

# NORTHEAST OHIO AREAWIDE COORDINATING AGENCY

## MEMORANDUM

**TO:** Howard Maier, Executive Director

**FROM:** Economic Development Working Group

**DATE:** April 9, 2008

**RE:** NOACA's future role in economic development

### Introduction

At the Executive Committee on March 14, 2008, there was a discussion about NOACA and regional economic development planning. The draft minutes state:

*(Mayor Jackson) requested that there be a regional planning agenda to adopt ... a regional economic strategy.*

*Mr. Hugh Shannon stated the region could look into creating a regional economic strategy consistent with federal Economic Development Administration (EDA) guidelines. He stated this would enable the region to become eligible for EDA funds.*

*Mr. Maier offered staff assistance in presenting options at the April 11, 2008, Executive Committee meeting that might be useful to the Committee in creating a plan for regional economic development. Commissioner Jones expressed the need to coordinate any such efforts with groups such as the Northeast Ohio Mayors & Managers Association, regarding its discussions on revenue-sharing.*

*The Committee, by consensus, agreed to discuss a framework and a model for NOACA work on regional economic development at the April 11, 2008, meeting.*

The staff working group<sup>1</sup> reviewed and discussed the above. We developed a framework to facilitate discussion about NOACA's possible future role in economic development planning as requested by the Executive Committee. This memo is organized as follows:

1. Background information on economic development and economic development planning, and an assessment of NOACA's current role in those areas.

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<sup>1</sup> The working group producing this memo consisted of the following: John Hosek (primary author), Jamy Wheeler, Ron Eckner, Bill Davis, Steve Jones, Pam Davis and Jonathan Giblin.

2. Summary of research and economic development planning options
3. Staff conclusions and recommendations.

## **1. Background Information**

### Economic Development

While there are many definitions of economic development, the following definition appears to be consistent with NOACA policies:

*Economic development in its simplest form is the creation of economic wealth for all citizens within the diverse layers of society so that all people have access to potential increased quality of life. Job creation, economic output and increase in taxable bases are the most common measurement tools.<sup>2</sup>*

### Overview of Economic Development Planning at the Federal, State and Regional Levels

Governments help direct and encourage economic development. This is done using various tools and policies. For example, at the federal level there are monetary and fiscal policies, regulation of financial institutions, and trade and tax policies.

Additionally, the U.S. Economic Development Administration encourages economic development planning for economically distressed areas in the United States:

*The Economic Development Administration (EDA) was established...to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. EDA assistance is available to rural and urban areas of the Nation experiencing high unemployment, low income, or other severe economic distress.<sup>3</sup>*

The state of Ohio also has policies, plans and programs to promote and direct economic development. On its web site, the Ohio Department of Development states the following regarding its role:

*Working with communities and businesses, the Department of Development promotes economic opportunities to improve the profits and prosperity of Ohio's citizens. The Department acting in a support role provides financial, informational, and technical assistance to those making an investment in Ohio's future.*

Within the region, local governments work to provide infrastructure and services such as transportation, parks, affordable housing, crime prevention, and education. These governments work to create and retain jobs through planning, neighborhood development, small business development, and business retention and expansion.

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<sup>2</sup> Peter's Business and Economy Issues, website

<sup>3</sup> EDA mission, EDA website

## Regional Economic Development Planning and NOACA's Current Role

Regional economic development planning traditionally involves:

- Monitoring and assessing regional trends, issues and factors affecting economic development
- Creating a comprehensive inventory that identifies businesses and economic clusters that currently make up the economy
- Evaluation of the inventory to assess economic development options
- Working with public and private stakeholders to create a workable economic strategy
- Identification of community concerns and goals for economic development
- Development of economic development policies that guide public and private investment
- Management of future economic development efforts.<sup>4</sup>

In contrast to the above, NOACA's main role in economic development has been to help plan for and direct investment for federal-aid transportation infrastructure. In general, investment is directed by the NOACA Board's Regional Transportation Investment Policy (RTIP). Among others, it contains policies on:

- Federal transportation system preservation, in contrast to system expansion
- County targets, which work to provide federal-aid funding equity
- Urban core investment, which works to direct federal-aid transportation investment to urban core communities.

As the federally designated water quality management agency for the region, NOACA maintains the 208 Water Quality Management Plan. This Plan has the potential to influence economic development. Its stated focus is on:

- Issues of planned sewer expansions in the suburban counties;
- Better management of home sewage systems;
- More vigorous attention to the control of nonpoint source pollution; and
- Protection of the region's critical water resources.<sup>5</sup>

As can be seen, NOACA, with its specific focus on federal-aid transportation, air and water quality planning provides significant support for economic development. However, at this time, the Agency is not directly involved in regional economic development planning, as it is commonly approached.

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<sup>4</sup> Source: *GMA Guidebook: Developing Your Economic Development Strategy*

<sup>5</sup> NOACA's Clean Water 2000 Plan, as amended

## NOACA's Mission and Powers

A review of the Board's Code of Regulations contains language about economic development:

*Through its responsibilities as an MPO and federally designated water quality management agency, NOACA aims to improve the regional quality of life by enhancing the region's long-term economic development potential and protecting its environmental quality.<sup>6</sup>*

Further review of the Code shows that NOACA has no direct authority over economic development or economic development planning.

*The Agency shall act as a comprehensive transportation and environmental planning organization. In so doing it shall plan and coordinate the following four distinct but interrelated areas as:*

- (i) the federal and state designated metropolitan planning organization (MPO) for transportation planning;*
- (ii) the federal designated areawide water quality management planning agency for the five- county Northeast Ohio Lake Erie Basin (NEOLEB) planning area;*
- (iii) the federal designated planning agency to address transportation-related air quality issues in the five-county area; and*
- (iv) planning and support coordination to the region, as directed by the NOACA Governing Board, for limited environmental management and transportation planning assistance to waste management districts, health districts, soil and water conservation districts and planning commissions as well as to member communities and provide information to members and other public and private organizations and the general public within guidelines established by the Governing Board.<sup>7</sup>*

It should also be noted that federal and state funds received by NOACA to do the above work cannot be used for economic development and economic development planning except within the confines of federal transportation and environmental legislation and guidance.

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<sup>6</sup> NOACA's Code of Regulations, Section 1.2

<sup>7</sup> NOACA's Code of Regulation, Section 2.1

## 2. Summary of Research and Economic Development Planning Options

In addition to researching economic development planning, we also reviewed web sites and contacted the following agencies:

- U.S. EDA
- Eastgate Regional Council of Governments (Youngstown)
- MORPC (Columbus Regional Planning Commission)
- MVRPC (Dayton Regional Planning Commission)
- AMATS (Akron Metropolitan Planning Organization)
- NEFCO (Akron Council of Governments)
- OKI (Cincinnati Council of Governments)

We also discussed economic development with several county agencies and communities.

Our research showed that there are generally four options or approaches that are generally taken regarding economic development planning. The options are:

1. Land Use Planning/Growth Management Option
2. EDA Planning Option
3. Project Inventory Option
4. Policy Plan Option

Below are descriptions of each option. For each option, we have provided the following:

- A. Summary of the option
- B. Regions that have used this option
- C. Strengths and weaknesses of the option
- D. Estimated time factor to complete
- E. Previous NOACA work in this area
- F. Impact on NOACA's mission
- G. Data availability
- H. Ability to fund
- I. Ability to staff using current staff
- J. Additional factors

The goal is to use the four options as a springboard to discuss NOACA's future role in regional economic development planning. As will be seen, some of these options can be combined.

**The four options are listed on separate pages to facilitate review.**

**Please note that we also created a summary table that allows side-by-side comparison of the options. It is attached.**

## **Option 1: Land Use Planning/Growth Management**

### *A. Summary of the Land Use Planning/Growth Management option*

Develop a land use vision for the region. The vision would identify future land use patterns and development with the goals of improving the region's quality of life, managing growth and building a sustainable economy. Regional development areas or growth centers would be identified.

The strategy would have little authority because of current state law. Governments across the region would have to voluntarily implement the strategy. Most likely, outreach, advocacy and marketing strategies would have to be funded and implemented.

### *B. Regions that have used the Land Use Planning/Growth Management option*

MORPC (Columbus) used this option. They had difficulty funding it, and the City of Columbus helped to provide some initial funding. The total cost was difficult to determine, as the project took over 4 years to complete. The result was a growth strategy with guiding principles and 112 recommendations. MORPC can directly implement some, but most require the voluntary cooperation of other governments and the private sector.

MVRPC (Dayton) is currently at the beginning stages of developing a land use plan/strategy. They expect it will take four years. They estimate it will cost \$1 million.

OKI (Cincinnati) created a regional strategic policy plan that attempted to incorporate land use planning. A review of their plan shows it also relies on voluntary cooperation. We have calls into OKI and will update this memo if we obtain additional information.

### *C. Strengths and weaknesses of the Land Use Planning/Growth Management option*

- Better coordination between local land use planning and regional transportation planning.
- No regional organization has the authority over local land use decisions. The plans rely heavily on voluntary cooperation. The plans encourage but cannot mandate.
- Tends to be government based. Developer/private sector plans can be difficult to obtain.
- Would require a very high level of community/agency interaction and public involvement. The MORPC plan took 4 years to complete; OKI's was developed over 7 years.
- Would provide useful input into the NOACA's Transportation Plan.
- Board and staff resources would most likely be needed to help advocate for and market the plan

*D. Estimated time factor to complete Land Use Planning/Growth Management option*

Approximately four or more years.

*E. Previous NOACA Work in the Land Use Planning/Growth Management option*

In the 1990's NOACA created a five-county map that showed how land was zoned at that time.

*F. Impact of the Land Use Planning/Growth Management option on NOACA's mission*

Through outreach and public and private sector meetings, NOACA would be more visible at a local level. MORPC staff stated they believed their Board took this on because no one in the Columbus area was looking at this issue. Depending on the outcome of the plan, NOACA's mission might evolve.

*G. Data availability for the Land Use Planning/Growth Management option*

Data would have to be gathered from counties, local governments and the private sector.

*H. Ability to fund the Land Use Planning/Growth Management option*

This option is estimated as the most costly because of the time it would take to create the plan and the ongoing effort required to advocate for it. Current funding sources could not be used for the majority of the effort. The Board and staff would most likely have to work to raise funds.

*I. Ability to staff the Land Use Planning/Growth Management option using current staff*

Current staff is not trained in most of these areas. New temporary or permanent staff would need to be hired, or consultants would have to be considered.

*J. Additional factors for Land Use Planning/Growth Management option*

Unlike other regions, there are ongoing efforts in northeast Ohio in this area. EcoCity Cleveland did a Bioregional Plan in 1999. Current efforts by the Northeast Ohio Mayors and City Managers could be viewed as growth management oriented. To be successful, local governments would have to relinquish some planning authority to NOACA. Since NOACA does not have any authority in the land use area, some communities may question the agency's involvement. Others may question use of resources if NOACA could not implement a growth management plan, but only encourage it. Reaction by the private sector is difficult to predict.

## Option 2: EDA Planning

### A. Summary of the EDA option

Develop a Comprehensive Economic Development Strategy (CEDS) consistent with U.S. Economic Development Administration (EDA) guidelines. The goal is for NOACA to become eligible for EDA funds.

NOACA could apply for EDA planning funds to do the CEDS. We were informed by Robert Hickey, EDA representative for Ohio, however, that there are complicating factors (detailed below). Mr. Hickey stated that EDA infrastructure funds are available only for EDA-identified distressed areas/communities. Mr. Hugh Shannon pointed out that there are seven EDA programs, and they are not all restricted by such conditions. The proposed 2009 federal budget has only \$7 million budgeted nationwide for infrastructure projects. Since the EDA process is new to us, additional research needs to occur.

### B. Regions that have used the EDA option

The Eastgate Council of Governments (Youngstown) has been an EDA approved agency since 1992. NEFCO (Akron) is the EDA agency for Summit County.

### C. Strengths and weaknesses of the EDA option

- Certain EDA funds are available only for distressed areas/communities. Other EDA program funds may not be restricted by this requirement.
  - Mr. Hickey stated that Geauga and Lake would not be eligible for funding. Medina's status is unknown.
- Mr. Hickey stated the Cleveland, Cuyahoga and Lorain all have CEDS and have received funds for projects.
  - Mr. Hickey said these recipients would have to agree to let NOACA do the CEDS and select projects for their areas.
    - The primary advantage to them would be they wouldn't have to spend resources to develop and update the CEDS.
    - A complicating factor is that they may believe their needs may not receive high priority as part of a multi-county EDA district.
- Projects identified in the approved CEDS would be eligible for EDA grants
- Funding might be available to develop the CEDS, at a 50 percent federal share. However, if the EDA funding is used, Mr. Hickey stated a new Board would have to be set up, and EDA rules require the private sector to have majority membership. Mr. Hickey recommended not accepting EDA planning funds to develop the CEDS.
- The proposed federal budget has drastically cut EDA programs. A new administration may increase funding.

- Development of the CEDS would require a high level of community/agency/private sector interaction and public involvement.
- The CEDS would provide input into the NOACA Transportation Plan.

*D. Estimated time factor to complete EDA option*

One to two years

*E. Previous NOACA Work in the EDA option*

None

*F. Impact of the EDA option on NOACA's mission*

May be significant. Additional research in this area is needed. Mr. Hickey said that since NOACA is not a COG or RPC, whose composition is mandated by the Ohio Revised Code, NOACA would be bound by EDA requirements--- if it accepts EDA funds for planning. These requirements include setting up of a strategy committee:

*The Strategy Committee must represent the main economic interests of the region, and must include Private Sector Representatives (defined in 13 C.F.R. § 300.3, with respect to any for-profit enterprise, as any senior management official or executive holding a key decision making position, or that person's designee) as a majority of its membership.*

Mr. Hickey recommended not accepting EDA planning funds so the agency wouldn't be bound by the requirement. (Mr. Hickey stated if we don't accept EDA funds for planning we could still develop a CEDS for the region, if current EDA-eligible agencies concur.)

*G. Data availability for the EDA option*

According to EDA requirements, a CEDS must contain:

- *a discussion of the regional economy, population, geography, workforce development and use, transportation access, resources, environment and other pertinent information*
- *an in-depth analysis of the economic development problems and opportunities*
- *past, present and future economic development investments in the region*
- *identification and analysis of economic clusters*<sup>8</sup>

NOACA has some of the data to begin to fulfill these requirements, others we do not. They may be available from governments, chambers of commerce or other agencies.

*H. Ability to fund the EDA option*

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<sup>8</sup> Summary of CEDS requirements, EDA

Transportation planning funds could not be used for this option. If NOACA applies for EDA funds, staff was informed that the most the agency could receive was about \$50,000, at a 50 percent match. Total cost of developing the CEDS is unknown.

*I. Ability to staff the EDA option using current staff*

Current staff is not trained in most of these areas. New temporary or permanent staff would need to be hired, or consultants would have to be considered. (Since EDA requires continual updating of the CEDS; permanent new staff would most likely be needed.)

*J. Additional factors for EDA option*

Current EDA-eligible agencies in the region might question NOACA's involvement. Since the EDA process is new to us, additional research needs to occur.

### **Option 3: Project Inventory**

#### *A. Summary of the Project Inventory option*

Using data from all available sources, identify planned projects. Sources would include NOACA's Transportation Plan, county plans, community plans, announced private sector plans, etc. Create map/list for discussion. Using a Board-approved selection process, create approved project list. The resulting list would be part of an approved regional economic development strategy.

Governments within the region would have to voluntarily implement the economic development strategy for projects not requesting federal aid and non-transportation projects. Most likely, outreach, advocacy and marketing strategies would have to be funded and implemented.

#### *B. Regions that have used the Project Inventory option*

All of the regions maintain a list of major federal-aid transportation projects. All of them try to track additional major planned projects that are not expected to use federal aid.

#### *C. Strengths and weaknesses of the Project Inventory Option*

- Would give the Board information on what is currently being planned.
- A project inventory map/list is a snapshot in time. Plans and priorities change, and the inventory would have to be updated on a regular schedule.
- Developer/private sector plans are difficult to obtain.
- Would require considerable community/agency interaction and public involvement.
- Not all communities have detailed plans
- Would provide useful input into the NOACA Plan.
- The Board-approved Plan would contain more than just transportation projects.
- NOACA has no authority over non federal aid transportation projects or non-transportation projects.
- A list of projects is not a complete strategy. An overall economic development strategy would still need to be agreed to and policies would need to be developed.
- Most likely, there will not be sufficient funds for identified projects.

#### *D. Estimated time factor to complete the Project Inventory option*

Approximately 6 to 9 months.

#### *E. Previous NOACA work in the Project Inventory option*

NOACA's approved Transportation Plan has major federal-aid projects. We attempt to track other major transportation projects.

*F. Impact on NOACA's mission for the Project Inventory option*

Minor. NOACA's mission might evolve regarding monitoring non-transportation investments and interacting with communities to set up MOUs.

*G. Data availability the Project Inventory option*

May be difficult to obtain non-transportation and private sector development plans.

*H. Ability to fund the Project Inventory option*

Can most likely use OCPG funds (federal transportation planning funds) for the inventory work. The outreach/marketing of the strategy may require additional funds.

*I. Ability to staff the Project Inventory option using current staff*

Some staff time would have to be diverted from current activities. May need to hire additional temporary staff to assist in data collection and mapping.

*J. Additional factors for the Project Inventory option*

It can be argued that some of the inventory option tasks are required by federal transportation regulations and guidance. That is NOACA is required to track all transportation projects, regardless of funding source.

## Option 4: Policy Plan

### A. Summary of the Policy Plan option

Develop strategic regional economic development policies. Review current NOACA policies and procedures for infrastructure projects. Develop or revise policies to help guide the region's economic future. Policies to consider could include:

- Urban core investment policies
- Greenfield policies
- No poaching agreements
- Revenue sharing (in certain situations)
- Development zones
- Memorandum of Understanding (MOUs) with local governments regarding non transportation projects or projects not using federal aid.
- Land use/development requirements for accepting NOACA federal funds.

Transportation projects using federal aid would be advanced if they were consistent with the policies. Governments across the region would have to voluntarily implement the strategy for projects not requesting federal aid and non transportation projects

### B. Regions that have used the Policy Plan option

All agencies have policies that help direct federal transportation investment.

### C. Strengths and weaknesses of the Policy Plan Option

- Economic Development Policies would help direct federal aid investment.
- Non federal aid investment would not be directly impacted. The policies would have to be explained to communities.
- Policies may be difficult to craft.
  - i. E.g., policy ideas such as requiring communities to accept NOACA rules about development as a requirement for accepting NOACA funds.
  - ii. Some of the policies may need to be vetted with federal and state agencies.
- The RTIS has already begun discussions in this area.
- This option would probably work best when combined with Option 3.

### D. Estimated time factor to complete the Policy Plan option

Approximately 6 to 9 months.

*E. Previous NOACA work in the Policy Plan option*

NOACA's Regional Transportation Investment Policy.

*F. Impact on NOACA's mission for the Policy Plan option*

Minor. NOACA's mission might evolve regarding monitoring non-transportation investments and interacting with communities to set up MOUs.

*G. Data availability the Policy Plan option*

Not applicable.

*H. Ability to fund the Policy Plan option*

Can most likely use OCPG funds (federal transportation planning funds) for the policy work. The outreach/marketing of the strategy may require additional funds.

*I. Ability to staff the Policy Development option using current staff*

Some staff time would have to be diverted from current activities.

*J. Additional factors for the Policy Plan option*

Policies, on their own, are not a complete economic development strategy. This option is best combined with other options.

## Conclusions

Staff research has identified four general approaches to regional economic development. These can be used as a vehicle for discussion by the Executive Committee.

As staff, however, our preliminary conclusions are:

- Option 1 (Land Use/Growth Management)
  - The most costly and time intensive effort.
  - Some may question use of financial resources if NOACA could not implement a growth management plan, but only encourage it.
  - At the end of the effort, we would still need policies and advocacy to implement the plan, since NOACA has no authority over land use decisions. For the option to be successful, local governments would have to relinquish some planning authority to NOACA.
  - Reaction by the private sector is difficult to predict.
  - Current efforts by the Northeast Ohio Mayors and City Managers could be viewed as growth management oriented. EcoCity Cleveland did a BioRegional Plan in 1999.
  - Staff is not trained in this area.
- Option 2 (EDA)
  - Has the potential to have the most significant impact on NOACA's mission.
  - Would not impact all five counties; EDA funding is mostly based on economic distress.
  - Cleveland/Cuyahoga County and Lorain County already have existing and independent CEDS. Would need agreement from them before starting work
  - Might include establishing a decision-making body with a private sector majority.
  - Staff is not trained in this area
- Option 3 (Project Inventory)
  - Would give the Board a snapshot of currently planned development within a reasonable time period.
  - The NOACA Transportation Plan currently contains a list of planned projects expected to use federal aid.
  - The Ohio Department of Transportation Jobs and Progress Plan is based on major transportation investments.
  - An agreed-upon list of projects, on its own, is not a complete economic development strategy. Policies and programs would still have to be developed.
  - There will not be sufficient funds for identified projects.
  - While it would require significant new effort, it is consistent with current activities. Staff is trained in this area
- Option 4 (Policy Plan)

- The Board's Investment policies already direct federal-aid transportation investment. The policies could be expanded and refined.
- Policies could also include areas where NOACA has no authority.
- Policies, on their own, are not a complete economic development strategy. Would work best when combined with Option 3. Could be used with other options.
- Policies may be difficult to craft and find consensus.
- The Northeast Ohio Mayors and Managers Association is working in this area. Voices and Choices completed a policy plan in 2007.
- While it would require significant new effort, it is consistent with current activities. Staff is trained in this area.

In our research, we came across this statement by the former president of the Federal Reserve Bank of Cleveland, Jerry L. Jordan about regional economic development. We think it is an appropriate conclusion to this memo:

*The lesson to be learned is that we have to approach the task of regional economic development with a huge dose of humility about our ability to either guide it or control it. The economy is not a machine. The economy is not like a building or any other physical structure or entity. The economy is like a garden.*

*Policymakers should be more like gardeners than architects or engineers. Our task is to make sure that we have a fertile environment in which growth can take place<sup>9</sup>.*

Please contact us if you have any questions or require additional background information.

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<sup>9</sup> National Association of Business Economists conference, 1999

	<b>Option 1: Land Use/GM</b>	<b>Option 2: EDA</b>	<b>Option 3: Project Inventory</b>	<b>Option 4: Policy Plan</b>
<b>Summary</b>	Develop a land use vision for the region. The plan would identify future land use patterns with the goal of improving the region's economy and quality of life. The resulting land use plan could be the approved regional economic development strategy. Regional development areas or growth centers would be identified. Governments across the region would have to voluntarily implement the strategy.	Develop a Comprehensive Economic Development Strategy (CEDS) consistent with U.S. Economic Development Administration (EDA) guidelines. The goal would be for NOACA to become eligible for EDA funds.	Identify planned projects. Create map/list for discussion and prioritization. Identify approved projects. The list would be the approved development strategy. Governments across the region would have to voluntarily implement the strategy for projects not requesting federal aid and non-transportation projects.	Develop strategic regional economic development policies. Review current NOACA policies and procedures for infrastructure projects. Develop or revise policies to help guide the region's economic future. Governments across the region would have to voluntarily implement the strategy for projects not requesting federal aid and non-transportation projects.
<b>Used by</b>	Cincinnati and Columbus have used variations of this option. Dayton is in initial stages, stating it will take 4 years to complete. Cincinnati's plan took approximately 7 years	The Youngstown COG has been an EDA Economic District since 1992. Columbus and Dayton are looking into it.	All regions work to keep a list of major transportation projects.	All agencies have policies that help direct federal funds.
<b>Strengths</b>	Better coordination between local land use planning and regional transportation planning. Would provide useful input into NOACA's Transportation Plan.	A CEDS can provide an ongoing assessment of the state of the regional economy. At a 50 percent match, funding might be available to develop the CEDS. Projects contained in the CEDS would be eligible to receive an EDA grant. Would provide useful input into NOACA's Transportation Plan	The Board would know what is being planned. Would provide useful input into NOACA's Transportation Plan. Board approved Plan would be more than transportation projects.	Economic Development Policies would help direct federal aid investment. The RTIS has already begun discussions in this area. This option can be used with options 1 and 3.

	<b>Option 1: Land Use/GM</b>	<b>Option 2: EDA</b>	<b>Option 3: Project Inventory</b>	<b>Option 4: Policy Plan</b>
<b>Weaknesses</b>	No regional organization has the authority over local land use decisions. Cincinnati's and Columbus' efforts rely on voluntary cooperation. Costly to create, maintain and advocate for. Private sector plans are difficult to obtain.	EDA informed us that if NOACA accepts EDA funds for planning, a new board would need to be set up with a private sector majority. The most NOACA could receive to develop a CEDS is \$50,000. There are other EDA agencies in the five-county region; they would have to be an agreement for NOACA to select projects for their areas. Development of a CEDS would require a high level of community and private sector outreach.	Would be snapshot in time. Developer/private sector plans are hard to obtain. Not all communities have detailed plans. NOACA has no authority over non federal aid transportation projects or non transportation projects. A list of projects is not a complete strategy; would need to be combined with policies.	Non federal aid investment would not be directly impacted, unless policies require acceptance of NOACA vision as a requirement for accepting federal funds. The policies would have to be marketed to the region, similar to option 2, above. Policies may be difficult to craft.
<b>Est. time to complete</b>	4 or more years	1 to 2 years	6 to 9 months	6 to 9 months
<b>Previous work</b>	five county zoning map created in the 1990s	None	Currently track major transportation projects	NOACA's Regional Transportation Investment Policy
<b>Impact on mission</b>	Depending on the outcome of the plan, NOACA's mission might evolve. NOACA might become more visible at local level.	Could be significant. NOACA's mission would have to be modified.	Mission might evolve regarding monitoring non transportation investments and setting up MOUs.	Mission might evolve regarding monitoring non transportation investments and setting up MOUs.
<b>Data availability</b>	Data would have to be gathered from counties and local governments who are responsible for land use.	NOACA has some data to help create a CEDS, but not others. Data may be available locally	Non transportation and private sector plans may be difficult to obtain	Not applicable
<b>Funding</b>	Current funding sources could not be used for the majority of the effort. After discussions with other agencies this would be	Current federal and state funding could not be used for this effort. The cost of developing a CEDS is unknown. EDA requires continual	Would be able to use current funds. Outreach/marketing might require additional funds.	Would be able to use current funds. Outreach/marketing might require additional funds.

	<b>Option 1: Land Use/GM</b>	<b>Option 2: EDA</b>	<b>Option 3: Project Inventory</b>	<b>Option 4: Policy Plan</b>
	costly as a result of plan creation, maintenance and advocacy.	updating of CEDS.		
<b>Staffing</b>	Current staff is not trained in most of these areas. New hires, consultants or temporary hires would be needed	Current staff is not trained in most of these areas. New hires, consultants or temporary hires would be needed	Some staff would have to be diverted. Temporary staff may be needed	Some staff would have to be diverted.
<b>Other factors</b>	Current effort by NEO Mayors and City Managers may influence this option. Since NOACA does not have any authority in land use area, agency's involvement may be questioned. Others may question use of resources for a plan that would be difficult to implement.	Since the EDA process is new to us, additional research needs to occur. Current EDA-eligible agencies might question NOACA's involvement.	It could be argued that some of this option's tasks are required by federal transportation regulations.	Policies are not a complete economic development strategy. This option is best when combined with other options.