



**NOACA Economic Development Subcommittee
Meeting Minutes**
December 5, 2025
NOACA Offices
1299 Superior Avenue, Cleveland, Ohio

Present: Please see the attached attendance record.

Mr. Khalid Bahhur chaired the Economic Development Subcommittee meeting that convened at 8:36 a.m.

Meeting Minutes of June 27, 2025

Mr. John Gall made a motion to approve the meeting minutes of June 27, 2025. Mr. David Greenspan seconded the motion. The motion passed by voice vote.

Meeting Minutes of September 26, 2025

Mr. Gall made a motion to approve the meeting minutes of September 26, 2025. Mr. Greenspan seconded the motion. The motion passed by voice vote.

Public Comment

No public comment was made at this meeting.

Executive Director's Report

Director Grace Gallucci thanked members for serving on the EDS and for their participation.

Action Items

No action items were presented at this meeting.

Presentation/Discussion Items

CEDS Data and Research Proposal Update

Mr. Ronnie Blackshear stated that the NOACA-CSU Data and Research Partnership will offer stakeholders an opportunity for data-driven decision-making that leads to informed, objective, and effective choices. It will promote community collaboration through regional projects, creating a centralized repository for all information, and fostering stakeholder data collaboration as a commitment to economic growth. By providing data-backed evidence, the partnership helps exhibit regional assets to compete effectively for private and public funding, while supporting the objective implementation and maintenance of CEDS performance measures and EDS policies.

Mr. Blackshear presented information on the following:

- Background on Comprehensive Economic Development Strategy (CEDS)
- Background on 17 Key Topic Areas Identified in SWOT Analysis Process
- Economic Development Administration Investment Priorities
 - Economic Development planning or implementation projects
- Industry Clusters and Themes
- NOACA-CSU Partnership: Empowering Data-Driven Economic Planning and Decision-Making

Ms. Molly Schnoke stated that the publicly available online data could serve as a foundational reference for developing the CEDS data collection and reporting framework. She noted that, following discussions after the last subcommittee meeting, the goal is to distinguish the broader economic themes, such as workforce and entrepreneurship, that cut across all industries, from the specific industry sectors themselves. This approach will help clarify what indicators demonstrate a healthy and growing economy for EDA reporting purposes. Using healthcare as an example, she explained that beyond general socioeconomic and demographic data, the subcommittee could examine industry-specific metrics such as employment by occupation, average wages, number of firms, and trends in job and wage growth or decline across the Cleveland MSA. She emphasized that EDA is seeking more detailed baseline information for the region, not just project-level data, to better understand economic growth. Regarding workforce, Ms. Schnoke noted that the subcommittee could collaborate with partners to report on enrollments, program participation, and outcomes across regional workforce programs. For example, welding programs, TechCred, and community college degree production. She concluded that the specific focus areas would depend on the priority industries the region has informed the EDA.

Ms. Schnoke reviewed the online data mapping tool created by the Center, noting that it tracks community conditions, such as housing and population dynamics, at the census-tract level using 106 variables from the Center's earlier factor analysis. She explained that the goal for CEDS monitoring is to create a similar tool using the specific data and variables approved by the subcommittee for EDA reporting. She added that the tool would allow users to view population and industry-level data by census tract and display results in a dashboard format. This information could support the subcommittee and community partners in preparing proposals for federal, state, and local funding by demonstrating hyper-local impacts. Some data would also be reported at the county level. Ms. Schnoke invited feedback from subcommittee members on this approach.

Mr. Gall asked about the expected time for releasing the online data mapping tool, noting that three months earlier staff had indicated it would take time to assemble.

Ms. Schnoke said an exact time is difficult to provide because some data is publicly available and can be pulled once the contract is approved, but other data depends on access to administrative information held by regional partners. She noted that the existing set of 106 public census-tract variables is a strong starting point, but the timeline depends on which variables the Subcommittee approves. She added that initial access will be limited to the Economic Development Subcommittee and NOACA, with the Subcommittee determining what becomes public.

Mr. Blackshear reported that NOACA is finalizing its contract with CSU. He noted that access to private data depends on cooperation from stakeholders, but the goal is to begin data collection as soon as possible so that by the March 2026 meeting the Subcommittee and regional partners can begin using the tool.

Mr. Gall asked whether the rollout could occur in phases with additional data added at each stage.

Ms. Schnoke said the contract can be structured that way. She emphasized that the rollout plan depends on the Subcommittee formally approving the final list of data variables, which will guide what is collected and when.

Mr. Bahhur asked about the status and funding of the contract.

Mr. Blackshear said the contract is fully funded at up to \$50,000 for the year, with renewal options. NOACA's legal team is reviewing it now, after which it will go to CSU for finalization. He added that workforce, entrepreneurship, innovation, and healthcare will be the initial focus areas, consistent with administration priorities, though data for additional topics will also be collected.

Mr. Greenspan asked whether any retrospective data is being collected so trends can be tracked and emerging patterns observed, noting that the data will be primarily prospective.

Ms. Schnoke noted that census-tract boundaries have changed significantly since 2010, increasing from about 66,000 to 88,000 tracts nationwide, requiring crosswalks for historic data. She said the minimum starting point will be 2020, but the Subcommittee should decide how far back to analyze trends, especially given pandemic-related anomalies.

Director Gallucci asked whether any decisions were needed today to help finalize the contract.

Mr. Blackshear said the remaining items are minor contract language issues under review by NOACA's legal counsel. He added that the team is aligned on data needs and initial datasets, and he expects final contract approval within the next few days.

Aerozone Transportation and Economic Development Initiative (TEDI)

Director Gallucci stated that staff would provide the Subcommittee with a preview of NOACA's work on the Aerozone TEDI (Transportation for Economic Development Initiative). She explained that TEDI is a new pilot program supported by a comprehensive contract focused on the Hopkins International Airport/Aerozone area, a location of regional significance. She noted that the consultant, American Structurepoint, conducting the study was present at the meeting to provide additional information.

Mr. Blackshear reported that the agency has entered into an 18-month contract, not to exceed \$414,748, with American Structurepoint beginning in April 2025 following an RFP process. The project aims to identify barriers and develop a roadmap for creating a strong employment hub. American Structurepoint will evaluate environmental conditions, redevelopment opportunities, and infrastructure gaps that limit investment, producing an actionable plan that links land use and transportation to support regional economic development.

Ms. Cynthia Peck presented information on the following:

- American Structurepoint Staff and Consultants
- Map of Aerozone Area
- The Purpose of the TEDI Study and the Region's Challenge
- What TEDI will Deliver
- Project Components
- Findings from County Existing Conditions Report
- Population and Employment

- What Success Looks Like
- Public Outreach Plan
- Aerozone Study Website: www.aerozonetedi.org
- Engaging the Region: Help Us Open Doors
- Focus Group Meetings
- Community Survey
- Schedule

Mr. Bahhur suggested that American Structurepoint consider including the Cleveland Browns in its analysis. He asked whether the firm would identify regulatory constraints affecting the 1,135 acres referenced by Ms. Peck as some parcels are federally obligated, some were purchased with noise-abatement funds that must be repaid, others are tied up in legal disputes, and some are privately owned with no interest in redevelopment. He noted that clearly outlining these limitations would prevent stakeholders from pursuing infeasible options.

Mr. Bahhur further raised the ongoing discussion about closing Burke Lakefront Airport and emphasized the need to determine where that traffic would go. As Burke serves as a reliever airport for Hopkins, he stressed the importance of avoiding the loss of aviation activity to other states and assessing whether Hopkins can absorb additional tenants. He recommended that American Structurepoint expand the study to examine how other regional airports, including Lorain County, Cuyahoga County, and Burke Lakefront, could support and feed into the Aerozone.

Ms. Peck clarified that Mr. Bahhur's first question concerned how individual properties would be incorporated into the study's scenarios. She said the Browns stadium will be included in one or more scenarios and that American Structurepoint is already coordinating with the project's traffic impact analysis. On parcels affected by noise-abatement lawsuits or other regulatory constraints, she noted that supplemental regulatory documentation is underway and will address environmental, governmental, and related restrictions. She added that outreach to real estate stakeholders will help identify privately owned properties unlikely to be developed, and that the study's development sites reflect those already identified by the real estate community. Regarding Burke Lakefront Airport, Ms. Peck said American Structurepoint can evaluate how changes there might affect transportation infrastructure at Hopkins, with capacity input from airport staff. However, she emphasized that assessing impacts on other regional reliever airports is outside the TEDI scope, which is limited to the 50-square-mile area around Cleveland Hopkins International Airport.

Mr. Vaughn Johnson asked whether the Aerozone Alliance participates in the Aerozone TEDI and what role small businesses will play.

Mr. Blackshear replied that while he is not directly managing the project, NOACA's project manager and the consultant will engage all key stakeholders within the Aerozone, including small businesses. He said both small and large businesses will be contacted to provide input on their needs, including growth, innovation, and job creation.

Director Gallucci added that the Aerozone Alliance is a project partner. The organization helped develop the study scope, participated in the consultant selection process, and continues to remain involved with NOACA throughout the effort.

Ms. Schnoke said the monitoring and data-tracking effort may be able to analyze small-business activity within the focus industries. She noted that state business data can show firm size and employment by NAICS code, allowing identification of small aerospace businesses, job centers, and clusters within the region. Similar analysis could be applied to all CEDS priority industries, such as healthcare and aerospace.

Mr. Blackshear added that small businesses are already engaged in related efforts, noting that NOACA previously provided a letter of support for a small aerospace firm located within the Aerozone TEDI study area.

Reports/Updates

EDD Status

Mr. Blackshear reported that the supplemental information requested by EDA was submitted in October, during the federal lockdown period. EDA has acknowledged receipt, and NOACA is awaiting a response. He said staff is prepared to provide any additional clarification, but believes the submission addressed EDA's questions, including how the five-county NOACA region functions as an integrated area to support economic development through key clusters such as healthcare and manufacturing. He expressed hope that EDA will respond soon.

Old Business

No old business was discussed at this meeting.

New Business

No new business was discussed at this meeting.

Adjournment

Mr. Gall made a motion to adjourn the meeting at 9:40 a.m. Mr. Greenspan seconded the motion. The motion passed by voice vote.

The Economic Development Subcommittee will hold its next meeting March 27, 2026, 8:30 – 10:00 a.m.

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



**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		X	X
BEVERAGE III , Morris W. (Morgan McIntosh, Alternate)	A	A		
BIBB , Justin (Tom McNair, Alternate)				
BRAKEY , Carolyn (Shane Hajjar, Alternate)				
BURKE , Bethia (Jeff Sleasman, Alternate)	A	A		
BURKE , Bethia (TBD, Alternate)				
CIMPERMAN , Joe (Alternate not Designated)				
COCCO , Dennis (Jim Walburn, Alternate)	A	X		X
DEEMER , Michael (Sam Rocco, Alternate)	A		A	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	A	A
HARRISON , Aaron M. (Julie McNabb, Alternate)		A	A	A
HERDEG , Paul (Vaughn Johnson, Alternate)	X	X	X	A

Meeting Dates	3/28/25	6/27/25	9/26/25	12/5/25
HOFSTETTER , Gina (Alternate not Designated)		X	X	
KARP , Ethan (Tracy Francescone, Alternate)	A	A	A	A
JACONO , Julie (Matt Riehl, Alternate)				
MOHORCIC , Patrick (Myranda Keister, Alternate)	X	A		A
MCNAIR , Tom (Joevrose Bourdeau Small, Alternate)	A			
SMALL , Joevrose Bourdeau				
TBD (former member Emily Garr Pacetti as of 9/25) (Merissa Piazza, Alternate)	X		A	A
RIDDELL , Jeff (John Gall, Alternate)	A	X	A	A
RONAYNE , Chris (Debbie Berry, Alternate) (Annie Pease, Alternate on 3/28/25) (Vaughn Johnson, Alternate on 6/27/25)	A	A	A	A
ROSE , Michelle (Alternate not Designated)			X	
SCHNOKE , Molly (Alternate not Designated)	X	X	X	X
SHAH , Baiju R. (David Ebersole, Alternate)	A			A
TBD , Cuyahoga Community College (Alternate not Designated)				
TBD (Matt Riehl, Alternate)				
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	

X = Member Present

A = Alternate Present