

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

BOARD MEETING

Tuesday, December 17, 2013 1:30 PM

Akron Urban League

1. Welcome and Introductions
 - a. Welcome to Local Officials
 - b. Introduction of Consortium Members
2. Public Comment
3. For Action
 - a. Approval of Meeting Minutes November 19, 2013 (attachment)
 - b. Release of Vibrant NEO Vision, Framework and Products
 - c. Resolution #2013-03 Regarding the Future of NEOSCC, the non-profit
4. For Discussion
 - a. Objectives for December/January & Watch List (Morrison)
 - b. Executive Committee Update (Gallucci)
 - i. Futures work
 - ii. Board Action on Vision in February
 - iii. HUD Extension status
 - iv. Status of Fund Match-Grant
 - v. 2014 Board Meeting Schedule/Annual meeting
5. For Information
 - a. Standing Committee Reports
 - i. Technical Steering Committee (attachment)
 - ii. Finance Committee Report (tbd)
 - iii. Communications and Engagement Committee Report (no business conducted)
 - iv. Nominating Committee Report (tbd)
 - v. Personnel Committee Report (no business conducted)
 - b. Organization
 - i. Progress and Status of Products (presented in Item 3)
 - ii. Month End Financial Report (attachment)
 - iii. Open and Pending Contract Update (attachment)
 - iv. Leveraged Match Report (attachment)
6. Old Business
7. New Business

Adjourn

NEOSCC Annual Meeting: Tuesday, January 28 – Location TBD

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

NEOSCC Board Meeting
Tuesday, November 19, 2013
1:00 PM
Akron Urban League

Attendance: Jason Segedy, Joe Hadley, Bill D'Avignon, John Getchey, Gene Nixon, Fred Wright, Grace Gallucci, Mike Lyons, Bob Nau, Jeff Dutton, Bethia Burke, Pam Hawkins, Janice Switzer, Emily Campbell, Nancy Cook, Angie Byington, David Beach, Ed Jerse, Valerie Webb, Mike Challender, Steve Hambley,

Phone: Freddy Collier

Alternate Board Members: Don Romancak, Rachel McCartney, Donna Skoda

Staff/Other: Hunter Morrison, Emma Petrie Barcelona, Sara Maier, Antoine Buie, Mike Nichols, Lucy Miller, Jeff Anderle

The meeting started at 1:17 p.m. by the chair Grace Gallucci. Welcome and introductions were made.

There was a **motion** to approve the Board Meeting Minutes for September 24, 2013 and October 22, 2013 by **Mike Lyons**, seconded by **Jason Segedy**. Motion approved.

Mr. Morrison made a presentation regarding the vision process and the December/January timeline. Mr. Morrison mentioned that in December NEOSCC would be asking the Board Members to approve the *Vibrant NEO 2040 Regional Vision & Framework for the Future* and the Products so that they can be released. In December and January, staff and board members will be making presentations to their respective organizations.

In January, the Vision and Products will be printed and published. The full report should be available in February. The final report is nearing 300 pages in length, but there will be an 8-12 page Executive Summary. Mr. Morrison also commented that the Finance Committee will be meeting on the 2014 budget.

Mr. Anderle spoke about the final report and the five aspects that were included. Mr. Anderle mentioned the Vision component as the most important part because it contains the recommendations and initiatives. The Vision component is the document that will be available in December.

Ms. Burke asked if the communications toolkit would come with key graphics that are going into the Vision report. Mr. Anderle commented that the toolkit would come with various graphics, newsletters, texts, GIFs, and press releases. Other materials, graphics, and PDFs will be available through the Box.com site. Mr. Morrison mentioned to Board Members that when presenting, they may want to hone in on their particular part of the region. Sasaki has been notified that the data needs to be broken out into counties for personalization. Mr. Anderle pointed out that the Vision & Framework and Products report will include more detail like implementation steps and the Executive Summary will be very light technically and focused on the general public so that they can understand the material.

Ms. Gallucci spoke about the Executive Committee Meeting. During the Executive Committee meeting a proposal was made to make amendments to the resolution regarding the future. The primary changes occurred in the "Now, Therefore, Be It Resolved" sections. The header was also changed in order to make it more defined.

Mr. Morrison talked about the proposal NEOSCC made for a six-month extension. He commented that Mr. Cerny, NEOSCC's HUD Government Technical Representative, received some pushback on the length. NEOSCC has resubmitted a request for a five-month extension that Mr. Cerny would be able to advocate for. The extension would be a no-cost extension, with a reduced staff, and would run until the end of June 2014.

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Ms. Gallucci spoke about the status of the Fund Match-Grant. The NEOSCC staff has put together and sent a proposal to the Fund for the use of the remaining \$283,000 commitment. Ms. Gallucci mentioned that she has been in very positive and productive discussions with the Fund representatives about the best way to utilize those remaining funds to ensure that NEOSCC's objectives are met. Ms. Byington asked about the timeframe for resolution. Ms. Gallucci commented that she hopes to have the resolution to bring to the Board in December, and that if she knew anything earlier than next month information would be forwarded to the Board.

Ms. Gallucci talked about the 2014 Board Meeting Schedule/Annual Meeting that was in the Board meeting packet. Ms. Gallucci added that the schedule was for NEOSCC 1.0 and, as the organization moves into NEOSCC 2.0, that Board would revisit the schedule and make any needed changes.

Ms. Maier made a presentation with an update on the Leveraged Match. The Leveraged Match presentation included the following subjects:

1. What is Leveraged Match?
2. Why is Leveraged Match Necessary?
3. Records Verification of the Leveraged Match as well as an Update
4. Status of Match Reported through November 17, 2013

The printout of the PowerPoint slides Ms. Maier presented was included in the Board meeting packet. The main takeaways from the presentation were that:

1. NEOSCC will meet the HUD-required leverage match commitment
2. NEOSCC will not meet \$3.048 million pledged in Consortium Agreements
3. Over half of the members are on-track to meet majority of their pledged commitment
4. The information on the actual match should be used in discussions of NEOSCC 2.0 or future efforts.

Ms. Maier commented that there is still work that needs to be done towards the initiative including printing and publishing costs. Ms. Gallucci mentioned that it is okay to overmatch and that it shows commitment towards the program.

Ms. Maier gave a quick overview of the GIS update that was provided in the Board meeting packet. Ms. Maier commented that GIS data was being backed up at NOACA. The overview went over possible ways to make use of the data. Mr. Beach made a point that the data could be used strategically to track trends and hold people accountable.

Mr. Morrison thanked the members of the Technical Steering Committee for taking the time to go over the recommendations and all the input that came from various sources. Mr. Morrison also thanked the Technical Steering Committee for coming forward with a set of well-balanced recommendations and initiatives.

Ms. Maier mentioned that the project managers are waiting on the finalization of the recommendations and initiatives. During the first week of December there will be a final round of product group meetings. Ms. Gallucci brought up that it would be helpful to put together an executive summary and detailed compilation of the work that has been done so far.

Ms. Barcelona provided details about NEOCC's current financial status. NEOSCC is on-track and starting to close out existing contracts. Ms. Barcelona commented that NEOSCC would not be able to incur any expenses after December 31st unless they receive an official approval from HUD or if the no-cost extension is granted. NEOSCC is under budget on salary/benefits and there is some money available in contracts. Given the limited amount of money available, she pointed out the need to create a 2014 budget.

Mr. Lyons discussed what would be happening with the Futures Committee. Mr. Lyons noted that the Futures Committee is a little bit behind the timeline. Ms. Gallucci mentioned that the Executive Committee thought that it

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was best that they be responsible for executing the transition plan for NEOSCC. Mr. Beach commented that with the funding situation anything that can currently be done would help NEOSCC be in a better position in the future. Ms. Gallucci commented that the Board needs to come to a conclusion on the best way to use the match and leverage it sooner rather than later. Mr. Segedy discussed having an institutional infrastructure in which Board members would be able to discuss topics via email or special meetings so that they don't have to rely on monthly Board meetings.

Mr. Morrison expressed that the City of Kent has indicated interest in joining the Board. Mr. Morrison and Mr. Segedy commented that they would like to meet with the city to discuss how they could be involved going forward.

Ms. Gallucci said that she has been contacted by many organizations that did not know of NEOSCC's work until recently and are very interested in membership in NEOSCC 2.0. Ms. Gallucci commented that it speaks volumes on the progress NEOSCC has made. Ms. Gallucci pointed out that if any Board Members or any other affiliations would like presentations or more information, to give her or Mr. Morrison a call and they would schedule them.

There was a **motion** to adjourn by **Mr. Challenger**. Motion was approved and the meeting was adjourned at 2:26 p.m.

Next Board Meeting: Tuesday, December 17, 2013 at 1:30 pm – Akron Urban League

NEOSCC Annual Board Meeting: Tuesday, January 28, 2014 – Akron Urban League

Vibrant NEO

Final Report Recommendations and Initiatives

December 3, 2013

Over the course of the last year, the Northeast Ohio Sustainable Communities Consortium (NEOSCC) engaged residents, elected officials, and experts throughout our 12-county region in a rigorous scenario planning process to identify the choices we can make now to help create a Northeast Ohio that is more vibrant, resilient, and sustainable in the future.

Based on the community engagement process, the overarching theme the Vibrant NEO 2040 Regional Vision seeks to pursue is:

PROMOTE INVESTMENT IN NORTHEAST OHIO'S ESTABLISHED COMMUNITIES.

The following were identified as the critical objectives to address this mission:

- Protect our soil, water, air, and ecologically sensitive areas
- Improve our regional fiscal health
- Develop our regional economy with accessible employment opportunities
- Enhance our regional transportation network
- Cultivate and celebrate our local assets and places of public value
- Expand our parks and open-space network
- Preserve and value our prime farmland as a regional economic asset.

NEOSCC and the Vibrant NEO 2040 team presented the objectives and potential recommendations during a series of public meetings, seven subject matter caucuses and to its board. Utilizing the feedback received, nine recommendations and 41 initiatives emerged as the foundation for the Vibrant NEO 2040 Vision and Framework.

In December, the NEOSCC Board of Directors will be voting to release the Vision and Framework Document to individual board organizations. The Board will make a final vote on approval during the month of February 2014.

Please note that NEOSCC recognized that the recommendations and initiatives are not "one size fits all" solutions. We understand that some of initiatives will not be applicable to all parts of the 12-county region. Lastly, implementation of individual initiatives will be a decision at the local level. The intent of NEOSCC in developing the Vibrant NEO 2040 regional vision and framework is that its recommendations, development standards, indicator targets, and action products be available for implementation at the Metro and local levels at the option of their respective decision makers.

Recommendation 1: Focus new residential and commercial development on sites within established communities

Initiative 1.1: Encourage infill and redevelopment through the use of tax credits and other direct and indirect public incentives.

Initiative 1.2: Fix it first: continue to privilege projects that maintain the existing road network in a state of good repair, rather than building additional capacity.

Initiative 1.3: Improve the ability of municipalities and townships to analyze the long-term impacts of new development and better manage their own development.

Initiative 1.4: Continue development throughout the region in accordance with local zoning requirements and preferences, but prioritize public subsidies to projects within the region's established communities.

Initiative 1.5: Require the users of new sewer extensions that serve previously unsewered areas to pay the full cost of service.

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December 3, 2013

Initiative 1.6: Consider instituting a land value tax to replace existing improvement-based property assessment and taxation methods.

Recommendation 2: Develop a robust network of regional job centers connected by multimodal transportation corridors within and between counties

Initiative 2.1: Strengthen regional job centers—and the corridors that connect them—by diversifying and intensifying land uses and investing in strategic local economic development within them.

Initiative 2.2: Use transit oriented development (TOD) to create stronger, more accessible, regional job centers.

Initiative 2.3: Implement a tiered approach to local parking requirements.

Recommendation 3: Pursue the remediation, assembly, marketing, and redevelopment of abandoned properties at both the local and regional levels

Initiative 3.1: Develop and maintain a regional vacant industrial and commercial properties database and criteria for determining the most appropriate successive use, whether for redevelopment, green infrastructure, food production, or parks, or natural areas.

Initiative 3.2: Expedite permitting and remove barriers for adaptive reuse of abandoned buildings and empty lots.

Initiative 3.3: Expand and coordinate existing land bank efforts to acquire, assemble, manage, and dispose of vacant properties throughout the region.

Initiative 3.4: Identify, evaluate, and—where appropriate—pursue the reuse of vacant and abandoned industrial sites endowed with significant preexisting infrastructure that could provide unique opportunities for regional economic development. Advocate for a brownfield redevelopment fund and promote these sites through a large-scale marketing campaign.

Recommendation 4: Encourage a higher frequency of mixed-use development and a range of diverse, affordable housing options

Initiative 4.1: Include mixed-use designations and/or planned unit overlay districts in zoning codes throughout the region.

Initiative 4.2: Include traditional small-lot, compact single-family and townhouse residential designations in zoning codes throughout the region.

Initiative 4.3: Offer financial incentives to developers that incorporate affordable housing units into their projects and implement inclusionary zoning in markets with widespread affordability gaps.

Initiative 4.4: Offer financial literacy and housing education programs for tenants and homeowners. Focus on areas in established communities where investments in housing are underway.

Recommendation 5: Enhance and coordinate the region's rail and bus services

Initiative 5.1: Invest in a regional network of bi-directional public transit connections between Northeast Ohio's major job centers.

Vibrant NEO

Final Report Recommendations and Initiatives

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Initiative 5.2: Create a network of high-frequency express and local transit routes connecting the region's job centers. Prioritize infill development in the corridors served by these routes. In the short and medium terms, upgrade high-performing existing bus routes and create new bus routes in designated corridors. In the long term, upgrade the highest-demand routes into commuter rail service.

Initiative 5.3: Coordinate the region's transit systems for joint marketing, information technology, and fare media, including information regarding private transit resources such as university/health system shuttles, private bus services, airport transportation, etc.

Initiative 5.4: Evaluate the condition of all existing rail trackage and rail crossings to determine what investments would be necessary to bring substandard infrastructure up to standard for freight and passenger service.

Recommendation 6: Enhance walking and cycling as transportation options to increase regional mobility and improve public health

Initiative 6.1: Expand the existing bicycle lane and trail system and connect it to regional transit hubs via on-and-off street facilities.

Initiative 6.2: Repair existing sidewalks and crosswalks and add new ones as needed wherever a fixed-route bus service is in operation.

Initiative 6.3: Promote "Complete Streets" through regional policy and the identification of local champions.

Initiative 6.4: Collaborate with school districts and local communities to further develop safe routes to school, encouraging walking and biking, and site new schools in walkable locations.

Recommendation 7: Preserve our natural areas for future generations, provide outdoor recreation opportunities, and develop a regional approach to protecting air, water, and soil quality

Initiative 7.1: Expand and connect the existing network of parks, trails, rivers, lakes, and natural areas through continued partnerships with private land owners, land conservancies, land trusts, community members, and local governments.

Initiative 7.2: Support and expand green infrastructure options for flood control and general water management, both at the local level with projects like green alleys and bioswales, and at the regional level with a network of large, upstream water retention areas.

Initiative 7.3: Improve regional quality of life and health by focusing on the interface between natural and human systems in the areas of flood mitigation, stormwater run-off, and clean beaches and the water quality of our lakes, rivers, and streams.

Initiative 7.4: Strengthen and expand watershed partnerships that foster communication and collaboration between upstream and downstream communities across all 15 Northeast Ohio watershed geographies.

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Initiative 7.5: Expand collaboration between existing natural resource districts and consider the creation of new districts where appropriate.

Initiative 7.6: Develop and maintain a natural resources inventory of the region.

Recommendation 8: Support sustainable agriculture and the local food system in Northeast Ohio

Initiative 8.1: Support the expansion of community supported agriculture (CSAs), farmer cooperatives, farm-to-school programs, and other existing mechanisms that support sustainable agriculture and enhance food access.

Initiative 8.2: Partner with individual landowners, the food processing industry, and local organizations to protect agriculturally valuable land for future generations.

Initiative 8.3: Review and amend local ordinances to allow for small- and moderate-scale urban farming on occupied and vacant parcels that are environmentally safe for growing food.

Initiative 8.4: Support the work of local food initiatives to share best practices and identify policies of regional significance.

Recommendation 9: Increase collaboration among the region's government agencies to expand information sharing and find more cost-effective means of providing essential services

Initiative 9.1: Study privatization and public-private partnerships as means to fund critical infrastructure projects that cannot be funded solely through public dollars.

Initiative 9.2: Utilize joint procurement strategies and the sharing of facilities, staff, and other resources wherever possible to save money on the provision of public services.

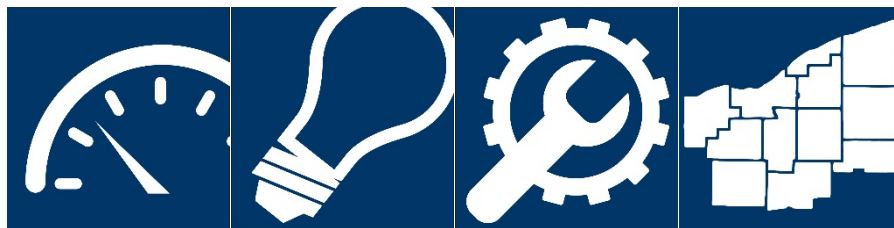
Initiative 9.3: Identify one or more organizations that will host and maintain the technical resources created by NEOSCC so that they will remain current, accurate, and available for future regional visioning and planning.

Initiative 9.4: Align MPO/COG/ODOT transportation model inputs and continue to collaborate, share information, and align policy objectives across the multiple regional planning agencies of Northeast Ohio.

Initiative 9.5: Foster greater engagement between MPOs/COGs and organizations/initiatives that address natural resources, parks, sewer, public health, housing, education, private business investment, and economic development.

Initiative 9.6: Sustain the momentum of NEOSCC by continuing to convene stakeholders to identify and address regional issues and to advance the region's collaborative capacity.

Vibrant NEO 2040 Products:
Dashboard
Policy Framework
Tool Kit & Best Practices
Pilot Projects



December 13, 2013

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Vibrant NEO 2040 Products

Purpose

The Northeast Ohio Sustainable Communities Consortium (NEOSCC) designed and developed action products to complement the *Vibrant NEO 2040: Vision & Framework for Our Future* and enable the public, agencies, and Northeast Ohio communities to inform, prioritize, align, and coordinate actions to advance sustainability in their areas of impact and interest. NEOSCC products and programs were designed to:

- Develop and lead the case for sustainable change through the Consortium’s planning, issue and policy research, prioritized issues and metrics, and communication and engagement platform;
- Model coordinated decision-making, integrated regional data monitoring, and resource allocation through the Consortium’s regular cycle of meetings and shared database management;
- Share sustainable values, principles, practices, and policies through a robust state of the art engagement platform and Vibrant NEO Dashboard; and
- Enable communities throughout the Northeast Ohio region to design and carry out their own sustainability projects through a tool kit, best practices, model policies, and pilot projects.

The products were developed because the NEOSCC Board understands that a vision alone is not enough to effect change. The products are intended to encourage, equip, and support Northeast Ohioans to learn, share, create, and act together to create a more vibrant future. Additionally, it is hoped that the *Vibrant NEO 2040* Vision and products will inspire and guide decision-making at the Metropolitan Planning Organizations (MPOs), Councils of Governments (COGs), and local level to ensure that land use, transportation, and environmental considerations are simultaneously addressed by their planning processes.

How to Use the Products

The products are intended to promote local action to take more of the “next steps” needed to implement the *Vibrant NEO 2040* Vision. They focus on local examples to enable knowledge sharing and replication. Out-of-region examples are also included to highlight best practices or different approaches being utilized outside of Northeast Ohio.

Organizational Structure

The products are aligned with the final *Vibrant NEO 2040* Vision recommendations and/or initiatives as an organizational structure. The Dashboard and Policy Framework products are higher-level and organized by the vision’s nine recommendations. The Tool Kit & Best Practices and Pilot Projects are aligned by the 41 initiatives nested under the recommendations. Therefore, the content of the products is directly related back to the overall vision so that users can reference the element that can be impacted with a particular tool or action. Further, the vision’s recommendations section also includes relevant product examples as in-text references.

For the Tool Kit & Best Practices and Pilots products an additional organizational or sorting structure is used beyond references to the vision recommendations or topical areas. Six “place types” or “typologies”

Vibrant NEO 2040 Products

based on historical growth patterns and the time period of primary development were developed through the work of the Quality Connected Places Workstream during the first phase of NEOSCC's work. These place types are: Legacy City, 1st Ring Suburb, 2nd Ring Suburb, Outer Ring Suburb, Established City or Town, and Rural Township (see the end of this document for definitions of each). Place types can be used as a sorting mechanism to produce a "menu" of tools, best practices and pilots most relevant to a particular place. The intention is for communities to self-select their relevant type based on definitions or local knowledge.

Dashboard

- Contains 7 "buckets" of indicators
 - 3 key "vision" indicator buckets based on vision themes
 - 4 broader "context" indicator buckets also important to the Working Group and public, but not directly tied to vision
- 54 total indicators
- Audience
 - Currently, the NEOSCC Board. Serves as an example of format and content for indicators and measures for a Dashboard to be scoped and built
 - If built, the general public, stakeholders, elected officials, NEOSCC Board

Policy Framework

- Contains 40 policy recommendations
- Can be used as starting point for NEOSCC 2.0 advocacy work
 - Includes "Top Ten" policy areas for future work
- Audience is the NEOSCC Board, stakeholders, elected officials

Tool Kit & Best Practices

- Contains 150+ tools & best practices
- Definitions and selection criteria developed
- Audience is all users, but mainly local practitioners, elected officials, citizens, nonprofits, etc.

Pilot Projects

- Contains 275+ existing pilots & 30+ proposed pilots
- Framework, selection and evaluation criteria developed
- Includes potential funding sources by topic/grant opportunity
- Audience is all users, but mainly local practitioners, elected officials, citizens, nonprofits, etc.

The Future of NEOSCC Products

The NEOSCC Board and staff recognizes that the development and continuation of the NEOSCC products is dynamic and long term and that not all work on these products would be completed during the life of the three-year US Department of Housing and Urban Development (HUD) grant. For the products to be relevant and successful in advancing the *Vibrant NEO 2040* Vision, they needed to be developed with information and feedback gathered as part of the scenario planning process. The dual-track development of the vision and the products meant that some would be framed, but not fully built at the end of the grant. The Dashboard and Pilots products, especially, have had longer timeframes and will

Vibrant NEO 2040 Products

require dedicated funding after the HUD grant expires if they are to become fully operational. Furthermore, for the products to have impact and utility into the future, they need to be maintained and updated.

The NEOSCC Futures Committee and its consultant, Strategy Design Partners, addressed tasks that will require attention after the HUD grant has expired. In September 2013, they presented to the Board a framework for Board composition, staffing and areas of focus (Assist – technical, tools, and data; Assemble and engage; and Advocate for change). The Committee anticipated that the Dashboard, Tool Kit, and Pilots would most likely fit within the “Assist” area of focus and that the Policy product would fit within the “Advocate” area of focus. Further work on the organization’s long term future will be addressed by the Consortium’s Executive Committee and Board of Directors.

Product Development Process

A set of implementation tools and products were included in the application submittal to HUD for the Sustainable Communities Regional Planning Grant program in August 2010 as part of a proposal to develop a vision for regional sustainability for the future of Northeast Ohio. Though development of implementation products was not a requirement of HUD for “Category 1” regional planning grants, and was more indicative of a “Category 2” Challenge Grant project, the application consortium that came together to submit the proposal and subsequently established the NEOSCC organization determined that defining the organization’s “product lines” during the planning process was critical to ensuring that the *Vibrant NEO 2040* vision did not “sit the shelf” but instead guided action immediately upon its completion.

The first phase of the *Vibrant NEO 2040* process included development of the Conditions & Trends Platform, which provided a scan of the region’s current issues and opportunities. This platform was built from the findings of five topical Workstreams (housing & communities, environment, economic development, connections (transportation), and quality connected places) that were composed of regional subject matter experts. Public and stakeholder feedback about the future of the region was also gathered through county-level briefings, two statistical surveys of the public, and Young Leader events during this phase. This was the foundation for the early product development work and provides topical context.

To lead work during its second phase, the Consortium adopted an Updated Scope of Work in August 2012. This marked the first time the scope had been modified since the Work Plan was approved by the HUD in April 2011, and occurred after a foundational reorganization process that involved leadership from the NEOSCC Executive Committee to hone the Consortium’s mission, vision, and purpose. As part of that process, the Dashboard, Policy Recommendations, Tool Kit & Best Practices, and Pilot Projects were explicitly identified and affirmed as being necessary complements to the regional visioning process being undertaken as part of the Sustainable Communities Regional Planning Grant, and that development of these products should be elevated in prominence in the work of the Consortium.

Staffing Realignment

In order to undertake the development of products the Program Management Office (PMO) realigned the work of its staff beginning in October 2012. The three existing Project Managers who had led the efforts of the Workstreams were tasked to lead work on the Dashboard, Policies, and Tool Kit & Best Practices, respectively. A fourth staff person was tasked to lead the Pilots initiative between May and August 2013. Each contributed approximately 50% of his or her time on product development, while spending the remainder on other required elements of the regional planning process. Additional staff and interns also assisted with product development. The PMO carried out extensive regional and national searches of best and promising practices in their subject area, identified individuals willing to serve on a Product Working Group, and convened and staffed these “communities of practice.” In order to manage the additional product work and to assist with operational capacity, the Northeast Ohio Areawide Coordinating Agency (NOACA) offered the services of a full-time loaned executive to work in the PMO.

Relationship to Scenario Planning & Visioning

In December 2012, the NEOSCC Board voted to engage a team of consulting firms led by Sasaki Associates of Watertown, Massachusetts, to conduct the scenario planning and fiscal impact modeling at the center of the regional visioning process. The scenario planning and community engagement process to develop the *Vibrant NEO 2040: Vision & Framework for Our Future* that the Sasaki Team undertook was structured around the Scope of Work Update. Information on the preferences and priorities of stakeholders and the public regarding the future of Northeast Ohio was gathered through a variety of engagement techniques, including workshops, open houses, meetings, the ImagineMyNEO online tool, surveys, the Vibrant NEO website, caucuses, and one-on-one interactions.

The various Working Groups integrated information on preferences and priorities gathered through the scenario planning and visioning process into the products as they were being developed. By closely coordinating their work with the Sasaki-led consultant team, the PMO assured that the products were integrated with the scenario planning effort. This close coordination between the vision and the products ensured that this work was well-grounded in the needs and realities of Northeast Ohio. It has also enabled NEOSCC to identify implementation activities suitable for Consortium members to take on or for follow-on federal or other grant requests. Additionally, the products are aligned with the final *Vibrant NEO 2040* Vision themes, recommendations, and/or initiatives as part of their organizational structure.

NEOSCC Board Involvement in Product Development

Working Groups

All NEOSCC Board and Workstream members were extended an invitation to join one of more Product Working Groups. Many did, providing direct input and engagement for development of these elements. The Consortium believes that such participation in the development of its products will encourage the working group participants to continue these efforts and initiatives into the future, whether through a subsequent iteration of NEOSCC or through the work of members’ own organizations, and will contribute significantly to implementation of the *Vibrant NEO 2040* Vision.

Vibrant NEO 2040 Products

“What is Working? What is Needed?” Call for Projects

Beginning in April 2013, the “What is Working? What is Needed?” Call for known or needed projects, policies, and tools was launched as an online form on the NEOSCC website. Hard copies of the Call were also passed out the April/May Trend Scenario Workshops in order to expand the network of contributors. Additionally, a link to the form was publicized and emailed to NEOSCC Board members and Working Group members who were encouraged to share the Call with members of their networks. Results from this Call for Projects were incorporated into the various products, but most notably in the Tool Kit & Best Practices.

Board Presentations/Webinars

The NEOSCC Board was provided with regular updates on the general status of the products, including work completed and meeting schedules. In addition, more detailed presentations of the products, either at Board meetings or via publicized Webinars, were conducted at various points throughout 2013. The *Vibrant NEO 2040* Vision and the products will be presented to NEOSCC Board in December 2013 and are scheduled for a vote for adoption by Consortium in February 2014.

Dashboard

Purpose

The Dashboard is intended to be a visualization tool that broadly communicates a set of indicators and metrics against which progress toward the *Vibrant NEO 2040* Vision can be measured. Every indicator must be sensitive enough to reflect change over a fairly short time period, be on a scale or in a context that make sense to stakeholders and the public, and able to catalyze and measure change in policy or practice.

Scope of Work Update Dashboard Description (August 2012)

The Vibrant NEO Dashboard is the quick reference guide that will keep the region moving in the right direction. The dashboard will include the highest impact issue areas, prioritized by the public and Consortium members, in land use, housing, health, transportation, economic development and environmental protection. The dashboard will include Northeast Ohio “bright spots” where specific actions have successfully addressed the issue area, and promising practices from anywhere in the world to emulate. Embedded indicators, developed through the community engagement process and agreed to by the Consortium board, will track our progress, point to areas where we need course correction, and provide proof that we are getting the results we need in order to achieve the vision. The regional planning consultant will assist the PMO with prototyping and developing the dashboard.

Work Accomplished

The Dashboard Working Group was formed in January 2013. Its first task was to define a preliminary list of indicators based on findings of the Conditions & Trends Platform, regional indicators already in play or planned by other organizations, and the HUD Flagship Sustainability Indicators. This list was iteratively refined by the Project Manager and Working Group with information gathered about the public’s priorities for the region’s future throughout the scenario planning process. The Sasaki Team also participated in Working Group meetings to ensure that there was two-way communication about which indicators were meaningful and would resonate with the public and stakeholders.

The Dashboard Working Group held its final meeting on December 3, 2013 to review modifications made to the prior draft from July. The final draft Dashboard prototype incorporated the recommendations, initiatives, and indicators of the *Vibrant NEO 2040* Vision. The final draft Dashboard framework also includes examples of the relevant policies, best practices, and pilots that could create movement on each indicator.

Working Group Members

- John Begala, The Center for Community Solutions
- Lavea Brachman, Greater Ohio Policy Center
- Jake Brand, Ashtabula County, Community Services and Planning
- Emily Campbell, The Center for Community Solutions
- Mary-Scott Cebul, Fund for Our Economic Future
- Ron Chordas, Youngstown State University, Public Services Institute
- Fred Collier, Cleveland Planning Commission
- Claudia Coulton, Case Western Reserve University

Vibrant NEO 2040 Products

- Shara Davis, Lorain County Community College
- Ekaterina Dubovikova, Case Western Reserve University
- Emily Garr Pacetti, Fund for Our Economic Future
- Alison Goebel, Greater Ohio Policy Center
- Brian Gwin, Ohio Agricultural Research & Development Center
- Joe Hadley, Northeast Ohio Four County Regional Planning and Development Organization
- Casey Hoy, Ohio Agricultural Research & Development Center
- Jenita McGowan, City of Cleveland
- Stuart Mendel, Cleveland State University
- John Mitterholzer, The Gund Foundation
- John Petersen, Oberlin College
- Elaine Price, Cuyahoga County Planning Commission
- Rory Robinson, National Park Service
- Mark Salling, Cleveland State University
- Amy Sheon, Case Western Reserve University, School of Medicine
- Bryan Stubbs, Oberlin College/The Oberlin Project (formerly)
- Brad Whitehead, Fund for Our Economic Future

Working Group Meetings

- February 28, 2013, 2-4pm, GAR Foundation, Akron
- June 25, 2013, 2-4pm, GAR Foundation, Akron
- September 27, 2013, 10am-12pm, GAR Foundation, Akron
- December 3, 2013, 10am-12pm, GAR Foundation, Akron

NEOSCC Board Presentations/Webinars

- October 23, 2012
- March 26, 2013
- June 27, 2013 (HUD Flagship Sustainability Indicators Report); abbreviated presentation
- July 11, 2013, 1-2pm, Webinar (HUD Flagship Sustainability Indicators Report)
- July 25, 2013, 3-4pm, Webinar
- December 17, 2013 (Joint Products presentation scheduled)

Next Steps

The Dashboard will be presented along with the other products to the NEOSCC Board in December. The Board is scheduled to vote on approval the vision and products, inclusive of the Dashboard, at its February 2014 meeting.

NEOSCC 2.0

With dedicated future funding, the Dashboard prototype could be built-out as part of the next phase of NEOSCC, or as a follow-on project of one or more Consortium member organizations. The Dashboard includes indicators, measures, data sources (when available), visuals, and other information, but it is an example or “mock-up” of what could be developed once the Board approves its content.

Vibrant NEO 2040 Products

In order to build a functioning Dashboard, the Board will need to determine its desired functionality. This decision will impact the cost of developing and maintaining the Dashboard. Costs will be significantly lower, and possibly could be handled as part of in-kind commitments, should the Dashboard be developed as a static report or set of simple graphical web content. If the Dashboard is envisioned as a dynamic and interactive platform, much higher development costs and consultant engagement should be expected, especially if primary data must be developed or if updates are desired on a more than annual basis. In general, the Dashboard prototype relies mainly on data that is publicly accessible and readily available on a regular basis. Next steps would include:

- Board determines desired functionality, data sources, and update frequency
- Board determines a communication strategy to support Dashboard development and rollout
- Determine budget based on functionality, communication strategy, and funding sources
- Develop scope, inclusive of data maintenance, and RFQ/RFP and publicize (if not handled by Consortium in-kind)
- Hold selection process
- Contract with consultants to lead or assist with developing the Northeast Ohio Regional Dashboard, or develop as part of Consortium in-kind

Dashboard Documents/Deliverables

- Northeast Ohio Regional Dashboard: Indicators, Measures and Visuals with Example Policies, Practices and Pilots (December 2013)
- HUD Flagship Sustainability Indicators Report: Northeast Ohio (July 2013)

The HUD Flagship Sustainability Indicators report is included as a companion effort to the Dashboard as those indicators were considered as part of the development of the Northeast Ohio Regional Dashboard. This was an optional report HUD requested of 2010 Sustainable Communities Initiative grantees and a requirement for 2011 grantees.

Policy Framework

Purpose

The Policy Framework is intended to be a tool for analyzing the effects existing policies have on the region and what may be needed to create desired change. It provides elected officials and other decision-makers with direction and support related to policy changes and/or strengthening measures needed to achieve the *Vibrant NEO 2040 Vision*.

Scope of Work Update Description (August 2012)

The consultant will assist the Product Team and Enabling Process Teams, led by the PMO, in developing model policies and “white papers” identified in the adopted Vibrant NEO Core Tools, Policies & Pilots list. Core policies and supportive actions will be compiled in the Framework for Our Future. Additionally, the consultant will assist the PMO with developing a strategy for continued collaboration of the Consortium beyond the original grant term, including the preferred roles and size of NEOSCC and PMO, areas of focus and responsibility, and funding.

Work Accomplished

The Policy Working Group was formed in January 2013. Its first task was to develop a structure for presenting the findings of the Workstreams, as coalesced in the Conditions & Trends Platform, the Regional Analysis of Impediments to Fair Housing Choice/Fair Housing and Equity Assessment, and the HUD Flagship Sustainability Indicators Report for Northeast Ohio, so they could be translated into policy issue areas, noting where strengthening or changes are needed in order to create movement favorable to improving sustainability and quality of life in the region. The framework that was developed links the efforts of the Workstreams and the input of the Working Group on policy barriers or opportunities directly to the recommendations of the regional vision. This vision has been developed with information gathered about the public’s priorities for the region’s future that was gathered by various means throughout the scenario planning process. It also ties back to the other NEOSCC products through imbedded examples of best practices, tools, and pilots.

While the *Vibrant NEO 2040 Vision* recommendations address in broad terms the core policies and actions needed to move toward a more sustainable future, but the Policy Framework provides a greater level of detail on the advancement of specific initiatives and is intended to be used as a guide for future policy-related work of Consortium member entities and to direct advocacy efforts of NEOSCC 2.0.

The Policy Working Group held its final meeting on December 3, 2013 to review modifications made to the prior draft from October. The final Policy Framework incorporates the recommendations and initiatives of the *Vibrant NEO 2040 Vision*.

Working Group Members

- Greg Brown, Policy Bridge
- David Beach, GreenCityBlueLake Institute, Cleveland Museum of Natural History
- Mike Challender, Lorain County Growth Partnership
- Maribeth Feke, Greater Cleveland Regional Transit Authority

Vibrant NEO 2040 Products

- Alison Goebel, Greater Ohio Policy Center
- Sarah Lown, Western Reserve Port Authority
- Mike Lyons, Regional Prosperity Initiative
- Dan Mamula, Youngstown State University, Center for Urban and Regional Studies
- Rachel McCartney, Eastgate Council of Governments
- Gene Nixon, Summit County Public Health
- Amanda Woodrum, Policy Matters

Working Group Meetings

- February 21, 2013, 11am-12:30pm, AMATS, Akron
- June 27, 2013, 10am-12pm, Akron Urban League, Akron
- August 9, 2013, 10-11am, NOACA, Cleveland
- December 3, 2013, 1-3pm, AMATS, Akron

Board Meetings/Webinars

- September 9, 2013, 10-11am, Webinar
- December 17, 2013 (Joint Products presentation scheduled)

Next Steps

The Policy Framework will be presented along with the other products to the NEOSCC Board in December, and the Board is scheduled to vote on approval of the vision and products, inclusive of the Policy Framework, at its February 2014 meeting. Detailed “white papers” were not completed during this phase of work, though they were outlined in the Scope of Work Update. The schedule for developing the vision and its component engagement efforts necessitated that this element move to a future phase once the recommendations and initiatives were finalized. Once the vision and products are released in December, work could potentially begin on development of these policy analyses, either through in-kind work of Consortium members or through contract.

As mentioned at the beginning of this document, the NEOSCC Futures Committee, with the assistance of its consultant, addressed the second portion of the Scope of Work Outline tasks relating to assisting the Consortium to develop a path forward beyond the end of the HUD grant period. This process is ongoing. The work in the policy area is highly dependent on the future role of NEOSCC, and would fit well under the organizational role of “Advocate” that was identified by the Futures Committee.

NEOSCC 2.0

With dedicated future funding, Consortium members or consultants could start work on policy “white papers” that further develop the *Vibrant NEO 2040* Policy Framework. Protocols for maintaining and improving the Policy Framework and follow-on materials will also need to be established during the post-HUD grant period.

Policy Framework Documents/Deliverables

- *Vibrant NEO 2040* Vision Policy Framework (December 2013)

Tool Kit & Best Practices

Purpose

The intent of the Tool Kit & Best Practices is to provide the tools and examples of how governments, nonprofits, businesses, and citizens are addressing issues of sustainability affecting the region, in order to educate and empower others to build on these efforts to move closer to realizing the vision developed through *Vibrant NEO 2040*. The Tool Kit provides stakeholders with resources through products like mapping, new methods for communications and engagement, and best practices that have been developed to address issues that were articulated in the Conditions & Trends Platform or highlighted through the scenario planning process. Where local examples were not possible, state or national examples were added.

Scope of Work Update Description (August 2012)

The regional planning consultant will assist the product team, led by the PMO, in developing the tools and practices identified in the adopted Vibrant NEO Core Tools, Policies & Pilots list. Tools already identified include a Regional Analysis of Impediments to Fair Housing Choice and “typologies” of what constitutes the look and composition of current and future land uses and conditions. Additionally, two key planning tools, the first-ever 12-county regional general land use and zoning maps, were developed during the first phase of the project. These parcel-based maps were developed by a group of 13 organizations, including GIS staff of the region’s five MPOs and COGs and the Cuyahoga County Planning Commission. They are scalable and updatable and can be used both to guide the creation of the Regional Vision and as a tool for local and county government interested in better managing its land use decision-making. The Vibrant NEO Communications and Engagement Framework will also be included in the tool kit.

Work Accomplished

The Tool Kit & Practices Working Group was formed in March 2013 to refine and add to the preliminary tools and best practices lists developed by PMO staff earlier in the process, gather new tools, develop criteria to match tools for the region, and to organize resources. Results from the “What is Working? What is Needed?” Call for known or needed tools and best practices were reviewed and incorporated into the Working Group output where relevant.

The Working Group focused on local examples for which contact information could be provided to better enable regional stakeholders, local officials, and others to take advantage of these resources. In addition, examples from outside the region were added where there were gaps by both the Working Group and Sasaki Team. Selection criteria were developed by the Working Group to ensure that suggested tools and best practices that made it into the tool kit were relevant to issues outlined in the Conditions & Trends Platform, the scenario planning process, or the HUD Livability Principles. A smaller review team was assembled to assist in this effort. Finally, the tools and best practices were aligned with the recommendations and initiatives of the *Vibrant NEO 2040* Vision.

Vibrant NEO 2040 Products

The final Tool Kit & Best Practices Working Group meeting was held on December 5, 2013. Members reviewed the refined list of tools and best practices, which were cross-tabbed with the final vision recommendations and initiatives. The list of tools and best practices, similar to the Pilot Projects list, is currently housed in an Excel spreadsheet with established organizing fields for thematic and place type queries, along with fields relating these entries to relevant vision recommendations and initiatives.

Working Group Members

- Patrick Bravo, Summit County
- Peggy Carlo, Ashtabula County
- Fred Collier, Cleveland City Planning Commission
- Susan DeChant, Summit County
- Jerry Egan, Egan Consult, LLC
- Joe Hadley, Northeast Ohio Four County Regional Planning and Development Organization
- Stuart Mendel, Cleveland State University
- Don Romancak, Lorain County
- Janice Switzer, Ashtabula County
- Jeff Van Loon, Medina County Soil and Water Conservation District
- Nancy Zikmanis, Ohio Environmental Protection Agency, Northeast Ohio District

Working Group Meetings

- April 25, 2013, 9:30-11:30am, NEOSCC, Akron
- June 6, 2013, 9-10am, teleconference
- July 16, 2013, 9-9:30am, teleconference
- September 16, 2013, 10-11am, AMATS, Akron
- December 5, 2013, 10am-12pm, NEOSCC, Akron

Board Meetings/Webinars

- September 9, 2013, 10-11am, Webinar
- December 17, 2013 (Joint Products presentation scheduled)

Next Steps

The Tool Kit & Best Practices will be presented along with the other products to the NEOSCC Board in December, and the Board is scheduled to vote on approval of the vision and products, inclusive of the Tool Kit & Best Practices, at its February 2014 meeting. It is the PMO's goal is to translate the Tool Kit & Best Practices database into a searchable, open-source inventory of tools using in-kind resources prior to the end of the grant period. The Sasaki Team is developing the design strategies for current and future land uses as part of the *Vibrant NEO 2040 Vision & Framework*.

The geodatabase for 12-county regional land use and zoning is available on the VibrantNEO website. Additional data files have been stored on NEOSCC's limited-access Box.com site and have been backed up to NOACA's servers. Future NEOSCC data sharing and accessibility is the subject of a Consortium-wide survey conducted by Cleveland State University (CSU), through a contract with the Center for Community Solutions. Using the information gathered from the survey, along with interviews with 14

Vibrant NEO 2040 Products

other metropolitan planning organizations and/or Sustainable Communities Initiative grantees, the researchers will deliver a final report in early December 2013 that will include cost estimates for low-, medium-, and high-level data sharing scenarios. In the interim, NOACA, as fiscal agent, will house the data and make as much of it accessible as possible. Additionally, data files related to the trend and alternative scenarios will be transferred to NOACA from the Sasaki Team prior to the end of the contract period.

NEOSCC 2.0

With dedicated future funding, NEOSCC could maintain a data development and sharing capacity under the “Assist” focal area. Of particular concern is the maintenance and further development of accessible regional GIS-based mapping in a form readily available to the 400 local jurisdictions responsible for making land use and zoning decisions within their communities. The GIS users interviewed by the CSU team have expressed opinions that the 12-county land use and zoning maps in particular have value to both local and regional planning efforts and should be maintained and updated. The CSU team has noted that data standards vary from agency to agency, and has advised that establishing protocols to maintain, coordinate, and improve data post-grant will be necessary.

The Consortium anticipates that a mixture of governmental grants, existing funds allocated towards data/GIS activities of members, and foundation support will be needed to significantly advance regional data sharing and accessibility in the future. Staff has researched the Local Government Innovation Fund (LGIF) through the Ohio’s Development Services Agency and has had preliminary conversations with the office’s staff. Based on these discussions, the Consortium believes that a data sharing and accessibility feasibility study could be a competitive LGIF grant project. The scope would include a more detailed examination of the GIS assets that currently exist within the 12-county area, identification of the preferred platform (i.e., ArcGIS Server, ArcGIS Online, open source applications, etc.), and exploration of possible cost-sharing and data-sharing agreements.

Tool Kit & Best Practices Documents/Deliverables

- Tool Kit & Best Practices List (December 2013)
- What is Working? What is Needed? Call for known or needed projects, policies, and tools – see <http://vibrantneo.org/products-what-is-workingwhat-is-needed/>.
- 12-County Land Use & Zoning Maps and Geodatabase – see <http://vibrantneo.org/vibrantneo-2040/file-upload/>. Scroll down to the box under “Public File Sharing” and click on the “Data & GIS Mapping” folder.
- Regional Analysis of Impediments to Fair Housing Choice/Fair Housing and Equity Assessment – see <http://vibrantneo.org/regional-aifhea-finalreport/>
- Conditions & Trends Platform – see <http://cat.neoscc.org/>
- Conditions & Trends Platform Communications Tool Kit – see <http://cat.neoscc.org/toolkit/>
- NEO Map Atlas – see <http://cat.neoscc.org/neosccs-northeast-ohio-atlas/>
- NEO Planning Initiatives Library – see <http://vibrantneo.org/neo-101/library/>

Pilot Projects

Purpose

Pilot projects are the emerging best practices that show promise in moving the region towards the *Vibrant NEO 2040* Vision. They provide an opportunity to test new problem-solving approaches, and may include both small- or large-scale initiatives. The focus of the Pilots initiative is the identification of projects on the ground in Northeast Ohio that may be replicated or developed. By gathering information on pilots currently in process, planned, or completed in the region, stakeholders are provided with resources and contacts in communities that are addressing sustainability issues, such as those highlighted in the Conditions & Trends Platform or through the scenario planning process.

Scope of Work Update Description (August 2012)

The consultant will assist the Product Team, led by the PMO, in developing model pilot projects identified in the adopted Vibrant NEO Core Tools, Policies & Pilots list. This will include development of a selection procedure, evaluation methodology, and tracking and reporting mechanism. Additionally, a listing of all active and relevant pilots in the region will be developed.

Work Accomplished

The Pilots Working Group was formed in April 2013 to refine and add to the preliminary pilot list assembled by PMO staff earlier in the process, gather new existing and proposed pilots, create an overall framework for viewing pilots by thematic area, and develop criteria to select and evaluate pilots. Results from the “What is Working? What is Needed?” Call for known or needed pilot projects were reviewed and incorporated into the Working Group output where relevant. The focus of the Working Group was to identify examples primarily of local pilots so that other users of this information could learn from this work and replicate it in their own areas. Furthermore, the Working Group identified promising local, regional, and state resources for pilots currently advancing NEOSCC goals.

The Pilots Working Group last met in August 2013 to review lists of existing and proposed pilots. The final listing of pilot projects is cross-tabbed with the recommendations and initiatives of the *Vibrant NEO 2040* Vision. This information, similar to the Tool Kit & Best Practices information, is currently housed in an Excel spreadsheet with established fields for thematic and place type queries, along with fields relating these entries to relevant vision recommendations and initiatives.

Working Group Members

- Richard Bancroft, Bancroft-Miller, LLC
- Rod Beals, Ohio Environmental Protection Agency
- Bethia Burke, Fund for Our Economic Future
- Angela Byington, City of Elyria
- Mike Challender, Lorain County Growth Partnership
- Michael Connor, Retired from Railroads
- Kirby Date, Cleveland State University, Center for Community Development
- Jerry Egan, Egan Consult, LLC
- Brooke Furio, US Environmental Protection Agency, Region 5

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- James Greene, City of Cleveland
- Joe Hadley, Northeast Ohio Four County Regional Planning and Development Organization
- Dennis Hamm, Cuyahoga Valley National Park
- Kathy Hexter, Cleveland State University, Center for Community Development
- Tony Kuhel, Escalys, Regional Prosperity Initiative
- Mike Lyons, Regional Prosperity Initiative
- Susan Mancino, United Way of Lake County
- Beth Pearson, Chief of Community Development, City of Canton
- Kurt Princic, Ohio Environmental Protection Agency
- Sara Walton, Ohio Department of Transportation
- Nancy Zikmanis, Ohio Environmental Protection Agency

Working Group Meetings

- May 15, 2013, 10am-12pm, AMATS, Akron
- June 26, 2013, 10am-12pm, AMATS, Akron
- August 8, 2013, 12-2pm, AMATS, Akron

Board Meetings/Webinars

- June 27, 2013 (abbreviated presentation)
- July 11, 2013, 1-2pm, Webinar

Next Steps

The Pilots materials will be presented along with the other products to the NEOSCC Board in December, and the Board is scheduled to vote on approval of the vision and products, inclusive of the Pilots, at its February 2014 meeting. It is the PMO's goal to translate the Pilots databases into a searchable, open-source inventory of tools using in-kind resources prior to the end of the grant period.

NEOSCC 2.0

With dedicated future funding, a program to undertake Pilot Projects in the region could be launched as part of the next phase of NEOSCC, or less likely as a follow-on project of a Consortium member organization. The Board will need to first approve the Pilot Product materials, inclusive of the selection and evaluation criteria, in order to launch such a program.

For a program to be successful clear policies and procedures for the Consortium selection process, on top of the selection criteria developed by the Working Group, will need to be determined, such as identifying what entities will be eligible to apply (e.g., only Consortium members, local governments, and nonprofits, etc.), whether geographic or topical diversity is required, the minimum and maximum dollar amounts for awards, the length of time allowed for project, the policy for cost over-runs, and whether local cash or in-kind match will be required and at what level.

A marketing effort to engage local interest and participation in the Pilots initiative will be required, as will the development of performance standards and the means by which the data and information resulting from the Pilots will be stored, analyzed, and communicated. Since Pilots are intended to be quick "tests of

Vibrant NEO 2040 Products

concept” for region-wide replication, training and communications strategies will need to be developed so that information and lessons learned through Pilot initiatives can rapidly be shared with communities and organizations throughout the region. The Pilots initiative will require dedicated staff to handle the administrative aspects of the program, such as coordinating the selection process and monitoring project performance. Once the above issues have been settled, next steps would be to:

- Determine funding source and amount
- Determine the desired size, scope, and topic area parameters of the pilot program
- Develop the project scope , develop the RFQ/RFP process and publicize the program to eligible applicants
- Hold the selection and notification process
- Contract/enter into agreements with pilot sponsors

Additionally, funds could be used exclusively as match to other governmental grant programs that have local cash match requirements and thereby would leverage additional funds for the region. Local communities and non-profits often find it difficult to meet match requirements and, as a result, are unable to successfully apply for these programs. The Pilots materials should include information on possible funding programs and grant sources.

Pilots Projects Documents/Deliverables

- Pilots Framework (August 2013)
- Selection & Success Criteria (August 2013)
- Existing and Proposed Pilots List (December 2013)

Definitions of Place Types (Typologies) by Growth Pattern

Legacy City

Developed pre-1910, these are established cities that historically played a significant role in manufacturing and industry, and serve as the traditional cultural, social, educational and economic centers of the region.

1st Ring Suburb

A community directly adjacent to a Legacy City whose development manifested with the emerging car culture from 1910-1950 encouraged by aspirations to leave behind the sometimes undesirable living conditions of the region's industrial city. Sometimes, connected by early public transit systems like streetcars, these communities developed minor urban centers like commercial and institutional main street districts and civic centers.

2nd Ring Suburb

A community developed as the next step out from a 1st Ring Suburb and established between 1950-1970, reflect the growing impact and convenience of the automobile and desire to out migrate from the city centers. These communities may have developed with or without community centers, defined commercial nodes and concentrated employment bases.

Outer Ring Suburb

A community within a 30-minute drive to a Legacy City that developed largely as a result of the emerging post 1970s freeway network. Growth erupted from the demand for new large-lot housing stock along with the redefinition of commercial and employment centers.

Established City or Town

A community that is within the 2010 Census' Urbanized Area that developed independent of the Legacy Cities. Often the local economic, governmental, and institutional center, these smaller communities reflect a variety of residential, commercial, and cultural traits found in the legacy communities.

Rural Township

A community that is outside of the 2010 Census' Urbanized Area, has a predominately rural character with a base that is largely agricultural. Small town centers may consist of municipal and commercial facilities along with public amenities that are typically not connected to each other.

RESOLUTION NO. 2013-03
(Regarding the Future of NEOSCC, the non-profit)

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM, INC.
REGARDING THE FUTURE OF NEOSCC, THE NON-PROFIT**

WHEREAS, the Northeast Ohio Sustainable Communities Consortium, Inc. (NEOSCC) is an Ohio non-profit corporation formed to develop a regional policy plan for sustainability for a 12-county region in Northeast Ohio and to create a community of practice among planners, governmental officials, nonprofit professionals and citizens; and

WHEREAS, the Partnership for Sustainable Communities, a collaboration of the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA), established a Sustainable Communities Regional Planning Grant Program; and

WHEREAS, the Northeast Ohio Areawide Coordinating Agency (NOACA), acting as fiscal agent and lead applicant for the NEOSCC, was awarded \$4.25 million in funding from HUD for the Sustainable Communities Regional Planning Grant Program to develop the regional vision; and

WHEREAS, a Program Management Office for the NEOSCC was established and staffed to develop the regional vision; and

WHEREAS, the primary funding source and original purpose of the non-profit is approaching completion; and

WHEREAS, the Board of Directors at a retreat in June 2013 stated that there was an ongoing regional need for NEOSCC to be in existence, which was subsequently reaffirmed and organized by the Future's Committee over the summer of 2013; and

WHEREAS, the Futures Committee presented draft models for purpose, programming, organization, and funding for the non-profit to the Board of Directors in September 2013.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Northeast Ohio Sustainable Communities Consortium that:

Section 1: The existing NEOSCC Board desires to continue to serve as a nonprofit corporation, post-HUD Grant, formed to create a collaborative community of practice to establish a more vibrant, resilient, and sustainable Northeast Ohio.

Section 2: NEOSCC's Board of Directors thanks the Futures Committee for their work to-date and accepts its findings and recommendations for an aspirational conceptual framework with details to be further defined and agreed upon in the coming months; and

Section 3: NEOSCC's Board of Directors directs the Executive Committee to carry out the recommended tasks and timeline required to transition to NEOSCC 2.0.

Certified to be a true copy of a Resolution of the Board
of Directors of NEOSCC adopted this 19th day of
November 2013.

Secretary/Chair:_____

Date Signed: _____

Attachment: revised presentation from September 24, 2013

NEOSCC Technical Steering Committee Meeting Summary

Tuesday, December 10, 2013

NEOSCC's Offices, CitiCenter Basement Conference Room & GoTo Meeting Webinar

- **Public Comment:** None.
- **Minutes** from the November 12, 2013 meeting were approved.
- **Final Vision Recommendations, Strategies & Initiatives:** Mr. Hunter Morrison updated the committee on the final vision elements and what will be presented at the December Board meeting. He noted that based on input from TSC and other reviewers, more local examples of tools, best practices, and projects were added to the vision recommendations section.
- **Products Presentation:** Ms. Sara Maier gave a presentation on the products, synthesizing what they were and why they were developed. The products' relationship to the *Vibrant NEO 2040* vision was also covered, including how they have been integrated into the document. The ways to use the products, including their organizing structure, were explained.
- **December Board Meeting:** Mr. Jeff Anderle explained that the Board meeting will cover the vision objectives, recommendations, initiatives, indicators, and design strategies sections, and that Word versions of these elements would be sent by the Sasaki Team. A fully laid out InDesign version will come in January.
- **Communications Update:** Mr. Anderle noted that staff continues to work with R Strategy Group on the Executive Summary and Roadmap of the *Vibrant NEO 2040* vision. The office has also scheduled presentations of the vision to Consortium member Boards from December through February.
- There was no old or new business.
- The meeting was adjourned at 11:45 am. The next meeting will be held at a date to be determined in the future or February 11, 2011, from 10am-12pm at NEOSCC's offices or TBD.

Memo

To: NEOSCC Board of Directors
From: NEOSCC Finance Committee
Date: 12/13/2013
Re: Draft 2014 NEOSCC budget for review and discussion

No action is requested.

As NEOSCC moves to completion of the HUD grant project and related products, the committee and staff thought it was important that the non-profit adopt an annual budget, moving away from the project/HUD based budget that is currently used.

To this end, a draft budget was created. Including in the budget are a number of notes and assumptions.

This document should be used for discussion purposes. At just time there is a new grant deadline, upon HUD's approval of the extension request, an annual budget will be reviewed, finalized and voted on by the Committee before putting it before both the Executive Committee and Board of Directors for adoption.

The current deadline for use of the federal funds is January 30, 2014; the draft budget assumes access to the funds through June 30, 2014. As of December 13, 2013, it is forecast that there will be \$300,000 of HUD funds unspent and unencumbered on December 31, 2013. It is this \$300,000 that is the projected HUD grant revenue to be used until new contract end-date or until they are fully exhausted, whichever comes first.

If you have questions about the draft budget or would like to review the assumptions in more detail please contact any Finance Committee members.

DRAFT NEOSCC 2014 BUDGET

1	2	3	4	5	6
Line Revenue	Q1/14	Q2/14	Q3/14	Q4/14	Total
FY10 Sustainable Communities Planning					
1 Grant (via NOACA)	177,500	122,500	0	0	\$300,000
2 Other grants	0	0	0	0	\$0
3 Foundation contributions	0	0	0	0	\$0
4 Corporate contributions	0	0	0	0	\$0
5 Membership	0	0	0	0	\$0
6 Donations	0	0	0	0	\$0
7 Fees for services	0	0	0	0	\$0
8 Fundraisers, events, sales	0	0	0	0	\$0
9 Endowment	0	0	0	0	\$0
10 Interest income	0	0	0	0	\$0
11 Miscellaneous	0	65,000	65,000	65,000	\$195,000
12 Total	\$177,500	\$187,500	\$65,000	\$65,000	\$495,000
13 In-kind	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
14 Total Revenue	\$227,500	\$237,500	\$115,000	\$115,000	\$695,000
Line Expenses	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Total
15 Staff salaries and wages	100,000	75,000	50,000	50,000	\$275,000
16 Fringe benefits	15,000	10,000	7,500	7,500	\$40,000
17 Travel and transportation	5,000	2,500	2,000	2,000	\$11,500
19 Supplies and materials	7,500	5,000	5,000	5,000	\$22,500
24 Consultant contracts/fee	30,000	15,000	10,000	10,000	\$65,000
25 Contract services/fees	15,000	10,000	10,000	10,000	\$45,000
26 Miscellaneous / Other Direct Expenses	5,000	5,000	5,000	5,000	\$20,000
27 Total	\$177,500	\$122,500	\$89,500	\$89,500	\$479,000
28 In-kind					
28 NEOSCC time and travel	40,000	40,000	40,000	40,000	\$160,000
28 NEOSCC in-kind support	10,000	10,000	10,000	10,000	\$40,000
28 Total In-kind	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
29 Total Expenses	\$227,500	\$172,500	\$139,500	\$139,500	\$679,000
30 Revenue minus Expenses	\$0	\$65,000	-\$24,500	-\$24,500	\$16,000

NOTES AND ASSUMPTIONS

- Budget Categories are based on HUD-required format; other line items that should be called out in a non-profit budget include: Printing & Copying, Telecommunications (incl. phone, internet, etc.), Equipment, Marketing & Advertising, and Rent, Utilities & Insurance
- HUD funding through end of Q2 and sources to meet projected funding shortfall must be identified. Shortfall is captured in "Miscellaneous"
- No additional funding from the FFEF included in the assumptions
- Staffing: Q1 @5; Q2 @4; Q3 and Q4 @3 or 2-4 depending on roles and wages. Executive Director's Contract completed 6/30/13; Position unfilled in FY14; No names or explicit roles are included in Q3 and Q4
- Fringe Benefits, Transportation, and Supplies/Materials proportional to quarterly staffing levels
- Consultant Contracts include additional organizational development and communications consultancy
- Other Contracts and Other Direct Expenses based on historical patterns
- In-kind Q1 and Q2 based on proportion of current match; none anticipated in Q3 and Q4

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

NOVEMBER 2013 - FINANCIAL INFORMATION

	TOTAL PROGRAM BUDGET (A)	EXPENDED THROUGH 11/30/13 (B)	BUDGET REMAINING (A-B)	C TARGET PROGRAM BUDGET (A/35)*34 mo.	PERCENTAGE OF TARGET PROGRAM (B/C)	PERCENTAGE OF TARGET (97%) PROGRAM (B/A)
<u>SALARIES & FRINGES</u>						
SALARIES	\$ 1,390,000	\$ 1,265,767	\$ 124,233	\$ 1,312,778	96%	91%
FRINGE BENEFITS	200,000	185,062	14,938	188,889	98%	93%
	\$ 1,590,000	\$ 1,450,829	\$ 139,171	\$ 1,501,667	97%	91%
<u>TRANSPORTATION</u>						
LOCAL PRIVATE VEHICLE	\$ 33,000	\$ 23,971	\$ 9,029	\$ 31,167	77%	73%
AIRFARE	7,200	4,509	2,691	6,800	66%	63%
* WASHINGTON DC TRANSPORTATION	600	5,241	(4,641)	567	925%	874%
* WASHINGTON DC PERDIEM	4,200	4,385	(185)	3,967	111%	104%
	\$ 45,000	\$ 38,106	\$ 6,894	\$ 42,500	90%	85%
<u>SUPPLIES AND MATERIALS</u>						
OFFICE SUPPLIES	28,300	\$ 20,687	7,613	26,728	77%	73%
COPIER LEASE/USAGE	8,640	7,605	1,035	8,160	93%	88%
MEETING ACCOMODATIONS	6,000		6,000	5,667	0%	0%
* LAPTOPS/WORKSTATIONS	17,400	22,291	(4,891)	16,433	136%	128%
OFFICE EQUIPMENT	4,250		4,250	4,014	0%	0%
* CELLPHONES/IT TELECOMM	25,410	30,866	(5,456)	23,998	129%	121%
	90,000	\$ 81,449	8,551	85,000	96%	90%
<u>CONSULTANTS</u>						
ECONOMIC BASE ANALYSIS	\$ 150,000	\$ 31,750	\$ 118,250	\$ 141,667	22%	21%
BUILT & NATURAL ENVIRON	150,000		150,000	141,667	0%	0%
COMMUNITIES	200,000	169,590	30,410	188,889	90%	85%
TRANSPORTATION & IT CONNECTIONS	150,000	1,750	148,250	141,667	1%	1%
PLACE BASED REGIONAL PLAN	200,000	34,207	165,793	188,889	18%	17%
COLLABORATION & GOVERN SUPP	250,000	243,968	6,032	236,111	103%	98%
GIS & DATA INTEGRATION	225,000	38,420	186,580	212,500	18%	17%
GOVERNANCE & PMO SUPPORT	250,000	87,603	162,397	236,111	37%	35%
RESIDENTIAL ENGAGEMENT	250,000	2,000	248,000	236,111	1%	1%
PUBLIC & PRIVATE SECTOR ENGAGE	250,000	157,540	92,460	236,111	67%	63%
SASAKI CONSULTING	297,000	1,073,500	(776,500)	280,500	383%	361%
WEB-BASED MANAGEMENT	150,000	148,556	1,444	141,667	105%	99%
	\$ 2,522,000	\$ 1,988,884	\$ 533,116	\$ 2,381,889	84%	79%
CONSORTIUM MEMBER CONTRIBUTION	1,770,500	1,950,232	(179,732)	1,032,792	189%	110%
<u>Contracts</u>						
DATA & RESEARCH EVALUATION		\$ 585	(585)			
FISCAL AGENT FEE		87,849	(87,849)			
LEGAL		39,894	(39,894)			
AUDIT/TAX RETURNS/ACCTG/HR		19,328	(19,328)			
FURNITURE MOVING		1,400	(1,400)			
	150,000	\$ 149,056	(149,056)	87,500	170%	
<u>OTHER DIRECT EXPENSES</u>						
MONTHLY MEETING/INTRA AGENCY	\$ 45,000	\$ 24,224	\$ 20,776	\$ 42,500	57%	54%
SMARTPHONE/CELLPHONE PLANS	17,000	9,327	7,673	16,056	58%	55%
INSURANCE	18,000	4,751	13,249	17,000	28%	26%
MISCELLANEOUS	0	50,459	(50,459)	0		
	\$ 80,000	\$ 88,761	\$ (8,761)	\$ 75,556	117%	111%
TOTAL HUD BUDGET	\$ 6,247,500	\$ 5,747,317	\$ 350,183	\$ 5,206,903	110%	92% **

* These line items will be within budget as the program progresses toward completion.

** The Consortium has expended approximately ninety-two percent of the Sustainable Communities budget.

Total Contributions To Date:

Members 33.93%

HUD 66.07%

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

CASH POSITION AS OF NOVEMBER 30, 2013

<u>DESCRIPTION</u>	<u>RECEIPTS</u>	<u>DISBURSEMENTS</u>	<u>BALANCE</u>
BEGINNING BALANCE			\$ 348,123.77
HUD LOCCS REIMBURSEMENT	\$ 0.00		
FFOEF CONTRIBUTIONS	36,164.18		
MEMBER CONTRIBUTIONS	0.00		
MISCELLANEOUS	25.00		
VENDORS		\$ 143,408.28	
PAYROLL		27,266.41	
ENDING BALANCE			\$ 213,638.26
TOTAL	\$ <u>36,189.18</u>	\$ <u>170,674.69</u>	

RECEIPTED FUNDS:

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)	\$ 4,020,600.00
FUND FOR OUR ECONOMIC FUTURE (FFOEF)	216,667.00
CITY OF ELYRIA	10,000.00
TOTAL	\$ <u>4,247,267.00</u>

ADDITIONAL CASH RESOURCES:

NOACA LINE OF CREDIT \$0

Memo

To: NEOSCC Board of Directors
From: Emma Petrie Barcelona
Date: 12/13/2013
Re: Open and Pending Contracts and RFPs

Action requested

None

Contract Status

Consultants

Vendor/ Purpose	Expended	Invoices pending	PO Amount	Status
R-Strategy Communications, Website and Market Research 2012-09	\$421,589	-	\$462,490	Work ongoing, on schedule. Increased authorization amount request ongoing.
Center for Community Solutions Creating maps and basic GIS work 2012-11	\$15,420	\$9,528	\$24,948	In progress- additional work supporting dashboard and Sasaki need to extend agreement date
Program Planning Consultant, Scenario Planning and Fiscal Impact 2012-21	\$1,080,000	\$220,000	\$1,300,000	Under contract, on schedule
Non-profit future support Strategy Design Partners	\$36,903	\$3,025	\$40,000	Under agreement, on schedule

Other Contracts

Vendor/ Purpose	Expended	Invoices pending	PO amount	Status
Imagen Photography Board meeting recording 2012-12	\$11,500	\$1,725	\$11,500	Approved 5-8-12, Finance committee authorized 4-18-13 to complete recording through the end of 2013. Need additional authorization for 2014
FY12 and FY13 Audit and Tax Services Meaden & Moore	\$10,000	-	\$12,320	Agreement in place for FY2012 – total PO to be adjusted

Legal Counsel Buckingham, Doolittle & Burroughs	\$28,272	-	\$50,000	Agreement in place- no retainer, monthly invoices based on work performed. Finance Committee increased the funds authorized 4-18-13
Cleveland.com network/google.com Internet promotion, advertising through regional online networks	\$30,250	-	\$67,350	Not-to-exceed amount approved by Finance Committee 4-18-13

Open and Pending Purchases

- a. Open
- b. Pending or planning phases
 - i. Will need to increase amount to Imagen for recording 2 board meetings in 2014, pending HUD extension.

Completed agreements

Vendor/ Purpose	Expended	Amount unspent	PO amount	Status
Civic Commons Young Professional Events 2012-08	\$20,651	\$1,349	\$22,000	Complete
Cobalt Group Drafting engagement plan 2012-10	\$23,885	-	\$23,885	Complete
Meaden & Moore Audit 2012-04	\$7,143	\$107	\$7,250	complete
CSU- Kirby Date QCP WS Management 2012-03	\$29,900	\$100	\$30,000	Complete
Schneider, Smeltz, Ranney & LaFond P.L.L. Non-Profit Filing, temporary legal services 2011-01	\$13,210	-	\$13,210	All work complete and invoiced.
Cobalt Group Community Engagement Plan Implementation 2012-13	\$126,760	-	\$126,760	Work to be concluded in March- additional work will be part of Sasaki contract
Currere Board Facilitation 2012-07 2012-17 extension	\$167,393	\$11,670	\$179,063	Work to be completed in January
Analysis of Impediments to Fair Housing Western Economic Services 2012-14	\$163,140	-	\$163,140	Complete
Center for Community Solutions Regional Data Identification and Availability 2011-10	\$23,000	-	\$23,000	Complete

NEOSCC Consortium Membership & Leveraged Match Tracking - as of December 12, 2013

# Consortium Board Member	Notes	Committed Match per Consortium Agreement	Cummulative Reported Match	Percentage of Reported to Committed Match
1 Akron, City of	received partial through 4Q13	\$ 69,000	\$ 141,530.00	205.1%
2 Akron Metropolitan Area Transportation Study (AMATS)	received through 3Q13	\$ 127,812	\$ 128,321.28	100.4%
3 Akron Metropolitan Housing Authority	nothing received	\$ 77,642	\$ -	0.0%
4 Akron Urban League	received through 4Q12	\$ 69,000	\$ 8,877.56	12.9%
5 Ashtabula County	received through 2Q12	\$ 69,000	\$ 3,645.32	5.3%
6 Catholic Charities, Diocese of Youngstown	received partial through 4Q13	\$ 30,000	\$ 7,521.86	25.1%
7 Center for Community Solutions	received through 3Q13	\$ 42,900	\$ 13,606.93	31.7%
8 Cleveland, City of	received partial through 4Q13	\$ 69,000	\$ 14,923.45	21.6%
9 Cleveland Metroparks	pending	\$ 69,000	\$ -	0.0%
10 Cleveland Museum of Natural History	received through 3Q13	\$ 71,022	\$ 38,367.78	54.0%
11 Cleveland State University	received through 2Q12	\$ 79,188	\$ 81,073.75	102.4%
12 Cuyahoga County	received partial through 4Q13	\$ 69,000	\$ 46,839.52	67.9%
13 Cuyahoga Metropolitan Housing Authority	received through 4Q12	\$ 69,000	\$ 7,427.47	10.8%
14 Eastgate Regional Council of Governments (Eastgate)	received through 3Q13	\$ 69,000	\$ 110,372.52	160.0%
15 Elyria, City of*	received partial through 4Q13	\$ 69,000	\$ 33,351.84	48.3%
16 Fund for Our Economic Future**	received through 2Q12	\$ 850,000	\$ 393,454.50	46.3%
17 Greater Cleveland Regional Transit Authority	received through 3Q13	\$ 69,000	\$ 53,918.12	78.1%
18 Lorain County (Lorain County Growth Partnership)	received through 4Q12	\$ 83,897	\$ 20,751.81	24.7%
19 Lorain County Community College	received through 3Q13	\$ 49,000	\$ 10,041.51	20.5%
20 Mahoning County	received through 4Q12	\$ 69,000	\$ 19,933.63	28.9%
21 Northeast Ohio Areawide Coordinating Agency (NOACA) (Fiscal Agent)	received through 3Q13	\$ 179,415	\$ 354,561.72	197.6%
22 Northeast Ohio Community Development Alliance	nothing received	\$ 28,771	\$ -	0.0%
23 Northeast Ohio Four County Regional Planning & Development Organization (NEFCO)	received partial through 4Q13	\$ 69,000	\$ 71,416.41	103.5%
24 Policy Bridge	received through 3Q13	\$ 45,000	\$ 27,995.00	62.2%
25 Regional Prosperity Initiative	received through 4Q12	\$ 15,000	\$ 89,731.74	598.2%
26 Stark County	received through 3Q13 (began tracking 2Q12 when SCATS hit \$69,000)	\$ 69,000	\$ 69,024.06	100.0%
27 Stark County Regional Planning Commission/Stark County Area Transportation Study (RPC/SCATS)	received through 2Q12 - completed	\$ 69,000	\$ 69,000.00	100.0%
28 Stark Metropolitan Housing Authority	received through 2Q13	\$ 69,018	\$ 6,826.58	9.9%
29 Summit County	received through 3Q13	\$ 97,728	\$ 18,204.87	18.6%
30 Summit County Public Health	received through 3Q13	\$ 69,000	\$ 60,004.11	87.0%
31 Trumbull County	received through 3Q13 - completed	\$ 38,034	\$ 38,388.31	100.9%
32 Youngstown, City of	received through 3Q13	\$ 69,000	\$ 49,203.19	71.3%
33 Youngstown State University	completed match 2Q11	\$ 60,000	\$ 60,000.00	100.0%
Total		\$ 3,048,427	\$ 2,048,314.80	67.2%

*Includes \$10,000 cash match

**Includes \$500,000 cash match, of which \$213,000 has been released

Consortium