



# THRIVING

## Steering Committee Meeting

September 11, 2023

**A framework for the future of connectivity.**

# Agenda

Welcome

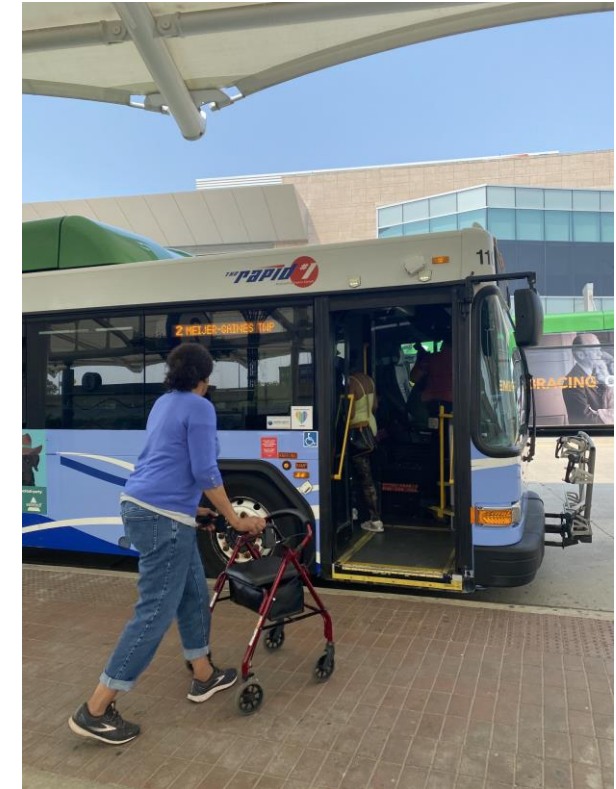
Rapid 201

Monthly Review/Status Update

— Technical Tasks Update

— Public Involvement

Next Steps



# *THE RAPID* 201

## FINANCIAL OVERVIEW

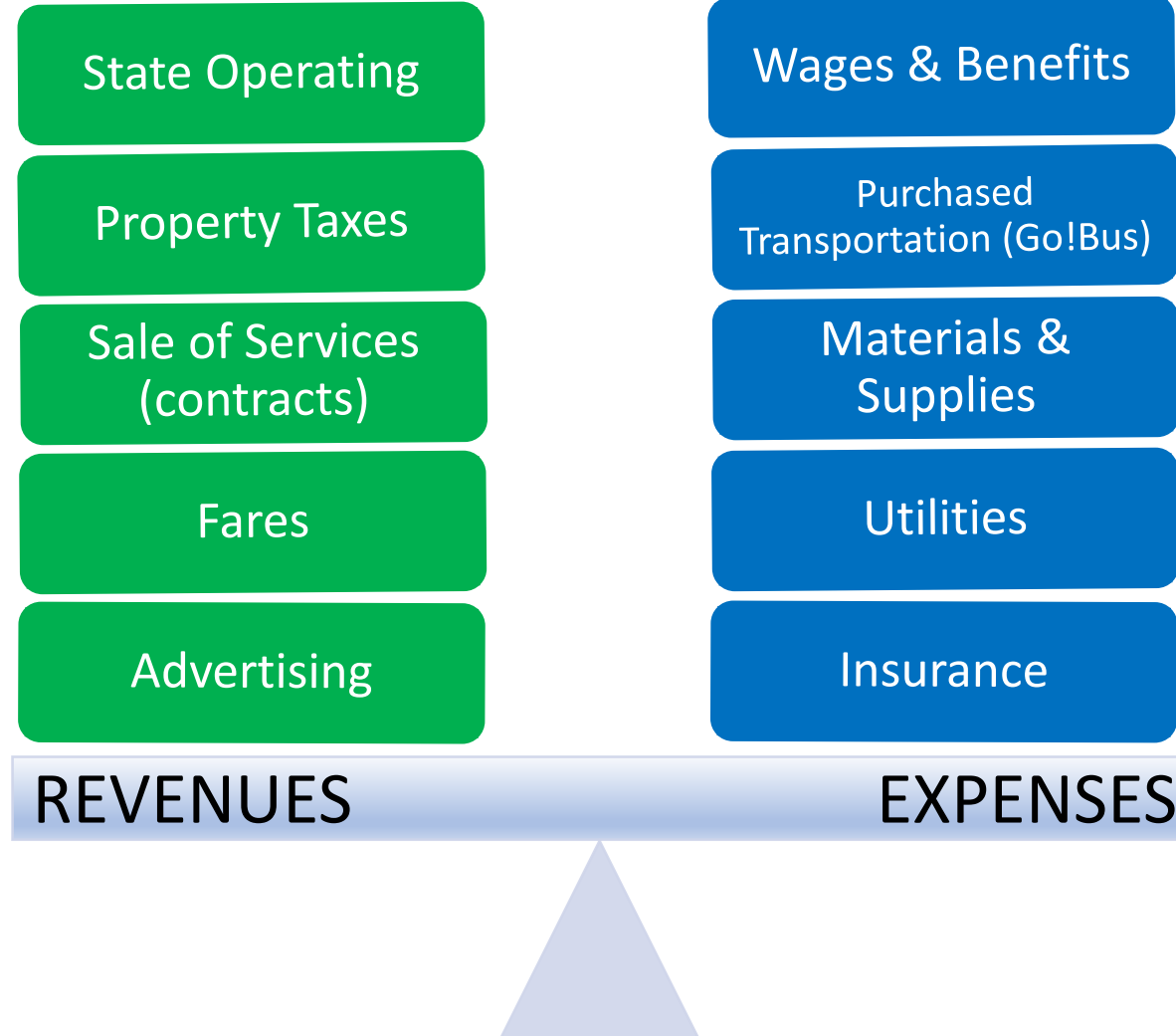
### **Mission Statement**

Our mission is to create, offer, and continuously improve a flexible network of regional public transportation options and mobility solutions.

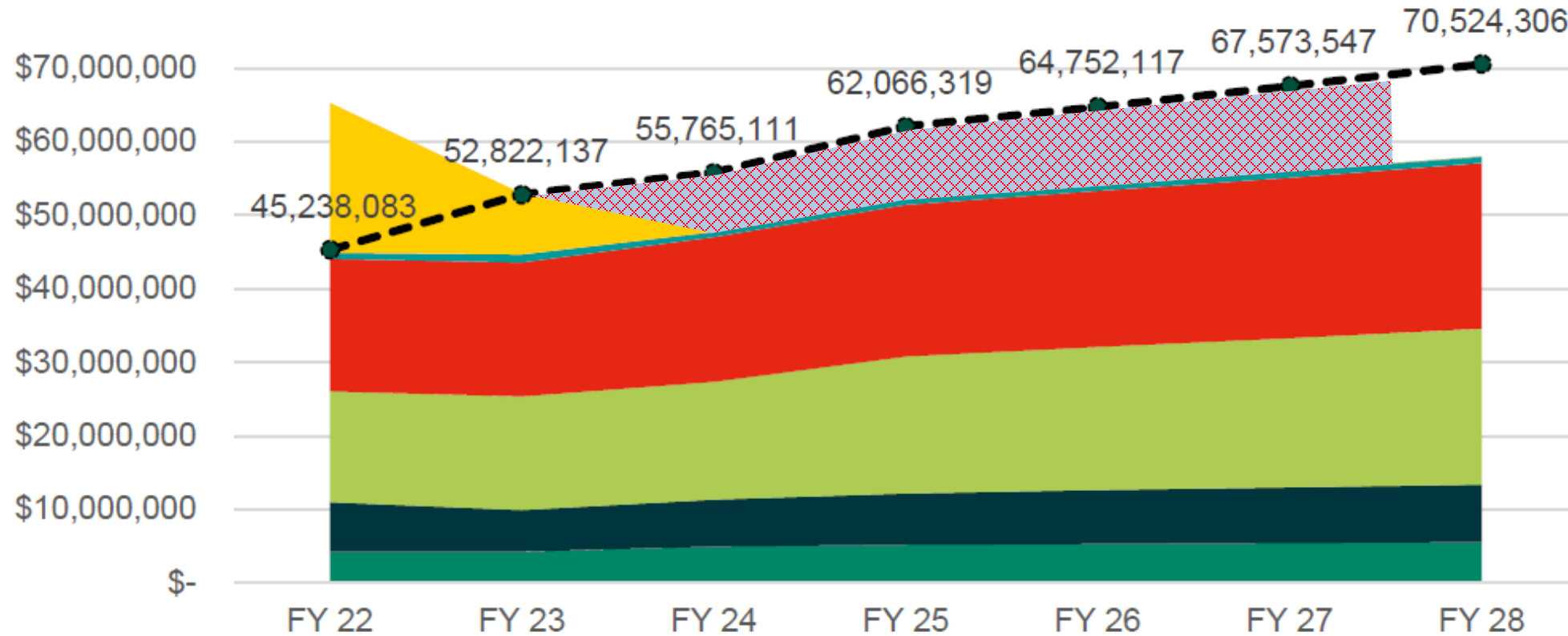
# ANNUAL BUDGET

ANNUAL BUDGET	CAPITAL	OPERATING
WHAT?	<p>Purchase of vehicles, facilities, equipment, bus stops/stations, communication &amp; IT systems</p> <p><i>Examples: FTA Formula Funds, Discretionary, State of Good Repair, Capital Investment Grants</i></p>	<p>Expenses used to operate services including labor, materials/supplies, fuel, utilities, insurance, etc.</p> <p><i>Primarily: Property Taxes, State Operating Assistance, and Fares</i></p>
WHY?	<p>Focus on assets needed to support long-term function, capital maintenance, improvements, and/or expansion</p>	<p>Focus on the day-to-day operations of services and facilities</p>
HOW?	<p>Federal formula sources with State match</p>	<p>Locally funded with State assistance</p>

# OPERATING BUDGET

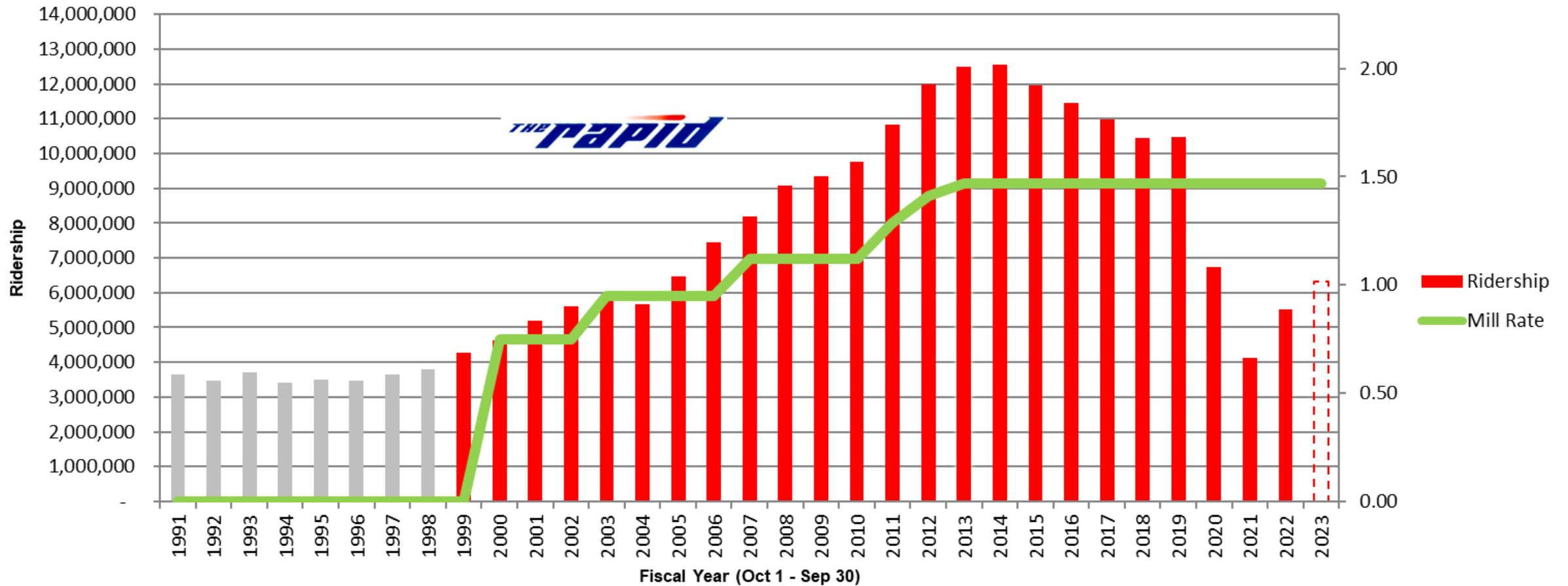


# 5-YEAR OPERATING PROJECTION

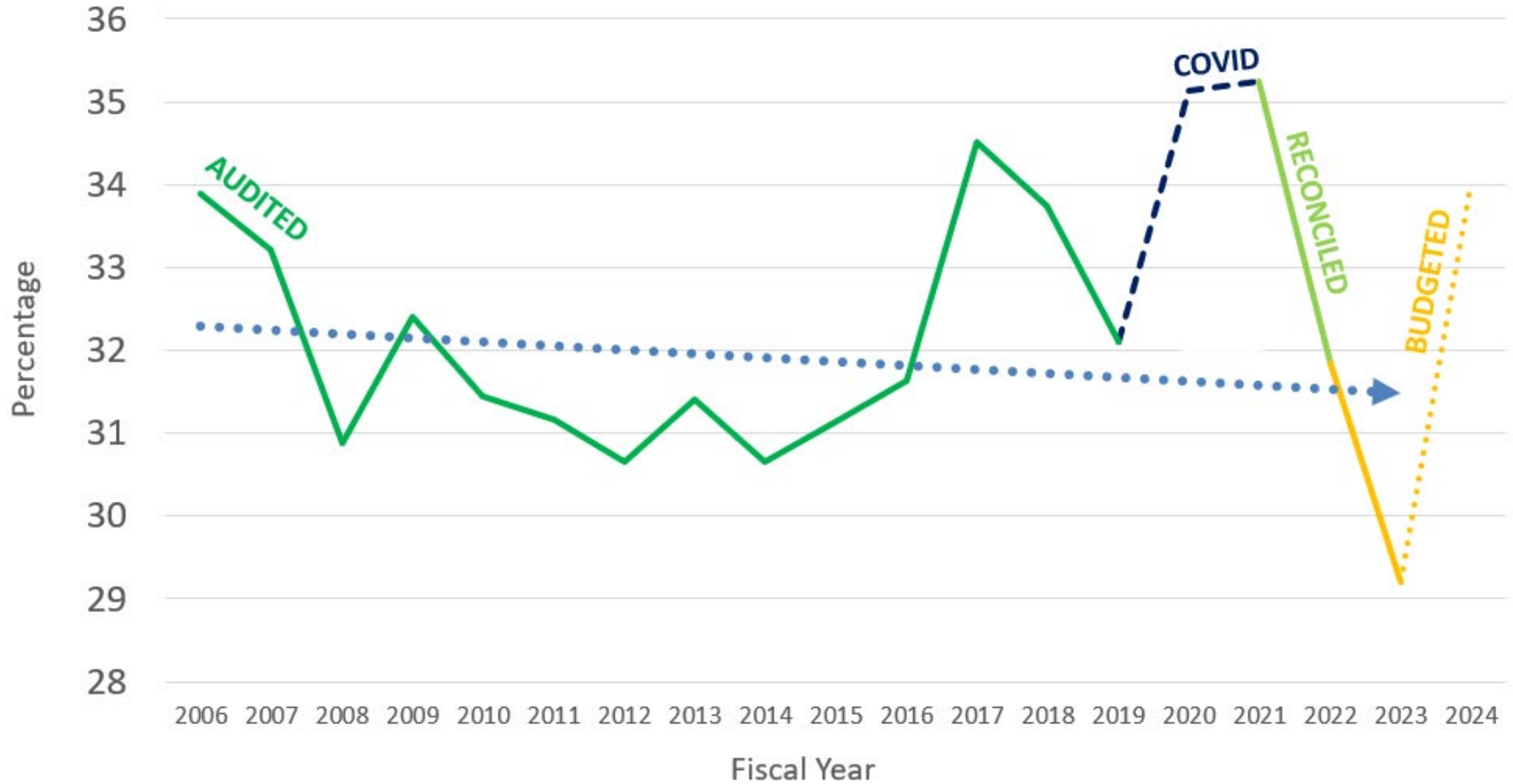


- Passenger Fares
- Sale of Transportation Services
- State Operating Assistance
- Property Taxes
- Advertising & Miscellaneous
- Grant Operating Revenues (COVID Relief)
- Total Operating Expenses
- Reserves

# RIDERSHIP & MILLAGE HISTORY

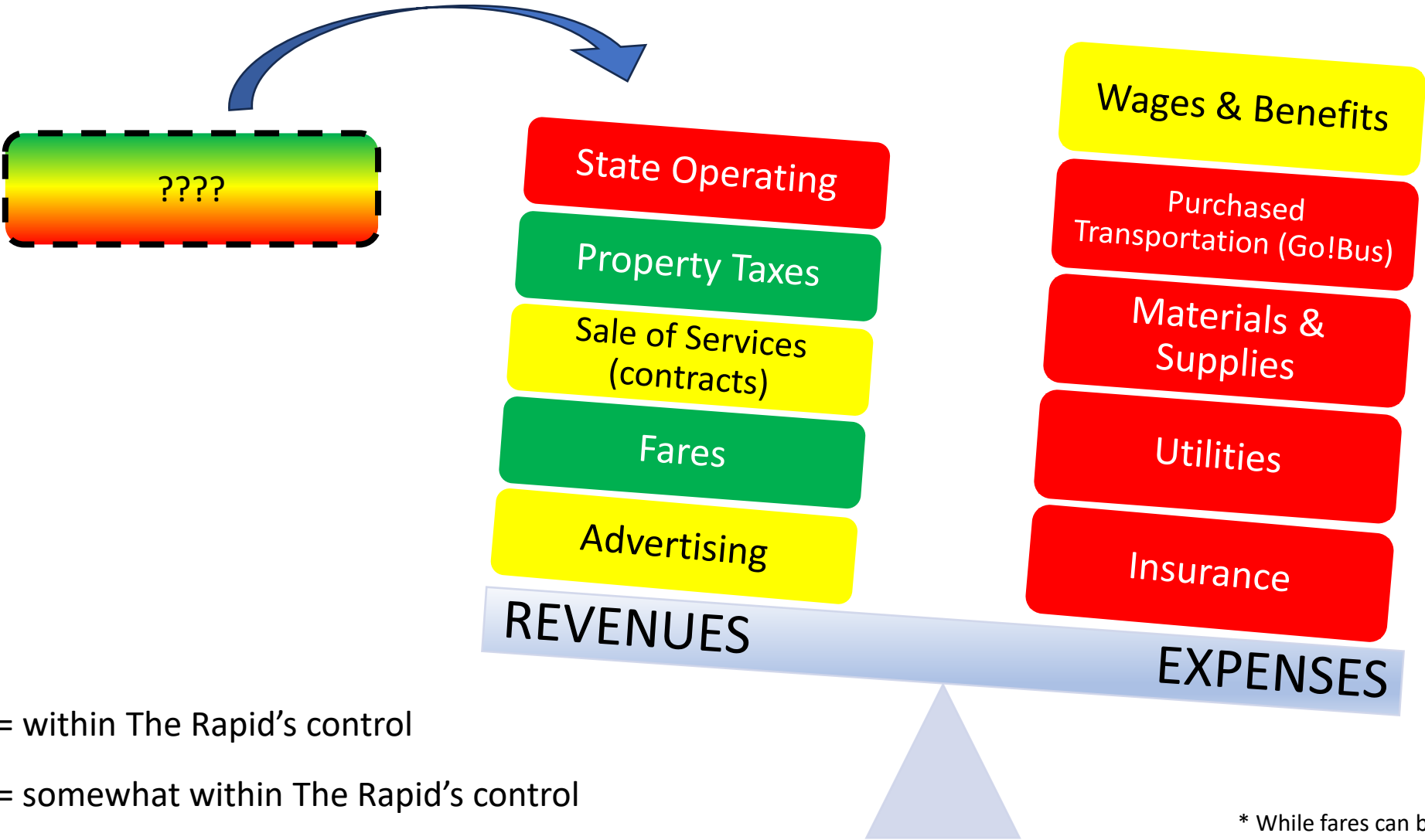


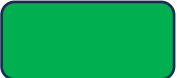


# STATE OPERATING ASSISTANCE TREND





# REVENUE VS. EXPENSES



-  = within The Rapid's control
-  = somewhat within The Rapid's control
-  = not within The Rapid's control

\* While fares can be adjusted, there are resulting ridership impacts along with an array of other externalities influencing ridership levels

# KEY TAKEAWAYS

- 2023 Community Values Survey – 74% respondents indicated public transportation funding should be greater (42% greater & 32% much greater)
- 2023 ASCE Michigan Report Card for Transit received a C-
  - Primary recommendation - Create new funding tools to support operations and capital needs

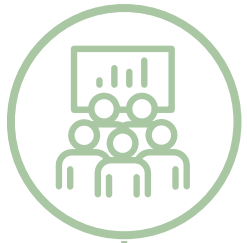
*A growing and prosperous region needs commensurately growing and prosperous public transportation*

# Project Status

IN PROGRESS

COMPLETE

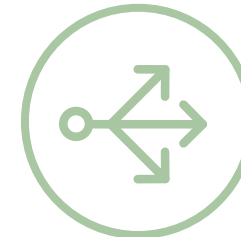
IN PROGRESS



**Public Involvement**  
Building partnerships (throughout the process, public workshops targeted for Fall 2023 and Spring 2024)



**Market Analysis**  
Transit demand, travel patterns, mobility need



**Future Options and Scenarios Analysis**  
Who and where to serve? How?



**Existing and Future Conditions Analysis**  
Strengths, weaknesses, opportunities, threats



**Peer Review**  
Best practices from similar and aspirational mobility providers

COMPLETE

IN PROGRESS

# Project Status

IN PROGRESS



## West Michigan Express Planning

Reassess feasibility, develop implementation plan



## Planning Guidelines, Policies and Performance Measures

How to measure and ensure success?



## Administrative and Operational Staffing Evaluation

How to staff?

IN PROGRESS



## Corridor Analysis

Connections to places outside current service area



## Fleet, Facilities and IT Strategy

How to support?

IN PROGRESS

# Project Status



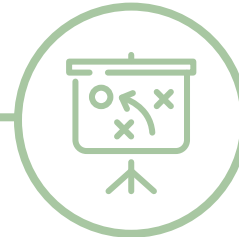
## Joint Development Opportunities

How to shape what happens next to transit?  
(Sept 2023-Feb 2024)



## Phased Implementation Strategy

(Jan-April 2024)



## Final Transit Master Plan

(April-May 2024)



## Financial and Funding Analysis

How to fund?  
(Nov-Dec 2023)

## Benchmark Peers

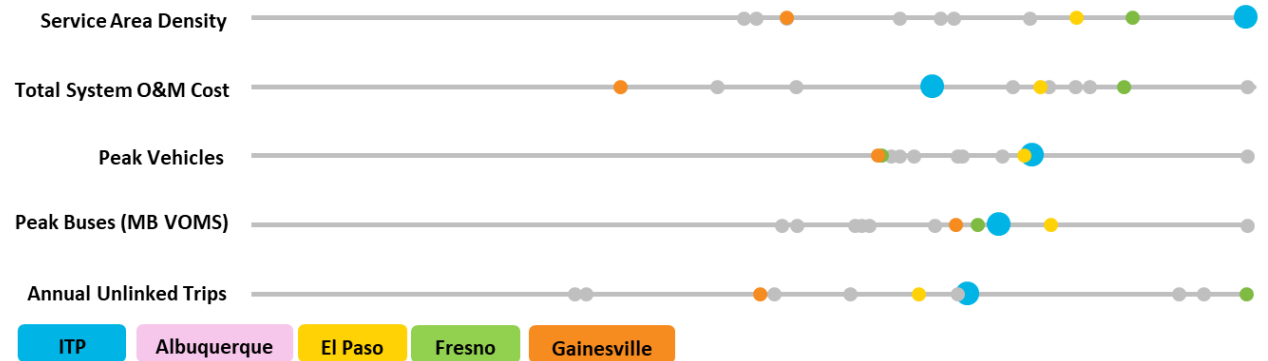
Relative peers based on operational and financial characteristics

Compared by National Transit Database (NTD) data

Service efficiency, service, cost-effectiveness and funding sources

### Peers

- Ann Arbor
- Albuquerque
- Lansing
- Clark County, WA (suburban Portland, OR)
- Des Moines
- El Paso
- Fresno, CA
- Dayton, OH
- Gainesville, FL
- Madison, WI



# Peers Analysis - Aspirational Peers



## Peers

- The Ride**  
(Ann Arbor, MI)
- IndyGo**  
(Indianapolis, IN)
- CapMetro** (Austin, TX)
- LA Metro**  
(Los Angeles, CA)
- Metro Transit**  
(Minneapolis, MN)
- Sound Transit**  
(Seattle, WA)

## Peer Interviews – Insights MetroTransit (Minneapolis, MN)

### Sustainable Funding

- Large capital support funds from state (MPO)
- 1.204 mills property tax levy (capital funding)
- New 0.75% sales tax revenue established in last legislative session

### Successful TOD

- Large team of TOD-dedicated staff
- FTA grants for station area planning (LRT & BRT, preemptive re-zoning)
- Regional development guide (MPO) & Metro Transit 2013 TOD Policy
- Development agreements on city/Metro-owned property (economic development support)

### Mode Split

- Unified fare collection with other agencies
- Bikeway/parking coordination at / to stations
- Mobility hubs at stations

### Transit Service Operations

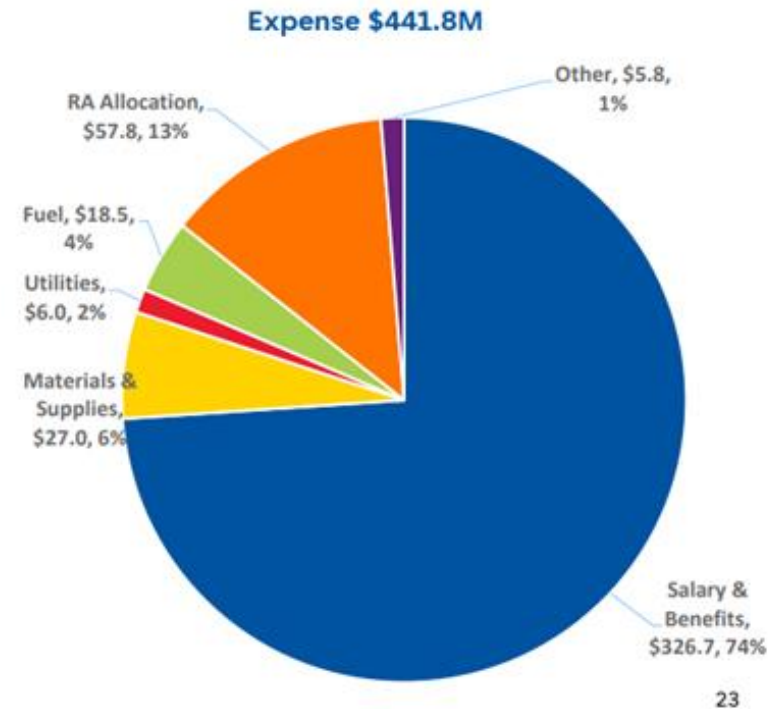
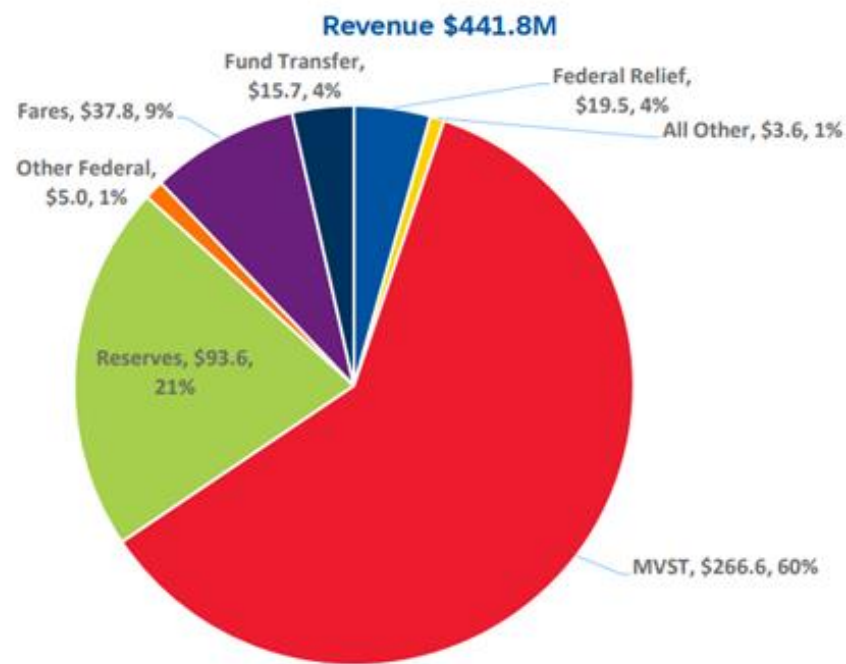
- BRT always replaces a high frequency route
- Will keep off board fare collection on BRT to keep buses moving quickly

### Affordable housing

- Led by the state (funding) and city (zoning)



## Metro Transit Bus 2024 Operating Revenue & Expense (To Be Updated with Sales Tax Revenue)



Data Source:  
Metro Transit

# Peer Interviews – Insights

## CapMetro (Austin, TX)

### Sustainable Funding

- ▶ New property tax towards operations/maintenance/capital (*only for Project Connect projects*)
- ▶ 1% sales tax
  - Formula where each community pays depending on their usage
- ▶ Many grant opportunities (*e.g., small starts grant - coordinated with the city to make sure land use patterns matched what the grant was looking for, prepositioning*)

### Successful TOD

- ▶ Champion within CapMetro, coordinates with the city

### Innovative Marketing

- ▶ Large community presence
  - Hired “community connectors” from within the community for 2-years
- ▶ Communicate the value of community input received, let people know their voice has been heard

### Affordable Housing

- ▶ Collaborate with the city on policies
- ▶ eTOD policy
- ▶ Development agreements on city/CapMetro-owned property

### Success with Regional Expansion

- ▶ Dedicated to fostering regional relationships

# Austin, TX - Project Connect



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Image Source: KXAN

# Peer Interviews - Insights

## Sound Transit (Seattle, WA)

### Sustainable Funding

- Dedicated revenue source from RTA tax and tax during annual car inspection

### Successful TOD

- Surplus land policy for affordable housing redevelopment
- Large TOD-focused team (9)

### Affordable Housing

- State statute requires 80% of surplus property to be used for affordable housing

### Medium Sized City with Mode Split

- Plan for multi-modal to station area during planning process (urban Design)
- External pressures shift travel demand towards alternatives (e.g, expensive housing, parking, etc.)

### Innovative Marketing

- Community-engagement dedicated staffer
- Community engaged as part of goal setting prior to RFP process
- Diverse RFP review committee

# Sound Transit – Federal Way Transit Center Station (Lynwood Link Extension LRT)

Image Source:  
Sound Transit



# Peer Interviews - Insights

## The Ride (Ann Arbor, MI)

### Sustainable Funding

- Permanent millage that is renewed every 5 years
- Millage used for operations, 5307 and Covid relief funding for capital
- Surveyed community to identify strong support across all cities for millage rate range, used that to inform recent millage increase
  - Lesson learned: best foot forward, go big!

### Innovative Marketing

- Strong public engagement strategies during city's long range plan (A<sup>2</sup>Zero)

### Affordable Housing

- Coordinate with Ann Arbor Housing to connect affordable housing projects with transit services

### Success with Regional Expansion/Partnership

- Purchased transportation services contacts with other municipalities to provide transit service (net-cost)
- Strong coordination with city goals during last long-range plan (A<sup>2</sup>Zero)

## Peers Analysis - Categories

### *Primary Topics / Categories*

- Sustainable Funding
- Successful TOD
- Medium-Sized City Mode Split
- Innovative Marketing
- Affordable Housing
- Success with Regional Expansion

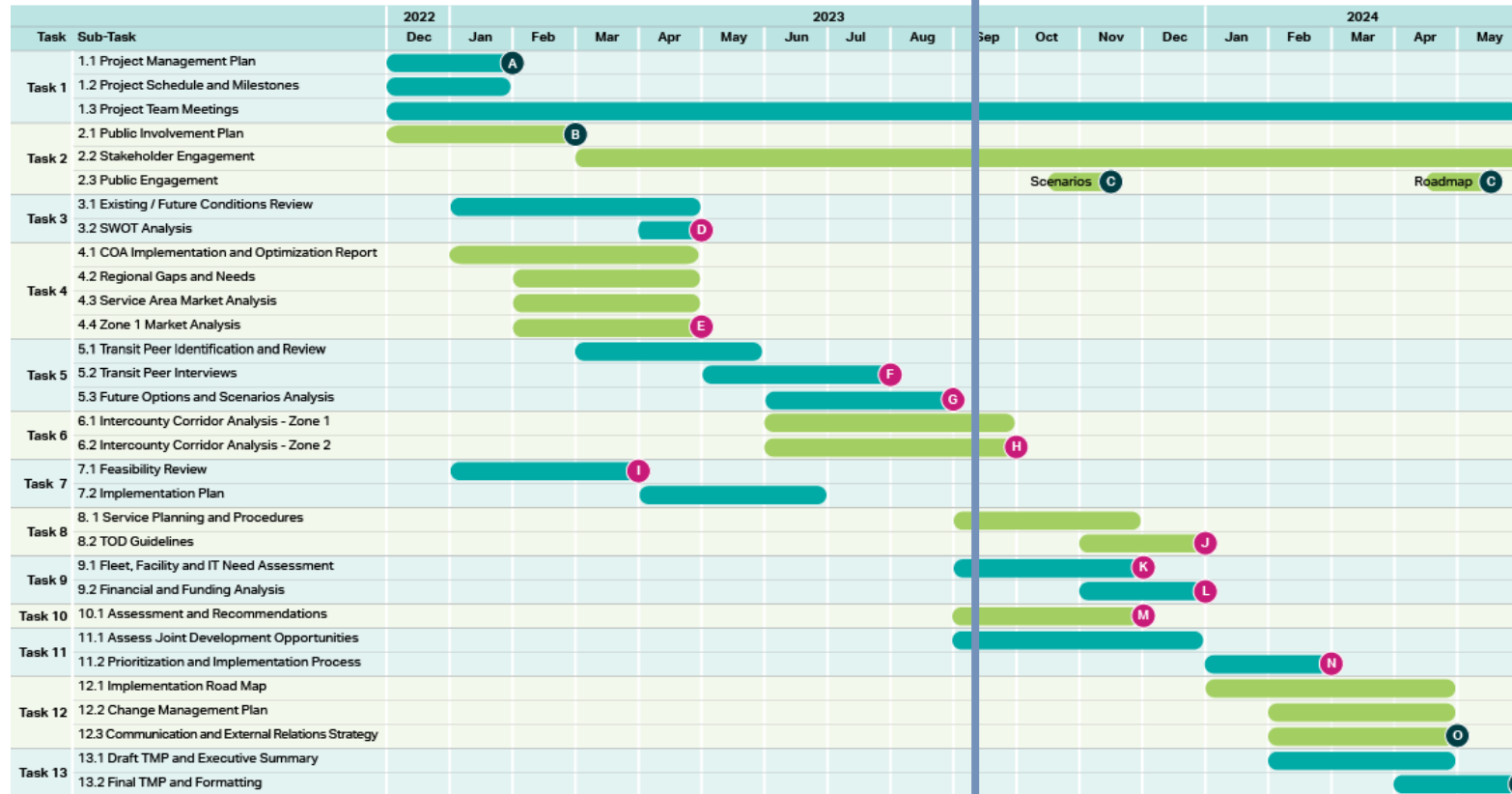
### *Additional Topics / Categories*

- IT Improvements
- Contract Rate Methodology
- Safety Best Practices
- Measuring Customer Experience
- Data Analytics/Visualization Tools
- Public Policy/Government Affairs

***Any other topics that you'd like to learn about from peers?***

## Project Schedule

we are here



Deliverables = tech memo

- A Project Management Plan
- B Public Involvement Plan
- C Public Input Summaries
- D Existing and Future Conditions (including COA Report)
- E Market Analysis
- F Peer Review
- G Future Options and Scenarios
- H Corridor Analysis
- I West Michigan Express
- J Planning Guidelines, Policies and Performance Measures
- K Fleet, Facilities and IT Strategy
- L Financial and Funding Analysis
- M Administrative and Operational Staffing Evaluation
- N Joint Development Opportunities
- O Phased Implementation Strategy
- P Final Transit Master Plan







## Public Involvement Update

- Past Committee Meetings update
- Summer Focus Groups feedback
- Fall Outreach Plan update

# Recap of Past Committee Meetings

**Technical Advisory Committee** meetings: June 8, July 13, & August 10  
**Planning and Technology Committee** meeting: July 17 & September 11

## Content

- Update on project tasks and schedule
- Input on
  - Peer Interview Topics
  - Focus Groups
  - Website & Branding
  - Fall Outreach
- Continued coordination on concurrent regional planning efforts

# Stakeholder Focus Groups – June 6, July 17 & 18

Representatives include:

- Innovators (*June*)
- Disabled Community & Consumer Advisory Committee (*July*)
- Customers (*July*)
- Employers (*July*)
- Health institutions (*July*)
- State and Government Officials (*Fall*)
- Developers (*Fall*)
- Tourism (*Fall*)
- Local Communications (*Fall*)
- Non-Transit Riders (*Fall*)
- Students (*Fall*)
- Real Estate (*Fall*)

**Goal:** Solicit input and build relationships with the community to help the project team better understand concerns, needs, and opportunities for the transit system.



# Focus Group Meetings – July 17 & 18

## Key Themes:

Bus Amenities / Improvements

Outreach / Education

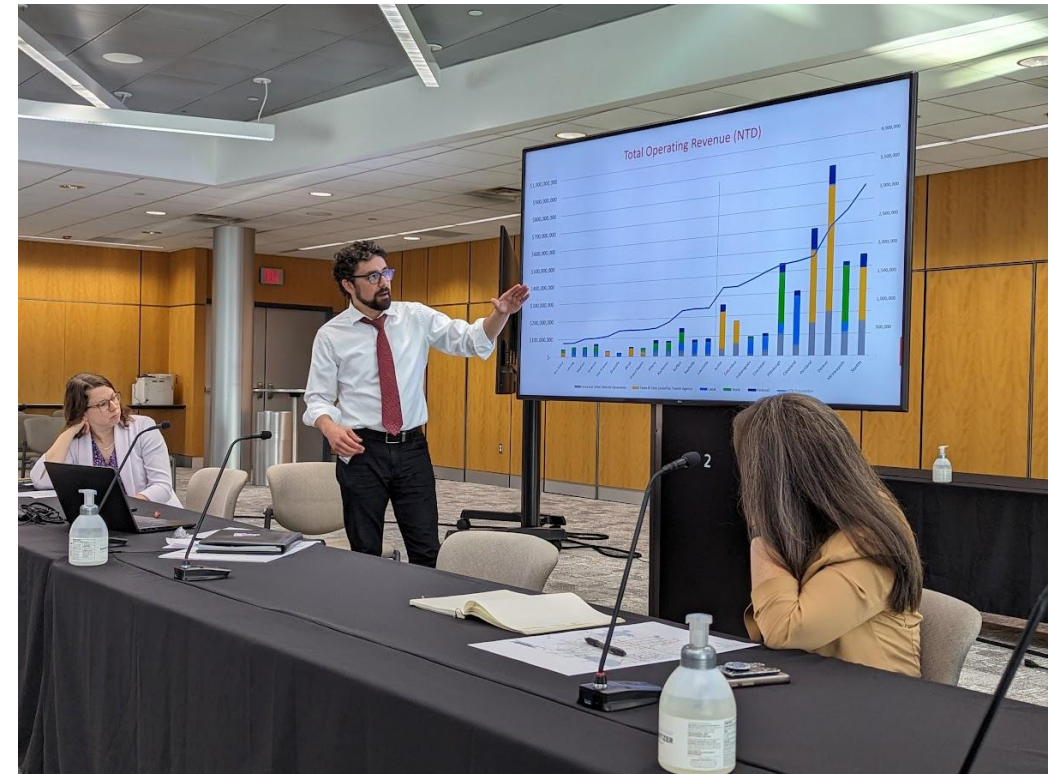
- Language barriers
- Accessibility
- Marketing & advertising
- Information & wayfinding

Transit Needs / Demand

Convenience

- Route frequency & reliability
- Long trip times
- Service hours
- Service area
- Mobility as a service (like Uber or Lyft)

Transit Connections



# Outreach Plan

## Fall Public Outreach Schedule

*September – December 2023*

September	October	November	December

-  **Marketing Materials/Engagement** – *September – December*
-  **Upcoming SC Meetings** – *9/11 & 11/06*
-  **Public Announcement / Kickoff** - *September*
-  **Public Open House Event** - *October 19*
-  **Focus Groups** – *week of October 19*
-  **Aligned Planning Engagement** with *150+ Regional Stakeholders Groups*

# Outreach Materials

## Communications

- ▶ Press Release
- ▶ Media Relations Plan
- ▶ Community Stakeholder Engagement  
*(Aligned Planning, Lynee Wells)*
- ▶ Project website:  
[www.transitthriving.org](http://www.transitthriving.org)
  - Survey
  - Interactive map
  - Ideas wall
  - Upcoming events

## Graphics

- ▶ Promotional video
- ▶ Digital / Social Media Campaign
- ▶ Email Outreach
- ▶ Bus Station Graphics
- ▶ In-Bus Graphics
- ▶ Bus Wrap
- ▶ Billboards

***Which materials will help engage your community?***

## Next Steps

### Branded Technical Reports Online

- Existing and Future Conditions
- Market Assessment
- West Michigan Express Feasibility Review

### Public Engagement

- Tomorrow through early December
- October 19 open house
- ***Engage your community to participate!***

### Upcoming Steering Committee Meetings

- November 6
- February 12



**THRIVING**

**Thank You!**

**A framework for the future of connectivity.**