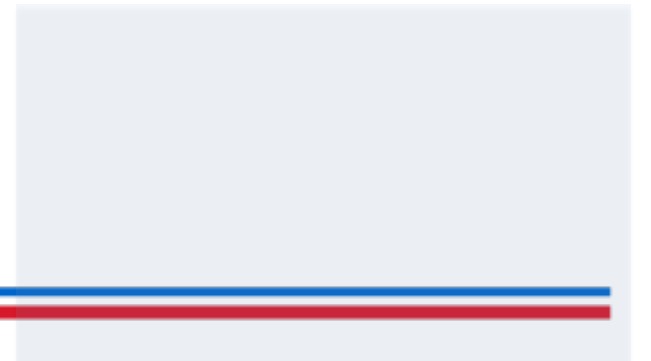




Update to the Strategic Plan Vision and Goals

Board of Trustee Committee Meeting

June 2, 2026



Agenda

Welcome

Strategic Plan Update

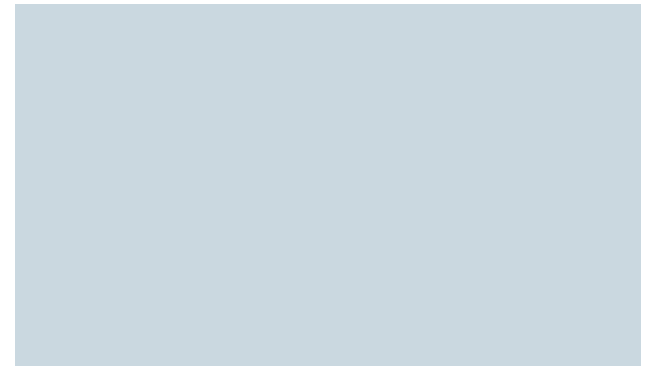
- Scope and Schedule

Vision and Goals Framework

- Reflections from 2020
- Draft Goals
- Feedback Received

Vision Statement Discussion

Questions and Next Steps

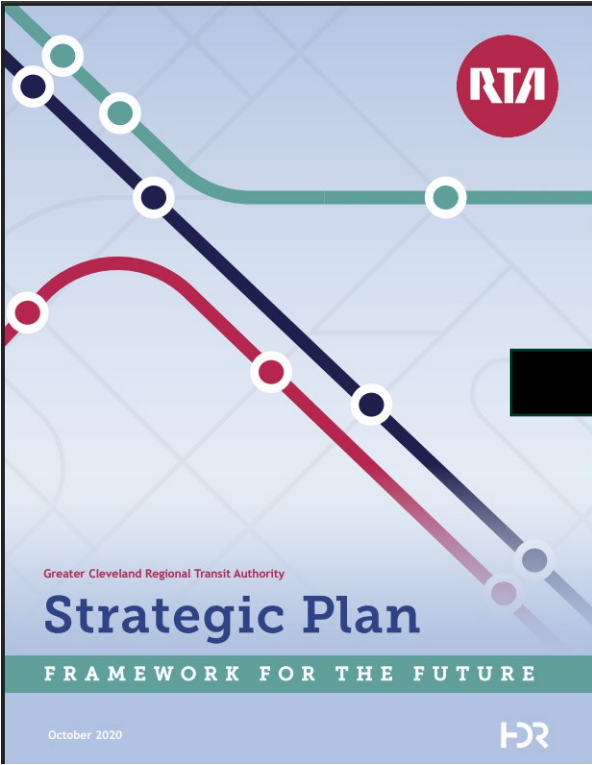


Strategic Plan Update

Purpose:

Update GCRTA's Strategic Framework, including vision and goals, to chart the path for the next five years.

Current Plan
2020 - 2030



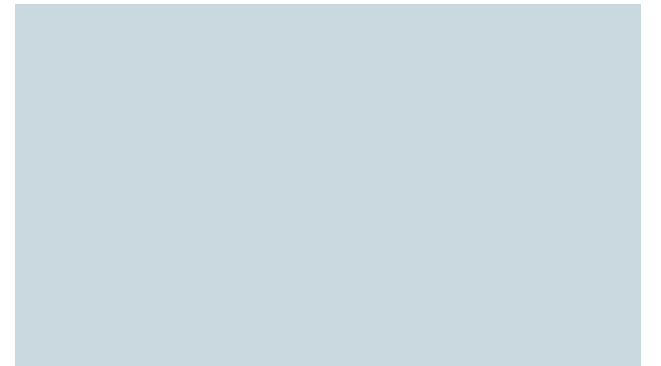
Proposed Update
2026-2032



Strategic Plan Update

Update will reflect:

- Changes Since 2020
- Re-assessment of Priority Corridors
- Bus Rapid Transit Toolbox
- Transit Oriented Development Chapter
- Stakeholder Input and Priorities
- Reinforcement of the Importance of Safety



Strategic Plan Draft and Final Chapters:

1 2 3 4



Final Plan Development

1 Update Vision and Goals

Objective

- Review existing goals
- Establish preliminary 2030+ goals and vision
- Align with TRACTION

2 Corridor Investment

A) Corridor Objective

- Revise priority corridors
- Identify new or revise old

B) BRT Objective

- Create BRT definition

C) Financial Objective

- Assess peer operations

3 Transit Oriented Development

Objective

- Develop new chapter
- Advance planning & programming
- Assess transactional, market-driven dynamics

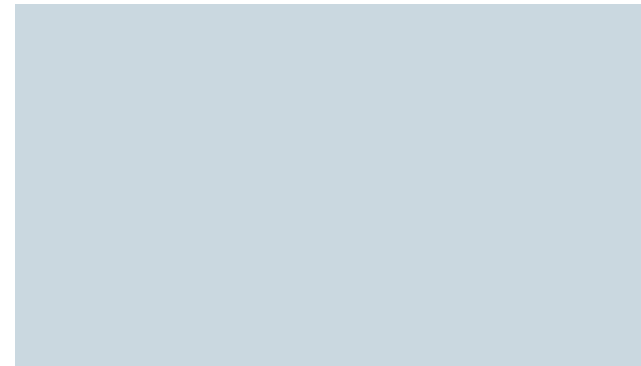
4 Stakeholder Engagement

Objective

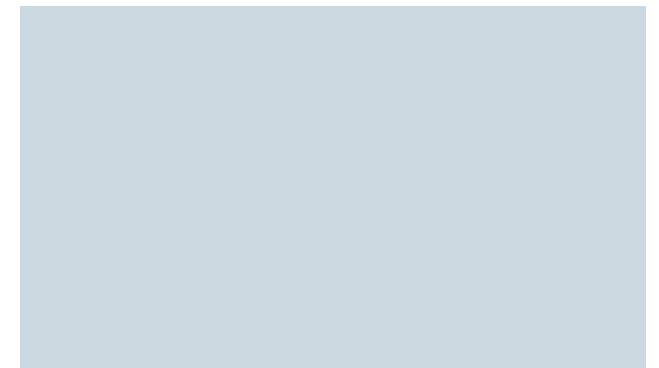
- Establish committee & stakeholders
- Facilitate meetings



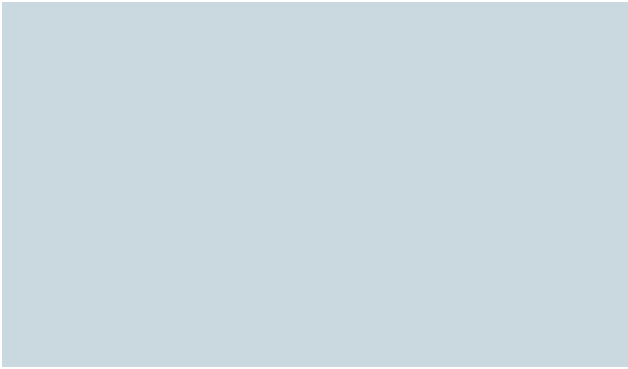
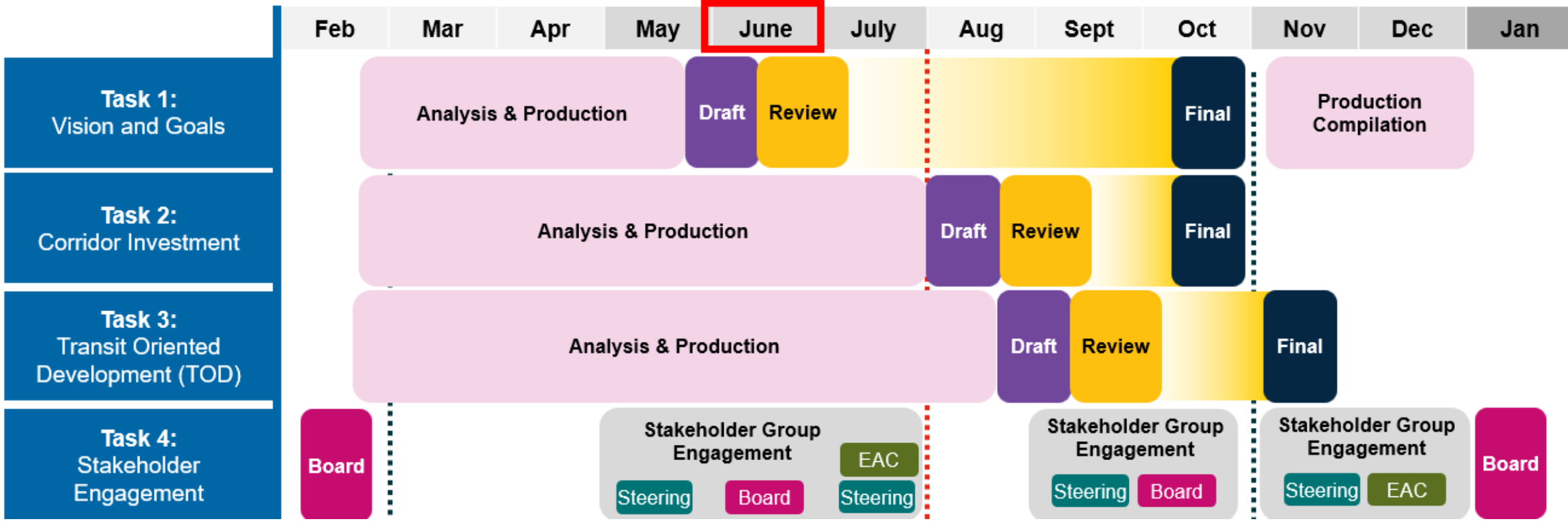
Happens throughout Process



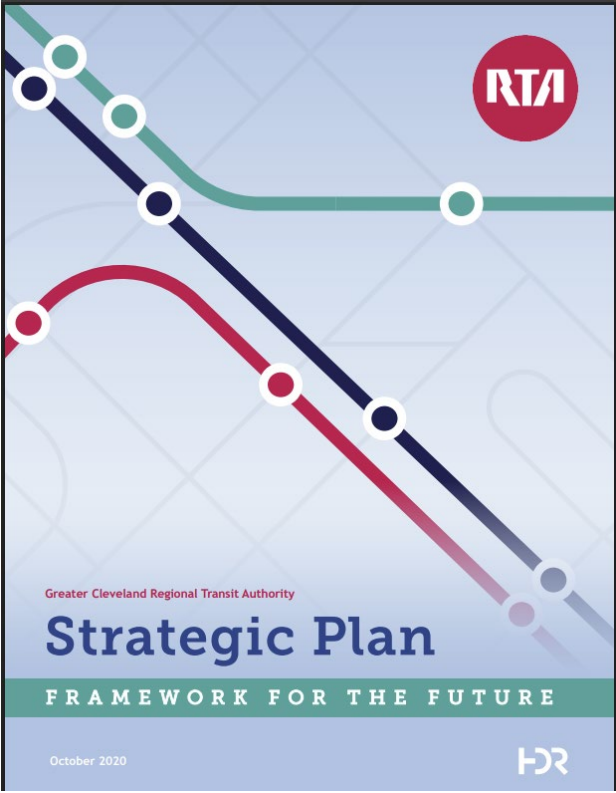
Schedule Overview



Production Schedule



Vision and Goals – Current Strategic Plan

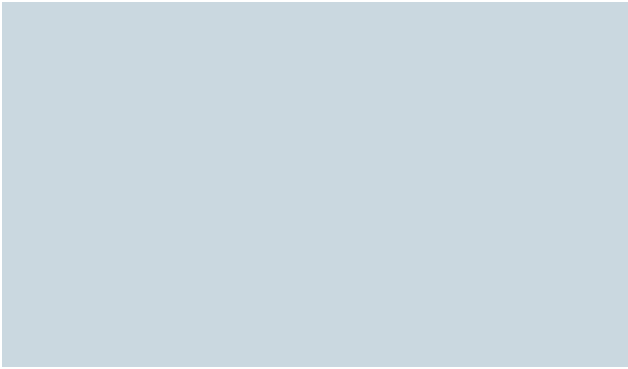
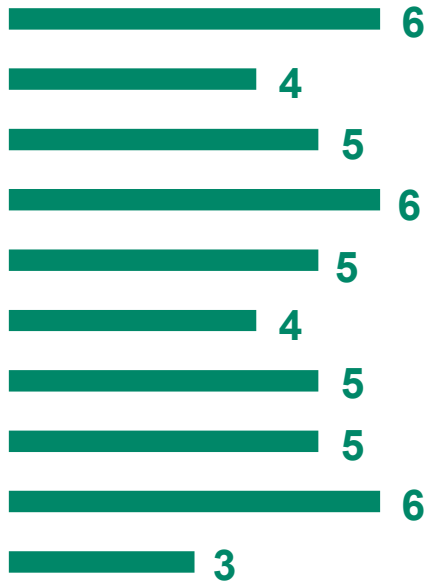


Framing: 2020

10 Overarching Goals

- 1. Customer Experience
- 2. Financial Stability
- 3. State of Good Repair
- 4. Technological Innovation
- 5. Economic Prosperity
- 6. Access
- 7. Collaboration
- 8. Equity
- 9. Environmental Sustainability
- 10. Transparency

49 Strategies (# for Each Goal)



Board Member Reflections on the Existing Strategic Plan

EXISTING GOALS



Progressing

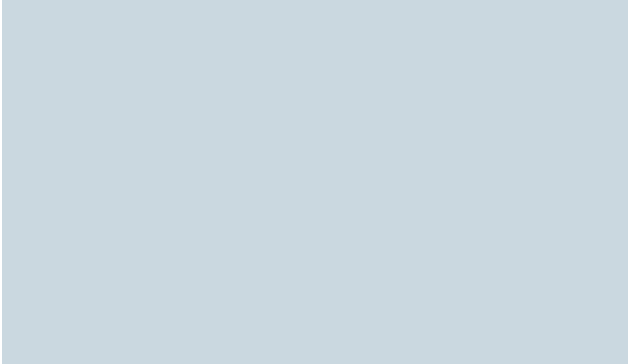
1. Collaboration
2. Transparency
3. Equity
4. Access
5. State of Good Repair

Reprioritizing

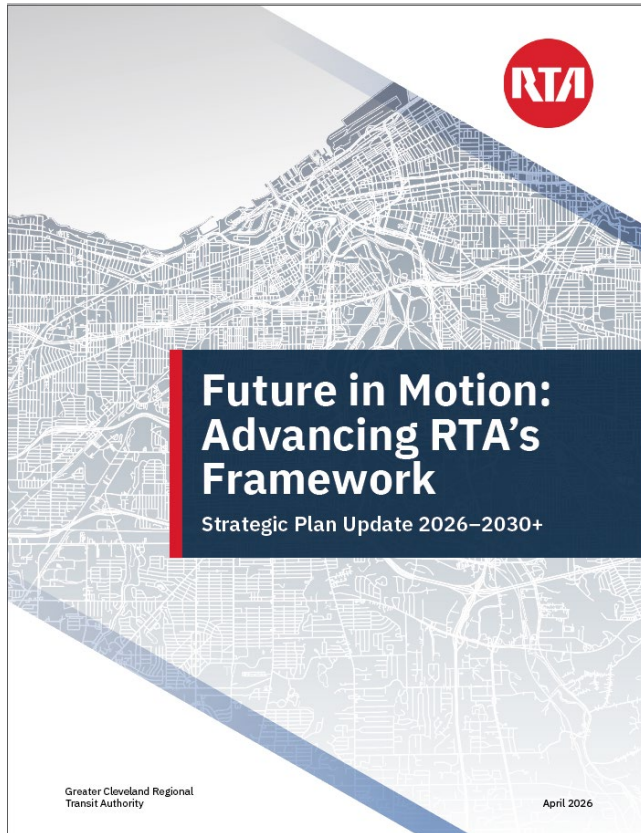
1. Financial Stability
2. Customer Experience
3. Economic Prosperity

Rethinking

1. Technological Innovation
2. Environmental Sustainability

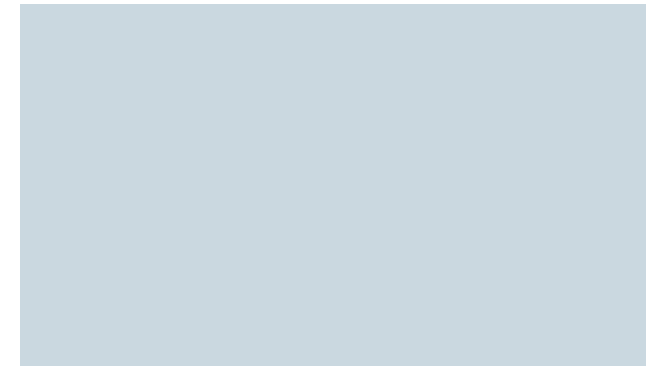


Vision and Goals – Update Approach



Reframe, Update and Iterate

- Reframe vision and goals framework based on market changes since 2020 and 2026 feedback
- Add new TOD goal to encourage revenue generation and utilization of real estate assets.
- Expansion of previous goal to relate to safety
- Align with **TRACTION** metrics
- Integrate organizational roles and external partnerships
- Refine based on updated data and new understandings



Align Strategic Plan and TRACTION



Customer Experience
Community Impact
Employee Investment
Financial Health

Mechanism to Assess Performance

- Develops metrics to measure/improve performance to meet GCRTA goals
- Uses scorecards to assess/report performance
- Tracks and reports monthly progress
- Quarterly metrics review

Vision and Goals Framework

TRACTION Metrics

- Community Impact
- Customer Experience
- Net Promoter Score
- Employee Investment
- Financial Health

Vision & Goals Framework



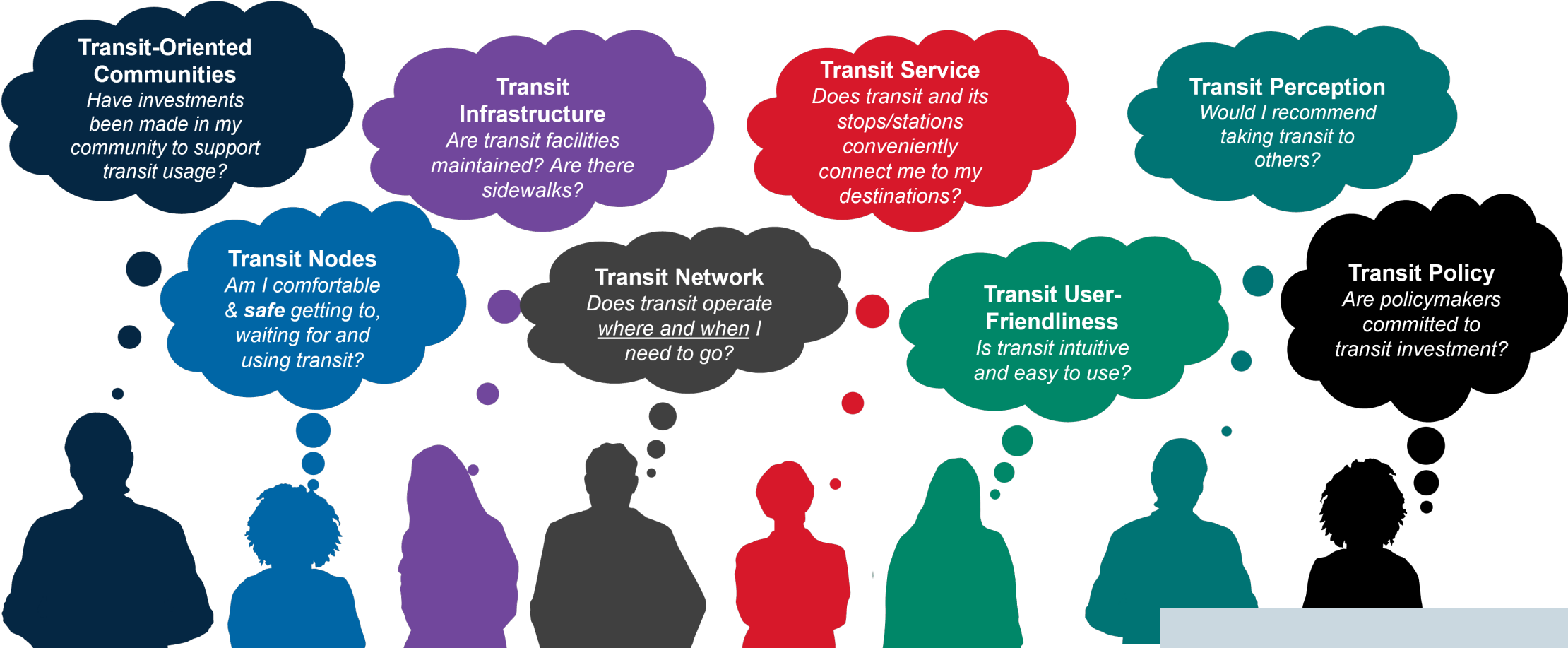
Updated Goals

Community Focused
(External)

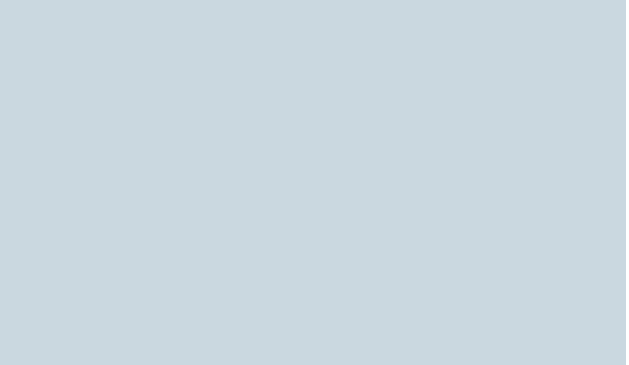
GCRTA Focused
(Internal)



Reframing Existing Goals through Customer and Community Lens



How Will the Goals Influence Customer Experience?



Reframing Existing Goals through Customer and Community Lens

Existing Goals

1. Customer Experience
2. Financial Stability
3. State of Good Repair
4. Technological Innovation
5. Economic Prosperity
6. Access
7. Collaboration
8. Equity
9. Environmental Sustainability
10. Transparency

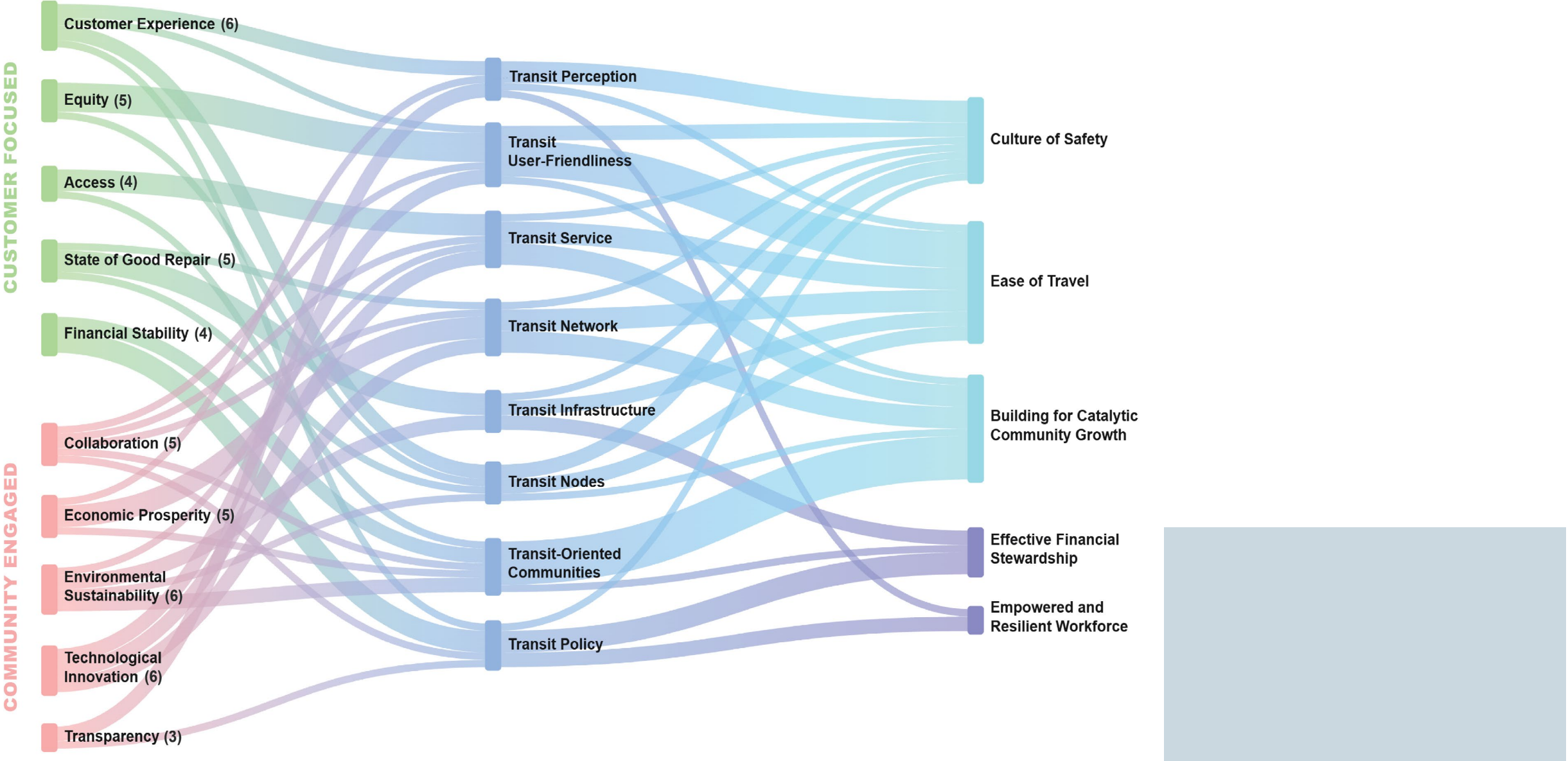
Customer Perspective Areas

- ✓ Transit Network
- ✓ Transit Service
- ✓ Transit Infrastructure
- ✓ Transit User-Friendliness
- ✓ Transit Perception
- ✓ Transit Nodes
- ✓ Transit-Oriented Communities
- ✓ Transit Policy

Proposed Updated and New Goals

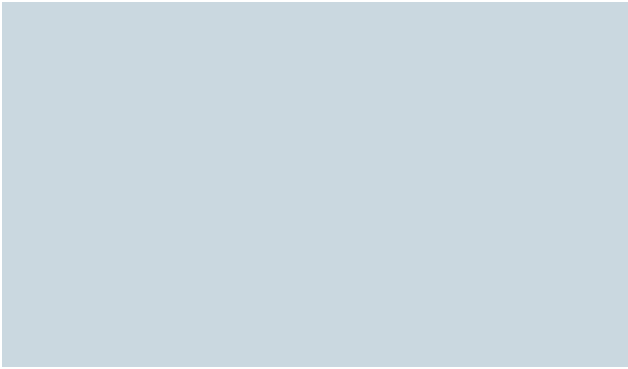
1. Culture of Safety
2. Ease of Travel
3. Building for Catalytic Community Growth
4. Effective Financial Stewardship
5. Empowered and Resilient Workforce

Linkages from Original Goals through the Customer Lens



Proposed Goals and TRACTION Metrics Alignment

Proposed Goals	TRACTION METRICS				
	Net Promoter Score	Customer Experience	Community Impact	Employee Investment	Financial Health
Culture of Safety	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Ease of Travel	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Building for Catalytic Community Growth			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Effective Financial Stewardship				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Empowered and Resilient Workforce				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



Proposed Goals – Five Goal Revision

Culture of Safety

Foster a Sense of Safety for All Customers and Employees

Customers and employees are safe and secure while using GCRTA

Ease of Travel

Grow ridership by providing reliable and frequent transit service that is centered on customer experience and service quality

Meet the full spectrum of customer needs through an effective, efficient, and reliable transportation system

Building for Catalytic Community Growth

Spur the development of transit-oriented communities by focusing on priority corridors and infrastructure investments

Serve as an essential partner in attracting private investment, economic opportunity and community resources

Effective Financial Stewardship

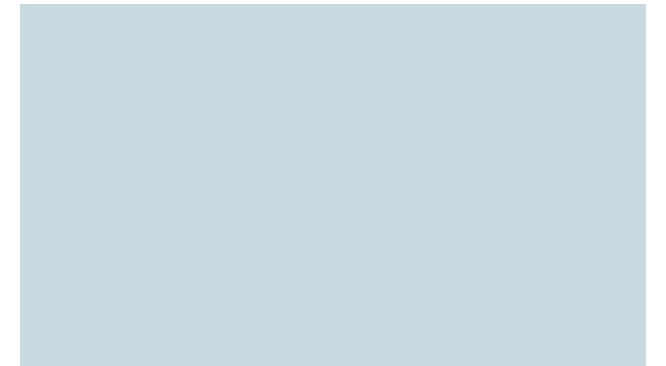
Build Public Confidence through Diverse Revenue Sources and Effective Cost Controls

Continue to be a trusted steward of public resources by balancing short-term financial constraints with long-term aspirations

Empowered and Resilient Workforce

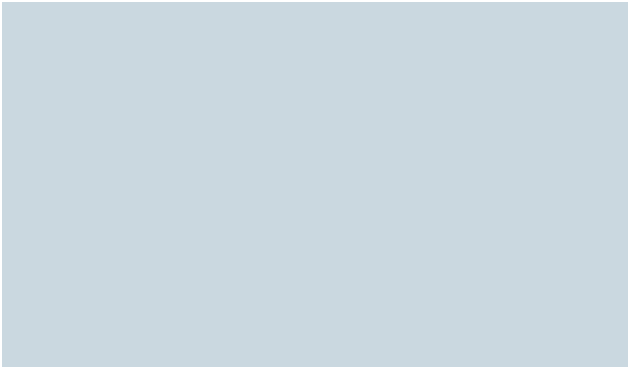
Be Known as a Regional Leader in Customer-Focused Employee Development

Support a workforce centered on professional growth and delivery of exceptional customer service



Key Considerations (Discussion)

Proposed Goals	What We Heard
Culture of Safety	<ul style="list-style-type: none"> • Consider perceptions of safety • Add in considerations for system cleanliness • Integrate into decision making processes
Ease of Travel	<ul style="list-style-type: none"> • Add inclusive storytelling, marketing strategy, and public art • Focus on efficiency and speed • Eliminate barriers that may result in unreliable trips
Building for Catalytic Community Growth	<ul style="list-style-type: none"> • Spans both small and large development plans • Highlight transit as a connector • GCRTA has a seat at the table for development opportunities • Align with priority corridor investments
Effective Financial Stewardship	<ul style="list-style-type: none"> • Consider opportunities for advocacy • Include innovative funding sources (e.g., local, state, federal) • Collaborative partnerships
Empowered and Resilient Workforce	<ul style="list-style-type: none"> • Empowered employees creates strong morale • Foster internal promotions and addressing key vacancies • Continue to engage in career fairs



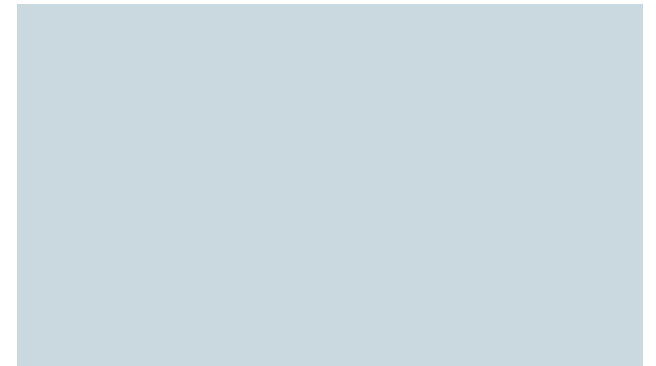
Group Discussion: Proposed Vision Statement

Aspirational Vision Comments

- **Connecting community**
- **Increased ridership**
- **Cleveland is known for its premier transit**
- **Mobility creates a thriving region**
- **Proactive civic partner**
- **Safest way to get around**
- The city feels alive
- Cleveland is a destination
- Transit is exciting and attractive
- GCRTA delivers
- Continued investment in existing network
- GCRTA's value is understood
- Employers provide transit incentives
- Great cities have great transit
- Empowering community
- Everyone deserves good service regardless of need or choice
- Great transit creates vibrant cities



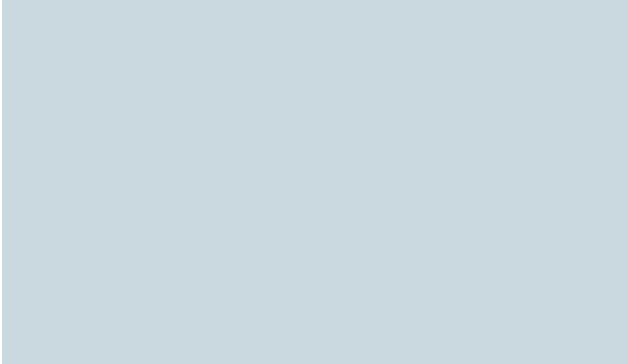
**What is your
Aspirational Vision?**



Upcoming Stakeholder Engagements

External Advisory Committee Meeting

- GCRTA Stakeholder partners engaged for the process
- Anticipated in July 2026
- More details and calendar invite will be shared



Thank You

Greater Cleveland Regional Transit Authority

