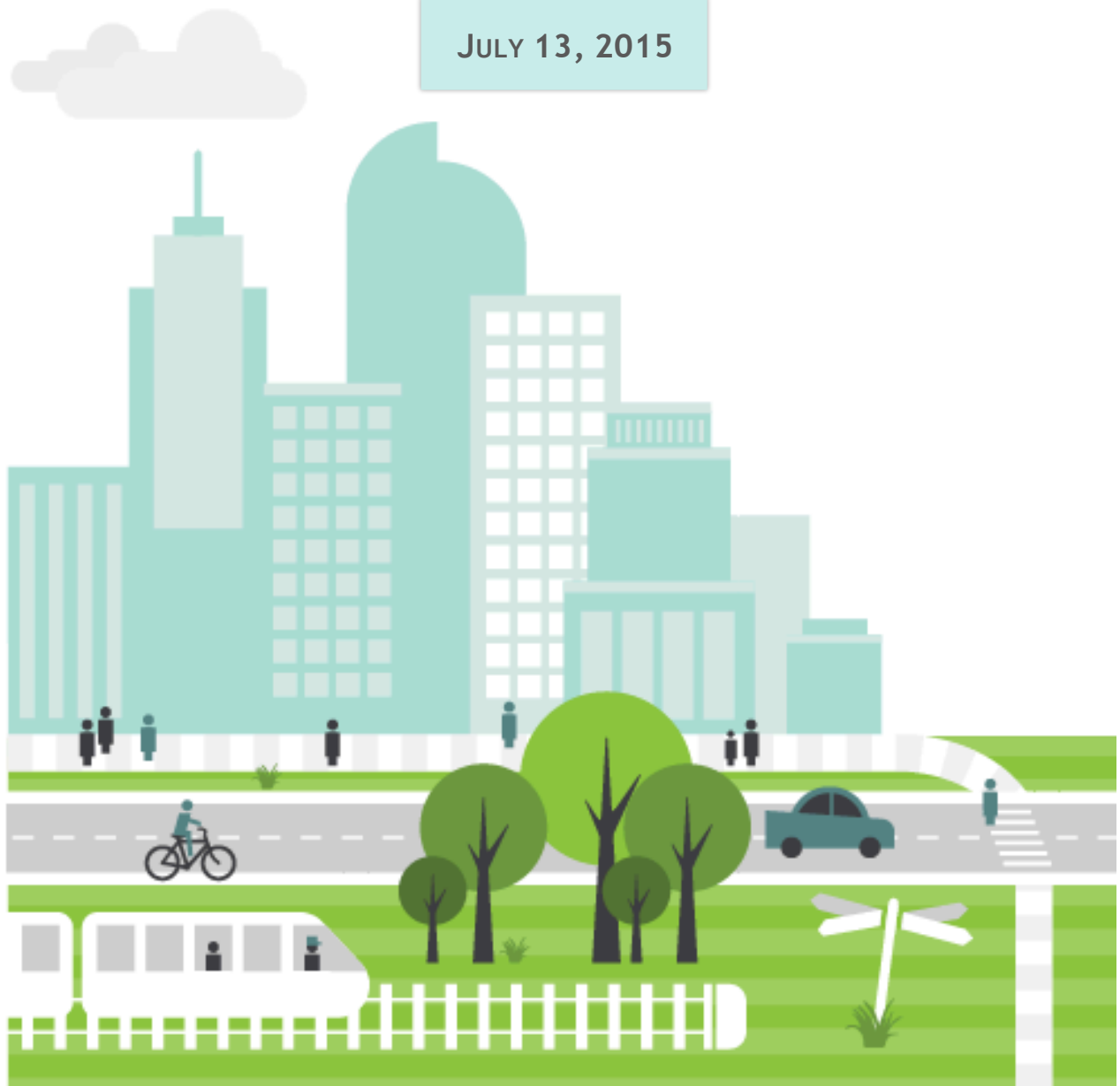


# FIRST AND LAST MILE

FUNDING NEEDS & PRIORITIES FOR CONNECTING PEOPLE TO TRANSIT

JULY 13, 2015



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## EXECUTIVE SUMMARY

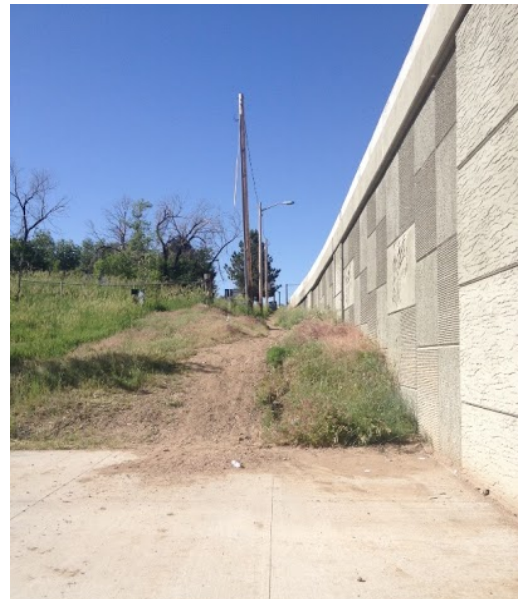
Facilities, infrastructure and services that allow people to get from their front door to their final destination via transit without driving a personal vehicle, referred to as “first and last mile connections” or FLMC, are critical to the success of the Denver region’s transit system. Planning, funding, implementation, and maintenance of FLMC is complicated by the involvement of various agencies, each with different roles and responsibilities. In 2015, Mile High Connects (MHC) selected FLMC as a priority area, including the identification of resources and strategies to fund FLMC solutions, with a specific interest in low income and communities of color. MHC therefore retained WalkDenver and BBC Research to conduct an online survey and focus group meetings to gather input from representatives of public and private sector organizations that play a role in funding or implementing FLMC in the Denver metro area. This report summarizes the results of this research and provides a baseline understanding of how FLMC are currently funded in the Denver region.

Key findings include the following:

- Regional stakeholders view FLMC as very important, but currently prioritization of FLMC is inadequate and underfunded
- A common definition and understanding of FLMC is lacking among those responsible for the planning, funding, and implementation of FLMC
- One of the main factors contributing to the lack of adequate funding for FLMC is an overall shortfall of funding for transportation and other capital improvements
- The main consequences of inadequate funding for FLMC include:
  - Transit ridership is lower than it could be
  - Some neighborhoods or geographic areas don’t get the FLMC improvements they need
  - Low income and/or minority communities are disadvantaged by lack of connections or poorly maintained facilities
  - Economic development in transit station areas and along transit corridors is less than it could be
- Pedestrian facilities are the most important and the most underfunded FLMC improvements
- Cities and counties have a primary role in funding FLMC
- Local plans and policies influence the allocation of funding to FLMC
- One-time investments can address short-term, critical needs, while dedicated revenue sources contribute to long-term success
- New real estate development around transit stations and corridors as well as special districts provide an opportunity for leveraging public dollars, in limited circumstances
- Advertising is another potential source of revenue, but limited by current government regulations
- The business case for increased RTD investment in FLMC is potentially very strong, but additional data are needed
- State funding for and implementation of FLMC is not adequately tracked or monitored

The report concludes with recommendations on specific actions that local governments, DRCOG, RTD, CDOT, Business Improvement Districts, Transportation Management Organizations, and private developers should take to address FLMC challenges. MHC will use this report to develop its 2016 workplan; to educate decision-makers, community partners and residents about possible funding to address FLMC issues; and to guide policy advocacy to facilitate funding to address FLMC issues.

## INTRODUCTION



*Examples of poor FLMC on Colorado Blvd (left) and at Sheridan Station (right)*

The buildout of FasTracks, a multi-billion dollar expansion of public transit throughout metro Denver, has highlighted major challenges that riders face when attempting to access the transit system. Many transit station areas have missing or inadequate sidewalks, dangerous crossings, and poor connectivity for bicyclists. Facilities and services that allow people to get from their front door to their final destination via transit without driving a personal vehicle, referred to as “first and last mile connections” or FLMC, are critical to the success of the overall transit system. FLMC are especially important for the one third of the population that doesn’t drive due to age, income, or a disability. Yet, for the most part, the billions of dollars dedicated to the FasTracks program does not provide direct funding for FLMC. This report provides a baseline understanding of how FLMC are currently funded in the Denver region, identifies best practices both locally and nationally, and makes recommendations on policies, practices, and funding mechanisms to address FLMC challenges.

WalkDenver and BBC Research developed this report on behalf of Mile High Connects (MHC), with support from MHC members FRESC: Good Jobs, Strong Communities and the National Resources Defense Council.

## RESEARCH METHODOLOGY AND PARTICIPANTS

This report draws primarily from an online survey and focus group meetings held in May and June of 2015. Participants included representatives of public and private sector organizations that play a role in funding or implementing FLMC in the Denver metro area. A total of 48 participants responded to the online survey, listed in Table 1. In some cases, more than one person from the same organization (e.g., from different departments), responded to the survey. Twenty-two organizations participated in



one of seven focus group meetings, listed in Table 2. The project team followed up with individual participants for additional information as needed. The project was overwhelmed by the very high response rate from the surveys and the participation in the focus group discussions.

TABLE 1. SURVEY RESPONDENTS

Category	Respondents (48 total)
City or County Government (19)	City and County of Broomfield
	City of Golden
	City and County of Denver (4)
	City of Greenwood Village
	City of Arvada
	City of Lakewood
	City of Aurora
	City of Littleton
	City of Boulder
Real Estate Developer (8)	City of Thornton
	City of Centennial
	City of Westminster
	City of Commerce City
	City of Wheat Ridge
	City of Englewood
	Town of Superior
	D4 Urban LLC
	Mile High Development
Transportation Management Organization/Association (4)	Perry Rose LLC (2)
	RedPeak
	Urban Land Conservancy
	Urban Ventures LLC
	Zocalo Community Development
	36 Commuting Solutions
	Denver South TMA
	Northeast Transportation Connections
	Transportation Solutions
Advocacy Organization (4)	Bicycle Colorado
	BikeDenver
	Downtown Denver Partnership (also a TMO and BID)
	Transit Alliance
Transit Agency (3)	RTD (3)
Business Improvement District (3)	West Colfax BID
	Federal Boulevard BID
	Colfax BID
Housing Authority (3)	Adams County Housing Authority
	Denver Housing Authority
	Metro West Housing Solutions
Transportation service provider (2)	eGo Carshare
	Denver B-cycle
State Transportation Agency (1)	CDOT
Other (1)	Metro Mayors Caucus

TABLE 2. FOCUS GROUPS

Date	Organizations Represented (22)
4-May-15	City of Lakewood (Departments of Planning, Public Works, and Economic Development)
	Metro West Housing Solutions
15-May-15	Colfax BID
	Colfax Mayfair BID
	D4 Urban LLC
	Denver B-cycle
	Denver South TMA
	Downtown Denver Partnership
	eGo Carshare
	Mile High Development
	Northeast Transportation Connections
	Perry Rose LLC
	Urban Ventures LLC
18-May-15	City and County of Denver (Departments of Community Planning & Development, Public Works, Environmental Health, Economic Development, and Finance)
	Denver Housing Authority
19-May-15	Regional Transportation District (Departments of Planning, Bus Operations, Capital Programs, and Administration)
20-May-15	Adams County Housing Authority
	City of Commerce City (Departments of Planning and Public Works)
	City of Thornton (Departments of Planning and Traffic Engineering)
	City of Westminster (Departments of Planning and Public Works)
27-May-15	Denver Regional Council of Governments (Transportation Planning Division)
	Colorado Department of Transportation (Multimodal Planning Branch)

## KEY FINDINGS

REGIONAL STAKEHOLDERS VIEW FIRST AND LAST MILE CONNECTIONS AS VERY IMPORTANT, BUT CURRENTLY INADEQUATE AND UNDERFUNDED



90%

agreed that FLMCs are very important for the success of the region's transportation system



73%

of respondents said that major improvements to FLMC are needed



75%

of respondents said that current funding pays for less than half of the need

Survey results revealed strong agreement on the following key points:

- First and last mile connections (FLMC) are very important to the success of the region's transportation system (90% of survey respondents).
- Currently, the quality and availability of FLMC in the Denver region is inadequate, and major improvements are needed (73%).
- The current level of funding for FLMC is inadequate, and pays for less than half or known or estimated needs (75%).
- One of the main factors contributing to the lack of adequate funding for FLMC is an overall shortfall of funding for transportation and other capital improvements, resulting in the need to generate additional revenue streams (81%).
- The main consequences of inadequate funding for FLMC include:
  - Transit ridership is lower than it could be (79%)
  - Some neighborhoods or geographic areas don't get the FLMC improvements they need (75%)
  - Low income and/or minority communities are disadvantaged by lack of connections or poorly maintained facilities (63%)
  - Economic development in transit station areas and along transit corridors is less than it could be (52%)

## PEDESTRIAN FACILITIES ARE THE MOST IMPORTANT AND THE MOST UNDERFUNDED FLMC IMPROVEMENTS

For the purposes of this research, first and last mile connections (FLMC) are defined as facilities and services that allow people to travel from their home to their final destination via transit without driving a personal vehicle. Survey respondents ranked pedestrian facilities - including sidewalks, safe pedestrian crossings, wayfinding and signage - as the most important FLMC improvements needed in the Denver region (see Figure 1), as well as the most underfunded. Pedestrian facilities provide a critical foundation for a complete, integrated network of transportation options because we are all pedestrians: it's how we start and end our day whether we take the bus, light rail, or drive.

New development standards typically require reasonably wide sidewalks (e.g., at least 5 feet) that are “detached” from the roadway (e.g., separated by a tree lawn or other buffer) and comply with current ADA standards for accessible curb ramps at intersections. A challenge for many communities, however, is retrofitting existing neighborhoods built under past standards with narrow, attached, or absent sidewalks, and lacking accessible curb ramps.



*Older neighborhoods often have narrow, attached sidewalks (left) or no sidewalks (right)*

The City and County of Denver, which has the lion's share of new FasTracks transit stations, places primary responsibility for sidewalk construction and repair on the adjacent property owner. Enforcement of this policy is minimal, resulting in inconsistent and deficient sidewalks throughout the City, and particularly in low-income neighborhoods. By contrast, cities that take primary responsibility for sidewalk construction and repair tend to have a more consistent, higher quality sidewalk networks (see for example the City of Westminster, discussed in greater detail below).



Because bicycle facilities are located “between the curbs” they can be easier and less expensive than pedestrian facilities to incorporate into routine road building and maintenance. Whereas building or expanding sidewalks may also require building or moving an existing curb and gutter, or encroachment onto adjacent private property, new bike lanes can be created by simply painting new lines on the roadway. Nonetheless, installation of bicycle facilities often requires narrowing or removing automobile travel lanes, or reducing parking, which may create political opposition.

Even greater challenges are created when new transit stations are located within traditionally auto-oriented areas that present major barriers to pedestrians and bicyclists. A prime example is the Nine Mile (Parker Road) station that serves both bus and rail transit in Aurora. The station is physically isolated by its location in the center of the I-225/Parker Road interchange and, in effect, serves as an “attractive nuisance.” Access on foot or bicycle requires passage across a busy 10-lane, super-arterial roadway without a median refuge. City staff estimates that a suitable bridge would cost at least \$5 million.



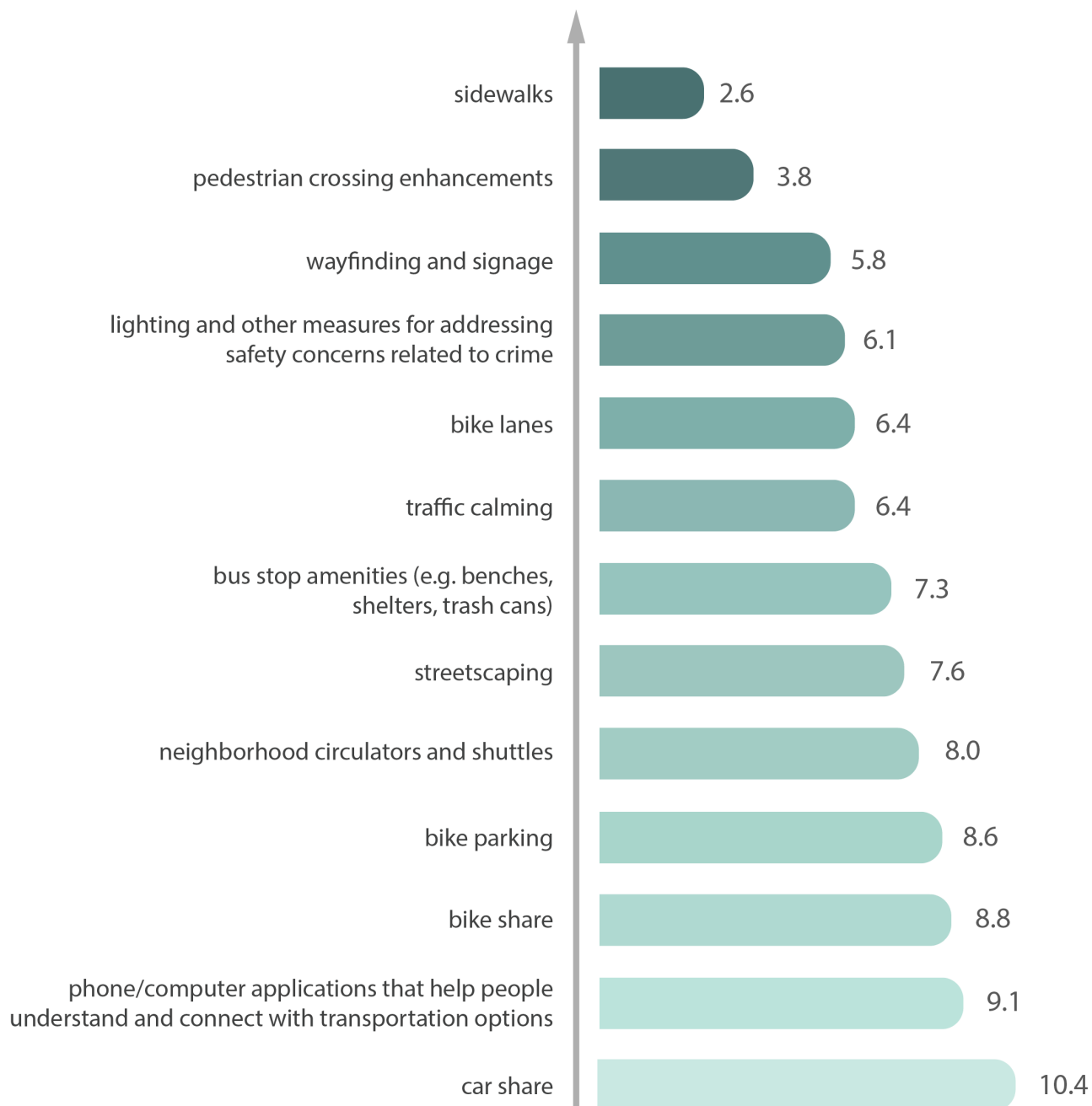
*Aerial View of Nine Mile Station Area (Source: City of Aurora)*

Other FLMC facilities and services that survey respondents identified as important include lighting and other measures for address safety concerns related to crime; dedicated bike lanes; traffic calming; bus stop amenities (e.g., buses, shelters, trash cans etc.); and streetscaping. Items further down the list include neighborhood circulators and shuttles; bike parking; bike share; car share; and phone or computer applications that help people understand and connect with transportation options.



FIGURE 1. RELATIVE IMPORTANCE OF FLMC IMPROVEMENTS

Please rank the importance of the following FLMC improvements for the Denver region, with the most important improvement ranked 1st.



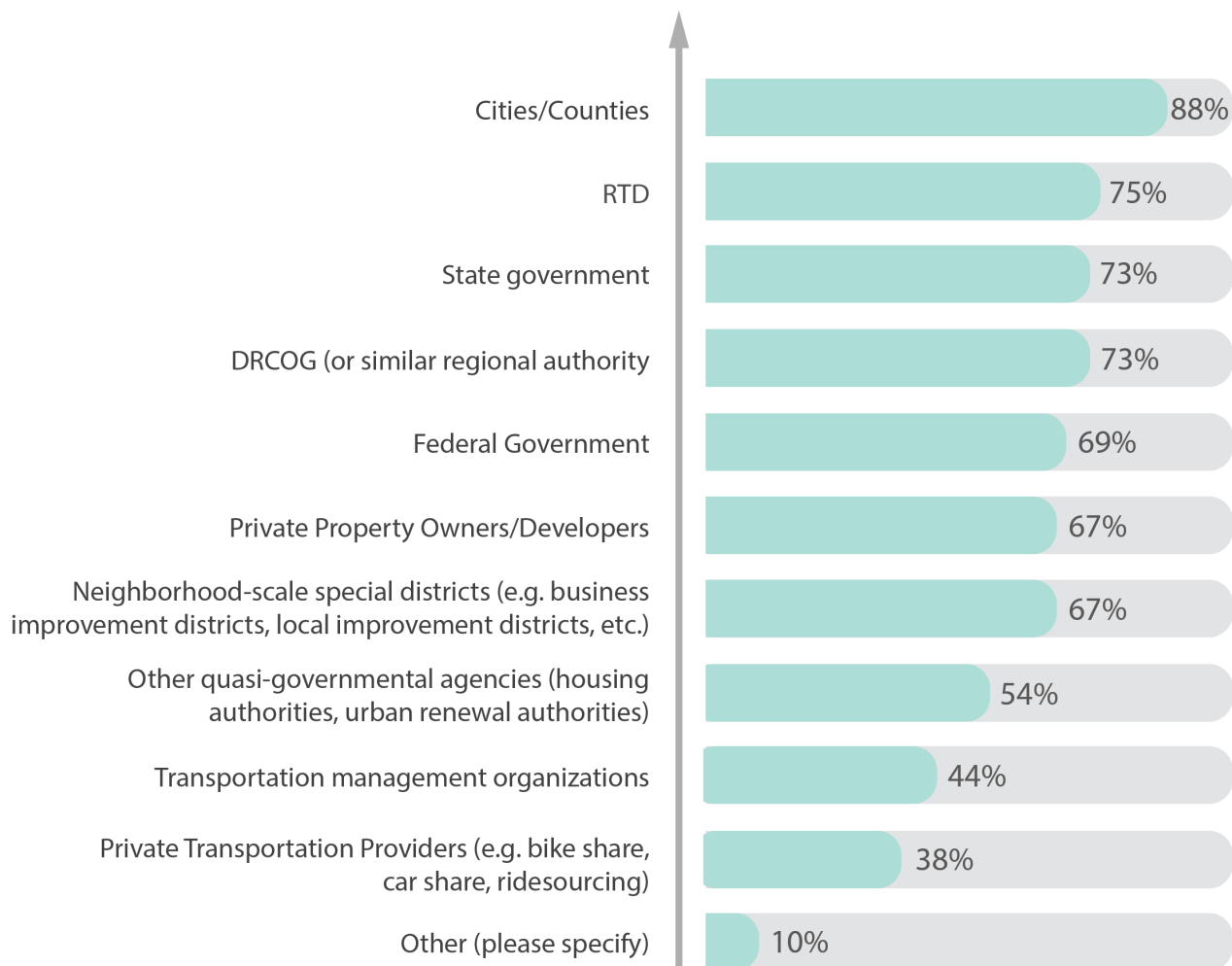
## CITIES AND COUNTIES HAVE A PRIMARY ROLE IN FUNDING FLMC

Figure 2 shows responses to the survey question, “Ideally, what entities should fund FLMC?” These results suggest that cities and counties should play a primary role, with support from regional, state, and federal governments. Private property owners, developers, and quasi-governmental agencies such as improvement districts, housing authorities, and urban renewal authorities also have a role, generally more limited in scope. Discussions with focus group participants highlighted several reasons for this hierarchy, including:

- While important to the success of the overall regional transportation network, the relatively small scale of most FLMC improvements means their impact is localized and context dependent. Conversely, the administrative burden typically associated with regional, state, and federal funding is disproportionately large compared to the small scale of FLMC improvements.
- The timing and location of FLMC improvements funded by private property owners, developers, and improvement districts often do not coincide with the community’s greatest needs or priorities. Furthermore, improvements funded at this scale often result in a patchwork of infrastructure - e.g., sidewalks that literally start and stop erratically - rather than a fully integrated network of transportation options.
- In many cases, local governments own the right-of-way that must be improved to better accommodate pedestrians and bicyclists. (Public right-of-way refers to the land the government owns for transportation or other public purposes.)

FIGURE 2. ENTITIES THAT SHOULD FUND FLMC

Ideally, what entities do you think should fund FLMC? Select all that apply.



## LOCAL PLANS AND POLICIES INFLUENCE THE ALLOCATION OF FUNDING TO FLMC

The most common revenue sources that local governments report using to fund FLMC improvements include the general fund and capital fund allocation, which means funding primarily comes from sales tax and property tax. Several local governments reported they do not track spending specifically on FLMC, making it difficult to estimate what percent of overall transportation spending is allocated for this purpose, let alone the impact of those investments on transit ridership or other community goals. Of the cities and counties that did provide an estimate, the majority (six) estimated that less than 5% of their communities' transportation funding is allocated to FLMC. Two communities estimated between 5 and 10%, two more communities estimated between 15 and 20%, and only one community estimated more than 20%.

Communities that allocate higher percentages of transportation funding to FLMC cite adopted plans and policies as an influential factor. For example, the City of Boulder estimates that 25% of their

transportation funding is allocated to FLMC. The City's Transportation Master Plan states that "the city will prioritize and support pedestrian travel as the primary mode throughout the community and ensure adequate connections to public transit" and that "major transportation funding improvements will build complete streets (including all modes—pedestrian, bicycle, transit, and automobile)." Similarly, the City of Golden estimates that 20% of their transportation funding is allocated to FLMC, and reports that their Complete Streets policy ensures many roadway projects include FLMC improvements.

Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets policies and implementation follow-through are a nationally accepted way to ensure that FLMC are included in transportation facilities. In the Denver region, only the cities of Denver, Boulder, and Golden, as well as the Colorado Department of Transportation, have adopted Complete Streets policies.



*Traffic calming measures, streetscape improvements, protected bike lane, and other FLMC Improvements near the Boulder Transit Center (Source: Eloi Raiol 12 9, Panoramio)*

Although not explicitly required to do so by statutes or policies, some communities deliberately set aside a certain amount of funding each year for pedestrian and/or bicycle improvements. The City of Lakewood, for example, typically allocates \$300,000 to \$500,000 each year for new sidewalks and bike paths. City council has adopted criteria for prioritizing these projects, considering factors such as proximity to schools, elderly housing, transit stops, parks, and recreation centers; availability of other

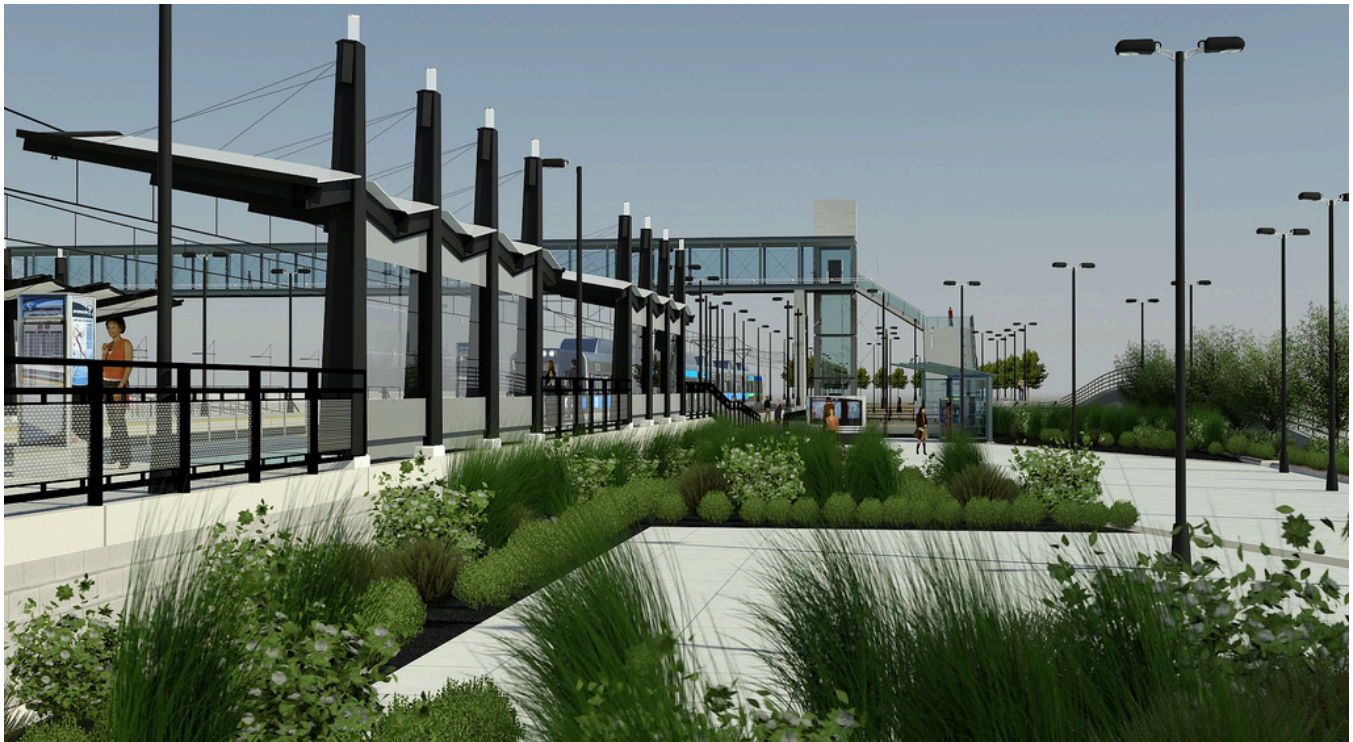


bike/ped facilities nearby; opportunities to address missing links; safety issues; and cost. Lakewood also includes sidewalks in its annual maintenance budget: when resurfacing streets, the City will review all of the facilities within the public right-of-way and make any needed repairs. The Cities of Arvada and Aurora set aside funding for “concrete projects” that pays for new sidewalks, repairs to existing sidewalks, curbs, gutters, ADA ramps, and the like. Aurora also allocates \$100,000 annually for bike route/lane improvements city-wide.

In 2013, 2014, 2015, the Denver City Council identified bicycle and pedestrian infrastructure as one of their annual priorities. However, this has not resulted in a clear set-aside of funding for this type of infrastructure.

Outside of the Denver metro area, some communities have adopted specific targets for allocating transportation funding to pedestrian and bicycle infrastructure, often tied to mode share goals. For example, by 2035, the City of San Luis Obispo in California aims to achieve 12% of resident trips by transit, 20% by bike, and 18% by walking and other non-single-occupant-vehicle modes. The City’s comprehensive plan further states, “In order to increase support for non-automobile travel, the City shall strive to allocate transportation funding across various modes approximately proportional to the modal split objectives for 2035.”

#### ONE-TIME INVESTMENTS CAN ADDRESS SHORT-TERM, CRITICAL NEEDS



*Rendering of 38<sup>th</sup> and Blake Station (Source: RTD, Flickr, May 2012)*

In addition to ongoing annual appropriations to FLMC, some communities have responded to the build out of FasTracks by making large, one-time allocations to projects aimed at improving access to the new transit stations. The FasTracks program itself did not give much consideration to FLMC beyond the immediate station areas, forcing local governments to take on the issue themselves. Upon the opening of the West Line, the City of Lakewood allocated \$2.8 million from its capital improvement plan



to FLMC improvements such as bike parking, sidewalks, and signal relocations that enhance pedestrian crossings. Between 2013 and 2015, the City of Aurora allocated \$6.4 million from its general fund to bridges and other “betterments” that will enhance pedestrian and bicycle access to six different station areas. The City and County of Denver’s 2007 Better Denver Bond Program allocated approximately \$10 million to improve access and safety near five different transit station areas, including \$7.2 million for new sidewalks, bike lanes, a “road diet” and other improvements near the 38th and Blake station that will open in 2016.

## DEDICATED REVENUE SOURCES CONTRIBUTE TO LONG-TERM SUCCESS

Despite the efforts of local governments to allocate revenues from their general funds and capital improvement programs to FLMC improvements, many communities report that available resources fall short of the need. As one survey respondent noted, “FLMC is a high priority, however the top priority is maintenance of existing streets . . . there is simply insufficient revenue to address all the city’s transportation needs.” In the City and County of Denver, because sidewalk construction and maintenance is considered the responsibility of private property owners, the City itself spends very little money for this purpose. If the City took over responsibility for sidewalk construction and maintenance, the funding would either have to shift away from current spending categories, or come from a new, dedicated revenue source.

A few communities reported unsuccessful attempts at developing new revenue sources. In 2002, the City and County of Denver explored the possibility of a sidewalk fee that would be assessed to property owners based on linear footage of street frontage and would pay for repair or replacement of existing deficient sidewalks, construction of new sidewalks, and widening of substandard sidewalks. The proposal specifically considered an annual fee of \$1 per linear foot, or \$60 per year for a typical lot. At that time, the proposal failed to garner widespread support. In 2012 and 2014, the Aurora City Council placed bond and mill levy extension proposals for transportation funding before the voters, all of which failed to pass. Several communities cited TABOR restrictions combined with a lack of community support for new taxes or fees as major barriers to addressing transportation funding shortfalls.

Other communities have had more success establishing dedicated funding sources for FLMC improvements specifically, or transportation infrastructure more generally. In 1997, the Englewood City Council established an “opt-in” fee that is paid into a “concrete utility fund,” which covers the cost of sidewalk maintenance and repair for participating homeowners. Those who choose to participate are charged on their monthly utility bill at a rate of \$0.123 per square foot of concrete. If a homeowner does not participate in this program and requires sidewalk maintenance, the City issues a warning. If the homeowner does not repair the sidewalk, the City makes the repair and assesses a lien on the homeowner’s property to ensure payment. Perhaps for this reason, 95% of homeowners have opted to participate in the program.

In 2007, the Westminster City Council established a (non-optional) fee that is included on resident’s utility bills and pays for sidewalks and street lighting. Currently, the fee is a flat \$6 per month on each utility account. City staff reports that of the 750 miles of sidewalk within the city, 90% is now in acceptable condition. Westminster voters also approved a sales tax in 1985 that is specifically earmarked to acquire and maintain open space. With this funding, the City has completed 74 miles of off-road trails, 9 miles of on-street trails, and more than 40 pedestrian/bike underpasses.

The City of Boulder has had a 0.6% sales tax dedicated to transportation infrastructure since 1967. The funds pay for a variety of transportation improvements, including sidewalk repair and replacement. The City shares sidewalks costs 50/50 with the adjacent homeowner, with the homeowner’s contribution capped at \$450. In 2013, Commerce City voters approved a sales and use tax increase that provides a

dedicated revenue stream for new parks, recreation and transportation projects into the future. The City has allocated the funding to a wide variety of transportation projects, ranging from highway expansions to pedestrian improvements. Similarly, in 1997 Thornton voters approved a 0.25% sales and use tax dedicated to parks, open space, and trails.

Looking forward, the City of Aurora is preparing a parking business plan that would evaluate the feasibility of imposing a fee on parking in transit station areas (on and off street). With support from City Council, Aurora staff will approach RTD with a proposal to establish fee-based parking at the Iliff garage using provisions of S.B.13-027 which allows fee-based parking at RTD facilities when operated by a third party. The program will start as a special revenue fund with plans to convert to an enterprise fund when total revenues will allow it to become self-sustaining. The parking fees could potentially be used for pedestrian facility improvements near transit stations.



*Improved streetscape in Austin Parking Benefits District (Source: City of Austin)*

Other cities throughout the country have used parking revenues to fund additional improvements through “Parking Benefit Districts” (PBDs). The City of Austin, Texas, allows residents and/or merchants to create a PBD extending out from a metered area and dedicates a portion of the revenues, less City expenses (purchase and installation of meter or pay station, credit card processing charge, back office support and state sales tax), to local improvements that promote walking, cycling and transit use, such as sidewalks, curb ramps, lights and bicycle lanes. Additionally, money can be used to

encourage drivers to consider other ways to reach their destination without driving and parking. Pasadena, CA was one of the first cities to implement a parking district in the downtown, in 1993. The money generated within the district stays within the district, and are used for sidewalks, lighting, crossing, street furniture and other facilities that encourage active and safe walking.

## NEW REAL ESTATE DEVELOPMENT AND SPECIAL DISTRICTS PROVIDE AN OPPORTUNITY FOR LEVERAGING PUBLIC DOLLARS, IN LIMITED CIRCUMSTANCES

In all communities, new development provides an opportunity for implementation of FLMC improvements. At a minimum, city codes establish basic standards for pedestrian infrastructure adjacent to the private property. In the case of large-scale development, metro or tax increment financing (TIF) districts can provide long-term revenue streams for a range of infrastructure. For example, at the Alameda Station in Denver, the formation of a metro district, an expiring urban renewal district, and a public-private partnership between the developer, the City, and the Urban Renewal Authority provided for drainage improvements, sidewalks, a dedicated bike lane, tree lawns, and ADA accessible crossings. Private developers can also bring additional revenue sources to the table, such as private equity, low-income housing tax credits, and grant funding. The Aria development in northwest Denver, for instance, received grant funding from the Colorado Health Foundation to improve pedestrian connectivity in the surrounding neighborhood. Local governments can thus leverage their limited revenues by offering matching resources as an incentive for other entities to invest in FLMC improvements.

Several factors limit the ability of new development to address FLMC challenges, however:

- In some transit station areas, land is divided into many small parcels with a diversity of owners, making large-scale redevelopment unlikely or very complicated. A district scale approach can be used with multiple property owners but it requires the approval of a majority of property owners within the designated district
- The timing or location of private sector investment and redevelopment may not coincide with the community's greatest areas of need, and may result in a patchwork of improvements. As one survey respondent noted, "requiring improvements as a development condition works very well along the frontage to a particular development, but very poorly in the sense of a network because the city has to come fill in gaps in between developments."
- New transit stations often require access improvements that are different in type and scale from standard city requirements - such as pedestrian bridges - and therefore, require special funding above and beyond standard code-mandated improvements.





*New streets, sidewalks, bike lanes, and tree lawns at Alameda Station (Source: D4 Urban)*

## ADVERTISING IS A ANOTHER POTENTIAL SOURCE OF REVENUE, BUT LIMITED BY CURRENT GOVERNMENT REGULATIONS

In some cases, the provision and maintenance of FLMC can be essentially outsourced to private companies who can use the facilities as a platform for advertising. Bus stop improvements, which are typically funded by municipalities rather than RTD, are a good example. The City of Thornton hires a contractor to furnish, install and maintain shelters or benches at all RTD bus stop locations in exchange for allowing the contractor to install advertising at the shelter and bench locations. Commercial advertising is controlled by the contractor and non-commercial advertising is controlled by the City, which establishes a minimal acceptable ratio of commercial to noncommercial advertising. Outside of the United States, pedestrian bridges are commonly funded through advertising on the bridge. Within the U.S., however, government regulations can make it difficult to tap into advertising as a source of revenue. The Federal Department of Transportation places restrictions on advertising in areas adjacent to the Interstate System, which impacts many transit corridors as well. The City and County of Denver's sign code also prohibits paid advertising in specific circumstances, creating an impediment to funding street furniture and other amenities through advertising.

## REGIONAL FUNDING IS A CRITICAL AUGMENTATION OF LOCAL FUNDING FOR FLMC

Many communities report that they look to the Denver Regional Council of Governments (DRCOG) to augment local funding for FLMC. In the last round of Transportation Improvement Program (TIP) funding, which DRCOG allocates every four years, a total of \$260 million was available for the years 2016-2021. After setting aside \$40 million for air quality programs (the Denver region is currently in "nonattainment" of Federal ozone standards), \$20 million for FasTracks, and \$25 million for the I-70 expansion project, \$175 million remained for distribution to local governments through a competitive process. The selection criteria adopted by the DRCOG Board emphasized multi-modal concepts and complete streets projects. For the first time, the concept of FLMC was also considered in the selection

process. However, the concept was defined so broadly that virtually every proposed project qualified as FLMC.

In the final 2016-2021 TIP, DRCOG allocated 21% of the competitive funds to pedestrian and bicycle projects, more than in any previous year. Many of the roadway projects that were funded also included a bicycle and/or pedestrian element. Yet the demand for FLMC funding still outstrips the supply, and DRCOG receives far more requests to fund pedestrian and bicycle projects than any other project types. This may be a reflection of both need, and the lesser amount of local match required for smaller projects. In this TIP funding round, local governments submitted a total of 66 pedestrian and bicycle projects for consideration - more than double what had been submitted previously.

DRCOG staff are planning on developing a regional active transportation plan, which could help refine the definition of FLMC, and direct funding to projects that most effectively increase access to transit.

DRCOG is also considering dividing available funding into two categories: regional and subregional. In the new system, smaller projects like FLMC would compete for funds against other projects within the same subregion, as opposed to projects from throughout the region under the current system. Each subregion could establish their own criteria for selecting these smaller projects to better reflect local conditions, while remaining consistent with regional goals established in the Metro Vision plan. For instance, communities with sparse, infrequent transit service could prioritize local circulators and shuttles, whereas communities with a richer transit network could prioritize pedestrian and bicycle access.

Ultimately, the total amount of funding that DRCOG has available to allocate for any type of transportation project hinges on Federal transportation legislation and funding levels. Traditional funding sources such as the Federal gas tax have been eroding for many years, and research participants were generally pessimistic that this trend would reverse.

## THE BUSINESS CASE FOR INCREASED RTD INVESTMENT IN FLMC IS POTENTIALLY VERY STRONG, BUT ADDITIONAL DATA ARE NEEDED

Since 2004 the Regional Transportation District (RTD) has been primarily focused on building out the basic FasTracks system approved by voters, which did not include much consideration of FLMC beyond the immediate station area. In many cases the plans assumed that riders would drive to and park at the stations, rather than walk or bike. When RTD has invested directly in pedestrian or bicycle facilities, those facilities typically are located on RTD property, and therefore have a limited impact on broader connectivity to and from transit stations or bus stops. The agency does make a limited amount of grant funds, a few hundred thousand dollars per year, available to local governments for improvements beyond RTD property, such as bus pads, sidewalk connections to stops, and curb reconstruction. Relatively few local governments take advantage of this program, however, due to the small amount of funding available, and the comparatively onerous administrative burdens imposed by RTD.

As the buildout of FasTracks is winding down, RTD is beginning to focus more attention on operations, including the question of how riders access the stations and their final destinations. Any investment that RTD makes in FLMC, particularly removal of barriers that significantly increase the size of the “walkshed” and “bikeshed” around the station, has the potential to increase ridership and therefore farebox revenues.



This return on investment may be especially impactful as it relates to paratransit services for people with disabilities. On average, the RTD subsidy for a paratransit trip is \$43 more than a “fixed route” trip. Seventeen percent of paratransit riders require this service because of “conditional eligibility,” meaning the person could potentially use the fixed route service, but for obstacles such as missing or deficient sidewalks that prevent them from doing so. If RTD partnered with local governments to identify and address those deficiencies, the improvements would not only benefit all transit riders (with and without disabilities), but could lead to large cost savings in reduced demand for paratransit services. Savings could potentially be used to fund additional pedestrian infrastructure.

The Maryland Transit Administration (MTA) conducted a study that compared the cost of bus stop improvements that enhance access for people with disabilities with the cost of providing paratransit service. TCRP Report 163, “Strategy Guide to Enable and Promote the Use of Fixed-Route Transit by People with Disabilities,” described the results of the study:

*The MTA improved selected bus stops, some with “simple” improvements, costing on average \$7,000 per stop, and others with “enhanced” improvements, at \$58,000 per stop. The latter improvements included “minor” fixing of the adjacent sidewalks of the stops, among other changes. Using the fully allocated cost of \$76.64 per ADA paratransit trip, the MTA’s study calculated an annual cost to the MTA of \$38,000 for an everyday ADA paratransit rider. If that rider could transition to fixed-route transit, according to the study, the MTA would recover the stop improvement costs in 10 weeks for the simple improvements and in 18 months for the enhanced improvements.*

The same report goes on to describe a similar study conducted by TriMet in Portland, which found that bus stop improvements the agency implemented in 2009, including new sidewalks, is saving nearly \$60,000 per year due to former paratransit users now using the fixed-route system.



*Before/after pictures of bus stop improvements in Montgomery County, Maryland (Source: Transportation Research Board, “Strategy Guide to Enable and Promote the Use of Fixed-Route Transit by People with Disabilities,” 2013)*

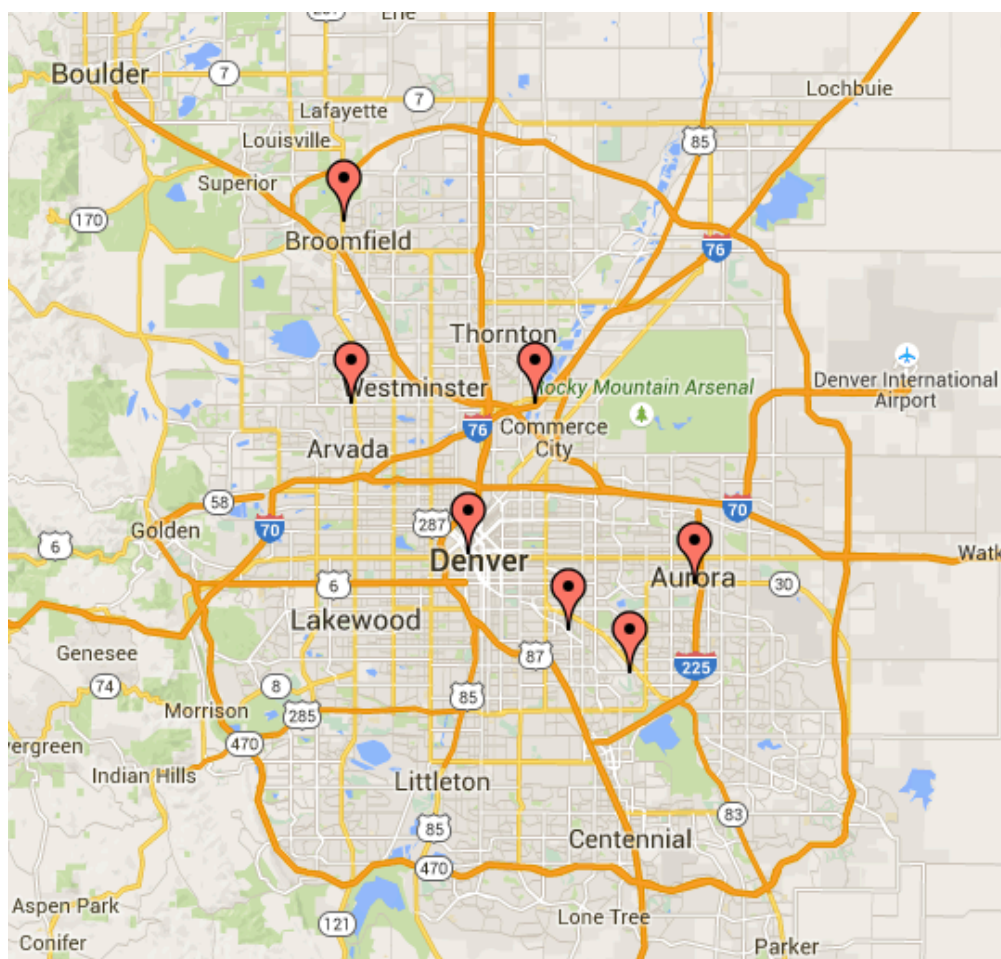
Additional research is needed to determine the potential cost savings that could accrue to RTD as a result of FLMC improvements in the Denver region. RTD staff members report that the agency is considering funding a FLMC strategic plan, which could explore these issues and lay the foundation for increased funding allocations to FLMC improvements, as well as identify ways to streamline the granting of funds to local governments for improvements that extend beyond RTD property.

RTD is also starting to build partnerships with technology-based car sharing and ride sourcing services (such as Car2Go and Uber), to explore their role in connecting riders to transit.

## STATE FUNDING FOR AND IMPLEMENTATION OF FLMC IS NOT ADEQUATELY TRACKED OR MONITORED

Although most federal transportation funds are allocated to the Denver metro area through DRCOG and RTD, the Colorado Department of Transportation (CDOT) also allocates funding to the region through a variety of programs including the Transportation Alternatives and Regional Priority Programs (in which funds are allocated to different regions of the state by formula), Safe Routes to School (which the state legislature recently discontinued funding for), and FASTER (focused on improving roadway safety, repairing deteriorating bridges, and supporting and expanding transit).

In 2009, CDOT adopted a policy directive that states “The needs of bicyclists and pedestrians shall be included in the planning, design, and operation of transportation facilities, as a matter of routine. A decision to not accommodate them shall be documented based on the exemption criteria in the procedural directive.” The extent to which this policy is followed, however, remains unclear. CDOT does not track which projects include pedestrian or bicycle elements, nor how much funding is allocated to pedestrian, bicycle or other FLMC improvements. The state also lacks a comprehensive inventory of existing bicycle and pedestrian facilities, or information on usage of these facilities. Without this basic data, it is difficult to assess how well CDOT is addressing FLMC challenges. CDOT staff further identified a need for more extensive training on complete streets for project managers responsible for implementing the policy directive.



*Currently, there are very few bicycle and pedestrian count locations in the metro area (Source: CDOT)*

## RECOMMENDATIONS

To effectively address FLMC challenges and support the success of the overall transportation system, including our region's massive investment in the FasTracks transit expansion, funding for FLMC must increase either through reallocation of existing revenues or development of new revenue sources. Adequate pedestrian infrastructure is a critical foundation for a complete, integrated network of transportation options that links transit, bicycling, bike sharing, car sharing, ride sharing, and ride sourcing. Furthermore, investment should be focused in areas of highest need, particularly in low-income communities where many residents cannot afford the option of driving, as well as new transit station areas located within traditionally auto-oriented communities. FLMC funding should ultimately be adequate to provide one-time revenue for new infrastructure in areas where FLMC are completely lacking and provide long-term, sustainable revenues for ongoing repairs and maintenance. To that end, the following recommendations are priorities.

### ALL LEVELS OF GOVERNMENT (CITIES, COUNTIES, DRCOG, RTD, AND CDOT) SHOULD:

- Develop a regionally accepted definition of FLMC
- Include a set aside for or strong emphasis on FLMC in annual capital improvement programs, new bond programs, and in any new transportation funding sources.
- Establish FLMC performance measures including mode share goals for transit, walking, and biking, and strive to allocate transportation funding across modes in proportion to these goals.
- Adopt strong plans and policies that prioritize transit, walking, and biking, such as complete street policies, bicycle and pedestrian plans, active transportation plans, or FLMC strategic plans.
- Give special attention to pedestrian facilities as the foundation that provides access to all other modes of travel, and the most underfunded type of facility.
- Provide comprehensive training in complete streets principles to staff members responsible for planning and implementing transportation infrastructure projects, to ensure pedestrians and bicyclists are considered early in the process and accommodated to the greatest extent possible.
- Track spending on FLMC, maintain a comprehensive inventory of pedestrian and bicycle facilities, and monitor usage of these facilities.
- Evaluate the impact of FLMC improvements on transit ridership, economic vitality, social equity, and other community goals.
- Remain open to and explore emerging tools that address FLMC such as technology-based car sharing and ride sourcing services.
- Raise awareness among constituents regarding FLMC deficiencies, transportation funding shortfalls, and the benefits of FLMC improvements for economic development, access to opportunity, environmental sustainability, and other community goals.

### LOCAL GOVERNMENTS SHOULD:

- Incorporate sidewalks and bicycle facilities into routine roadway maintenance programs, including assessment and repair of existing facilities, and take advantage of opportunities to narrow automobile lanes and add bicycle lanes through restriping.
- Systematically fund the construction of new sidewalks and bicycle facilities, as well as the expansion of substandard sidewalks and bicycle facilities, to develop complete pedestrian and bicycle networks.
- Explore the possibility of establishing a dedicated funding source specifically for FLMC, or for transportation infrastructure more broadly with a set aside for FLMC. In particular, the City and County of Denver should reconsider a sidewalk fee or other dedicated funding source, given

that public support for multimodal transportation has increased significantly since the fee was previously considered, but not implemented.

- Look for opportunities to leverage public dollars to incentivize other entities such as developers and business improvement districts to invest in FLMC. For example, communities that annually set aside funding for pedestrian and/or bicycle improvements could use a portion of these funds for a matching grant program.
- Minimize regulatory barriers that discourage private sector investment in FLMC. In particular, the City and County of Denver should revise its sign code to reduce impediments to funding FLMC through advertising.
- Explicitly address FLMC, including implementation roles and funding sources, in neighborhood and transit-oriented development (TOD) plans.

#### RTD SHOULD:

- Develop a FLMC strategic plan that lays the foundation for increased funding for FLMC. The plan should look at a range of issues including the potential return on investment resulting from FLMC improvements due to increased use of fixed-route transit and decreased use of paratransit; clear roles and responsibilities of partners in FLMC; examination of specific station areas and corridors (by type); and ways to streamline the process of allocating grant funds to local governments for FLMC improvements beyond RTD property.

#### DRCOG SHOULD:

- Continue to emphasize FLMC, transit, walking, and biking in its funding allocation criteria, with the goal of maintaining or increasing the percentage of funds allocated to these modes in the next TIP funding cycle.
- Refine the definition of FLMC to ensure that funding is directed to projects that most effectively increase access to transit.

#### BUSINESS IMPROVEMENT DISTRICTS AND TRANSPORTATION MANAGEMENT ORGANIZATIONS SHOULD:

- Proactively seek out grant funding from local governments, DRCOG, and other sources for FLMC infrastructure.
- Raise awareness among business owners, large employers, and residents regarding FLMC deficiencies, and the benefits of FLMC improvements for economic development, employee productivity, retention, health, and other community goals.

#### DEVELOPERS SHOULD:

- Continue to fund infrastructure that increases pedestrian and bicycle connectivity to and from their projects.
- Work with local governments and RTD to identify and overcome bureaucratic and regulatory barriers that discourage private investment in FLMC.

## APPENDIX: SURVEY QUESTIONS

*Full survey responses are available upon request.*



# First and Last Mile Connections Funding Survey

## Introduction

WalkDenver and BBC Research & Consulting, in partnership with Mile High Connects ([milehighconnects.org](http://milehighconnects.org)), are researching funding solutions to address first and last mile connection infrastructure in the Denver region. First and last mile connections, or FLMC, refer to infrastructure and services that allow people to get from their front door to their final destination via transit without driving a personal vehicle. Your participation in this survey will help us develop a baseline understanding of how FLMC are currently funded in the Denver region, the outcomes that result from those funding mechanisms, and the level of interest in alternative funding mechanisms. We will follow up on the survey with a series of focus group discussions. For more information, please contact WalkDenver's Policy and Program Director Jill Locantore at [jill.locantore@walkdenver.org](mailto:jill.locantore@walkdenver.org) or 303-895-6376.

Thank you very much for taking the time to complete this survey!

# First and Last Mile Connections Funding Survey

## Participant information

### **\*1. Please tell us who you are. All responses will be kept confidential.**

Name	<input type="text"/>
Title	<input type="text"/>
Organization	<input type="text"/>
E-mail address (for follow-up questions)	<input type="text"/>

### **\*2. Type of organization**

- ☐ City or County Government
- ☐ Housing Authority
- ☐ Urban Renewal Authority
- ☐ Transit Agency
- ☐ State Transportation Agency
- ☐ Metropolitan Planning Organization
- ☐ Business Improvement District
- ☐ Transportation Management Organization
- ☐ Developer
- ☐ Transportation service provider (bike share, car share, ridesourcing, etc.)
- ☐ Advocacy group
- ☐ Other (please specify)

# First and Last Mile Connections Funding Survey

## Current conditions and needs

**\*3. How important do you think first and last mile connections (FLMC) are for the success of the Denver region's transportation system?**

- ☐ Very important
- ☐ Somewhat important
- ☐ Not important

**\*4. How would you rate the quality and availability of FLMC currently in the Denver region?**

- ☐ Adequate - no improvements needed
- ☐ Somewhat adequate - minor improvements needed
- ☐ Inadequate - major improvements needed

**\*5. What do you see as the major FLMC improvements needed in the Denver region?  
Select all that apply.**

- ☐ sidewalks
- ☐ lighting and other measures for addressing safety concerns related to crime
- ☐ pedestrian crossing enhancements
- ☐ traffic calming
- ☐ streetscaping
- ☐ wayfinding and signage
- ☐ bus stop amenities (e.g., benches, shelters, trash cans)
- ☐ neighborhood circulators and shuttles
- ☐ bike share
- ☐ car share
- ☐ dedicated bike lanes
- ☐ bike parking
- ☐ other bike amenities such as bike stations with storage, shower facilities and repair services
- ☐ phone/computer applications that help people understand and connect with transportation options
- ☐ Other (please specify)

## First and Last Mile Connections Funding Survey

**\*6. Please rank the importance of the following FLMC improvements for the Denver region, with the most important improvement ranked 1st.**

sidewalks

lighting and other measures for addressing safety concerns related to crime

pedestrian crossing enhancements

traffic calming

streetscaping

wayfinding and signage

bus stop amenities (e.g., benches, shelters, trash cans)

neighborhood circulators and shuttles

bike share

car share

bike lanes

bike parking

phone/computer applications that help people understand and connect with transportation options



# First and Last Mile Connections Funding Survey

## Funding authority

**\*7. Does your organization have the authority or responsibility to fund FLMC improvements?**

☐ Yes

☐ No

# First and Last Mile Connections Funding Survey

## Questions for organizations that fund FLMC improvements

**\*8. What funding sources does your organization use to pay for capital improvements generally (not just FLMC)? Select all that apply.**

- ☐ General funds
- ☐ Dedicated sales tax
- ☐ Impact fees
- ☐ Special use fees (e.g., congestion fees)
- ☐ Dedicated Mill Levy
- ☐ Construction Use Tax
- ☐ Capital fund allocation
- ☐ Tax-increment financing
- ☐ Special assessment
- ☐ Improvement district mill levy (i.e., GID, PID, BID, etc.)
- ☐ General Obligation Bond
- ☐ Other (please specify)

## First and Last Mile Connections Funding Survey

**\*9. What funding sources does your organization currently allocate (all or in part) specifically to FLMC? Select all that apply.**

- ☐ General funds
- ☐ Dedicated sales tax
- ☐ Impact fees
- ☐ Special use fees (e.g., congestion fees)
- ☐ Dedicated Mill Levy
- ☐ Construction Use Tax
- ☐ Capital fund allocation
- ☐ Tax-increment financing
- ☐ Special assessment
- ☐ Improvement district mill levy (i.e., GID, PID, BID, etc.)
- ☐ General Obligation Bond
- ☐ Other (please specify)

**\*10. How does your organization prioritize funding for FLMC against other transportation needs?**

- ☐ FLMC are a top priority
- ☐ FLMC are a mid-level priority
- ☐ FLMC are a low priority
- ☐ Other (please specify)

**\*11. Approximately what percent of your organization's total spending on transportation capital improvements is allocated to FLMC?**

**\*12. Who ultimately decides how much of your organization's capital improvement budget is allocated to FLMC?**

## First and Last Mile Connections Funding Survey

**\*13. What criteria informs the decision regarding how much of your organization's capital improvement budget is allocated to FLMC?**

**\*14. Has your organization explored new funding sources specifically for FLMC?**

☐ No

☐ Yes (please describe the funding source and the outcome of the exploration)



# First and Last Mile Connections Funding Survey

## Questions for organizations that fund FLMC improvements

**\*15. Are there legal, policy, or other constraints that limit your organization's ability to allocate funding to FLMC?**

☐ No

☐ Yes (please describe)

**\*16. Are there legal, policy, or other mandates that require your organization to allocate funding to FLMC?**

☐ No

☐ Yes (please describe)

**\*17. Is there an example of how your organization has gone well beyond it's minimal obligation to fund FLMC?**

☐ No

☐ Yes (please describe)

# First and Last Mile Connections Funding Survey

## Requirements/incentives

**\*18. Are there existing incentives that encourage your organization to allocate funding to FLMC? Select all that apply.**

- ☐ No / not applicable
- ☐ Availability of matching resources
- ☐ Helps lower other costs
- ☐ Contributes to higher revenues
- ☐ Contributes to process efficiencies
- ☐ Helps a traditionally disadvantaged community (low-income or community of color)
- ☐ Other (please specify)

**\*19. Are there new incentives that, if they became available, would encourage your organization to allocate more funding to FLMC? Select all that apply.**

- ☐ No / not applicable
- ☐ Availability of matching resources
- ☐ Helps lower other costs
- ☐ Contributes to higher revenues
- ☐ Contributes to process efficiencies
- ☐ Helps a traditionally disadvantaged community (low-income or community of color)
- ☐ Other (please specify)

**\*20. Does your organization have the authority to require or incentivize other public or private entities to fund FLMC?**

- ☐ No
- ☐ Yes (please describe)

# First and Last Mile Connections Funding Survey

## Requirements/incentives that your organization imposes on other public or p...

**\*21. How well do you think those requirements/incentives work?**

**\*22. What are the limitations of those requirements/incentives?**

## First and Last Mile Connections Funding Survey

**23. The following set of questions is only for certain types of organizations. Please indicate whether you represent one of the organizations below; if not you will skip ahead to the next set of relevant questions.**

- ☐ A city or county
- ☐ RTD
- ☐ None of the above



# First and Last Mile Connections Funding Survey

## Questions for cities and counties only

### \*24. What is your city's/county's policy on sidewalk construction and maintenance?

- ☐ The city/county is responsible for the cost of constructing and maintaining sidewalks
- ☐ Adjacent private property owners are responsible for the cost of constructing and maintaining sidewalks
- ☐ The city/county and private property owners have shared responsibility for the cost of constructing and maintaining sidewalks (please describe how the responsibility is shared)

### \*25. What source(s) of funding does your city/county use specifically to pay for the cost of constructing and maintaining sidewalks? (Select all that apply)

- ☐ None / not applicable
- ☐ General funds
- ☐ Dedicated sales tax
- ☐ Impact fees
- ☐ Dedicated Mill Levy
- ☐ Construction Use Tax
- ☐ Capital fund allocation
- ☐ Tax-increment financing
- ☐ Special assessment
- ☐ Improvement district mill levy (i.e., GID, PID, BID, etc.)
- ☐ General Obligation Bond
- ☐ Other (please specify)

### \*26. Under what, if any, circumstances does the city/county compel private property owners to construct or repair sidewalks?

## First and Last Mile Connections Funding Survey

**\*27. Has your community successfully developed a new funding source within the past 10 years for capital improvements or public investments, such as stadium construction, transit improvements, cultural and/or recreational attractions etc.**

☐ No

☐ Yes (please describe)

# First and Last Mile Connections Funding Survey

## Questions for RTD only

**\*28. What percent of paratransit trips are required because of a lack of ADA accessible sidewalks connecting to bus stops or rail stations?**

**\*29. What are the potential costs savings if these trips could be shifted to regular transit?**

# First and Last Mile Connections Funding Survey

## Funding level

**\*30. How do you think the level of funding for FLMC compares to the need (considering any funding your organization allocates as well as other sources)?**

- ☐ Adequate - the funding is enough to fully pay for known or estimated needs
- ☐ Somewhat adequate - the funding is enough to pay for a majority, but not all, of known or estimated needs
- ☐ Inadequate - the funding pays for less than half of the known or estimated needs
- ☐ Other (please specify)



# First and Last Mile Connections Funding Survey

## Funding level

**\*31. Which types of FLMC improvements do you think are the most underfunded? Select all that apply.**

- ☐ sidewalks
- ☐ lighting and other measures for addressing safety concerns related to crime
- ☐ pedestrian crossing enhancements
- ☐ traffic calming
- ☐ streetscaping
- ☐ wayfinding and signage
- ☐ bus stop amenities (e.g., benches, shelters, trash cans)
- ☐ neighborhood circulators and shuttles
- ☐ bike share
- ☐ car share
- ☐ dedicated bike lanes
- ☐ bike parking
- ☐ other bike amenities such as bike stations with storage, shower facilities and repair services
- ☐ phone/computer applications that help people understand and connect with transportation options
- ☐ Other (please specify)

## First and Last Mile Connections Funding Survey

### **\*32. What do you think are main factors contributing to the lack of adequate funding for FLMC? Select all that apply.**

- ☐ There is not enough funding for capital improvements/transportation overall (need to generate additional revenue streams)
- ☐ The private sector is not contributing their fair share of funding for FLMC
- ☐ The distribution of public funding across different types of transportation/capital improvements doesn't reflect the right priorities (need to reallocate existing funds so a greater percent is allocated to FLMC)
- ☐ Administrative burdens associated with current funding sources discourage allocation to FLMC (e.g., favor larger-scale road building projects)
- ☐ Restrictions on current funding sources prohibit allocation to FLMC
- ☐ Lack of clarity about who is responsible for funding FLMC
- ☐ There has not been a significant demand for FLMC resources
- ☐ Other (please specify)

### **\*33. What do you think are the main consequences of insufficient funding? Select all that apply.**

- ☐ Some neighborhoods or geographic areas just don't get the FLMC improvements they need
- ☐ Areas that get FLMC improvements only get partial improvements
- ☐ Needed maintenance for FLMC is deferred
- ☐ Transit ridership is lower than it could be
- ☐ Economic development in transit station areas and along transit corridors is less than it could be
- ☐ The Denver region is less competitive nationally/internationally than it could be
- ☐ Lower-income and/or minority communities are disadvantaged
- ☐ Other (please specify)

### **\*34. Do you think funding for FLMC is distributed equitably across different geographic areas?**

- ☐ Yes
- ☐ No (please describe any disparities)

# First and Last Mile Connections Funding Survey

## Funding sources

**\*35. Ideally, what entities do you think should fund FLMC? Select all that apply.**

- ☐ Federal government
- ☐ State government
- ☐ DRCOG (or similar regional authority)
- ☐ RTD
- ☐ Cities/counties
- ☐ Neighborhood-scale special districts (e.g., business improvement districts, local improvement districts, etc.)
- ☐ Other quasi-governmental agencies (housing authorities, urban renewal authorities)
- ☐ Private property owners/developers
- ☐ Transportation management organizations
- ☐ Private transportation providers (e.g., bike share, car share, ridesourcing)
- ☐ Other (please specify)

**\*36. Ideally, what percent of funding for FLMC should come from each of the entities listed below? (Total must add up to 100.)**

Federal government	<input type="text"/>
State government	<input type="text"/>
DRCOG (or similar regional authority)	<input type="text"/>
RTD	<input type="text"/>
Cities/counties	<input type="text"/>
Neighborhood-scale special districts (e.g., business improvement districts, local improvement districts, etc.)	<input type="text"/>
Other quasi-governmental agencies (housing authorities, urban renewal authorities)	<input type="text"/>
Private property owners/developers	<input type="text"/>
Transportation management organizations	<input type="text"/>
Private transportation providers (e.g., bike share, car share, ridesourcing)	<input type="text"/>

## First and Last Mile Connections Funding Survey

**\*37. What new funding sources for FLMC do you think would be worth exploring? Select all that apply.**

- ☐ Regional sales tax (similar to SCFD, RTD/Fastracks and the stadium district)
- ☐ Enterprise fund (e.g., dedication of parking fees to FLMC)
- ☐ Reallocation of existing capital transportation funding (increase percent allocated to FLMC)
- ☐ Requirement for a portion of TIF funding in urban renewal projects to be set aside for FLMC
- ☐ Require developers to fund FLMC in new projects through the development review process
- ☐ Dedicated municipal tax (sales or property)
- ☐ Special districts (e.g., BID, GID, LID, etc.)
- ☐ Special use fees (e.g., congestion fees)
- ☐ Other (please specify)

## First and Last Mile Connections Funding Survey

**38. Please share any other comments, questions, or ideas you have related to funding for first and last mile connections.**