



QLINE ANNUAL REPORT

2021-22



QLINE
DETROIT

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Mission and Vision



WE CONNECT RESIDENTS, VISITORS, AND BUSINESSES THROUGH AN EXCEPTIONAL STREETCAR EXPERIENCE.

M-1 RAIL is the nonprofit entity that owns and operates the QLINE, a 6.6-mile circulating streetcar route serving Woodward Avenue from Congress St. in Downtown Detroit through Midtown to Grand Boulevard in New Center and North End. The QLINE is a catalyst for a robust and accessible regional mobility system creating equitable opportunities for all.

A Letter from M-1 RAIL President Lisa Nuskowski

Dear M-1 RAIL Board Members, Donors, and Partners,



It's hard to believe a year has passed since the QLINE restarted from its COVID-19 service pause. The last year has seen significant changes to nearly every aspect of how we do

business. I'm excited to share details about our progress and look forward to the year ahead.

Every Stop is a Start.

The QLINE reemerged in September 2021 with this tagline and a dedication to putting this philosophy into practice. During the COVID-19 service pause, we compiled all that we've learned over the first few years of service to evaluate every aspect of operations and make the necessary changes to ensure the QLINE is the best-in-class transit experience we all envisioned. This report details several service improvements we've made over the last twelve months to make the QLINE more reliable, efficient, and better connected to the Woodward corridor than ever. We've done it with the help and support of M-1 RAIL's new local operations and management team and the support of our donors, partners, and board.

"Every Stop is a Start" also represents the unique opportunities QLINE stops provide to engage with all the experiences of Greater Downtown. In that spirit, we've launched several partnerships to help establish stronger

connections between our organization and the activities, events, and programming happening daily along the route. We are also finding new opportunities to support area businesses and work together to create a thriving Woodward corridor. More than anything, we want our riders to understand that their experience on the QLINE is at the heart of everything we do, and we value their feedback.

In July, we launched a customer survey to better understand perceptions of the QLINE, what's working, and what we can do better. We generated nearly 1,000 responses and are pleased to share that nearly two-thirds of riders report being very satisfied or satisfied with their QLINE experience. Reliability of service remains riders' top priority, and while we've made great progress toward our goal of streetcars arriving every 15 minutes or less, work remains to help us reach our service goals.

We also learned that the QLINE is utilized by riders for a variety of activities, from transit to entertainment, access to dining and drinks, shopping, and daily commutes. Whatever brings Detroiters to the QLINE, the overwhelming number of respondents would love to see it expanded. We take that enthusiasm as a sign of support for the larger transit system our region requires and pledge to build on the success of our first year back in service to help make that vision a reality.

Lisa Nuskowski
M-1 RAIL President

Highlights



THE QLINE EMERGES FROM COVID-19 SERVICE PAUSE STRONGER THAN EVER.

The QLINE resumed passenger service in September 2021 with a renewed commitment to our riders. Since restarting, we've enacted a number of service enhancements to make riding the QLINE faster and easier than ever.

Highlights

OUR PROMISE

A new QLINE experience that provides reliable streetcar service, stronger connections to the institutions, shops, and restaurants along the route, and more open communication with our riders.

LOCAL OPERATIONS AND MANAGEMENT

M-1 RAIL transitioned from a third-party vendor to a locally managed operations staff during the COVID-19 service pause. With a growing team of transportation experts, operators, and service people, the QLINE is dedicated to providing the best possible experience for each and every rider.

SAFE AND SOUND ALL AROUND

The safety of our passengers and staff comes first. M-1 RAIL follows all CDC, TSA, and other applicable federal and state guidelines to keep passengers safe while aboard the QLINE. Guidance posted throughout the streetcar keeps passengers up to date with the latest COVID-19 safety protocols.

COMPLIMENTARY RIDES TO SUPPORT THE WOODWARD CORRIDOR

The QLINE returned to service in September 2021 with plans to operate fare-free until April 1 to encourage a return to public transit and support the local businesses and organizations along the route.

Thanks to generous contributions from the Penske Corporation and The Kresge Foundation, two of the QLINE's foundational supporters, M-1 RAIL extended its fare-free pilot indefinitely, giving riders an opportunity to see firsthand the most convenient and comfortable way to move throughout the Woodward corridor.



HOURS EXTENDED AS ACTIVITIES RETURN TO GREATER DOWNTOWN

The QLINE returned to service with limited hours due to COVID-19 public safety protocols and decreased demand for transit. We pledged to provide additional service hours as activity increased throughout greater Downtown. Beginning in June, we extended its service until midnight Monday-Saturday and to 9 p.m. on Sunday to allow riders to get to and from nightlife, special events, concerts, and sporting events using the QLINE.

Ride, Relax and Rely on the QLINE



THE QLINE IS COMMITTED TO PROVIDING SERVICE IN FIFTEEN MINUTES OR LESS FOR EVERY RIDER.

Since relaunching, M-1 RAIL has implemented a series of rider initiatives to enhance service and make traveling the Woodward Corridor faster and easier than ever before.

Ride, Relax and Rely on the QLINE

DETROIT'S FIRST TRANSIT ONLY LANE

During the COVID-19 service pause, QLINE worked with the City of Detroit, the Michigan Department of Transportation, and Little Caesars Arena to create a transit-only lane on a portion of roadway near LCA. The right southbound lane closest to the arena from Temple to the I-75 service drive was painted red and marked "Transit Only" for the QLINE, DDOT, and SMART buses.

The dedicated lane has been a priority for the QLINE and our riders since the system's initial launch in 2017. Achieving the first section of implementation has made a dramatic difference in service, limiting blockages and reducing wait times for our riders.

A SMOOTH RIDE THROUGH TRAFFIC

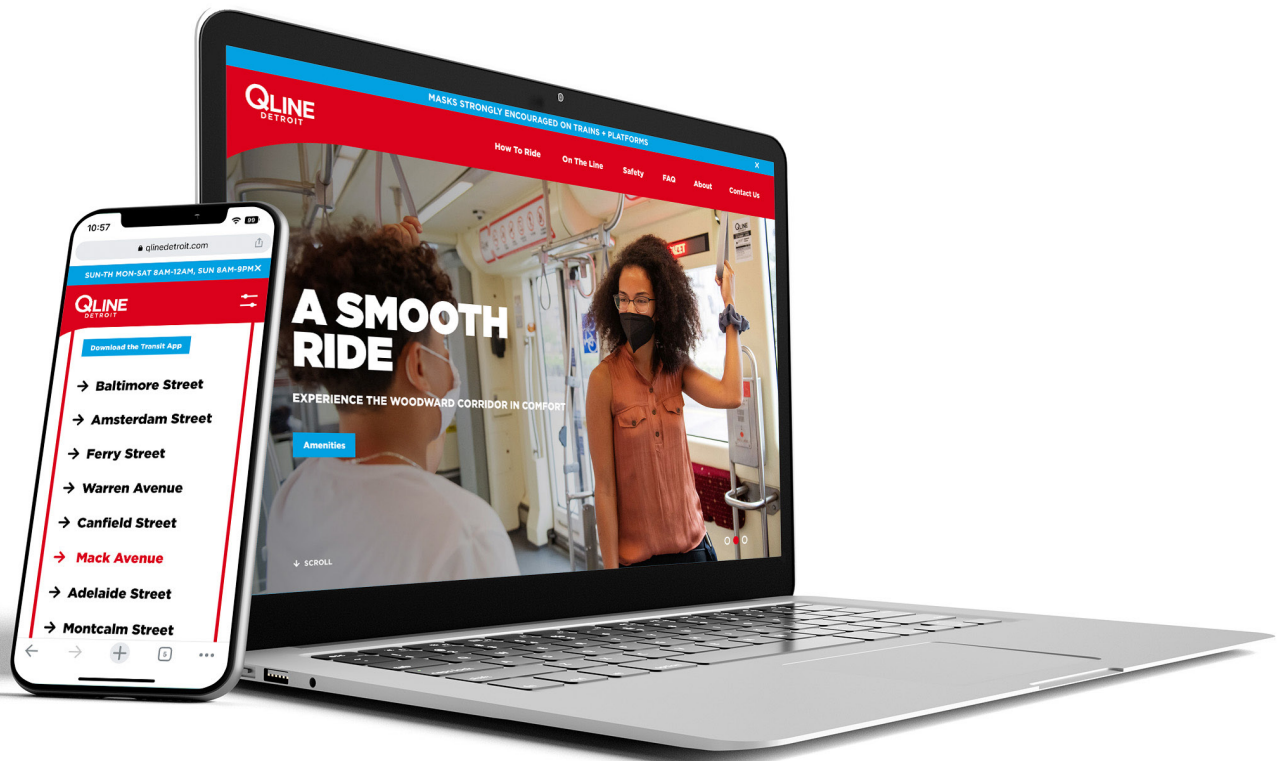
M-1 RAIL implemented new technology that helps the QLINE beat the traffic by communicating with traffic signals along the route. Twenty-six intersections on Woodward are now equipped with signal priority for the streetcar, reducing time at stoplights and getting you to your destinations faster than ever.

ALL CLEAR ON THE QLINE TRACKS

M-1 RAIL gained the ability to tow vehicles through state legislation in 2021. Stepp's Towing generously donated a tow truck to M-1 RAIL this year, providing our team the ability to clear the streetcar tracks ourselves and reduce blockages on the route. After reaching an agreement with the City of Detroit to tow vehicles to city-owned impound lots, the QLINE began towing vehicles obstructing the tracks this summer, leading to less service disruptions and faster service for our riders.



Rebrand & Relaunch



As the QLINE has grown from a startup to an improved mode of transit, a refreshed brand was established to better communicate the QLINE’s strengths and appeal to riders. Through market research, customer feedback, and collaboration, the QLINE’s refreshed branding communicates the convenience, comfort, and connectivity to all the Woodward Corridor has to offer.

Whether boarding at a QLINE station, visiting our new website qlinedetroit.com, or following us on social media, you’ll find that a welcoming and enjoyable rider experience is at the heart of everything we do.

A new system providing streetcar arrival times is now available at station monitors and the new QLINE website, addressing the most common customer complaint prior to the service pause.

The new QLINE website features information about how to get to destinations along the route, streetcar arrival information, and partnerships and programming along the Woodward corridor.

QLINE
DETROIT
5:11 PM

June 4, 2021

Campus Martius Station

| ARRIVALS | DUE IN |
|-----------------|---|
| Downtown | 12 Stops Away 7 min 2:28 PM |
| Downtown | 12 Stops Away 12 min 2:28 PM |

ARRIVALS

- Grand Boulevard
- Baltimore Street
- Amsterdam
- Ferry Street
- Warren Avenue
- Canfield Street
- Martin Luther King Boulevard
- Mack Avenue
- Sporat Street
- Montcalm Street
- Grand Circus Station
- + You Are Here Campus Martius
- Congress Street (Next Stop)

RIDER ALERT

Train will be closed at Mack Street due to construction.

Corridor Connections

PARTNERSHIPS & PROGRAMMING



The QLINE's return to service featured a partnership with DLECTRICITY, the spectacular outdoor visual light + art celebration that takes place in Detroit's Cultural Center. The streetcar was outfitted with a special light installation as part of the festival and the QLINE returned from its COVID-19 service pause to transport riders to the event in spectacular fashion.

This summer, the Detroit Symphony Orchestra previewed their upcoming season and kicked off ticket sales with a special performance on the QLINE. Three DSO musicians performed as the QLINE traveled from Grand Boulevard to the DSO, delivering a moving and memorable performance on the morning commute.

Stay tuned for more exciting announcements about future QLINE special features and programming.



Cooridor Connections



RIDE, SCAN, SAVE

One of M-1 RAIL's founding principles is to serve as a catalyst for growth and economic development along the Woodward corridor. The QLINE rider-perk program, RIDE, SCAN, SAVE, was launched in April, to help encourage ridership and support for retailers, restaurants, and institutions along the route.

Using a QR code in the streetcar, riders can enroll in a program that provides discounts at a growing list of local businesses and organizations. More information about the perks program and our current rider benefits can be found on the QLINE website.

QLINE
DETROIT

RIDE FOR FREE

RIDE, SCAN, SAVE

THE QLINE IS PARTNERING WITH BUSINESSES ALONG THE ROUTE TO PROVIDE OUR RIDERS WITH DISCOUNTS AT THEIR FAVORITE RETAILERS, RESTAURANTS, AND DESTINATIONS.

SCAN OR TEXT

877.799.7344

TO JOIN

ROCKET
Community Fund

From our Riders



THE RIDER EXPERIENCE IS AT THE HEART OF EVERYTHING WE DO AT M-1 RAIL. We want to hear from you about your ride, what you love about the QLINE, where you take it, and what can be improved. Putting that philosophy into practice, we've launched a series of feedback opportunities to engage with our riders.

QLINE ambassadors remain a friendly face aboard many streetcars assisting riders and helping make each trip simple and successful.

M-1 RAIL President Lisa Nuzzkowski takes over the QLINE twitter account quarterly to take questions from riders and talk about the future of transit in our region.

This summer, we also conducted our first survey of perceptions about the QLINE.

From our Riders

METHODOLOGY:

The survey was posted across the QLINE's social media platforms organically throughout July. In addition, 28,000 digital users who either live in close proximity to the QLINE or regularly attend events along the QLINE route were invited to participate. Just under 1,000 people participated. Here is what they said:

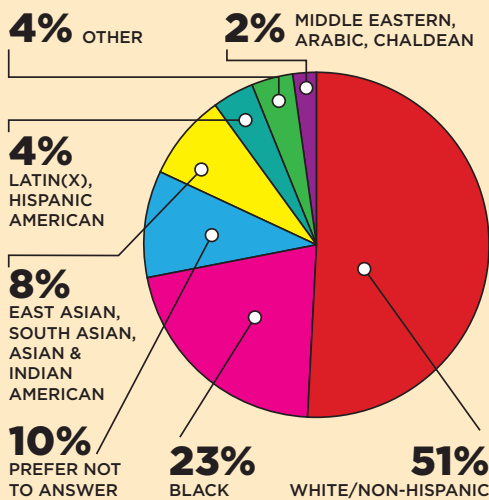
WHO RIDES THE QLINE?



Live within walking distance of the QLINE

25-44

Most riders fall in this age range

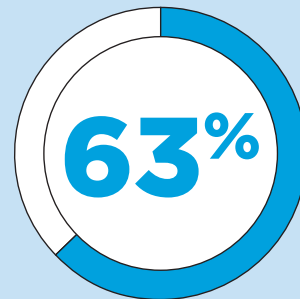


Race/Ethnicity

RIDER FEEDBACK



Top reasons riders choose the QLINE



Very satisfied or satisfied with their QLINE experience

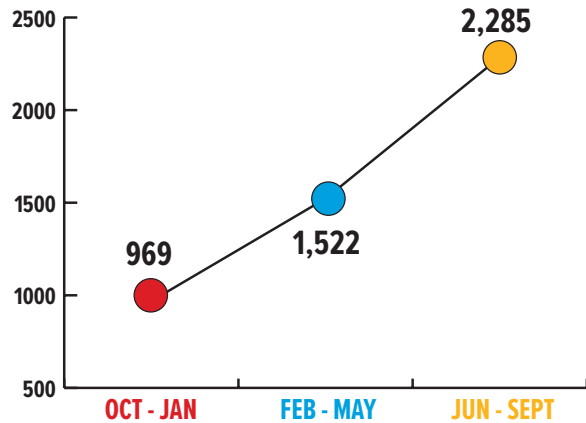
WHY I RIDE THE QLINE



Performance Stats

RIDERSHIP

Average daily ridership since restart of operations



SERVICE

Percentage of streetcars arriving within our service goal of 15 minutes or less since restart:



The Team

Matt Cullen
CHIEF EXECUTIVE OFFICER

Ken Dilaura
CHIEF FINANCIAL OFFICER

Dan Lijana
COMMUNICATIONS OFFICER

Lisa Nuskowski
PRESIDENT

Lyle Dungy
CHIEF SAFETY OFFICER

Dasia Mack
RTA & TECHNICAL PROGRAM
MANAGER

Rachel Schmuhl
GENERAL MANAGER

Mark Jones
OPERATIONS MANAGER

Marcus Stewart
TRAINING MANAGER

Lisa Ledbetter
ADMINISTRATIVE MANAGER

Sommer Woods
EXTERNAL RELATIONS

Thank You

We thank our board, supporters and station sponsors for helping the QLINE emerge from the COVID-19 service pause ready to deliver better service and stronger connections throughout the Woodward Corridor. We are thrilled to be back and look forward to serving you.

Chairman Roger S. Penske
PENSKE CORPORATION

Vice Chairman Dan Gilbert
Chairman of Rocket Companies

CEO Matthew P. Cullen
JACK ENTERTAINMENT

Jared Fleisher
JMF STRATEGIES, LLC

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VENTRA, LLC

Kevin Johnson
DETROIT ECONOMIC GROWTH
CORPORATION

Eric Larson
DOWNTOWN DETROIT PARTNERSHIP

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Susan Mosey
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Faye Nelson
W.K. KELLOGG FOUNDATION

Rip Rapson
THE KRESGE FOUNDATION

Robert Riney
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ROCKET
Companies



FCA
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**HENRY
FORD
HEALTH**

Ilitch Holdings, Inc.

WAYNE STATE
UNIVERSITY



QLINE
DETROIT

SERVICE

powered by

DTE

QLINE
DETROIT

EMERGENCY

Avoid the Street