Smart Columbus)

COMMERCIAL IDENTITY

- Emphasize local businesses-only found in Linden
- · Create cohesive business identity for commercial corridors

HOUSING

HIGH QUALITY HOUSING

- Demand higher standards for landlords and tenants
- Unify appearance of neighborhood
- Establish minimum standards and increase code enforcement

SUPPORT HOMEOWNERSHIP

- Increase awareness about home financing/repair programs
- Offer educational programs and access to capital, like down-payment assistance

ADDRESS BLIGHT

- Reduce number of vacant properties
- Consider modifications to land bank policies to expedite property acquisition and development or rehabilitation
- Sustain code enforcement, expedite resolutions
- Preserve existing housing stock

AFFORDABILITY & INCLUSION

- Allow current Linden residents to remain
- Consider property tax protection for financially vulnerable individuals and households
- Encourage low-income home ownership opportunities
- Welcome restored citizens into the community
- Offer variety of housing (single-family, multi-family, etc.)

TRANSPORTATION VOTE RECEIVED

- Repair sidewalks and add additional connections to improve walkability and safety
- 33% More direct access to major community resources (i.e. St. Stephen's, groceries, community centers) through COTA partnerships with alternative transit forms (company shuttles)
- Better bus access and scheduling for resources 30% outside of Linden (i.e. jobs, health, 3rd/off-shift jobs, grocery)

HEALTH & SAFETY

- Improve police and community relations through block parties, consistency/familiarity of officers, offices in the communities they serve, and coordination with block watch
- Add cameras, lights, and call boxes throughout 23% the community

VOTE RECEIVED

58%

19%

Build a women's center that would provide services such as general health, addiction, parenting classes / support, prenatal care, and mental health

RETAIL & SMALL BUSINESS

Financial opportunity and capacity

Emphasize local businesses

HOUSING

VOTE RECEIVED

54%

31%

15%

VOTE RECEIVED

- No pushout prevent gentrification! Keep Linden residents in the neighborhood, prevent rent/property tax inflation, help transition from section 8/low-income housing
- Support home ownership keep housing affordable, encourage low-income housing, finance and repair programs, protect and increase home values
- Address blight reduce vacant properties, code enforcement, improve neighborhood appearance, rehab current inventory, leverage youth programs

24%

48%

28%

THE PLANNING PROCESS

STUDENT ENGAGEMENT

LINDEN STEM ACTIVITY

The planning team collaborated with Sarah Rough, an art teacher at Linden STEM Elementary School, and students at Ohio State, to facilitate multiple planning-related activities for students in the third and sixth grade. The exercises were meant to introduce the concepts of land use and spatial awareness to students, as well as provide feedback to the planning team on how children in Linden see their neighborhood.

Exercises began with an introductory lesson, followed by a project culminating in a group discussion of the concepts. One project directed students to categorize structures in their neighborhood by land use: residential, commercial, and institutional. The results (below) illustrate housing as residential, shopping (i.e. Kroger grocery) as commercial, and their elementary school as institutional. The planning team took note of how many students insisted upon putting a grocery near their home—many students mentioned a Wal-Mart as being a desirable store to have in the neighborhood. The nearest Wal-Mart is on Morse Road, 4.4 miles from the elementary school.

Students were asked to write five words that came to mind when they heard the word "abandoned." Linden's rate of vacant and abandoned structures is twice the average for the City of Columbus—at around 22%. This amounts to 1,926 vacant properties in the planning area, which indicates that students in the classroom are accustomed to seeing vacant structures in their neighborhood. The planning team showed pictures of vacant structures in the neighborhood and explained the concept of abandonment. During the exercise students associated vacant structures with negative emotions, such as scary, dark, sad, ghost, ugly, and spooky. To describe physical elements of structures, like windows, doors, and floorboards, students used words like broken and dirty. Throughout the discussion, there were themes of danger and safety from students relating to vacant and abandoned properties.

SEPARATION OF LAND USES ACTIVITY – RESIDENTIAL & COMMERCIAL



The example on the bottom-right shows a rigid separation of land uses, using a legend in the corner to designate colors for certain land uses.



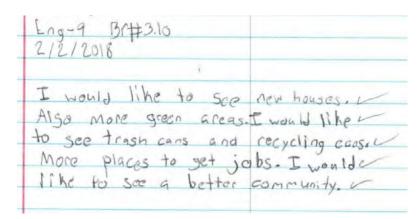
Linden STEM students use construction paper and scissors to create structures to represent different land uses, assigning colors to residential, retail, and institutional uses.



Javier Melendez-Galinsky helps students understand the assignment. Javier was part of a group of students studying City and Regional Planning at The Ohio State University who worked with the planning team to conduct the outreach project with Linden STEM Elementary. Other students were: Maria Walliser-Wejebe; Maria de Caris; Reyna Lusson; and Sarah Davis.

9TH GRADE ESSAYS

Students in ninth grade English at Linden McKinley STEM Academy were asked to write about issues in the neighborhood, like housing and park space. The content of the essays reveals that students are concerned about vacant housing, crime, litter, and availability of living wage jobs. Students are very aware that Linden is experiencing instability and requires serious intervention.



View more essays online: issuu.com/ourlinden/docs/lmhs_student_essay_picks.compressed

School Sc

WINDSOR STEM DISCUSSION

On December 5, 2017, the planning team met with 14 sixth grade students at Windsor STEM Academy to discuss their experiences in the community. These are the results:

What do you like about Linden?

- Like walking to store
- Play with cat outside
- · Park is close to house
- It is quiet
- Recreation center
- Like community
- Going to football games in neighborhood
- Going to church
- Lots of kids
- Like community meetings
- Live close to park

What don't you like about your neighborhood?

- Illegal firearms
- Break-ins at home
- Grown-ups sitting outside; need a car
- Smoking/Drugs
- Adults cursing at children
- · People screaming at night
- People getting killed a lot
- Shootings a lot
- Children & adults fighting
- Gunshots when sleeping; drive by shootings at kids
- Car crashes
- No big stores
- · Sex offender notifications

What change or improvement would you make, if you could?

- More police officers
- More sidewalks
- New houses for everyone
- Money for charity
- Eliminate smoking & drinking
- Repair house/more swings, etc. at park
- Help homeless
- Stop fighting
- Money everyday
- No gangs
- More handicapped areas
- Go outside without getting
 burt

SPRING 2018 MEETING





On April 24, the Linden community gathered to hear a preliminary presentation of concepts developed through public input and engagement starting in March 2017. The presentation gave baseline data for Linden across five topic areas: Education & Workforce, Health & Safety, Transportation, Retail & Small Business, and Housing. The plan concepts were presented as 10 Big Ideas, using an integrated approach that addresses multiple community issue areas within one transformative objective.

Following the dinner and presentation, attendees were given three stickers: green to indicate their highest priority, yellow to indicate second priority, and blue sticker to indicate third. To thank attendees for their time, a raffle was offered at the event and five \$50 gift cards were awarded to residents. Sisters of Empowerment, the organization that recruited the most people to the event, also received a monetary reward.

For Linden community members that could not attend the event, an online survey was created and advertised through the email network.



Residents completed a mapping activity, marking their preferences for future housing and retail investment in the neighborhood.

VOTING RESULTS

Of the ten big ideas, the ones that received the highest total votes were: Stabilize & Expand Housing Options, Connect Residents to Employment, and Reduce Crime & Improve Perception. The Big Idea with the most #1 priority votes was Stabilize & Expand Housing Options. The graphic below shows the number of votes received for each big idea (total) and their priority levels in three colors.

3rd

Total

ONLINE SURVEY RESULTS

There were 16 responses to the online survey. The big idea with the most votes was Reduce Crime & Improve Perception, followed by a tie among:

- Stabilize & Expand Housing Options (6)
- Connect Residents to Employment (6) and
- Reimagine Cleveland Avenue (6)

Out of these, Housing received the most high priority votes. These results differ slightly from the in-person votes from the April 24 event, where Reduce Crime & Improve Perception and Connect Residents to Employment were the top vote-getters.



The survey was made available online for those who could not attend the April 24 event.





Stabilize & Expand Housing Options

62%	28%	10%

Connect Residents to Employment

42%	29%	29%

Reduce Crime & Improve Perception

46%	31%	23%

Support Student Success

13%	50%	37%
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Develop Business & Support Entrepreneurs

14%	14%	72%

Address Early Childhood Experience

14%	14%	72%			
Reimagine Cleveland Avenue					

50%

33%

Build Community Investment						
0%	66%	33%				

Connect the Community

0%	66%	33%
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Support Resident Health

40%	60%	0%
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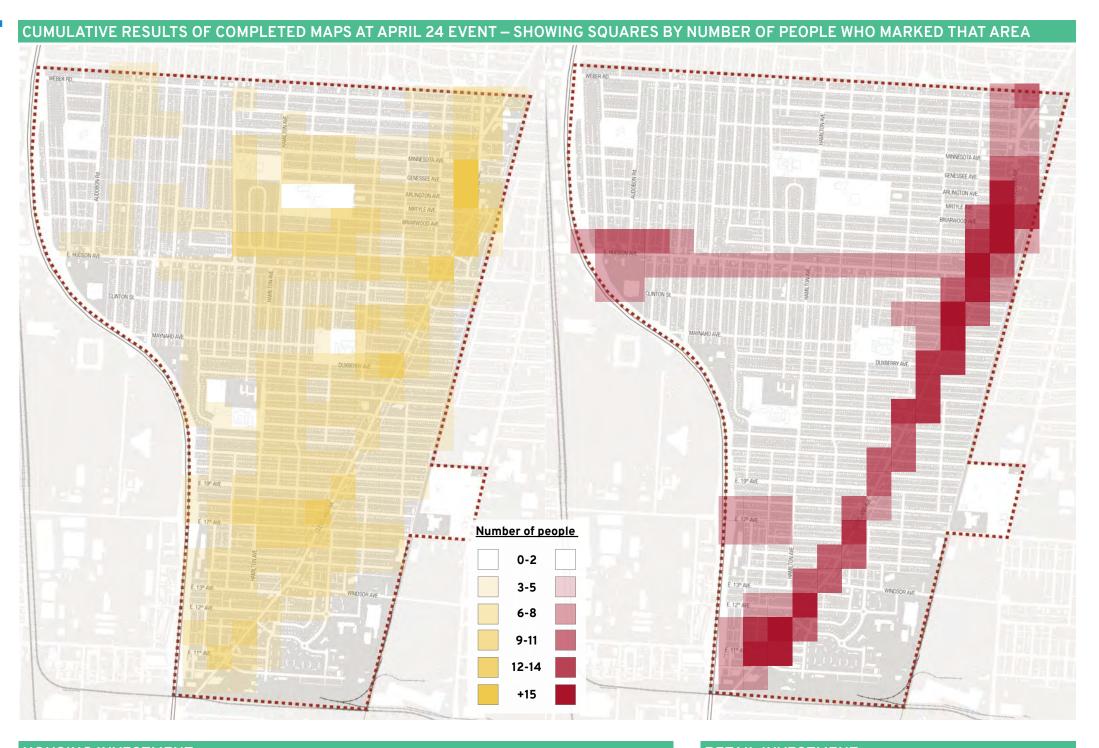
APRIL 24 MAPPING EXERCISE

Residents were asked to complete a map illustrating where they would like to see future investment in housing and business activity in Linden. The results show a relative concensus for business activity, and a more widespread approach for housing investment.



PARTICIPANT EXAMPLE

At the April 24 event, participants were asked to complete an exercise to indicate their priority areas for future housing and retail investment. With yellow highlighters, participants marked areas of concern for housing. With red pen, they indicated areas for future retail investment. The 34 resulting maps were aggregated by creating a 1/2 inch raster grid and counting the number of marks in that square. The resulting totals were translated into a graudated color pallette to indicate level of density in each square. The maps (right) show areas that received the highest numbers of marks in the darker color for each.



HOUSING INVESTMENT

Results of the housing investment area preference exercise indicate a widespread perception of need throughout the geography. There are three primary areas of concentration. The first is along Cleveland Avenue between Briarwood and Minnesota. The next area is around Linden Park, concentrated to the south along Loretta and Republic Avenues. The final most concentrated area is in South Linden, along 17th and 18th Avenues near the intersection of Cleveland Avenue. These areas are marginally more preferential for future housing investment to the participants than the remainder of the neighborhood, and results show that the majority of the geography could use attention.

RETAIL INVESTMENT

The retail investment map shows much clearer indications of zones of priority than the housing map. Most participants desired future retail investment to be located along the Cleveland Avenue corridor, as well as Hudson St. The most popular areas indicated by participants were (1) Point of Pride area at 11th & Cleveland and (2) between Duxberry and Gennesee along Cleveland Avenue.

The Linden Community Plan recommendations are integrated across topic areas, represented by 10 Big Ideas. These ideas combine multiple issues to focus on a shared goal. For example, in order to "Reimagine Cleveland Avenue," the solution must consider multiple impacts: Transportation, Housing, Retail & Small Business, and Health & Safety. The recommendations span these topic areas to present a package of potential actions that will comprehensively transform the neighborhood.

This integrated approach allows the objectives to be multi-faceted, working in tandem with one another rather than siloed into separate categories. The concepts presented here are simply recommendations, not prescriptions. They illustrate what is possible and attempt to capture the essence of more than a year of public engagement activities. Some are immediately actionable—some ambitious and visionary. Taken together, the 10 Big Ideas demonstrate that the goals of community revitalization are simultaneously simple and complex. Neighbors want safety, social connectedness, peace, aesthetic beauty, physical health, economic opportunity, educational excellence, and stability. While that much is true, the definition of those terms and the paths to reach them are dynamic and individually interpreted. The 10 Big Ideas acknowledge this, but also put forth an implementable vision that will begin to tackle some of Linden's looming challenges while capitalizing on its strengths.

THE PLAN: 10 BIGIDEAS

HEALTH & SAFETY

HOUSING

TRANSPORTATION

EDUCATION & WORKFORCE

RETAIL & SMALL BUSINESS

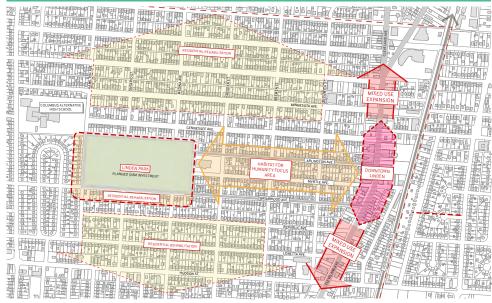


STABILIZE & EXPAND HOUSING OPTIONS

"Infill development should fit within the context and character of the neighborhood."

"Housing in Linden should be safe, lead-free, crime-free, habitable and affordable!"

CREATE A NEXUS WITH LINDEN PARK



To be more impactful, housing investment should be concentrated in specific focus areas. In recent years, nonprofit partners have invested significantly in homes around Linden Park with both rehabilitations and new construction. Future efforts should capitalize on this, working to bridge the span between Linden Park and "Downtown Linden," the intersection of Myrtle and Cleveland Avenues. Vacant lots should be filled in with new residential structures or temporarily beautified with portable infrastructure or low-cost improvements, like Little Free Libraries and pocket-parks. Building energy between Linden Park and Downtown Linden will require aesthetic improvements to structures along Briarwood, Myrtle, and Arlington Avenues—as well as improved lighting, sidewalks, and street conditions to have a major impact. Consideration should be given to connecting additional neighborhood assets in other areas. For example, the Point of Pride area and Douglas Receation Center/Windsor Park could be better linked to create a nexus.

TWO PRIMARY OBJECTIVES

Create landlord/tenant education program with incentives and support tenant advocacy, eviction assistance, and emergency rent options.

Stabilize property taxes and rent for at-risk populations, improve structural conditions, increase homeownership, and consider permanent affordability.

LANDLORD/TENANT EDUCATION

An analysis of eviction filing data from 2002 to 2014 provided by the Franklin County Municipal Court found that the 43211 zip code ranked eighth in average eviction filing rate, an average of just above 15%. The average eviction filing rate represents the number of evictions filed in relation to the estimated number of renter households in the zip code. In 2014, there were 805 evictions filed in the 43211 zip code. Reducing this figure will require a concerted strategy that ensures landlords are operating within the law, prepares tenants for the responsibilities of renting, and intervenes before issues lead to the climax of eviction filing. One area for improvement is in education of landlords and tenants. Programs that incentivize both parties to better understand their roles and rights will reduce conflict and improve relationships. To encourage participation, parties who complete a training program could be offered incentives—like mediation services or monetary contributions to rent or back-rent.

STABILIZE PROPERTY TAXES

Throughout conversations in the Housing working group, residents expressed concerns about rising property taxes contributing to potential displacement of longterm residents. One measure to mitigate this potential problem could be stabilizing property taxes for select groups. In Philadelphia, the Longtime Owner Occupants Program (LOOP) is a real estate tax abatement for homeowners who have had their property taxes triple (go up by 300% or more) from one year to the next, and have lived in their home for 10 years or more. To be eligible, owners must meet the following requirements: (1) primary residence's market value at least triple between the current and preceding tax year, (2) lived in home for at least 10 years, (3) property taxes must be current or in a payment agreement, and (4) income must fall below the cap set for family size. In Ohio, there is currently no mechanism for property taxes to be frozen by taxing entities. Such a measure would require a change in law at the state level.

LANDLORD PROGRAMS

Creating positive reinforcement mechanisms for landlords can reduce harmful behavior by encouraging positive actions. One example is a program to offer risk mitigation funds to qualifying property owners with eligible tenants and units. This program would help renters with troubled rental history (i.e. previous evictions) or those receiving housing choice vouchers find housing by offering contingency funds to landlords if those tenants turn out to be problematic—either through non-payment of rent or damages to the unit the exceed the security deposit amount. Another option to more thoroughly regulate and track landlord activity and rental units would be an improved and strengthened rental registration. The Franklin County Auditor currently mandates owners of residential rental properties to register, under penalty of \$150 per tax year per property for failure to register. Owners are required to provide name, address and phone number (or the same for a contact agent) and the street address and parcel number of the residential rental property. Out-of-state owners must designate an in-state contact agent and information must be updated within 60 days after receipt of a tax bill, property transfer, or after any change. A more comprehensive rental registration program could require inspections and lease review to ensure positive tenant-landlord relationships. Indoor environmental inspections could lead to improved health for children, while a model lease could ensure fair landlord-tenant relations.

TENANT PROTECTIONS

In the landlord-tenant relationship, tenants are typically at a disadvantage. Tenant protections ensure that landlords operate within the scope of landlord-tenant law in Ohio and do not take advantage of tenants. One way to help equalize the tenant-landlord relationship is by ensuring all tenants have access to legal representation when facing an eviction case and requiring landlords to personally appear in court. An attorney or housing advocate can ensure that complex issues like putting rent into escrow for failure to address substandard housing conditions or improper security deposit deductions are not ignored before or during an eviction hearing. Protections can also extend to social services, such as providing emergency rent and security deposit funding for eligible tenants.

SUPPORT HOMEOWNERSHIP

Homeownership is a pathway to building generational wealth for many families, and helps create neighborhoods with individuals literally and figuratively invested in the community. Without discounting the contributions of renters and the importance of population diversity, homeownership should be nurtured in Linden to increase stability and allow residents to gain equity in homes as assets. Part of the strategy should be incentivizing owneroccupants to purchase homes on the market rather than investors. Accomplishing this strategy would be easier with city-controlled properties, like parcels in the Land Bank portfolio. The city could establish a target zone to increase homeownership where property tax abatments or downpayment assistance for owner-occupancy could be offered, contingent upon occupancy for a predetermined number of years (i.e. graduated benefits from 3 to 5 years). To retain long-time homeowners that may have encountered financial difficulty and fallen behind on property tax payments, some cities have established programs to get owners back on track. In Philadelphia, the Owner-Occupied Payment Agreement (OOPA) program allows homeowners to make affordable monthly payments on property taxes that are past due, with most people choosing to set up their monthly payments based on their household size and monthly income.

PERMANENT AFFORDABILITY

In direct opposition to the concept of residential displacement is the concept of permanent affordability, which works to retain residents over time and in spite of rising market prices. Current affordable housing measures are largely oriented to time-limited subsidies, such as the Low-Income Housing Tax Credit program. After the established period ends, the housing product converts from affordable to market-rate, potentially displacing residents. Similarly, nonprofit partners like Habitat for Humanity offer affordable mortgage terms for eligible buyers, but those terms end when the buyer leaves the property. Solutions to affordable housing should ensure that a portion of properties in a specified area remain affordable into perpetuity, not temporarily.

TEN BIG IDEAS

CATALYTIC PROGRAM

TENANT/LANDLORD EDUCATION

Residential mobility, short-term residency, and frequent moving can exacerbate neighborhood distress, reduce the potential formation of meaningful relationships, and create instability in the lives of children. To address the growing problem of evictions and residential instability, a package of tenant/landlord programs could be implemented. An improved relationship between tenants and landlords should be sought through incentivized educational programs. For example, tenants could receive a stipend for their security deposit and landlords could become eligible for property damage risk mitigation funding, or potentially a regulatory incentive like waiving of the rental property registration fee To improve indoor and outdoor housing quality for renters, a home renovation/improvement grant or low-interest loan fund could be made available to landlords who participate in educational programs, lease review, or accept tenants using housing choice vouchers or with previous evictions.

LAND TRUST FORMATION

A community land trust is a nonprofit organization that develops and stewards affordable housing, gardens, civic buildings, commercial buildings, or other assets on behalf of a community. Developed over 40 years ago, the housing trust model ensures that properties remain affordable to certain income segments over time, rather than rising with the market. In the conventional land trust model, the land is owned by the trust but the buildings on the land are leased to the resident/owner/occupant for a long-term lease—typically 99 years. There is a some level of resident control of the housing trust through resident board members. The primary goal of the trust is typically to increase and retain the supply of affordable housing in target areas. In practice, this means restricting the income of eligible buyers to a set range, such as 60% of area median income, with various thresholds depending on family size. Land trust properties would be indistinguidable from market-rate properties, allowing residents to seamlessly integrate with the neighborhood.

/ear 2011 Year 2014 Year 2017







KEY FEATURES

- Lease terms: identify unenforceable
 lease provisions
- Security deposits: prevent unallowable deductions, i.e. wear and tear, routine unit maintenance
- Escrow assistance: help tenant navigate process to put rent in escrow if property has eligible conditions (i.e. leaking roof)
- Mediation option: allow eviction or other disputes to utilize nonbinding mediation before elevating to Franklin County Municipal Court
- Waive or discount landlord registration fee if they agree to certain lease terms or other conditions (i.e. not raising rent mor than 5% per year for 5 years)

LAND BANK PROPERTIES

The Land Bank currently retains some properties for proven nonprofit partner developers before putting them on the market. If current market pressures continue to grow, the Land Bank should consider additional preferences and stipulations for property development before selling. For example, owner-occupied projects could rank higher than renter-occupied. Developers with proven success in timely completion, high-quality construction, and other factors like attractive exterior maintenance could receive additional weight and consideration. Even further, properties for rental occupancy could have a lease review component to ensure fair rental practices. To continue repopulating the neighborhood, demolished units should be replaced unit-for-unit. For example, replacing an original multi-family building with a single-family house reduces density and could result in a net loss of housing units.

LANDLORD ENGAGEMENT

Bringing landlords and tenants together in a collaborative manner through incentivized education programs can positively impact housing stability and conditions in the neighborhood. Outreach to and organization of landlords in the neighborhood can improve tenant relations, improve communication, and offer incentives to encourage positive behaviors. On the west side of Columbus, Homes on the Hill created the Landlord Engagement Action Network (LEAN) to encourage responsible property management practices and empower the renter community through education, connection, and resolution. The program hosts seminars for landlords and tenants, covering tenant landlord intervention, property/landlord management, landlord responsibilities, and tenant rights. LEAN also hosts networking events to connect tenants and landlords with useful resources and helps resolve landlord/tenant issues utilizing a mediation team. This program reduces negative tension by facilitating social interaction and helps both parties better understand their rights and responsibilities under the law.

Source: westsidelean.org

FUNDS FOR AFFORDABLE HOUSING

Raising funds to subsidize market rate housing can be expensive. One way to raise money is a Real Estate Transfer Tax (RETT). This is a tax imposed on the sale of real estate to be allocated to affordable housing development, or other causes. The tax could help reduce the potential for property flipping and decrease residential turnover by taxing frequent transfers, encouraging stability and long-term occupancy. Another option would be implementing the tax county-wide and restricting affected properties to those in excess of 50% higher than the county median transfer price, or a set dollar amount like \$500,000, for example. A second way to raise funds are in-lieu fees for when affordable housing units are required on-site, or impact/linkage fees for when affordable units are not required that fund an affordable housing trust.

BOSTON: LANDLORD RISK MITIGATION FUND

The Office of Housing Stability and Supportive Housing Division in the City of Boston is piloting a program that gives resources and financial help to small landlords that are new to renting to homeless households. Program participation benefits include motivated tenants, a dedicated landlord partner, access to landlord resources including mediation services, and access to funds for losses including unpaid rent and excessive damages. Through this program, the City of Boston offers reimbursement up to \$10,000 for losses such as unpaid back rent, repairs for tenant caused damage, insurance deductibles and certain costs associated with legal action in the first two years of tenancy. The participating tenants are committed to a successful tenancy and will have the ongoing support of a case manager. The program offers a Landlord Partner to walk landlords through the application and tenant selection process as well as provide support during the tenancy or to access the fund, if necessary. The Landlord Partner provides coaching, training and professional referrals and can coordinate free mediation services to help resolve disputes if issues arise.

Source: https://www.boston.gov/landlord-guarantee-pilot-program

COLUMBUS: TENANT ADVOCACY PROGRAM (TAP)

Addressing the eviction crisis in Columbus has become a community-wide initiative. The newly created Municipal Court Self-Represented Resource Center houses an abundance of informational materials for landlords and tenants, and both the Court's mediation department and Community Mediation Services (CMS) provide quality eviction mediation services every day. Nonetheless, even with CMS serving more than 850 tenants in 2016, existing resources cannot meet the need. Center staff and mediators are unable to give legal advice to tenants who may have unrealized legal defenses that could dramatically impact their case outcomes. The Legal Aid Society of Columbus (LASC) allocates staff to its eviction defense work, but the four-person housing team and its Volunteer Resource Center pro bono referral program only made a small dent in evictions in 2016, collectively providing some level of assistance to an average three (out of about 75) families facing eviction daily.

Enter the new Legal Aid Society of Columbus (LASC) Tenant Advocacy Project (TAP). With generous financial support from the Ohio State Bar Foundation, The Columbus Foundation and PNC Bank, LASC launched this ground-breaking clinic in March 2017. TAP features two key components: (a) Daily onsite presence at eviction court of a dedicated staff attorney who can analyze cases, advise tenants and mentor attorney volunteers; and (b) non-attorney volunteers and resource specialists who can help process tenants and connect landlords and tenants with emergency funds that can bring the tenant current in rent and save the tenancy. One of the most important aspects of TAP is its screening, as there is no question that many landlords are dutifully following the law. Cases in which the tenant lacks any defense will be referred for non-TAP mediation services.

Source: Columbus Bar Association. URL: www.cbalaw.org/cba_prod/main/News_Items/TAP_Project__Serving_ Columbus__Underserved_Tenants.aspx

CONNECT RESIDENTS TO EMPLOYMENT

"Expand vocational skills training, workforce development, and collaborate with unions."

"Offer career development, interview skills, resume preparation at schools and library."

MEDIA SPOTLIGHT: SKILLED TRADE JOBS



The number of construction and extraction jobs nationally are expected to grow 11 percent between 2016 and 2026, according to the Bureau of Labor Statistics. However, a wave of baby boomers working skilled trade jobs such as these are retiring, and there are not enough young workers being trained to replace them. In July 2017, the Columbus metropolitan area added 4,300 construction jobs compared with the previous July. That 11 percent increase ranks Columbus 26th among 358 metros across the country for the growth rate of construction jobs. The greatest need reported by Ohio construction firms was for hourly craft positions—skilled trades workers who specialize in areas such as carpentry and heavy-equipment operation. Between 40 percent and 43 percent also reported having trouble finding workers to fill some salaried office positions and field positions such as estimators and project managers. About half of those with unfilled positions said they had increased overtime hours in the past year as a result.

- 1. All Sides with Ann Fisher, WOSU, 21 June 2018. http://radio.wosu.org/post/skilled-trade-jobs
- 2. Marla Matzer Rose, The Columbus Dispatch, 29 August 2017. http://www.dispatch.com/news/20170829/not-enough-workers-for-ohio-construction-boom-contractor-group-says
- 3. Rita Price, Report: Most-common Ohio jobs don't pay enough to cover rent, The Columbus Dispatch, 13 June 2018. URL: http://www.dispatch.com/news/20180613/report-most-common-ohio-jobs-dont-pay-enough-to-cover-rent
- 4. Economic Policy Institute. Last updated April 2016. https://www.epi.org/child-care-costs-in-the-united-states/#/OH. Notes: Infant care for one child would take up 15.1% of a typical family's income in Ohio. A minimum-wage worker in Ohio would need to work full time for 28 weeks, or from January to July, just to pay for child care for one infant.

THREE PRIMARY OBJECTIVES

Establish recruitment from schools to trades, offer training for restored citizens, and focus on living wage employment.

Improve transportation access, leverage emerging options, consider "first milelast mile" challenges.

Incentivize and prioritize hiring of Linden residents (i.e. tax incentives for businesses).

YOUTH TRAINING

Gearing young people up for a successful transition from school to the workforce is crucial. Opportunities to experience seasonable employment are currently offered through the Summer Youth Employment Program (SYEP) for kids from income-eligible families. To build on that experience, additional programs could expose older teens to specific trades and explain the steps necessary to obtain required certifications for that profession. A collaboration with Columbus City Schools could help identify interested students. Programs may also continue throughout the school-year, offering evening training or work opportunities for continued income generation and skill development.

SKILL BUILDING & EDUCATION

About 2,659 residents of Linden hold no high school disploma or equivalent credential—about ¼ of people over age 25. As a result, many people will realistically start their workforce experience in minimum wage jobs. While making ends meet in these positions is nearly impossible, entry level jobs in food service and retail build necessary experiences for individuals to move into better-paying positions. Attaining a high school education is a critical piece to this advancement. To support skill development for minimum-wage or under-employed individuals, workforce training curriculum should be offered for targeted industries from which low-wage employees can transition to higher wage opportunities.

TRAIN FOR LIVING WAGE JOBS

Despite low regional unemployment, many people working fulltime jobs still have trouble making ends meet. Median income in Linden is significantly lower than the city and regional average, emphasizing the need to develop better paths for upward economic mobility for residents. According to a recent report by the National Low Income Housing Coalition, "Of the 10 most common jobs in Ohio, just two pay enough for a worker to afford a modest two-bedroom apartment." The hourly wage a renter needs to earn to pay for a basic, two-bedroom unit – increased again this year to \$15.25, according to the Coalition. The same report notes that the average Ohio renter earns \$13.32 an hour, nearly \$2 less than needed. The Living Wage Calculator, developed by the Massachusetts Institute of Technology (MIT), determines the figure for Columbus to be \$10.75 per hour for one single adult (livingwage.mit.edu). For one single adult with two children, the figure jumps to \$26.74/hour.

EMPLOYMENT & TRAINING LINKAGE

Working with the private sector to find appropriate employment opportunities for the range of skills and abilities in Linden will help ease the job search for those seeking work. Creating concrete connections that offer job training and living wage employment will help residents find stable, long-term employment with proven employers. Central Ohio has ample resources for job training, including the Columbus State Center for Workforce Development, Columbus Urban League, Franklin County Workforce Development Center, and even the local Sisters of Empowerment. There is a need to better link residents with these services and increase capacity.

BARRIER REDUCTION & REMOVAL

Nonprofits and government have programs to connect job-seekers to employers, but in many cases workers need training in literacy, numeracy, and life skills. Potential employees may also face challenges with transportation, housing stability, and family caregiving-further reducing their ability to find and maintain jobs. Obtaining reliable, accessible, and affordable childcare for a variety of ages can be difficult. The average annual cost of infant care in Ohio is \$8,977—that's \$748 per month.⁴ Programs that ease transportation (i.e. providing transportation for children) or locate in areas of high need would help reduce this barrier. Transportation to work can also be a barrier, as many Linden households do not have access to cars and rely on transit. While using public transit is not itself a barrier, if residents find employment far from public transportation, that would be a barrier. Emerging solutions like ride-sharing, microtransit, and first-mile-last-mile connections may help ease the link between the nearest bus stop and the employment destination. Connecting Linden residents commuting to nearby destinations would also allow for carpooling or microtransit. Another barrier to employment for low-wage workers is the "benefits cliff"—when a wage increase leads to a net income decrease due to a drop in benefits. Benefits depends on family size, hours worked, and more. As such, higher wages are only part of the solution because the current system actively discourages the poor from slowly rising from minimum-wage worker to white collar professional. At some point, as people acquire skills and training and gradually earn more, they see such dramatic cuts in food stamps, child care subsidies and other benefits that it makes more economic sense—in the short term—to turn down a higher-paying job.

WHAT IS A "LIVING WAGE"?

A living wage is the hourly rate someone must earn to support their family, if they are the sole provider and working full-time (2080 hour/year). Values are per adult in a family unless otherwise noted. The state minimum wage is the same for all individuals, and the poverty rate has been converted to an hourly wage for comparison.

Living Wage Calculation for Columbus, Ohio Source: MIT Living Wage Calculator								e Calculator		
1 Working Adult						2 Wor	king Adults			
Hourly Wages	No child	1 Child	2 Children	3 Children	2 Adults	2 Adults, 1 Child	No child	1 Child	2 Children	3 Children
Living Wage	\$10.75	\$23.03	\$26.74	\$33.64	\$17.89	\$20.83	\$8.60	\$12.38	\$14.93	\$17.14
Poverty Wage	\$5.00	\$7.00	\$9.00	\$11.00	\$7.00	\$9.00	\$3.00	\$4.00	\$5.00	\$6.00
Min. Wage	\$8.30	\$8.30	\$8.30	\$8.30	\$8.30	\$8.30	\$8.30	\$8.30	\$8.30	\$8.30

JOB RETENTION & SUPPORT

Working with the private sector to find appropriate employment opportunities for the range of skills and abilities in Linden will help ease the job search for those seeking work. Creating concrete connections that offer job training and living wage employment will help residents find stable, long-term employment with proven employers.

CATALYTIC PROGRAMS

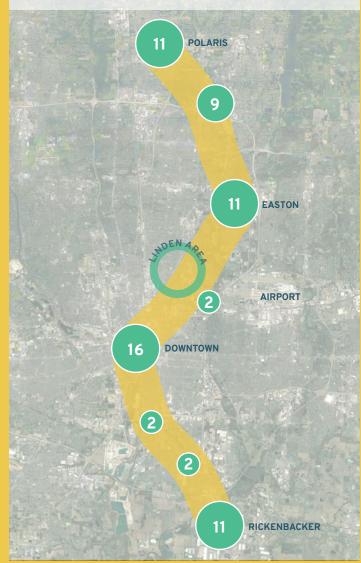
JOB SKILLS TRAINING

TRAIN FOR TRADES

IMPROVE ACCESS TO JOBS

Although job growth on the urban periphery has increased the number of Linden residents employed in places like Groveport and Grove City, data from 2015 show the largest share of Linden residents still work nearby: Downtown (495), Easton (348), and Northland (290). Depending on exact location, bus rides from parts of Linden to Easton and Downtown can be 20-45 minutes, significantly longer than 10-15 minute travel times by car. To reach the Groveport Commerce Park by transit from Linden requires 1 to 1.5 hours, while Grove City is a nearly 2-hour commute. CMAX or other high-frequency service should be expanded to reach growing logistics hubs outside of I-270.

MAJOR EMPLOYMENT CENTERS A LINEAR NORTH-SOUTH CORRIDOR



EMPLOYERS WITH AT LEAST 250 EMPLOYEES (listing 23 of 57 below)

Abbott Nutrition Alliance Data Amazon AT&T Corp. **DHL Supply Chain** Eddie Bauer Fulfillment Express, Inc. G&J Pepsi-Cola Bottlers Pier 1 Imports, Inc.

Huntington Bank JPMorgan Chase The Kroger Co. L Brands Inc. Lane Bryant, Inc. Nationwide Insurance PetSmart, Inc.

PNC Financial Services Safe Auto Insurance Safelite State Auto Thirty-One Gifts, LLC UnitedHealth zulily

JOBS IN THE CORRIDOR

Total Primary Jobs	184,049	
Wages: \$1,250 per month or less	27,728	15.1%
Wages: \$1,251 to \$3,333 per month	58,930	32.0%
Wages: More than \$3,333 per month	97,391	52.9%
Industry: Retail Trade	15,670	8.5%
Industry: Finance & Insurance	20,271	11.0%
Industry: Health Care & Social Assistance	26,203	14.2%
Industry: Public Administration	18,696	10.2%
Education Level: Less than high school	11,347	6.2%
Education Level: High school, no college	35,364	19.2%
Education Level: Some college/Associate's	45,967	25.0%
Education Level: Bachelor's or advanced	50,379	27.4%

HIGH-SUCCESS PROGRAMS OFFERED BY LOCAL ORGANIZATIONS

The following programs have shown positive success in offering career and workforce development for vulnerable populations. These programs, and those like them, should be utilized in the future to prepare, connect, and retain jobs for Linden residents who face obstacles to employment.

COLUMBUS WORKS, INC.

Workforce Development, Job Placement, & Long-Term Services **Synopsis:** Provides workforce development including job readiness, placement, and mentoring services. They establish long-term commitments to assist in the transition from poverty to economic self-sufficiency.

Skills Focus: Critical thinking, reasoning, problem solving, communication, conflict resolution, soft skills for job retention. **Demographic:** Adults in poverty (100% below federal), un/ underemployed (90%), criminal background (60%), shelter/ transitional residents (50%), female (60%), minority (65%)

ALVIS HOUSE. INC.

HIRE Education

Synopsis: Seeks to increase employment and earning potential of individuals after their involvement with the justice system by assisting them in creating employment plans and job training. Skills Focus: Job Seeking, resume writing, interview skills, financial literacy, GED

Demographic: Adults re-entering community after justice system, low income, no past work experience (33%), no H.S. diploma (43%), substance abuse issues (80%)

COMMUNITY PROPERTIES IMPACT CORPORATION

Transitional Employment

Synopsis: A division CPOMS assisting residents to move beyond poverty by teaching low-income families skills necessary for stable long-term employment.

Skills Focus: professional development, work place behavior, on-the-job training.

Demographic: CPOMS section-8 residents, under 30 (55), female (87%), African American (91%), children in household (71%), low (<\$10,000) (46%) or no income (17%)

DOMA INTERNATIONAL. INC.

Freedom a la Cart Employment Pairing Program **Synopsis:** A workforce development service that works with sex trafficking victims and employers. Workers gain experience and training through a 2-year program, while awareness is raised about trauma and the need for safe working places. **Skills Focus:** Job readiness, job experience, self-sufficiency, employer training for awareness and safe environments. Demographic: human trafficking survivors, female (98%), been

in jail/prison (96%), mental health (62%), have children (83%)

JEWISH FAMILY SERVICES

Making Opportunities through Resources and Employment Synopsis: Provide help to individuals and families to achive economic self sufficency and emotional stability. Holistic mental health and workforce development services are offered to all races, ethnicities and religions.

Skills Focus: Job search strategies, network building, resumes Demographic: At or below 250% of poverty guideline, female (70%), African American (45%), over 50 (44%), emotional/ mental disabilities (37%), living in distressed neighborhoods (39%).

OHIO GUIDESTONE

Workforce Milestone Rewards Program

Synopsis: Provides community based mental health services, mentoring, workforce development, early childhood services, child care, out of home care, juvenile justice services, and parenting programs. These wrap around services assist individuals overcome barriers to job placement and retention. Skills Focus: Job readiness, occupational skills, academic prep, leadership development

Demographic: Young adults ages 16-24 who meet income quidelines

PER SCHOLAS

IT Job Training

Synopsis: Offers 15-week, full-time, tuition-free training leading to computer certification and command of software, hardware, networks, troubleshooting, and more. Graduates are prepared for entry-level IT jobs and receive two years of career coaching. Skills Focus: CompTIA A+, Network+ professional certification **Demographic:** Unemployed or underemployed. Students are African-American (68%), women (30%), young adults (40%). Must be 200% or less of Federal Poverty Guidelines.

CENTER FOR EMPLOYMENT OPPORTUNITIES, INC.

Employment Opportunities for Formerly Incarcerated Individuals **Synopsis:** Provides immediate comprehensive employment services to individuals with recent criminal convictions including workforce readiness courses, job placement, and job retention services. Temporary employment is provided through transitional work crews working on beautification. Skills Focus: Pathway to Employment course, Job Coaching **Demographic:** Formerly incarcerated individuals, young parents (38%), no H.S. diploma (56%), never employed (98%),

African-American/Latino (81%), under 26 (50%), male (89%).

REDUCE CRIME & IMPROVE PERCEPTION

"People need to work together and establish a positive relationship with the police."

"Provide youth with summer employment, community center programming and engagement. More after school activities for teens and children."

17TH AVENUE GATEWAY TO LINDEN



Getting to Linden from the west on foot or bicycle is difficult. Crossing on- and off-ramps to I-71 along E. 11th, E. 17th, Hudson, and Weber is intimidating and dangerous. To address this, one route could be selected to serve as the active mobility bridge between east and west. In this rendering (above) E. 17th serves as a connector by installing a multi-use path on the north side of the street. In addition to the multi-use path, significant aesthetic upgrades to the underpass make it more attractive. Appropriate lighting under the bridge highlights unique local art, which could be scultptural, vegetative, or other artist-directed media. The support columns for the bridge act as a barrier between motorized and non-motorized traffic.

FOUR PRIMARY OBJECTIVES

Deter crime through job opportunities, training, and universal high quality early childhood education. Improve community relationships with police and target nuisance structures.

Consider safe parking options and public art to create sense of place and support community pride.

Reduce vacant properties, dedicate proactive code enforcement, and improve lighting/visibility.

EARLY CHILDHOOD EDUCATION AND LIVING WAGE EMPLOYMENT

Like in healthcare, prevention is the best medicine. Rather than treating crime at the incident level, social programs and funding should zero in on prevention. For youth, that translates to early childhood education (ECE) to get children on the path to success at the earliest stages of life. Offering universal pre-K can help prepare children for success in kindergarten during stages of crucial childhood development. Similar to ECE, preventing crime can be aided by improving access to living wage employment for those experiencing chronic unemployment or underemployment.

EFFECTS OF CRIME & VIOLENCE

Neighborhood crime and violence, real or perceived, can cause or exacerbate depression, anxiety, stress and other mental health effects, especially among children and older adults. Providing adequate street lighting at night, delineating public and private property to manage activities in those spaces, and enhancing visibility and sight lines can help people feel safer while navigating the built environment. Maintenance of public space, abandoned properties, and vacant lots and cultivating a variety of land uses to promote diversified activities at different times of day can also help people feel safer in the community.

YMCA COMMUNITY CORPS & Y WITHOUT WALLS

The YMCA of Central Ohio is focusing on the Linden community with two programs. The Community Corps is for 17 to 24 year olds living in or near the Hilltop or Linden and focuses on (1) "Safe Routes to Schools" programs, (2) health and wellness, and (3) neighborhood beautification. Participants receive up to \$7,278 by serving at least 900 hours, as well as an education award of up to \$2,960 for college costs. The Y Without Walls program supports training for childcare workers in Linden to improve access to both employment for high-quality early childhood education for Linden children. The Y will also offer youth development programs in partnership with St. Stephen's and Columbus Recreation & Parks to help keep youth safe and engaged.

WASTE TIRE DISPOSAL

Given the concentration of used tire shops on Cleveland Avenue, illegal tire dumping is a serious issue in Linden. Getting rid of used tires at a tire dealer requires an extra fee—or the used tires can be hauled to a licensed scrap tire facility for a fee. If disposing of more than four tires, extra fees and paperwork is required, and transporting 10 or more requires Ohio EPA registration. Individuals are more likely to use the no-cost option of illegal dumping despite environmental costs. California offers a cleanup grant that funds collection, removal, transportation, recycling, and disposal of waste tires. Cities like Fresno use the grant to hold an annual waste tire amnesty event where residents can dispose of tires for free. In partnership with the Ohio EPA, a similar event in Wood County collected 3,607 tires from 429 residents. One Cleveland Avenue tire shop charges \$2/tire for disposal, adding \$8 to a set of old tires being replaced. While \$8 may not seem like much, some people choose to keep their old tires and dispose of them individually rather than pay \$8 extra for disposal through the tire shop. Furthermore, there may be compliance issues with tire shops properly disposing of tires. Constant or frequent collection events could help incentivize proper disposal and reduce tire dumping in Linden. As part of a new strategy to combat illegal dumping, the city will soon use 311 complaints to map dumping hot spots and coordinate responses. New receptacles and trail cameras will be installed in hot spot areas and annual cleanup days will be organized in places of high need.

Below: Tires dumped behind 1525 Genessee Avenue



expressed concern about illegal tire dumping. Ohio EPA operates a toll-free hotline (1-877-372-2621) to anonymously report illegal scrap tire-related activities and offers competitive grant funding for disposal programs.



This rendering examines the potential transformation of a vacant lot near Myrtle and Cleveland into a programmed open space for public events, like food trucks, markets, and family movie nights.

INCREASE BEAUTIFICATION

While the City of Columbus already supports beautification efforts to improve Land Bank and vacant structures, future efforts should also target illegal dumping and tire disposal. Litter has consistetly been mentioned as a major problem in Linden in previous studies. Litter is reflective of a larger sense of deterioration and lack of community pride. Aesthetic beauty can build positive neighborhood perception.

TARGETED EXTERIOR HOME REPAIR

Focusing on a large geography for physical improvements would dilute the visual impact and fail to leverage adjacent investments. By focusing on corridor streets (i.e. 17th and Hudson) to improve the exterior condition of homes, make necessary upgrades to public infrastructure, or complete beautification projects, the community will feel a stronger effect. A program to fund exterior home repair in identified target zones would allow long-time homeowners to remain in the neighborhood by assisting with home repairs, like roofing, new windows, siding, gutters and downspouts, front porch and/or deck repairs. The program could be operated as invitation-only for homes in target zones as funding becomes available. The program administrator would provide expert repair consultation and trained technicians would meet individually with each homeowner to establish a work plan. Concentrating effort geographically will increase the visual impact of the investment and help improve perception of the community. An exterior repair loan fund could also be considered for landlords to improve their properties.

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CATALYTIC PROGRAM

COMPREHENSIVE NEIGHBORHOOD SAFETY STRATEGY

The City of Columbus has invested in innovative programs and is working with partners to reduce violent crime and build stronger neighborhoods through a broad-based approach. Law enforcement, public health, recreation and parks, neighborhoods, businesses, community leaders and residents are all involved. Initiatives include:

- Safe Streets
- Safe Neighborhood
- Columbus Care Coalitio
- Violent Crime Review Group
- Neighborhood Safety Committ
- Columbus Community Safety Advisory Commission
- Neighborhood Crisis Response

The Neighborhood Crisis Response program is a new cross-departmental approach that will coordinate city resources to create deterrents to crime. Data from all aspects of the Comprehensive Neighborhood Safety Strategy will determine where infrastructure investments are needed to improve the sense of safety and security. Investment will include but not be limited to installing porch lights and sidewalks to create safe paths to schools, addressing nuisance code issues, housing stabilization, and after-school programming. All of thes programs revolve around civic and resident engagement for success. Specifically, the Safe Streets program engages residents through bike patrols to build community relationships and resolve issues at a neighborhood level. The Community Safety Committees give residents the opportunity to provide guidance to the City of Columbus regarding investments and programs created to address violent crime in their unique neighborhoods.

INCENTIVES FOR OFFICERS

To encourage police officers to live in communities like Linden, incentives should be considered. The City of Columbus could offer downpayment assistance or other financial assistance to officers who move within city limits, and perhaps more if they move into the Columbus City School district and/or certain neighborhoods like Linden. Many cities have abandoned once-common residency requirements, as courts have struck down such rules in municipal employee contracts. Providing incentives, however, is still allowable, and residency stipends for officers are one method. The city of Ferguson, Mo., committed to increasing monthly stipends – from \$100 to \$300 – for officers who live in the city. In 2011, Detroit started to help its police officers buy tax-foreclosed homes. St. Louis has a residency stipulation that allows police to move outside the city after seven years on the force. White police officers have been more likely to take advantage of that provision: 46% of them live outside St. Louis, whereas 32% of black officers do.



The railroad underpass on Cleveland Ave. between Bonham and Camden Avenues is a significant visual point of interest for people traveling in and out of Linden from Milo-Grogan. This presents a major opportunity to improve perception and create attractive entrypoints that contribute to a unified community brand and identity at multiple locations. Darkness under the bridge is also a major issue, especially for pedestrians. Strategic and artistic lighting installations could improve the pedestrian experience and safety.



Along the east side of Cleveland Avenue just south of Bonham Avenue, a large blank wall is a prime location for public art to greet people coming into Linden. In addition to a mural on the wall's surface, corresponding artistic treatment could be installed on telephone poles. Consideration should be given to visually connecting different neighborhood gateway art with a thematic focus to provide consistency of community identity.

MINORITY POLICE RECRUITS

Out of 1,632 officers with the Columbus Division of Police, just 228 (about 14%) are nonwhite¹, while just under 40% of the city population is nonwhite. Increasing the representation of people of color on the force can help improve communitypolice relationships in Linden. Seeing oneself represented in the police force helps normalize the authority status of law enforcement and reduce tension during interpersonal conflicts. Forging early relationships between youth and police in Linden can help alter the perception of officers in distressed communities, while letting kids know that becoming an officer is a viable career path to achieve economic independence in adulthood. Cadet programs in Columbus City Schools are among several ideas posed in draft plans developed by Columbus' police and fire divisions after Mayor Ginther called on them to double the diversity within 10 years, which for nonwhite officers would mean a goal of 28% of the force by 2028. It would be open to students of all races, but 77% of Columbus City Schools students are nonwhite.² The most recent (129th) graduating class of recruits has a larger percentage of women or minorities, at just over 30%. Increasing the representation of women on the force is also a priority for the Columbus Division of Police.

PUBLIC ART TO BUILD COMMUNITY⁴

Perception is immediately influenced by the visual appearance of a place. Linden's deteriorating built environment causes people to associate negative feelings with the neighborhood and obscures its many community assets. To leave a positive impression upon visitors and let residents know that people care about the community, Linden should become a showcase of public art and resident-driven murals. In strategic locations, large-scale murals can bring a smile to the faces of neighbors and visitors alike, while also building social cohesion.

In Philadelphia, The Mural Arts Program is a public-private partnership that creates transformative murals. One of its key initiatives, the Porch Light Program, uses public art to promote health and wellness by organizing participatory mural making to create venues where people with and without behavioral health challenges can work alongside one another. In one example, a team of artists was paired with youth and parents from a local, supportive housing agency, whose residents are often faced with persistent homelessness and poverty. Workshops were held to write and share poetry, which was then illustrated into a mural. Porch Light collaborates with the Yale School of Medicine to assess the program's impact on health outcomes. After two years, researchers found a sustained increase in collective efficacy and improved perceptions of both the pedestrian environment and neighborhood safety. They also observed a decrease in stigma toward individuals with mental health or substance abuse challenges. Whether driven by the community or municipal agencies, public art moves beyond improving aesthetic quality within neighborhoods, by reinforcing social connections, fostering improved health outcomes.

TREES AS A CRIME REDUCTION MEASURE

With 2.2 public trees per acre, Linden ranks low compared to other Columbus neighborhoods for number of trees. Victorian Village, for example, has 7.2 public trees per acre. Increasing the number of trees and green space in a community is associated with lower crime rates, though direct causality between the two is unclear. Regularly maintained green areas are perceived to be safer by residents than unkempt areas. Trees encourage increased public traffic due to increased shading and aesthetic beauty, increasing the number of eyes on the street and activity levels. This reduces the number of crimes of opportunity as the number of potential witnesses increases.

Trees and greening help provide residents with attachment or place identity with their neighborhood, increasing civility and social ties, and even increasing the likelihood of individuals reporting suspicious activity. A 2011 study found that greening vacant lots was effective at reducing violent crimes in Philadelphia. A 2015 study found reductions in almost all crime categories in Youngstown. A 2012 study of tree canopies in Baltimore found that 10% more canopy is connected to a 12% decrease in crime, and the effect was more pronounced if the trees were on public land. If this relationship holds as the studies suggest, then street trees might be a cost-effective method to help reduce crime. Active crime prevention such as increased police patrol is often preferred and might be more effective. However, trees have additional benefits including mitigating rainwater runoff, reducing driver speeds, reducing cooling costs, and encouraging exercise which improves community health outcomes.

Sources: Branas, C. C., Cheney, R. A., MacDonald, J. M., Tam, V. W., Jackson, T. D., & Ten Have, T. R. (2011). A difference-in-differences analysis of health, safety, and greening vacant urban space. American journal of epidemiology, 174(11), 1296-1306.

Kondo, M., Hohl, B., Han, S., & Branas, C. (2016). Effects of greening and community reuse of vacant lots on crime. Urban studies, 53(15), 3279-95.

Troy, A., Grove, J. M., & O'Neil-Dunne, J. (2012). The relationship between tree canopy and crime rates across an urban-rural gradient in the greater Baltimore region. Landscape and Urban Planning, 106(3), 262-270.

^{1.} Beth Burger, Unlikely officer hopes others follow his example, Columbus Dispatch, 24 June 2018.

^{2.} Rick Rouan, "Would cadet program bring more minorities, women to Columbus police, fire?", Columbus Dispatch, Feb 11, 2018.

^{3.} Rick Rouan, "Columbus ready to roll out gunshot-detection system," Columbus Dispatch, 16 July 2018.

^{4.} Strengthening Communities Through Public Art. Center for Active Design. URL: centerforactivedesign.org/publicart-engagement

SUPPORT STUDENT SUCCESS

"Offer early intervention programs for kids at risk."

"Provide tutoring opportunities for kids and parents."

COLUMBUS EDUCATION COMMISSION

In 2013, the Columbus Education Commission examined challenges and opportunities facing children in Columbus City Schools, from preschool to career, and developed specific recommendations to address persistent problems. The Commission, with members from education, civic, and business groups, offered four recommendations: (1) decision-making should be decentralized, (2) increased focus on preschool education, (3) updated technology in school buildings, and (4) recruiting and maintaining high-quality teachers (see appendix for detail). In addition, the Commission convened groups to get direct feedback about obstacles to learning. At one event, nearly 200 teachers and librarians offered their ideas, shared below. The participants recognized that many students are not performing at grade level and there needs to be greater use of tutors, one-on-one instruction and other strategies to help students advance.

WHAT TEACHERS & SCHOOL LIBRARIANS SAID

- "Full-time school nurses, social service worker and/or mental health specialists in every school to deal with the problems of poverty."
- "Better communication with mental health agencies to make schools aware when students with issues are transitioning into schools, early intervention for students with behavior problems."
- "State-of-the-art computers/software, wi-fi access, full-time IT support in each school."
- "Greater flexibility for principals to deal with unique needs of each school and its students (they complained that frequent principal rotation discourages consistent school leadership)."

- "Universal pre-K and an emphasis on basic skills education."
- "Designated 'paperwork days' to allow teachers to catch up on reports."
- "A system-wide outreach program to increase parental involvement, and education to help parents assist children with homework. Provide incentives for parents to participate."
- "Greater use of schools as community centers."
- "Increased career tech programs or increased slots in existing programs."
- "Arts, music and physical education at all levels of schools."
- "More and fully-funded after-school programs."

1. Child Development. Volume 79, Issue 6. Longitudinal Effects of Student Mobility on Three Dimensions of Elementary School Engagement. Diana H. Gruman, et al. URL: https://doi.org/10.1111/j.1467-8624.2008.01229.x November 2008 2. Demography. Why are residential and school moves associated with poor school performance?

Pribesh and Downey. 1999 Nov; 36 (4):521-34. https://www.ncbi.nlm.nih.gov/pubmed/10604079/3. https://news.uchicago.edu/story/immediate-rewards-good-scores-can-boost-student-performance

- 4. Wraparound services still worth it even after accounting for all costs. Brookings Institution. 15 July 2016. brookings.edu/blog/brown-center-chalkboard/2016/07/15/wraparound-services-still-worth-it-even-after-accounting-for-all-costs/5. Kristin Moore, et al. Child Trends. 1 Feb 2014. https://www.childtrends.org/?publications=making-the-grade-assessing-the-evidence-for-integrated-student-supports
- 6. URL: news.osu.edu/paying-parents-to-read-to-their-children-boosts-literacy-skills

THREE PRIMARY OBJECTIVES

Encourage neighborhood school attendance, incentivize parent/student involvement, and reduce staff turnover. Connect schools and social services, increase mentorship, and improve access to support for students.

Address housing instability and school mobility.

SCHOOLS AS COMMUNITY HUBS

The role of public schools as community anchors in Linden has diminished over past decades due partly to declining enrollment as well as dispersion of neighborhood children among a variety of educational options that can take them miles from home. Many working group members voiced a desire for Linden's historic public schools to become symbols of community pride and unity—a shared institution. To work toward this goal, incentives could be offered to draw students back into the Columbus City School district from charter or parochial schools. Schools can also be more flexible and open by holding community events and allowing mutually beneficial relationships with key partners and stakeholders.

INCENTIVES PROGRAMS

Conventional educational wisdom shies away from incentivizing student performance by characterizing incentives as distractions from the supposed intrinsic value of educational pursuits. Different student populations, however, require alternative approaches. There is research supporting incentives to boost academic performance. The immediate needs created by poverty can obscure the long-term reward of daily educational activities. making financial rewards a more effective incentive for certain student populations. A savings account or trust fund for Linden students in Columbus City Schools could help incentivize important milestones by depositing money for incremental progress, like completion of elementary school, passing state mandated tests, or graduating from high school. Upon graduate, students may access the fund for post-secondary educational programs or business capital, for example. To allow for ample time to graduate and access the funds, the account could stay active until age 25. Additional funds could be deposited throughout K-12 to incentivize parent/guardian engagement, for example. Another incentive program for early childhood demonstrates proven success with offering small monetary rewards to parents who read to their children. 6 The study involved 128 parents or caregivers and children aged 4-5. Testing four techniques, only one-paying parents 50 cents for each reading session-led to children showing significant gains in reading test scores because caregivers who received them completed more reading sessions with their children.

KEEP KIDS SAFE & STABLE

Student safety is a major issue for the Linden community. Residents share concerns about violence, even compelling some students to attend other schools in order to be picked up directly at home rather than having to walk to their assigned school in Linden. Addressing crime is critical to retaining Linden's children at neighborhood schools. Research is clear that "student mobility, defined as making a school enrollment change at a time not required by the grade structure of the school system, is associated with numerous other risk factors such as poverty, stressful life events (e.g. divorce), poor initial school performance, and a tendency to make additional enrollment changes during subsequent school years." Predictability and stability are key pieces of child development, and helping parents remain stable is the primary way to accomplish the same goal for children. Changing schools outside of grade promotion or voluntary election has been directly associated with poor academic performance.² Policies should work to mitigate unexpected life changes for vulnerable students. Changing schools or districts may occur for other reasons, from eviction to abuse or neglect. Students may not be in safe living conditions and might move in with a relative. Parental separation or divorce may relocate students as well. Providing wraparound services to students and families during these periods can help with the transition. Ensuring a physically and emotionally safe in-school environment is also critical to healthy development and learning.

THE PAYOUT OF REWARDS, MAKING IT DIFFICULT FOR STUDENTS TO CONNECT THEM IN A USEFUL WAY.

A study showed non-monetary incentives for younger students and monetary incentives for older students to be effective in boosting test performance, with no recorded long-term negative effects on student performance or behavior.³

SCHOOLS & SOCIAL SERVICES

There is growing recognition that schools and social service agencies must work together to address systemic student issues that are exacerbated by out-of-school experiences like trauma and poverty. Students from low-income families are more likely to be behind in academic achievement: "Though achievement gaps for some groups have narrowed, the gap between high- and low-income students has grown by about 40 percent in a generation."

Tackling these societal issues through schools is an effective way to reach the students in need, with the help of teachers to identify signs of problems at home. This partnership model between schools and service providers is referred to as wraparound services. According to a 2014 study, wraparound services promote "students' academic achievement and educational attainment by coordinating a seamless system of wraparound supports for the child, the family, and schools, to target student's academic and non-academic barriers to learning"⁵

To ensure the needs of students are recognized, school leaders need specialized training to coordinate services efficiently. More importantly, the needs of students must be addressed, not simply recognized. This means consistent and thorough follow-up with parents and guardians to provide resources and access to appropriate programs. Wraparound services, though not the central mission of a school district, are essential to achieve effective outcomes, and can also encourage parents to choose CCS over other school options. Communicating the depth of social service partnerships with CCS to the community will let parents know that choosing their neighborhood public school will give them access to important academic and non-academic supports to help their children overcome socio-economic barriers.

CATALYTIC PROGRAM

HAMILTON STEM PILOT

The Hamilton STEM Elementary School 2017-2018 pilot project is underway, in partnership with The Ohio State University College of Social Work, United Way of Central Ohio, and Columbus City Schools (CCS). The Community Collaboration Model for School Improvement (CCMSI) better connects students with social services, healthcare, and support services. The 3-5 year pilot is exploring academic and non-academic barriers impeding overall school success, building protective mechanisms, and addressing risks to academic achievement and healthy youth development. CCMSI highlights five school improvement pathways: academic learning, school climate/youth development, parent/family engagement and support, health and social services, and community partnerships.

Given the pressing needs at Hamilton, partners are supporting the adoption of CCMSI to adjust school improvement planning. This will add priorities related to the development of school-family-community partnerships to maximize resources for learning and development. Research on the CCMSI demonstrates improved student achievement, improved school climate, decreased absenteeism, reduced discipline referrals, and enhanced success. The program is designed to build protective factors, address risk factors related to academic achievement and healthy youth development prioritizing strategies during in-school and out-of-school time. Ultimately, traditionally "siloed" improvement strategies are integrated, shared agendas are created, linkage systems are prioritized, and mutual accountability for outcomes is fostered. As the model progresses, lessons learned from implementation at Hamilton also may inform broader efforts to promote the healthy development and academic success of youth, as well as strengthen families and neighborhoods, in the Linden CC feeder pattern and throughout the district.

STUDENT UNIFORMS

While public schools in Linden have a uniform policy, there are difficulties with enforcement and ensuring students have access to laundered uniforms. Other schools have parent-led groups that wash the garments on-site, and even keep clean uniforms at school for students who arrive without one. This arrangement should be brought to Linden, where parents could volunteer to wash and dry uniforms, potentially in return for items from a free store or pantry. In addition, all schools must have a washer and dryer—perhaps acquired through a generous corporate donation.



More than 70 families enjoyed refreshments at the Muffins with Mom event, held at Hamilton STEM on May 23, 2018. Guests were given the opportunity to win raffle prizes and learn about future volunteer opportunities that will take place at the school.



The Muffins with Mom event was organized by Angelic Dean, the School Family Community Coordinator at the school. The Café was decorated with bouquets of fresh flowers on each of the tables and upbeat music welcomed the moms, grandmothers, and family members in attendance.

SUMMER PROGRAMMING

The "summer setback" is a common feature of the conventional summer break model of schooling—it's when students fall far behind over the summer and are not prepared to start the next grade, possibly requiring remediation. To address this, Columbus City Schools is finding success by offering academic enrichment programs throughout the summer months. Currently a program is offered at Linden STEM Elementary through a partnership with the Boys and Girls Club. The program design offers academic instruction in the morning, followed by more physical and creative activities in the afternoon.

Non-academic programming is also important to keep kids stimulated and engaged while out of school. Nonprofit partners, like Local Matters, Columbus Blue Jackets, and Ballet Met have provided student activities in the past. One promising model could involve the adoption of elementary schools by specific partners to make a multi-year commitment to summer programming. In the morning, the district would provide academic programming and the afternoon would be reserved for extracurricular offerings by external partners. Funds from the Ohio Department of Jobs & Family Services (TANF) are available to support partner costs. Linden STEM Elementary currently has a program with both academic enrichment and external partners, using funds from the Ohio Department of Education (ODE). Expansion of this model would be beneficial at the two other Linden elementaries as well as a similar program for Linden McKinley. At McKinley, there is a particular need for additional summer programs, like recreation, college/career readiness, city youth jobs program, etc.

ALTERNATIVE DISCIPLINE

Discipline is a reality of operating a school, but traditional methods of discipline—such as school suspension—are evolving as new techniques are introduced that work to correct rather than punish behavior. Columbus City Schools have implemented an alternative discipline model in some schools, including Hamilton STEM Elementary in Linden. A school-day alternative program uses a model that not only teaches acceptable behavior but uses a restorative practice philosophy to correct the negative behavior, while making a plan for student re-entry into the classroom. More support for alternative discipline would allow teacher-student ratios to remain small, and could allow schools to implement more alternative discipline practices on-site. The model requires significant staff training and additional personnel to be effective. Staff at Hamilton Elementary are also strategically targeting location, context, and event types to reduce behavioral incidents.

SCHOOL START TIMES

There is evidence for starting school days later to allow children more sleep time. The Centers for Disease Control, American Medical Association, and American Academy of Pediatrics recommend school start no earlier than 8:30am.³ A University of Minnesota study found students with under 8 hours of sleep had more signs of depression and greater risk of substance use. In contrast, students with more sleep showed improved academic performance. Walking to school in dark early morning hours is another concern for Linden students. In the 2017-18 year, Hamilton Elementary implemented the "Walking School Bus" with YMCA staff to provide safe routes to school for walkers.

AFTER-SCHOOL PROGRAMS

Time and again, working group members discussed the lack of productive activities outside of school hours for youth. While some options exist for after-school programs, there is additional need for specialized options and continued youth and family recruitment. Programs can be focused on supplementing academic instruction (i.e. literacy), developing social and emotional intelligence, and other areas like physical health and wellness. Sustained participation, high-quality staff, and strong partnerships are all critical to program success.

OHIO AVENUE ELEMENTARY 1

A new approach to discipline issues at Ohio Avenue Elementary recently garnered media attention in 2018 for its reconsideration of conventional classroom techniques. Children who experience emotional trauma at home through violence, abuse, neglect, and other negative events often fall victim to punitive discipline measures at school. These children have difficulty managing their feelings and impulses which inhibit their ability to de-escalate volatile situations with other students and impedes learning. Traditional punishments do little to improve behavior and may even reinforce or entrench a student's negative behavior.

An alternative approach is developing at the Ohio Avenue Elementary School in Columbus. Instead of uniform zero-tolerance top-down policies, teachers and staff are trained to understand how children respond to trauma. They have learned how to interpret behavior and innovate ways to help kids manage their behavior. The approach is personal and individualized for the student and is not prescribed by administrators. As a result, agitated children can self-calm through techniques such as bean bags, stress balls, liquid glitter bottles, fidget spinners, miniature exercise equipment, and tactile decorations.

A specific strategy that emerged is called PAX. It is the gamification of good behavior. Rewards for positive behaviors are given to the collective group instead of at the individual level. Teachers also use non-abrasive methods to obtain the attention of the class. The new approaches have led to new improvements in academic performance and behavior for many students.



1. Katherine Lewis. One Ohio School's Quest to Rethink Bad Behavior. The Atlantic. May 8, 2018. https://www.theatlantic.com/education/archive/2018/05/ohio-school-bad-behavior/559766/

2. Kyla L. Wahlstrom, Ph.D. Examining the Impact of Later High School Start Times on the Health and Academic Performance of High School Students: A Multi-Site Study. University of Minnesota. February 2014.

DEVELOP BUSINESS & SUPPORT ENTREPRENEURS

"The immigrant community is thriving and we want it to continue to thrive and run local businesses."

"Promote Linden businesses to a broader, city-wide audience."

GENESSEE & CLEVELAND AVENUE



CREATE ATTRACTIVE PUBLIC SPACES

Business owners want to locate near areas of investment, including public investment in the built environment. Creating attractive public spaces where people feel invited to enjoy goods and services outdoors, gather for events, and linger and socialize is critical to supporting business development in Linden. A well-programmed and maintained public space at the corner of Genessee and Cleveland Avenue would serve these purposes, as well as showcasing investment to passing motorists. Movie nights, concerts, group exercise, and farmers markets can take place in a central public space, fostering community and boosting the reputation of the neighborhood—while allowing residents to meaningfully connect. Cultivating a civic space gives residents a place to be proud of and serves as a focal point that everyone can point to as the heart of their community. Keeping the space free from litter, graffiti, and other detrimental impacts is crucial to its success, which requires time and money.

1. David Walker, Ohio Weslyan University. URL https://www.owu.edu/news-media/details/urban-immigrantification/ 2. Individual Development Accounts. https://www.ohiocdc.org/individual-development-accounts/

THREE PRIMARY OBJECTIVES

Support a culture of business creation and physical space for business incubation and co-working.

Offer incentivized savings accounts with matching funds to be used for business capital and start-up funds.

Increase financing options for potential businesses and attract new retailers while supporting exsiting businesses.

CULTURE OF BUSINESS CREATION

Through discussions in the Education & Workforce Working Group, residents communicated the importance of entrepreneurship and self-employment as a means to financial independence and security. Linden residents should be empowered to start their own businesses through educational programs, financial assistance, real estate subsidies, and tax abatements. One group that has demonstrated substantial success in business enterprises are New Americans. In the period from 2002 to 2010, following the closure of Northland Mall, the majority of new businesses were owned by people with Latino or African surnames.1 This example illustrates the importance of having a community culture of business creation, and highlights how empowering Linden residents to start their own businesses can lead to economic growth.

IMPROVE ACCESS TO CAPITAL

Building enough savings to have a downpayment for a business loan or simply enough money to begin a business is a major obstacle for many new entrepreneurs. One product that has proven useful to incentivize saving is the Individual Development Account (IDA), which matches participant funds on a per dollar basis to encourage saving for specific asset-goals.² In some cases, funds can only be used for expenses like purchasing a home, starting a business, or education/trade credential or certification. Funds from IDAs may be used for business start-up, but there are additional mechanisms to support business development. The Neighborhood Commercial Revitalization (NCR) program has existed since the early 1980s to support certain corridors, and consideration should be given to expanding the NCR program to include more funding mechanisms with less restrictions, and including a zero/low-interest loan option with little to no matching funds. A revolving loan fund supported by a partner financial institution or community foundation could facilitate this expansion. Supporting current businesses while attracting new businesses should be complementary goals.

INCUBATION & COLLABORATION

Part of supporting a culture of business creation lies in cultivating a supportive environment for ideation and development. Linden residents expressed a need for physical space to support resources like computer access, meeting space, and office supplies. There is also need for computer literacy and fundamental training. This type of training is currently offered through the Columbus Metropolitan Library's Main Library downtown, but availability and awareness could be improved in the Linden community. The National Business Incubation Association has found that, after five years, incubated firms have a survival rate of 87 percent, as opposed to 44 percent in firms that had no such help. Research from the Initiative for a Competitive Inner City (ICIC) has shown that firms with 1–4 employees and 5–249 employees are the primary drivers of job creation and employment. Incubators, which are designed to address the networking, education and capital challenges that all, but especially minority, entrepreneurs face, are a promising strategy for increasing minority entrepreneurship numbers. Collaboration is another key aspect of business development for potential entrepreneurs. At an incubator, Linden businesses could network at programmed events with potential clients. For example, staff could host an open house and invite key partner prospects for Linden businesses to create relationships. The city could incentivize relationships between large employers and small businesses in specified zones, perhaps through a subsidy or specific tax treatment





Photo by Maria Khoroshilova, Edible Columbus, URL: ediblecolumbus.ediblecommunities.com/eat/new-harvest-cafe

ATTRACT NEW BUSINESSES

Participants in working groups commented on a lack of available retail and office space in the Linden community. Many buildings are in disrepair and in need of significant repair—a cost that many new businesses cannot bear. To address this, move-in ready space should be developed in the neighborhood. This could be in the form of rehabilitation or new construction. Leases should also be subsidized or contain more lenient terms to accommodate new businesses. To make available space known and increase awareness of Linden as a place to do business, a catalog of available space should be created. The catalog could also contain demographic and market data to be transparent and accessible to potential businesses assessing the region. To fuel business development, a Seed Investment Fund that combines public dollars with contributions from the philanthropic or venture capital community and corporate sponsors should be considered. Contributions to the Seed Investment Fund could be made by companies receiving tax abatements from the City of Columbus from job creation agreements in order to spur development in more distressed markets.

CATALYTIC PROJECT

BUSINESS INCUBATOR

Throughout the planning process people have expressed concern about the lack of resources for potential entrepreneurs to create their own financial security and opportunity. A business incubator could address this need by offering business plan mentorship, financial planning services branding and marketing assistance, and a co-working space with office supplies and conferencing for people to share. The space would foster creativity and personal growth among Linden-area entrepreneurs and create opportunities for people to connect. Discussions about the new Linden Opportunity Center also drew out interest in small-business programs with a focus on entrepreneurship, vendor licensing, partnerships with financial institutions, small business lending assistance, capital opportunities, legal assistance, and business mentorship.

URBAN RETAIL TRENDS

Given increased competition from online retailers and large-scale shopping centers in suburban areas, urban retail in places like Linden must focus on smaller-scale spaces and tenants with a focus on niche markets, neighborhood services, and convenience shopping. Studies show that people spend more when public spaces are more inviting, indicating that investments in place and creating a unique experience is critical for neighborhood-scale retail to be successful. Urban retail development and expansion in Linden is hindered by the limited availability of large, contiguous sites prime for development, as well as the significantly higher redevelopment costs. Urban retail development must, therefore, rely more heavily on niche markets with a greater emphasis on adaptive reuse and redevelopment of obsolete spaces rather than larger-scale retail expansion.

EXISTING INCUBATORS

An entrepreneurial business incubator supports startup companies, offers a collaborative environment, and provides access to support services, technical expertise, and business assistance resources to help innovators grow business ideas into independent companies.

Recognized incubators* in Central Ohio include:

- Dublin Entrepreneurial Center 565 Metro Place South Dublin
- Innovate New Albany 8000 Walton Pkwy. New Albany
- Cultivate 3989 Broadway Grove City
- Rev1 Labs 1275 Kinnear Rd. Columbus
- Accelerator Founders Factory
 51 West Fifth Ave. Columbus
- Women's Small Business Accelerator 403 W. Main St., Westerville

POTENTIAL INCUBATOR LOCATIONS





Restoring the retail center of Linden through concentrated structural renovations and infill construction will help create the framework for future retail activity and positive shopping experiences that encourage people to linger in well-maintained public spaces.



Outdoor seating along the street will help convey a sense of ownership and activity along the sidewalk, encouraging people to linger in front of shops. A strong pedestrian zone adjacent to the street also demonstrates careful attention to people walking and can help address issues of infrastructure equity in a neighborhood with comparatively low rates of car ownership.

RETAIL-ORIENTED BUSINESS INCUBATION

Local businesses should be supplied with the financial and educational resources they need to grow organically from within the community. By establishing a business incubator that focuses on retail-oriented businesses in Linden, startup businesses would bring additional commercial activity to the corridor, which can trigger creative uses of vacant or underutilized properties. Though many business incubator models are geared toward promoting IT or service-oriented businesses, there are also successful incubator models that focus on retail oriented business in industries such as food production, restaurants, fashion, jewelry, and home decor and furnishings. By incorporating a well-integrated and well-functioning business incubator model in Linden, new opportunities to provide assistance to retail-oriented businesses would arise.

SMALL BUSINESS ASSISTANCE

There are numerous resources for small businesses in the Columbus region and throughout the state, including the Ohio Small Business Development Center, SCORE Columbus, and Economic & Community Development Institute. Many local businesses do not realize that most of these services are free and easily accessible and many of these services can provide financial assistance either directly or through referrals. This emphasizes the need for a local organization to help businesses in Linden navigate these resources, or to create a satellite business center in Linden. If small businesses in Linden could pursue some of these avenues, there may be great potential for future expansion and job growth within the community. In many cases, a Community Development Organization (CDC) can liaise between the community and existing workforce development resources and services.

SEED INVESTMENT FUNDS

To address gaps in financing and disparities in credit and lending practices, some cities have created seed investment funds directed toward distressed urban neighborhoods. The fund typically combines public dollars with contributions from the city's philanthropic community and corporate sponsors to fuel business development in disadvantaged neighborhoods.

In Pittsburgh, preliminary discussions describe a seed fund aimed at entrepreneurs and startups. In Boston, loans would serve as gap financing to cover the cost of rehabbing existing buildings, new construction and expansion, purchasing equipment, and startup costs. The mayor has a goal of prioritizing small business lending in historically underserved neighborhoods to support job creation in low-to-moderate income households and the revitalization of neighborhood commercial districts. In Chicago, the city plans to launch "Fund 77" to combine \$100 million in public money with private partner donations. The fund would focus on underinvested neighborhoods and work with Community Development Financial Institutions (CDFIs) to target loans in specific areas.

In Linden, funds could be channeled through and administered by existing organizations, with financial support from committed institutions or community champions. While neighborhood residents should be encouraged to start businesses, people interested in doing business in Linden should also be supported. Microfinance and small business organizations currently exist in Columbus. Kiva and Ascent Microfinance offer smaller loans to prepared applicants, while the Economic Community Development Institute (ECDI) offers trainings, technical assistance, and loans up to \$350,000 for entrepreneurs.

SOURCE

Oscar Perry Abello, "Boston Offers Critical Lending to Minority-Owned Small Businesses," 19 September 2017, Next City.

Oscar Perry Abello, "Pittsburgh Planning to Invest in Entrepreneurs in Disadvantaged Neighborhoods," 9 March 2017, Next City.
Oscar Perry Abello, "Chicago to Direct \$100 Million to Neighborhoods," 18 October 2016, Next City.

*According to the Development Services Agency, State of Ohio. July 2018. https://development.ohio.gov/bs/bs_oebi.htm

ADDRESS EARLY CHILDHOOD EXPERIENCE

"There should be more early intervention programs for children at risk, trauma-informed learning models, and training for teachers, counselors, and community center workers."

MEDIA SPOTLIGHT: PRE-K PROGRAMS



HIGHER PRE-K STANDARDS COULD LEAVE SOME KIDS LOOKING FOR NEW PRESCHOOL

Fewer than 1 in 4 publicly funded child-care facilities in Franklin County serving thousands of low-income children meet new state education standards. If the rest fail to qualify for Ohio's Step Up to Quality rating system by the 2020 deadline, about 23,000 children and their working-poor parents will be forced to find new child-care services and many facilities could close. County officials support the higher standards for tax-funded child care, saying they are needed to ensure that poor children are prepared for kindergarten and not behind their higherincome peers – delays that can cause them to struggle throughout their school years.

Serving 115,000 children statewide, all publicly funded child-care programs starting July 1, 2020, must participate in Step Up to Quality, earning one to five stars based on teacher qualifications, program offerings, class sizes and other factors. Initially, facilities must obtain at least one star to maintain state funding. They must earn three stars by 2025. In exchange, the state is going to increase their pay, tapping millions in unspent federal welfare funds to cover added costs. Joy Bivens, director of the Franklin County Dept. of Job and Family Services, said 33,000 children receive publicly funded child care in the county. They are served by 667 centers (162 with one or more stars) and 270 home-based facilities (49 with one or more stars).

1. Excerpts from: Catherine Candisky, The Columbus Dispatch, 7 April 2018, URL: http://www.dispatch.com/ news/20180407/higher-pre-k-standards-could-leave-some-kids-looking-for-new-preschool 2. Excerpts and paraphrasing from The Hilltop Early Childhood Partnership report, 2017.

THREE PRIMARY OBJECTIVES

Provide early childhood education, work directly with new mothers, and identify at-risk infants to prevent trauma.

Ensure schools can address traumatic issues faced by young students and families.

Ensure safe and stable indoor environments for infants.

UNIVERSAL EARLY CHILDHOOD EDUCATION²

The importance of birth-to-five education is becoming more apparent, and cities are taking notice. Boston has created a universal child development screening project for prevention and intervention for young children. In Missouri, the City of Joplin is working with hospitals, nonprofits, and public agencies to promote daily reading from parents to children. Durham, North Carolina, has launched an initiative that includes nurse home visits and parent education for children up to age three.

As children reach age 4, they should begin transitioning to some form of school. A 2012 Brookings Institute report found that low-income children who attend some form of preschool are more likely to be ready for kindergarten by a margin of about 9%. However, the same report found that center-based preschool programs could have greater effects—a 23% increase in cognitive skills and a 15% increase in social-emotional skills.

Boston's Thrive in 5 program, which began in 2008, has demonstrated an increase in early language and literacy skills for children entering kindergarten. The Dynamic Indicators of Basic Early Literacy Skills found an increase in proficiency from 54 percent in 2009 to 63 percent in 2014. The East Durham Children's Initiative assessed all graduates of its preschool to be ready to begin kindergarten the following year. The benefits of a quality early education extend far beyond kindergarten. An analysis by the Harvard Graduate School of Education tracked the progress of students into and beyond high school and determined that those who had quality preschool experiences were 11.4% more likely to graduate from high school. Those same students also were 8% less likely to repeat a grade or require special education.

CONTINUE TO COMBAT INFANT MORTALITY

In Franklin County, three families lose a baby every week and 150 infants die every year. African American babies are dying at twice the rate of white babies. CelebrateOne was created in 2015 to help reduce mortality rates and is pursuing strategies aimed at mothers, babies, and communities. The CelebrateOne initiative includes health workers to reach mothers in neighborhoods like Linden, as well as the following strategies:

For Mothers To Be

- Improve women's health before pregnancy
- Improve reproductive health planning
- Improve prenatal care systems and supports for highest risk families
- Ensure highest standards of quality for perinatal care
- Reduce maternal smoking

For Babies

- Reduce household smoking
- Improve supports for highest risk families
- Promote infant safe sleep

For Healthy Communities

• Improve social and economic conditions that drive disparities in our community and in neighborhoods where infant mortality rates are highest.



CELEBRATE ONE INITIATIVE

In June 2014, the Infant Mortality Task Force released eight recommendations to reduce the alarming infant mortality rate and cut the racial health disparity gap in half by 2020. The recommendations can be found in the appendix of this plan.

WHAT IS A TRAUMA-INFORMED APPROACH?

Trauma occurs when a person is overwhelmed by events or circumstances and responds with intense fear, horror, and helplessness. Extreme stress overwhelms the person's capacity to cope and as a result the person may experience negative behavioral or physical symptoms. There is a direct correlation between trauma and physical health conditions such as diabetes, COPD, heart disease, cancer, and high blood pressure. Nearly all children who witness a parental homicide or sexual assault will develop Post Traumatic Stress Disorder. Similarly, 90% of sexually abused children, 77% of children exposed to a school shooting, and 35% of urban youth exposed to community violence develop Post Traumatic Stress Disorder.

Symptoms of Trauma

- Headaches, backaches, stomachaches, etc.
- Easily startled by noises or unexpected touch
- More susceptible to colds and illnesses
- Increased substance use and/or overeating
- Fear, depression, anxiety; outbursts of anger/rage
- Tendency to isolate oneself/feelings of detachment
- Difficulty trusting and/or feelings of betrayal

• Self-blame, survivor guilt, or shame

A trauma-informed approach to early-childhood education will use teaching techniques that do not trigger memories of trauma or re-enact negative events. Outreach and interactions with children and parents will be sensitive to the physical and emotional violence experienced by marginalized populations.

One way to identify children who have been through traumatic events is the Adverse Childhood Experiences Survey (ACEs) assessment. This quiz assigns an ACEs score to children as an indicator of the abuse, neglect, or household dysfunction they have been exposed to in their lives and can help inform practitioners in appropriate measures to address that trauma

Source: National Council for Community Behavioral Healthcare

CATALYTIC PROGRAM

UNIVERSAL PRE-K EDUCATION*

The impact of early childhood on lives of adults cannot be overstated. A Universal Pre-K program would allow all children in Columbus to attend high-quality early childhood education, setting a critical foundation for future success. Neighborhood-based programs would allow for increased social interaction and help form meaningful relationships at a young age.

Mayor Ginther's vision is universal access to a high-quality pre-kindergarten education for every 4-year-old in Columbus. An investment in early childhood development helps prevent achievement gaps, reduces the need for special education, increases the likelihood of healthier lifestyles, lowers the crime rate and reduces overall social costs. The City of Columbus Department of Education's goals are that all children living in Columbus enter kindergarten ready to learn and that every child has access to a high-quality pre-kindergarten experience. The Early Start Columbus program offers free or low-cost tuition access to high-quality Pre-K education to qualifying families.

In Tulsa, a universal Pre-K program began in 1998 currently enrolls 74% of all 4-year-olds in the city. Researchers predict that the adult learning effects are greatest for low income participants and benefits exceed the program costs by 3-4 times. Studies also found that children who participated in the Pre-K program showed lower timidity and higher attentiveness, suggesting enhanced social-emotional development. In certain subjects, it is effective in students with special needs. Minority and low-income students appeared to benefit the most from pre-K as they experienced sharp increases in early language and cognitive test scores. Researchers argue that a strong pre-K program can mitigate effects of negative home and family environments.



UNIVERSAL PRE-K HIGHLIGHTS

Most state pre-K programs are far from universal. Nearly half of states with state pre-K programs limit enrollment to low-income children. Only Florida, Georgia, and Oklahoma truly have universal pre-K.

The vast majority of state pre-K programs use a diverse delivery model, designed to serve pre-K students in a mix of public schools and non-school settings.

CityHealth, a health data initiative, ranked five U.S. cities in 2018 with a gold medal in pre-K: Charlotte, San Antonio, New York, Nashville, and Boston. Out of 40 cities, 33 received a medal. Columbus did not rank.

Sources: http://cityhealthdata.org/city/Columbus and https://www.usnews.com/opinion/knowledge-bank/2015/06/26/setting-the-record-straight-on-state-pre-k-programs.



An outgrowth of the Columbus Education Commission, FutureReady Columbus focuses on supporting children from birth to age 5. FutureReady Columbus, despite its name, will focus on bringing private and public groups together to figure out the best ways to implement its goals throughout Franklin County—not just within city limits. With a \$2.4 million budget from private and public funding, the organization will convene partners in the education and workforce space to design pathways from cradle to career.

The overarching goal is to improve education in the community, partly by increasing the percentage of Columbus children ready for kindergarten and exposing young people to in-demand fields—such as skilled trades, the culinary arts and law enforcement. Countless studies have shown that when children attend high-quality early childhood programs, they're less likely to be placed in special education, less likely to be retained in a grade level and more likely to graduate high school.

FutureReady wants to be a catalyst to address educational challenges in Central Ohio by bringing together a diverse coalition of childhood development partners—libraries, faith-based organizations, nonprofits, pediatricians, mental health professionals and families just to name a few. At its core, the work is focused on developing a comprehensive approach to ensuring that children birth-to-five are ready to enter school.

HILLTOP EARLY CHILDHOOD PARTNERSHIP

In 2017 the Hilltop Early Childhood Partnership report was released, detailing strategies and recommendations to dramatically increase enrollment in quality early childhood education programs by 2020. The report recommended five tactics: (1) Simplify the message, (2) Launch a public awareness campaign, (3) Launch a parents-as-teachers initiative, (4) Facilitate Step Up To Quality ratings for providers, and (5) Create a hub to increase pre-K capacity. These recommendations are also applicable to Linden and offer a strong strategy to help increase the number of children enrolled in quality programs.

STRATEGIES/RECOMMENDATIONS

- Build community awareness of the necessity of a quality pre-K education
- Work with all early education providers to establish, improve, or maintain a quality rating
- Expand capacity for additional pre-K children to attend quality education programming

ACTION FOR CHILDREN

Action for Children is the local child care resource and referral agency for Central Ohio. Services are aimed at assuring quality early learning experiences for all children, including:

- Free child care referrals and access to community resources for parents and families;
- Parenting education classes, seminars and workshops;
- Training, coaching, and technical assistance for early childhood programs and practitioners;
- Child care resources and data for workforce development, public awareness and advocacy.

LINDEN: PRE-K CENTER

The Linden Park Neighborhood Early Childhood Education Center empowers children, families, and community with a high quality early education experience. The center opened in October 2016 with six Early Childhood Education classrooms as a partnership between Columbus City Schools (CCS), the City of Columbus and contracted providers, Columbus Early Learning Centers and Child Development Council of Franklin County. These partnerships enable collaboration around best practices, child-directed exploration, and creative play to prepare young learners for Kindergarten. The building is designed only for early childhood education, and six classrooms are comprised of a combination of four CCS Early Childhood Education classrooms and two outside partner provider classrooms in this same building. These are inclusionary settings where students with disabilities and their peers learn and grow along-side each other.

Creative learning materials—like a Lego wall, giant magnet wall, and sensory play areas—complement new technology, like Chromebooks, iPads, and SmartBoards. The center employs a full-time Family Engagement coordinator on site who helps in all aspects of preparation for Kindergarten, accessing resources, positive parenting workshops, and parent engagement meetings. Outside of a robust curriculum, the center offers activities and monthly programming through local partnerships, like the Wiggle Jig program with Ballet Met, Local Matters food programs, Nationwide Children's Hospital clinician visits, and PNC bank volunteers. Before and afterschool care is provided by Columbus Early Learning Centers. If eligible, Title XX can be utilized for these programs.

During the 2017-2018 year, Linden Park Pre-K Center was at capacity with 97 students. While the current facility is full, there can still be barriers to student enrollment—namely transportation and awareness. However, once parents learn the program is full-day, high-quality, offers food and snacks, and is free, they are very inerested to learn more. Establishing trust with potential families takes time and energy from center staff, and there seems to be some hesitancy from some in the community about becoming involved with the facility for privacy concerns. Focusing future efforts on simplifying the pre-K message and increasing public awareness would be effective to increase enrollment and knowledge of the center.

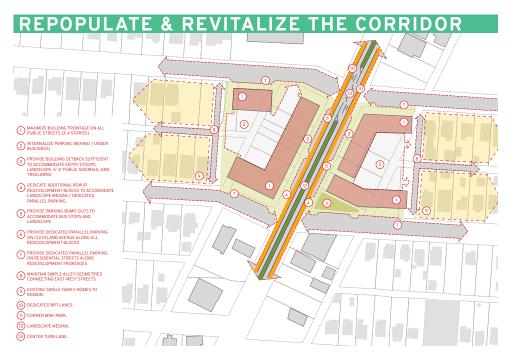
*Bartik, T. J., Gormley, W., & Adelstein, S. (2012). Earnings benefits of Tulsa's pre-K program for different income groups. Economics of Education Review. Gormley, W. T., & Gayer, T. (2005). Promoting school readiness in Oklahoma an evaluation of Tulsa's pre-k program. Journal of Human Resources. Gormley, W. T., & Phillips, D. (2005). The Effects of Universal Pre K in Oklahoma: Research Highlights & Policy Implications. Policy Studies Journal. Gormley Jr, W. T., et al. (2011). Social emotional effects of early childhood education programs in Tulsa. Child Development. Phillips, D. A., & Meloy, M. E. (2012). High-quality school-based pre-K can boost early learning for children with special needs. Exceptional Children. Gormley, W. T., Phillips, D., & Gayer, T. (2008). Preschool programs can boost

school readiness. Science-New York Then Washington.

REIMAGINE CLEVELAND AVENUE

"Too many people speeding in the neighborhoodwe need traffic calming."

"Address the abandoned properties along Cleveland Avenue throughout South Linden."



Cleveland Avenue was a bustling retail corridor when the neighborhood population was more than 30,000. Today, at around 18,000 people, some retailers struggle to attract customers and stay afloat. A key component of revitalizing Cleveland Avenue is increasing the population of the neighborhood to create a bigger potential customer base for businesses, which could be accomplished with minimal impact to the existing neighborhood fabric. New buildings at 3-5 stories along Cleveland Avenue could house new neighbors and increase the variety of incomes and housing types in the neighborhood. Ground floor residential should be considered between retail nodes as brick-and-mortar shops continue to experience market changes.

- 1. The Jobs for South Linden Project (authored by Downtown Columbus, Inc. in 1993) contains in-depth recommendations for position the neighborhood in the regional urban market, complete with specific business retention and advertising suggestions that are still relevant 25 years later. The document is accessible at issuu.com/ourlinden.
- 2. Lusk, A. C., Anastasio, A., Shaffer, N., Wu, J., & Li, Y. (2017). Biking practices and preferences in a lower income, primarily minority neighborhood: Learning what residents want. Preventive medicine reports, 7, 232-238.
- 3. Jay Walljasper. Walking Equity in Low-Income, Minority and Immigrant Communities. 11 November 2015. Community Commons. www.communitycommons.org/2015/11/walking-equity-in-low-income-minority-and-immigrant-communities/4 and 5. Ibid.
- 6. Smart Growth America. Dangerous by Design. 2014: California. Smart Growth America & National Complete Streets Coalition.

FOUR PRIMARY OBJECTIVES

Make Cleveland Avenue comfortable for all users, address dangerous conditions, and improve the appearance of the road.

Improve pedestrian safety and encourage walking.

Foster retail by creating unique places, increasing pop-up gatherings and developing a cohesive marketing strategy.

Encourage higherdensity housing with mixed-uses at specific locations.

INCREASE COMFORT & SAFETY FOR PEDESTRIANS

A recurring theme throughout working group conversations was the aggressive nature of traffic along Cleveland Avenue. The roadway is dominated by four consecutive lanes of high-speed traffic with 85 percentile speeds nearly 10 miles per hour over the posted speed limit. If people feel vulnerable and uncomfortable walking on the Cleveland Avenue sidewalk, businesses will have difficulty cultivating enough foot traffic and drawing in customers. Roadways interventions should be implemented to re-orient the corridor from automobiles to a more equitable environment that accommodates safe and efficient pedestrian navigation. At 40mph, a pedestrian has an 85% chance of death from a vehicle collision. At 30mph, that drops to 45%, and at 20mph it drops to under 10% risk of death. Slower speeds reduce traffic collision rates and severity, as well as reduce injury risk for pedestrians and cyclists. Speed limits should be 20-30 mph on local streets located in densely built areas, residential neighborhoods, and near schools.

IMPROVE AESTHETIC QUALITY

The Cleveland Avenue corridor suffers from a lack of beautification, inconsistent street treatment, and deteriorating properties. Curb appeal plays a central role in the perception of Linden as a place to live, work, and invest. A significant effort must be put toward creating a cohesive identity with appropriate physical amenities throughout the study area.

CREATE COHESIVE IDENTITY

In addition to aligning operating hours, the Linden community should develop a recognizable brand identity that works to overcome the stigma that many associate with the neighborhood. The identity will help simplify the message to potential shoppers by grouping the community together as a destination where multiple consumer needs can be met—while supporting local and small businesses rather than corporate enterprises.

ENCOURAGE RETAIL ACTIVITY

Part of the success of suburban and chain retail locations comes from predictability. Part of the allure of urban and independent retail is the uniqueness and flexibility. To achieve a balance, the Linden neighborhood should strive for unique offerings that operate cooperatively to enhance predictability and draw in new customers. One strategy to achieve this is aligning business operating hours and days throughout the Cleveland Avenue corridor.¹

WALKING & BIKING

In the Linden community, walking and biking are transportation options that can serve a variety of daily needs and activities. Extra care should be dedicated to active transportation in lower-income areas with less automobile access as a matter of infrastructure parity and improved safety. Low-income communities in the U.S. experience disproportionately high pedestrian deaths—with African-Americans 60% more likely to be killed by cars when walking.³ A report by the Robert Wood Johnson Foundation points to a lack of sidewalks, marked crosswalks, and traffic calming in many low-income urban communities.⁴

Gil Penalosa, active transportation expert and former parks commissioner of Bogota (Colombia), notes that how people travel carries social impact. "Walking," he said, "is seen as a symbol of failure. And you can see why when you look at the places where many people are forced to walk...It's like we are telling these people every day that they are second class citizens." This reality points to the need to equalize active mobility infrastructure across urban areas. Greater exposure to unsafe walking conditions contributes to higher fatality rates for Black and Hispanics. 6 These differences in needs and behavior are often overlooked in active transportation planning. Improvements to pedestrian/ bike infrastructure are often made by advocacy groups who may reflect the priority of choice riders over riders of necessity.



Given the prominence and width of Cleveland Ave., the parcels along the roadway can support large scale buildings. Buildings from 3-5 stories would be appropriate for specific nodes to create high-energy intersections and define districts.

BUILD HIGHER-DENSITY HOUSING

According to the 1960 US census, the Linden community was home to around 32,000 people. Those people needed local places to shop, and in 1964 they had plenty of options. Between Bonham Ave. and Weber Rd. along Cleveland Avenue, there were approximately 100 retail establishments and an additional 100 bars, restaurants, taverns, or lunch counters (see page 89 for more). In order to support more business growth along the corridor, potential businesses need more potential customers. For this reason, it is recommended that higher-density housing be built along Cleveland Avenue. Recognizing that urban retail is unlikely to regain its mid-20th century prominence, non-retail uses should be constructed along the corridor as well. Between primary retail nodes, ground floor uses for new development can be residential rather than retail. While regional population growth pressure may create a market for new housing in neighborhoods like Linden, the commensurate demand for retail may not follow due to dynamic retail industry trends away from brick-and-mortar. Contructing buildings with higher density along Cleveland Avenue will help the interior of the neighborhood retain its lower-density residential nature. Heights of 3-5 stories would be appropriate for the corridor, and possibly higher if architectural designs create a pedestrian-oriented facade treatment.

CATALYTIC PROJECT

DEDICATED TRANSIT LANES

Once a thriving mixed-use corridor, decades of disinvestment and blight have resulted a deteriorated streetscape dominated by speeding automobiles.

To transform Cleveland Avenue into a corridor that welcomes shopping, dining, and walking, the road must first feel and be safe for all users. In its current state, the road allows vehicles to easily travel over the speed limit, resulting in an aggressive highway-like environment.

COTA's first enhanced bus route launched in January 2018, representing a \$48.6 million investment to connect downtown to the Polaris area along Cleveland Avenue. The current system provides signal prioritization to CMAX buses, USB ports to riders, public artwork at bus stops, and LCD real-time information screens at stops. While the current system represents a significant advancement in mass transit, CMAX buses currently share lanes with personal vehicles. Three alternative concepts to providing dedicated transit lanes have been developed to allow more efficient operation, slow traffic and reduce accidents, and create an environment that supports local retail, in-fill housing, and walkability. See appendix for additional detail.



Chittenden & Cleveland. Cleveland Avenue must transform into an urban corridor that is vibrant, diverse, and safe. Over time, block by block, the corridor's potential can be realized. Targeted modifications including dedicated transit lanes, residential infill, retail at critical nodes, on-street parking, sidewalk enhancements, and a landscaped median work in concert to create an inviting environment.

SPEED REDUCTION

Reducing speeding greatly contributes to a safer environment for pedestrians and drivers. Throughout the working group process and previous plans, speeding vehicles have been at the top of mind of Linden residents for decades. Often vehicles speed because drivers feel the surrounding infrastructure comfortably supports speeds higher than the limit. Traffic calming strategies that change the street atmosphere can cause drivers to slow down. Implementations that achieve this effect include: narrowing lanes, on-street parking, street trees, speed humps/tables, traffic circles, textured or colored pavement, and many others. While residents may lead traffic calming projects on local streets, calming on arterial and state routes such as Cleveland Avenue would require inter-governmental cooperation.

ONE-WAY STREET STUDY

The Department of Public Service is studying the possibility of converting select one-way residential streets in Linden to two-way, allowing for increased navigation, reduced travel distances, and slower travel speeds along those routes. Two-way streets are a more consistent model appropriate for lower-density neighborhoods like Linden. One potential impact of side-street conversions to two-way could be increased turning actions from Cleveland Avenue, as current turning options are limited due to one-way restrictions. Consideration should be given to avoid further collisions.

PEDESTRIAN COMFORT

Given Linden's comparably low rates of car ownership, accommodations should be made to improve the pedestrian realm. Creating a fair and equitable street experience across travel modes is a spatial justice issue, and people navigating streets by foot or wheelchair are currently at a significant disadvantage. Reimagining how people are considered at intersections is one key component of achieving increased equity. A package of signal adjustments (right) could lead to better outcomes. These reforms should be considered for piloting at specific nodes, like Myrtle & Cleveland Avenues.

- People, like cars, should be automatically recognized at signal intersections.
- In traffic signal timing, pedestrian time should be prioritized at least equal to or higher than the priority of a vehicle.
- On a green light, pedestrians should receive an adequate amount of crossing time so that (1) people arriving on the phase have a chance to cross rather than wait for the next phase, and (2) slower-moving pedestrians have adequate time to cross.
- A 'leading interval' for pedestrians would let them enter crosswalk on 'walk' signal before cars advance on a green light, increasing visibility to drivers.
- Pedestrian phases should be automatic, even if no actuator is pushed.
 Instead, the actuator should make the pedestrian phase come sooner.

ON-STREET PARKING

While surface parking cannot be allowed to dominate in areas where a great place is desired, some amount of parking, such as on-street, is essential for retailers to thrive. Parking meters can be used to encourage quick-visit shoppers to conveniently pull in front of a building, pay a nominal fee, and patronize a business before being on their way. On-street parking can also provide a useful buffer between busy traffic and pedestrians. On-street parking would be especially desired along the Cleveland Avenue corridor in Linden.

MINNEAPOLIS: VISION ZERO

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. Each year, more than 40,000 people — the population of a small city — are needlessly killed on American streets and thousands more are injured. We call this suffering traffic "accidents" — but we have the power to prevent traffic collisions.

Vision Zero starts with the ethical belief that everyone has the right to move safely in their communities. System designers and policy makers share the responsibility to ensure safe systems for travel.

Key components of a Vision Zero city:

- A clear goal of eliminating traffic fatalities and severe injuries is set
- Mayor publicly/officially commits to Vision Zero
- A Vision Zero plan or strategy is in place, or the Mayor has committed to do so in clear time frame
- Key city departments (including police, transportation and public health) are engaged

In 2017, the City Council passed a resolution that allows for a Vision Zero policy to eliminate fatalities and severe injuries resulting from crashes on streets within the City of Minneapolis by 2027. Vision Zero asserts that deaths and severe injuries from traffic crashes are unacceptable and are largely preventable. They will use proven strategies such as lowering speed limits, redesigning streets, and implementing meaningful behavior change campaigns to help make the streets safer for anyone who uses them, no matter if by foot, bicycle, or vehicle.

The commitment to Vision Zero is citywide and will require the work of numerous city departments to reach the goal of zero fatalities or severe injuries. In addition, the City will engage communities affected by this vision to solicit ideas and support in making safer streets a reality.

Following passage of the resolution, the City will start working on a Vision Zero Action Plan, which puts equity at its forefront and focuses on protecting the most vulnerable users of the roadways: pedestrians and bicyclists. A Vision Zero Task Force made up of City leaders will guide the work and engage local and regional stakeholders to consider the best approaches in street design, education, encouraging behavior changes, and enforcement and legislative solutions to make the transportation network safer for everyone.

Source: minneapolis2040.com/policies/vision-zero

BUILD COMMUNITY INVESTMENT

"Housing in Linden should be available, clean, in good condition with beautiful landscaping."

"Build up, reduce vacancy."

SETTING THE STAGE FOR GROWTH



A tree-lined median in feasible locations would dramatically improve the Cleveland Avenue experience for drivers and pedestrians alike. Shade trees in the center of the road would provide a canopy that could help reduce urban heat-island effect in the summer while also visually narrowing the roadway to help reduce excessive speeding by motorists. The "turn" in Cleveland Avenue at Myrtle Avenue—a site of traffic incidents—should be transformed from a liability into an asset, taking advantage of the unique street pattern to create a pedestrianoriented intersection that allows safe crossing and encourages retail activity. Other highvolume streets introduce traffic control measures at strategic points to encourage slower speeds and prioritize pedestrians, like U.S. 23 in Old Worthington, US-62 in Gahanna, US-40 in Bexley, and W. Lane Avenue in Upper Arlington. These sections of road in these areas have been improved to focus on creating walkable environments to support the community rather than prioritize the Level of Service for motor vehicles. Similar steps should be taken in Linden to reimagine a Cleveland Avenue that is for neighbors, not designed to get cars quickly through Linden. Changes in the infrastructure and design of the roadway will help spur new community investment by fostering a safer and more pedestrian-oriented retail environment.

THREE PRIMARY OBJECTIVES

Improve Cleveland Avenue infrastructure and establish nearby and safe off-street parking at key areas.

Consider incentives to develop move-in ready retail spaces, subsidies for new entrepreneurs, and target mixed-uses at nodes.

Focus housing improvements around corridors and public assets while adding units for a variety of income levels.

CREATE DESIRABLE STREETSCAPE

When neighborhoods experience long-term disinvestment, the built environment suffers. The Cleveland Avenue corridor is largely unattractive due to poor structural conditions of abutting properties, decaying sidewalk infrastructure, and haphazard utilities, and public/private signage. Successful retail areas need significant investment in the public realm, and cooperation of property owners, to create a consistent and high-quality pedestrian experience—and curb appeal for passing motorists.

DEVELOP MOVE-IN READY SPACE

Because of the age of the commercial building stock along Cleveland Avenue, finding a move-in ready space can be challenging for businesses. The interior may require extensive maintenance or renovation, making the investment cost-prohibitive for many new or independent businesses. Renovation of existing commercial buildings, façade renovation can be a useful tool. Partnering and participating with property owners to understand and enact beneficial façade renovations would go a long way in improving the image and marketability of the area.

IMPROVE HOUSING QUALITY **STRATEGICALLY**

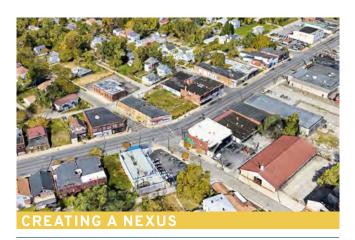
Rather than a blanket approach, investments in physical housing quality should be targeted at a small scale to achieve more impactful change. The strategy should prioritize houses around public assets—like schools and parks—as well as homes along busy corridor streets—like 17th and Hudson-for aggressive recruitment of property owners into an exterior home repair program. One of the goals of this approach is to improve the curb appeal and perception of Linden. If the streets that people traverse frequently are lined with attractive and well-kept homes and lawns, the narrative around Linden will begin to transform into something more positive.

DESTINATION: DOWNTOWN LINDEN

Improvements to the built environment around the area of Myrtle and Cleveland Avenues can help create a sense of place in the district, giving Linden residents a public place to gather and take pride in while drawing people from other parts of the city. A plaza adjacent to dining or art space would allow activities to use the public space and foster consistent energy. Regular gatherings, like live music and art shows would give people a reason to visit. And while restoring and preserving historic building stock remains a sound development strategy, preservation is also critical to maintaining culture, history, and identity. Maintaining aging structures can be costly, and few projects will be economically feasible without the use of subsidies such as historic tax credits. Regardless, future redevelopment will need to strike a balance between preservation and demolition of properties beyond repair.

SUPPORT MIXED-USE BUILDINGS

Along commercial corridors, mixed-use buildings can provide amenities, housing, and office space that creates spaces with energy throughout the day. Developing buildings with more than one purpose is a strategy to create street vitality and encourage pedestrian traffic along main corridors.



A connection between Myrtle & Cleveland Ave. and Linden Park, would link two major assets. Programs that facilitate activity between the two centers would capitalize on their adjacency.

MIXED-INCOME COMMUNITIES

Economic segregation in housing perpetuates social segregation in other areas-like race. Polices and programs should be implemented that help integrate neighborhoods to achieve a higher level of diversity. Mixed income developments are usually multifamily and have an intentional diversity of incomes as part of financial and operational plans. While there is no consensus on what the optimal degree of income diversity is, research reveals certain conditions are needed to obtain beneficial outcomes. There should be a smooth distribution of incomes, specifically there should be moderate income households bridging high and low incomes. Integration needs to be seamless, in other words subsidized units need to be visually indistinguishable from market rate units and social interaction between diverse groups should be encouraged and facilitated.

Research shows that housing choice voucher residents may see employment status improve, as well as a potential reduction in stress, an increase in self-esteem. Families coming from high-poverty neighborhoods may show improved health and educational outcomes—although academic outcomes are more associated with low-poverty schools rather than different neighborhoods. One challenge of mixed-income developments is maintaining income diversity in perpetuity. Affordable housing subsidies may be time-limited, causing the subsidized component to end after a certain number of years. Ensuring mixed-income status in perpetuity is key to long-term effectiveness. Sometimes lower-income families return to high-poverty neighborhoods due to a lack of assistance or social support, indicating that wraparound social and human services could be needed. Policies and programs need to extend beyond the initial development stage to maintain the income mix and associated benefits for residents.

Source: Diane K. Levy, et al. "Effects from Living in Mixed-Income Communities for Low-Income Families." Urban Institute. 28 January 2011. URL: www.urban.org/research/publication/effectsliving-mixed-income-communities-low-income-families

CATALYTIC PROGRAM

DEVELOP KEY AREAS

Increasing the ability of private investment to choose Linden as a neighborhood in which to do business is critical to revitalization. This project's goal is to concentrate infrastructure investment around key points along the Cleveland Avenue corridor to incentivize development and offer quality-of-life amenities to residents. Rather than encouraging isolated investment along the entire 2.3-mile corridor, key development at select areas may intensify the impact of community reinvestment. By leveraging investments in place and the public realm, sound urban design and architecture, anchors to drive traffic, and coordination of complementary uses, a development, district, or community can be created that is greater than the sum of its parts. Given some of the market-based challenges in Linden, enhancements in its retain offerings must be part of a broader community-wide strategy that incorporates investments in both people and places.



Achieving a mixed-income community also means deconcentrating poverty, with the assumption that people should have the ability to live in the neighborhood they choose and that economic segregation is not a healthy development pattern. To give people more freedom of choice, 12 states and about 60 cities have banned discrimination based on the source of a tenant's income.¹ This measure effectively requires landlords to accept Housing Choice (e.g. Section 8) vouchers, which would give tenants a wider range of neighborhoods and rental units from which to choose. Currently landlords may deny housing to voucher holders, which leaves many families with few housing options and further concentrates low-income families.

SET THE STAGE FOR INVESTMENT

Identifying retail prospects for recruitment—including chain stores and independent operators—can be accomplished by compiling market and site information for presentation. Linden's commercial corridors are comprised of outdated and obsolete property types and lots, severely limiting the availability of move-in ready spaces for retailers. For these reasons, acquisition and assemblage will be very difficult and will typically include multiple properties in varying conditions that are owned by a number of different entities.



Illustration of enhanced density for both commercial and residential uses along the corridor in the context of existing urban fabric to remain.

FOCUS ON THREE NODES

Even if Linden had a large tract of developable land, the market for a town center or larger-scale regional shopping hub is extremely limited given the existing supply of such developments within 12 miles. Though MAPFRE Stadium and Ohio Expo Center and State Fairgrounds could offer a future redevelopment opportunity given their scale and location, any new development would likely require a strong mixed-use presence with commercial and residential, since the existing retail supply is considerable. Because demand characteristics for retail vary throughout the study area, demand has been considered at three separate nodes, helping to understand the specific needs and opportunities for each sub-area and node (See pages 32 and 33 for node details). This analysis was completed at a neighborhood scale, or five-minute drive-times, as the community and region is currently very well-served by existing supply. Node 1 (Hudson & Audubon) is near the I-71 ramps and the 15-minute driving shed covers a relatively broad area and future development will likely be more automobile-centric. Node 2 (Cleveland & Myrtle) has a neighborhood-scale retail character, despite the negative road conditions of Cleveland Avenue making it harsh to pedestrians. Node 3 (Cleveland & 11th) is anchored by the Four Corners and Point of Pride Building and represents the new civic heart of Linden. Given its location, it could serve the Milo-Grogan community as well, although pedestrian access is limited given the railroad overpass.

INVESTMENTS IN PEOPLE & PLACE

The following market strategy recognizes these challenges and, in many cases, acknowledges that subsidy and other public or philanthropic investments will be necessary to ensure Linden is on a path of long-term and sustainable growth with the hope that it can eventually attract more market-based investment. Therefore, a major component to the following strategy is that targeted public investments must be made that leverage existing assets in the community such as public transportation, parks, schools, and institutions. These investments must also ensure that local entrepreneurs and community leaders continue to be the driving force behind business development in Linden. Given the size of Linden and differences between the varying nodes, as presented previously, sub-area strategies will be critical, especially as they relate to placemaking and enhancements to the public realm. Most importantly, sustainable growth will only be possible if investments are made in the people of the community, so they can thrive and be part of the gradual positive changes as incorporated in this strategy.

LINDEN OPPORTUNITY CENTER

With \$20 million budgeted for the project, the Linden Opportunity Center will be one of the biggest single investments in the city's capital improvement budget. More than a recreation center, the new Linden Park facility will be aimed at providing health, career and academic support, food access, and violence intervention programming by Fall 2020. The new building will rank as the largest community facility, projected at more than 50,000 square feet.

Through public input meetings, the Recreation & Parks Department has heard demand for flexible multi-use space for computer classes, job training, arts, drop-in child care, adult classes, recreation, and senior classes. There has been also been discussion of incorporating a music production studio. Integrating recreation with employment, food, health services is important to residents and the city. In addition to the new facility, the project includes the complete redesign of Linden Park.





1. Rachel Kaufman, Denver Weighs Ban on Source-of-Income Discrimination. 2 July 2018. URL: www.nextcity.org/daily/entry/denverweighs-ban-on-source-of-income-discrimination

CONNECT THE COMMUNITY

"Improve transportation to have access to employment. Buses need more frequent runs."

"Recruit destination driven businesses to locate within Linden."

COMPLETE STREET DESIGN



Complete Streets are roadways designed to safely and comfortably accommodate users of all ages and abilities, including, but not limited to motorists, cyclists, pedestrians, transit and school bus riders, and others. The design (above) shows a multi-purpose path on the north side of Weber Rd., along with a tree lawn and dedicated parallel parking to reduce travels speeds.

Columbus City Council passed a Complete Streets resolution on July 29, 2008 that maintains "whenever possible, the entire right of way of every Columbus roadway is designed and operated to enable safe access for all users...[and]...urges the Public Service Department and the Transportation Division to include these policies in all street construction, reconstruction and repair projects."

FOUR PRIMARY OBJECTIVES

Reduce physical isolation by improving access and connections.

Leverage and build on access to educational institutions and support Safe Routes to School.

Draw shoppers to businesses and build on CMAX investment.

Improve pedestrian routes and sidewalk network and build social fabric.

IMPROVE & ENCOURAGE ACCESS

The Linden area is simultaneously isolated and wellconnected. Due to the physical boundary of I-71 to the west and the railroad tracks to the south and east, the neighborhood has a constrained geography with defined edges. Unfortunately, defined edges can create a feeling of segregation from the larger community and neighboring areas. It can create a sense of a stark divide between Linden and adjacent neighborhoods, and make it easy to avoid the area by casting judgments about areas across a certain boundary. To address this physical and emotional separation, strides should be made to better connect Linden to adjacent neighborhoods through infrastructure and streetscape improvements along key corridors. Eastwest streets like 11th, 17th, Hudson, and Weber should receive improvements consistent with treatments on the west side of I-71, including infrastructure like bike lanes that span the corridor to improve connectivity. East 17th Avenue from Summit St. to Brentnell Ave. is a 2.74 mile corridor that could be improved to allow for multimodal crosstown travel. Another corridor ripe for crosstown access is Hudson St., which nearly aligns with Dodridge St. and Ackerman Rd. westward to Kenny Rd., and Mock Rd. eastward to Sunbury Road—a stretch of 5.5 miles. Frequent road closures along E. 17th through the Ohio State Fairgrounds causes vehicular delays and impedes access from the west.

SIGNAGE & WAYFINDING

To effectively communicate the presence and location of community assets, a strategic and comprehensive signage campaign should be implemented throughout Linden. Some signage should be scaled for motorists, while others should be oriented toward pedestrians. Studies show that the average person can more easily comprehend horizontal signs than vertical signs, which should be followed during the design process. Assets like trails, parks, recreation centers, restaurant districts, and schools are appropriate to highlight with signage. In addition to signage, other forms of installation could be considered to encourage discovery and interactivity while walking.



The Linden Branch of the Columbus Metropolitan Library (CML) is located at 2223 Cleveland Avenue, and could be a mini-anchor for emerging retail along the corridor.

DRAW SHOPPERS & PATRONS

The Cleveland Avenue corridor is appropriate to support corner stores, convenience centers, and neighborhood center types of retail, based on the surrounding households and trade area. Finanicers and developers often find anchor-less retail to be a risky investment, which could lead to difficulty for would-be retail entrepreneurs along the corridor. The Columbus Metropolitan Library located just south of Hudson St. on Cleveland Avenue can be considered an "alternative anchor" that draws individuals and families throughout the day that could also patronize surrounding businesses. Unfortunately, the calculations and formulas the retail industry uses to determine locations of new stores works to the disadvantage of inner-city populations, illustrating that innovation and subsidies are required to create a functioning retail model in Linden.

MICRO-GRANTS TO RESIDENTS

Resources should first be oriented to the community rather than to outside consultants and one way to accomplish this is by providing microgrants to community organizations that have trusted relationships. United Way of Central Ohio currently offers Neighborhood Partnership Grants, competitive awards that in 2017 ranged from \$500 to \$7,225, with an average grant amount of \$2,904. This level of funding is adequate to support community-building activities and social programming throughout the year.

ENHANCE PHYSICAL & SOCIAL FABRIC FOR COMMUNITY

Connecting the community can occur both physically and socially—and each piece supports the other. By building more accessible and attractive physical spaces, Linden residents can more easily socialize and experience their neighborhood in safe and engaging ways. Socially-oriented programs can build community-from creating a neighborhood-based football and cheer-leading program to events ranging from pumpkin-picking to neighborhood festivals. Ideas generated and executed by engaged residents should be generously funded. These types of activities are absolutely crucial to building trust, cooperation, and pride among residents—all necessary for residents to participate further on issues like employment, education, housing, health, and community safety.

Linden offers social interaction opportunities currently, such as the Jazz in the Park, hosted by the South Linden Area Commission in Maloney Park on Saturdays in July. There is also a little league baseball team and dance organization for children. Future investments should continue to build on these opportunities for child development and social connectedness.



Hosted by the South Linden Area Commission, Jazz in the Park is supported by the Department of Neighborhoods and a Neighborhood Partnership Grant (United Way of Central Ohio).

CATALYTIC PROJECTS

IMPROVE BIKE CONNECTIONS & OFFER SAFE BIKING OPTIONS

Connecting to existing bike facilities along the Olentangy River to the west and Alum Creek to the east would add nearby amenities and recreation for Linden residents while dramatically improving regional/crosstown connectivity via bicycle. To the west (via Weber Rd.) the Olentangy Greenways multi-use path is about 1.25 miles from the western border of Linden. To the east, the Alum Creek Greenway trail is just under 1.5 miles from the intersection of Cleveland Avenue and Weber Rd. At a reasonable speed, a person riding a bike could get to either trail from Linden in under 10 minutes. Installing protecting cycling infrastructure along an east-west route to bridge the gap between these two greenway trails will improve regional bike trails and give Linden residents an opportunity to enjoy both trails for recreation and low-cost transportation to employment centers, like downtown and Easton.





AN ATTRACTIVE ENTRYWAY TO SET THE STAGI

The intersection of Hudson and I-71 represents an opportunity to create a welcoming gateway into the Linden community. The entry requires improvement to visible infrastructure—street lights, mast arms, traffic signals—incorporation of a multiuse path to connect Linden to other communities via walking and biking, landscape enhancements both within the roadway median and along north and south edges, combined with curb-cut consolidation to reduce the visual impact of adjacent parking areas. Constructing entry piers and walls to provide a physical gateway into Linden would help give the district a distinct identity.

RECONSTRUCTING HUDSON STREET

Transportation infrastructure improvements should focus on corridor streets and community assets, like parks, schools, and recreation centers. While Cleveland Avenue is the neighborhood's largest thoroughfare, Hudson Street deserves serious attention as well. The reconstruction of Hudson Street is planned, with a full redesign of the roadway. To make Hudson a complete street, encourage crosstown connections, and reduce stormwater runoff, the reconstruction should create equitable access for pedestrians and bicycles along the corridor and incorporate green infrastructure to absorb and redirect rainwater.

The reconstruction would also allow for improved conditions at the I-71 overpass, easing the east-west connection and improving active mobility access in and out of Linden. Aesthetic improvements to the intersection are also needed to create an inviting gateway to Linden. As the boundary between North and South Linden, Hudson Street is an appropriate street to receive significant investment. In addition to physical construction, consideration should be given to designating the western part of Hudson Street as an Urban Commercial Overlay (UCO) district to improve the built environment, consolidate curb cuts, bring buildings up to the street, and foster a sense of consistent retail between I-71 and Ontario Street.

FOCUS ON CORRIDOR STREETS & IMPROVE CONNECTIVITY

Because of the physical barriers created by the presence of I-71 to the west and the former railway line to the east, access into and out of Linden is limited to key through streets: 11th Ave., 17th Ave., Hiawatha Park, Hudson St., and Weber Rd. These routes provide road users with their first and last impressions of the Linden neighborhood. As such, the structures and infrastructure along these roads should be improved. Targeting major streets means rebuilding key sections as multi-modal and following the Complete Streets model to make them safe for all road users. Investments in housing and retail may also be concentrated along these streets. Improved east-west connections can also be made by extending E. 21st Avenue from Billiter Blvd. to Joyce Ave. Similarly, E. 25th Ave. should be formally connected between Billiter Blvd. and Bancroft St.

PORTLAND, OREGON: WAYFINDING

A collective of neighborhood and nonprofit organizations piloted the Living Cully Wayfinding Systems to develop signage and maps directing pedestrians and bicyclists to assets in the community of Cully in Portland. The neighborhood was annexed into Portland in 1985, but since then investments in Cully's parks, sidewalks, roads. and other infrastructure have slowed compared to other parts of the city. Other local wayfinding systems are found downtown and in commercial districts, but not in low-income neighborhoods. An innovative approach to creating community-based solutions is helping create this new amenity in Cully while educating youth about active transportation, connecting residents to the regional trail system, engaging leaders in wayfinding design and providing resident engagement opportunities. In June 2015 a "Wayfinding Workshop" gathered feedback about the location of temporary signs. The system will bring 32 new permanent directional signs, artistic community kiosks, and mile markers to Cully, helping identify safe routes to access parks and greenspaces in the neighborhood. Source: www.livingcully.org

ADAPTING BIKE SHARE SYSTEMS

Many bike share systems struggle to overcome equity issues, as most participants tend to be educated, white, and more affluent. However, research shows that residents of low-income, majority-minority neighborhoods have a favorable view of bike share—but may lack information on discount programs, access to safe streets, access to protective gear, and reassurance about personal liability and hidden fees. Researchers in Portland found that free helmets, ability to pay with cash, and facilitated introductions to bike share are important to low-income and people of color. When asked about what incentives would make residents more likely to use bike share, the most popular response was free transfers between bike share and public transportation. Connectivity to existing transportation options is crucial, and reiterates the role that cost plays in decisions to use bike share. Both Washington D.C.'s and Chicago's bike share have \$5 annual membership for low-income residents and DC's comes with a free helmet and riding classes. The discount program members get an increased per-trip ride time from 30 minutes to an hour because low-income and minority commuters tend to live farther from work. In Chicago, there is a loss liability fund to protect people from the high charges associated with lost or stolen bikes.

Source: Howland, S., et al. (2017). Breaking Barriers to Bike Share: Insights on Equity from a Survey of Bike Share System Owners and Operators.

SUPPORT RESIDENT HEALTH

"Create easy access to clinics and children's facilities, with increased hours of operation."

"Encourage more fitness-we need need athletics, food and nutrition education, and a produce market."

MEDIA SPOTLIGHT: LINDEN FARMERS MARKET



The Linden neighborhood, said market manager Landon Adams, is a food desert. "We're excited to be able to answer the call of filling in the gaps," he said. "This is an expression of how [the] Linden community works." The City of Columbus put more than \$40,000 toward the market, which was created in the wake of the Kroger closure at the Northern Lights Shopping Center. If the market does well, it could turn into a staple in the neighborhood. Organizations involved included Columbus City Council, Columbus Public Health, Community of Caring Development Foundation, the Ohio Farmers Market Network and the Local Food Action Plan Board. The farmers market accepted EBT/SNAP, WIC and Produce Perks. This, noted Michelle White of the Ohio Farmers Market Network. was meant to bring customers "lots of ways to spend their dollar here, however that dollar might look." If this year's first pass as a market goes well, it may mean more in the future, said Columbus City Councilmember Priscilla Tyson. She was among a handful of people who spoke at the official launch of the market. "This market will be a prototype to having a similar market in other parts of the community," she said.

FOUR PRIMARY OBJECTIVES

Create an environment in which healthful choices are the easier and more accessible options.

Attract grocery store and work to offer seasonal market for access to local produce.

Encourage biking and walking through programs and improving sidewalks and street design.

Support housing stability and improve interior and exterior housing quality.

A SAFE NEIGHBORHOOD

Everyone deserves to live in a safe and healthy neighborhood. In recent years, researchers and practitioners have expanded considerations of health through the lens of social determinants. These are the socio-economic and demographic factors that affect wellness. A review of 30 years of research found for children under seven, there is strong evidence that neighborhoods safe from traffic and have green spaces are associated with active behaviors that facilitate early child health and development.² Building on existing open space in Linden and improving conditions could help foster positive youth development, including a positive mental state. Neighborhood crime and violence-real or perceivedcan cause or exacerbate depression, anxiety, stress and other mental health effects, especially in children and older adults.

FINANCIAL EMPOWERMENT

Part of a healthy life is the ability to afford necessary costs: nutritional food, safe and decent housing, transportation, medical expenses, and unexpected costs. Financial empowerment helps residents get on track with credit scores, homebuying, savings, filing income taxes and more. One concept to bring these services directly to residents is the Financial Empowerment Center (FEC), a physical location in target neighborhoods that provides free, one-onone financial counseling to all residents. This idea is premised on four goals:

- 1. People need individual help, not general education
- 2. People deserve access to high-quality financial advice from trained professionals
- 3. City government is a natural vehicle for trusted financial advice
- 4. Financial counseling is a natural fit for other social service counseling providers

IMPROVE NUTRITION & ACCESS TO HEALTHY FOODS

Access to healthy food in the Linden neighborhood is difficult, with no full-service grocery nearby. Even when groceries are available to residents in lower-income areas, cost is still a barrier to access. In a study of cost versus nutritional value of foods, the highest prices per serving were found in meats, poultry, and fish. The lowest prices per serving were for the fats category—helping to explain why low-cost, energy-dense, yet nutrient-poor foods are associated with lower incomes. To improve access and education, food stores should be located where people already gather or have other errands to complete. Even when access to healthy options exist and can be made more affordable, education may still be a barrier.

BARRIERS TO HEALTHY EATING

Outside of financial cost, there are other compelling factors that make eating nutritious foods more difficult for lower-income families. These include the "burdens of uncertainty with employment, housing, and food... [which] can threaten one's well-being and livelihood, lead to an overwhelming psychological and cognitive burden...and create a mentality of scarcity that predisposes one to poor diet quality..." A holistic approach to improving health and nutrition will focus on employment, housing, and food security. Stable income, housing, and food will give families more funds and time to purchase high-quality foods. General life stability will reduce stress and improve sleep, which can improve dietary behaviors and diet quality. Lastly, the cognitive burden of navigating a poor food environment can lead to reduced diet quality. Other more tangible barriers include lack of basic ingredients like cooking oil, garlic/onion, butter, milk, flour, spices, and basic kitchen equipment, such as blenders and pots/pans, Equipment storage can be an issue, as can cold and frozen food storage. Shelf-stable food from pantries lacks nutrients but may last longer, presenting obstacles for families.



Source: 2018-2020 Community Health Improvement Plan, Franklin County Health Works (pg. 10)

HEALTH IMPROVEMENT PLAN

The Greater Columbus Community Health Improvement Plan is an approach to health issues including infant mortality, opiate use, and chronic disease. The opportunity for health begins in our families, neighborhoods, schools and jobs. With this in mind, the plan considers social determinants of health and the underlying causes of health inequities. Social determinants (conditions in the places where people live, learn, work, and play) impact health outcomes.

ACTIVE MOBILITY

While changes to the built environment to encourage walking and bicycling (termed "active mobility") are important, physical changes are not enough to change community behaviors. Changes must address dimensions like programs, cost, social stigma, and education to truly improve health outcomes and activity levels. A package of programs to encourage bicycling and walking should address physical infrastructure and policies at the same time to make active mobility a more viable option.

Make healthier places through a simultaneous appeal to multiple groupsacross ages and demographics -to be more effective.

^{1.} Excerpts from: Andrew Atkins, Heat no obstacle for community at first Linden Farmers Market, The Columbus Dispatch, 1 July 2018.URL: http://www.dispatch.com/news/20180701/heat-no-obstacle-for-community-at-first-linden-farmers-market 2. Hayley Christian, et al., "The Influence of the Neighborhood Physical Environment on Early Child Health and Development." Health & Place, Volume 33, 1 May 2015, Pages 25-36.

^{3.} Barbara A. Laraia, et al., Biobehavioral Factors That Shape Nutrition in Low-Income Populations: A Narrative Review, American Journal of Preventive Medicine, Volume 52, Issue 2, Supplement 2, 2017, Pages S118-S126

CATALYTIC PROGRAM

HEALTHY OPTIONS

Health is all encompassing and affected by nearly every aspect of life. Transformative programs for health could be proactive lead inspections and abatement and other indoor environmental inspections to tackle Linden's high rate of asthma. Linden also has high rates of smoking and diabetes, both of which could be addressed through sustained programs. Food access has been problematic for the community—a reality that could be addressed with partnerships to provide fresh food through local markets and free nutrition education programming. Cooking classes should be considered, as well as building community through shared meals with neighbors to encourage socialization. The new Linden Opportunity Center could be a focal point of food-related activities.



Jubilee Market & Cafe at 1160 W. Broad St. in Franklinton. Photo: Walker Evans, Columbus Underground.com

ATTRACT A GROCERY STORE

Attracting a permanent grocery store to the Linden area is crucial to creating a place with amenities for local residents. A careful analysis of market conditions determined that the southern part of the neighborhood would be a good site for a small grocery store, near the intersection 11th and Cleveland Avenues. A grocer with a social mission, smaller footprint, and a commitment to local hiring would be a natural fit for the area. Determining typical site needs, identifying preferred sites, and securing control would expedite the process. Consideration should be given to potential sources of assistance that can be provided to stores locating in the area, including technical assistance, marketing, financial assistance, and demolition/land acquisition.

ALL PEOPLE'S FRESH MARKET: FROM DRIVE THRU TO FREE FOOD

All People's Fresh Market, a project of Community Development for All People (CD4AP), transformed a former drive thru to provide free produce and perishables to the South Side. The market doubled its delivery of fruits and vegetables and will distribute more than 900,000 pounds of free produce each year. This new location offers more space and increased visibility customer traffic. Some produce will be reserved for those that are income-eligible, while some will be available to people along the entire income spectrum. CD4AP plans to host a variety of community events when the market is closed, from live music performances and parties, to food and nutrition classes, to aromatherapy and stress reduction sessions.

TREATING MENTAL HEALTH

Getting access to mental health treatment can be difficult—and carries a negative social stigma. One new program helps increase access by immediately connecting patients with mental health professionals while they are already on-site at primary care appointments. The OhioHealth program annually screens patients with nine questions as part of a recent \$15 million investment in behavioral health services. Addressing needs immediately in the primary care office is thought to be more effective than scheduling follow-ups, and could make treatment easier for patients.

Source: JoAnne Viviano, "OhioHealth Project Links Primary Care Offices, Mental-Health Treatment," The Columbus Dispatch, 5 July 2018.



Photo: Joe Blundo, "Beer out, cabbage in at church's free produce market on Parsons," Columbus Dispatch, 13 May 2018.

CELEBRATE LINDEN APP

The CelebrateLinden smartphone application is an initiative of CelebrateOne that allows residents to learn about community events, browse resources, connect with CelebrateLinden on social media, participate in community challenges for reward points, and share community pride. Since release in November 2016, the application has been downloaded by 1,350 users. In the one-year period from July 2017 to July 2018, the app was opened 4,875 times with 1,496 active users. Through the app, people are provided with incentivies to attend events that can result in accumulating points to receive \$25 gift cards for Kroger.

DIRECT OUTREACH: COMMUNITY HEALTH WORKERS

Rather than guiding residents to visit local health clinics, which could be distant or difficult to access via transit, public health experts in some cities have started bringing health workers directly into neighborhoods. Community Health Workers are nurses and other medical professionals who make one-on-one visits to patient homes or other locations near where target populations live—and they have a proven return on investment. Because of this, employing these individuals is an effective investment for governments and health care providers, particularly those serving marginalized populations. A randomized controlled trial for childhood asthma cases found that the return on investment for Community Health Worker intervention was \$1.90 for every \$1 invested. An earlier study found that replacing urgent and inpatient care to primary care using Community Health Workers returned \$2.28 for every \$1 invested. These returns can ease the pressure on low-income health clinics and social programs that struggle with funding.

In Sacramento, the California Department of Public Health developed an effective pilot community health worker program to serve the Hmong immigrant community. Due to cultural barriers, traditional prevention and maintenance messaging was not effective among the Hmong, and participation in Supplemental Nutrition Assistance Program (SNAP) was low despite high eligibility. Program development required the collaboration of nonprofits such as the Public Health Institute and the Hmong Women's Heritage Association. They developed a curriculum, worker training, and community session plans and observed the effectiveness of promoting both healthy eating and SNAP participation. After testing for knowledge, attitude and practice changes, researchers discovered that the program was effective at increasing knowledge—especially about heathy behaviors. It also improved attitudes towards the SNAP program. In this example, community health workers were a good initial approach to health awareness among marginalized communities.

Sources

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BUILDING WEALTH: ADDRESSING SEVERE WEALTH INEQUALITY

An April 2018 report by the Samuel DuBois Cook Center on Social Equity at Duke University proposes trust funds for babies as one way to tackle growing wealth inequality in the U.S. While wealth inequality in general shows a stark divide, the wealth gap between white and African-American households is even starker. "The white household living near the poverty line typically has about \$18,000 in wealth, while black households in similar economic straits typically have a median wealth near zero," the report states. While income is earned in the labor market, wealth is typically gained through the transfer of resources across generations—a pattern that exacerbates the racial contours of the wealth gap.

William Darity and his research partners have proposed the trust fund as a recognition that the major gaps in wealth cannot be closed by the individual behavior of African-Americans and must be addressed at a larger scale. The "Baby Bonds" program would offer a sliding scale of funds based on family income that are put into a trust for children to receive in the future. A baby born into a wealthy family could receive a smaller amount, like \$500, while a baby born into an extremely low-income family could receive a much higher sum—perhaps \$50,000.

The program, which could be tailored to states or localities, could have strings attached. Some mitigating factors could be completion of high school, completion of financial literacy training, city or state of residence at the time of the fund's maturity, etc. These restrictions would help incentivize responsibile youth behaviors to ensure receipt of the trust fund.

 $Source: www.washingtonpost.com/news/wonk/wp/2018/01/08/theres-a-serious-proposal-to-give-every-baby-born-in-america-20000-or-more/?noredirect=on\&utm_term=.1bdd82105cf5$

Writing a plan is one thing, achieving it is another.

IMPLEMENTATION



Residents are the foundation for planning, for ideation, and for implementation of the plan itself.



WHAT WILL IMPLEMENTING THE LINDEN COMMUNITY PLAN LOOK LIKE?

With this plan as a roadmap to an improved quality of life for Linden residents, implementation will be driven by opportunities as they arise and by the community. There is a need for a single organization, or strategic partnership of existing entities or organizations to "bring it all together" in terms of economic, community, and real estate development. While there are a number of engaged community groups currently operating in Linden, a coordinated approach is required to increase influence and capacity. The entity or collaborative must integrate residents into decision-making functions in an authentic and meaningful way. This could include allocating a certain number of potential board positions to residents, facilitating a resident council, or working with area commissioners.

Realizing the physical manifestation of planning recommendations in the Linden Study Area is a long range proposition with a timeframe of at least a decade. There is, however, a need to focus on early catalytic projects that can seize on near-term opportunities and set a new standard for future development. Though

investments in place and the physical realm are major components of this strategy, there is also a need to align these efforts with creating more opportunities for residents, businesses, and organizations. Linden will not thrive because of its physical structures, but the people that inhabit them. Given the market challenges in Linden, there is a need to attract new investment while also developing a growth-from-within framework to ensure residents, businesses, and organizations that are already in Linden are an integral part of a more prosperous, equitable, and sustainable future.

Interventions may include investments in direct programs and services as well as the development of physical spaces that can anchor community-driven economic development efforts. The implementation strategy will be driven by the entity or collaborative executing the actionable items of the plan, and it is incumbent upon that entity or collaborative to consider the input of residents captured in this document while also considering the dynamic and evolving input offered by residents in the future.

Realizing the physical manifestation of planning recommendations in the Linden Study Area is a long range proposition with a timeframe of at least a decade. There is, however, a need to focus on early catalytic projects that can seize on nearterm opportunities and set a new standard for future development.

FROM THE GROUND UP: BUILDING RESIDENT CAPACITY

The guiding philosophy of the Linden Community Plan implementation should be resident-driven engagement and leadership. Empowering residents to drive plan implementation and community revitalization is critical to achieving this goal. What does resident empowerment look like?

For an implementation entity, empowering residents means significant investment—with time and money—in people.

Developing leaders, facilitating intellectual growth, skill building, and helping residents bring their aspirations to reality are approaches to resident empowerment that keep the focus on residents, rather than shifting decision-making to other entities.

Programs like the Neighborhood Leadership Academy (United Way of Central Ohio) help to develop resident leaders, train community advocates, and identify new individuals to champion the needs of residents. Collaborations with programs like this can allow resident leaders to identify priorities and shape programs.

It is critical to empower residents across the demographic spectrum, from youth to elders and across income and race. Building capacity occurs by facilitating neighbor-to-neighbor relationships, assisting in building community, and strengthening social connections. This helps create a more cohesive and resilient community that can advocate and enact change.

Relying on residents to build programs and engage neighbors is not the same as relying on volunteers. Residents know their own experiences, understand barriers their neighbors face, and bring years of life experience to the table. An inclusive approach that brings residents into the system will also value their time appropriately, similar to how the time of the planning team, city staff, and consultants is valued. Financially compensating residents for dedicated and extended involvement can be an effective way to build capacity and a long-term apparatus for community members to be involved in the decision-making system. The details of the compensation model are important and—as with anything—there can be risks to compensating some residents and not others (see right panel).

Implementation of the Linden Community Plan should rely on strategies that identify, recruit, retain, and continually display appreciation for resident involvement and engagement on a long-term basis. On the ground, this could mean financially supporting a resident group (i.e. Civic association) and enabling that entity to recruit neighbors, facilitate social activities, and become empowered in local land use processes and evaluation fo redevelopment proposals.

Funding is a critical piece of this relationship. When residents have ideas, the implementation entity should work to transform them into reality. Certainly with some level of discretion and oversight, but making funding processes onerous could discourage resident participation. Inventing a process with letters of intent, funding cycles, grant awarding, and other bureacratic language would not be as effective as directly funding residents by facilitating on-site materials purchases and other expenditures. Removing barriers and simplifying projects is absolutely critical to continued engagement and empowerment.



COMPENSATING ENGAGED RESIDENTS

BENEFITS

- Shows their knowledge is valued
- Helps bring broader range of voices into the work
- Encourages consistency, responsibility, and accountability

CHALLENGES

- Project budget may limit paid participation
- May impact relationship with residents who are not invited to join a paid team
- Could disincentivize volunteerism when used inappropriately

Source: Jacobs Center for Neighborhood Innovation. URL: issuu.com/jacobscenter/docs/learningseries_resident-comp

One predominant idea throughout multiple revitalization initiatives is the importance of having "champions"



The Reeb Avenue Center on Columbus' South Side is a symbol of new investment in the neighborhood, led by South Side Champions: Jane Grote Abel (left) and Tanny Crane (center).

OVERVIEW OF REVITALIZATION FEATURES

Many urban revitalization efforts have a targeted focus, such as housing, health, retail, etc. The Linden Community Plan, however, is a holistic and integrated approach that does not zero in on one particular area. This can make tracking metrics more complex than a strategy that, for example, was intensely focused on housing market stabilization.

Different revitalization initiatives use different vehicles to effect change.* Some focus on capacity-building of community institutions, including Community Development Corporations (CDCs) and community residents. Others are primarily project-focused, with capacity-building as a secondary goal. Determining the local leadership structure requires several questions to be considered: how many lead organizations will there be? What are the types of organization? And how will leadership roles evolve over time?

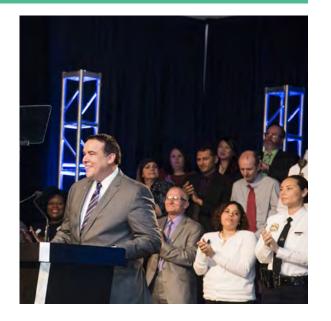
The leadership structures may be led by one or more organizations, like a CDC. There are also new collaborative structures between local foundations, community-based organizations, and residents, as well as more resident-driven efforts. One predominant idea throughout multiple revitalization initiatives is the importance of having "champions" to access resources and implement the plan—with meaningful participation by local residents. Champions can be the philanthropic community, local and regional businesses, or placebased institutions.

BENCHMARKING: "IF YOU DON'T MEASURE IT, YOU DON'T MEAN IT" — MAYOR GINTHER

How will the Linden Community Plan measure progress throughout implementation? Outcomes and metrics in the implementation tables point to desired results from each action step, but some action steps are more difficult to quantify. Will there be a point at which Linden may be considered "stable" and no longer in need of concerted interventions? Community leaders should consider setting goals to help prioritize action steps within the 10 Big Ideas framework.

In order to measure progress, specific metrics for each area of the plan should be quickly established by the implementation partners. This will enable tracking over time and create transparency and accountability for the organizations involved. Working toward agreed-upon goals will help consistently improve the quality of life for Linden residents, while reducing neighborhood disparities between Linden and other parts of the city.

Potential points of measurement include: violent crime rate, high school graduation rate, owner-occupancy rate, and unemployment. These fundamental neighborhood indicators allow for a macro-level tracking of area distress.



*Source: Review of Neighborhood Revitalization Initiatives. February 2004. Prepared by Jennifer Turnham and Jessica Bonjorni. Abt Associates Inc.

SPOTLIGHT

PARTICIPATORY BUDGETING

Participatory budgeting is an innovative budgeting decision-making process that shifts power from the government directly to the community members affected by the decisions. The multistep grassroots-oriented process is co-led by citizens and local officials who establish the rules, bounds, and budget amount involved. Often, proposals originate from the community and funding is allocated by a voting process. The local government then leads implementation of the winning projects.

In many cases, participatory budgeting has led to more equitable funding, more transparency, and more fiscal accountability. Trust between government and residents is strengthened, and a sense of individual investment in one's community is fostered. Residents who are underrepresented by traditional forms of public engagement such as low-income people, non-citizens, and youth can be involved.

There are many examples of successful participatory budgeting implementations around the world, including in Ohio. In 2016, the Ballot Box project in the Collinwood neighborhood of Cleveland was supported by a placemaking collective called Artplace. With a donation of \$120,000, the Ballot Box project gave residents a direct voice in arts investment in their neighborhood. A total of 35 proposals were submitted by community members and nine projects were selected by a week-long voting period at five locations. Voting was held throughout the course of a week at five locations. (www.ballotboxproject.org)

Participatory budgeting can also be accomplished using public funds. One example of this occurred in Buffalo, where \$160,000 of community improvement funds were budgeted by residents of two local districts. Projects proposed by community members included bike lane dedication, bus shelter construction, equipment for public facilities, garbage cages, and street light installations.



IMPLEMENTATION MODELS

Neighborhood revitalization efforts have taken many different forms, each with its own set of circumstances to consider. A collaborative approach requires significant coordination of partners, while the primary actor approach is more singular. The anchor-institution model featured below is also highly collaborative, but place-based in the institution's adjacency to the focus neighborhood.

COLLABORATIVE APPROACH: WEINLAND PARK, COLUMBUS

Adjacent to the Columbus campus of The Ohio State University, Weinland Park is a neighborhood that has garnered significant attention and investment over the past two decades. Initially developed in

the 1910s, Weinland Park is a densely populated neighborhood that reached a peak population of 8,500 in 1950. After the 1950s, however, the neighborhood struggled as residents moved

concentrated poverty grew, resulting in a population

to the suburbs and crime, unemployment, and

decline of nearly 50 percent by 2010. The Weinland Park Collaborative (WPC) was established in 2010 as a partnership involving some 20 foundations, institutions, social service agencies and the neighborhood civic association to support initiatives including affordable housing, public safety, healthy babies, school improvement, and employment.

With support from the Annie E. Casey Foundation and Columbus Foundation, WPC has developed a two-generation approach to assist families in achieving greater self-sufficiency. Today, the neighborhood is on the rebound. After decades of population decline, the neighborhood is once again gaining residents and crime rates have fallen by more than half. For the past decade, a high level of resident engagement has led to dozens of projects, such as community gardens, youth sports, public art, and an active civic association. Between 2010 and 2014, more than 135 housing units were repaired, renovated, or newly built, all with a subsidy to the housing consumer. The City of Columbus added \$4.5 million in new infrastructure for roads, sidewalks, lights, and bicycle lanes, while J.P. Morgan Chase, Campus Partners, and The Columbus Foundation funded an exterior home repair program that has provided grants averaging \$18,500 to more than 70 existing, income-qualified homeowners for new roofs, windows, siding, and other improvements.

COMMUNITY QUARTER-BACK APPROACH & REMAKING PLACE: EAST LAKE, ATLANTA

In contrast to the collaborative model of Weinland Park's transformation, the revitalization of one Atlanta neighborhood took shape under the lead of one primary actor that guided the vision and funded projects with input from residents and experts. The redevelopment of the East Lake community was led by the East Lake Foundation, established in 1995 to help transform the neighborhood and create new opportunities on the

site of former public housing. The approach focused on breaking the cycle of poverty and creating a place where people of all ages and incomes choose to live. A critical part of the East Lake strategy has been education. Nearly 2,000 students attend an East Lake Education Pipeline school—one of which has ranked among the top 10 schools in the district each of the last seven years. In May 2017, all 82 of Drew Charter School's seniors were accepted to college. One distinctive characteristic of East Lake's remaking is wholesale physical redevelopment. Complete demolition of the former 650-unit public housing buildings allowed for a new vision of a mixedincome community, along with entirely new infrastructure. The East Lake experience was the impetus for the creation of Purpose Built Communities, an organization that helps transform struggling neighborhoods through holistic community revitalization (see purposebuiltcommunities.org).

ANCHOR-INSTITUTION APPROACH: SOUTH SIDE, COLUMBUS

In 2005, Community Development for All People (CD4AP), a faith-based nonprofit began developing

affordable housing on the South Side of Columbus. In 2008, CD4AP joined forces with Nationwide Children's Hospital (NCH) and formed a subsidiary nonprofit called Healthy Neighborhoods Healthy Families Realty Collaborative that has reduced vacant properties by more than two-thirds and helped increase

homeownership. Emerging as the centerpiece of this

strategy, CD4AP, NCH, and the South Side Champions chose to ensure the long-term mixed-income attributes by becoming landlords at scale. Each organization agreed to lease properties at below market rates

in order to keep rents affordable to persons from 50-80% of AMI to provide enough affordable rental units to create mixed-income stability and avoid displacement of lower-income residents. These partners hope to control 15% of residential properties in three census tracts by 2021, which requires controlling 525 housing units. About 290 of these units have been, or will be, constructed through LIHTC developments and rent below 60% of AMI. The remaining units are single-family homes, duplexes, or row houses that CD4AP and NCH are redeveloping with rents affordable to persons earning 50-80% of AMI. Rents will be kept affordable at these same levels no matter how high market rates may accelerate. Housing Choice vouchers will also be accepted to ensure people with incomes well below 50% of AMI also have housing options.

READING THE IMPLEMENTATION TABLES

FIVE COMPONENTS

Each big idea has an implementation table that breaks down individual action items that—collectively—will work to achieve the big idea over time. Each individual action item has an outcome/metric assigned that will be used to measure the success of the action item. Potential partners are also listed, based on community input and reasonable connections based on the current landscape of social services and stakeholder involvement. The projected timeline indicates the anticipated period to achieve that item, at least on a pilot scale.

There is one implementation table for each big idea.



OUTCOMES/METRICS

Actionable items are individual steps that can be taken to help achieve the big idea. Breaking the big idea into smaller pieces makes it more manageable and allows progress to be seen incrementally without overwhelming the stakeholders.

Outcomes and metrics are measurable or observable results of the actionable item. If we accomplish the actionable item, we will see the stated outcome/metric.

POTENTIAL PARTNERS

Potential partners are nonprofits, city government, and local Linden organizations and private sector entities that are wellpositioned to contribute to accomplishing the actionable item. The partners have not necessarily committed to projects, but the

potential stakeholder for further consideration. This list is not exclusive or exhaustive, but rather based on initial suggestions from the community and planning team.

planning team has identified them as a



The plan recommends three ranges of implementation. Short term is 1-5 years, with the infrasturcture to accomplish the action item already being in place. Medium term is 6-10 years, requiring more foundational work to prepare for the actionable item. Long term is 10+ years, a more visionary concept that may require substantial funding and planning.

TEN BIG IDEAS

BIG IDEA: STABILIZE & EXPAND HOUSING OPTIONS

Housing is a major foundation for success, providing an anchor for individuals and families as other aspects of their lives may change. Stabilizing housing means reducing the cost-burden of housing on households, as well as controlling the proliferation of vacant structures in the neighborhood. Expanding housing options could occur by adding to the portfolio of housing types and price points to create a healthier mix in the community. Expansion also refers to the construction of new units on vacant lots, and refurbishing existing vacant/abandoned units to re-populate the neighborhood.

ACTION I	TEM	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME
	Create long-time owner-occupied program to stabilize/freeze property taxes	More long-term residents/prevent displacement	State of Ohio City of Columbus Franklin County Auditor	
	Add new housing units by bringing existing units online and constructing new units	Increase housing and income diversity, reduce economic segregation	City of Columbus Land Bank Private developers	6-10 years
	Attract a diversity of incomes to live in Linden		City of Columbus	,
	Create mortgage lending program for people with lower credit scores	Reduce barriers to home-	City of Columbus Private financial partner(s)	
	Offer downpayment assistance	ownership/wealth-creation	Private illialiciai pai tiler(s)	
	Offer free or subsidized home maintenance programming for qualifying households (i.e. lawn care, porch painting, gutter cleaning)	Reduce physical burdens of homeownership	City of Columbus	1-5 years
	Create/support community land trust to acquire and lease property long-term to income-qualifying households	Offer permanent affordability and prevent dispacement	City of Columbus Land Bank County Land Bank	6-10 years
	Offer home improvement grants/loans for qualifying households in target locations	Increased exterior home quality and reduced maintenance cost for owners	City of Columbus	
	Create tenant-landlord educational program with incentives	Reduce eviction rate, support positive relationships	City of Columbus Nonprofit partners	
8	Create a fast-track or preferential treatment/pricing of Land Bank homes for approved landlords or property owners who meet certain standards/guidelines (i.e. lease review, voucher acceptance)	Reduce eviction rate, offer low- income housing options	City of Columbus Land Bank	1-3 years
	Offer universal legal representation for tenants		City of Columbus Nonprofit partners	
	Require landlords to be physically present at eviction hearings	Reduce eviction rate	City of Columbus Franklin County Commissioenrs Franklin County Municipal Court	
	Offer educational oureach, financial planning related to home ownership	Increase homeownership rate	Nonprofit partners Affordable housing developers Financial Institutions	ongoing

BIG IDEA: CONNECT RESIDENTS TO EMPLOYMENT

Despite Columbus' low unemployment rate (4.82%), the African-American unemployment rate is still 12.61%. The African-American unemployment rate in Linden is 19.3%, with the rate in one census tract exceeding 36%. These figures point to a serious mismatch between unemployed persons and employers, one that recruitment, training, education, and transportation strategies will begin to address. Connecting residents to employment will prepare people for living wage jobs and find ways to ensure longevity and stability in those positions. Working with employers will be key to creating a pathway from unemployment to living wage security.

CONNEC	T RESIDENTS TO EMPLOYMENT				
ACTION	ТЕМ	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME	
	Explore emerging transportation options like microtransit and first-mile-last-mile				
	Consider monthly COTA bus vouchers for individuals participating in other programs	Reduced transportation costs	COTA Emerging transport operators City of Columbus	1-5 years	
	Coordinate carpooling network and communication among residents	Reduced transportation cost and better access to employment	MORPC SmartColumbus	1-5 years	
	Create integrated cash-based payment system for multiple transportation modes	Simplification of multi-modal transportation	5		
	Offer incentives to Linden employers who hire Linden residents	Reduced unemployment	City of Columbus Nonprofit partners	6-10 years	
	Work with Linden employers to identify job skills and offer training to area residents	Increased skills and workforce readiness	Private partners	6-10 years	
	Create formal relationship between Linden McKinley and trade training programs	Improved job linkage and preparation	Ioh trainin	Columbus City Schools Job training providers	
	Augment Summer Youth Employment Program, consider trade-oriented placements for older youth		Nonprofit partners Workforce Development Board St. Stephen's Community House	1-5 years	
M	Offer workforce counseling, resume creation, and soft skill building curriculum				
	Offer wraparound supports to help people retain employment	Improved job placement and retention rates	Nonprofit Partners Workforce Development Board		
	Identify key employers to serve as a pipeline for Linden residents to obtain jobs		Private partners St. Stephen's Community House	1-5 years	
	Consider transitional supports for people moving from public assistance to higher wages facings the loss of benefits	Retain people in the workforce, prevent loss of benefits from detering higher earnings	, 110000		

70 •••• TEN BIG IDEAS

BIG IDEA: REDUCE CRIME & IMPROVE PERCEPTION

Crime, both real and perceived, is an issue that has plagued the Linden community for decades. To tackle such a deep-rooted social problem, the collaboration of multiple stakeholders is required. One important recognition is that crime largely stems from social conditions and prevention is the best tactic—not incarceration. This big idea focuses on Health & Safety, Housing, Education & Workforce, and Retail & Small Business to make recommendations to help reduce crime and improve the public perception of Linden as a place to do live or do business.

REDUCE CRIME & IMPROVE PERCEPTION				
ACTION I		OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME
	Allow for police officer and victim mediation	Mediation process		1-5 years
	Consider police incident citizen review	Citizen review process		
	Increase minority police recruitment	28% nonwhite officers	Columbus Division of Police City of Columbus	6-10 years
THE N	Incentivize officers to live locally	increase officers living in city limits	Area Commission(s)	0-10 years
	Continue and expand bike patrols	Additional bike officers, hours, and timeline (i.e. May through October)		1-5 years
	Increase informal police interactions	Sporting events, cookouts		
	Allow more opportunity for socialization	Civic association, walking club, cooking club, recurring events	Area Commission(s) United Way of Central Ohio	
	Create Linden ambassador program	Certified and compensated neighborhood ambassadors	City of Columbus	
	Dedicate proactive code enforcement	Linden-specific proactive staff		
	Secure and reduce vacant properties	Less vacant structures	-	
	Beautify vacant structures	Attractive vacant structures		
	Increase lighting on streets	More porch lights, automated porch lights for darkness	City of Columbus	
	Improve alley lighting/tree canopy	Well-lit alleys free of obstructions		
	Connect residents to living wage employment to deter crime	Lower unemployment rate Higher incomes	Columbus Works	6-10 years
M	Offer job training with funded recruitment efforts	Lower unemployment rate Higher incomes	St. Stephen's Comm. House	
	Offer universal high-quality early childhood education	More children prepared for kingergarten	City of Columbus Columbus City Schools	
	Create proximate and safe on- and off- street parking options	At least one parking lot at identified retail nodes	City of Columbus	1-5 years
	Fund public art by local artists and artists of color to create sense of place	5 murals along Cleveland Ave. and/ or Hudson St. corridors	City of Columbus Nonprofit Partners Local Artists Area Commission(s)	
الاستار	Install entry signage at neighborhood gateways (consistent with refreshed and cohesive branding efforts)	Greater awareness of Linden and improved perception	City of Columbus Area Commission(s) Ohio History Connection	6-10 years
	Offer proper used tire disposal: temporary progrms multiple times per year or year-round permanent collection site	Reduce illegal tire dumping, improved neighborhood appearance	City of Columbus Area Commission(s) Ohio EPA	1-5 years

BIG IDEA: SUPPORT STUDENT SUCCESS

In order to achieve strong academic outcomes, student barriers to success must be reduced. These include outof-school factors like domestic violence, hunger, medical concerns, etc. Addressing these obstacles will enable teachers to focus on education—making learning enjoyable and more effective. Strategies encourage identification of student need, direct issue resolution, and linkage to resources for students and families. Parent engagement and administrator longevity are also critical components of setting the stage for a successful learning environment.

CTION I	TEM	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAM
	Host more community events at schools	Schools more central to sense of community	Columbus City Schools Community organizations	1-5 year
-0 n	Support and formalize connections between schools and social service orgs.	Formal relationships, contracts, or Memoranda of Understanding(s)		6-10 year
	Increase mentorship opportunities	All students have access to professional mentor to meet with at least regularly and over summer.	Nonprofit partners Social service agencies Columbus City Schools	10+ yea
	Increase therapy and/or counseling opportunities for students	Dedicated staff for regular student therapy sessions		
	Offer tenant supports to prevent eviction and keep children in schools	Reduce student mobility	City of Columbus	1-5 yea
⊞∏⊞	Offer indoor environment improvements to ensure safe home circumstances	Improved student health and reduced distractions from health	Columbus Public Health	
	Create campaign to increase community pride in Linden public schools	More Linden students attend neighborhood schools	Columbus City Schools City of Columbus	6-10 yea
	Increase summer academic programming	Increased neighborhood school attendance	Columbus City Schools	
	Offer universal high-quality early childhood education	More children prepared for kingergarten		1-5 years
	Increase summer non-academic programming	More children physically fit or with life skills	City of Columbus Columbus City Schools Pre-K operators	
	Offer specialized professional development for teachers and staff	More prepared and effective teachers and staff	Nonprofit Partners Higher Educational Institutions	ongoi
~	Reduce turnover of school staff and administrators	Average staff tenure at Linden schools 5 years by 2025		
	Cumulatively value teacher/administrator longevity at specific schools to promote stability	Benefits and support for teacher/ administrative commitment to school buildings	Columbus City Schools	10+ yea
	Provide after-school literacy programs for grades K-2	Improved 3rd grade reading guarantee scores by 2020	Columbus Metropolitan Library Columbus City Schools Community groups	1-5 yea
	Consider monetary/non-monetary incentives for student performance	Improved standardized testing results	Columbus City Schools City of Columbus	
	Consider savings account/trust fund for CCS students to incentivize achievement	Improved graduation rates, access to financial resources after graduation	Columbus City Schools City of Columbus Financial/philanthropic groups	6-10 yea
	Continue alternative discipline techniques to reduce tension and keep kids in classrooms	Reduced discipline referals	Columbus City Schools	1-5 yea

TEN BIG IDEAS

BIG IDEA: DEVELOP BUSINESS & SUPPORT ENTREPRENEURS

Strategies to increase retail activity and develop homegrown entrepreneurs will rely on access to existing resources in the business development space and necessitate new fiscal commitments to build training infrastructure, offer financial resources, and create a favorable environment for secure investments.

ACTION I	TEM	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME
	Offer financial/business coursework or extracurriculars at Linden McKinley	Stronger student understanding		6-10 years
~	Offer financial planning and training mentorship for students	of business practices and financial planning	Columbus City Schools	
	Offer business mentorship for adults (i.e. business plan, loans, marketing)	Higher rate of business creation, more effective business strategies	City of Columbus Nonprofit partners Higher Education Partners	
	Establish a physical co-working space	ical co-working space Increased community collaboration and resources/education. Access to		
	Establish a physical business incubator			
	Offer accessible business capital	More loan originations, higher approval rate, more businsses founded		
	Offer matching funds for local entrepreneurs			
	Offer incentives for Cleveland/Hudson business development/expansion	Targeted business creation along corridors, more businesses and investment	City of Columbus	6-10 year
	Actively market commercial nodes to retailers with successful track record in similar neighborhoods	More retailers and amenities in Linden	Private financial partners Nonprofit partners	
	Offer incentivized Individual Development Account (IDA) for business capital and start-up funds	Higher rate of business creation, increased rates of saving and start- ups		6-10 year

BIG IDEA: ADDRESS EARLY CHILDHOOD EXPERIENCE

The impact of early childhood on lives of adults cannot be overstated. Strategies to ensure a positive foundational experience from birth to age five for future success will focus on providing stability and early socialization for children. Practices must be trauma-informed and evidence-based, demanding a need for the highest-quality facilities and staff to work with children.

ADDRES	ADDRESS EARLY CHILDHOOD EXPERIENCE				
ACTION I	TEM	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME	
	Offer wraparound social services to at-risk mothers and children (i.e. nurse home visits)	Reduced abuse and neglect, improve skills and learning for infants	Columbus Public Health CelebrateOne	6-10 years	
W. C.	Continue combating infant mortality, supporting CelebrateOne	Reduced infant mortality rate	City of Columbus Columbus City Schools	Ongoing	
	Align strategy with CelebrateOne goals			Ongoing	
	Offer eviction prevention services: legal counsel, emergency rent, or connections to new housing options	rgency rent, or connections Reduced school/pre-school mobility Columbus Legal Ald Society	1-5 years		
	Address indoor environmental quality with incentives	Improved health and limit exposure to harmful conditions (i.e. smoke, lead, mold)	Columbus Public Health City of Columbus Columbus City Schools	6-10 years	
	Connect families to high-quality early childhood education programs	Increased rate of pre-K enrollment			
	Simplify the recruitment message for pre-K	moreasea rate of pre-fremomment			
	Launch a parents-as-teachers initiative	Increased parent education and health and developmental screenings for kids	City of Columbus	1-5 years	
	Create a neighborhood hub to increase pre-K capacity, focus on Linden Park ECEC	Increased rate of pre-K enrollment	Columbus City Schools Private pre-K providers St. Stephen's Community House	1 3 years	
	Help local providers attain or maintain Step Up to Quality ratings	Increased number of high-quality local pre-options	3t. Stephen's Community House		
	Launch pre-K public awareness campaign	Increased rate of pre-K enrollment; increase parity in pre-K quality			
	Offer universal pre-K (income qualifying)	between low and high income children		6-10 years	

TEN BIG IDEAS

BIG IDEA: REIMAGINE CLEVELAND AVENUE

In its current state, Cleveland Avenue represents a remarkably hostile urban corridor which largely serves the sole purpose of transporting motorists quickly through the community. Cleveland Avenue can and must become an integral component of neighborhood revitalization via roadway design that is conducive of local retail, housing re-investment, and a safer environment for both pedestrians and motorists. Targeted physical and policy changes are required to make Cleveland Avenue safer for non-motorized transportation and more attractive for retail and housing investment.

ACTION I	TEM	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME
	Add on-street parking at redevelopment sites	Increase parking availability and buffer to pedestrians on sidewalk		Ongoing
	Improve amenities at high-use bus stops	Improve bus riding experience		1-5 years
	Reduce vehicle speeds	Improve pedestrian experience, improve road safety	City of Columbus COTA	1-5 years
	Create consistent streetscape		Area Commission(s)	6-10 years
	Address unsightly street attributes (i.e. bench advertisements, weeds growing in sidewalk/curb cracks, chain link fences)	Improve aesthetic appeal and pedestrian experience		Ongoing
	Encourage higher-density housing with mixed uses at nodes	Increased housing stock and energy at target locations	City of Columbus Area Commission(s)	6-10 years
	Rehabilitate or demolish single-family homes along Cleveland Ave.	More consistent built environment along the corridor	Private Partners	0-10 years
	Incentivize retail investment			
	Expand NCR program	Increase market activity City of Co		
	Fund public art campaign	Increased sense of place and community identity		1-5 years
	Replace all neighborhood signage with consistent branding and identity			·
	Offer pop-up gatherings			
	Create marketing campaign to celebrate unique and local Linden restaurants	Increased market activity, customer base, and regional awareness	City of Columbus	
0.0	Create leading pedestrian crossing signals to give people more time to enter intersection and increase visibility			
	Convert pedestrian crossings from initiated to automatic crossing along Cleveland Avenue to equaliize treatment with motor vehicles.		City of Columbus Columbus Division of Police	1-5 years
	Speed limit enforcement			
	Replace, maintain, and prune street trees			

BIG IDEA: BUILD COMMUNITY INVESTMENT

Successful neighborhoods have market conditions that create a positive return on investment and offer retail amenities that residents can access for their daily needs. Strategies to build investment in the Linden community will encourage development and incentivize retailers to locate in the community. Improving the aesthetic appeal of the built environment is also key to creating where people can dine, shop, and relax in public spaces. Investment in targeted, high-quality urban design will make Linden more attractive for private investment while enhacing community vitality and safety.

BUILD C	OMMUNITY INVESTMENT			
ACTION I	ТЕМ	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME
	Offer incentives to develop "turn-key" space, ready to move-in	Reduce commercial vacancy		
	Offer temporary rent subsudies for new entrepreneurs	Reduce commercial vacancy		1-5 years
	Create cohesive business identity for the corridors	Increased customer activity and sense of commercial identity	City of Columbus Land Bank Private partners	
	Consider forming a Cleveland Ave. special Improvement District (SID) through unique funding mechanisms	Improved condition of streetscape (i.e. plantings, public art, weed control, sidewalk condition)		
	Improve public infrastructure at targeted nodes (i.e. 11th & Cleveland, Myrtle & Cleveland)	Attractive public space to host pop- up events and recurring programs		6-10 years
	Construct vertically mixed-use buildings at targeted nodes (i.e. 11th & Cleveland, Myrtle & Cleveland)	Create visual anchors, help define smaller districts and bring energy and vitality		
	Expedite sale of vacant Land Bank properties, increase capacity of Land Bank to acquire and sell inventory	Reduce residential vacancy, increased market activity and stabilization		1-5 years
	Focus on exterior home renovations on targeted corridors streets and community assets	Improve neighborhood perception and assist long-time residents		i-5 years
	Construct higher-density mixed-income units	Reduce income/economic segregation, offer housing product diversity		6-10 years
	Improve Cleveland Ave. infrastructure to create desirable streetscape	Increase investment potential, market confidence, and public perception	City of Columbus	6-10 years
	Establish proximate and safe off-street parking at key areas	Foster a positive customer experience and improve access to neighborhood businesses	City of Columbus	1-5 years

TEN BIG IDEAS ••••• 7

BIG IDEA: CONNECT THE COMMUNITY

In order to connect the community, physical and phycological barriers need to be addressed. Linden is literally walled off to the west by I-71, making the need for effective and equitable connector streets even stronger. Steps to ease the transition between east and west should be taken, as well as steps to increase the social connectedness within the Linden community. Residents should be empowered to establish and address community priorities with allocated funds. Children and adults should have the opportunity to experience the cultural and natural assets of Central Ohio through free and open year-round programming.

ACTION I	T THE COMMUNITY	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME
ACTION I	Resurface/redesign corridor streets crossing I-71 (Hudson, Weber, 17th, and 11th)	Improved multimodal connectivity, reduced isolation	TOTENTIALTANTIENS	+10 years
	Create consistent beautified streetscape along corridors crossing I-71	Improved perception, aesthetic beauty, and curb appeal	City of Columbus Ohio Dept. of Transportation	6-10 years
	Install dedicated bike infrastructure along corridor streets crossing I-71	Improved crosstown connectivity		6-10 years
	Create opportunities for training at CSCC specifically for 43211 residents	Decrease unemployment, increase career skills of residents		
7	Ensure covered and secure bicycle parking at neighborhood schools	Increased rates of active	City of Columbus Higher Educational Institutions	6-10 years
	Create incentives for students who walk or bike to school	transportation to school, increased health and physical activity. Improved physical infrastructure.	Columbus City Schools Columbus Public Health	·
	Work with Safe Routes to School			
	Create Linden restaurant passport to draw consumer attention and offer rewards	Increased customers at local establishments, media attention,	Community groups City of Columbus	
	Install wayfinding signs to direct people to restaurants, stores, and landmarks			1-5 years
	Advertise local businesses at CMAX bus stops	increased awareness of local amenities	COTA	1 3 years
	Improve pedestrian priority and safety to encourage walking and browsing along retail corridors	Increased sense of safety for pedestrians, increase pedestrian activity along streets	City of Columbus	
	Host social activities for neighbors to meet: ice cream socials, festivals, etc.			
ZL I	Provide funds to support social activities	Increased sense of community, more neighbors know eachother, less isolation	City of Columbus Philanthropic organizations Social service agencies	1-5 years
	Support infrastructure and logistics of resident groups (i.e. civic association)			
	Offer field trips for Linden residents to visit regional attractions, like the zoo, metroparks, historic sites, etc.	Increased sense of community, opportunities for people to explore local and regional amenities	City of Columbus	

BIG IDEA: SUPPORT RESIDENT HEALTH

Health is all encompassing—physical, mental, emotional, financial, and more. Strategies to improve the health of Linden residents will work to make the healthier choice the easier choice. When people are healthy, they are more like to make sound life decisions and can begin to grow and thrive. One of the most striking disparities today is resident life expectancy. The average resident of 43211 will live to be 65, while the average resident of Upper Arlington will live to be about 83. Financial health is another major component of overall health. Getting individuals and families to a place where they are not living paycheck-to-paycheck will allow people to weather other life crises more successfully.

ACTION I	TEM	OUTCOMES/METRICS	POTENTIAL PARTNERS	TIMEFRAME
	Attract primary care physicians Attract urgent care center	Healthcare closer to home, increased doctor visits	City of Columbus Educational institutions Local healthcare providers	6-10 years
	Expand Summer Youth Employment Program (SYEP)	More Linden youth enrolled in the program	City of Columbus United Way of Central Ohio St. Stephen's Community House	
	Engage isolated seniors and homebound individuals	More stimulation and social interaction for seniors and	Columbus Public Health City of Columbus	1-5 years
	Facilitate intergenerational socialization	homebound individuals St.	St. Stephen's Community House	
	Encourage walking and bicycling, complete the sidewalk network	Increased physical activity	City of Columbus	6-10 years
	Consider alternative ways to get fresh/ healthy foods to households (i.e. working with CCS)	Improved nutrition and diet	Nonprofit partners Columbus Public Health	
	Offer food education programming		City of Columbus St. Stephen's Community House	
	Offer cooking education programming			
	Offer financial basics classes	language distance in unadiana	City of Columbus St. Stephen's Community House Nonprofit partners	1-5 years 6-10 years
	Offer credit counseling and improvement	Improved financial readiness, less vulnerable during times of crisis or		
	Offer Individual Development Accounts (IDAs) to encourage saving	financial emergency		
	Increase mental health counseling availability	Improved psychological state, decision-making capability	Columbus Public Health	
	Public service announcements	Improved awareness of issues and resources to help	Columnbus Public Health City of Columbus Nonprofit Partners Private Partners	
	Address indoor environmental factors contributing to high rates of asthma	Reduced asthma rates, improved		
	Increase lead abatement programs	overall health	City of Columbus	1-5 years
	Foster housing stability, prevent evictions and displacement	Less mobility, more stability		
	Encourage walking and bicycling for transportation	Increased physical activity and low/	City of Columbus	6-10 400-
000	Improve built environment to support walking and biking	zero-cost transportation options		6-10 years
	Continue Linden Farmers Market	Improved access to	Central OH Farmers Market Network City of Columbus	1-5 years
	Attract grocery store	nutritional foods	City of Columbus Private partners	. 5 years

TEN BIG IDEAS

APPENDIX



PREVIOUS PLANS + STUDIES

Summaries of documents provide general reference and context of previous work. This is not an exhaustive illustration of every effort, but demonstrates the extent of time spent invetigating the Linden area.

10-Point Plan

1937

LINDEN COMMUNITY COUNCIL

In 1937, the Linden Community Council presented Columbus City Council with its "10-Point Plan," outlining requests from the Linden community to be addressed by the city. While the Linden neighborhood was very different in 1937 than today, the issues and desires of residents have remained somewhat similar. The plan encompasses problems like access to transportation, improved safety through changes to the built environment, and the quality and availabilty of recreational facilities.

- #1 Better bus access and frequency along Hudson Street
- #2 Install streetlights, improve sidewalks and roadways in park, construct shelter house with recreation equipment
- #3 Paint curbs at bus stops on Cleveland Avenue
- #4 Improve alleys and unpaved streets
- #5 Construction of a high school in Linden
- #6 Installation of modern lighting equipment along Cleveland Avenue
- #7 Construction of a community building as a recreation center and meeting place for civic and other community organizations
- #8 Allot space and install playground near Hamilton and 21st Avenue
- #9 Locate police and fire stations in the area
- #10 Eliminate or guard railroad crossings in and around the community

DOCUMENT CATEGORIES

YEAR Official city plan/study

YEAR Research report

YEAR Academic study/exercise

YEAR Economic/marketing document

YEAR Neighborhood group

Most files available at online at <u>ourlinden.com</u>.

Resources and needs for leisure time activities in the Linden neighborhood

JEANNE LOUISE MOSURE, THE OHIO STATE UNIVERSITY

This study of leisure activities of both children and adults in Linden discussed the importance of building community through programmed engagement and provided a detailed assessment of the civic life of the neighborhood in 1954. Mosure interviewed more than 50 community residents and business owners and even more city officials to inform her report. There were at least 19 active social and civic organizations in the Linden neighborhood at the time, with a population in the study area of nearly 40,000. According to Mosure, the neighborhood boundaries of Linden extended south to E. 17th Avenue and on the north jogged from Elmore Avenue to Oakland Park Avenue. This entire area was simply called Linden, and North Linden was a small, distinct section centered around Cooke Rd. With very few apartments available, the Linden neighborhood was primarily homeowners—many of whom held racial animus against people of color. Mosure presented 12 recommendations at the conclusion of the report. These focused on establishing robust communication and cooperation among different groups active in the community, and a continuing focus on using the Linden News publication to foster a collective identity for the neighborhood. She ends the study with a hopeful acknowledgement that the problems of recreation and leisure for neighborhood residents will be addressed by community and city leaders in the future, supporting development of a more active and engaged youth.

A study of the self-contained classroom at Linden-McKinley School, Columbus, Ohio

EVELYN WOOD CUMMINS, THE OHIO STATE UNIVERSITY

The self-contained classroom concept combined similar academic subjects into a longer class period to create more social cohesion among students and allow for integrated learning across disciplines. Linden-McKinley Junior-Senior High School started the first self-contained classroom as a pilot in 1953 and this 1958 study evaluated the project by surveying students about their experiences. In addition, the study provided context for the neighborhood that gives historical perspective. For example, it noted that Linden residents were typically employed as "factory workers, craftsmen, railroad, clerical, and semi-professional workers." The area was also home to "machine shops, ornamental iron works, and a cement plant" as well as "one large industrial plant" making small automobile parts. Cummins described residents as "intensively proud, hard-working people who take pride in owning their homes." At the time of the report, there were 60 non-white students out of 2,300 at the school. In a description of the heart of Linden along Cleveland Avenue, Cummins noted there was a central business district offering "grocery, drug, appliance, clothing, furniture, and other stores and shops."

Linden Area Summer Activities Study

1968

UNITED COMMUNITY COUNCIL

1954

1958

The research department of the United Community Council embarked on this study of junior and senior high school students in Linden to better understand how they actually spent their summers, and how they would like to spend their summers. The United Community Council was a social services funding group that focused on child welfare and poverty relief in the 1960s and early 1970s. The survey was completed by 2,378 students and most responses were fairly typical. Students indicated they would like to work, swim, camp, play sports, watch movies, and take part in similar recreational activities over their summer break. Some responses were more indicative of the volatile social conditions of the late 1960s, such as "Burn-Loot-Kill," written by three students, or a desire to take "Trips to Other Negro Ghettos."

The survey also asked about physical and social conditions of the Linden neighborhood. In general, "most problems were seen in the area of streets and sidewalks, and senior high students listed their greatest concern as the lack of adequate street lighting." Housing was also a major concern of students, who indicated that "improving the quality of the living conditions...getting better housing, repairing and remodeling existing dwellings, and tearing old homes down" was an important priority. Additional questions asked about general neighborhood changes illustrated that many students wanted "more stores, less bars; better bus service; less gas stations; and more food stores." Many of these desires are still felt today—50 years later.

Around social and demographic considerations, some responses "indicated a desire for more community cohesion and neighborhood activities, but by far the largest percentage of comments in this area reflected the various racial biases of the students responding." For instance, when asked about community relations and neighbors, the following responses were given: have riots in Arlington; get rid of "specified" neighbors; get rid of police; get rid of cruising police; integrate neighborhood; let Negroes go to white pools; sports for whites only; keep neighborhood white; burn crosses and discriminate; bring in more whites; segregate youth center. Clearly, race and community-police relations were at the top of many students' minds. The responses to this 1968 survey are important to keep in mind when understanding the historical context of the Linden population shift and the rapidly changing socio-economic condition of residents.

1971

A Commercial Support Analysis: Linden

1976

1977

1979

CITY OF COLUMBUS

The 1971 area plan for North Linden focused on physical conditions and recommended infrastructure improvements throughout the neighborhood. Authors called for restoration of the historic Linden Heights commercial district with the addition of a public market with an "old world atmosphere" to draw shoppers. Renovation of fire stations and additional waterlines were called for to accommodate growing suburban-style development east of Cleveland Avenue. To allow for recreation, the plan called for passive recreation areas on vacant parcels—like pocket parks—to be controlled by the City. Specific facilities recommendation ranged from constructing a developmental learning facility near Linden Park to a litany of remodeling specifications for area schools. Lastly, the plan encourage installation of streetlights around parks and schools and on arterial and collector streets.

CITY OF COLUMBUS

North Linden Information Profile #11

Area Plan 11 is one of 38 planning reports prepared by the Division of Planning under Mayor Tom Moody in their "continuous process of planning for action." Among many recommendations, the plan encouraged restoration of the Linden Heights Commercial District—Myrtle and Cleveland—with an "old world" public marketplace. Medium-density residential development was recommended at the intersection of Cleveland Ave. and Hudson St., northward to Oakland Park Avenue. Renovation of fire stations and schools was suggested, including the addition of multi-purpose rooms and library facilities to academic buildings. Multiple community development projects were recommended in the plan, including: housing rehabilitation assistance and counseling, concentrated code enforcement, Cleveland Avenue public improvements (including streetlights), and programming and assistance for senior citizens.

South Linden Area Plan #28

1972

CITY OF COLUMBUS

Area Plan 28 is one of 38 planning reports prepared by the Division of Planning under Mayor Tom Moody in their "continuous process of planning for action." The plan discussed the rapidly changing demographic composition of the neighborhood, deteriorating physical conditions, and an abundance of litter, debris, and abandoned vehicles. To improve the area's physical character, the plan suggested new and improved parks, better street lighting, sidewalk construction and repair, and blight prevention for structures. Aligning offset streets across Cleveland Avenue was also suggested, as was converting more streets to one-way to improve traffic flow. Perhaps most dramatically, there was a proposal to convert E. 17th Avenue east of I-71 into an expressway toward the airport.

In addition to physical elements, the plan encouraged the exploration of creating a neighborhood services center to address growing social needs. Home repair funding was suggested through the use of federal dollars and single-family home ownership was encouraged. Cleveland Avenue was noted as containing too many incompatible land uses that were inappropriate for the corridor, as well as too many vacant buildings. The plan acknowledged that "only through the endeavors of the residents will any meaningful neighborhood improvements be carried out" and also that "government concern for providing a good service level" in areas like street repair and sidewalk provision was critical to the neighborhood's revitalization.

North Linden Market Study and Design Guide

CITY OF COLUMBUS

The 1977 Market Study and Design Guide for North Linden looked at challenges and opportunities facing commercial development and activity in the area. Barriers identified included a lack of off-street parking and funding for cohesive marketing. The plan recommended a complementary business alignment strategy, with mutually reinforcing business types targeting diverse demographics. In the physical environment, the study encouraged the extension of Myrtle Avenue eastward across the former railroad tracks, connecting with Bancroft Street to "enhance the economic viability of the community commercial super block by providing direct access to a significant portion of the market area that would be tributary to this commercial area."

Area of Cleveland Avenue, Columbus, Ohio CITY OF COLUMBUS

This commercial study of the Cleveland Avenue corridor from 11th Avenue to Hudson defines the Effective Market Area (EMA) and presents the results of a resident phone survey and business survey. The study describes the area as being in a state of "economic flight" and acknowledges that several businesses have left the historic Cleveland Avenue corridor for newer development at Morse Road and S.R. 161. The study predicted a continued erosion of the residential base and noted that there was a "prevailing lack of confidence in the future" of the area. Recommendations included improving the aesethetic appearance of the corridor and the development of a cohesive marketing plan for Cleveland Avenue businesses. Survey results demonstrate that residents were most concerned about trash, crime, stray dogs, and street maintenance. Fourty-one percent of all respondents indicated they would like to see no new businesses and 14% wanted to see bars leave the area.

Conversations with school officials illustrated a need for human services in the neighborhood, and St. Stephen's Community House was named as a "very positive influence in the area." Officials also noted "50% student mobility annually, lack of zoning enforcement, vandalism of school property, poor lighting, trash in the streets, high crime, and the failure of many civic and business organizations in recent years which may contribute to the overall tone of area apathy." The study concluded that residents of Linden understood the challenges the neighborhood faced, but that there was "a noticeable attitude of disillusionment among many of the area businessmen and residents" which would be a barrier to revitalization.

Linden Report, 1986 Needs Survey

1987

METROPOLITAN HUMAN SERVICE COMMISSION

Conducted by the Metropolitan Human Service Commission, the 1986 Needs Survey: Linden Report presented results of a phone survey of 325 residents of Linden in contrast to a sample of 500 residents of Franklin County to provide context. The report defined the Linden area as bordered on the north by Weber Road, the Conrail railroad tracks to the south and west, and an eastern border running between Parkwood Avenue, Woodland Avenue, and Sunbury Road. Census data from 1980 of the study area showed a population of 28,461 in 9,245 households, with a racial breakdown of 76% black and 23% white and an unemployment rate of 18%. Among many valuable insights, the survey found that 72% of Linden respondents had not moved within the previous 5 years (11% higher than the county average), 26% of respondents indicated "no problem" with their neighborhood, and one-third of households had no one employed full-time. Only 13% of Linden respondents indicated there were dissatisifed with their current housing, for reasons such as "bad neighborhood" or "poor condition of house." Overall, Linden respondents were: (excerpt from report)

- less satisfied with their neighborhood than respondents from Franklin County,
- more likely to be very satisfied with their neighborhood due to neighbor relations than due to any other reason,
- more likely to be dissatisfied with their neighborhood because of how well property was cared for than because of any other reasons,
- perceived crime, related safety concerns, gangs and youth behavior were the most serious problems within their neighborhood (at almost twice county percentages).

APPENDIX

77

Columbus, Ohio: An evaluation of the citywide delivery system for affordable housing and of revitalization strategies for the Hilltop, Mt. Vernon, and South Linden neighborhoods

URBAN LAND INSTITUTE

This 1992 report on inner-city Columbus neighborhoods by the Urban Land Institute included an analysis and evaluation of South Linden. Authors recommended city-level adjustments to administration and policy to address blight across the city, but they also offered neighborhood-specific recommendations. It noted that commercial revitalization would most likely occur in a nodal pattern and recommended focusing on compact zones. Challenges in South Linden were listed as poverty, unemployment, crime, vacant land, incompatible and unbuffered land uses, lack of concentrated commercial activity, and a large number of children.

Recommendations for revitalization included:

(1) Increase effectiveness of revitalization efforts

- Lack of progress is related to fragmentation of efforts
- Need to take holistic, comprehensive approach
- Needs a plan to be implemented by a neighborhood coordinator
- City needs to monitor, measure, and evaluate results to ensure that resources are used properly

(2) Redevelop Cleveland Avenue

- Cluster viable uses
- Acquire buildings or lots for future private or public reuse
- Keep public rights-of-way clean and in good repair; provide attractive appearance

(3) Realize the potential for industrial development

- Consider ways to buffer industrial uses from nearby residential neighborhoods and commercial activities
- Land prices must be competitive or below-market

(4) Appeal to middle-income families

• Commit to revitalization

(5) Reuse or remove the 11th Avenue school building

• It is an eyesore, symbol of neglect and decline

DOCUMENT CATEGORIES Research report Official city plan/study Academic study/exercise Economic/marketing document Neighborhood group

Jobs for South Linden Project: Strategic Marketing Plan

CITY OF COLUMBUS

The Strategic Marketing Plan was produced as part of the Jobs for South Linden project, an effort of Downtown Columbus, Inc. and the South Linden community. The plan was billed as a "roadmap for defining and guiding sound economic development marketing decisions" and was supported by a \$750,000 jobcreation grant from the U.S. Department of Health and Human Sevices.

Authors noted that South Linden possesses location, access to major travel arteries, available land and buildings, and an eager workforce—all critical aspects of successful development. As for challenges, it was determined that the business community at-large perceived the neighborhood as having no built-in consumer market, lacking in skilled workers, and dangerous. The marketing plan also acknowledged that multiple actors operating in the neighborhood at the time had experienced "turf" issues and became competitive and uncooperative. Authors encouraged collaboration and coordination among different groups to advance community-wide interest. To combat negative media portrayals of Linden, it was recommended that a volunteer group of media monitors form to provide positive news stories and fight inaccurate or misleading news coverage of the neighborhood.

The team created a marketing positioning statement for the neighborhood:

 "South Linden is a solid, resource-rich community of committed residents businesses and community leaders who are successfully implementing a systematic, achievable and innovative program of self-revitalization that capitalizes on the areas bountiful market potential, competitive business incentives, gateway location and rich cultural heritage."

Two key anchor strategies were suggested:

(1) Establish a South Linden Community-Based Organization

 The organization's president would direct all neighborhood economic development and marketing activities and could serve as the chief coordinator of community-wide initiatives that involve a variety of organizations, businesses and resident groups.

(2) Create An Overall Economic Development Plan For South Linden

 Long-term and sustained economic development for the South Linden area requires a much more extensive and broad-based economic plan that is integrated with the development strategies and plans of the entire central Ohio area.

Greater Linden Reinvestment Area Report & Action Plan

CITY OF COLUMBUS

The 1995 Greater Linden Reinvestment Area Report and Action Plan is a City of Columbus document that focused on the neighborhood south of E. 17th Avenue and engaged more than 75 people in three workshops and other task force sessions. Other reinvestment areas studied at the time include Hilltop, South of Main, Italian Village, and Southwood. The Greater Linden study area was 93% African-American, with an average household income of \$13,839—less than half the city-wide average of \$31,860.

The report separated recommendations into five categories, with issue areas for each followed by activities to support each issue statement. Below are synopses of the issue statements to provide a general overview of the recommendations.

- Social Services recommendations focused on youth mentorship and leadership development.
- Neighborhood & Capital Improvements and Code Enforcement recommendations focused on physical elements, like Cleveland Avenue streetscape, green space, deteriorating structures, beautification efforts, and development of design guidelines.
- The Housing section encouraged homeownership through education and connection to resources, as well as code enforcement with an emphasis on absentee landlords.
- Economic Development recommendations supported job training and business development, as well as redevelopment of the former 11th Avenue School site, just west of Cleveland Avenue.
- The Safety components called out crime and youth engagement as critical, as well as communication and education.

1998

Greater Linden CRA Market Study and Land Use Plan

CITY OF COLUMBUS

The 1998 Community Reinvestment Area Market Study and Land Use Plan was commissioned by the City of Columbus to plan for newly designated Community Development Block Grant and Urban Infrastructure Recovery Fund dollars for the area. The market study portion assessed the potential for retail businesses to operate in the Linden area by conducting a survey of residents and analyzing retail supply and demand data.

The resident survey indicated the top three businesses requested were:

- 1. Sit-down restaurants,
- 2. Supermarkets, and
- 3. Dollar stores.

The top strengths of the Linden area, as identified by more than 30 community interviews, were listed as:

- 1. New investments/development in the area,
- 2. Location—proximity to Downtown, OSU, fairgrounds, shopping, industry
- 3. Linden residents/community pride

The top weaknesses of the area were found to be:

- 1. Criminal, drug activity, lack of police presence/response
- 2. Community apathy, lack of involvement, cohesiveness
- 3. Lack of quality commercial establishments

Suggestions for improving the Linden community were identified as well:

- 1. Increase community involvement
- 2. Support housing/homeownership
- 3. Code enforcement, fix up properties, create design standards
- 4. More jobs, job training
- 5. Economic development, business recruitment
- 6. Community policing, block watches
- 7. Improve transportation links to jobs, stores
- 8. Improve schools, programs for youth
- 9. Develop more recreation facilities and parks
- 10. Reduce overlap among non-profit organizations

The land use plan sought to frame Linden as an "urban bedroom community for a wide range of mixed income households" and asserted that the area should become a "self-contained community where neighborhood shopping, recreation and living take place within an urban context." Participants in the visioning portion "generally agreed that the residential sections…will need to be improved first in order to create an attractive enough market for new commercial uses."

North Linden Neighborhood Plan

CITY OF COLUMBUS

The 2003 North Linden Neighborhood Plan discusses multiple topics and lays out distinct issues for each one. Under the Public Safety section, the plan discussed inadeuqate police repsonse times, excessive vehicle speeds and noise throughout the neighborhood, presence of drug crimes and the need for prevention strategies. Around transportation, the plan recommended completion of the sidewalk network and improvement of the pedestrian environment, as well as improved bus service and shelters, and reduction of vehicle speeds. Other recommendations included aesthetic and functional improvement of Linden parks and school grounds, as well as vacant land reduction. One of the most potentially transformational suggestions was the proposed conversion of Husdon Street into a divided roadway with a recreational greenway median down the center, allowing for non-motorized travel and corridor beautification. This new Hudson Parkway would serve as a unifying bridge between South and North Linden and create the potential for additional development at I-71 and Hudson to take advantage of highway access and visibility.

South Linden Neighborhood Plan

CITY OF COLUMBUS

The 2003 South Linden Neighborhood Plan addressed economic development, public safety, aesthetics, community identity, traffic and circulation, and housing. The main business zones were identified as E. 11th Avenue, Cleveland Avenue between 23rd and 25th Avenues, and Hudson Street.

Recommendations for economic development focused on nodal development along Cleveland Avenue, increased shopping and retail amenities, and job training/ entrepreneurship programming. Public safety recommendations included crime prevention and addressing excessive vehicle speed and noise throughout the neighborhood. The appearance of the neighborhood was noted as having increased litter and graffiti, and the plan recommended addressing vacant structures and improving the streetscape along Cleveland Avenue. Transportation recommendations focused on street and sidewalk repair, as well as controlling vehicle speeds and increasing access to transit. The housing portion recommended a focus on homeownership, mitigation of vacant structures, and addressing the negative perception of quality of life in the neighborhood. Community involvement was noted as an area facing challenges—particularly with communication residents. The plan recommended collaboration with local churches and schools, distribution of a neighborhood newsletter, creation of a Linden website, and utilization of donated billboards to advertise activities. The implementation section of the plan charged the South Linden Area Commission with overseeing necessary collaborations and driving the plan forward.

Linden Area Traffic Management Plan

2003

2003

2005

CITY OF COLUMBUS & MID-OHIO REGIONAL PLANNING COMMISSION (MORPC)

The Linden Area Traffic Management Plan contains recommendations for calming traffic, improving pedestrian facilities, and to improve livability by involving the community throughout the process. The paramount concern of residents is that existing transportation network invites speeding and other dangerous driving behaviors coupled with fragmented network of public sidewalks that leaves the community disconnected for pedestrians. Along Cleveland Avenue, the plan recommended filling in sidewalk gaps and improving pedestrian crossings through a road diet. The intersections of Cleveland Ave. and E. 17th and E. 11th Avenues were recommended to have separated right-turns through the use of "pork-chop islands." Roundabouts were recommended at the interchanges of I-71 and E. 11th and E. 17th Avenues to create a sense of a neighborhood gateway when entering. Other recommendations—of many—included additional road diets, conversion of one-way streets to two-way to slow traffic, reduction of speed limits, increased speeding penalities, repair of broken sidewalks, and prohibiting right turns on red at select intersections.

Vacant Sign and Wall Inventory

2011

THE NEIGHBORHOOD DESIGN CENTER

The retaining wall and vacant sign inventory was conducted by the Neighborhood Design Center in 2011 after a request for assistance from the South Linden Area Commission. The inventory was conducted along Cleveland Avenue from Bonham Ave. to Hudson St. and found that there was no consistent style or materiality of retaining walls within the corridor. The report suggested design standards for commercial signage along the Cleveland Avenue corridor.

APPENDIX •••••

Sustainable Futures for Linden Village

THE OHIO STATE UNIVERSITY, KNOWLTON SCHOOL

As part of their experience, students at the Knowlton School at The Ohio State University take a studio class that interacts with real-world clients and puts them in a non-academic environment. In 2011, one student project focused on the Linden neighborhood in collaboration with the Greater Linden Development Corporation. Sustainable Futures for Linden Village allowed students to play multiple roles by providing technical assistance to the community and holding five public workshops. The studio work was supported by a university Outreach & Engagement grant and identified four key challenges for the neighborhood: vacancy, crime, economy, and community.

The study area was limited to the area between Hamilton Ave., Cleveland. Ave., Hudson St. And E. 21st Avenue. Building off of the Linden Village initiative—a redevelopment effort to revitalize and imrpove a target area surrounding Linden McKinley on Duxberry Ave.—the studio interacted with Linden residents of all age groups to ensure intergenerational input. Through an existing conditions analysis, students also determined that 43% of Linden McKinley students dropped out before graduation, crime occured most often near major roadways and vacant buildings, and 32% of adult residents had no health insurance. In addition, the document discusses important trends like housing cost burden, excessive vehicle speeds along Cleveland Avenue, and the desire of residents "for basic services within walking distance to their homes such as a grocery store, laundromat, bank, and doctor's offices."

Three design concepts were presented by students: Panther Commons, Community Connections, and Walkable Linden. As academic exercises, the concepts proposed creating a visual nexus between the stately architecture of Linden McKinley and Cleveland Avenue, bringing the school into a diagonal sightline from the Avenue. This, the students argued, would help bring the school back to the center of the community and create a green boulevard for public gatherings.

Quotes from elementary and high school students from the experience:

- "We would like to see better people in the neighborhood and less drama."
- "You go shopping along Cleveland Avenue if you are shopping for junk food."
- "Everywhere you walk there is trash. If there is trash at the school imagine what the community looks like."

South Linden Neighborhood Plan Amendment

CITY OF COLUMBUS / GLDC / NDC. LINDEN COMMUNITY CENTER

The 2012 Neighborhood Plan Amendment for South Linden "addresses land use, urban design, economic development and to a degree, transportation" and had a goal of providing "a shared vision unique to the neighborhood." Land use was encouraged to remain mixed-use along Hudson Street and Cleveland Avenue, and office and light industrial uses were encouraged in areas of redevelopment potential. The plan called out the former railroad corridor along Linden's eastern boundary as a potential transportation or recreation corridor and discouraged development of the site. In a more general sense, the urban design of the neighborhood was said to lack a "cohesive appearance and identity" and "deterioration of both business and residential structures" was acknowledged.

Relationships, Community, and Housing Preferences in Linden

HAYDEN SHELBY (MASTERS THESIS)

This paper discusses "dispersal policies," efforts to relocate residents from high poverty areas to higher income areas. One of the core questions is whether residents of Linden—a low-income area with a relatively high crime rate—would prefer to relocate to low-poverty areas, and why or why not. The results illustrate that many people feel attached to their neighborhood, despite housing instability or living in low-quality housing, because of strong social ties and familiarity with their surroundings.

Shelby outlined three main reasons for choosing housing in Linden:

- 1. Family ties or history,
- 2. General sense of comfort, place attachment, locational convenience, and
- 3. Sense of purpose, responsibility, mission, and dedication to the community.

She advocates for dispersal of low-income residents within Linden, rather than outside of the neighborhood in order to maintain support networks and preserve the environment in which they feel comfortable. Interviewees expressed concerns with crime and housing, but also expressed a strong connection to the Linden community and—in most cases—a desire to remain there.

North Linden Neighborhood Plan Amendment

CITY OF COLUMBUS

2012

2014

The 2014 North Linden Neighborhood Plan Amendment was intended to reflect the neighborhood's future desires, providing a framework for zoning and land use decisions, informing capital improvement priorities appropriate for the area, creating a clear picture and guidelines for types of future development. For the purpose of this document, North Linden was defined to the north by East Cooke, Karl, and Ferris Roads, to the east and west by the railroad lines, and to the south by Hudson Street. The existing conditions at the time of the plan were nearly identical to current conditions – with a continuously dropping population, and increase in vacant housing, and an increasing percentage of African American and minority populations.

Visions for a Healthier Community: Linden Food Planning Group

2015

2014

LOCAL MATTERS, CITY OF COLUMBUS, AND FRANKLIN COUNTY

This plan, focusing on the available food-related resources in Linden, was written through a partnership between the City of Columbus, Franklin County Commissioners, and Local Matters. The community involvement portion of the plan involved two meetings paired with a preliminary interview process. Meetings allowed residents the opportunity to map food-related assets and gaps in the community, brainstorm ideas for improving access to food, education, and resources, and create goals from selected visions for the future.

The top five visions included

- 1. increasing the number of area restaurants,
- 2. creating a community communications plan,
- 3. the creation of a farmers market,
- 4. a neighborhood food delivery program,
- 5. and the creation of gardening education programming.

From these visions, three goals were created to be acted upon:

- 1. Increase the number of restaurants in the Linden area
- 2. Create a neighborhood food hub
- 3. Host workshops at recreation centers, pantries, stores, gardens, and other locations to educate people about different foods and cooking styles

These goals were put together in collaboration with community members, area experts, and case studies done on Los Angeles, Chicago, and Ontario.

2015

OSU Studio: Linden community design

With assistance from the Celebrate One initiative of the City of Columbus, the 2015 Linden studio provided a thorough outline of existing conditions, a framework plan, case studies, and a strategic plan. Led by Dr. Jesus Lara of the Knowlton School at The Ohio State University, the graduate students examined Health & the Built Environment, Qualify of Life, Transportation, and Food Access in the area. Each section provides an inventory of available amenities and an identification of challenges and opportunities in that area.

Health and the Built Environment

- The poor economic and physical condition of Cleveland Avenue was noted as contributing to a feeling of insecurity when walking along the corridor.
- Excessive vehicle speeds on Cleveland Avenue were noted and contrasted against 25 miles per hour speed limits on major corridors in Worthington, Westerville, Dublin, Gahanna, and Bexley.
 Students encouraged planting trees to buffer the roadway and pedestrian zones.
- Conversion of one-way streets to two-way was encouraged as a speed mitigation measure
- An assessment of health facilities noted a potential mismatch between hours and availability of residents and a lack of urgent care facilities.

Quality of Life

- A survey of childcare options revealed facilities may be cheaper than in other neighborhoods but can still cost between \$150 and \$200 per week per child.
- A study of parkland found the area could benefit from three times the amount of dedicated green space it has currently, as an effort to increase physical activity and overall health.
- Students recommended more collaboration among religious institutions.
- Poor exterior physical conditions of school facilities were noted, as was Linden's lower than average high school graduation rate.
- A predominance of auto-oriented businesses was determined as a detrimental for the economic, social, and environmental quality of Linden.
- Students recommended an increase in homeownership rates and warned against the dangers of asbestos, lead, and vacant/abandoned properties.

Food Access & Transportation

- A study of food prices at four neighborhood stores indicated that corner stores charged higher costs than major stores, like Kroger and Family Dollar—a trend termed the "poverty tax."
- Students recommended reducing number of bus stops, from 12 in 1.6 miles to less.
- Bicycles were only spotted on sidewalks, not on roads; lack of bike racks at destinations.
- Walking was determined hazardous along Cleveland Avenue due to litter, lack of amenities, narrowness, street lighting, disjointed sidewalks, and uncontrolled speeding vehicles.

Other discussions of built environment in the document included pocket parks, streetscape improvements, and green infrastructure. The students also proposed a food hub for Linden, presenting two design concepts and site details. The document concludes with a discussion of the "Heart of Linden" development concept, which would be a nodal focus at Hudson and Cleveland. New construction would supplement historic buildings with other landscape and pathway improvements to create a sense of place and add amenities to the district.

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APPENDIX

Linden (43211) County Drug Overdoses, 2017 Emergency Department Encounters^ 5.052 Emergency Medical Services* Runs 249 4,908

Source: EpiCenter, 2017. Columbus Division of Fire. Analyzed by Columbus Public Health, Office of Epidemiology.

^Overdose cases include all emergency department encounters that were classified as drug related at hospitals in Franklin County. Visits for withdrawal, detox or overdoses due to certain medication such as insulin were removed where identified. Zip codes refer to the zip code of

residence of the patient visiting the ED. It is important to note that these are estimated figures rather than a full and final count because initial diagnoses and/or details of a particular case may change from a patient's initial examination to his or her final outcomes, and because the limited case notes field in EpiCenter may not include all details necessary to firmly classify a case as an overdose. It is also important to note that case notes available through EpiCenter rarely identify the specific drug or drugs involved in an overdose. Therefore the figures here can be associated with any drug, not just heroin and/or fentanyl. Finally, numbers are subject to change as updates are made within the hospital medical records and subsequentty within the EpiCenter.

*Columbus Fire EMS data were received from Columbus Division of Fire. Data were limited to include EMS patients with impression or cause of Substance Abuse/Overdose. Zip codes refer to the zip code of

classify a case as an overdose. Unintentional Drug Poisioning Deaths, 2017 Age Adjusted Death Rate* per 100,000 residents Linden (43211) 129 8 Source: Ohio Department of Health Vital Statistics Data, 2017. Analyzed by

CELEBRATE ONE INFANT MORTALITY RECOMMENDATIONS

Franklin County

32.2

populations.

1. Improve social and economic conditions that drive disparities across our community and in the highest risk neighborhoods. This recommendation includes engaging and mobilizing neighborhood-level initiatives and aligning strategies and resources to improve social and economic conditions.

incidence/site of response. It is important to note that these are estimated

figures rather than a full and final count because initial impression and/or

cause of a particular case may not include all details necessary to firmly

Columbus Public Health, Office of Epidemiology. 2017 data is preliminary.

Notes: *Age-adjusted Death Rate gives the number of deaths per 100,00

population. This is a way to standardize death rates to minimize the effects of

differences in age compositions when comparing the death rates for different

- 2. Improve women's health before pregnancy by increasing enrollment in private and public health insurance with a focus on preventive care, starting with adolescents.
- 3. Improve reproductive health by emphasizing reproductive health planning in prenatal/postpartum care and increase access to, and use of, long-acting reversible contraception.
- 4. Improve prenatal care services and supports by increasing women's early entry into prenatal care and by ensuring prenatal care access and capacity, especially for high-risk women.
- 5. Ensure the highest standard of quality for perinatal care by increasing access to progesterone, decreasing early elective deliveries and ensuring neonatal intensive care quality.
- 6. Reduce maternal and household smoking by helping women guit smoking while pregnant and after giving birth. This recommendation also includes a call for smoke-free policies in multi-unit housing facilities.
- 7. Promote infant safe sleep through education and awareness, with an emphasis on safe sleep and breast-feeding during prenatal care, and access to cribs for low-income families.
 - 8. Create a collective impact and accountability structure to support strategy implementation and goal attainment.

Learn more at celebrateone.info

Sexual Health-2017 Chlamydia (All ages) Linden (43211) Franklin County Number of cases 477 9,413 764 Rate (per 100,000) 2,175.2

Source: Ohio Dept. of Health Ohio Disease Reporting System. 2017. Analyzed by Columbus Public Health, Office of Epidemiology.

Adult Chronic Disease and Health Risk Rehaviors (2011-2016)

Addit Cili Ollic Disease alia Health Kisk De	Filaviors (2011-	2010)
Prevalence among adults (18+)	Linden	Franklin County
Chronic Disease*		
Diabetes	15.8%	10.1%
Current asthma	16.8%	9.7%
Depressive Disorder	34.3%	21.0%
Unhealthy Behaviors/Risks		
Overweight or Obese	65.6%	64.3%
Current smokers	46.1%	22.7%
*Fuer told by bealth professional Course, Centers for	Diagona Control or	ad Decuantion

*Ever told by health professional. Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surviellance System Survey Data. Atlanta, GA. U.S Department of Health & Human Services, 2011-2016. Analysis by Columbus Public Health, Office of Epidemiology.

Patient Visit Type of 43211 Zip Code Residents, 2017	
Service Description	Count
H0036HE-Community Psychiatric Supportive Tx - Indi	183
Z1501-Outreach and Engagement Acute Adults	128
90863-Pharmacologic Mgt	125
H0031-MH Assessment – Non-Phys.	94
Z3018-Crisis Observation	92
H0004HE-BH Counseling and Therapy - Individual MH	80
H0001-AD Assessment	72
Z1677-Care Coordination, NOS	59
H0005-Group Counseling - AOD	55
Z1697-Intensive Client Supervision	52
H0004HF-BH Counseling and Therapy - Individual AOD	51

Data provided by ADAMH Board. Only showing visit types with at least 50 visits in 2017.

Medical Providers in 43211 Zip Code

First	Last		Office Name	Address	Employees	Franchise Code	Specialty 1	Specialty 2	Medicare	Medicaid
Annette	Hilaman	DDS	Annette P Hilaman, DDS	2345 Cleveland	4	GENERAL DENTISTRY	Dental-General Practice			
Chester R	Corbitt	DDS		1598 Cleveland	4	GENERAL DENTISTRY	Dental-General Practice			
Linda J	Dennis	MD		547 E 11th	3	ANESTHESIOLOGY	Addiction Med.	Pain Mngmt.		
Donald F	Bowen	DDS	Donald F Bowen & Assoc.	1570 Cleveland	4	GENERAL DENTISTRY	Dental-General			
Elisabeth M	Cousens	MD	Hardin Clinic	2052 Cleveland	3	FAMILY PRACTICE	Geriatrics	Family Practice		
William L	Washington	MD	Linden Medical Ctr	2339 Cleveland	3	FAMILY PRACTICE	Family Practice	Critical Care Surgery	Υ	Υ
Jack	Kopechek	MD	Nationwide Childrens	1390 Cleveland	3	PEDIATRICS	Pediatrics		N	Υ
W Rufus	Doran	DO	New Clinic	1043 E Weber	3	OSTEOPATHY (D.O.)	General Practice		N	N
Roman	Kovac	DO	Highway Patrol Academy	740 E 17th	3				N	N
Mary E	Scott	MD		547 E 11th	3					
Nur N	Badshah	MD	Z N Medical Ctr	1570 Cleveland	3	INTERNAL MEDICINE	Family Practice	Geriatrics	Υ	Υ

Source: Reference USA U.S. Healthcare Database. Accessed through Columbus Metropolitan Library, June 2018. https://www.columbuslibrary.org/research

	Poverty Status for Age Under 18			Pover	Poverty Status for Ages 18 to 64			Poverty Status for Ages 65 and Over				
	Linden		City of Co	lumbus	Linden City of Columbus		Linden		City of Columbus			
Group Population	5,620		187,2	7,240 10,891		550,053		1,494		76,500		
Living in Poverty	3,683	65.5%	58,722	31.4%	4,163	38.2%	105,600	19.2%	188	12.6%	8,270	10.8%

HOUSEHOLD PROFILE

Data for Linden census tracts is comprised of Franklin County Ohio Census Tracts 7.10, 7.20, 7.30, 9.10, 9.20, 14, and 15. Zip code level data for Linden is for 43211 zip code, which is larger than the Linden Community Plan study area.

Population by Race, 2016 ACS

.,,	Line	den	City of Columbus			
Total Population:	18,079		837,038			
White Alone	4,162	23.0%	511,628	61.1%		
Black or African American Alone	11,454	63.4%	234,021	28.0%		
American Indian/ Alaska Native Alone	42	0.2%	1,485	0.2%		
Asian Alone	22	0.1%	41,204	4.9%		
Native Hawaiian/ Pacific Islander Alone	0	0.0%	386	0.1%		
Other Race Alone	223	1.2%	14,153	1.7%		
Two or More Races	2,176	12.0%	34,161	4.1%		
<u>Hispanic or Latino by</u>	Race					
Total Population	18,079		837,038			
Not Hispanic or Latino:	17,445	96.5%	788,707	94.2%		
White Alone	3,881	21.5%	481,439	57.5%		
Black or African American Alone	11,311	62.6%	230,963	27.6%		
American Indian/ Alaska Native Alone	19	0.1%	1,187	0.1%		
Asian Alone	22	0.1%	40,774	4.9%		
Native Hawaiian/ Pacific Islander Alone	0	0.0%	347	0.0%		
Other Race Alone	49	0.3%	2,733	0.3%		
Two or More Races	2,163	12.0%	31,264	3.7%		
Hispanic or Latino:	634	3.5%	48,331	5.8%		
White Alone	281	1.6%	30,189	3.6%		
Black or African American Alone	143	0.8%	3,058	0.4%		
American Indian/ Alaska Native Alone	23	0.1%	298	0.0%		
Asian Alone	0	0.0%	430	0.1%		
Native Hawaiian/ Pacific Islander Alone	0	0.0%	39	0.0%		
Some Other Race	174	1.0%	11,420	1.4%		
Two or More Races	13	0.1%	2,897	0.4%		

APPENDIX

Population by Age, 2016 ACS City of Columbus Linden Area 18,079 837,038 Total Population: 1,702 9.4% 7.6% Under 5 Years 63,249 1,801 10.0% 53,806 6.4% 5 to 9 Years 10 to 14 Years 1,402 7.8% 46,259 5.5% 789 15 to 17 Years 4.4% 26,912 3.2% 18 to 24 Years 1,739 9.6% 100,735 12.0% 25 to 34 Years 2,733 15.1% 170,731 20.4% 2,004 110,504 13.2% 35 to 44 Years 11.1% 2,345 99,961 11.9% 45 to 54 Years 13.0% 55 to 64 Years 2,070 11.5% 85,785 10.3% 65 to 74 Years 842 4.7% 46,900 5.6% 75 to 84 Years 434 2.4% 21,281 2.5% 85 Years + 218 1.2% 10,915 1.3%

Ratio of Income to Poverty Level (Summarized), 2016 ACS										
	Lin	den	City of Columbus							
	Count	Percent	Count	Percent						
Population for Whom Poverty Status Is Determined:	18,005		813,793							
Under 2.00 (Poor or Struggling)	12,801	71.1%	335,712	41.3%						
Under 1.00 (Doing Poorly)	8,034	44.6%	172,592	21.2%						
1.00 to 1.99 (Struggling)	4,767	26.5%	163,120	20.0%						
2.00 and Over (Doing Ok)	5,204	28.9%	478,081	58.8%						

Linden Housholds by Type, 2016 ACS								
Total Households: 6,805	#	%						
Average Household Size: 2.6								
Family Households:	3,998	58.8%						
Married-Couple Family	1,136	16.7%						
Other Family:	2,862	42.1%						
Male Householder, No Wife	474	7.0%						
Female Householder, No Husband	2,388	35.1%						
Nonfamily Households:	2,807	41.3%						
Male Householder	1,218	17.9%						
Female Householder	1,589	23.4%						

An analysis of criminal incident locations shows the number of crimes proximate to various parcel types. Crimes occur at higher rate near publiclyowned parcels, vacant parcels, and commercial parcels. The lowest incidence rates occurred near residential parcels, especially if they are owner occupied. The crime rate per parcel increases for all parcel types along Cleveland Avenue corridor. are several call types that occurred

Violent Crime in Linden, 2014-2017 (CPD)										
Crime Type	2014	2015	2016	2017						
Robbery	141	152	144	116						
Assault	113	105	103	92						
Sex Offense	28	36	33	28						
Homicide	11	9	11	6						

Households Receiving SNAP Food Assistance, 2016-Linden Census Tracts

of households

receiving SNAP

295

487

463

388

584

580

300

59,168

71,420

Total

Households

644

723

1,310

893

1,170

1,291

774

340,268

489,010

Relationship Of Parcel Ownership To Crime, 2013-2016									
	Linden,	not Clevela	nd Ave.	Cleve	Cleveland Ave. Corridor				
	Crimes	Parcels	Rate	Crimes	Parcels	Rate			
Vacant	401	672	0.596	127	99	1.282			
Owner- Occupied	650	2,467	0.263	52	86	0.604			
Rental	700	2,424	0.288	119	133	0.894			
Commercial	173	301	0.574	364	375	0.97			
Public	221	247	0.894	97	41	2.365			

When comparing to the distribution 911 calls in Linden would reflect value is shown in the "Linden E measure of how many

standard deviations away Most Dis

0.574	364	3/5	0.97								
0.894	97	41	2.365	Theft of Veh	icle Parts or Acc.	12	15	24	24	23	
				Theft from I	Motor Vehicle	63	134	103	128	167	
tion of 911 ca d more than				Shoplifting		13	15	29	39	81	
d more than expected. The expectation is that ct the calls in Columbus overall. This expected Expected" column. The z-score is a statistical				Pocket-Pick	ing	0	2	6	0	0	
				Purse-Snato	ching	1	4	2	5	6	
•				Theft From	Vending Machine	1	1	0	0	0	
sproportionatel	ly High 911 Cal	ls from Linde	n by Type, 2017	1		Source: C	olumbus Div	ision of Poli	ce, Februa	ry 2018	
			Linden		Columbus						
tion		Cou	ınt	%	Count	%					

Type of Crime

Other Larceny

from Building

Motor Vehicle Theft

Burglary/Breaking & Entering

Larceny/Theft Offenses-Theft

Larceny/Theft Offenses-All

Property Crime in Linden, Columbus Police Department

2013

328

203

64

77

2014

532

343

103

161

2016

405

287

61

181

2015

491

327

110

138

2017

446

301

64

164

f	from the mean the actual		Lin	den	Colum	nbus
	Linden count is away	Description	Count	%	Count	%
	from the expected value.	Person With A Gun	562	2.9%	6,314	1.5%
	A z-score higher than	Shots Fired	503	2.6%	5,589	1.3%
1.	.96 is generally regarded	Domestic Dispute	1,085	5.6%	16,322	3.9%
	as showing a significant	Fight	545	2.8%	7,205	1.7%
	difference that is not	Domestic Violence	1,076	5.5%	17,084	4.0%
	attributed to chance but	Vice Complaint	96	0.5%	836	0.2%
	may indicate systematic	Burglary In Progress - Vacant Structure	167	0.9%	1,984	0.5%
	differences between	Person With A Knife	199	1.0%	2,494	0.6%
		Burglary In Progress	296	1.5%	4,317	1.0%
nde	en Census Tracts	Burglary Report	501	2.6%	8,444	2.0%
<u> </u>	% of households	Property Destruction In Progress	63	0.3%	711	0.2%
•	receiving SNAP	Open Door Or Window	197	1.0%	3,045	0.7%
	45.8%	Cutting / Stabbing	92	0.5%	1,242	0.3%
	67.4%	Disturbance	3,187	16.4%	64,679	15.3%
	35.3%	Property Destruction Report	265	1.4%	4,510	1.1%
	43.4%	Shooting	61	0.3%	806	0.2%
	49.9%	Assault Or Hospital Report	274	1.4%	4,710	1.1%
	44.9%	Wanted Felon	63	0.3%	882	0.2%
	38.8%	Stolen Vehicle - Recovered	118	0.6%	1,878	0.4%
	17.4%	Missing Person	304	1.6%	5,489	1.3%
	14.6%	Auto Crash - Injury - Hit-Skip	55	0.3%	843	0.2%
	14.070	Robbery Just Occurred	116	0.6%	2,041	0.5%
		Missing Person Returned	119	0.6%	2,132	0.5%

Fiscal Year	Male Commitments Statewide	Male Commitments from 43211	Female Commitments Statewide	Female Commitments from 43211	Total Commitments Statewide	Total Commitments from 43211
FY 2008	23,746	183	3,569	17	27,315	200
FY 2009	22,804	184	3,361	14	26,165	198
FY 2010	20,830	168	3,193	14	24,023	182
FY 2011	19,332	133	2,830	4	22,162	137
FY 2012	17,420	155	2,537	5	19,957	160
FY 2013	17,733	109	2,800	5	20,533	114
FY 2014	17,302	108	2,818	5	20,120	113
FY 2015	16,952	103	2,803	11	19,755	114
FY 2016	16,995	98	3,114	11	20,109	109
FY 2017	16,400	83	2,940	8	19,340	91
*Commitmer	nt means the intake of in	mates into Ohio Dept. of	Rehabilitation and Corre	ections Source	e: Ohio Dept. of Rehabili	tation and Corrections

Census Tract

Census Tract 14

Census Tract 15

Census Tract 7.1

Census Tract 7.2

Census Tract 7.3

Census Tract 9.1

Census Tract 9.2

City of Columbus

Franklin County

Analysi	Analysis of Commitments* to ODRC, FY 2008-2017, by Gender and Zip Code 43211											
		Statewic	de		Linden Area (43211 Zip Code)							
FY	Ohio Commitments	Ohio Pop.	% 16 and Over	Per 1,000	Linden Commitments	43211 Zip Code Pop.	% 16 and Over	Per 1,000				
2008	27,315	11,536,504	0.783	1.8539	200	21,600	0.731	6.7685				
2009	26,165	11,536,504	0.783	1.7759	198	21,600	0.731	6.7008				
2010	24,023	11,536,504	0.789	1.6430	182	21,600	0.731	6.1594				
2011	22,162	11,525,536	0.79	1.5191	137	20,957	0.711	4.6479				
2012	19,957	11,533,561	0.792	1.3704	160	21,558	0.695	5.1582				
2013	20,533	11,549,590	0.794	1.4116	114	21,997	0.686	3.5552				
2014	20,533	11,560,380	0.796	1.4138	113	22,151	0.706	3.6016				
2015	20,120	11,575,977	0.797	1.3853	114	21,322	0.719	3.8442				
2016	19,755	11,586,941	0.799	1.3622	109	21,929	0.71	3.5291				
2017	20,109	11,658,609	0.799	1.3781	91	21,929	0.71	2.9463				

CODE ENFORCEMENT

The Code Enforcement Division of the City of Columbus receives citizen complaints through their 311 phone line, online, and through a mobile application. Below is a table showing code complaints by type from 2013 through 2017 in the Linden Community Plan study area and compared to the city average.

City of Columbus Code Complaints By Type, 20)13 through 201	17			
	Linc	len	City of C	olumbus	Linden
Code Complaint Type	Number	Percent	Number	Percent	% Change, 2013-17
Weeds Or High Grass On Property	5,468	51.59%	52,599	34.70%	2.11%
Trash And Debris In Yard	1,360	12.83%	20,169	13.30%	-1.72%
Other	1,294	12.21%	31,265	20.62%	n/a
Housing/Misc	811	7.65%	12,187	8.04%	-0.33%
Swi/Trash Or Debris In Alley Or Curb	426	4.02%	5,974	3.94%	0.69%
Inoperable Or Junk Vehicles On Property	344	3.25%	5,456	3.60%	-0.89%
Vacant Structure Dangerous Or In Disrepair	260	2.45%	4,700	3.10%	0.26%
Vehicle Parked On Grass/Lawn	172	1.62%	6,495	4.28%	-0.59%
Swi/Illegal Materials In Alley Or At Curb	172	1.62%	2,745	1.81%	-0.18%
Zoning/Misc	167	1.58%	4,126	2.72%	-0.33%
Occupied Structure Dangerous Or In Disrepair	124	1.17%	5,886	3.88%	-0.34%
Total	10,598	100%	151,602	100%	

Source: Code Enforcement, Dept. of Neighborhoods, City of Columbus

When comparing select zip codes and adjusting population, Linden has the second highest rate of code complaints per 1,000 people. The average for the city is 181 compaints per 1,000 people.

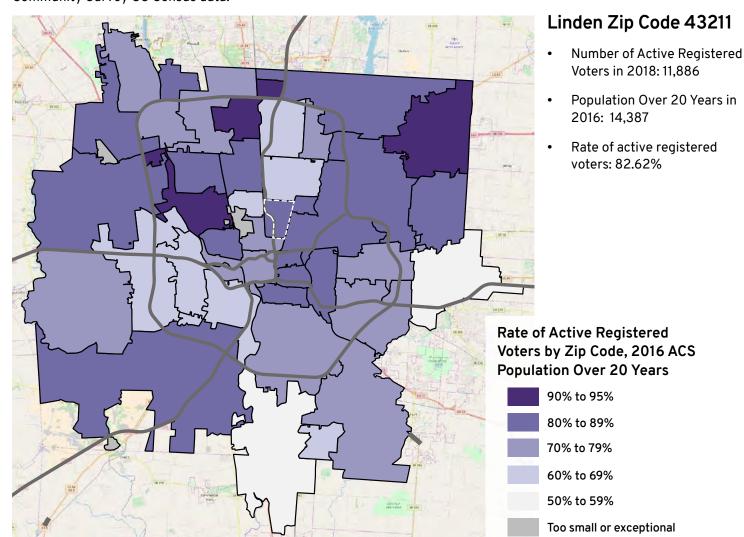
Code Complaint Number and Rate, Select Zip Code Comparison									
Zip Code	General Neighborhood	Total Code Complaints, 2013-2017	Area Population, 2016 ACS	Per 1,000 people					
43203	King-Lincoln	4,594	7,602	604					
43211	Linden	12,485	21,929	569					
43206	Near South Side	11,532	21,894	527					
43205	Old Town East/Franklin Park	6,086	12,605	483					
43227	Livingston Ave. Corridor	6,965	23,431	297					
43201	Short North/University District	5,961	30,195	197					
43214	Central Clintonville	1,941	26,300	74					
n/a	City of Columbus	151,602	837,038	181					

Analysis of Public Trees by Select Zip Code, City of Columbus, 2017										
	# of trees	total area (acres)	Trees per Acre	Unique Tree Species	Diversity Rate	Average Diameter (inch)	Most Common Type			
Linden Community Plan Area	3,745	1,700	2.2	166	4.4	9.2	Freeman Maple			
Victorian Village	2,080	290	7.2	280	13.5	10.5	Honey Locust			
Central Clintonville	2,828	750	3.8	173	6.1	11.7	Sugar Maple			
South Side	4,149	3,735	1.1	160	3.9	10.1	European Hornbeam			
PACT Area/Near East	2,128	850	2.5	132	6.2	9.5	Sugar Maple			

Source: City of Columbus Data Portal, https://data-columbus.opendata.arcgis.com

VOTER REGISTRATION

Voter registration rate calculated by dividing the number of 2018 active registered voters in the zip code by the population over 20 years of age (the next youngest bracket was 15 to 19) in the 2016 American Community Survey US Census data.



A registered voter who is eligible to vote is considered "inactive" who has not initiated a registration or voting activity with the board of elections during at least the two previous federal general election cycles (4 years), or is listed on the National Change of Address database (NCOA) maintained by the United States Postal Service (USPS) as having moved from the voter's address on file with the board of elections, or has had a voter acknowledgement card returned by USPS as undeliverable following the mailing of a voter registration acknowledgement card. The data shown here are only voters considered active, meaning they have voted at least once within the past two federal general election cycles.

EDUCATION

School Dropout Rate for Population 16 to 19 Years, 2016 ACS						
	Linden		City of Colu	mbus		
	Count	Percent	Count	Percent		
Civilian Population 16 to 19 Years	901		44,057			
Not High School Graduate, Not Enrolled (Dropped Out)	55	6.1%	1,540	3.5%		
High School Graduate, or Enrolled (in School)	846	93.9%	42,517	96.5%		
Male Population 16 to 19 Years						
Male Civilian Population 16 to 19 Years:	542		22,413			
Not High School Graduate, Not Enrolled (Dropped Out)	29	5.4%	928	4.1%		
High School Graduate, or Enrolled (in School)	513	94.7%	21,485	95.9%		
Female Population 16 to 19 Years						
Female Civilian Population 16 to 19 Years:	359		21,644			
Not High School Graduate, Not Enrolled (Dropped Out)	26	7.2%	612	2.8%		
High School Graduate, or Enrolled (in School)	333	92.8%	21,032	97.2%		

Number of Students Using EdChoice Scholarship by Select Zip Codes, 2017-18							
Zip	Zip Code Area	Number of Students	Estimated K-12 Population*	Percent			
43211	Linden Area	252	5,403	4.66%			
43203	Near East Side/ King-Lincoln District	50	1,543	3.24%			
43205	Old Town East/Franklin Park Area	121	2,056	5.89%			
43214	Clintonville Area	40	3,073	1.30%			
43221	Upper Arlington Area	<10	5,902	0.08%			

*Calculated by adding estimates for population ages 5 through 19 from 2016 ACS data by zip code. Source: Ohio Department of Education, Office of Data Quality and Governance, April 2018

Public School Facilities Located in the I	∟inden Neighborhood, 2005 tl	hrough 2017
Building Name	Street address	2005-06

Building Name	Street address	2005-06 Enrollment	2007-08 Enrollment	2009-10 Enrollment	2011-12 Enrollment	2013-14 Enrollment	2016-17 Enrollment	% change, 2005 to 2016
East Linden Elementary School	2500 Perdue Ave.	224	278	270	302	324	336	50.0%
Gladstone Elementary School	1965 Gladstone Ave.	189	n/a	n/a	n/a	n/a	n/a	
Hamilton Elementary School	2047 Hamilton Ave.	193	357	422	429	469	478	122.3%
Linden Elementary School	2626 Cleveland Ave.	537	558	526	497	505	464	-13.6%
Linden-Mckinley High School	1320 Duxberry Ave.	682	488	n/a	n/a	628	639	-6.3%
Linmoor Middle School	2001 Hamilton Ave.	264	n/a	n/a	n/a	n/a	n/a	
McGuffey Elementary School	2632 Mcguffey Rd.	238	n/a	n/a	n/a	n/a	n/a	
Columbus Alternative High School	2632 Mcguffey Rd.	611	707	635	619	726	796	30.3%
Weinland Park @ Hudson Elementary School	2323 Lexington Ave.	185	n/a	n/a	n/a	n/a	n/a	
Windsor Academy Elementary School	1219 E 12th Ave.	296	347	331	391	478	427	44.3%
Linden Park Alternative Elementary School	1400 Myrtle Ave.	208	n/a	n/a	n/a	n/a	n/a	
I-Pass	1295 E Blake Ave.	n/a	39	n/a	n/a	n/a	n/a	
Huy Elementary School @ Gladstone	1965 Gladstone Ave.	n/a	169	n/a	n/a	n/a	n/a	
Columbus Global Academy/Welcome Center High	2001 Hamilton Ave.	n/a	261	452	462	701	n/a	55.1%
Total		1,444	2,996	2,636	2,700	3,831	3,140	

Source: Ohio Department of Education, Data Portal, https://education.ohio.gov/Topics/Data

Number of Students Residing in 43211 Zip Code Using EdChoice Voucher, 2014–2018								
Nonpublic School	2014	2015	2016	2017	2018			
Columbus Adventist Academy	<10	<10	11	14	17			
Worthington Adventist Academy	<10	<10	<10	<10	<10			
Grace Community School		<10	<10	<10	<10			
Tooba Academy		<10	<10	<10	<10			
Cristo Rey Columbus High School	<10	<10	<10	10	14			
Bishop Hartley	<10	<10	<10	<10	<10			
Bishop Watterson				<10				
St Charles Preparatory	<10	<10	<10	<10				
St Francis De Sales	20	23	26	19	16			
All Saints Academy			<10	<10	<10			
Our Lady Of Peace		<10	<10	<10	<10			
St Anthony	<10	<10	<10	<10	<10			
Trinity	<10	<10	<10	<10	<10			
St James The Less	60	57	56	52	47			
St Mary	<10			<10	<10			
St Matthias	<10	<10	<10	<10	13			
St Timothy				<10	<10			
Eastwood Seventh- day Adventist Junior Academy	<10	<10	<10	<10	<10			
Springfield Christian	<10							
Worthington Christian High School	<10		<10	<10	<10			
Tree Of Life-Indianola Branch	<10	<10	<10	<10	<10			
Gahanna Christian Academy	<10	<10	<10	<10	<10			
Clintonville Academy	<10	<10	<10	<10	<10			
Tree Of Life-Northridge Branch	<10	<10	<10	<10	<10			
Worthington Christian Kindergarten/Middle School				<10				
Sonshine Christian Academy	14	39	46	40	32			
Calumet Christian	<10	<10	<10	<10	<10			
New Beginnings Christian	<10	<10	<10	<10	<10			
Polaris Christian Academy	<10			<10				
Harvest Preparatory School	<10	<10	<10	<10	<10			
Children's Academy		<10			<10			
Grove City Christian			<10	<10				
Cypress Christian				<10	<10			
Gloria S Friend Christian Academy	<10	10	<10	<10	<10			
Sunrise Academy	<10	<10						
Shepherd Christian	<10	<10	<10					
Harambee Christian	34	35	33	37	38			

EdChoice and EdChoice Expansion Scholarships for FY 2014 (school year 2013-14) through FY 2018 (school year 2017-18). Values less than 10 are not revealed due to student privacy concerns.

APPENDIX •••• 85

Number of Students by CCS School who Reside in the 43211 Zip Code

April 2018 (Source: Columbus City Schools)

School Name Students **School Name** Alpine ES Count **Ecole Kenwood Count** Arts Impact MS Count 53 Fairmoor ES Count Avalon ES Count Fairwood ES Count 4 Avondale ES Count Forest Park ES Count Beatty Park ES Count 11 Fort Hayes A&A HS Count Beechcroft HS Count 42 Gables ES Count Berwick Alternative Count Hamilton STEM Academy Count Binns ES Count Highland ES Count Briggs HS Count 4 Hilltonia MS Count Broadleigh ES Count **Hubbard Mastery School Count** Buckeye MS Count Huy ES Count 5 43 Independence HS Count Cassady ES Count Centennial HS Count 31 Indian Springs ES Count Champion MS Count 30 Indianola Alternative Count Clinton ES Count 18 Innis ES Count Colerain ES Count Johnson Park MS Count Leawood ES Count Cols. City PS Boys Count 17 Cols. City PS Girls Count 20 Liberty ES Count 29 Columbus Africentric HS Count Lincoln Park ES Count 52 Columbus Africentric K8 Count Lindbergh ES Count Linden Park ECEC Count Columbus Alternative HS Count 44 Columbus North Intl. Count Linden STEM Academy Count 64 Columbus Scioto Count 20 Linden-McKinley STEM Count Columbus Spanish Imm. Count 29 Livingston ES Count Como ES Count Maize ES Count 162 Marion-Franklin HS Count Cranbrook ES Count 16 Devonshire ES Count 19 Medina MS Count Dominion MS Count 62 Mifflin HS Count **Duxberry Park ES Count** 58 Mifflin MS Count 35 East Columbus ES Count Moler ES Count 25 East HS Count North Linden ES Count East Linden ES Count 158 Northgate Intermediate Count Eastgate ES Count 15 Northland HS Count Northtowne ES Count Easthaven ES Count Eastmoor Academy Count Oakland Park ES Count

Number of CCS schools attended by students who reside in the 43211 zip code: 102

Students

17

10

47

360

62

38

23

45

45

22

261

367

22

26

29

103

122

44

18

61

Number of students who reside in the 43211 zip code and attend schools in the 43211 zip code: 1,412

Number of students who do not reside in the 43211 zip code and attend schools in the 43211 zip code: 1,713

School Name	Students
Oakmont ES Count	2
Ohio ES Count	15
Olde Orchard ES Count	4
Parkmoor ES Count	21
Parsons ES Count	6
Ridgeview MS Count	40
Salem ES Count	11
Scottwood ES Count	4
Shady Lane ES Count	2
Sherwood MS Count	4
Siebert ES Count	15
South HS Count	31
South Mifflin STEM Count	58
Southwood ES Count	1
Starling K-8 Count	13
Stewart Alternative ES Count	6
Sullivant ES Count	1
Trevitt ES Count	18
Valley Forge ES Count	13
Walnut Ridge HS Count	9
Watkins ES Count	1
Weinland Park ES Count	38
West Broad ES Count	2
West HS Count	11
West Mound ES Count	3
Westgate ES Count	1
Westmoor MS Count	3
Whetstone HS Count	95
Windsor STEM Academy Count	222
Winterset ES Count	7
Woodward Park MS Count	22
Yorktown MS Count	2
Grand Count	3,629

Program Name	Address	Type*	Step Up to Quality Rating
A Better Choice Childcare	2572 Cleveland Ave.	С	-
Blue, April	1067 E. 18th Ave.	В	-
Bsa Ohio, LLC	1977 Cleveland Ave.	С	-
Cambridge Daycare Center	795 Hudson Ave.	С	-
CDC Linden Head Start	1254 Briarwood Ave.	С	4
CDCFC Linden Park	1400 Myrtle Ave.	С	5
CDCFC Rosewind Head Start	1400 Brooks Avenue	С	4
Central Ohio Child Care	1755 Linden Place	С	-
Charo Hargrove	1439 Loretta Ave.	В	-
Children R Us Daycare	1046 E. Weber Rd.	С	-
Columbus Early Learning Centers - Myrtle	1400 Myrtle Ave.	С	4
East Linden Elementary School	2505 Brentnell Ave	Р	-
Elite Academy Center	1380 Cleveland Ave.	С	-
Freshoil Kids Summer Day Camp	1374 E. 25th Ave.	D	-
Giggles And Blessings Learning Center LLC	1474 Cleveland Ave.	С	1
Global Childcare Center	1845 E. Hudson St.	С	-
Grand's Family Childcare	2210 Woodland Ave.	В	-
Hamilton Stem Academy (K-6)	2047 Hamilton Ave.	Р	5
Hoggys Play Pen North	2149 Cleveland Ave.	С	-
Hudson, Hattie	2294 Perdue Ave.	В	-
Jefferson, Esther	2457 Delbert Rd.	В	4
Jones, Latavia	1405 E. 20th Ave.	В	-
Lending Hand Learning Center LLC	2154 Parkwood Ave.	С	-
Linden Park Neighborhood Early Childhood Education Center	1400 Myrtle Ave.	Р	5
Linden Stem Academy (K-6)	2626 Cleveland Ave.	Р	5
Little Gems Learning Place	1000 Bonham Ave.	С	1
Love & Hope Childcare Center LLC	981 E. Hudson Street	С	-
Midnimo Cross Cultural Community School	1567 Loretta Ave.	S	-
New Era Academy	2169 Cleveland Ave	С	-
New Journey Learning Center, LLP	1763 Cleveland Ave.	С	-
Safe Haven Day Care And Learning Center	2136 Cleveland Ave.	С	1
Sonshine Christian Academy	1965 Gladstone Ave.	Р	3
Nindsor Stem Academy (K-6)	1219 E. 12th Ave.	Р	5

Source: Ohio Dept. of Education and Ohio Dept. of Jobs and Family Services, http://childcaresearch.ohio.gov

Step Up To Quality (SUTQ) is a five-star quality rating and improvement system administered by the Ohio Department of Education and the Ohio Department of Job and Family Services. SUTQ recognizes and promotes learning and development programs that meet quality program standards that exceed preschool licensing and school age child care licensing health and safety regulations. Program standards are based on national research identifying standards which lead to improved outcomes for children.

All Early Childhood Education (ECE) and Preschool Special Education (PSE) programs funded by the Ohio Department of Education (ODE) are mandated to participate in SUTQ and are required to achieve a rating of 3, 4, or 5 to maintain state funding, as well as administer and report on the Early Learning Assessment for all ECE and PSE funded children. The invitation to participate in SUTQ has now been made to all eligible publicly funded programs in Ohio.

*Types of Child Care Programs: Child Care Centers 7 or more children at one time. Family Child Care Providers (formerly Type A and Type B Home providers). Type A Home providers can care for 7-12 children at one time, however, each staff member can care for no more than 6 children at one time (and no more than 3 children under age 2). Type B Home providers can care for no more than 6 children at one time (and no more than 3 children under age 2). Children under 6 years of age related to the provider (including the provider's own children) and residents of the home must be included in total group size. Learn more at http://jfs.ohio.gov/cdc/openingachildcareprogram.stm.

Learn more online at: http://education.ohio.gov/Topics/Early-Learning/Step-Up-To-Quality-SUTQ

EMPLOYMENT

	Occupation for Emp	loved Civilian Population	16 Years and Over, 2016 ACS
--	--------------------	---------------------------	-----------------------------

	MALE				FEMALE			
	Linc	len	City of Colu	ımbus	Lin	den	City of Columbus	
Employed Civilian Population 16 Years and Over	2,945	-	220,154	-	3,524	-	213,170	-
Management, Business, and Financial Operations	137	4.7%	34,956	15.9%	290	8.2%	32,259	15.1%
Professional and Related	236	8.0%	46,364	21.1%	476	13.5%	56,713	26.6%
Healthcare Support	66	2.2%	2,244	1.0%	469	13.3%	11,112	5.2%
Protective Service	57	1.9%	5,379	2.4%	7	0.2%	1,659	0.8%
Food Preparation and Serving Related	347	11.8%	13,592	6.2%	278	7.9%	14,854	7.0%
Building and Grounds Cleaning and Maintenance	280	9.5%	9,290	4.2%	287	8.1%	5,345	2.5%
Personal Care and Service	46	1.6%	3,562	1.6%	220	6.2%	11,641	5.5%
Sales and Related	345	11.7%	21,324	9.7%	517	14.7%	20,274	9.5%
Office and Administrative Support	357	12.1%	23,712	10.8%	541	15.4%	44,683	21.0%
Farming, Fishing, and Forestry	0	0.0%	253	0.1%	0	0.0%	191	0.1%
Construction, Extraction, and Maintenance	425	14.4%	20,262	9.2%	38	1.1%	1,139	0.5%
Production	175	5.9%	15,307	7.0%	178	5.1%	6,965	3.3%
Transportation and Material Moving	474	16.1%	23,909	10.9%	223	6.3%	6,335	3.0%

Employment Sector for Employed Civilian Population 16 Years and Over, 2016 ACS									
		MA	LE			FEM	ALE		
	Lind	Linden City of Columbus			Linde	n	City of Columbus		
Employed Civilian Population 16 Years +	2,945	-	220,154	-	3,524	-	213,170	-	
Private Sector	2,126	72.2%	165,493	75.2%	2,718	77.1%	145,866	68.4%	
Public Sector	221	7.5%	26,178	11.9%	342	9.7%	34,341	16.1%	
Self-Employed (Incorporated and Not Incorporated)	346	11.8%	15,018	6.8%	128	3.6%	8,716	4.1%	
Private Non-Profit	252	8.6%	13,279	6.0%	320	9.1%	24,157	11.3%	
Unnaid Family Workers	0	0.0%	186	0.1%	16	0.5%	90	0.0%	

Primary Jobs by Earnings								
	k in Linden Comm	nunity Plan A	rea	Liv	Live in Linden Community Plan Area			
	20)15	200	05	2015 2005		005	
	Count	Share	Count	Share	Count	Share	Count	Share
Total primary jobs	2,096	100%	2,054	100%	5,670	100.0%	3,976	100.0%
\$1,250 per month or less	336	16.0%	396	19.3%	1,803	31.8%	1,249	31.4%
\$1,251 to \$3,333 per month	707	33.7%	835	40.7%	2,718	47.9%	2,190	55.1%
More than \$3,333 per month	1,053	50.2%	823	40.1%	1,149	20.3%	537	13.5%
Note: Dollar figures are not adjusted for inflation for 2005 or 2015.			Source:					

Jobs by NAICS Industry Sector, Work in Linden Community Plan Area								
	201	5	200	05				
	Count	Share	Count	Share				
Agriculture, Forestry, Fishing and Hunting	0	0.0%	0	0.0%				
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	0	0.0%				
Utilities	0	0.0%	0	0.0%				
Construction	80	4.5%	132	6.4%				
Manufacturing	311	17.6%	371	18.1%				
Wholesale Trade	74	4.2%	41	2.0%				
Retail Trade	156	8.8%	260	12.7%				
Transportation and Warehousing	148	7.3%	7	0.3%				
Information	0	0.0%	0	0.0%				
Finance and Insurance	18	1.0%	28	1.4%				
Real Estate and Rental and Leasing	0	0.0%	0	0.0%				
Professional, Scientific, and Technical Services	14	0.8%	32	1.6%				
Management of Companies and Enterprises	0	0.0%	0	0.0%				
Administration & Support, Waste Management and Remediation	374	3.8%	62	3.0%				
Educational Services	564	31.8%	488	23.8%				
Health Care and Social Assistance	74	4.2%	130	6.3%				
Arts, Entertainment, and Recreation	0	0.0%	32	1.6%				
Accommodation and Food Services	82	4.6%	166	8.1%				
Other Services (excluding Public Administration)	54	3.0%	66	3.1%				
Public Administration	147	8.3%	239	11.7%				
Source:								

Local A	ocal Area Unemployment Statistics: Bureau of Labor Statistics							Colu	Columbus (city), OH				
Measur	Measure: Unemployment rate (Not Seasonally Adjusted)												
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
2008	5.0	4.7	4.8	4.5	5.2	5.9	6.2	6.2	6.0	5.9	6.0	6.4	5.6
2009	7.2	7.8	8.2	8.1	8.3	9.1	9.1	8.9	8.9	9.0	8.8	9.0	8.5
2010	9.9	9.7	9.7	9.1	8.7	9.1	9.0	8.7	8.5	8.3	8.3	7.9	8.9
2011	8.6	8.2	7.9	7.5	7.8	8.5	8.4	8.2	7.9	7.4	6.8	6.6	7.8
2012	7.4	7.1	6.8	6.3	6.2	6.8	7.0	6.5	6.1	5.9	5.9	6.2	6.5
2013	7.5	6.9	6.5	6.0	6.4	7.1	6.9	6.6	6.6	6.4	5.9	5.4	6.5
2014	6.1	5.8	5.4	4.4	4.7	5.1	5.2	4.9	4.6	4.3	4.2	4.0	4.9
2015	4.9	4.4	4.2	3.9	4.2	4.4	4.2	3.8	3.8	3.8	3.9	3.8	4.1
2016	4.5	4.3	4.3	4.0	3.8	4.3	4.3	4.2	4.4	4.2	3.9	4.0	4.2
2017	4.8	4.5	4.1	3.7	3.8	4.3	4.3	4.3	4.0	3.8	3.7	3.7	4.1
2018	3.8	3.7	3.4	3.4									

2015	4.9	4.4	4.2	3.9	4.2	4.4	4.2	3.8	3.8	3.8	3.9	3.8	4.1	4
2016	4.5	4.3	4.3	4.0	3.8	4.3	4.3	4.2	4.4	4.2	3.9	4.0	4.2	
2017	4.8	4.5	4.1	3.7	3.8	4.3	4.3	4.3	4.0	3.8	3.7	3.7	4.1	
2018	3.8	3.7	3.4	3.4										
Busines	sses Loc	ated in	43211 2	Zip Code	by Em	ployme	nt Size							,
Number of Employees Count of Businesses														
Establis	hments	with 1 to	o 4 emp	loyees								190		
Establis	hments	with 5 t	o 9 emp	oloyees								102		•
Establis	hments	with 10	to 19 er	nployee	es.							42		
Establis	hments	with 20	to 49 e	mploye	es							52		
Establis	hments	with 50	to 99 e	employe	es							18		
Establis	hments	with 10	0 to 249	9 emplo	yees							10		
Total Es	tablishn	nents										414		
Source: 2015 County Business Patterns, Zip Code														

		20)15	20	05
		Count	Share	Count	Share
Primary Jobs	Zip Code Area	5,670	100.0%	3,976	100.0
13215	Downtown Columbus	500	8.8%	442	11.1%
13219	Easton/Airport/Brentnell/ North Central/Stelzer Rd.	352	6.2%	249	6.3%
13229	Northland Area	292	5.1%	161	4.1%
13228	Lincoln Village/Georgesville Rd./Trabue/Far West	191	3.4%	157	3.9%
13207	Southside/Far South/Obetz	182	3.2%	123	3.1%
13230	Gahanna/Morse & Hamilton	168	3.0%	110	2.8%
13214	Central Clintonville/ Graceland/Riverside Hospital	163	2.9%	134	3.4%
13232	Eastland Mall/Refugee Rd./ Blacklick Area	136	2.4%	77	1.9%
43123	Grove City Area/Southwest Franklin County	135	2.4%	47	1.2%
43125	Groveport/Rickenbacker Area	133	2.3%	35	0.9%
All Others		3,418	60.4%	2,441	61.4%

Source: 2015 County Business Patterns, Zip Code

APPENDIX

Inflow/Outflow Report,	Linden Commun	ity Plan Area			
Selection Area Labor Market Size (Primary Jobs)	20)15	20	005	
	Count	Share	Count	Share	
Employed in the Selection Area	2,096	100.0%	2,054	100.0%	
Living in the Selection Area	5,670	270.5%	3,976	193.6%	
Net Job Inflow (+) or Outflow (-)	-3,574	-	-1,922	-	
In-Area Labor Force Efficiency (Primary Jobs)	20)15	20	005	
	Count	Share	Count	Share	
Living in the Selection Area	5,670	100.0%	3,976	100.0%	
Living and Employed in the Selection Area	48	0.8%	27	1.3%	
Living in the Selection Area but Employed Outside	5,622	99.2%	2027	98.7%	
In-Area Employment Efficiency (Primary Jobs)	20)15	20	2005	
	Count	Share	Count	Share	
Employed in the Selection Area	2,096	100.0%	2,054	100.0%	
Employed and Living in the Selection Area	48	2.3%	27	1.3%	
Employed in the Selection Area but Living Outside	2,048	97.7%	2,027	98.7%	
Outflow Job Characteristics (Primary Jobs)	20)15	20	2005	
	Count	Share	Count	Share	
Workers Earning \$1,250 per month or less	1,788	31.8%	1,238	31.3%	
Workers Earning \$1,251 to \$3,333 per month	2,695	47.9%	2,177	55.1%	
Workers Earning More than \$3,333 per month	1,139	20.3%	534	13.5%	
Inflow Job Characteristics (Primary Jobs)	20)15	20	005	
	Count	Share	Count	Share	
Workers Earning \$1,250 per month or less	321	15.7%	385	19.0%	
Workers Earning \$1,251 to \$3,333 per month	684	33.4%	822	40.6%	
Workers Earning More than \$3,333 per month	1,043	50.9%	820	40.5%	
Interior Flow Job Characteristics (Primary Jobs)	20)15	20	2005	
	Count	Share	Count	Share	
Workers Earning \$1,250 per month or less	15	31.3%	11	40.7%	
Workers Earning \$1,251 to \$3,333 per month	23	47.9%	13	48.1%	
Workers Earning More than \$3,333 per month	10	20.8%	3	11.1%	

Source: U.S.Census Bureau, Center for Economic Studies — https://onthemap.ces.census.gov/

County Business Patterns: 43211 Zip Code Business S

Year	Number of establishments	Number of employees	First-quarter payroll	Annual payroll
2015	207	3,022	\$27,084,000	\$ 117,518,000
2005	238	3,081	\$25,132,000	\$104,116,000

Unemployment Rate by Select Characteristics, ACS 2016

				Population 2	5 to 64 years					
Geography	Population 16 years and over	Black or African American alone	Less than high school graduate	High school graduate/GED	Some college or associate's degree	Bachelor's degree or higher				
Tract 7.10	17.1%	36.1%	3.4%	2.8%	13.9%	18.6%				
Tract 7.20	18.6%	13.2%	8.5%	9.2%	23.9%	0%				
Tract 7.30	17.8%	20%	26.6%	22.9%	1.6%	0%				
Tract 9.10	17.1%	17.4%	22.3%	6.4%	15.2%	15.1%				
Tract 9.20	15.5%	5.8%	28.1%	3.6%	9.7%	32%				
Tract 14	23.3%	14.6%	41.7%	33.9%	9%	0%				
Tract 15	35.1%	28.3%	58.1%	22.4%	26.2%	0%				
Linden Average	20.6%	19.3%	27.0%	14.5%	14.2%	9.4%				

Distance from Home to Work Census Block, Linden Plan Area Home								
	20)15	20	05				
	Count	Share	Count	Share				
Total Primary Jobs	5,670	100.0%	3,976	100.0%				
Less than 10 miles	4,212	74.3%	3,145	79.1%				
10 to 24 miles	654	11.5%	299	7.5%				
25 to 50 miles	147	2.6%	66	1.7%				
Greater than 50 miles	657	11.6%	466	11.7%				

Greater than 50 miles		11.6%	466	11.7%
Chan	ge in Number of Linden Resi	dents Employed in	Central Ohio Z	ip Codes*
Zip	Area	2015 Count	2005 Count	% Change
43240	Polaris	88	22	300.0%
43125	Groveport	133	35	280.0%
43068	Reynoldsburg	94	29	224.1%
43054	New Albany	68	21	223.8%
43123	Grove City	135	47	187.2%
43082	North Westerville	62	22	181.8%
43235	NW Columbus	110	47	134.0%
43231	Far Northeast	125	63	98.4%
43222	Franklinton	53	29	82.8%
43229	Northland	292	161	81.4%
43232	Eastland Mall Area	136	77	76.6%
43230	Gahanna	168	110	52.7%
43213	Whitehall/East Columbus	132	87	51.7%
43202	Old North Columbus/South Clintonville	63	42	50.0%
43207	South Side/Obetz	182	123	48.0%
43026	Hilliard	104	73	42.5%
43219	North Central	352	249	41.4%
43017	Dublin	129	94	37.2%
43081	Westerville	125	94	33.0%
43211	Linden	77	58	32.8%
43212	South UA/Grandview Hts.	106	82	29.3%
43228	Georgesville/Hilliard-Rome	191	157	21.7%
43214	Clintonville	163	134	21.6%
43016	West Dublin/Amlin	67	57	17.5%
43204	Hilltop/VV	91	78	16.7%
43215	Downtown	500	442	13.1%
43201	Short North/Campus	94	84	11.9%
43220	North UA	64	65	-1.5%
43210	OSU Campus	122	126	-3.2%
43224	North Linden	120	125	-4.0%
43085	Worthington/Linworth	95	108	-12.0%
43205	Franklin Park/Old Town E.	81	111	-27.0%
43223	Greater Hilltop	75	105	-28.6%
43206	German Village/Near South Side	n 39	60	-35.0%

ABOUT THIS DATA

Based on 2002-2015 LEHD Origin Destination Employment Statistics (LODES), OnTheMap is a unique resource for mapping the travel patterns of workers and identifying small-area workforce characteristics. https://onthemap.ces.census.gov/

Jobs by NAICS Industry Sector, Linden Home Area						
	2	2015 2005				
	Count	Share	Count	Share		
Agriculture, Forestry, Fishing and Hunting	3	0.0%	4	0.1%		
Mining, Quarrying, and Oil and Gas Extraction	4	0.1%	1	0.0%		
Utilities	11	0.2%	15	0.4%		
Construction	140	2.3%	110	2.6%		
Manufacturing	377	6.2%	255	6.0%		
Wholesale Trade	191	3.2%	150	3.5%		
Retail Trade	704	11.6%	549	12.9%		
Transportation and Warehousing	347	5.7%	192	4.5%		
Information	61	1.0%	85	2.0%		
Finance and Insurance	272	4.5%	226	5.3%		
Real Estate and Rental and Leasing	89	1.5%	100	2.4%		
Professional, Scientific, and Technical Services	189	3.1%	192	4.5%		
Management of Companies and Enterprises	149	2.5%	74	1.7%		
Administration & Support, Waste Management and Remediation	832	13.8%	414	9.8%		
Educational Services	346	5.7%	360	8.5%		
Health Care and Social Assistance	1,159	19.2%	648	15.3%		
Arts, Entertainment, and Recreation	87	1.4%	62	1.5%		
Accommodation and Food Services	745	12.3%	466	11.0%		
Other Services (excluding Public Administration)	173	2.9%	179	4.2%		
Public Administration	165	2.7%	161	3.8%		

8 •••• APPENDIX

RETAIL + SMALL BUSINESS

Historic Cleveland Avenue Business Types

The Cleveland Avenue corridor has long been the commercial and business spine of the Linden neighborhood. Using the Columbus City Directory produced by the Polk Company—accessed through the Columbus Metropolitan Library—it is possible to catalog the types of businesses that were once along Cleveland Avenue in Linden to evaluate change over time.

First, we established seven primary business categories: Retail, Commercial/Industry/ Wholesale, Auto-related, Institutional/ Community/Government, Bar/Restuarant, Professional Office, and Other. Next, we assigned one of the seven categories to each businesses listing along Cleveland Avenue from Bonham Ave. in the south to Weber Rd. in the north.

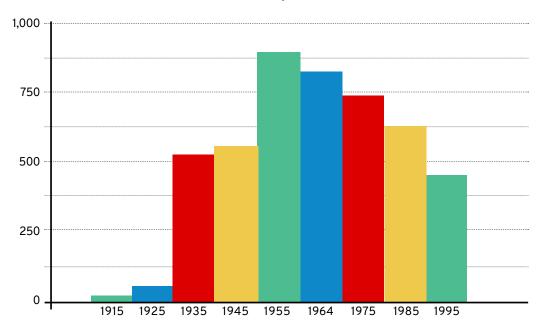
The peak for businesses recorded in the directories was in 1955, with 894 listed. In 1995, the number had dropped to 440. After 1995, the shift from paper directories to internet based listings makes business category evaluation infeasible so data terminates there.

COUNT OF RETAIL & BUSINESS CATEGORIES BY YEAR ALONG CLEVELAND AVENUE IN LINDEN								
Year	Type 1	2	3	4	5	6	7	Total
1915		4					21	25
1925	8	4	21	4	5	6	14	62
1935	111	6	78	48	90	180	7	520
1945	108	8	93	52	95	186	14	556
1955	125	20	153	68	115	378	35	894
1964	107	22	165	52	95	366	14	821
1975	79	34	111	156	80	270	14	744
1985	63	68	57	136	40	246	14	624
1995	54	16	45	132		144	49	440

Retail Type 1 Addendum: hat shop, pastry shop, appliance service, radio repair, meats, butcher, watch repair, furniture, carpeting, department store, paper shop, gifts, carry out, corner store, beer and wine, women's clothing, pet supplies, vacuum cleaners, hobby shop, dance studio, artificial flowers, beauty supply, animal, clinic, laundromat, florist, nursery, video rental, pawnshop, cake shoppe, hotel, motel, confectionary (candy store), bank, dressmaker, jeweler, hoisery shop, storm windows, memorial company, poultry, furniture, veterinarian

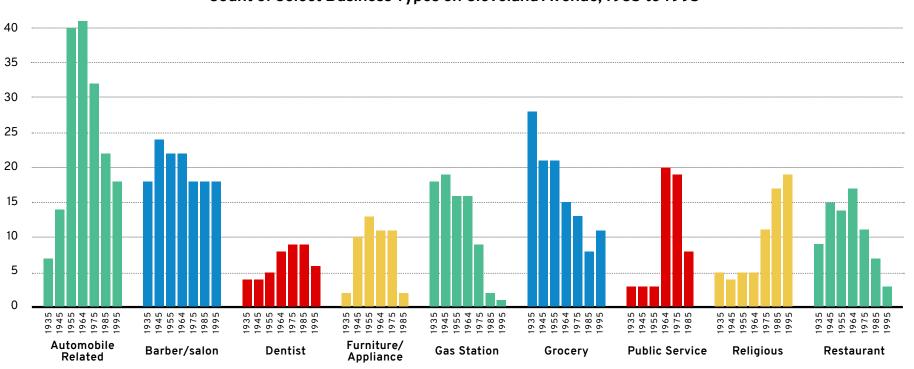
HISTORIC RET	AIL & BUSINESS CA	TEGORIES				
1	2	3	4	5	6	7
Retail	Commercial/ Industry/ Wholesale	Auto-related	Institutional/ Community/ Government	Bar/Restaurant	Professional Office	Other/Unknown
grocery	industry	gas station	school	restaurant	doctor	furnished rooms (rooming house)
hardware	railroad	auto repair	church	bar	lawyer	DE Jones Inc
pharmacy	telephone co.	tires	libraryw	billiards	accountant	Tubular Techniques
barber	ice cream manufacturing	user cards	theater	lunch counter	physician	Team 2000 Inc.
clothes	ice making	trailer sales	news station	tea room	funeral director	Henderson Story
cleaner	dry goods	auto dealer	american legion	tavern	undertaker	
dry cleaner	trucking company	auto paints	shriners	café	dentist	
store	rest. food supply	transmission	order of moose	diner	optometrist	
shoe repair	storage company		temple		sign printing	
tailor	ignition company		league of sportsmen		notary	
fruit	vending machines		county food stamp office		plumber	
beauty parlor	laboratory		amvets post		real estate	
bike shop			deputy registar		massage	
window shades			post office		carpenter	
5-10 cent store					insurance agent	

Total Number of Business Listings on Cleveland Avenue, 1915–1995*



*Cleveland Avenue between Bonham Ave. and near Weber Road.

Count of Select Business Types on Cleveland Avenue, 1935 to 1995



Top 5 Highest Retail Market Potential Sectors (Estimated)

Product/Consumer Behavior	Expected # of Adults/HHs	% of Adults/HHs	Market Potential Index
Bought cigarettes in last 30 days	2,211	17.6%	145
Number of cell phones in household: 1	2,903	43.1%	135
Drank regular cola in last 6 months	7,078	56.5%	128
Bought any fine jewelry in last 12 months	2,800	22%	124
HH has cell phone only (no landline telephone)	3,706	55%	121
Top 5 Lowest Retail Market Potential (Est.)			
Member of any frequent flyer program	544	4.3%	27
Own e-reader/tablet: iPad	796	6.3%	31
Auto insurance: 3+ covered vehicles in household	468	6.9%	32
Have 401K retirement savings plan	633	5.0%	34
Have home mortgage (1st)	1,361	10.9%	35
Near Average Retail Market Potential (Est.)			
Usually value green products over convenience	1,361	10.9%	100
Spent \$20-\$39 at convenience store (last 30 days)	1,150	9.2%	100
Went to fast food/drive-in restaurant 9+ times/mo.	4,981	39.7%	101
Am interested in how to help the environment	2,095	16.7%	101
Used fish/seafood (fresh or frozen) in last 6 mo.	3,780	56.1%	103

Types of Businesses Located in Linden (2017)

SIC Code	Busin	esses	Emplo	yees
	Number	Percent	Number	Percent
Agriculture & Mining	7	2.4%	30	0.9%
Construction	17	5.9%	130	4.0%
Manufacturing	14	4.8%	342	10.6%
Transportation	7	2.4%	50	1.5%
Communication	5	1.7%	47	1.5%
Utility	1	0.3%	6	0.2%
Wholesale Trade	11	3.8%	194	6.0%
Retail Trade	67	23.1%	427	13.2%
Finance, Insurance, Real Estate	6	2.1%	44	1.4%
Services Summary	143	49.3%	1,900	58.9%
Hotels & Lodging	1	0.3%	19	0.6%
Automotive Services	26	9.0%	69	2.1%
Motion Pictures/Amusement	3	1.0%	38	1.2%
Health Services	8	2.8%	68	2.1%
Legal Services	1	0.3%	3	0.1%
Edu. Institutions & Libraries	21	7.2%	765	23.7%
Other Services	83	28.6%	938	29.1%
Government	3	1.00%	55	1.70%
Unclassified	10	3.4%	0	0.0%
TOTAL	290	100.0%	3,226	100.0%
Source: ESRI Business Analyst				

Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures.

An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. These data are based upon national propensities for various products and services, applied to local demographic composition. Usage data collected by GfK MRI in a nationally representative survey of U.S. households.

TOP 5 CONSUMER SPENDING CATEGORIES (ESRI, 2017)

Shelter
Total: \$46,925,745 Average: \$6,960
<u>Health care</u>
Total: \$15,950,408 Average: \$2,365
Food at home
Total: \$15,370,344 Average: \$2,279
Food away from home
Total: \$9,622,236 Average: \$1,427
Entertainment/recreation
Total: \$8,835,148 Average: \$1,310

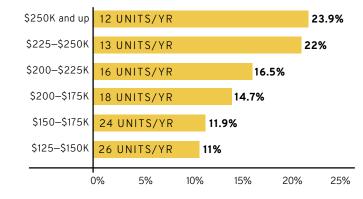
HOUSING

A report on the residential market potential for Linden was completed by Zimmerman/Volk Associates, Inc. (ZVA). The conclusions and key findings of this report were utilized as a resource regarding a potential development program for the study area. Given the highly connected relationship between housing and retail, new residential development can be catalytic in the creation of walkable retail districts or neighborhood centers. As the ZVA report suggests, the provision of new housing in the immediate vicinity of Ena's Caribbean Kitchen could begin to create a walkable town center, while there is potential for multifamily housing on East 11th Avenue just east of Interstate 71. Despite these suggestions, the report provides key findings that highlight the challenges evident in new residential construction in Linden.

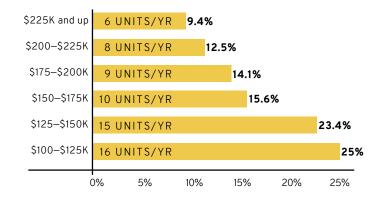
Using the housing preferences and financial capacities of residents within a "draw area," ZVA determined the market potential for new housing products within the Linden study area. The report identified up to 1,400 households that represent the annual potential market for new and existing housing units in the Greater Linden neighborhood. The majority of households are renters with incomes that would qualify them for deeply subsidized or affordable housing. On the flip side, demand for new market rate rental housing is extremely limited and concluded optimum market rents are not high enough to support the costs of new multi-family housing development. This is also true of forsale housing, with support for only 12 to 14 units of new homes or units annually in the study area. The implications of these findings are significant for a number reasons, but most importantly, they demonstrate that new residential development will be dependent on public subsidies such as Low Income Housing Tax Credits. They also indicate that community leaders and planners will need to be selective and highly strategic about which projects are supported to maximize benefits of finite resources.



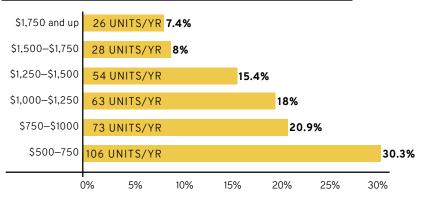
WHAT CAN THEY PAY: 109 NEW SINGLE-FAMILY DETACHED FOR SALE



WHAT CAN THEY PAY: 64 NEW SINGLE-FAMILY ATTACHED FOR SALE



WHAT CAN THEY PAY: 350 NEW MULTI-FAMILY UNITS FOR RENT



HOUSING

1960 US CENSUS DATA

- Majority of homes valued between \$10,000 and \$15.000
- Median household income between E. 17th Ave. and Weber Rd.: Approximately \$6,000 per household
- Median household income below E. 17th Ave. and west of Cleveland Ave.: Approximately \$5,000 per household

2016 US CENSUS DATA

- Median home value (owner-occupied) across six Linden census tracts in 2016 is an average of \$57,633.
- Average of median household income for six Linden tracts in 2016 is \$23,294.

ABOUT THIS DATA

The MLS Real Estate Cards are a photographic collection offered by the Columbus Metropolitan Library of over 100,000 cards of Central Ohio houses and businesses that were sold between the mid 1950s to the early 1970s. The cards contain information about the building including number of rooms, sale price, selling realtor, and other valuable information regarding the history of the property. The cards were loaned by the Carriage Trade Realty company and were digitized by the Franklin County Genealogical and Historical Society with grant funds provided by the Columbus Foundation. After the real estate cards are digitized and indexed the library will digitize the Multiple Listing Service books for Central Ohio published between the mid 1970s to the early 2000s.

URL: digital-collections.columbuslibrary.org/cdm/landingpage/ collection/p16802coll36

Median Incomes and Housing Values, 1960 and 2016					
	1960	1960-adjusted to 2016 dollars	2016		
Median Income	\$5,500	\$44,472	\$23,294		
Median Home Value	\$12,500	\$101,073	\$57,633		
House Price-to-Income Ratio	2.27	2.27	2.47		

Perce	ent Ow	ner-Occu	pied Parcel	s by Area	Commissi	ons, l	May 2018	8
						_		

Commission Area	Parcels	Owner Occupied Parcels	% Owner Occupied
Linden Study Area	6,539	2,756	42.1%
West Scioto Area Commission	6,096	5,312	87.1%
Clintonville Area Commission	10,955	9,334	85.2%
Westland Area Commission	12,879	10,650	82.7%
Far East Area Commission	12,918	10,260	79.4%
Far South Columbus Area Commission	9,492	7,037	74.1%
Greater South East Area Commission	12,174	8,943	73.5%
Southwest Area Commission	5,016	3,613	72.0%
Greater Hilltop Area Commission	19,634	12,813	65.3%
North Linden Area Commission	10,055	6,160	61.3%
North Central Area Commission	3,489	2,103	60.3%
5th by Northwest Area Commission	1,218	698	57.3%
Northeast Area Commission	7,322	4,177	57.0%
Columbus Southside Area Commission	9,323	5,120	54.9%
Near East Area Commission	4,851	2,487	51.3%
Livingston Avenue Area commission	2,124	1,038	48.9%
South Linden Area Commission	3,472	1,386	39.9%
Franklinton Area Commission	2,242	840	37.5%
University Area Commission	4,526	1,601	35.4%
Milo-Grogan Area Commission	746	261	35.0%
Source: Franklin County Auditor			

958 East 13th Ave.

NOTES

- Colored or white
- Price: \$12,500
- CPI Inflation Conversion Price, June 1961/April 2018: \$104,394
- Frame construction
- 1.5 story

1072 East 19th Ave.

1961

NOTES

- Price: \$12,950
- CPI Inflation Conversion Price, April 1961/April 2018: \$106,379
- Frame construction
- 1.5 story

1963 1173-1175 East 19th Ave.

NOTES

- Price: \$26,000
- CPI Inflation Conversion Price, July 1963/April 2018: \$212,189
- Brick construction
- 2 stories
- Hardwood floors

1181 East 21st Ave.

NOTES

- Colored or white
- Price: \$13,900
- CPI Inflation Conversion Price, June 1964/April 2018: \$112,342
- Attractive landscaping
- 2 stories

1394 East 17th Ave.

NOTES

- Profitable business for 7 years
- Price: \$12,500
- CPI Inflation Conversion Price, May 1960/April 2018: \$106,164
- Block and stucco construction
- Coal heat

958 East 13th Ave. 12 styl. 8 1 6 4 1 0 312.500

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CONSTRUCTION: BLOCK & STUCCO LOT SIZE: 70 x 155 NO ASSESSMENTS		
TAXES: APPROX. \$30.00 PER HALF HEAT: COAL		
		FFICE USE ONLY
HEAT: COAL		newed 70 5/9/60
HEAT: COAL SQ. FT. LIVING AREA: 32½ x 28	YEARS.	



HOUSING

Occupied Housing Units by Number of Bedrooms, 2016 ACS									
	Linde	n	City of Colu	ımbus					
	Count	Percent	Count	Percent					
Occupied Housing Units:	6,805	-	340,268	-					
No Bedroom	31	0.5%	5,458	1.6%					
1 Bedroom	199	2.9%	46,772	13.8%					
2 Bedrooms	2,960	43.5%	121,432	35.7%					
3 Bedrooms	3,073	45.2%	122,129	35.9%					
4 Bedrooms	451	6.6%	40,094	11.8%					
5 or More	91	1.3%	4 383	1.3%					

Housing	Units by	/ Monthly	/ Housing	Costs	, 2016 ACS
---------	----------	-----------	-----------	-------	------------

	Linden		City of Co	lumbus	
	Count	Percent	Count	Percent	
Occupied Housing Units:	6,805	-	340,268	-	
Less than \$100	66	1.0%	1,131	0.3%	
\$100 to \$199	176	2.6%	2,986	0.9%	
\$200 to \$299	448	6.6%	8,084	2.4%	
\$300 to \$399	434	6.4%	10,619	3.1%	
\$400 to \$499	594	8.7%	15,750	4.6%	
\$500 to \$599	566	8.3%	21,171	6.2%	
\$600 to \$699	607	8.9%	28,699	8.4%	
\$700 to \$799	1,077	15.8%	36,099	10.6%	
\$800 to \$899	936	13.8%	34,193	10.1%	
\$900 to \$999	642	9.4%	32,938	9.7%	
\$1,000 to \$1,499	912	13.4%	97,046	28.5%	
\$1,500 to \$1,999	90	1.3%	32,382	9.5%	
\$2,000 to \$2,499	2	0.0%	9,878	2.9%	
\$2,500 to \$2,999	0	0.0%	2,747	0.8%	
\$3,000 or More	0	0.0%	2,226	0.7%	
No Cash Rent	255	3.8%	4,319	1.3%	

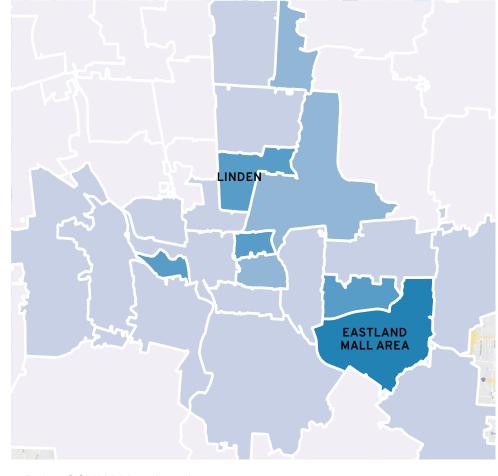
Housing Units by Household Size				
	Line	den	City of Co	olumbus
Occupied Housing Units:	6,805		340,268	
1-Person Household	2,333	34.3%	120,859	35.5%
2-Person Household	1,771	26.0%	107,225	31.5%
3-Person Household	1,169	17.2%	50,505	14.8%
4-Person Household	757	11.1%	34,962	10.3%
5-Person Household	450	6.6%	16,532	4.9%
6-Person Household	120	1.8%	6,330	1.9%
7-or-More Person Household	205	3.0%	3,855	1.1%

Occupied Housing Units by Units in Structure, 2016 ACS

	Lind	len	City of Co	lumbus
Occupied Housing Units:	6,805		340,268	
1, Detached	5,306	78.0%	162,639	47.8%
1, Attached	489	7.2%	32,432	9.5%
2	480	7.1%	12,368	3.6%
3 or 4	384	5.6%	31,281	9.2%
5 to 9	66	1.0%	44,036	12.9%
10 to 19	61	0.9%	25,089	7.4%
20 to 49	12	0.2%	13,865	4.1%
50 or More	0	0.0%	15,923	4.7%
Mobile Home	7	0.1%	2,603	0.8%
Boat, Rv, Van, Etc.	0	0.0%	32	0.0%
Mobile Home	7	0.1%	2,603	0.8%

Occupied Housing Units by Year Structure Built, 2016 ACS

	Line	den	City of Co	olumbus
Occupied Housing Units	6,805	-	340,268	-
Built 2014 or Later	0	0.0%	1,660	0.5%
Built 2010 to 2013	121	1.8%	8,103	2.4%
Built 2000 to 2009	67	1.0%	43,798	12.9%
Built 1990 to 1999	217	3.2%	54,779	16.1%
Built 1980 to 1989	151	2.2%	45,623	13.4%
Built 1970 to 1979	587	8.6%	53,974	15.9%
Built 1960 to 1969	591	8.7%	41,112	12.1%
Built 1950 to 1959	2,087	30.7%	36,993	10.9%
Built 1940 to 1949	1,556	22.9%	16,184	4.8%
Built 1939 or Earlier	1,428	21.0%	38,042	11.2%



Rate of CMHA Vouchers by Zip Code, May 2018

Below 1%

1% to 5%

5% to 7.49%

More than 10%

7.5% to 10%

Rate of CMHA Vouchers being used in May 2018 by zip code, out of the number of occupied households per zip code. The Linden area has a rate of 9.9%, with 805 vouchers being used in the zip code.

Source:

Columbus Metropolitan Housing Authority

Housing Units by Housing Costs a	s a Percentag	e of Househ	old Income in the	Past 12 Mon	ths, ACS 2016										
	Income	Less than \$2	20,000	Income	\$20,000 to	\$34,999	Income \$	35,000 to \$	49,999	Income	\$50,000 to \$	74,999	Income	\$75,000 or	More
% of Income Spent on Housing	Linde	n	Columbus	Lind	en	Columbus	Linder	า	Columbus	Linde	n	Columbus	Linde	n	Columbus
% of income Spent on Housing	Count	Percent	Percent	Count	Percent	Percent	Count	Percent	Percent	Count	Percent	Percent	Count	Percent	Percent
Less than 20 %	114	1.7%	0.6%	351	5.2%	1.4%	313	4.6%	3.2%	619	9.1%	9.2%	503	7.4%	23.3%
20 to 29 %	171	2.5%	1.4%	170	2.5%	3.8%	507	7.5%	6.7%	235	3.5%	8.1%	2	0%	4.5%
30 % or More	2,209	32.5%	16.2%	942	13.8%	11.5%	196	2.9%	4.8%	14	0.2%	1.9%	0	0%	0.5%

TRANSPORTATION

COTA Mainstream Origin & Destination Zips Combined, 2017 (Top 30 Rank) General Area (Not exact) 0+D % 43213 Whitehall/East Columbus 7.80% 2 43215 Downtown 6.13% 5.57% 43219 North Central (Sunbury & Stelzer Areas) 5.38% 4 43232 Eastland Mall Area 4.53% 43230 Gahanna 43229 Northland 4.44% 6 4.14% 43228 Georgesville Road/Hillard-Rome 8 Livingston & Hamilton 3.70% 43224 North Linden 3.59% 10 South Side/Obetz 3.51% 43207 43214 3.43% Clintonville 43068 Reynoldsburg 12 3.20% 13 2.55% 43123 Grove City 14 2.48% 43235 OSU Airport/Crosswoods/NW Columbus 43211 Linden 2.46% 43081 Westerville 2.45% 16 17 Short North/Weinland Park/Campus 2.40% 43201 18 43204 Hilltop/Valleyview 2.37% 43203 King-Lincoln/Near East 2.26% 19 20 43231 Minerva Park/Far Northeast 2.14% 43209 Bexley 2.13% 22 43205 Franklin Park/OTE 2.01% 1.88% 23 43220 North Upper Arlington/Henderson Rd. 24 Upper Arlington/Dublin Rd. 1.84% 25 Marble Cliff/UA/Grandview Hts./5xNW 1.80% 1.74% 26 Greater Hilltop/Harmon Ave. 1.72% 27 43210 OSU Campus 1.63% 28 43206 South Side 29 43110 Canal Winchester 1.37% 43085 Worthington/Linworth 30 1.21%

Origin + Destination Percent (O+D %)

This number represents the total share of COTA Mainstream trips originating or terminating at a zip code. It is calculated by summing the trips that begin and end at a zipcode divided by the total number of boardings and alightings system wide. This value reflects the magnitude of service use in each zip code.

Location Quotient (O+D)

This value represents the concentration of mainstream service accounting for the residential population of the zip codes. A value of 1 represents the service used in the zip code is proportionally equivalent to the population residing in that zip code. A value <1 means that service is underutilized compared to the population at that zip code. A value >1 represents a high concentration of service used compared to the population. It is calculated by dividing the O+D% by the share of the total population residing at that zip code.

Source: Central Ohio Transit Authority, Spring 2018

Analysis of Vohicle	Dogistrations	with Ohia Dant	of Dublic Safety	by Salact Zin Code for 2017	

Zip	Area	2017 Passenger Car Registrations	2017 Unique Passenger Car Registrations	Est. Population Age +15 (2016 ACS)	# of Unique Registrations Per 100 People	Vehicles Per Potentially Eligible Driver
43211	Linden/East Linden/ Northeast Columbus	15,384	9,414	15,866	59 registrants	0.969
43221	Upper Arlington Area	30,310	19,083	25,887	74 registrants	1.17
43203	Near East/King-Lincoln Area	5,254	3,677	5,869	63 registrants	0.895
43205	Olde Town East/South of Main/Franklin Park	8,901	5,960	10,248	58 registrants	0.896
43214	Central Clintonville/ Graceland Area	23,219	15,722	22,681	69 registrants	1.024

Data from the Ohio Department of Public Safety shows the number of unique passenger car registrations by zip code. When the potentially eligible driving population is taken into consideration (age 15 and up), the Linden zip code has a relatively average rate of car registrations, but those vehicles are registered to fewer share of individuals than in other zip codes. The 43211 zip code is larger than the Linden Community Plan study area, so these figures are not exactly representative of the study area.

Zip	Origin	Origin %	Desination	tinations by Zip Co Destination %	Origin + Destination	0+D %	ZCTA Pop 2016 ACS	% Population	Location Quotient (O+D)	Loc. Q. (Origin %)	Loc. Q. (Dest %)
43004	1572	0.62%	1330	0.53%	2902	0.58%	25473	1.75%	0.329711334	0.36	0.302350345
43016	1755	0.70%	1873	0.74%	3628	0.72%	34750	2.38%	0.302154477	0.29	0.312120211
43017	2802	1.11%	2654	1.05%	5456	1.08%	40449	2.78%	0.390376024	0.40	0.379954903
43026	2764	1.10%	2866	1.14%	5630	1.12%	60290	4.14%	0.270258694	0.27	0.275276936
43035	9	0.00%	126	0.05%	135	0.03%	26421	1.81%	0.014787715	0.00	0.027615965
43054	1736	0.69%	1575	0.63%	3311	0.66%	24191	1.66%	0.396115579	0.42	0.377021103
43062	1	0.00%	1	0.00%	2	0.00%	28526	1.96%	0.000202911	0.00	0.000203001
43065	73	0.03%	85	0.03%	158	0.03%	40957	2.81%	0.01116466	0.01	0.012017931
43068	8101	3.22%	8015	3.18%	16116	3.20%	54128	3.71%	0.861691565	0.87	0.857473031
43081	6164	2.45%	6156	2.45%	12320	2.45%	58780	4.03%	0.606593412	0.61	0.606468087
43082	786	0.31%	802	0.32%	1588	0.32%	31821	2.18%	0.144428612	0.14	0.145948444
43085	2980	1.18%	3107	1.23%	6087	1.21%	25254	1.73%	0.697573043	0.68	0.712442798
										0.00	
43106	1	0.00%	1	0.00%	2	0.00%	1633	0.11%	0.003544544		0.003546114
43109	2	0.00%	2	0.00%	4	0.00%	119	0.01%	0.097281351	0.10	0.09732445
43110	3564	1.41%	3312	1.32%	6876	1.37%	37322	2.56%	0.533196786	0.55	0.513883109
43119	1109	0.44%	1040	0.41%	2149	0.43%	28100	1.93%	0.221333249	0.23	0.2143216
43123	6313	2.51%	6547	2.60%	12860	2.55%	62094	4.26%	0.599387794	0.59	0.610564609
43125	1894	0.75%	1693	0.67%	3587	0.71%	13625	0.93%	0.761923606	0.80	0.719547338
43137	337	0.13%	182	0.07%	519	0.10%	1892	0.13%	0.793894493	1.03	0.557043588
43146	2	0.00%	2	0.00%	4	0.00%	12326	0.85%	0.000939192	0.00	0.000939608
43147	748	0.30%	721	0.29%	1469	0.29%	39576	2.72%	0.107425272	0.11	0.10549753
43201	5836	2.32%	6228	2.47%	12064	2.40%	30195	2.07%	1.15630621	1.12	1.194407422
43202	2499	0.99%	2637	1.05%	5136	1.02%	21730	1.49%	0.684040557	0.67	0.702731348
43203	5564	2.21%	5802	2.31%	11366	2.26%	7602	0.52%	4.327094202	4.23	4.419659206
43204	6001	2.38%	5922	2.35%	11923	2.37%	40957	2.81%	0.842507876	0.85	0.837296332
43205	4723	1.87%	5388	2.14%	10111	2.01%	12605	0.86%	2.321495381	2.17	2.475276169
43206	4159	1.65%	4058	1.61%	8217	1.63%	21894	1.50%	1.08618734	1.10	1.073311673
43207	8951	3.55%	8742	3.47%	17693	3.51%	47592	3.27%	1.075930169	1.09	1.063691698
43209	5497	2.18%	5212	2.07%	10709	2.13%	28412	1.95%	1.090846584	1.12	1.062286163
43210	4145	1.65%	4496	1.79%	8641	1.72%	11789	0.81%	2.121307371	2.03	2.208453495
43211	6460	2.56%	5952	2.36%	12412	2.46%	21929	1.50%	1.638096577	1.70	1.57174837
43212	4499	1.79%	4583	1.82%	9082	1.80%	19436	1.33%	1.352356431	1.34	1.365469143
43213	19171	7.61%	20096	7.98%	39267	7.80%	32469	2.23%	3.500059061	3.42	3.584095989
43214	8718	3.46%	8549	3.40%	17267	3.43%	26300	1.80%	1.900105452	1.92	1.882341825
43215	14834	5.89%	16032	6.37%	30866	6.13%	13807	0.95%	6.469900333	6.22	6.723993778
43217	38	0.02%	24	0.01%	62	0.01%	2501	0.17%	0.071745483	0.09	0.055569498
43219	14035	5.57%	13995	5.56%	28030	5.57%	29237	2.01%	2.774641346	2.78	2.771909319
43220	4829	1.92%	4633	1.84%	9462	1.88%	26995	1.85%	1.014416198	1.03	0.993843249
43221	4659	1.85%	4586	1.82%	9245	1.84%	32313	2.22%	0.828030241	0.83	0.82185593
43222	1244	0.49%	1514	0.60%	2758	0.55%	4020	0.28%	1.985568033	1.79	2.180915031
43223	4218	1.67%	4532	1.80%	8750	1.74%	25159	1.73%	1.00654047	0.97	1.043122828
43224	9374	3.72%	8714	3.46%	18088	3.59%	41462	2.84%	1.262574069	1.31	1.217043866
43227	9770	3.88%	8882	3.53%	18652	3.70%	23431	1.61%	2.303833804	2.41	2.195123041
43228	10345	4.11%	10494	4.17%	20839	4.14%	54999	3.77%	1.096575769	1.09	1.10490564
43229	11437	4.54%	10922	4.34%	22359	4.44%	50964	3.50%	1.269712609	1.30	1.241016594
43230	11341	4.50%	11460	4.55%	22801	4.53%	56634	3.89%	1.165180537	1.16	1.171780603
43231	5361	2.13%	5432	2.16%	10793	2.14%	20469	1.40%	1.526026638	1.52	1.536745885
43232	13969	5.55%	13137	5.22%	27106	5.38%	43448	2.98%	1.805561176	1.86	1.75091609
43235	6283	2.49%	6197	2.46%	12480	2.48%	42314	2.90%	0.853585575	0.86	0.848079056
43240	1220	0.48%	1361	0.54%	2581	0.51%	4054	0.28%	1.842556542	1.74	1.944076293
43608	4	0.00%	4	0.00%	8	0.00%	14951	1.03%	0.001548589	0.00	0.001549276
SUM	251897	100.00%	251674	100.00%			1457395	100.00%			

APPENDIX •••••

TRANSPORTATION

The data below was collected from the GIS Crash Analysis Tool (GCAT) provided by the Ohio Dept. of Transportation (ODOT). The purpose of GCAT is to provide a convenient highway safety crash analysis tool. This crash data is not considered official and has been provided by the Ohio Department of Public Safety and modified by ODOT for engineering and analysis purposes ONLY. Original crash data reports can be obtained from the law enforcement agency handling the crash or Public Safety's Ohio Traffic Safety Office Crash Data site. GCAT URL: https://gis.dot.state.oh.us/tims/CrashAnalytics

Incidents Involving Non-Motorists by Incid	ent Cause, 20	07-2017
Cause Type	Linden	AII
None-Motorist	6,165	281,246
Failure To Yield	1,161	53,662
Failure To Control	1,154	45,410
Followed To Closely/ACDA	1,141	87,736
Improper Lane Change/Passing/Offroad	490	19,553
Improper Backing	239	10,469
Ran Stop Sign	193	4,636
Ran Red Light	191	11,592
Improper Turn	164	8,473
Other Improper Action	141	6,865
Operating Vehicle In Negligent Manner	120	3,169
None Non-Motorist	103	3,345
Left Of Center	89	3,409
Swerving To Avoid	58	2,201
Darting	53	600
Improper Crossing	52	1,235
Failure To Yield Right Of Way	31	333
Other Non-Motorist	30	796
Improper Start From Parked Position	20	979
Unsafe Speed	18	953
Wrong Side/Wrong Way	18	437
Stopped Or Parked Illegally	17	708
Failure To Obey Signs/Signals/Officer	16	301
Operating Defective Equipment	14	921
Vision Obstruction	13	448
Lying And/Or Illegally In Roadway	12	271
Load Shifting/Falling/Spilling	10	540

Only showing causes with at least 10 occurences in Linden

Age Group of Ped	estrians in Cr	ashes, 2007-	2017	
	Linden #	Linden %	County #	County %
Under 13	49	26%	865	17%
13 to 18	36	19%	664	13%
19 to 24	13	7%	804	16%
25 to 34	29	16%	800	16%
35 to 54	42	23%	1,232	25%
55+	16	9%	617	12%
Children + Older	65	35%	1482	30%

Crash Type	Line	den	A	1
Sideswipe—Passing	1,240	19%	40,510	13%
Rear End	1,188	18%	90,164	30%
Angle	938	14%	34,120	11%
Parked Vehicle	841	13%	23,100	8%
Left Turn	718	11%	40,870	14%
Fixed Object	451	7%	26,484	9%
Backing	308	5%	12,331	4%
Right Turn	254	4%	11,585	4%
Pedestrian	220	3%	5,319	2%
Pedalcycles	114	2%	2,814	1%
Head On	107	2%	4,917	2%
Sideswipe - Meetina	86	1%	2,868	1%

Contributing Factor	s, Traffic C	rashes, 20	07-2017	
	Line	den	Franklin	County
Speed	554	8%	19,405	6%
Alcohol	270	4%	12,343	4%
Drugs	75	1%	2,700	1%
Distracted Driving	176	3%	10,722	4%
Senior Driver	550	8%	35,176	12%
Young Driver	2,129	33%	116,001	38%

Only showing crash types with at least 1% of occurences in Linden.

Total Vehicle Crashes by Year, 2007 to 2017

Year Linden County 2007 552 30,029 2008 601 28,659 2009 613 27,205
2008 601 28,659
.,
2009 613 27,205
2010 581 27,301
2011 481 23,278
2012 580 26,862
2013 473 24,214
2014 551 26,938
2015 684 29,273
2016 724 29,744
2017 687 28,591
TOTAL 6,527 302,094

LAND USE PLANS: C2P2

Columbus Citywide Planning Policies (C2P2) is a new approach to area and neighborhood planning in Columbus. C2P2 establishes a framework for future neighborhood planning and development review. It is based on best practices and policies developed by the City of Columbus over 20+ years of area and neighborhood planning, and it is the city's most up-to-date policies for land use and design. Areas may vote to support C2P2 adoption, similar to the past process for area plans. Updates to C2P2 will include community engagement. Columbus Citywide Planning Policies include guiding principles, design guidelines, land use policies, and land use plans for individual areas. C2P2 was adopted by City Council as a framework for land use planning on July 16, 2018. At the same time, Council adopted C2P2 for the Far East, South East and South Linden areas. C2P2 is available to all areas in the city of Columbus, except portions of the city that fall within historic districts or design review areas, as these areas already have design guidelines and related review processes. When a community supports C2P2, City Council may consider adoption of C2P2 for the respective area. City staff will begin working with communities to develop Land Use Plans in 2020. Prior to this (2018/2019), areas may request adoption of the C2P2 Design Guidelines to be used with existing adopted area plans. The City's past area plan process made it challenging to update plans in a timely manner. This left areas covered by older plans, or areas without a plan, without the benefit of current land use policies and design guidelines. C2P2 is designed to guide and focus future growth in a way that benefits our communities. Land Use Plans are used with the C2P2 Design Guidelines and Land Use Policies to review rezoning and variance applications.

Questions? For more information about C2P2, visit columbus.gov/planning/C2P2, call 614-645-8834, or email C2P2@columbus.gov

CONCERNED LINDEN CLERGY

SWOT THREATS

- Lack of adequate funding
- Strong black leadership who are not afraid to talk for the community or greedy
- · The media's emphasis on negative information
- Drug trafficking
- Lack of major employer(s)
- · Access to jobs
- STEM progress is it really STEM?
- Demand for money to address the issue
- Poverty Industrial Mentality Complex
- Prison Industrial Mentality Complex
- Gentrification

SWOT STRENGTHS

- Diversity
- Labor Pool
- The people
- Location (Excellent)
- Public Transportation
- Black people are a strength
- Pride/History
- GPS that represents Linden
- · Businesses, Churches
- · Identify with Linden (folks)
- · Design of Linden
- · Individual resources
- · Amazing church base
- · Facilities in area/community family social
- · STEM academic schools
- · CAHS Schools
- · Linden pre-schools
- Restaurants
- · Large Group of creative youth
- · Access to university

SWOT OPPORTUNITY

- Is there an opportunity for tax abatement in Linden?
- Stem education focus on digital econ. (Content/ Music/Apps) (8)
- Build on safe street program in Linden (1)
- Vacant building on main corridor (1)
- Growing network of community gardens (1)
- Art space/ Green space local indigenous people lead the way (2)
- · Vulcan car company Where are we with them? (elec. cars) (2)
- Grocery stores (1)
- Establish a knowledgeable/informed community advocate (2)
- · Mandate percentage of contract jobs be set aside for Linden residents (1
- Rehab homes would be opportunity for training (vocational skills) (6)
- Organizations connecting together *Linden Leaders Gp.(Connector) (2)
- 100 Million dollars or more of smart city money is available (7)
- Positive Attention focused on Linden currently (Perfect storm) (3)

Faciliated by Sadicka White and Roxyanne

Church, located at 2021 Cleveland Ave.

Burrus on October 21, 2017 at the Bethel AME

- Creating an econ. Dev. Org. (1)
- Affordable housing (4)

- SWOT WEAKNESS
- Increasing transient population • Housing/Drugs *Where is the broom?
- · Groups with vested interest
- Where are they coming from?
- Who is looking out for the poor residents?
- The people who live in Linden
- · Lack of grocery store in Linden
- · Lack of the community village concept
- Large number of vacant buildings
- · Fear, greed, lack of moral courage with community Leader(s)
- · Low education attainment
- · Too much lack of involvement
- Increasing rental property and lack of home ownership
- · Lack of unity (Local and national levels)
- · Lack of male involvement
- Lack of good housing stock
- Lack of good job opportunities
- · Lack of good communication with accurate information
- Policing and policies
- · Lack of large anchor institution
- · Law enforcement/ traffic and code
- Negative perception of Linden both adult/youth (external)
- · Poor black leadership that help maintain Linden in its current social and economic condition
- Single parents (too many single heads of households)
- The income
- · The challenges
- · High crime
- Failure to hire Linden residents/contracts city employ

APPENDIX

OSU FALL 2017 STUDIO SPRING 2018 STUDIO

Studio classes in the City & Regional Planning Department at The Ohio State University are a practice-oriented way for students to gain exposure to real-world issues through a supportive academic environment.

The fall course was a Neighborhood Planning Studio with graduate and undergraduate students, providing an opportunity for students to experience the unique environment of supporting community development and equitable community revitalization through neighborhood planning. The course utilized various best practices in community development and focused on specific planning activities to inform the planning process and community stakeholders. Below are the projects and ideas that students presented at the end of the semester.

The spring course was a continuation of the fall course. Below are the projects and ideas that students presented at the end of the semester.

ALLEYWAY DESIGN

Alleys in the Linden area are currently underappreciated and neglected. This project focuses on revitalizing alleys, creating lively and safe spaces for people to relax in. The transformation of alleys would create a space that the community would want to spend more time in and improve safety conditions by increasing utilization and lighting.

COMMUNITY LAND TRUST

Columbus cares about creating homeownership in their communities and keeping housing affordable. The land trust model helps future homeowners invest in their neighborhoods and keeps housing subsidies attached to the neighborhood, the trust also offers financial counseling and mortgage financing opportunities. The goal is to offer accessible homeownership in the neighborhood in perpetuity and prevent displacement caused by rising market prices.

CRIME ANALYSIS

Crime in Linden is publicized more than anything else in the Linden area. With such a negative view of the community, this project analyzes how this affects the people living there. The analysis also looks into steps taken to eliminate the crime stigma and evaluates crime data to show where crime is most present and how that has changed over the past few years.

HOUSING PILOT PROGRAM

The Housing Pilot program is geared towards homeowners that need home repairs but cannot afford the upfront costs associated with them. The program looks to invest money into Linden on specific corridors through exterior home repairs such as roofs, fences, porches, and driveways. The project estimated the repair costs for common repairs and provided a project total program cost for improvements to properties with minor issues.

MAKERSPACE

The Makerspace concept gives community members the opportunity to build, design and create entrepreneur skills in an accessible neighborhood facility. This youthgeared program allows members to acquire new skills in a workshop setting such as wood working, metal work and designing computer software.

NEIGHBORHOOD LEADERSHIP ACADEMY

The Neighborhood Leadership Academy concept offered by United Way is being tailored to the Linden neighborhood, conducting classes that speak to challenges and opportunities in the neighborhood. The classes conducted include leadership training to help build a more resilient community. The goal is to create more community involvement and teach community members fundamental skills.

TOOL LIBRARY

The Tool Library would allow residents in the community the opportunity to borrow tools at a low financial rate. Giving residents the access to necessary power tools will help them make any needed improvements to their homes. The program also allows for emergency assistance for seniors and lower income residents to make exterior home repairs.

YOUTH PROGRAM

Young teens are a critical part of the Linden community and their opinions on what they need are valued. The youth program specifically wants to create a place for youth to spend time in. The program would facilitate Linden's youth to contribute to their community by creating meaningful installments within Linden Park.

FOOD SECURITY ANALYSIS & PROPOSAL

A food cooperative is proposed to improve food security and health in Linden. The Co-op would follow Dayton's Gem City Market model. It would require community support, strong individual leadership, and ample funding to ensure long term sustainability. A successful implementation would provide Linden residents with a local opportunity for fresh produce and food at affordable prices.

GROGAN YARD REDEVELOPMENT PLAN

The Grogan Yard Redevelopment plan takes advantage of opportunities at the southern portion of the study area. It calls for the redevelopment and densification of the Rosewind community, 11th avenue's conversion into a pedestrian greenway, and remediation of the Grogan Rail Yard into a park. This plan intends to improve quality of life while taking advantage of local assets in accommodating the future growth of Columbus.

HOUSING ASSESSMENT

An analysis of external housing conditions was conducted along key corridors and areas in the Linden community. A scoring system ranging from 0-3 was used to evaluate the need for repairs and cost estimates were provided. Solutions were recommended, including connecting residents to resources and educating them about those resources.

NEIGHBORHOOD LEADERSHIP ACADEMY

In collaboration with St. Stephen's Community House, and the United Way of Central Ohio, founding steps were taken this spring to establish a Linden based neighborhood leadership academy (NLA). Recommendations and experiences of other Columbus NLA's were collected in focus groups and feedback was collected from Linden residents in the NLA planning process. The goal of the NLA is to create leaders in Linden, not just plug people into formal leadership positions.

View all proposals in detail online at

issuu.com/ourlinden

For guestions about these studio classes at The Ohio State University, contact Bernadette Hanlon (hanlon.42@osu.edu) or Jason Reece (reece.35@ osu.edu).

SUPPLEMENTAL MATERIALS

HAMILTON STEM ACADEMY MILESTONE UPDATE | APRIL 2018-JUNE 2018

For more information, please contact: Dawn Anderson-Butcher, PhD, LISW-S // anderson-butcher.1@osu.edu

Angelic Dean // Dean.1141@osu.edu Christopher E. Brady, Ed. D. // CBrady537@ columbus.k12.oh.us

Milestone 1: Setting the Table

- Coordinator attended 3 of 3 staff meetings since last Advisory Council meeting and presented staff with updates of progress.
- On June 5th, 11 staff members participated in Professional Development to learn more about CCMSI and also the broader Linden Plan.
- Windsor, UWCO, and CCS meeting -Meeting with principal at Windsor, occurred to begin discussions about funding coordinator and work at this building starting in next academic year.
- Hamilton Coordinator met with other partners/resources to build/continue to build relationships including CVS Momentum Dance Program, Mid-Ohio Food Bank, St. Stephens, Dublin City Schools, ROX, and Safe Routes to School

Milestone 2: Needs/Resource Assessment and Gap Analysis

- CAYCI survey collection and analysis complete. Survey included results from 208 students, 27 teachers/staff and 28 parent/guardians
- School principals have received data as well as staff members who participated in the June 5th professional development
- Improved data system to track behaviors, including attendance and ODRs in real-time. OSU Team has been working with Hamilton assistant principal to receive both attendance and Office discipline data and from that have able to compile a list of the students who are most in need of interventions, Team is also working to connect ODR's, attendance, achievement data to the Decision Framework.
- A resource inventory of the building has been updated.
- During June 5th professional development, Hamilton staff were able to begin discussions surrounding the top barriers that keep students from Hamilton learning. This discussion was framed around CAYCI survey data taken by staff, parents/caregivers, and students earlier in the year. List of emergent themes include: Academic motivation in regards to attendance, tardies and early leave, staff morale/support, which include training around classroom management and trauma informed classrooms, student psych well-being and better interventions, more club and activities within school as well as neighborhood/ out of school programs, and transportation as it hinders students staying after school for activities at the school

Milestone 3. Resource/Program Development and Implementation Efforts

- A group of 9 staff members who attended the June 5th professional development will meet in August prior to the full staff returning to begin strategizing next steps on removing top barriers and how to the get the full staff engaged
- Social Work intern student will be returning to Hamilton for another year
- Coordinator has been building a relationship with the school counselor who is open to additional changes to what the MTSS process could look like for Hamilton in order to serve more students
- OSU Team has been working to find additional resources and programs that could be beneficial to the Hamilton community. Newest resources include a partnership with CVS. CVS has committed to providing materials and participating in a beautification day in July or August, providing water bottles for all students the first day of school and also supporting the school store/emergency resource closest
- Muffins for Mom Event. 73 in attendance.
 Guests were given the opportunity to hear
 from community representatives. Organization
 representatives included: Michelle Jamison
 from St. Stephens, Katherine Swidarski with
 Ohio Department of Health- Safe Routes
 to School, Thomas Savage from Nationwide
 Children's, and Officer Alesia Zacher from the
 Columbus Police Department. From the event
 almost 30 parents expressed an interest in
 volunteering for the 18-19 school year or want
 to be a part of the PTO, that will be up and
 running in the fall.
- Parent Dinner -10 families in attendance

Milestone 4. Partnership, Collaborative Leadership, and Infrastructure Development

- Tactical Meetings are occurring every other month. Last meeting occurred on May 24th. This has been the only scheduled meeting since last April Advisory Council meeting. Tactical team meeting includes OSU team and Hamilton principal and assistant principal
- 2 Care team meetings occurred currently reconstructing format to utilize currently formed teams within the building
- Ongoing meetings with CCS administration on priorities, PD, and infrastructure development.

Milestone 5. Evaluation, Continuous Improvement, and Management

- OSU Team has begun to do a 2nd year trend.
- As of 5/18 Preliminary analysis indicate the number of ODRs decreased by 1211 events and 70 students. This school year 276 Hamilton Students had a total of 2188 ODRs. Last school year, 346 students had a total of 3399 events.
- In April and May, coordinator conducted interviews with 3 teachers, 2 administrators, and 6 staff members. Interviews explored biggest barriers, supports needed, and a discussion around the current Hamilton culture.

HILLTOP EARLY CHILDHOOD PARTNERSHIP REPORT

Excerpts from the 2017 Report

Widespread perception of early childhood education

Families of the 522 Hilltop children enrolled in quality pre-K programs - as well as those attending other preschools that have not yet attained their Step Up To Quality ratings – understand the value of early childhood education. "The parents I've talked to are excited about preschool," says Hilltop parent Andi Douglass. "They love watching their kids learn new things." But the vast majority of parents and caregivers on the Hilltop have not been exposed to these opportunities. The idea of going to school prior to kindergarten is unfamiliar to them – especially for those from other countries or cultures with different education customs. "If you're from a country that doesn't have early childhood education, it doesn't occur to you," says Nancy Day-Achauer, chairperson of United Westside Coalition and senior pastor at St. Mark's United Methodist Church. Throughout the community, there is a common perspective that preschool is group babysitting - something they do not need if they or a friend or relative can be home during the day with their kids. Some Hilltop families fear their children will actually be harmed - either physically or developmentally - at an early childhood education center. "Some childcare centers are hooking them onto phone gadgets," says Zerga Abid, president and founder of MY Project USA. Some parents have heard news reports of abuse at childcare facilities. Especially among the Hilltop's Somali-born residents, there is widespread distrust of the preschool system The reputation of the Hilltop itself poses a problem even for quality-rated early learning centers in the neighborhood. "We're not valued," says Laura Moehrman, executive director of Hilltop Preschool, which has earned a 5-star Step Up To Quality rating, "because the neighborhood has a stigma." Some families may presume there are no good opportunities available to them simply because they do not expect institutions of high quality to be located in the Hilltop.

Why kids aren't in pre-K

In addition to perceptions, including misconceptions, about preschool, there are additional substantive barriers to kids' enrollment in preschool. There are parents and quardians in the Hilltop who could be inclined to send their children to early education centers who feel prevented from doing so by financial, social or circumstantial factors. Many Hilltop families have been unable to make pre-K a priority because they have so many other stressors in their lives. For residents without living wages, reliable health care or stable housing, the concept of a nice place for their youngest children to play and learn may seem remote. For parents without employment, Ohio Department of Job and Family Services funding is not available, which makes pre-K cost-prohibitive. Some families wonder if enrolling their children in preschool will bring unwelcome intrusions into their lives - especially undocumented new Americans who fear deportation. One of the more oft-repeated challenges is neighborhood safety. Many Hilltop residents are afraid to venture far from their homes by themselves - much less with small children. Those without their own vehicles or another means of safe, reliable transportation are reluctant to walk significant distances to bring their kids to preschool. "Making the Hilltop safe is most important," savs Michelle Raglin, human resources director at Educational Solutions, which manages three community schools, including one in the Hilltop. "An initiative like that of the Linden area to clean up the neighborhood would benefit providers in getting more parents to enroll their kids." Why families don't choose quality Not all childcare providers maximize the opportunity to develop their students' brains or enrich their experiences. Some children may be dropped off at a neighbor's house each day, where they join a group of toddlers and infants. Others may be enrolled in a preschool center where the teachers and administrators lack the training or the resources to properly engage students in developmentally appropriate activities. Unfortunately, the presence of a loving adult - as all or most of these daycare settings have - is not enough to prepare a child to learn. The majority of families are unlikely to seek out a pre-K opportunity that is rated as quality because few of them have ever heard of Step Up to Quality. "Parents don't know about the star quality rating," says Necole Galloway, assistant director of Fresh Start Learning Academy.

A positive first impression or the recommendation of a friend is likely to carry more weight than the State of Ohio's complicated assessment system. And many families will feel more secure leaving their children in the care of someone they know – even if that person has little or no training in early childhood education. "Safety, affordability and location are showstoppers, so if you don't have those, you can't go further to ask if the program is quality," Douglass says. She says parents of toddlers are unlikely to prioritize the academic potential of a preschool. "It needs to be a safe place," Douglass says. "It needs to be a nice place for their children to be."

Why providers aren't rated quality

Even before the state announced its impending funding requirement, the vast majority of Hilltop preschools aspired to deliver a quality education to their students. However, providers will attest that it takes far more than determination to earn three or more Step Up to Quality stars from the Ohio Department of Job and Family Services. In fact, there may be centers that would already be rated quality if only they could navigate the process. "I think I was operating as a 5-star center for a long time," Moehrman says. "But I couldn't handle the paperwork." Providers say confusion about the standards and bureaucracy within the process are inhibitors on the path to quality. "It's a nightmare because they keep changing the rules," says Day-Achauer, whose church offers early childhood education. "We're a high-quality center, but we don't have our star rating yet." Several providers say a lack of organized mentorship from those who have successfully achieved a quality Step Up to Quality Rating keeps others from joining their ranks. Even many of those who know what they need to do to earn their quality rating can't afford to do so. There are numerous expenses associated with a quality rating, including curriculum, materials, assessments and family engagement. Most significantly, the state ratings value a staff that is educated and continually trained. Professional development is expensive. So are salaries for well-trained teachers with professional degrees. Few centers can afford to hire the most qualified teachers, and fewer still can keep them. "We have to pay teachers more," Galloway says. "It costs so much to become quality star rated. It takes money to get a higher rating." Some excellent pre-K teachers may start out in a preschool when they are new to the profession, but then pursue a career in K-12 or higher education so that they can make a better living. Until early childhood educators are compensated at least as well as public school teachers, it will be difficult to attract and retain the best ones. The average annual salary for pre-K teachers is about \$25,000, compared to \$42,000 for a first-year teacher in Columbus City Schools. This leads to inexperience and high turnover, says early childhood education consultant Terrie Ragland. "You get what you pay for, unfortunately," she says. "Adequate funding is the number 1 barrier to quality."

Recommendations

The input and expertise shared through the Hilltop Early Childhood Partnership's public process clarified the steps that need to be taken in the next two years in order to achieve Mayor Ginther's goal. These initiatives would require collaborations, including the City of Columbus, the State of Ohio, Franklin County, Columbus City Schools and individual providers of education, health and family services in the Hilltop.

Strategies

- Build community awareness of the necessity of a quality pre-K education
- Work with all early education providers to establish, improve or maintain a quality rating
- Expand capacity for additional pre-K children to attend quality education programming

Tactics

Simplify our message

"Finding simple ways to talk about early childhood education is important," Alicia Leatherman, director of strategic initiatives for CelebrateOne, says. Because so many different terms are used to describe early childhood education – pre-K, preschool, childcare, early learning, day care – it is essential to engage the public with words people will understand. Hilltop families need to repeatedly hear a simple, memorable message that drills in three points about early childhood education:

- Your child needs to learn every day
- Your child needs to be in school before kindergarten
- Your child's school needs to be quality

Launch a targeted Hilltop public awareness campaign around the necessity for quality early childhood education

Armed with a simplified message, the Hilltop will be blanketed with a multifaceted awareness campaign so that every resident learns of the necessity of early childhood education from a number of sources. "Other communities have come together and done a public awareness campaign around early childhood education, and I think it's time to do that on the Hilltop just to be all on one page and see that this is critical," says Linda Day-Mackessy, a senior vice president at YMCA of Central Ohio. This will include a grassroots effort carried out by Hilltop residents and community leaders through social media, family-friendly public events and one-on-one conversations. Trusted sources will be prepared to talk about early childhood education while making regular home visits. Health providers will encourage families with young children to explore pre-K options. Short videos narrated by early childhood education experts will be made available to be aired in community centers, with language translations as appropriate. Targeted public service announcements and paid advertisements will amplify the message.

Launch a parents-as-teachers initiative

Complementing the public awareness campaign will be an initiative to prepare families how to effectively educate their children through reading activities and constructive interaction before they begin school. Trusted community resources will be leveraged to develop a strategy to reach families about the best ways to nurture their youngest children's learning capacity on a daily basis in the home.

<u>Facilitate the attainment and retention of Step Up To Quality ratings</u>

A comprehensive initiative is needed in order to help pre-K providers earn and keep their Step Up To Quality star ratings from the Ohio Department of Job and Family Services. "Ohio's rating system is not perfect, but it is a start," says Justice. Providers need to fully understand how to successfully navigate the ratings system, and they need the resources to train and retain the quality teachers required by Step Up to Quality standards. This initiative will include:

- Providing adequate per-pupil funding so providers can offer insurance and improve compensation for employees
- Hiring a coach to proactively mentor every Hilltop childcare provider that needs to register with Step Up To Quality
- Organizing a support group of Hilltop providers to address challenges with attaining and maintaining a quality rating
- Directing centers to professional development and coaching programs, such as Ready4Success and Child Development Associate certificate
- Tracking overall classroom quality and student progress at quality rated preschools

Create a new facility and/or new early learning hubs to address needed capacity for and proximity to pre-K children

A new facility – either a renovated or new building – is needed to provide additional capacity for pre-K students. The new facility must also create proximity for areas of the Hilltop in which there are insufficient early childhood education options. "A half-mile radius for walking is the maximum for pre-K-age children," says Douglass. A team of Hilltop champions will be assembled to raise dollars for a new facility.

•••• APPENDIX

SUPPLEMENTAL MATERIALS

SOUTH LINDEN WALK AUDIT 2016 / COLUMBUS PUBLIC HEALTH Walking Assets - Summary

- Community gardens at Cleveland Ave & Kenmore near the library
- New sidewalks around Linden McKinley High School
- Raised intersections promote traffic calming along Duxberry near Linden McKinley
- Many homes are well-kept with beautiful gardens
- Many destinations along commercial corridors of Hudson and Cleveland, including churches, library, shops, and child care
- Many old trees provide shade on some residential streets, but not all

Walking Challenges - Summary

- Many sidewalks are broken or crumbling, especially on side streets like Maynard
- Many gaps on North-South streets only Hamilton provides complete sidewalk
- Lack of curb ramps at many intersections create barriers for wheelchairs/ strollers
- Lack of sidewalks along East-West streets, particularly Clinton and Maynard
- Lack of crosswalks throughout neighborhood, but in particular on Cleveland Ave and Hudson Street, high traffic corridors with many destinations for pedestrians
- No separation between sidewalk and street on Cleveland Ave, making walking uncomfortable and unsafe
- Street trees on Cleveland are mostly missing and planter grates are broken
- Litter is a problem on Cleveland Ave and Hudson St and near the high school – need more public trash cans to reduce litter
- Linden McKinley athletic fields are separated by barbed wire, making them uninviting
- Some vacant houses or unkempt yards that negatively impact the feeling of safety and comfort while walking
- Lack of shade on main streets (Hudson and Cleveland)
- Grass and shrubbery overgrown on many sidewalks

While the South Linden Pride area has just 15% of streets with no sidewalks and 11% with sidewalk on only one side, walking through the neighborhood reveals that the areas without sidewalk and with sidewalk only on one side greatly impede walkability through the neighborhood. Around Linden McKinley, only Duxberry Ave has sidewalks among East-West streets, and only on one side. Only Hamilton provides a complete North-South walking path, with all other streets interrupted by at least short gaps and at times entire missing blocks. Cleveland Avenue and Hudson Street have complete sidewalks, but feel uncomfortable to walk due to high traffic speeds.

Pedestrian Crashes 2011-2016

Using the ODOT GIS Crash Analysis Tool (GCAT) (located at http://gcat.dot. state.oh.us/CrashWebHome.aspx), all pedestrian-involved crashes in South Linden were reviewed for available data 2011-2016. Over that time, there were 20 crashes reported, including one fatality and four incapacitating injuries. The one fatal crash and four incapacitating injuries occurred along Cleveland Avenue, where the posted speed limit is 35 miles per hour. Sidewalks along Cleveland Avenue are not buffered from the street, and there are very few crosswalks, in part because many of the streets intersecting Cleveland Avenue are offset. The majority of crashes occurred along either Cleveland Ave or Hudson Street, or along Ontario Street or Hamilton Ave, two main North-South streets in the neighborhood.

RECOMMENDATIONS

Requests to 311

The City of Columbus' 311 system allows residents to submit requests for City Services through a single point of contact. The system is available Monday to

Friday 7 AM – 6 PM by phone at (614) 645-3111, or online at 311.columbus.gov A number of the issues with walkability in a neighborhood can be reported to 311 for investigation and response by the City. For the South Linden neighborhood, the particular issues best served by reporting to 311 are below:

- Curb ramps needed at intersections
- · Gaps in the sidewalk that need to be filled
- · Crosswalks needed at intersections or mid-block
- Clearing of brush and overgrowth along pathways

Reporting of an issue to 311 is not a guarantee it will be addressed in the manner requested, but it will ensure that the issue is reported to the appropriate personnel and reviewed. The resolution of a 311 request can be viewed online after reporting.

Requests to Area Commission

For issues not resolved by reports to 311, requests can be made to the local area commission. The area commissions are intended to serve as a liaison between the neighborhood residents and developers or city officials. Commission meetings are held regularly and are open to the public. Area Commissions serve a role in community planning and allocating funding from the City. The Urban Infrastructure Recovery Fund (UIRF) engages Area Commissions to identify and address capital improvement needs in Columbus' central neighborhoods. Projects are currently planned for the cycle from 2015-2019, but engagement with the Area Commission can impact project prioritization and future planning efforts.

Requests to the Transportation and Pedestrian Commission

If an issue related to traffic or pedestrian safety cannot be resolved by reporting it to 311, or by bringing it before the local area commission, it can be brought to the Columbus Transportation and Pedestrian Commission (TPC). The TPC is an official advisory body to the director of public service and Columbus city council. They address matters related to: transportation; bicycle and pedestrian safety; parking and stop-sign, traffic control, and speed-limit policies.

Many of the sidewalks in the neighborhood are in poor condition, like the ones pictured above. They are broken, overgrown, and present a major barrier to walkability particularly for those in wheelchairs or pushing strollers. Some sidewalks, like the sidewalk on the north side of Duxberry Ave next to Linden McKinley High School, are new and in good condition, but this is the exception rather than the rule.

In areas where the sidewalks were so deteriorated or overgrown that they made walking difficult, it was often easier to walk in the street, in particular for people with wheelchairs or strollers. This presents a significant safety hazard especially for the most vulnerable pedestrians. Along Duxberry Avenue, there are raised intersections that serve as traffic calming devices, but traffic calming was implemented in very few other locations in the neighborhood. The lack of safe and visible crosswalks is a major concern in the neighborhood, especially along Cleveland Avenue and near the schools.

South Linden has a growing community garden movement, with one garden currently active and another breaking ground this year. There are many churches in the neighborhood and Linden McKinley High School sits at the heart of the neighborhood. Many neighborhood residents display signs in their yard calling for no more gun violence in the community, sending a strong message that residents care for their community.

Within the South Linden Pride Area, there are no community parks, but the grounds of Linden McKinley High School serve as an area for community gatherings and recreation. Unfortunately, although shared use of the grounds is allowed by Columbus City Schools, a barbed wire fence protects the athletic fields and makes the facility seem uninviting.

COLUMBUS EDUCATION COMMISSION REPORT / 2013

The Commission, whose members were education, civic, and business leaders, focused on six key issues:

- 1. Making sure that every Columbus child is kindergarten ready. Children who come to school ready are significantly more likely to succeed academically. Yet, according to data provided by the Ohio Department of Education, 34 percent of children enter Columbus City Schools unprepared for kindergarten. Numerous public, private and not-for-profit pre-K programs operate throughout the city, but the cost for many programs is a barrier for low-income families, and there aren't enough slots available in high-quality pre-K programs to serve all children. The commission calls on the community to ensure that every child is ready for kindergarten by making available high-quality, pre-K programs to every family in the Columbus City Schools district, with a priority placed on the lowest income families. This should be accomplished through a community effort to raise the necessary revenue, while a community-wide Early Childhood Council helps the district determine which community providers meet the high standards necessary.
- 2. Recruit and retain high-performing teachers and principals. The most important factor in a student's academic achievement is the classroom teacher, and the most important factor in building a school full of highly effective teachers is the building principal. Great principals shape a school culture of high achievement, support good teachers and help them grow, and hold themselves and their entire staff accountable for results. To do so, the principal must have the authority to make decisions regarding personnel and other issues that affect academic achievement. Columbus City Schools lacks a comprehensive human capital strategy to attract, retain and develop highly effective teachers and principals, and to identify and remove quickly those who are not effective. Demonstrated experience in recruiting and retaining highperforming teachers and principals, and removing those who are not, must be a key criterion for the appointment of the next superintendent. Additionally, the human resources professionals in the community should partner with the district in an effort to recruit highperforming teachers and principals to Columbus, and help support them when they are here in our community.
- 3. Support state-of-the-art teaching tools and materials. Technology and new teaching methods are offering more individualized paths for students and access to a wider array of curricular materials. Districts across the country are engaging with technology to improve teaching and learning for each student, and are meeting with critical success. In order to take advantage of these new and developing tools, students and teachers must have access to the technology in school and at home, teachers must be proficient in using these tools to improve teaching and learning for every child, and parents must also be able to access and use the information that a digital approach to individualized learning can offer. Since the technological needs of the community include but also extend beyond the Columbus City Schools district, a focused non-profit or governmental entity should be created to manage the development and deployment of technology that supports one-to-one computing for every student and teacher, and that works with other community organizations like libraries and neighborhood centers to build a digital layer connecting all the learning environments in the community so that the whole community is supporting student achievement in the most efficient and effective manner.
- 4. Create more high-performing neighborhood schools & school choices.

Success has eluded far too many children in Columbus and the schools that most of them attend. In 2011-12, about 30,000 Columbus students attended schools rated as academic watch or academic emergency on the state report card. Of these, about 23,000 attended Columbus City Schools, where 60 of 117 buildings were schools the state has deemed persistently low-performing. Parents in Columbus want, and deserve, a high-performing school for their children in their neighborhood, as well as choices of specialized schools in or out of the neighborhood to meet individual student needs and interests. To meet this expectation, Columbus City Schools must replicate those high-performing schools for which there is a demonstrable demand for additional seats, and the community must organize itself and provide the resources to encourage new high-quality charter schools and

to grow existing high-quality charter schools in Columbus neighborhoods. A key criteria for the selection of the new superintendent of Columbus City Schools must be the demonstrated capacity to put in place the effective leadership necessary to improve or replace lowperforming schools, to recruit principals who have the skills to lead such efforts, to give the building principals the authority and responsibility to make all decisions affecting academic achievement at the building level, to restructure the central office into an organization that supports the success of effective schools, and to partner effectively with high-performing charter schools.

- 5. Give students a clear purpose. As Mayor Coleman has said, every child should graduate prepared to go to college, get a job, start a business or join the military. Today, too many who earn a high school diploma are not prepared for success in life. This is particularly a problem in our new economy, where there are fewer and fewer family-supporting jobs that do not require a level of intellectual problem-solving capabilities generally beyond high school. Columbus lacks a cohesive system that nurtures a sense of purpose for students according to their unique interests and talents. Partnering with our higher education institutions, particularly Columbus State Community College, every student should graduate high school with a diploma and with one or more certificates that are valued in the workplace, and should have earned credits toward a college degree. Educational pathways leading to particular professional fields must be available in every neighborhood, with more effective and deeper partnerships with business and industry present throughout the educational system.
- 6. Partner with the community to serve the whole child. Even as we set and maintain the highest aspirations and standards for the education of our children, we know that they face challenges and opportunities beyond the classroom such as poor health and nutrition, poverty, addiction and mental illness that will have a direct impact on their success in school and in life. For that reason, it is critically important that student performance and steps to improve success be viewed in the context of the whole child, and that the community be engaged to address these pressing matters. The many initiatives needed in the community include expanding school breakfast, lunch, weekend and summer nutrition programs to all students, increasing the number of arts-focused schools, enhancing information sharing between schools and social service agencies, and making sure every child has a library card to encourage literacy.

The Commission recommended four steps:

- 1. The creation of a Public/Private Partnership to lead the drive for educational excellence within Columbus, leveraging all available public and private support. The partnership will ensure the implementation of the Columbus Education Commission report, will work to attract and support high-quality charter schools and replicate highperforming district schools, will provide parents and families with clear information about educational options, and will encourage and train community members to be effective leaders in our educational system.
- 2. The creation of an Office of Independent Auditor, modeled on the existing Columbus City Auditor. The new independent auditor will be responsible for auditing fiscal and performance management of CCS, and will have the power and responsibility to investigate allegations of wrongdoing.
- 3. Improving the performance of Columbus City Schools by replacing the "policy governance model" in current use with specific governance policies that are consistent with the research on the practices of effective school boards presented to the Columbus Education Commission.
- 4. The Mayor should appoint a Director of Educational Improvement within his cabinet to increase the city's capacity to support educational excellence in the community. The director should sit as an ex-officio, non-voting representative to the Board of Education, serve as a member of the Public/Private Partnership for Columbus Education, and as a liaison between the district and the city, offering the school district perspective to the Mayor and Council and vice versa, for the purpose of consensus building.

View the full report at issuu.com/ourlinden.

BIG IDEAS: SUPPLEMENTAL MATERIALS

Develop Business & Support Entrepreneurs

• Another option to create an attrative entryway over I-71 into Linden



Reduce Crime & Improve Perception

Graphic plan at I-71/Hudson. The intersection of Interstate 71 and E. Hudson St. is one of four primary entry points in the Linden geography from the west. This interchange can and should provide a positive and welcoming first impression of the community. Transformative elements of the plan include

• expansion of the overpass (south) to accommodate a multi-

purpose path providing bicycle/pedestrian connections to existing infrastructure at 4th and Summit Streets to the west,

- larger tree lawn/rain gardens at north and south side of street,
- a center median,
- a prominent neighborhood gateway element, and
- enhancement to all lighting and signage including traffic signals



The railroad underpass on Cleveland Ave.
between Bonham and Camden Avenues is a
significant visual point of interest for people
traveling in and out of Linden from Milo-Grogan.
This presents a major opportunity to improve
perception and create attractive entrypoints
that contribute to a unified community identity
at multiple locations. Darkness under the bridge
is also a major issue, especially for pedestrians.
Strategic and artistic lighting installations could
improve the pedestrian experience and safety.



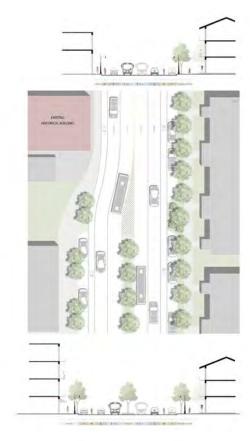
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Reimagine Cleveland Avenue

- BRT Options
- Median island diagram

MEDIAN BRT LANES

This option shares all basic components of the curb side BRT. It differs in that the dedicated bus lanes run adjacent to the center landscape median. Primary advantage is reduction of conflicts with non-transit vehicle turning movements. Disadvantages are cost, as a substantial amount of ROW would be required. In addition, stops would be relocated to the center median.

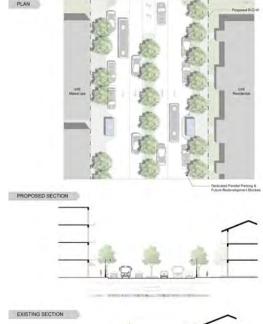


CURBSIDE BRT-TWO LANES

This option is comprised of three primary elements including: (1) dedicated curbside BRT lanes, (2) dedicated non-transit lanes along center median, and (3) landscaped median/dedicated center turn lane. This option retains the east curb line and existing CMAX bus stops.

Additional ROW must be acquired at the west edge to accommodate the landscaped median, and more to provide on-street parking.

Additionally, southbound CMAX stops will likely require relocation.



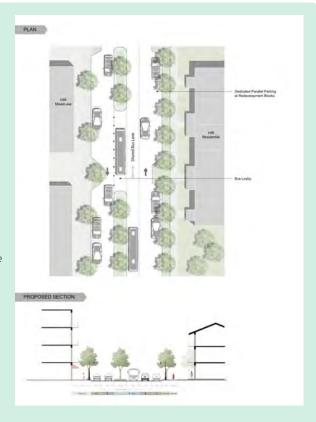
SHARED BUS RAPID TRANSIT LANE

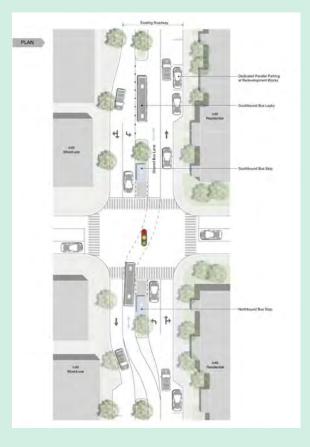
The shared lane option is intended to provide enhanced levels of transit service while minimizing the need to acquire additional ROW within the corridor. Disadvantages include required relocation of all CMAX stops to the center median, and system upgrades to enable shared lane configuration.

"A bidirectional or single

reversible bus lanes are exclusive single lanes that allow BRT vehicles to pass in one direction while another BRT vehicle waits at a station or bypass area until it can pass though the section in the other direction. This strategy is normally limited to short and highly constrained locations where road widening, or the conversion of mixed lanes is considered infeasible. The segments are usually shorter than three signalized intersections. Only one vehicle is allowed within each block. Vehicles are managed by a block signaling system that automatically detects and determines if a block is available for a vehicle to traverse. These single bidirectional lanes can provide increased reliability over congested mixed-traffic scenarios. Emerald Express in Eugene, Oregon, and certain segments on Santa Clara Valley Transportation Authority's BRT system feature bidirectional segments."

Iswalt, M., Wong, C., & Connolly, K. (2011). Innovative operating solutions for bus rapid transit through a congested segment of San Jose, California. Transportation Research Record, 2218(1), 27-38. APTA Bus Rapid Transit. "Designing Bus Rapid Transit Running Ways." (2010).

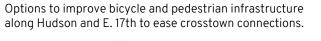




Connect the Community

HUDSON COMMERCIAL ZONE

Provide connections to regional bike assets via dedicated 8' multi-use path along the south side of the roadway to minimize impacts to existing overhead infrastructure which primarily runs along the north side of the street.





HUDSON & MCGUFFEY

Maintain access to existing businesses but minimize impacts to pedestrians / bikes by consolidating curb cuts. Where feasible, provide green infrastructure (rain garden / street trees) to buffer multi-use path from moving traffic.



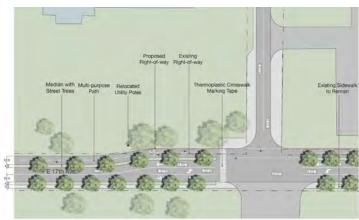
E. 17TH MULTI-USE PATH

Illustration of dedicated multi-use path separated from travel lanes by a landscape median. Minimal dedication of additional ROW on the south side of 17th provides a generous tree lawn for pedestrians. 17th Avenue is a critical link to existing bicycle assets on both 4th and Summit to the west, and to the Alum Creek regional bike path to the east.



E. 17TH MULTI-USE PATH AT INTERSECTION

Landscape median buffering multi-use path can be maintained at existing intersections with dedicated turn lanes by dedicating additional ROW.



APPENDIX •••••

BIG IDEAS: SUPPLEMENTAL MATERIALS

Connect the Community

- Bike infrastructure
- Regional bike connections



WEBER ROAD BRIDGE

Widening the Weber Road bridge over Interstate 71 to accommodate a multi-use path represents an opportunity to connect the Linden community to regional assets to the west. Other infrastructure enhancements to signage/wayfinding, and lighting including traffic signals provide a positive first impression of Linden. See proposed regional bikeway plan on page 63.

WALHALLA ROAD BIKEWAY CONNECTION

Illustration of how scenic, low-traffic roadways should be utilized to connect communities to regional bikeway assets. Low-stress bike boulevards can prioritize bicycle travel, encourage people to bike, and improve roadway equity among vehicular modes. The scenic Walhalla Road section between Indianola Ave. and High Street could serve as a direct pathway from Weber and Indianola/Linden westward to the Olentangy Trail west of N. High Street. See proposed regional bikeway plan on page 63.



Reduce Crime & Improve Perception

• Stencils to paint boarded up windows on vacant structures



APPROXIMATE COST \$35-70 per stencil

STENCIL SIZE: 26" high 14" wide

Less Expensive Option Fabricated from .090 Aluminum

More Expensive Option Fabricated from 1/8" black PVC

POTENTIAL VENDORS:

- DaNite Sign Company 1640 Harmon Ave., Columbus, OH 614.444.3333 www.danitesign.com
- Key Blue Prints, Inc.
 195 E. Livingston Ave., Columbus, OH
 614.228.3285
 www.keycompanies.com

Build Community Investment

- Columbus Altnerative HS Ball Diamonds
- connection diagram linking DT Linden to Park

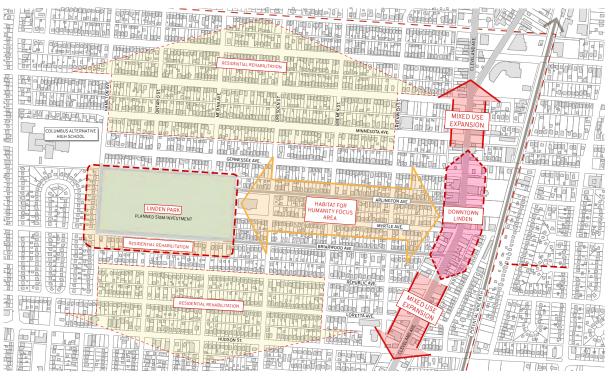
BALL FIELDS AT COLUMBUS ALTERNATIVE HIGH

SCHOOL (CAHS) While significant investments are planned immediately to the southeast at Linden Park, the eastern third of the Columbus Alternative High School site could provide the community with additional, permanent recreational facilities in the form of two little league baseball fields. The plan also suggests providing dedicated onstreet parking along the west side of Hamilton, expanding the tree lawn, and maintaining pedestrian access from residential areas to the east to CAHS between the fields.



CONNECTION LINKING LINDEN PARK TO DOWNTOWN LINDEN

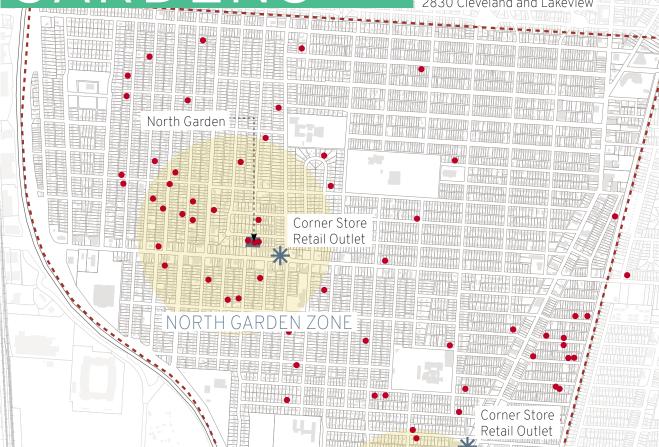
The graphic illustrates how multiple investments and initiatives are related geographically. The components include a planned \$20M investment in Linden Park to create the City's first "Opportunity Center," focused housing interventions by Habitat for Humanity on Myrtle and Arlington Avenues, and building on authentic/ethnic foods at the historic core of Linden. The plan implies that over time housing improvements will radiate into the community, as will mixed-use investments along Cleveland Avenue.



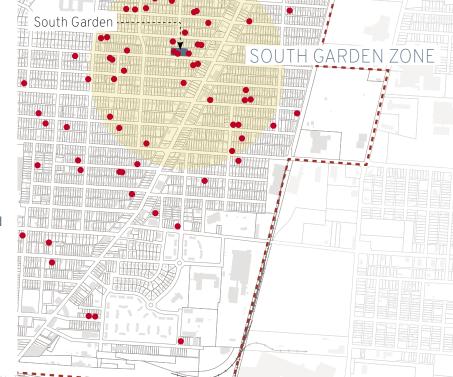
••••• APPENDIX

COMMUNITY GARDENS



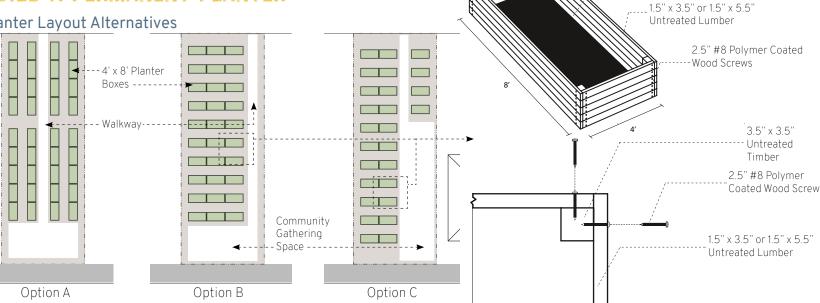


- Temporary utilization of Land Bank parcels for local food production.
- Enhance daily access to local produce at corner shops during the week.
- Provide additional produce to supply Linden Farmers Maket.
- Keep school children engaged over the summer in a structured educational environment, that includes a nutrition awareness component.
- Reduce neighborhood blight by improving vacant lots for food production.



BUILD A PERMANENT PLANTER

Planter Layout Alternatives



Cost Breakdown

4' x 8' Planter using 2" x 4" Lumber (4 Boards High - 14" Overall Height)

1.5" x 3.5" x 8' Boards = \$3.49 per board x 12 = \$41.88 (Menards) 3.5" x 3.5" x 8' Timbers = \$7.99 x 1 = \$7.99 (Menards) Landscape Felt = \$49.48 (100') / 11 (9' per planter) = \$4.50 (Lowes) 2.5" Galvanized Screws = \$10.40 (1 lbs. box) = \$10.40 (Lowes)

4' x 8' Planter using 2" x 6" Lumber (3 Boards High - 16.5" Overall Height)

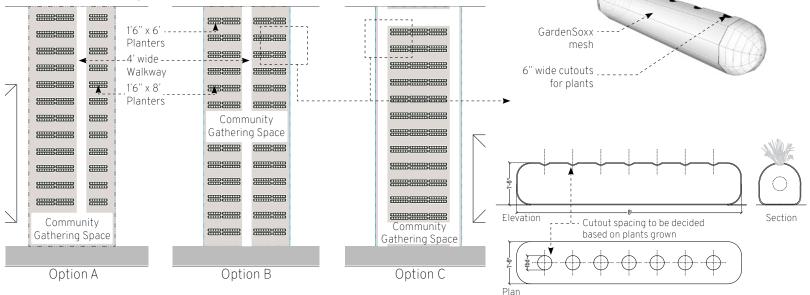
----- 3.5" x 3.5" Untreated Timbers

Landscape Felt or Hardware

1.5" x 5.5" x 8' Boards = \$5.58 per board x 9 = \$50.22 (Menards) 3.5" x 3.5" x 8' Timbers = \$7.99 x 1 = \$7.99 (Menards) Landscape Felt = \$49.48 (100') / 11 (9' per planter) = \$4.50 (Lowes) 2.5" Galvanized Screws = \$10.40 (1 lbs. box) = \$10.40 (Lowes) Total = \$73.11

BUILD A TEMPORARY PLANTER

Garden Soxx Layout Alternatives



Cost Breakdown

Garden Soxx mesh roll (500Ft) - \$2.50/Foot (including sewing) Garden Soxx mesh roll (500Ft) - \$2.50/Foot (including sewing) Thus, 8' planter = \$20

Garden soil/compost mix (in cubic yard) - \$50/Cu. Yd. 1'6" x 8' panter is 14 Cu. Ft. or 0.51 Cu. Yd.

Thus, compost for 1 planter = \$25 Total cost of each 1'6" x 8'planter: \$20+\$25 = \$45

Thus, 6' planter = \$15

Garden soil/compost (in cubic yard) - \$50/Cu. Yd. 1'6" x 6' panter is 10.5 Cu. Ft. or 0.39 Cu. Yd. Thus, compost for 1 planter = \$19.5 Total cost of each 1'6" x 6'planter: \$15+\$19.5 = \$34.5









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