



Metropolitan Transit Commission



March 23, 2022

METROPOLITAN TRANSIT COMMISSION

Wednesday, March 23, 2022

5:30pm

Charlotte-Mecklenburg Government Center

WebEx

AGENDA

- I. Call to OrderCommissioner Leigh Altman
 - Attendance (Roll Call)
- II. Approval of the February 23, 2022 Summary (p.5-10)Commissioner Leigh Altman
- III. Report from the Chair of the Transit Service Advisory Committee (TSAC)Krissy Oechslein
- IV. Report from the Chair of the Citizens Transit Advisory Group (CTAG) No Meeting
- V. Public Comments
- VI. Informational Items
 - LYNX Silver Line Rail Trail Study Update (p.12-27)Jason Lawrence
 - Silver Line TOD Planning Study Update (p.29-37) John Howard
- VII. Action Items
 - None
- VIII. MTC Commissioners' Business
 - None
- IX. Chief Executive Officer's Report (p.39-42) John Lewis, Jr
- X. Other Business
- XI. Adjourn

METROPOLITAN TRANSIT COMMISSION
MEETING SUMMARY
February 23, 2022
(Approved on March 23, 2022)

Presiding: Commissioner Leigh Altman, Mecklenburg County Board of Commissioners

Present:

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| Mayor Vi Lyles (City of Charlotte) | Brian Welch (Town Manager, Mint Hill) |
| Mayor Woody Washam (Town of Cornelius) | Mayor Jack Edwards (Town of Pineville) |
| Andrew Grant (Town Manager, Cornelius) | Randy Hemann (Town Manager, Mooresville) |
| Mayor Rusty Knox (Town of Davidson) | Bill Thunberg (Mooresville Representative) |
| Jamie Justice (Town Manager, Davidson) | Mayor Walker Reid III, (City of Gastonia) |
| Mayor Melinda Bales (Town of Huntersville) | Mayor Marion Holloway (City of Monroe) |
| Anthony Roberts (Town Manager, Huntersville) | Brian Borne (Interim City Manager, Monroe) |
| Mayor John Higdon (Town of Matthews) | L. J. Weslowski (City of Concord) |
| Mayor Pro-Tem Renee Garner (Matthews) | |

CATS Chief Executive Officer: John Lewis, Jr

I. Call to Order

The regular meeting of Metropolitan Transit Commission was called to order via WebEx conferencing at 5:30pm by Mecklenburg County Commissioner Leigh Altman.

MTC Chairwoman Commissioner Altman: Before I open our business items this evening, I'd like to take a moment to give my sincerest condolences to the family and friends of CATS operator Ethan Rivera. I cannot imagine how difficult this has been, and I just want to express my support for our CATS family affected by this tragic event, as well as the Charlotte-Mecklenburg Police Department as they continue their investigation.

II. Review of Meeting Summary

The meeting summary of January 26, 2022 was approved.

III. Transit Services Advisory Committee (TSAC) Chairman's Report

Krissy Oechslin (Chairwoman) reported the following recap: I also wanted to speak on behalf of TSAC in extending our sympathy to the family, friends, and colleagues of Ethan Rivera. We appreciate his service as a bus operator and were heartbroken over his senseless loss of life.

At our February TSAC meeting, John Lewis shared an update on CATS' staffing issues and how that has impacted operations, especially bus operations. He also laid out the challenge that even if CATS was fully staffed today, there's still a good gap between the level of service that CATS provides today and the level of service CATS would like to provide, for example, reducing bus headways to 15 minutes on many more routes than we currently have that level of service on today. As transit riders, TSAC supports efforts to expand and improve bus and all transit service, and we hope that elected officials, as well as the public, see the value in providing a frequent, reliable transit service as something that benefits everyone in the entire region. We also received an update on the CATS TRAX performance management system as well as a review of the annual budget, and we had an in-depth presentation on how CATS measures on-time performance of its buses.

IV. Citizens Transit Advisory Group (CTAG) Chairman's Report

Adam Pasiak (Co-Chairman-Mecklenburg County) reported the following recap: The Citizens Transit Advisory Group received two presentations:

- 1) CATS CEO John Lewis regarding the preliminary operating and debt service budget
- 2) CATS CFO Blanche Sherman on the preliminary capital improvement plan.

Overall, I'm happy to report that both the preliminary operating debt service budget and the preliminary capital improvement plan seemed to be well received by CTAG membership. CATS leadership during those presentations shared that while creating these plans, they had to account for the continued effects of COVID-19 now and into the future, ridership fluctuations, staffing constraints, sales tax revenue changes. AARP and funding updates as well as other factors were all part of the adjustments that CATS made when constructing the preliminary operating and debt service budget as well as a CIP plan. Even with these stated considerations, both the operating and debt service budget and the CIP align closely with recent budgetary trend lines and that CTAG membership during the meeting did not have any suggested changes or comments to the preliminary budget or the CIP at the February meeting, and we look forward to a full update and budget at our April 2022 budget review meeting.

V. Public Comments – None

VI. Informational Item

Envision My Ride Update

Jason Lawrence

Jason Lawrence – CATS Senior Transportation Planner – made a presentation an update on Envision My Ride, based on pages 10-18 in the MTC Agenda packet for February 23rd, 2022 meeting.

Discussion:

CATS CEO Lewis: I would like to give you a little bit of reminder in the background outside of what Jason provided. Some of you board members who were on the MTC in 2017 may remember that there was a study that was done by a nonprofit transit advocacy group out of New York that had ranked transit service within the top 50 cities in the United States. This is not the Chevy study that our region spent a lot of time addressing but think of it as sort of a similar type of evaluation based on our ability to provide transit services.

Now, while CATS did score pretty well in terms of depth and breadth of service area, you can get almost anywhere within Mecklenburg County utilizing public transit. Where we did not fare well and very far at the bottom, we were 48 out of the 50 cities that were surveyed, was on average trip length of service. At that time on CATS service, you had to take more than one bus to get from your origin to your destination. Your average trip was over 90 minutes and that, as all of you can imagine, if anyone of our daily morning and afternoon commute was 90 minutes or greater, we would probably need to find a new place to live or seek a new employment opportunity. But so many of our transit customers don't have that opportunity, and that is what led us and the MTC at the time to commission the Envision My Ride study.

This was a consultant study led by our staff with the help of outside consultants that really was driven to find a structure for building a better bus system, and Jason will get into the details of that, but that study really came out with a three-pronged approach:

- 1) Restructuring our bus routes
- 2) Enhancing the frequency of our service
- 3) Enhancing the reliability of our service.

CATS under its current funding constraints has been working since 2018 to implement this plan.

Jason gave an update on where we are, but as we all know, big changes and necessary changes oftentimes don't happen without the additional funding to support that. And this plan, like others, is beyond the capacity of the current half cent sales tax. It's a great time to be revisiting Envision My Ride as this region is considering how do we adequately fund public transit and other transportation endeavors into the future.

MAYOR BALES (Town of Huntersville): During the public outreach time it looks like in the presentation outreach, public meetings were held in October and November, a couple of pop-ups out at the CTC in October. The next round of engagement, what is that going to look like? Is that going to go out into the other communities as well into maybe some of the park-and-rides, et cetera to kind of garner some additional public input?

MR. LAWRENCE: Thank you, Mayor Bales, that's a great question and I'm glad you brought that up because we are starting not only our public outreach systemwide but also our more intense stakeholder outreach systemwide. We have a meeting next Monday with the Town of Matthews staff to talk about opportunities for mobility hubs and high frequency corridors within the Town of Matthews, and it is our plan to do that with each of the towns throughout the month of March.

I think with the increase of express ridership that we're seeing, because that is out of all the bus services, we're seeing great improvements on our express service. I think that we do have some opportunities for some pop-up conversations at the park-and-rides, particularly in the northern towns, the two that are in Huntersville and the one that's in Cornelius, so yes, we'll include that as a part of our outreach.

Bill Thunberg (Town of Mooresville Representative): I've got a couple items. I know Jason and Mr. Lewis have probably already thought about these things and they'll fill us in later, but with the 77 mobility hub opportunities, I know that there are going to be tiers, and I'm sure that you're going to be looking at the economic development opportunities that are available. So some of those are going to offer opportunities for economic development, and so we need to figure out a way of being able to either cooperate with the local jurisdictions with regards to how those are going to develop or CATS may want to consider having a development person that coordinates all of that to be able to be sure that we're maximizing all of the economic development opportunities for each of the jurisdictions there, particularly with the BRT services which you can have some more intensive development in those areas.

Then in those areas as well, and I'm sure that this has been thought of as well, but we need to look for advertising partnerships, whether it's a bus stop or a mobility hub location. I think that it would be good if we could focus on having partnerships with last mile providers that allow them to pay us to be in that space and to operate in that space and be able to provide that last mile service to the folks that utilize the transit services.

Then I don't know if this is the area to talk about it, but with regards to the different types of service that we offer -- and I know this is a long-term plan, Jason -- so the different types of services that we offer, I'm concerned with the level of inflation these days and with the price of gas being \$3.50 a gallon that we might be missing an opportunity to attract people to transit by fare deals or I don't know exactly how to do it, but even think about free fares in the Center City areas to help offset some of the costs and some of the impacts on the poorer peoples in our communities who depend on CATS for everything. If we're serious about trying to attract people to transit, you may be able to make up some of that income from raising the

parking fees in the Center City areas, which would be something that you would have to negotiate I guess with the City of Charlotte, but I think there are ways available to us to support these folks in these challenging times and at the same time get other people attracted to the transit operations.

MR. LAWRENCE: I think certainly not all the comments from Mr. Thunberg but I could touch on a few of the things that, from the land development side, I think we've done a great job recently of improving our connections and certainly within the City of Charlotte, but we're also sitting in on meetings with the Town of Matthews, and we have pretty good regular conversations with the Towns about development as looking at development around future rapid transit stations. Our director of development division, Kelly Goforth, has done a really good job of updating our policies with that, and certainly would seek additional opportunities to coordinate development around not only rapid transit but also future BRT and the bus opportunities, because our Park-and-Rides are great opportunities to kind of refresh and look at other mobility modes that could connect the surrounding developments. That's something we are continuously looking to improve and would jump at the opportunity to working with the Towns on that.

Thankfully, at our next meeting Bruce Jones, who is the project manager on this effort, will be presenting the recommendations at the April meeting.

VII. Action Item - None

VIII. MTC Commissioners' Business - None

IX. Chief Executive Officer's Report –

John Lewis, Jr. – CATS CEO provided the following report: There's been quite a bit of media coverage lately regarding the reliability of CATS transit services. I've had these discussions with the Transit Service Advisory Committee, as we heard earlier from the Chair, but I wanted to bring MTC members up to speed on where we are. I wanted to take this opportunity to update the board on our labor situation and the impact that the pandemic has had on service reliability.

Since March of 2020 when the world turned itself upside down, many things drastically changed overnight. Some businesses closed their doors, laid off staff, others went into a virtual work environment, but for CATS frontline operating personnel, just like many other frontline service personnel, nothing changed in the work environment for them while everything changed around them. Our bus, train, and special transportation operators and mechanics continued to show up day in and day out providing mobility options to our community while dealing with the impact of the COVID-19 virus upon them in the work environment and their families at home. This is not different from any industries currently suffering from difficulties retaining and recruiting frontline employees.

Before March of 2020 the average number of job vacancies throughout CATS operating divisions, that's bus, rail, and special transportation services, was averaging 119 openings out of a total of 1,158 positions or just over 10% vacancy rate. Today that vacancy number is almost double, averaging 198 vacancies through the month of January, which equates to about a 17% vacancy rate.

CATS HR department has worked nonstop to close this vacancy gap with over 300 new hires since 2020. Taking into consideration the training requirements for new hires -- five weeks for a bus operator coming to us with a commercial driver's license; 10 weeks for a new bus

operator that requires CDL instruction; and 12 weeks for a new operator -- I don't think I can ask for a higher level of response from a recruiting standpoint, and I tip my hat to our HR staff who are working tirelessly in this realm.

What has made this situation so difficult from an operating standpoint is the extraordinary attrition rates that we are experiencing. 44% of our bus operations workforce has turned over since 2020, and 29% of our rail NCTS workforce has turned over during the same time period. This high turnover rate is a direct result of burnout of our employees. Long hours, increasing need for overtime to maintain minimal service levels, and the reality of dealing with the stressed-out public at their wit's end with the impact of a multi-year pandemic has become quite frankly too much to bear in some cases for many of our employees. If they haven't chosen to leave the industry, we're seeing record levels of absenteeism. During the month of January, we saw a 52% increase in daily unscheduled absences. It is this perfect storm of circumstances that has led us to the day-to-day uncertainties in our service levels.

What are we doing about the situation? First, we're working with our contractor, RATP Dev, and their employees to get a better understanding of the challenges and issues they are facing day-to-day. What we've heard is some of the problem is financial or compensation-related, and in that regard, we've responded with retention bonuses of \$2,000 to \$3,000 depending on position, length of time, as a recognition of their diligent service offered by these frontline employees who have stuck with us through this difficult time. Also, we've added two recruitment benefits and bonuses for new employees and those current employees who referred to us a new hire. We hope these financial incentives will help not only reward diligent service but also incentivize current employees to stay with us longer and to offer recruitment referrals to their friends, neighbors, and family members.

But this also goes beyond compensation to the issues surrounding the work environment. We're going to experiment with new schedule design to offer more four-day workweeks with 10-hour days to maximize flexibility for our operations staff. This is a very new type of work environment for us in the transit industry, and we're going to pilot that over the coming schedule changes. Anything that we can do to ease this burden on our frontline staff we're going to do our best to make that work. We're also in contact with our industry association looking for other best practices and innovative solutions to this industrywide problem.

Lastly, we will be conducting another employee survey in the coming month to solicit more real-time feedback, not only on the initiatives that we have begun but any new suggestions that may come or new challenges that may come from our employees.

Finally, I do believe this is a short-term pandemic-related challenge, and although I believe the workplace will be forever changed by the last several years, the lessons learned, and reforms instituted I think will be a net gain for CATS and the industry. I have every expectation that CATS will return to the high levels of customer satisfaction that we routinely receive from our patrons as evidenced through multiple years of customer surveys and attention to customer priorities that is led through the type of industry-leading net promoter scores that we have seen prior to the pandemic. While we're not out of the woods yet in this regard, we are working diligently to find solutions to this short-term problem, to continue to recruit and provide programs and opportunities to retain those employees that are with us.

I would want to, once again, tip our hats to all those frontline employees at CATS who have stayed with us during this difficult time and continue to provide top-notch service to those that they provide mobility options, on a daily basis.

Discussion:

Commissioner Altman (Mecklenburg County Board of Commissioners): I just want to recognize how difficult it is. We see these hiring challenges across so many of our departments: the sheriff's office, the County CMS, and across industry. It's just something we're all grappling with. Thank you for you and your staff's diligent efforts.

X. Other Business – None

XI. Adjourn

The meeting was adjourned at 6:10 p.m. Mecklenburg County Commissioner Leigh Altman – MTC Chairwoman.

NEXT MTC MEETING: WEDNESDAY, MARCH 23RD, 2022, STARTS AT 5:30 P.M.

**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: LYNX Silver Line Rail Trail Study Update

DATE: March 23, 2022

- 1.0 PURPOSE/SCOPE:** To provide the MTC with the key findings and recommendations of the LYNX Silver Line Rail Trail study.
- 2.0 BACKGROUND/JUSTIFICATION:** The LYNX Blue Line Rail Trail has become one of the most defining features of the South End District. The trail is more than just a safe accessible path to the Blue Line stations, it is a continuous thread of activity from Carson St to New Bern St. The importance of that facility was recognized by CATS as an early planning need of the LYNX Silver Line project. To better understand how to incorporate a continuous rail trail along the length of the LYNX Silver Line, CATS conducted a rail trail study from 2020-2021 in coordination with the Transit Oriented Development and Design Services Team. The following goals guided the study team.
- Define at a conceptual level a continuous rail trail alignment
 - Propose rail trail segments that could be designed with the LYNX Silver Line project
 - Identify segments that require additional planning for a future capital investment plan
 - Develop potential rail trail cross sections
 - Provide strategies for connections to greenway and bike networks
- 3.0 PROCUREMENT BACKGROUND:** N/A
- 4.0 POLICY IMPACT:** N/A
- 5.0 ECONOMIC IMPACT:** N/A
- 6.0 ALTERNATIVES:** N/A
- 7.0 RECOMMENDATION:** N/A
- 8.0 ATTACHMENT(S):** N/A

SUBMITTED AND RECOMMENDED BY:



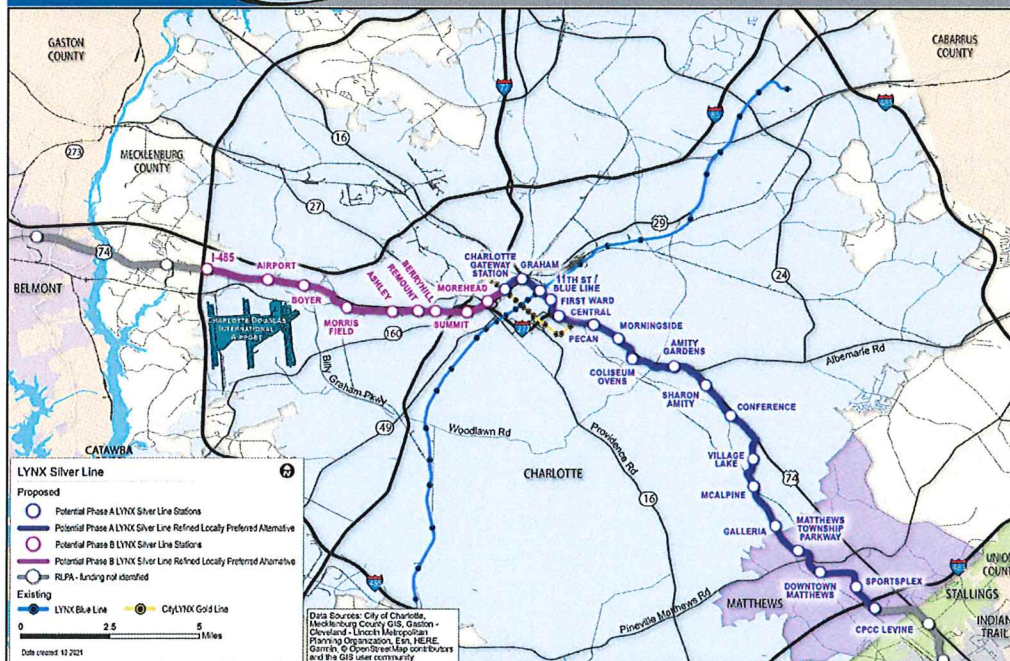
John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte



Rail Trail Study Update Metropolitan Transit Commission March 23, 2022



LYNX Silver Line



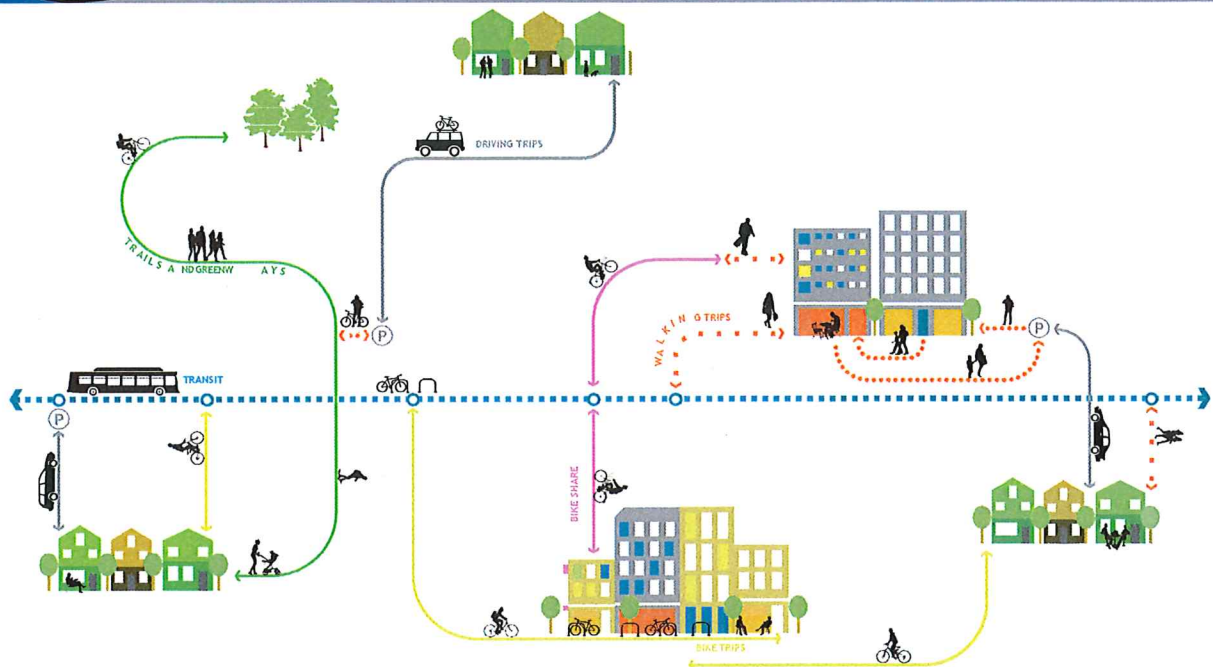
Design & Environmental Services

Transit Oriented Development Planning

Rail Trail Study



A Complete Network



CITY OF CHARLOTTE

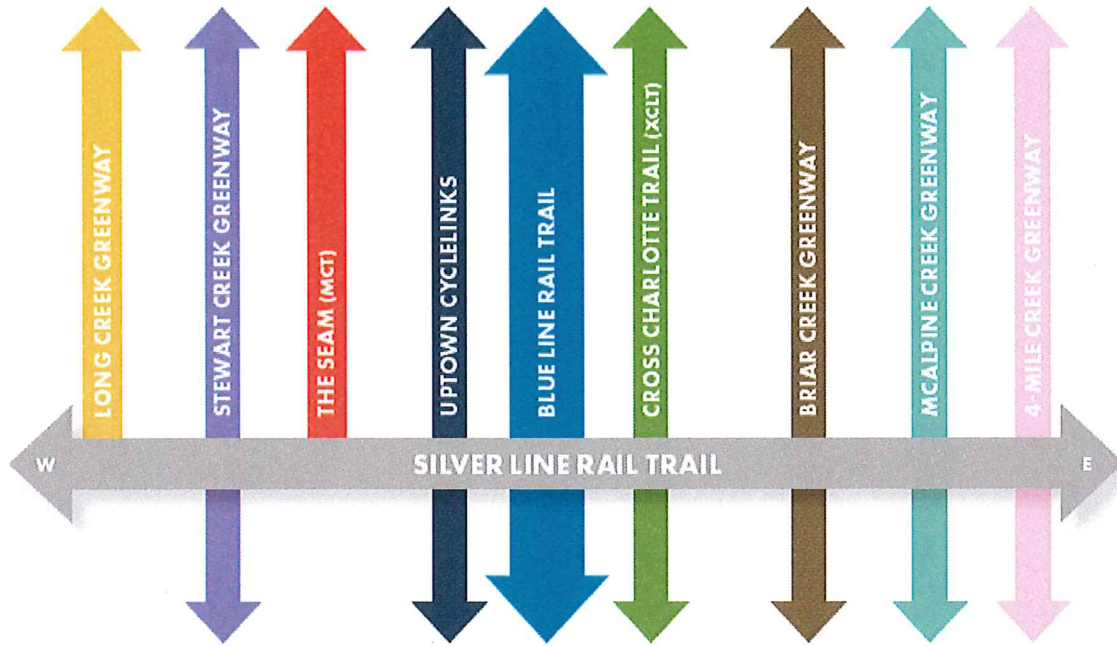
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CHARLOTTE REGIONAL Bikeways Map Summer 2020

This map is a planning document that identifies potential and existing bikeways in the Charlotte region. It is not a final plan. It is intended to provide information to the public and to the City of Charlotte and its various departments and agencies. It is not intended to be used as a legal document.

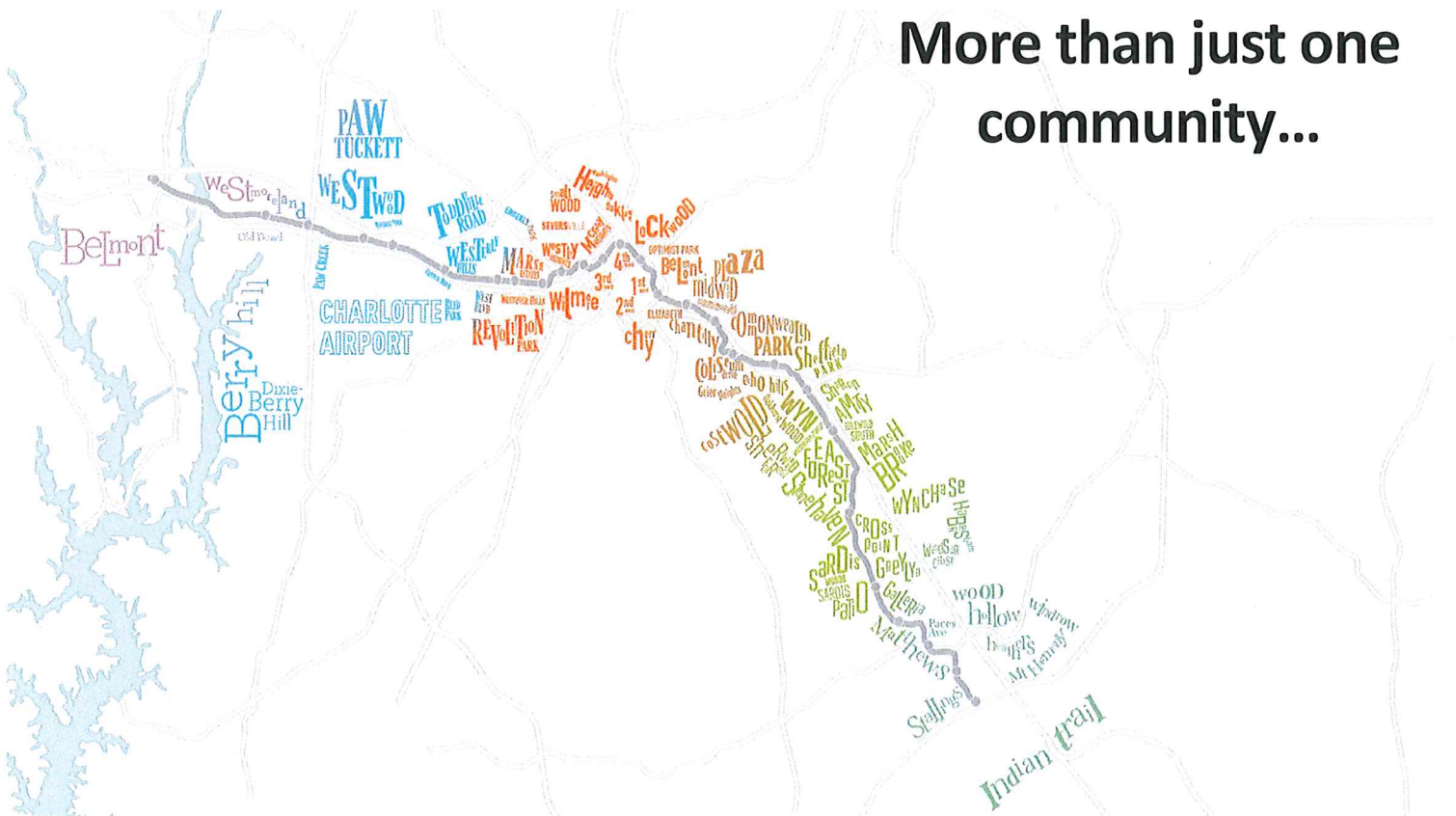
- Legend:**
 - Existing Bikeway Segments
 - Future Bikeway Segments
 - Major Bikeway
 - Minor Bikeway
- UPPER REGIONAL BIKEWAYS**
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Critical East to West Connection



CITY OF CHARLOTTE

www.RIDETRANSIT.org



More than just one community...



Parallel to Rail





Along a Thoroughfare



Town Center & Independent Path



Matthews-Mint Hill Road (existing conditions)



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Pedestrian Structures



CITY OF CHARLOTTE

www.RIDETRANSIT.org

Goals and Objectives



Goal 1: Define a continuous, premier rail trail that maximizes opportunities for active transportation and integrates with local land use development and the LYNX Silver Line alignment.



Goal 2: Promote awareness and support for the Silver Line Rail Trail.



Goal 3: Ensure the rail trail is a functional transportation facility.



Goal 4: Create a unique public space for the neighborhoods along the trail and regional residents, workers, and visitors.



Stakeholder Engagement

A 'spine' of the multi-modal network

- Prioritize routes that connect to AAA facilities
- Comfortable bridge and road crossings
- Connect to existing greenways

A 'Premier' trail - not just functional!

- 'Seamless' trail more important than following the LRT
- Integrate with County, CTT, and other wayfinding + branding
- Safe + comfortable, especially for kids
- Create a special place

Trail-Oriented Development (TrOD) potential

- Connect to neighborhoods; 're-stitch' neighborhoods
- Attract new residents along the corridor
- Connect to major destinations, and beyond

Ready for Implementation

- Implementable; phased approach
- Adoption by jurisdictions to be eligible for Complete Streets funding
- Land development strategies and ROW preservation



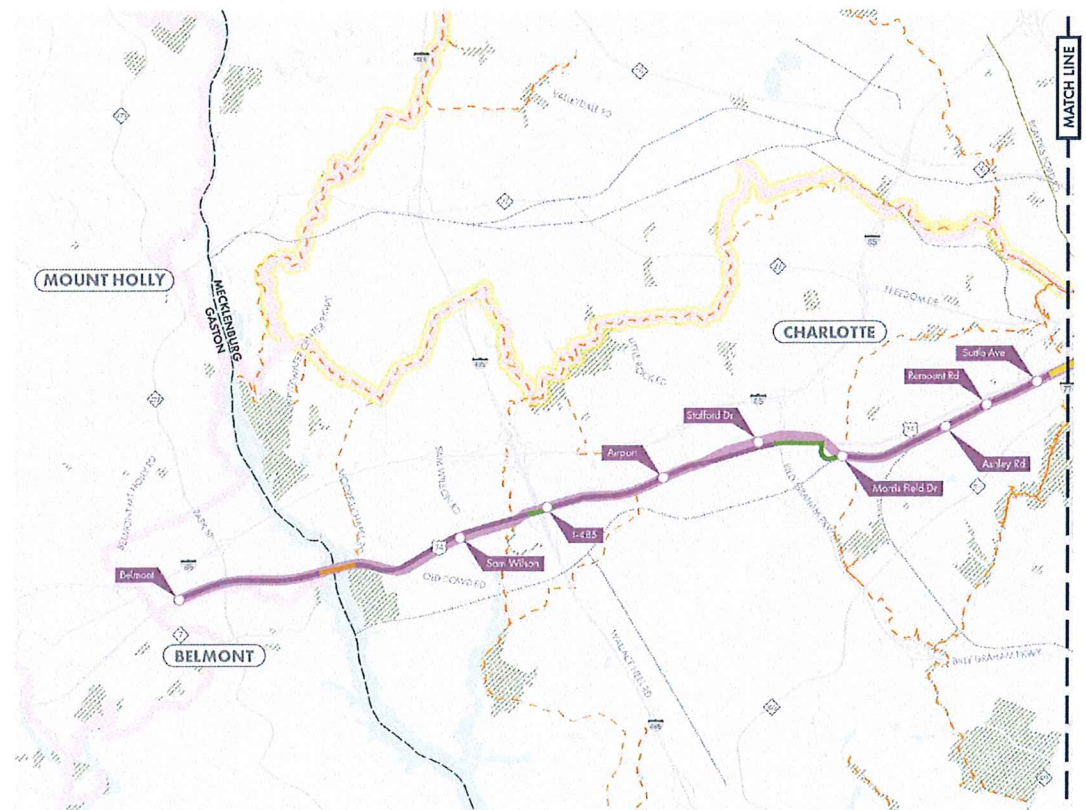
6 KEY RECOMMENDATIONS FROM THIS STUDY

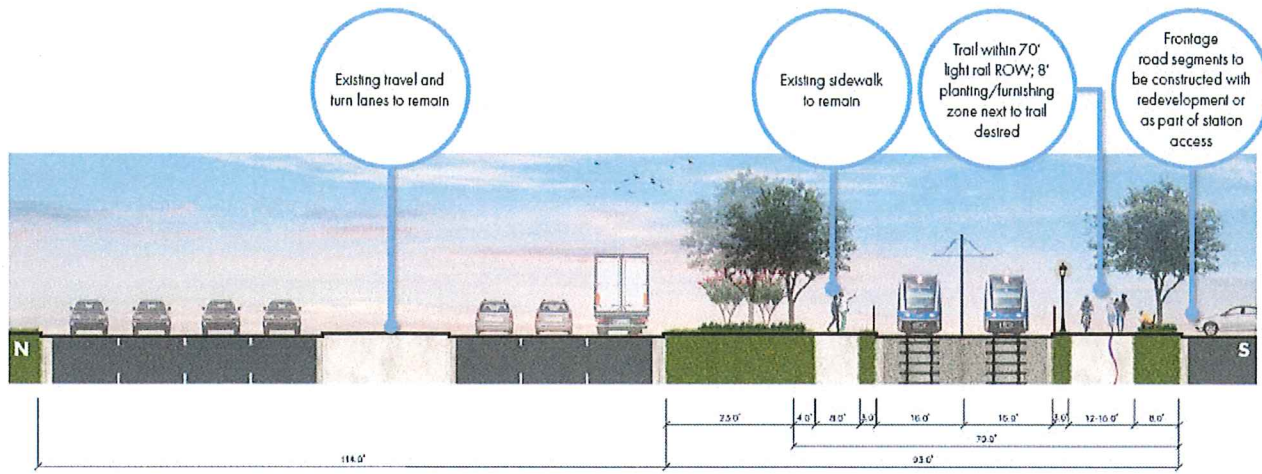
- 01 The Silver Line Rail Trail will be a 29-mile trail parallel to the Silver Line Light Rail.
- 02 The majority of the trail alignment should be built with the Silver Line Light Rail (LRT) project as part of station access for bicyclists and pedestrians. Segments that are constrained by structural interventions (bridges + tunnels) may require the trail to be built separately.
- 03 The trail will create many different connection points to other regional trails and massively expand the bike and pedestrian network. The intersection of Silver Line Rail Trail and Blue Line Rail Trail will be a critical junction that should continue to be evaluated in future phases of design.
- 04 The Silver Line Rail Trail will provide a premier trail experience.
- 05 The Silver Line Rail Trail crosses 5 jurisdictions – the City of Charlotte, the Town of Matthews, and the Cities of Belmont, Indian Trail, and Stallings, NC. Governance, operations, and maintenance of the trail still needs to be decided upon and should continue to be discussed among the many agencies and jurisdictions as design moves forward.

Recommend Rail Trail Alignment

LEGEND

- Rail Trail with parallel light rail
- Rail Trail without parallel light rail
- Wooner/ shared roadway
- Structure co-located with light rail
- Structure without light rail (roadway or independent)
- LYNX Silver Line Proposed Stations
- LYNX Silver Line Alignment
- LYNX Blue Line
- LYNX Gold Line Track
- Railroad
- Regional Greenway Network: Existing
- - - Regional Greenway Network: Planned
- XCLT2 Alignment
- Carolina Thread Trail
- Park
- Water
- County Boundary

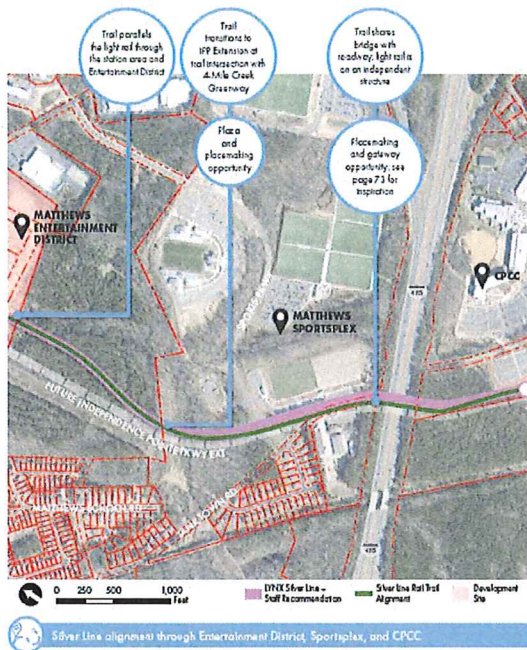




Independence Blvd/US-74 Typical Section at the front of parcels – Not to scale



Alignment Coordination



- Collaboration with CDOT and NCDOT road projects required for sections of the Rail Trail alignment.
- Private development coordination important as well

Street Crossings

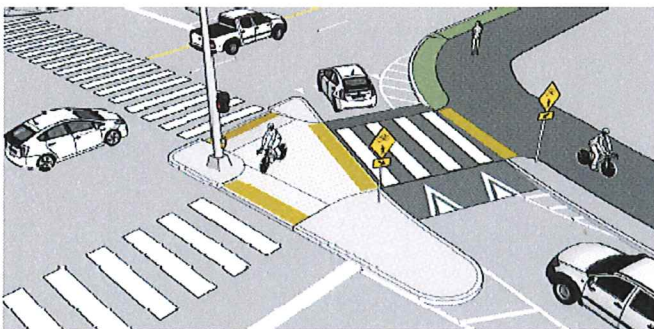


(Above) R10-32P



(Above) Leading pedestrian interval (LPI) installed in New York City, NY. Bicyclists use LPI to cross with pedestrians.

Source: amny.com



(Above) Channelized turn lane at an arterial road with high right-turn volumes.

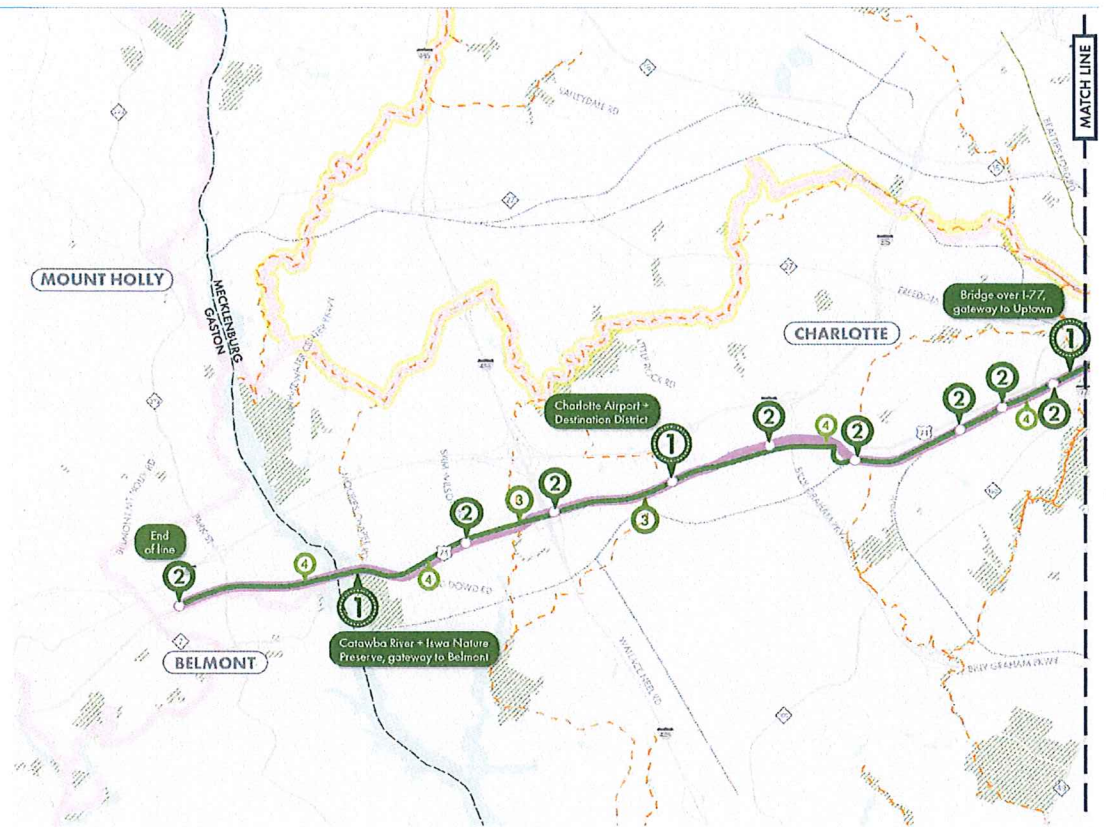
Design Considerations

- Consider median refuge islands, allowing bicyclists and pedestrians to cross a roadway in two stages.
- Define locations for Pedestrian Hybrid Beacons where side street volumes do not support installation of a conventional traffic signal
- At signalized locations where large volumes of pedestrians and bicyclists are anticipated, install leading pedestrian indicators to reduce pedestrian/bicyclist conflicts.
- Evaluate intersections for additional pedestrian crossing time
- Right turns on red should be prohibited wherever practical.
- Explore channelized turn lanes with a raised refuge island

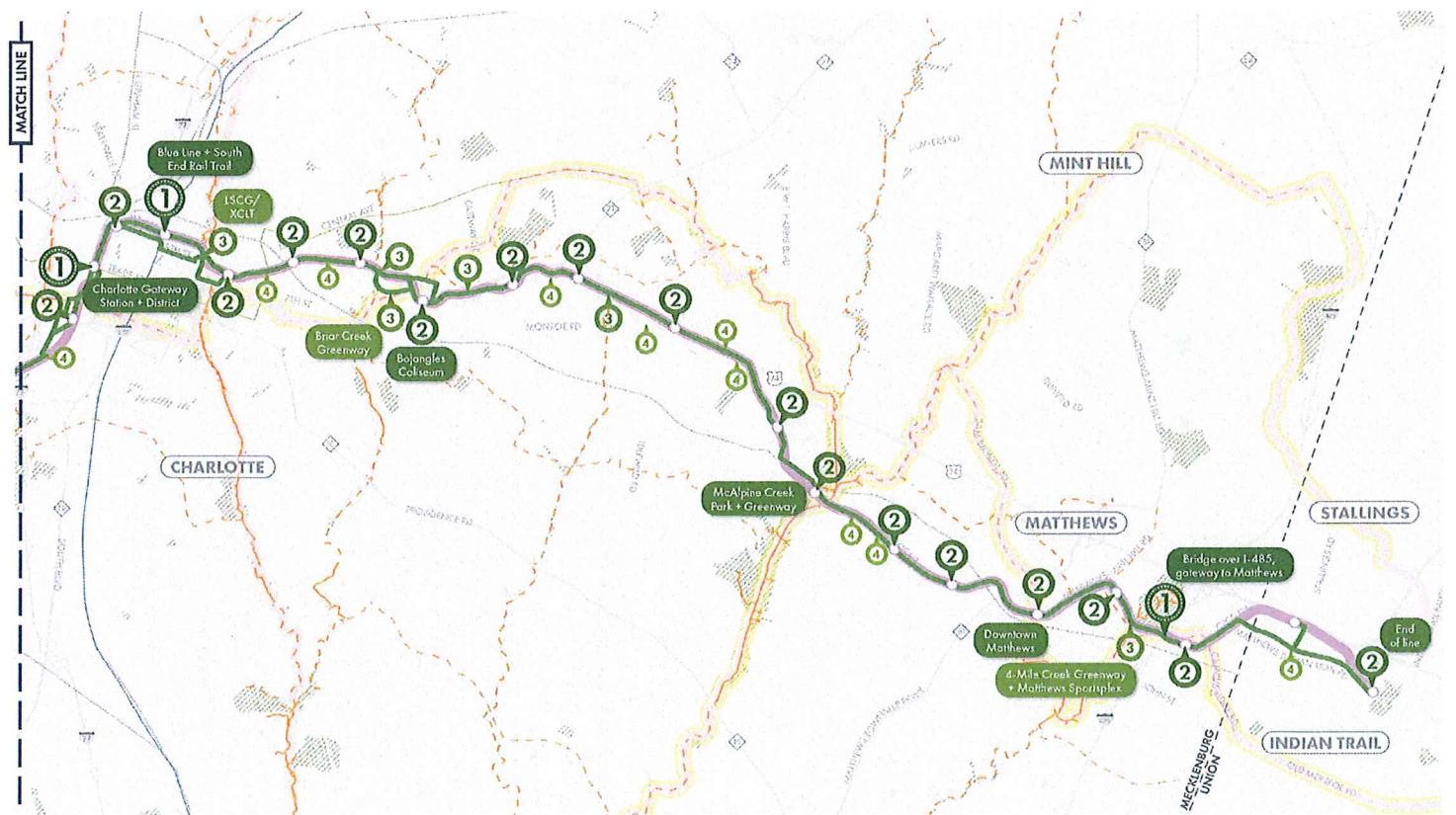
Trail Head Locations

LEGEND

- ① Key Moments/Gateways
- ② Main Trailheads (station areas)
- ③ Minor Trailheads (trail junctions)
- ④ Access Points (neighborhood connections)
- Proposed Silver Line Rail Trail Alignment
- IYNX Silver Line Proposed Stations
- IYNX Silver Line Alignment
- IYNX Blue Line
- IYNX Gold Line Track
- Railroad
- Regional Greenway Network: Existing
- Regional Greenway Network: Planned
- XCLT2 Alignment
- Carolina Thread Trail
- Park



66 | Silver Line Rail Trail Study



DESIGN THEMES

PATTERNS
FORMS
COLORS
TEXTURES
MATERIALS



SILVERLINE
RAIL TRAIL

SILVERLINE
RAIL TRAIL

**SILVER
LINE
TRAIL**

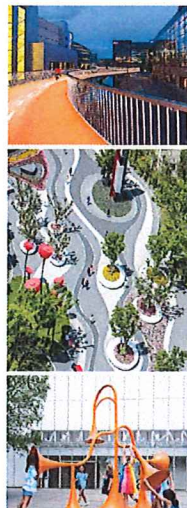
- Branded Navigational Ground Treatment
- Consistent Signage
- Uniform Surface Material
- Trash & Recycling Receptacles
- Public Plazas
- Bike Racks
- Lighting
- Shade
- Public Area & Placemaking

CITY OF CHARLOTTE

www.RIDETRANSIT.org

DESIGN THEMES

PATTERNS
FORMS
COLORS
TEXTURES
MATERIALS

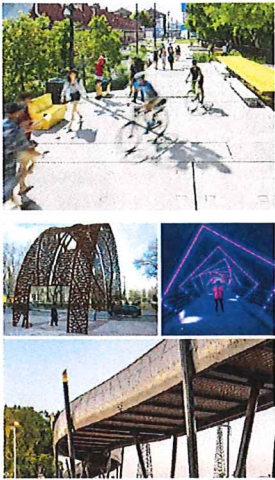


CITY OF CHARLOTTE

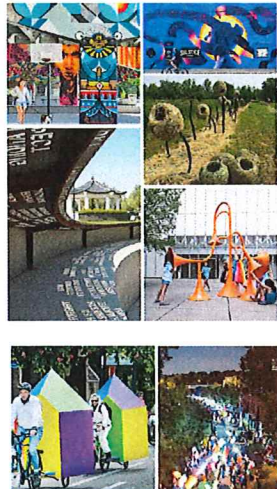
www.RIDETRANSIT.org

Placemaking

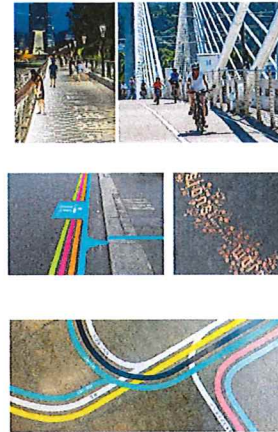
HIGHLIGHTED EXPERIENCES



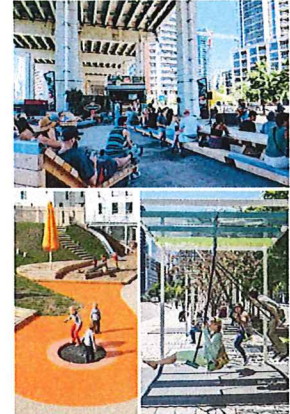
COMMUNITY CHARACTER



COMFORT AND EASE

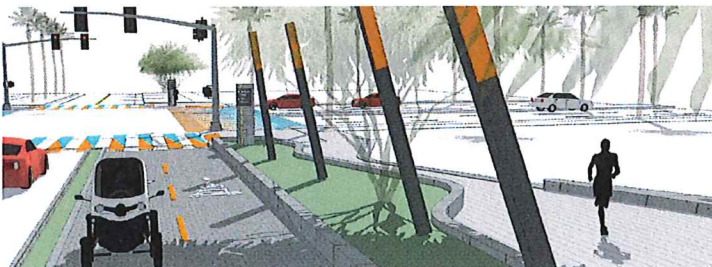


A LINEAR COMMONS



Next Steps

- Continue coordination with Design Team
- Develop Scope of Work for Phase 2 Planning
- Conduct focused public outreach in Fall 2022





Thank you



**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: Silver Line TOD Planning Study Update

DATE: March 23, 2022

- 1.0 PURPOSE/SCOPE:** The purpose of this information Item is to update the MTC on the draft Silver Line Transit Oriented Development (TOD) Planning Study and to highlight specific recommendations of interest within the Study.
- 2.0 BACKGROUND/JUSTIFICATION:** On December 18, 2018, the Federal Transit Administration (FTA) announced the City of Charlotte was awarded \$920,000 in grant funds from the Pilot Program for Transit Oriented Development (TOD) Planning to plan for transit-oriented development along the proposed LYNX Silver Line. The Pilot Program for TOD Planning helps support the FTA's mission of improving public transportation for America's communities by providing funding to local communities to integrate land use and transportation planning with a new fixed guideway or core capacity transit capital investment.

The Silver Line TOD Study kicked off in 2020 and was conducted in parallel with the Silver Line design and environmental study. The study was a partnership with the City of Charlotte, the Town of Matthews, Town of Stallings Town of Indian Trail, City of Belmont, and City of Gastonia. The goal of the LYNX Silver Line TOD Planning Study is to proactively plan for growth in the Charlotte region – pairing the success of the Blue Line light rail line with a new east-west line to build a framework that supports future growth and enhances accessibility throughout the region. This work is critical in planning for and guiding the explosive growth being experienced in the Charlotte region. The benefits of light rail on quality of life, as well as economic development, have been recognized by communities across the region, and discussions of extending into neighboring towns, cities, and counties have commenced. Now is a critical point in preserving the Charlotte region's east-west transit corridor and harnessing the development potential around future transit stations in a meaningful way. This is a unique opportunity to ensure that a contiguous alignment with thoughtful station locations and common goals is developed in partnership with key communities.

During the spring and summer of 2021, the TOD team held a series of public meetings with residents and stakeholders along the Silver Line corridor.

- Online survey results
 - 2,963 views
 - 821 participants
 - 11,863 responses
 - 3,270 comments
 - 765 subscribers
- Corridor wide virtual meeting
 - 177 people registered for the meeting
 - 157 individual views

- Community meetings
 - 319 attendees
 - 822 survey responses

The final report is expected to be issued in April 2022. The following is a summary of topics included in the final report:

- Station area typologies and market indices
- Station area TOD recommendations for all stations
- Land use plans, urban design scenarios, and market analyses for six demonstration station areas
- Infrastructure needs
- Equitable TOD strategies
- Station area typology manual

3.0 **PROCUREMENT BACKGROUND:** N/A

4.0 **POLICY IMPACT:** N/A

5.0 **ECONOMIC IMPACT:** N/A

6.0 **ALTERNATIVES:** N/A

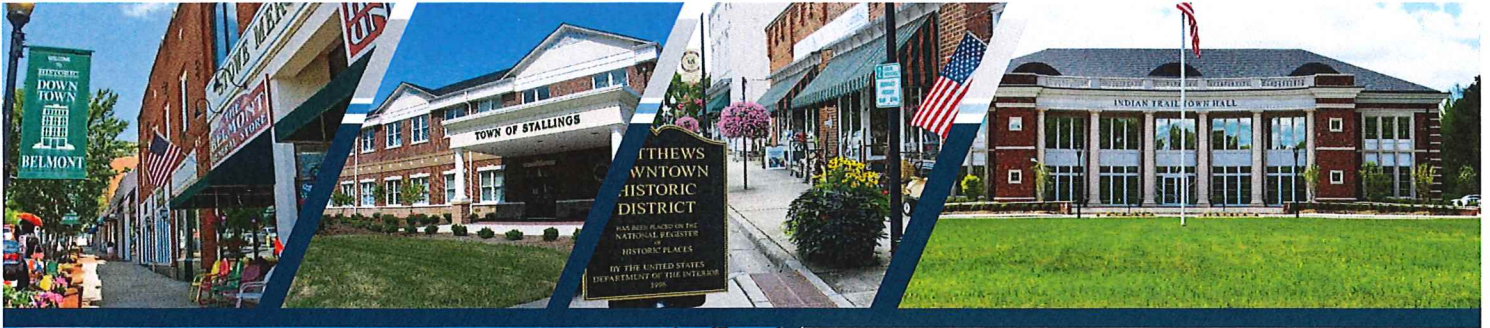
7.0 **RECOMMENDATION:** N/A

8.0 **ATTACHMENT(S):** N/A

SUBMITTED AND RECOMMENDED BY:



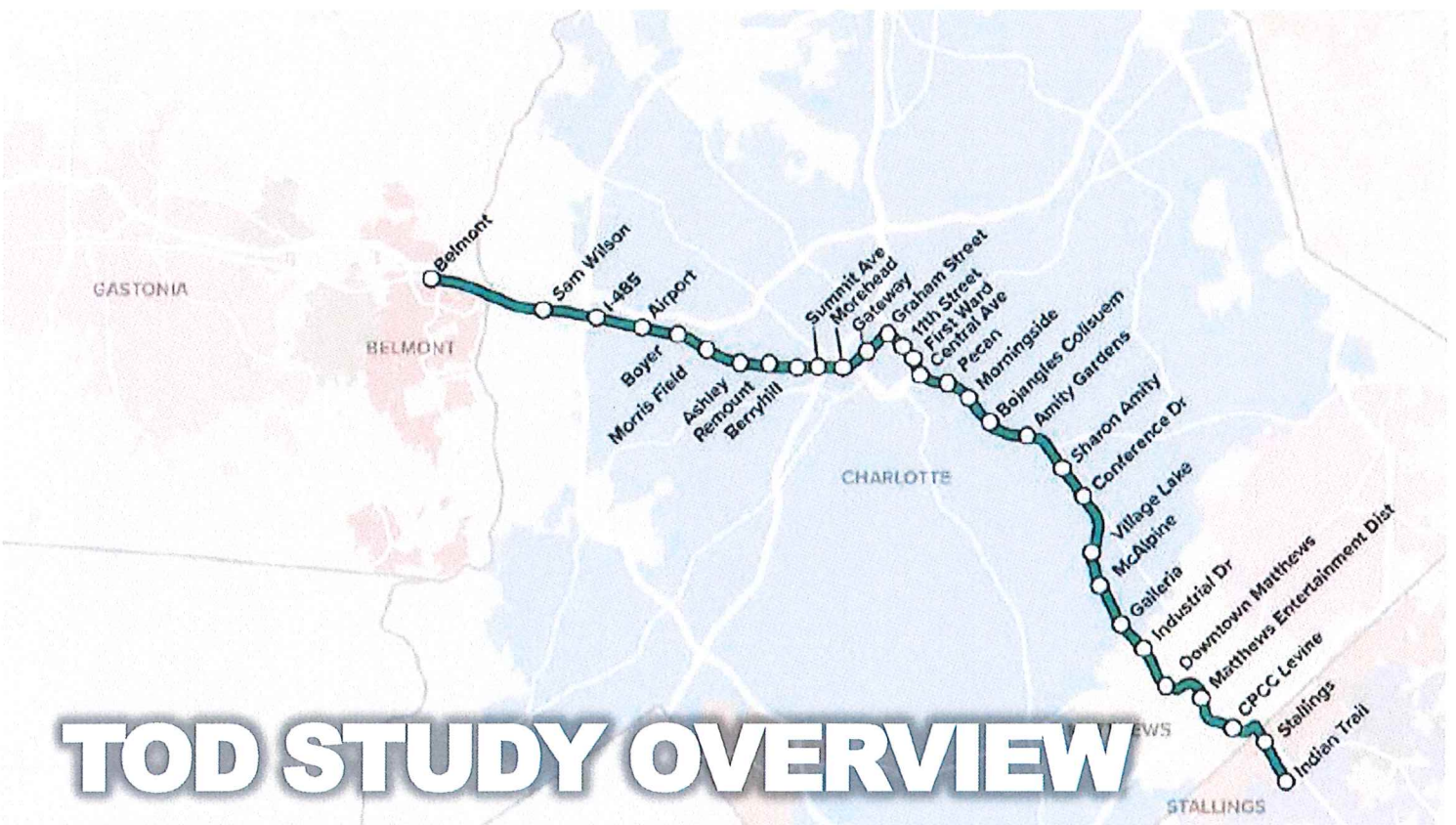
John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte



LYNX Silver Line TOD Study

Metropolitan Transit
Commission

March 23, 2022



STUDY OVERVIEW



What is transit-oriented development?

Transit-oriented development (TOD) is pedestrian-oriented, compact, mixed-use development that is centered on quality public transit.

It typically includes a mix of housing, office, retail, neighborhood amenities, and other uses within walking distance of a transit station. The following pages outline the key ingredients of TOD.

CHARLOTTE AREA TRANSIT SYSTEM

Creating Engaging Public Spaces

Include pedestrian-friendly elements that create vibrant and active spaces which lead to health, environmental and economic benefits.



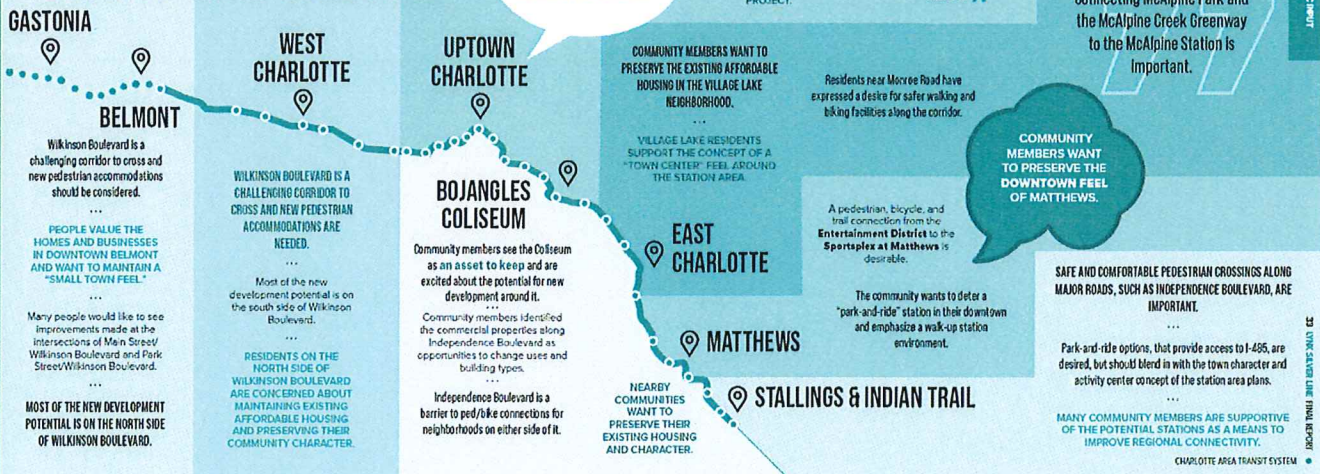
CHARLOTTE AREA TRANSIT SYSTEM

1 INTRODUCTION

STUDY OVERVIEW

WHAT WE HEARD

KEY THEMES FROM EACH STATION AREA



2 PUBLIC MEET

LYNX SILVER LINE FINAL REPORT

CHARLOTTE AREA TRANSIT SYSTEM

STATION AREA PLANNING



3

STATION AREA RECOMMENDATIONS

Station Area Typologies & Market Indices

Understanding the future typologies and market potential for each station area is an important part of calibrating future TOD to the unique context of each station.

STATION AREA TYPOLOGIES

Future transit station typologies are defined by how riders are anticipated to get to/from the station as well as expected land use and placemaking opportunities. As a part of the TOD planning process, all proposed LYNX Silver Line stations were evaluated and assigned one of the four broad station area typologies:



Walk-Up: These stations are accessed primarily by walking and bicycling, with no on-site vehicular parking (personal or shared mobility). Bus stops on nearby streets provide transit connections.



Ride-Up: Ride-Up Stations are accessed by walking and bicycling with specific accommodations for vehicular ride-up/drop-offs and shared mobility. Limited personal vehicular parking may be provided depending on site conditions and context. Bus connections can occur on-street and stations may include limited bus layover areas.



Commuter: Commuter Stations are easily accessible by car from key arterials and interstates. They may be located at the end of the line. These stations include significant park-and-ride facilities for personal vehicles and accommodations for all other modes.



Destination/Transfer: Destination/Transfer Stations provide connections to multiple other transportation modes, including streetcar, bus routes, etc. These stations may also be co-located with a destination that is a major attractor/generator. Platforms may need to accommodate large crowds.

(See Appendix C for a complete description of the considerations that inform each of the station area typologies and a matrix of the typologies by station.)

STATION AREA MARKET INDICES

Proposed stations were also evaluated using a set of market indices related to each station area's potential for development/redevelopment and multimodal transportation connections. Each station received a score from 1 to 5 for each index, with 1 indicating very limited opportunities and 5 indicating ample opportunities. The indices include:

- **Walkability Index:** How well an existing station area serves the needs of pedestrians through non-motorized access and connectivity
- **Opportunity Sites Index:** How much redevelopment and infill opportunity redevelopment sites are available in the existing station area, including currently underutilized properties
- **Office Market Index:** How well a station area and its surrounding land uses support office development/redevelopment
- **Hotel Market Index:** How well a station area and its surrounding land uses to support hotel development/redevelopment
- **Transit Connectivity Index:** How well a station area serves the needs of transit riders through connectivity to bus routes, other rail lines, etc.

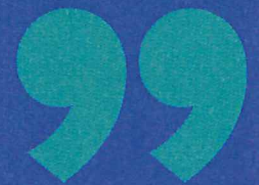
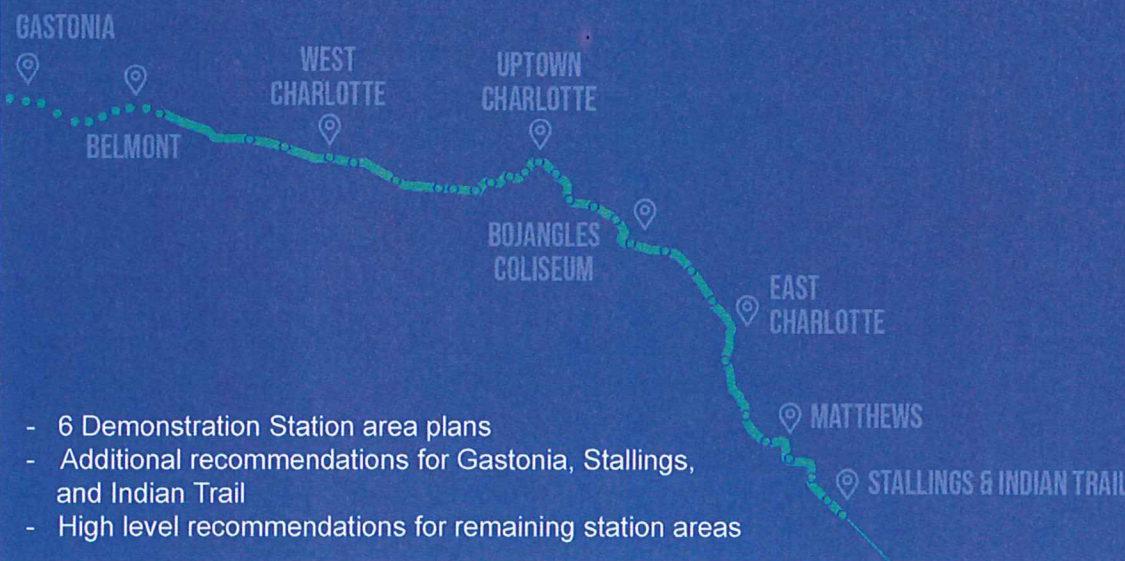
(See Appendix C for the full market index analysis for each station).

CHARLOTTE AREA TRANSIT SYSTEM

39 LYNX SILVER LINE FINAL REPORT

5

STATION AREA PLANNING



Transit-oriented development (TOD) is pedestrian-oriented, compact, mixed-use development centered on quality public transit.

6

STATION AREA PLANNING



Wilkinson East Bound from above Park Street Intersection

B. STATION AREA TOD RECOMMENDATIONS

Belmont Station

A Commuter Station with the feel of Historic Downtown Belmont

KEY CONSIDERATIONS & GOALS FOR FUTURE TOD

- Support opportunities for mixed-use, commercial, and senior housing redevelopment consistent with the scale and character of Downtown Belmont.
- Establish multimodal connections to Historic Downtown Belmont, Belmont Abbey and College, and the Brown Town neighborhood.
- Preserve future connections to planned regional trail systems and the Catawba River.
- Plan for end-of-the-line commuter transfer opportunities.

EXISTING CONDITIONS SYNTHESIS

- Institutional and commercial land uses front Wilkinson Boulevard around the proposed station with residential areas in surrounding neighborhoods.
- There is a high concentration of jobs along Wilkinson Boulevard, with residential density prevalent in surrounding neighborhoods.
- There are many parcels less than 2 acres in size, especially along the north side of Wilkinson Boulevard, that are underused.
- There are several existing, disconnected sidewalk segments along Wilkinson. The neighborhood directly north of the corridor has a more connected sidewalk network.
- I-85 is a barrier between the station and Belmont Abbey College to the north. Wilkinson Boulevard's wide cross section and limited crossing opportunities make comfortable, safe pedestrian connectivity across either side of it a challenge.

STATION AREA MARKET INDICES



RESPONDING TO INPUT

- The proposed station is in an area with mixed commercial and residential uses, which community members value.
- Intersection improvements would improve multimodal access, especially along Wilkinson Boulevard. Pedestrian and bicycle facilities and improved crossings would better connect active modes, which the community desires.

10-MINUTE WALKSHED



CHARLOTTE AREA TRANSIT SYSTEM

STATION AREA PLANNING



COMMUTER STATION

BELMONT STATION DEMONSTRATION AREA

A Commuter Station with the feel of Historic Downtown Belmont

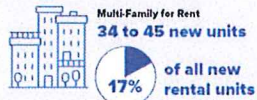
- | | |
|----------------------|---|
| WALKABILITY | 2 |
| OPPORTUNITY SITES | 5 |
| OFFICE MARKET | 2 |
| HOTEL MARKET | 3 |
| TRANSIT CONNECTIVITY | 2 |

Affordable Housing

EXISTING AFFORDABLE HOUSING UNITS

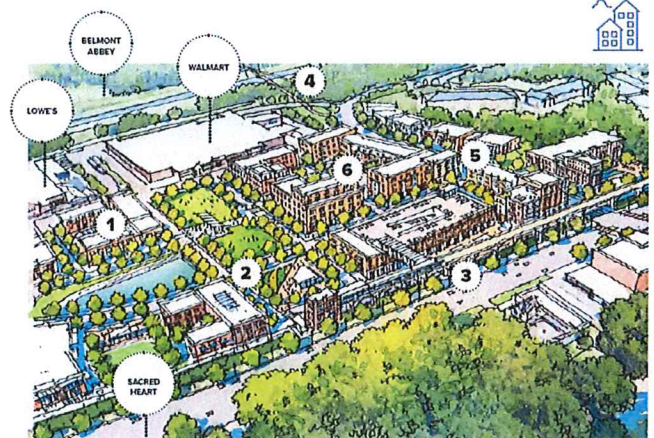
748

POTENTIAL ADDITIONAL AFFORDABLE HOUSING UNITS*



Total Affordable Units
40 to 50 new units
14% of all new units

*An analysis of existing market conditions shows that 10% to 15% of new housing units will be affordable housing. These are the units of affordable housing supported by the market over this period. A 20% to 25% of the actual potential market.



1. Long-term, high-density development with residential and commercial parking to be shared with commercial.
2. New organizing park space connecting future transit station to transit station.
3. Stretch location with park and bike trails and activating hot spots on Caldwells.
4. Proposed pedestrian bridge connecting Belmont Abbey and new hospital to transit station.
5. Extension of Caldwells from Park St to Park Street.
6. Potential mixed-use redevelopment with connections to the transit station.

STATION AREA PLANNING

FUTURE TOD KEY CONSIDERATIONS & GOALS: BELMONT STATION

BELMONT

1



Support opportunities for mixed-use, commercial and senior housing redevelopment consistent with the scale and character of Downtown Belmont.

2



Establish multimodal connections to Historic Downtown Belmont, Belmont Abbey and College, and Brown Town.

3

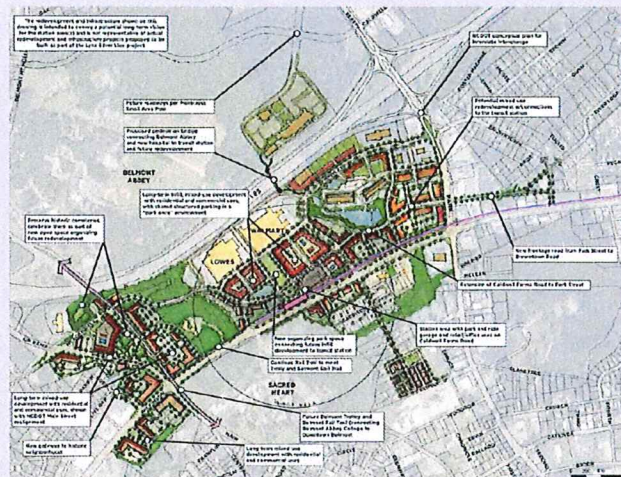


Preserve future connections to planned regional trails and the Catawba River.

4



Plan for end-of-the-line commuter transfer options.



ETOD STRATEGIES: EXISTING AFFORDABLE HOUSING RESOURCES



- Low Income Housing Tax Credits (LIHTC)
 - State funding source for affordable housing
- Housing Trust Fund (HTF)
 - City administered fund for affordable housing development
- Charlotte Housing Opportunity Investment Fund (CHOIF)
 - Revolving loan fund to support affordable housing
- City-Owned Property for Affordable Housing Development
 - Leverages redevelopment opportunities for housing on city property
- Naturally Occurring Affordable Housing (NOAH) Preservation
 - Resource to direct funding to maintain NOAH properties
- Transit Overlay District (TOD) Zoning
 - Height bonus for inclusion of affordable housing units in TOD zoning districts
- Voluntary Mixed-Income Housing Development Program
 - Density bonus program for private development

ETOD STRATEGIES



1. Municipal Capacity Building
 - ETOD programming and work plan
2. Community Engagement
 - Education, inclusion, and advocacy
3. Land Use and Zoning
 - Project scorecards
4. Transportation
 - Affordability and multi-modal accessibility
5. Health and Safety
 - Develop citywide health and safety plans
6. Community History and Culture
 - Incentives/policies to preserve neighborhood assets
7. Parking
 - Unbundle parking and housing costs
8. Jobs and Workforce
 - Small business retention and development
9. Development Incentives
 - Compatible land uses

11

ETOD STRATEGIES: HOUSING & ANTI-DISPLACEMENT



Credit: Charlotte Housing Services

1. Acquire and hold properties through land banking in ETOD areas
2. Provide local bond funding to support affordable housing development
3. Focus municipal funding for affordable housing development in ETOD areas
4. Create community land trusts and support community control of land
5. Establish emergency relief that models lessons learned from the pandemic
6. Establish and protect the right of first refusal for affordable housing non-profits to preserve long term affordability
7. Provide foreclosure assistance and support tenant right to counsel
8. Support homeownership as a stabilizing mechanism with tenant opportunity to purchase
9. Create limited equity housing cooperatives to preserve long-term affordability

12

WHAT'S NEXT: EQUITABLE TOD GRANT

Equitable Transit-Oriented Development (ETOD) Planning and Implementation for the LYNX Silver Line light rail transit project: Building community capacity and reflecting community values in the corridor.

- Grant Award: \$405,000
- Timeline: Estimated start date of Summer/Fall 2022
- The Study will provide an implementation focused, community-built road map for the project, building policy from the ground up.

Phase 1: Capacity building in the corridor, with an emphasis on environmental justice (EJ) and underserved populations

Phase 2: Infrastructure prioritization, creative funding strategies and regulatory tools to combat climate change based on the newly adopted Equitable Growth Framework and Metrics in the Charlotte Future 2040 Plan will all be included in the Implementation Strategy.

Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report
Feb-22

| Mode / Service | Feb-22 | Feb-21 | Percent Increase/Decrease | YTD FY 2022 | YTD FY 2021 | Percent Increase/Decrease | Avg Daily Ridership per Month | | |
|--------------------------------------|----------------|----------------|---------------------------|------------------|------------------|---------------------------|-------------------------------|---------------|--------------|
| | | | | | | | WeekDay | Saturday | Sunday |
| Local | | | | | | | | | |
| BOD Local | 397,695 | 404,863 | -1.8 % | 3,675,858 | 3,709,819 | -0.9 % | 16,044 | 11,567 | 7,652 |
| Subtotal | 397,695 | 404,863 | -1.8 % | 3,675,858 | 3,709,819 | -0.9 % | 16,044 | 11,567 | 7,652 |
| Local Express | | | | | | | | | |
| Harrisburg Road Express | 470 | 283 | 66.1 % | 4,307 | 2,290 | 88.1 % | 24 | - | - |
| Northcross Express | 549 | 241 | 127.8 % | 3,803 | 2,025 | 87.8 % | 27 | - | - |
| Idlewild Road Express | 475 | 147 | 223.1 % | 4,154 | 2,478 | 67.6 % | 24 | - | - |
| Independence Blvd Express | 441 | 72 | 512.5 % | 4,227 | 955 | 342.6 % | 22 | - | - |
| Lawyers Road Express | 455 | 251 | 81.3 % | 3,140 | 2,353 | 33.4 % | 23 | - | - |
| Northlake Express | 362 | 181 | 100.0 % | 3,161 | 1,620 | 95.1 % | 18 | - | - |
| North Mecklenburg Express | 1,057 | 142 | 644.4 % | 7,944 | 1,746 | 355.0 % | 53 | - | - |
| Huntersville Express | 867 | 296 | 192.9 % | 7,151 | 2,735 | 161.5 % | 43 | - | - |
| Rea Road Express | 413 | 227 | 81.9 % | 4,131 | 2,268 | 82.1 % | 21 | - | - |
| Huntersville Greenhouse Express | 114 | 97 | 17.5 % | 931 | 941 | -1.1 % | 6 | - | - |
| Subtotal | 5,203 | 1,937 | 168.6 % | 42,949 | 19,411 | 121.3 % | 261 | - | |
| Regional Express | | | | | | | | | |
| Gastonia Express | 514 | 383 | 34.2 % | 4,908 | 4,197 | 16.9 % | 26 | - | - |
| Rock Hill Express | 325 | 301 | 8.0 % | 3,071 | 1,972 | 55.7 % | 16 | - | - |
| Union County Express | 262 | 180 | 45.6 % | 2,445 | 1,828 | 33.8 % | 13 | - | - |
| Subtotal | 1,101 | 864 | 27.4 % | 10,424 | 7,997 | 30.3 % | 55 | - | |
| Community Circulator | | | | | | | | | |
| Neighborhood Shuttles | 11,582 | 12,973 | -10.7 % | 98,300 | 118,248 | -16.9 % | 464 | 386 | 191 |
| Eastland Neighborhood Shuttle | 6,083 | 6,802 | -10.6 % | 57,212 | 67,723 | -15.5 % | 229 | 194 | 180 |
| Pineville-Matthews Road | 1,177 | 1,182 | -0.4 % | 9,903 | 11,433 | -13.4 % | 50 | 44 | - |
| Village Rider | 2,638 | 3,247 | -18.8 % | 25,498 | 28,586 | -10.8 % | 106 | 80 | 44 |
| Subtotal | 21,480 | 24,204 | -11.3 % | 190,913 | 225,990 | -15.5 % | 849 | 704 | 415 |
| Human Services Transportation | | | | | | | | | |
| Special Transportation Services | 12,543 | 11,071 | 13.3 % | 106,601 | 89,495 | 19.1 % | 561 | 196 | 130 |
| DSS | 900 | 2,962 | -69.6 % | 18,817 | 11,233 | 67.5 % | 48 | - | - |
| Subtotal | 13,443 | 14,033 | -4.2 % | 125,418 | 100,728 | 24.5 % | 609 | 196 | 130 |
| Rideshare Services | | | | | | | | | |
| Vanpool | 3,044 | 2,559 | 19.0 % | 24,259 | 25,258 | -4.0 % | 138 | 34 | 36 |
| Subtotal | 3,044 | 2,559 | 19.0 % | 24,259 | 25,258 | -4.0 % | 138 | 34 | 36 |
| Rail | | | | | | | | | |
| LYNX Blue Line | 282,875 | 172,301 | 64.2 % | 2,302,766 | 1,690,783 | 36.2 % | 10,333 | 12,550 | 6,506 |



Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report

Feb-22

| Mode / Service | Percent | | | YTD | | Percent | | Avg Daily Ridership per Month | | |
|--------------------|----------------|----------------|-------------------|------------------|------------------|-------------------|--|-------------------------------|---------------|---------------|
| | Feb-22 | Feb-21 | Increase/Decrease | FY 2022 | FY 2021 | Increase/Decrease | | WeekDay | Saturday | Sunday |
| CityLynx Gold Line | 29,830 | - | n/a | 181,302 | - | n/a | | 1,137 | 1,109 | 666 |
| Subtotal | 312,705 | 172,301 | 81.5 % | 2,484,068 | 1,690,783 | 46.9 % | | 11,470 | 13,659 | 7,172 |
| Total | 754,671 | 620,761 | 21.6 % | 6,553,889 | 5,779,986 | 13.4 % | | 29,426 | 26,160 | 15,405 |



February | CATS Sales Tax Report FY2022

November Receipts

Sales Tax Collections and Distribution – December 2021

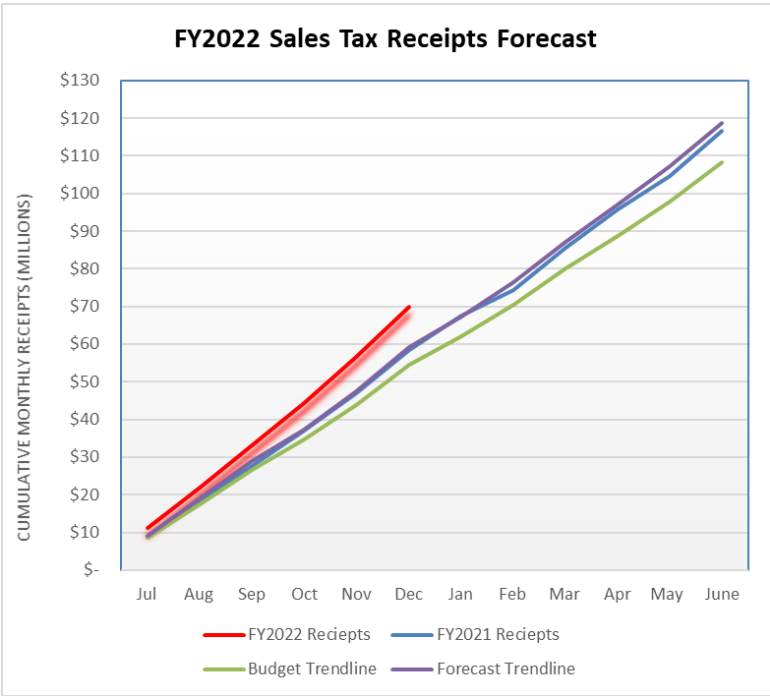
- The December 2021 receipts of \$13,501,568 were \$2,930,584 (27.7%) above budget target for the month
- The December 2021 receipts were \$1,761,832 (15.0%) above forecast for the month.
- The December 2021 receipts were \$2,098,662 (18.4%) above December of 2020

Sales Tax Budget Data

- FY2022 sales tax budget is \$108,235,200
- The FY22 model forecasts year-end receipts of \$122,393,691 which is \$14,158,491 (13.08%) above the FY22 budget target of \$108,235,200
- FY2021 actual sales tax was \$116,669,192

Local Government Sales and Use Tax Distribution

- Source: North Carolina Department of Revenue Sales & Use Distribution Report for the month January 31, 2022
- Published by NC Secretary of Revenue on 3/10/2022 with actual receipts through December 2021
- CATS sales tax report only includes Mecklenburg County Article 43 sales tax



FY2022 Budget Sales Tax Receipts (Actuals and Forecasts)

| Jurisdiction | Population | % of Total | Jul 21 Actuals | Aug 21 Actuals | Sep 21 Actuals | Oct 21 Actuals | Nov 21 Actuals | Dec 21 Actuals | Jan 22 Forecasts | Feb 22 Forecasts | Mar 22 Forecasts | April 22 Forecasts | May 22 Forecasts | Jun 22 Forecasts | Total |
|--------------|------------|------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|------------------|--------------------|------------------|------------------|---------------|
| Charlotte | 40.59% | 863,985 | 40.4% | \$ 4,585,539 | \$ 4,326,315 | \$ 4,494,138 | \$ 4,603,496 | \$ 4,891,177 | \$ 5,450,855 | \$ 3,288,876 | \$ 3,665,227 | \$ - | \$ - | \$ - | \$ 35,305,622 |
| Cornelius | 1.46% | 32,144 | 1.5% | 164,887 | 155,566 | 161,601 | 165,533 | 181,973 | 202,796 | 122,360 | 136,362 | - | - | - | 1,291,079 |
| Davidson | 0.61% | 13,261 | 0.6% | 69,208 | 65,295 | 67,828 | 69,479 | 75,073 | 83,663 | 50,480 | 56,256 | - | - | - | 537,282 |
| Huntersville | 2.76% | 62,528 | 2.9% | 311,511 | 293,901 | 305,301 | 312,730 | 353,982 | 394,487 | 238,021 | 265,258 | - | - | - | 2,475,192 |
| Matthew s | 1.51% | 31,071 | 1.5% | 170,086 | 160,471 | 166,696 | 170,753 | 175,899 | 196,026 | 118,276 | 131,810 | - | - | - | 1,290,018 |
| Mint Hill | 1.29% | 27,692 | 1.3% | 146,293 | 138,023 | 143,377 | 146,866 | 156,769 | 174,708 | 105,413 | 117,476 | - | - | - | 1,128,924 |
| Pineville | 0.43% | 9,533 | 0.4% | 48,882 | 46,119 | 47,908 | 49,073 | 53,968 | 60,143 | 36,289 | 40,441 | - | - | - | 382,823 |
| Meck. County | 51.35% | 1,099,845 | 51.4% | 5,801,983 | 5,473,992 | 5,686,335 | 5,824,704 | 6,226,423 | 6,938,889 | 4,186,709 | 4,665,800 | - | - | - | 44,804,836 |
| Total | 100.00% | 2,140,059 | 100.0% | \$ 11,298,388 | \$ 10,659,682 | \$ 11,073,183 | \$ 11,342,634 | \$ 12,115,265 | \$ 13,501,568 | \$ 8,146,424 | \$ 9,078,632 | | | | \$ 87,215,776 |

FY2022 Budget Sales Tax Comparison Year over Year

| | | | | | | | | | | | | | | | |
|---------------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|----------------|--|----------------|
| Year-over-Year Comparison (FY22-FY21) | 16.7% | 8.9% | 27.7% | 14.7% | 22.9% | 19.8% | -1.6% | | | | | | | | -29.0% |
| FY22 Budget Target | \$ 8,479,780 | \$ 9,053,661 | \$ 9,001,133 | \$ 8,076,718 | \$ 9,319,809 | \$ 10,570,984 | \$ 7,547,377 | \$ 8,322,267 | \$ 9,596,200 | \$ 8,752,853 | \$ 9,128,597 | \$ 10,385,820 | \$ 108,235,200 | | \$ 108,235,200 |
| % of FY22 Budget Achieved | 10.7% | 20.7% | 31.2% | 41.9% | 53.3% | 64.4% | 72.1% | | | | | | | | 72.1% |

Prior Year Sales Tax Receipts: FY2018 – FY2021

| Fiscal Year | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | Total |
|-------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|---------------|---------------|--------------|---------------|----------------|
| FY2021 | \$ 8,921,474 | \$ 9,466,946 | \$ 9,245,058 | \$ 9,317,741 | \$ 9,964,913 | \$ 11,402,907 | \$ 9,134,772 | \$ 6,785,996 | \$ 11,253,531 | \$ 10,287,447 | \$ 8,942,957 | \$ 11,945,450 | \$ 116,669,192 |
| FY2020 | \$ 9,683,570 | \$ 9,787,973 | \$ 8,671,558 | \$ 9,890,136 | \$ 9,858,570 | \$ 9,800,116 | \$ 8,278,036 | \$ 8,606,547 | \$ 8,735,473 | \$ 7,635,380 | \$ 6,997,727 | \$ 9,833,896 | \$ 107,778,982 |
| FY2019 | \$ 7,708,503 | \$ 9,621,386 | \$ 9,103,726 | \$ 8,067,019 | \$ 9,425,129 | \$ 8,906,774 | \$ 8,195,787 | \$ 7,918,012 | \$ 10,155,891 | \$ 9,880,419 | \$ 9,435,500 | \$ 9,117,052 | \$ 107,535,197 |
| FY2018 | \$ 8,147,197 | \$ 8,436,960 | \$ 8,784,051 | \$ 7,883,713 | \$ 8,884,437 | \$ 9,324,267 | \$ 6,897,695 | \$ 7,842,800 | \$ 9,303,951 | \$ 8,539,748 | \$ 9,277,676 | \$ 9,699,263 | \$ 103,021,757 |

