



**CHARLOTTE**

**MOVES**

TASK FORCE

September 17, 2020



# AGENDA

**Welcome & Introduction:** *Mayor Gantt and Taiwo Jaiyeoba*

**Homework Assignment Recap:** *Scott Curry*

**Public Mobility Funding Options:** *Kelly Flannery*

**State of Mobility Report:** *Stephen Stansbery*

**Public Survey and Live Polling:** *Scott Curry and Stephen Stansbery*

**Public Comment:** *Mayor Gantt*

**Next Steps and Meeting Closing:** *Taiwo Jaiyeoba and Mayor Gantt*



# Roles & Responsibilities

Review Plans &  
Policies



**Civic  
Engagement**  
Public input on needs &  
appetite



## Charlotte Moves Task Force

*Provides a platform for  
community input &  
dialog*



**Recommendation to Mayor**

A Transformational Mobility  
Network &...  
A funding strategy that  
could inform a 2021 voter decision



## City Council

*Adopts policies from  
recommendations of  
Committees, Task Forces,  
Boards and Commissions,  
and the general public*



**Vi Lyles**  
City of Charlotte  
Mayor

**Staff Support**  
*On-going  
coordination,  
communication &  
engagement*



**Assess Mobility  
Needs**

**Determine  
Funding  
Needs**



**Chair: Mayor Harvey Gantt**



# Homework Assignment #2: What We Heard







# 1. How would you define transformational?

- **Dedicated facilities for different modes of transportation** (bike, bus, electric car, carpool)
- **Expanding light rail**
- **Creating safe choices – moving from car-centric to multi-modal & equitable**
- **Transforming people's lives and experience – residents & visitors**
- **Multi-modal access to opportunity** (jobs & education), **food, healthcare, childcare**
- **Innovative/Original vs. Follow best practices from other cities**
- **Disruptive** (as in, disrupt patterns of inequity, car-centric thinking, stereotypes around who takes transit)
- **Autonomous vehicles**

An aerial photograph of a city, likely Charlotte, is shown with a semi-transparent teal overlay. The image captures a mix of urban development, including residential neighborhoods with houses and trees, and a denser downtown area with taller buildings in the distance. The sky is filled with soft, white clouds.

“

**Broad connectivity and access to reliable transportation for all residents across Charlotte using the best practices of other growth cities.**

- Karl, Ken, Tami, William



“

Charlotte's transportation system needs to shift and even alter its original intent. The auto-centric, car ownership, highway driven, road widening design was a mechanism for ensuring the segregation of lower-income minority groups.

- Chris, Eric, Janet, Pedro



## 2. What outcomes and community benefits would you expect to see 20 years from now as a result of investing in the Transformational Mobility Network?

- **Mode shift – more walking, biking, transit, carpooling, teleworking, etc.**
- **Improved economic mobility & access to opportunity for everyone**
- **Improved community & environmental health**
- **More efficient movement of people & goods**
- **Places & communities are more connected**
- **Projects that positively impact “the arc”**
- **A new concept of who takes transit and why**





## 2. What outcomes and community benefits would you expect to see 20 years from now as a result of investing in the Transformational Mobility Network?

- Improved safety
- Increase in quality of life metrics for all neighborhoods
- Projects that connect land use and transportation planning
- Sustained and inclusive economic growth
- Deeper sense of collaboration among cities, towns, NCDOT, developers, and citizens
- These should be measurable expectations with specific goals to gauge success

“

**Safer roads, less pollution, less  
congestion, better mass transit...a  
healthier place to live.**

- David, Ernie, Keba, Raquel



An aerial photograph of a city, likely Atlanta, with a teal overlay. The image shows a mix of urban buildings and green spaces. In the foreground, there are residential areas with houses and trees. In the background, a dense city skyline is visible under a cloudy sky.

“

**Ability for people to move about  
without requiring a single  
occupancy vehicle.**

- Bill, Danielle, David, Stefania



“

**More people are taking different modes of transportation because it's convenient...You can get anywhere within the beltway without getting in a car in a reasonable time.**

- Aaron, Geraldine, Nick, Reginald



### 3. Help us “fill up the buckets.” What projects/programs/services belong in each category?

#### Framework: **Transformational Mobility Opportunities**





### 3. Help us “fill up the buckets.” What projects/programs/services belong in each category?



- Prioritize light rail
- High capacity regional corridors (CONNECT Beyond)
- Amtrak / high-speed rail linking Raleigh, Charlotte, Atlanta, Columbia
- Include “true” BRT
- Connect largest employers to largest areas of population
- Plan to support future connections to surrounding counties
- Pair transit stations with neighborhood planning





### 3. Help us “fill up the buckets.” What projects/programs/services belong in each category?



- Repurpose vehicular lanes to incentivize alternative travel (carpool, bus, etc.)
- Increase high-frequency bus routes beyond the few that are planned – link to areas of high residential density
- Bus shelters everywhere!
- Need to be able to track buses in real time

“

**Prioritize electric light rail and repurpose some lanes on existing roads for incentivized travel (carpool, buses, etc.).**

- Elyas, Jim, Sonja



### 3. Help us “fill up the buckets.” What projects/programs/services belong in each category?

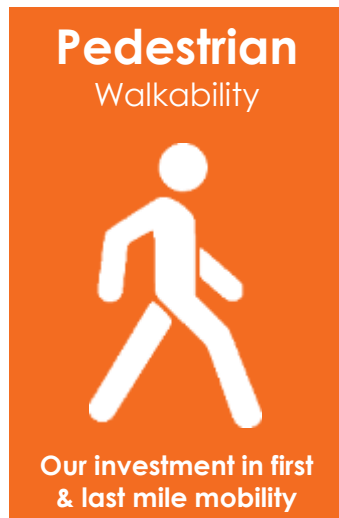


- **Cross Charlotte Trail**
- **Connect greenways to the rest of the network**
- **City + County partner to complete the planned Mecklenburg County system**
- **Connect to the broader region (i.e. Carolina Thread Trail)**





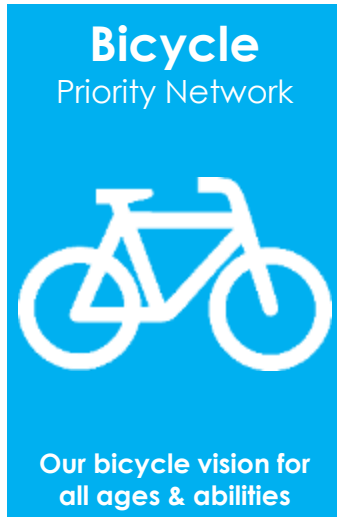
### 3. Help us “fill up the buckets.” What projects/programs/services belong in each category?



- **Focus on sidewalks that complete first/last mile gaps**
- **Shared-use paths (pedestrian and bicycles)**
- **Include street trees as a key part of pedestrian infrastructure**
- **Funding for micromobility hubs**
- **Maintenance**



### 3. Help us “fill up the buckets.” What projects/programs/services belong in each category?



- **Micromobility = bicycles + e-scooters + bike share + ...**
- **Create/enhance corridors for commuting**
- **Focus on facilities for “all ages and abilities”**
- **Connected to other modes**
- **Secure bike parking**



### 3. Help us “fill up the buckets.” What projects/programs/services belong in each category?



- **Focus on safety – especially pedestrian safety & intersections**
- **Stitch together a more complete street grid – new streets and connections to increase connectivity**
- **Maintenance (bridges, increase frequency of repaving/restriping)**
- **Redesign roads through residential areas to be less like highways for automobiles and more about moving people (e.g. Central Ave., Providence Rd., Randolph Rd.)**
- **Consider pedestrian-only roads in some contexts**





## Other key thoughts

- Some “buckets” are more capital-intensive than others. Are there ways to do the big projects while leaving enough funding for the other “buckets” and quick wins?
- Ensure operations & maintenance budgets keep up with expanded facilities and services
- Should we rethink our transit fare structure/system?
  - No-fare or reduced-fare transit?
  - Could we model variable pricing approaches from private sector?
- How can we shift perceptions of bus transit?
- Development Impact Fees – Is this a possible funding tool for the TMN?
- We need to be mindful of the impact of technology and pandemics on what we are planning (AVs, 5G, Covid-19, etc.)



# Public Mobility Funding Options



# Public Mobility Financing and Funding Options

Building a transformational mobility network typically requires multiple sponsors combine multiple funding sources.

- Federal –capital funding through a competitive process based on the strength of the local financial commitment and project benefits.
- State – often focused on major projects that address a regional need.
- Local – to access Federal and State funding, local revenue will need to be raised.





# Traditional Local Financing Tools

Type	Description/Considerations
General Obligation Bonds	<ul style="list-style-type: none"><li>- Secured by and repaid from the city's general revenues.</li><li>- Allow city to finance projects at low-cost over several years.</li><li>- Limited amount of additional borrowing available to maintain city ratings.</li><li>- Requires voter approval.</li></ul>
Certificates of Participation	<ul style="list-style-type: none"><li>- Secured by and repaid from the city's general revenues and pledges city assets as collateral.</li><li>- Allow city to finance projects at low-cost over several years.</li><li>- Limited amount of additional borrowing available to maintain city ratings.</li></ul>
Federal Loans (TIFIA)	<ul style="list-style-type: none"><li>- Federal government provides capital projects with low-interest loans.</li><li>- Increased competition for loans.</li><li>- Backed by City's credit</li></ul>



# Innovative Local Financing Tools

Type	Description/Considerations
Regional Authority	<ul style="list-style-type: none"><li>- Broader geography</li><li>- Independent representative entity</li><li>- Ability to issue debt supported by dedicated revenue</li><li>- State authorization required</li></ul>
Revenue Bonds	<ul style="list-style-type: none"><li>- Secured by and repaid from a specific revenue source.</li><li>- Allow city to finance projects as low-cost over several years with limited impact to city's ratings.</li><li>- Requires State legislative change.</li></ul>
Federal Loans (TIFIA)	<ul style="list-style-type: none"><li>- Federal government provides capital projects with low-interest loans.</li><li>- Increased competition for loans.</li><li>- Issued by a future Regional Authority (revenue credit)</li></ul>
Public Private Partnership/ Private Equity	<ul style="list-style-type: none"><li>- An agreement between a public agency and a private partner to participate in project implementation.</li><li>- May allow city to shift financial and delivery risk to a third party.</li><li>- Typically higher cost of capital and loss of complete project control.</li></ul>



# Guiding Principles for Local Funding Sources

## Potential Revenue

- Will the source generate enough revenue?

## Stability/Predictability

- Is the source reliable or susceptible to fluctuations?

## Equity

- Does the source unfairly burden certain residents or businesses?

## Political Feasibility

- Can the source achieve sufficient political support?

## Geography

- Is the revenue source city, county or regional?





# Traditional Local Funding Sources

SOURCE	DESCRIPTION/CONSIDERATIONS
Property Tax	<ul style="list-style-type: none"><li>- Increase local property tax.</li><li>- Broad, stable revenue stream charged to all property owners.</li></ul>
Sales tax	<ul style="list-style-type: none"><li>- Special transit sales tax.</li><li>- Broad based, moderately stable revenue stream</li><li>- Requires State and voter approval.</li></ul>
Motor vehicle license fee	<ul style="list-style-type: none"><li>- Increase in existing fee.</li><li>- Stable revenue source, though not very robust.</li><li>- Additional fees are subject to State authorization.</li></ul>
Advertising/concession revenues	<ul style="list-style-type: none"><li>- Increase revenues from additional advertising on vehicles and stations.</li><li>- Limited potential additional revenue.</li></ul>
Farebox revenues	<ul style="list-style-type: none"><li>- Increase fares or change fare structure to increase revenues.</li><li>- Price elasticity – additional revenues from fare increases can be difficult to predict.</li></ul>



# Innovative Local Funding Options

SOURCE	DESCRIPTION/CONSIDERATIONS
Transit oriented development fees	<ul style="list-style-type: none"><li>- Fee on new development to help fund infrastructure costs.</li><li>- Revenue potential applies only to new development and is highly variable.</li></ul>
Land sales/leases/swaps	<ul style="list-style-type: none"><li>- Opportunity to sell, lease or swap city-owned land to help fund new projects.</li><li>- The value of any undeveloped land is dependent on economic factors.</li></ul>
Value capture district	<ul style="list-style-type: none"><li>- Special property tax within area(s) with high-quality public transit, intended to recover a portion of the increased land values provided by transit.</li><li>- Moderate to large potential revenue over the long-run.</li></ul>



# Public Mobility Possible Funding/Financing Sources

## Rapid Transit Corridors



Our complete rapid transit vision

### Funding Sources

- Transit sales tax
- TIF/TIG
- State grants
- Federal grants, formula funds

### Financing Tools

- COPS
- Revenue Bonds
- Federal loan
- Private capital through a P3

## Bus Priority System



Our expanded & prioritized bus network

### Funding Sources

- Property Tax
- Transit sales tax
- FTA Formula Funds
- FTA discretionary grants
- State funds

### Financing Tools

- GO Bonds

## Greenway System



Our parks & streets for recreation & mobility

### Funding Sources

- Property Tax
- Grants
- Private funds

### Financing Tools

- GO Bonds

## Pedestrian Walkability



Our investment in first & last mile mobility

### Funding Sources

- Property Tax
- Grants
- Private funds

### Financing Tools

- GO Bonds

## Bicycle Priority Network



Our bicycle vision for all ages & abilities

### Funding Sources

- Property Tax
- Grants
- Private funds

### Financing Tools

- GO Bonds

## Roadway Network



Our investment to manage congestion

### Funding Sources

- Property Tax
- State funds
- Grants

### Financing Tools

- GO Bonds
- Private capital through a P3





# Finance and Funding

## Questions/Discussion



## Next Steps

- Case Studies from Peer Communities
- Identify a Recommended Approach
  - a) Investigate Innovative Financing Options
  - b) Investigate Innovative Funding Options
  - c) Evaluate the potential of a Regional Authority and resulting governance approach



# State of Mobility Report





SEPTEMBER 2020

CHARLOTTE  
MOVES  
STRATEGIC MOBILITY PLAN

CHARLOTTE MOVES | TASK FORCE

# STATE OF MOBILITY

Charlotte 2020

DRAFT

*“The State of Mobility Report is a snapshot of our current transportation and mobility reality.”*





# Public Survey and Live Polling



# Public Survey Reminder

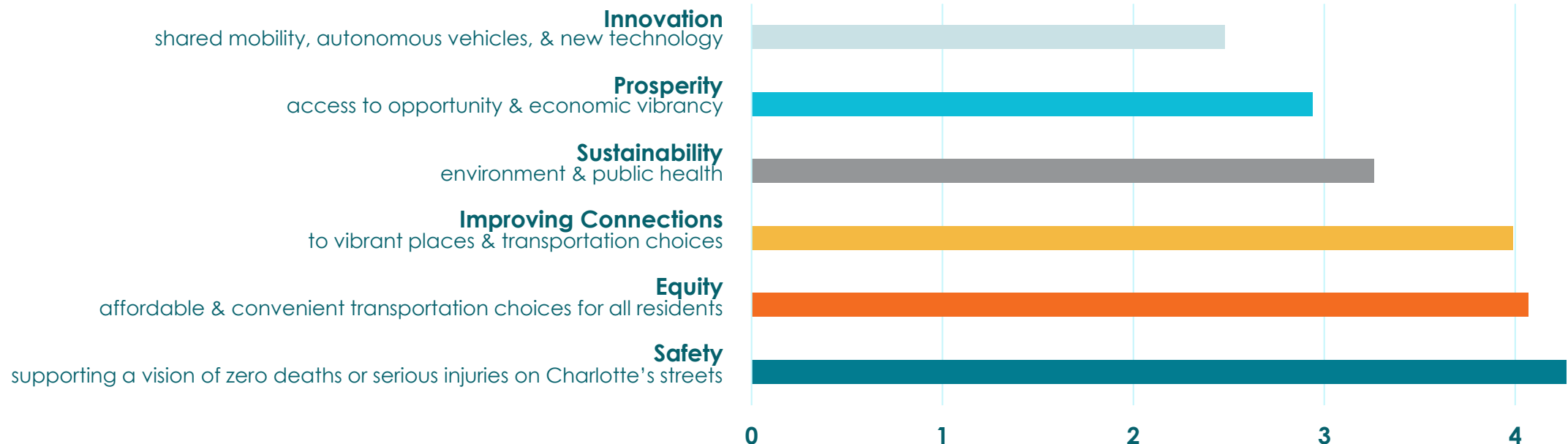
- **The Charlotte MOVES Public Survey is LIVE**
- 33 questions focused on
  - *transportation equity,*
  - *mobility after Covid-19,*
  - *tradeoffs between different types of transportation, and*
  - *mobility behaviors/preferences*
- Roughly 1,000 responses to date
- Survey open: August 20, 2020 | Survey close: TBD
- **Please help us distribute the survey to a broad and diverse audience**

**<https://www.surveymonkey.com/r/CharlotteMOVES>**



# Public Survey – Preliminary Results

- Charlotte is facing many new challenges. As you think about the role of transportation in responding to those challenges, tell us which considerations are most important to you. Please rank the following choices.







# Charlotte MOVES: VISION STATEMENT

“Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel.

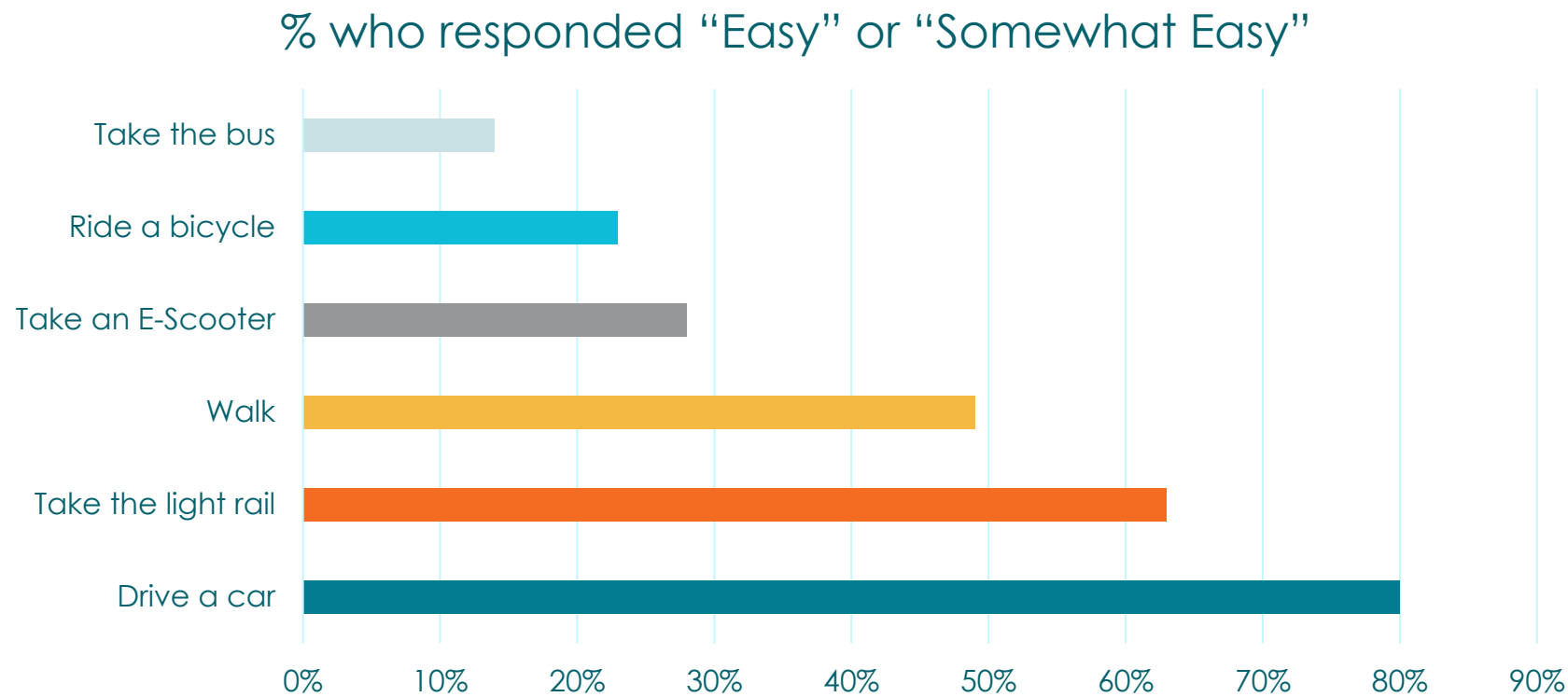
An integrated system of transit, bikeways, sidewalks, trails, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.”

- From Charlotte Future 2040 Comprehensive Plan



# Public Survey – Preliminary Results

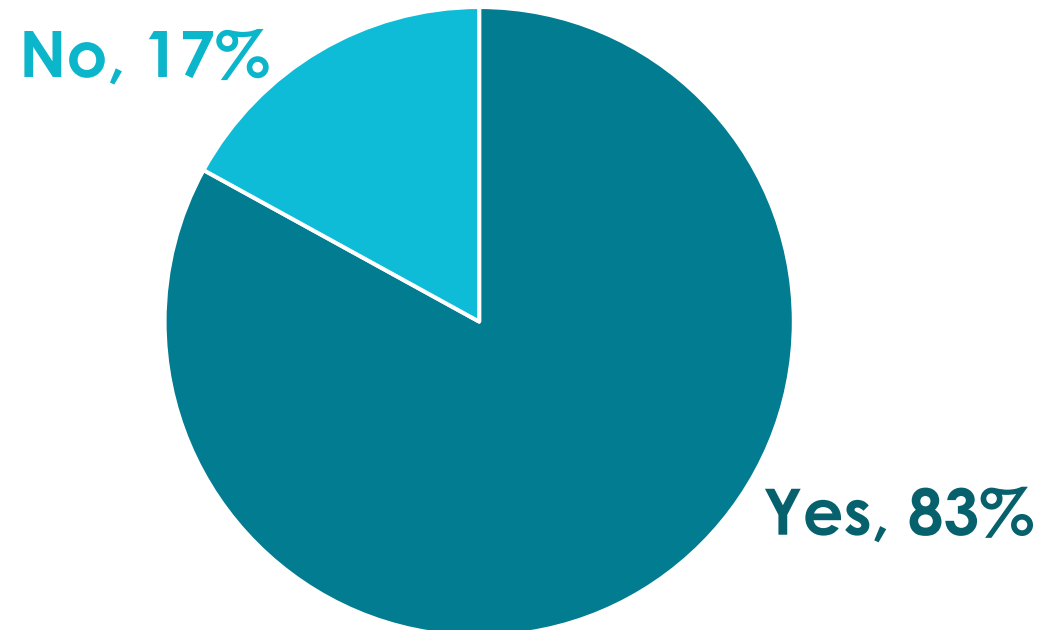
- **How easy is it travel in Charlotte by the following modes?**





## Public Survey – Preliminary Results

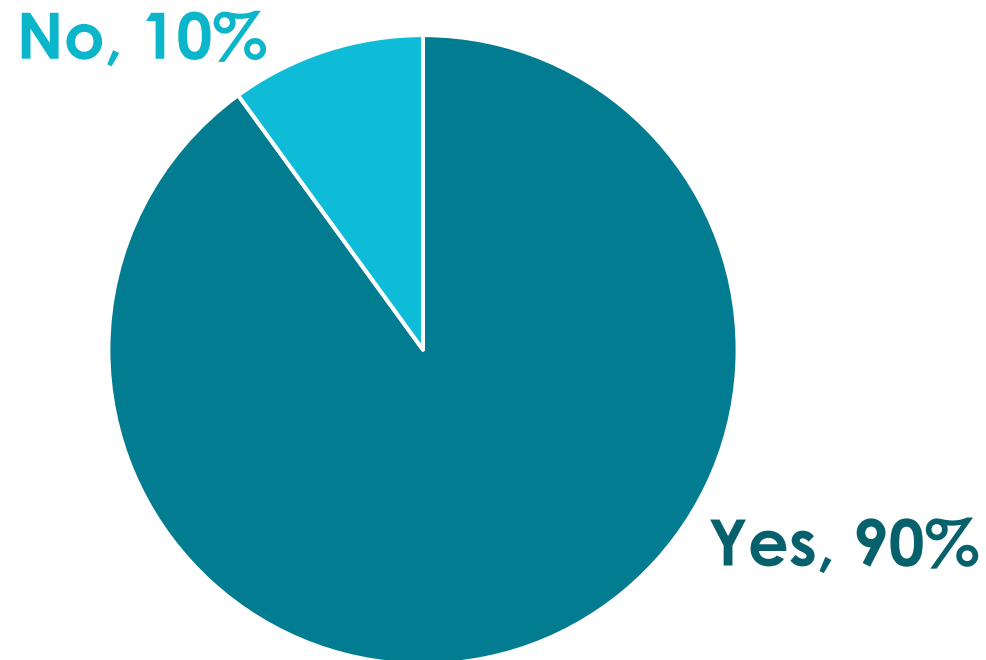
- Should the City focus transportation investments on improvements for the populations that are most vulnerable and have the greatest need for affordable transportation options?





## Public Survey – Preliminary Results

- **Should the City could focus its limited transportation dollars to support a mode shift goal and make more significant improvements in the transportation modes that have been historically underinvested (walking, biking, and transit)?**







## Public Survey – Preliminary Results

- **Anticipated Impact of Covid-19**
  - **How many days per week do you drive to work alone in a personal automobile?**
    - **13% DECREASE in the number of people who drive alone 5 or more days a week**  
*(pre-pandemic to expected post-pandemic)*



## Public Survey – Preliminary Results

- **Anticipated Impact of Covid-19**
  - **How many days per week do you walk or ride a bicycle (either for transportation or recreation)**
    - **10% INCREASE in the number of people who walk/ride 3 or more days a week**  
*(pre-pandemic to expected post-pandemic)*





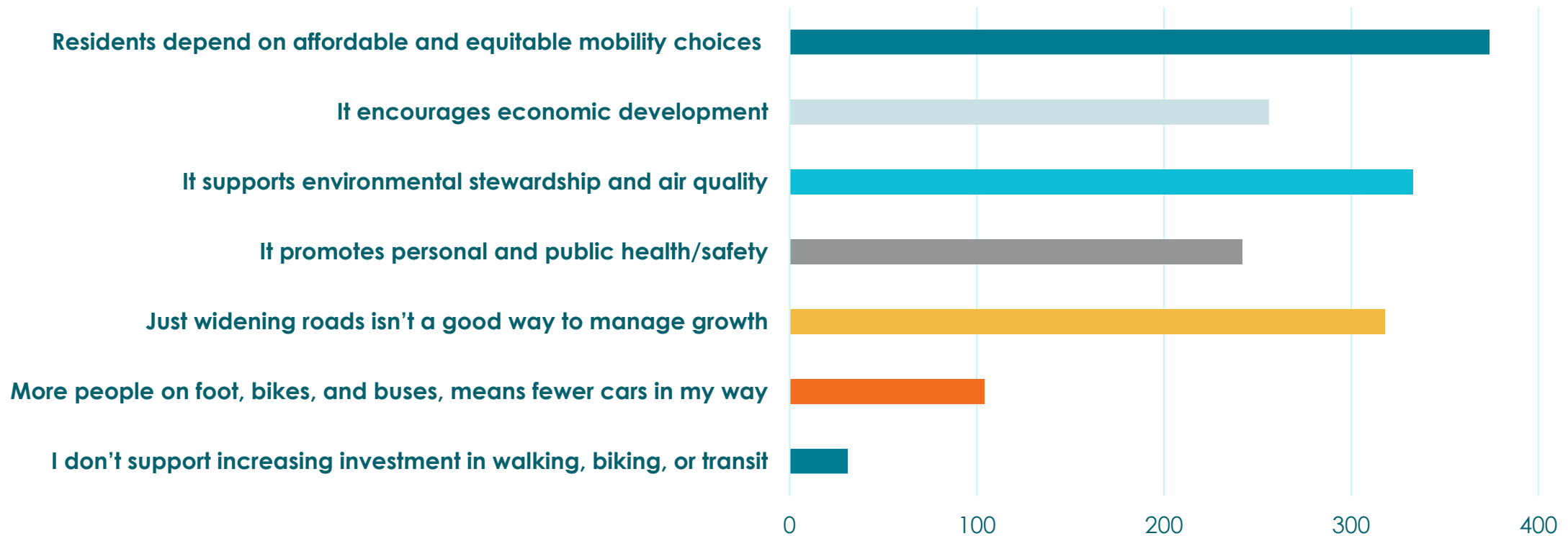
# Poll Everywhere





# Public Survey – Preliminary Results

**I support increasing investment in walking, biking, and transit options because:**







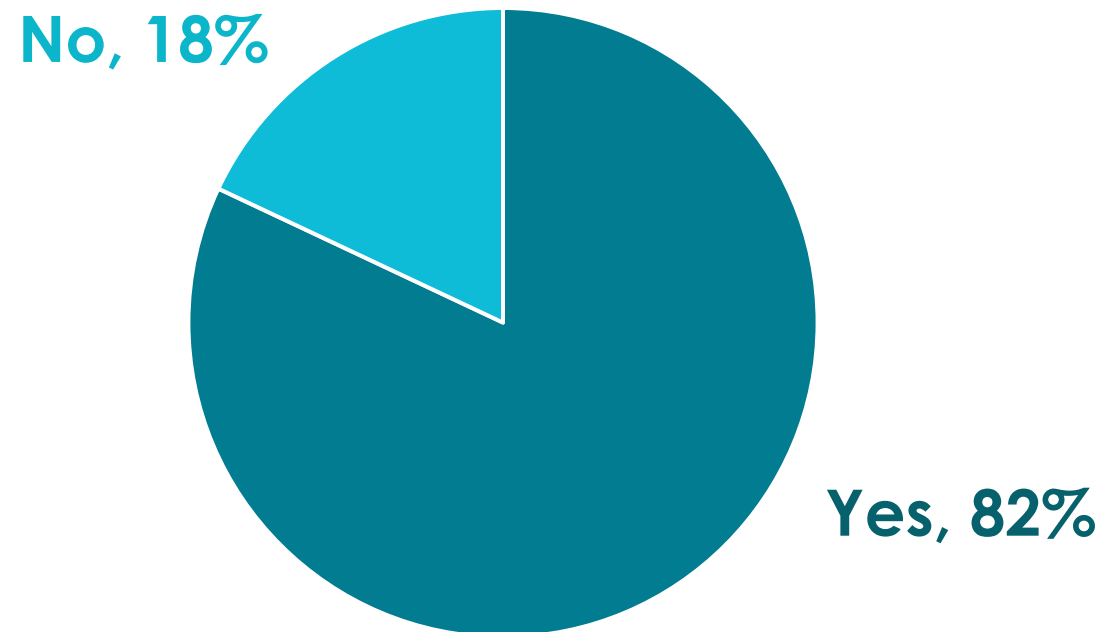
## Public Survey – Preliminary Results

- Many of Charlotte's larger streets were designed and constructed decades ago with the primary goal of moving as many private automobiles as quickly as possible.
- **90% agree or strongly agree** that these kinds of streets should be redesigned to be safer for all users and promote walking, biking, and riding transit.



## Public Survey – Preliminary Results

- **Would you be willing to accept a modest increase in travel time in order to make Charlotte's streets safer for all users?**





# Public Comment





# Next Steps





# Homework #3 (On Your Own)

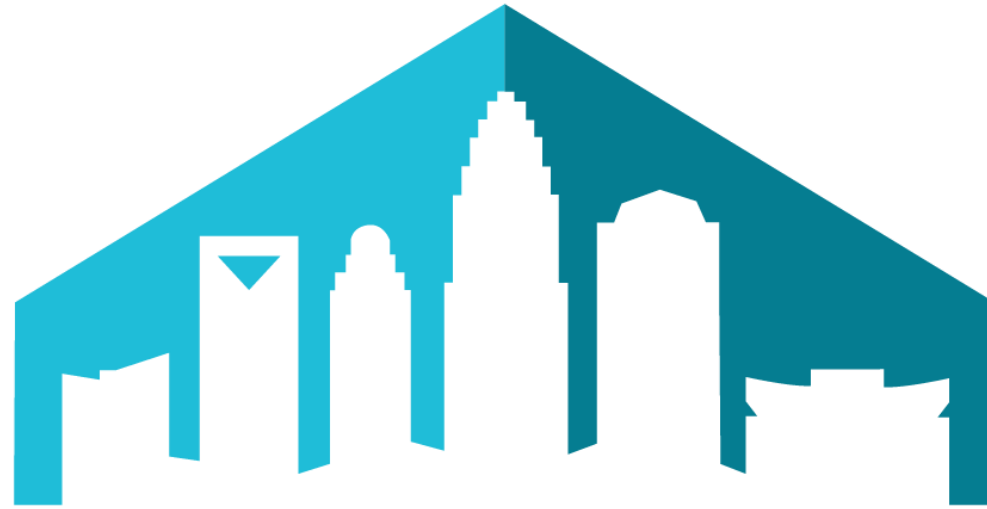
- Read the State of Mobility Report
  - Come to the October Task Force Meeting with insights, comments, questions
- Promote the Charlotte Moves Public Survey
  - <https://www.surveymonkey.com/r/CharlotteMOVES>



# Remaining Schedule



AugustSeptemberOctoberNovemberDecember						
<ul style="list-style-type: none"><li>▪ Round Table</li><li>▪ Past Engagement Summary</li><li>▪ Mobility Network Opportunities</li><li>▪ Homework Assignment</li></ul>	<ul style="list-style-type: none"><li>▪ Homework: Reporting Back</li><li>▪ Traditional Funding Options</li><li>▪ Foundational Assessment</li><li>▪ Polling: defining success</li></ul>	<div><div><u>10/13</u><ul style="list-style-type: none"><li>▪ Mode Shift Target</li><li>▪ Network Map</li><li>▪ Likely Outcomes</li><li>▪ Discussion</li></ul></div><div><u>10/22</u><ul style="list-style-type: none"><li>▪ Network Cost</li><li>▪ Revisit funding options</li><li>▪ Discussion</li></ul></div></div>	<ul style="list-style-type: none"><li>▪ Scenario Options (3-5 packages)</li><li>▪ Defined Expectations</li><li>▪ Campaign Themes &amp; Networks</li><li>▪ Council Briefing Strategy</li></ul>	<div>Vision Document<ul style="list-style-type: none"><li>▪ Motivation</li><li>▪ Vision</li><li>▪ Mode Share</li><li>▪ Value Proposition</li><li>▪ Transformational Network</li><li>▪ Scale of Referendum</li><li>▪ Action Plan</li></ul></div>	Community Delivery	
Create Dynamic Fact Sheet to support communications						
Supporting Activities:	<ul style="list-style-type: none"><li>• BOCC Update</li><li>• TAP/E Update</li><li>• MTC Update</li><li>• Planning Commission</li></ul>	<ul style="list-style-type: none"><li>• Council Update</li><li>• CRTPO</li><li>• Town Councils</li></ul>	<ul style="list-style-type: none"><li>• Meck Co. Delegation</li><li>• Council/TAP/E Update</li><li>• Town Councils</li></ul>	<ul style="list-style-type: none"><li>• BOCC Update</li><li>• City Council</li></ul>		



**CHARLOTTE**

**MOVES**

TASK FORCE

**Next scheduled meeting is Thursday, October 13**