

Driving Forces

Benjamin de la Pena

Director of Community and National Strategy

The John S. and James L. Knight Foundation

The sheer time and effort of getting to work has ruled Robertson's life for more than a decade, ever since his car broke down. He didn't replace it because, he says, "I haven't had a chance to save for it." His job pays \$10.55 an hour, well above Michigan's minimum wage of \$8.15 an hour but not enough for him to buy, maintain and insure a car in Detroit.

Heart and sole: Detroiter walks 21 miles in work commute

<http://www.freep.com/story/news/local/michigan/oakland/2015/01/31/detroit-commuting-troy-rochester-hills-smart-ddot-ubs-banker-woodward-buses-transit/22660785/>



(Photo: Ryan Garza Detroit Free Press)

Access to Jobs

Most jobs in most US cities
are not accessible to transit

70% of jobs
are not accessible by transit

The typical metropolitan resident can reach about 30 percent of jobs in their metropolitan area via transit in 90 minutes.

Missed Opportunity: Transit and Jobs in Metropolitan America

<http://www.brookings.edu/research/reports/2011/05/12-jobs-and-transit>

Worse for low-skill jobs

About one-quarter of jobs in low- and middle-skill industries are accessible via transit within 90mins for the typical metropolitan commuter, compared to one-third of jobs in high-skill industries.

Missed Opportunity: Transit and Jobs in Metropolitan America

Memphis, TN-MS-AR Metro Area

Missed Opportunity: Transit and Jobs in Metropolitan America

Transit Accessibility Profile



51%
Coverage

Share of working-age residents near a transit stop

100 Metro Average: 69%



15.8
Service Frequency

Median wait (minutes) for any rush hour transit vehicle

100 Metro Average: 10.1



26%
Job Access

Share of all jobs reachable via transit in 90 minutes

100 Metro Average: 30%

69

Combined Access Rank

Combined ranking on coverage and job access

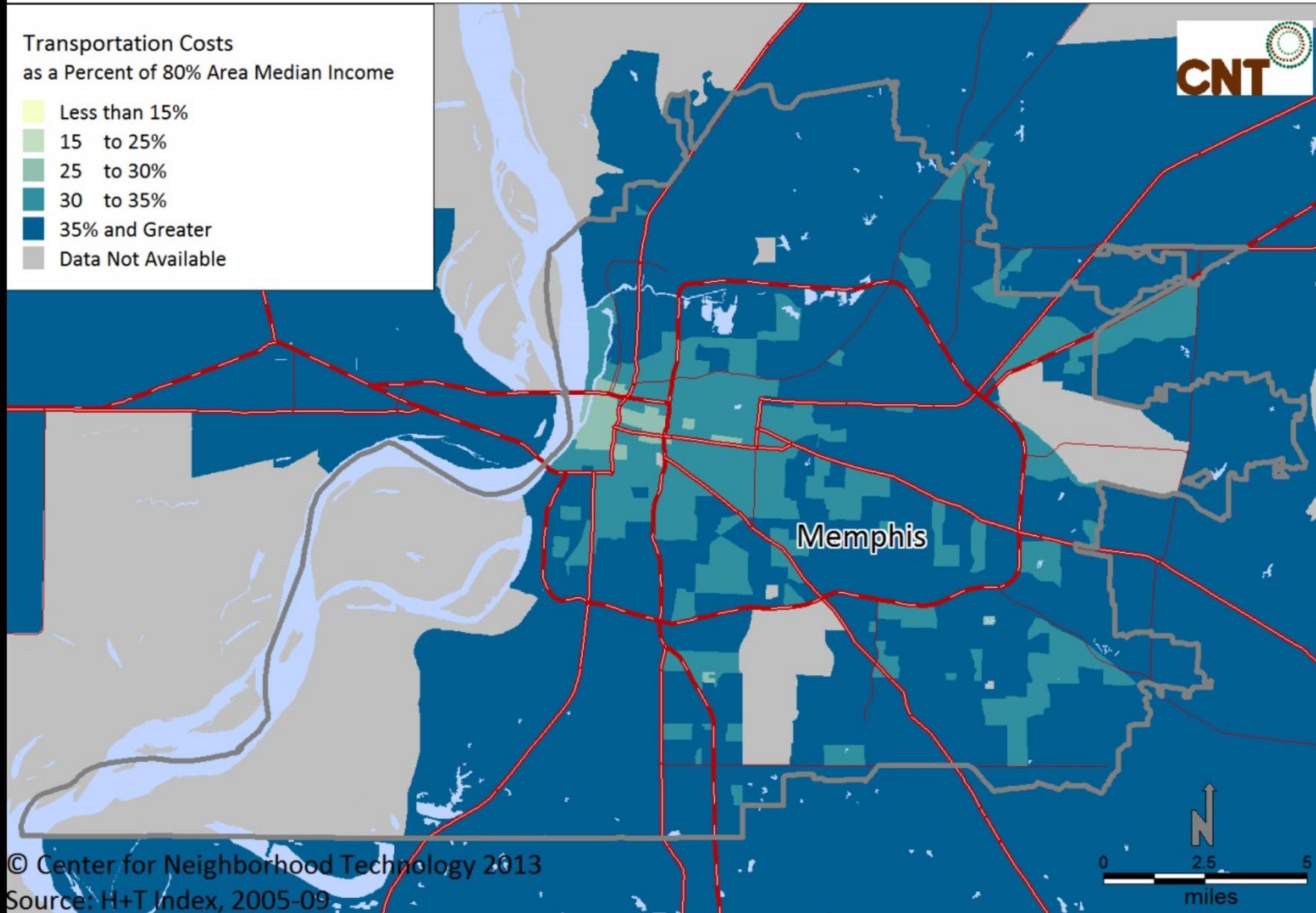
Rank out of 100 Metros

Average-income households in the city of Memphis each spent an average of **\$11,043** on transportation in the 2009-2013 period. This is not only a big number for any household, but also funds that could be better spent on education, small business investment, or any number of household needs. To put it another way, collectively households in Memphis spent **\$2.71 billion per year on transportation-money** that largely leaves the local economy. Conservatively assuming no change in these costs, that adds up to **\$81.3 billion** over the official 30 year planning period used to prepare Long Range Transportation Plans.

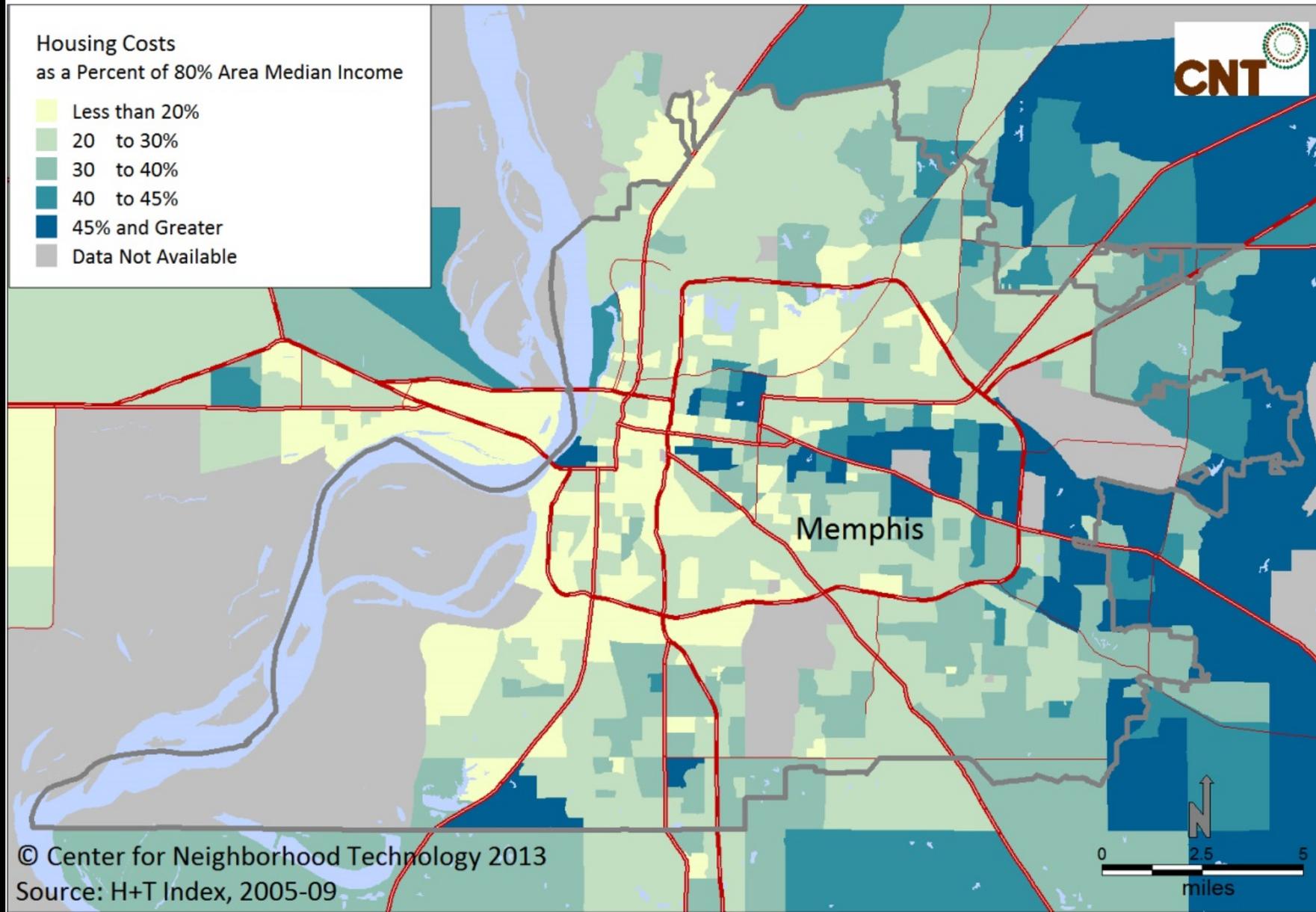
Big Plays to Transform Transportation in Memphis
Center for Neighborhood Technology August 11, 2015

\$11,043 per household
\$2.71 billion/year
\$81.3 billion/30 years

What Memphis spends on transportation

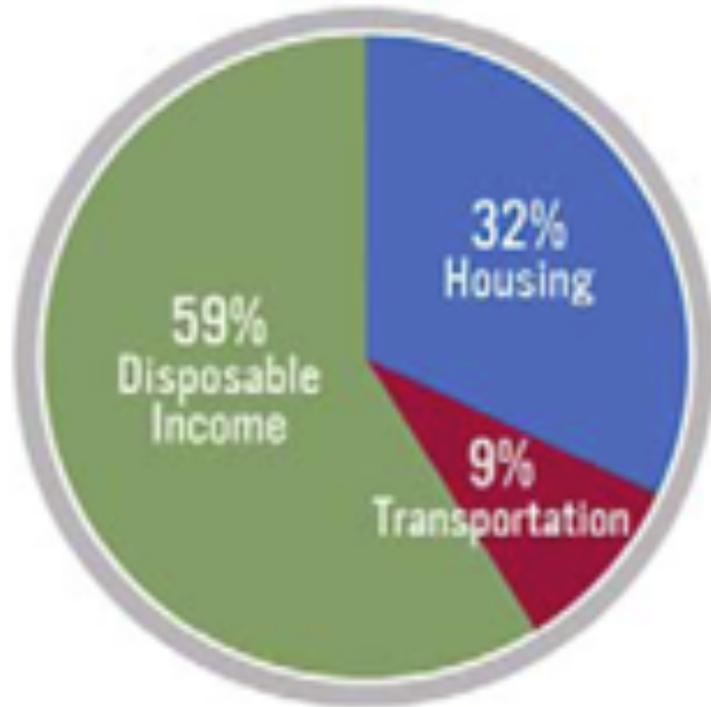


Memphis Transportation Costs as % of Moderate Income

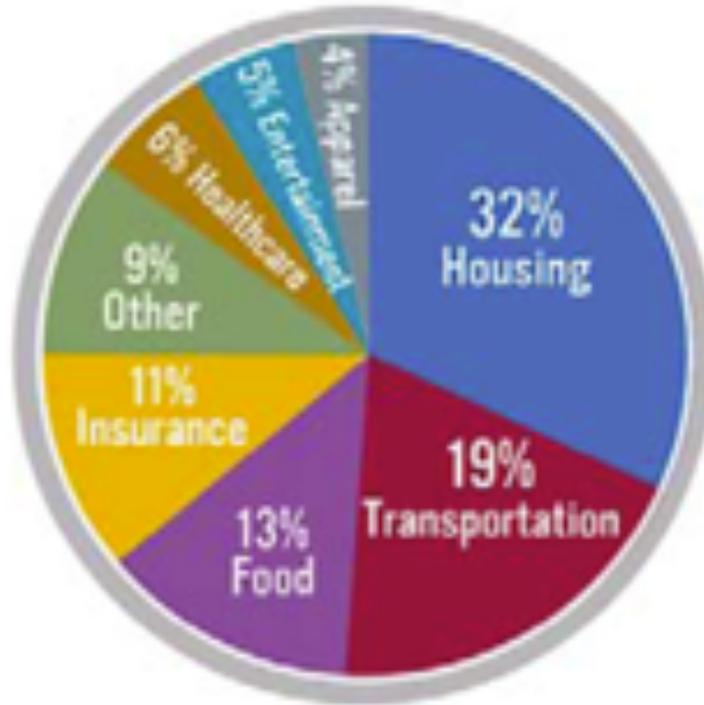


Memphis Housing Cost ad % of Moderate Income Households

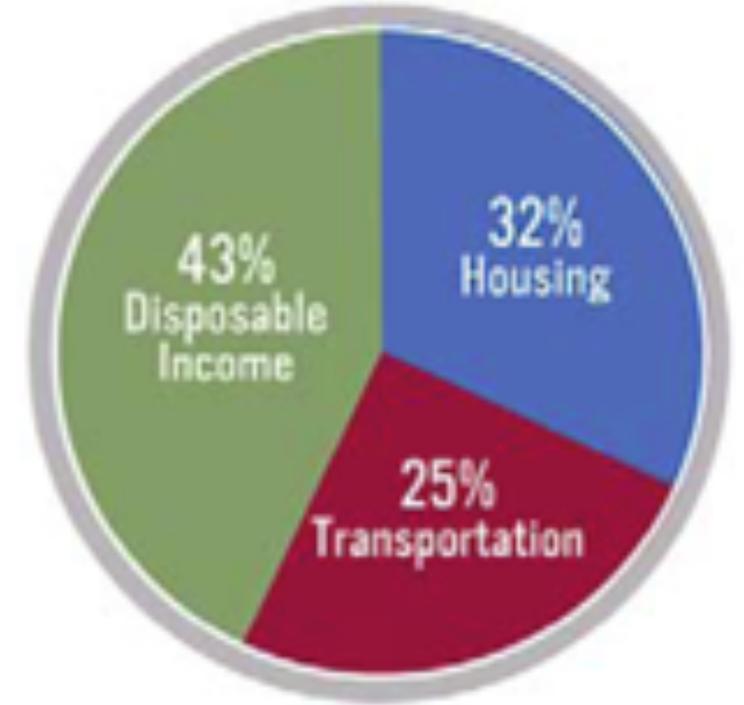
Location Efficient Environment



Average American Family



Auto Dependent Exurbs



http://www.fhwa.dot.gov/livability/fact_sheets/transandhousing.cfm

Location, Location, Location

Mobile Talent

- **54% of Millennials** surveyed would consider moving to another city if it had more or better options for getting around,
- **66%** said **access to high quality transportation** is one of the top three criteria they would weigh when deciding where to live.
- Nearly half of those who owned a car said **they would consider giving it up if they could count on public transportation options.**
- Up to **86%** said it was important for their city to offer opportunities to **live and work without relying on a car.**

Urban cores attracted increased numbers of young adults even in metropolitan areas that were losing population and hemorrhaging talented young workers.

<http://cityobservatory.org/ynr/>

The college attainment rate of young adults living in close-in neighborhoods in the largest metropolitan areas increased to 55 percent from 43 percent in 2000.

Outside the three-mile urban core, educational attainment rates increased slightly from about 31 percent to about 35 percent.

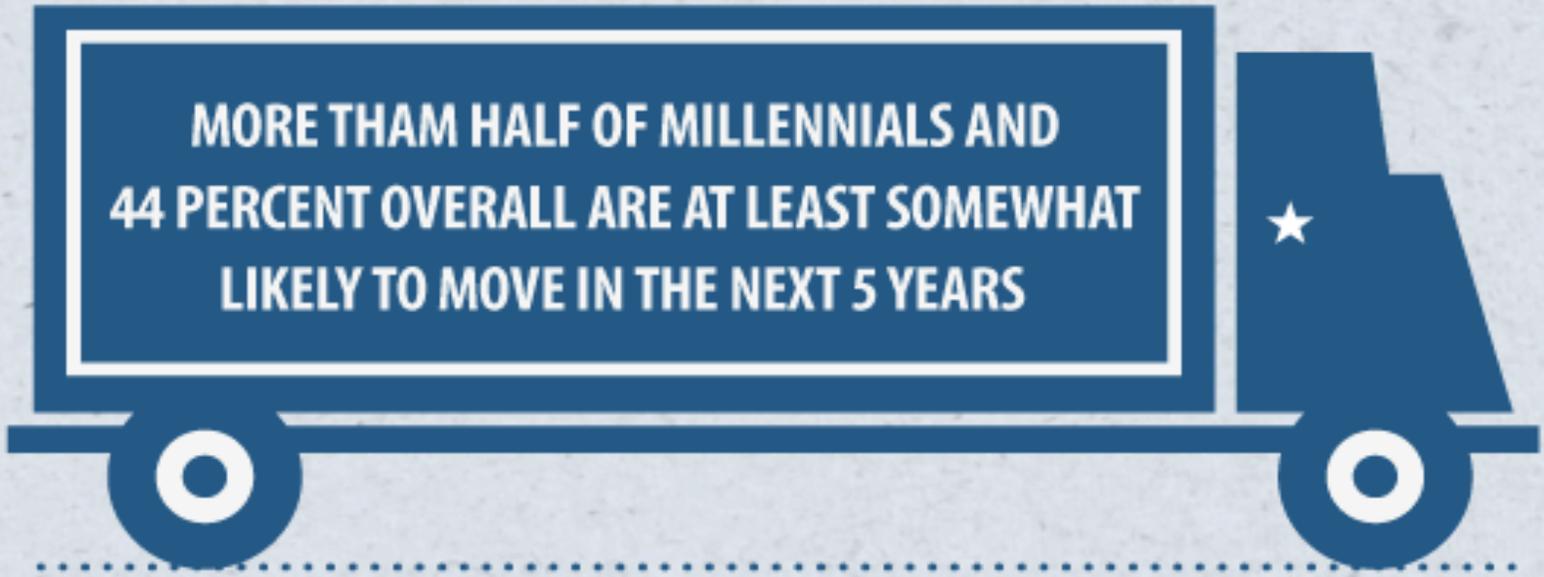
<http://cityobservatory.org/ynr/>

Y&R city observatory

Overall these close-in neighborhoods have higher levels of educational attainment among their young adult population than the overall metropolitan areas of which they are a part. The college attainment rate of young adults living in close-in neighborhoods in the largest metropolitan areas increased to 55 percent from 43 percent in 2000. Outside the three-mile urban core, educational attainment rates increased slightly from about 31 percent to about 35 percent.

The Young the Restless and the Nation's Cities

<http://cityobservatory.org/ynr/>



MORE THAN HALF OF MILLENNIALS AND
44 PERCENT OVERALL ARE AT LEAST SOMEWHAT
LIKELY TO MOVE IN THE NEXT 5 YEARS



OF MILLENNIALS



ACTIVE BOOMERS

WOULD PREFER TO LIVE SOMEDAY IN A

walkable community, WHETHER AN URBAN,

SUBURBAN OR SMALL TOWN LOCATION.

Results from APA's
2014 National Poll
Investing in Place: Two
Generations' View on
the Future of
Communities

<https://www.planning.org/policy/polls/investing/>



**OF ALL RESPONDENTS AND
74 PERCENT OF MILLIENNIALS**

believe INVESTING IN SCHOOLS, TRANSPORTATION CHOICES

AND WALKABLE AREAS IS A BETTER WAY TO *grow* THE ECONOMY

THAN RECRUITING COMPANIES

Results from APA's 2014
National Poll
Investing in Place: Two
Generations' View on
the Future of
Communities

<https://www.planning.org/policy/polls/investing/>



OF MILLENNIALS



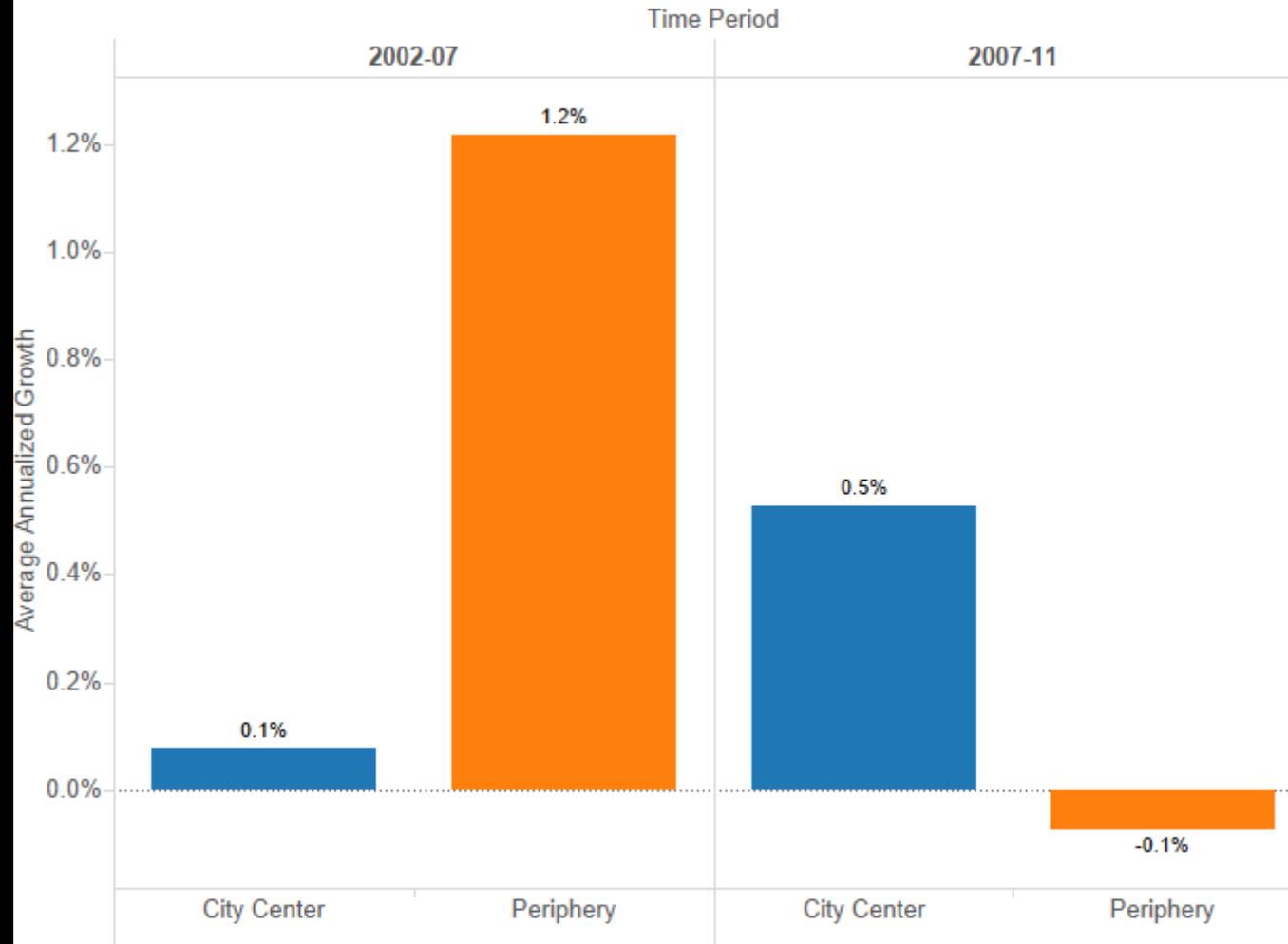
ACTIVE BOOMERS

- ★ SAY AFFORDABLE AND CONVENIENT ALTERNATIVES
- ★ TO THE CAR IS AT LEAST SOMEWHAT IMPORTANT
- ★ WHEN DECIDING WHERE TO LIVE AND WORK.



Companies are pursuing talent
and moving to city centers

City centers throughout the U.S. outperformed their peripheries in 2007-11, reversing a decades-long trend of decentralization



Surging City Center Job Growth | City Observatory



Core Values

Why American Companies are Moving Downtown



- 500 companies

- 170 industries

- 245 relocated from a suburban location (either within the metro area or from a different region)
- 91 opened a new downtown location or branch
- 76 relocated within downtown
- 42 expanded existing downtown office space
- 20 consolidated a suburban and downtown location
- 10 moved from a different downtown
- 9 were brand new companies.

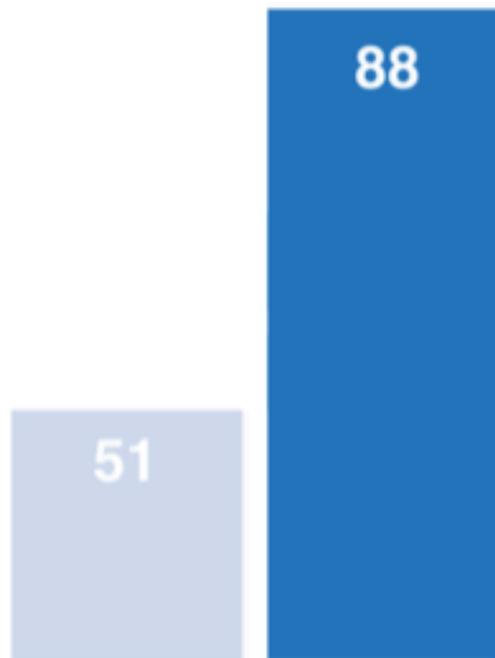
Reasons why companies are moving downtown

- To attract and retain talented workers.
- To build brand identity and company culture
- To support creative collaboration
- To be closer to customers and business partners
- To centralize operations
- To support triple-bottom line business outcomes:

Core Values: Why American companies are moving downtown

Smart Growth America | 2015

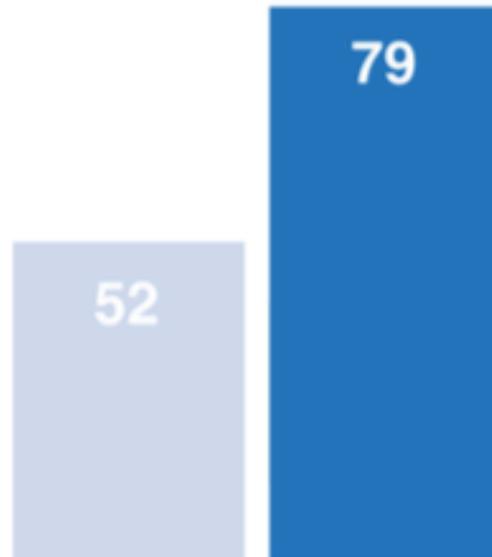
WALK SCORE



Before

After

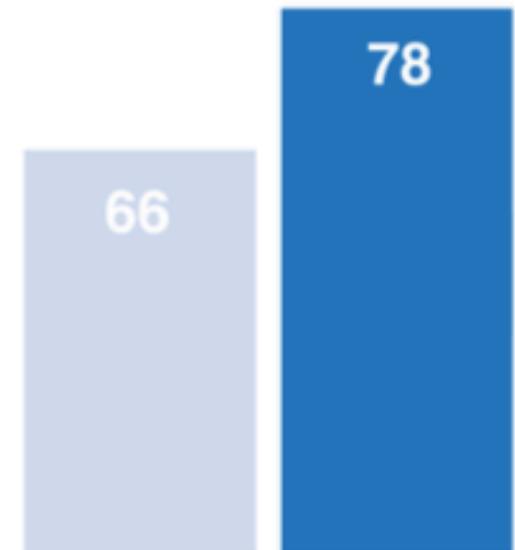
TRANSIT SCORE



Before

After

BIKE SCORE



Before

After

“...What really matters for how you get to your job, even more than where you live, is where you work—is a big reason that growing employment in city centers benefits everyone in the region, even if they’re planning on remaining in an outlying neighborhood or suburb. (And, importantly, we can extend that principle to other destinations: grocery stores, schools, and so on. What matters is “destination density” near transit.)

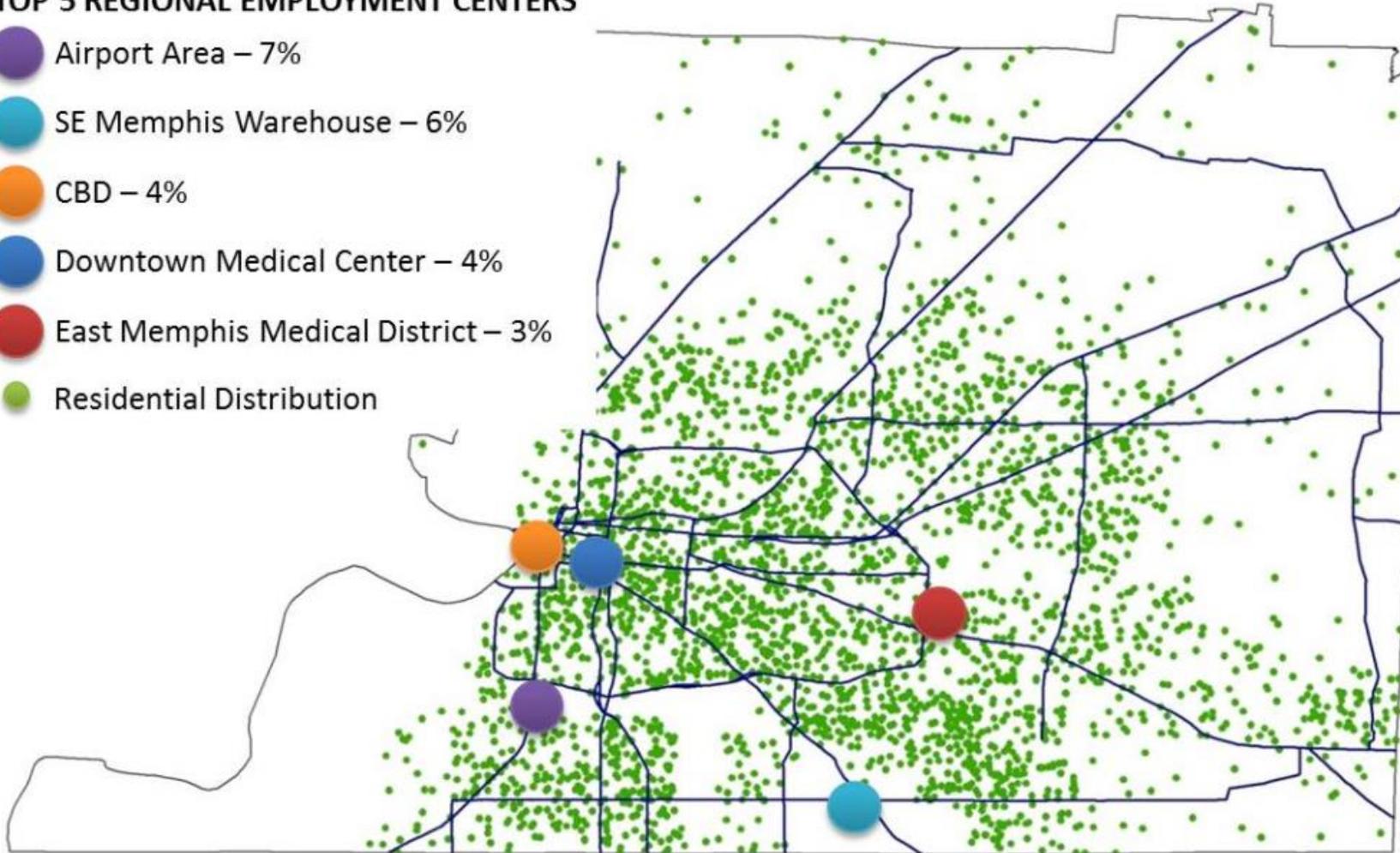
When it comes to transit use, destination density matters more than where you live

<http://cityobservatory.org/when-it-comes-to-transit-use-destination-density-matters-more-than-where-you-live/>

Destination Density

TOP 5 REGIONAL EMPLOYMENT CENTERS

-  Airport Area – 7%
-  SE Memphis Warehouse – 6%
-  CBD – 4%
-  Downtown Medical Center – 4%
-  East Memphis Medical District – 3%
-  Residential Distribution

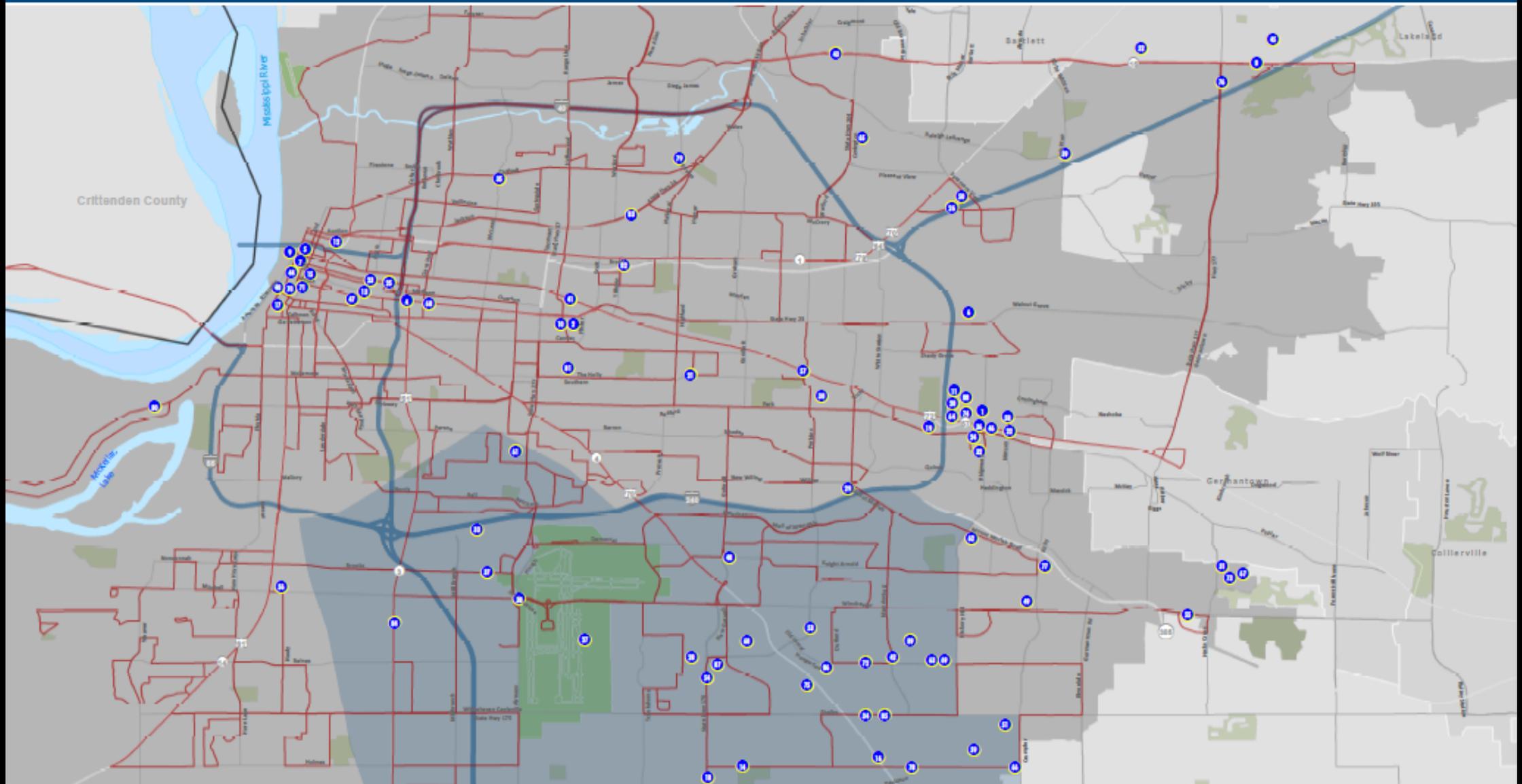


Source: Dane Forline – The University of Memphis & Analysis of Census Block Groups

Memphis Regional Employment Centers

Memphis Area Major Employers

Businesses with 500 or more employees and MATA routes



-  Businesses
-  Proposed MATA Routes
-  Aerropolis Area



0 0.5 1 2 Miles

A lesson from Houston



SYSTEM REIMAGINING

EXISTING FREQUENT NETWORK

- PARK & RIDE
- TRANSIT CENTER
- TRANSIT CENTER / RAIL STATION

- FREQUENT BUS ROUTE (SERVICE EVERY 10 MINUTES OR LESS, HIGHWAY, HOV-3+ REQUIRED)
- NONSTOP BUS ROUTE
- ROUTE SHUTTLE (COMMERCIAL BUS SERVICE EVERY 15-20 MINUTES)
- ROUTE CONNECTOR (WITH SHUTTLES EVERY 10-15 MINUTES)

- BRIDGE
- HIGHWAY
- MAJOR STREET
- PARK
- UNIVERSITY
- AIRPORT CAMPUS





SYSTEM REIMAGINING

PROPOSED FREQUENT NETWORK

- PARK & RIDE
- TRANSIT CENTER / RAIL STATION
- BUS
- LIGHT RAIL
- BIKE SHARE

- FREQUENT BUS ROUTE SERVICE EVERY 10 MINUTES OR LESS, 10 AM-4 PM, 7 DAYS A WEEK
- NONSTOP SEGMENT
- ROUTE WITH WHEELCHAIR ACCESSIBILITY SERVICE EVERY 15 - 30 MINUTES
- ROUTE WITH STROLLER SERVICE EVERY 20 - 30 MINUTES

- BIKE SHARE
- HIGHWAYS
- MAIN STREETS
- PARKS
- UNIVERSITIES
- ACTIVITY CENTERS



“Almost a million people are going to be in walking distance within a seven-day frequent route, and also a million jobs,” says (Kurt Luhrsen, Metro’s vice president for service planning and transit reimagining). “That’s almost a 50 percent increase in people and almost a 60 percent increase in jobs.”

How One City Will Change Its Entire Bus System Overnight

Next City, July 14, 2015

Memphis, TN-MS-AR Metro Area

Missed Opportunity: Transit and Jobs in Metropolitan America

Transit Accessibility Profile



51%
Coverage

Share of working-age residents near a transit stop

100 Metro Average: 69%



15.8
Service Frequency

Median wait (minutes) for any rush hour transit vehicle

100 Metro Average: 10.1



26%
Job Access

Share of all jobs reachable via transit in 90 minutes

100 Metro Average: 30%

69

Combined Access Rank

Combined ranking on coverage and job access

Rank out of 100 Metros

\$11,043 per household
\$2.71 billion/year
\$81.3 billion/30 years

What Memphis spends on transportation