

Request for Qualifications
Development Partner for
Columbus State Community Partners
05/19/21

Columbus State Community College is critically important to the economic vitality of Central Ohio. With more than 45,000 full- and part-time students, and open to all who need it, the College is Ohio's second-largest public higher education institution based on for-credit students, and the region's number-one engine for preparing students for in-demand jobs and meeting the growing and evolving employment needs of Central Ohio.

In 2019, the Board of Trustees of the College approved the formation of a 501(c)(3) affiliate organization—Columbus State Community Partners—to facilitate real estate needs and opportunities of the College. The Board of Directors of Columbus State Community Partners (Partners) is the client for the work described in this request.

The information is according to the following topics.

1. Introduction
2. Background on the Project
3. Submission Outline and Requirements
4. Evaluation Criteria
5. Schedule and Selection
6. Other Terms and Conditions
7. Resource Documents

Contact for all communication related to this procurement is Robb Coventry, Director of Facilities Planning, Design & Construction, Columbus State Community College, 385 E. Naghten Street, Columbus, OH 43215 614.287.3662 | 740.403.9310 rcoventry@csc.edu

1. Introduction

- a. Motivation: The Partners are undertaking this procurement—and subsequent development—to advance the potential for students to be more successful at the College and for the region's workforce to be more robust. The College will be a leader of the region's recovery from the pandemic and this project can demonstrate the confidence and capacity-building that is needed. In doing so, the intent of this work is to leverage implementation of the Capital Plan and the College's Master Plan. (In 2020 Franklin County voters supported Issue 21 that will yield \$300 million over 10 years. This amount is part of a larger \$441 million Capital Plan.) Within the 2013 Master Plan (see Section 7 Documents) are principles that should strongly inform the anticipated development work:
 - i. Enhance the Learning Environment
 - ii. Enrich Student Life
 - iii. Develop Strategic Partnerships

- iv. Preserve Unique Character
- v. Use Resources Responsibly
- vi. Design for the Future

In addition to the above, the College seeks a partner that, like the College, aspires to do good for the world and can demonstrate those values in previous work and corporate culture.

- b. Vision, Mission and Values: The work of the College is driven by a clearly articulated vision and supporting mission and values. This partnership and project will be executed with the intent expressed in the following statements.
 - i. Our Vision: Columbus State Community College is Central Ohio's front door to higher education and a leader in advancing our region's prosperity.
 - ii. Our Mission: To educate and inspire, providing our students with the opportunity to achieve their goals.
 - iii. Our Values
 - 1. Student Success: We welcome and engage all students in creating individualized, accessible, and mutually accountable pathways that allow them to pursue their goals.
 - 2. Inclusion: We reflect the demographics of Central Ohio, and we leverage the College's rich diversity for the benefit of our local and global communities.
 - 3. Quality: We expect excellence and accountability in ourselves and our students.
 - 4. Innovation: We embrace bold ideas and an entrepreneurial spirit, and we are responsive to the changing needs of students, employers, and other stakeholders.
 - 5. Learning: We are a community of teachers and learners who believe that fulfilling lives are grounded in self-awareness and continuous learning.
 - 6. Partnership: We recognize that more can be accomplished collaboratively than individually, and we seek like-minded partners to advance our shared goals.
 - 7. Stewardship: We are careful and thoughtful stewards of the resources entrusted to us.
 - 8. Leadership: We lead by action and example to help our community pursue opportunities and address the challenges of the 21st century.
- c. Anticipated outcomes: The Partners intend to engage a development partner who is a thoughtful, creative contributor of the ambitious and transformative planning and execution underway at the College. Through this development it is essential to have direct and indirect positive impacts on student success and the competitiveness of the region's workforce. For students this means addressing facilities and programs as well as

financial stability, transportation, housing, childcare and others. In addition, high-level outcomes include:

- i. Net fiscal benefit to the College
 - ii. Advance equity and opportunity for the College and larger community (e.g. job opportunities, workforce housing, student housing, childcare, greater access to health or social services, etc.)
 - iii. Enhanced amenities for students, as well as faculty, staff, neighbors, and visitors (e.g. fitness)
 - iv. Reduced barriers for students, recent graduates, and others (e.g. housing affordability)
 - v. Tenants with similar values as the College (e.g. non-profits)
 - vi. Contributions to addressing campus and neighborhood parking needs
 - vii. Strengthened design character of the area
 - viii. Improved infrastructure and public realm of the development area
 - ix. Significant utilization of female and minority partners, suppliers, and contractors
- d. Selection Approach: At the conclusion of the evaluation process of the qualifications, the Partners intend to invite two to three developers and or developer teams to respond to a request for proposal.

2. Background on the Project

- a. Context: The College's Columbus campus is situated in the northeast part of downtown. It anchors the northern part of the Discovery District known as the Creative Campus. (See Creative Campus report in Section 7 Documents.)
- b. Previous planning (Master Plan, Development Advisor, Creative Campus): The College has undertaken several significant planning efforts over the past eight years, beginning with 2013 Master Plan. The Master Plan provided a clear framework for physical development across the campus that was driven by program priorities and the need to be opportunistic. Since 2017 the College has partnered with City of Columbus and neighborhood stakeholders on an agenda for making this area was realizing its potential as unique and contributing part of downtown. This area is known as the Creative Campus and collaboration has helped deliver the rebuilding of Cleveland Avenue.
- c. Capital Plan Implementation: The College has a tremendous amount of capital needs and significant amount resources to address them. The College recently hired a consultant team to, among other things, help integrate the anticipated capital needs with the 2013 Master Plan and other planning and development initiatives.
- d. Land Focus: The priority geographic focus of the work is approximately three acres east of Cleveland Avenue (Area A) between Spring and Long streets, however, the College owns several parcels (Areas B through G) west of Cleveland Avenue that could be included. In addition, a third area (approximately three acres) could be considered in the development work (Area H) (immediately east of Area A). (See Page 8, Development Potential Map)

- e. Program Priorities: The Community Partners leadership seeks a development program that is consistent with the values of the College, has a positive impact on student success and workforce advancement, and considers a post-COVID-19 environment. The Develop Advisor report provides insight on program preferences in the form of a mixed-use development. The specific examples include:
- i. Student Housing (affordable): Affordable housing is very limited near the campus. Student housing that is affordable to the College's student population (and recent graduates) is a preferred use in this project. In conceiving solutions for student housing, the developer should gain a clear understanding of the other housing efforts underway at the College, e.g. Success Bridge. The solutions should be crafted in the form of an overall housing plan.
 - ii. Workforce Housing: Housing for recent graduates, as well as mid to low wage earners is very limited in the City, and especially downtown. This is a priority of the City and partnership is expected. This is a preferred use.
 - iii. Medical, Fitness, or Social Services: A program component that supports wellness needs of students and nearby residents would be a preferred use. It is desirable for students to have clinical and hands-on opportunities in these settings.
 - iv. Childcare: A program that supports the childcare needs of students, faculty, staff, and the community would be a preferred use. It is desirable for students in the Early Childhood Development & Education Program to be a part of this program.
 - v. Parking: Development on College land will displace parking and create more demand. Parking solutions are needed, and the College's overall inventory can be considered. As part of the Capital Plan Implementation a garage may be built. The developer will need to address leveraging that potential asset as part of the process and ensuring there is no net loss of peak-time parking for College users. A parking garage is a preferred use along with other mobility considerations and will need to be carefully conceived in post-pandemic environment.
 - vi. Non-profit: The College is open to including non-profit organizations in the program. These organizations should contribute to student success. Non-profits would be an acceptable use.
 - vii. Retail: Demand for retail goods and service is minimal in this part of downtown, however, a limited amount of retail is an acceptable use. This limited retail would be calibrated to make the other uses of the development successful.
 - viii. Office: Demand for office space is minimal in this part of downtown, however, a limited amount of office is an acceptable use. This limited office would be calibrated to make the other uses of the development successful. To the extent the office use was relevant to mission of the College, it could be preferable.
 - ix. Academic: As part of implementing the Capital Plan, additional space could be needed. It is an acceptable use for this development.

For all the above, it is expected the successful developer will have significant experience leveraging a range of resources to meet the project's objectives, a diverse project team, and a strong record of utilizing female and minority suppliers, contractors, and partners.

- f. City Partnership: For the last four years the City of Columbus and the College have partnered to create conditions for successful real estate development in the Creative Campus. The most visible evidence of that relationship is the \$7.5 Million rebuilding of Cleveland Avenue. The partnership has recently been formalized for another three years. The City wants this project to be successful and is prepared to work with the College and its development partner on realizing this project.

3. Submission Outline and Requirements

- a. Cover letter. Outline the firm's interest in this project and relevant experience working as a mixed-use developer, highlighting any experience working with institutions of higher education, or with similarly situated anchor institutions in this capacity.
- b. Perspective. Provide the firm's perspective on 1) motivation and expected outcomes of the assignment; 2) potential for this area of downtown; 3) motivation for interest in the project (including values of company(ies); 4) key conditions for success; and 5) opinion of project viability (in consideration of COVID-19).
- c. Company Profile. Include years in business, focus of work, financial strength, number of employees, diversity, equity and inclusion policies, etc. Include this information for any partner firms and identify any minority- and or women-owned participation.
- d. Key Projects. Provide at least five (5) examples of similar development projects in completed in the last five years. Include information on client(s), project objectives, description (uses, square footage, financing sources, etc.), successful outcomes, and current development status. Project located in Columbus and/or central Ohio are of interest as are projects in other parts of the Midwest.
- e. Resumes. Provide resumes only for key personnel who would be assigned to the project including role, number of years of experience, and project experience.
- f. References. Provide at least five references. Central Ohio references are of interest to the evaluation team, but others are acceptable. Please provide project name and description, project owner's name, email address and phone number.
- g. Conflicts of Interest. Provide a statement that identifies any known or potential conflicts the firm may have with the College and or its Foundation and or the Community Partners.

Submissions are limited to a 25-page PDF (not including front and rear cover) and provided electronically.

4. Evaluation Criteria

- a. Attributes of a successful development partner include the following. Recognizing that no one responder is likely to have all of these attributes, this list represents preferences for successful developers to possess.

- i. Relevant successful experience with recent projects of similar size, type and scope. Specifically, this means work with an anchor institution (higher education, healthcare or similar entity) in an urban setting.
- ii. Alignment of values with the College's.
- iii. Demonstrated success collaborating with the City of Columbus.
- iv. If the qualifications of a team are being submitted, the relevant successful experience of each member to perform its role, and the ability of the members to work together as a team.
- v. Proven track record of financial strength of the respondent(s) to obtain the necessary debt and equity for projects of this magnitude and financial strength of the entity or entities that will back up the obligations.
- vi. Ability to meet project objectives.
- vii. Positive assessment of character and integrity of the respondents based on reference checks and other information gathered.
- viii. History of minimal to no litigation, and no major outstanding pending claims that could be detrimental to this work.
- ix. Supplier and workforce diversity.
- b. Other factors may be considered if relevant by the Selection Committee.

5. **Schedule and Selection**

- a. There will be a pre-submittal meeting to share background information and offer the opportunity for applicants to ask questions to gain more clarity. Submitters need to indicate their intention to submit qualifications no later than 5 PM, ET, May 28, 2021.
- b. Contact for all communication:

Robb Coventry, Director of Facilities Planning, Design & Construction, Columbus State Community College, 385 E. Naghten Street, Columbus, OH 43215
614.287.3662 | 740.403.9310 rcoventry@csc.edu

- c. Below is the proposed timing for the procurement.

RFQ released	May 19, 2021
Letter of Intent to Respond	May 28, 2021
Pre-Submittal Meeting	June 7, 2021
Question deadline	June 24, 2021
RFQ submittals due	July 1, 2021
Interview Invitations	July 15, 2021
Interviews with Development Partner	Week of July 26, 2021
Selection of short-list	September 10, 2021

6. **Other Terms and Conditions**

The following are the key terms and conditions of the RFQ.

- a. Firms responding to the RFQ should not contact members of the Columbus State Community Partners Board, the College's Foundation Board or its Board of Trustees, the

College's President or its Senior Vice President for Administration, the Foundation's Executive Director or their respective staffs and consultants, the City of Columbus, or any of the other entities of the Creative Campus concerning the RFQ from the date hereof until the process has been completed.

- b. The College is not responsible for costs or damages incurred by respondents, or other interested parties in connection with this RFQ process, including but not limited to, costs associated with preparing responses, qualifications, and proposals, and participating in any conferences, oral presentations, or negotiations.
- c. The Partners reserves the right to modify the RFQ schedule as needed, as well as the right to: (1) modify or terminate this RFQ at any time for any reason; (2) reject any or all submissions; and (3) waive minor, technical defects in any submissions. The receipt of responses to this RFQ or other documents at any stage of the process will in no way obligate the Partnership to enter any contract of any kind with any party.

A firm selected to serve as development advisor will not be precluded from subsequently competing to implement a specific project or projects.

7. Documents

The following documents are provided as references to aid in preparing an insightful response.

- a. 2013 Master Plan
- b. 2019 Development Advisor report
- c. [2019 Capital Plan](#)
- d. 2020 Creative Campus report
- e. Financial Stability Framework

Development Potential Columbus State Community College

Primary Land	
A	+/- 3.5 ac
Secondary Lands	
B	0.5 ac
C	0.1 ac
D	0.3 ac
E	0.4 ac
F	0.2 ac
G	0.4 ac
H	+/- 3.5 ac

Note: Property acreages are an approximation and were measured using the interactive map on the Franklin County Auditor website.

Map updated 02/17/2021

Prepared by Planning NEXT

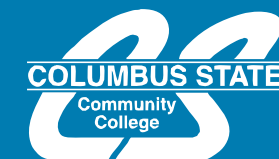




Columbus State
Community College

Comprehensive Master Plan A Flexible Framework

November 2013



Letter From The President

Community Partners and Colleagues,

Throughout our fifty year history, Columbus State Community College has remained deeply embedded in the fabric of our community. As a technical school in the 1960s to the thriving success as a multi-campus community college, Columbus State has become one of the largest open access colleges in the nation.

On July 18, 2013, Columbus State Community College's Board of Trustees adopted a comprehensive master plan to serve as a blueprint to advance the College's strategic goals of student success, workforce development, and civic engagement. This design for the future responds purposefully to community needs well beyond the scope of simply constructing new buildings.

Guided by the College's mission, vision, and values to educate and inspire our students, and aligned with the region's civic and business partners' needs, this master plan envisions an integrated programmatic and architectural strategy to adapt and respond to workforce demands in Central Ohio. The plan proposes

enhanced learning environments to tackle barriers to student achievement, collaborative strategic partnerships to address long-term industry needs, and a commitment to environmental stewardship to impact neighborhood revitalization.

Special thanks to Columbus State faculty, staff and students; our neighbors at both the Columbus and Delaware campuses; employers throughout Central Ohio; K-12 and higher education partners; and community organizations who offered their time, insights, and creative energies into developing Columbus State's comprehensive master plan.



Very truly yours,

A handwritten signature in black ink that reads "David T. Harrison". The signature is written in a cursive, flowing style.

David T. Harrison

Board of Trustees Adoption of The Columbus State Master Plan

July 18, 2013

Board of Trustees

- Richard D. Rosen, Chair
- Michael E. Flowers, Vice-Chair
- A. Lynne Bowman
- Jami S. Dewolf
- Valoria C. Hoover
- Anne Lopez-Walton
- Dr. Richard H. Owens
- Dianne A. Radigan
- Poe A. Timmons

President

- David T. Harrison, Ph.D.



COLUMBUS STATE COMMUNITY COLLEGE RESOLUTION

Comprehensive Master Plan: A Flexible Framework

WHEREAS, Columbus State Community College serves Delaware, Franklin, Madison, and Union counties through its campuses in Columbus and Delaware County, its regional learning centers throughout Central Ohio, and extensive outreach through online learning and academic partnerships; and

WHEREAS, the College began its comprehensive master planning process in August 2011 to coincide with planning initiatives by neighboring institutions and public entities that impact roadways, streetscapes, campuses, and neighborhoods on or near the Columbus and Delaware campuses; and

WHEREAS, the College owns sufficient land in Columbus and in Delaware County to support substantial student and programmatic growth, rendering new land purchases unnecessary to fulfill this Master Plan; and

WHEREAS, the College will continue to expand its reach throughout Central Ohio through partnership-driven regional learning centers, expanded access to technology-enhanced learning, and collaborative relationships with K-12 districts, colleges and universities, libraries, and other partners; and

WHEREAS, the College's planning process, designed to be inclusive and engaging, included more than 100 sessions during the data-gathering and option-review phases of the planning process, involving input from more than 500 internal and external stakeholders through focus groups, college forums, briefings, group presentations, and one-on-one conversations during both the data-gathering and option-review stages of the planning process; and

WHEREAS, it is recognized that phasing of projects contained in this plan will be determined based on academic need, resource availability, partnership potential, community and regional priorities, and other factors, and, as appropriate, will be done in coordination with other regional planning initiatives; and

WHEREAS, the planning process yielded the following guiding principles on which the comprehensive master plan was developed and by which its implementation will be guided to align with the College's strategic goals of student success, workforce development, and civic engagement:

Guiding principles

- *Enhance the Learning Environment.* Student success principles and academic program needs will guide facility decisions. Formal and informal spaces that inspire student learning, enhance the visibility of academic programs, and expand the availability of modern classrooms and other teaching and learning spaces will be priorities.
- *Enrich Student Life.* The College will provide welcoming, safe, and comfortable spaces that meet the diverse needs of students and evoke a strong sense of place. Spaces will be designed to make it convenient for students and prospective students to navigate administrative and academic support processes. Purpose-built spaces for co-curricular activities, food service, recreation, housing, and other services will enhance student success. Space design also will take into account student needs that exist across the broad range of student ages, cultures and lifestyles, physical abilities, and working schedules, which defines the Columbus State student community.

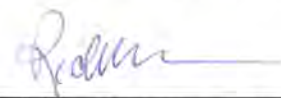
- *Develop Strategic Partnerships.* Connectivity and active partnerships within the College and between the College and its neighbors, cities, and other governmental entities, school districts, universities and colleges, and others are essential. The College will seek like-minded partners to advance student success and workforce outcomes, share resources, pursue regional priorities in a collaborative manner, and maximize impact.
- *Use Resources Responsibly.* Environmental stewardship will guide design and priority decisions. Bikeways, bike corrals, and public transit will be integral means of access. Design principles will include compact and walkable campus environments and energy efficient and sustainable solutions for college facilities and grounds. Structured parking is preferred over surface parking to maximize green space. New construction and renovations will be completed in an environmentally and financially sustainable manner.
- *Design for the Future.* The College will recognize the impact emerging technologies will have on building and facility needs, including classrooms and other learning environments, common spaces, and parking. The College will make efficient use of existing facilities and capital investments before undertaking building expansion. The College will design flexible spaces to accommodate expected and unexpected needs.
- *Preserve Unique Character.* Design principles shall be applied consistent with the unique character of Columbus State's two campuses: the Columbus Campus, located in an urban environment, and the Delaware Campus, located in a natural setting accessible via a major thoroughfare. The College will be responsible neighbors in the civic and community structure of these two unique campuses.

NOW, THEREFORE, BE IT RESOLVED, the Columbus State Community College Board of Trustees accepts the Columbus State Community College Master Plan prepared by consultants NBBJ, LLC, in close collaboration with the President, and that its adoption signifies the importance of the plan as guidance for the College to align its physical assets to its core focus of student success; and

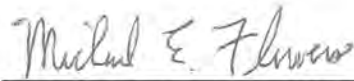
BE IT FURTHER RESOLVED, the President will finalize the comprehensive plan, incorporating the assumptions and principles authorized by the Board of Trustees, and use the approved Master Plan to inform the six-year capital plan due to the State of Ohio each biennium, during which a State capital improvements budget is prepared for consideration; and

BE IT FURTHER RESOLVED, spending authority of College funds for priority construction or renovation projects pursuant to the Master Plan shall be presented by the President to the Board of Trustees as decisions separate and apart from the Board's approval of the Master Plan and that future facility investments brought forward by the President to the Board of Trustees will be considered in the context of the priorities and principles outlined in this plan.

Adopted by the Columbus State Community College Board of Trustees on July 18, 2013:



Richard D. Rosen, Chairperson



Michael E. Flowers, Vice Chairperson



Planning Team

President

- David T. Harrison, Ph.D.

Executive Core Team

- Dr. Jack Cooley, Senior Vice President, Academic Affairs
- Dr. Jan Rogers, Vice President, Student Affairs
- Terri Gehr, Senior Vice President, Business & Administrative Services / Chief Financial Officer

Steering Committee

- Richard Ansley, Professor, Landscape Design and Management
- Susan Norris Berry, Administrator, Regional Learning Centers
- Crystal Clark, Professor, English
- Christopher Emswiler, Project Administrator
- Patricia Fabrisi, Assistant Director, Delaware Campus
- Mark French, Director, Facilities Management
- Michael Hailu, Chair, Biological & Physical Sciences
- Christopher Keck, Assistant Director, Disability Services
- Polly Owen, Associate Vice President, Academic Affairs
- Jack Popovich, Assistant Professor, Finance
- Bob Stein, Associate Professor, Communication
- Project Support Team
 - Beth Bates, Administrative Assistant
 - Sally Cooper, Project Manager
 - Sherita Golden, Project Specialist
 - Paul Rehg, Graphic Design

Consultant Team

NBBJ

- Kim Way, Principal / Planner
- Megha Sinha, Planner / Project Manager
- Brett Egbert, Landscape Architect

Comprehensive Facilities Planning

- Lisa Macklin, Space Planner

DESMAN Associates

- Greg Shumate, Transportation and Parking Planner

Korda/Nemeth Engineering

- Daniel Biru, Civil Engineer

Table of Contents

1. Executive Summary	2	2.4 Recommendations for The Regional Learning Centers.....	47
2. The Master Plan.....	6	3. Implementation Strategy	50
2.1 Introduction		3.1 Columbus Campus	
2.2 The Columbus Campus Plan		Near-Term.....	51
Campus Zoning and Building Use.....	12	Mid-Term	53
Facilities Recommendations.....	13	Long-Term.....	54
Access, Vehicular Circulation and Parking ..	15	3.2 Delaware Campus	
Bicycle Circulation and Public Transit.....	17	Near-Term.....	55
Pedestrian Circulation and Safety	18	Mid-Term	56
Open Space and Place-Making	21	Long-Term.....	57
Sustainability	24	3.3 Regional Learning Centers	
Food Services.....	25	Near-Term.....	58
Campus Image and Identity.....	26	Mid-Term and Long-Term	58
Partnerships	29	4. Additional Resources.....	60
2.3 The Delaware Campus Plan			
Campus Zoning and Building Use.....	36		
Facilities Recommendations.....	37		
Access, Vehicular Circulation and Parking ..	38		
Bicycle Circulation and Public Transit.....	39		
Pedestrian Circulation and Safety	40		
Open Space and Place-Making	41		
Sustainability	44		
Campus Image and Identity.....	45		
Partnerships	45		

1. Executive Summary

Columbus State Community College (Columbus State) serves Delaware, Franklin, Madison, and Union counties.

To advance its three strategic goals—student success, workforce development and civic engagement—the college serves students at its two campuses, and is continually expanding its reach through partnership-driven regional learning centers, expanded access to technology-enhanced learning, and collaborative relationships with K-12 districts, colleges and universities, libraries, and other partners.

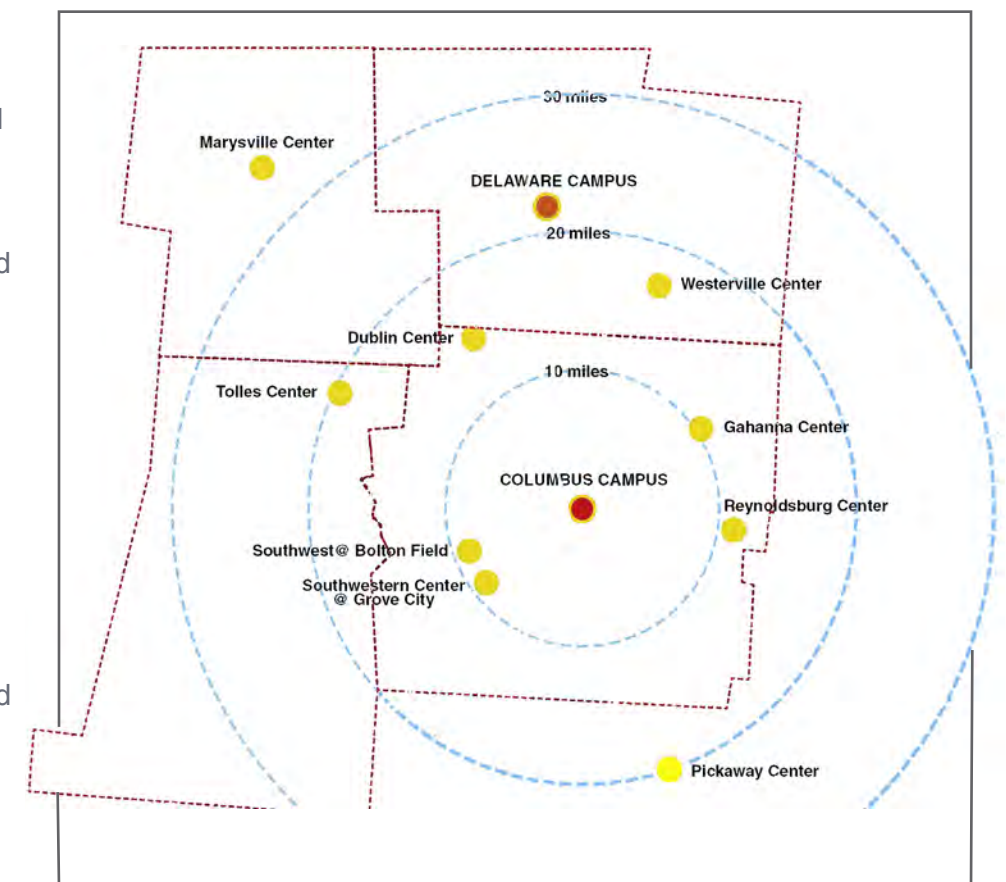
The master planning process launched in August 2011 coincided with planning initiatives by neighboring institutions and public entities that impact roadways, streetscapes, campuses, and neighborhoods on or near the Columbus and Delaware campuses. The inclusive and engaging process, which included more than 100 sessions during the data-gathering and option-review phases, yielded input from more than 500 internal and external stakeholders through focus groups, college forums, briefings, group presentations, and one-on-one conversations.

Columbus State's Comprehensive Master Plan ("Master Plan") represents a vision for the alignment of the college's physical resources with its strategic goals, and a framework for decision-making.

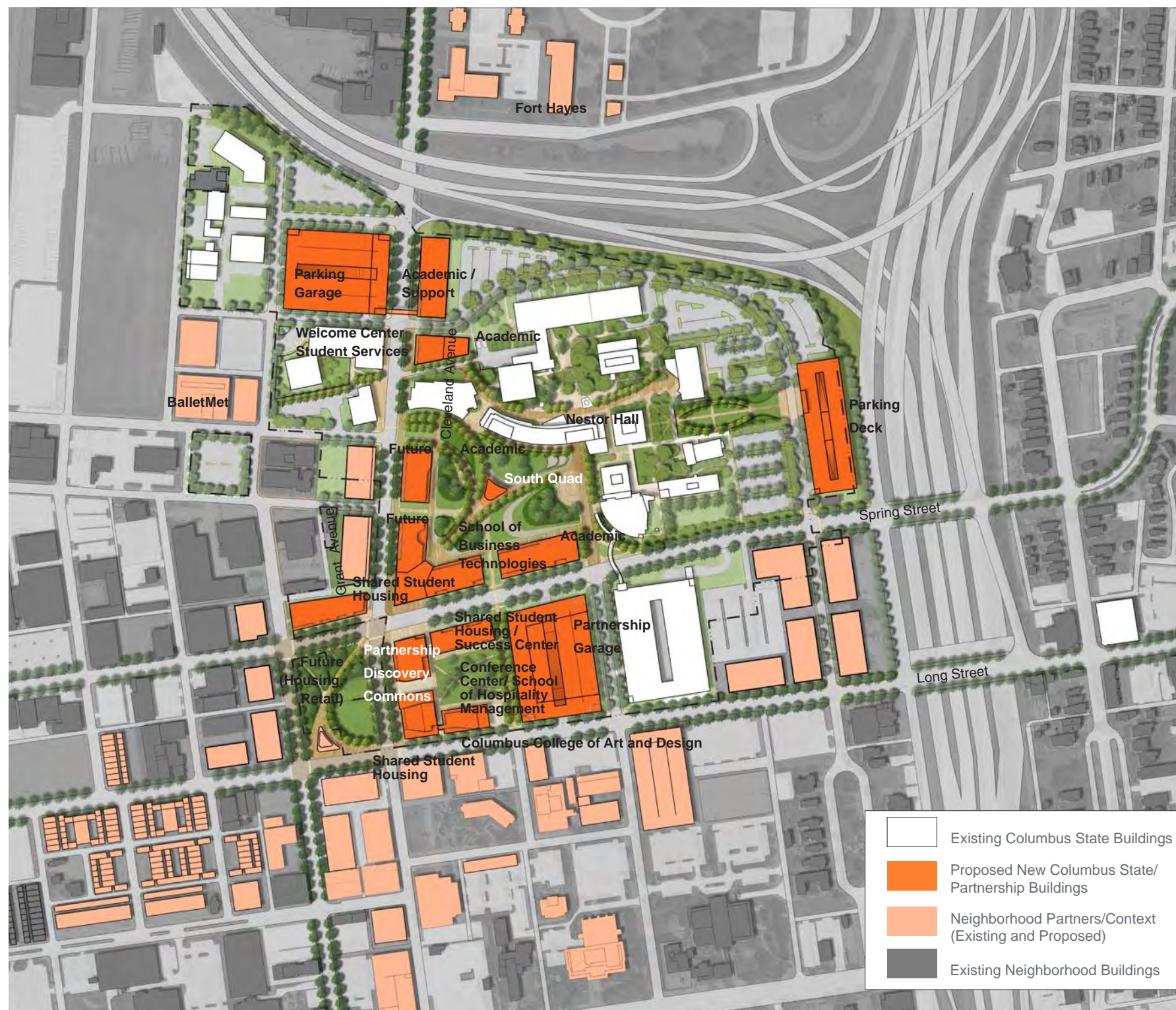
The Master Plan reveals opportunities for campus growth, development, and enhancement while accommodating identified needs, and provides flexibility to accommodate needs that may emerge in the future. Prepared within the context of the ongoing or completed planning efforts in its neighborhoods, the Columbus and Delaware Campus Plans recommend integrated solutions that result in outcomes that can serve the college and its partners and neighbors.

Specific strategies are also recommended for the regional learning centers with the goal of uniting student access with success and attainment. Overall, the Master Plan provides a context for strengthening existing strategic partnerships and forging new ones.

The college owns sufficient land in Columbus and in Delaware County to support substantial student and programmatic growth, rendering new land purchases unnecessary to fulfill this Master Plan. Phasing of projects in the Master Plan will be determined based on academic need, resource availability, partnership potential, community and regional priorities, and other factors, and, as appropriate, will be done in coordination with other regional planning initiatives.



Columbus State Community College: Campuses And Regional Learning Centers

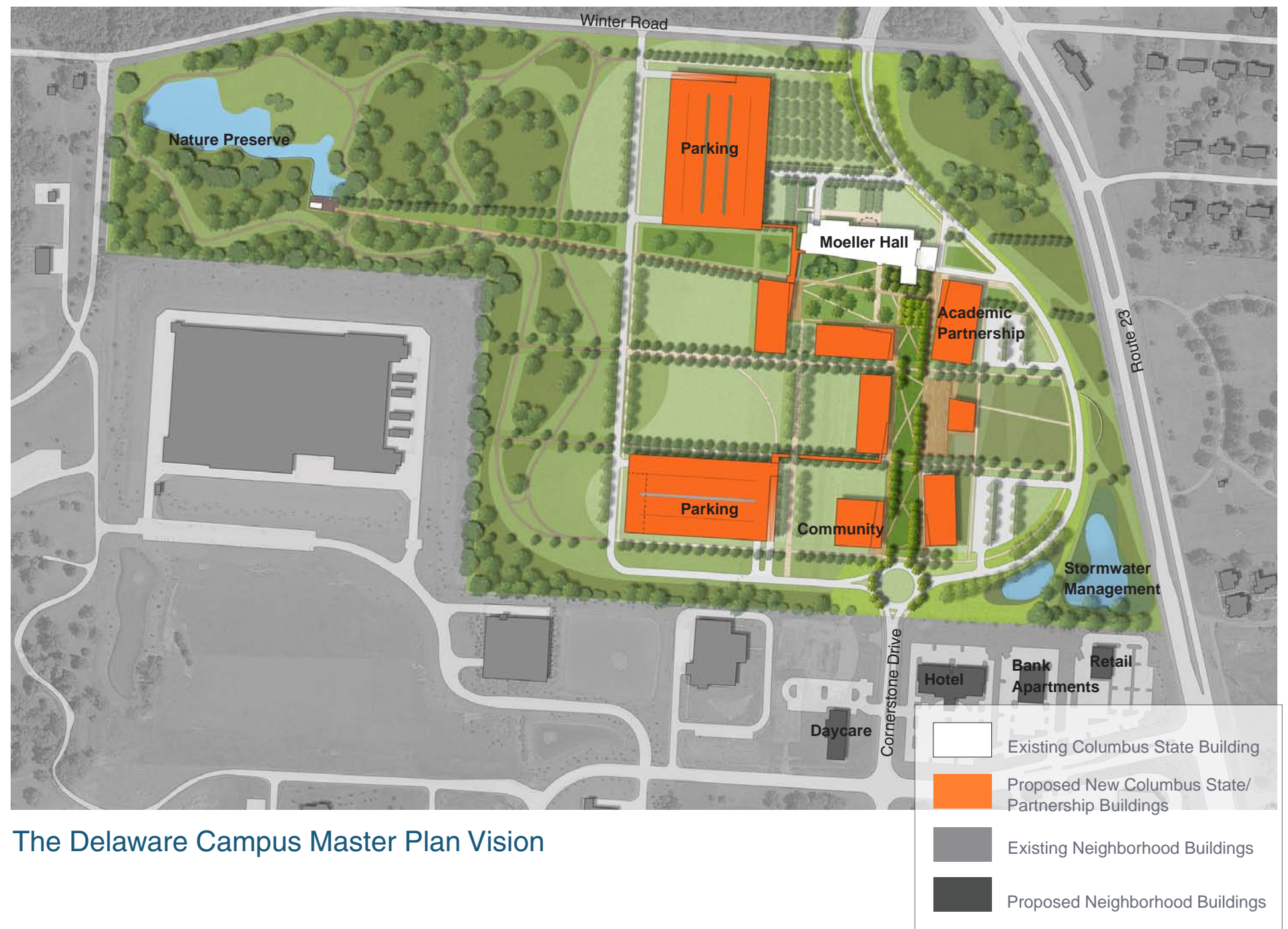


The Columbus Campus Master Plan Vision

The implementation of the Master Plan will be guided by the principles that emerged in its development:

- **Enhance the Learning Environment.** Student success principles and academic program needs will guide facility decisions. Formal and informal spaces that inspire student learning, enhance the visibility of academic programs, and expand the availability of modern classrooms and other teaching and learning spaces will be priorities.
- **Enrich Student Life.** The college will provide welcoming, safe, and comfortable spaces that meet the diverse needs of students and evoke a strong sense of place. Spaces will be designed to make it convenient for students and prospective students to navigate administrative and academic support processes. Purpose-built spaces for co-curricular activities, food service, recreation, housing, and other services will enhance student success. Space design also will take into account student needs that exist across the broad range of student ages, cultures and lifestyles, physical abilities, and working schedules, that define the Columbus State student community.
- **Develop Strategic Partnerships.** Connectivity and active partnerships within the college and between the college and its neighbors, cities, and other governmental entities, school districts, universities and colleges, and others are essential. The college will seek like-minded partners to advance student success and workforce outcomes, share resources, pursue regional priorities in a collaborative manner, and maximize impact.

- **Use Resources Responsibly.** Environmental stewardship will guide design and priority decisions. Bikeways, bike corrals, and public transit will be integral means of access. Design principles will include compact and walkable campus environments and energy efficient and sustainable solutions for college facilities and grounds. Structured parking is preferred over surface parking to maximize green space. New construction and renovations will be completed in an environmentally and financially sustainable manner.
- **Design for the Future.** The college will recognize the impact emerging technologies will have on building and facility needs, including classrooms and other learning environments, common spaces, and parking. The college will make efficient use of existing facilities and capital investments before undertaking building expansion. The college will design flexible spaces to accommodate expected and unexpected needs.
- **Preserve Unique Character.** Design principles shall be applied consistent with the unique character of Columbus State's two campuses: the Columbus Campus, located in an urban environment, and the Delaware Campus, located in a natural setting accessible via a major thoroughfare. The college will be responsible neighbors in the civic and community structure of these two unique campuses.



The Delaware Campus Master Plan Vision



Master Plan Vision For The Columbus Campus

2. The Master Plan

The Columbus State Community College Master Plan provides a long-term physical vision for the future of the college within the context of a framework that allows for development decisions to be made in the short and long terms.

2.1 Introduction

The individual Campus Plans for the Columbus and Delaware campuses reveal opportunities for campus growth, development, and enhancement while accommodating identified needs, and providing flexibility to accommodate needs that may emerge in the future. Prepared within the context of the ongoing or completed planning efforts in its neighborhoods, the Master Plan recommends integrated solutions that result in winning outcomes for the college and the neighborhoods it is part of. Specific strategies are also recommended for the regional learning centers with the goal of uniting student access with success and attainment. Overall, the Master Plan supports and encourages the pursuit of partnerships and strategies that enhance student success, workforce development, and community economic development.

Image and Identity

Building architecture and landscape spaces, together, make a large contribution to the identity or “image” of a collegiate campus. The most revered campuses in the world – regardless of their location, age or size – have landmark buildings (such as Aquinas Hall) and inspiring campus spaces which give the campus its unique identity.

Like most colleges, Columbus State has a mixture of architectural styles, clearly evident on the Columbus Campus, from the historic Aquinas Hall (1905), the nondescript Delaware Hall (1976) to the



Master Plan Vision For The Delaware Campus



Aquinas Hall (1905)

contemporary Center for Workforce Development (2006). While a mixture of building types gives the campus diversity, it sometimes challenges the overall cohesiveness that a campus needs to create a discernible identity. The challenge is heightened when the college is spread across two campuses and nine regional learning centers.

The Master Plan establishes a comprehensive framework of aesthetic and organizational principles that will guide future building and will



Delaware Hall (1976)

allow the creation of a diverse, yet cohesive image. Without being overly prescriptive, it sets the tone for building style, material use, proportion, and organization to ensure a continuity of image. Importantly, this continuity of image and identity is maintained on the Columbus and Delaware campuses and will serve as a guide for facilities within which regional centers are established.



Center for Workforce Development (2006)

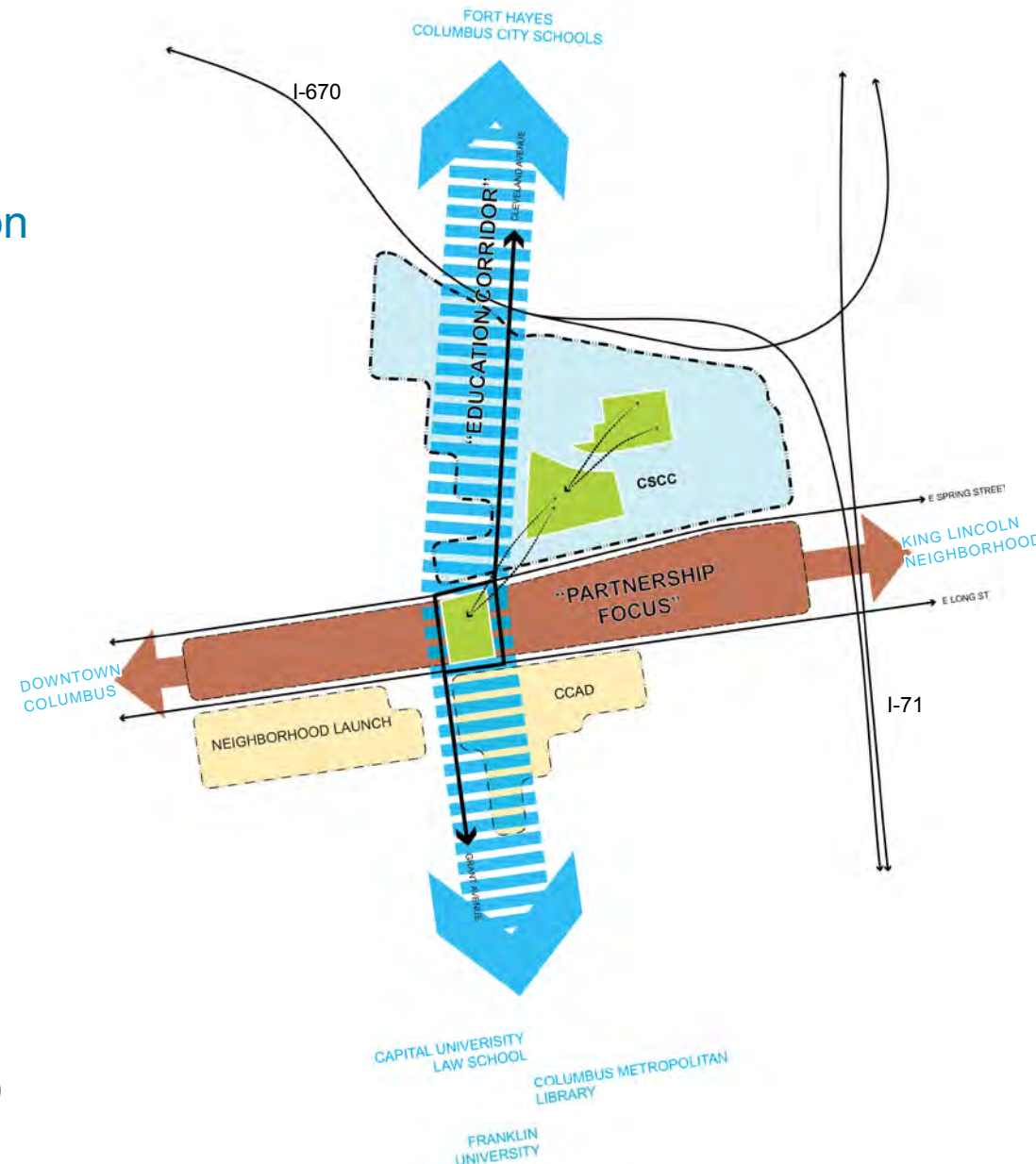
The Master Plan recommends the college also establish a college-wide “wayfinding and signage plan” that prescribes a uniform set of guidelines for campus and facility signage. Uniform signage across all of the college’s facilities and locations is a branding strategy that will go a long way in establishing a strong image irrespective of the architectural style of individual buildings.

2.2 The Columbus Campus Plan - “Education Corridor: Maximizing Partnerships”

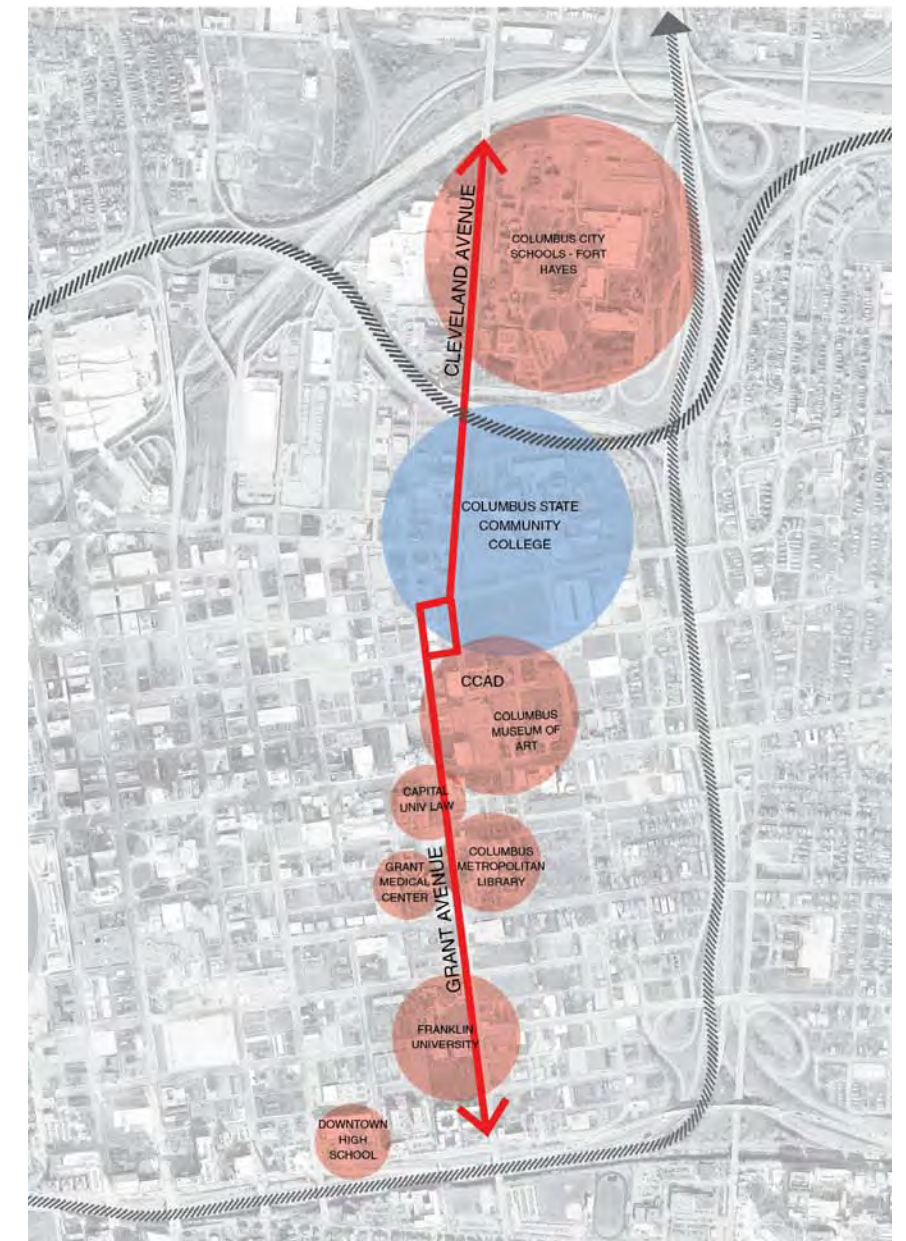
The Cleveland Avenue/Grant Avenue corridor running north-south through the District is aptly described as an “Education Corridor” that connects all major institutions within the Discovery District, including:

- Columbus State Community College
- Columbus College of Art and Design (CCAD)
- Columbus Museum of Art
- Capital University Law School
- Columbus Metropolitan Library
- Franklin University
- Grant Medical Center
- Columbus City Schools (Fort Hayes)

The Plan for the Columbus Campus hones in on the idea of maximizing partnerships in the physical development of and investment in assets along the Cleveland Avenue, Spring Street and Long Street corridors. Community partnership becomes the focus along the east-west axis (Spring Street - Long Street corridor) connecting to the King Lincoln neighborhood and beyond to OSU East, and ties into the ideas of the Creative Campus partners (Columbus College of Art and Design, Columbus Museum of Art, State Auto and Columbus State Community College).







Cleveland/Grant Avenues - Education Corridor



Columbus Campus Planning Concept Strategy

LEGEND

- A. Center for Workforce Development (Proposed Welcome Center / Student Services)
 - B. Discovery Exchange Bookstore (Proposed Welcome Center)
 - C. Center for Technology & Learning
 - D. Nestor Hall
 - E. Madison Hall
 - F. Davidson Hall
 - G. Rhodes Hall
 - H. Aquinas Hall
 - I. Eibling Hall
 - J. Franklin Hall
 - K. Columbus Hall
 - L. Delaware Hall
 - M. Union Hall
 - N. 384 N. Sixth St.
 - O. 389 N. Grant Ave.
 - P. 375 N. Grant Ave.
 - Q. 370 N. Sixth St.
 - R. Proposed New Academic / Academic Support Building
 - R1 Proposed School of Business Technologies
 - S. Proposed Multi-Purpose Pavilion
 - T. Existing Student Parking Garage
 - U. Proposed Deck
 - V. Proposed Garage
 - W. Proposed Shared Student Housing
 - Y. Proposed Student Success Center
 - X. Proposed School of Hospitality Management / Conference Center
 - Z. Development Foundation
1. Main Quad
 2. West Quad
 3. Proposed East Quad
 4. Proposed South Quad
 5. Partnership Campus Quad
 6. Partnership Discovery Commons
 7. Gateway Plaza
 8. Campus Drop-off
 9. Surface Parking
 10. Service Yard

-  Existing Columbus State Buildings
-  Proposed New Columbus State / Partnership Buildings
-  Neighborhood Partners / Context (Existing and Proposed)
-  Existing Neighborhood Buildings



The Columbus Campus Plan



View Of The Proposed Columbus Campus From South-West

Campus Zoning and Building Use

The Columbus Campus is defined by five zones: academic core / main quad, east quad, west quad, south quad, and partnership quad. Key academic buildings in the campus core surrounding a central campus open space (main quad) form the “academic core.” The majority of the academic programs will be located within this zone. Buildings to the east of this zone, focused around administration and support functions form the “east quad.” This quad houses the oldest facilities of the campus: Aquinas, Franklin and Eibling halls.

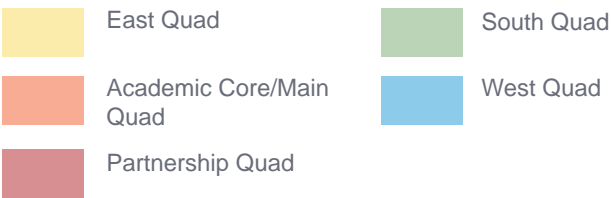
The area west of Cleveland Avenue is termed the “west quad.” Defined by some of the newer facilities of the campus (Discovery Exchange and the Center for Workforce Development), this zone establishes an urban character along Cleveland Avenue.

A brand new zone is created in the area east of Cleveland Avenue and north of Spring Street described as the “south quad.” The existing surface parking lot in front of Nestor Hall is converted to a new green space surrounded by new facilities focused around a mix of uses that support student access and success. This zone introduces a new urban edge along Spring Street.

Finally the area between Long and Spring streets is the “partnership quad.” This zone will support uses that leverage partnership opportunities with surrounding institutions and meet synergistic needs of the college, its partners and the community.



Columbus Campus Zoning Strategy



Facilities Recommendations

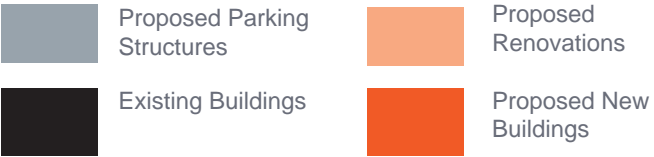
The Master Plan’s facility recommendations include strategies for renovating existing buildings, locating new buildings and, in the long-term, demolishing some inefficient and outdated facilities.

Despite the deferred maintenance and upgrades required, most of the permanent buildings in the core Columbus Campus are deemed worthy of being preserved. In keeping with the principle of using resources responsibly, the Master Plan recommends renovating Aquinas Hall, Delaware Hall, Franklin Hall and Eibling Hall as priorities: 1) to address critical maintenance and accessibility issues; 2) to bring them to contemporary academic standards; 3) to support 21st century technologies; and, 4) to repurpose them to create backfill opportunities for appropriate college functions. Since it is unlikely that the college will renovate all four of these buildings during the next five years, prioritizing the buildings will be necessary and will be dependent upon other decisions made by the college including partnership opportunities that may facilitate academic and student services relocations, facility conditions, capital funds availability, and other strategic college priorities.

With a goal of maximizing use of existing real estate and increasing density on campus, the Master Plan recommends demolition, over time, of existing low density buildings west of Cleveland Avenue.



Columbus Campus Building Renovations, Demolitions, And New Builds



Demolishing these buildings will free-up precious real estate to allow for higher density facilities as needs arise and also strengthen the urban fabric along Cleveland Avenue and to its west. A building recommended by the Master Plan as a candidate for demolition should only be renovated on a temporary basis to serve near-term college needs. The existing Telephone Information Center (TIC) trailer facility should also be permanently removed and its functions relocated appropriately on-campus or off-campus.

New buildings that replace surface parking lots and other low density uses are proposed primarily along Cleveland Avenue and the Spring Street-Long Street corridors. The new facilities will provide contemporary learning environments, incorporate 21st century technologies, be flexible to meet changing demands, support critical student needs (such as outside the class social and learning spaces, food services, student housing), and create ground floor programs that will animate the urban fabric of the neighborhood. Adding square footage allows the college to eliminate various leased facilities. The urban character of the Columbus Campus will be extended along these prime high visibility corridors. The removal of surface parking lots necessitates the need for building new structured parking facilities.



Maximize Use Of Existing Facilities And Real Estate

Access, Vehicular Circulation and Parking

The ongoing Phase I of the ODOT I-71 / I-670 Interchange Project (Columbus Crossroads), scheduled to be completed by spring of 2015, aims to alleviate congestion and will create safer vehicular access to the campus. The access to the campus will remain unchanged – with Cleveland Avenue and Spring Street continuing to serve as “gateways” to the campus coming off of the highways. In sync with overall Discovery District goals, appropriate urban traffic calming measures are proposed to alleviate the pedestrian / vehicle conflicts as well as to increase campus urban aesthetics. Increasing built density along these street corridors adds to the perception of the street being more narrow and will slow traffic. Enhanced streetscape (street tree plantings) and street crossings (changes in paving patterns, signalized crosswalks) are also proposed to calm traffic.

The Master Plan considers the potential conversion of Spring and Long streets to become two-way streets to slow traffic and increase pedestrian safety. In collaboration with the City of Columbus, Columbus State will look carefully at this possibility and adapt accordingly.

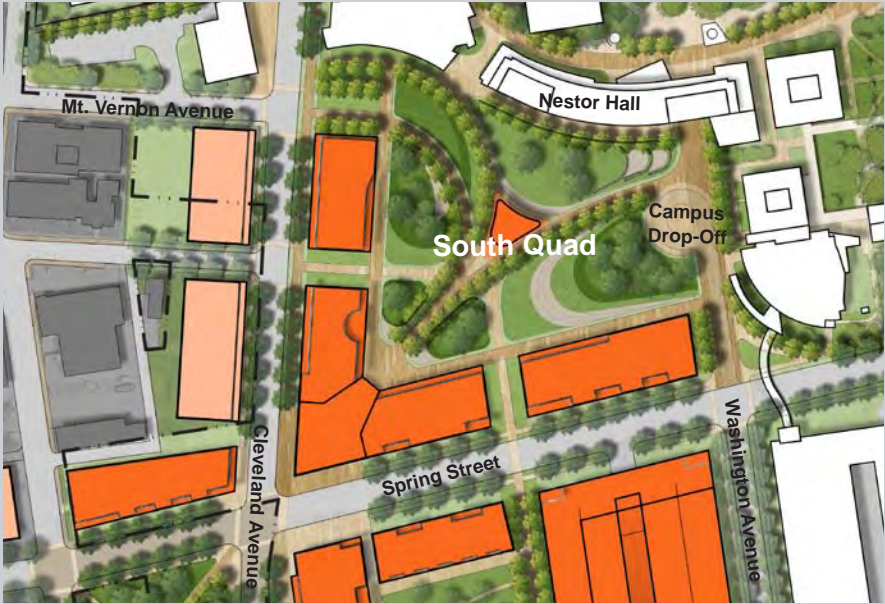
The section of Mt. Vernon Avenue between Spring Street and Cleveland Avenue (as shown in the photograph), is potentially hazardous to pedestrians. The Master Plan recommends it no



Existing: Mt. Vernon Avenue Cutting Through The Campus

longer be a throughway, but designed for limited access for drop-off and emergency access. This will be accommodated through a series of oversized paved walkways.

The parking strategy ties in with the City’s strategy of enhancing urban character by replacing surface parking with buildings. To support the elimination of surface parking lots and to alleviate the high volume of traffic circulating through the campus, parking structures are proposed at strategic perimeter locations. Providing parking structures also allows the college to eliminate the need for leasing surface parking lots. In addition, with the goal of activating the streets, the multi-level parking structures are proposed with program opportunities (retail, college support, offices, academic programs) strategically at the street / ground level.



Proposed: Eliminate A Section Of Mt. Vernon Avenue And Surface Parking Lot

Parking structures are proposed close to the Cleveland Avenue and Spring Street gateways. Providing parking on the edges allows commuters getting off of highways to enter straight into the garages or decks, eliminating the need to drive through campus to find parking and thus becoming part of the pedestrian environment. Parking is also proposed as part of the “partnership quad” to replace the large surface parking lot that currently exists in that zone.

Over the long-term, the need for parking on campus will have to be reduced by encouraging alternatives such as public transit, bicycle usage, shared parking resources with partners, and shuttles to and from remote parking lots.



Columbus Campus Circulation, Access, And Parking

Bicycle Circulation and Public Transit

The Master Plan recommends enhancing the bikeway environment on the campus.

Ample bicycle accommodations should be provided on the campus, including additional safe bike storage areas and bike pathways that connect to city-wide systems. Increasing bike and public transit usage will reduce car usage which, in turn, will reduce traffic and parking needs.

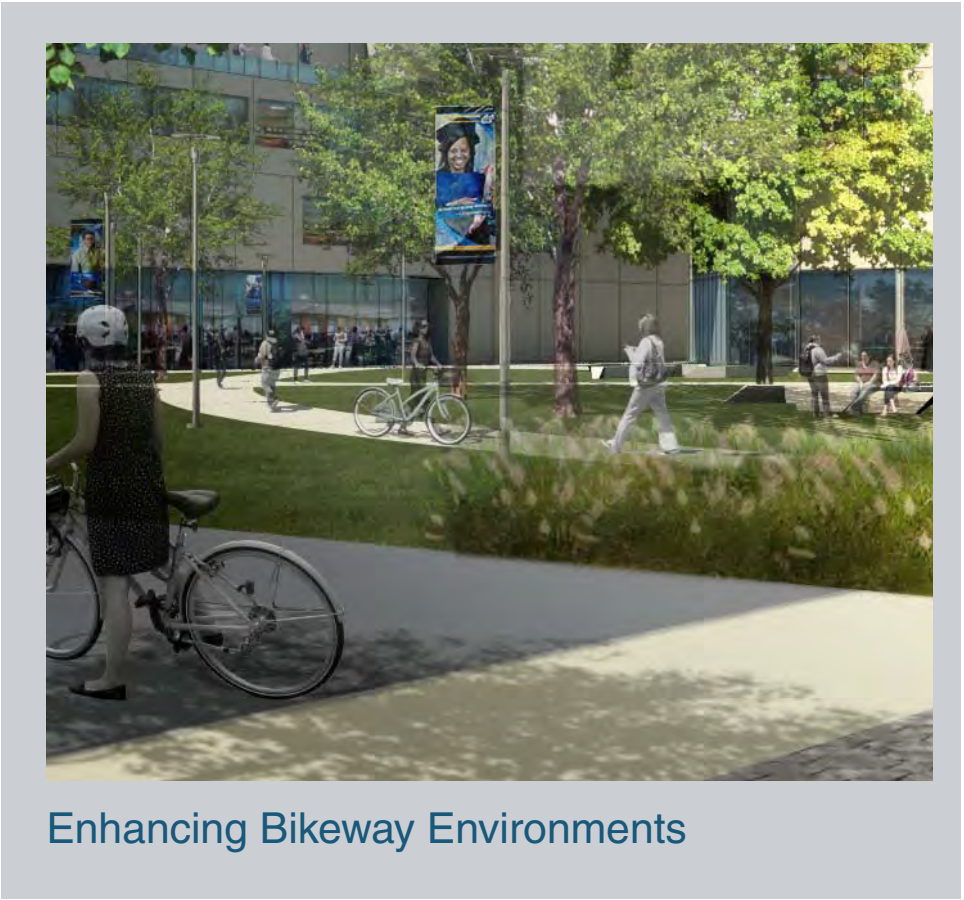
The Master Plan supports the City of Columbus and the Discovery District in various initiatives to encourage alternative transit use with specific initiatives for adding bikeways, the Bikeshare program, and COTA public buses. The Columbus Campus is connected to the COTA bus route, but opportunities to provide better bus routes exist. There is a need to strategize around providing a new Discovery District / Downtown shuttle loop connecting the institutions along the Cleveland Avenue and Grant corridor to each other and Downtown amenities.

At minimum the shuttle loop would connect the following major institutions along the Education Corridor:

- Columbus State Community College
- Columbus College of Art and Design (CCAD)
- Columbus Museum of Art
- Capital University Law School
- Columbus Metropolitan Library
- Franklin University
- Grant Medical Center
- Columbus City Schools (Fort Hayes)

The shuttle loop will allow institutions to share resources (parking, programmatic, real estate) easily, afford better connections to amenities (like retail and entertainment) for its users, and create a more accessible environment – all of which will spur economic activity and urban vitality in the District and Downtown.

A number of students are enrolled in the *Preferred Pathway Program* between Columbus State and The Ohio State University and frequently commute between the two campuses. In addition, some Columbus State students live in off-campus student housing or neighborhoods around OSU and commute to the Columbus Campus. The Master Plan recommends a more direct COTA bus route between the two institutions to facilitate this student traffic.



Enhancing Bikeway Environments

Pedestrian Circulation and Safety

Existing walking conditions on the campus are less than ideal and the sparse physical fabric along Cleveland Avenue, Spring Street, and Long Street gives the false perception of long walking distances. In reality, most of the campus is within an easy five-to-eight minute walk from one end to another. The Master Plan aims to create a safe, urban pedestrian environment by increasing built density along street corridors, replacing surface lots with buildings and landscaped open spaces, and enhancing street character. Programs that promote a lot of pedestrian activities are proposed strategically along street edges. As the campus edges are infilled with new facilities, new pathways should be added to create seamless pedestrian connections. Building with glass facades at ground level and programs with visible uses should spill outdoors to activate key pedestrian pathways and street life where possible. Ground floor transparency not only enhances campus life but also puts “eyes on the street” aiding campus safety.

Pedestrian safety on campus, especially crossing Cleveland Avenue, is one of the top priorities addressed in the Master Plan. Safe pedestrian crossing environments are designed to connect the core campus to the west across Cleveland Avenue and to the south across Spring Street. An additional at-grade signalized



Columbus Campus Pedestrian Circulation, Access, And Parking

- Intersections / Crossings
- Campus Circulation
- Public Circulation
- Proposed New Buildings / Renovations
- Existing Buildings



Addressing Pedestrian Safety On Cleveland Avenue

crosswalk is proposed on Cleveland Avenue which should greatly resolve the pedestrian safety concerns. If the crosswalk does not achieve the desired results, an overhead pedestrian bridge (similar to the one across Spring Street), should be considered.

It is also recommended that the college eliminate the leased parking lot in the remote location west of Neilston Street to keep students at a safe and close distance near campus.

Recommendations outlined in the college’s “Public Safety and Security Issues Report: December 2010” have influenced the Columbus Campus Plan outcomes. Specific safety concerns that have been directly addressed in this Campus Plan include:

- Crime prevention through environmental design: controlling access, increasing opportunities to see and be seen, clearly defining areas that are part of the campus
- On Mt. Vernon Avenue, people cross the roadway at locations other than where crosswalks are available
- On Mt. Vernon Avenue, vehicles travel at unsafe speeds. Some vehicles use this road as a through street or shortcut
- Cleveland Avenue is a pedestrian safety concern
- Need for appropriate signage

A variety of partners (including the City of Columbus, Columbus College of Art and Design, and the Discovery District) have rallied around the shared interest of creating safe, walkable urban environments; implementing some of these strategies will require shared partnership efforts.



Proposed Street Enhancement Along Cleveland Avenue: View Looking South At Cleveland And Mt. Vernon Avenue Intersection

Open Space and Place-Making

Campus open spaces are important to the overall character of the campus – they define the outdoor environment, connect the buildings, support health/wellness and sustainability goals, provide space for outdoor programs and activities, and create a ‘sense of place.’ A series of interlinked large and small open spaces form the primary campus organization strategy.

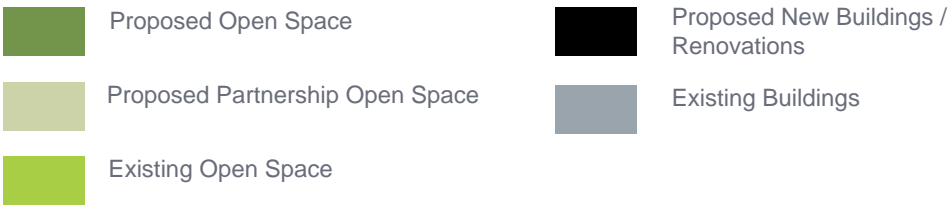
The existing “main quad” (framed by Delaware Hall, Union Hall, Columbus Hall, and Nestor Hall) will remain as a hardscaped open space and should be enhanced to provide opportunities for indoor programs housed within these facilities to spill out. An example of this would be the potential for the cafeteria program in Union Hall to spill out to the outdoor plaza. The Plan recognizes tremendous potential in the ability of this open space to make inside / outside connections.

A new “east quad” (framed by Aquinas Hall, Eibling Hall, and Franklin Hall) connects the main quad with the green space in front of Aquinas Hall. This new quad provides campus entry from the east connecting to the proposed parking deck and additionally supports passive recreational use.

A new “south quad” (framed by Nestor Hall and the proposed new building) creates a new campus green space at a primary front



Columbus Campus Open Space



entrance. This space provides a strong campus identity and is designed for flexibility to support everyday campus use, passive use, ceremonial purposes like graduation, and a general outdoor event space for the college and community. A multi-purpose pavilion supports the use of this open space.

The existing open space framed by the Center for Workforce Development and Discovery Exchange is defined as the “west quad.” This space can be designed for more functionality and enhanced aesthetics to augment the uses in these buildings, especially the conference center.

A new “partnership quad” is proposed in the block between Spring and Long Streets. The open space defining the partnership quad would be a neighborhood resource supporting outdoor learning environments, social gathering, and passive recreation. A pedestrian spine running through this open space connects Columbus State with its Creative Campus partners. This open space will be activated by the collaborative programs and uses (such as student housing, student life, retail) that surround it.

A partnership garage is proposed to the east of the partnership quad to support the partnership programs. The street level of the garage has the potential to house programs such as retail or academic support space which would also activate the partnership quad space.

A new partnership “Discovery Commons” is proposed in the block defined by Cleveland and Grant avenues and Spring and Long streets.



Proposed Partnership Discovery Commons

This space will be framed by new proposed developments from Columbus State, Columbus College of Art and Design, and development to its west. This space will be identifiable with the Discovery District and would be an outcome of stakeholder partnerships. Conceived as an active public

open space, it will have a combination of soft and hardscape areas including a large gathering plaza and multi-purpose pavilion.



View Of The Proposed New South Quad From Nestor Hall To The South

Sustainability

The college has been focusing its sustainability efforts on reducing energy consumption and more in recent years, including adopting a Sustainability Policy in 2007 and earning LEED-Gold certification for its first academic building on the Delaware Campus.

The Master Plan recommends a more expansive approach toward sustainability – recommending strategies that provide greater stewardship of the environment, are fiscally responsible, and nurture the college community.

The Columbus Campus sustainability strategies respond to its urban context. Specific campus strategies include designing for safe pedestrian environments, supporting alternative transit, reducing surface parking, increasing infill development, increasing built density, and providing sustainably designed, landscaped campus open spaces. Energy efficient and sustainable solutions should be adopted when specific facilities and grounds projects are conceived, designed, and operated. Efficient use of existing facilities and capital investment should be made before investing in new facilities. As stipulated by the Board of Trustees, new buildings when designed should achieve, at a minimum, a LEED (Leadership in Energy and Environmental Design) Silver certification from the United States Green Building Council (USGBC).



Proposed East Quad: Converting Existing Surface Parking To Campus Open Space



“Christopher’s,” The Proposed Student-Run Restaurant: Adding Diversity To The Food Environment

Food Services

In the context of the master planning process, a food services study was conducted in 2012 to assess current services and plan for the future.

The goal of the study was to make recommendations for the best mix of food service styles and options for renovating / expanding current venues and adding new ones.

According to the study, in its current state, the food environments on campus are congested, do not have enough seating, and are housed within dated facilities. To meet campus users’ expectations of variety and menu choice, it is critical to create different and varied dining experiences

and menus between retail operations. The study recommends a series of strategies. Those that directly impact campus physical space needs are summarized below:

- Offer a variety of compact, efficient and visible dining options to customers as opposed to institutional food courts and cafeterias. A variety of restaurant options are suggested including a market-style operation, cafés, a lunch-only casual café staffed by Columbus State’s culinary program, sub shop, grab-and-go restaurant, and mobile food trucks serving ethnic foods. Food trucks are also seen as a partnership opportunity since they are owned by local businesses.
- Renovate the current food court in Union Hall to improve ambiance, service, and operations.
- The Nestor Hall coffee café should be designed as a permanent venue, given its high-visibility location.
- Introduce national brands to build sales, improve satisfaction, and leverage the marketing efforts provided by these brands.
- Create outdoor seating supporting the food service and student outdoor study and social needs.

Campus Image and Identity

The 80+ acres of the Columbus Campus are ideally located at a prime gateway location in Downtown Columbus and ought to be leveraged for establishing the campus image.

The intersection of Cleveland Avenue and Spring Street, and Cleveland Avenue and Long Street serve as “gateways” to the campus and in their current state are unimpressive. The existing image of the Columbus Campus is defined by large swaths of surface parking that surround the introverted cluster of facilities that make up the core campus. In this current state, the campus is perceived as a “fortress” and not engaged to its urban context, which greatly hampers campus image and identity.

The Master Plan eliminates the surface lots and capitalizes on these gateway moments by locating two architecturally distinct facilities at these sites. The site northeast of Cleveland Avenue and Long Street is an important “community gateway” opportunity and that will be emphasized by a proposed new School of Hospitality Management / Conference Center building.

The site northeast of Cleveland Avenue and Spring Street is framed by a proposed new School of Business Technologies which forms an entry portal into the campus and the new south quad. A new gateway plaza is designed at this intersection which provides a strong entry identity for the campus.

There are moments on campus that are “visible,” but because of the incongruent building signage, building design, and facade treatment, the overall identity of the campus is best described as incoherent. Newer buildings (such as the Center for Workforce Development and Discovery Exchange) have started to engage the urban context in a positive manner and are more deliberate in their design and use of material.

The Master Plan aims to create a strong campus image and identity by designing a campus that is open and inviting, with a bold physical presence in the neighborhood evidenced through a well-articulated design palette for new buildings and the landscape environment. Located in the Downtown environment, the Columbus Campus portrays an urban character integrated with the neighborhood fabric. Specific strategies employed include increased campus density, buildings oriented along street edges, building massing, walkable pathways, urban open spaces, and urban streetscapes.

By adding transparency especially at the ground level, the Master Plan makes the deliberate design move of putting the college’s education on display at street level. Exposing key programs allows the community to visually engage with the campus and allows the mission of the college to become the means of creating the college’s image and identity. Some of the programs that could be displayed include Hospitality Management (currently in the basement of Eibling), Automotive Maintenance Technology (currently at the back of the campus in Delaware Hall), and the Music, Theatre, and Dance programs (currently using inadequate facilities).

Also critical to the campus image is the image portrayed by the streets that are primary access corridors to the campus and define its boundaries. Exiting urban streetscape along Cleveland Avenue and Spring and Long streets need particular attention. Improving the street conditions through landscaping, upgraded sidewalk conditions, safe pedestrian crosswalks, street signage and lighting, and public transit amenities are proposed. The strategy needs to be integrated as part of the broader thinking of the image of the Education Corridor through the Discovery District and the overall Downtown environment and aligned with the City’s initiatives towards creating “complete streets.” The Master Plan recommends a synergistic partnership approach to enhancing these urban streetscapes.



New Entry Identity At Spring Street And Cleveland Avenue: Proposed School Of Business Technologies



Education On Display At Long Street And Cleveland Avenue: Proposed School Of Hospitality Management

Partnerships

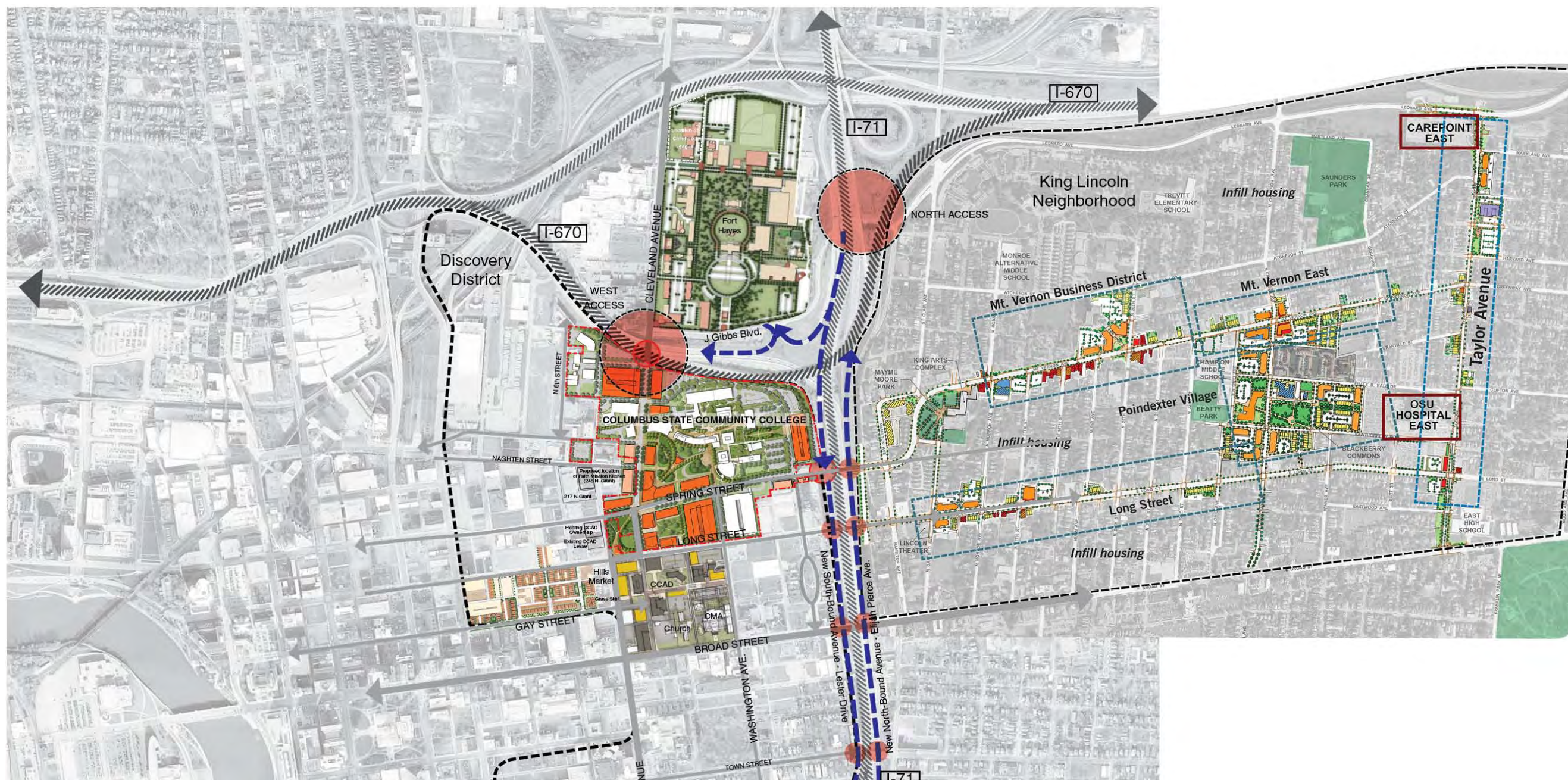
The overall framework of the Master Plan is prepared in the context of various planning efforts that are underway in the area that surrounds the Columbus Campus. In conversations with the City of Columbus and the college's neighborhood partners, a variety of shared interests emerged and have informed the specific recommendations of the Plan:

- City of Columbus – infrastructure, street enhancements / traffic calming, development facilitators, walkable environment, Bikeshare, open space, parking, retail / commerce, community gardens
- Columbus College of Art and Design (CCAD) - shared physical amenities to enhance student life, Long / Cleveland enhancement
- Columbus Metropolitan Library – shared library resources and shared interests in student services
- COTA – better bus routes; Discovery District / Downtown shuttle loop; Cleveland Avenue alternative transit
- Creative Campus – a partnership that includes Columbus State, State Auto, CCAD and the Art Museum, this group started its work together focusing on the need for a reasonable neighborhood parking solution, and expanded discussions to include other shared physical amenities, including creation of a pedestrian neighborhood, green / open spaces, food options, and the



Partnership Quad: Spring Street And Long Street Corridor

- potential for Long and Spring streets to become two-way streets
- Discovery District – urban identity, traffic calming, safety, streetscape improvements, parking, retail, diverse housing, open space amenities, shuttle loop, Cleveland / Grant avenues education corridor
 - Fort Hayes – programmatic / career / higher education pathways, potential childcare facility, shared facilities, Cleveland Avenue enhancement
 - Franklin University – programmatic partnerships, shared physical resources / parking
 - King Lincoln / Partnership Achieving Community Transformation (PACT) – Long Street corridor development, education pathways / workforce development, programmatic opportunities, affordable housing, and retail.



Leveraging Partnership Planning Initiatives



Spring Street Corridor Looking West Toward Downtown



View Of Partnership Quad And Pedestrian Spine Connecting The Creative Campus Partners



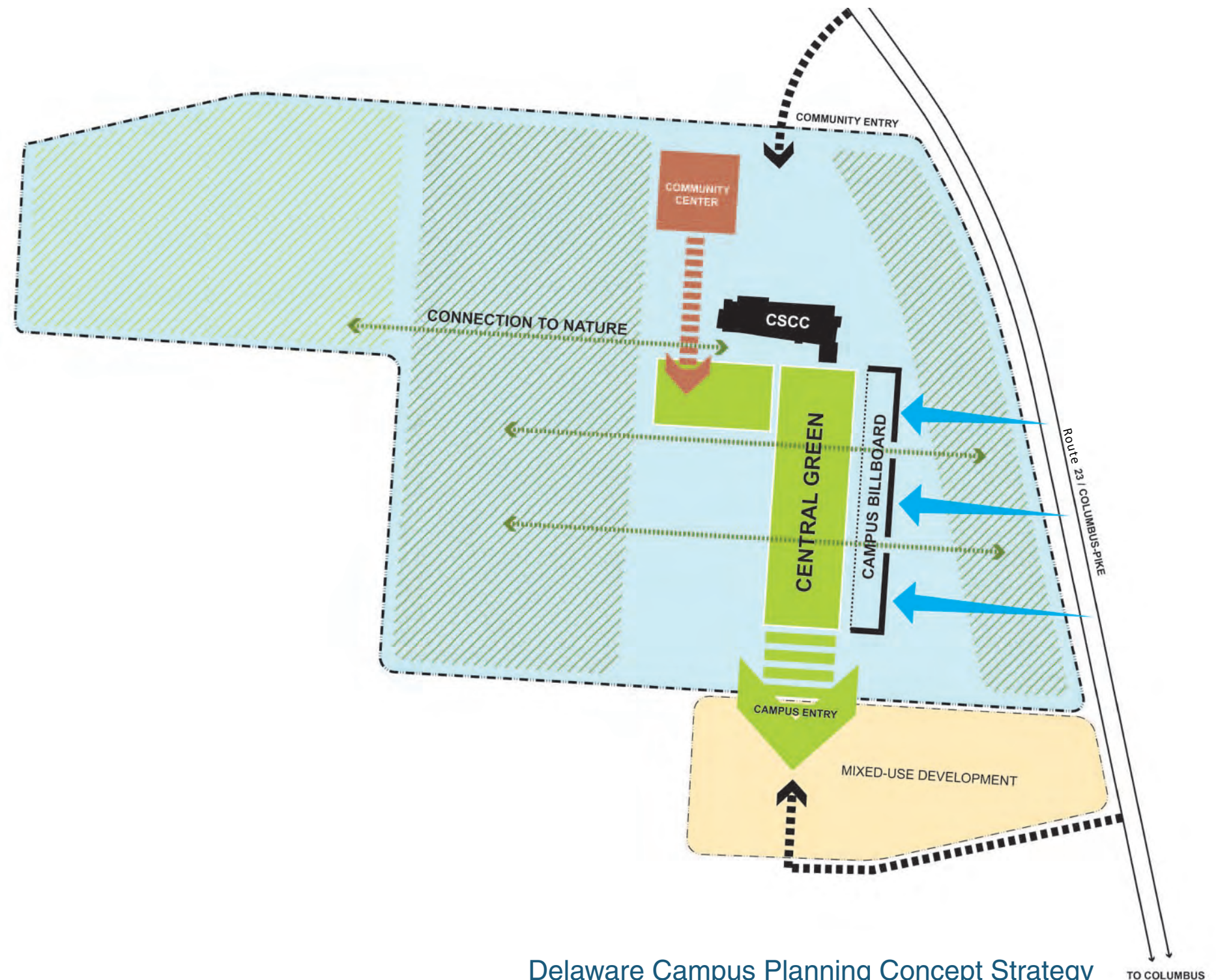
Education Corridor Partnerships - An Integrated Plan: View Of The Columbus Campus Looking Toward Downtown

2.3 Delaware Campus Plan - “Central Green”

With only one newly built academic building on the 108+ acres of greenfield site, the Delaware Campus presents a unique opportunity for campus design.

The Master Plan seizes this opportunity to establish a long-term vision for the Delaware Campus while continuing to be stewards of the campus grounds. A formal central green space provides the key campus organizational strategy and establishes a bold new campus image and identity. A well-defined “front face” to the campus is created along Route 23. A physical and visual link to the proposed commercial development south of the campus creates opportunity for a “college town” to support student and campus community needs.

The college’s presence in the Delaware community is seen enthusiastically by stakeholders as a community asset and the Plan is envisioned to support that by providing opportunities for partnership facilities on the campus. The Plan is prepared in the context of the projected population growth in Delaware County, the aspirations of the campus community, the needs of the college, and various planning efforts that are underway in the area that surrounds the campus.



Delaware Campus Planning Concept Strategy

LEGEND

- A. Moeller Hall
- B. Proposed Academic Partnership Building
- C. Proposed Academic / Academic Support Buildings
- D. Proposed Community Center
- E. Parking Deck
- F. Facilities Management

- 1. Central Green
- 2. Academic Quad
- 3. Open Space
- 4. Frontage Landscape
- 5. Pedestrian Spines
- 6. Naturalized Landscape
- 7. Nature Preserve
- 8. Nature Research Deck / Pavilion
- 9. Stormwater Facilities
- 10. Existing Pond
- 11. Existing Campus Entry
- 12. Proposed Community Entry
- 13. Surface Parking
- 14. Campus Drop-off
- 15. Community Partnership Building Drop-off

-  Existing Columbus State Building
-  Proposed New Buildings
-  Existing Neighborhood Buildings
-  Proposed / Planned Neighborhood Buildings



The Proposed Delaware Campus Plan



View Of The Delaware Campus From South East

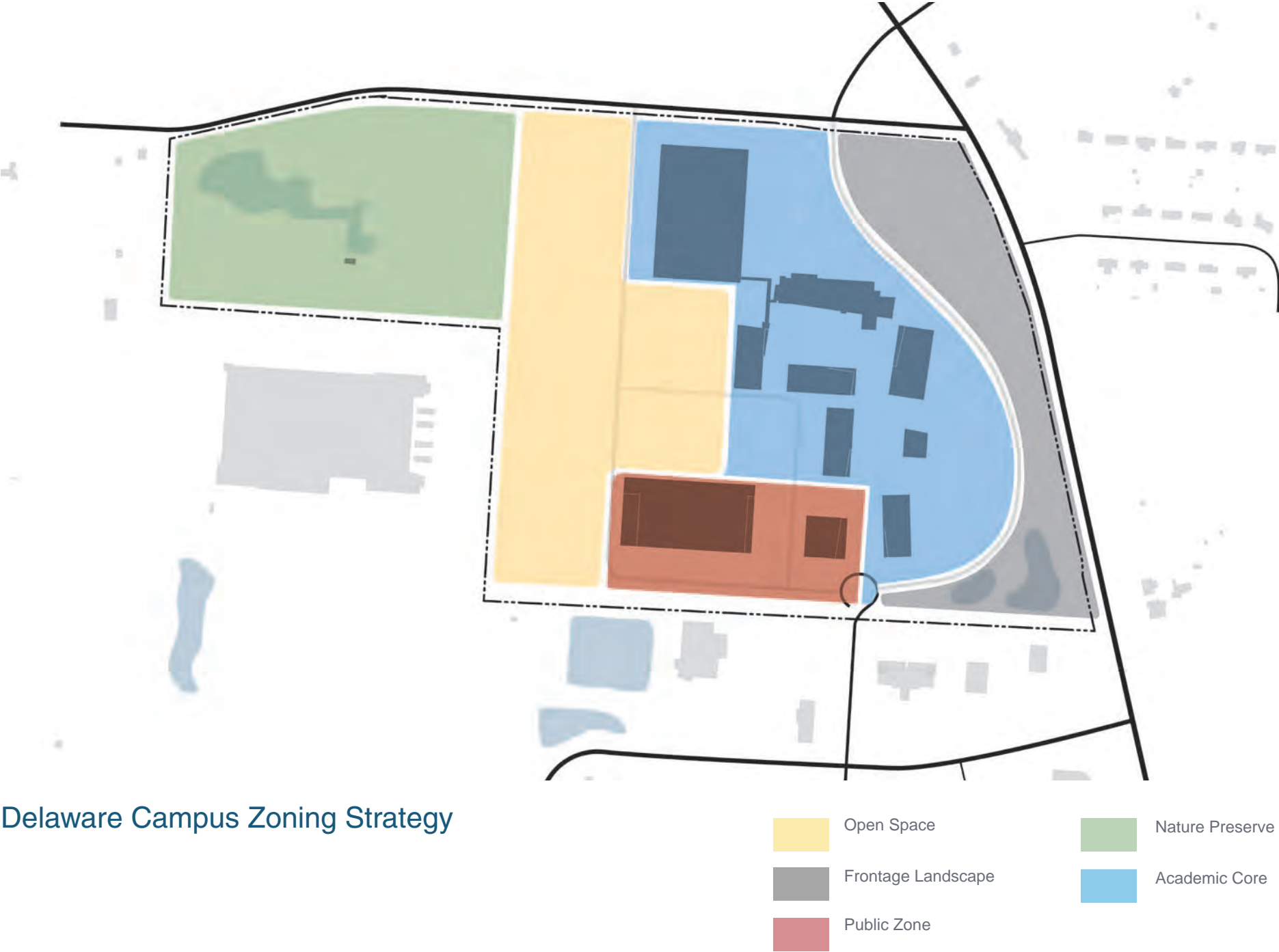
Campus Zoning and Building Use

The campus is defined by five primary zones: the core academic zone, a public zone, an open space zone, frontage landscape, and the nature preserve. Defined by the central green space, the “core academic” area will house the existing Moeller Hall and future academic and support facilities for the campus, including parking.

The “public zone” is the area flanking the west of the main entry drive to the campus, Cornerstone Drive. This zone presents the opportunity to site within it a community partnership facility such as a multi-functional community center with parking. The community partnership facility will have multi-purpose spaces to also meet academic needs of the college.

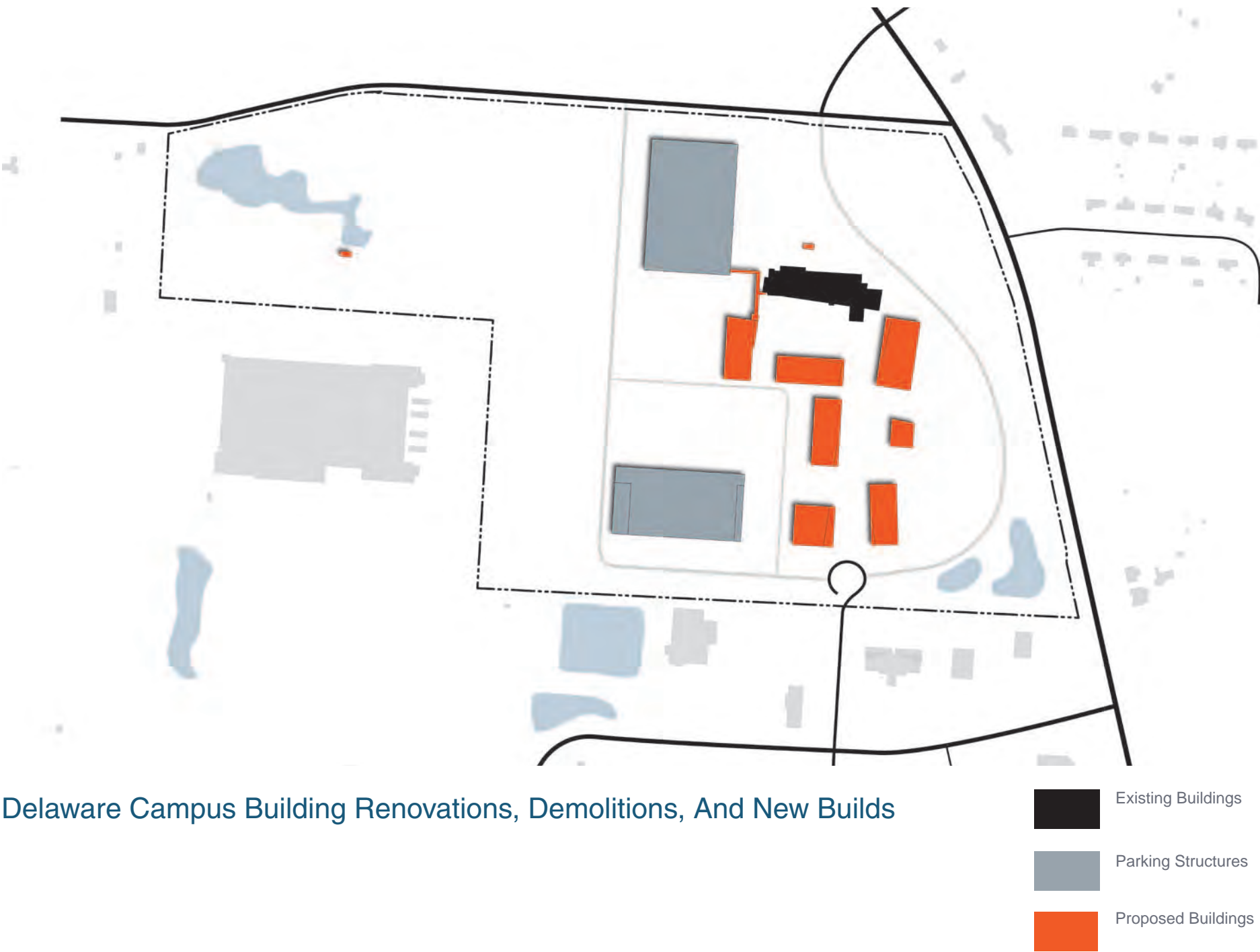
Adjacent and to the west of these two zones is a linear “open space” zone with opportunities for supporting multiple outdoor campus uses. The area between the new frontage road and U.S. Route 23 serves as the “frontage landscape” and is preserved to continue providing stormwater management for the campus and will provide the landscape foreground to the frontage buildings.

The far west area of the campus (back 20 acres) is established as the “nature preserve.” This area takes advantage of the existing pond and proposes enhancing the natural landscape of this area to serve and meet outdoor learning needs of the college. Far removed from the core academic zone, this part of the campus can be leased or sold if necessary or desired as it does not impact the overall vision of the Master Plan.



Facilities Recommendations

Built in 2010, Moeller Hall’s state-of-the-art and LEED Gold certified design supports contemporary learning environments and meets high sustainability standards. This facility should be the benchmark for the new buildings on the campus. Despite its great success as an academic facility, the one major drawback of Moeller Hall is the lack of faculty office space. Faculty offices are currently housed in an existing facility repurposed as an office building. It is recommended that new buildings be designed as mixed-use facilities to include student spaces, faculty offices, support spaces, and administrative spaces along with the academic program spaces. With that accomplished, the existing office building is proposed to be demolished.



Access, Vehicular Circulation and Parking

Currently the main vehicular access is off of U.S. Route 23 via Greif Parkway to the south with Cornerstone Drive providing the main entry into the campus. There is a back access to the campus via Winter Road; however, there is no through vehicular connection between the two entrances. The Master Plan proposes a new frontage road as a campus connector between Winter Road and Cornerstone Drive. This road will establish the much-needed internal campus link. A signalized intersection at Route 23 and Winter Road is highly recommended to allow Winter Road to serve as another campus gateway. The frontage road will be part of a new campus loop road that will provide access to all parts of the campus. The frontage road connection between Winter Road and Cornerstone Drive is recommended to be implemented as a priority.

The large swath of surface parking at the existing main entrance of the campus is eliminated and replaced by parking structures proposed strategically at each of the campus entry points. The parking structures have the ability to accommodate additional parking to support campus growth. Providing parking at the edges allows commuters to enter promptly into the parking deck / garage and access the rest of the campus by foot. Surface parking to support accessibility goals, ADA requirements, and emergency vehicles will continue to be provided in close proximity to the new buildings.

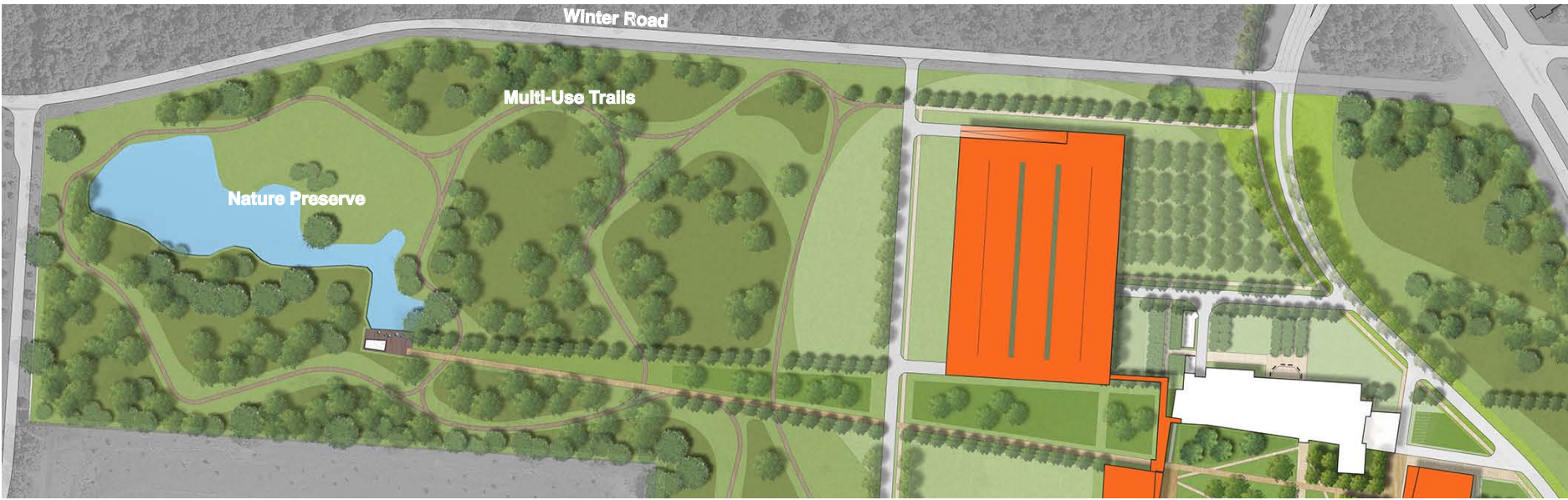


Delaware Campus Circulation, Access, And Parking

Bicycle Circulation and Public Transit

Though bicycle use is not prevalent on the Delaware Campus today, it likely will be in the future. The Master Plan recommends a bike friendly environment on the campus to support and encourage bike use. Adequate bicycle accommodations should be provided, including safe bike storage areas and bike pathways. Increasing bike and public transit usage will reduce car usage which in turn will reduce traffic and parking needs. The option for providing a bike trail through the campus should be explored. This trail could be conceived as part of the multi-use trail.

Public transportation options with COTA and DATA should be explored to provide better public transit access to the campus. Better public transit connections between the Delaware Campus and Columbus Campus can support the needs of students that are taking classes across both campuses and of staff that need to travel between the campuses for meetings or teaching purposes.



Multi-Purpose Trails Integrated In The Natural Preserve And Campus Grounds



Interconnected Pedestrian Pathways Integrated Within The Central Green, Academic Quad, And Open Spaces

Pedestrian Circulation and Safety

The Delaware Campus is akin to a traditional campus with clearly defined campus boundaries. The Master Plan envisions a safe and walkable environment. Students, staff and visitors primarily drive to the campus today and will most likely continue to do so in the future; however, the parking strategy proposed in the Plan enables cars to be limited to the edges and encourages foot traffic through the campus.

As the campus gets developed with new facilities, new pathways should be added to create a seamless pedestrian environment. As much as possible, buildings should edge pathways providing activity that can spill from indoors to outdoors to activate pedestrian pathways, open spaces, and campus life.

The campus also provides the opportunity to develop multi-purpose walking / running trails in support of the well-being and recreation goals of the students, staff, and community.



Delaware Campus Pedestrian Circulation

- Proposed Buildings
- Existing Buildings
- Campus Circulation
- Multi-Purpose Trail

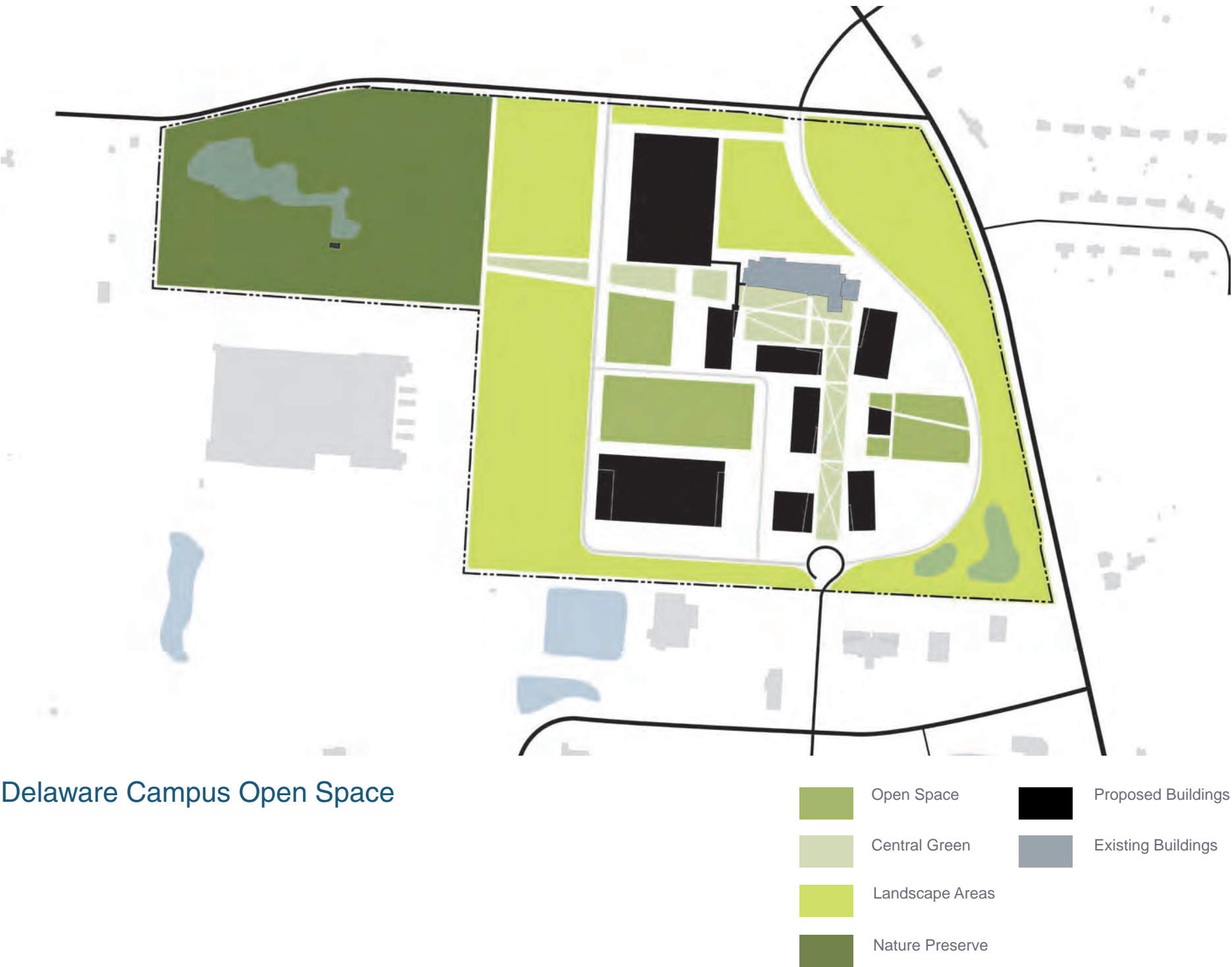
Open Space and Place-Making

The Master Plan for the Delaware Campus supports creating a traditional college campus environment. Campus open spaces give definition to the outdoor environment, connect the buildings, support health / wellness and sustainability goals, provide spaces for outdoor programs and activities, and create a ‘sense of place.’

A formal “central green” (framed by Moeller Hall to the north and new buildings flanking along the east and west edge) will serve as the primary quad and be part of the front entry experience. It will provide a strong identity for the campus, afford a variety of experiences and is designed for flexibility to support everyday campus use, passive use, ceremonial purposes like graduation, and general outdoor events. The central green also creates a physical and visual link to the proposed commercial development south of the campus. The green is designed to be developed in a modular way to expand incrementally as the new facilities are built. Each segment of the quad will provide unique spatial experiences.

A secondary quad space is created by building on some of the existing outdoor spaces in front of Moeller Hall. It is framed by Moeller Hall to the north and proposed new buildings to the south, east and west.

The frontage landscape area is preserved and enhanced as a naturalized landscape designed for stormwater management. The





Entry View Of The Formal Central Green: Looking from Cornerstone Drive Toward Moeller Hall

naturalized landscape wraps around the north edge and connects to the nature preserve area to the far west. This gesture continues the rural aesthetic of the campus while allowing the campus core to grow in a more urban way. The far west area of the campus, including the existing pond, is also proposed to be preserved and enhanced. Adding multi-purpose trails allows people to experience the nature preserve up close. Introducing native plant species is recommended to foster natural succession. There is opportunity to take advantage of this space as a learning environment by providing connections to the water.

The existing Moeller Hall does an exceptional job of framing outdoor views east-west through its interior spatial organization. As a gesture to preserving that view of the corridor to the west, the Master Plan proposes an east-west open space corridor connecting the quad space to the nature preserve. There is opportunity for this spine to hold some ecological functions like stormwater management. Two additional east-west open space spines are proposed to the south to connect core campus buildings to the parking and open space.



View Of Secondary Quad In Front Of Moeller Hall

Sustainability

The Master Plan recommends a comprehensive approach toward sustainability – recommending strategies that portray stewardship of the environment, are fiscally responsible, and nurture the campus community.

The Delaware Campus sustainability strategies respond to its neighborhood context and the high standard established by the LEED Gold-certified Moeller Hall. As stipulated by the Board of Trustees, new buildings when designed should achieve, at a minimum, the LEED Silver certification from the U.S. Green Building Council (USGBC).

Specific campus strategies include designing for a safe pedestrian environment, reducing surface parking, preserving the pond and its surrounding open space, and providing sustainable landscapes. The sustainable features of the Delaware Campus stormwater management system should be maintained and expanded. Energy efficient and sustainable solutions should be adopted when specific facilities and grounds projects are conceived, designed, and operated.



Open Space Ecological Corridor: Connecting Moeller Hall To The Nature Preserve

Campus Image and Identity

Unlike the Columbus Campus, the Delaware Campus setting is more rural.

The Plan evokes a traditional college campus image for the Delaware Campus by creating uniquely designed quads formed by buildings organized around landscaped formal open spaces, interconnected by pedestrian pathways.

Based on the design character of Moeller Hall, the Master Plan establishes a comprehensive framework of aesthetic and organizational principles that will guide future buildings and will allow

the creation of a cohesive campus image. By creating a frontage road along U.S. Route 23 and organizing buildings facing it, a “front face” is created; this strategy establishes a strong community image and identity along an important transportation corridor. Uniform signage and wayfinding throughout the campus is strongly recommended.

The existing campus entry experience and first impression of the campus is a swath of surface parking. The Plan eliminates this surface parking and in its place a formal “central green” provides a new identity for the campus fabric. The central green creates a physical and visual link to the proposed commercial development south of the campus creating opportunity for a

“college town.” If the commercial development comes online then the “college town” will become important to defining the campus image and identity.

Partnerships

In conversations with the college’s neighborhood partners, a variety of shared interests emerged and are summarized below. These discussions have informed the specific recommendations of the Plan:

- Explore partnership opportunity with the commercial development proposed on Greif Parkway for signage, identity, and programmatic synergies, and walkable connections to the campus.
- Consider community partnership opportunities for a multi-purpose community center and recreation.
- Explore opportunities to partner with neighborhood institutions (public schools, public library, OSU-Marion) around academic programs and shared resources.



Creating A New Front Face Identity Along Route 23



Entry View Of The Formal Central Green



A New Front Face To The Campus: View From Route 23 Looking Toward Proposed New Academic Partnership Building

2.4 Recommendations For The Regional Learning Centers

As an overarching strategy, the college should plan on eliminating its free standing leases and continue developing academic partnerships with institutions in its four-county service area to meet its student success and workforce development goals.

The Gahanna model of partnership in Clark Hall has been highly successful from a programmatic, strategic, and college identity standpoint, as is the new Reynoldsburg Center, and should be emulated at all regional learning centers. Center facilities should support contemporary learning environments, provide opportunities for community economic development, and support workforce needs of the communities.

With a goal of fostering an identity to the regional learning centers, they should be located in facilities that are “on the path” and allow for more visibility and better identity for the college.

In the near-term, relocating the Dublin and Westerville centers to locations that offer similar partnership models and complement college image and identity is a priority.



Recommended Partnership Model: Gahanna Center (Clark Hall)





Recommended Partnership Model: Reynoldsburg Center

The Bolton Field Center is a successful model also because of its unique focus on the Aviation Maintenance Technology program. Program needs suggest additional classroom space at this regional learning center. Additionally, the college should evaluate the potential for leasing additional land at Bolton Field for the relocation of the EMS / Fire Sciences and public safety programs which share synergies with some of the specialized security training that takes place at Bolton Field. Alternatively, partnerships could be explored toward this end.



Facilities Should Support Contemporary Learning Environments



3.0 Implementation Strategy

3.1 Columbus Campus

The Master Plan is a flexible framework. Implementation will be guided by the principles that were used to develop the Master Plan and will align with the college's strategic goals of student success, workforce development and civic engagement.

The phasing of projects contained in this Master Plan will be determined based on academic need, resource availability, partnership potential, community and regional priorities, and other factors, and as appropriate, will be done in coordination with other regional planning initiatives.

The following implementation phases are suggested based on the most current understanding of the priorities for the college and should be seen as an example of a possible implementation strategy.

Near-Term

1. **Repurpose space within Workforce Development and DX facilities to create a one-stop shop Student Welcome Center (Student Services).**

- In DX - consolidate the Bookstore, combine the Convenience Store and Café into one space, and reconfigure newly available space to address Welcome Center needs.
- Explore backfill opportunities for existing Student Services areas that will be vacated. Options for backfill include:
 - Non-student services related faculty and staff offices
 - Right-sized smart classrooms
 - Tutoring space
 - Open computer labs
 - Student life activity hubs
 - Recreation spaces
 - Faculty / staff lounges
 - Faculty / staff training rooms
 - Any other strategic priorities

2. **Build the new School of Hospitality Management building to house the Hospitality Management program and Conference Center.**

3. **Build the new academic building to house a School of Business Technologies.**

4. **Build the new ‘Student Success Center.’** Explore the opportunity for a partnership building with CCAD and other neighborhood partners.

5. **Build a new parking garage north of the Center for Workforce Development.** Eliminate the two larger student parking lots at the corner of Cleveland Avenue and Spring and Long streets.

- Re-evaluate campus-wide parking allocation including fees, zones, gated lots and other measures as appropriate.

6. **Construct the new landscaped ‘south quad.’**

7. **Explore relocation of other key academic programs to provide more “visibility.”**

Candidate programs include:

- Relocate the Automotive Maintenance Technology program. Possibilities include Cooper Park, the King-Lincoln District in an existing facility or new partnership building, or ground level of a parking garage.
- Relocate the Music, Theater, and Dance programs to the King Lincoln District, Fort Hayes, or other option
- Relocate the EMS / Fire Sciences, and public safety programs to Bolton Field or another partnership location

8. **Add additional space for food services** - options to be considered include:

- Explore the creation of additional campus venues in new and renovated facilities and enhancing existing venues
- Renovate existing cafeteria in Union Hall and consider its expansion into the courtyard as an addition to Union Hall

9. **Renovate buildings and explore their potential best uses.**

Four buildings have been identified as renovation priorities. Since it is unlikely that the college will renovate all four of these buildings during the next five years, prioritizing the buildings will be necessary and will be dependent upon other decisions made by the college including academic program relocation, student services relocation, facility conditions, capital funds availability, and other strategic college priorities. Buildings that do not undergo renovations in the near-term phase must be renovated in subsequent years. Priority renovations are:

I. Aquinas Hall (1905)

- Oldest college building but has historic community value
- Consider potential for future administrative use
- Approximate cost \$5.7 million

II. Eibling Hall (1965)

- Relocate Hospitality Management program offices (750 ASF) and Culinary (5,072 ASF) program and put space to alternative use
- Approximate cost \$4 million

III. Delaware Hall (1976)

- Relocate Automotive (16,293 ASF) program, will create backfill opportunity
- Approximate cost \$10 million

IV. Franklin Hall (1978)

- Relocate Justice and Safety (4,456 ASF) program, will create backfill opportunity
- Approximate cost \$6 million

10. **Permanently remove Telephone Information Center trailer and relocate the functions outside the Columbus Campus.**
Telecommuting may present an alternative to address some or all of the office space needs.
11. **Address Cleveland Avenue safety and enhancement.**
Leverage the common interest generated among educational and other partners along the Cleveland-Grant Avenue Educational Corridor to influence:
- Improving bus access along this corridor (COTA)
 - Investing in street infrastructure and beautification, traffic calming, pedestrian environment improvement (City of Columbus)
 - Strengthening the Educational Corridor identity
12. **Work with the development community and partners to build affordable student housing.**
13. **Explore construction of the proposed ‘Partnership Discovery Commons’ landscaped open space.**
14. **Continue other partnership conversations.**
- Influence the design of ODOT’s I-670 / 70 / 71 improvements
 - Increase retail opportunities in the neighborhood
15. **Re-evaluate Electrical Trades Center lease if EMS / Fire Sciences is relocated.**
- The facility also houses office space; the facility could continue serving office needs as necessary.



Mid-Term

1. **Renovate buildings** identified as most in need of renovation (see near-term phasing) that are not renovated in the near-term phase and are identified for this phase. Those buildings include:

I. Aquinas Hall
II. Eibling Hall
III. Franklin Hall
IV. Delaware Hall
2. **Build a new academic building** to support specific academic program needs and growth.
3. **Consider demolition/replacement** of existing low density buildings.

Since these facilities do not align with the master planning principles or campus identity, it is recommended that these buildings be razed and more suitable options for the use of the land be developed consistent with the Master Plan. Potential candidates to be considered include:

• 145 Cleveland Avenue facility (old Bookstore)

• 400 Grove (1964 - used as storage shed)

• 192 N. Grant (1957 - used for OTAP – welding / carpentry)

• 385 E. Naghten Street (1978 – used by Physical Plant for electric parts storage)

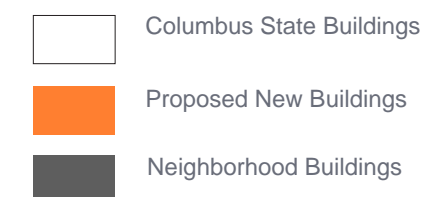
4. **Provide an appropriately sized gym** and wellness center; explore opportunity for possible partnership/shared gym facility.
- The figure is an aerial map of the Columbus Campus Mid-Term. It shows the layout of various buildings and their planned renovation or construction status. The map includes labels for several buildings: Delaware Hall, Franklin Hall, Eibling Hall, Aquinas Hall, and a new Academic building. It also shows a Shared Student Housing area and a Partnership Garage. The map is overlaid with a grid of streets, including Cleveland Avenue, North Grant Avenue, North Washington Avenue, Spring Street, and Long Street. A legend in the bottom right corner identifies the building types and renovation status: Columbus State Buildings (white outline), Proposed Renovations (orange hatched outline), Proposed New Buildings (solid orange outline), Proposed Partnership Projects Independent of Phasing (dashed orange outline), and Neighborhood Buildings (grey solid outline). The map also shows the location of I-670 and I-71.
- Columbus Campus Mid-Term
- 53



Columbus Campus Long-Term

Long-Term

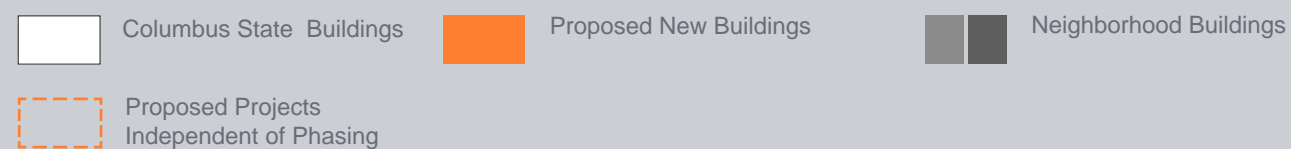
1. **Explore renovation of additional buildings.** Assess facilities in need of deferred maintenance and renovations.
2. **Provide formal and informal outdoor recreational space.**
3. **Provide additional new buildings** for future growth, program changes, and new partnerships.
4. **Consider demolition / replacement of existing low density buildings** identified in the mid-term phasing. Potential candidates include:
 - 389 N. Grant (1971)
 - 356 N. Grant (1961)
 - 384 N. Sixth (1952 – VT)
 - 366 / 370 N. Sixth (1950 - SX)



3.2 Delaware Campus



Delaware Campus Near-Term



As with the Columbus Campus, implementation of the Master Plan for the Delaware Campus will be guided by the principles that were used to develop the Master Plan and will align with the college's strategic goals of student success, workforce development and civic engagement. The following implementation strategies are suggested based on the most current understanding of the priorities for the college.

Near-Term

1. Add a campus connector road between Greif Parkway and Winter Road.
 - In conjunction with a new traffic signal at intersection of Winter Road and Route 23
 - In conjunction with enhancing 'frontage landscape'
 - Consider Winter Road entry as a secondary campus gateway
2. Build one to two new academic buildings to address a variety of needs.
 - A significant partner or partners to advance academic objectives in a shared services model, reducing costs and enhancing collective benefits
 - Reorientation of the campus to U. S. Route 23
 - Enhance campus grounds in conjunction with a second building, and in anticipation of subsequent development

- Accommodate faculty offices, loading dock, student life, and a more robust food services space

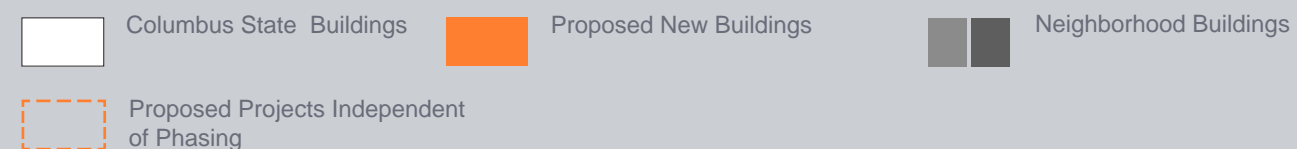
3. Construct the new landscaped 'academic quad.'
4. Provide additional parking to meet expansion and growth needs.
5. Coordinate connecting to and integrating the Delaware Campus with the proposed commerce development along Greif Parkway.
6. Explore public transportation options with COTA and DATA.

Mid-Term

1. Build additional new academic and academic support building(s). Address future growth, program changes, and new partnerships.
2. Construct portion of the 'central green' in conjunction with new building projects.
3. Build new parking deck to support campus growth.
4. Develop outdoor open spaces in support of the Campus Plan vision.



Delaware Campus Mid-Term





Long-Term

- 1. Build additional new academic building(s) and supporting parking structure to address future growth, program changes, and new partnerships.
- 2. Construct remaining portion of the ‘central green’ in conjunction with new building projects.
- 3. Complete campus loop road.
- 4. Add and enhance student life spaces and outdoor campus open spaces in support of the Campus Plan vision.



Delaware Campus Long-Term

	Columbus State Buildings		Proposed New Buildings		Neighborhood Buildings
---	--------------------------	---	------------------------	---	------------------------

3.3 Regional Learning Centers

Near-Term

1. Identify potential partnerships and relocate the Dublin and Westerville regional learning centers to alternative facilities that allow for more visibility and better identity for Columbus State.
2. Add additional dedicated classrooms (through expansion of the existing building) at Bolton Field as necessary to support the Aviation Maintenance program.
3. Evaluate the potential for leasing additional land at Bolton Field for the relocation of EMS/Fire Sciences and Public Safety.

Mid-Term and Long-Term

1. Continue to explore partnerships in the four-county service area consistent with the college's strategic goals and the Master Plan guiding principles.



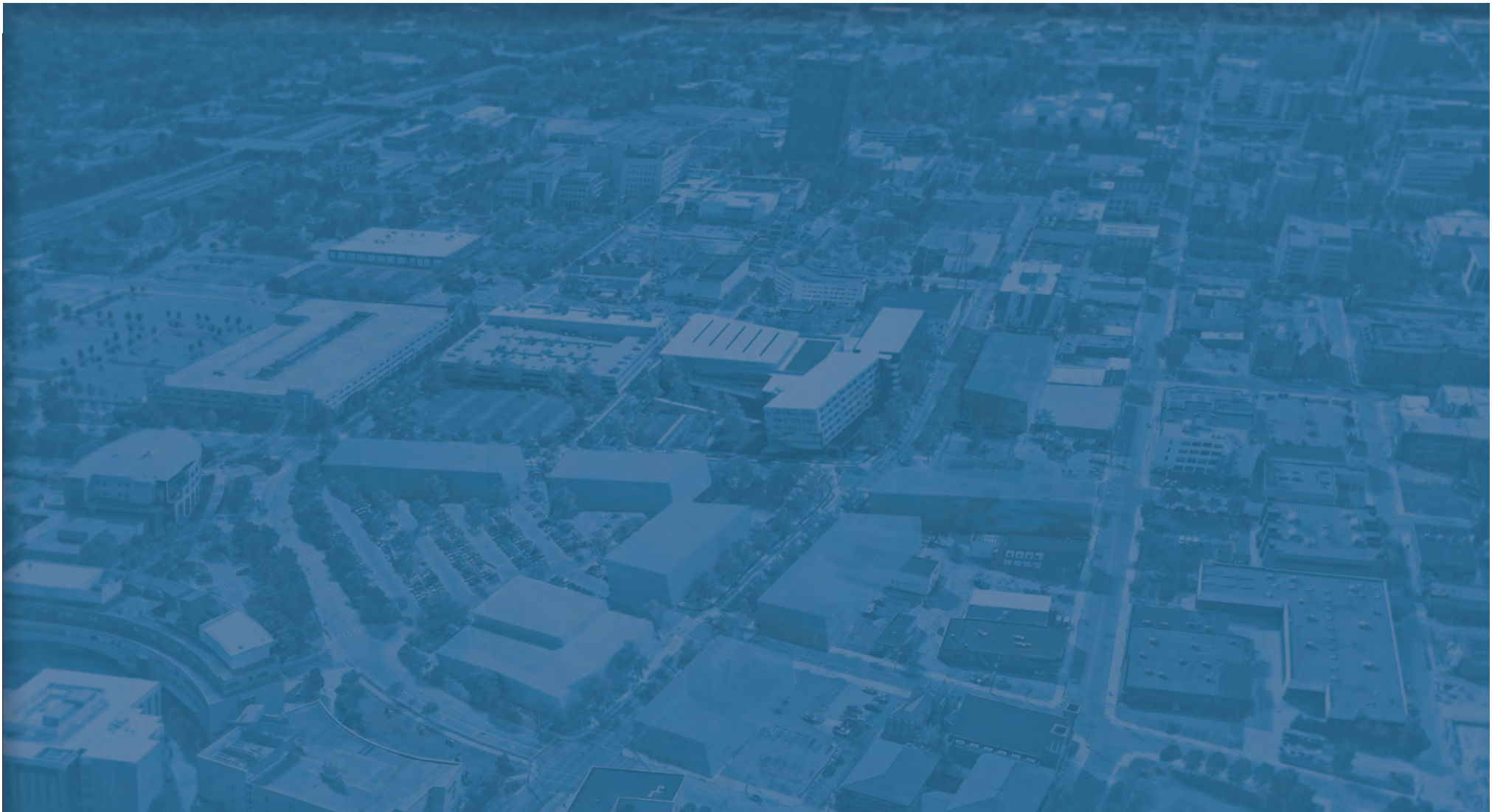


4.0 Additional Resources

Columbus State has additional resources about the Master Plan on our web site at: <http://www.cscs.edu/about/master-planning/index.shtml>.

The following reports can also be found there:

1. Columbus State's Master Planning Principles, July 2013
2. Columbus State Current Office Space Needs, April 2012, Executive Summary and Full Report
3. Columbus State Classroom and Class Lab Utilization, April 2012, Executive Summary and Full Report
4. Columbus State Master Planning Enrollment Growth Projections, April 2012
5. Columbus State Master Planning Aspirations Report, November 2011. This report contains the findings from interviews, focus groups, open forums, and surveys conducted by NBBJ with campus and community stakeholders.
6. Columbus State Current State Facilities and Utilities Assessment, November 2011. This report contains an assessment of the current state of Columbus Campus facilities and utilities.
7. Columbus State Current State Parking Report, November 2011. This report documents the current state of parking at the Columbus Campus.



Development Advisor Summary Report

Columbus State Community College and Creative Campus

Draft 3/19/20



CONTACT:

Robb Coventry, Director
Facilities Planning, Design & Construction
Columbus State Community College
rcoventry@csc.edu
(614) 287-3662

Acknowledgments

The following participated in the process to develop the recommendations.

CREATIVE CAMPUS PARTNERS

- Columbus State Community College
- The City of Columbus, Development Department
- Columbus College of Art and Design
- Columbus Museum of Art
- Downtown Discovery Special Improvement District
- Edwards Communities
- YMCA of Central Ohio

COLUMBUS STATE COMMUNITY COLLEGE

- Columbus State Administration, Facilities Planning, Design and Construction, Faculty, Staff and Students
- Columbus State Board of Trustees
- Columbus State Foundation
- Columbus State Development Advisory Committee

DIVERSIFIED DEVELOPMENT GROUP (DDG)

COMMUNITY STAKEHOLDERS

- Abbott
- BalletMet
- Capital University
- Columbus Downtown Development Commission
- Columbus Metropolitan Library
- Columbus 2020
- COTA
- COWIC
- Downtown Commission
- Faith Mission
- First Congregational Church
- Franklin County Port Authority
- Mid-Ohio Food Bank
- MORPC
- OhioHealth
- Smart Columbus
- State Auto
- St. Patrick Catholic Church
- Urban League



Table of Contents

PROCESS OVERVIEW 1

DEVELOPMENT POTENTIAL OVERVIEW 2

INITIAL DEVELOPMENT 7

PARTNERSHIP CONSIDERATIONS 14

Process Overview

This report summarizes recommendations for exploring the development potential for Columbus State Community College and the Creative Campus.

The Columbus State Community College Foundation, Inc. engaged Diversified Development Group (“DDG”) to serve as development advisor to both Columbus State and the Creative Campus partners.

DDG was hired to:

- Act as an advocate and trusted advisor in thinking about how the Creative Campus should develop both near and long term
- Provide guidance on the relationships and opportunities related to the physical development of the College’s campus
- Propose specific ideas for how to develop the College owned land
- Advise and collaborate on additional land assembly for projects that advance the College and Creative Campus’ goals and objectives
- Prepare detailed proposals for the development opportunities to be considered by Columbus State
- Bring together partners as necessary to explore development opportunities
- Provide input on risk mitigation for potential opportunities
- Prepare information that will inform and update the College’s Master Plan

The specific goals of the work were to:

- Advance the Creative Campus Action Agenda
- Advance the College’s strategic priorities of student success, workforce development and civic engagement
- Provide the framework to allow for influence, if not control, of land surrounding the campus
- Address long term neighborhood and College parking needs
- Explore housing choices appropriate for students within the Creative Campus and for recent graduates
- Identify recommendations that will provide a more vibrant neighborhood within the Creative Campus
- Generate financial resources to support core objectives
- Provide tools to Columbus State and the Creative Campus to analyze and execute on future development opportunities
- Create strategic partnerships to mitigate risk and maximize impact

The planning process for this work included the following tasks:

Review of Existing Materials

A significant amount of work related to potential development within the Creative Campus has been completed by Columbus State, The City of Columbus, and other Creative Campus Partners. This material was reviewed as a starting point for the assignment.

Partner & Stakeholder Meetings

After the materials had been reviewed, a series of meetings was conducted with the Creative Campus Partners: Columbus State, Columbus College of Art and Design, Edwards Communities, Columbus Museum of Art, DDSID, YMCA, and the City of Columbus and other area municipal and business leaders. The purpose of these meetings was to gather information and feedback from these groups on their goals and desires for the development within the Creative Campus and to further understand the inner relationship and partnering approach between all parties.

Stakeholder Surveys

In addition to the individual and group meetings held with Creative Campus partners and stakeholders, several surveys were created to provide input on current conditions and stakeholder interest in future development, parking and a potential YMCA partnership.

Work Sessions

The information gathered through the review of existing materials, stakeholder meetings and surveys was used to help guide a series of work sessions with the Columbus State administration and staff, the Development Advisory Committee, the Columbus State Foundation, and the Columbus State Board of Trustees. These work sessions were used to review information discovered, discuss development principles and secure feedback on specific strategies that could be used to meet the goals of the project.

Development Potential Overview

SUPPORT FOR DEVELOPMENT

The current economic and real estate conditions within the Creative Campus and downtown Columbus are supportive of real estate development. Real estate development can positively impact the Creative Campus in many ways, including:

Neighborhood

- Improve the quality of the neighborhood
- Improve stakeholder involvement / services
- Maximize utilization of transportation, public infrastructure and parking to create better outcomes
- Ensure development enhances the Creative Campus “brand” as well as the brands of the individual partners within the Creative Campus

Financial

- Create immediate cash flow for Columbus State or other Creative Campus partners and stakeholders
- Create long-term cash flow for Columbus State or other Creative Campus partners and stakeholders
- Leverage development to secure outside support / subsidy

Student Success (All academic institutions within the Creative Campus)

- Improve academic services
- Improve student support services
- Improve access to medical / health programs
- Improve job opportunities for students

Note: Not developing is also an option. If proposed or potential developments do not meet the goals and criteria for development or the items listed above, it would make sense to not pursue those development opportunities. When considering development, all of these items should be weighed prior to moving forward.

PRODUCT TYPES

A series of different product types were analyzed, focusing on those that would support the guiding principles outlined for development. The primary real estate product types that were identified include:

Wellness

- YMCA
- Medical
- Dental

Instructional Space

Support Retail

Housing

- Student
- Affordable
- Market Rate

Flexible Office

Parking Structure

Specifically, as it relates to Columbus State, the product types can be divided between those that directly support College activities and indirectly facilities that support the College, the student and the Creative Campus as listed below:

Directly support College activities

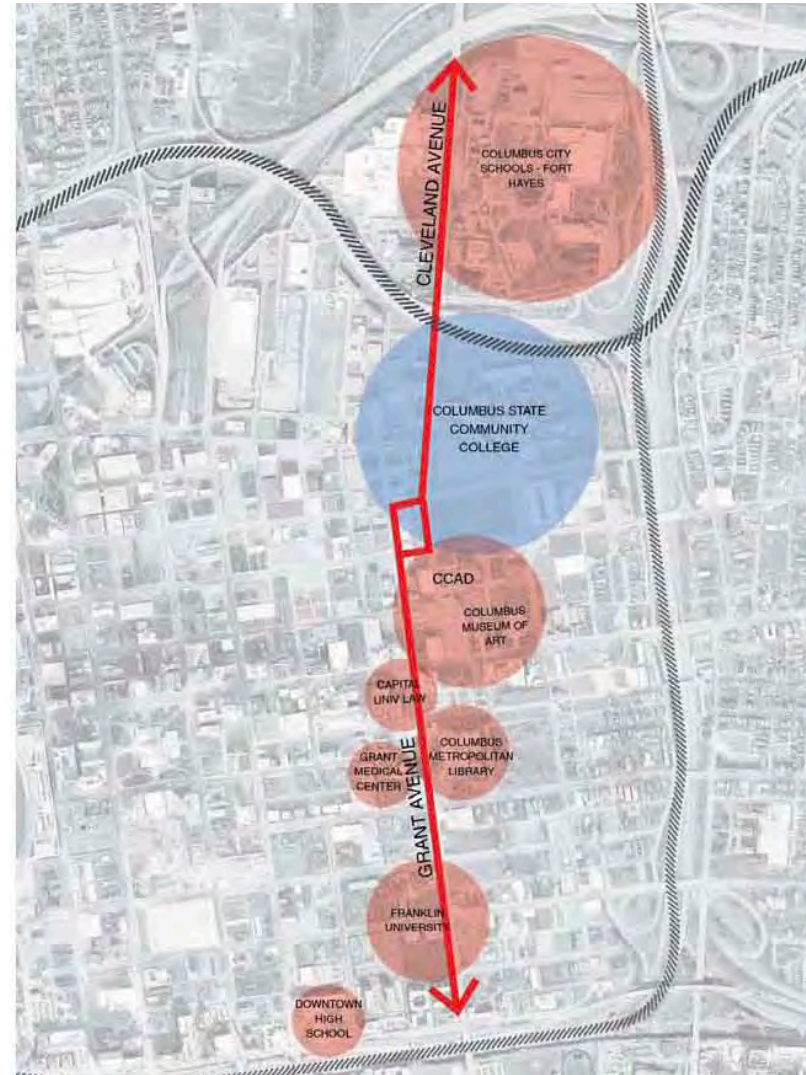
- Academic space
- Student services
- Parking

Facilities that indirectly support the College, the student and the Creative Campus

- Retail
- Residential (student, workforce, market)
- Community (YMCA, shared use, parking)
- Office (medical, shared use, other)

NEIGHBORHOOD CONTEXT

The Creative Campus straddles the “Education Corridor” in the larger Discovery District. This connectivity increases the value of development. The Cleveland Avenue corridor is often referred to as the “opportunity corridor”. A recent neighborhood branding strategy addressed an underlying need to develop an umbrella story to inspire messages, initiatives and organizations that are separate but aligned. The Creative Campus neighborhood is committed to ensuring open access to opportunity in order to empower individuals and build meaningful community.



Cleveland/Grant Avenues - Education Corridor

CURRENT CONDITIONS

The Creative Campus is a unique urban environment located in the heart of downtown Columbus. Downtown Columbus has experienced a development renaissance for over two decades and the Creative Campus is no exception. The items that make the Creative Campus unique include:

- Exceptional focus on the care and development of all members of its community
- Aligned missions between Creative Campus partners
- High dependence on Columbus State owned surface parking lots by many in the Creative Campus
- Targeted investment by City of Columbus, Columbus State and the private sector driving continued evolution of the neighborhood

FINDINGS FROM PREVIOUS WORK

The findings of the Development Advisory services in this report is heavily influenced by previous work completed by Columbus State and its Creative Campus partners. Comprehensive and extremely well informed analysis of existing conditions and desired future states has been completed on many facets that affect development within the Creative Campus. The major work reviewed includes:

Creative Campus Initiative

In 2016 Columbus State, the City of Columbus and other stakeholders within the Creative Campus agreed to jointly explore opportunities for growth within the Creative Campus. The Development Advisory Committee, made up of Columbus State Trustees, Columbus State Foundation Board members and key leadership within the College was responsible for advising and overseeing the work. Concurrently the College successfully guided the development of 80,000 square foot Mitchell Hall. This \$33 million three story facility is the home to the highly successful and expanding Columbus State Hospitality and Culinary Arts program and provides additional services to Columbus State and the surrounding community. It has also worked with the City of Columbus to construct more than \$7.5 million on remodelling Cleveland Avenue (streetscape, utilities and parking improvements). DDG reviewed the following information relating to the Creative Campus Initiative:

- Summaries of previous communication for the Creative Campus
- 2010 Downtown Columbus Strategic Plan
- Summary Documentation of YMCA / Columbus State Partnership Opportunities
- Previous Columbus State Parking Analysis

- 2017 Vogt Strategic Insights Market Feasibility Analysis for residential, retail and office development within the Creative Campus
- 2017 Creative Campus Land Ownership mapping and summaries

As it relates to the Development Advisory Services effort, key takeaways from this information include:

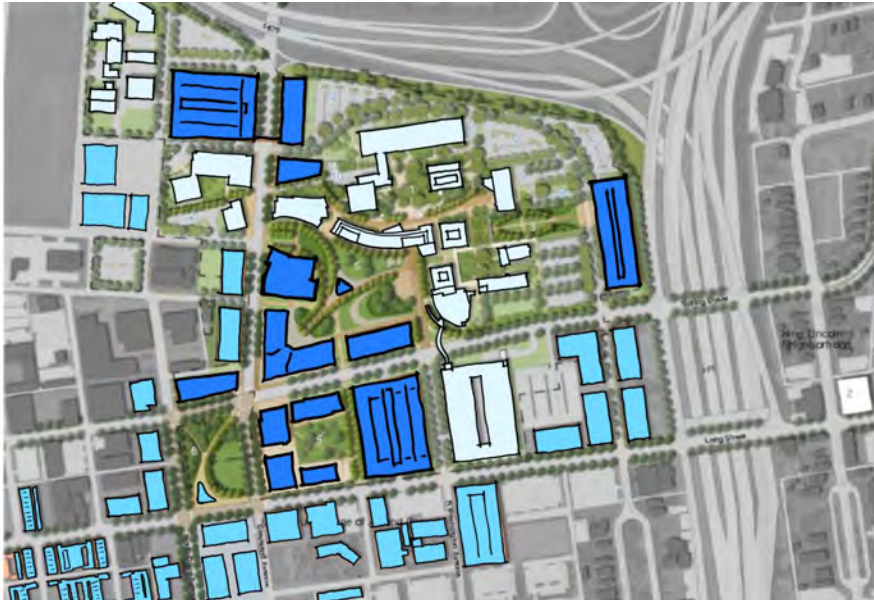
- The Creative Campus is an incredibly unique area with intense focus on education, empowerment, social responsibility and stewardship
- Partnerships between the various entities within the Creative Campus is a cornerstone to this community and extremely important for the continued success of all parties
- Private development has positively impacted the area
- Strategic plans and market study data supports additional development
- Columbus State and the YMCA are very interested in creating a partnership that benefits both parties, the Creative Campus and the community as a whole

Columbus State Comprehensive Master Plan

The Columbus State Community College Comprehensive Master Plan was completed in 2013 with support from NBBJ. The plan serves as “a blueprint to advance the College’s strategic goals of student success, workforce development and civic engagement” and proposed a roadmap to provide “enhanced learning environments to tackle barriers to student achievement, collaborative strategic partnerships to address long-term industry needs and a commitment to environmental stewardship to impact neighborhood revitalization”. This plan was built as a framework to guide development decisions for the short and long term. As it relates to the Development Advisory Services effort, key takeaways from this information include:

- Maximizing connectivity with the “Education Corridor” along the Cleveland Avenue/ Grant Avenue corridors which include:
 - » Columbus State Community College
 - » CCAD
 - » Capital University Law School
 - » Columbus Metropolitan Library
 - » Franklin University
 - » Grant Medical Center
 - » Columbus City Schools (Fort Hayes)
 - » Improving vehicular and pedestrian connectivity

- » Densifying parking (parking structures) to allow for future development and maintaining/expanding greenspace
- » Improving campus image and identity
- » Leveraging Partnership Planning Initiatives



Columbus State Master Plan, updated to include Mitchell Hall and Cleveland Avenue Improvements

Columbus State Parking Strategy Efforts:

A detailed and comprehensive parking analysis was completed in 2017. The work included a review of existing conditions, issues and opportunities study, and the creation of Columbus State and Creative Campus Parking Solutions Recommendations and Implementation Strategy. As it relates to the Development Advisory Services effort, key takeaways from this information include:

- Parking exists for current needs of Columbus State
- Many parking spaces are available during non-peak periods that could be utilized for additional development or other community uses. This use could generate additional income for Columbus State.
- Current Parking management, systems and controls are inefficient negatively impacting student, faculty and staff parking experience
- Current parking rates (either free or very low) discourage use of other transportation options
- Columbus State is underutilizing surface parking areas due to current

controls, rates and lack of enforcement.

- Future development is dependent on the implementation of a parking modernization strategy

Surrounding Property Analysis

Columbus State is the largest land holder within the Creative Campus. As part of the work land holdings in and around the Creative Campus adjacent to Columbus State were mapped. This work provided a framework for potential property acquisitions. It supports the idea of the consolidation of parcel ownership in certain key areas to foster responsible, cost effective development that is supportive to the Creative Campus.






OTHER DEVELOPMENT ACTIVITY

The Creative Campus has seen development related activity over the past few years. In addition to new residential development, below are some highlights of recent new development and catalytic projects in the neighborhood.

- **Mitchell Hall (33 mil).** This 80,000 square foot facility was developed to house the highly successful and expanding Columbus State Hospitality and Culinary Arts program, providing additional services to Columbus State and the surrounding community.
- **Cleveland Avenue Streetscape Improvements (7.5 mil).** The Cleveland Avenue corridor is a key connector within the neighborhood. The City of Columbus Department of Development helped spearhead efforts for the redevelopment and infrastructure improvements.
- **CMAX.** Launched in January 2018, CMAX is COTA's first Bus Rapid Transit that connects riders along Cleveland Avenue between downtown Columbus and Polaris Parkway/Africa Road. There is a CMAX stop on Columbus State's campus.
- **Smart Mobility Hub.** One hub will be located on Columbus State's campus along Cleveland Avenue and includes an interactive kiosk that provides trip information and planning, community services and job opportunities.
- **Mid-Ohio Market.** The College and the Mid-Ohio Foodbank have collaborated on a community food access point designed to address food insecurity for students and residents in the area. The Market is supported by a \$700,000 Cardinal Health Foundation grant.
- **Former Kroger site.** The former Kroger bakery site just north of I-670 along Cleveland Avenue has been sold and is in the process of being redeveloped.

POTENTIAL DEVELOPMENT ZONES

The area in and around Columbus State within the Creative Campus has distinct development zones that were evaluated for potential. A summary of these zones follows:

ZONE 1: CLEVELAND AND SPRING (+/- 7.2 acres)	
ZONE 2: ACADEMIC CORE (+/- 4.3 acres)	
ZONE 3: WEST CAMPUS (+/-6.0 acres)	
ZONE 4: NORTH CAMPUS (+/- 4.3 acres)	
ZONE 5: EAST CAMPUS (+/- 9.3 acres)	

For the initial detailed exploration of development potential, Zone 1 was selected. It has frontage on Cleveland Avenue, Long Street and Spring Street. It also has the land area with the simplest geometry.



Initial Project Development

After reviewing potential opportunities and considering key goals to support development, the team has concluded that it would be in the best interest of all parties to pursue four development projects. Note that these projects are all interrelated and can be developed together, but they can also stand up on their own merits and can be developed individually if any component is unable to move forward. The recommendations outline a four part initial development to be located on Columbus State Community College owned land.

Project 1 - YMCA /Columbus State Partnership: Columbus State should pursue finalizing the partnership with the YMCA and the City of Columbus to allow for the development of a state-of-the-art 65,000 square foot YMCA and childcare facility to be owned and operated by the YMCA on ground leased to them by Columbus State.

Project 2 - Mixed Use Development: In partnership with a private developer, development of a 125,000 square foot mixed use facility to be located between Spring Street and Long Street on the east side of Cleveland Avenue.

Project 3 - Workforce/Affordable Housing Project: Pursue, in partnership with municipal and private partners, the development of 60 workforce housing units.

Project 4 - Parking Structure: Development of a parking structure to support these initial development projects. If all three projects are pursued simultaneously, current expectations necessitate approximately an 800-car parking garage. Financing for this garage will be the key component of its success and will require a combination of funding sources and partners.

The pursuit of these initial development projects will require a partnership to be formed with a developer(s). A request for proposals (RFP) for this development partner should be solicited to allow for the partner to be fully engaged. Summary of the timeline for the preconstruction activities are shown in the table.

Milestone	Timeline
Finalize / Approve YMCA Program Requirements	Month 1
Finalize / Approve Partnership Structures	Month 0
Finalize / Approve Parking Modernization Strategy	Month 0
Finalize City/Other Incentive Package(s) (framework)	Month 0
Release Developer(s) RFP	Month 3
Approve YMCA Deal Structure	Month 5
Select Developer(s)	Month 5
Approve Final YMCA, Developer, Incentive Documentation	Month 7

Columbus State Real Estate Governance

Establish formal entity to act as the real estate development arm of Columbus State. This group would:

- Finalize overall Columbus State real estate development strategy recommendations to the Board
- Implement approved strategies
- Partner with public and private development partners
- Annually update recommended real estate development goals
- React to acquisitions / other real estate opportunities as they arise

Property Monitoring

Columbus State should engage 3rd party assistance to monitor potential land availability within the Creative Campus. This will allow Columbus State to proactively identify potential opportunities and improve its ability to react to those opportunities.

Opportunity Fund

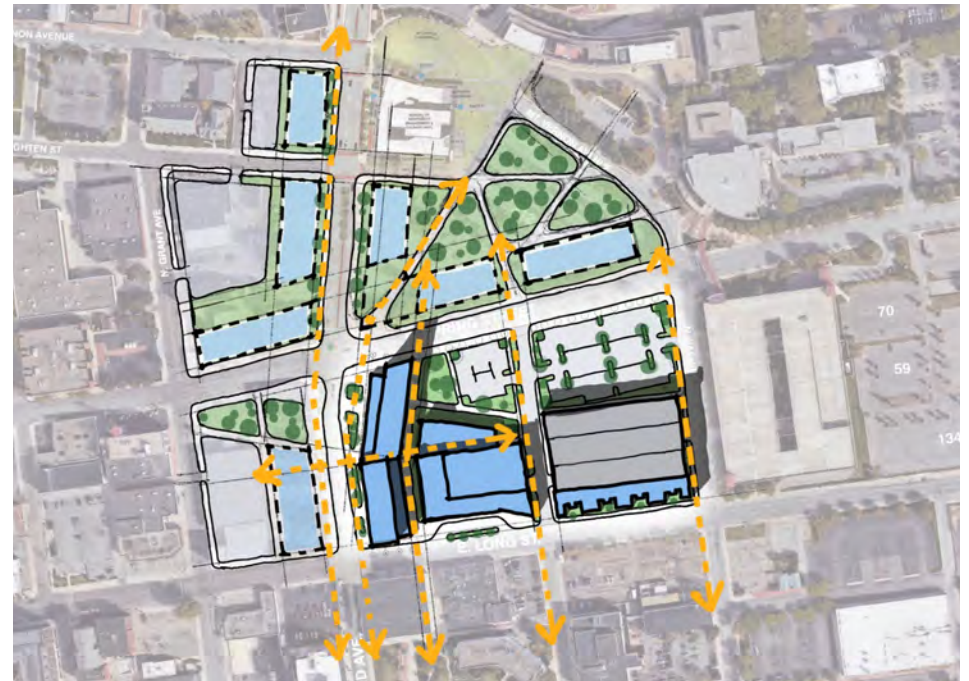
Columbus State should create an opportunity fund, potentially at the Foundation level, to be able to react quickly to potential targeted land acquisitions.



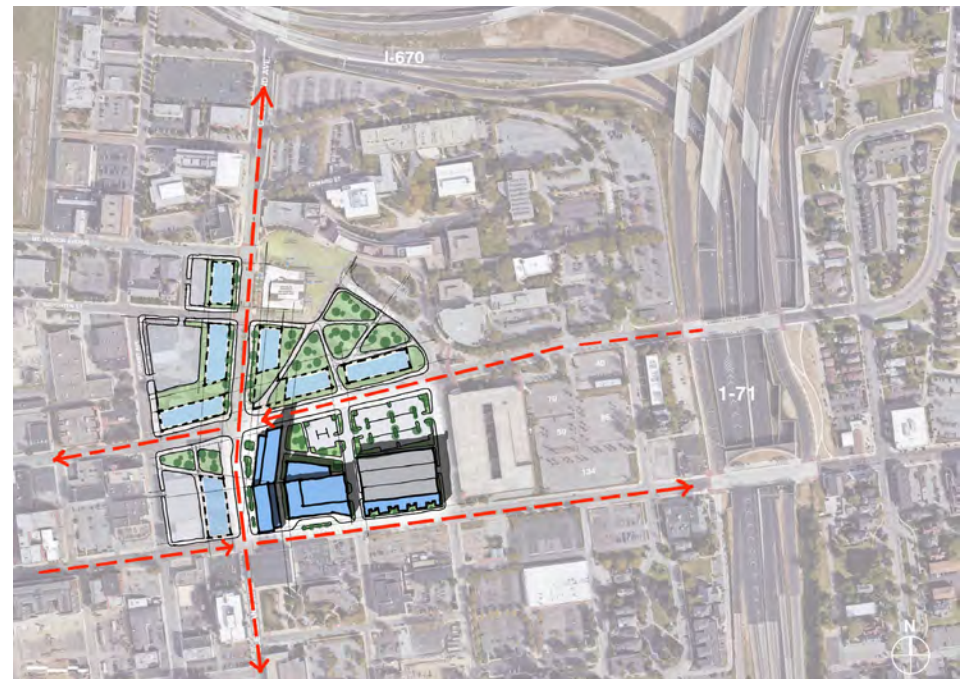
Initial Development Site Plan(s)

In determining the best location for the initial development projects to be located, the following key factors were analyzed:

- **Accessibility and Marketability:** The analysis for the accessibility of the site included both pedestrian and vehicular accessibility. From a marketability perspective, visibility of the project is very important considering the YMCA, retail, medical and office component.
- **Impact on Columbus State Campus:** How the project would impact long term growth at Columbus State was considered. The recommended location is close enough to the core of Columbus State to have good accessibility for its students and staff, but also does not take away from areas of the campus that are more highly suited for educational future structures.
- **Impact on the Creative Campus:** In order for the project to be successful there needs to be a positive impact on the Creative Campus. Significant energy and effort has been invested in the development of the Cleveland Avenue corridor as a key connector within the Creative Campus (along with districts to the north and south). The selected location will provide connective tissue between the main portions of the Columbus State campus with Columbus College of Art and Design and the significant development activity taking place on Long Street.
- **Development Costs:** The selected location does not require significant demolition and is of a shape and size that will allow for a cost-effective development to take place upon it.



Pedestrian Circulation: ■■■■■■

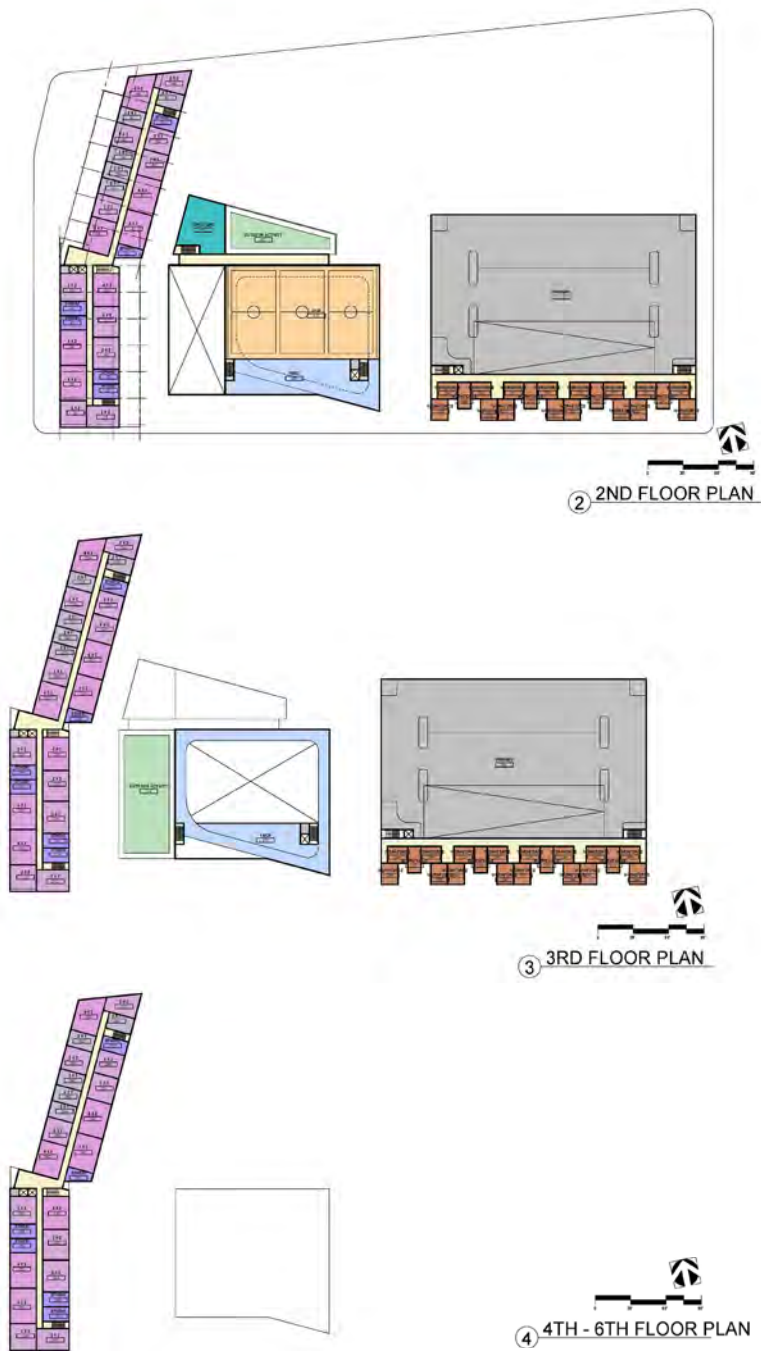


Vehicle Circulation: ■■■■■■

RECOMMENDED INITIAL DEVELOPMENT PRELIMINARY
STACKING PLANS



RECOMMENDED INITIAL DEVELOPMENT PRELIMINARY
STACKING PLANS



RECOMMENDED INITIAL DEVELOPMENT DETAILED
MASSING RENDERING



**INITIAL DEVELOPMENT ELEVATION RENDERINGS (VIEW
LOOKING SOUTHEAST)**



**RECOMMENDED INITIAL DEVELOPMENT DETAILED MASSING
RENDERINGS (VIEW FROM NORTHEAST)**



PARKING STRATEGY

Importance of Parking Strategy

Parking is a key component affecting student success and the vitality of the Creative Campus. Land controlled by Columbus State provides parking for Columbus State students, faculty, and staff. It is also used by many of the Creative Campus partners and stakeholders to support their parking needs and the needs of the Creative Campus. This parking and the land that it sits on represents a major asset to Columbus State and the Creative Campus. Properly deploying this parking asset is key to the long-term success of Columbus State and important to other Creative Campus Partners. Any future growth will require modifications to current parking conditions and strategies.

Review of Previous Parking Studies and Recommendations

A detailed and comprehensive parking analysis was previously completed by Columbus State in 2017 with the consulting firm of Nelson\Nygaard Associates Inc. The work included a review of existing conditions, issues and opportunities study, and the creation of Columbus State and Creative Campus Parking Solutions Recommendations and Implementation Strategy. Complete copies of the research and findings are contained within the appendix of this report for reference. Key findings from this work impacting student success and future development include:

- Columbus State controls approximately 5,000 parking spaces at the Downtown Campus.
 - » Approximately 4,000 designated for students
 - » Approximately 700 for employees, police and reserved use
 - » Approximately 200 ADA spaces
 - » Approximately 100 visitor space
- Columbus State has a formal lease agreement to lease 400 spaces to CCAD (for \$25,000/yr) and sub-leases 275 spaces from Park-n-Ride (for \$48,000/yr)
- Several informal agreements allow other users within the Creative Campus to use Columbus State spaces at no cost
- Except for peak periods during the first several weeks of each semester, adequate parking is available to students and staff during am peak periods and excess parking is available during other times.
- There is no enforcement of parking at this time. Statistics on permits issued and student responses on if they are driving to school, suggest that some students park without a current permit.
- It is a reasonable assumptions based on the lack of enforcement that others are using the spaces at no cost

- Approximately 9,500 Student parking permits were issued fall 2018 semester. The rate is \$35 per semester
- Approximately 3,700 Faculty and Staff permits are currently active. There is no charge for these permits
- Approximately 9,200 temporary permits were issued during the fall 2018 semester at no cost.
- Events held at the school are not charged for parking
- Significant parking revenue is not being collected with the current system

Current Parking Strategy Implementation

The parking strategy recommended a comprehensive list of Creative Campus parking solutions to address current conditions. Columbus State has created an internal team to implement the report recommendations. Many of the short-term suggestions have been implemented with good success, including:

- Restriping of existing lots to increase parking counts. This offset the losses from the Mitchell Hall project.
- Additional peak period assistance at the start of each semester
- Improved tracking / management of visitor parking passes

In addition to the efforts of Columbus State, other Partners within the Creative Campus are addressing their long-term parking needs. State Auto recently announced their plan to build an 800-car parking garage to accommodate internal growth and to provide approximately 50 spaces of public use for a fee spaces.

Parking Strategy Recommendations

The next phase of Columbus State's Parking Strategy implementation should address several of the intermediate recommendations from the report. The following are recommendations for parking strategy items that should be implemented:

- Modernization of Columbus State parking pass system that allows for:
 - » Passes to be generated and updated on a semester basis to eliminate "re-use" of old passes
 - » Software based mobile system for visitor parking to collect revenue
 - » In-car stickers that communicate with parking lot gate controls (see below) to allow for ease of access
 - » Develop mobile application software to provide real time availability of parking spaces to users before they reach the actual lots

- Modernize existing parking lots and garages to add access control (automated gates) to allow for:
 - » Elimination of un-authorized use of spaces
 - » Accurate, real time lot utilization (displayed parking availability at entrances) to improve user satisfaction and efficiency
 - » Simplify enforcement
- Establish appropriate pricing strategy for parking that includes:
 - » Charge Administration, Faculty and Staff for parking passes at a rate no lower than students
 - » Increase average student parking rates by 30%
 - » Create tiered parking rate structure that charges more for the more convenient spaces. The rates for the best spaces should be +/- 50% higher than the least desirable spaces
 - » Charge visitors using the various venues on Campus an appropriate parking fee. DDG recommends a rate of \$2-5
 - » Expand co-sharing of spaces during non-peak periods with hourly parking alternatives
- Create and implement enforcement policy
 - » Create clear enforcement policy and communicate it to the users
 - » Implement the enforcement policy either through existing staff or through a third party
 - » Effective enforcement practices are key to user satisfaction, revenue collection and fairness
 - » Expanded co-sharing of spaces during non-peak periods
 - » Support future growth
- Implement strategies to promote demand reduction using the following tools:
 - » Mobility Hub
 - » Expand Live-work opportunities
 - » Support public transportation, ride-share and alternative mobility initiatives and options

- Consider other parking solutions for Creative Campus, including:
 - » Leverage Smart Columbus and other public projects to improve efficiency
 - » Leverage potential developments to provide a catalyst of public sector participation in long-term parking solutions such as regional public parking garages and additional on street parking

The implementation of these items is critical to the long-term success of students, the College and the Creative Campus. It is also needed to support future development.

Partnership Considerations

OVERVIEW

There are many tools available to Columbus State and the other members of the Creative Campus to assist in the improvement of the community and real estate development. Many projects within Central Ohio rely on these tools as a key component to make them a success. As Columbus State and other members of the Creative Campus consider the improvement of the overall district and individual projects within it, an incentive strategy and public private partnership analysis should be completed. These tools can be used to reduce cost, spread risk, incent additional development, improve community safety, improve quality of life and improve opportunity.

POTENTIAL PUBLIC PRIVATE PARTNERSHIP INCENTIVES

There are a variety of different public private partnership and incentive strategies that can be used in the development of the community and real estate development. Major incentives and partnerships to be considered include:

Public Infrastructure Design and Construction:

Franklin County, the City of Columbus and the State of Ohio all dedicate funds towards neighborhood infrastructure projects. These projects can include public roadway improvements, utility improvements, parking structures, park land, public transportation, public access and other projects that support the growth of the community. Columbus State and the other Creative Campus partners have partnered with the City of Columbus on the Cleveland Avenue corridor improvements which began construction last year and will be completed at the end of 2019. This project will greatly improve access for both vehicles and pedestrians, significantly improve the aesthetics of the community, provide for multiple transportation alternatives and improve utilities that will support future growth.

Downtown Commercial Revitalization Area:

The Creative Campus falls within the Downtown Commercial Revitalization Area ("CRA"), a designated area within downtown Columbus in which property owners can receive a tax exemption related to eligible new investment in real estate improvements. Properties within the CRA district can receive a real estate tax abatement on property improvements for up to 100% of real estate taxes for a period of up to 15 years for non-retail commercial and residential development. This real estate tax abatement has played a key role in the

revitalization of Downtown Columbus. Having this incentive available to office and residential tenants of any new development will be key to making these projects competitive and providing the lowest possible rent to each of the users.

Downtown Streetscape Improvement Grant:

The City of Columbus also offers a Downtown Streetscape Improvement Grant to help fund specific streetscape improvements for downtown commercial and residential projects. This funding has been used to upgrade the aesthetics of the streets, curbs, sidewalks and Landscaping within the right of way in downtown Columbus.

Special Improvement District:

Many communities have used special improvement districts ("SID") to generate funds to cover a wide range of community needs. The Discovery SID was created with the primary goal of providing improved communication and security within the Discovery District including the Creative Campus. Property owners within the SID area agree to pay a special assessment with their real estate tax bills from Franklin County. This money is channeled directly to the SID, which oversees the implementation of the desired strategy based on its mission. The SID provides annual reports describing their successes and their expenditures. A more specific SID could be created to focus on helping with the development of specific infrastructure (i.e. parking) within the Creative Campus.

New Community Authority:

Chapter 349 of the Ohio Revised Code provides guidelines around the formation and operation of new community authorities ("NCA"). Once this is established, the NCA has the ability to undertake a variety of activities. Those activities include acquiring or disposing of property, entering into agreements with third parties, levying community development charges (which are assessed similarly to property taxes) and other activities. The NCA may also issue bonds to fund community development programs that are used to acquire land, improve roads, extend infrastructure, and construct parks, sidewalks, educational, recreational or other facilities that serve the community. This can also include parking with certain stipulations. Any bonds issued must be supported by the community development charges assessed to those included within the NCA. Typically, these development charges are levied based on a number of different methods including property valuation,

income/profits, growth receipts or a combination of those items. This can be a valuable tool for the Creative Campus.

OTHER PARTNERSHIPS

Franklin County Port Authority:

The Franklin County Port Authority provides a vehicle for the issuance of bonds to projects with impact on the public sector. These bonds have very attractive rates and terms and would be well suited for projects such as the parking garage.

Central Ohio Community Improvement Corporation:

The Central Ohio Community Improvement Corporation ("COCIC") offers effective tools for stabilizing communities and uses strategies to preserve, sustain, stabilize and revitalize neighborhoods. Specifically, as it relates to Columbus State and the Creative Campus, COCIC runs the Franklin County Land Bank program. This program purchases property that is then developed to provide workforce and affordable housing by a private developer (see Homeport). COCIC then employs deed restrictions on the property to help control either rent or purchase costs from increasing to a point of unaffordability for the targeted population. This program could be an excellent opportunity for the workforce/affordable housing development within the District.

Homeport:

Homeport is a nonprofit housing developer based in Columbus, Ohio. They are committed to closing the housing gap for low to moderate income individuals, targeting seniors and families making 100% or less of the area median income with special emphasis on residents making 60% of the area median income or less, which is approximately \$45,000 per year within Franklin County. Their expertise with the development and ownership of workforce/affordable housing would make them an excellent partner for the Creative Campus and Columbus State.

Philanthropic Partners:

In addition to the groups outlined above, philanthropic participation in development within the Creative Campus to impact student success should also be pursued as part of the overall funding strategy for projects within the Creative Campus. The Columbus State Foundation should spearhead these efforts once a specific project is identified.

PUBLIC PRIVATE PARTNERSHIP INCENTIVES AND STRATEGY RECOMMENDATIONS

In general, all of the items outlined above should be considered with each development project. As it specifically relates to the four projects contemplated as initial development projects, the following specific strategies are recommended:

Project 1 – YMCA: For the YMCA project, Columbus State and the YMCA should work with the City of Columbus to receive infrastructure improvement dollars to assist in the cost of the garage and downtown streetscape improvement dollars to improve the streetscape along Long Street. The YMCA will seek significant philanthropic dollars to fund their improvements.

Project 2 – Mixed Use Development: For this project, the following partnership incentives are recommended:

- Downtown CRA - seek 100% real estate tax abatement on improvements for a period of 15 years.
- Downtown Streetscape Improvements - pursue a downtown streetscape improvement grants for streetscape improvements along Spring Street.
- New Community Authority - create a New Community Authority or a Special Improvement District to collect an assessment in an amount equal to 20% of the real estate taxes that would have been generated from the improvements on the taxable portion of the development. These funds would be directed to help pay for the parking garage. Further analysis would need to be completed to determine whether this is simply for commercial property or for the commercial and residential property, recognizing that we are trying to accomplish the lowest possible rent rates in a market-based environment for students.
- Philanthropic Partners - We believe the Foundation could work with philanthropic partners to assist in the build out of any Columbus State space within the building to lower rental costs. This could include naming rights and support for specific programs.

Project 3 – Workforce/Affordable Housing: For this project, the following incentive strategies are recommended:

- Public Investment - Based on preliminary conversations we believe Franklin County and the City of Columbus would be interested in participating in lowering the cost of these units to allow them to be affordable to the target market.
- Downtown CRA - seek 100%, 15-year real estate tax abatement for all improvements to the property. These savings would pass through to the occupants of the building.
- Downtown Streetscape Improvements - pursue downtown streetscape grants to make improvements along Long Street in front of this project.
- Central Ohio Community Improvement Corporation - work with COCIC to determine if the Franklin County Land Bank program is appropriate for this development. We would do this in partnership with a nonprofit housing developer such as Homeport.
- Philanthropic Partners – We believe that the Foundation should seek philanthropic partners to participate in making these units affordable through grants, donations and potential naming rights.

Project 4 – Parking Garage and Parking Modernization: For this project, the following incentive strategies are recommended:

- City of Columbus – The City of Columbus will consider participating in the cost of the garage and parking lot modernization if those investments benefit the Creative Campus as a whole. The exact amount of their participation would depend on the impact to the Creative Campus and the participation of the YMCA in the overall project.
- New Community Authority – If a New Community Authority is created for Project 2, this authority could designate the cash flow from its assessment to pay for the debt issued for the garage.
- Franklin County Port Authority – If appropriate revenue is created through the various projects, the Franklin County Port Authority can be an issuing body for the bonds required to pay for the construction.

In Conclusion

The information and proposed project outlined in this summary report will be reviewed by the newly formed Columbus State Community Partners, a 501c3 non-profit development organization. This group is charged with guiding the implementation of the work outlined in this report.

THREE YEAR REPORT

March 2020

DRAFT 3/19/20





ACKNOWLEDGMENTS

PARTNERS AND STAKEHOLDERS (2016-2019)

Columbus State Community College

David Harrison, President

Terri Gehr*

Kim Hall*

Robb Coventry

Rick Hatcher

Allen Kraus

Brent Wilder

City of Columbus

Steve Schoeny*

Rory McGuiness

Quinten Harris

Michelle Larsen

Columbus College of Art and Design (CCAD)

Jeff Fisher*

Jill Morehead

Melanie Corn

Lisa Stoneman

Columbus Museum of Art (CMA)

Rod Bouc

Nanette Maciejunes

Melissa Ferguson

Edward Companies

Jeff Edwards

Tom Murano

YMCA of Central Ohio

Steve Ives*

Brian Kridler*

Kim Jordan

Tina Badurina

Discovery Special Improvement District

Cleve Ricksecker

Cass Freeland*

State Auto

Leah Shrom

Elise Spriggs

Central Ohio Transit Authority (COTA)

Mike Bradley*

Laura Koprowski*

Partnership Achieving Community Transformation (PACT)

Trudy Bartley*

David Coffey*

Columbus Downtown Development Corporation

Matt Lutz

Mid-Ohio Regional Planning Commission (MORPC)

William Murdock

** Formerly with their organization*

CONSULTANTS AND ADVISORS

Planning NEXT

Carpenter Marty Transportation

Diversified Development Group (DDG)

EDGE

Nelson\Nygaard Consulting Associates, Inc.

Ologie

Vogt Strategic Insights

For more information contact: Robb Coventry at rcoventry@cscc.edu





TABLE OF CONTENTS

CONTENTS

About this report	4
What is Creative Campus	5
Where is Creative Campus	6
Who is Creative Campus	7
Accomplishments	8
What's Next	21

Appendices (under separate cover)

A. Market Analysis

B. Parcel Analysis

C. Parking Study

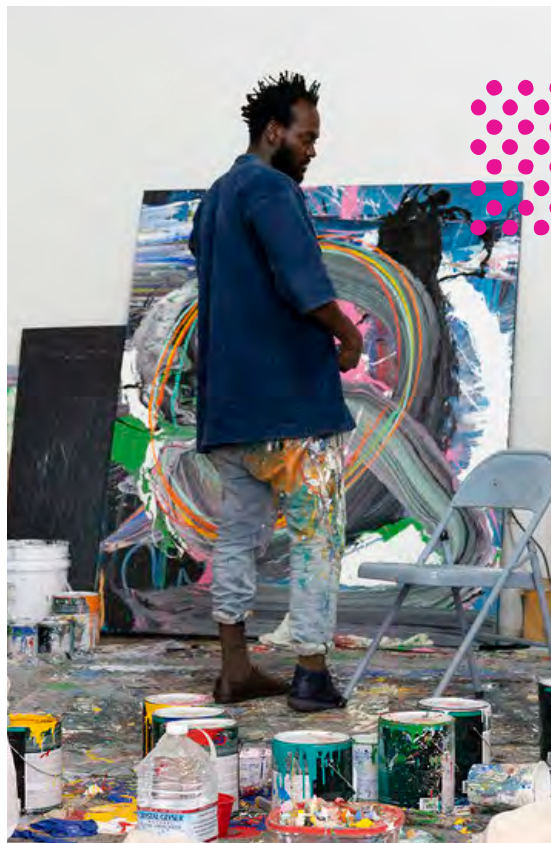
D. Development Advisor Summary Report



ABOUT THIS REPORT

In early 2015 the College convened neighborhood stakeholders (Columbus Museum of Art, State Auto, Columbus College of Art and Design, Edwards Companies and the Discovery Special Improvement District (DSID) along with representatives from the City, Central Ohio Transit Authority (COTA), Mid-Ohio Regional Planning Commission (MORPC) and Partners Achieving Community Transformation (PACT) to discuss how to make the Creative Campus* neighborhood a more vibrant and attractive place. From this workshop a 14-point action agenda was developed. One of the action items called for Columbus State Community College to lead implementation of the Creative Campus action agenda in partnership with the City. In November of 2016 Columbus State Community College entered into a formal 3-year agreement with the City to serve as the “quarterback” for this work. This agreement came with three years of funding. Columbus State Community College matched this funding and other stakeholders contributed. The purpose of this collaboration was to implement the action agenda to make this part of downtown a more vibrant neighborhood. The agreement outlined a scope of work based upon the action agenda. This report outlines what has been accomplished over the three-year collaboration.

**The Creative Campus has its origin in the 2010 Downtown Columbus Strategic Plan. The plan had 10 focus areas and one was the Creative Campus.*





WHAT IS THE CREATIVE CAMPUS?

“You don’t just find yourself in the Creative Campus. You put yourself here: to take the class that shifts your perspective, to attend a different kind of fashion week, to grab a cup of coffee that serves up social justice. You’re here with purpose, for purpose, on purpose.”

The Creative Campus is a neighborhood within downtown Columbus that is anchored by educational and institutional assets as well as major employers, students and residents.

The neighborhood is for those with a genuine passion and dedication to grow a meaningful community. To rise to the occasion. To inspire something new. To tear down barriers. To build bridges. So that all can seize opportunity and create the future they imagine. The neighborhood is well rooted with some entities who have a long history, at the same time the area is experiencing exciting new opportunities and momentum. The neighborhood prides itself on being inclusive where diversity is celebrated and flourishes.



WHERE IS THE CREATIVE CAMPUS?



The Creative Campus is located in the northeast quadrant of downtown. The geography has been somewhat fluid and is still being defined, but is generally bounded by interstate I-71 to the east and I-670 to the north and Broad Street to the south. For the purposes of this initiative and analysis' contained in this report the following boundary was used.



WHO IS THE CREATIVE CAMPUS?



The Creative Campus includes various stakeholders focused on education and arts as well as employers, community organizations and residents. The stakeholders were convened regularly throughout the three-year partnership. Various stakeholders also became funding partners in the work to help further the action agenda.

Funding Partners



Stakeholders



Other Community Participants

Abbott

BalletMet

Capital University

Columbus Downtown
Development Commission

Columbus Metropolitan Library

Columbus 2020

Downtown Commission

Faith Mission

First Congregational Church

Mid-Ohio Food Bank

Smart Columbus

St Patrick's Church





ACCOMPLISHMENTS

During the three-year partnership a number of important accomplishments were realized. The following pages summarize each initiative with full reports available in the appendix.

1. Conducted a Market Analysis
2. Conducted a Physical Analysis
3. Conducted a Parking Study
4. Facilitated Improvements to Cleveland Avenue
5. Identified Development Potential
6. Developed a Neighborhood Brand
7. Collaborated on Various Neighborhood Improvements
8. Convened Creative Campus Stakeholders
9. Leveraged Resources





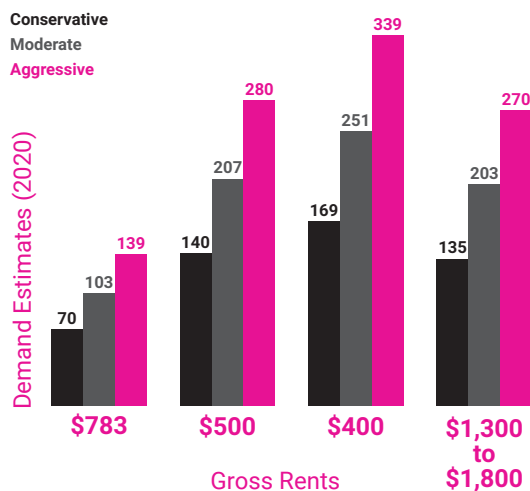
ACCOMPLISHMENTS

1. CONDUCTED A MARKET ANALYSIS to better understand development potential within the neighborhood ...

The market analysis focused on the Creative Campus neighborhood of downtown. The analysis focused on residential (both rental and for sale), office and retail markets. The study confirmed that there was demand for workforce, market rate housing, and modest amount of office and retail. The final report was completed in February of 2017.

Projected Demand

Workforce Housing Rental Units



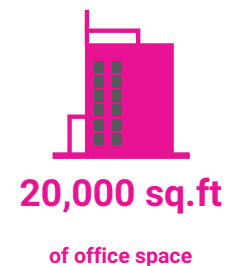
Market-rate For-sale Units



Retail



Office



A Ownership



After the analysis was completed, “Block A” was designated as a priority block because of its close proximity to Columbus State Community College owned land and because of the priority to having frontage along Cleveland Avenue. The maps on this page illustrate the land use, ownership structure by individual parcel and current status of the parcel. For detailed analysis for the other blocks please see Appendix B.

Group	Number of Parcels	Acres in each group
1	7	1.26
2	1	0.06
3	6	0.66
4	2	0.18
5	5	0.84
6	3	0.36
7	3	0.23
8	3	0.23

Land Owned by Columbus State Community College
 --- Subarea Analysis Boundary

North Not to Scale

A Land Use and Status



Parcel	Built vs. Unbuilt	Specific Land Use	Status
1a	Built	St. Patrick Catholic Church	Committed
1b	Built	Parking Lot	St. Patrick/Lanz Private Parking
1c	Built	Parking Lot	St. Patrick/Lanz Private Parking
1d	Built	Parking Lot	St. Patrick/Lanz Private Parking
1e	Built	Parking Lot	St. Patrick/Lanz Private Parking
1f	Built	Parking Lot	St. Patrick/Lanz Private Parking
1g	Built	Parking Lot	St. Patrick/Lanz Private Parking
2a	Built	Printing Shop	Active - Business
3a	Built	Wholesale* Florists	Active - Business
3b	Built	Wholesale* Florists	Active - Business
3c	Built	Wholesale* Florists	Active - Business
3d	Built	Wholesale* Florists	Active - Business
3e	Built	Parking Lot*	Private Parking Lot
3f	Built	Parking Lot*	Private Parking Lot
4a	Unbuilt	Parking Lot	No Parking Sign
4b	Built	Vacant Building	Empty - No Sign
5a	Unbuilt	Parking Lot	Private Parking Lot
5b	Built	Autobody Supply	Active - Business
5c	Built	Autobody Supply	Active - Business
5d	Built	Parking Lot	Private Parking Lot
5e	Built	Autobody Supply	Active - Business
6a	Built	Jewelry Store	Active - Business
6b	Built	Jewelry Store	Active - Business
6c	Built	Parking Lot	Private Parking Lot
7a	Built	Rooming House*	Active - Student Housing
7b	Built	Parking Lot	Private Parking Lot
7c	Built	Parking Lot	Private Parking Lot
8a	Built	Condominium	Active - Condos
8b	Built	Condominium	Active - Condos
8c	Built	Retail/Office	Empty - For Lease

* Parcel previously discussed by college

General Land Use

Commercial
 Residential
 Institutional (Church)
 Parking Lot
 Land Owned by Columbus State Community College

North Not to Scale

3. CONDUCTED A PARKING STUDY to better understand parking demands and opportunities within the neighborhood...

A long-term parking strategy for Columbus State Community College as well as the larger Creative Campus neighborhood was developed. The final strategy was completed in September of 2017 and includes 33 specific actions to implement and better manage parking assets in the neighborhood.

This study focused both on a long-term parking strategy for Columbus State's downtown campus and conceptual strategies for a broader, neighborhood-level approach. Strategies rely on opportunities to collaborate with neighboring institutions and other parties within the Creative Campus on future improvements to the parking and transportation system.

Findings, analysis and recommendations are based on information gained through: direct observations; guided walking tours of the campus; research into best practices and peer programs; supply and demand data provided by the Columbus State parking management staff; 2013 Columbus State Master Plan and other relevant reports and background documentation; direct input from Columbus State staff and administrators involved in parking planning and management; Columbus State and Creative Campus stakeholders; and focus Groups of Columbus State faculty, staff, and students.

The following solutions focus on options to expand supply for the Creative Campus neighborhood through sharing arrangements and future redevelopment. List of recommendations see report in Appendix.

- 1. Leverage Smart Columbus initiatives:** Potential opportunities for the Creative Campus to test smart transportation technologies developed through Smart Columbus.
- 2. Pursue short-term parking leases:** A stop gap measure to cater to parking needs such as the spike in Columbus State Community College's fall parking demand, fluctuations in enrollment levels, visitor and event needs and parking displacement caused by construction.
- 3. Use valet services to manage large events:** An efficient method of catering during peak periods of high parking demand - for example at the Columbus State Community College's conference center and more broadly serving neighborhood events at the Columbus Museum of Art and Columbus College of Art and Design.
- 4. Expand on-street supply:** On campus-controlled streets, a low cost, short term solution to parking shortages. Potential streets include Jefferson Avenue and North 6th Street
- 5. Extend existing supply efficiencies/consolidation:** Study parking lot layouts and configurations to improve efficiencies and add supply which would reduce the need for off-site leases and more costly interventions such as structured parking.
- 6. Seek joint development partners:** As sufficient marked demand drives investment in new buildings and supporting infrastructure look for ways to spread potential risks across multiple development/equity partners.
- 7. Pursue Cleveland Avenue opportunities:** Partner with private developers to re-purpose the surface lots owned by Columbus State along the corridor. This would result in more activity along Cleveland Avenue and provide for cost sharing of for new parking facilities.
- 8. Pursue shared parking strategy (ies):** A blend of complimentary uses that can support development of a shared parking facility would allow for shared cost and liabilities, and concentrates parking demands and associated congestion in fewer locations, serves museum, schools and future residents needs.

4. FACILITATED IMPROVEMENTS TO CLEVELAND AVENUE to create a safer and more pleasant pedestrian experience...

A \$7.5 million dollar street improvement project (funded by the City of Columbus) was designed, engineered and is currently in the process of being constructed along Cleveland Avenue between Long Street and I-670. It will create a continuous safe, attractive and pedestrian experience along Cleveland Avenue.

The streetscape and roadway improvements were supported by a traffic study of Cleveland Avenue between Mt. Vernon Avenue and Long Street. The study was conducted to better understand the potential for modifying the current lane configuration of Cleveland Avenue. The traffic study confirmed that there was capacity to reconfigure Cleveland Avenue between Mt. Vernon Avenue and Long Street. The new street design includes, burying of overhead power lines, underground utility work, on-street parking, accommodation of COTA's CMAX line, a more generous sidewalk and street trees to make a safer and more attractive pedestrian experience.

In a parallel effort, a process to vacate Mt. Vernon Avenue east of Cleveland Avenue was undertaken with the City. The vacating of this roadway is supported in the 2013 Columbus State Community College Master Plan and allows for new greenspace within the neighborhood.



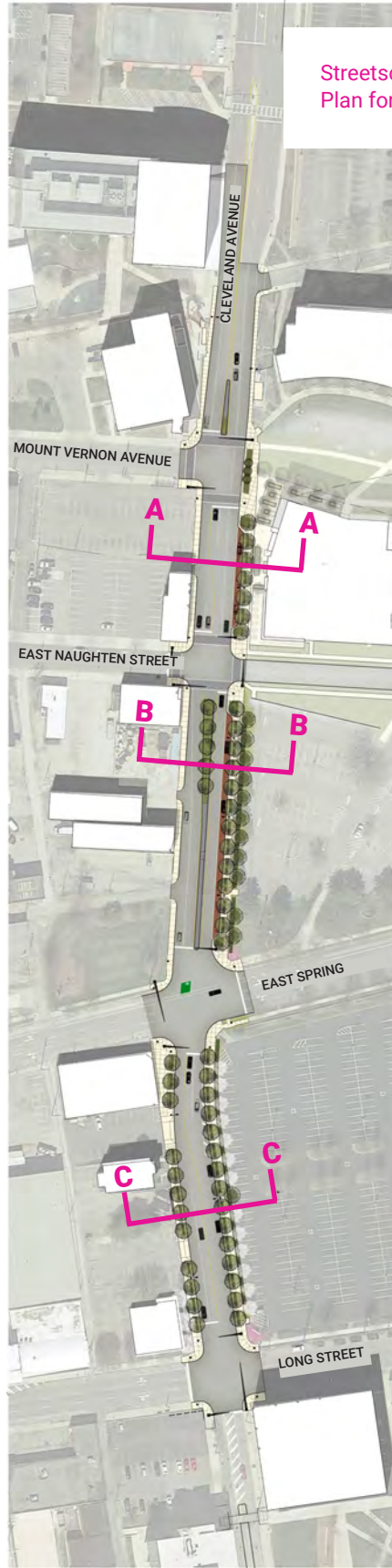
Existing conditions
along Cleveland
Avenue



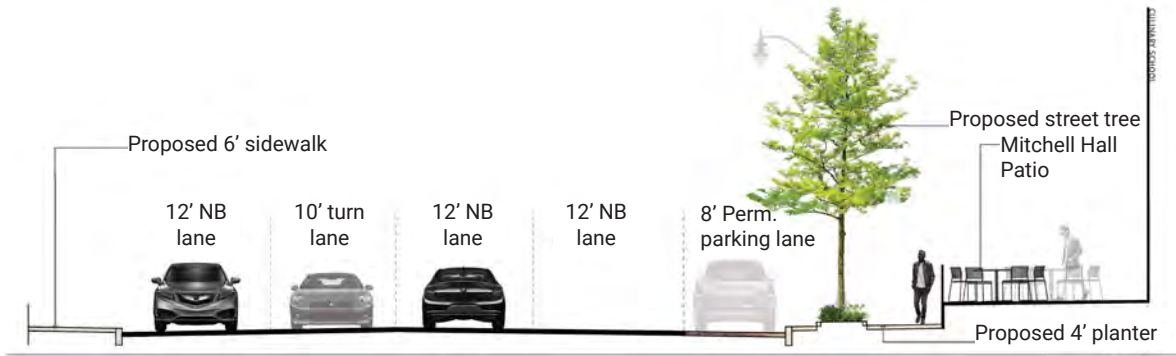
Illustrative rendering
depicting Cleveland
Avenue after the
improvements



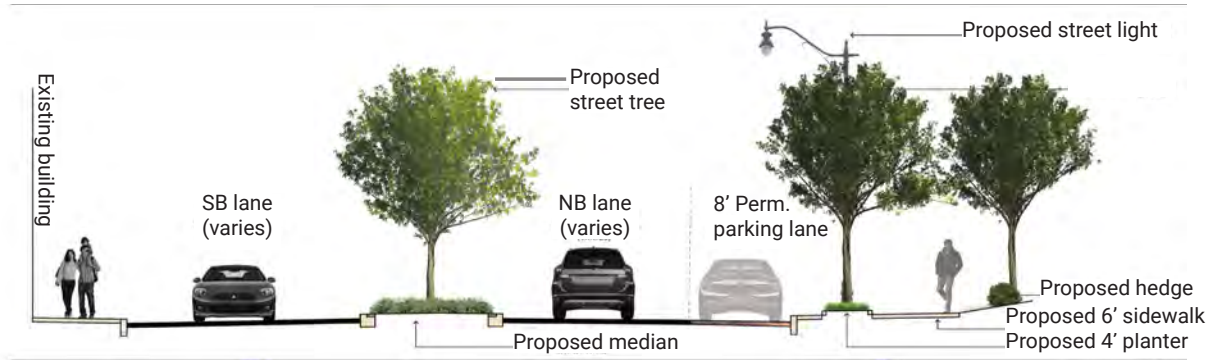
Existing conditions along Cleveland Avenue



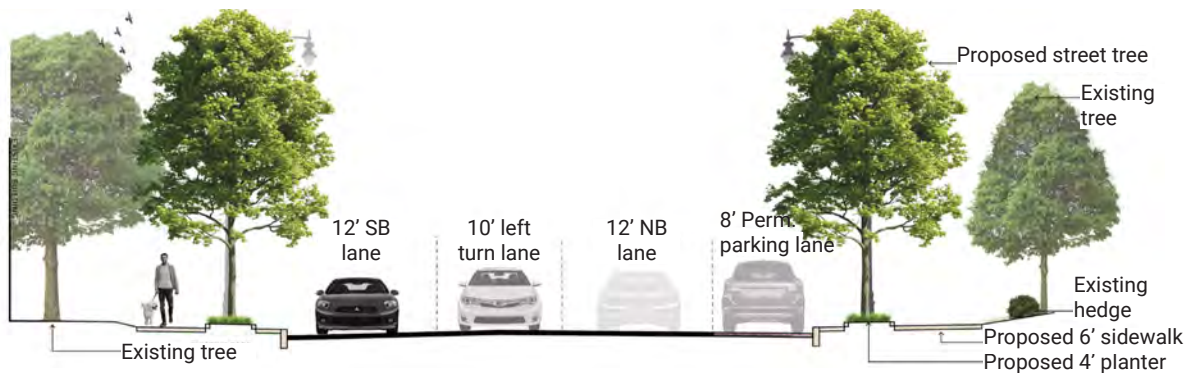
Streetscape Conceptual Plan for Cleveland Avenue



A. Conceptual street section through Cleveland Avenue between Mt. Vernon Avenue and East Naughten Street



B. Conceptual street section through Cleveland Avenue between East Naughten Street and East Spring Street



C. Conceptual street section through Cleveland Avenue between East Spring Street Long Street

5. IDENTIFIED DEVELOPMENT POTENTIAL to make the Creative Campus neighborhood a much more vibrant neighborhood for students, employees, and visitors.

A consolidated set of recommendations* focused on realizing the development potential in this part of downtown Columbus was created by a development advisor. The development advisor's role was to guide exploration of how the Creative Campus should develop (both near and long term). The final recommendations called for a new development on the block framed by Cleveland Avenue, Long Street, Washington Street and Spring Street. The development would include workforce housing, market rate student housing, office and educational space and retail/restaurant space. The development could include other potential partners such as the YMCA (fitness facility and child care) and a health care partner. The development would be supported by a shared parking structure.

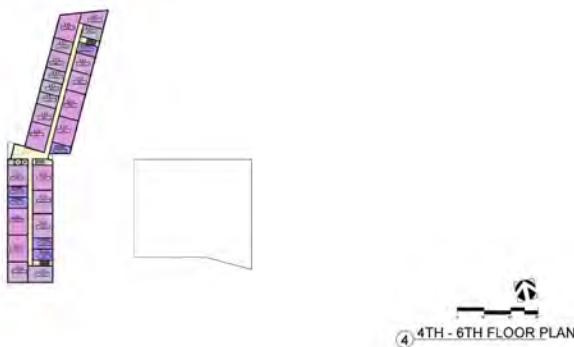
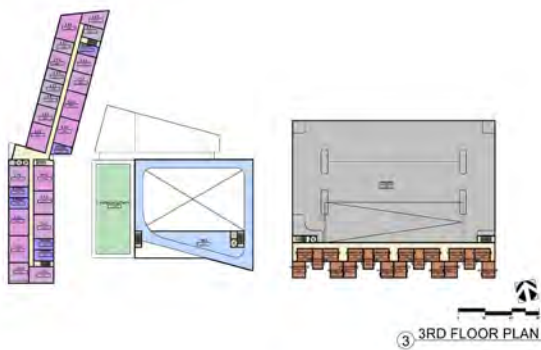
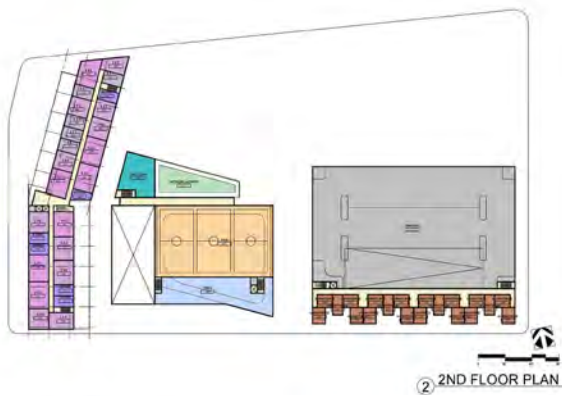
Columbus State Community College continues to facilitate the exploration of a partnership between the College and the YMCA on shared programming and a new facility on or near the downtown campus. A consumer survey was conducted for potential downtown users as well as a specific survey for Columbus State students, faculty and staff to help understand the interest and need for such a facility in the neighborhood. The survey confirmed that this part of downtown would be well-served by a YMCA facility providing health and wellness programming as well as childcare.

**For full recommendations please see Development Advisor Summary Report, Appendix D*



Conceptual renderings of potential new development



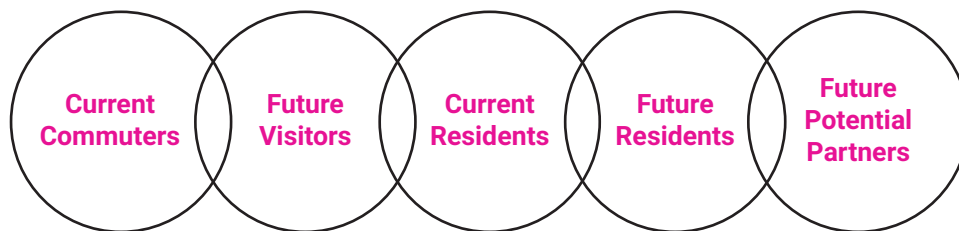


6. DEVELOPED NEIGHBORHOOD BRAND to better tell the story of this unique part of downtown.

The Creative Campus neighborhood sits within the Discovery District, a large area on the east side of Downtown. It was important to the Creative Campus Stakeholders that a place-based branding effort was undertaken to better tell the story of the neighborhood given its unique attributes, location and assets. An umbrella story was needed to inspire messages, initiatives, and organizations that are separate but aligned. The brand becomes a story that supports growth and a clear, positive perception. The final deliverable is a set of brand standards and neighborhood graphic identity that each entity will use when positioning themselves within the larger downtown context.

Audiences

Effective communication requires a deep understanding of the major audiences and their needs. Though the groups may be segmented they blend into and build on each other. Strengthening the relationship with one segment will ultimately improve the relationship with others.



Personality: Traits of the Neighborhood

EMERGING YET ANCHORED

"We're well rooted and well planted, with some entities who have a long history. At the same time, we're experiencing exciting momentum and have optimism, aspirations and hopes like never before."

CREATIVE AND DETERMINED

"We're inventive and resourceful - some might even say we're a little scrappy. We look at problems from all sides and use our ingenuity to solve them."

GENUINELY COMMITTED

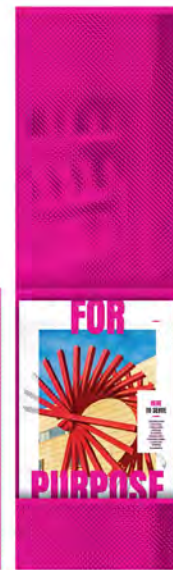
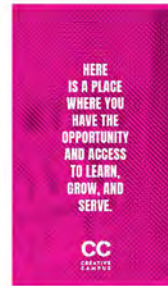
"We're very aware of society's injustices, and we're dedicated to serving all parts of our community. We strive to do so sincerely, earnestly, and thoughtfully. We are committed to sustaining the neighborhood's inclusivity."

NURTURING AND EMPOWERING

"We're a place where diversity is celebrated and flourishes. We support learning and opportunity, lifting our community up and launching individuals forward."



Conceptual suite of marketing
and brand assets



7. COLLABORATED ON VARIOUS NEIGHBORHOOD IMPROVEMENTS to help define Cleveland Avenue and this neighborhood as the “opportunity corridor”.

Throughout the three-year partnership many points of collaboration happened between the City and Columbus State Community College and additional Stakeholders including efforts to support the building of Mitchell Hall, the new School of Hospitality Management and Culinary Arts on Columbus State Community College’s campus. This required collaboration on the legal process to vacate an existing City right-of-way, Mt. Vernon Avenue, in support of the culinary building project and adjacent greenspace for the campus and neighborhood. Other key collaborations with the City, COTA, and Columbus State Community College included the CMAX bus stops and the Smart Mobility Hub that is currently under construction on Mt. Vernon Avenue at Cleveland Avenue. The Mid-Ohio Food Bank and Columbus State Community College collaborated to launch the Mid-Ohio Market on Columbus State’s campus that serves students and the community experiencing food insecurity. There was also a shared conference space study that looked at conference and meeting space collectively across the neighborhood in an effort to better understand and potentially market an “urban conference center” idea. This would be a new way of thinking about hosting conferences and large scale meetings where multiple locations could be used in close proximity within an urban context.

8. CONVENED CREATIVE CAMPUS STAKEHOLDERS to provide a platform for sharing and communicating among the different stakeholders within the neighborhood.

For the duration of the three-year effort the neighborhood stakeholders were convened regularly for updates and coordination of initiatives. The City of Columbus and Columbus State Community College met monthly for the duration of the 3-year partnership to communicate about the progress of the initiatives. There were dozens of other stakeholder interviews and focus groups that helped provide feedback and input on the key initiatives such as the parking strategy and the development advisor recommendations. A sub-committee was also created to guide the neighborhood branding project.

9. LEVERAGED RESOURCES to increase funding to assist in coordination and implementation of the various initiatives.

Over the three-year agreement the City of Columbus and Columbus State Community College contributed funding to the coordination and implementation of the neighborhood initiatives. In addition to that funding, some stakeholders in the neighborhood contributed additional funding across three years to assist in the coordination and implementation of the neighborhood action agenda.



WHAT'S NEXT?

In conclusion, a lot of work has gone into creating momentum for this neighborhood. This collaboration has produced many accomplishments as outlined in this report, but there is more to do.

The Creative Campus collaboration is continuing with a commitment from the City and Columbus State Community College to fund the initiative for an additional three years.

The Creative Campus Stakeholders convened in early 2020 to discuss an initial work program for the next three years. That final work program along with supporting funding is currently under development.

The Creative Campus will work closely with the newly formed 501c3 Columbus State Community Partners, a non-profit development organization that is focusing on real estate opportunities on and around Columbus State Community College's campuses.



Student Financial Stability Vision Framework (April 2021)

College Completion Plan (2020) Goal: From connection to completion, and at each step along the way, we will adopt intentional support structures and align resources to reduce opportunity gaps and structural inequities across the student experience so all students have the opportunity to achieve their goals.

Student Financial Stability Strategy and Framework

Vision: All students receive the bundled and customized basic needs supports required for them to succeed.

Goal: Develop a framework for transformational supports designed to mitigate intergenerational poverty.

Outcomes

- Eliminate basic needs insecurity, enhance economic mobility, and stabilize families through a holistic and systematic approach, helping students navigate and remove non-academic barriers that adversely affect their ability to successfully complete their academic, career, and personal goals.
- Infuse the 4 pillars of Financial Stability: access, wellness, literacy, and economic mobility into individualized student completion plans
- Every student is supported proactively and with just in time services to support retention and accomplishes their goals. No student leaves Columbus State because of financial instability.
- Increase the annual number of degrees and credentials awarded at CSCC from 6800 to 10,000 annually, focusing on increasing degree and credential attainment for low income students and students of color

Metrics and ROI

1. Support achievement of the college's Big Five institutional outcomes
2. Increase the number of students utilizing non-academic supports to obtain their goals
3. Track success, retention, persistence, degree/cert. attainment, and employment outcome/economic mobility

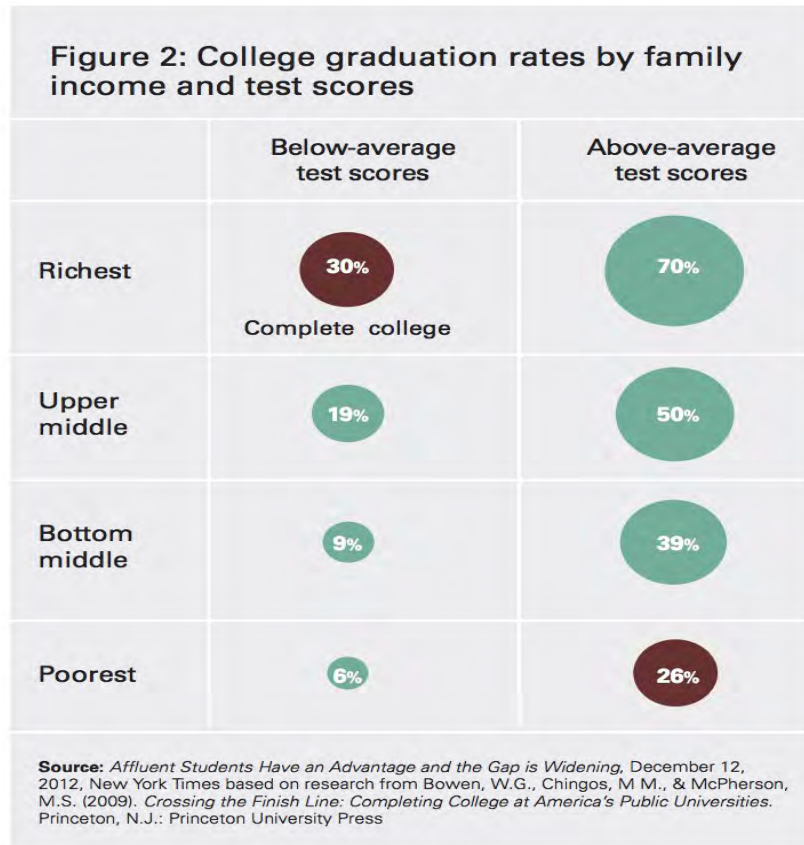
Priority Strategies

- **Data Analyses and Business Processes**
 - Capturing the data for student need at the beginning and throughout their journey (inform ERP)
 - Complete the buildout of Student Financial Stability Intake and Assessment
 - Data dashboard and ability to track metrics
 - *Investments: SFS Business Analyst house in OIE*
- **Holistic Approaches to supporting students**
 - Every new degree or certificate student will have a complete academic, career and financial stability plan
 - Student has a significant relationship with someone on campus and will be assigned an intentional Customized Care team model (advisor, navigator, case manager, career success coach, Trio, disability)
 - *Investments: Convert some PT advisor to FT; hire additional PT/FT staff for support services*
- **Food**
 - At scale (needs sustained funding), will continue to innovate
 - *Investments: Sustained funds for staff; funds for hygiene and other nonfood products*
- **Housing**
 - Build out the Housing Team and build community partners working on expanding housing options
 - *Investments: staffing, partner property*
- **Emergency Funding**
 - HEERF I, II, and III provide support for next two years, except for DACA and international (need plan to sustain funding)
 - *Investments: support staff to deliver the program*
- **Technology**
 - HEERF I, II, and III provide support for next two years
 - *Investments: Advocacy for universal broadband access*
- **Transportation**
 - Smart Columbus/AEP – Get There Program (meetings resume this month) – need additional partners
 - COTA/JFS discussions
 - *Investments:*
- **Childcare**
 - Align with the capital plan
 - *Investments: TBD*
- **Healthcare**
 - Align with the capital plan
 - *Investments: TBD*
- **Family Stabilization**
 - Having an identifiable primary resource (place) for students (family friendly campus)
 - *Investments: TBD*

Local and National Financial Stability Data

Why this is important: The graphic shows that low-income students with above-average scores on eighth grade tests have a college graduation rate of 26 percent--lower than more affluent students with worse test scores.

Academic Impact of Financial Advantages



Columbus State Data

Key Points from Real College Survey			
	2018	2020	2020 (National)
Response Rate	1,204/27,200 (4.4%)	2,825/20,612 (13.7%)	195,000
experienced at least one form of basic needs insecurity, including	70%	62%	58%
who experienced food insecurity in the prior 30 days,	45%	39%	34%
who experienced housing insecurity in the previous year, and	60%	52%	48%
who experienced homelessness in the previous year.	14%	16%	14%

Those most likely to experience these insecurities are: *Females* Those identifying as Gay or Lesbian* African American or Black* Non-citizens or permanent residents, Those whose parents did not complete high school* 26-30 years old* Part-time students*3 or more years in college* Parents* Divorced*Independent Status* Pell Grant recipients*Former foster*Unemployed*Previous crime conviction*Learning or Physical Disability

Key Points from the Trellis Survey (2019)

1198 responses (5.5% respond rate)

- 67% worry about money
- 51% have ran out of money 1-3 times in the past 3 yrs
- 52% have signs of housing insecurity (struggle to pay rent, utilities, etc.)
- 20% have been homeless in the past year
- 47% are supporting families
- 55% have more student debt than they expected
- 66% said they would use financial coaching if available
- 30% have very low food security (56% low or very low)
- 44% find their total debt to be overwhelming
- 34% pay for college on a credit card
- 59% say they would have trouble coming up with \$500 in an emergency
- 36% reported that CSCC is not aware of the financial challenges they face

Columbus State Big Five Metrics

Metric	Baseline 2015	Goal	As of	Equity
Increase the percent of students earning 15 college credits within their first year of college enrollment	30.7%	40.0%	2019 30.8%	By race: An increase in 1 percentage point (pp) in for White and Black/African American Low income: The gap between Pell and not Pell eligible has closed from 8 pp on 2015 to less than 3pp
Increase the percent of students completing gateway College Mathematics and English courses within their first year of college	18.9%	30.0%	2019 26.3%	By race: An improvement of 6pp for Black/African Americans from the baseline 2015. Low income: Gap has closed in recent years, with four years of improvement for students receiving Pell. Currently the gap is at 3pp. Improvement for non-college ready students overall
Increase the percent of students who persist from their first year to their second year from	45.2%	55.0%*	2018 51.8% 2019 49.2%	By race: 20 pp of improvement in persistence for Black/African American students from 2011. Low income: Gap is now 4pp, down from a high of 18 pp
Increase the percent of students earning 24 college credits within their first year of college enrollment	12.4%	20.0%	2019 15.1%	By race: Significant variability in this metric but overall improvement in all groups from baseline and last year. Low income: Steady improvement on this metric for low income students
Increase the percent of students completing a degree or a certificate at any institution within six years	19.5%	30.0%	2013 34.3%	For the 2013 cohort, the percentage of Black or African American students earning a credential within 6 years is 10 pp higher than the 2012 cohort. For the 2013 cohort, Pell students earning a credential is 11 pp higher than the 2012 cohort.

* College Scorecard Data

Mid-Ohio Market/Student Success Data

The Market is now able to report student academic outcomes for key metrics starting in Autumn of 2020, as reported in the year one annual progress report. Below are the updated academic outcomes reflective of the start of the SP21 semester.

Mid-Ohio Foodbank			All Columbus State students (Not CCP)	
Student-customers	Number	Percentage	AU20	
Course Success	601	72.0%	Course Success	73.8%
Average Term GPA	2.48		Average Term GPA	2.63
Retention to SP21	199	73.7%	Retention to SP21	66.7%

Source: List of students Mid-Ohio foodbank and ODS

Four Student Financial Stability Initiatives

- Food
- Housing
- Technology Lending
- Emergency Grants

Columbus State Data

