

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM
Executive Committee- Special Session
Tuesday, January 14, 2014 12:00 PM
Northeast Ohio Areawide Coordinating Agency

1. Welcome and Introductions
2. For Action
 - a. Approval of Meeting Minutes December 17, 2013 (attachment)
3. For Discussion
 - a. Status of NEOSCC 1.0
 - b. NEOSCC 2.0: The Future of NEOSCC, the non-profit
 - i. Review of Future's Committee presentation materials
 - ii. Review and discussion of Recommendations and Initiatives
 1. Vibrant NEO Vision and Framework Report
 2. Updated Strategy Design Group Activity Matrix
 - iii. Goals for the Committee
 - iv. Timelines for Recommendation to the Board
 1. Funding Alternatives and Strategies
 2. Transition from 1.0 to 2.0
 - v. Next meeting topics
4. For Information
5. Old Business
6. New Business
 - a. Next meeting date-January 28 prior to the January Board Meeting.

Adjourn

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

NEOSCC Executive Committee Meeting

Tuesday, December 17, 2013

12:00 PM

Akron Urban League

Attendance: Jason Segedy, Bill D'Avignon, John Getchey, Gene Nixon, Fred Wright, Grace Gallucci, Mike Lyons, Bob Nau, Jeff Dutton, Rachel McCartney, Brad Whitehead, Grace Gallucci, Freddy Collier, Stephen Hambley
Staff/Other: Hunter Morrison, Emma Petrie Barcelona, Sara Maier, Mike Nichols, Lucy Miller, Jeff Anderle

The meeting started at 12:25 p.m. by the alternate chair Bob Nau. Welcome and introductions were made.

There was a **motion** to approve the Executive Committee minutes for November 17, 2013 by **Mr. Segedy**, seconded by **Mr. Lyons**. Motion approved.

Mr. Morrison spoke about the future of NEOSCC, the non-profit. Mr. Morrison commented that NEOSCC had requested a five-month extension that would take NEOSCC until the end of June. The extension gives NEOSCC enough time to finish the up the work and zero in on the next phase of funding for NEOSCC 2.0. Mr. Morrison made an announcement that the extension has been granted to take NEOSCC through June 2014. Mr. Morrison said that the next piece for NEOSCC is to focus on transitioning the Federally funded non-profit organization to an independent non-profit organization with its own responsibilities.

Mr. Nixon asked what the plan was for NEOSCC during the next five months. Mr. Morrison mentioned that the main goal was to get through the grant. There hasn't been any detailed planning done. A contingency plan has been reviewed with Ms. Gallucci on how NEOSCC will shut down if needed. January and February will be used to present the NEO Vision, Framework, and Products. March, April, May, and June, will be used to close out NEOSCC 1.0 and to perfect a plan to transition to NEOSCC 2.0.

Mr. Lyons and Mr. Getchey asked questions regarding the current status of the NEOSCC timeline. Ms. Petrie Barcelona mentioned that NEOSCC has enough HUD money to make it through June. Mr. Morrison mentioned May 1st as a date that the Executive Committee should have all of their tasks done by. After May 1st everything related to HUD would be in closeout mode. Ms. Petrie Barcelona pointed out that NEOSCC is allowed to continue spending money in eligible ways that meet the terms of the grant.

Mr. Lyons commented that the Executive Committee is behind the timeline that was previously set forth. Ms. Gallucci mentioned the Executive Committee members not being on the same page as being the main reason that they have fallen behind.

Ms. Gallucci proposed that the Executive Committee meet the second week of each month to share ideas and propose and make decisions. The Executive Committee members could then come back on Board Meeting days to solidify decisions that have been made.

Mr. Nixon mentioned that it would be a good idea to talk about the funding structure for NEOSCC 2.0. Mr. Morrison commented about organizations funding NEOSCC for specific events they do for GIS data. Mr. Morrison said that NEOSCC is just beginning to identify some of the potential sources and some of the potential interested parties.

Mr. Nixon raised the question of what needs to be accomplished by May 1st. Ms. Gallucci mentioned that if the extension goes until June 30th, then there needs to be a new board in place by July 1st. Ms. Gallucci commented that if the grant ends on June 30th, then that date should be used to work backwards from.

Ms. Gallucci said that the next Executive Committee meeting would be on January 14th. She mentioned sending

NORTHEAST OHIO SUSTAINABLE COMMUNITIES CONSORTIUM

the agenda out early and having committee members look over the material beforehand, so that they are ready to make decisions.

Mr. Dutton spoke on behalf of the Nominating Committee. Mr. Dutton reported that the Nominating Committee came to the conclusion that the existing officers stay the same going into next year but not to exceed six months. There was a **motion** to adopt the recommendation by the Nominating Committee or to bring the discussion to the Board by **Mr. Nixon**, seconded by **Mr. Getchey**. Motion carries.

Mr. Collier commented that the Nominating Committee made the recommendation because there needs to be a sense of stability and familiarity.

Mr. Hambley mentioned that the Finance Committee had a conference call to go over financials and cash position. The Finance Committee proposed a budget for the 2014 year. The proposed operating budget will be based off of the \$300,000 remaining funds. The Finance Committee will reconvene in early 2014 and should have a formal budget in January to bring to the Board for adoption.

The Fund for Our Economic Future will release a final payment of \$30,575. Consistent with the policies of the Fund, unexpended grant dollars will return to a general grant making pool. While we cannot specifically reserve unexpended dollars, closing the grant at this time demonstrates good stewardship of resources. The Fund continues to see the relevance of the cost of our region's infrastructure development and maintenance to the economic health of our region, and we are committed to understanding how our region best acts upon the recommendations of the VibrantNEO 2040 Vision.

Mr. Morrison mentioned that in January and February the NEOSCC staff would be working with Sazaki and R Strategy finishing up the full report, vision, and framework. The work will bring people up to date on what the process has been about and also includes the engagement process. Mr. Anderle commented that the report will be around three hundred pages long. Mr. Morrison said that the report had everything in it along with A.I. questions on how NEOSCC came up with their numbers. The goal is for the Board Members to vote to adopt the recommendations, vision, and framework in February.

There was a **motion** to adjourn by **Mr. Lyons**, seconded by **Mr. Nixon**. Motion was approved and the meeting was adjourned at 1:32 p.m.

Next Executive Committee Meeting: Tuesday, January 14, 2013

Northeast Ohio Sustainable Communities Consortium

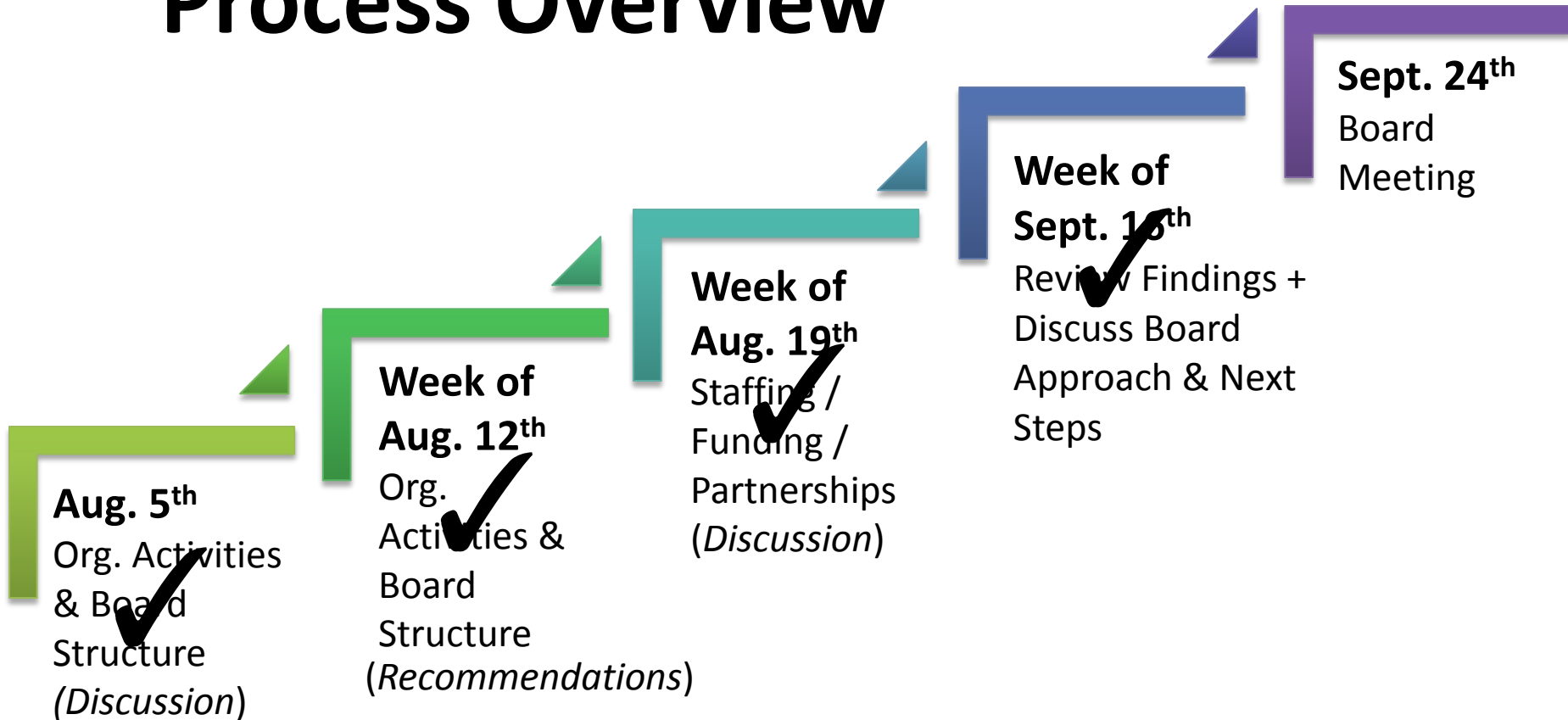
NEOSCC Future Committee Update

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



THE REALITY

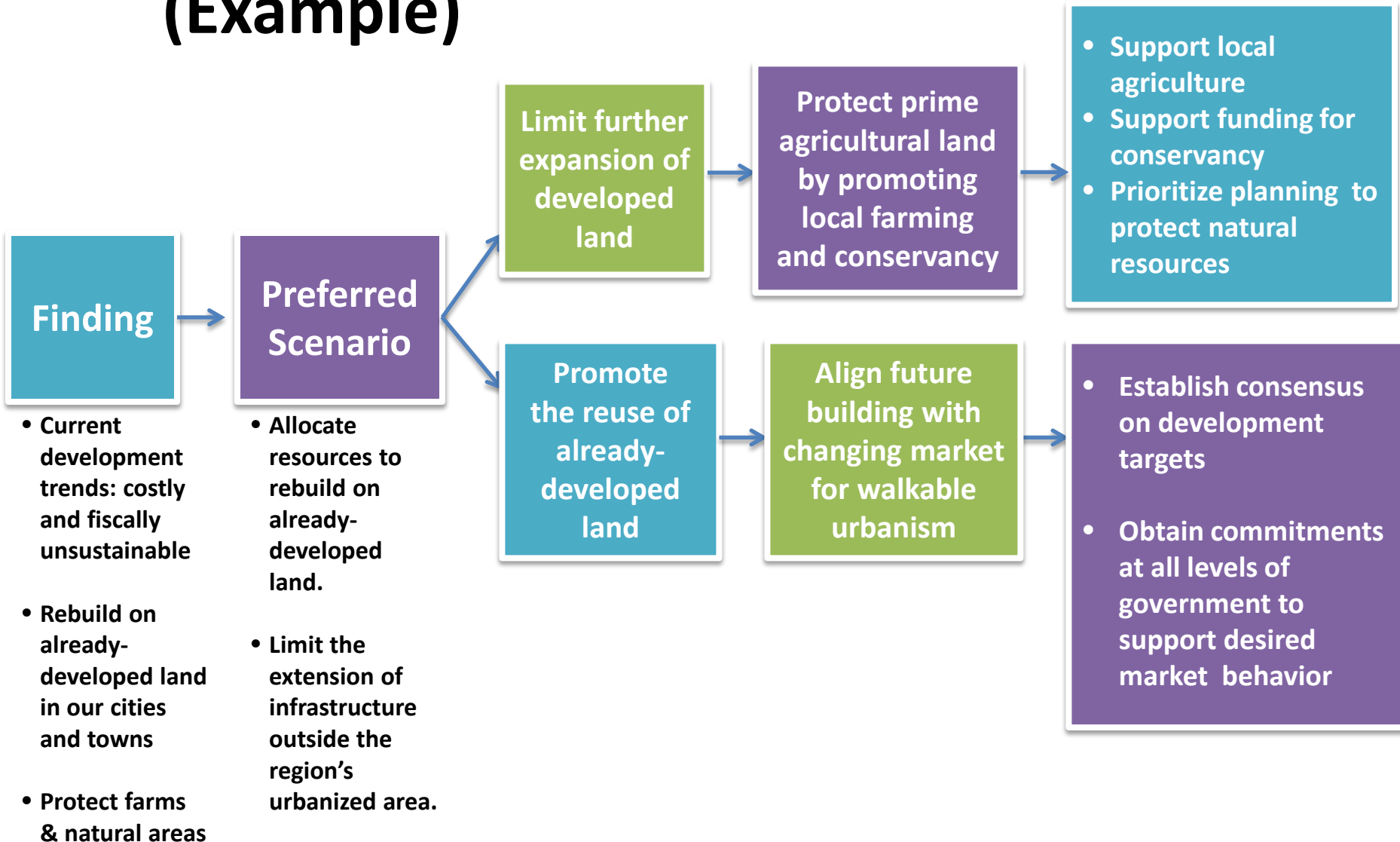
Proposed Regional Vision Draft Objectives

- 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)



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

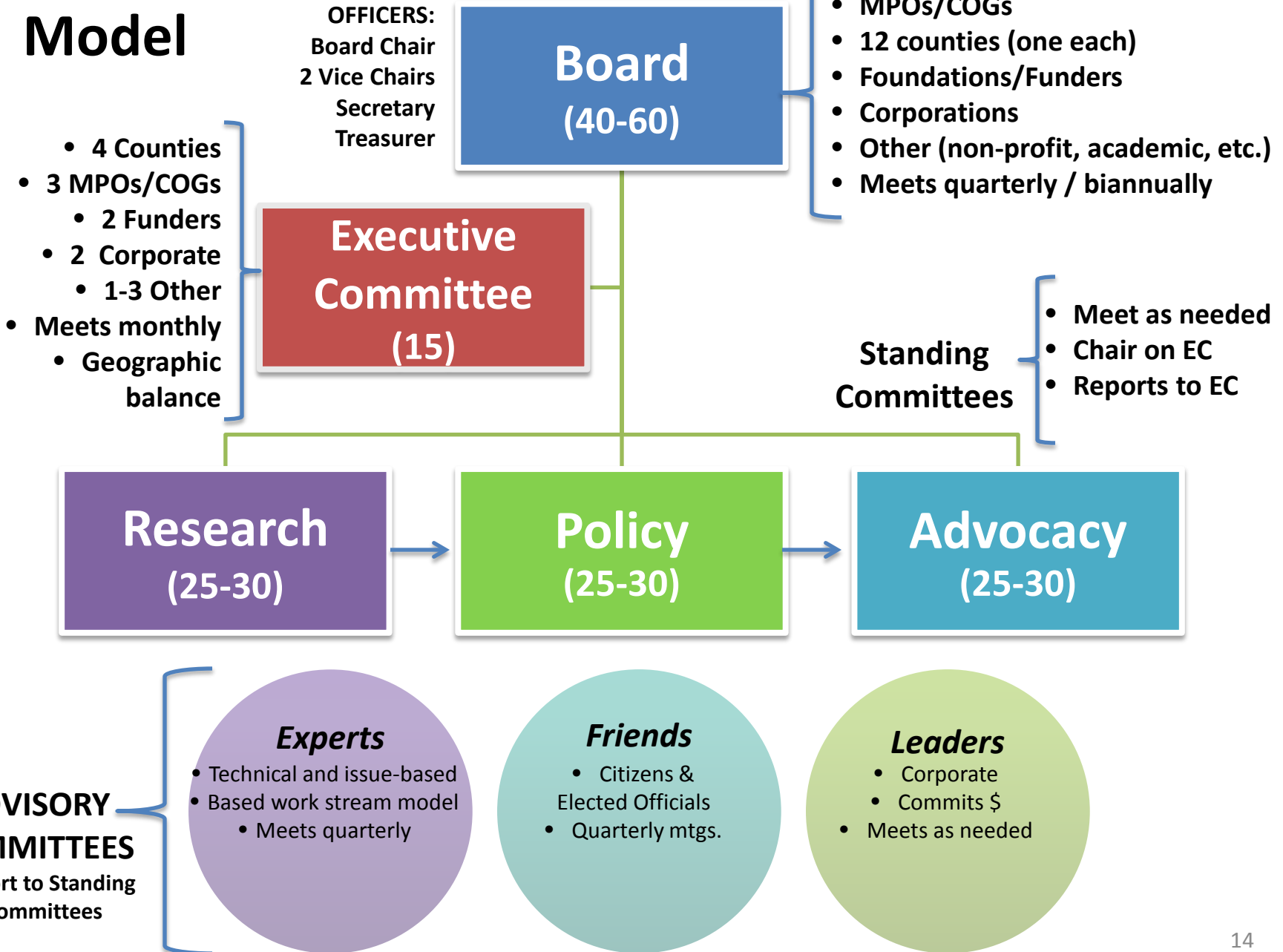
Collaborative
advocacy and
communication on
issues of regional
significance

THE BOARD

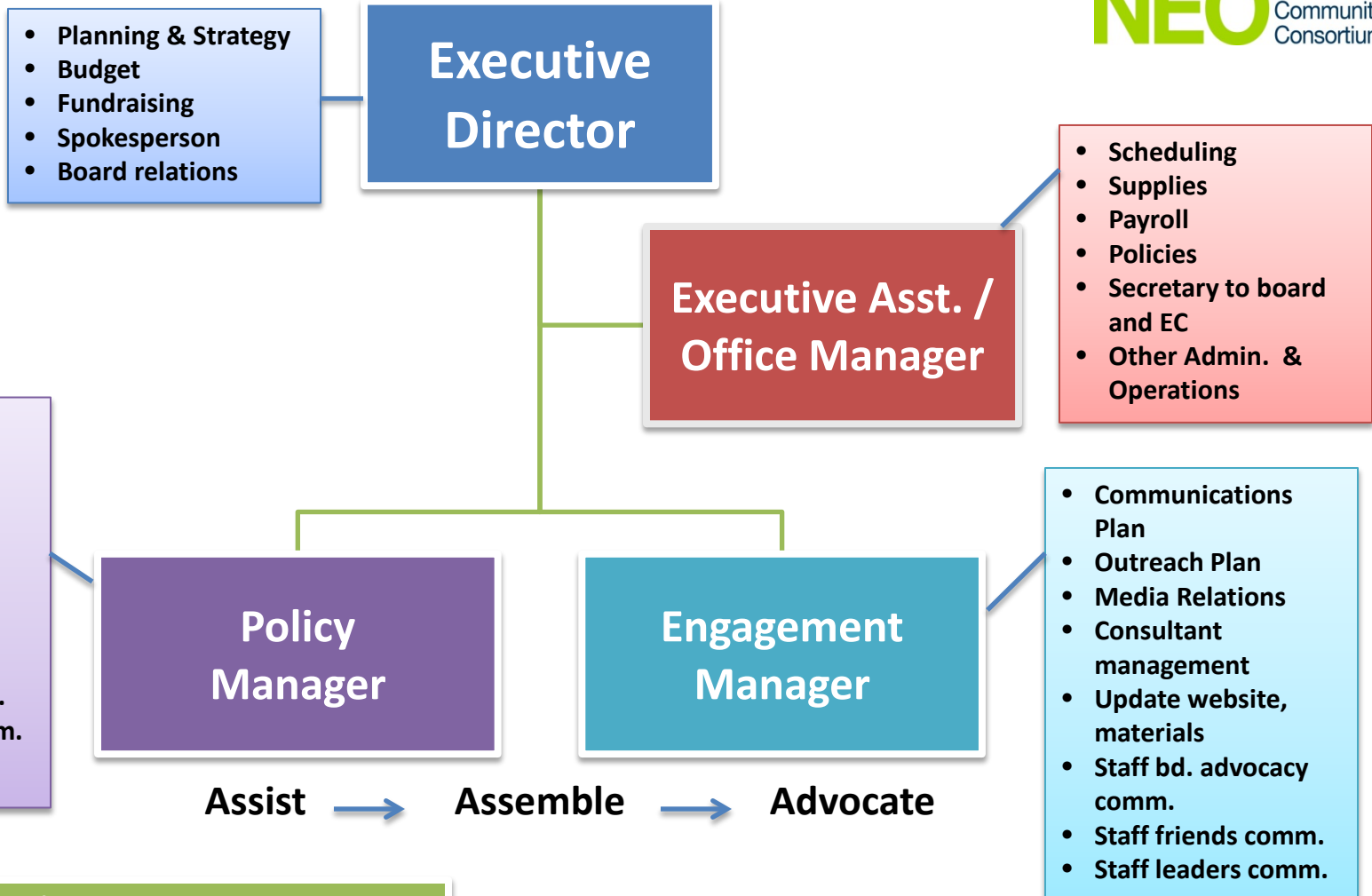
General Criteria for Future Board Membership

- 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



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)

Future Model

THE FUNDING

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

Assumes support from board members e.g.

- Staff
- Office

Assumes funding by 5 MPOs/COGs

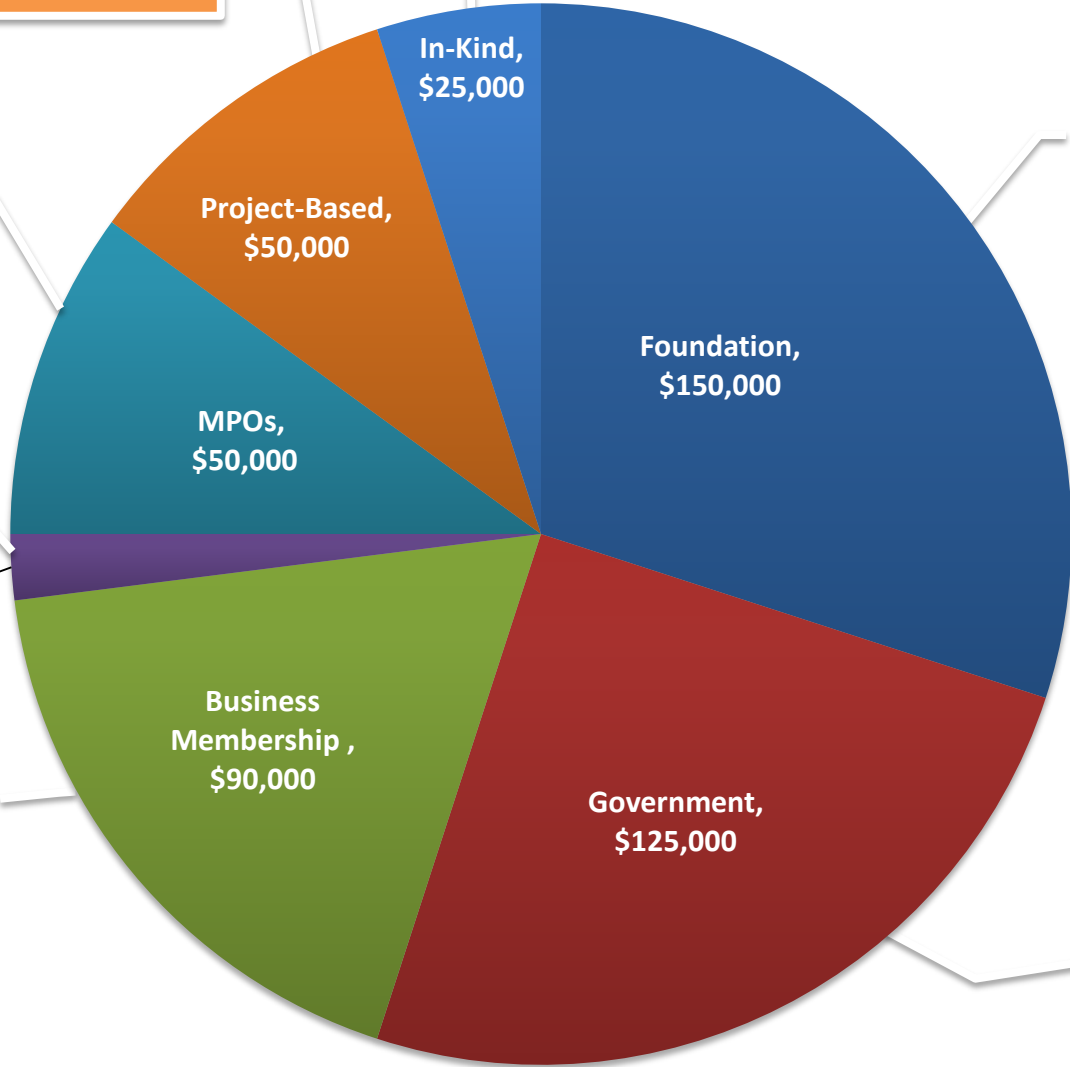
- NOACA
- Eastgate
- SCATS
- NEFCO
- AMATS

Assumes 10 non-profits contribute \$1K each, e.g.

- RTA
- CMNH
- RPI

Assumes \$40K / year from five foundations e.g.

- Cleveland
- Gund
- FFEF
- MacArthur Fnd.
- Kresge Fnd.
- GAR
- Knight
- Stark Community Fnd.



Non-Profit Membership, \$10,000

Assumes 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

Assumes dues of \$15,000/year from 8 current member counties:

- Ashtabula
- Mahoning
- Trumbull
- Cuyahoga
- Lake
- Lorain
- Stark
- Summit

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

Future Campaign Timeline

Oct. - Dec.

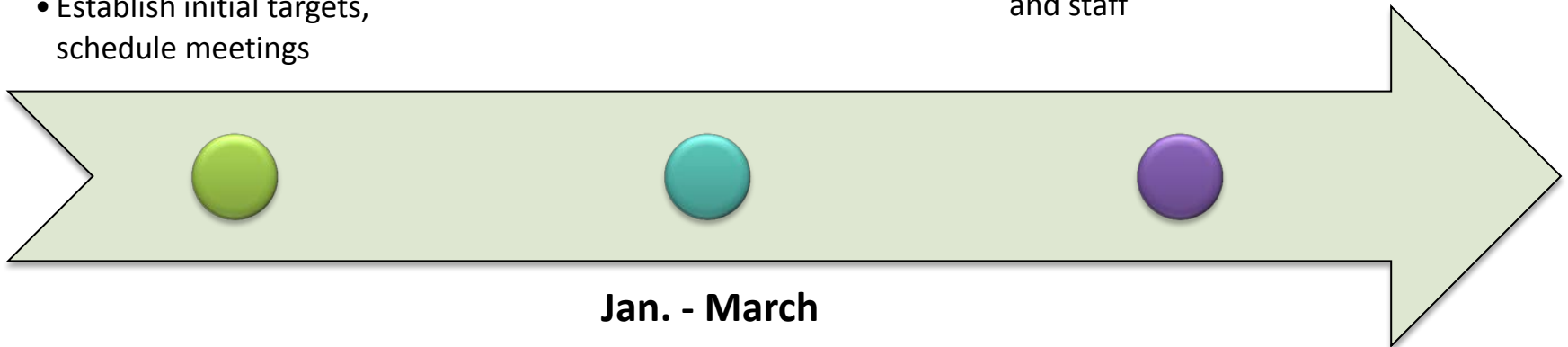
- Create transition plan
- Identify one/few actionable items from Sazaki plan
- Complete case for support
- Finalize list of funding prospects
- Develop compelling presentation & collateral package
- Establish initial targets, schedule meetings

April - June

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

Jan. - March

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



Northeast Ohio Sustainable Communities Consortium

NEOSCC Future Committee Update

September 24, 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.

RECOMMENDATIONS & INITIATIVES

Focus new residential and commercial development on sites within established communities

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|---|
| Encourage infill and redevelopment through the use of tax credits and other direct and indirect public incentives. |
| Fix it first: continue to privilege projects that maintain the existing road network in a state of good repair, rather than building additional capacity. |
| Improve the ability of municipalities and townships to analyze the long-term impacts of new development and better manage their own development. |
| Continue development throughout the region in accordance with local zoning requirements and preferences, but prioritize public subsidies to projects within the region's established communities. |
| Require the users of new sewer extensions that serve previously unsewered areas to pay the full cost of service. |
| Consider instituting a land value tax to replace existing improvement-based property assessment and taxation methods. |

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

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|---|
| Strengthen regional job centers—and the corridors that connect them—by diversifying and intensifying land uses and investing in strategic local economic development within them. |
| Use transit oriented development (TOD) to create stronger, more accessible, regional job centers. |
| Implement a tiered approach to local parking requirements. |

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

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

TARGET COMMUNITY

SCALE OF ACTION

IMPLEMENTATION COMPLEXITY

LEADS

| Strategic | Asset Risk | Cost Risk | Regional | County | Local Jurisdiction | High | Moderate | Low | |
|-----------|------------|-----------|----------|--------|--------------------|------|----------|-----|--|
| X | X | X | | | X | | | X | Municipalities |
| X | X | X | X | X | X | | | X | Metropolitan Planning Organizations |
| X | X | X | | | X | | | X | Nonprofit Organizations; Councils of Government; Universities |
| X | X | X | X | X | X | | X | | Municipalities, Townships, Counties; Metropolitan Planning Organizations, Councils of Government |
| | | X | | X | X | | X | | Sanitary Sewer Districts; Municipalities, Townships, Counties |
| X | X | X | | X | X | X | | | Municipalities, Townships, Counties |
| X | X | X | X | X | X | | X | | Municipalities, Townships, Counties; Metropolitan Planning Organizations, Councils of Government |
| X | | | X | | X | | X | | Municipalities; Metropolitan Planning Organizations, Councils of Government |
| X | X | X | X | | X | | X | | Municipalities, Townships; Metropolitan Planning Organizations |
| X | X | | | | | | | X | Chambers of Commerce/Economic Development Organizations; Universities; Nonprofit Organizations; Councils of Government |

RECOMMENDATIONS & INITIATIVES

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

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

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

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

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

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

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

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

Enhance and coordinate the region's rail and bus services

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

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

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

TARGET COMMUNITY

SCALE OF ACTION

IMPLEMENTATION COMPLEXITY

LEADS

| Strategic | Asset Risk | Cost Risk | Regional | County | Local Jurisdiction | High | Moderate | Low | |
|-----------|------------|-----------|----------|--------|--------------------|------|----------|-----|--|
| X | X | | | | X | | | X | Municipalities |
| X | X | | X | X | X | | X | | Nonprofit Organizations; Land Banks; Municipalities, Counties |
| X | X | | X | X | X | | X | | Nonprofit Organizations; Chambers of Commerce/Economic Development Organizations |
| X | X | X | X | | X | | | X | Municipalities, Townships; Metropolitan Planning Organizations, Councils of Government |
| X | X | X | X | X | X | | | X | Municipalities, Townships, Counties; Councils of Government |
| X | X | X | X | X | X | | X | | Public Housing Authorities; Municipalities, Townships, Counties; Metropolitan Planning Organizations |
| X | X | | X | | X | | | X | Public Housing Authorities; Municipalities; Universities; Nonprofit Organizations |
| X | X | | | | | | X | | Transit Operators; Metropolitan Planning Organizations |
| X | X | | X | X | X | | X | | Transit Operators; Metropolitan Planning Organizations; Municipalities, Counties |
| X | X | X | X | X | X | | X | | Transit Operators; Metropolitan Planning Organizations; Municipalities, Counties; Universities |

RECOMMENDATIONS & INITIATIVES

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.

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

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

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

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

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

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

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

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

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

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

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

Develop and maintain a natural resources inventory of the region.

TARGET COMMUNITY

SCALE OF ACTION

IMPLEMENTATION COMPLEXITY

LEADS

| Strategic | Asset Risk | Cost Risk | Regional | County | Local Jurisdiction | High | Moderate | Low | |
|-----------|------------|-----------|----------|--------|--------------------|------|----------|-----|---|
| X | X | X | X | | | | X | | Ohio Rail Development Commission; Metropolitan Planning Organizations |
| X | X | X | X | X | X | | | X | Nonprofit Organizations; Metropolitan Planning Organizations; Metroparks Authorities; Municipalities, Counties |
| X | X | | X | | X | | X | | Municipalities; Metropolitan Planning Organizations |
| X | X | X | X | X | X | | X | | Municipalities, Townships, Counties; Metropolitan Planning Organizations |
| X | X | X | X | X | X | | X | | Metropolitan Planning Organizations; School Districts; Municipalities, Townships |
| X | X | X | X | X | X | | X | | Metroparks Authorities; Land Conservancies and Trusts; Municipalities, Townships, Counties; Councils of Government |
| X | X | X | X | X | X | | X | | Metroparks Authorities; Land Conservancies and Trusts; Municipalities, Townships, Counties; Soil and Water Conservation Districts |
| X | X | X | X | X | X | | X | | Metroparks Authorities; Land Conservancies and Trusts; Municipalities, Townships, Counties; Councils of Government |
| X | X | X | X | X | X | | X | | Watershed Partnerships; Soil and Water Conservation Districts; Municipalities, Townships, Counties |
| X | X | X | X | X | X | X | | | Municipalities, Townships, Counties; Soil and Water Conservation Districts |
| X | X | X | X | | | | X | | Metropolitan Planning Organizations, Councils of Government; Universities; Nonprofit Organizations |

RECOMMENDATIONS & INITIATIVES

Support sustainable agriculture and the local food system in Northeast Ohio

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

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

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

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

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

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

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

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

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

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

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

| TARGET COMMUNITY | | | SCALE OF ACTION | | | IMPLEMENTATION COMPLEXITY | | | LEADS |
|------------------|------------|-----------|-----------------|--------|--------------------|---------------------------|----------|-----|--|
| Strategic | Asset Risk | Cost Risk | Regional | County | Local Jurisdiction | High | Moderate | Low | |
| X | X | X | | X | X | | | X | Municipalities, Townships, Counties; Land Banks; Nonprofit Organizations; School Districts |
| | | X | | X | X | | X | | Land Conservancies; Nonprofit Organizations; Ohio State University Extension, Local Universities |
| X | X | X | X | | X | | | X | Municipalities, Townships, Counties; Councils of Government, Food Policy Councils |
| X | X | X | X | X | X | | X | | Food Policy Councils; Ohio State University Extension, Local Universities; Municipalities, Townships, Counties |
| X | X | X | X | X | X | | X | | Ohio Department of Transportation; Municipalities, Townships, Counties |
| X | X | X | X | X | X | | | X | Municipalities, Townships, Counties; Metropolitan Planning Organizations, Councils of Government; Ohio Department of Development Services |
| X | X | X | X | X | X | | X | | Metropolitan Planning Organizations, Councils of Government; Nonprofit Organizations; Municipalities, Townships, Counties |
| X | X | X | X | | | | X | | Metropolitan Planning Organizations, Councils of Government |
| X | X | X | X | X | X | X | | | Metropolitan Planning Organizations, Councils of Government; Universities; Nonprofit Organizations; Special Purpose Districts or Agencies; Municipalities, Townships, Counties |
| X | X | X | X | X | X | | X | | Metropolitan Planning Organizations, Councils of Government; Universities; Nonprofit Organizations; Special Purpose Districts or Agencies; Municipalities, Townships, Counties |

| RECOMMENDATION | 1. Focus new residential development on sites within established communities. | 2. Develop a robust network of regional job centers connected by multi-modal transportation corridors within and between counties. | 3. Pursue the remediation, assembly, marketing and redevelopment of abandoned properties at both the local and regional levels. | 4. Encourage a higher frequency of mixed-use development and a range of diverse, affordable housing options. | 5. Enhance and coordinate the region's rail and bus services. | 6. Enhance walking and cycling as transportation options to increase regional mobility and improve public health. | 7. Preserve our natural areas for future generations, provide outdoor recreational opportunities, and develop a regional approach to protecting air, water and soil quality. | 8. Support sustainable agriculture and local food systems in Northeast Ohio. | 9. Increase collaboration among the region's government agencies to expand information sharing and fine more cost-effective means of providing essential services. |
|-------------------|---|--|--|--|--|---|--|--|--|
| ASSIST | 1.3 Improve the ability of municipalities and townships to analyze their long-term impacts of new development and better manage their own development. LOW COMPLEXITY | 2.1 Strengthen regional job centers—and the corridors that connect them—by diversifying and intensifying land uses and investing in strategic local economic development within them. MODERATE COMPLEXITY | 3.1 Develop and maintain a regional vacant industrial and commercial properties data base and criteria for determining the most appropriate successive use, whether for redevelopment, green infrastructure, food production, parks or natural areas. LOW COMPLEXITY | 4.1 Include mixed-use designations and/or planned unit overlay districts in zoning codes throughout the region. LOW COMPLEXITY | 5.4 Evaluate the condition of all existing rail trackage and rail crossings to determine what investments would be necessary to bring substandard infrastructure up to standard for freight and passenger service. MODERATE COMPLEXITY | 6.4 Collaborate with school districts and local communities to further develop safe routes to school encouraging walking and biking, and site new schools in walkable locations. MODERATE COMPLEXITY | 7.2 Support and expand green infrastructure options for flood control and general water management, both at the local level with projects like green alleys and bioswales, and at the regional level with a network of large, upstream water retention areas. MODERATE COMPLEXITY | 8.3 Review and amend local ordinances to allow for small and moderate-scale urban farming on occupied and vacant parcels that are environmentally safe for growing food. LOW COMPLEXITY | 9.1 Study privatization and public-private partnerships as a means to fund critical infrastructure projects that cannot be funded solely through public dollars. MODERATE COMPLEXITY |
| | 1.4 Continue development throughout the region in accordance with local zoning requirements and preferences but prioritize public subsidies to projects within the region's established communities. MODERATE COMPLEXITY | 2.3 Implement a tiered approach to local parking requirements. MODERATE COMPLEXITY | | 4.2 Include traditional small-lot, compact single-family and townhouse residential designations in zoning codes throughout the region. LOW COMPLEXITY | | | | 7.6 Develop and maintain a natural resources inventory of the region. MODERATE COMPLEXITY | 9.4 Identify one or more organizations that will host and maintain the technical resources created by NEOSCC so that they will remain current, accurate and available for future regional visioning and planning. MODERATE COMPLEXITY |
| | | | | | | | | | 9.5 Foster greater engagement between MPOs/COGs and organizations/initiatives that address natural resources, parks, sewer, public health, housing, education, private business investment and economic development. HIGH COMPLEXITY |
| ASSEMBLE & ENGAGE | 1.2 Fix it first: Continue to privilege projects that maintain the existing road network in a state of good repair, rather than building additional capacity. LOW COMPLEXITY | | 3.3 Expand and coordinate existing land bank efforts to acquire, assemble, manage and dispose of vacant properties throughout the region. MODERATE COMPLEXITY | | 5.1 Invest in a regional network of bi-directional public transit connections between Northeast Ohio's major job centers. HIGH COMPLEXITY | 6.1 Expand the existing bicycle and trail system and connect it to regional transit hubs via on- and off-street facilities. LOW COMPLEXITY | 7.1 Expand and connect the existing network of parks, trails, rivers, lakes, and natural areas through continued partnerships with private land owners, land conservancies, land trusts, community members, and local governments. MODERATE COMPLEXITY | 8.2 Partner with local landowners, the food processing industry, and local organizations to protect agriculturally valuable land for future generations. MODERATE COMPLEXITY | 9.4 Align MPO/COG/ODOT transportation model inputs and continue to collaborate, share information and align policy objectives across the multiple regional planning agencies of Northeast Ohio. MODERATE COMPLEXITY |
| | | | | 5.3 Coordinate the region's transit systems for joint marketing, information technology, and fare media, including information regarding private transit routes via on- and off-street shuttles, private bus services, airport transportation, etc. MODERATE COMPLEXITY | | | | 8.4 Support the work of local food initiatives to share best practices and identify policies of regional significance. MODERATE COMPLEXITY | 9.6 Sustain the momentum of NEOSCC by continuing to convene stakeholders to identify and address regional issues and to advance the region's collaborative capacity. MODERATE COMPLEXITY |
| ADVOCATE | 1.1 Encourage infill and redevelopment through the use of tax credits and other direct and indirect subsidies. LOW COMPLEXITY | 2.2 Use transit-oriented development (TOD) to create stronger, more accessible regional job centers. MODERATE INTENSITY | 3.2 Expedite permitting and remove barriers for adaptive reuse of abandoned buildings and vacant lots. LOW COMPLEXITY | 4.3 Offer financial incentives to redevelopers that incorporate affordable housing units into their projects and implement inclusionary zoning codes throughout the region. MODERATE COMPLEXITY | 5.2 Create a network of high-frequency express and local transit routes connecting the region's job centers. Prioritize infill development in the corridors served by these routes. In the short and medium terms, upgrade high-performing existing bus routes and create new bus routes in designated corridors. In the long term, upgrade the highest-demand routes into commuter rail service. MODERATE COMPLEXITY | 6.2 Repair existing sidewalks and crosswalks and add new ones as needed wherever fixed route bus service is in operation. MODERATE COMPLEXITY | | 8.1 Support the expansion of community-supported agriculture (CSAs), farmer cooperatives, farm-to-school programs, and other existing mechanisms that support sustainable agriculture and enhance food access. LOW COMPLEXITY | 9.2 Utilize joint procurement strategies and the sharing of facilities, staff and other resources wherever possible to save money on the provision of public services. LOW COMPLEXITY |
| | 1.5 Require the users of new sewer extensions that serve previously unsewered areas to pay the full cost of service. MODERATE COMPLEXITY | | 3.4 Identify, evaluate, and—where appropriate—pursue the reuse of vacant and abandoned industrial sites endowed with significant preexisting infrastructure that could provide unique opportunities for regional economic development. Advocate for a brownfield redevelopment fund and promote these sites through a marketing campaign. MODERATE COMPLEXITY | 4.4 Offer financial literacy and housing education programs for tenants and homeowners. Focus on areas in established communities where investments in housing are underway. LOW COMPLEXITY | | 6.3 Promote "Complete Streets" through regional policy and identification of local champions. MODERATE COMPLEXITY | | | |