



# Metropolitan Transit Commission



September 28, 2022



# **METROPOLITAN TRANSIT COMMISSION**

**Wednesday, September 28, 2022**

**5:30pm**

**Charlotte-Mecklenburg Government Center**

**2<sup>nd</sup> Floor, Conference Room 267**

## **AGENDA**

- I. Call to Order .....Commissioner Leigh Altman
  - Attendance (Roll Call)
- II. Approval of the August 24, 2022 Summary (**p.5-14**).....Commissioner Leigh Altman
- III. Chief Executive Officer’s Report (**p.16-40**) ..... John Lewis, Jr.
  - CATS TRAX Update .....Mark Aesch
- IV. Report from the Chair of the Transit Service Advisory Committee (TSAC) ....Krissy Oechslin
- V. Report from the Chair of the Citizens Transit Advisory Group (CTAG)..... Edward Tillman
- VI. Public Comments
- VII. Informational Items
  - Review CATS Agency Safety Plan (ASP) (**p.42-51**).....David Moskowitz
- VIII. Action Item
  - Title VI Service Equity Analysis COVID (**p.53-81**) .....Arlanda Rouse
  - Advanced Property Acquisition (**p.83-84**)..... Kelly Goforth
  - Developer Coordination at Sugar Creek Station (**p.86-88**) ..... Kelly Goforth
  - Advancing the 2030 System Plan (**p.90-96**) .....Jason Lawrence
- IX. MTC Commissioners’ Business
- X. Adjourn





**METROPOLITAN TRANSIT COMMISSION**  
**MEETING SUMMARY**  
**August 24, 2022**  
**(Approved on September 28, 2022)**

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**Presiding:** Commissioner Leigh Altman, Mecklenburg County Board of Commissioners

**Present:**

Mayor Vi Lyles (City of Charlotte)	Mayor Jack Edwards (Town of Pineville)
Marcus Jones (City Manager, Charlotte)	Bill Thunberg (Town of Mooresville)
Mayor Woody Washam (Town of Cornelius)	Mayor Marion Holloway (City of Monroe)
Mayor Rusty Knox (Town of Davidson)	Brian Borne (City Manager, Monroe)
Mayor Melinda Bales (Town of Huntersville)	Mayor William Dusch (City of Concord)
Anthony Roberts (Town Manager, Huntersville)	Mayor ProTem David Scholl (Town of Stallings)
Mayor John Higdon (Town of Matthews)	

**CATS Chief Executive Officer:** John Lewis, Jr

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**I. Call to Order**

The hybrid regular meeting of Metropolitan Transit Commission was called to order at 5:30pm by MTC Chairman Commissioner Leigh Altman, Mecklenburg County Board of Commissioners.

**II. Review of Meeting Summary**

The meeting summary of July 27, 2022 was approved.

**III. Chief Executive Officer's Report**

**John Lewis, Jr. – CATS Chief Executive Officer** – presented the CEO's report; based on pages 32-40 in the MTC Agenda Packet for August 24<sup>th</sup>, 2022 meeting.

**Discussion:**

**CATS CEO LEWIS:** As board members are aware CATS reduced transit service frequency on bus and rail on August 15, due to persistent callouts and continued open positions that reduced our ability to provide reliable daily service. Our goal in recommending this option was to bring service levels more in line with available manpower levels to provide more reliable, albeit reduced, service to our customers. This action also supports our safety goals by lowering our reliance upon excessive overtime, requiring employees to work on their days off, and utilizing supervisory staff to plug holes in our service. While these tools are effective short-term solutions to our service issues, they can result in long-term wear-and-tear on operations staff if utilized too often or too long.

To provide some context to the impact of our service changes, during the week of August 8th through the 14th, the week prior to our service changes, we missed an average of 387 trips per day out of 3,407 daily scheduled trips. That's a little over 10% of our scheduled service levels and obviously reached a critical mass where customers begin to question our ability to provide daily service. Weekends were even worse. Our average of missed trips were 668 trips on Saturday and Sunday, which resulted in almost 23% of our total trips missed.

Let's compare that to the week of August 15 after the service level changes. During last week we missed an average of 11 trips per weekday out of 2,998 scheduled trips for less than a .05 service interruption missed trip level. Saturday was a bit of a challenge, last Saturday with

154 missed trips out of 2,777, although that's still a significant reduction over the previous Saturday where there were 794 missed trips.

I'm confident that the decision this board made to reduce service in line with available manpower will continue to provide our customers the levels of reliability that they've grown to expect from CATS over the years, while we continue to address open positions and the rampant absenteeism.

As it concerns our labor negotiations. As you know, our contractor, RATP Dev, and our SMART union have been engaged in ongoing contract negotiations since June of this year. Since our last meeting the two sides have reached an impasse in their negotiations and engaged a mediator and have extended the current labor contract for 30 additional days. They have been meeting for the last two weeks with the mediator and have made very good progress. They started mediation with a number of outstanding issues in the teens; they're now down to single digits and I'm confident that in the next several days to weeks we are hopeful they will reach a final decision. Once an agreement is reached, I'm confident we can begin to address the manpower shortages directly and move towards a lasting and sustainable solution to our operational challenges.

In the board members' agenda packet for this month, you will notice under section 3; a new information item to the agenda packet is our safety performance report. We've begun including this information in your packet as a part of our federal agency safety plan requirements. You'll notice our performance metrics for safety in each of our operating divisions for fatalities, preventable collisions, reportable injuries, and system reliability incidents or mechanical failures. We've been tracking this data since the beginning of this year, and now I feel we have enough data to begin trend analysis in any one of these areas that may begin to show a negative trend. This will continue to be part of your monthly packet. I will report and address any negative trends that may occur during my future CEO reports.

#### **IV. Transit Services Advisory Committee (TSAC) Chairman's Report**

**Krissy Oechslin (Chairwoman)** reported the following recap: In our August TSAC meeting we heard public comment from three young people, including a teenager who urged CATS to provide better pay and working conditions for bus drivers. That we can restore the service so many people depend on and as a more sustainable transportation choice.

On our TSAC agenda we first got an update on the temporary service modifications that were due to go into effect a few days after we met. We heard about the outreach CATS had done to get the word out to riders. Some of the things they reported to us were that they had some feedback with express bus riders who were asking for mid-day or earlier afternoon trips because the 9 to 5 schedules that were so normal before Covid may be changing and that that would be helpful. CATS also told us that riders prefer giving feedback in the morning because in the afternoon they just want to go home and don't want to talk.

We also heard about how the hiring of more bus operators is going. I think there had been a new class of operators that had just started that week. There was a hiring event scheduled for this past week. We were advised that CATS will wait until they have enough new drivers to begin adding more service to make sure that the new drivers stayed on, and you don't add service and then have to take it away if people decide it doesn't work out for them.

We also got an overview of the before and after origin and destination study that CATS is conducting. We look forward to hearing the results from that, which can help CATS better design service to meet riders' needs. We also heard that the findings of that study will be useful to help devise a fare capping strategy, which is something TSAC has been advocating for, for a long time. We were pleased to hear Mr. Lewis announce at an MTC meeting earlier this year.

We also had an update on the Red Line design update that we heard here at MTC last month, and we met a couple of new staff members at CATS who will be working on bus planning and stops.

The last item is that we discussed how TSAC will be holding our meetings going forward. We met in person for the first time since pre-Covid. A lot of TSAC members weren't able to attend for various reasons, among those I think somebody had Covid, there's people whose commuting patterns have changed. It would be really beneficial for TSAC to be able to continue to hold hybrid meetings; otherwise, we may see greater turnover. There may be some people that don't work in Uptown anymore and it's a significant burden to come here for meetings. My understanding from CATS legal was that if our votes on TSAC are not considered binding and are advisory, that that would be okay for us to vote, and if I'm misstating this, please correct me but because our votes are advisory to MTC and CATS and not binding votes, that it would be okay to continue having hybrid meetings, but we would look to MTC for guidance on that.

**Discussion:**

**COMMISSIONER ALTMAN (Mecklenburg County):** Thank you so much. I really appreciate your leadership, and the work of TSAC is incredibly important. I understand Mr. Lewis and the lawyer will have some more info to the question you just raised later in the meeting.

**V. Citizens Transit Advisory Group (CTAG) Chairman's Report – No Meeting**

**VI. Public Comments**

**1) STEVE YAFFE:** Thank you for this opportunity to speak against the idea of an Uptown transit center. To be blunt, that idea is so 1970s when Uptown was the major destination for work trips. Charlotte is now multi-nucleated with major developments near Uptown, in SouthPark, South End, and soon NoDa and ignoring the more peripheral activity centers in Ballantyne and University City.

Investing a huge amount of money into an Uptown transit center, regardless of whether it's below ground or at grade, doesn't make sense. CATS is moving beyond a radial network. Why would you expect riders who don't live or work in Uptown to sit through congestion in order to transfer in Uptown? I want you to visualize a big diamond. The Blue Line traverses the diamond to the top and bottom points. The side points would be connected by the Silver Line and initially the Gold Line. Those are the major radial routes. And there's other radial routes, radial bus routes with frequent service that are coming could still touch one of the diamond transit hubs before going Uptown.

But other routes would circumvent Uptown by touching all four points on the diamond. Each route in the vicinity would have layover time built at one of those four diamond hubs. Each of those four diamond hubs would include bathroom facilities for bus operators as well as connections to other routes and a bike share of course.

I'm asking you to -- I know the money has been approved for planning -- but to avoid a major expenditure, avoid building a magnet for pickpockets, avoid the image of discrimination that a transit center offers by sequestering transit riders from view. Instead, support an efficiently functional and equitable transit system. We're looking at hubs. Let's go all the way and make it work. Thank you.

**2) YANCEY FOUCHE:** I'm the director of Sustainability at Davidson College, and I'm here to advocate strongly in favor of updating the design study for the Red Line. In spring of 2020, right

before the pandemic sent our students and everyone else home, we finished about nine months and published a transportation master plan for campus, our first ever. And the primary objective of that plan was -- one of the key objectives was to be a strong advocate for regional transit to the north, and we very much maintain that position even after the pandemic has changed commuting patterns.

We have about 1900 students on our campus, about a thousand employees. 50% of her students do not have a car, and many of them come from first generation families and low socioeconomic backgrounds. We see a major equity issue to them being able to move around, including coming to other towns in Charlotte. 32% of our faculty and staff live more than 5 miles south of Davidson and would really strongly benefit from better access to rail there, to transit. We are interested in better access for visitors to our arts and athletic events, our prospective families that fly into the airport and would appreciate a better option to get up to us.

Finally, we have a new president who just started in the past month and is very interested in community engagement. I see our connection to Charlotte being even stronger moving forward and certainly would be supported by greater transit. We appreciate bus rapid transit as a bridge option, but we continue to hold the vision for sort of breaking through all the challenges that I know exist around that line and having a more permanent, more visible and accessible solution that would also drive transit-oriented development. Thank you.

## **VII. Informational Items**

### **A. Charlotte Transportation Center (CTC) Redevelopment Update**

**Jason Lawrence**

**Jason Lawrence - CATS Planning Director** – presented a presentation on the Charlotte Transportation Center (CTC) Redevelopment Update; based on pages 42-51 in the MTC Agenda Packet for August 24<sup>th</sup>, 2022 meeting.

#### **Discussion:**

**CATS CEO LEWIS:** The first item that he addressed is giving the MTC a little bit of background on the need for an updated transportation center. The current transit center is reaching its useful life. Our transit center was opened in the mid-90s. It has an expected useful life, according to federal requirements, of 30 years and we will reach that in the next couple of years. We have been discussing this internally at the staff level for the last couple of years, what options do we have in order to better the current transit center in line with the new design of our bus system.

With Envision My Ride we are decentralizing our routes, we are moving towards more hubs, but at the end of the day Uptown Charlotte remains the major destination for the majority of riders. Even though we are decentralizing, having more hubs as outlined in our bus priority study and Envision My Ride, there's still a need to have some level of transfer activity in Uptown. Our plan is to have two transit centers, one at Gateway Station and one in the vicinity of the transit center since the proximity of that property to the Gold Line and the Blue Line still is of critical importance to us.

At the time which we were going, we had two options: either to renovate the current facility, which would have been very difficult in that we still needed to operate out of the facility or find a new location to build. As we were doing a lot of planning for the Republican National Convention, we started looking for available property to relocate activity during the convention, and that was a very, very difficult prospect for us. We could not find a suitable available location anywhere within the Uptown area. This unsolicited proposal which Jason described really allowed us to think very differently about how we would address this problem.



**MAYOR KNOX (Town of Davidson):** Jason, I'm glad you addressed the charging station potential. I guess a larger question is, as we move towards the zero carbon footprint in the future, these charging stations that we're talking about are not the same charging stations you're going to use for a Tesla or anything else because you've got large buses with large battery packs and everything else. Are we making arrangements now for the bus garage example, or even our Park & Rides to the north and other Park & Rides on the periphery where there are charging stations available besides just this location?

**MR. LAWRENCE:** The technology is changing so rapidly. It's changed already so much and it's continuing to change. But I think to answer your question about what we'll include at our facilities and Park & Rides, we'll be starting the zero emissions transition plan this year, which will help us answer those questions, not only for the number of vehicles that we have in a charging infrastructure but how do we update our facilities to accommodate that, what kind of space needs are we going to have, what kind of retrofitting opportunities do we see. Yes, I think through that zero emission transition plan we'll be able to answer lots of those questions.

**MAYOR LYLES (City of Charlotte):** I know that Charlotte has five employment centers where we see masses of people coming to work. I'm sure that the northern and southern towns can identify those areas within. I think the suggestion around the idea of diamonds versus hubs versus where do you go specifically, I'd like to actually have you explain better for me the difference between diamonds and hubs and why you would have this major location in Center City which could be a question.

**CATS CEO LEWIS:** Jason, why don't you go back to the map of the Uptown area. I think you can elaborate on your discussion.

**MR. LAWRENCE:** Sure. Certainly, if you go back to when the center was built there wasn't as great a concentration in SouthPark or Ballantyne and other places, but certainly Search Park I think was in its early stages. I think that what we're trying to achieve here, when you look at the concentration of transit investment just today, think about the Blue Line, the Blue Line Extension, the CityLYNX Gold Line in some instance one of the single greatest concentrations of federal investment in a single block and probably the Southeast, and think about the frequency that's going to be there. Our city, although it is improving in crosstown roads and routes, it still has a lot of ways to go with that. We still believe that there still needs to be some level of a hub at this single point of investment.

Maybe not at the 22 bays that we have had here today but some level of bays here for bus routes - 10, 12 or 14 bays. A smaller, more compact nimble system versus the very large bay structure that we have here. What would be paired with this would be those hubs at, say, SouthPark, Eastland, the airport, and we've made some good strides in that because we have transit centers currently at SouthPark and Eastland, and all of our Park & Rides can function as hubs. 26 stations on the Blue Line all can operate as hubs. We have a lot of the infrastructure in place now to do that kind of transition.

**MAYOR LYLES (City of Charlotte):** I think it's very helpful sometimes to see this vision because our Center City plan is really built around the idea of keeping people in the Center City as employment centers, and I know that there has been changes in work pattern, but I think when you look at what the Gateway is and the entertainment district that we're talking about

from Trade Street all the way down to Morehead and maybe a little bit beyond, these are important areas to bring groups of people together. I understand we need both small and large, but I don't think we should give up a large if that's what I'm hearing you suggest, that we need a way to get people on the Blue and Silver Line in mass. Am I saying that correctly?

**MR. LAWRENCE:** That's correct. I think what's not shown here is that we do have the opportunity to create bus routes that just travel through Uptown, and they just are stopping by the transit centers. They are another kind of thru type of service like the Blue Line, but the Uptown area will always be a critical place for employment and recreation and entertainment across the region.

#### **B. Temporary Service Modifications Update**

**Jason Lawrence**

**Jason Lawrence - CATS Planning Director** – presented a presentation update concerning Temporary Service Modifications; based on pages 53-59 in the MTC Agenda Packet for August 24<sup>th</sup>, 2022 meeting.

#### **Discussion:**

**MAYOR HIGDON (Town of Matthews):** Jason, could you explain a little more about the half-mile buffer study; is that the actual buses are going to go an extra half mile, or will it be a microtransit kind of thing?

**MR. LAWRENCE:** Yes, thank you for clarifying that. What we did, we took a half mile from each route. It was a mile all the way across, and so if we have operator challenges on any given day on a certain route, we can activate that route for a ride sharing or other transportation companies to help fulfill that trip. That would take you within that zone to just like if you were taking that bus route. It wouldn't be the bus; it would be a third-party provider communicated trip plan through the app.

**MAYOR KNOX (Town of Davidson):** Jason, last month when we talked about the temporary service modification, I expressed concern that I didn't feel that CATS did a very good job of messaging, and I stand corrected. What I've seen in social media, the emails I've gotten, because I do get the thread, the messaging's been there so kudos to whoever did the messaging about the temporary service changes besides the opportunities that we had at the Park & Rides. I think the messaging was good, and I think the evidence showed there were less missed rides, and I don't see complaints. I know you guys do, but I haven't heard a lot, which is good.

**MAYOR BALES (Town of Huntersville):** Mr. Lawrence, I just want to also say thank you for working with the staffs to make sure that our communities were able to push the information out. I think working together and making sure that we're over-communicating, I think in this particular instance it was a huge win. I hope that we'll continue to do that because I think that all of our citizens deserve the ability to be able to know what's happening and to be able to know when they can catch that bus and when not, so thank you for the extra outreach that you've done. Greatly appreciated.

In regards to the microtransit implementation, I'm excited to hear the Village Rider is being looked at. I continue to get calls from residents in Huntersville asking how they can utilize the service, so I'd love to be able to sit down and become a little bit more adept at how it works so that I can also communicate that. When I'm talking to some 70, 77-year-old folks who are living in an assisted living who got rid of their car and then went "Oh, I can't get to where I need

to go," I need to be able to help them navigate that. But I think these options that we're discussing now, I think that you will see a lot more ridership on the Village Rider if we can implement some of these on-demand solutions. I look forward to continuing to see this process. Thank you.

**MR. LAWRENCE:** Thank you, Mayor Bales. We'll work very closely with every town staff. We had a good conversation with one of Matthews town staff this morning, and it kind of dawned on me that it would be helpful if each town had what is kind of our service portfolio, what do we have here, how many stops do we have in the shelters, what's our frequency, just kind of a 1 on 1, so we'll be working on some documentation to help each town with that.

**COMMISSIONER ALTMAN (Mecklenburg County):** I would love to see that also if possible.

**MS. OECHSLIN (TSAC Chairwoman):** I have a couple questions about -- I know the slides are off, but for the pilot zones for the microtransit, so is that for trips that start and end inside the zones, would those be covered only, like, or --

**MR. LAWRENCE:** Yes, our current proposal is to be within just that zone.

**MS. OECHSLIN (TSAC Chairwoman):** To start and end inside each zone?

**MR. LAWRENCE:** Yes.

**MS. OECHSLIN (TSAC Chairwoman):** And just to be super clear, so when I think of microtransit, well, I was thinking about Lyft and Uber, but is that correct and does it also include scooters and/or bikes?

**MR. LAWRENCE:** At this point we're focusing on ride sharing and transportation companies, not the scooter and bike. That will be some future phase. We have some more work to do on that.

**MS. OECHSLIN (TSAC Chairwoman):** Then the section on the slide that had the reliability coverage within the half-mile buffer when there's like severe labor shortages, maybe it's to be determined what's the definition of that. I was thinking about like the 17, which runs every 45 minutes, I think. I noticed the other day one was canceled; that's an hour and-a-half between buses. That seems like a long time to wait. Would that theoretically mean someone waiting at CTC for a bus that's not coming for an hour-and-a-half could get a free Uber?

**MR. LAWRENCE:** What we'll do is I think in future meetings we'll kind of completely define/refine that so we can have that as kind of an education package for the community, so that is a good example of a route that is higher than a low frequency.

**CATS CEO LEWIS:** If I can add to that, that is the exact kind of trip that we're looking to provide other solutions for. If we miss a trip -- and by that, I mean we're still refining the exact parameters of it, but that's an example of a circumstance that we want to solve. If, for any reason, we're going to miss a trip, we will be able to push that information out and say, you know, the 10:15 trip for whatever reason, be it equipment or manpower, is being missed, for

the next hour any one of our customers on that line will be able to use this app to get a third-party provider that can take them within that zone. We're not going to compete with the TNTs and other groups, but along your normal bus route we want to solve that issue.

**MS. OECHSLIN (TSAC Chairwoman):** Does that then require, like, if it's only customers that are using the app?

**CATS CEO LEWIS:** I want to make sure it's our customers. I don't know if I can 100% guarantee, but that's one reason we want to push them through our app. At least it's our customers who are used to communicating and receiving information through the app. If we can find 100% solution, I would jump on that, but I think this is the best answer we have at this time.

**MAYOR WASHAM (Town of Cornelius):** I do think our communications at our Park & Rides, it was way above what we'd experienced in the past. Thank you for that. But I think there's a couple bridges we need to continue to stay focused on, and that's our senior population. Melinda noted that. You know, I think you communicate with certain groups in different ways at maybe our lower income areas of our towns. I'm just not sure that the communication channels are quite the same for a lot of those groups, so we can't assume they've got the technology and equipment to be able to understand that. I think we need to keep that out in front of us as well.

**MR. LAWRENCE:** We can certainly work with your staff to identify those populations, and if there's events or any kind of meetings that they gather at I'm a firm believer of going to people rather than have them come to you. I think we'll certainly talk to your teams about that. Big thanks to all the public involvement we did do was a heavy lift by our marketing communication team and our service team. They were out there each and every day. I really want to thank them.

**MAYOR WASHAM (Town of Cornelius):** I'll add too that there's organizations within these special groups, Davidson Village Network and in our town specific coalitions and some organizations like that, that can help get the word out. The staff can help you with that as well. I think we've got to go to them though.

## **VIII. Action Item**

### **South End Station Locally Preferred Alternative**

**Todd Thorne**

**Todd Thorne - CATS Planning Director** – present the proposed South End Station Locally Preferred Alternative for action; based on pages 61-67 in the MTC Agenda Packet for July 27<sup>th</sup>, 2022 meeting.

#### **Discussion:**

**MAYOR HIGDON (Town of Matthews):** Are there other offset or hybrid stations along the route?

**MR. THORNE:** There are not any other offset stations at this time, and that's something that we are looking at on other projects and definitely haven't ruled that out, but this is kind of a unique case because of the limited space out here for a station and the pattern of development right up against this. That's the main reason why we considered an offset station here.



**MAYOR HIGDON (Town of Matthews):** There's no concerns about building something you've never done before?

**MR. THORNE:** Certainly, that's why we didn't start out with this as one of our two options from the very beginning, but after studying it in detail and looking at it closely we feel like that this would not be confusing, that this would be our best option. And we've looked at what other rail systems have done in other cities, and this has worked out for similar reasons in other cities, we just haven't done it in Charlotte.

**MAYOR BALES (Town of Huntersville):** Would you mind sharing with us some examples of those other cities?

**MR. THORNE:** I think it would probably be best if I got back with you on that, and I'll provide that.

**MS. OECHSLIN (TSAC Chairwoman):** The last presentation I saw, I think it said, if I remember correctly, that the pedestrian crossing, the goal is to open that first before the platforms and that that would be 2026?

**MR. THORNE:** We anticipate that the station will open for service in 2026. The construction of this station and Rail Trail work would begin in either late 2024 or 2025. And our intent is to build these station platforms one at a time. We would start with the one adjacent to Publix, the southern of the two station platforms, and at the conclusion of building that out we would also have built the track crossing. At the conclusion of that we would like to fill in the Rail Trail. There's a gap in the trail behind Auto Bell, and we would have the trail closed from Auto Bell behind Camden Southline Apartments at Publix. We'd open all that back up, and provided that we can satisfy our safety concerns, which we'll look at in more detail during the design, then our goal would be to have the track crossing open at that point while we're building the other station platform sometime in 2025 or 2026.

**MS. OECHSLIN (TSAC Chairwoman):** Great, thank you. I think on behalf of everyone that needs to get through there in South End, the faster you could build that crossing the better.

**Resolution:** A motion to accept the South End Station Locally Preferred Alternative was made by **Mayor Rusty Knox (Town of Davidson)**; seconded by **Mayor Vi Lyles (City of Charlotte)**. Motion carried unanimously.

**IX. MTC Commissioners' Business - None**

**X. MTC Hybrid Meetings**

**Discussion:**

**CATS CEO LEWIS:** At the last meeting the MTC had a discussion on how we want to move forward with our future meetings. There were some questions that were still outstanding at that time that Brad Thomas, CATS Attorney, has done some additional research. I'd like to turn over to Brad to provide an update to the board that we can give you more information.

**MR. THOMAS:** If you recall, last time we talked about how the Governor's order for state of emergency had expired on August 15 and the authority for us to have the virtual meetings had expired at that time. I think it's probably beneficial for us to talk about this in terms of the MTC and then the two subcommittees of the MTC, TSAC and CTAG.

In terms of the MTC, our recommendation would be that we continue with the in-person meetings. I think in terms of the virtual participation we could certainly accommodate the public to comment virtually, that we can have presentations virtually and nonvoting members could participate virtually. I think the risk is that if we do have voting members participate virtually, then in the instance of achieving a quorum or having a deciding vote, if that were challenged because of its participation virtually, then we run the risk of having that action item invalidated. For those reasons we believe it would be best to stick with the in-person attendance for voting members.

In terms of the two subcommittees, I'll note that TSAC and CTAG are both really advisory in their functions. They make recommendations to MTC, however, in terms of taking action I think there's less risk for us in terms of those two subcommittees. I think it would be possible to entertain a hybrid option for CTAG and TSAC because I think there's less risk to consider in the event that if something was challenged and that was invalidated, it's really a recommendation. That action can still go forward with the board, MTC can still take action on those recommendations independent of that.

**CATS CEO LEWIS:** Unless we want to change the recommendation, I don't think there needs to be any action taken by the board.

**COMMISSIONER ALTMAN (Mecklenburg County):** Well, we certainly all want to conduct our business in a way that is above any question of its validity so thank you for that legal advice. I certainly would hope that our legislators at the General Assembly would take note of the new technology post-Covid and develop laws that enable people who want to participate but can't be in person, but we aren't there the moment so thank you for that.

**COMMISSIONER ALTMAN (Mecklenburg County):** One more thing, I'll take a moment of personal privilege before we adjourn. I just want to thank CATS staff for pulling together and developing the YouTube and Facebook and these additional methods for the community to access our meetings. I think it is so important to make it as easy as possible for the public to access the work that we're doing and to come forward and participate and be public speakers. It's so valuable. Thank you for that work.

**XI. Adjourn**

The meeting was adjourned at 6:40 p.m. by Commissioner Leigh Altman, Mecklenburg County Board of Commissioners – MTC Chairwoman.

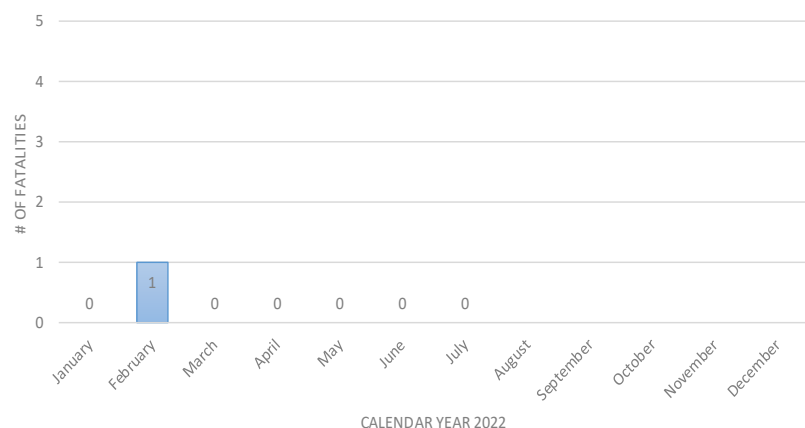
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NEXT MTC MEETING: WEDNESDAY, SEPTEMBER 28<sup>TH</sup>, 2022; STARTS AT 5:30 P.M.

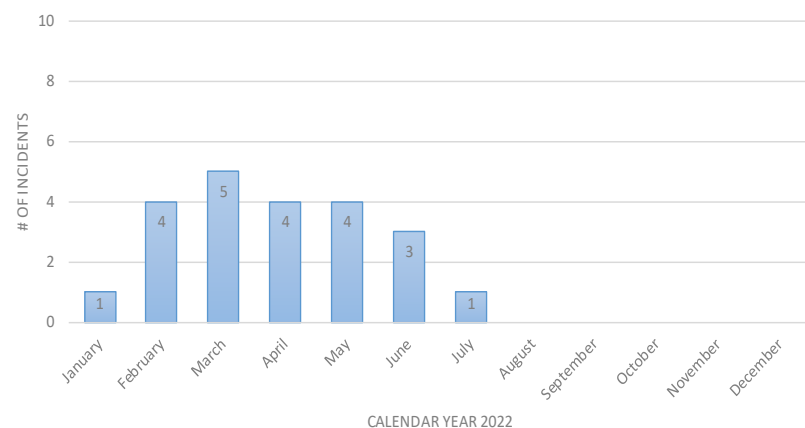


## Bus Operations Division Safety Performance Measures

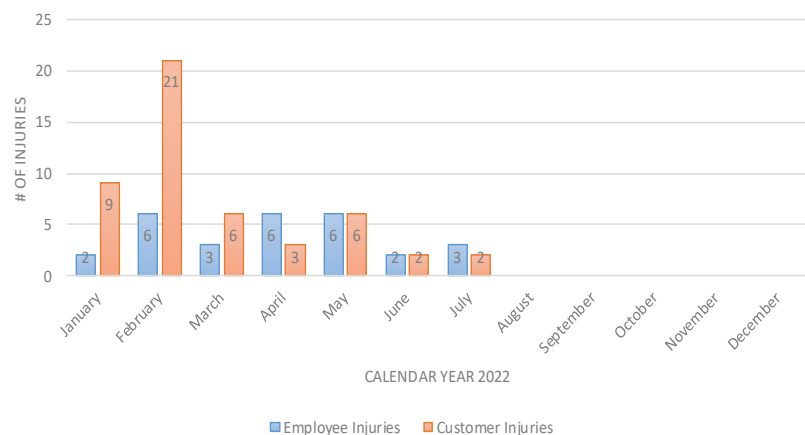
CY 2022 CATS BOD Fatalities



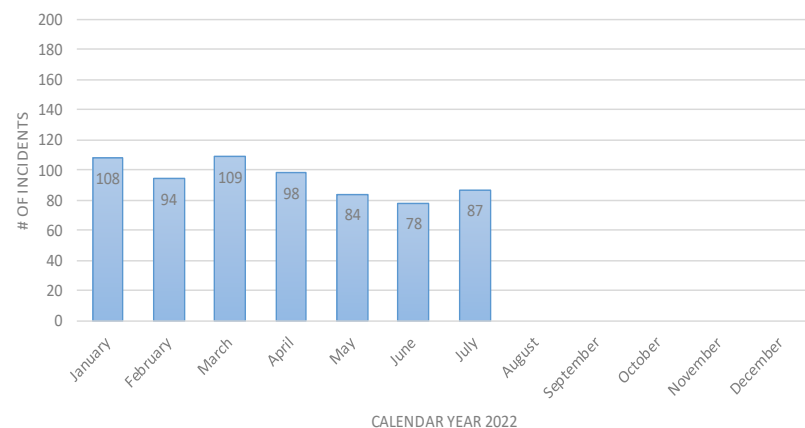
CY 2022 CATS BOD Preventable Collisions > \$500



CY 2022 CATS BOD NTD Reportable Injuries



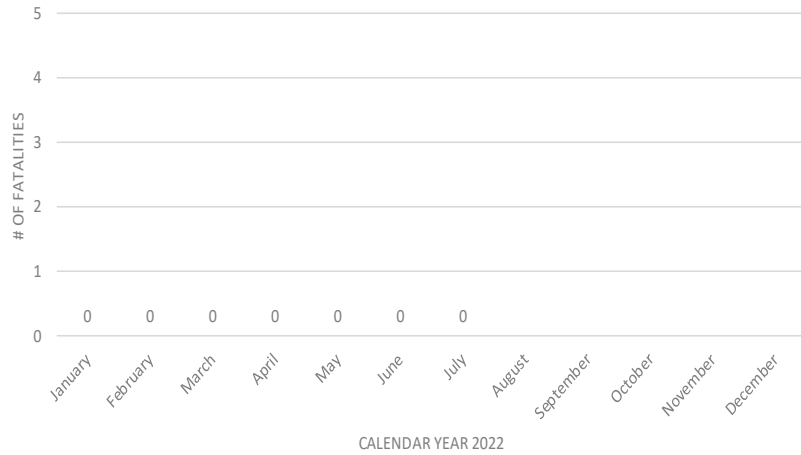
CY 2022 CATS BOD System Reliability Incidents



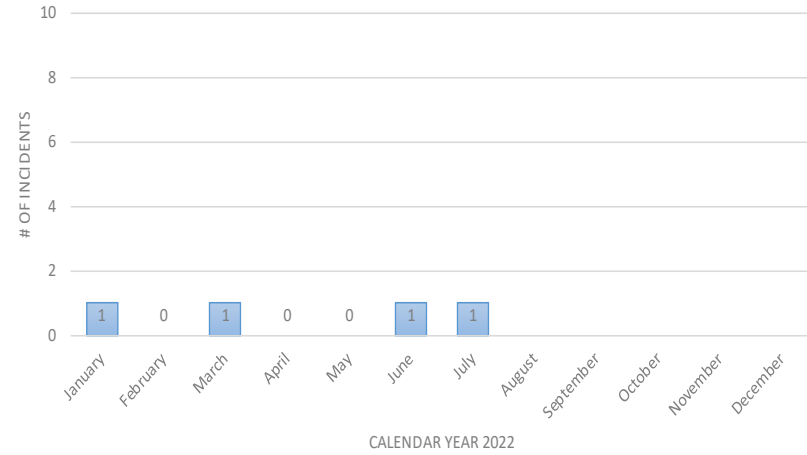


## Special Transportation Service Safety Performance Measures

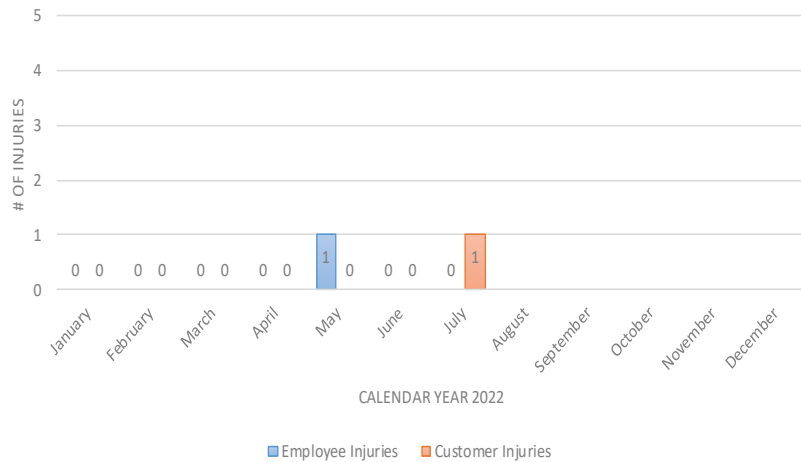
CY 2022 CATS STS Fatalities



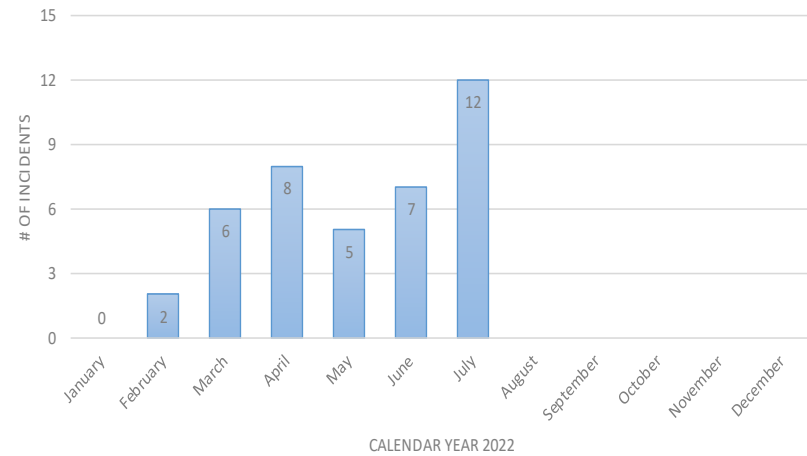
CY 2022 CATS STS Preventable Collisions > \$500



CY 2022 CATS STS NTD Reportable Injuries

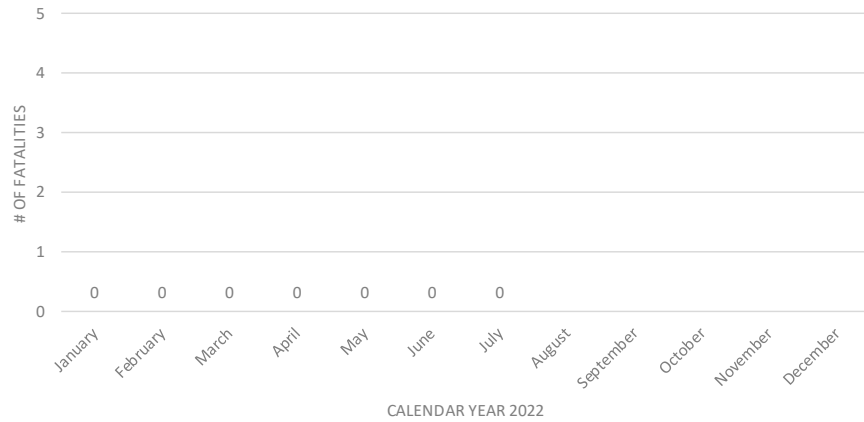


CY 2022 CATS STS System Reliability Incidents

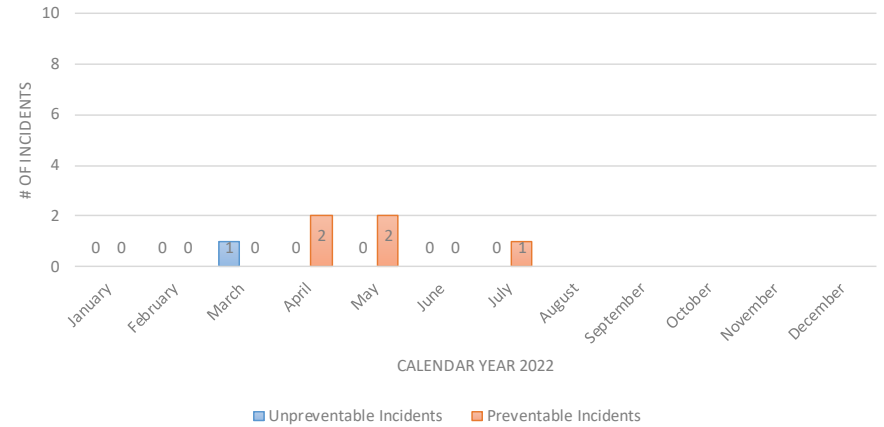


## Rail Operations Blue Line Safety Performance Measures

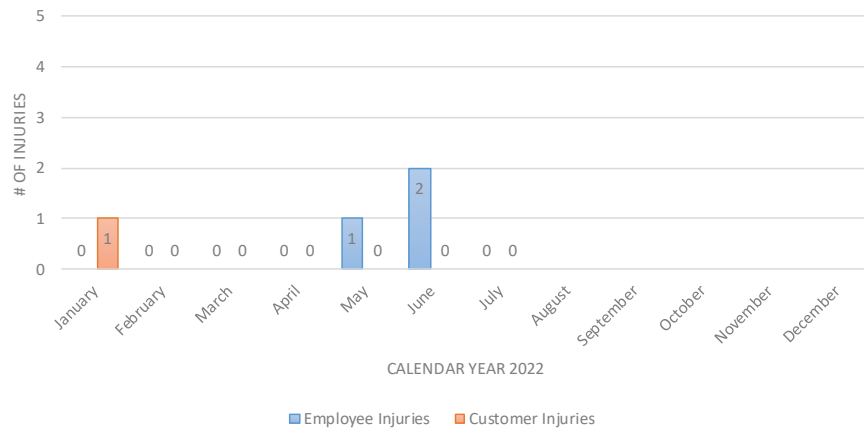
CY 2022 CATS Blue Line Fatalities



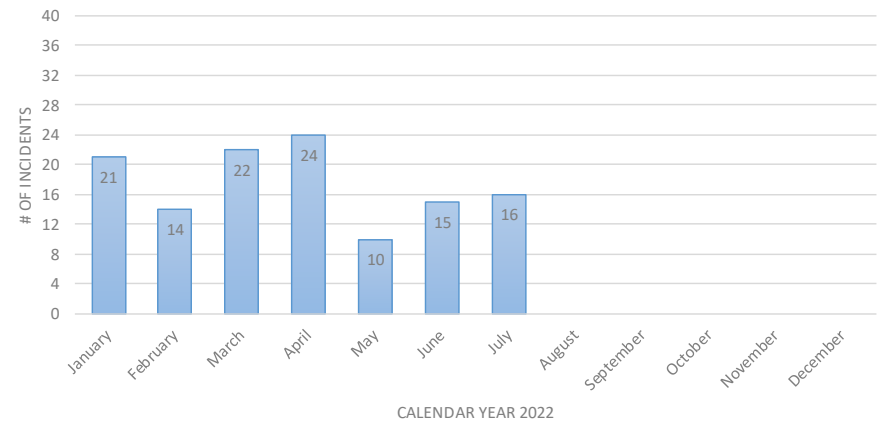
CY 2022 CATS Blue Line Safety Incidents



CY 2022 CATS Blue Line NTD Reportable Injuries

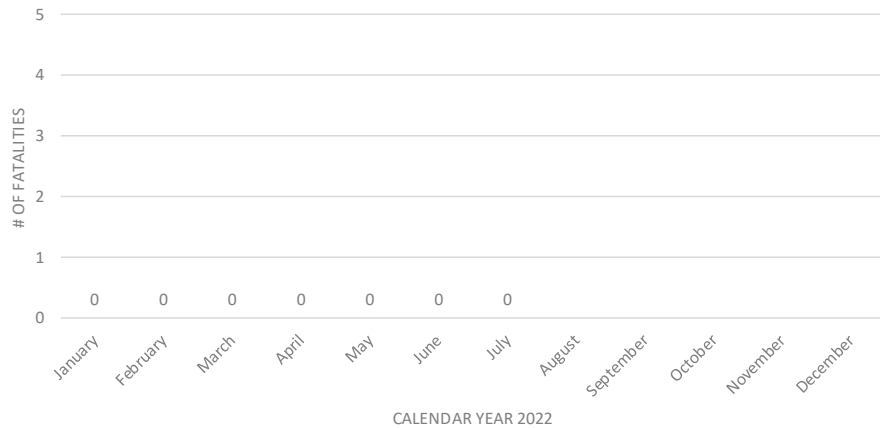


CY 2022 CATS Blue Line System Reliability Incidents

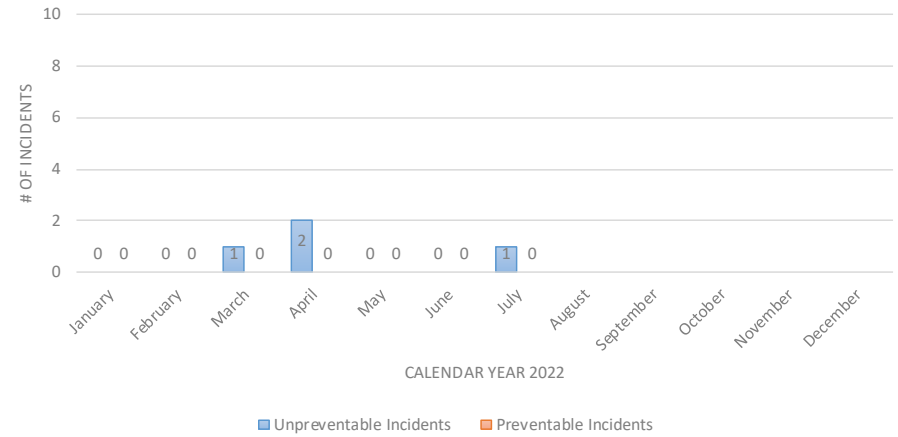


## Rail Operations Gold Line Safety Performance Measures

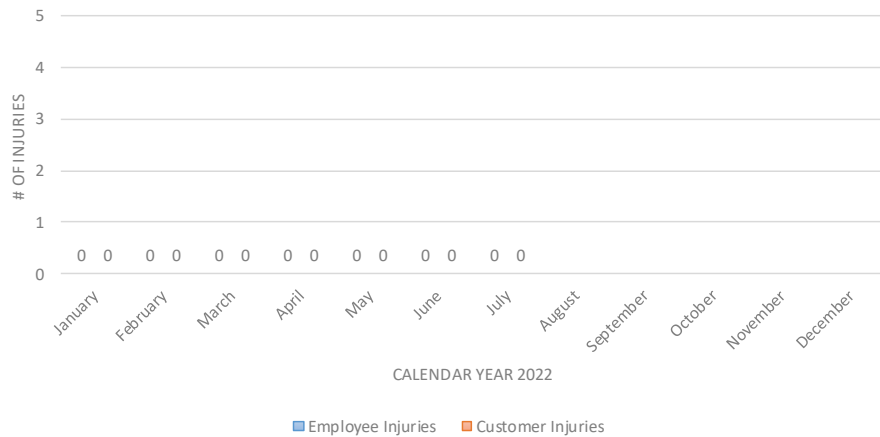
CY 2022 CATS Gold Line Fatalities



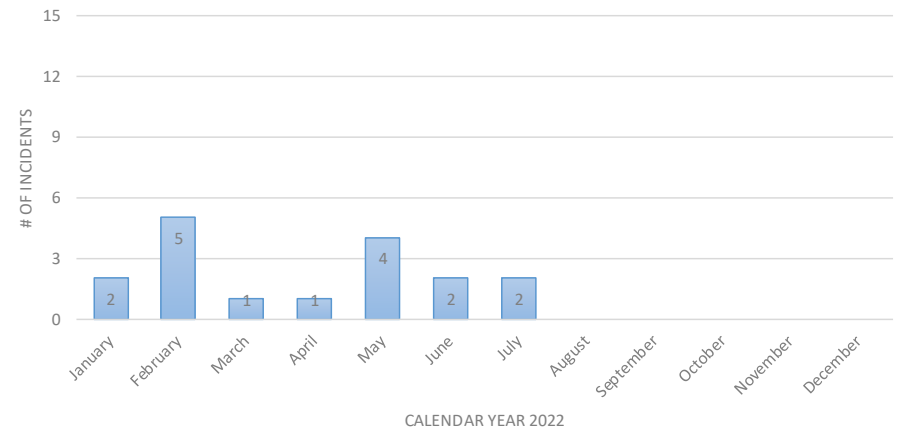
CY 2022 CATS Gold Line Safety Incidents



CY 2022 CATS Gold Line NTD Reportable Injuries



CY 2022 CATS Gold Line System Reliability Incidents







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

Mode / Service	Aug-22	Aug-21	Percent Increase/Decrease	YTD FY 2023	YTD FY 2022	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
<b>Local</b>									
BOD Local	439,825	488,932	-10.0 %	801,967	969,023	-17.2 %	15,886	11,093	7,534
<b>Subtotal</b>	<b>439,825</b>	<b>488,932</b>	<b>-10.0 %</b>	<b>801,967</b>	<b>969,023</b>	<b>-17.2 %</b>	<b>15,886</b>	<b>11,093</b>	<b>7,534</b>
<b>Local Express</b>									
Harrisburg Road Express	922	474	94.5 %	1,767	920	92.1 %	40	-	-
Northcross Express	2,749	345	696.8 %	4,612	545	746.2 %	120	-	-
Idlewild Road Express	685	388	76.5 %	1,272	681	86.8 %	30	-	-
Independence Blvd Express	1,624	443	266.6 %	2,819	796	254.1 %	71	-	-
Lawyers Road Express	970	325	198.5 %	1,633	660	147.4 %	42	-	-
Northlake Express	1,634	372	339.2 %	2,965	712	316.4 %	71	-	-
North Mecklenburg Express	3,767	744	406.3 %	6,901	1,324	421.2 %	164	-	-
Huntersville Express	2,687	701	283.3 %	4,809	1,184	306.2 %	117	-	-
Rea Road Express	1,281	430	197.9 %	2,391	716	233.9 %	56	-	-
Huntersville Greenhouse Express	147	125	17.6 %	269	221	21.7 %	6	-	-
<b>Subtotal</b>	<b>16,466</b>	<b>4,347</b>	<b>278.8 %</b>	<b>29,438</b>	<b>7,759</b>	<b>279.4 %</b>	<b>717</b>	<b>-</b>	
<b>Regional Express</b>									
Gastonia Express	746	617	20.9 %	1,482	1,174	26.2 %	32	-	-
Rock Hill Express	640	246	160.2 %	1,329	596	123.0 %	28	-	-
Union County Express	792	289	174.0 %	1,359	521	160.8 %	34	-	-
<b>Subtotal</b>	<b>2,178</b>	<b>1,152</b>	<b>89.1 %</b>	<b>4,170</b>	<b>2,291</b>	<b>82.0 %</b>	<b>94</b>	<b>-</b>	
<b>Community Circulator</b>									
Neighborhood Shuttles	12,814	13,176	-2.7 %	24,715	26,888	-8.1 %	470	361	139
Eastland Neighborhood Shuttle	7,717	7,478	3.2 %	14,739	15,278	-3.5 %	251	281	208
Pineville-Matthews Road	1,600	1,441	11.0 %	2,754	2,924	-5.8 %	61	48	-
Village Rider	3,352	3,436	-2.4 %	7,069	7,017	0.7 %	120	84	65
<b>Subtotal</b>	<b>25,483</b>	<b>25,531</b>	<b>-0.2 %</b>	<b>49,277</b>	<b>52,107</b>	<b>-5.4 %</b>	<b>902</b>	<b>774</b>	<b>412</b>
<b>Human Services Transportation</b>									
Special Transportation Services	15,803	14,286	10.6 %	29,768	28,282	5.3 %	613	256	169
DSS	45	3,346	-98.7 %	91	6,864	-98.7 %	2	-	-
<b>Subtotal</b>	<b>15,848</b>	<b>17,632</b>	<b>-10.1 %</b>	<b>29,859</b>	<b>35,146</b>	<b>-15.0 %</b>	<b>615</b>	<b>256</b>	<b>169</b>
<b>Rideshare Services</b>									
Vanpool	3,960	2,870	38.0 %	7,469	5,984	24.8 %	161	120	136
<b>Subtotal</b>	<b>3,960</b>	<b>2,870</b>	<b>38.0 %</b>	<b>7,469</b>	<b>5,984</b>	<b>24.8 %</b>	<b>161</b>	<b>120</b>	<b>136</b>
<b>Rail</b>									
LYNX Blue Line	460,892	277,985	65.8 %	904,641	543,726	66.4 %	15,690	15,696	9,311



Metropolitan Transit Commission  
Charlotte Area Transit System Ridership Report

Aug-22

Mode / Service

	Aug-22	Aug-21	Percent Increase/Decrease	YTD FY 2023	YTD FY 2022	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
CityLynx Gold Line	50,853	2,566	1,881.8 %	94,003	2,566	3,563.4 %	1,716	1,603	1,244
<b>Subtotal</b>	<b>511,745</b>	<b>280,551</b>	<b>82.4 %</b>	<b>998,644</b>	<b>546,292</b>	<b>82.8 %</b>	<b>17,406</b>	<b>17,299</b>	<b>10,555</b>
<b>Total</b>	<b>1,015,505</b>	<b>821,015</b>	<b>23.7 %</b>	<b>1,920,824</b>	<b>1,618,602</b>	<b>18.7 %</b>	<b>35,781</b>	<b>29,542</b>	<b>18,806</b>





September | CATS Sales Tax Report FY2022

June Receipts

Sales Tax Collections and Distribution – June 2022

- The June 2022 receipts of \$13,044,834 were \$2,659,013 (25.6%) above budget target for the month
- The June 2022 receipts were \$1,548,486 (13.5%) above forecast for the month
- The June 2022 receipts were \$1,099,384 (9.2%) above June of 2021

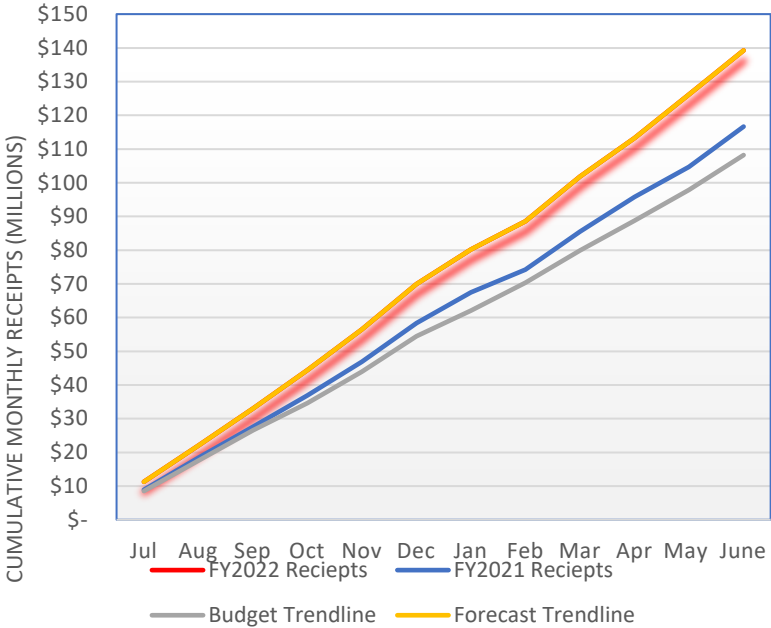
Sales Tax Budget Data

- FY2022 sales tax budget is \$108,235,200
- The FY22 model forecasts year-end receipts of \$139,225,568 which is \$30,990,368 (28.6%) 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 July 31, 2022
- Published by NC Secretary of Revenue on 9/12/2022 with actual receipts through June 2022
- CATS sales tax report only includes Mecklenburg County Article 43 sales tax

FY2022 Sales Tax Receipts Forecast



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 Actuals	Feb 22 Actuals	Mar 22 Actuals	April 22 Actuals	May 22 Actuals	Jun 22 Actuals	Total
Charlotte	863,985	40.4%	\$ 4,561,387	\$ 4,303,529	\$ 4,470,467	\$ 4,579,250	\$ 4,891,177	\$ 5,450,855	\$ 4,126,742	\$3,356,977	\$ 5,390,401	\$ 4,589,910	\$ 5,221,012	\$ 5,266,463	\$ 56,208,171
Cornellius	32,144	1.5%	\$ 169,703	\$ 160,110	\$ 166,321	\$ 170,368	181,973	202,796	153,533	124,894	\$ 200,546	170,765	194,244	195,935	2,091,188
Davidson	13,261	0.6%	\$ 70,011	\$ 66,053	\$ 68,616	\$ 70,285	75,073	83,663	63,340	51,525	\$ 82,735	70,449	80,135	80,833	862,719
Huntersville	62,528	2.9%	\$ 330,115	\$ 311,453	\$ 323,535	\$ 331,408	353,982	394,487	298,659	242,950	\$ 390,112	332,179	377,853	381,142	4,067,877
Matthews	31,071	1.5%	\$ 164,039	\$ 154,765	\$ 160,769	\$ 164,681	175,899	196,026	148,408	120,725	\$ 193,852	165,064	187,760	189,395	2,021,382
Mint Hill	27,692	1.3%	\$ 146,199	\$ 137,934	\$ 143,285	\$ 146,772	156,769	174,708	132,268	107,596	\$ 172,770	147,113	167,341	168,798	1,801,555
Pineville	9,533	0.4%	\$ 50,329	\$ 47,484	\$ 49,326	\$ 50,526	53,968	60,143	45,533	37,040	\$ 59,476	50,644	57,607	58,109	620,187
Meck. County	1,099,845	51.4%	\$ 5,806,604	\$ 5,478,353	\$ 5,690,864	\$ 5,829,344	6,226,423	6,938,889	5,253,305	4,273,401	\$ 6,861,931	5,842,914	6,646,300	6,704,159	71,552,487
Total	2,140,059	100.0%	\$11,298,388	\$10,659,682	\$11,073,183	\$11,342,634	\$12,115,265	\$13,501,568	\$10,221,788	\$8,315,108	\$13,351,825	\$11,369,039	\$ 12,932,254	\$ 13,044,834	\$ 139,225,568

FY2022 Budget Sales Tax Comparison Year over Year

Year-over-Year Comparison (FY22-FY21)	26.6%	12.6%	19.8%	21.7%	21.6%	18.4%	11.9%	22.5%	18.6%	10.5%	44.6%	9.2%	19.3%
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
% of FY22 Budget Achieved	10.4%	20.3%	30.5%	41.0%	52.2%	64.7%	74.1%	81.8%	94.1%	104.6%	116.6%	128.6%	128.6%

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



# CATS TRAX Q4 FY22 Results

September 28, 2022



## Contents

Introduction to TransPro and CATS TRAX

FY22 Headlines

*Customer Satisfaction*

*Employee Success*

*Community Impact*

*Financial Stability*

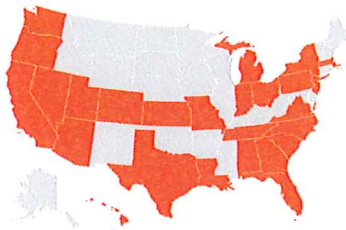




# TransPro Consulting

We are Public Sector Innovators.

TransPro is an industry leader, with national experience in consulting transit and public sector agencies on increasing quality while reducing costs. We know firsthand what makes transit organizations and their leaders drive high performance systems that deliver extraordinary value to their communities.



## Mega Transport Agencies



THE PORT AUTHORITY OF NY & NJ



## State DOTs



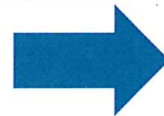
## Local Transit Agencies



3

## CATS TRAX: Focusing on Outcomes

From Measuring  
Activities



...to Managing  
Outcomes



Customer  
Satisfaction



Community  
Impact



Financial  
Stability



Employee  
Success



4

## CATS TRAX Key Principles

1. Commitment to Transparency
2. Customer and Community Led
3. Continuous Improvement
4. Measuring What Matters

5



## FY22 Headlines



**CATS' Overall Net Promoter Score declined in the most recent survey but remains higher than transit agency averages and organizations in other industries.**



**80% of the Charlotte community believe CATS provides value to their community.**



**Overall customer satisfaction with employees and call center interactions declined in the most recent survey.**



**COVID-19 continues to negatively impact CATS' financial measures, like taxpayer subsidy and productivity.**

6





**CATS' Overall Net Promoter Score declined in the most recent survey but remains higher than transit agency averages and organizations in other industries.**

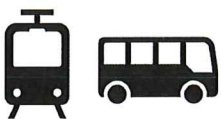
- Vehicle operator availability declined by 15% in the past year.
- CATS ridership increased by 20% this year. Rail ridership increased by 87%. Fixed route ridership has declined by 10% since the beginning of the year, and is lagging behind national bus ridership recovery.
- Fixed route and STS on-time performance have declined by 7% and 8%, respectively, since the beginning of the year. In Q4, STS on-time performance improved for the first time this year.
- 59% of customers have access to 15-minute or better service. This metric has almost tripled since the beginning of the year.

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## Customer Experience Survey Process

### *Fixed Route and LYNX*



- Sample based on **ridership** data
- Determine number of customers needed to reflect the target population with a **95% confidence** level
- Surveys proportioned by time-of-day, day-of-week and route to ensure a representative sample
- Use of a **3<sup>rd</sup> party survey team**:  
Surveyors intercept participants **on buses and trains**
  - Every 4<sup>th</sup> customer intercepted
  - Eliminates potential bias; true representation of customer base



### *STS*

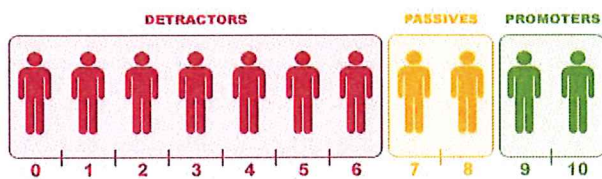
- Telephone calls to customers who have used CATS STS in the past 6 months
- Determine number of customers needed to reflect the target population with a **95% confidence** level
- Use of a **3<sup>rd</sup> party survey team**
- Random sampling from customer list

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# Net Promoter Score

NPS poses the ultimate question:

"How likely would you be to recommend using CATS' services to a friend or neighbor?"



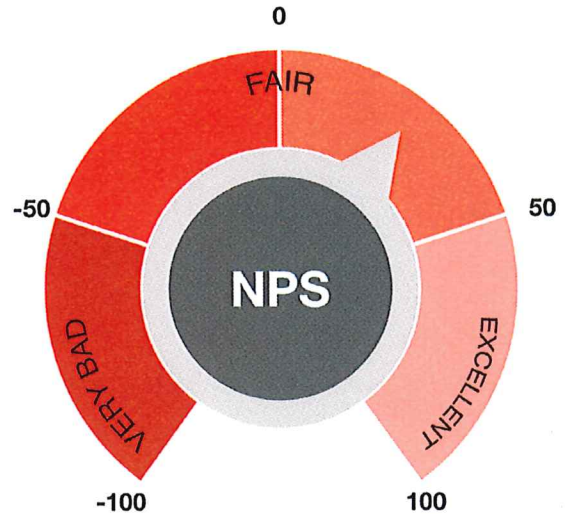
Net Promoter Score

=

% Promoters

-

% Detractors














Net Promoter Score

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## NPS Benchmarking

✓ CATS' NPS continues to rank as one of the highest in the industry and is comparable or exceeds other organizations that provide high quality experiences.

	The Ritz-Carlton NPS	78
	CATS LYNX NPS	69
	Apple NPS	61
	Average Transit Agency Paratransit NPS	51
	Delta Airlines NPS	50
	Walt Disney World	43
	CATS Fixed Route NPS	42
	CATS STS NPS	38
	Uber	27
	Average Transit Agency Fixed Route NPS	25
	American Airlines	3

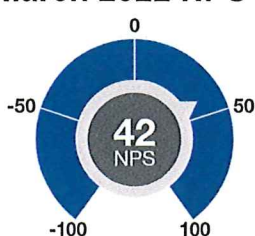
10



# Fixed Route Net Promoter Score

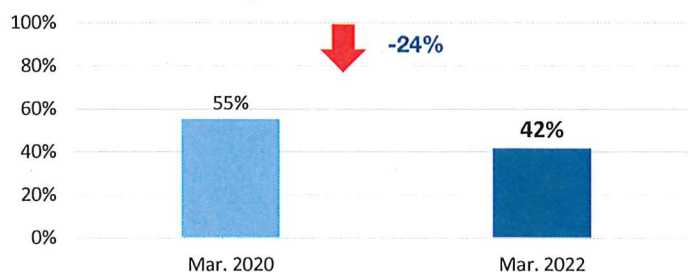


## March 2022 NPS

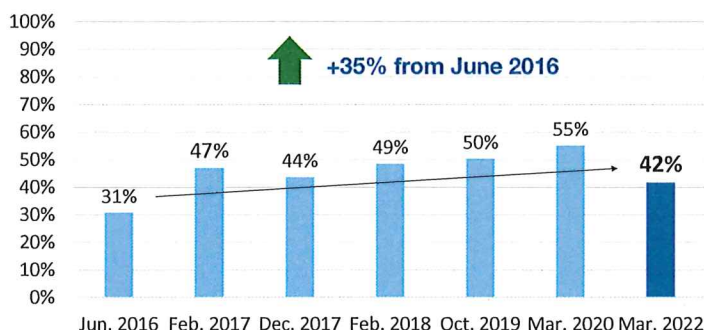


Lowest NPS since June 2016

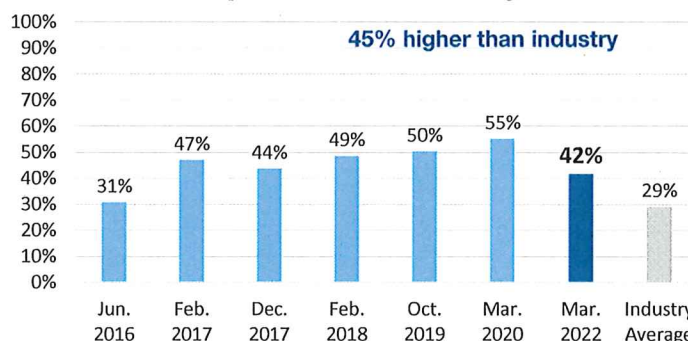
## Comparison to March 2020



## NPS Trend Over Time



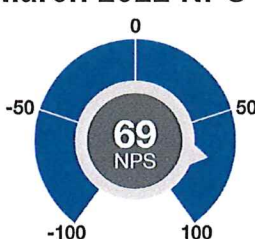
## Comparison to Industry



# LYNX Net Promoter Score

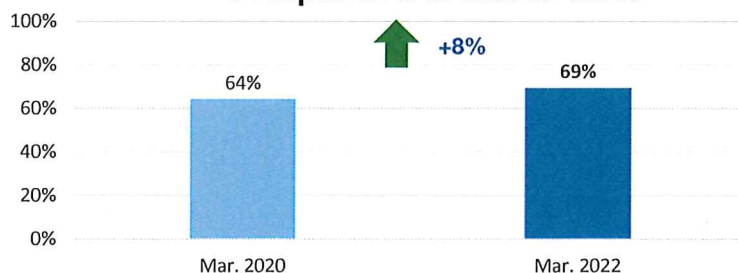


## March 2022 NPS

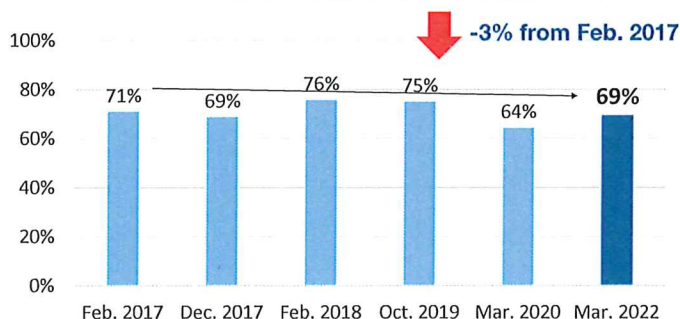


Slightly lower than average

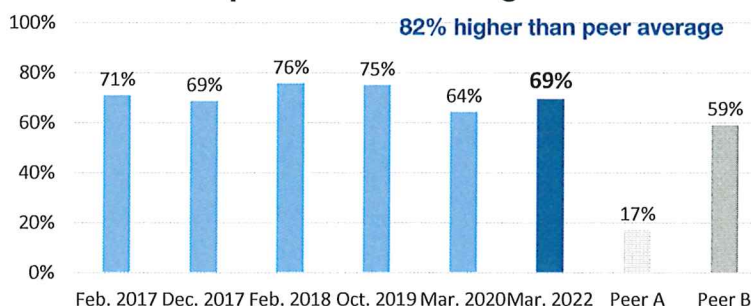
## Comparison to March 2020



## NPS Trend Over Time



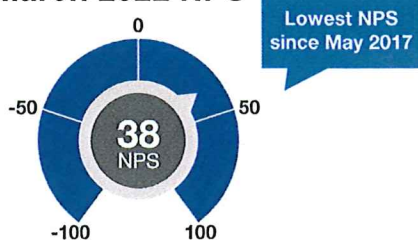
## Comparison to Peer Agencies





# STS Net Promoter Score

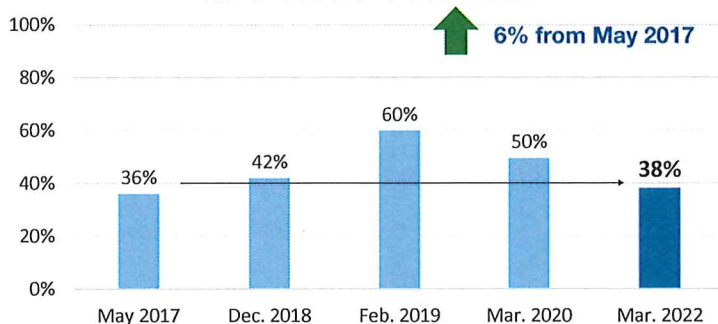
March 2022 NPS



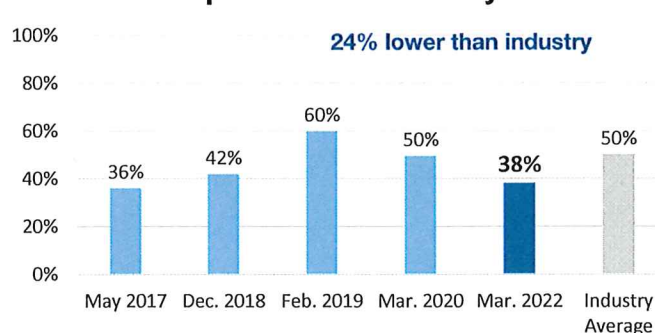
Comparison to March 2020



NPS Trend Over Time



Comparison to Industry



## Key Drivers of Customer Satisfaction

Customers are asked to rank the most 3 important elements of service. Across more than 5 years of surveys, customers consistently rank the following elements highly:

- On-Time Performance
- Fare Price
- Hours of Operation
- Travel Time
- Bus Cleanliness



# Key Drivers of Customer Satisfaction

Customers are asked to rank the most 3 important elements of service. Across more than 5 years of surveys, customers consistently rank the following elements highly:

- On-Time Performance
- **Fare Price**
- Hours of Operation
- Travel Time
- Bus Cleanliness

## Fare Capping

This month, CATS introduced fare capping on its CATS-Pass app. When customers reach the \$88 monthly threshold, a monthly pass will automatically be added to their CATS-Pass wallet.

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# Key Drivers of Customer Satisfaction

Customers are asked to rank the most 3 important elements of service. Across more than 5 years of surveys, customers consistently rank the following elements highly:

- On-Time Performance
- Fare Price
- Hours of Operation
- Travel Time
- **Bus Cleanliness**

## What CATS Did:

### Learned More

- Added drill down questions to next surveys
- Engaged Operations in understanding issues

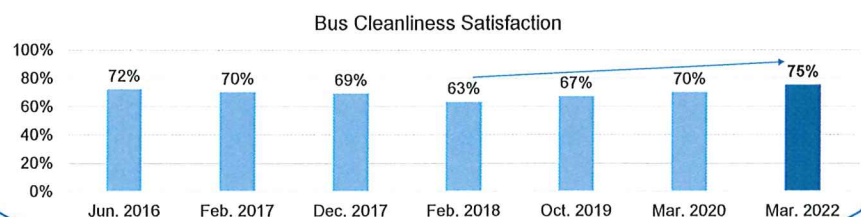
### Focused Resources

- Enhanced training
- Process improvements
- Leveraged Field Supervisors

### Communicated

- Started communicating to customers about cleaning efforts through video and social media

## Customer Satisfaction with cleanliness improved by 19%

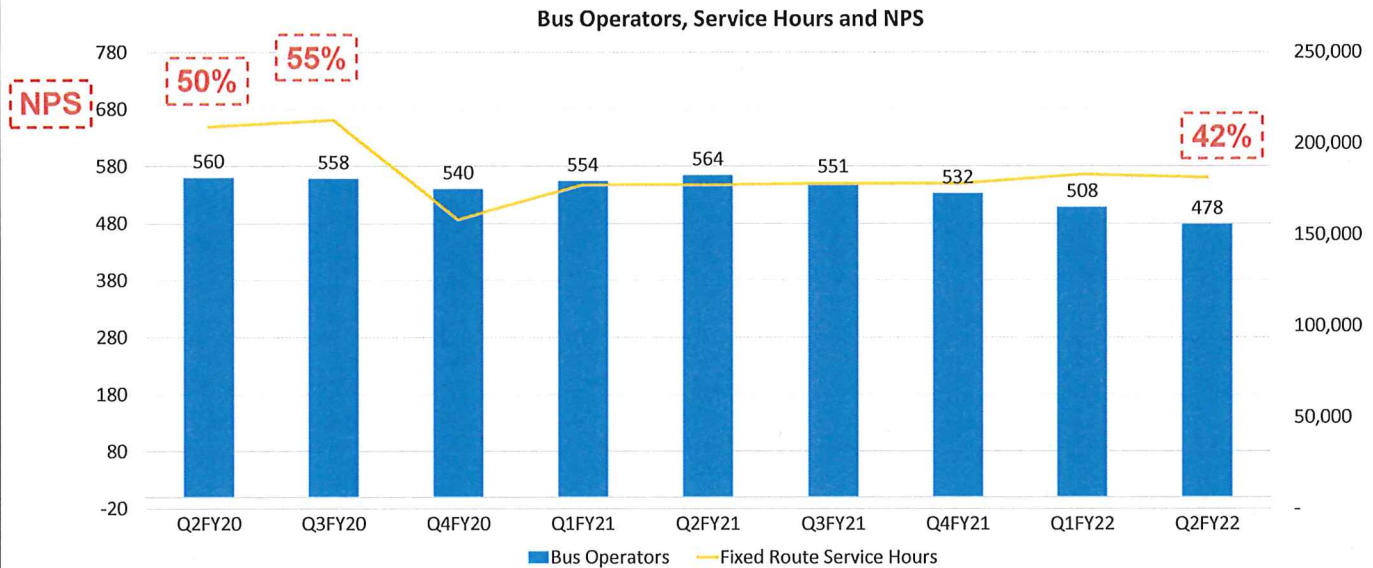


16





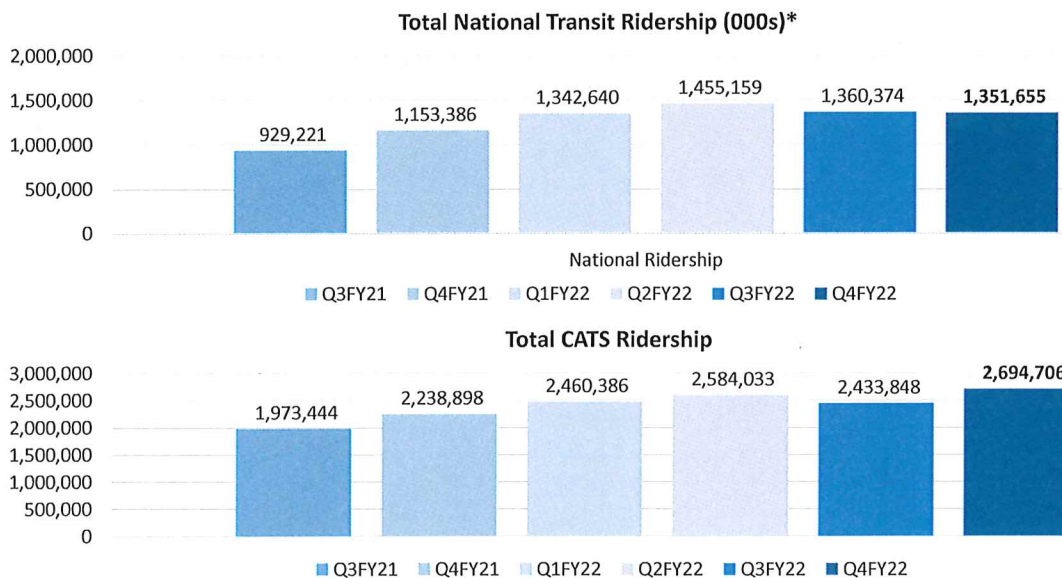
Service Hours declined in March 2020 due to the pandemic, but have remained largely stable since then. Bus operators have declined by 15% since Q2FY21. CATS' Fixed Route NPS increased in March 2020, but declined by 24% in the most recent survey this March.



17



CATS ridership increased by 11% since last quarter, while national ridership decreased by 1%. CATS ridership is 49% of pre-pandemic levels, compared to 54% nationally.



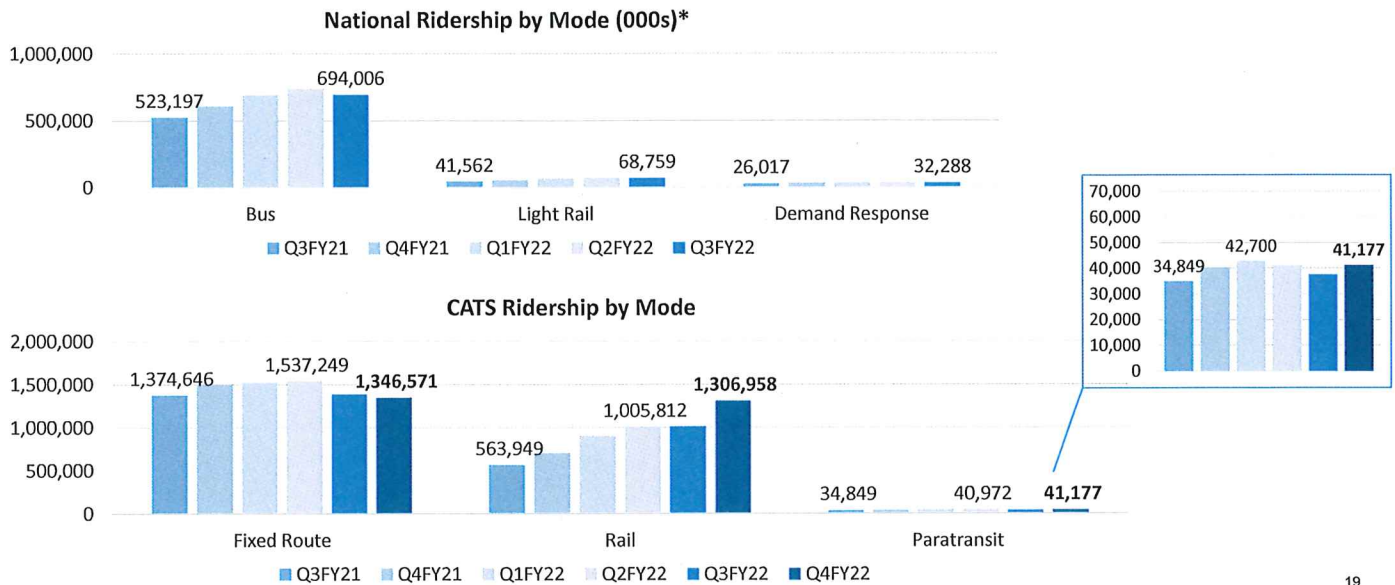
CATS ridership recovery is 9% behind national ridership recovery, but CATS ridership increased more than national totals since last quarter.

\*Source: APTA Ridership Data by Quarter. Q4FY22 data is an estimate from APTA Ridership Trends.

18



**CATS fixed route ridership decreased by 3% since last quarter and is 43% of pre-pandemic levels compared to 60% recovery for national bus ridership. Rail ridership increased by 29% since last quarter and is 57% of pre-pandemic levels, similar to national light rail ridership.**

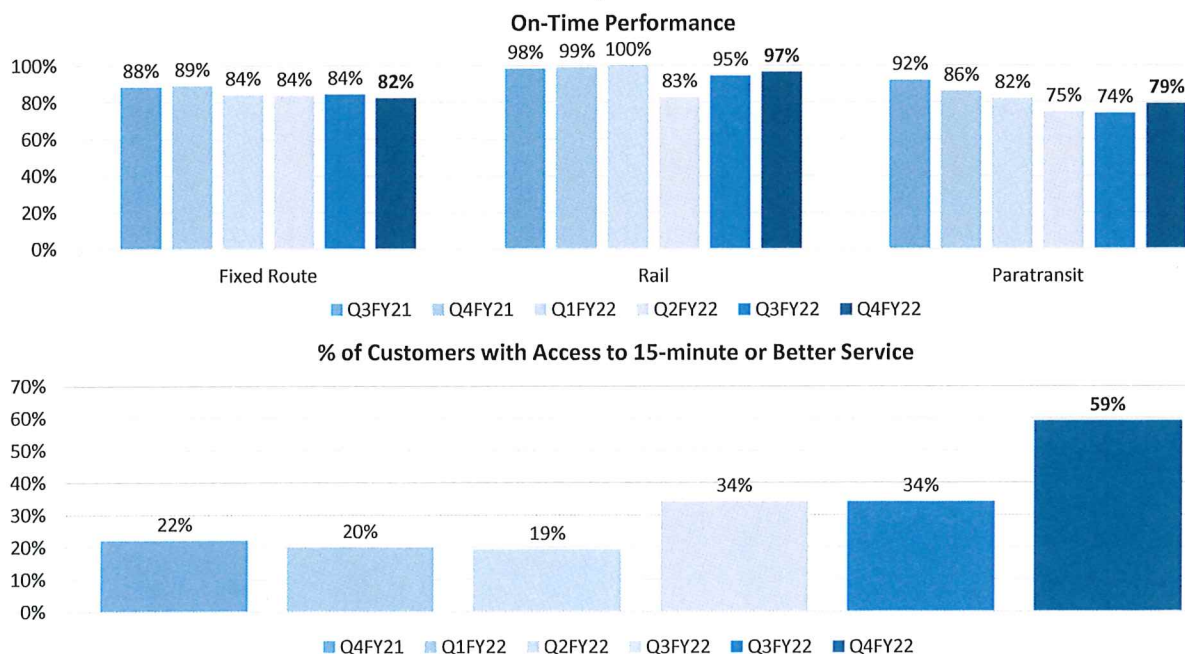


\*Source: APTA Ridership Data by Quarter. National ridership by mode is only available through Q3FY22.

19



**Fixed route on-time performance declined by 2%. Rail and paratransit on-time performance improved by 2% and 7%, respectively. Customers with Access to 15-minute or Better Service has improved by 74% since last quarter.**



20



**80% of the Charlotte community believe CATS provides value to their community.**



**CATS' Impact on Economic Development**

**+10,173** New Housing Units in Station Areas

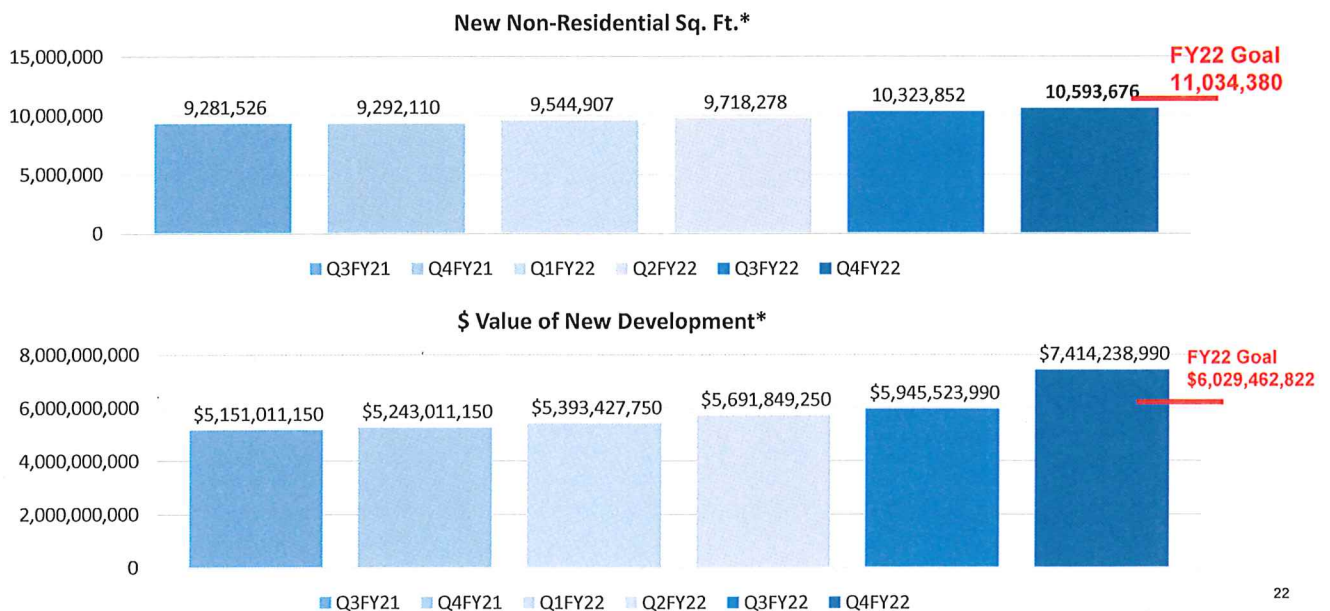
**+1,301,566** New Non-Residential Square Footage in Station Areas

**+\$2,171,227,840** Value of New Development in Station Areas

21



**\$ Value of New Development exceeded quarterly and annual goals, while New Non-Residential Square Footage reached 96% of its annual goal.**

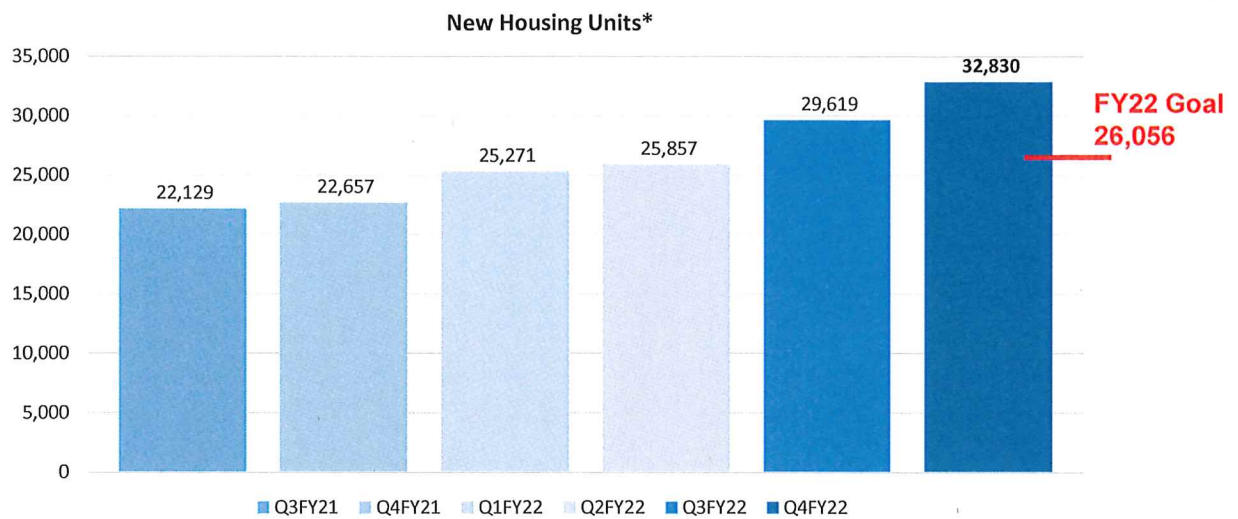


22





## New Housing Units in Station Areas exceeded its annual goal due to strong growth in Q3 and Q4.



\*Cumulative metric

23



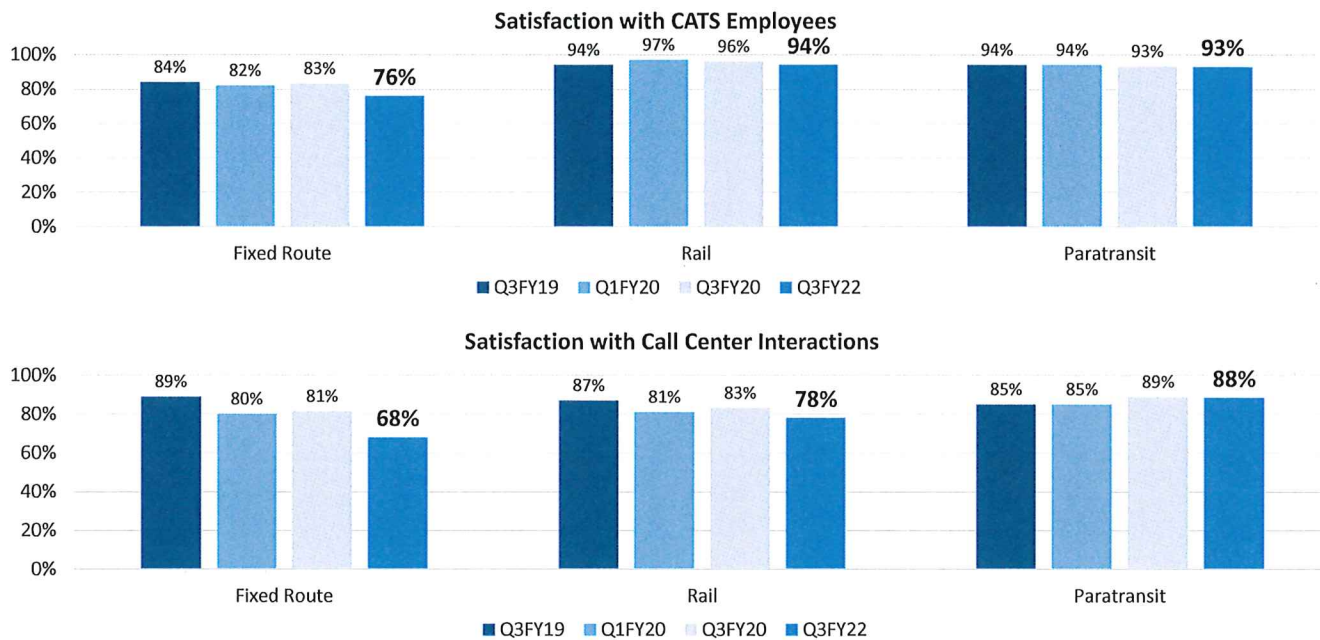
## Overall customer satisfaction with employees and call center interactions declined in the most recent survey.

- Satisfaction with CATS Employees declined by 9% for fixed route, 2% for LYNX and remained the same for STS. Overall Satisfaction with CATS Employees is 84%, a 5% decrease from the last survey.
- Satisfaction with Call Center Interactions declined for every mode. Overall satisfaction with Call Center Interactions is 72%, a 12% decline from last survey.

24



**Overall customer satisfaction with employees and call center interactions declined by 5% and 12%, respectively. Satisfaction with CATS employees for fixed route customers declined the most.**



25



**COVID-19 continues to negatively impact CATS' financial measures, like taxpayer subsidy and productivity.**

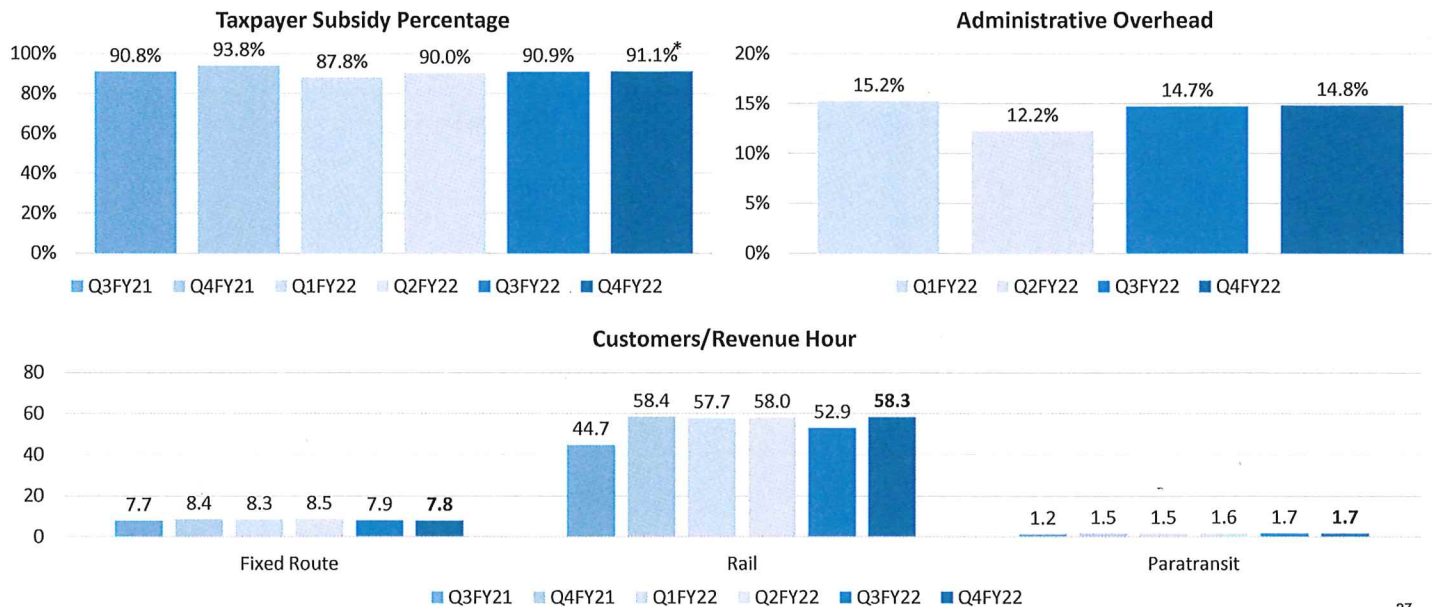
- Taxpayer Subsidy Percentage has remained above CATS' policy of 80% since the beginning of the pandemic.
- Administrative Overhead has been below CATS' policy of 15% for the past three quarters.
- Fixed Route and Rail Customers/Revenue Hour remain around 50% of pre-pandemic levels, but Rail productivity increased by 10% in the past quarter. Paratransit productivity is 94% of pre-pandemic levels.

26





**Taxpayer subsidy percentage continues to be above CATS' policy of 80%, but administrative overhead is below CATS' policy of 15%. Rail productivity increased by 10% in the last quarter.**



\* To be adjusted when FY22 financials have been finalized.

27



**CATS earned 84.8 out of 100 points in Q4FY22.**



CATS TRAX FY22 Aggregate Scorecard								
Strategy	Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Goal Points	Q4 Earned Points
Customer Satisfaction	Overall Customer Satisfaction	90%	83%	-	80%	80%	9.0	8.0
	Overall Net Promoter Score	58%	57%	-	50%	50%	9.0	8.4
	Overall On-Time Performance	89%	89%	80%	84%	86%	6.0	5.8
	Customers with Access to 15-minute or Better Service	45%	20%	19%	34%	59%	2.0	2.6
	Overall Ridership**	9,892,484	2,460,386	5,044,419	7,478,267	10,172,973	2.0	2.2
	Overall Ridership**	100%	99%	102%	101%	103%		
	Confidence to Return	74%	67%	67%	67%		2.0	1.8
Employee Success							30.0	28.8
	Employee Engagement	80%	60%	64%	64%	64%	6.0	4.8
	eNPS	0	-10	-39.6	-39.6	-39.6	6.0	3.6
	Employee Satisfaction	85%	55%	56%	56%	56%	3.0	2.0
	Customer Satisfaction with CATS Employees	86%	88%	-	84%	84%	4.0	3.8
	Customer Satisfaction with Call Center Interactions	87%	82%	-	72%	72%	4.0	3.5
	Career Pathways/Succession Planning*	Establish baseline	-	-	44%	29%	1.0	0.7
Community Impact	Performance Reviews*	Establish baseline	-	-	48%	97%	1.0	0.7
							25.0	19.1
	Economic Impact**	1.27	1.06	1.09	1.18	1.33	5.0	5.3
	Community Perception of Community Value	85%	80%	80%	80%	80%	10.0	9.4
	Investments in Corridors of Opportunity*	Establish baseline	-	13%	13%	13%	4.0	2.7
	Service Equity*	Establish baseline	-	1,041	1,041	1,041	4.0	2.7
Financial Stability	Public Engagement Effectiveness*	Establish baseline	-	-	-	-	2.0	1.3
							25.0	21.4
	Taxpayer Subsidy Percentage (CATS Policy <80%)**	<80%	87.2%	90.0%	90.9%	91.1%	4.0	3.4
	Administrative Overhead (CATS Policy <15%)**	<15%	15.0%	12.0%	14.7%	14.8%	2.0	2.0
	Net Debt Service Coverage Threshold (CATS Policy >1.15)**	>1.15	3.63	1.35	4.08	3.27	3.0	3.0
	Overall Operating Cost/Revenue Hour**	\$174.62	\$158.37	\$180.92	\$186.64	\$189.30	4.0	3.3
	Overall Customers/Revenue Hour	18.6	10.9	11.5	11.3	12.3	3.0	2.5
	Directly Generated Revenue**	4.0%	34.0%	2.0%	1.2%	1.3%	4.0	1.3
							20.0	15.5
Overall Performance Score							100.0	84.8

## **CATS TRAX Key Principles**

- 1. Commitment to Transparency**
- 2. Customer and Community Led**
- 3. Continuous Improvement**
- 4. Measuring What Matters**

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**Questions?**



**METROPOLITAN TRANSIT COMMISSION  
INFORMATION ITEM  
STAFF SUMMARY**

---

**SUBJECT: Review CATS Agency Safety Plan (ASP)    DATE: September 28, 2022**

---

**1.0    PURPOSE/SCOPE:** Review Final Draft of the CATS Agency Safety Plan Version 2

**2.0    BACKGROUND:**

- On July 19, 2018, FTA published 49 CFR Part 673, entitled Public Transportation Agency Safety Plan (PTASP)
  - Under the Public Transportation Safety Program, 49 U.S.C. 5329(d)(1)(A), Congress required each transit agency's Board of Directors, or an Equivalent Authority, to approve the agency's safety plan.
    - MTC is considered CATS' Equivalent Authority and has authority to review and approve an agency's safety plan.
- On September 14, 2022, NCDOT State Safety Oversight (SSO) Agency provided conditional approval of the Final Draft of the CATS ASP
- Section 4.2 of the ASP requires MTC review and approval of all significant revisions. Revisions are in red text for ease of review

**3.0    PROCUREMENT BACKGROUND:** N/A

**4.0    POLICY IMPACT:** CATS policies to be updated to meet agency SMS/ASP requirements.

**5.0    ECONOMIC IMPACT:** N/A

**6.0    ALTERNATIVES:** N/A

**7.0    RECOMMENDATIONS:** N/A

**8.0    ATTACHMENT:** Summary of Changes - Revision 2 of the Final Draft of the CATS Agency Safety Plan

**SUBMITTED AND RECOMMENDED BY:**



---

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

## Attachment

CITY OF CHARLOTTE  
CHARLOTTE AREA TRANSIT SYSTEM

AGENCY SAFETY PLAN

### Summary of Changes Revision 2 November 2022 Revision 2

Location	Change
Entire Document	Minor wording changes to improve clarity
Definitions	Updated rail and bus definitions under Accident and Collision sections.
Section 1.3.1	Changed maximum speed from 55 mph to 66 mph for LRVs
Section 1.3.2	Changed bus fleet total; added CATS procurement of electric vehicles
Section 1.3.3	Changed STS fleet total to 84
Section 1.4.3	Updated responsibilities of General Manager of Safety and Security
Section 1.6	Updated information in Table 2 (Committee's Safety Responsibilities)
Section 4.5.3	Added reference to CATS HR02, CATS Drug and Alcohol Policy; added requirements for new hires acknowledgement of drug and alcohol policy
Section 4.6.4.1	Revised Hours of Service (HOS) requirements for bus operators in accordance with FMCSA Part 395; Added HOS requirements for STS operators
Section 4.6.3	Added explanation of training for reporting safety issues
Section 4.6.4.2	Added process steps to take when HOS violations occur in rail operations





# **MTC Presentation: Charlotte Area Transit System Agency Safety Plan (ASP) Version 2: Summary of Revisions**

September 28, 2022



***Safety is for Everyone, Everyday!***

1

## **Definitions**

- Updated bus definitions under Accident and Collision sections
  - *Bus Accident: An event that involves any of the following: a fatality; bodily injury in which that person receives immediate medical attention away from the scene of the accident; or at least one of the vehicles involved in the accident had to be towed from the scene.*
  - *Bus Collision: the motor vehicle striking or being struck by another vehicle, person, or object.*



2

2



## Purpose and Scope Section

- Added documents that state and federal agencies can review upon request
  - *The SMS Manager will ensure that FTA, other Federal Agencies, and the NCDT State Safety Oversight Agency (SSOA) will have access to review all CATS SMS and ASP documentation, audit reports, investigation reports and other safety related documents upon request.*



3

3

## Section 1.3.1: Light Rail Operations – Lynx Blue Line and Section 1.3.2: Bus Operations Division and Section 1.3.3: Special Transportation Service (STS)

- Light Rail Operations
  - *Changed maximum speed from 55 mph to 66 mph for LRVs*
- Bus Operations
  - Changed bus fleet total and added CATS procurement of electric vehicles
    - *The CATS revenue bus fleet is comprised of approximately 316 buses.*
    - *As part of a special project to assess transitioning to all electrical vehicles, CATS is currently assessing 18 electric buses from two different manufacturers.*
- Special Transportation Service (STS)
  - Changed STS fleet total to 84



4

4

### Section 1.4.3: General Manager of Safety and Security Responsibilities

- Updated responsibilities of General Manager of Safety and Security
  - *Chief Safety Officer and SMS Manager*
  - *The GM of S&S is adequately trained in safety and is empowered and authorized to administer a comprehensive integrated and coordinated ASP, including the day-to-day implementation and operations of the agency Safety Management System (SMS) program and for developing and maintaining the ASP in compliance with CFR 49 673. The CSO maintains CATS Safety program and acts as a liaison with first responders and emergency management.*



5

5

### Section 1.5: Safety Responsibilities Task Matrix

- Added implementation activities and adding ASP elements to project documents and contracts
  - *A description of the specific activities required to implement the ASP will be included for all employees, agents, and contractors, as part of the ASP implementation plan.*
  - *Additionally, Office of Safety & Security will work with procurement and project management to ensure appropriate ASP elements are incorporated into project documents and contracts.*



6

6

## Section 1.6: Table 2 (Rail Safety and Security Committee's Responsibilities) Section 4.7: Safety Communication and Outreach – Safety Committees

- Clarified Safety and Security Committee roles and responsibilities
  - *The committee membership will be 50% Frontline and 50% Management at a minimum.*
  - *Review and approve the ASP annually*



7

7

## Section 1.7: Employee Reporting Program

- Added description of S&SF48 Safety Issues Reporting Form and described how safety committees will use hazard tracking logs.
  - *The S&SF48 Safety Issues Reporting Form is available to all employees via city intranet or can be requested from employee's supervisor. This form can be completed by hard copy or emailed and submitted to supervisors or the Office of Safety and Security.*
  - *Reported safety concerns are tracked by the Rail and Bus Safety and Security Committee using safety concerns tracking logs. This information is shared with the Office of Safety and Security for review and to identify potential hazards that need to be mitigated through our Hazard Risk Management process.*



8

8

### Section 3.5.2.2.2: Process for Change – Control of Records

- Described how ASP records have to be kept for a minimum of 3 years
  - *Records related to ASP development and SMS implementation will be retained electronically for a minimum of three (3) years in accordance with CATS Records Retention Schedules and 49 Parts 670, 672, 673, and 674.*



9

9

### Section 4.2: Safety Plan Review and Modification

- Described annual review and approval of ASP done by departments and approved by NCDOT
  - *The SMS Manager will ensure compliance with all ASP/SSOPS standards prior to submitting the ASP to the CSO and CEO for approval to include department heads review and comments.*
  - *The annual update is provided to NCDOT for review and approval per the State Safety Oversight Program Standards (SSOPS) as amended.*



10

10



### Section 4.5.2.1: Review of Rules and Procedures

- Describe responsibilities related to policy updates and QA role
  - *Division or Section Managers are responsible to update policies and procedures specific to their departments. Quality Assurance Section is responsible for reviewing, routing for approval, distributing and maintaining CATS plans, manuals, policies, and procedures.*



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### Section 4.5.3: Compliance with Drug and Alcohol Programs

- Added reference to CATS HR02, CATS Drug and Alcohol Policy; added requirements for new hires acknowledgement of drug and alcohol policy
  - *New hires sign a form acknowledging receipt of the D&A Policy and related training. Updates to the policy are distributed either by paper with a form signed acknowledging receipt or by completing the review and acknowledgement online through the City/CATS Learning Management System.*



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### Section 4.6.3: Certification and Training Requirements

- Added explanation of training for reporting safety issues
  - *Employees are trained to know their role and responsibility and how to report safety concerns to management.*



13

13

### Section 4.6.4.1: Bus Operations Division Hours of Service

- Revised Hours of Service (HOS) requirements for bus operators in accordance with FMCSA Part 395; Added HOS requirements for STS operators
  - *Fixed Route: In accordance with the FMCSA Part 395 Hours of Service for Motor Carriers of Passengers and the Collective Bargaining Agreement with the Union, requirements for maximum hours of operation (Maximum driving time for passenger-carrying vehicles) of a CATS Fixed Route Bus Operator are as follows:*
    - *Shall not drive more than ten (10) hours following eight (8) or nine (9) consecutive hours off duty depending on position (Regular vs. Extra Board).*
    - *Shall not drive any period after being on-duty for fifteen (15) hours following eight (8) consecutive hours off.*
    - *On runs of six (6) hours or more of continuous time, employees will be allowed at least thirty (30) minutes, but no more than one (1) uninterrupted hour for meal relief.*
    - *On runs of twelve (12) platform hours or more will be allowed a second lunch period of at least thirty (30) uninterrupted minutes, but not more than one (1) uninterrupted hour.*
    - *All straight, split, or other assigned runs of regular operators, will consist of eight (8) hours a day for five (5) days or ten (10) hours a day for four (4) days exclusive of check-in time and travel time included in computing total platform time.*
  - *Paratransit: CATS Special Transportation Services (STS)*
    - *Follows DOT Hours of Service Regulations*
    - *Required managerial approval for work hours above 56 hours per week.*



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## Section 4.6.4.2: Rail Operations Hours of Service

- Added process steps to take when HOS violations occur in rail operations and described fatigue awareness training
  - *Operations schedules completed for the following week will be reviewed for any scheduled HOS violations. Any individual scheduled to exceed HOS who cannot have their schedule changed to comply with the requirements will have their schedule approved by the respective manager. The manager will send a memo describing the violation and the reason for the violation to the GM of Rail Operations and Facilities for review and approval. Once the GM approves the HOS violation, the memo will be submitted to the Rail Safety Manager by the end of the respective work week. This will be in addition to the current procedure where HOS violations noted on weekly timesheets will be reported to the Rail Safety Manager.*
  - *Fatigue awareness training is provided in the new hire training program and information is periodically provided in the Rail Operations Daily Activity Plan (RODAP).*



15

15



# Questions?



16





**METROPOLITAN TRANSIT COMMISSION  
ACTION ITEM  
STAFF SUMMARY**

---

**SUBJECT: Title VI Service Equity Analysis COVID**

**DATE: September 28, 2022**

---

- 1.0 PURPOSE/SCOPE:** Approval of the Title VI Service Equity Analysis for the CATS COVID and 2022 Service Plan. The MTC to vote on the analysis is scheduled for the September 2022 MTC meeting.
- 2.0 BACKGROUND/JUSTIFICATION:** As a recipient of federal funding CATS/City of Charlotte must conduct a service equity analysis whenever a change in service occurs which lasts longer than 12 months or affects 25% or more of the route miles. The COVID service changes lasted longer than 12 months, and the routes from the 2022 Service Plan will affect 25% or more of the route miles on those routes. The purpose of the analysis is to find and address any negative impacts that disproportionately affect minority and low-income residents and riders, as a result of the service changes. This is a requirement of recipients of FTA funding and in support of Title VI of the Civil Rights Act of 1964, and with guidance of FTA Circular 4702.1B.
- 3.0 POLICY IMPACT:** N/A
- 4.0 ECONOMIC IMPACT:** N/A
- 5.0 ALTERNATIVES:** N/A
- 6.0 Public Outreach**

In Person

- May 24 from 11:30 a.m. – 1 p.m. Charlotte Transportation Center (CTC)
- May 24 from 4 – 6 p.m. Rosa Parks Transit Center
- May 25 from 5:30 – 7 p.m. at Matthews Town Hall
- May 31 from 1 – 3 p.m. South Park Transit Center
- June 14 from 6 a.m. – noon at Huntersville Gateway Park & Ride
- June 15 from 6 – 9 a.m. at Northcross Park & Ride\*
- June 16 from 6 – 9 a.m. at Davidson Gateway Station\*
- June 16 from 6 – 9 a.m. at Cornelius Park & Ride\*

Live virtual public meetings (CATS YouTube)

- May 25 from 11:30 a.m. – 1 p.m.
- May 26 from 5 – 7 p.m.
- May 31 from 5 – 7 p.m.
- June 16 from noon – 1 p.m.\*

7.0 **RECOMMENDATIONS:** Approval of the Title VI COVID Service Equity Analysis

8.0 **ATTACHMENT(S):** Title VI Service COVID Service Equity Analysis

**SUBMITTED AND RECOMMENDED BY:**



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

## **Charlotte Area Transit System**



# **COVID Service Changes: Title VI Service Equity Analysis**

**June 15, 2022**

City of Charlotte  
Charlotte Area Transit System  
600 East Fourth Street  
Charlotte-Mecklenburg Government Center  
Charlotte, North Carolina 28202

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## 1 INTRODUCTION

The purpose of this document is to document the Title VI service equity analysis for the Charlotte Area Transit System (CATS) during the service changes caused by the COVID pandemic beginning March 10, 2020. Service for both the CATS light rail and all bus routes are included in the analysis.

The COVID-19 pandemic resulted in reductions in ridership after the North Carolina Governor's stay at home order. CATS temporarily reduced transit service throughout its system, and the CATS' reductions focused on maintaining basic services throughout the minority and low-income communities.

### 1.1 Background

- **March 10, 2020**, Governor Roy Cooper declared a State of Emergency to coordinate response and protective actions to prevent the spread of COVID-19.
- **March 13, 2020**, Mecklenburg County in conjunction with the City of Charlotte and six towns within the County signed a Joint Declaration of Emergency restricting access and travel upon public streets, alley, or roadway or upon any other public property within the area(s) except by those in search of medical assistance, food or other commodity or service necessary to sustain the well-being of themselves or their families.
- **March 14, 2020**, Governor Roy Cooper closed all K-12 public schools statewide.
- **March 17, 2020**, Governor Roy Cooper closed restaurants and bars for dine in service.
- **March 23, 2020**, Governor Roy Cooper issued Executive Order 119; a statewide Stay at Home Order that began Monday, March 30, 2020, at 5 p.m. The Order directed people to stay at home except to visit essential business, to exercise outdoors or to help a family member. Specifically, the Order banned gathers of more than 10 people and directed everyone to physically stay at least 6 feet apart from others.
- **March 24, 2020**, the Chairman of the Mecklenburg County Board of Commissioners, and the Mayor of Charlotte jointly declared all individuals currently living within Mecklenburg County including the City of Charlotte and the named Towns are restricted to shelter at their places of residence. All persons may leave their residences only for Essential Activities, Essential Governmental Functions, or to operate Essential Business (as defined below). All Essential Businesses are strongly encouraged to remain open. To the greatest extent feasible, Essential Businesses shall comply with Social Distancing requirements as defined by CDC.

## 2 PANDEMIC SERVICE CHANGES

### 2.1 March 25, 2020, Service Change

- The LYNX Blue Line operated on a Sunday schedule.
- Local bus service implemented a Saturday schedule on Monday – Saturday and regular Sunday service on Sundays.
- Limited Express/Regional Express service.
- Express Routes 41X, 61X, 65X, 88X were suspended as there was an underlined local service.
- Route 290 Davidson Shuttle suspended

**2.2 June 8, 2020, Service Change**

- Monday-Saturday implemented a Saturday schedule with a modification: 15-minute service between 6:00 a.m. - 7:00 p.m. and the printed rail Saturday schedule after 7:00 pm.
- Monday – Friday CATS implemented increased frequency on the following high ridership routes: 5, 7, 8, 9, 10, 11, 16, 21, 27 and 34.

**2.3 October 5, 2020, Service Change**

- Additional morning trips added to routes 9 and 27.

**2.4 February 1, 2021, Service Change**

- CATS implemented additional frequency on the following bus routes: Sprinter, 6, 16, and 27.

**2.5 June 7, 2021, Service Change**

- CATS implemented additional morning trips and improved weekday frequency to 20-min throughout the day for routes: 8, 10, 11, 21, and 34.

**2.6 July 11, 2021, Service Change**

- CATS implemented additional morning/evening trips, improve service span and/or frequency on routes: 40X, 46X, 48X, 52X, 53X, 62X, 63X, 64X, and 77X.

**2.7 November 1, 2021, Service Change**

- CATS extended 64X Independence Express into downtown Matthews

**3 PUBLIC INVOLVEMENT**

CATS hosted a variety of meetings in different styles and settings to gather feedback from the service changes that occurred during the COVID-19 pandemic. The meetings were both in person, as well as virtual. The meeting information was shared the following methods:

- Charlotte Observer, Charlotte Post, LaNoticia
- Twitter, Facebook, Instagram
- CATS Rider's Alerts
- Media press releases and media advisories
- Informal council notification
- Meeting notification on CATS website as well as City of Charlotte event calendar
- Internal email to CATS employees
- Crown publication (city newsletter)

**Table 3-1: In person meetings**

Date	Time	Location	Address
May 24, 2022	11:30 am. – 1:00 pm	Charlotte Transportation Center (CTC)	310 Trade Street, Charlotte, NC 28202
May 24, 2022	4:00 pm – 6:00 pm	Rosa Parks Transit Center	2811 Beatties Ford Road, Charlotte, NC 28216
May 25, 2022	5:30 pm – 7:00 pm	Matthews Town Hall	232 Matthews Station Street, Matthews,

			NC 28105
May 31, 2022	1:00 pm-3:00 pm	South Park Transit Center	4400 Sharon Road, Charlotte, NC 28211
June 14, 2022	6:00 am – 12:00 pm	Huntersville Gateway Park & Ride	10300 Compass Street, Huntersville, NC 28708
June 15, 2022	6:00 am-9:00 am	Northcross Park & Ride	17126 Northcross Drive, Huntersville, NC 28078
June 16, 2022	6:00 am-9:00 pm	Davidson Gateway Station	Davidson Gateway Drive & Griffith Street stop, Davidson, NC 28036
June 16, 2022	6:00 am-9:00 am	Cornelius Park & Ride	2300 Sefton Park Drive, Cornelius, NC 28031

**Table 3-2: Virtual Meetings via YouTube**

Date	Time
May 25, 2022	11:30 am-1:00 pm
May 26, 2022	5:00 pm-7:00 pm
May 31, 2022	5:00pm-7:00pm
June 16, 2022	12:00pm-1:00pm

In each of the meetings listed above, CATS provided ways for the public to verbalize, write or type or type their comments, depending on the type of meeting. For the YouTube Live meetings, attendees were encouraged to leave questions in the chat.

### 3.1 Public Comments

The comments collected from the public mainly focused on the following Comment focused on the following topics. Actual comments can be found the Appendix B of the document.

- Hire more drivers
- More frequent service, especially on weekends (3, 7, 14, 17, 18, 19, 21, 51, 58, 222)
- Too many late buses
- Safety concerns
- 97/98/99 early morning service
- Put rail on CATS-Pass app for real-time tracking
- ADA questions
- Request for better pedestrian crosswalks and accessibility

The more specific public comments are found below:

- The bike racks on some of the buses no longer have padding on them and end of scratching up bikes that you put on them, where can we request new bike racks?
- Lately, the buses on Tyron have only been coming once every 3-4 scheduled times. Is there anyway you can update the schedule on the app so we do not expect one when one is not coming?
- Can you take down the old bus stop sign that has 65x on John st and add a new 64x to the John St Park and Ride. customers are still standing at the old 65x bus stop before they realize they have to cross the street to catch the new 64x Just the John St Park and ride



- Maintenance: wood lawn LYNX station has been filthy for months.
- Lost 201 shuttle in Northwood Estates and Garden Park. Need shuttle like 211 in Garden City Firestone. These are older neighborhoods and seniors like me (66 yrs old) have a long walk to catch bus on Beatties Ford Rd, need some type of shuttle.
- Mid-day service on the 63x

## 4 METHODOLOGY

A Title VI service equity analysis was performed on the service changes implemented due to the COVID pandemic to assess the effects of the service changes. This analysis determines if the proposed adjustments will have a disproportionately high and adverse impact on the minority and low-income populations. The analysis also recommends mitigation, where necessary.

### 4.1 Legal and Regulatory Context

This analysis complies with the legal requirements outlined in *Title VI of the 1964 Civil Rights Act* (42 USC § 2000d et seq.) July 1964. The analysis additionally uses the guidance and references described in the Public Comment section of the document.

#### 4.1.1 Title VI Guidance and References

This document has been completed using the definitions, methodologies and guidance outlined in:

- *CATS Policy for Major Service Changes and/or Fare Change Reviews* (CATS CivR01), October 2018
- *Title VI and Title VI – Dependent Guidelines for Federal Transit Administration Recipients* (FTA Circular C 4702.1B), October 1, 2012

### 4.2 Datasets

The following Geographic data was used to complete the demographic analysis for the service equity analysis:

- *2020 U.S. Census Data – Tract Level Population by Race*
- *2018 American Community Survey Data – Block Group Level Poverty Status*

### 4.3 Definitions

Low-Income – “low-income population” is a population whose median income is at or below the American Community Survey poverty level by block group as defined by the U.S. Census American Community Survey (ACS) 5-year estimates.

Major Service Change Review – According to Section 4.0 of CATS CivR01 *Policy for Major Service Changes and/or Fare Change Reviews*, a major service change review will occur whenever there is a major service change to any transit service provided by CATS.

Major Service Adjustments – According to Section 4.1 of CATS CivR01 *Policy for Major Service Changes and/or Fare Change Reviews*, a major service adjustment includes:

- Any change to an existing bus or light rail route that affects 25% or more of the route’s daily revenue miles or 25% or more of the route’s ridership
- Any system-wide change that affects 25% or more daily revenue miles or 25% or more passengers system-wide

- Elimination of an existing transit route without replacement
- New service routes

Minority – In aggregate, Non-White/Non-Hispanic population by race by census tract as defined by the U.S. Census 2010 Decennial Census.

Service Change – A geographical or temporal reduction in service, including but not limited to the elimination of a route, shortening of a route, rerouting an existing route, or an increase in headways.

#### **4.4 Study Area**

##### **4.4.1 Service Area**

The service area (in aggregate) is calculated:

1. The entire CATS system bus and rail GIS polyline files are overlaid onto North/South Carolina census tract and block group polygons containing demographic data.
2. A  $\frac{3}{4}$  mile buffer is calculated from the bus and rail route polylines within Mecklenburg County [to represent both the fixed-route and Americans with Disability (ADA) complementary transit service].
3. A  $\frac{1}{4}$  mile buffer is calculated from the regional bus route polylines that extend outside of Mecklenburg County (as complementary ADA bus service is not required to be provided by CATS outside of Mecklenburg County. Furthermore, the industry standard for an acceptable walking distance from transit service is considered to be  $\frac{1}{4}$  mile).
4. The resulting buffer selects the affected tracts/block groups.
5. The demographic data joined to the affected tracts/block groups is exported as a table.

#### **4.5 Data Calculations**

##### **4.5.1 Demographic Data**

###### **4.5.1.1 Service Area Demographic Data**

Demographic data is then calculated for the total CATS service area. Population by race is calculated using tract level geography by county. Percent minority is calculated for service tracts to provide a baseline comparison.

- Percent Minority = (Total Service Area Tract Population – Total Service Area White Alone Population) / Total Service Area Tract Population

Low-income percentage is calculated using block group data. Percent low income is calculated for service area block groups to provide a baseline comparison.

- Low-income by Block Group = Total Service Area Poverty Rate by Block Group/ Total Service Area Block Group Population

The resulting demographic data percentages are then used as a threshold to determine minority tracts and low-income block groups. Any tract or block group with percentage of minority or low-income populations at or higher than the demographic thresholds are considered minority or low income for the purpose of Title VI analysis.

###### **4.5.1.2 Route Level Demographic Data**

Demographic data for bus routes is calculated using the same method as described in section 4.5.1.1. However, In the case of express routes, demographic data is only calculated for portions of

the route where the route is in service. In the Northeast Corridor express routes do not provide service along Interstates 77 and 85.

The resulting demographic data for the CATS service area, Northeast Corridor bus routes percentages are detailed in Section 4, Table 4-1 below.

**Table 4-1: System-Wide Low-Income and Minority Area**

	<b>Service Area</b>	<b>Mecklenburg County</b>
<b>Minority</b>	49.5%	49.0%
<b>Low Income</b>	11.8%	10.2%

The resulting demographic data found in Section 4, Table 4-2 below shows demographics for each of the 70 routes in which CATS operates. 49 of the routes travel through low-income and/or minority census tracts.

### Route Level Analysis

**Table 4-2: System Demographics by Route**

<b>Route Number</b>	<b>Route Name</b>	<b>Low-Income</b>	<b>Minority</b>
1	Mount Holly	15.6	65.8
2	Ashley Scaleybark Crosstown	20.1	69.1
3	The Plaza	20	79.4
4	Belmont	16.8	57.3
5	Sprinter Airport	18.2	60.1
6	Kings Drive	9.4	24.7
7	Beattie Ford Rd.	14.7	68.7
8	Tuckaseegee Rd.	17.7	67
9	Central Avenue	18	59.4
10	West Blvd.	18.6	58.8
11	North Tryon Street	19.6	66.6
12	South Blvd.	16.5	57.3
13	Nevin Rd.	15.6	81.6
14	Providence Rd.	7.7	23.8
15	Randolph Rd.	12.3	29.6
16	South Tryon	17.2	58.2
17	CommonWealth	15.1	53.3
18	Paw Creek Rosa Parks Crosstown	10.2	76
19	Park Road	9.6	32.8
20	Sharon Road	11.5	28
21	Statesville Avenue	15.3	66.7
22	Graham Street	17.9	66.3
23	Shamrock Dirve	18.8	64
24	Nations Ford Rd.	18.7	68
26	Oaklawn Avenue	14.1	64.1
27	Monroe Rd.	13.1	43

28	Fairview Rd.	22.5	43.7
29	UNCC JW Clay	15	75.2
30	Woodlawn Scaleybark Crosstown	16.8	45.4
34	Freedom Drive	18.1	68.3
35	Wilkinson  Amazon	21.1	59.4
39	Eastway	17.5	61
42	Carowinds	8.2	50.5
43	Ballantyne	8.9	37
50	URP CIC	13.7	72.3
51	Pineville-Matthews Road	6.5	30.4
54	University Research Park	12.7	66.9
55	Westinghouse Blvd.	10.5	63.7
56	Arrowwood	14.1	70.9
57	Archdale South Park	14.5	51.8
58	Pineville	8.8	47.7
59	North Meck Connector	9.3	60.6
60	Tyvola Rd.	17.3	68.3
87	City LYNX	10.5	27.9
97	Village Rider-Cornelius	5.2	22.5
98	Village Rider McCoy Rd.	3.8	37.4
99	Village Rider-Huntersville	5.3	33.3
211	Hidden Valley	19.3	82.2
221	E.WT Harris Blvd. -Idlewild Rd.	22	76
222	Pence Rd.	21	78
235	Goodwill	20.2	77.6
290	Davidson Shuttle	3.3	16.8
501	LYNX Blue Line	18.6	63.3
40X	Lawyer Road Express	17.5	60.1
41X	South Tryon Express	12.9	63.3
46X	Harrisburg Road Express	18.6	66.7
47X	Huntersville Greenhouse Express	12.9	49.8
48X	Northcross Express	8.7	33.5
52X	Idlewild Road Express	17.1	60.9
53X	Northlake Express	9.6	56.7
61X	Arboretum Express	11.4	61.1
62X	Rea Road Express	10	32.1
63X	Huntersville Express	9.4	34.4
64X	Independence Blvd. Express	16.1	56.9
65X	Matthews Express	14	50
74X	Union County Express	14.8	44.1
77X	North Mecklenburg Express	10.8	31.3
82X	Rock Hill Express	12.6	36.9

85X	Gastonia Express	19.8	51.5
88X	Mountain Island Express	15.1	62.9

## 5 SERVICE EQUITY ANALYSIS

### 5.1 Description of Route Changes

The March 2020 system-wide service adjustment resulted in the modification of 29 routes that had a change that exceeded 25% of the daily revenue miles twelve months or more after the initial adjustment. The changes therefore resulted in a “Major Service” change and the need for a Service Equity analysis. Table 5-1 below shows the 29 routes which exceeded 25% in revenue miles.

**Table 5-1: CATS Route Mile Changes During Pandemic**

Route	Mar-20	Jun-20	Oct-20	Feb-21	Jun-21	Jul-21	Nov-21	Overall Change
41X	-100%	0%	0%	0%	0%	0%	0%	-100.0%
61X	-100%	0%	0%	0%	0%	0%	0%	-100.0%
65X	-100%	0%	0%	0%	0%	0%	0%	-100.0%
88X	-100%	0%	0%	0%	0%	0%	0%	-100.0%
50	-73%	3%	-8%	5%	0%	2%	3%	-71.3%
63X	-89%	54%	-8%	5%	53%	16%	3%	-69.8%
77X	-86%	3%	-8%	20%	100%	24%	3%	-58.5%
290	-100%	0%	0%	0%	0%	2%	3%	-57.2%
85X	-57%	3%	-8%	5%	0%	2%	3%	-54.6%
48X	-83%	3%	-8%	5%	117%	23%	3%	-53.6%
235	-53%	2%	-4%	2%	3%	-1%	1%	-51.5%
82X	-48%	4%	-8%	5%	0%	2%	3%	-45.0%
64X	-75%	3%	-8%	5%	73%	19%	9%	-44.1%
53X	-72%	3%	-8%	5%	71%	19%	3%	-41.4%
52X	-62%	3%	-8%	5%	36%	12%	3%	-40.0%
43	-39%	2%	-4%	1%	3%	-1%	1%	-38.0%
57	-38%	2%	-4%	1%	3%	-1%	1%	-36.4%
40X	-56%	3%	-8%	5%	29%	11%	3%	-35.7%
46x	-58%	3%	-8%	5%	36%	12%	3%	-34.0%
42	-30%	3%	-8%	5%	0%	2%	-6%	-33.5%
35	9%	0%	1%	-2%	4%	-1%	-38%	-31.1%
20	-32%	2%	-4%	1%	3%	-1%	1%	-30.3%
15	-31%	-1%	1%	-2%	3%	-1%	1%	-30.2%
18	-31%	-1%	1%	-2%	3%	-1%	1%	-29.6%
62X	-48%	3%	-8%	5%	24%	10%	3%	-27.0%
19	-28%	0%	1%	-2%	3%	-1%	1%	-27.0%
21	1%	17%	-2%	0%	9%	-1%	2%	27.8%
47X	5%	39%	-8%	5%	0%	2%	3%	47.7%
501	-9%	-12%	-14%	-3%	3%	2%	-9%	-39.5%

## 6 MITIGATION

The public was notified about the Title VI Equity Analysis as found in Section 3 of this document. After a further review of the 29 routes defined as having a Major Service change, CATS found that 17 of the routes were listed as either traveling through a low income or minority census tract which exceeded the threshold set in Table 4-1. The result is that the changes for those commuters on those routes, is a Disparate Impact based upon the population demographics within the census tracts on the routes. Table 6-1 below shows the routes which are defined as having a disparate impact on commuters and the mitigation efforts for each of those routes. These mitigation efforts were deemed

necessary in comparison to maintaining the services in the current state, as staff has determined that disproportionate and disparate impacts would negatively affect route miles available to low income and minority populations within these census tracts. These mitigations provide a better circumstance for those populations to access services.

**Table 6-1: Mitigation by Route**

ROUTE NAME	ROUTE NUMBER	LOW-INCOME   MINORITY DESIGNATION	MITIGATION PLAN
Randolph Rd.	15	YES   YES	CATS continues to monitor ridership. CATS is evaluating the travel patterns of passengers to determine the route modification or frequency needed to increase demand.
Paw Creek Rosa Parks Crosstown	18	YES   YES	CATS continues to monitor ridership. Routes 2, 30, and 34 operate along portions of the same corridor. CATS is evaluation the travel patterns of passenger to determine the route modification or frequency needed to increase demand. CATS recently modified the bus route to operate more safely and increase access to shopping center at the end of the line. CATS will review service options to determine the needed frequency.
Statesville Avenue	21	NO   YES	Route service experienced a 30% restoration of revenue miles. However, the ridership declined -35%. Route ridership has not recovered. CATS continues to monitor ridership. CATS is evaluating the travel patterns of passengers and conducting destination analyzation and will implement service changes that better meet the passengers travel needs. Route proposals are expected in fiscal year 2023.
Wilkinson  Amazon	35	YES   YES	Route service experienced -31% reduction in revenue miles. However, the ridership declined by only -8%. CATS worked with the Amazon management to design the service to meet the need of employees.
URP CIC	50	YES  NO	Route operates in a business park for the banking industry. The business park ridership has not rebounded. CATS will continue to monitor the route ridership for future development.



Goodwill	235	YES   YES	The need for CATS to address the new traveling needs of the passengers are immediate and necessary. The 235 serves 15 census tracts that meet the low-income and minority thresholds. CATS is proposing that neighborhood portions of the 235 be replaced with Microtransit. This on-demand service will result in the riders' ability to schedule service when it is needed. This element better meets the traveling time of the passengers. Service to Interstate St will be discontinued. The Residential Re-entry Center has been discontinued resulting zero average passengers monthly.
LYNX Blue Line	501	YES   YES	Service levels have been restored near the March 25, 2020 level. CATS will continue to increase frequency until the pre- March 25, 2020 level is reached.
Lawyer Road Express	40X	YES   YES	Service was reduced to four (4) trips per day. Two (2) morning and two (2) afternoon in order to provide access to the commuters.
South Tryon Express	41X	NO   YES	CATS is proposing the 41X be redesigned to operate along Interstate 77 South between Greenbriar Woods and 485. Thus, no longer operating on along the same portion of South Tryon. Passengers will maintain same access to destinations utilizing the 16 South Tryon. The Route 16 provides transit service every 20 minutes throughout the day. Thus, providing a higher level of service than the service provided by the 41X Steele Creek Express. The 41X would no longer service the Whitehall Commons Park and Ride. Prior to the pandemic, the Whitehall Commons Park and Ride was significantly underused recording approximately two (2) daily passengers. Those passengers will maintain service to the Whitehall Commons Shopping Center via Route 16.
Harrisburg Road Express	46X	YES   YES	Service was reduced to four (4) trips per day. Two (2) morning and two (2) afternoon in order to provide access to the commuters.

Huntersville Greenhouse Express	47X	YES   YES	Adjusted route so that it begins at Charlotte Transportation Center (CTC) before heading to JW Clay
Northcross Express	48X	NO   YES	Service was reduced to four (4) trips per day. Two (2) morning and two (2) afternoon in order to provide access to the commuters.
Idlewild Road Express	52X	YES   YES	Service was reduced to four (4) trips per day. Two (2) morning and two (2) afternoon in order to provide access to the commuters.
Northlake Express	53X	NO   YES	Service was reduced to four (4) trips per day. Two (2) morning and two (2) afternoon in order to provide access to the commuters.
Independence Blvd. Express	64X	YES   YES	Service was reduced to four (4) trips per day. Two (2) morning and two (2) afternoon in order to provide access to the commuters.
Matthews Express	65X	YES   NO	CATS recognized the need to maintain transit service. The Route 64X was extended into downtown Matthews and morning trips were added. Passengers along the suspended 65X maintains service with the Route 27 Monroe Road. The passengers have service throughout the day and weekend service. The routes 65X meet the thresholds for low-income and minority.
Rock Hill Express	82X	YES   NO	Service was reduced to four (4) trips per day. Two (2) morning and two (2) afternoon in order to provide access to the commuters.
Gastonia Express	85X	YES   YES	Service was reduced to four (4) trips per day. Two (2) morning and two (2) afternoon in order to provide access to the commuters.
Mountain Island Express	88X	YES   YES	CATS recently gained access to a park and ride lot at Smith Farms Shopping Center. The service operates those trips every 20 minutes. The running for the service is 52 minutes with park and rides facilities at Callabridge Shopping Center and Cotswold. As part of a rezoning request, CATS obtained a park and ride at new located at Smith Farms. This modification will allow passengers to park at an agreed upon lot. The running time will remain the same to the new lot and the new lot is located across the street from Callabridge.

**Appendix A**  
**Metropolitan Transit Commission Review and Approval**

September 26, 2022:

## Appendix B Public Comments

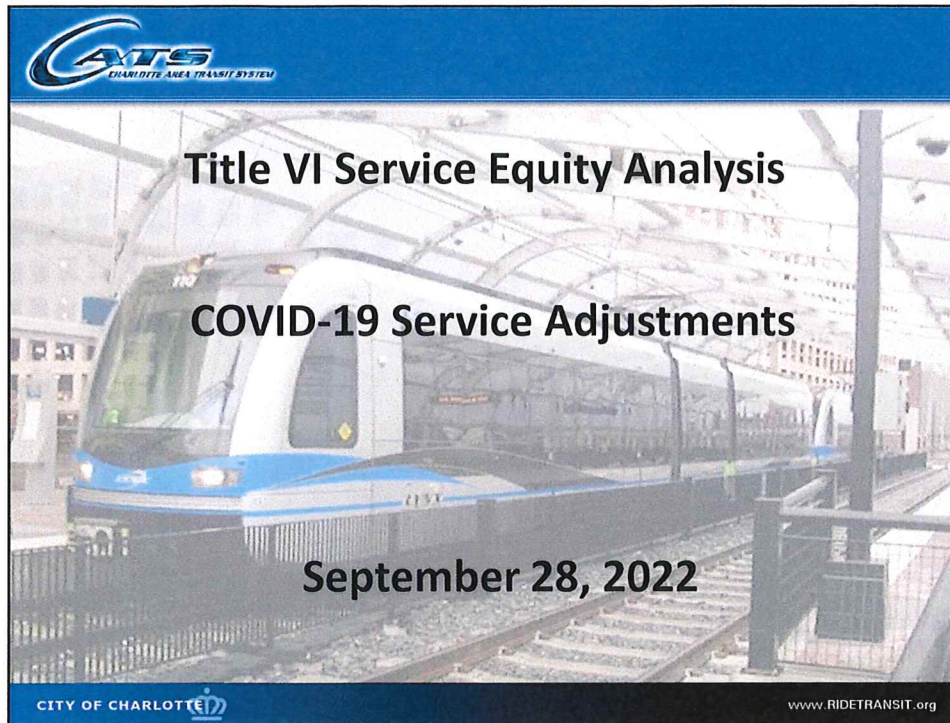
### Detailed Public Comments

Name	Comment
Charles Strickland	19 return to 30 minutes,connections to 43 does not currently work. 51 later time to mall closes
George Watson	3 , 8:00 Sunday, more frequency
D	the 7 is the worst in the country, late or doesn't show, one Saturday I was waiting for 4 hours, other buses were 2-3 hours late
James Shope	concerned about poor service, reliability, and on time performance. Have voiced concerns before (J. Lewis) and have seen no improvements. Very concerned violence will continue against drivers. I believe recent events are a direct result of CATS poor performance and will only escalate until service improves.
Shane H.T.	earlier routes for Grier Heights Public Bus #15
Kitwon Ellis	55 later trip after 11 p.m.
Larry Colvin	Lost 201 shuttle in Northwood Estates and Garden Park. Need shuttle like 211 in Garden City Firestone. These are older neighborhoods and seniors like me (66 yrs old) have a long walk to catch bus on Beatties Ford Rd, need some type of shuttle.
Kelton McNair	Ticket machines often give a receipt, 33 late all the time
Michael Hunter	Change 17 to operate every 20 minutes.
Felicia Smith	More weekend service on Route 7
Patrick Barringer	More service near Albemarle Rd., Lawyers and Mint Hill
Rhonda	57-archdale needs more buses run till 10 p.m., Southpark needs more Sunday buses
Keith Downs	21 doesn't come at times posted - drivers have an attitude, some people are mentally handicapped and they talk rudely to them
Dawn Lewis	9, 19c train to last stop, 58, 51, doesn't run on Sundays and stops at a certain time. It's really inconvenient.
Samuel	I think that is good
Parry Litzsey	Sunday service along route 29 to WT Harris. More frequency on route 29
	19&20 don't connect very well. You just miss the 20 when you get off the 19 at quail corners
Jerome Ross	The buses are not running on time and the superisors are not doing a good job.
Misty Berrier	I use 14 and it needs to run more frequently.
Prophet	Sugar Creek needs a bus but the whole valley does too
Yolanda McRae	More #12 routes more
James Rozzier	bus stop clearly shown at shopping center, no pedestrian crosswalk with light and need it.
Cardeen Raieri	Thanks for information
Dionne Taylor	Please hire more drivers for the weekend for the 7 Northlake

Margie	I would be glad when they get the bus drivers for the routes
Darnell Austin	Need more service on Albemarle Rd. (222)
Wanda	Need bus to run on weekend to ballentine/concord.
Darryl Logsdon	1. #19 Frequency is way too low 2. Blue Line frequency is too low - especially after 8:30 p.m. Two per hour is not enough. 3. Basic Maintenance: wood lawn LYNX station has been filthy for months.
Nate Smith	rt 22 needs to go to the area where public is 59 does not serve it well.
	Would help if supervisors were more visible to public/riders
Letetia Thompson	7 am, 14 doesn't come regularly.
?	App ticketing needs to be accurate for both bus and rail, and people don't need to be kicked off the train for not paying. They should have a chance to pay.
Lee Wilkins	The number 7N was late
Brett Wiggins	18- runs every hour. Need 30/35 min service. I walk home from Rosa Parks, have to be at work at 10 am but leave my home at 8:30 a.m.
Mike Conrad	Later service use to operate
Stacie Knox	would like an earlier bus house in afternoon like 3:30 p.m.
	I love the 63x- I have driving. Frankly I don't know why you'd increase frequency (63x) because no one's on it
Mark Moss	mid-day bus (63x)
Sumalatha Mukku	mid-day service
Russ Robinson	Would love a mid-day bus - run between 11 a.m. - 1 p.m. mon-fri
Hector Cevas	midday bus
Helen Ochs	afternoon- 2 p.m. express, please.
Dominique Connor	I believe we need an express bus anywhere between 1 p.m. and 2:45 p.m. where it would take 1/1.5 hours to get home, it takes 2.5/3 hours.
Tanya B.	more stop options up to moorersville, nc. More time slots after 7:30 a.m. and later than 8:30 p.m.
Wilberta Gould	buses returning from CLT-> LKN late night after shows let out ie: 10-11 p.m.
Chris Hollen	Hourly route all day long to 28 more frequent around peak times for 77x
	if I need to take a half day I have to drive, midday service would be nice (64x)
Erin Kane Johnson	earlier bus hours leaving uptown for 77x
	when I need to leave early, I don't ride the bus. Put frequency at every hour, your ridership will go up if you do. A lot of people are in that category. Need flexibility for business people.
Steve Wragg	PLEASE add a drop off stop downtown near the BAC tower (by panther stadium). PLEASE add return routes to cornelius before 4 p.m. (like one midday at 1 p.m.)
	last bus is around 8:20 and it would be nice to have another one
Thomas Bissette	additional trip before 4 p.m.
Jeff Brewer	need a midday bus. Maybe 11 a.m., 1 p.m. and 3 p.m. Relieve some volume on the 4:07 p.m. bus 77x
Paran Mamidi	need earlier evening trip back from Charlotte
Beverlee Grose	mid day trip, bus from moorersville

Don Carnaham	no concerns!
	xpress is great, thank you!
Lauri Kohlmeir	mid-day bus for lake norman bus
Brad	add a mid day express route noon-1 p.m.
Randy Adams	midday trips
Jim Lown	one other afternoon bus home before 4 p.m. et.
	buses that leave in the afternoon take MLK shortcut, missing 1st stop by taking shortcut (college and 3rd, 4:07 p.m.) by turning onto Brooklyn Village Ave (FKA stonewall), mlk turn right and 4 p.m. bus is full
Jan Duncan	farebox miss reads, mid-day back to huntersville, bring back 88x
Christian	the last ride is a bit crowded on the way back. (outbound 77x) more trips during the day would be beneficial, essentially just stuck at work until the afternoon ride comes
Michelle	Would love to see a trip before 4 p.m. 1st bus is always super busy, otherwise, it's fantastic, starting in Sept. been taking 77x
	bus that leaves (outbound) earlier than 4 p.m. Everything else has been going pretty well. The bus has only been late a couple times since March.





1

The slide has a blue header with the CATS Charlotte Area Transit System logo on the left and the word "Overview" on the right. The main content area is white and contains a bulleted list: "COVID-19", "Title VI Service Equity Analysis" (with sub-points "Technical Analysis", "Mitigation", and "Public Outreach"), and "MTC Action". To the right of the list is a photograph of a white, curved architectural structure. The footer includes the City of Charlotte logo and the website "www.RIDETRANSIT.org".

- COVID-19
- Title VI Service Equity Analysis
  - Technical Analysis
  - Mitigation
  - Public Outreach
- MTC Action

2

- **Title VI requirement:**  
Requires that FTA assisted benefits and related services are made available and equitably distributed to all beneficiaries without regard to race/ethnicity or household income.
- **Title VI requirement:**  
If a temporary service addition or change lasts longer than twelve months, then FTA considers the service addition or change permanent, and the transit provider must conduct a service equity analysis if the service otherwise qualifies as a major service change...



## COVID-19 Service Changes





## Title VI Review of COVID-19 Service Changes

### Pandemic Service Changes

#### March 25, 2020 Service Change

- The LYNX Blue Line implemented a Sunday schedule Sunday – Saturday.
- Local bus service implemented a Saturday schedule on Monday – Saturday and regular Sunday service on Sundays.
- Limited Express/Regional Express service.
- Express Routes 41X, 61X, 65X, 88X were suspended as there was an underlined local service.
- Route 290 Davidson Shuttle suspended

#### June 8, 2020 Service Change

- Monday-Saturday implemented a Saturday schedule with a modification: 15-minute service between 6:00 a.m. - 7:00 p.m. and the printed rail Saturday schedule after 7:00 p.m.
- Monday – Friday CATS implemented increased frequency on the following high ridership routes: 5, 7, 8, 9, 10, 11, 16, 21, 27 and 34.



## Title VI Review of COVID-19 Service Changes

### Pandemic Service Changes

#### October 5, 2020 Service Change

- Additional morning trips added to routes 9 and 27.

#### February 1, 2021

- CATS implemented additional frequency on the following bus routes: Sprinter, 6, 16, and 27.

#### June 7, 2021 Service Change

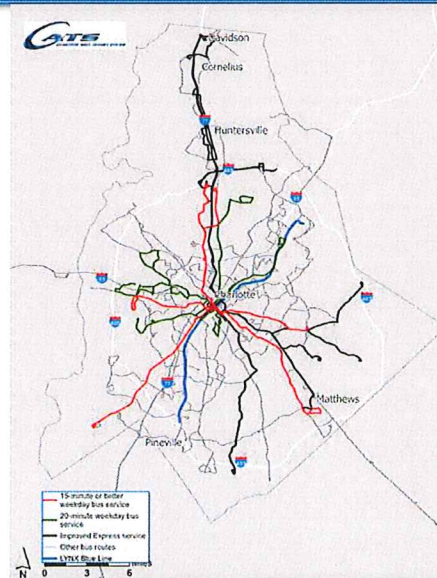
- CATS implemented additional morning trips and improved Weekday frequency to 20-min throughout the day for routes: 8, 10, 11, 21, and 34.

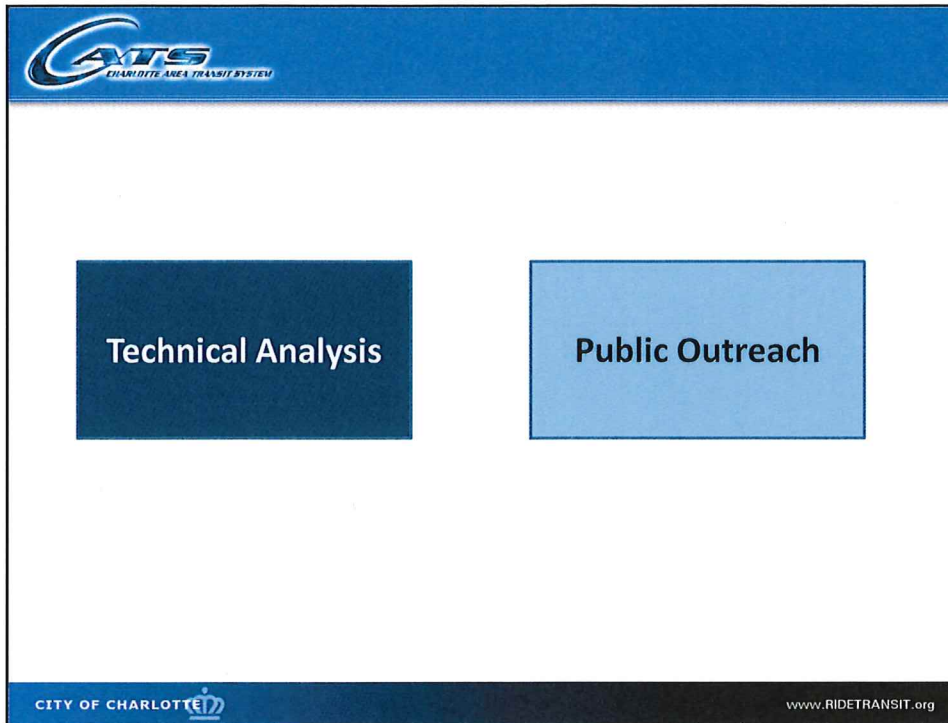
#### July 11, 2021 Service Change

- CATS implemented additional morning/evening trips, improve service span and/or frequency on routes: 40X, 46X, 48X, 52X, 53X, 62X, 63X, 64X, and 77X.

#### November 1, 2021

- CATS extended 64X Independence Express into downtown Matthews.





7

This slide is titled "Evaluation" and is part of the Charlotte Area Transit System (CATS) presentation. It contains a list of three bullet points: "Review Service Change", "Conduct Analysis", and "Evaluate the results". Each bullet point has a sub-point. The slide has a blue header with the CATS logo and the text "CHARLOTTE AREA TRANSIT SYSTEM". The footer includes the "CITY OF CHARLOTTE" logo and the website "www.RIDETRANSIT.org".

- **Review Service Change**
  - Determine if changes met the threshold for "Major Service Change"
- **Conduct Analysis**
  - Analyze demographics; race/ethnicity and household income, to determine measure of impact of change.
- **Evaluate the results**
  - Evaluate whether changes result in a disparate impact or disproportionate burden

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### CATS Policy CivR01: Major Service Changes and Fare Reviews

#### Systemwide

- Any system-wide change that affects 25% or more daily revenue miles or 25% or more passengers system-wide

#### Route Level

- Any change to an existing bus or light rail route that affects 25% or more of the route's daily revenue miles or 25% or more of the route's ridership
- Elimination of an existing transit route without replacement
- New service routes

### CATS Policy CivR01: Major Service Changes and Fare Reviews

- **Low income**
  - Median income is at or below ACS poverty levels
- **Minority**
  - Non-White population by race census tract defined by US Census



**Disparate Impact:** Title VI protect populations based upon race/ethnicity are more impacted by the changes than non-protect groups

**Disproportionate Burden:** Title VI protected populations based upon household income are more burdened by the changes than non protected groups.


System-wide Low Income and Minority Area		
	Service Area	Mecklenburg County
Minority	49.5%	49.0%
Low-Income	11.8%	10.2%

CATS policy is that a disparate impact or disproportionate burden is found if the population differences exceed Service Area demographics.


- CATS operates a total 70 bus routes
- 27 bus routes had changes in which 25% or more of the daily revenue miles were reduced for 12 months or more
- All 17 routes traveled through US Census corridors which were considered either low-income or minority






		Evaluation of COVID Changes						
Route	Mar-20	Jun-20	Oct-20	Feb-21	Jun-21	Jul-21	Nov-21	Overall Change
41X	-100%	0%	0%	0%	0%	0%	0%	-100.0%
61X	-100%	0%	0%	0%	0%	0%	0%	-100.0%
65X	-100%	0%	0%	0%	0%	0%	0%	-100.0%
88X	-100%	0%	0%	0%	0%	0%	0%	-100.0%
50	-73%	3%	-8%	5%	0%	2%	3%	-71.3%
63X	-89%	54%	-8%	5%	53%	16%	3%	-69.8%
77X	-86%	3%	-8%	20%	100%	24%	3%	-58.5%
290	-100%	0%	0%	0%	0%	2%	3%	-57.2%
85X	-57%	3%	-8%	5%	0%	2%	3%	-54.6%
48X	-83%	3%	-8%	5%	117%	23%	3%	-53.6%
235	-53%	2%	-4%	2%	3%	-1%	1%	-51.5%
82X	-48%	4%	-8%	5%	0%	2%	3%	-45.0%
64X	-75%	3%	-8%	5%	73%	19%	9%	-44.1%
53X	-72%	3%	-8%	5%	71%	19%	3%	-41.4%
52X	-62%	3%	-8%	5%	36%	12%	3%	-40.0%
43	-39%	2%	-4%	1%	3%	-1%	1%	-38.0%
57	-38%	2%	-4%	1%	3%	-1%	1%	-36.4%
40X	-56%	3%	-8%	5%	29%	11%	3%	-35.7%
46x	-58%	3%	-8%	5%	36%	12%	3%	-34.0%
42	-30%	3%	-8%	5%	0%	2%	-6%	-33.5%
35	9%	0%	1%	-2%	4%	-1%	-38%	-31.1%
20	-32%	2%	-4%	1%	3%	-1%	1%	-30.3%
15	-31%	-1%	1%	-2%	3%	-1%	1%	-30.2%
18	-31%	-1%	1%	-2%	3%	-1%	1%	-29.6%
62X	-48%	3%	-8%	5%	24%	10%	3%	-27.0%
19	-28%	0%	1%	-2%	3%	-1%	1%	-27.0%
21	1%	17%	-2%	0%	9%	-1%	2%	27.8%
47X	5%	39%	-8%	5%	0%	2%	3%	47.7%
501	-9%	-12%	-14%	-3%	3%	2%	-9%	-39.5%

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CATS  
CHARLOTTE AREA TRANSIT SYSTEM

Public Outreach

- Website
- Public meetings
- Face to Face
  - Tuesday, May 24 from 11:30 a.m. – 1 p.m. Charlotte Transportation Center
  - Tuesday, May 24 from 4 – 6 p.m. Rosa Parks Transit Center
  - Wednesday, May 25 from 5:30 – 7 p.m. at Matthews Town Hall
  - Tuesday, May 31 from 1 – 3 p.m. South Park Transit Center
  - Tuesday, June 14 from 6 a.m. – noon at Huntersville Gateway Park & Ride
  - Wednesday, June 15 from 6 – 9 a.m. at Northcross Park & Ride\*
  - Thursday, June 16 from 6 – 9 a.m. at Davidson Gateway Station\*
  - Thursday, June 16 from 6 – 9 a.m. at Cornelius Park & Ride\*

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- Virtual (via YouTube)
  - Wednesday, May 25 from 11:30 a.m. – 1 p.m.
  - Thursday, May 26 from 5 – 7 p.m.
  - Tuesday, May 31 from 5 – 7 p.m.
  - Thursday, June 16 from noon – 1 p.m.\*



### Mitigation Effort 1

- Express routes which were suspended 41X, 61X, 65X, 88X: Local routes which served along the same corridor provided service to customers

### Mitigation Effort 2

- Other express routes' service was reduced to no less than 4 trips per day, in order to provide commuters with access to jobs and services.

### Mitigation Effort 3

- Local routes were adjusted throughout the pandemic period as noted by the seven (7) service changes to account for changes in ridership and travel patterns.

- ✓ Conducted an analysis
- ✓ Gather and compile public input
- ✓ Present Service Equity Analysis to MTC for vote and approval during September 2022 meeting



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**METROPOLITAN TRANSIT COMMISSION  
ACTION ITEM  
ACTION SUMMARY**

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**SUBJECT: Advanced Property Acquisition**

**DATE: September 28, 2022**

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**1.0    PURPOSE/SCOPE:** To request approval of a budget amendment to support advanced property acquisition to support future rapid transit projects.

**2.0    BACKGROUND/JUSTIFICATION:** When a transit capital project is planned that will be federally funded, the planning and approval process must be conducted in compliance with the National Environmental Policy Act (NEPA). Typically, the NEPA process must be completed before land acquisition for the project.

The Federal Transit Administration allows agencies to acquire property for future transit projects prior to completion of the environmental review process under the *FTA Final Guidance on the Application of 49 U.S.C 5323 (q) to Corridor Preservation for a Transit Project*, or as a protective or hardship purchase under the federal Uniform Acquisition and Relocation Act.

Advanced acquisition provides the following benefits:

- Minimizes damages to homes and businesses, as well as the cost of acquiring right-of-way for the transit project
- Reduces adverse social, economic and environmental impacts by reducing relocations of people and businesses
- Preserves the viability of the preferred transit alignment
- Avoids higher costs of acquiring land that has been improved for the project
- Enables developers to plan projects and site improvements in a manner compatible with the planned transit project

Property acquired through this process is eligible to be used as an in-kind (local) match to federal grant funds in the future, if NEPA and the Uniform Relocation Act requirements are followed.

**3.0    PROCUREMENT BACKGROUND:** N/A

**4.0    POLICY IMPACT:** N/A

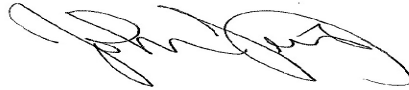
**5.0    ECONOMIC IMPACT:** In order to support the advance property acquisitions, CATS is requesting to amend the FY2024 Capital Investment Plan (CIP) to include additional funding in the amount of \$8,500,000 needed to acquire property for future transit projects.

**6.0    ALTERNATIVES:** N/A

7.0 **RECOMMENDATION**: Approval to amend the FY2023 CIP to include the additional funding allocation in the amount of \$8,500,000 needed to support advanced property acquisition in multiple corridors.

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

**SUBMITTED AND RECOMMENDED BY:**

A handwritten signature in black ink, appearing to read 'John M. Lewis, Jr.', written in a cursive style.

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





**METROPOLITAN TRANSIT COMMISSION  
ACTION ITEM  
STAFF SUMMARY**

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**SUBJECT: Developer Coordination at Sugar Creek Station**

**DATE: September 28, 2022**

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**1.0 PURPOSE/SCOPE:** CATS will present a plan to coordinate with Third & Urban, developer of The Pass, to design and construct safety improvements to allow for a public pedestrian connection to the north end of Sugar Creek Road Station.

**2.0 BACKGROUND/JUSTIFICATION:** CATS constructed the LYNX Blue Line Extension's Sugar Creek Station with public access on the south end of the station connecting to Sugar Creek Parking Garage. The north end of the station includes a pedestrian bridge over the Norfolk Southern tracks to connect to the Howie Acres neighborhood to the east. Sugar Creek Station does not directly connect to the property to the west, 4100 Raleigh Street, which was a scrap metal recycling facility at the time of design.

Third & Urban later purchased 4100 Raleigh Street and is currently constructing a retail development there. They contacted CATS about making a public connection between the new development and Sugar Creek Station. CATS determined that a connection would be in the public interest, but safety and signage improvements would be needed for the track crossing to function safely.

Third & Urban has agreed to fund the design and construction of these improvements. CATS and Third & Urban have negotiated a Developer Agreement in which Third & Urban will provide funding (up to \$50,000) for the design of the improvements using CATS' ongoing contract with STV, Inc. for design services. Third & Urban will then fund the construction and testing of the improvements (currently estimated to be less than \$200,000).

**3.0 PROCUREMENT BACKGROUND:** N/A

**4.0 POLICY IMPACT:** N/A

**5.0 ECONOMIC IMPACT:** In order to support this action, CATS is requesting to amend the FY2023 Capital Investment Plan (CIP) to include \$250,000 in funding from Third & Urban for the design, construction and testing of the proposed improvements at Sugar Creek Station.

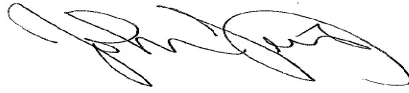
**6.0** N/A

**7.0 ALTERNATIVES:** N/A

**8.0 RECOMMENDATION:** Approval to amend the FY2023 Capital Investment Plan (CIP) to include \$250,000 in funding from Third & Urban for the design, construction and testing of the proposed improvements at Sugar Creek Station.

**9.0    ATTACHMENT(S):** Attachment A – Sugar Creek Station Area Map

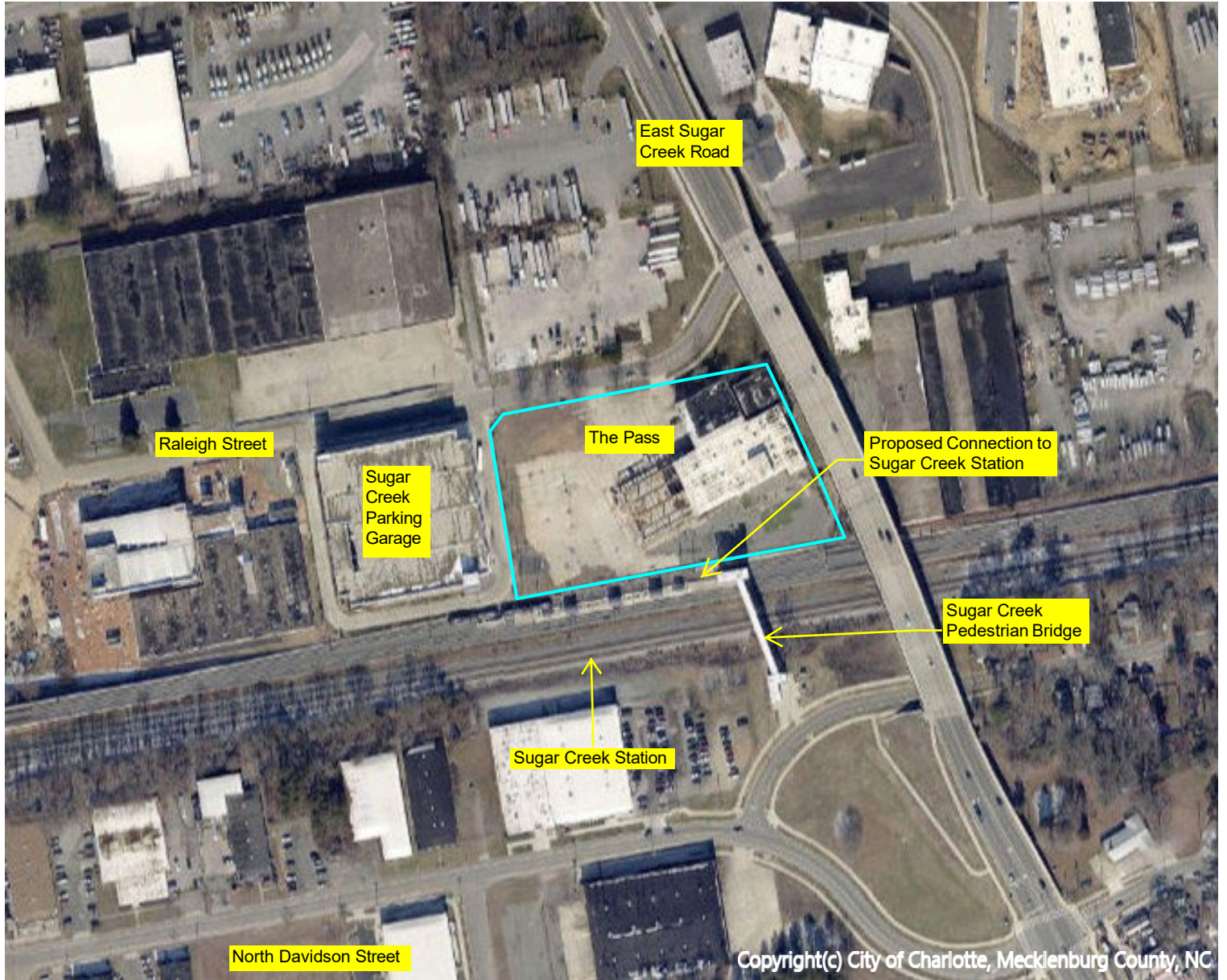
**SUBMITTED AND RECOMMENDED BY:**

A handwritten signature in black ink, appearing to read "John M. Lewis, Jr.", written in a cursive style.

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

**Attachment A**  
**Sugar Creek Station Area Map**





**METROPOLITAN TRANSIT COMMISSION  
ACTION ITEM  
STAFF SUMMARY**

---

**SUBJECT: Advancing the 2030 System Plan**

**DATE: September 28, 2022**

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**1.0 PURPOSE/SCOPE:** The LYNX Red Line was confirmed and adopted through the LYNX System Update conducted from 2017-2019. CATS Staff is requesting action to advance the project for future funding opportunities.

**2.0 BACKGROUND/JUSTIFICATION:** The LYNX System Update conducted by CATS Staff between 2017-2019 evaluated rapid transit corridor alignments and modes for the North and West Corridors as well as a potential southern extension of the LYNX Blue Line. In 2019 the MTC adopted the following staff recommendations to the 2030 Transit System Plan and key strategies to advance regional transit planning.

- Replace the West Corridor Streetcar with an extension of the Southeast Corridor LYNX Silver Line Light Rail alignment through Uptown Charlotte to Wilkinson Blvd with a proposed terminus station in the City of Belmont
- As part of a future LYNX Silver Line effort, evaluate potential extensions of light rail into Union County.
- As part of an upcoming Regional Transit Study, evaluate rapid transit corridors including light rail extensions into adjacent counties
- A North Corridor Rapid Transit Strategy that includes near-term and medium-term Bus Rapid Transit improvements in the I-77 corridor while continuing a long-term vision confirming the Norfolk Southern O-Line as an important regional transportation corridor for future regional rapid transit.
- Also recommended for the LYNX Red Line was the need to evaluate access to the Charlotte Gateway Station in Uptown Charlotte.
- A southern extension of the LYNX Blue Line to serve the Town of Pineville and the community of Ballantyne.

Since 2019 CATS staff advanced the following initiatives following the adoption of the LYNX System Update:

- The LYNX Silver Line team recommended and the MTC adopted in 2021 an extension of the LYNX Silver Line into Union County as well as advanced the project from I-485/Airport to Matthews towards 15% design.
- Implemented the MetroRapid BRT service in February 2020 as well as advanced project definition for future MetroRapid BRT capital projects.
- In partnership with the Centralina Regional Council conducted the CONNECT Beyond regional transit study that was endorsed by the MTC in October 2021.

**3.0 PROCUREMENT BACKGROUND:** N/A

**4.0 POLICY IMPACT:** N/A

**5.0 ECONOMIC IMPACT:** In order to support this action, CATS is requesting to amend the FY2023 Capital Investment Plan (CIP) to include \$5,000,000 to advance the LYNX Red Line.

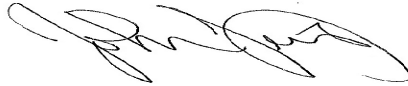


6.0 **ALTERNATIVES:** N/A

7.0 **RECOMMENDATION:** Approval to amend the FY2023 Capital Investment Plan (CIP) to include \$5,000,000 to advance the LYNX Red Line.

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

**SUBMITTED AND RECOMMENDED BY:**

A handwritten signature in black ink, appearing to read 'John M. Lewis, Jr.', is positioned above a horizontal line.

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



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## 2030 Transit System Plan: Existing & Future

### LYNX Blue Line Light Rail

- South Corridor 2007
- Northeast Corridor 2018
- Future Pineville/Ballantyne Extension

### LYNX Silver Line Light Rail

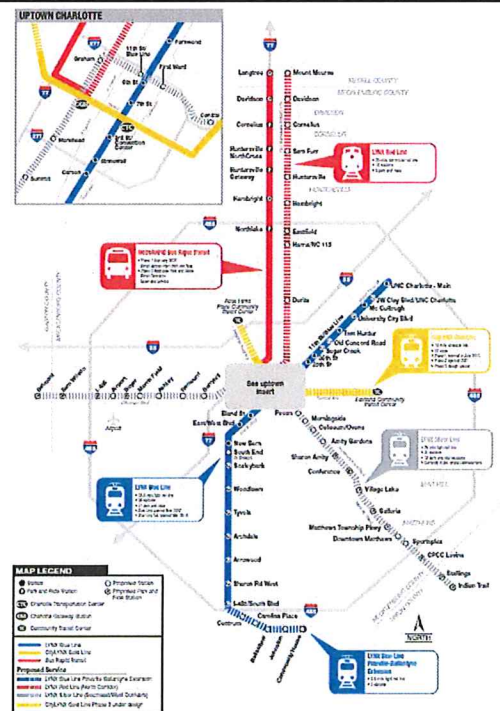
- Currently in Design
- 29 miles across three counties
- Current focus is on Mecklenburg

### CityLYNX Gold Line Streetcar

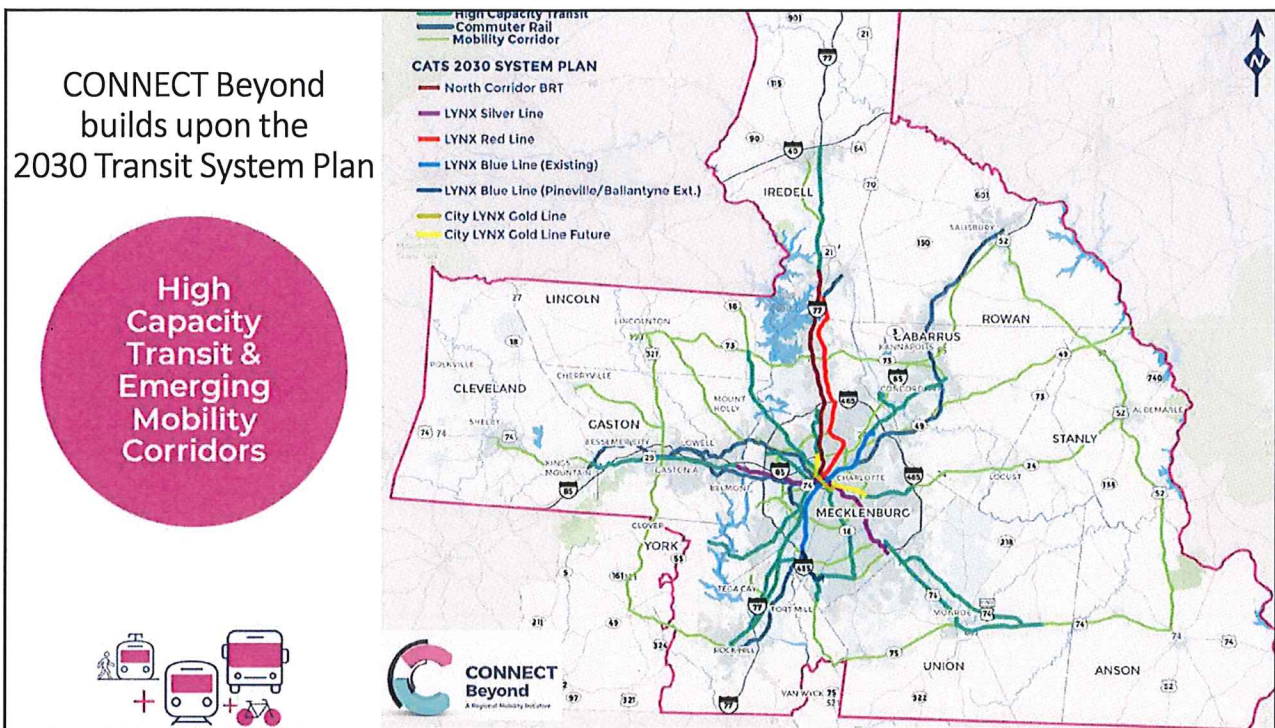
- Phase 1 2015
- Phase 2 2021
- Remaining six miles in design update

### North Corridor Strategy

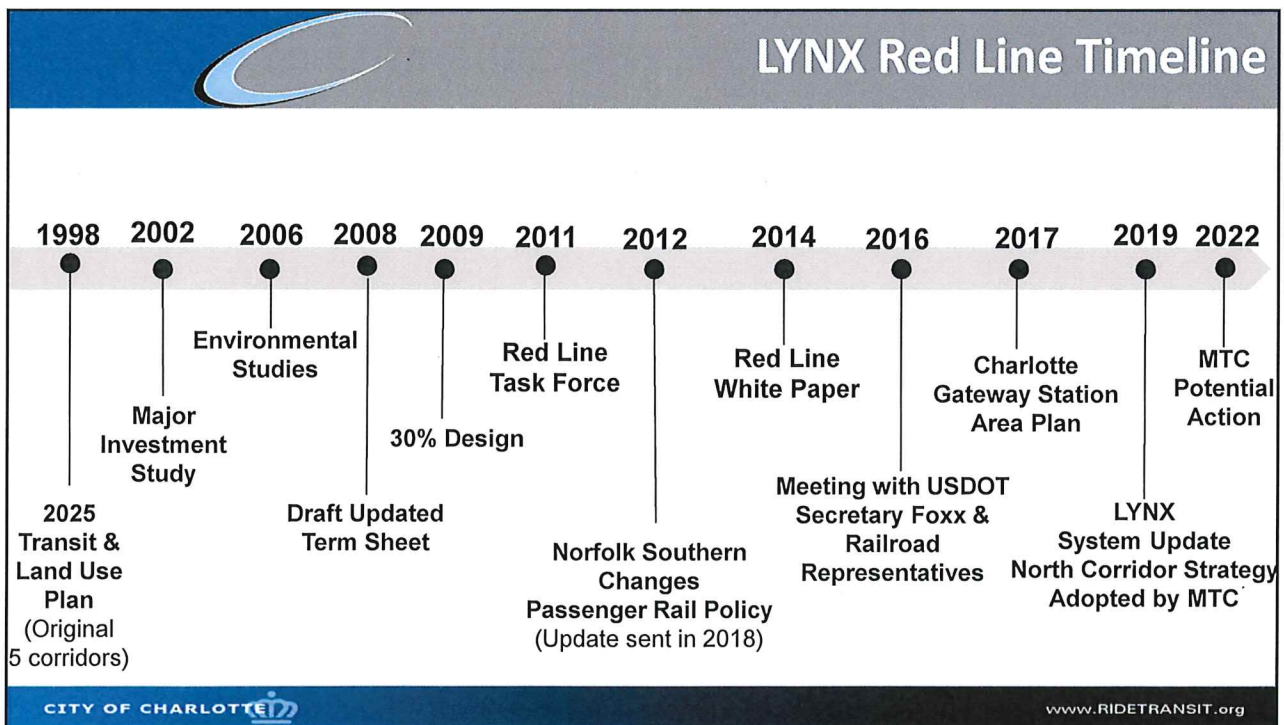
- MetroRapid I-77 BRT Phased Implementation
- LYNX Red Line Commuter Rail—Continue NS Discussions



2



3



4



## Generational Opportunity

### Infrastructure Investment and Jobs Act

- Surface Transportation Reauthorization (FY 2022-FY 2026)
- Spending Breakdown:
  - Roads and Bridges: \$110B
  - Energy Infrastructure: \$73B
  - Rail Services: \$66B
  - Broadband: \$65B
  - Water Infrastructure: \$55B
  - Climate Resiliency: \$47B
  - Public Transit: \$39B
  - Airports: \$25B
  - Electric and Low Emission Vehicles: \$15B
  - Transportation Safety: \$11B



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## Metropolitan Transit Commission Input



- Much has changed in the corridor since 1998
- Explore new vehicle technologies such as electric trains.
- Public wants more frequency than has been planned.
- Updated design should accommodate travel between jurisdictions, not just to/from Uptown Charlotte.

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## LYNX Red Line Update First Step

- Define the Project
  - Public Outreach
  - Engage with Mooresville and Iredell County
  - Confirm station locations and service levels
  - Study alignments to Charlotte Gateway Station
  - Coordinate with Norfolk Southern



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### MTC Action Item

**Approval to amend the FY2023 Capital Investment Plan (CIP) to include \$5,000,000 to advance the LYNX Red Line.**



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