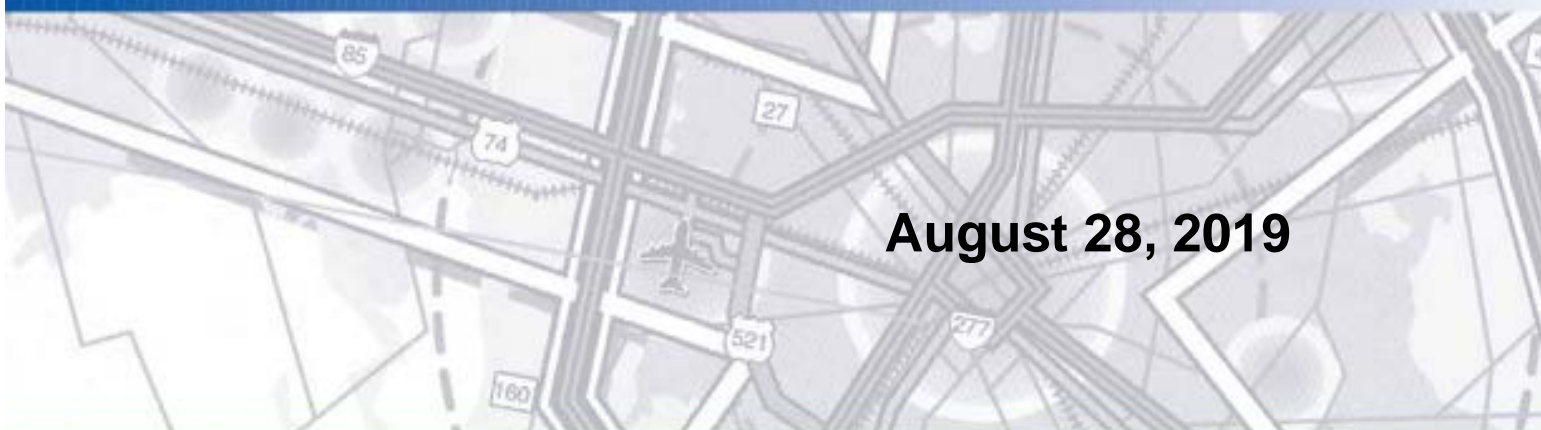


Metropolitan Transit Commission



August 28, 2019

METROPOLITAN TRANSIT COMMISSION

Wednesday, August 28, 2019

5:30pm

Charlotte Mecklenburg Government Center

Room 267

AGENDA

- I. Call to Order Mayor Vi Lyles
- II. Approval of the May 22, 2019 Summary (**p.5-37**) 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)..... No Report
- V. Public Comments
- VI. Action Item
 - None
- VII. CATS Information Items
 - CATS TRAX Matrix FY2019 (**p.39-50**) John Lewis Jr / Lyndsey Scofield
 - Pineville/Ballantyne Rapid Transit Study Update (**p.52-67**) Jason Lawrence
 - EnoMAX Program (**p.69-76**) Monique Moore
 - Property Acquisition (**p.78-79**) John Lewis, Jr
- VIII. Regional Information Items
 - None
- IX. Chief Executive Officer's Report (**p.81-84**) John Lewis, Jr
- X. Other Business Mayor Vi Lyles
- XI. Adjourn

**METROPOLITAN TRANSIT COMMISSION
MEETING SUMMARY
May 22, 2019
(Approved on August 28, 2019)**

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

Present:

Danny Pleasant (Asst. City Manager, Charlotte)
Commissioner Susan Harden (Mecklenburg County)
Mayor Rusty Knox (Davidson)
Mayor Woody Washam (Cornelius)
Andrew Grant (Town Manager, Cornelius)
William Coxe (Town Planner, Huntersville)

Mayor Paul Bailey (Matthews)
Bill Thunberg, (Mooresville Representative)
Mayor Jack Edwards (Pineville)
Mayor Walker Reid III, (City of Gastonia)
Larry Faison (City Manager, Monroe)
Mayor William Dusch (City of Concord)
Councilmember Jerry Morse (Indian Trail)

CATS Chief Executive Officer: John Lewis, Jr

I. Call to Order

The regular meeting of the Metropolitan Transit Commission was called to order at 5:30 p.m. by Chairman Mayor Vi Lyles (City of Charlotte).

II. Review of Meeting Summary

The meeting summary of April 24, 2019 was approved.

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

Sam Grudman - TSAC received update concerning the potential bus changes.

- Gold Line construction
- Rail being placed on Trade Street
- Bike week

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

V. Public Comments – None

VI. Action Items

2019 MTC Summer Schedule

John Muth

Resolution: Commissioner Susan Harden (Mecklenburg County) motioned to cancel the June 26 & July 24, 2019 MTC meetings and reconvene on August 28, 2019; Mayor Paul Bailey (Matthews) seconded the motion, which passed unanimously.

VII. Information Items

a. Envision My Ride Service Enhancements

Larry Kopf

Larry Kopf – CATS Chief Operations Planning Officer presented an outline overview of EMR Enhancements.

CATS CEO LEWIS: Last month, MTC members will remember, as we introduced, you voted on the budget. There was a provision in there that we had identified an extra -- we had set aside a million dollars to begin the implementation of Envision My Ride. As more members will

remember, we changed the structure of our bus routes back in October of 2018. Through this upcoming FY '20 budget we wanted to begin dealing with the challenges we have in regards to frequency.

Now, at the last meeting, we laid out that in order to reach that goal, that ultimate goal where there was -- the average frequency on our system would be no greater than 30 minutes -- no greater than 30 minutes -- that it would require about \$32 million in investment from an operating standpoint and an additional capital investment.

MR. KOPF: A number of these first slides are things that you've seen before. I'll go through them fairly quickly but wanted to remind you that last time I showed you that 61 percent of CATS customers ride the bus system. We made changes to our bus routes both in March of 2018 when the blue line extension opened and again in October to work on the structure and to get more crosstown service.

But we still have work to do. We want to still improve the frequency. And if you look on the left, that's -- the colors indicate how frequent the routes are. The red routes are the most frequent. And on the left, you see the map of where we started before Envision My Ride. On the right is where we want to get to improve our service to have routes operating every 15 minutes, the red routes and the blue routes operating every 30 minutes. So that's our goal to improve service to our customers.

How would this impact our customers? If we put Jane on the map, this is an example how many jobs Jane can access from the Ballantyne area today using transit. And if we make these improvements, how it benefits a customer from the Ballantyne area, how many more jobs she can get to and better access.

What is the cost of this? This is what I showed you last time -- the cost of the service. If we make all these changes and improve the frequency of all our routes, introduce a few new routes here or there, the cost of that service is \$32 million. And in addition to that, we would need to purchase 84 buses in order to make that happen.

Keep in mind, our buses, we do get federal money for our buses. Basically, the federal money pays for about 80 percent of the cost of the bus is the general formula. So that's how that would work.

If you just focus on the bus system alone, you can see that our core route, especially our top 10 ridership routes in the system, they account for 15 percent of our bus routes, but they account for 45 percent of our bus ridership. And then if you add the other core routes, that's another 23 percent. And going around, you can see that our cross towns account for another 16 percent. And then our light rail feeders have another 8 percent of our ridership, follow by our express routes at 5 percent, the neighborhood circulators carry 2 percent of our bus riders, and then our regional expresses have 1%. So that's how the bus ridership kind of shakes out by category of route.

You can also look at this in terms of passengers per hour. If you look at -- again, the top 10 routes in our system have the highest passengers per hour. Keep in mind that, as I pointed out last time, many of these bus routes are still not operating every 15 minutes. I'll give you an example. Monroe Road, which is Number 27, operates from uptown to the Independence Pointe Park and Ride. It's the Number 3 route in our system in terms of ridership. And for most of the day, it's operating every 20 minutes, and, really, it should be operating every 15 minutes to serve the number of people that use it in a convenient manner.

If you go down farther, the cross towns, those are important routes, and we need to try to work on improving the frequency because those routes knit the system together. And if you see a passenger on a crosstown, they're probably going to end up a passenger on a radial

route because they might transfer. But the cross towns do not carry as many people per hour as the core route. You're probably not going to be getting the same return in terms of ridership as if you would invest in a core route.

Going further down the line, we've got the light rail feeders. That kind of is the same as the cross towns. They're more going across and connecting at the light rail.

Our express buses, keep in mind that we are investing in our express routes as soon as the express lanes open up on 77. Staff is not recommending that we make another investment right away to the expresses.

The neighborhood circulators have the lowest passengers per hour. These are routes that need to have more convenient services. In some cases, the routes operate every 30 minutes or every 60 minutes, and we recognize the need for better service. But they generally operate in lower density areas or at least in areas where the people who use transit, there's not high density where people have cars and so forth. You're not going to get the same return on investment in terms of ridership on the neighborhood circulators as you would if you would invest in some of these other categories.

Now, we did talk to some other cities that have recently gone -- had some redesigns. And we talked to Houston. Houston invested and went through a similar process where they created more direct services and more cross towns. And their goal was to put 80% of their new resources towards improving ridership. Investing, for us, would be our core routes. So that's where they put their focus. They did try to improve frequency in the coverage area, but it was a lower investment in that area.

Columbus, Ohio, also had a redesign. And their goal was to invest 70% of their resources to create a backbone of frequency. Again, that would be similar to our core routes where they put their investment. They invested 30% of their resources in coverage areas, less dense areas, but they weren't really concerned about the frequency. They just wanted to make sure that the service existed in those areas. So that's how they went about it.

Richmond also went through a redesign similar to the other cities. They put a majority of their focus on maximizing ridership. They did try to put some resources in coverage area, but they realize that, when they were doing that, they weren't going to be getting the same return in terms of ridership.

This is the summary of investment. And core routes are more likely to produce higher ridership or return in terms of ridership the quickest. The crosstown investment would enhance mobility and knit the system together and reduce travel time. Probably wouldn't get the same -- quite the same improvement or result in terms of ridership. Lower density areas, we need service in those areas. But if you add frequency, you should not expect the same return on ridership in those areas.

I have a recap of what the other systems that we talked to did. And we also had a discussion with TSAC earlier this month. And basically, TSAC -- that's our committee of bus riders. And they thought that investing in initially -- at least this initial investment in core service and crosstown service would be the best use of the initial investment.

CATS CEO LEWIS: The board has already taken action doing the budget to include this funding in there. We just wanted to have this discussion with you to gain a consensus of the board as we're moving forward. Our recommendation as staff would be to invest in those -- \$1 million into those core routes. If you look at the top 10 weekday routes, that would be those core routes, in order to hit all of those, the investment will be 3 and a half million. Again, 1 million of that is not going to solve that tier. But it is a step forward. We would get about, of those routes, maybe a third of that investment done through this initial action.

WILLIAM COXE (Huntersville): If I may, that 3 and a half million on top of that would be the capital outlay.

CATS CEO LEWIS: On that first one, we probably would not have to make a capital outlay since that nine buses would fall within our spare ratio. If worse gets to worse, we could delay retirement of vehicles in order to get that service out as quickly as possible.

MAYOR LYLES (City of Charlotte): This discussion among the Charlotte City Council has been really, really active. The idea that we have the service needs -- and the way that you look at it is, if you miss the bus, it's an hour or 90 minutes before the next one comes. There's really no incentive for you to try and take the bus. But I think for the council, what we have been very concerned about is the access to and the ability to get to work on time and to get back home on time.

I would be remiss to say that, when they found out it was a million dollars, that it was just, like, a shock because it's not enough to really begin to make a dent.

The top priorities for the Charlotte Council would try to do a proposed ranking. They would rank one, two, and three, which is about a total of \$15 million. That's where they believe that we really make an impact on the workforce and getting people to work and home most quickly and 15 minutes to be a standard that we want to hold up as the ideal way for people to use the bus. Reliability is important, and time spent to be on a bus is very important. The 15 minutes, I think, is what the standard that they would like to see.

When we have this million, I think that the investment, as the staff recommends, is probably the top one. But as we go forward, I think that the idea of how do we actually make a dent in the first three. What's important in the rest of the list that needs to be done. But improving existing bus service is, I think, our number one priority.

BILL THUNBERG (Mooresville Representative): Let's just assume that -- just for the moment that the revenue projections that are contained in this budget are conservative. When you start looking at the income from the sales tax moving up at a -- continued at a bit higher rate than like it has been in the past couple of years, would you be in a position to implement that or bring it back to this board and start the implementation of spending more money on improving this frequency or what?

CATS CEO LEWIS: Absolutely. We budget to an artificial trend line. We, over the last five years, have been pretty conservative in how we do that. And we have received additional sales tax above what is projected. It has been our policy, MTC policy, to use that excess funds over trend line to fill up our reserve piles. Now that we've done that, we have this extra funding.

We are not able -- just how we budget, we are not able to plug that into our budget at the beginning of the year, but we will have the opportunity after we close out next year's budget and the first quarter of FY '20 that we may have a windfall that we may come back to the MTC and reinvest. We will probably have an opportunity, towards the end of this calendar year, to continue this discussion.

MR. THUNBERG (Mooresville Representative): The thing that you would do is continue to think about this and how you would deploy those assets if additional revenue came in. And be prepared to move on it fairly quickly. Not only does it make a difference in people's lives, as you mentioned, but the -- you have to improve the utility of the service for the users to be able to

value it as something that's meaningful for them and to continue to use that service over and over again as well as their friends.

MAYOR LYLES (City of Charlotte): Time on this reliability on this are key factors in the decision-making. I think that we would agree that the million as funded should go to the top ranked project if that would be okay. I'm really looking forward to seeing how we end the year and if we can move more quickly on advancing this idea of improved service really, really is the core. Most people ride the bus. And if it's reliable, they will get it. And I just really believe that we're not doing sufficiently well for our community.

b. Fare Collection System & Structure

Olaf Kinard

Olaf Kinard – CATS Assistant Director shared the following. Going through a little bit about some just basic information and background about our fares, our passes, our technology, where it currently is today, some plan technology over the next 12 to 24 months, and then into the fare policy, what that process is, what it means for you, what the fares are, and then we'll have a small test at the very end of the presentation.

Basically, this gives an indication of what customers are buying. And the largest purchase is one-rides. That's largely because a lot of people who get on the buses pay with cash, and that's a one-ride. But it also includes our ticket vending machines and our online sales and our mobile ticket sales. Our next biggest seller is the monthly passes, which has unlimited rides. But, really, what is up and coming is the fourth one down -- fifth one down -- all access pass we started last year with UNC-Charlotte. And City of Charlotte is now our fifth biggest revenue source in the sense of the type of passes in that respect.

Customers typically pay through three different ways. They either pay cash either at the bus, at the transit center where they're buying something at the TVM, or they are using a credit card at the ticket vending machine at the transit center or through the mobile app. And then we have some AR, which is mainly our large customers that we sell through outlets who have an established credit line with us in which we bill them.

What's really interesting is credit sales has nearly doubled in the past five years. We've seen, because of the mobile app, ticket vending machines, and customers typically going to having less cash in their pockets and using more credit cards and debit cards and things of that nature that the credit is going to continue to grow as a larger percentage of the payment method.

We also have distribution channels, the areas in which we sell the passes at or the fares at as you think as a regular type of business. You have distribution channels. In ours, we have the farebox which receives the cash. We have a transit center which sells passes to customers and also to our outlets in that respect. We have the ticket vending machines in all the platforms that receive sales. Then we have the two other new sales channels – the mobile app and the all access pass in that respect. So that's the main distribution channels that we work within order to sell passes.

In the CTC area, we have employers, grocery stores, Food Lion, cash checking outlets that is another sub kind of outlet that handles passes, distribution throughout the network.

On our buses, we have the fare boxes that are about two and a half, three years old. We replaced the entire fleet. The fleet was about 18 years old. And the fare boxes we were having tremendous amount of hardware problems with them. Basically, people were having to ride for free because they were just failing so much. They were in dire need of being replaced, and they have been. We've seen a significant improvement in that maintenance effort on those. They support cash, magnetic passes, take contactless, which we started with UNC-Charlotte.

We'll be able to take a mobile app with the bar code. It has that feature. We take tokens and can receive change cards and we can issue change cards.

One thing we started in the past several months is there's a lot of data that goes back and forth. Typically, we would do that at night between 8 o'clock, 10 o'clock at night until about 2, 3 o'clock in the morning while they're doing other things to the buses as well. We've now added wi-fi. When the buses actually come into the yard, they can actually start sending up the data related to transactions, transactions related to our UNC-Charlotte contactless system, so that at nighttime, it improves the performance for the staff handling all the aspects of what they have to do at night for the buses.

Our ticket vending machine also has credit and debit. You may ask why we don't do debit or credit on a fare box. And the reason is the well time. It takes too long to go through a debit or credit transaction at a fare box. And, therefore, it would cause the buses to even go slower. So that's something that we probably would never do and a lot of transit systems don't do in that respect. You can do things like mobile payment in that respect but not credit and debit. TVMs also have contactless, cash, magnetic, and they issue and receive change cards today.

Our light rail collection system also is a project for what are called validators that we've got them, and we're finishing up the last part of the order for materials. And we should be doing a pilot later this summer or early fall. And then once that occurs and we know that they work well with the vehicles, we'll put them on all the light rails. What that allows us to do is you can use them to swipe your magnetic. You can use them to bar code, mobile apps, and you can use it for contactless. Right now, UNC-Charlotte, the only contactless tapping that's occurring is on the fare boxes. When we add this, the students will then be able to tap, and we'll get real live up-to-date information. It also allows us to move forward with other aspects of contactless in the future in that respect.

Today we don't allow 10 rides to be used on the light rail because there's no way to deduct them. With contactless, we can do 10 rides and allow people to deduct rides each time they tap. It's a feature that we need to add. It's also something that will be part of the gold line fare collection system in Phase 2. Since the platforms for the gold line has no fare collection on it, fare collection is actually on the vehicles. They will have two fare boxes and several validators on them so people can walk up, pay their cash, choose a pass type through the fare box. Or if they've already got a pass or a contactless or mobile, that they can use the validators as well. Just like the light rail system, the streetcar system will use fare inspectors in the same method in that respect.

Our CATS pass app is our mobile app that's finishing up its pilot program. It is one of the fastest growing for us in that respect. It's also very efficient in that respect. It's probably about a 1.2 to 1.5 percent cost for us to implement. One of the lower cost distribution methods for passes in the system.

Contactless: UNC-Charlotte is our first in use. And this, probably over the long term, would be more of the least cost provider for medium because the cards are kept for three- to five-plus years. You actually get about a 20 to 50 percent savings than you would through traditional magnetic passes which we have today in that respect because the customers can reuse the card over and over and over again.

As to give you a feel for what's happening with UNC-Charlotte, we just finished our first year, year-to-year in March. We did surveys on the system during the semester. And it turns out that during main semesters, 10% of the light rail ridership is UNC-Charlotte students and faculty and staff. We did about 730,000-740,000 rides with UNC-Charlotte both on the train and the bus in that year.

During the off months in summer, that ratio would come down a little bit. But during the heavy season, that's about 10%, which is a little over 26,000 cards were issued in the two semesters we've done it with them. In addition, it's also brought in -- as we get this next payment for this semester, it will bring in 1.29 million prorated for the half a semester to get a full year, which is about 20% increase than what we projected two years ago when we were looking at it.

Again, fare checking occurs on the light rail. Today's visual, in our contract with our fare collection system, we have a handheld device. That's a project that's just getting ready to start up. That'll happen in late 2019, early 2020 in which the fare inspectors can check the mobile app. They can check the contactless card in that respect. And any magnetic card can be visually looked at or have them swipe on the validator when it's there.

The fare policy is a two-year cycle from which we can try to balance the ongoing cost increases that occur on the operating side. And there's two parameters in which you can increase it. One is 25 cents or the average of two-year inflation, whichever is higher. However, you don't have to choose two years. You can choose less than a year. You can choose more than two years. You have that flexibility in the policy.

It does require a public hearing. Typically, what happens, it's included in the budget. And, typically, at the March meeting, as you're going through the budget process, there will be a public hearing where citizens can come in and give your opinion about it. And then you typically just vote on the budget, which includes the fare increase in it.

In addition, we're required to a fare equity analysis to ensure that we don't have a disproportionate against minorities and low income. When you have a fare increase, those two things will occur that the MTC will have to hear and also read and see.

Our last increase was in FY 2014. However, we did do some adjustment to discount structures to help us without a fare increase.

This gives you a feel for the fare increase since 1996. I came in 1997 two weeks after city council approved a 25% in the base fare and a 63% increase in the price fare. And that's what I spent my next month doing was receiving customer service calls on the fare increase. And one of the reasons that was is that because there was no policy in effect, and elected officials would never want to have to do a fare increase until they had no other option. And that was usually a five to seven-year period of time.

One of the first things we did is we became CATS and established this. You see that stair-step method. And, typically, at the public hearings, customers understand that, and they've been fairly receptive to it in that respect as long as they know that's the reason for it. It was these large increases that occur every four or five years or six years that just really was an issue with customers.

And these are our fares. It basically says our local service is around \$2.20. It gives different pass options. Seniors 62 and older, disabled with a Medicare card, or anyone with the Medicare card and CMS kids - K through 12th grade, get half off the cash price. There are some passes for half off for seniors and disabled that have unlimited rides with them. Our neighborhood service is typically half the price of local, less than half the price of the local fare. The light rail and streetcar are priced the same as the local services. Then our express fare is 40% higher.

Now, if we do the math right now, it will show it at 36%. It's roughly 40% based upon rounding to make it, you know, not having pennies sitting around in fare. Our regional express is twice the local fare. And our para-transit basically says it can go up to two times. And that's also a federal limitation. We're not quite at two times the price of a local fare.

MR. GRUNDMAN (TSAC Chairman): I've been reading that some cities like New York and Seattle have started putting fare prices based on income. Low income people would potentially not even have to pay. Has Charlotte looked at doing something similar?

MR. KINARD: We actually implemented something that handles it but in a different way back in 1997. We have a nonprofit discount that any nonprofit that serves anybody who's at or below the poverty level gets a 25% discount whether they buy one pass or a thousand passes. And we allow those organizations to then distribute that because one of the issues is how do we keep up with that information? How do we determine who's at certain levels? And those organizations are already doing it. We wanted to use an existing network in order to do that. And so that's how we've implemented that. Some have gone, like you said, a step further and actually made it completely free. But this is a way in which we don't have to maintain all the personal information. And, typically, they're going to those organizations for other things, and transportation is one of those items.

MR. THUNBERG (Mooreville Representative): Just a thought. As we take a look at the implementation of BLT in the north corridor or any other corridors where it might be used, it would be interesting to hear -- have the discussion about how the fares would be calculated on that, whether it would be similar to the regional bus fare where the local government pays a fee and then there is a fare for the rider or something like that.

CATS CEO LEWIS: As we continue to work through our fare modeling for that, it's my intention that we consider that premium service since, with the advent of the tolling lanes, that is something that is not offered anywhere else in our express network. I think there should be a cost associated with that enhanced service option. I think because of the compared cost of driving in the same lane with a vehicle, we have an opportunity to what I will term that to market pricing so that we get a hundred percent fare box recovery on that so there is no subsidy. I think that is why we call it premium service. We're working through the modeling of that. But I think we intend to bring that model back to the MTC. It will require a change in our policy.

MR. KINARD: Also we have to come back in the next probably 12 months for the streetcar because, basically, the policy says it's free until Phase 2 comes, but it doesn't mention how it's structured. And, typically, we've structured it to be equal to local fares. We'll have to come back and change that policy as well next year.

c. LYNX System Update: Pineville/Ballantyne Transit Study

Jason Lawrence

Jason Lawrence, CATS Transportation Planner shared the following. The last time I was here, talking about north corridor and the silver line and the southeast and the west and center city as a part of the route system update. And one of the other efforts that came out that was looking at Pineville and Ballantyne.

We've been working on that and also working to advance those other projects as well as we move those over to the next phase of planning and design.

And, certainly, through the LYNX system update, we had heard a lot of interest about Pineville and Ballantyne. During October of last year, the Town the Pineville passed a resolution of support. We've been hearing a lot of those lately about support of the rapid transit extensions. And Pineville passed one in October to have light rail to come to their town, to look

at Carolina Place Mall and also encouraged us to look at Ballantyne. And that's really what we've been focusing our effort around that Pineville and Ballantyne area.

Since that February meeting, we've been doing additional data analysis, mapping, stakeholder outreach, meeting with the property owners there. This is a unique study area. Most of the station areas are owned by two large entities. One owns -- one ownership of the mall. And then one ownership around, like, the Ballantyne Corporate Park. That's unique in a transit planning sense to have one person or one entity to talk to when you're talking about station planning.

We've been looking and talking and sitting down with them, looking at the environmental impacts that would potentially come from this. We've discovered a lot of wetlands and greenways and things that are difficult for us to build transit projects over. You'll see that as I go through the potential alignments that we've been showing to the public.

But before we started showing alignments to the public or actually doing lines, the first meeting in April was asked the basic questions of, you know, if you're in this study area, where do you work, and where do you live? It's kind of that origin and destination piece. And those that filled out the survey -- we had about 330 people fill out the survey -- most was uptown Charlotte for where you work. But still, you know, some showing in Ballantyne and Pineville. And then where you live was, you know, all over. And the other was still pretty big. A lot of people were interested in this survey. But still big percentages in Pineville and Ballantyne.

And we asked, how do you currently commute to work today? A lot of people were driving. Almost half. What we really thought was really important, a lot of people that use the blue line today filled out the survey. Now, often, when we go out and do rapid transit planning, a lot of people that come to our meetings don't actually use transit in some sense. We thought that was significant and noteworthy that was a lot of interest of people who currently use this service that were interested in this study.

We asked them, if a station was available, how would you prefer to access the station? Not how would you, but how would you prefer to access that? Now, of course, a lot of people would prefer to drive. But what I felt was noteworthy is that, you know, over a third said they would like to walk or bike to that station. In those areas around the mall or around the corporate park at Ballantyne, there's a lot of infrastructure that would have to be put in place to make that really work for walking and biking. We thought that was something of noteworthy. As we look to plan stations, that that needs to be a key piece of those station locations.

And probably the most critical question we had to ask is -- you know, because the original alignment for south corridor for the blue line was to go to downtown Pineville. But now there's been work -- you know, talking about going to Carolina Place Mall. We had to ask, you know, the basic question, is it downtown Pineville or is it Carolina Place Mall? Certainly, from the town's perspective, talking to the mayor and town staff, Carolina Place was important to them. But the general public felt that Carolina Place Mall was a more important location for service.

But when we asked about the Ballantyne area, we asked a number of locations. When we first looked at them, we said, "Well, Ballantyne Village was the most important place for service." But another way to look at this is if you look kind of just down the middle, half of those locations are one on side of Johnston Road. And the other is on the other side of Johnston Road.

One big question we've been asking is this a park and ride location or is this a location that's integrated into mixed-use development and still has parking? And I think that what we're seeing is the potential to serve multiple locations in the Ballantyne area. And some of our alignment discussions with the public have been centered around that.

We took that survey information and what we heard from those two public meetings and the overall principles to guide the development of this alignment was connect Pineville and Ballantyne with an extension of the LYNX blue line as a continuous route, that Carolina Place was more desirable than downtown Pineville, but also there's a need for near-term transit options. As we look at those 485 express lanes that are coming online in 2022, how do we maximize those for the benefit for commuters and people going to the events and entertainment?

Because as you go in these studies, people want to ask for a lot of things that makes the -- we've had a lot of interest in looking at South Carolina, extensions to Fort Mill. However, we felt, since we have a regional transit plan starting soon, that those kind of conversations would occur during that effort. And then we would really focus our efforts to the Pineville-Ballantyne conversation for this effort.

The major questions we had to answer. After we had those survey responses, we developed a series of lines that focused to Carolina Place Mall and to the Ballantyne Corporate Park. But major route questions -- how do you extend, you know, from that line to get across Norfolk Southern and cross over 485? Which side of the mall? Is it paralleling 485 or are you on Carolina Place Parkway? How do you get around the wastewater treatment plant -- that is this area in here -- and around McAlpine Creek? How do you go around that? You're certainly not going through that. You're going to have to go around that facility. And then where you do you end in Ballantyne? You know, is this set up for future extensions, or is Ballantyne the end, and how does it incorporate with future infield development, or as that area changes over time?

This is where currently the blue line ends today. There's I-485. Here's the Norfolk Southern line. Over here is where the blue line and the parking deck with the field on top. Our basic question that we initially have to answer is how do we get across all these things to get on our way to Carolina Place Parkway? It's still under development. But essentially, we feel, you know, a lot of this will probably be on structure going across multiple ramps and crossing over Norfolk Southern. But it really given that there's a lot of -- some greenways and park land -- we found some historic cemeteries and flood plains -- that the alignment in this section would have to -- after it crosses over I-485 would have to hug pretty close to I-485 in this section.

We screened out any option and went through, like, the mall property, the proper parts of it. We sat down with Brookfield Properties that own the mall and kind of get a feel of, you know, what they're thinking long term. And, certainly, we're interested with the conversation.

One comment that was made by John Muth is like how many mall properties in the country have an active transit agency who's actually looking at a light rail project going near their property? They were intrigued by us talking about that to them. So, certainly, it was a good dialogue. We do think we need to serve the mall, but it would have to adapt to whatever changes, of course, that they would do.

Removing anything that goes over major environmental hazards. There's a couple of historic properties that we discovered here. There's a historic cemetery. These are all flood plains and greenways. Anything that goes around there we eliminated it from consideration. Down here is the James K. Polk site. After we eliminated and screened that out, we came down to two essential options in the Pineville area. And this really comes down to choices in the Pineville area and choices in the Ballantyne area because the places in between were primarily paralleling I-485.

One option we presented to the public was completely paralleling I-485 with station locations around the Centrum Shopping Center area that's north in the map here and then an alignment that goes parallel to I-485 and still serves the mall area.

Conversations with the public and the town has been about just tradeoffs. You could do either one of these. However, with this alignment, you're essentially one-sided. Station access may not be great. But it could be integrated with development at that location. A little bit closer to the hospital, which is on the other side of I-485 but a little bit further away from downtown Pineville.

Another alignment would still parallel I-485, cross over Highway 51, and then be on more the Carolina Place Parkway side of the mall, a bit closer down to the downtown area. Those yellow circles represent potential station areas.

One piece of this that we did feel was beneficial was in here, there's parks and greenways coming in the space. Under this scenario, if you had an alignment and the mall development on one side, you could have, like, a rail-to-rail greenway environment on the other side with connections to a station area. We thought from an integrated station standpoint, you had a little bit more opportunity in this space.

As you go past the mall, really your options get really narrowed. This is the wastewater treatment plant. We looked at some alignments coming down Lancaster Highway and paralleling a utility right of way through this section. But as you can see here, all this blue represents flood plains, existing greenways. So essentially in that area, the yellow alignment, we're really tight. Right up against I-485 is really the only place that we feel, at this point, that we could be. As we get into Ballantyne, the question is, you know, what type of alignment is this? Is this an alignment to get to Ballantyne just extend the project another five miles with a parking facility? We do think the parking would be a part of any environment here. However, in this scenario, the alignment would parallel I-485, parallel Johnston Road, Highway 521, and end somewhere around the Ballantyne Corporate Place Parkway. It does set you up -- if you did want to extend more south, it does a little bit more flexible in that manner. It's more central. But it would be hard -- more difficult to integrate with any kind of potential infill development. The blue line is a very attractive place for developers and for business locations. And, basically, LendingTree moved from the Ballantyne area to -- or will be moving to a station along the blue line just near the Carson Street station.

If there's a desire to have that more lifestyle like we have in South End, this may not be the best alignment for that. However, from the pure function of the transit line and to attract ridership, this alignment could do well.

Another option would be, as you come through, this is where those dotted lines are meant to indicate that -- an alignment that would enter into the Ballantyne Corporate Park and have

flexibility within that space to integrate with development in there, with existing development, or, as that area changes -- there's a lot of surface parking in there. This, of course, would require a lot of dialogue with the private property owner that owns the property here and discussions about their future and their needs.

This does set you up -- you could continue to go south here. It would be slightly more difficult than the other alignment. However, this one does set you up if you wanted to go east. You know, is the eastern side more important than the southern side? Going towards -- capturing people coming from the Waverly and the Providence Road area near the Community House Road.

Across the whole park in Ballantyne, roughly about 1.3 miles from Community House Road over to the edge of the Ballantyne Corporate Park. So, you know, a lot of office in that space. You have a golf course, some restaurants. There's Ballantyne Village in that space too.

When we started thinking about station locations and spacing, we wanted to get a sense of what is kind of the scale that we're dealing with here. And with Johnston Road,

Highway 521, which is a very wide facility, kind of being a barrier in between that and how best to connect both sides of this area.

If you compare uptown Charlotte, it's similar distance, same scale, 1.3 miles. I'm not suggesting that Ballantyne would be at this density and this level. However, in this same space in our uptown and South End area, we have, you know, five to six stations in that same geography where you have your office coming to, you know, the Bland Street area, Carson Street area but still have access to lifestyle and entertainment type options in uptown. This is food for thought, as we start thinking about what is this alignment and what can fit in this kind of geography in over a mile?

It comes down to two. You've got an option that goes on one side of the mall versus the other -- Pineville Option A and B. And then there's two options in Ballantyne -- one that really hugs the roads and another that's more integrated into the development that's there. And this is what we have in front of the public at this point for dialogue.

We mentioned an I-485 express lane. That's a project that's coming online, and 2022 was the last date I heard at a meeting that it will go from I-77 all the way over to Highway 74 similar to the I-77 express lanes in that it will be a variable toll, and we'll be able to use those facilities and there will be a number of direct connects along that path.

For context of this study, what's important to us are direct connects at Westinghouse Boulevard, which is near the LYNX blue line stations and a direct connect at Johnston Road. You would have the ability to have very quick service in between those two direct connects.

Our initial idea, if an extension is some years out and these lanes are coming online in 2022, we could start delivering a higher quality service from express bus service in the very near term to connections to the blue line and connections over to the Ballantyne area. And our idea is actually not coming out of the end of line, which is what we initially thought coming out of the I-485 station with a BRT type of service, but coming out of Sharon Road West station, which is one station up from the I-485. And I'll go through an example here to tell you why we came to that idea.

It's an easier transfer at that location. The Sharon Road West station is at grade with the bus space phase where the I-485 station is above grade and the bus phase are below. It's a very quick connection over to the Westinghouse direct connect. This would be a low volume road, not a lot of driveways. It would be an easier road for us to come over and connect down to the -- it could direct connect to direct connect. Whereas, if we came out I-485 we would have to come out. You've got a signal here, take a right, and go on the ramps, and then merge into lanes. So operationally, it wouldn't be as efficient as the option shown here.

And just to give you a sense of what I was talking about. The blue line station at I-485 is above. If you want to transfer that to BRT on those express lanes, you would have to go down to the bus phase underneath the bridge. You would lose some time. The timing of those connections would have to be -- it would be a bit more difficult to do from the bus scheduling side.

But at the Sharon Road West station, the bus phase is almost directly beside of the platform. It would be an easy transfer get off the train, walk directly across to that station.

We also feel as of those options -- and we'll come to you later with an actual staff recommendation for an alignment. But we also feel, as we started thinking about this more, you know, we have 11 stations on the blue line that are still currently two-car platforms. We feel if this line were extended to the Ballantyne area, there would be a lot of use of that. And in order for that capacity, we feel that part of that project could be potentially expanding the platforms, all of them to three-car platforms to accommodate that capacity that we would experience with the Ballantyne and Pineville extension.

In the past we've talked about expanding the park and ride at I-485. It's something to consider if this project is to advance. With Ballantyne, it's a major office employment site. Potentially, how people use this alignment could change over time. If you live in the Ayrnsley Road area on I-485 north of this location at I-485 and South Boulevard, you may drive this to this park and ride for office job in Ballantyne. The flow and change of the origin and destinations may change once the alignment is extended. So just things to think about that could be part of this project as well.

So where are we now? We are in the main part of this effort. We are continuing some refinement of these options. We just had a couple meetings a few weeks ago. In June, we're having another round of public meetings to the public to show them what their feedback was. And depending on how that plays out, we could potentially have a recommendation by then. But we're going to see how our ongoing interaction with our stakeholders and property owners and the public will go, and we'll be giving those updates at our June meeting.

And our next round will be Wednesday, June 12th, at the Bill Johnson Community Center in Pineville from 6pm to 7:30pm. And we've been having some good success on the Saturday meetings in the Ballantyne Corporate Park at the hotel from 11 to 1.

MAYOR KNOX (Davidson): Part of this discussion in the Ballantyne area, you alluded to stations and park and rides. And that area of the county is developing extremely fast as we are in the North End. Do we have a line item -- I know we can't land bank. But do we look at future acquisitions? Do we look at putting money out as far as long-term options because land's disappearing?

CATS CEO LEWIS: Yes. We are exploring options now. I keep referring back to our current. When we look at the -- how well the sales tax is coming in and what the potential options are for us for that funding over sales over that trend line. Two things. We're working from the immediacy of investing into additional bus service, but we're also working with city finance on are our reserves the right number? We have a \$100 million dollar reserves and a \$30 million reserve. Those numbers were set at the inception of CATS when we really didn't have any experience. We are working with a new financial adviser. From a purely transit industry aspect, those are very high numbers. If we have the opportunity -- and I'm making up numbers now -- to take that hundred million to 80- and maybe that 30- to 20-, I think that would be where I would recommend we invest that windfall, that one-time windfall, to start addressing those issues of right-of-way acquisition.

MAYOR KNOX (Davidson): And I know the Ballantyne-Pineville is years off. And we're probably still years off from anything other than BRT in the North End. But those opportunities to buy land is not getting cheaper.

DANNY PLEASANT (City of Charlotte): I was thinking about Ballantyne, and they have a master plan of their 10 million square feet of office and residential and a bunch of other things in there. Were you able to sort of overlay your alignments on top of their new master plan?

MR. LAWRENCE: We've had, you know, initial conversations with them. They've shared some ideas with us, and we've been incorporating that with some of the options that you see here certainly.

CATS CEO LEWIS: And we're working very closely with the planning department. We're coordinating our efforts in that.

MR. LAWRENCE: Having the alignment in place and development, because then we could coordinate with them and working with planning to make sure we're protecting our corridors.

MAYOR LYLES (City of Charlotte): On land acquisition, can't come quickly enough for all of us. We do carve out some of that time as development is occurring. We know that infrastructure must occur. That's the kind of thing the decisions that Pineville and Charlotte will be making.

MR. COXE (Huntersville): Two thoughts -- one on sort of the end-of-the-line conversation. And I do worry a bit given the growth down farther south of 521. Wherever the terminus is on this line is going to have a very heavy demand for park and ride. Having that terminus in the heart of where you're trying to help Ballantyne become intensified is -- we might want to look at extending a little farther south and creating a true park and ride lot.

MR. LAWRENCE: Those are certainly comments we heard from the public at the Ballantyne meetings -- a big concern about South Carolina and 521 South.

MR. COXE (Huntersville): And the second thought is, as always, how does whatever choice get made facilitate the land development calls that Pineville has in the mall area and Ballantyne has in the Ballantyne area because ultimately that's the success measurement to me. How well do we help facilitate that?

MAYOR EDWARDS (Pineville): When we did the study in Charlotte, the governor from South Carolina was there, and he wasn't there for the lunch. And his idea is to continue that down 521, where that goes. I think that's part of it. If it goes to Ballantyne, it goes to -- it's growing exponentially as fast as anyplace else. Got to plan ahead.

MR. THUNBERG (Mooresville Representative): It's a good plan. And we're always concerned about revenue and being able to implement plans like this.

As we go forward, there are two things that I would like, if possible, to keep in mind. One is if we're going to see a doubling of square footage out there -- commercial square footage -- one, the idea of using a TOD carve-out, not a legislative carve-out, but one the city council carves out; or, two, or a combination of them both is creating a service district in that area that has a, you know, like five cents, ten cents -- I mean the values out there are astronomical. You could come up with a number that would be tolerable to implement out there that would provide for transit infrastructure and enhancements out there. And if the developer wanted something out there that's iconic, he could actually invest in it too. I think we need to keep our minds open to the possibilities that there are other revenue streams that we can try to tap to be able to help this and make it something that's more affordable for the taxpayers.

VIII. Regional Information Items

a. Cabarrus County Long Range Plan

William Dusch / L.J. Weslowski

Mayor William Dusch (City of Concord) shared the following. The Grounds at Concord is 1,600 acres zoned I-2. It used to be the Phillip Morris plant. And that is right in line with where we need to be going.

And the conversation we're having about acquiring the land and the right-of-ways, that had to be done today. We cannot wait. So that's why we're all jumping on board. And I'm so proud of Concord, Kannapolis, and Cabarrus County for being part of this.

L.J. Weslowski, City of Concord City Manager shared the following. I will stress that it is a draft plan. Some of the things discussed in here and bring up some of the ideas. For instance, service to Huntersville, we haven't talked to Huntersville yet. But it is in a large vision for us. It is very conceptual. It's a big vision, and we're excited about it, but nothing whatsoever is set in stone. As a matter of fact, we just had a meeting a couple weeks ago to introduce this to the elected officials in the county. And we will be doing our public viewing, our public input phase to see a lot of materials you'll see this evening in June. We still have to kind of finish wrapping that up. But we do think that we have a pretty good core plan, and we wanted to get that before you, particularly the growth with all the efforts and regional transit in the area.

So why this plan and why now? As we all know, you know as well as any of us, the area is exploding, and Cabarrus County is no exception to that. It's growing so quickly that we -- sort of to the right-of-way discussion, we need to start planning now. We're really kind of behind. We should be a bigger system than we are probably at this point in time. The start growth curve is pretty significant in this. But we want to start being able to meet those future needs and get prepared for them before we're 30 years behind our curve trying to catch up moving forward.

We want to have a good plan that makes sense for the development in the area and the growth that's coming. We wanted to get input both from our current passengers and from the nonriders. And we're a little system. I've got a little bit on this. We're a 10-bus system. Nobody laugh. We are your second biggest transit system around you. But, you know, we're so small that we don't have choice riders. The folks we have are almost entirely dependent upon the transit service. We want to know what would bring people in to trying the service in Cabarrus County and become choice users and be able to leave their cars at home.

One of the other things that's a big component for this -- and this is actually what this started as four years ago. The genesis of this was actually a consolidation study looking at combining the Cabarrus County transportation services, which is like Mecklenburg County here and then us where we handle para-transit service. And it grew into the idea that we really needed to take more of a 20-year vision than just looking at the system level there and then looking at what that cost was going to turn into and how we will be able to attempt to pay for it.

I've already mentioned the LEHD data. There's a lot of folks in this 2015 data commuting between the two counties. About 2/3 are coming into Mecklenburg, but about a third are coming north to us. There's a lot of traffic back and forth both ways.

In terms of our current system, again, we're little. We have limited service capacity. We need longer service hours, more frequency, more coverage. And demand response is limited within our service area between the two organizations despite having two systems there. Again, we're expected, like much of the area, to grow significantly over the next 20 or 30 years. It kind of depends. Twenty years is 50. I think 30 years is 70 percent. And mobility is getting worse and worse. The upper shot there is actually from Channel 3 screenshot of traffic at Concord Mills. And then this is Route 29 and where Poplar Tent intersects in Concord and the traffic that we have building constantly in our location.

In terms of our current service, both systems do demand response. Rider does the required federal FTA/ADA mandated service. And then Cabarrus County handles program-specific types -- Medicaid, aging, rural general public. The pink area, that's our current service area. And the ADA corridor, the light area, is the rural area that Cabarrus County can serve

through RGP. And the kind of gold area there is the urbanized area that has no fixed route service, no ADA para-transit access. And if you do not fall into one of these very specific silos, there is no transit service for you, even though that's federally designated as urbanized area. That includes the entire town of Harrisburg and large portions of Concord as well at this point.

Our fixed route service, we run seven local routes. And the one express route that we partnered with you on the CCX that started last year, we run on 60-minute headways until the afternoon when we have to go to 75-minute headways because that is when our peak ridership occurs. And as congestion has grown over the first 15 years of our existence, we just can't physically make our 60-minute trips during that time of day. We had to put that period of time in to kind of rotate through the afternoon and evening rush in order to have any semblance of on-time performance because we were at the 50 percent level before we made that change in 2008.

And we do run seven days a week. For a system our size in the state, we are a pretty rare exception to that. Most only run Monday through Friday or Monday through Saturday at our scale. But we added Sunday service in 2013 and elected to keep that after a three-year CMAC pilot.

It was very important for us to get a lot of community input into this plan. This is a big plan and a big vision. And you all do a fantastic job with a lot of outreach. This was a big pull and an important work with our partner, ACOM.

We didn't do 777 surveys. The parentheses are the bodies that were dispensed. We had those. But still, we had over a thousand points of contact between the survey tools that we did with current passengers. We did a community-wide survey to try and capture the information from the nonusers as to what would draw them to us. We surveyed the demand response passengers specifically as well since they have different needs and desires potentially. We had stakeholder meetings. And hidden right under here actually are John and Jason. You can't see them because of the photos. But they came up and participated in our city, county, and other government agency phase for our stakeholder outreaches events. And then we had four community events that we went to including our Latino festival to try and get to our LAP population to see what their needs were as we grow moving forward.

The demand response passengers for CCTS, later service and Sunday service is key for them. CCTS only runs Monday through Friday and half a day on Saturday. And most of the Saturday trips are only for dialysis. If CCTS is your partner, that means you really only have five-day-a-week transportation theoretically.

They wanted to see reduced wait times. They wanted to have more trip options. They wanted to get out of those silos and have more flexibility. If they wanted to go to the grocery store or visit somebody or catch a movie, they'd be able to do that.

And then some ridership information there. They have a core of solid riders that use them regularly. And 25% of them are entirely dependent upon them as their primary means of transportation.

On the fixed route side, you'll see a theme that's coming along here, one which you probably – I still see have here at your scale. But as we go through later service is the biggest thing on the fixed route side right out of the gate.

More bus stop amenities, that was tied to later service, but we are in the midst of a significant transit amenity rollout plan. When we're done with that, we'll move from about 10 percent stop amenities to 42% across our system by the close of next year. But that isn't out for the public to see yet. It's still a big deal for them. We didn't want to discount that data and the importance of it.

More frequent service, improved on-time performance. It's already -- Mayor, as you alluded to earlier, you missed that bus and you've got to wait for a half hour or an hour. For us, it could be 74 minutes in the afternoon trying to get home. It's untenable unless it's the only choice you have besides not going. When we struggle -- we have a lot of road work going on in Cabarrus County. It has been a challenge to attempt to maintain any semblance of a schedule with only one bus on each route -- and more routes and more service modes. Not uncommon for most transit systems anywhere. But it was good to get the confirmation.

Our nonriders primarily from our online survey, what were the reasons that they would ride? Again, fairly common, but parking, convenience, cost savings were all above 40%. Connecting to other transit services, though, is almost at 40%. And that predominantly is you all, but we also have a good number of folks who like to get to Salisbury, for instance. So, again, that multidirectional connections are important.

And then, of course, we have folks who don't have a car or access to a vehicle. And then they just don't want to waste time driving. They want to be able to be more productive, whether that's work or personal.

And at our stakeholder meetings, we did one of those exercises where everybody got a certain amount of money to spend and had a lot of choices -- more than they had money. And this is how things sort of fell out for us through this process. Expanded hours of service, again, significantly led the way for us. And more buses. But the green, you'll kind of see the theme here, are things that tie in specifically or significantly to CATS and in the Charlotte region. Expanded regional connectivity. Specifically, we asked about connections to Charlotte. You can see again there's -- you have the option about here, but this is all laterally and vertically -- Huntersville, Salisbury, even up to Stanly County. And more frequency and the van pooling and rail. So those are where we start to have more threads come together with y'all.

I mentioned we have eight routes. We have a 10-bus, 35-foot bus fleet. We have seven vans and LTVs on the fixed route side. 61 personnel. You can see those stats there. CCTS has 27 vehicles, 32 personnel. And just hold that in your mind for when you see sort of the end of our vision and what that growth curve looks like. And combined, our ridership is a little over half a million.

System consolidation was a key component to this since that was sort of the origin of the process. And what we've determined is that is indeed what we want to recommend and attempt to do moving forward. While that won't be a quick or an easy process, it's important. It'll improve our efficiency. Right now, we have a situation where it's possible that a passenger uses one of the CCTS silos goes, goes back home, and then we show up 15 minutes later to pick them up if they're in the ADA corridor only. But if we can, and then we bring them to the unlimited trip purpose. There's a lot of waste that we have in overlap with shared passengers that we could serve more efficiently if we could kind of pull that all together.

We have two small staffs that are working on things like grant management. We're doing two sets of grants. We have to split our federal allocations. We could do that a lot more easily and efficiently or as much as federal grant work goes. We'd have more scale for purchasing efficiencies. Again, we're both little, but combined, we started to become a decent-sized purchaser. And as we grow through the course of this plan, that would be an increasing benefit.

Trip coordination. Again, right now, you've got two within our county. We're working on ADA coordination, for instance, CCTS. Does some limited coordination. But, again, you have more bodies to work out those connections and relationships and cautioners with -- NC DOT currently has a pot of money that is available at the moment. It always depends, obviously, on each year the legislature, that there's an incentive for merging systems together that we may be

able to leverage to help assist with funding this. But that's not a permanent, guaranteed, long-term funding source. But it's still something that we might be able to utilize in the short term.

And in our community, one of the things that we discovered is there's still a lack of awareness for as long as we've been around. CCTS is more than 30 years old. We just had our 15th anniversary. There's a lot of folks that either don't know what either of us do or don't know that we exist or constantly all day -- Jaime's our ADA coordinator -- constantly people get misreferred to either organization because people in the community don't really know who does what or where to go. We have a lot of passing people that information back and forth. If we had one fleet, one brand, one call center, one reference point for the community, it would be a lot more effective for us to serve them. And the bottom line is for us to look at improving the service quality of the customer experience. That will help us build transit as we build volume capacity.

This is our 20-year vision, our big 6-phase piece. We broke it up into kind of major milestones for each phase partially because to do it all at once would be a massive expense. We broke it up into, relatively speaking, bite-sized pieces.

First thing we would do is address obvious number one concern for all of our current passengers to run later service having extended hours. We would also look at doing the initiation of consolidating the services. Neither of us can host the other at their facility. So that's a big thing for us. In order to effectively come together is we will need to fund, site, and build a facility, not only for our current staffing, but for the 20-year horizon. So that's going to be a big haul. And we'll probably delay the practical implementation of coming together until we can put that funding together federally or through local sources.

And Phase 2, years four to six, we look at doubling the frequency on our existing service. We're still not growing out the route footprint. But we want to start improving on that frequency to make it more accessible and viable for more folks.

We also want to implement county-wide demand response service. Our GP kind of already covers that. I'm not sure how familiar you all are with RGP since y'all have a lot less rural area than we do. But we want to be able to basically do that in the urbanized area that's served by a fixed route, which isn't done today. We have a lot of folks that we constantly -- both systems -- have to deny service to us due to geography and CCTS due to trip type. We want to be able to just cover any area that we don't have a fixed route, even if that had to be on a limited basis depending on what the volume actual utilization is.

Year seven to eight, we look at almost doubling our service footprint. It's really where we start to grow out our cost and our effectiveness in the community. Move to true 30-minute service. And I put that in there because we still can't get there till we have those new routes and modify our existing ones to be able to get that true 30-minute service time.

Fifth -- fourth phase, we go to doubling the frequency of service again. That magic 15-minute mark that is a sort of -- not only for you all that you're striving to but is sort of a universal concept of acceptability to make us an asset of the entire community and not a subset of the community. It's a big cost bucket in order to do that. And we have, at this point, framed all of the routes to all go to 15-minute service. We're shooting for the stars. We may not practically get all of that at that level when we want it, but that's the goal that we're trying to aim to because we know that's when we become most effective for folks.

Fifth phase, we have another set of bus routes that'll bring us to 21.

And then in final phase, years 15 and out is looking at high capacity transit which only happens in partnership with you all. We will certainly be starting our own rail lines only in Cabarrus County. So that is -- and, certainly, there's a significant interest in the area and a huge

amount of cost. So that's why it's way down the plan. And, certainly, that will take a lot of work and effort to get there.

At the end of the 20 years, if this was to all work out, we'd have 22 bus routes instead of 8. We'd have 15-minute service instead of 60 to 75. We'd have county-wide service through demand response. And we're also looking at van pooling out of the gate. Obviously, you all do van pooling from Cabarrus County into the area. But, again, we have requests and locales, either in the rural part of Cabarrus County or in Rowan County or even Stanly County that we may be able to run one or two or three vans out to an employer to create access where it isn't practical for us to run a fixed route. And then microtransit, ride sharing, hovercraft, or whatever, teleporters, whatever comes in our future.

Right now, our transit center is right off of Exit 58 on I-85. But we're looking at building out the Kannapolis train station, downtown Concord, and then a location to be determined in Harrisburg because we have a huge amount of geography to try and cover. Currently, we have two bus routes that are almost 30 miles long that try and run in 60 minutes. That's to Concord Mills and back and through that corridor. And then the CCX down to JW Clay. In order to properly effectively serve folks, we can't continue to try and run every bus route from here. We'd have two-plus hour bus routes. It would really build a full network.

All this cream color is ultimately all of the service build-out including -- this is Highway 49. This is Highway 29. This is Highway 73 across to Huntersville. But the important thing -- sorry. Our big admin maintenance facility, we're at 550 employees instead of 88. So that's a huge increase in terms of our staffing. And we're nearly 150 vehicles -- 149 vehicles for a fleet. And ridership going from half a million projected to about six and a half million. That ridership does not include the high capacity transit. We didn't try to tackle that in this study. We're not sure we would get at it. We would certainly get better data working with you as things build out over time.

But the important things for us is here -- this line here is sort of our High Capacity Transit Option A. That's for The Grounds at Concord, the old Phillip Morris property that the mayor has talked about.

A second spur -- this is Charlotte Motor Speedway here. Second spur would be going across Burton Smith Boulevard and tying into Concord Regional Airport. The airport's preparing to undertake a study to look at expanding. And, likely, when that all settles out in the next few years probably looking at 10 to 12 terminal public air service and going from 50 flights a week to potentially 50 flights a day. We're looking at a massive change over and above the impact that we already have in Concord Mills for.

And the other thing is we have an existing rail line, and it's not owned by Norfolk Southern. I would hope that that would get sort of a bit of a laugh if not a cry. But the important thing is it's not necessarily DOA. And perhaps -- and this may be a new idea. It may not be. You may have already discussed it prior to my time being here. But if the red line can occur for the next 30 years if they really dig in on that, perhaps the North Carolina railroad would be a more amenable partner and we could look at really -- in reality, it could extend to Salisbury. It could extend to High Point. The sky would be the limit in terms of what we could possibly take on there.

But the rail exists. I don't know if it's still scheduled to be double-tracked, but I know that it was. And it runs right outside our facility and through a couple of the hub locations. So that's a big piece for us.

And if financially we can't make it there, then the bus rapid transit would be our fallback to try and do that. Obviously, that's less expensive. But it's sort of not what

everybody's trying to do in this region and interested in. But we certainly have that in any combination of those. It could be light rail-BRT, commuter rail-BRT, or all of any one load there.

The total cost for us -- even for you all, this is probably a decent number. We're looking at \$836 million for the bus, the demand response side only. High capacity transit, again, it's a huge ballpark estimate depending on what mode we went with and combination and how far we can build out -- 1 and a half to 4 billion. It's a huge sum. Just like you're challenged with trying to figure out how to pay for your expansions at your scale how would we do this?

Local funding mechanisms are one option. Federal funding. Certainly, a lot of this, particularly the rail projects, aren't going to happen for any of us without significant federal investment. So that will come when that does. And we all just have to plan and be ready for that. State funding, as that moves forward, we get some of that money just like CATS does. We've assumed that that's basically going to stay locked in and stable. We've been very conservative in our projections. And then the potential for private partnerships, be it at The Grounds at Concord, Charlotte Motor Speedway, things like that.

So how do we pay for it? A dedicated sales tax at a full one cent. If we do that starting in year two, we would have a surplus of \$26 million calculated over -- the one cent sales tax for us would pay for the non-rail transit plan and build-out entirely capital and operating over that last 19 years of the plan.

Obviously, it's not practical. But, you know, we were assuming July 1 would be that. We're not going to have a referendum and state authorization in 18 months. But for the purpose of the exercise, it is possible at that level for us to pay for what we'd like to do and build out the service at the level that we'd like to provide that.

In terms of the rail and high capacity transit options, the same thing. Again, sort of learned about it as you all were discussing here. But looking at the value capture, certainly that additional eight miles roughly from JW Clay up to The Grounds of Concord, that's actually got a lot of open space and is ripe for us to -- maybe not so much acquire the land -- I'll leave that to the mayor. But in terms of being able to control and guide that development and actually have a pretty blank slate that doesn't need a lot of things taken down or retooled or removed before it gets built. If we can get this in place and sell it, and it may really help particularly with The Grounds at Concord and other developments as we move forward through the process.

And, again, as I mentioned, the public private partnerships -- it was before my time on the city side of things -- but I know that a decade-plus ago when there was a discussion of coming over I-485 and that didn't happen, and Charlotte Motor Speedway had indicated a willingness publicly to participate at some level. Certainly, we have not gotten anywhere into that kind of a thing yet. But perhaps they would be willing again -- or, again, as new development comes in, as we move forward with this.

This is a big deal for us. We have been around 15 years on the fixed route side. We did a five-year plan five years ago that kind of took a glimpse of this. But, really, this is critical for the success, not only of our county and our cities and our citizens, but of the region as we build out and we provide better service as you all are doing the same thing and then as other counties come online and are able to do the same thing.

Our local development helps the regional development. It makes everything -- it makes mobility better. It gives more opportunity, more options for citizens and employees but also for employers and businesses and institutions. Certainly, as the area grows, we'll end up with more colleges, things like that. And they're going to want a site around places where we can provide them transit access.

The high capacity transit, that's obviously a huge deal in this space right now. And that's going to be important to the region growing out. We're not constrained by an ocean or

another real border. We have sort of limitless sprawl capacity which is both good and bad. And a really good value for living here. I'm from the Northeast originally, and I frequently say the mayor would be out of office, but he could double the taxes tomorrow and it would still be a fraction of what my parents pay in -- for rural Upstate New York. You're not going to stop. No. The mayor's not doing that.

But the point is the folks that are coming into the area, if we did that, it would still be a much lower cost of living from a lot of places where people are moving in from. We need to be able to build a plan for that.

We need to make better user experience. Again, 75-minute service in the afternoon isn't cutting it. We need those amenities at bus stops so people feel safe and have a place to get out of the weather. And as we do that, tie that with our land use, and then direct growth into those corridors, all of that kind of dovetails together and kind of have a lot of momentum where it kind of is all self-reinforcing.

And, again, so at that point we put this billion-dollar-plus investment on the table. We're not just serving our local citizens with local service, but we're providing that regional connectivity and really expanding the footprint. It's not just about more service between Concord and Kannapolis, but it's all of the connections that we can make throughout the region.

MAYOR DUSCH (City of Concord): Talking to all the mayors and everybody, Concord is about a hundred thousand in population. Kannapolis is about 55,000. Cabarrus County is about 220,000. And our growth, just as yours is, it's just astronomical. And we're looking at this and saying we have to plan now. We have to do it now. And we're running out of opportunity. That's why we're pushing so hard on this.

MR. THUNBERG (Mooresville Representative): That's really good work. And, personally, I appreciate you sharing this with us. And I appreciate the fact that you're looking at that long term and you're broadening out further than the local vision because it's going to take that kind of working together and knitting these plans together to be able to serve the citizens of the region. So awesome work.

MR. WESLOWSKI (City of Concord): We hope it will be one chapter or appendix already for the regional plans that develops and comes out next year that we will have this sort of insane, hot off the presses at least in current -- at least hope whatever that contractor is.

b. Regional Transit Plan Update

John Muth

John Muth, CATS Deputy Director shared the following. I want to commend LJ and his team and the mayor for all the work that they've done. And, really, this is kind of an example. They've done what we wanted. Work to do over the next year and a half with all the surrounding counties and with our own plan to develop a regionally integrated, coordinated, you know, set of systems with ambitious plans, and we can all work together. And there's certainly lots of overlap where we can do things. Some of the advantages LJ mentioned about coordinating procurements and one phone number or one Web site to go for people to plan their trips, you know, one coordinating fare system and fare card -- regional fare card. We could do all that working together.

We're currently kind of refining our scope of work for the regional transit vision, plan, and the RFQ. We're going to be meeting with our regional technical team in early June to share that with them and get all their feedback.

We've been working with NCDOT, SCDOT and with all the MPOs to try to line up funding that we think that is required for this plan. We're targeting up to 2 and a half, 2.8 million. As LJ mentioned, we wouldn't redo the whole thing they've done. Theirs would be a nice plug-in to what's been accomplished. And we hope to go out with an RFQ later this summer depending kind of on the funding commitments that we get from folks.

I think we would plan to come back to you in August with probably a lot of more information, the status on what funding we believe is committed and what the scope of work would look like and a schedule and so on.

VIII. Presentation of Resolutions (Resolution, as written and read, is attached to this summary)

- Town of Kannapolis Resolution – Read by Mayor William Dusch, City of Concord
- Cabarrus-Rowan MPO – Read by Mayor William Dusch, City of Concord
- Concord Kannapolis Transit Commission – Read by Mayor William Dusch – Chairman
- City Council City of Concord – Read by Mayor William Dusch, City of Concord

IX. Chief Executive Officer's Report – None.

X. Other Business - Bid farewell to the City of Charlotte Assistant Manager Danny Pleasant, as he will be retiring from public service on June 30th, 2019.

XI. Adjourn

The meeting was adjourned at 7:21 p.m. by Mayor Vi Lyles – MTC Chairman (City of Charlotte).

NEXT MTC MEETING: WEDNESDAY, AUGUST 28, 2019, STARTS AT 5:30 P.M.

1.0 Purpose

This fare policy is intended to describe the CATS fare structure in relation to different types of transit services and fare media offered. Fare Policy issues affect all aspects of public transportation and fare-related decisions have enormous effects on ridership, revenue, the amount of service that can be offered, and community perceptions of public transportation.

A modest increase in fare levels is recommended every two years to ensure that fare revenues keep pace with inflation and reflect a fair-share contribution by riders to the costs of operating a transit system.

The fare policy elements presented herein provide guidance for fare-related decisions in the context of fulfilling the mission of the transit system, protecting the public interest, and supporting the Financial Policies adopted by the MTC.

2.0 Objectives

- ◆ Encourage ridership by pricing transit affordably for all segments of Mecklenburg County's population, particularly those whose mobility options are limited.
- ◆ Establish a fare structure that is simple and readily understandable by current and potential riders.
- ◆ Provide fare media that maximizes the convenience of paying fares.
- ◆ Price different types and levels of service equitably.
- ◆ Meet the Financial Policies' mandated minimum operating ratio of 20 percent, with the long-range objective of having operating revenue cover an increasing proportion of the operating program expense.

3.0 Elements

- ◆ **Base Fare**
The base cash fare for local bus service shall be at a level that is reasonably affordable for riders and that represent a fair share of the costs of operating transit services. Limited-stop services that principally cover the same geographic territory shall also charge the base local fares.
- ◆ **Express Bus Fare**
Express bus service shall be offered at a premium fare, in recognition of the greater travel speeds, longer average trip lengths, and additional passenger amenities offered by such service. The express bus fare for routes within Mecklenburg County shall be maintained at approximately 40 percent greater

than the base cash fare rounded to the nearest logical dollars and cents. Express customers may transfer to local service at no additional charge.

◆ **Regional Express Bus Fare**

Regional express bus service for routes that extend beyond Mecklenburg County shall be maintained at a level twice the base cash fare, in recognition of much longer average trip lengths and the fact that the dedicated sales tax is not levied outside of the County. Regional express bus customers may transfer to local or other express service at no additional charge.

The adopted CATS Financial Policies require reimbursements from governmental units outside Mecklenburg County for service delivery into those areas.

◆ **Reverse Commute Fares**

CATS shall charge the base local fare for reverse-commute express service to utilize available capacity with no significant additional operating cost and to serve the wider societal goal of offering an opportunity to access suburban jobs at a reasonable cost. Until noon, customers traveling outbound on express and regional express buses will be charged the local base cash fare. After noon, customers traveling inbound on express and regional express buses will be charged the local base cash fare. Reverse commute customers may transfer to local service at no additional charge.

◆ **Community Shuttle Fares**

A community shuttle service fare shall be lower than the base fare in recognition of the shorter trip lengths on these services and the different roles of these shuttles as feeders to local routes and as a means of mobility at the neighborhood level. When transferring to a local or express shuttle, customers shall be required to pay an additional charge equal to the difference between the shuttle fare and the service to which they are transferring.

◆ **Employment/Activity Center Fares**

Where shuttle service operates at employment/activity centers with CATS sharing funding responsibility with business groups, local governments, or other entities, fares shall be set based on mutual agreement among the funding partners on a case-by-case basis. Additionally, CATS shall have the discretion to temporarily suspend the charging of fares for all or any portion of the public transportation system in response to operational needs, emergencies, or safety concerns.

◆ **Fares for Special Event Services**

Where special event service is implemented for sporting events or similar activities, fares shall be set by CATS on a case-by-case basis.

◆ **VanPool Fares**

Vanpool fares shall be based in part on the roundtrip miles, with higher fares associated with longer trip lengths. In addition, a flat monthly rate shall be applied based on van size. Vanpool fares shall be priced in recognition of the greater travel speeds, longer average trip lengths and the additional passenger amenities offered by such service.

◆ **Light Rail Transit**

Light Rail fare shall match the local bus fare, in recognition of the similarity in trip lengths, the desirability of attracting as many riders as possible to the system, and the availability of a bus-rail transfer in many cases where the local fixed-route bus network provides feeder service to light rail.

◆ **Streetcar Service** is free until the opening of Phase 2 of the CityLYNX Gold Line Streetcar Project.

◆ **Commuter Rail/Bus Rapid Transit** fares will be established prior to initiation of new service.

◆ **Transfers** shall be available free of charge except from less expensive to more expensive services (e.g., local bus to express bus). The cost of transfers to higher priced services shall be the difference in fares. Transfers are valid for up to 90 minutes from issuance.

Free transfers in the same direction of travel will be offered to/from bus service and Light Rail Transit service.

◆ **Discounted Fares**

Discounted fares shall be available for senior citizens, passengers with disabilities, students through high school, and children 12 years and younger. Appropriate identification shall be required for discounted fares. The fare for senior riders (age 62 and over) and passengers with disabilities shall be 50 percent of the cash fare for the service riding rounded to the nearest logical dollars and cents. The fare for students through high school and children 12 years and younger shall be 50 percent of the cash fare for the service riding. Children 5 years and younger or under 46 inches tall shall not be required to pay a fare.

◆ **Passes**

Monthly passes shall be priced at the equivalent of 40 single trips, for both local and express passes. Seven-day/weekly passes shall be priced at the equivalent of 14 single trips.

All 10-Ride passes except the ADA 10-Ride pass, shall be priced at the cost of 10 individual rides. The ADA 10-Ride pass will retain the 15% discount.

◆ **Special Transportation Services Fares**

Special Transportation Services (STS) provides services mandated by the Americans with Disabilities Act (ADA). Federal regulations permit a fare of no more than twice the local bus fare, but CATS has historically charged less than the maximum allowed. STS fares are all prepaid through ten-ride ticket books or an unlimited-use monthly pass. STS monthly passes can be used on non-STIS services in which the fare is equal to or less than the STS fare.

4.0 Sales Discounts

Sales discounts may be offered 1) for organizations that sell passes in volume which is currently a maximum of 10% and 2) to provide non-profit organizations with reduced prices on passes for their clients who are at or below the federal poverty level which is at the 25% discount level.

5.0 All-Access Pass Agreements

For the purposes of this Policy, the following definition shall apply:

All-Access Agreement: An agreement negotiated by CATS with a third-party organization wherein CATS extends a discounted bulk rate and the third-party purchases passes at that rate for substantially all members, clients, or employees of that third party. Such passes may be for a time period of no less than 1 (one) month and must apply to all CATS services.

The key terms of each such potential All-Access Agreement shall be brought before the MTC for approval of the discount before such agreement is executed.

6.0 Fare Adjustment Policy

An increase of either \$0.25 or the average of 2-year inflation (whichever is higher) is recommended for the base cash fare every two years. The purposes of the planned fare increases are to ensure that fare revenues keep pace with inflation, to reflect a fair-share contribution by riders to the costs of operating a transit system, and to practice wise stewardship of public funds generated by the dedicated sales tax. This does not preclude the MTC from approving fare adjustments at other times to compensate for unusual, uncontrollable increases in operating costs, e.g. very significant fuel cost increases.

Fares for all other services shall be adjusted to maintain their relationship to the base cash fare as outlined in this policy.

Due to the greater cost per passenger of operating ADA service and the extension of this service countywide, fares for services operated by STS shall increase by twice the amount of local bus fare increases. For example, if local bus fares increase by \$0.10, the STS increase will be \$0.20.

Proposed Fare increases will be included in the Transit Operating Program, which must be approved by the MTC. After approval of the Transit Operating Program, current fares will be updated as an attachment to this policy. In unusual circumstances, fare increases may be approved by the MTC outside of the annual Transit Operating Program schedule.

Summary of Changes

5.0 Added language to provide approval for All-Access Bulk purchase agreements.

Previous Revision: April 20, 2016

Current Fares as of July 1, 2016 and Fare Policies by Fare Type

Information provided in this attachment will be updated to reflect any current fare changes.

Type of Service	Current Fare	Recommended Fare Adjustments
Local bus, light rail, express services reverse commute	\$2.20	\$ 0.25 or the average of 2-year inflation, whichever is greater, every two years
Express routes within Mecklenburg County	\$3.00	40 percent greater than local bus fare
Regional Express* routes to neighboring counties	\$4.40	Twice the local bus fare
Activity Center Services: Gold Rush and Streetcar	Free	Fare determined by mutual agreement with partnering organization(s)
Community shuttle service	\$0.90	40 to 50 percent of the local bus fare
Local bus and light rail All-Day Pass	\$6.60	Priced at equivalent of 3 one-way rides
Vanpool Service 7 passenger minivan 15 passenger van	\$349.25 per month plus \$0.161 per mile \$461.18 per month plus \$0.253 per mile	Increase by a percentage based on percentage increase in local service
Commuter rail/bus rapid transit	N/A	If implemented, pricing to be determined
People 62 years and up and passengers with disabilities, with valid Transit ID or Medicare card	\$ 1.10 Local bus & light rail \$ 1.50 Express Bus \$ 2.20 Express Plus*	50 percent of service fare excluding STS & vanpool
K-12 students with valid current year school or Transit ID 6am to 4:30 pm	\$1.10 Local bus & light rail \$1.50 Express Bus \$2.20 Express Plus*	50 percent of service fare excluding STS & vanpool
Children 5 years and younger or Children 46" tall or less (accompanied by an adult)	Free	
STS (ADA service) STS yellow tickets	\$3.50 \$35.00 (book of 10)	Valued at up to twice that of the local bus fare
Monthly passes	\$88.00 Local \$121.00 Express \$140.00 STS (ADA Service) \$176.00 Express Plus*	Priced at the equivalent cost of 40 single trips
Senior/ADA Monthly passes	\$44.00 Local \$60.50 Express \$88.00 Express Plus*	One half of monthly price for service
10-Ride Pass	\$22.00 Local \$30.00 Express \$44.00 Express Plus*	Pass is valid on bus only
Weekly local passes (unlimited rides)	\$30.80 Local	Priced at the equivalent cost of 14 single trips
Fares for Special Event Services		Set by CATS on a case by case basis

* Regional Express is identified as "Express Plus" on fare media.

Previous Fare Increase: July 1, 2014

**RESOLUTION SUPPORTING LIGHT RAIL AND REGIONAL TRANSIT
INTO KANNAPOLIS AND CABARRUS COUNTY**

WHEREAS, need for expanding transportation choices and mobility options is critical as travel within and around Kannapolis, Cabarrus County and the greater Charlotte region is becoming more challenging due to the continued long term, rapid growth of our residential, business and tourism populations, which has led to worsening traffic conditions and longer travel times locally and regionally; and

WHEREAS, the US Census Bureau's 2015 LEHD Origin-Destination Employment Statistics indicates that 37,363 Cabarrus County residents are traveling into Mecklenburg County each weekday for work, and 15,313 Mecklenburg County residents are traveling into Cabarrus County each weekday for work; and

WHEREAS, the Charlotte region is home to over 1.8 million people and is expected to grow to over 2.5 million by 2030; Cabarrus County's population is projected to grow over 60% by 2037; and

WHEREAS, a key to supporting this economic and population growth is a high capacity rapid transit system and regional transit mobility network integrated with land-use planning and economic development efforts to provide congestion mitigation, improve air quality, and foster a sustainable, economically vibrant and livable community environment which improves the quality of life and attracts businesses and people to Kannapolis, Cabarrus County and the region; and

WHEREAS, the cities of Kannapolis and Concord, in partnership with Cabarrus County, are completing the 20-year Cabarrus County Long Range Public Transportation Plan, which identifies the need to extend into Concord and Cabarrus County the Charlotte Area Transit System's (CATS) Lynx Blue Line Light Rail line, as well as develop other forms of rapid and local transit choices such as Commuter Rail (CR), and Bus Rapid Transit (BRT), to improve accessibility to and from Kannapolis, Concord, Cabarrus County and other parts of the Greater Charlotte area; and

WHEREAS, based on the North Carolina 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, the CATS Blue Line Light Rail has proven to be successful in stimulating economic growth and investment via Transit Oriented Development in excess of \$3.5 billion, the City of Kannapolis supports, at a minimum, an extension of the CATS Lynx Blue Line light rail corridor extending to The Grounds At Concord economic development site, as well as other High Capacity Transit options to potential locations in Kannapolis, Concord and Cabarrus County such as the North Carolina Research Campus, Charlotte Motor Speedway, the Concord Mills corridor and Concord-Padgett Regional Airport; and

NOW THEREFORE, BE IT RESOLVED that the City of Kannapolis supports an extension of the CATS Lynx Blue Line light rail corridor into Cabarrus County to The Grounds At Concord economic development site, as well as other High Capacity Transit options, including CR and BRT, to potential locations in Kannapolis, Concord and Cabarrus County, such as the North Carolina Research Campus, Charlotte Motor Speedway, the NC73-Kannapolis Parkway-Amazon corridor, the Concord Mills corridor and Concord- Padgett Regional Airport.

Adopted this 22nd day of May, 2019.

CITY COUNCIL
CITY OF KANNAPOLIS
NORTH CAROLINA

M. Darrell Hinnant, Mayor

ATTEST:

Bridgette Bell, MMC, NCCMC
City Clerk

RESOLUTION SUPPORTING LIGHT RAIL INTO CONCORD AND CABARRUS COUNTY

WHEREAS, need for expanding transportation choices and mobility options is critical as travel within and around Concord, Kannapolis, Cabarrus County and the greater Charlotte region is becoming more challenging due to the continued long term, rapid growth of our residential, business and tourism populations, which has led to worsening traffic conditions and longer travel times locally and regionally; and

WHEREAS, the Charlotte region is home to over 1.8 million people and is expected to grow to over 2.5 million by 2030; Cabarrus County and Rowan County's population is projected to grow over 70% by 2045; and

WHEREAS, the key to supporting this economic and population growth is a high capacity rapid transit system and regional transit mobility network integrated with land-use planning and economic development efforts to provide congestion mitigation, improve air quality, and foster a sustainable, economically vibrant and livable community environment which improves the quality of life and attracts businesses and people to Concord, Kannapolis, Cabarrus County and the region; and

WHEREAS, the cities of Concord and Kannapolis, in partnership with Cabarrus County, are completing a 20 year Cabarrus County Long Range Public Transportation Plan, which identifies the need to extend into Concord and Cabarrus County the Charlotte Area Transit System's (CATS) Lynx Blue Line Light Rail line, as well as develop other forms of rapid and local transit choices such as Commuter Rail (CR), Bus Rapid Transit (BRT), to improve accessibility to and from Concord, Kannapolis, Cabarrus County and other parts of the Greater Charlotte area and beyond; and

WHEREAS, the City of Concord, in partnership with Cabarrus-Rowan MPO, was supportive of expanding the Northeast (Blue Line Extension) Major Investment Study (MIS) from I-485 into Cabarrus County in 2003 through local budgeted funds; and

WHEREAS, the CATS Blue Line Light Rail has proven to be successful in stimulating economic growth and investment via Transit Oriented Development in excess of \$3.5 billion, the Cabarrus-Rowan MPO supports an extension of the CATS Lynx Blue Line light rail corridor extending to The Grounds At Concord economic development site, as well as other potential locations in Concord and Cabarrus County such as Charlotte Motor Speedway, the Concord Mills corridor and Concord-Padgett Regional Airport.

NOW THEREFORE, BE IT RESOLVED that the Cabarrus-Rowan MPO supports the extension of the CATS Lynx Blue Line light rail corridor into Concord and Cabarrus County.

I, Elizabeth Poole, Transportation Advisory Committee Chair, do hereby certify that the above is a true and correct copy from the excerpt from the minutes of a meeting of the Cabarrus-Rowan Transportation Advisory Committee, duly held on the 22nd day of May, 2019.

Signature of the TAC Chair

Cabarrus-Rowan MPO

RESOLUTION SUPPORTING LIGHT RAIL AND REGIONAL TRANSIT INTO
CONCORD AND CABARRUS COUNTY

WHEREAS, need for expanding transportation choices and mobility options is critical as travel within and around Concord, Kannapolis, Cabarrus County and the greater Charlotte region is becoming more challenging due to the continued long term, rapid growth of our residential, business and tourism populations, which has led to worsening traffic conditions and longer travel times locally and regionally; and

WHEREAS, the US Census Bureau's 2015 LEHD Origin-Destination Employments Statistics indicates that 37,363 Cabarrus County residents are traveling into Mecklenburg County each weekday for work, and 15,313 Mecklenburg County residents are traveling into Cabarrus County each weekday for work; and

WHEREAS, the Charlotte region is home to over 1.8 million people and is expected to grow to over 2.5 million by 2030; Cabarrus County's population is projected to grow over 60% by 2037; and

WHEREAS, the key to supporting this economic and population growth is a high capacity rapid transit system and regional transit mobility network integrated with land-use planning and economic development efforts to provide congestion mitigation, improve air quality, and foster a sustainable, economically vibrant and livable community environment which improves the quality of life and attracts businesses and people to Concord, Kannapolis, Cabarrus County and the region; and

WHEREAS, the cities of Concord and Kannapolis, in partnership with Cabarrus County, are completing a 20 year Cabarrus County Long Range Public Transportation Plan, which identifies the need to extend into Concord and Cabarrus County the Charlotte Area Transit System's (CATS) Lynx Blue Line Light Rail line, as well as develop other forms of rapid and local transit choices such as Commuter Rail (CR), Bus Rapid Transit (BRT), to improve accessibility to and from Concord, Kannapolis, Cabarrus County and other parts of the Greater Charlotte area; and

WHEREAS, based on the North Carolina 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, the CATS Blue Line Light Rail has proven to be successful in stimulating economic growth and investment via Transit Oriented Development in excess of \$3.5 billion, the Concord Kannapolis Transit Commission supports, at a minimum, an extension of the CATS Lynx Blue Line light rail corridor extending to The Grounds At Concord economic development site, as well as other potential locations in Concord and Cabarrus County such as Charlotte Motor Speedway, the Concord Mills corridor and Concord-Padgett Regional Airport; and


NOW THEREFORE, BE IT RESOLVED that the Concord Kannapolis Transit Commission supports the extension of the CATS Lynx Blue Line light rail corridor into Concord and Cabarrus County.

Adopted this 10th day of April, 2019.

CONCORD KANNAPOLIS
TRANSIT COMMISSION


William C. Dusch, Chair

ATTEST:


Kim J. Deason, Concord City Clerk



RESOLUTION SUPPORTING LIGHT RAIL AND REGIONAL TRANSIT INTO
CONCORD AND CABARRUS COUNTY

WHEREAS, need for expanding transportation choices and mobility options is critical as travel within and around Concord, Cabarrus County and the greater Charlotte region is becoming more challenging due to the continued long term, rapid growth of our residential, business and tourism populations, which has led to worsening traffic conditions and longer travel times locally and regionally; and

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WHEREAS, the cities of Concord and Kannapolis, in partnership with Cabarrus County, are completing the 20 year Cabarrus County Long Range Public Transportation Plan, which identifies the need extend into Concord and Cabarrus County the Charlotte Area Transit System's (CATS) Lynx Blue Line Light Rail line, as well as develop other forms of rapid and local transit choices such as Commuter Rail (CR), Bus Rapid Transit (BRT), to improve accessibility to and from Concord, Cabarrus County and other parts of the Greater Charlotte area; and

WHEREAS, based on the North Carolina 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, the CATS Blue Line Light Rail has proven to be successful in stimulating economic growth and investment via Transit Oriented Development in excess of \$3.5 billion, the City of Concord supports, at a minimum, an extension of the CATS Lynx Blue Line light rail corridor extending to The Grounds At Concord economic development site, as well as other potential locations in Concord and Cabarrus County such as Charlotte Motor Speedway, the Concord Mills corridor and Concord-Padgett Regional Airport; and

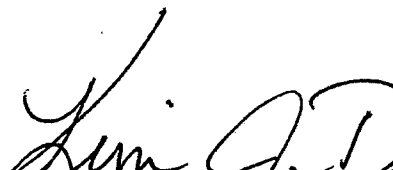
NOW THEREFORE, BE IT RESOLVED that the City of Concord supports the extension of the CATS Lynx Blue Line light rail corridor into Concord and Cabarrus County.

Adopted this 9th day of May, 2019.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA


Bill Dusch, Mayor

ATTEST:


Kim J. Deason, City Clerk



**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: CATS TRAX Community Survey

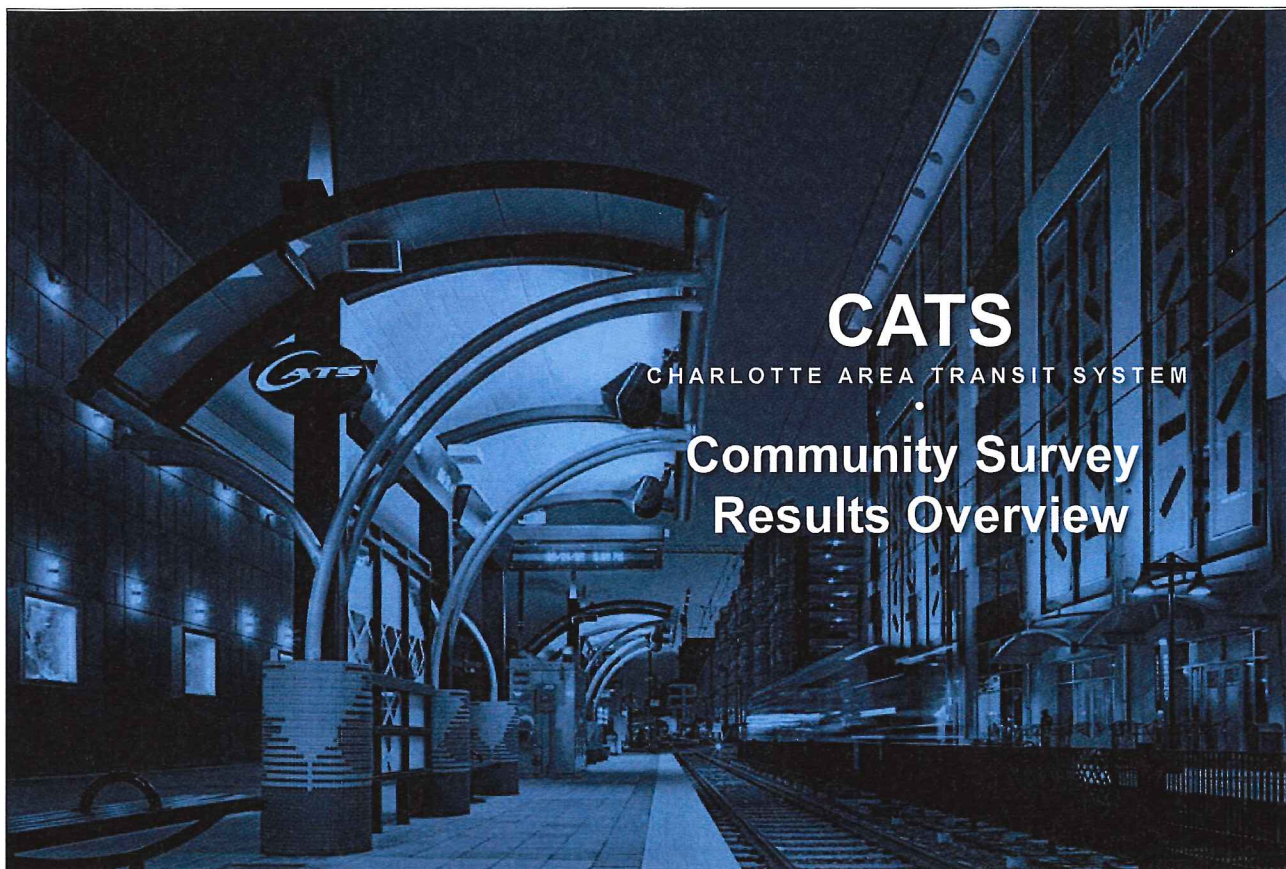
DATE: August 28, 2019

- 1.0 PURPOSE/SCOPE:** CATS has engaged TransPro Consulting to conduct a Community Survey in Spring 2019 to measure the community's perceptions of community value. Highlights of the results are presented.
- 2.0 BACKGROUND:** As part of the CATS mission to improve the quality of life for everyone in the Charlotte region by providing outstanding community-wide public transportation services while proactively contributing to focused growth and sustainable regional development, it is vitally important to receive feedback from both customers and the community.
- 3.0 PROCUREMENT BACKGROUND:** Not Applicable
- 4.0 POLICY IMPACT:** Results of the customer and community surveys will guide CATS Tactics to achieve our Mission, Vision, strategic goals and CATS TRAX Scorecard goals.
- 5.0 ECONOMIC IMPACT:** Not Applicable
- 6.0 ALTERNATIVES:** Not Applicable
- 7.0 RECOMMENDATIONS:** Not Applicable
- 8.0 ATTACHMENT:** Not Applicable

SUBMITTED AND RECOMMENDED BY:



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



CATS

CHARLOTTE AREA TRANSIT SYSTEM

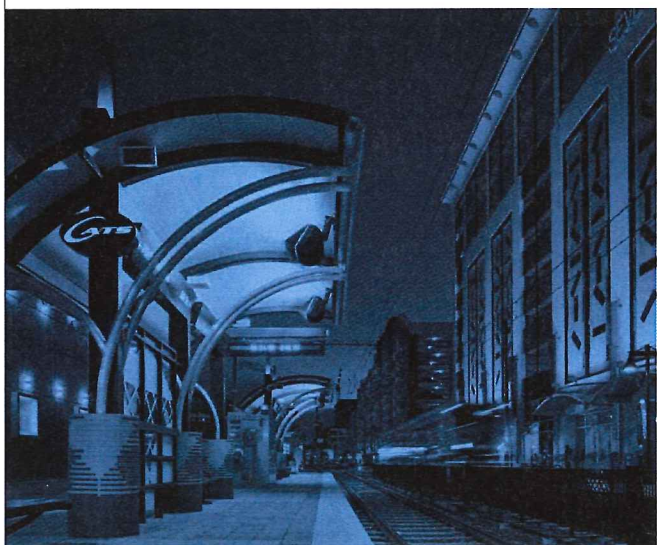
Community Survey Results Overview



August 2019

Prepared By:  **TransPro**
Driving Excellence

CONTENTS



-  Background & Highlights
-  Methodology
-  Community Survey Results



Background & Highlights



3



Background & Highlights

Community Impact is a key pillar of CATS success as defined in CATS TRAX.

One of the key metrics that CATS measures to gauge success in this strategic area is **Perception of Community Value** -- which is collected through a representative survey of the community.

Survey results indicate a high level of support for increased public transit service in the Charlotte-Mecklenburg Region:

- **89%** would support using tax dollars to expand and enhance transit service
- **80%** reacted positively to a description of CATS' Long-Range Transit Plan
- **82%** believe that CATS provides value to the community

Elements related to **service availability** were cited as the most important areas to focus on to make it more appealing to use transit (e.g. stops near my home, more regional connectors, more frequent service, shorter trip times).

4



Methodology and Response Rates



5

Methodology

- In September/October 2018, TransPro conducted interviews with community stakeholders who were willing to share their feedback on the role CATS plays in their community and ideas about opportunities to enhance the value CATS brings to the community in the future.
- The interviews were used to inform development of a meaningful Community Value survey.
- The survey was administered to a random sample of Mecklenburg County residents using mixed modes (landline, cell phone, and web panel) by Gravis Marketing between April 29 – May 3, 2019.
 - Landline: 231
 - Cell phone: 39
 - Web panel: 185
 - Total sample: 455 (95% confidence level +/- 4.59% margin of error)
- Survey responses were weighted by age and gender to more accurately represent the composition of the County (based on ACS 2017 5-yr data).

6

Community Survey Results

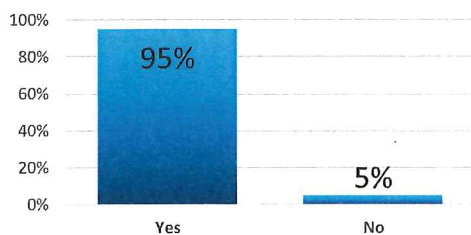


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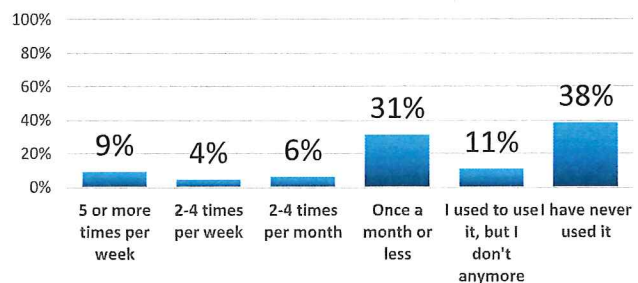
Awareness and Usage

- 95% of Mecklenburg County residents are aware of CATS.
- Over 60% have used CATS at least once in the past, with about 20% using CATS at least twice per month.

Are you aware of CATS, the public transportation system that operates bus, LYNX light rail, and paratransit in Charlotte?



On average, how often do you use CATS?

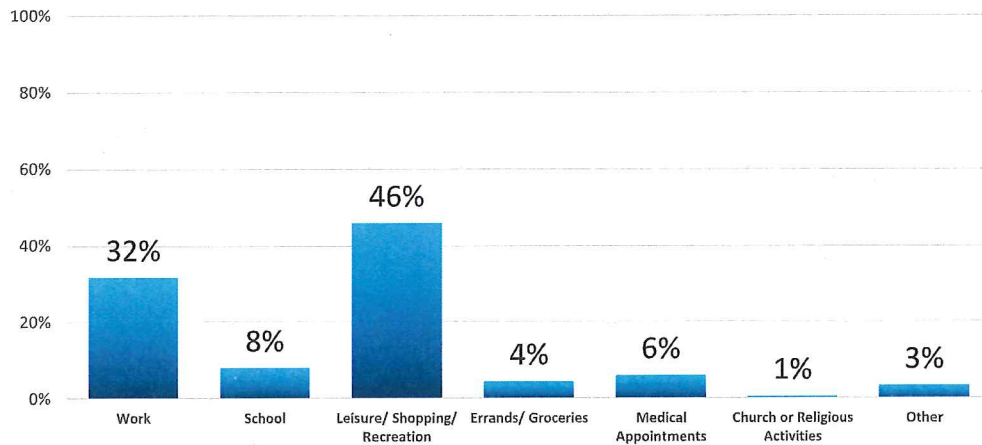


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Purpose

Nearly half of those who have used CATS use it primarily for leisure/shopping/recreational purposes.

What is your primary purpose for using public transportation?

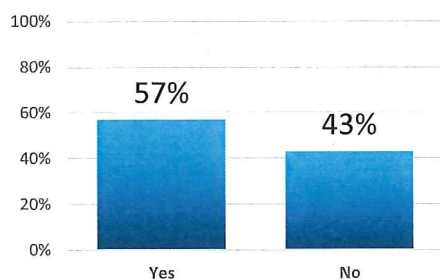


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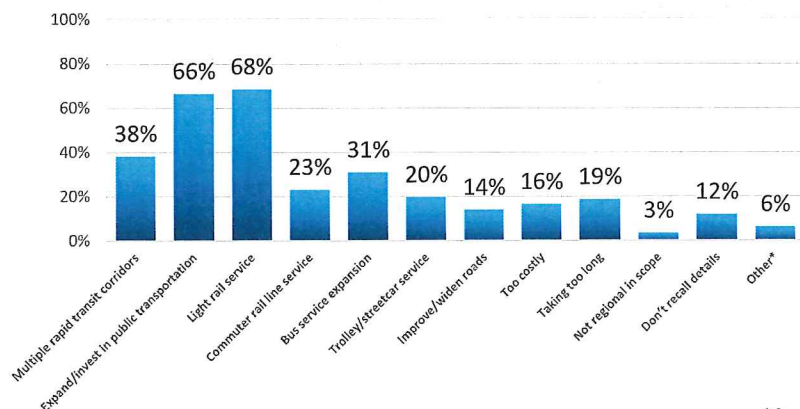
Awareness of Long-Range Transit Plan

Over 50% of the community is aware of the long-range plan, with about 2/3 of them associating it with expansion of public transportation and light rail service specifically.

Have you heard anything about a long-range public transit plan for the Charlotte-Mecklenburg Area?



What is your understanding about this plan?

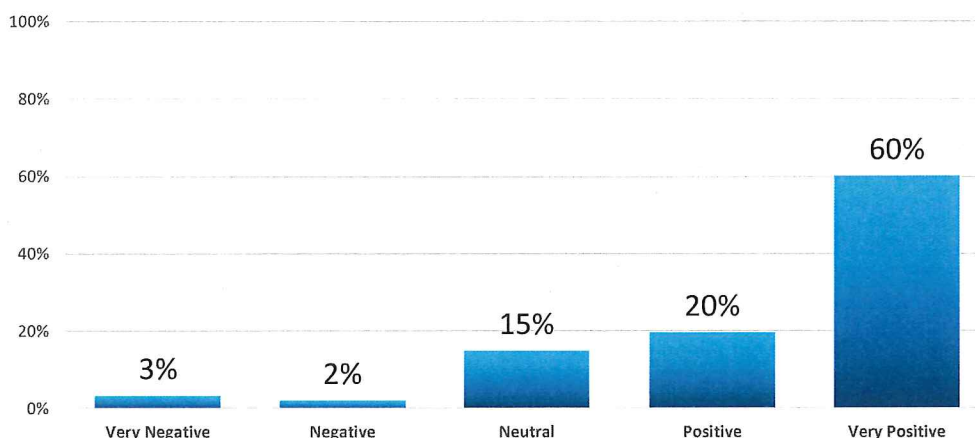


10

Reaction to the Long-Range Transit Plan

80% of the community responded positively to a description* of the Long-Range Transit Plan.

What is your reaction to the Transit Plan?



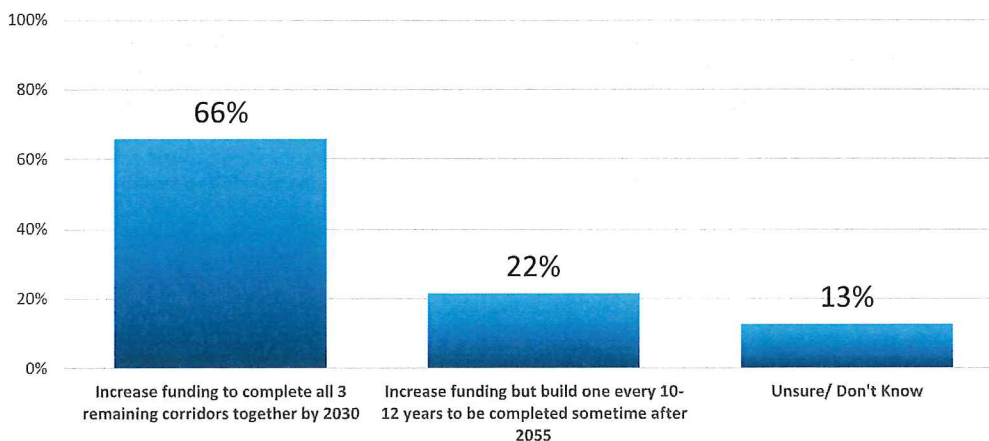
*Plan Description: This plan will help focus future growth along five primary rapid transit corridors. These rapid transit corridors begin in the Center City and travel south along South Boulevard, southeast along Independence Boulevard, east toward the old Eastland Mall, northeast to the University area, north toward Mooresville, and west to the airport. This plan will use a combination of transportation options like light rail, buses, streetcar, commuter rail and neighborhood shuttles in the rapid transit corridors and connect to neighborhoods between the corridors and the region.

11

Preferences

Most of the community prefers to complete all three remaining corridors together by 2030 rather than staggering the construction and delaying completion until 2055.

If you had to choose between the following two options for completing these corridors, which would you prefer?



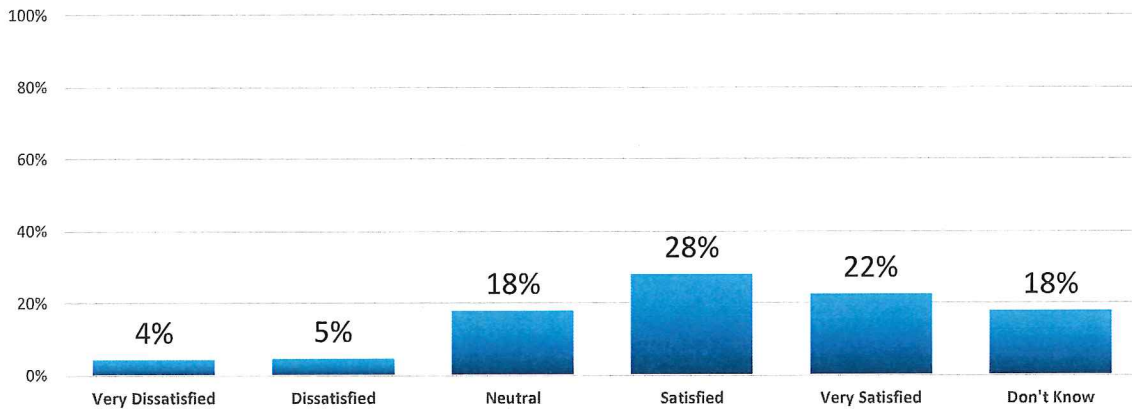
12



Satisfaction with Management of the System

Only a small percentage expressed dissatisfaction with the management of CATS.

How satisfied are you with the management of CATS/ the public transportation system?



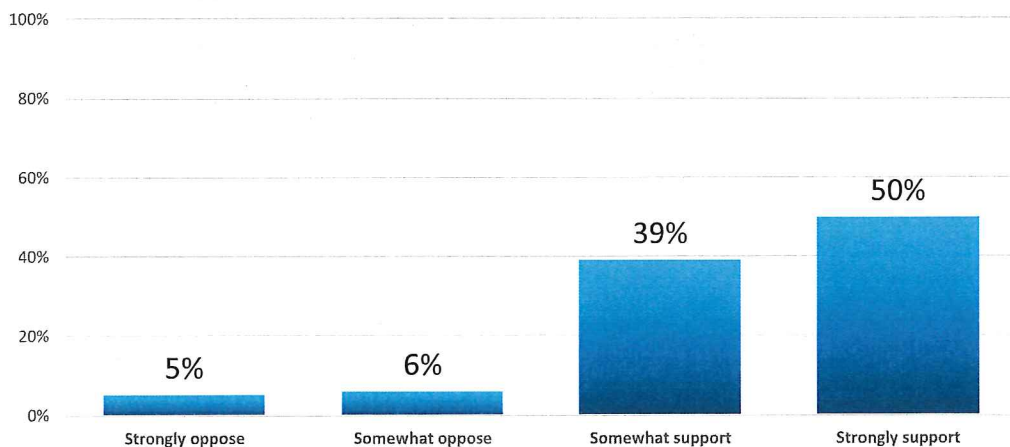
13



Funding Support

Nearly 90% of Mecklenburg County residents support use of their tax dollars to fund public transportation improvements.

Do you support or oppose the use of your tax dollars for creating, expanding, and improving public transportation in your community?



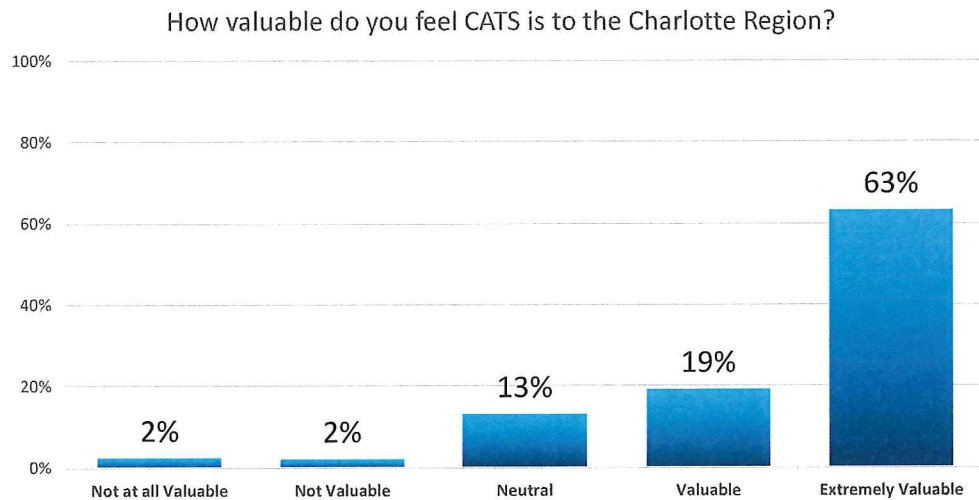
14





Community Value

Over 80% of the community feels that CATS delivers value to the Charlotte region.

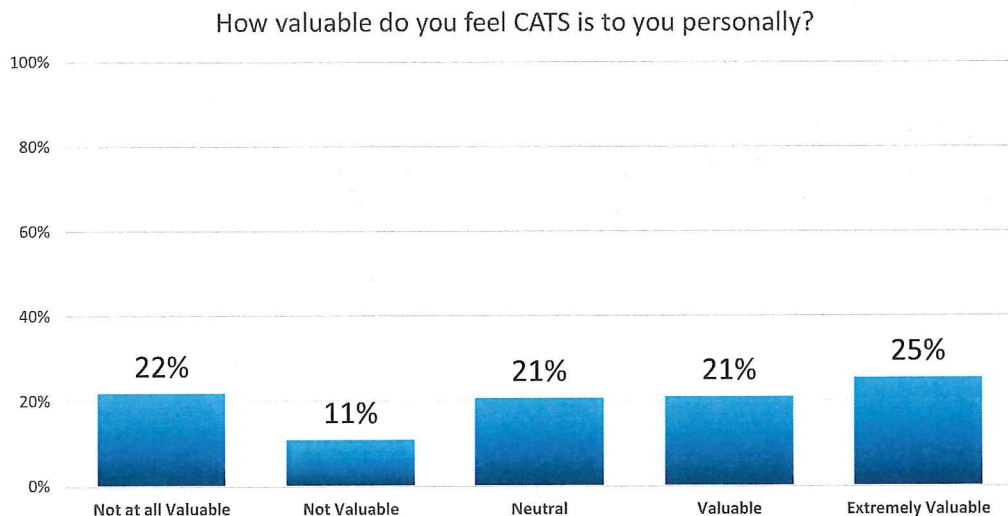


15



Personal Value

Most respondents feel CATS is more valuable to the community (82%) than to them personally (46%).



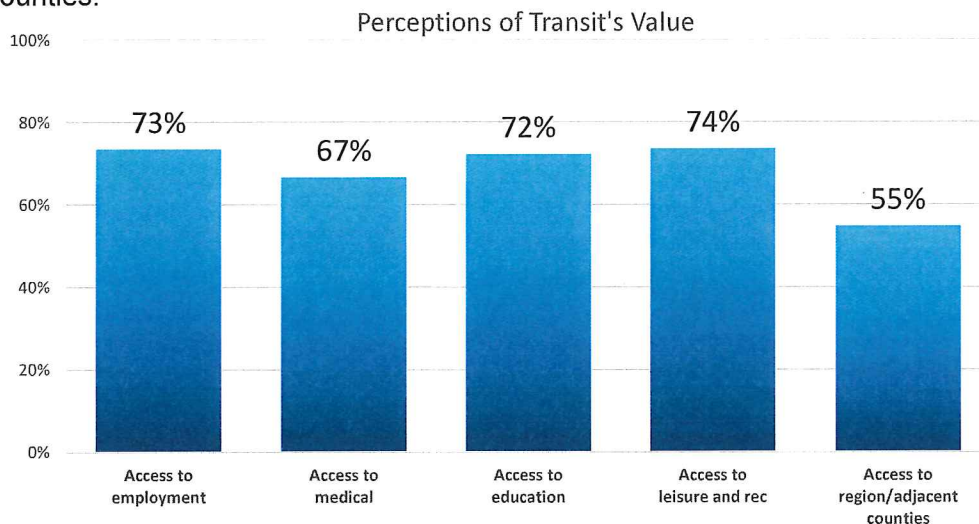
16





THEME: Increasing Access

- While most community members feel that transit provides value by increasing access to many types of locations, they felt that transit provided the least value to increasing access to medical facilities.
- Only about half felt that transit provides value by increasing access to the region/adjacent counties.

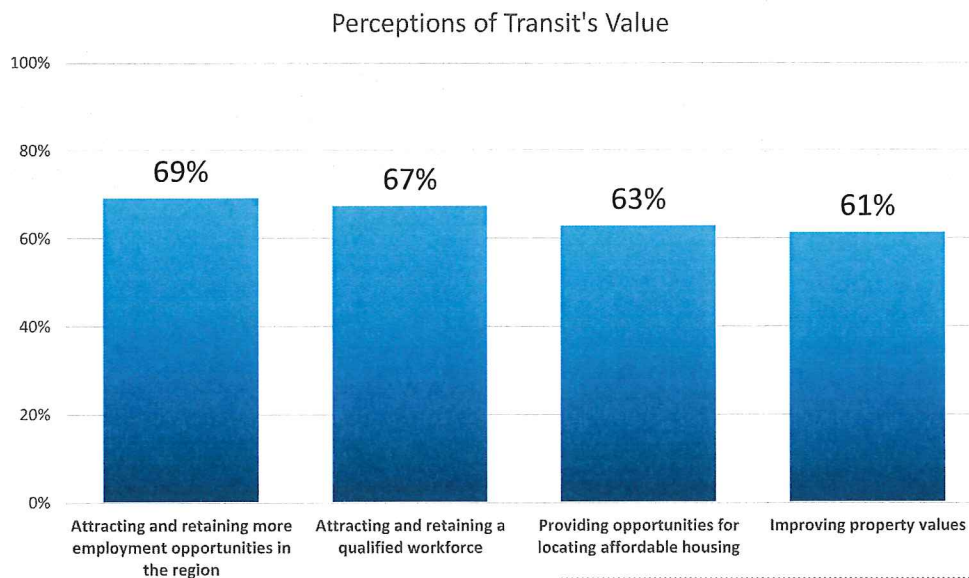


17



THEME: Economic Development

Community members feel that transit is about equally valuable to attracting and retaining both employment opportunities and a qualified workforce to the region.

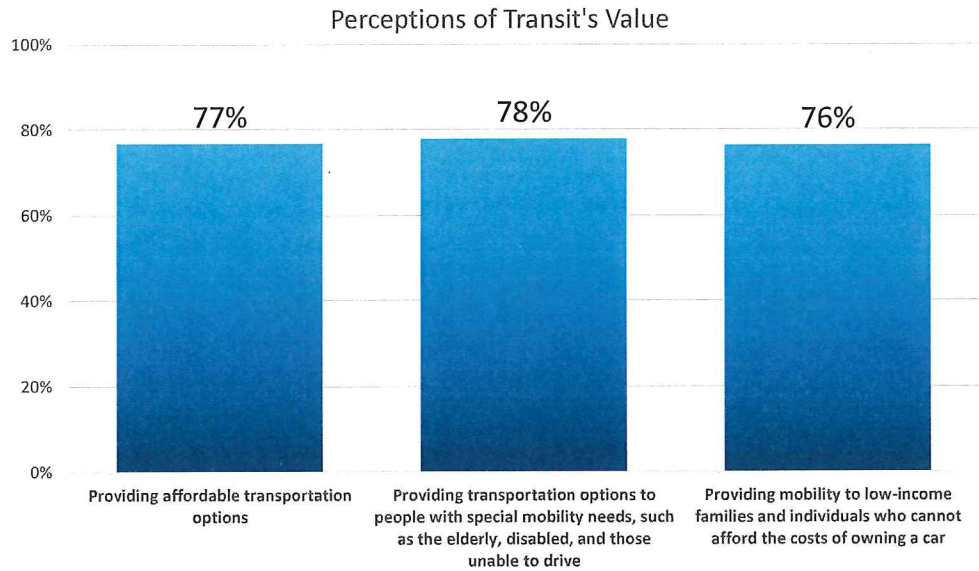


18



THEME: Affordable Options

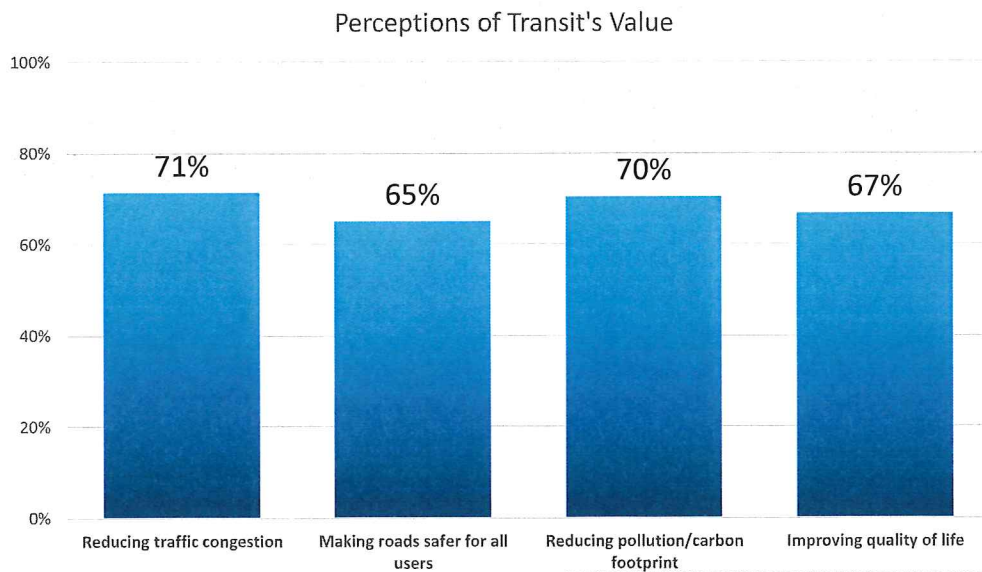
Over 75% of the community feels that transit provides a value by providing an affordable service to those with low incomes and special mobility needs.



19

THEME: Overall Environment

Most community members feel that transit improves the overall environment, especially by reducing traffic congestion and pollution.

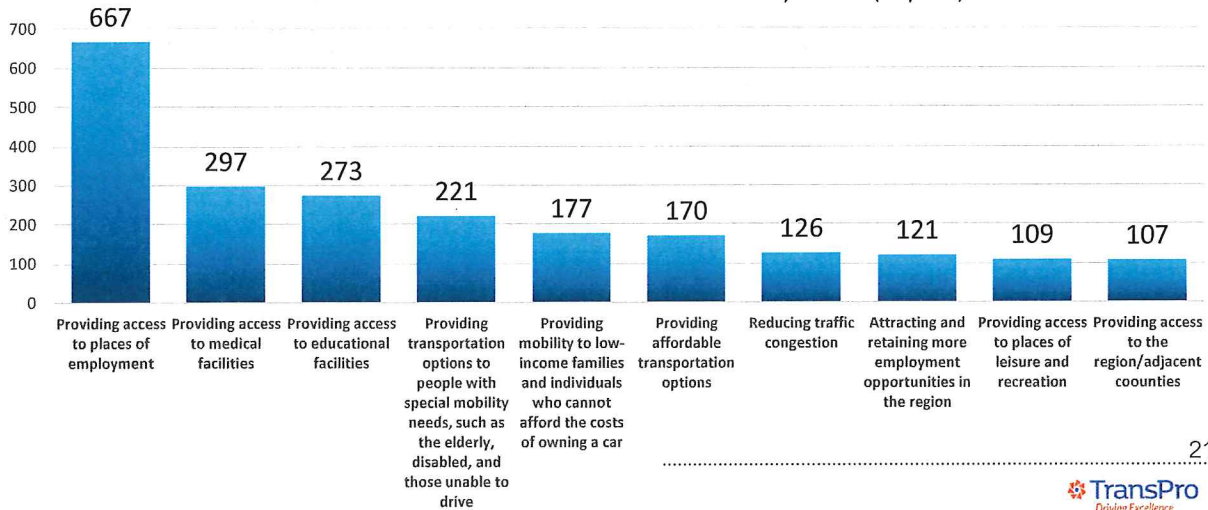


20

Most Important Focus Areas to Increase Community Value

When asked where CATS should focus to provide the most value to the community, providing access to places of employment was rated twice as important as the next rated item: providing access to medical facilities.

Areas of Focus for CATS to Provide Community Value (Top 10)



**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

**SUBJECT: LYNX System Update: Pineville/Ballantyne Rapid
Transit Study Staff Recommendations**

DATE: August 28, 2019

1.0 PURPOSE/SCOPE: Following the adoption of the LYNX System Update Staff Recommendations at the February 2019 MTC meeting, CATS began a study to evaluate rapid transit options for the Town of Pineville and the Ballantyne community. The primary purpose of the study is to provide the necessary land use and transportation technical analysis including stakeholder and public outreach to support the selection by the MTC of an updated Locally Preferred Alternatives (LPA).

Completion of this effort will achieve the following

- Staff recommendation for rapid transit mode and alignment as well as proposed stations.
- Near term mobility options
- Identify future corridor transit needs through public input.

The LYNX System Update project team will present the Pineville/Ballantyne Rapid Transit Study staff recommendations at the August 28, 2019 MTC meeting.

2.0 BACKGROUND/JUSTIFICATION: As part of the LYNX System Update, CATS staff recommended an evaluation of rapid transit options for the Town of Pineville and the Ballantyne community. An initial round of public outreach was conducted in April 2019 to better understand transit and mobility needs. In May 2019 a second round of outreach was focused on the presentation of rapid transit options developed from public feedback and technical analysis. A final round of public meetings was held in June 2019 to detail the staff recommendations.

3.0 PROCUREMENT BACKGROUND: N/A

4.0 POLICY IMPACT: N/A

5.0 ECONOMIC IMPACT: N/A

6.0 ALTERNATIVES: N/A

7.0 RECOMMENDATION: N/A

8.0 ATTACHMENT(S): N/A

SUBMITTED AND RECOMMENDED BY:



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






LYNX SYSTEM UPDATE

Pineville/Ballantyne Rapid Transit Study


Staff Recommendations

Metropolitan Transit Commission

August 28, 2019



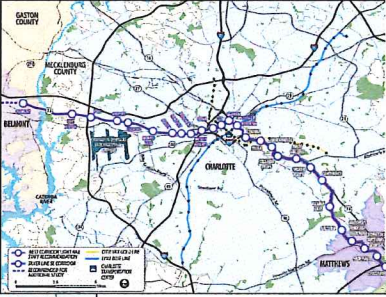
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LYNX System Update

2016-2019


LYNX Silver Line



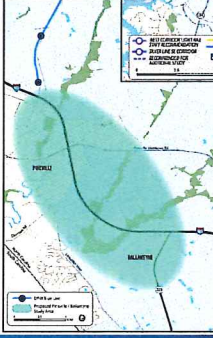
Regional Transit Study



North Corridor




Pineville Ballantyne





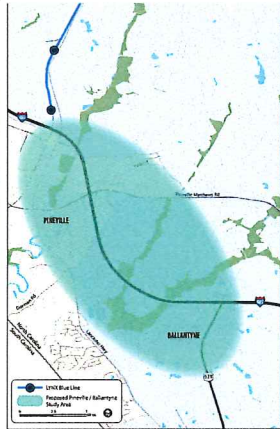
- MTC Adopted Light Rail for the LYNX Silver Line Southeast Corridor in November 2016
- CATS Presented the LYNX System Update Staff Recommendations as an information item at the January 23, 2019 Metropolitan Transit Commission Meeting(MTC).
- At the February 27th meeting the MTC adopted the LYNX System Update recommendations.


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Pineville/Ballantyne Rapid Transit Study

- During LYNX System Update and Regional Transit Engagement Series, there was significant public interest in rapid transit to Pineville and Ballantyne
- In October 2018 the Town of Pineville passed a Resolution of Support to extend light rail to Pineville and Ballantyne
- The MTC directed CATS to continue the LYNX System Update study to evaluate rapid transit options including light rail extension to the Town of Pineville and the Ballantyne community


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Outreach

Round 1 - Kick Off


- April 13 Ballantyne Hotel
- April 16 Belle Johnston Community Center

Round 2 - Ideas



- May 8 Belle Johnston Community Center
- May 11 Ballantyne Hotel


Round 3 - Recommendations


- June 12 Belle Johnston Community Center
- June 15 Ballantyne Hotel
- July 22 Town of Pineville Board of Commissioners




Monthly Project Team meetings with NCDOT, Charlotte, and Pineville


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Pineville-Ballantyne Study Goals




Establish **reliable transit** to connect the region, enhance quality of life, and strengthen access to opportunities


Connect major employment / commercial areas in Pineville and Ballantyne to the CATS system with high-quality transit to increase access to opportunities for residents living elsewhere in the region



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Pineville-Ballantyne Study Goals




Use transit to **influence and shape growth** while respecting community character

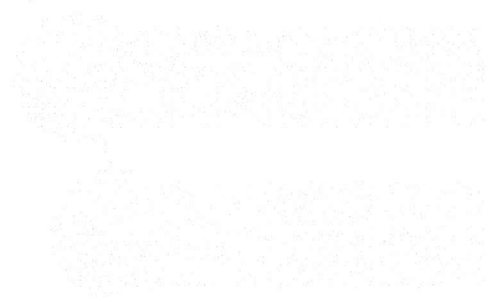
Use transit as a catalyst to promote attractive urban / mixed-use development at major opportunity areas in Pineville and in Ballantyne, specifically including Carolina Place Mall and Ballantyne Corporate Park




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Pineville-Ballantyne Study Goals




Increase overall corridor capacity by providing additional access points to the transit system in congested corridors such as I-485 and Johnston Road



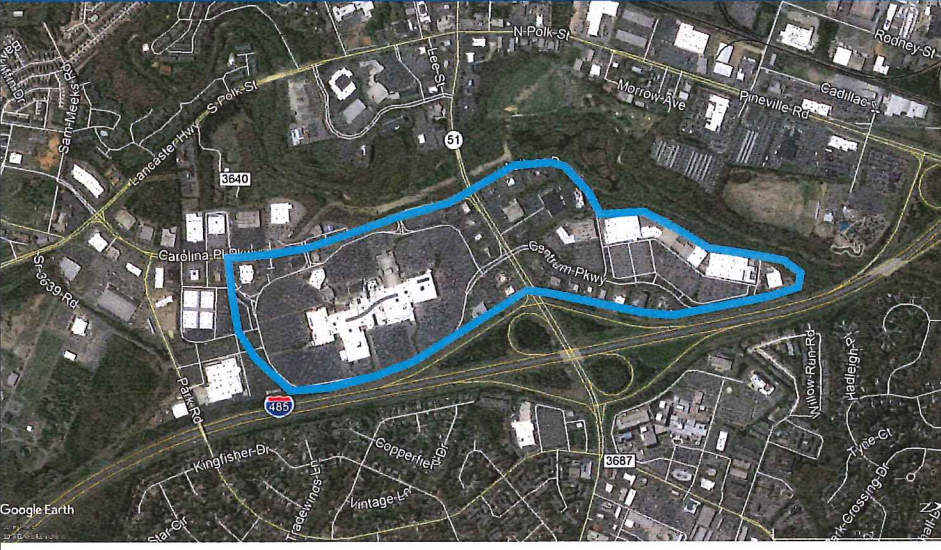
Increase mobility in each corridor through effective transit investments




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Major Opportunity Areas



Increase overall corridor capacity by providing additional access points to the transit system in congested corridors such as I-485 and Johnston Road

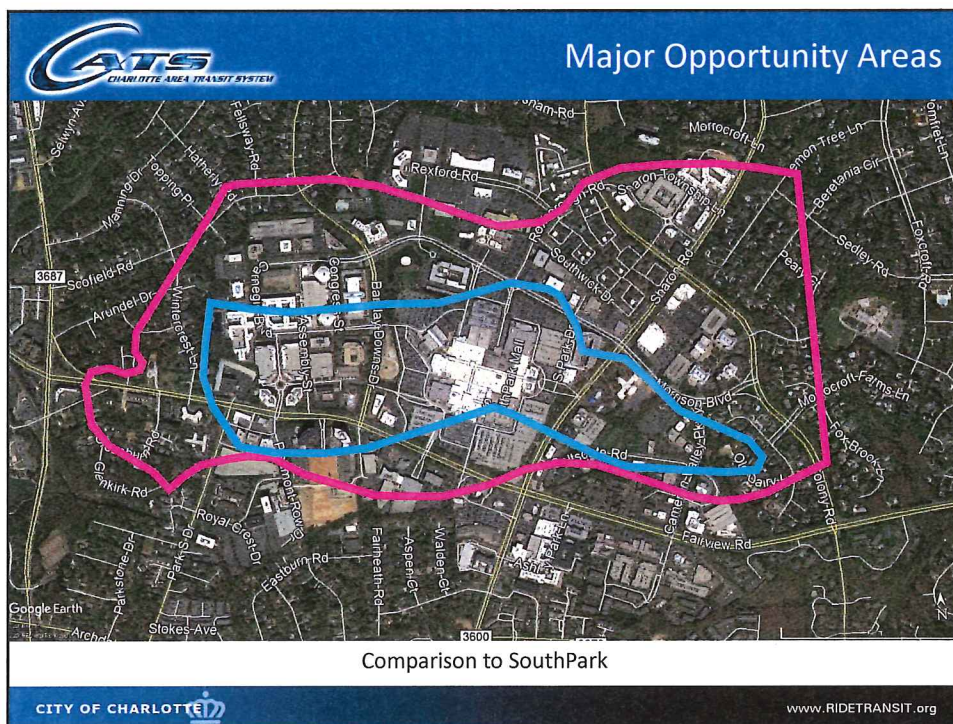
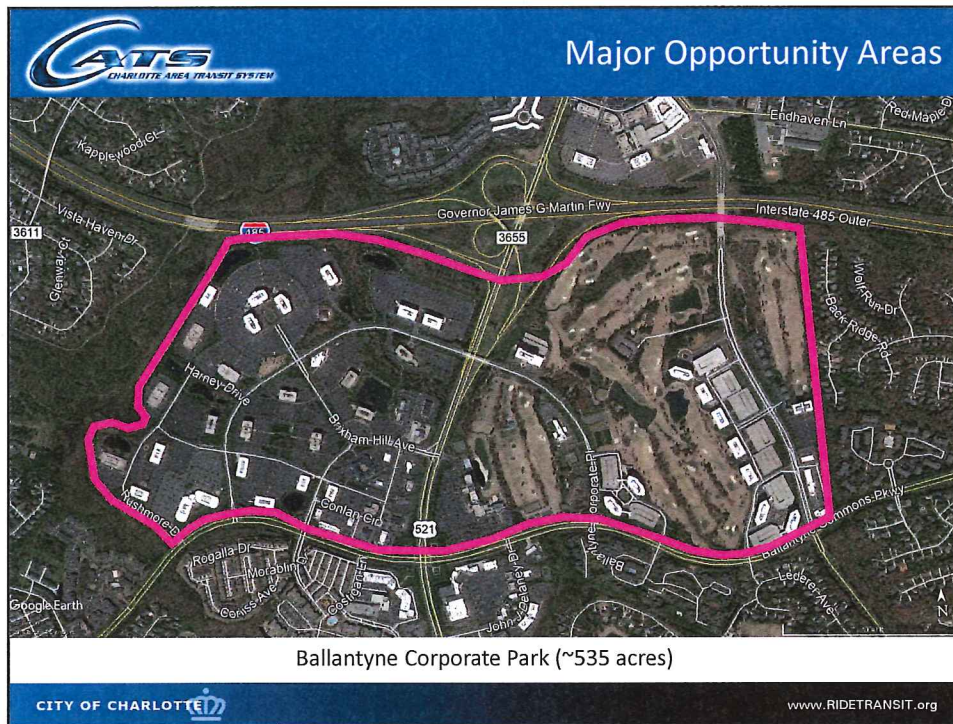


Increase mobility in each corridor through effective transit investments

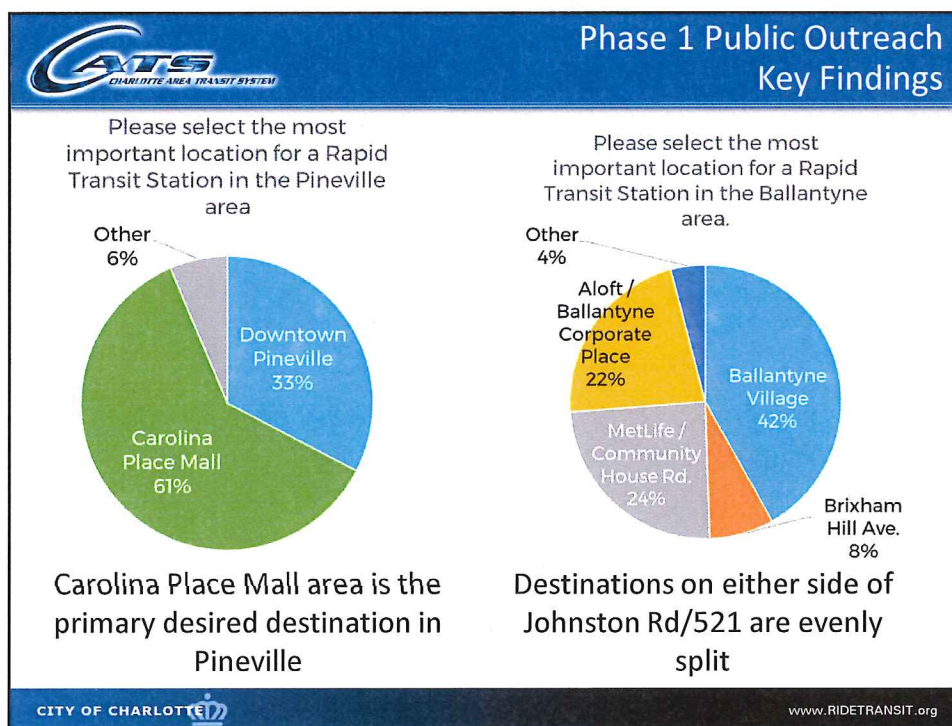
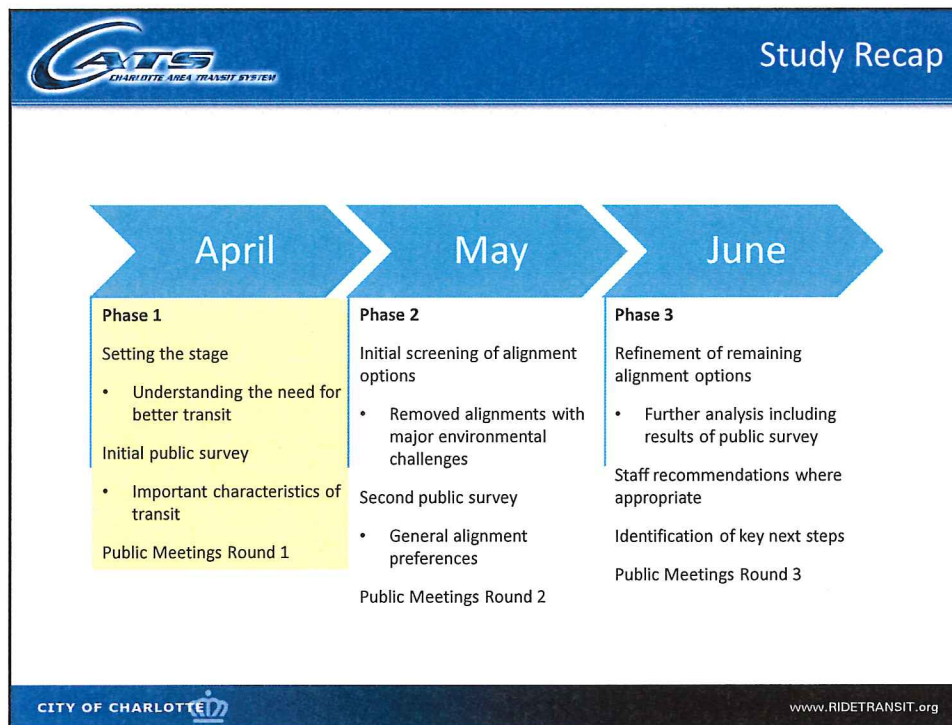


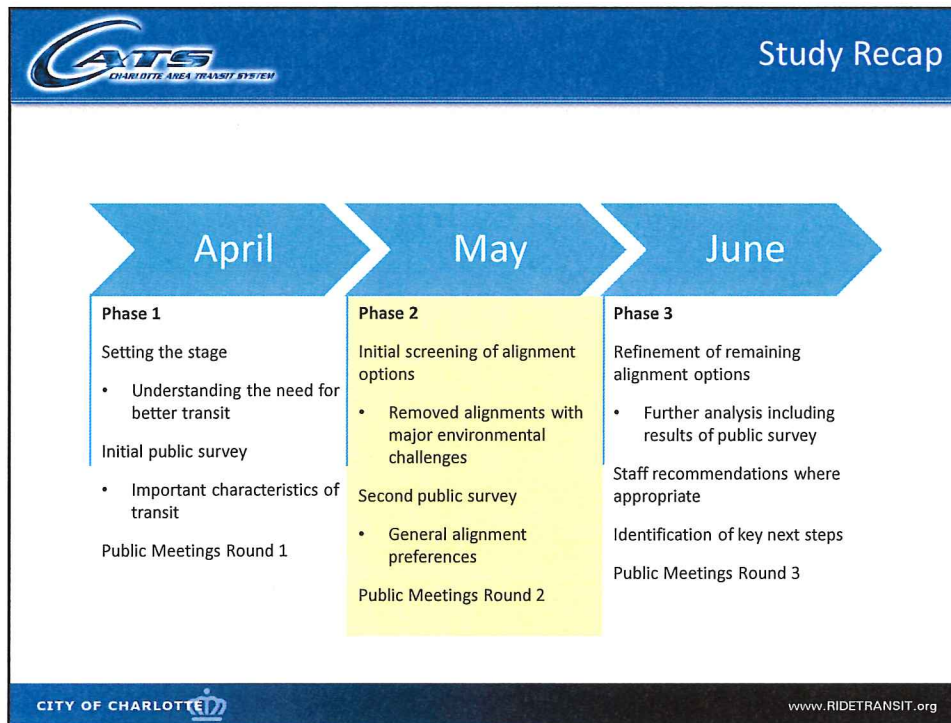
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Carolina Place Mall + The Centrum (~180 acres)











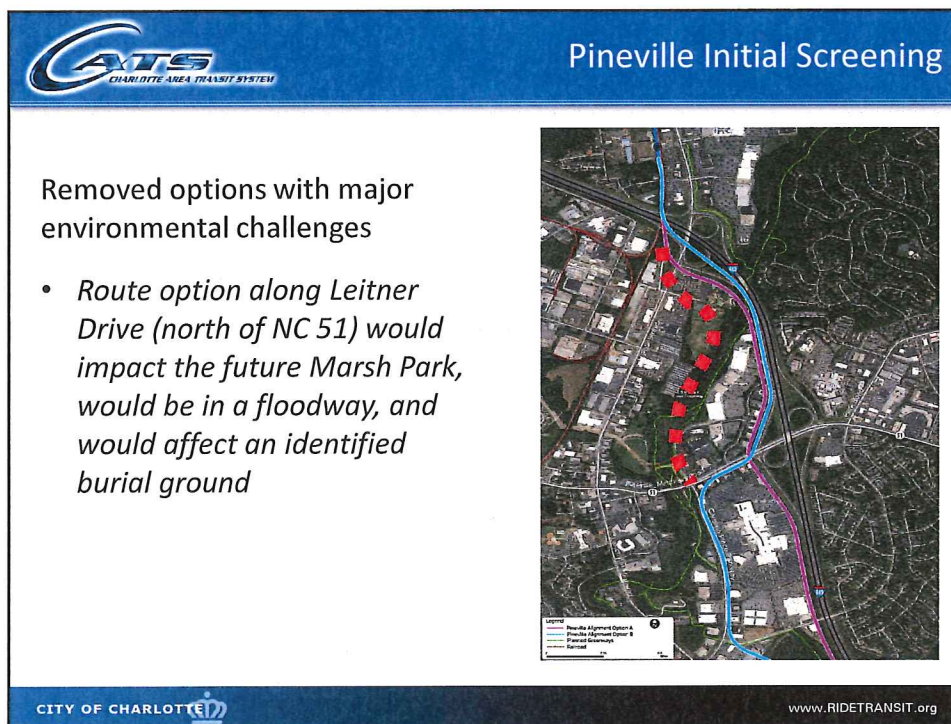
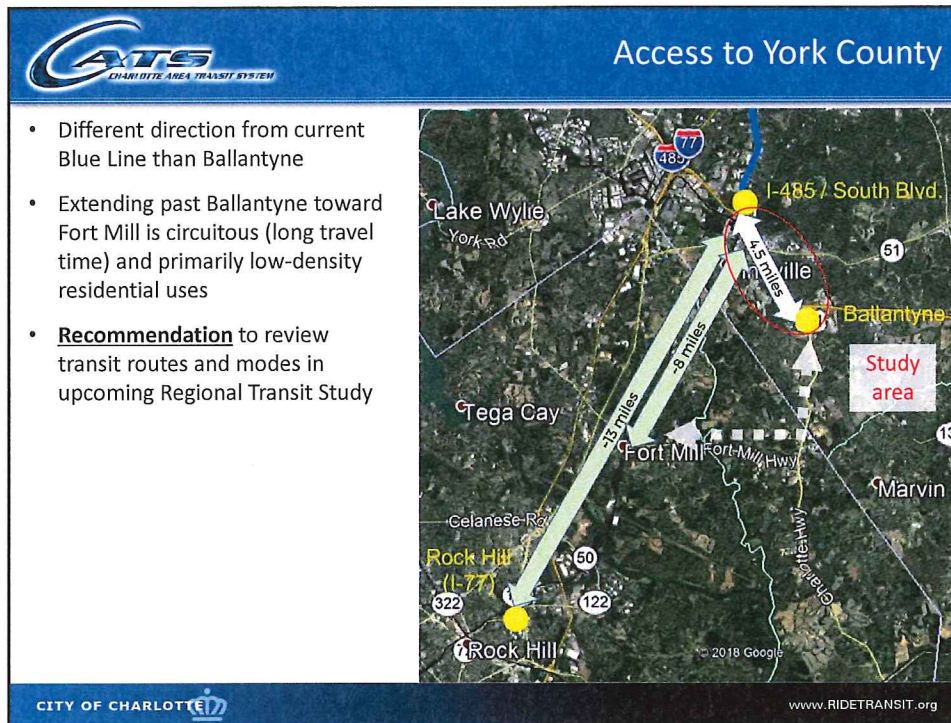
CATS
CHARLOTTE AREA TRANSIT SYSTEM

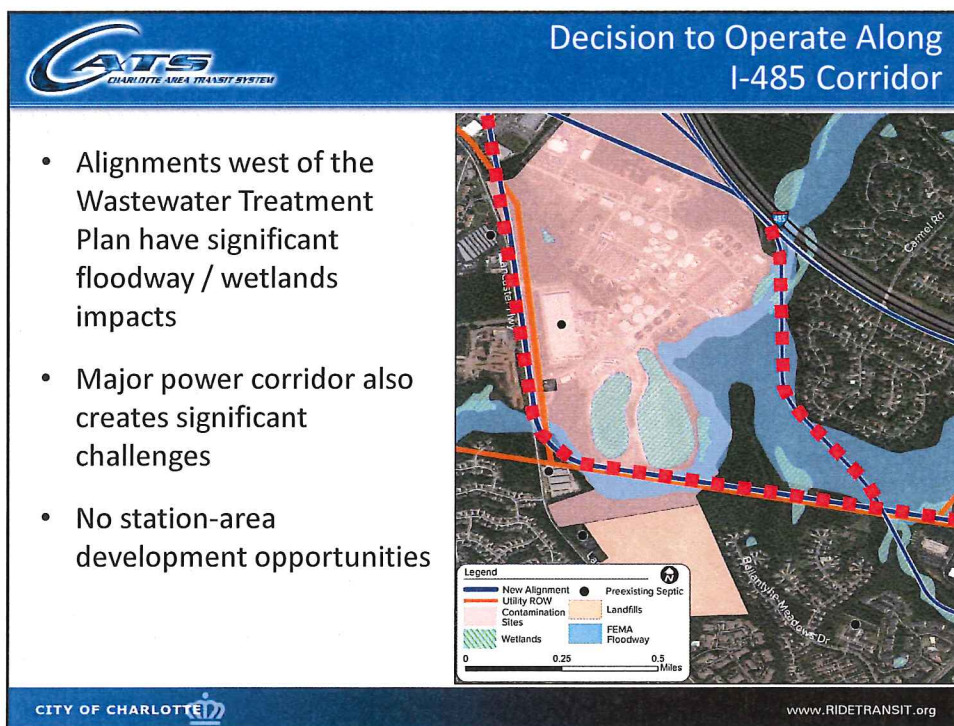
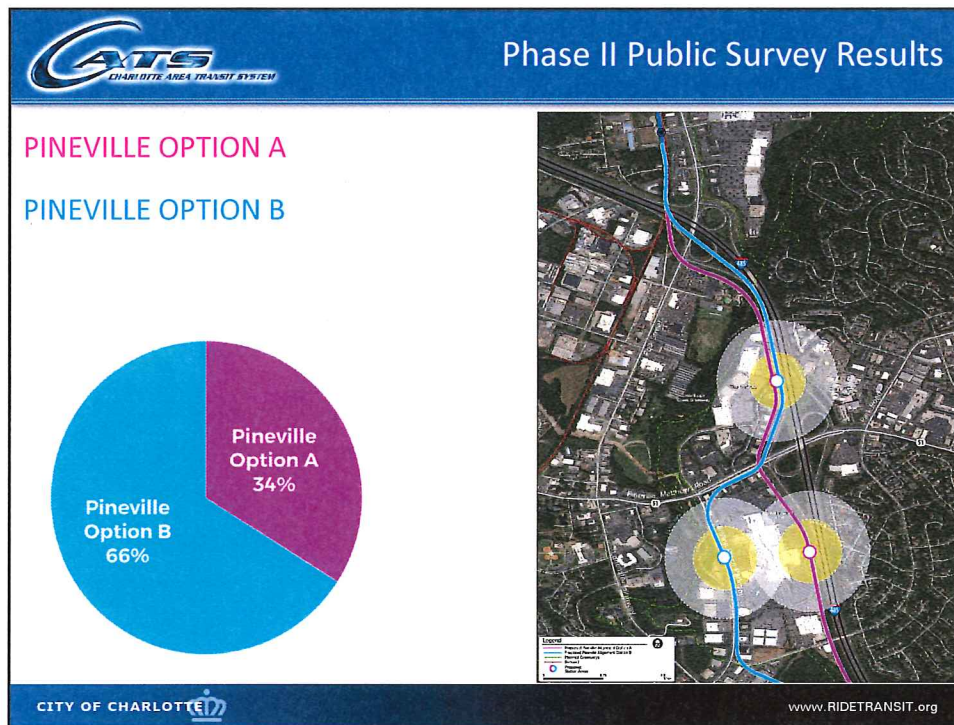
Overall Principles

1. Connect Pineville and Ballantyne to Blue Line at I-485 / South Blvd. station
2. Light rail route as a continuous extension of the Blue Line
3. Carolina Place is more critical to serve than Downtown Pineville
4. There is a need for near term transit options
5. Future rapid transit extensions will be addressed through the Regional Transit Study

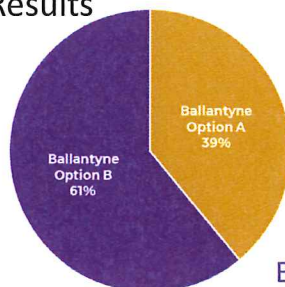


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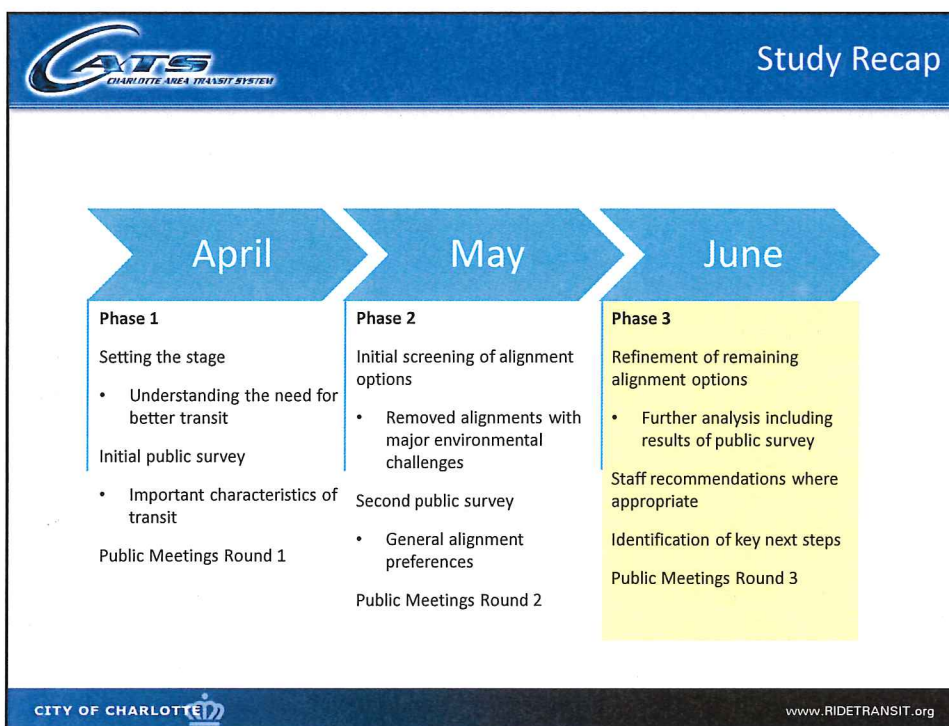
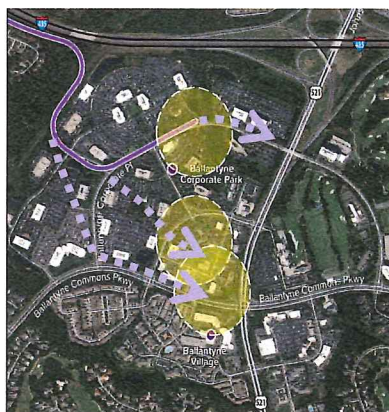
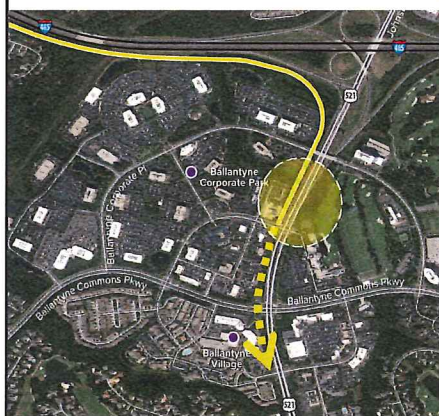



Phase II Public Survey Results



BALLANTYNE OPTION A

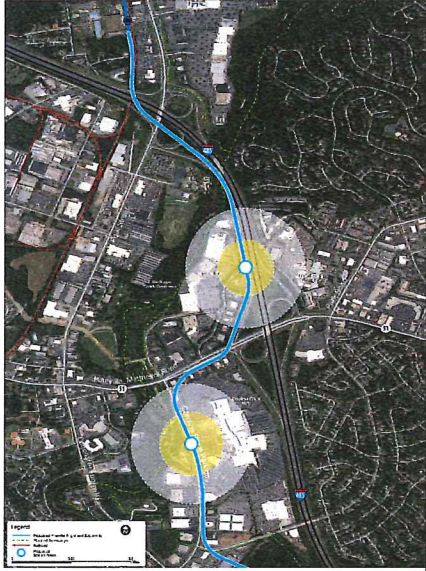
BALLANTYNE OPTION B







Pineville Findings

- **Pineville Option B** is recommended
 - Closer access to more opportunities (including downtown)
 - Greater potential to support growth in a transit-friendly way
- Visioning for the future station areas should occur to facilitate more detailed alignment development
- Alignment design should be advanced to develop more details on property requirements and potential impacts






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BALLANTYNE OPTION A

REFINEMENTS MADE

- Extend alignment beyond Brixham Hill Ave. (closer to Ballantyne Village)
- Shift terminus station south toward Ballantyne Commons Parkway
- Grade separation for rail over Brixham Hill Ave.
- Consider location as terminus






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BALLANTYNE OPTION B

REFINEMENTS MADE

- Identification of conceptual alignment integrated with Ballantyne Corporate Park west of US 521 to maximize access to available acreage
- Continuation of conceptual alignment to east side of US 521 to serve potential "Ballantyne Reimagined" development concept
- Consider location near Community House Rd. as terminus station



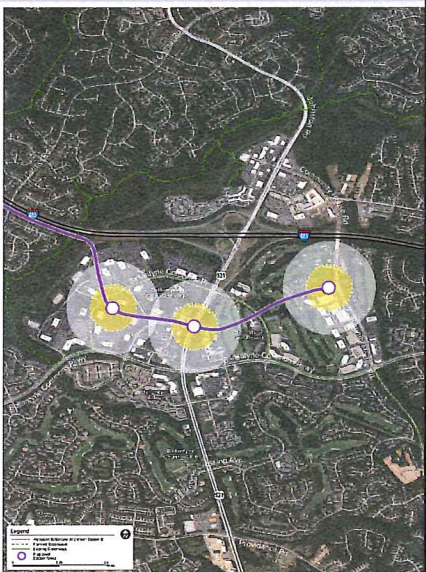
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Ballantyne Findings

- Ballantyne recommended as terminus due to its function as a regional activity center with major growth opportunities
- Advance design of Ballantyne Option B in order to preserve a corridor and coordinate with private development
- Bus Rapid Transit (BRT) service using the I-485 express lanes is recommended to improve the connection between the Blue Line, Ballantyne, and areas to the south in the near term



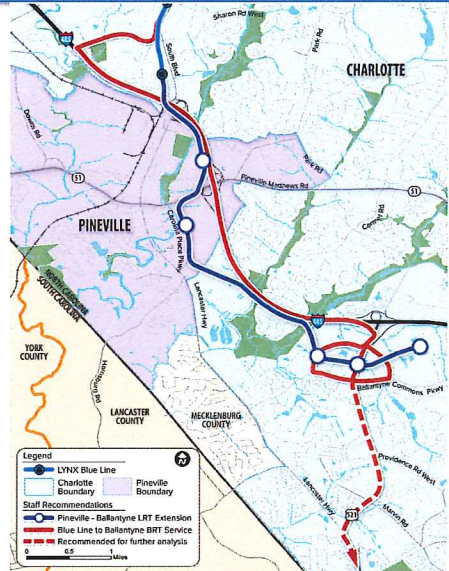
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Staff Recommendations

- Extend light rail to Carolina Place Mall in Pineville and to the Ballantyne Corporate Park.
- Advance light rail design in order to coordinate with the Town of Pineville and Ballantyne Corporate Park Ownership.
- Begin BRT service to Ballantyne Corporate Park when the I-485 express lanes open.
- Advance BRT design in order to coordinate Ballantyne Corporate Park Ownership.
- Evaluate rapid transit corridors to York and Lancaster Counties as part of the Regional Transit Study.







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Additional Considerations

- Expansion of remaining Blue Line stations to accommodate 3-car platforms
- Consider parking expansion at I-485 / South Blvd. station
- Consider Blue Line extension and/or platform expansion to mitigate construction impacts of future I-77 widening




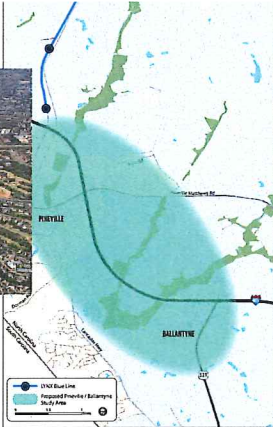



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Questions?







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**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: EnoMax Program Overview

DATE: August 28, 2019

- 1.0 PURPOSE/SCOPE:** The purpose of this information item is to present the EnoMax professional development program which has been established by CATS for professional and mid-level managers. The ENO Multi-Agency Exchange Program (MAX) is a proactive, structured leadership development and learning exchange program. Each year, the long-term EnoMAX program prepares a cohort of eight participants per participating transit agency. Participants attend four one-week knowledge exchange sessions hosted at each participating transit agency, concluding with a final graduation week hosted by Eno Center for Transportation.

This information item will provide the following information sharing:

- Overview of the EnoMax Program;
- Program objectives;
- Benefits of participation in the EnoMax Program;
- Program elements, and
- Announce CATS upcoming EnoMax week.

- 2.0 BACKGROUND:** The Eno MAX (Multi-Agency Exchange) Program is a collaborative leadership development, inter-agency networking and best-practice sharing program between public transportation operators and the Eno Center for Transportation. The Eno Max program has been in place since 2012.

Prior to the 2019 EnoMax program, CATS didn't have an internal transit-centered leadership development program geared towards professional and mid-level managers. We recognized the need to have such program in place from an employee engagement, professional development and succession planning standpoint.

- 3.0 PROCUREMENT BACKGROUND:** N/A

- 4.0 POLICY IMPACT:** N/A

- 5.0 ECONOMIC IMPACT:** N/A

- 6.0 ALTERNATIVES:** N/A

- 7.0 RECOMMENDATIONS:** N/A

- 8.0 ATTACHMENT:** N/A

SUBMITTED AND RECOMMENDED BY:



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



EnoMAX

Designed by transit agencies for transit agencies

Professional Development Program

Monique Moore
Human Resources Manager

MTC Meeting
August 28, 2019

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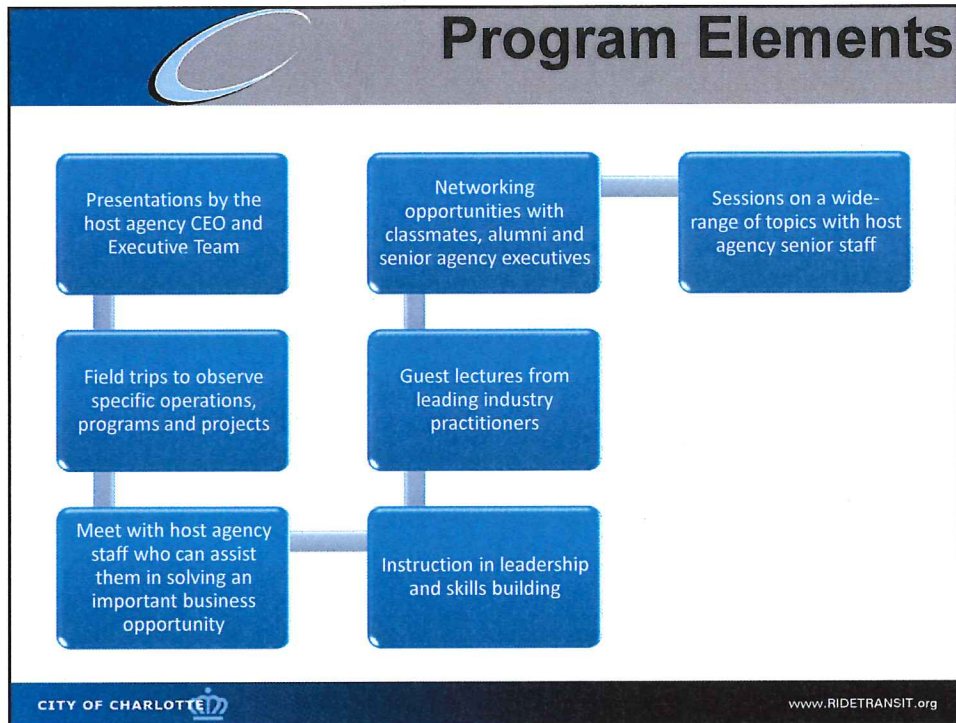
Program At A Glance

The ENO Multi-Agency Exchange Program (MAX) is a proactive, structured leadership development and learning exchange program.

- ❖ The Eno Max program has been in place since 2012.
- ❖ Each year, the long-term EnoMAX program accepts a cohort of eight participants per participating transit agency.
- ❖ Participants attend four one-week knowledge exchange sessions hosted at each participating transit agency, concluding with a final graduation week hosted by Eno Center for Transportation.

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- ## Program Elements
- Presentations by the host agency CEO and Executive Team
 - Field trips to observe specific operations, programs and projects
 - Meet with host agency staff who can assist them in solving an important business issue
 - Instruction in leadership and skills building
 - Guest lectures from leading industry practitioners
 - Networking opportunities with classmates, alumni and senior agency executives
 - Sessions on a wide-range of topics with host agency senior staff
- www.RIDETRANSIT.org



Program Objectives

For the participants:

- Improve their technical knowledge and performance
- Develop a peer-network for collaboration
- Better understand their agency as it relates to the overall transit industry
- Improve their career skills, including leadership capability
- Provide the tools to advance in their career

For the agencies:

- Develop and retain future leaders, drawing from first-level supervisor ranks
- Improve staff performance
- Improve their big picture transit perspective
- Share best practices and foster innovation
- Solve high priority agency defined business problems



Participating Agencies

Eight agencies were divided into two learning cohorts:

West

- LA Metro (Los Angeles)
- RTD (Denver)
- Sound Transit (Seattle)
- Valley Metro (Phoenix)

East

- DART (Dallas)
- MARTA (Atlanta)
- WMATA (Washington DC)
- CATS (Charlotte)

**Each agency selects eight employees to participate in the program.*



CATS Participant Profile

- 8 high performing employees are selected per year.
- Employees with at least 2 years of CATS service.
- Professional and Mid-level managers who are in charge of people, projects or processes.
- Employees who are committed to investing 5-6 weeks during the year – to include agency visits, debrief meetings, and business case projects.



Selection Criteria

- Quality of application
- Identified business opportunity (ED approved)
- Job experience
- Overall Agency representation
- Demonstrated ability to be successful in the program.



Business Opportunity Statement

- An issue, challenge or problem, in your daily work, experience, that you want to work on as part of EnoMAX
- Describe how this currently impacts CATS
- Describe how CATS would be better if the issue were addressed



EnoMAX 2019 Schedule

EAST AGENCY	HOST CITY	DATES
DART	Dallas, TX	April 15 -19
MARTA	Atlanta, GA	June 10 -14
WMATA	Washington, DC	August 12 - 16
CATS	Charlotte, NC	October 21-25

Each participant works on a Business Opportunity Project that will be presented to the ELT.

CATS EnoMax 2019 Week

- CATS will be hosting October 21-25
- In-class learning, tours, peer connection/networking, etc.
- All 32 participants from the 4 agencies will graduate in Charlotte.



CATS 2019 Participants

DIVISION	EMPLOYEE	JOB TITLE
Planning and Development	Molly Carter	Transportation Planner II
Finance-Procurement	Alexia Forte	Budget Manager
Rail Operations	Robert Hudgins	Railcar Maintenance Supervisor
Planning and Development	Laura Johnson	Quality Assurance Engineer/Quality Manager – Development
Marketing and Technology	Juliann Sheldon	Senior Public Relations Specialist
Bus Operations	Mallory Smith	Computerized Maintenance Material Specialist
Rail Operations	Bradley Thomas	Chief Rail Controller
Bus Operations	Dominique Thompson	Operations Supervisor



Participant Feedback



Questions

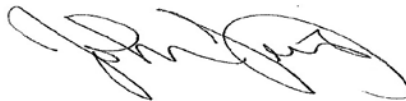
**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: Property Acquisition

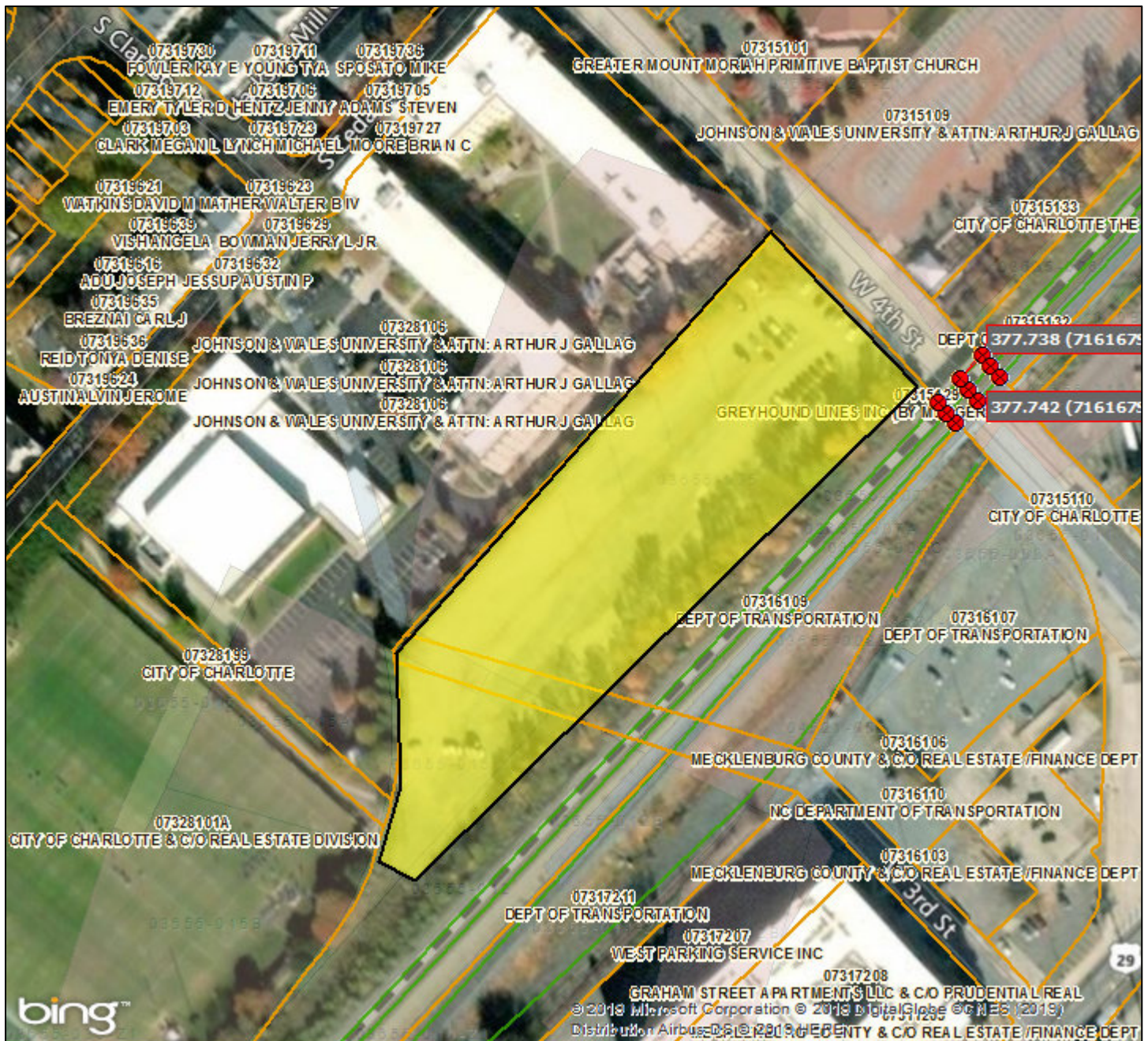
DATE: August 28, 2019

- 1.0 PURPOSE/SCOPE:** To acquire approximately 2.8 acres of land in Uptown Charlotte currently owned by Norfolk Southern Railway (NS), as well as numerous smaller property rights/interests.
- 2.0 BACKGROUND:** CATS intends to acquire a 2.8-acre parcel of land for use in the development of the future LYNX Silver Line light rail project. While CATS is in the early stages of the future light rail project, it is in the City's best interest to acquire this prime piece of real estate for future development opportunities.
- 3.0 PROCUREMENT BACKGROUND:** This parcel was appraised for \$8.6 million and the additional property interests/rights were valued at \$400,000. This item will be placed on the Council Agenda for September 9 or 23 for approval. CATS will acquire the property using local funds.
- 4.0 POLICY IMPACT:** N/A
- 5.0 ECONOMIC IMPACT:** CATS will also receive approximately \$250,000 in revenue a year from the assumption of an existing surface parking lease with Preferred Parking.
- 6.0 ALTERNATIVES:** N/A
- 7.0 RECOMMENDATIONS:** N/A
- 8.0 ATTACHMENT:** (See attached PDF)

SUBMITTED AND RECOMMENDED BY:

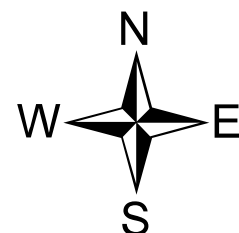


John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte



NORFOLK SOUTHERN RAILWAY COMPANY
Real Estate Department

Landlord:	NORFOLK SOUTHERN RAILWAY COMPANY	
Location:	Charlotte, Mecklenburg County, North Carolina	
Tenant:	CITY OF CHARLOTTE	
Area:	2.8 Acres +/-	
Maps:	NC-10A, Map 3, Pds 5, 12, 15	Milepost: 377.73
Activity No:	1271564	Exhibit A
Date:	June 13, 2019	Not To Scale



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

Mode / Service	Jul-19	Jul-18	Percent Increase/Decrease	YTD FY 2020	YTD FY 2019	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
Local									
BOD Local	951,093	952,209	-0.1 %	951,093	952,209	-0.1 %	35,642	22,327	16,083
Subtotal	951,093	952,209	-0.1 %	951,093	952,209	-0.1 %	35,642	22,327	16,083
Local Express									
Arboretum Express	4,668	3,890	20.0 %	4,668	3,890	20.0 %	213	-	-
Carmel Road Express	-	1,178	n/a	-	1,178	n/a	-	-	-
Harrisburg Road Express	2,792	2,370	17.8 %	2,792	2,370	17.8 %	127	-	-
Huntersville Express	9,071	7,792	16.4 %	9,071	7,792	16.4 %	414	-	-
Idlewild Road Express	2,319	2,390	-3.0 %	2,319	2,390	-3.0 %	106	-	-
Independence Blvd Express	4,438	3,910	13.5 %	4,438	3,910	13.5 %	202	-	-
Lawyers Road Express	2,635	2,917	-9.7 %	2,635	2,917	-9.7 %	120	-	-
Matthews Express	4,119	3,438	19.8 %	4,119	3,438	19.8 %	188	-	-
Mountain Island Express	1,320	1,098	20.2 %	1,320	1,098	20.2 %	60	-	-
Northlake Express	5,993	6,567	-8.7 %	5,993	6,567	-8.7 %	273	-	-
North Mecklenburg Express	13,400	12,185	10.0 %	13,400	12,185	10.0 %	609	-	-
Rea Road Express	3,576	2,335	53.1 %	3,576	2,335	53.1 %	163	-	-
Steele Creek Express	1,431	1,779	-19.6 %	1,431	1,779	-19.6 %	65	-	-
Huntersville Greenhouse Express	436	314	38.9 %	436	314	38.9 %	20	-	-
Airport Connector - Northlake	-	4,633	n/a	-	4,633	n/a	-	-	-
Subtotal	56,198	56,796	-1.1 %	56,198	56,796	-1.1 %	2,560	-	-
Regional Express									
Gastonia Express	3,768	3,232	16.6 %	3,768	3,232	16.6 %	172	-	-
Rock Hill Express	3,028	2,577	17.5 %	3,028	2,577	17.5 %	138	-	-
Union County Express	2,287	2,290	-0.1 %	2,287	2,290	-0.1 %	104	-	-
Subtotal	9,083	8,099	12.1 %	9,083	8,099	12.1 %	414	-	-
Community Circulator									
Neighborhood Shuttles	32,798	33,873	-3.2 %	32,798	33,873	-3.2 %	1,251	813	428
Eastland Neighborhood Shuttle	15,882	17,197	-7.6 %	15,882	17,197	-7.6 %	554	501	345
Pineville-Matthews Road	3,132	3,035	3.2 %	3,132	3,035	3.2 %	128	81	-
Village Rider	6,808	6,142	10.8 %	6,808	6,142	10.8 %	258	170	92
Subtotal	58,620	60,247	-2.7 %	58,620	60,247	-2.7 %	2,191	1,565	865
Human Services Transportation									
Special Transportation Services	20,981	21,142	-0.8 %	20,981	21,142	-0.8 %	851	300	211
DSS	302	349	-13.5 %	302	349	-13.5 %	14	-	-
Subtotal	21,283	21,491	-1.0 %	21,283	21,491	-1.0 %	865	300	211



Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report

Jul-19

Mode / Service	Jul-19	Jul-18	Percent Increase/Decrease	YTD FY 2020	YTD FY 2019	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
Rideshare Services									
Vanpool	12,144	11,520	5.4 %	12,144	11,520	5.4 %	552	-	-
Subtotal	12,144	11,520	5.4 %	12,144	11,520	5.4 %	552	-	
Rail									
LYNX Blue Line	755,845	664,067	13.8 %	755,845	664,067	13.8 %	28,716	17,579	10,755
CityLynx Gold Line	-	20,291	n/a	-	20,291	n/a	-	-	-
Subtotal	755,845	684,358	10.4 %	755,845	684,358	10.4 %	28,716	17,579	10,755
Total	1,864,266	1,794,720	3.9 %	1,864,266	1,794,720	3.9 %	70,940	41,771	27,914



May Receipts

Sales Tax Collections and Distribution – May 2019

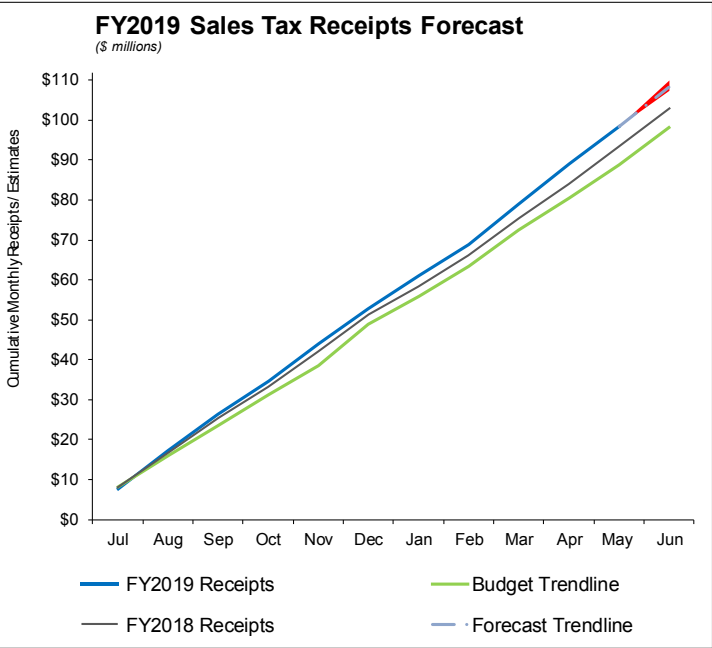
- May 2019 receipts of \$9,435,500 were \$1,082,266 (13.0%) above the budget target for the month
- May 2019 receipts were \$157,824 (1.7%) above May of 2018

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 June 30, 2019
- Published by NC Secretary of Revenue on 8/10/2019 with actual receipts through May 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 actuals	Mar 19 actuals	April 19 actuals	May 19 accrual	June 19 accrual	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	\$ 3,206,608	\$ 4,112,897	\$ 4,001,337	\$ 3,821,155	\$ 3,970,488	\$ 43,857,926
Cornelius	30,207	1.5%	112,497	140,413	132,859	117,729	138,871	131,234	120,758	116,665	149,638	145,579	139,024	144,457	1,589,724
Davidson	12,572	0.6%	47,218	58,935	55,764	49,414	57,797	54,619	50,259	48,555	62,279	60,589	57,861	60,122	663,414
Huntersville	57,145	2.8%	212,533	265,273	251,001	222,418	262,713	248,265	228,447	220,704	283,082	275,404	263,002	273,281	3,006,125
Matthews	30,849	1.5%	116,044	144,841	137,048	121,441	141,822	134,023	123,324	119,144	152,818	148,673	141,979	147,527	1,628,686
Mint Hill	26,690	1.3%	99,810	124,579	117,876	104,453	122,702	115,954	106,698	103,082	132,216	128,630	122,837	127,638	1,406,474
Pineville	8,873	0.4%	33,350	41,626	39,387	34,902	40,792	38,549	35,471	34,269	43,955	42,762	40,837	42,433	468,333
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	4,068,984	5,219,006	5,077,444	4,848,805	5,038,299	55,601,711
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	\$ 7,918,012	\$ 10,155,891	\$ 9,880,419	\$ 9,435,500	\$ 9,804,245	\$ 108,222,391
Year-over-Year Comparison (FY19-FY18)			-5.4%	14.0%	3.6%	2.3%	6.1%	-4.5%	18.8%	1.0%	9.2%	15.7%	1.7%	1.1%	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%	70.2%	80.5%	90.6%	100.2%	110.2%	110.2%

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