



Greater Cleveland Regional Transit Authority

Strategic Plan

FRAMEWORK FOR THE FUTURE

October 2020



The Greater Cleveland Regional Transit Authority (RTA) has partnered with the community to develop a Strategic Plan that will shape the agency to the year 2030. The Strategic Plan provides a guide for enhancing the customer experience and pursuing capital improvements over the next decade. The planning process included several pillar studies, technical analyses, and robust community engagement to build consensus and create a cohesive plan. The study highlights vision, goals, existing conditions, strategy identification, and recommendations. With a geographic focus on Priority Corridors in transit-oriented urban areas as well as job hubs across the region, the Strategic Plan points to seven key initiatives to create the framework for the future.

On October 27, 2020, the RTA Board of Trustees unanimously approved adoption of the Strategic Plan.

Customer Focused. Community Engaged.

RTA will be customer focused and community engaged in order to drive the region forward. This dual undertaking encapsulates RTA's need to focus on its service to its customers while also leaning into the larger societal conversations across the region. Customer Focused and Community Engaged highlights the individual and shared focus of RTA's vision for the future. Through safe, reliable, integrated, sustainable, and innovative transportation, RTA will deliver access to opportunity for individuals and the entire region over the next decade.



Planning Process

The planning process focused on delivering a 10-year Strategic Plan through creating understanding and building consensus.



Technical analysis combined with robust stakeholder and public input in order to proceed from a "blank slate" at the outset to recommendations at the conclusion.

Strategic Plan Goals

CUSTOMER FOCUSED



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.

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.

Existing Conditions

As the goals evolved in collaboration with stakeholders and the public, the team also worked to pull several “Pillar Studies” together into a cohesive plan.

- **Economic Impact Study:** analysis to quantify the economic benefit RTA generates annually for the region.
- **Fare Equity Analysis:** study to enable RTA to better understand its ridership, and the relationships between changes in fares, fare structure, fare collection, ridership and revenue.
- **Rail Car Study:** comprehensive evaluation for heavy rail and light rail fleets.
- **Efficiency Study & Operational Review:** financial analysis and economic forecast.
- **System Redesign Study:** analysis of bus route data and public input on potential systemwide redesign alternatives.

In addition to input from the pillar studies, the team assessed transit needs through analysis of existing conditions and preliminary findings. RTA’s economic

impact is significant - \$485M on local employment & \$2.2 billion on Cuyahoga County property values - yet both longstanding and new challenges create difficulties. Decreasing ridership, population and job loss, and shifting job locations outward are some of the many challenges RTA faces.

The existing conditions assessment included History of RTA Planning Efforts; Planning History of Partner Agencies; Summary of Transit Services; Data Trends; Demographics of Riders; Priority Corridors; Capital Projects; State of Good Repair; Transit Technology and New RTA Technologies; New Mobility; and Emerging Technologies.

A peer review compared agencies around goals and key focus in light of national trends. These included agencies with multiple similar modes and characteristics (Denver, Baltimore, St. Louis, Pittsburgh) same region (Columbus), and national examples (TriMet, Phoenix).

Upon reviewing existing conditions, the preliminary findings assessment included a SWOT Analysis in which the study team assessed strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal to the organization—things that RTA has some control over and can change. Opportunities and threats are external—things that are going on outside the agency. The following issues help frame the forces that impact RTA’s future.

Preliminary Findings: SWOT Analysis

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.

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.

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.

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.



Engagement

Robust and inclusive community engagement, with thousands of people across multiple methods and neighborhood-based activities, informed the Strategic Plan.

Engagement with stakeholders and the general public is essential to an inclusive planning process. A plan reflects the needs and desires of the community. The Strategic Plan and associated Pillar Studies engaged thousands of people through a variety of approaches. In conjunction with technical analysis, community engagement was the driving force for the Strategic Plan.

The approach to engagement included a multi-pronged strategy with multiple stakeholder committees and general public outreach. Through in-person meetings, online input, digital and in-person surveys, informal conversations at RTA vehicle facilities and public bus stops, formal presentations, children’s activities, and more, the study team engaged a variety of community members. Meetings with administrative staff as well as operations employees at RTA provided a diverse set of internal perspectives at the agency. Public meetings at locations where people already gather in their neighborhood provided opportunities to hear from people that would not usually participate in a strategic planning process.

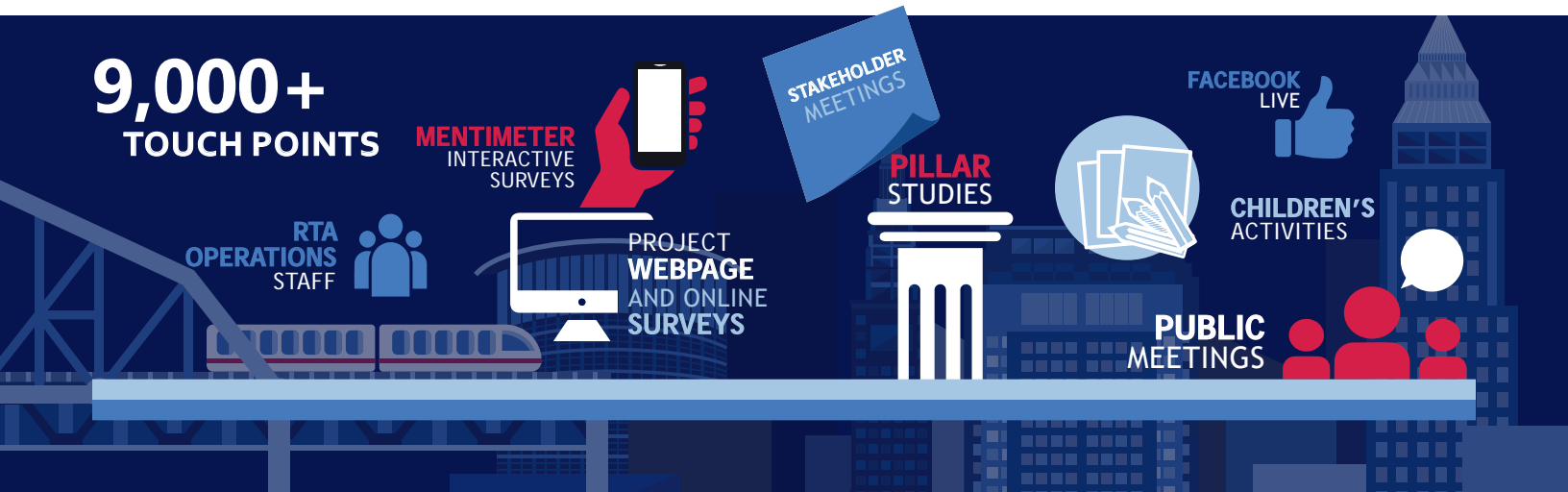
Stakeholder Engagement

There were three periods of stakeholder engagement at the beginning, middle, and end of the planning process. The third stakeholder period occurred

virtually due to COVID-19 safety considerations. The organization of stakeholders focused on an Internal Stakeholder Group and External Stakeholder Group. The Internal Stakeholder group included meetings with internal RTA staff that provided input from representatives with diverse responsibilities from departments including planning, operations, marketing and communications, and finance. Meetings with external stakeholders provided input from representatives of the business community, educational institutions, Cuyahoga County, Clevelanders for Public Transit, Ohio Department of Transportation, community development organizations, Urban Land Institute, health representatives, civic institutions, and bicycle advocacy groups.

RTA Operations Employee Engagement

The Strategic Plan team recognized the importance of obtaining input from RTA employees to supplement the Internal Stakeholder group. Going to Operations employees to get input in person can provide multiple benefits on a Strategic Plan. Issues that might be overlooked are often revealed through such input. At the same time, an inclusive planning process is improved through outreach across the agency. The team obtained input from Bus Operators, Dispatchers, Maintenance, Street Supervisors, and others who are on the ground delivering RTA services every day.



Public Engagement

Public meetings, printed and online surveys, Facebook Live events, interactive meeting exercises, children's activities, and a Strategic Plan webpage helped obtain input from the community. The public provided input on issues and potential strategies.

The study team collaboratively identified approximately 49 potential strategies for input. Strategies were proposed to the public in meetings and through online engagement.

The top strategies identified were:

- 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

Results also showed that the public wants better bus stops, new rail cars, better fare policies and technology, and collaboration to create transit oriented development. The public wants RTA to turn the page to a new day of engagement with customers and strategies that reflect the best of today's transit solutions. Community and stakeholder engagement delivered valuable input that was essential to the Strategic Plan's recommendations.



Considerations of 2020 Events

The transit riding experience, like so many of life's experiences, was thrown into disarray in early 2020 with the COVID-19 global pandemic. RTA took responsible actions that are national best practices.

In addition to safety measures, the COVID-19 pandemic has thrust an economic downturn upon Northeast Ohio and the world. Past economic recessions have had a long impact on Cuyahoga County, with challenging decreases in population, jobs, and transit ridership. These considerations drove RTA and all transit agencies into unknown territory as ridership has decreased on transit nationally and transit funding remains insufficient nationwide.

On top of COVID-19 and economic challenges, there has been a renewed acknowledgment of the importance of transit as an essential service in moving society forward. Calls to action for social justice have highlighted the challenges facing people of color. There is an increased realization of the importance of transit as an essential service for workers, students, and medical providers.

At the time of the conclusion of this Strategic Plan, the global pandemic continues.

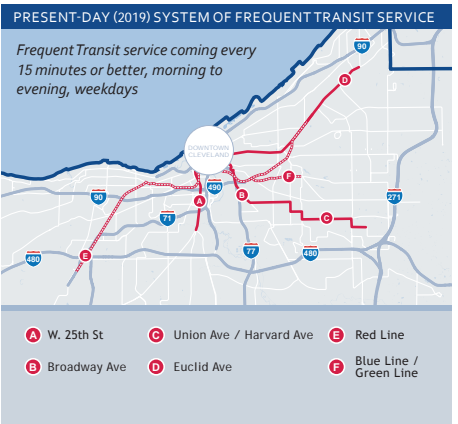
- There is uncertain travel demand for all modes
- Health concerns drive all aspects of life
- School remains remote for many students, from elementary school to universities
- Downtown commuting patterns have been completely disrupted
- Utilization and acceptance of working from home accelerates a previously growing trend

Against this backdrop, uncertainty is prevalent. However, scientific consensus is that the COVID-19 virus will be overcome in time. Through it all, transit has and will continue to be the backbone of economic opportunity for those who need it most and those essential workers who drive society forward.

Recommendations: Priority Corridors

The geographic focus of these recommendations center on Priority Corridors. Priority Corridors highlight opportunities for capital investment in street infrastructure to improve bus speed, reliability, and rider convenience while enhancing adjacent transit-oriented development. The previous 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. However, a review highlighted that there is a need to increase cohesion between infrastructure development & service frequency.

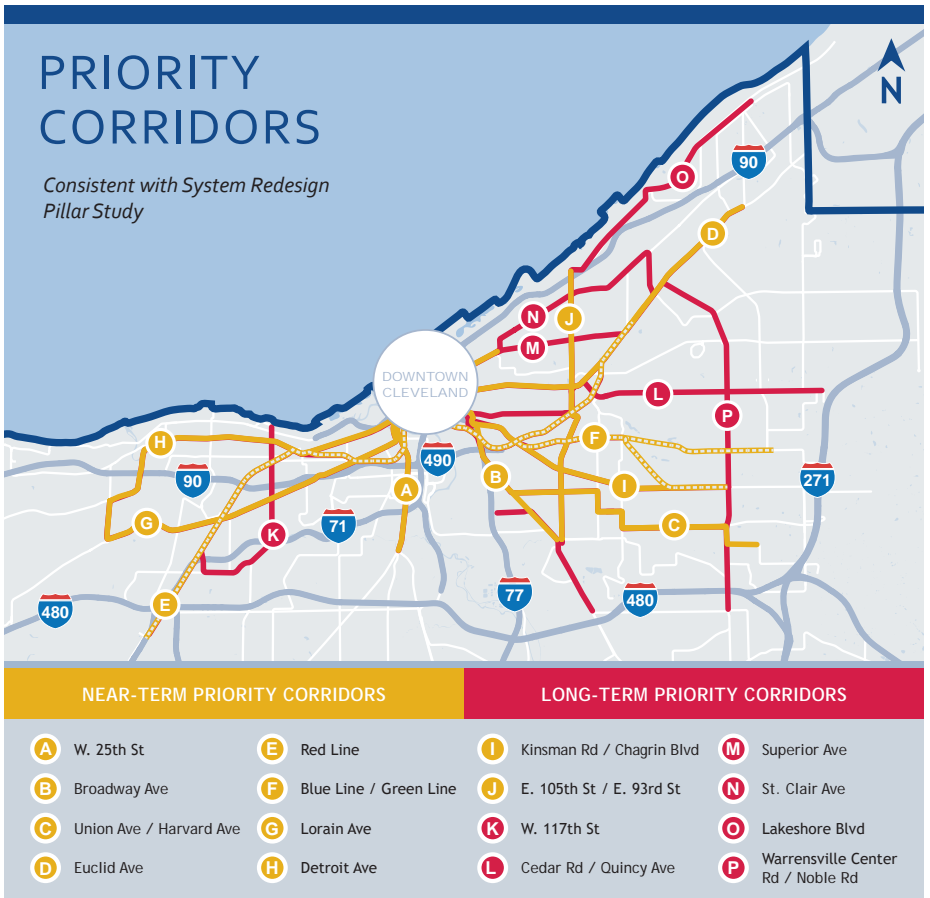
Updated Priority Corridors will provide a network of urban corridors with frequent service. The study team emphasizes connections among corridors to create a network and enhance consistency among pillar studies.



The recommended network of Priority Corridors includes:

- 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 to provide seamless transfers and shorter travel times.
- Data analysis to deliver equity and transit priority.
- Focus on partnership for transit-oriented development.

Priority Corridors focus on areas where transit inherently works best by connecting dense areas of residents and job locations. These corridors demonstrate a high propensity for TOD development.



Recommendations: Key Initiatives

Out of all the analysis and engagement, seven initiatives surfaced, providing a framework for the future to provide a guide for enhancing the customer experience and pursuing capital improvements through the year 2030. Each initiative includes timeframe, responsibilities, and outcomes as outlined in the full report. The seven initiatives are summarized in the following pages.

- 

Improve Where and When Buses Travel
Focus on a network of urban corridors with frequent service to support equitable access to opportunity.
- 

Improve How Streets Function
Prioritize transit in street design to emphasize pedestrian access and reliable transit service.
- 

Improve How Customers Pay
Create seamless and equitable access to transit service that improves operations and enhances the customer experience.
- 

Improve Passenger Safety and Comfort
New rail cars, zero emission buses, enhanced bus stops, and continued COVID-19 best practices will create a welcoming customer experience.
- 

Engage with Emerging Technology, Data, and New Mobility
Connected vehicles, communications, mobility management, smart infrastructure, and workforce development will advance equitable distribution of technological innovations.
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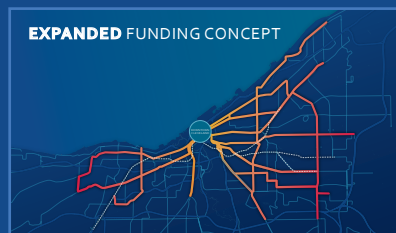
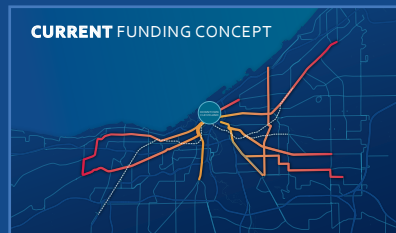
Address Funding Challenges
Public input revealed additional funding was a top concern. RTA serves more than a transportation purpose and is integrated into the shared success of everyone in the region.
- 

Partner to Support Vibrant Communities and Access to Job Centers
Forging unique relationships to focus on transit-oriented communities on Priority Corridors, while partnering to assess transit needs at outlying job hubs.

IMPROVE WHERE AND WHEN BUSES TRAVEL

- Begin to implement System Redesign
- Shift to the Current Funding Concept
- Expanded Funding Concept provides basis for future potential
- Focus on urban corridors with frequent service improves safe & equitable access to opportunity

RTA'S SYSTEM REDESIGN			
EXISTING SYSTEM	60% ridership	40% coverage	
CURRENT FUNDING CONCEPT ALTERNATIVE	65% ridership	35% coverage	
EXPANDED FUNDING CONCEPT ALTERNATIVE	70% ridership	30% coverage	



more availability



increased connectivity



higher frequency

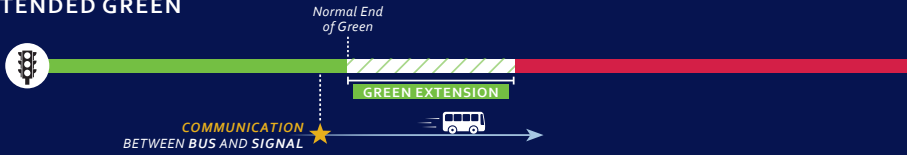
IMPROVE HOW STREETS FUNCTION

- Prioritize transit in street design
- Allocate appropriate space for buses to travel
- Work with cities to enhance signal systems
- Increase fast and reliable service
- Support pedestrian friendly and transit-oriented development

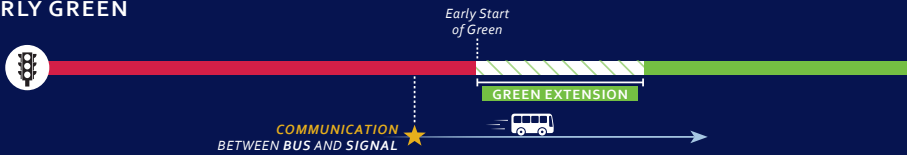


COMMON TYPES OF SIGNAL PRIORITY

EXTENDED GREEN

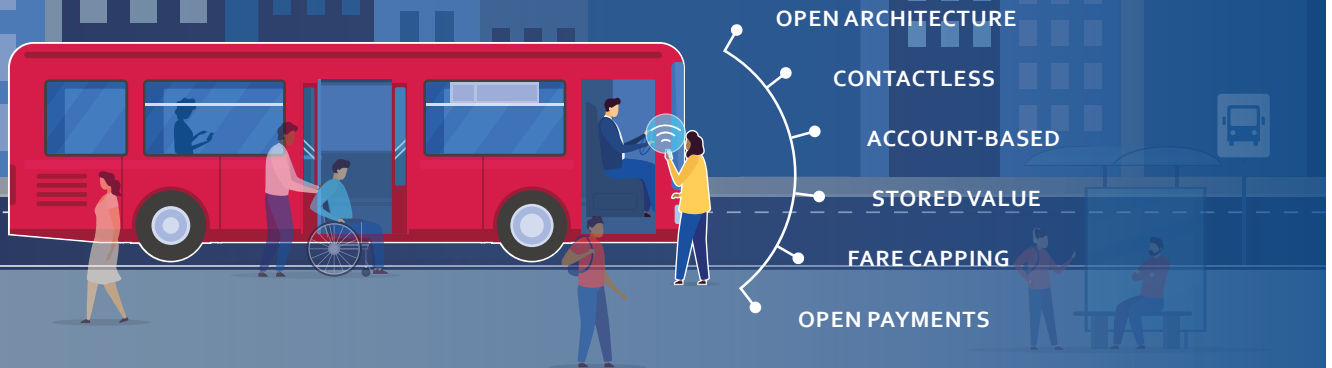


EARLY GREEN

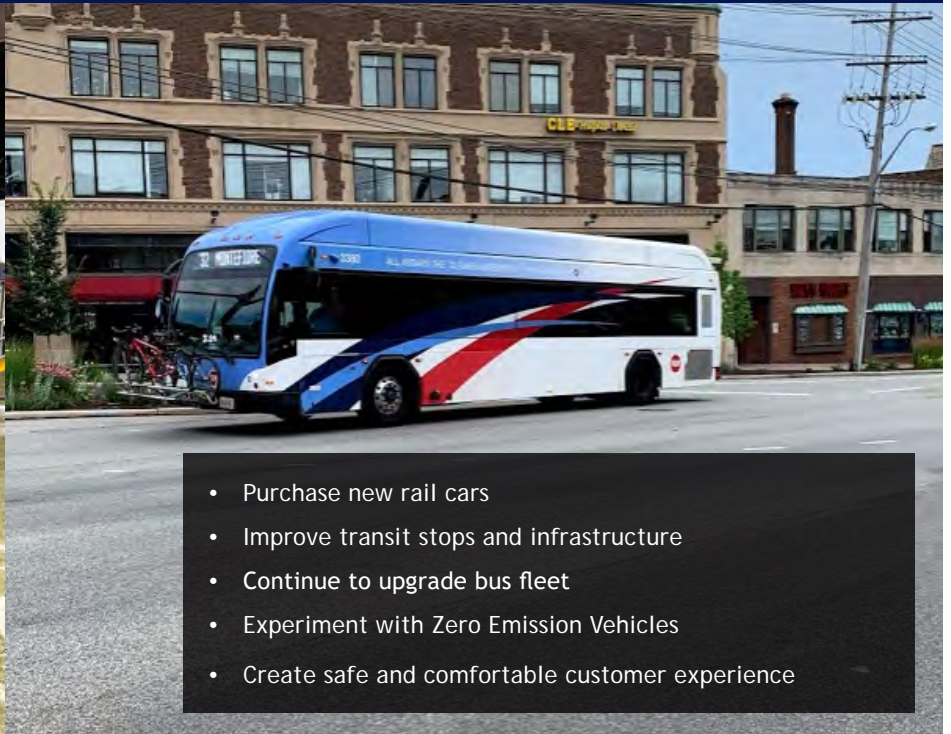


IMPROVE HOW CUSTOMERS PAY

- Implement recommendations from Fare Equity Analysis pillar study
- Change RTA fare collection to improve customer experience and better reflect best practices
- Seamless, equitable fare practices



IMPROVE PASSENGER SAFETY AND COMFORT



- Purchase new rail cars
- Improve transit stops and infrastructure
- Continue to upgrade bus fleet
- Experiment with Zero Emission Vehicles
- Create safe and comfortable customer experience

ENGAGE WITH EMERGING TECHNOLOGY, DATA, AND NEW MOBILITY



- 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
- Adopt guidelines for partnerships with new mobility providers

ADDRESS FUNDING CHALLENGES



- 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

PARTNER TO SUPPORT VIBRANT COMMUNITIES AND ACCESS TO JOB CENTERS



Urban job hubs

- Downtown and University Circle will experience improved job access through implementation of system redesign improvements and transit-oriented development partnerships.

Suburban job hubs

- Solon Cochran Corridor, Chagrin Highlands, I-77-Rockside, and Hopkins Airport area will experience improved job access through microtransit solutions in partnership with local business leaders and stakeholders.

Transit-Oriented Communities

- Walkable neighborhoods will be supported through partnership along Priority Corridors.










COLLABORATION FOR INNOVATIVE SOLUTIONS

Action Items

The Strategic Plan has identified 64 action items for implementation; 27 Short Term (2021-2022), 22 Medium Term (2023-2026), and 15 Long Term (2027-2030).

Priority Short Term Action Items

-  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
-  Implement sharing of open information pertinent to customers on public-facing online dashboard
-  Implement early system redesign wins that improve service while minimizing negative impacts
-  Implement and promote infrastructure spot improvements that improve service
-  Continue to advocate for funding needs and solutions among local, statewide, and federal partners
-  Improve communications about fare products and how to buy them
-  Establish stakeholder group around Solon job center to assess needs and feasibility of solutions



The following pages display prioritized action items. Prudent actions in the short term create the groundwork for bold improvements in the coming years. Together the Strategic Plan's recommendations will be a catalyst for transformation in a rapidly evolving transportation future to the year 2030.

SHORT TERM (2021-2022)						
Action Item	Initiative	Community Impact	Difficulty to Implement	Cost	Success Outcome	Project Benefit
Provide service with a focus on equity - Priority Corridors of frequent service include neighborhoods with poverty, joblessness, and vulnerable health populations	Improve Passenger Safety & Comfort	High	Low	Neutral	Community Value	Enhanced equity, upgraded fleet, & customer experience
Implement sharing of open information pertinent to customers on public-facing online dashboard	Engage with Emerging Technology, Data, and New Mobility	High	Low	Neutral	Customer Experience	Seamless, equitable, & coordinated technology to improve user experience
Implement early system redesign wins that improve service while minimizing negative impacts	Improve Where & When Buses Travel	Medium	Low	\$	Customer Experience	Expanded access to jobs and services
Implement and promote infrastructure spot improvements that improve service while minimizing negative impacts	Improve How Streets Function	Medium	Medium	\$	Customer Experience	Reduced travel times, increased reliability, improved customer experience
Continue to advocate for funding needs and solutions among local, statewide, and federal partners	Address Funding Challenges	Medium	Low	Neutral	Financial Sustainability	Financial needs met to deliver transit service
Improve communications about fare products and how to buy them	Improve How Customers Pay	Medium	Low	\$	Customer Experience	Improved equity and customer experience
Establish stakeholder group around Solon job center to assess needs and feasibility of solutions	Partner to Support Vibrant Communities & Access to Job Centers	Medium	Low	Neutral	Community Value	Reduced social inequities and improved regional economic success
Implement Redesign Current Funding Concept	Improve Where & When Buses Travel	High	High	\$	Customer Experience	Expanded access to jobs and services
Make small service improvements prior to a large system change	Improve Where & When Buses Travel	Low	Low	Neutral	Customer Experience	Expanded access to jobs and services
Plan four corridors and ten intersections for infrastructure enhancements	Improve How Streets Function	Medium	Medium	\$\$	Customer Experience	Reduced travel times, increased reliability, improved customer experience
Reduce All-Day passes to equal 2 fares	Improve How Customers Pay	High	Low	\$	Customer Experience	Improved equity and customer experience
Expand where 5-Trip farecards are sold by increasing the commission paid to retail outlets. Authorize 1-trip and 2-trip farecards to be sold directly to individual customers	Improve How Customers Pay	Medium	Low	\$	Customer Experience	Improved equity and customer experience
Adjust Paratransit fares and passes per Fare Equity pillar study	Improve How Customers Pay	Medium	High	\$	Financial Sustainability	Financial needs met to deliver transit service

SHORT TERM (2021-2022), continued

Action Item	Initiative	Community Impact	Difficulty to Implement	Cost	Success Outcome	Project Benefit
Planning, policy development, and procurement for new fare collection system	Improve How Customers Pay	Medium	High	\$\$\$	Customer Experience	Improved equity and customer experience
Continue to provide service with a focus on essential workers getting to jobs at locations such as medical facilities and grocery stores	Improve Passenger Safety & Comfort	High	Low	Neutral	Community Value	Enhanced equity, upgraded fleet, & customer experience
Continue and enhance cleaning procedures to address COVID-19	Improve Passenger Safety & Comfort	High	Low	\$	Customer Experience	Enhance customer experience
Begin procuring new heavy rail replacement vehicles	Improve Passenger Safety & Comfort	High	Medium	\$\$\$	Financial Sustainability	Enhanced equity, upgraded fleet, & customer experience
Evaluate and improve stop amenities on Priority Corridors during implementation of Current Funding Concept	Improve Passenger Safety & Comfort	Medium	Medium	\$\$	Community Value	Enhanced equity, upgraded fleet, & customer experience
Pilot ten zero emissions vehicles with support from federal grants and with feedback on passenger comfort	Improve Passenger Safety & Comfort	Medium	High	\$\$\$	Community Value	Enhanced equity, upgraded fleet, & customer experience
Establish policies with regional partners for data management and common standards for mobility providers on public right-of-way	Engage with Emerging Technology, Data, and New Mobility	Medium	Medium	Neutral	Community Value	Seamless, equitable, & coordinated technology to improve user experience
Conduct a six-month pilot of an autonomous microshuttle and obtain ongoing community feedback	Engage with Emerging Technology, Data, and New Mobility	Medium	High	\$\$	Community Value	Seamless, equitable, & coordinated technology to improve user experience
Evaluate internal agency costs and assess local tax support	Address Funding Challenges	High	Medium	Neutral	Financial Sustainability	Financial needs met to deliver transit service
Decide if a tax levy will assist with funding challenges	Address Funding Challenges	High	High	\$\$	Financial Sustainability	Financial needs met to deliver transit service
Continue to apply aggressively for federal grant funds	Address Funding Challenges	Medium	Low	Neutral	Financial Sustainability	Financial needs met to deliver transit service
Assess needs and establish stakeholder group around Chagrin Highlands job center	Partner to Support Vibrant Communities & Access to Job Centers	Medium	Low	Neutral	Community Value	Reduced social inequities and improved regional economic success
Evaluate before-and-after metrics of employee attraction and retention at outlying job hub as well as community perception	Partner to Support Vibrant Communities & Access to Job Centers	Medium	Medium	Neutral	Community Value	Reduced social inequities and improved regional economic success
Conduct pilot program centered around Solon job center	Partner to Support Vibrant Communities & Access to Job Centers	Medium	Medium	\$\$	Community Value	Reduced social inequities and improved regional economic success

MEDIUM TERM (2023-2026)

Action Item	Initiative	Community Impact	Difficulty to Implement	Cost	Success Outcome	Project Benefit
Monitor redesign over time - system changes will potentially take three years to mature and establish consistent passenger levels	Improve Where & When Buses Travel	High	Low	\$	Customer Experience	Expanded access to jobs and services
Implement Redesign Expanded Funding Concept with more frequent corridors and seven day a week consistency	Improve Where & When Buses Travel / Address Funding Challenges	High	High	\$\$\$	Customer Experience	Expanded access to jobs and services
Implement four transit corridor enhancement projects	Improve How Streets Function	High	High	\$\$	Community Value	Reduced travel times, increased reliability, improved customer experience
Monitor before and after impacts of corridor enhancements and obtain ongoing community feedback	Improve How Streets Function	Medium	Low	\$	Community Value	Reduced travel times, increased reliability, improved customer experience
Plan four corridors and ten intersections for infrastructure enhancements	Improve How Streets Function	Medium	Medium	\$\$	Customer Experience	Reduced travel times, increased reliability, improved customer experience
Launch new fare collection system - cloud-based and contactless with open architecture, regional multimodal accounts, stored value, fare capping, and open payments	Improve How Customers Pay	High	High	\$\$\$	Customer Experience	Improved equity and customer experience
Launch public education campaign to create a seamless payment transition and promote benefits of the App	Improve How Customers Pay	Medium	Low	\$	Customer Experience	Improved equity and customer experience
Launch coordinated mobility app	Improve How Customers Pay	Medium	Medium	\$\$	Customer Experience	Improved equity and customer experience
Begin procuring new light rail replacement vehicles	Improve Passenger Safety & Comfort	High	Medium	\$\$\$	Financial Stability	Enhanced equity, upgraded fleet, & customer experience
Delivery of heavy rail replacement vehicles and placement into revenue service	Improve Passenger Safety & Comfort / Address Funding Challenges	High	High	\$\$\$	Financial Stability	Enhanced equity, upgraded fleet, & customer experience
Discontinue the practice of purchasing diesel vehicles	Improve Passenger Safety & Comfort	Medium	Medium	\$\$	Community Value	Enhanced equity, upgraded fleet, & customer experience
Evaluate and improve stop amenities on Priority Corridors during implementation of Expanded Funding Concept	Improve Passenger Safety & Comfort	Medium	Medium	\$\$	Customer Experience	Enhanced equity, upgraded fleet, & customer experience

MEDIUM TERM (2023-2026), continued

Action Item	Initiative	Community Impact	Difficulty to Implement	Cost	Success Outcome	Project Benefit
Integrate zero emissions vehicles into bus fleet procurement strategy	Improve Passenger Safety & Comfort	Medium	High	\$\$\$	Community Value	Enhanced equity, upgraded fleet, & customer experience
Collaborate with employees on workforce development and training for new technologies such as Vehicle to Infrastructure (V2X)	Engage with Emerging Technology, Data, and New Mobility	Medium	Medium	\$	Employee Engagement	Seamless, equitable, & coordinated technology to improve user experience
Vision Zero Implementation	Engage with Emerging Technology, Data, and New Mobility	Medium	Medium	\$	Community Value	Seamless, equitable, & coordinated technology to improve user experience
Incorporate dedicated power and communications into new infrastructure projects in collaboration with community partners	Engage with Emerging Technology, Data, and New Mobility	Medium	Medium	\$\$	Community Value	Seamless, equitable, & coordinated technology to improve user experience
Integrate mobility-as-a-service in order to deliver optimal travel solution to customers among all available modes	Engage with Emerging Technology, Data, and New Mobility	Medium	High	\$\$	Customer Experience	Seamless, equitable, & coordinated technology to improve user experience
Implementation of regional transit improvements in collaboration with community feedback	Address Funding Challenges	Medium	Medium	\$	Customer Experience	Financial needs met to deliver transit service
Evaluate before-and-after metrics of employee attraction and retention at outlying job hubs as well as community perception	Partner to Support Vibrant Communities & Access to Job Centers	Medium	Medium	\$	Community Value	Reduced social inequities and improved regional economic success
Conduct pilot program centered around Chagrin Highlands job center and other regional job centers as needed	Partner to Support Vibrant Communities & Access to Job Centers	Medium	High	\$\$	Community Value	Reduced social inequities and improved regional economic success
If pilot projects to outlying job centers are successful, launch regional long-term microtransit program	Partner to Support Vibrant Communities & Access to Job Centers	Medium	High	\$\$\$	Customer Experience	Reduced social inequities and improved regional economic success
Conduct feasibility studies of transit service for other regional job centers	Partner to Support Vibrant Communities & Access to Job Centers	Low	Low	\$	Community Value	Reduced social inequities and improved regional economic success

LONG TERM (2027-2030)

Action Item	Initiative	Community Impact	Difficulty to Implement	Cost	Success Outcome	Project Benefit
Refine routes and schedules to maintain ridership/coverage goals while meeting current needs and addressing feedback	Improve Where & When Buses Travel	High	High	\$\$\$	Customer Experience	Expanded access to jobs and services
Implement four more transit corridor enhancement projects	Improve How Streets Function	High	High	\$\$	Community Value	Reduced travel times, increased reliability, improved customer experience
Monitor before and after impacts of corridor enhancements and obtain ongoing community feedback	Improve How Streets Function	Medium	Low	\$	Community Value	Reduced travel times, increased reliability, improved customer experience

LONG TERM (2027-2030), continued

Action Item	Initiative	Community Impact	Difficulty to Implement	Cost	Success Outcome	Project Benefit
Plan four corridors and ten intersections for infrastructure enhancements	Improve How Streets Function	Medium	Medium	\$\$	Customer Experience	Reduced travel times, increased reliability, improved customer experience
Emphasize ongoing corridor planning in conjunction with emergence of driverless vehicles and associated impacts	Improve How Streets Function	Medium	Medium	\$\$	Community Value	Reduced travel times, increased reliability, improved customer experience
Maintain transit's role as backbone of Priority Corridors in midst of increasing transportation change	Improve How Customers Pay	High	Medium	Neutral	Customer Experience	Improved equity and customer experience
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	Improve How Customers Pay	Medium	High	\$\$	Customer Experience	Improved equity and customer experience
Delivery of light rail replacement vehicles and placement into revenue service	Improve Passenger Safety & Comfort Address Funding Challenges	High	High	\$\$\$	Financial Stability	Enhanced equity, upgraded fleet, & customer experience
Move from CNG to zero emission vehicles	Improve Passenger Safety & Comfort	Medium	High	\$\$	Community Value	Enhanced equity, upgraded fleet, & customer experience
Continue to lead and leverage technological innovation in service of community goals	Engage with Emerging Technology, Data, and New Mobility	Medium	Medium	\$\$	Community Value	Seamless, equitable, & coordinated technology to improve user experience
Refine policies and practices as driverless technology advances, such as minimizing zero occupancy vehicles on transit corridors	Engage with Emerging Technology, Data, and New Mobility	Low	Medium	\$	Community Value	Seamless, equitable, & coordinated technology to improve user experience
Continued evaluation of transportation funding as emerging technological changes alter traditional funding mechanisms	Address Funding Challenges	High	High	\$	Financial Stability	Financial needs met to deliver transit service
Continued implementation of regional transit improvements in collaboration with community feedback	Address Funding Challenges	Medium	Medium	\$\$	Customer Experience	Financial needs met to deliver transit service
Evaluate ongoing success of partnerships and community perception	Partner to Support Vibrant Communities & Access to Job Centers	Medium	Low	Neutral	Community Value	Reduced social inequities and improved regional economic success
Transition regional microtransit program to autonomous microtransit solutions as technology advances	Partner to Support Vibrant Communities & Access to Job Centers	Medium	High	\$\$\$	Customer Experience	Reduced social inequities and improved regional economic success

Conclusion

The implementation of the recommendations will assist in positioning GCRTA to achieve high standards of services to Cuyahoga County, ensuring GCRTA is a high-performance agency that is *customer focused* and *community engaged*.

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