

Minutes

RTA Operational Planning & Infrastructure Committee Meeting
9:05 a.m., October 2, 2018

Committee Members: Welo (Chair), Elkins, Moss, and Serrano

Other Board Members: Clough, McCall

Not present: Lucas (excused), Norton

Also Present: Anderson, Becker, Benford, Berry, Bitto, Blaze, Burney, Calabrese, Castelucci, Caver, Cranford, Czeck, Dangelo, Davis, Dietrich, Draper, Ferraro, Fields, Garofoli, Jaszczak, Johnson, Kirkland, Loh, Pickett, Pinkney-Butts, Scott, Shariff, Sutula, Thompson, Togher, Ulrich, Vukmanic, Wiehe, Wilson, Young, Zeller

Mayor Welo called the meeting to order at 9:05 a.m. The secretary called the roll and reported that four (4) committee members were present.

E. 79th Street Red Line Station TOD

Freddie Collier, Cleveland City Planning Director, made the presentation. There has been a lot of work going on in respect to Opportunity Corridor (OC). Mayor Jackson gave the directive to focus on the North/South connections into the neighborhood. The E. 79th Street Corridor is the focus to create economic development and leveraging TOD opportunities along the two RTA train stations. The vision of the corridor was put together through years of planning initiatives working with the neighborhood. The vision includes high tech, low tech and no-tech opportunities. They are working with their economic development department to acquire land. They have two mainstays in the core of the OC, which are Orlando Bakery and Miceli's Deli. The OC will bisect the Core Job Zone.

They conducted a study working with the U.S. EPA to focus on the types of business they want to target. The blue area represents biomedical and Information Technology type companies they'd go after. The red area represents warehouse and distribution. The green represents agricultural employers and distribution centers. The New Economy Neighborhood would leverage the Cleveland Clinic and University Circle. This area is being sought out for an Innovation District. From a transit standpoint, they looked at a ¼ mile radius around the E. 79th Street Stations. This area has some of the largest concentration of vacant land in the City of Cleveland. One goal is to create bi-directional transit opportunities. Many people in the neighborhood don't have access to a car. The RTA stations enable access to downtown, interring suburbs and other areas of the city.

As a part of the study, they looked at TOD. They rate the area as it is today and look to the future after the development. The scoring categories look at walkability, cycling, connectivity and exciting transit access. They looked at types of mix and density, compact and mode shift in the area. In its current state before any development activity, the score card ranked the area as 20. Less than 50 is a Fail. Around the country, developers and other interest are leveraging transit and develop around transit stations for TOD. This corridor is extremely tight and walkable. The distance creates a good opportunity combined with the vacant land. The vision is to make the corridor multi-modal with pedestrian, bicycle and vehicular access. The Regional Culinary Zone is where the agricultural businesses will be housed. In the mid-section of the corridor will be the Job Generator District where the manufacturing will be. The Residential Core builds off the RTA station, leveraging the park and leveraging residential development down the corridor to Kinsman Road.

The Community Hub has several investments going on now. About 70.2 acres and over 3 million square footage of potential development space can be leveraged in the blue area. They also looked at the social, physical and programmatic activities. After all the development, the score went to 55. The projects are in process or under way. They include the Box Spot, mix-use housing development, roadway investment and senior housing. Along E. 79th Street is where they own most of the parcels and where there is the biggest opportunity to attract new business. A Linear Park is proposed for the area surrounding the E. 79th Street Station. Further south towards Kinsman is more residential where housing is proposed. Toward the east are mix used housing development that exist today. Lastly, the area around Kinsman Road show the Box Spot development to introduce retail and entrepreneurship opportunities. The vision for the area is bold. They are in the process of acquiring land mainly in the Core Jobs/blue map area. Overall they see the area as transformative for the locale community, region and RTA ridership.

Chief McCall added that this connects with the Thrive 105/93 BRT project. These are where the development opportunities are. As part of the Mayor's Transformation Initiatives, they are targeting disadvantaged neighborhoods. They have witnessed disinvestment over the years in these areas because of policies that favor certain neighborhoods over others. These target areas rest along transit corridors, which is important in connecting areas of growth to weak areas. The Thrive 105 Initiatives, OC work and work on W. 25th Street with RTA and ODOT is trying to ensure transit is leveraged as a land use. Without the proper land development and inability to connect to key assets, transportation is nothing. This work is looking at this from a policy aspect and partnering with other organizations to put resources in these areas to move on land acquisition, land remediation, land assembly and ultimately the productive distribution of those land resources into the hand of development interest. This work is starting to see promise.

Mayor Elkins asked how this project will allow people to stay in their neighborhoods and the timeline for the project. Mr. Collier said he compares the timeline to the HealthLine. You can put a timeline to the investment, but the time it will take the developments to mature can't be predicted. They are on a good trajectory and will stay the course. The advantage of the area is the vacant land and Cuyahoga Metropolitan Housing Authority (CMHA) who has made a commitment to the area in their Heritage View Estates. They have upgraded their properties. BBC has also done a significant job in the Colfax area with infield housing. From an administration standpoint, they are meeting these areas where they are and taking a triage approach understanding the mix of housing needs, mix of retail, and mix of land opportunities and approaching it on a place by place basis. They are working with CMHA and the Woodland Hill Estates. The plan is to deconcentrate poverty. The mixture of housing and mixture of uses will create full life cycle neighborhoods so people can move up and down the economic ladder.

Mayor Welo said that RTA has shown its commitment by moving \$5M to the 2019 capital budget with \$5M that was already budgeted. She pointed out what the Little Italy Station did for that neighborhood. Mayor Clough asked for a timeframe on RTA's investment. The station is planned for completion in 2020. Construction would start January 2020.

Planning Initiatives

Dr. Caver, Interim CEO, GM/Secretary-Treasurer, gave the presentation on various strategic planning and ongoing studies. These studies will allow us to provide information to make better decisions. They will help develop a plan to drives us into the future. In order to achieve RTA's mission, new revenue is needed and a successful ballot measure. A successful ballot measure requires civic input, shared vision, time (2-3 years), leadership and public trust. Officials from Nashville, TN said their ballot measure did not pass because the public didn't believe they could execute the plan. Currently, RTA has commissioned several strategic studies with an estimated plan completion for the 1st quarter 2019. A strategic plan will bring all the studies together. The studies are needed to position RTA for

the future, develop a strategy, identify champions and to learn from the community. It will reveal what the public, civic leaders, customers and businesses think about the future of RTA and what their priorities are.

The key strategic studies and planning efforts are the Fare Study, Economic Impact Study, System Redesign Study, Efficiency & Operational Review Studies, Rail Car Study and Strategic Plan. The Strategic Plan will be the umbrella for all of the studies. The *Fare Study* is currently in progress. It's being conducted by LTK Engineering Services. The goals are to evaluate the fare structure, evaluate the impact of fare increases on ridership and revenue, and evaluate the impact of potential fare increases on low income populations. It will be due to RTA in the 1st quarter of 2019. The *Economic Impact Study* is in progress. It's being conducted by Cleveland State University. The goal is to quantify RTA's economic impact on the region. CSU will make correlations between RTA and its effect on job centers, education centers, and health centers and make socio-economic analyses. This will be due in the 1st quarter of 2019. The *System Re-design Study* is currently being advertised. The goal is to review the current system and service design and to make recommendations for improvements. The consultant will provide recommendations under various revenue scenarios. The process will include public engagement, two charrettes and in-depth data analysis. The contract award is planned for December 2018.

The *Efficiency Study* is being conducted by the Greater Cleveland Partnership (GCP). They have received responses from several businesses. They will provide a high level of efficiency related recommendations. RTA is planning presentations and facility visits this month. Their report will be finished by January 2019. The *Operational Review* will be an in-depth external operational review to provide a roadmap for reducing cost and increasing revenue. An RFP will be developed in the 4th quarter of this year. This review will be similar to studies performed by KPMG, McKinsey and E&Y done for other transit agencies. The *Rail Car Study* is currently in progress, by LTK Engineering. The goal of the study is to prioritize LRV vs. HRV railcar replacement if all the money isn't available to replace the entire fleet. Also to find out what the maintenance solutions would be if the life of the cars have to be extended. The current cars are over 35 years old. Parts and maintenance is challenging. This report is due January 2019.

The new *Strategic Plan* will be drafted this month. The last one was done in 2010 and will expire 2020. The new plan will connect the five pillar studies to an overarching strategy. Board contract award is expected January 2019. Planning efforts include public and board engagement, technical steering and stakeholder committees. The return of the report will be January 2020. The staff's goals are to provide near-term financial stability. The budget will be presented in November, which will allow current operations to be funded through 2019-20. The board and community needs time to develop a unified plan by completing the five studies, allowing for civic input, board deliberations, to coalition building, completing the Strategic Plan and time to hire the next CEO.

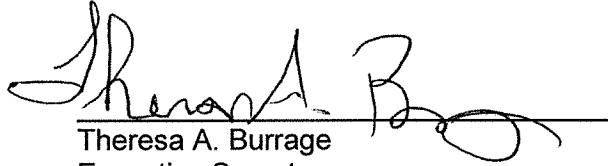
Mayor Elkins asked that once the plans are completed, that the studies are tied into legislation, presentations and projects that are presented to them. Chief McCall liked the presentation. She asked for copies of the presentation and the studies done for the other transit agencies. Future rail car funding from the FTA will be geared toward advanced technology, but not light rail projects. She agreed that the studies should be linked to their agendas. She asked that information about public meetings be given to the board in a timely manner. She requested a Board Retreat in the 1st quarter of next year where this presentation is on the agenda. Mayor Clough concurred and mentioned that this year's retreat was rescheduled because of other issues. Mayor Clough asked what the difference is between the In-Depth Operational Review and the Efficiency Study. Dr. Caver explained that the GCP study will be a higher level review looking at ideas. The In-Depth Operational Review will go deeper. Mayor Clough suggested that staff may want to wait until the Efficiency Study is in and include some of that information in the RFP for the Operational Review study.

Chief McCall suggested RTA speak to the business community directly. The GCP members don't represent all the businesses in the community. She suggested GCP make a presentation to the Board.

Mayor Welo adjourned the meeting at 9:52 a.m.



Floun'say R. Caver, Ph.D., Interim CEO
General Manager/Secretary/Treasurer



Theresa A. Burrage
Executive Secretary