



*Vibrant NEO 2040 Existing
& Proposed Pilot Projects
December 16, 2013*

I. Pilots Framework

As part of the Vibrant NEO 2040 initiative, Northeast Ohio Sustainable Communities Consortium (NEOSCC) developed action products that focus on implementing, supporting, and highlighting current best practices and creating new tools, policy recommendations, and pilot projects that turn the Vibrant NEO vision into reality through the implementation phase of the project and beyond. These products are stand alone but reinforce the Vibrant NEO 2040 Vision document. This document focuses on the **Pilot Projects** of the product suite.

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.

In order to organize the Pilots data in a palatable and comprehensible way, a framework was developed. The Pilots Framework is organized by the following sub-groups mimicking the original NEOSCC Workstreams and committees: Communication and Engagement, Economic Development, Environments, Housing and Communities, Connections (transportation), and Quality Connected Places. Issues are indicated within each sub-group with corresponding Solutions and Target Areas. Under each Solution, the 'Proposed Pilots' and 'Case Studies of Existing Pilots' are indicated that correspond with that particular Solution. As a result, the Framework is organizing and cataloguing Pilots within each sub-group to communicate the Issues that Existing and Proposed Pilots are addressing. The Framework can also identify areas where Pilots are needed if there is currently no Pilot in existence to address a particular Issue. Finally, the pilots are cross-tabbed with the Vibrant NEO 2040 Vision recommendations and initiatives so that one may search for projects that are directly supportive of the vision.

Definitions:

- **Issue-** Problems that the region is facing (determined by findings of the Conditions and Trends Platform and by input from Pilot Working Group members)
- **Solution-** A potential, innovative method for solving the issues that the region is facing (where possible, these solutions align with the projects and policies from Imagine My NEO)
 - **Proposed Pilots:** Pilots that need funding and have not yet been implemented
 - **Case Studies of Existing Pilots:** Pilots in the region that have been Implemented or are currently In Progress
- **Target Area-** Prime areas for deploying or testing the proposed solutions to the region's issues; these target areas are to be determined and honed by the Preferred Scenario Workshop Results
- **Potential Funding Sources-** Grants and funding sources available that address each particular Issue
- **Additional Research-** Citations and research sources beyond what was indicated in the Conditions and Trends Platform

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- **Communication and Engagement**
 - **Issues Addressed:** Lack of Communication Across Different Groups
- **Connections**
 - **Issues Addressed:** Lack of Connectivity Between Communities, Transit Challenges Due to Continued Spreading Out of Population, Lack of Complete Streets
- **Economic Development**
 - **Issues Addressed:** Loss of Jobs in the Region, Lack of Regional Economic Development Cooperation, Opportunity for Utilization of Potential Development Zones, Contamination from Fracking
- **Environments**
 - **Issues Addressed:** Prevalence of Brownfield Sites and Their Impact on Human Health, Diminishing Number of Rare Species Sightings, Increased Land Consumption Despite Decreased Population, Compromised Water Quality, Persistent and Costly Flooding, Depletion of Natural Resources for Energy Needs, Contamination from Fracking
- **Housing & Communities**
 - **Issues Addressed:** Abandoned Housing and Oversupply, Disconnect of Housing Availability and Housing Needs, Residents of Certain Communities Have Overall Shorter Life Expectancies
- **Quality Connected Places**
 - **Issues Addressed:** Opportunities for Further Development of Existing Assets; Rising Demand for Walkable, Mixed-Use Places; Buildings Consume High Amounts of Energy

Communication and Engagement:

- **Issue: Lack of Communication Across Different Groups**
 - **Solution:** Coalition Building, Free Exchange of Information and Ideas, Improved Engagement, Promoting Community Involvement, Fostering a Sense of Community, Cultural Engagement
 - **Proposed Pilots:** Earthsayers
 - **Case Studies of Existing Pilots:** Civic Commons, Seamless Cleveland
 - **Potential Funding Sources:** Akron Community Foundation Civic Affairs Community Grant Fund, Engaged Communities Grant, Fostering the Arts Grant
 - **Target Areas:** N/A

Connections:

- **Issue: Lack of Connectivity and Coordination Between Communities**
 - **Solutions:** MPOs, Local Jurisdictions, Transit-Oriented Development, Invest in Pedestrian, Bicycling, and Public Transit Services, Creation of a City-Wide Transit System, Creation of New Recreational Trails

- **Proposed Pilots:** West Shore Corridor Transportation Project, Transportation Management Associations
 - **Case Studies of Existing Pilots:** Bicycle and Pedestrian Needs Report, Cleveland Lakefront West Project, West Creek Greenway Trail System Plan, etc.
 - **Potential Funding Sources:** Clean Ohio Fund – Recreational Trails, Surface Transportation Program, Surface Transportation Planning Grants, Bike / Pedestrian Grants
 - **Target Areas:** Urban Areas, Existing Rail Infrastructure
- **Issue: Transit Challenges Due to Continued Spreading Out of Population**
 - **Solution:** Invest in Pedestrian, Bicycling, and Public Transit Services, Ride-Sharing, Biking, Driving, Walking, Maintain Existing Infrastructure, Transit-Oriented Development, Mode Shift
 - **Proposed Pilots:** Connecting Communities in Montrose
 - **Case Studies of Existing Pilots:** Kent Central Gateway, Eastgate Transit Development Program, Lorain Carnegie (Hope Memorial) Bikeway, AMATS Connecting Communities
 - **Potential Funding Sources:** Surface Transportation Program, Accessibility to Disadvantaged Populations Grant
 - **Target Areas:** Existing Job Centers
- **Issue: Lack of Complete Streets**
 - **Solutions:** Walkability; Bike Lanes; Streetscapes; Invest in Pedestrian, Bicycling, and Public Transit Services; Deploy Traffic Calming Strategies
 - **Proposed Pilots:** North-South Community Connections Plan for Van Buren Avenue South and 2nd Street Southwest, W. 65th Street Streetscape Plan, etc.
 - **Case Studies of Existing Pilots:** Clifton Boulevard Enhancement Program, Cleveland Opportunity Corridor, Lorain Carnegie (Hope Memorial) Bikeway
 - **Potential Funding Sources:** N/A
 - **Target Areas:** Urban Areas, Major Corridors, University / College Town Districts

Economic Development:

- **Issue: Loss of Jobs in the Region**
 - **Solution:** Focus on Job Development in Key Driver Areas, Provide Incentives for Job Creation, Invest in Job Training, Regional Collaboration
 - **Proposed Pilots:** NA
 - **Case Studies of Existing Pilots:** Work Advance
 - **Potential Funding Sources:** Cleveland Foundation Economic Development Grant
 - **Target Areas:** N/A
 - **Additional Research:** This was the number one concern in the scenario planning Trends presentation
- **Issue: Lack of Regional Economic Development Collaboration**
 - **Solutions:** Facilitate wider use of Joint Economic Development Districts; Thoughtfully Coordinate Various Tax Incentives on a Regional Scale, Regional Collaboration, Encourage Rail Development, etc.
 - **Proposed Pilots:** Lorain County GIS Database, LEEDCo Off-Shore Wind Project

- **Case Studies of Existing Pilots:** Austen BioInnovation Institute, Efficient Gov Network, LEEDCo, Metropolitan Council Land Assembly, Northeast Ohio Transit Network Joint Powers Authority, Regional Economic Agreement
 - **Potential Funding Sources:** Policy Research: Fiscal Condition of States & Localities, GAR Foundation Non-Profit Enhancement Grant
 - **Target Areas:** Ports
- **Issue: Opportunity for Utilization of Potential Development Zones**
 - **Solution:** Targeted Development, Temporary Brownfields Solutions, Sustainable Energy
 - **Proposed Pilots:** Map of Potential Industrial Development Zones, Scaling Up Solar
 - **Case Studies of Existing Pilots:** Port Authority Rail Construction Project Plan, East 55th Street Redevelopment, Cornerstone Business Park, etc.
 - **Potential Funding Sources:** N/A
 - **Target Areas:** N/A

Environments:

- **Issue: Prevalence of Brownfield Sites and Their Impact on Human Health**
 - **Solutions:** Remediation and Development of Brownfields
 - **Proposed Pilots:** None
 - **Case Studies of Existing Pilots:** Former Beech Street Plant, Middlebury Project, Hemisphere Industrial Park, etc.
 - **Potential Funding Sources:** Clean Ohio Fund – Brownfield Remediation, Clean Water State Revolving Fund, Smith Foundation Environment Grant, etc.
 - **Target Areas:** Cleveland, East Cleveland, Lorain, Elyria, Akron, Barberton, Canton, Youngstown
 - **Additional Research:** Clean Ohio Fund - <http://clean.ohio.gov/BrownfieldRevitalization/BrownfieldRevitalizationMaps.htm>
- **Issue: Diminishing Number of Rare Species Sightings**
 - **Solution:** Limit Growth in Townships, Green Space Conservation, Protection of Rare Habitats, Conservation of Rare Species, Control of Invasive Species, Reforestation, Targeted Pesticide Injection
 - **Proposed Pilots:** None
 - **Case Studies of Existing Pilots:** The Oberlin Project, Beecher’s Brook Forest Application, Beecher’s Brook – Hemlock Point Preservation, etc.
 - **Potential Funding Sources:** None
 - **Target Areas:** Rural, Undeveloped Areas
- **Issue: Increased Land Consumption Despite Decreased Population**
 - **Solutions:** Smart Growth, Balanced Growth, Limit Growth in Townships, Creation of Trails and Greenways, Expansion of Existing Public Park Spaces, etc.
 - **Proposed Pilots:** None
 - **Case Studies of Existing Pilots:** Parks for People, Cleveland Lakefront Nature Preserve (Dike 14), Canal Basin Park, etc.

- **Potential Funding Sources:** Clean Ohio Fund – Green Space Conservation, ODNR NatureWorks Grant, ODNR Land and Water Conservation Fund, ODNR Coastal & Estuarine Land Conservation
- **Target Areas:** Rural, Undeveloped Areas
- **Issue: Compromised Water Quality (From Storm Water Run-Off and Other Sources)**
 - **Solutions:** Remediation, Storm Water and Sewer Management Solutions, Preservation of Wetlands, etc.
 - **Proposed Pilots:** Wadsworth Bioswale Project, Plus Pool
 - **Case Studies of Existing Pilots:** Water Quality Trading, Cuyahoga River Dam Removals, Euclid Creek Wetland Restoration Project, etc.
 - **Potential Funding Sources:** NEORS Small-Scale Stormwater Demonstration Project Grants Program, Water Pollution Control Loan Fund Program Management Plan, etc.
 - **Target Areas:** Ground Water Adjacent to Combined Sewer Overflows and Agriculture
- **Issue: Persistent and Costly Flooding**
 - **Solutions:** Remediation, Storm Water and Sewer Management Solutions, Protection and Restoration of Riparian Corridors, Preservation of Wetlands, Flood Plain Land Protection
 - **Proposed Pilots:** None
 - **Case Studies of Existing Pilots:** Cuyahoga River Dam Removals; Wild and Scenic Conneaut Creek Project; Mill Creek Waterfall Conservation; Treadway Creek Greenway Restoration Project; Upper Dugway Valley Riparian Corridor Restoration; Lick Run Watershed Improvements; etc.
 - **Potential Funding Sources:** ODNR Wetland Restoration Assistance Grant
 - **Target Areas:** Compromised Riparian Corridors
- **Issue: Depletion of Natural Resources for Energy Needs**
 - **Solution:** Sustainable Energy (Wind, Solar, Natural Ventilation, Geothermal), Promotion of a Community Shift to Renewable Energy Resources, Implementation of Energy Commitments, Public Education Outreach, Community Aggregation
 - **Proposed Pilots:** None
 - **Case Studies of Existing Pilots:** Anaerobic Digester Facility, Creation of Fuel from Polymer Waste, Vertical 'Pinkhouses,' The Oberlin Project, Environmental Learning Lab Acquisition, Home for Hope, Lake Erie Energy Development Corporation (LEEDCo), Community Aggregation Program, Torrefaction, Integrated Advanced Biofuels
 - **Potential Funding Sources:** Conservation and Sustainable Development Grant, Energy Efficiency and Renewable Energy Financial Opportunities
 - **Target Areas:** Urban Communities
- **Issue: Contamination from Fracking**
 - **Solutions:** Environmental Remediation, Education, Safety Education, Petition to Ban Fracking
 - **Proposed Pilots:** None
 - **Case Studies of Existing Pilots:** Buckeye STEPS, Oberlin Petition to Ban Fracking
 - **Potential Funding Sources:** Ohio Department of Natural Resources
 - **Target Areas:** Rural Communities

Housing & Communities:

- **Issue: Abandoned Housing and Oversupply**
 - **Solutions:** Demolition, Foreclosure Prevention, Foreclosure Solutions, Deed-In-Escrow, Foreclosure Flipping, Creative Adaptive Reuse, Neighborhood Revitalization, Foreclosure Renovation
 - **Proposed Pilots:** None
 - **Case Studies of Existing Pilots:** Deed-In-Escrow Program, Land Bank In-House Renovation and Resale, Loft Conversions, World’s First BioCellar, Ideal Homes Program
 - **Potential Funding Sources:** Choice Neighborhoods, Neighborhood Stabilization Program (NSP)
 - **Target Areas:** Akron and Cleveland
(<http://www.realtytrac.com/statsandtrends/foreclosuretrends/oh>)
 - **Additional Research:** Heavy Focus on Abandonment in the BAU Scenario
- **Issue: Disconnect Between Housing Availability and Housing Needs**
 - **Solution:** New Housing, Renovation of Existing Communities, Housing Incentives to Live Near Work, Low Impact Housing, Affordable Housing, Zoning Adjustments
 - **Proposed Pilots:** Hickory – A Great Place to Live
 - **Case Studies of Existing Pilots:** Gardens of Highland, Greater Circle Living Program, Wilkes Villa
 - **Potential Funding Sources:** None
 - **Target Areas:**
- **Issue: Residents of Certain Communities Have Shorter Overall Life Expectancies**
 - **Solutions:** Increased Neighborhood Walkability, Increased Perception of Neighborhood Safety, Community Engagement and Education, etc.
 - **Proposed Pilots:** None
 - **Case Studies of Existing Pilots:** Wilkes Villa, Place Matters Initiative, The Incredible Edible Park, Puget Ridge Edible Park, Healthy Cleveland
 - **Potential Funding Sources:** Community & Economic Development: Youth Violence Prevention, Human Rights and International Justice Grant, Strengthening American Democracy Grants, etc.
 - **Target Areas:** Low-Income Communities with Poor Health
 - **Additional Research:**
 - County Health Ratings per
<http://www.countyhealthrankings.org/app/ohio/2013/rankings/outcomes/overall/by-rank>

Quality Connected Places:

- **Issue: Opportunities for Further Development of Existing Assets**
 - **Solutions:** Assets Development, Asset Cluster Development, Mixed-Use Development, Transit-Oriented Development, Right-Sizing, Connecting Existing Assets

- **Proposed Pilots:** Ohio City Transit-Oriented Development, Eastside Cleveland Improvements
 - **Case Studies of Existing Pilots:** Little Italy – University Circle Rapid Station, Right-Sizing Cities Initiative, East 9th Street and Prospect Avenue Revitalization, etc.
 - **Potential Funding Sources:** National Endowment for the Arts – Arts Work Grant, National Endowment for the Arts – Challenge America Fast-Track, Ford Foundation, etc.
 - **Target Areas:** Existing Asset Clusters (from the QCP Workstream)
- **Issue: Rising Demand for Walkable, Mixed-Use Places**
 - **Solutions:** Transit-Oriented Development, Revitalizing Downtown Projects, Infill Development, Street Beautification, Public art, Encourage Mixed-Use Development, Comprehensive Neighborhood Planning, Mode Shift, Grassroots Initiatives
 - **Proposed Pilots:** Ohio City Transit-Oriented Development
 - **Case Studies of Existing Pilots:** Oberlin Green Arts District Campus Plan, Little Italy – University Circle Rapid Station
 - **Potential Funding Sources:** Neighborhood Partnership Program, Neighborhood and Community Development Grant
 - **Target Areas:** College Town Districts, Urban Cores
- **Issue: Buildings Consume High Amounts of Energy**
 - **Solution:** Sustainable Design (Geothermal, Green Roof, Natural Ventilation, Double-Paneled Facade, High-Efficiency Insulation, Radiant Heating and Cooling, Living Machine)
 - **Proposed Pilots:** KSU's New Architecture Building
 - **Case Studies of Existing Pilots:** Cleveland Museum of Natural History Building Project, PNC Smarthome, Ohio Sustainability Project, Oberlin Green Arts District Campus Plan
 - **Potential Funding Sources:** None
 - **Target Areas:** Buildings for the Public (to maximize the educational benefits)

II. Pilots Selection & Evaluation Criteria

The purpose of the **Selection Criteria** are to determine which Proposed Pilots will be selected to receive funding and become implemented. The purpose of the **Success Criteria** are to gauge the success of Case Studies of Existing Pilots. Since the Success Criteria are paired with Existing Pilots, the Success Criteria's primary role is for educational purposes.

Selection Criteria (Paired with Proposed Pilots):

- **Goals:**
 - Addresses one or more major elements and goals of the Vibrant NEO 2040 plan and HUD Livability Principles
 - The Pilot addresses a specific problem indicated in the Pilots Framework and the Business As Usual Scenario or aids the region in advancing toward the Preferred Scenario
 - Can be coordinated with, or augment, other programs and projects that are deemed to further the goals of *Vibrant NEO 2040*

- **Location:**
 - Located within the NEOSCC 12 county footprint
 - Demonstrates applicability of approach to a new scenario or situation
 - The Pilot is replicable in at least one other area
- **Feasibility and Risk:**
 - There is a Feasibility Study to assess the viability of the project
 - There is a Risk Assessment to measure and communicate if a Pilot is more or less experimental
 - The project's risk is measured against the need for the project and the benefit that the project would provide
- **Funding and Support:**
 - Supported with matching or in-kind funds
 - Supported by a public/private partnership
 - Receive 67% support among the NEOSCC Board
 - Resources needed are clearly described
 - Support and ownership of the local government is clearly indicated
 - Preference shown to projects that are supported by a variety of funding sources
- **Progress and Completion:**
 - Provide measurable progress within the first year of project initiation
 - The Pilot can be completed within 3 years
 - The indicated timeframe is realistic
 - Project can be completed within budget expectations
- **Output:**
 - Catalyzes behavioral change at an organizational level
 - Results and outputs of the pilot are publicly accessible

Success Criteria (Paired with Case Studies / Existing Pilots):

- Self-assessment performed at the beginning of pilot
- Effort (staff-hours, outreach, etc.)
- Issues related to pilot plan execution
- Self-assessment performed at the end of pilot
- Lessons learned at the end of pilot
- Demonstrated Efficacy
 - Short-term efficacy (immediate results achieved)
 - Long-term efficacy
 - Project becomes part of a larger, long-term effort
 - Capacity building achieved
 - Knowledge was gained
 - The project evolved over several years
- Expenses were covered
- The project has a net positive (societal or financial) Return on Investment