

NORTHEAST OHIO SUSTAINABLE COMMUNITIES REGIONAL POLICY PLAN

SCOPE OF WORK OUTLINE

I. BACKGROUND

The Northeast Ohio Sustainable Communities Consortium, Inc. [the “Consortium”] is an organization of 23 public and private entities convened to develop a regional policy plan for a 12-county region in Northeast Ohio. The Consortium was awarded a \$4.25 million federal grant from the US Department of Housing and Urban Development. The Consortium received a matching program grant of \$0.5 million from the Fund for our Economic Future [the “Fund”], itself a consortium of Northeast Ohio foundations. Consortium members have pledged a further \$2.045 million in In-Kind Match in the form of staff time and operating expense contributions.

The Consortium’s current membership includes each of the region’s four Metropolitan Planning Organizations [MPOs], six of the region’s twelve counties, five of the region’s nine county seats or largest cities, one of the region’s five state colleges or universities, four of the region’s largest Metropolitan Housing Authorities [MHAs], two of the region’s region-wide non governmental agencies [NGOs] and a Council of Governments [COG] representing four counties.

The Consortium has agreed to expand its membership by inviting the participation of the remaining counties, county seats or largest cities, and state colleges and universities; two additional MHAs (Lorain and Youngstown); the Greater Cleveland Regional Transit Authority on behalf of the region’s transit systems; Cleveland Metroparks on behalf of the region’s metropolitan, state and federal park systems; the Summit County Health District on behalf of the region’s health districts and departments; two regional business alliances; the region’s natural gas and investor-owned electric utility; and ten Community Representatives who will both expand the diversity of the Consortium membership and bring to the organization extensive community networks that will enable the Consortium to reach out to and engage communities not customarily well represented in regional planning initiatives. The Consortium expects that they will bring to the work of the Consortium a level of commitment comparable to that already evidenced by the current members.

The Consortium intends that the Northeast Ohio Plan for Sustainable Development [the “NEO-Region Plan”] be a regional policy plan that addresses issues of long-term sustainability of communities and the greater Northeast Ohio region by establishing priorities, policies and tools for land use, housing, transportation, economic development and environmental protection in the NEO-Region. As public, private and nonprofit sector institutions and leaders in Northeast Ohio, the Consortium members recognize that creating such a plan will require that the parties reach across boundaries and use their resources in a collaborative and mutually supportive manner. To that end, the parties have adopted and entered into a “Consortium Membership Agreement” wherein the parties recognize that the success of this Sustainable Planning Program will depend

on the commitment of the Consortium Members to devote their understanding, resources and personal participation to build the collaborative capacity of the NEO-Region and develop a comprehensive strategy for its future.

It is the intention of the Consortium that the NEO-Region Plan be suitable for adoption by the region's four MPOs and one COG, by the other constituent governments at the county, city and township level and by the region's several transit authorities, park districts, utilities, and transportation service providers (airports, seaports, freight and passenger rail, etc.) It is also the Consortium's intention to develop a set of planning tools and resources which together will constitute a "Tool Kit" that will enable constituent communities throughout the NEO-Region to operate more effectively and collaboratively as they seek to address the challenges ahead.

The Consortium intends for the plan to address the long-range future of the NEO-Region and identify trends and patterns which, left unchanged, may impede the region's ability to be economically, demographically and environmentally sustainable. The Consortium intends to develop, analyze and evaluate two or more alternative scenarios beyond the "Do Nothing Alternative," an alternative which assumes that present day trends and conditions continue unchecked.

In order to more fully gauge the economic, demographic and environmental consequences of current patterns of development in the region as well as to test the likely impacts of plausible alternative development patterns on the long-term health and sustainability of the region's communities, the Consortium will take as its long-term time frame, the Year 2050 and the intervening years of 2030 and 2040. By adopting these decennial points of reference, the Consortium will be able to co-ordinate its work with the efforts being undertaken by organizations undertaking comparable work elsewhere in the country. These initiatives include Chicago's *Toward 2040*, Portland's *Metro 2040 Growth Concept* and the Regional Plan Association's national initiative, *America 2050*.

Northeast Ohio is an urbanized region uniquely endowed with four Metropolitan Statistical Areas (MSAs), herein after referred to as "Metros": Metro Akron (Akron, OH MSA); Metro Canton (Canton-Massillon, OH MSA) ; Metro Cleveland (Cleveland-Elyria-Mentor, OH MSA); and the Mahoning Valley Metro (Youngstown-Warren-Boardman, OH-PA MSA). Each Metro has a well-established, professionally-staffed Metropolitan Planning Organization (MPO) which serves as an intergovernmental forum for developing long-range transportation plans and making capital investment decisions regarding the development and maintenance of transportation infrastructure within each of the respective Metros. For the purposes of this program, Metro Canton has been expanded to include Wayne County and the Mahoning Valley Metro has been expanded to include Ashtabula County.

The four MPOs serving the region's four Metros are:

- **Akron Metropolitan Transportation Study [AMATS]**: Summit and Portage Counties and Chippewa Township in Wayne County

- **Eastgate Regional Council of Governments** [Eastgate]: Mahoning and Trumbull Counties in Ohio and Mercer County in Pennsylvania
- **Northeast Ohio Areawide Coordinating Agency** [NOACA]: Cuyahoga, Lake, Lorain, Medina and Geauga Counties
- **Stark County Area Transportation Study** [SCATS]: Stark County

The organization of each MPO is specific to the needs and history of its respective Metro. Eastgate and NOACA are also free-standing councils of government while SCATS is a program of the Stark County Regional Planning Commission, and AMATS is responsible for transportation planning in the Akron metropolitan area. In addition to these four MPOs, the Northeast Ohio Four County Regional Planning and Development Organization [NEFCO] serves Portage, Stark, Summit and Wayne Counties as their council of governments.

The MPOs serve as regional transportation planners within their respective Metros. Over time, individual MPOs have assumed additional, specialized missions in subject areas related to regional planning such as air and water quality planning, environmental planning and regional economic development. In addition, the NEO-Region has a universe of other agencies, boards and authorities that are involved in environmental, transportation, economic development, land use and community planning for the region as a whole and in each of its four Metros. The region is also uniquely endowed with a network of state colleges and universities which have long been involved in urban and environmental planning, economic development, geography/GIS, urban design and transportation planning: Cleveland State University, Kent State University, Stark State College, the University of Akron and Youngstown State University.

Pursuant to their mission as regional transportation planners, the MPOs undertake periodically to update their Long Range Regional Transportation Plans and related documents. These plans have a 20-year time horizon and contain long term project and policy recommendations to be implemented over the life of the plan. These plans do not commit funding to projects, but any project using federal transportation dollars must be consistent with their policy recommendations.

It is the Consortium's intention to utilize the region's existing structure of the four MPOs (as amended to incorporate Ashtabula and Wayne Counties) as the organizational framework for undertaking the development and implementation of the NEO-Region Plan. These organizations are broadly representative of the governmental units within each of their service areas and have, for over 40 years, served as established forums for collaborative inter-governmental decision making.

In addition to the boards and staffs of these five intergovernmental organizations and the other member organizations, the Consortium will engage in the planning process other public, private and non-profit entities that share the Consortium's mission to develop a long-range plan that addresses the sustainability of the region. In order to insure that the planning process is fully representative of a wide diversity of interests in the NEO-Region, the Consortium will reach out

to and engage with communities of interest that are not normally involved in such planning initiatives. The Consortium intends that such engagement takes place at all levels of the planning process—from establishing the final composition of the Consortium Board membership to the establishing of Workstream Committees and the engagement of the public in Metro and Region level public meetings.

The NEO-Region Plan will support land use patterns and decision-making processes that promote accessible regional employment centers and region-wide multimodal travel alternatives, reduced vehicle miles travelled (VMT), improved environmental quality, collaborative regional initiatives, equitable housing access and quality, community-focused economic development, and place-based community design. The plan will identify linkages between land use, transportation and the natural environments in the region and will seek to establish and further policies and practices that strengthen and enhance those linkages. The resulting plan will be a set of documents and tools that can be adopted by the MPOs and other jurisdictions at their discretion to guide their decision making and ensure that land use, transportation and environmental considerations are simultaneously addressed by their processes of land use and environmental planning and economic development.

It is the Consortium's intent that the plan lead to the development and use of reasonable planning and development standards, criteria, and metrics which recognize the relationships between land use, transportation, infrastructure investments, and environmental quality. These standards, criteria and metrics will be available for implementation at the Metro and local levels at the option of their respective decision makers.

II. PURPOSES:

The purposes of the Northeast Ohio Regional Plan are:

1. To promote practices of integrated regional land use, housing, transportation, and capital investment planning that enhance the region's economic competitiveness and resilience and help its citizens gain better access to decent, affordable housing, more and better transportation choices and lower daily transportation costs;
2. To provide long-range policy guidance for the sustainable physical, economic, social, and environmental development of the Northeast Ohio region. Standards included in the regional plan shall be used for planning purposes only and not for permitting or regulatory purposes;
3. To establish goals and policies for sustainable land development, environmental quality, energy management, transportation networks and utility systems that enable and encourage informed, and collaborative region-wide decision making with regard to the region's transportation, utility and natural systems;

4. To serve as a basis for decisions by region's MPOs and COG, counties and cities, MHAs, transit authorities, park districts, health districts and departments, utilities and regional business organizations;
5. To guide the administration of federal, state, regional, and local agency programs and activities in the northeast Ohio region to the extent provided for by law;
6. To identify significant regional resources and facilities, region-wide patterns of land-based investment and disinvestment; infrastructure needs and deficiencies; or other problems, needs, or opportunities of importance to the region;
7. To identify regionally-significant resources and systems in the natural and built environments and to promote the protection and enhancement of those resources;
8. To establish economic development goals and policies that promote regional economic growth and vitality and enable more equitable access to the benefits of enhanced regional prosperity; and
9. To establish goals and policies that address the region-wide challenge of residential and commercial abandonment and the need for affordable, accessible, code-compliant housing throughout the region.

III. MISSION:

Through open dialogue and communication with decision makers and the public, the Northeast Ohio Sustainable Communities Consortium will develop a strategic regional policy plan that encourages land use patterns and promotes economic development strategies that address region-wide economic prosperity and housing equity; supports the development of sustainable, intraregional multimodal travel options; restores and enhances the region's natural systems and significant built environments; and promotes cost-effective investment in the region's infrastructure and public services. The Consortium believes that, by adopting sustainable planning and development principals and encouraging associated communities of practice among local governments and non-profit organizations in Northeast Ohio, the region will improve efficiency across all sectors, lessen the burden of government on the region's firms and households and improve the region's ability to compete in the emerging global economy.

The plan will identify and address subject areas that have the highest potential to affect the region's economy, significant physical assets or the quality of life of its citizens. These subject areas shall include regional economic development policies and strategies; housing quality, affordability, and accessibility; resources of significance in the region's natural and built environments; and region-wide transportation, energy and logistics systems. The plan shall also identify and address significant regional assets and facilities. Additional subject areas which relate to the particular needs and circumstances of the region as a whole or of its four Metros or

which represent major regional problems or opportunities may be included as strategic regional subject areas.

IV. PROCEDURES FOR PLAN DEVELOPMENT:

1. **Startup and Organization:** The Consortium expects development of the NEO-Region Plan will take place over approximately 40 months, commencing in the First Quarter of 2011 with Project Mobilization and concluding with Project Demobilization in the Second Quarter of 2014. The **Startup and Organization Phase** includes Project Mobilization, and two work flow elements that will occur throughout the three-year planning process, Engagement and Participation and Communications.

1.1 Project Mobilization

- 1.1.1 Consortium Steering and Executive Committees; NOACA: The Northeast Ohio Consortium for a Regional Plan for Sustainable was a community coalition established for the purpose of applying for a multi-year planning grant from the federal government under its “Sustainable Communities Regional Planning Grant Program.” Having received a federal grant award, the Consortium has incorporated itself as non-profit corporation for the purpose of managing a three-year program that will develop a NEO-Region Plan and promote its adoption. The Consortium is committed to a policy of inclusiveness and broad community engagement and will make best efforts to expand its membership to include representatives of other governmental entities that share the Consortium’s mission, and representatives of organizations and demographic groups not customarily engaged in such regional planning efforts

The Consortium’s membership constitutes its Board of Directors and shall serve as the program’s Steering Committee [the “SC”]. The Board shall appoint officers, including a Chair, Vice Chair and Secretary. The Executive Director of the NOACA shall serve as Treasurer in recognition of the fact that NOACA serves as the program’s fiscal agent. NOACA’s Chief Financial Officer shall serve as the program’s official “point of contact” with the US Department of Housing and Urban Development [HUD], the federal agency designated to administer the Sustainable Communities Regional Planning Grant Program.

The SC shall meet monthly and otherwise as needed. Over the course of the planning process the SC shall endeavor to convene in generally accessible venues throughout the NEO-Region, thus encouraging members to learn about unfamiliar parts of the region while broadening the engagement of the

region's geographically-dispersed communities in the work of the project. All SC meetings shall be open to the public. Notice of meetings shall be made to the region's print and electronic media and shall be posted on the program's web page. Minutes of meetings and accompanying reports and presentations likewise shall be posted to the program web page.

The SC shall adopt such rules and procedures as it deems necessary for the orderly conduct of its business. In the absence of rules to the contrary, the SC shall use Roberts Rules of Order.

The SC shall appoint the Program Director and shall ratify and, as needed, amend the Work Program and Budget. Members of the SC will be encouraged to engage in the work of the program as it deploys and to assist the program in achieving broad-based public engagement in the planning process. The SC will review and recommend amendments to the draft and final NEO-Region Plan and ratify the latter at the conclusion of the program.

The SC shall appoint an Executive Committee [the "EC"] which shall be responsible for the direct oversight of the work of the PMO. The EC shall consist of the Consortium's four officers; the executive directors of AMATS, Eastgate and SCATS; and the President of The Fund for Our Economic Future. The EC shall meet monthly in a generally accessible location and may meet more frequently as determined by a call of the Chair. The EC shall adopt such rules and procedures as needed to ensure the orderly and transparent conduct of its business.

The NOACA shall serve as the projects "fiscal agent" and shall be responsible for maintaining regular contact with the HUD Office of Sustainable Housing and Communities and the staff assigned to this project. As required by HUD, NOACA shall file all necessary reports on behalf of the SC and shall work closely with the PMO to ensure that federal reporting requirements are met in a timely and accurate manner.

- 1.1.2 Program Management Office and Interagency Coordinating Committee: The Program Director shall appoint personnel and administer the Program Management Office [the "PMO"] on behalf of the SC. The PMO will organize the Workstream Committees and engage consultants and local planning partners as defined by the Work Program and Budget. The Program Director shall convene an Interagency Coordinating Committee consisting of, but not limited to the Director and staff, representatives of the Fund and NOACA, and such consultants and local planning partners as the program may engage. The purpose of the Coordinating Committee will be to ensure that issues are resolved and that the program remains on schedule and within budget. An appropriate number of Committee meetings will be held in person or via teleconference.

- 1.1.3 Office Spaces and “Common Ground” Convening Space: The Program Director and staff will secure office spaces, furnishings, equipment and systems for the project. The program’s office space will include both a central work space and remote locations in each Metroarea made available to the program by the four MPOs. In addition to these offices, the Consortium recognizes the challenge of conducting an engaged public planning process in the 12-county region with dispersed population concentrations. In consideration of that fact, the Program Director and staff will secure a regionally-convenient convening space to serve as the “Common Ground” for the Workstream Committees and region-wide meetings. Akron is the most central location for such a Common Ground space.
- 1.1.4 Planning Partners and Consultants: The Program Director and staff will work with the SC members to identify their capacity and willingness to serve as “Local and Regional Planning Partners” and provide professional services to the program through a contract or series of contracts. The Program Director and staff will define the professional services that can be provided by these Planning Partners and those that will require contracting with a private consultant or teams of consultants. Consultant “scopes of work” will require that they engage with Consortium “staff counterparts” and that, to the greatest extent feasible, they assist in the process of building local professional capacity by sharing their insights, data and expertise with their counterparts during the course of their engagement.
- Local and Regional Planning Partners: HUD has emphasized that the regional planning process must be carried out by the existing entities across the region. To that end, the Consortium will engage Local and Regional Planning Partners to assist the PMO in carrying out the program. The PMO may contract with Consortium members to serve as a Planning Partner and undertake one or more specific program elements on behalf of the PMO. Such contractual engagements shall be for work in excess of that which the Consortium member has agreed to provide as a commitment to meeting the program’s “in-kind” requirement. The Consortium further anticipates that the PMO will identify opportunities to engage one or more Planning Partners to develop pilot, inter-jurisdictional initiatives that promote livable communities by demonstrating the effectiveness of sustainable, multi-modal transportation programs; improving region-wide access to affordable housing and transportation; identifying innovative urban, suburban, exurban and rural/agricultural planning and development strategies; and better focusing and coordinating the investment of limited public, private and non-profit/foundation resources in the promotion of regional sustainability.

Following the selection of a Planning Partner, the PMO shall develop a “Project Management Plan” to guide the Partner in their work and to document the process by which the work is satisfactorily completed. The Project Management Plan for a Planning Partner shall include the following:

- Scope of Work;
 - Project Schedule;
 - Description of deliverables, including the item, due date and number of copies;
 - Staffing plan;
 - Communications plan;
 - Budget;
 - Monthly reporting instruments—progress report, percent complete report, invoice; and
 - Plan for record keeping and data storage
- Consultants: Consultants will be engaged to provide professional services and expertise not otherwise available from members of the Consortium, Work Stream Committees or Planning Partners. The Consortium, acting through its EC, shall select individual consultants or consultant teams through a public, competitive bidding process and shall be responsible for developing selection processes acceptable to the funding agencies.

Following the selection of a consultant or consultant team, the PMO shall develop a “Project Management Plan” to guide the firm or firms in their work and to document the process by which the work is satisfactorily completed. The Project Management Plan shall include the following:

- Scope of Work;
- Project Schedule;
- Description of deliverables, including the item, due date and number of copies;
- Staffing plan;
- Communications plan;
- Budget;
- Monthly reporting instruments—progress report, percent complete report, invoice; and
- Plan for record keeping and data storage

- 1.1.5 Data and GIS Practitioner Working Groups: The Consortium intends that, to the greatest extent possible, the program make full use of best available data, studies and systems to develop the NEO-Region Plan. The PMO will establish Practitioner Working Groups to address the program’s data base and GIS

needs. The Groups will recommend protocols that Consortium members can establish to enhance the quality and availability of the region's planning tools and resources. The Program Director will request that the Consortium identify key staff members who are qualified and available to participate in the Groups and will invite agencies and non-profit organizations outside the Consortium to participate in the work of these Groups.

- 1.1.5.1 *Database Report*: It is the Consortium's intention that the program improve the quality of regional planning data and its availability to Consortium members and other local constituencies. To this end, the Data Base Working Group will inventory regionally-available planning data bases. Sources of such planning data may include the State of Ohio, MPOs, councils of government, cities, townships counties, chambers of commerce, public utilities, universities and non-profit agencies. The Group will evaluate the suitability of this data to the NEO-Region Plan and will recommend areas where the program should consider engaging Planning Partners or consultants to meet its needs. The Group will also recommend steps that the region can take to improve the quality and availability of planning data during and at the conclusion of the planning process.
- 1.1.5.2 *Regional Integrated GIS Report*: It is the Consortium's intention that the Program improve the quality and compatibility of the region's GIS resources and the availability of GIS-generated information to members of the Consortium and other local constituencies. To this end, the GIS Working Group will inventory the GIS systems that exist in the region's MPOs, councils of government, counties, townships, cities, universities and non-profit organizations. The Group will evaluate the availability of these systems and their geographic data bases to assist in the development of the NEO-Region Plan and will recommend areas where the program should consider engaging local partners or consultants to meet its needs. The Group will also recommend steps that the region can take to improve the quality and availability of GIS systems and planning data during and at the conclusion of the planning process.
- 1.1.6 *Regional Best Practices Reports*: It is the Consortium's intention that the program produce professional planning information that can be disseminated to Consortium members and other local constituencies during and at the conclusion of the planning process. The Consortium anticipates that information about "best practices" will become an essential "tool" in the Tool Kit to be assembled at the end of the process. The Program Managers, assisted by Consortium members and their staffs, will develop "Best Practice Case Studies" that describe projects and initiatives taking place within

Northeast Ohio and adjacent communities. These Studies will be posted regularly to the program's web page.

- 1.1.7 Workstream Committee Charters: The Program Director, in cooperation with the EC, will develop a "Charter" for each of the five Workstream Committees the Consortium will appoint to assist it in carrying out its work. These Charters will include a committee work program and schedule of deliverables that the committees will be asked to produce over the course of the planning period. Additionally, the Charter will incorporate language defining the Consortium's expectations regarding committee decorum and the commitment of individual committee members to each other and to the program's mission.
- 1.1.8 Appointment of Workstream Committees: The EC, with the assistance of the Program Director and staff, will identify individuals suitable for and available to serve on the program's five Workstream Committees and will recommend these individuals for appointment by the SC. These committees shall be cross-pollinated with individuals from different disciplines to leaven their points of view and enliven their discussions. Through such discussions, the committees shall consider the social equity impact, economic impact, and environmental impact of their findings and recommendations. The Consortium will appoint five Workstream Committees:
- Strong Economic Base: This Committee will address the region's existing and future economic base(s) and the development of "community focused economic development strategies" which will enhance the region's long-term economic sustainability.
 - Environments: This Committee will address the region's built environments and natural systems and the development of policies that will enhance the region's long-term environmental sustainability.
 - Communities: This Committee will address the sustainability of the region's diverse and varied communities and will reach out to communities within the NEO-Region not normally engaged in regional planning processes. The Committee will recommend policies that will improve regional housing equity, access and quality.
 - Connections: This Committee will address the region's existing multi-modal transportation system and its ability to meet the current and future needs of the region's households and firms. The Committee will recommend policies that will improve the ability of the region to maintain its exiting transportation systems, expand service to currently underserved communities and markets, and otherwise enhance these systems to meet the region's evolving needs.

- **Quality Connected Places:** This Committee will address the region's built environment and the widely shared concern that the region sustain its existing communities and landscapes while simultaneously meeting the projected needs of currently-underserved markets and demographic groups. The Committee will focus on the development of policies and practices that will improve the quality of "place-based design" and energy management throughout the NEO-Region and encourage better integration of its public and private capital investment strategies.

1.2 **Engagement and Participaton:** The planning process will engage a broad range of stakeholders who have expressed an interest in participating in the development of the plan. These parties of interest will be engaged at various levels throughout the planning process. Engagement and Participation activities will take place through out the life of the program. The sequence of these activities is initially described in the *Outline Schedule*. The PMO, in conjunction with the EC and SC, will develop an *Engagement and Participation Plan* defining the program's approach and schedule.

Participation by local government officials: Local government participation in the plan will be critical to ensuring that recommended policies align with their missions, mandates, legal authorities and requirements, and are ultimately adoptable at the local level. Local government involvement in the plan will take place at several levels:

- Local governments shall be involved as fully as possible in preparing the plan, including participation on Workstream Committees and in the development of the plan's Strategic Regional Issues, Trends and Conditions Statements, Goal Statements and Policy Statements.
- MPO-based Metroarea Workshops targeting local government will provide the opportunity for local officials to participate in offering input and setting priorities. These will include focus groups and subgroups convened as needed to address specific subjects and interest areas, such as the unique challenges faced by urban core communities, inner ring suburbs, exurbs, and rural/agricultural communities; the preservation of historic resources and natural areas; energy management; and the management of storm water.
- The draft plan shall be circulated to all local governments in the 12-county region, and local public officials shall be afforded a reasonable opportunity to comment on the Draft Regional Plan.
- Local governments shall also receive notice of all workshops and meetings scheduled within their respective sub regions and will be provided access to the public comments made on the Draft Regional Plan.

- In addition, local public officials will have the opportunity to receive regular updates on the planning process through their membership and participation in their MPO, council of governments, mayors and managers association, and similar multi-jurisdictional organizations. The PMO will give regular updates to the region's four MPOs at their monthly Board, Transportation Advisory Committee [TAC] and Community Involvement Committee [CIC] meetings.

Participation by other governmental agencies: To enhance areawide coordination and related cooperative activities of federal, state, and regional governments, the PMO will provide copies of the working papers and draft plan for review and comment to the region's Congressional and State legislative delegations, the federal agencies that fund this program, other federal and state agencies, and the region's port authorities, airports, metroparks, health departments, and regional water/sewer districts.

Participation by private and non-profit sector representatives: The PMO will seek and encourage the participation of the region's private and non-profit sectors in preparing the plan. Representatives of these sectors shall be involved as fully as possible in the activities of the Workstream Committees.

Participation by the region's citizens: It is the Consortium's intent that the region's citizens of the region be given multiple opportunities to participate in the preparation of the regional plan. To this end the Consortium will develop and adopt an *Engagement and Participation Plan* describing the process it intends to follow to encourage broad-based participation at the Metroareas and NEO-Region levels. The planning process will be designed to afford the public multiple and convenient opportunities to become engaged.

The project's public meetings will be conveniently located to facilitate citizen participation, especially that of underserved populations. The PMO will consider geographic and population distribution and make best efforts to facilitate the access of the public to these meetings. These public meetings shall be prominently advertised in each Metroarea and throughout the region. Newspaper advertisements shall not be placed in that portion of the newspaper where legal notices and classified advertisements appear. The PMO will determine other opportunities and venues for public involvement, including making full use of interactive web-based tools and platforms.

1.2.1 *Engagement and Participation Plan:* The PMO, assisted by Consortium Members shall develop an *Engagement and Participation Plan* that defines the program's various engagement initiatives. In addition to identifying the engagement techniques that Consortium member customarily utilize to advise and guide their public planning processes, the *Engagement and Participation Plan* will describe a range of initiatives

designed to engage the communities within the NEO-Region that are generally uninvolved in the region's public planning initiatives.

- 1.2.2 MPO Board, TAC and CIC Meetings: The PMO will brief the membership of each MPOs Board, TAC and CIC to inform them of progress in developing the NEO-Region Plan and solicit their help in encouraging the engagement of their respective constituencies in the program's public engagement and participation initiatives.
- 1.2.3 Workstream Committee Meetings: The Workstream Committees will meet monthly, supplemented by subcommittee work as needed. Periodically throughout the planning process, all Workstream Committees will be convened as a congress to integrate their efforts.
- 1.2.4 Workstream Committee Reports: The Workstream Committees will report on their findings at scheduled intervals during the course of plan development. These reports will be in narrative and graphic form and will be posted to the program web page for the purpose of soliciting, collecting and analyzing public opinion. Committee members, assisted by the PMO, will present their findings to the Metroarea MPO Workshops (1.2.5), the Metroarea Public Meetings (1.2.6) and the NEO-Region Public Summits (1.2.7). The Committees will issue the following reports:
 - 1.2.4.1 Existing Conditions Report: Each Workstream Committee will issue a report on Existing Conditions found in its subject area. Reports will describe conditions found in each of the four Metroareas and in the NEO-Region as a whole.
 - 1.2.4.2 Regional Trends and Issues Report: Each Workstream Committee will issue a report on Trends and Issues found in its subject area. Reports will address the implication of these trends and range of issues on each of the four Metro areas and identify issues pertaining to the individual Metros and to the NEO-Region as a whole.
 - 1.2.4.3 Framing the Vision Report: Each Workstream Committee will participate in the process of "Framing the Vision" for the NEO-Region and its component Metro areas by issuing a report that identifies the contributions that their topic area makes to the Vision of the region as a whole and addresses the interactions between that topic area and those of the other Workstreams. Workstream Committee members will be asked to participate in the formation of the Vision by actively participating in Metroarea and NEO-Region visioning meetings.

1.2.4.4 Strategic Regional Issues, Goals and Policies Report: Following the round of Metroarea and NEO-Region visioning meetings, each Workstream Committee will assess the resulting vision statements through the lens of its respective topic area. The Committees will identify the Strategic Regional Issues, Goals and Policies that follow from the vision statements.

1.2.4.5 Framing the Plan: Each Workstream Committee will participate in the process of “Framing the Plan” for the NEO-Region and the four constituent Metroareas by actively participating in drafting the Plan that will accomplish the project’s mission, achieve the region’s vision for sustainability and address the strategic regional issues. Each committee will actively participate in the Metroarea and NEO-Region meetings devoted to refining, amending and adopting the plan.

1.2.5 Metroarea MPO Workshops The region’s MPOs will each host a series of five Metroarea Workshops targeting local government officials. These Workshops will provide the opportunity for local officials to participate in offering input and setting priorities at the beginning of each of the four stages of plan development:

- Conditions and Trends Analyses;
- Visioning;
- Strategic Regional Issues, Goals, and Policies; and
- Draft Plan and Tool Kit

1.2.6 Metroarea Public Meetings: The program will host a series of three Metroarea Public Meetings during each of three stages of plan development: Visioning; identification of Goals, Issues and Policies; preparation of the Draft Plan and Tool Kit. The Consortium expects that these meetings will further the development of a broad constituency for the NEO-Region Plan. The Consortium and its PMO will reach out to local elected officials, community leaders and historically underrepresented groups, as well as the general public, and encourage their participation in these meetings.

These meetings will enable the Consortium and its PMO to describe the regional planning program and to receive input from each Metroarea community regarding the content, structure, or application of the plan; learn about long-range planning issues that are of concern to the citizens of each Metro, solicit comments regarding the process of plan formulation and adoption, and encourage participants to engage in developing and implementing the plan.

- 1.2.7 NEO-Region 2050 Public Summits: Participants in the Metroarea Public Meetings and other members of the public will be invited to participate in a series of three region-wide “public summits” to be convened in Akron, OH during the three stages of plan development. These summits will occur approximately one month after the coresponding round of Metroarea Public Meetings. Participants will be invited to share the concerns and aspirations for their Metroarea and for the NEO-Region as a whole. The Consortium and its PMO will describe the content of the workstream reports, invite public participation in developing the overall plan and solicit public comment
- 1.2.8 MPO Annual Summits: Each year the region’s MPOs convene summits that bring together the elected officials and planning and engineering professionals to discuss issues of common concern. Many of the participants in this event are likely to be interested in the program’s activities. The Consortium and its PMO will participate in these summits and encourage attendees to engage in the development of the NEO-Region Plan. The Outline Schedule reflects two such summits: NOACA’s in June and AMATS’s in October.
- 1.2.9 Sustainable Cleveland 2019: Each September during the three-year planning process, the City of Cleveland hosts a citizen-based visioning process focused on making the City of Cleveland a leading example of sustainable planning and development practice. Many of the participants in this event are likely to be interested in the program’s activities. The Consortium and its PMO will participate in these summits and encourage attendees to engage in the development of the NEO-Region Plan.
- 1.2.10 NEO Leadership Programs’ Annual “Region Day: Professionally-staffed community leadership programs exist in 11 of the NEO-Region’s 12 counties. The PMO and its Planning Partners and consultants will reach out to the directors and boards of these programs and encourage their participation. The program will engage with the annual “Region Day” program convened jointly by the region’s leadership programs and will encourage current classmembers and alumni to engage in the planning process through the Workstream Committees, Metroarea public meetings and NEO-Region public summits, and the program’s web site.
- 1.2.11 University/College Clases and Studios: The NEO-Region has five state colleges and universities: Cleveland State University, Kent State University, Stark State College, the University of Akron, and Youngstown State University. Each institution has one or more well-established academic programs in professional fields related to the issues of sustainability that the program seeks to address. The PMO and its Planning Partners will engage with the faculty and administrations of these

universities to encourage their active engagement through scheduled classes and studios during the planning process.

- 1.2.12 NEO-Region K-12 Students: The Consortium recognizes that, to be implemented successfully, the NEO-Region 2050 Plan must actively engage those in the community whose careers will unfold during the plan's implementation. Recognizing that the college students who will graduate during the development of the NEO-Region Plan (classes of 2011-2014) will be nearing retirement age at mid-century, the Consortium seeks to reach out to the Region's youngest citizens and encourage them to participate in the formulation and implementation of the Plan.

The Consortium will pilot the development of a contemporary, web-based equivalent of Charles H. Wacker's *Manual of the Plan of Chicago: Municipal Economy*, written in 1911. For several decades the *Manual* was used to teach the city's eighth grade students about the *Plan of Chicago* (1909). Such consistent engagement with the youngest Chicagoans is often cited as an explanation for the city's remarkable success in implementing its plan in the ten decades that have followed its formal adoption.

- 1.3 Message and Communications: The Executive Committee shall appoint a Message and Communications Working Group, under the direction of the PMO and supplemented with consulting assistance, to develop and implement a communications strategy for the project. The Group will develop the project's central themes and will engage the Workstream Committees and others involved with the project to refine and develop these themes during the course of the planning process. The Group will work with the PMO staff and the Planning Partners to develop associated materials. Finally, the Group will develop or cause to be developed a website and related social media platforms to share public information and engage public discourse about the plan, and to encourage local public officials and community leaders, worksteam committee members, and others to fully engage with the project.

- 1.3.1 Communications Plan: The PMO will produce a working paper that summarizes the methods by which the public, the public sector and other stakeholders will be engaged in the overall planning process, including messaging and communications work. The *Communication Plan* will be revisited and, as necessary, revised periodically through the planning period to ensure the timeliness and relevance of the programs message.

- 1.3.2 Messaging: Messaging the project will take many forms and will occur continuously throughout the three-year planning process. The Consortium and its PMO will give particular attention to messaging during the periods immediately before and after public engagement events. The Consortium

expects to message the program through the region's broadcast, print and social media, paying particular attention to the opportunities afforded the region by the presence of two public television networks and three university-based public radio stations. In order to make use of more informal "word of mouth" communications channels, the PMO and its Planning Partners and consultants will identify and reach out to "community leaders" in each Metroarea. The Program will define "leaders" broadly to include sectors of the region's diverse communities not customarily encouraged to participate in community planning initiatives.

In addition to these communication channels, the Consortium will endeavor to engage with existing organizations and programs to encourage their members and participants to engage with the program. The Consortium anticipates that the members of the Consortium and PMO will be invited to speak to professional, civic and service organizations during the course of the planning process. The PMO will also reach out to broad regional constituencies—both within and beyond the boundaries of the Neo-Region—by engaging with the region's public libraries and by employing interactive social media platforms to encourage the engagement of the region's diaspora.

1.3.3 Web-Enabled Engagement: The Consortium recognizes the power of the web to connect with the region's citizens as well as with the widely-scattered—but ever-loyal diaspora. The PMO, its Planning Partners and consultants will seek out means by which to encourage broad, interactive web-based interaction with the planning process. The PMO will explore engagement with existing regional media and web-enabled platforms, such as *Civic Commons*, *Cool Cleveland* and *NEOTropolis* to leverage regionally-available talent and communications channels to the greatest degree feasible. Of specific concern will be:

- Public Libraries: The role of the region's public libraries in overcoming the "digital divide" and increasing the opportunities for the region's citizens to participate in the planning process; and
- The NEO Diaspora: The web offers the project opportunities to connect with those who have left Northeast Ohio but remain committed to the well being of their home towns. The PMO, its Planning Partners and consultants will explore efforts being undertaken by a diverse group of actors in Cleveland (*Global Cleveland*), Youngstown (*Greater Youngstown 2.0*), Detroit (*Model D*), Pittsburgh (*Burg Diaspora*) and similar Great Lakes cities to digitally reconnect with their diaspora. Based on the results of this exploration, the PMO will incorporate outreach to the diaspora as a

specific thread in its web-based engagement initiatives.

2. Data Collection and Analysis. This phase will include the following activities:
 - 2.1 Existing Plans: In developing the strategic regional policy plan, the Consortium and its Project Management team will consider existing state, federal, regional, sub-regional and local plans.
 - 2.2 Data Compilation—Broad Data: In order to inform the plan and focus its data-generating activities, the Consortium and its PMO will collect “broad data” about the region. The participants will use, to the extent applicable, data, assumptions, forecasts, projections, studies, and analyses prepared by existing, professionally accepted sources, such as the United States Census, the US Bureau of Economic Analysis, the Ohio State Data Center and affiliate agencies, the State University System of Ohio, city and county planning commissions, MPOs and COGs. The PMO will solicit the membership of its Data and GIS Working Groups and Workstream Committees to identify and secure existing data and studies that can provide the committees with “broad data” with which to undertake their work.

The participants will collect and evaluate available data and studies addressing long term (2030, 2040 and 2050) national economic and demographic trends which will impact the region and will solicit information from other regions regarding their responses to these trends. The plan will also be coordinated with the Ohio Department of Transportation, Ohio EPA, Ohio Department of Development, and the Ohio Department of Natural Resources in order to encourage consistency and interjurisdictional compatibility in NEO-Region information and data collection efforts and to provide a usable and accessible data base to the region’s governments, NGOs, and community organizations. Studies, reports, analyses and data upon which the plan is based shall be referenced and cited in the proposed plan shall be made accessible to the public.

The PMO shall collect and assemble baseline data on:

- (a) Existing and projected socioeconomic conditions;
- (b) Existing and projected future land uses as defined by adopted local zoning maps and codes;
- (c) Existing and projected future transportation facilities and services, including roads and bridges, public transit, ports, airports, freight and passenger rail and non-motorized transportation modes;

- (d) Existing and projected future potable water, sanitary sewer, stormwater management, solid waste, electric, and natural gas facilities and services;
- (e) Existing and projected future park and recreation facilities and services provided by federal, state, county, township and city governments and by the region's metropolitan park commissions;
- (f) Existing housing quantity, quality, access and affordability;
- (g) Existing patterns of urbanization and dis-urbanization — i.e. population loss and physical abandonment — in the region's communities.
- (h) Existing economic development processes and policies at the federal, state, metro area, county and city levels;
- (i) Land use planning processes and policies, at the county and local levels, including place-based community planning and design;
- (j) Transportation planning processes at the state, regional and metro area levels, including the development and implementation of mobility management plans;
- (k) Transportation planning processes employed by entities not directly subject to MPO planning protocols, such as port authorities, airports and freight and passenger rail systems;
- (l) Facility planning processes employed by public and private utilities for the provision of potable water, sanitary sewer, stormwater management, solid waste, electricity, natural gas and fiber optics;
- (m) Facility planning processes employed by the National Parks System, the Ohio Department of Natural Resources, the region's Metropolitan Parks Commissions, counties, townships and cities for the provision of recreation facilities and services;
- (n) Other public policies impacting the future development of the region, including those related to tax structures and telecommunications;
- (o) Neo-Region and Metroarea fiber optic systems, plans and management structures;

- (p) Neo-Region and Metroarea energy systems, plans and management structures;
- (q) Existing policy briefs and case studies on the impact of alternative land development patterns, transportation policies and development finance practices (both public and private) on the public costs (both capital and operating) of providing infrastructure, public transportation, and community services.
- (r) Existing provisions of the Ohio Revised Code that limit the ability of local governments, counties, and regional councils of government to respond effectively to the long-term land use, demographic and fiscal trends and challenges.

Data shall be represented in numeric, graphic, narrative and/or case study formats, and shall include composite existing land use maps, composite future land use maps and composite existing zoning maps.

- 2.3 Analysis of Baseline Data: The PMO will share this broad baseline data with the Workstream Committees. The Groups, working in concert with the PMO and by its Planning Partners and consultants, shall examine the general trends and conditions of land use decisions and transportation facility planning and construction and shall develop additional “rules of thumb” for understanding and communicating the broad implications of current trends, including the potential fiscal implications of these trends to local, county and regional government entities.
- 2.4 Existing Conditions Report: The PMO, assisted by the Workstream Committees, will issue an *Existing Conditions Report* describing the results of their investigations. The report will address conditions found in each of the region’s four Metros as well as the region as a whole and will serve as the basis for identification of Strategic Regional Issues, Goals and Policies in the next phase of work. The report will be available on line and in print on an “as requested” basis.
- 2.5 Identify and Define Regional Trends and Issues: The PMO, its Planning Partners and consultants will work with the Workstream Committees to explore the relationships between land use planning and decision making, transportation planning and decision making, and environmental planning and decision making at the metro and regional levels. Each Group will focus on the trends and relationships of relevance to its topic area (Strong Economic Base, Environments, Communities, Connections and Quality Connected Places) and collaborate with the other Groups to explore the interrelationships (both beneficial and harmful) of these trends between the topic areas. Based on these discussions, the PMO and the Workstream Committees will define critical linkages between those broad

regional issues and identify and collect additional “focused data” needed to gain critical insights into the nature of specific issues and trends. As part of this work element the PMO will invite subject matter experts from within and outside the region to provide the Consortium with additional background, analyses, and insights on pertinent planning and development issues impacting the region.

- 2.6 Regional Trends and Issues Report: The Workstream Committees, assisted by the PMO, will prepare a *Regional Trends and Issues Report* describing the results of their investigations. The report will identify important trends and critical issues found in each of the Metros as well as the Neo-Region as a whole and will serve as the basis for commencing the Visioning phase of the project. The report will be available on line and in print on an “as requested” basis.
 - 2.7 Annual Report, Year One: The PMO will produce a yearend report including a summary and evaluation of data collected during the year, supplemented by interviews of Consortium members and other civic actors and will describe the activities of the planning process in light of the goals of the federal and foundation grants. This report shall be posted on the program’s web page.
3. Visioning, Strategic Regional Issues, Goals and Policies. This phase involves facilitating input and priority-setting among stakeholders from the public, local government, and the private/nonprofit sectors to arrive at a “civic vision” for the region. This phase will identify strategic regional issues, and define associated regional goals and policies.

The intent of this phase is to identify the likely long-term future of the region based on the extrapolation of existing trend lines and to identify one or more “alternative regional scenarios” which may better address the region’s need to define a sustainable economic, demographic and environmental future. This phase will attempt to define the region’s preferred future and will identify policies which can be implemented Consortium members, as well as by individual stakeholders, to support the region’s efforts to realize that vision.

- 3.1 Preparing to Envision the Region: Based on their investigations, each Workstream Committee will be asked to frame alternative regional visions from the perspective of their task areas. Their work will be informed by the PMO, by input sessions with relevant stakeholders and subject matter experts, and by their work of the other Groups.

The Committees will present their findings to Workshops and Public Meetings convened in each Metroareas and to the first NEO-Region Public Summit in Akron OH. Their findings will also be posted to the web to enable those unavailable to attend public meetings to participate in the regional visioning process.

The visioning process will be built on the extensive data gathering and analysis conducted to that point. As part of the regional visioning process, participants will be asked to review a wide range of data to develop a sense of where the region is headed in the coming decades assuming that there are no significant changes in the existing trend lines. The material furnished the participants will include existing reports, census figures, population projections and socioeconomic data, and composite existing land use and zoning maps incorporating the adopted plans and maps maintained by all of the jurisdictions in the region.

The participants will also be furnished with a composite future land use map which projects land use patterns based on the extrapolation of current regional demographic, economic, and physical development trends for all jurisdictions. This research shall be presented to the participants in the form of a “Probable Future” scenario to illustrate the likely future physical form of the region and identify the economic, fiscal, social, energy and demographic issues that the region is likely to confront if current trends continue. Trends will be evaluated for a 2030 Plan Year. Two longer plan periods — 2040 and 2050 — will be evaluated with the understanding that the degree of certainty in any trend analysis diminishes as the duration of the plan period expands.

Having established the region’s “Probable Future,” the participants will consider one or more “Alternative Future” scenarios for the region over the three plan periods. These Futures will be based on a range of input factors including, but not limited to, those reflecting alternative energy cost assumptions, land use and housing policies, environmental quality, transportation investments, regional economic development strategies, and demographic assumptions at the local, regional, state and national levels. These Alternative Futures will be developed iteratively utilizing GIS-based analytic and graphic techniques.

- 3.2 Vision for a Sustainable Region: The Project Management Team will produce a working paper that summarizes the region’s “Probable Future” scenario for the year 2030 and identifying the implications of this “future” over the longer time frames of 2040 and 2050. The PMO will then describe for these three time periods the “Alternative Futures” that were identified through the scenario planning process. The paper will discuss whether and how current trends should change to support sustainable physical, socio-economic and environmental vitality. The working paper will include text, graphics and tables.
- 3.3 Strategic Issues Identification: From the universe of economic, land use, environmental, housing and transportation issues, the PMO, in collaboration with the Workstream Committees, Planning Partners and consultants, will identify the strategic issues that, from a regional perspective, have the potential to affect the region’s economy, significant physical characteristics or the quality of life of its people and communities. The Consortium believes that the refined, “Strategic Regional Issues” thus identified will be those critical challenges or fundamental

policy concerns that the region must address in the years to come if it is to have a sustainable economic, demographic and environmental future.

3.4 Trends and Conditions Statements: The PMO, in collaboration with the Workstream Committees, Planning Partners and consultants, will develop a “Trends and Conditions Statement” for each Strategic Regional Issue. These statements will include:

- the analyses of trends, projections and other factors that describe current conditions; and
- the identification of significant regional resources, facilities and systems which can be brought to bear to address these issues.

Each Statement will be based on expected regional growth patterns and will analyze the problems, needs and opportunities associated with growth and development in the region.

3.5 Statement of Metroarea and NEO-Region Goals: The PMO, in collaboration with the Workstream Committees, Planning Partners and consultants, will evaluate the information developed in the Trends and Conditions Statements and develop one or more Goal Statements for each Strategic Regional Issue. These Goal Statements will address trends and conditions found in the region as a whole and, to the degree feasible, found in each of the region’s four Metroareas. These Statements will identify long-term objectives for policies, programs and procedures that will be studied in subsequent phase of the work. Goals shall be developed from and clearly related to the problems, needs and opportunities identified in the Trends and Conditions Statements.

3.6 Regional Policy Statements: The PMO, in collaboration with the Workstream Committees, Planning Partners and consultants, will develop a set of “Regional Policy Statements” that identify activities, incentives, programs and procedures that have region-wide application and will describe how implementing these policies will encourage collaboration and further efforts to coordinate local and Metroareas initiatives to address issues of region-wide significance.

3.7 Regional Metrics: The PMO, in collaboration with the Workstream Committees, Planning Partners and consultants, will identify and define a set of “regional metrics” which can be adopted by the Consortium members and other interested parties to monitor and manage the region’s progress toward meeting the Metroareas and NEO-Region goals identified in Task 3.5. These metrics will be refined during the course of plan development and will be incorporated in the draft and final *Sustainable Region Plan*.

3.8 Regional Issues, Goals and Policies: The PMO will produce a working paper that summarizes the strategic regional issues, trends and conditions, and the regional

goals and policies that will advance the program's mission and purposes. The working paper will include text, graphics and tables and will be posted to the web site for public comment.

- 3.9 Annual Report, Year Two: The PMO will produce a yearend report including a summary and evaluation of data collected during the year, supplemented by interviews of Consortium members and other civic actors and will describe the activities of the planning process in light of the goals of the federal and foundation grants. This report shall be posted on the program's web page.

4. Integration and Implementation: This phase forms the third year of the plan, and involves the formulation of the draft and final NEO-Region plan, outreach to public officials, regional stakeholders and the public, and negotiating with these interested parties to implement the plan's recommendations.
 - 4.1 Develop the Draft Sustainable Region Plan. The PMO, in collaboration with the Workstream Committees, Planning Partners and consultants, will assemble the products which result from the tasks and working papers outlined above into a draft strategic plan for regional sustainability which can be circulated for review and comment by the public, non-profit organizations, local governments, and federal, state and other regional agencies or organizations. The plan will emphasize consensus, collaboration and coordination between local governments; MPOs and COGs; public utilities; state and federal agencies; community development organizations, foundations and other NGOs; and the public.
 - 4.2 Assemble the "Tool Box Manual": The PMO, in collaboration with the Workstream Committees, Planning Partners and consultants, will assemble a *Tool Box Manual* describing Regional Best Practices (Task 1.1.6), model codes and procedures and other professional planning processes identified during the planning process as being of value to the region and its constituent communities.
 - 4.3 Outreach: An extensive outreach program will give local governments, public agencies, private/nonprofits, and other stakeholders opportunities to respond to the draft *Sustainable Region Plan* and *Tool Box Manual* and to identify ways in which implementation can occur in future years. The details of this outreach program will be determined by the PMO in collaboration with Consortium members and the Workstream Committees and will reflect the evaluations and input received during Year Two.
 - 4.4 Final Sustainable Region Plan: The Plan will be finalized in light of input received during the outreach process. Plan adoption will consist of endorsement by the Consortium Steering Committee.
 - 4.5 Prepare On-Line "Wacker Manual": Based upon the experience gained from the pilot project described in Task 1.3.1.6 (Outreach to NEO-Region K-12

Students), the PMO will develop on-line materials that continue to engage the region's primary and secondary school students in envisioning the region's future and participating in realizing their vision.

- 4.6 Annual Report, Year Three: The PMO will produce a yearend report including a summary and evaluation of data collected during the year, supplemented by interviews of Consortium members and other civic actors and will describe the activities of the planning process in light of the goals of the federal and foundation grants. This report shall be posted on the Project's web page.
5. Next Steps. Preliminary organizing will begin even before plan adoption to ensure continuity of the implementation into future years. These steps initially include:
 - 5.1 Organizing and Negotiating: The Consortium will determine the long-range future of its organization. Based upon its determination, it will negotiate necessary agreements to support and maintain the Regional Sustainability Initiative at a level and in a form it deems appropriate.
 - 5.2 Closeout Reports and Filing: The PMO and NOACA will prepare necessary grant closeout reports and make required filings.
 - 5.3 Outplacement: As the Consortium may determine, provision for the orderly outplacement of program staff at the end of the grant period will be made.
 - 5.4 Office Demobilization: As the Consortium may determine, provision for the orderly demobilization of program offices at the end of the grant period will be made.

V. CONTENT AND FORMAT:

The *Sustainable Region Plan* shall contain the following components:

1. Executive Summary. The plan shall contain an Executive Summary that briefly describes the plan's vision statement, strategic regional subject areas and selected goals and policies of specific concern to the Northeast Ohio region. In addition, important elements of the trends and conditions statements may be summarized along with other vital plan components.
2. Vision Statement. The plan shall contain a statement which describes the intended future physical appearance and the qualities of the NEO-Region and its for Metroareas, developed through a collaborative planning process with meaningful public participation.
3. Strategic Regional Subject Areas. The plan shall identify and address subject areas that from a regional perspective have potential to affect the region's economy, significant

physical characteristics or the quality of life within the region. These subject areas shall include, but not be limited to, affordable housing, economic development, natural resources of regional significance, and regional transportation. The plan shall identify and address significant regional resources and facilities. Additional subject areas which relate to the particular needs and circumstances of the region or which represent major regional problems or opportunities may be included as strategic regional subject areas. In identifying Strategic Regional Subject Areas, the plan shall consider existing requirements in other planning or regulatory programs of state, federal, or regional agencies within the region.

The plan shall address the following Strategic Regional Subject Areas:

- 3.1 **Strong Economic Base** (Community-Focused Economic Development Strategies);
 - 3.2 **Environments** (Built environment and natural systems integration);
 - 3.3 **Communities** (Equitable housing access, quality and affordability);
 - 3.4 **Connections** (Regional mobility and transit options);
 - 3.5 **Quality Connected Places** (Place-based community design)
4. Trends and Conditions Statements. For each Strategic Regional Subject Area, a background analysis of factors that describe current conditions and future related trends or projections shall be included. These factors, conditions and trends shall specify why the Strategic Regional Subject Area is of concern to the region. These statements shall identify and address significant regional resources, facilities and systems. The analysis shall provide a basis and framework for regional goals and policies necessary to address the Strategic Regional Subject Area. All trends and conditions statements shall be based on expected land use patterns of the region and analyze the problems, needs, and opportunities associated with growth, development or redevelopment in the region.
 5. Regionally Significant Resources, Facilities and Systems. For those significant regional resources, facilities, and systems related to the Strategic Regional Subject Areas, the trends and conditions statements prepared pursuant to subsection V.4. above shall include descriptions of the existing status of regional resources, facilities, and systems.
 6. Goals, Indicators and Metrics. For each Strategic Regional Subject Area, goal statements that describe the sustainable long term end toward which programs and activities are ultimately directed shall be included. These goals shall be related to and developed from the problems, needs, and opportunities identified in the trends and conditions statements. Regional indicators and metrics shall be associated with each goal and shall include current baseline data and information against which progress can be measured in the region's five year *Evaluation and Appraisal Report*.

7. Policies. The plan shall identify policies that have regionwide application and that describe the ways in which programs and activities are conducted and the actions needed to achieve an identified goal. Policies shall seek to promote and develop coordinated sustainable governmental, private and non-profit sector programs and actions which are directed at resolving identified problems and needs.
8. Coordination Outline. The plan shall contain a coordination outline that provides an overview of cross acceptance, public participation and related regional planning and coordination activities. This outline shall be used for information purposes only, describing how local governments and citizens are involved in developing, implementing and updating the plan and how local, state, and regional plan inconsistencies are resolved.
9. Tool Box Manual. The plan shall contain a summary of the tools developed during the plan process for use by local governments. Appropriate resources, web links, and directions for further information shall be included.
10. Program Evaluation. The plan shall contain a summary of the findings of the evaluation process for each of the three years, and identify appropriate next steps highlighted in the evaluation.
11. Glossary. The plan shall contain a glossary that defines terms, key words, and acronyms found in the plan.

VI. PLAN SUBMISSION AND REVIEW:

1. Agency Review: On or before April 1, 2014, the proposed plan and maps shall be submitted simultaneously to federal, state and regional agencies, including federal and state agency district offices with responsibility in the subject areas addressed in the plan. One copy of the proposed plan and associated maps shall be submitted to each of the following: [name the agencies]. Additional copies of the proposed plan and associated maps shall be provided upon request to any designated review agency or interested person at a reasonable charge, not to exceed the per sheet reproduction cost.
 - 1.1 Timliness of Review: Within 30 days of receipt of the proposed plan the federal, state and regional agencies referenced in paragraph VI.(1) shall review the proposed plan and submit comments and recommendations to the Program Director.
 - 1.2 Standards for Federal, State and Regional Agency Review: Federal, state and regional agencies shall review and comment on inconsistencies with other plans, policies, and statutes and identify areas where coordination with other governmental and private actions would assist effective application of the plan.

In addition to their plans and policies, HUD, US EPA and US DOT will review the plan against the grant agreement and the agencies' six livability principles.

2. Local Review: Concurrent with submittal of its proposed plan for state and regional review, the Program Director shall also submit a copy to all county and municipal governments within the region.
 - 2.1 In addition to submitting a proposed plan, the Program Director shall outline, in a cover or transmittal letter, the state and regional review process and the time schedules for each county and municipal government review within the region. This outline shall stipulate that the county or municipal government has 30 days, from the date of transmittal, to provide comments to the Program Director for consideration.
 - 2.2 In addition, a copy of the proposed plan shall be on file for public review at the office of the Program Director, each regional council of governments or MPO, and at each regional library in the region. Local governments shall have thirty (30) days to provide comments. In addition to other comments, local governments are encouraged to identify any potential conflicts with adopted local comprehensive plans, land development regulations, and capital improvement programs and to recommend changes to the plan that would resolve identified conflicts.
3. Other Interested Party Review. Proposed and adopted plans shall also be provided to any interested person at a reasonable charge, not to exceed the standard per page copying charge of the program office. Other interested parties may submit any comments to the Program Director.

VII. ADOPTION AND APPROVAL:

The Consortium Steering Committee may amend the proposed plan to reflect any changes recommended public or state, regional or local government comment and shall then adopt the plan by a supermajority (66%) vote. The Program Director shall make available copies of review comments and other materials developed in conjunction with the proposed plan. By attachment, the Program Director may indicate where revisions recommended by reviewers were not adopted and provide a brief explanation for rejection of those recommendations.

VIII. EVALUATION AND MODIFICATION OF THE PLAN:

1. Evaluation Report: The Consortium Steering Committee should prepare an Evaluation Report on its plan at least once every five years assessing the successes or failures of the plan and preparing necessary amendments, revisions, or updates to the plan. The

Evaluation Reports shall primarily be based upon the region's progress toward attainment of the plan's vision and goals using the indicators and metrics described in subsection V.6. The Evaluation Report should identify plan amendments which may be necessary as a result of changing regional conditions and other relevant changes. The Evaluation Report should also assess the effectiveness of the plan's implementation tools.

2. Plan changes. All amendments, revisions, or updates to the plan or its maps shall be adopted in the same manner as the original plan and shall be prepared as needed because of changes recommended in the plan's periodic evaluation.

IX. DEFINITIONS:

Unless the context clearly indicates otherwise:

1. "Board" means the Northeast Ohio Sustainable Communities Consortium's Board of Directors or its Steering Committee.
2. "Cross-acceptance" means the process of comparing the *Northeast Ohio Plan for Sustainable Development* with federal-, state-, regional- and local-level plans in an effort to achieve consistency and compatibility across the various levels of government.
3. "Goal" means the long term end toward which programs and activities are ultimately directed.
4. "Natural Resource of Regional Significance" means a natural resource or system of interrelated natural resources, that due to its function, size, rarity or endangerment retains or provides benefit of regional significance to the natural or human environment, regardless of ownership.
5. "Plan" means the *Northeast Ohio Plan for Sustainable Development*, a strategic regional plan provided for by a HUD Sustainable Communities Regional Planning grant.
6. "Policy" means the ways in which programs and activities are conducted to achieve identified goals. A policy statement often addresses how a goal or objective will be implemented.
7. "Significant Regional Resource or Facility" means resources or facilities identified by the Board as being of regional importance and meets one or more of the following criteria:
 - (a) A resource or facility that due to its uniqueness, function, benefit, service delivery area, or importance is identified as being of regional concern.
 - (b) A resource or facility that requires the participation or involvement of two or more governmental entities to ensure proper and efficient management.

- (c) A resource or facility that meets either criteria paragraph (a) or (b) above and is defined to be of state or regional concern or importance in state or federal laws or by state or regional agencies.
8. “Strategic” means proactive, future, and results-oriented with a focus on important long term priorities, needs, and problems of the region.
 9. “Strategic Regional Subject Areas” means the identified subject areas that from a regional perspective have potential to affect the region’s economy, significant physical characteristics or the quality of life within the region. These Strategic Regional Subject Areas shall include affordable housing, economic development, natural resources of regional significance, and regional transportation. Additional subject areas related to the particular needs and circumstances of the region or which represent major regional problems or opportunities may be included as Strategic Regional Subject Areas. The plan shall identify and address regional resources and facilities.
 10. “Strategic regional issues” means the region’s critical challenges or fundamental policy concerns.
 11. “Sustainability” means development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Through the reconciliation of environmental, social and economic demands (the "three pillars" of sustainability), sustainability can also be defined as improving the quality of human life while living within the carrying capacity of supporting eco-systems.
 12. “Trends and Condition Statement” means a background analysis of factors describing present conditions and trends with respect to the strategic regional subject areas addressed; forecast future conditions and trends based on expected growth patterns of the region; and analyze the problems, needs, and opportunities associated with growth and development in the region. Significant regional resources and facilities shall be identified and addressed.
 13. “Vision” means a description of the intended future physical appearance and the qualities of the region.