Strategic Plan
Presentation to GCRTA Board of Trustees
External & Stakeholder Relations & Advocacy Committee

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

October 6, 2020

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Strategic Plan Process

Deliver a 10-year Strategic Plan

☑ Create understanding and build consensus; pull "Pillar Studies" together into a cohesive plan

Strategic Plan: Framework for the Future

- Economic Impact Study
- Fare Equity Analysis
- Rail Car Study
- Efficiency Study & Operational Review
- System Redesign Study
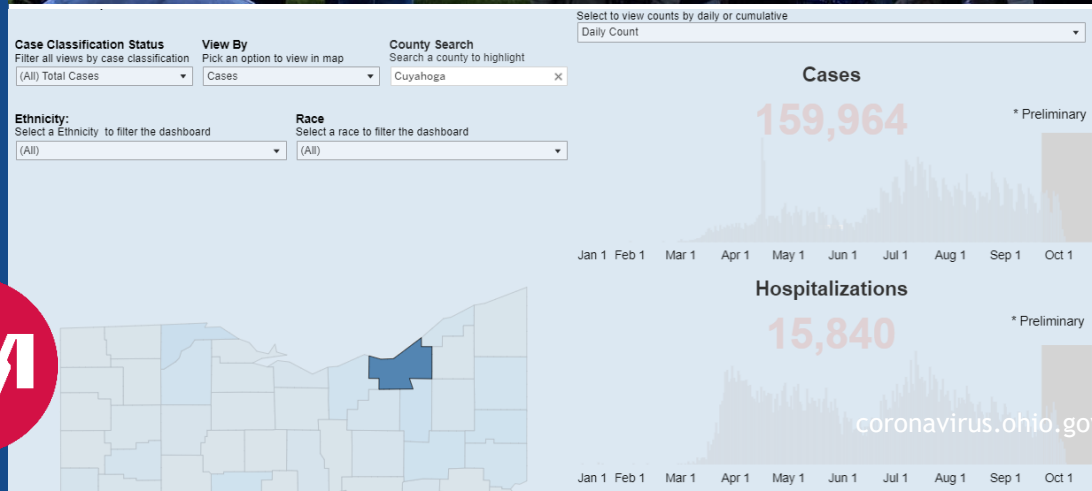
Strategic Planning Process

- Update Vision & Goals

- Preliminary Findings: Assess Transit Needs

- Identify Priority Strategies

- Stakeholder and Public Engagement

riderta.com/strategicplan

Considerations of Recent Events

- COVID-19 Pandemic

- Economic Downturn

- Calls to Action for Social Justice

COVID-19

RTA actions are national best practices. Examples include:

- Enhanced cleaning and disinfecting of vehicles and facilities

- Barriers and separators for operators and staff

- Personal protective equipment

- Collaboration with Health departments and Centers for Disease Control

Recent American Public Transportation Association research:

- No direct correlation has been found between use of urban public transit and transmission of COVID-19

- Public transit ridership in multiple cities shows no correlation with the rise or fall of local COVID-19 cases

- Mask wearing has been shown to be effective at reducing person-to-person transmission

Customer Focused & Community Engaged

CUSTOMER EXPERIENCE

RTA will provide dependable, clean, fast, and seamless transportation that creates a positive experience for RTA customers.

EQUITY

RTA will continue to provide equitable transit services that benefit disadvantaged individuals and communities.

ACCESS

RTA will facilitate increased access to jobs, education, and civic life.

STATE OF GOOD REPAIR

RTA will enhance, preserve and maintain its infrastructure and assets.

FINANCIAL STABILITY

RTA will be a responsible steward of public funds by providing exceptional services cost-effectively.

Customer Focused & Community Engaged

COLLABORATION
RTA will work with stakeholders to foster creative solutions to mobility challenges and drive opportunities for transit oriented development.

TECHNOLOGICAL INNOVATION
RTA will lead in its integration of new technologies and evolving mobility options to enhance the transportation experience for customers, RTA employees, businesses and visitors.

ECONOMIC PROSPERITY
RTA will be the transportation backbone that moves the economy forward and improves the quality of life of county residents by enabling economically sustainable regional land use and development and reinforcing investment in strategic employment and population centers.

TRANSPARENCY
RTA will instill public confidence as a well-run institution that is accountable to its customers, employees, and taxpayers.
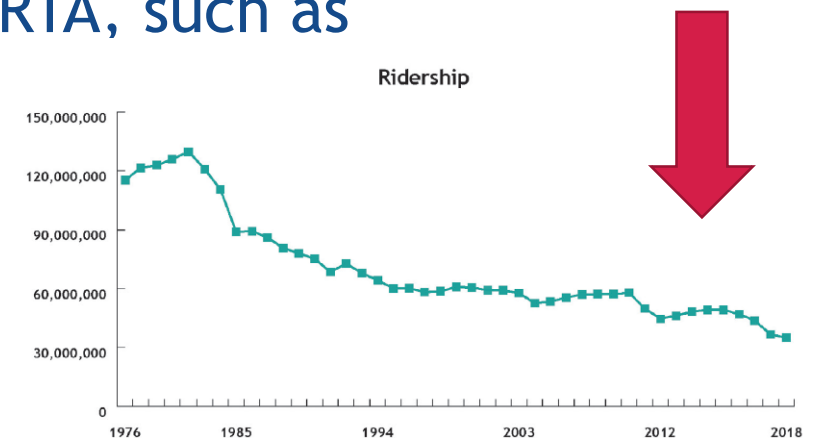
ENVIRONMENTAL SUSTAINABILITY
RTA will reduce greenhouse gas emissions in the region by providing clean transportation and shifting travelers away from single occupancy vehicles.

Preliminary Findings

RTA Existing Conditions

- ✓ RTA economic impact - $485M on local employment & $2.2 billion on Cuyahoga County property values

- ✓ Decreasing ridership

- ✓ External factors influence RTA such as population/job loss & shifting job locations outward

- ✓ Internal factors are those under control of RTA, such as fares, customer communication, on-time performance

Ridership

150,000,000
120,000,000
90,000,000
60,000,000
30,000,000
0

1976   1985   1994   2003   2012   2018

SWOT Analysis

Before COVID-19

STRENGTHS

- As a legacy transit system with robust history, local residents and businesses are aware of what RTA is. The brand recognition is high.
- Staff members have deep institutional knowledge.
- Rail lines and BRT services provide a backbone for additional system improvements.
- Past investments provide value to customers
- New leadership paves the way for innovative changes.

WEAKNESSES

- Passenger experience is degraded by unreliability and a poor image.
- Infrastructure needs are not being met as highlighted by the breakdown of the Red Line in summer 2019.
- Ridership has decreased for several years.
- Technology adoption is slow compared with peers.

SWOT Analysis

Before COVID-19

OPPORTUNITIES

- Job hubs drive transit ridership and the largest hub remains downtown where transit service is greatest.

- Partnership is increasing among public and private agencies on transportation issues.

- Disruptive technologies and business models can be harnessed to advance RTA goals.

THREATS

- The region is losing population and jobs.

- Competition for travel service in urban areas is increasing with new options providing door-to-door service for relatively cheap costs to customers.

- Job locations are spreading across Cuyahoga County and the region.

SWOT Analysis

After COVID-19 – Additional Issues

- *Uncertain travel demand for all modes*
- *Health concerns*
- *Work from home*
- *Economic decline*
- *Social issues can be catalyst for change*
- *Increased realization of importance of transit for essential services and workers*

- Temporary versus Long-Term Impacts
  - Thinking ten years ahead, virus will likely be overcome in time
  - However, past economic recessions have had long-term effects on Northeast Ohio
  - Transit remains backbone of economic opportunity for those who need it most
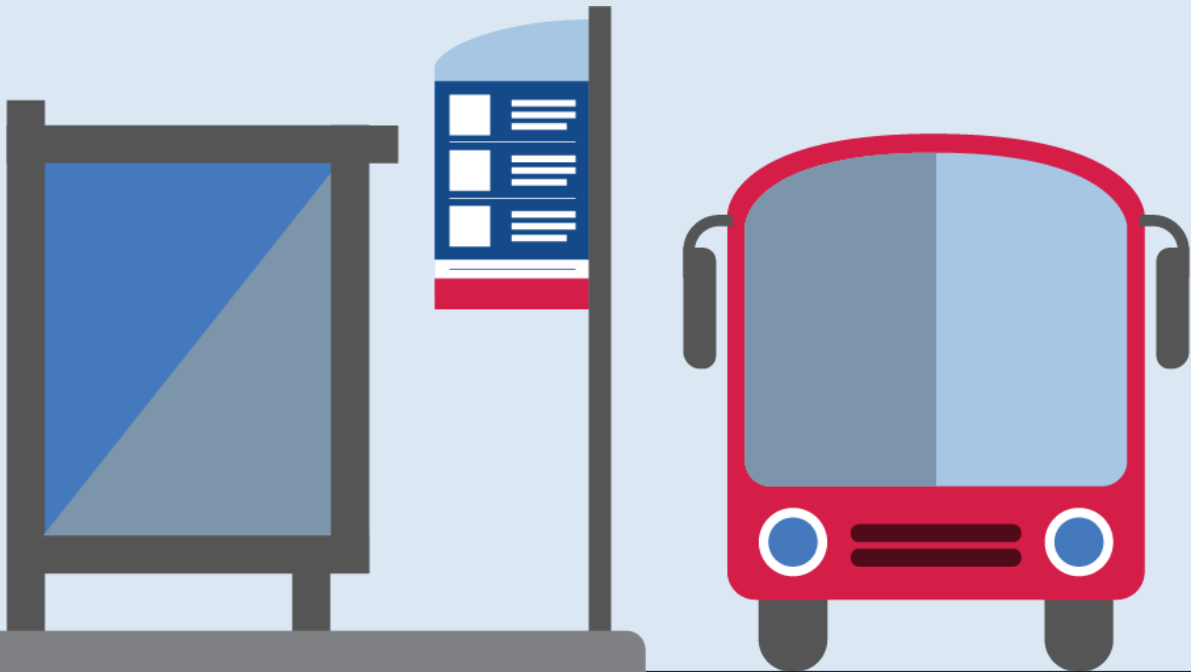
Engagement

- Three stakeholder input periods
  - *External Stakeholders*
  - *Internal Stakeholders*

- Pillar Study Engagement
  - ***Three*** *surveys,* ***over 6,250 responses***
  - *Approximately* ***40 public meetings*** *attended by* ***over 300 people***

- Bus Operators, Vehicle Maintenance, and Other Staff

- Public Engagement – Meetings, Website, Surveys

Greater Cleveland
Regional Transit Authority

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Home Schedules & Maps Riding RTA About RTA Doing Business Work For Us

WE WANT TO HEAR FROM YOU

Please fill out an online survey to help plan ideas for RTA's future.

COMMUNITY MEETINGS

RTA is planning for the future and needs your help! We are creating a strategic plan for capital improvements and enhancing the customer experience through the year 2030. Your ideas will help shape RTA for years to come.

To view the presentation from the meeting, please click here.

Thursday, February 20, 2020 –
12:00pm to 1:00pm
RTA Main Office

Monday, February 24, 2020 –
6:00pm to 8:00pm
Hofbrauhaus Cleveland

- **Nine** Public Meetings:
  Feb. 20 – Mar. 11, 2020

- Online & In-Person Engagement Yielded **Thousands of Responses from Participants**

Promotion Inside Vehicles

Learn about our plans for the future of RTA

Visit rideRTA.com/strategicplan for information about the plan, meeting dates and locations.

ACTIVITIES

Top 3 Goals

Rank Strategies

Map Out Your Day

Big Idea

Arts & Crafts

Engagement - Top Strategies

FORTY-NINE STRATEGIES IDENTIFIED

TOP 3 STRATEGIES
FOR ALL PUBLIC RESPONDENTS

- Increase frequency of bus service on existing key routes, while maintaining existing coverage

- Identify additional funding to meet existing and future transit needs

- Better link people to jobs

Engagement – Top Strategies

Top ten strategies were similar among online surveys and public meeting participants

TOP 10 STRATEGIES
FROM THE ONLINE SURVEY

1. Increase frequency of bus service on existing key routes, while maintaining existing coverage

2. Identify additional funding to meet existing and future transit needs

3. Better link people to jobs

TOP 10 STRATEGIES
FROM THE PUBLIC MEETINGS

1. Identify additional funding to meet existing and future transit needs

2. Better link people to jobs

3. Increase frequency of bus service on existing key routes, while maintaining existing coverage

RTA

Recommendations: Geographic Focus
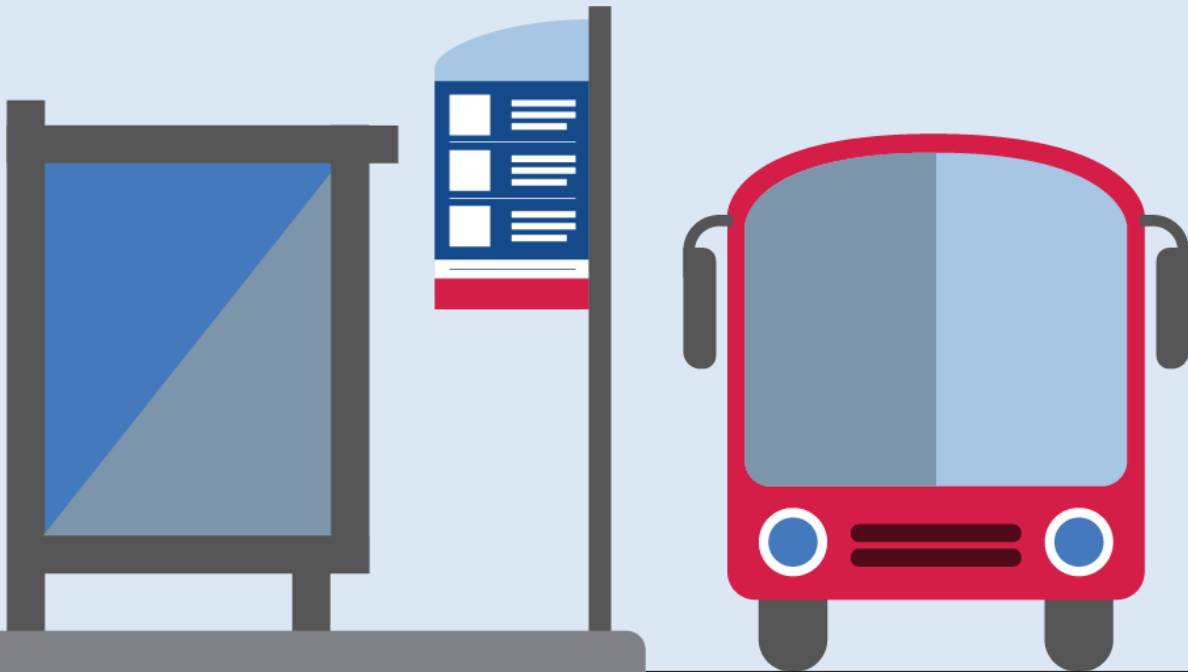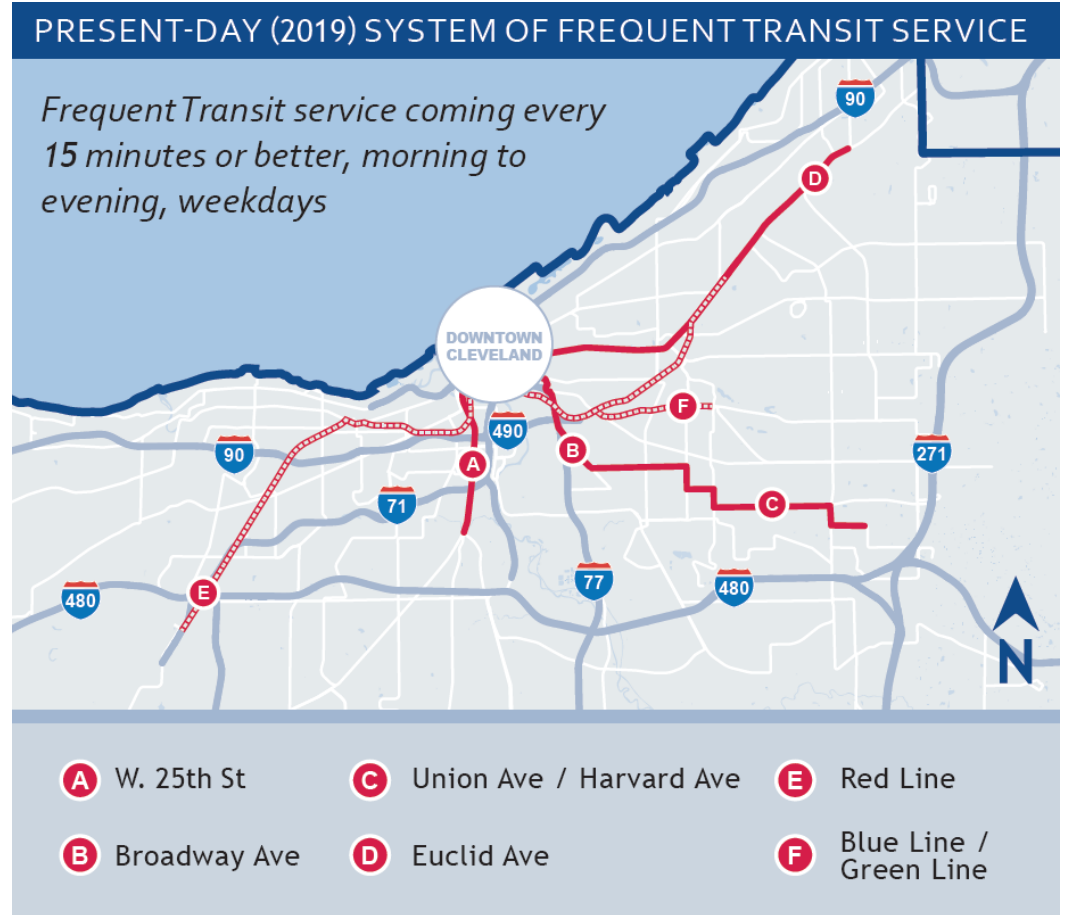
Priority Corridor Update
Update Priority Corridors from Previous Strategic Plan

- Previous RTA Strategic Plan identified several Priority Corridors that were recommended for investment

- Priority Corridors brought focus to locations where transit-oriented development could be emphasized in partnership with local stakeholders

PREVIOUS PRIORITY CORRIDORS

1. Broadway Ave
2. Cedar Rd
3. Detroit Ave
4. E. 105/Turney
5. Kinsman Rd
6. Lorain Ave
7. St. Clair Ave
8. Warrensville Centre/Harvard Rd
9. W. 25th/State Rd/Pearl Rd

Priority Corridor Update

- Need to increase cohesion between infrastructure development & service frequency

PRESENT-DAY (2019) SYSTEM OF FREQUENT TRANSIT SERVICE

Frequent Transit service coming every 15 minutes or better, morning to evening, weekdays

| A | W. 25th St | C | Union Ave / Harvard Ave | E | Red Line |
| B | Broadway Ave | D | Euclid Ave | F | Blue Line / Green Line |

Priority Corridor Update
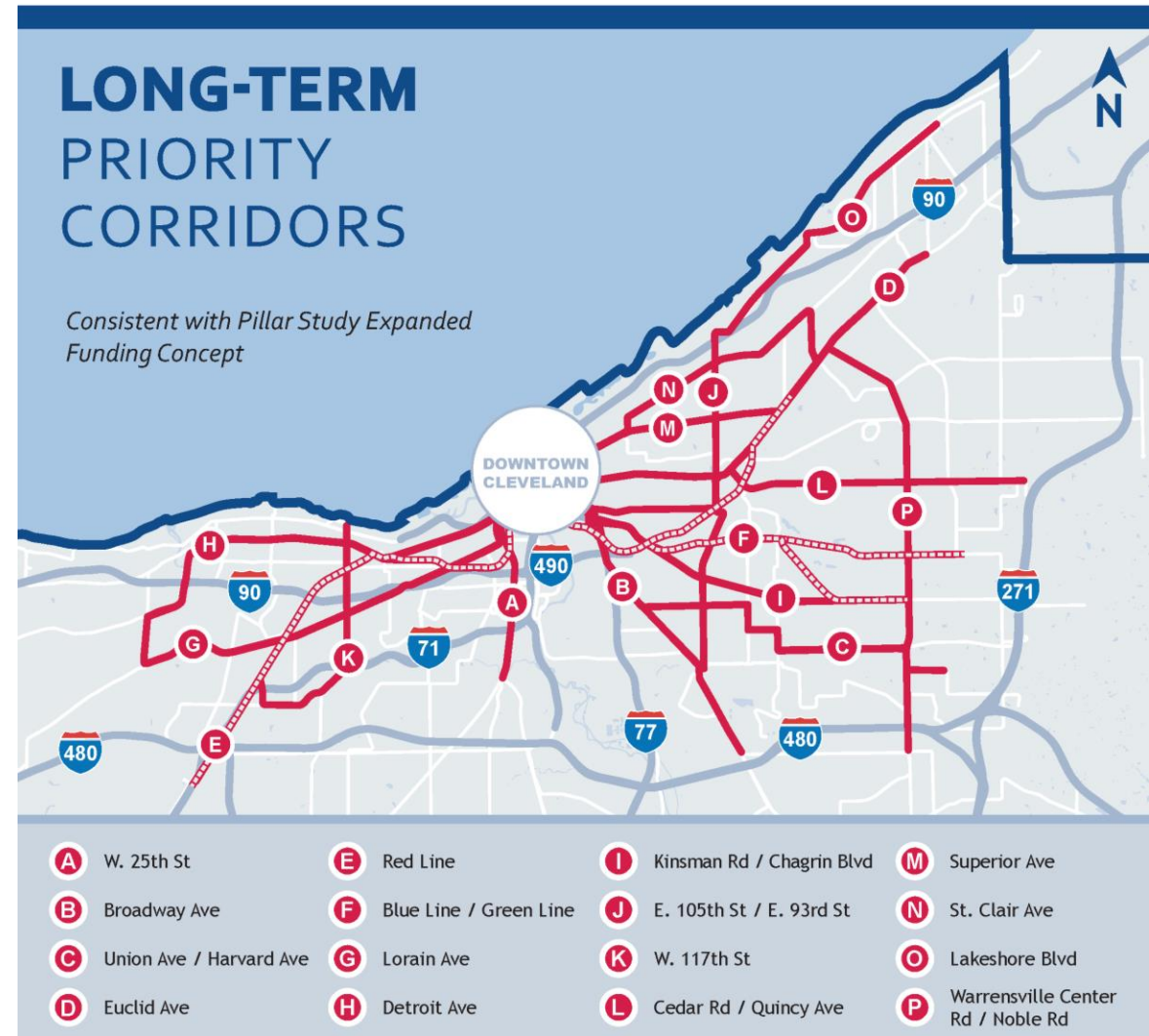## *Network of urban corridors with frequent service*

- Increase cohesion between infrastructure development & service frequency

- Emphasize connections among corridors to create network

- New corridors offer new opportunities

- Enhance consistency among pillar studies

- Several priority corridors remain unchanged

NEAR-TERM PRIORITY CORRIDORS

Consistent with Pillar Study Current Funding Concept

A W. 25th St	**E** Red Line	**H** Detroit Ave
B Broadway Ave	**F** Blue Line / Green Line	**I** Kinsman Rd / Chagrin Blvd
C Union Ave / Harvard Ave	**G** Lorain Ave	**J** E. 105th St / E. 93rd St
D Euclid Ave		

Priority Corridor Update

Network of urban corridors with frequent service

- Focus on transit need of populations with lower incomes, lower educational attainment, & higher unemployment

- Focus on places where transit works best and can help provide a leg up to those who need it most

- Multiple connections provide seamless transfers and shorter travel times

- Partnership for transit-oriented development

LONG-TERM PRIORITY CORRIDORS

Consistent with Pillar Study Expanded Funding Concept

DOWNTOWN CLEVELAND

A W. 25th St	**E** Red Line	**I** Kinsman Rd / Chagrin Blvd	**M** Superior Ave
B Broadway Ave	**F** Blue Line / Green Line	**J** E. 105th St / E. 93rd St	**N** St. Clair Ave
C Union Ave / Harvard Ave	**G** Lorain Ave	**K** W. 117th St	**O** Lakeshore Blvd
D Euclid Ave	**H** Detroit Ave	**L** Cedar Rd / Quincy Ave	**P** Warrensville Center Rd / Noble Rd

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Priority Corridor Update
Data Driven to Deliver Equitable Service

Lorain Avenue Example

- Levels of income
- Educational attainment
- Unemployment rate

LAND USE

Land Use	Percent Area
RESIDENTIAL	54%
RETAIL	16%
APARTMENT	7%
TRANSPORTATION	6%
PASSIVE GREEN SPACE	6%
Other (<5% Each)	12%

KEY CONNECTIONS

Lorain Ave	High Frequency Intersection
Lorain Ave & W 25th St	W 25th St Priority Corridor And Red Line at W 25th - Ohio City
To Lorain Ave & W 65th St	Red Line at W 65th - Loraine
To Lorain Ave & W 117th St	W 117th St Priority Corridor
To Lorain Ave & W 140th St	Red Line at West Park
To Lorain Ave & W 210th St	N/A
To W 210th St & Centre Ridge Rd	Detroit Ave Priority Corridor

INCOME

$37,211
Median Household Income

$23,151
Per Capita Income

$17,213
Median Net Worth

BUSINESS

1,227
Total Businesses

14,097
Total Employees

KEY FACTS

31,456
Population

37.2
Median Age

13,495
Households

7.6%
Unemployment Rate

EDUCATION

18%
No High School Diploma

24.37%
High School Diploma

29%
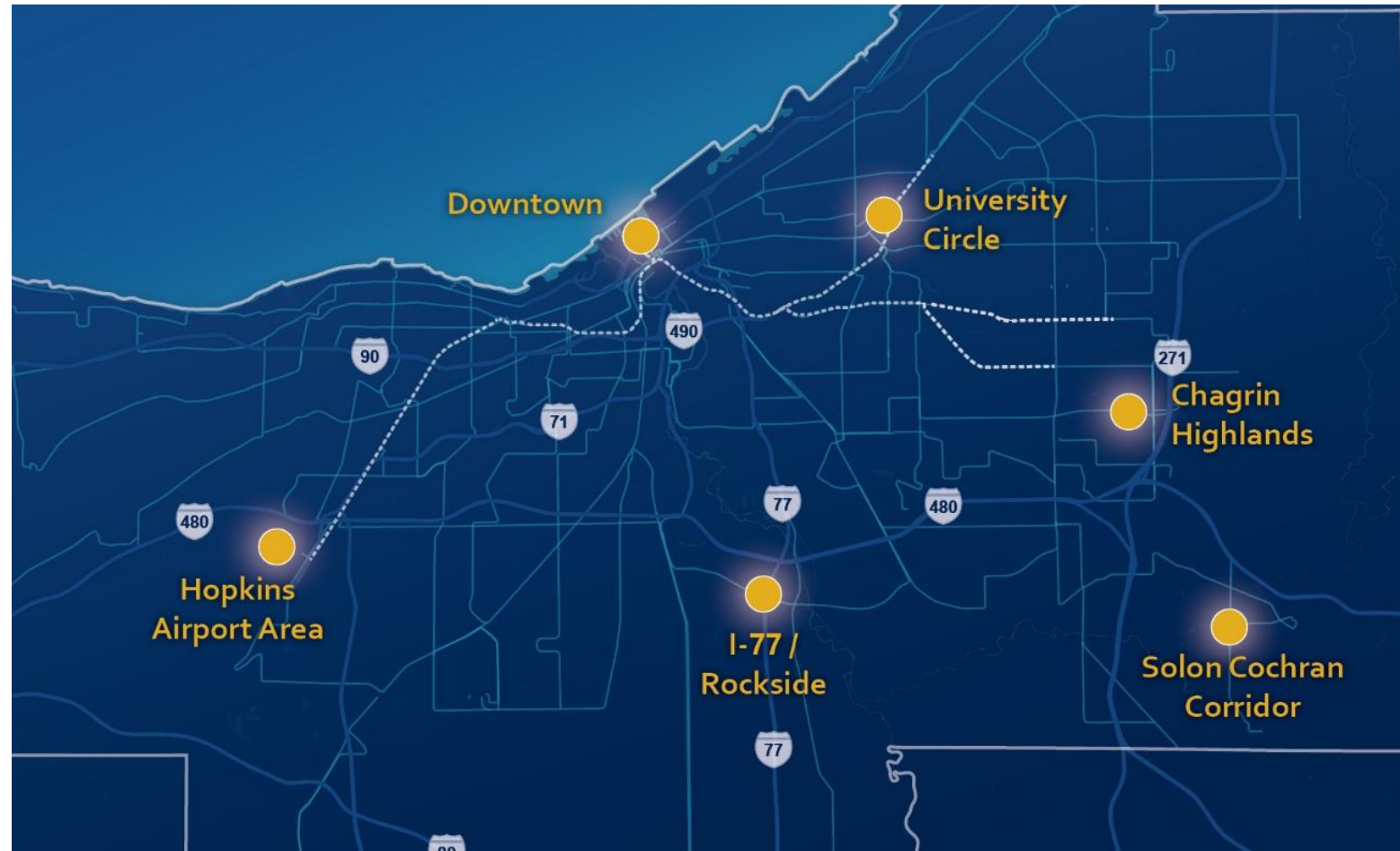Some College

23%
Bachelor's/Grad/Prof Degree

RTA

Outlying Job Hubs

- Focus on need of workers with lower incomes, lower educational attainment, & higher unemployment compared to County average

- Challenging transit environments require shared funding with job providers to be determined through collaboration

- Opportunities for pilot projects to improve equitable access

- Requires definition of success that measures job access and retention, not high ridership
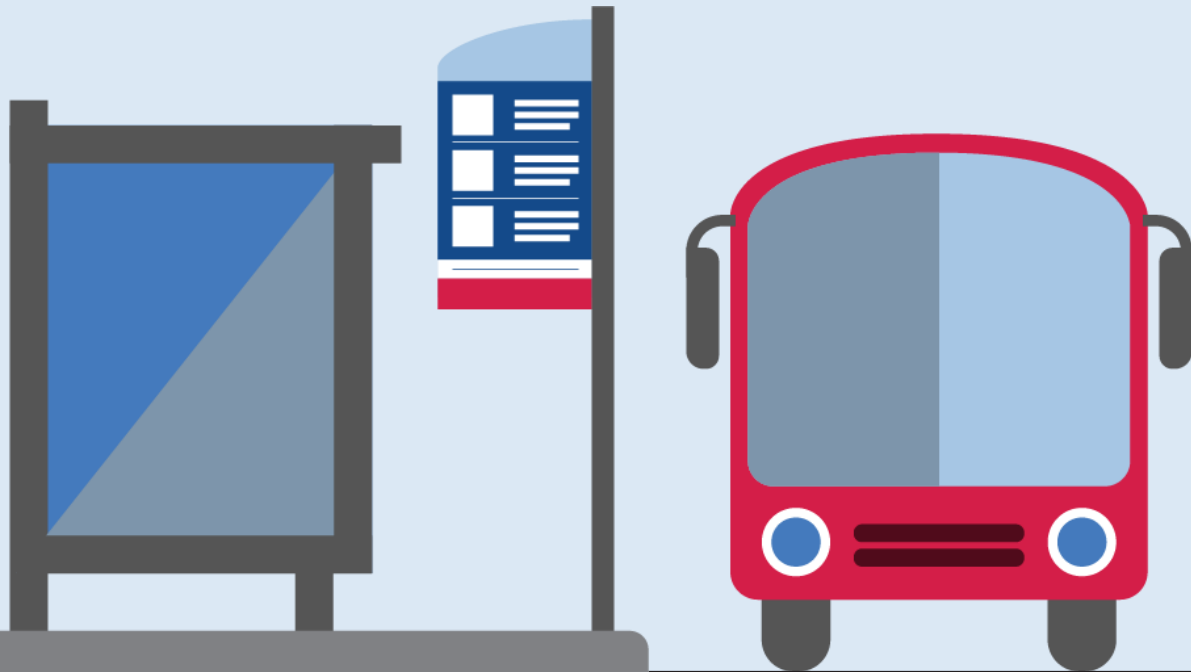
Key Initiatives: Create Framework for the Future

- Highlight prioritized recommendations of study based upon data gathered from:

  - *10 Goals*
  - *Preliminary Findings Analysis*
  - *Identification of 49 Strategies*
  - *Pillar Studies*
  - *Stakeholder Input*
  - *Public Engagement*

- **Provide a guide** for enhancing the customer experience and pursuing capital improvements to create a framework for the future
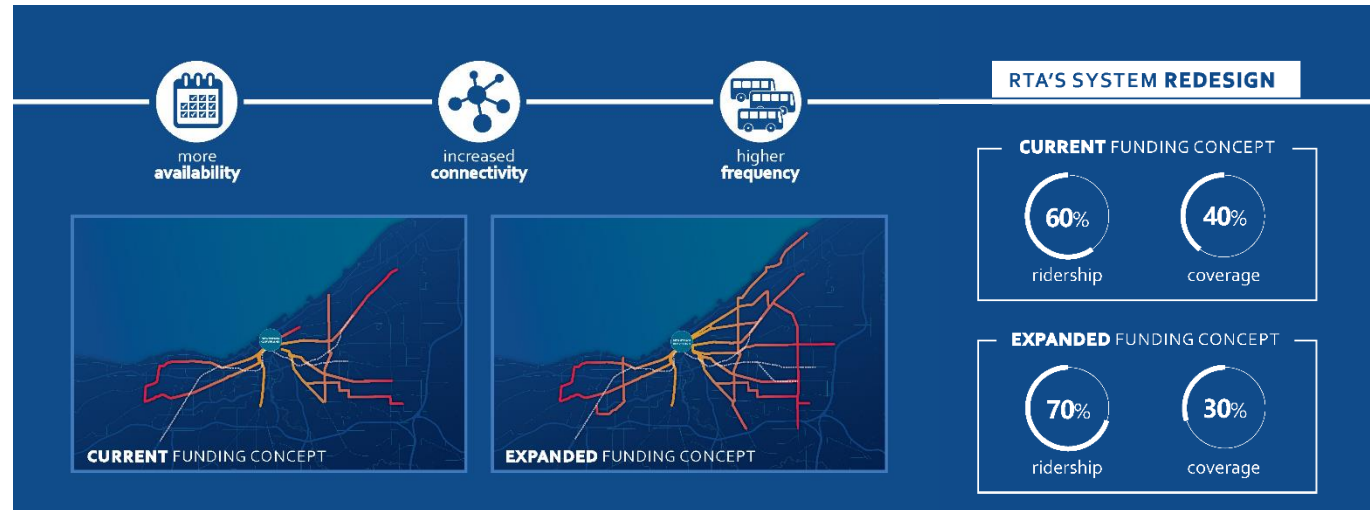
Key Initiatives

- ✓ Improve Where and When Buses Travel

- ✓ Improve How Streets Function

- ✓ Improve How Customers Pay

- ✓ Improve Passenger Safety and Comfort

- ✓ Engage with Emerging Technology, Data, and New Mobility

- ✓ Address Funding Challenges

- ✓ Partner to Support Vibrant Communities and Access to Job Centers

Improve Where and When Buses Travel

Customer Experience	Financial Stability	State of Good Repair	Technological Innovation	Economic Prosperity	Access	Collaboration	Equity	Environmental Sustainability	Transparency
X				X	X		X		

- Implement System Redesign

- Shift to the Current Funding Concept

- Expanded Funding Concept provides basis for future potential

Pandemic Impact: Focus on urban corridors with frequent service improves safe & equitable access to opportunity


RTA'S SYSTEM **REDESIGN**

more **availability**

increased **connectivity**

higher **frequency**

CURRENT FUNDING CONCEPT

CURRENT FUNDING CONCEPT — 60% ridership — 40% coverage

EXPANDED FUNDING CONCEPT

EXPANDED FUNDING CONCEPT — 70% ridership — 30% coverage

TIMEFRAME

Short (2020-2022)
- Make small improvements along the way prior to a large system change
- Implement early wins that improve service while minimizing negative impacts
- Implement Current Funding Concept

Medium (2023-2026)
- Monitor redesign over time - system changes will potentially take three years to mature and establish consistent passenger levels
- Implement Expanded Funding Concept with more frequent corridors and seven day a week consistency

Long (2027-2030)
- Refine routes and schedules to maintain ridership/coverage goals while meeting current needs and addressing feedback

RESPONSIBILITIES

Champion: RTA - Planning and Implementation

Infrastructure and community relations support:
- City of Cleveland
- NOACA
- Cuyahoga County
- ODOT
- Municipalities
- Private and nonprofit partners

OUTCOMES

Current Funding Concept
For the average resident in Cuyahoga County:
- Current Funding Concept will link people to 17% more jobs in under 45 minutes and 11% more jobs in under 60 minutes than the present-day network.

Expanded Funding Concept
For the average resident in Cuyahoga County:
- Expanded Funding Concept will link people to 42% more jobs in under 45 minutes and 38% more jobs within 60 minutes compared to the present-day network.

Improve How Streets Function

Customer Experience	Financial Stability	State of Good Repair	Technological Innovation	Economic Prosperity	Access	Collaboration	Equity	Environmental Sustainability	Transparency
X	X	X	X		X	X	X		

- Prioritize Transit in Street Design

- Allocate appropriate space for buses to travel

- Work with cities to enhance signal systems

- Priority Corridors

- Increase fast and reliable service
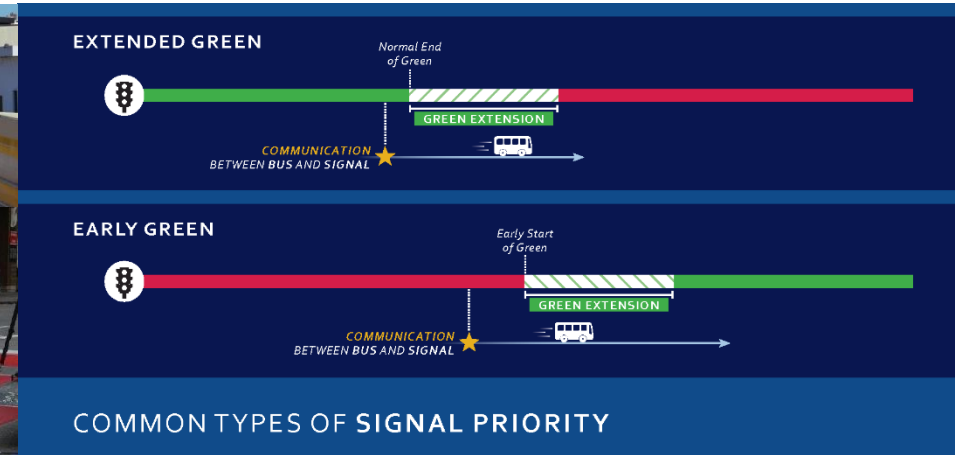
Pandemic Impact: Opportunities to rethink street operations & transit access are prevalent, as made clear during shutdown


EXTENDED GREEN
Normal End of Green
GREEN EXTENSION
COMMUNICATION BETWEEN BUS AND SIGNAL

EARLY GREEN
Early Start of Green
GREEN EXTENSION
COMMUNICATION BETWEEN BUS AND SIGNAL

COMMON TYPES OF **SIGNAL PRIORITY**

TIMEFRAME

Short (2020-2022)
- Implement and promote early spot improvements that improve service while minimizing negative impacts
- Plan four corridors and ten intersections for infrastructure enhancements

Medium (2023-2026)
- Implement four transit corridor enhancement projects
- Monitor before and after impacts and obtain ongoing community feedback
- Plan four corridors and ten intersections for infrastructure enhancements

Long (2027-2030)
- Implement four more transit corridor enhancement projects
- Monitor before and after impacts and obtain ongoing community feedback
- Plan four corridors and ten intersections for infrastructure enhancements
- Emphasize ongoing corridor planning in conjunction with emergence of driverless vehicles and associated impacts

RESPONSIBILITIES

Planning Champion: RTA

Implementation Champion: City of Cleveland

Supporting partners:
- NOACA
- Cuyahoga County
- ODOT
- Municipalities
- Private and nonprofit partners
- Neighborhood groups

OUTCOMES

Outcomes include:

Travel times will be reduced on Priority Corridors. Customer satisfaction will increase, reliability will increase, and agency operating expenses will decrease. Shorter travel times will allow RTA to run the same bus frequency with fewer vehicles. Improving travel time reliability allows RTA to reduce extra time in the schedule, further improving speed, and improving the customer experience.

Improve How Customers Pay

Customer Experience	Financial Stability	State of Good Repair	Technological Innovation	Economic Prosperity	Access	Collaboration	Equity	Environmental Sustainability	Transparency
X		X	X	X	X		X		

- Implement recommendations from Fare Equity Analysis pillar study

- Change RTA fare collection to improve customer experience and better reflect best practices

- Seamless, equitable

Pandemic Impact: Current policies & technology unfortunately have largest negative impact on people with low incomes

OPEN ARCHITECTURE
CONTACTLESS
ACCOUNT-BASED
STORED VALUE
FARE CAPPING
OPEN PAYMENTS
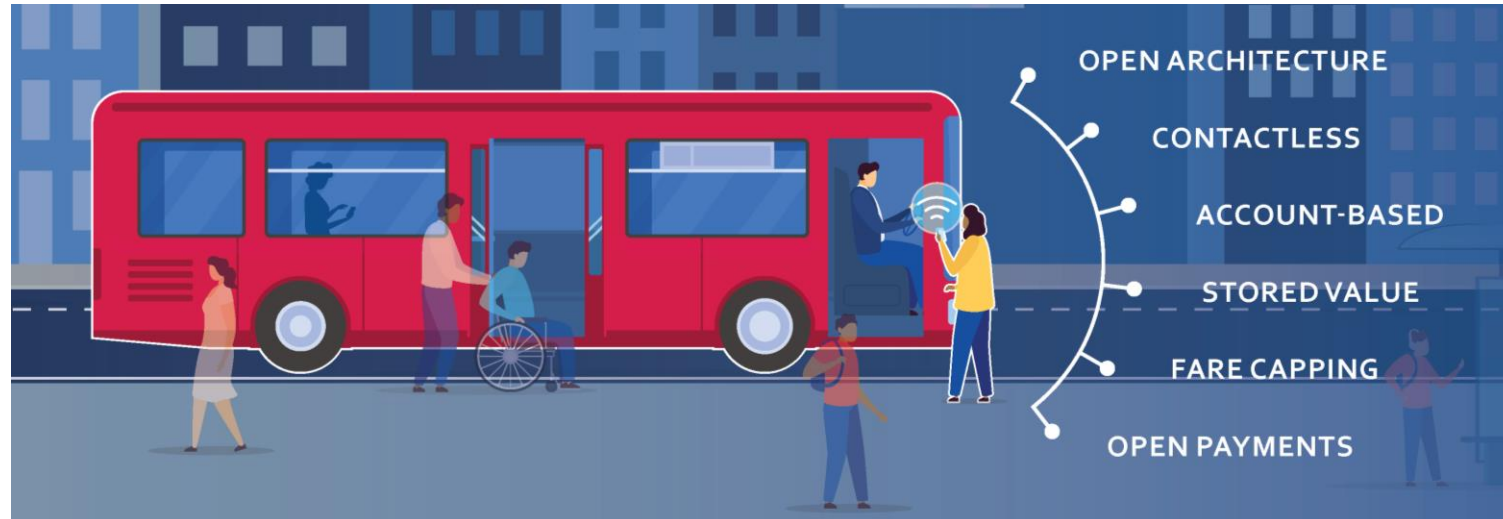
📅 TIMEFRAME

Short (2020-2022)
- Improve communications about fare products and how to buy them
- Make 5-Trip Farecards available at more locations, and revise 5-Trip farecards to be fewer trips at the same price per trip
- Adjust Paratransit fares and passes
- Planning, policy development, and procurement for new fare collection system
- Reduce All-Day passes to equal 2 ride fare cost

Medium (2023-2026)
- Launch new fare collection system that is cloud-based and contactless with open architecture, regional multimodal accounts, stored value, fare capping, and open payments
- Launch coordinated mobility app
- Launch public education campaign to create a seamless transition and promote benefits

Long (2027-2030)
- Launch mobility as a service that is nimble and flexible to new modes and business models as autonomous vehicle fleets begin to go into service
- Maintain transit's role as backbone of Priority Corridors in midst of increasing transportation change

RESPONSIBILITIES

Champion: RTA

Supporting partners:
- NOACA
- Private mobility providers

⭐ OUTCOMES

Outcomes include:

Short term improvements can improve equity and communications to address findings in Fare Analysis pillar study. A new fare collection system will provide a seamless customer experience that is cloud-based and contactless with open architecture, regional multimodal accounts, stored value, fare capping, and open payments. RTA will be positioned for a changing mobility landscape with an innovative, modern fare system.

Improve Passenger Safety and Comfort

Customer Experience	Financial Stability	State of Good Repair	Technological Innovation	Economic Prosperity	Access	Collaboration	Equity	Environmental Sustainability	Transparency
X		X	X		X		X	X	

- Purchase new rail cars

- Improve transit stops

- Continue to upgrade bus fleet

- Experiment with Zero Emission Vehicles

- Enhance safe and comfortable riding experience

Pandemic Impact:
Increase sanitation & social distancing.

📅 TIMEFRAME

Short (2020-2022)
- Continue and enhance cleaning procedures to address COVID-19
- Continue to provide service with a focus on essential workers getting to jobs at locations such as medical facilities and grocery stores
- Provide service with a focus on equity – the Priority Corridors of frequent service include neighborhoods with high levels of poverty, joblessness, and vulnerable health populations
- Begin procuring new heavy rail vehicles
- Evaluate and improve stop amenities on Priority Corridors during implementation of Current Funding Concept
- Pilot ten zero emissions vehicles with support from federal grants and with feedback on passenger comfort

Medium (2023-2026)
- Discontinue the practice of purchasing diesel vehicles
- Integrate zero emissions vehicles into bus fleet procurement strategy
- Begin procuring light rail vehicles
- Delivery of heavy rail vehicles and placement into revenue service
- Evaluate and improve stop amenities on Priority Corridors during implementation of Expanded Funding Concept

Long (2027-2030)
- Delivery of light rail vehicles and placement into revenue service
- Move from CNG to zero emission vehicles

👥 RESPONSIBILITIES

Champion: RTA

Supporting partners:
- City of Cleveland
- NOACA
- Cuyahoga County
- Power utilities
- Municipalities
- Private and nonprofit partners
- Neighborhood groups

⭐ OUTCOMES

Outcomes include:
- Increased passenger comfort to resume or continue riding during and after COVID-19 pandemic
- New rail car fleet
- Upgraded bus fleet
- Transition away from purchasing diesel buses
- Transition to zero emission vehicle purchases
- Enhanced customer experience as a result of transit stop improvements

Engage with Emerging Technology, Data, and New Mobility

Customer Experience	Financial Stability	State of Good Repair	Technological Innovation	Economic Prosperity	Access	Collaboration	Equity	Environmental Sustainability	Transparency
X			X	X	X	X	X	X	X

- Refocus using technology as way to improve the customer experience & equity

- Experiment with connected vehicles

- Improve infrastructure

- Enhance real-time info

- Invest in data security & sharing

- Pilot mobility management

Pandemic Impact: Tech is helping transit agencies navigate new challenges

📅 TIMEFRAME

Short (2020-2022)
- Implement sharing of open information pertinent to customers on public-facing online dashboard
- Establish policies with regional partners for data management and common standards for mobility providers on public right-of-way
- Conduct a six-month pilot of an autonomous microshuttle and obtain ongoing community feedback

Medium (2023-2026)
- Incorporate dedicated power and dedicated communications into new infrastructure projects in association with partners
- Integrate mobility-as-a-service in order to deliver optimal travel solution to customers among all available modes
- Collaborate with employees on workforce development and training for new technologies
- Vision Zero Implementation

Long (2027-2030)
- Refine policies and practices as driverless technology advances, such as minimizing zero occupancy vehicles on transit corridors
- Continue to lead and leverage technological innovation in service of community goals

RESPONSIBILITIES

Champion: RTA

Supporting partners:
- NOACA
- City of Cleveland
- Cuyahoga County
- Utility providers
- Municipalities
- Private and nonprofit partners
- Neighborhood groups

⭐ OUTCOMES

Outcomes include:
- Transit remains the backbone of transportation as new modes, technologies, providers, and business models continue to integrate into the transportation system
- Seamless customer experience
- Coordinated system of standards, infrastructure, and data that creates efficient public systems and supports an inviting private sector business environment
- Emerging technologies that aim to improve air quality, lower mobility costs, and reduce travel times
- Equitable distribution of technological benefits
- Workforce development that prioritizes expertise of existing RTA employees and expands knowledge in new technologies

Address Funding Challenges

Customer Experience	Financial Stability	State of Good Repair	Technological Innovation	Economic Prosperity	Access	Collaboration	Equity	Environmental Sustainability	Transparency
X	X	X				X	X	X	X

- Top issue during public input for the Strategic Plan concerned the necessity for additional funding to meet existing and future transit needs

- Backlog of state of good repair needs

- Multiple options requiring difficult decisions balancing raising new funds, SOGR, & growth projects
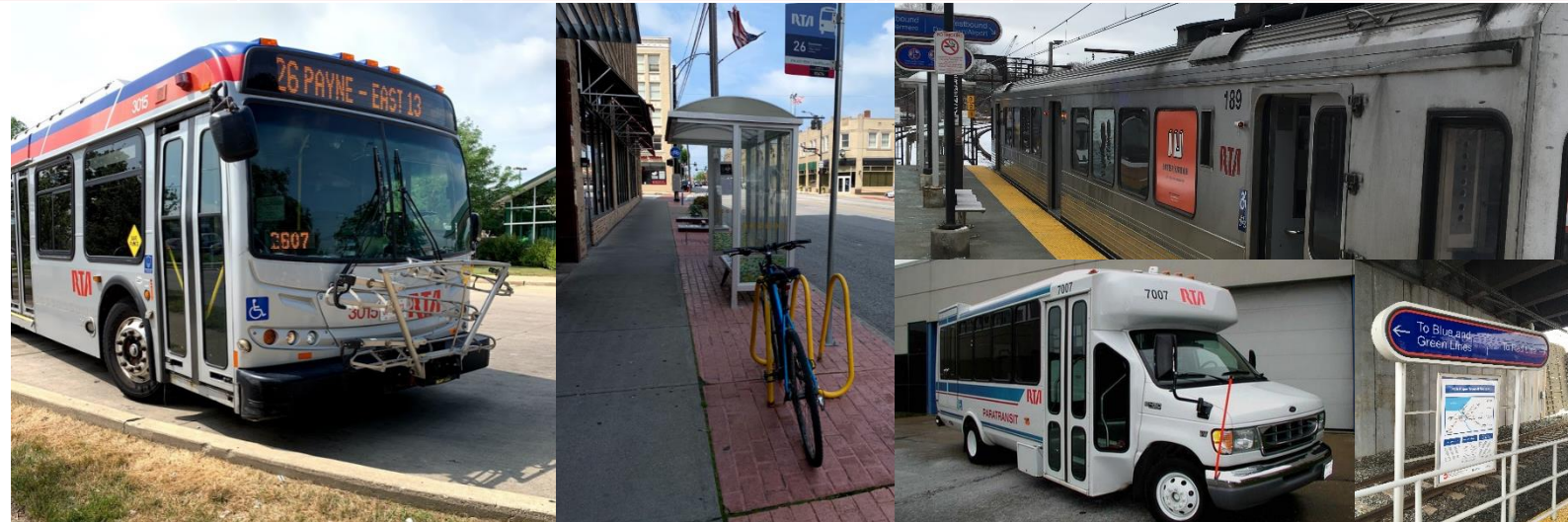
Pandemic Impact: Transit funding nationwide is existential issue being prioritized by collective advocacy for continued federal support

📅 TIMEFRAME

Short (2020-2022)
- Evaluate internal agency costs
- Continue to apply aggressively for federal grant funds
- Continue to advocate for funding needs and solutions among local, statewide, and federal partners
- Decide if a tax levy will assist with funding challenges

Medium (2023-2026)
- Implement Expanded Funding Concept with more frequent corridors and seven day a week consistency
- Delivery of heavy rail vehicles and placement into revenue service
- Implementation of regional transit improvements in collaboration with community feedback

Long (2027-2030)
- Delivery of light rail vehicles and placement into revenue service
- Continued implementation of regional transit improvements in collaboration with community feedback
- Continued evaluation of transportation funding as emerging technological changes alter traditional funding mechanisms

👥 RESPONSIBILITIES

Champion: RTA

Supporting partners:
- FTA
- State of Ohio
- NOACA
- City of Cleveland
- Cuyahoga County
- Municipalities
- Chambers of commerce and associated business groups
- Private and nonprofit partners

⭐ OUTCOMES

Outcomes include:
- RTA's capital and operating needs are met through the year 2030
- Bus service can be appropriately deployed to serve the region's needs through implementation of the System Redesign's Expanded Funding Concept with more frequent corridors and seven day a week consistency
- Rail vehicles and infrastructure needs can be met to deliver consistent, fast, and safe service
- Increased attraction and retention of workers in regional job centers
- Transit remains the backbone of transportation that delivers access to opportunity for individuals and the region

Partner to Support Vibrant Communities and Access to Job Centers

Customer Experience	Financial Stability	State of Good Repair	Technological Innovation	Economic Prosperity	Access	Collaboration	Equity	Environmental Sustainability	Transparency
X			X	X	X	X	X		

GCRTA — Chambers of Commerce, Community Members, Medical Centers, Cuyahoga County, Business Leaders, Municipalities, NOACA

Priority Corridors
- *Downtown*
- *University Circle*

Outlying Hubs
- *Solon Corridor*
- *Chagrin Highlands*
- *I-77-Rockside*
- *Hopkins Airport Area*

Pandemic Impact: Shared funding with employers is essential to keeping the economy moving

📅 TIMEFRAME

Short (2020-2022)
- Establish stakeholder group around Solon job center to assess needs and feasibility of solutions
- Conduct pilot program centered around Solon job center
- Evaluate before-and-after metrics of employee attraction and retention as well as community perception
- Assess needs and establish stakeholder group around Chagrin Highlands job center

Medium (2023-2026)
- Conduct pilot program centered around Chagrin Highlands job center and other regional job centers as needed
- Conduct feasible studies of transit service for other regional job centers
- Evaluate before-and-after metrics of employee attraction and retention as well as community perception
- If successful, launch regional long-term microtransit program

Long (2027-2030)
- Evaluate ongoing success and community perception
- Transition to widespread autonomous microtransit solutions as technology advances

👥 RESPONSIBILITIES

Champions:
- RTA
- Business leaders representing job hubs

Supporting partners:
- Chambers of Commerce
- Workforce development partners
- NOACA
- Cuyahoga County
- Human resources departments
- Municipalities

⭐ OUTCOMES

Outcomes include:
- Reduction of social inequities
- Reduced travel time for workers
- Increased attraction and retention of workers in regional job centers
- Increased economic output for northeast Ohio

Key Initiatives Recap

- Improve Where and When Buses Travel

- Improve How Streets Function

- Improve How Customers Pay

- Improve Passenger Safety and Comfort

- Engage with Emerging Technology, Data, and New Mobility

- Address Funding Challenges

- Partner to Support Vibrant Communities and Access to Job Centers

Strategic Plan:
Framework for the Future

Customer Focused Community Engaged

Staff Recommendation

External & Stakeholders Relations & Advocacy Committee Approves the Framework for the Future, GCRTA Strategic Plan 2020-2030 for Action to the GCRTA Board of Trustees