



Economic Development Subcommittee Meeting

September 26, 2025, 8:30 a.m.

NOACA Offices, 1299 Superior Ave.
Cleveland, OH 44114

RSVP to 216-241-2414 ext. 282
or boardliaison@mpo.noaca.org

NOACA will **STRENGTHEN** regional cohesion, **PRESERVE** existing infrastructure, and **BUILD** a sustainable multimodal transportation system to **SUPPORT** economic development and **ENHANCE** quality of life in Northeast Ohio.



**NORTHEAST OHIO AREAWIDE COORDINATING AGENCY
MEMORANDUM**

TO: Economic Development Subcommittee Members
Khalid Bahhur, Retired Commissioner, Cleveland Hopkins International Airport
Morris Beverage III, Commissioner, Lake County
Justin Bibb, Mayor, City of Cleveland
Carolyn Brakey, Commissioner, Geauga County
Bethia Burke, President, Fund for Our Economic Future
Joe Cimperman, President and CEO, Global Cleveland
Dennis Cocco, Co-Director, Great Lakes Innovation & Development Enterprise
(GLIDE)
Michael Deemer, President and CEO, Downtown Cleveland Alliance
Bethany Dentler, Executive Director, Medina County Economic Development
Corporation
Matt Dolan, Chief Executive Officer, Team NEO
Marty Gallagher, Commissioner, Lorain County
Tony L. Gallo, President, Lorain County Chamber of Commerce
David Gilbert, President/CEO, Destination Cleveland & Greater Cleve Sports
Commission
Paul Herdeg, Director, Department of Development, Cuyahoga County
Gina Hofstetter, Director, Economic Development, Geauga County
Ethan Karp, President and CEO, MAGNET
Valarie McCall, Founder/Chief Executive, Valarie McCall Consulting Agency
Patrick Mohorcic, Executive Director, Lake Development Authority
Tom McNair, Director, Economic Development, City of Cleveland
Emily Garr Pacetti, Vice President & Community Affairs Officer, Federal Reserve Bank
of Cleveland
Jeff Riddell, County Commissioner, Lorain County
Chris Ronayne, County Executive, Cuyahoga County
Michelle Rose, Executive Director, Ohio Means Jobs
Molly Schnoke, Director, Director of the Center for Economic Development, Cleveland
State University
Baiju R. Shah, President and CEO, Greater Cleveland Partnership

FROM: Aaron M. Harrison, Chair
County Commissioner, Medina County

DATE: September 19, 2025

RE: Economic Development Subcommittee

Attached please find materials for the Economic Development Subcommittee meeting on **Friday, September 26, 2025, from 8:30 – 10:00 a.m. at NOACA's Offices, 1299 Superior Avenue, Cleveland, Ohio.**



Northeast Ohio Areawide Coordinating Agency
Friday, September 26, 2025
8:30 – 10:00 a.m.

The public can view the meeting live at: youtube.com/live/Y7dPgBqpmNc?feature=share

ECONOMIC DEVELOPMENT SUBCOMMITTEE MEETING AGENDA

	Page
1. Call to Order	
a. Pledge of Allegiance	
2. Minutes of June 27, 2025, meeting	1
3. Public Comment on Agenda Items	
4. Chair's/Executive Director's Report	
5. Action Items	
6. Presentation/Discussion	
a. Future Action	
b. Information	
i. Performance Measures Data and Analysis Review	15
7. Reports/Updates	
a. Economic Development District Status	
8. Old Business	
9. New Business	
10. Adjourn	

Next Meeting: **Friday, December 5, 2025, 8:30 – 10:00 a.m.**
NOACA Offices, 1299 Superior Avenue, Cleveland, Ohio



NOACA Economic Development Subcommittee
Meeting Minutes
June 27, 2025
NOACA Offices

Present: Please see the attached attendance record.

Mr. Tony Gallo chaired the Economic Development Subcommittee meeting that convened at 8:40 a.m.

Public Comment

No public comment was made at this meeting.

Executive Director's Report

Director Grace Gallucci announced that new audio equipment had been installed in the boardroom.

Director Gallucci expressed gratitude to the members for attending and actively participating in the meeting.

Action Items

No action items were presented at this meeting.

Presentation/Discussion Items

CEDS Performance and Implementation

Mr. Ronnie Blackshear noted that the CEDS process had been progressing, with staff having presented draft performance measures for selected key topic areas at the March 28 meeting. Discussions had then focused on refining these measures, prioritizing key topics, and preparing for annual EDD updates once the measures were approved.

Mr. Blackshear presented information on the following:

- 7 Key Topic Areas Identified in SWOT Analysis Process
- Vision Statement and Overarching Goals for the Region
- Comprehensive Economic Development Strategy (CEDS)
- Performance Measures
- CEDS Evaluation Framework
- CEDS Performance and Implementation
 - Prospective Annual Performance Report Matrix Example

Mr. Blackshear stated that there had been no financial impacts. He noted that the next steps were as follows:

- Ongoing data collection and analysis
- EDS-led prioritization of key topic areas
- CEDS and EDD performance reporting

Mr. Dennis Cocco noted that NOACA appeared to be struggling to gather the necessary information. He emphasized that the Subcommittee required data to effectively prioritize items for the CEDS and asked what actions members could take to help expedite providing the data that NOACA staff needed from them.

Mr. Blackshear explained that many stakeholders, both those present at the meeting and others outside it, had already contacted NOACA. However, some organizations had been busy, which caused a disconnect. NOACA was still actively reaching out to gather the needed data and planned to make a strong push to obtain it. He expressed hope that this effort would enable NOACA to start receiving the information and to meet with those who could provide the necessary data.

Mr. Cocco asked whether NOACA staff believed they would be able to gather enough information by the September meeting.

Mr. Blackshear responded that he believed NOACA would be able to obtain significantly more data from stakeholders by the September meeting.

Mr. Gallo suggested that before the September meeting, Director Gallucci or staff reach out to the Subcommittee if NOACA is still having trouble obtaining specific information, so members can help facilitate a quicker or more effective response.

Mr. Blackshear explained that he and Director Gallucci had previously discussed the process. After the March meeting, he contacted stakeholders the following week, but it took about a month to receive responses. By then, both sides had been engaged in other work, causing delays. He emphasized he was not placing blame, recognizing that timing was often difficult, especially due to factors like summer vacations. Additionally, he mentioned that he had brought in other NOACA divisions to help with the outreach and gather the needed data.

Director Gallucci emphasized that it was important for everyone to consider not only the current information and trends but also to recognize that this was an ongoing effort. She explained that NOACA would need to establish systems to collect data regularly, with commitments from the organizations that provided the information to do so consistently, something she did not believe had been happening at present. Additionally, she suggested it would be helpful to provide the Subcommittee with a map clearly showing which organizations were responsible for specific data, to ensure NOACA could effectively reach out to them.

Mr. Blackshear explained that such information had already been provided to stakeholders. Each time he had reached out, they had received copies of the performance measures data, and they would now be given the latest data NOACA had compiled in a chart. He shared that since the start of the process in September 2023, he had worked to ensure that the identified sources, some of which had changed, were indeed the actual sources from which NOACA could collect data. He had reached out directly to those holding the data and confirmed that a system was in place. Once stakeholders provided the data, it would be entered into a spreadsheet that would serve as the foundation for NOACA's needs, whether the data was updated annually, every five years, or on another cycle. This approach ensured NOACA could regularly obtain and store the necessary information for reporting and build a data repository, which had been one of the Subcommittee's key focus areas. He noted that this effort marked the beginning of creating that repository.

Director Gallucci stated that if systems had already been in place, they were not functioning as intended. She emphasized that everyone at the meeting needed to know which organizations had not been providing NOACA with the required information so that all members could collectively engage in the effort to secure the necessary data.

Ms. Hannah Belsito commented that she had not been aware of exactly which organizations NOACA was seeking information from, but suggested that there could have been value in convening a meeting with those data providers, both at the leadership and team levels, to ensure everyone was aligned. She proposed using such a meeting to explain why NOACA was undertaking this effort, what specific information was needed, by when, and how the system worked. She noted that sometimes requests sent via email might have been overlooked and questioned whether holding a meeting would have helped address this issue.

Director Gallucci said Ms. Belsito offered a terrific suggestion and noted that the Subcommittee had been discussing issues at a higher level than some data-owning organizations represented elsewhere. She asked Mr. Blackshear to plan a meeting and suggested that Subcommittee members participate to reinforce the importance of their work.

Mr. Blackshear stated that the matrix showed the data sources NOACA staff had been reaching out to, but since there had been no response, scheduling a meeting was the next step.

Ms. Schnoke stated that Cleveland State University (CSU) was one of the data partners and suggested setting a firm deadline to help obtain information. She said she would ensure CSU fulfilled its commitment to the Subcommittee.

Mr. Blackshear stated that sources had been modified based on NOACA partners' input about available data and noted that additional performance measures not listed could be added in the future.

Director Gallucci said the Subcommittee should consider a different approach to data collection, as previously suggested by the Cleveland State University EDA Center. She noted that CSU, through its EDA Center, the university, and its urban school, served as a repository for a wide range of data and might have been better positioned to collect some of the needed data. She suggested that NOACA staff and the Subcommittee give this idea further thought, including the possibility of outsourcing some data collection to CSU.

Mr. Blackshear stated that he had been in touch with Ms. Schnoke and had already discussed some of these issues with her.

Ms. McCall said it would be helpful for the Subcommittee to have a copy of the organizations NOACA was contacting and the type of data being sought to understand the effort better.

Mr. Blackshear stated that it would be beneficial to share the information with all Subcommittee members, not just those on the list, as they might have insight or additional sources. He noted that once the information was available, graphs and visual aids could be created to show the status.

Director Gallucci praised Mr. Blackshear for the excellent job he had done in organizing the data schedules and outlining how the data would be evaluated. She noted that everyone was eager to see the matrix fully populated.

Commissioner Riddell noted that while the mission statement implied a role in economic development, he questioned whether NOACA was overstepping its scope by focusing on areas like workforce development, manufacturing, health care, housing, and broadband—sectors already served by established organizations. He saw NOACA’s primary role as supporting infrastructure and suggested that the difficulty in obtaining data might be due to its limited presence in those areas.

Director Gallucci stated that NOACA was not responsible for areas like workforce or housing and was not trying to take over those roles which belonged to others, including Subcommittee members. She explained that NOACA’s role was to facilitate the CEDS because previously there had been no regional economic development plan. After discussions with federal and local partners, NOACA was chosen to lead the effort since it covered the five counties and maintained relationships with elected officials, unlike other agencies. NOACA was responsible for completing and maintaining the CEDS, with the Subcommittee supporting that effort through performance metrics.

Ms. Schnoke stated that across the U.S., CEDS, EDA, and EDD efforts often resided with MPOs, as recommended by the EDA. She noted that in many regions, such as Chicago, the MPO was not only preparing the CEDS but also served as the major economic development organization. In Northeast Ohio, there were many economic development organizations, and understanding how they intersected and worked together was important. She emphasized that this work was not outside of what the EDA expected and was common for MPOs.

Director Gallucci noted that while NOACA was working on its CEDS, its counterpart in Columbus—MORPC—had also developed a CEDS and had already obtained their EDD designation.

Ms. Belsito noted that she represented Destination Cleveland, Cuyahoga County’s Convention and Visitors Bureau, and explained that the federal government had made grant opportunities available for the tourism sector. However, regions like Lake County were unable to access Economic Development Administration (EDA) funding due to the absence of a Comprehensive Economic Development Strategy (CEDS). She joined the Subcommittee to represent tourism and help the region gain access to federal funding.

Mr. Blackshear explained that when the CEDS was created, there was no clear prioritization of the region’s future goals. In response, NOACA developed over 100 strategies across 17 key topic areas—such as tourism and health care—identified by the Subcommittee and stakeholders. These topics would provide the data needed to shape the region’s economic vision, but prioritization had to come first before data collection could begin.

Ms. Belsito noted that data collection may have been challenging, as some CVBs might not have been familiar with NOACA. She asked if the Subcommittee should take a different approach, particularly for the tourism sector, which had the strongest link to regional tourism data. Unclear about what data NOACA was seeking, she suggested that organizations like Destination Cleveland and MAGNET could lead data collection efforts for tourism and manufacturing, respectively, and then share the data with those who need it.

Director Gallucci said she had been trying to express that earlier and appreciated Ms. Belsito’s additional thoughts. She clarified that NOACA would not be the agency listed in the matrix applying for federal grants; those responsibilities lay with the appropriate agencies. NOACA’s role was to provide letters of support confirming that such efforts aligned with the regionally developed and federally accepted CEDS.

Ms. Myranda Keister noted that if NOACA was having difficulty obtaining certain data, Lake Development, which manages its own workforce area, might be a helpful resource. Unlike some regions where workforce and economic development are managed separately, Lake Development was in the process of developing its regional five-year plan and gathering data that could align with NOACA's needs. She recommended that Mr. Blackshear contact specific groups who might already have the necessary information.

Mr. Blackshear said the next update would present data at the national, state, five-county, and regional levels, and asked members to confirm if that format was acceptable. He added that, although some of the data might not be required for CEDS updates, it could still be useful for grant applications.

Director Gallucci asked Mr. Blackshear to clarify NOACA's role to partners, especially given Commissioner Riddell's comments. She explained that since its creation in 1968, NOACA had served as the regional clearinghouse for federal grant applications, providing regional support for a wide range of projects beyond those listed in the matrix.

Mr. Blackshear said the Subcommittee's focus had included CEDS education and building a data repository to help members understand the CEDS, NOACA's role, and how it compared to others in Ohio and national EDDs.

Meeting Minutes

Ms. Valarie McCall made a motion to approve the meeting minutes of March 28, 2025. Mr. Jeff Sleasman seconded the motion. The motion passed by voice vote.

Mr. Gallo clarified that he was not the Chair of the Economic Development Subcommittee, Commissioner Aaron Harrison held that role, with Mr. Joe Cimperman as Vice Chair. He explained that he was serving as chair for this meeting only.

Reports/Updates

Economic Development District (EDD) Update

Director Gallucci stated that NOACA had applied to become the Economic Development District (EDD) for the region. She explained that the federal process was not a formal application but rather a checklist to confirm NOACA's regional capacity to serve as a district supporting the development, implementation, and maintenance of the CEDS. The designation would allow NOACA to receive operational funding to hire staff or consultants to enhance its capacity. She explained that NOACA staff had received feedback from the EDA and were preparing a supplemental submission. She said staff wanted to engage the Subcommittee for feedback on the EDA's questions and how best to respond.

Mr. Blackshear presented information on the following:

- Economic Development District (EDD)
- EDD criteria

Director Gallucci explained that adding the Economic Development Subcommittee to NOACA's Code of Regulations marked a significant organizational change, as all other committees were already included. She noted that Ms. McCall, who was Board President at the time the Subcommittee was formed, led the restructuring efforts that shaped NOACA's current structure. The addition signified that both the Board and the agency formally recognized the Subcommittee's work.

Mr. Blackshear stated that the Code change was presented to the Board in June for notice and would be brought back in September for formal action to amend the Code of Regulations.

Mr. Blackshear stated that the EDA had requested additional information to better understand the five-county region as an integrated economic unit. This included population data, rural versus urban percentages, statistical tables on population, land area, and density, and per capita income by county to identify lower-income areas. The EDA also sought details on economic connections between the counties, such as transportation infrastructure, commuting patterns, labor shed data, major employers, and industry clusters.

Mr. Blackshear asked Director Gallucci if it would be okay to reach out to the Subcommittee for final review once NOACA receives the information it needs.

Director Gallucci confirmed that it was okay and elaborated that staff were seeking the Subcommittee's feedback to help NOACA develop the additional document. Once completed, it would be shared with the Subcommittee to ensure NOACA had the strongest possible case for becoming an Economic Development District (EDD) based on the outlined requirements.

Mr. Blackshear mentioned that Medina and Lake Counties submitted information to NOACA.

Director Gallucci reminded the Subcommittee that at the previous meeting, staff had asked certain members to help process documents within their organizations, such as obtaining resolutions or letters from their board presidents. NOACA was now asking those who had volunteered or been assigned to help move the process forward. She noted that once the changes to the Code of Regulations were finalized in September, staff would complete the remaining steps and submit the full package to the EDA for approval. She also reminded members that the first reading had been presented to the Board two weeks earlier.

Mr. Blackshear stated that NOACA has the contact information for the other four volunteers who agreed to provide NOACA with information. He said he reached out again to get information from them.

Mr. Paul Herdeg admitted he was unaware of the issue's urgency and took responsibility for not escalating it or taking appropriate action within his administration.

Director Gallucci mentioned that Ms. Annie Pease had taken responsibility for handling the matter through Cuyahoga County. She recommended that Mr. Herdeg check with Ms. Pease to learn what actions had already been taken.

Mr. Blackshear said he had been in contact with Ms. Pease, who had that information.

Mr. Herdeg emphasized that everyone had initially agreed to do the work. If any disagreements have now arisen, he hoped they would be addressed, as he was unaware of any reasons in Cuyahoga County for not continuing the work.

Director Gallucci clarified that NOACA had not received any feedback indicating a problem and believed the issue was administrative. Although it was not immediately urgent, NOACA staff wanted to complete and resubmit the packet to the EDA as soon as possible. She acknowledged that some processes took longer, particularly in more complex counties like Cuyahoga, which had a Council. NOACA understood that processing speed varied depending on the county.

Mr. Blackshear stated that the EDA required as most participants possible. While NOACA hoped to get participation from everyone, he noted that the EDA's requirement could still be satisfied as long as the majority participated.

Director Gallucci stated that the EDA required participation from three of the five counties, but NOACA aimed to include all five.

Mr. Blackshear added that he had included the City of Cleveland as well.

Director Gallucci asked Mr. Blackshear to identify the members who had committed to providing NOACA with information. She recalled that Ms. Bethany Dentler and Mr. Patrick Mohorcic had already provided information and had successfully navigated the requests through their respective systems.

Director Gallucci also mentioned that Ms. Pease and Mr. John Gall had offered to provide information to NOACA.

Ms. Julie McNabb suggested that establishing hard deadlines could help move the process along. She recommended setting a clear timeframe to encourage quicker action.

Director Gallucci asked Mr. Blackshear if he remembered who from the City of Cleveland had volunteered to provide information to NOACA.

Ms. McCall asked whether a resolution was needed from the Cleveland City Council.

Mr. Blackshear responded that some contacts had asked to modify the letter and were told to follow their internal approval process. For Cleveland, the letter had originally been addressed to Mayor Bibb. Mr. Blackshear said he had spoken with the city's Economic Development Director and Assistant Director and had contact information for all entities involved, but he had not received any further responses.

Ms. McCall noted that if the request was for a letter, it should be sent to the Mayor's Office, but if it was a resolution, it should go to Council President Griffin.

Mr. Blackshear said that NOACA had been seeking either a resolution or a letter of support, and that the request had been sent out accordingly. He noted that a letter of support was likely the easier option, as a resolution required more steps.

Director Gallucci stated that NOACA allowed each organization to choose whether a resolution or a letter of support best fit their internal process. She added that staff would also review the Cleveland City Council's position.

Director Gallucci emphasized that the five-county region functioned as an economic unit and that NOACA and the Subcommittee needed to better communicate how the counties were connected rather than acting as separate entities. She said this was a key point in the effort to become an Economic Development District, which NOACA had started addressing through the CEDS. She suggested the Subcommittee focus on defining the region through elements like transportation and commuting patterns. She gave the example of the federal government's use of a 25% commuting threshold to determine Metropolitan Statistical Areas (MSAs), noting that Ashtabula had been added to NOACA's MSA in the last census based on that criterion. She stressed the importance of highlighting shared employers and industry clusters and invited the Subcommittee to provide input on where NOACA should focus. She also asked for ideas on how to show the

EDA that the region functioned as a unified economic unit rather than a group of separate counties.

Mr. Gallo remarked that Team NEO had done its work well. He shared that Team NEO had been at Lorain County Community College the previous week discussing commuting patterns and data on where people live and work in Lorain County and how many commute into Cuyahoga or other counties. He believed Team NEO likely had all the data NOACA needed, particularly on industry clusters.

Ms. Schnoke explained that the Office of Management and Budget (OMB) designated Metropolitan Statistical Areas based on commuting patterns. She noted that Ashtabula County had become part of the Cleveland MSA due to changes in those patterns. She emphasized that NOACA should highlight the five-county MSA region, which already demonstrated a shared labor market. She suggested that by analyzing individual county commuting patterns, NOACA could build a strong case for regional labor interconnection.

Director Gallucci responded that NOACA could likely provide that information from a transportation standpoint without much difficulty. She then asked Subcommittee members whether they truly saw the five counties as a unified economic region or were mainly participating to meet CEDS requirements and access federal funding. She invited Ms. Belsito to share how Destination Cleveland represents and connects the region.

Ms. Belsito explained that while Destination Cleveland is funded by Cuyahoga County's hotel tax and may seem focused solely on that county, it operates under the broader "Cleveland" brand, guided by consumer research. She noted that visitors tend to view Cleveland as a larger region without strict boundaries, encompassing destinations across multiple counties. Through its "This is Cleveland" platform, Destination Cleveland markets the entire five-county area—and sometimes beyond—by highlighting a wide range of attractions. It also partners with other county Convention and Visitors Bureaus (CVBs), although she acknowledged that not all areas identify with the Cleveland brand, which presents an ongoing challenge.

Director Gallucci told Mr. Blackshear that travel and tourism should be a key focus area for the Subcommittee, particularly in terms of how the region was marketed. She pointed out that although Destination Cleveland was funded by Cuyahoga County, it promoted the entire region and provided strong evidence of highlighting assets in other counties.

Mr. Blackshear noted that much of the information being discussed by the Subcommittee had already been included in the application submitted to the EDA. NOACA's goal was to expand on that content and present it satisfactorily.

Responding to Mr. Blackshear, Ms. Belsito highlighted data limitations. She explained that Destination Cleveland only received visitation data for Cuyahoga County from the state and lacked comprehensive information on visitor patterns beyond that area. She stated that additional research would be needed to gather such data.

Director Gallucci asked Ms. Belsito whether there were other organizations like Destination Cleveland operating in the other counties.

Ms. Belsito confirmed that there were.

Ms. Belsito noted that Tourism Ohio might have relevant information, but said she was unsure how much they were tracking movement between counties.

Ms. McNabb shared that Medina County had begun using Placer ID, which had proven very effective. She explained that the tool allowed flexible data analysis by adjusting parameters from a town square to a city or county. She suggested that NOACA explore whether other groups also used Placer ID and determine what data or reports could be produced from it.

Ms. Belsito explained that Placer ID was a new marketing tool that tracked people's phones and credit card transactions. By geofencing an area, it could analyze where spending and movement occurred.

Mr. Blackshear mentioned that the NOACA Household Travel Survey had not been included in the EDD application or the CEDS but would be invaluable for the region's analysis. He planned to include it in the expansion.

Director Gallucci agreed with Mr. Blackshear's suggestion, noting that when the CEDS was created, NOACA did not have the most recent Household Travel Survey. She said including it now as part of the data would be valuable.

Ms. Keister mentioned that NOACA had conducted a study on connecting trails across several areas, which could be used to highlight county-to-county connections. She also noted that Lake County was using Placer ID for tracking data.

Director Gallucci clarified for those unfamiliar with the study that NOACA had recently completed and presented the Regional Metro Parks Trails Connectivity Study to the Board. The study explored the connections between five separate metro parks, which, while distinct, shared similar goals. She explained that people traveled across the five-county region to use these regional amenities and that NOACA had focused on improving connectivity both within each county and between the parks to create a more unified system.

Ms. McCall noted that MasterCard had conducted a detailed geofencing study about five years ago using extensive transaction data. She recommended that NOACA start by contacting Subcommittee members who were not attending meetings but represented key organizations. Since those organizations had originally pushed for the Subcommittee's creation, she emphasized the need for a focused effort to re-engage them and highlight the importance of their active involvement now that the Subcommittee is in place.

Mr. Gallo highlighted that major employers such as Lincoln Electric, with locations in both Mentor (Lake County) and Euclid (Cuyahoga County), along with Lubrizol (in Lorain and Lake Counties) and Parker Hannifin (with multiple sites), operated across several counties.

Ms. McNabb added that the Cleveland Clinic also maintained a presence in multiple counties.

Mr. Gallo noted that University Hospitals operated across multiple counties as well.

Ms. Keister stated that industry clusters did not follow strict geographic boundaries but were cohesive when grouped. She suggested highlighting both major employers and industry clusters to demonstrate their cross-county fluidity.

Ms. Schnoke recommended that NOACA align its focus with the priorities of the Department of Commerce, which had emphasized manufacturing across various administrations. She noted that manufacturing served as a major employer, industry driver, and historical connector for the region.

She believed centering manufacturing in NOACA's economic strategy would likely resonate most with the EDA.

Ms. McCall noted that NOACA seemed to lack basic regional information that should be easily accessible. She stressed the need for a deeper discussion on how to avoid scrambling for such data in the future and emphasized the importance of clearly communicating that concern.

Director Gallucci explained that while NOACA staff had compiled much of the necessary information for the CEDS, the EDA was looking for stronger evidence that the region functioned as a true economic unit. She noted that this was partly due to it being NOACA's first attempt at becoming an EDD, and the fact that the region had only adopted a CEDS two years earlier. Historically, the five counties and the City of Cleveland had been seen as separate entities rather than a unified region. She described this as the first effort to present them as one unit and said the EDA's request was prompting valuable discussions that were helping shape NOACA into a regional economic unit.

Mr. Herdeg suggested that it might be useful to highlight NOACA's previous work in transportation planning as it related to economic development. He noted that this focus was not new for NOACA and believed the EDA might not be aware of the years of effort spent prioritizing infrastructure projects with economic impact. He proposed including that history in NOACA's response.

Director Gallucci agreed with Mr. Herdeg's point and emphasized that NOACA had always operated regionally, covering five counties since 1968, and previously seven. She noted that NOACA could highlight shared infrastructure projects, such as I-480 and the Opportunity Corridor, which physically connect the region across county lines. She explained that these projects had largely been driven by economic considerations and that showcasing them would help demonstrate NOACA's longstanding role in regional economic development.

Ms. Keister suggested that public transportation should also be considered.

Mr. Gallo pointed out that a major issue in the region was the lack of coordination among the five counties' public transportation systems. He noted that these systems did not communicate well with one another or easily cross county lines.

Director Gallucci acknowledged Mr. Gallo's concern but highlighted a small success: Geauga and Lake counties had merged their transit services. She added that Laketran reached downtown Cleveland. However, she clarified that the region still lacked an integrated transit system like Chicago's, where a single RTA serves multiple counties.

Ms. McCall stated that NOACA should highlight the expansion and development underway at Hopkins Airport, which serves as an economic engine for multiple regions. She suggested that NOACA might separate some of this information and make use of the abundant statistics available on the airport to demonstrate its importance as a regional connector.

Director Gallucci stated that a few years earlier, the City of Cleveland had done an excellent job developing a new master plan, parts of which were now materializing. She emphasized that Hopkins was a regional international airport serving the entire area, not just the City of Cleveland.

Mr. Blackshear explained that much of what the Subcommittee was discussing was already included in the document, but new information, like the airport expansion, would be added to reflect current EDA developments beyond the original plan. He clarified that the EDA was looking for more detail, so this would be an update to the application rather than a complete rewrite.

Mr. Gallo asked if the recently updated census numbers were among the items NOACA still needed.

Mr. Blackshear responded that the updated numbers had already been included in the spreadsheet.

Director Gallucci asked Ms. McCall if there had been a report summarizing surveys and stakeholder input gathered outside the City of Cleveland that focused on airport users. She also asked whether that information was available or accessible.

Ms. McCall replied that the information should be available and suggested that NOACA staff contact Director Bryant Francis or Mr. John Hoose to obtain it. She noted that airports conduct annual customer service surveys and track traveler numbers, so they possess much of the data. She also mentioned that the City of Cleveland had done an extensive deep dive and that a wealth of information had been shared during the recent airport unveiling.

Mr. Gallo asked whether the airport had expressed any opinions about the Cleveland Browns' proposed expansion into Brook Park and how it might affect the airport's ability to expand.

Ms. McCall replied that she could not speak on behalf of the airport but noted that, from a common-sense perspective, it would likely present issues related to ingress and egress. She pointed out that it had taken the City of Cleveland a long time to get Route 237 into ODOT's system for expansion and said it would be interesting to observe the situation, particularly from a safety perspective.

Ms. Keister mentioned that Lake County has an airport serving as a reliever for Cleveland and noted that several reliever airports in the area were connected.

Director Gallucci agreed with Ms. Keister, emphasized that there were reliever airports in other counties supporting Hopkins.

Ms. McCall added that she believed Cuyahoga County's airport was also undergoing some expansion.

Old Business

No old business was discussed at this meeting.

New Business

No new business was discussed at this meeting.

Additional Comments

Director Gallucci thanked the members for their feedback and emphasized the importance of the Economic Development District (EDD) in helping NOACA better unify the economic sectors across the five counties. She noted that the ideas shared by the Subcommittee would guide staff in taking action, including inviting new participants, and creating more opportunities for NOACA to engage in higher-level discussions.

Mr. Gallo acknowledged Ms. McCall's excellent point about the importance of members attending meetings to maintain a quorum and move the CEDS forward. He thanked those present and urged them to encourage other Subcommittee members they knew to attend the September 26 meeting to ensure continued progress.

Adjournment

Ms. McCall made a motion to adjourn the meeting at 9:42 a.m. Mr. Sleasman seconded the motion. The motion passed by voice vote.

The next regular Economic Development Subcommittee meeting will be Friday, September 26, 2025, at 8:30 a.m.

Note: Additional information on the agenda items can be found on [NOACA's website](#) and [YouTube channel](#).

DRAFT



**Economic Development Subcommittee
2025 Attendance Record**

Meeting Dates	3/28/25	6/27/25	9/26/25	12/5/25
BAHHUR, Khalid (Alternate not Designated)	X			
BEVERAGE III, Morris W. (Morgan McIntosh, Alternate)	A	A		
BIBB, Justin (Jeff Epstein, Alternate)				
BRAKEY, Carolyn (Shane Hajjar, Alternate)				
BURKE, Bethia (Jeff Sleasman, Alternate)	A	A		
CIMPERMAN, Joe (Alternate not Designated)				
COCCO, Dennis (Jim Walburn, Alternate)	A	X		
DEEMER, Michael (Sam Rocco, Alternate)	A			
DENTLER, Bethany (Jake Altman, Alternate)				
DOLAN, Matt (Christine Nelson, Alternate)				
GALLAGHER, Marty (Dave Greenspan, Alternate)	A	X/A		
GALLO, Tony L. (Alternate not Designated)	X	X		
GILBERT, David (Hannah Belsito, Alternate)		A		
HARRISON, Aaron M. (Julie McNabb, Alternate)		A		
HERDEG, Paul (Vaughn Johnson, Alternate)	X	X		
HOFSTETTER, Gina (Alternate not Designated)		X		

Meeting Dates	3/28/25	6/27/25	9/26/25	12/5/25
KARP , Ethan (Tracy Francescone, Alternate)	A	A		
JACONO , Julie (Matt Riehl, Alternate)				
MOHORCIC , Patrick (Myranda Keister, Alternate)	X	A		
MCNAIR , Tom (Joevrose Bourdeau Small, Alternate)	A			
PACETTI , Emily Garr (Merissa Piazza, Alternate)	X			
RIDDELL , Jeff (John Gall, Alternate)	A	X		
RONAYNE , Chris (Debbie Berry, Alternate) (Annie Pease, Alternate on 3/28/25) (Vaughn Johnson, Alternate on 6/27/25)	A	A		
ROSE , Michelle (Alternate not Designated)				
SCHNOKE , Molly (Alternate not Designated)	X	X		
SHAH , Baiju R. (David Ebersole, Alternate)	A			
TBD , Cuyahoga Community College (Alternate not Designated)				
Equity Subcommittee Chair and Alternate				
BLACKWELL , Annette (Aria Johnson, Alternate)	A			
Business Advisory Council Chair and Alternate				
McCALL , Valarie (Kevin S. Schmotzer, Alternate)	X	X		

X = Member A = Alternate



**NORTHEAST OHIO AREAWIDE COORDINATING AGENCY
M E M O R A N D U M**

TO: NOACA Economic Development Subcommittee
FROM: Grace Gallucci, Executive Director and Chief Executive Officer
DATE: September 19, 2025
RE: **Performance Measures Data and Analysis Review**

ACTION REQUESTED

No action is requested. This item is for information and discussion.

BACKGROUND/JUSTIFICATION FOR CURRENT ACTION

The analysis of performance measures data is crucial to making decisions in identifying patterns, providing validity to conclusions, and supporting regional development initiatives to implement the CEDS. Moreover, the analysis of data helps build a convincing argument for a project's need and impact on the region when applying for funding.

NOACA will partner with Cleveland State University's Center for Economic Development (Center) to provide data and information that NOACA and the Economic Development Subcommittee can utilize to inform stakeholders, guide local policy, strengthen the understanding of economic conditions, and guide strategic decision-making across the CEDS priority areas.

The Center will provide an overview of its scope of work and discussion is expected to continue regarding data collection and analysis to support the implementation and maintenance of the CEDS and provide data aligned with CEDS performance measures.

FINANCIAL IMPACT

There is no financial impact.

CONCLUSION/NEXT STEPS

Established priorities measuring CEDS performance and implementation are key to providing a framework for measuring success and track progress regarding goals of the EDS.

GG:EB:rb



TRAVEL OPTIONS FOR NOACA MEETINGS

LOCATION

NOACA is conveniently located in Cleveland's central business district at 1299 Superior Avenue, on the NW corner of Superior and E. 13th Street.

TRANSIT & BICYCLE TRAVEL TO NOACA

NOACA is accessible by transit and bike.

The NOACA office building is situated on several major and minor bus routes. You can plan your transit trip to NOACA by using trip planner tools or with information provided by the region's public transit agencies:

- [GCRTA Trip Planner](#)
- [Geauga County Transit](#)
- [Laketran Trip Planner](#)
- [Lorain County Transit service](#)
- [Medina County Transit](#)

Bikes may be stored and locked at U-racks located directly in front of the building.

PARKING (see map)

The Cathedral Plaza Garage (E. 9th St. and Rockwell Ave.) is currently unavailable due to repairs. The following map shows other parking options. Unfortunately, we are unable to offer reimbursement for these parking lots. Should you have any questions or concerns please let us know.

Parking meters are located along E. 13th Street between Superior and Rockwell Avenues. Please heed parking signs and note any time restrictions. Payment may be made at these meters with quarters, credit card, or by using the ParkMobile mobile device application.

Street parking is also available along Rockwell Avenue, east of E. 13th Street.

TRAVEL ASSISTANCE AND SPECIAL ACCOMMODATION

If you need further assistance with travel to or special accommodation for parking at NOACA, please contact Lindy Burt at 216-241-2414, x. 108.

