



# ENVISION HILLTOP

A COMMUNITY PLAN  
FOR SHARED SUCCESS





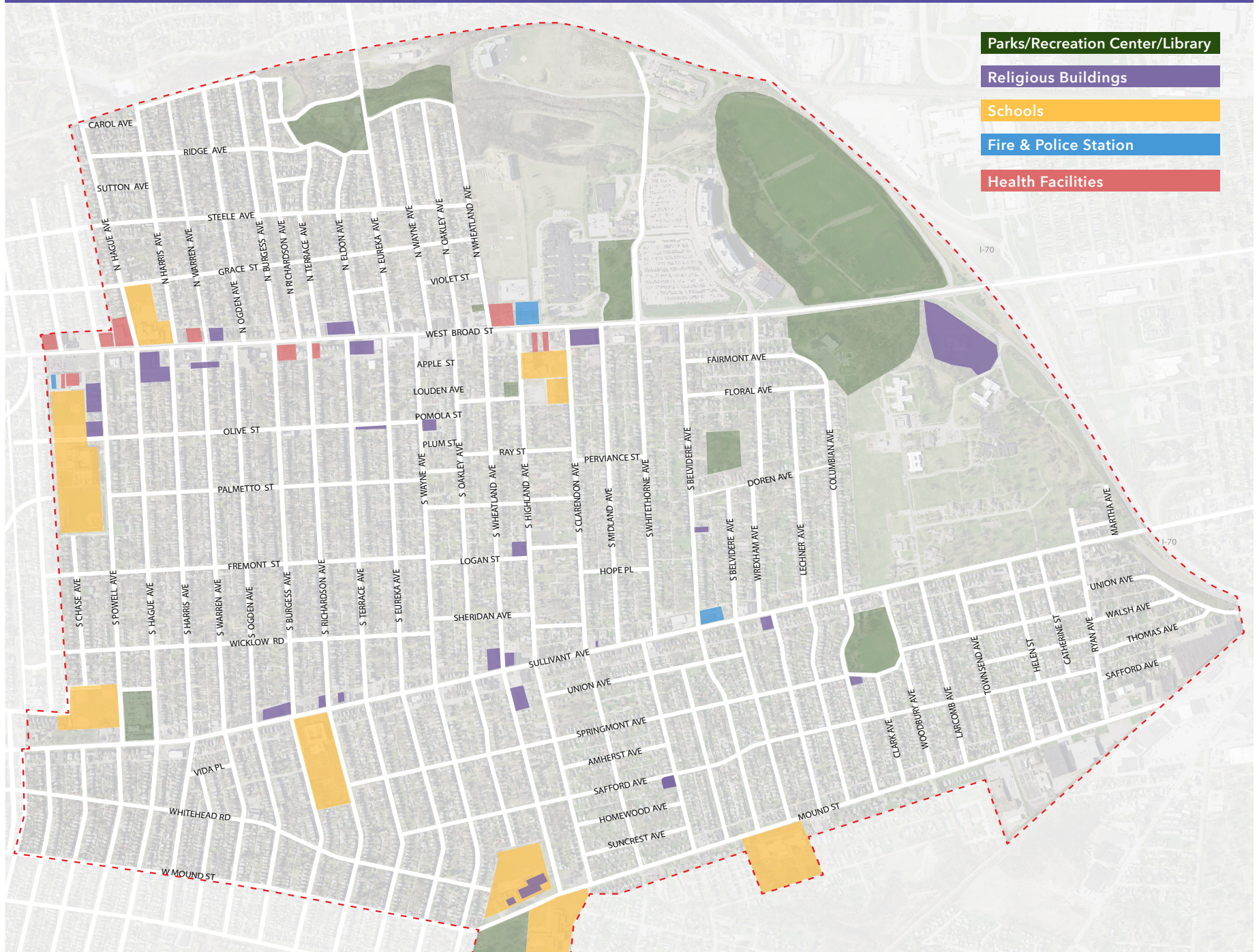
January 2020

The Neighborhood Design Center, consultant to:  
The City of Columbus, Department of Neighborhoods

Learn more about this project online: [envisionhilltop.org](http://envisionhilltop.org)

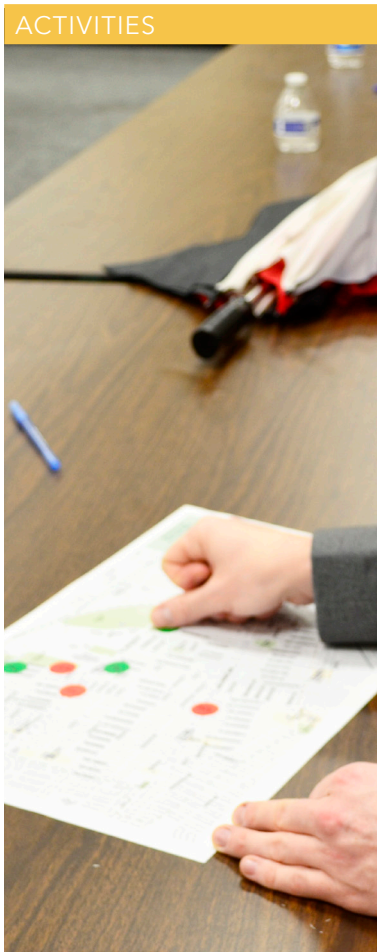


# HILLTOP FOCUS AREA MAP, SHOWING SELECT LAND USES BY COLOR





# What's in the Plan?





# Acknowledgements

## Residents first.

The Hilltop Community Plan public engagement process was driven by dedicated residents who met monthly to discuss problems and pursue solutions. The planning team designed exercises to solicit feedback and learn from the lived experiences of residents. The ideas represented in the plan were created either by residents themselves or in response to concerns voiced by residents over the year-long engagement period.

## Thank you to stakeholders.

The Hilltop Community Plan public engagement process was facilitated by a committed group of local institutional stakeholders. The Boys & Girls Club of Central Ohio graciously offered the J. Ashburn Boys & Girls Club for each monthly Envision Hilltop event, ensuring that residents were consistently meeting at the same time and location throughout the duration of the process.







## Committed Neighbors & Stakeholders.

The following individuals donated their time, perspective, knowledge, and lived experience to the creation of the Hilltop Community Plan. The plan is based directly on their feedback and many of their responses are included in this document. This project owes much gratitude to their commitment and optimism!

- Devon Abdon
- Zerqa Abid
- Pastor Nancy Day Achauer
- Jamie Allen
- Joe Argiro
- Mary (Judy) Balson
- Cheryl Banks
- Dwight Banks
- Patrick Sean Barnacle
- Sheena Bary
- Amy Basinger
- Lisa Boggs
- Debbie Breeze
- Neal Bronder
- Bailene Buckner
- Otis Jerome Buckner
- Sharry Carey
- Colleen Cunningham
- Shannon Custer
- Danny Dahl
- Stacey Diehl
- Daniel Downing
- Don Drennan
- Josh Edwards
- Nicholas Eskilson
- Dan Fagan
- Carolyn Furr
- Jennifer Garbin
- Ryan George
- Shawn Gerboc
- Raichal Gladman
- Ayanna Grace
- Geoffrey Hartnell
- Rev. David Hill
- William Huffman
- Alex Ingley
- Betty Jaynes
- Alan Jazak
- Garry Dean Justice
- Gene Klingler
- Jim Knisley
- Rowena Knisley
- Jim Lashbrook
- Sarah Lenkay
- Fabrice Ligny
- David Lucas
- C. Shawn Maddox
- Kevin Malloy
- Steven Matthews
- Jay McCallister
- Rev. Meredith McDougale
- Chaz Mechenbier
- Christopher Merkel
- Susan Mossman
- Peggy Murphy
- Susie Parsons
- Betty Peaks
- Phillip Peaks
- Geoffrey Phillips
- Terrie Ramsey
- Trevor Randall
- Rick Redfern
- Nadine Rinehart
- Derrick Ritter
- Reba Schlosser
- Peter Schmitz
- Pat Simakis
- Anna Siriano
- Dustin Sleeper
- Megan Sleeper
- Frances Smallwood
- Steven Steward
- Scott Stockman
- Debra Stoner
- John Tetzloff
- Constance Tobes
- Rachel Upton
- Beth Urban
- Pam Weaver
- James M. White
- Emily Willis
- Fran Wilson
- Jenna Wolfe
- Autumn Yasher





## Project Team

The project team for the Hilltop Community Plan included a group of consultants and partners, led by the Neighborhood Design Center. The contributions of each partner was critical to creating the document and the plan recommendations and strategies.

### Neighborhood Design Center

- Isabela Gould  
Executive Director
- Kerry Reeds  
Director of Urban Design
- Matthew Adair  
Senior Planner
- Lisa Snyder  
Project Manager
- Xia Hua  
Interior Designer
- Linghui Zhang  
Landscape Arch. Intern
- Annalise Bennett  
Planning Intern
- Rosalie Starenko  
Landscape Arch. Intern
- Jordan Scheuermann  
Architecture Intern
- Paityn Monagan  
Landscape Arch. Intern
- Michelle Williams  
Architecture Intern

### Department of Neighborhoods City of Columbus

- Carla Williams-Scott  
Director
- Nick Bankston  
Project Manager

### Development Strategies

- Matt Wetli
- Brian Licari
- Miriam Keller

### The Ohio State University

- Knowlton School  
City & Regional Planning
- Hilltop Studio, 2018/2019
- Bernadette Hanlon  
Associate Professor
- Jason Reece  
Assistant Professor

### RAMA Consulting Group

- Mo Wright
- Maura Maher

### Kelley Design Company, LLC

- Paul Kelley

## Advisory Committee

Completing a strategic community plan with the Hilltop community required a team effort. To support the content creation and help guide preliminary development of recommendations, an advisory committee was formed in February 2019. Made up of key community stakeholders and subject matter experts, the committee helped inform and shape the final recommendations of the plan.

Doug Arseneault  
Public Affairs Administrator  
COTA

Rebecca Barbeau  
Community Health Partnerships  
OhioHealth

Nick Bankston  
Department of Neighborhoods  
City of Columbus

Leah Evans  
Senior Vice President, Real Estate  
Homeport

C. Gamble  
Workforce Development  
Board of Central Ohio

Shannon Ginther  
Community Health Partnerships  
OhioHealth

Autumn Glover  
Government Affairs  
The Ohio State University

Henry Golatt  
Dept. of Development  
City of Columbus

Melissa Green  
Department of Neighborhoods  
City of Columbus

Brandi McCoy  
Site Manager  
PrimaryOne Health

Elizabeth McNally  
Principal, Highland Elementary  
Columbus City Schools

Brian Newsome  
Community Liaison Officer  
Columbus Police Department

Ed O'Reilly  
Adult & Community Education  
Columbus City Schools

S. Robinson  
Workforce Development  
Board of Central Ohio

Phil Washburn  
Program Director  
Habitat for Humanity—MidOhio

Theresa Whittington  
Hilltop YMCA Branch Manager  
YMCA of Central Ohio

Carla Williams-Scott  
Director, Dept. of Neighborhoods  
City of Columbus





# A message from Mayor Andrew J. Ginther

Dear Neighbors,

Strong and vibrant neighborhoods are the backbone of our great city. They are where we connect and live our lives. While all of our neighborhoods have changed and evolved over time, one basic fact remains the same: strong neighborhoods are places where we feel at home.

It is my pleasure to present Envision Hilltop, our comprehensive community plan for a stronger Hilltop. This plan will be our roadmap to revitalization and will set the framework for long-term transformation. Developed through a process driven by the community, it truly embodies the aspirations of Hilltop residents, provides data-driven and sustainable recommendations, and places the needs of the Hilltop front and center.

My vision is to make Columbus America's Opportunity City, a city where residents are more likely to move from poverty to the middle class and beyond than any other city our size. We cannot achieve this goal until every family in every neighborhood shares in the success that is Columbus.

Since the beginning of my administration the Hilltop has been a priority neighborhood, and this plan charts a course for the shared success of the community in the future. The story of Columbus cannot be told without the rich history of the Hilltop, a neighborhood full of pride, determination, and resilience. I know the Hilltop's best days are ahead.

Columbus and Central Ohio are experiencing unprecedented growth, and for that to continue we must plan accordingly for our neighborhoods. It is more important than ever to look to the future and create a vision that solidifies our success and builds on our growth. That is why this strategic and comprehensive neighborhood planning process is vital to the future of the Hilltop. This plan contains a range of metrics, strategies, and recommendations that work in an integrated way to address key issues impacting people, place, and home. I strongly believe the goals and recommendations of this plan will advance the needs of Hilltop residents and better prepare the community for the growth and changes that continue to shape neighborhoods throughout Columbus.

Each of our neighborhoods helps make up the fabric of who we are, which is what makes Columbus a special place. Strong and vibrant neighborhoods do not become great by accident, but are the result of vision, planning, leadership, and sense of community. I am proud of the work we have accomplished together in this Hilltop Rising community plan, and I'm excited about the next chapter of the Hilltop that we will write together.

**MAYOR ANDREW J. GINTHER**  
**CITY OF COLUMBUS**

JANUARY 2020



# executive summary



PEOPLE



PLACE



HOME

The Hilltop Community Plan took approximately 20 months to complete, with a substantial public engagement period, followed by a conceptual visioning period and intensive data evaluation and analysis. The plan offers objectives in nine major areas that work together to address the primary obstacles to neighborhood stability. This executive summary captures the essence of the public planning process and communicates the primary recommendations of the plan.



# Envisioning a Stronger Hilltop

The Hilltop Community Plan is a guiding document for investments in physical infrastructure and human capital development, created with Hilltop residents at the center. The plan is intentionally broad, covering topics from health and wellness to transportation and housing. Recommendations included in the plan are sometimes aspirational and sometimes immediately actionable. First and foremost, they reflect the thoughts and experiences of the residents who participated in the planning process from May 2018 through November 2019.

Many recommendations focus on well-known problems of the plan's focus area, like litter, illegal dumping, crime, and prostitution. Some recommendations center around leveraging existing assets of the Hilltop, like its unique topography, convenient location, and the Camp Chase Trail. Together, the recommendations present a comprehensive approach to improving the quality of life for Hilltop residents by addressing current challenges while also building on neighborhood strengths.



Hilltop residents put sticky notes on an aerial map of Sullivant Avenue.

## Plan Structure

This document presents an abbreviated history and context for the Hilltop area, followed by detailed data about existing conditions of the neighborhood. The planning process is captured in the next section with detailed results of activities and information about community outreach and engagement. Goals and recommendations of the plan are presented next. The three pillars of the plan—**people, place, and home**—are divided into three subsections each. Under these, individual recommendations are offered using numbered proposals, 1.1 through 27.3. Each subsection also offers case studies or research examples, as well as visionary concepts. Following the recommendations is a narrative about implementation strategies, followed by an appendix. There is more information at [envisionhilltop.com](http://envisionhilltop.com).



Residents vote on land use and density at a March 2019 event.



**Health & Recreation  
Employment & Income  
Education**



**Business  
Safety  
Mobility**



**Mixed-Income & Affordability  
Quality  
Homeownership**





Monthly public meetings were held at the J. Ashburn Boys & Girls Club, located at 85 Clarendon Avenue. A full dinner and dessert was provided at all Envision Hilltop hosted events.

12 public meetings hosted

30 events attended

50 hours of public review

## Context & Data

The rich heritage of the Hilltop is difficult to convey in a few pages, but the Context & Data section captures some highlights and trends experienced since the neighborhood's development in the nineteenth century. A few of the major forces in the legacy of the Hilltop have been the National Road (West Broad Street), construction of the Columbus State Hospital and Columbus State Institute, the availability of living-wage blue-collar jobs at nearby factories, and the impact of racial discrimination on real estate and development in general. These themes are discussed in detail in the section, as well as trends that have destabilized the Hilltop in recent decades.

**Existing Conditions.** Data is critical, but not the sole vehicle to understanding the needs of the Hilltop community. Through a combination of qualitative and quantitative research, an Existing Conditions subsection illustrates the current reality in the Hilltop focus area. The statistics and maps are a snapshot to help understand of patterns and trends in a variety of sectors.

### Data Sections

- **Employment & Income**  
Unemployment rate, median household income, where residents work, jobs by industry, other income sources
- **Health & Wellness**  
Financial access, infant mortality, medical facilities, comparative statistics, opioid epidemic, tree canopy, religious land-use, SNAP recipients and food access.
- **Education**  
Educational attainment, drop out rate, graduation rate, school building grades from Ohio Dept. of Education
- **Schools**  
Public schools located in the focus area geography, select school building data, map of educational facilities, non-public schools, school enrollment patterns and figures, childcare facilities, feeder pattern
- **Safety & Crime**  
Violent crime data, recurring locations of crime, top 911 calls by type, residential nuisance abatements, property crime by type, judicial involvement data
- **Businesses**  
Historic context, current data, retail centers, vacancy, contributing buildings
- **Mobility**  
Bus lines, commuting data, car ownership, bus ridership, street data, traffic counts, collision analysis
- **Recreation**  
Parks in the focus area, park access map, community centers/amenities
- **Mixed-Income Housing**  
Analysis of household income, historical comparison and context
- **Homeownership & Housing Quality**  
Owner-occupied data, analysis of select streets and estimated price for housing interventions, code enforcement request analysis, county auditor quality ratings
- **Housing Affordability & Instability**  
Housing-cost burdened households, monthly rent, historical value analysis, homelessness data, current programs, eviction filing data
- **Subsidized Housing**  
Housing Choice Voucher analysis, and subsidized housing developments
- **Real Estate & Housing Market**  
Rental registration data, permit activity, parcel ownership, and tax delinquency
- **Retail Study**  
Recommendations from market analysis, business data on market demand, retail trends, and map of current businesses





The primary role of the  
planning team was to  
ask, amplify, and synthesize  
public feedback.

## The Planning Process

The Hilltop Community Plan public engagement process was designed to be comprehensive, resident-driven, and transparent. At the core of this process were monthly resident meetings, where residents participated in individual and group activities designed by the planning team. The activities ranged from discussion-based brainstorming to mapping exercises, always with the goal of gathering concrete opinions and recording results in a thorough—yet concise—way.

In addition to monthly meetings, there was a Kickoff Event on Sept. 24, 2018, and a Winter Workshop on Feb. 23, 2019. All events, except for the Winter Workshop, were hosted at the J. Ashburn Boys & Girls Club at 85 Clarendon Avenue, a central and accessible Hilltop location. Keeping the location consistent throughout the planning process was an intentional strategy designed to keep the process predictable and familiar to residents.

Outside of monthly meetings, the planning team organized focus groups with relevant stakeholders to allow for pointed discussions with experienced professionals. These were highly valuable events that contributed greatly to the planning team's understanding of the Hilltop focus area. A less formal approach to public engagement were the "pop-up planning" events throughout Summer 2018 and into 2019. These were existing community events attended by the planning team to hear perceptions and ideas about the focus area. This was also a critical component of building an audience, establishing relationships, and gathering contact information that was used for the duration of the engagement period.

Creating a community plan requires consistent public engagement, a process that lasted more than a year on the Hilltop. With the goal of building a framework for future investments, the plan relies on the meaningful input received from residents and stakeholders through dozens of facilitated exercises and conversations. Creating authentic relationships with Hilltop residents was vital to establishing trust and communication. This consistent and sustained resident interaction helped identify and elevate community values. These values, then, have intimately shaped the Hilltop Community Plan.





## Public Outreach

To reach as many people as possible, two rounds of postcards were delivered to each residential and business address within the focus area. The first set was delivered before the Sept. 24, 2018, event to 7,782 addresses, and the second was delivered to an increased number of 9,929 addresses the first week of January 2019 to announce upcoming events. Additionally, two banners were placed in the plan's focus area. The first was outside the fire station at 2250 West Broad and the second was at the police substation at 2070 Sullivant. Recent combined traffic counts for these two locations total around 35,000 vehicles daily.

For more personal outreach, the planning team attended 15 events on the Hilltop from June 2018 through February 2019 to speak with people one-on-one about the planning process. The idea of "pop-up planning" is to build on the momentum of existing community events by attending and speaking informally with residents. Conversations sought insight from neighbors and shared details of the process. An approximately 450-person contact list was created primarily from connections made at pop-up planning events. Digital engagement was also used; a community Wikimap allowed 100 unique individuals to add 357 points with 843 interactions on a dynamic map of the neighborhood to mark issues or leave positive comments. The [envisionhilltop.com](http://envisionhilltop.com) website also presented several opportunities for input throughout the process.

## Guiding Principles

For each topic area, a guiding principle was developed in conjunction with residents. The principles are intentionally broad, visionary, and ambitious statements that provide a framework under which recommendations were developed. Drafts of the guiding principle statements were sent to residents via email in advance of the Jan. 10, 2019, meeting and were discussed and edited at that event in three groups.

### Health & Recreation

Every person deserves unrestricted access to high-quality physical, mental and emotional healthcare, including addiction, rehabilitation services, and primary care.

### Business

The Hilltop will support and sustain a variety of businesses to create a foundation of amenities and economic activity for residents and visitors.

### Mixed-Income & Affordability

The Hilltop will be home for a range of incomes, while staying true to its diverse heritage.

### Education

All children will be prepared for diverse living-wage jobs by integrating workforce development with academic and vocational experience.

### Safety

The Hilltop will be a safe, secure, and inviting community for residents.

### Quality

Housing on the Hilltop will be safe inside and out, and properties will be well-maintained.

### Employment & Income

Opportunities and assistance for living-wage employment will be accessible, achievable, retainable, and include the ability for advancement.

### Mobility

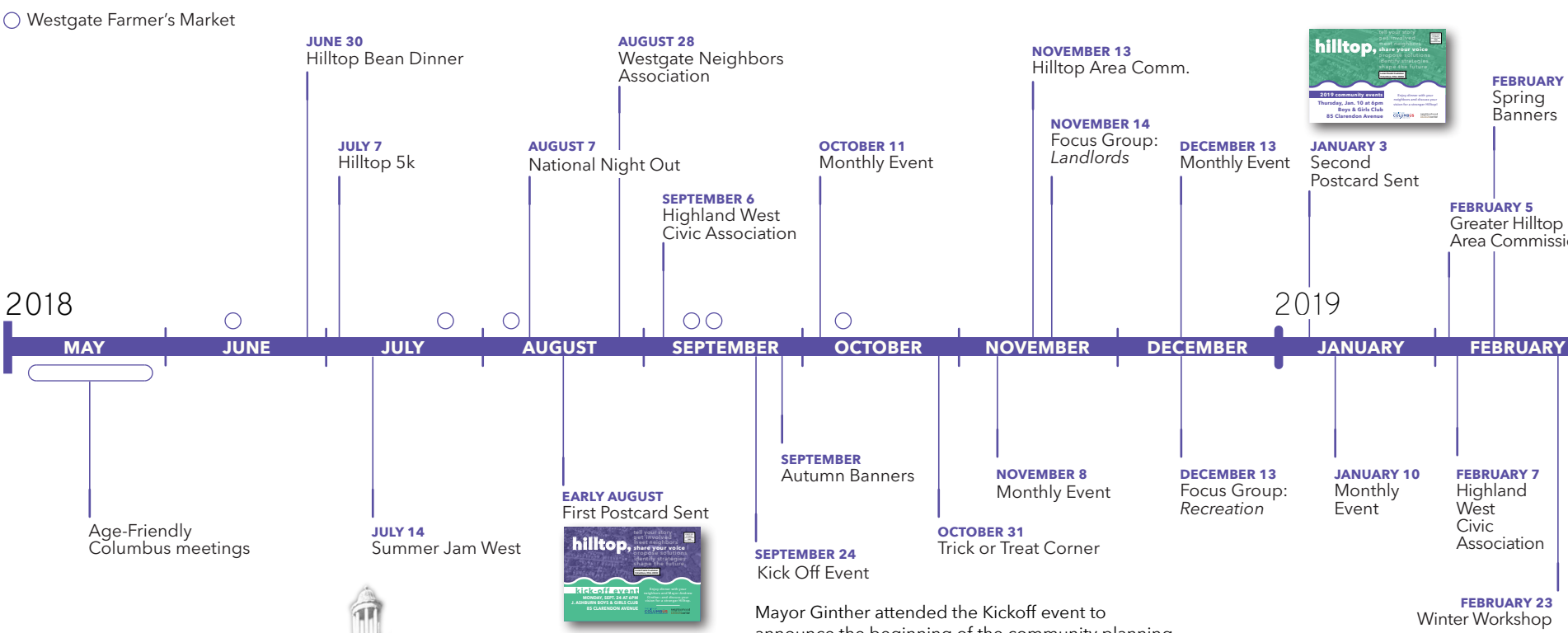
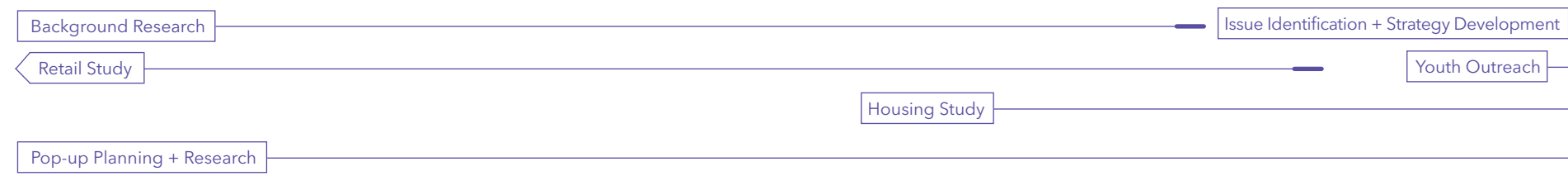
Hilltop infrastructure will embrace a multi-modal transportation network that is responsive to the needs of the community today and in the future.

### Homeownership

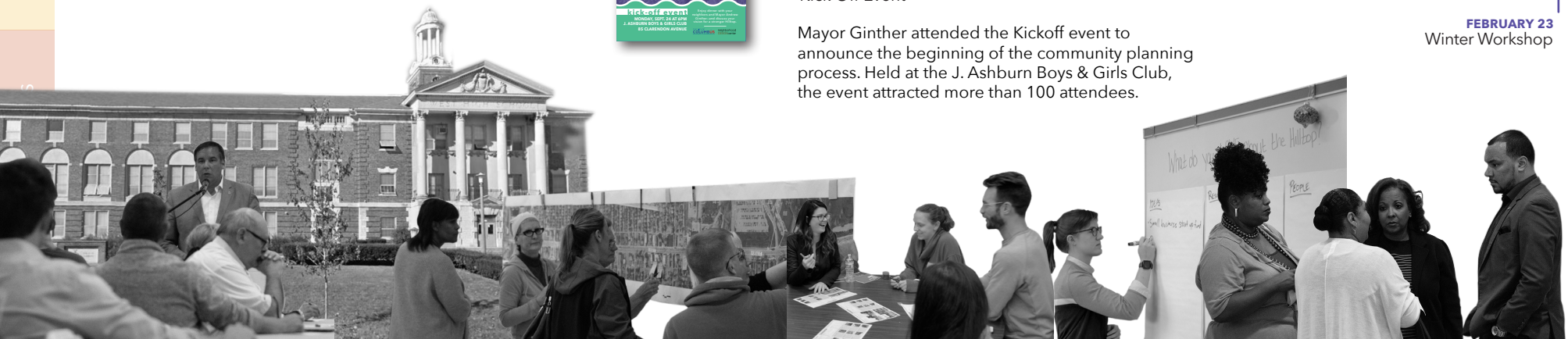
People will be encouraged and empowered to buy homes for neighborhood stability and community pride.



# Planning Process Timeline



Mayor Ginther attended the Kickoff event to announce the beginning of the community planning process. Held at the J. Ashburn Boys & Girls Club, the event attracted more than 100 attendees.





Document Drafting

Revision + Final Production

**MARCH 5**  
Focus Group:  
*Social Services*

**MARCH 25**  
Focus Group:  
*K12 Professionals*

**MAY 9**  
Monthly  
Event

**JUNE 13**  
Focus Group:  
*Legal Aid Clinic*

**AUGUST 6**  
National  
Night Out

**SEPTEMBER 30**  
Plan Draft

**NOVEMBER 7**  
Highland West  
Civic Association

**DECEMBER**  
Plan  
Completed

**MARCH 14**  
Monthly Event

**APRIL 11**  
Monthly Event

**JUNE 29**  
Hilltop Bean Dinner

**MAY 7**  
Greater Hilltop  
Area Commission

**NOV. 12-22**  
50 hours of Open Hours at the  
Hilltop Library for public  
comment







## Synthesizing Public Input

The extensive input received during the year-long public engagement process was carefully reviewed to create the plan goals, objectives, and action steps. Throughout the year, resident feedback was consistently concentrated on the pressing issues of housing, employment, and crime. The interconnectedness of nearly all challenges facing the neighborhood presented both advantages and disadvantages to understanding resident input. Residents often expressed strong feelings about problems that might alternatively be considered symptoms of larger problems. The planning team worked to strike a balance between addressing both the causes and effects of problems, not simply the existence of issues. Moving toward a preventative approach is the paramount goal of the strategies and recommendations presented in this plan. Carefully designed exercises sought to determine the top priorities of Hilltop residents without oversimplifying issues. The planning team synthesized the results of group discussions, votes, exercises, and individual comments into the final action steps and divided them by category.

## Community Priorities

After collecting resident input for eight months, the planning team asked the 51 participants at the January 2019 monthly meeting to prioritize the issues that had been raised. Each person ranked five issues under each category, resulting in a collectively ranked priority list. The top three issues *across all categories* are shown in **bold** below.

### Health

- **Drug addiction and trafficking**
- Mental health
- Financial wellness
- Infant mortality
- Primary care

### Business

- Trash and litter
- Local businesses
- Weak market conditions
- Streetscape
- Customer access

### Mixed-Income & Affordability

- Diverse portfolio of affordable housing
- Rehabilitate historic housing
- Prevent displacement
- Create smaller districts
- More housing and density

### Education

- Parent engagement
- High school graduation
- Career training
- Kindergarten readiness
- Divided school boundaries

### Safety

- Violent crime
- Surveillance/responsiveness
- Proactive policing
- Speeding vehicles
- Inadequate sidewalks

### Housing Quality

- **Home repair, maintenance, curb appeal**
- Infrastructure: Fix flooding issues, more trees, streetlights
- Aging in place
- Encourage compatible new construction/remodel
- Leverage rental registry

### Employment & Income

- **Living-wage jobs/training**
- Transportation
- Develop “soft skills”
- Wealth-building programs
- Shared equity businesses

### Mobility & Recreation

- Resident engagement and socialization
- Access for elderly/disabled
- Infrastructure for walking or biking
- Bus routes/shelters
- Recreational amenities/programs

### Homeownership

- Create attractions/amenities to draw new homebuyers
- Tax abatements for home improvement
- Incentivize redevelopment for homeownership
- Increase rate of owner-occupied tax credit
- First-time buyer assistance

*Categories are shown here as they were voted on by residents in January 2019, but recreation was added to health shortly after this meeting.*

## Plan Objectives

The plan objectives were developed using public input and analysis of the data presented in the context and data section. Each pillar—**people, place, and home**—has three topic areas, and each topic area has three primary goals. In the plan section, action steps are presented under each goal. The action steps (not shown here) explain how to achieve the goal in more real, tangible terms.

### PEOPLE

#### Health & Recreation

- Improve conditions, amenities, programs, and access to parks and community centers
- Address the impact of substance abuse on family and community
- Increase access to mental, physical, and financial wellness opportunities

#### Education & Schools

- Position schools as community hubs and expand on-site wraparound services
- Increase pre-K enrollment and improve childcare quality
- Improve college and career readiness

#### Employment & Income

- Use education and training programs to prepare people for employment
- Incentivize higher wages and offer more robust employee benefits
- Consider wealth-building opportunities

### PLACE

#### Business & Economy

- Reinforce and strengthen key gateways into the neighborhood
- Use existing contributing structures and encourage new development in historic business district at catalyst sites
- Increase local employment options that pay a living wage

#### Mobility

- Prioritize active and shared mobility
- Address hazardous vehicle behavior
- Improve access to employment centers

#### Safety & Crime

- Focus on crime prevention by investing in people
- Address physical environment attributes that contribute to criminal activity
- Expand proactive and community policing techniques

### HOME

#### Housing Quality

- Promote quality management and maintenance of rental properties
- Incentivize rehabilitation and renovation of properties
- Ensure units meet the changing needs of tenants

#### Mixed-Income & Affordability

- Offer a variety of housing at levels affordable to multiple incomes
- Stabilize housing and prevent displacement
- Concentrate housing investment and reduce barriers to development

#### Homeownership

- Expand financial capacity for current and prospective homeowners
- Support a culture of shared homeowner prosperity to build community pride
- Enhance and add amenities to draw new homebuyers



# Plan Goals & Action Steps

The Hilltop needs coordinated intervention to emerge as a stable neighborhood. The scale of challenges facing the neighborhood is great, which demands a wide-ranging approach to intervention strategies. Each of the nine topic areas contain goals accompanied by action steps. The plan recommendations are divided into 27 goals, each with at least two action steps. Each goal is classified as either short-term or long-term, and is described as a project, policy, program, or an integrated approach. Case studies support specific ideas, and visionary concepts provide inspiration for bringing action steps to life.

## Goal 1 Improve conditions, amenities, programs, and access to parks and community centers

- 1.1 Expand and standardize hours at recreation centers.
- 1.2 Improve Wrexham, Glenwood, and Holton Parks.
- 1.3 Increase access to programs.

## Goal 2 Address the impact of substance abuse on family and community

- 2.1 Focus on addiction prevention, harm reduction, and treatment.
- 2.2 Empower people to escape sex work and human trafficking.
- 2.3 Provide more support services for families who lose people to addiction, such as guardianship options for substance use disorder and intensive case management.

## Goal 3 Increase access to mental, physical, and financial wellness opportunities

- 3.1 Expand access to trauma and mental health treatment.
- 3.2 Increase access to primary care and physical wellness options.
- 3.3 Offer financial coaching, savings incentives, and credit score assistance.

## Goal 4 Position schools as community hubs and expand on-site wraparound services

- 4.1 Offer support services for parents and adults.
- 4.2 Host and facilitate community events that build trust and relationships between school and community.
- 4.3 Offer clinical resources for mental and physical health, including dental and vision.
- 4.4 Offer a comprehensive program for parent engagement.

## Goal 5 Increase pre-K enrollment and improve childcare quality

- 5.1 Build a pre-K center on the Hilltop.
- 5.2 Co-locate and coordinate wraparound services for families.
- 5.3 Engage, educate, and inform parents.

## Goal 6 Improve college and career readiness

- 6.1 Align after-school and summer programming with academic experiences.
- 6.2 Increase 4-year high school graduation rate.
- 6.3 Reduce high school dropouts.

## Goal 7 Use education and training programs to prepare people for employment

- 7.1 Reduce employment barriers for restored citizens.
- 7.2 Provide construction training and employment to young adults.
- 7.3 Provide housing assistance to low-income heads of household working to reach educational milestones.

## Goal 8 Incentivize higher wages and offer more robust employee benefits

- 8.1 Continue using tax abatements to negotiate higher wages.
- 8.2 Consider benefits agreements with businesses to offer non-wage benefits.
- 8.3 Reduce impact of the "benefits cliff."

## Goal 9 Consider wealth-building opportunities for Hilltop residents

- 9.1 Offer IDAs, bonds, and savings incentives for training completion.
- 9.2 Fund and support start-ups and local entrepreneurs with technical assistance and micro-lending.
- 9.3 Invest in educational achievement incentives for public school students.



## CASE STUDIES

Each topic area features at least one case study that expands on an idea presented in the goals and action steps. The case study illustrates a program, policy, or project that has been successful in the past and could serve as a model for the Hilltop focus area.

## RESEARCH SHOWS

Some topic areas feature research studies that show the impact of a certain policy, practice, or program. The research typically highlights best practices in a certain field, like education or public safety.

### Goal 10 Reinforce and strengthen key gateways into the neighborhood

- 10.1 Offer creative programming for vacant and/or underutilized sites and spaces.
- 10.2 Encourage exterior building improvements.
- 10.3 Beautify streets, eliminate litter, create public art and wayfinding campaign.
- 10.4 Ease customer access to the Hilltop through route improvements and navigation changes.

### Goal 11 Use existing contributing structures and encourage new development in historic business district at catalyst sites

- 11.1 Increase resources to support adaptive reuse of existing buildings, from acquisition to build-out.
- 11.2 Institute a commercial vacancy tax to bring buildings back into use and discourage blight.
- 11.3 Continue improving streetscapes along historic business corridors to attract businesses and customers.

### Goal 12 Increase local employment options that pay a living wage

- 12.1 Draw new employers to the neighborhood.
- 12.2 Increase opportunities for residents to be employed at large employers in the area.
- 12.3 Improve business development services for entrepreneurs.

### Goal 13 Prioritize active and shared mobility

- 13.1 Adjust crosswalk signal timing, improve signage, and invest in potential conflict points.
- 13.2 Improve sidewalk and pedestrian amenities.
- 13.3 Create and then connect people to shared mobility options to reduce car dependence.

### Goal 14 Address hazardous driver behavior

- 14.1 Reduce vehicle speed.
- 14.2 Ensure consistent stop control and convert one-way streets where feasible.
- 14.3 Offer tactical urbanism resources for citizens.

### Goal 15 Improve access to employment centers

- 15.1 Encourage employers to locate near high-frequency transit lines.
- 15.2 Incentivize reuse of underutilized big-box centers on the West Side.
- 15.3 Fill in transportation access gaps through employer-paid services.

### Goal 16 Focus on crime prevention by investing in people

- 16.1 Offer emergency support services for families and individuals.
- 16.2 Fund intensive street outreach for sex workers and human trafficking victims.
- 16.3 Increase penalties for and enforcement of drug trafficking offenses.

### Goal 17 Address physical environment attributes that contribute to criminal activity

- 17.1 Improve and increase street, alley, and porch lighting.
- 17.2 Ensure vacant properties are secured.
- 17.3 Reform illegal dumping enforcement.

### Goal 18 Expand proactive and community policing techniques

- 18.1 Continue and expand bike patrols.
- 18.2 Incentivize public safety personnel to live in Columbus and on the Hilltop.
- 18.3 Continue and expand john school and increase penalties for repeat offenders.



## VISIONARY CONCEPTS

Visionary concepts are ambitious ideas that suggest how recommendations can be achieved. The ideas can be programs, policies, or projects that would help further the goals and action steps they are connected to. Each topic area features one to three visionary concepts.

### Goal 19 Promote quality management and maintenance of rental properties

- 19.1 Connect rental property owners to property management resources and best practices.
- 19.2 Provide incentives for responsible landlords.
- 19.3 Explore creation of a rental registration and/or licensing program.
- 19.4 Require vacant property registration.

### Goal 20 Incentivize rehabilitation and renovation of properties

- 20.1 Create a revolving fund for acquisition and/or renovation of market-rate affordable rental housing.
- 20.2 Provide support for energy efficiency upgrades.

### Goal 21 Ensure housing units meet the changing needs of occupants

- 21.1 Support the senior village concept to help people age in place.
- 21.2 Support tenants' right to safe housing.

### Goal 22 Offer a variety of housing at levels affordable to multiple incomes

- 22.1 Support the development of affordable rental housing.
- 22.2 Explore expanding and adapting the land trust program to the Hilltop.
- 22.3 Incorporate affordability restrictions into new incentive programs.

### Goal 23 Stabilize housing and prevent displacement

- 23.1 Reform the eviction process.
- 23.2 Allow creative methods to mitigate property taxes.
- 23.3 Provide legal representation for tenants facing eviction.

### Goal 24 Concentrate housing investment and reduce barriers to development

- 24.1 Relax red tape on housing construction.
- 24.2 Encourage higher-density development along and near transit routes.
- 24.3 Mitigate market pressure on the Hilltop to house lower-income households.

### Goal 25 Expand financial capacity for current and prospective homeowners.

- 25.1 Increase access to homeownership counseling and financial literacy resources.
- 25.2 Pilot an appraisal gap second mortgage program for buying and renovating existing homes.
- 25.3 Expand home repair assistance for low-income homeowners.

### Goal 26 Support a culture of shared homeowner prosperity to build community pride

- 26.1 Consider shared equity homeownership options.
- 26.2 Fund and facilitate initiatives that honor high standards of home maintenance.
- 26.3 Organize events that unify diverse residents and increases community connectedness.
- 26.4 Expand proactive code enforcement coupled with resources to address problems.

### Goal 27 Enhance and add amenities to draw new homebuyers

- 27.1 Capitalize on Camp Chase Trail and other natural features.
- 27.2 Increase access to green space.
- 27.3 Offer unique programs with a Hilltop-coordinated network of activities.