

**NEO** Sustainable  
Communities  
Consortium



# Vibrant NEO Guidebook

For a More Vibrant, Resilient, and Sustainable Northeast Ohio



An Executive Summary of  
the **Vibrant NEO 2040**  
Vision, Framework & Action Products  
For Our Future

[VibrantNEO.org](http://VibrantNEO.org)



In 2010, leaders from and representing Northeast Ohio's 12-county region recognized that our futures are bound together and concluded that our region could be more successful if we worked to anticipate, prepare for, and build that future together, instead of apart. The Northeast Ohio Sustainable Communities Consortium (NEOSCC), was created to figure out how to achieve this goal.

NEOSCC's mission is to create conditions for a more vibrant, resilient, and sustainable Northeast Ohio – a Northeast Ohio that is full of energy and enthusiasm, a good steward of its built and natural resources, and adaptable and responsive to change.



### NEOSCC Vital Statistics

<b>Launched:</b>	January 2011
<b>Board Member Organizations:</b>	Akron Metropolitan Area Transportation Study (AMATS)   Akron Metropolitan Housing Authority   Akron Urban League   Ashtabula County   Catholic Charities, Diocese of Youngstown   The Center for Community Solutions   City of Akron   City of Cleveland   City of Elyria   City of Youngstown   Cleveland Metroparks   Cleveland Museum of Natural History   Cleveland State University   Cuyahoga County   Cuyahoga Metropolitan Housing Authority   Eastgate Regional Council of Governments   Fund for Our Economic Future   Greater Cleveland RTA   Lorain County Community College   Lorain County Growth Partnership   Mahoning County   Northeast Ohio Areawide Coordinating Agency (NOACA)   Northeast Ohio Community Development Alliance   Northeast Ohio Four County Regional Planning & Development Organization (NEFCO)   Policy Bridge   Regional Prosperity Initiative   Stark County Regional Planning Commission   Stark County Area Transportation Study (SCATS)   Stark Metropolitan Housing Authority   Summit County   Summit County Health District   Trumbull County   Youngstown State University
<b>Membership:</b>	Includes 33 organizations from across the region, including public agencies, elected officials, philanthropic and non-profit organizations, and colleges and universities.
<b>Funding:</b>	NEOSCC and Vibrant NEO 2040 are largely funded by a highly competitive, first-of-its kind, \$4.25M federal grant from the U.S. Department of Housing and Urban Development (HUD) as part of the Partnership for Sustainable Communities Initiative. The Sustainable Communities Initiative is an interagency collaboration among HUD, the U.S. Department of Transportation, and the U.S. Environmental Protection Agency. Locally, the Vibrant NEO 2040 initiative was funded matched with \$2.2 million in monetary, services and facilities support from the 33 Board Member Organizations including a significant matching grant from the Fund for Our Economic Future.
<b>NEOSCC's 12-County Region:</b>	Ashtabula, Cuyahoga, Geauga, Lake, Lorain, Mahoning, Medina, Portage, Stark, Summit, Trumbull, and Wayne

NEOSCC's assignment was not to "plan" the future of Northeast Ohio – those are decisions for the leaders and residents of Northeast Ohio's communities to make. In broad terms, NEOSCC was created to answer three questions for Northeast Ohio

1. What course is Northeast Ohio on?
2. What future does Northeast Ohio want for itself? And,
3. How do we make that future a reality?

NEOSCC launched its **Vibrant NEO 2040** initiative to answer these questions and provide Northeast Ohio with **two things**: A VISION for the future Northeast Ohio aspires to, and A SET OF TOOLS needed to turn Northeast Ohio's Vision into a reality.

NEOSCC hopes that a shared vision for Northeast Ohio's future developed through a robust engagement process can give communities a reason to align their planning and resource allocation decisions to build a healthier, more economically and socially equitable region.

Thousands of Northeast Ohioans created the Vibrant NEO 2040 Vision by participating in a process that enabled them to discover the values and aspirations they hold in common and explore their choices for the future. Some participants were sought out by NEOSCC and others responded to NEOSCC's region-wide invitation to participate. Over 170 organizations from throughout Northeast Ohio participated in the creation of Vibrant NEO 2040. Through its workstreams, working groups and caucuses, its open houses and vision sessions, and its on-line engagement tool, *Imagine My NEO*, NEOSCC was able to gather subjective, non-statistical input from participants about their values and priorities.

To ensure what it learned was representative of the public as a whole, NEOSCC conducted two statistically valid public opinion surveys (April 2012 and June 2013) of the priorities and aspirations Northeast Ohioans have for their region. These surveys used representative samples of the region as a whole and had margins of error of +/- 3.5% and +/-4.0%.

Because of the breadth and depth of the public's participation and NEOSCC's use of rigorous and reliable research tools to check and guide its work, Vibrant NEO 2040 is a Vision of, by, and for the people of Northeast Ohio.

### Vibrant NEO 2040 Vital Statistics

**Created By:** 5,600 Northeast Ohio participants, with overall participation in the scenario planning events closely mirroring the population of each of the 12 counties.

**Years to Develop:** 3

#### Developed from:

- Objective Facts
- The Value Choices and Priorities of Northeast Ohioans

#### Sources of Facts:

- Research by NEOSCC's Workstreams
- NEOSCC's Conditions and Trends Platform
- NEOSCC's Regional Analysis of Impediments To Fair Housing Choices and Fair Housing Equity Assessment
- Land use and fiscal impact scenarios used in NEOSCC's scenario planning process

#### Sources of Value Choices and Priorities:

- Surveys of the 12-county region
- Workshops and Open Houses
- *ImagineMyNEO*, NEOSCC's online regional planning simulation
- Ongoing outreach efforts by NEOSCC

**“VIBRANT NEO 2040 is Northeast Ohio's Vision for its future, plus the tools to create that future.”**

Peggy Carlo, Commissioner, Ashtabula County

# Where is Northeast Ohio headed?

“If Northeast Ohio stays on its current course, our communities will face unrelenting fiscal challenges in the years ahead.”

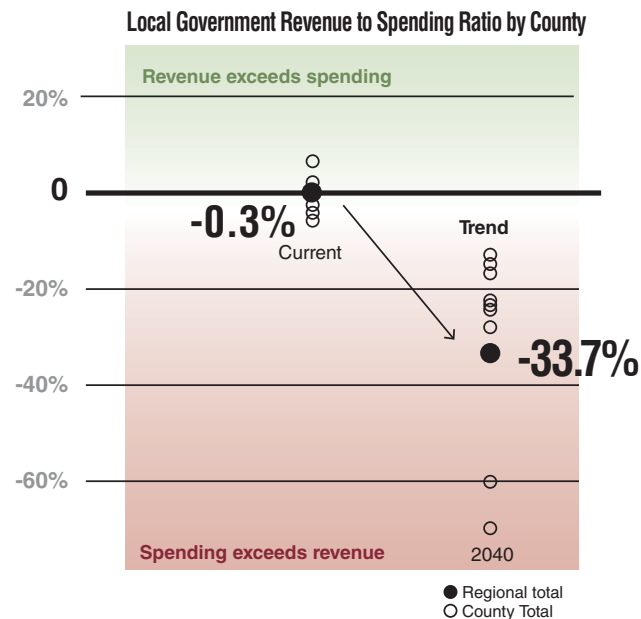
Brad Sellers, Mayor, City of Warrensville Heights

## Financial Outcomes

- Negative fiscal impact across the region
- All counties experience declining revenue compared with costs
- The most fiscally strong county in 2040 is weaker than the weakest county today

## What is driving these changes?

- High Cost of New Infrastructure
- High Rates of Abandonment
- Stagnant Employment



## TREND SCENARIO

If Northeast Ohio follows its current trend of virtually flat population and job growth and maintains its current approach to land use and development, our region will face unprecedented challenges by 2040. Under this “Trend” Scenario, Northeast Ohio will experience:

- **“Churn,” with Lagging Growth:** Northeast Ohio will have minimal growth in population and jobs, but will continue to spread out, abandoning our traditional urban areas for new development and reducing transportation alternatives that require population density to remain viable.
- **Abandonment:** We are likely to continue experiencing the abandonment of houses, retail centers and industrial properties while we leave behind significant community assets that we have inherited from prior generations.
- **Jeopardized Natural Resources:** Northeast Ohio will continue to put its natural resources at risk through its land use choices, and infrastructure investments.
- **Extreme Fiscal Challenges for Local Governments:** The costs of our land-use and resource choices will place EVERY county in the region at significant financial risk as local governments will be forced to spend more than they take in. Northeast Ohioans will have to choose between two bad options: getting used to a diminished quality of life or paying significantly more in taxes.

To examine where Northeast Ohio was headed if it stayed “on trend,” NEOSCC assumed that population, job and economic growth, and the region’s approach to resource allocation and land use would all stay the same. NEOSCC also examined what Northeast Ohio’s future might look like if those variables changed – if the region’s population and economy grew more rapidly than anticipated and if we modified our approach to land use and resource allocation. These alternative scenarios included:

- **“GROW THE SAME” SCENARIO:** Significant job and population growth with no change in existing development policies.
- **“DO THINGS DIFFERENTLY” SCENARIO:** Growth remains virtually flat and Northeast Ohio adopts a new sustainable policy direction
- **“GROW DIFFERENTLY” SCENARIO:** Significant job and population growth, and Ohio adopts a new sustainable policy direction

To answer the question “What course is Northeast Ohio on?” NEOSCC had to determine where Northeast Ohio is today, project how today’s trends will shape the future if they continue, and examine alternative futures to a Northeast Ohio that stays “on trend.”

## THE FOUR SCENARIOS



Each scenario tests different assumptions about people, jobs, priorities, and policies for Northeast Ohio.

# What is a regional vision?



“We can and must control our own fate in Northeast Ohio, instead of doing things the same way and hoping for the best.”

Carol Rimedio-Righetti, Commissioner, Mahoning County

## NEOSCC’s primary conclusions from its analysis of Northeast Ohio’s possible alternative futures were:

### 1. Northeast Ohio can’t just grow its way out of its challenges.

Northeast Ohio cannot just continue doing things the same way and hope for the best. If Northeast Ohio experiences more robust growth, it will reduce abandonment levels by nearly half and will eliminate four-fifths of the cost overruns facing Northeast Ohio’s local governments. But growth alone will not fully overcome these challenges and “Growing the Same” will have a particularly negative impact on the region’s rural counties.



**2. Northeast Ohio can control its own fate.** Looking at the “Doing Things Differently” scenario, NEOSCC learned that Northeast Ohio can make significant progress toward overcoming many of the challenges facing Northeast Ohio in the “Trend” scenario, simply by changing its approach to land use and resource allocation. Comparing the outcomes of the scenarios, NEOSCC found that making changes to development policy will lead to far better outcomes for the region than keeping the same policies and hoping for more robust population and employment growth. Choosing to pursue the sustainable priorities identified by Northeast Ohioans will eliminate 90% of the abandonment projected for the region if it remains “on trend” and will prevent much of the stress projected for the region’s natural resources. “Doing Things Differently” also will turn the projected operating deficits for Northeast Ohio’s local governments into across-the-board operating surpluses.

**3. “Growing Differently” will amplify many of the benefits of “Doing Things Differently.”** More robust growth, if it should occur, will intensify the positive impacts of “Doing Things Differently” on the region’s fiscal and environmental health.



“Northeast Ohioans want a region that is competitive, equitable, healthy, balanced, prudent and connected.”

Grace Gallucci  
Northeast Ohio Areawide Coordinating Agency Executive Director  
NEOSCC Board Chair



The future Northeast Ohioans have said what they want for their region is indeed vibrant, resilient and sustainable. Northeast Ohio residents aspire to create a region where:



- We have strengthened our economic competitiveness and have a regional economy that is both robust and equitable.
- We have improved the fiscal health of our communities.
- We have reinforced the historic centers of our region and built upon the community assets found there.
- We have filled the gaps in our regional transportation and park networks and have strengthened the connections between our communities.
- We have achieved a better balance between our human and natural systems.
- We have been effective stewards of our built and natural resources for the benefit of future generations.

NEOSCC synthesized the feedback it received and the choices participants made during the development of Vibrant NEO 2040 into a set of eight objectives for our region to fulfill by 2040 – key outcomes our region will need to achieve to reach the Vision Northeast Ohioans described.

### The eight objectives defined in the Vibrant NEO 2040 Vision and their corresponding indicators are:

- Objective 1:** Promote investment in our established communities
- Objective 2:** Protect our soil, air, water, and ecologically sensitive areas
- Objective 3:** Improve our regional fiscal health
- Objective 4:** Develop our regional economy with accessible employment opportunities
- Objective 5:** Enhance our regional transportation network
- Objective 6:** Cultivate and celebrate our local assets and places of public value
- Objective 7:** Expand our parks and open space network
- Objective 8:** Preserve and value our prime farmland as a regional economic asset

# The future is up to you

The implementation of Vibrant NEO 2040 is up to Northeast Ohio's communities and residents. The Vibrant NEO 2040 Vision, Framework and Products are intended inspire and inform decision-making at the Metropolitan Planning Organization (MPO), Council of Government, and local levels to ensure that land use, transportation, and environmental considerations are simultaneously addressed by their processes.

**“Everyone has a role to play in creating a vibrant and prosperous future for Northeast Ohio.”**

Stephen D. Hambley, Commissioner, Medina County



These recommendations, and the initiatives and other products discussed below, are not one-size-fits all. Some aspects of the initiatives won't be applicable everywhere in the 12-county region. The goal for each community within the Vision, however, is the same: stability, prosperity, and a high quality of life for all of its residents.

Vibrant NEO 2040 is a vision for an entire region. Achieving it will require engaged and informed citizens who share this vision and are willing to “own” its implementation. Northeast Ohio fortunately has a long history of civic involvement and a rich tapestry of organizations working to improve the region. From local neighborhood associations to civic clubs, social service agencies to one of the many community organizations in the region, many avenues for engagement exist for the people of Northeast Ohio to be deeply involved in shaping its future.

- **Vibrant NEO 2040 offers “Everyday Stewards” ideas for action in implementing several of the Vision objectives in different spheres and at different scales. Visit [vibrantneo.org/steward](http://vibrantneo.org/steward) to find out how you can become an Everyday Steward of Vibrant NEO.**
- **You can also show your support by becoming a Champion at [vibrantneo.org/champion](http://vibrantneo.org/champion) and add your name in support of the Vibrant NEO 2040 Vision.**

Vibrant NEO 2040's Objectives spell out what Northeast Ohio needs to do to achieve the Vision to which Northeast Ohio aspires. In its Recommendations, Vibrant NEO 2040 proposes how Northeast Ohio can accomplish them.

**“The Vibrant NEO 2040 Vision is described in specific, measurable outcomes we need to achieve and we can chart our progress toward them.”**

Helen Humphrys, Trustee, Copley Township

**The nine Recommendations contained in Vibrant NEO 2040 are organized into four themes:**

1. **Strengthen Established Communities**
2. **Increase Transportation Choice**
3. **Preserve and Protect Natural Resources**
4. **Promote Collaboration and Efficiency**

## THEME 1:

### Strengthen Established Communities



- **Recommendation 1:** Focus new residential and commercial development on sites within established communities.
- **Recommendation 2:** Develop a robust network of regional job centers connected by multimodal transportation corridors within and between counties.
- **Recommendation 3:** Pursue the remediation, assembly, marketing, and redevelopment of abandoned properties at both the local and regional levels.
- **Recommendation 4:** Encourage a higher frequency of mixed-use development and a range of diverse, affordable housing options.

“Established communities” are cities, towns, townships, or neighborhoods that have matured over time into places with defining characteristics, local traditions, major commercial activity, valued institutions, prized architecture, and great public places like parks, public squares, and main streets. Established communities have an identity that their residents understand, appreciate, and value.

Northeast Ohio contains a diverse array of established communities including legacy cities, established towns and villages, suburban communities, and rural townships. The Vibrant NEO 2040 Vision advocates making strategic choices to shift investment back to these places, rather than continuing the outward migration of new construction which has been the trend.

Making successful strategic choices about investments in established communities means ensuring the needs of the places in which Northeast Ohio is investing are being met. NEOSCC has identified three different types of locations throughout Northeast Ohio that should be targeted for appropriate investment that further the goals and objectives of Vibrant NEO 2040: Strategic Investment Areas, Asset Risk Areas, and Cost Risk Areas. The targeting of these areas is based on the degree to which they possess three qualities that are essential to successful development: a stable or growing population, a density of community assets, and the existing infrastructure capacity to support current and future development.

**You can read the entire vision and final report at [vibrantneo.org/vision](http://vibrantneo.org/vision)**

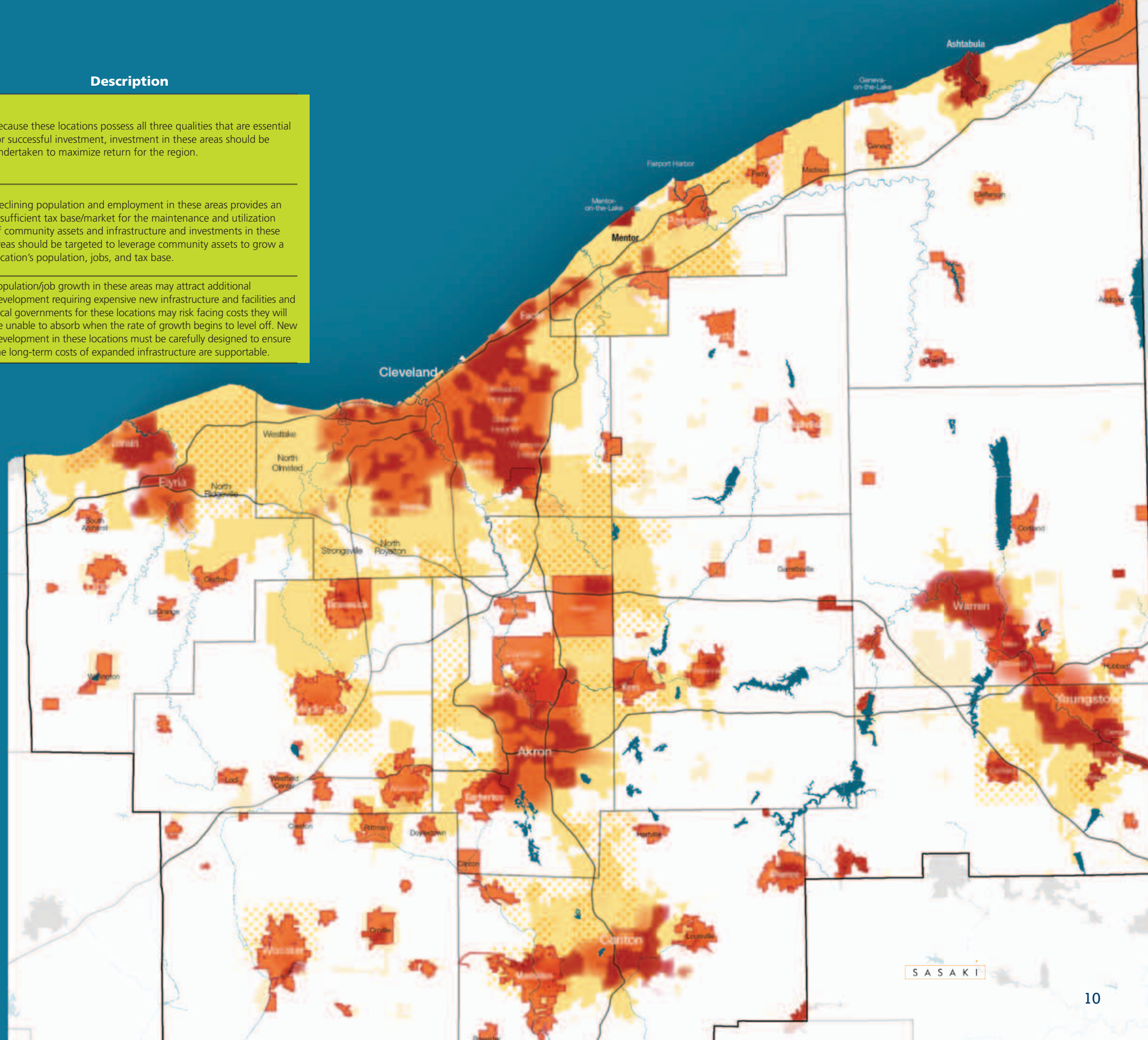
Location Type	Location	Qualities	Description
Strategic Investment Areas	Stable/Growing Population and Employment	Yes	Because these locations possess all three qualities that are essential for successful investment, investment in these areas should be undertaken to maximize return for the region.
	Density of Community Assets	Yes	
	Infrastructure to Support Additional Development	Yes	
Asset Risk Areas	Stable/Growing Population and Employment	No	Declining population and employment in these areas provides an insufficient tax base/market for the maintenance and utilization of community assets and infrastructure and investments in these areas should be targeted to leverage community assets to grow a location's population, jobs, and tax base.
	Density of Community Assets	Yes	
	Infrastructure to Support Additional Development	Yes	
Cost Risk Areas	Stable/Growing Population and Employment	Yes	Population/job growth in these areas may attract additional development requiring expensive new infrastructure and facilities and local governments for these locations may risk facing costs they will be unable to absorb when the rate of growth begins to level off. New development in these locations must be carefully designed to ensure the long-term costs of expanded infrastructure are supportable.
	Density of Community Assets	No	
	Infrastructure to Support Additional Development	No	

## Regional Mosaic of Communities: COMMUNITY TRAJECTORIES TODAY

- Strategic Investment Areas
- Asset Risk Area
- Cost Risk Area
- Sewered Urbanized Area

“Northeast Ohioans have defined the destination. Now we start the journey.”

Ted Kalo, Commissioner, Lorain County



# THEME 2:

## Increase Transportation Choice



- **Recommendation 5:** Enhance and coordinate the region's rail and bus services.
- **Recommendation 6:** Enhance walking and cycling as transportation options to increase regional mobility and improve public health.

The strength and long-term success of a region depends on collaborative relationships and robust connections between its communities. Strengthening those relationships and connections will enhance the ability of people to travel throughout the region.



The Vibrant NEO 2040 Vision calls for a balanced regional system of transportation infrastructure to support economic development and expand the choices Northeast Ohioans have for moving around the region. Building a balanced regional system means investing in a full range of transportation modes — including transit, walking and biking, as well as driving— and increasing the number of places that can be reached by these different modes.

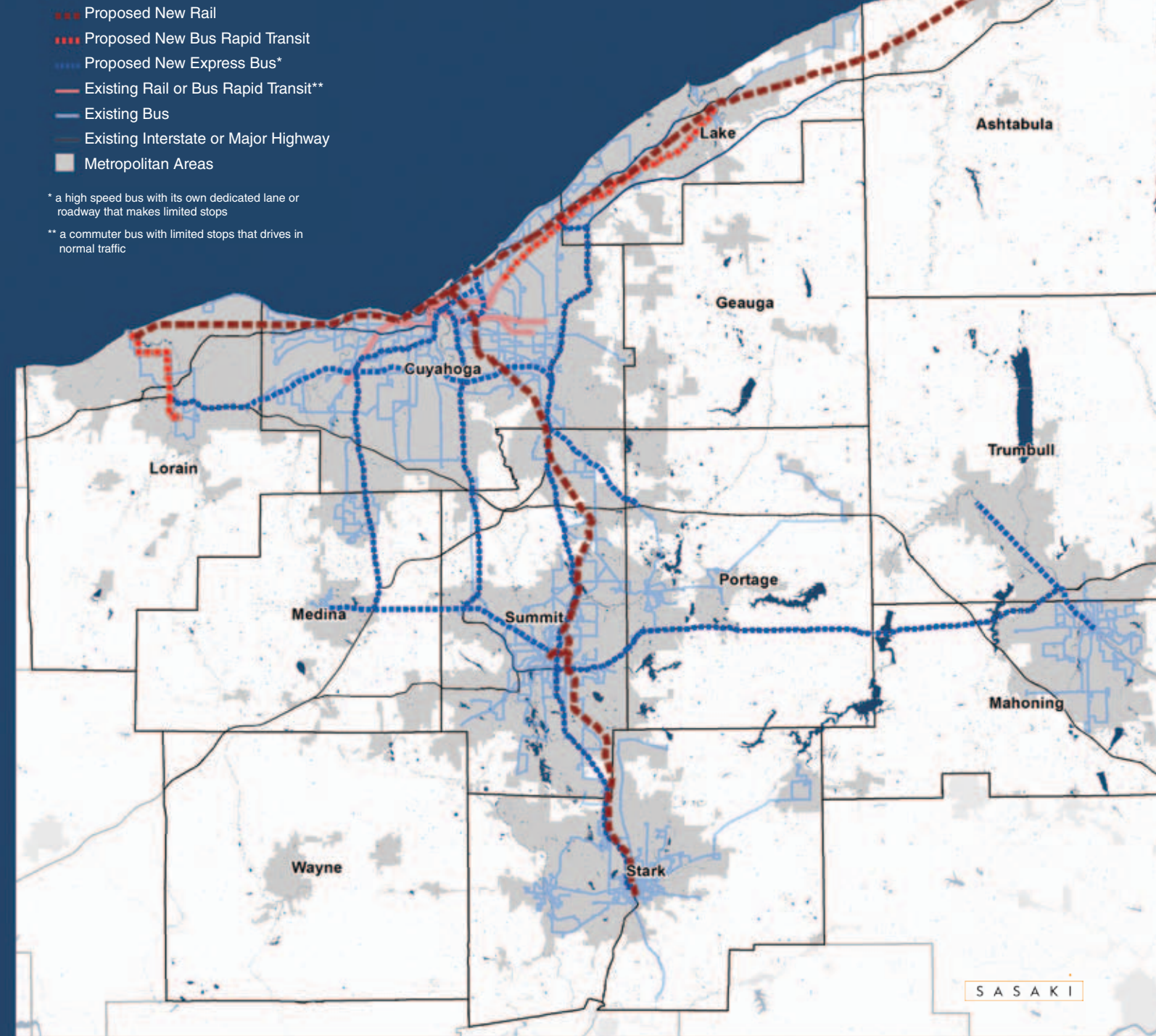
Land use and transportation decisions must be closely integrated and coordinated with decisions on the location of jobs, housing, schools, parks, and public services because transportation and development are dependent on each other for success. New development requires access to people. Transportation systems – particularly transit – are most efficient when connecting places with high concentrations of jobs, housing, retail, educational opportunities, entertainment or public services.

Cars and trucks will be a part of Northeast Ohio's balanced system of transportation. Ensuring that the region's road system is maintained is central to the Vision. As a top-level priority, the region should fix existing roads before building new ones.

A balanced system of transportation for Northeast Ohio should include a regional transit network that connects and gives people convenient access to the region's job centers and corridors and the locations between them. Existing county transit systems should coordinate with each other to connect job and population centers in Cleveland, Akon, Canton and Youngstown and improve access to those centers from outlying counties. In many cases, these goals can be achieved cost-effectively and without major new additions to the transit network by improving connections between existing routes, aligning route management procedures between individual transit systems, adjusting routes and schedules to facilitate transfers, developing common fare structures, and using shared web-based tools to make it easier for riders to navigate the network. Within each county, existing transit services should be coordinated with the regional transit network to make it as easy as possible for riders to move between local and regional locations.

At the neighborhood level, the Vibrant NEO 2040 Vision recommends enhancing non-motorized modes of transportation by investing in sidewalks, crosswalks, trails, and bicycle lanes. With good planning, walking and bicycling can serve as primary commuting options to many locations and, at the same time, promote public health.

## Vision Transportation Network



# THEME 3:

## Preserve and Protect Natural Resources



- **Recommendation 7:** Preserve our natural areas for future generations, provide outdoor recreation opportunities, and develop a regional approach to protecting air, water, and soil quality.
- **Recommendation 8:** Support sustainable agriculture and the local food system in Northeast Ohio.

Participants in the Vibrant NEO 2040 process expressed strong support for protecting the region’s air, water, and soil. Providing access from every county to the region’s greatest asset, Lake Erie, was cited by many workshop participants as an investment in the future that would benefit the entire region. The Vibrant NEO 2040 Vision reflects these priorities.

Enhancing the region’s existing parks and natural assets often will be more cost effective than creating new parks. Northeast Ohio can and should preserve and protect the natural environment by enhancing and connecting our existing parks, trail systems, riparian corridors and conservation areas to create a network of open spaces, water resources and unique habitats that is truly regional and should ensure that this network is readily accessible to people from all parts of the region.

The Vibrant NEO 2040 Vision also calls for changes in the region’s development patterns to balance our human and natural systems in the region. An integrated approach that enables human and natural systems to mutually co-exist in the same spaces is a practical solution to issues such as flooding and should be pursued by planning that considers natural boundaries and not just political ones. By investing in its existing communities, Northeast Ohio will also reduce the development pressure on farms and other open spaces and create opportunities to conserve and protect ecologically-sensitive areas, restore the quality of its streams, rivers and lakes, and protect its natural habitats.

Good stewardship of our region’s natural areas will ensure we have clean air, water, and soil throughout Northeast Ohio. Preserving our region’s prime farm land and appreciating its value as a regional economic asset will boost our region’s agricultural economy, improve Northeast Ohioans’ access to locally-grown food, and protect our region’s unique and treasured rural landscapes.



## Vision Natural Areas Network

- Sewered Urbanized Area
- Greenway
- Parks & Conservation Land
- Rural & Agricultural Landscapes



SASAKI

“Vibrant NEO 2040 not only celebrates our region’s assets but promotes the connections between them that will make them stronger.”

Bob Fonte, Director, Stark Parks



# THEME 4:

## Promote Collaboration and Efficiency



- **Recommendation 9:** Increase collaboration among the region's government agencies to expand information sharing and find more cost-effective means to provide essential services.

A core value driving NEOSCC's formation and the development of Vibrant NEO 2040 is the idea that Northeast Ohioans and their communities can more readily create the future they want for themselves by working together – that we can have greater impact and ensure our resources are put to best use by combining our efforts. Greater collaboration will allow Northeast Ohio's communities to learn from one another instead of being forced to “reinvent the wheel” for each new problem they face. Vibrant NEO 2040 encourages communities to identify common ground with one another and connect with and participate in existing regional initiatives.

In addition to promoting greater efficiency through collaboration, NEOSCC has dedicated substantial resources throughout the development of Vibrant NEO 2040 to understanding the real operating constraints facing our region's communities and determining how they may be overcome.

One of the region's fiscal constraints comes from the differences between the short- and long-term cost of development. NEOSCC's fiscal impact analysis revealed that some initiatives that may seem attractive in the short-term can become financial liabilities over the long-term, particularly when population and job churn and shifting market demand undermine a community's ability to maintain previously built assets. Vibrant NEO 2040's Recommendations and Development Strategies offer numerous ways to create resilient communities that can accommodate changing demographics and preferences and identify development that may not be supportable in the long term.



**INITIATIVES:** The full Vibrant NEO 2040 Vision document contains 41 specific Initiatives that identify ways to implement the Vibrant NEO 2040 Recommendations. Each Initiative is presented under the Recommendation it supports and has an Initiative Number – for example, “Initiative 1.3.” The number to the left of the period is the number of the Recommendation the Initiative falls under and the number to the right is its position on the list under its corresponding Recommendation. The Initiative Number “Initiative 1.3” indicates that it is third on the list of Initiatives under Recommendation 1, “Focus new residential and commercial development on sites within established communities.”

### The highest priorities among Vibrant NEO 2040's 41 Initiatives are, in order:

1. **Initiative 1.1:** Encourage infill and redevelopment through the use of tax credits and other direct and indirect public incentives.
2. **Initiative 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.
3. **Initiative 5.1:** Invest in a regional network of bi-directional public transit connections between Northeast Ohio's major job centers.
4. **Initiative 1.3:** Improve the ability of municipalities and townships to analyze the long-term impacts of new development and better manage their own development.
5. **Initiative 7.3:** Improve regional quality of life and health by focusing on the interface between natural and human systems in the areas of flood mitigation, storm water run-off, and clean beaches and the water quality of our lakes, rivers, and streams.
6. **Initiative 3.1:** 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.
7. **Initiative 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.

“With the development of these products and commitment to continue to collaborate, Northeast Ohio is well equipped for this trip.”

Russell M. Pry, County Executive, County of Summit

**ACTION PRODUCTS:** In addition to the Objectives, Indicators, Themes and Recommendations, NEOSCC has developed a number of products to help Northeast Ohioans pursue the Vibrant NEO 2040 Vision. Examples of the products are on the following page while additional details can be found at [vibrantneo.org/action-products](http://vibrantneo.org/action-products).

## Action Products ([vibrantneo.org/action-products](http://vibrantneo.org/action-products))

### Conditions and Trends:

In 2011 and 2013, NEOSCC developed the Conditions and Trends Platform. As a precursor to the scenario planning process, NEOSCC's Conditions and Trends Platform is a first-of-its-kind, online collection of information, data and maps that can be used to answer questions about Northeast Ohio and how its different pieces fit together. The Conditions and Trends Platform's purpose is to help provide insight into Northeast Ohio's future by giving us a tool that all of us can use to better understand Northeast Ohio's yesterday and it's today.

### Northeast Ohio Parcel-Based Existing Land Use and Zoning Maps:

NEOSCC and its member agencies built parcel-level land use and zoning maps describing the current classifications for approximately 1.8 million individual parcels in the region's 12 counties. The Land Use map was created using detailed real estate information provided by the region's 12 County Auditors and County Fiscal Officers. The Zoning map was developed utilizing the most current information supplied by each of the region's 393 municipalities and townships. Both can be scaled to the size of individual communities and filtered to show the location of specific classifications.

### Regional AI//FHEA:

In 2012 and 2013, NEOSCC undertook a study to evaluate fair housing throughout the 12 counties of Northeast Ohio. It is known as a Regional Analysis of Impediments to Fair Housing Choice/ Fair Housing Equity Assessment and is a detailed study of the accessibility and affordability of housing in our region.

### Community Typology:

NEOSCC examined the history, physical form and evolution of the region's communities and identified six discrete community types that, taken together, describe the development conditions found in the region's 393 municipalities and townships. These six types are based on the type of jurisdiction and the age of its housing stock and identify characteristics common to each community type. This typology was developed to ensure that the scenario planning process accurately reflects conditions found on the ground in Northeast Ohio's communities and was used to conduct a visual preference survey during the public engagement process. Going forward, communities can use these typologies to identify other jurisdictions in Northeast Ohio that share key characteristics and challenges.

### Envision Tomorrow and Fiscal Impact Analysis:

An open-source tool to study land development patterns and identify the costs, returns, and potential trade-offs that Northeast Ohio may encounter in its efforts to achieve its regional Vision.

### Development Strategies:

Vibrant NEO 2040 calls for investing in existing communities and existing communities are built around quality places. Instead of thinking about community and economic development investments in terms of discrete developments, buildings or projects, Vibrant

NEO 2040 advocates for communities to focus on developing places – a group of buildings, spaces, and uses that come together to form a whole on a neighborhood scale and are tailored to fill a particular need. NEOSCC has identified a list of 22 different types of places that fit the Vibrant NEO 2040 Vision and could be created and/or maintained in Northeast Ohio. These place types each serve a specific development strategy that communities can adopt when considering how to best use land in their areas. The entire list of Development Strategies and their descriptions may be found at [vibrantneo.org/dev-strategies](http://vibrantneo.org/dev-strategies).

### Policy Framework:

The Vibrant NEO 2040 Vision, Framework and Tools recommends 30 policy changes that will help further the Vision's implementation and identifies a "Top Ten List" of highest-priority policy changes. All recommended policy changes are tied to specific Recommendations and Initiatives.

### Tool Kit & Best Practices:

The Vibrant NEO 2040 Vision, Framework and Tools has identified more than 150 techniques and best practices, which it has compiled into a Tool Kit for implementing the Vision. Each technique and best practice is tied to the specific Recommendation(s) and Initiative(s) to which it applies.

### Pilot Projects:

The Vibrant NEO 2040 Vision, Framework and Tools has identified more than 300 Pilot Program examples, including 275 Existing Pilot Programs and more than 30 proposed Pilot Programs that demonstrate emerging best practices and show promise for moving the region towards the Vibrant NEO 2040 Vision. Each pilot is tied to the specific Recommendation(s) and Initiative(s) to which it applies.

### Dashboard:

As part of the Vibrant NEO 2040 process, NEOSCC has developed the design specifications to create a Regional Dashboard that will allow Northeast Ohioans to track how the region is performing according to a variety of metrics and gauge our progress toward the Vibrant NEO 2040 vision. This dashboard would include both the "Vision Indicators" outlined with the Vision Objectives and a second set of indicators called "Context Indicators" that are meant to track topics outside of the core thematic focus areas of Vibrant NEO 2040, such as macroeconomics, education, health, and demographics.

### Data and Analytic Tools:





Much of the three years of Vibrant NEO 2040 was spent collecting and analyzing data, modeling trends and alternatives, and interviewing experts across the region. All of the data that was collected to create the four alternative scenarios and fiscal impact and to develop the Regional Analysis of Impediments to Fair Housing Choice/Fair Housing Equity Assessment is being stored at the Northeast Ohio Area-wide Coordinating Agency (NOACA). NOACA will maintain a sharing portal for community access to the data.

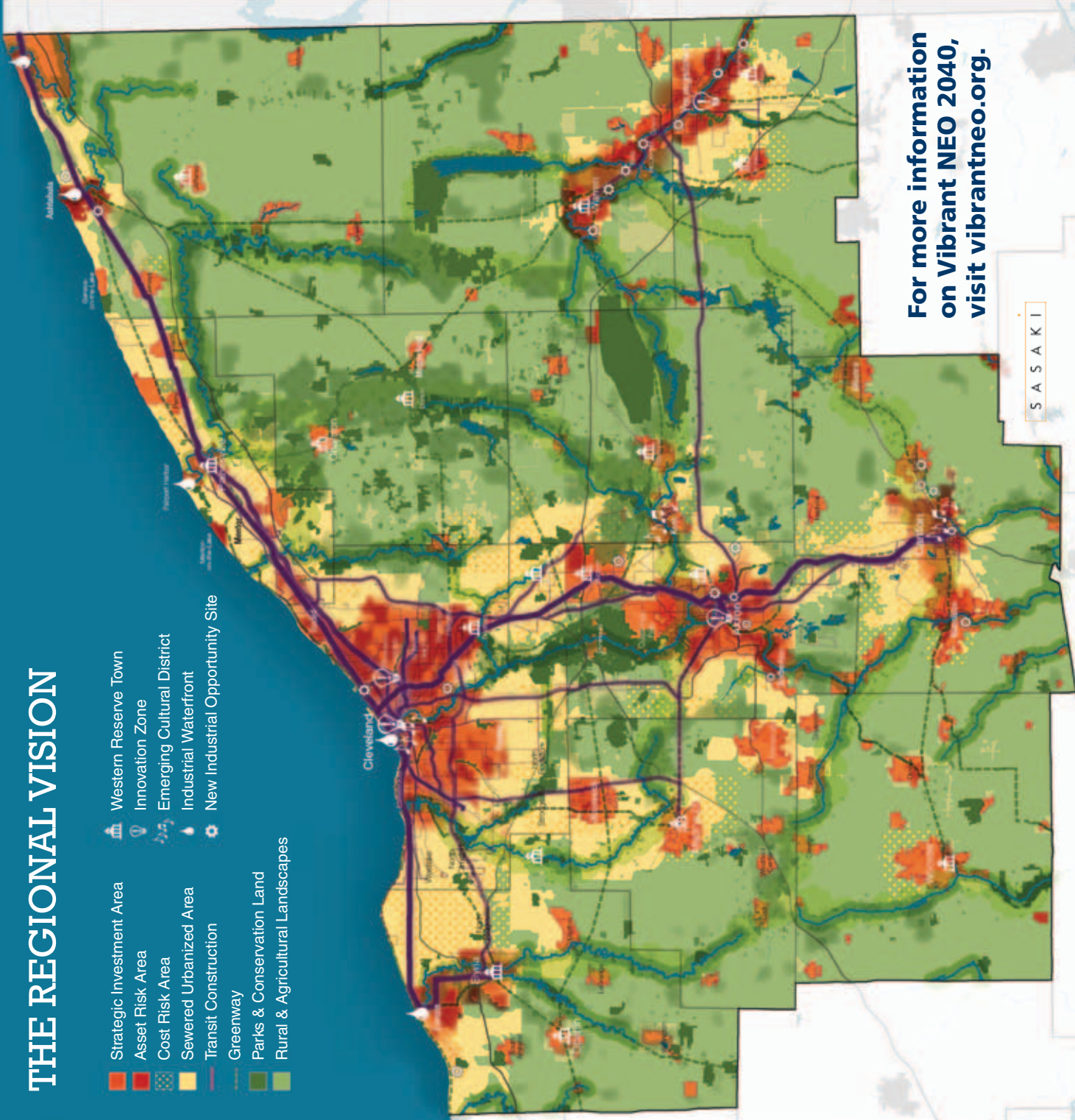
## Indicators

For the objectives, recommendations and initiatives, to be meaningful, they have to be measurable and they have to include targets that define success. So, NEOSCC has identified key indicators and associated target metrics, which are outlined in the table below, that should be used to measure the region's progress toward these objectives and determine if these objectives have been reached.

INDICATOR	TARGET
<b>Development Location</b>	At least 81% of new housing development and 91% of new jobs should be located with urbanized and urbanizing areas.
<b>VMT</b>	New road infrastructure should be capped at 2.75 lane miles per projected 1,000 additional persons for a maximum of 2,400 lane miles throughout the region.  Each lane mile of new road must be accompanied by investments in bicycle and pedestrian infrastructure.  VMT per capita should decrease, even if population and employment increase.
<b>Urban &amp; Multifamily Housing</b>	The percentage of urban and multifamily homes in the region should remain at least 45% of the housing supply.
<b>Housing Vacancy</b>	No more than 7% of housing units should be vacant.
<b>H+T Costs</b>	By 2040, all Northeast Ohio residents should spend less than 30% of their income on housing.  By 2040, fewer than 65% of residents should spend more than 45% of their income on combined housing and transportation costs.
<b>Transit Proximity</b>	<ul style="list-style-type: none"> <li>• By 2020, at least 55% of jobs should be near transit.</li> <li>• By 2030, at least 60% of jobs should be near transit.</li> <li>• By 2040, at least 65% of jobs should be near transit.</li> <li>• By 2020, at least 38% of residents should live near transit.</li> <li>• By 2030, at least 44% of residents should live near transit.</li> <li>• By 2040, at least 50% of residents should live near transit.</li> </ul>
<b>Roadway Investment Balance</b>	For every new vehicle lane mile built, there will be at least the same number of bicycle lane miles built.  For every new vehicle lane mile constructed, there will be at least 10 times the linear miles of sidewalks (5-foot minimum width) built or repaired in the region.
<b>Commute – Mode Share</b>	By 2020, reduce region-wide drive alone commute trips to less than 79%. By 2040, reduce region-wide drive alone commute trips to less than 67%.
<b>Existing Road Infrastructure Maintenance</b>	All roads should achieve at least a "Good" rating on the Ohio Department of Public Works evaluation standard.
<b>Open Space Conservation</b>	Conserve at least 10,700 new acres per year, for a total of 15% of the 12-county region conserved by 2040.
<b>Riparian Corridor Protection</b>	Conserve at least 1,100 new acres of riparian corridors each year, for a total of 30,300 new acres by 2040.
<b>Clean Water</b>	<p><b>Aquatic Life Use</b></p> <ul style="list-style-type: none"> <li>• 100% full aquatic life use attainment on all Ohio large rivers by 2020</li> <li>• 80% full aquatic life use attainment on Ohio's principal streams and small rivers by 2020</li> <li>• Identify more high quality waters</li> <li>• Maintain adequate monitoring coverage on Ohio's principal and small rivers</li> </ul> <p><b>Human Health Use</b></p> <ul style="list-style-type: none"> <li>• More fish from Ohio's waters will be safe to eat by 2020</li> </ul> <p><b>Public drinking water supply use</b></p> <ul style="list-style-type: none"> <li>• All drinking water sources will obtain water quality standards by 2020</li> <li>• All drinking water sources will be assessed (nitrate and atrazine) by 2020</li> </ul> <p><b>Recreation Use</b></p> <ul style="list-style-type: none"> <li>• Ohio beaches and canoeing streams will be safe for swimming (meet WQS) by 2020</li> <li>• Maintain adequate monitoring coverage on Ohio's watersheds, large rivers and beaches</li> </ul>
<b>Clean Air</b>	By 2040, every county should achieve full attainment of National Ambient Air Quality Standards (NAAQS) for all pollutants.

# THE REGIONAL VISION

- Strategic Investment Area
- Asset Risk Area
- Cost Risk Area
- Sewered Urbanized Area
- Transit Construction
- Greenway
- Parks & Conservation Land
- Rural & Agricultural Landscapes
-  Western Reserve Town
-  Innovation Zone
-  Emerging Cultural District
-  Industrial Waterfront
-  New Industrial Opportunity Site



For more information on Vibrant NEO 2040, visit [vibrantneo.org](http://vibrantneo.org).

S A S A K I

“The purpose of the vision is to help Northeast Ohio identify and build the future it wants.”

Doug Franklin,  
Mayor, Warren