



Charlotte MOVES
**TASK FORCE
REPORT**

December 2020



Harvey Gantt

Chair | Charlotte MOVES Task Force
Former Charlotte Mayor

December 11th, 2020

Mayor Lyles, Mayor Pro Tem Eiselt, and Charlotte City Council Members,

Charlotte MOVES Task Force

Aaron Lay
Betty Doster
Bill Coxe
Danielle Frazier
David Johnson
David Ward
Elyas Mohammed
Eric Zaverl
Ernie Reigel
Geraldine Gardner
Janet LaBar
Jim Marascio
Karl Froelich
Keba Samuel
Ken May
Nick McJetters
Pedro Perez
Raquel Lynch
Reggie Henderson
Sonja Smith
Stefania Arteaga
Tami Simmons
William Hughes

I am pleased to present the work completed by the Charlotte MOVES Task Force. While the issue of mobility in Charlotte proved to be a complex undertaking, our recommendations and conclusions are clear and straightforward. If we want to keep moving forward, and achieve better outcomes, a new approach is indeed timely to shaping a new mobility future for Charlotte and the region.

The Task Force believes we need:

A bold vision. We have defined a Transformational Mobility Network to meet our mobility needs and transform how Charlotte moves. There is a cost, but the cost of doing nothing is greater. We cannot stand still and expect to be a city and region that aspire to expand access to opportunity for all.

A commitment to accountability. We recognize the scale of what we are recommending demands transparency and the outcomes must be meaningful and measurable for our community. Above all, our investment must serve to build a more equitable, affordable and sustainable city and region.

A culture of partnership. We know that achieving this vision will only come through the collective efforts of a broad set of partners working together. This begins with our State and extends to the towns and counties of our region, aligning common goals and resources to achieve shared success.

Articulated in this report is the collective voice of 24 passionate, experienced and diverse community leaders who care deeply about the future of Charlotte and that of our region. Over 8 months and 10 work sessions we have spent a combined 750 hours of work receiving public input, sharing varied perspectives, engaging in vibrant deliberations and developing a common vision. Yet we know the hard work is just beginning.

I speak for the Task Force in saying that we are proud to serve Charlotte and the region at this unique time and we are ready to support you in the necessary and hard work ahead!

Sincerely,



TASK FORCE

RECOMMENDATIONS

To City Council

Task Force

Statement of Support

Based upon review of technical studies and plans, select peer city engagement, public input, and Task Force deliberations,

The Charlotte MOVES Task Force supports:

- *Improving affordability, equity, and access to opportunity;*
- *Supporting our economic competitiveness;*
- *Protecting our environment and quality of life; and*
- *Integrating initiatives to maximize benefits;*

through the implementation of a Transformational Mobility Network (TMN) and encourage the pursuit of ways to fund and finance its construction.

1

Invest in MOBILITY to meet our changing needs:

The Task Force proposes a *mobility investment program* designed to achieve the vision of the 2040 Comprehensive Plan for “safe and equitable” mobility. This program is a “Transformational Mobility Network” (TMN) of key multi-modal projects and investments from adopted and on-going plans, implemented together in a 10-year timeframe to advance our mobility goals.

Therefore, the Task Force recommends:

1. Endorsing the *mobility investment program* (TMN) and actively pursuing Federal and State funding partnerships in addition to funding the local portion (\$4 to \$6 Billion) with new sources through local and regional partnerships.
2. Adopting a Strategic Mobility Plan (SMP) in 2021 that refines the TMN and establishes a strategy for how we evaluate, prioritize, design and integrate our mobility investments.
3. Committing to on-going communication that builds community trust and understanding; measures and regularly reports progress through a community dashboard; and leverages metrics that support the goals of the 2040 Comprehensive Plan.

2

ALIGN our mobility investment with related initiatives:

The Task Force proposes an intentional commitment to aligning our *mobility investment program* (TMN) with the goals and strategies of the 2040 Comprehensive Plan and priorities of affordable housing and upward mobility.

Therefore, the Task Force recommends:

1. Identifying a mode-share target to measure our progress and prioritize mobility investments to ensure we achieve our Strategic Energy Action Plan and Charlotte Future 2040 Comprehensive Plan objectives.
2. Developing a program that includes funding and policy designed to protect people against displacement and promote housing affordability along our transit corridors. Incorporate the necessary funding into the mobility investment program (TMN).
3. Exploring the feasibility of a transit fare reduction program.

3

Commit the RESOURCES to achieve the vision:

The Task Force proposes a clear and straightforward “single source” funding strategy for the *mobility investment program* (TMN) that considers the City and County’s growth over 30 years and fully funds implementation within a 10-year period financed over a 30-year timeframe. The Task Force understands that details of the financing will be worked out in a financing plan which considers other city priorities during the program timeframe.

Therefore, the Task Force recommends, **“One Cent for Mobility”**:

1. A one cent sales tax for mobility projects (transit and non-transit) that excludes groceries and medication (as currently) to fund the local portion of the mobility investment program (TMN) with necessary State Legislative authorization and Mecklenburg County voter approval (“One Cent for Mobility” Referendum).
2. And (if needed to augment sales tax), a significant one-time City of Charlotte Capital Investment Program (CIP) bond for mobility, supported through an increase in property tax and City voter bond approval.
3. Committing to a “One Cent for Mobility” referendum in the Fall of 2021.

MOBILITY INVESTMENT PROGRAM




The Transformational Mobility Network (TMN)

Charlotte has historically relied on project specific ballot measures and capital improvement programs to advance transportation infrastructure projects. While effective, the pace of project delivery is being outpaced by demand. By comparison, many fast growing metros are responding to similar circumstances through the creation of mobility infrastructure programs.

These programs are often structured to maximize effectiveness and efficiency through agreed upon frameworks that clearly define: project eligibility; prioritization processes that align with community goals; measures intended to integrate the transportation investment with other community initiatives (ex: housing, economic development, safety); and dedicated revenue resources that establish the ultimate scale of the program. The Task Force recommends that Charlotte establish a similar program and has assembled an integrated system of projects, a Transformational Mobility Network (TMN) to implement.

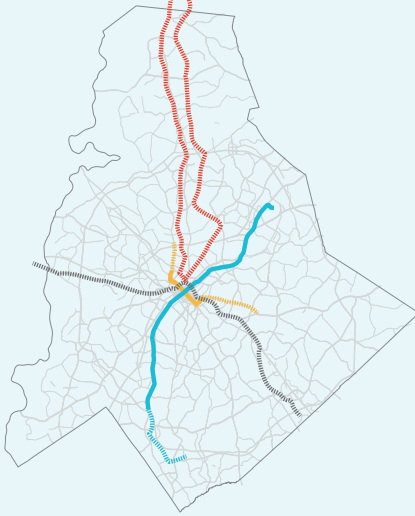
The creation of a mobility investment program will allow Charlotte to advance more projects simultaneously while improving the efficiency and effectiveness of project delivery.

Charlotte MOVES Funding Strategy

 TIME & DURATION	 PROGRAM SCALE & AMOUNT	 FUNDING SOURCES
<p>Construction: 10+ Years</p> <p>Financing: 30 Years</p> <p>Exact duration influenced by an agreed upon financial plan and construction program</p>	<p>Total Program: \$8 to \$12 Billion</p> <p>Local Portion: \$4 to \$6 Billion</p> <p>Program includes design, construction, operation, maintenance, and financing</p>	<p>Partnerships: State & Federal Grants</p> <p>Existing Sources: Planned Capital Investment</p> <p>Primary New Source: Increased Sales Tax</p> <p>Secondary New Source*: Dedicated Property Tax</p> <p><small>*If needed</small></p>

RAPID TRANSIT Corridors

*Implement the 2030 Transit
Corridor System Plan*

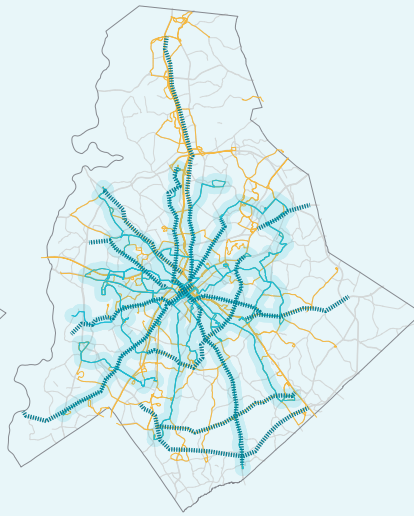


~90

Miles of New Rapid Transit
Corridor Investments

BUS PRIORITY System

Reimagine our Bus Experience

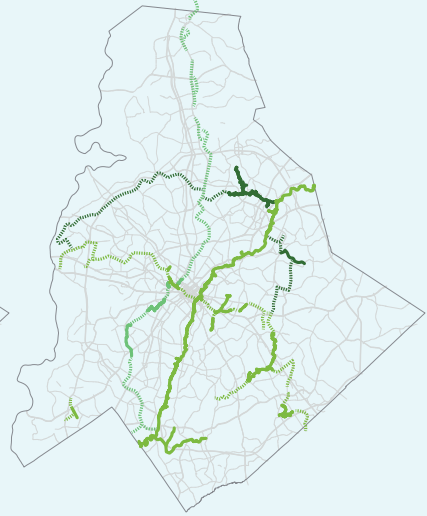


~140

Miles of Bus Priority
Corridor Investment

GREENWAY System

*Create Bike and Pedestrian
Superhighways*

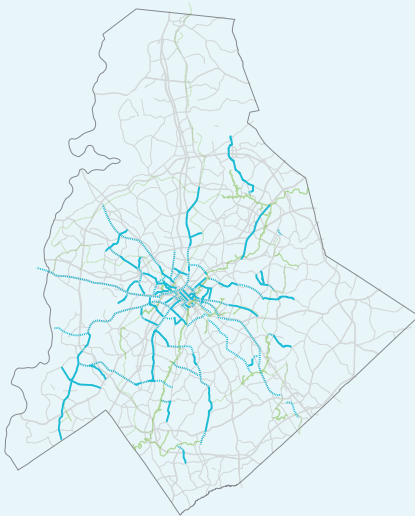


~115

Miles of New Greenway
Investment

BICYCLE Network

*Stitching Together Commuting
Corridors*

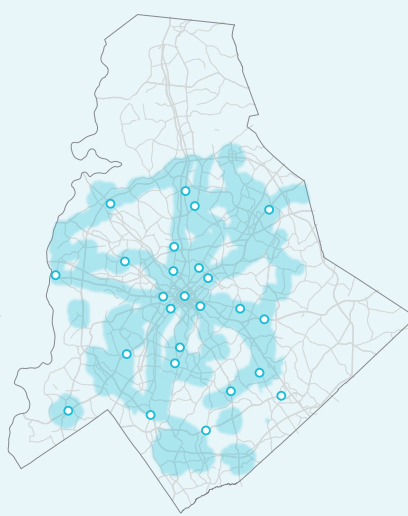


~75

Miles of Bike Network
Investment

PEDESTRIAN Walkability

*Go All-In on the First and Last
Mile*

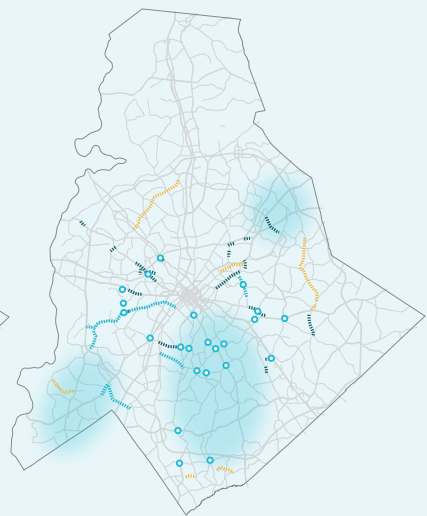


~150

Square Miles of Focused
First and Last Mile Pedestrian
Investment

ROADWAY Network

*Focus on Safety, Capacity,
and Connectivity*



~60

Miles of Roadway Corridor
Investment

TASK FORCE

KEY CONSIDERATIONS

We have defined a Transformational Mobility Network to meet our mobility needs and transform how Charlotte moves. There is a cost, but the cost of doing nothing is greater. We cannot stand still and expect to be a city and region that aspires to expand access to opportunity for all. In addition to the specific Task Force recommendations the process defined key considerations that we believe are important to the success of the Charlotte MOVES initiative.

Accountability and Communication

We recognize the scale of what we are recommending demands transparency and the outcomes must be meaningful and measurable for our community. Above all, our investment must serve to build a more equitable, affordable and sustainable city and region.

We must be accountable to the community and transparent on where, when, and what projects are prioritized and implemented, noting that the scale of some projects will require longer periods of project development, design, and construction.

An effective message and communication will be critical to success:

- *Emphasize that the new funding is an investment, not just new taxes.*
- *Consider a Community Oversight Board to guide and measure progress.*
- *Keep the message simple and communicate the expected outcomes (financial, social, economic mobility, environment, quality of life, etc.) associated with the implementation of the program to build and maintain community support.*
- *Demonstrate how there is something in this for everyone and make it relevant to the ENTIRE community!*

Partnerships

We know that achieving this vision will only come through the collective efforts of a broad set of partners working together. This begins with our State and extends to the towns and counties of our region, aligning common goals and resources to achieve shared success.

Mecklenburg County and its towns are key partners and the recommendations of the Task Force will require we commit not only to finding resources but to building strong on-going partnerships. Our approach to partnerships should also extend to our private corporate leaders, foundations and non-profits, and our extensive network of community and neighborhood organizations.

Regional Approach

While the Task Force recommendations focus on the City of Charlotte, Mecklenburg County, and towns, we recognize that our vision for mobility investment must incorporate the Greater Charlotte Region (our surrounding counties and towns).

Key regional efforts on mobility are already established or underway including; CONNECT Beyond, the Charlotte Regional Transportation Planning Organization (CRTPO) 2050 Plan, and the Charlotte Area Transit System (CATS) 2030 Transit System Plan. The recommendations of the Task Force are intended to build momentum to establish regional (Greater Charlotte Region) partnerships for mobility investment and funding.

Alignment of Initiatives

We are envisioning our future at all levels with transformational plans underway shaping our growth, development, land use, transit, and recreational space. Mobility is a common thread throughout these efforts, and now is the time to align a shared vision.

The Task Force believes it is critical to ensure these plans are aligned through shared goals and strategies that support access to opportunity and education, affordable housing, and upward economic mobility.

Key on-going planning and mobility efforts include:

- *Charlotte Future 2040 Comprehensive Plan*
- *CONNECT Beyond Regional Mobility Initiative*
- *CRTPO 2050 Plan*
- *Charlotte MOVES – Strategic Mobility Plan*
- *Meck Playbook – Park & Recreation Master Plan*



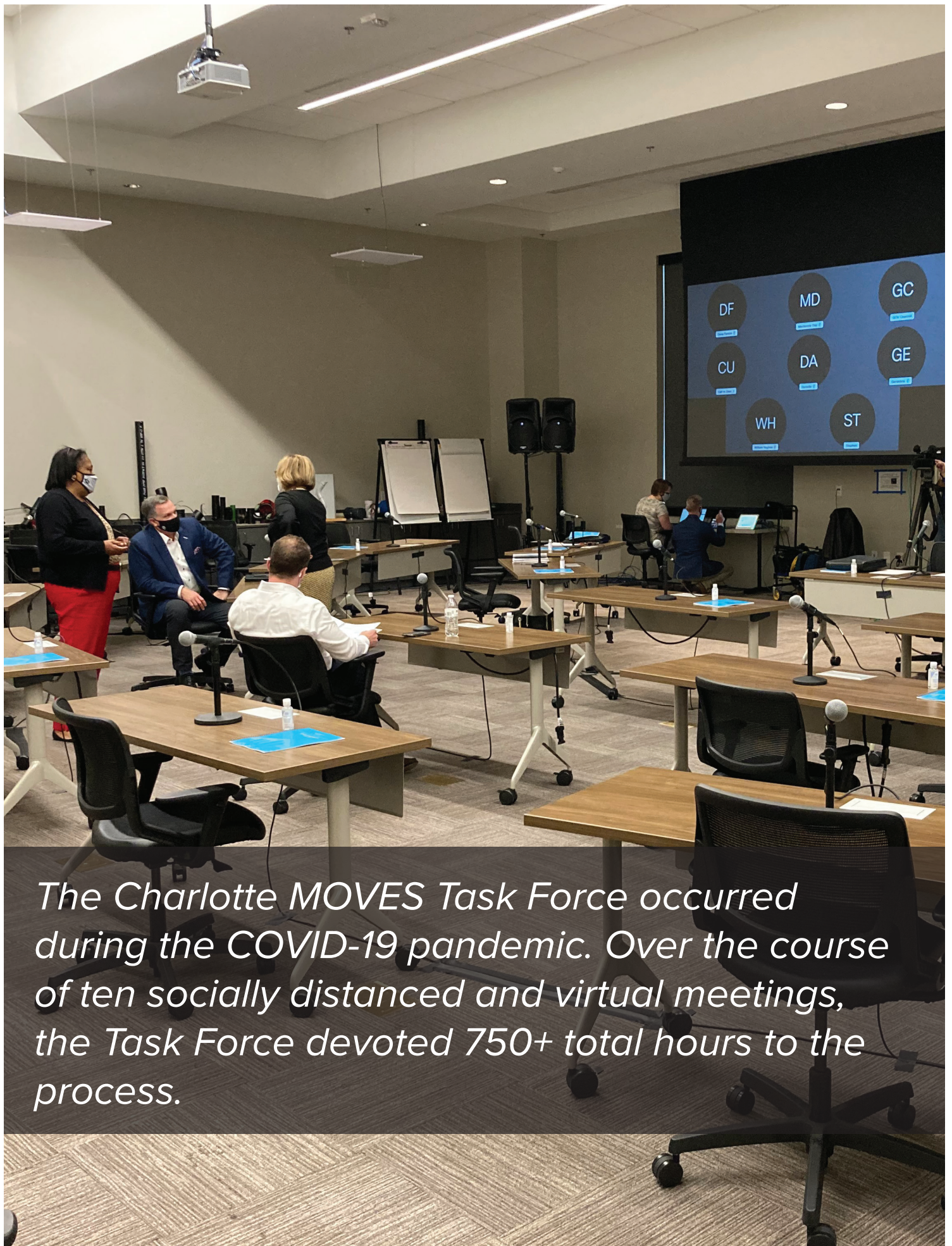
CONTENTS

1	Who ◦—————•	2
	<i>Vision</i>	
	<i>Mission</i>	
	<i>The Charlotte MOVES Task Force</i>	
2	Why ◦—————•	12
	<i>Shaping a New Mobility Future</i>	
	<i>Affordability</i>	
	<i>Equity</i>	
	<i>Prosperity</i>	
	<i>Growth</i>	
3	What ◦—————•	24
	<i>The Transformational Mobility Network</i>	
	<i>Rapid Transit Corridors</i>	
	<i>Bus Priority System</i>	
	<i>Greenway System</i>	
	<i>Bicycle Network</i>	
	<i>Pedestrian Walkability</i>	
	<i>Roadway Network</i>	
	<i>The Transformational Mobility Network Outcomes</i>	
4	How ◦—————•	58
	<i>The Funding Strategy</i>	
	<i>Funding Sources</i>	
	<i>How Does Charlotte Compare?</i>	
	<i>Funding Model</i>	
	<i>Funding Strategy Recommendation</i>	



1 WHO

THE TASK FORCE



The Charlotte MOVES Task Force occurred during the COVID-19 pandemic. Over the course of ten socially distanced and virtual meetings, the Task Force devoted 750+ total hours to the process.

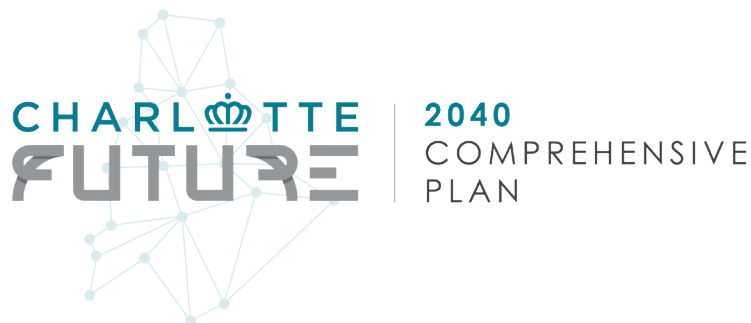
TASK FORCE

VISION

Charlotte MOVES derives its vision from the ongoing Charlotte Future 2040 Comprehensive Plan. The Comprehensive Plan began in the Fall of 2019 with expected adoption in Spring 2021. It is the result of work performed by a volunteer stakeholder committee and robust public engagement encompassing 5,500+ participants.

“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, amenities, goods, services, and the region.”

- Charlotte Future 2040 Comprehensive Plan



<https://cltfuture2040.com/>



“The primary goal of this task force is to bring the vision of a robust network of mobility solutions into fruition, determine what the vision would cost and how to pay for it. Let’s work together to start the process of building a well-connected Charlotte region!”

- Mayor Vi Lyles

TASK FORCE

MISSION

Our Process and Who We Are

Convened by Charlotte Mayor Vi Lyles and City Council and led by former Charlotte Mayor Harvey Gantt, **we are 24 community leaders** from across the Charlotte-Mecklenburg area who represent business, government, transportation and planning, education, nonprofits and neighborhoods.

We are charged with **advising the City of Charlotte in the creation of a new Strategic Mobility Plan** that integrates and updates current vehicle, pedestrian, bicycle, transit and safety plans, and sets mobility goals for the city and immediate region.

Our primary goal is to **recommend to the Charlotte City Council a catalytic program of mobility investment**, what we are calling a “Transformational Mobility Network”, that addresses our growing mobility needs, AND a funding strategy to pay for it.

We conducted 10 work sessions over 8 months, from May 2020 to December 2020, in public sessions live-streamed and recorded on the City of Charlotte’s Facebook page and YouTube channel. Open to the public, these sessions included technical presentations, our Task Force deliberations and on-line public comment. Meeting agendas and presentation materials are available on the City’s website. Between work sessions we worked in smaller groups to share our varied perspectives and shape our discussions.

This report summarizes and documents our work and recommendations, reflecting our combined voice derived from 24 unique and diverse community perspectives.

The Charlotte MOVES Task Force key tasks included:

- *Establishing a shared understanding of community trends and the challenges of the 21st Century;*
- *Imagining an integrated response where transportation investments and policy are aligned with ongoing community expectations (affordability, housing, access to opportunity, work force connectivity, and economic vibrancy);*
- *Identifying transportation investments that have the greatest potential to advance community priorities;*
- *Describing a future mobility infrastructure program;*
- *Studying the success and failures of peer communities; and*
- *Demonstrating a funding strategy designed to financially support the program.*



Harvey Gantt

Chair | *Charlotte MOVES Task Force*

Harvey Bernard Gantt is a former Charlotte Mayor, a leading local architect, urban planner, and civil rights pioneer.

Harvey studied architecture at Iowa State University, and in January 1963, he became the first African-American student accepted at Clemson University. He graduated from Clemson in 1965, earning a Bachelor's degree in Architecture and later a Master of City Planning from Massachusetts Institute of Technology (MIT).

In 1971 he co-founded Gantt Huberman Architects, a pioneering firm blending urban planning with the practice of architecture. He joined the Charlotte City Council in 1974 and again broke barriers when he was elected Charlotte's first African-American mayor in 1983. He continues to advocate for equity, racial justice, and community-building through his work on civic, cultural, business, and philanthropic boards and initiatives.



AARON LAY
Attorney, Hamilton
Stephens Steele & Martin



Aaron has lived throughout Charlotte, commuting by foot, scooter, bike, car, and light rail, and knows that investment in mobility is critical to Charlotte's livability.



BETTY DOSTER
Special Assistant to the
Chancellor for Constituent
Relations, UNC Charlotte

Betty helps advance the strategic direction of UNC Charlotte and believes that transportation is a critical part of the growth and shared success of Northeast Charlotte and the University.

**DANIELLE
FRAZIER**
President & CEO, Charlotte
Works



Danielle cultivates a thriving local economy through job education and training and sees firsthand that providing job seekers access to mobility in our city and region is critical to work force development.



BILL COXE
Former Transportation
Planner, Mecklenburg
County and the Town of
Huntersville

A Charlotte native with over 30 years of transportation experience, Bill believes "transportation investment is nothing more than one of the ways you create the community you want to live, work and play in".

DAVID JOHNSON
Founder & Director of
Silent Images



David is a documentary photographer, author and part owner of the Matthews-based coffee shop Brakeman's, who travels the world documenting stories to "Speak up for those who cannot speak for themselves" – Proverbs 31:8.



DAVID WARD
Chief Sustainability Officer,
Brighthouse Financial

David is a corporate leader in sustainability and government relations, who is passionate professionally and personally about the important role transportation plays in Charlotte's growth and development.

ERNIE REIGEL
Attorney, Moore & Van
Allen



Ernie's experience representing public and private clients has taught him that mobility is a key to the economic success and attractiveness of our region – "It's important that we manage this piece of the plan".

**ELYAS
MOHAMMED**
Senior Analyst, TIAA
Financial Services,
Board of United Indian
Community Forum



Elyas is an avid runner and cyclist motivated by our need for more greenways and safe running trails and wants to ensure future Charlotte generations can enjoy an even greater quality of life than today.

**GERALDINE
GARDNER**
Executive Director,
Centralina Regional
Council



Geraldine's leadership on the CONNECT Beyond Regional Mobility Initiative is characterized by a passion for mobility and focused on the regional collaboration necessary to create a truly compelling transit vision.

ERIC ZAVERL
Sustain Charlotte, Bike and
Walk Program Coordinator



Eric is an accomplished advocate for walkable, bikeable, and transit-oriented design in Charlotte's neighborhoods, looking to help craft a transportation plan that makes Charlotte safer and more connected for everyone.

JANET LABAR
President and CEO of
the Charlotte Regional
Business Alliance (CLT
Alliance).



Janet is leading CLT Alliance in a new direction to ensure the Charlotte region is the most vibrant, innovative and healthy economy in the nation – "the mobility of people and goods is critical to our regional competitiveness".

JIM MARASCIO
Chief Delivery Officer and
Chief Information Officer of
Accelerance



A regular light rail commuter, Jim is a South Charlotte resident who is keenly interested in the growth and infrastructure of the areas of Charlotte where mobility is difficult if you do not own a car.

KEN MAY
Mecklenburg County Boy
Scouts of America



Ken brings a national corporate perspective looking for a vision that transcends simply “navigating” Charlotte to “proudly encompass the amenities and development that will make us an even more desirable world class city”.



KARL FROELICH
Founder, Convergent
Resources

Karl has been a Steele Creek resident and community leader for over 30 years with a commitment to greenways and trails – “our sense of community is enhanced with equitable mobility options”.

NICK MCJETTERS
Grove Park Neighborhood
Association



Nick is an East Charlotte resident and neighborhood leader focused on walkability who sees how light rail transit can transform Charlotte’s mobility options connecting riders more quickly to destinations.



KEBA SAMUEL
Vice Chair, Charlotte-
Mecklenburg Planning
Commission

Keba’s leadership on the Charlotte-Mecklenburg Planning Commission has focused on affordable housing, economic mobility and transportation, and shaping the Charlotte Future 2040 Comprehensive Plan.

PEDRO PEREZ
Executive Director of
Charlotte Family Housing
(CFH)



Growing up in New York City, Pedro knows the critical role that public transportation plays in access to education and opportunity – “In order to talk about social mobility, we must talk about actual mobility”.



RAQUEL LYNCH
Chief Program Officer at
Goodwill Industries of the
Southern Piedmont

In her work leading workforce programs, Raquel is constantly reminded how important transportation is to the people she serves and wants all residents in our community to feel “mobility independent”.

**STEFANIA
ARTEAGA**

ACLU of North Carolina,
Statewide Immigrants'
Rights Organizer



Stefania, an immigrant from El Salvador, knows that where you live determines your opportunity for success – “What better way to support communities of color than to support transportation infrastructure”.

**REGGIE
HENDERSON**

Vice President of
Government Affairs for
Lowe’s



Reggie helped select Charlotte’s South End (after a North American search) for Lowe’s Global Technology Center. With mobility central to that decision, he knows that the decisions we make on mobility are critical to how Charlotte grows and thrives.

TAMI SIMMONS

Vice President of
Institutional Advancement,
Johnson C. Smith
University



Leading strategic development for JCSU, Tami believes the Gold Line will not only change the outside of the campus but will grow programs to recruit more students and connect the University to Charlotte in new and profound ways.

SONJA SMITH

CMS Hearing Officer and
Real Estate Broker



As an educator, Sonja sees the opportunities that transformational mobility investment will afford our students and their families to move not just from point A to B but from the “basements of society to the board rooms and beyond”. She says, “it is imperative - we must prepare now or we will be left behind.”

WILLIAM HUGHES

Residential Mortgage Loan
Officer



William sees the imbalanced distribution of transportation resources across the city and is eager to tackle the relationship between upward mobility and transportation in a “real, intentional, and equitable way”.



2 WHY

A NEW MOBILITY FUTURE



SHAPING A NEW MOBILITY FUTURE

We are at a critical moment in Charlotte's history with the potential to fundamentally change our mobility future. Charlotte's mobility needs are both increasing and changing.

Doing nothing will have lasting impact on our economic competitiveness, quality of life, and upward mobility, especially for our most vulnerable communities. Our current level of mobility investment is unable to keep up with our changing needs and without a significantly increase, our needed transportation investment will be delayed by decades.

A commitment to a significant mobility investment program with a dedicated source of local funding will position Charlotte for the next decade of federal transit and infrastructure funding. Charlotte should be prepared to advantage of these conditions.

Key trends that will shape our response and investment in a new mobility future include:



SAFETY

Too many people die traveling on our streets (74 in 2017). A disproportionate number of those fatalities are pedestrians and bicyclists. We must make our streets safe for everyone, regardless of age and ability, or where, when, and how you travel.



ENVIRONMENT

Transportation accounts for 40% of our greenhouse gas emissions. Our streets impact the tree canopy and the runoff in creeks. We must prioritize investments that expand sustainable mobility options and protect our environment and resources.



TRANSFORMATION

The way we travel, like no time before, is in a period of creative disruption and rapid transformation. We must accept, adapt, and anticipate new opportunities, technologies, and challenges.



HEALTH

Our health is tied to the way we move and our ability to access daily needs. We must provide healthier active mobility options and expand access to the needs (food, recreational space, health care, etc.) that shape our health and happiness.

Sources

Equity Atlas

(Charlotte Future 2040 Plan)

Examines Charlotte's built environment and socio-economic characteristics through an equity lens, defining an "Arc" of vulnerable populations and communities of color.

<https://cltfuture2040.com/resources/>

State of Mobility

(Charlotte MOVES)

A foundational assessment of the conditions and trends that affect how Charlotte moves, documenting a snapshot of our current transportation and mobility reality.

https://charlottenc.gov/Mayor/Charlotte_Moves_Task_Force/Documents/Charlotte_MOVES_State_of_Mobility_October_2020.pdf



DEMOGRAPHICS

Charlotte is becoming increasingly older and more diverse, reshaping the very nature of who we are and what we need. We must re-balance our mobility choices to fit the changing needs of our future city.



REGIONAL

We are the center of the region. How we invest shapes lives within, and beyond Charlotte's borders. Our mobility and investment strategy must build and strengthen regional partnerships and define shared success.



ALIGNMENT

We are envisioning our future at all levels with transformational plans underway shaping our growth, development, land use, transit, and recreational space. Mobility is a common thread throughout these efforts, and now is the time to align a shared vision.



TRADEOFFS

Our space and resources are limited; accommodating each need equally simply is not possible. We must face the difficult tradeoffs necessary to support under-invested modes of transportation (e.g., walking, biking, transit) to help ensure safe and comfortable transportation choices.



AFFORDABILITY

Over half of our household income is spent on the increasing costs of housing and transportation.

State of our Mobility

Income

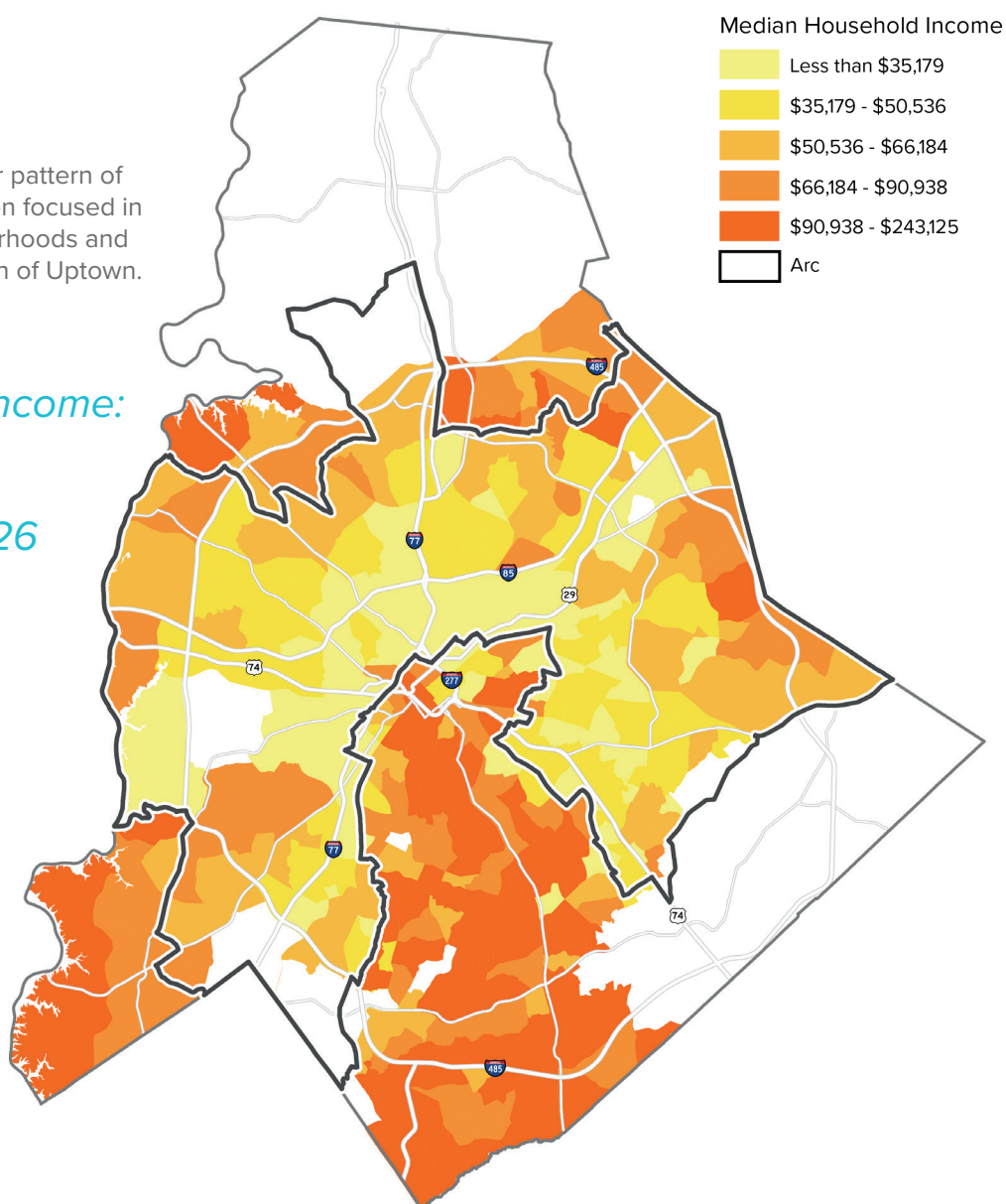
Charlotte has a clear pattern of income concentration focused in a wedge of neighborhoods and activity centers south of Uptown.

Average Household Income:

Arc: **\$49,705**

Wedge: **\$78,226**

Source: Equity Atlas



Expectation

Our mobility investments should serve to reduce transportation costs and the necessity of car ownership to live and work in Charlotte.

Outcome

Reduced housing and transportation cost with a focus in the economically burdened areas (Arc) of our community.

State of our Mobility

Vehicle Access

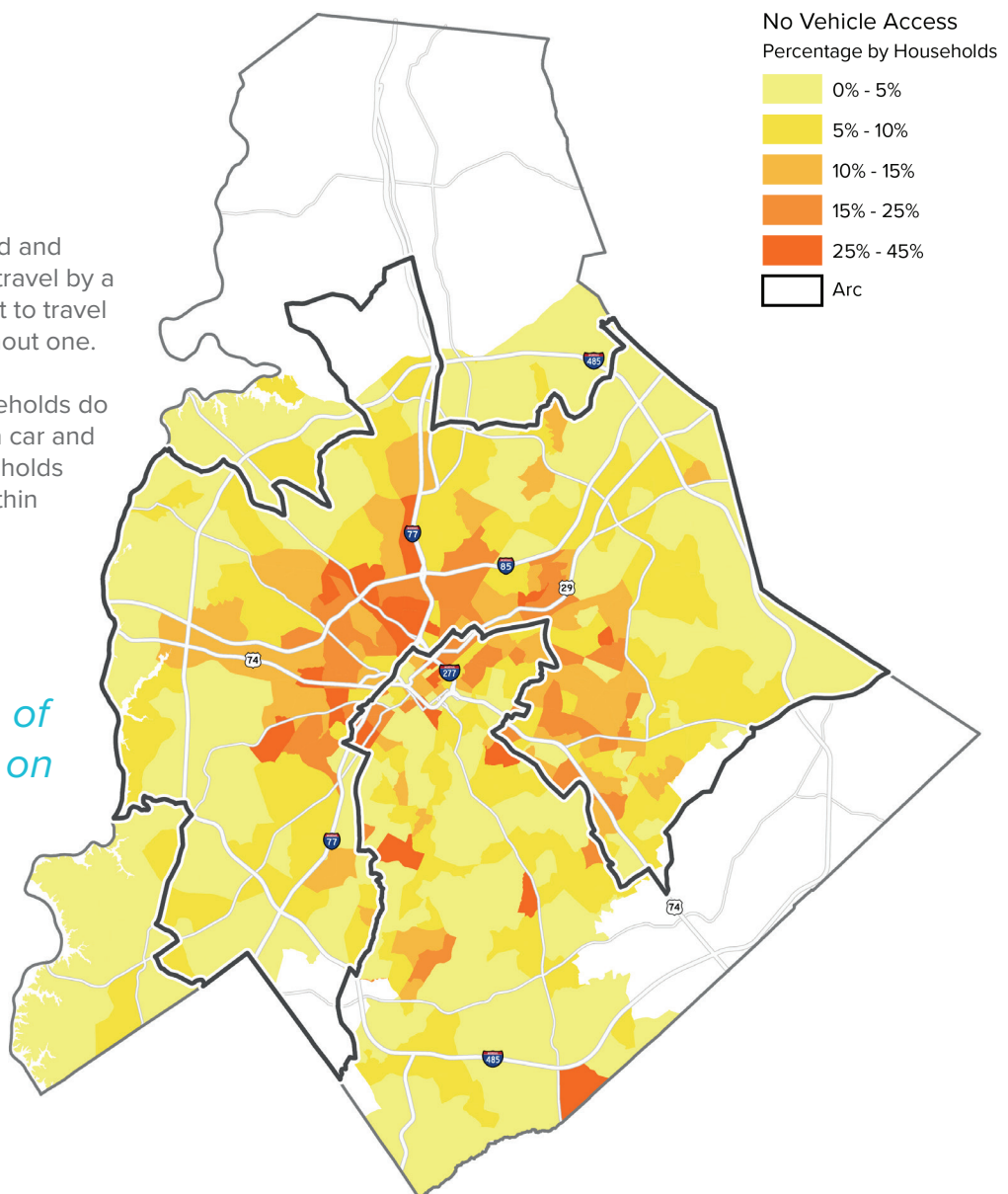
Charlotte is designed and developed for easy travel by a car, making it difficult to travel through our city without one.

Almost 13,000 households do not have access to a car and most of those households are concentrated within the Arc.

Households that spend 25% or more of their income on housing:

Arc: **48%**

Wedge: **16%**





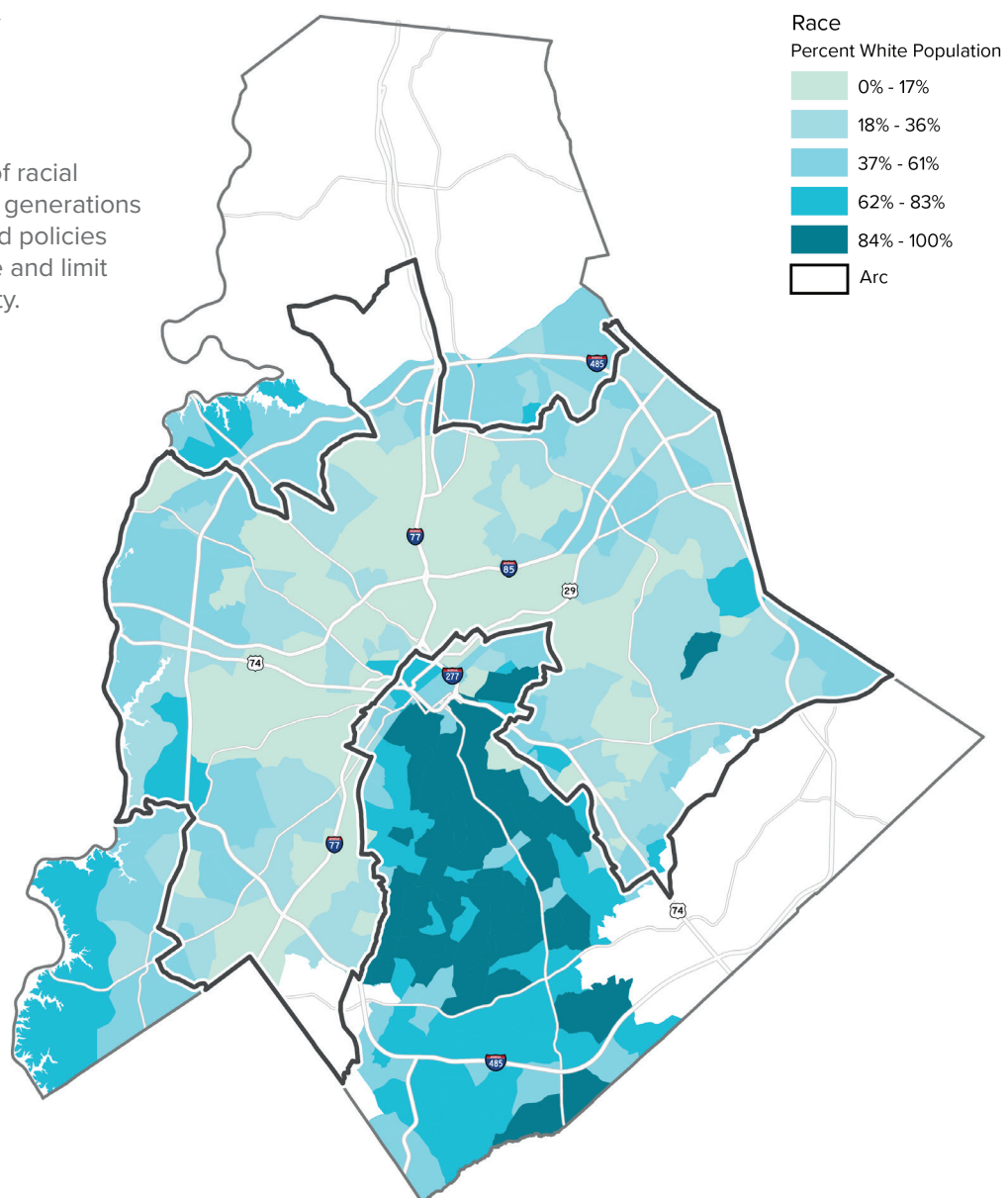
EQUITY

We are currently reconciling the negative outcomes of our past decisions.

State of our Mobility

Race

Charlotte's pattern of racial segregation reflects generations of past decisions and policies that served to divide and limit access to opportunity.



Expectation

We must define and prioritize equity in our future so that who you are, where you live, or how much money you make does not determine how you travel.

Outcome

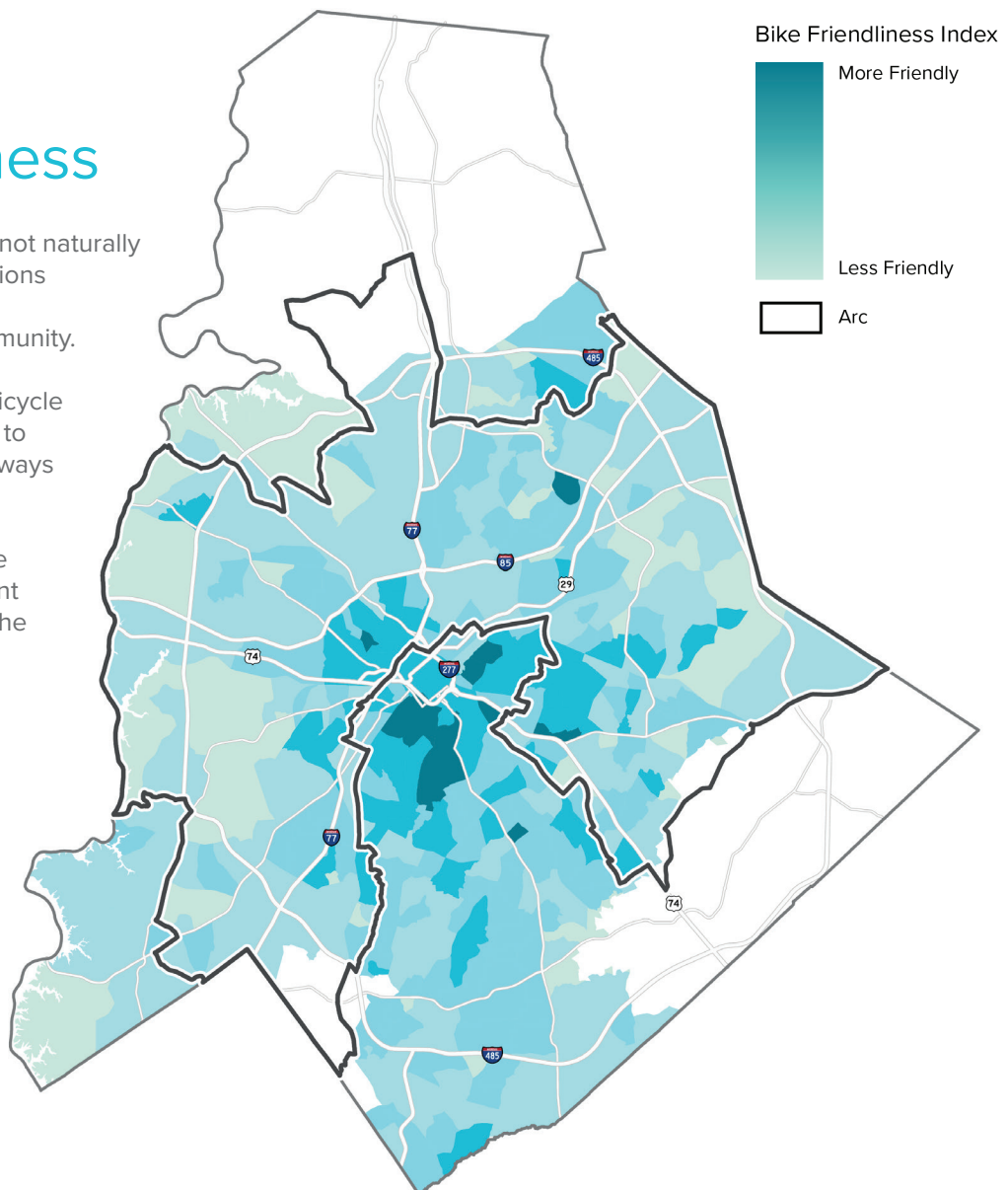
Increased mobility options for those living and working in the economically burdened areas (Arc) of our community.

State of our Mobility

Bicycle Friendliness

Our investments do not naturally result in mobility options equitably distributed throughout our community.

By the measure of bicycle friendliness, (access to bicycle lanes, greenways and multi-use paths) there are noticeable concentrations in the wedge and significant weaknesses within the Arc.





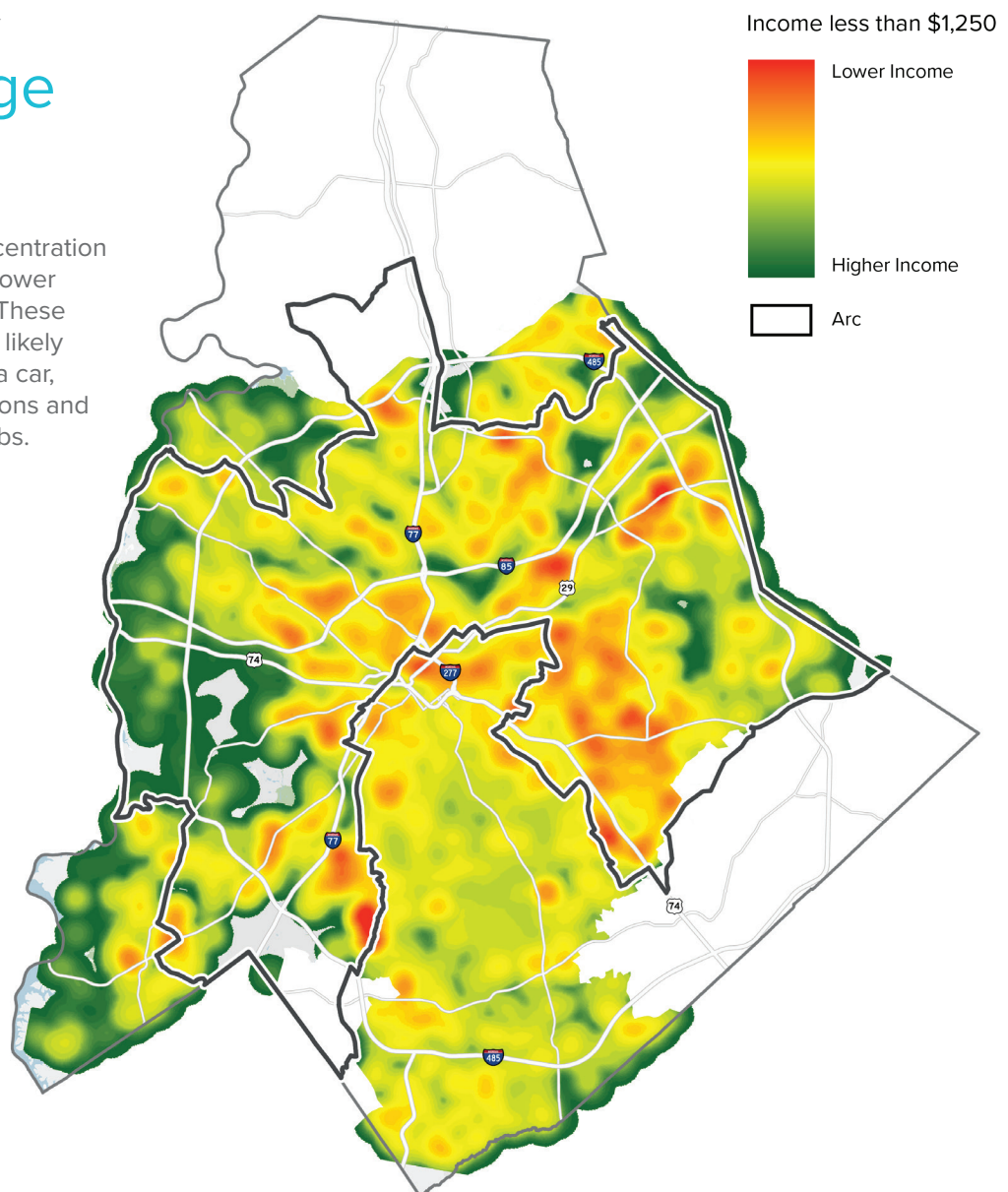
PROSPERITY

Our mobility investments can do more to expand prosperity throughout our city.

State of our Mobility

Low Wage Living

Charlotte has a concentration of households with lower incomes in the Arc. These households are less likely to be able to afford a car, limiting mobility options and reliable access to jobs.



Expectation

We must prioritize investments that connect people to jobs, move goods and services, and support the businesses and needs of daily life.

Outcome

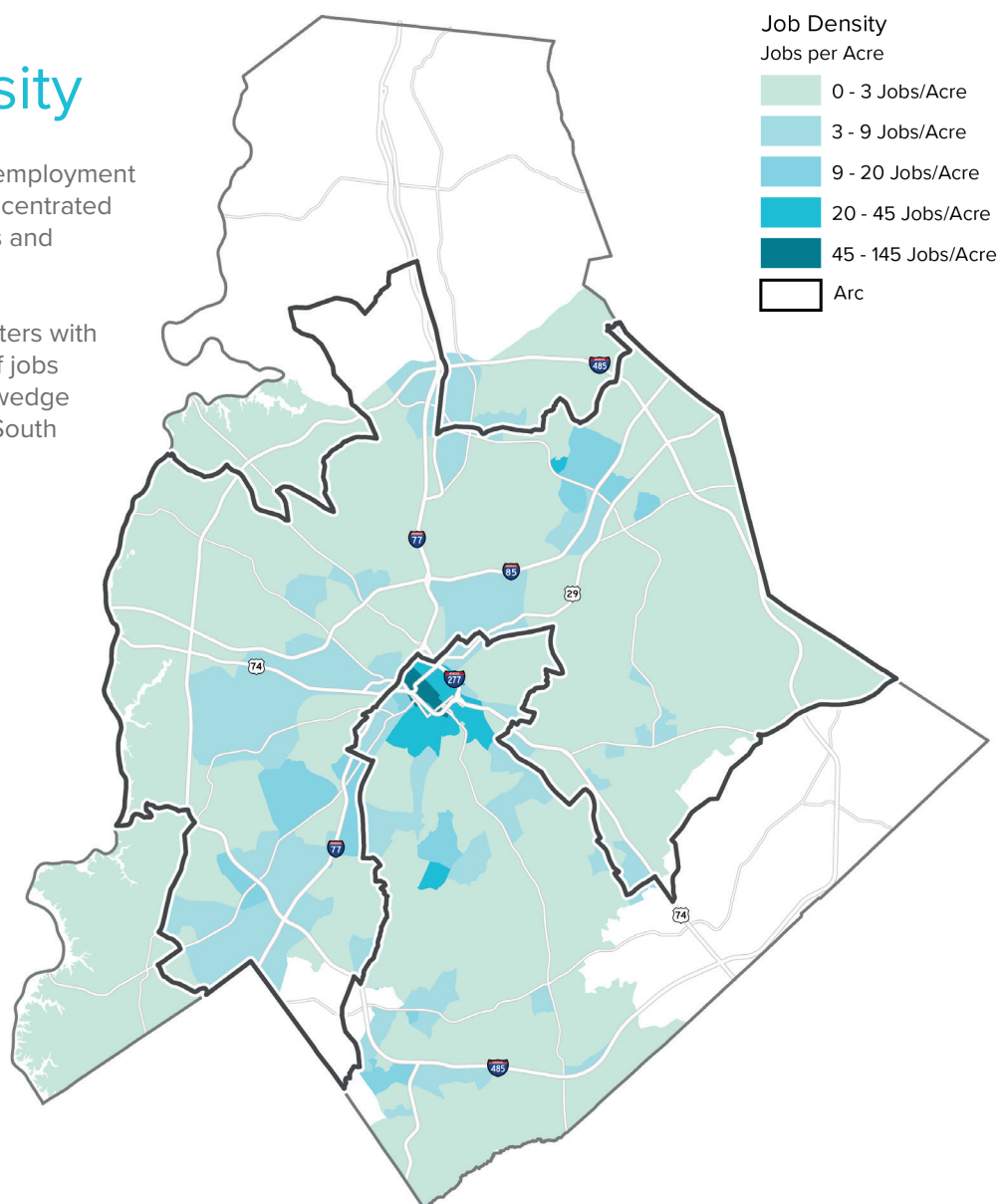
Increased access to jobs, services and activity centers.

State of our Mobility

Job Density

Charlotte's jobs and employment opportunities are concentrated in key activity centers and employment clusters.

The employment centers with the highest density of jobs are located with the wedge (Uptown, SouthEnd, South Park and Ballantyne).





GROWTH

We have outgrown our ability to travel the way we used to and cannot build our way out of congestion.

Expectation

Our mobility future rests in moving people (not just cars) and requires us to prioritize and invest in a broader range of mobility choices.

Outcome

Increased share of trips that do not rely on single occupancy vehicles (“**mode shift**”).

State of our Mobility

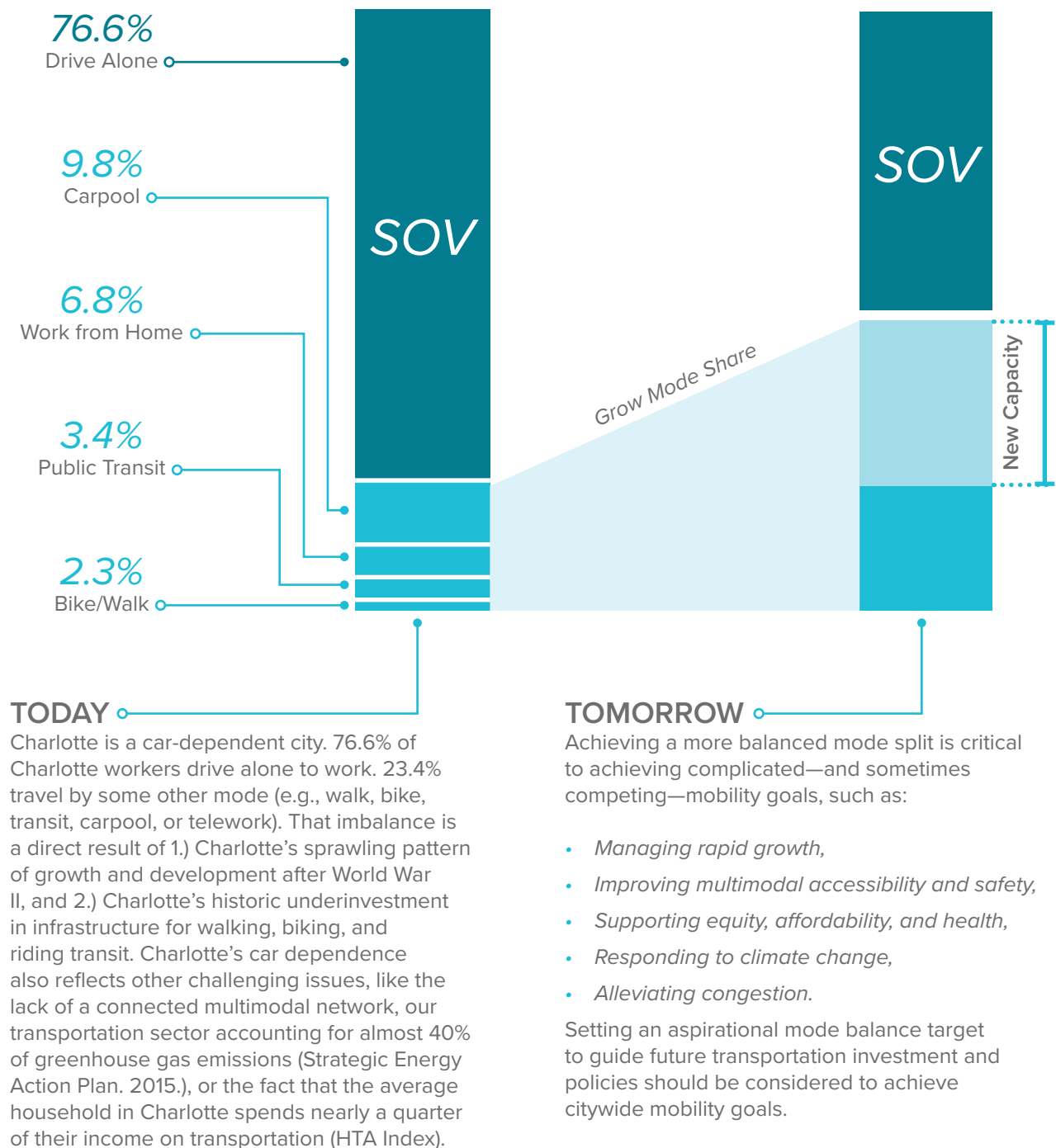
Travel Mode

Charlotte is a car-dependent city with over 76% of Charlotte workers driving alone to work. This imbalance in travel mode (mode split) places significant pressure on our roadway capacity and increases peak hour congestion and delay.

By 2050 our forecasted growth will require a 27% reduction in driving alone - single occupant vehicle (SOV) trips to maintain our current levels of congestion and delay.

Achieving a more balanced mode split by growing the mode share of trips other than driving alone is critical to managing our rapid growth and supporting equity, affordability and health.

Travel Patterns and Mode



Modal imbalance is a direct result of Charlotte’s sprawling pattern of growth and development.



3 WHAT

THE TRANSFORMATIONAL MOBILITY NETWORK



THE TRANSFORMATIONAL MOBILITY NETWORK (TMN)

Create an Integrated System

Transformational Mobility Network represents a program of investments to address our mobility needs and transform how people travel in Charlotte.

The Charlotte MOVES Task Force utilized the following principles to guide the development of the TMN:

1 IMPLEMENT OUR PLANS

The TMN is fundamentally derived from our existing and ongoing plans and policies, with the goal of accelerating implementation.

The ongoing development of the Charlotte Future 2040 Comprehensive Plan serves as the overall vision, establishing “safe and equitable mobility” as the cornerstone of Charlotte’s mobility policy goal.

Adopted and ongoing plans include:

- *Charlotte Future 2040 Comprehensive Plan*
- *Strategic Energy Action Plan (2018)*
- *CONNECT Beyond Regional Mobility Initiative*
- *Envision My Ride – Bus Priority Study*
- *CATS 2030 Transit Corridor System Plan (2019)*
- *Envision My Ride (2018)*
- *Charlotte MOVES Strategic Mobility Plan*
- *Charlotte Bikes (2017)*
- *Charlotte Walks (2017)*
- *Vision Zero Action Plan (2018)*
- *Transportation Action Plan (2017)*
- *Metropolitan Transportation Plan (2016)*
- *Meck Playbook – Park & Recreation Master Plan*
- *Mecklenburg County Greenway Master Plan (2008)*

2 LEARN FROM OTHERS

The TMN is informed by the lessons and experiences of peer communities that are facing similar mobility challenges, seeking new implementation strategies, and have experienced a range of success and failure.

These peer communities included Austin, TX; Nashville, TN; and Broward County, FL. Lessons learned included:

Vision. A multimodal vision that has “something for everyone.”

Communication. Frequent and transparent communication with residents.

Collaboration. This occurs with and among stakeholders and funding partners.

Support. Building early and robust support for large-scale investments.

Clarity of Message. Clearly describing the community benefits.



3

ESTABLISH A FRAMEWORK

The TMN is organized into focused multimodal categories layered together to achieve an integrated transformational network. Organized by the following:

Rapid Transit Corridors

Big Idea: **Implement the 2030 Transit Corridor System Plan**

Bus Priority System

Big Idea: **Reimagine our Bus Experience**

Greenway System

Big Idea: **Create Pedestrian and Bike Superhighways**

Bicycle Network

Big Idea: **Stitch Together Commuting Corridors**

Pedestrian Walkability

Big Idea: **Go All-In on the First and Last Mile**

Roadway Network

Big Idea: **Focus on Safety, Capacity, and Connectivity**

4

FOCUS ON OUTCOMES

The TMN, while derived from our plans, is not simply a catalog of projects, but a program intended to achieve key outcomes for our City.

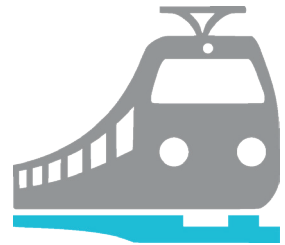
These outcomes extend from the Guiding Principles, Vision Elements, and Plan Goals of the 2040 Comprehensive Plan and include the themes of:

Health & Sustainability. Access to healthy food and lifestyles and carbon-reducing mobility.

Safety. Access to safe and comfortable mobility.

Equity and Access to Opportunity. Access for upward economic mobility.

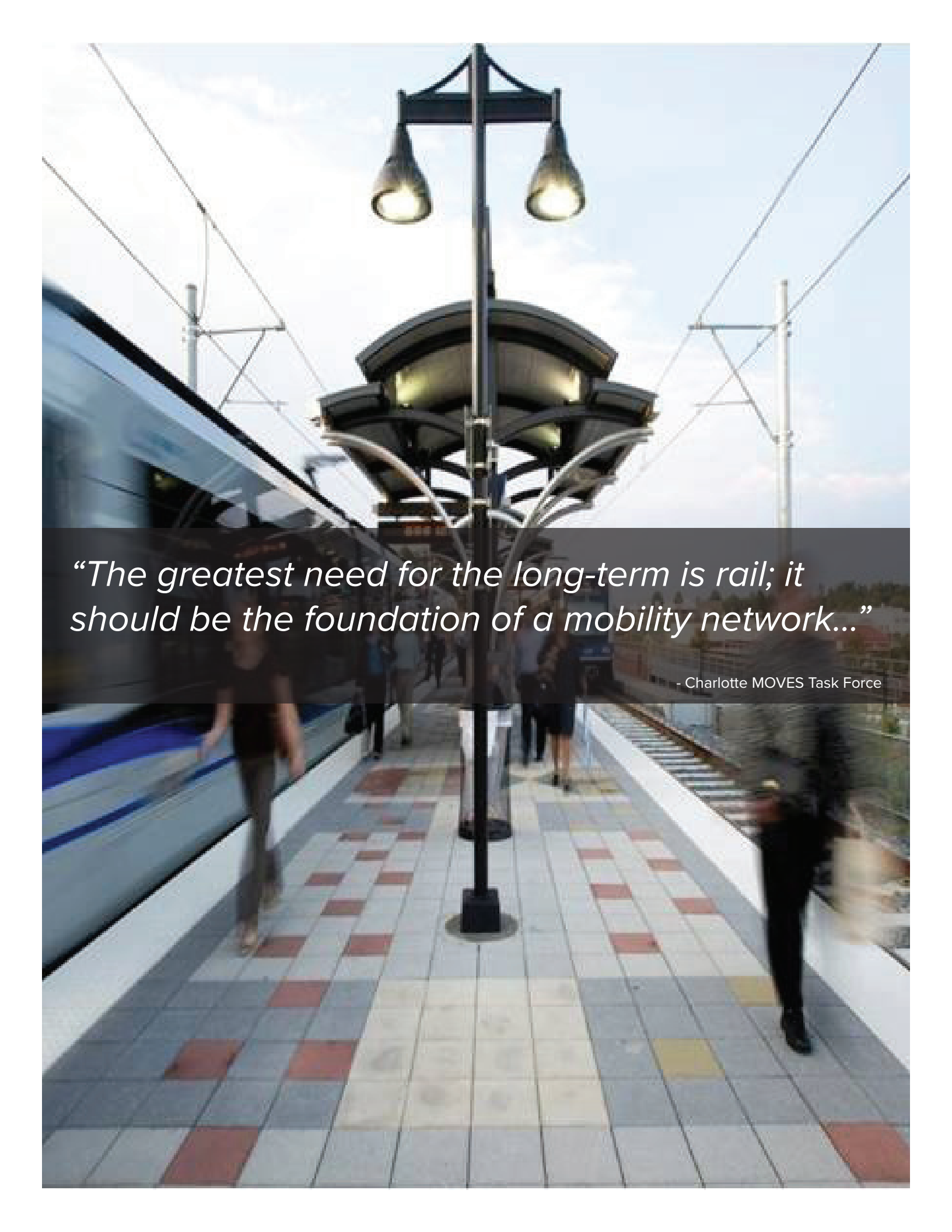
Regional Growth & Connectivity. Access to the growth and economic opportunities of our region.



RAPID TRANSIT CORRIDORS

Charlotte MOVES will,

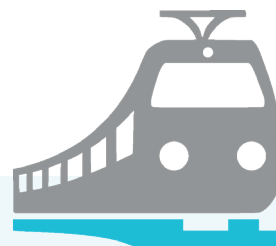
Implement the rapid transit vision of our 2030 Transit Corridor System Plan, *shaping our growth and connecting us to the jobs, housing and opportunities of our region, towns, and city.*



“The greatest need for the long-term is rail; it should be the foundation of a mobility network...”

- Charlotte MOVES Task Force

RAPID TRANSIT CORRIDORS



BIG IDEA

Implement the 2030 Transit Corridor System Plan

The 2030 Transit Corridor System Plan is the foundation of the TMN, establishing a system of rapid transit corridors that connect people to jobs and strengthen regional connectivity to our surrounding counties. Neighborhood-based station area planning will help ensure all mobility options are integrated and a transit-oriented vision is in place to shape our future growth and economic investment.

This program implements high capacity transit corridors and technology tailored to our regional travel needs and each corridor's context, including light rail, commuter rail, bus rapid transit (BRT), and streetcar. This program will engage in the CONNECT Beyond Regional Mobility Initiative to ensure that Charlotteans have access to destinations in the Greater Charlotte region through expanded high-capacity regional transit corridors that build on the 2030 plan.

Program Highlights

LYNX Silver Line:

- 26.6-mile light rail corridor with 27 stations
- Extension to Gaston County and Union County will require regional funding support

LYNX Red Line:

- 25-mile commuter rail corridor with 10 stations, 9 park and rides
- Extension to Iredell County will require regional funding support

MetroRapid I-77 Bus Rapid Transit (BRT):

- 27.4-mile BRT corridor in I-77 Express Lanes, 4 new park and rides
- Extension to Iredell County will require regional funding support

CityLYNX Gold Line (Phase 3):

- 6-mile streetcar extension, 18 additional stops
- Rosa Parks Transit Center to Eastland Transit Center

LYNX Blue Line Pineville-Ballantyne Extension:

- 5.2-mile light rail extension with 5 new stations
- Corridor-wide 3-car station expansion

~90

Miles of New Rapid Transit Corridor Investments

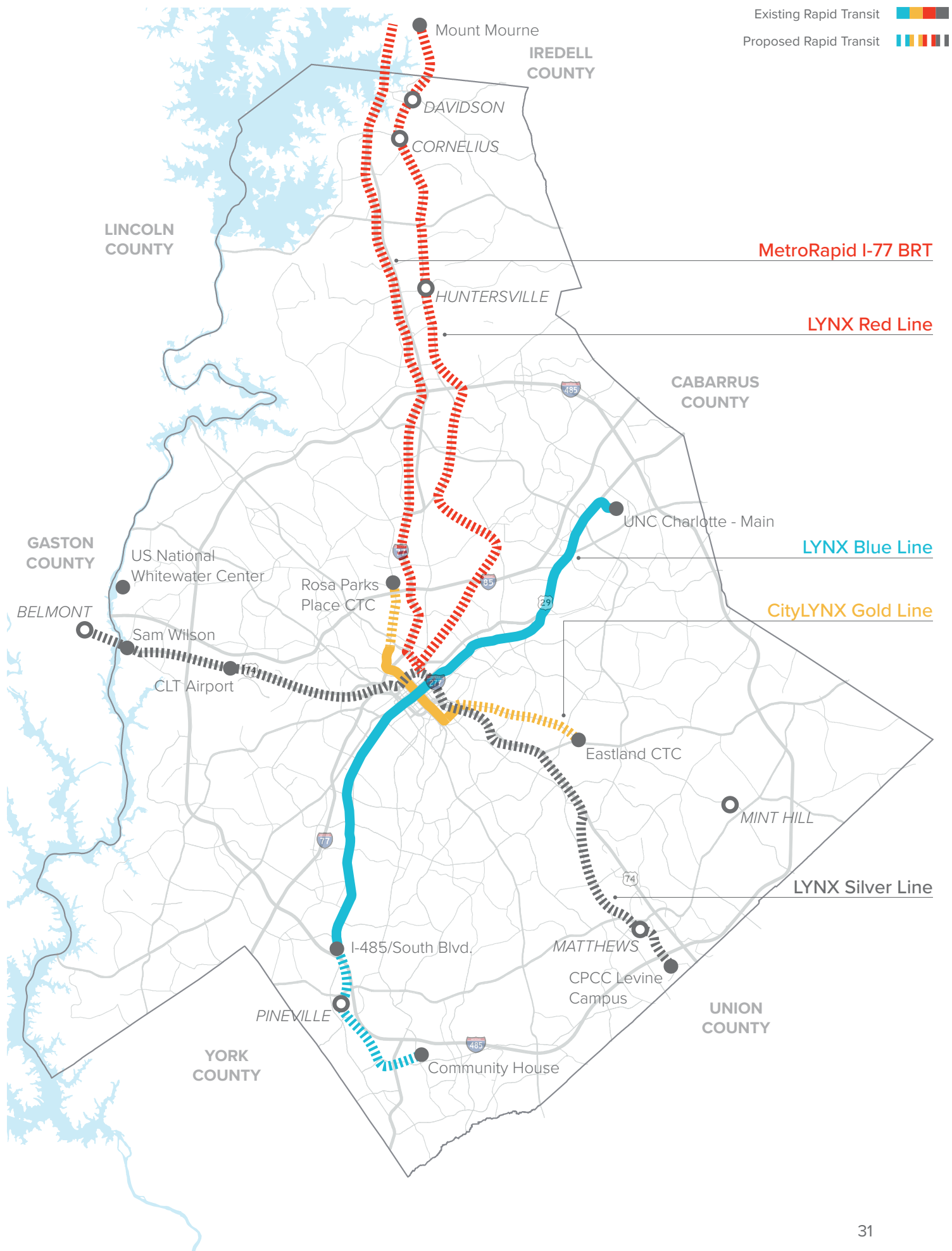
LRT/Streetcar: 37.8 miles

Commuter Rail: 25 miles

Bus Rapid Transit: 27.4 miles

IMPLEMENTING OUR PLANS

- Charlotte Future 2040 Comprehensive Plan
- Strategic Energy Action Plan (2018)
- CONNECT Beyond Regional Mobility Initiative
- CATS 2030 Transit Corridor System Plan (2019)





BUS PRIORITY SYSTEM

Charlotte MOVES will,

Reimagine our bus experience and expand a system of bus priority service,
*ensuring access to opportunity and affordable transit is extended throughout our
community.*



“We need to provide better transportation options for all Charlotte residents to encourage non-auto use and healthy lifestyles.”

- Charlotte MOVES Task Force

BUS PRIORITY SYSTEM



BIG IDEA

Reimagine our Bus Experience

A convenient and frequent bus service will support our rapid transit corridors, extending transit service throughout our county, towns, and city.

Our reimagined bus experience connects neighborhoods to our region's jobs and growing employment centers, ensuring affordable access to opportunity.

This program includes increased bus frequency system-wide, service investments in priority corridors, and investments in bus shelters and sidewalks to enhance customer access and comfort.

Program Highlights

High Frequency Bus Network:

- Expanded network of high frequency bus routes
- 15-minute service or better on 22 more routes
- No route with more than 30-minute frequency

Bus Priority Corridors:

- Enhanced reliability in key corridors identified by the *Envision My Ride Bus Priority Study*
- Bus priority capital investments could include bus only lanes, queue jumpers/signal priority at traffic signals

Customer Amenities:

- New bus shelters system-wide
- Sidewalk and pedestrian investments to enhance accessibility, convenience, and comfort
- Mobility Hubs to provide seamless transfer to other modes and mobility services

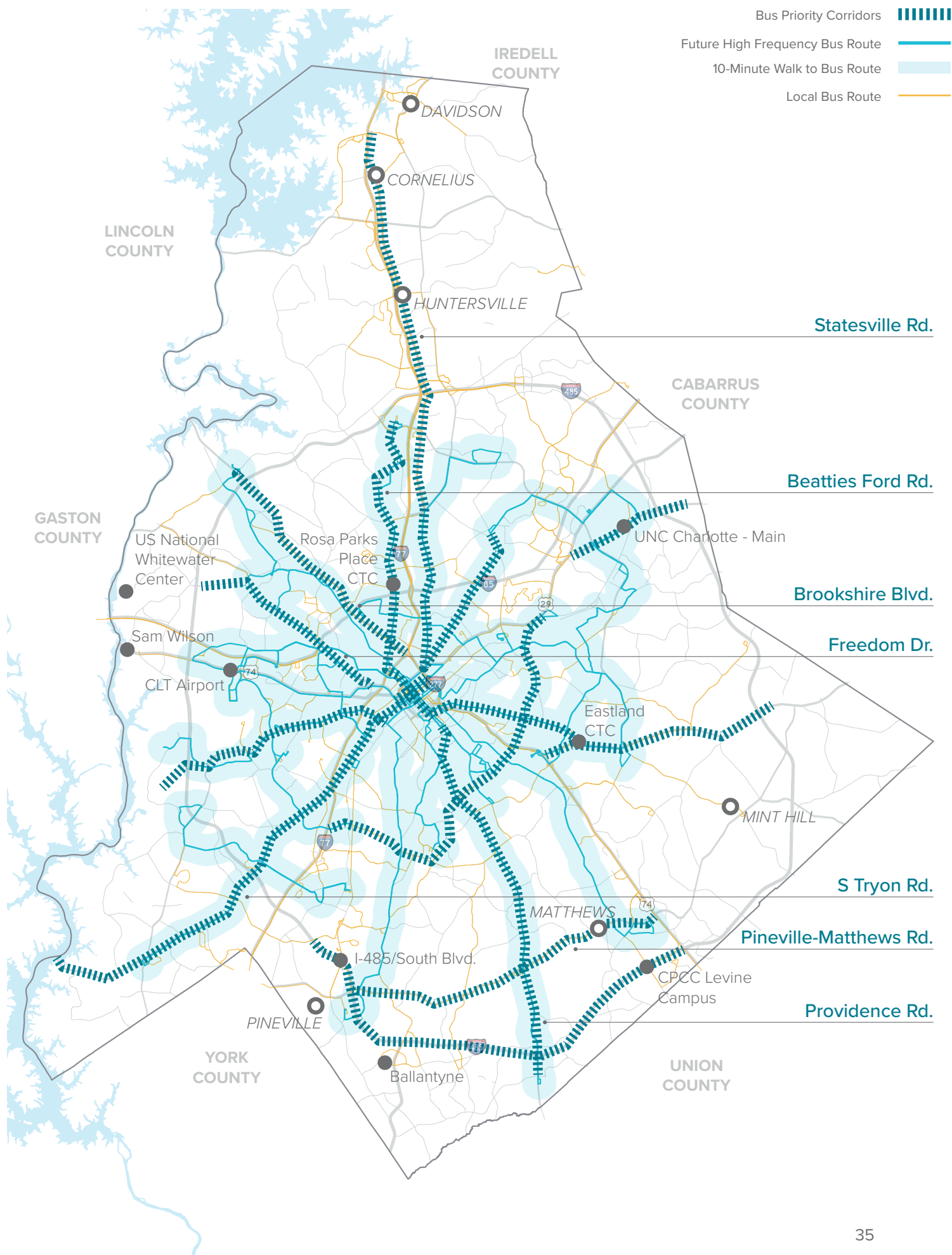
~140

Miles of Bus Priority Corridor Investment

22-Route High Frequency Bus Network

IMPLEMENTING OUR PLANS

- Charlotte Future 2040 Comprehensive Plan
- Strategic Energy Action Plan (2018)
- CONNECT Beyond Regional Mobility Initiative
- Envision My Ride – Bus Priority Study
- Envision My Ride (2018)





GREENWAY SYSTEM

Charlotte MOVES will

Extend our greenways and connect a regional system dedicated to
pedestrians and cyclists, *supporting walking and biking as a natural extension of our
daily travel and recreation.*



“Success means a comprehensive greenway network for the Charlotte Region that supports a mode shift goal.”

- Charlotte MOVES Task Force

GREENWAY SYSTEM



BIG IDEA

Create Pedestrian and Bike Superhighways

Mecklenburg County's Greenway Master Plan is the foundation of our dedicated pedestrian and bicycle system.

Together, the county, towns, and city can build a greenway system that supports a more livable and attractive community, connecting neighborhoods and services, and reaching the broader region for recreation and commuting.

This program accelerates the implementation of our Greenway Master Plan and the Charlotte portions of the larger Carolina Thread Trail network, focusing on creating complete north-south and east-west corridors that connect to employment centers, parks, schools, and daily needs.

Program Highlights

Mooresville to Charlotte Trail:

- *Planned regional corridor through north Mecklenburg and extending to Pineville along Big Sugar Creek*
- *Alignment connects Mooresville, Davidson, Cornelius, Huntersville, Charlotte, Pineville*
- *Supports future extension through Iredell County to Statesville*

~115

**Miles of New Greenway
Investment**

Cross Charlotte Trail (XCLT) 2.0:

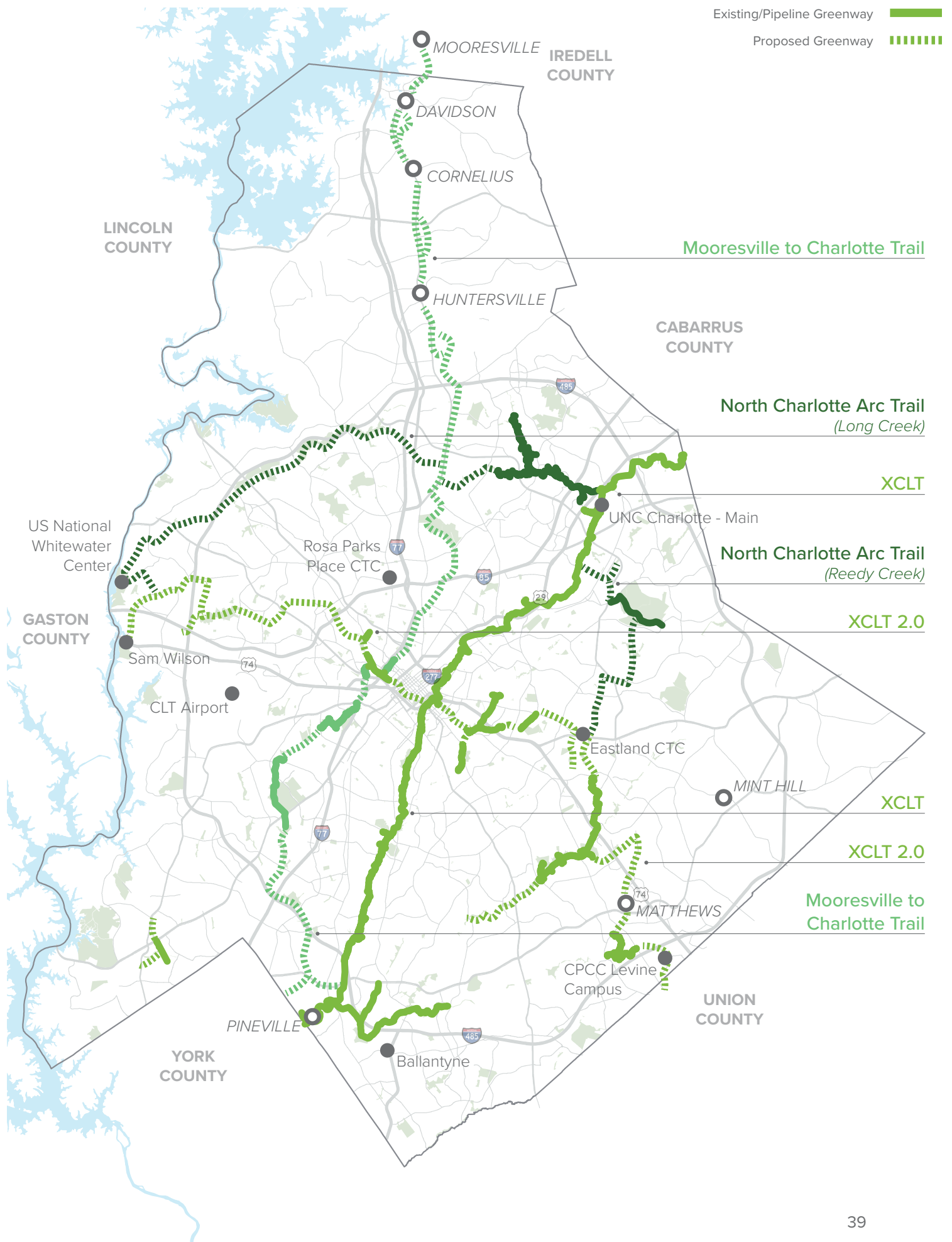
- *New east-west counterpart to current XCLT alignment connects Catawba River (US National Whitewater Center), west side neighborhoods, Uptown Charlotte, east side neighborhoods, Silver Line LRT, Matthews*
- *Completes current XCLT connection to Cabarrus County*

North Charlotte Arc Trail:

- *New cross-county, east-west corridor*
- *Alignment connects Catawba River (US National Whitewater Center), Northlake, UNCC, XCLT, Blue Line LRT, Reedy Creek Park and Nature Preserve, Silver Line LRT*

IMPLEMENTING OUR PLANS

- *Charlotte Future 2040 Comprehensive Plan*
- *Strategic Energy Action Plan (2018)*
- *Charlotte Bikes (2017)*
- *Charlotte Walks (2017)*
- *Meck Playbook – Park & Rec Master Plan*
- *Mecklenburg County Greenway Master Plan (2008)*

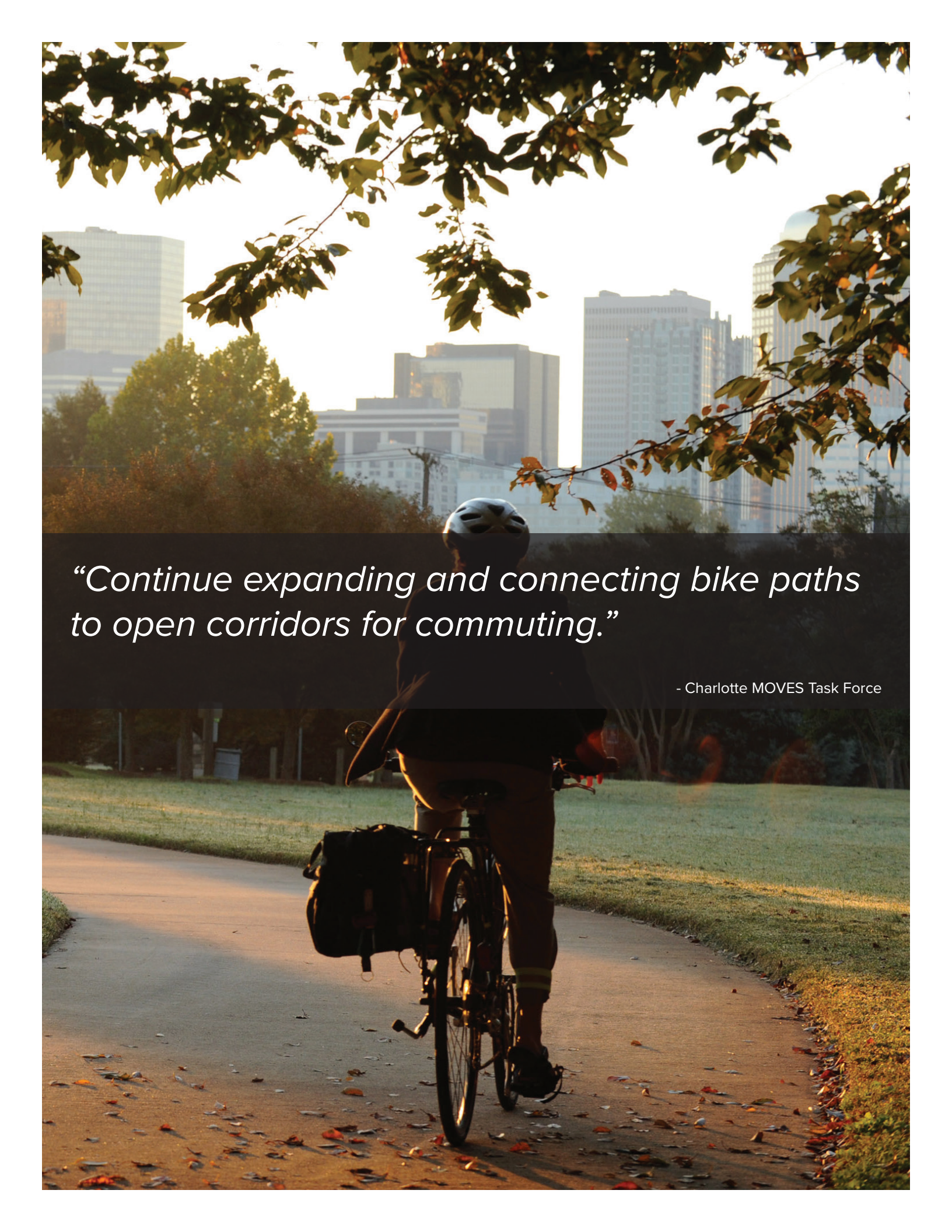




BICYCLE NETWORK

Charlotte MOVES will

Implement our bicycle vision and stitch together a network of commuting corridors, establishing cycling as integral part of our mobility culture.

A person wearing a helmet and a dark jacket is riding a bicycle away from the camera on a paved path. The path is lined with grass and trees, and there are fallen leaves on the ground. In the background, a city skyline with several tall buildings is visible under a hazy sky. The scene is captured in a warm, golden light, suggesting late afternoon or early morning. The text is overlaid on a dark, semi-transparent rectangular area in the center of the image.

“Continue expanding and connecting bike paths to open corridors for commuting.”

- Charlotte MOVES Task Force

BICYCLE NETWORK



BIG IDEA

Stitch Together Commuting Corridors

An expansive cross-county network for bicycles, scooters, and emerging technologies will establish connected corridors for bicycle commuting.

This “AAA”, All Ages and Abilities, system will serve to transform the recreational perception of cycling into one that is integral to our daily life and commuting.

This program extends bike connections between major mobility hubs and employment centers, links key greenways, and fills priority gaps in our bicycle network to connect people to jobs and critical needs.

Program Highlights

Uptown CycleLink:

- *Planned network of AAA bike facilities to support cycling into/across Uptown with regional connections.*

Silver Line Rail Trail:

- *New county-wide, east-west corridor from Belmont to Matthews that creates first/last-mile connections to Silver Line LRT*

Urban Trails:

- *New bicycle facilities that fill gaps between major greenway corridors and creates the City Loop Connector route around Uptown*

Commuting Corridors:

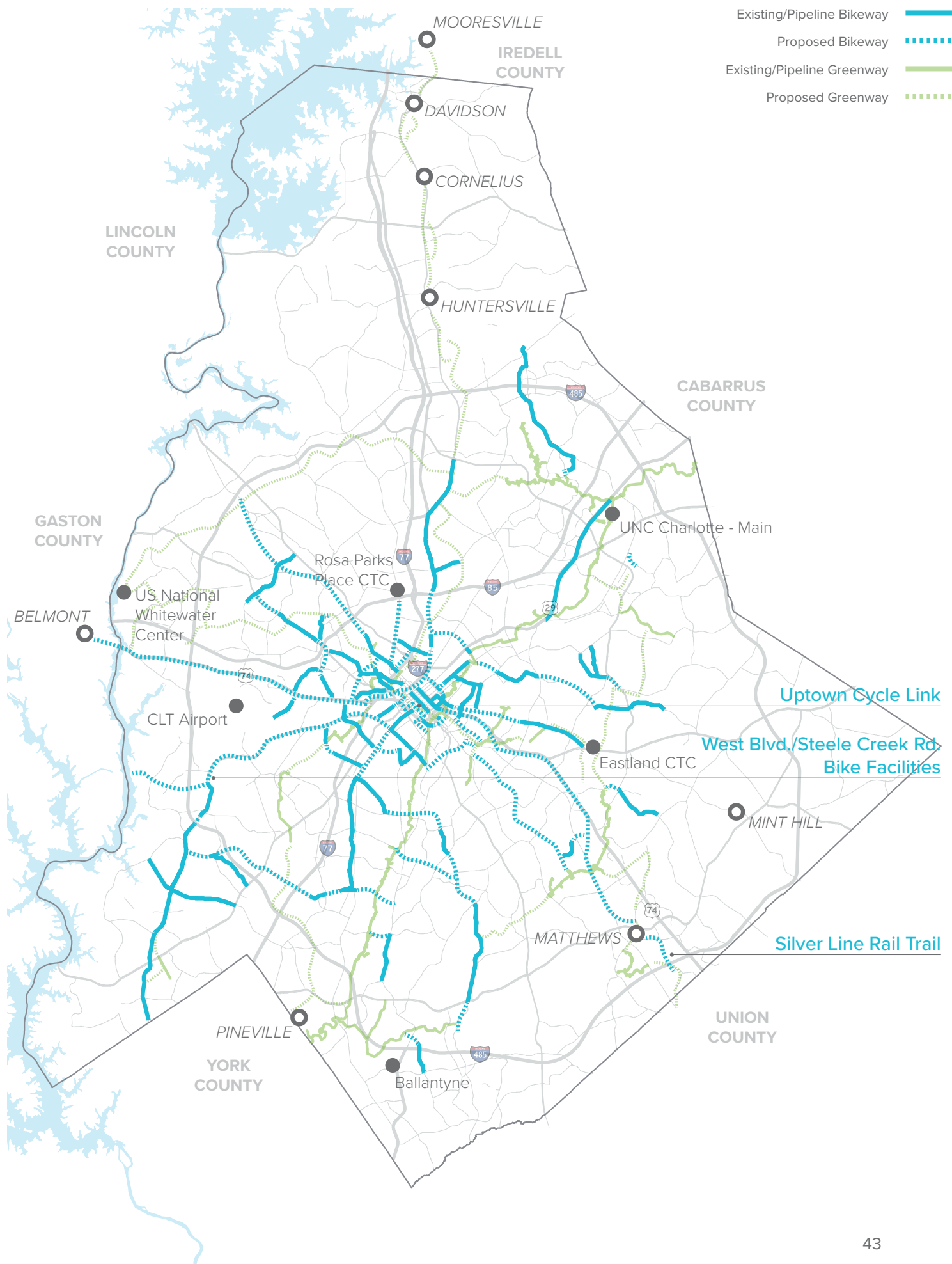
- *Statesville Ave./Old Statesville Rd. North End to Huntersville*
- *Colony Rd./Rea Rd. Selwyn Park to Ballantyne*
- *Bike Route 9. Elizabeth to Matthews*
- *Central Ave./Idlewild Rd. Plaza Midwood to Mint Hill*
- *Steele Creek Rd./West Blvd. Corridor. SouthEnd to Steele Creek*
- *Brookshire Blvd. Corridor. Five Points to Mountain Island*

~75

**Miles of Bike Network
Investment**

IMPLEMENTING OUR PLANS

- *Charlotte Future 2040 Comprehensive Plan*
- *Strategic Energy Action Plan (2018)*
- *Charlotte MOVES Strategic Mobility Plan*
- *Charlotte Bikes (2017)*
- *Mecklenburg County Greenway Master Plan (2008)*





PEDESTRIAN WALKABILITY

Charlotte MOVES will

Prioritize walkability and invest in first- and last-mile connectivity, *elevating the pedestrian as the foundation of our mobility and community identity.*

A photograph of a city street scene. In the foreground, a man in a blue shirt and dark pants is walking across a crosswalk. A dark car is driving away from the camera on the road. The street is lined with lush green trees and modern buildings in the background. A semi-transparent dark box is overlaid on the middle of the image, containing a quote in white text.

“We need regional connectivity with pedestrian walkability and biking lanes in neighborhoods.”

- Charlotte MOVES Task Force

PEDESTRIAN WALKABILITY



BIG IDEA

Go All-In on the First and Last Mile

The first and last mile of every trip should be safe, useful, and inviting as a pedestrian.

A safe pedestrian environment is the foundation of our walkable city, with complete sidewalks, lighting, and increased crossings to accommodate all ages and abilities.

This program focuses pedestrian investment along our mobility corridors and in activity centers to make our streets beautiful and inviting, with convenient access to our daily needs and mobility options.

Program Highlights

First and Last Mile:

- Fill critical sidewalk gaps along key mobility corridors (rapid transit, bus, bike, greenways)
- Enhance walkability (sidewalks, crosswalks, lighting, wayfinding) in activity centers and transit station areas

Pedestrian Safety:

- Improve pedestrian safety and connectivity with new pedestrian crossings and lighting

Mobility Hubs:

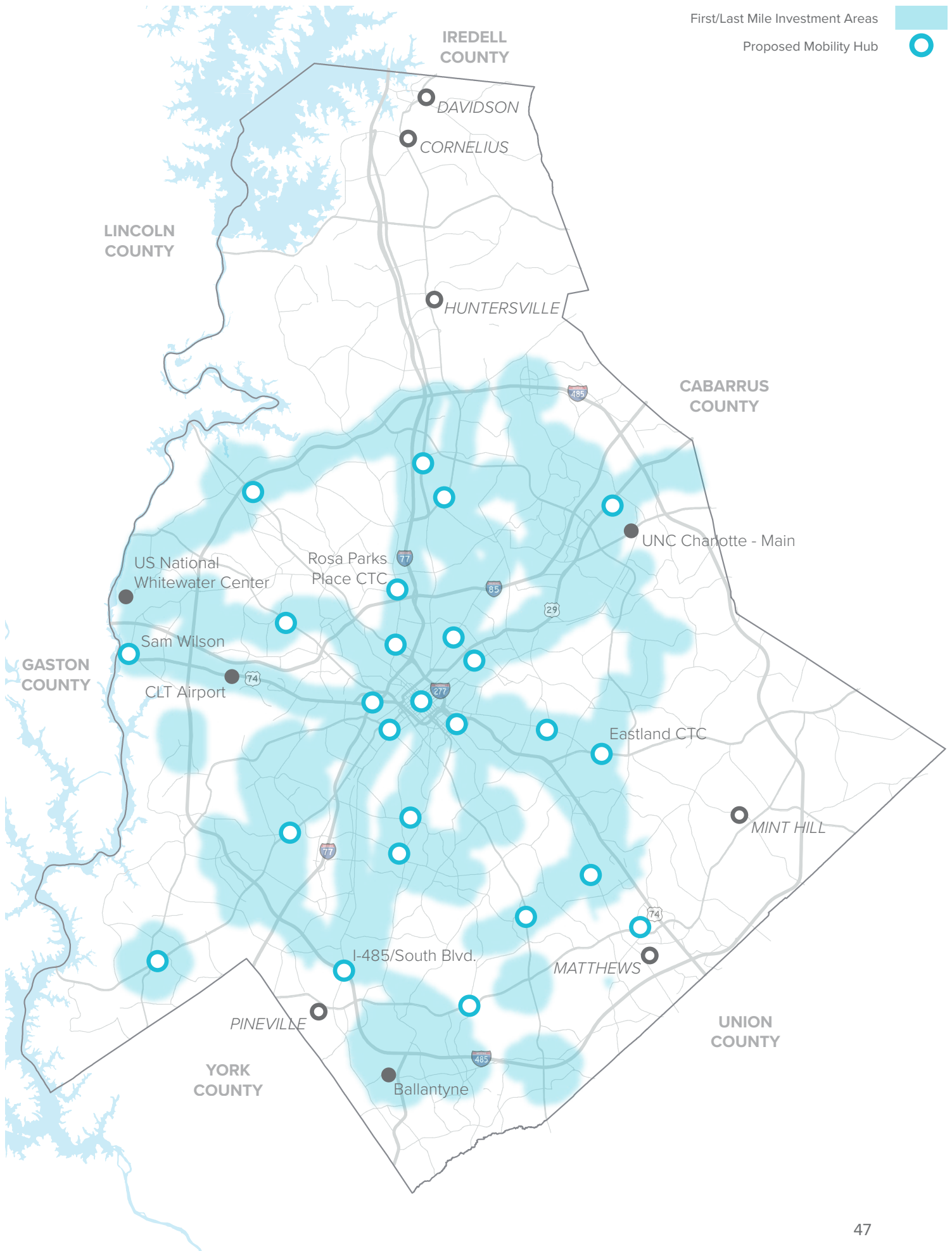
- Mobility Hubs to provide seamless transfer to other modes and micro-mobility services
- Located at the intersection of key mobility corridors (rapid transit, bus, bike, greenways)

~150

**Square Miles of Focused
First and Last Mile Pedestrian
Investment**

IMPLEMENTING OUR PLANS

- Charlotte Future 2040 Comprehensive Plan
- Strategic Energy Action Plan (2018)
- Charlotte MOVES Strategic Mobility Plan
- Charlotte Walks (2017)
- Vision Zero Action Plan (2018)
- Mecklenburg County Greenway Master Plan (2008)



First/Last Mile Investment Areas

Proposed Mobility Hub





ROADWAY NETWORK

Charlotte MOVES will

Increase safety and extend the capacity and connectivity of our roadway network, *managing our roads and rights-of-way with targeted investment and technical innovation.*



“We need to address traffic congestion and the cumulative effect of growth on our quality of life.”

- Charlotte MOVES Task Force



ROADWAY NETWORK



BIG IDEA

Focus on Safety, Capacity, and Connectivity

Our investment in the roadway network will serve to provide safe multimodal options, manage areas of high congestion, and expand street grid connectivity.

The design of our roads will put people first, with complete streets that consider all modes of travel (pedestrian, bike, transit, car) in order to focus on moving people, not just cars.

This program capitalizes on funding partnerships to build our mobility infrastructure, by extending planned State (NCDOT) and private investment to accelerate implementation, minimize cost and maximize value.

Program Highlights

Safety – Vision Zero:

- *Invest in safety improvements on the 10% of our streets where 100% of fatal and serious injury occur*

New Street Connections:

- *Build new streets, prioritizing planned corridors in areas with limited connectivity*
- *Examples: Bryant Farms Road, Carowinds Boulevard*

Congestion Management:

- *Targeted capacity and traffic flow investment in priority intersections*
- *Area-wide capacity investment in congestion management areas of high growth and development*

Connectivity Program and Partnerships:

- *Partner on new street connectivity and mobility investment in planned state and private investment projects*

~60

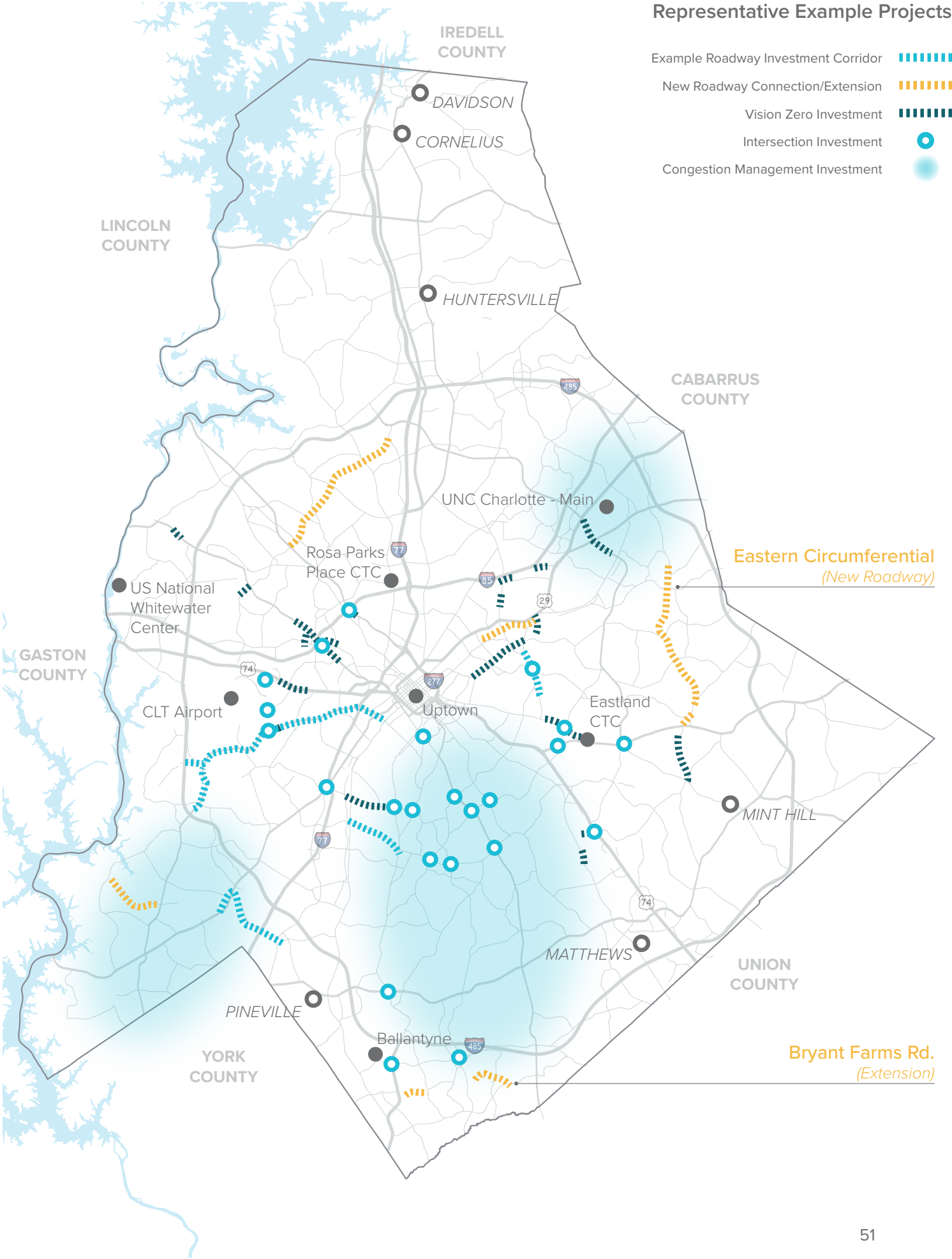
**Miles of Roadway Corridor
Investment**

IMPLEMENTING OUR PLANS

- *Charlotte Future 2040 Comprehensive Plan*
- *Strategic Energy Action Plan (2018)*
- *Charlotte MOVES Strategic Mobility Plan*
- *Vision Zero Action Plan (2018)*
- *Transportation Action Plan (2017)*
- *Metropolitan Transportation Plan (2016)*

Representative Example Projects

- Example Roadway Investment Corridor
- New Roadway Connection/Extension
- Vision Zero Investment
- Intersection Investment
- Congestion Management Investment

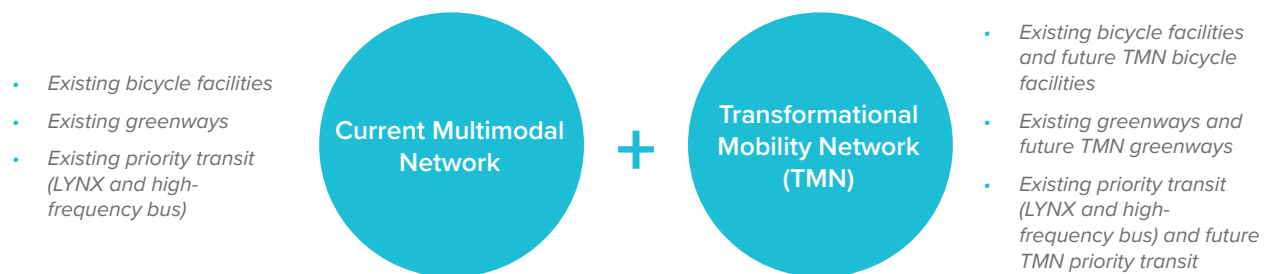


TRANSFORMATIONAL MOBILITY NETWORK

A Focus on Outcomes

The TMN was evaluated in order to assess the benefits it would provide to the City. The outcomes of that evaluation are highlighted in this section.

What did we measure?



How did we measure it?

Spatial Analysis. GIS software was used to assess the current multimodal network and the TMN.

Charlotte Regional Transportation Planning Organization (CRTPO) Travel Demand Model. Travel demand model data was used to assess future year conditions.

2050 Horizon Year. Assumed a horizon year of 2050 for evaluation of TMN and future growth.

What are the results?

Results were organized around four themes based on feedback from the Charlotte MOVES Task Force and overlap with themes from the 2040 Comprehensive Plan:



Health

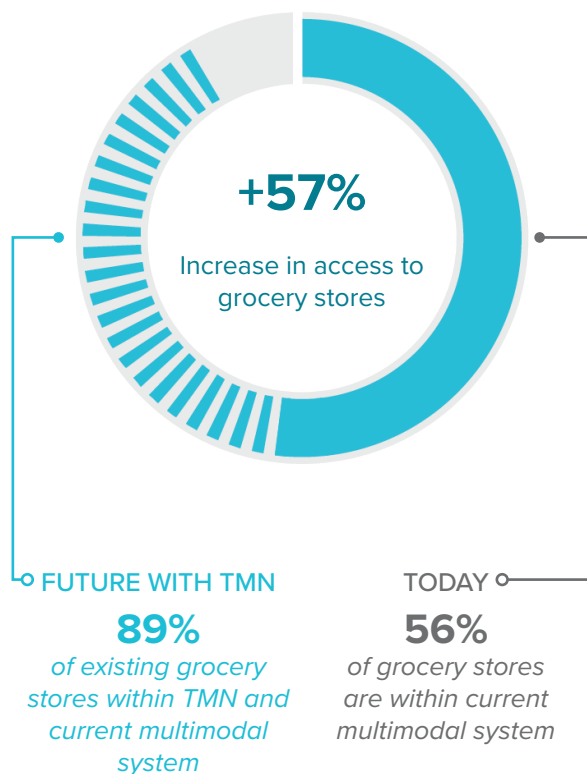


Charlotte Future 2040 Objective

1A | Increase access to fresh, healthy food opportunities

Measure

Access to Grocery Stores within 1/2 mile of TMN

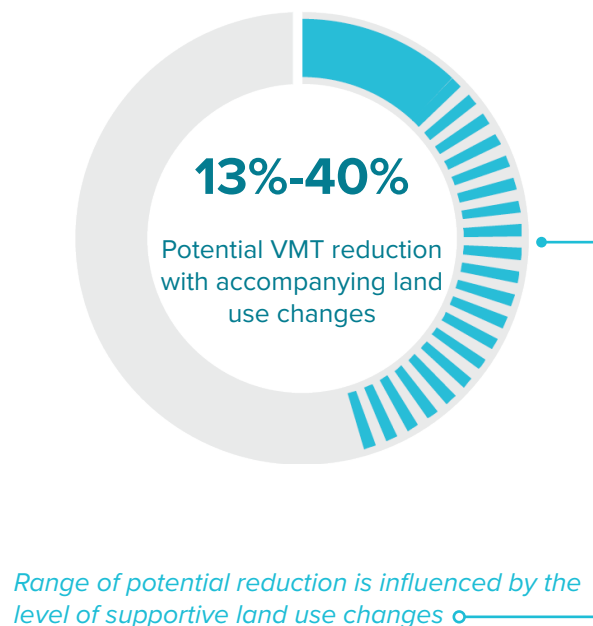


Charlotte Future 2040 Objective

5D | Increase the share of trips made without a car to broaden the connectivity and capacity of our transportation infrastructure

Measure

Vehicle miles traveled (VMT) reduction resulting from transit implementation and transit-oriented development (TOD)



Measured using the Transit Cooperative Research Program (TCRP) Benefit Calculator developed for the FTA



Safety

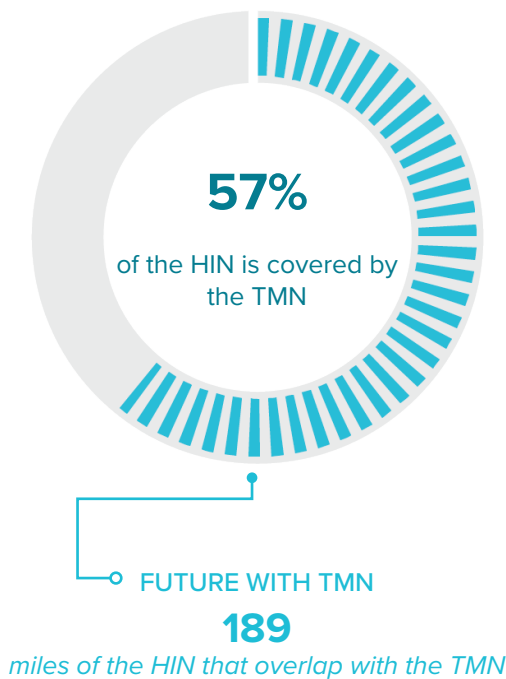


Charlotte Future 2040 Objective

5A | *Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone*

Measure

Vision Zero High Injury Network (HIN) overlap

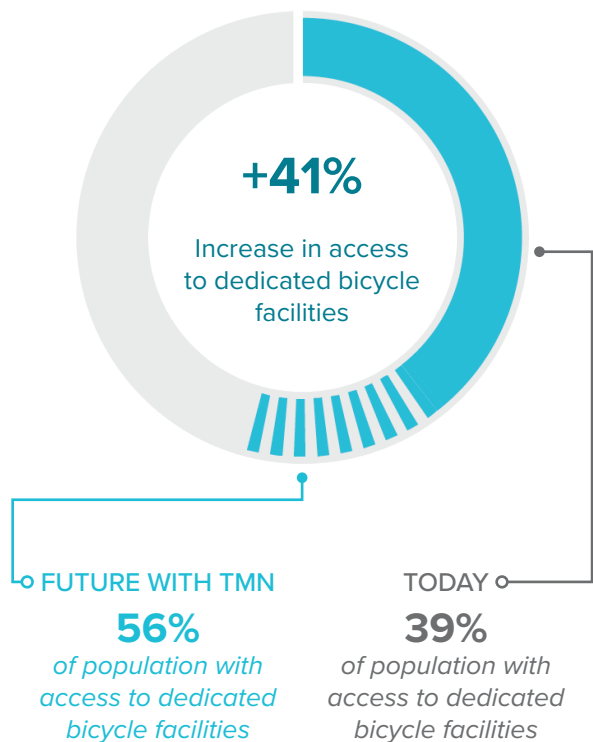


Charlotte Future 2040 Objective

5D | *Increase the share of trips made without a car to broaden the connectivity and capacity of our transportation infrastructure*

Measure

Population within 1/2 mile of dedicated bicycle facilities



Equity and Access to Opportunity



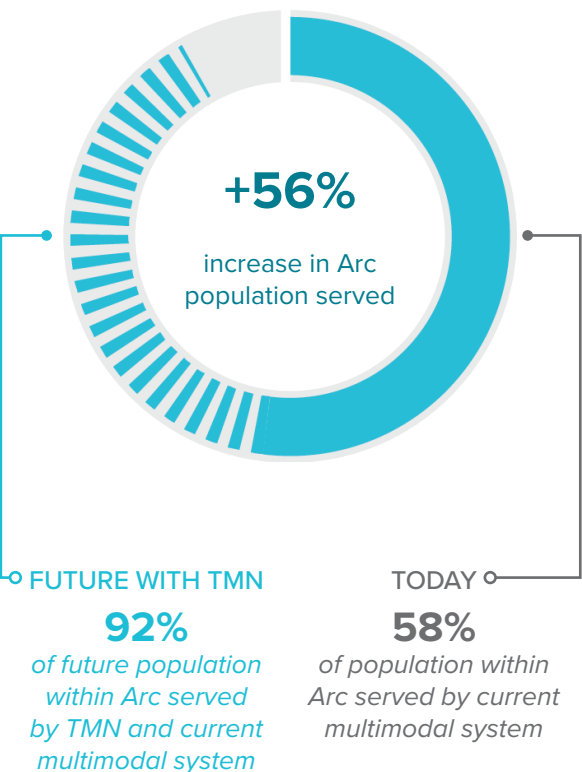
Charlotte Future 2040 Objective

5B | Increase access in our historically under-invested communities and travel modes to support equitable and affordable travel options

Measure

Arc population served by TMN

(within 1/2 mile)



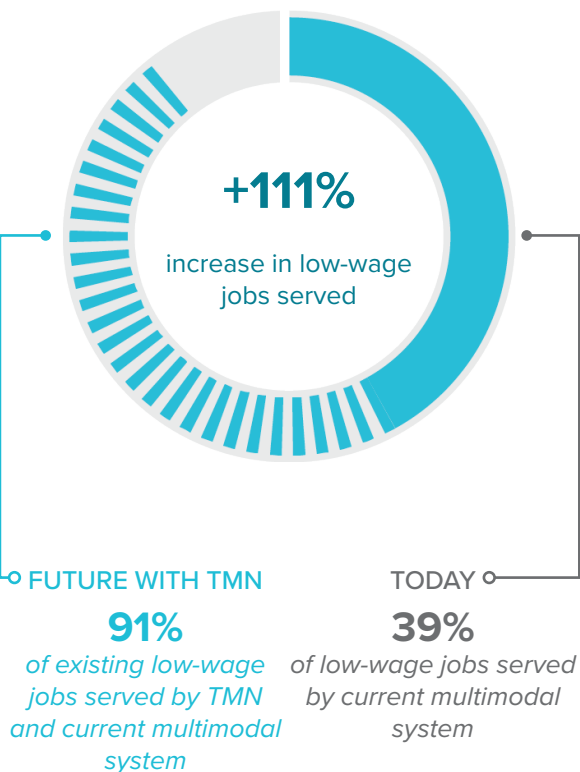
Charlotte Future 2040 Objective

5B | Increase access in our historically under-invested communities and travel modes to support equitable and affordable travel options

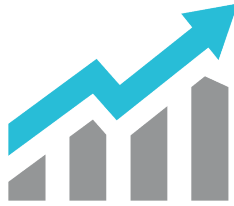
Measure

Low-wage jobs within 1/2 mile of TMN

(jobs paying less than \$1,250 per month)



Regional Growth and Connectivity

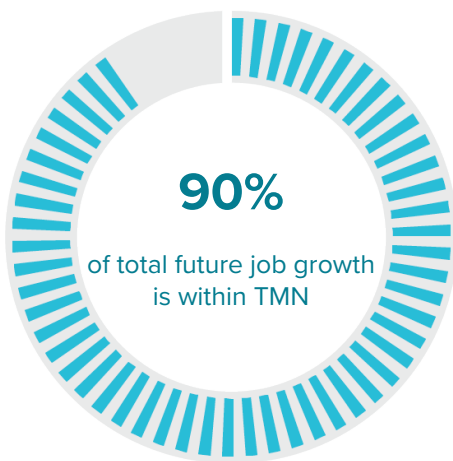


Charlotte Future 2040 Objective

4E | Increase the number of moderate- to high-intensity developments along regional transit and trail routes

Measure

New job growth within 1/2 mile of TMN



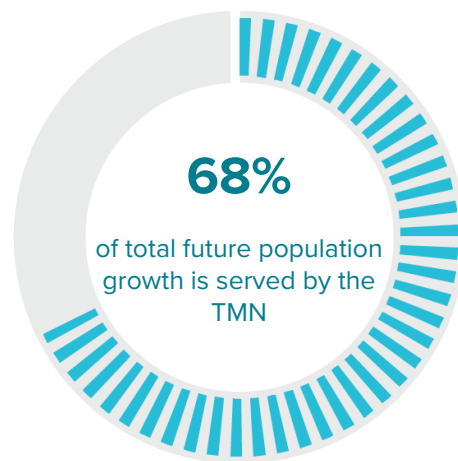
Based on CRTPO growth projections for 2050

Charlotte Future 2040 Objective

4E | Increase the number of moderate- to high-intensity developments along regional transit and trail routes

Measure

New population growth within 1/2 mile of TMN



Based on CRTPO growth projections for 2050







4 HOW

THE FUNDING STRATEGY



THE FUNDING STRATEGY

The Funding Strategy is intended to answer the fundamental question - How can Charlotte and the region financially support and fund the implementation of the Transformational Mobility Network?

The Task Force process revealed a clear distinction between a Funding Strategy and a detailed Financial Program. Despite similar wording, the differentiation is largely a function of the order of operations, scope of considerations, and decision-making required.

The Funding Strategy is the first step to a more detailed Financial Program that will need to be prepared to further test and refine the funding recommendations of the Task Force.

The Funding Strategy is based on the following key characteristics: time and duration, program scale and amount, and funding sources.

1 TIME AND DURATION

Constructing the Transformational Mobility Network will take time. Each project will require design and permitting; some will require additional rights-of-way; and in the case of key transit projects, funding partnerships from State and Federal sources.

In addition, some projects still face major hurdles for implementation such as the necessary negotiation with Norfolk Southern Railroad for the use of the rail corridor for the Lynx Red Line.

The Transformational Mobility Network is intended to be a mobility investment program that can be implemented within a 10+ year period. Some projects may take longer than 10 years to implement; however, it is expected that the full mobility investment program will advance and be substantially completed during this time frame.



~90

Miles of New Rapid Transit
Corridor Investments



~140

Miles of Bus Priority
Corridor Investment



~115

Miles of New Greenway
Investment



~75

Miles of Bike Network
Investment



~150

Square Miles of Focused
First and Last Mile Pedestrian
Investment



~60

Miles of Roadway Corridor
Investment

2 PROGRAM SCALE & AMOUNT

The Transformational Mobility Network is a program of multimodal projects and investments covering transit, greenway, pedestrian, bicycle and roadway projects derived from our existing and adopted plans.




This program of mobility investment is estimated to cost between \$8 to \$12 billion to design, build, and finance. This cost estimate is based on assumptions and program estimates in our existing plans and will require further refinement during the development of a detailed financial program.

3 FUNDING SOURCES

The funding strategy assumes a 50-50 funding approach where local funding sources account for 50% of the total cost with the remainder funded through State and Federal sources.

Funding the Transformational Mobility Network will require securing partnerships, redeploying existing sources (planned capital investment), and identifying new funding sources.

Charlotte MOVES Funding Strategy

 TIME & DURATION	 PROGRAM SCALE & AMOUNT	 FUNDING SOURCES
<p>Construction: 10+ Years</p> <p>Financing: 30 Years</p> <p>Exact duration influenced by an agreed upon financial plan and construction program</p>	<p>Total Program: \$8 to \$12 Billion</p> <p>Local Portion: \$4 to \$6 Billion</p> <p>Program includes design, construction, operation, maintenance, and financing</p>	<p>Partnerships: State & Federal Grants</p> <p>Existing Sources: Planned Capital Investment</p> <p>Primary New Source: Increased Sales Tax</p> <p>Secondary New Source*: Dedicated Property Tax</p> <p><small>*If needed</small></p>

FUNDING SOURCES

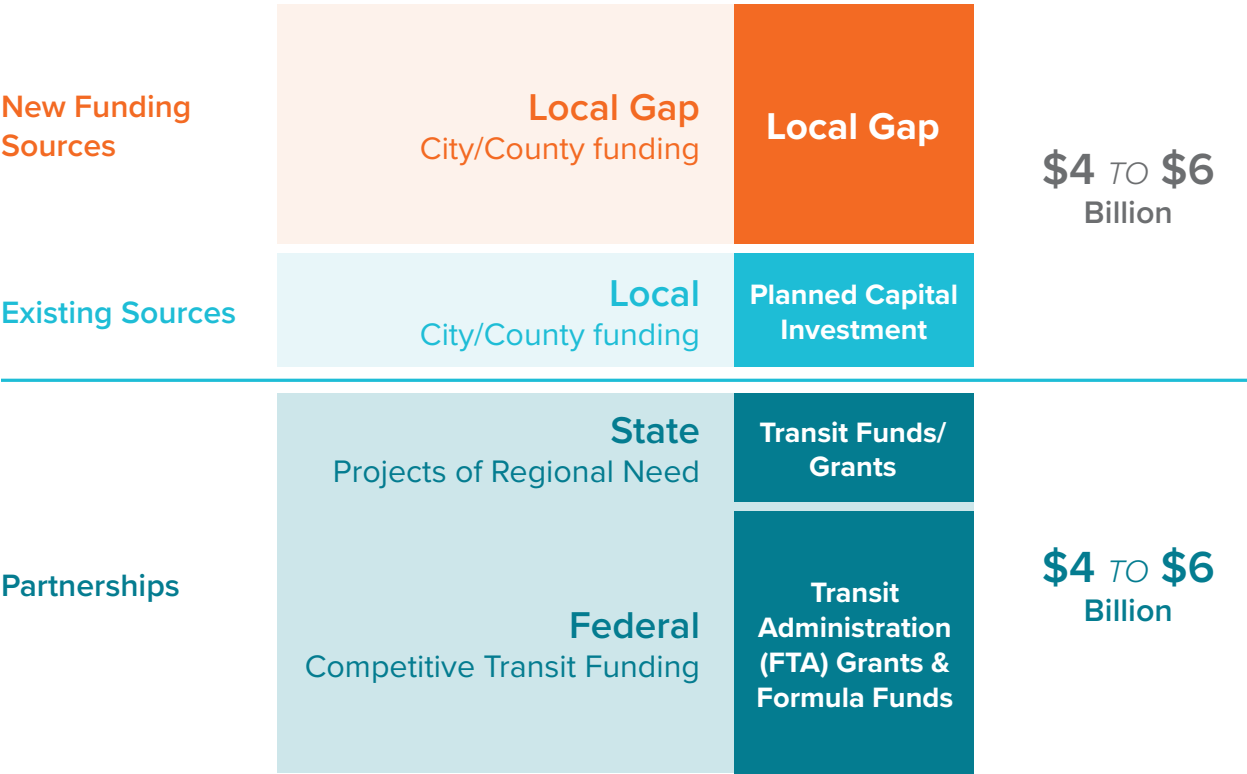
50-50 Funding Approach

The Funding Strategy assumes a 50-50 funding approach where local funding sources account for 50% of the total cost with the remainder funded through State (NCDOT) and Federal (Federal Transit Administration) sources. Federal Transit Administration funding is dedicated to rail and bus transit investments.

This assumption is based on Charlotte’s successful partnerships implementing the Blue Line (light rail) project where Federal (Federal Transit Administration) sources committed 50%, State (NCDOT) sources committed 25%, with local (sales tax) sources committed the remaining 25% of the cost (a 75-25 funding split).

A more conservative 50-50 approach is assumed based on current economic conditions and potential reduced level of funding support anticipated from our State and Federal partners, maintaining a favorable but realistic funding approach.

The result of the 50-50 funding approach requires dedicated local revenues to cover our 50% portion of the TMN, equaling \$4 to \$6 billion in local mobility investment.



Partnerships State and Federal

The Funding Strategy assumes a 50% partnership and commitment of funding from State (NCDOT) and Federal (Federal Transit Administration) sources equaling \$4 to \$6 billion. Federal Transit Administration funding is dedicated to rail and bus transit investments. Fully funding the TMN hinges on successful partnerships with the State's General Assembly and NCDOT and the FTA.

Existing Sources Capital Improvement Program

The Funding Strategy assumes the utilization and leveraging of existing and planned capital investment in transportation to support the mobility investment program and advance the goals of the Charlotte Future 2040 Comprehensive Plan.

Charlotte has a history of supporting transportation bonds to fund mobility investment through our Capital Investment Program (CIP). Typically, every two years a transportation bond referendum is on the ballot with the most recent approved in November 2020 for \$102 million.

At an annual rate of \$50 million, the application of these funds has the potential to generate \$1.5 billion over a 30-year finance period. The integration of this funding into the broader program ensures that our collective set of investments is working towards a common set of shared objectives while contributing to the local funding of the Transformational Mobility Network.

New Funding Sources

Multiple sources of new local funding revenue were considered to fund the local portion of the program.

The Transportation Action Plan and 2030 Transit Plan both identify a variety of new funding sources that have the potential to support capital projects, operations, and maintenance. This list includes vehicle registration fees, transit advertising revenue, public-private partnerships, value capture methods, and transportation impact fees among others.

Each of these has their own potential and comes with specific requirements and approvals. While many of these have the potential to generate significant revenue, they fall short of being able to support a program of this scale.

Of the options considered, the Task Force concluded that there are only a few revenue sources that align with the scale of the program. These sources are characterized as:

Primary. Increased sales tax

Secondary. Dedicated property tax increase and vehicle registration fee

	Description	Authority/Approval	Scale
<i>Increased Sales Tax</i>	Increased Sales Tax <i>Geography: County</i> <i>Directly pledged to new Revenue Bond financing</i>	<i>State Authority</i> <i>County Commission Approval</i> <i>Voter Referendum</i>	\$\$\$\$\$ <i>Moderately Stable</i>
<i>Dedicated Property Tax</i>	Dedicated Property Tax <i>Geography: City of Charlotte</i> <i>Source for additional General Obligation Bond financing</i>	<i>City Council Approval</i>	\$\$ <i>Stable</i>
<i>Other</i>	<i>Further evaluation will determine if other sources are appropriate (motor vehicle license, transit ad revenue, P3, etc.)</i>	<i>TBD</i>	<i>TBD</i>

Primary New Funding Source

INCREASED SALES TAX (One Cent for Mobility)

We have been good stewards of our current dedicated transit sales tax (approved 20 years ago) to fund the local portion of Blue Line LRT construction, bus fleet and service expansion, and related operation. There hasn't been a change to the transit sales tax since its inception and an increase has the potential to generate significant revenue.

Sales taxes are generally considered a regressive form of taxation (affecting the lower income brackets disproportionately when compared to upper income brackets and measures should be taken to reduce the regressive impact to vulnerable populations by eliminating the tax on groceries and medications (as currently) and considering the feasibility of a transit fare reduction program.

Rather than using the sales tax exclusively for transit (as has been done in the past) the Task Force suggested a universal application of the revenue to support all portions of the mobility infrastructure program ("Once Cent for Mobility").

Approving a sales tax increase requires the State enabling legislative authority, County Commission approval and a voter referendum.

Potential Sales Tax Revenues

Rate Increase	Annual Revenue*	30-Year Revenue	Example Tax Increase**
0.50%	\$110 Mil	\$3.3 Billion	\$90
1.00%	\$220 Mil	\$6.6 Billion	\$180

*Actual influenced by volume and value of total transactions

**Assuming a household income of \$60,000 with 30% (\$18,000) spent on taxable goods and services and a current sales tax 7.25% * \$18,000 = ~\$1,305 annually

Comparison of Peer Community Sales Tax:

Sales Tax	City	Local Portion For Transit/Transportation	
10.25%	Chicago	1.25%	Transit
9.5%	Los Angeles	2.0%	Transit & Transportation
9.25%	Oakland	1.0%	Transit & Transportation
9.25%	Nashville	None	No state income tax
8.9%	Atlanta	1.5%	Transit
8.5%	San Francisco	1.0%	Transit & Transportation
8.31%	Denver	1.0%	Transit
8.25%	Austin/Dallas/Houston	1.0%	Transit, no state income tax
8.0%	Cleveland	1.0%	Transit
7.5%	Durham	0.5%	Transit
7.25%	Charlotte	0.5%	Transit
7.25%	Raleigh	0.5%	Transit

Secondary New Funding Sources

DEDICATED PROPERTY TAX INCREASE

A property tax increase could be a source for additional General Obligation (GO) Bond financing to fund a range of mobility projects supporting the primary funding source of a dedicated sales tax.

Approving a property tax increase requires City Council approval.

Potential Property Tax Revenues

Rate Increase	Annual Revenue*	30-Year Revenue	Example Tax Increase**
1¢	\$14 million	\$420 million	\$21.48
2¢	\$28 million	\$840 million	\$42.96
3¢	\$42 million	\$1.26 billion	\$64.44
4¢	\$57 million	\$1.71 billion	\$85.92

**Example Annual Property Tax Bill Increase: City portion calculated on the 2020 Median Home Value of \$214k with a \$2,072.82/year property tax bill (combined City/County)*

VEHICLE REGISTRATION FEE INCREASE

There are several peer communities that use vehicle registration fees to fund transportation investments. The current City fee of \$30 is allocated to CATS (\$25) and the City's General Fund (\$5).

Approving a vehicle registration fee increase requires State enabling legislative authority, and City Council approval (city fee).

Potential Vehicle Registration Fee Revenues

City Fee Increase*	Additional Annual Revenue	30-Year Revenue
\$1	\$880K	\$26.4 million
\$5	\$4.4 million	\$132 million
\$10	\$8.8 million	\$264 million

*Current City Fee: \$30 (\$25 to CATS, \$5 to General Fund)

HOW DOES CHARLOTTE COMPARE?

North Carolina Tax and Fee Comparison

When considering new or increased taxes or fees it is useful to compare Charlotte to other communities.

It is difficult to compare the tax and fee structure of Charlotte to other national cities given the diversity of governance structures and varied state approach to income tax, property tax, sales tax and other fees.

The chart on the adjacent page compares Charlotte's taxes and fees with the 10 largest cities in North Carolina.

KEY FINDINGS

- *Charlotte has the lowest combined tax/fee burden of the 10 largest cities in North Carolina despite being the only city supporting a rail transit program.*
- *Charlotte ranks in the bottom third for combined city/county property tax (with Cary and Raleigh being only slightly lower and High point being the highest)*
- *Our local sales tax is equal to Raleigh and Cary and within the range of all 10 communities despite being the only community supporting a rail transit program.*
- *Our combined service fees place Charlotte in the bottom half of all 10 communities (and in the middle of the range for total service fees).*

NC Tax and Fee Comparison | 2020

	Charlotte	Raleigh	Cary	Wilmington	Concord	Greensboro	Durham	Winston-Salem	Greenville	Fayetteville	High Point
Property Tax*											
Property Tax Rate (City)	0.3481	0.3552	0.3500	0.4984	0.4800	0.6625	0.5317	0.6374	0.5200	0.4995	0.6475
Property Tax Rate (County)	0.6169	0.6000	0.6000	0.5550	0.7400	0.7305	0.7122	0.7435	0.6797	0.7990	0.7305
Combined Tax Rate	0.9650	0.9552	0.9500	1.0534	1.2200	1.3930	1.2439	1.3809	1.1997	1.2985	1.3780
Combined Property Tax Bill	\$2,073	\$2,052	\$2,041	\$2,263	\$2,621	\$2,992	\$2,672	\$2,966	\$2,577	\$2,789	\$2,960
Sales Tax											
Sales Tax Rate (Local Portion)	2.50%	2.50%	2.50%	2.25%	2.25%	2.00%	2.75%	2.25%	2.25%	2.25%	2.00%
Average Sales Taxes	\$450	\$450	\$450	\$405	\$405	\$360	\$495	\$405	\$405	\$405	\$360
Fees											
County Fees (Waste & Vehicle)	\$40	\$20	\$35	\$0	\$0	\$0	\$15	\$0	\$120	\$0	\$0
City Average Annual Water/Sewer Bill	\$817	\$887	\$1,016	\$883	\$779	\$603	\$806	\$772	\$907	\$907	\$967
Storm Water	\$129	\$66	\$0	\$100	\$62	\$47	\$87	\$54	\$80	\$72	\$48
Vehicle	\$60	\$60	\$60	\$0	\$60	\$60	\$0	\$0	\$60	\$10	\$40
Waste	\$68	\$173	\$234	\$256	\$27	\$0	\$0	\$0	\$192	\$190	\$168
Recycling	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Fees	\$1,113	\$1,262	\$1,345	\$1,240	\$928	\$710	\$908	\$826	\$1,359	\$1,179	\$1,223
Total Taxes and Fees	\$3,636	\$3,764	\$3,835	\$3,908	\$3,953	\$4,062	\$4,074	\$4,197	\$4,341	\$4,373	\$4,543

FUNDING MODEL

Summary of Local Funding Sources

The following chart summarizes the range of local funding sources considered and represents an application of the Funding Strategy, confirming the ability to generate the funding necessary for the local portion of the Transformational Mobility Network.

Application of the Recommended Funding Strategy | Example Funding Model

	Description	Authority/Approval	Rate Range	Per Year	30 Years
<i>Increased Sales Tax</i>	Geography: County Dedicated to new Revenue Bond financing	State Authority County Commission Approval Voter Referendum (Tax)	0.25% to 1.0%	\$55 to \$220 million	\$1.6 to \$6.6 billion
<i>Dedicated Property Tax</i>	Geography: City of Charlotte Source for additional General Obligation Bond financing	City Council Approval (Tax) Voter Referendum (Bonds)	1¢ to 4¢	\$14 to \$57 million	\$420 million to \$1.7 billion
<i>Other Sources</i>	Example: Vehicle Registration Tax	State Authority City Council Approval	Varies	+/- \$10 million	+/- \$300 million
New Funding Sources				\$79 to \$287 million	\$2.3 to \$8.6 billion
Planned Capital Investment (Transportation Bonds)				\$50 million	\$1.5 billion

**\$3.8 to
\$10.1 billion**

Detailed Financial Program

The Funding Strategy outlined in this report simply identifies available funding sources and demonstrates the financial ability of those sources to generate the local funding necessary to implement the Transformational Mobility Network.

The development of a more detailed Financial Program is necessary to consider other competing funding priorities, contemplate the influence of combined debt burdens on our bond ratings, refine project and program cost estimates, and calibrate a precise set of rates and amounts in order to request support from the legislature and the voting public.

CONSIDERATIONS

- *Seek funding partnership and support from Mecklenburg County Commission.*
- *Define sales tax as a “mobility tax” (One Cent for Mobility) to increase community awareness and strengthen our legislative support.*
- *Use our existing resources first! -Integrate the CIP funding as a committed portion of the local funding.*
- *Consider secondary funding sources but prioritize a single funding source – sales tax.*
- *Explore feasibility of a transit fare reduction program and/or other strategies to reduce the regressive nature of an increase in sales tax.*
- *Be mindful of other funding obligations of the city, we are in a unique time (Covid-19 financial impacts).*
- *State Transportation Funding – State is currently experiencing financial crisis and may not have funding designated.*

TASK FORCE

FUNDING STRATEGY RECOMMENDATION

Commit the RESOURCES to achieve the vision:

The Task Force proposes a clear and straightforward “single source” funding strategy for the *mobility investment program* (TMN) that considers the City and County’s growth over 30 years and fully funds implementation within a 10-year period financed over a 30-year timeframe. The Task Force understands that details of the financing will be worked out in a financing plan which considers other city priorities during the program timeframe.

Therefore, the Task Force recommends,
“**One Cent for Mobility**”:

1. A one cent sales tax for mobility projects (transit and non-transit) that excludes groceries and medication (as currently) to fund the local portion of the mobility investment program (TMN) with necessary State Legislative authorization and Mecklenburg County voter approval (“One Cent for Mobility” Referendum).
2. And (if needed to augment the sales tax), a significant one-time City of Charlotte Capital Investment Program (CIP) bond for mobility, supported through an increase in property tax and City voter bond approval.
3. Committing to a “One Cent for Mobility” referendum in the Fall of 2021.

TRANSPORTATION INVESTMENT IN CHARLOTTE AND THE REGION

Private Polling and Focus Groups

Earlier this year a multi-stage regional research project on transportation in the Charlotte area kicked off with third party Anzalone Liszt Grove Research and the American Cities Climate Challenge to measure quantitative and qualitative public support for transportation investment.

Private Polling

The research began in mid-August (during the COVID-19 pandemic) with quantitative research of 501 registered voters in Mecklenburg, Iredell, Gaston and Union Counties.

Key Findings:

- *Support across geographic, partisan and demographic lines for expanding transportation options in the Charlotte region for both economic and quality of life reasons.*
- *80% agree that having more transportation options is important.*
- *70% support expanding the number of local transportation options.*
- *80% agree businesses would benefit from new investments in transportation.*

Focus Groups

In November 2020, focus group sessions were conducted to explore public response to more specific transportation investments (rail transit, bus, bike, greenway, pedestrian, and roadway) and potential funding sources including new taxes. Five focus groups of six individuals each (for a total of 30 residents) were conducted and participants included residents of Mecklenburg, Iredell, Gaston and Union Counties and ranged in age (20's to late 60's), gender, race and political affiliation.

Key Findings:

- *General support for transportation investment and expressed excitement about the prospect of progress, noting that investment in transportation options is good for the community, good for business and good for future generations.*
- *Concern that Charlotte and the region will be left behind, recognizing that infrastructure isn't keeping up with the region's growth.*
- *An openness to identifying new funding sources (specifically increased sales tax) to ensure these transportation plans are implemented, expressing "progress cost money".*
- *Sensitivity to property tax increases in Mecklenburg County and raising fees, specifically vehicle fees which was a reaction disproportionate to the amount of potential revenue raised.*
- *There was also a desire to be more easily connected to Charlotte Douglas International Airport and the uptown area of Charlotte.*

ACKNOWLEDGMENTS

Charlotte MOVES Task Force

Harvey Gantt, *Task Force Chair*
Former Mayor, City of Charlotte

Aaron Lay
Attorney, Hamilton Stephens Steele & Martin

Betty Doster
Special Assistant to the Chancellor for
Constituent Relations, UNC Charlotte

Bill Coxe
Former Transportation Planner, Mecklenburg
County and the Town of Huntersville

Danielle Frazier
President & CEO, Charlotte Works

David Johnson
Founder & Director of Silent Images

David Ward
Chief Sustainability Officer, Brighthouse Financial

Elyas Mohammed
Senior Analyst, TIAA Financial Services, Board of
United Indian Community Forum

Eric Zaverl
Sustain Charlotte, Bike and Walk Program
Coordinator

Ernie Reigel
Attorney, Moore & Van Allen

Geraldine Gardner
Executive Director, Centralina Regional Council

Janet LaBar
President and CEO of the Charlotte Regional
Business Alliance (CLT Alliance)

Jim Marascio
Chief Delivery Officer and Chief Information
Officer, Accelerance

Karl Froelich
Founder, Convergent Resources

Keba Samuel
Vice Chair, Charlotte-Mecklenburg Planning
Commission

Ken May
Mecklenburg County Boy Scouts of America

Nick McJetters
Grove Park Neighborhood Association

Pedro Perez
Executive Director of Charlotte Family Housing
(CFH)

Raquel Lynch
Chief Program Officer at Goodwill Industries of
the Southern Piedmont

Reggie Henderson
Vice President of Government Affairs for Lowe's

Sonja Smith
CMS Educator & Band Director

Stefania Arteaga
ACLU of North Carolina, Statewide Immigrants'
Rights Organizer

Tami Simmons
Vice President of Institutional Advancement,
Johnson C. Smith University

William Hughes
Residential Mortgage Loan Officer

Note: One additional member of the appointed Task Force did not complete their service.

Mayor Vi Alexander Lyles

City of Charlotte

Charlotte City Manager's Office

Taiwo Jaiyeoba, Assistant City Manager
Director of Planning, Design, and Development

City of Charlotte Technical Support

Charlotte Department of Transportation (CDOT)
Charlotte Planning, Design, and Development
Charlotte Area Transit System (CATS)
Charlotte Communication & Marketing
Finance Department
Strategy & Budget Department
Office of Sustainability
Kimley-Horn and Associates (Consultant)



CHARLOTTE

MOVES

TASK FORCE