Northeast Ohio Sustainable Communities Consortium

NEOSCC
Future Committee Update

September 24, 2013
GOALS

• Discuss the *issues and options* generated through the board retreat

• Conduct *research or outreach* to assist with feasibility assessment

• Examine *pros and cons* of each option and determine the best, most feasible choice for NEOSCC

• Present *recommendations* to the full NEOSCC board on September 24th
Process Overview

Aug. 5th
Org. Activities & Board Structure (Discussion)

Week of Aug. 12th
Org. Activities & Board Structure (Recommendations)

Week of Aug. 19th
Staffing / Funding / Partnerships (Discussion)

Sept. 16th
ReView Findings + Discuss Board Approach & Next Steps

Sept. 24th
Board Meeting
THE REALITY
Proposed Regional Vision Draft Objectives

• Overarching theme: promote investment in existing communities

• Protect our soil, water, air, and ecologically sensitive areas

• Improve regional fiscal health

• Develop our regional economy with accessible employment opportunities

• Enhance regional transit system

• Cultivate and celebrate local assets and places of public value

• Expand our parks and open space network

• Preserve our prime farmland
Position Statement

• We expect a promising future for Northeast Ohio, but only if we address recent unsustainable development trends: Several decades of unabated outward migration in the face of modest regional population growth has resulted in housing markets characterized by an oversupply of units, weak prices, high vacancy rates, and widespread abandonment of the region’s oldest neighborhoods.

• Across the region, the creation of additional developable land through the extension of the region’s infrastructure systems has been accompanied by the simultaneous abandonment of already developed land and the infrastructure that supports it. If this pattern of simultaneous infrastructure expansion and abandonment continues unabated, every community in Northeast Ohio will face chronic fiscal stress. By 2040, expenditures are likely to exceed revenues by upwards of 30% in the region’s counties.

• Continued outward expansion reduces our region’s prime agricultural land and threatens our sensitive ecological areas while leaving large swaths of our legacy cities and towns abandoned: Blighted neighborhoods, abandoned shopping malls, and industrial brownfields would sap the vitality and weaken the tax base of each of our legacy industrial cities and their adjacent suburbs.

• We must act now to advocate for policies that stimulate investment in existing communities while protecting our agricultural heritage and rural communities. By doing so, we can achieve more environmentally balanced and fiscally sustainable development patterns throughout our region. Clean Ohio, historic tax credits, county land banks, regional transit, rural land conservancy, and farmland preservation are all available tools to achieve these goals. We must advocate for the continuation and expansion of these tools.

• NEOSCC is the only organization in Northeast Ohio that has assembled a broad and diverse group of leaders who are committed to and capable of implementing a regional development framework (Vibrant NEO 2040) that protects our future by creating conditions for a vibrant, resilient, and sustainable Northeast Ohio.
THE OPPORTUNITY
(Example)

Finding

• Current development trends: costly and fiscally unsustainable
• Rebuild on already-developed land in our cities and towns
• Protect farms & natural areas

Preferred Scenario

Limit further expansion of developed land

• Allocate resources to rebuild on already-developed land.
• Limit the extension of infrastructure outside the region’s urbanized area.

Promote the reuse of already-developed land

Align future building with changing market for walkable urbanism

Protect prime agricultural land by promoting local farming and conservancy

• Support local agriculture
• Support funding for conservancy
• Prioritize planning to protect natural resources

• Establish consensus on development targets
• Obtain commitments at all levels of government to support desired market behavior
THE WORK
CURRENT MISSION

We exist to create conditions for a more vibrant, resilient, and sustainable Northeast Ohio.
PROPOSED MISSION

NEOSCC creates conditions for a more vibrant, resilient, and sustainable Northeast Ohio by assisting communities with research, analysis, and planning; assembling & engaging broad and diverse stakeholder groups; and collectively advocating for effective policy changes.
HOW TO GET IT DONE:

NEOSCC ACTION

Strategic implementation on a regional scale

ASSIST
(Tech, Tools, Data)

Scenario planning, maps, data, VibrantNEO website, dashboard of regional indicators, policy analysis, measurement

ASSEMBLE & Engage

Forum to share ideas, build consensus, and catalyze actions at a regional scale

ADVOCATE for Change

Collaborative advocacy and communication on issues of regional significance
THE BOARD
General Criteria for Future Board Membership

• Believes that the region’s future must be fiscally, environmentally, and economically sustainable

• Supports the implementation of the regional vision and framework

• Has a passion to create conditions for a vibrant, resilient, and sustainable NEO

• Agrees to advocate for policy changes at local and regional level

• Has the capacity to influence and ability to effect change

• Makes the commitment to support transparent, engaged, and open-source approach for sharing data and aligning local and regional measures

• Has the will and means to provide financial and/or in-kind resources
Suggested Model

OFFICERS:
- Board Chair
- 2 Vice Chairs
- Secretary
- Treasurer

Board (40-60)

Executive Committee (15)

• MPOs/COGs
• 12 counties (one each)
• Foundations/Funders
• Corporations
• Other (non-profit, academic, etc.)
• Meets quarterly / biannually

Standing Committees

• Meet as needed
• Chair on EC
• Reports to EC

Research (25-30)

Policy (25-30)

Advocacy (25-30)

ADVISORY COMMITTEES
- Report to Standing Committees

Experts
- Technical and issue-based
- Based work stream model
- Meets quarterly

Friends
- Citizens & Elected Officials
- Quarterly mtgs.

Leaders
- Corporate
- Commits $s
- Meets as needed

4 Counties
3 MPOs/COGs
2 Funders
2 Corporate
1-3 Other
Meets monthly
Geographic balance
THE STAFF
Ballpark Budget: $350-500K
- Executive Director ($100-150K)
- Executive Asst./Office Manager ($35-50K)
- Policy Manager ($45-60K)
- Engagement Manager ($45-60K)
- Consultants ($30-50K)
- Other (e.g. health care, retirement, rent, office & meeting supplies, etc.) ($100-125K)
The Future Campaign
Protecting Our Region’s Future

• NEOSCC will implement the Vibrant NEO 2040 plan by assisting communities with research, analysis, & planning; assembling & engaging broad and diverse stakeholder groups; and advocating for real policy changes throughout the region.

• The current organizational model anticipates four organizational staff positions and total budget of approximately $500K:
  – Executive Director
  – Executive Assistant/Office Manager
  – Policy Manager
  – Engagement Manager

• NEOSCC seeks $500,000 each year to support an initial 3-year pilot program for a total of $1.5 million, which would fund these staff positions and their vital activities.

• NEOSCC seeks foundation, government, business membership, non-profit membership, project-based, and in-kind funding to support its work.
The Future Campaign
Annual Funding Model

Assumes funding for specific projects, e.g.
- HUD
- Land Bank

In-Kind, $25,000

Project-Based, $50,000

MPOs, $50,000

Government, $125,000

Foundation, $150,000

Assumes support from board members e.g.
- Staff
- Office

Assumes $40K/year from five foundations e.g.
- Cleveland
- Gund
- FFF
- MacArthur Fnd.
- Kresge Fnd.
- GAR
- Knight
- Stark Community Fnd.

Assumes $150,000

Government, $125,000

Business Membership $90,000

Non-Profit Membership, $10,000

Non-Profit Membership, $10,000

Assumes funding by 5 MPOs/COGs
- NOACA
- Eastgate
- SCATS
- NEFCO
- AMATS

Assumes dues of $15,000/year from 8 current member counties:
- Ashtabula
- Mahoning
- Trumbull
- Cuyahoga
- Lake
- Lorain
- Stark
- Summit

Assumes funding by 9 corporations contribute $10K/year, e.g.
- Cleveland Clinic
- University Hospitals
- Summa Health
- St. Elizabeth
- Eaton
- Goodyear
- Sherwin Williams
- Key Corp
- Timken
- PNC Bank
- First Energy

One-Year Total = $500K
Three-Year Total = $1.5M

Assumes 10 non-profits contribute $1K each, e.g.
- RTA
- CMNH
- RPI

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Future Campaign Timeline

• Create transition plan
• Identify one/few actionable items from Sazaki plan
• Complete case for support
• Finalize list of funding prospects
• Develop compelling presentation & collateral package
• Establish initial targets, schedule meetings

Jan. - March
• Meet with prospects
• Build board and advisory committees
• Define job descriptions for Executive Director and staff

April - June
• Finalize budget
• Complete on-boarding of board and advisory comm.
• Engage Executive Director and staff
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