



REQUEST FOR PROPOSALS SCENARIO PLANNING FOR LEGACY CITIES IN OHIO 2023–2024

Summary

The Lincoln Institute of Land Policy, through its Consortium for Scenario Planning and Legacy Cities Initiative, seeks an Ohio municipality to participate in a seven-month scenario planning process to address future uncertainties facing legacy cities.

Context/Background

Scenario planning is a visioning process that allows communities to discuss forces affecting their community (such as population shifts, housing availability, and the economy) and understand how those forces will affect their future. The process helps communities then envision several plausible future scenarios and identify specific strategies to achieve, prevent, or mitigate the effects of each scenario.

Legacy cities have been at the center of some of the United States' most historic achievements in the past century but have also experienced substantial economic and population decline. The Lincoln Institute defines legacy cities as those with a population of at least 50,000, a sustained population decline of at least 20 percent from their historical peak, and poverty rates higher than the national average in five of the last 10 years. As expert [Arnab Chakraborty](#) PhD, AICP, BArch, Dean of the College of Architecture and Planning at the University of Utah has noted, legacy cities “need scenario planning tools that can facilitate rich conversations about the future and help identify a range of community priorities.”

LegacySP is a toolkit developed by Chakraborty with support from the Lincoln Institute's Consortium for Scenario Planning in places adjusting to population loss and reinventing their economies—namely, legacy cities. Scenario planning offers these communities simple, engaging, and qualitative tools to strategize for and address these trends. A workshop and scenario planning process can also provide a forum for difficult but necessary conversations about a resilient and adaptable plan for the future. *Scenario Planning for Legacy Cities: A Case Study in Lakewood, Ohio*, is a webinar on a 2023 pilot of the toolkit that exemplifies how scenario planning can be used to explore growth and housing challenges.

This project will pair the selected Ohio municipality with Lincoln Institute and [Greater Ohio Policy Center](#) (GOPC) experts to locally implement the [LegacySP toolkit](#) and guide the community through a scenario planning process to identify strategies to address longstanding, emerging, and future trends.

Over the course of the project, the selected community with guidance from GOPC and Lincoln Institute will:

- In late 2023:
 - perform data analysis;
 - conduct an analysis of strengths, weaknesses, opportunities, and threats (SWOT);
 - conduct stakeholder interviews;
- In early 2024:
 - host a daylong scenario planning workshop, codesigned and facilitated by GOPC;
- In late spring 2024:
 - author a report highlighting proposed strategies; and
 - become eligible to receive an additional award to implement a select strategy.

Issues and trends explored in a workshop may include:

- Economic development

- Physical or cultural displacement
- Housing availability and affordability
- Inadequate infrastructure and systems
- Increasing numbers of evictions
- Population decline
- Residential or commercial vacancy
- Revitalization of historic downtown districts
- The impacts of development and purchase of affordable housing by public or private sector, or community entities

Award Amount

The Lincoln Institute will award \$25,000 to the project to cover GOPC's fees and time and the in-person workshop logistics. No funds will go directly to the selected community as part of this initial project, although the community will benefit from free technical assistance and planning support.

Evaluation Criteria and Eligibility

Only *municipalities in Ohio* meeting all the following criteria are eligible to apply for this project:

- Population of at least 50,000, but no more than 300,000
- Sustained population decline of at least 20 percent from historical peak
- Municipal poverty rates above the national average [of 11.6 percent](#) in five of the last 10 years

Eligible communities must fill out the application [form](#) on the Lincoln Institute's website. Applications will be evaluated based on the following criteria:

- Commitment from municipal staff (planners, planning director, or city manager) to participate in the project throughout its duration
- Demonstration that eligibility requirements listed above have been met
- Commitment to work closely with GOPC to follow the toolkit process
- Commitment to have city staff author an internal summary report at the end of the project

Deliverable Types

At the end of the project, the selected community will author a report that reflects on the process and highlights strategies that can be considered for implementation. At that point, the selected community may be eligible for an additional award to support implementation.

This report should include:

- An executive summary
- An introduction and background section that reviews the trends explored in the workshop
- A section reviewing the scenario planning process (SWOT analysis, stakeholder mapping, and workshop)
- Final sections outlining recommended actions identified in the workshop with an implementation schedule

Project Schedule:

Application deadline: October 6, 2023

Notification of accepted proposals: October 13, 2023

Project timeline:

- November 1, 2023: Meetings begin with GOPC
- December 2023: Data collection, SWOT analysis, stakeholder mapping, and workshop outreach
- Winter 2024: Workshop timeframe
- April 29, 2024: Municipal report due

Questions about this RFP

For questions regarding the scenario planning process, please email Ryan Maye Handy rhandy@lincolnst.edu. For questions about legacy cities and eligibility criteria, please email Libertad Figuereo lfiguereo@lincolnst.edu.

About the Lincoln Institute of Land Policy

The Lincoln Institute of Land Policy seeks to improve quality of life through the effective use, taxation, and stewardship of land. A nonprofit private operating foundation whose origins date to 1946, the Lincoln Institute researches and recommends creative approaches to land as a solution to economic, social, and environmental challenges. Through education, training, publications, and events, we integrate theory and practice to inform public policy decisions worldwide.

About the Consortium for Scenario Planning

The Consortium for Scenario Planning offers a community of practice for practitioners, including access to technical assistance, educational resources, and a network of fellow innovators. This community of practice helps to foster growth in the use of scenario planning at all scales. Through research, peer-to-peer learning, networking, training, and technical assistance, we help communities develop better plans to guide a range of actions, from climate change adaptation to transportation investment.

About the Legacy Cities Initiative

A project of the Lincoln Institute of Land Policy, the Legacy Cities Initiative is a national network of community and government leaders working to revive these older industrial centers equitably and sustainably, with a particular emphasis on smaller and midsized cities. The initiative convenes leaders, stakeholders, and scholars; facilitates the exchange of ideas and good practices; and researches and advances new policy approaches.

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