

Weinland Park Collaborative



Progress Report

September 2013



WEINLAND PARK
COLLABORATIVE

Table of contents



Introduction.....3

Section 1: Summary of progress.....4

Section 2: Background and context.....8

Section 3: Early phase of cooperation.....12

Section 4: Goals and structure.....14

Section 5: Strategic, transformative ideas.....16

Section 6: Developing a new partnership.....18

Section 7: Program implementation.....20

 Housing.....20

 Employment.....24

 Public safety.....27

 Education.....29

 Health.....32

 Resident engagement.....34

 Youth development.....36

Section 8: Lessons learned.....38

Closing.....42

Appendices

- a: Map of public investments
- b: Map of private investments
- c: Map of housing programs
- d: Resident engagement graphic
- e: Financial Investment Summary
- f: Weinland Park Housing and Demographic Analysis

Introduction



On an autumn afternoon, children and adults climbed aboard two buses in the Weinland Park neighborhood for a drive in the country to a farm that offered the opportunity to pick your own pumpkins. For a couple of hours, everyone left the city behind and discovered where pumpkin pie and jack-o'-lanterns come from.

Arriving at the farm, people spilled from the buses – young and old; white and black; Christian and Muslim; native-born and foreign-born; most raised in the United States, others raised in such places as South Africa, Egypt, and Brazil. Less visible was that some came from stable families with ongoing employment, while others were more transient families with little regular income. The common denominators were smiles and joy at being in the wide-open space and clean air of the country.

The weather was overcast and cool so the farm didn't have many other visitors that day. The farm's staff devoted their attention to the Weinland Park residents, who had a great time touring the farm, seeing domestic animals on display, and, of course, choosing pumpkins to take home.

At one point, the farmer approached one of the adults who helped organize the trip. "What kind of church group are you with?" the farmer asked, noting the variety of people who had come.

The adult explained that the people weren't a church group, but they were residents of the Weinland Park neighborhood of Columbus.

"You all live together," the farmer replied somewhat dubious. "What kind of neighborhood is that?"

Indeed, that is the question. Weinland Park residents, their Weinland Park Community Civic Association, and the partners in the Weinland Park Collaborative are trying to answer that question, even as we work to improve housing, public safety, health, education and employment opportunities.

If we didn't answer the question in words, then we might simply let the common experience of the pumpkin-picking trip be the illustration of our aspirations for Weinland Park. When we do that, then we are likely to join the farmer who, as the conversation concluded, asked if his farm could do something again with the people of Weinland Park.

Summary of Progress

The Weinland Park Collaborative (WPC) publicly launched its place-based strategy for comprehensive, sustainable neighborhood revitalization with an announcement at the annual Weinland Park Neighborhood Festival in August 2010. Joyce Hughes, president of the Weinland Park Community Civic Association (WPCCA), explained the commitments that the partner organizations in the WPC were making to improve the quality of life for her neighbors.

The basis for Weinland Park's revitalization began a decade ago with the investment by Campus Partners of \$150 million in the construction of South Campus Gateway in the northwest corner of the neighborhood. At the same time, Ohio Capital Corporation for Housing acquired the large portfolio of project-based, Section 8 housing in the neighborhood now known as Community Properties of Ohio. Over the next few years, OCCH invested more than \$30 million in extensive renovation of more than 300 apartment units in Weinland Park. The City of Columbus, The Ohio State University, and Columbus City Schools also made significant capital investments in the neighborhood.



A Weinland Park home renovated with federal NSP funds.

Since 2008, the WPC has helped attract to Weinland Park more than \$15 million in philanthropic investment and nearly \$35 million in public funds from the local, state and federal governments. The dollar total is impressive, but it is only important because the funds have been paired with the commitment and energy of civic leaders, neighborhood residents, and agency staff and volunteers. Together, they have touched the lives of hundreds of children and adults in Weinland Park through initiatives and programs to improve housing, public safety, education, employment, health, and civic engagement.

This progress report will summarize the goals, initiatives, and outcomes, as well as the challenges that persist, in our place-based strategy for revitalizing Weinland Park. During the first three years, the WPC focused on:

- Listening to neighbors about their concerns and aspirations and supporting resident engagement;
- Learning from the success and shortcomings of early initiatives
- Moving quickly on housing renovation and new construction to demonstrate visible improvements;
- Developing a series of strategic, transformative ideas that will support sustainable, positive change.

Over the next one to three years, the WPC will fully implement these strategic, transformative ideas and will carefully evaluate the impact and outcomes of this multi-year investment in the lives of the people of Weinland Park. The assessment is critical to both sustaining the improvements in Weinland Park and in guiding future investments by WPC's funding partners in other neighborhoods of Columbus and elsewhere.

The Annie E. Casey Foundation, based in Baltimore, joined the WPC in late 2012. The Casey Foundation directs its philanthropy to assisting vulnerable families and children. The WPC will use the expertise and resources of the Casey Foundation to develop and implement a Family-Centered Community Change (FCCC) initiative focused on families with children from birth to age 10. The FCCC initiative will have a two-generation approach: assisting parents and care-givers to move toward greater economic self-sufficiency and preparing children to succeed in school.

Among the many initiatives supported between mid-2010 and mid-2013 are:

Education

- WPC partners have supported a variety of enrichment opportunities for students in Weinland Park Elementary School (WPES), including Girl Scouts, Columbus Zoo's Classroom Safari Program, the Jazz Arts Group's Jazz Academy, Ballet Met's Dance-in-Schools, and family membership in COSI.
- Godman Guild Association partners with WPES to provide ACES after-school programming to more than 90 students, while also offering resources to all the families, family events, and summer programming. Currently, six ACES education specialists provide direct classroom support to teachers during math instruction for three hours daily.
- An extensive survey of Weinland Park area parents confirmed that, in deciding where to enroll their children, the parents are seeking high-performing schools.
- A strong partnership has developed between WPES and Schoenbaum Family Center involving regular meetings among the school principal, SFC administrators, and teachers in both units. Curricular decisions, parent engagement programs, and research and outreach on early child learning are being developed together.
- Two Freedom Schools were started with over 100 participants in a summer education program.

Weinland Park Collaborative Members

Funders

Annie E. Casey Foundation

Campus Partners

Cardinal Health

City of Columbus

The Columbus Foundation

JPMorgan Chase Foundation

Ohio Capital Corporation for Housing

The Ohio State University

United Way of Central Ohio

Directions for Youth and Families

Godman Guild Association

Habitat for Humanity MidOhio

Local Matters

Mid-Ohio Regional Planning Commission

*NNEMAP Inc. (Near Northside Emergency
Material Assistance Program)*

The Ohio State University

*College of Education and Human
Ecology*

Knowlton School of Architecture

Ohio State University Extension

Office of Outreach and Engagement

Schoenbaum Family Center

Wexner Medical Center

*Seventh Avenue Community Missionary
Baptist Church*

Urban Impact Columbus

Wagenbrenner Development

*Weinland Park Community Civic
Association*

Members

*Center for Family Safety and Healing,
Nationwide Children's Hospital*

*Central Ohio Workforce Investment
Corporation*

Columbus City Schools

Columbus State Community College

*Community Properties of Ohio
Management Services*

*Community Properties Impact
Corporation*

Employment

- 24 residents graduated from a construction training program in 2010 and over the next year nearly all found employment, most in construction fields.
- 9 residents in 2012 completed new community health worker curriculum developed by Ohio State's Wexner Medical Center.
- 12 residents are enrolled in the Schoenbaum Family Center's training and internship program for certification as child care associates.
- WPC continues to explore employment opportunities through partnerships with employers and transitional jobs, as well as best practices for engaging residents in employment preparation activities who currently are not engaged.

Health

- The Moms2B Program offers guidance on nutrition and maternal health, food, and fellowship for pregnant women and is successfully reducing the percentage of babies born early and with low birth weight. The focus of the program will be expanded to include the infant's first year of life.
- Numerous community gardens and backyard gardens were supported to provide better access to healthy food.

Housing

- Complete renovation of 14 houses with federal Neighborhood Stabilization Program (NSP) funds and sold as affordable homeownership.
- Construction of 40 new single-family homes as lease-to-purchase with affordable rents.
- Construction of 7 Habitat for Humanity houses.
- Construction of 6 new houses with federal NSP funds and sold as affordable housing.
- Grants to assist 42 homeowners to make major repairs to the exterior of their homes.
- Renovation of 90 apartments in 23 buildings along East 11th Avenue to begin in the summer of 2013.
- Housing advocate offers housing and financial education workshops, individual development accounts, and other services for residents.



Mayor Coleman announces installation of surveillance cameras in 2011.



New neighbors move into a Habitat for Humanity home in Weinland Park.



Residents distribute information about community initiatives at the summer festival.



The Moms2B Program offers fellowship and support, as well as nutrition and health information, to expectant mothers.

Public safety

- Community Properties of Ohio's "Eliminate the Elements" program involving special-duty police officers has significantly reduced reported crime.
- At the neighborhood's request, the city in 2011 installed surveillance cameras in 10 locations.
- Directions for Youth and Families, CPO special-duty officers, and Franklin County juvenile court cooperate to assist juvenile offenders and their families.
- Franklin County juvenile court establishes a neighborhood-based restorative justice panel in Weinland Park.

Resident engagement

- A neighborhood survey conducted in 2010 sampled 26 percent of the households in Weinland Park, providing data on residents and their attitudes and guiding WPCCA's subsequent work.
- Two neighborhood organizers promote resident engagement through WPCCA and Godman Guild Association, and nine resident engagement specialists have been recruited and trained to encourage resident input in the new FCCC initiative.
- The Weinland Park Neighborhood Dialogue in 2013 organized five study circles involving more than 50 residents to discuss their vision for creating a more livable neighborhood.
- Support continues for WPCCA's monthly meetings and neighborhood newsletter, the annual Weinland Park Neighborhood Festival, and the annual "Roots & Roofs" spring beautification and service event.

Youth development

- The summers of 2012 and 2013 saw a record number of opportunities for Weinland Park youth through Godman Guild's Summer Youth Empowerment Program at Camp Mary Orton, teen employment, and a football and cheerleading program.
- Boys and Girls Clubs of Columbus, Godman Guild Association, YMCA of Central Ohio, and Directions for Youth and Families are teaming to create the R.I.S.E. Youth Club that will serve middle- and high school-age youth in Weinland Park with a daily drop-in center and a variety of activities beginning in the fall of 2013.

Background and Context

Columbus is a growing city of more than 800,000 in a region of nearly 1.9 million with a strong economic base in banking, insurance, state government, education, healthcare, and logistics. With its expansion in land area over the past half century, the city includes healthy newly developed areas that contribute to a stable tax base. Yet many of the city's older neighborhoods, including Weinland Park, are dealing with population loss, disinvestment, crime, and poverty.

With a population of 4,386 recorded in the 2010 Census, Weinland Park is a compact urban neighborhood of approximately 30 square blocks adjacent to the Columbus campus of The Ohio State University and about one mile north of downtown. The neighborhood's western boundary

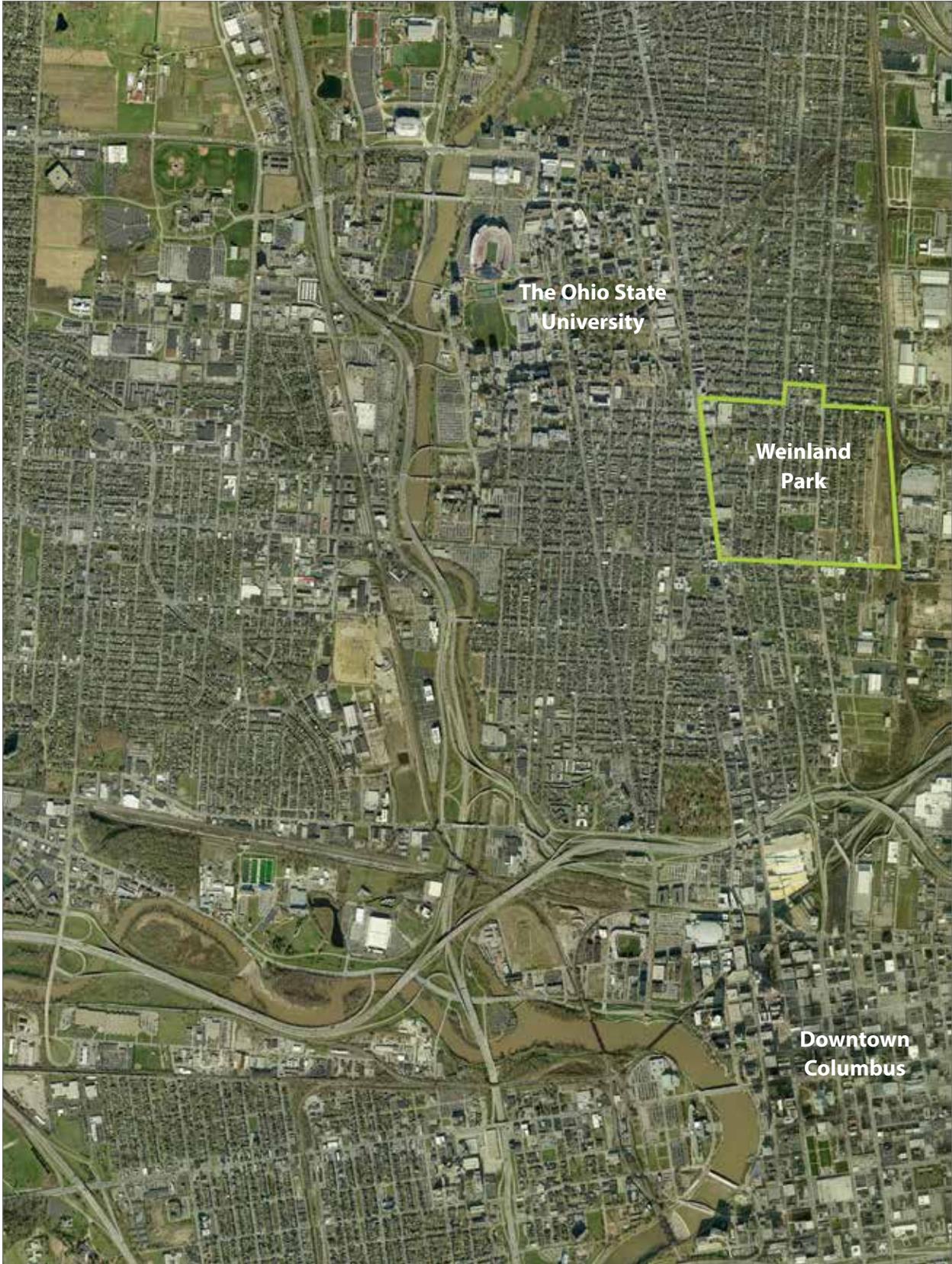
is High Street, the city's main north-south street. Among the neighborhood's amenities are a central location, solid housing stock, and access to public transportation and expressways. In the mid-1990s, Weinland Park had among the city's highest rates of violent crime, poorly managed subsidized housing, and growing neighborhood blight. Ohio State's Kirwan Institute for the Study of Race and Ethnicity has extensive experience in neighborhood opportunity mapping and has identified Weinland Park as a very low to moderate opportunity neighborhood across 17 indicators of neighborhood health. However, Weinland Park is immediately adjacent to high and very high opportunity neighborhoods, a circumstance of geography not shared by many low opportunity neighborhoods. (See appendix of Weinland Park Housing and Demographic Analysis.)

In 1995, the university, in partnership with the City of Columbus, created Campus Partners, a nonprofit redevelopment corporation focused on neighborhood planning, economic development, and improving the quality of life in the neighborhoods of the University District, including Weinland Park. One of Campus Partners' most significant achievements was the bold vision of then-president Terry Foegler in 2001 to challenge the severely distressed and poorly managed low-income housing in Weinland Park. Over the next two years, Campus Partners and Ohio Capital Corporation for Housing (OCCH), a statewide nonprofit financier of affordable housing, established the basis for the revitalization of the Weinland Park with the acquisition in 2003 of nearly 500 units of privately owned, government-subsidized Section 8 housing. This housing portfolio, now known as Community Properties of Ohio (CPO), moved to nonprofit ownership and management. Between 2004 and 2009, OCCH invested more than \$30 million in the renovation of 384 of these units in or adjacent to Weinland Park (the balance of these distressed properties have become market-rate housing). CPO provides high-quality property management of these units and supportive services for its residents. CPO also has brought greater stability to Weinland Park by reducing the annual turnover rate in these units from 50 percent in 2003 to 22 percent today and by its "Eliminate the Elements" public safety program that has significantly reduced criminal activity. With their designation as project-based units, these CPO apartments will maintain affordable rents for the families that have the lowest incomes for the next 30 to 40 years.

The CPO portfolio is a significant asset to the disproportionate number of young families and young children in the neighborhood. According to the 2010 Census, Weinland Park has 371 children under five years of age and another 176 ages five to nine. In the CPO portfolio, 91 percent are occupied by a single head of household, of whom 87 percent are female, and 57 percent are 18 to 25 years of age. One third of the CPO households have zero annual income. Of those CPO households with income, the average gross annual income is \$9,200. About 70 percent of the children in these families are five years of age and younger. "If we can't help these children grow out of generational poverty," says Isabel Toth, president of CPO, "then our eight- to 10-year-olds will be our residents in eight to 10 years."



North Sixth Street in Weinland Park with newly constructed houses.



Weinland Park is centrally located between downtown Columbus and The Ohio State University

Key Foundational Projects

- **Community Properties of Ohio:**
Transfer of the former Broad Street project-based section 8 portfolio to Community Properties of Ohio.
- **Columbus Coated Factory:**
Acquisition, demolition and clean-up of the 20-acre factory site to make way for new residential.



CPO apartments under renovation



CPO completed renovations

With the prospect for renewal in Weinland Park, the city in 2004 launched a community-based planning effort to develop the *Weinland Park Neighborhood Plan*. The then-president of the WPCCA chaired a widely representative committee that oversaw the planning. As adopted by city council in 2006, the plan provides the blueprint for the physical rehabilitation of the neighborhood. The plan states its primary goal as:

“the revitalization, rather than ‘gentrification,’ of the neighborhood and the creation of an exciting, attractive, diverse, mixed-income area where residents, businesses, institutions, and other stakeholders in the community work together to address and fulfill their mutual interests, dreams, and aspirations. While the plan addresses many subject areas, its guiding principle is ‘to assure that, in all facets of the plan, the current residents of the Weinland Park community be given the opportunity to access and/or benefit from the improvements to the community resulting from implementation of the plan.’”

In concert with the CPO initiative and the neighborhood plan, Campus Partners undertook another major project in Weinland Park with the redevelopment of the “brownfield” property of Columbus Coated Fabrics. This site, forming the eastern edge of the neighborhood, is comprised of 21.5 acres along North Sixth and North Grant Avenue extending north of East Fifth Avenue. The century-old industrial plant had closed in 2001, and the owner was in federal bankruptcy court. The site was being abandoned to questionable salvaging operations, graffiti, and arson. Campus Partners in 2004 negotiated an option to acquire the site. Over the next two years, Campus Partners oversaw legal work and extensive environmental assessments of the site and convinced the City of Columbus and Wagenbrenner Development to partner in the project. In late 2006, the city took title to the site. In 2007, Campus Partners oversaw demolition of the existing dilapidated and burned-out buildings. Wagenbrenner Development, which had relevant experience in the clean up and redevelopment of urban industrial sites, proposed construction of new housing on the site in accordance with the neighborhood plan. The Wagenbrenner proposal was key to the city receiving \$3 million in 2007 from the state’s Clean Ohio Revitalization Fund for remediation of the site. The city subsequently signed an economic development agreement with Wagenbrenner to make infrastructure improvements to the site that would permit the new housing. Wagenbrenner oversaw the site’s clean up.

The CPO initiative and the “brownfield” redevelopment were ventures with significant risk that required public-private partnerships to succeed. Helping to mitigate the risks were targeted federal appropriations supported by then-Congresswoman Deborah Pryce that helped to cover costs in the critical early stages of both projects, as well as in development of the neighborhood plan.

Building on the CPO initiative, the neighborhood plan, and the “brownfield” redevelopment, more than \$200 million in public and private capital investments were made in Weinland Park between 2003 and 2008. These included:

- Construction of South Campus Gateway, a \$150-million, mixed-use redevelopment project on High Street.
- Construction of Ohio State’s Schoenbaum Family Center (SFC) and the new Weinland Park Elementary School, co-located on East Seventh Avenue between North Fourth and Summit streets.
- Construction of the city’s Northside Neighborhood Pride Center and police precinct substation on East 11th Avenue.

Resident Profile **Jennifer Cheeks**



When she moved into the apartment managed by Community Properties of Ohio (CPO) in September 2009, Jennifer Cheeks knew no one in Weinland Park.

Ms. Cheeks had given up her apartment on Columbus’s East Side due to a large rent increase and had lived with her children in a shelter for two weeks before she visited Weinland Park to see the housing opportunity offered by CPO. She sensed that the neighborhood had possibilities with the local elementary school and a grocery store within easy walking distance.

For the first few months, she kept to herself and delivered her third child, but soon she was ready to explore new possibilities. “I got up one day in February 2010 and saw the neighborhood newsletter,” she recounts. “I saw that they [the civic association] have meetings and committees. I can meet people. I wanted to do something to help the neighborhood and meet people.”

Ms. Cheeks got involved, attending the civic association meetings regularly. Among her many activities, she received a small grant in the summer of 2011 and again in the summer of 2013 to lead a team of neighborhood children and youth to clean up litter. In 2012, she served on the planning committee for the annual neighborhood festival. Her neighbors and friends now ask her about what’s going on in Weinland Park.

Through a collaboration of CPO and Ohio State’s Schoenbaum Family Center (SFC), Ms. Cheeks is fulfilling a long-held dream to obtain certification as a Child Development Advocate and to eventually have her own home-based childcare. CPO’s “Getting Ahead” program is married with SFC’s classroom instruction in child development. Ms. Cheeks enrolled in the year-long program in 2012. She was able to participate because childcare for her own children was provided. She learned the details of operating a childcare center in her home, such as preparing for a fire inspection, and she served a paid internship with the SFC. In recent months, she has obtained employment as a lead teacher in a childcare center.

Noting the need for quality childcare in Weinland Park, Ms. Cheeks said achieving her dream “will help out not just my friends, but the community.” Now the mother of four children, ages 20 months to 11 years, Ms. Cheeks and her boyfriend are accumulating the resources that may permit them eventually to move out of the CPO apartment.

But she doesn’t want to leave Weinland Park, noting the friendliness of her neighbors. “I really like this area a lot,” she said. “It would not be difficult to do home daycare here. I can start a trend.”

Early Phases of Cooperation



Weinland Park Civic Association Meeting

The momentum for private-sector renewal of the housing market slowed in 2007 and 2008 with the mortgage foreclosure crisis and financial meltdown. Like many urban neighborhoods, Weinland Park was plagued with vacant and foreclosed properties. With its low homeownership rate, however, few Weinland Park homeowners lost their houses, but many of the rental properties were worth less than their mortgages, while many others were vacant and distressed.

In this period, the JPMorgan Chase Foundation and The Columbus Foundation made major contributions to Ohio State for construction of the SFC and became interested in place-based investments that complemented the family center. In general, place-based investments involve supporting a number of projects in one

neighborhood to deal synergistically with complex societal issues. The Chase Foundation was already focusing its urban revitalization grants in selected neighborhoods around the country in order to have the most effective impact. The Columbus Foundation in 2007 funded a study of community development activity in Columbus conducted by Ohio State's Kirwan Institute. Based on the framework of emerging public-private partnerships in Weinland Park, the two foundations in mid-2008 jointly awarded a grant to Campus Partners to prepare an investment proposal for the neighborhood. Campus Partners engaged Peter Roche, a community development consultant based in Boston, to research the real estate market and neighborhood conditions in Weinland Park. Seven years earlier, Mr. Roche had prepared the initial development plan that led to creation of CPO.

The investment proposal presented by Campus Partners in December 2008 recommended a bold, comprehensive, and market-centered framework with a holistic strategy of investing in housing, employment, education, public safety, and civic engagement and capacity-building of residents. The housing development would be "designed to establish a new standard for reinvestment in Weinland Park and to achieve a tipping point leading to market stability and neighborhood self-reliance." The proposal suggested acquiring, renovating, and reselling up to 200 vacant, substandard housing units, thereby building upon the success of the CPO rehabilitation project. The housing acquisitions would need to move forward relatively quickly to secure the properties before market prices began to rise.

Lisa Courtice of The Columbus Foundation and Jeff Lyttle of the JPMorgan Chase Foundation convened an initial meeting in January 2009 to consider the investment proposal's recommendations. Attending the meeting were representatives of the city's Department of Development, Campus Partners, United Way of Central Ohio, Ohio Capital Corporation for Housing, and the Columbus and Franklin County Affordable Housing Trust. Intrigued by the opportunities in Weinland Park and the possibilities for partnerships, the meetings continued periodically through the spring and more stakeholders came to the table, including the leadership of the WPCCA. By mid-summer 2009, the group settled on regular monthly meetings on the third Wednesday. Lacking a name, the group in August 2009 agreed to Mr. Lyttle's suggestion that it be called "Weinland Wednesdays." At that time, The Columbus Foundation awarded a grant to Campus Partners that permitted Steve Sterrett, community relations director for Campus Partners, to work half-time on Weinland Wednesdays and related matters in Weinland Park. Mr. Sterrett served as de facto chair of the Weinland Wednesdays meetings for the next year. In early 2010, The Columbus Foundation hired Michael Wilkos, a Weinland Park resident, as a program officer with a portion of his duties assigned to managing the foundation's activities in the neighborhood.

Through the remainder of 2009 and throughout 2010, Weinland Wednesdays members made early investments in the acquisition of vacant and foreclosed residential properties and, in consultation with the WPCCA's Housing Committee, made plans for housing renovation, new construction, and an exterior home repair program. Other early investments were made in serving residents through programs in employment, education, health, public safety, and civic engagement. The details of these programs are discussed later in the Program Implementation chapter.

One of Weinland Wednesdays' most significant resident engagement initiatives was an extensive neighborhood survey. Ohio State's International Poverty Solutions Collaborative conducted the survey in the spring and summer of 2010 with 441 Weinland Park residents, a sample representing 26 percent of the neighborhood's households. The survey gathered data on demographics, education, health, economic well-being, religion, public safety, neighborhood attitudes, and much more. The survey laid the foundation for tracking changes in the neighborhood over time and for understanding residents' needs and aspirations to guide program development.

In the late spring of 2010, Weinland Wednesdays members agreed to a name change to the Weinland Park Collaborative. The WPC subsequently engaged Fahlgren Mortine, a Columbus advertising agency, to design pro bono a logo that would signify the collaborative without intruding on the identity of either WPCCA or the neighborhood itself.

With early initiatives funded, the neighborhood survey underway, and a new name and logo, the WPC worked with the WPCCA to publicly announce the launching of the collaborative and the commitment to neighborhood revitalization. Joyce Hughes, president of WPCCA, made the announcement at the annual Weinland Park Neighborhood Festival on August 28, 2010. The *Columbus Dispatch* reported this commitment to Weinland Park as the lead story on page one.

Values for Neighborhood Renewal

From its inception, the WPC has adhered to the guiding principle of the Weinland Park Neighborhood Plan that existing residents should benefit from neighborhood improvements. In 2009, WPC widely circulated a "Statement of Values for Weinland Park Neighborhood Renewal." The first three values were:

- The current residents of Weinland Park must be engaged in the revitalization planning and be given the opportunity to access and benefit from the resulting improvements in the neighborhood.*
- The initiative's primary goal is to revitalize the neighborhood through public and private investments that encourage existing residents to remain and to improve their quality of life and that attract new residents to live in the neighborhood.*
- Investments in real estate and housing must be accompanied by a proportional investment in employment, education, and public safety designed to empower residents and provide them with economic opportunity.*

Goals and Structure

In concert with development of the new name and logo, the WPC in the summer and fall of 2010 conducted a strategic planning process to develop an appropriate structure for the collaborative, identify a common set of goals and accountabilities, and suggest an exit strategy for funders and other partners. WPC engaged Community Research Partners (CRP) to lead the planning process. CRP conducted numerous interviews with key participants, analyzed logic models representing the work of WPC member organizations, and facilitated a series of three three-hour planning sessions involving the full WPC membership in June, September, and November.

Emerging from the planning process was a vision of the WPC as “a flexible and evolving structure for establishing and achieving common, agreed-upon goals for the revitalization of the Weinland Park neighborhood and addressing problems that pose obstacles to success.” The vision will be achieved through:

1. Collaboration among funder, implementer, and resident organizations.
2. Coordination of funder investments and neighborhood revitalization activities.
3. Communication and information-sharing among members and with neighborhood residents, elected officials, and other key stakeholders.
4. Tracking and documenting collaborative and neighborhood outcomes, results, and lessons learned.

The planning process confirmed the WPC’s structure as an organic partnership in which the engagement and empowerment of residents is central to planning and implementation. The approach is organic in that it emphasizes communication and collaboration among existing organizations, including the neighborhood civic association, rather than creating or funding a new entity. This approach has fostered greater cooperation, flexibility, and leveraging of resources.



Grant Avenue infrastructure ribbon-cutting, November 2011

The WPC has chosen not to incorporate and does not have bylaws. The membership of the WPC is comprised of organizations and institutions that have self-selected to participate and are welcomed based on their areas of expertise and capacity to deliver results. Representatives of WPC member organizations and institutions, including officers of the WPCCA, continue to meet on the third Wednesday of each month to discuss ongoing and potential programs and conditions in the neighborhood. In February 2011, the WPC selected co-chairs to preside over the meetings. They were Lisa Courtice, executive vice president of The Columbus Foundation, representing a philanthropic institution, and Louise Seipel, then on the staff of Ohio State's International Poverty Solutions Collaborative, representing a social service agency. When Ms. Seipel left Ohio State in mid-2012 to assume a local pastorate, she was succeeded by Ellen Williams, president of Godman Guild Association. Mr. Sterrett has continued in a coordinating and communications role with the WPC.

Representatives of the principal funding institutions – foundations, city, university, and United Way of Central Ohio (UWCO) – meet additionally as a committee once a month to discuss funding decisions and related matters. Except for a modest fund to pay incidental costs related to the WPC, the funding institutions do not contribute to a common pool from which grants are made. Instead, each funding institution retains its own process to review and approve proposals, although these decisions are informed by the work of the WPC. Many of the major grants have been funded jointly by more than one institution.



Weinland Park Collaborative members participate in a discussion during a recent monthly meeting in the Schoenbaum Family Center.

Strategic, Transformative Ideas

As an outgrowth of the planning process, the WPC in January 2011 agreed to establish a series of task forces to identify strategic, transformative ideas that could be funded to create sustainable, positive change in the neighborhood. Each task force was composed of representatives of WPC members, neighborhood residents, and local experts on specific issues. The charge to the task forces described the characteristics of a strategic, transformative idea as:

- Promoting systemic positive change in people's behavior or in neighborhood conditions, or both.
- Creating a shift in the culture or practices that contribute to the problem.
- Establishing sustainable programs or practices that will reinforce the positive change after initial funding is exhausted.

The expectation was that the task forces would not be permanent bodies and likely could complete their identification of strategic, transformative ideas within six to 12 months. The WPC could then refine and prioritize the ideas for potential funding.

The task forces turned to neighborhood residents for suggestions and direction at the beginning of their work. At WPCCA's monthly meeting in May 2011, some 125 residents and stakeholders participated in small-group discussions with each of the task forces. In the sessions with the Public Safety Task Force, for example, residents generally expressed a greater concern with quality of life crimes, such as theft, malicious destruction, and graffiti, rather than with more serious crimes such as murder and armed robbery. That influenced the direction and work of the task force. A summary of all of the discussions was compiled and distributed. Evaluation sheets completed at the meeting confirmed that the meeting's format and information were helpful and residents welcomed similar meetings in the future.

The task forces worked throughout 2011, reporting back periodically at the WPC's monthly meetings and, where appropriate, to the existing committees of the WPCCA. The Youth Development Task Force commissioned a series of interviews with Weinland Park youth in the summer of 2011 to gain greater insight into their desires for the neighborhood. The complexity of the issues and the lack of staff members assigned to facilitate the work of these volunteer task force members, however, resulted in the task forces moving at different speeds. The work moved more slowly than initially anticipated, but the task forces brought forward a number of innovative ideas and laid the groundwork for more effective collaboration and planning.

In January 2012, the seven task forces brought 14 potential strategic, transformation ideas to WPCCA's monthly meeting for discussion and refinement. The ideas were well-received, although they were in different stages of development. Several ideas from the Housing and Land-Use and the Public Safety task forces could be considered



Habitat for Humanity wall raising, August 2011



The kick-off for a series of neighborhood dialogue circles in Weinland Park was held in February 2013.

for funding in the near future. Ideas from other task forces needed further discussion and clarification, as well as identifying the partners who could implement them effectively. The Education and Health task forces, for example, were working with institutions of education and health that were interested and cooperative, but those institutions also are operating within systems of schooling and care that are large and complex. The issues do not lend themselves to easy resolution, but effective innovation has the potential of powerful impact in Weinland Park and, by extension, other neighborhoods where these institutions are at work.

The task forces continued to refine their ideas throughout 2012. By mid-2013, funding had been approved for implementation of ideas recommended by the Housing and Land-Use, Public Safety, and Youth Development task forces. For a discussion of these ideas, see the Program Implementation chapter. The ideas from the other task forces are being incorporated into the readiness phase of the Family-Centered Community Change initiative through WPC's new partnership with the Annie E. Casey Foundation.

Weinland Park Collaborative Task Forces

Established by April 2011, the seven task forces, their initial leadership, and their specific goals were:

- **Education:** *Tanny Crane and Jeff Lyttle, co-chairs; to support the creation of a high-quality learning system for children in Weinland Park.*
- **Health:** *Jerry Friedman and Melissa Briggs-Phillips, co-chairs; to support healthy lifestyles, including efforts to improve nutrition and increase physical activity.*
- **Housing and Land-Use:** *Doug Aschenbach, chair; to stabilize the housing market and promote homeownership.*
- **Public Safety:** *Isabel Toth, chair; to reduce crime and the perception of insecurity.*
- **Resident Engagement:** *Michael Wilkos, chair; to build the capacity of the civic association and other voluntary associations to engage residents.*
- **Employment and Workforce Development:** *Lou Seipel, chair; to employ young adults and discouraged workers and those otherwise marginally employed with living-wage jobs.*
- **Youth Development:** *Dominique Jones, chair; to develop a full continuum of learning resources and opportunities for productive youth engagement.*

Developing a New Partnership Annie E. Casey Foundation

Intrigued by the WPC's unusual collaboration of agencies, residents, and funders in placed-based investment, the Annie E. Casey Foundation in July 2012 invited the WPC to submit a proposal for a partnership in a new Family-Centered Community Change (FCCC) initiative in Weinland Park. The Casey Foundation, based in Baltimore, strives to improve outcomes for vulnerable children and families. The foundation's request for proposal (RFP) explained that "over the last two decades, we have funded a variety of community change efforts, usually designed and led by the foundation." FCCC, however, represents a new investment strategy. "We are seeking to join an already existing community change effort as a strategic co-investor, and bring our funding, technical assistance and expertise to sites that are interested in partnering with us to explore new, more effective ways to achieve better outcomes for children and families."

In the RFP, the Casey Foundation proposed a two-generation approach, meaning "a more intentional alignment and integration of supports and services for young children, their parents and other caregivers within the same household.... We believe that kids will do better not only through better early care and education, but when the adults in their lives are more effective caregivers and are on a more productive economic trajectory. We also believe that families will do better if they can maintain their housing stability."

The members of the WPC agreed that a partnership with the Casey Foundation involving FCCC's two-generation approach would be a great match. Weinland Park has a significant population of families with young children. Most of those families have stable housing through the project-based, Section 8 units managed by CPO. A partnership with the Casey Foundation would bring greater focus and more resources to a critical cohort of Weinland Park residents. At the same time, the WPC would continue to implement programs serving the whole neighborhood with the goal of creating a community in which everyone could thrive. A safer, healthier, and more attractive neighborhood should reinforce the possibilities for FCCC's success.

In late August 2012, the WPC submitted a 20-page proposal supplemented by 16 appendices with supporting data, maps, and program descriptions. The Casey Foundation announced in mid-November that it had chosen to partner with the Weinland Park neighborhood in Columbus and neighborhoods in Buffalo, N.Y., and San Antonio, Texas. The commitment came with a grant of \$150,000 a year for one to two years during a readiness phase and then \$750,000 to \$1 million a year for five to seven years of implementation. In addition, the Casey Foundation would provide technical assistance and would create a "learning community" among the neighborhoods in the three cities so that they might learn from each other's experience. The Casey Foundation subsequently formally joined the WPC. Representatives of the foundation regularly attend the monthly meetings.

The WPC designated a team that worked in December 2012 and January 2013 on a scope of services that outlined the work to be done under the initial grant from the Casey Foundation for the readiness phase through August 2013. The foundation hired Amoretta Morris to serve as the foundation's FCCC liaison with the neighborhoods in the three cities. In turn, CPO has "loaned" Angela Stoller-Zervas, its supportive services manager, to serve as interim



Schoenbaum Family Center

coordinator of the WPC's FCCC initiative. Six representatives of the WPC visited Atlanta for two days in April to meet with representatives from Buffalo and San Antonio and to observe Casey Foundation-funded programs in that city. As of mid-2013, the WPC is planning a visioning process to identify clear and measurable goals for its FCCC initiative, to foster a deeper collaboration and commitment to innovation among the anchor organizations involved in the initiative, and to develop the necessary structure for effective implementation. The enthusiasm is very high among all parties for the opportunities that the FCCC initiative will afford Weinland Park families.

Resident Profile **Martin Westin & Jeannelle Phillips**



Four years ago, a beefy but gentle deputy sheriff appeared at my home and explained that the several eviction notices he had previously posted on my door were no joke. My two-year-old daughter and I had to move.

I had fought for many weeks to stay in this house that I rented, but now the jig was up. I tried to convince the bank to sell the building to me, but between my desperation and theirs, I was unable to close the deal. For weeks before we moved, the roof leaked regularly.

I caught the rainwater in buckets and cooking pots set on the kitchen table and floor every time there was a storm. No repairs were forthcoming. The landlord had long before been foreclosed on, even while he continued receiving our rent payments. I struggled until the day the deputy permitted me to get a truck and move all our belongings to storage. We lived in a hotel for eight weeks before moving back to Weinland Park. I spent a couple of hours each day on a bus getting my daughter to the Schoenbaum Family Center.

Despite that trauma, I clung to the divine assurance that the house we were leaving, and that I loved, would one day be our home again. Indeed, in April 2012, I moved with Jeannelle Phillips and our daughter, Cayla, now seven, back into that same house - fully renovated - as a family of homeowners. What occurred over a three-year interim, in my view, was a miracle, a manifestation of our faith, the same as is shared by dozens of my neighbors—that we will rebuild our community into one on par with Columbus' finest. Our house is one of many, even now, being returned to life in Weinland Park. And I am persuaded there is a force at work here in our neighborhood that is the same that causes the burgeoning of crocus and hyacinth in my garden every spring.

The Weston-Phillips house is one acquired and renovated by the Weinland Park Collaborative and resold for affordable homeownership.



Program Implementation

Housing

The WPC’s housing initiatives began quickly in 2010 and 2011 due to several factors:

- Housing experts saw the practical need to acquire vacant, foreclosed, and distressed residential properties while real estate prices were low as a result of the financial meltdown and recession. (With its low homeownership rate of less than 10 percent, few Weinland Park homeowners lost their houses to foreclosure, but many rental properties were “under water.”)
- The City of Columbus directed federal Neighborhood Stabilization Program (NSP) dollars to Weinland Park and other neighborhoods to deal with foreclosed houses.
- Real estate projects were more easily defined and implemented than social programs.
- The WPC expected home renovation and new housing construction would make its commitment to neighborhood revitalization more tangible for existing residents and encourage them to engage with other neighborhood programs.
- The WPC hoped the visibility of the housing initiatives would begin to change the perception of the neighborhood among residents and in the wider community. As a result, Weinland Park could both retain existing residents and attract newcomers to a neighborhood that had lost 45 percent of its population over the past half century.

The WPC’s housing strategy is based on the creation of a broad selection of housing choice by price and tenure that includes homeownership and rental product ranging from 30 percent of the area median income (AMI) up to and including new market-rate construction. (As defined by the U.S. Department of Housing and Urban Development, the AMI for Columbus in 2013 for a family of four is \$67,900. A family of four at 30 percent of AMI would earn \$20,350 per year.) Housing development must be done at a scale that changes the public perception of the neighborhood. This perception of an improving community should move Weinland Park to a “tipping point” where a virtuous cycle begins where people choose to live and to stay in the neighborhood, investments are made in the housing stock, and property values rise. A key word here is “scale.” The housing strategy must involve enough units to impact the market. The investment proposal that Campus Partners presented in late 2008 suggested a goal for “the redeployment of 150 to 200 vacant, substandard structures as owner-occupied residences” to build on the \$30 million already invested in renovation of the CPO properties and to leverage Wagenbrenner Development’s plans for new workforce housing on the Columbus Coated Fabrics site.





The Exterior Home Repair Program assists homeowners with needed renovation work.

Housing Impact

20 Neighborhood Stabilization Program homes

7 Habitat for Humanity homes

40 Low Income Housing Tax Credit homes

44 Exterior Home Repair Grant recipients

Since 2010, some 56 houses have been renovated or renovation is underway and 53 new single-family homes have been constructed in Weinland Park. All of these homes have been for low- and moderate-income families. The specific programs include:

- **Housing renovation.** JPMorgan Chase Foundation, The Columbus Foundation, and Campus Partners contributed to a \$1 million fund overseen by Campus Partners to acquire and renovate 36 vacant and foreclosed properties, including single-family homes, doubles, and four-unit apartments. The city allocated \$4 million in federal Neighborhood Stabilization Program (NSP) funds to Campus Partners for complete renovation of the first 14 houses. Wagenbrenner Development managed the renovation process. All but one of the 14 houses has been sold for affordable homeownership. The sale of the final house is being structured as a lease-to-purchase contract with a Weinland Park resident. As houses are sold, federal dollars are being “recycled” into renovation work on additional homes.
- **Lease-to-Purchase homes.** The NRP Group completed construction in 2012 on 35 new single-family homes along Grant Avenue on the former Columbus Coated Fabrics site and five scattered-site homes in Weinland Park. Support for construction came from federal Low-Income Housing Tax Credits allocated by the Ohio Housing Finance Agency. The houses have affordable rents for 15 years and then can be purchased by the renter at a below-market price. These houses leased up quickly.
- **Habitat homes.** Recognizing improvements in the neighborhood’s quality of life, Habitat for Humanity MidOhio in 2011 and 2012 constructed seven new homes in Weinland Park. The homes incorporated architectural design features that reflect the existing housing fabric.
- **New home-buyers.** With the assistance of the Franklin County Treasurer’s Office, Campus Partners acquired two vacant, distressed apartments buildings on the northwest corner of North Fourth Street and East Eighth Avenue. The buildings were subsequently demolished. Using additional NSP funds, Wagenbrenner

Development has overseen construction of six new homes that are being completed on the site in mid-2013 and are being sold for affordable homeownership. As of mid-summer 2013, one house has been sold to a couple who have rented for years in Weinland Park. Closing on a second house occurred in mid-August. The site is platted for four additional houses to be built as the real estate market improves.

- **Exterior home repair.** WPCCA's Housing Committee in 2010 developed the Weinland Park Exterior Home Repair Program. The program provides a home repair grant of up to \$20,000 for a single-family house (\$25,000 for a duplex) to a homeowner whose household income is at or below 125 percent of AMI. The Columbus Foundation, JPMorgan Chase Foundation, and Campus Partners contributed a combined \$1 million to fund the program in 2011. The Mid-Ohio Regional Planning Commission manages the program. MORPC staff inspects the house and works with the homeowner to determine the repairs to be made, to select the contractor, and to oversee the work. As of mid-2013, 42 households have been served with an average investment of \$18,891 per home. The Columbus Foundation and JPMorgan Chase Foundation have donated another \$450,000 to continue the program.
- **Renovation on East 11th Avenue.** Ohio Capital Corporation for Housing (OCCH) created CPO in 2003 and took control of more than 350 government-subsidized apartments in Weinland Park. At that time, OCCH determined that the 25 buildings along East 11th Avenue between North Fourth Street and North Grant Avenue could not be renovated and managed cost-effectively as subsidized housing. An amendment to a federal housing bill finally permitted these buildings to be removed from the subsidy program. After the existing residents received housing vouchers and assistance with moving, the buildings set empty for several years. That portion of East 11th Avenue is in the city-designated New Indianola Historic District because the aggregation of buildings is a rare example of a streetcar suburb from the early 20th century. In 2011, Campus Partners, OCCH, and Wagenbrenner Development engaged an architect experienced in historic renovation to assess the condition of the buildings. The architect came back with a recommendation that 23 of the 25 buildings were good candidates for restoration as market-rate apartment buildings, particularly if the costs of renovation could be subsidized with historic tax credits. In September 2012, Wagenbrenner shared plans for the renovation of the buildings with WPCCA's Housing



Two apartment buildings located on the corner of North Fourth Street and East Eighth Avenue were magnets for crime and have been demolished.



Two of the six new homes located at the corner of North 4th/East 8th have replaced the apartment buildings.

Committee. In late 2012, Wagenbrenner acquired the buildings from OCCH. In the spring of 2013, Wagenbrenner received word that its applications for state and federal historic tax credits had been approved. With additional financial support from the city and The Columbus Foundation, renovation of the buildings will begin in mid-2013 with staged occupancy through late 2014. The also city has allocated \$4.6 million for roadway and pedestrian improvements to create East 11th Avenue as a "signature street" from the railroad underpass to South Campus Gateway. Work is planned for 2014.

- **Housing advocate.** The WPC in early 2012 contracted with Ohio State University Extension in the University District to offer a variety of educational and finances services as a housing advocate, particularly for Weinland Park residents. Extension staff members are HUD-certified housing counselors and have city approval. This designation permits income-eligible families who complete the housing workshops to apply for up to \$5,000 in down payment assistance from the City of Columbus. The workshops are offered in Weinland Park to permit residents to walk to the training

and gives non-residents an opportunity to visit the neighborhood and consider it as a place to live. OSU Extension staff provided home-buyer education and financial literacy workshops to 21 Weinland Park residents and assisted four Weinland Park families to move into the new lease-to-purchase homes and three Weinland Park families to purchase houses renovated with NSP funds. OSU Extension's program of individual development accounts (IDA) assisted 12 families in purchasing homes in Weinland Park and others to use their accounts for micro-enterprises or education. OSU Extension also promoted the exterior home repair program, assisted homeowners in obtaining tax abatements for home repairs, and found help for senior citizens with lawn care and gardening.



New homes constructed with Low-Income Housing Tax Credits provided a lease-to-purchase option in the neighborhood.

Wagenbrenner Development, the City of Columbus, and Campus Partners reached an agreement in 2008 under which Wagenbrenner Development would oversee the demolition of abandoned buildings and the clean up of the 20-acre Columbus Coated Fabrics "brownfield" site. In turn, the city would invest \$11 million in infrastructure improvements to rebuild Grant Avenue and to install new water and sewer lines, sidewalks, and streetlights on the site. Those improvements were completed in 2012. As the real estate market improves in 2013-14, Wagenbrenner plans to build workforce housing with a combination of single-family homes, condominiums, and apartments.

The NRP Group, in collaboration with Wagenbrenner Development, in 2012 proposed construction of a four-story, 70-unit apartment building for senior citizens on the Columbus Coated Fabrics site near the northeast corner of East Fifth Avenue and North Grant Avenue. The NRP Group submitted an application to the Ohio Housing Finance Agency

(OHFA) for Low-Income Housing Tax Credits to finance construction. The competition for the tax credits was strong. OHFA informed The NRP Group in June 2013 that the project did not receive an award of tax credits, but the project scored high enough that the application is likely to be resubmitted for the competition in 2014.

In the summer of 2013, Campus Partners is discussing with neighborhood leaders the plans for housing renovation or new housing construction on 21 remaining properties in WPC portfolio in three phases over the next two years. The goal would be to sell the houses as market-rate, rather than subsidized, housing. Four of the existing houses are in such poor condition that they cannot be renovated economically and are candidates to be demolished. New houses would be built on three of the lots. The fourth parcel is small and may remain green space.

The interest in these housing initiatives expressed through the home sales and quick lease-up of apartments bodes well for the revival of the real estate market in Weinland Park. The Columbus Foundation in late 2012 approved a grant to the Greater Ohio Policy Center to research the impact of recent housing investments in Weinland Park and in the near south neighborhood adjacent to Nationwide Children's Hospital. This study will address which types of housing investments have had the most impact, how future housing investments should best be used, and the role of neighborhood leadership in the investments. The study will consider the effectiveness of the federal stimulus dollars and whether each neighborhood has moved closer to restoring healthy market-rate housing conditions. The study should be completed in the fall of 2013.



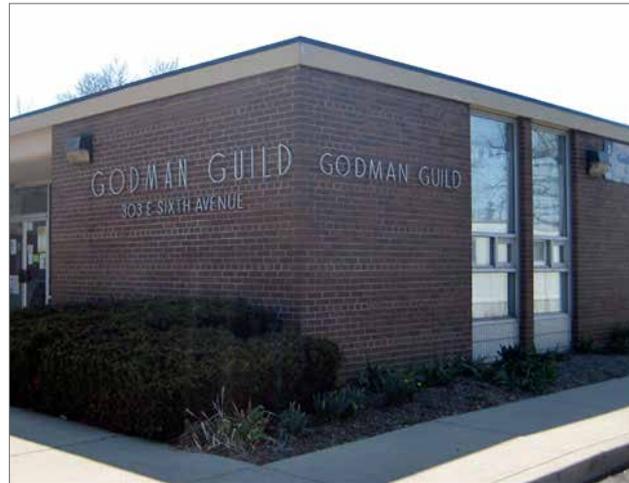
Campus Partners, the City of Columbus, and Wagenbrenner Development cooperated on the demolition and clean-up of the former Columbus Coated Fabrics site.

Employment

Sustaining full-time employment at a livable wage is a difficult challenge for a significant portion of the Weinland Park population. The Weinland Park neighborhood survey, conducted in 2010, found that only 18% of respondents had full-time employment, 26% worked part-time, and 36% were unemployed. One surprising finding was that the most frequently reported barrier to employment was health (22%). This included disability, mental illness, injury, pregnancy or child with an illness. Other commonly mentioned barriers were lack of a driver's license or car (19%), no available jobs (18%), criminal record (15%), lack of education (10%) and lack of childcare (7%).

A key partner in the WPC is Godman Guild Association, a human services organization based in Weinland Park that has served the near north side of Columbus for 115 years. Godman Guild's mission is to promote strong families and strong communities. In addition to an emphasis on leadership development, resident engagement, and programs serving children and youth, Godman Guild has educational and employment classes, internships, and support services that prepare adults to:

- earn nationally recognized credentials such as the GED, Customer Service and ServSafe;
- score well on employment and college placement tests;
- enter and complete college and vocational degrees and certifications;
- secure entry-level and advanced employment.



Godman Guild Association's workforce development program is an important asset for the neighborhood.

More than 250 Weinland Park adults have taken advantage of these opportunities over the past three years. Many public and private funders support this work, including the United Way.

In the area of employment and workforce development, the WPC supports both initiatives that complement Godman Guild's work and ones that target persons who need significant support to prepare for entry into the workforce beyond that which Godman Guild currently has the resources to provide.

WPC partners in early 2010 funded two employment-related projects that had mixed success, but underscored the challenges facing many residents:

1. The Weinland Park Construction Training Program recruited 30 men and women from Weinland Park to prepare for employment in construction. Of the 30, 24 completed 10 weeks of basic construction training through Columbus State Community College in September 2010. The training program included a stipend and required a high school diploma or GED, which was a barrier for many residents. Job and life coaching services were provided for one year after the training. Although a criminal record is less of a barrier in construction than many other fields, the majority of residents lacked a driver's license or car – which is critical in getting to job sites. The construction industry in 2010 and 2011 remained in a recession, so jobs were tight. Financial aid was provided to reinstate driver's licenses, for gas money, and to pay fees for additional lead and asbestos training and certification. Eventually, 21 of the 22 (two returned to jail) found employment at some time during the one-year project period.
2. With a grant from The Columbus Foundation, Ohio State's Office of Human Resources in April 2010 hired a "talent coordinator" to work specifically with Weinland Park residents and agencies to prepare, apply for, and succeed in employment at the university. The talent coordinator tracked job postings and consulted with residents and workforce development staff at Godman Guild on job requirements, application processes, and employment success. As a public institution, Ohio State cannot set aside jobs based on a person's place of residence. Unfortunately, hiring across the university slowed throughout 2010 due to lower state revenues. Additionally, the talent coordinator found that, in general, the target population in Weinland Park didn't meet the requirements for entry-level employment or weren't prepared for full-time

employment. As an example, in December 2010, Ohio State posted five openings for groundskeepers. Some 500 people applied; Weinland Park applicants didn't fare well in such stiff competition. The grant was suspended in early 2011.

Many residents face numerous and often-interrelated barriers to employment, e.g., lack of high school diploma or GED, little work history, a criminal record, no driver's license or car, inadequate childcare, health concerns, weak soft and hard skills, and ambivalence about work. The current economy exacerbates these challenges. We recognize the need for more comprehensive, yet flexible, solutions that serve individual needs efficiently, leverage the power of relationship, honor stages of change, and provide a continuum of relevant opportunities. Among the ideas being pursued are:

- In 2012, WPC's Employment and Workforce Development Task Force proposed creation of a transitional jobs program that would combine education and training with part-time work leading to full-time employment. While the transitional jobs approach holds promise, questions were raised about the need for a new program, rather than developing a partnership with an existing agency in Columbus offering transitional employment. In early 2013, the task force merged with the existing Weinland Park Employment Collaborative (WPEC), a long-standing committee loosely affiliated with WPCCA. WPEC is seeking partnerships with employers and is providing input on employment issues to the FCCC initiative.
- In 2010, CPO initiated a transitional jobs program designed specifically to serve individuals with multiple barriers to employment who are living in project-based Section 8 housing, a population not well serviced by traditional employment initiatives. In 2012, CPO expanded its CPO Works initiative by creating two new transitional work opportunities at CPO – CPO Connect, an in-house call center, and a custodial work crew on the CPO campus (in partnership with CleanTurn, a local social enterprise). In addition to providing a range of services typical in transitional jobs programs, as well as referral to other community employment programs where appropriate, CPO Connect has utilized novel engagement strategies, based on the stages of change model that helps prepare CPO residents to participate successfully in employment programs and employment.
- Godman Guild, in partnership with Aprison, New Directions Career Center, and United Way's Women's Leadership Council, in 2011 launched the E3 – Educate, Empower, Elevate program to prepare women to earn college degrees, vocational certifications, or enter apprenticeship programs and to earn a livable wage. This program targets specific neighborhoods, one of which is Weinland Park.
- In 2011, Godman Guild piloted a contextualized training and career exploration program that included basic literacy skill enhancement, GED obtainment (for those lacking a high school diploma), work readiness, nationally recognized certifications in Customer Service and ServSafe, work readiness training and supports, internships, and job placement.



Neighbors and other volunteers created and maintain the 4th Street Farms community garden on a vacant lot along North Fourth Street.



The redeveloped and enlarged Kroger grocery on High Street at East Seventh Avenue represents a significant private investment in Weinland Park.

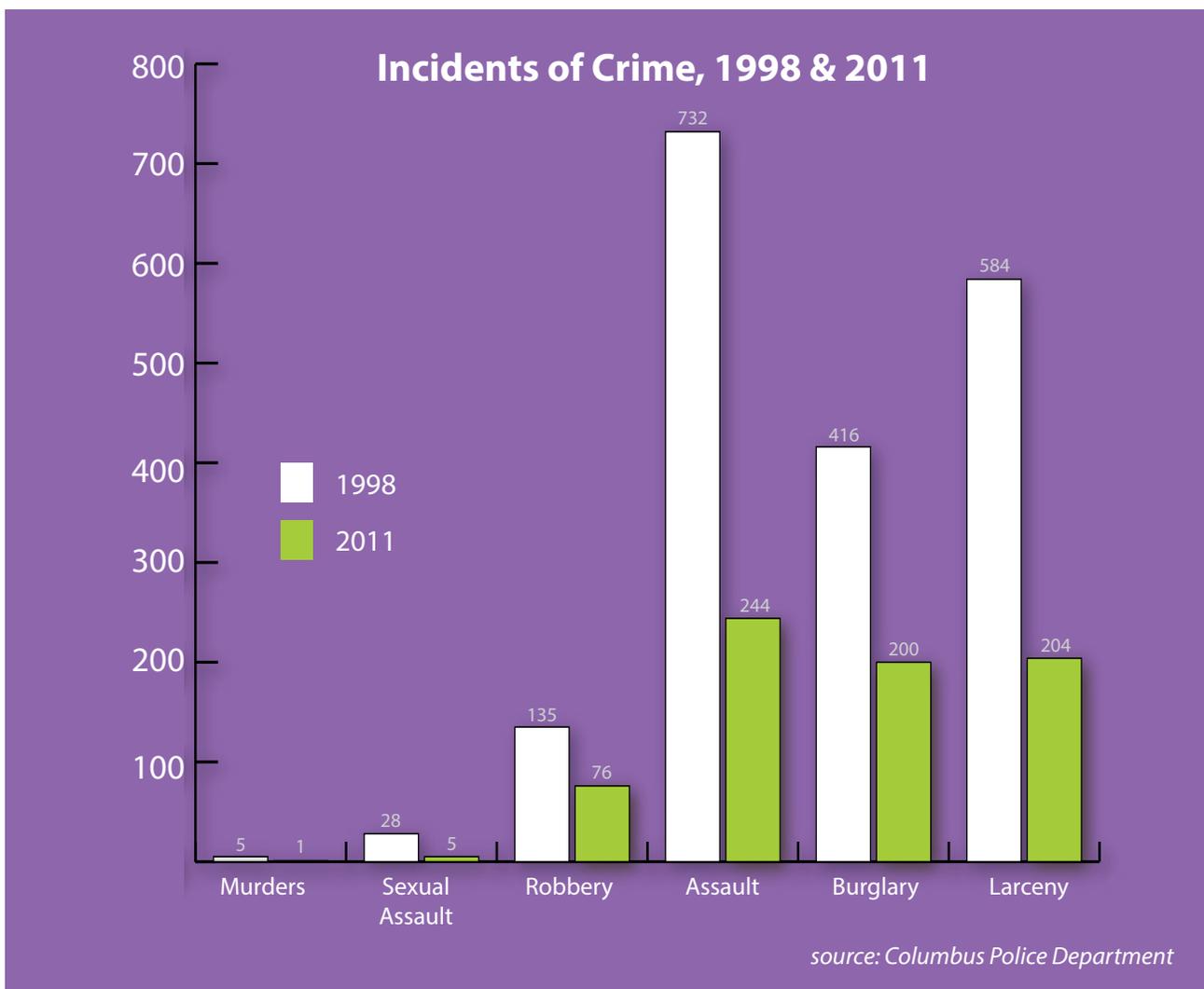
- “Getting Ahead in a Just Getting By World,” a curriculum developed by aha! Process, and initially piloted with Weinland Park residents by CPO, has now been adopted as a core curriculum in employment training programs in Weinland Park.
 - o In 2012, Ohio State’s Schoenbaum Family Center, in partnership with Godman Guild and Action for Children, provided training to a dozen Getting Ahead graduates. The training leads to child development advocate certification, a paid internship in the family center, and employment. Recruitment is underway for a second group interested in child care training.
 - o Also in 2012, The Ohio State University and Nationwide Children’s Hospital trained nine Getting Ahead graduates as community health workers. The hospitals also are developing a curriculum that will qualify for a certificate program in community health.

Public safety

In 1998, Weinland Park had among the highest neighborhood crime rates in the city. On a per capita basis, Weinland Park’s rate of robbery was more than 6 times as high as Columbus as a whole, the rate of murder and manslaughter and of rape were more than 5 times, and the rate of assault (simple and aggravated) was more than 4 times. In 2011 in Weinland Park, the number of robberies were cut almost in half compared with 1998, rapes reduced more than 80 percent, and assaults reduced by more than two-thirds. The only report of a murder or manslaughter was a police shooting involving an armed suspect. Although crime remains a neighborhood concern, residents generally have moved their attention from violent crime to qualify of life crimes, such as graffiti, auto break-ins and theft. Among the public safety initiatives are:

- Efforts are underway to promote more effective policing and cooperation among residents and property owners with police. The city in 2008 opened its Northside Neighborhood Pride Center and police substation in Weinland Park and appropriated \$75,000 to support neighborhood-initiated public safety activities in Weinland Park. That grant has funded a variety of projects, including a summer litter team for neighborhood children and evening walking patrols by neighborhood adults. At the request of the civic association, the city in 2011 installed video surveillance cameras in 10 locations with high incidents of loitering and criminal activity.

- CPO’s “Eliminate the Elements” safety initiative is a pro-active policing and property management strategy. Columbus police officers, working as CPO special-duty officers, address criminal activity on and near CPO properties and communicate regularly with CPO’s property management team. Arrests by CPO officers have dropped more than 80 percent over the last five years. More importantly, children are playing again in the courtyards and backyards of CPO apartments.
- The civic association’s Safety Committee meets monthly to discuss public safety concerns and promote crime prevention.
- In response to the concerns of neighborhood residents regarding crimes committed by juveniles, the WPC’s Public Safety Task Force developed the innovative Neighborhood Options for Youth (NOY) program implemented in spring 2013. The program serves Weinland Park youth involved in the juvenile justice system and their families. NOY provides close coordination among Directions for Youth and Families, special-duty Columbus police officers, and juvenile court probation officers to offer neighborhood-based counseling and supportive services to the youth and their families, while also providing an immediate and firm response to further misbehavior. Special-duty officers working with NOY, hand-picked to be successful



with juveniles and their families, may also be tasked to address crime “hot spots in” Weinland Park and to support landlords in addressing criminal activity on and around their properties, similar to “Eliminate the Elements.”

- Franklin County Domestic and Juvenile Court in mid-2013 is creating community restorative circles (CRC) in three neighborhoods, including Weinland Park. The CRC provides an alternative for first-time misdemeanor offenders and will hold juvenile offenders accountable for their behavior and will encourage them to repair the harm done to their victims and the community. A panel of neighborhood volunteers is being recruited who will meet with the juvenile offender and his or her parent or guardian (and the victim, if he or she desires) to decide matters of delinquent behavior and to develop a plan of action for the offender.

Education

Weinland Park is fortunate and unique in the fact that the Schoenbaum Family Center that provides early education is physically attached to the Weinland Park Elementary School. This creates a continuum of learning experiences for children 6 weeks of age through 5th grade.

The Schoenbaum Family Center houses the A. Sophie Rogers Laboratory School, which provides high quality education and care for over 100 children ages 6 weeks to 5 years old in a full-day, year-round setting. The SFC has 4 classrooms for preschoolers and 3 for infants and toddlers. In the state-of-the-art classrooms, children gain access to early literacy, language, and social skills which are critical for elementary school readiness and success. The three infant and toddler classrooms are multi-age with children ranging in age from six weeks to three years old. This arrangement provides children and families the ability to build strong lasting relationships with one another; children successfully maintain secure attachments with their caregivers due to the longevity of time spent with the same children and adults before transitioning to a preschool classroom.

The teaching staff is dedicated to the education and care of all children; each classroom employs at least one teacher with a Master’s degree in education or related field. The teachers contribute to the field of early care and education by presenting at local and national conferences, publishing articles, participating in research studies, and other projects throughout central Ohio. The staff collaborates with one another and other professionals to ensure the most innovative and educational learning experiences are brought into the classrooms. The staff also mentors students who have the opportunity to work and learn in classrooms through the Schoenbaum Internship Program and individuals participating in the Paraprofessional Workforce Development Program. Selected students work up to 20 hours per week in the classrooms while learning classroom management skills and receive training in child assessment tools and observation techniques. The paraprofessionals additionally work 20 hours per week and attend evening and weekend classes to earn their Early Childhood Development Associate. Parents are always welcome in the classrooms to read stories, participate in projects, or observe their children at any time. There is an observation deck that looks over into the classrooms giving parents a chance to see the learning experiences provided to their children in a new and different way.



Weinland Park Elementary School



Weinland Park has a need for high quality early learning experience to ensure kindergarten success. Most young children in Weinland Park live in single-head of households with income below 125% of the federal poverty level (2010).

For a number of years, Weinland Park Elementary School (WPES) was one of the lowest performing elementary schools in Columbus City Schools. Its high mobility and poverty rates reflected the instability and economic distress of the neighborhood. In a commitment to the neighborhood, the school district completely rebuilt the school building on its existing site. WPES reopened in the fall of 2007, co-located with Ohio State's Schoenbaum Family Center. WPES operates on a year-round academic calendar with about 325 students enrolled.

Principal Monica Gant led the school for five years until her retirement in mid-2013. She created a welcoming climate in the building, encouraging parental and neighborhood involvement with the school. Pupil attendance is higher than the district average and the mobility rate has declined. Weekly parent meetings are scheduled with the principal, family nights are popular and are common throughout the school year, and a Parents in the Classroom program occurs the first Friday of each month. WPES employs two parents as part-time parent consultants to encourage parental involvement, to staff weekly parent meetings, and to conduct monthly classrooms walkthroughs.

Student academic performance is improving, although slowly. WPES moved from an "F" to a "D" rating on the state report card in the 2010-11 school year. Students not progressing have a strategic intervention component included in their academic plan involving tutoring (aligned with classroom instruction) delivered by school district reading tutors, literacy volunteers, and City Year and Godman Guild Association staff. WPES received a School Improvement grant from the Ohio Department of Education, which in part made it possible for Godman Guild staff to spend critical time in the classrooms supporting teachers and greatly increasing school turn-around efforts.

A new principal, Rhonda Peoples, is taking charge of WPES for the 2013-14 school year. In discussions with residents and stakeholders, Ms. Peoples indicated that she will take a data-driven approach to improving academic outcomes with regular assessments of children's learning and feedback to teachers to make sure that the instruction meets each child's needs. Jane Wiechel, executive director of the Schoenbaum Family Center (SFC), and the WPC's Education Task Force will cooperate with and support Ms. Peoples' efforts.



Weinland Park clean up and planting at the annual Roots & Roofs event



Face-painting at the annual Weinland Park Festival

Among the initiatives undertaken by the WPC and its partners to promote the effective education of children, particularly at WPES, are:

- JPMorgan Chase Foundation commissioned KidsOhio to conduct an extensive survey of 346 families of children attending WPES in 2010 to understand why parents in the Weinland Park neighborhood area with elementary-age children are choosing to send their students to a Columbus City Schools building other than their assigned school (WPES). About half of eligible Weinland Park children are enrolled at WPES. The survey found that about one-fifth of children attending another school are doing so because that school gives them access to a particular program (e.g., special needs or English as a second language) or they remained enrolled in the other school when their families moved into Weinland Park. The survey's major finding, however, was that "more parents are seeking high-performing schools.... Therefore, if the academic environment does not rapidly and materially improve, the schools built to support Weinland Park are at risk of losing more neighborhood students."

Resident Profile **Omar Qureshi**



A little more than two years ago, I found myself moving into the home I had purchased in Weinland Park. There was a hole in the roof, no kitchen, and it smelled like dog feces. Despite the foul odor, and the general condition of disrepair permeating the home, all I really saw, and smelled, was potential.

I came to Columbus from Los Angeles to attend law school at The Ohio State University. I knew a little bit about the Weinland Park neighborhood from online forums and news stories in *The Columbus Dispatch*. While it was clear that the neighborhood was still a bit rough around the edges, everything I read told me that this was a neighborhood on the up-and-up. As part of my online research on the Weinland Park area, I came across the Weinland Park Community Civic Association website. I was surprised that it actually seemed like someone updated it on a regular basis. I learned that there

were monthly meetings, and after attending my first one, I realized I had chosen the perfect place in Columbus to live.

I was welcomed by friendly faces, and exposed to a community that was dedicated to the beautification and revitalization of this neighborhood. Soon enough, election season came, and I decided that I wanted to be more involved our neighborhood's revitalization. I was elected to the treasurer position, and am currently in the process of strategizing the financial future of our civic association. In the last year, I have become a proud ambassador for our amazing neighborhood. Weinland Park's reputation still suffers from the state the neighborhood was in five or ten years ago. Bringing people to the neighborhood, and physically showing them the transformation taking place, has been my greatest experience as a resident. We still have a long way to get to where we want to be, but I am confident that the diverse talents present in our neighborhood will get us there.

-
- A strong partnership between WPES and SFC involves regular meetings among the school principal, SFC administrators, and teachers in both units. Curricular decisions, parent engagement programs, and research and outreach on early child learning are being developed together. WPES, SFC, and Godman Guild submitted a joint proposal for a Head Start grant in August 2012. Together these partnerships establish a platform to develop and sustain educational interventions that track children and support families across time from preschool ages through middle school and beyond.
 - The SFC is expanding its enrollment of infants and toddlers and is seeking resources to increase the number of Weinland Park children served.
 - JP Morgan Chase Foundation has supported the library space in the SFC that is a partnership with the Columbus Metropolitan Library. A part-time librarian provides early literacy experience in collaboration with the SFC classroom teachers.
 - The SFC houses the OSU Extension and the Moms2B offices and is home for the newly created Crane Early Childhood Research and Policy Center.
 - The SFC and WPES preschool classrooms are partnering with Learn4Life to implement the Ready for Success early literacy program and SPARK Columbus, a home visiting early literacy family support program for preschool age children.
 - Since 2008, the JPMorgan Chase Foundation has supported a variety of enrichment opportunities for WPES students. A partial list of these opportunities include family membership in the city's highly ranked Center of Science and Industry (COSI), Girl Scouts, Ballet Met's Dance-in-Schools, the King Arts Complex's After-School Arts Institute, and City Year's team activities.
 - Godman Guild's ACES after-school program serves 100 WPES students in kindergarten through fifth grade. This five-day-a-week program focuses on homework help, reading and math literacy tutoring, STEM (science, technology, engineering, math) activities, health and wellness, and violence prevention, while providing hot dinners and transportation home. ACES also offers a summer pre-k program, summer day camp for kindergarten through eighth graders, bike club, and soccer. The ACES program receives support from JPMorgan Chase Foundation and is a recipient of enrichment programming from the Jazz Arts Group's Jazz Academy, WOSU, Columbus Zoo Chase Classroom Safari Program, and COSI.

Health

The Weinland Park neighborhood survey in 2010 highlighted significant health problems among neighborhood residents. Half the households reported one or more individuals who have been diagnosed with one or more of these conditions: asthma, diabetes, high blood pressure, heart disease, or obesity. More than one-third of the households reported one or more individuals with a diagnosis of a mental illness. The barrier to employment most frequently cited by respondents was a health issue. The survey also confirmed frequent use of a hospital emergency room for medical care.

The survey results prompted the WPC to pay greater attention to the health of residents. Ohio State's International Poverty Solutions Collaborative (IPSC) and its university partners, including the Wexner Medical Center and Knowlton School of Architecture, provided the leadership for the WPC's Health Task Force. IPSC found a number of clinics and other providers offering medical services to residents, but they didn't translate to less emergency room usage or lower incidents of chronic disease, mental illness and addiction. The providers offer "just in time" support, which is valued by residents, but don't effectively address chronic conditions or prevention. IPSC sponsored several meetings

on health issues for residents, as well as local and national experts on community health. From the research and discussions, the WPC Health Task Force identified three health-related goals:

- Reduce usage of the hospital emergency room for primary care.
- Improve management of chronic illnesses.
- Increase access and utilization of health and wellness resources.

IPSC, the Wexner Medical Center, and other health partners pursued the goals with an overall strategy to move the health care discussion away from a narrow focus on disease management to broader attention to wellness in a community setting. They advocated that all residents have a “health home,” meaning a relationship with a physician or other health provider who can provide ongoing primary care. They also advocated for health services and wellness programs provided in the neighborhood, both to improve access and to make services more relevant and effective where people live. Two examples of IPSC’s pilot projects are the Moms2B program (see below) and the development of a training program for community health workers (see the sub-section on employment). Ohio State closed IPSC in mid-2012, but many of its activities are being carried forward through the university’s Wexner Medical Center and Office of Outreach and Engagement. The medical center continues to explore opportunities, particularly through the federal Affordable Care Act, to develop innovative wellness programs and community-based health services for all adults and children in Weinland Park.

One of IPSC’s most visible and successful initiatives is Moms2B, a program started in Weinland Park in August 2010 to help pregnant women at high risk for infant mortality (death of a child in their first year of life) to learn tools that will enable them to make healthy choices and deliver healthy, full-term infants. Ohio State and Nationwide Children’s Hospital professor and pediatrician Pat Gabbe founded the program along with program director Twinkle French Schottke. Moms2B targets zip codes in central Ohio that have high infant death rates and now has added two sites on the Near Eastside and Far Eastside. In Weinland Park, Moms2B meets in a neighborhood African-American church.

Moms 2 Be

“The Moms2B staff’s knowledge, resources and support has also been important in my life. They have worked with me during and after my pregnancy, to help me accomplish my goals and get basic necessities that I need for my son. When my son was born, the Moms2B staff gave me a new crib, a car seat, baby clothes, diapers, and wipes, and I really do not know what I would have done without those items. The items made me feel more prepared and comfortable during this time. I always know that I could give my children the love and support that they needed, but Moms2B showed me that I can also provide them with the financial resources and stability that they need to flourish and grow. The Moms2B program



has shown me that there are people in the world that care about me, and my children. They take time out of their days to do help people that truly need it, and I want to take the time thank them for helping me become a better person.”

- Program Participant

The program began as a research project with ten-week group sessions for pregnant women to teach nutrition, food safety, and maintaining a full-term healthy pregnancy. Because the sessions were well-received by the pregnant and parenting women in the community, they were expanded to a year-around weekly program. All pregnant women in Weinland Park are invited to attend. The session each Wednesday from 11 a.m. to 1 p.m. is designed to have a friendly, welcoming atmosphere and to respect and meet the needs of newly pregnant women and their families. New mothers, their young children, and sometimes fathers come for learning, fellowship, and a healthy meal. In 2012, the Moms2B program incorporated health professional students from Ohio State to serve as mentors and to learn how to give better care to pregnant and parenting women living in poverty. Moms2B also has a laundry day on Thursdays when mothers and their children are transported to a local coin-operated laundry to wash and dry clothes.

Immersed in Weinland Park, the Moms2B staff and students from medical, dental, nursing, dietetic and social work fields develop bonds of friendship and support with the women in the program. They maintain contact during the week and encourage the women to support each other as friends and neighbors through their pregnancies and as new parents. The relationships are important to building trust in the advice and direction offered. Each pregnant woman is encouraged to develop and complete education and job-training goals. After the baby is delivered, women are encouraged to obtain ongoing medical care for their common health conditions of asthma, anemia, high blood pressure, depression, and mental health concerns.

Attendance at each session has grown from the first year in 2010, with an average of five to six women per week to more than 22 pregnant and parenting women per week in May 2013. Overall, 127 women have attended an average of 16 sessions each. Most of the babies born to the Moms2B have been healthy and full term. Success also is measured by the fact that the percentage of low birth weight babies delivered by Moms2B participants is 6.3 percent compared with 9.4 percent for all children born in Franklin County and 13.2 percent for African-American children born in Franklin County. Most of the mothers also return to the weekly sessions with their babies to continue the fellowship and learning.

Additionally, Local Matters has made significant progress toward meeting the neighborhood food needs of Weinland Park residents through education related fresh foods, the development of food production gardens, and a community-level engagement process. Local Matters has partnered with Godman Guild and OSU Extension to offer our Grow Your Own free workshop series, which covered essential topics for successful food production; in 2012, there were twelve workshops that reached 720 Community members. Additionally, nearly 500 children in Weinland Park have participated in Food Matters, our 24-week healthful food education program for young children, through partnerships with Godman Guild, G. Tyree, and the OSU Schoenbaum Family Center. Finally, since 2010, Local Matters has partnered with Weinland Park residents to establish 110 gardens in front and back yards that have reached more than 300 community members with thousands of pounds of fresh food.

Resident engagement

A decade ago, many Weinland Park residents felt isolated, disconnected, and distrustful, particularly those lacking economic resources and living in poorly managed subsidized apartments or distressed market-rate housing. Apathy and transience were wide-spread. The WPCCA and WPC have built on more than 10 years of work to engage residents in planning and priority-setting, strengthen the capacity of neighborhood leaders, and enhance the sense of community among residents. Engagement is an ongoing process, but we have in place the practices that will maintain the critical role of residents in planning, implementation and evaluation. Both the WPC and WPCCA have acknowledged the extra efforts needed to engage and empower low-income renters.

- The WPCCA, the principal voice of the residents, has 60 to 80 persons at its monthly meetings and has a series of committees that meet regularly. To strengthen WPCCA's capacity, WPC members have funded a three-quarter time community organizer and have supported WPCCA's annual neighborhood festival;

4 examples of effective engagement



Field Trips

With small grants from the United Way, the WPCCA has several times organized and rented buses to take residents to farms outside Columbus for strawberry-picking, apple-picking and pumpkin-picking. These trips typically draw 60 to 70 people. These trips display the diversity of families in Weinland Park, attract people who may not come to a civic association meeting, and build a grassroots sense of community.



Working toward better design

The WPCCA Housing Committee in early 2011 expressed serious concern that the design for new Habitat for Humanity houses proposed for Weinland Park was too plain and did not fit well with the existing housing stock. Although it slowed the construction process, Habitat was willing to consider an alternative design. Wagenbrenner Development lent the services of its architect, who prepared a design incorporating more of the character of the existing housing stock. The Columbus Foundation awarded a grant to Habitat for Humanity MidOhio to prepare new blueprints. The improved design of the Habitat homes subsequently impacted design of the new NRP homes and the houses renovated with federal dollars. The new Habitat design also may be used in other older neighborhoods of Columbus.

Neighborhood Dialogues

With support from the WPC, the WPCCA engaged a consultant from Everyday Democracy in 2012 to train facilitators from the neighborhood and to guide a community discussion for “creating a vision for building a more livable Weinland Park community.” The neighborhood dialogue kicked off with a potluck dinner in mid-February 2013 which drew more than



100 residents. Five study circles then met weekly for four weeks, culminating in an action meeting in late March. From the action meeting came three action teams that continue to meet on creating public art space; promoting neighborhood stabilization through engagement of rents, landlords, and homeowners; and developing a community land trust to maintain housing affordability.

Resident Engagement Specialists

To foster resident engagement with WPC’s new Family-Centered Community Change (FCCC) initiative, Godman Guild and CPO in 2013 recruited, trained, and contracted with nine neighbors who are receiving stipends as resident engagement specialists (RES). In the coming months, the RES will talk with neighbors about their interests and concerns regarding the success of young families in Weinland Park, encourage neighbors to be involved, and be the voice of the neighborhood as decisions are being made about programs and resources.



the annual “Roots & Roofs” spring flower planting, neighborhood clean-up and housing showcase; and the monthly newsletter delivered to every household. United Way has supported a half-time community organizer at Godman Guild focused on working with Weinland Park residents.

- Since acquiring its portfolio of Section 8 housing, CPO has delivered on the promise of quality rehab and management focused on preserving quality housing and helping residents succeed in their housing. CPO engages residents to offer services and encourages them to participate in civic life. Among CPO’s engagement strategies is the Safe Neighborhood Initiative (SNI), funded by United Way, that helps residents make a positive change in their lives or their community. The SNI hosts a monthly gathering, Neighborhood Network, to decrease isolation and connect residents with what they need and want.
- From its inception, the WPC has fostered a culture of working collaboratively with an “openness to vulnerability.” That vulnerability speaks to a recognition that 1) residents have an expertise about their neighborhood, 2) we may be off-track at times and others have essential contributions, and 3) we must pay attention to process, including relationships, as well as outcomes. The WPC and WPCCA work closely, but respect each other’s role. The WPC expects the WPCCA and neighbors to determine the vision for their neighborhood, while the WPC works with them to implement that vision.

Youth development

Weinland Park is a neighborhood with a significant number of families with young children. For decades, Godman Guild has provided activities for children and young people, particularly through its summer programs at Camp Mary Orton. In recent years, CPO, too, partnered with various organizations to offer camp opportunities for children in its housing. Concerned that all children and youth in Weinland Park have an enrichment opportunity in the summer, The Columbus Foundation and other WPC partners in 2012 and 2013 funded a record number of slots for Weinland Park



Neighborhood adults took the lead in creating the Weinland Park Wildcats youth football program and cheerleading squad.

youth. More than 500 slots were available in summer 2013 in activities ranging from academics to athletics and camping to employment:

- University District Freedom Schools are an evidence-based reading program developed by the Children’s Defense Fund that helps children maintain their progress in reading over the summer. Students write journals, create art projects, role play, read, and have fun. Weinland Park children are attending the Freedom Schools at Summit on 16th United Methodist Church and the Graham Expeditionary Middle School.
- The Summer Youth Empowerment Program (SYEP) at Camp Mary Orton allows kids to hike, swim, and enjoy nature in an outdoor atmosphere that promotes fun, summer learning, and character-building. Academic-based activities during WYEP also help to bridge the summer learning gap.
- Godman Guild’s Summer Teen Employment Program provides youth with paid summer jobs that promote hard and soft skills while working on neighborhood beautification and gardening.
- The Weinland Park Wildcats is a youth football and cheerleading program that is recruiting adult coaches and mentors over the summer with a goal of beginning practices later in the summer with games in the fall. Neighborhood residents are providing the adult leadership with support from the pastor of Seventh Avenue Community Missionary Baptist Church.
- Godman Guild’s ACES after-school program serves 100 Weinland Park Elementary School students in kindergarten through fifth grade.



Residents giving input

As children become teenagers and young adults, Godman Guild and other agencies in Weinland Park have found it increasingly difficult to engage with them effectively. Weinland Park has about 175 middle school- and high school-age youth. In 2011, the WPC’s Youth Development Task Force made a significant effort through interviews, focus groups, and public events to better understand the interests and concerns of these teenagers and young adults. As an example, with support from United Way of Central Ohio, the task force asked Ohio State’s International Poverty Solutions Collaborative to conduct interviews with African-American males between 14 and 29 years of age. The purposes of the interviews were to clarify barriers and assets to engagement with African-American male youth and to identify promising strategies for evidence-based outreach and engagement activities. The interviews, conducted from July through November 2011, found that attitudes among the young people were generally positive toward the neighborhood and toward opportunities available to them. More than 40 percent, however, indicated that young people in Weinland Park need adult role models. The interviewers found a significant lack of adult leadership in these young peoples’ lives.

Building on the work of the Youth Development Task Force, four youth-serving agencies in 2012 collaborated on development of the R.I.S.E. (Resiliency, Integrity, Strength, Excellence) Youth Club. R.I.S.E. is a comprehensive youth development program for middle and high school youth in Weinland Park. Boys & Girls Clubs of Columbus and Godman Guild are the lead partners with YMCA of Central Ohio and Directions for Youth and Families as supporting partners. Central to R.I.S.E. is a daily drop-in youth development program with a variety of components, including academic, athletic, character and career development, and service. The Columbus Foundation in the spring of 2013 agreed to fund R.I.S.E., which will get underway later in the year. Additional support has come from a grant to Boys & Girls Clubs from the Office of the Ohio Attorney-General.

Lessons Learned

Weinland Park became the focus of place-based investments by the members of the WPC primarily because the neighborhood offers a number of amenities that could be attractive to a wide range of existing and potential residents. Anchored by a stock of well-managed, stable housing for low-income families, Weinland Park is positioned to become a successful mixed-income neighborhood, as suggested by its neighborhood plan. In addition to maintaining low-income housing for more than 325 families, WPC is creating additional opportunities for existing residents and attracting new residents with a range of incomes. Public investments by the city, state and federal governments, the philanthropic investments by the partners in the WPC, and the private investments by entities such as Wagenbrenner Development are targeted to remove barriers that discourage people from choosing to stay in or move into Weinland Park. These barriers include dilapidated and vacant housing, crime, brownfields, and inadequate public services. A central tenet of WPC's holistic revitalization strategy is to appropriately address these barriers so that, in the coming years, people will increasingly choose to buy homes, rent apartments, invest in good management of their rental properties, and create and maintain businesses in Weinland Park. In this fashion, the neighborhood improvements eventually will become self-sustaining. On the other hand, if people choose not to live or invest in a neighborhood, no amount of public or philanthropic dollars will make that neighborhood successful.



Local Matters prepares lunch for volunteers at the "Roots & Roofs" event each spring that involves a neighborhood clean-up and flower-planting

The WPC pursued improvements to the physical appeal of Weinland Park through acquisition and renovation of vacant and foreclosed properties and construction of for-sale and rental housing at a variety of prices. Many of the housing projects were instituted early in the WPC's work because federal stimulus dollars were readily available, the projects were straightforward compared to more complex social programs, and the visible changes in the housing stock would reinforce a positive message among residents that revitalization indeed was taking place. In accordance with its broad-based approach, the WPC also is making significant investments in existing residents through programs in public safety, civic engagement, youth development, education, health, and employment. These programs, however, have taken longer to design and implement and the results are not as visible as the housing initiatives. As a result of these collective efforts, the appearance of Weinland Park is improving, and real estate market reflects a robust interest in the renovated and new housing. Equally important, residents are engaged in the revitalization process through a vigorous neighborhood civic association and its committees; through community-building events such as the annual neighborhood festival, "Roots & Roofs," and the neighborhood dialogue; and through their commitment to remain in Weinland Park.

An important and critical accomplishment during the first three years of WPC's work has been the high level of trust among all of the stakeholders and the neighborhood residents as expressed through the Weinland Park Community Civic Association. In high-poverty neighborhoods, residents often are disconnected from each other, isolated from

middle class communities, and distrustful of institutions and government, including the police. The level of trust in Weinland Park does not mean that everyone agrees on every issue, but there is respect among the stakeholders and the residents involved through the civic association and its committees that permits us to work together effectively. This trust has grown from several inter-related factors:

- **Long-term engagement.** The challenges facing Weinland Park and many of its residents are rooted in decades of decline and disinvestment. We hope the revitalization will be measured in years, rather than decades, but there aren't quick fixes. The WPC members know this will be a long-term engagement. Ohio State and Campus Partners have been involved constructively in Weinland Park for more than 15 years through faculty-led projects in the late 1990s; creation of CPO in 2003; support of the city's Weinland Park planning process in 2004-06; clean-up of the Columbus Coated Fabrics site; and the opening of the Schoenbaum Family Center in 2007. Not all of these projects met with universal acclaim, but they did build useful relationships among the people involved.
- **Public planning.** The city's two-year public process to develop the *Weinland Park Neighborhood Plan* created even stronger relationships among many of the stakeholders and leaders of the civic association. The plan also articulated a vision for a mixed-income neighborhood with a guiding principal that existing residents should benefit from the neighborhood improvements. This plan is a blueprint for action around which residents and stakeholders alike can rally.
- **Neighbors as leaders.** Weinland Park is a diverse neighborhood. Although a significant segment of the residents are in poverty, the neighborhood has long-term residents and middle-income residents, often with ties to Ohio State. The long-term and middle-income residents have provided valuable leadership for



Pop-up barbecue brings residents together

the civic association so it can be an effective voice for the neighborhood in working with the stakeholders. Although low-income residents are not involved in the civic association in proportion to their numbers in Weinland Park, CPO and Godman Guild help them find a voice in other ways, such as the periodic Neighborhood Network gatherings. Having residents who can effectively represent the neighborhood in the ongoing discussions among the stakeholders and municipal government is critical to the long-term success of the revitalization effort. The neighbors have the primary responsibility for maintaining and improving the quality of life. Over time, WPC's support will help them meet that responsibility ever more effectively.

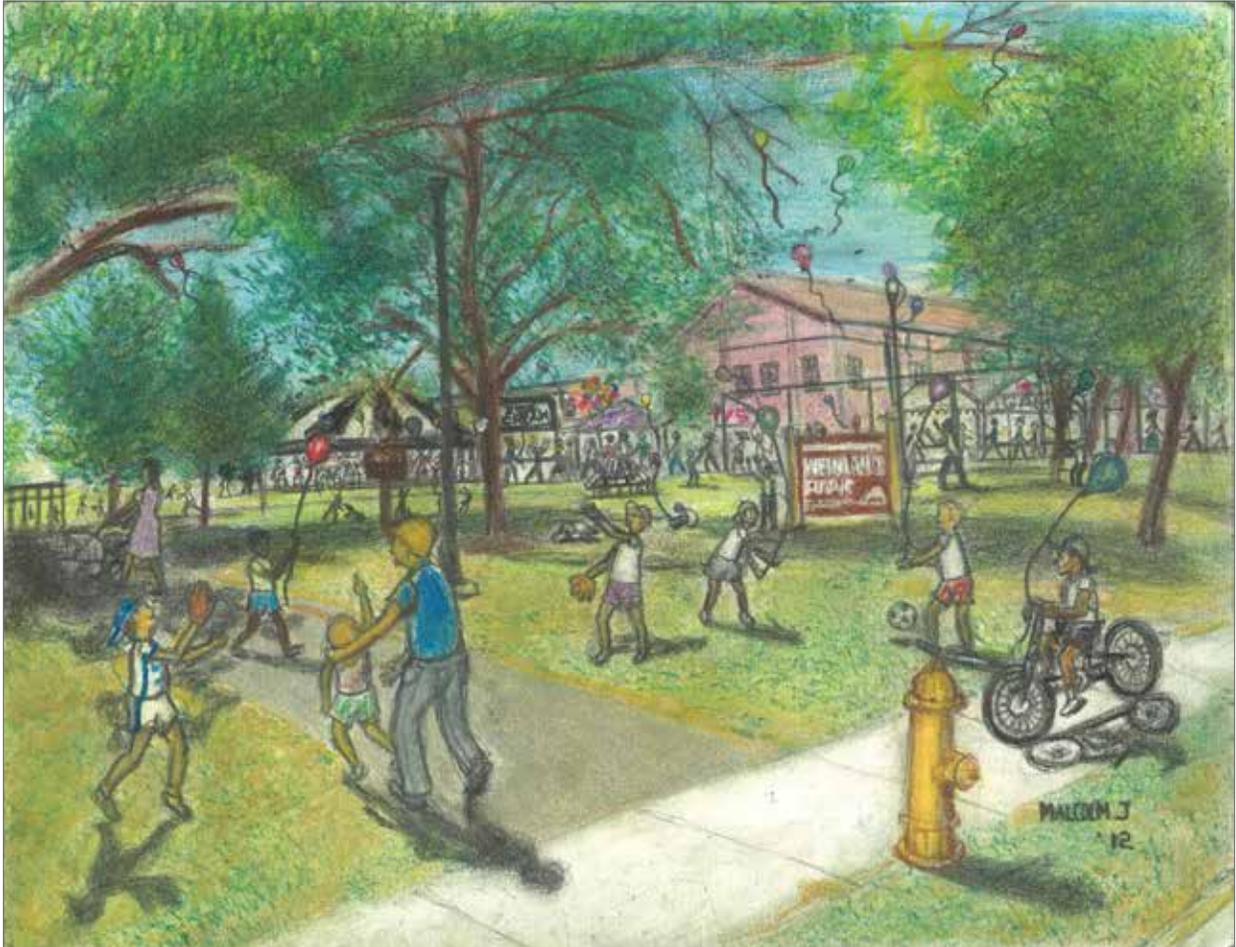
- **Humility.** Neither the WPC nor its member organizations have come to Weinland Park with a prescription for success. We are in Weinland Park to help residents create a viable, mixed-income neighborhood and to improve the quality of life for residents at all income levels. We are still exploring how that can be achieved, and we invite our neighbors to learn with us. We don't have the answers. We believe our neighbors can help us ask the right questions and determine which answers work best.

Trust among stakeholders and residents has permitted agreement on and implementation of various housing projects, infrastructure improvements, and public policies – all of which have benefited the appearance of Weinland Park. Yet for the people who comprise the partner organizations of the WPC and for the people who live in Weinland Park, the investments are being made not only in the physical environment of the neighborhood, but in the lives of its residents. The WPC is offering opportunities for education, preparation for employment, improved health, better housing, youth development, parenting skills, and much more to help transform lives. Residents, however, must choose to take advantage of those opportunities, and they must assume the responsibility for transforming their own lives.

In her "Bridges Out of Poverty" work with CPO and later IPSC, the Rev. Louise Seipel frequently quoted educator James Comer: "No significant learning occurs without a significant relationship." For many residents, particularly those living in poverty, taking advantage of these opportunities requires significant learning – a different mindset, changing relationships with family members and friends, new habits and daily schedules. For WPC's programs to be effective, we must develop authentic relationships with residents. We have to understand our neighbors as people, rather than clients. We must be willing to step out of our comfort zone to better understand the old habits and difficult relationships that both maintain and constrain life in poverty. When we do that, we can effectively support our neighbors when they commit to taking greater control of their lives and achieving a larger degree of self-sufficiency. The Moms2B program may be the best example of WPC partners developing that authentic relationship. As the WPC moves into the two-generation approach of the Family-Centered Community Change initiative, we will continue to learn from the Moms2B model.



Promoting housing opportunities to residents in Weinland Park



The cover art as well as this image of the annual Weinland Park Festival were done by artist Malcolm J. He is a Weinland Park resident and active member of the Weinland Park Community Civic Association.

Closing

On a pleasant evening in June 2013, several dozen children played in the street in front of the 35 single-family homes constructed the previous year by The NRP Group along the east side of North Sixth. One resident who came upon the scene while bicycling around the neighborhood said the roadway looked almost as if it had been blocked off for a street fair. One group of kids threw a football back and forth. Earlier in the day, young people twice had turned on a fire hydrant. The police had been called. Some water from the hydrant reportedly penetrated the basement of a new Habitat for Humanity house.

When the football bounced off a parked car one time too many, the car's owner, a lifelong resident who lives on the west side of North Sixth, came out and confiscated the football. She told the boy that if he wanted his football back, then he would have to have his mother come talk with her. A few minutes later, the mother came down the street. The tense situation began to be diffused when each woman introduced herself. After the car's owner explained the situation, the mother told her son that the other woman was an adult who deserves respect and he should do as she directs. The boy got his football back.

The conversation opened an opportunity for further learning. The car's owner and the bicyclist explained to the mother the summer activities that Weinland Park offers for children, including the Freedom Schools and Camp Mary Orton. The mother, who works two jobs, wasn't aware of these activities, but she was quite interested.

The WPC viewed the construction of the NRP homes as a fantastic opportunity to build new affordable housing on vacant land in a neighborhood that had seen few, if any, new single-family homes since before World War II. The houses are a visible example of Weinland Park's rebirth. Many of the existing residents of North Sixth Street, however, had grown children and were comfortable with the relative quiet of their edge of the neighborhood across from the vacant parking lots of Columbus Coated Fabrics. The new homes and nearby rental units that accept Section 8 vouchers attract many young families who bring vitality to the neighborhood, but children also can mean more noise, commotion, and some mischief. Not long after the new homes were leased up, long-time residents began to complain about a lack of on-street parking and unsupervised children.

Mark Joseph, a social work professor at Case Western Reserve University and director of the National Initiative on Mixed-Income Communities, has studied neighborhoods like Weinland Park across the country. In a recent presentation to a national audience, he noted that a common complaint that he heard across such neighborhoods



was youth without proper supervision. He noted that the neighborhoods must pay particular attention to youth development. He also emphasized that to resolve concern with unsupervised youth and many other issues that will arise, neighborhood residents must be very intentional about building a sense of community. That means recognizing the factors that often divide us, such as race, income, age, and length of time in the neighborhood, and then working and socializing together to create common ground. In other words, we must build authentic relationships among each other.

The WPC has put an emphasis on youth development and is working with partner agencies to provide a record-number of summer recreational and educational opportunities for Weinland Park children. But that doesn't answer the question of where children might gather on a summer evening to throw a ball, play tag, or ride a bicycle.

The NSP homes are attractive and, for most families, probably represent the best housing they've ever had. The houses, however, are built on small urban lots with little front yards and modest, fenced-in back yards. The block doesn't have a pocket park or other green space. In a suburban development, the lots would likely be two to three times as large with much more room to play. While washing the dinner dishes or preparing to leave for a third-shift job, parents are reluctant to permit their elementary-age children to walk alone two blocks and cross the busy, four-lane North Fourth Street to reach the city's recreational park behind the elementary school.

Where are the children going to play, but in the street? While the behavior is a safety concern, North Sixth doesn't carry a large amount of traffic. The informal gathering of kids does give the impression of a lack of supervision. Parked cars get banged with a football, often unintentional, sometimes not.

One more agency-sponsored summer program won't resolve this tension. The place to begin is in conversations among neighbors on sidewalks and front porches where names and information are exchanged. The WPC and its partners are renovating and building houses and offering a variety of social services, but we must be sensitive to the impact that change brings. We must continue to support our neighbors as they build the authentic relationships that revitalize the neighborhood and transform lives.

We are all still learning.





Public Investment in Weinland Park

11th Avenue and 5th Avenue Infrastructure Improvements

The corridors will receive new streetscapes and upgrades. The 5th Avenue corridor will receive \$1.6 million in improvements and \$4.6 million will be invested in the 11th Avenue corridor (2013-2014).

Indianola Park
\$160,000 in improvements by the City of Columbus included walkways and playground equipment (2000).



Northside Library Branch
The Columbus Metropolitan Libraries has identified a developer for a \$15 million expansion of their library facility from 7,700 square feet to 27,000 square feet (2015).

Neighborhood Stabilization Program (NSP)

\$4.3 million in federal funding for the renovation of 14 homes and the construction of 6 new homes scattered throughout the neighborhood (2011).



Schoenbaum Family Center & Weinland Park Elementary School

The Ohio State University invested \$9 million to provide early childhood education in the Schoenbaum Family Center and Columbus Public Schools invested \$15.8 million in the co-located new elementary school (2007).

Weinland Park
\$420,000 in improvements by the City of Columbus included a new shelter house, basketball courts, picnic tables, and trees (2007).



Homeport
\$557,668 in Low Income Housing Tax Credits were awarded to Homeport to renovate a portfolio of affordable housing units which includes The Hamlet (2013).



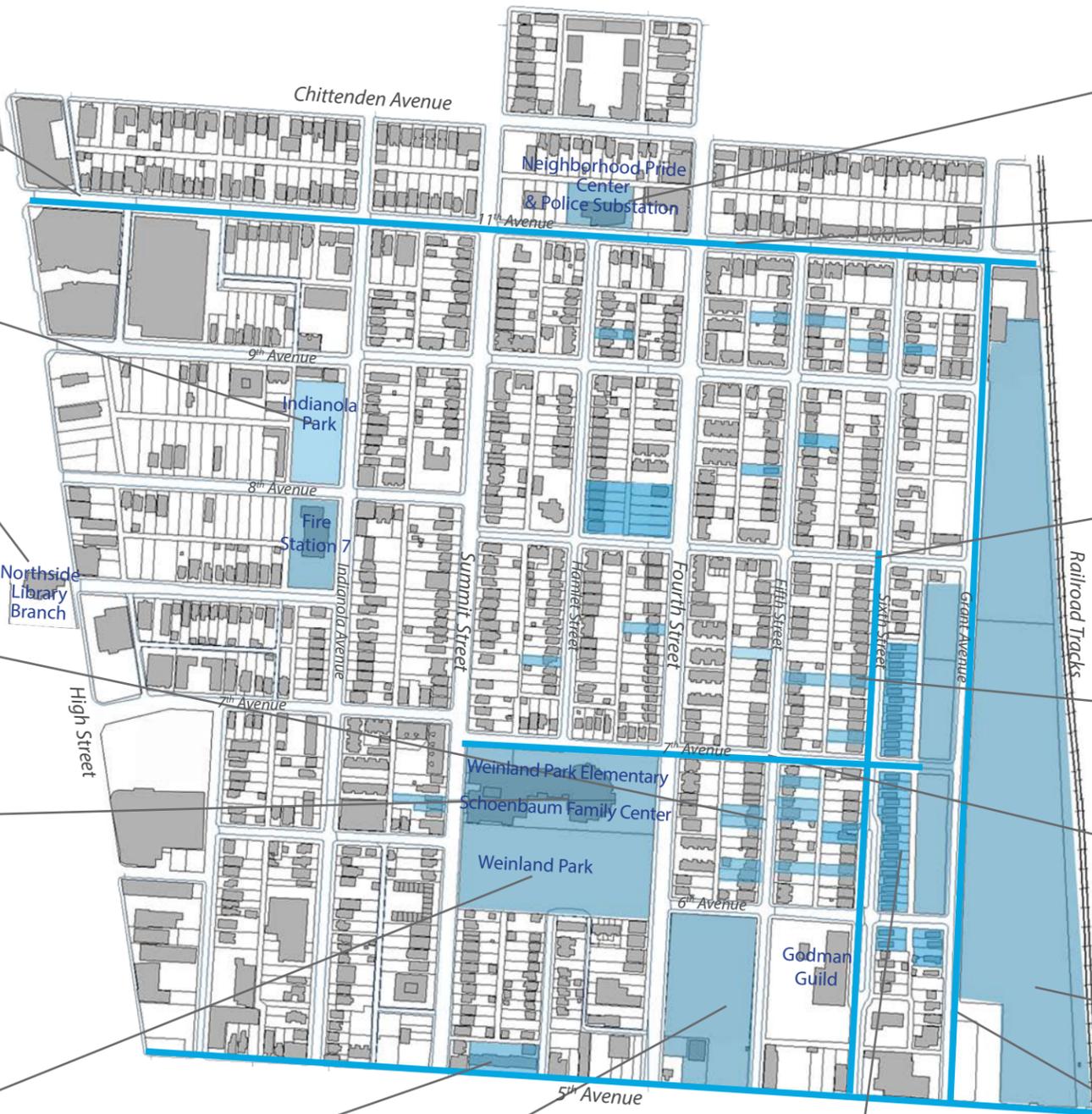
Former 3M Site
\$3 million Clean Ohio Grant and \$865,000 HUD Community Challenge Planning Grant were awarded for the remediation and planning for the proposed Food District @ Weinland Park (2011).



LIHTC Homes
40 new homes were constructed with \$7 million in Low Income Housing Tax Credits as well as \$950,000 in NSP II money from the City of Columbus (2012).



Grant Avenue Infrastructure Improvements
City of Columbus invested \$7.8 million to rebuild Grant Avenue between 5th Avenue and 11th Avenue (2011).



Neighborhood Pride Center & Policing Station

\$4.6 million investment between the City of Columbus and The Ohio State University to create an innovative safety center that houses Columbus Police, and Community Crime Patrol as well as serving as the Neighborhood Pride Center (2008).



City of Columbus Investment in 11th Avenue renovations

The City of Columbus invested \$250,000 towards the renovation of up to five units in the project (2013).



6th Street & Alley Improvements,

City of Columbus invested \$2.8 million to improve the infrastructure on 6th Street (2010).



Habitat for Humanity
utilized \$650,000 in NSP money for the construction of 7 new homes (2011 - 2012).

7th Avenue

Street was reconstructed and new sidewalks installed by the City of Columbus with a \$1.2 million investment (2010).

Former Columbus Coated Fabrics Site

Remediation of the site was funded through a \$3 million Clean Ohio Grant (2008) from the State of Ohio. The City of Columbus also contributed \$2.4 million for the purchase of the property, environmental assessments, and demolition (2007).



Private Investment in Weinland Park

South Campus Gateway

A \$154 million dollar, 224,000 square foot mixed-use development was completed through a public/private partnership (2005).



South of Gateway

A nearly 7-acre redevelopment site assembled by Campus Partners with a \$3.9 million land acquisition investment.



Euclid and High

An infill development that includes 3 storefronts and 3 apartments (2009).

7th and High

A proposed mixed-use development that will include retail and 84 apartments as well as structured parking.



Kroger

\$10 million dollar investment in the redevelopment of their store, doubling its size to 60,000 square feet (2011).

1288 North High Street

Renovated to house North High Brewing, a micro-brewery, as well as 8 residential units (2012).



York on High

The redevelopment of the York Masonic Temple building into 25 residential condominiums (2008).



Smith and High Building

A \$3.5 million urban infill project with retail and 12 apartments (2008).



Fifth and High

Being developed by AIDS Healthcare Foundation. The building will house Out of the Closet Thrift Store and pharmacy (construction underway).



Brothers Drake Meadery & Middle West Spirits Two microbreweries invested in former industrial space to convert them into facilities for production as well as retail space to sell directly to the public (2010).



East Village

A \$12 million infill development that includes 82 residential units and retail (2011-2012).



11th Avenue Properties

Includes 90 residential units in 25 buildings that will be redeveloped into market-rate units. The \$12 million redevelopment cost has been offset by a \$3 million State Historic Tax Credit that was awarded to the developer (construction to start in 2013).



Community Properties of Ohio Renovation

A public/private partnership provided a \$30 million renovation of 300 project-based Section 8 units (2009).



ACUHO-I (Association of College & University Housing Officers - International)

ACUHO-I purchased the former Orton Memorial Laboratory and will invest more than \$1 million in the renovation of the building which will serve as their international headquarters (2013).



Former Columbus Coated Fabrics Site

The 20-acre site of the former factory was remediated with a \$3 million Clean Ohio Grant (2008). It will be developed into a mix of 500-700 new residential units. The city provided \$7.7 million in infrastructure improvements on the site to rebuild Grant Avenue, the main roadway proximate to the site (2011).



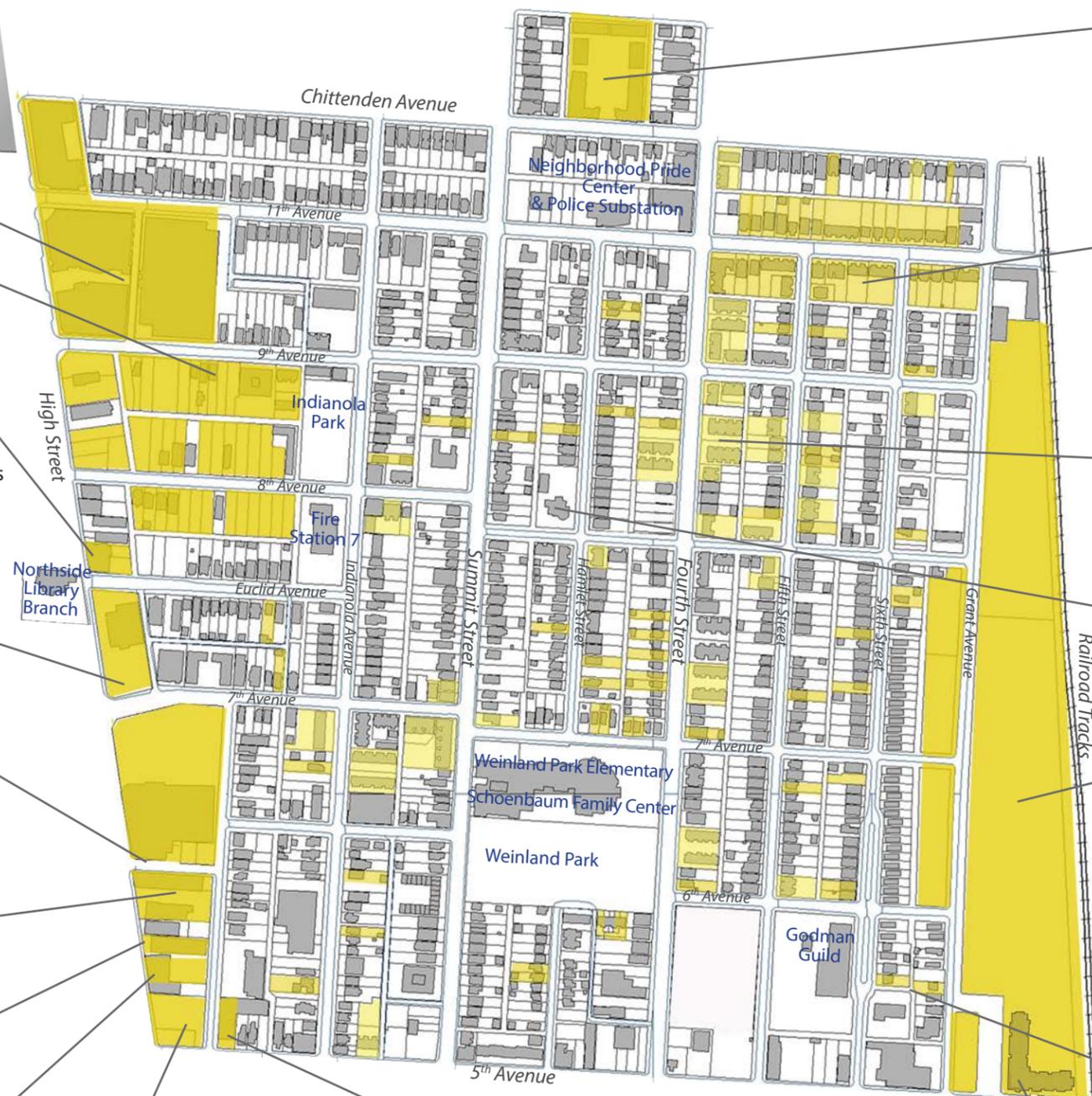
Exterior Home Repair Program

\$1.45 million was raised from private sources to support 60+ exterior home repair grants (up to \$20,000 each) to improve roofs, windows, siding, foundations and energy efficiency (2011-2013).

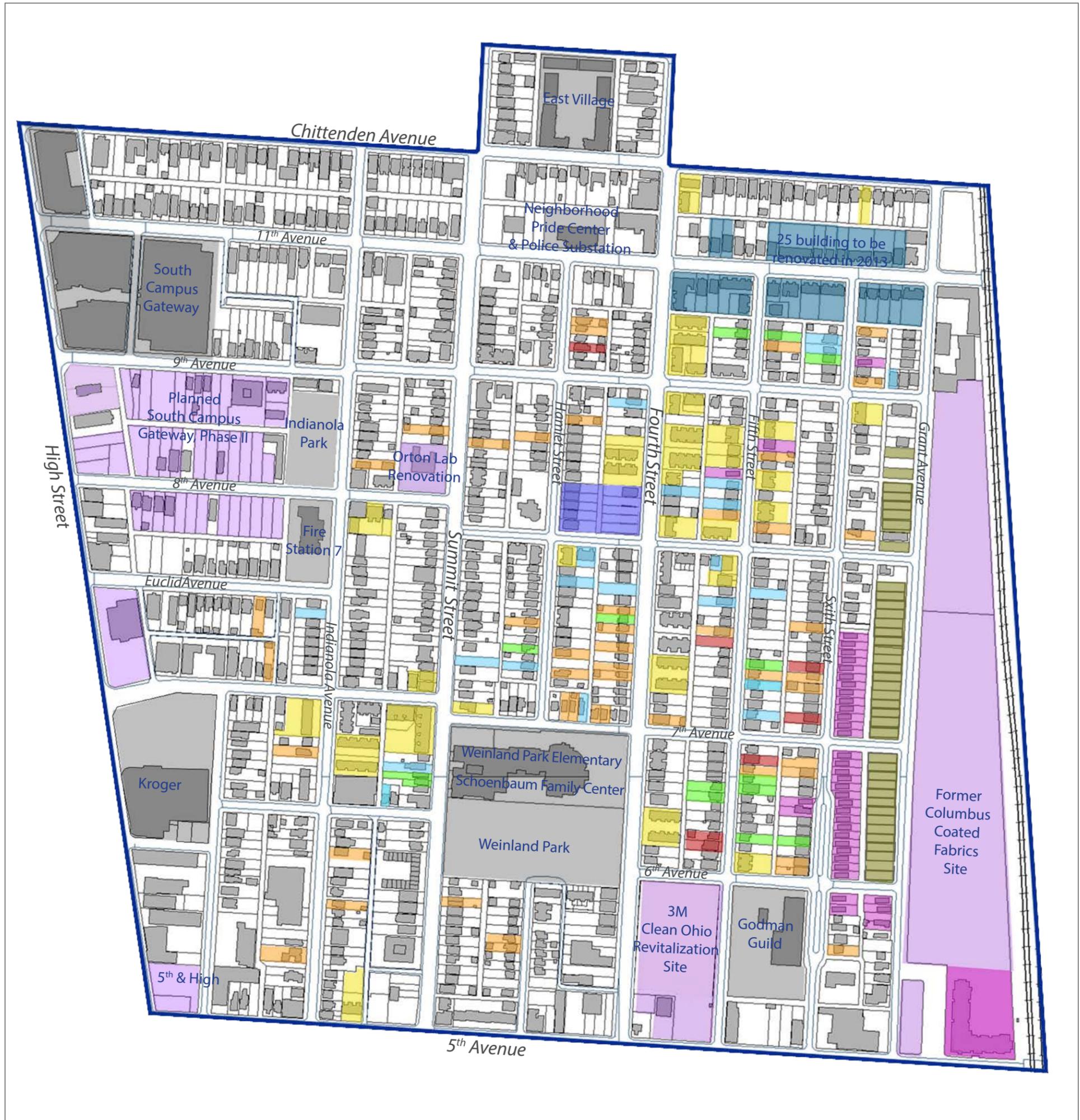


Proposed Senior Housing

A four-story 70-unit tax credit apartment building is proposed for the southwest corner of the Columbus Coated Fabrics Site.



Recent Housing Investment in Weinland Park (2009 - 2013)



Blue New Ownership - Neighborhood Stabilization Program
up to 120% AMI (6 units)

Green Rehabbed Ownership - Neighborhood Stabilization Program
up to 120% AMI (14 units)

Red New Ownership - Habitat for Humanity
between 30% - 50% AMI (7 units)

Yellow Community Properties of Ohio
project-based Section 8 (300 units)

Dark Blue 11th Avenue - Grant Commons
To be renovated into market rate units (90 units)

Purple Rental - Low Income Housing Tax Credit Program
between 35% - 60% AMI (40 units)

Light Purple Proposed Rental - LIHTC Senior Housing
(70 units)

Orange Home Repair Program Recipients
existing homeowners, up to 120% AMI (42 units)

Olive Green Market Rate Lots
(38 units)

Light Blue Acquired Properties
(18 units)

Grey Completed Investment
(82 units of residential and institutional uses)

Pink Future Investment
(500 - 700 units, commercial and parkspace)

2013 HUD INCOME GUIDELINES FOR COLUMBUS MSA

Area Median Income (AMI) Effective December 11, 2012

FAMILY SIZE		INCOME LIMITS (MEDIAN FAMILY INCOME - \$67,900)									
		30%	40%	50%	60%	80%	100%	120%	130%	65%	140%
ONE	YEARLY	\$14,250	\$19,040	\$23,800	\$28,560	\$38,050	\$47,600	\$57,050	\$61,880	\$30,940	\$66,640
TWO	YEARLY	\$16,300	\$21,760	\$27,200	\$32,640	\$43,450	\$54,400	\$65,200	\$70,720	\$35,360	\$76,160
THREE	YEARLY	\$18,350	\$24,480	\$30,600	\$36,720	\$48,900	\$61,200	\$73,350	\$79,560	\$39,780	\$85,680
FOUR	YEARLY	\$20,350	\$27,160	\$33,950	\$40,740	\$54,300	\$67,900	\$81,500	\$88,270	\$44,135	\$95,060



WEINLAND PARK COLLABORATIVE

Resident Engagement in Weinland Park

NEIGHBORHOOD ACTIVITIES

Field Trips have been organized by neighbors that included apple, strawberry, and pumpkin picking and trips to local farms. This is a great way for neighbors to get to know each other.



Beautification Projects take place throughout the year where residents work together to pick up litter, plant flowers, and clean public areas in the neighborhood. Students from The Ohio State University often participate.



Front Yard Barbeques give neighbors a chance to meet in informal settings to discuss changes in the neighborhood, learn about opportunities, and meet each other.



NEIGHBORHOOD MEETINGS



Weinland Park Community Civic Association meets monthly and draws between 65—100 residents and dinner is always served.



HUD Challenge Planning Grant Process brought residents together to vision solutions for food access and sustainability in the neighborhood.



Youth Committee brought together law enforcement, community leaders, and male role models together to foster communication.



Big View Meetings were organized to encourage residents and stakeholders to co-investigate solutions to transform the neighborhood and themselves.



Neighborhood Network Meetings are monthly meetings that provide a safe environment for "left-hand conversations" to address immediate needs.



Small Group Discussions create an environment where everyone has the chance to share their ideas.

NEIGHBORHOOD EVENTS

Annual Summer Festival takes place each August to give residents an opportunity to gather for fun. It draws more than 700 for food, live music, activities, and to learn about the neighborhood.



Roots & Roofs is an event each spring where residents and stakeholders gather for a neighborhood clean-up, community gardening, and promotion of new housing opportunities.



Greeting New Neighbors brings out large numbers of residents to welcome new residents including attending a recent Habitat for Humanity wall-raising (left) and dedication of keys (right).

NEIGHBORHOOD GROUPS

5th Street Bird Sanctuary was a vacant lot transformed by the neighbors into a bird sanctuary with bird-friendly plants, flowers, trees, feeders, and houses.



4th Street Farms is a neighborhood community garden that provides fresh vegetables and educational opportunities.



Weinland Park Wildcats and Cheerleading Squad is organized by residents and provides opportunities for neighborhood kids during summer and fall.



Financial Investment Summary (2008 - 2013)

Philanthropic investment

ANNIE E. CASEY FOUNDATION

\$150,000

Annie E. Casey provided a readiness grant to begin implementation of a Family Centered Community Change model in Weinland Park, this was in addition to funds provided to similar efforts in two other cities. This marks the beginning of a multi-year relationship between the Annie E. Casey Foundation and the Weinland Park Collaborative.

CARDINAL HEALTH

\$147,500

Support for wellness programs of Local Matters, Action for Children, Columbus Health Department, Nationwide Children's Hospital, and Learn for Life for work in Weinland Park; support for Godman Guild's strategic planning, programs; and support for food district planning.

COLUMBUS FOUNDATION

\$5,541,008

The foundation has made numerous grants targeted to Weinland Park with the primary areas of focus being education, employment, research, and coordination. Support has included the purchase and renovation of vacant and foreclosed homes, the Weinland Park Home Repair Program, Neighborhood Options for Youth, R.I.S.E. Youth Club, Weinland Park Wildcats, and summer programs for youth, including Camp Mary Orton, Freedom Schools, and teen employment.

JPMORGAN CHASE FOUNDATION

\$4,300,000

Among the foundation's grants targeted to Weinland Park has been support for the purchase and renovation of vacant and foreclosed homes; the Weinland Park Home Repair Program; numerous enrichment programs at Weinland Park Elementary School, including Girl Scouts, COSI, and Ballet Met; construction training program; and medical transportation through the Red Cross.

THE OHIO STATE UNIVERSITY

\$1,735,000

Ohio State's investment includes \$1,235,000 from Campus Partners for purchase and renovation of vacant and foreclosed homes, support for the Weinland Park Home Repair Program, and architectural and engineering work related to acquisition of East 11th Avenue properties and \$500,000 from Ohio State University Extension to support staffing and programming of extension activities in the University District from 2008 through 2013. The investment total does not include additional investments by other units of the university, which will be summarized in a future report.

UNITED WAY OF CENTRAL OHIO

\$3,376,839

United Way has selected Weinland Park as one of five Columbus neighborhoods in which it is focusing time and resources to achieve ten-year (2010-2020) "bold goals" surrounding the reduction of vacant and abandoned houses and of crime. United Way has invested in agencies and organizations targeting Weinland Park with a particular focus on housing, public safety, and education. Among the many initiatives supported has been the Neighborhood Partnership grants, two community organizers, tool library, GED classes, and A.C.E.S.

TOTAL PHILANTHROPIC INVESTMENT

\$15,228,347

Financial Investment Summary



Public investment

CITY OF COLUMBUS	\$19,243,783
------------------	--------------

The city has made major investments in the neighborhood infrastructure, including street and sidewalk improvements and water and sewer lines; installed 10 neighborhood safety cameras and supported neighborhood safety initiatives; and allocated federal funds for housing renovation and new construction.

STATE OF OHIO	\$15,000,000
---------------	--------------

Two grants of \$3,000,000 each from the Clean Ohio Revitalization Fund to the City of Columbus for clean up of the Columbus Coated Fabrics and 3M sites; an allocation of \$9 million in Low-Income Housing Tax Credits to The NRP Group to construct 40 lease-to-purchase houses.

TOTAL PUBLIC INVESTMENT	\$34,243,783
--------------------------------	---------------------

TOTAL WEINLAND PARK COLLABORATIVE INVESTMENT	\$49,472,130
---	---------------------

WEINLAND PARK DEMOGRAPHIC DATA ANALYSIS

The Kirwan Institute
for the study of the
race and ethnicity

07-17-2012

Population distribution:

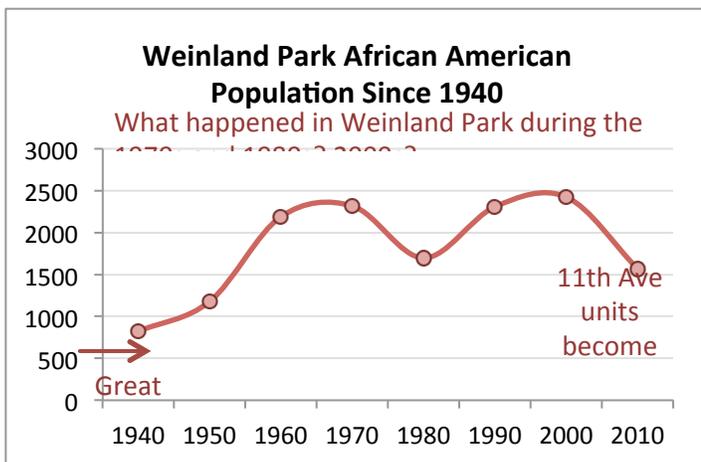
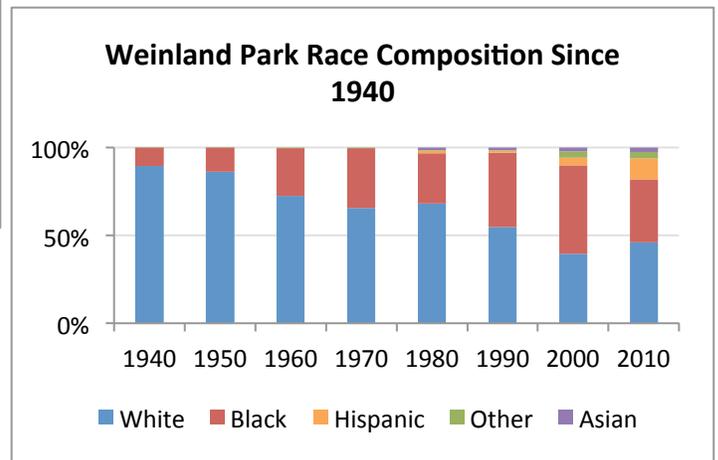
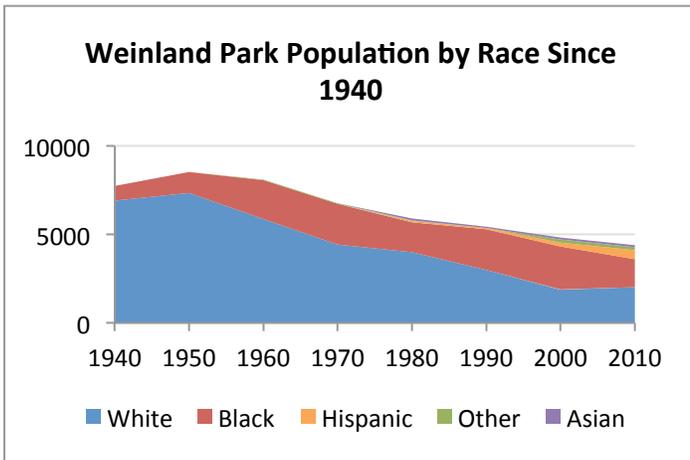
Data Feature	Census Tract 17 (West)	Census Tract 16 (East)	Weinland Park Total
<i>Year</i>	<i>Population</i>		
2010	2,704	1,682	4,386
2000	2,733	2,077	4,810
1990	3,081	2,383	5,464
1980	3,333	2,505	5,838
1970	3,620	3,145	6,765
1960	4,166	3,920	8,086
1950	4,656	3,865	8,521
1940	4,169	3,557	7,726

Housing Information:

Data Feature	Census Tract 17 (West)	Census Tract 16 (East)	Weinland Park Total
<i>Year</i>	<i>Housing Units</i>		
2010	1,435	924	2,359
2000	1,482	1,000	2,482
1990	1,638	1,056	2,694
1980	1,692	1,177	2,869
1970	1,608	1,132	2,740
1960	1,652	1,291	2,943
1950	1,629	1,213	2,842
1940	1,330	1,109	2,439

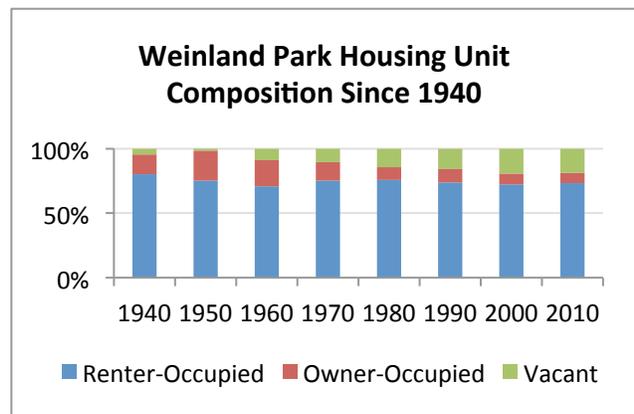
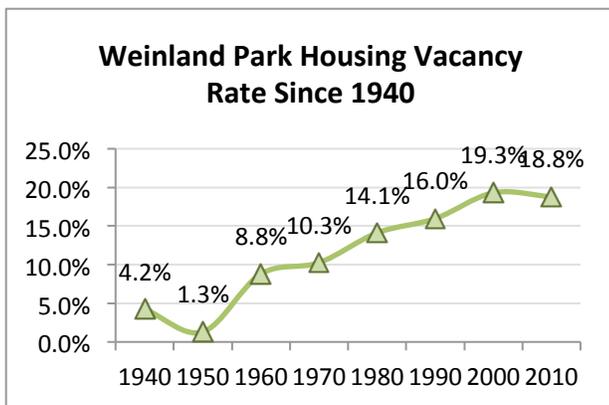
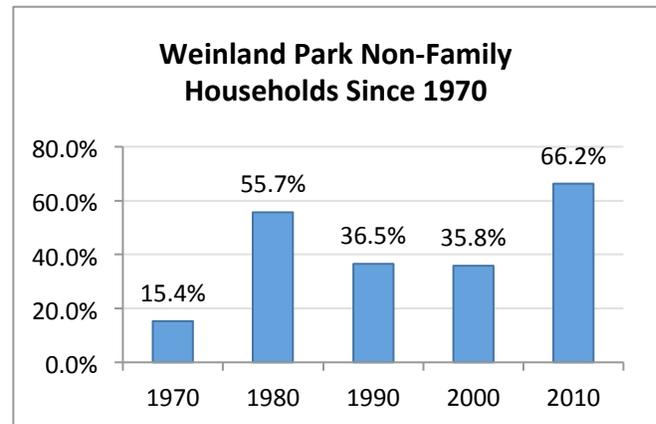
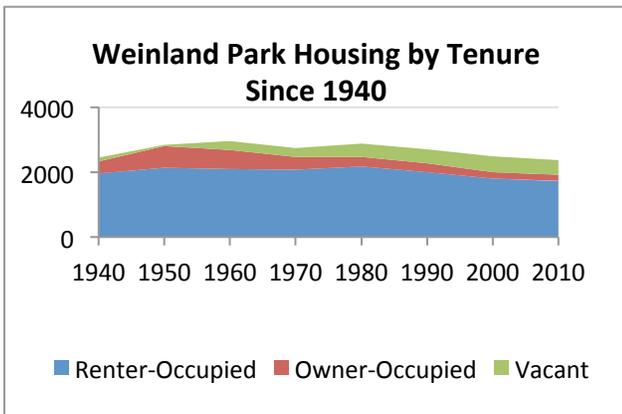
Changes in race and ethnicity since 1940s

Race or Ethnicity	1940	1950	1960	1970	1980	1990	2000	2010
Asian	-	-	-	-	84	83	105	115
Other	2	4	30	19	33	11	172	161
Hispanic	-	-	-	-	73	66	217	519
Black	823	1179	2191	2317	1697	2309	2423	1566
White	6901	7338	5865	4429	4004	2976	1893	2025



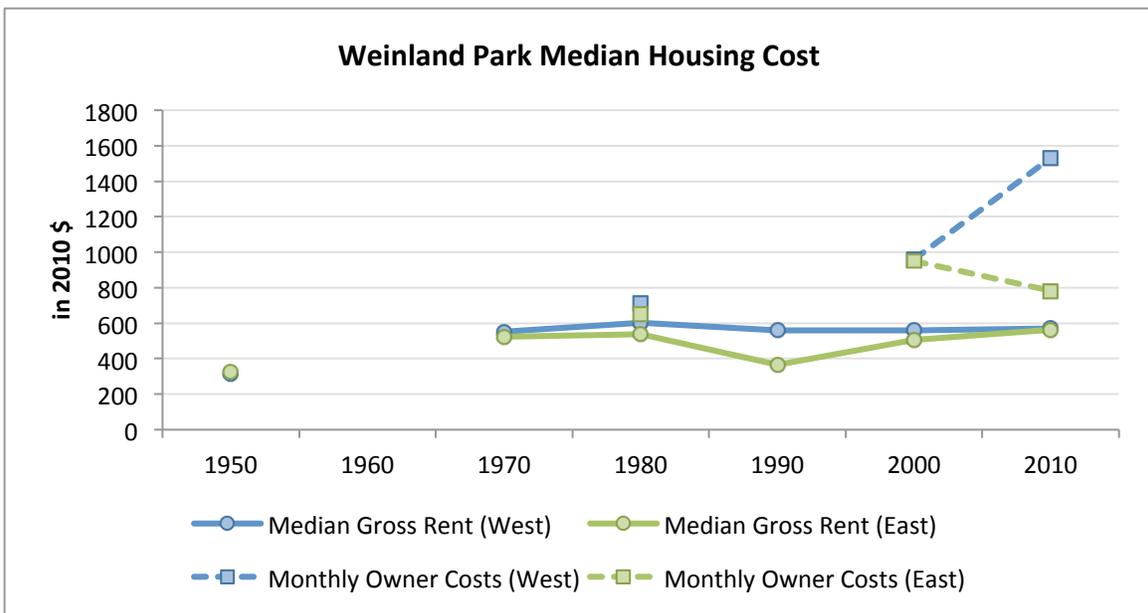
Changes in housing tenure since 1940s

Housing Tenure	1940	1950	1960	1970	1980	1990	2000	2010
Owner-Occupied	374	668	596	393	293	279	204	188
Renter-Occupied	1962	2137	2088	2066	2171	1985	1799	1728
Vacant	103	37	259	281	405	430	479	443
Vacancy Rate	4.2%	1.3%	8.8%	10.3%	14.1%	16.0%	19.3%	18.8%
Non-Family Household Rate	-	-	-	15.4%	55.7%	36.5%	35.8%	66.2%



Changes in housing cost since 1950s

Housing Cost	1950	1960	1970	1980	1990	2000	2010
Median Gross Rent (West)	312	-	551	604	561	561	571
Median Gross Rent (East)	328	-	523	538	365	505	564
Monthly Owner Costs (West)	-	-	-	715	-	959	1531
Monthly Owner Costs (East)	-	-	-	649	-	952	783



Changes in economic characteristics

Economic Characteristic	1940	1950	1960	1970	1980	1990	2000	2010
Unemployment Rate	9.2%	6.3%	7.7%	7.3%	14.9%	16.5%	15.5%	18.3%
Family Poverty	-	-	-	22.5%	44.9%	57.2%	49.1%	62.3%
Median Household Income	-	-	-	-	\$18,865	\$15,278	\$20,101	\$12,000

