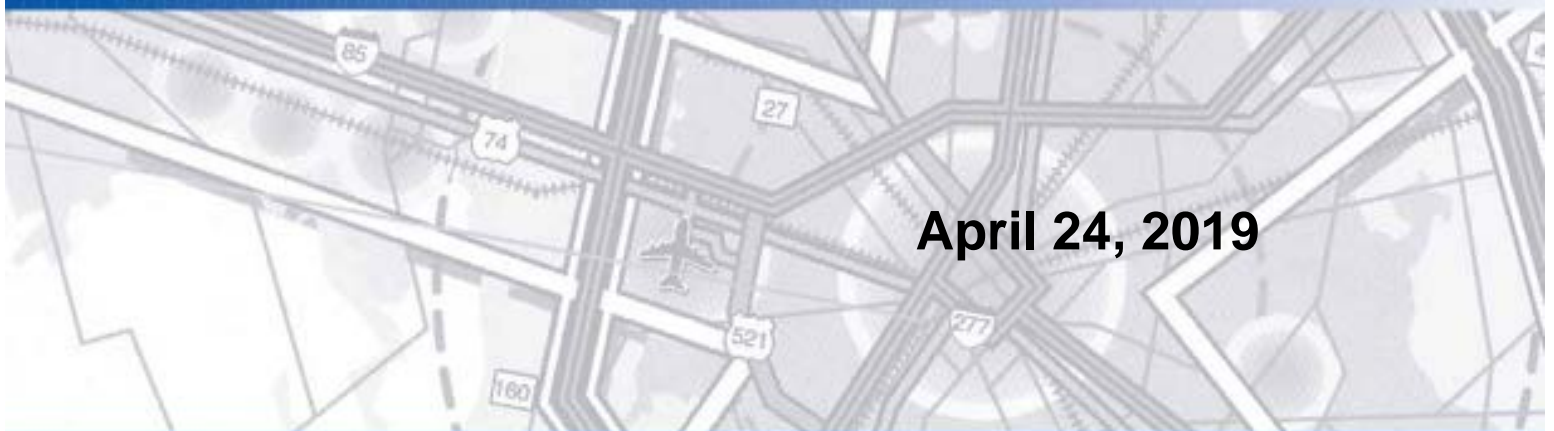


Metropolitan Transit Commission



April 24, 2019



METROPOLITAN TRANSIT COMMISSION

Wednesday, April 24, 2019

5:30pm

Charlotte Mecklenburg Government Center

Room 267

AGENDA

- I. Call to Order Mayor Vi Lyles
- II. Approval of the March 27, 2019 Summary (**p.5-23**) Mayor Vi Lyles
- III. Report from the Chair of the Transit Service Advisory Committee (TSAC) Sam Grundman
- IV. Report from the Chair of the Citizens Transit Advisory Group (CTAG) Edward Tillman
- V. Public Comments
- VI. Action Item
 - Approval of CATS FY2020 Operating Budget John Lewis Jr/Blanche Sherman
FY2020-2024 Capital Investments Plan (**p.25-72**)
- VII. CATS Information Items
 - Envision My Ride Service Enhancements (**p.74-80**) Larry Kopf
 - Silver Line Design Strategy (**p.82-85**) John Muth
- VIII. Regional Information Items
 - Town of Indian Trail Resolution Council Member Jerry Morse/Patrick Sadek
Land Use Plan (**p.87-93**)
 - Transportation Funding & Regional Collaboration (**p.95-104**) Tony Lathrop
- IX. Chief Executive Officer's Report (**p.106-109**) John Lewis, Jr
- X. Other Business Mayor Vi Lyles
- XI. Adjourn

METROPOLITAN TRANSIT COMMISSION
MEETING SUMMARY
March 27, 2019
(Updated with Corrections and Approved on April 24, 2019)

Presiding: Mayor Vi Lyles (Chairman, City of Charlotte)

Present:

Danny Pleasant (Asst. City Manager, Charlotte)
Mayor Jack Edwards (Pineville)
Larry Faison (City Manager, Monroe)
Mayor John Aneralla (Huntersville)
William Coxe (Town Planner, Huntersville)
Andrew Grant (Town Manager, Cornelius)
Mayor Rusty Know (Davidson)

Mayor Paul Bailey (Matthews)
Councilmember Linda Paxton (Stallings)
Councilmember Jerry Morse (Indian Trail)
Mayor Walker Reid III, (City of Gastonia)
Mayor William Dusch (City of Concord)
Commissioner Susan Hardin (Mecklenburg County)

CATS Chief Executive Officer: John Lewis, Jr

I. Call to Order

The regular meeting of the Metropolitan Transit Commission was called to order at 5:31 p.m. by Chairman Mayor Vi Lyles (City of Charlotte).

II. Review of Meeting Summary

The meeting summary of February 27, 2019 was approved as written.

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

Sam Grudman - TSAC received an update on what they've learned from the NBA All-Stars in regard to filling riders without any detours in routes, and TSAC has a handle on -- We feel that CATS has learned a lot and they'll be making changes in their plans to prevent any more confusion, working hard.

TSAC also received a ridership update. CATS over the last year has been changing their bus routes, and overall bus ridership technically is down but that's only because of the rail taking a lot of rideshares, but it seems like the changes in the bus routes have actually been positive overall.

TSAC also received information about service changes done in June, specifically around the opening of the Sugar Creek bridge.

IV. Citizens Transit Advisory Group (CTAG) Chair's Report - No Report

V. Public Comments

1) Ron Tober - My comments are not on behalf of any organization or any company. They are strictly my own, based upon my nearly 50 years of experience in the public transportation field in about half a dozen different cities across the United States, which of course includes my time as the CEO here of the Charlotte Area Transit System.

I want to commend the CATS staff for the excellent work that they have done updating and refreshing the 2030 transit plan which the MTC approved at your last meeting in February. I also want to commend CEO John Lewis for his leadership in seeking to complete the transit improvements in the plan by 2030. That's an aggressive timetable, but I think it's

important to be aggressive if we're going to get these improvements done with a minimal cost.

I also want to note for you the monumental nature of the decision that you made to pursue a Light Rail line that would run from Union County through Mecklenburg into Gaston County. This is a significant step in the direction of developing a regional public transportation system to serve this fast-growing region. This is a big deal, frankly, and I was hopeful in that you would recognize that a little bit more at the last meeting. We certainly have come a long way in the 20 years of CATS' existence.

There is however one aspect of the Silver Line decision that I personally have concerns about, which is what I wanted to talk specifically about, and that is the alignment of the Silver Line serving the downtown Charlotte area. I worry about the ridership potential on that selected north alignment along I-277 and the 11th Street, given its adjacency to an urban freeway and its remoteness from the current and projected future employment concentrations in the downtown area as well as the current residential developments and future Marshall Park development in the southern half of downtown. The Trade Street alignment does a better job of providing public transportation to the entire downtown area and from my experience will result in higher ridership in the future, even if there is some new development that occurs along the 11th Street alignment.

The development of an east-west Light Rail line serving the region's center is a 100-year transportation investment which will, of course, cost millions of dollars to accomplish. As such, it needs to be planned and designed to achieve the greatest transportation benefit. Consequently, I urge the MTC to not discard the Trade Street tunnel alternative at this stage of project development. Having once overseen the planning, design, and construction of the Third Avenue tunnel in downtown Seattle I clearly understand the risks and costs associated with building what is basically an urban subway.

I think it would behoove us all if CATS was authorized to look more closely at both the northern 11th Street routing and the Trade Street tunnel in the next phase of preliminary engineering work in order to more fully understand the risks and relative costs and of both alignments, including their ridership characteristics. Expanding the scope of the upcoming preliminary engineering phase will not really cost any time. It will, however, cost more money, probably several hundred thousands of dollars more. But in my opinion, I believe that it is in the best interest of spending that money in order to make sure that the 100-year investment you're making is the best possible for the region.

As such, I encourage the MTC to reconsider its February decision on that piece of the alignment and wait for more information before making a final decision on the downtown alignment for the Silver Line.

Finally, I did feel that I needed to stay or be involved in the conversation and felt compelled to come and share with the board thoughts from my experience as a transit manager over the last 50 years.

MAYOR LYLES (City of Charlotte): The City of Charlotte and MTC have great respect for what you do and how much you've contributed to this town, so we all have opportunities to agree or disagree. You're going to be one of those people that got us started on this journey and we very much appreciate and respect that.

I do know that we've had this discussion within our organization at great length, and I think that if people could prefer, if we hadn't already invested in the streetcar, if our planning department didn't see our growth moving from just the Center City to North and South creating more urban downtown areas, I think there would probably be more of a

reason to do this. Sometimes these decisions are very, very hard -- well, all decisions like this are very hard, and I really appreciate the point of view.

As I told someone, I would be really afraid to tunnel under Trade Street. Who knows what's there. We had that experience with the Blue Line. We were delayed over six months, I believe, because the utilities are not marked in the city. And it's complicated and complex, but I think we'll continue to have discussions. I do believe we're going to move forward. That has been our consensus. I do believe also that we think development will help us by being north of our Center City that's there now, and the opportunities for those transit-oriented developments will be really important to our city too.

VI. Information Items

a. FY2020 Budget & FY2020-24 CIP Overview

Blanche Sherman

Blanche Sherman – CATS Chief Finance Officer presented an outline overview of our capital budget. We're going to give you a budget overview and then the members of the associated areas will come and give you some details and highlights that we have included in their capital budget. I'll come back and give you some information pertaining to the next steps after that, but I want to give you an overview of where we've come from.

In January we came to you with a preliminary FY2020 operating budget and FY2020-2024 capital improvement plan. TSAC presentation February 14, 2019 gives you that same information, and we also went to CTAG with a preliminary budget as well. In February we came to this committee with the details pertaining to the operating budget and gave you some highlights from the different managers, came up and shared the details with you, so tonight we're going to do the same thing with the capital budget.

To give you an overview of how our capital budget stands right now at this particular time, we're looking at about 94.9 or 95 million overall for the next five years; 24.5 for FY20 in capital revenue; and same thing in regard to the expenditures associated with those funding. State of Good Repair for FY20 we're looking at about 10.5 million and another large one is our transit long-range capital improvement plan not being on. And again, as I mentioned, we'll have the staff come up and give you some highlights of the items within those budget categories. Our first one will be from our safety officer, Mr. Ken Chapman.

Kenneth Chapman – CATS General Manager, Transit Safety and Security presented three CATS Safety and Security budget highlights under the capital budget for 2020. One of the tools that we use in security obviously is the use of video cameras. It's very important in how we coordinate the use of our cameras and videos with CMPD, customer service people, and other requests from other agencies and entities. It's a very valuable tool.

The first highlight is the Blue Line camera replacement at a price tag of \$218,000, and this replacement is along the South End of the alignment. As you know, we opened in 2007 so this is for 7th Street for 485. Our carrying cameras have reached the end of their useful life and we need to replace them. Also, repairing the cameras has become difficult, and there is no longer use for these cameras because the manufacturer is no longer making them.

The second one is the transit police dispatch upgrade. Currently our police dispatch, which is manned by our company policy at the North Davidson bus yard, has outgrown its location. As you know, we have expanded the Blue Line to UNC, and anytime you have an expansion you need more room and more space and resources to do things, so we will be relocating the police dispatch to the Sugar Creek parking deck, which is next to the Sugar Creek Light Rail station. And along with that we're replacing a video wall console and various operating systems as well.

The mobile video camera system replacement upgrade, we're looking at a two-year estimate at a cost of \$1.9 million, and it gives you a list of how we're going to go about doing that as relates to our railcars, the fixed route bus, as well as the STS vehicles as well. We also give you a detailed outlook of how we will do it each year. The first year will be \$967,000, and the second year the capital will be \$952,000.

Tangee Mobley – General Manager of Bus Operations presented the CATS Bus (including Vanpool & STS) budget highlights. This capital budget basically is all about vehicles, how we move our folks around the city. My first highlight is the replacement of 10 vehicles, bus vehicles. Our vehicle fleet consists of 30 foot, 40 foot, and 45 foot vehicles. Over the next five years we'll be replacing 65 of these vehicles.

For our paratransit vehicles we have 17 vehicles we're going to replace in FY20, and over the next five years we'll replace 85. And looking at our STS vehicles we are looking at a smaller vehicle as well as our current vehicles that we already have in our fleet. This will help us navigate better on the smaller streetscape of Charlotte so that we can right-size our fleet and be more cognizant of how our patrons get around the City.

Vanpool, we are going to replace 16 vehicles with five expansion. Over the next five years we'll replace 86 vehicles. In doing so we also are looking at replacing the Explorer with the Traverse, which will give them more leg room and hip room in the rear seating. We had some concern from our clients saying that they need a little more room in the back so we're look at doing that as well, as well as we're looking at an electric vehicle for vanpool for the Pacifica, which is an electric hybrid as a pilot program to see if that would meet our needs for vanpool.

For non-revenue vehicles, we're going to replace 19 of the vehicles. Over the next five years we're going to replace 68. This fleet replacement is basically SUVs, minivans, trucks, hydrail trucks as well as equipment to help work on the CAT *ry line.

Compressed natural gas, we're looking at reducing our CO2 emissions. By going to CNG we're going reduce our fuel costs, reduce our maintenance costs. And we're doing a pilot program, we're trying to get a few CNG vehicles for our STS fleet once we work out a schedule as far as fueling with solid waste. We've been working with Charlotte Water. They combine wastewater plant to help us get renewable energy. As we work to try to convert our vehicles, all our fleets, to CNG we will pretty much be carbon neutral as we begin to change all our fleets, so this ties right into the City's resolution to reduce our emissions by 2030 and its sustainable energy.

MAYOR ANERALLA (Huntersville): With all of your replacements and additions do you have any idea how much capacity you're increasing?

MS. MOBLEY: At this time that's about stagnant at this point as far as going out, as far as replacing vehicles. What we're hoping is as Envision My Ride expands and as we expand other services throughout the city our service will improve, but right now it's pretty much more on a replacement schedule, more so than an expansion level other than the vanpool.

CATS CEO LEWIS: And 277 via I-77 BRT is expansion, but outside of that we are concentrating on replacement?

MAYOR BAILEY (Matthews): The conversion to the natural gas is something that can be done with the existing buses, is that correct?

MS. MOBLEY: We're looking at doing the conversion. As we buy new vehicles we'll order them as compressed natural gas vehicles. There is an option to do that. We need to look at that analysis to see if it's more feasible to do that as well, to get it done quicker.

MAYOR BAILEY (Matthews): One other question. I know UNCC is working with the European Union on conversion to hydrogen fuel cells on their train system. Have we looked into anything in that arena to see if there is a benefit to begin there?

MS. MOBLEY: Not on hydrogen. We have looked at electrical and we have looked at CNG and we have looked at propane.

CATS CEO LEWIS: So Mayor, you mentioned the hydrogen fuel cell on train technology? We have been having several conversations, and we are aware of the hydrail project and the capabilities of that. As Tangee mentioned, we are concentrating on known technology for our bus fleet because of the fast turnaround. I mean we replace our vehicles every 12 years, but when we're talking about rail investment and talking about a vehicle that has a lifespan of 30-plus years, we may have the opportunity to explore other technologies as we go into the next phase of construction for the 2030 plan. And hydrail has been deployed in Europe and in Asia. I think the other issue that we must deal with is the Buy America components that are required under federal policy currently, so we have to work on some multiple fronts on that.

MAYOR KNOX (Davidson): Concerning the issue of the I-77 BRT expansion. Perhaps I had missed it, but I haven't seen line items in the budget for acquisition of capital equipment for that.

CATS CEO LEWIS: For our new MCI vehicles that we've been purchasing over the last year, those have been expensed for vehicles.

MAYOR KNOX (Davidson): Right, but not the further expansion in the budget that we see now?

CATS CEO LEWIS: No.

Gary Lee – Interim General Manager of Rail Operations & Facilities presented the CATS Rail & Facilities budget highlights. CATS have an emergency response vehicle, which is a vehicle that's utilized to either rescue LRVs or streetcars, and it's able to tow either vehicle but it also has the capability to rerail either vehicle if they should derail at any point in time. The backhoe is for maintenance. The way it's used, to move ballast, and that's the yellow vehicle at the bottom. Basically, the emergency response vehicle is an expense of \$1,078,000 and we must order it, the specifications have to be done, and then it will take about three years before it actually comes in.

For the facilities area, South Tryon HVAC replacement is a \$325,000 investment. It is to improve the energy consumption and reduce costs and to replace an obsolete system. Also, the North Davidson bus wash is a \$400,000 investment. That system has reached the end of life and this would redo it and replace it.

Olaf Kinard – Assistant Director & Manager of Marketing, Communications & Technology presented the CATS Marketing, Communications & Technology budget highlights. A couple investments in technology as Transit Security mentioned a little bit about the cameras in their presentation. The camera system, especially on the Blue Line, existing line, is end of life on the cameras, so we are replacing those cameras plus some other facilities in that relationship, and the back house system also that supports that.

In addition, we've installed with the UNC Charlotte station and the channel/tunnel, whatever you want to call it, portal Genotec so that we can share video with the on-campus police. With this new investment we are going to go towards Genotec for all of our stuff, which basically means that the City is also heading that way so that police, CMPD, can also have the ability to look at our cameras without having to go through us or come and get data and pull it off and things of that nature, so there is some distributed use capacity enhancements along with new technology that produces the overall infrastructure required to support this investment.

Along with that we're looking at replacing our modem for several different reasons, there again, also at the end of life for anything that has basically been around. The new LRBs we just got, those modems really aren't in end of life, but the other ones are along with a lot of our bus. So a couple of things that we're going to do, it's not just to enhance and provide more current information, but we're looking at also being able to have public WiFi along with our existing data going back and forth, giving us the capacity to be able to pull video in a live fashion and also be able to enhance our fare collection system such that instead of having to come back every night and be probed for all the data, that when you come onto the lot and you go to a transit center, it will start sending data back and forth so that our operational facilities can be more efficient and we can have more timely data.

In addition, it also provides the foundation for when we move more into a widespread contact with technology for the general public. Then if you have a contact's card and want to update it on the fly through the Internet or have it automatically update your passes, that will happen through the modem and the background nature of that, so it vows to keep advancing to more of the contact type of technology and infrastructure needed to do that. In addition, the City is looking at FirstNet, and that's an AT&T term that might be the Verizon version, but basically FirstNet is a way in which the separate band channel for the communication networks. And when you have something this serious in a region, everybody is on their cell phones on all the towers get closed up. FirstNet type of technology allows police, fire -- and in our case, we'll be on that as well -- to have a priority and a different channel. We're not on that same channel in the situations with the general public, and that's a very high-level description of that. We would be like third in priority within the City in that respect, so police and fire would have first and we would have third. If for some reason that network was overloaded with first responders, we then would go into the general public network but have priority over them as well for this feature. This is something the City just announced today as actually making that a full-fledged top 45 project. We had already had been having discussions and starting to make those requests that we were ready for when it was made a project.

In addition, our mobile ticketing, we're into our second year of mobile ticketing. Our first year we did about 780,000. This year we will surpass \$2 million in revenue generated from mobile ticketing so you can get a feel for that. That's roughly about 8 percent this year of our fare collection revenue projected. And we haven't fully announced the why of it to the bus drivers, even though we let some of them use it, so once we open that up we should see increased use of both the mobile ticketing aspect and the revenue generated from that.

It does a couple things for us. We don't have to carry as many passes and all the manual labor required to handle that in that respect, and having passes ahead of time, it's all electronic now, so it makes it much more efficient for us in that respect. It also makes it easier and more convenient for the customer because they don't have to constantly go to find a pass, they've got it with them, they can buy it on the fly. And as you know, the millennials and those type, like my kids, they prefer it this way. It's easy for them to use it, so you'll see more investments in that aspect of our fare collection as well.

John Muth – CATS Deputy Director presented two CATS Development budget highlights that receive funding in the proposed budget. The first is ADA capital improvements. The City is currently undertaking an ADA accessibility assessment so all departments are looking at all the programs that fall within their department and making sure that we comply with all the applicable ADA accessibility rules. You don't see any funding in 2020 because we're currently doing the planning study, if you will, in conjunction with consultants and all the other departments, and then we've programmed \$200,000 a year after that to address whatever might come up again identified in the study.

It's our hope that certainly CATS, I mean, we operate under the umbrella of FTA and federal requirements, so we're pretty cognizant typically of all the accessibility rules that need to be considered when we develop projects and so on, so hopefully we won't have very many items that need to be addressed. But the idea is you compile the list and then you have to show you have a program for budgeting and making these enhancements, and it doesn't have to be in the first five years but this is what we've programmed from years '21 to '24.

The second project that has funding proposed is a new South End Light Rail station right in the area of the Publix grocery store. This shows that we have included funding in the first year or two that could go towards design of the project, and then the final three years contemplates that private development would come forward with funding to help construct it. We have money programmed. The intent was probably not to start design until there have been more conversations with the development community to see really what they might be able to bring to the table about that.

The distance between the New Bern station and east-west station is long through there, and we start to see even more development on both sides that want to attract people to cross the corridor. We had concerns about people illegally crossing the corridor, climbing the fence, and then going across so we had identified an improvement project to develop a pedestrian crossing project working with City engineering department and City funds that were programmed to do that.

The work is underway to develop, again, a fully-controlled pedestrian crossing right in that area, again, near Publix, and the intent would be if we get into the station design then we know it's going to be located somewhere right in there, the crossing project is being designed with an eye to try and be as flexible and compatible with the future station project, but we know we would want it to be in that area. And again, once the station was developed, then essentially you have the mechanism for people to cross the corridor because that's inherent in the station itself.

MAYOR ANERALLA (Huntersville): Obviously, you're hoping that there's some private funds to come so to speak, and will you commit to doing the study without those private funds committed in those next three years?

CATS CEO LEWIS: The intent was to start to explain how this started, this started as a CATS project because of pedestrian concerns that we had and people crossing the right-of-way, so we were ready to move forward with this as a pedestrian safety issue. We were then approached by the private sector, who said 'We're doing a lot of development and it would be a great enhancement to us to have a station.' Our position is, 'Fine, if you pay for it,' and so we're having those conversations now. If the private sector doesn't come forward with enough to move forward with a full station, we'll move forward with the pedestrian issue, and so that will depend on what funding support we get from private developers on that.

MR. MUTH: I think I didn't really hit on that hard enough. We've had discussions with Center City Partners and the development community, and they've talked about how there could even be an even higher level of development if this area were served by a station. It could open up some additional markets such as office at that location.

The next several projects I'm going to talk about are projects that we have put forward for consideration of funding in the capital program but unfortunately no funds have been programmed towards them so they have been labeled here as initiatives with funding challenges, but we wanted to talk about them for a minute and make sure you're aware of them.

This first one is the Hambright Park & Ride lot and transit center, and the idea is we would locate the Park & Ride facility at that intersection there near the Hambright direct-connect project. And the picture there shows some property that's owned by state DOT, so we've been having conversations with them, but one of the things we had wanted to start doing was get design and environmental work underway so we could determine the size of the lot, the facility, environmental impacts and get environmental clearance so we could work with the State to I guess identify and apportion -- you know, it wouldn't be the whole site. I think that's a large site, but we would be able to tell them what was needed from a transportation perspective for the Park & Ride lot.

We've talked about 10 million programmed, and we know that the State through STI funding has programmed \$2 million in 2025, so that's still a few years out beyond here, but we also have the thought that when the project opens and the direct-connects are put into use and we can see high demand, that that could even accelerate the urgency to get a parking facility in place here and we can maybe work with the State to move their funding up, but again, this is one of the projects with the funding challenge.

MAYOR LYLES (City of Charlotte): Which exit number is that?

MAYOR ANERALLA (Huntersville): It will be a new one.

MR. MUTH: It's a new direct-connect. That picture I think that was shown on the right was taken in January 2019 so this one will open when the project opens.

MR. MUTH: The next one is, with the implementation of Envision My Ride and also the fact that some of our amenities program is going on I guess 18 or 19 years now, you know, back early on in early 2000 we had put together a project to -- bus sign information and shelters and benches and to really improve the quality of the amenities at many of the bus stops, and so they're approaching their useful life, so we had submitted for consideration a project that was going to revisit all that, look at again our whole family of passenger amenities,

develop new kind of, I guess, the next design or the next family of amenities based on conversations with the community and everybody.

Also, the fact that Envision My Ride now starts bringing more cross-city routes, and we have areas that may be new routes but haven't been served as well by the amenities, so the idea here was that we would really beef up the quality and the presence and upgrade and replace some of the existing facilities. So again, we had suggested 6 million over five years but again, that has funding challenges.

The LYNX Blue Line platform extensions, you're probably familiar with this, so the original Blue Line was built with two-car platforms, and then actually the original was designed with three-car platforms but then going through the FTA process and all their cost-effectiveness gyrations we had to cut it back to two-car platforms. So pretty much agreed to that immediately because we didn't have the flexibility to go to a three-car platforms. We designed and built the Blue Line extension with three-car platforms to be able to accommodate that.

We also had gotten a federal grant, if you recall, to upgrade the power system on the existing Blue Line south and lengthen platforms at four stations. So that gives us 11 remaining stations on the South End of the original Blue Line that still are currently two-car platforms that need to be extended or expanded to three-car platforms. And in our conversations with FTA over the years we had kind of projected around 2025 as being a time period where we would need to have a three-car capability. Now, we certainly today have the need for three cars. Especially during special events we could use that capability.

This is a program, again, no funding available, that would have provided up to 44 million for design and construction, and the intent would be to probably get these designed and then apply for other grants and probably do a couple at a time or as funding were to become available, to kind of be in a shelf-ready position to undertake these projects. Operator comfort stations, again, not a lot of funding programmed for this, but in terms of Envision My Ride and as we get new locations, new transit hubs or mobility hubs we might have the need to construct some operator comfort stations, so the idea here is to be able to design and then being able to implement a couple of those at the appropriate locations.

The Silver Line from Union County into downtown and out past the airport to Belmont, so you can see this is certainly a big number item. We have projected if we were to move this project along at the appropriate pace to try and open it by 2030, we would certainly have to get well into design immediately starting this summer, so we requested nearly \$118 million. You can see 22 million the second year, 20 million to get us up to 30 percent design, and environmental, and then again continue that design out for the following years.

The importance of this as we've stressed during a lot of our conversations are that we think it's important to get design underway as soon as possible so we can coordinate with all the NCDOT projects that we know we're going to interact with along the way. Developer coordination, we know that there's going to be a lot of development that needs to take place and to be able to be informed and to discuss, negotiate, coordinate, compromise with developers so that they don't preclude the future Silver Line is important to real estate acquisition, identifying parcels that might be needed to be acquired as early in the process if there is a danger the development might take them out.

Actually, several of us rode the corridor today just kind of looking at it. We started talking about utilities, even the thought that if the State is going to be relocating utilities for their project wouldn't that be great if they knew enough that they could be relocated once even out beyond what the Silver Line requirement would be so they wouldn't relocate it into an area where we would then need to relocate it in the future. So again, it's all about

coordination and being able to move the project forward and to get a lot of those early issues. And I think we've identified almost 13 of 15 NCDOT projects that we think are getting underway this summer or fall with their design, so we would like to be ideally in a position to be able to kind of get those all off together and coordinate those activities.

MAYOR LYLES (City of Charlotte): And that doesn't even include going to Pineville and Ballantyne, does it?

MR. MUTH: Correct.

MAYOR LYLES (City of Charlotte): When we talk about this, I feel like there's a sense of urgency, but that sense of urgency is everywhere in so many things we've been trying to do that requires an investment and land. All of us are trying to build parks, greenways, and we know that land costs are skyrocketing. A lot of speculation is going on. Even things that were intended to help us are becoming more difficult, like opportunity zones. We thought that was a way to help keep things organized and kind of like speculation just takes place. I am very concerned about the other initiative for funding challenges brand on this or label for it. I really would hope that we would have some way to determine a way to make some steps forward in this effort. I just believe that we're going to miss these opportunities, somebody is going to build something that we're going to have to pay four times as much as they paid for it, and I have seen and heard from many places that this is the priority, that if we don't start this then what are we going to do.

We are not going to be able to build more roads in Matthews. NCDOT is doing as much improvement to John Street as you want them to make, I expect. We are going to have a challenge in front of us. I know that the staff may have some ideas and some options, and we need to really have a conversation about all of that. I just think we've got to at least start with face the 15 percent.

CATS CEO LEWIS: I think what we wanted to do is John oversees the big projects and we're going to be hearing lots of comments in his slides, that obviously the funding is a major challenge moving forward. And we wanted to give you an idea of not only things we are funding but some of the things we are having to defer because of our inability under our current funding stream to meet these needs. The first year we believe is really critical for the issues that John outlined. We've got to move the Silver Line forward enough that we can coordinate with some of the other projects going forward. We are working, while it is not in this budget we think we will bring back a budget amendment that will identify funds that we can move that first year of funding forward.

Now, we're cobbling together every asset that we can and funding source, but part of that is an initiative that we're working with on the City on value capture, which we talked a lot about in the region. The results of the original investment, the Blue Line, and the incredible development that is going on along with that, over 2-and-a-half billion dollars of development on the south corridor. Over the last year, our economic development department estimates \$800 million in new development either in planning, permitting, or under construction, or is already open on a Blue Line extension, and so I anticipate us bringing to City Council a proposal in the near future that will allow us to capture some portion of that additional revenue that has been associated with the new development adjacent to the extension and could be duplicated in other corridors as we continue.

That could help us as a potential funding source to help us move some of these design efforts forward. Timing is a critical thing for that, but even when we get to that point we still have serious funding shortages in order to move this into the next phase of project development and potentially construction. I think we have to have that discussion about what are the options we have.

Lastly, the City Council ratified our new financial advisor this past Monday. Their first task when they come on board the next couple of weeks will be to help us nail down the financial plan based on the estimated cost of the 2030 plan that we can come back and say here's how much it will cost, this is what our potential options for funding, including potential private P-3 options to lay out what that looks like, and then quite frankly we have to have a discussion on how we move that forward, particularly when it comes to the local match for all of this.

MR. GRUNDMAN: So like with the train station and the South End, are you looking at private investment to build stations on the Silver Line?

CATS CEO LEWIS: That could be an option, but what ends up happening as we continue to move forward on the Silver Line, we're having conversation with major employers who are potential, but because we are not far enough along in the planning to know exactly where stations will be yet, we're not at that potential site, but that could be an option.

COUNCILMEMBER PAXTON (Town of Stallings): We are having our first development agreement meeting with the Atrium Hospital that is coming to Stallings next week, and since they will be taking a lot of real state off our tax rolls we are looking for them to make a contribution and anticipate that possibly their site might be a good location for a Park & Ride lot or a parking deck or some kind of station, so who with your department should we be talking to about what to ask for and to kind of negotiate some contribution from them to the Silver Line?

MR. MUTH: Jason Lawrence and myself

COUNCILMEMBER PAXTON (Town of Stallings): Well, we're meeting on Tuesday next week so let's have a conversation prior to that.

MAYOR LYLES (City of Charlotte): Please. I can tell you, you don't want to wait. You want to have it right away while they're pushing it.

MAYOR BAILEY (Matthews): Yes; right now, Matthews through the planning process is utilizing the projected route for the Silver Line, and so we're pushing developers in that direction to preserve that corridor. Are we doing the right thing?

MR. MUTH: Right now you're doing that with the best information we have, but we know that there have been conversations to Matt with the hospital on Monday at the conference, and he was asking again, you know, how's it coming, is it more defined, and we said no but we hope to get going.

What we really want to do is get going in working with you and the planning department and the hospital, and the hospital I think would like to push it towards the far side of their campus, and that maybe puts it closer to downtown so we want to work through all that

with you guys and then the Family Dollar site. Our feeling really is that time is of the essence and that there's a lot planning issues that need to get decided so developers can move ahead with their projects and hospitals can move ahead with their planning.

MAYOR BAILEY (Matthews): And as Mayor Lyles said, we don't want to put ourselves in a position where we have to pay four times more for a piece of property because we've allowed development to occur or didn't isolate the corridor appropriately.

MAYOR LYLES (City of Charlotte): Next week we adopt our transit-oriented development ordinance. If we had known what we know now when we did the Red and the Blue but now we do know, and we have got to figure out how to make this development work and at the same time get this project underway. There are lots of exciting things, and it just seems like money is what makes the world go around, right? It used to be love, right, but now it's money.

MAYOR REID (City of Gastonia): Just like what he stated about Matthews, we have a major development looking at some existing property along the Franklin corridor that's coming in and purchase it and redeveloping that property continued upon the Light Rail coming up 29/74 into Gastonia with a mixed-use retail, residential, office, medical business, and also considering the Park & Ride, so is this a good time to get you all involved with that particular announcement?

MR. MUTH: Yes, we'll work, and we have been working, as any of these issues come up. If we have to make decisions now, we're going to use the best information we have and again moving forward, but yeah, we want to be involved in any of those conversations to possibly impact the project.

MAYOR KNOX (Davidson): We're 20 years in to the Red Line and we're no further along, and I'm glad we're going to have BRT going up the express lanes. That's going to be a viable alternative for now, but is that conversation still alive with Norfolk Southern. I go back-and-forth up 115 every day, and 3/4 of that line from Mooresville to almost Charlotte is abandoned. It's like a slap in the face, and at some point, we've got to get to the table with it.

CATS CEO LEWIS: We are in constant conversation with Norfolk Southern on lots of issues. In particular we're having very detailed conversation with them on the Silver Line. They are a willing partner on the areas that we can find common ground. It just seemed to be O-line is one area that we are not able to approach that for the same reasons that have been a hurdle for us for the last 10 years.

WILLIAM COXE (Town Planner-Huntersville): I'm going to circle back to the Hambright Park & Ride lot for just a moment. I think it's important to note that in the State's draft transportation improvement program they show \$1 million of CATS money for construction in 2024.

MR. MUTH: They show \$1 million of local funding.

MR. COXE: Yes, and the note underneath that says CATS, and then they show 7 of federal and 25 and then there are two to 2025. Now, the crucial portion of that is 2024. Projects

that are funded for construction or right-of-way in the state's TIP in '24 or earlier do not go back through prioritization again. Projects that are in '25 and later go back through prioritization the next time we do this, so it's crucial to have our money towards construction in '24 to ensure that we hold that place and we don't lose those millions of dollars. As you go through your examination of how we've puddled together funding, I think that's an important component of that conversation.

The second thing is I am heartened to hear that we are going to revisit our financial assumptions for the system, as a whole. I have here 2014 transit '20 working group report that's put together that talked about revenue sources, value capture, all of the elements that we are discussing now. Unfortunately, this really didn't get moved forward very well if at all, and I don't want to see that happen in this next step because it's not going to happen within my lifetime. To get back to listen to what Parks Helms said when we started this effort, it's a transformational issue, it's a generational issue. It's like planning a large matured shade tree on faith that the next generation is going to be able to use it, to Ron's point about a 100-year plan.

We've got to take that seriously. We are telling our partners in the region and we are telling each other that we're going to accomplish these things, but it takes money. It takes a lot of money, and there are a lot of things, as you said.

MAYOR LYLES (City of Charlotte): I think we know all the things that stand in the way. The question is what are we willing to do about them. Let's see, what is our -- Next Steps?

MS. SHERMAN: Yes, Next Steps is, basically it's the conversation we were just having. We would continue to review our funding to support the CATS 2030 vision plan. As Mr. Lewis just mentioned, we do have a new financial advisor coming on board, and we will be updating our long-range financial plan quarterly, and we will prioritize our other initiatives as funding becomes available.

What's not included in this budget is our carryover projects, projects that started in FY19 and prior, but I will be bringing that back to you next month including the carryover projects as well as any other projects that we find funding to in the budget. Again, we'll be back at CTAG for a recommendation of our FY20 operating budget and FY20-2024 capital budgets on April 16th, be back here to MTC for approval of that budget and City Council adoption in June.

MAYOR LYLES (City of Charlotte): I did want to mention one thing. I was talking with John about our STS services, and I think our city manager is doing a pay study for them to make sure that their city employees for the STS operations, Specialized Transfer Operations, and we're going to be looking at their wages. It's just very hard, it's a tough job and we need to do it. We haven't done a study in a while so we will be addressing that issue in our operating budget.

b. Regional Transit Plan Update

John Muth / Michelle Nance

John Muth – CATS Deputy Director shared the following. As you know, we've been working closely -- your staff has been working closely with the staff from the Centralina Council of Governments the last 18 months or so on regional transit engagement and then working to put together a process to develop a regional transit vision. And as part of that we want to make sure we continually update you on where we are with that, but also one of the things that's come about, I think, is the kind of enhanced regional participation, and you can see it

looking around the table, of folks from around the region that are now participating regularly in the MTC meetings. And as part of that we want to make sure that at your meetings we're bringing you information on regional processes or initiatives that play into all of this.

You know we had the Stallings small area plan last month. We know that Indian Trail I think wants to make a presentation at the April meeting. Mr. Tony Lathrop, who is our NC Board of Transportation at-large member, he's here. Recently in a couple different meetings I've attended he's made some presentations talking about funding and the need for regional collaboration, and he chairs the Board of Transportation finance committee so he's indicated a willingness to come to an upcoming meeting and talk about that subject as well. Rock Hill is getting ready to undertake or open up a transit system I think in June or July. They're waiting on their procure vehicles, but we thought it would be good to have them come and give an update, and we know we've kind of slated or slotted for May for C-K Rider to come, and then Mayor Dusch could talk about the Cabarrus County transportation plan.

There's a lot of things happening that play into all of this, and I'd like to introduce Michelle -- I think we all know her -- but to ask her to come up and talk about some of the recent activities brought into the regional transit engagement, an additional point.

MAYOR LYLES: So Michelle, I want you to know that I've already said we are a regional transportation system so I hope you're going to prove me right.

Michelle Nance – Centralina Council of Governments (CCOG) presented on the Regional Transit Plan update. I'd like to talk a little bit about some of the outcomes that are in place because of the 18 months of this group and CCOG working together. Then I'd like to zero in on some of the very specific outcomes from Phase 3 of our project, our engagement, which was in October and November 2018, and then we'll talk a bit about Next Steps. Through the 18 months of engagement we've developed a baseline of understanding in the region for stakeholders on what are the needs in the region for transit and what are the opportunities in 8 counties. There has been a growing awareness and understanding of the important role that you have played at the MTC, and then of course the importance of being here at the MTC to be part of the conversation.

We have also created an educated group of stakeholders on things such as the different types of transit, why transit is important to the region, the different types of transit modes and the technology limitations, the current status of transit across the region from some of our fixed route to demand response, also an understanding of what's going on at CATS. As you know, there's a lot going on. And the region is very interested in that in terms of not only the 2030 plan update but also the refresh of the bus system and how that impacts adjacent counties. And then we've also heard from other regions. We've looked at highlights from their plans to see what was going on.

We have also interfaced, not only with local elected officials but with congressional delegations from the federal level and also our delegations from North Carolina and South Carolina including boards of transportation members from both states. Again, more of that needs to happen but it's at least the beginning of the conversation to talk with them about why we need public transportation in the region. We've created a core group of stakeholders that now really understand transit at three levels.

At the regional level why is it important to economic development and economic growth for our competitiveness, for moving people, the labor force is widely important to businesses, being able to attract businesses to the region. More and more they're looking for

information on what's your congestion score and how are you going to get people around. We've got to be prepared for that.

This group of stakeholders also understands transit at a community level, so understanding how transit impacts the local quality of life and that's what communities are looking for: creating attractive places, the transit-related infrastructure such as sidewalks and bike lanes, how that builds community, how that builds the places where people want to be, and how that also is the catalyst for economic growth at the local level. And then thirdly but not to be diminished is they have a better understanding of how transit serves individuals, and so that facilitation of economic mobility by increasing access to not only jobs, housing, education, and medical facilities. And I mean, we all know the importance of transportation and maintaining a steady job and for seniors to age in place and that sort of thing. I'd like to dig in just a little bit to some of the meetings we've had in the fall of 2018.

We really started with these meetings, developing a scope of work for the regional transit plan, and we did that by going back out to the region, having nine meetings in different counties, also building off the expertise of CATS and what they do every day, and then we also pulled together a regional transit advisory committee to help guide us through that process. And through that engagement, we've developed a scope of work. It's a draft that we continue to work on, but it really looks at what are we going to be asking for that's going to meet the needs of each of the counties in the region that will be participating in terms of how we get you around, how do we coordinate as a region, what are those Next Steps.

We have also, at the October meetings, we looked at a national sample of transit plans and looked at some of those major themes. And it was important for us to understand what are folks really looking for in a transportation transit plan. And as you can see, economic vitality really came out on top, and that was really described as, as I said before, getting people to jobs, healthcare, medical, and that sort of thing, but also leveraging the public investment that is placed in transit to support housing access so stimulating redevelopment, being able to attract new jobs. So obviously that was pretty clear that that came out on top.

We also started to answer the question what can communities be doing now. There was a really highly attended meeting in Belmont a few months ago about this extension of the Silver Line, and one of the core questions that was asked was what can we be doing now, what can we do right now. We understand Light Rail takes a while and it is an expensive endeavor, but what can we do now to be working on this.

We got over 100 responses and it kind of fell out in these key categories. And I won't go through a lot of the details, but it was early actions like vanpools and working with CATS to look at increased express bus service to and from different communities, understanding that new funding models need to be in place, and having a conversation about what that would take, being able to communicate at the local level on what are the implications of the status quo. We are a growing region; what happens if we do nothing and sometimes conversation is left out as an important piece. And so again, you can see the details there. I won't go into the itty-bitty details but that's kind of how it laid out.

Then in November we had actually 15 focus group meetings, and we had these meetings over in Matthews and Gastonia, Concord, and Mooresville, and then down in Rock Hill, and again we were working on the scope of work in that meeting, but we wanted to dig a little bit deeper into talking with three key groups. We had one focus group at each place that dealt with the economy, so that was real estate folks and developers and business owners, and then we had a group that came in to talk about opportunity, so workforce development

professionals, hospitals, and then planning and community. We had folks from the Housing Authorities that were interested in those subject areas.

We got to dig in a little bit deeper, kind of past what I would call the choir, past the managers and some of the elected officials that are supportive of transit and went a little deeper. And through that, again, I'm not going to go through the details here, but I'll just give you like the top categories for each of these groups, and again, just know that we have this. The important thing is that this serves as a foundation for the communications that will need to happen on a regional level.

We need to know -- elected officials need to know, managers need to know, city staff need to know -- how do I talk to the community based on their values. It's one thing to be talking with an economic developer, it's another thing to be talking to someone who has an aging parent that they need to take care of. You need to have those tools ready where you can talk to people in different ways about transit. So that's really what we were trying to do here.

We heard some really good stories through that process. In Gaston County we heard from the Gaston Community College, and they said sometimes it's difficult for our folks to see past the two-year degree, but if we could have access to UNC Charlotte, if our folks could live at home, have their community support system but get to Johnson and Wales, if we could have some cooperative curriculum with CPCC what doors that would open up and how that would impact that county for decades to come.

We also heard from folks about caring for seniors and having to take off work or retire early even, to care for an aging parent. And by the way, women are twice as likely to be caring for an aging parent than men, so it's kind of an impact on females in their life as well. And those were really heart-wrenching stories and we hear a lot of those, and those are the types of stories that we need to be able to talk about in the region as we discuss a regional transit system.

What's next? We're working on funding commitments. Just in general, right now, best estimates for the regional transit plan that, by the way, not only but also deals with rapid transit but also deals with a lot of coordination at the rural level as well, coordination between systems, interoperability, fair systems, being consistent, being able to take one car and go from here to there across the region, it's those types of things. We're expecting it to be just north of \$3 million. And some folks have said that seems like a lot, but we know that there are some counties that are very interested in digging into the details of corridors. And that's really going to be important to get to the level of what we just heard about tonight. We have to know where the corridor is if we're going to be able to preserve that right-of-way, and that's important today.

We're liking it as 2019, the rest of 2019 working on those funding commitments. We've had good conversations with both DOTs, the MPOs, private sector, and we'll continue that. We had hoped to do our rural meetings, so counties like Cleveland, Rowan, Anson, and Stanly. We hoped to do that earlier this year, but the NCDOT public transit division chair, or director, there was a change in staffing there, and they're going to be a key part of those meetings so we've got to wait until that new staff gets acclimated. Communications with the region ongoing, continuing the transit education, keeping that momentum of excitement with the idea of pending funding starting a regional transit plan in 2020.

I'll just say that all this seems like a big goal, and it is, but transportation choices are important to us not only at the regional level but at a community level and at the individual level. And this is the challenge that we have in front of us and it's the challenge that we have to meet. We know it's difficult but we don't have much choice other than to look at it

and face it and move forward. I look forward to continuation of regional partnerships and working together to make this a better place.

MR. MUTH: I was fortunate enough to be able to be involved in the work back in 1999 and I think many of you were too, and so that's when we were developing kind of a countywide transportation vision and talking about getting a funding source in place, and now it feels like we're almost at the same point now with a regional discussion about what's a regional transit vision and what's a regional funding mechanism that can be put in place so that we can kind of lift public transportation throughout the region. To me it feels personally like we're at that point again, and I'm excited about that.

MAYOR LYLES (City of Charlotte): This seems to me to be a good time to ask for your input on an idea that I've been thinking about with John. When we talk about this regional approach we are all at different stages of the game. Everybody is at a different place. When we talk about our transportation plan we are here on transit, there's CRTPO, there's aviation, all those things are going on. I wondered if we would feel comfortable hosting a dinner at the airport, or lunch, whatever, to hear first the airport expansion plan, to talk about participation and what it looks like to be a regional transit system, no obligation, just a dialogue, and then the idea of also sharing our major state road networks. Just very informal, just an opportunity to kind of begin a conversation beyond where we are.

As I said when Mayor Bailey was presiding last month, we've come so far in the ideas that we need to protect our communities for their economic value as well as our built environment, and the only way I think we can do that is having transportation mobility options. And I think that bus rapid transit, bus service, and rail really will make the true difference for us, but you know, I've already been baptized, you know, so I'm good, but other people are still sitting in the back pew trying to decide if they want to walk down the aisle, and I think that it would be good for us to have a sermon about it. I know that's a terrible analogy. You can tell I grew up in a Baptist church.

If that's okay, we'll start looking at dates. There's no real rush. I know that all of us have budget season coming up and I know that's always a lot of work, but I think it would be worth it, and if we can twist Brent Cagle's arm maybe we'll a bus out on the runway, so it's always good to have a plane fly right over your head. But I think it's important for us to all have a chance to ask the question what are we doing in these various places and how do they intersect or do they intersect, because the financing for this system was tough.

You know we had a referendum, we had a recall referendum. It was tough. And when we are talking about working with the State to get across the river so that we can have this capacity, you've got to really be ready to go up and make it possible, so it's a journey. I know it's not a trip, it's a journey, but let's start with the same information or the opportunity to share that. We'll look at it sometime as soon as we can get the majority of people there. I know it's impossible to get everybody at one time. We'll plan that if you're okay with us going out and taking forth that effort. I don't see anybody object. That's the way I like to ask counsel, does anybody here not like it?

We'll go ahead and start working on that. I think it's time to take pod work connect. All of this is really important to where we're going. How many went to the South Charlotte Summit, transportation summit? I know Jack and I were there, Susan and John. When we were having that discussion, it was pretty tough to have the South Carolina governor come out and say I want to have rail from Rock Hill to Columbia, and we've been talking about rail to Matthews for years. And you know, the way he sounded -- now, I have

to admit, they're all of one mind down there, they're all Republicans, and they all came together and they said we're going to have this facility, we're going to build it, we are going to figure out how to connect with going down to Columbia. And I think we can do that; it just takes more of us to do it together.

I'm encouraged. I don't see it as difficult. I think it's just a matter of time and effort. Today we had a meeting with what's called the Charlotte Executives in Town, and Dena was there the County, all of us know, is thinking about whether or not to put a 1/4 cent sales tax increase for Mecklenburg County on the ballot this year, or this fall, and that decision. As I told them, that I would like the opportunity to come back next year and propose what it takes to build out our transit system, and we need to really be serious about it.

Someone asked for more information. The big question was well, how much, and the second question was how; is it P3, how do we do it. But it was really encouraging. Nobody said that's the stupidest idea I've ever heard. They all said how much and how?

Mayor William Dusch (City of Concord) shared the following: There's always a tipping point as to when you want to get involved in things, and the reason I'm here is I want to sort of explain how we got here. There was a Philip Morris plant in Concord, and it was sitting on 2100 acres of industrial land. Well, of that 2100 acres, 1600 is industrial and the other can be used many other ways. It is bisected by US 29, and there's also another four-lane divided highway beside that 1600 acres. Again, it is zoned industrial.

Until about four months ago, no one could really use that land. The company that was there was called Alevo. Alevo was leasing the land. That all became clear about three-and-a-half to four months ago. Now it's being heavily promoted as an industrial site. Within that 1600 acres will be a 500 acre super site along with a number of other industrial sites anywhere from maybe 20 acres to 100 acres. With that said, it's 15 miles from right here to that land, and it's 7.7 miles from JW Clay to that land.

As it's developed we're talking thousands of jobs that are going to have to be filled. We are going to have to get those jobs from a lot of places, and we want to make sure that it's in our radar here as we talk about the regional transit. We want to make sure that that gets included in what we're talking about. And I had spent a lot of my time in the last several months dealing with opportunities coming up. You'll be hearing more about it, and you probably have heard about pieces of it but, that's one of the major reasons that I decided to engage Concord in this group.

VII. Chief Executive Officer's Report

John Lewis, Jr.

Under the CEO's report, John Lewis, Jr discussed the following:

a. Raleigh-Durham Light Rail Project Termination

You may know there's a new development in the Triangle area in Raleigh-Durham. Our sister agency has been working to develop a Light Rail line connecting their region. They've been through quite a bit over the last several years and decades trying to move that project forward. They had a new development over the last couple of months where a major partner, some decisions were made that changed the direction of that project, and unfortunately today the board of Go Triangle was given the decision or the recommendation to formally end their Light Rail project.

We're still working to understand the impact of that, not only for that region but also for how we deal with major rail projects in the state of North Carolina. I like to think out of every challenge comes an opportunity for us, but that is a major, certainly for me, a disappointment.

I'm totally a rising tide, floats all boats, and it would be nice to have another agency moving forward with the experience that we've had, but we'll continue to move forward.

VIII. Other Business. None

IX. Adjourn

The meeting was adjourned at 6:59 p.m. by Mayor Vi Lyles – MTC Chairman (City of Charlotte).

NEXT MTC MEETING: WEDNESDAY, APRIL 24, 2019, STARTS AT 5:30 P.M.

**METROPOLITAN TRANSIT COMMISSION
ACTION ITEM
STAFF SUMMARY**

**SUBJECT: MTC Approval
FY2020 Transit Operating Budget
FY2020 Transit Debt Service Budget
FY2020-2024 Transit Community Investment Plan (CIP)**

DATE: April 24, 2019

1.0 ACTION:

In compliance with the Transit Governance Interlocal Agreement, the Metropolitan Transit Commission is required to take action on CATS budgets and CIP by April 30 of each year.

MTC Action is included in Resolution # 2019-02

2.0 BACKGROUND:

On January 23, 2019, CATS presented the CEO recommended FY2020 Operating Budget, FY2020 Debt Service Budget and FY2020-2024 Community Investment Plan (CIP) to the Metropolitan Transit Commission. FY2020 operating budget highlights were presented to the MTC on February 27, 2019, to provide additional information on the FY2020 Preliminary Operating Budget. The FY2020-2024 Community Investment Plan (CIP) budget highlights were presented to the MTC on March 27, 2019 to provide additional information.

Key elements of the Budgets are:

- Silver Line Light Rail:
 - o Expected to run from the western Union County/Matthews area through uptown Charlotte and west to the Charlotte Douglas Airport area and beyond to Gaston County/Belmont.
 - \$50 million programmed in the five (5) year CIP
 - 15% Planning and Design by FY2022
 - Start 30% Design/Enter Project Development by FY2024
- Safety and Security Enhancements
 - o Replacement of mobile video camera systems for light rail, fixed route buses and STS vehicles
 - \$2 million planned over the next two years
 - 42 Light Rail upgrades of cameras
 - 133 Fixed Route upgrades of cameras
 - 47 STS upgrades of cameras
- Increase in Current Level Operating Revenue
 - o Increased Sales Tax Trendline based on current trends
- Increase in Current Operating Expenses
 - o Corridor Studies to advance the transit system plan
 - o BLE related expenses, including increases in facility MOUs, maintenance and technology
 - o Staffing for Goldline Phase II operations and Bus Operations
 - o Required FTA and EPA maintenance, inspections and security analysis.
- State of Good Repair
 - o State of Good Repair of transit assets including light rail vehicle, facility repairs/renovations, technology upgrades, and bus replacements

3.0 POLICY IMPACT:

The budgets and CIP are in compliance with:
CATS Mission, Vision and Strategic Goals
CATS Financial Policies
CATS Fare Policies

4.0 ECONOMIC IMPACT:

The Blue Line Extension (BLE) light rail service will complete its first full year of implementation in March 2019 and continues to spur economic development along the alignment. The Envision my Ride initiative will provide more frequent mobility options and more direct services, providing riders with better access to jobs. The Charlotte Gateway Station Phase 1 is currently underway as well as the CityLYNX GoldLine extension of the existing streetcar services. The full implementation of the new CATSPass mobile payment application and the North Corridor Bus Rapid Transit, are all anticipated to have a positive impact on fare revenue and ridership.

5.0 RECOMMENDATION:

CATS Chief Executive Officer recommends approval of budgets included in the attachment to this Action Item.
FY2020 Operating Budget
FY2020 Debt Service Budget
FY2020-2024 Community Investment Plan

6.0 ATTACHMENT(S):

- A) Resolution #2019-02
- B) CATS FY2020 Operating Budget, FY2020 Debt Service Budget & FY2020-2024 Community Investment Plan

SUBMITTED AND RECOMMENDED BY:



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

FY2020 PROPOSED OPERATING AND DEBT SERVICE BUDGET

FY2020 – FY2024 PROPOSED COMMUNITY INVESTMENT PLAN



April 24, 2019

To: The Chair and Members of the Metropolitan Transit Commission
Charlotte, North Carolina

I am pleased to present to you the recommended FY2020 Proposed Operating Budget, which includes the Operating and Debt Service Budgets, Financial and Business Performance Targets, and the FY2020-FY2024 Community Investment Plan (CIP) for the Charlotte Area Transit System (CATS). The balanced budget maintains and enhances current services and commitments, with a focus on providing flexible mobility options.

FY2020 Priorities:

The FY2020 budgets reflect priorities in the Metropolitan Transit Commission's approved Mission and Strategic Goals for CATS:

- Outstanding community-wide public transportation services
- Focused regional growth
- Safety and accountability
- Safe, affordable mobility options to jobs, education and housing
- Contribution to economic development in the county and region
- Investment in employees

FY2020 Budget Highlights:

- **Silver Line Light Rail** is expected to run from the western Union County/Matthews area through uptown Charlotte and west to the Charlotte Douglas Airport area and beyond to Gaston County/Belmont. CATS is working with a consultant to advance the planning and design work over the next several years. The estimated costs to get to 15% design is \$18 million. The FY2020-FY2024 CIP budget includes \$9 million in FY2020 and \$9 million in FY2021 to reach 15% design. The department plans to reach 30% design and enter project development by FY2024 with \$11 million in FY2022, \$11 million in FY2023 and \$10 million in FY2024.
- **Safety and Security Enhancements** include the replacement of the mobile video camera system for the light rail cars, fixed route vehicles, and STS vehicles. The estimated year one cost is \$1 million for upgrades on 21 rail cars, 67 fixed route buses, and 24 STS vehicles. The estimated cost for year two is also \$1 million to upgrade 21 rail cars, 66 fixed route buses, and 23 STS vehicles.
- **The Blue Line Extension (BLE)** extended the current Blue Line 9.3 miles from Center City Charlotte through the North Davidson historic arts district and University City area, to a terminus on the campus of the University of North Carolina, Charlotte (UNCC). The system includes 11 new light rail stations, with approximately 3,100 parking spaces at four stations with parking facilities. After a full-year of revenue service, the BLE requires additional operating assistance to properly maintain the system. The FY2020 Proposed Operating Budget includes approximately \$1.3 million to cover additional expenses for staffing and technology equipment contract maintenance fees related to the BLE.

Chief Executive Officer's Transmittal Letter

FY2020 Budget Highlights (continued):

- **North Corridor Bus Rapid Transit** is an Advanced Transit System Plan pertaining to the North Corridor. This is the next step from the system plan update that defined rail fixed guideway alignments to serve the airport and the north corridor areas to determine the appropriate transit mode for each of these corridors.
- **Mobile Payment Application** full implementation now gives transit riders an electronic payment option to purchase transit fare on their phones, and maintain cash balances on individual customer accounts for future use.
- **State of Good Repair** priorities including replacement of fixed-route buses, Special Transportation Services (STS) buses and Vanpool vehicles; repairs and renovations to transit facilities; and on-going light rail vehicle overhaul program.
- **City Federated Video Monitoring System (VMS) Project** will focus around Genetec Technology. CATS will be replacing its current system to integrate with the City's VMS. This solution will reduce the number of recorders and increase system capability to share video with City Departments.
- **Technology Upgrades** to enhance delivery of transit services and customer traveling experience, including replacement of mobile gateway modems on bus and rail for compatibility with City services.

CATS FY2020 budget is supported primarily by the transit sales tax, fare revenues, service reimbursements, maintenance of effort, operating and capital assistance from the federal and state governments and other miscellaneous sources.

CATS continues to deliver innovative projects that will improve the transit landscape for our region's residents, and to respond to the transit needs of the community within its available resources. In order to advance the 2030 Transit Corridor System Plan, significant new funding sources are required. CATS continues to work with state and regional stakeholders to raise awareness of our infrastructure needs and advocate for a new, sustainable source of funding.

Respectfully submitted,

John M. Lewis, Jr.
Chief Executive Officer

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BUDGET SUMMARY

	FY2019 Amended Budget * (millions)	FY2020 Proposed Budget (millions)	Variance (millions)	Variance (%)
Revenues:				
Operating Revenues	\$ 154.2	\$ 170.5	\$ 16.3	10.6%
CATS Control Account	2.0	-	(2.0)	-100.0%
Total Operating Revenue	\$ 156.2	\$ 170.5	\$ 14.3	9.2%
Expenses:				
Operating Expenses	\$ 156.0	\$ 169.5	\$ 13.5	8.7%
Transfer to Capital	0.2	1.0	0.8	400.0%
Total Operating Expenses and Transfers	\$ 156.2	\$ 170.5	\$ 14.3	9.2%
Debt Service Budget	\$ 125.9	\$ 115.6	\$ (10.3)	-8.2%
Community Investment Plan (CIP) Budget	\$ 319.4	\$ 248.1	\$ (71.3)	-22.3%

* Excludes in-kind match for TOD Grant

FY2019 was the first full-year of revenue service for the Blue Line Extension (BLE). Riders can now travel on 18.9 miles of light rail from UNCC in the Northeast Corridor, through Center City Charlotte and onwards to the I-485 South Corridor for access to jobs, education, sports and other events. Trains operate seven days a week from 5:26 am – 1:26 am daily, arriving at stations every 7.5 minutes during rush hour and every 15 minutes at other times during the week. Weekend service operates every 20 minutes during the day and every 30 minutes during late night hours.

CATS has effectively controlled operating costs in FY2019 and continues to maintain expense controls through FY2020. Fuel costs remain low due to the hedging program, providing locked pricing and budget stability. Sales tax growth and increased interest earnings are expected to continue into FY2020.

Budget Summary

I. OPERATING BUDGET

The FY2020 Proposed Operating Budget is \$170.5 million.

BUDGET SUMMARY

	FY2019 Amended Budget * (millions)	FY2020 Proposed Budget (millions)	Variance (millions)	Variance (%)
Revenues:	\$ 154.2	\$ 170.5	\$ 16.3	10.6%
CATS Control Account	2.0	-	(2.0)	-100.0%
Total Operating Revenue	\$ 156.2	\$ 170.5	\$ 14.3	9.2%
Expenses:				
Current Service Levels	\$ 155.5	\$ 166.9	\$ 11.4	7.3%
Service Level Changes	0.5	2.6	2.1	420.0%
Subtotal Operating Expenses	\$ 156.0	\$ 169.5	\$ 13.5	8.7%
Transfer to Capital	\$ 0.2	\$ 1.0	\$ 0.8	400.0%
Total Operating Expenses and Transfers	\$ 156.2	\$ 170.5	\$ 14.3	9.2%
Debt Service Budget	\$ 125.9	\$ 115.6	\$ (10.3)	-8.2%
Capital Budget	\$ 319.4	\$ 248.1	\$ (71.3)	-22.3%

Reference: Appendix 1

* Excludes in-kind match for TOD Grant

The FY2020 Proposed Operating Budget covers cost for transit provided by City and contracted employees. Approximately 63% (or \$107.4 million) of the Operating Budget includes Personal Services with the remaining 37% covering other operating expenses (or \$63.1 million.)

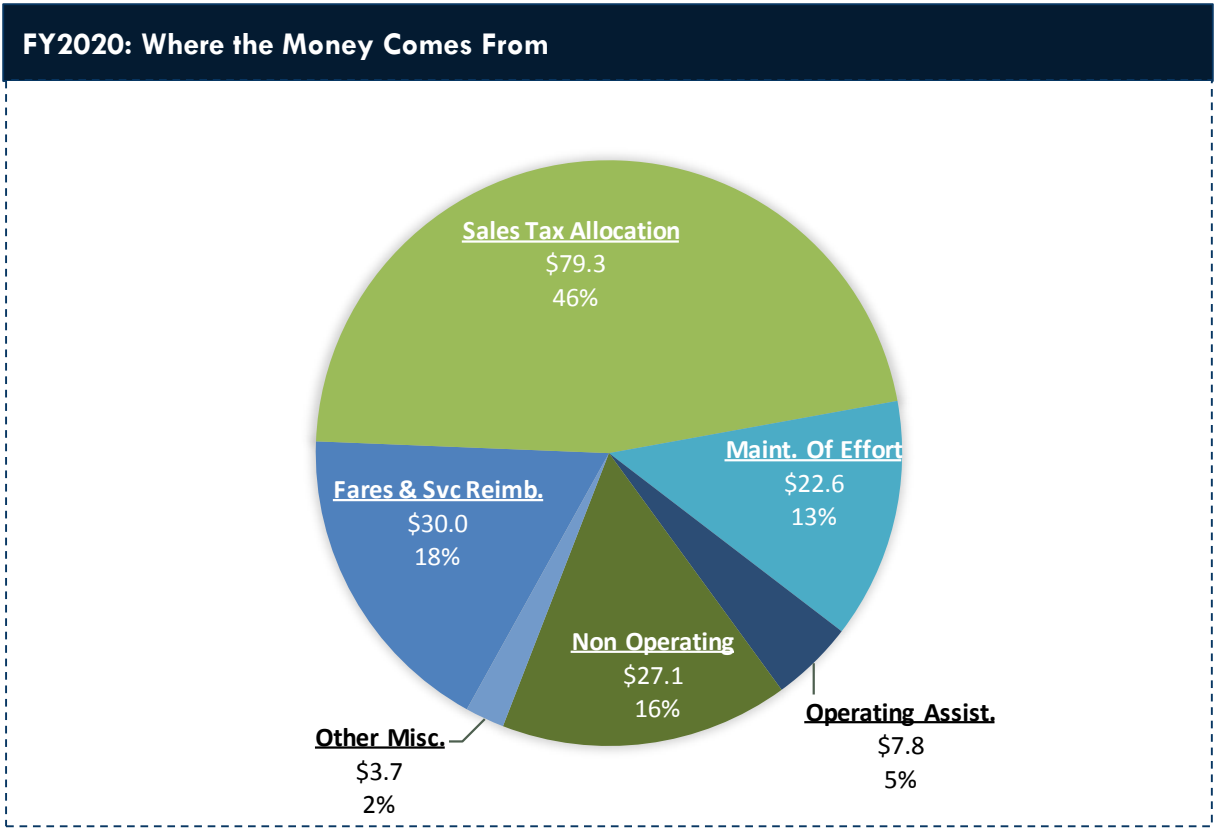
Direct services account for 87.5% (or \$149.2 million) of the Operating Budget. Support services and other indirect services account for 12.5% (or \$21.3 million) of the Operating Budget.

A. Operating Revenues: \$170.5 million

In FY2020, operating revenues are projected at \$170.5 million, an increase of \$14.3 million compared to the FY2019 Amended Budget, which represents an increase of 9.2%. The increase is primarily due to an increase in the operating allocation that reflects an updated sales tax trendline, and an accounting re-classification of grant-funded operating activities. Prior to FY2019, grant-funded operating revenues were accounted for in the capital budget. For FY2020, these grant-funded operating revenues continue to be accounted for in the operating budget, causing an increase in the operating revenues.

Operating revenues consists of system-generated revenue such as passenger fares, advertising, and leases, and also includes the State Maintenance Assistance Program (SMAP) and Maintenance of Effort funding from the City of Charlotte, Mecklenburg County and the Town of Huntersville. The majority of operating revenues come from sales tax revenue, which is projected to continue growing steadily.

The following chart identifies the sources of the \$170.5 million in revenue that will fund the FY2020 operating programs.



Budget Summary

Key changes in revenue in the FY2020 Proposed Operating Budget versus the FY2019 Amended Operating Budget are as follows:

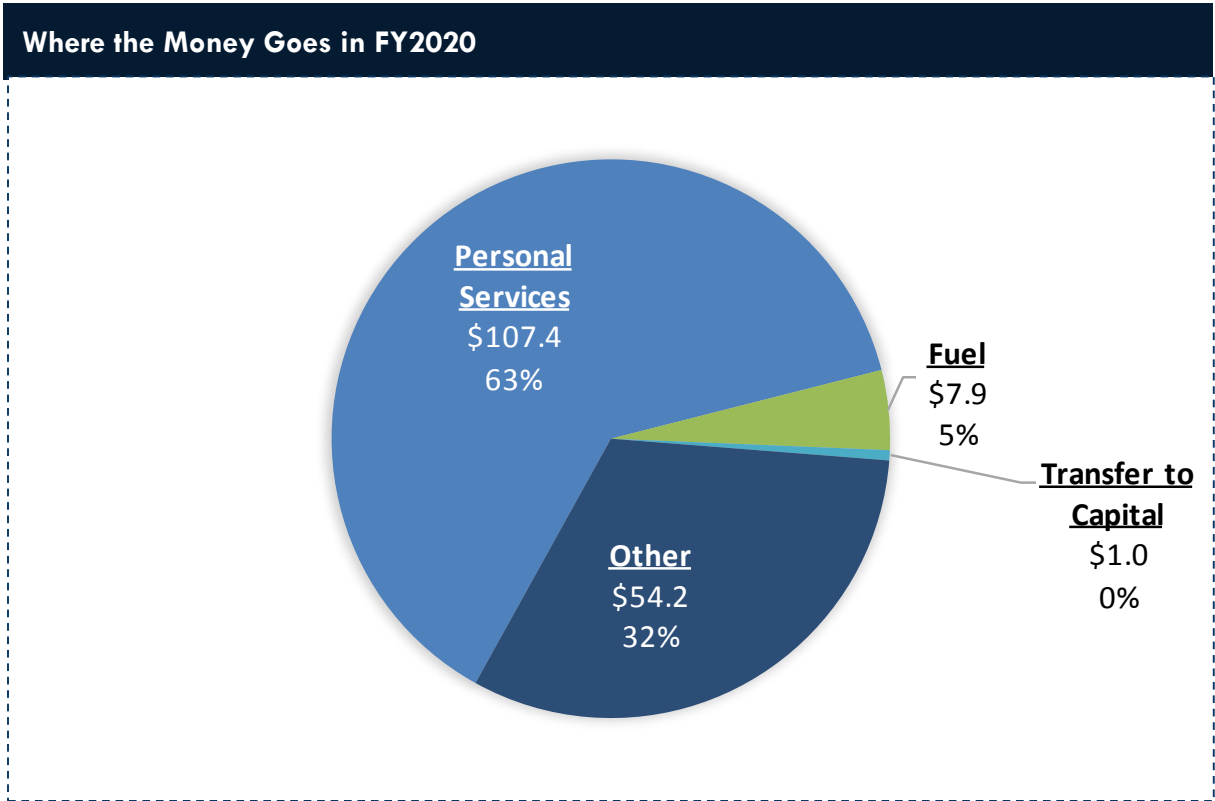
Revenue Source	FY2019 Amended Budget (millions)	FY2020 Proposed Budget (millions)	Variance (millions)	Variance (%)
<u>Operating Allocation</u> Operating Allocation increase reflects an updated sales tax trendline provided by the City Treasurer's	\$ 69.3	\$ 79.3	\$ 10.0	14.4%
<u>Fare Revenues and Service Reimbursements</u> revenue projections for BLE light rail opening year services, and elimination or reduction of some services including the UNCC Shuttle and the Airport Connector bus services.	33.1	30.0	(3.1)	-9.3%
<u>Maintenance of Effort</u> Maintenance of Effort are funds received from the City of Charlotte, which are paid to CATS in compliance with state law. The City of Charlotte increases its annual contribution by 3%.	22.0	22.6	0.6	2.7%
<u>Operating Assistance</u> The decrease is due to the completion of grant funds for construction mitigation services on the I-77 corridor (\$0.3 million), and a reduction in City of Charlotte funds for the Gold Line Phase I operations (\$0.3 million). Federal CMAQ operating assistance for the BLE light rail service decreased while Federal CMAQ operating assistance for I-77 bus service increased resulting in a net deduction of \$0.9 million.	9.3	7.8	(1.5)	-15.9%
<u>Other (Miscellaneous)</u> Other Miscellaneous revenues include advertising, leasing, and interest earned.	3.2	3.7	0.5	14.5%
<u>CATS Control Account</u> CATS does not plan to transfer revenue from the Control Account in FY2020.	2.0	-	(2.0)	-100.0%
<u>Non-Operating Revenue</u> The increase is due to new Federal Highway Planning funds for Regional Transit Study (\$0.4 million) and a re-classification of Enhanced Mobility Subrecipient projects (\$1.8 million) previously in the Capital fund. The increase is also related to additional federal funds for Bus, Rail, and Facilities Preventive Maintenance and S70 Overhaul (\$7.6 million)	17.3	27.1	9.8	56.9%
Total Operating Revenue Budget Increase (Decrease)	\$ 156.2	\$ 170.5	\$ 14.3	9.2%

B. Operating Expenses: \$170.5 million

In FY2020, operating expenses are projected at \$170.5 million, an increase of \$14.3 million compared to the FY2019 Amended Budget, or 9.2% increase. This increase is primarily due to additional BLE-related expenses for staffing (16 FTE) and technology equipment contract maintenance fees for equipment no longer under warranty. In preparation for the opening of the Gold Line Phase II, 23 FTE are funded in the FY2020 proposed budget. An additional three (3) Security Coordinators and conversion of six (6) temporary STS positions to full-time, is due to system growth and the need to be prepared for upcoming special events coming to the Charlotte area. Fuel accounts for \$0.8 million of the increase. Other operating expenses increased due to facility MOUs and South Boulevard Light Rail Facility roof repair, security contract increases, additional equipment maintenance for buses to meet EPA requirements and FTA required bridge inspections and track maintenance, corridor studies, an on-call right-of-way consultant for alignment protection during corridor development.

C. Operating Balance: \$1.0 million

The Operating Balance is transferred to the capital program and provides a portion of the ‘matching fund’ dollars required by federal and/or state grants as well as being programmed to fund capital projects where grant funds are not available. As the CATS Control Account continues to grow it provides an opportunity to add new capital initiatives based on the funding available. In FY2019 the department transferred \$0.2 million from operating while using the Control Account to fund the remaining portion. In FY2020 the department will transfer \$1.0 million to fund capital projects.



Budget Summary

Key changes in expenses in the FY2020 Proposed Operating Budget versus the FY2019 Amended Operating Budget are as follows:

Expenses	FY2019 Adopted Budget (millions)	FY2020 Proposed Budget (millions)	Variance (millions)	Variance (%)
<u>Personal Services</u> - 3.0% increase in merit for City employees - Additional 48 FTE added	\$ 102.6	\$ 107.4	\$ 4.8	4.6%
<u>Fuel</u> Diesel fuel for Bus & STS Operations is forward purchased at approximately \$2.03/gallon of the FY2020 estimated usage compared to \$1.90/gallon in FY2019.	7.1	7.9	0.8	11.2%
<u>Other Operating Expense</u> Several departments will have higher operating budgets than FY2019 due to federal government requirements, maintenance of current assets, and new services. The Safety and Security budget increased for required FTA analysis for Safety and Security as well as contractual services for the Security Operations contract. The bus division increased due to Workers Compensation claims, EPA required equipment maintenance, and AVL maintenance. The rail budget increased due to FTA required bridge inspections, S70 overhaul, and rail grinding services. The facilities budget increased due to landscape and water MOUs, building repairs, utilities for new BLE locations and roof replacement at the South Boulevard Light Rail Facility. The Development budget increased due to corridor studies and a on-call consultant to assist with Silver Line alignment protection.	44.7	54.2	7.9	17.2%
<u>Transfer to Capital</u> Increase in transfer from CATS operating to capital projects	0.2	1.0	0.8	400.0%
Total Operating Expense Budget Increase (Decrease)	\$ 154.6	\$ 170.5	\$ 14.3	9.2%

D. Service Level Changes

The FY2020 Proposed Operating Budget includes service level changes totaling \$2.6 million in additional expenses tied to an additional 48 City full-time equivalent (FTE) positions:

Section	Position	FTE	Additional Budget
416011 - Rail Administration	Training Specialist	1.00	84,115
416012 - Rail Maintenance	Transportation Elect. Technician II	10.00	763,380
416012 - Rail Maintenance	Rail Car Maintenance Supervisor	2.00	197,889
416012 - Rail Maintenance	Rail Maintenance Assistant	2.00	100,962
419010 - HR & CR	Administrative Officer II	1.00	81,361
417010 - Safety & Security	Security Coordinator	3.00	298,694
415050 - STS	Temp to Full-Time	6.00	74,361
416010 - Rail Operations	Gold Line Field Operations Supervisor	1.00	90,935
416010 - Rail Operations	Gold Line Rail Operator	10.00	235,493
416013 - Maintenance of Way (MOW)	Gold Line Rail Track Maintainer	2.00	3,008
416013 - Maintenance of Way (MOW)	Gold Line Traction Power Technician	1.00	111,650
416012 / 416013 - Rail Maint. & MOW	Gold Line Rail Transportation Elect. Tech II	9.00	529,797
Total additional FTE & budget tied to SLCs		48.00	\$ 2,571,645

E. Staffing

The FY2020 Operating Budget provides for 582.75 full-time equivalent (FTE) positions, which includes the Service Level Changes of 48.00 FTE. All of the 3.0 temporary positions are expected to be funded by NCDOT's annual intern program. A staffing summary by section can be found in Appendix 3.

Budget Summary

II. DEBT SERVICE BUDGET

A. Debt Service Revenues: \$115.6 million

No new debt financing is planned for FY2020. Key sources of revenue for payment of the current debt expenses are the transit sales tax (local), federal and state grants.

Debt financing proceeds are utilized to fund CATS' capital investment projects.

B. Debt Service Expenses: \$115.6 million

Debt service expenses include principal and interest costs on project financings, together with fees and miscellaneous costs associated with capital financings.

In FY2020, debt service expenses are as follows:

- \$115.5 million is for principal and interest payments shown below
- \$0.1 million covers miscellaneous fees

Project	Source of Funding	FY2020 Principal & Interest (millions)
Blue Line Extension	Federal	\$ 69.0
	State	26.0
	Local	10.3
Blue Line & Transit Facilities	Local	6.7
South Tryon Bus Garage	Federal	2.9
	Local	0.7
Total FY2020 Debt Service		\$ 115.6

Reference: Appendix 5

III. REVENUE RESERVE FUND

In 2016, the MTC approved the revision of CATS' Financial Policies, which created a CATS Control Account. This account receives sales tax revenue in excess of the sales tax trend line only when the balance in the Revenue Reserve Fund has reached the maximum required balance of \$30 million.

The Revenue Reserve Fund (RRF) reached the required balance of \$30 million in FY2017. Therefore, the projected FY2020 **\$12.9** million of sales tax dollars that would have been deposited into this fund will transfer directly to the CATS Control Account. In accordance with Section 3.3 of MTC Financial Policies MTC-01, "the Transit CEO may recommend use of such funds, for operating or capital programs, to the Metropolitan Transit Commission as a part of the CEO Recommended Budget in January of each year."

IV. COMMUNITY INVESTMENT PLAN (CIP)

CATS’ \$357.3 million 5-year CIP is prioritized to continue the systems’ State of Good Repair by replacing vehicles, repairing and renovating facilities, and upgrading technology. The breakout of CIP revenues and expenses over five years is:

	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL FY2020 – FY2024
Revenues	248.1	26.3	27.9	28.0	27.0	357.3
Expenses	248.1	26.3	27.9	28.0	27.0	357.3

Notes:

- 1. Excludes Grant-Funded Operating Projects totaling \$58.1 million for FY2020 – FY2024
- 2. Includes FY20 Carryover Projects totaling \$218.1m for FY2020

Capital Revenues: \$357.3 million

Revenues for CATS’ 5-year capital program include funds from federal and state grants, transit sales tax and private funding.

The FY2020 through FY2024, CATS’ capital program consists of the following:

- \$52.6 million from federal grants including federal formula funding, bus and bus facilities and enhanced mobility.
- \$6.5 million from state grants including competitive funding for advanced technology and urban state matching funds for vehicle purchases.
- \$5.2 million in re-allocated funds.
- \$218.1 million in carryover project balances to continue existing projects
- \$74.9 million from transit sales tax (transfer from the operating balance, CATS Control Account and CATS Fund Balance), private funding and prior year savings re-allocated.

Budget Summary

Capital Expenditures: \$357.3 million

CATS' 5-year capital program key expenses include the following:

Capital Program/Project	FY2020-FY2024 Total
<u>State of Good Repair - Vehicle Replacements</u> Replacement of revenue service vehicles that have reached the end of their useful life. In FY20 CATS will replace 10 Buses, 17 Special Transportation Services vehicles, 16 Vanpool vehicles, and purchase 5 expansion vehicles for the Vanpool program.	\$ 60.0 million
<u>State of Good Repair - Facilities and Others</u> Replacement, upgrades or repair of transit assets including renovations/repairs of transit facilities to comply with federal Transit Asset Management guidelines.	\$ 1.1 million
<u>Transit Safety & Security</u> Programs and projects to advance safe, reliable, and equitable transit service throughout the system including camera replacements and dispatch upgrades.	\$ 3.2 million
<u>Transit Long Range Capital Improvement</u> Design services for rapid transit, rail, bus, streetcar and facility improvements to better serve the region. Projects include design for the new Silver Line, a new South End station and ADA enhancements.	\$ 64.0 million
<u>Non-Revenue Vehicles</u> Purchase and replacement of non revenue vehicles for supervisory staff, maintenance and repair calls.	\$ 3.2 million
<u>Transit New Equipment</u> The purchase of new equipment such as steam bay lifts, a track backhoe and technology upgrades.	\$ 6.8 million
<u>Other Programs</u> Technology upgrades for improved bandwidth and secure data communications.	\$ 0.9 million
<u>Carry Over Projects</u> ¹ Continued funding for existing capital projects.	\$ 218.1 million
Total Five-Year Capital Program	\$ 357.3 million

Notes:

1. Excludes Grant-Funded Operating Projects totaling \$58.1 million for FY2020 – FY2024

CAPITAL PROGRAMS MANAGED BY CATS

CATS manages two transit capital investment programs which receive funds from the federal and state governments and the City of Charlotte. Reference: Appendix 8

The Charlotte Gateway Station – Rail Project (Phase I)

The Charlotte Gateway Station (CGS) Project is a planned multi-modal transit center located in Center City Charlotte.

The City of Charlotte and the North Carolina Department of Transportation (NCDOT) are partners in the phased implementation of this project which:

- Improves both regional (Amtrak) passenger rail service and regional freight rail operations through the construction of track and bridge improvements.
- Includes a future multi-modal passenger station facility, the completion of which will mark the return of Amtrak service to Uptown Charlotte, with supporting modal connections to CityLYNX Gold Line, regional bus connections and CATS local bus routes.

Design and engineering of the first phase of the project is underway, and construction of the initial track and bridge improvements began in 2018. Phase I is being funded with federal, state and City of Charlotte (local) funds.

The CityLYNX Gold Line Streetcar Project – Phase II

The CityLYNX Gold Line Streetcar project - Phase II is an extension of the approximately 1.5 mile CityLYNX Gold Line Phase 1 project completed in July 2015. Phase II consists of the design and construction of approximately 2.5 miles of double-track in-street running streetcar line. This will result in approximately a total of a 4-mile long double-track streetcar system which will extend from Johnson C. Smith University through Center City Charlotte, to Novant Health and Sunnyside Avenue.

The project is being funded by a federal small starts grant for \$74,999,999 and with a local match of \$75 million funded by the City of Charlotte. Construction began in early 2017 and is scheduled to be completed by August 2020.

FINANCIAL PERFORMANCE OBJECTIVES

CATS Financial Policies provide guidelines on how financial resources shall be utilized to fulfill the mission of the transit system, meet obligations and to protect the public interest.

BALANCED SCORECARD OBJECTIVES

CATS Balanced Scorecard (BSC) is developed on high level outcomes that determine the efficiency and effectiveness of the transit system. These outcomes establish high level expectations for CATS and are comparable to national standards for a medium to large transit agency. Outcomes are based on performance metrics established for CATS operations and services. The BSC performance objectives are referenced in Appendix 2

CATS SERVICES AND RIDERSHIP

CATS will provide approximately 23.5 million rides in FY2020 on its bus, light rail, streetcar, vanpool and special transportation services.

The Blue Line Extension finished it's first full-year of revenue service in FY2019, providing service to eleven new station locations from 9th Street in Uptown Charlotte to the UNC-Charlotte campus. Ridership was lower than projected but is expected to increase in FY2020 as construction projects at the Sugar Creek, 36th Street and UCB stations is completed. The light rail system captures a number of riders who previously used the bus system, although not as many as included in initial projections. Customers wholly new to transit are also expected to contribute to an increase in light rail ridership as ridership matures over the first few years of operations.

The FY2020 budget proposes a net increase of approximately 6,383 in bus service hours. The Special Transportation Service ridership is expected to continue to increase in FY2020. CATS is planning to upgrade the existing paratransit scheduling system to help manage the increased ridership.

Mode	Ridership			Revenue Service Hours		
	FY2019	FY2020	FY2021	FY2019	FY2020	FY2021
Bus	13,996,284	14,180,816	14,283,243	835,247	841,630	840,460
Light Rail	8,524,585	8,780,323	8,868,126	71,004	71,239	71,144
Streetcar	295,083	147,542	1,127,500	10,739	10,739	27,810
Special Transportation Svc.	267,083	267,083	267,083	153,048	153,048	153,048
Vanpool	135,149	135,149	135,149	33,731	33,731	33,731
Total	23,218,184	23,510,913	24,681,101	1,103,769	1,110,387	1,126,193

CHIEF EXECUTIVE OFFICE

Sets strategic direction for the department and manages the overall operation and administration, including budgeting, training, coordinating with City Manager’s office and support of the Metropolitan Transit Commission

BUS / STS / VANPOOL



Provides approximately 1 million hours and over 16 million miles of services to over 15 million passengers annually

LIGHT RAIL / STREETCAR



Projected to provide over 71,000 hours and over 1.2 million miles of service to over 12 million passengers annually

FACILITIES



Manage and maintain light rail stations, park & ride lots, parking decks, bus garages, light rail facilities, transit centers, and bus stops

CUSTOMER SERVICE, MARKETING & TECHNOLOGY



Manage public relations, customer service requests, trip planning assistance and technology for transit operations



FINANCE & PROCUREMENT

Manage all fiscal aspects and procurements for transit operations and capital projects including budget, grants, debt financing, revenue collections & financial reporting



DEVELOPMENT

Responsible for planning and construction of transit projects including quality control and assurance of all project developments



SAFETY & SECURITY

Responsible for safety & security of all CATS amenities, facilities and individuals that come in contact with CATS



HUMAN RESOURCE & CIVIL RIGHTS

Oversee compliance with federal, state & local guidelines to ensure fair and equal treatment of customers and employees

The City provides additional support to CATS through a City Cost Allocation Plan.

Appendix 1 – Operating Budget Summary



	FY2017 Actuals	FY2018 Actuals	FY2019 Amended Budget	FY2019 Year-End Projection	FY2020 Proposed Budget
Sales Tax Allocation					
A Sales Tax Receipts	\$ 92,601,412	\$ 103,021,757	\$ 98,211,941	\$ 105,530,167	\$ 109,933,384
B Less Sales Tax Trendline	(78,272,224)	(84,704,000)	(87,499,000)	(87,499,000)	(97,000,000)
A - B = C Net Difference	\$ 14,329,188	\$ 18,317,757	\$ 10,712,941	\$ 18,031,167	\$ 12,933,384
Sales Tax Available for Allocation:					
D Transfer to (from) Revenue Reserve	\$ 14,329,188	\$ -	\$ -	\$ -	\$ -
E Transfer to Debt Service Fund	15,134,210	14,211,644	18,224,238	18,224,238	17,667,788
F Transfer to Operating Fund (Operating Alloc)	63,138,014	70,492,356	69,274,762	69,274,762	79,332,212
G CATS Control Account	-	18,317,757	10,712,941	18,031,167	12,933,384
F + G + H = I Sales Tax Allocation to Other Funds	\$ 92,601,412	\$ 103,021,757	\$ 98,211,941	\$ 105,530,167	\$ 109,933,384
Operating Fund					
Revenues:					
Operating Revenues:					
Sales Tax Operating Allocation	\$ 63,138,014	\$ 70,492,356	\$ 69,274,762	\$ 69,274,762	\$ 79,332,212
Fares and Service Reimbursements	29,740,399	27,115,399	33,086,391	28,837,267	29,912,726
Maintenance of Effort - Charlotte	20,709,362	21,330,643	21,970,562	21,970,562	22,629,679
Operating Assistance	1,533,357	7,045,263	9,263,665	9,519,516	7,794,896
CATS Control Account	-	-	2,000,000	1,000,000	-
Other (Advertising, Misc)	2,728,384	3,455,940	3,231,211	3,583,240	3,698,971
Subtotal	\$ 117,849,516	\$ 129,439,601	\$ 138,826,591	\$ 134,185,347	\$ 143,368,484
Non-Operating Revenue	\$ 12,053,293	\$ 21,434,421	\$ 17,353,046	\$ 17,107,291	\$ 27,140,030
Total Operating Revenues	\$ 129,902,809	\$ 150,874,022	\$ 156,179,637	\$ 151,292,638	\$ 170,508,514
Expenses:					
Operating Expenses					
Transportation Services	\$ 120,787,533	\$ 133,822,293	\$ 139,293,632	\$ 135,330,152	\$ 150,617,220
Transit Development	2,969,167	3,836,648	5,389,877	3,533,817	6,272,915
Marketing and Communications	3,433,428	3,529,291	4,145,940	3,822,768	4,286,029
Executive and Administration	8,112,747	15,591,021	9,989,226	9,824,938	11,479,404
Subtotal	135,302,875	150,279,253	158,818,675	152,511,676	172,655,569
Transfers to Eligible CIP Projects	(13,674,704)	(4,980,262)	(2,879,019)	(2,879,019)	(3,128,655)
Total Net Operating Expense	121,628,171	145,298,991	155,939,656	149,632,657	169,526,913
Transfer from Operating to CIP	9,241,562	4,607,165	239,982	239,982	981,601
Total Operating Expenses	\$ 130,603,986	\$ 149,906,156	\$ 156,179,638	\$ 149,872,638	\$ 170,508,514

	FY2016 Actuals	FY2017 Actuals	FY2018 Actuals	FY2019 Amended Budget	FY2019 Year-End Projection	FY2020 Proposed Budget
SYSTEM SUBSIDY						
≤ 80% of Total Operating Cost	72.0%	73.3%	79.0%	76.7%	78.3%	80.2%
OPERATING RATIO (W/O Capital Interest)	28.0%	26.7%	21.0%	23.3%	21.7%	19.8%
PASSENGERS PER HOUR						
(Bus ≥ 20 passengers per hour)	21.64	20.15	17.73	18.24	16.76	16.85
(Light Rail ≥ 90 passengers per hour)	121.71	117.89	109.52	185.25	107.90	116.54
ADMINISTRATIVE OVERHEAD (≤ 15%)	7.6%	9.5%	9.3%	12.0%	10.6%	13.7%
GROSS DEBT SERVICE COVERAGE (> 3.0)	5.38	5.82	6.09	4.93	5.21	5.91
NET DEBT SERVICE COVERAGE (≥ 1.15)	2.25	2.07	2.05	1.42	1.76	1.60

CATS TRAX Aggregate Scorecard		
Strategy	Metric	Performance Goal
Customer Satisfaction	Overall Customer Satisfaction*	91%
	Overall Net Promoter Score*	53%
	Overall On-Time Performance*	89%
	Overall Ridership*	23,218,184
Financial Stability	Taxpayer Subsidy Percentage, (CATS Policy ≤80%)	76.5%
	Net Debt Service Coverage Threshold (CATS Policy >1.15)	1.42
	Overall Operating Cost/Revenue Hour*	\$142.21
	Overall Customers/Revenue Hour	21
	Directly Generated Revenue	3%
Employee Success	Employee Engagement	80%
	Employee Satisfaction	85%
	Customer Satisfaction with CATS Employees*	86%
	Customer Satisfaction with Call Center Interactions*	87%
Community Impact	Community Perception of Community Value	85%
	Access to Key Destinations	20%

Appendix 3 – Staffing Summary



	FY2020 Staffing Levels				
	FTE			Temps	Grant-Funded Term
	Approved in FY2019	FY2020 SLC	TOTAL FTES		
Bus Operations Division (BOD) Employees					
<u>Transportation Services</u>					
415010 BOD - Operations	627.00	10.00	637.00	-	-
415011 BOD - Administration	14.00	-	14.00	-	-
415012 BOD - Maintenance	178.00	-	178.00	-	-
415013 BOD - STS Maintenance	9.00	-	9.00	-	-
Subtotal BOD Employees	828.00	10.00	838.00	-	-
City Employees					
<u>Transportation Services</u>					
415050 Special Transportation Services	125.75	6.00	131.75	-	-
411060 Treasury/Revenues	19.00	-	19.00	-	-
412010 Transit Center Operations	-	-	-	-	-
415020 County Human Svc Trans	-	-	-	-	-
412020 Facilities	14.00	-	14.00	-	-
414020 Customer Svc & Information	21.00	-	21.00	-	-
416010 Light Rail Operations	89.00	11.00	100.00	-	-
416011 Light Rail Administration	17.00	1.00	18.00	-	-
416012 Light Rail Maintenance	60.00	20.00	80.00	-	-
416013 Maintenance of Way	58.00	6.00	64.00	-	-
416020 CityLYNX GoldLine	15.00	-	15.00	-	-
417010 Transit Security	17.00	3.00	20.00	-	-
415001 Bus General Management	4.00	-	4.00	1.00	-
418010 Planning And Scheduling	11.00	-	11.00	-	-
415040 Van Pool Division	4.00	-	4.00	-	-
<u>Transit Development</u>					
413001 Development Administration	7.00	-	7.00	-	-
413002 Quality Assurance	6.00	-	6.00	1.00	-
413003 Engineering	-	-	-	-	-
413020 North/CGS Corridor	1.00	-	1.00	-	-
413050 Northeast Corridor Development	10.00	-	10.00	-	-
<u>Marketing & Communications</u>					
414010 Marketing & Communications	12.00	-	12.00	-	-
414030 Technology	11.00	-	11.00	-	-
<u>Executive & Administration</u>					
411010 Administration Division	15.00	-	15.00	1.00	-
411070 City Support Costs	-	-	-	-	-
419010 HR and Civil Rights	8.00	1.00	9.00	-	-
411040 Executive Division	2.00	-	2.00	-	-
411050 MTC & Committees Division	-	-	-	-	-
411020 Procurement Services	8.00	-	8.00	-	-
Subtotal City Employees	534.75	48.00	582.75	3.00	0.00
Total Employees	1,362.75	58.00	1,420.75	3.00	0.00

Appendix 4 – Operating Budget

Operating Revenues

Service Passenger Fares

	FY2017 Actuals	FY2018 Actuals	FY2019 Amended Budget	FY2019 Year-End Projection	FY2020 Proposed Budget
Bus	\$ 19,206,656	\$ 17,772,685	\$ 17,656,781	\$ 16,811,946	\$ 16,931,894
Light Rail	5,464,159	5,802,079	11,472,561	7,877,715	8,718,860
Vanpool	451,626	377,119	469,692	378,620	369,345
Paratransit	741,372	759,210	761,872	730,923	814,870
Subtotal	\$ 25,863,813	\$ 24,711,093	\$ 30,360,906	\$ 25,799,204	\$ 26,834,969

Service Reimb & Funding Partners

Airport Connector Services	\$ 2,333,803	\$ 1,165,744	\$ 200,000	\$ 450,661	\$ 200,000
Fort Mill (Wells Fargo) Rt 44 Carowinds	28,845	6,075	8,409	8,409	8,661
UNCC Shuttle	1,009,490	-	-	-	-
UNCC Pass Purchases	-	253,630	1,050,000	1,050,000	1,275,000
Union County Express 74x	99,737	126,396	126,557	126,557	130,354
Concord Express Commuter Bus	90,827	90,534	-	-	-
Rock Hill Express Commuter Bus	-	125,640	152,369	152,369	156,940
Gastonia Express Commuter Bus	85,283	98,928	159,423	159,423	164,206
Kings Mtn 85x	-	-	44,500	44,500	44,500
Carowinds (N&BS U MYEP)	119,076	75,922	44,411	44,411	45,743
DSS	7,025	7,150	7,025	7,025	7,025
Gold Rush	100,000	-	-	-	-
CMGS	-	-	484,787	484,787	484,787
Concord Mills (LMS)	2,500	-	-	-	-
Parking - BLE Decks	-	-	350,000	350,000	391,368
Parking - CGS	-	285,829	98,004	98,004	98,004
CPCC Levine Campus	-	-	-	-	-
Ramsey Creek Beach Park	-	149,954	-	52,665	52,665
Volkswagen Parking Lease	-	18,504	-	9,252	18,504
Subtotal	\$ 3,876,586	\$ 2,404,306	\$ 2,725,485	\$ 3,038,063	\$ 3,077,757

Service Income

Charlotte Transit Center	\$ -	\$ 417,032	\$ 452,468	\$ 452,468	\$ 452,468
Advertising	1,466,815	1,774,667	1,545,000	1,545,000	1,906,800
Interest Earned	281,422	843,251	641,000	834,521	941,000
Agreements/Leases	260,533	33,528	42,059	42,659	33,670
Miscellaneous	719,613	387,462	550,684	708,592	365,033
Subtotal	\$ 2,728,383	\$ 3,455,940	\$ 3,231,211	\$ 3,583,240	\$ 3,698,971

Sales Tax Revenue

Operating Allocation	\$ 63,138,014	\$ 70,492,356	\$ 69,274,762	\$ 69,274,762	\$ 79,332,212
CATS Control Account	-	-	2,000,000	1,000,000	-
Subtotal	\$ 63,138,014	\$ 70,492,356	\$ 71,274,762	\$ 70,274,762	\$ 79,332,212

Maintenance of Effort

City of Charlotte	\$ 20,709,362	\$ 21,330,643	\$ 21,970,562	\$ 21,970,562	\$ 22,629,679
Subtotal	\$ 20,709,362	\$ 21,330,643	\$ 21,970,562	\$ 21,970,562	\$ 22,629,679

Operating Assistance

Federal CMAQ (for Service Expansions)	\$ -	\$ 4,000,000	\$ 7,200,000	\$ 7,200,000	\$ 6,323,000
City of Charlotte - GoldLine Phase 1	1,533,357	1,920,596	1,736,360	1,736,360	1,471,896
NCDOT (I-77 Mitigation)	-	908,350	265,500	521,351	-
Sugar Creek (I-77 Mitigation)	-	216,317	61,805	61,805	-
Subtotal	\$ 1,533,357	\$ 7,045,263	\$ 9,263,665	\$ 9,519,516	\$ 7,794,896

Non Operating Revenue

Grant Funded Operating Projects - Fed	\$ 390,749	\$ 10,004,618	\$ 8,796,605	\$ 8,796,605	\$ 18,593,704
Grant Funded Operating Projects - State	-	155,090	231,352	231,352	221,237
State Maintenance Assist. Prog. (SMAP)	11,451,036	11,063,205	7,883,581	7,867,826	7,883,581
Mecklenburg County	192,942	192,942	192,942	192,942	192,942
Town of Huntersville	18,566	18,566	18,566	18,566	18,566
City of Charlotte- TOD Match	-	-	200,000	-	200,000
Gastonia- TOD Match	-	-	20,000	-	20,000
Belmont- TOD Match	-	-	10,000	-	10,000
Subtotal	\$ 12,053,293	\$ 21,434,421	\$ 17,353,046	\$ 17,107,291	\$ 27,140,030

TOTAL OPERATING REVENUES

\$ 129,902,809	\$ 150,874,023	\$ 156,179,637	\$ 151,292,638	\$ 170,508,514
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Appendix 4 – Operating Budget

Operating Expenses

		FY2017 Actuals	FY2018 Actuals	FY2019 Amended Budget	FY2019 Year-End Projection	FY2020 Proposed Budget
<u>Transportation Services</u>						
411060	Treasury/Revenues	\$ 1,323,198	\$ 1,370,044	\$ 1,585,157	\$ 1,366,534	\$ 1,613,416
412010	Transit Center Operations	1,009,873	1,222,891	1,176,685	1,176,685	1,023,944
412020	Facilities	3,940,032	5,259,118	6,438,972	6,408,133	7,867,311
414020	Customer Svc & Information	1,526,409	1,663,151	1,938,192	1,856,765	2,150,494
415001	Bus General Management	205,914	365,133	837,330	406,632	871,141
415010	BOD - Operations	57,879,967	61,080,524	57,571,696	57,717,294	59,087,820
415011	BOD - Administration	2,045,399	2,116,774	2,145,763	2,145,763	2,112,736
415012	BOD - Maintenance	13,914,622	20,721,194	19,385,959	18,513,973	20,687,715
415013	BOD - STS Maintenance	848,529	1,167,669	824,312	1,274,235	1,001,384
415020	County Human Svc Transp	307,025	307,150	315,180	315,180	315,180
418010	Planning And Scheduling	1,204,223	1,286,085	1,594,593	1,500,408	3,306,037
415040	Van Pool Division	554,679	645,113	669,907	573,317	752,724
415050	Special Transportation Svc	8,369,907	8,121,632	9,295,651	8,551,301	9,432,546
416010	Light Rail Operations	5,852,164	8,225,569	11,268,460	10,947,500	11,814,553
416011	Light Rail Administration	1,035,184	1,339,551	1,733,307	1,487,542	1,726,640
416012	Light Rail Maintenance	1,892,842	7,124,052	7,278,464	6,924,057	8,933,726
416013	Maintenance of Way	2,034,845	3,169,314	4,654,373	4,255,077	5,181,255
416020	CityLYNX GoldLine	1,165,354	1,051,718	1,736,358	1,632,086	1,503,106
417010	Transit Security	5,678,982	6,737,236	8,843,273	8,277,670	9,782,674
Subtotal		\$ 110,789,146	\$ 132,973,918	\$ 139,293,632	\$ 135,330,152	\$ 149,164,403
<u>Executive & Administration</u>						
411010	Administration Division	\$ 1,594,237	\$ 2,094,067	\$ 1,655,401	\$ 1,622,819	\$ 2,271,692
411020	Procurement Services	543,166	552,158	559,229	423,794	582,723
419010	HR and Civil Rights	553,442	571,154	693,316	700,903	1,145,465
411040	Executive Division	608,802	607,528	998,713	995,322	1,007,956
411050	MTC & Committees Division	67,372	66,474	51,775	51,308	67,334
411070	City Support Costs	3,795,407	4,411,542	5,140,375	5,140,375	6,050,016
Subtotal		\$ 7,162,425	\$ 8,302,923	\$ 9,098,809	\$ 8,934,521	\$ 11,125,186
<u>Transit Development</u>						
413001	Development	\$ 474,544	\$ 1,200,025	\$ 3,050,188	\$ 1,341,421	\$ 4,550,630
413002	Quality Assurance	407,376	282,323	351,087	203,794	400,665
Subtotal		\$ 881,920	\$ 1,482,347	\$ 3,401,275	\$ 1,545,215	\$ 4,951,295
<u>Marketing & Technology</u>						
414010	Marketing & Communications	\$ 1,390,721	\$ 1,679,899	\$ 2,169,262	\$ 2,054,605	\$ 1,593,381
414030	Technology	1,138,212	859,904	1,976,678	1,768,163	2,692,648
Subtotal		\$ 2,528,933	\$ 2,539,803	\$ 4,145,940	\$ 3,822,768	\$ 4,286,029
Transfer to Capital		\$ 9,241,562	\$ 4,607,165	\$ 239,982	\$ 239,982	\$ 981,601
Total Operating Expenses		\$ 130,603,986	\$ 149,906,156	\$ 156,179,638	\$ 149,872,638	\$ 170,508,514

	FY2018	FY2019
	Actuals	Adopted Budget
REVENUES		
Federal Grants-BLE	\$ 3,125,412	\$ 78,194,100
Federal Grants- Non-BLE	2,922,193	2,930,075
State Grants-BLE	1,562,706	26,597,050
State Grants-Non-BLE	-	-
Local Sales Tax	14,211,644	18,224,238
Interest on Investments	55,265	-
TOTAL REVENUES	\$ 21,877,220	\$ 125,945,463

EXPENSES		
Principal Payments-BLE	\$ -	\$ 103,740,857
Principal Payments-Non-BLE	4,825,000	5,065,000
Interest Payments-BLE	11,608,851	11,914,200
Interest Payments-Non-BLE	5,332,882	5,111,406
Other Payments	110,487	114,000
Transfers to Other	-	-
TOTAL EXPENSES	\$ 21,877,220	\$ 125,945,463

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2020-FY2024
	Proposed Budget	Plan	Plan	Plan	Plan	Total
REVENUES						
Federal Grants-BLE	\$ 68,965,088	\$ 6,766,200	\$ 1,847,100	\$ -	\$ -	\$ 77,578,388
Federal Grants- Non-BLE	2,928,075	2,927,075	2,929,475	2,929,475	2,927,875	14,641,975
State Grants-BLE	26,036,050	25,923,550	17,251,462	-	-	69,211,062
State Grants-Non-BLE	-	-	-	-	-	-
Local Sales Tax	17,667,788	17,552,289	17,552,639	16,632,088	17,105,259	86,510,063
Interest on Investments	-	-	-	-	-	-
TOTAL REVENUES	\$ 115,597,001	\$ 53,169,114	\$ 39,580,676	\$ 19,561,563	\$ 20,033,134	\$ 247,941,488
EXPENSES						
Principal Payments-BLE	\$ 95,741,276	\$ 33,900,194	\$ 20,423,975	\$ 4,221,812	\$ 4,348,466	\$ 158,635,723
Principal Payments-Non-BLE	5,300,000	5,555,000	5,790,000	6,060,000	6,286,600	28,991,600
Interest Payments-BLE	9,562,768	8,979,963	8,864,994	5,045,044	5,196,395	37,649,164
Interest Payments-Non-BLE	4,878,957	4,619,957	4,387,707	4,120,707	4,087,673	22,095,001
Other Payments	114,000	114,000	114,000	114,000	114,000	570,000
Transfers to Other	-	-	-	-	-	-
TOTAL EXPENSES	\$ 115,597,001	\$ 53,169,114	\$ 39,580,676	\$ 19,561,563	\$ 20,033,134	\$ 247,941,488

Appendix 5 – Debt Service Summary



BLE = Blue Line Extension

Debt Service Revenue Details

REVENUES

BLE- COPS Principal Only

	FY2020 Proposed Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2020-FY2024 TOTAL
Federal	\$ 66,892,988	\$ 4,919,100	\$ -	\$ -	\$ -	\$ 71,812,088
State	25,000,000	25,000,000	16,327,912	-	-	\$ 66,327,912
Local	-	-	-	-	-	\$ -
Subtotal	\$ 91,892,988	\$ 29,919,100	\$ 16,327,912	\$ -	\$ -	\$ 138,140,000

BLE - COPS Interest Only

Federal (50%)	\$ 2,072,100	\$ 1,847,100	\$ 1,847,100	\$ -	\$ -	\$ 5,766,300
State (25%)	1,036,050	923,550	923,550	-	-	\$ 2,883,150
Local (25%)	1,036,050	923,550	923,550	-	-	\$ 2,883,150
Subtotal	\$ 4,144,200	\$ 3,694,200	\$ 3,694,200	\$ -	\$ -	\$ 11,532,600

BLE - TIFIA Only - Principal & Interest

Federal (0%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State (0%)	-	-	-	-	-	\$ -
Local (100%)	9,266,856	9,266,857	9,266,857	9,266,856	9,544,862	\$ 46,612,288
Subtotal	\$ 9,266,856	\$ 9,266,857	\$ 9,266,857	\$ 9,266,856	\$ 9,544,862	\$ 46,612,288

Non-BLE - Principal & Interest

2013C COPS

Federal (80%)	\$ 2,928,075	\$ 2,927,075	\$ 2,929,475	\$ 2,929,475	\$ 2,927,875	\$ 14,641,976
State (0%)	-	-	-	-	-	\$ -
Local (20%)	732,019	731,769	732,369	732,369	731,969	\$ 3,660,494
Subtotal	\$ 3,660,094	\$ 3,658,844	\$ 3,661,844	\$ 3,661,844	\$ 3,659,844	\$ 18,302,470

2008A COPS (100% Local)

2015B COPS (100% Local)	\$ 2,352,000	\$ 2,352,750	\$ 2,350,750	\$ 2,351,000	\$ 2,421,530	\$ 11,828,030
Other (100% Local)	4,166,863	4,163,363	4,165,113	4,167,863	4,292,899	\$ 20,956,101
	114,000	114,000	114,000	114,000	114,000	\$ 570,000
Subtotal	\$ 6,632,863	\$ 6,630,113	\$ 6,629,863	\$ 6,632,863	\$ 6,828,429	\$ 33,354,131

TOTAL REVENUES

	\$ 115,597,001	\$ 53,169,114	\$ 39,580,676	\$ 19,561,563	\$ 20,033,134	\$ 247,941,488
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Appendix 5 – Debt Service Summary



BLE = Blue Line Extension

Debt Service Expense Details												
PRINCIPAL												
Blue Line Extension												
2013B COPS	\$	76,892,988	\$	29,919,100	\$	16,327,912	\$	-	\$	-	\$	123,140,000
2013F COPS		15,000,000		-		-		-		-		15,000,000
2015D TIFIA		3,848,288		3,981,094		4,096,063		4,221,812		4,348,466		20,495,723
Subtotal	\$	95,741,276	\$	33,900,194	\$	20,423,975	\$	4,221,812	\$	4,348,466	\$	158,635,723
Non-Blue Line Extension												
2008A COPS	\$	1,085,000	\$	1,140,000	\$	1,195,000	\$	1,255,000	\$	1,292,650	\$	5,967,650
2013C COPS		2,045,000		2,140,000		2,250,000		2,340,000		2,455,000		11,230,000
2015B COPS		2,170,000		2,275,000		2,345,000		2,465,000		2,538,950		11,793,950
Subtotal	\$	5,300,000	\$	5,555,000	\$	5,790,000	\$	6,060,000	\$	6,286,600	\$	28,991,600
INTEREST												
Blue Line Extension -COPS Only												
2013B COPS	\$	3,694,200	\$	3,694,200	\$	3,694,200	\$	-	\$	-	\$	11,082,600
2013F COPS		450,000		-		-		-		-		450,000
Subtotal	\$	4,144,200	\$	3,694,200	\$	3,694,200	\$	-	\$	-	\$	11,532,600
Blue Line Extension - TIFIA Only												
2015D TIFIA	\$	5,418,568	\$	5,285,763	\$	5,170,794	\$	5,045,044	\$	5,196,395	\$	26,116,564
Subtotal	\$	5,418,568	\$	5,285,763	\$	5,170,794	\$	5,045,044	\$	5,196,395	\$	26,116,564
Non-Blue Line Extension												
2008A COPS	\$	1,267,000	\$	1,212,750	\$	1,155,750	\$	1,096,000	\$	1,128,880	\$	5,860,380
2013C COPS		1,615,094		1,518,844		1,411,844		1,321,844		1,204,844		7,072,470
2015B COPS		1,996,863		1,888,363		1,820,113		1,702,863		1,753,949		9,162,151
Subtotal	\$	4,878,957	\$	4,619,957	\$	4,387,707	\$	4,120,707	\$	4,087,673	\$	22,095,001
INTEREST												
Other Fees												
Subtotal	\$	114,000	\$	114,000	\$	114,000	\$	114,000	\$	114,000	\$	570,000
	\$	114,000	\$	114,000	\$	114,000	\$	114,000	\$	114,000	\$	570,000
TOTAL EXPENSES												
	\$	115,597,001	\$	53,169,114	\$	39,580,676	\$	19,561,563	\$	20,033,134	\$	247,941,488

Appendix 6 – Capital Expenditure Details



	FY2020 Preliminary Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	Total FY2020 - FY2024
CAPITAL REVENUES						
Federal Funding						
Formula Apportionment	\$ 8,080,889	\$ 8,582,885	\$ 8,261,855	\$ 8,251,044	\$ 8,240,448	\$ 41,417,121
Enhanced Mobility	-	-	-	-	-	-
Bus & Bus Facilities	3,110,281	1,969,000	1,998,000	2,057,940	2,057,940	11,193,161
Federal New Starts	-	-	-	-	-	-
Total Federal Funding	\$ 11,191,170	\$ 10,551,885	\$ 10,259,855	\$ 10,308,984	\$ 10,298,388	\$ 52,610,282
State Funding						
State Grants-Advanced Technology	\$ 212,220	\$ -	\$ -	\$ -	\$ -	\$ 212,220
Urban Match State Grants	1,415,608	1,588,132	1,105,948	1,050,740	1,126,780	6,287,208
Total State Funding	\$ 1,627,828	\$ 1,588,132	\$ 1,105,948	\$ 1,050,740	\$ 1,126,780	\$ 6,499,428
Local Funding						
Southend Station -Private Funding	\$ -	\$ -	\$ 1,894,052	\$ 1,949,260	\$ 1,873,220	\$ 5,716,532
Southend Station -Local Funding	1,415,608	1,581,717	1,105,948	1,050,740	1,126,780	6,280,793
Re-allocated to New Projects	1,500,000	-	-	-	-	1,500,000
CATS Operating Account	981,601	-	-	-	-	981,601
CATS Control Account	8,093,076	12,584,477	13,564,964	13,577,246	12,574,597	60,394,360
Total Local Funding	\$ 11,990,285	\$ 14,166,194	\$ 16,564,964	\$ 16,577,246	\$ 15,574,597	\$ 74,873,286
Carry Over Project Balance						
Re-allocated from Prior Year Savings- Federal	\$ 2,096,883	\$ -	\$ -	\$ -	\$ -	\$ 2,096,883
Re-allocated from Prior Year Savings- State	-	-	-	-	-	-
Re-allocated from Prior Year Savings- Local	3,062,074	-	-	-	-	3,062,074
Total Re-allocated	\$ 5,158,957	\$ -	\$ -	\$ -	\$ -	\$ 5,158,957
Continue Existing Projects- Federal	\$ 173,824,413	\$ -	\$ -	\$ -	\$ -	\$ 173,824,413
Continue Existing Projects- State	237,899	-	-	-	-	237,899
Continue Existing Projects- Local	44,059,279	-	-	-	-	44,059,279
Total Continue Existing Projects	\$ 218,121,591	\$ -	\$ -	\$ -	\$ -	\$ 218,121,591
Total Capital Revenues ¹	\$ 248,089,831	\$ 26,306,211	\$ 27,930,767	\$ 27,936,970	\$ 26,999,765	\$ 357,263,544

	FY2020 Preliminary Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	Total FY2020 - FY2024
CAPITAL EXPENDITURES						
State of Good Repair- Vehicle Replacement	\$ 10,746,761	\$ 12,641,199	\$ 11,613,344	\$ 12,318,543	\$ 12,714,889	60,034,736
State of Good Repair- Facilities & Others	1,129,656	-	-	-	-	1,129,656
Transit Safety & Security	1,358,384	1,173,316	222,144	223,897	226,136	3,203,877
Transit Long Range Capital Improvement	11,648,412	10,781,717	14,200,000	14,200,000	13,200,000	64,030,129
Non-Revenue Vehicle	1,240,200	685,010	530,320	390,530	320,740	3,166,800
Transit New Equipment	2,940,227	1,024,969	1,364,959	804,000	538,000	6,672,155
Transit- Other Programs	904,600	-	-	-	-	904,600
Carry Over Projects	218,121,591	-	-	-	-	218,121,591
Total Capital Expenditures ¹	\$ 248,089,831	\$ 26,306,211	\$ 27,930,767	\$ 27,936,970	\$ 26,999,765	\$ 357,263,544

Notes:
1. Excludes Grant-Funded Operating Projects totaling \$58.1 million for FY2020 – FY2024

Appendix 6 – Capital Expenditure Details



State of Good Repair- Vehicle Replacement													
FY2020		FY2021	FY2022	FY2023	FY2024	FY2020 - FY2024							
Proposed	Plan	Plan	Plan	Plan	Plan	TOTAL							
Bus Replacements	Bus	Annual Bus Replacements per year											
		Average cost includes cost of camera's and plant visits											
		FY20: Replace 10 Buses average cost \$680,018											
		FY21: Replace 14 Buses average cost \$611,921											
		FY22: Replace 13 Buses average cost \$629,824											
		FY23: Replace 14 Buses average cost \$647,727											
		FY24: Replace 14 Buses average cost \$665,630											
		Total Annual STS Replacements= 17 per year											
		Approximate Vehicle cost per year includes camera's and plant visit											
		FY20: \$100,411											
FY21: \$103,470													
FY22: \$106,621													
FY23:\$109,867													
FY24: \$113,209													
STS Replacements	STS												
Vanpool Replacements	Vanpool	Annual Vanpool Replacements and expansion vehicles per year											
		Approximate Vehicle cost per year includes camera's and plant visit											
		FY20: 16 replacement and 5 expansions= 21											
		6 Vans + 15 Minivans											
		15 (7) passenger vans + 6 (15) Passenger Vans											
		FY22: 14 Replacements											
		10 minivans + 4 Vans											
		FY23: 9 Replacements											
		2 (15) passenger vans+ 7 (7) passenger Vans											
		FY24: 21 Replacements											
15 minivans+ 6 Vans													
Bus	Bus	NCDOT Urban Match for Bus Purchases											
State of Good Repair- Facilities & Others	Facilities	Replace HVAC units at South Tryon Bus Facility to improve energy consumption and reduce cost. Replacements include Boilers, Chillers and Air Handlers											
		Replace Bus Wash at North Davidson Maintenance Facility											
Safety & Security	Safety & Security	Replace Camera's along the alignment											
		Relocate Dispatch to Sugar Creek parking deck; replace existing cameras on the wall, purchase the correct consoles and upgrade various operating systems.											
		Replace /Upgrade Camera on Rail, Fixed Route Bus & STS Vehicles											
Transit Long Range Capital Improvement	BLE - Local Share	Continue funding the local share of the BLE project											
		Continue federal funding for the BLE project											
		Results from 2 year ADA Assessment to implement corrections, enhancements and improvements required under ADA											
		Complete design and construct a new Station											
		15% - 30% Design/Draft Environmental Impact Statement for SilverLine											
New Southend Station	Silver Line Design												
Subtotal	Subtotal												

Appendix 6 – Capital Expenditure Details



Non-Revenue Vehicle		FY2020 Proposed	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2020 - FY2024 TOTAL	
Bus Operations (BOD) Non Revenue Vehicle	Bus	Total Annual replacement per year = 5 Approximately \$25,000 per vehicle + 3% escalation plus \$7,700 for Safety Equipment and Radios	\$ 132,700	\$ 136,450	\$ 140,200	\$ 143,950	\$ 151,200	\$ 704,500
	Bus	Total Annual Replacement	213,500	219,800	226,100	79,800	-	739,200
	Revenue Vehicle	FY20=3 FY21=3 FY22=3 FY23=1						
	Bus	Approximately \$70,000 per vehicle + 3% escalation plus \$3,500 for equipment						
	Bus	Total Annual Replacement per year = 4 Approximately \$46,000 per vehicle + 3% escalation plus \$3,000 for Cameras, \$2,000 for Branding and \$1,500 for safety equipment	98,500	101,260	104,020	106,780	109,540	520,100
Rail Trans. Non Rev Vehicle Replacement	Bus	Replace current vehicle with a small 4x4 SUV	33,000	-	-	-	-	33,000
MOW Track - Non Revenue Response Vehicles	Bus	FY20= Replace CTU-045 with F350 Hi Rail Truck FY21= Replace two four door sedans, CTA-060 & CTA-062, with two small SUVs	85,000	60,000	-	-	-	145,000
MOW Train Control- Non Revenue Response Vehicles	Bus	Replace two trucks, CT1114 & CT1115	133,000	-	-	-	-	133,000
MOW Traction Power- Non Revenue Response Vehicles	Bus	Replace CTU-047, 2005 Truck	66,500	-	-	-	-	66,500
Emergency Response Vehicle	Rail	Joint vehicle for RCM & MOW to service and rescue stranded LRVs on the alignment. The current swing master is not adequate to rescue an LRV on the Blue Line Extension. MOW will be able to use the vehicle to assist in replacing OCS and moving track section, along with other required maintenance.	446,000	107,500	-	-	-	553,500
Facilities Maintenance Support Vehicles	Bus	Replace Non Revenue Vehicles used by Facilities CTU-011: 2006 CTU-018: 2005 CTA-061: 2005 CTA-023: 2003	32,000	60,000	60,000	60,000	60,000	272,000
Subtotal		\$ 1,240,200	\$ 685,010	\$ 530,320	\$ 390,530	\$ 320,740	\$ 3,166,800	
Transit New Equipment								
City Federated VMS Project	Technology	The City is procuring a federated video system to focus around the Genetec Technology. The VMS solution will reduce the number of recorders and increase system capability to share video with City Departments	\$ 1,500,000	\$ 549,000	\$ 1,000,000	\$ 770,000	\$ -	\$ 3,819,000
Server Refresh (TMP 2.4)	Technology	Yearly refresh of older servers. Useful life span is four years per City standards	130,500	164,000	133,500	34,000	538,000	1,000,000
Steam Bay Lifts	Bus	Purchase three (3) steam bay lifts for North Davidson Maintenance Facility.	379,391	-	-	-	-	379,391
MOW Track Backhoe	Rail	Purchase a Backhoe to avoid monthly rental cost of \$2,000 per month. Backhoe is a normal working component of maintenance and will include a trailer to move pieces of machinery around the alignment as needed	100,000	-	-	-	-	100,000
City of Charlotte ERP Initiatives	Finance	Amount represents CATS portion of City's CIP expenses (~11% of total): MUNIS upgrades; reporting solutions; MWSBE/DBE module; training initiatives; travel module; eProcurement module; Budget System upgrade	262,285	311,969	231,459	-	-	805,713
Mobile Application	Technology	Mobile application and ticketing	218,051	-	-	-	-	218,051
Contingency for IT Projs			100,000	-	-	-	-	100,000
Rail Shop Equipment	Rail	Equipment for MOW/ Rail Maintenance	250,000	-	-	-	-	250,000
Subtotal		\$ 2,940,227	\$ 1,024,969	\$ 1,364,959	\$ 804,000	\$ 538,000	\$ 6,672,155	
Transit-Other Programs								
Enhanced Mobility	Civil Rights	Subrecipient & CATS project proposals are submitted annually for review	\$ -	\$ -	\$ -	\$ -	\$ -	-
Private Mobile Network	Technology	Replace mobile gateway modems on bus and rail for compatibility with City Vendor. The current City vendor provides a private mobile band for secure data communications and guaranteed bandwidth	904,600	-	-	-	-	904,600
		Projected funded with FY20 NCDOT Advanced Technology Grant and Carryover funds from Formula 17						
Subtotal		\$ 904,600	\$ -	\$ -	\$ -	\$ -	\$ -	904,600
Grant-Funded Capital Projects Subtotal		\$ 29,968,240	\$ 26,306,211	\$ 27,980,767	\$ 27,936,970	\$ 26,999,765	\$ 139,141,953	

Appendix 6 – Capital Expenditure Details



Carry Over Capital Projects

Unexpended appropriations, estimated as of February 28,2019, for previously authorized multi-year capital projects or grant projects are re-appropriated for expenditure in FY2020; local grant-matching obligations that were previously authorized as part of multi-year grant projects are also re-appropriated for expenditure in FY2020.

		FY2020 Proposed	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2020 - FY2024 TOTAL
Administration	2030 System/Value Capture	\$ 139,722				\$	139,722
Facilities	5310 Bus Stops	234,916					234,916
Development	5310 Goodwill Bus Stop	11,407					11,407
STS	5310 STS Scheduling Software	550,000					550,000
Development	Bus Maintenance Facilities Improvement	10,117					10,117
Development	Bus Payroll System Upgrade	92,789					92,789
Development	Bus Replacements	21,082,091					21,082,091
Facilities	Bus Stop Improvements	278,667					278,667
Administration	City of Charlotte ERP (IT) Initiatives	115,076					115,076
Rail	Civil Engineering/Design Services	815,162					815,162
Safety & Security	Core Replacement at Facilities	218,854					218,854
Facilities	CTC Maintenance Facilities Improvement	12,592					12,592
Rail	Drainage Improvements	367,203					367,203
Technology	Fare Collection System Replacement	878,547					878,547
Bus	Hastus System	477,496					477,496
Technology	Interactive Voice Response System	611,952					611,952
Technology	Light Rail VMF Network Infrastructure Refresh	218,760					218,760
Development	LYNX Blue Line Capacity Expansion Project	534,488					534,488
Development	LYNX Blue Line Extension	172,960,366					172,960,366
Development	LYNX Blue Line Extension- Non-FFGA	3,200,886					3,200,886
Technology	Mobile Application-Real Time	166,186					166,186
Safety & Security	Mobile Video Replacement	46,431					46,431
Rail	MOW - Signal & Traction Power Battery Replacement	200,000					200,000
Rail	MOW Track-Non Revenue Response Vehicles	1,383,000					1,383,000
Facilities	ND BOD Shop Equipment	32,905					32,905
STS	New Southend Station	261,380					261,380
Bus	Non Revenue Vehicle- Development	45,000					45,000
Bus	Non Revenue Vehicle- Technology	21,000					21,000
Bus	Non Revenue Vehicles	803,000					803,000
Bus	Non Revenue Vehicles- Rail	1,026,000					1,026,000
Bus	Non Revenue Vehicles-Facilities	32,000					32,000
Technology	Passenger Information Display	108,200					108,200
Bus	S. Tryon BOD Shop Equipment	79,367					79,367
Safety & Security	Blue Line Camera Replacement	223,038					223,038
Safety & Security	Cody System Replacement	200,000					200,000
Safety & Security	Security Enhancements	267,692					267,692
Facilities	South Corridor Beautification Project	334,115					334,115
Technology	South Tryon Network Infrastructure Refresh	298,760					298,760
STS	STS Vehicle Replacements	1,985,499					1,985,499

Appendix 6 – Capital Expenditure Details



		FY2020 Proposed	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2020 - FY2024 TOTAL
Carry Over Capital Projects							
Rail	Track 4 Fall Protection Improvement	325,440					325,440
Rail	Track Reprofile & Alignment	392,129					392,129
Facilities	Transit Amenities	91,181					91,181
Rail	Transit Bridge Program	436,846					436,846
Technology	Transit Center Camera Upgrade	462,229					462,229
Technology	Transit Signal Priority	156,713					156,713
Rail	UPS Equipment Upgrade	1,000,000					1,000,000
Vanpool	Vanpool Replacements	643,183					643,183
Technology	Workstation & Server Refresh	400,000					400,000
Administration	Misc. Capital Projects	3,889,207					3,889,207
Carry Over Projects Subtotal		\$ 218,121,591	\$ -	\$ -	\$ -	\$ -	\$ 218,121,591
<hr/>							
TOTAL Including Carry Over Capital Projects, Excluding Grant-Funded Operating Projects		\$ 248,089,831	\$ 26,306,211	\$ 27,930,767	\$ 27,936,970	\$ 26,999,765	\$ 357,263,544

Appendix 7 – Grant-Funded Operating Projects



CIP Revenues & Grant Funded Operating Projects – Federal Share Only

		FY2020	FY2021	FY2022	FY2023	FY2024	FY2020 -
		Proposed	Plan	Plan	Plan	Plan	FY2024
							TOTAL
Grant Funded Operating Projects- Federal Share Only							
Regional Transit Plan Study- UPWP Projects	Development	NCDOT Highway Planning Funds (\$647,000) and Funds from Gastonia (\$90,000) for Regional Transit Plan Study					
	Development	\$ 737,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,337,000
Transit Oriented Development	Development	920,000	-	-	-	-	920,000
ADA Study-UPWP Projects	Development	260,000	-	-	-	-	260,000
Enhanced Mobility Project Administration	Civil Rights	1,881,860	891,980	891,980	891,980	891,980	5,449,780
Workstations	Technology	174,440	223,600	261,984	233,120	225,120	1,118,264
Preventive Maintenance- Facilities	Facilities	24,000					24,000
Preventive Maintenance - Bus	Bus	6,213,998	4,305,000	4,305,000	4,305,000	4,305,000	23,433,998
Preventive Maintenance - Rail	Rail	5,778,134	850,000	850,000	850,000	850,000	9,178,134
Preventive Maintenance - STS	STS	375,000	375,000	375,000	375,000	375,000	1,875,000
Engines & Transmissions	Bus	625,000	625,000	625,000	625,000	625,000	3,125,000
570 Overhaul Engineering	Rail	419,922	258,301	297,046	208,283	266,050	1,449,602
570 Overhaul Equipment		1,184,350	1,430,123	1,773,495	2,258,866	2,326,632	8,973,466
The S70 Overhaul Program will cover the following projects: Truck Overhaul, necessary maintenance upgrades of LRV systems and sub-system. This project covers the OEM recommended maintenance services at directed intervals for vehicle systems. The systems covered are: Pantograph, Coupler, Trucks, Wheel Axles sets (traction motors and Gearboxes), Auxiliary Power inverter, Doors, HVAC, Propulsion, Communication, Destination Braking system Event recorder and Journal Bearings. This overhaul budget covers the 20 vehicle fleet. The 10 year overhaul preliminary estimates are included in this budget. The projected cost for the 10 year overhaul will be estimated 12 million dollars. The S70 overhaul program will be performed by contractor.							
Grant-Funded Operating Projects Subtotal		\$ 18,593,704	\$ 9,359,004	\$ 9,779,505	\$ 10,147,249	\$ 10,264,782	\$ 58,144,244

Charlotte Gateway Station			
Sources of Capital Funding	Funding Share	Proposed	
<u>Federal Railroad Administration Cooperative Agreement</u>			
Federal TIGER VII Grant Program (FRA)	55.3310%	\$	30,000,000
Match to TIGER VII Grant	44.6690%		22,719,131
FRA Federal Project Total	100.0000%	\$	52,719,131
Federal Highway Administration Block Grant	80.0000%	\$	13,880,000
Match to FHWA Block Grant	20.0000%		3,470,000
Non-FRA Federal Project Total	100.0000%	\$	17,350,000
STI funds		\$	5,821,005
City of Charlotte funds			9,104,710
FRA Cooperative Agreement Total		\$	84,994,846
<u>Federal Transit Administration Grants</u>			
Federal Grants NC-03-0064, NC-03-0077, NC-04-0006 & NC-04-0018 for engineering & construction	80.0000%	\$	22,943,389
Match to FTA	20.0000%		5,866,926
FTA Project Total	100.0000%	\$	28,810,315
<u>Other Funding Sources & Uses</u>			
Surface Transportation Block Grant		\$	1,400,000
Strategic Transportation Investments (STI- Preliminary Engineering & Construction)		\$	10,659,864
Proceeds from Sale of Land			13,768,000
NCDOT Rail Division PE Funds			400,000
City of Charlotte funds for engineering, construction & other uses			23,895,290
Other Funding Sources Total		\$	50,123,154
TOTAL PROJECT BUDGET		\$	163,928,315



CityLYNX Goldline Phase II		
Sources of Capital Funding	Funding Share	Amount
Federal Section 5309 Small Starts Federal Funds	50%	\$ 74,999,999
Local Funds (City of Charlotte)	50%	75,000,000
TOTAL PROJECT BUDGET	100%	\$ 149,999,999
Uses of Capital Funding (Expense as of 02/28/2019)	Budget	Expense Amount
10. Guideway & Track Elements	\$ 18,549,374	\$ 1,910,248
20. Stations, Stops, Terminals, Intermodal	1,747,200	-
30. Support Facilities: Yards, Shops, Admin Buildings	-	-
40. Sitework & Special Conditions	31,185,674	9,867,705
50. Systems	26,514,844	1,049,770
60. ROW, Land, Exisiting Improvements	1,201,415	656,789
70. Vehicles	41,319,984	11,760,918
80. Professional Services	22,528,395	15,938,127
90. Unallocated Contingency	6,953,113	-
100. Finance Charges	-	-
100% Local Funded Art in Transit	-	118,285
TOTAL PROJECT EXPENSE	\$ 149,999,999	\$ 41,301,842

Appendix 9 – FY2020 Budget Schedule



Month	Date	Present/Deliver To	Details
Nov	2	City Strategy & Budget	FY20-FY24 Capital Budget & FY20 – FY29 Capital Needs Assessment due to City Budget
	21	City Strategy & Budget	FY20/21 Operating Budget due to City Budget
Jan	23	Metropolitan Transit Commission (MTC)	CEO Recommended Budget: Overview
Feb	7	Council Budget Committee	CEO Recommended Budget: Overview
	7	Transit Services Advisory Committee (TSAC)	CEO Recommended Budget: Overview
	19	Citizen Transit Advisory Group (CTAG)	CEO Recommended Budget: Overview
	20	MTC Managers	Presentation of Key Operating Programs: <ul style="list-style-type: none"> • Bus/STS/Vanpool • Service Planning • Light Rail/Streetcar/Facilities • Safety & Security
	20	City Council Budget Workshop	CEO Recommended Budget: Overview
	27	MTC	Presentation of Key Operating Programs: <ul style="list-style-type: none"> • Bus/STS/Vanpool • Service Planning • Light Rail/Streetcar/Facilities • Safety & Security
Mar	20	MTC Managers	Presentation of Key Community Investment Plan (CIP)
	27	MTC	Presentation of Key Community Investment Plan (CIP)
Apr	16	CTAG	Presentation of Adjustments to FY2020 Preliminary Budget Recommendation of CEO Recommended Budget to MTC
	17	MTC Managers	Recommendation of CEO Recommended Budget to City Council
	24	MTC	Recommendation of CEO Recommended Budget to City Council
Jun		City Council	Adopt Budget

RESOLUTION
No. 2019-02

ADOPTION OF THE FY2020 TRANSIT OPERATING BUDGET, FY2020 TRANSIT DEBT SERVICE BUDGET AND FY2020-2024 COMMUNITY INVESTMENT PLAN

A motion was made by _____ and seconded by _____ for the adoption of the following resolution, and upon being put to a vote was duly adopted by the Metropolitan Transit Commission (MTC).

WHEREAS, The Amended Transit Governance Interlocal Agreement (11-28-2005) provides that the Chief Transit Official shall submit to the MTC by January 30 of each year a proposed transit budget and program delineating the public transit services, activities and programs to be undertaken in the upcoming fiscal year starting July 1, and the financial resources required to carry out the services, activities and programs, and

WHEREAS, the Chief Transit Official provided budget and program recommendations to the MTC on January 23, 2019, which have been developed in compliance with CATS Mission, Vision, Strategic Goals and Financial and Fare Policies, and

WHEREAS, the Chief Transit Official's recommended budgets and programs have been reviewed by the Citizens Transit Advisory Group and the Transit Services Advisory Committee in accordance with the provisions of the Transit Governance Interlocal Agreement and the Metropolitan Transit Commission Rules of Procedures, and

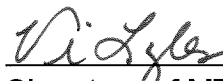
WHEREAS the Metropolitan Transit Commission has reviewed the recommended FY2020 Transit Operating and Debt Service Budgets and Programs and the FY2020-2024 Community Investment Plan and Projects to determine the transit program plans for meeting transportation needs of the Charlotte-Mecklenburg community,

NOW THEREFORE, be it resolved that the Metropolitan Transit Commission hereby

1. Approves the FY2020 Transit Operating Budget, the FY2020 Transit Debt Service Budget and the FY2020-2024 Transit Community Investment Plan (attached to this Resolution)
2. Authorizes Chief Transit Official to present the FY2019 Transit Operating Budget, the FY2019 Debt Service Budget and the FY2020-2024 Community Investment Plan to the Charlotte City Council for their review, approval and inclusion in the City of Charlotte's FY2020 Budget Ordinance.

This resolution shall take effect immediately upon its adoption.

I, Mayor Vi Lyles (City of Charlotte), Chairman of the Metropolitan Transit Commission do hereby certify that the above Resolution is a true and correct documentation of the MTC's action from their meeting duly held on April 24, 2019.

A handwritten signature in cursive script, appearing to read "Vi Lyles", is written over a horizontal line.

Signature of MTC Chairperson



FY2020 Proposed Operating & Debt Service Budgets


FY2020-FY2024 Proposed Community Investment Plan


Overview of Key Changes

Presented to

Metropolitan Transit Commission

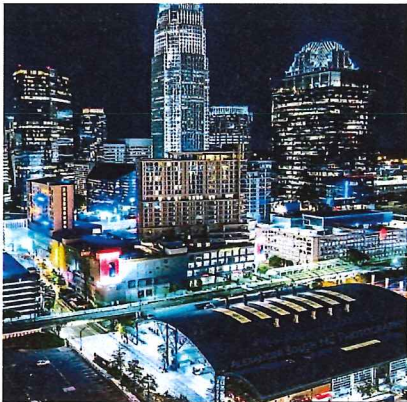
April 24, 2019


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Agenda

FY2020 Proposed Budget

- I. Budget Summary of Events
- II. Key Changes from Preliminary Operating Budget
- III. Key Changes from Preliminary Debt Service Budget
- IV. Key Changes from Preliminary Capital Budget
- V. FY2020 Proposed Budgets
- VI. Next Steps









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Budget Summary of Events

FY2020 Proposed Budget Summary of Events

- ✓ MTC Preliminary Budget Presentation
 - January 23, 2019
- ✓ TSAC Budget Presentation
 - February 14, 2019
- ✓ CTAG Preliminary Budget Presentation
 - February 19, 2019
- ✓ MTC Preliminary Operating & Capital Budget Highlights
 - February 27, 2019 and March 27, 2019
- ✓ CTAG Presentation of Proposed Operating, Capital and Debt Service Budgets
 - April 16, 2019











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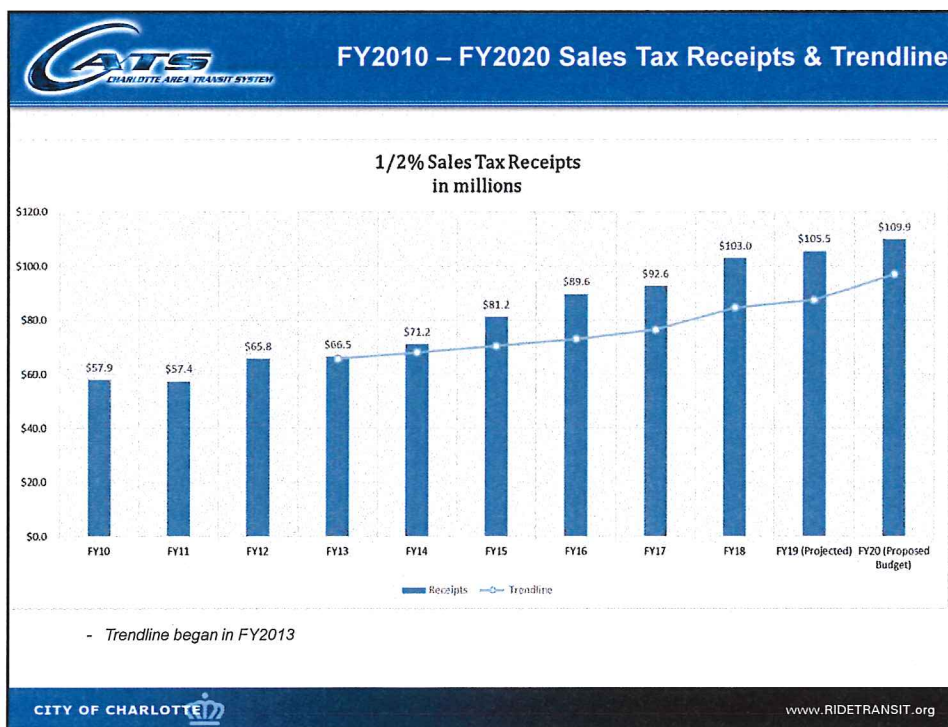



FY2020 Proposed Budget Summary of Changes

BUDGET SUMMARY					
	FY2020 Preliminary Budget (millions)	FY2020 Proposed Budget (millions)	Variance (millions)	Variance (%)	
Revenue:					
Operating Revenues	\$ 162.4	\$ 170.5	\$ 8.1	5.0%	
CATS Control Account	-	-	-	-	
Total Operating Revenue	\$ 162.4	\$ 170.5	\$ 8.1	5.0%	
Expenses:					
Operating Expenses	\$ 162.4	\$ 169.5	\$ 7.1	4.4%	
Transfer to Capital	-	1.0	1.0	-	
Total Operating Expenditures and Transfers	\$ 162.4	\$ 170.5	\$ 8.1	5.0%	
Debt Service Budget	\$ 115.3	\$ 115.6	\$ 0.3	0.3%	
Community Investment Plan (CIP) Budget	\$ 24.5	\$ 248.1	\$ 223.6	912.7%	
Staffing Service Level Changes (FTE):					
CATS	17.0	48.0	31.0	182.4%	
Contracted BOD Transit Management	-	10.0	10.0	-	
Contracted Security Officers	-	-	-	-	

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<div>  <div>Key Changes in Operating Budget</div> </div>	
Operating Revenues	Operating Expenses
\$162.4 M FY2020 Preliminary Budget \$ 3.8 M Additional increase in Sales Tax Trendline \$ 0.3 M Federal Operating Assistance for I-77 Service \$ 4.0 M Additional Non-Operating Revenue <hr/> \$170.5 M FY2020 Proposed Budget	\$162.4 M FY2020 Preliminary Budget \$ 0.6 M Increase City Cost Allocation & Admin \$ 2.3 M Additional Personal Services \$ 0.9 M Additional Transportation Services \$ 1.6 M Carryover Planning Studies \$ 1.7 M Transfer of Enhance Mobility Program \$ 1.0 M Transfer to CIP <hr/> \$170.5 M FY2020 Proposed Budget
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FY2020 Service Level Changes

+ 48 FTE positions address operations and regulatory needs

- 1 Rail Training Specialist
- 10 Rail Transportation Elect. Technician II's
- 2 Rail Car Maintenance Supervisors
- 2 Rail Maintenance Assistants
- 1 HR Administrative Officer II
- 3 Security Coordinators
- 6 STS Temps to Full-Time
- 1 Gold Line Field Operations Supervisor
- 10 Gold Line Rail Operators
- 2 Gold Line Rail Track Maintainers
- 1 Gold Line Traction Power Technician
- 9 Gold Line Rail Transportation Elect. Technician II's


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Staffing Summary


- **City Positions**


582.75 Full Time Equivalent Regular City Positions


3.0 Temporary Positions and Intern Positions
- **Contracted Positions**

838.00 Full Time Equivalent Transit Management Of Charlotte Positions -
Bus Operations (Bus Operators, Maintenance & Administrative)

108.05 Full Time Equivalent Positions - Contracted Security Officers




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FY2020 Proposed Debt Service Budget Changes

- \$115.5 million Debt Service Budget**
Transit Sales Tax, Federal and State grant funds pay annual principal and interest expenses

Project	Funding	FY2018 Actuals (millions)	FY2019 Adopted Budget (millions)	FY2020 Preliminary Budget (millions)	FY2020 Proposed Budget (millions)
Blue Line Extension	Federal	\$ 3.1	\$ 78.2	\$ 68.9	\$ 69.0
	State	1.6	26.6	26.0	26.0
	Local	8.2	10.9	10.2	10.3
Blue Line & Transit Facilities	Local	5.4	6.6	6.6	6.7
South Tryon Bus Garage	Federal	2.9	2.9	2.9	2.9
	Local	0.7	0.7	0.7	0.7
Total FY2020 Debt Service		\$ 21.9	\$ 125.9	\$ 115.3	\$ 115.6

- Outstanding Principal: \$ 546.9 million (as of 6/30/2018)
- No new debt issuance is programmed for FY2020


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Key Changes in Capital Budget

Capital Revenue

\$24.5 M FY2020 Preliminary Budget

\$ (2.4) M Federal Funding
\$ 8.5 M Local Funding
\$ 217.5 M Carryover Funding


\$248.1 M FY2020 Proposed Budget



Capital Expenses




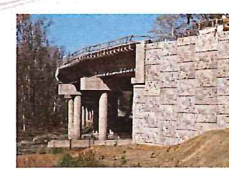






\$24.5 M FY2020 Preliminary Budget


\$ 0.9 M SOGR Vehicle Replacements
\$ 0.4 M SOGR – Facilities & Others
\$ 1.0 M Transit Safety & Security
\$ 3.6 M Transit Long Range Capital Improvement
\$ 0.3 M Transit New Equipment
\$ (0.1) M Transit Other Programs
\$ 217.5 M Carryover Projects

\$248.1 M FY2020 Proposed Budget


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 FY2020 – FY2024 Capital Program						
SOURCES OF FUNDS	FY2020	FY2021	FY2022	FY2023	FY2024	TOTALS
Grants - Federal	\$ 11,191,170	\$ 10,551,885	\$ 10,259,855	\$ 10,308,984	\$ 10,298,388	\$ 52,610,282
Grants - State	1,627,828	1,588,132	1,105,948	1,050,740	1,126,780	6,499,428
Local ½% Sales Tax	11,990,285	14,166,194	16,564,964	16,577,246	15,574,597	74,873,286
Carry Over Project Balance	223,280,549	-	-	-	-	223,280,549
TOTALS	\$ 248,089,832	\$ 26,306,211	\$ 27,930,767	\$ 27,936,970	\$ 26,999,765	\$ 357,263,545
USES OF FUNDS	FY2020	FY2021	FY2022	FY2023	FY2024	TOTALS
State of Good Repair - Vehicle Replacement, Facilities & Others	\$ 11,876,417	\$ 12,641,199	\$ 11,613,344	\$ 12,318,543	\$ 12,714,889	\$ 61,164,392
Transit Safety & Security	1,358,384	1,173,316	222,144	223,897	226,136	3,203,877
Transit Long Range Capital Improvement	11,648,412	10,781,717	14,200,000	14,200,000	13,200,000	64,030,129
Non-Revenue Vehicle	1,240,200	685,010	530,320	390,530	320,740	3,166,800
Transit New Equipment	2,940,227	1,024,969	1,364,959	804,000	538,000	6,672,155
Other Programs	904,600	-	-	-	-	904,600
Carry Over Projects	218,121,592	-	-	-	-	218,121,592
TOTALS	\$ 248,089,832	\$ 26,306,211	\$ 27,930,767	\$ 27,936,970	\$ 26,999,765	\$ 357,263,545
<i>Note: Excludes funds related to debt service</i>						
CITY OF CHARLOTTE 			www.RIDETRANSIT.org			


 Key Changes in FY2020 – FY2024 Capital Program	
<p>5 Year Capital Budget</p> <p>\$95.0 M FY2020 Preliminary Program</p> <ul style="list-style-type: none"> \$ 0.9 M SOGR Vehicle Replacements \$ 0.4 M SOGR Facilities & Others \$ 1.9 M Transit Safety & Security \$ 44.6 M Transit Long Range Capital Improvement \$ 0.3 M Transit New Equipment \$ (3.3) M Transit Other Programs \$ 217.5 M Carryover Projects <p>\$357.3 M FY2020 Proposed Budget</p>	  
    	
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FY2020 Proposed Budgets


BUDGET SUMMARY

	FY2019 Amended Budget (millions)	FY2020 Proposed Budget (millions)	Variance (millions)	Variance (%)
Revenue:				
Operating Revenues	\$ 154.2	\$ 170.5	\$ 16.3	10.6%
CATS Control Account	2.0	-	(2.0)	-100.0%
Total Operating Revenue	\$ 156.2	\$ 170.5	\$ 14.3	9.2%
Expenses:				
Operating Expenses	\$ 156.0	\$ 169.5	\$ 13.5	8.7%
Transfer to Capital	0.2	1.0	0.8	400.0%
Total Operating Expenditures and Transfers	\$ 156.2	\$ 170.5	\$ 14.3	9.2%
Debt Service Budget	\$ 125.9	\$ 115.6	\$ (10.3)	-8.2%
Community Investment Plan (CIP) Budget	\$ 319.4	\$ 248.1	\$ (71.3)	-22.3%
Staffing (FTE):				
CATS	551.75	582.75	31.0	5.6%
Contracted BOD Transit Management	828.00	838.00	10.0	1.2%
Contracted Security Officers	108.05	108.05	-	-



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		MTC Recommendation			
<p>MTC Adoption of FY2020 Proposed Budgets and Recommendation to City Council</p>					




Next Steps


Next Steps

June 2019


City Council Adoption of the MTC Approved FY2020 Budgets


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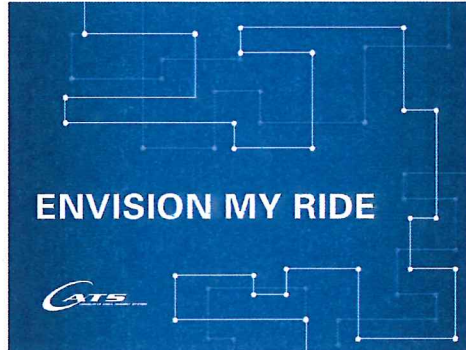


Thank You



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Metropolitan Transit Commission April 24, 2019

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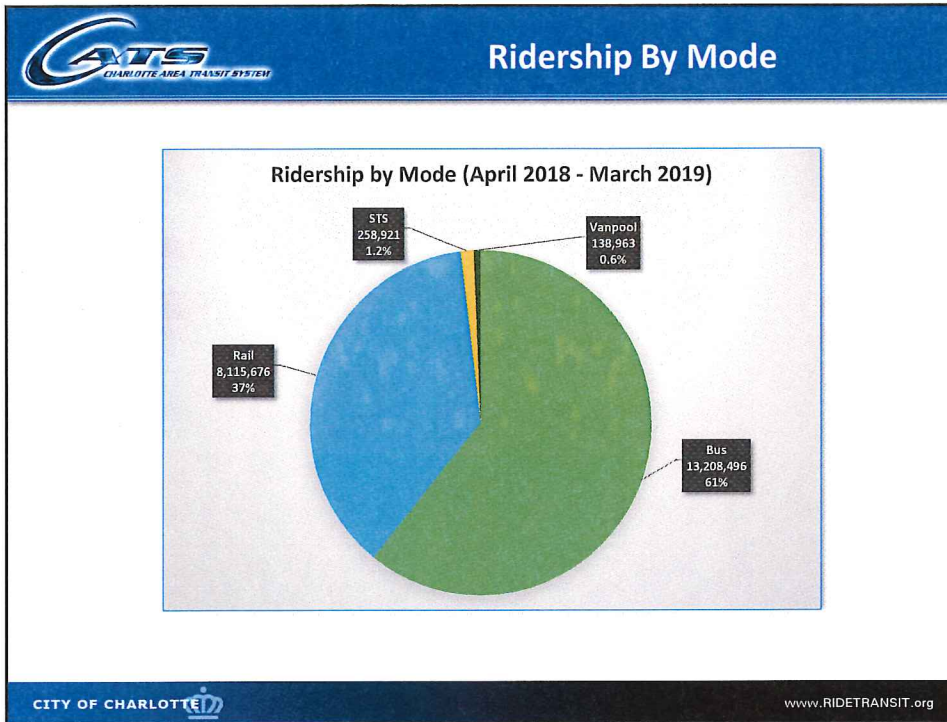


CATS Family of Services



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CATS
CHARLOTTE AREA TRANSIT SYSTEM

Envision My Ride Public Input

www.ridetransit.org
(704) 336-RIDE (7433)
telltransit@charlottenc.gov

- 170 Outreach Events
 - 62 Community Meetings
 - 58 City/CATS Sponsored Meetings
 - 11 Transportation Center Outreach
 - 39 Riding the Bus Outreach
- 3910 Total Attendees
- 1209 Survey Responses
- 326 Website Comments
- 5445 Total Outreach

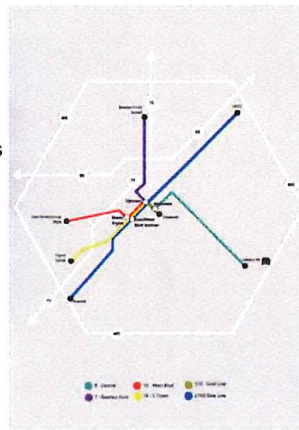
CITY OF CHARLOTTE

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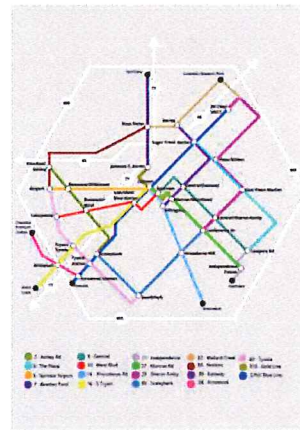
Frequent Bus Network – Before & After

Guiding Principles

- Connections to Opportunities
- Crosstown Network
- More Frequent Service
- Reliable and Direct



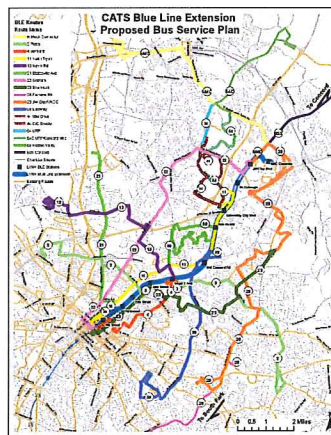
Before



After

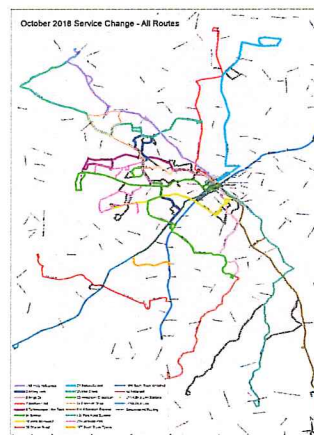
What We've Changed So Far

Phase I
Bus Rail Integration
March 2018



Phase II

October 2018





We Still Have Needs

Services That Need 15 Minute Frequency

- Seven of Top Ten Routes Do Not Meet 15 Minute Frequency
- Ten of Top Ten Crosstown Routes Do Not Meet 15 Minutes Frequency
- Routes Ranking 11-20 in Ridership, Nine Do Not Meet 15 Minute Frequency

Services That Need 30 Minute Frequency

- Eight of Fifteen Remaining Crosstown Routes Do Not Meet 30 Minute Frequency

Express Service Needs

- Two Express Services Provide Only Three A.M. and Three P.M. Trips

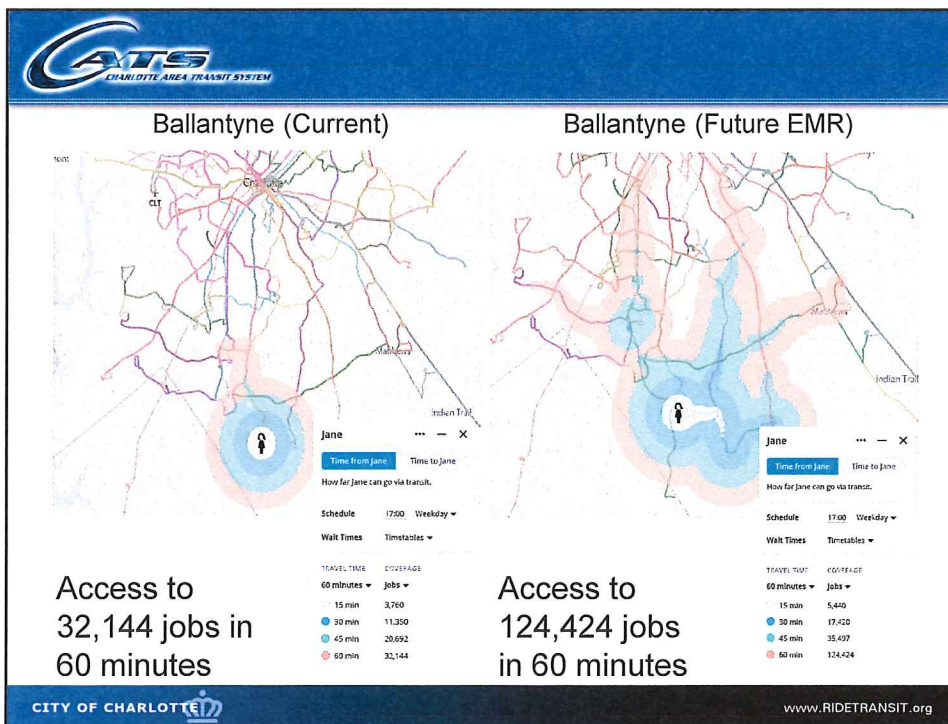
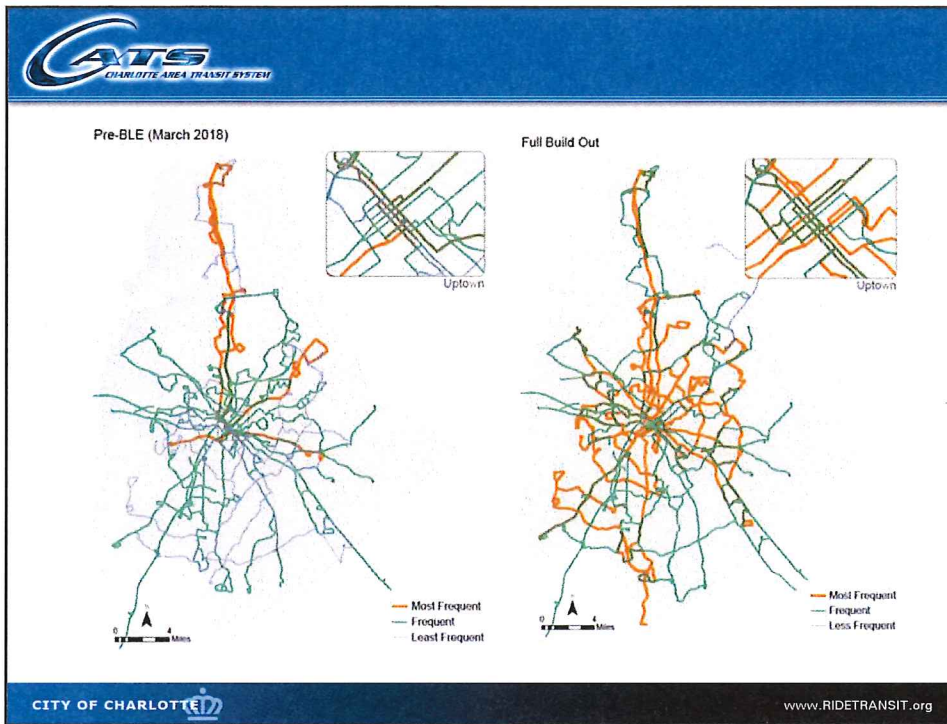
New Services

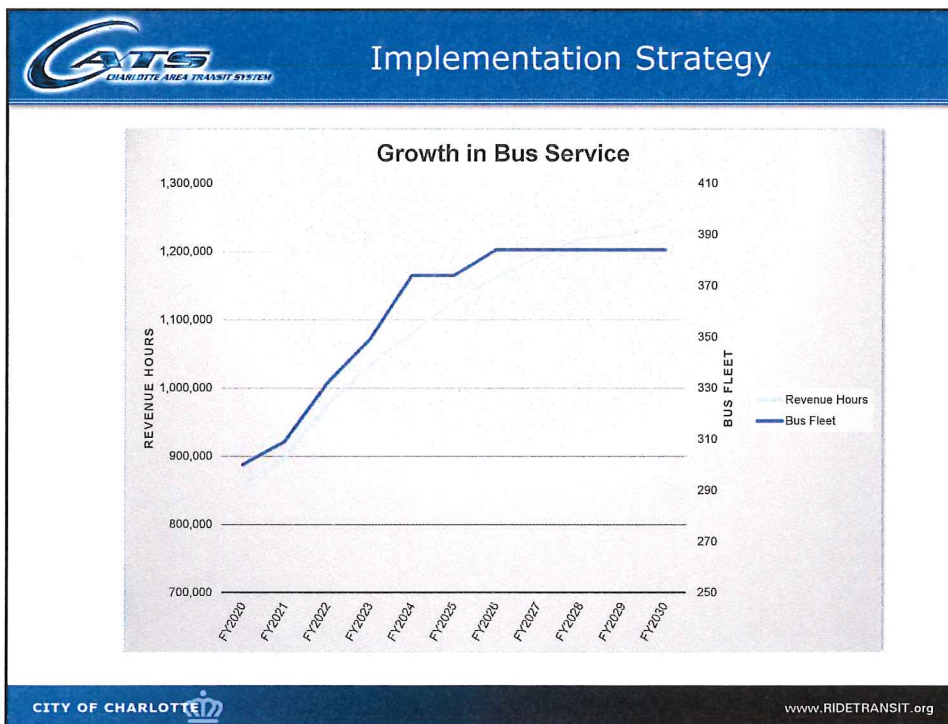
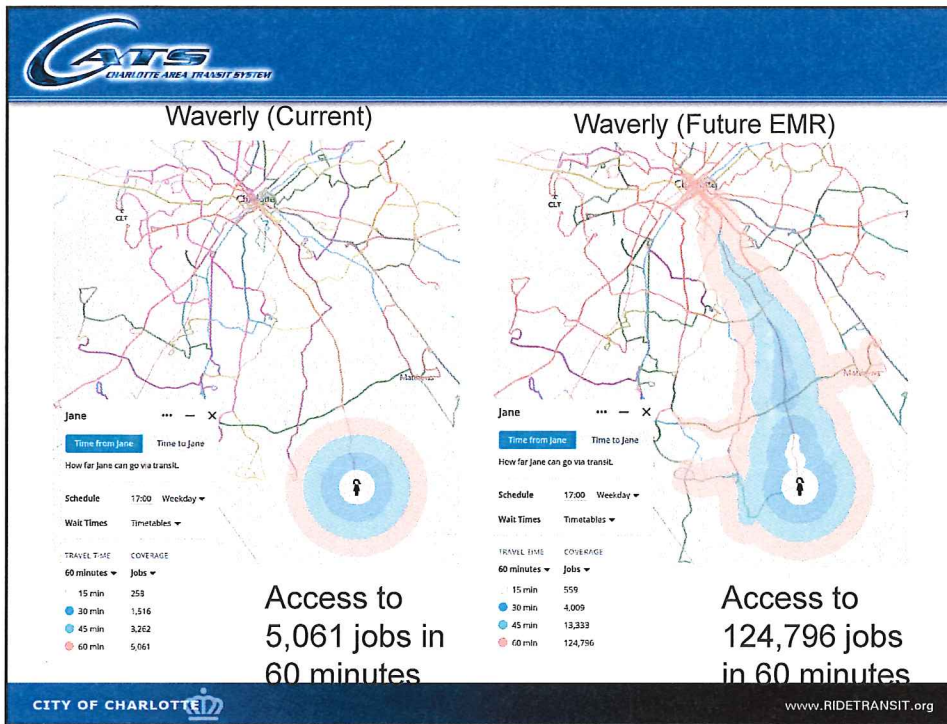
- EMR Calls for New Services to Ballantyne, Northeast Charlotte, Blakeney/Audrey Kell, Matthews/Levine, Pilot On-Demand Town Services



Estimated Cost of Service

Proposed Rank	Service Need	Annual Service Hours	Buses Needed	Cost Of Service
1	Bring Top Ten Weekday Routes to 15 Minutes	40,227	9	\$3,419,295
2	Bring Top Ten Crosstown Rts to 15 Minutes (wkdy)	77,418	23	\$6,580,530
3	Bring Next Ten Weekday Routes to 15 Minutes	57,684	17	\$4,903,140
4	Introduce New Routes	48,418	25	\$4,115,530
5	Introduce Sunday Service On Bus Routes Without It	19,964	0	\$1,696,940
6	Bring Top Ten Saturday Rts to 15 Minutes	15,660	0	\$1,331,100
7	Bring Next Ten Saturday Rts to 30 Minutes	11,475	0	\$975,375
8	Bring All Weekday Shuttles Routes to 30 Minutes	32,890	10	\$2,795,650
9	Bring All Saturday Crosstown Routes to 30 Minutes	10,800	0	\$918,000
10	Bring Top Sunday Crosstown Routes to 30 Minutes	19,964	0	\$1,696,940
11	Bring Saturday Shuttles Routes to 30 Minutes	10,125	0	\$860,625
12	Introduce New Routes on Saturday	16,699	0	\$1,419,415
13	Bring Sunday Shuttle Routes to 30 Minutes	5,220	0	\$443,700
14	Introduce New Routes on Sunday	14,572	0	\$1,238,620
	Total	381,116	84	\$32,394,860







**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: Silver Line Design Strategy

DATE: April 24, 2019

1.0 PURPOSE/BACKGROUND:

The LYNX Silver Line will be the largest and most complicated project that the Metropolitan Transit Commission (MTC) and the City of Charlotte has ever undertaken. While there has been a successful planning phase with robust community input that culminated in a Locally Preferred Alternative (LPA) approved by the MTC in February 2019, it is now imperative that CATS move the Silver Line (25 miles) into the Design and Environmental process.

There are 3 key factors driving the need to begin the Design and Environmental process as soon as possible:

- 1) **NCDOT Coordination** - There are 13 NCDOT projects that are beginning Design that the CATS team needs to be able to coordinate with to ensure that there are accommodations made within those projects for the LYNX Silver Line. To be able to coordinate effectively with NCDOT's schedule, CATS needs to progress the Silver Line Design in tandem with the many NCDOT projects listed below. CATS failure to progress the design adds schedule and cost risks to the Silver Line given that NCDOT will not be able to make accommodations within their projects. See the following table for the LYNX Silver Line - NCDOT coordination points:

NCDOT FY2020-FY2029 STIP	Current Project Status
I-5718: I-77 / SOUTH CAROLINA STATE LINE TO I-277/NC 16	Design Begins FY2020
I-6022: I-277 / KENILWORTH AVE TO GRAHAM ST	Design Begins FY2020
U-2509: US-74 / I-485 TO WEST OF IDLEWILD RD Segment A	Design/Build Begins FY2020
U-2509: US-74 / I-485 TO WEST OF IDLEWILD RD Segment B	Design/Build Begins FY2020
U-5526: US-74 / I-277 TO I-485-Express Lane Conversion	Design Begins FY2020
U-6103: US-74 / I-277 TO NC 27-Express Lanes	Design Begins FY2020
U-5763: NC-51 / SARDIS ROAD TO JOHN ST/ MONROE RD	ROW Begins 2020
EB-5969: NC-51 / Multi Use Path Trade St to Indep Pointe Pkwy	In Planning
P-5730: NS Main Line / Clanton Rd Grade Separation	Design Begins FY2020
BR-0020: US-74 / Wilkinson Blvd Catawba River Bridge	Design Begins FY2020
U-6146/B-5857: US 74 / Market St to Alberta Ave	Design Begins FY2020
U-5959: US-74 & NC273 / Wilkinson Blvd and Park St Intersection	Begins ROW FY2021
U-5800: US-74 & NC 7 / Wilkinson Blvd and Main St Intersection	ROW Begins FY2020

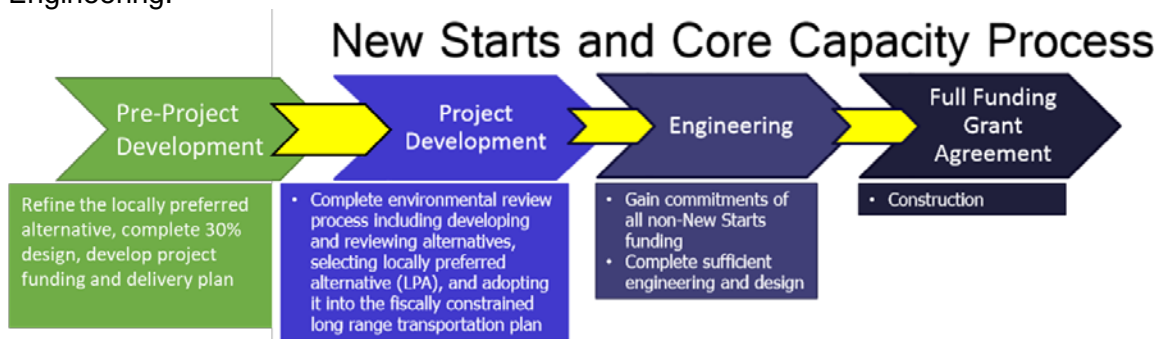
- 2) **Developer Coordination** - As pressure mounts from developments including Charlotte Gateway Station, Charlotte-Douglas Airport Destination District Development, Panthers Special District, North Tryon District, and other private development and TOD rezonings, requiring fast pace reviews, CATS needs more definitive design details to ensure that the development community makes the

appropriate right-of-way reservations for the LYNX Silver Line. Advancing design will reduce schedule and cost risk to the Silver Line project, if utilities and building footprints can be coordinated appropriately.

- 3) **Real Estate Acquisition** - Real Estate acquisition cannot begin until the design of the project is progressed in such a way that the real estate needs can be identified and environmental documentation can be completed. While there may be opportunities for real estate acquisition under FTA's Corridor Preservation provisions, CATS needs more detailed design to develop plats and appraisals following the standard City and FTA processes.

2.0 **SILVER LINE DESIGN STRATEGY:**

The Silver Line project will ultimately seek funding through FTA's Capital Investment Grant (CIG) program, which has two phases: Project Development (PD) and Engineering.



Activities undertaken prior to entering the PD phase are not eligible for future reimbursement. However, FTA limits the PD phase to two years. Per the FTA Policy Guidance on the CIG Program, "FTA encourages sponsors to perform whatever work they feel is necessary prior to requesting entry into PD to facilitate their ability to complete PD for a proposed New Starts project within the two-year timeframe." In addition, advancing to 65% design prior to Engineering is critical because at the Entry to Engineering, FTA locks in the federal CIG amount. Therefore, the design needs to be advanced enough to ensure the reliability of the scope and cost. (The BLE advanced design to 65% before locking in the federal funding amount.) Work performed during PD is eligible for future reimbursement if a CIG grant is awarded.

The table below provides estimates and general deliverables for each fiscal year for the projected budgetary needs for the next five years, and includes the cost to study the proposed terminus stations in Stallings and Belmont. Note that the first three years show a funding need of \$60 million required to keep the project on an aggressive schedule. The deliverables shown in the table are needed to properly coordinate with NCDOT and coordinate with new development projects.

	Pre-Project Development (locally funded)			Project Development (eligible for future reimbursement)	
	FY2020 Budget Request (\$M)	FY2021 Budget Request (\$M)	FY2022 Budget Request (\$M)	FY2023 Budget Request (\$M)	FY2024 Budget Request (\$M)
LYNX Silver Line					
Grand Total	\$18	\$22	\$20	\$39	\$45
Deliverables	15% Design	30% Design/DEIS/Enter Proj Dev		65% Design/FEIS/Enter Eng	

At this time, CATS have allocated enough funds to complete 15 percent design by FY21. CATS have determined that the following funds can be budgeted towards the Silver Line over the next five years to continue advancing to 30 percent design. Staff continues to work to develop additional funding strategies (i.e.; Value Capture)

FISCAL YEAR	FUNDING AMOUNT
FY20	\$9,000,000
FY21	\$9,000,000
FY22	\$11,000,000
FY23	\$11,000,000
FY24	\$10,000,000

Based on this funding availability, staff will execute the work over the first two years (FY20/FY21) as follows:

FY20

- Design Criteria Development
- Survey and Mapping
- Geotechnical
- Begin Environmental Investigations
- Refinement of Locally Preferred Alternative (LPA) at the following locations:
 - Southeastern and West termini
 - Matthews and Independence Point Parkway alignment
 - Monroe Road and Wilkinson Blvd integration
 - Independence Blvd Interchanges
 - Bojangles Coliseum area
 - Uptown alignment
 - Charlotte-Douglas Airport
 - Non-revenue connections to Blue Line
 - Maintenance Facility Location
- Third Party Coordination (NCDOT, Norfolk Southern, Private Developers)

FY21

- Begin Draft Environmental Impact Statement
- Complete 15% Design Milestone Submittal
 - Civil and Roadway Design
 - Systems Design
 - Maintenance Facility
 - 15% Level Cost Estimate

3.0 **PROCUREMENT BACKGROUND:**

Understanding the budgetary limitations that exist, the Silver Line team will pursue a procurement approach that is structured in such a way that the contract will be written to allow design to get underway by allowing for incremental Notice to Proceeds (NTPs) based on deliverables, while limiting exposure to CATS. This approach will allow for critical progress to be made to ensure that the Silver Line is accommodated in NCDOT Design work and corridor preservation can be implemented, while allowing CATS to cease the design effort if future budgets cannot accommodate the prescribed needs.

The deliverables from this early design work will be built upon as we advance the project.

4.0 **POLICY IMPACT**: Informs 2030 Transit Corridor System Plan

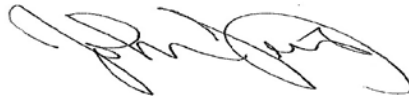
5.0 **ECONOMIC IMPACT**: Not Applicable

6.0 **ALTERNATIVES**: Not Applicable

7.0 **RECOMMENDATION**: Not Applicable


8.0 **ATTACHMENT(S)**: Not Applicable

SUBMITTED AND RECOMMENDED BY:

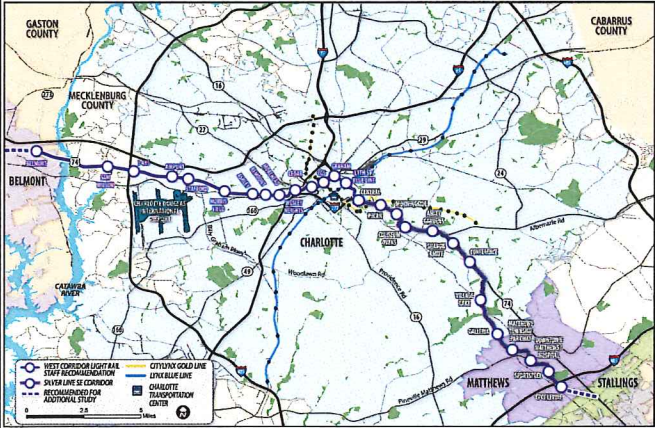


John M. Lewis, Jr.
Chief Executive Office, Charlotte Area Transit System
Director of Public Transit, City of Charlotte







LYNX Silver Line



- MTC Adopted Light Rail for the LYNX Silver Line Southeast Corridor in November 2016
- At the February 27, 2019 meeting, the MTC adopted the light rail along Wilkinson Blvd for the West Corridor, to be included in the LYNX Silver Line
- 26 mile alignment, 28 proposed stations including 14 with parking facilities, and a vehicle maintenance facility




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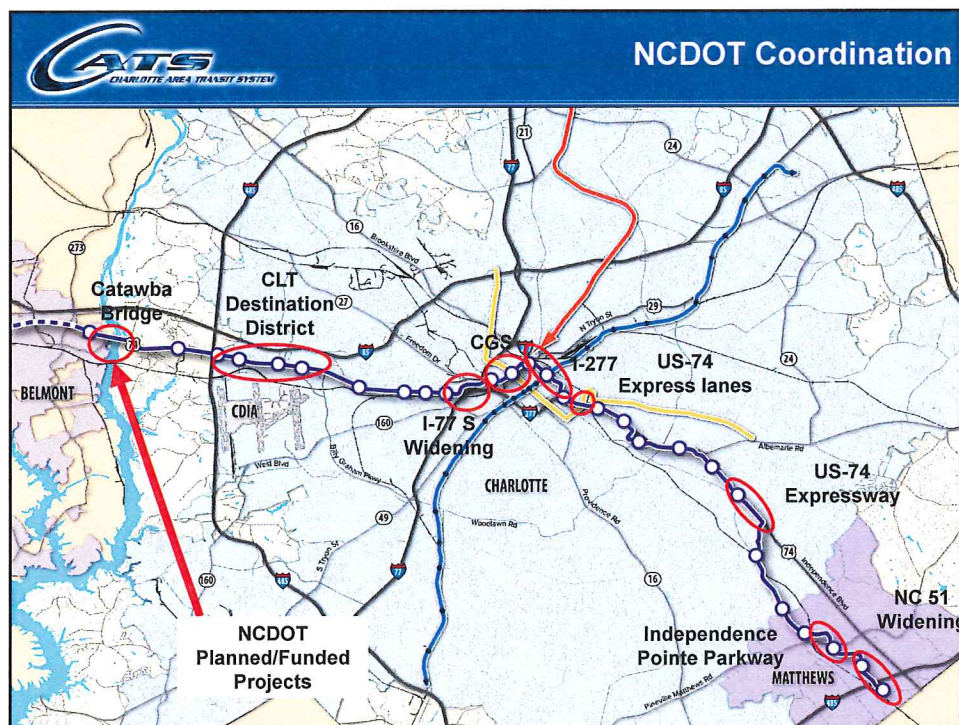
Design Strategy

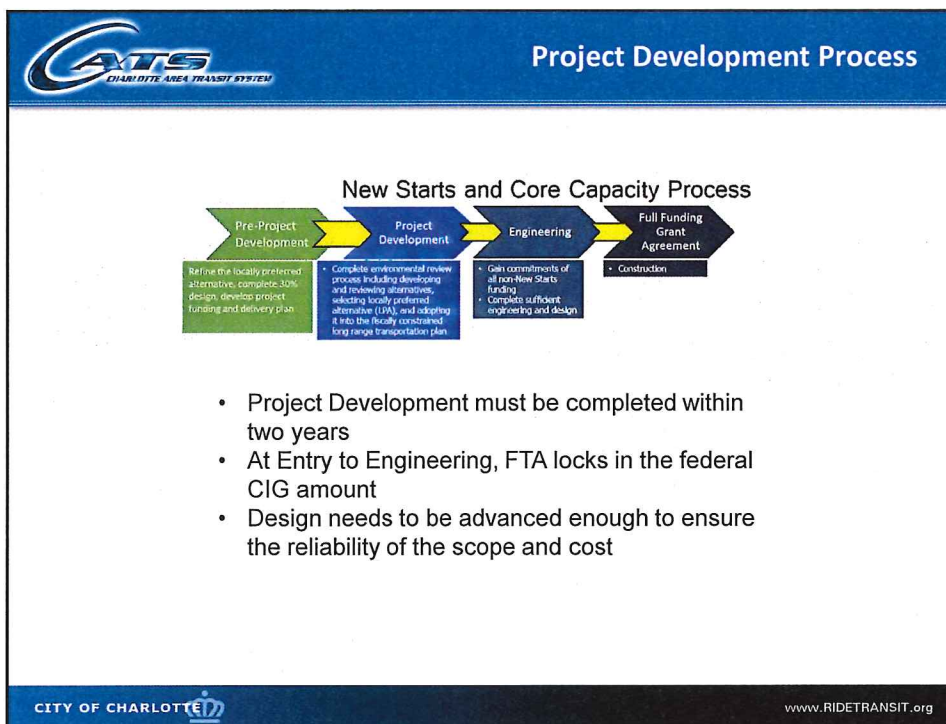
Critical to advance the Silver Line into Design and Environmental process due to three key factors:

- NCDOT Coordination
 - 13 NCDOT projects in planning/design along Silver Line
- Developer Coordination
 - TOD and rezoning proposals
- Real Estate Acquisition
 - Corridor preservation

CITY OF CHARLOTTE 

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CATS
CHARLOTTE AREA TRANSIT SYSTEM

Budget Estimates

Funding Required to complete Project Development:


	Pre-Project Development (locally funded)			Project Development (eligible for future reimbursement)	
	FY2020 Budget Request (\$M)	FY2021 Budget Request (\$M)	FY2022 Budget Request (\$M)	FY2023 Budget Request (\$M)	FY2024 Budget Request (\$M)
LYNX Silver Line					
Grand Total	\$18	\$22	\$20	\$39	\$45
Deliverables	15% Design	30% Design/DEIS/Enter Proj Dev		65% Design/FEIS/Enter Eng	

FY20-24 Budget Recommendation:

FISCAL YEAR	FUNDING AMOUNT
FY20	\$9,000,000
FY21	\$9,000,000
FY22	\$11,000,000
FY23	\$11,000,000
FY24	\$10,000,000

CITY OF CHARLOTTE

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Project Scope

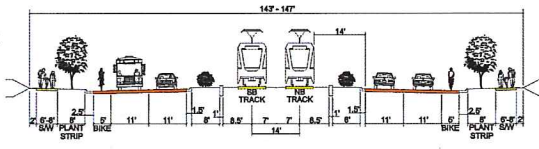
FY20

- Design Criteria Development
- Survey and Mapping, Geotechnical
- Begin Environmental Investigations
- Refinement of Locally Preferred Alternative (LPA) at the following locations:
 - Southeastern and West termini
 - Matthews and Independence Point Parkway alignment
 - Monroe Road and Wilkinson Blvd integration
 - Independence Blvd Interchanges
 - Bojangles Coliseum area
 - Uptown alignment
 - Charlotte-Douglas Airport
 - Non-revenue connections to Blue Line
 - Maintenance Facility Location
- Third Party Coordination (NCDOT, Norfolk Southern, Private Developers)

FY21

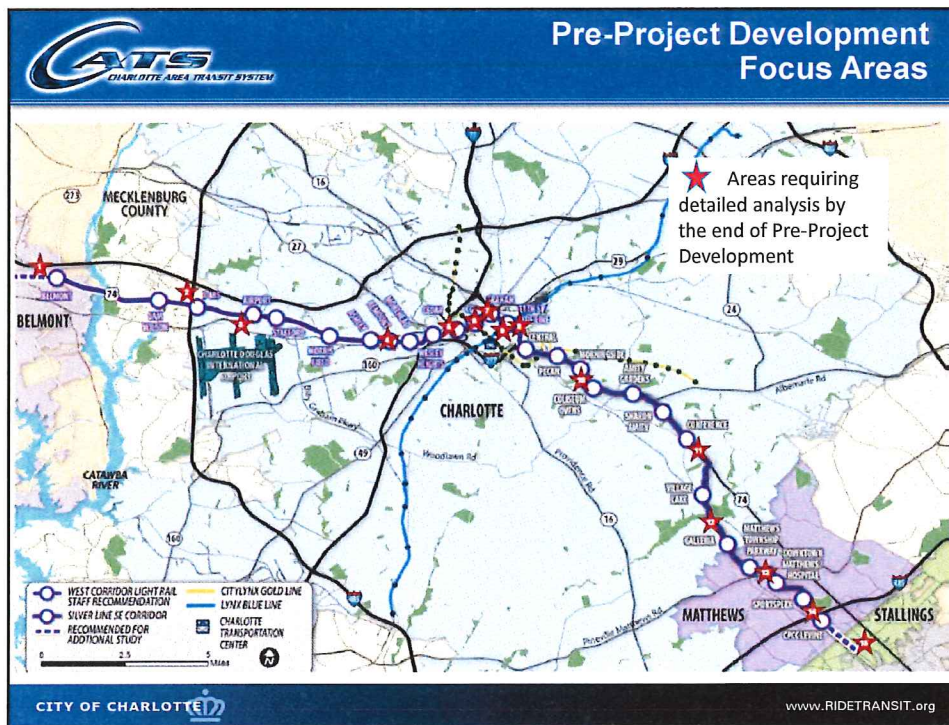
- Begin Draft Environmental Impact Statement
- Complete 15% Design Milestone Submittal
 - Civil and Roadway Design
 - Systems Design
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 - 15% Level Cost Estimate

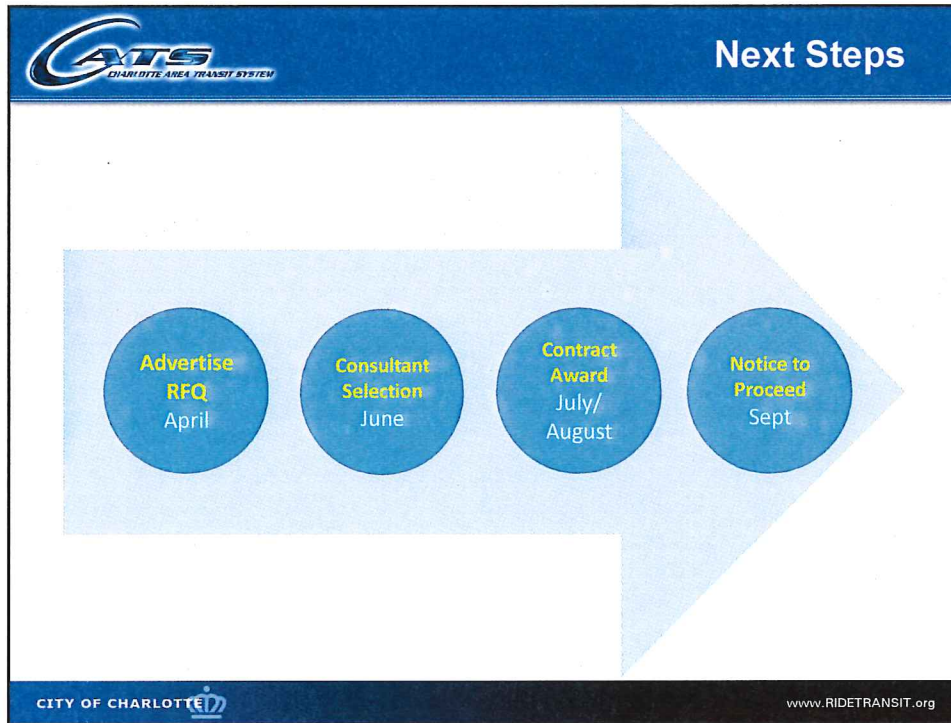




CITY OF CHARLOTTE

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STATE OF NORTH CAROLINA)
)
TOWN OF INDIAN TRAIL)

RESOLUTION #R190312-01

RESOLUTION IN SUPPORT OF LIGHT RAIL TRANSIT

WHEREAS, the Charlotte region is home to over 1.8 million people and is expected to grow to over 2.5 million by 2030, and the key to supporting this growth is a regional rapid transit system integrated with land-use planning creating a sustainable, economic environment which improves the quality of life and attracts businesses and people to the region; and

WHEREAS, more transportation options are needed to provide greater mobility to our existing residents as well as the growing population in Indian Trail and Union County; and

WHEREAS, Union County has experienced rapid population growth for several years; and

WHEREAS, the US Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics 2015 data indicates that almost 45,000 Union County residents are traveling into Mecklenburg County each weekday for work; and

WHEREAS, in November 2016, the Metropolitan Transit Commission (MTC) adopted light rail as the Locally Preferred Alternative (LPA) for the LYNX Silver Line corridor from Uptown Charlotte to Matthews with a proposed terminus station at the CPCC-Levine Campus; and

WHEREAS, on January 23, 2019 CATS staff presented recommendations for the LYNX Silver Line to continue west from Uptown Charlotte to Belmont in Gaston County creating a continuous 25-mile light rail corridor from Matthews (Mecklenburg County) to Belmont (Gaston County); and

WHEREAS, the Metropolitan Transit Commission is scheduled to approve/update the LYNX Silver Line Locally Preferred Alternative at their February 27, 2019 meeting as part of updating the 2030 Transit System Corridor Plan; and

WHEREAS, Union County stakeholders have expressed renewed interest in exploring rapid transit options into Union County from Mecklenburg County; and

WHEREAS, based on the Strategic Transportation Investments (STI) Law, public transportation projects with service spanning two or more counties and serving more than one municipality are eligible for funding at the Regional Impact Tier; and

WHEREAS, extending the LYNX Silver Line eastward to the Town of Indian Trail would create a regional tier light rail project connecting the three counties of Mecklenburg, Union and Gaston; and

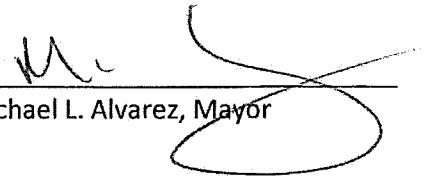
WHEREAS, the Town of Indian Trail, along with Stallings, Matthews, Charlotte, Belmont and Gastonia were awarded a Federal Transit Administration Transit Oriented Development (TOD) planning grant to explore TOD opportunities along the LYNX Silver Line corridor; and

WHEREAS, the Town manager of the Town of Indian Trail has seven years of experience working under CATS to develop the first light rail project in the Carolinas and brings knowledge and expertise to the project.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF INDIAN TRAIL THAT THE TOWN requests that the Metropolitan Transit Commission's (MTC) Locally Preferred Alternative for the LYNX Silver Line be extended eastward into the Town of Indian Trail, Union County for evaluation of a potential terminus station in Indian Trail.


Adopted the 12 day of March 2019.

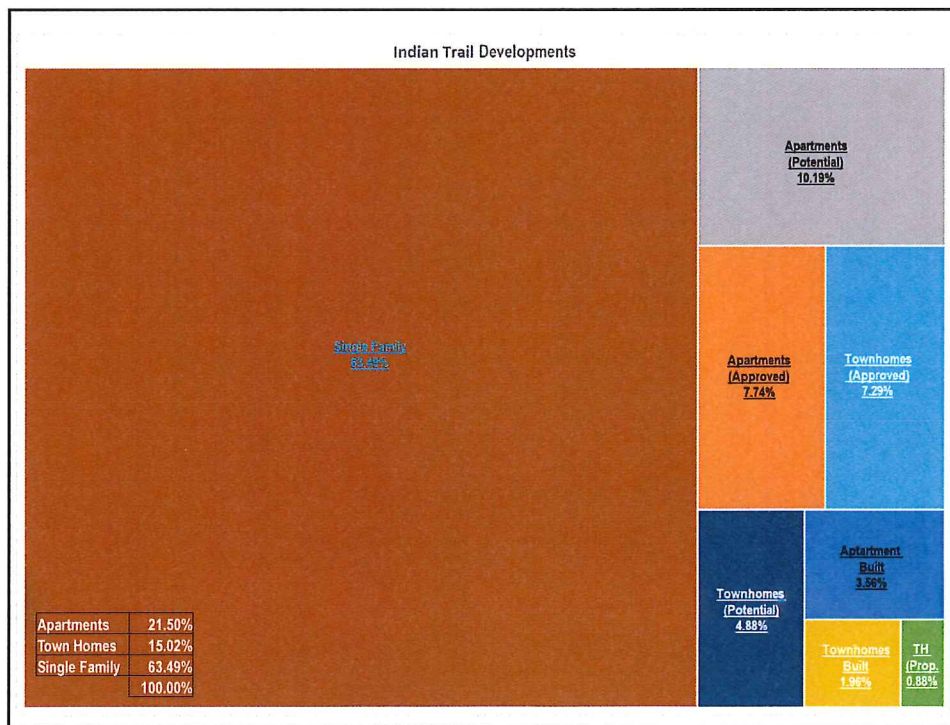
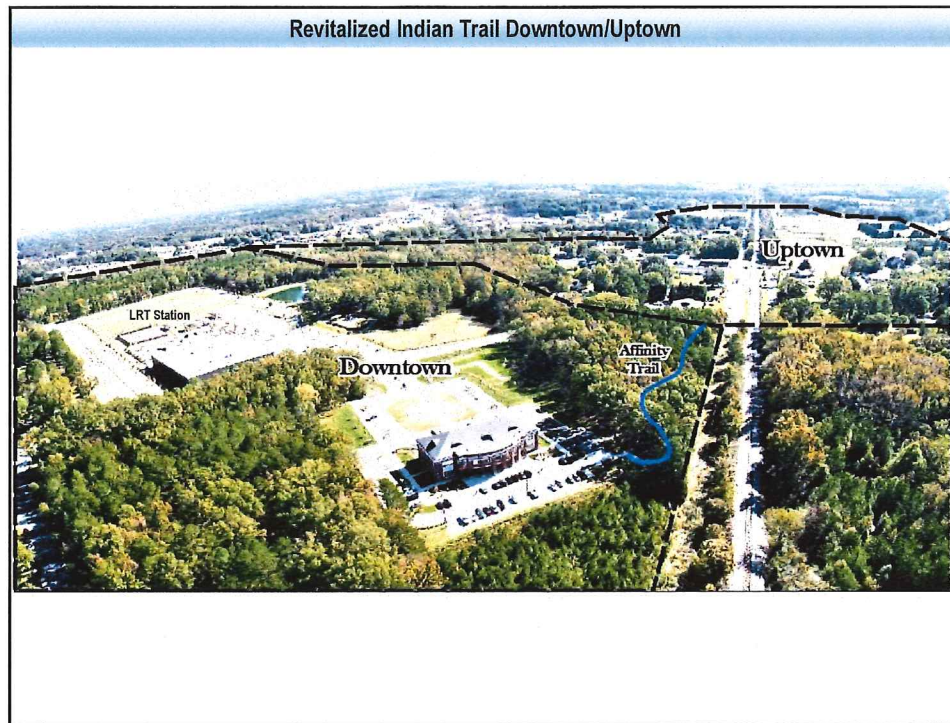
INDIAN TRAIL TOWN COUNCIL

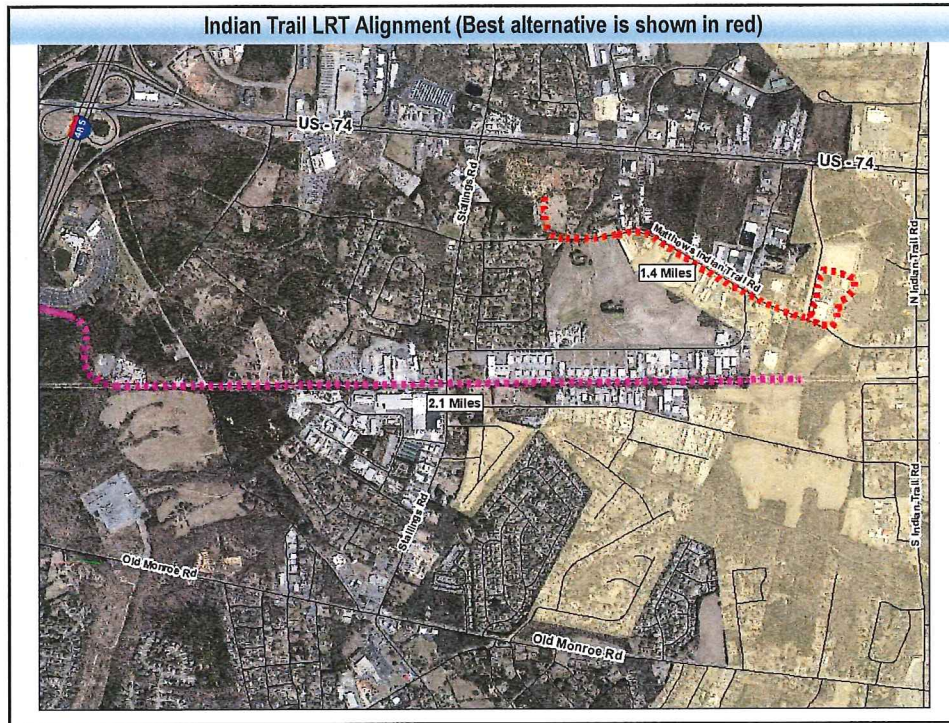

Michael L. Alvarez, Mayor



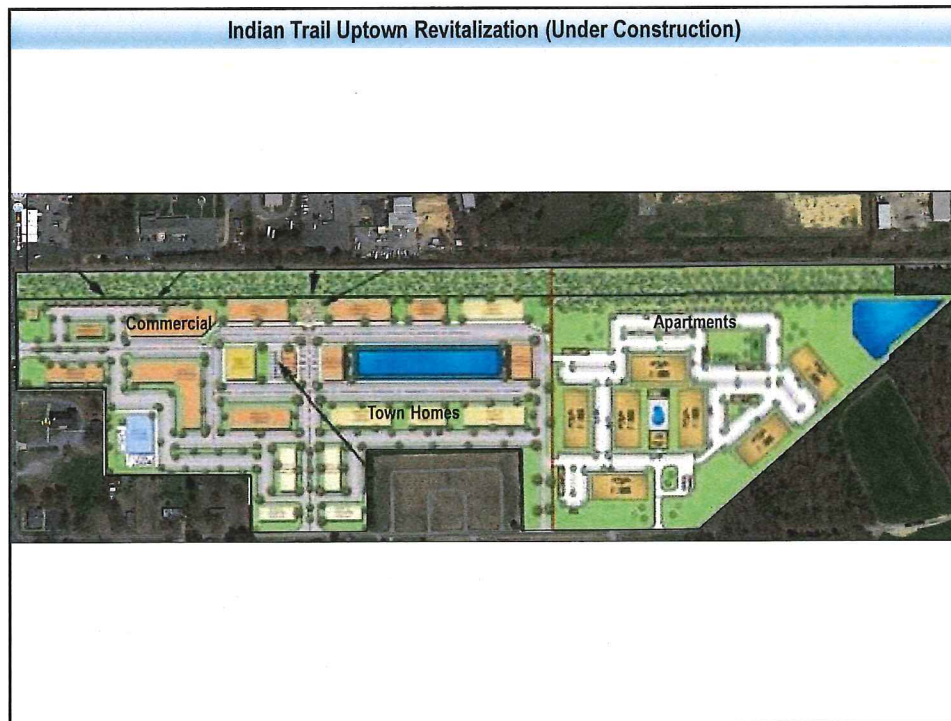
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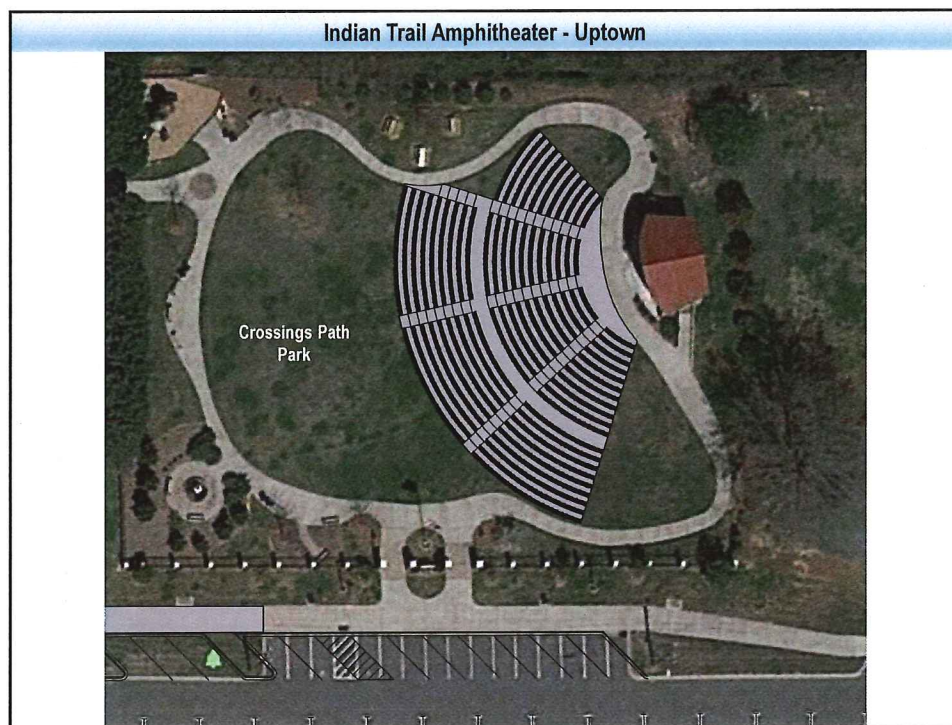
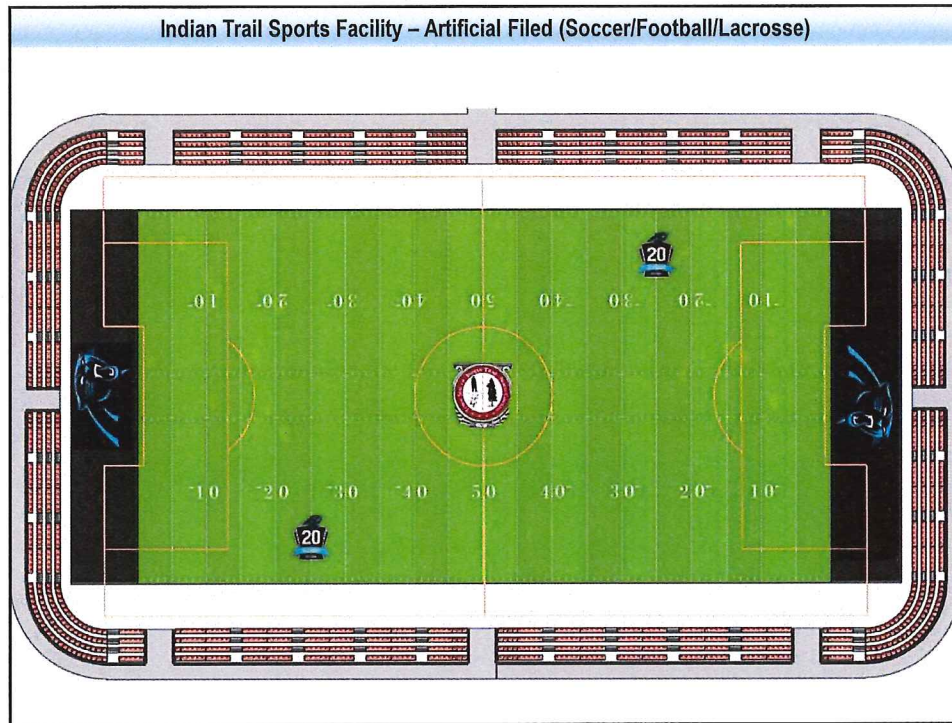

Kathy Queen, Town Clerk

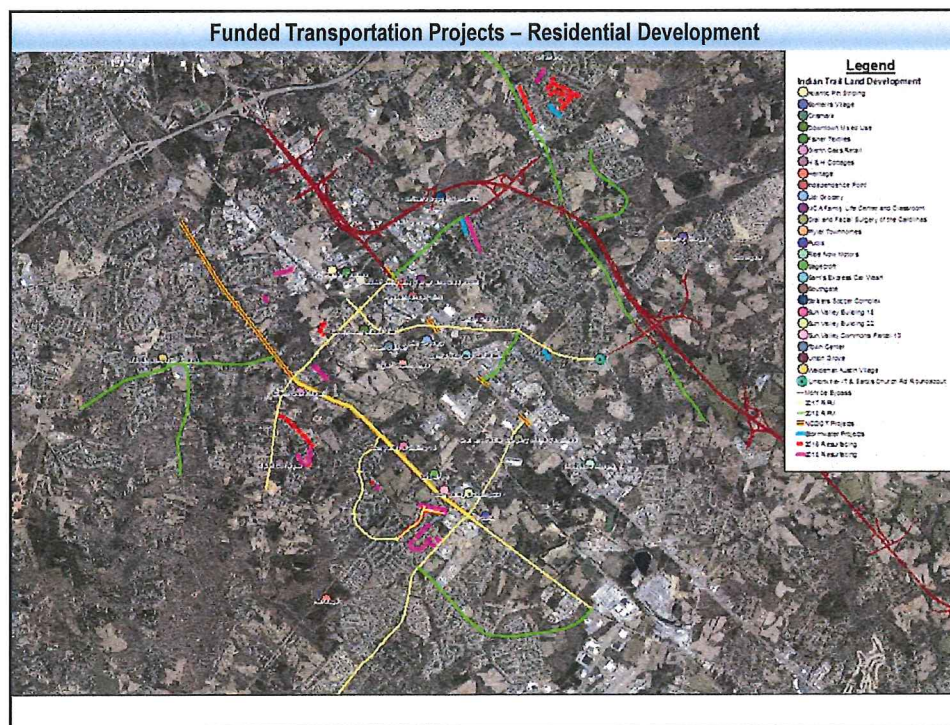
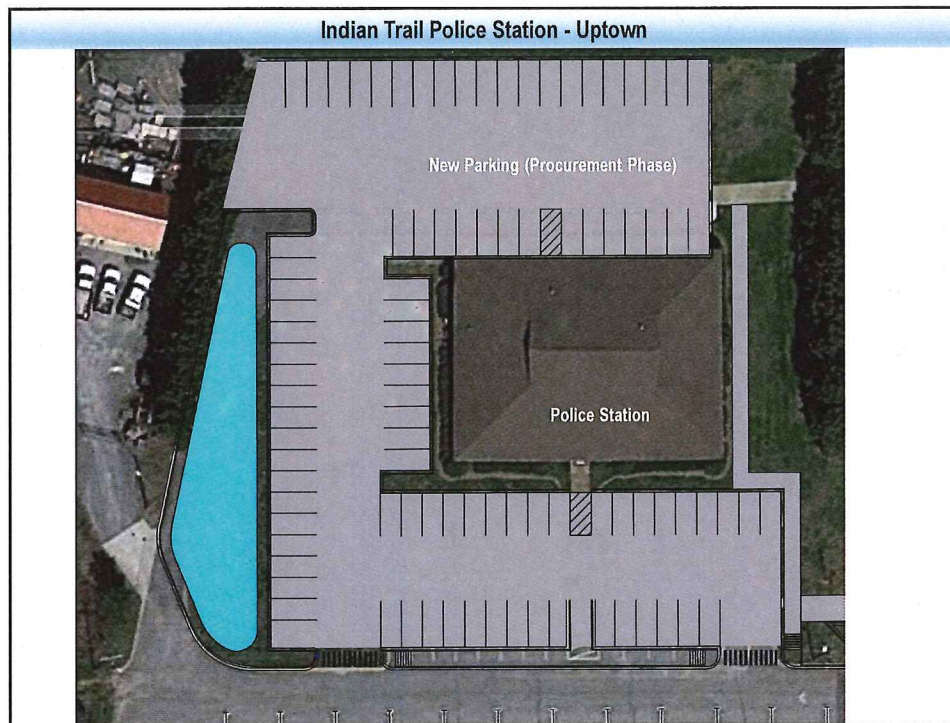


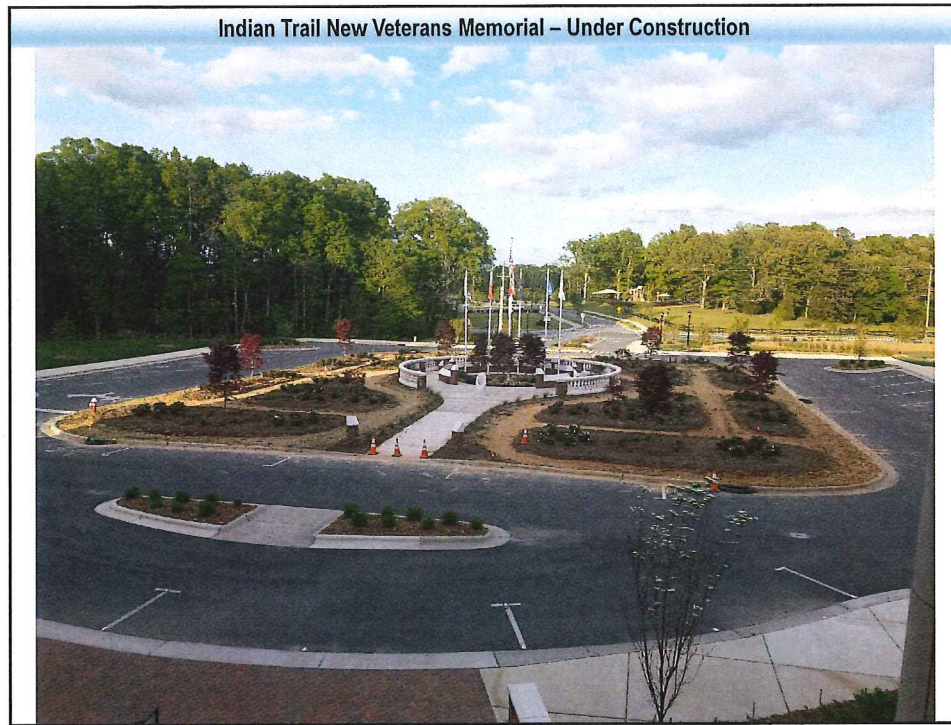












**METROPOLITAN TRANSIT COMMISSION
REGIONAL INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: Transportation Funding & Regional Collaboration

DATE: April 24, 2019

1.0 PURPOSE/SCOPE: Tony Lathrop, North Carolina Board of Transportation (NCBOT) At-Large Member will update the Metropolitan Transit Commission on the future of NCDOT funding and the importance of Regional Transportation Collaboration.

2.0 BACKGROUND/JUSTIFICATION:

- Tony Lathrop, NCBOT At-Large Member recently made presentations on March 13th to a Joint Meeting of the Charlotte Regional Transportation Planning Organization (CRTPO) and the Gaston Cleveland Lincoln MPO (GCLMPO) and on March 26th to the Charlotte Regional Alliance for Transportation (CRAFT).
- The topics of the presentations were The Future of Transportation Funding and the necessity for Coordinated Regional Planning.
- These topics are of interest to the MTC so CATS invited Mr. Lathrop to share this information at the April MTC meeting.

3.0 PROCUREMENT BACKGROUND: Not Applicable

4.0 POLICY IMPACT: Informs 2030 Transit Corridor System Plan

5.0 ECONOMIC IMPACT: Not Applicable

6.0 ALTERNATIVES: Not Applicable

7.0 RECOMMENDATION: Not Applicable

8.0 ATTACHMENT(S): NCBOT presentation

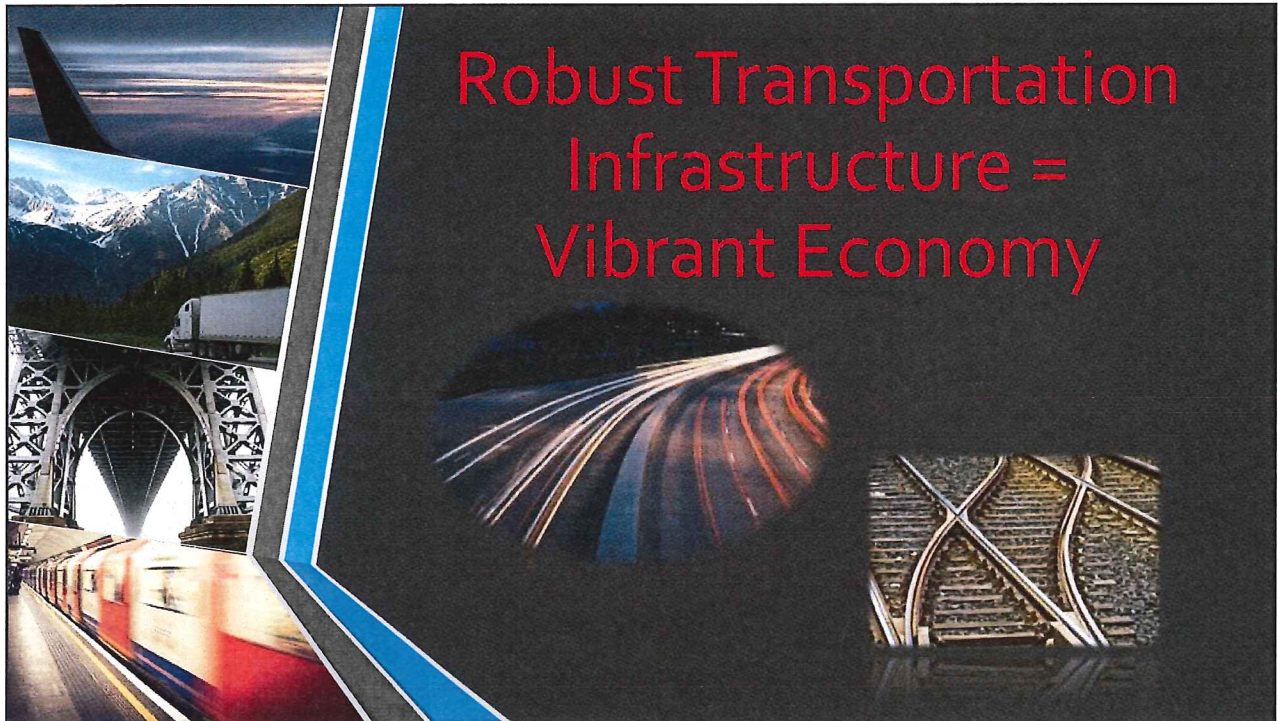
SUBMITTED AND RECOMMENDED BY:



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

The Future of Transportation Funding & Necessity for Coordinated Regional Planning

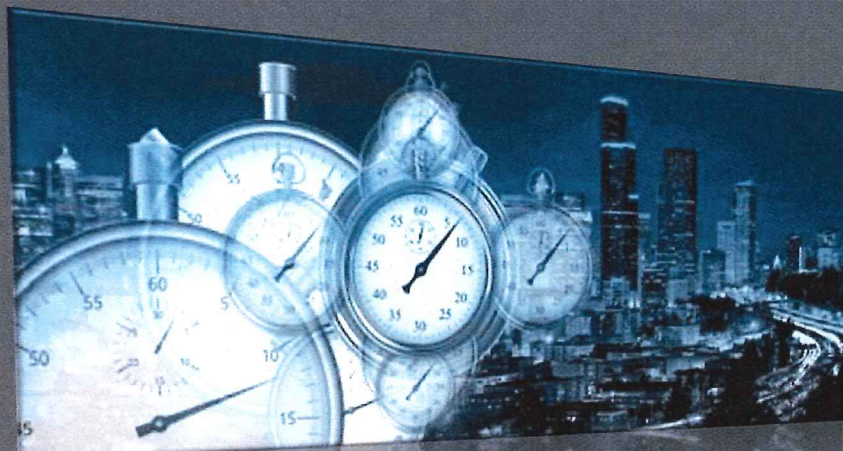
Tony Lathrop, NCDOT Board Member-At-Large
Metropolitan Transit Commission (MTC) Meeting
April 24, 2019

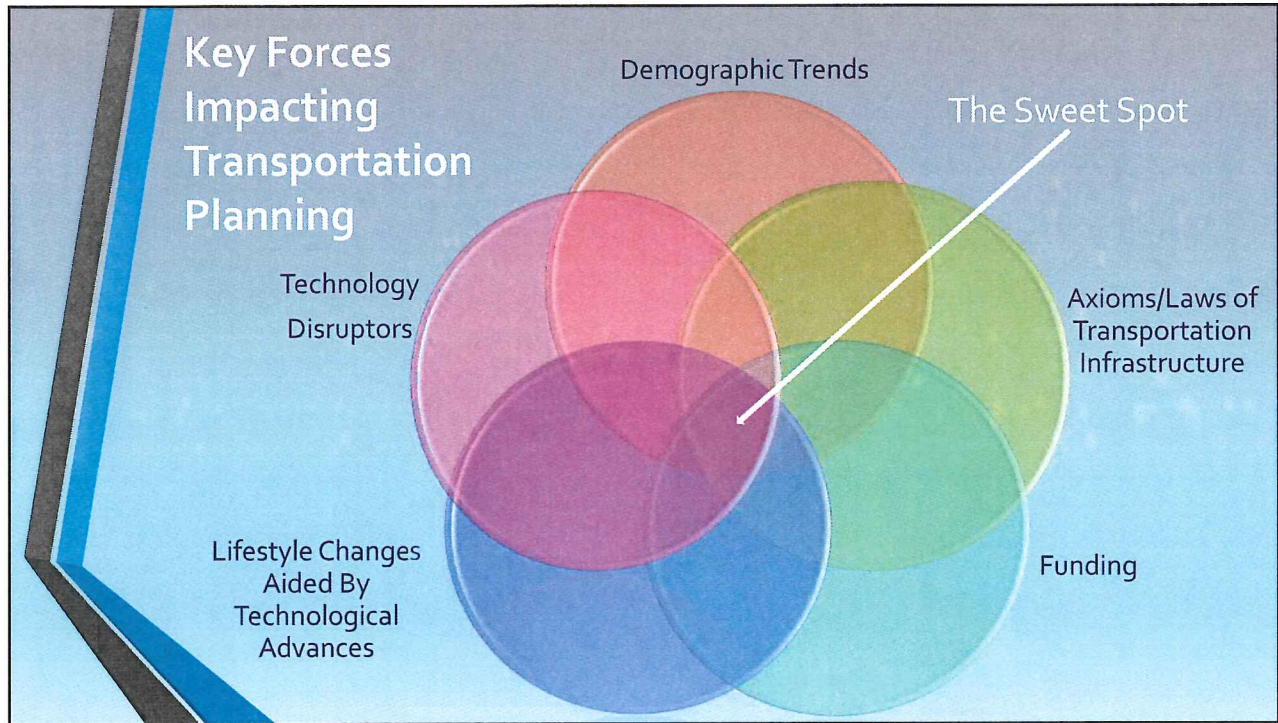


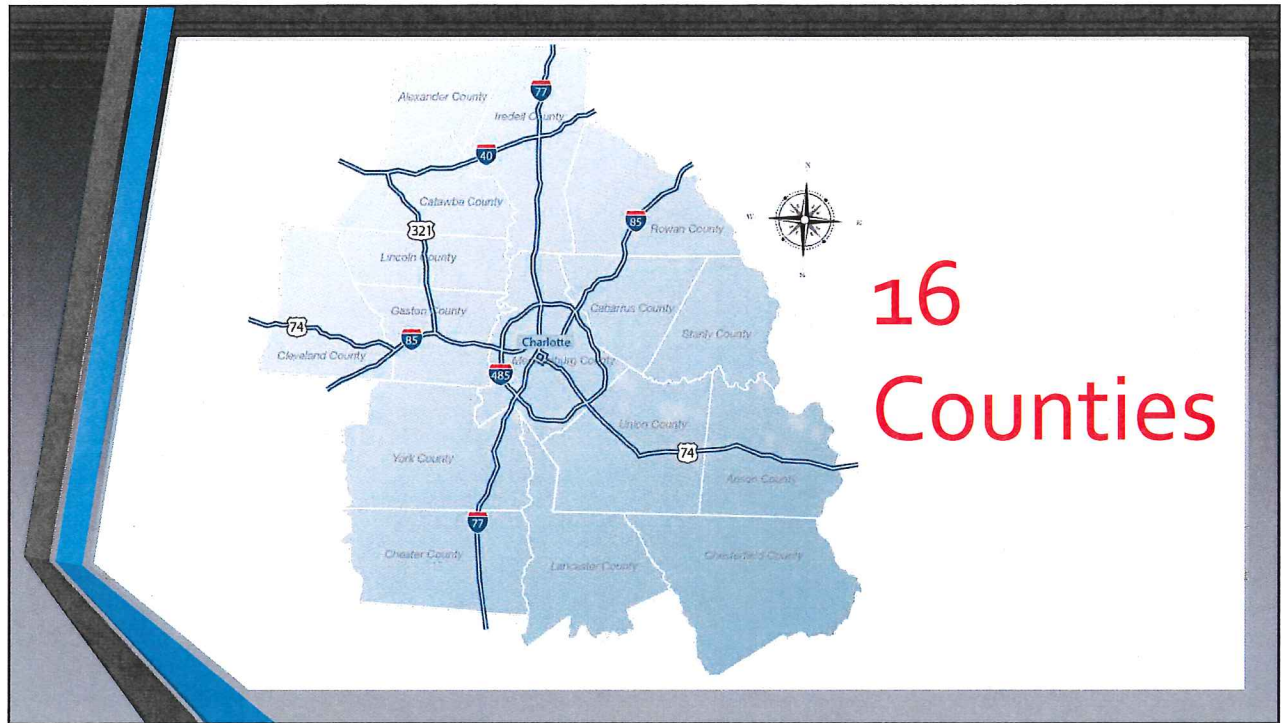


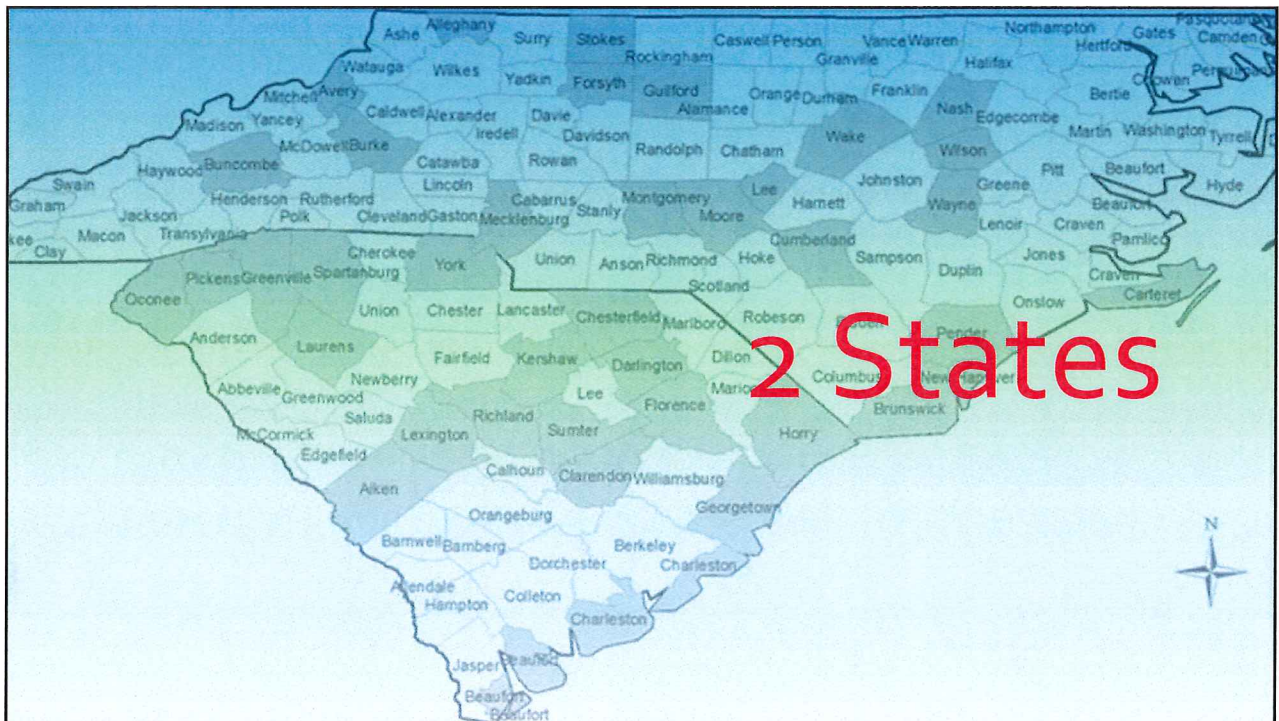
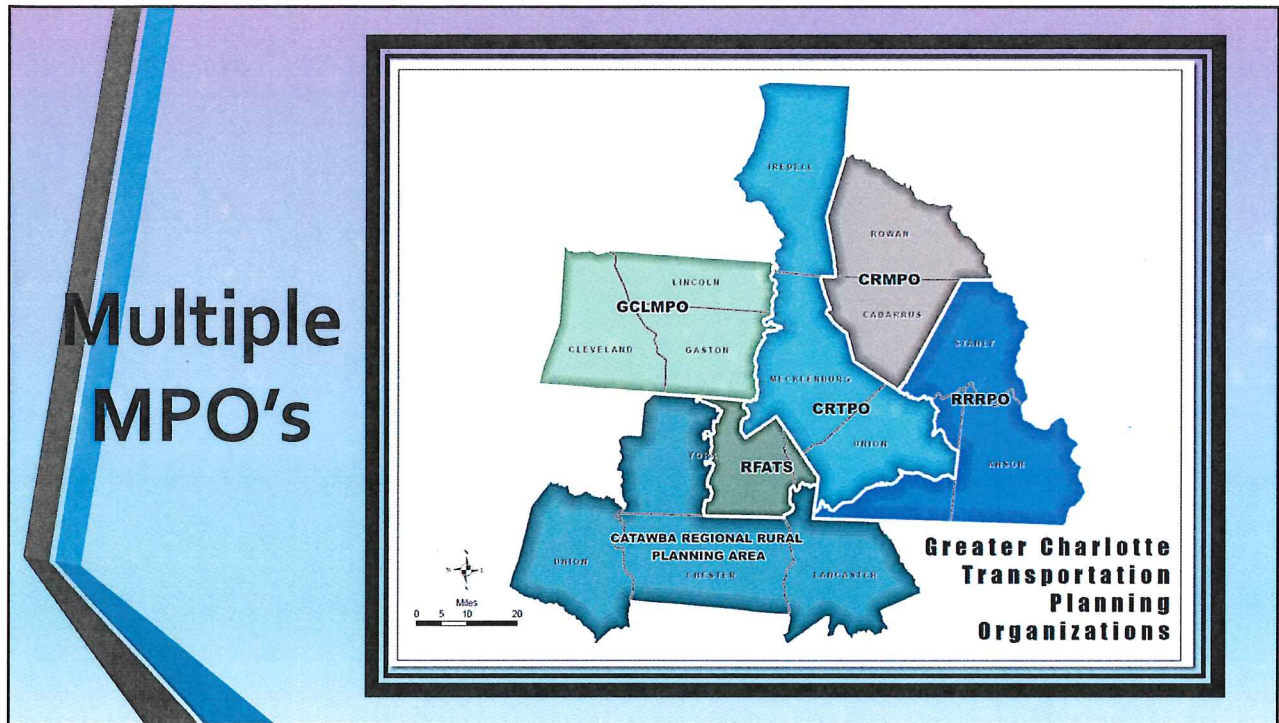
Economic Opportunity

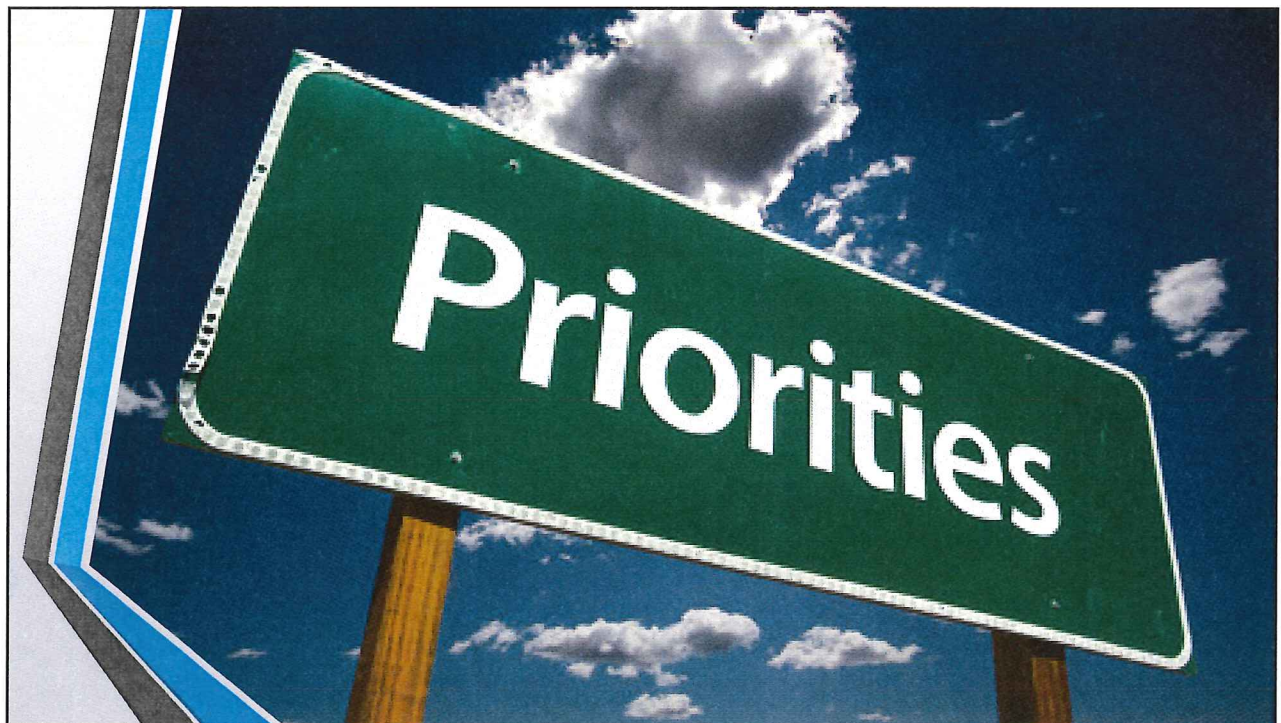
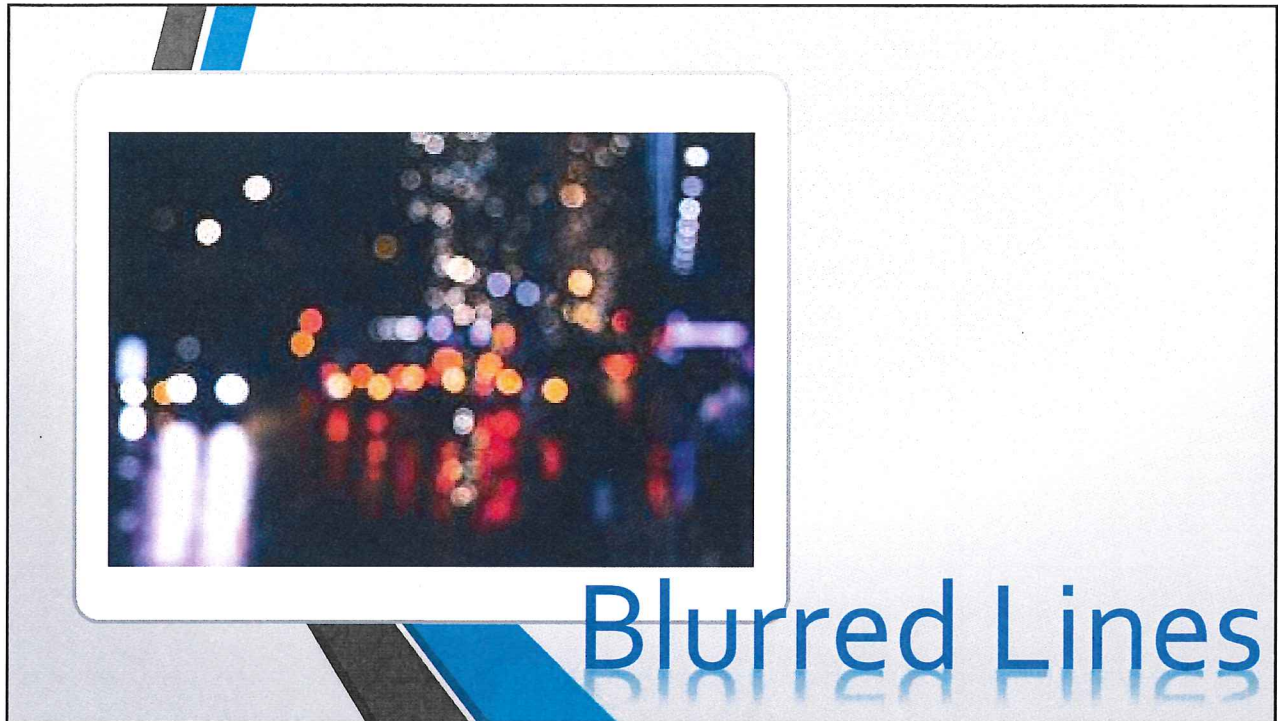
Economic Development











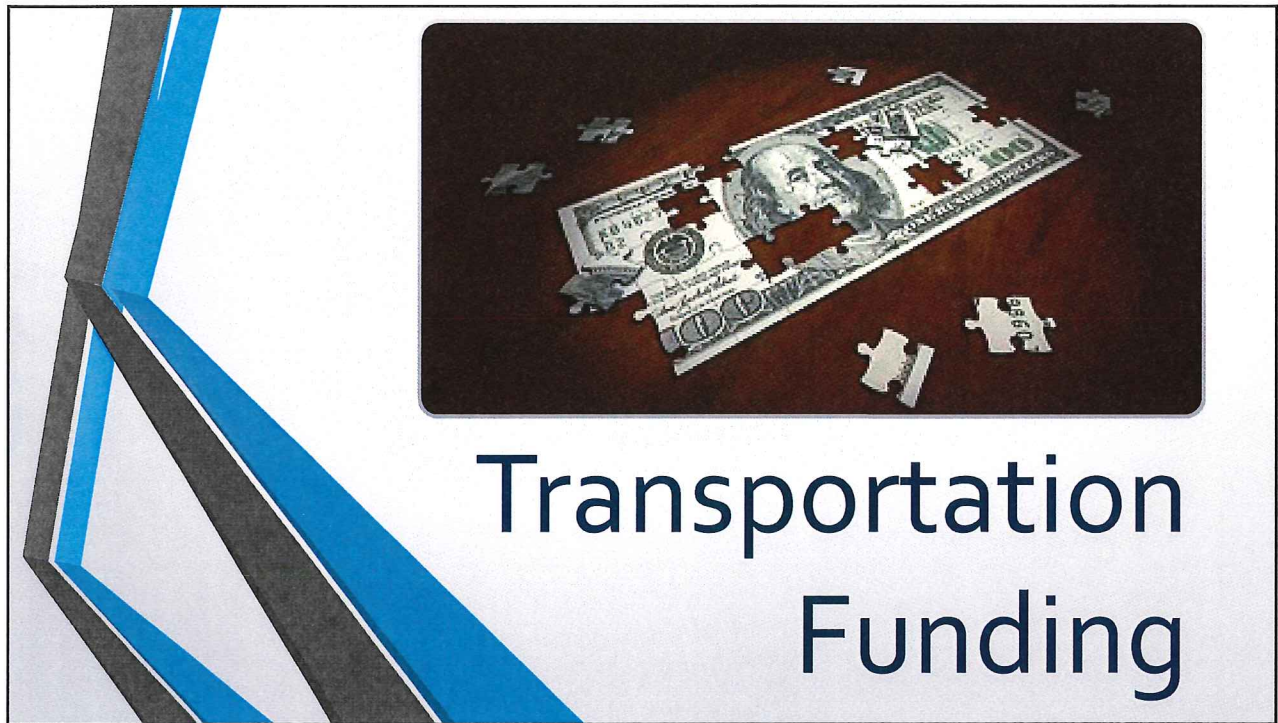


"politics is
more
difficult
than
physics"

Albert Einstein



Financial &
Political
Inefficiencies



\$1.1 Trillion Funding Gap

- Public Transportation Needs
\$17 billion → \$43 billion
- Road Conditions 44% → \$130 Billion
- Traffic 45% → \$179 Billion

\$50 Billion North Carolina Backlog



We Stand or Fall as a Region

The Future of Transportation Funding & Necessity for Coordinated Regional Planning

Tony Lathrop, NCDOT Board Member-At-Large

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Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report
Mar-19

Mode / Service			Percent	YTD	YTD	Percent	Avg Daily Ridership per Month		
	Mar-19	Mar-18	Increase/Decrease	FY 2019	FY 2018	Increase/Decrease	WeekDay	Saturday	Sunday
Local									
BOD Local	940,813	1,067,708	-11.9%	8,621,527	9,666,082	-10.8%	36,983	23,041	14,437
Subtotal	940,813	1,067,708	-11.9%	8,621,527	9,666,082	-10.8%	36,983	23,041	14,437
Local Express									
Arboretum Express	4,323	4,482	-3.5%	35,490	36,254	-2.1%	209	-	-
Carmel Road Express	-	1,152	n/a	3,654	11,210	-67.4%	-	-	-
Harrisburg Road Express	2,802	3,573	-21.6%	22,156	32,028	-30.8%	136	-	-
Huntersville Express	9,126	8,824	3.4%	76,661	77,470	-1.0%	442	-	-
Idlewild Road Express	2,254	2,726	-17.3%	19,676	25,255	-22.1%	107	-	7
Independence Blvd Express	4,856	5,002	-2.9%	39,829	42,404	-6.1%	234	-	2
Lawyers Road Express	2,622	3,104	-15.5%	24,312	28,338	-14.2%	127	-	-
Matthews Express	3,801	3,988	-4.7%	33,241	36,341	-8.5%	184	-	-
Mountain Island Express	1,199	1,425	-15.9%	11,009	12,252	-10.1%	58	-	-
Northlake Express	6,301	6,915	-8.9%	57,084	53,386	6.9%	305	-	-
North Mecklenburg Express	14,277	13,959	2.3%	117,622	118,273	-0.6%	691	-	-
Rea Road Express	3,085	2,302	34.0%	25,861	21,369	21.0%	149	-	-
Steele Creek Express	1,370	1,950	-29.7%	14,490	16,627	-12.9%	66	-	-
University Research Park Express	-	-	n/a	-	79,872	n/a	-	-	-
Huntersville Greenhouse Express	373	164	127.4%	2,242	164	1,267.1%	36	-	-
Airport Connector - Northlake	-	5,648	n/a	14,282	51,544	-72.3%	-	-	-
Subtotal	56,389	65,214	-13.5%	497,609	642,787	-22.6%	2,744	-	9
Regional Express									
Concord Express	-	1,581	n/a	-	21,834	n/a	-	-	-
Gastonia Express	3,526	3,620	-2.6%	30,337	26,865	12.9%	171	-	-
Rock Hill Express	2,838	2,625	8.1%	24,563	22,150	10.9%	137	-	-
Union County Express	2,410	2,424	-0.6%	20,808	21,883	-4.9%	117	-	-
Subtotal	8,774	10,250	-14.4%	75,708	92,732	-18.4%	425	-	-
Community Circulator									
Neighborhood Shuttles	31,566	36,687	-14.0%	289,310	393,354	-26.5%	1,228	851	386
Beatties Ford Neighborhood Shuttle	-	2,539	n/a	-	102,326	n/a	-	-	-
Eastland Neighborhood Shuttle	16,125	24,512	-34.2%	153,256	167,181	-8.3%	599	439	311
Pineville-Matthews Road	3,331	3,767	-11.6%	29,280	33,625	-12.9%	140	87	-
Village Rider	7,033	6,088	15.5%	60,133	57,700	4.2%	272	191	93
Subtotal	58,055	73,593	-21.1%	531,979	754,186	-29.5%	2,239	1,568	790



Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report
Mar-19

Activity Center Circulators

Gold Rush	-	-	n/a	-	23,831	n/a	-	-	-
Subtotal	-	-	n/a	-	23,831	n/a	-	-	-

Human Services Transportation

Special Transportation Services	21,924	25,092	-12.6%	192,144	192,925	-0.4%	916	289	247
DSS	281	484	-41.9%	2,887	4,064	-29.0%	14	-	-
Subtotal	22,205	25,576	-13.2%	195,031	196,989	-1.0%	930	289	247

Rideshare Services

Vanpool	11,944	12,672	-5.7%	101,523	105,992	-4.2%	599	-	-
Subtotal	11,944	12,672	-5.7%	101,523	105,992	-4.2%	599	-	-

Rail

LYNX Blue Line	750,932	591,619	26.9%	5,898,260	3,810,806	54.8%	28,001	22,680	9,901
CityLynx Gold Line	16,918	19,726	-14.2%	179,924	269,561	-33.3%	659	433	209
Subtotal	767,850	611,345	25.6%	6,078,184	4,080,367	49.0%	28,660	23,113	10,110

Total	1,866,030	1,866,358	0.0%	16,101,561	15,562,966	3.5%	72,580	48,011	25,593
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CATS Sales Tax Report FY2019

January Receipts

Sales Tax Collections and Distribution – January 2019

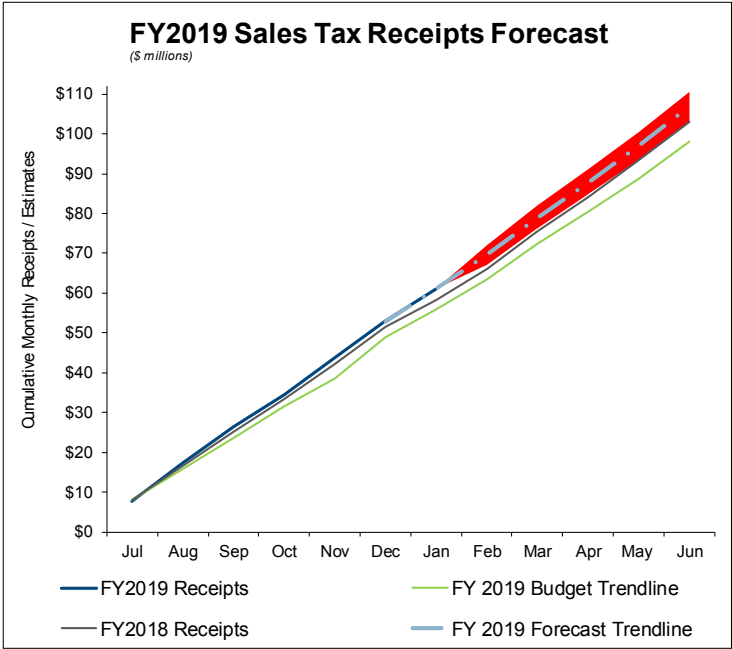
- January 2019 receipts of \$8,195,787 were \$1,224,101 (17.6%) above the budget target for the month
- January 2019 receipts were \$1,298,092 (18.8%) above January of 2018

Sales Tax Budget Data

- The model projects FY2019 year-end receipts of \$105,872,659, which is \$7,318,226 (7.5%) above the budget target
- FY2019 sales tax budget is \$98,211,941
- FY2018 actual sales tax was \$103,021,757

Local Government Sales and Use Tax Distribution

- Source: North Carolina Department of Revenue Sales & Use Distribution Report for the month ending February 28, 2019
- Published by NC Secretary of Revenue on 4/10/2019 with actual receipts through January 2019
- CATS sales tax report only includes Mecklenburg County Article 43 sales tax



FY2019 Sales Tax Receipts

Jurisdiction	Population	% of Total	Jul 18 actuals	Aug 18 actuals	Sep 18 actuals	Oct 18 actuals	Nov 18 actuals	Dec 18 actuals	Jan 19 actuals	Feb 19 accrual	Mar 19 accrual	Apr 19	May 19	June 19	Total
Charlotte	830,258	40.5%	\$ 3,128,556	\$ 3,904,914	\$ 3,694,818	\$ 3,274,062	\$ 3,816,955	\$ 3,607,034	\$ 3,319,101	\$ 3,498,681	\$ 3,761,910	\$ -	\$ -	\$ -	\$ 32,006,031
Cornelius	30,207	1.5%	112,497	140,413	132,859	117,729	138,871	131,234	120,758	127,291	136,868	-	-	-	1,158,520
Davidson	12,572	0.6%	47,218	58,935	55,764	49,414	57,797	54,619	50,259	52,978	56,964	-	-	-	483,949
Huntersville	57,145	2.8%	212,533	265,273	251,001	222,418	262,713	248,265	228,447	240,807	258,925	-	-	-	2,190,382
Matthews	30,849	1.5%	116,044	144,841	137,048	121,441	141,822	134,023	123,324	129,997	139,777	-	-	-	1,188,317
Mint Hill	26,690	1.3%	99,810	124,579	117,876	104,453	122,702	115,954	106,698	112,471	120,933	-	-	-	1,025,475
Pineville	8,873	0.4%	33,350	41,626	39,387	34,902	40,792	38,549	35,471	37,391	40,204	-	-	-	341,671
Meck. County	1,053,545	51.4%	3,958,494	4,940,804	4,674,973	4,142,600	4,843,475	4,577,098	4,211,729	4,439,605	4,773,627	-	-	-	40,562,405
Total	2,050,139	100.0%	\$ 7,708,503	\$ 9,621,386	\$ 9,103,726	\$ 8,067,019	\$ 9,425,129	\$ 8,906,774	\$ 8,195,787	\$ 8,639,220	\$ 9,289,208				\$ 78,956,752
Year-over-Year Comparison (FY19-FY18)			-5.4%	14.0%	3.6%	2.3%	6.1%	-4.5%	18.8%	10.2%	-0.2%	-	-	-	4.2%
FY19 Budget Target			\$ 8,079,462	\$ 7,747,794	\$ 7,725,621	\$ 7,814,127	\$ 7,201,246	\$ 10,297,775	\$ 6,971,686	\$ 7,624,864	\$ 8,920,485	\$ 8,081,597	\$ 8,353,234	\$ 9,394,050	98,211,941
% of FY19 Budget Achieved			7.8%	17.6%	26.9%	35.1%	44.7%	53.8%	62.1%	70.9%	80.4%	80.4%	80.4%	80.4%	80.4%

Sales Tax Receipts: FY2015 – FY2018

Fiscal Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
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
FY2017	6,706,169	8,123,310	8,099,598	6,984,259	8,275,157	9,927,120	5,142,666	7,510,515	9,105,261	7,459,176	6,747,425	8,520,759	92,601,412
FY2016	7,470,371	6,971,746	7,551,677	6,188,499	6,607,520	9,383,261	6,142,552	6,944,204	7,858,189	7,952,022	7,781,259	8,765,518	89,616,819
FY2015	6,087,774	6,938,945	5,932,063	7,114,003	6,853,209	8,378,347	5,947,801	5,641,898	6,914,523	6,057,389	7,522,357	7,762,101	81,150,409