Priority Resilience Hub Implementation Plan

Human Service Chamber of Franklin County and Sustainable Columbus

Table of Contents

SUSTAINABLE COLUMBUS

ANDREW J. GINTHER, MAYOR

Executive Summary

Climate change continues to exacerbate and increase the frequency of severe weather-related events across the globe, including droughts, wildfires, flooding, tornadoes and hurricanes, as well as extreme heat and cold. While not all communities and regions face the same risks, these climate-related events do have greater negative impacts on our underserved communities.

And though regions across the U.S. are impacted differently by these events, cities and communities must explore opportunities to respond to the increasing threats and seek ways to help residents before, after and even as they happen.

Resilience

[re·sil·ience] noun

The capacity to withstand [and] or recover quickly from difficulties.

Following the lead of a handful of our nation's cities, and guided in part by the Urban Sustainability Directors Network (USDN) — the City of Columbus is researching the establishment of resilience hubs to prepare for, recover from, and support residents during climate-related events and disasters. The USDN is a peer-to-peer network of local government professionals from communities across the U.S. and Canada dedicated to creating a healthier environment, economic prosperity and increased social equity.

Resilience hubs are community-serving facilities that both help residents on a daily basis, and in times of climate disasters, emergencies or other disruptions, coordinate communication, serve as shelter and distribute resources.

These hubs, which help to address the multifaceted challenges wrought by climate change, are often existing spaces such as community or recreation centers, schools, libraries, or other trusted locations that are enhanced and adapted to serve this purpose.

However, it is not as simple as picking a location and outfitting it appropriately. As we know from our own city experience and as we have learned from USDN research, resilience hubs must be developed alongside and informed by our own community members. They know their trusted community spaces and what they will need from these hubs in times of crisis.

Along with our partners, we held four focus group sessions with nearly 50 community members and received survey responses from 160 area residents. We wanted to hear first-hand what ideas and suggestions they have for creating resilience hubs for central Ohio. This initial Resilience Hub Report is a result of this work. Based on this outreach and additional research, the report makes recommendations for both hyper-local and citywide resilience hub locations, and a series of next steps to push this initiative forward.

We believe the strength of the report lies in this foundational community engagement and represents a critical first step in establishing a network of resilience hubs to support and empower our community during a climate-related crisis.

Thank you for reviewing this report, and for your consideration.

Erin Beck
Assistant Director
Sustainable Columbus

Michael Corey
Executive Director
Human Service Chamber of Franklin County

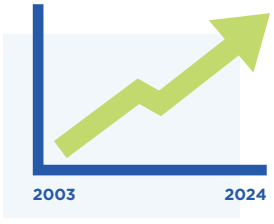
Introduction

The Urban Sustainability Directors Network (USDN) defines resilience hubs as "community-serving facilities augmented to support residents, coordinate communication, distribute resources and reduce carbon pollution while enhancing quality of life." Ideally, these hub locations are trusted physical spaces that can serve the local community on a daily basis, such as a community center, library, church or other similar entity. Resilience hubs are an emerging strategy to improve local climate resilience, supporting and coordinating response for residents during a weather or other community disaster, and then playing a role in community recovery after the emergency.

Increasing Climate Impacts

Climate-related weather disasters and impacts continue to increase across the globe, and the U.S. is not avoiding this increase. According to the National Centers for Environmental Information, in 2003 there were just six large-scale storm events. In 2023 alone, there were 27 such disasters that cost an estimated $88 billion, and in 2024, there were 29 separate billion-dollar weather-related disasters in the country. While those storms have not typically hit Ohio, 2024 was also the worst year in history for tornadoes in the state, with a total of 74, according to the National Weather Service.

The state and Columbus have also witnessed a rapid rise in temperatures, increasing 3° F between 1951 and 2022. Climate models project that average temperatures will rise here another 3° to 5° by the middle of this century. According to ClimateCheck, it is also expected that the number of days in Columbus exceeding 92° is projected to rise from just seven days per year in 1990 to about 43 days annually by 2050.

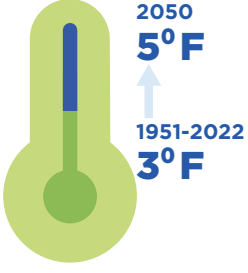


LARGE-SCALE STORM EVENTS

6 in 2003 | **29** in 2024

THE WORST YEAR IN OHIO HISTORY

74
Tornadoes in 2024



RAPID RISE IN TEMPERATURES

3°F 1951-2022 | **5°F** by 2050

These rising temperatures can push energy grids to failure, increase the intensity of storms and droughts, and cause temperature-related emergencies for our residents. Another study from the Ohio Business Roundtable found that without improvements to the electrical grid, the state could face an energy shortage within two years, with increasing blackouts during severe weather.

CENTRAL OHIO PRECIPITATION INCREASE

27%
1953-2023

In addition, central Ohio saw yearly precipitation (including rain, snow and ice) totals rise nearly 27% in the last 70 years, similar to other locations in the state, according to the Great Lakes Integrated Sciences and Assessments. “Heavy” rainfall events (greater than 1˝ in a 24-hour period) have gone up while “non-heavy” rainfall events (less than 1” in a 24-hour period) have decreased in that time. In fact, May 2025 set a historic rainfall record for the month in Columbus, according to the National Weather Service, while floods rank as the third biggest hazard to Columbus residents per the Columbus Public Health department.

It should also be noted that recent disasters, such as the historic flooding in western North Carolina from Hurricane Helene in September 2024, have caused devastation in cities and regions of the country that were historically considered “safe” from flooding, storms or wildfire. Meanwhile, proposed cuts to and layoffs at FEMA threaten how states can prepare and respond to emergencies, and a localized approach to disaster preparedness inherent in resilience hubs can provide an alternative.

The City of Columbus Resilience Hub Report

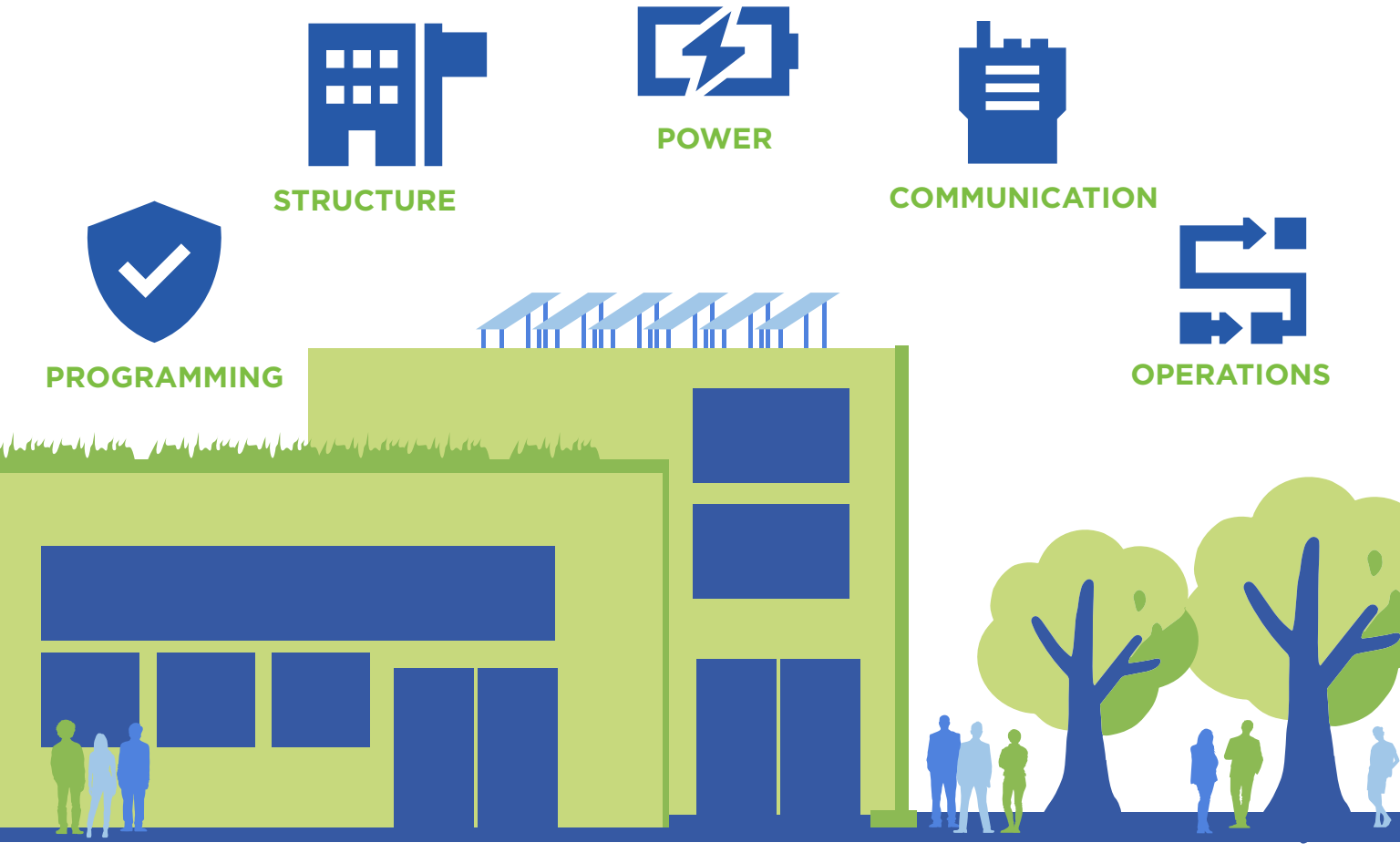
This first Resilience Hub Report is the initial step in establishing a coordinated network of resilience hubs, outlined as Action 4.1 in the December 2021 City of Columbus Climate Action Plan to support a healthy and resilient community. These resilience hubs must be supported and codeveloped with our community members as the unique needs of neighborhoods and residents vary. As such, this report will chiefly outline the results of a series of focus groups and survey responses that will help the city identify potential locations for these hubs. The report will outline initial priority location recommendations, as well as next steps to begin establishing these hubs throughout the city.

Building Resilience Hubs

Resilience hubs are community-serving physical spaces — a building and related infrastructure created to support residents, coordinate communication and services, and provide shelter and resource distribution before, during or after a disaster. These hubs are intended to serve communities year-round not just during emergencies, and should be codeveloped and codesigned with community members to reflect hyper-local needs and desires. In most cases, resilience hub spaces already exist, most often as well-used, trusted community locations such as libraries, community or recreation centers, nonprofit and/or faith-based organizations.

Key Characteristics

- **Physical space:** Existing locations within neighborhoods.
  - Libraries, community and recreation centers, and local churches currently serve as pilot resilience hubs that are being outfitted to enhance resilience in other U.S. cities.
- **Community-serving:** Primary purpose to support the local population.
  - Locations should have outreach, food or other support services aimed chiefly at those nearby.
- **Accessible:** Located within walking distance of residents or near recognized transit lines.
- **Multifunctional:** Provide a variety of services and resources for both daily life and emergency situations.
  - From recreation, learning, food distribution and other community support services, locations should already be recognizable providers in local communities.
- **Communications:** Focal point for disseminating emergency-related information to communities. This may include emergency announcements and alert systems to on-the-ground communications expertise during a crisis.
- **Disaster preparedness and response:** Assist residents before, during and after disruptions.
  - These locations are not pop-up support centers, rather integral parts of a community throughout the year.
- **Shelter and essential services:** Provide safe spaces, food, water and basic medical supplies during disasters.
  - Coordinating with local food providers and nonprofits, for example, on locations and distribution efforts. The city will also reference a recent study on food emergency preparedness from Local Matters in building resilience hubs.
- **Self-sustaining power generation:** Incorporate sources like solar panels, wind turbines or generators, and utilize batteries to store energy to operate during power grid disruptions.
  - As part of the city's Climate Action Plan, the city is also exploring localized solar, battery and natural gas backup power as part of a microgrid strategy to serve vulnerable communities. Resilience hub locations can serve as part of those microgrids and should be incorporated into this strategy.



Columbus has some experience activating locations to serve as warming and cooling centers during extreme temperature events and power emergencies. The warming centers, funded by the city and the Community Shelter Board, have typically been small-scale implementations aimed chiefly at the city's unhoused population. Cooling and warming centers are often existing library and recreation center locations with doors open during regular hours or slightly extended hours at critical times during power loss or heat waves. A small number of organizations have also been funded to support 24/7 access.

However, as noted above, resilience hubs require much greater capabilities and capacities, including 24-hour access for potentially long periods of time. If these capabilities are successfully adopted, hubs can operate at full capacity and truly become a network of support for residents before, during and after a disaster.

Focus Group and Survey Analysis

According to USDN, the successful creation and implementation of resilience hubs rests on design, planning, and operation informed by community input and needs. In case studies highlighting the few resilience hubs developed so far in the U.S., the effectiveness of those hubs is often directly linked to community codevelopment.

That is in large part why the City of Columbus has focused much of its early efforts and this initial report on garnering foundational community input and engagement to better understand the needs of our own local residents in the face of climate-related emergencies.

The City of Columbus partnered with the Human Service Chamber of Franklin County to organize and conduct a series of focus groups, as well as a virtual survey to begin understanding community needs and perceptions regarding the establishment of resilience hubs across the city. Attendees were offered $20 gift cards to Kroger for attendance at these sessions, and drinks and snacks were provided. The sessions and surveys were facilitated by Karen Hewitt, founder and principal consultant of K Hewitt Consulting.

Focus Groups

Locations and Dates

Ground x Grind
Tuesday, March 11, 2025
1106-1108 E. Main St.
Columbus, OH 43205

Ground x Grind
Tuesday, March 25, 2025
1106-1108 E. Main St.
Columbus, OH 43205

Ground x Grind
Tuesday, April 8, 2025
1106-1108 E. Main St.
Columbus, OH 43205

Maroon Arts Group Culture Lab
Tuesday, April 15, 2025
867 Mt. Vernon Ave.
Columbus OH 43203

A 17-question survey was administered online to volunteer respondents virtually and in person at the focus group events to gather demographic and neighborhood information, as well as thoughts and opinions on community spaces, emergency plans, travel and other information related to the development of resilience hubs.

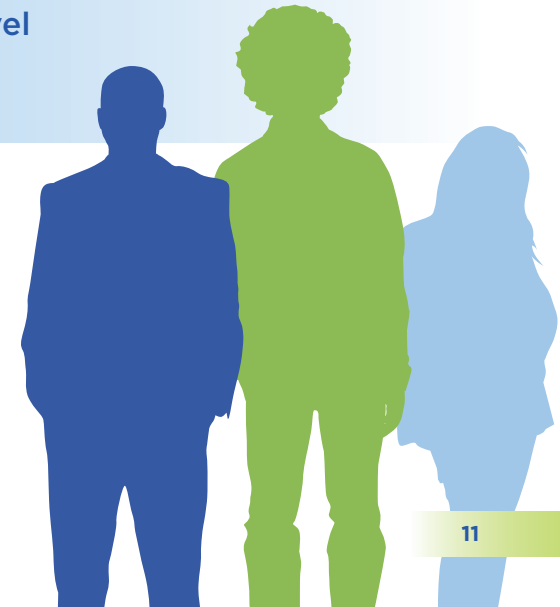
ATTENDANCE:

43 In person

117 Online

TOTAL RESPONDENTS:

160



Respondent Demographics

The majority of respondents identified as Black/African American or white, with smaller representation from Latine and other groups. Respondents were predominantly female, with smaller proportions identifying as male, nonbinary or other. Most respondents were between the ages of 25 and 65 years and, indicating a locally rooted sample, many have lived in Columbus for more than 20 years.

RACE:

34.4	46.3	1.9	17.5
Black/African American	White	Latino	Other

GENDER:

76.2%	13.1%	0.6%	10%
Female	Male	Nonbinary	Other

AGE:

16.8%	21.8%	19.4%	20%	14.4%	7.5%
21 – 30 years	31 – 40 years	41 – 50 years	51 – 60 years	60+ years	Other

Years Lived in Columbus

A majority of survey respondents indicated they have lived in Columbus for more than 20 years or "all my life." 6.3% have lived in Columbus five or fewer years; nearly 7% said they have lived in Columbus between six and 10 years; 11.9% have lived in Columbus between 11 and 20 years.

Other Focus Group and Survey Observations

A majority of the focus group participants and survey respondents live in the North Linden, Clintonville, Hilltop and Salem neighborhoods in Columbus.

Emergency-Related Observations

During an emergency, respondents indicated they would travel by personal car, by walking or by bus (COTA).

A majority of respondents indicated they would first attempt to go to a relative's or friend's house out of town if required by a crisis or emergency.

Upon prompting, respondents said they would go to a community/recreation center, church, library or other larger established location. Many answered that they didn't know where they would go.

Respondents typically learn about weather emergencies through mobile weather apps and local news; a few use social media for this news.

Summary and Survey Impressions

The focus groups and surveys captured opinions and ideas from a range of City of Columbus residents who could be most impacted by climate-related emergencies and could have a hand in planning for the establishment of a resilience hub in their own neighborhoods.

These focus groups and surveys again demonstrate that Columbus communities have built-in organic networks of trusted spaces rooted in familiarity, identity and accessibility that rank above formal city-run services. Additionally, residents will deeply value staying connected to people they know during a crisis and recovery.

The survey and focus groups also reveal that while Columbus residents have strong personal and community ties — friends and relatives, churches, recreation centers, libraries — there is a clear gap in trust toward formal public spaces as emergency facilities such as warming or cooling centers, or current shelter facilities for the houseless population.

> **“Cleanliness, privacy, feeling safe. If it’s just ‘open a gym and hand out blankets,’ it’s not enough.**

Finally, survey and focus group participants revealed that there are several barriers to the promise of using resilience hubs. While a significant majority (120) of respondents travel by car, they also often focused on the need for transportation access, led by public transit or dedicated shuttle services to resilience hubs. Most critically, safety was a major concern with the operation of resilience hubs during a crisis, particularly in regard to bringing children into these environments.

> **“Honestly, I would rather risk it at home than go somewhere unfamiliar with my kids and dog.**

Resilience Hub Location Background

Similar to many close-knit communities across the country, Columbus residents value connection, trust and familiarity in the networks that support them, their families and neighbors. They are naturally drawn to those locations and people they come into contact with, see or visit regularly. The focus group survey responses show that resilience isn't just about opening physical spaces — it's about relationship infrastructure. Residents need to feel personally connected, respected and accommodated by these hubs.

In fact, most resilience hubs nationally have relied on existing, trusted spaces that can potentially be expanded to accommodate the more complex needs required of a complete resilience hub location. As such, these initial location recommendations present a hyper-local approach to resilience hub development, which can each respond to the community depending on the situation.

These locations form the basis for building a network of hubs throughout the city to support the communities where they are located. In addition, USDN and other resilience hub researchers recommend a hub-and-spoke model in creating these networks. In this approach, the main hub has the potential to scale or offer an enhanced capacity across various foundational elements (e.g., communication radio infrastructure, larger storage and distribution capabilities, increased battery or generator power support, greater sheltering capacity) and act as a focal point in the network. Houston, Texas, which during Hurricane Katrina supported some 60,000 New Orleans evacuees at the Houston Astrodome, has since built out a hub-and-spoke model anchored by city-owned, higher capacity locations.

This approach offers potential cascading benefits, including lower procurement requirements, easier contract partnerships, increased access to additional funding opportunities, identified proof of concept for increased buy-in, and enhanced connectivity and collaboration among partners. In this model, all resilience hub locations do still hold the main capabilities to support residents before, during and in recovery following a disruption emergency.

Microgrid and Food Support Alignment

Simultaneous to the development of this resilience hub report, two additional local reports on microgrid power and emergency food support outline plans and location recommendations for these two critical pieces that can also assist in completing a resilience hub. As such, location priorities should be considered and potentially align with microgrid and food sites.

Specifically, there is now a draft City of Columbus Microgrid Prioritization Study in support of the city's Climate Action Plan, which calls for the implementation of five microgrid and storage pilot projects by 2030. Microgrids are self-sufficient energy systems that can serve a specific location or neighborhood without reliance on the main power grid. These can be powered by solar panels, wind turbines, batteries or generators, and operate regularly or on an emergency basis when wide power outages occur.

With a focus on serving vulnerable communities and advancing climate justice, human health, environmental quality and economic prosperity, these microgrids can improve reliability and resilience in areas most affected by outages, reduce emissions and generate local economic benefits. Initial recommendations from this draft report, for example, include Columbus Metropolitan Library and Columbus City School locations, as well as the Reeb Center, Linden Community Center and others.

Additionally, the draft Emergency Planning Food Needs for Columbus Communities report, developed by the Community Advocates Group (CAG) and Local Matters, addresses critical gaps in food emergency preparedness for vulnerable populations in Columbus. Sparked in part by the region's 2022 power outage, the study examines how and whether residents can access food during a crisis, and found that more than a third of respondents could not feed themselves for more than two days and fewer than half could prepare food without electricity.

To address these gaps, survey respondents suggested the establishment of centralized, pre-identified resource locations across Columbus. These locations would not only distribute shelf-stable food and water, but also offer phone charging stations, pet supplies, basic medical items and emergency communication — much of which can also be provided by resilience hubs. While specific locations are not named in the report, survey participants say they prefer trusted, accessible public spaces such as libraries, recreation centers, schools and other facilities already serving these communities.

Given these overlapping assessments, it will be critical to work closely to align microgrid and food support programs with resilience hub development.

Finally, survey responses indicate that the most commonly trusted community spaces in Columbus include Zora's House, local recreation centers, churches and public libraries, particularly those located in North Linden and Clintonville. Respondents also indicate the need for locations that can be reached via public transit. The Columbus Climate Action Plan itself has a target for every resident to be within a 15-minute walk of a resilience hub by 2050, and meant to provide reasonable access to these resources no matter where you live in the city.

As such, the following recommendations combine specific hyper-local recommendations, overlap with emergency food planning and microgrid recommendations, as well as large, high-capacity facilities that could potentially serve as major hubs throughout the city. We have also included existing networks of facilities (such as Columbus Metropolitan Library, YMCA of Central Ohio and others), which due to central management, could more easily scale to serve multiple neighborhoods.

Preliminary Location Recommendations

Based on these focus group and survey responses, as well as additional primary and secondary research, this report recommends initial exploration into the following resilience hub locations.

Columbus Metropolitan Library Facilities

Main Library ●
96 S. Grant Ave.
Columbus, OH 43215

Martin Luther King Branch ●
1467 E. Long St.
Columbus, OH 43203

Hilltop Branch ●
511 S. Hague Ave.
Columbus, OH 43204

Whitehall Branch
4445 E. Broad St.
Columbus, OH 43213

YMCA of Central Ohio Facilities

Hilltop YMCA
2879 Valleyview Dr.
Columbus, OH 43204

Eldon & Elise Ward Family YMCA
130 Woodland Ave.
Columbus, OH 43203

North YMCA ●
1640 Sandalwood Place
Columbus, OH 43229

Columbus Recreation and Parks Facilities

Linden Community Center ● ●
1350 Briarwood Ave.
Columbus, OH 43211

Driving Park Community Center ●
1100 Rhoads Ave.
Columbus, OH 43206

Westgate Community Center
455 S. Westgate Ave.
Columbus, OH 43204

Whetstone Community Center ●
3923 N. High St.
Columbus, OH 43214

● Named by survey participants

● Potential microgrid site

Community Organizations and Churches

Reeb Center ● ●
280 Reeb Ave.
Columbus, OH 43207

Jewish Community Center of Greater Columbus
1125 College Ave.
Columbus, OH 43209

Center of Science and Industry (COSI)
333 W. Broad St.
Columbus, OH 43215

Mount Zion Missionary Baptist Church ●
1535 Dewey Ave.
Columbus, OH 43219

Mt. Vernon Avenue AME Church
1127 Mt. Vernon Ave.
Columbus, OH 43203

New Salem Baptist Church
2956 Cleveland Ave.
Columbus, OH 43224

First Church, United Church of Christ
444 E. Broad St.
Columbus, OH 43215

Church of Christ of the Apostolic Faith
1200 Brentnell Ave.
Columbus, OH 43219

United Methodist Church for All People ●
946 Parsons Ave.
Columbus, OH 43206

High-Capacity Location Recommendations

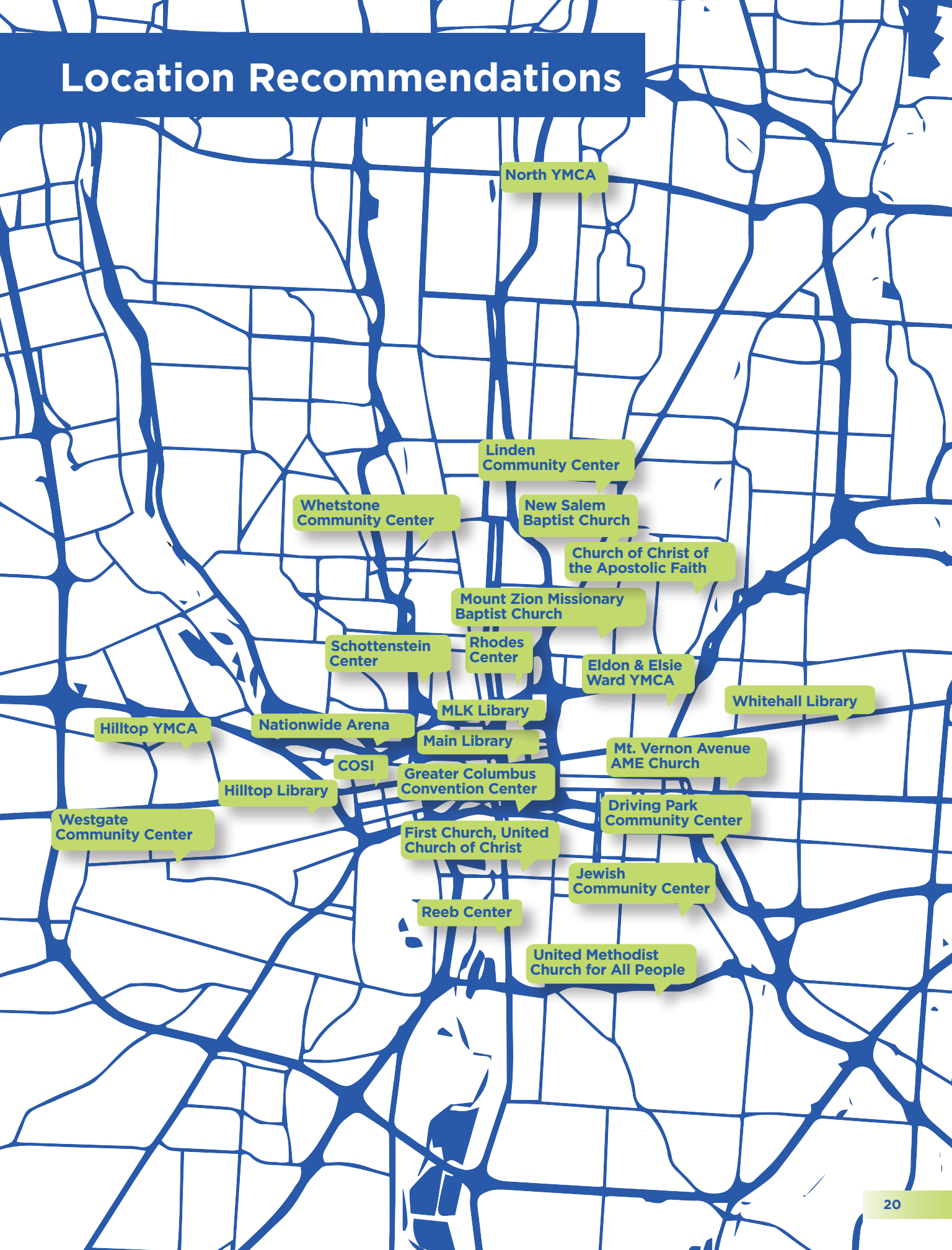
Schottenstein Center
555 Borror Dr.
Columbus, OH 43210

Nationwide Arena
200 W. Nationwide Blvd.
Columbus, OH 43215

Rhodes Center (Fairgrounds)
717 E. 17th Ave.
Columbus, OH 43211

Greater Columbus Convention Center
400 N. High St.
Columbus, OH 43215

Location Recommendations



Resilience Hub Funding Framework

In order to support the development of resilience hubs in Columbus, a multitiered funding and partnership framework is essential.

Currently, **key federal funding sources** such as FEMA's Building Resilient Infrastructure and Communities (BRIC) and Hazard Mitigation Grant Program (HMGP), as well as the EPA's Climate Pollution Reduction Grants (CPRG) are unavailable or frozen. However, partners can work with the Ohio Office of Budget and Management Ohio Grants Partnership, which provides state support for finding/applying for these and other grants if and when they become available.

At a state and local level, Power a Clean Future Ohio and others have offered infrastructure and climate-related funding in the past. Private and philanthropic sources such as the Resilient Community Impact Funds (RCIFs), local foundations and corporate sponsors, as well as the Columbus Partnership regularly provide or play a key role in securing matching funds and innovation capital.

Strategic partnerships and coalition building is also critical to the success of resilience hubs. Local government entities and the Mid-Ohio Regional Planning Commission (MORPC) provide policy alignment and regional coordination. Community-based organizations — for instance, IMPACT Community Action, Habitat for Humanity MidOhio, Homeport and others — offer trusted community relationships and service delivery infrastructure.

Educational institutions such as Columbus State Community College and The Ohio State University can support workforce development, research and community engagement. National networks such as the Resilience Hub Collaborative and the USDN offer technical assistance, peer learning as well as access to national funding models.

This integrated framework ensures resilience hubs can be well-funded and also deeply embedded in the community fabric, capable of serving residents both in daily life and in times of emergency and crisis.

Current funding models in practice emphasize this strategic, diversified approach.

Leverage multiple funding streams:
It is critical to stack funding from diverse sources, including government, private corporations, philanthropic sources, and others to allow for scalability and continuity. For example, the Vicars Community Center Resilience Hub project in Atlanta combined federal clean energy tax credits with private funding, and Denver's Central Park Recreation Center project utilized at least six funding streams from federal, state and local sources.

Utilize public grants and tax incentives:
While federal funding is paused or cut, state financial resources may instead come from grant programs such as climate resilience or emergency management allocations. Colorado, for instance, offers a Climate Resilience Challenge, Microgrids for Community Resilience Program, revolving loan funds and clean energy grants. Additionally, local governments and municipalities can support resilience hubs by applying for public grants on behalf of resilience hub sponsors/organizations, or even by raising additional funds through municipal bonds or local taxes. Denver's Climate Protection Fund, for instance, generates $40 million annually for climate-related projects, including resilience hubs.

Collaborate with partners/build coalitions:
Partnering with nonprofits, philanthropies, local governments, and private business potentially provides capital and can reduce administrative burden for project leaders.

Utilize grant writing assistance programs:
Programs like Colorado's IIJA Grant Writing and Technical Assistance Program offer free support for priority projects. The Ohio Grants Partnership mentioned above helps partners successfully apply for and manage grant programs.

Integrate hub needs with broader resilience plans:
Combining hub needs, including food support and microgrid development, can increase funding availability across multiple community-focused support areas. For example, Vicars Community Center in Atlanta was the first community-owned project in the nation to receive Inflation Reduction Act funding in support of its solar power installation, while it also receives support from the Atlanta Food Bank to provide food for up to 400 families a week.

Next Steps

Establishing resilience hubs is a complex process that requires education, support, funding, buy-in from community members and, public and private sector leaders. Based on these surveys and focus groups, as well as research into other successful approaches and resilience hub case studies in the U.S., we recommend these priority, low-cost and actionable next steps to continue pushing this initiative forward in the City of Columbus.

1

Determine City of Columbus resilience hub lead(s)

In order to drive the resilience hub initiative forward, at least one individual should become the lead on this project with the backing of the mayor and/or city council. Given proper authority, responsibility and support, this leader can become the face of the project, leading discussions and outreach to the community and resilience hub location partners. If possible, partner with a trusted entity or individual outside of city government to colead this effort.

2

Explore resilience hub funding opportunities

In order to support the development of resilience hubs in Columbus, a multitiered funding and partnership framework is essential. This framework integrates federal, state and local public funding, alongside private and community-based resources to ensure long-term sustainability and equitable service delivery.

3

Outreach to resilience hub location partners

According to Columbus participants, a leading barrier to implementing additional warming/cooling centers across the city has been a lack of willing or able partners. In order to build a network of resilience hubs, relationships must be developed early to drive support for and participation in creating this network. Be prepared to deliver cohesive and succinct education about resilience hubs, their ideal requirements, and how those will be supported by the city and others, as well as potential benefits to these location partners.

4

Educate stakeholders about resilience hubs

Build stakeholder support across the community, as well as city, state and federal representatives by providing consistent education and messaging about the importance of resilience hubs in Columbus. Begin with the promotion of this first Resilience Hub Report.

5

Inventory potential resilience hub location needs

While many of the suggested locations outlined in this report have the basics for providing community support and services before an emergency, most fall short of the key characteristics (power generation, food storage, communications technology) that would allow them to serve as true resilience hubs. Taking an inventory of these needs will be critical to determining funding needs and location improvements.

6

Launch resilience hub pilot

There's no time like the present. Partner with a community organization/location to develop and create a single resilience hub that can support one neighborhood or community and serve as a proof of concept for how the City of Columbus can further develop this network.

Conclusion

In a time of climate-related weather disasters, as well as the unpredictable and increasing severity of these events, it is more critical than ever that cities and communities, including Columbus, prepare and find ways to support residents before, during and after a disruption. One such approach to emergency relief and support is through resilience hubs, which are often existing, trusted community spaces, and facilities enhanced to both help residents on a daily basis and in times of climate disasters. These resilience hubs are created together with input and support from our community residents, who best understand their own neighborhoods and their unique needs.

In early 2025, the City of Columbus in partnership with the Human Service Chamber of Franklin County embarked on a series of focus groups and administered a survey to learn what ideas and suggestions residents have for developing resilience hubs across central Ohio. This was an integral first step and the results of this outreach form the basis for this report.

We believe that with the information gathered in the focus groups on trusted community locations and with bold collaboration across the Columbus community on next steps, this report will help make resilience hubs a reality in our city in the years to come.

Appendix

Following is a list of primary and secondary sources used to support the development of the Priority Resilience Hub Implementation Plan.

1. Alliance for a Sustainable Future, a joint effort by The United States Conference of Mayors and The Center for Climate and Energy Solutions. (2025). Building Community Resilience: How Local Leaders are Advancing Resilience Hubs and Bolstering Critical Infrastructure

2. Alliance for a Sustainable Future, a joint effort by The United States Conference of Mayors and The Center for Climate and Energy Solutions. (2025). Resilience Hub Toolkit: For a Climate-Ready North Front Range

3. Urban Sustainability Directors Network (USDN). (2025) Resilience Hubs. **https://www.usdn.org/resilience-hubs.html**

4. Urban Sustainability Directors Network (USDN). (2025). Resilience Hubs: Five Foundational Areas. **https://www.usdn.org/resilience-hubs.html**

5. Urban Sustainability Directors Network (USDN). (2025). Resilience Hubs: Creating a Resilience Hub & Spoke Network. **https://www.usdn.org/resilience-hubs.html**

6. Kristin Baja, Urban Sustainability Directors Network (USDN). (2025). Resilience Hubs: Shifting Power to Communities and Increasing Community Capacity. **https://www.usdn.org/resilience-hubs.html**

7. Human Service Chamber of Franklin County. (2024). City of Columbus Resilience Hubs [Presentation].

8. Ciriaco, Thayanne G.M., Wong, Stephen D. (2022). Review of resilience hubs and associated transportation needs. Transportation Research Interdisciplinary Perspectives, Vol. 16.

9. USDN. (2023). The Resilience Hub Series, Part I: Cambridge Community Center [Video transcript]. YouTube. Retrieved from **https://youtu.be/9NnWf-k3iao?si=8so1bEtArpXEd6BI**

10. USDN. (2024). The Resilience Hub Series: East Bay Resilience Hub Network [Video transcript]. YouTube. Retrieved from **https://youtu.be/XN6q7xYOdjc?si=Jo9E2MlsgdbA73N9**

11. USDN. (2024). The Resilience Hub Series: Faunteroy Community Enrichment Center [Video transcript]. YouTube.

12. GLISA/NOAA (2023). Summary Climatology: Columbus, Ohio.

13. GLISA/NOAA (2023). Climate Risk in Columbus, Ohio [Draft report].