



Northeast Ohio Areawide Coordinating Agency

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Scope of Services for a Regional Transit Oriented Development Scorecard and Implementation Plan

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Closing Date: August 14, 2015

NOACA is seeking firms for consulting services to develop a Regional Transit Oriented Development (TOD) Scorecard and Implementation Plan. The deadline for submittals is **Friday, August 14, 2015, 12:00 PM.**

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ABOUT NOACA

NOACA is the metropolitan planning organization (MPO) and designated areawide water quality management agency for the counties of Cuyahoga, Geauga, Lake, Lorain, and Medina in Ohio. In these capacities it:

- Works with other organizations to help address northeast Ohio's transportation, air quality, and water quality needs.
- Conducts metropolitan planning for various modes of transportation, including vehicles, freight, transit, bicycle, pedestrian, etc., while considering the transportation system's impact on the environment and land use.
- Prepares the region's long-range transportation plan and short range transportation improvement program, which is the region's capital budget for federally funded transportation projects.
- Conducts studies that address congestion, improve safety and strengthen community livability.

NOACA is directed by a 45-member Board of Directors, representing all five NOACA counties, plus transit agencies, the Northeast Ohio Regional Sewer District, the Cleveland-Cuyahoga County Port Authority, Ohio EPA, and the Ohio Department of Transportation (ODOT).

The NOACA region is home to 2.1 million people and over 150 units of government. The region is anchored by several urban core cities with the largest being Cleveland.

BACKGROUND

Northeast Ohio is changing. Central cities that were historically the centers of the region are experiencing abandonment. Once dense urban neighborhoods now struggle with high rates of vacancy. Outside of the cities, working farmland and undeveloped landscapes are being converted to new subdivisions, office parks, and shopping centers as people and jobs move to the suburbs. Region-wide, population and employment growth have been flat. The distance between jobs, schools, homes, stores, and parks are increasing, and transportation options are increasingly limited to personal vehicles. However, a portion of the population (i.e. choice riders, millennials and seniors) that want true transportation options have been spurring some recent demand for neighborhoods in the urban core near transit. That demand coupled with the momentum from the work of NOACA and its regional partners has opened up a great opportunity for transit oriented development (TOD) within the region.

Over the next twenty years, the number of Americans age 65 and older will increase to more than 71 million – growing from 12 to 20 percent of the total population, this is also true for Northeast Ohio. The car and suburb-oriented Baby Boomer generation is coming to the point where neighborhoods over abundant in auto amenities and lacking in pedestrian amenities are no longer viable places to age. For this reason, developing new and innovative approaches to

meet the changing transportation needs of an aging Northeast Ohio is essential. Public transportation is a vital aspect to how we help engage and provide means for independence to seniors. But running a bus or train through a neighborhood doesn't necessarily fix mobility issues. Paratransit, or on-demand door-to-door service is essential in helping the elderly and the disabled complete their daily tasks.

TOD plans communities around public transportation. The planning is specifically formulated to encourage active living for all ages, but also keeping seniors independent and engaged in their communities. A regional TOD plan can help to create communities where seniors can "age in place" with a neighborhood focused around convenient and efficient transit and dense mixed-use development can allow for walkable communities. When residential, commercial, and office development are in proximity to one another, and pedestrian amenities are adequate, seniors can live more independently.

In November of 2010, Northeast Ohio was awarded a \$4.25 million federal grant from the US Department of Housing and Urban Development to fund the development of a regional sustainability plan. In order to manage the three-year planning process, the Northeast Ohio Sustainable Communities Consortium (NEOSCC) was established in January 2011. Vibrant Neo 2040 was a result of this process. Vibrant NEO 2040 is a culmination of a coordinated and integrated approach to planning efforts for land use, transportation, economic and workforce development, and infrastructure investments for a 12-county planning area comprised of Ashtabula, Cuyahoga, Geauga, Lake, Lorain, Mahoning, Medina, Portage, Summit, Stark, Trumbull and Wayne counties. Some of the key recommendations from this report that are related to TOD are:

1. Develop a robust network of regional job centers connected by multi-modal transportation corridors within and between counties
2. Encourage higher frequency of mixed-use development and a range of diverse affordable housing options
3. Enhance and coordinate the region's bus and rail service

Currently, there are many initiatives that are coming on line region-wide that could capitalize on targeted TOD development and high-quality transit (see Attachment 1). Northeast Ohio has the only public rail transit system in the state. Transit efficiently links other travel options in the region, including bicycling and walking. Park and ride lots offer motor vehicle drivers with a transit connection and an alternative to single occupant vehicle travel to work or other destinations. Bus and rail operations give individuals transportation options and will play an important role in shaping the future of Northeast Ohio.

Transit Oriented development (TOD) promotes a mixture of housing, retail, services, workplaces and open space within walking distance of transit to maximize use of the transit system. By directing compact development to existing developed areas well-served by transit, TOD reduces public infrastructure costs over time and preserves regional open space. Pedestrian- and bike-friendly TOD has numerous public benefits including decreased congestion, a greater range of

housing options, fewer emissions, and improved public health by creating walkable neighborhoods that promote physical activity. TOD real estate projects feature reduced parking, increased density, and building orientation toward transit and the pedestrian environment. TOD lowers combined housing and transportation costs by reducing the need to drive and own cars for commuting and daily trips, and promotes economic opportunity by linking residents with employment and service destinations.

REQUEST FOR PROPOSALS

NOACA is proposing to develop a Regional TOD Scorecard and Implementation Plan. The goal of the plan would be to attract TOD investment in the NOACA region along rail stations (local and Amtrak) and priority bus corridors (corridors with high capacity and ridership) by developing strategic TOD investments that respond to variable, unique local market conditions and leveraging resources from local agencies and programs.

In Northeast Ohio, the larger regional transit organizations are the Greater Cleveland Transit Authority (GCRTA) that serves Cuyahoga County and Laketransit that serves Lake County. GCRTA runs a 4 line rail system as well as fixed bus routes, paratransit, and trolleys. Laketransit runs fixed bus routes, commuter service into downtown Cleveland and dial-a-ride service. Both systems provide park-n-ride lots for transit users.

While TOD most commonly occurs within walking distance of fixed-guideway transit systems, there are areas of Northeast Ohio that are not near a rail stop, but are nonetheless rich with bus, pedestrian and bicycle amenities and land uses that can support the reduced auto dependence commonly associated with TOD. Therefore, NOACA and its partners would like to look at areas beyond the traditional TOD geography – the half-mile radius around a rail station – to identify areas that can support the goals of achieving more intensive development, and increasing transit and pedestrian mode shares.

NOACA and its local partners are aimed at removing barriers to, and advancing incentives for, equitable TOD in Northeast Ohio for all populations, while increasing public understanding and awareness around the benefits of TOD. Equitable TOD combines place-based and people-based approaches to develop solutions that address the needs of all residents. The result is mixed-income communities that make connections to employment opportunities, fresh foods, increased mobility, affordable housing and employment available to everyone. Equitable TOD achieves:

- Increases in property values without displacing the residents who would most benefit from the increase
- Provide higher density nodes that are conducive to mass transit services
- Greater economic opportunity by creating easier access for low and moderate income households
- A balance between return on investment for private investors and equity goals

- Incorporates how older residents can age in place and access neighborhood amenities and improve overall mobility

Funding for transit and transportation infrastructure is a challenge in Northeast Ohio. Therefore it is more important than ever for the region to be highly strategic in making decisions about directing future investments, and ensuring that investments have a catalytic impact on the market for TOD. To do so, the Regional TOD Scorecard and Implementation Plan should keep in mind the following objectives:

- Partner with the public and private sector to generate higher density housing, mixed-use projects, and destination uses with a connection to transit;
- Increase transit and pedestrian mode share;
- Incorporates equitable TOD principles; and
- Leverage and focus public investments to support the region's transit system.

This effort is one small component of a comprehensive TOD implementation strategy that will require the coordination and involvement of many public and private entities throughout the region.

Only a small percentage of Americans move after they reach retirement age. Over time access to daily needs can be problematic for aging populations. Absent access to affordable travel options, seniors face isolation, reduced quality of life and potential economic hardship. TOD can provide mobility choices for seniors. The Regional TOD Scorecard and Implementation Plan is going to focus on identifying potential policies and programs for location of housing and services for seniors closer to the fixed route transit system to expand transportation choice. This work will be coordinated with NOACA's 5310 program.

The Regional TOD Scorecard and Implementation Plan are broken into two phases. Phase 1 includes three tasks: Task #1 is the development of the TOD scorecard and typologies, Task #2 is the design of a regional TOD program and Task #3 involves the development of an Age in Place Strategy. Phase 1 is estimated to take 6 months.

Phase 2 of the project includes Task #4, which is the development of an implementation plan for one or two of the rail stations, transit centers, or priority bus corridors that are identified in Task #1. This phase is estimated to take 6-7 months and will include developing a strategy for public engagement to ensure that equitable TOD principles are being incorporated. This task will also look to include strategies developed as part of the Age in Place Strategy.

SCOPE OF SERVICES

PHASE 1

Task #1

Establish an objective ranking system for evaluating rail stations and Priority Bus Corridors within the NOACA region potential for TOD and conducting the evaluation/assessment of each station;

- a. Develop analysis areas:
 - i. ¼ -1 mile buffer of rail stations
 - ii. ¼ -1 mile buffer of priority bus corridors & transit centers

- b. Creating a regional scorecard for analyzing regional data and develop a dynamic evaluation tool that can be updated over time. This scorecard would layout all of the necessary elements for successful TOD planning and development within a ¼ to 1 mile radius of rail stations, bus corridors, and transit centers. Transit effectiveness relies heavily on compact mixed-use development, which has been said to possess the 3 “D’s” of density, diversity (e.g. mix of uses, age cohorts, income groups), and design (pedestrian scale and orientation). Factors to look at in the TOD scorecard include but are not limited to:
 - i. People/Density: Intensity of development and/or population in an area;
 - ii. Employment Clusters: Access to regional job market
 - iii. Places/Diversity: Mix of uses, especially neighborhood serving retail and services;
 - iv. Physical Form/Design: The built environment as experienced and navigated by the pedestrian;
 - v. Existing conditions: Condition of transit stations and infrastructure
 - vi. Performance: High quality, frequent bus and rail service;
 - vii. Pedestrian/Bicycle Connectivity: Access to sidewalks and bikeways
 - viii. Equity: Improving options for serving low-income, minority, senior and disabled populations within area
 - ix. Housing & Transportation Affordability: Demonstrating that potential investment will serve communities with a high rate of cost burdened households.

- x. Parking
 - xi. Vacancy & Land Assembly: Assessing vacancy and the availability of land for development within area
- c. Develop TOD Typologies – The typologies will categorize all of the rail stations bus corridors, and transit centers into market based categories to prioritize where to make investments. It will also help to identify types of investments that are appropriate and guide the timing and scale of investments.
 - d. Most of the data for Tasks #1 and #2 will be provided by NOACA resulting from the Vibrant NEO 2040 regional process. (See Attachment 1)

Deliverables for Task #1

- 1a. Ranking System for evaluating rail stations, priority bus corridors, transit centers
- 1b. Regional Scorecard for analyzing regional data and develop a dynamic evaluation tool
- 1c. TOD Typologies that will categorize all of the rail stations and bus corridors into market based categories
- 1d. Monthly progress report on activities for Task #1

Task #2

Design a TOD Program for the NOACA region that would recommend certain funding streams to advance the program including a strategy to engage stakeholders that will need to take implementation actions.

- a. Identify best practices for regional approaches to implementing TOD.
- b. Develop a Regional TOD Program that addresses the following issues:
 - i. Specific infrastructure improvements needed to catalyze development around stations and corridors.
 - ii. Specific zoning and land use changes needed to ease permitting process for interested developers for area around stations and corridors.
 - iii. Specific engagement strategies for different audiences and stakeholders (i.e. local government staff, transit agencies, elected officials, community development corporations, and private developers).

Possible Program Criteria

- i. The place as a potential transit-oriented community and the project's impact on that orientation, such as: Likelihood of catalyzing development, stimulating private investment and enhancing the tax base
- ii. The project makes it easier to walk or bike to nearby transit;

- iii. The project will generate transit ridership
- iv. The project is fulfilling an identified area need, such as housing, retail space, public amenities and/or job-base and economic development
- v. The project uses TOD design principles, such as reduced parking ratios and design, higher densities, and building orientation

Deliverables for Task #2

- 2a. Best Practice list for regional approaches to TOD
- 2b. Recommendations for Regional TOD Program
- 2c. Monthly progress report on activities for Task #2

Task #3

Develop an Age in Place Strategy for seniors that focus on identifying potential policies and programs for location of housing and services close to the fixed route transit system to expand transportation choice.

- a. Identify best practices for improving accessibility and walkability for seniors
 - Possible Factors**
 - i. Guidelines for a good walking environment for all ages
 - ii. Benefits of Aging in Place
 - iii. Higher density housing for seniors
 - iv. Opportunities for intergenerational housing

Deliverables for Task #3

- 3a. Best Practice list to improve accessibility and walkability for seniors
- 3b. Strategies and recommendations for improving transportation services for seniors (i.e. decreasing the need through transit oriented development for paratransit and dial-a-ride services in the region)
- 3c. Monthly progress report on activities for Task #3

Other Key Tasks consultant is expected to perform

- a. Monthly check-in meeting with Project Manager (NOACA is committed to the use of technology to minimize costs so various tools of virtual meeting programs will be used)
- b. Preparation of a presentation for the NOACA Board on the results of Phase 1.
- c. One document with all Deliverables completed

PHASE 2

Task #4

Implementation Plan – Select station areas and/or corridors to pilot for implementation

- a. Identify one to two station areas and one priority bus corridor based on TOD Scorecard and Typology
- b. Develop detailed area implementation plan
- c. Community Involvement Strategy
 - i. Identify target groups to engage, including residents, businesses, developers (nonprofit and for profit), etc...
 - ii. Identify and describe strategies to partner with and engage local community stakeholders and organizations.

Deliverables for Task #4

- 4a. Identify one to two stations and one priority bus corridor for pilot
- 4b. Detailed Area Implementation Plan
- 4c. Community Involvement Strategy
- 4d. Monthly progress report on activities for Task #4

Other Key Tasks consultant is expected to perform

- a. Monthly check-in meeting with Project Manager (NOACA is committed to the use of technology to minimize costs so various tools of virtual meeting programs will be used)
- b. One document with all Deliverables completed

QUALIFICATIONS

Any combination of skills and experience that can successfully and effectively address the scope of services will be considered.

PROCESS AND TIMELINE FOR SELECTION

NOACA's process and timeline for selecting a consultant is as follows:

Date(s)	Milestone
Friday, July 24, 2015	Release request for proposal (RFP) for the TOD Scorecard and Implementation Plan
Friday, August 14, 2015	RFPs due to NOACA by 12pm
August 17 – 26, 2015	Review and score RFPs
August 26 – September 1, 2015	Interview top firms and make selection
September 11, 2015	Board approval to enter into contract with consultant
By end of September 2015	TOD Scorecard and Implementation Plan consultant contract finalization and project kickoff
April 2016	Phase 1 Complete
September 2016	Phase 2 Complete TOD Scorecard and Implementation Plan completed and begin NOACA Committee review process
December 2016	Board approval of TOD Scorecard and Implementation Plan

GENERAL REQUIREMENTS

- A. It is the policy of NOACA, as required by the Federal Highway Administration (FHWA), that Disadvantaged Business Enterprises (DBEs) shall have equal opportunity to compete for contracts and/or subcontract with another consultant to perform the requested services. The Consultant must use its best efforts to solicit from and to utilize DBE subcontractors with meaningful minority groups and female representation among their employees. The Consultant must ensure that the DBE sub-consultant(s) is performing a "commercially useful function" as defined in CFR 26.55. This agreement includes a **DBE Goal of 12.1%**. At least this percent of the agreement shall be subcontracted to certified DBE firms. The percentage goal may be met if the awarded Consultant is DBE certified. Firms can be certified as DBE through the Ohio Unified Certification Program or if an out of state vendor, their state certification program.
- B. A listing of current State of Ohio certified DBEs can be accessed on the UCP website at <http://www.dot.state.oh.us/DBE/pages/Program-Information.aspx>. The Consultant must document the progress and efforts being made in securing the services of DBE subcontractors. In the event the Consultant is unable to meet the DBE goal placed on this project, a good faith effort must be demonstrated.
- C. The Consultant's proposal must include the percentage of work to be performed by each DBE sub-consultant, and a description of the work to be performed by each. Consultant proposals that do not include the minimum percentage of DBE participation noted above, or that cannot demonstrate good faith efforts to include DBEs, will be rejected. If selected, the Consultant's price proposal shall reflect the required level of DBE participation, or provide an explanation of how the requirement will be met in later phases of the work.
- D. Consultants agree not to discriminate against any employee or applicant for employment because of race, color, religion, age, creed, sex, sexual orientation or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Consultants further agree that they will insert the foregoing provision in all subcontracts in connection with services provided. Consultants further agree to comply with all requirements of Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d et seq., 49 C.F.R. Part 21.
- E. All proposals submitted become public information and may be reviewed by anyone requesting to do so after the award.
- F. All submissions received by NOACA in response to this RFP shall remain valid for 90 days from the date of submittal.
- G. A RFP does not constitute an offer or a contract. No bid or proposal can be accepted nor any contract awarded without a resolution by the NOACA Board of Directors.

- H. NOACA reserves the right to cancel or reissue the RFP or to revise the timeline at any time. NOACA reserves the right to reject any and all proposals and to waive minor irregularities in the proposal process. NOACA may accept any proposal if such action is believed to be in the best interest of the agency.
- I. NOACA is not liable for any costs incurred by firms seeking this RFP, or prior to execution of a contract with NOACA.
- J. The contract between the successful proposer and NOACA shall include all documents mutually entered into specifically including the contract instrument, the RFP, and the response to the RFP. The contract must include, and be consistent with, the provisions stated in the RFP.
- K. The prime consultant will be required to assume the responsibility for all services offered in the proposal whether or not directly performed by the prime consultant. Further, the prime consultant will be the sole point of contact for NOACA with regard to contractual matters.
- L. The consultant project team shall be approved by NOACA. NOACA must approve any changes in the project team.
- M. Consultant must provide proof of liability insurance.
- N. Proposed budget must be no more than 3 pages and include detailed project costs, by task and estimated hours Budget will account for 20% of the selection criteria. Actual compensation is subject to contract negotiation.

The plan and analysis are to be completed and on file with NOACA within ** (12) months from the date of authorization.

It is anticipated that the selected Consultant will be authorized to proceed by September 2015.

Suspended or Debarred Firms

Firms included on the current Federal list of firms suspended or debarred are not eligible for selection.

Selection Procedures

NOACA will directly select a consultant based on the Letter of Interest (LOI) and interview. The top scoring firms will be interviewed. The requirements for the LOI and the Consultant evaluation are contained in this document.

Firms interested in being considered for selection should respond by submitting ** (1) copies of the Letter of Interest electronically to procurement@mpo.noaca.org **by 12:00 PM on the response due date** listed above:

Responses received after 12:00 PM on the response due date will not be considered.

Please ensure that the appropriate representative, including the designated Project Manager, will be available to attend an interview (August 26 – September 1, 2015) if selected as a finalist. Interviews may occur via conference call

Scope of Services

The Scope of Services document is included on Page 5.

Requirements for Letters of Interest

A. Instructions for Preparing and Submitting a Letter of Interest

1. Provide the information requested in the Letter of Interest Content (Item B below), in the same order listed, in a letter signed by an officer of the firm. Do not send additional forms, resumes, brochures, or other material.
2. The Letters of Interest shall be limited to twelve (12) 8½" x 11" single-sided pages, including four (4) pages for the Project Approach (Item B below).
3. Please adhere to the following requirements in preparing letters of interest:
 - a. Please use a minimum font size of 11-point and maintain margins of 1" on all four sides.
 - b. Page numbers must be centered at the bottom of each page.
 - c. Use 8½" x 11" paper only.

B. Letter of Interest Content

Firm & Staff:

- Team Personnel – List the Project Manager and other key staff members, including key sub consultant staff. Include personnel for important disciplines and staff members that will be responsible for the work, and the project responsibility of each. Address the experience of the key staff members on similar projects, and the staff qualifications relative to the selection sub factors noted. Provide resumes of each firm/team member along with a list of major services offered by each team member.
- Firm Experience – Provide detail of the firm's qualifications as well as success with projects of similar programs, budgets, and/or clients. Describe the capacity of your staff and their ability to perform the work in a timely manner, relative to present workload, and the availability of the assigned staff. List significant sub consultants, their current prequalification categories and the percentage of work to be performed by each sub consultant.

Project Approach:

- Provide a description of your Project Approach, not to exceed four pages. Address your firm's: 1) Technical approach; 2) Understanding of the project; 3) Your firm's qualifications for the project; 4) Innovative ideas; 5) Your firm's project specific plan for ensuring increased quality, reduced project delivery time and reduced project costs; 6) Schedule for completing the tasks.

Cost:

- Provide a budget that includes detailed project costs by task and estimated hours. Actual compensation is subject to contract negotiations.

The above items must be included within the 12-page body of the LOI. Remaining space within the twelve (12) pages may be utilized to provide personnel resumes or additional information concerning general qualifications.

Evaluation Criteria:

Category	Total Value	Scoring Criteria	Score
Qualifications of Staff	20	Exhibit 1, Note 1	
Firm Experience	20	Exhibit 1, Note 2	
Project Approach	40	Exhibit 1, Note 3	
Project Budget	20	Exhibit 1, Note 4	
Total	100		

Exhibit 1 - Consultant Selection Rating Form Notes

1. **Qualification of Staff** - The Proposal must demonstrate that the Consultant has the organizational capability and experience to complete the project. Identify the project team members, the role of the prime consultant, and any subconsultant(s). The rankings and scores will be based on the Staff's experience on similar projects and past performance for other agencies.

Differential scoring should consider the relative importance of the Project Managers role in the success of a given project. The Project Manager's role in a simple project may be less important than for a complex project, and differential scoring should reflect this, with higher differentials assigned to projects that require a larger role for the Project Manager.

1. **Firm Experience** - Each consultant shall be ranked, with the highest ranked consultant and proposed subconsultants receiving the greatest number of points, and lowest ranked consultant and proposed subconsultants receiving commensurately lower scores. The rankings and scores should be based on each firm's experience on similar projects and past performance for NOACA and other appropriate agencies. The selection team should consider documented performance ratings if available, and consult other agencies as appropriate. The use of documented ratings shall place emphasis on the specific type of services requested.
3. **Project Approach** - Each consultant shall be evaluated based on the approach presented in the proposal to complete the project. Factors for evaluation shall include project

schedules; demonstration of understanding for the project; methods and strategies to best accomplish the project; creativity; viability; and implementation. Proposals should clearly describe how each task or deliverable will be completed.

4. **Cost** – Total cost will be evaluated on a scale relative to the cost of all proposals received. The low cost proposal shall receive the highest points possible and each proposal thereafter will be weighted in comparison. The selection team shall review cost factors, such as billable hours, rates of pay, appropriate staff assignment relative to the complexity of each task.

QUESTIONS

For questions regarding the RFP, please contact procurement@mpo.noaca.org. All questions must be submitted in writing or by email. All answers will be publicly posted on www.NOACA.org.

Attachment 1- Links to Regional Projects and Plans:

Vibrant Neo 2040	http://vibrantneo.org/
Built CLE	http://www.cnt.org/repository/BUILT-Cleveland.FINAL.pdf
Opportunity Corridor Project	http://www.dot.state.oh.us/projects/ClevelandUrbanCoreProjects/OpportunityCorridor/Pages/default.aspx
GCRTA Red Line Extension Study	http://www.artsintransit.gcrtc.org/red-line-healthline-extension#overlay-context=red-line-healthline-extension
GCRTA TOD Plan	http://www.riderta.com/tod
GCRTA System Map	http://www.riderta.com/sites/default/files/pdf/maps/System_Map_Main.pdf
GCRTA Blue Line Extension	http://www.riderta.com/majorprojects/bluelineextension
GCRTA Strategic Plan	http://www.riderta.com/strategicplan
ODOT's Statewide Transit Needs Study	http://www.dot.state.oh.us/divisions/planning/transit/transitneedsstudy/Pages/StudyHome.aspx
Connecting Cleveland Plan	http://planning.city.cleveland.oh.us/cwp/contents.html
Connecting Cleveland TOD/Transportation	http://planning.city.cleveland.oh.us/cwp/chapterspdf/tt.pdf
Connecting Cleveland Proposed Transit Projects	http://planning.city.cleveland.oh.us/capital/cpc/basemap.jsp?pageTitle=transit&project=ovtransit&Layers=01001000000000010111000011000000100000001111110000
LakeTran System Map	http://laketrans.com/schedules-maps/system-map/

Attachment 2 – List of Exhibits

- a. Map of NOACA service area:
<http://www.noaca.org/modules/showdocument.aspx?documentid=6625>