



## MEETING MINUTES

Committee of the Whole

June 2, 2026

**Committee Members:** Mayor Koomar (Chair), Ms. Pacetti (Vice Chair), Ms. Elder, Mayor Gallo, Ms. Harper, Mr. Love, Ms. McPherson, Mr. Sleasman, Mayor Weiss

**Staff/Other:** Tom Allen, Shawn Becker, Nick Biggar, India Birdsong Terry, Muriel Bowen, Janet Burney, Floun'say Caver, Brent Charnigo, Jonathan Ciesla, Nick Davidson, Traci Ext, Maribeth Feke, George Fields, Bob Fleig, Joel Freilich, Anthony Garofoli, Rajan Gautam, Chief Deirdre Jones, Carl Kirkland, Jennifer Martin, Nicholas Miller, Sheila Miller, Charles Morgan, Jim Rusnov, Mike Schipper, Joe Shaffer, Kay Sutula, Wendy Talley

**Public:** 6

### I. Roll Call

Mayor Koomar called the meeting to order at 9:02 a.m. with roll call. A quorum was present.

### II. Approval of Minutes – May 19, 2026

Mr. Sleasman moved, and Mr. Love seconded to approve the minutes; the motion carried.

### III. Code Book Update – Amending Chapter 1087 Transit-Oriented Development

Anna Hlavacs, Senior Counsel – Contracts, Real Estate and Administrative Law, stated that the codified rules and regulations of the Greater Cleveland Regional Transit Authority, which is referred to as the code book, were codified in 1989 and are reviewed every three years to bring the policies in line with current operations.

Staff seeks to repeal the current Transit-Oriented Development (TOD) policy which was approved by the Board in 2007 and replace it with a policy to align with current TOD goals that reflect GCRTA's goals for the development of its real estate portfolio. The goals are economic value, community value and ridership.

The new policy will differentiate TOD from joint development. TOD is sometimes described as transit-adjacent development which is dense, mixed-use and walkable development designed to promote the use of transit. GCRTA is a stakeholder in the development but does not necessarily contribute assets.

A joint development is a form of TOD in which there is a partnership between GCRTA and a real estate developer. GCRTA is an active investment partner, contributing real estate, property or funds.

Staff requests that the Committee recommend the Board repeal Chapter 1087, Transit-Oriented Development and approve of the new Chapter 1087, Transit-Oriented Development and Joint Development.

Ms. Pacetti asked staff to clarify the difference between joint development and adjacent development and provide an example. Jim Rusnov, Senior Real Estate Manager, advised that joint development

typically involves a GCRTA asset, whether that is a property sale or lease. Adjacent development is when a private developer utilizes an asset that GCRTA does not control but impacts the process by assisting the developer to advance that project with help on certain entitlement issues.

A recent example of joint development was that GCRTA sold a small parcel of land to Miceli Dairy Products, which allowed the property owner to create a larger development site to begin the first of three phases of expansion for their business.

CEO Terry stated that the concept of joint development can come in different forms, and sometimes another agency or organization. Staff is able to canvas the region for opportunities to partner with other organizations to expand and layer on top the public transit perspective which will likely lead to gains in commuter advantage. Joint development is like GCRTA becoming an investor with a partner and that usually adds to an economic tie for business expansion.

Ms. Elder wanted to know of a tangible example of TOD projects in and around Cuyahoga County. Mr. Rusnov noted that the Aspen Place apartment building, which has forty-two (42) units of affordable housing is located across from the West 65th Street station along the Red Line and is a classic example of TOD.

Ms. Harper offered appreciation for the specificity of this policy and stated TOD is a catalyst for systemic and transformational change. She would like kind of language to be used more deliberately when talking about this policy.

Mayor Weiss moved to advance the item to the Board of Trustees; Mr. Sleasman seconded. The motion carried.

#### IV. Strategic Plan Update

Maribeth Feke, Director of Programming & Planning, stated that staff recently spoke with the entire Board individually to receive input regarding the strategic plan, which is in the process of being updated through the next five years.

Ms. Feke outlined the ongoing process to revise the current strategic plan framework, with a focus on the next five years. The update reflects changes in transit usage, technology, and community needs since the previous plan, particularly in light of the COVID-19 pandemic. Key areas of focus include corridor prioritization, bus rapid transit expansion, safety, stakeholder engagement, and alignment with transit-oriented development initiatives.

Lauren Lynch, Project Manager/Transit Planner for AECOM, described the methodology for updating the plan, including the development of new vision and goals, analysis of priority corridors, benchmarking against peer agencies, and incorporation of a new TOD-focused chapter. Feedback from board members indicated strong support for simplifying and refining the agency's goals, reducing them from ten to a smaller set of more focused priorities.

Ms. Lynch advised that the Board will be updated sometime in the fall with adoption of the updated strategic plan possibly in January.

Chris Urban, of AECOM, detailed that proposed goals emphasize a culture of safety, ease of travel, catalytic community growth, effective financial stewardship, and a resilient workforce. The Net Promoter score is an overarching metric which is more externally focused with community impact scoring and internal policy regarding employee investment and financial health. This framework was used to structure the updated goals on community focused, external-driven goals and internally focused goals that advance the mission.

The ten (10) goals and forty-nine (49) strategies were regrouped into eight (8) themes focused on customer experience. The new ridership focused categories and outputs feed into the new goals, align with metrics and transit perception.

Ms. Lynch explained that we had the opportunity to show you these preliminary goals. The top three goals are external facing and relate to a culture of safety, ease of travel, and building for catalytic community growth to reflect the new TOD goal and the other two goals are internally focused on financial stewardship and an empowered and resilient workforce.

Feedback from Board interviews indicated a preference for a reduced number of goals that allows for more transparency and ease of communication but keeps the spirit and acknowledges the existing strategic plan goals. The top priority was safety and addressing perceptions, cleanliness and integrating that culture of safety as part of the broader organization. Additional feedback focused on conveying the message of ease of travel, reducing barriers from a service planning perspective and building for catalytic community growth.

Marie Keister participated in the Board interviews and was present to solicit feedback regarding an aspirational vision for GCRTA.

Committee members engaged in a discussion about GCRTA's future vision. Key themes included improving rider experience, increasing ridership, enhancing regional connectivity, and positioning transit as a driver of economic development and community vitality. Members emphasized the importance of making transit accessible and appealing to all residents, while also supporting growth and investment across the region. Simplicity, clarity, and public relevance were highlighted as critical elements of an effective vision statement.

Ms. Elder wanted everyone to realize public transit is a benefit for everyone, whether they ride or not.

Mr. Love stated that public transit is also about moving the community and region forward and catalyzing growth and economic mobility.

Ms. Harper stated that public transit takes care of riders by uplifting them and connecting them to services. Transit is for everyone from all walks of life.

Mr. Sleasman stated that he wants more neighbors and the neighborhood to be healthy and wealthy. Transit and walkability are vital for a Cleveland that is built for people..

Ms. McPherson stated that GCRTA is an essential part of making Cleveland a vibrant city.

Mayor Gallo stated that GCRTA enriches cities by creating economic opportunities.

Mayor Weiss advocated for collectively moving in the same direction.

Mayor Koomar explained that TOD is an exciting component because it shows that GCRTA is changing and evolving and those are tangible examples people can see and touch and feel about how the organization is moving forward.

Ms. Pacetti underscored creating something everyone can understand and connects to goals like TOD, equity, safety and finances.

The strategic planning process will continue through the year, with additional stakeholder engagement and further refinement of goals and vision. Staff indicated that drafts will be presented later in the year, with adoption anticipated by early 2027.

V. Adjournment

There being no further business to bring before the Committee, Mayor Koomar moved to adjourn the meeting and seconded by Mayor Gallo. The meeting was adjourned at 10:15 a.m.

  
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Rajan D. Gautam  
Secretary/Treasurer

  
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Brent Charnigo  
Board Administrator