



Prepared for:  
**Office of Urban Development  
Ohio Department of Development**

Prepared by:  
**The Great Lakes Environmental Finance Center  
Maxine Goodman Levin College of Urban Affairs  
Cleveland State University**

October 2007

**The Clean Ohio  
Revitalization  
Fund:  
A Report on the  
Outcomes of  
Stakeholder  
Forums**

**UUP**

The Ohio Urban University Program

2121 Euclid Avenue  
Cleveland, Ohio 44115  
<http://urban.csuohio.edu>

## **TABLE OF CONTENTS**

Executive Summary .....	3
Introduction .....	7
Themes Emerging from Forums.....	10
Appendices .....	20
Appendix A: Methodology.....	21
Appendix B: Forum Participation .....	23

## **EXECUTIVE SUMMARY**

The Clean Ohio Revitalization Fund (CORF) is perceived by its “stakeholders” as a great success, making investments in redeveloping Ohio’s old industrial properties and remediating environmentally contaminated sites. Stakeholders identified CORF as the national model for brownfield redevelopment and investment in metropolitan areas. The Clean Ohio program was identified as an economic development program that both meets its Mission and operates with a high degree of administrative efficiency. The session produced an inventory of stakeholder recommendations, identified to assist in improving the CORF Program Factors -- the goals and objectives outlined in the enabling legislation; the Administrative Process -- the administrative components of the CORF operations; the Grant Making Process -- including the financial operations and grant distribution; and the Market Perception -- including perceptions of the utility and success of the program.

More than 300 stakeholders were convened in a series of 7 Clean Ohio Forum Sessions designed to assist in identifying strategies for increasing the efficiency of the program in for the future rounds of grant funding. The stakeholders, including local government officials, planners, developers, environmental engineers, local business and environmental advocates, and Ohio Public Works Commission District Integrating Committee members, provided comments on the CORF mission and administration, on the grant making process, and on the overall success of the program.

From the voices of the stakeholders, we heard the following eight overall themes:

- CORF program meeting the intended goals
  - CORF as a national model
  - CORF operational Efficiency
  - Increase efficiency of CORF grants management
  - Recommendations from Forum audiences
  - Maintain locally defined project prioritization
  - Quality of the Clean Ohio outreach activity
  - CORF success in metropolitan areas
  - Expand marketing of CORF program
- **National Model**  
The CORF Program is seen as a significant national model that other states strive to replicate. The CORF is viewed as a unique and innovative program that – prior to its initiation – did not exist in Ohio or elsewhere in the country. The

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

program has inspired communities to participate and focus attention on the

cleanup of contaminated properties that “no one has touched before.” The CORF is seen as primarily an economic development initiative – one that is highly successful in generating community wealth, and leveraging private and public capital and other state investments. The participants view CORF as an innovative program that other organizations and states look to emulate.

- **CORF Program Meets Intended Goals**

The CORF Program is largely viewed as a successful program that accomplishes its established goals and objectives. The program is highly valued in its contribution to economic development in recipient communities, and its overall economic and environmental impact on the state. The environmental impact was noted as immediate while the economic impact was more future oriented, as many of the projects were new or not completed (so these impacts were a bit more ambiguous). The program’s mission is to address the rehabilitation of environmentally contaminated properties. Not only does CORF meet this mission, but exceeds it in that the program prompts communities to address the cleanup of properties that aren’t on the “radar screen.”

- **Efficiency of Clean Ohio Outreach**

The CORF Program was lauded for its methods of providing and exchanging information and responding to questions and needs of applicant and recipient communities. Access to the CORF Program relative to technical assistance and guidance were strongly noted, as was the capability of and responsiveness to site and community visits. Additionally, the participants acknowledged the program for its efforts of continuous improvement (examples were accepting feedback from applicant and recipient communities and conducting these public forums).

- **Operational Efficiency**

Although CORF is regarded as a tremendous success, the participants identified operational improvements to increase the efficiency of the application process, management and disbursement of grants. The process in applying for CORF funds is seen as costly, time-consuming and labor intensive – particularly for first time applicants and also for small communities. In those communities that apply and are not successful, the cost and time of the application process often deters them from reapplying for funds. However, the audiences noted that the process becomes easier for communities that apply for funding each year. The grant application is seen as time-consuming from submission to award, which impacts the ability to keep the interest of the end-user.

---

## ***Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes***

- **CORF Successful in Metropolitan Areas**

The CORF Program is seen as largely successful in the metropolitan areas of the state. The jurisdictions within larger communities and metropolitan areas are viewed as successful in accessing program funding, while small- and medium-size communities indicate a lack of access to program funds. The level of information and expertise required to complete the application process seems prohibitive to some communities, particularly small- and medium-sized ones. Although the CORF Program has excelled in its assistance to applicant communities, the smaller communities are unable to support the staff, consulting and other costs associated with the CORF application process. The result is that some communities are dissuaded from applying or bringing the CORF Program to debate locally because they don't have the financial leverage of larger cities. Larger communities (cities and counties) are more likely to be able to sustain project flow and payments, while smaller communities have a harder time managing cash flow throughout the reimbursement process.

- **Increase Efficiency of CORF Grants Management**

Increased efficiency and a more "business oriented" approach are needed for the operations and financial management (the implementation, initiation and reimbursement of applicable funds) of CORF funds. The disbursement process of grant funds to recipient communities is seen as burdensome in terms of the level of scrutiny over small dollar amounts, and in the length of time and the amount of paperwork required. The release of disbursements in a timelier manner, sensitivity to small business contractors, and realistic grant management when approving payments were cited as areas of improvement.

- **Maintain Local Prioritized Project Recommendations**

There is divergence on how projects are locally prioritized and then refined when the projects are forwarded from each of the Ohio Public Works Commission District Integrating Committees to the Clean Ohio Council. The communities are allowed latitude in the selection and ranking of local projects, but local decision-making is lost when these projects are "re-prioritized" by the Clean Ohio Council. Although there is disparity in the value that communities place on the role of the District Integrating Committees, most agree that local "buy-in" is important, as communities retain decision-making control on site choices.

- **Increase Advertisement and Marketing of CORF Program**

While the CORF Program is successful in community outreach, many communities still don't understand the opportunities available to them through the CORF. The communities are in need of education, training and technical

---

## ***Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes***

assistance to improve their understanding of program requirements. The audiences suggest increased advertising and marketing of the CORF Program – not only to applicant communities but to the individual District Integrating Committees as well. More interaction between the CORF Program and its District Integrating Committees on how to communicate the CORF across the state is needed.

## **INTRODUCTION**

In November 2000, Ohio voters overwhelmingly adopted State Issue One, authorizing the state to issue debt to finance brownfield cleanup and revitalization, and green space preservation. The Ohio General Assembly authorized the establishment of the Clean Ohio Fund with the adoption of House Bill No. 3 (H.B. 3). The General Assembly established the Clean Ohio Council to oversee the grant distribution, and assigned responsibility for the implementation and administration of the brownfield component of the fund, known as the Clean Ohio Revitalization Fund (CORF), to the Ohio Department of Development (ODOD) and the Ohio Public Works Commission (OPWC).

The Department of Development's Office of Urban Development has acted as the administrative agent for CORF. The Office of Urban Development works in partnership with the Ohio Environmental Protection Agency (OEPA) in overseeing the environmental component of the annual CORF program. The OEPA is responsible for regulating environmental cleanup activities and determining the safety of the property for its reuse.

In 2000, the Ohio Department of Development engaged the Great Lakes Environmental Finance Center (GLEFC) of the Maxine Goodman Levin College of Urban Affairs at Cleveland State University to assist it in developing the administrative and grant disbursement strategy for CORF. The GLEFC convened focus groups in each of the 19 Ohio Public Works Commission (OPWC) districts to discuss the issues necessary to develop an implementation strategy. The focus groups attracted more than 250 participants, who shared ideas of how best to achieve the goals and objectives as defined in the enabling legislation.

In 2006, following the fourth grant cycle of CORF, the ODOD Office of Urban Development once again engaged the GLEFC to assist the department in soliciting feedback focused at improving the efficiency and effectiveness of the CORF administration, grant making, and financial processes. The GLEFC staff utilized a focus group type of approach to facilitate a series of 16 focus group sessions held in seven forums convened by the ODOD. The seven forums were convened in the Northeast, Northwest, Southeast, Southwest, Central (2), and Eastern economic regions of the state (see figure 1). A total of 316 persons participated in the sessions.

Audiences of six of the seven sessions were comprised of large groups of stakeholders who have applied for and/or received CORF funds, legislators, municipal and community leadership and staff, professionals

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

representing non-profit and for-profit organizations and entities, community and economic development professionals, planners, engineers, and members of the OPWC District Integrating Committees. A seventh forum was comprised solely of OPWC District Integrating Committee liaisons, members and representatives. The sessions focused on four main areas:

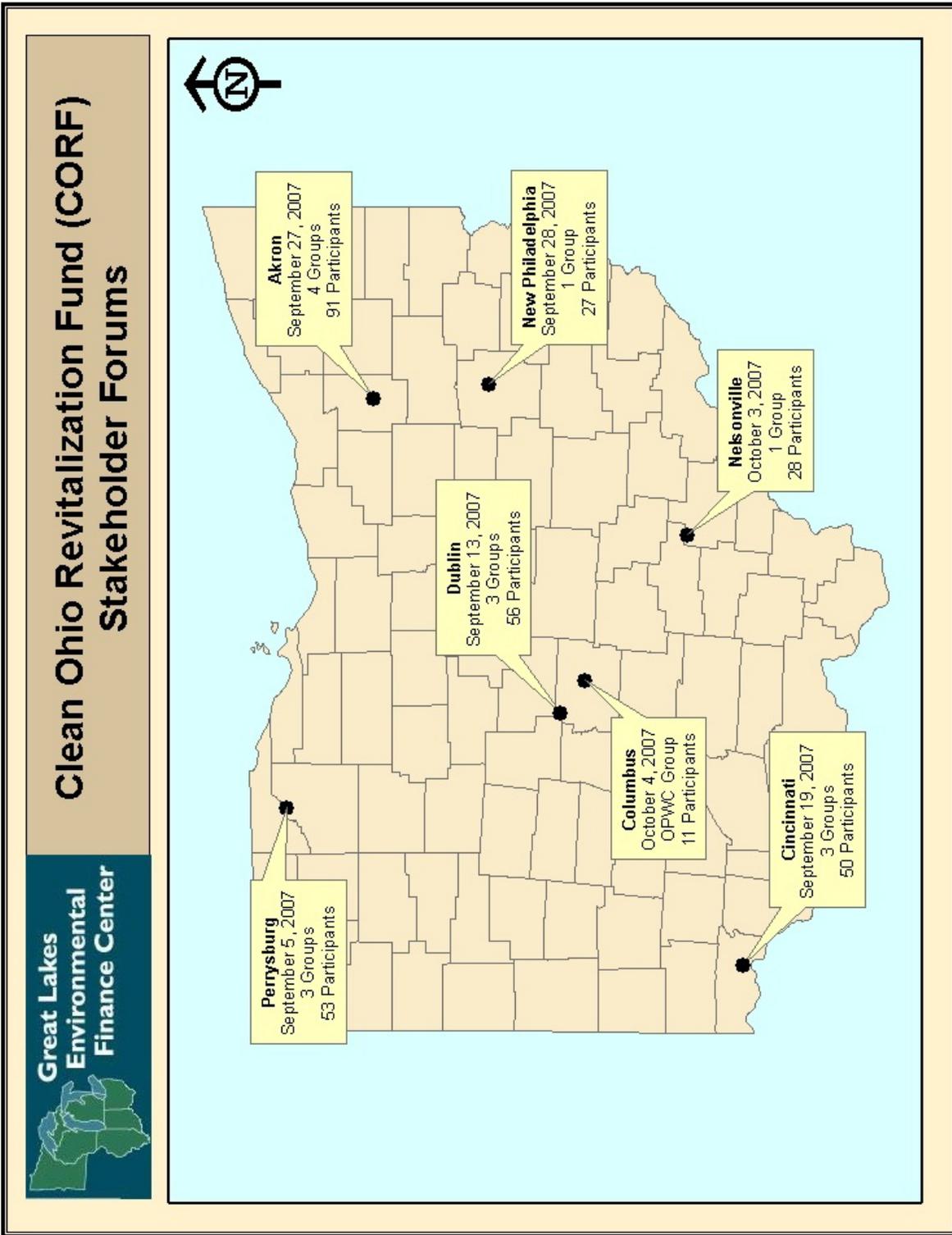
- Programmatic Factors – Specific aspects of the program as outlined in the Ohio Revised Code
- Administrative Process – Specific aspects of the administration of the CORF process
- Grant Process – Aspects that focus on the grant disbursement and financial processes of the CORF
- Market Perception – Audience views on the impact of CORF, the program's success and future, and anticipated opportunities

Data from the sessions were compiled and synthesized into thematic outcomes. Suggestions for implementation emerged from these themes and are discussed in the final section of this report.

The report is organized into five sections, beginning with an Executive Summary of the overall findings and suggestions for implementation. The common themes that emerged from the sessions follow the Introduction, along with an analysis of those themes. The suggestions for implementation are detailed in the fourth section. The report concludes with supporting appendices.

This report summarizes the thematic outcomes of the seven forums and incorporates the discussion and ideas of more than 300 participants who were actively engaged in dialogue providing key ideas and concepts that will help the ODOD to guide the future of the CORF.

**Clean Ohio Revitalization Fund:  
Stakeholder Forum Outcomes**



**Figure 1**

## **THEMES EMERGING FROM THE FORUM SESSIONS**

Several themes emerged from the seven stakeholder forum discussions, with these eight themes prevalent across all sessions. From the voices of these participants, we heard eight overall themes, which are discussed below:

- The CORF Program is meeting the intended goals
- The CORF is viewed as a national model
- CORF operations are viewed as efficient
- Increase the efficiency of CORF grants management
- Value of locally defined project prioritization
- Quality of the Clean Ohio outreach activity
- CORF is successful in metropolitan areas
- Expand marketing of the CORF Program

The participants also shared some suggestions for improving the efficiency of the CORF Program, and these are discussed at the conclusion of this section.

### **CORF Program Meets Intended Goals**

*“There’s no other way to revitalize brownfields without Clean Ohio.”*

The CORF Program is largely viewed as a successful program that accomplishes its established goals and objectives. The program is highly valued in its contribution to economic development in recipient communities, and its overall economic and environmental impact on the state. The environmental impact was noted as immediate while the economic impact was more future oriented, as many of the projects were new or not completed (so these impacts were a bit more ambiguous). The program’s mission is to address the rehabilitation of environmentally contaminated properties. Not only does CORF meet this mission, but exceeds it in that the program prompts communities to address the cleanup of properties that are not on the “radar screen.”

The mission of the Clean Ohio Revitalization Program is to address the rehabilitation of environmentally contaminated properties. The objective of the program is to make funds available to communities, with the goal of communities utilizing those funds to transform properties into productive reuse.

The enabling legislation of the CORF Program outlines five specific factors that are to be considered when evaluating projects for funding:

- Economic Benefit (resulting from the cleanup of brownfield properties)

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

- Environmental Improvement (ecological, contiguous to schools, residential, and other areas)
- Amount and nature of local match (the type – public, private – and amount of the match from the community)
- Low-Income/Minority Benefit
- District Integrating Committee prioritization of the projects (funding priorities recommended by the Integrating Committees)

Overall, the forum audiences indicated that the CORF program is meeting its intended goals and objectives, yet value the program for its ability to spur economic development activities within communities. As noted by one participant, the “economic benefit catalyzes investment in surrounding properties.” Most participants noted that the environmental impact was immediately noted with the remediation of the site, while the economic impact was experienced over time. CORF projects have helped to rebuild landscapes and resurrect neighborhoods by building job and tax bases within communities, helping to retain businesses in economically depressed areas, and improving the quality of life aspects of these communities – all testimony to the achievement (and at times exceeding) the goals and objectives of the program.

### **CORF is Viewed as a National Model**

*“The program is one of the best in the country.”*

*“The program has focused attention on contaminated properties, properties nobody has touched before.”*

*“CORF is a proactive program that helps Ohio stay competitive with other states. Having the CORF program makes the state look flexible.”*

The CORF Program is seen as a significant national model that other states strive to replicate. The CORF is viewed as a unique and innovative program that – prior to its initiation – did not exist in Ohio or elsewhere in the country. The program has inspired communities to participate and focus attention on the cleanup of contaminated properties that “no one has touched before.” The CORF is seen as not only as an economic development initiative – one that is highly successful in generating community wealth, and leveraging private and public capital and other state investments, but also as a program responsible for cleanup of hazardous sites statewide. The participants view CORF as an innovative program that other organizations and states look to emulate.

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

The Clean Ohio program was primarily conceived to remediate and redevelop environmentally contaminated (brownfield) properties into productive landscapes that produce utility for the host city in the form of tax dollars, jobs, recreational space, etc. The state of Ohio allocates 80 percent of proceeds from the sale of general obligation bonds to the CORF, and 20 percent of proceeds to its companion fund, the Clean Ohio Assistance Fund (COAF). Funds are made available through a competitive bid process. There are few state grant programs (if any) such as CORF that motivate and stimulate reinvestment at the community level with the same far-reaching impacts – both socially and economically.

The participating forum audiences view CORF as a national example and “best practice” model for other states. From the sessions, several discussions support this statement:

- 1) CORF allows direct local input into the process. The CORF process affords an opportunity to communities to select the projects they feel should be rehabilitated. Through the CORF, communities scan their local geographies to identify blighted properties and of those properties, determine those most in need of remediation.
- 2) CORF calls attention to and creates awareness within a community, and regionally, of blighted properties and the degree to which remediation is needed. A community collectively selects a site most in need of cleanup, presents that site to the OPWC District Integrating Committee within its region, and if chosen, is presented to the Clean Ohio Council for funding consideration. Even if the community project is not chosen either by the District Integrating Committee or the Clean Ohio Council, the process itself has placed the site on the “radar screen” of the community, the OPWC, and the state. Additionally, the opportunity for funding and the time invested in applying serves as motivation to complete the project, even if the project does not receive the grant.
- 3) CORF remediates sites that may have otherwise been low priorities for reinvestment and cleanup. The CORF process forces communities to seriously reassess their site inventories, the potential levels of contamination of those sites, and the feasibility for cleanup. Through this process, properties may be revealed that were not previously considered for rehabilitation, thus transforming some of the worst sites within communities into productive reuse.
- 4) CORF encourages private investment within a community. The local match requirement for a CORF project stimulates private funding for the project, as well as partners private investment with public funding support. For-profit investors

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

additionally bring their expertise into the process, and combined with public

support, transform a no- or low-value asset into something recognized by the market as having value and some type of reuse.

- 5) The public process component of CORF allows for continuous self-scrutiny and improvement.
- 6) The CORF affords a community the ability to change the course of the highest and best use of a property. The community is able to alter the property from that of a contaminated environment to one that is of the best use for that community. As such, this changes the wealth curve for that property and possibly of those properties that surround it.
- 7) The five CORF factors designated within the Ohio Revised Code, although intended as guidelines for evaluating projects for funding, serve as contributors to the overall wealth of the community. For those projects remediated with the aid of CORF funds, the economic benefit, environmental improvement, local funding match, local assessment and indication of level of need, and the potential impact to the low-income and minority population of that community contribute to the health and wealth quality of that community. The reuse of the property results in reinvestment to a once-dormant site with the potential for generating jobs and new development, resulting in an increased tax base and revenues for the community.

### **Operational Efficiency**

*“The quality of staffing is great; they just don’t have enough people.”*

*“The staff is wonderful, but some paperwork is excessive and a waste of time.”*

*“The application is cumbersome, repetitive, and time-consuming.”*

*“Smaller communities see the application process as too much of a strain on limited resources.”*

Although CORF is regarded as a tremendous success, the participants identified operational improvements to increase the efficiency of the application process, management and disbursement of grants. The process in applying for CORF funds is seen as costly, time-consuming and labor intensive – particularly for first time applicants and also for small communities. In those communities that apply and are not successful, the cost and time of the application process often deters them from reapplying for funds.

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

However, the audiences noted that the process becomes easier for communities that apply for funding each year. The grant application is seen as time-consuming from submission to award, which impacts the ability to keep the interest of the end-user.

The audiences regard the CORF application process as a time-consuming and onerous process, due to the cost and level of paperwork involved. The participants see the application alone as excessive, resulting in several large binders of documentation. Most of the participants stated that they hire consultants to handle the application process because they don't have the staff capacity in-house to do so. As a result of the costs of consultants, as well as the costs for assessments and surveys, the smaller communities indicated that they are not able to absorb the expenses associated with applying for CORF funds, thus deterring them from applying altogether.

While the CORF program is lauded for its efficiency in communications with applicants and grantees, the forum participants see a need for increasing the number of staff at the state level to manage the volume of work associated with program administration and outreach. Many participants stated that they are in need of additional education and technical assistance as they move through the application process and as they move to administer and implement the grant in their communities.

### **Increase Efficiency of CORF Grants Management**

*“Generally a great program, but they could improve the review of expenses. It takes too long to get paid.”*

*“The process hurts smaller contractors who can't carry the burden of funding.”*

Increased efficiency and a more “business oriented” approach are needed for the operations and financial management (the implementation, initiation and reimbursement of applicable funds) of CORF funds. The disbursement process of grant funds to recipient communities is seen as burdensome in terms of the level of scrutiny over small dollar amounts, and in the length of time and the amount of paperwork required. The release of disbursements in a more timely manner, sensitivity to small business contractors, and realistic grant management when approving payments were cited as areas of improvement.

The majority of forum participants cited issues with the disbursement of grant funds, particularly with the length of time taken to be reimbursed (120 to 270 days) for project expenses. Typical accounting practices subscribe to a 90 to 120 day payment policy. Yet, the audiences indicated that the CORF program reimbursement policy follows an inconsistent timeframe, often exceeding that of the typical 90 to 120 day

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

period. The participants stated that the time delay in reimbursement of expenses places a burden upon small vendors who aren't able to sustain employees or expenses without cash flow for long periods of time. One participant cited the example of a Columbus company that had to apply for a loan while waiting for payment. These contractors, as well as many communities, require gap financing to cover these costs until reimbursement is received through the CORF program. Further, the participants have experienced some contractors elevating costs due to the longer reimbursement period. One audience member noted that contractors are "padding invoices" because of the length of time that it takes for them to receive payment.

### **Value of Local Prioritized Project Recommendations**

*"Local people are the best group of people who know the market."*

*"Provides an opportunity to set/explore the region's priorities."*

*"Local committee ranking captures local input."*

*"Local people do have to be involved, but they do have to have the needed expertise."*

There is divergence on how each of the Ohio Public Works Commission District Integrating Committees prioritize projects locally and concern that these project prioritizations are refined after being forwarded from each of the Ohio Public Works Commission District Integrating Committees to the Clean Ohio Council. The communities are allowed latitude in the selection and ranking of local projects, but local decision-making is lost when these projects are "re-prioritized" by the Clean Ohio Council. The audiences indicated that the local ranking of projects forwarded to the Council for funding consideration should be honored. Although there is disparity in the value that communities place on the role of the District Integrating Committees, most agree that local "buy-in" is important, as communities retain decision-making control on site choices. The audiences indicated that more community input into the scoring system is needed, because "the locals best know their market."

Additionally, the forum participants view the OPWC District Integrating Committees as an important element of the CORF process, but stressed that consideration be given to the expertise comprising the committees. The audiences stated that the members of the District Integrating Committees should understand the pulse of local needs. As such, the participants feel that a cross-section of professionals should comprise these committees and should include economic, economic development, legal, business, and environmental expertise.

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

Another concern of the forum participants is the low interest and participation in some areas of the state for the CORF program. The audiences stated that some of the OPWC Districts have only one community project that applies for and receives CORF funding; however, that project may not be of the utmost priority for that district at that time. Encouraging participation at the local level is strongly needed, and the audiences view various aspects of the CORF process as too intimidating for small communities, thus deterring them from making application to the program.

Further, the forum participants, particularly those from the OPWC District Integrating Committee participants, suggested that additional technical assistance and training be conducted with the committee liaisons, staff, and members. The committee participants indicated that programmatic background information, and technical assistance with the application scoring process would be beneficial and help to streamline the process at the local level. The District Integrating Committee members also stated a desire to learn more about the other OPWC districts – their composition, geography, and project funding history.

### **Quality of Clean Ohio Outreach**

*“The communication and distribution of information continues to increase.”*

*“What has worked well? The ability to solicit feedback, access to the department, and good staff support.”*

The CORF Program was lauded for its methods of providing and exchanging information and responding to questions and needs of applicant and recipient communities. Another noted strength of the CORF Program was its staff’s ability to provide technical assistance and guidance, and the capability of and responsiveness to site and community visits. Additionally, the participants acknowledged the program for its efforts of continuous improvement (examples were accepting feedback from applicant and recipient communities and conducting these public forums).

### **CORF Successful in Metropolitan Areas**

*“Extremely beneficial program for an urban area.”*

*“Make the process easier for small communities.”*

The CORF Program is seen as largely successful in the metropolitan areas of the state. Although CORF has excelled in its assistance to communities that

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

have been awarded funds, the participants stated that smaller communities are at a disadvantage in applying for CORF funds. The level of information and expertise required to complete the application process seems prohibitive to some communities, particularly small- and medium-sized ones. The audiences indicated that smaller communities are unable to support the staff, consulting and other costs associated with the CORF application process. The result is that some communities are dissuaded from applying or bringing the CORF Program to debate locally because they don't have the financial leverage of larger cities. Larger communities (cities and counties) are more likely to be able to sustain project flow and payments, while smaller communities have a harder time managing cash flow throughout the reimbursement process.

### **Increase Marketing of CORF Program**

*"The districts forward program information to their communities, but better marketing is needed by the state."*

*"Need to better report on progress of the projects rather than hear of progress from the media."*

While the CORF Program is successful in community outreach, many communities still don't understand the opportunities available to them through the CORF. The communities are in need of education, training and technical assistance to improve their understanding of program requirements. The audiences suggest increased advertising and marketing of the CORF Program – not only to applicant communities but to the individual District Integrating Committees as well. The District Integrating Committee participants were also interested in receiving additional technical assistance from the CORF program in the way of staffing assistance (scheduling committee meetings, disseminating information to municipalities), and possibly the reimbursement of administrative costs.

More interaction between the CORF Program and its District Integrating Committees on how to communicate the CORF across the state is also needed. The audiences stated that assistance is needed in helping distribute program information and announcements of the application process to their communities, and doing so well in advance of programmatic due dates. The District Integrating Committee liaisons and staff indicated a need from the state for developing a method of tracking and relaying the number of applications being received within each district on a regular basis throughout the application period. This would aid the districts in keeping up-to-date on the number of projects, but also the types of anticipated projects and level of interest locally.

## **Considerations from the Forum Audiences**

At the conclusion of each session, many of the participants offered suggestions to the Ohio Department of Development for consideration with regard to the CORF Program. These suggestions were offered with good intentions, and were unsolicited from the facilitators.

- One prevalent suggestion was that the CORF program be altered to emulate the Clean Ohio Assistance Fund (COAF) program. As stated in the Ohio Revised Code, the goal of the COAF program is to “remove environmental conditions preventing redevelopment of a property.” COAF funds can be used toward assessment, cleanup or remediation, or a public health project. The audiences viewed the COAF program as more efficient with regard to the application process and grant disbursement. The participants also stated that the COAF program would provide better funding opportunities for smaller communities.
- Combine funds from the CORF and COAF programs for single projects. The participants suggested the coordination of funds between programs with the possibility of combining the two types of funds on a site where a small amount of remediation is needed.
- It was suggested that smaller pools of CORF funds be established to assist with smaller sites/projects because these produce comparable impacts in small- to medium-size communities. The audiences noted that a “CORF Light” could possibly be developed to accommodate smaller grant projects and sites (grayfields).
- The audiences indicated a need to increase and sustain the amount of funding for both CORF and COAF programs. They stated that both programs need secure, long-term funding sources.
- Include abandoned school buildings and underground storage tanks as eligible for CORF funding. Additionally, a suggestion was made to have the CORF program allow funding to restore abandoned coal mines for stream restoration work and for productive development opportunities. In New Philadelphia, for example, the audiences indicated that the majority of available land for development is strip mines, in need of remediation for productive reuse.
- Can the state create a Dirt Recycling Program? When a site is remediated, the participants noted that they “don’t know what to do with the ‘dirty dirt.’” It was suggested that the state develop a strategy to handle the disposal, storage,

---

## ***Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes***

and/or reuse of the dirt.

- The audiences suggested reducing the burden of the application by having a “rolling application,” particularly for those who have been through the process and have secured grants.
- Because the audiences note that the program puts smaller communities at a disadvantage, it was suggested that a more realistic local match be devised, such as a sliding scale local match based on the size of a community. The audiences also suggested holding the previous site owners of environmentally contaminated properties partially responsible for the local match. Additionally, the participants suggested extending the look-back period for the local match from two to five years.

## **APPENDICES**

**Appendix A: Methodology**

**Appendix B: Forum Participation**

## **APPENDIX A: Methodology**

The Ohio Department of Development, Office of Urban Development, as administrator of the Clean Ohio Revitalization Fund (CORF), convened a series of seven forums across the state of Ohio (Table 1). There was a broad spectrum of professional experience in attendance. Six of the seven forum audiences were comprised of stakeholders that have applied for and/or received CORF funds, legislators, local and regional government leadership and staff, community and economic development professionals, planners, engineers, non-profit and for-profit professionals, and Ohio Public Works Commission (OPWC) District Integrating Committee members. A total of 305 individuals participated in these six sessions. The seventh forum was comprised solely of OPWC District Integrating Committee liaisons, staff and members, and had 11 participants. The total number of participants for all seven sessions was 316 persons.

**Table 1**

<b>Region</b>	<b>Date</b>	<b>Location</b>	<b>Attendance</b>
Northwest Ohio	9-5-2007	Owens Community College Toledo Campus, Perrysburg, OH	53
Central Ohio	9-13-2007	Dublin Community Recreational Center, Dublin, OH	56
Southwest Ohio	9-19-2007	TechSolve Headquarters, Cincinnati, OH	50
Northeast Ohio	9-27-2007	University of Akron, Akron, OH	91
Eastern Ohio	9-28-2007	Kent State University Tuscarawas Campus, New Philadelphia, OH	27
Southeast Ohio	10-3-2007	Hocking Community College, Nelsonville, OH	28
OPWC	10-4-2007	Ohio Environmental Protection Agency, Columbus, OH	11

The sessions were conducted utilizing a focus group type of approach, although they did not follow the traditional focus group research format. The sessions differed from that of typical focus groups in that:

- (1) The size of the groups were often greater than that of the typical focus group audience of six to 12 participants
- (2) The sessions were conducted within a 60 to 75 minute timeframe rather than the typical 90 to 120 minute focus group timeframe
- (3) General audience participation was sought for a public forum rather than with a defined audience invitation to participate

---

## **Clean Ohio Revitalization Fund: Stakeholder Forum Outcomes**

These sessions were modified based upon the fact that:

- (1) The GLEFC and ODOD sought to provide an element of outreach and education about the CORF to participants
- (2) The sessions were convened by the ODOD
- (3) Rather than a defined participant invitation list, the sessions were advertised as public stakeholder forums for those who have either applied to or intend to apply to the CORF. Hence, the participants were self-selected and not all counties were represented; however, there was a broad representation of rural, suburban and urban perspectives.

Information for the sessions was sought in a structured yet informal format, with each participant allowed time to respond. The sessions were 60 to 75 minutes in length. Facilitation was provided by the GLEFC staff guided by a specific scripted format for soliciting broad participation; each facilitator was assisted by a scribe. Experiential information relayed by the participants was captured on flip charts and then synthesized into thematic outcomes. At the Northwest, Central and Southwest forums, three facilitated sessions were conducted, while four sessions were moderated at the Northeast forum. One facilitated session was conducted at the Eastern, Southeast, and OPWC forums.

Across all sessions, audiences ranged from as few as 11 to as many as 32 participants per group. Participating GLEFC staff leading the forum groups were Kevin O'Brien, Executive Director; Claudette Robey, Assistant Director; Daila Shimek, Project Manager; Michael McGoun and Jacob Duritsky, Research Assistants; and Chris Gollan, Graduate Assistant. Assisting with the Northeast forum were James Robey, Vice President, Research, TeamNEO; and Rick Seifritz, Research Manager, TeamNEO.

## APPENDIX B: Forum Participation

Table 2 below depicts the agencies, businesses, and organizations represented at the ODOD stakeholder forums conducted throughout the state. In many cases, more than one individual from these entities attended and participated in the sessions.

**Table 2**

<b>Northwest Ohio Forum</b>	<b>Northeast Ohio Forum</b>
Fulton County Economic Development	Richland County Regional Planning Commission
Arkebauer & Associates	City of Brook Park
Ottawa County Improvement Corporation	City of Akron
Poggemeyer Design Group	Aveni and Associates
Village of Forest	City of Cleveland
Center for Regional Development, BGSU	Cuyahoga County Solid Waste District
Wood County Commissioners Office	City of Painesville
Hull & Associates Inc.	Village of Sebring
Allen Economic Development Group	City of Elyria
Regional Growth Partnership	McDonald Hopkins
Lucas County Engineer	Greater Akron Chamber
City of Toledo	City of Parma
Lucas County Improvement Corporation	Hemisphere Development LLC
SSOE Inc.	Summit County DOD
Ohio Department of Development	CASTLO Community Improvement Corporation
Wood County Economic Development Commission	City of Campbell
Mechanical Contractors Association	ms consultants, inc.
Defiance County ED Office	City of Bedford Heights
Village of North Baltimore	Medina County EDC
Student of Owens Community College	City of Broadview Heights
Hardin County Chamber and Business Alliance	City of Twinsburg
U.S. Rep. Marcy Kaptur'f Office	Mahoning Valley Econ Development Corp
Bowser-Morner	Fuller Design Group - Architects
University of Toledo	Floyd Browne Group
Village of New Bremen	Wayne Economic Development Council
Toledo Lucas County Port Authority	NEFCO
Maumee Valley Planning Organization	City of Medina
Mannik & Smith Group	Richland Economic Development
Regional Growth Partnership	Cuyahoga County Dept. of Development
City of Lima	The Trust for Public Land
Bellevue Development Corp.	Cuyahoga County Solid Waste District
Ohio EPA	Summit County Port Authority

**Clean Ohio Revitalization Fund:  
Stakeholder Forum Outcomes**

Allen County Commissioners	University of Akron - IHSP
Fostoria Economic Development Corporation	Stark Development Board
Greater Findlay Inc.	Burgess & Niple
City of Lorain, Department of Community Development	Lorain County Community Development
TTL Associates, Inc.	City of Warren
Lucas County Improvement Corporation	Cuyahoga County Planning Commission
City of Sandusky	Trumbull County
Henry County CIC	HZW Environmental
Dillin Corp.	Greater Akron Chamber
Oregon Economic Development	City of Garfield Heights
<b>Central Ohio Forum</b>	Barberton Community Development Corporation
Hull & Associates, Inc.	County of Summit Department of Community and Economic Development
EMH&T	Countryside Conservancy's Farmland Center
City of Union	Cleveland Port Authority
Fairfield County	Ashtabula Growth Partnership
City of Grandview Heights	Village of Richfield
GGC Engineers	City of Strongsville
Franklin County Commissioners EDP	City of Struthers
Burgess & Niple, Inc.	Eastgate Regional Council of Governments
Logan County Solid Waste District	Ray Fogg Building Methods, Inc
City of Delaware	Silverlode Consulting
Vorys, Sater, Seymour and Pease LLP	City of Wadsworth
Value Recovery Group	BJAAM Environmental, Inc.
AEP Ohio	Ohio House of Representatives
Greystone	Massillon Area Chamber of Commerce
ClarCo-Spfld TCC	City of Green
Performance Site Company	City of Youngstown
GGC Engineers	URS Corporation
City of Urbana	Kent Area Chamber of Commerce
MORPC (District 3 Staff)	HKS Consultants
City of Springfield	Strnisha Development Advisors
Darke County Economic Development	City of Cuyahoga Falls
Value Recovery Group	City of Mentor
City of Columbus	Brooklyn Heights Village
House Democratic Leader Joyce Beatty	Mahoning County Sanitary Engineer
City of Galion	City of Kent
Ohio Department of Development	City of Stow
Greater Ohio	City of Green
R.D. Zande & Associates, Inc.	The Project Group
M-E Companies, Inc.	City of Canton
Marion County Regional Planning Commission	<b>Eastern Ohio Forum</b>
Performance Site Environmental	Tuscarawas County Commissioner

**Clean Ohio Revitalization Fund:  
Stakeholder Forum Outcomes**

City of Piqua	Progress Alliance
OCCD	Cambridge-Guernsey Co. CIC
City of Dublin	City of Mansfield
City of Hilliard	Carroll County Economic Development
Burgess & Niple, Inc.	Norwalk Economic Development Corporation
Buckeye Power	Tuscarawas County Port Authority
PANDEY Environmental, LLC	Congressman Zack Space
Sheehan Hutchison Keenan	Jefferson County Chamber of Commerce
Union County Chamber of Commerce, Convention & Visitors Bureau, Economic Development Partnership	Ohio Dept. Natural Resources
The Majors Company	Ohio Regional Development Corporation
JPMorgan	PANDEY Environmental, LLC
Schottenstein Zox & Dunn	Belmont County Port
Ohio Conference of Community development	Belmont County Port
RICOP Construction	Tuscarawas County OCED
Daimler	Ohio Department of Development
Licking County Planning Commission	Carroll County
Village of Richfield	W.E. Quicksall & Associates, Inc.
Crawford County Economic Development	<b><i>Southeast Ohio Forum</i></b>
<b><i>Southwest Ohio Forum</i></b>	Miba Bearings US, LLC
Government Strategies Group	Resurgence Group, LLC
City of Forest Park, Ohio	Buckeye Hills-Hocking Valley Regional Development District
Ohio Dept. of Development	Ohio Dept. Agriculture - Farmland Preservation
Montgomery Co. Econ. Dev.	City of Newark
City of Lebanon	OU PTAC
Hamilton County Engineer's Office	ODOD/Ohio Energy Office
Warren County Office of Economic Development	EZ Grout Corporation
MSD - Cincinnati	SeOPA
Crosby Township	City of Pickerington
Clermont County Economic Development	Economic Development Alliance of Southern Ohio
HCDC	City of Gahanna, Ohio
LSR Consultants, LLC	Zanesville-Muskingum County Port Authority
Weston Solutions, Inc.	Heath-Newark-Licking Co. Port Authority
Miamisburg Mound Community Improvement Corp.	Morgan County Improvement Corporation
Denali Development Services	Columbia Gas of Ohio, Inc.
West Central Ohio Port Authority	OSU Extension, Washington County
City of Hamilton, Ohio	AEP Ohio
The Land Conservancy of Hamilton County, Ohio	Jackson County Economic Development Board
City of Fairfield	<b><i>OPWC District Integrating Committee Forum</i></b>
David Krings Consultants	District 16

**Clean Ohio Revitalization Fund:  
Stakeholder Forum Outcomes**

Clermont County Office of Economic Development	District 11
CPMRA @ Miami Univ	District 2
City of Dayton	District 12
Hull & Associates	District 18
PANDEY Environmental, LLC	District 16
City of Cincinnati	District 10
SRW Environmental Services	District 15
Port of Greater Cincinnati Development Authority	District 14
Warren County Office of Economic Development	District 3
Butler County Department of Economic Development	District 18
City of Cincinnati	
Miamisburg Mound Community Improvement Corp.	
Enright Ridge Urban Ecovillage	
City of Tipp City	
Keramida Environmental, Inc.	
City of Loveland	