Chicago Metropolitan Agency for Planning

Comparative Study on Regional Economic Development Plans and Quality of Life Planning

For discussion purposes only

Regional Planning Examples

Four Examples of Economic Development Planning:

- San Diego
  - San Diego Association of Governments
- Kansas City
  - Mid-America Regional Council
- Austin
  - Greater Austin Chamber of Commerce
- Portland-Vancouver
  - Portland Regional Partners for Business

In-depth Look at Quality of Life Planning:

- Jacksonville
  - Jacksonville Community Council Inc

SANDAG:

San Diego Association of Governments

www.sandag.org

Make Up

- The 18 cities and County government serving as the forum for regional decision-making. SANDAG builds consensus, makes strategic plans, obtains and allocates resources, plans, engineers, and builds public transportation, and provides information on a broad range of topics pertinent to the region's quality of life.
- Programs:
  - Land Use and Regional Growth
  - Transportation
  - Housing
  - Economics and Finance
  - Environment
  - Borders
  - Public Safety

Economic Plan

Published in 1998:

San Diego Regional Economic Prosperity Strategy: Toward a Shared Economic Vision for the San Diego Region

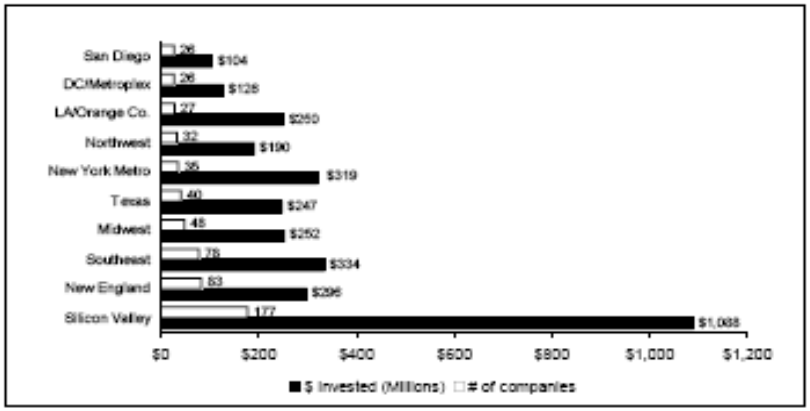
- Compares the San Diego region to trends occurring at the state and national level, as well as against twenty major metropolitan areas across the United States. The results of this benchmarking process are used to identify the region's most important economic challenges and strengths and to monitor the progress in meeting the challenges identified in the previous evaluation report, adopted by SANDAG in 1995

San Diego Regional Economic Prosperity Strategy

- **Strategic Assessment System for the 21st Century: Four Indicators**
  - Economic and Social Performance
    - Population and employment, earnings and income, social and cultural conditions, and Intra-Regional disparities
  - Business Vitality
    - Existing business trends and entrepreneurial activity
  - Economic Development Capacity
    - Educational performance and investment, housing resources, health resources
  - Regional Infrastructure Capacity

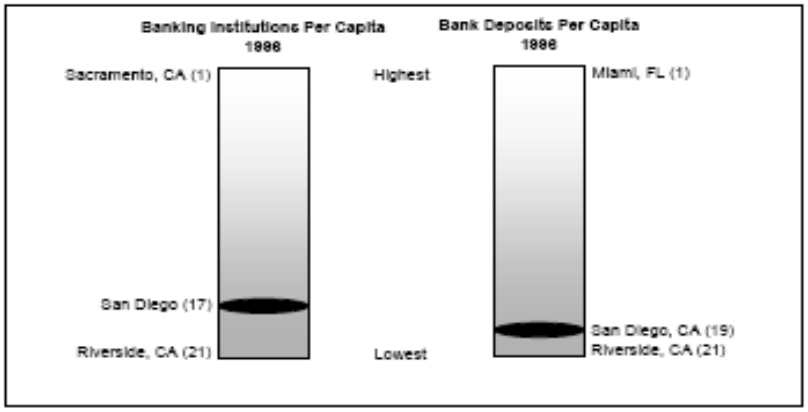
Samples

Figure 14
National Venture Capital Investment Over $100 million, Third Quarter 1997
United States



Source: Venture Capital Roundup Report, Price Waterhouse, 1995-1997

Figure 15
Banking Insitutions Per Capita and Bank Deposits Per Capita, 1996
San Diego Region Compared to Selected Other Metropolitan Areas



Source: Federal Deposit Insurance Corporation's "Quarterly Banking Profile", June 1996

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Regional Infrastructure: Economic Development Link to Transportation and Land Use

- Measures:
  - Comparative levels of investment in physical infrastructure
  - Specific investments in the region's airport, water port, rail, fiber optic and road infrastructure
  - Variations in commuting times for residents to and from their places of work

Kansas City

Mid-America Regional Council

www.marc.org

Make Up:

Board of Directors consists of 32 locally elected leaders representing the eight counties and 116 cities in the bi-state metropolitan Kansas City region.

- The Mid-America Regional Council, commonly referred to as MARC, serves as the association of city and county governments and the metropolitan planning organization for the bi-state Kansas City region- an 8 count

- MARC seeks to build a stronger regional community through cooperation, leadership and planning. Through MARC's leadership, area jurisdictions and diverse community interests sit down together to address the region's problems and identify the opportunities for cooperative solutions. These efforts, in turn, enhance the effectiveness of local government.

Mid-America Regional Council Report: Metro Outlook

www.metrooutlook.org

- Published in 2001, a survey of households in the eight county region on their quality of life.
- The preparation of report was financed in part through a technical studies grant from the Federal Trans Administration and PL funds from the Federal Highway Administration, administered by the Kansas Department of Transportation and the Missouri Department of Transportation.

The purpose of Metro Outlook is three-fold:

1. Provide a better tool to evaluate how well the Kansas City region is making progress
2. Educate the community concerning the region's trends and challenges, as well as how they affect and are affected by our decisions
3. Initiate regional discussions and catalyze actions that improve the prospects for positive community change.

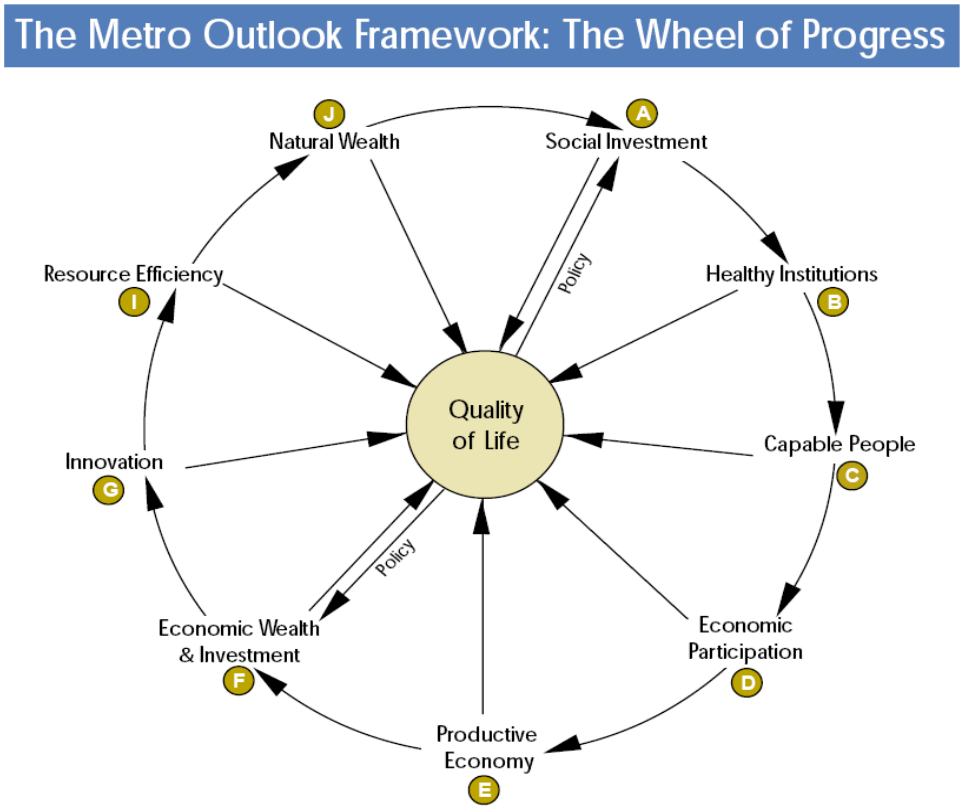
Survey Measured 10 Indicators

10 “Building Blocks”:

- Social Investment
- Healthy Institutions
- Capable People
- Economic Participation
- Productive Economy
- Economic Wealth & Investment
- Innovation
- Resource Efficiency (includes land use)
- Natural Wealth
- Quality of Life

Evaluation and Analysis

- Each building block is evaluated by the examining the following:
  - Where do we stand?
  - Where are we headed?
  - What gaps are holding us back?



Example: Economic Wealth and Investment Building Block

Metro OUTLOOK BUILDING BLOCKS

Economic Wealth & Investment

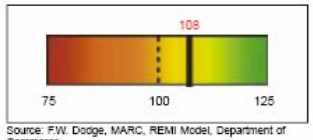
While our social investments build knowledge, our economic investments test how well we put this knowledge into action. Sound economic investments create rising productivity, enabling us to produce more than we need to consume. The excess over our immediate survival needs can then be saved and invested to create further wealth. But how we make economic investments also affects social welfare and the health of natural systems. The challenge is to make economic investments in ways that increase wealth in all three systems — social, economic and natural — simultaneously.

Where do we stand?

Non-Residential Investment

The region's economy appears to be generating enough investment to remain highly productive. Area investment in non-residential buildings, infrastructure and equipment, as a proportion of total economic output, was about 8 percent higher than that of the US on average between 1997–1999. However, between 1990–94, it averaged 17 percent less than the nation.[1]

Index of Non-Residential Investment, 2000
Investment proportion of gross product, relative to US inflation adjusted 3-year moving average, US = 100



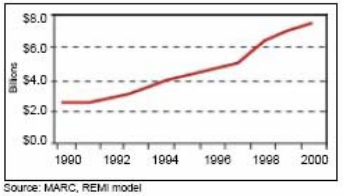
Source: F.W. Dodge, MARC, REMI Model, Department of Commerce

Where are we headed?

Equipment Investment

Equipment purchases are one of the primary ways that innovation is embodied in production processes. During the 1990s, the region's annual investment in equipment has nearly quadrupled. Mirroring the nation as a whole, investment in communication and computing equipment led the way, allowing significant increases in worker productivity.[2]

KC MSA Real Equipment Expenditures
1990–2000, constant 1992 dollars



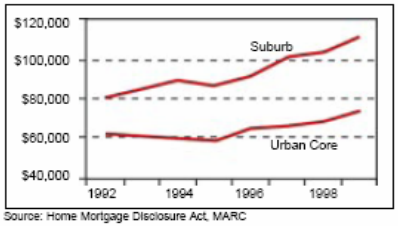
Source: MARC, REMI model

What gaps are holding us back?

Home Value

The value of residential investment also appears to have increased during the 1990s, based on the rising value of home purchase loans. After declining slightly for half the decade, rising home values also spread to the urban core, with the value of core home loans rising 21 percent between 1992 and 1999. However, suburban loan values increased twice as fast (40 percent), resulting in a widening gap in investment. The value of suburban home loans averaged 30 percent more than those in the urban core at the beginning of the decade, while averaging 50 percent more at the end.[3]

Average Value of a Home Purchase Loan
KC area urban core vs. suburbs, 1992–1999



Source: Home Mortgage Disclosure Act, MARC

Other Key Indicators

- The region generated a total of $15 billion in non-residential investment during the 1990s.[4]
- Between 1987 and 1997, personal income from wealth — dividends, interest and rent — increased about 17 percent after adjusting for inflation, indicating the region's real wealth enjoyed similar improvement.[5]
- The region's homes increased in value more rapidly here than elsewhere. Between 1990 and 2000, the average sale price of an existing home rose 72 percent locally, compared to an increase of 51 percent nationally.[6]
- The region's savings, as a proportion of real disposable personal income, declined from about 4 percent in 1987 to near zero in 1997.[7]
- The appraised value of all property in the region totaled $77 billion in 1998. The central cities of Kansas City, Kansas, and Kansas City, Missouri, accounted for 28 percent of the total.[8]
- The total appraised value of property in suburban cities grew 29 percent between 1993 and 1998, four times faster than the 7 percent increase in the value of property in the central cities.[9]
- About 48 percent of Missouri roads were rated poor or mediocre in 1999, compared to a national average of 28 percent. About 15 percent of Kansas roads were rated that low.[10]
- From 1996 through 1999, African-American home loan applicants were rejected at nearly twice the rate of whites, 27 percent vs. 14 percent respectively.[11]

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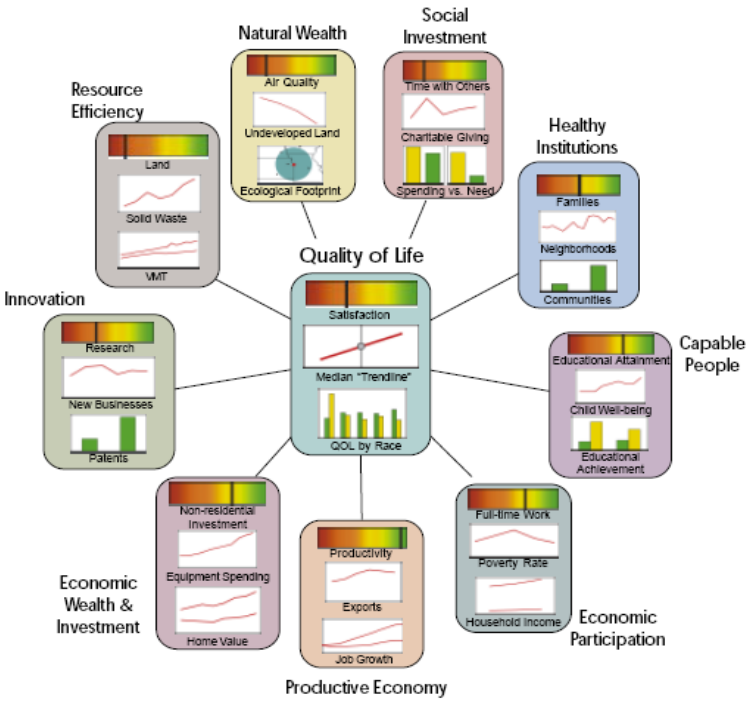
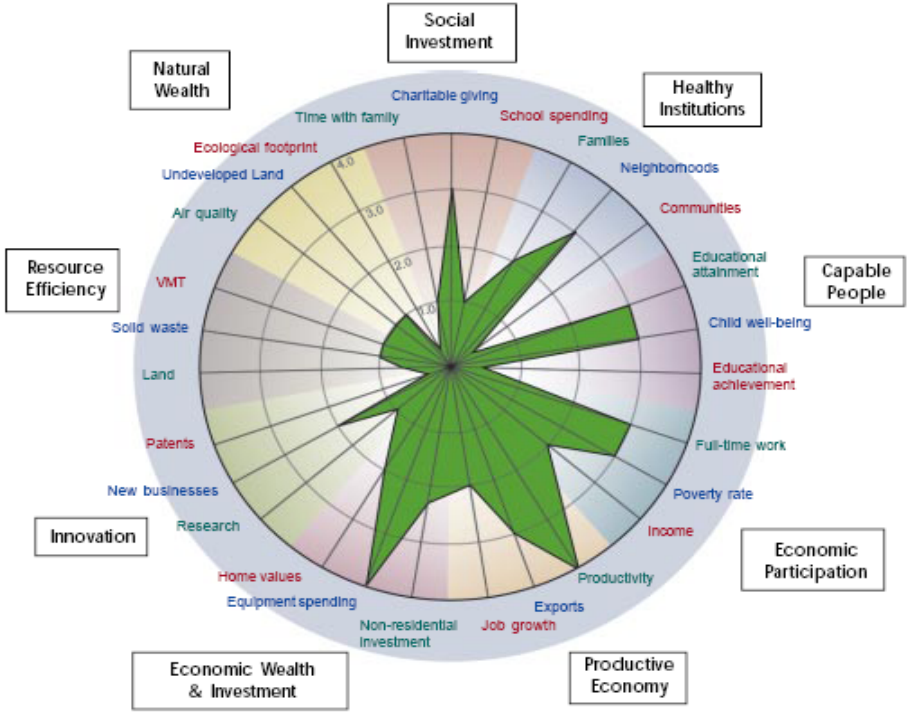
Survey Findings

Evaluation of the “Wheel of Progress”





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The Future of Metro Outlook

1. Evaluate the region's progress
2. Educate the community
3. Initiate regional change

Recommendation Example

- ***Policy Recommendation 2: Create more Focused Growth Patterns***

Develop a comprehensive vision for future development.

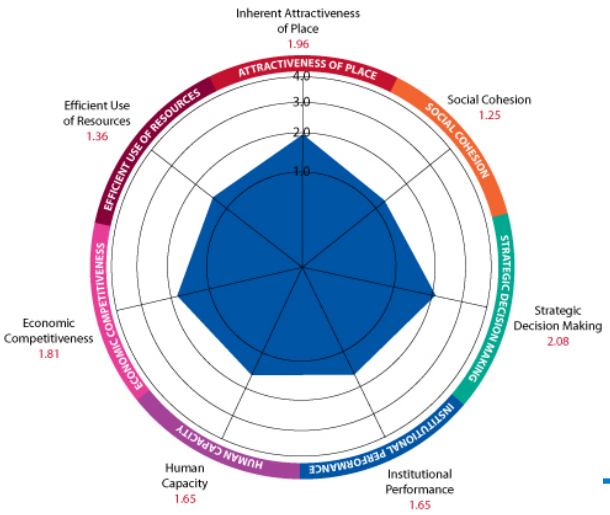
MARC must launch in the next two years a visioning process to increase the understanding of and provide direction on metropolitan growth, transportation, natural resource protection, housing, and economic prosperity.

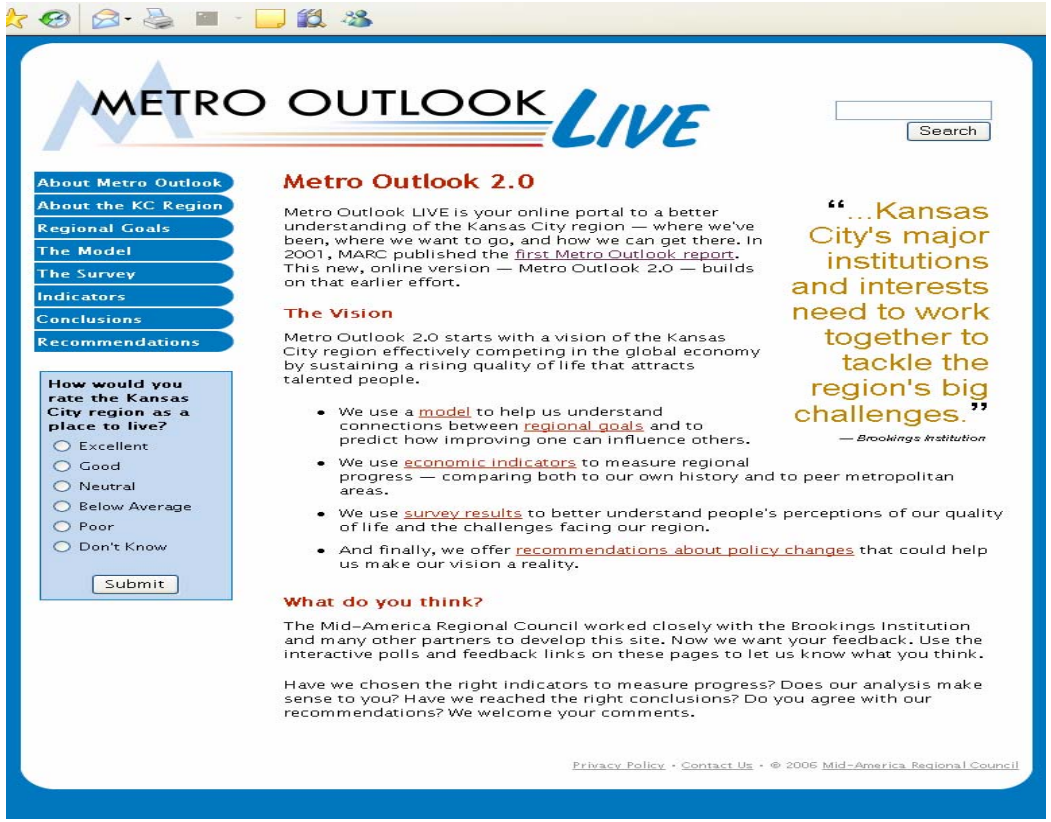
Focus on building regional citizenship, establishing desired outcomes for the region's physical form, and improving connections between regional organizations

Today

Metro Outlook 2.0:

Online information portal providing updates on recent reports and analyses





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Greater Austin Chamber of Commerce

Make Up:

The Greater Austin Chamber of Commerce is a private, non-profit, membership-driven organization comprised of 2,500 business enterprises, civic organizations, education institutions and individuals. Its mission is to provide leadership that will help create regional economic prosperity and success for its members in Central Texas.

- Economic Development is the Chamber's major task. In 2003, the Chamber undertook a new initiative, Opportunity Austin, designed to create jobs, diversify the economy, attract new businesses to the Greater Austin area and retain and grow existing businesses.

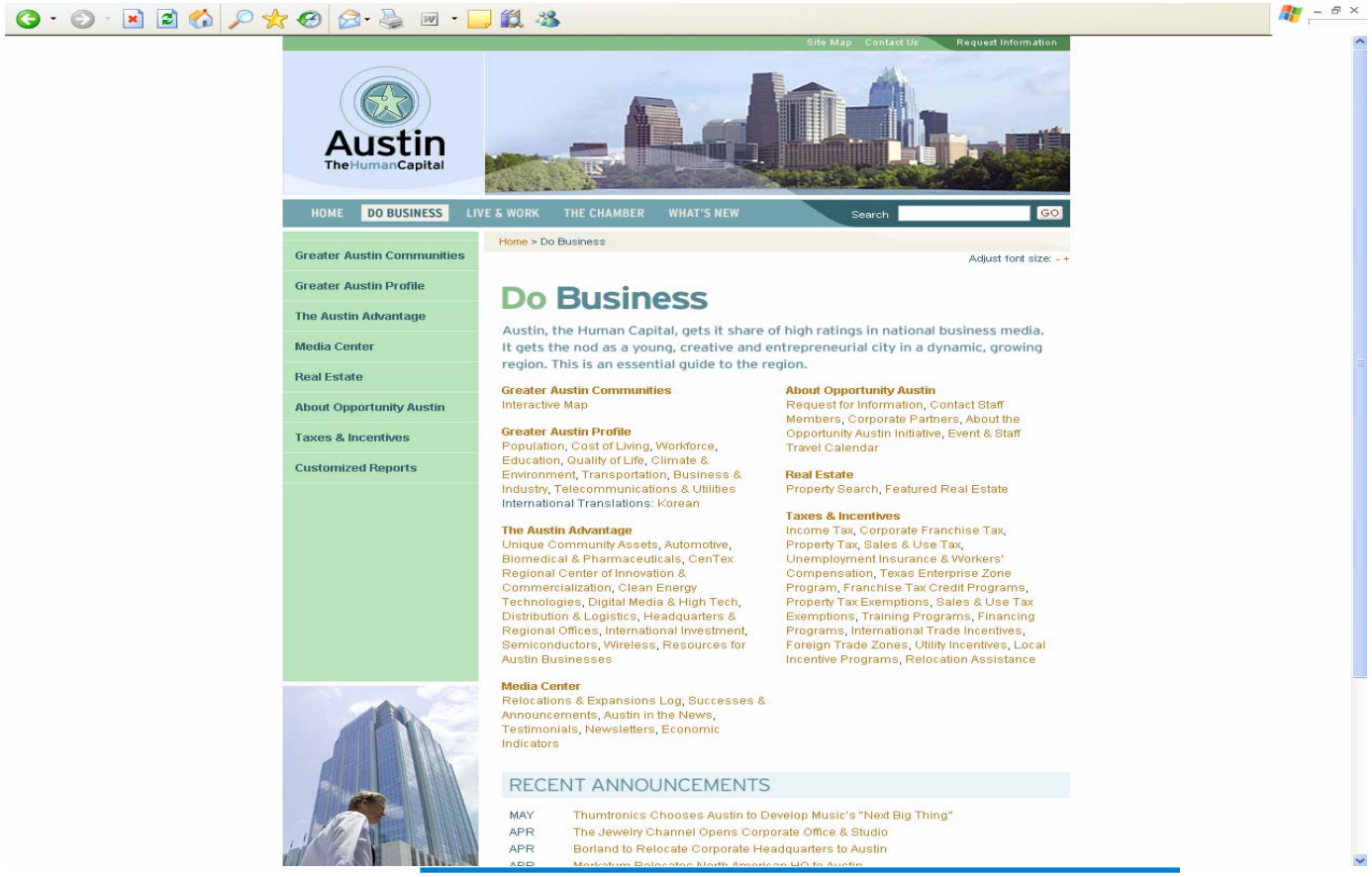
2007 Strategic Plan

- **Priority Issues**
  - Continue a strategic, focused and successful marketing program that promotes the Greater Austin region to the global business community
  - Continue a regional retention program that meets yearly targeted goals for business retention
  - Become a resource for pertinent, accurate regional economic data
  - Continue building a successful working relationship with city/county/state governmental leaders to ensure a business friendly environment and efficient access to governmental information/incentives

2007 Strategic Plan

- **Objectives**
  - Develop and implement a domestic and international economic development marketing program for the Central Texas region
  - Develop and implement recruitment strategies and initiatives surrounding the targeted industries
  - Develop and implement an inbound marketing strategies/programs for prospective companies and site-selection consultants visiting the Central Texas Region
  - Develop and implement a fully integrated retention program for Central Texas businesses
  - Coordinate economic research and economic information dissemination to the Central Texas region

Austin's Regional ED Website: An Information Portal www.austin-chamber.org



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Website Features

- Key Features/information on economic development website: **http://www.austinchamber.org/DoBusiness/index.html**
  - Interactive map of Greater Austin communities
  - Greater Austin Profile: population, cost of living, workforce and education, quality of life, climate and environment, transportation, business and industry, telecommunications and workforce.
  - “The Austin Advantage”: Unique Community Assets, Automotive, Biomedical & Pharmaceuticals, CenTex Regional Center of Innovation & Commercialization, Clean Energy Technologies, Digital Media & High Tech, Distribution & Logistics, Headquarters & Regional Offices, International Investment, Semiconductors, Wireless, Resources for Austin Businesses
  - Media Center: Relocations & Expansions Log, Successes & Announcements, Austin in the News, Testimonials, Newsletters, Economic Indicators

Portland Regional Partners for Business

www.portlandregion4biz.com

- Portland Regional Partners for Business is a collaboration—a public-private partnership that focuses on shared economic priorities, and works to implement business retention, expansion and recruitment, as well as marketing strategies and recommendations for policy development.

- Created a Comprehensive Economic Development Strategy (CEDS) for the Portland-Vancouver Metropolitan Region to for EDA funding eligibility

- The CEDS is a planning effort that is led by the public-sector and is focused on assembling information relevant to making choices about public-sector actions on economic development.

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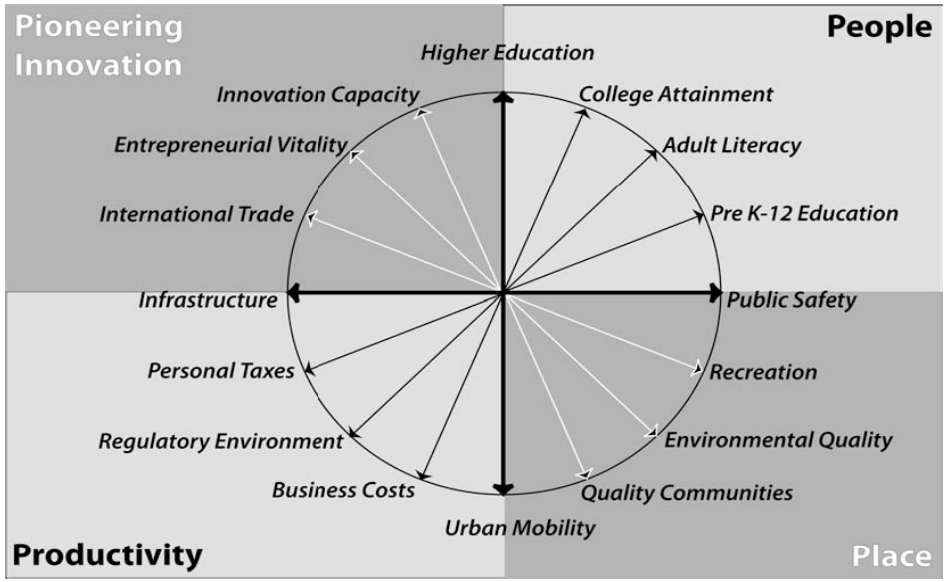
Plan Organization

- The CEDS document is organized along the lines of the Oregon Business Plan—it aims to increase economic prosperity by improving performance in four areas: Pioneering Innovation, Productivity, People, and Place



Plan Contents

1. Building a better economic future for the Portland-Vancouver Region
2. A Vision for the Regional Economy
3. How the Portland-Vancouver Region competes in a global economy
4. Action Plan
5. Next steps and getting involved

Chicago Region- Issues to consider

- The role of the ED/C working committee in Regional Planning and Policy Development, Transportation and Land-use planning.
- Format, process, tools
- Recommendations

Measuring Quality of Life

- Jacksonville Example
- Quality of Life Report prepared by the Jacksonville Community Council Inc (JCCI), a nonpartisan civic organization that engages diverse citizens in open dialogue, research, consensus building, advocacy and leadership development to improve the quality of life and build a better community in Northeast Florida and beyond

Jacksonville QOL Progress Report

- The Quality of Life Progress Report began in 1985 with a look at the consolidated city/county government of Jacksonville/Duval County. Over the past twenty-plus years, it has become increasingly clear that Jacksonville is part of a vibrant, multi-county region. JCCI's 2000 study, Improving Regional Cooperation in Northeast Florida, noted that many of the issues impacting the quality of life in Northeast Florida were regional, and that regional issues require regional solutions. "An issue becomes regional," the study observed, "when its impacts exceed local jurisdictional limits or when its solution requires more than one jurisdiction to address it cooperatively."

Quality of Life Report

- "Taken as a set, the *Quality of Life Progress Report* provides a roadmap for the community, showing where we have been, where we are now, and what critical areas need attention if we are to arrive where we want to go."
- Project concentrates on the external environments, examining the quality of life from a community perspective.
- The purpose of the *Quality of Life Progress Report* from its inception has been to "monitor and help improve those elements of Jacksonville which affect the quality of life." The report is not about telling us what's right or wrong with Jacksonville. It's about making it better.

Quality of Life Indicators

- In 2006, the twenty-second anniversary edition of the *Quality of Life Progress Report* includes 111 indicators that reflect trends in nine external environments. Much of the data is obtained from the records and documents of various public and private organizations. An annual opinion survey provides the remaining data.

Nine External Environments

- Achieving Educational Excellence;
- Growing a Vibrant Economy;
- Preserving the Natural Environment;
- Promoting Social Wellbeing and Harmony;
- Enjoying Arts, Culture, and Recreation;
- Sustaining a Healthy Community;
- Maintaining Responsive Government;
- Moving Around Efficiently;
- and Keeping the Community Safe.

Community Quality of Life

When we speak of a "community" Quality of Life, we are speaking of those factors that affect everyone in the community in a general way. Each factor may have a differing degree of impact on each of us, yet most would agree that these factors are important and that the community has a role in maintaining these factors. In examining the Quality of Life from a community perspective, we have to agree at the outset that we will not be able to fully acknowledge the wide range of individual differences

We're concerned with community progress, in improving our community's Quality of Life. We are primarily interested in measuring, monitoring, and fostering progress in our community over time, rather than making comparisons with other communities. So this project is different from a comparison of many communities, such as the Places Rated Almanac, where the goal might be to select the most desirable place to live in America.

How a Quality of Life Report can be done

The product results from a combination of credible research skills and the art of effective citizen participation. Collaboration in a cooperative way between paid staff and volunteers makes this possible. Once a source of funding and an organizational sponsor are identified, agreement is reached about the various elements that make up the community Quality of Life.

The Report

- Contents Include:
  - Indicator selection guidelines
  - Targets for 2010
  - Quality of Life Indicators
    - Several pages evaluating each of the nine indicators including: annual change in important rates, what this measures, and how we are doing.
    - Indicators compare the county to the region
  - Indicator Index

Throughout the report, Gold Stars identify indicators moving in a positive direction. These indicators represent areas of real progress in the community.

Red Flags mark indicators moving in a negative direction. These indicators represent priorities for action for the community.

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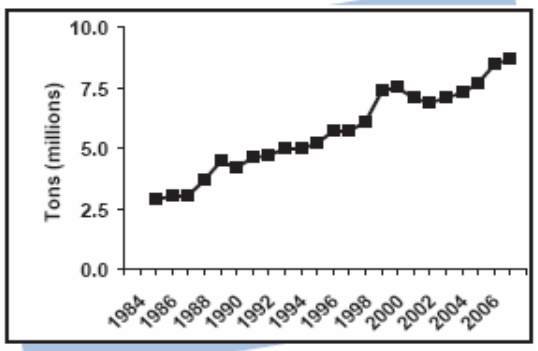
Example: Economic Activity

ECONOMIC ACTIVITY

Located at the most western point of the U.S. Atlantic coast, Jacksonville is a major transfer point for water-land transport. Shipping is a key indicator of Jacksonville's economy. Another growing economic sector in Jacksonville is tourism. Because tourists who stay overnight must pay the Bed Tax, growth in Bed-Tax revenues measures tourist activity.

DUVAL COUNTY



Upward movement in the trend line is positive.

Source: Jacksonville Port Authority (JAXPORT)

Tonnage handled by marine terminals:

Duval County: 8,696,543 tons

The Jacksonville Port Authority set a new record for tonnage in fiscal year 2006 and is working to increase cargo shipped in fiscal year 2007.

What does this measure? Total tons of products and materials shipped in or shipped out of the Jacksonville Port Authority's (JAXPORT's) marine terminals.

How are we doing? Tonnage rose from 8.45 million metric tons in 2005. The indicator measures weight rather than the dollar value of materials shipped, a more meaningful indicator of seaport activity, because most goods shipped are large and bulky. In 2006, JAXPORT shipped 768,239 containers, down from 777,318 in 2005.

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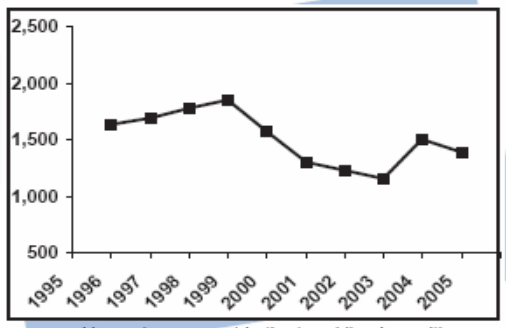
Example: Leisure Participation

LEISURE PARTICIPATION

Attendance at sporting events can provide a shared sense of community among fans. The river and ocean are natural assets in Jacksonville, and the community benefits from access to these assets.

DUVAL COUNTY



Upward movement in the trend line is positive.

Source: SMG Facilities Management Worldwide, Jacksonville Jaguars

Attendance at sports events:

Duval County: 1,378 per 1,000 population

If you are leading a community effort to improve the trend line on this indicator, please let JCCI know for inclusion in a future issue of this report.

What does this measure? The total annual attendance at major sports events at Alltel Stadium, The Baseball Grounds of Jacksonville, and the Jacksonville Veterans Memorial Arena, per 1,000 people in the Duval County population.

How are we doing? Total attendance per 1,000 people decreased from 1,499 in 2004. Actual attendance was:

	2004	2005	Change
Alltel (Jaguars)	656,331	650,187	- 6,144
Alltel (other sports)	217,666	206,236	- 11,430
Baseball Grounds	244,068	214,001	- 30,067
Arena	141,864	116,157	- 25,707

Additional regional events (not included): The Players Championship (golf) draws 180,000 spectators and the Bausch & Lomb Championships (tennis) have 50,000 attendance annually.

How is the Report Used?

- Funded by United Way and the City of Jacksonville
- Unclear how regional economic development agency, Cornerstone, uses the report.

JCCI's QOL Resources

- ***Measuring Progress: Community Indicators and the Quality of Life*** http://www.jcci.org/statistics/documents/measuring_progress.pdf
  - A recent article on JCCI and the community indicators movement provides a useful framework for understanding the purpose of JCCI's indicator documents and how they were developed.
- ***Quality Indicators for Progress: A Guide to Community Quality of Life Assessments***
  http://www.jcci.org/statistics/documents/JCCI%20indicators%20manual.pdf
  - In 1994, JCCI published a manual to help other communities develop quality of life indicator projects.

JCCI's QOL Resources

- **Quality of Life Reference Data**
  - Available online are excel spreadsheets with raw data used in the QOL report for public use. Spreadsheets for each of the nine areas of evaluation are included, with multiple worksheets within each.
- **Quality of Life Survey Data**
  - Survey and results are provided

Other JCCI Recent Reports

2006

•Race Relations Progress Report

•Attracting and Retaining Talent: People and Jobs for the 21st Century

•Reducing Murder: A Community Response

2005

•Race Relations Progress Report

•River Dance: Putting the River in River City

2004

•Town & Gown: Building Successful University-Community Collaborations

•Public Education Reform: (Phase Two) Eliminating the Achievement Gap

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Cornerstone Regional Development Partnership

www.expandinjax.com

- The Cornerstone Regional Development Partnership facilitates the creation and retention of quality jobs and significant capital investment, resulting in a higher standard of living and a better quality of life in Northeast Florida. Cornerstone works in partnership with the Jacksonville Regional Chamber of Commerce, the Jacksonville Economic Development Commission, JEA, the regional county partners — Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns — WorkSource, JAXPORT, the Jacksonville Aviation Authority, the Jacksonville Transportation Authority and about 300 top private sector investor corporate entities in the Jacksonville area.

Cornerstone's Services

- Provides Data for the following:
  - Regional Overview: County Profiles, Targeted Industries
  - Real Estate: Office and Industrial, Residential, Megasites
  - Business Environment: Regional Initiatives, Corporate Profile, Economic Incentives, Taxes, Utilities, Intermodal Transportation, International
  - Workforce: Workforce Profile, Training and Education, Commuting Analysis
  - Virtual Library: Resources, Maps, Rankings, Virtual Tours, Links
  - Quality of Life: Arts & Entertainments, Education, Sports, Climate, Links

Cornerstone's QOL

CORNERSTONE *Regional Development Partnership*

JACKSONVILLE

Jacksonville Quality of Life Rankings

In January 2007, a *Fit Pregnancy* study ranked Jacksonville #16 among **The Best Cities in America to Have a Baby.** Jacksonville was rated as **Most Stroller-Friendly City** and **Best City for Childcare.**

According to "City Crime Rankings" published by Morgan Quitno Press in October 2006, the city of Jacksonville ranked in the **Top Ten Safest Cities in the U.S.** for cities with a population of 500,000 or more.

In the September 2006 issue of *National Geographic Adventure Magazine*, Jacksonville was named one of the **Top 6 Beach Towns** in the United States.

For the second year in a row, Jacksonville was named one of the **Top 25 Arts Destinations** in the country for 2006 by *American Style Magazine*.

Jacksonville was named one of the **Top 5 Up and Coming Areas** of 2006 by *Good Morning America*.

Florida ranked **4th among the 50 states on a Tax Foundation** study of business-friendly tax climates in 2006.

According to the May 1, 2006 *Newsweek* cover story **"America's Best High Schools"**, Stanton College Prep and Paxon High School were **ranked 5th and 28th best high schools in the nation.** Six area schools made the list and Duval County was the only school district to have two schools ranked in the Top 30.

In September 2005, America's Promise, an alliance formed by former Secretary of State, Colin Powell, named Jacksonville **"One of the 100 Best Communities in the U.S. for Young People."**

In the February 2005 issue of *Men's Fitness Magazine*, Jacksonville was ranked in the **Top 20 Fittest Cities in the U.S.**

Expansion Management Magazine gave the Clay County School District a **"Blue Ribbon"**, rating it in the **Top 29% of all school districts nationwide,** in the 2006 Education Quotient Rankings.

Expansion Management Magazine gave St. Johns County School District a **"Blue Ribbon"**, rating it in the **Top 33% of all school districts nationwide,** in the December 2004 Education Quotient Rankings.

Jacksonville was ranked in the **Top 10 of *Mobility Magazine's* Best Cities for Relocating Families** for large markets, or metro areas with populations over 500,000 in July 2004.

Two of Jacksonville's beaches - Jacksonville Beach and Katherine Abbey Hanna Park - were named to the Clean Beaches Council's List of **Clean and Healthy Beaches**. (June 2004)

Jacksonville was **one of only three of the nation's urban areas of one million people or more where at least 75 percent of the local road surfaces are in good condition,** according to an April 2004 report released by The Road Information Group (TRIP).

Quality of Life Report based on rankings from 14 different sources

CMAP Chicago Metropolitan Agency for Planning