



DeKalb County

TRANSIT MASTER PLAN

DeKalb County Transit Master Plan

Baseline Condition: An Assessment of
Transit Needs and Markets

Prepared for



Atlanta Regional Commission
229 Peachtree St NE #100
Atlanta, GA 30303

Prepared by



1355 Peachtree St. NE
Suite 100
Atlanta, GA 30309



Page intentionally left blank.



DeKalb County

TRANSIT MASTER PLAN

What is DeKalb County's Transit Master Plan?

The Transit Master Plan will address DeKalb County's mobility challenges, help to enhance future development opportunities, and improve the quality of life within each of DeKalb's cities and unincorporated communities, both north and south. The plan will identify transit service enhancements for today and expansion opportunities for tomorrow to create a 30-year cost-feasible vision for transit investments in DeKalb County.

Page intentionally left blank.

Table of Contents

Chapter 1 Introduction	1-1
Introduction	1-1
Background	1-1
Approach	1-1
Chapter 2 Travel Trends	2-1
Background	2-1
Trip Desire	2-2
Travel Time Reliability	2-12
Transit Travel Times	2-15
Mode Split	2-16
Transit Market Segments	2-17
Travel Needs	2-25
Chapter 3 State of the Transit System	3-1
Systemwide Overview	3-1
Transit System Characteristics	3-4
Rail Service Characteristics	3-12
Transit Assets	3-12
MARTA Rail Transit Assets	3-13
MARTA Operations and Maintenance Facilities	3-14
Fares and Ticketing	3-15
Security	3-16
State of Good Repair	3-16
Transit Service Performance	3-18
Barriers to Transit	3-21
Perceptions of Transit	3-28
Transit Needs	3-28
Chapter 4 Economic Development	4-1
Background	4-1
Visioning	4-3
Review of Local Plans	4-14
Chapter 5 Policy and Decisions	5-1

Introduction	5-1
Past Investment.....	5-1
Planning Activities	5-4
Appendix A Economic Development Plan Review	A-1

List of Tables

Table 2-1 DeKalb County Travelsheds	2-3
Table 2-2 Existing Top Travel Pairs.....	2-5
Table 2-3 Future Top Travel Pairs	2-6
Table 2-4 Existing Automobile Travel Times Between Top 10 Pairs	2-13
Table 2-5 Future Automobile Travel Times Between Top 10 Pairs.....	2-14
Table 2-6 Existing Transit Travel Times Between Top 10 Pairs	2-15
Table 2-7 Future Transit Travel Times Between Top 10 Pairs.....	2-16
Table 3-1 Existing DeKalb County Bus Services.....	3-4
Table 3-2 MARTA Local Bus Routes and Destinations Served.....	3-5
Table 3-3 Xpress Ridership for Routes Serving DeKalb County	3-10
Table 3-4 MARTA Bus and Paratransit System Assets	3-12
Table 3-5 MARTA Shelters and Bench/Seats	3-13
Table 3-6 MARTA Rail Car Inventory	3-13
Table 3-7 MARTA Heavy Rail and Streetcar Station Overview	3-13
Table 3-8 MARTA's DeKalb County Rail Station Characteristics	3-14
Table 3-9 Top Ten MARTA State of Good Repair Projects in DeKalb County	3-18
Table 3-10 MARTA Bus: Systemwide Key Performance Indicators.....	3-19
Table 3-11 MARTA Bus: Key Performance Indicators by Route	3-19
Table 3-12 MARTA Rail: Ridership at DeKalb County Stations.....	3-21
Table 3-13 MARTA Rail: Key Performance Indicators.....	3-21
Table 4-1 Themes from Local Plan Review.....	4-14

List of Figures

Figure 1-1 Four Prongs of Technical Analysis	1-2
Figure 2-1 Mode Share – All DeKalb County Trips.....	2-17
Figure 2-2 Traditional Market Segments – North DeKalb County Trips	2-19
Figure 2-3 Traditional Market Segments – South DeKalb County Trips	2-20
Figure 2-4 Commuter Market Segments – North DeKalb County Trips	2-21
Figure 2-5 Commuter Market Segments – South DeKalb County Trips	2-22
Figure 2-6 Other Market Segments – North DeKalb County Trips	2-23
Figure 2-7 Other Market Segments – South DeKalb County Trips	2-24
Figure 4-1 State Farm Dunwoody Hub.....	4-2
Figure 4-2 Economic Development Cycle.....	4-4
Figure 5-1 DeKalb's MARTA Rail Stations (1970s).....	5-2
Figure 5-2 DeKalb's MARTA Rail Stations (1980s and 1990s).....	5-3
Figure 5-3 Regional Transportation Plan Project Evolution.....	5-6

List of Maps

Map 2-1 DeKalb County Travelsheds	2-4
Map 2-2 Home Locations of DeKalb County Workers.....	2-8
Map 2-3 Work Locations of DeKalb County Residents	2-9
Map 2-4 Major Travel Corridors	2-11
Map 3-1 Transit Services in DeKalb County.....	3-2
Map 3-2 MARTA Boardings by Rail Station or Bus Stop.....	3-9
Map 3-3 Xpress System Map.....	3-11
Map 3-4 Ticket Vending Machine Access.....	3-23
Map 3-5 Sidewalk Connectivity as Compared to Transit Availability	3-26
Map 3-6 Corridors Needing Improved Pedestrian Access	3-27
Map 4-1 Current Trends: Today's Employment Centers	4-7
Map 4-2 Near-Term Trends: Proposed and Planned Development.....	4-9
Map 4-3 Long-Term Trends: Property Ripe for Development or Redevelopment	4-11
Map 4-4 Communities Planning for Growth.....	4-13



1 Introduction

Introduction

This Assessment of Transit Needs and Markets provides an overview of the present state of travel and transit in DeKalb County as well as insights into the current and future needs for transit. It is produced in support of the DeKalb County Transit Master Plan (DCTMP). These identified needs and markets will assist in the development of transit improvement scenarios.

Background

DeKalb County, through its Board of Commissioners and the cities within DeKalb County, requested the Atlanta Regional Commission (ARC) to fund a Transit Master Plan for transit expansion as a component of the Comprehensive Transportation Planning program. Ultimately, the plan will serve as the guiding document to support more detailed transit planning and expansion in DeKalb County. Additionally, it will serve to provide data to County officials as they consider funding sources for the future increased transit investment necessary to implement the plan. The plan considers the impacts of investment in high-capacity transit in terms of impacts to mobility and economic development within DeKalb County.

Approach

As shown in **Figure 1-1**, the technical analysis for this document is divided into four prongs:

- Travel trends: A review of overall travel demand within DeKalb County.
- State of the transit system: A review of current operations and future needs for transit in DeKalb County.
- Economic development: A review of the development trends in DeKalb County.
- Policy and decisions: A historical perspective of the evolution of transit in DeKalb County.

A chapter in this report is dedicated to each prong.

Figure 1-1: Four Prongs of Technical Analysis



Travel Trends

- Trip Desire
- Travel Time Reliability
- Mode Split
- Access to Transit



State of the System

- Service Availability
- System Operating Efficiency
- Ridership
- System Connectivity



Economic Development

- Access to Jobs
- Nodal Density/Intensity
- Development/Redevelopment



Policy & Decisions

- Past Investments
- Current Funding and Plans

2 Travel Trends

Background

This section analyzes the existing and future travel trends for the DCTMP study area. Current and forecasted trip desires, travel time reliability, mode split, and access to transit were examined. From this analysis, a list of travel needs in the study area was developed and will be used to define transit investment scenarios in later phases of the DCTMP.

METHODOLOGY & DATA

The data and discussions in this section are based on real-time information from Google Maps and output from the ARC activity-based model (ABM) platform (often referred to as “the model”). The ARC’s new model outputs divide information on activity and travel behavior by market segments (e.g., income group, number of workers per household, vehicles available per household, etc.). By looking at each market segment individually, new insights can be developed into the mode, trip lengths, and trip frequency for the various market segments to, from, and within the study area.

The model is based on the principle that travel demand is derived from people’s daily activities and travel patterns. This model predicts which activities are conducted, when, where, for how long, for and with whom, and the travel mode choices they will make to complete them. Model runs for existing conditions are for 2015 and are run on the network as it existed in 2015. Model runs for future conditions are for 2040 and include the existing transportation network plus the improvements included in the ARC’s Regional Transportation Plan (RTP), for which funding has been identified.

The model offers much greater detail in demographic information which results in enhanced analysis of the different travel markets. At the core of the model is a technique that enables the model to predict the characteristics of each individual household in the region including family structure, ages, income, number of vehicles, and type of employment/school for each person. This demographic detail allows the analysis to include much more targeted groups of travelers and provides a better understanding of how different market segments of the population move within the study area.

Trip Desire

Determining existing and future trip desires for DeKalb County travelers is an important step in identifying needed transit connections. To develop an understanding of trip desires in DeKalb County, a technical process to identify origins and destinations, analyze key travel pairs, and review existing regional commute patterns was undertaken. Additionally, using the model, major travel corridors in DeKalb County were identified for further analysis. Finally, detailed information on transit market segments from the model was analyzed to provide further insight to potential transit needs.

Based on the analysis of trip desire, key findings are as follows:

- Travel patterns and regional commute data show a need for transit connections to employment centers in neighboring jurisdictions.
- Strong travel demand within DeKalb County indicates a need for enhanced transit services.
- Major travel corridors are distributed throughout DeKalb County, indicating a need for additional transit connections.
- Traditionally transit-dependent populations are projected to exhibit a higher level of reliance on transit service in the future. To keep up with expected demands, transit services should be expanded and improved to provide high-quality, reliable, and frequent service to these populations.
- With projected increases in the senior population, trips by retirees are expected to rise significantly in the future (by over 100 percent). Only one to two percent of these trips is anticipated to be by transit, however. Expanded transit services should be designed to target this market of potential transit riders.

ORIGINS AND DESTINATIONS

The travel demand model used for analyzing trip desire divides DeKalb County into approximately 650 travel analysis zones (TAZs). Within the model, the Atlanta region includes over 5,000 TAZs.

Definition of Travelsheds

To better understand the model outputs that track trips between each of the 650 TAZs within DeKalb County, TAZs are aggregated into larger units, referred to as *travelsheds*. Each travelshed is defined by a series of similar characteristics, such as land use, development density, and urban/suburban trip-making characteristics. A total of 14 distinct travelsheds were defined during this process, as listed in **Table 2-1** **Table 2-1: DeKalb County Travelsheds**. **Map 2-1** shows the travelsheds on a map.

Table 2-1: DeKalb County Travelsheds

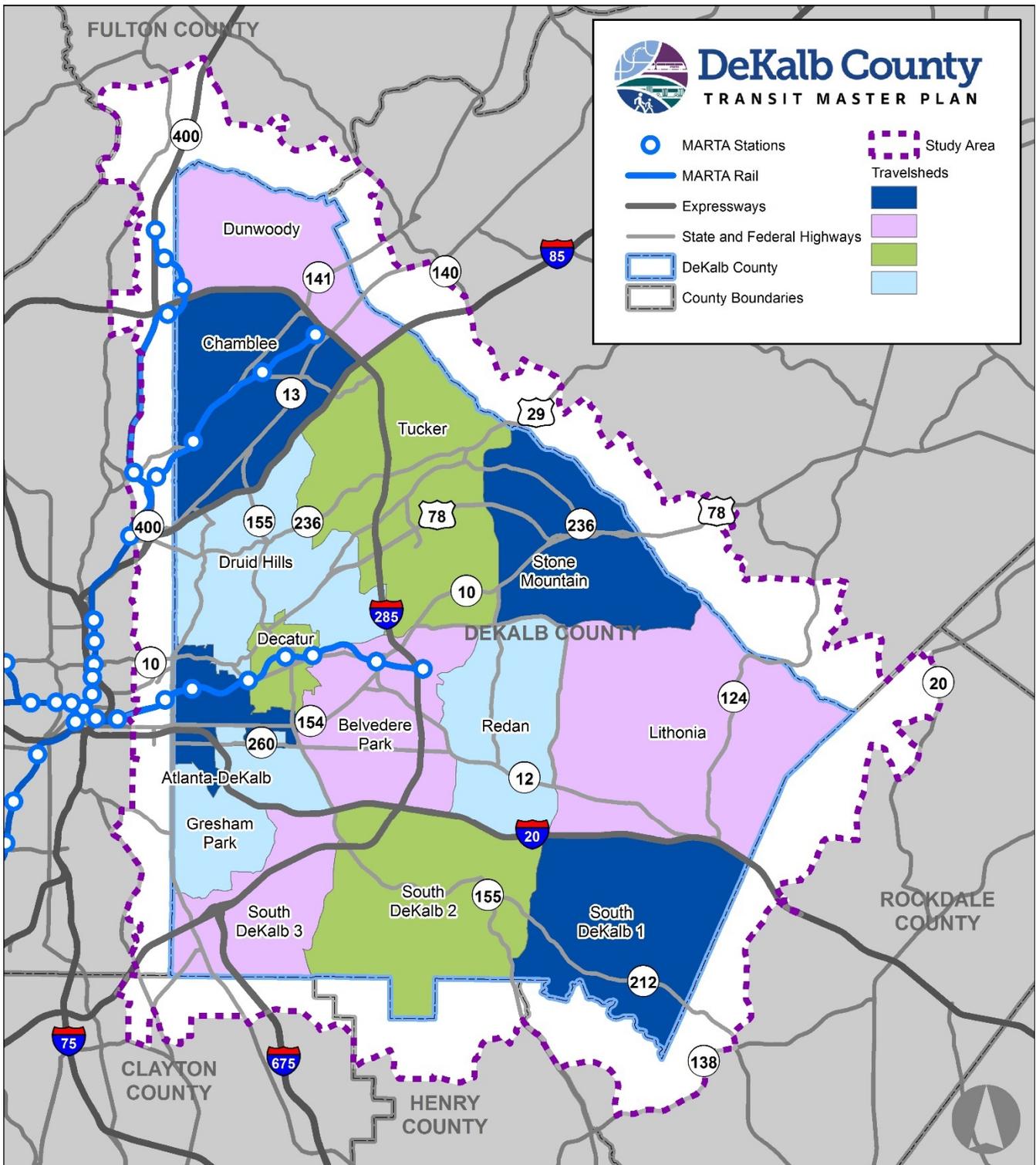
Travelshed Name	Cities or Places
South DeKalb 1	City of Stonecrest
South DeKalb 2	Panthersville, Snapfinger
South DeKalb 3	Panthersville
Lithonia	City of Lithonia, City of Stonecrest
Redan	City of Stonecrest
Belvedere Park	Avondale Estates
Gresham Park	Constitution, Gresham Park
Decatur	City of Decatur
Atlanta-DeKalb	City of Atlanta
Druid Hills	City of Atlanta
Tucker	City of Clarkston, City of Pine Lake, City of Tucker
Stone Mountain	City of Stone Mountain
Chamblee	City of Brookhaven, City of Chamblee
Dunwoody	City of Doraville, City of Dunwoody

Regional Destinations

After defining the travelsheds, the next step was to identify regional destinations. The ARC’s regional activity centers were used to identify regional destinations to analyze trip desires. Regional activity centers are defined as traditional downtown areas as well as employment centers like the Cumberland/Galleria area or the Central Perimeter and were not constrained to the DeKalb County boundaries. For this analysis, a total of 57 regional destinations were identified. While DeKalb commuters travel to all 57 regional destinations, the following five were common to the top 10 travel pairs:

- Buckhead
- Downtown Atlanta
- Emory/Centers for Disease Control and Prevention (CDC)
- Perimeter Mall
- Sandy Springs

Map 2-1: DeKalb County Travelsheds



Source: Atlanta Regional Commission Prepared by: VHB Date: January 2019



ANALYSIS OF EXISTING AND FUTURE KEY TRAVEL PAIRS

Using the travelsheds previously defined for DeKalb County and the regional destinations, an analysis of key travel pairs was undertaken to identify origins and destinations with the highest trip demand between them. To accomplish this, the regional trip tables from the model, including all origin and destination vehicle trips, were consolidated into the travelsheds and regional destinations. The model was then used to identify the top travel pairs between the travelsheds and regional destinations in 2015, representing existing conditions, and the horizon year, 2040. Because commute trips place the highest demand on the transportation system, morning peak period trips were used for this analysis.

Existing Travel Pairs (2015)

Table 2-2 shows the top 10 existing travel pairs. Key findings regarding existing trip pairs include the following:

- Within DeKalb County, the highest number of trips are from the Druid Hills travelshed to Emory University and the CDC, showing a need for enhanced intra-county transit;
- Similarly, the second highest number of trips in DeKalb County is from the Dunwoody travelshed to Perimeter Mall;
- Downtown Atlanta attracts a significant number of trips from DeKalb County, indicating a key regional connection between DeKalb and Fulton Counties; and
- The travelsheds along I-20 in the southern part of DeKalb County all share Downtown Atlanta as a destination, showing a need for improved transit connections between south DeKalb County and Downtown Atlanta.

Table 2-2: Existing Top Travel Pairs (Morning Peak, 2015)

Origin Travelshed	Regional Destination	Number of Trips (AM Peak, 2015)
Druid Hills	Emory University/CDC	6,300
Dunwoody	Perimeter Mall	3,800
Chamblee	Buckhead	3,600
Tucker	Downtown Atlanta	3,200
Chamblee	Downtown Atlanta	3,100
Druid Hills	Downtown Atlanta	2,900
Belvedere Park	Downtown Atlanta	2,800
South DeKalb 3	Downtown Atlanta	2,400
Atlanta-DeKalb	Downtown Atlanta	2,200
Lithonia	Downtown Atlanta	1,000

Source: ARC Activity-Based Travel Demand Model, VHB

Future Travel Pairs (2040)

Table 2-3 shows the top 10 forecasted future travel pairs. Key findings regarding future trip pairs include the following:

- The model suggests little change in the travel patterns between 2015 and 2040 for DeKalb County.
- Within DeKalb County, the highest number of trips continue to be from the Druid Hills travelshed to Emory University and the CDC, showing a need for enhanced intra-county transit;
- Similarly, the second highest number of trips in DeKalb County is from the Dunwoody travelshed to Perimeter Mall;
- Downtown Atlanta attracts a significant number of trips from DeKalb County, indicating a key regional connection between DeKalb and Fulton Counties; and
- The travelsheds along I-20 in the southern part of DeKalb County all share Downtown Atlanta as a destination, showing a need for improved transit connections between south DeKalb County and Downtown Atlanta.

Table 2-3: Future Top Travel Pairs (Morning Peak, 2040)

Origin Travelshed	Regional Destination	Number of Trips (AM Peak, 2015)
Druid Hills	Emory University/CDC	5,600
Dunwoody	Perimeter Mall	4,500
Chamblee	Buckhead	4,000
Belvedere Park	Downtown Atlanta	3,300
Druid Hills	Downtown Atlanta	3,300
Chamblee	Downtown Atlanta	3,200
Tucker	Downtown Atlanta	3,100
South DeKalb 3	Downtown Atlanta	2,600
Atlanta-DeKalb	Downtown Atlanta	2,500
Dunwoody	Sandy Springs	2,400

Source: ARC Activity-Based Travel Demand Model, VHB

EXISTING REGIONAL COMMUTE PATTERNS (2015)

In addition to the analysis of key travel pairs, regional commute patterns were examined to provide an overview of all work trips entering and leaving the study area. To analyze commute patterns, Census OnTheMap, a tool created and maintained by the U.S. Census Bureau, was used. Census OnTheMap provides insight into worker flows between homes and employment centers as well as into and out of DeKalb County.

Commuter flows into and out of DeKalb County are balanced. Of all work trips originating or ending in the study area, 43 percent are DeKalb County residents commuting elsewhere in the Atlanta Region, 41 percent are commuting to jobs in DeKalb County from elsewhere in the region, and 16 percent live and work within DeKalb County. The number of commuters entering, leaving, and staying within the study area are as follows:

- 205,000 workers travelling into DeKalb County for work from other jurisdictions;
- 214,000 residents leaving DeKalb County for work; and
- 82,000 workers both live and work within DeKalb County.

Over 500,000 daily commute trips occurred in 2015, indicating a strong demand for transportation to and from work. Additionally, the high number of workers entering and leaving DeKalb County indicate the need for transit connections to neighboring jurisdictions.

Home Locations of Workers Commuting into DeKalb County

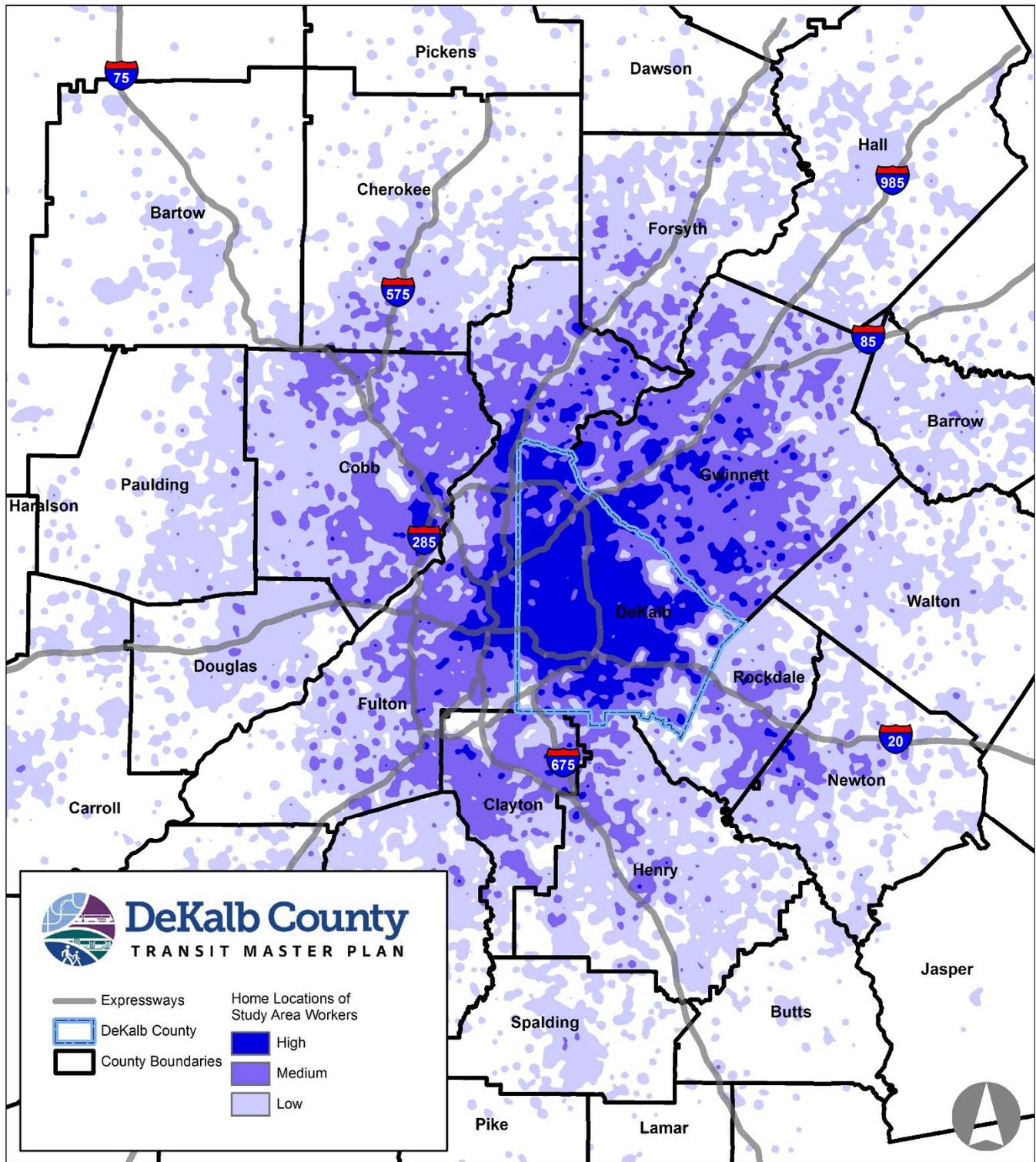
Workers commuting into DeKalb County are generally disbursed throughout the Atlanta Region; however, some key patterns emerge from the data. Workers that live outside DeKalb County tend to commute from the neighboring counties, including Gwinnett, Rockdale, Clayton, and Fulton.

For all workers in DeKalb County, the highest concentrations of home locations for workers are within DeKalb County and the cities of Atlanta and Sandy Springs adjacent to the county line. Additional areas with high concentrations of DeKalb County workers are located to the east along I-20 near the border of Rockdale and Newton counties as well as unincorporated Vinings in Cobb County. **Map 2-2** shows the home locations of DeKalb County commuters. Darker colors indicate a higher concentration of residents who work in DeKalb County.

Work Locations of DeKalb County Residents

The highest concentrations of work locations for study area residents are around Hartsfield-Jackson Atlanta International Airport (HJIA), Downtown Atlanta, and Midtown Atlanta. Additional areas where high concentrations of residents work are the SR 54 corridor just south of I-75, on the south side of the I-75 and I-285 interchange, Buckhead, and Perimeter Center. **Map 2-3** is a heat map showing where DeKalb County residents commute in the Atlanta Region.

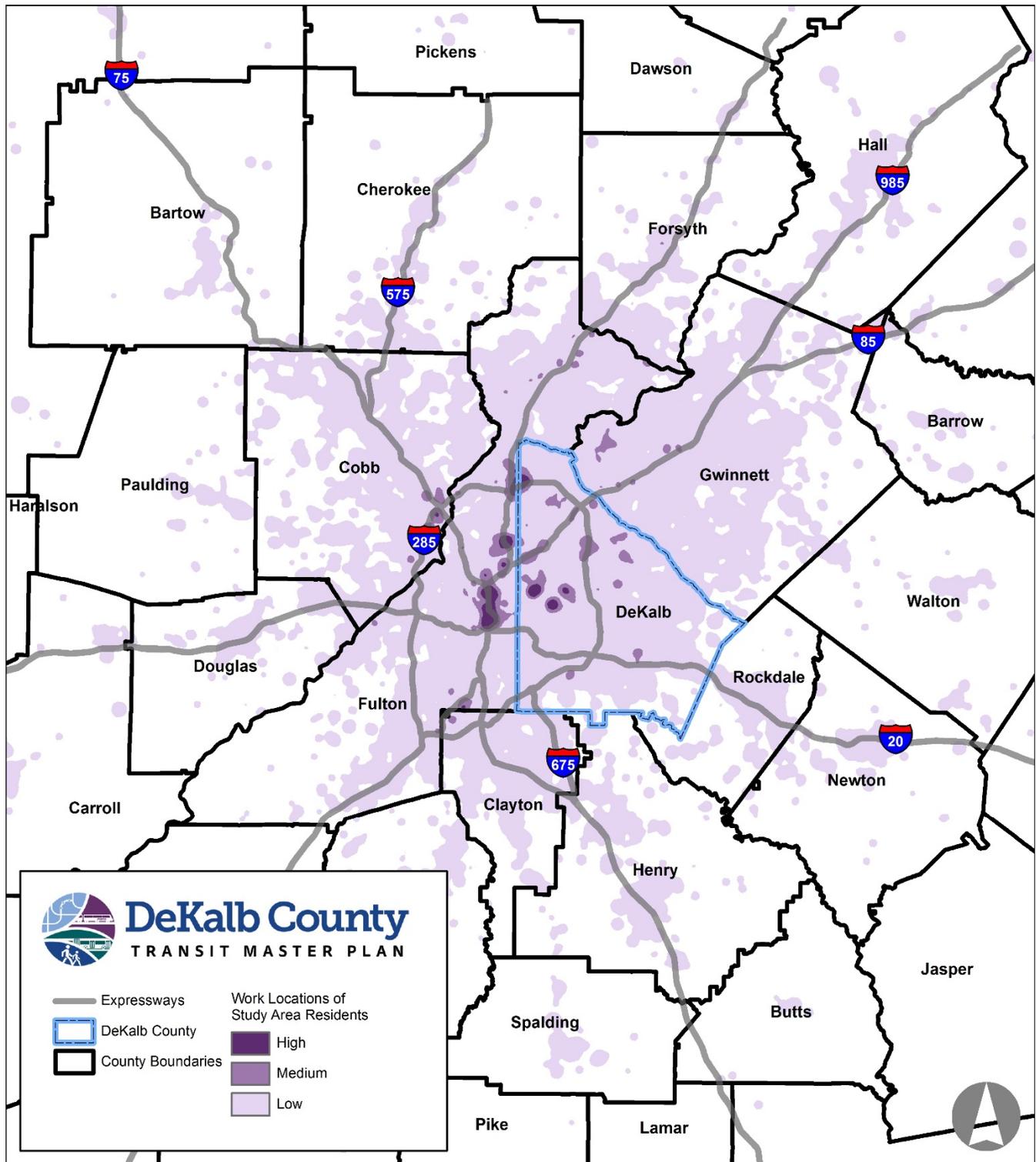
Map 2-2: Home Locations of DeKalb County Workers (2015)



Sources: U.S. Census, Atlanta Regional Commission
 Prepared by: VHB Date: January 2019

0 5 10 20 Miles

Map 2-3: Work Locations of DeKalb County Residents (2015)



Sources: U.S. Census, Atlanta Regional Commission
 Prepared by: VHB Date: January 2019



MAJOR TRAVEL CORRIDORS

After developing an understanding of the key origins and destinations of travelers, the next step is to determine the routes people are taking. The travel demand model was used to examine the major roadways and corridors within DeKalb County that carry the most trips. The trip patterns to, from, and within the County were developed based on the ARC activity-based model. Regional trip tables from the model, including all origin and destination vehicle trips, were consolidated into the travelsheds as described previously to summarize overall travel patterns in relation to DeKalb County. This analysis was divided into two sets of travelers: those that travel within DeKalb County, and those that are traveling to major activity centers outside the county (e.g., downtown Atlanta, HJIA, etc.). The **Map 2-4** identifies the major travel corridors serving both intra- and inter-county users.

Intra-County Corridors

There are several significant intra-county travel corridors within DeKalb County. These roadways carry the highest number of users beginning and ending their trips in the County. These major corridors include:

North-South Corridors

- Clifton Road
- Clairmont Road
- Hairston Road
- Shallowford Road/Briarcliff Road/Oak Grove Road
- Peachtree Industrial Boulevard
- Buford Highway
- Panola Road/Stone Mountain-Lithonia Road
- Candler Road
- Panthersville Road

East-West Corridors

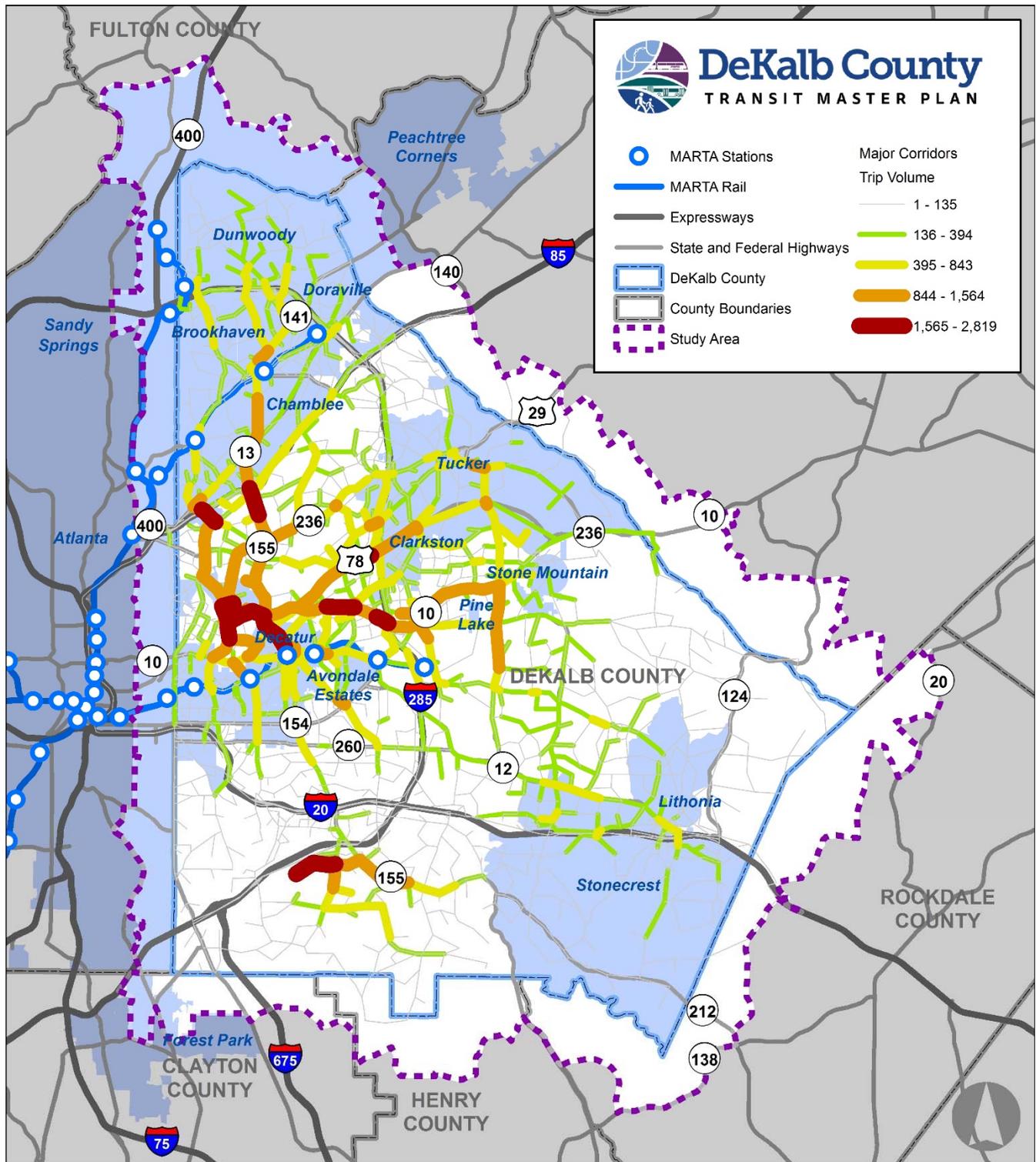
- Lawrenceville Highway
- Memorial Drive
- Lavista Road
- Stone Mountain Freeway
- Rockbridge Road
- Covington Highway
- Redan Road
- River Road/Flat Shoals Road

Inter-County Corridors

The significant travel corridors that carry the most users between DeKalb County and external activity centers, as well as through-county trips, are listed below. Not unexpectedly, these corridors represent the major freeways and principal arterials that traverse the County. These corridors include the following:

- I-285
- I-85
- I-20
- Stone Mountain Freeway/Lawrenceville Highway
- Memorial Drive
- Peachtree Industrial Boulevard/Peachtree Road

Map 2-4: Major Travel Corridors (AM Peak, 2015)



Source: Atlanta Regional Commission Prepared by: VHB Date: January 2019



Travel Time Reliability

Travel time reliability is a key measure of how well the transportation network is functioning. To identify existing conditions and forecast future conditions, the ARC ABM model was used. Travel time analyses were conducted for automobiles and transit separately.

KEY ORIGINS AND DESTINATIONS

Travel times for the top 10 existing and future travel pairs identified in the Trip Desire section were calculated. Due to forecasted changes in travel patterns, nine of the top 10 travel patterns were consistent between 2015 and 2040; Lithonia to Downtown Atlanta was no longer in the top 10 and Dunwoody to Sandy Springs entered the top 10. Therefore, comparisons between existing and future will exclude Lithonia to Downtown Atlanta and Dunwoody to Sandy Springs.

AUTOMOBILE TRAVEL TIMES

Existing and future automobile travel times were analyzed to identify both existing and forecasted future issues with travel time reliability. In the future, total travel times between the top nine trip pairs are forecasted to increase 16 percent. However, significant variation between trip pairs exists, with some trip pairs having a much higher forecasted increase in travel times and some predicting a decrease. The following sections provide a detailed analysis of existing and future travel times by trip pair.

Existing Automobile Travel Times (2018)

Archived travel time data from Google Maps was used to analyze existing travel times. (Note: Google maps was used for existing travel time estimates as the Project Management Team felt the travel times taken from the ARC's ABM were too low.) For each of the top 10 existing trip pairs, the travel time for the AM and PM peak periods was pulled from the data and is presented in **Table 2-4**. The AM peak travel times represent traditional commute trips from residences to employment centers, while the PM peak travel times represent the reverse commute movement. The AM peak period travel times range between a low of eight minutes for the Druid Hills to Emory/CDC trip pair to a high of 53 minutes for Lithonia to Downtown Atlanta movement.

Table 2-4: Existing Automobile Travel Times Between Top 10 Trip Pairs (2018)

From	To	2018 Automobile Travel Time (in Minutes)		
		AM Peak Period	PM Peak Period	% Change
Druid Hills	Emory/CDC	8	7	-13%
Dunwoody	Perimeter Mall	8	13	63%
Chamblee	Buckhead	30	31	3%
Tucker	Downtown Atlanta	48	48	0%
Chamblee	Downtown Atlanta	43	63	47%
Druid Hills	Downtown Atlanta	22	28	27%
Belvedere Park	Downtown Atlanta	32	25	-22%
South DeKalb	Downtown Atlanta	33	20	-39%
City of Atlanta (DeKalb County)	Downtown Atlanta	14	17	21%
Lithonia	Downtown Atlanta	53	31	-42%

Source: Google

Overall travel time for the top 10 trip pairs was three percent lower in the PM peak period than the AM peak period. However, the AM and PM travel times for individual trip pairs varied significantly. The following trip pairs saw the largest increases in travel time during the PM peak period in percentage terms:

- Travel times from Dunwoody to Perimeter Mall increased 63 percent in the PM peak compared to the AM peak period;
- An increase in travel time of 47 percent in the PM peak compared to the AM peak period was observed from Chamblee to Downtown Atlanta; and
- Travel times from Druid Hills to Downtown Atlanta increased 27 percent in the PM peak compared to the AM peak period.

The following trip pairs had the largest decreases in travel times during the PM peak period:

- A 42 percent decrease in travel times during the PM peak compared to the AM peak period was observed from Lithonia to Downtown Atlanta;
- Belvedere Park to Downtown Atlanta travel times decreased 22 percent in the PM peak compared to the AM peak period; and
- Travel times from South DeKalb to Downtown Atlanta decreased 9 percent during the PM peak compared to the AM peak period.

The trip pairs with the longest existing travel times (e.g. Lithonia, Tucker, and Chamblee to Downtown Atlanta) have a high potential to be served by transit.

Future Automobile Travel Times (2040)

The ARC ABM was used to forecast automobile travel times between the top 10 travel pairs in 2040. As noted previously, the increase in trips between Dunwoody to Sandy Springs forecasted

in 2040 pushed it into the top 10. **Table 2-5: Future Automobile Travel Times Between Top 10 Trip Pairs (2040)** shows the future travel times for the top 10 trip pairs. Forecasted travel times range from 16 to 44 minutes for the top 10 travel pairs.

Table 2-5: Future Automobile Travel Times Between Top 10 Trip Pairs (2040)

From	To	Travel Time (in Minutes)
Druid Hills	Emory/CDC	24
Dunwoody	Perimeter Mall	16
Chamblee	Buckhead	23
Belvedere Park	Downtown Atlanta	35
Druid Hills	Downtown Atlanta	32
Chamblee	Downtown Atlanta	38
Tucker	Downtown Atlanta	44
S DeKalb	Downtown Atlanta	41
City of Atlanta (DeKalb County)	Downtown Atlanta	23
Dunwoody	Sandy Springs	22

Source: Google

Consistent with forecasted growth in population and employment in the Atlanta Region, automobile trip times are forecasted to generally increase between 2018 and 2040. The highest increases in percentage terms were identified on the following trip pairs:

- Travel time from Druid Hills to Emory/CDC is projected to increase 200 percent between 2018 and 2040;
- Travel times are forecasted to increase 100 percent between 2018 and 2040 from Dunwoody to Perimeter Mall; and
- A 64 percent increase in travel times from City of Atlanta (DeKalb County) to Downtown Atlanta is forecasted between 2018 and 2040.

Three trip pairs showed a forecasted decrease in travel times; however, they were generally much smaller than the travel time increases.

- Travel times from Chamblee to Buckhead are forecasted to decrease 23 percent;
- Chamblee to Downtown Atlanta is projected to have a 12 percent decrease; and
- Tucker to Downtown Atlanta is projected to have an 8 percent decrease.

Travel pairs with higher increases in travel times have the most potential to be served by transit investments that provide reliable travel times.

TRANSIT TRAVEL TIMES

The ARC ABM was used to calculate existing (2015) and future (2040) transit travel times between the top 10 travel pairs. The ABM reports travel times for different modes of access to transit, which include riders getting dropped off at the station or stop (kiss and ride), riders driving to stations and parking (drive to transit), and riders walking to stations or stops (walk to transit).

Existing Transit Travel Times (2015)

Table 2-6 shows current travel times. Overall, accessing transit by kiss and ride has the shortest transit travel times, followed by drive to transit. Walk to transit has the longest travel times.

Table 2-6: Existing Transit Travel Time Between Top 10 Trip Pairs (2015)

From	To	2015 Transit Travel Time (in Minutes)		
		Kiss and Ride	Drive to Transit	Walk to Transit
Druid Hills	Emory/CDC	23	41	34
Dunwoody	Perimeter Mall	23	26	35
Chamblee	Buckhead	25	28	43
Tucker	Downtown Atlanta	42	44	66
Chamblee	Downtown Atlanta	34	36	46
Druid Hills	Downtown Atlanta	31	33	56
Belvedere Park	Downtown Atlanta	35	40	50
South DeKalb	Downtown Atlanta	47	52	59
City of Atlanta (DeKalb County)	Downtown Atlanta	19	24	36
Lithonia	Downtown Atlanta	55	55	84

Source: Google

Since kiss and ride access to transit travel times were generally better than walk to transit and drive to transit, it suggests that there is a need for improved first-mile/last-mile connectivity. For trip pairs with a large discrepancy between driving and walking to transit times, potential needs are additional feeder bus service, additional station locations and/or line extensions.

Future Transit Travel Times (2040)

Table 2-7 provides future transit travel times. In contrast to automobile travel times, future transit travel times only increased slightly at 3 percent overall. While there was some variation in individual trip pairs, it was not very significant.

- The largest increase in transit travel times between 2015 and 2040 was 13 percent from Druid Hills to Emory/CDC.
- Only one trip pair showed a decrease in transit travel times between 2015 and 2040, Dunwoody to Perimeter Mall, with a decrease of six percent.

Similar to existing conditions, future first-mile/last-mile connections need to be improved.

Table 2-7: Future Transit Travel Time Between Top 10 Trip Pairs (2040)

From	To	2040 Transit Travel Time (in Minutes)		
		Kiss and Ride	Drive to Transit	Walk to Transit
Druid Hills	Emory/CDC	24	29	38
Dunwoody	Perimeter Mall	22	26	33
Chamblee	Buckhead	26	30	43
Belvedere Park	Downtown Atlanta	38	41	51
Druid Hills	Downtown Atlanta	31	36	55
Chamblee	Downtown Atlanta	35	37	47
Tucker	Downtown Atlanta	44	47	68
S DeKalb	Downtown Atlanta	50	54	64
City of Atlanta (DeKalb County)	Downtown Atlanta	19	24	36
Dunwoody	Sandy Springs	28	26	34

Source: Google

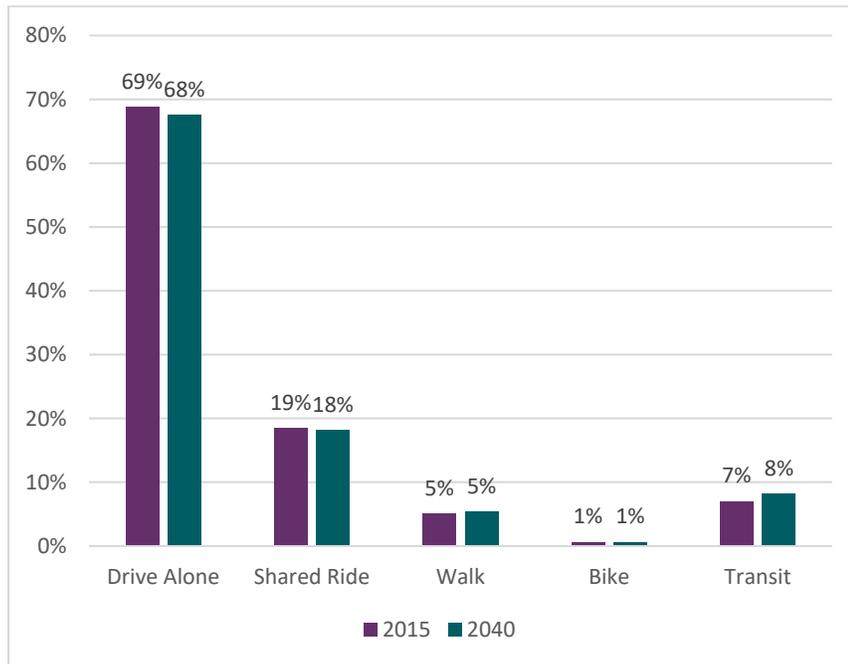
Mode Split

Figure 2-1 details the existing and projected mode share for all trips to, from, or within DeKalb County. This data has been sourced from the ARC’s ABM. Trips have been categorized by major mode type, which include driving alone (single occupancy vehicle or SOV), shared ride (carpooling and ride-sharing services), walking, bicycling, and transit.

A comparison of the existing and projected mode split shows very little change between travel modes over time. Small declines of one percent are seen in driving alone and for shared rides. Trip share for walking and biking is expected to remain relatively flat. A small increase of one percent is seen for transit trips. The lack of substantial changes in mode split between 2015 and 2040 suggest significant investments in transit service and infrastructure are needed to promote higher levels of transit usage and achieve a more balanced mode split.

A more detailed discussion of mode split by transit market segments is provided in the following section.

Figure 2-1: Mode Share – All DeKalb County Trips (2015 and 2040)



Source: ARC Travel Demand Model, VHB

Transit Market Segments

In addition to examining the origins and destinations of travelers, an understanding of their demographic characteristics is important to identify potential needs. The ABM allows for the segmentation of various demographic groups, which permits the study of their unique travel patterns. Three key transit market segments have been analyzed to determine how these populations travel to, from, and within the county. These demographic segments include:

- Traditional Transit Users** – This category includes individuals with limited mobility options, such as people living in zero-car households, lower-income households (those earning less than \$25,000), and households with fewer cars than workers. Traditionally, individuals in these population segments have a higher propensity to use transit. These individuals are often transit dependent so it is important to understand their needs in the planning process.
- Commuters** – This market segment includes full-time and part-time workers. A thorough understanding of this market segment’s travel patterns is critical to planning transit services that effectively connect workers to employment centers. Due to the consistency with which they use transit, this group is very important to the transit planning process.

- **Other Transit Markets** – This category includes university students and retirees. These market segments have unique transit needs that could be served through a variety of transit technologies and modes. The day-to-day travel patterns for members of this group typically vary more than the individuals in the commuter category.

The analysis of transit markets shows how these groups travel within the county and throughout the region. For ease of understanding, DeKalb County has been split into North DeKalb and South DeKalb analysis areas. This split was based on the results of the travel desire analysis. This analysis showed a strong link between North DeKalb and the Emory/CDC, Buckhead, and Perimeter employment centers and South DeKalb with the Downtown Atlanta business district. The dividing line between North and South DeKalb is Rockbridge Road outside of the perimeter and the northern city limits of Decatur and Atlanta.

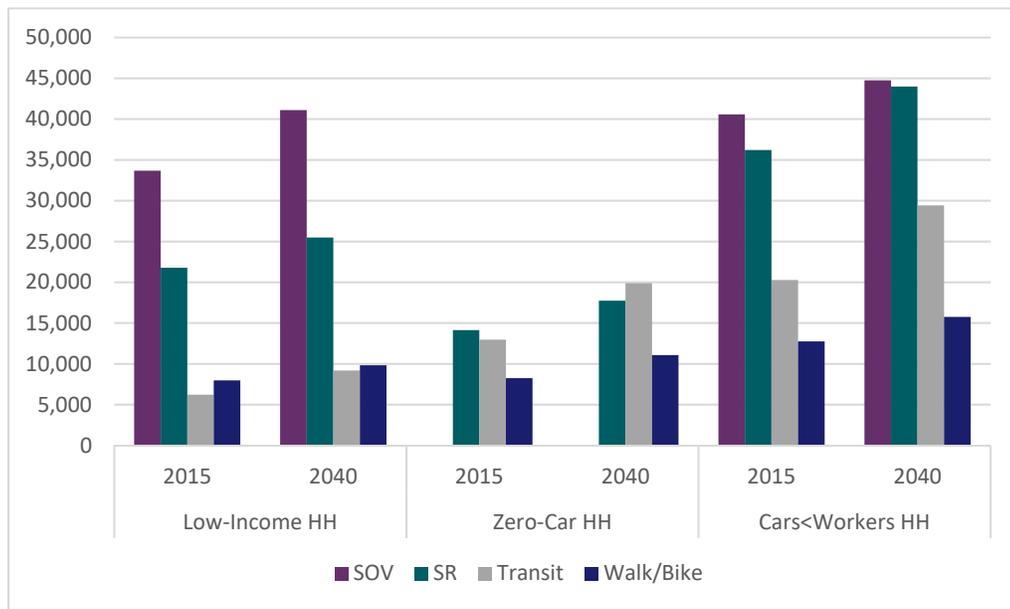
TRADITIONAL TRANSIT MARKET

Figure 2-2 illustrates the number of traditional transit market persons traveling to, from, or within North DeKalb and the mode of travel currently or predicted to be used as calculated by the ABM. For low-income households, projections show modest increases in trips between 2015 and 2040 for SOVs (22.1 percent), shared-rides (16.9 percent), and walking/biking (23.3 percent). More significant increases are projected for transit trips (47.6 percent) for this demographic group. This increase shifts the mode split for transit trips from 8.5 percent to 9.7 percent, between 2015 to 2040.

In zero-car households, between 2015 and 2040 trips via shared rides are projected to increase by 25.5 percent, walking/biking by 34.5 percent, and transit trips by 53.5 percent. The mode share also shifts to a higher percentage of transit trips from 34.8 to 37.4 percent in this time period.

In households where the number of cars is fewer than the number of workers, trips via SOVs are projected to increase by 10.3 percent, shared rides by 20.5 percent and walking/biking by 23.6 percent. Transit trips are expected to increase at a much higher rate of 45.3 percent. The mode share for SOVs, shared rides, and walking/biking is expected to decrease, while the mode share for transit is expected to increase modestly from 18.5 percent to 20.5 percent of all trips.

Figure 2-2: Traditional Market Segments – North DeKalb County Trips



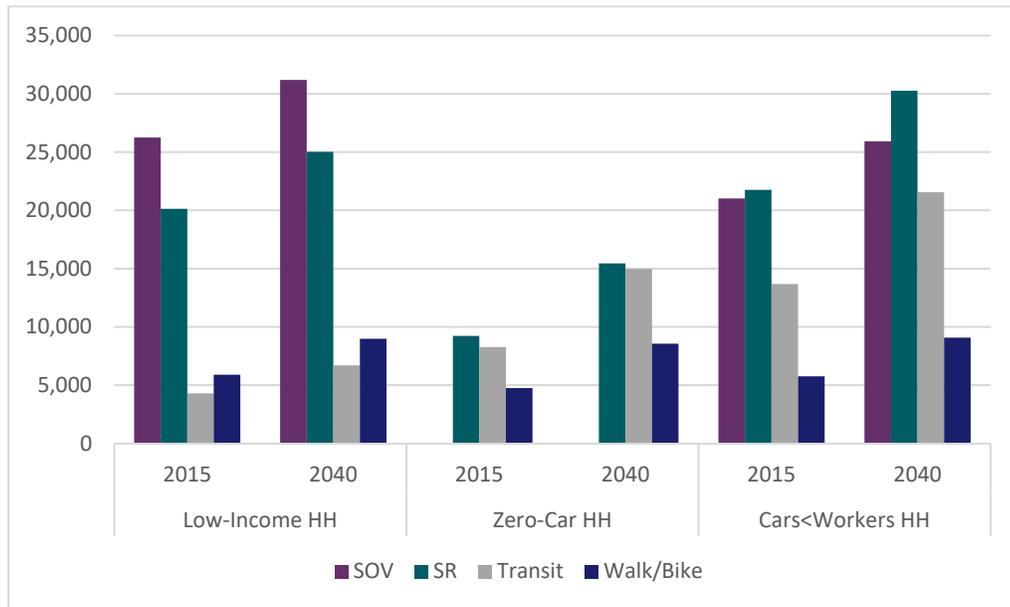
Source: ARC Travel Demand Model, VHB

Figure 2-3 details the trips to, from, and within South DeKalb for traditional transit market segments. For low-income households, trips via SOV are projected to increase by 18.8 percent, shared rides by 24.3 percent, and walking/biking by 52.4 percent. The largest increase is seen in transit trips at 55.9 percent. The mode share for SOVs and shared rides is projected to decrease slightly, while walking/biking is expected to increase from 10.4 percent to 12.4 percent and transit from 7.6% to 9.3%.

In zero-car households, trips via shared rides are projected to increase by 67.5 percent, walking/biking by 80.5 percent, and transit trips by 80.9 percent. The mode share declines slightly for shared rides and increases slightly for transit trips from 37.2 to 38.4 percent and walking/biking from 10.4 to 12.5 percent.

In households where the number of cars is fewer than the number of workers, trips via SOVs are projected to increase by 23.4 percent, shared rides by 39.0 percent and both walking/biking and transit by 57.6 percent. The mode share for SOVs is expected to decline from 33.8 to 29.9 percent and shared rides from 35.0 percent to 34.9 percent. The mode share for walking/biking is projected to increase from 9.2 to 10.4 percent and transit from 22.0 to 24.8 percent.

Figure 2-3: Traditional Market Segments – South DeKalb County Trips



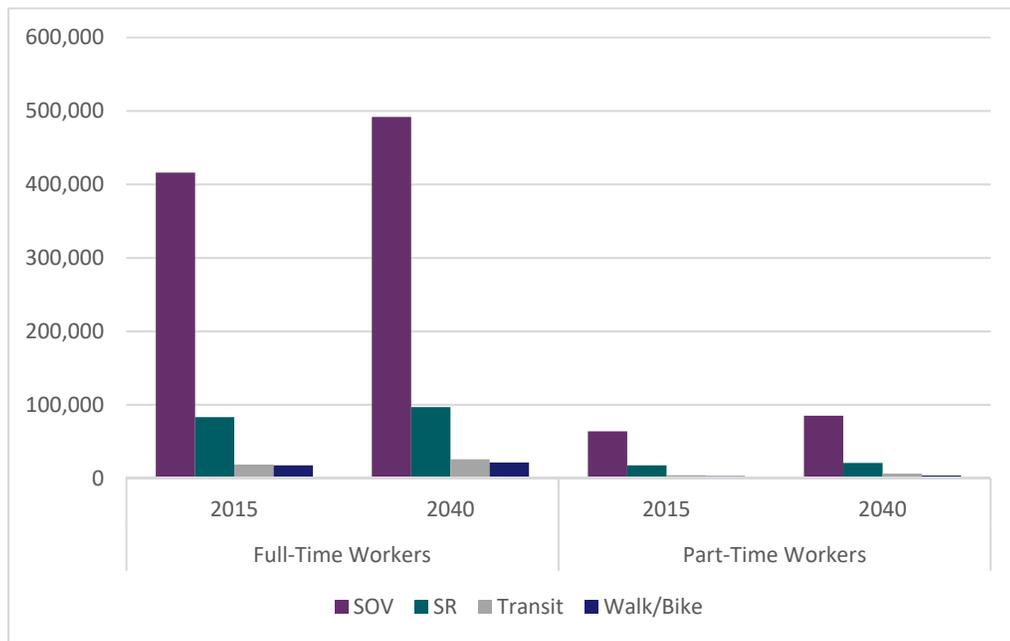
Source: ARC Travel Demand Model, VHB

COMMUTER TRANSIT MARKET

Figure 2-4 details existing and projected trips to, from, and within North DeKalb for the commuter transit market segment. Full-Time Worker’s trips via SOVs is anticipated to increase by 18.2 percent between 2015 and 2040. Trips via ride sharing are projected to increase by 16.4 percent and walking/biking by 21.9 percent. Transit trips are projected to increase at a higher rate of 38.1 percent over this time frame. The mode share is expected to stay relatively the same with a slight uptick in transit from 3.5 to 4.1 percent.

Between 2015 and 2040, part-time workers SOV trips increased by 33.2 percent, shared ride trips by 18.6 percent, and walking/biking by 28.6 percent. The largest percentage rise was seen in transit trips which increased 53.1 percent. The mode share change between 2015 to 2040 projects a small uptick in SOVs and transit trips, with a small decline in walking/biking and shared rides.

Figure 2-4: Commuter Market Segments – North DeKalb County Trips



Source: ARC Travel Demand Model, VHB

Figure 2-5 details existing and projected trips to, from, and within South DeKalb for the commuter transit market segment. This segment includes both full-time and part-time workers.

Full-time worker’s trips via SOV are expected to increase by 20.9 percent and 21.1 percent for trips via shared ride between 2015 to 2040. Trips by transit and walking/biking are projected to increase at a higher rate of 45.4 percent and 40.6 percent, respectively. The mode share for full-time workers is expected to decline slightly for SOVs and shared rides and increase for transit trips (4.4 to 5.3 percent) and walking/biking (2.0 to 2.3 percent).

Part-time worker’s trips via SOV are expected to increase 29.3 percent and shared rides by 21.8 percent. A much larger increase is predicted for transit trips and walking/biking trips at 67 percent and 53.8 percent, respectively. The mode share between 2015 and 2040 is expected to decline slightly for SOVs and shared rides slightly. Small increases in transit and walking/biking mode shares are expected from 5.6 to 7.1 percent and 2.7 to 3.2 percent, respectively.

Figure 2-5: Commuter Market Segments – South DeKalb County Trips



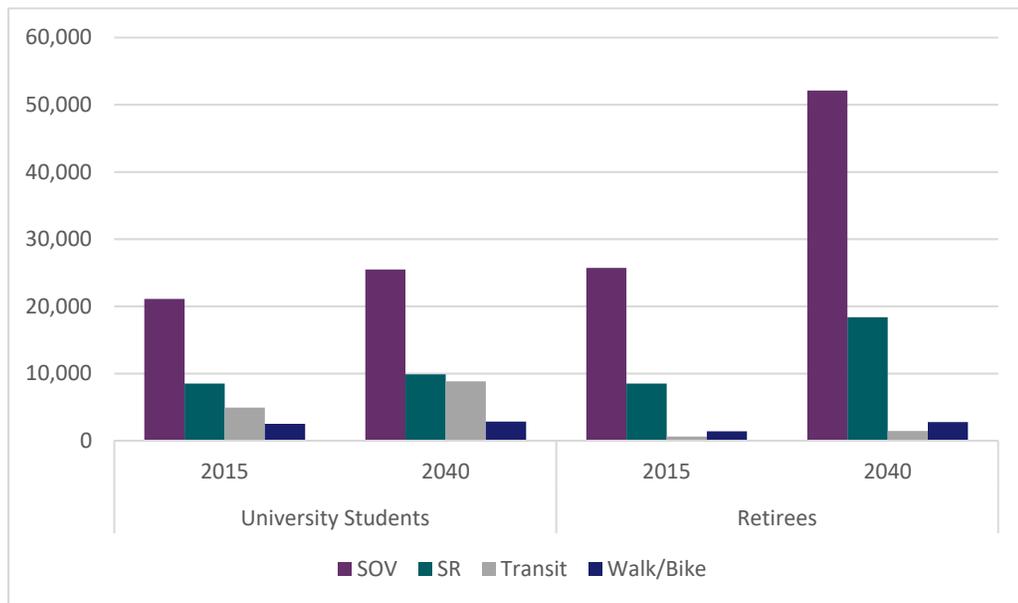
Source: ARC Travel Demand Model, VHB

OTHER TRANSIT MARKET

Figure 2-6 illustrates the number of existing and projected university students and retirees traveling to, from, or within North DeKalb. University student trips in North DeKalb are projected to increase by 27 percent. The ABM projects modest declines in the mode share of SOVs, shared rides, and walking/biking trips, while projecting modest increases in transit trips from 13.3 percent to 18.8 percent of all trips.

Retiree trips are projected to increase 106 percent between 2015 and 2040. This includes increases of 102.7 percent in SOV trips, 116 percent in shared rides, 131.5 percent in transit trips, and a 96.7 percent increase in walking/biking. The mode share changes very little between 2015 and 2040. The largest mode type decreases slightly from 70.9 to 69.7 percent of all trips. Transit trips remain a small portion of total trips increasing slightly from 1.7 to 1.9 percent.

Figure 2-6: Other Market Segments – North DeKalb County Trips

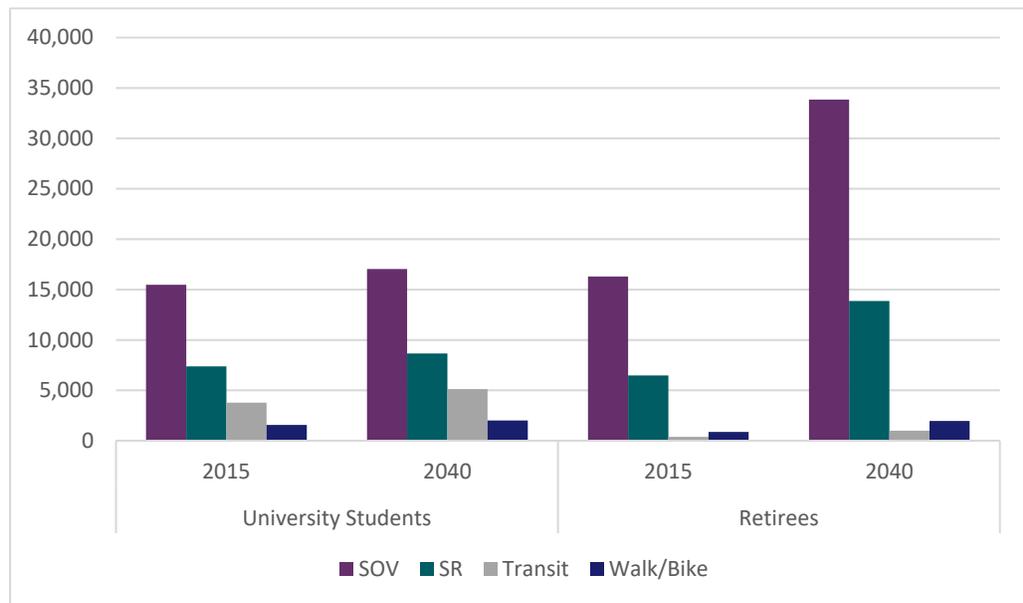


Source: ARC Travel Demand Model, VHB

Figure 2-7 illustrates the number of existing and projected university students and retirees traveling to, from, or within South DeKalb. University trips in South DeKalb are projected to increase by 16.3 percent. The ABM projects a slight decrease in the mode share of SOVs and slight increase in shared rides and walking/biking trips. Transit trips are projected in increase from 13.4 to 15.6 percent.

Retiree trips are projected to increase 111 percent between 2015 and 2040. This includes increases of 107.7 percent in SOV trips, 114.3 percent in shared rides, 160.3 percent in transit trips, and a 126.3 percent increase in walking/biking. The mode share changes very little between 2015 and 2040. The largest mode type decreases slightly from 70.9 to 69.7 percent of all trips. Transit trips remain a small portion of total trips increasing slightly from 1.6 to 2.0 percent.

Figure 2-7: Other Market Segments – South DeKalb County Trips



Source: ARC Travel Demand Model, VHB

KEY FINDINGS FROM MARKET SEGMENT ANALYSIS

Through the analysis of demographic market segments several key insights pertinent to future transit planning have become apparent.

- For traditional transit market segments (i.e., low-income households, zero-car households, and car<worker households) transit trips are projected to increase at a higher rate than other modes in both North DeKalb and South DeKalb. These increases are expected to increase the mode share of transit trips slightly to moderately within these groups. These increases within the traditional market segment indicate a greater reliance on transit services within population groups that are already heavily dependent on these services. To keep up with expected demands, transit services should be expanded and improved to provide high-quality, reliable, and frequent service to these groups.
- Full-time worker trips via transit are expected to increase at a higher rate than other modes in both North DeKalb and South DeKalb. The mode share for transit trips is expected to increase slightly between 2015 and 2040. The transit mode share remains very low for this group (only 4 to 5 percent). Expanded and improved transit service to employment centers would help shift trips from SOVs (currently 78 and 77 percent of all trips in North Dekalb and South DeKalb, respectively) to result in a more balanced mode split.
- Part-time workers differ from full-time workers in that fewer trips are taken by SOV and more are taken via shared rides and transit. This difference is to be expected as part-time employees may be more likely to use transit and shared rides, as these jobs are more

commonly held by lower-income and transit-dependent populations. The transit mode share while higher than full-time workers remains relatively low at 5 to 7 percent. Expanded and improved transit service to employment centers would help shift trips from SOVs and shared ride trips for this group of workers as well and result in a more balanced mode split.

- Trips by retirees are expected to increase by a considerable 106 and 111 percent between 2015 and 2040 for North DeKalb and South Dekalb, respectively. These increases are in keeping with demographic trends that show an increase in senior populations. This market segment shows the lowest mode share for transit trips for any group with a share of only 1 to 2 percent. With large increases in retiree trips anticipated and a low transit share expected, there is the potential to plan services for this expanding market to encourage more transit use among retirees. A high-quality premium transit service accompanied by lower cost shuttle service and neighborhood circulators is an ideal improvement for serving retirees.
- University student trips are projected to increase by 27 percent in North DeKalb and 16.3 percent in South DeKalb between 2015 and 2040. Transit trips are expected to increase by 79.2 percent in North Dekalb and by 35.6 percent in South DeKalb. These increases suggest university student trips via transit could be an underserved market in South DeKalb. Transit improvements with the potential to serve this market should be examined further. Like retirees, student populations are well served by high-quality premium transit service as well as lower cost shuttle circulator systems.

Travel Needs

Based on the analysis of existing and future conditions regarding trip desires, travel patterns, travel time reliability, and mode split, the following needs were identified.

- Travel patterns and regional commute data show a high number of commuters travelling to and from DeKalb County indicating a need for transit connections to employment centers in neighboring jurisdictions;
- Strong travel demand and commuter flows within DeKalb County show a need for enhanced transit services;
- Major travel corridors are distributed throughout DeKalb County, indicating a need for additional transit connections;
- Within DeKalb County, the highest number of trips are from the Druid Hills travelshed to Emory University and the CDC, showing a need for enhanced intra-county transit;
- Similarly, the second-highest number of trips in DeKalb County is from the Dunwoody travelshed to Perimeter Mall;

- Downtown Atlanta attracts a significant number of trips from DeKalb County, indicating a key regional connection between DeKalb and Fulton counties;
- The travelsheds along I-20 in the southern part of DeKalb County all share Downtown Atlanta as a destination, showing a need for improved transit connections between south DeKalb County and Downtown Atlanta;
- Low mode share for transit among retirees and university students indicates an opportunity to capture more transit riders; and
- Disparate transit travel times between driving and walking to transit indicate a need for first-mile/last-mile connectivity improvements, additional feeder bus service, and/or new transit service.

3 State of the Transit System

To build a better transit system, DeKalb County first must understand how the current services are functioning.

The State of the System section describes the existing transit services in DeKalb County. By identifying the major elements of County's transit system, it can be used as the framework for identifying gaps during the needs assessment phase of the study.

Systemwide Overview

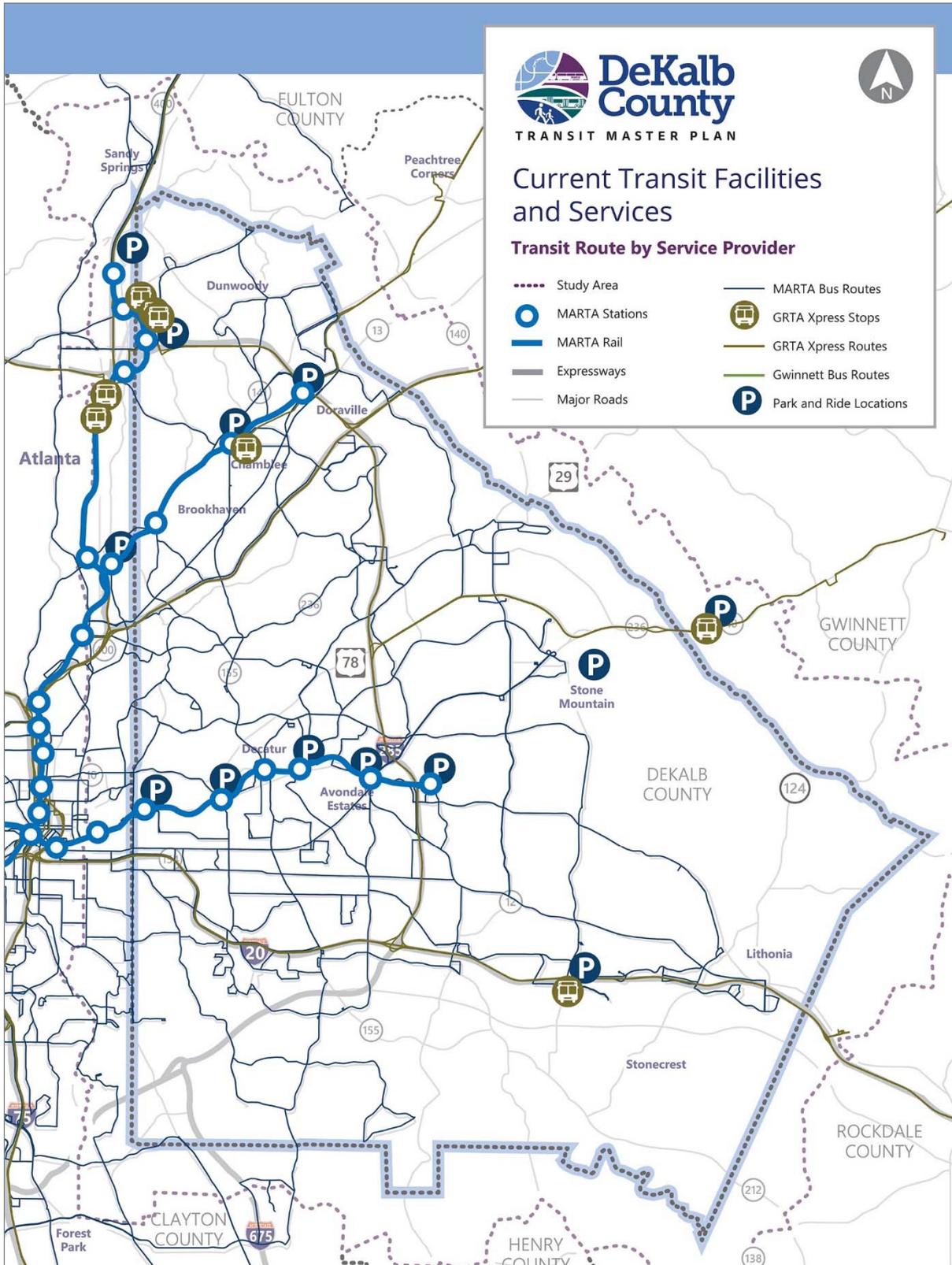
Transit services in DeKalb County are provided primarily by the Metropolitan Atlanta Rapid Transit Authority (MARTA), the State Road and Tollway Authority (SRTA), and a few independently operated private service providers. **Map 3-1** shows existing transit service in DeKalb County.

MARTA

MARTA serves DeKalb, Fulton, and Clayton counties, and the City of Atlanta. MARTA provides both bus and rail transit services, and total 2018 systemwide weekday daily ridership is more than 500,000. MARTA's rail lines provide connections to some of the major activity centers in the region such as Downtown Atlanta, Midtown Atlanta, Perimeter Center, Buckhead, Mercedes Benz Stadium, City of Decatur, and HJAI. The rail network also provides connections to educational institutions such as Georgia Institute of Technology and Georgia State University.

Local bus routes serve several functions. They act as the feeder system to MARTA rail stations, local circulators, connections to major activity centers, and express routes that serve the region's central business districts. MARTA completed a Comprehensive Operations Analysis (COA) for its bus routes in 2016 and has since adopted several changes in operations to optimize its transit service. Since 2014, the Atlanta region's transit network also includes a streetcar route in Downtown Atlanta, which connects attractions in the City with MARTA rail.

Map 3-1: Transit Services in DeKalb County



MARTA is the ninth largest transit agency and eighth largest heavy rail agency in the nation ranked by unlinked passenger trips (Source: 2017 *Public Transportation Fact Book*, American Public Transportation Association). MARTA's combined bus and rail service supports 24,864 jobs throughout Atlanta and the State of Georgia (Source: MARTA). MARTA is funded through a dedicated sales tax collected in DeKalb, Fulton and Clayton counties and the City of Atlanta, and supported with federal funds. The counties levy a one-cent sales tax for MARTA. The City of Atlanta voted in November 2016 to increase their contribution by an additional one-half cent for the More MARTA Atlanta program such that within the City of Atlanta contributes a 1.5-cent sales tax to MARTA.

STATE ROAD AND TOLLWAY AUTHORITY (SRTA)/GEORGIA REGIONAL TRANSPORTATION AUTHORITY (GRTA)

SRTA/GRTA operates regional commuter Xpress bus services during peak hours from 27 park-and-ride lots in population centers across the region to and from major employment centers in Downtown Atlanta, Midtown Atlanta, and Perimeter Center. Across the region, Xpress bus operates 27 routes in 12 metro Atlanta counties and carries more than 1.8 million passenger trips annually. The Xpress bus service connects 3.4 million residents to 375,000 jobs.

OTHER SERVICES

Beyond MARTA and SRTA, there are a few private and municipal services operating in DeKalb County.

Gwinnett County Transit

Gwinnett County Transit does provide some service within DeKalb County.

Cliff Shuttle

Emory University operates the Cliff Shuttle, which consists of nine routes on campus, four commuter routes, two hospital routes, and eight other routes connecting the campus to Georgia Tech, the Oxford campus, and shopping destinations.

Perimeter Connects

The Perimeter Community Improvement Districts (CIDs) provide shuttle services within the CIDs boundaries called Perimeter Connects. They provide regular shuttle services during peak commuting hours and during lunchtime to connect between key locations and employers. The CIDs also offer the "Perimeter Shuttles App" that can be used to check schedules and arrange a shuttle pickup in the area.

Human Service Transportation

Human services transportation is primarily provided by MARTA in DeKalb County through MARTA Mobility. MARTA Mobility provides paratransit access for eligible persons with disabilities who are unable to board, ride or disembark from MARTA's regular buses. Advance reservation is required to use MARTA Mobility service. MARTA Mobility operates during the same days and hours as regular bus and rail service. The service area for MARTA Mobility is three-quarter miles around existing local bus routes and rail stations. While MARTA Mobility's standard fare is four dollars,

MARTA provides Reduced Fare Breeze Cards to eligible senior citizens, people with disabilities, and Medicare cardholders.

DeKalb County offers a voucher program to encourage older adults to be more active. The DeKalb Reimbursement Vouchers for the Elderly (DRiVE) Program is designed for seniors living in DeKalb County who are 60 years of age and older.

Taxis and Transportation Network Companies

In addition to various ride-hailing taxi services, mobile application-based services such as Uber and Lyft operate in DeKalb County. Transportation network companies (TNCs) such as Uber and Lyft can potentially operate around the clock, depending on driver availability. TNCs can play a major role in providing last mile connectivity to transit riders and to areas not currently served by transit directly. In connecting a rider to a destination that is not on the extended transit system, TNCs can extend the de facto service footprint of transit.

Transit System Characteristics

This section provides a summary of bus and rail transit system characteristics in DeKalb County.

BUS SERVICE CHARACTERISTICS

MARTA is the primary operator of bus transit service within DeKalb County. SRTA/GRTA Xpress and Gwinnett County Transit provide additional services in the county. **Table 3-1** provides an overview of bus services currently operating in DeKalb County.

Table 3-1: Existing DeKalb County Bus Services (2018)

Service	Number of Routes	Span of Service	One-Way Fare (30-day Pass)
MARTA Local	46	All day, includes Saturday and Sunday	\$2.50 (\$95)
MARTA Mobility	N/A	Service period same as fixed route bus/rail service	\$4 (\$128)
SRTA/GRTA Xpress	7	Monday – Friday, AM and PM Commute Periods	Varies by zones
Gwinnett Express	1	Monday – Friday, AM and PM Commute Periods	\$5 (\$180)
Gwinnett Local	3	Monday – Friday, Saturday	\$2.50 (\$80)

MARTA Bus Service

Table 3-2 lists MARTA bus routes operating in DeKalb County and the destinations they serve. **Map 3-2** presents the MARTA routes that serve DeKalb County and its surrounding area, along with boardings by stop. It can be seen from this map that central DeKalb County is served by both rail and bus, but that in the eastern reaches of the county and areas south of I-20, there are neither rail stations nor bus stops.

Table 3-2: MARTA Local Bus Routes and Destinations Served

Route	Route Name	Area Served	Destinations
2	Ponce de Leon Avenue / Druid Hills	Serves DeKalb and Fulton Counties	North Avenue Station, East Lake Station, Ponce City Market, Fox Theater, AT&T
4	Moreland Avenue	Serves near DeKalb	Inman Park / Reynoldstown Station, Edgewood Retail District, Moreland Plaza, Thomasville Heights Elementary School, Thomasville Recreation Center, Atlanta Youth Academy
5	Piedmont Road / Sandy Springs	Serves DeKalb and Fulton Counties	Perimeter Mall, Dunwoody Station, Lindbergh Center Station, Shopping Centers such as - Sandy Springs Plaza, The Prado, Roswell Wieuca, Chastain Square, Powers Ferry Square, Lindbergh plaza
6	Clifton Road / Emory	Serves DeKalb and Fulton Counties	Lindbergh Center Station, Inman park / Reynoldstown Station, Emory/CDC, Children’s Healthcare of Atlanta, Little Five Points
8	North Druid Hills Road	Within DeKalb	Brookhaven Station, Kensington Station, Cross Keys High School, Corporate Square, Toco Hills Shopping Center, North DeKalb Mall, Avondale Estates City Hall
9	Boulevard / Tilson Road	Serves DeKalb and Fulton Counties	Martin Luther King Jr Memorial Station, Zoo Atlanta, McNair Middle School, Nathaniel Herbert Scott III Park, The Gallery at South DeKalb
15	Candler Road	Within DeKalb	Decatur Station, DeKalb County Library, Agnes Scott College, The Gallery at South DeKalb, Georgia State University Perimeter College
19	Clairmont Road	Within DeKalb	Chamblee Station, Decatur Station, North DeKalb Health Center, VA Hospital, shopping centers such as Skyland Shopping Center, Plaza Fiesta, Williamsburg Village, Briarcliff Shopping Center
21	Memorial Drive	Serves DeKalb and Fulton Counties	Five Points Station, Kensington Station, Wesley international Academy, Oakland Cemetery, Habitat for Humanity, Alonzo Crim High School, Belvedere Plaza
24	McAfee / Hosea Williams	Within DeKalb	Edgewood / Candler Park Station, Indian Creek Station, Bessie Branham park, Kirkwood Library, Atlanta DeKalb Human Services Complex, Columbia High School
25	Peachtree Industrial Boulevard	Within DeKalb	Doraville Station, Brookhaven / Oglethorpe Station, BrandsMart, Town Brookhaven, Oglethorpe University
27	Cheshire Bridge Road	Serves near DeKalb	Lenox Station, Lenox Square Mall, Ansley mall, Botanical Gardens, Piedmont Park, Arta Center Station
30	Lavista Road	Serves DeKalb and Fulton Counties	Lindbergh Center Station, Lindbergh Plaza, Home Depot, Toco Hills Shopping Center, Briarlake Elementary School, Northlake Mall
32	Bouldercrest	Serves DeKalb and Clayton Counties	Inman Park / Reynoldstown Station, Edgewood Retail District, McNair High School
34	2nd Ave/Gresham Rd/Clifton Springs Rd	Within DeKalb	East Lake Station, Georgia State University Perimeter College, Clifton Springs Health Center, William Buck Godfrey Stadium, Gresham park, Barack H Obama Elementary Magnet School of Technology, McNair Discover Learning Academy, East Lake Golf Club, Charles R. Drew Charter School
36	N Decatur Road / Virginia Highland	Serves DeKalb and Fulton Counties	Midtown Station, Piedmont Park, Grady High School, Samuel Inman Middle School, Emory University, Druid Hills High School, DeKalb medical Center, Decatur Station

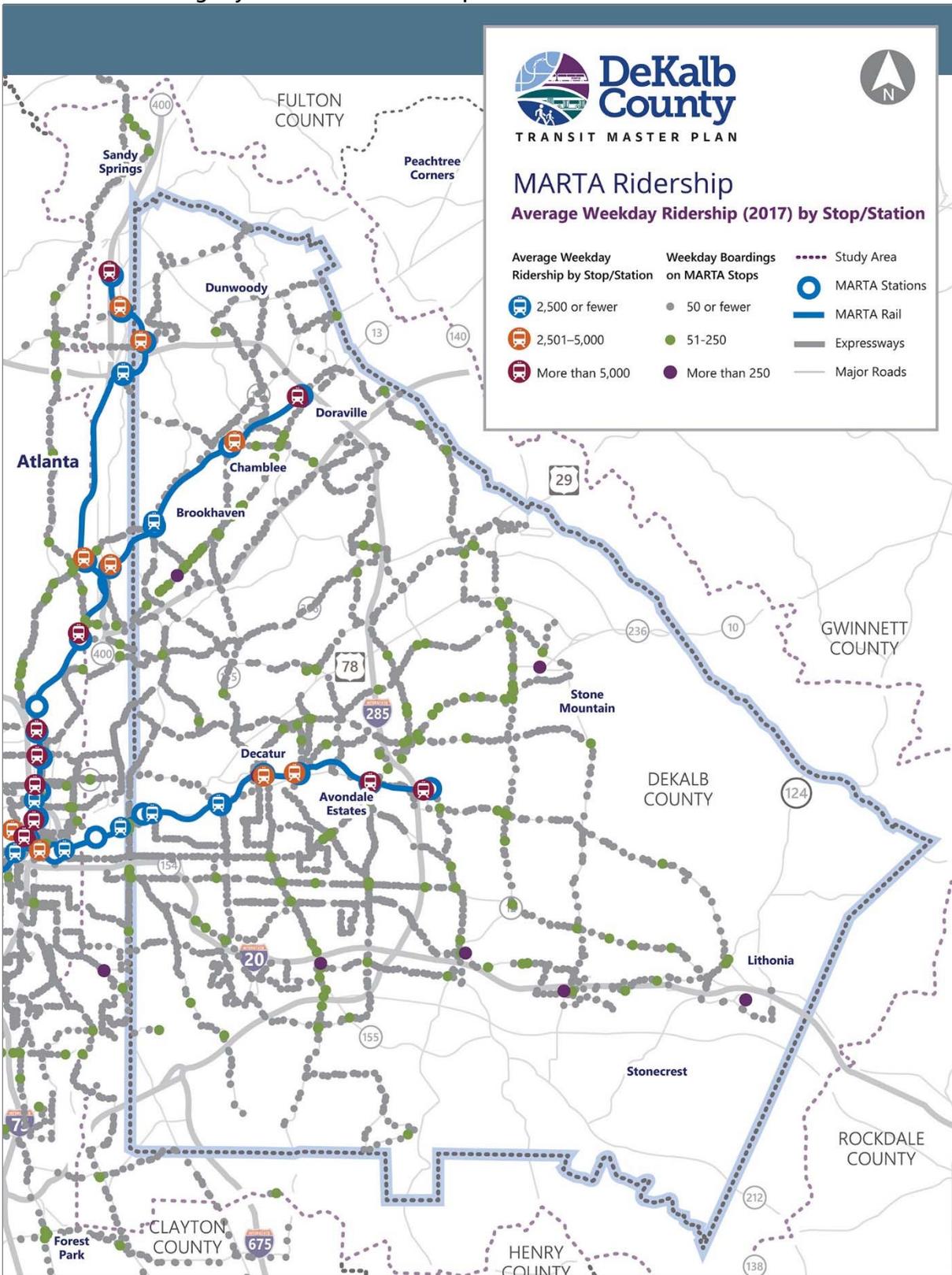
Route	Route Name	Area Served	Destinations
39	Buford Highway	Serves DeKalb and Fulton Counties	Doraville Station, Lindbergh Station, Lindbergh Plaza, Corporate Square, Northeast Plaza, Plaza Fiesta, DeKalb Peachtree Airport
47	I-85 Access Road / Briarwood Road	Within DeKalb	Chamblee Station, St. Pius High School, Shallowford Exchange, Century Center, Williamsburg Village, Brookhaven Station, Brookhaven Plaza, Cherokee Plaza
49	McDonough Boulevard	Serves DeKalb and Fulton Counties	Five Points Station, Rosa Burney Park, Georgia State Stadium, Thomasville Recreation Center, Metro Transitional Center
55	Jonesboro Road	Serves near DeKalb	Five Points Station, Georgia State Capitol, Turner Field, Southside Medical Center, The Schools at Carver, Dobbs Elementary School, Browns Mill Golf Course, South Atlanta High School
74	Flat Shoals Road	Serves DeKalb and Fulton Counties	Inman Park / Reynoldstown Station, Edgewood Retail District, DeKalb County Police Derwin Brown Memorial South Precinct, Allegre Point Senior Residences, Rainbow Village, Gallery at South DeKalb
75	Lawrenceville Highway	Within DeKalb	Avondale Station, Tucker High School, North DeKalb Mall
78	Cleveland Ave	Serves near DeKalb	East Point Station, Tri-Cities High School, Atlanta Medical Center South Campus, Hutchinson Elementary School, Rosel Fann Recreation Center, Browns Mill Golf Course
85	Roswell / Mansell Road	Serves near DeKalb	North Springs Station, Mansell park and Ride Lot, Roswell City Hall, Roswell Police Department, Atlanta Humane Society, Shopping centers such as - Roswell Plaza, Roswell Village, Roswell Town Center, Crossville Village
86	Fairington Road	Within DeKalb	Kensington Station, Mall at Stonecrest, Snapfinger Elementary School, Panola Road park and ride, DeKalb Medical Center
87	Roswell Road / Morgan Falls	Serves DeKalb and Fulton Counties	Dunwoody Station, North Springs Station, Sandy Springs City Hall, Police Department, North Fulton County Government Services Center, North Springs High School, Shopping Centers such as - Dunwoody Place, Abernathy Square, Sandy Springs North
102	North Avenue / Little Five Points	Serves DeKalb and Fulton Counties	North Avenue Station, Edgewood / Candler Park Station, Edgewood Retail District, Little Five Points, Ponce City Market, Fox Theater, AT&T, Midtown place, Briarcliff Plaza, Carter Center
103	Peeler Road / N Shallowford Road	Within DeKalb; DeKalb/Gwinnett Boundary	Chamblee Station, DeKalb County Water Works, The Liane Levetan Park at Brook Run, Chamblee Charter High School
104	Winters Chapel Road	Within DeKalb; DeKalb/Gwinnett Boundary	Doraville Station, Buford Highway Farmer's market, Home Depot, Consulado General De El Salvador
107	Glenwood	Serves DeKalb and Fulton Counties	Indian Creek Station, Georgia State Station, East Atlanta Village, Habitat for Humanity, Wesley international Academy
110	Church Street / North DeKalb Mall	Serves DeKalb and Fulton Counties	Brookhaven Oglethorpe Station, Lenox Square, Phipps Plaza, Buckhead Station, Tower Place, The Peach Shopping Center, Peachtree battle Shopping Center, Shepherd Center, Piedmont Hospital, Amtrak Station, Colony Square, Woodruff Arts Center, Arts Center Station
111	Snapfinger Woods	Within DeKalb	Indian Creek Station, Alice Williams Towers, DeKalb Medical Center, Mall at Stonecrest

Route	Route Name	Area Served	Destinations
114	Columbia Drive	Within DeKalb	Avondale Station, Snapfinger Elementary School, Columbia High School, Exchange Park, Columbia Middle School, Clifton Springs Health Center, Georgia State University Perimeter College
115	Covington Highway	Within DeKalb	Kensington Station, Hidden Hills Village Shopping Center, Miller Grove Middle School, Miller Grove High School, Mall at Stonecrest
116	Redan Road	Within DeKalb	Indian Creek Station, Crowe's crossing, Redan Village, Redan High School, Redan - Trotti Branch Public Library, East DeKalb Health Center, Mall at Stonecrest
117	Rockbridge Road / Panola Road	Within DeKalb	Avondale Station, DeKalb Medical Center, T.O. Vinson Health Center, Wade Walker Park, Lou Walker Senior Center, Panola Road GRTA Park and Ride
119	Hairston Road / Stone Mtn Village	Within DeKalb	Kensington Station, Goldsmith Park and Ride (Stone Mountain), Indian Creek Station, Hairston park, Shopping centers such as - Hairston Square, Crowe's crossing, Redan Village, Rockbridge Crossing, Spring Mill Village, Stonewood Village, Hairston Village
120	East Ponce De Leon Avenue	Within DeKalb	Avondale Station, Goldsmith Park and Ride (Stone Mountain), Your DeKalb Farmer's Market, Tahoe Village Shopping Center, Elizabeth Andrews High School
121	Memorial Drive / N Hairston Road	Within DeKalb	Kensington Station, Georgia Piedmont Technical College, Georgia State University Perimeter College (Clarkston Campus), DeKalb East Campus, Elizabeth Andrews High School, Stone Mountain Middle School
123	Church Street / North DeKalb Mall	Within DeKalb	East Lake Station, North DeKalb Mall, DeKalb Medical Center, Glenlake Park, Decatur Station
124	Pleasantdale Road	Within DeKalb	Doraville Station, Tucker Square, Livsey Elementary School, Kelley C Cofer park, Tucker High School, Cofer Crossing
125	Clarkston / Northlake	Within DeKalb	Kensington Station, Georgia Piedmont Technical College, Georgia State University Perimeter College (Clarkston Campus), Clarkston high School, Indian Creek Elementary School, Atlanta Area School for Deaf, Montreal park, Northlake Mall
126	Chamblee-Tucker Road	Within DeKalb	Chamblee Station, IRS, Mercer University, Northlake Mall, Georgia Vocational Rehabilitation Agency, Bank of America
132	Tilly Mill Road	Within DeKalb; DeKalb/Gwinnett Boundary	Chamblee Station, Chamblee City hall, Chestnut Charter Elementary, Peachtree Charter Middle School, Georgia Perimeter College (Dunwoody Campus), Orchard Park Shopping Center
133	Shallowford Road	Within DeKalb	Doraville Station, Northlake Mall, St Pius Catholic High School
140	North Point Parkway	Serves near DeKalb	North Springs Station, Mansell park and Ride Lot, North Point Mall, Windward park and ride lot
141	Haynes Bridge Road / Milton	Serves near DeKalb	North Springs Station, Mansell park and Ride Lot, Alpharetta City Hall, Cogburn Road Park, Windward park and ride lot
142	East Holcomb Bridge Road	Serves near DeKalb	Mansell park and Ride Lot, Holcomb Bridge Crossing, Holcomb Bridge Middle School, Rivermont Square, Goodwill of North Georgia, Spalding Corners
143	Windward Park & Ride	Serves near DeKalb	North Springs Station, Windward park and ride lot

Route	Route Name	Area Served	Destinations
148	Mount Vernon Highway	Serves near DeKalb	Sandy Springs Station, Atkins Building, Fulton County School Administration Building, Heard's Ferry Elementary School
150	Perimeter Center / Dunwoody Village	Within DeKalb	Dunwoody Station, Perimeter Mall, Dunwoody Village Shopping Center, Dunwoody high School
185	Alpharetta / Old Milton Parkway	Serves near DeKalb	North Springs Station, Roswell Shopping Center, North Fulton Hospital, Wills Park Recreation Center, Alpharetta City Hall, Avalon Shopping Center, Gwinnett technical College, Georgia State University Perimeter College Alpharetta Campus
186	Rainbow Drive / South DeKalb	Serves DeKalb and Fulton Counties	Five Points Station, Georgia State Station, The Gallery at South DeKalb, Wesley Chapel Road
194	Conley Road / Mt Zion	Serves near DeKalb	Lakewood / Fort McPherson Station, Fort Gillem, Clayton State University, Southlake Mall
195	Forest Parkway	Serves near DeKalb	College Park Station, Atlanta State Farmers market, Forest Park City Hall, Georgia International Convention Center
221	Memorial Drive Limited	Within DeKalb	Kensington Station, Georgia State University Perimeter College (Clarkston Campus), Georgia Perimeter Technical College, Memorial bend Shopping Center, Stonemont Village Shopping Center, DeKalb East Campus, Stonewood Village Shopping Center, Spring Mill Village Shopping Center, Walmart, Goldsmith park and ride
816	North Highland Avenue	Serves DeKalb and Fulton Counties	Emory University, Center for Disease Control, Five Points Station, Atlanta Civic Center, Georgia Power, WellStar Atlanta Medical Center, Carter Center, Briarcliff Plaza, Virginia Highland, Morningside Elementary, Sage Hill Shopping Center, Emory University Hospital, Children's Healthcare of Atlanta
823	Belvedere/Decatur	Within DeKalb	Decatur Station, Agnes Scott College, Belvedere Park
825	Johnson Ferry Road	Serves DeKalb and Fulton Counties	Medical Center Station, Northside Hospital, St Joseph Hospital, Children's Healthcare at Scottish Rite, Chamblee Station
832	Grant Park	Serves near DeKalb	West End Station, Turner Field/Summerhill, Zoo Atlanta, Moreland Shopping Center

Source: MARTA

Map 3-2: MARTA Boardings by Rail Station or Bus Stop



Xpress Commuter Bus Service

There are seven commuter Xpress bus routes operated by SRTA/GRTA that serve DeKalb County:

- 401: Perimeter Center - Cumming
- 408: Chamblee - Emory Hospital
- 417: Perimeter Center - Sugarloaf Mills
- 423: Midtown - Panola Rd, West Conyers, East Conyers
- 426: Downtown - Panola Rd, West Conyers, East Conyers
- 428: Perimeter Center - Panola Rd, West Conyers
- 482: Perimeter Center - Town Center – Big Shanty

The Xpress bus service is well used throughout DeKalb County to access major business centers. The Xpress Commuter Bus serves Perimeter Center, Midtown Atlanta, and Downtown Atlanta as shown in **Map 3-3**. Four of the seven routes serve Perimeter Center. **Table 3-3** shows the annual boardings by route. From 2016 to 2017, there has been a 43 percent increase in boardings for the routes serving DeKalb County.

Table 3-3: Xpress Ridership for Routes Serving DeKalb County

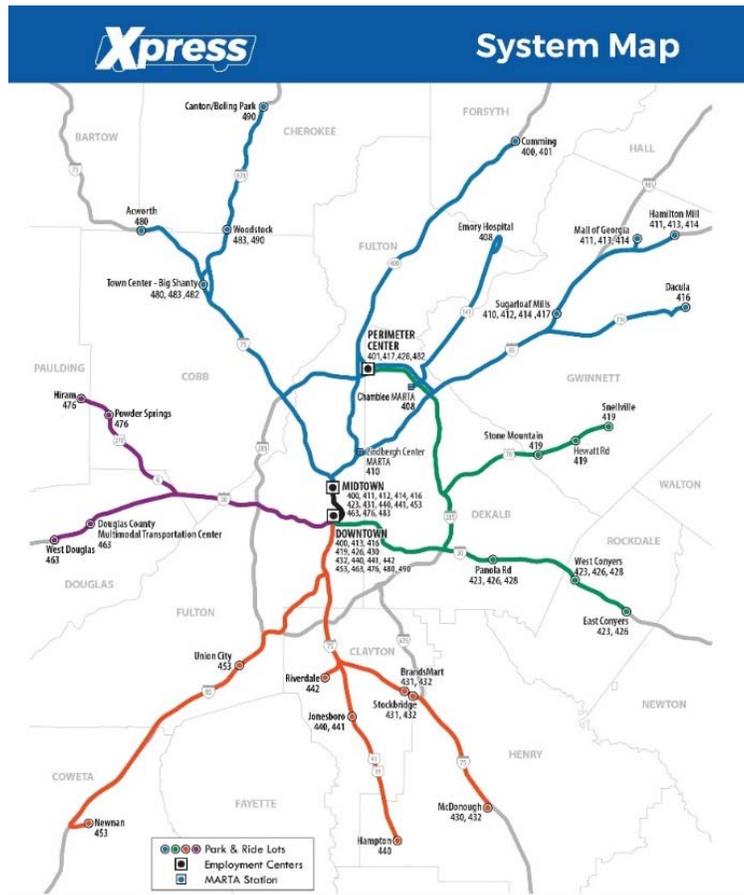
Route	2016 Boardings	2017 Boardings
400	64,870	42,386
408	19,541	21,455
417**	0	5,807
423	74,715	95,892
426*	54,355	186,989
428	31,928	32,816
482**	0	2,909

*Route started in September 2016

**Route started in August 2017

Significantly, there was a 244 percent increase in ridership on Xpress Route 246 from 54,355 in 2016 to 186,989 in 2017. The popularity of transit travel along I-20 East from Rockdale County and eastern DeKalb County to Downtown Atlanta may support the implementation of a high-capacity transit service in this corridor.

Map 3-3: Xpress System Map



RAIL SERVICE CHARACTERISTICS

MARTA operates two north-south lines connecting from the North Springs Station and the Doraville Station to Hartsfield-Jackson Atlanta International Airport and two east-west lines running from the Hamilton E. Holmes Station (or Bankhead Station) to the Indian Creek Station (or Edgewood/Candler Park). Most MARTA rail stations have a direct connection to bus routes. All four lines have at least one station in DeKalb County, as can be seen in **Map 3-1**. The following bullets describe the rail operations by line:

- Red line:** The Dunwoody station on MARTA’s north-south Red line near Perimeter Center is in DeKalb County. Other stations such as Medical Center, Sandy Springs and North Springs are also near DeKalb County and likely serve county residents. MARTA’s Red line connects DeKalb County with North Fulton County, City of Atlanta, Buckhead, Midtown, Downtown, and Hartsfield-Jackson Atlanta International Airport. The Red line runs between Lindbergh and North Springs after 9 PM.
- Gold line:** MARTA’s north-south Gold line has three stations in DeKalb County: Brookhaven, Chamblee/Oglethorpe and Doraville. Lenox station near Lenox Square Mall is just over the

Fulton County line in the Buckhead community and likely serves County residents. The Gold line connects with Midtown, Downtown, and Hartsfield-Jackson Atlanta International Airport.

- **Blue line:** MARTA’s east-west Blue line serves six stations in DeKalb County: Edgewood/Candler Park, East Lake, Decatur, Avondale, Kensington, and Indian Creek. The Blue line connects with Georgia State University, Downtown, Mercedes Benz Stadium/Phillips Arena in Fulton County.
- **Green line:** MARTA’s Green line has its terminus in DeKalb County at Edgewood/Candler Park station, the only Green line station in DeKalb County. The Green line connects with Georgia State University, Downtown, and Mercedes Benz Stadium/Phillips Arena in Fulton County. The Green line does not serve DeKalb County directly after 9 PM, when it only runs between Bankhead and Vine City stations.

Transit Assets

To provide services in DeKalb County, MARTA has invested in a number of assets including vehicles, shelters, and maintenance facilities.

MARTA BUS TRANSIT ASSETS

MARTA operates buses on more than 100 routes in the system’s three-county service area. In recent years, MARTA has purchased new vehicles that operate on compressed natural gas, converting the fleet to a clean-burning fuel chosen to support the region’s effort to improve air quality. **Table 3-4** presents MARTA’s systemwide bus assets and **Table 3-5** presents MARTA-owned bus shelters and bus stop benches. Vehicle assets are not assigned to any particular geographic area by MARTA. Approximately 44 percent of the bus shelters and 54 percent of the bus benches/seats owned by MARTA are located in DeKalb County. MARTA has plans to add shelters and benches to approximately 70 bus stops over the next five years.

Table 3-4: MARTA Bus and Paratransit System Assets

Vehicle Type	Total Fleet Vehicles	Total Active Fleet Vehicles	Total ADA Fleet Vehicles
Direct Response	211	211	211
Bus (Diesel)	93	93	93
Cutaway (Gasoline)	118	118	118
Local Bus	620	573	573
Articulated Bus (Compressed Natural Gas)	18	4	4
Bus	602	569	569
Compressed Natural Gas	436	420	420
Diesel	166	149	149
Grand Total	831	784	784

Source: MARTA

Table 3-5: MARTA Shelters and Benches/Seats

Asset Type	Clayton	DeKalb	Fulton	Atlanta	Total
Bus Shelters	16	320	156	233	725
Bus Benches/Seats	4	105	39	45	193

Source: MARTA

MARTA RAIL TRANSIT ASSETS

Table 3-6 through Table 3-8 provide details on MARTA’s systemwide rail car and station inventory. MARTA operates 338 modern electrically powered rail cars capable of operating at speeds of up to seventy miles per hour on its 48 miles of heavy rail track. MARTA has 38 stations on its heavy rail system and 12 stations on its streetcar line.

Table 3-8 provides in-depth information on the ten rail stations in DeKalb County. Five of the MARTA stations in Dekalb County do not have restrooms available to passengers. Based on stakeholder and public input, this is a barrier to transit use.

Table 3-6: MARTA Rail Passenger Car Inventory (2016)

Passenger Car Type	Total Fleet Vehicles	Total Active Fleet Vehicles	Total ADA Fleet Vehicles
Heavy Rail (Electric Propulsion Power)	338	316	316
Streetcar (Electric Propulsion Power)	4	4	4
Grand Total	342	320	320

Source: MARTA

Table 3-7: MARTA Heavy Rail and Streetcar Station Overview

	Stations			Escalators	Elevators
	Systemwide	DeKalb County	ADA Accessible		
Heavy Rail	38	10	38	149	97
Streetcar	12	0	12	0	0

Source: MARTA

Table 3-8: MARTA's DeKalb County Rail Station Characteristics

Station	Parking Spaces	Parking Utilization	Overnight Parking	Restrooms	Zipcar	Connecting Bus Routes
Edgewood/ Candler Park	611 (currently 313 due to construction)	86.6%	No	No	Yes	MARTA 24, 102
East Lake	1,101 (498)	55.8%	No	No	Yes	MARTA 2, 34, 123
Decatur	0	N/A	No	Yes	Yes	MARTA 15, 19, 36, 123, 823; Emory Shuttle
Avondale	734 (251)	79.3%	No	Yes	Yes	MARTA 75, 114, 117, 120
Kensington	1,962 (Currently 1,841, lot 4 unavailable)	33.1%	No	Yes	No	MARTA 8, 21, 86, 115, 119, 121, 125, 221
Indian Creek	2,364 (2,352)	43.9%	No	Yes	No	MARTA 24, 107, 116, 119
Brookhaven – Oglethorpe University	1640	36.2%	Yes (\$5 per day)	No	No	MARTA 8, 25, 47, 110
Chamblee	1,149 (969, lot 1 closed, lot 2 employee parking, lot 5 unmarked)	78.6%	No	No	No	MARTA 19, 47, 103, 126, 132, 825; Xpress 408
Doraville	1,292	69.6%	Yes (\$8 per day)	Yes	Yes	MARTA 25, 39, 104, 124, 133. GCT 10A/10B, 20, 35
Dunwoody	1,091 (575)	78.3%	Yes (\$5 per day)	No	Yes	MARTA 5, 87, 150; Xpress 401, 417, 428, 482

Source: MARTA

MARTA OPERATIONS AND MAINTENANCE FACILITIES

MARTA has two maintenance facilities near Avondale station. Avondale Yard, the MARTA rail storage and maintenance facility near Avondale station, is used to service, clean, store, and test the fleet of rolling stock it services. MARTA maintains its bus fleet at the Laredo Maintenance Facility. In 2012, MARTA used an FTA grant to add 4,903 solar panels on the Laredo facility which produces approximately one-third of the agency's electrical demand.

Fares and Ticketing

To make the system easier to use, the region uses a simplified fare system and a ticketing system that works across agencies.

FARES

MARTA has a flat-rate fare system for both its rail and bus passengers. The standard MARTA one-way fare is \$2.50 with four free transfers allowed within a three-hour period. There is a discounted \$1.00 fare for senior citizens, riders with disabilities, and Medicare recipients. Children under 46 inches tall ride for free when accompanied by an adult (limit two free children per adult). MARTA also provides an option of day passes for unlimited rides ranging from one day through 30 days. MARTA offers a reduced fare version of each of its passes.

TICKETING

The MARTA system uses Breeze Cards as a primary ticketing method. Other transit systems such as the SRTA/GRTA Xpress, CobbLinc and GCT also accept Breeze Cards, which eases transfers and improves the rider experience. Breeze Cards can be purchased in the following ways:

- Online
- RideStores at MARTA Headquarters, Five Points Station and Airport Station
- Breeze vending machines at MARTA Stations
- Breeze vending machines at Streetcar stops
- Partner agencies

SPECIAL PROGRAMS

MARTA offers a number of special programs that target specific populations.

Student Program (K-12)

MARTA offers student Breeze Passes, valid during weekdays, for \$14.40 per 10-trip pass to students in grades K-12.

University Program

MARTA partners with colleges, universities, technical schools, and vocational schools from the Atlanta area to offer discounted MARTA Breeze Passes to students, faculty, and staff. Passes must be purchased directly through the university. A university pass costs \$68.50 per month for students and \$83.80 per month for faculty and staff.

MARTA Partnership Program

MARTA offers a program that not only provides significant savings to Atlanta area companies and their employees, but delivers a host of other benefits. Companies have the option to either go directly to MARTA or a Transportation Management Association (TMA). Members of the MARTA Partnership Program may participate in the Guaranteed Ride Home Program offered by Georgia Commute Options, which provides up to five free rides home each year to individuals using alternative modes on a regular basis.

Security

A recent article by the Atlanta Journal-Constitution (AJC) reports that MARTA is one of the safest transit systems in the country with a crime rate of about 30 incidents of violent crime per 100,000 average daily riders. The AJC compared 2015 crime data for four transit agencies and determined that MARTA was average in terms of security. The comparison showed that MARTA's rate of violent crimes is comparable to Washington DC's Metro and lower than that of San Francisco's Bay Area Transit System (BART). The Massachusetts Bay Transportation Authority (MBTA) has with a lower rate (23 incidents per 100,000 riders) by comparison. (Source: AJC article, www.ajc.com/news/local/after-recent-killings-how-safe-marta/KUtM1GmuvSiNsKFs1Ln58L/, February 16, 2017)

MARTA tracks their Part I Crime Rate, which measures the number of four violent crime types (Homicide, Forcible Rape, Aggravated Assault, and Robbery) and four property crime types (Larceny/Theft, Motor Vehicle Theft, Burglary, and Arson) and reports them per one million unlinked passenger boardings. In February 2018, MARTA met its Part 1 Crime Rate target of no more than 4.00 crimes per one million unlinked passenger boardings. The overall number of Part I Crimes increased by 29% from 28 Part 1 crimes in January 2018 to 36 Part 1 crimes in February 2018.

State of Good Repair

State of Good Repair refers to maintaining public transportation assets in a condition at or above a target level in which performance and safety are not compromised. Systems with bus and rail assets in a State of Good Repair experience fewer breakdowns, and have greater opportunities to innovate/expand.¹ As systems age, State of Good Repair expenses tend to increase.

OPERATIONS

State of Good Repair refers to maintaining public transportation assets in a condition at or above a target level in which performance and safety are not compromised. According to APTA, systems with bus and rail assets in a State of Good Repair experience fewer breakdowns, and have greater opportunities to innovate/expand.

Facility Performance

Facility performance is reflected in elevator and escalator reliability at stations. For MARTA rail stations, the following information is available:

- The elevator availability rating measures the percentage of service hours during which elevators are available for customer use. In May 2018, MARTA elevators were available during 99.23 percent of service hours, which exceeded MARTA's target of 98.5 percent. Four elevator units were down at Civic Center, Lenox, and Peachtree Center stations, none of which are in DeKalb County.

¹ <https://www.apta.com/resources/reportsandpublications/Documents/Modernization-MARTA-Fact-Sheet.pdf>

- The escalator availability rating measures the percentage of service hours during which escalators are available for customer use. In May 2018, MARTA escalators were available during 97.15 percent of service hours, which exceeded MARTA's target of 97 percent. Four units were down at Five Points and Peachtree Center stations, neither of which is in DeKalb County.

Bus Performance

Bus service is rated on its timeliness, reliability, customer satisfaction, cost, and safety. In May 2018, MARTA systemwide bus service performance was as follows:

- Service is considered on-time if a bus departs a stop within five minutes of scheduled departure time. MARTA bus service was 80.18 percent on-time, beating its target of 78.50 percent.
- Bus reliability is measured by the mean distance traveled (vehicle miles) between mechanical failures. MARTA had a mean of 7,678 miles between mechanical failures, which beat its target of 4,500 miles between mechanical failures.
- MARTA failed to meet its target of 8.0 customer complaints per 100,000 bus passenger boardings; it received 9.44 customer complaints per 100,000 bus passenger boardings.
- MARTA's cost to provide each unlinked bus passenger trip was \$6.05.
- MARTA buses were involved in collisions 3.88 times per 100,000 miles of service, which is slightly worse than its target of 3.8 collisions per 100,000 miles of service.

Rail Performance

Rail service is rated on its timeliness, reliability, customer satisfaction, and cost. In May 2018, MARTA systemwide rail service was as follows:

- MARTA rail service was 97.2 percent on-time, beating its target of 95.0 percent.
- Due to door issues on some rail cars, MARTA rail reliability did not meet the service target. MARTA rail service went a mean 20,402 miles between mechanical failures, while the target was 23,000 miles. MARTA rail also travelled 562 train miles between lost and delayed trips, which outperformed the target of 500 miles.
- MARTA had 0.85 customer complaints per 100,000 rail passenger boardings, which beat the target of 1.0 complaints per 100,000 passenger boardings.
- MARTA's cost to provide each unlinked rail passenger trip was \$4.39.

Mobility Performance

MARTA Mobility service is rated on its timeliness, reliability, customer satisfaction, and cost. In May 2018, MARTA systemwide rail service was as follows:

- MARTA Mobility on-time performance ratings are based on the percentage of customers picked up within 30 minutes of their scheduled pickup time. MARTA picked up 89.34 percent of Mobility passengers within the pick-up window, just narrowly missing the target of 90 percent of passengers picked up within 30 minutes.
- MARTA Mobility went an average of 7,244 miles between mechanical failures, which did not meet the target of 15,000 average miles between mechanical failures.
- MARTA had 2.61 customer complaints per 1,000 Mobility passenger boardings, which beat its target of 4.0 complaints per 1,000 boardings.

- MARTA’s cost to provide each unlinked rail passenger trip was \$69.48.
- MARTA Mobility vehicles were involved in 4.81 collisions per 100,000 service miles, which missed the target of 2.5 collisions per 100,000 service miles.
- MARTA Mobility missed 0.7 percent of trips, which was worse than the target of 0.5% trips missed.

Customer Service Performance

MARTA and MARTA Mobility are also rated on how well the reservations system handles calls. They are penalized for dropped calls, long wait times, and missed trips. Reservation performance in May 2018 was documented as follows:

- 3.1 percent of MARTA’s customer service calls were dropped, which bested the target of 6 percent.
- MARTA’s average call wait time was 31 seconds, which outperformed its target of 35 seconds.
- 3.58 percent of MARTA Mobility reservation calls were dropped, which bested the target of 5.5 percent.
- MARTA Mobility’s average call wait was 90 seconds, which outperformed its target of 120 seconds.

CAPITAL

MARTA has a capital program to address State of Good Repair in DeKalb County of approximately \$485 million (as proposed in FY 2019 budget). **Table 3-9** lists the top ten projects being implemented with that funding.

Table 3-9: Top Ten MARTA State of Good Repair Projects in DeKalb County

Project Name	FY19 (in million \$)
CQ310 CQ 311 Rail Car Replacement Program	\$46.7
Rehab Tunnel Ventilation Fans	\$37.0
FY14 Bus Procurement	\$31.3
Future Radio Infrastructure	\$23.1
CNG Fuel Facility at Hamilton	\$21.0
Energy Services Company Performance (ESCO)	\$19.9
Train Control Systems Upgrade	\$19.9
Escalators Rehabilitation	\$9.1
Track Renovation – Phase IV	\$8.8
LCARE CQ312 84-Month Cycle	\$7.5

Source: MARTA

Transit Service Performance

DeKalb County is a major county in the Atlanta region, with 34 percent of MARTA service, 27 of percent of the employment in the MARTA service area, and 36 percent of population in the MARTA service area. DeKalb County contributes 25 percent of the collected sales tax to the

MARTA system. MARTA's performance in DeKalb County is presented in terms of miles, hours of service, riders, and costs in the following sections.

BUS PERFORMANCE INDICATORS

Table 3-10 shows key bus transit performance indicators for services in DeKalb County versus the entire MARTA service area. Bus operating costs in DeKalb County are lesser than for the system overall on a passenger and per mile basis. **Table 3-11** provides bus performance indicators by route.

Table 3-10: MARTA Bus: Systemwide Key Performance Indicators

Indicator	DeKalb County	DeKalb County Percent of System	Systemwide
Revenue miles	8,218,687	31.32%	26,238,748
Revenue hours	650,193	30.76%	2,113,732
Ridership	18,432,585	31.70%	58,146,957
Total operations expense	\$71,000,000		\$230,600,000
Operating cost per rider	\$3.90		\$4.00
Operating cost per revenue mile	\$8.60		\$8.80
Operating expense per revenue hour	\$109.20		\$109.10
Riders per revenue mile	2.2		2.2
Riders per revenue hour	28.3		27.5

Table 3-11: MARTA Bus: Key Performance Indicators by Route

Route Name	Annual Revenue Hours	Annual Revenue Miles	On-time Performance
MARTA 2 - Ponce de Leon Avenue / Druid Hills	141,595	17,532	80.1%
MARTA 4 - Moreland Avenue	181,633	13,841	77.0%
MARTA 5 - Piedmont Road / Sandy Springs	525,239	50,544	75.8%
MARTA 6 - Clifton Road / Emory	230,503	21,381	70.9%
MARTA 8 - North Druid Hills Road	179,620	15,277	81.2%
MARTA 9 - Boulevard / Tilson Road	198,201	17,768	78.3%
MARTA 15 - Candler Road	614,798	49,724	76.9%
MARTA 19 - Clairmont Road	226,409	21,569	76.0%
MARTA 21 - Memorial Drive	307,415	27,020	75.6%
MARTA 24 - McAfee / Hosea Williams	198,413	14,063	78.1%
MARTA 25 - Peachtree Industrial Boulevard	144,128	12,235	81.5%
MARTA 27 - Cheshire Bridge Road	169,392	20,071	77.8%
MARTA 30 - Lavista Road	146,398	11,617	77.2%
MARTA 32 - Bouldercrest	318,301	24,808	75.5%
MARTA 34 - 2nd Ave/Gresham Rd/Clifton Spgs Rd	176,878	15,571	83.6%
MARTA 36 - N Decatur Road / Virginia Highland	171,079	17,559	79.2%
MARTA 39 - Buford Highway	506,394	44,612	85.3%
MARTA 47 - I-85 Access Road / Briarwood Road	163,897	12,595	82.6%
MARTA 49 - McDonough Boulevard	209,664	19,992	80.9%

Route Name	Annual Revenue Hours	Annual Revenue Miles	On-time Performance
MARTA 55 - Jonesboro Road	441,698	32,625	73.9%
MARTA 74 - Flat Shoals Road	227,155	21,798	73.9%
MARTA 75 - Lawrenceville Highway	301,062	21,147	75.8%
MARTA 78 - Cleveland Ave	367,224	33,528	76.1%
MARTA 85 - Roswell / Mansell Road	247,506	18,407	80.9%
MARTA 86 - Fairington Road	388,576	25,229	79.2%
MARTA 87 - Roswell Road / Morgan Falls	336,715	25,596	79.7%
MARTA 102 - North Avenue / Little Five Points	126,124	17,548	75.3%
MARTA 103 - Peeler Road / N Shallowford Road	142,688	10,377	80.7%
MARTA 104 - Winters Chapel Road	68,121	5,136	92.3%
MARTA 107 - Glenwood	458,375	37,126	81.5%
MARTA 110 - Church Street / North DeKalb Mall	352,216	47,260	72.7%
MARTA 111 - Snapfinger Woods	378,672	27,462	74.7%
MARTA 114 - Columbia Drive	199,222	16,532	79.3%
MARTA 115 - Covington Highway	392,706	26,786	76.0%
MARTA 116 - Redan Road	425,344	26,757	82.6%
MARTA 117 - Rockbridge Road / Panola Road	558,621	41,432	72.4%
MARTA 119 - Hairston Road / Stone Mtn Village	173,006	13,000	71.2%
MARTA 120 - East Ponce De Leon Avenue	478,065	37,485	84.1%
MARTA 121 - Memorial Drive / N Hairston Road	437,880	38,202	73.1%
MARTA 123 - Church Street / North DeKalb Mall	123,005	12,735	86.0%
MARTA 124 - Pleasantdale Road	210,271	18,267	85.5%
MARTA 125 - Clarkston / Northlake	271,846	21,732	79.4%
MARTA 126 - Chamblee-Tucker Road	134,974	10,018	79.5%
MARTA 132 - Tilly Mill Road	113,903	8,765	77.4%
MARTA 133 - Shallowford Road	N/A	N/A	80.5%
MARTA 140 - North Point Parkway	286,594	14,664	83.9%
MARTA 141 - Haynes Bridge Road / Milton	391,904	23,088	78.5%
MARTA 142 - East Holcomb Bridge Road	N/A	N/A	75.6%
MARTA 143 - Woodward Park & Ride	286,902	13,312	73.5%
MARTA 148 - Mount Vernon Highway	33,143	2,353	73.8%
MARTA 150 - Perimeter Center / Dunwoody Village	75,637	8,094	81.0%
MARTA 185 - Alpharetta / Old Milton Parkway	344,471	22,307	72.5%
MARTA 186 - Rainbow Drive / South DeKalb	446,372	28,221	79.7%
MARTA 194 - Conley Road / Mt Zion	355,779	20,214	73.4%
MARTA 195 - Forest Parkway	232,823	13,965	75.1%
MARTA 221 - Memorial Drive Limited	127,006	9,610	80.1%
MARTA 816 - North Highland Avenue	N/A	N/A	70.1%
MARTA 823 - Belvedere/Decatur	76,401	6,771	75.9%
MARTA 825 - Johnson Ferry Road	N/A	N/A	85.7%
MARTA 832 - Grant Park	N/A	N/A	66.7%

Source: MARTA

RAIL PERFORMANCE INDICATORS

Table 3-12 summarizes ridership in FY 2017 for stations in DeKalb County. The top three stations by ridership in DeKalb County were Kensington, Indian Creek and Doraville stations, two of which, Indian Creek and Doraville, are termini for Blue and Gold lines, respectively.

Table 3-13 includes key performance indicators for rail service in DeKalb County. DeKalb County accounts for about a 20 percent share of MARTA rail’s systemwide revenue miles as well as total ridership. Rail operating costs in DeKalb County are lesser than for the system overall on a passenger and per mile basis. All the same, DeKalb County has a greater number of revenue riders per hour (541 rider per hour for DeKalb, 445 per hour systemwide).

Table 3-12: MARTA Rail – Ridership at DeKalb County Stations (FY 2017)

Line	Station	Total Boardings	Average Daily Boardings
Blue/Green	Edgewood/Candler Park	363,835	1,155
Blue	East Lake	333,036	1,057
Blue	Decatur	1,052,574	3,342
Blue	Avondale	1,040,313	3,303
Blue	Kensington	1,756,662	5,577
Blue	Indian Creek	1,631,509	5,179
Gold	Brookhaven – Oglethorpe University	724,173	2,299
Gold	Chamblee	1,133,000	3,597
Gold	Doraville	1,693,803	5,377
Red	Dunwoody	1,231,287	3,909

Source: MARTA

Table 3-13: MARTA Rail - Key Performance Indicators

Indicator	DeKalb County	DeKalb County Percent of System	Systemwide
Revenue miles	4,414,297	19.8%	22,334,168
Revenue hours	24,635	16.4%	149,981
Ridership	13,338,410	19.5%	68,280,860
Total operations expense	\$41,700,000	18.5%	\$226,000,000
Operating cost per rider	\$3.10		\$3.32
Operating cost per revenue mile	\$9.40		\$10.14
Operating expense per revenue hour	\$1,692.70		\$1,510.39
Riders per revenue mile	3.0		3.1
Riders per revenue hour	541.4		455

Source: MARTA

Barriers to Transit

DeKalb County residents have a few barriers to accessing transit even if they have transit services near their homes including a lack of ticket vending machines and a lack of sidewalk connectivity.

TICKET VENDING MACHINES

DeKalb County residents can purchase Breeze Cards online at breezecard.com as well as at vending machines only at rail stations. Partner agencies and commuter programs also provide convenient access to Breeze Cards. While Breeze Cards cannot be purchased on busses, bus fare boxes provide a limited reload capability for existing breeze cards.

Map 3-4 shows the distance to the nearest Breeze Card vending machine. About 31,350 DeKalb County residents, most of whom live near the MARTA rail system, have a Breeze Card kiosk within one half-mile of their home. However, many residents in southern and eastern parts of DeKalb County would need to travel more than five miles to buy a new Breeze Card. Adding Breeze Card vending machines at existing facilities would improve access to transit for County residents. Some of the potential locations include The Gallery at South DeKalb, Panola Road park and ride, and Goldsmith park and ride. Additional Breeze vending machines at these locations would place a Breeze Card machine within a one-half mile of an additional 7,560 residents, an increase of 24 percent, of whom 6,990 are members of a racial minority group.

SIDEWALK CONNECTIVITY

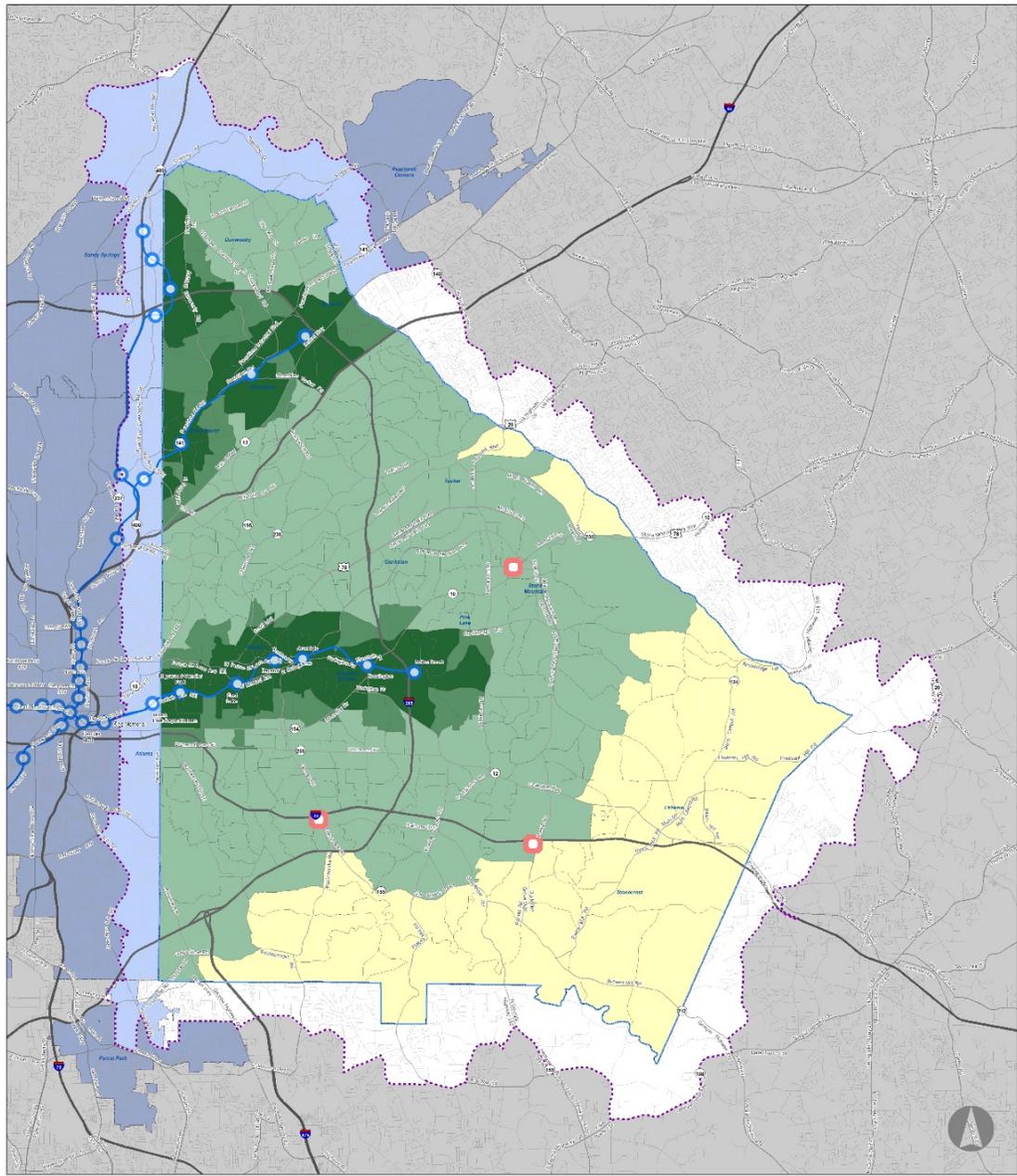
In addition to the lack of ticket vending machines, the lack of sidewalk connectivity may be a barrier to using nearby transit services in DeKalb County. Lack of sidewalks is particularly impactful for individuals with disabilities and older Americans.

Sidewalk Connectivity to Rail Services

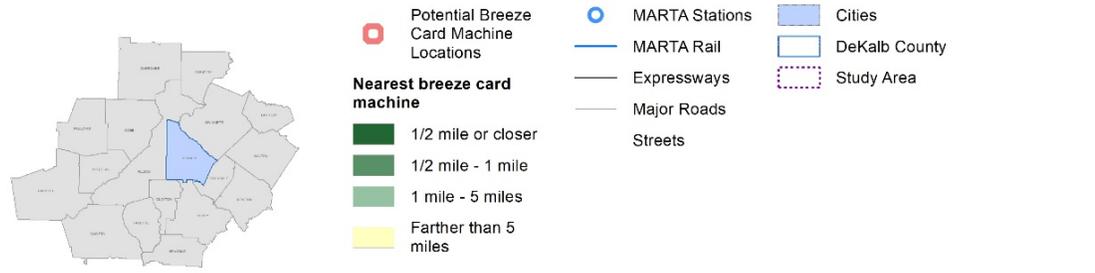
The following provides an overview of sidewalk connectivity around each MARTA station in DeKalb County. Information was gathered through a review of recent satellite imagery.

- **Brookhaven Station** is bound by Peachtree Road on the west, Brookhaven Drive and Dresden Drive on the north and North Druid Hills Road on the south, all of which have sidewalk on both sides of the street in the immediate surroundings of the station. The station's larger parking lot lies to the east across the rail tracks and can be accessed via sidewalk on Dresden Road, as well as from the station via a pedestrian underpass. While streets connecting to commercial development have sidewalks at least on one side, some streets near residential areas do not have sidewalks.
- **Chamblee Station** can be accessed via Peachtree Road and New Peachtree Road, both of which have sidewalks near the station. While sidewalk continuity on Peachtree Road is good, New Peachtree Road has some patches without sidewalks on either side. With rail tracks running parallel to Peachtree Road and New Peachtree Road, there is limited east-west pedestrian connectivity. Many side streets near the station do not have sidewalks. MARTA is working on a transit-oriented development (TOD) plan near Chamblee Station, which is expected to further improve pedestrian access to the station.

Map 3-4: Ticket Vending Machine Access



Source: Atlanta Regional Commission Prepared by: VHB Date: July 2018



- **Doraville Station** is bound by rail tracks on the west and can be accessed via an eastside entrance on New Peachtree Road. New Peachtree Road has sidewalks on both sides near the station. Buford Highway is a major destination nearby and can be accessed from the station via sidewalks on Central Avenue. Many other streets near the station have limited to no sidewalk access. As several destinations, such as Buford Highway Farmers Market, restaurants and businesses are spread between New Peachtree Road and Buford Highway, a shuttle in this area would help improve pedestrian access to Doraville Station.
- **Dunwoody Station** can be accessed via Peachtree Center Parkway and Hammond Drive, both of which have sidewalk connectivity near the station. Dunwoody station also provides pedestrian access to Perimeter Mall and other employment centers nearby. While roads near the station do not have any gaps in sidewalks, the large block sizes in this area can hinder pedestrian access to the station area. A shuttle connecting Dunwoody station with major destinations nearby would help improve access to the station.
- **Edgewood / Candler Park Station** can be accessed via DeKalb Avenue, Hutchison Street, and La France Street. The station area has good pedestrian connectivity. Smaller block sizes near the station also help in making the station area walkable. MARTA is working on a TOD plan near Edgewood / Candler Park Station, which is expected to further improve pedestrian access to the station.
- **East Lake Station** can be accessed via entrances on West Howard Avenue and West College Avenue, which have sidewalks on at least one side of the street. Many connecting streets have sidewalks on at least one side of the street as well. Stone Mountain Trail can also be accessed from the station area. However, there are some smaller residential streets which do not have sidewalks. MARTA is working on a TOD plan near East Lake Station, which is expected to further improve pedestrian access to the station.
- **Decatur Station** area is one of the earliest success stories for walkability. The area around Decatur Station is developed in a town square fashion. Decatur Station can be accessed via Church Street, East Ponce De Leon Avenue, Commerce Drive, and Swanton Way. The station area has excellent sidewalk connectivity with smaller block sizes and presence of sidewalks on most streets. Decatur station provides good pedestrian access to a variety of land uses.
- **Avondale Station** can be accessed via East Ponce De Leon Avenue, East College Avenue, and Sycamore Street. While many streets near the station provide decent sidewalk access on at least one side of the street, some of the smaller streets do not have sidewalks limiting pedestrian access to residences and businesses in the area. Additionally, Stone Mountain Trail can also be accessed from the station area. MARTA is working on a TOD plan near Avondale Station, which is expected to further improve pedestrian access to the station.
- **Kensington Station** is bound by Memorial Drive on the east, Mountain Drive on the north, Covington Highway on the west and Kensington Road on the south. Mountain Drive does not

have sidewalk on the side adjoining the north parking lot. Several connecting streets do not have sidewalks.

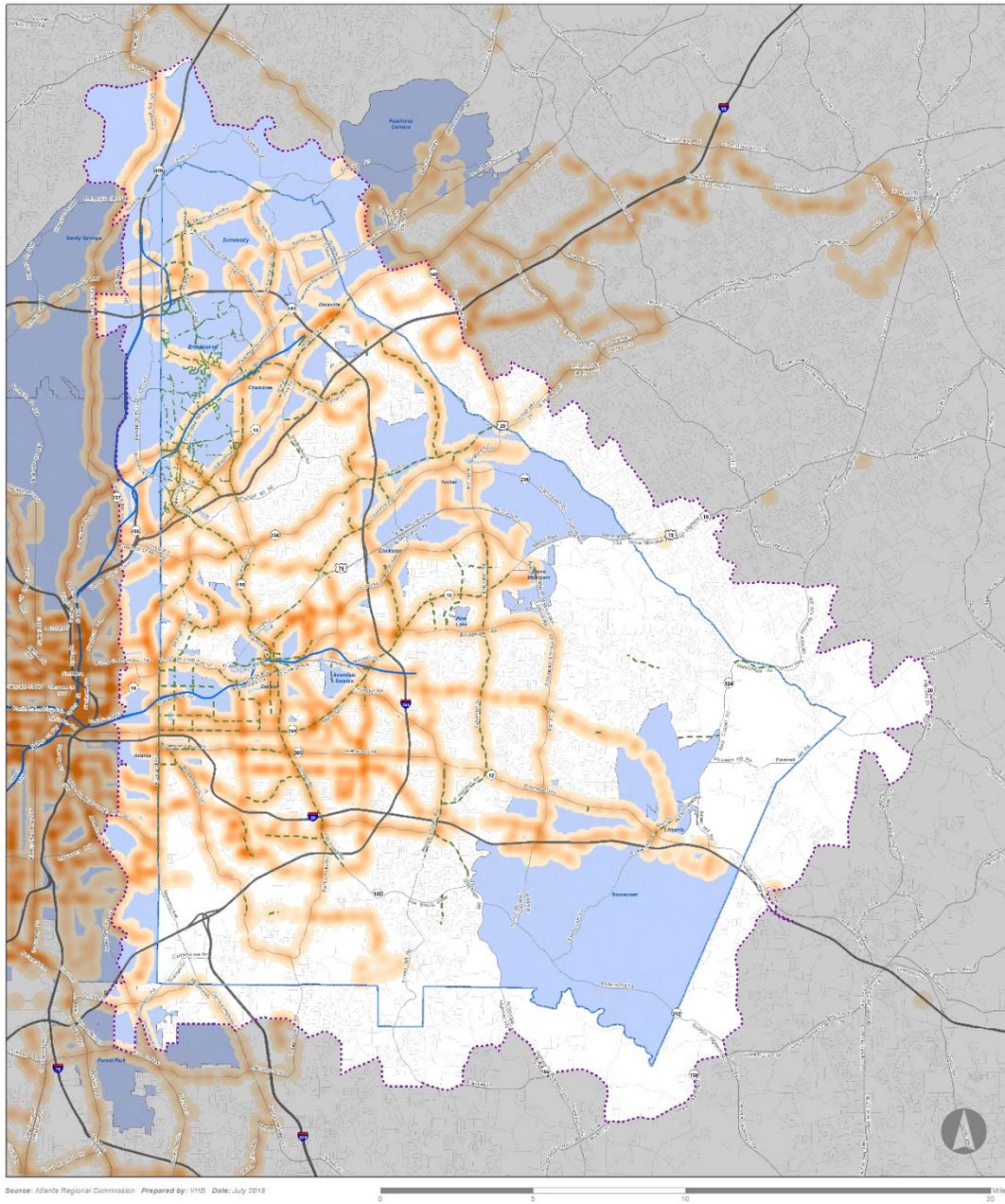
- **Indian Creek Station** can only be accessed by pedestrians via Elder Lane, which has a sidewalk on west side. Sparse and limited development near the station further limits the potential for pedestrian access to the station.

Sidewalk Connectivity to Bus Services

The following provides reviews sidewalk connectivity to bus services. Sidewalk connectivity information was provided by DeKalb County. The existing data about the location of pedestrian facilities does not include every sidewalk segment in the County; therefore, the data were mainly used to identify general areas with potential for improving pedestrian access to transit. The analysis identified areas with low pedestrian facilities but high transit service levels as these corridors were considered to be ripe for the pedestrian facility improvements.

Map 3-5 illustrates the density of transit stops in DeKalb County alongside existing pedestrian facilities. **Map 3-6** shows the number of transit stops within one half-mile of each street segment. While **Map 3-5** can help identify areas with a need for improved access to transit, **Map 3-6** provides further detail about streets that would need to be prioritized to maximize the return on investment.

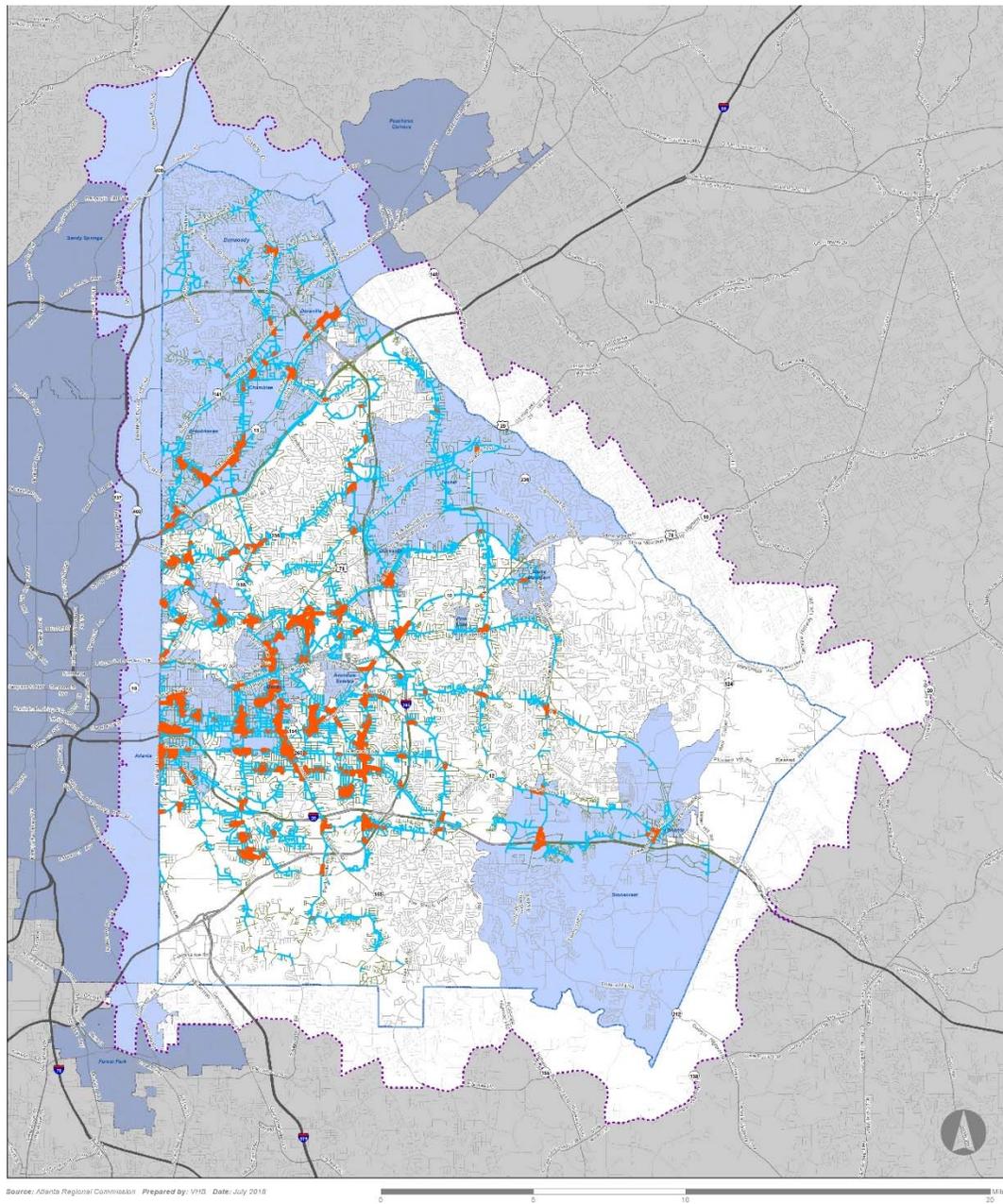
Map 3-5: Sidewalk Connectivity as Compared to Transit Availability



Source: Atlanta Regional Commission Prepared by: VHD Date: July 2018



Map 3-6: Corridors Needing Improved Pedestrian Access



Source: Atlanta Regional Commission Prepared by: VHO Date: July 2018



Transit Stop Density

Streets - # stops within 1/4 mile

- None
- Less than 2
- 2 - 5
- More than 5

- Expressways
- Major Roads
- Streets
- Cities
- DeKalb County
- Study Area

Some of the areas with need for improved pedestrian access to transit are listed below:

- Areas near MARTA stations, especially Kensington, Indian Creek, Chamblee and Doraville stations
- Scottdale, DeKalb Medical Center
- Lawrenceville Highway, Mountain Industrial Boulevard
- Panthersville
- Gresham park, Bouldercrest Drive, Eastland Drive, Flat Shoals Road
- Buford Highway
- Panola Road/ Covington Highway
- Rockbridge Road
- Snapfinger Road, Glenwood Road, Columbia Drive, McAfee Road
- Redan Road, Stone Mountain Lithonia Road

Perceptions of Transit

In support of the DCTMP, an online transit survey was published. While the collection methodology was not intended to be statistically significant, there is merit in reviewing the results. The following generalizations can be taken from the survey results.

- The overwhelming majority of all respondents (nearly 90%) indicated that existing transit service is not sufficient in DeKalb County.
- Respondents indicated that the three top priorities should be to expand transit to serve a greater number of destinations, to provide more frequent service, and to improve travel times on transit.
- About one-third of the respondents indicated that they would only be willing to walk for roughly one quarter-mile (5-minute walk) to transit, while an additional 43 percent indicated that they would be willing to walk to transit up to one half-mile (10-minute walk).
- The majority (53%) of respondents indicated 10 minutes as the minimum acceptable headway for transit service, while an additional 23 percent would accept a headway up to 20 minutes.

Transit Needs

Based on the analysis of the state of the current transit system, the following conclusions were drawn.

- While inside the I-285 Perimeter is covered relatively effectively by MARTA rail/bus and SRTA buses, south of I-20 and eastern sections of DeKalb are largely underserved or unserved by transit.
- Public transit service is not available in the eastern part of Stone Mountain and the northern part of Lithonia. South of the I-20 corridor outside of the I-285 Perimeter is scarcely served by public transit.

- Lithonia and Stonecrest are significantly underserved by MARTA and SRTA bus routes confined primarily to the I-20 corridor.
- Dunwoody, Doraville, Chamblee, and Brookhaven are served by MARTA rail, but bus routes are not sufficiently provided to meet citizen's travel needs.
- Tucker, Clarkston, Pine Lake, and Stone Mountain are only marginally served by MARTA buses.
- Public input suggested a need for a connector on Candler Road and a park and ride near the Gallery at South DeKalb near the Candler Road interchange for I-20 East.
- Northern parts of DeKalb County have limited east-west connections, thus travel times by transit in the area do not compete well with highway travel.
- The Druid Hills and Emory/CDC nodes have poor transit connections and travel times; therefore, these nodes do not compete well with highway.
- Decatur is relatively well served by public transit including both MARTA rail and bus routes.
- Existing routes with higher ridership need to be considered for improved headways, which is supported by the needs identified in the survey.
- Public transit opportunities which connect city center activity nodes are nonexistent.
- No regional connection is available from DeKalb County to adjacent counties such as Clayton and Henry counties.
- More than 50 percent of MARTA's bus routes did not meet MARTA's on-time performance standards. Addressing on-time performance issues would improve MARTA service to its passengers.
- MARTA has recently made a commitment to increase the number of bus stops in DeKalb County with shelters and seating.
- The lack of restrooms, sidewalk connectivity, and ticket vending machines are all barriers to using transit.
- "More police presence," "better lighting," "location of stops and shelters," and "more public spaces" were selected as some of the most important safety and security improvements needed.
- Respondents also suggested employing other strategies such as pedestrian infrastructure improvements and technology to improve experience of a rider.

Page intentionally left blank.



4 Economic Development

Background

Economic development is inextricably linked to transit and the linkage of people and places: homes, workplaces, and services.

Economic development is the set of policies, programs, and activities that seek to enhance the quality of life of a community by encouraging economic activity, expanding and retaining employment, and supporting a sustainable and stable tax base to fund public investment and government activity.

In recent years, the meaning and practice of economic development has expanded to consider the role of the larger community outside of the workplaces and jobs that lie at the center of economic development. While activities like marketing, recruitment, and supporting innovation are still fundamental to economic development, it is now recognized that a crucial part of economic development is attracting new companies by having an enhanced locality. Amenities such as quality-of-life, transportation, education, infrastructure, entertainment, housing, recreation, and public space are all increasingly important to employers and potential employees. At the micro level, employers are learning that the environment in which employees live, work, and play is nearly as big of a consideration as salary and benefits. Access to quality transit is one of the key elements of that environment.

Transit as an economic development incentive

In recent years, one of the most important national economic trends has been the embrace of transit and walkability by the corporate sector. In the Atlanta region alone, relocation initiatives by a number of large global employers have made it clear that access they prioritize high-capacity public transit and connectivity. Companies have identified access to transit as a necessary amenity to remain competitive and gain access to a quality workforce.

One key example of this is in DeKalb County: State Farm Insurance recently chose to build their new headquarters immediately adjacent to the Dunwoody Marta station, working with MARTA to provide direct access from the building lobby to the transit platform.

Figure 4-1: State Farm Dunwoody Hub

State Farm's Dunwoody hub will house up to 7,500 State Farm employees, or about 10 percent of State Farm's overall workforce. Photo: Atlanta Business Chronicle, BYRON E. SMALL

Employers want to locate in places where their employees have housing options and reasonable commute options.

Transit as an economic development necessity

Economic development and recruitment efforts often focus on companies and employees in high wage sectors. When successful these efforts typically create a second-wave of jobs, meaning that additional jobs will be created in fields that provide goods and services --both professional and personal-- to those new higher wage employees. The high wage jobs indirectly create another level of service jobs, such as construction workers, retail workers, restaurant workers, accountants, teachers, and firefighters.

These service jobs are fundamentally linked to job and housing growth at all wage and income levels. Furthermore, these services are generally required 7-days a week at the place of business. For most of these jobs, telecommuting is not a viable option.

While the wages of the initial new jobs may be high, the wages of the service-providers who support them tend to be significantly lower. DeKalb's service-sector salaries typically range from \$24,000 to \$40,000. Households in this income range are much more likely to depend on transit to access their jobs.

DeKalb County is forecast to add nearly 70,000 new jobs over the next 20 years. Based on today's wages, we can roughly forecast that 3 out of 4 of these new workers will earn less than \$40,000/year, a wage at which it is increasingly difficult to find an affordable combination of housing and transportation.

If DeKalb County wishes to remain economically competitive and create a home for this new employment growth, it is crucial that the County continue to expand access to quality transit in order to attract the best companies and employees, and to ensure that workers at all income levels have access to affordable transportation and housing options.

ECONOMIC DEVELOPMENT CYCLE

Around the edge of the economic development cycle are the fundamental functions that define our economies:

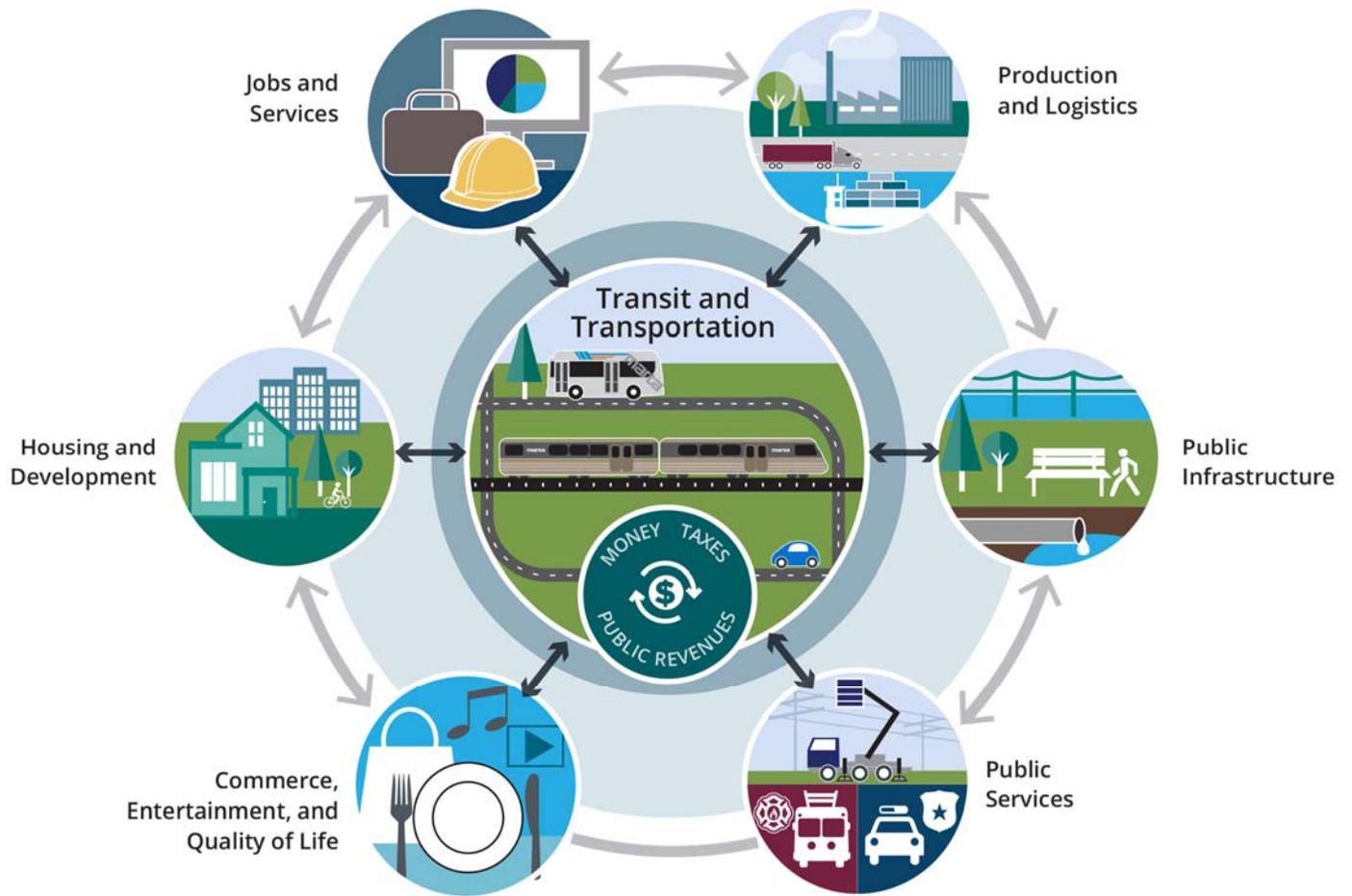
- Jobs and Services,
- Production and Logistics,
- Public Infrastructure,
- Public Services,
- Commerce, Entertainment and Quality of Life
- Housing and Development

These functions work together like parts of an engine to power the local economy. The gears and machinery at the heart of the engine that link all those functions together are:

- Transit and transportation
- Money, taxes and public revenues

Transit and transportation are the crucial element that connect people to institutions, both as employees and customers. Transit and transportation connect suppliers to businesses, residents and businesses to public services, and employees to housing. A robust and equitable transit system is crucial to ensure that a local economy is sustainable, and that economic opportunities are available to all.

Figure 4-2: Economic Development Cycle



Visioning

At 25 miles across, DeKalb County is very large, and home to 750,000 residents and 350,000 jobs. It is difficult to envision the shape of and scope of economic activity such a large and vibrant ecosystem.

Using publicly and privately available data sources, we can use mapping software to generate graphic maps that can help us visualize and understand some fundamental questions:

- How is economic activity distributed through the County right now?
- What are the already-simmering short-term economic trends that we will see over the next 1 to 5 years?
- What are the longer-term trends that will begin to emerge in the next five to 20 years?
- Are there places that have already demonstrated the willingness, desire and organization to capture a larger share of economic growth in the future?

The maps on the following pages illustrate how data can help us begin to visualize the answers to these questions.

These answers will help us envision how transit can support and respond to these economic trends by moving people -residents, workers, and customers, and visitors- between the places where they live, work, seek services, shop, eat and find entertainment. Transit can be the medium through which people, organizations, buildings, and places transform into economic activity.

This will also raise another important about who we choose to phase our future transit improvements. Since new transit service can take years, or even decades to fund, design and build (depending on the complexity), it is important to ask: Should our transit goals be designed

- To enhance connections to today's pobs, homes and places?
- To catalyze new and emerging jobs, homes and places? or
- To set the stage for the DeKalb County we expect to see twenty years from now?

CURRENT TRENDS

Where are the employment centers today?

Map 4-1 shows the distribution of jobs of all types in and around DeKalb County. It includes jobs that are based in one location such as retail, industrial, office, and hospitality positions. The bigger the dot, the more jobs there are at that location. Current employment opportunities tend to be focused in the northern part of DeKalb County.

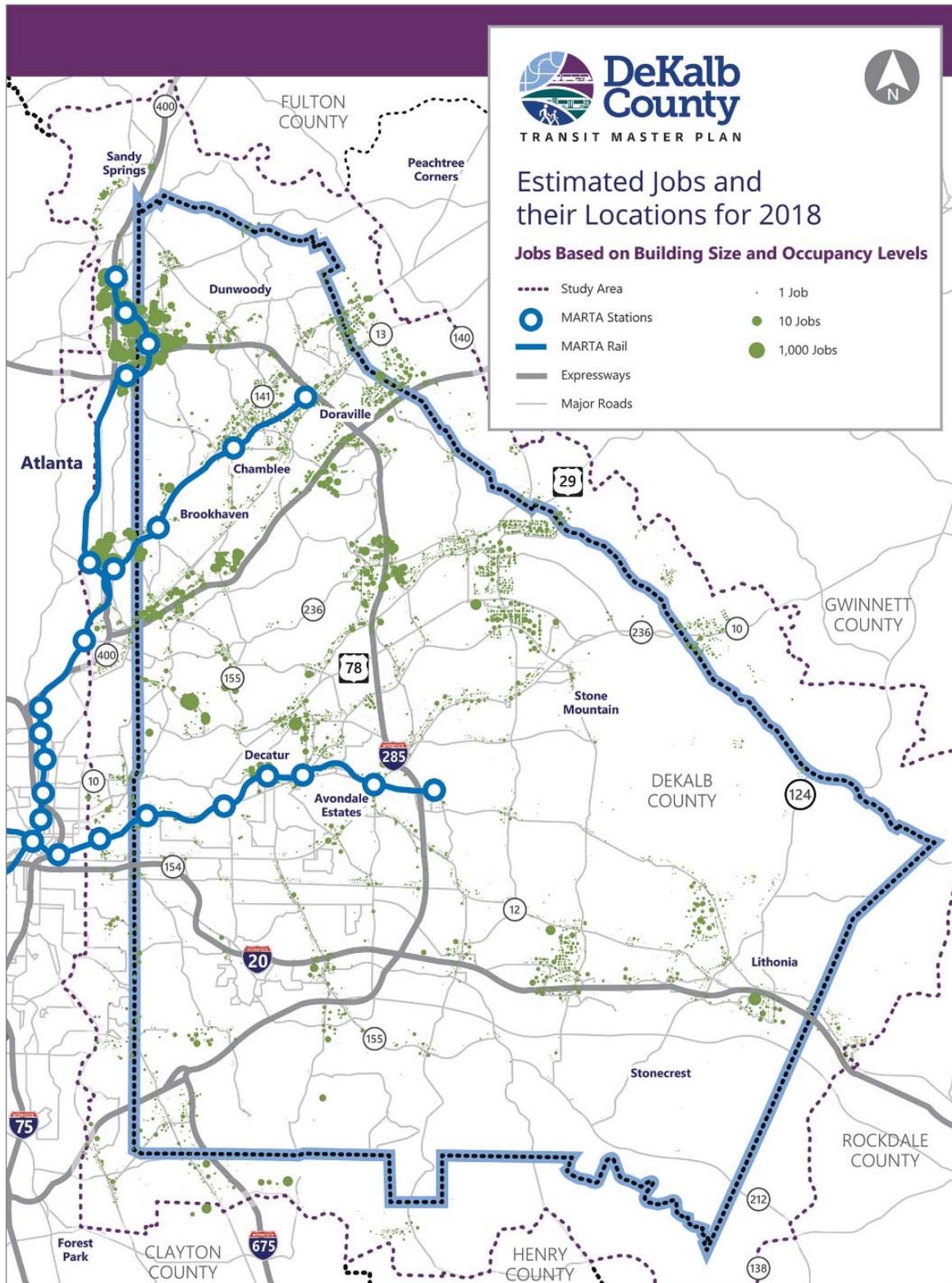
What patterns emerge from Map 4-1?

- The County has several established significant employment centers:
 - Perimeter/Dunwoody area
 - Emory University, its Hospitals and the CDC
 - I-85 corridor
 - Northlake Mall area
 - Brookhaven & Buckhead
 - DeKalb Medical Center
 - Peachtree Industrial Blvd and Buford Highway Corridors in Chamblee and Doraville
 - Decatur

- The County has several emerging centers of employment and activity, particularly in the south portion of the County:
 - I-20 and Wesley Chapel
 - I-20 and Panola
 - Stonecrest

- While some of the County's employment centers are very well served by MARTA rail, several appear to be underserved:
 - Northlake
 - Stonecrest
 - Stone Mountain/Tucker Summit industrial area
 - Lithonia Industrial Area
 - Conley Industrial Area

Map 4-1: Current Trends: Today's Employment Centers



NEAR-TERM TRENDS

What are the short-term economic trends already beginning to take shape?

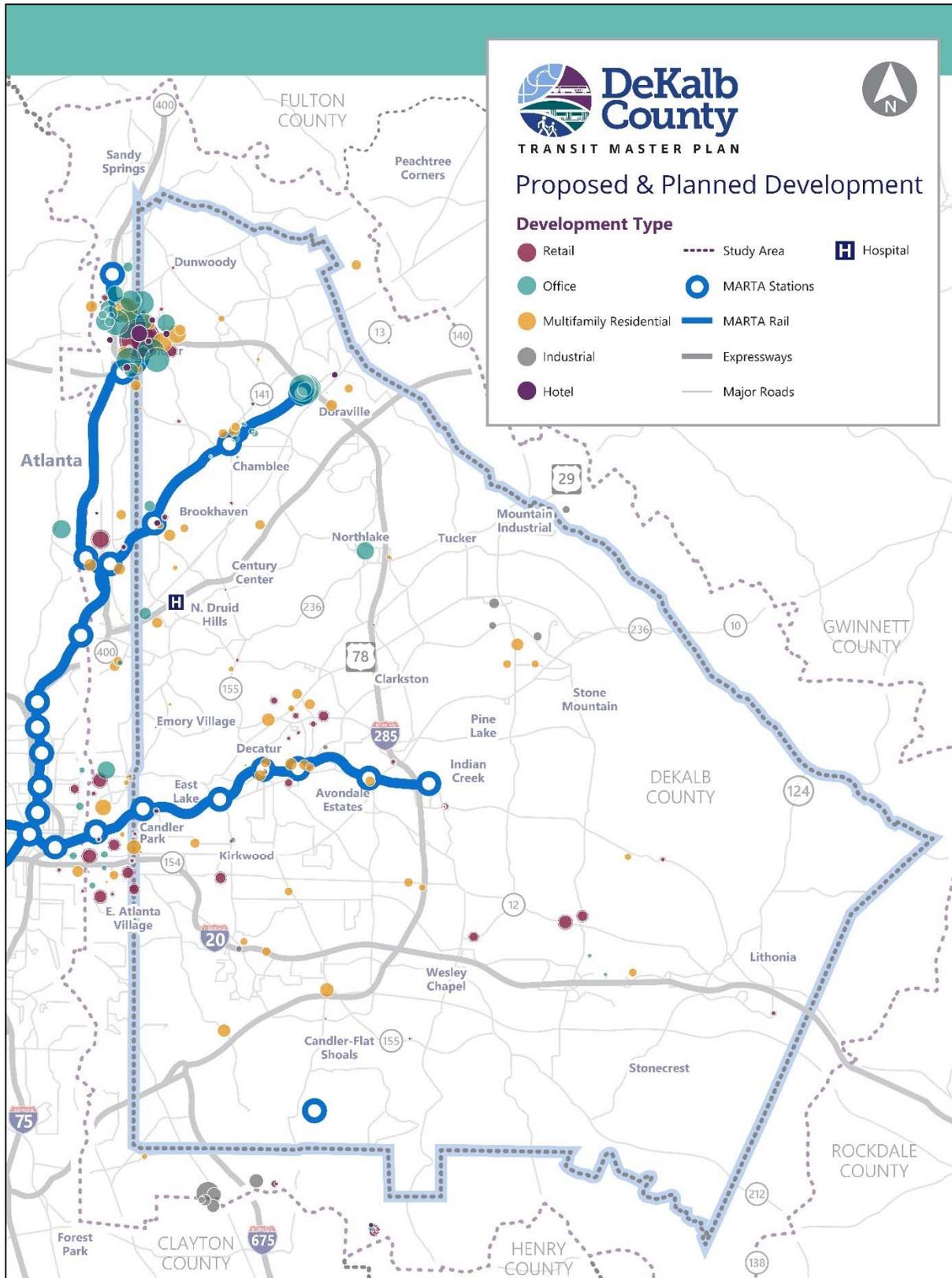
Map 4-2 shows the distribution of buildings that are currently proposed, planned, or under construction in DeKalb County. Five building types are identified: retail, office, multifamily residential, industrial and hotel. This map highlights the areas that are currently seeing development investment. Development investment is a strong indicator of where increased economic activity will occur over the next five years.

What patterns emerge from Map 4-2?

- Much of the development momentum is in areas that are already established job centers with existing MARTA rail stations:
 - Perimeter/Dunwoody area
 - East side of Atlanta in Fulton County along Ponce de Leon Avenue and Memorial Drive
 - DeKalb Medical Center
 - Northlake
 - Chamblee

- There is a strong correlation between current development trends and access to transit
 - The correlation is even stronger if the Atlanta BeltLine is considered to be a transit facility.
 - It is anticipated that this correlation will continue in the future.

Map 4-2: Near-Term Trends: Proposed and Planned Development



LONG-TERM TRENDS

What are the long-term trends that will begin to emerge in the next five to 20 years?

Map 4-3 shows the distribution of large properties and buildings that are likely to see redevelopment in next five to 20 years. While current opportunities are focused in the northern part of DeKalb County, future opportunity for development/redevelopment appears to be focused in the southern part of DeKalb County.

The map identifies parcels that meet one of the following criteria:

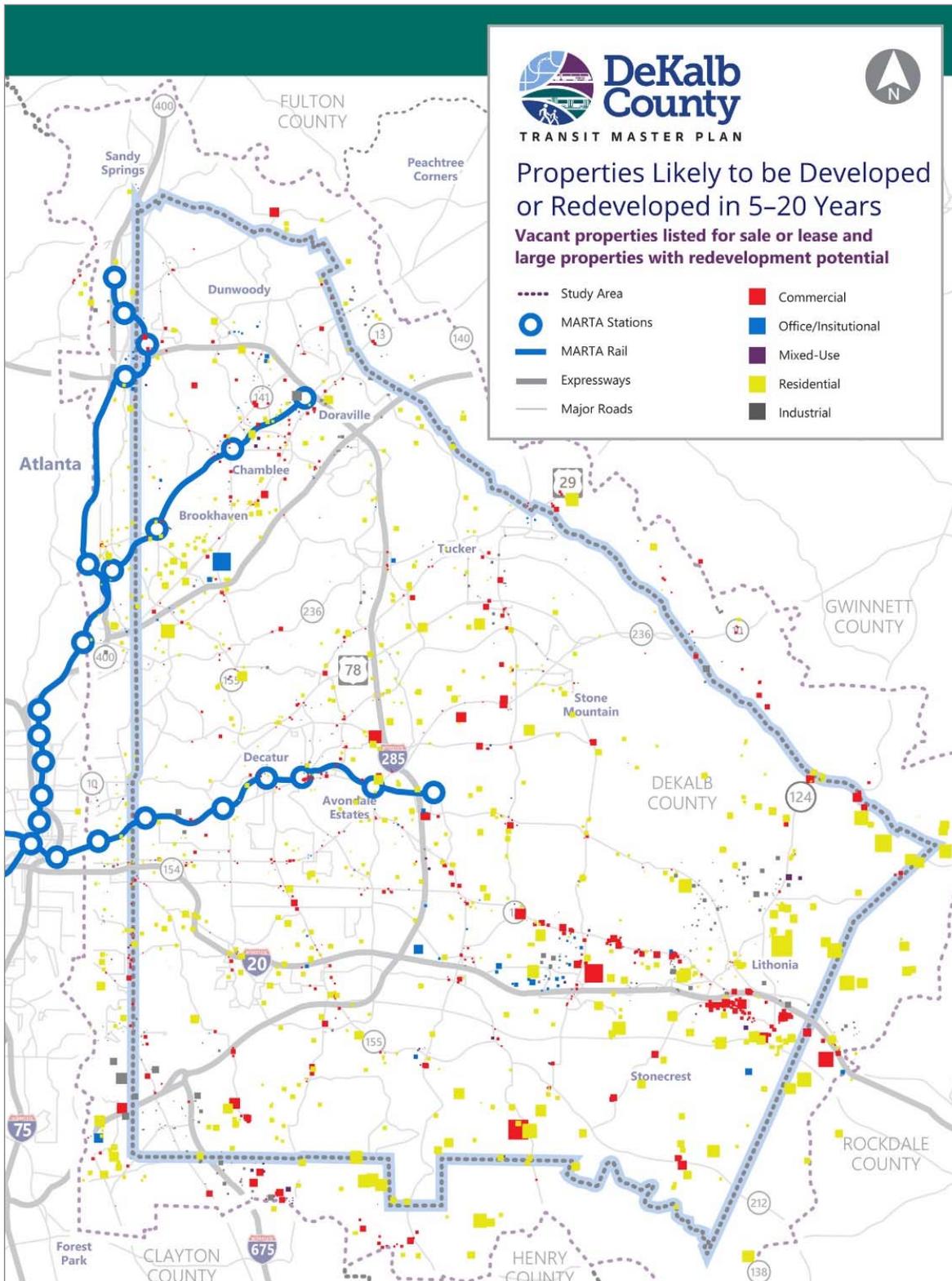
- Large parcel of vacant commercial land that is being marketed for sale or lease through real estate listing services;
- Large property (2+ acres) that is likely to be redeveloped due to age, high vacancy, or functional obsolescence; and
- The map identifies the predominant zoning underlying each parcel (it should be noted that land use may change with redevelopment).

In all of these cases, the property's owners may be seeking redevelopment opportunities; however, based on the time required for large-scale development, it is not likely that any of these sites would see redevelopment earlier than 2023.

What patterns emerge from Map 4-3?

- South DeKalb has very strong redevelopment potential. The following areas are particularly ripe with opportunity:
 - Covington Highway
 - Stonecrest
 - Panola Industrial Area
- Many of the opportunities are located along major commercial corridors:
 - Covington Highway
 - Mountain Industrial & Hairston Road
- Much of the County has concentrations of apartments that are nearing the end of their functional lifespans, which is creating opportunities for redevelopment:
 - Buford Highway
 - Dunwoody

Map 4-3: Long-Term Trends: Property Ripe for Development or Redevelopment



COMMUNITY PLANNING FOR GROWTH

Are there places that have already demonstrated the willingness, desire, and organization to capture a larger share of economic growth in the future?

The map on the facing page shows areas in the county that have established economic development programs, initiatives or incentives. These tend to correlate with an economic, political, and organizational environment that is supportive of economic growth, economic development and successful initiatives. These initiatives include:

- Enterprise, Empowerment and Opportunity Zone designations
- Livable Centers Initiative (LCI) and similar small-area studies
- Designated Regional Activity Centers (ARC)
- Designated Town Centers
- MARTA Transit station-area communities
- Community Improvement Districts

Why is this important?

- These designations show that these areas have already put thought, effort, and funding towards advancing economic development and economic growth.
- This demonstrates that these areas have Champions- individuals and organizations in both the private and public sphere who are willing to work collectively to advance the interests of the area.
- In many cases, these areas will have pre-existing plans, priorities and incentives that help catalyze, focus and shape growth, making them “pre-cleared” for economic development.

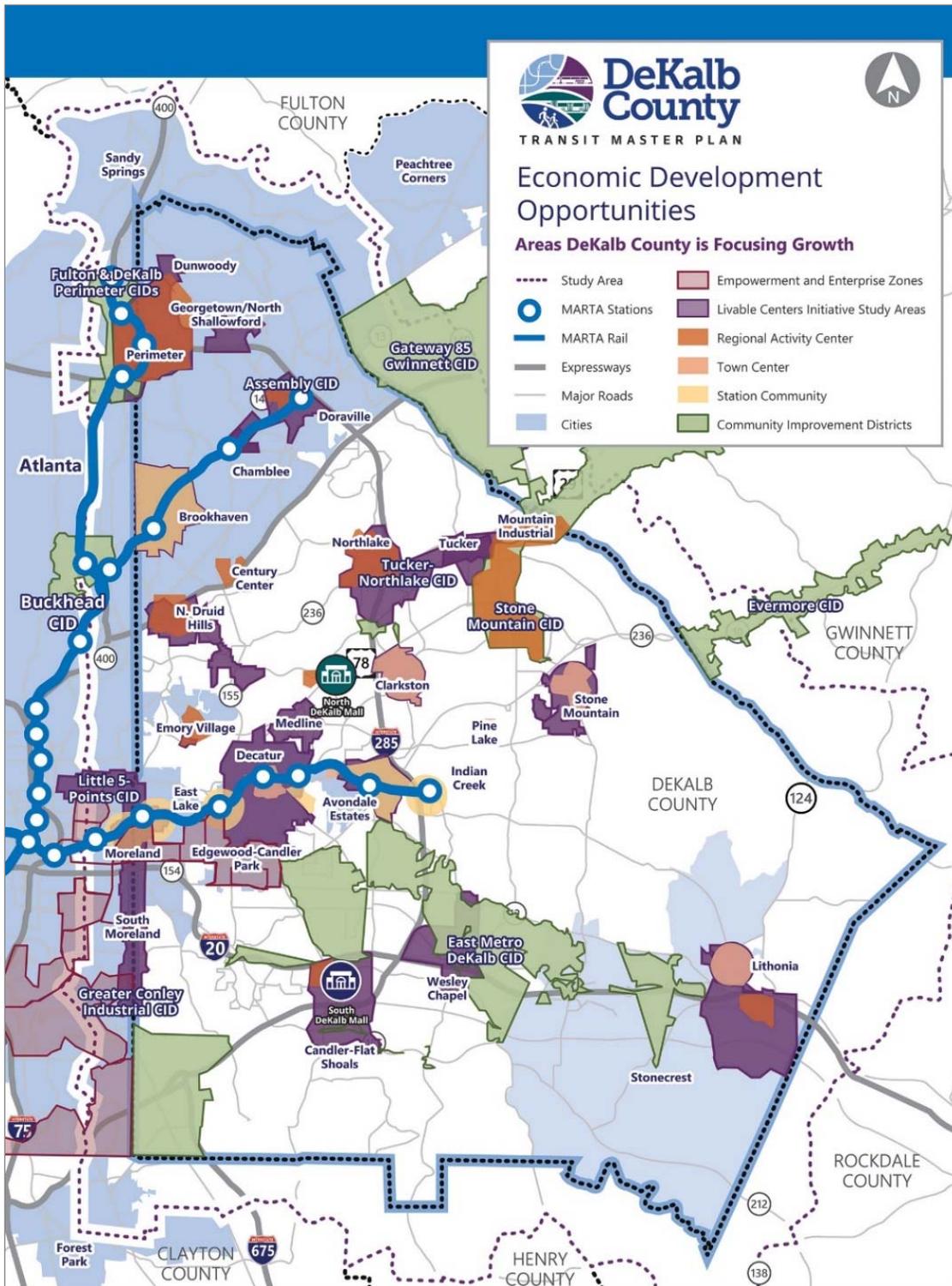
What we heard at public meetings.

- People noted that South DeKalb is full of Economic Development opportunities, but that has not yet resulted in additional jobs.
- How are these initiatives tied to transit and transit-oriented development?
- It is also important to see that there are wide areas of the county that have not engaged in these economic development activities, suggesting that perhaps these areas are largely residential in nature and would prefer to be protected from further economic development.

Today’s Plans for Economic Development

The areas where growth is focused in DeKalb County are primarily along major transportation corridors, whether they are roadways or rail lines.

Map 4-4: Communities Planning for Growth



Review of Local Plans

DeKalb County already has a strong economic development vision based on a great deal of work completed over recent years by County planners and economic developers, regional planners, and the County's 14 cities and five Community Improvement Districts, along with countless community members who contributed during numerous public outreach opportunities.

As part of the formation of the Transit Master Plan, it is crucial to review each of these plans and absorb the key priorities of each so that they can be merged into a larger, cohesive vision for the county

First, all of the most recent relevant comprehensive, transportation, and economic development plans created by every County agency, municipality, and Community Improvement district in DeKalb County were identified. After reviewing each plan, a series of interviews with economic development specialists at each of these organizations was undertaken to learn more about the community's priorities and goals.

At the end of this process, key themes were identified. The extent to which each of themes is supported by the various local plans is provided in the table below. For more information on the plans mentioned in **Table 4-1**, see **Appendix A**.

Table 4-1: Themes from Local Plan Review

Plan	Connectivity	Walkability	Jobs/ Business	Access to Services	Public Spaces	Multi-modal	Transit	Redevelopment
2016 City of Avondale Estates' Comprehensive Plan		X						
2014 Avondale Estates Updated Downtown Master Plan	X	X						
Brookhaven Comprehensive Plan	X	X			X	X	X	X
Buford Highway Multimodal Corridor Study Final Report	X	X				X	X	
Chamblee Strategic Economic Development Plan	X		X					
Chamblee Comprehensive Plan	X	X				X	X	
Chamblee Downtown Renaissance Plan			X					
Clarkston 2040 Comprehensive Plan	X	X	X		X	X		
Decatur 360 Comprehensive Plan Update	X	X	X				X	
DeKalb County Strategic Recommendations: Comprehensive Economic Development Strategic Plan			X				X	X
DeKalb County 2035 Comprehensive Plan	X		X					
DeKalb 2014 Transportation Plan						X	X	
Doraville Comprehensive Plan 2017-2037	X		X			X		X
City of Dunwoody 2015-2035 Comprehensive Plan	X	X	X	X		X	X	
Greater Conley Industrial CID			X					

Plan	Connectivity	Walkability	Jobs/ Business	Access to Services	Public Spaces	Multi-modal	Transit	Redevelopment
A Master Plan for the City of Lithonia (A Livable Centers Initiative), 2003	X	X				X	X	
Perimeter CID Last Mile Connectivity Study	X	X	X	X			X	
City of Stone Mountain Livable Centers Initiative Plan 10-Year Update	X	X	X		X			
Stone Mountain CID Innovation Study (an LCI Study), 2012	X		X	X		X	X	
Tucker Tomorrow Comprehensive Plan	X	X	X	X				X
Tucker Northlake CID Master Plan Study	X	X	X			X		

5 Policy and Decisions

Introduction

In this final section of the report, the analysis explores the extent to which the historical context that created today's DeKalb County will influence the DeKalb County being designed for tomorrow. Decision makers can choose to continue to be influenced by past decisions or make determinations based on more current information.

This section is divided into two parts: past investment and current funding and plans. In the first part, a historical study of the investments made in transit in DeKalb County is presented. This study is followed by a review of two decades of planning studies and the extent to which they have been implemented.

Past Investment

From the first legislative act in 1965 through the 1990s, MARTA's rail system continued to evolve and grow, but in the last two decades no new rail stations have been added to the system. Growth has been stymied by a number of factors which will be reviewed in this Section.

SIXTIES AND SEVENTIES

In the early 1960s, the Metropolitan Atlanta Transit Study Commission recommended that a 5-county transit system be implemented to better serve the Greater Atlanta region. The study was in response to tremendous growth occurring in the City of Atlanta and the counties of DeKalb, Clayton, Cobb, Fulton, and Gwinnett. This recommendation led the Georgia Legislature to pass the Metropolitan Atlanta Rapid Transit Authority (MARTA) Act of 1965 on March 10 of that year. The original Board of Directors was determined to be 11 members: four City of Atlanta representatives, two DeKalb County representatives, two Fulton County representatives, one Cobb County representative, one Clayton County representative, and one Gwinnett County representative. The first meeting of the Board was held on January 3, 1966.

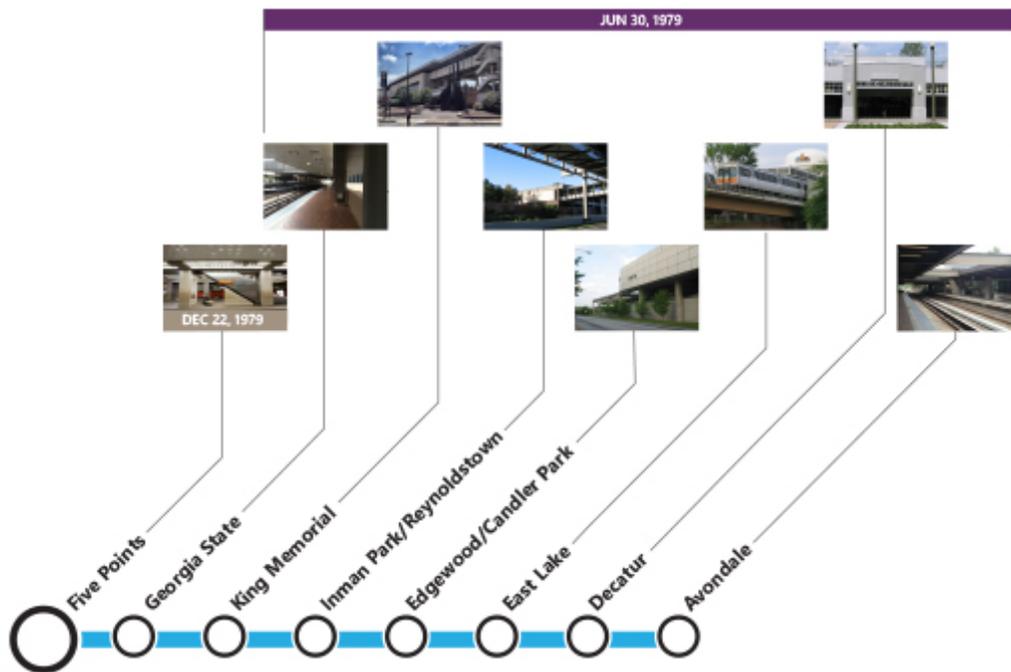
The Act indicates that MARTA "shall exist for the purposes of planning, designing, leasing (as lessee), purchasing, acquiring, holding, owning, constructing, improving, equipping, financing,

maintaining, and administering a rapid transit system within the metropolitan area, and operating same, or contracting therefor, or leasing (as lessor) same for operation by private parties.”

By 1971, only the City of Atlanta, DeKalb County, and Fulton County would pass referendum to fund MARTA. Clayton, Cobb and Gwinnett did not support it. Through a complicated set of twists and turns, a sales tax was ultimately passed by the City and each of the counties to support MARTA. The state legislature limited MARTA’s spending on operations from the sales tax revenue to fifty percent. DeKalb County leaders supported this requirement because they worried that capital investments might be limited to the City of Atlanta. The State of Georgia did not provide any funding for MARTA.

In 1972, MARTA purchase the Atlanta Transit System, a privately operating transit system, which was the largest operator in the area at the time. By purchasing this system, MARTA was quickly able to begin providing transit service. Years of effort went into getting the first MARTA rail line into operation. The first eight stations were brought online in 1979 as shown in **Figure 5-1**. Half of those stations were located in DeKalb County in addition to the railyard, which is located at Avondale.

Figure 5-1: DeKalb’s MARTA Rail Stations (1970s)

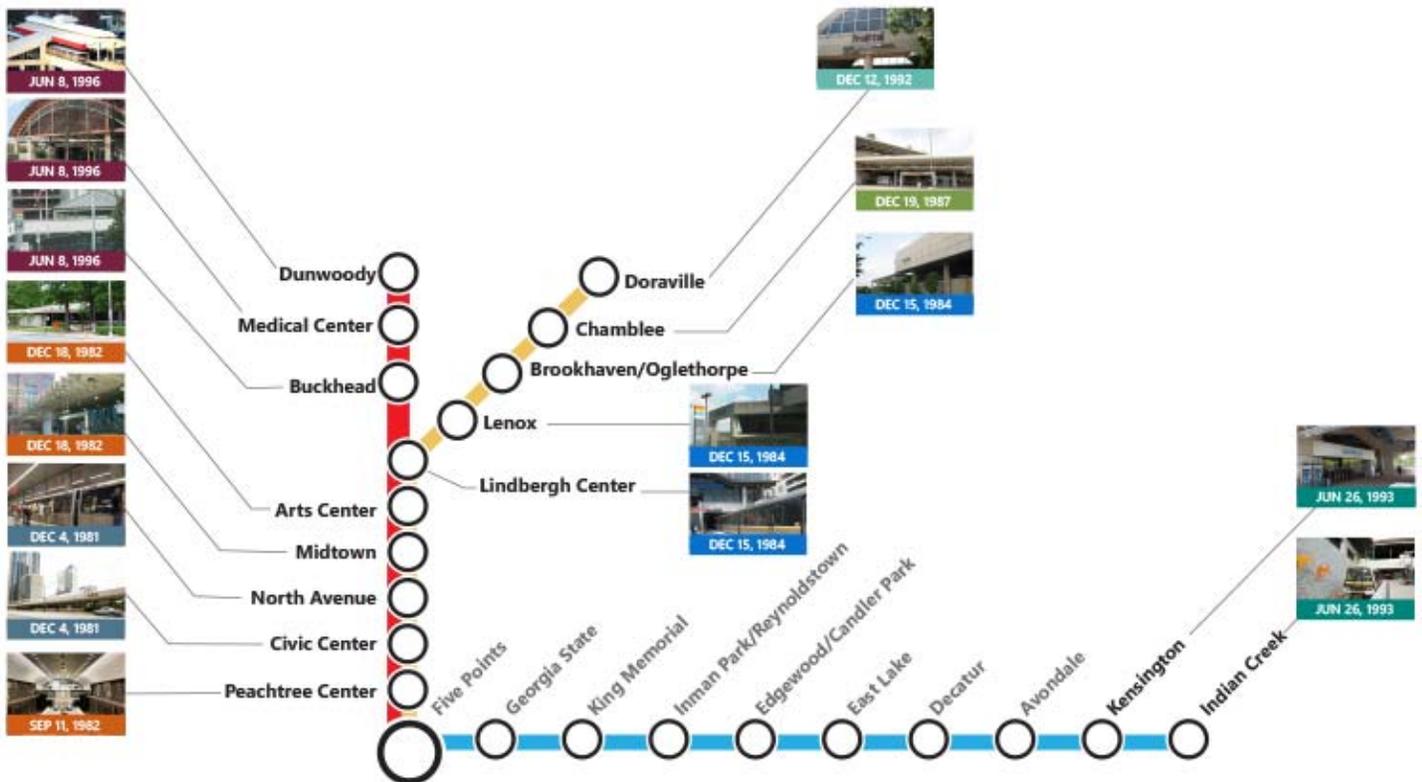


EIGHTIES AND NINETIES

In the eighties, MARTA continued its rail expansion with a steady stream of station openings. In DeKalb County, the following stations opened as shown in **Figure 5-2**. The Kensington and Indian Creek stations were intended to serve South DeKalb County (Note: Over the years, development has crept further and further south in DeKalb County, replacing the once plentiful dairy farms that

occupied the area. At the time these two stations were brought online, they were serving the southern extent of development in DeKalb County.) The final station, Dunwoody, was opened just prior to the 1996 Summer Olympics, hosted by Atlanta.

Figure 5-2: DeKalb’s MARTA Rail Stations (1980s and 1990s)



SINCE 2000

The North Springs and Sandy Springs MARTA rail stations were the last MARTA stations to open and that was at the end of 2000. No MARTA rail stations have been added in DeKalb County since 1996.

While no new stations were being opened in DeKalb County, significant investment in the MARTA rail system was still occurring in the County during that timeframe. By 2000, the original four DeKalb stations were over 20 years old. By the writing of this report, they are almost 40 years old. Projects have included everything from roof replacement to tunnel ventilation upgrades to track replacement projects. In addition to upkeep of the existing facilities, MARTA has made improvements to the stations. These improvements included items such as the addition of “Next Train” electronic signage in the early 2000, which are currently being upgraded as they are out-dated at this point.

Investment in repairs, upkeep, and improvements along the MARTA rail lines and stations in DeKalb County have required significant funding. These funds keep the trains running, but they also siphon funding from new capital investments like the addition of MARTA rail stations. Having

the oldest stations in the system meant DeKalb residents were the first in the area to have rail service, but today it means that significant investment is required to keep the system operational.

Planning Activities

As noted previously, investment in new MARTA rail stations has been minimal since 2000 as funds were needed to repair and improve existing facilities. While building has not been occurring, planning activities have continued.

TRANSPORTATION PLANNING FRAMEWORK

The overarching transportation planning framework is set by the Federal government under 23 U.S. Code §134. Each urbanized area over 50,000 people must designate a Metropolitan Planning Organization (MPO) to complete a Regional Transportation Plan (RTP). In the Atlanta region, the Atlanta Regional Commission (ARC) operates as the local MPO. The RTP must cover a 20-year timeframe and be updated every five years. The plan must cover all transportation modes and be financially constrained. It cannot simply be a list of needed projects; the plan must contain an implementation plan for projects that can actually be funded over the 20-year timeframe.

While the ARC prepares the RTP, stakeholders such as MARTA and the Georgia Department of Transportation (GDOT) contribute to the plan and ultimately implement the projects that fall under their purview. Typically, MARTA would recommend projects for inclusion in the RTP and identify funding streams to cover those projects.

It should be noted that the newly created Atlanta-Region Transit Link Authority (The ATL) will be joining this process. The ATL will prepare the transit portion of future RTPs.

HISTORICAL PLANNING EFFORTS

Since 2000, four RTPs have been prepared and adopted. Due to the Great Recession, one more plan than legally required was developed during this timeframe. A brief review of the DeKalb County transit plans included in those RTPs is provided here. For the purposes of comparison, a few other key projects outside of DeKalb County are also reviewed.

Mobility 2030

Adopted in 2005, Mobility 2030 contained one transit project for DeKalb County. It listed a bus rapid transit (BRT) project to run in the I-20 east corridor from downtown Atlanta to the Stonecrest Mall. The project was slated to begin operations in 2025.

Beyond DeKalb County, the Northwest Corridor project in Cobb County was planned for operations in 2015. In other words, the Mobility 2030 plan called for the Northwest project to be operational by now, which it is not.

Envision6

Adopted just three years after Mobility 2040 in 2008, Envision6 slated the aforementioned I-20 East BRT project in the plan and indicated completion in 2030. The alignment was unaltered from the Mobility 2040 plan.

The Envision 6 plan pushed the Northwest Corridor project to 2020 and added the Beltline project for completion in 2030.

Plan 2040

Having been prepared during the Great Recession, Plan 2040, adopted in 2011, pushed the I-20 East BRT project out to 2040, but it also changed the mode for the project. The project now included BRT from downtown Atlanta to Wesley Chapel and heavy rail from Indian Creek to Stonecrest Mall. This plan added a new project for DeKalb County as well. The plan indicated a light rail line was to be built along the Clifton Corridor from Lindbergh Center to Avondale. This project was slated to open in 2040.

The Northwest Corridor project was removed from Plan 2040 due to the Great Recession. The Beltline project was pushed to 2040.

The Atlanta Region's Plan (2040)

The Atlanta Region's Plan had a planning horizon of 2040 and was adopted in 2016. It carried forward both DeKalb County projects from Plan 2040 without changes.

The Northwest Corridor project reappears in this plan. The Beltline projects continues to be planned for operations in 2040. The MARTA, GA 400 project is added to the list of projects for operations in 2040.

Figure 5-3: Regional Transportation Plan Project Evolution



IMPLEMENTATION DELAYS

As described in the prior section, many plans over the last two decades have not been implemented in the Atlanta region. There are a number of reasons these planning activities have remained on paper. The result of these delays is that stakeholders and the public have become frustrated and have lost confidence in local leadership’s ability to implement a regionally significant transit investment.

Funding

There are a number of reasons that these projects have failed to be implemented, but the most impactful is the lack of funding. First, the Great Recession extended from December 2007 to June 2009. Considered to be the most significant financial decline in U.S. history since the Great Depression, the Great Recession impacted the Atlanta regions ability to secure funding for many of its planned transportation capital improvement projects. This impact was not unique to Atlanta.

Federal funding also fell during this time period. The New Starts program, which provides Federal funding for transit capital projects, provides Federal funding up to 80 percent. The original MARTA investment in the seventies and eighties benefitted from this significant Federal investment level which required that the local governments only identify 20 percent of the needed funds from local sources. In 2002, Congress encouraged the Federal Transit Administration (FTA) not to enter into funding agreements which required more than a 60 percent Federal funding component. Today, it is not typical to secure a Federal funding agreement above a 50 percent Federal funding component. The changing amount of Federal funding available impacted the region’s ability to secure funding for planned projects within the planned timeframes.

Project Definitions

During the same timeframe, the locally preferred alternative as defined in the planning documents changed. In addition, the project prioritization changed. The changing project definitions impacted the Atlanta region's ability to compete for Federal funding. Federal funding is limited so local governments essentially are competing with each other for a piece of the funding allocation each year. The changing definitions and priorities made the Atlanta region less competitive with other localities as the Federal administrators were uncertain that local decision makers had indeed made a final decision on these projects.

Regional Priorities

As noted previously, local governments are competing for Federal funding for these large-scale capital transit projects. From the Federal perspective, the Atlanta region is one entity as opposed to the myriad of counties and municipalities that make up the region. In other words, Federal funding of one project in the Atlanta region meant that the Federal government would look to fund other projects beyond the Atlanta region in order to divvy up the funding across the country. The lack of regional consensus around which project was the highest priority in the region hurt the region's competitiveness in the Federal funding process. Other regions, like the Twin Cities region in Minnesota, were much more aligned around their regional priorities and therefore more successful in securing Federal funding.

Political Support

Project implementation was also impacted by changing local and regional politics. As the politics of the region shifted, priorities changed and therefore the Federal officials making funding decisions were less assured of the agreement on the region's priorities.

WHAT HAS CHANGED?

In recent couple years, there have been significant changes that, if capitalized upon, could shift planning activities into the implementation phase. It is apparent that these changes have created a shift in momentum across the regional toward increased local funding for projects.

House Bill 170

The first step in the changing tides in support of transit investment was the passage of House Bill 170 - Transportation Funding Act of 2015. While HB 170 did many things, it included a change the gasoline tax structure such that approximately \$1 billion more dollars annually would be generated for maintenance and modernization of the highway system. In particular, the funds could be used to support investments in managed lanes and major interchange improvements. While not specifically transit investments, these projects provide opportunity for piggybacking of transit projects during construction and reconstruction of major highway projects.

More MARTA

In 2016, the City of MARTA residents passed a referendum commonly called the More MARTA tax. The More MARTA tax adds another half penny sales tax to the one penny already collected to support MARTA within the City of Atlanta. The additional sales tax is projected to produce \$2.7

billion in revenue over its lifetime (i.e., 2017-2057). The money is set aside for funding rapid transit projects as defined in the MARTA Act of 1965 in the City of Atlanta.

The passage of the More MARTA tax within the City of Atlanta has led decision makers in other jurisdictions to consider increased funding for MARTA.

House Bill 930

In 2018, House Bill 930 - Georgia Regional Transportation Authority passed in the Georgia legislature. The statute created The Atlanta-region Transit Link Authority, also known as The ATL. The ATL provides a newly created regional transit governance structure for a 13-county region. It is hoped that this new regional structure will assist the region in setting clear regional priorities that will make it more competitive in Federal funding pursuits.

Uncertainty in Federal Funding

As noted previously, Federal funding as a percentage of project cost has been declining since 2000. The current political climate indicates that the current Federal funding levels are uncertain. It is possible that they could decline even further requiring a greater share of project costs from local funding sources.

CONCLUSION

While the last two decades of planning for capital investment in high-capacity transit has not led to any meaningful investment in DeKalb County, there are reasons to believe that there is a shift occurring in the funding landscape. If DeKalb County is prepared to take advantage of that shift, it could see future investment in high-capacity transit.

To take advantage of that shift, DeKalb County must have a concise, locally supported transit plan adopted by the County and supported by each of its municipalities. The plan must layout short-, mid-, and long-term transit investment strategies that address state-of-good repair requirements, expansion priorities, regional connectivity, equity, and economic development. These strategies must align with funding opportunities at the Federal, state, and local levels as well as entice and encourage private investment opportunities. The plan must also define an action plan for DeKalb County and each of its stakeholders: every DeKalb municipality, MARTA, The ATL and ARC.

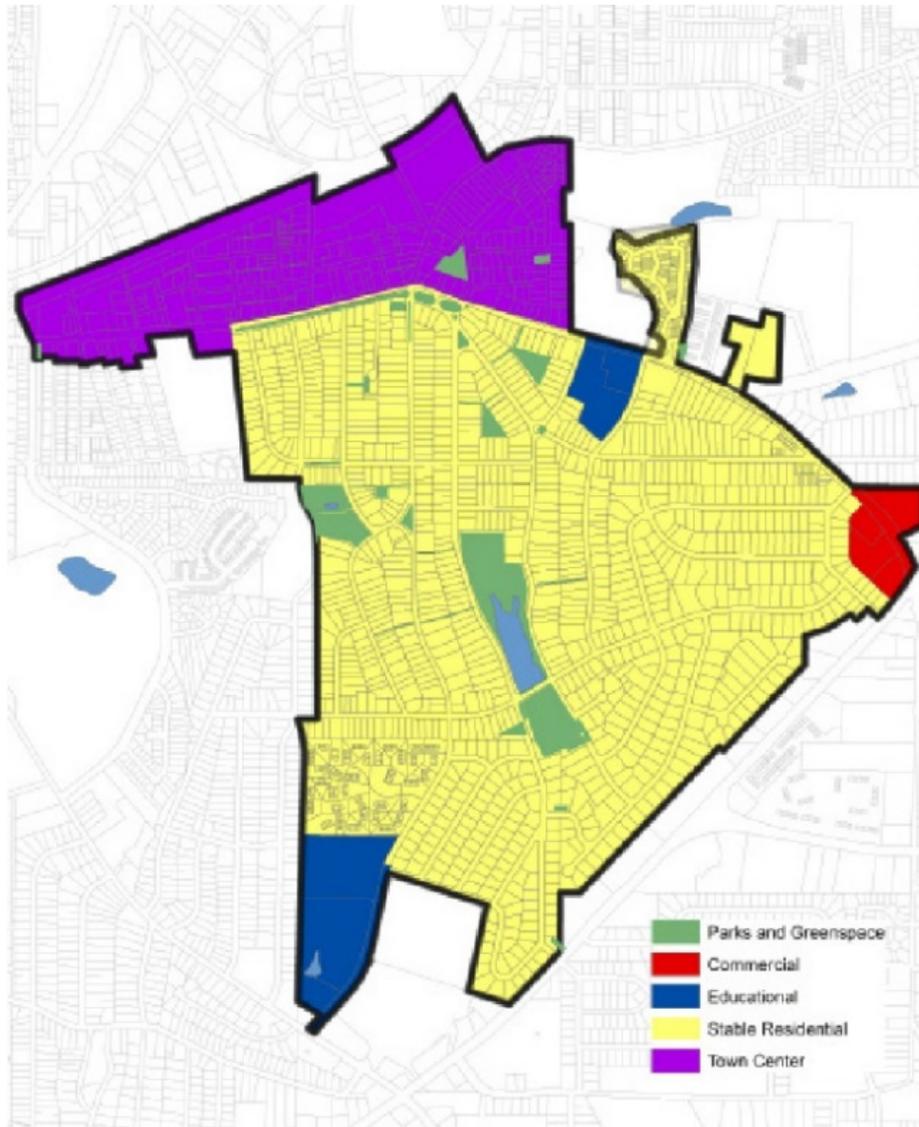
It is a tall order, but the DeKalb County Transit Master Plan is intended to be that plan.



Appendix A: Economic Development Plan Review

2016 City of Avondale Estates’ Comprehensive Plan

The Avondale Estates Comprehensive Plan 2016 Update identified community goals and projects from past plans to focus on during the five years after the adoption of the plan. The projects related to transportation consist of adding new streets and prioritizing pedestrian accesses areas as identified in the 2014 Downtown Master Plan study, as well as investigating the potential for compete street amenities/road diet on the city’s main corridor, US 278/E. College Ave, and adding parking at the vacant MARTA storage site near the northern city boundary. Other recommendations revolve around modifying zoning in certain areas of the city to allow for denser development, mostly in the industrial area on the northwest side of the city, in the Mill District and Western Gateway, and at the MARTA stations adjacent to the city.



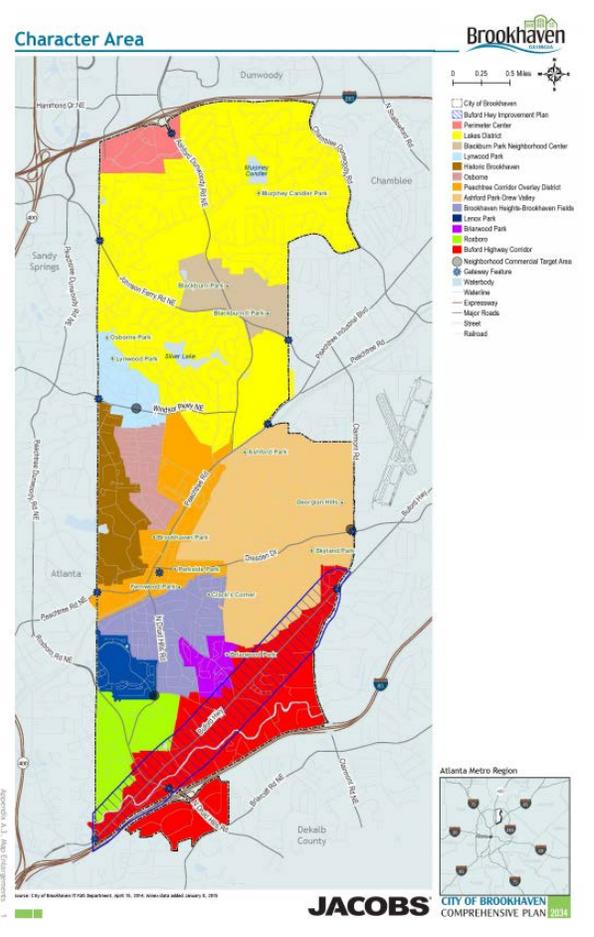
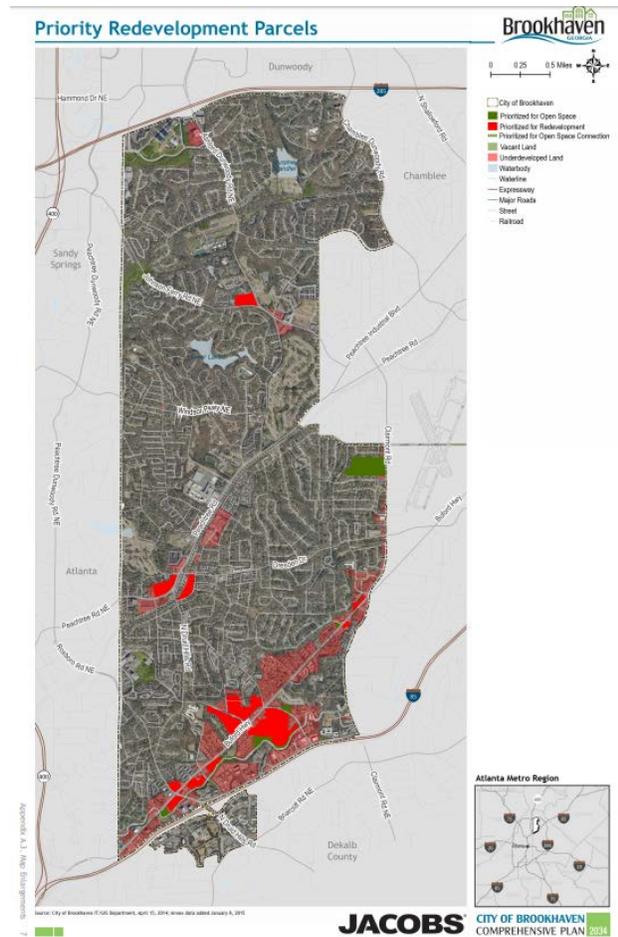
2014 Avondale Estates Updated Downtown Master Plan

The 2014 Avondale Estates Updated Downtown Master Plan to the city's 2004 Master Plan was funded by a \$64,000 award from the Atlanta Regional Commission as part of the ARC's Livable Centers Initiative program and by the City of Avondale Estates. The most significant proposals for transportation projects in the city are a road diet on US 278/E. College Ave and the additional street grid resulting from redevelopment of the Mill and Rail Arts districts. The US 278 road diet would incorporate bike lanes on either side of the road and pedestrian crossings with refuge islands to improve the city's walkability and connectivity to the residential neighborhoods to the south. As a core component of the LCI program, designating areas for higher density and transit-oriented development was a key outcome of the updated master plan, with highest densities planned for the Rail Arts and Mill District areas of the Study Area. Other recommendations include installing roundabouts in the major intersections in the heart of the Tudor Village and managing access and curb cuts along US 278 to improve the city's urban fabric and pedestrian experience.



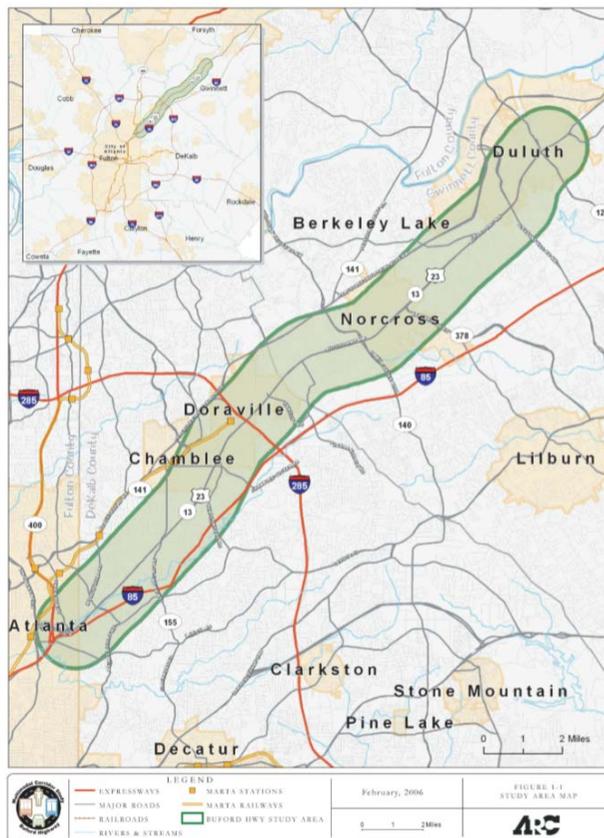
Brookhaven Comprehensive Plan

The City of Brookhaven 2034 Comprehensive Plan was developed with assistance from Jacobs and adopted by the City in June 2016. Its six key substantive elements include: Land Use, Community Facilities and Resources, Economic Development, Population, Housing and Transportation. Among its goals it seeks to “Achieve greater walkability, bikeability, and overall mobility for day-to-day activities through transportation and land use coordination.” It seeks to promote Buford Highway as a key gateway corridor and pursue Transit Oriented Development (TOD) as a key strategy. It identifies the opportunity to build a bicycle and pedestrian bridge connection through the Brookhaven MARTA station across Peachtree Road, and encourages the City to work with MARTA, ARC and others for regional improvements. It also sees TOD as one way to provide more affordable housing.



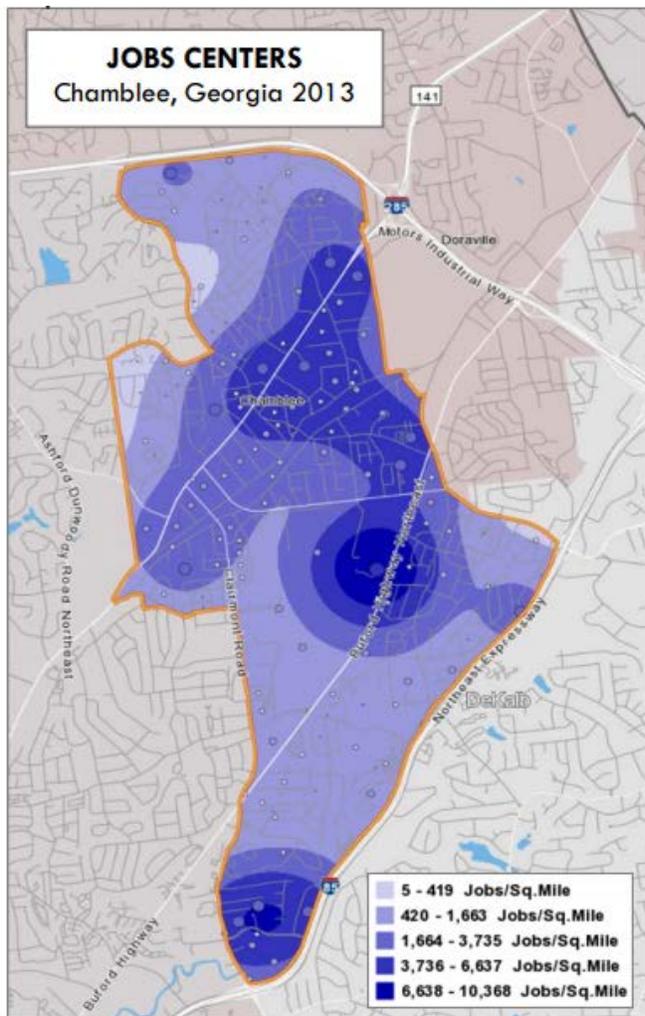
Buford Highway Multimodal Corridor Study Final Report

The Buford Highway Multimodal Corridor Study Final Report was conducted by a consultant team led by URS Corporation for the Atlanta Regional Commission and published on March 13th, 2007. This study focuses on an 18.4 mile stretch of Buford Highway with the objective of identifying deficiencies, assessing potential alternative strategies and their costs, and developing a preferred alternative program of policies and projects. The recommendations of this study to better connect Buford Highway and the communities along it include enhancing cross-corridor connections with I-85 and Peachtree Industrial Boulevard by improving various intersections, extending South Cemetery Street in Norcross, and widening Button Gwinnett Drive and Jimmy Carter Boulevard; dedicating bus lanes on Buford Highway inside I-285 to promote existing and future bus and BRT service; completing the network of sidewalks along Buford Highway; and developing a multi-use trail adjacent to the existing rail line north of I-285 as an alternative for pedestrian and bicycle traffic. Other recommendations included additional ITS applications, such as transit/traveler information signs, signal upgrades, changeable message signs, and more, as well as more low-tech solutions for safety issues along Buford Highway, such as cleaning of existing signage, adding more left turn only lanes, and refreshing pavement markings.



Chamblee Strategic Economic Development Plan

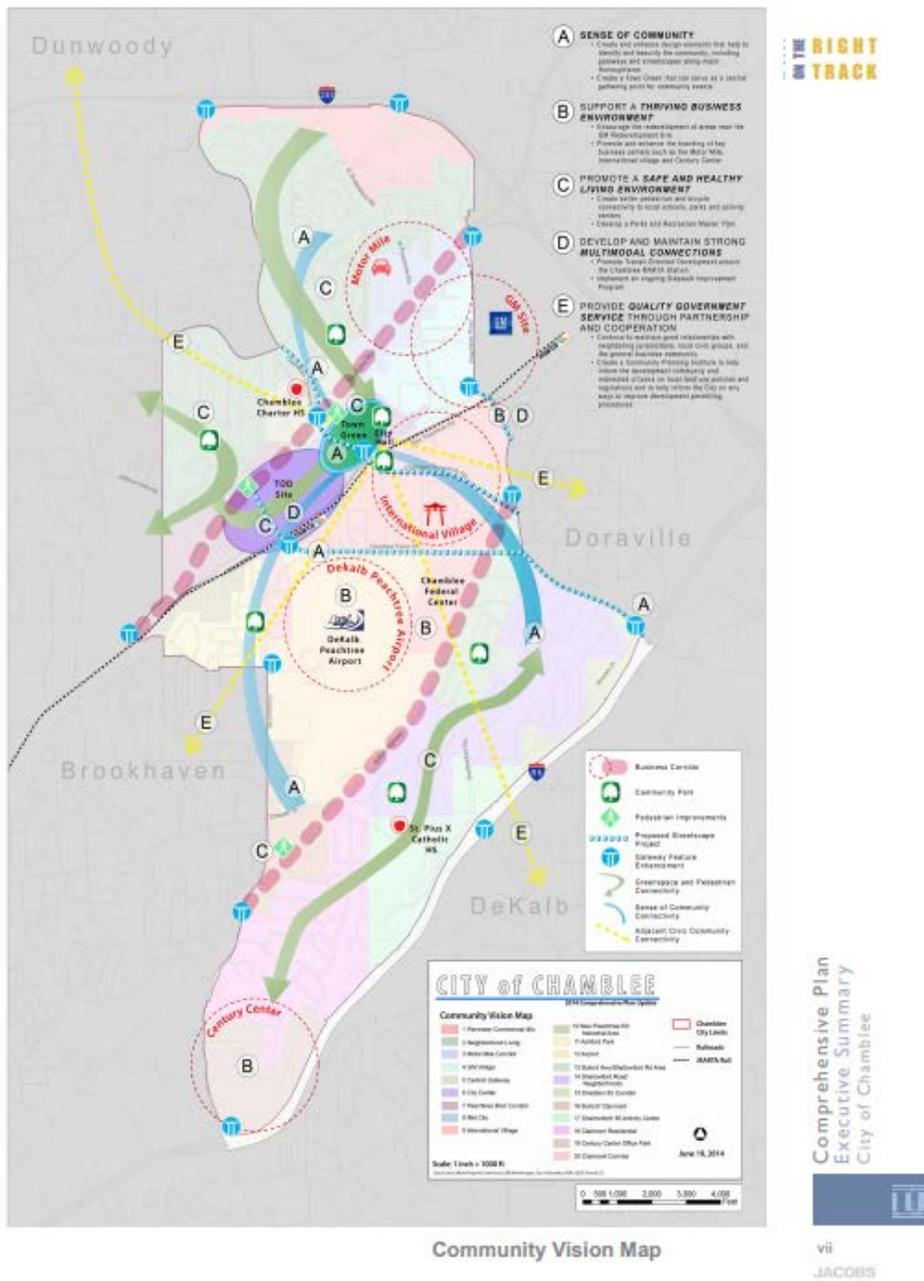
The City of Chamblee developed its first citywide Strategic Economic Development Plan in 2016-2017, which was adopted in April 2017. This plan was created with assistance from RKG Associates, working with City staff and a stakeholder committee. This plan includes detailed socio-economic analysis of the City, an economic base analysis, identification of target industries, a real estate analysis and an implementation strategy. This plan notes that, like DeKalb County in general, Chamblee is not recovering from the recent recession as quickly as are nearby Gwinnett and Cobb counties. Chamblee residents primarily commute to work in downtown Atlanta and to Emory University. Some notable numbers also commute to jobs in Perimeter Center and in Peachtree Corners. Key employment location within the City include the CDC, Century Center offices, and along Buford Highway. The City has a niche for development as an ideal location for young families, which is driving much of the current growth and development. Employment growth is being seen in Retail as well as professional scientific and technical services.



Source: U.S. Census Bureau, Center for Economic Studies (OnTheMap), 2016

Chamblee Comprehensive Plan

The City of Chamblee Comprehensive Plan, adopted in 2014, was prepared following some large annexation initiatives. This Plan was prepared with assistance from Jacobs and later updated in September of 2016. One of its five stated goals is to “Develop and maintain strong multi-modal connections.” Specific to that goal, the plan notes the need for additional transportation funding, need to improve pedestrian and bicycle infrastructure, and the need to improve access to MARTA systems and services. Specific transportation related recommendations include new gateways and a streetscape plan and a sidewalk improvement program.



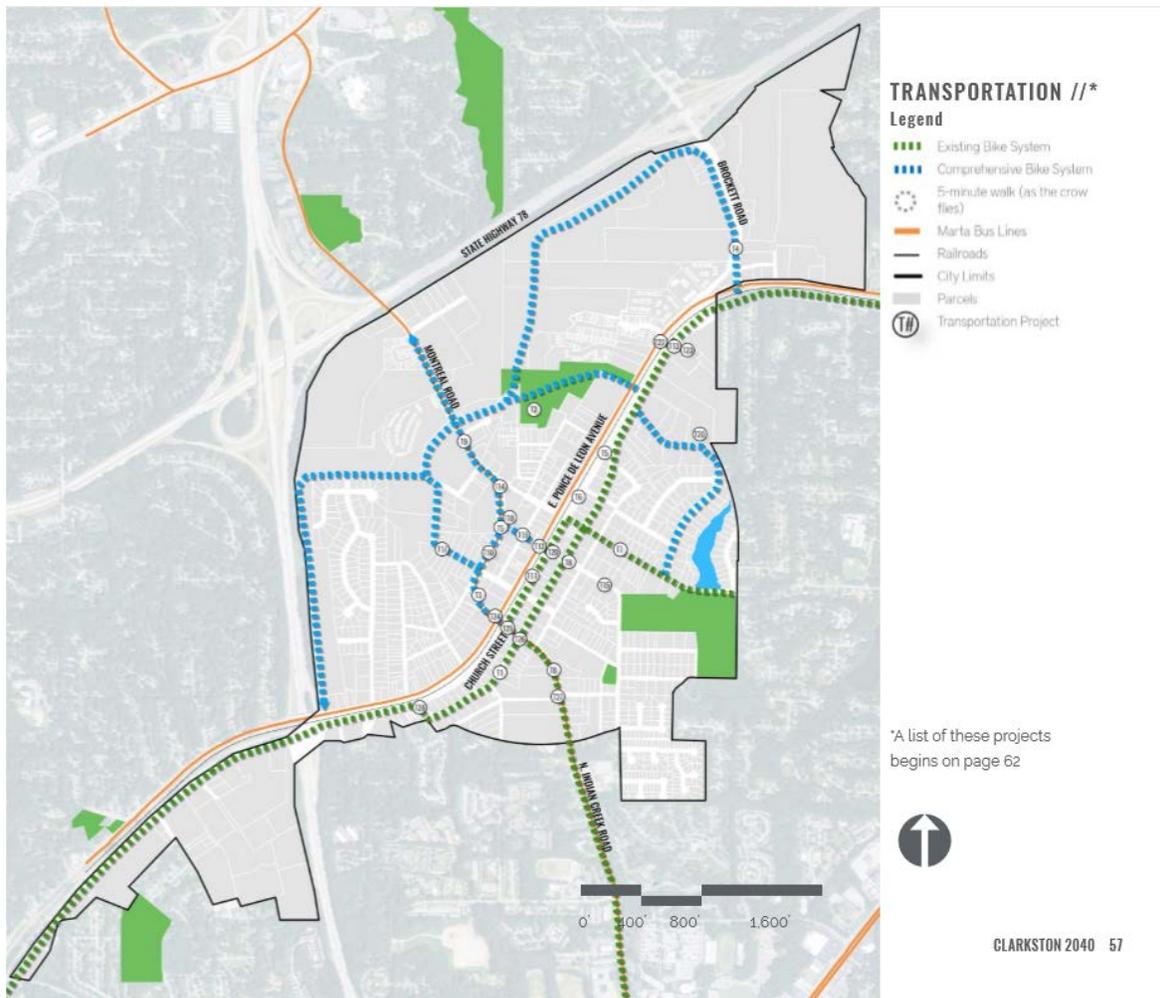
Chamblee Downtown Renaissance Plan

During the summer of 2015, this project allowed City staff, DDA and a senior UGA landscape architect student to create design options for the city's historic commercial business district along Peachtree Road. This plan envisioned incorporating a great deal of public art along this corridor. The City has just let to construction a streetscape project along Peachtree Road, which no doubt built on some of the ideas in this Plan.



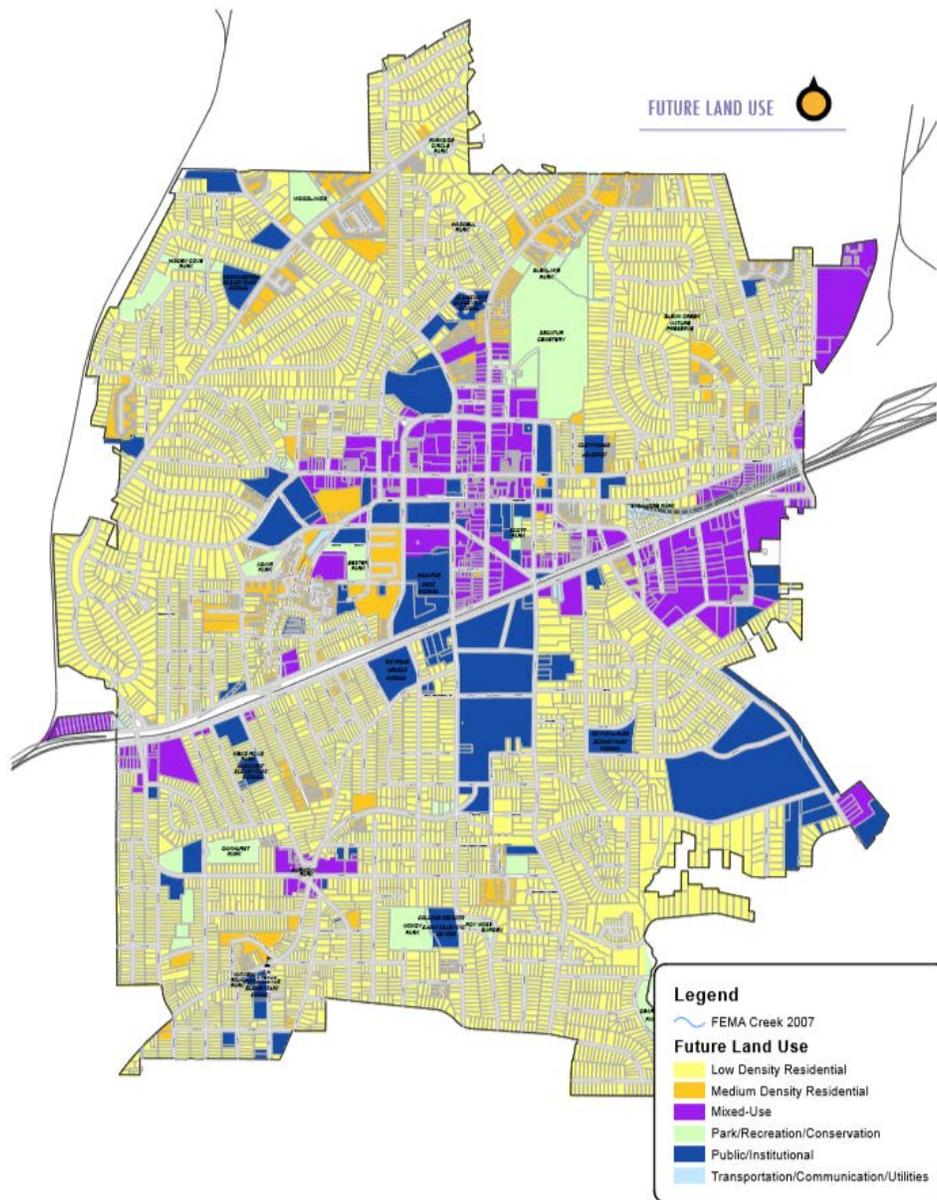
Clarkston 2040 Comprehensive Plan

The Clarkston 2040 Comprehensive Plan emphasizes revitalization in its historic downtown by increasing connectivity with more sidewalks, trails, and bike infrastructure; promoting mixed-use developments in the downtown core; developing more public space and parks to support civic and cultural activities; and encouraging businesses and residents to stay in town. The plan also calls for the creation of a circulator shuttle system to complement existing MARTA bus service in Clarkston, as well as extending sidewalks in residential neighborhoods and replacing sidewalks in disrepair.



Decatur 360 Comprehensive Plan Update

The Community Vision in the Decatur 360 Comprehensive Plan Update establishes policies and goals to promote alternative forms of transportation within the city and its neighborhoods. It recommends increasing transit ridership by allocating mixed-use and higher density adjacent to the city’s three MARTA stations, as well as by increasing transit connectivity between the Oakhurst and Downtown Decatur business districts via a city-wide circulator shuttle bus. Other transportation recommendations include connecting the city’s sidewalk networks, building additional bicycle lanes and cycle-tracks where possible, and designing innovative parking solutions for the downtown Decatur business district.



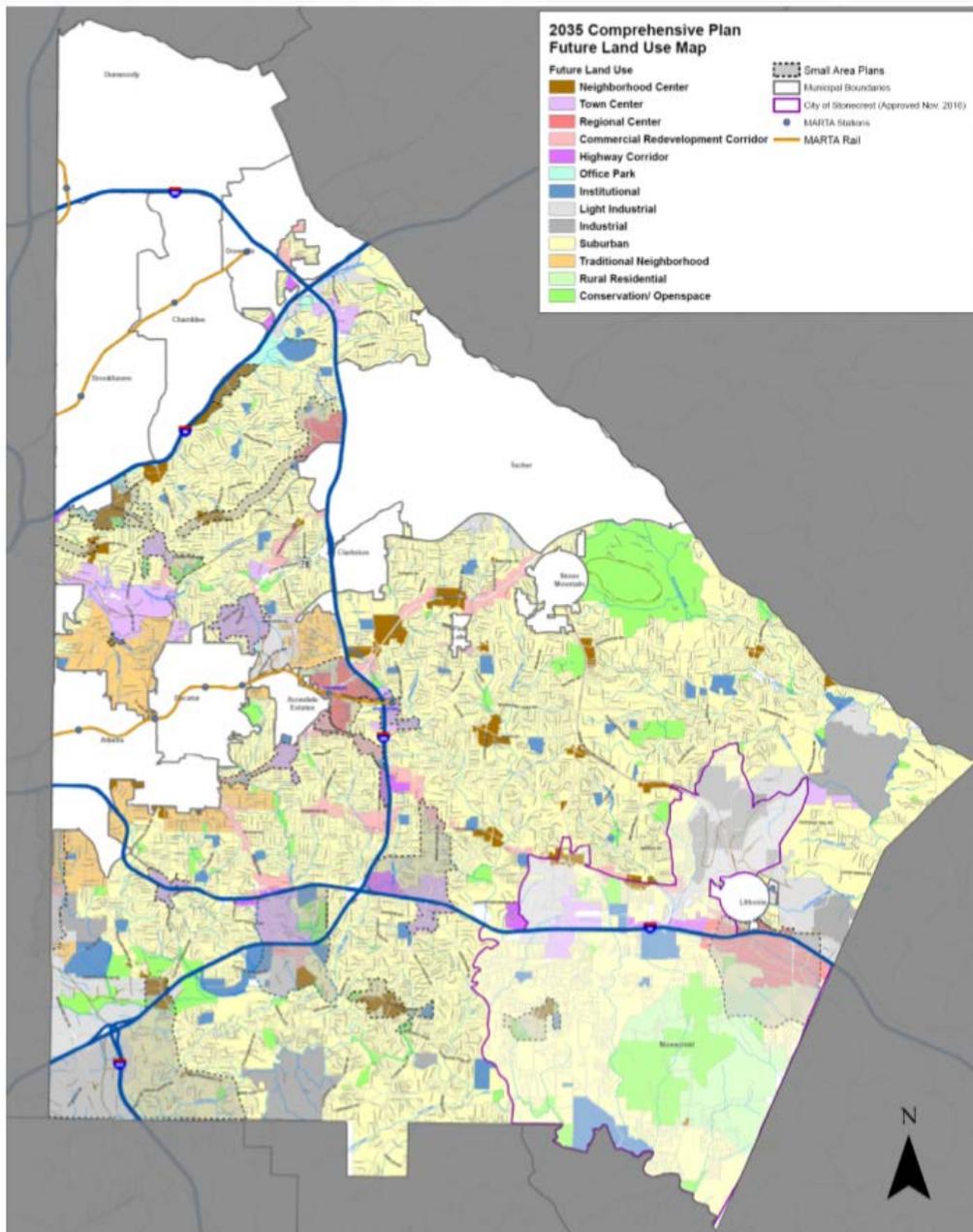
DeKalb County Strategic Recommendations: Comprehensive Economic Development Strategic Plan

With the aim of growing and diversifying DeKalb County’s economy, this strategic plan examined the strengths and challenges for economic development in the county, identified target industries for attraction and retention, and emphasized clustering of businesses on strategic corridors and adapting zoning to allow for a greater mix of uses in these commercial hubs. The study puts a limited emphasis on transit expansion as a component of economic development but highlights the need to increase transit-oriented development in areas accessible by transit. It also proposed adopting zoning that would allow for redevelopment of the strip shopping centers typical across the county, as well as adapting residential neighborhood zoning near economic clusters for greater redevelopment potential. This plan addresses the needs of the county for diversified funding schemes for transportation projects, noting that the county cannot rely on CID’s and TAD’s alone, and outlines four options addressed by the county’s 2014 transportation plan. The strategic plan was adopted on August 19th, 2014.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Proximity to downtown Atlanta, Atlanta airport • Exceptional university/colleges • Exceptional medical/healthcare corridor • Centers for Disease Control • High patent activity • Highway/Air Transportation access • MARTA • Strong international corridor • Existing industrial corridor & logistics cluster • Growing, successful cities • IGA with Development Authority of DeKalb County 	<ul style="list-style-type: none"> • Declining county revenue • North/South polarization • Significant political fracture • High levels of violent and property crime • Current perception of public education system low • Not business friendly county development processes • Current perception of county governmental low • Vast majority of county already developed • Lack of adequate transportation in southern area • Lack of private funding & county funds for infrastructure • Inadequate support for entrepreneurs • Few well-defined employment centers
Opportunities	Threats
<ul style="list-style-type: none"> • Businesses willing to support economic development • Residents strongly tied to neighborhood development • Vacant industrial space • High potential for redevelopment • Possible MARTA expansion • Strong potential for logistics development • High potential for growth in business support services • Significant tourism potential • Untapped potential in healthcare corridor • High potential of senior living centers • Upcoming redevelopment of former GM plant 	<ul style="list-style-type: none"> • Current political instability • High foreclosure rate • Decreased property values • Racial division • Limited business engagement • Politics deeply embedded in county government • Adjacent counties with modern industrial space • Disenfranchised and adversarial media

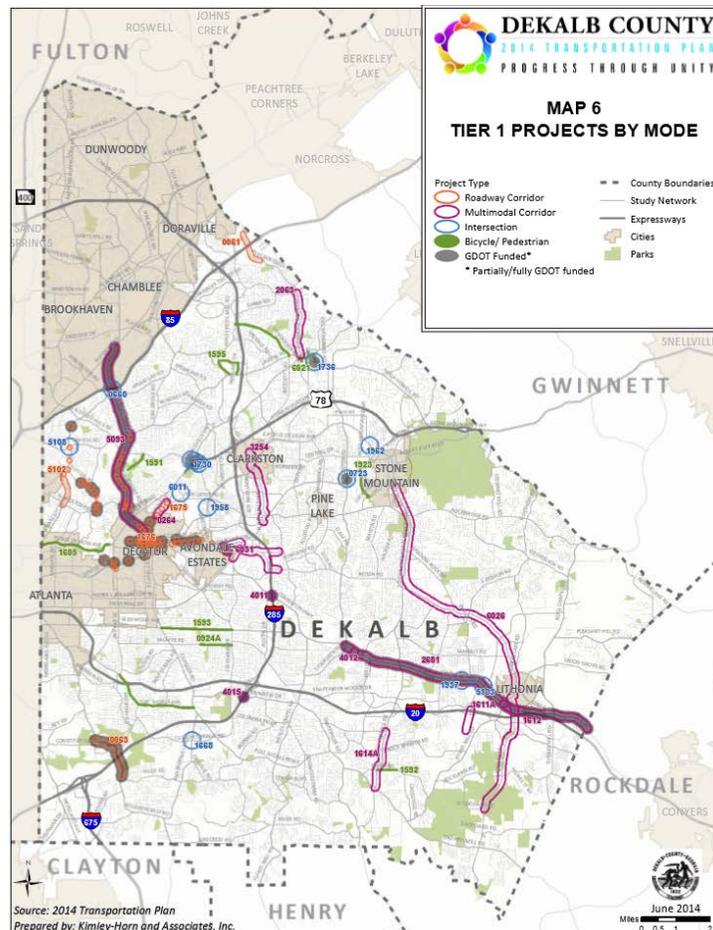
DeKalb County 2035 Comprehensive Plan

The DeKalb County 2035 Comprehensive Plan is an overarching plan for development in DeKalb County over 20 to 30 years. The vision of the 2035 Comprehensive Plan is based on DeKalb’s 2025 Comprehensive Plan and contains the feedback from extensive public input, yielding a vision of the county that is much different from the “bedroom community” of the MSA it has historically been. Regarding transit, the plan acknowledged the need for greater connectivity and various transit demands across the county as listed in DeKalb’s 2014 Transportation Plan but focused on increasing transit-oriented development as an opportunity outcome for the Comprehensive Plan. This plan also introduced the DeKalb County Future Land Use Map, which outlined character areas, activity centers, and anticipated areas of development opportunity (See below, from pg. 55 of the DeKalb County 2035 Comprehensive Plan).



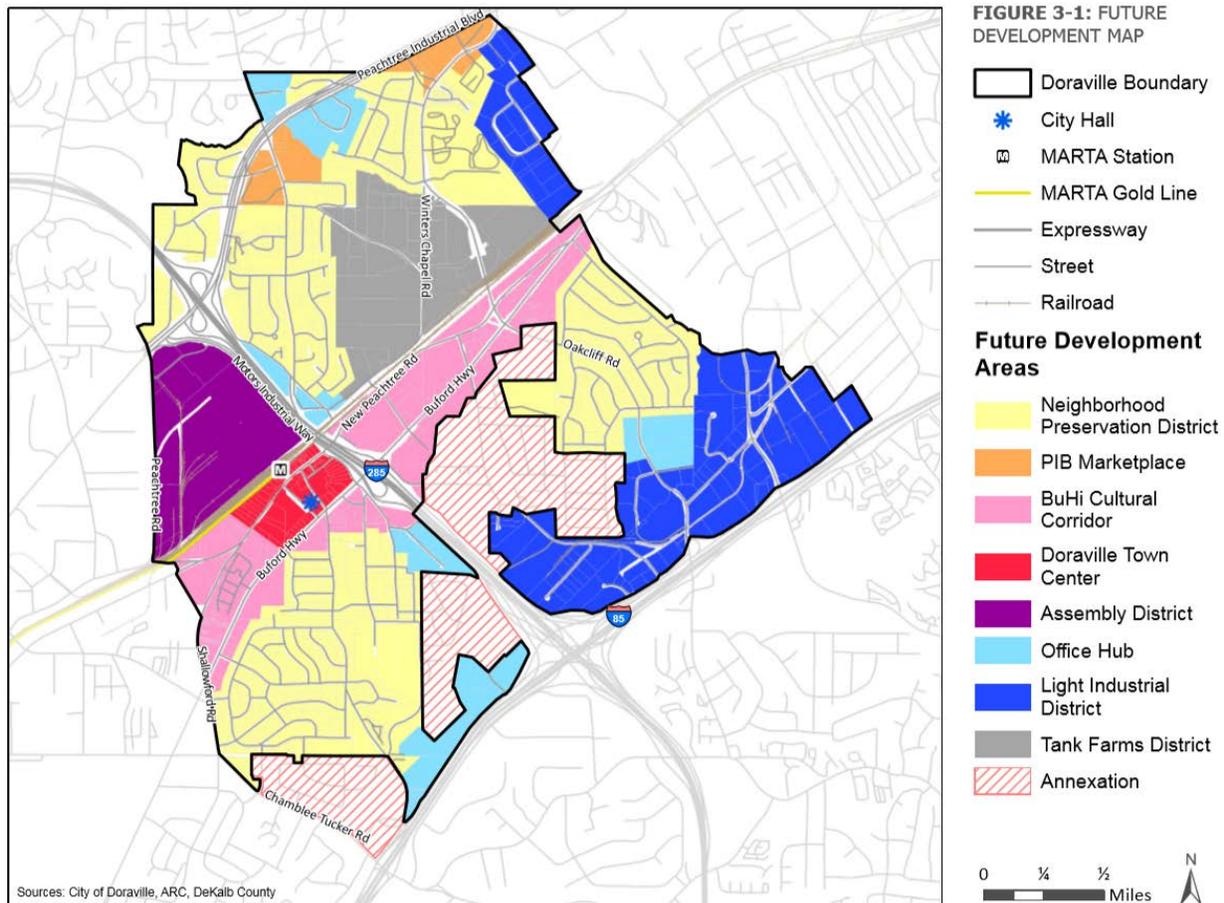
DeKalb 2014 Transportation Plan

Adopted in May 2014, the DeKalb County 2014 Transportation Plan compiled the many regionally significant projects that could be eligible for future funding in Transportation Improvement Program (TIP) and Regional Transportation Plan (RTP) cycle updates. The plan emphasizes the need for partnerships, funding, and public policy to promote positive changes to the county's transportation system. This plan also lists four main goals: To improve mobility for all people, to enhance quality of life, to improve economic vitality, and to focus on program implementation. The plan defines current and future potential transportation funding mechanisms and structures, with the acknowledgement that DeKalb County did not have adequate funding for its transportation priorities, including transit-specific funding. The plan also lays out a Complete Streets policy (pg. 38) that is independent from the overall plan but included in the report and appendix to add emphasis to the significance of multimodal accessibility. Special emphasis is given to transit expansion and transit-adjacent land uses in sections 18 and 19 of this plan. These sections address the need for the county to adapt land use and zoning regulations, and coordinate with MARTA in efforts to increase denser development around MARTA stations, and identifies TRIDs, or Transit Revitalization Investment Districts, as a potential mechanism for incentivizing development. Additionally, the plan identifies key demands of bus transit use and potential transit expansions (in section 21), such as the Clifton Corridor, I-20 East Corridor, and Moreland Avenue Bus Rapid Transit, and calls for further study of these projects.



Doraville Comprehensive Plan 2017-2037

The Doraville Comprehensive Plan uses the city’s connections to I-285, I-85, and MARTA’s Gold Line as the foundation for the planning direction for the next twenty years. The plan puts special emphasis on the need to update the city’s land use and zoning to promote multi-use and transit-oriented development closer to the Doraville MARTA Station and the city’s center, while also maintaining the community and diversity that has made Doraville what it is today. Specifically, the plan outlines current projects in the city, including the Historic Downtown Doraville Redevelopment Masterplan, Nexus, and Assembly, that will significantly increase street connectivity, developable land along Buford Highway, and transit-oriented development adjacent to the Doraville MARTA Station. Regarding transportation improvements, the plan calls for traffic calming in areas of future development and improvements to multi-modal connections and infrastructure, such as constructing a network of bike lanes and greenways, improving streetscapes with complete street components like wider sidewalks and street trees, and reducing driveway curb cuts along commercial corridors. Accessibility to the Doraville MARTA Station is also a core tenet of the city’s economic development strategy and the plan leverages the transit connectivity as an asset for future employment attraction that separates Doraville from other suburban Atlanta areas.



City of Dunwoody 2015-2035 Comprehensive Plan

Dunwoody's Comprehensive Plan was completed in 2015 Jacobs and Market Street, working with City staff, officials and the public. Dunwoody's plan seeks to increase connectivity and transportation options, while preserving the community's current neighborhood feel. This plan recognizes that Dunwoody is situated at a cross roads, where convenience is one of their assets. However, the plan calls for improved connectivity and multi-modal interfaces.



INCREASE CONNECTIVITY AND ENHANCE TRANSPORTATION OPTIONS FOR ALL FORMS OF TRAVEL

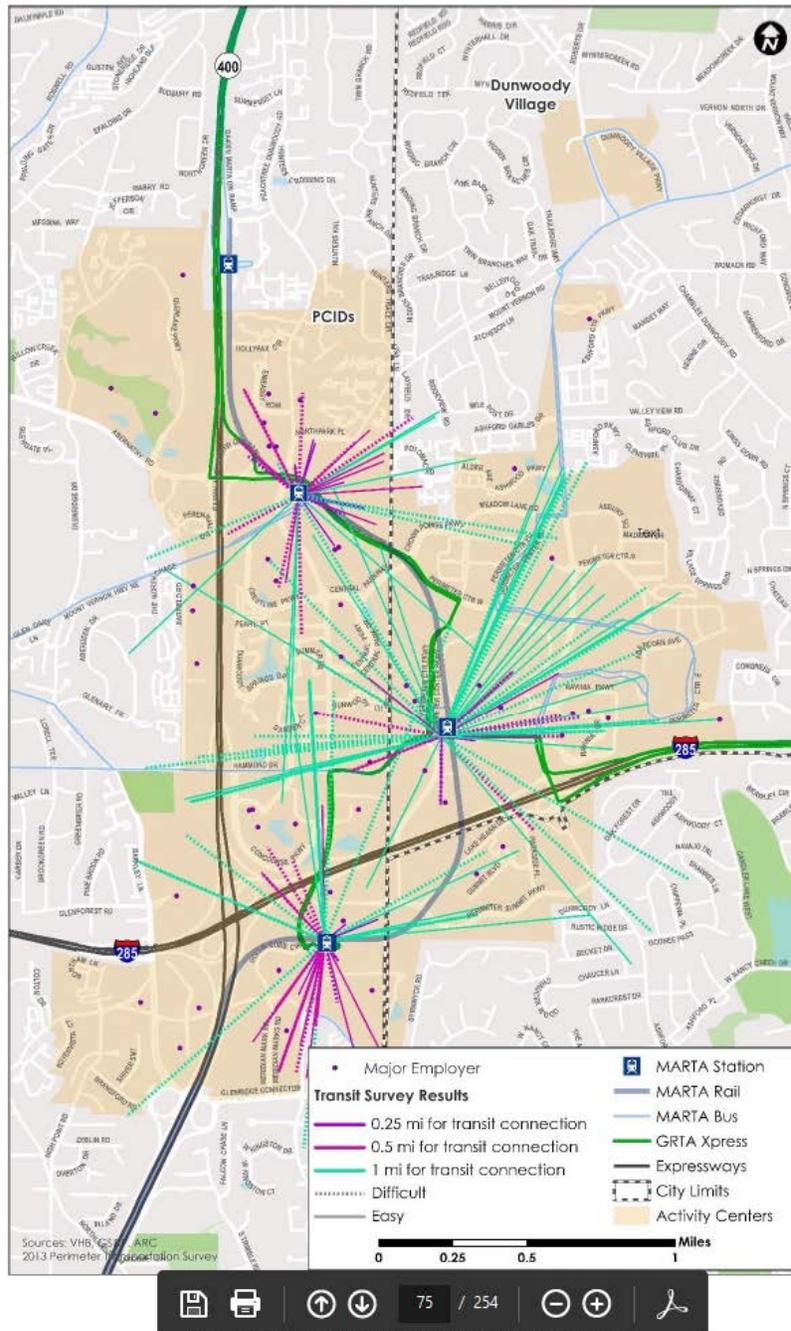
- **Promote walk- and bike-“ability”** to homes, schools, shopping, employment centers, civic uses, and open space.
- Implement the multi-modal transportation options in the City's Comprehensive Transportation Plan.
- Create a **community-wide pedestrian/bike path network**.
- Provide safe and secure parking to support **multi-modal transit services**.
- Increase **network connectivity** to accommodate demand between adjacent neighborhoods and developments without accessing the major thoroughfare system.
- Promote the use of zero-emission Low Speed Vehicles (LSV) and Neighborhood Electric Vehicles (NEVs) and consider other **emerging and innovative transportation technologies**.
- Promote **travel demand management (TDM)** strategies to reduce trips.
- Preserve current transportation investment through **effective maintenance** of transportation system.
- Work with Georgia Regional Transportation Authority (GRTA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Atlanta Regional Commission (ARC) and Georgia Department of Transportation (GDOT) efforts related to express **transit service** and regional bus rapid transit (BRT) initiatives to connect Dunwoody to surrounding communities.

Greater Conley Industrial CID

The Greater Conley Industrial CID does not have an overarching plan but does have a list of proposed SPLOST project submittals and fact sheet detailing current transportation planning efforts. These include an assessment of the area's current infrastructure, transportation scoping and potential redesign of three intersections, resurfacing and widening of various roads, and radii improvements at key freight trucking intersections. The goal of this transportation planning, as stated in this document, is to increase the CID's potential to receive freight planning grant funds from the ARC in 2019 or 2020.

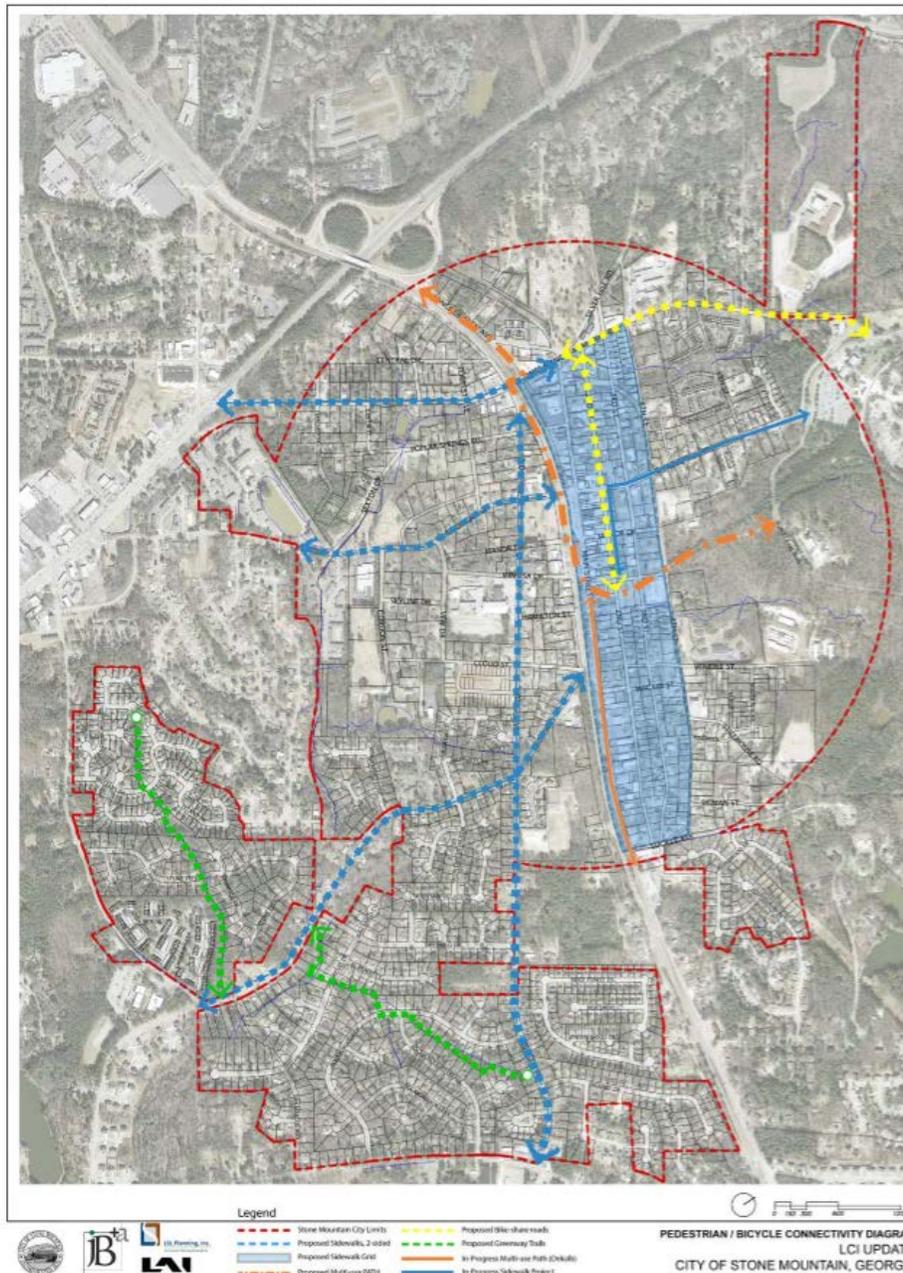
Perimeter CID Last Mile Connectivity Study

This 2017 study examined the needs and opportunities to improve the “last mile” of trips throughout the CID area. This area is well served by highway and high capacity transit service, but the final length of trips is challenging. This effort examined ways to improve walking, biking, shuttles and circulators to complete those trips.



City of Stone Mountain Livable Centers Initiative Plan 10-Year Update

The Stone Mountain Livable Centers Initiative Plan 10-Year Update focuses on improving the character of the village center by adding pedestrian design elements, shared green space like a village green, and additional parking to increase usage of the area. Transportation recommendations revolve around increasing transit connections with MARTA to employment centers and Stone Mountain Park, fostering pedestrian and cyclist connectivity throughout the city via multi-use paths and enhanced streetscapes, and improving traffic flow and pedestrian access along Main Street by reconfiguring the major five-way intersection.



Stone Mountain CID Innovation Study (a LCI Study), 2012

This study devotes much attention to the economic, employment and real estate characteristics of the Stone Mountain CID area. It also examines commuter patterns for people working in this district. It shows a strong commute pattern from Gwinnett County to the district. The study also identifies growth within the health care industry as a strong opportunity for the area. The study also identifies specific roadway capacity needs along most of Mountain Industrial Boulevard (including over 3,000 trucks per day) and Stone Mountain Freeway (over 4,000 trucks per day).

Roadway Characteristics

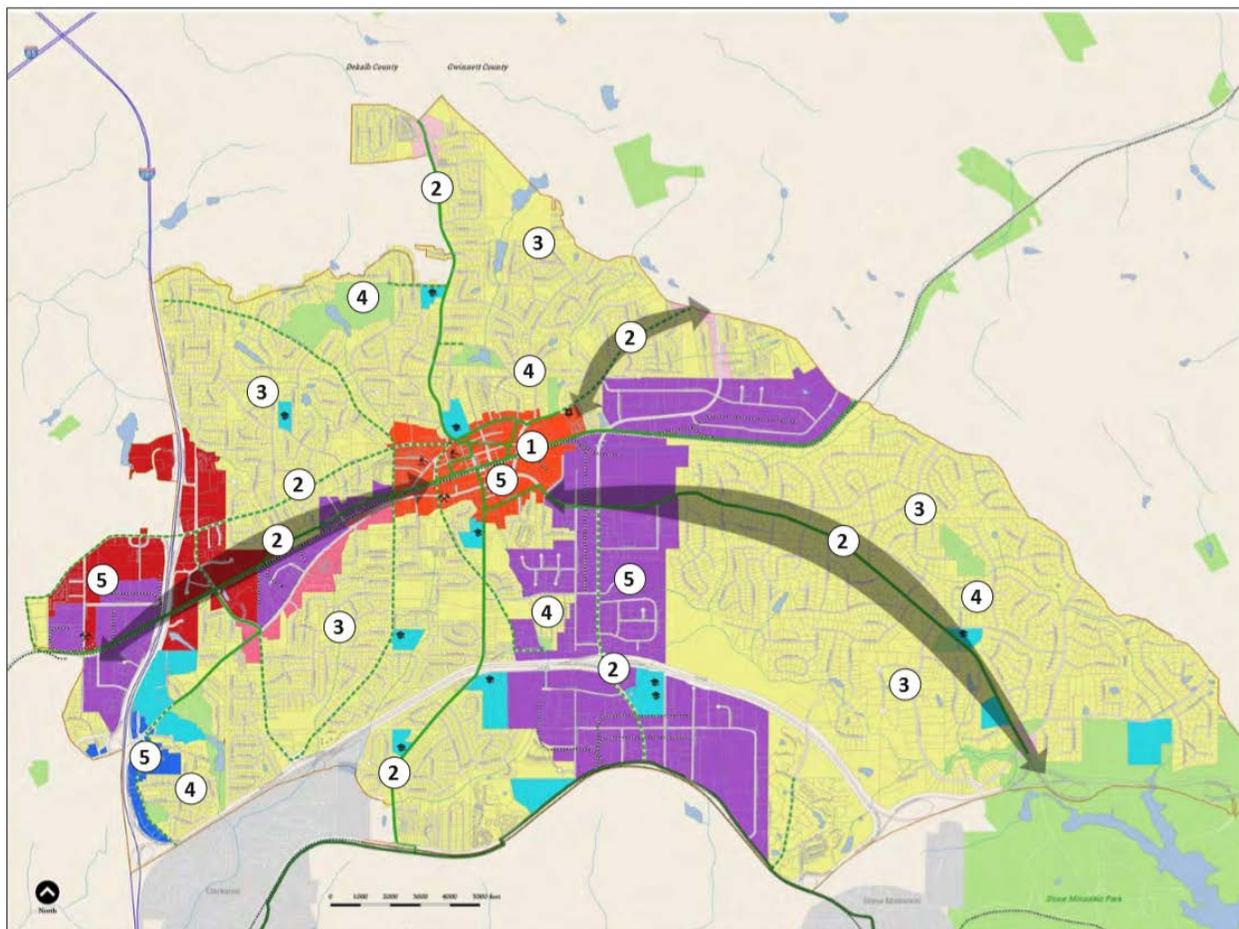
Roadway	Segment	Number of Lanes	Average Daily Traffic 2010	Average Daily Traffic 2040	Level of Service 2010	Level of Service 2040
Mountain Industrial Boulevard	Gwinnett Line	4	38,117	50,667	F	F
	S Royal Atlanta Dr	4	36,642	54,255	D	F
	S of Hugh Howell	4	45,040	56,257	E	F
	N of 78	4	62,072	75,531	F	F
	S of 78	4	50,480	66,628	F	F
Stone Mountain Freeway	Ponce de Leon	4	41,434	56,003	E	F
	E of Mt. Industrial	6	69,209	113,192	D	F
Hugh Howell Road	W of Mt. Industrial	6	87,001	122,140	D	F
	E of Mt. Industrial	4	10,506	19,112	B	C
E Ponce DeLeon Avenue	W of Mt. Industrial	4	21,660	31,516	D	F
	E of Mt. Industrial	2	6,014	8,780	B	C
	W of Mt. Industrial	2	5,642	10,016	C	C

Source: Atlanta Regional Commission, Georgia Department of Transportation (2011)



Tucker Tomorrow Comprehensive Plan

The Tucker Tomorrow Comprehensive Plan has five core goals: To enhance Downtown Tucker, improve transportation connections, preserve and improve neighborhoods, strengthen recreational and community resources, and bolster Tucker’s economic base. These goals include several transportation recommendations, including a shared-parking strategy for Downtown Tucker, constructing a multi-use trail as the first phase of a citywide trail system, improving sidewalk and intersection infrastructure for greater pedestrian safety, adding street trees, and encouraging mixed-use and adaptive reuse development on underutilized or under-performing commercial, office, and industrial sites. The major theme outlined in the Tucker Tomorrow plan is promoting connectivity and acknowledges that while current demand for transit use is low, the need for connections to MARTA, Tucker government facilities, Northlake, and local medical facilities via a future city-wide shuttle service is crucial. Design recommendations for future development in the Northlake area focus on streetscapes oriented for pedestrians with improved MARTA routes, stops, and shelters.



Tucker Northlake CID Master Plan Study

Conducted in 2015, the master plan study evaluated the land use and transportation network of the combined Tucker-Northlake Mall area. The Tucker Northlake CID Master Plan Study proposed connecting the Northlake retail district and Downtown Tucker along Lawrenceville Hwy, Lavista Rd, and I-285 with redesigned streets and walkable, mixed-use destinations. The plan split the Tucker Northlake area into three focus areas and a separate “Transportation and Corridors” section with different recommendations for each. All of these focus area recommendations highlight the need for greater connectivity and pedestrian infrastructure improvements, improved signage and branding for businesses, and gateway beautification projects. The “Transportation and Corridors” section recommends adding bicycle lanes on LaVista Road, improving transit stops with bus shelters and signage, incorporating Complete Street guidelines in to the Overlays, and performing a feasibility study for a rail-to-trail between Northlake and Downtown Tucker.

