

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

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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”

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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

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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.

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### **“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.

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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

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- 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.

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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

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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

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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.