

The Housing Action Plan

Introduction to the Housing Action Plan

The Housing Action Plan addresses the housing needs of Franklin County residents considering where the County can have the greatest impact based on its strengths. In developing strategies and actions, three key questions were considered:



Housing Needs & Challenges

What are the housing needs of Franklin County residents? Where are there gaps in the market?



County's Strengths & Capacity

Where is the County well-positioned to lead and make meaningful impact given its regulatory authority and resources? Where can it partner with others?



Strategic Opportunities

What are the greatest opportunities for impact in the current climate? What action is timely to pursue given current conditions?

Housing Action Plan Objective and Core Principles



The Housing Action Plan embraces the County's six core principles , with a particular emphasis on Efficient, Responsive & Fiscally Sustainable Government Operations, and Job Creation, Strategic Economic Development and Fiscal Security.

CORE PRINCIPLES

- 1.** Efficient, Responsive & Fiscally Sustainable Government Operations
- 2.** Supportive Health & Human Services
- 3.** Environmental Sustainability & Civic Engagement
- 4.** Job Creation, Strategic Economic Development, & Fiscal Security
- 5.** Community Safety, Security & Justice
- 6.** Racial Equity



GOAL 1

Support Renter Stability and Access to Safe, Quality Housing

Franklin County renters are experiencing increasing housing instability as rents rise and affordable options remain limited. In parallel, the condition of existing housing is deteriorating, particularly in older units. Together, these challenges pose a threat to the quality of life, especially for low- and moderate-income residents who rely on older homes that are often naturally affordable. To prevent the affordability crisis from worsening, the County must prioritize preserving and maintaining its existing affordable housing. Goal 3 outlines approaches that strengthen accountability, enforcement and service delivery to ensure that all residents have access to stable, safe and quality housing.



A

Eradicate sub-standard properties

1. MAKE THE PROCESS EASIER FOR RESIDENTS TO REPORT CODE VIOLATIONS.

The County will collaborate with local jurisdictions and community partners to simplify and centralize how residents report housing code violations across cities, townships, and unincorporated Franklin County. This could include establishing a single, easy-to-access intake system (such as a 311-style platform) that routes complaints to the appropriate local enforcement personnel and feeds into a centralized database for tracking. This effort should be paired with a targeted public education campaign to help residents understand what housing conditions qualify as violations, how to report them, and what rights renters have under local and state habitability standards.

WHY DO THIS?

Making it easier for residents to report unsafe housing conditions is critical to improving housing quality and protecting neighborhood stability. Many residents, particularly renters, may not know what conditions qualify as housing code violations or what rights they have under habitability standards. Increasing awareness about when and how to report issues is therefore a critical first step. At the same time, reporting and enforcement processes vary across jurisdictions and not all municipalities have designated enforcement officers, which can limit the ability of the County and its partners to track complaints, coordinate responses, and address problem properties effectively.

PRIMARY PARTNERS

Lead: Township & City Code Officials, Prosecutor's Office (Nuisance Abatement Unit), EDP (Planning & Zoning)

Partners: Franklin County Public Health, tenant rights organizations

TIMING

Year 1–2

RELATED ACTION

See 2 and 3.

[Durham \(NC\) Community-Centered Code Enforcement Initiative](#): The City of Durham's Neighborhood Improvement Services Department implemented a community-centered code enforcement approach that prioritizes resident education, neighborhood engagement, and proactive inspections to improve compliance. The program uses data to identify focus areas and pairs enforcement with outreach, neighborhood canvassing, and follow-up inspections to address housing conditions while building trust with residents.

2. DEVELOP CENTRALIZED DATA TRACKING AND REPORTING SYSTEM FOR RENTAL PROPERTIES AND HOUSING CONDITIONS.

EDP and the Prosecutor’s Office will work with the Auditor’s Office to develop a centralized, countywide system to track housing quality issues, vacant properties, repeat code violations, eviction patterns, tax delinquency, and ownership in order to proactively identify and address problem properties. The County will establish coordinated data sharing across agencies and create a shared platform accessible to relevant County departments and municipal partners. In a future phase, the County will explore integrating data from municipal systems, including the City of Columbus, and incorporating additional datasets such as public health inspection records and police calls for service to better understand housing risk factors and guide intervention strategies. The County will also evaluate creating a publicly accessible version of the system to increase transparency and allow tenants to access information about their properties.

As part of building this system, the County and Auditor’s Office will evaluate strategies to improve registry compliance, such as targeted outreach and mailers, restricting eligibility for permits, approvals and County programs to registered owners, enabling anonymous reporting of unregistered rentals, and using cross-agency data to identify likely rental properties for targeted registration and enforcement.

WHY DO THIS?

Quality data is critical to developing criteria to guide limited code enforcement resources and ensure a coordinated approach to identifying solutions. Information about housing quality and stability, such as code violations, evictions, tax delinquency, health outcomes and ownership, is currently siloed across departments and agencies.

This fragmentation makes it difficult to identify repeat violators, track patterns across owner portfolios, and intervene early when problems emerge. A centralized system would enable the County to more easily identify trends across owners and properties, making it easier to prioritize pro-active enforcement and owner outreach, identify at-risk properties earlier on, better target resources, and support upstream eviction prevention and anti-displacement efforts.

PRIMARY PARTNERS

Lead: Prosecutor’s Office (Nuisance Abatement Unit), EDP (Planning & Zoning), Franklin County Auditor’s Office.

Partners: Franklin County Public Health; Treasurer’s Office; Sheriff’s Office; County IT; City of Columbus Building & Zoning; municipal and township code enforcement.

TIMING

Year 3–5

RELATED ACTION

See 1 and 3.

Minneapolis, MN – [Rental Properties & Related Code Violations Dashboard](#):

Minneapolis maintains a centralized dashboard that aggregates data on ownership, rental licenses, inspections, and code violations, allowing residents and officials to view recent violations associated with specific rental properties. This centralized data infrastructure enables the City to implement a tiered rental licensing system, where properties are classified based on compliance history, with highly compliant properties paying lower fees and receiving fewer inspections compared to properties with repeated violations.

3. CONDUCT CROSS-DEPARTMENT TRAINING AND EDUCATION WITH COUNTY AND LOCAL HEALTH AND CODE OFFICIALS TO BUILD ENFORCEMENT CAPACITY AND ENCOURAGE GREATER PROACTIVE COLLABORATION.

The County will formalize and expand its role as a convenor and capacity-builder to strengthen housing quality enforcement across jurisdictions. Building on the Nuisance Abatement Unit’s existing monthly working group with County code enforcement, zoning inspectors, public health, and the Sheriff’s Office, the County should provide structured training and education for both County and local code enforcement officials on their roles in promoting housing quality and habitability standards. Training could include education on habitability standards and tenant rights, clarification of roles and referral pathways for interior health and safety issues, and standardized protocols for collaboration and data sharing.

WHY DO THIS?

The responsibility for ensuring housing quality is shared among a range of municipal and County agencies, and local enforcement capacity and understanding of roles can vary. By investing more in training and a coordinated strategy, the County can strengthen enforcement and improve housing quality outcomes for residents.

PRIMARY PARTNERS

Franklin County Nuisance Abatement Unit; County Code Enforcement; Township Zoning and Code Officials; Public Health Department; Sheriff’s Office; Prosecutor’s Office

TIMING

Year 1–2

Franklin County’s Prosecutor’s Office already plays a coordinating role through its Nuisance Abatement Unit (NAU), which convenes a monthly interagency working group to address the County’s most problematic properties. The group brings together representatives from code enforcement, zoning, public health, and the Sheriff’s Office to share information, coordinate enforcement strategies, and prioritize cases where conditions pose risks to residents or surrounding neighborhoods. This existing collaboration provides a strong foundation that the County could build on through expanded training, data sharing, and cross-agency coordination to strengthen housing quality enforcement.



4. ESTABLISH A RECEIVERSHIP PROGRAM IN PARTNERSHIP WITH PUBLIC OR NONPROFIT PARTNERS TO TRANSFER VACANT AND NEGLECTED PROPERTIES TO RESPONSIBLE OWNERS.

Franklin County will evaluate the feasibility of establishing a coordinated receivership strategy to address chronically neglected or nuisance properties that remain in private ownership but are not being maintained. Receivership is a legal process through which a court appoints a neutral third party (a “receiver”) to temporarily take control of a property with serious code violations or unsafe conditions. The receiver is responsible for stabilizing, managing, rehabilitating, or transferring the property if the owner fails to address the issues.

Working with the Prosecutor’s Office, Auditor’s Office, and the Central Ohio Community Improvement Corporation (COCIC), the County will assess how existing receivership authorities can be used more strategically to intervene in problem properties earlier, before they reach tax foreclosure. This effort would leverage County data to identify and prioritize properties with repeated code violations, tax delinquency, vacancy, or nuisance complaints and establish clear criteria and processes for initiating receivership actions. The County will also work with local partners to identify and develop a bench of qualified receiver entities—such as nonprofit organizations, redevelopment entities, or the land bank—with the capacity to stabilize, rehabilitate, or transfer properties, and evaluate whether a new entity may be needed to fulfill this role.

WHY DO THIS?

Some properties repeatedly violate housing and nuisance codes but remain in private ownership, limiting the ability of local governments to intervene before conditions worsen. Receivership provides a legal tool to place these properties under court supervision and require rehabilitation or transfer

to responsible ownership. Used strategically, receivership can prevent prolonged neglect, protect residents and neighbors, and create a clearer pathway for problem properties to move into responsible ownership or land bank control. By establishing a more coordinated process and a bench of qualified receivers, the County can create a predictable pipeline of properties that can be stabilized, rehabilitated, and returned to productive use with clear, marketable title.

PRIMARY PARTNERS

Lead: Franklin County Prosecutor’s Office; COCIC

Partner: Franklin County Economic Development & Planning (EDP); Franklin County Auditor’s Office; COCIC; Local code enforcement and zoning officials; Municipal governments; CDFIs or mission-driven lenders; qualified nonprofit or redevelopment organizations capable of serving as receivers; affordable housing developers

TIMING

Year 3–5

Chicago Troubled Buildings Initiative

[Chicago’s Troubled Buildings Initiative](#)

targets distressed multifamily properties with repeated code violations. The program evaluates properties for rehabilitation, encourages owners to address violations, and when necessary appoints a receiver to make court-ordered repairs, manage the property, and place priority liens to recover repair costs. If owners fail to repay these costs, the program pursues foreclosure and transfers the property to a responsible owner.

B

Retain affordability of at-risk properties

5. CATALOGUE FEDERALLY-SUBSIDIZED PROPERTIES WITH EXPIRING DEED-RESTRICTIONS

EDP will create an inventory of federally-subsidized properties (i.e. LIHTC, Section 8, FHA, HOME and other federal and state subsidy programs) with deed-restrictions at risk of expiring in the next decade. The County will partner with municipalities, public entities and nonprofits to gather key information about these properties including ownership, age, number of units, physical condition and the year when any other rent restrictions on the properties expire. EDP will update the inventory at least biennially to ensure that property information remains accurate.

The County will use this list to prioritize outreach to property owners by deed-restriction expiration date. As properties come up on their expiration date, the County can notify the property owner to confirm they are taking necessary steps to preserve affordability. If the property owner is not committed to preserving affordability, the County will work with partners to negotiate continued affordability using its policy levers, statutory authorities and regional power.

WHY DO THIS?

According to the National Housing Preservation Database, there are over 17,000 deed-restricted homes in Franklin County at risk of losing their affordability between now and 2040. A preservation inventory would allow the County to take a proactive approach to safeguard these

homes from rent increases when the property's subsidy expires. It would enable the County to prioritize its outreach efforts to properties at-risk of expiring in the short-term and consider longer-term strategies to keep existing units affordable.*

PRIMARY PARTNERS

Lead: Economic Development & Planning

Support: Local municipalities, villages and townships; nonprofits housing providers; Columbus Metropolitan Housing Authority

TIMING

Year 1–2

[Fairfax County Affordable Housing](#)

[Preservation Tracker](#): Fairfax County

established a goal of no net loss of existing subsidized affordable housing units. To monitor the progress towards this goal, the County maintains an Affordable Housing Preservation Tracker. The tracker captures properties that have been renovated or replaced and whether units are affordable below 60% AMI.

*Source: National Housing Preservation Database (NHPD)

6. EXPLORE A NOAH PRESERVATION FUND

Naturally occurring affordable housing (NOAH) refers to privately owned rental housing that is affordable to low- and moderate-income households without government subsidy. Because NOAH is not protected by regulations that come with public subsidies, these properties are often most vulnerable to being lost through redevelopment.

To stabilize and preserve this housing stock, the County will explore the creation of a NOAH preservation fund that pools public, private and philanthropic resources to support the acquisition and rehabilitation of NOAH properties as they come onto the market. In collaboration with the City of Columbus, EDP will assess the feasibility of a city-county NOAH preservation fund, considering potential fund sources, eligible uses partners and governance.

WHY DO THIS?

Preserving existing naturally affordable housing is critical to maintaining housing affordability, as it helps prevent displacement of low-income residents and preserve neighborhood diversity and stability. This tool would particularly useful in lower-cost and emerging markets, as defined in the submarket guide. 80 percent of the rental homes affordable at or below 60% AMI are naturally affordable in the county. A NOAH preservation fund would support the acquisition and rehabilitation of NOAH units to secure affordability for these homes before they can be sold to investors who may renovate and increase rents, displacing existing tenants.

PRIMARY PARTNERS

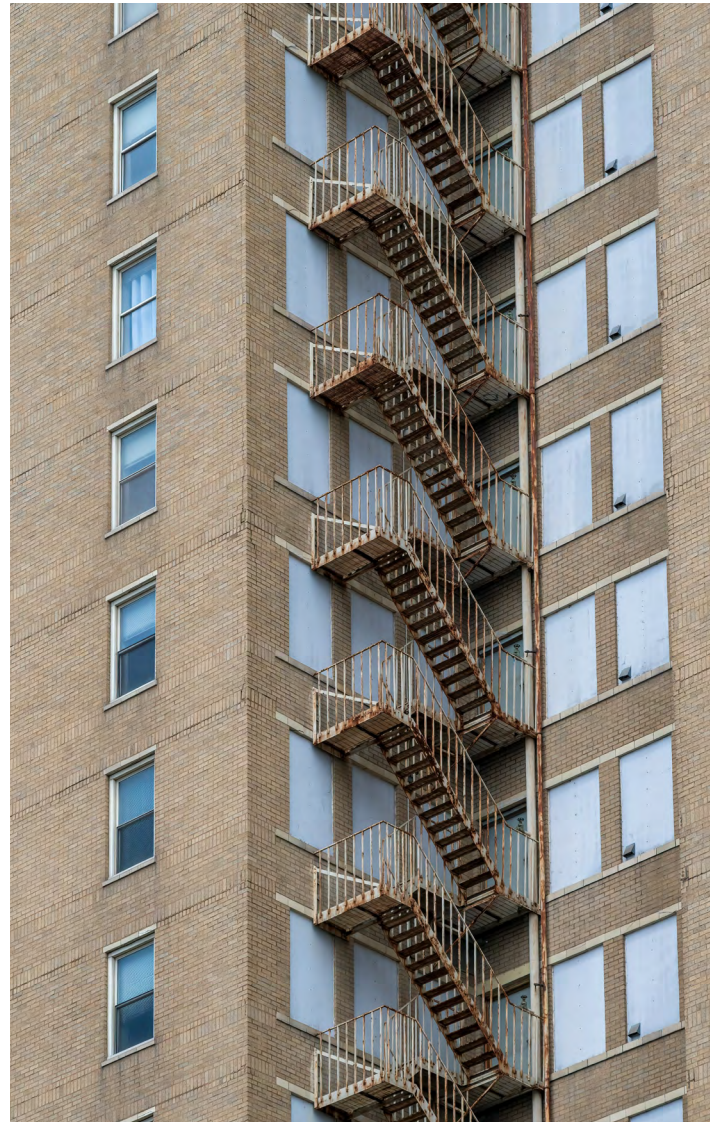
EDP, City of Columbus

TIMING

Year 3–5

The Minneapolis NOAH Preservation Fund provides flexible, low-interest loans to eligible nonprofit developers, for-profit developers and public agencies for the acquisition and preservation of NOAH rental properties with four or more units in the city. Units are preserved as affordable at 60-80% AMI for the length of the loan or ten years, whichever is later.

Source: [City of Minneapolis](#)



C

Strengthen tenant protections, and displacement and eviction prevention

7. EXPAND TENANT PROTECTIONS IN COUNTY-FUNDED PROPERTIES

The County will require all County-funded housing projects (including economic development projects and projects indirectly funded by the County via pass-through funding including AHT, COCIC, etc.) to comply with a set of baseline tenant protections as a condition of receiving public funds. Protections to consider include:

- **Notice of Non-Renewal:** Requires landlords to provide advance written notice (commonly 30-90 days) before terminating a tenancy at the end of a lease
- **Anti-retaliation Measures:** Prohibits landlords from retaliating against tenants who file health or building code violations (i.e. initiating or threatening eviction, increasing rent or decreasing services)
- **Rent increase disclosures:** Requires landlords to provide advance written notice (commonly 30-90 days) before a rent increase at the end-term of a lease
- **Tenant Bill of Rights:** Require property owners and management companies to post Ohio's Tenant Bill of Rights in public, communal spaces
- **Code Violation Reporting:** Require property owners and management companies to post guidance on how tenants can report code violations to the County and local municipality, if applicable

Building off the Sawyer Towers Addendum, the Prosecutor's Office – Civil Division, with EDP, will identify and standardize tenant protection clauses to add to county funding agreements and development contracts. Where applicable, the

County will pass through these requirements to subrecipients and partner organizations that receive County funding including COCIC, the Affordable Housing Trust and Community Shelter Board.

EDP should also encourage adoption of baseline tenant protections among aligned public partners such as the Columbus-Franklin County Finance Authority, City of Columbus and other municipalities.

WHY DO THIS?

Throughout the stakeholder engagement process, residents and nonprofits called for stronger renter protections and landlord accountability. By using its contracting and funding authority, the County can set enforceable standards for housing developments that receive County funds. This approach builds on recent precedents, including the Sawyer Towers addendum, and utilizes the County's existing levers, making it a low-burden, high-impact strategy. Establishing consistent protections across County investments will help prevent displacement and promote housing stability while providing an accountability mechanism for property owners.

PRIMARY PARTNERS

Prosecutor's Office, COCIC, Affordable Housing Trust, Columbus-Franklin County Finance Authority, municipalities, housing developers and property management

TIMING

Year 1–2

RELATED ACTION

See 18a.

8a. CONVENE EVICTION PREVENTION AND ANTI-DISPLACEMENT SERVICE PROVIDERS

The County, led by EDP, will convene eviction prevention and anti-displacement service providers semi-annually to strengthen service coordination of early intervention and eviction prevention resources. These semi-annual sessions will bring together internal County agencies and external nonprofits to increase visibility amongst service providers of the programs and resources offered within the County. During each convening, service providers will share updates on their available programs, discuss strategies to more effectively target assistance, and surface emerging trends.

Convenings will be action-oriented with specific implementation steps during each session. For example, a potential action could be a review of the Health & Human Services' One Door Resource Center to ensure it is inclusive of other agency-funding programs or opportunities to expand reach of legal aid services.

In addition to convenings, EDP will continue to provide financial support to nonprofit service providers that deliver prevention, legal assistance and housing stabilization services such as the Columbus Urban League and Community Housing Network.

WHY DO THIS?

Eviction rates in the County continue to rise, with formal evictions increasing by 30% since January 2020. This trend underscores the growing need for earlier, more coordinated intervention to keep households in their homes. In the community engagement process, residents expressed confusion about their rights and frustration with navigating fragmented assistance systems. Through regular convenings, the County and nonprofits will work towards a less fragmented system with greater collaboration and cross-marketing of available resources to help refer residents to the right resources before a housing crisis escalates. Leveraging its convening power, the County can support housing stability through more coordinated education, legal and wrap-around services.

PRIMARY PARTNERS

Health & Human Services, Jobs & Family Services, nonprofit housing service providers (Columbus Urban League, Community Housing Network)

TIMING

Year 1–2

RELATED ACTION

See 8b.

8b. TARGET EVICTION AND DISPLACEMENT PREVENTION OUTREACH BASED ON GEOGRAPHY AND/OR PROPERTY

To more effectively support households at highest risk of displacement and eviction, EDP will target its housing stability outreach and services based on priority neighborhoods and properties of greatest need. This approach would focus education and outreach on specific buildings, such as those with high eviction filings or frequent code violations, and areas of high displacement risk as identified in the submarket guide. Facilitated through semi-annual convenings, EDP will work with and encourage other social service agencies with housing stability and eviction programs to align their outreach strategies to these same priority geographies and properties.

WHY DO THIS?

Evictions are highly concentrated among a subset of buildings in Franklin County. In 2024, 100 buildings with high filing rates accounted for

over 25% of all eviction filings countywide. These buildings are clustered in some of the county's high-need areas including Whitehall and North Linden. Targeting outreach and services in these buildings and neighborhoods would allow the County to reach households before eviction filings escalate and deploy limited resources where they will have the greatest impact in preventing displacement.*

PRIMARY PARTNERS

Public Health, Health & Human Services, Jobs & Family Services, Nuisance Abatement team, nonprofit housing service providers (Columbus Urban League, Community Housing Network)

TIMING

Year 1–2

RELATED ACTION

See 8a.



*Source: Eviction Lab (Franklin County Municipal Court)



GOAL 2

Preserve and Expand Homeownership

In Franklin County, many existing homeowners are struggling to maintain and stay in their homes while prospective homebuyers remain locked out of the market due to limited supply of low-cost, starter homes. Expanding access to homeownership is central to long-term stability and wealth-building, and to the County's broader goal to reduce poverty. Goal 2 identifies strategies to increase affordable homeownership options for low- and moderate-income families and ways to help residents become and stay homeowners.



A

Support Existing Homeowners

9. DEPLOY A COORDINATED EDUCATION CAMPAIGN TO HELP RESIDENTS UTILIZE AVAILABLE PROGRAMS

The County, led by the Auditor's Office and supported by EDP and other social service agencies, will develop and implement a targeted education campaign to increase awareness and use of available property tax relief programs, including the homestead exemption and property tax assistance program. The campaign will prioritize outreach to eligible households including seniors, disabled persons, disabled veterans and surviving spouses of public service officers killed in the line of duty. Outreach strategies may include partnerships with community-based partners, direct mail, community events and digital communication to ensure residents receive clear and accessible information about eligibility and application processes.

WHY DO THIS?

In 2024, the average single-family homeowner faced an \$875 increase in their annual property tax bill and over 20,000 homeowners saw their bills more than double.¹² Despite these increases, stakeholder engagement revealed that the homestead exemption, the County's primary form of property tax relief, is significantly underutilized. While the County cannot change the income eligibility set by the state for exemption, it can play a more active role in ensuring eligible residents are aware of and able to access available relief programs. Expanding awareness and participation in these programs can help stabilize vulnerable homeowners and reduce the risk of displacement.

PRIMARY PARTNERS

Lead: Auditor's Office

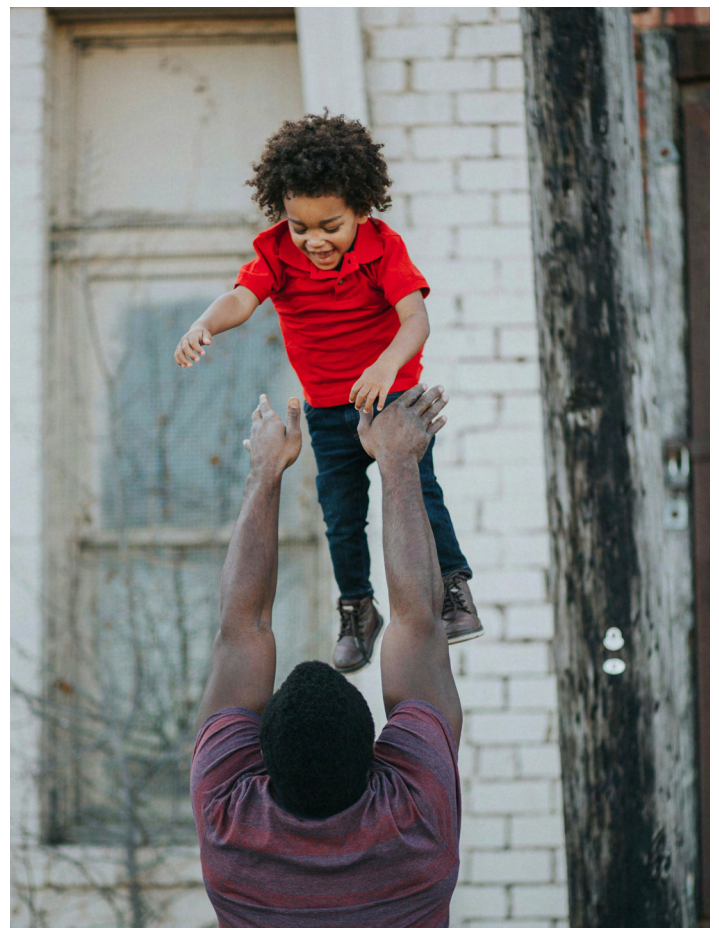
Support: Economic Development & Planning; Office of Aging; Franklin County Veterans Service Commission

TIMING

Year 1

RELATED ACTION

See 11. Enhance focus of existing rehabilitation programs to prioritize residents with aging & disability-related needs.



12. Franklin County Auditor Tax Assessor Data

10. EXPLORE ONE-TIME PROPERTY TAX RELIEF

The County will explore the feasibility for one-time property tax relief to support most tax cost-burdened households and help prevent displacement of legacy residents. Feasibility assessment will explore potential funding sources including philanthropic collaborators, target populations (i.e. age, income, location, etc.) and deployment strategies (application process vs. automatic enrollment). Based on the feasibility assessment, the County will deploy one-time relief to eligible households.

WHY DO THIS?

Existing property tax relief programs are limited in their reach with restrictive household and income eligibility. One-time property tax relief would allow the County to support households otherwise ineligible for tax exemptions, taking steps to prevent displacement of legacy homeowners.

PRIMARY PARTNERS

Auditor's Office

TIMING

Year 1–2

11. ENHANCE FOCUS OF EXISTING REHABILITATION PROGRAMS TO PRIORITIZE RESIDENTS WITH AGING & DISABILITY-RELATED NEEDS

The County will review and coordinate its existing owner-occupied rehabilitation programs to reduce duplication, improve program alignment and better target services to residents with aging or disability needs. The County will prioritize modifications and repairs that support aging-in-place, improve accessibility and address critical health and safety concerns. This effort will require collaboration across County departments, including the Office of Aging and EDP.

WHY DO THIS?

Stakeholder engagement highlighted growing concerns about the ability of older adults to safely age in place, particularly as housing costs and maintenance expenses increase. While the Office of Aging successfully administers programs that support senior residents, a broader cross-departmental review can help ensure both County-administered and County-funded programs are strategically aligned to best serve residents on fixed incomes and individuals with accessibility needs. Strengthening these programs will help preserve existing homeownership and allow residents to remain safely in their homes and communities.

PRIMARY PARTNERS

Leads: Economic Development and Planning; Office on Aging

TIMING

Year 3–5

RELATED ACTION

See 9 and 22.

B

Expand local residents' access to homeownership

12. CONTINUE HOMEBUYER EDUCATION, HOUSING COUNSELING AND DOWNPAYMENT ASSISTANCE TO INCREASE ACCESS TO HOMEOWNERSHIP

EDP will continue to provide financial support through HUD entitlement funding (CDBG, HOME) to nonprofit partners who deliver resident support programs, including homebuyer education, housing counseling and downpayment assistance. EDP will collaborate with nonprofit partners to target marketing of these programs to communities historically impacted by redlining and other exclusionary practices to address the racial homeownership gap. If additional funding becomes available, the County will consider opportunity to expand the scale and reach of these programs to serve more prospective homeowners.

WHY DO THIS?

Homebuyer support programs play an important role in expanding access to homeownership by providing both financial assistance and the education necessary for long-term housing stability. These services help households navigate complex homebuying processes and prepare financially for home purchase. As the County works to reduce disparities in homeownership, especially the racial homeownership gap, continued investment in these programs is essential to addressing structural barriers and expanding access to the wealth-building benefits of homeownership.

PRIMARY PARTNERS

Lead: Economic Development & Planning

Support: Homeport, Homes on the Hill

TIMING

Year 1–2



13. ENSURE SEAMLESS USER JOURNEY THROUGH FINANCIAL STABILITY AND HOMEOWNERSHIP PROGRAMS

EDP will work with the Office of Workforce Development, Ohio Means Jobs and other workforce development and financial stability program administrators to strengthen connections between employment services and homeownership resources. This effort will include a process audit for user experience, relying on engagement with current and prospective program participants. After this review, the County will consider ways to improve user resource navigation such as “one front door” resource finder for economic mobility and homeownership programs or a common application for these programs.

WHY DO THIS?

Access to stable employment and financial readiness are key precursors to sustainable homeownership. The County already operates or

partners with programs that support workforce development, financial counseling, and housing access, but these services are often administered separately. Improving coordination across these systems can help create a clearer pathway for residents, from job training and employment support to financial stability and ultimately homeownership. This approach aligns with the goals of the Rise Together Blueprint, which recognizes the strong connection between economic opportunity and housing access.

PRIMARY PARTNERS

Lead: Economic Development & Planning

Support: Office of Workforce Development, Ohio Means Jobs, other county departments, nonprofit service providers

TIMING

Year 1–2



14. ENCOURAGE EMPLOYERS TO SUPPORT HOMEOWNERSHIP AND FINANCIAL WELL-BEING FOR EMPLOYEES

TIMING

Year 1–2

The County, led by EDP, and in coordination with regional partners, will engage major employers to explore opportunities for employer-supported homeownership and financial well-being initiatives. This may include identifying models such as employer-assisted housing benefits, partnerships with financial counseling providers, or participation in programs that support employees with savings, credit building, or down payment assistance.

The County will also consider developing a resource guide, in partnership with a regional organization such as One Columbus, Mid-Ohio Development Exchange (MODE), MORPC, Columbus Chamber or other economic development stakeholder, outlining strategies and best practices for employers interested in supporting their workforce’s housing stability.

WHY DO THIS?

Employers are key stakeholders in the local housing ecosystem and are often an underutilized partner in addressing housing affordability challenges. Access to attainable housing supports workforce retention, economic competitiveness, and employee well-being. By engaging employers and identifying opportunities for private-sector participation, the County can leverage additional resources and expand the impact of homeownership initiatives while strengthening the connection between housing access and economic development.

PRIMARY PARTNERS

Lead: Economic Development & Planning

Support: One Columbus, Mid-Ohio Development Exchange (MODE), MORPC, Columbus Chamber of Commerce, municipal economic development staff, employers, other business associations

The Chamber of Commerce for the Arvada, CO metro area developed an [Employer Housing Toolkit](#) that aims to equip employers with how to help their prospective and existing talent secure workforce housing and increase the overall supply of housing in the region, including options for investing in local housing funds.

Created by the Greater Washington Partnership, a C-suite executive collaborative for Maryland, Virginia and Washington, DC, the [Housing Playbook: A Practical Guide for Employers](#) identifies opportunities for employers to take a leadership role in addressing housing challenges by either championing pro-housing policies or delivering direct solutions through capital, public-private partnerships, employee assistance programs and asset transformation.

C

Add for-sale homes affordable to middle- and low-income residents

15. MODIFY TAX DELINQUENCY PROCESS FOR OPPORTUNITIES TO BETTER PROTECT LOCAL OWNERSHIP AND INTERGENERATIONAL WEALTH TRANSFER

The County will review its tax delinquency certification and property sale procedures to identify opportunities to better protect local ownership and intergenerational wealth transfer. Through this review, the County will seek opportunities to proactively prevent foreclosure where possible and encourage foreclosed properties to return to the hands of qualified local and mission-driven buyers. This may include refining elements of the process, such as extending foreclosure timelines, redefining buyer eligibility requirements, prioritizing conveyance to the Central Ohio Community Land Trust (COCIC) rather than public auction to protect affordability, or establishing “first-look” provisions for qualified local buyers and mission-driven owners.

WHY DO THIS?

When tax-foreclosed homes are acquired by investors, they are often converted to rental housing, reducing the supply of attainable for-sale homes. Changes to this process that prioritize putting homes in the hands of local residents and mission-driven entities can help preserve homeownership, protect intergenerational wealth, and maintain a stronger pipeline of affordable homes for purchase by local residents.

PRIMARY PARTNERS

Lead: Franklin County Treasurer; Franklin County Prosecutor’s Office

Partners: Franklin County Auditor’s Office, Economic Development & Planning Department, COCIC

TIMING

Year 3–5

Cuyahoga Land Bank’s (CCLRC) Deed in Escrow (DE) Program - offers non-profit organizations, owner-occupants, first-time buyers who are non-profits and investors the opportunity to acquire and renovate a single- or two-family home.

[Cuyahoga County Vacant and Abandoned Property Action Council \(VAPAC\)](#) - The City of Cleveland, together with local housing advocates, keeps track of large owners of vacant and problem properties. VAPAC founded to find solutions to predatory lending practice. VAPAC brings together every entity in Cuyahoga County that touches foreclosure, vacant property, neighborhood stabilization and housing market recovery issues including civic and non-profit agencies, federal, state, and local government as well as academic, philanthropic, land banking and community-based organizations.

16. EXPAND LEGAL SUPPORT FOR ESTATE PLANNING TO HELP FAMILIES TRANSFER AND RETAIN INHERITED HOMES ACROSS GENERATIONS.

The County will partner with legal aid organizations or law school clinics and community-based nonprofits that provide estate planning, title clearing, and tax delinquency assistance to qualifying to low- and moderate-income homeowners who wish to pass on their homes to family members after their death and the qualifying heirs of such property. These services would help families resolve probate and title issues so homes can be legally transferred across generations and retained by family members. The County – via Auditor’s Office and EDP – will also identify and notify qualifying property owners who are behind on property taxes and connect them with legal assistance before properties enter the tax foreclosure process. Targeted outreach in neighborhoods with higher rates of tax delinquency or heirs property could help ensure residents are aware of available support.

WHY DO THIS?

When homes cannot be passed down due to unclear title, probate issues, or tax foreclosure, families lose opportunities for intergenerational wealth transfer. These processes are often complex and difficult for lower-income or first-time homeowners and their heirs to navigate. Providing legal and technical assistance can help families resolve title issues, prevent avoidable tax foreclosure, preserve generational wealth, and maintain the supply of affordable homeownership opportunities.

PRIMARY PARTNERS

Lead: Franklin County Auditor and Treasurer; Economic Development & Planning Department

Partners: Legal Aid Society of Columbus; Ohio

State University Moritz College of Law clinics; Probate Court; township and municipal officials; community-based housing organizations.

TIMING

Year 1–2

About COCIC

COCIC serves as Franklin County’s land bank, acquiring vacant, abandoned, and tax-delinquent properties and returning them to productive use. Working with local governments, nonprofits, and developers, COCIC helps stabilize neighborhoods by addressing problem properties and creating new opportunities for affordable homeownership.



17. SUPPORT EXPANSION OF THE CENTRAL OHIO COMMUNITY IMPROVEMENT CORPORATION'S (COCIC) HOMEOWNERSHIP INITIATIVES.

Franklin County will support the expansion of the Central Ohio Community Improvement Corporation's (COCIC) efforts to return vacant and tax-delinquent properties to productive use as affordable homeownership opportunities. The County will evaluate opportunities to streamline the process by which properties in tax foreclosure are transferred to COCIC, allowing them to be stabilized, rehabilitated, and resold to income-qualified homebuyers more efficiently.

The County will also explore partnerships with philanthropic organizations, financial institutions, and other mission-driven investors to expand funding for down payment assistance and other homeownership supports, including the potential creation of a revolving loan fund to leverage private capital. In addition, the County will assess how an acquisition and predevelopment fund could support COCIC in acquiring and preparing properties for redevelopment, helping expand the pipeline of affordable homeownership opportunities.

WHY DO THIS?

Many vacant, tax-delinquent or County-owned parcels represent opportunities to create affordable homeownership, but often these sites require investment, such as infrastructure improvements, before they can be ready for new development. Strengthening partnerships and financing tools to support COCIC's work can help return more properties to productive use, expand access to homeownership, and support neighborhood stabilization.

PRIMARY PARTNERS

Lead: Central Ohio Community Improvement Corporation (COCIC); Franklin County Economic Development & Planning (EDP); Franklin County Auditor's & Prosecutor's

Partner: Office Philanthropic foundation; Financial institutions and CDFIs; homeownership counseling organizations; Local municipalities and township governments

TIMING

Year 1–2 (parcel identification and process changes)

Years 3–5 (exploration of new partnerships and program models)





GOAL 3

Create Homes that Franklin County Residents Can Afford

Sustained population growth over the past decade has placed pressure on Franklin County’s housing market, and pushed prices upward. Low- and moderate-income households are facing higher housing costs and constrained supply. More safe, quality homes, particularly rental homes, are needed at a range of incomes to provide options for these households across the county in areas of opportunity. To do this, Goal 1 outlines an approach to fully leverage the County’s resources to support housing development affordable to low and moderate incomes households.



A

Fully Utilize Available Resources for Housing Production

18a. LAUNCH THE FRANKLIN COUNTY HOUSING OPPORTUNITY FUND AND UNDERWRITING PROCESSES THAT EFFICIENTLY LEVERAGE COUNTY TOOLS

The County, led by EDP, will launch the Housing Opportunity Fund, a redesign of the previous Magnet Fund, to increase the supply of affordable housing for low- and moderate-income households. Through the Housing Opportunity Fund, the County will provide gap financing for eligible affordable housing development. Specifically, the Housing Opportunity Fund will prioritize two project types: 4% Low-Income Housing Tax Credit projects outside the City of Columbus and non-LIHTC mixed-income projects.

EDP will establish a clear administrative and governance structure for how projects are solicited, reviewed, awarded and monitored. This will include a transparent award process with a standardized scoring rubric and rigorous underwriting process to ensure that County funds are allocated efficiently, transparently and in alignment with the Fund's priorities. The review and underwriting process will assess whether proposed projects are eligible for other sources of support from the County or other public partners (i.e. Columbus-Franklin County Finance Authority) to best leverage all available resources.

WHY DO THIS?

The Housing Opportunity Fund will help the County increase housing attainable to low- and moderate-income households who face a shortage of affordable rental homes; there are only 92

affordable rental homes for every 100 households earning \$50,000 or less (Note: for details see Existing Conditions Section).

Leveraging County funds alongside state and federal dollars, the Housing Opportunity Fund will deliver affordable homes that may otherwise not be built. As rising construction costs widen the financing gap, the County can fill a critical gap in 4% LIHTC deals that would otherwise stall.

In addition, the Housing Opportunity Fund's prioritization of projects outside of Columbus will direct the County's dollars where they can be most catalytic. The County's cities, townships, and villages outside of the City of Columbus lack sufficient dedicated affordable housing funds to provide gap financing to deals, even with state and federal funds.

PRIMARY PARTNERS

Lead: Economic Development & Planning; Franklin County Prosecutor's Office (Civil Division), Office of Budget

Support: Local municipalities; Columbus-Franklin County Finance Authority; affordable housing developers; Ohio Housing Finance Agency (OHFA)

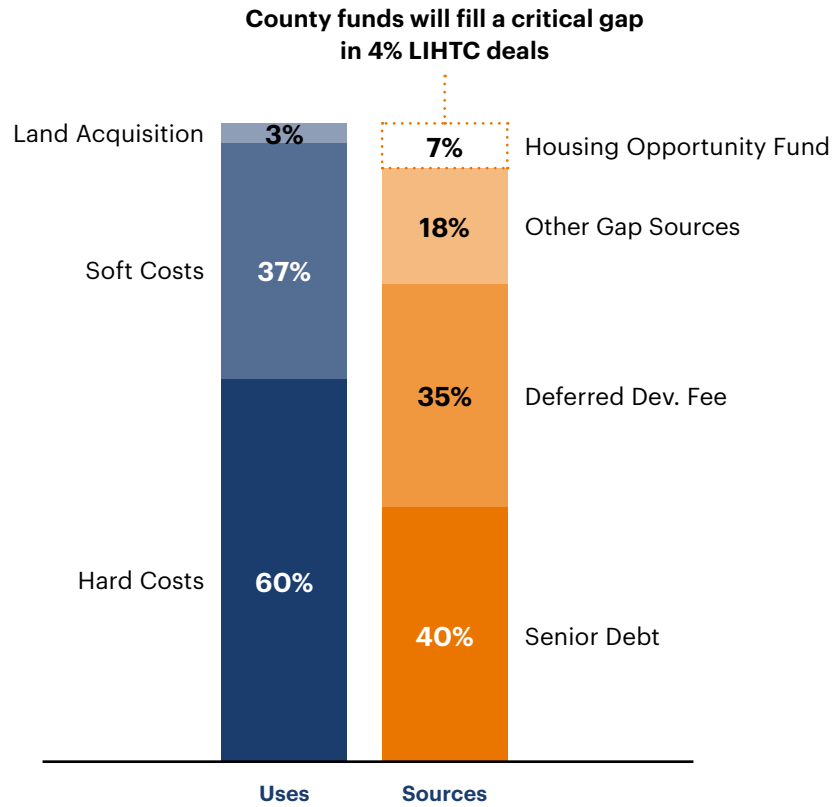
TIMING

Year 1–2

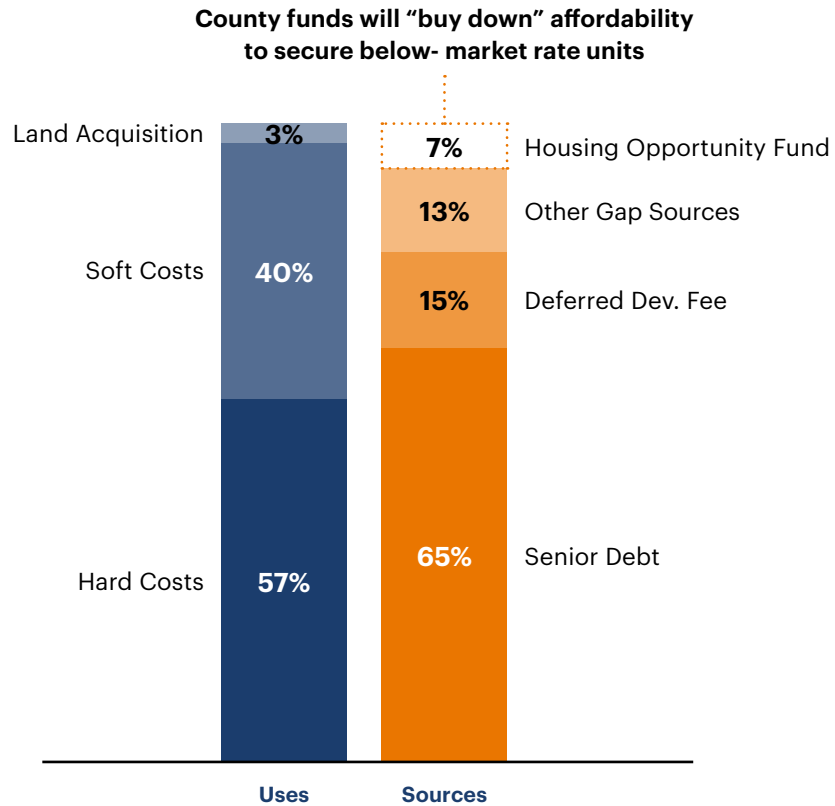
RELATED ACTION

18b. Leverage County and partner tax abatement tools

Illustrative Example of 4% LIHTC Deal with Housing Opportunity Fund



Illustrative Example of Mixed-Income Deal with Housing Opportunity Fund



18b. LEVERAGE COUNTY AND PUBLIC ENTITY TAX ABATEMENT TOOLS

To improve financial feasibility of Housing Opportunity Fund projects, the County will seek to leverage property tax abatement tools available through the County and other public entities. Where applicable, the County will use its authority to reduce this burden by offering Community Reinvestment Area (CRA) exemptions in unincorporated townships.

The County will also explore partnerships with tax-exempt entities such as the Columbus Metropolitan Housing Authority or the Columbus-Franklin County Finance Authority to establish capital lease structures that allow developments to benefit from tax-exempt ownership status. These partnerships can help reduce long-term operating costs for rent-restrict properties.

To incentivize use of these tools, the County will incorporate tax abatements into the underwriting review of the Housing Opportunity Fund and provide clear guidance to developers on how projects can leverage available abatements. The County will also collaborate with municipalities to identify opportunities to align County housing investments with existing CRA programs or other tax incentive tools.

WHY DO THIS?

Rising property taxes are an increasing challenge for affordable housing developers and multifamily property owners in Franklin County, particularly for rent-restricted properties with limited ability to increase rents. High operating costs can make it difficult for affordable housing developments to remain financially viable over the long term and stall deals in the short term, squandering developers' ability to utilize state and federal funds. Leveraging available property tax abatements and partnerships with tax-exempt entities can significantly improve project feasibility by reducing operating expenses. As the County launches the Housing Opportunity Fund, strategically aligning County investments with existing tax incentive tools will help maximize the efficiency and impact of public resources and support the development and long-term stability of affordable housing.

PRIMARY PARTNERS

Lead: Economic Development and Planning

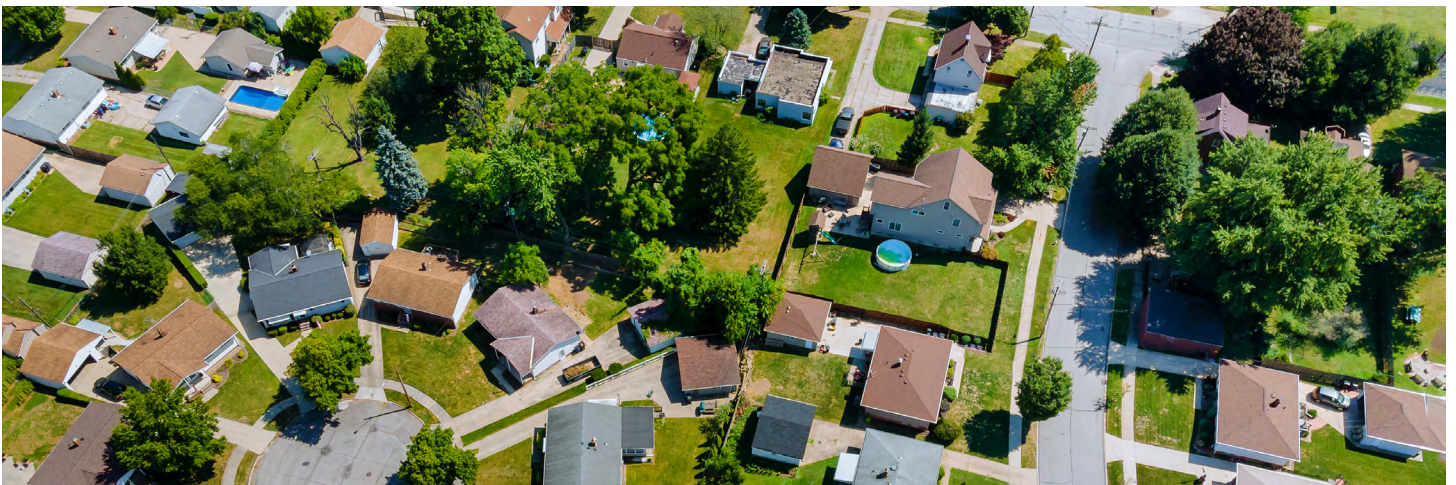
Support: Columbus-Franklin County Finance Authority; Columbus Metropolitan Housing Authority

TIMING

Year 1–2

RELATED ACTION

18a.



18c. INCREASE FLEXIBILITY OF INFRASTRUCTURE FINANCING AND RESOURCES TO BETTER SUPPORT HOUSING DEVELOPMENT

EDP will explore pathways to improve the County’s resources for infrastructure financing for housing developments in an economically efficient manner. To improve the utility of Infrastructure Works (Franklin County Infrastructure Bank), EDP will conduct engagement with municipalities, villages, townships and developers to identify revisions to the Infrastructure Works program and opportunities to improve clarity on infrastructure development process. Updates may include higher loan limits, broader eligibility or increased marketing.

Additionally, EDP will collaborate with the Columbus-Franklin County Finance Authority to explore opportunities to leverage the Finance Authority’s financing capacity to address last-mile infrastructure concerns for housing developments outside of Columbus.

WHY DO THIS?

High infrastructure costs, particularly for water, sewer, and other utilities, remain a major barrier to development across much of the County. While the County has limited control in areas where Columbus owns and manages the water and sewer systems, it can play a critical role in addressing last-mile infrastructure costs that often make projects infeasible. By providing low-cost infrastructure financing, the County can reduce site costs and expand feasible locations for new housing. This support would help unlock development opportunities in suburban and township areas and enable smaller and emerging developers, who often lack upfront capital for infrastructure, to advance projects supported by the Housing Opportunity Fund.

PRIMARY PARTNERS

Columbus-Franklin County Finance Authority

TIMING

Year 1–2

RELATED ACTION

See 18a.

Infrastructure Works function is designed to encourage and accelerate public sector investment in infrastructure projects that result in significant economic growth and job creation. The Franklin County Infrastructure Bank, the sole component of the Infrastructure Works program, functions as a revolving loan fund to provide flexible, below-market rate loans to municipal, village and township borrowers for transportation, traditional energy, renewable energy, water and telecommunications infrastructure for private sector development projects. The program has been largely dormant with the last project approval in 2022.

19a. LEVERAGE PUBLIC LAND FOR NEW HOUSING PRODUCTION

The County will develop a strategic approach for using publicly-owned land for housing development aligned with County housing priorities. Led by EDP, the County will first create a portfolio strategy that identifies and evaluates publicly-owned parcels suitable for residential development.

Key implementation steps include:

- Identify high-priority sites based on market and financial feasibility analyses, and alignment with the County housing goals, including affordability targets and desired housing types, and available incentives
- Evaluate potential development structures, including land transfers to entities such as COCIC to facilitate redevelopment
- Explore collaboration opportunities with non-County public owners of parcels within the County (e.g. municipalities, transit authority, public school districts etc.)
- Establish a clear land disposition process, including selecting priority sites for a competitive RFP or RFI process and evaluation criteria for proposals.

WHY DO THIS?

Public land can be a powerful tool the County can use to advance its housing goals, and there are thousands of sites in the county that are owned by public entities. Utilizing public land for housing can activate underutilized sites that may otherwise provide limited public value, such as vacant parcels that generate no property tax revenue. Instead, by discounting or contributing publicly-owned land, the County can reduce total development costs, improve project feasibility and capture the land's

value. These savings can be passed through to residents in the form of lower rents or home prices.

In addition to improving financial feasibility, land disposition agreements allow the County to secure long-term community benefits. Development agreements can incorporate affordability requirements, tenant protections, design standards, and other measures that support housing stability and neighborhood quality. Strategic use of public land can also help unlock development in high-opportunity or high-cost areas where affordable housing projects might otherwise be infeasible due to land cost. Leveraging public land for housing maximizes the County's available resources to support the development of housing affordable to all Franklin County residents.

PRIMARY PARTNERS

COCIC, Auditor's Office

TIMING

Year 1–2

RELATED ACTION

See 19b.



19b. USE OPPORTUNITY ZONES TO SUPPORT PRIVATE INVESTMENT IN HOUSING

Opportunity Zones (OZ) is a federal tax incentive designed to encourage private investment in economic development projects in designated areas. Census tracts are eligible as Opportunity Zones based on median income and poverty rate and tracts are nominated by state governors. Originally created in 2017, data indicate that program investments supported significant residential development. In July 2026, the Ohio governor will begin nominating census tracts for the next round of Opportunity Zone designation. These designations will remain in place for the next 10 years, creating an opportunity for the County to attract investment for suitable projects.

Led by EDP, the County will identify census tracts that align with local development priorities, including areas with publicly-owned land, redevelopment opportunities and locations where additional housing investment is needed. The County will collaborate with regional partners to build consensus around priority nominations and coordinate outreach to the Governor’s Office.

Following designation, the County will engage investors and public lenders to leverage Opportunity Zones to attract private investment to public private partnership that will deliver homes affordable to low- and moderate-income residents.

WHY DO THIS?

Opportunity Zones is a federal tax incentive that can help to attract private investment to housing developments in Franklin County. While not initially designed as a housing investment tool, data from Ohio demonstrates that Opportunity Zones can support multifamily rental development. In its

* “Insights into Opportunity Zone Project Types,” Urban Institute.

** Source: Urban Institute

first iteration, 64% of OZ capital invested in Ohio supported residential developments.*

This action is time-sensitive. The designation process occurs only once per decade, creating a limited window to secure incentives that can help draw investment to the county. Taking a proactive approach to identifying and advocating for priority tracts will help ensure designations maximize all available resources and the potential to attract investment in projects that will deliver homes affordable to low- and moderate-income households**

PRIMARY PARTNERS

Lead: Economic Development & Planning

Support: Municipalities, villages, townships; MORPC; One Columbus/MODE

TIMING

Year 1–2

RELATED ACTION

See 19a.



B

Enhance support for early-stage housing development

20a. EXPLORE A PUBLIC-PRIVATE PARTNERSHIP TO PROVIDE ACQUISITION AND PREDEVELOPMENT FINANCING FOR AFFORDABLE AND MIXED-INCOME HOUSING.

The County, led by EDP, will explore a partnership with a local financial partner, such as a Community Development Financial Institution (CDFI), to launch a fund to provide flexible, below-market early-stage capital for a range of affordable housing project types.

Through this exploration, the County will consider key questions relating to fund structure, loan terms and risk management:

- **How should the fund be structured to most effectively use public dollars?** The County will consider a public-private partnership to leverage private investment alongside County seed funding and bring financial expertise and capacity to administer funds quickly and efficiently.
- **What types of projects should be eligible, and what loan terms best support early-stage development?** The County will prioritize LIHTC and mixed-income developments that help build the pipeline of eligible projects for the new Housing Opportunity Fund, including utilizing similar evaluation criteria to position acquisition and predevelopment projects to apply for the County's gap financing.
- **How should the loans be structured to mitigate risk?** To ensure projects have a pathway to completion, the County will consider public commitment requirements and opportunities to complement loans with technical assistance.

The County may also consider additional public partners such as the City of Columbus to provide initial seed funding.

WHY DO THIS?

The development process requires access to capital at every stage, but early phases are often the hardest to finance because they involve high-risk, upfront costs. As a result, developers often rely on their own balance sheet or equity from family and friends. An acquisition and predevelopment fund helps to fill this gap by providing flexible, early capital that unlocks sites, reduces risk for mission-driven developers, and moves more projects toward construction, representing an opportunity for the County to expand its impact. By establishing an acquisition and predevelopment fund, the County can enhance support for early-stage housing development by:

- Support small and emerging developers with access to capital that is hard to secure, enabling relatively less resourced developers to compete with better resourced ones
- Provide predevelopment support to faith-based landowners who may require longer timelines to ready sites for development
- Deliver fast deployment of capital empowering developers to respond quickly to market opportunities without having to wait for public funding cycles.
- Build project pipeline for Housing Opportunity Fund and expand viable locations for affordable housing by lowering upfront costs and risks

PRIMARY PARTNERS

Lead: Economic Development & Planning

Support: Local municipalities, specifically City of Columbus; Affordable Housing Trust (Emerging Developers Accelerator Program administrator); local CDFIs

TIMING

Year 1-2

RELATED ACTION

See 18a and 20b.

Established in 2010 parallel to significant transit investment, the [Denver Transit-Oriented Development Fund](#) provides low-cost financing for acquisition of property along transit corridors in the Denver Metro for the preservation and development of affordable housing and community facilities. The fund was seeded with an initial investment from the City of Denver, state and local housing agencies, philanthropic institutions, CDFIs and major banks.



20b. SUPPORT EMERGING & FAITH-BASED DEVELOPERS WITH TECHNICAL ASSISTANCE

The County, led by EDP, will support emerging and faith-based developers through targeted outreach and procurement requirements.

Emerging developers are entrepreneurial, small-scale developers who have less robust track record of development projects and are often resource constrained. Faith-based developer refers to faith-based organizations that own land and are interested in utilizing this land for housing development.

Specific action items include:

- Proactive outreach to emerging developers to share requirements and info about related processes: Prior to public notice of funding announcements, EDP will conduct targeted marketing to cohorts of emerging developers (e.g. Affordable Housing Trust's (AHT) Emerging Developer Accelerator Program (EDAP) graduates), including detailed application requirements, to allow these developers ample time to seek guidance on application process.
- Formal encouragement in solicitations, where appropriate, for teaming with local and emerging developer partners: The County will adopt evaluation criteria for the Housing Opportunity Fund and/or other funding sources that encourage emerging developers to apply either individually or as a part of a development team.
- Create opportunities for established and emerging developers to network and team: EDP will coordinate open houses and virtual networking events to surface opportunities for joint ventures or partnerships with meaningful representation from a small or emerging developer.
- Explore opportunities to scale bonding, insurance and/or retainage requirements for small firms:

The County will also explore flexibility in bonding, insurance and retainage requirements for procurement of small contracts to reduce barrier for smaller firms.

- Work with AHT to seek philanthropic partnerships to support EDAP

WHY DO THIS?

Expanding the pool of developers active in the County can help increase housing production capacity, encourage innovation, and create more opportunities to deliver housing that reflects community needs. Emerging developers and faith-based organizations often have strong ties to local neighborhoods. However, these groups frequently face barriers to entering the development process, including limited access to capital, unfamiliarity with public funding processes, and procurement requirements that favor larger, established firms. By providing targeted outreach, technical assistance, and procurement pathways that encourage partnerships, the County can help broaden participation in housing development, build local development capacity, and create more equitable opportunities within the housing ecosystem.

PRIMARY PARTNERS

Affordable Housing Trust, developers, faith-based organizations

TIMING

Year 1–2

RELATED ACTION

See 18a and 20a.

C

Encourage production of a wider range of housing types to meet household needs and incomes

21. ADOPT AND ENCOURAGE ZONING TO ALLOW FOR “MISSING MIDDLE” HOUSING TYPOLOGIES, ADUS AND MANUFACTURED HOMES

Led by EDP, the County will evaluate how its zoning and building codes can be updated to allow for a more diverse range of housing types that reflect the needs of the County’s residents. This review will focus on removing regulatory barriers to housing typologies such as missing middle housing (i.e. duplexes, triplexes, fourplexes, cottage courts and townhomes), accessory dwelling units (ADUs) and manufactured housing.

Following this review, the County will consider adopting zoning and regulatory changes that may include:

- Allowing for missing middle typologies in appropriate residential and mixed-use zones
- Allowing ADUs by-right in residential districts, subject to clear design and safety standards
- Updating zoning language that restricts or prohibits manufactured housing or “mobile homes” in residential areas, where it may be appropriate

Because many of the municipalities within the County control their own zoning, the County will also develop model ordinances and implementation guidelines that cities and townships can voluntarily adopt. To further support adoption, the County may develop pre-approved housing plans that comply with updated zoning standards and explore opportunities to prioritize Housing Opportunity Fund or other County funding for jurisdictions that adopt zoning reforms that enable diverse housing types.

WHY DO THIS?

Local zoning and land use regulations strongly influence what types of housing can be built and at what cost. Zoning that primarily allows for single-family homes on large lots limits opportunities to build smaller and more attainable housing options. Missing middle housing, ADUs and manufactured homes can provide more moderately priced options for a range of households, including first-time homebuyers who may have limited up front funds for downpayment, seniors seeking to downsize, and intergenerational families who wish to have space for aging relatives, and families with children who value shared common space. Allowing these housing types can help increase housing supply, diversify neighborhood housing options and reduce barriers that unintentionally drive up housing costs.

PRIMARY PARTNERS

Lead: Economic Development & Planning

Support: Municipalities, villages, townships; MODE; EDAC; MORPC

TIMING

Year 3–5

What Is Missing Middle Housing?

“Missing middle” housing is a term used to talk about a range of housing types that aim to provide more options to the local housing mix. Typically, this includes duplexes, triplexes, fourplexes, cottage courts and townhomes, accessory dwelling units (ADUs) and manufactured housing.

Over the past century, these housing types have largely been restricted in residential neighborhoods. Most communities lack homes between single-family residences and large multifamily apartment buildings, hence “missing middle.”

Missing Middle Housing Typologies



Duplexes

Two units within one structure, either side-by-side or stacked on top of each other.



Triplexes & Fourplexes

Three/four units within one structure, either side-by-side or stacked on top of each other.



Townhomes

Units placed side-by-side that share a wall and may share common amenities like parking lot or outdoor space.



Accessory Dwelling Units

Second unit, either detached or attached on an existing residential lot.



Cottage Courts

Detached single-family homes, typically smaller in size, clustered around shared outdoor areas & parking.



Manufactured Homes

Factory-built units that are commonly placed within specific mobile home communities.

22. CREATE AND DISSEMINATE EDUCATIONAL MATERIALS ABOUT THE BENEFITS OF ADUS

EDP will develop homeowner-focused educational materials and targeted outreach campaigns to raise awareness about Accessory Dwelling Units (ADUs). Educational materials will explain what ADUs are, the benefits they can provide, and the steps required to plan, permit and finance their construction. The County will prioritize clear, resident-focused communication and will partner with community organizations, housing nonprofits and public partners to distribute materials. Outreach may also target homeowners in areas where ADUs are permitted or newly allowed through zoning changes.

WHY DO THIS?

ADUs— often referred to as “backyard cottages” or “granny flats” — are a flexible way to add housing within existing neighborhoods. ADUs are secondary residential units, either detached or attached, on an existing residential lot. ADUs can provide additional housing options for family members, caregivers, or renters while allowing homeowners to generate supplemental income. For older

homeowners in particular, ADUs can support aging in place by creating space for caregivers or providing rental income to help offset housing costs. However, many homeowners are unfamiliar with ADU regulations or the development process. Providing clear educational resources can help reduce these barriers and encourage responsible ADU development.

PRIMARY PARTNERS

Lead: Economic Development and Planning

Support: Office of Aging; Health & Human Services, Department of Job and Family Services; municipalities, townships, villages

TIMING

Year 1–2

RELATED ACTION

See 11.



23. SUPPORT FEASIBILITY OF MODULAR CONSTRUCTION

The County will evaluate opportunities to support modular and other forms of off-site housing construction as a strategy to reduce development costs and accelerate housing production. Led by EDP, this action will include:

- Reviewing building codes and permitting processes to ensure modular construction is clearly allowed and not subject to unnecessary regulatory barriers
- Assessing need and opportunities to attract and support modular housing manufacturers or suppliers in the region
- Engaging local builders and developers to understand current barriers to modular construction and identify potential pilot projects
- Identifying potential sites where modular housing could be used to accelerate housing development
- Sharing information and case studies with the local development community about modular housing opportunities

The County may also explore partnerships with housing developers, nonprofit builders, and educational institutions to demonstrate modular construction through pilot developments.

WHY DO THIS?

Modular and off-site construction methods can reduce construction timelines and improve cost predictability, offering time and cost-savings. Housing components are manufactured in controlled environments and assembled on-site, which can reduce waste and delays associated with traditional construction. While modular housing has the potential to improve housing production efficiency, many developers and local jurisdictions have limited experience with these methods.

By evaluating regulatory barriers and building awareness among the development community, the County can help create conditions that support innovation in housing production.

PRIMARY PARTNERS

Lead: Economic Development & Planning

Support: Modular construction firms and developers; non-modular developers; Columbus-Franklin County Finance Authority; Ohio Housing Finance Agency

TIMING

Year 3–5

RELATED ACTION

See 21.

[Connecting Housing Blocks](#) is a modular housing builder based in Columbus. In 2025, Connecting Housing Blocks constructed their first large-scale modular development – a 102-unit project located in the Trolley District. The project received a capital lease structure from the Columbus-Franklin County Finance Authority and funding from the Affordable Housing Trust, meaning that 20% of the units are reserved for those making 80% AMI or below.

24. EXPLORE ZONING AND LAND USE BARRIERS TO SINGLE ROOM OCCUPANCY (SRO) HOUSING AND OTHER HOUSING MODELS SERVING EXTREMELY LOW-INCOME RESIDENTS

Franklin County will work with municipalities and townships to evaluate whether local zoning and land use regulations restrict housing models that can serve extremely low-income residents, including individuals transitioning out of homelessness. This assessment should examine whether Single Room Occupancy (SRO) housing or similar small-unit housing types are permitted, and identify regulatory barriers such as minimum unit size requirements, density limits, parking requirements, or restrictions on shared facilities.

WHY DO THIS?

Many individuals experiencing homelessness or living on extremely low incomes require housing options that are smaller and more affordable than traditional apartments. Single Room Occupancy

(SRO) housing—private sleeping rooms with shared kitchens or bathrooms—has historically served this population and remains an effective model for providing stable housing for single adults. Evaluating zoning barriers and enabling this housing type could expand the range of housing options available to extremely low-income residents and support broader efforts to reduce homelessness.

PRIMARY PARTNERS

Lead: Franklin County Economic Development & Planning (EDP)

Partners: Municipal planning and zoning departments (including the City of Columbus), township zoning officials, affordable and supportive housing developers, homelessness service providers including Community Shelter Board, Columbus Metropolitan Housing Authority.

TIMING

Year 3–5



An aerial photograph of a city skyline, likely Columbus, Ohio, featuring several prominent skyscrapers and a complex highway interchange. The image is overlaid with a semi-transparent blue filter. A white horizontal bar is positioned at the top left, partially overlapping the blue overlay.

Partner Call to Action

With the launch of the Franklin County Housing Action Plan, County leaders have come together to take concerted action to help county residents find safe, stable housing that they can afford. However, coordinated action beyond the County is necessary to fully address this challenge. The housing ecosystem is shaped by a range of state, regional and local actors, each of whom controls key policy levers that influence housing affordability, stability and production. Franklin County invites public and private sector partners to join this effort. In addition to specific support roles identified for regional partners in the Housing Action Plan, partners can take action in the following ways.

State Leadership: Establishing an Enabling Environment

The State of Ohio plays a critical role in shaping the broader policy and fiscal environment for housing. Many tools to improve affordability and stability are set at the state level and require legislative approval in the Ohio General Assembly.

Property Tax Policy

The structure of homestead exemptions and other tax relief mechanisms are determined by the State of Ohio's General Assembly, limiting the ability of the County to make more meaningful impact on tax burdened homeowners. The General Assembly could expand eligibility for exemptions, establish a circuit breaker for low- and moderate-income households, or provide more authority to local

governments to implement their own property tax relief measures. These or other legislative updates would enable the County to be more responsive to rising property taxes and help stabilize vulnerable homeowners.

Landlord & Investor Accountability

The State also defines the framework governing tenant-landlord relationships, including the minimum tenant protections awarded to Ohioans. Adjustments to these policies can influence housing stability, eviction risk and the balance of responsibilities in the rental market. In addition, the State can play a role in addressing the growing influence of investor activity in the housing market via taxes on high-volume landlords or other accountability mechanisms such as rental registries. State legislation could be updated



to empower local jurisdictions to make rental registries more effective; for example, by including the ability to set higher fees and implement a tiered fine structure.

Incentives that Support Housing

The State has authority or influence over various incentives that can support housing development, including federal resources such as the Low Income Housing Tax Credit (LIHTC) and Opportunity Zones incentive. Specifically, the Ohio Housing Finance Agency sets the terms for the state's Qualified Allocation Plan (QAP) that guides how Low-Income Housing Tax Credits (LIHTC) and state-specific gap financing are awarded, influencing where state-subsidized affordable housing can be built.

Additionally, In the near term, the State, specifically the Governor, has the authority to nominate census tracts to the U.S. Department of Treasury become Opportunity Zones, a federal designation that make projects in an area eligible for certain types of private investment. The County has recommended census tracts for nomination, available at [add url when available] including those with substantial publicly owned land, to ensure that this tool is used strategically to advance the Housing Action Plan goals and maximize impact. See Appendix for details about how these tracts were identified. Additionally, the State controls its own complementary Opportunity Zones incentive and associated reporting.

Federal Legislation: Resources for Housing

Federal policy sets a national agenda as well as the scale and structure of key housing resources, including entitlement funding streams and tax credits (Low-Income Housing Tax Credit, New Market Tax Credit). Emerging legislation — the 21st Century ROAD to Housing Act — signals a

growing national focus on addressing housing supply and affordability challenges. This legislation includes key levers to support Franklin County's housing goals including grants to help jurisdictions develop pre-reviewed housing designs, grants for home repairs, manufactured and modular housing expansion, homelessness and voucher program streamlining, counseling and financial literacy upgrades and targeted provisions for veterans and vulnerable population. If enacted, the 21st Century ROAD to Housing Act could unlock new resources, aligned with many of the Housing Action plan strategies.

Municipalities & Township Action: Aligning Local Land Use & Development Policy

Municipalities — and, in some cases, townships — control zoning and residential building codes, making them central to enabling a broader range of housing types. Given the County's limited jurisdiction over zoning and permitting, progress toward Housing Action Plan goals will depend on local governments updating their zoning and leveraging their regulatory authority.

Support Diverse Housing Typologies

To support a more diverse and attainable housing supply, municipalities will need to update zoning and building codes, where appropriate, to allow for mid-density housing typologies such as duplexes, townhomes, and small multifamily buildings or create specific overlays or variances for affordable housing. Reducing barriers such as minimum lot sizes, parking requirements, and restrictive use designations can help unlock new development opportunities and improve feasibility across a wider range of price points.

Support Housing Stability

In addition to zoning reform, local jurisdictions can support overall housing stability with enhanced

code enforcement and stronger tenant protections. This includes improved municipal-specific rental registries to capture key information on property owners, coordinated code enforcement with the County and integrating requirements into housing development contracts that protect tenants.

Public Land for Housing

The Housing Action Plan identifies public land as a valuable asset to support housing development. Municipalities, townships and other public institutions such as libraries, school districts and Central Ohio Transit Agency all own land and can assess their portfolio for sites feasible for housing development. These public owners of land can work with the County to assess priority parcels identified through their public land analysis (available at [LINK TO BE ADDED](#)) and discuss steps required to utilize land for housing. See the Appendix E. for details about how parcels were identified.

Private Sector Partners

To reach its housing goals, the County will need private sector partners alongside the public sector. Private sector partners can often act with greater

speed and flexibility, and they have a strong stake in the housing ecosystem –attainable housing near jobs is vital to continued economic growth. The County will leverage this shared interest and ask private sector partners to consider how they can lend their efforts to the Housing Action Plan, including supporting housing production, empowering employees in their housing journeys, contributing financial resources or raising their voice in support of housing efforts.

Ultimately, creating and preserving housing that is affordable across the income spectrum will require sustained collaboration across all actors in the housing ecosystem. Developers, nonprofit housing providers, financial institutions, and community organizations also play vital roles in delivering and maintaining housing. Aligning incentives, reducing barriers, and coordinating investments across these stakeholders will be essential to achieving the scale of impact envisioned in this Plan. By working together across jurisdictions and sectors, partners can help ensure that the region’s housing system better meets the needs of current and future residents.



Implementation Plan

Metrics, Milestones and Responsibilities

To translate the Housing Action Plan into reality, the County will prioritize actions for implementation and track progress against a set of key metrics.

Each strategy is assigned a target timeline to guide sequencing, accountability and resource allocation.

YEAR 1 – 2

Strategies could be started or completed in the next 2 years because they build on existing programs, policies and funding sources or have low complexity.

YEAR 3 – 5

Strategies require the development of new programs, policies, and funding sources or require increased capacity and complexity, including multi-party partnerships.

The County will track implementation of the Housing Action Plan using two complementary types of measures: **impact metrics** and **performance indicators**.

- **Impact metrics** assess progress toward the Plan's three overarching goals by measuring changes in housing outcomes at the countywide or market level.
- **Performance indicators** operate at the action level, tracking the implementation and effectiveness of specific programs, policies, and strategies to ensure they are advancing the desired outcomes.

Impact Metrics

GOAL 1

Support Renter Stability and Access to Safe, Quality Housing

- **Renter Cost Burden Rate** by race and income measures the share of renter households paying more than 30% of the pre-tax income on housing costs. The County will use this metric to indicate affordability pressures and disparities by race/ethnicity and income, assessing whether renters can sustainably afford housing.
- **Eviction Filings** track the number and rate of eviction filings across the County. The County will utilize this metric as an indicator of housing instability; reductions suggest that prevention efforts and tenant protections
- **Repeat Code Violations** by building and/or property owner tracks recurring building, health and other code violations tied to specific properties or landlords. This metric measures whether enforcement actions and process improvements are effectively improving housing quality response and deterring negligent ownership practices.
- **Net Affordable Rental Homes Preserved** by affordability level (AMI) measures the net change in rental units safeguarded for households at or below 80% AMI. The County will utilize this metric to understand how County and other public investment is ensuring that existing affordable housing stock remains affordable for low and moderate income renters.

GOAL 2

Preserve & Expand Homeownership

- **Homeownership Rate** by race & income measures the share of households that own their home. The County will utilize this metric to track access to homeownership and progress towards closing longstanding racial and income disparities.
- **Tax Delinquencies** indicate the number and rate of homeowners falling behind on property taxes. The County will use this metric to assess the effectiveness of stabilization and foreclosure-prevention efforts for existing homeowners.
- **Affordable Ownership Homes** created through COCIC and County/affiliated entities support measures the number of income-restricted or subsidized ownership units produced. This metric tracks growth in accessible homeownership opportunities for low and moderate-income households.

GOAL 3

Create Homes that Franklin Residents Can Afford

- **Residential Building permits** by typology (single family versus multifamily) indicates overall housing production and whether the policies are enabling a diverse mix of housing types needed to meet demand.
- **Net new affordable rental homes** measures the net increase in rental units affordable at or below 80% AMI supported by public, private and nonprofit activity. This metric reflects how well the broader housing ecosystem is addressing the rental supply gap for lower-income households.
- **Net new affordable rental homes supported with County investment** tracks affordable units produced through the Housing Opportunity Fund or other complementary tool like tax abatements. The County will track these units by affordability level and location to evaluate the effectiveness of supply-side interventions.

Year 1 – 2 Actions

ACTION	LEAD	TIMING	RELEVANT IMPACT METRIC	PERFORMANCE INDICATORS
GOAL 1. SUPPORT RENTER STABILITY & ACCESS TO SAFE, QUALITY HOUSING				
A. Eradicate sub-standard property				
1. Make the process easier for residents to report code violations.	Township & City Code Officials, Prosecutor’s Office (Nuisance Abatement Unit), EDP (Planning & Zoning)	Year 1–2	Repeat code violations	Number of resident-filed code violations by geography
3. Conduct cross-department training and education with county and local health and code officials to build enforcement capacity and encourage greater proactive collaboration.	Franklin County Nuisance Abatement Unit	Year 1–2	Repeat code violations	Number of training courses held
B. Retain Affordability of At-Risk Properties				
5. Catalogue federally-subsidized properties with expiring deed-restrictions	Economic Development & Planning	Year 1–2	Net Affordable Rental Homes Preserved	Share of municipalities participating in inventory of properties Number of touch-points with owners of properties with expiring deed restrictions
C. Strengthen tenant protections, and displacement and eviction prevention				
7. Expand tenant protections in County-funded properties	Prosecutor’s Office	Year 1–2	Eviction filings	Number of county development contracts including tenant protection requirements
8a. Convene eviction prevention and anti-displacement service providers	Economic Development & Planning	Year 1–2	Eviction filings	Number of convenings Number of participating service providers

ACTION	LEAD	TIMING	RELEVANT IMPACT METRIC	PERFORMANCE INDICATORS
8b. Target eviction and displacement prevention outreach based on geography and/or property	Economic Development & Planning	Year 1–2	Eviction filings	Number of touch-points with residents by geography and property Number of properties with repeat code violations or concentration of evictions

GOAL 2. PRESERVE & EXPAND HOMEOWNERSHIP

A. Support Existing Homeowners

9. Deploy a coordinated education campaign to help residents utilize available programs	Auditor's Office	Year 1–2	Tax delinquencies	Number of homestead exemption enrollments Share of eligible veterans enrolled in Disabled Veterans Enhanced Homestead Exemption
10. Explore one-time property tax relief	Auditor's Office	Year 1–2	Tax delinquencies	Number of households support with property tax relief

B. Expand Local Residents' Access to Homeownership

12. Continue homebuyer education, housing counseling and downpayment assistance to increase access to homeownership	Economic Development & Planning	Year 1–2	Homeownership Rate by Race and Income	Number of households served by County-supported programs
14. Encourage employers to support homeownership and financial well-being for employees	Economic Development & Planning	Year 1–2	Homeownership Rate by Race and Income Cost Burden Rate by Race and Income	Number of employers participated in County engagements Number of employers who launch new initiatives during plan period

C. Add for-sale homes affordable to middle- and low-income residents

16. Expand legal support for estate planning to help families transfer and retain inherited homes across generations.	Franklin County Auditor and Treasurer; Economic Development & Planning Department	Year 1–2	Homeownership Rate by Race & Income	Number of households served by legal support
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ACTION	LEAD	TIMING	RELEVANT IMPACT METRIC	PERFORMANCE INDICATORS
17. Support expansion of the Central Ohio Community Improvement Corporation's (COCIC) homeownership initiatives.	Central Ohio Community Improvement Corporation (COCIC); Franklin County Economic Development & Planning (EDP); Franklin County Auditor's & Prosecutor's	Year 1–2 (parcel identification)	Affordable Ownership Homes Created	Number of parcels transferred to COCIC ownership

Goal 3. Create Homes that Franklin Residents Can Afford

A. Fully Utilize Available Resources for Housing Production

18a. Launch the Franklin County Housing Opportunity Fund and underwriting processes that efficiently leverage County tools	Economic Development & Planning; Franklin County Prosecutor's Office	Year 1–2	Net new affordable rental homes supported with County investment	Average County investment per unit Number of units supported by location and affordability level (AMI)
18b. Leverage County and public entity tax abatement tools	Economic Development and Planning	Year 1–2	Net new affordable rental homes supported with County investment	Average County investment, in the form of abated taxes, per unit Number of units supported by location and affordability level (AMI)
18c. Increase flexibility of infrastructure financing and resources to better support housing development	Economic Development and Planning	Year 1–2	Net new affordable rental homes supported with County investment	Number of projects utilizing infrastructure financing Number of units supported by location and affordability level (AMI)
19a. Leverage public land for new housing production	Economic Development and Planning	Year 1–2	Net new affordable rental homes supported with County investment	Number of priority parcels identified for next steps, including conversations with other public landowners and further development feasibility analysis Number of developments on public land through the plan's duration

ACTION	LEAD	TIMING	RELEVANT IMPACT METRIC	PERFORMANCE INDICATORS
19b. Use Opportunity Zones to support private investment in housing	Economic Development and Planning	Year 1–2	Net new affordable rental homes supported with County investment	Number of census tracts designated as Opportunity Zones
B. Enhance Support for Early-Stage Housing Development				
20a. Evaluate a public-private partnership to provide acquisition and predevelopment financing for affordable and mixed-income housing.	Economic Development and Planning	Year 1–2	Net new affordable rental homes supported with County investment	Evaluation completed.
20b. Support emerging & faith-based developers with technical assistance	Economic Development and Planning	Year 1–2	Net new affordable rental homes	Number of developers served by technical assistance
C. Encourage production of a wider range of housing types to meet household needs and incomes				
22. Create and disseminate educational materials about the benefits of ADUs	Economic Development and Planning	Year 1–2	Residential building permits	Number of households that receive educational materials

Year 3 – 5 Actions

ACTION	LEAD	TIMING	RELEVANT IMPACT METRIC	PERFORMANCE INDICATORS
GOAL 1. SUPPORT RENTER STABILITY & ACCESS TO SAFE, QUALITY HOUSING				
A. Eradicate sub-standard property				
2. Develop centralized data tracking and reporting system for rental properties and housing conditions.	Prosecutor’s Office (Nuisance Abatement Unit), EDP (Planning & Zoning), Franklin County Auditor’s Office,	Year 3–5	Repeat code violations	Number of public partners, including internal agencies, using data tracking and reporting system Length of time to respond and resolve violation
4. Establish a receivership program in partnership with public or nonprofit partners to transfer vacant and neglected properties to responsible owners.	Franklin County Prosecutor’s Office; COCIC	Year 3–5	Affordable Ownership Homes Created	Share of eligible properties transferred to a qualified receiver entity Number of receiver entities identified
B. Retain Affordability of At-Risk Properties				
6. Explore a NOAH preservation fund	Economic Development & Planning	Year 3–5	Rental Homes Preserved	Number of homes at risk in emerging & rising cost markets Completion of exploration
Goal 2. Preserve & Expand Homeownership				
A. Support Existing Homeowners				
11. Enhance focus of existing rehabilitation programs to prioritize residents with aging & disability-related needs	Economic Development & Planning	Year 3–5	Homeownership Rate by Race and Income	Number of households supported by income, across all County-supported rehabilitation programs
13. Ensure seamless user journey through financial stability and homeownership programs	Economic Development & Planning	Year 3–5	Homeownership Rate by Race and Income	Number of households enrolled in both financial stability and homeownership programs Decreased number of access points for eligible households to learn and apply for available programs

ACTION	LEAD	TIMING	RELEVANT IMPACT METRIC	PERFORMANCE INDICATORS
C. Add for-sale homes affordable to middle- and low-income residents				
15. Modify tax delinquency process for opportunities to better protect local ownership and intergenerational wealth transfer	Franklin County Treasurer; Franklin County Prosecutor's Office	Year 3–5	Affordable homeownership homes created Homeownership Rate by Race & Income	Number of homes retained
17. Support expansion of the Central Ohio Community Improvement Corporation's (COCIC) homeownership initiatives.	Central Ohio Community Improvement Corporation (COCIC); Franklin County Economic Development & Planning (EDP); Franklin County Auditor's & Prosecutor's	Year 3–5	Affordable homeownership homes created	Number of parcels transferred to COCIC ownership

Goal 3. Create Homes that Franklin Residents Can Afford

C. Encourage production of a wider range of housing types to meet household needs and incomes

21. Adopt and encourage zoning to allow for "missing middle" housing typologies, ADUs and manufactured homes	Economic Development and Planning	Year 3–5	Residential building permits	Number of municipalities that have enacted at least one zoning update reform
23. Support feasibility of modular construction	Economic Development and Planning	Year 3–5	Residential building permits	Number of developers contacted through engagement
24. Explore zoning and land use barriers to Single Room Occupancy (SRO) housing and other housing models serving extremely low-income residents	Economic Development and Planning	Year 3–5	Residential building permits	Exploration completed.