

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM
EXECUTIVE COMMITTEE MEETING
Tuesday, October 22, 2013 11:30 AM
Akron Urban League

1. Welcome and Introductions
2. Public Comment
3. For Action
 - a. Approval of Meeting Minutes September 24, 2013 (attachment)
4. For Discussion
 - a. Objectives for November/November Watch List (Morrison)
 - b. Board Vision Session Discussion (Post-Board meeting) (Gallucci)
 - c. Convening Nominating Committee (Gallucci)
 - d. HUD Grant Extension
 - e. Fund for Our Economic Future Match-Grant Status
 - f. Future Committee Report (Gallucci)
5. For Information
 - a. Standing Committee Reports
 - i. Technical Steering Committee (attachment)
 - ii. Finance Committee Report (no business conducted)
 - iii. Communications and Engagement Committee Report (attachment)
 - iv. Nominating Committee Report (no business conducted)
 - v. Personnel Committee Report (no business conducted)
 - b. Organization
 - i. Progress and Status of Products (attachment)
 - ii. Month End Financial Report (attachment)
 - iii. Open and Pending Contract Update (attachment)
 - iv. Leveraged Match Report (attachment)
6. Old Business
7. New Business
 - a. Next Executive Committee Meeting
 - i. November 5th or November 19th

Adjourn

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

NEOSCC Executive Committee Meeting

Tuesday, September 24, 2013

11:00 AM

Akron Urban League

Attendance: Jason Segedy, Joe Hadley, Bob Nau, Bill D'Avignon, Gene Nixon, John Getchy, Rachel McCartney, Fred Wright, Jeff Dutton, Hunter Morrison, Grace Gallucci, Mike Lyons

Phone: Bethia Burke

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

The meeting started at 1:35 p.m. by the alternate chair Bob Nau. Welcome and introductions were made.

There was a **motion** to approve the August 13, 2013 minutes made by **Gene Nixon** and **Jason Segedy**. Motion carried

Hunter Morrison spoke about the first draft of the regional vision framework with Sasaki. Mr. Morrison mentioned the two sets of meetings that were set up for October.

The two meetings that were set up include Vision Sessions and caucuses. Mr. Morrison mentioned that the goals for the Vision Sessions were to review the data from the phase 2 workshops, have a conversation on emerging vision, and to get feedback.

The caucus meetings will be held from October 15th - November 1st. It is anticipated that the meetings will be held up at the Cobalt offices where there is more space. Mr. Morrison mentioned that there were nine different caucuses that were created. Joe Calabrese will run the first caucus at RTA. The main goal for the caucuses is to drill down on policy recommendations

Mr. Morrison talked about two forums sponsored by David Frost. The forums consisted largely of citizens that were concerned with Vibrant NEO and NEOSCC. The forums were all about issues that were explained before. Jeff Anderle spoke about the forum he attended in Independence. Mr. Anderle stated that there were about 150-200 people that attended. Mr. Anderle noted that in Independence there were six speakers including Grace Gallucci. Each speaker spoke for ten minutes with a five-minute rebuttal period once all of the speakers finished. Topics included climate change, different energy sources, and Agenda 21. The last speaker was David Frost and he connected the dots on how it all ties together.

Once all the speakers were done presenting there was a forty five-minute to an hour Q & A from audience. The majority of audience questions were directed to Ms. Gallucci. One of the biggest concerns brought up by the audience entailed the foundation of our work. It was also brought up during the forum for citizens to have an opportunity to speak at our meetings and be able to publically ask questions. Mr. Morrison mentioned that there is a five-minute opportunity to speak during our public comment but also understood that everyone's topics were worth more than five minutes. Mr. Anderle mentioned how there was no name calling or speaking out of turn and that the audience was very polite. Mike Lyons and Mayor Bruce Akers also attended the forum.

Mr. Segedy spoke about having a forum at the next round of meetings. Mr. Anderle commented that grandstanding could be an issue if we open up a public comment at the end of the meetings. Mr. Morrison mentioned taking it under advisement and how it can lead to debates. Mr. Segedy stated that the public should have an opportunity to speak since NEOSCC is advertising themselves for the public. Mr. Segedy mentioned an idea for the audience to have two minutes at the microphone to make their statements and concerns.

Mr. Anderle mentioned that the forums were recorded and that there are Youtube links of the forums.

Bob Nau asked for the consensus on if we should allow an open forum for the vision meetings.

Mr. Anderle mentioned extending the meetings an extra half an hour. Mr. Segedy suggests that people should

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

have the opportunity to speak their voice. Mr. Morrison brought up the problem that people would just come to argue and debate.

There was a **motion** for adding an extra half an hour at the Vision Sessions for the audience to talk made by **Mr. Segedy**. The motion was seconded by **Jeff Dutton**. Motion carried.

Dave Fitz from Strategy Design Partners spoke about the future of the organization. Mr. Nau mentioned that there wasn't going to be any action taken today, but that we needed to start the conversation and get an update. Mr. Fitz spoke about NEOSCC and how we will frame the future.

Some of the topics that were covered included:

- NEOSCC mission
- Services that will be provided
- The board structure
- Funding
- Staffing
- How to put it all together.

The reality is how are we going to deal with the region moving forward?

Mr. Fitz spoke about a proposed regional vision and a new proposed mission as well as the criteria or expectations for board membership moving forward. Mr. Fitz mentioned that the goal is to create a balanced board with geographical reach. Mr. Fitz wants to see more corporations involved while keeping a small but nimble staff with roughly four positions and a 350-500k budget. Mr. Fitz mentioned that NEOSCC needed to raise 1.5 million dollars to go for three more years. Mr. Segedy mentioned that it would be beneficial to focus on the future and what work we will be doing rather than operations.

Mr. Segedy pointed out that we should narrow down our focus and then talk about who's on board. Bethia Burke agreed with Mr. Segedy and claimed that in order to request funding there needs to be a demonstration of what NEOSCC will accomplish. Ms. Burke mentioned that it's hard to ask for funding without knowing exactly what will be accomplished. Mr. Morrison mentioned topics about why we should be funded over everyone else and what sets us apart.

Mr. Morrison noted that NEOSCC is going to need to go into next year to allow bodies to verify and approve the work. By December the board will be taking action to approve a draft or plan proposed vision. Mr. Morrison stated that the Vision we're presenting reflects what we're hearing. Mr. Morrison also explained that the caucuses encourage implementing agencies to take ownership of topics.

Mr. Segedy spoke about the MPO boards approving the plan. Mr. Segedy said that out of the 33 members only four are MPOs. Mr. Morrison mentioned that each board member has a different mandate. Mr. Segedy brought up the question, "What does it mean if an MPO approves this?" compared to different organizations and non profits.

Mr. Morrison mentioned that by December NEOSCC should have a conditional approval from a professional standpoint.

Mr. Nau mentioned that whatever we need approved should be decided by the board. Joe Hadley mentioned a board approval of the draft, which would then be sent out to entities for approval followed by preparation of the final draft. Mr. Morrison mentioned that we should be specific enough in the report that there aren't enough holes and that the wording should be careful.

The current grant termination is December 31, 2013, with closeout on January 31, 2014. Mr. Morrison stated that we are requesting and anticipating an extension for the grant. Mr. Nixon mentioned that we needed to put

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

together a schedule for what we should expect.

Mr. Segedy talked about what approvals mean. Jason asked, "What does the approval from the board mean?" and "What does the approval from the MPO's mean?" Mr. Segedy mentioned that he doesn't know what the collective vision for transportation is.

Mr. Nau said that we want to do some sort of collective review within a month for non-binding draft. The draft should be set up for approval before the end of year. Mr. Morrison agreed. Mr. Morrison said that we should find out the status of the extension one month to six weeks from when Steve Cerny gets and reviews all the submitted information. Gene Nixon says that we need to be clear on what we're voting for.

Mr. Morrison said that we aren't a planning agency and that we are an advisory body/task force. Mr. Morrison noted that NEOSCC is in no position to carry out recommendations. NEOSCC is here to create a vision that gives different bodies an opportunity to take action.

Fred Collier asked the question, "When will we have a final vision created?" Mr. Morrison said that we should have a draft worthy of presentation to different bodies by end of year with conceptual approval to move to the next level. The work is not done until we have the majority vote from board.

Emma Petrie Barcelona mentioned that the auditors will be at the board meeting for approval. There was already an approval from the Finance Committee. Ms. Petrie Barcelona claimed that it was a clean audit with no findings and no need for substantial change. Ms. Petrie Barcelona noted that given an unclear future, a couple extra sections were added that point out what we anticipate moving forward

Mr. Morrison spoke about the staffing changes that have taken place at NEOSCC. Mr. Morrison mentioned that Zack Brown, Julie Whyte and Grant Taylor took different positions outside of NEOSCC. Mr. Morrison noted that Kelley Britt, Kelly Harris, and Joe MacDonald are going to NOACA. Antoine Buie was moved to Planner II and will be Secretary of the Board, and Mike Nichols was moved to Operations and Finance Assistant, and will also be the Secretary of the Executive Committee.

Ms. Gallucci mentioned that it's important we keep talent here because of the expertise we've picked up.

Mr. Morrison said that we have submitted a draft to Steve Cerny that is waiting on approval. Mr. Cerny sent us his checklist to make sure NEOSCC is giving him what he needs. Mr. Morrison noted that NEOSCC is applying for a six-month extension and that we will be adjusting accordingly.

There was a **motion** to adjourn by **Mr. Hadley** and seconded by **Mr Lyons**. Motion was approved and the meeting ended at 12:35 p.m.

Next Executive Committee Meeting: Tuesday, October 22, 2013

Next NEOSCC Board Meeting: Tuesday, October 22, 2013

TO: Grace Gallucci, Board Chair, NEOSCC
Hunter Morrison, Executive Director, NEOSCC

FROM: David Fitz, Strategy Design Partners

SUBJECT: Vibrant NEO 2040 - Action Plan

DATE: October 14, 2013

MEMORANDUM

NEOSCC will present the final Vibrant NEO 2040 regional vision (“Vision Framework”) in December 2013. A result of “months of research, modeling, analysis, and engagement,” the Vision Framework aims to guide the region’s land use and growth patterns in the coming decades.

This memorandum provides a brief background on the Board of Directors’ efforts to frame the future of NEOSCC and suggests aligning this work with the Vision Framework by creating a Vibrant NEO 2040 Action Plan.

Future Committee

Beginning with a retreat on June 17, 2013, the board began to explore what the future of NEOSCC should be, focusing on its potential structure and work, and outlining preliminary recommendations in the following areas:

- Activities / Operations
- Board composition
- Staffing
- Funding
- Partnerships.

Following the retreat, the Board created an *ad hoc* committee (Future Committee) from its members to analyze and evaluate these recommendations with a goal of presenting an initial framework to the full board on September 24, 2013.

The Future Committee discussed the preliminary recommendations during several meetings from mid-August to mid-September. It also reviewed best practices from regional planning organizations in New York, New Jersey, Connecticut, Chicago, and Ohio.

A draft framework for the future organization was presented on September 24th. It included recommendations for an updated mission statement, organizational activities/operations (assist, assemble/engage, and advocate), board membership criteria, board composition and structure, a staffing model, a funding model, and a timeline for a campaign to raise support and populate the board.

The challenge for the Future Committee, however, was that the vision framework from the scenario planning was not in place yet. This limited the committee’s ability to develop final recommendations for the future structure and work of the organization. Many board members have expressed that it seemed like the Future Committee was “putting the cart before the horse.” But now, with a draft product from Sasaki and Associates in place, NEOSCC can align the work of the Future Committee with the Vision Framework, and move even further by crafting an Action Plan to give the planning phase a real world, actionable path forward.

Action Plan

NEOSCC staff and consultants from Sasaki and Associates have been preparing and presenting the Vision Framework to the community. The current draft includes objectives (“driving principles of the vision”), indicators (“to track the progress toward the regional vision”), and 12 “high level” recommendations with supporting initiatives (“how each recommendation might be implemented”).

One overarching question for the Board and the entire region is: Who will own the Vision Framework and ensure that the objectives are achieved, the indicators are tracked, the recommendations are followed, and the initiatives are promoted and implemented? Perhaps the answer to this question is a single entity (e.g. NEOSCC) or several entities, but if this work is to have any hope of being achieved, it is critical to establish the tactics, owners, timing, and funding for each initiative.

As the Vision Framework evolves, the Board should develop an action plan that identifies – with as much precision as possible – how these initiatives could be executed. While the Framework Vision may still change before December, the attached matrix attempts to align its recommendations and initiatives with the organizational activity areas developed by the Future Committee and begin a conversation on how to put this plan into action.

The board or executive committee also should develop a Vibrant NEO 2040 Action Plan. Understanding how each initiative is implemented would inform the structure and work of NEOSCC into the future (i.e. moving “the cart” back to its proper position). The following chart is a snapshot of an action plan matrix that the board might complete to help answer this question:

STRATEGY	CURRENT SITUATION	TACTIC	OWNER	TIMING	FUNDING	INDICATOR
<i>Develop a robust network of regional centers connected by multimodal corridors</i>						
Leverage the Transportation Improvement District (TID) mechanism to intensify land uses and employment opportunities in transit-rich corridors						
Create transit-oriented development (TOD) and district-level plans to specify use and density targets in critical regional nodes						

Next Steps

The board or executive committee should consider holding a retreat or meetings in the next 30-60 days to develop the Vibrant NEO 2040 Action Plan. While the vision framework will provide an excellent roadmap to guide Northeast Ohio's growth, the board must seize the opportunity to establish who (and how) will achieve the objectives, track the indicators, own the recommendations, and implement each of the initiatives.

DRAFT NEOSCC Activity - Recommendation Matrix

DRAFT RECOMMENDATION	Develop a robust network of regional centers connected by multimodal corridors	Make walking, biking, and transit better and more accessible mobility choices	Support urban agriculture and the local food system in NEO	Promote infill development in established cities and towns	Enhance and integrate regional public transit services	Develop a regional approach to knowledge sharing, coordination, and action on water and soil resources	Remove barriers and provide incentives to increase the amount of mixed-use and compact residential development	Maximize investment in existing roads before building new ones	Introduce ecological functions to vacant and underutilized urban land as well as public land where such treatments are effective and appropriate	Coordinate regionally on remediation, preparation, and marketing of industrial sites	Partner with individual landowners and organizations to secure ecologically and agriculturally valuable land for future generations	Consider collaborative and non-traditional means of providing essential services	
ASSIST	Leverage the Transportation Improvement District (TID) mechanism to intensify land uses and employment opportunities in transit-rich corridors	Connect existing trail system to regional transit hubs via on-and-off-street facilities	Review and amend municipal ordinances to allow for small- and moderate-scale urban farming on occupied and vacant parcels	Revise zoning and expedite permitting for new commercial development on vacant parcels or for adaptive reuse of abandoned buildings	Create a network of high frequency local and express bus service by upgrading high-performing existing bus routes and creating new routes in designated corridors	Undertake a regional natural resources inventory and create a database of critical features	Include small-lot, compact single-family and townhouse residential zoning designations in municipal zoning codes in the region	Amend MPO project selection criteria to privilege projects that maintain the existing Federal Aid System in a state of good repair over construction of additional interstate lane miles or interchanges	Identify and prioritize areas with high vacancy of abandonment rates that have high potential value for biofiltration and/or stormwater detention	Identify, evaluate, and prioritize vacant and abandoned industrial sites throughout the region for potential reuse		Study privatization options for critical infrastructure projects that cannot be funded through public dollars alone	
	Create transit-oriented development (TOD) and district-level plans to specify use and density targets in critical regional nodes						Create and maintain an integrated regional database of brownfield, contaminated, vacant, and abandoned properties	Include mixed-use zoning designations and/or planned unit overlay districts in municipal zoning codes in the region	Amend MPO project selection criteria to integrate alternative models, where possible and desirable	Introduce water treatment, detention, and filtration systems to parks, public lands, and conserved landscapes at critical junctures on the region's watersheds, especially at drainage points into Lake Erie	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		Utilize joint procurement strategies where possible to improve efficiency and legibility of public contracting
	Align tax credits and other direct and indirect public incentives to projects that diversify and intensify land uses in critical regional nodes						Explore the creation of natural resources districts that coordinate parks, soil, and water management expertise and functions			Acquire and reserve vacant or underutilized urban lands that are best suited to perform long-term ecological functions	Develop a regional industrial land bank to acquire, assemble, manage, and dispose of vacant industrial properties, in cooperation with economic development agencies and private brokerages		Investigate potential for sharing facilities, staff, and other assets for maintenance and provision of key services
	Consider eliminating parking minimums in areas well-served by high frequency transit										Develop and maintain a regional database of industrial sites for proactive external marketing through partner organizations and initiatives		
											Explore potential ecological, open space, and visitor-oriented uses on former industrial landscapes		
ASSEMBLE & ENGAGE		Create a coordinating council of MPOs to align investment of scarce alternative transportation improvement dollars in projects that make priority regional connections		Create a regional roundtable of municipalities interested in redevelopment issues and key actors in the development sector to study legal/market barriers to redevelopment and asset risk, share best practices, and develop roadmap for implementation			Strengthen and expand watershed partnerships that foster communication and collaboration between upstream and downstream communities						
		Collaborate with local and regional school districts to further develop safe routes to school, encouraging walking and biking											
ADVOCATE	Promote inclusive zoning and affordable housing set asides in critical regional nodes		Support the expansion of community supported agriculture, cooperatives, and other mechanisms that sustain small and moderate-scale agriculture and enhance food access	Promote the use of Special Improvement Districts (SIDs) as a fiscal tool in existing incorporated areas to encourage and leverage private asset risk	Invest in a regional network of express transit connections between NEO's core job centers		Prioritize tax credits and other direct and indirect incentives to projects that use land more efficiently		Create "green alleys" programs in areas where off-grid stormwater conveyance to a detention or infiltration basis is viable		Support the efforts of Western Reserve Land Conservancy and other land trusts operating in the region to stitch together a contiguous systems of conservation land and parkland		
				Promote impact fee nexus analysis as a best practice in ensuring private development covers its fair share of infrastructure costs							Promote the use of easements to secure valuable agricultural land for future use		
				Expand and support land banks as mechanisms to acquire and prepare vacant land for successive uses									

DRAFT