

Appendix **D**

Summary of Demographic Analysis



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1. Executive Summary

Background and Purpose

EuQuant conducted this market research which examines the Existing Conditions within the City of Atlanta and highlights trends in the marketplace that have a bearing on the current and future demand for transportation services. This report is a part of the Comprehensive Transportation Plan that is under development by the Atlanta Transportation Planning Group. The report examines demographic and housing trends occurring among Atlanta's diverse population, and it investigates employment, business and industry trends in the economy.

This Existing Conditions Report is the first of several reports that will be provided by EuQuant. As such they will reflect the specific priorities and knowledge gained to date by the entire Planning Group.

To facilitate the Existing Conditions Report the City of Atlanta has been subdivided into two geographic designations that are frequently used for policy and planning purposes. These are SuperDistricts and Outreach Districts. SuperDistricts are defined by the Atlanta Regional Commission (ARC) and conform to well-known Atlanta community areas such as Buckhead, Southwest Atlanta, etc. Outreach Districts are delineated by the geographical boundaries used to define an area of public involvement. Outreach Districts correspond to the locations used in public involvement meetings. Although there is significant overlap between SuperDistricts and Outreach Districts, each serves a unique purpose and as such there is a compelling reason to include both.

Factsheets are used to organize large amounts of data on each geographic area. The standard layout of a factsheet includes the number of households, the number of housing units, the size of the population and its age distribution, median household income, occupational characteristics of employed persons, the

number of business establishments, and projected changes in these values between 2005 and 2030. The report also analyzes business and industry patterns in the City of Atlanta. The growth of business activity is vitally important to the City of Atlanta's future transportation plans. Indeed the movement of individuals and products cannot take place efficiently without adequate planning. This report examines the current conditions and growth trends of business establishments in various geographic areas of the city.

Data are derived from a combination of sources including official government sources (census data and zip code delineated data), ARC census updates for 2005, ARC Traffic Analysis Zones (TAZs) data, and City of Atlanta business license data. All data are overlaid to census tract boundaries and aggregated to SuperDistricts, Outreach Districts and Neighborhood Planning Units (NPU). In this particular report we limit our transit information to travel times along the major highways that intersect outreach districts.

Summary of Findings

In 2000 the City of Atlanta had 421,453 residents. This number increased to 457,006 by the year 2006 and by 2030, the city is expected to have 639,683 residents. At present, the population is 65.5% black, 29.4% white, 4.2% Hispanic, and 1.8% Asian. Blacks and other minority groups comprise almost 71% of the city's population. Currently the city has 216,487 households and this is projected to grow to 274,613 by the year 2030. Female headed households currently exceed married households, 24.4% as compared to 23.0%

The City currently has 102,056 single family housing units and 113,492 multifamily units. The increase in multifamily units significantly outstripped the increase in single-family units between 2000 and 2006 (21,215 as compared to 6,137). This represented a 23% increase as

opposed to a 6.4% increase. Between 2000 and 2006, the total number of housing units in the City increased by 14.5%.

Slightly over one third of Atlanta's workforce is concentrated in the service industry (35%), 156,591 employees. The second largest industry concentration is government services, 84,556 employees or 19% of Atlanta workforce is employed in this sector. Additionally, 52,838 or 12% is in retail services, and 44,805 or 10% is in transportation communications and utilities. Only 2% of the City of Atlanta's workforce is in the construction industry (9,537). However, this industry is expected to experience the largest increase in employment by the year 2030 (103%) and reach 19,343 workers. The service sector currently generates the largest number of jobs in the city and it is expected to continue to be the dominant industry by the year 2030. This industry is projected to increase by 49% and have 233,170 employees by 2030.

In contrast, the manufacturing sector is expected to experienced a net decrease in employment over the next 25 years, from 31,417 in 2005 to 29,201 by 2030 (a decrease of 7%). The wholesale industry is expected to remain static at about 26,000 employees over the next 25 years.

Outreach District 3 had the largest population among the seven districts in 2005 (97,114). By the year 2030 it is projected to have 176,758 persons and will still have the largest concentration of City of Atlanta residents. The total 2005 and projected 2030 population for the other outreach districts are as follows: for District 1, 54,177 and 84,427 respectively; District 2, 87,829 and 135,720 respectively; District 4, 78,077 and 128,887 respectively; District 5, 40,347 and 60,021 respectively; District 6, 43,779 and 75,301 respectively; and District 7, 57,918 and 89,738.

The 2030 projected number of net new housing units in District 1 through District 7 are respectively 2,629; 3,580; 6,128; 3,582; 1,191; 2,857; and 2,092. Likewise, total employment in District 1 through District 7 by year 2030 is expected to be 22,830; 140,908; 208,286; 43,731; 14,400; 12,474; and 48,733.

The report is supplemented with spatial maps that visually identify the concentration of business establishments in the trend in the growth of business establishments over between 2005 and 2006.

2. Methodology

Delineation of Results

This Existing Conditions Report examines economic, industry, and demographic conditions and trends in the City of Atlanta. It is part of the Comprehensive Transportation Plan being developed by the Atlanta Transportation Planning Group.

For policy and planning purposes, the City of Atlanta is subdivided into SuperDistricts and Outreach Districts. The information presented in this report references the City of Atlanta as well as the two major geographical divisions. This analysis is limited to the Outreach Districts and SuperDistricts that have their center within the City of Atlanta. Although there is significant overlap between these two geographic areas, their unique definitions provide a compelling reason to include each.

Outreach Districts are delineated by the geographical boundaries used to define an area of public involvement. Essentially, these areas correspond to the locations used in public involvement meetings. SuperDistricts are defined by Atlanta's Metropolitan Planning Organization (MPO), also known as the Atlanta Regional Commission. As a result, each SuperDistrict corresponds to a well-known Atlanta community or area, e.g. NW Atlanta, Buckhead, SW Atlanta, Central Business District.

This report utilizes factsheets as a way to organize the large amount of information that is used to describe geographic areas. Therefore each distinct area of study, (fifteen in all), is illustrated by a factsheet. To facilitate comparisons across geographic areas, factsheets follow a standard layout that includes information about the number of households, the number of houses, population and employment.

Finally, every factsheet highlights trend changes in variables across time and usually contains predictions to the year 2030.

Factsheets include information delineated by Zip Codes, Census Tracts, Traffic Analysis Zones (TAZs) and Neighborhood Planning Units (NPU). Because this is the existing conditions report we limit our transit information to travel times along the major highways that intersect Outreach Districts.

This Existing Conditions Report also analyzes business patterns in the City of Atlanta. The development of businesses is vitally important to the City of Atlanta and to future transportation plans. Each factsheet includes a general breakdown of business establishments in the corresponding area. The report also includes a detailed analysis of trends in Atlanta businesses.

The final section consists of two parts. The first deals with the spatial aspects business and residential locations and ask questions such as: What are the areas that have high concentrations of business, what areas have experienced high growth in terms of attracting new businesses and what areas display decreases in the number of new businesses? The second portion highlights trends in industry and firm attributes. For example, what is the fastest growing industry in the City of Atlanta and what industry employs the largest number of people?

3. Summary of Study Areas

CITY OF ATLANTA



Current

The total population for the City of Atlanta in 2000 was 421,453 and in 2006 it rose to 457,006. People between the ages of 18-44 make up 47.9 percent of the total population as of 2006; this is the largest of any age group. In 2000, the total housing units were 189,141 and this increased to 216,487 in 2006. The number of households in 2004 was 167,340. Black households were the largest group making up 64.9 percent of all households in the city. Only around 7.1 percent of households received public assistance.

The service industry employs the largest number of people. In 2005, 35 percent of those employed in the City of Atlanta worked in a service industry job.

At the same time only 2 percent of the working population worked in the construction industry. Government employment accounted for about 19 percent of the total working population and in 2004 the unemployment was 14.6 percent.

Future

The population is projected to increase by 5 percent from 2010 to 2015. The household projection is 7 percent from 2010 to 2015. Employment growth from 2010 to 2015 is projected at 5 percent.

FACTSHEET FOR CITY OF ATLANTA - CURRENT

Population

	<u>2000</u>	<u>2006</u>		<u>2004</u>
Total Population	421,453	457,006	RACE	
Density (Persons per acre)	7.7	8.4	Hispanic	4.2%
Age Breakdown (2005)			White	29.4%
Age 0 - 4		6.3%	Black	65.5%
Age 5 - 17		14.7%	Native American	0.2%
Age 18 - 44		47.9%	Asian	1.8%
Age 45 - 64		21.5%	Other races	1.8%
Age 65 - 84		8.0%	2+_ Races	1.2%
Age 85 & Over		1.6%		
Black and Other Population	282,763	306,335		
Percent Black and Other	70.8%	70.9%		

Housing

	<u>2000</u>	<u>2006</u>
Total Housing Units	189,141	216,487
Occupied Units (Households)	170,272	188,679
Percent Occupancy	90%	88%
Average Household Size		2.4
Single Family Units	95,919	102,056
Change Single Family units		6137
Multi-family Units	92,277	113,492
Change Multi Units		21,215
Mobile Units	945	939
Change Mobile Units		-6

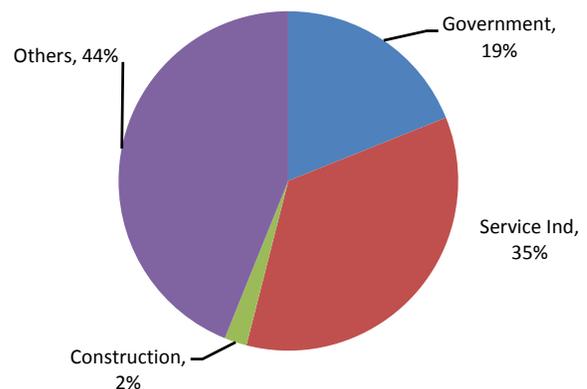
Household

	<u>2000</u>	<u>2005</u>
Number of Households		167,340
Public Assisted Household		7.1%
Black Head of Household		64.9%
Female Head of Household		24.4%
Married Head of Household		23.0%
Median Household Income	34,770	39,752

Employment

2005

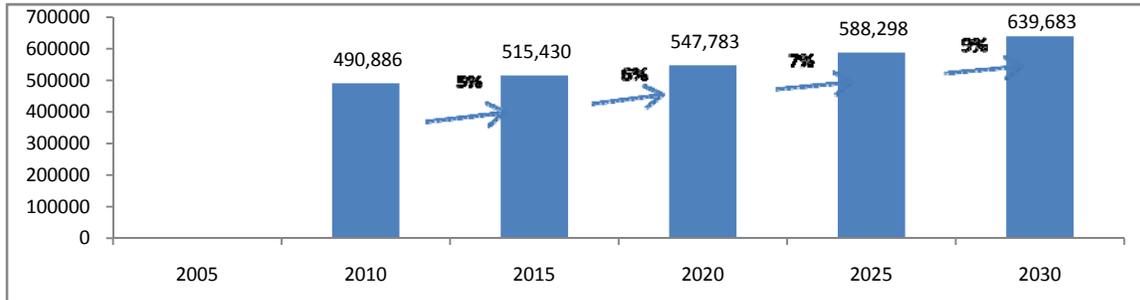
	<u>Number</u>	<u>Percentage</u>
Government	84,556	19%
Service Industry	156,591	35%
Construction	9,537	2%
Manufacturing	31,417	7%
Trans., Comm., Utilities	44,805	10%
Wholesale	25,959	6%
Retail	52,838	12%
Fire	41,040	9%
Total Employed	446,743	100%



FACTSHEET FOR CITY OF ATLANTA - FUTURE

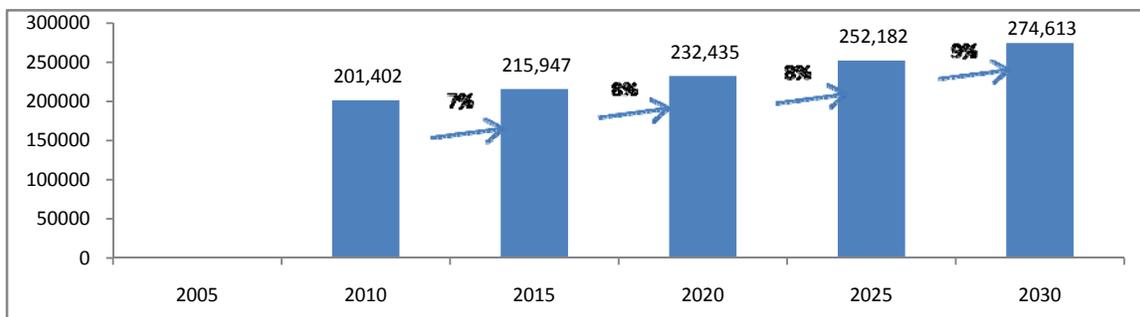
Population Projection

2005-2030



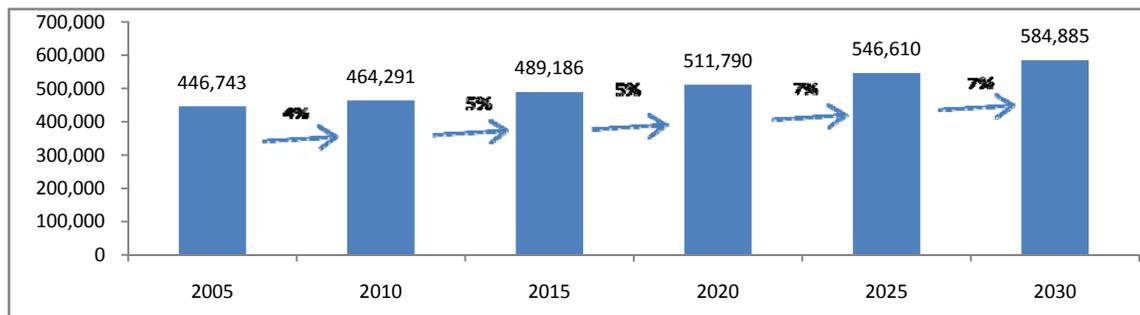
Household Projection

2005-2030



Employment Projection

2005-2030

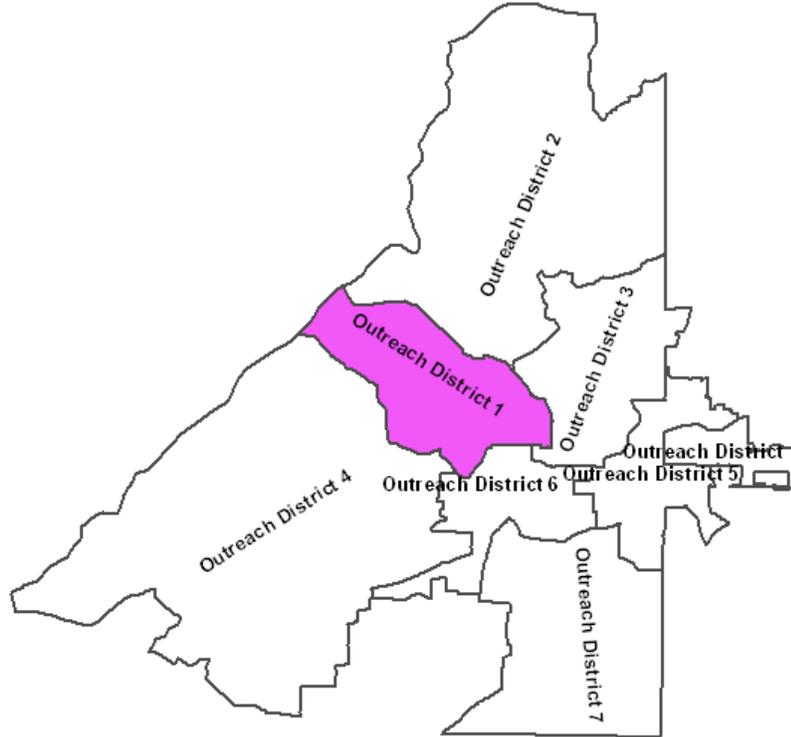


Employment Projection by Industry

2005-2030

	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Government	84,556	83,026	83,534	84,616	86,139	89,406
Services	156,591	162,228	177,082	191,075	211,584	233,170
Construction	9,537	11,100	12,342	14,457	16,775	19,343
Manufacturing	31,417	31,160	29,969	28,297	28,677	29,201
Trans., Comm., & Utilities	44,805	47,817	51,523	56,684	61,662	65,914
Wholesale	25,959	26,901	27,298	25,025	25,434	25,997
Retail	52,838	56,962	61,417	63,257	66,801	71,205
FIRE	41,040	45,097	46,021	48,379	49,538	50,649

OUTREACH DISTRICT 1



Current

From 2000 to 2005 the number of housing units increased by 2,076. The median household income for this Outreach District was \$22,500 in 2005. People who are within the ages of 18-44 make up 39 percent of the population; again this is the largest of any age group. Only 2 percent of the total population in this Outreach District is of age 85 or older. From 2000 to 2005 there was an overall population increase of 11.4 percent.

The service, construction, manufacturing and retail industries all exhibited an increase in employment from 2000 to 2005. With the service industry experiencing an increase of 1.2 percent, the construction industry experiencing an increase of 1.8 percent; the manufacturing industry experiencing an increase of 0.4 percent and the retail industry experiencing an increasing of 2.1 percent.

Between 2000 and 2006, the total number of businesses in this Outreach District increased by 48 percent.

Businesses in retail trade had the greatest percent growth, 70 percent. In 2006 there were more businesses in the service industry than any other.

Future

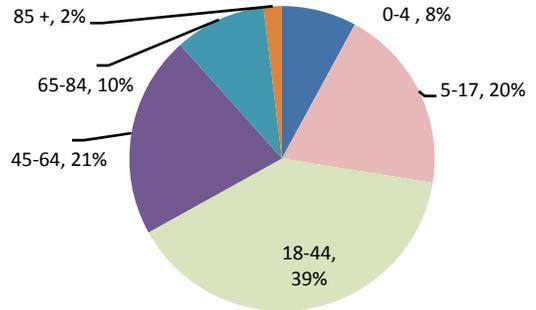
In 2005 the population was 54,177. It is projected to increase to 59,643 by the year 2010 ultimately becoming 84,427 by the year 2030. At the same time the number of households is projected to be 25,054 by the year 2030.

Regarding employment, in 2005, 12,559 people were employed in Outreach District 1. By the year 2030, 22,830 people are projected to be employed. By the year 2010 the number of people employed in the Government and service industries are projected to decrease to 28.3 percent and increase to 26.3 percent respectively. In contrast, construction industries are projected to increase to 6.1 percent.

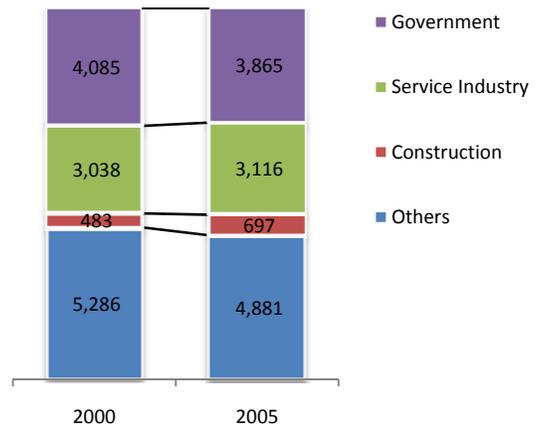
FACTSHEET FOR OUTREACH DISTRICT 1 - CURRENT

HOUSING			HOUSEHOLDS		
	<u>2000</u>	<u>2005</u>		<u>2000</u>	<u>2005</u>
Total Housing Units	19,148	22,165	Households	16,380	17,415
Net New Housing Units		2,076	Average Household Size		2.64
Occupied Units	16,272	18,707	Population in Household	44,049	50,112
Group Quarters	4,589	4,065	Median Household Income	19,592	22,500

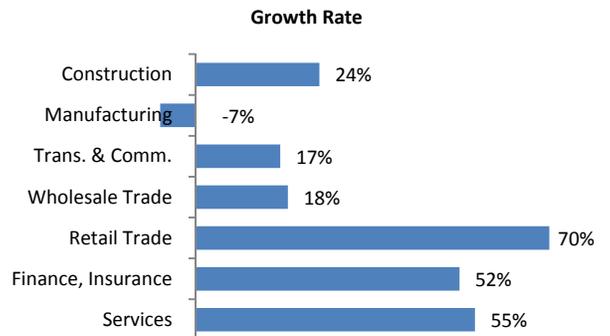
POPULATION		
	<u>2000</u>	<u>2005</u>
Total Population (11.4% Increase)	48,638	54,178
Age Distribution		
0-4 yrs		8%
5-17 yrs		20%
18-44 yrs		39%
45-64 yrs		21%
65-84 yrs		10%
85 yrs & Over		2%



OCCUPATION		
(Number of employees by occupation)		
	<u>2000</u>	<u>2005</u>
Government	4,085	3,865
Service Industry	3,038	3,116
Construction	483	697
Manufacturing	1,424	1,445
Trans., Comm., Utilities	1,025	863
Wholesale	1,216	644
Retail	1,376	1,603
Fire	245	326
Total Employed	<u>12,892</u>	<u>12,559</u>

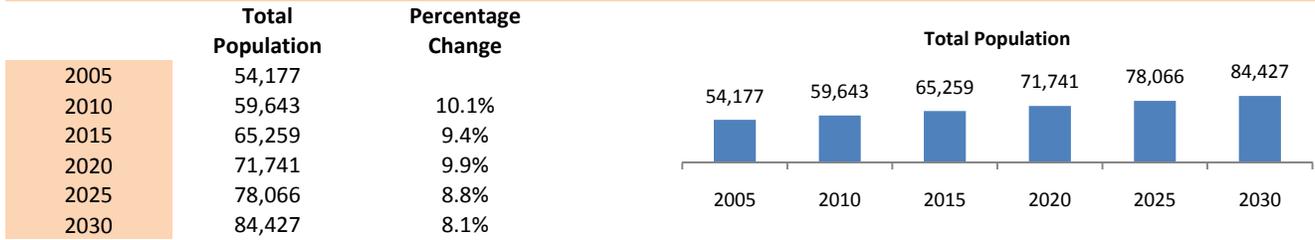


BUSINESS		
	<u>2000</u>	<u>2006</u>
Construction	78	97
Manufacturing	29	27
Trans., Comm., Utilities	18	21
Wholesale Trade	33	39
Retail Trade	141	239
Finance, Insurance & Real Estate	54	82
Services	286	443
Total	<u>639</u>	<u>948</u>

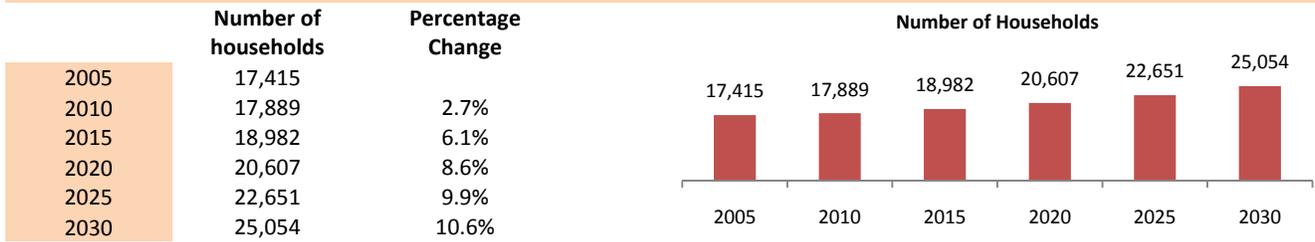


FACTSHEET FOR OUTREACH DISTRICT 1 - FUTURE

POPULATION

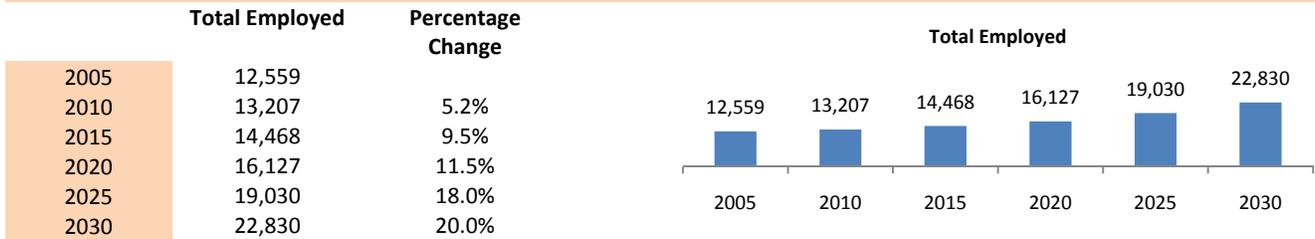


HOUSEHOLD AND HOUSING



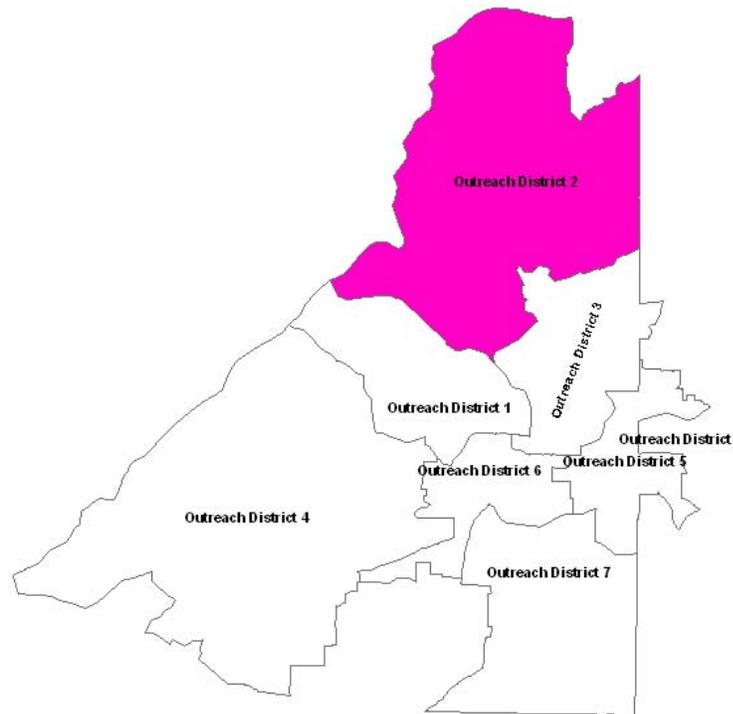
	Net New Housing Units	Number of Housing Units	Occupied Units	Group Quarters	Population in Household	Median Household Income
2005	2076	22,165	18,707	4,065	50,112	22,500
2010	2514	24,619	20,680	3,827	55,816	30,270
2015	2,086	26,733	22,482	3,897	61,361	35,416
2020	2,647	29,411	24,727	4,081	67,660	41,247
2025	2,634	32,070	26,942	4,267	73,798	43,587
2030	2,629	34,733	29,155	4,428	79,999	50,301

EMPLOYMENT



	Government	Service Industry	Construction	Others
2005	30.8%	24.8%	5.5%	38.9%
2010	28.3%	26.3%	6.1%	39.3%
2015	25.7%	29.2%	6.2%	38.9%
2020	23.4%	34.7%	6.1%	35.8%
2025	20.4%	42.0%	5.6%	32.1%
2030	17.6%	48.5%	5.0%	28.9%
	3,865	3,116	697	4,881
	3,736	3,468	812	5,191
	3,721	4,220	903	5,624
	3,775	5,594	989	5,769
	3,877	7,985	1,063	6,105
	4,025	11,066	1,140	6,599

OUTREACH DISTRICT 2



Current

From 2000 to 2005 there was a growth in the number of households of 5,986 units. At the same time, the median household income was \$78,429. The largest age sub-group, comprised of people ages 18-44, includes around 50 percent of the total population in the district. The smallest group, comprising just 2 percent of the population, includes people ages 85 years and above. From 2000 to 2005 there was a total population increase of 17.6 percent.

Government and wholesale industries are the only industries that increased employment from 2000 to 2005. Every other industry in Outreach District 2 exhibited a decline in employment. The service industry, which employs the most people, declined from 46,727 to 41,264.

Over the period 2000 to 2005, the construction and manufacturing industries added the greatest percentage of new businesses followed by the retail trade industry. At the same time, the construction and manufacturing industries started from a much lower level than the retail trade industry; 163 and 93 compared to 854.

During this same period of time there was a slight decrease in the number of transportation and communications businesses. The number of businesses in the wholesale trade industry increased only slightly.

Travel

From 2002 to 2006 the travel time has increased during the morning and evening rush hour commutes along I-75 between the Brookwood Connector and I-285. From 7:00-8:30AM the travel time increased 0.2 percent traveling NB and 0.7 percent traveling SB. From 4:30-6:45PM the travel time increased 4.2 percent traveling NB and 2.8 percent SB.

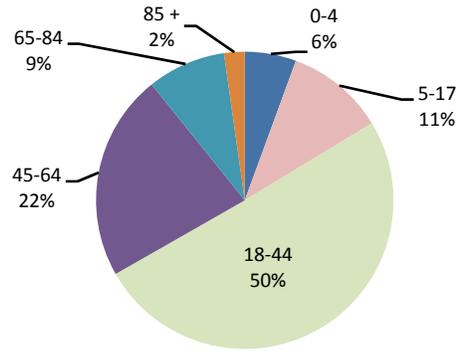
Future

In 2005 the total population for Outreach District 2 was 87,829 people. By the year 2010 the population is projected to be 100,664 ultimately reaching 135,720 people by the year 2030. The number of households in 2005 was 44,723 by 2030 it is projected to be around 59,040. The median household income is projected to change from \$62,006 in 2005 to \$105,174 in 2010 and \$191,812 by 2030.

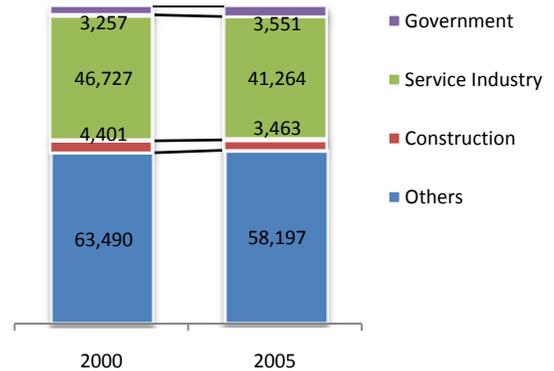
FACTSHEET FOR OUTREACH DISTRICT 2 - CURRENT

HOUSING			HOUSEHOLDS		
	<u>2000</u>	<u>2005</u>		<u>2000</u>	<u>2005</u>
Total Housing Units	41,138	49,213	Households	42,198	44,723
Net New Housing Units		5,986	Average Household Size		2.20
Occupied Units	36,972	44,256	Population in Household	73,852	86,998
Group Quarters	849	831	Median Household Income	68,804	78,429

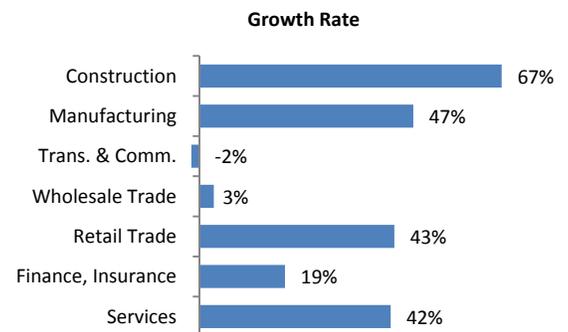
POPULATION / TRAVEL TIME		
	<u>2000</u>	<u>2005</u>
Total Population (17.6% Increase)	74,701	87,829
Age Distribution		
0-4 yrs		6%
5-17 yrs		11%
18-44 yrs		50%
45-64 yrs		22%
65-84 yrs		9%
85 yrs & Over		2%
Travel Time change (02-06)		
	<u>NB</u>	<u>SB</u>
AM (7:00-8:30)	0.2%	0.7%
PM (4:30-6:45)	4.2%	2.8%



OCCUPATION		
(Number of employees by occupation)		
	<u>2000</u>	<u>2005</u>
Government	3,257	3,551
Service Industry	46,727	41,264
Construction	4,401	3,463
Manufacturing	6,132	4,580
Trans, Comm, Utilities	4,988	4,809
Wholesale	10,009	10,144
Retail	23,698	21,934
Fire	18,663	16,730
Total Employed	<u>117,875</u>	<u>106,475</u>

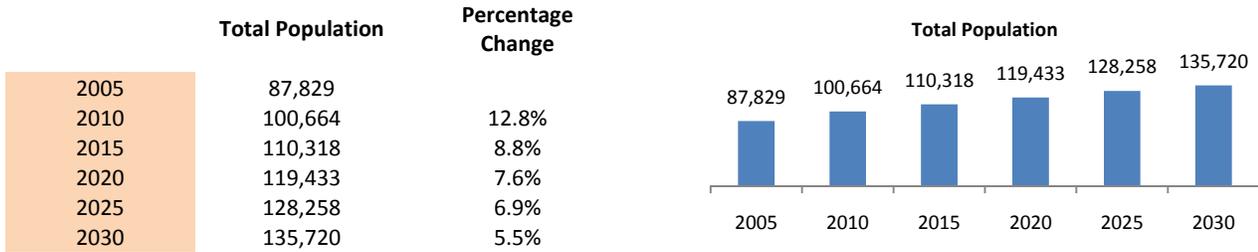


BUSINESS		
	<u>2000</u>	<u>2006</u>
Construction	163	272
Manufacturing	93	137
Trans. & Comm.	55	54
Wholesale Trade	190	196
Retail Trade	854	1222
Finance, Insurance & Real Estate	503	598
Services	1717	2443
Total	<u>3,575</u>	<u>4,922</u>

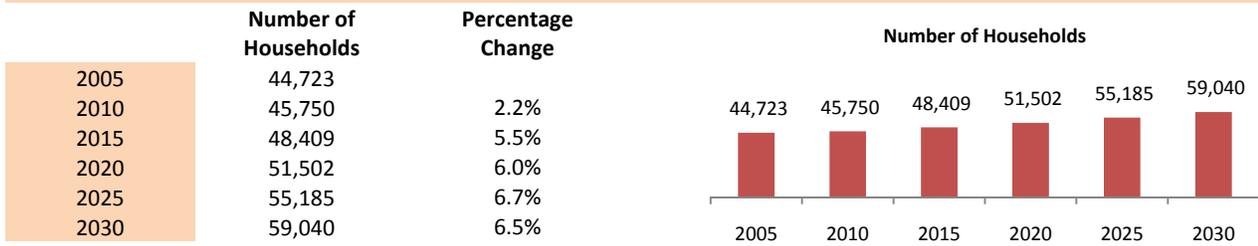


FACTSHEET FOR OUTREACH DISTRICT 2 - FUTURE

POPULATION

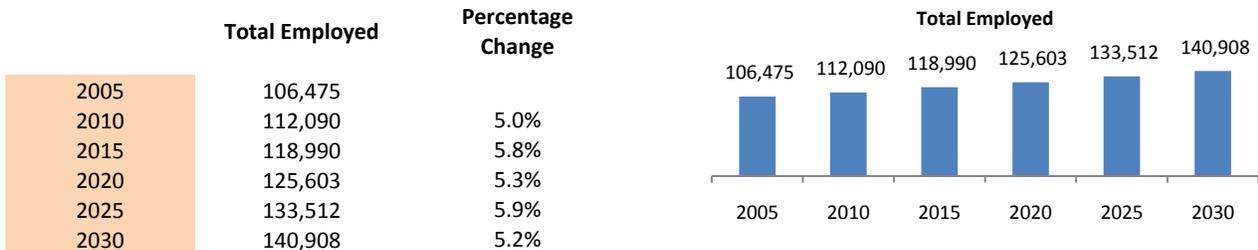


HOUSEHOLD AND HOUSING



	Net New Housing Units	Number of Housing Units	Occupied Units	Group Quarters	Population in Household	Median Household Income
2005	5,986	49,213	44,256	831	86,998	78,429
2010	6,693	55,770	50,159	833	99,831	105,174
2015	4,786	60,622	54,489	730	109,588	123,577
2020	4,528	65,217	58,614	691	118,743	144,438
2025	4,261	69,533	62,521	691	127,567	165,779
2030	3,580	73,183	65,818	695	135,026	191,812

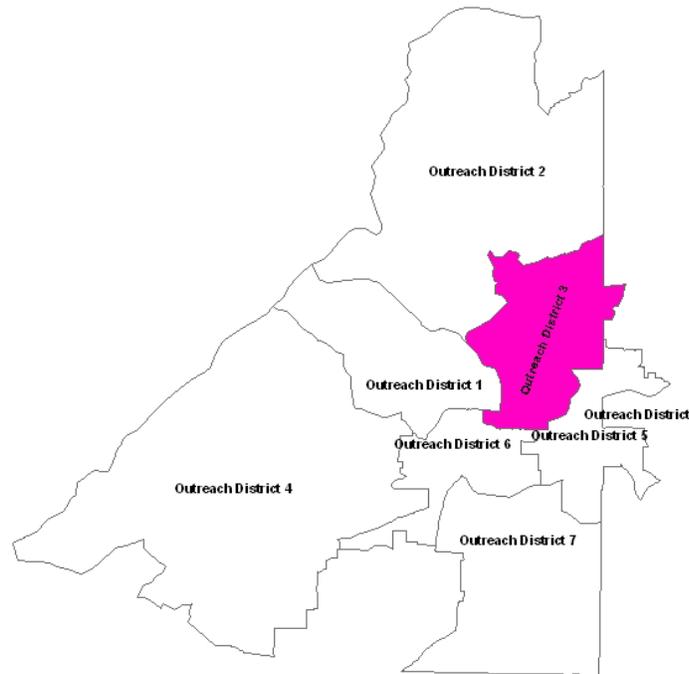
EMPLOYMENT



	Government	Service Industry	Construction	Others
2005	3.3%	38.8%	3.3%	54.7%
2010	2.9%	38.1%	3.4%	55.5%
2015	2.6%	38.8%	3.4%	55.2%
2020	2.5%	39.1%	3.7%	54.8%
2025	2.4%	39.0%	3.9%	54.6%
2030	2.6%	39.3%	4.2%	54.0%

	Government	Service Industry	Construction	Others
2005	3,551	41,264	3,463	58,197
2010	3,270	42,728	3,861	62,231
2015	3,148	46,116	4,060	65,666
2020	3,121	49,111	4,600	68,771
2025	3,269	52,110	5,239	72,894
2030	3,608	55,336	5,899	76,065

OUTREACH DISTRICT 3



Current

Between 2000 and 2005 the total number of housing units located in this district increased by 7,269 units. Over those same years, there was a population increase of 23 percent ending with 97,114 units in 2005. The median household income for this Outreach District in 2005 was \$50,529. Within this district, people between the ages of 18-44 make up 63 percent of the total population.

Overall, changes in employment during this same period of time tended to decrease. In fact, increases in the number of jobs happened only within the government sector; and even then the five year difference yielded only 188 additional jobs. Employment in all other sectors decreased drastically. Although there was a 23 percent increase in the total population there was a decrease in total employment from 229,819 jobs to 218,961 jobs in 2005. The wholesale sector lost the greatest percentage of jobs, around 25 percent, followed by the transportation, communication and utilities sector with a 13 percent job loss.

There were significant increases in the number of new retail trade and service businesses. Although the construction industry had the highest percentage

growth over its 2000 value, there were only 152 construction businesses in that year.

As of 2006, the retail trade sector had 1,419 businesses and the service industry had added at least 1,001 new businesses from 2000.

Future

Outreach District 3 contains a major timeframe portion of the I-75/85 Connector. This travel corridor is defined as I-75/85 between the Brookwood Connector and I-20. An average morning commute from 7:00-8:30AM increased 1.2 percent traveling NB and 1.6 percent traveling SB, while the evening commute from 4:30-6:45PM increased 1.7 percent NB and decreased -1.5 percent traveling SB.

Future

The projected number of households for 2010 is 45,884 and should reach 67,020 families by 2030. The median household income by 2010 is projected to be \$67,259 increasing to \$108,046 by 2030. In 2010 the projected number of persons employed is 228,066, which is less than the number of employed persons in this area in the year 2000.

FACTSHEET FOR OUTREACH DISTRICT 3 - CURRENT

HOUSING

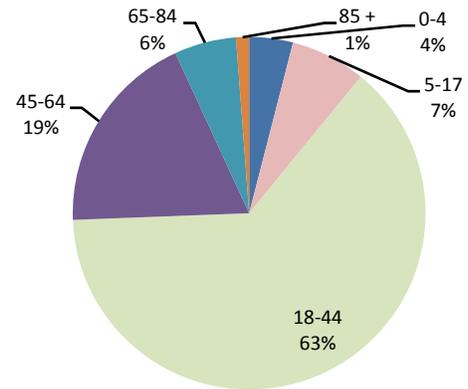
	<u>2000</u>	<u>2005</u>
Total Housing Units	41,040	50,451
Net New Housing Units		7,269
Occupied Units	36,746	45,046
Group Quarters	15,823	20,518

HOUSEHOLDS

	<u>2000</u>	<u>2005</u>
Households	36,995	43,876
Average Household Size		1.81
Population in Household	63,102	76,596
Median Household Income	44,066	50,529

POPULATION

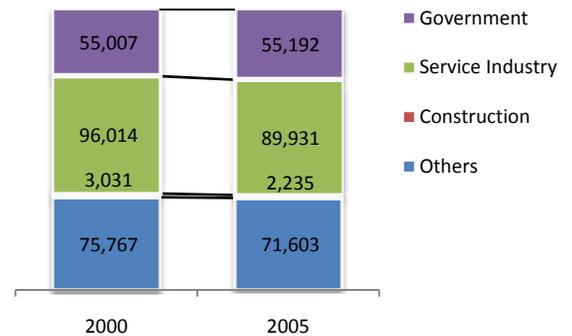
	<u>2000</u>	<u>2005</u>
Total Population (23.0% Increase)	78,925	97,114
Age Distribution		
0-4 yrs		4%
5-17 yrs		7%
18-44 yrs		63%
45-64 yrs		19%
65-84 yrs		6%
85 yrs & Over		1%
Travel Time change (02-06)		
AM (7:00-8:30)	<u>NB</u>	<u>SB</u>
PM (4:30-6:45)	1.2%	1.6%
	1.7%	-1.5%



OCCUPATION

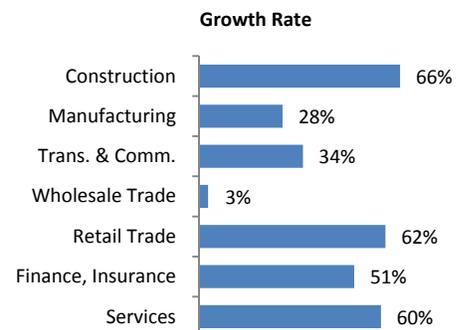
(Number of employees by occupation)

	<u>2000</u>	<u>2005</u>
Government	55,007	55,192
Service Industry	96,014	89,931
Construction	3,031	2,235
Manufacturing	13,451	12,194
Trans., Comm., Utilities	19,401	16,848
Wholesale	6,602	4,911
Retail	19,110	17,052
Fire	17,203	20,598
Total Employed	<u>229,819</u>	<u>218,961</u>



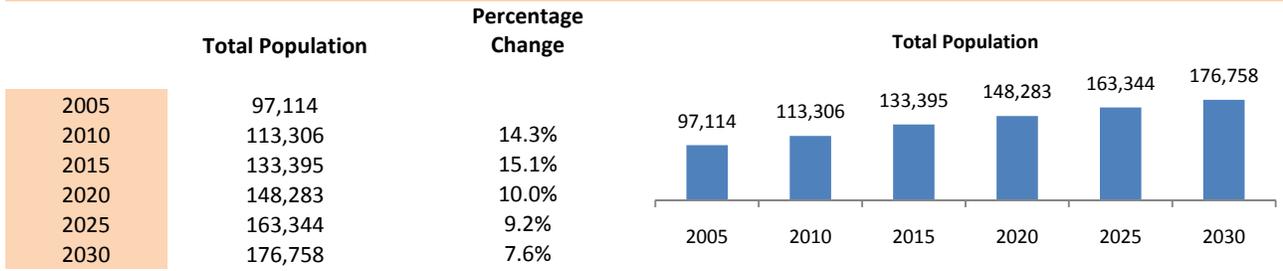
BUSINESS

	<u>2000</u>	<u>2006</u>
Construction	152	253
Manufacturing	105	134
Trans., Comm., Utilities	64	86
Wholesale Trade	235	242
Retail Trade	878	1419
Finance, Insurance & Real Estate	382	578
Services	1,665	2,666
Total	<u>3,481</u>	<u>5,378</u>

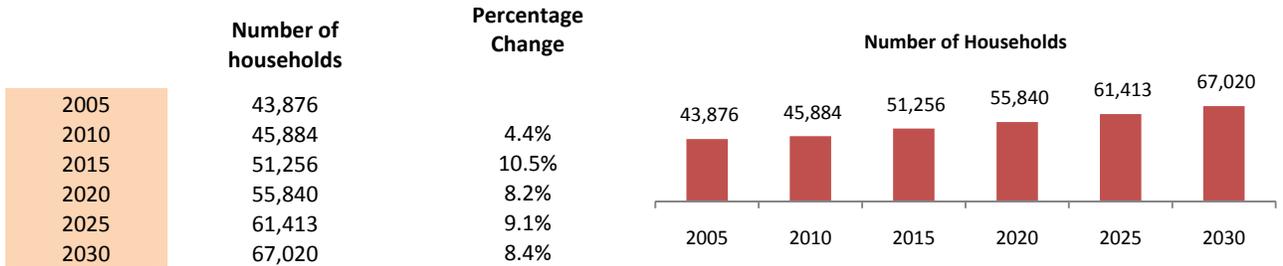


FACTSHEET FOR OUTREACH DISTRICT 3 - FUTURE

POPULATION

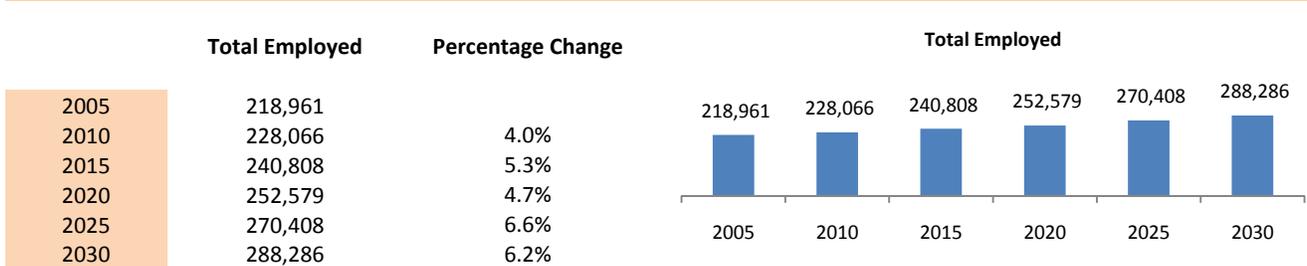


HOUSEHOLD AND HOUSING



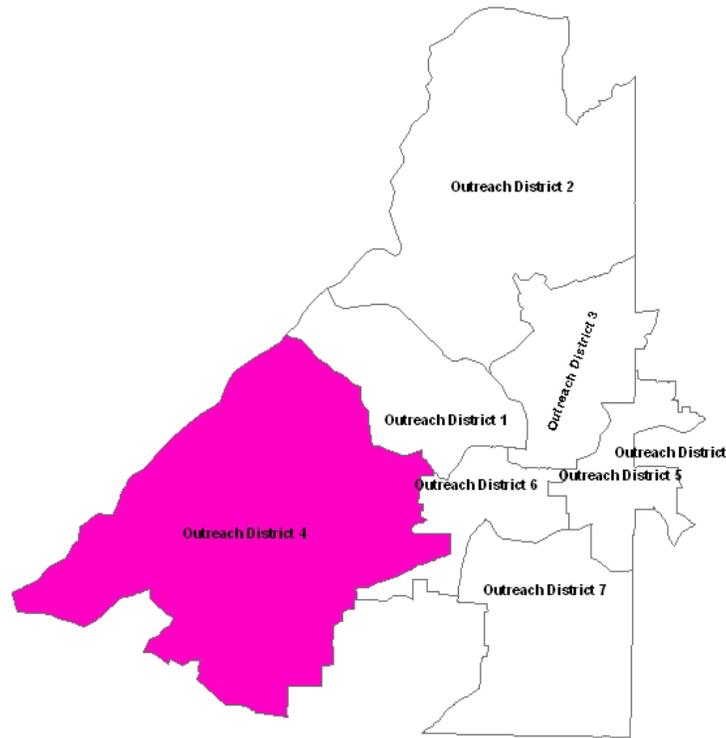
	Net New Housing Units	Number of Housing Units	Occupied Units	Group Quarters	Population in Household	Median Household Income
2005	7,269	50,451	45,046	20,518	76,596	50,529
2010	8,697	59,004	52,626	23,394	89,912	67,259
2015	10,200	69,279	61,797	26,410	106,985	78,267
2020	7,449	76,807	68,549	28,709	119,574	91,277
2025	7,167	84,042	75,042	31,606	131,738	93,560
2030	6,128	90,257	80,610	34,418	142,340	108,046

EMPLOYMENT



	Government	Service Industry	Construction	Others
2005	25.2%	41.1%	1.0%	32.7%
2010	23.9%	40.9%	1.3%	33.9%
2015	22.7%	42.4%	1.5%	33.4%
2020	21.8%	43.4%	1.9%	32.8%
2025	20.7%	44.9%	2.2%	32.2%
2030	19.9%	46.0%	2.5%	31.5%

OUTREACH DISTRICT 4



Current

Between 2000 and 2005 there were 3,384 new housing units added to Outreach District 4. In 2005 the median household income was \$33,836 and people between the ages of 18-44 represented only 38 percent of the total population. Finally, the population in 2005 was around 78,077, this represents an increase of 18.9 percent over the 2000 population.

Similar to the trends displayed within Outreach District 3, only a couple of industries experienced job growth between 2000 and 2005. An estimated 169 jobs were added in the transportation, communications, and utilities sector between these years. Conversely, there was an 11.7 percent decrease in the total number of jobs, from 41,370 to 36,508. The occupation chart for Outreach District 4 indicates that manufacturing, transportation, communication, utilities, wholesale and retail industries dominate the type of work performed in that district.

There was a 60 percent decrease in the number of retail trade businesses from 2000 to 2006. This loss was too great to overcome increases in the number of businesses in all other industries. During the same period of time, the total number of businesses decreased from 1,683 to 1,512.

Future

By the year 2010 the total population for Outreach District 4 is expected to be 90,245 people, increasing in 2030 to an estimated 128,887 people. The number of households in 2010 is projected to be 30,784 with a projected median income of \$45,372 and an estimated 37,369 employed persons. Note that the 37,369 estimated working persons in 2010 is still well less than the 41,370 persons employed during the year 2000.

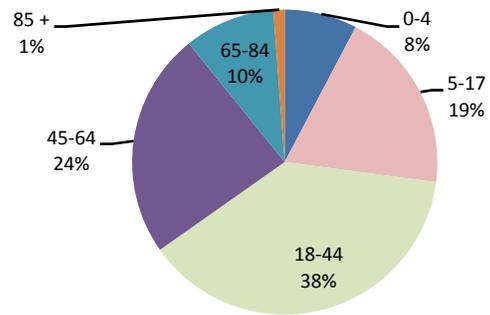
FACTSHEET FOR OUTREACH DISTRICT 4 - CURRENT

HOUSING		
	<u>2000</u>	<u>2005</u>
Total Housing Units	26,023	31,296
Net New Housing Units		3,384
Occupied Units	24,312	29,335
Group Quarters	128	107

HOUSEHOLDS		
	<u>2000</u>	<u>2005</u>
Households	28,203	29,856
Average Household Size		2.74
Population in Household	65,561	77,970
Median Household Income	29,335	33,836

POPULATION

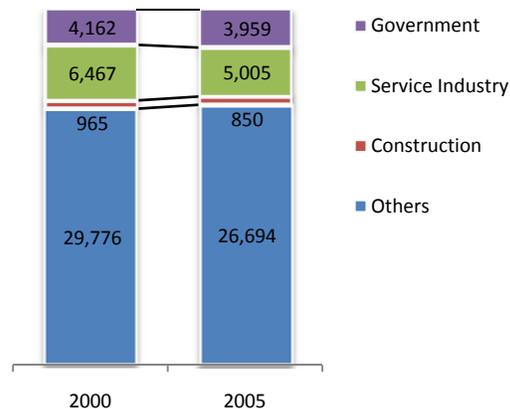
	<u>2000</u>	<u>2005</u>
Total Population (18.9% Increase)	65,689	78,077
Age Distribution		
0-4 yrs		8%
5-17 yrs		19%
18-44 yrs		38%
45-64 yrs		24%
65-84 yrs		10%
85 yrs & Over		1%



OCCUPATION

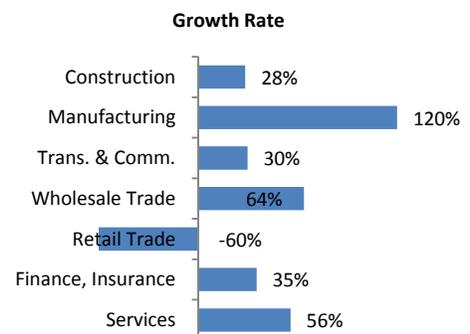
(Number of employees by occupation)

	<u>2000</u>	<u>2005</u>
Government	4,162	3,959
Service Industry	6,467	5,005
Construction	965	850
Manufacturing	8,715	8,023
Trans., Comm., Utilities	4,858	5,027
Wholesale	10,437	8,219
Retail	5,318	4,903
Fire	448	522
Total Employed	<u>41,370</u>	<u>36,508</u>



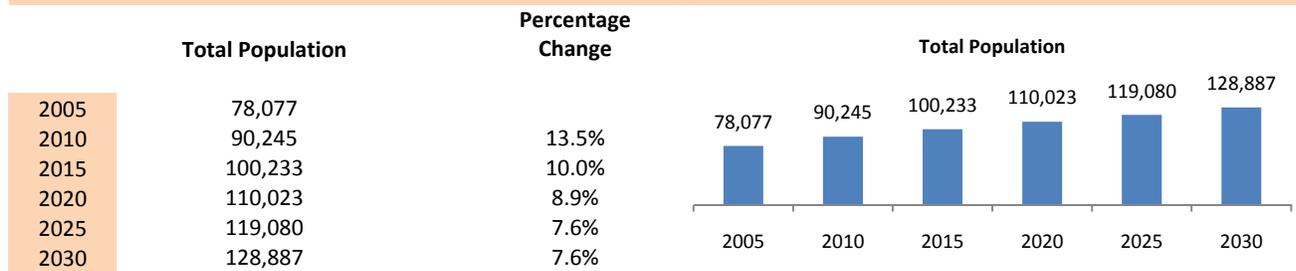
BUSINESS

	<u>2000</u>	<u>2006</u>
Construction	142	182
Manufacturing	15	33
Trans., Comm., Utilities	27	35
Wholesale Trade	22	36
Retail Trade	908	360
Finance, Insurance & Real Estate	94	127
Services	475	739
Total	<u>1,683</u>	<u>1,512</u>

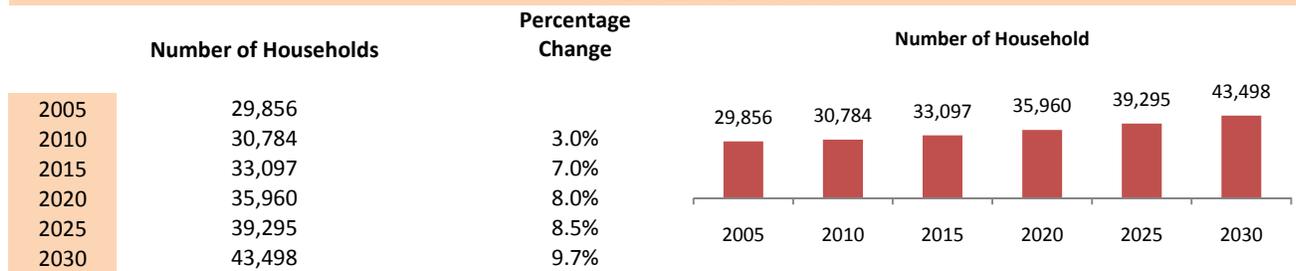


FACTSHEET FOR OUTREACH DISTRICT 4 - FUTURE

POPULATION

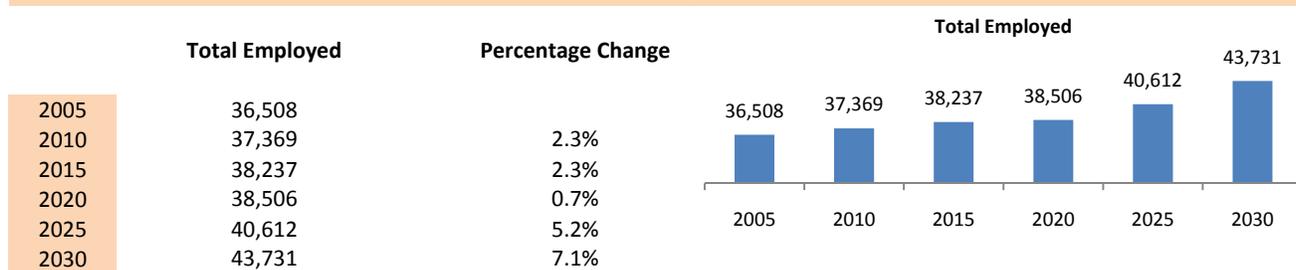


HOUSEHOLD AND HOUSING



	Net New Housing Units	Number of Housing Units	Occupied Units	Group Quarters	Population in Household	Median Household Income
2005	3,384	31,296	29,335	107	77,970	33,836
2010	4,171	35,939	33,747	99	90,146	45,372
2015	3,439	39,421	37,049	87	100,146	53,087
2020	3,574	43,039	40,466	84	109,939	61,797
2025	3,282	46,359	43,596	87	118,993	63,205
2030	3,582	49,989	47,013	91	128,796	72,935

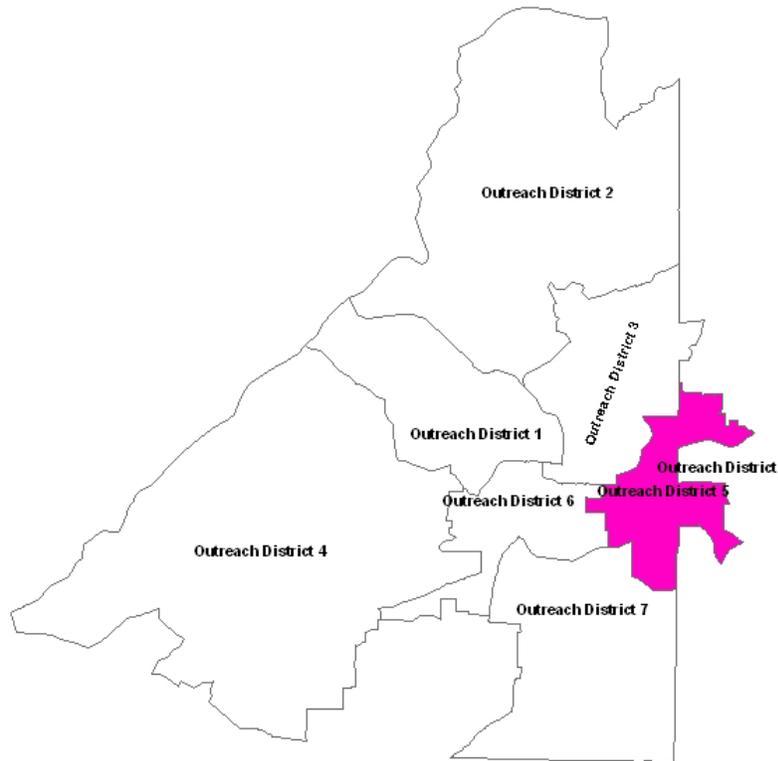
EMPLOYMENT



	Government	Service Industry	Construction	Others
2005	10.8%	13.7%	2.3%	73.1%
2010	10.6%	14.0%	2.4%	73.0%
2015	10.9%	14.7%	2.4%	71.9%
2020	11.4%	16.3%	2.6%	69.7%
2025	11.3%	17.9%	2.7%	68.2%
2030	11.2%	19.8%	2.8%	66.2%

	Government	Service Industry	Construction	Others
2005	3,959	5,005	850	26,694
2010	3,968	5,227	912	27,262
2015	4,175	5,639	935	27,488
2020	4,373	6,284	1,015	26,834
2025	4,571	7,252	1,097	27,692
2030	4,905	8,674	1,215	28,937

OUTREACH DISTRICT 5



Current

There were approximately 2,456 new housing units built between 2000 and 2005 and approximately 1,910 new households (families) added to the mix during that same time. In 2005 the median household income for this district was \$50,950 and the population increased by 18.2 percent from 34,132 people to 40,347 people. And the average household size in 2005 was 2.15 persons.

The retail industry was the only industry to exhibit an increase in employment from 2000 to 2005. Total employment during that time dropped from 12,659 to 10,414. The occupation bar-chart for Outreach District 5 shows a balanced distribution for the type of employment.

There was a 38 percent increase in the total number of businesses, between 2000 and 2006, in Outreach District 5. This increase was primarily the result of gains in the retail trade, service, financial, insurance, and real estate industries. The wholesale trade industry remained constant over the same period of time.

Future

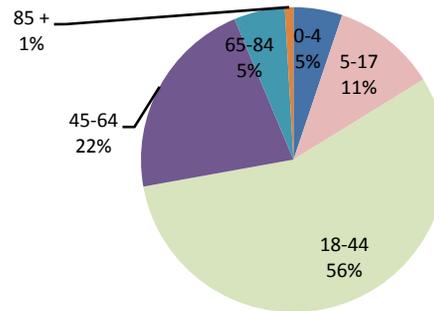
The population and household charts which detail future trends describe different trends for this district. Future population estimates seem to increase most drastically at the beginning and then slow their rate of growth. In contrast, household estimates maintain stable rates of growth over time. Estimates about employment in the future indicate a different trend, the rate of growth begins slowly and then increases towards the later years. Finally, estimates about Median Household Income alternate yearly between increases and decreases. In the year 2010 median household income is expected to increase to \$68,405 only to decrease the following year to \$63,894.

FACTSHEET FOR OUTREACH DISTRICT 5 - CURRENT

	HOUSING		HOUSEHOLDS	
	<u>2000</u>	<u>2005</u>	<u>2000</u>	<u>2005</u>
Total Housing Units	16,865	20,178	Households	15,271 17,181
Net New Housing Units		2,456	Average Household Size	2.15
Occupied Units	15,414	18,465	Population in Household	33,834 40,093
Group Quarters	298	254	Median Household Income	45,106 50,950

POPULATION

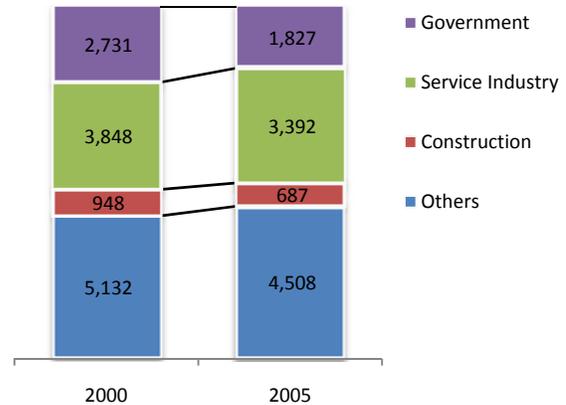
	<u>2000</u>	<u>2005</u>
Total Population (18.2% Increase)	34,132	40,347
Age Distribution		
0-4 yrs		5%
5-17 yrs		11%
18-44 yrs		57%
45-64 yrs		22%
65-84 yrs		5%
85 yrs & Over		1%



OCCUPATION

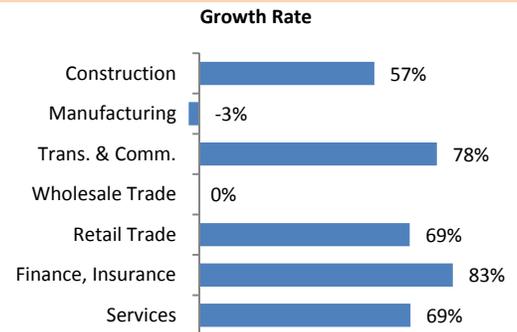
(Number of employees by occupation)

	<u>2000</u>	<u>2005</u>
Government	2,731	1,827
Service Industry	3,848	3,392
Construction	948	687
Manufacturing	1,724	1,286
Trans, Comm, Utilities	532	397
Wholesale	575	321
Retail	2,060	2,265
Fire	241	239
Total Employed	<u>12,659</u>	<u>10,414</u>



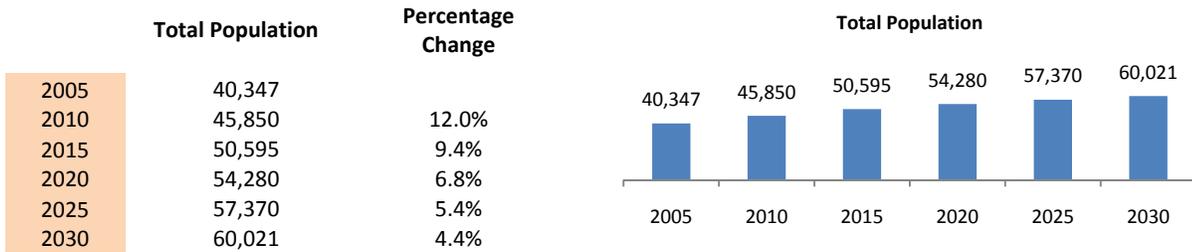
BUSINESS

	<u>2000</u>	<u>2006</u>
Construction	96	151
Manufacturing	29	28
Trans. & Comm.	9	16
Wholesale Trade	27	27
Retail Trade	167	282
Finance, Insurance & Real Estate	47	86
Services	314	531
Total	<u>689</u>	<u>1,121</u>

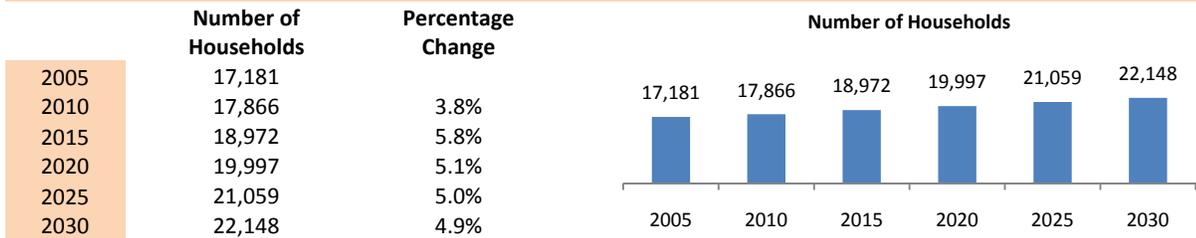


FACTSHEET FOR OUTREACH DISTRICT 5 - FUTURE

POPULATION

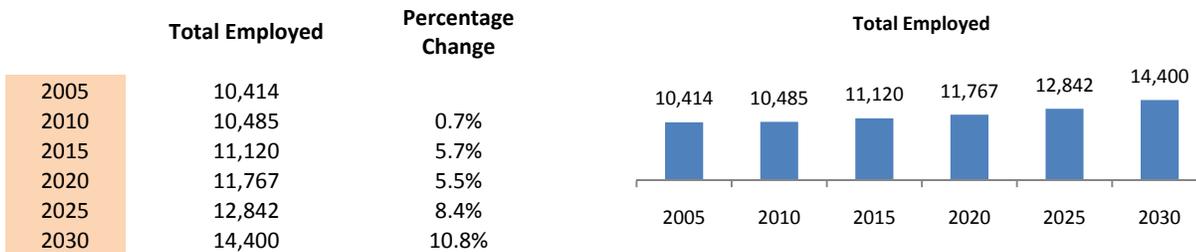


HOUSEHOLD AND HOUSING



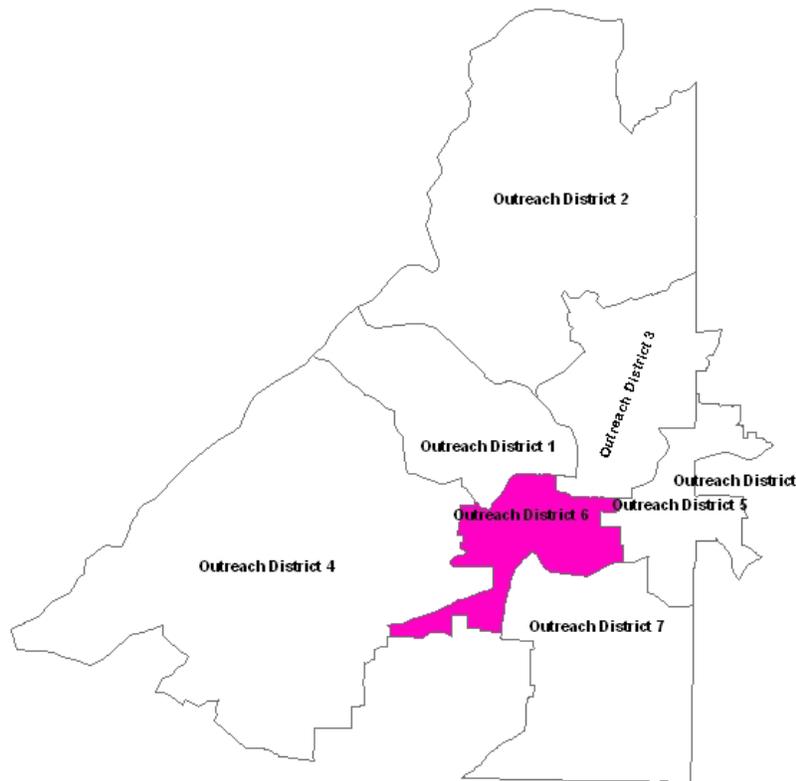
	Net New Housing Units	Number of Housing Units	Occupied Units	Group Quarters	Population in Household	Median Household Income
2005	2,456	20,178	18,465	254	40,093	50,950
2010	2,552	22,674	20,792	233	45,617	68,405
2015	2,110	24,812	22,769	208	50,388	63,894
2020	1,670	26,508	24,327	197	54,082	93,862
2025	1,368	27,899	25,601	198	57,172	87,716
2030	1,191	29,119	26,710	200	59,821	101,215

EMPLOYMENT



	Government	Service Industry	Construction	Others
2005	17.5%	32.6%	6.6%	43.3%
2010	16.1%	31.0%	8.2%	44.8%
2015	14.8%	32.3%	9.4%	43.5%
2020	14.2%	32.7%	10.8%	42.2%
2025	13.2%	34.5%	11.6%	40.7%
2030	12.1%	36.2%	12.0%	39.8%

OUTREACH DISTRICT 6



Current

In 2005, the median household income was estimated at \$20,738, this is the lowest of all seven Outreach Districts. Although between 2000 and 2005 there was 8.8 percent increase in population, there was a decrease of 15 households over the same time period and an increase of 1,225 new housing units.

The construction industry was the only industry which demonstrated an increase in employment from 2000 to 2005. There are many similarities between this Outreach District and earlier ones regarding the outcome of employment. Even though overall employment dropped from 13,589 to 11,564, the construction industry added 90 new jobs. In addition, it appears that most workers in this Outreach District have jobs in the service sector.

The retail, trade and service industries had the greatest percentage growth between 2000 and 2006.

Each experienced a 65 percent increase in the number of businesses. By 2006 the service industry was the largest in this Outreach District. The transportation and communication industry doubled from its original 19 businesses in 2000.

Future

By the year 2010 the total population for Outreach District 6 is projected to be 50,745 people, this represents a 16 percent increase over the 2005 count. Perhaps the most surprising fact involves the realization that all future employment predictions, including those out to the year 2030, are projected to be lower than the number of people employed during the 2000 fiscal year. Moreover, the estimated number of employed persons appears to decrease until the year 2015.

FACTSHEET FOR OUTREACH DISTRICT 6 - CURRENT

HOUSING

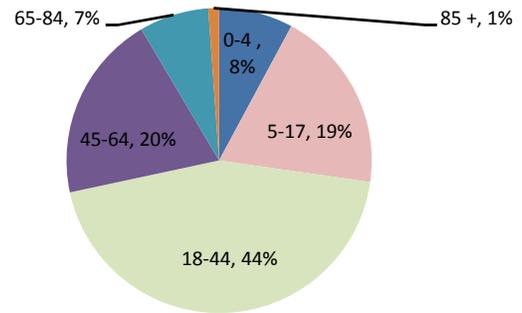
	<u>2000</u>	<u>2005</u>
Total Housing Units	15,728	17,705
Net New Housing Units		1,225
Occupied Units	13,876	15,626
Group Quarters	3,685	3,146

HOUSEHOLDS

	<u>2000</u>	<u>2005</u>
Households	14,015	14,000
Average Household Size		2.60
Population in Household	36,547	40,633
Median Household Income	18,093	20,738

POPULATION

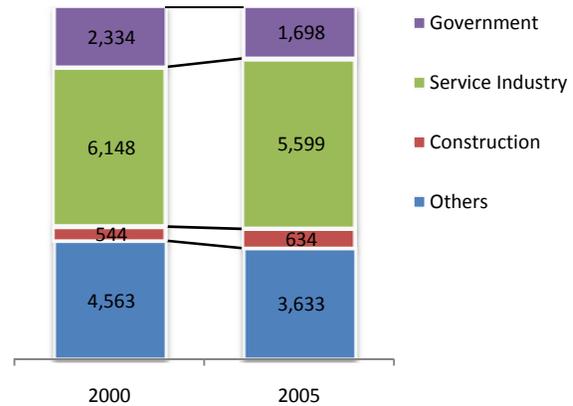
	<u>2000</u>	<u>2005</u>
Total Population (8.8% Increase)	40,232	43,779
Age Distribution		
0-4 yrs		8%
5-17 yrs		19%
18-44 yrs		44%
45-64 yrs		20%
65-84 yrs		7%
85 yrs & Over		1%



OCCUPATION

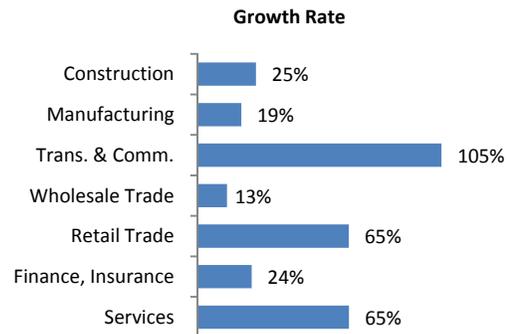
(Number of employees by occupation)

	<u>2000</u>	<u>2005</u>
Government	2,334	1,698
Service Industry	6,148	5,599
Construction	544	634
Manufacturing	1,231	993
Trans., Comm., Utilities	756	423
Wholesale	656	499
Retail	1,667	1,334
Fire	253	384
Total Employed	13,589	11,564



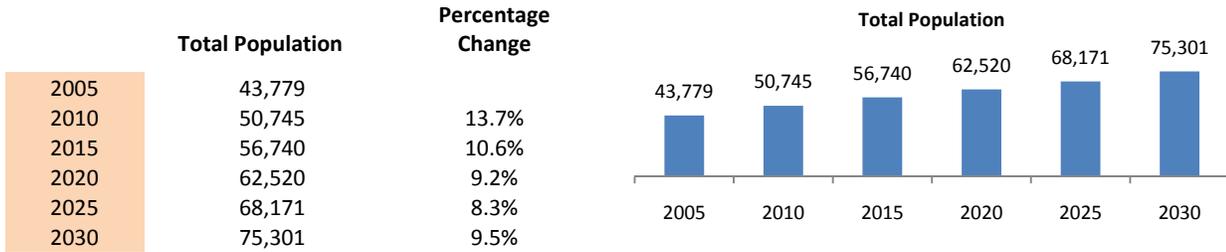
BUSINESS

	<u>2000</u>	<u>2006</u>
Construction	71	89
Manufacturing	21	25
Trans., Comm., Utilities	19	39
Wholesale Trade	31	35
Retail Trade	147	243
Finance, Insurance & Real Estate	68	84
Services	266	440
Total	623	955

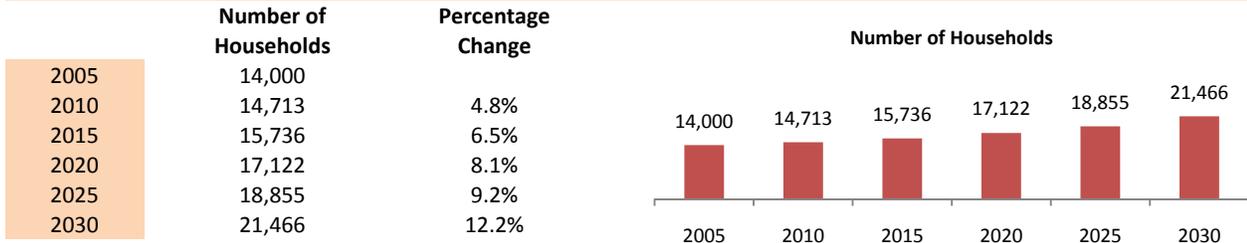


FACTSHEET FOR OUTREACH DISTRICT 6 - FUTURE

POPULATION

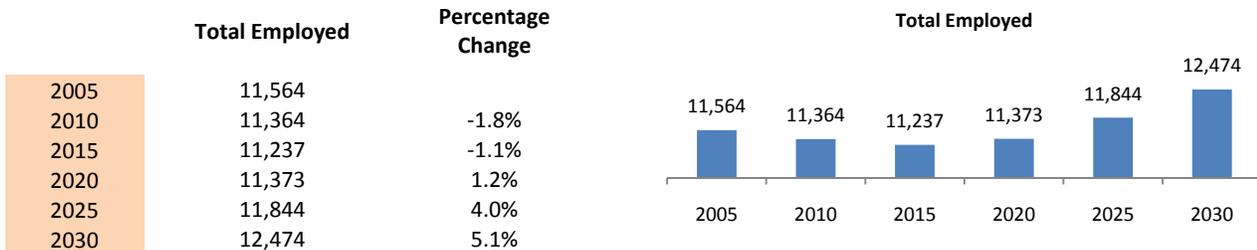


HOUSEHOLD AND HOUSING



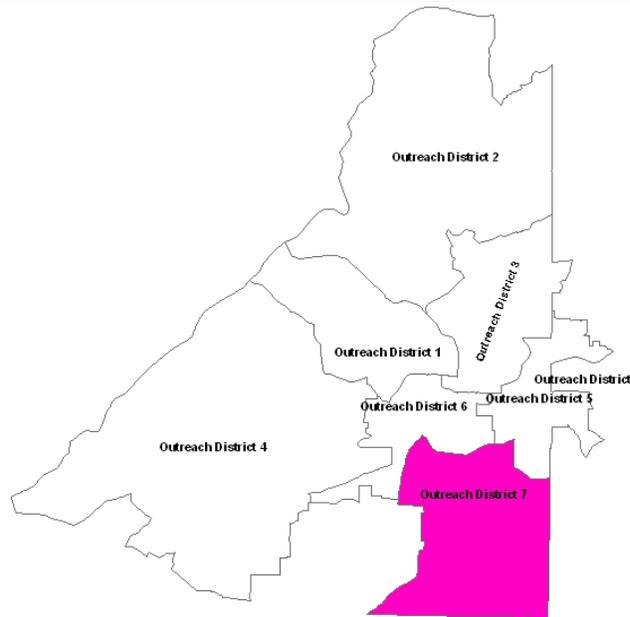
	Net New Housing Units	Number of Housing Units	Occupied Units	Group Quarters	Population in Household	Median Household Income
2005	1,225	17,705	15,626	3,146	40,633	20,738
2010	2,129	19,785	17,474	5,010	45,735	27,690
2015	1,952	21,761	19,227	6,173	50,566	32,515
2020	2,258	24,043	21,233	6,531	55,989	38,161
2025	2,233	26,298	23,212	6,684	61,487	41,616
2030	2,857	29,182	25,807	6,748	68,554	47,675

EMPLOYMENT



	Government	Service Industry	Construction	Others
2005	14.7%	48.4%	5.5%	31.4%
2010	12.8%	47.4%	5.9%	33.9%
2015	12.0%	48.0%	5.8%	34.2%
2020	12.4%	47.4%	5.8%	34.4%
2025	12.9%	47.2%	5.7%	34.2%
2030	13.4%	47.1%	5.6%	34.0%

OUTREACH DISTRICT 7



Current

Between 2000 and 2005, 1,526 new housing units were added to Outreach District 7. During this same time the population grew by 9.8 percent from 52,730 to 57,918. In 2005 the median household income was \$25,962. Of the seven Outreach Districts examined in this report, District 7 has the greatest percentage of their total population between the ages of 5-17; the average household size, estimated to contain 2.86 people, is also the largest of the seven Outreach Districts.

Overall employment for this district decreased from 2000 to 2005. By 2005 the number of manufacturing jobs had decreased by 50 percent, while the number of wholesale jobs had decreased by 30 percent. The construction industry was one of the two industries that exhibited increases in employment. From 2000 to 2005 the number of Construction jobs increased by 25 percent, from 743 to 929. The factsheet for this district also shows that jobs in transportation, communication and utilities are much greater than the jobs in any other sector.

The retail trade industry experienced an 80 percent increase from 2000 to 2006. This was followed by a 72 percent and 62 percent increase in the finance/real estate and service industries. Overall there was a 37 percent increase in the total number of businesses and each industry exhibited strong positive growth.

Travel

Outreach District 7 intersects two major highways I-75 and I-85. The travel time on I-75/85 between I-20 and the 75/85 split has increased from 2002 to 2006. The morning commute on I-75 from 7:00-8:30AM increased 6.5 percent traveling NB and 1.2 percent traveling SB. The evening commute on I-75 from 4:30-6:45PM increased 2.7 percent traveling NB and 2.8 percent traveling SB. The average morning commute on I-85 from 7:00-8:30AM traveling NB increased 0.8 percent and SB 0.5 percent. The evening commute from 4:30-6:45PM increased 1.1 percent traveling NB and 0.7 percent traveling SB.

Future

The future factsheet for this Outreach District shows two major trends regarding increases in population, households and employment. The predicted growth in population is much more stable over the next 25 years, while the predicted growth for employment and households starts slowly and increases more rapidly. Future estimates indicate that total employment will outgrow its 2000 amount by the year 2030. During this same time the predicted median household income will more than double from its 2005 value.

FACTSHEET FOR OUTREACH DISTRICT 7 - CURRENT

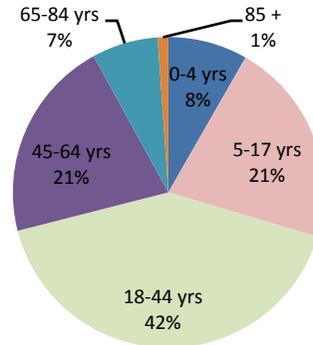
HOUSING			HOUSEHOLDS		
	<u>2000</u>	<u>2005</u>		<u>2000</u>	<u>2005</u>
Total Housing Units	17,625	20,000	Households	18,567	19,092
Net New Housing Units		1,526	Average Household Size		2.86
Occupied Units	16,217	18,431	Population in Household	49,311	55,047
Group Quarters	3,419	2,870	Median Household Income	22,744	25,962

POPULATION

	<u>2000</u>	<u>2005</u>
Total Population (9.8% Increase)	52,730	57,918

Age Distribution

0-4 yrs	8%
5-17 yrs	21%
18-44 yrs	41%
45-64 yrs	21%
65-84 yrs	7%
85 yrs & Over	1%

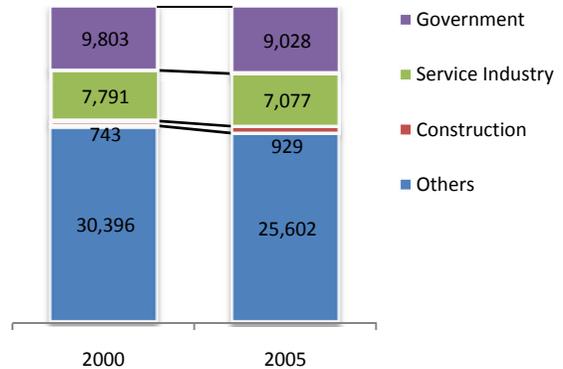


Travel Time change (02-06)	<u>I-75 NB</u>		<u>I-75 SB</u>		<u>I-85 NB</u>		<u>I-85 SB</u>	
AM (7:00-8:30)	6.5%	1.2%	0.8%	0.5%				
PM (4:30-6:45)	2.7%	2.8%	1.1%	0.7%				

OCCUPATION

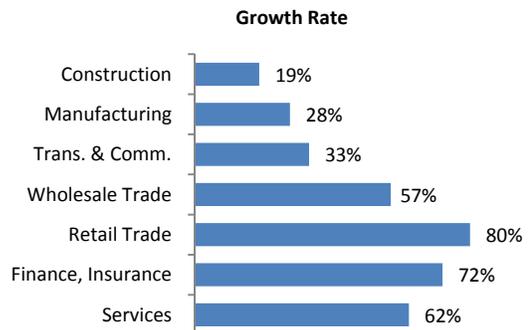
(Number of employees by occupation)

	<u>2000</u>	<u>2005</u>
Government	9,803	9,028
Service Industry	7,791	7,077
Construction	743	929
Manufacturing	5,825	2,889
Trans., Comm., Utilities	17,888	16,419
Wholesale	1,731	1,214
Retail	3,155	2,979
Fire	1,797	2,101
Total Employed	<u>48,733</u>	<u>42,636</u>



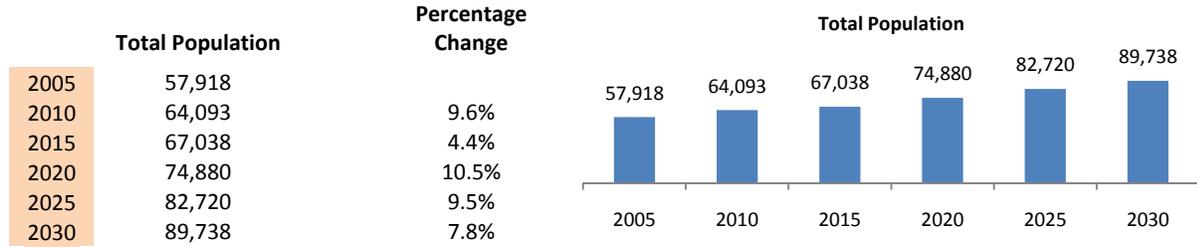
BUSINESS

	<u>2000</u>	<u>2006</u>
Construction	85	101
Manufacturing	18	23
Trans., Comm., Utilities	18	24
Wholesale Trade	28	44
Retail Trade	152	274
Finance, Insurance & Real Estate	36	62
Services	274	445
Total	<u>611</u>	<u>973</u>

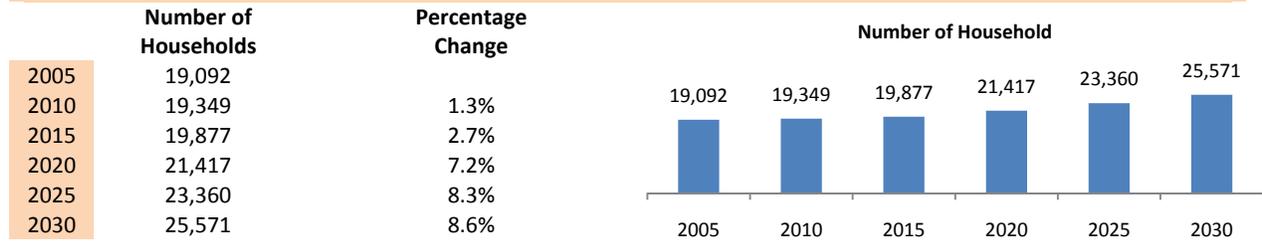


FACTSHEET FOR OUTREACH DISTRICT 7 - FUTURE

POPULATION

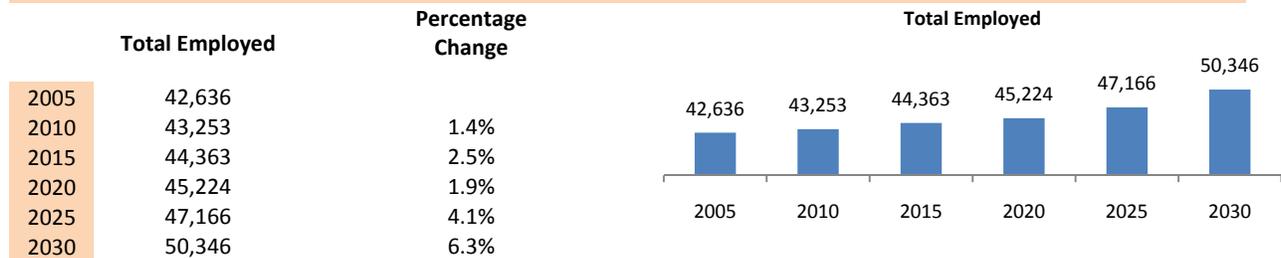


HOUSEHOLD AND HOUSING



	Net New Housing Units	Number of Housing Units	Occupied Units	Group Quarters	Population in Household	Median Household Income
2005	1,526	20,000	18,431	2,870	55,047	25,962
2010	2,147	22,093	20,343	2,823	61,271	34,807
2015	803	22,921	21,080	2,793	64,245	40,871
2020	2,194	25,140	23,113	3,929	70,951	47,726
2025	2,350	27,512	25,296	4,469	78,251	47,102
2030	2,092	29,633	27,232	5,066	84,672	54,459

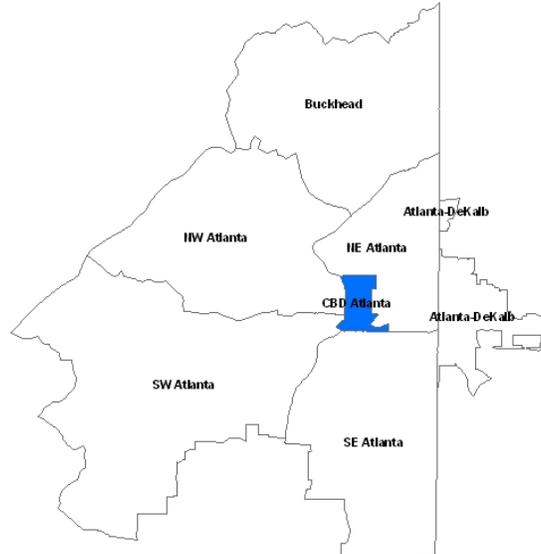
EMPLOYMENT



	Government	Service Industry	Construction	Others
2005	21.2%	16.6%	2.2%	55.1%
2010	20.5%	17.1%	2.3%	54.9%
2015	20.1%	18.2%	2.2%	54.5%
2020	19.8%	19.7%	2.3%	53.2%
2025	19.1%	21.7%	2.5%	51.9%
2030	18.7%	23.2%	2.7%	50.7%

	Government	Service Industry	Construction	Others
2005	9,028	7,077	929	23,501
2010	8,878	7,375	1,001	23,738
2015	8,897	8,067	984	24,198
2020	8,940	8,927	1,049	24,047
2025	9,025	10,230	1,174	24,492
2030	9,420	11,661	1,338	25,502

SUPERDISTRICT CENTRAL BUSINESS DISTRICT (CBD) ATLANTA



Summary

The large discrepancy between the population and the number of employed persons is indicative of the composition of this SuperDistrict. Although in 2005 the population for the CBD area was 8,941, and the number of households was estimated at 4,515, there were an estimated 106,249 jobs located within the area. By 2006 the number of household units had increased to 4,960. The 2010 population is projected to increase by 9 percent, from its 2005 value, to 9,703.

The Central Business District contains the highest concentration of jobs and businesses. The majority of these businesses are in the service industry followed by the retail trade industry, and both of

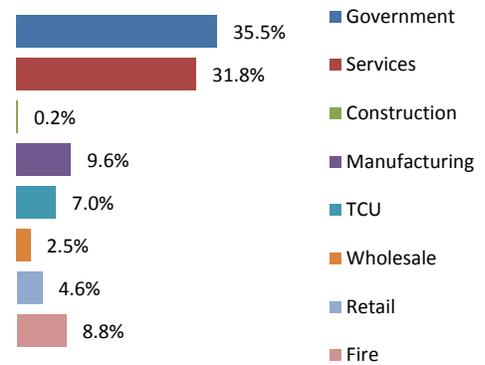
these industries exhibited the fastest growth from 2000 to 2006. The wholesale trade industry was the only one that lost businesses over this period of time.

Government industry employed 35.5 percent of all people in this district while the service industry employed 31.8 percent. Together, these two industries drive employment within this SuperDistrict. In 2005, 106,249 were employed and by 2010, 112,691 persons are projected to be employed.

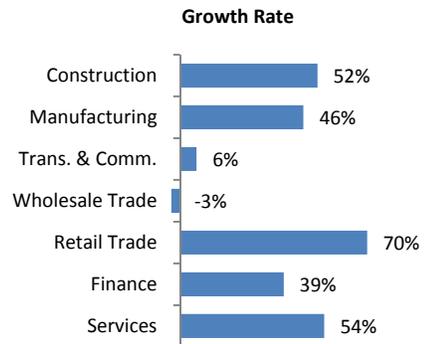
FACTSHEET FOR SUPERDISTRICT - CBD ATLANTA - CURRENT

General Statistics (2005)	<u>Number</u>	<u>Percentage</u>	Housing (2006)	<u>Number</u>	<u>Percentage</u>
Total Population	8,941	100.0%	Total Housing Units	4,960	100.0%
Percent Black & Other (2006)		66.9%	Percent Occupancy		89.0%
Number of Households	4,515		Average Household Size	1.6	
Total Employment	106,249		Single Family Housing Units	206	4.2%
			Change Single Family Units	3	
			Multi-family Housing Units	4,754	95.8%
			Change Multi-family Units	1,481	
			Average House price sold (2003)	207,051	
			Number of Homes sold (2003)	387	

Employment (2005)	<u>Number</u>	<u>Percentage</u>	
Government	37,699	35.5%	35.5%
Services	33,795	31.8%	31.8%
Construction	257	0.2%	0.2%
Manufacturing	10,244	9.6%	9.6%
Trans., Comm., & Utilities	7,395	7.0%	7.0%
Wholesale	2,651	2.5%	2.5%
Retail	4,869	4.6%	4.6%
Fire	9,339	8.8%	8.8%
Total Employment	106,249	100.0%	



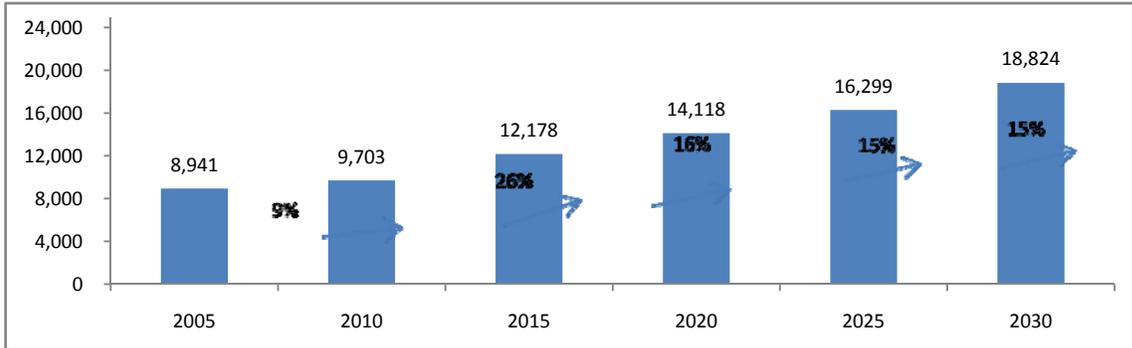
Business	<u>2000</u>	<u>2006</u>	Growth Rate
Construction	29	44	52%
Manufacturing	28	41	46%
Trans., Comm., & Utilities	16	17	6%
Wholesale Trade	156	151	-3%
Retail Trade	304	518	70%
Finance, Insurance & Real Estate	105	146	39%
Services	479	739	54%
Total Businesses	1,117	1,656	



FACTSHEET FOR SUPERDISTRICT - CBD ATLANTA - FUTURE

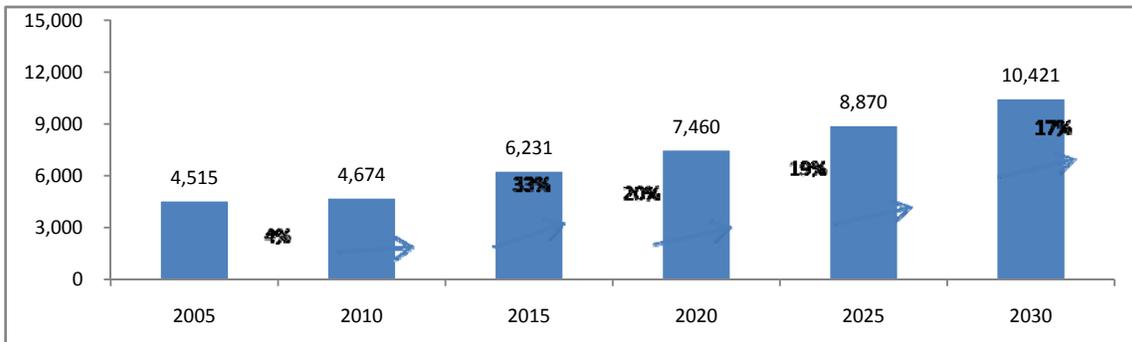
Population Projection

2005-2030



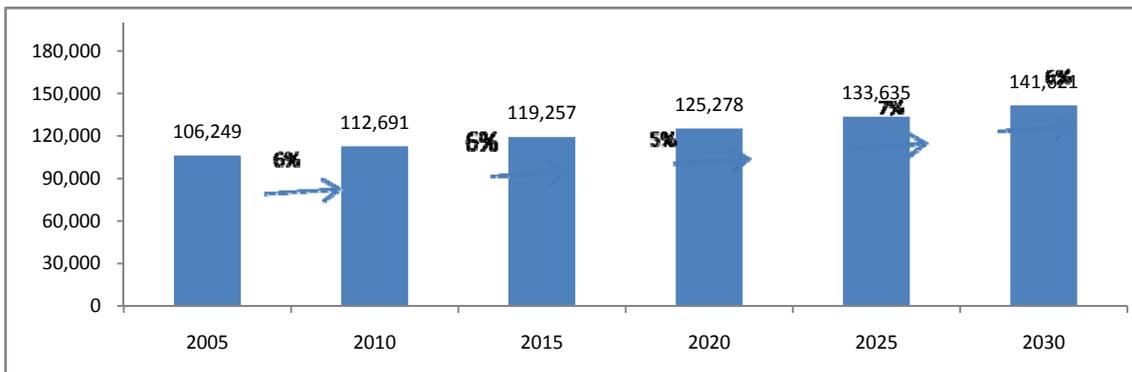
Household Projection

2005-2030



Employment Projection

2005-2030



Employment Projection by Industry

2005-2030

	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Government	37,699	37,852	38,301	38,842	39,411	40,307
Services	33,795	34,954	38,074	40,901	45,225	49,439
Construction	257	264	346	441	523	602
Manufacturing	10,244	10,489	10,351	9,865	10,251	10,627
Trans., Comm., & Utilities	7,395	8,873	10,247	12,096	13,909	15,256
Wholesale	2,651	2,659	2,682	2,210	2,231	2,229
Retail	4,869	6,076	7,255	8,136	8,954	9,784
FIRE	9,339	11,524	12,001	12,787	13,131	13,377

SUPERDISTRICT NORTHWEST ATLANTA



Summary

In 2005 the total population for the Atlanta NW district was 75,036 people. In five years the population is projected to increase by 2 percent to 76,249 people. The employment rate is also projected to increase by 3 percent during this same period of time. As of 2005, there were 32,199 employed persons and around 28,018 households. By the year 2010 both the number of people employed and the number of households are expected to increase 3 percent and 2 percent respectively.

From 2000 to 2006 there was a 57 percent increase in the number of businesses in the service industry - the largest growth of any industry. Businesses in the retail trade sector increased by 55 percent during this same period of time. The 40 percent increase in the number of construction businesses is balanced out by the fact that it only employs 8 percent of all persons in this district. The service industry is projected to employ the most people over the next 25 years while the manufacturing industry appears to stay constant.

FACTSHEET FOR SUPERDISTRICT NW ATLANTA - CURRENT

General Statistics (2005)			Housing (2006)		
	<u>Number</u>	<u>Percentage</u>		<u>Number</u>	<u>Percentage</u>
Total Population	75,036	100.0%	Total Housing Units	32,872	100.0%
Percent Black & Other (2006)		89.5%	Percent Occupancy		86.9%
Number of Households	28,018		Average Household Size	2.6	
Total Employment	32,199		Single Family Housing Units	17,437	
			Change Single Family units	1,568	
			Multi-family Housing Units	15,110	
			Change Multi-family Units	1,482	
			Average House price sold (2003)	186,144	
			Number of Homes sold (2003)	11,245	

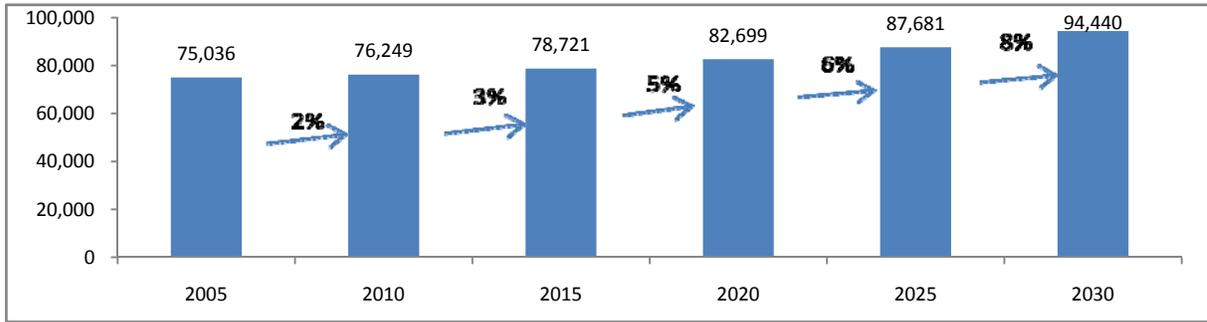
Employment (2005)					
	<u>Number</u>	<u>Percentage</u>			
Government	5,377	16.7%		16.7%	Government
Services	6,575	20.4%		20.4%	Services
Construction	2,587	8.0%		8.0%	Construction
Manufacturing	5,142	16.0%		16.0%	Manufacturing
Trans., Comm., & Utilities	3,465	10.8%		10.8%	TCU
Wholesale	4,494	14.0%		14.0%	Wholesale
Retail	3,703	11.5%		11.5%	Retail
Fire	856	2.7%		2.7%	Fire
Total Employment	32,199	100.0%			

Business			Growth Rate	
	<u>2000</u>	<u>2006</u>		
Construction	144	202	Construction	40%
Manufacturing	73	77	Manufacturing	5%
Trans., Comm., & Utilities	39	44	Trans. & Comm.	13%
Wholesale Trade	109	122	Wholesale Trade	12%
Retail Trade	282	438	Retail Trade	55%
Finance, Insurance and Real Estate	117	153	Finance	31%
Services	549	860	Services	57%
Total Businesses	1,313	1,896		

FACTSHEET FOR SUPERDISTRICT NW ATLANTA - FUTURE

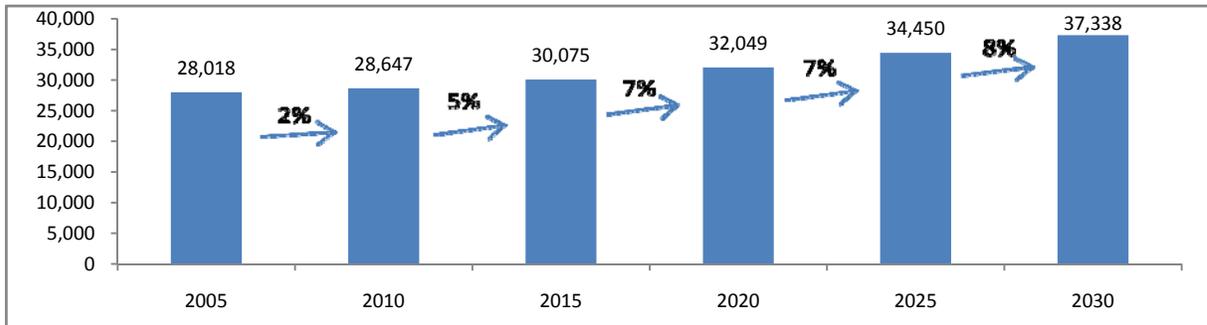
Population Projection

2005-2030



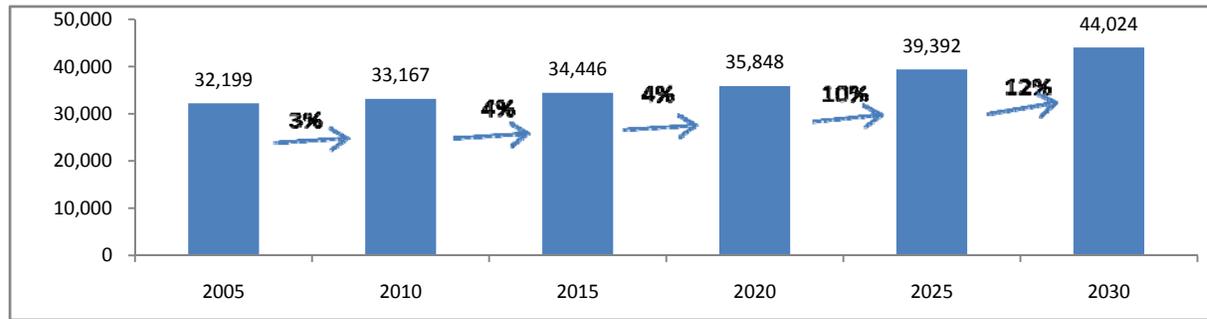
Household Projection

2005-2030



Employment Projection

2005-2030

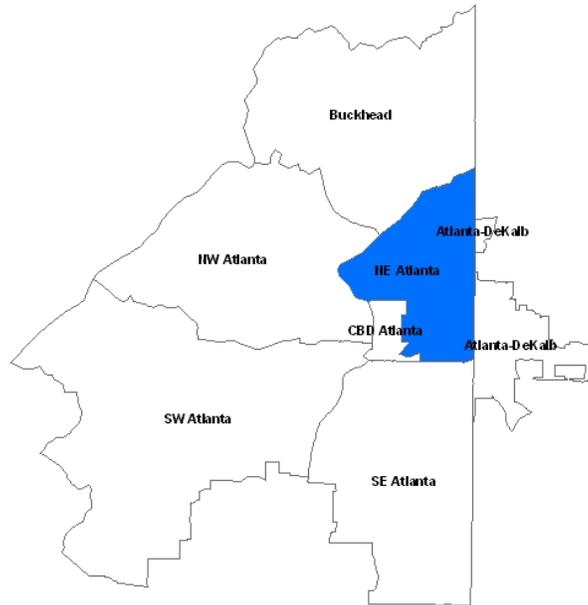


Employment Projection by Industry

2005-2030

	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Government	5,377	5,339	5,469	5,643	5,862	6,268
Services	6,575	6,985	8,000	9,648	12,277	15,598
Construction	2,587	2,776	2,778	2,911	3,044	3,163
Manufacturing	5,142	5,058	4,992	4,766	4,788	4,784
Trans., Comm., & Utilities	3,465	3,400	3,257	3,132	3,120	3,271
Wholesale	4,494	4,686	4,692	4,178	4,271	4,341
Retail	3,703	3,903	4,106	4,226	4,511	4,889
FIRE	856	1,020	1,152	1,344	1,519	1,710

SUPERDISTRICT NORTHEAST ATLANTA



Summary

The population in 2005 was 76,099 people; by 2010 it is projected to rise 7 percent to 81,659 people. There were 37,630 households in 2005 with a projected growth of 5 percent, or 39,576 households, by the year 2010. In 2005 there were 98,885 employed persons in this district with 45.4 percent working in the service industry.

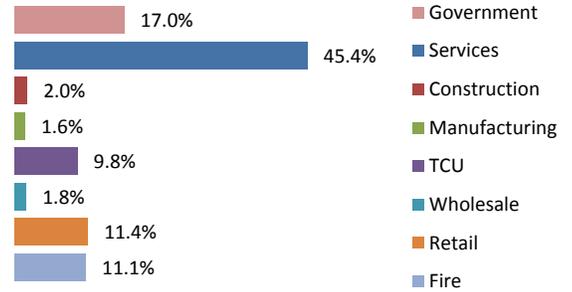
Between 2000 and 2006 the number of businesses in the construction industry more than doubled. This explosive growth is less remarkable considering the construction industry only employs around 2.0 percent of all employees.

During the same period of time there were dramatic increases in the Service, Financial, and Real Estate industries. Each of industry exhibited an increase of about 66 percent above their 2000 value. Furthermore, growth in the service sector is expected to be strong over the next 25 years. In contrast, the manufacturing and wholesale trade industries experienced a growth rate of about 8 percent.

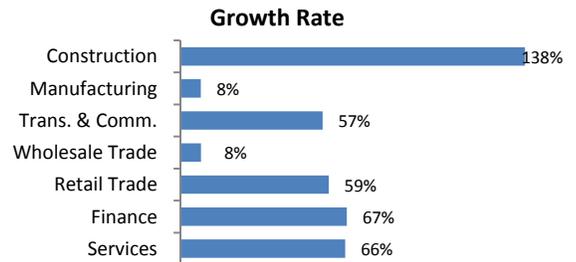
FACTSHEET FOR SUPERDISTRICT NE ATLANTA - CURRENT

General Statistics (2005)			Housing (2006)		
	<u>Number</u>	<u>Percentage</u>		<u>Number</u>	<u>Percentage</u>
Total Population	76,099	100.0%	Total Housing Units	45,109	100.0%
Percent Black & Other (2006)		40.3%	Percent Occupancy		85.8%
Number of Households	37,630		Average Household Size	1.8	
Total Employment	98,885		Single Family Housing Units	13,695	
			Change Single Family Units	443	
			Multi-family Housing Units	31,328	
			Change Multi-family Units	9,245	
			Average House price sold (2003)	270,744	
			Number of Homes sold (2003)	7,531	

Employment (2005)		
	<u>Number</u>	<u>Percentage</u>
Government	16,807	17.0%
Services	44,868	45.4%
Construction	1,947	2.0%
Manufacturing	1,613	1.6%
Trans., Comm., & Utilities	9,646	9.8%
Wholesale	1,820	1.8%
Retail	11,247	11.4%
Fire	10,937	11.1%
Total Employment	98,885	100.0%



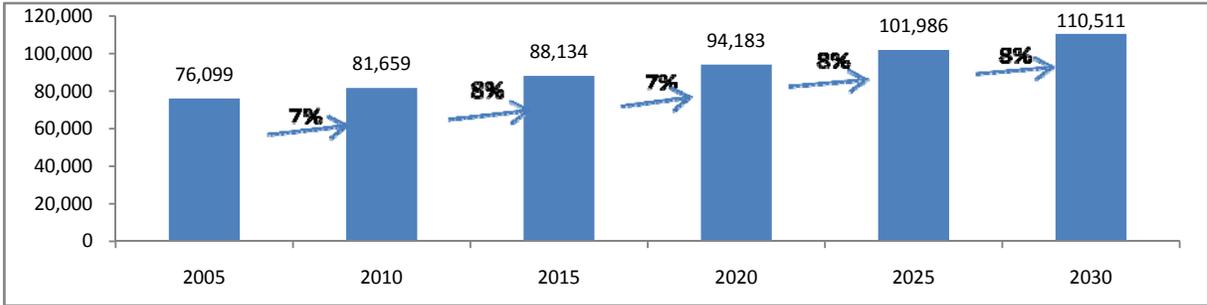
Business		
	<u>2000</u>	<u>2006</u>
Construction	130	309
Manufacturing	73	79
Trans., Comm., & Utilities	44	69
Wholesale Trade	85	92
Retail Trade	563	897
Finance, Insurance and Real Estate	227	378
Services	1,084	1,798
Total Businesses	2,206	3,622



FACTSHEET FOR SUPERDISTRICT NE ATLANTA - FUTURE

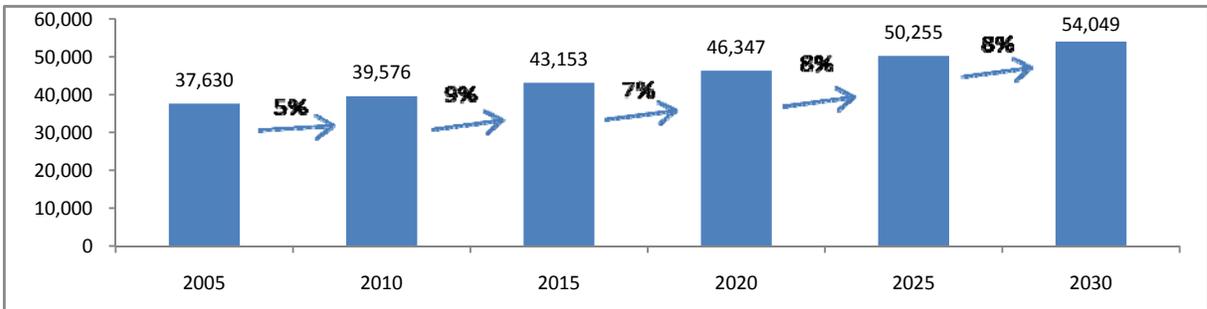
Population Projection

2005-2030



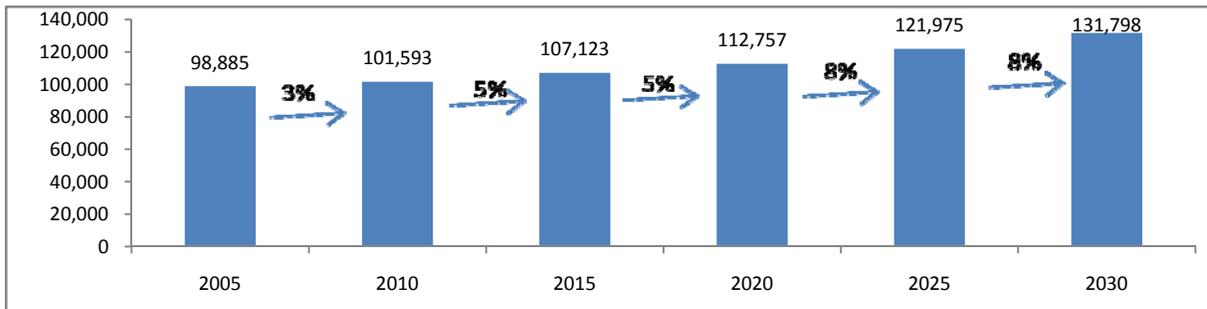
Household Projection

2005-2030



Employment Projection

2005-2030

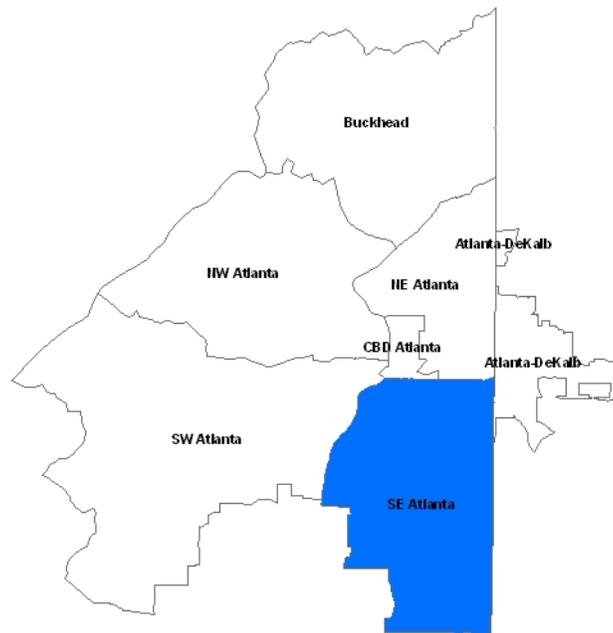


Employment Projection by Industry

2005-2030

	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Government	16,807	16,381	16,237	16,243	16,362	16,988
Services	44,868	46,507	51,444	55,915	63,037	69,657
Construction	1,947	2,705	3,479	4,605	5,810	7,163
Manufacturing	1,613	1,402	1,144	1,017	1,018	1,024
Trans., Comm., & Utilities	9,646	9,540	9,295	9,138	9,218	9,591
Wholesale	1,820	1,867	1,809	1,684	1,716	1,727
Retail	11,247	11,488	11,820	11,720	12,181	12,926
FIRE	10,937	11,703	11,895	12,435	12,633	12,722

SUPERDISTRICT SOUTHEAST ATLANTA



Summary

In 2005 the population was 83,663 people and it is expected to increase to 86,099 in the year 2010. The 2010 projected increases in population, households and employment are all expected to be 2 to 3 percent. In 2005, 27,151 people were employed. Government industry, the largest employer, makes up 38.4 percent of those employed.

The retail industry had the largest growth rate (79%) from 2000 to 2006. Increases in the service and financial industries were 71 and 66 percent respectively.

As was the case in other SuperDistricts, the number of manufacturing businesses increased by the smallest amount of any industry. In 2005, the manufacturing sector employed 16.3 percent of all people in this SuperDistrict; though future projects indicate decreasing employment in this industry.

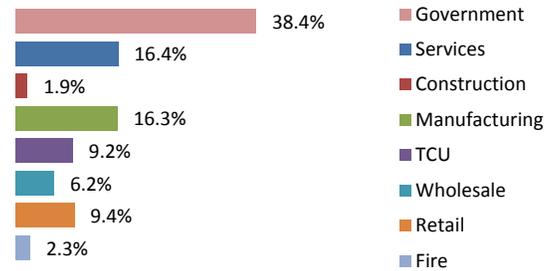
The factsheet shows that businesses and employment are well-diversified in this district, even considering that the government employs 38.4 percent of the people in this SuperDistrict.

FACTSHEET FOR SUPERDISTRICT SE ATLANTA - CURRENT

General Statistics (2005)			Housing (2006)		
	<u>Number</u>	<u>Percentage</u>		<u>Number</u>	<u>Percentage</u>
Total Population	83,663	100.0%	Total Housing Units	33,261	
Percent Black & Other (2006)		84.0%	Percent Occupancy		88.1%
Number of Households	28,562		Average Household Size	2.8	
Total Employment	27,151		Single Family Housing Units	20,038	
			Change Single Family Units	1,746	
			Multi-family Housing Units	12,979	
			Change Multi-family Units	1,393	
			Average House price sold (2003)	143,550	
			Number of Homes sold (2003)	12,039	

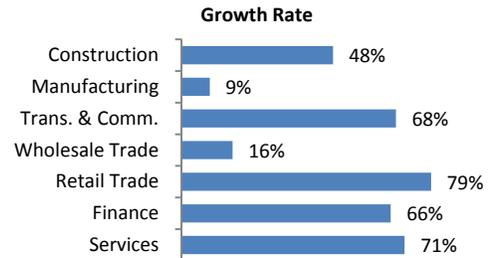
Employment (2005)

	<u>Number</u>	<u>Percentage</u>
Government	10,425	38.4%
Services	4,451	16.4%
Construction	519	1.9%
Manufacturing	4,413	16.3%
Trans., Comm., & Utilities	2,485	9.2%
Wholesale	1,672	6.2%
Retail	2,550	9.4%
Fire	636	2.3%
Total Employment	27,151	100.0%



Business

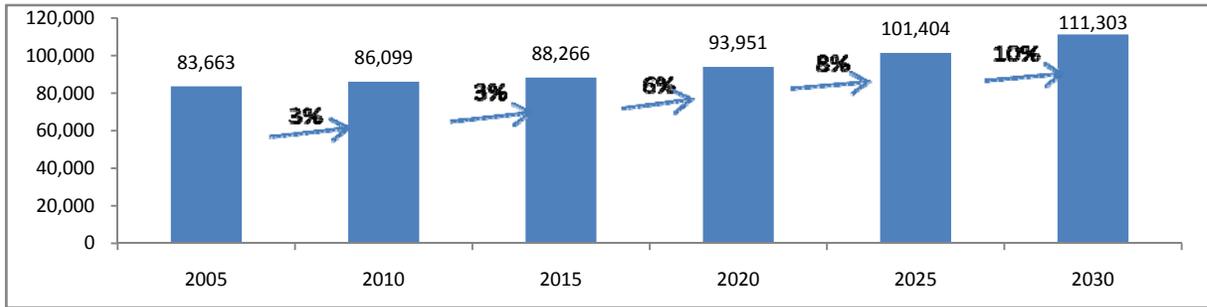
	<u>2000</u>	<u>2006</u>
Construction	146	216
Manufacturing	45	49
Trans., Comm., & Utilities	28	47
Wholesale Trade	56	65
Retail Trade	238	426
Finance, Insurance and Real Estate	71	118
Services	459	783
Total Businesses	1,043	1,704



FACTSHEET FOR SUPERDISTRICT SE ATLANTA - FUTURE

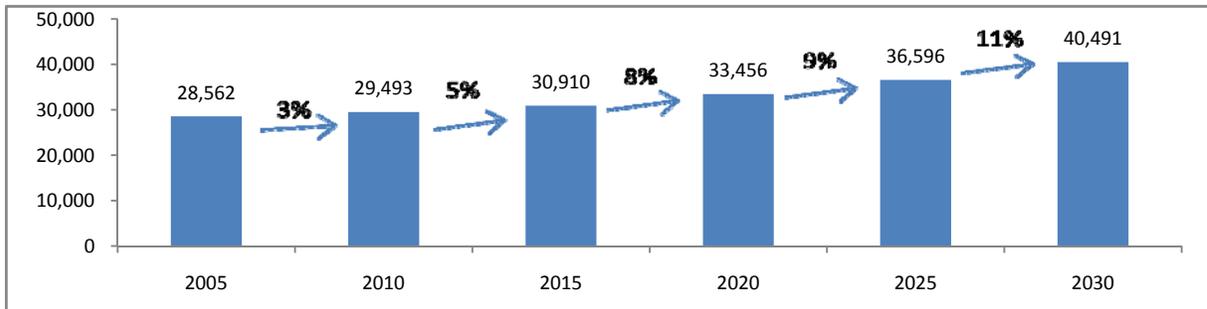
Population Projection

2005-2030



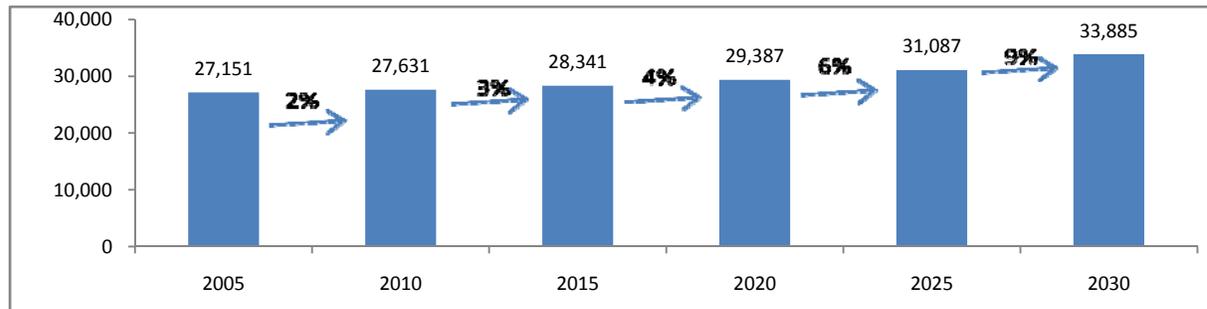
Household Projection

2005-2030



Employment Projection

2005-2030



Employment Projection by Industry

2005-2030

	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Government	10,425	10,197	10,204	10,315	10,462	10,945
Services	4,451	4,612	5,229	5,963	7,181	8,645
Construction	519	582	654	792	958	1,177
Manufacturing	4,413	4,408	3,941	3,657	3,541	3,544
Trans., Comm., & Utilities	2,485	2,589	2,635	2,736	2,676	2,816
Wholesale	1,672	1,932	2,231	2,294	2,399	2,526
Retail	2,550	2,521	2,623	2,711	2,868	3,129
FIRE	636	790	824	919	1,002	1,103

SUPERDISTRICT SOUTHWEST ATLANTA



Summary

In 2005 the population of the SW Atlanta SuperDistrict was 100,640 people; in addition 97.4 percent of those residents are classified as Black and Other. By 2010 it is expected to increase by 3 percent to 103,619 persons. There were 36,686 households in 2005 and in 2010 it is expected to increase to 37,879 households. Projections for employment indicate only a 1 percent increase to 37,342 by the year 2010. The government and service industries employ 23.3 percent and 23.0 percent of all workers respectively.

The manufacturing industry experienced the largest growth over 2000 to 2006 - a value of 108 percent.

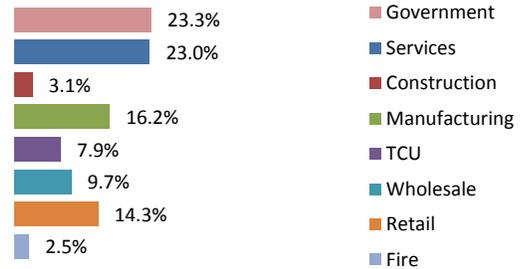
This rate of growth is not to be found in other SuperDistricts. The wholesale trade industry exhibited the second largest percent growth, although the majority of businesses appear to be in the service industry. However, the manufacturing industry is projected to slow down and decline through the year 2030.

Looking towards the future, the wholesale trade industry is expected to maintain its current rates of growth; however the service industry is expected to become the main engine of employment growth.

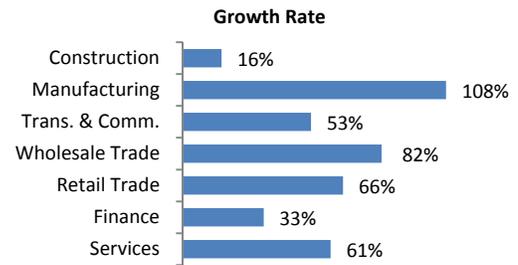
FACTSHEET FOR SUPERDISTRICT SW ATLANTA - CURRENT

General Statistics (2005)	<u>Number</u>	<u>Percentage</u>	Housing (2006)	<u>Number</u>	<u>Percentage</u>
Total Population	100,640	100.0%	Total Housing Units	38,246	
Percent Black & Other (2006)		97.4%	Percent Occupancy		89.6%
Number of Households	36,686		Average Household Size	2.6	
Total Employment	37,052		Single Family Housing Units	22,913	
			Change Single Family Units	1,355	
			Multi-family Housing Units	15,133	
			Change Multi-family Units	1,536	
				168,16	
			Average House price sold (2003)	8	
			Number of Homes sold (2003)	9,249	

Employment (2005)	<u>Number</u>	<u>Percentage</u>
Government	8,642	23.3%
Services	8,539	23.0%
Construction	1,135	3.1%
Manufacturing	6,009	16.2%
Trans., Comm., & Utilities	2,928	7.9%
Wholesale	3,591	9.7%
Retail	5,285	14.3%
Fire	923	2.5%
Total Employment	37,052	100.0%



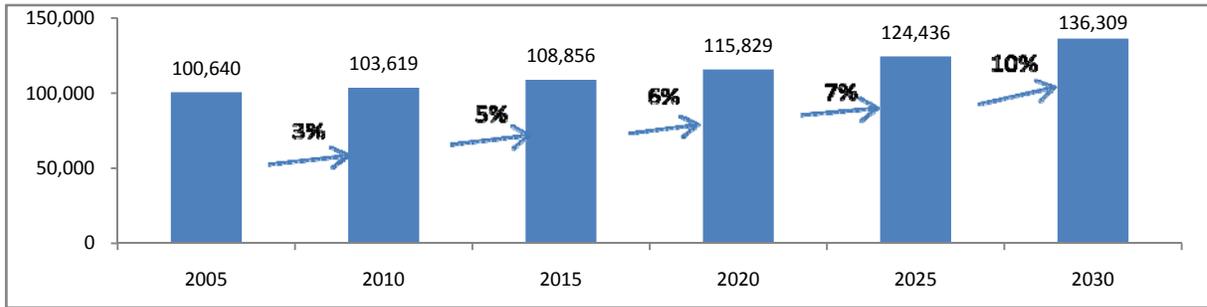
Business		
	<u>2000</u>	<u>2006</u>
Construction	175	203
Manufacturing	24	50
Trans., Comm., & Utilities	36	55
Wholesale Trade	33	60
Retail Trade	320	531
Finance, Insurance and Real Estate	150	200
Services	628	1,010
Total Businesses	1,366	2,109



FACTSHEET FOR SUPERDISTRICT SW ATLANTA - FUTURE

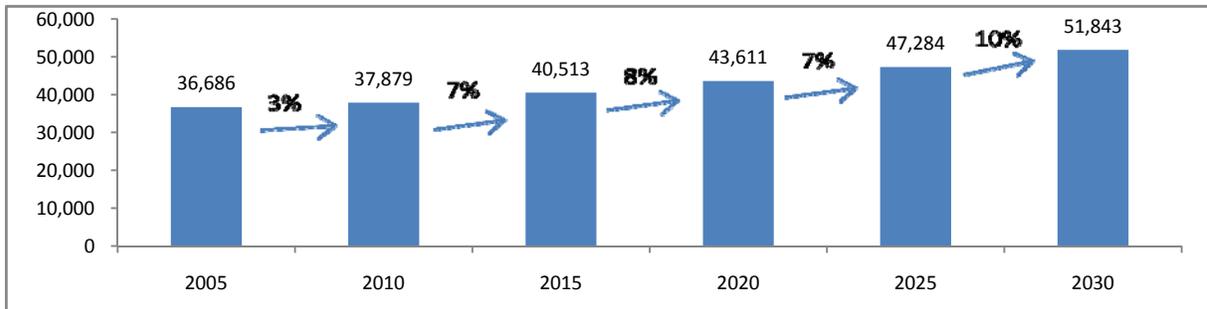
Population Projection

2005-2030



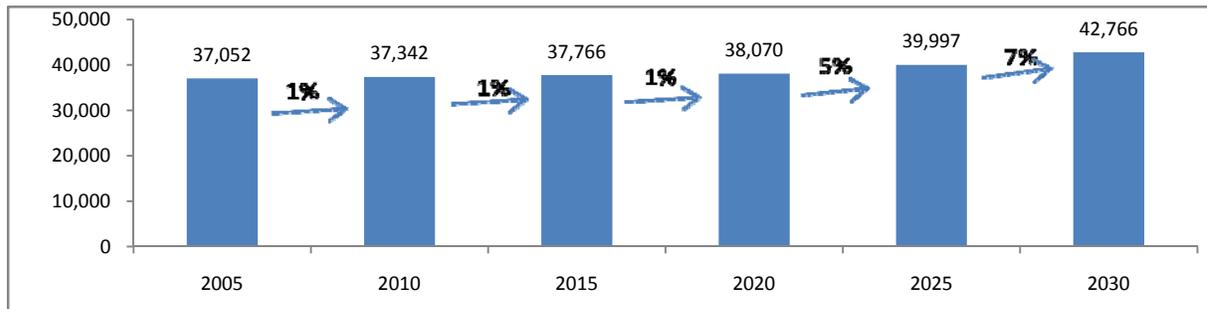
Household Projection

2005-2030



Employment Projection

2005-2030

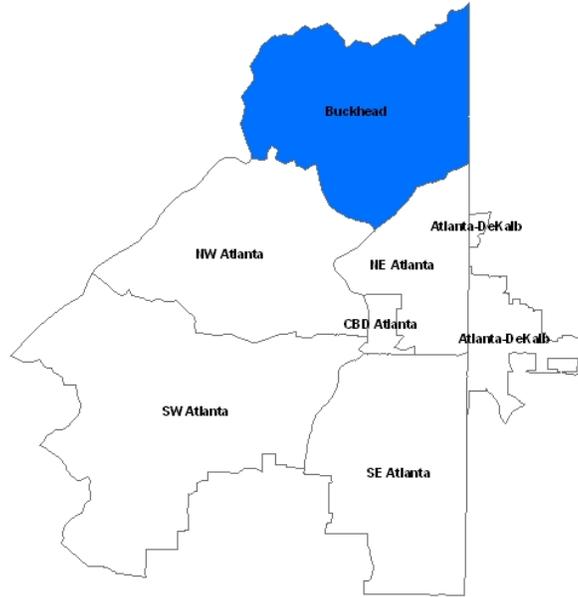


Employment Projection by Industry

2005-2030

	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Government	8,642	8,322	8,290	8,413	8,548	8,808
Services	8,539	8,699	9,035	9,441	10,335	11,707
Construction	1,135	1,228	1,238	1,304	1,383	1,484
Manufacturing	6,009	6,015	5,874	5,520	5,544	5,540
Trans., Comm., & Utilities	2,928	2,859	2,726	2,595	2,700	2,793
Wholesale	3,591	3,706	3,765	3,615	3,886	4,244
Retail	5,285	5,443	5,736	5,958	6,258	6,704
FIRE	923	1,070	1,102	1,224	1,343	1,486

SUPERDISTRICT BUCKHEAD



Summary

The population in 2005 of the Buckhead SuperDistrict was 70,367 people. By 2010 it is expected to increase 3 percent to 72,760 persons. There were 36,231 households in 2005 and in 2010 this is expected to increase to 37,074 households. In 2005, 95,716 people were employed and by 2010 employment is expected to increase by 5 percent to 100,788. The most defining characteristic of this SuperDistrict is the presence of the service sector.

Though it didn't experience the greatest percentage increase in the number of business, the service sector

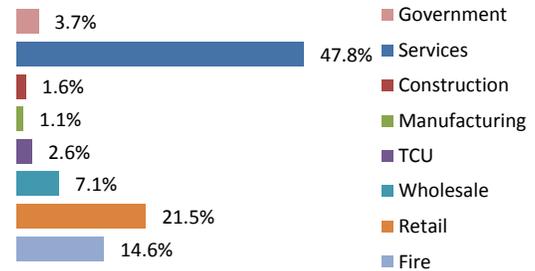
employed 47.8 percent of all people in 2005. Instead the construction industry had the largest growth 74 percent in new businesses, while the service sector had an increase of 40 percent.

The wholesale/trade and transportation/communication industries each experienced a decline from 2000 to 2006. The wholesale trade industry had a decline of -3 percent and the transportation and communication industry had a decline of -7 percent.

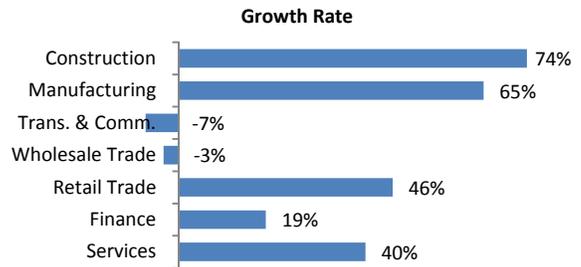
FACTSHEET FOR SUPERDISTRICT BUCKHEAD - CURRENT

General Statistics (2005)			Housing (2006)		
	<u>Number</u>	<u>Percentage</u>		<u>Number</u>	<u>Percentage</u>
Total Population	70,367	100.0%	Total Housing Units	43,510	
Percent Black & Other (2006)		16.4%	Percent Occupancy		86.4%
Number of Households	36,231		Average Household Size		2.0
Total Employment	95,716		Single Family Housing Units		16,816
			Change Single Family Units		530
			Multi-family Housing Units		26,634
			Change Multi-family Units		5,007
			Average House price sold (2003)		441,647
			Number of Homes sold (2003)		4,553

Employment (2005)		
	<u>Number</u>	<u>Percentage</u>
Government	3,504	3.7%
Services	45,779	47.8%
Construction	1,515	1.6%
Manufacturing	1,092	1.1%
Trans., Comm., & Utilities	2,498	2.6%
Wholesale	6,784	7.1%
Retail	20,596	21.5%
Fire	13,948	14.6%
Total Employment	95,716	100.0%



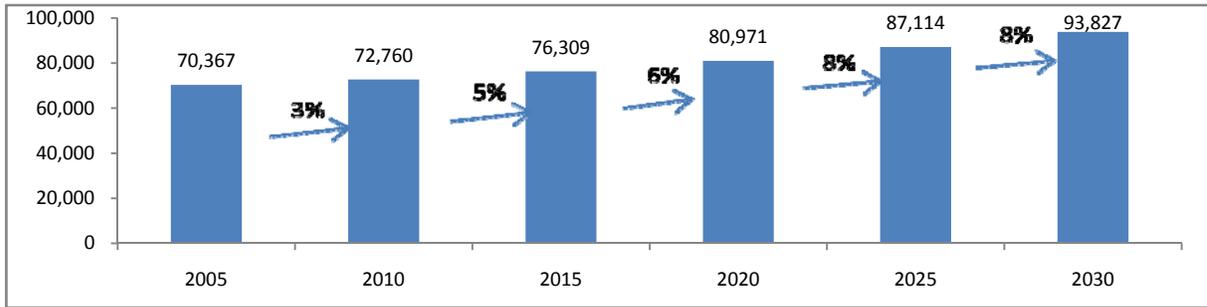
Business		
	<u>2000</u>	<u>2006</u>
Construction	113	197
Manufacturing	63	104
Trans., Comm., & Utilities	42	39
Wholesale Trade	121	117
Retail Trade	780	1,136
Finance, Insurance and Real Estate	491	582
Services	1,644	2,299
Total Businesses	3,254	4,474



FACTSHEET FOR SUPERDISTRICT BUCKHEAD - FUTURE

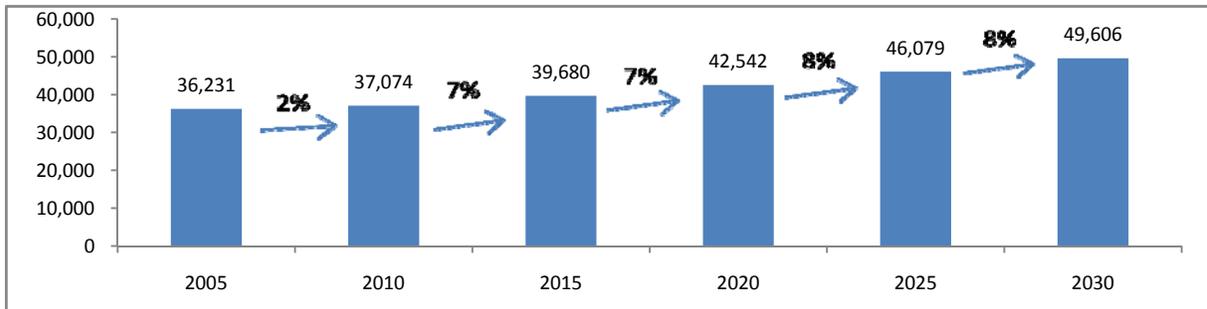
Population Projection

2005-2030



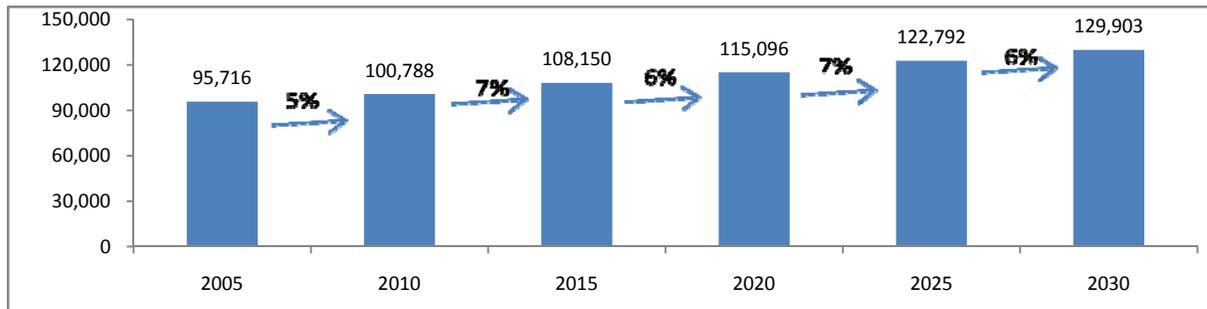
Household Projection

2005-2030



Employment Projection

2005-2030

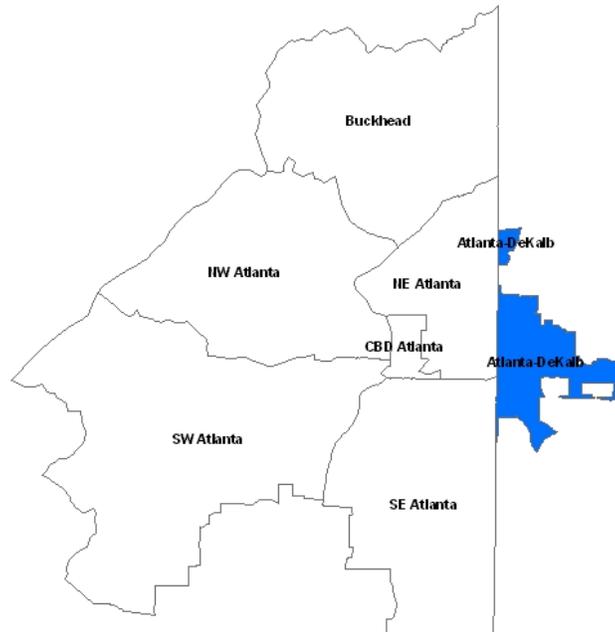


Employment Projection by Industry

2005-2030

	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Government	3,504	2,877	2,541	2,410	2,513	2,838
Services	45,779	47,547	51,211	54,169	57,215	60,478
Construction	1,515	1,919	2,264	2,788	3,384	4,001
Manufacturing	1,092	1,102	1,052	1,064	1,078	1,087
Trans., Comm., & Utilities	2,498	4,064	6,544	10,227	12,949	14,610
Wholesale	6,784	7,003	6,986	6,151	5,935	5,764
Retail	20,596	21,949	23,133	23,343	24,475	25,717
FIRE	13,948	14,327	14,419	14,944	15,243	15,408

SUPERDISTRICT ATLANTA-DEKALB



Summary

In 2005 the population was 32,574. By 2010 the population is expected to grow 3 percent to 33,433. The total number of households in 2005 was 13,501. In 2005 5,858 people were employed and by the year 2010 projected employment will increase by 9 percent to 6,384.

As was the case for the Buckhead SuperDistrict the service sector employs nearly 50 percent of all people.

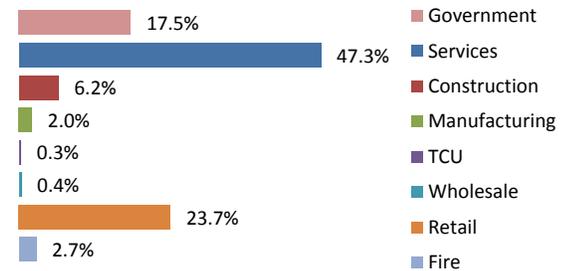
The 175 percent increase in the number of wholesale businesses is misleading because in 2000 there were only 4 businesses. Increases in the retail and financial sectors appear to be more substantial.

FACTSHEET FOR SUPERDISTRICT ATLANTA-DEKALB - CURRENT

General Statistics (2005)	<u>Number</u>	<u>Percentage</u>
Total Population	32,574	100.0%
Percent Black & Other (2006)		57.9%
Number of Households	13,501	
Total Employment	5,858	

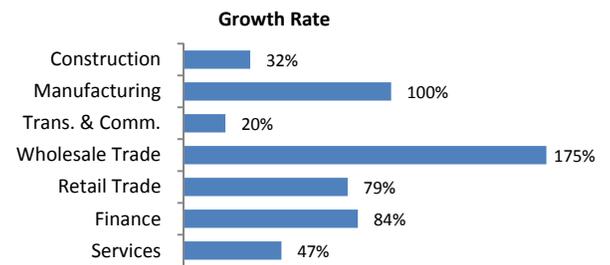
Housing (2006)	<u>Number</u>	<u>Percentage</u>
Total Housing Units	14,939	
Percent Occupancy		90.6%
Average Household Size	2.4	
Single Family Housing Units	10,374	
Change Single Family Units	491	
Multi-family Housing Units	4,551	
Change Multi-family Units	961	
Average House price sold (2003)	272,276	
Number of Homes sold (2003)	3,110	

Employment (2005)	<u>Number</u>	<u>Percentage</u>
Government	1,024	17.5%
Services	2,768	47.3%
Construction	361	6.2%
Manufacturing	120	2.0%
Trans., Comm., & Utilities	18	0.3%
Wholesale	22	0.4%
Retail	1,388	23.7%
Fire	157	2.7%
Total Employment	5,858	100.0%



Business

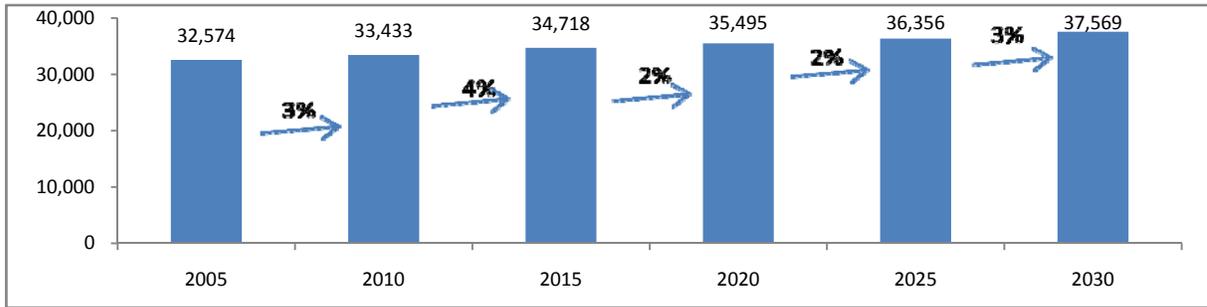
	<u>2000</u>	<u>2006</u>
Construction	75	99
Manufacturing	7	14
Trans., Comm., & Utilities	5	6
Wholesale Trade	4	11
Retail Trade	86	154
Finance, Insurance and Real Estate	25	46
Services	206	303
Total Businesses	408	633



FACTSHEET FOR SUPERDISTRICT ATLANTA-DEKALB - FUTURE

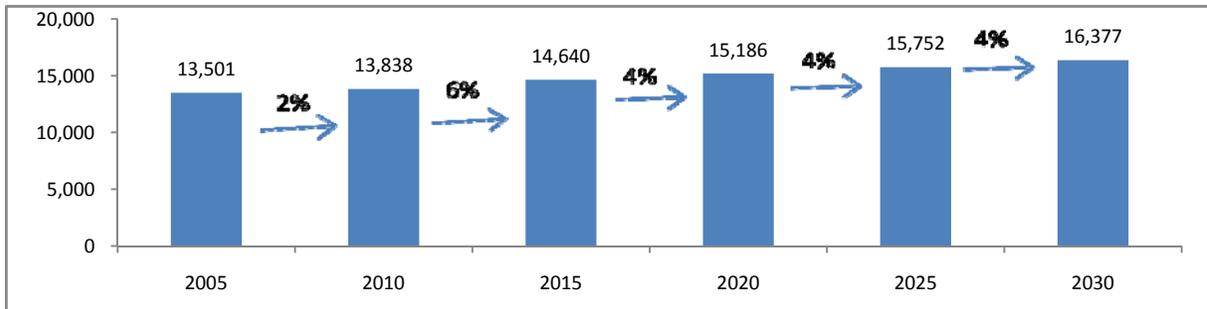
Population Projection

2005-2030



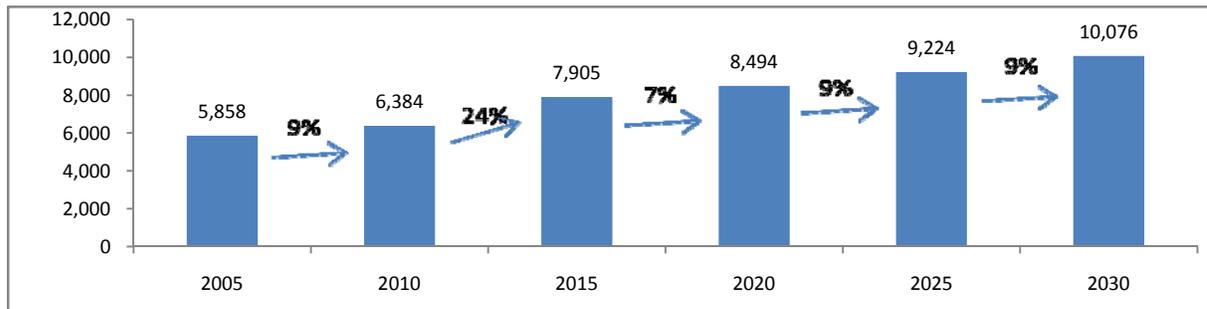
Household Projection

2005-2030



Employment Projection

2005-2030



Employment Projection by Industry

2005-2030

	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Government	1,024	906	1,249	1,430	1,596	1,782
Services	2,768	2,871	3,312	3,514	3,900	4,315
Construction	361	383	384	403	418	440
Manufacturing	120	120	113	106	96	89
Trans., Comm., & Utilities	18	18	19	20	20	23
Wholesale	22	21	18	16	16	15
Retail	1,388	1,901	2,626	2,785	2,923	3,112
FIRE	157	164	184	220	255	300

4. Analysis of Business Data

Methodology

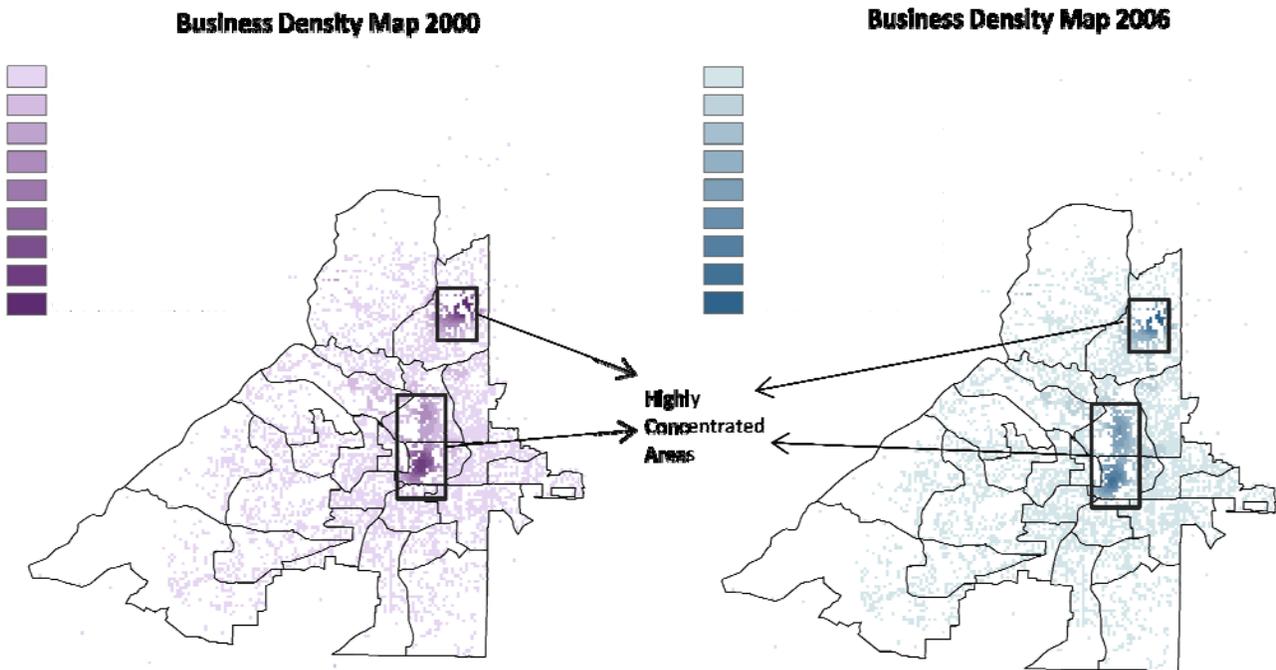
There are two major questions that motivate all of the analysis in this section. The first - what areas have the highest concentration of businesses, the second – what type of employment demand do these businesses generate? The two business density maps for the City of Atlanta represent how we answered the first of these questions.

These maps were generated by the following process:

1. Geocode the location of all businesses in the City of Atlanta. This step involves transforming the physical street address of a business into a dot on an electronic map. After geocoding the address we associate a business' attribute information including the number of employees and the SIC industry code.

2. Generate a kernel density estimate using the number of employees per business as a weight. In the simplest terms, count the number of businesses within a very small box and use the number of employees in a particular business to indicate the contribution that business provides to the box's overall number.
3. Categorize the numbers generated in the earlier step to a color scale such that darker colors indicate increasing employment estimates. In the final stage, use the location of dark areas to select nodes, or clusters, for further analysis.

After creating the maps and selecting the areas of high business concentration, the remaining portion of this section is dedicated to examining the trends that develop within those areas.



Discussion of Results

With regard to transportation the most important feature of these business clusters is the total number of people they employ. The following chart displays how the total number of employees changed from 2000 to 2006. Over this period of time there was a 43 percent increase in the number of companies which resulted in a 28 percent increase in the number of employees. The percentage increase in employees for the retail and financial/insurance industries was greater than the percentage increase in the number of new businesses in these sectors.

This indicates that not only are these industries adding new businesses, but they also experience growth for existing businesses.

The construction and wholesale industry were the only ones that lost business over the 7 years between 2000 and 2006. The greatest percentage increase was in the construction industry while the smallest, aside from the wholesale industry, was in the transportation/communication industry.

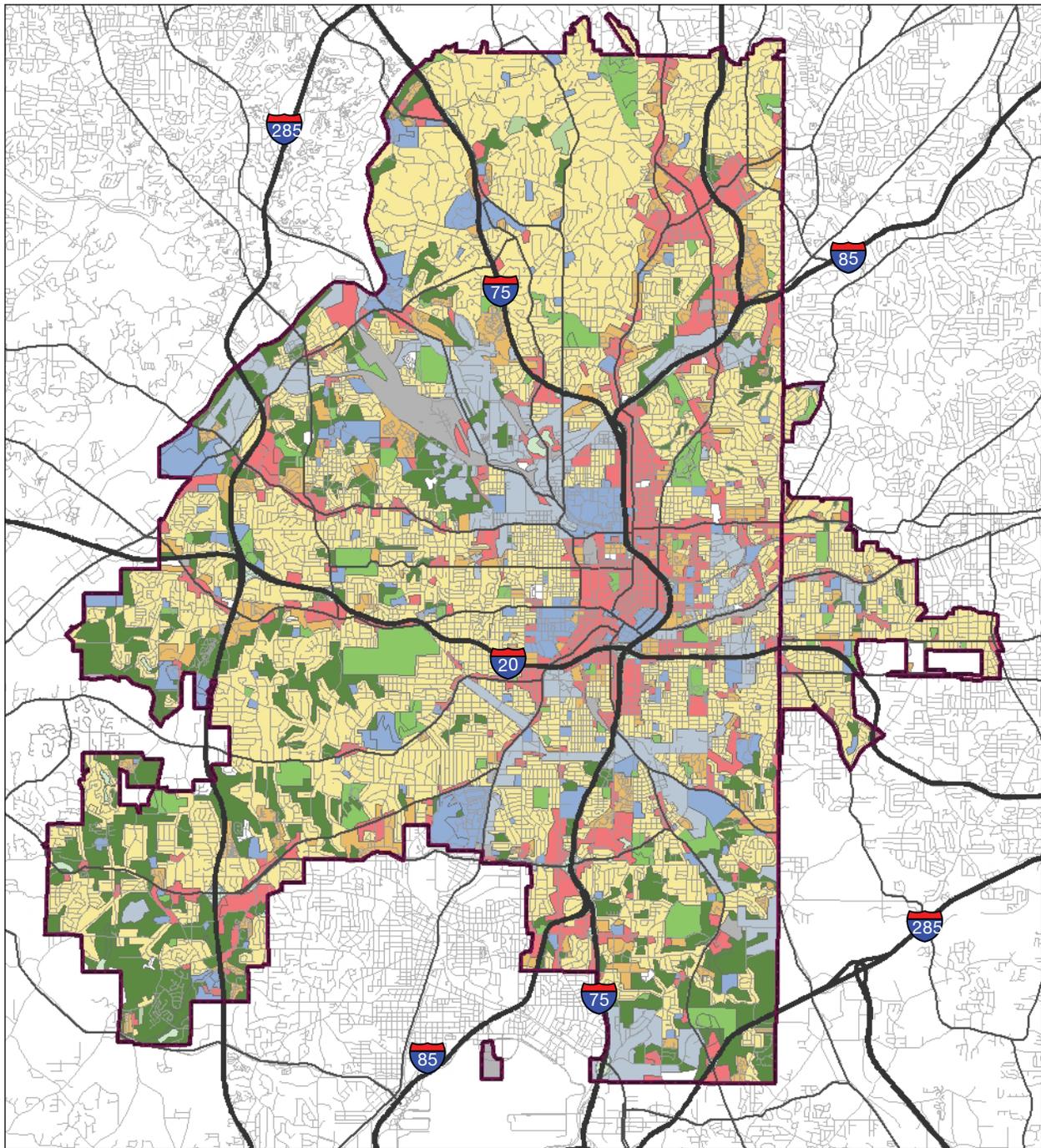
	Number of Employees			Number of Companies		
	2000	2006	Change	2000	2006	Change
Construction	2,567	1,770	-31%	110	179	63%
Manufacturing	985	1,220	24%	77	116	51%
Transportation & Communication	3,493	3,865	11%	58	64	10%
Wholesale Trade	1,571	1,311	-17%	240	219	-9%
Retail Trade	14,140	22,353	58%	979	1,490	52%
Finance, Insurance & Real Estate	6,513	11,444	76%	521	706	36%
Services	36,563	42,381	16%	1,792	2,636	47%
Total	65,832	84,344	28%	3,777	5,410	43%

Appendix **E**



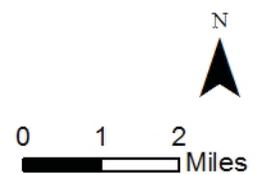
Needs and Challenges Maps, Summaries, & Policies

Summary 1: ARC Existing Land Use Inventory (1999)



Legend

- | | |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
|  Single-family Residential |  Agriculture |
|  Multi-family Residential |  Transportation/Communication/Utility |
|  Commercial |  Parks and Open Space |
|  Industrial |  Forests and Wetlands |
|  Institutional | |

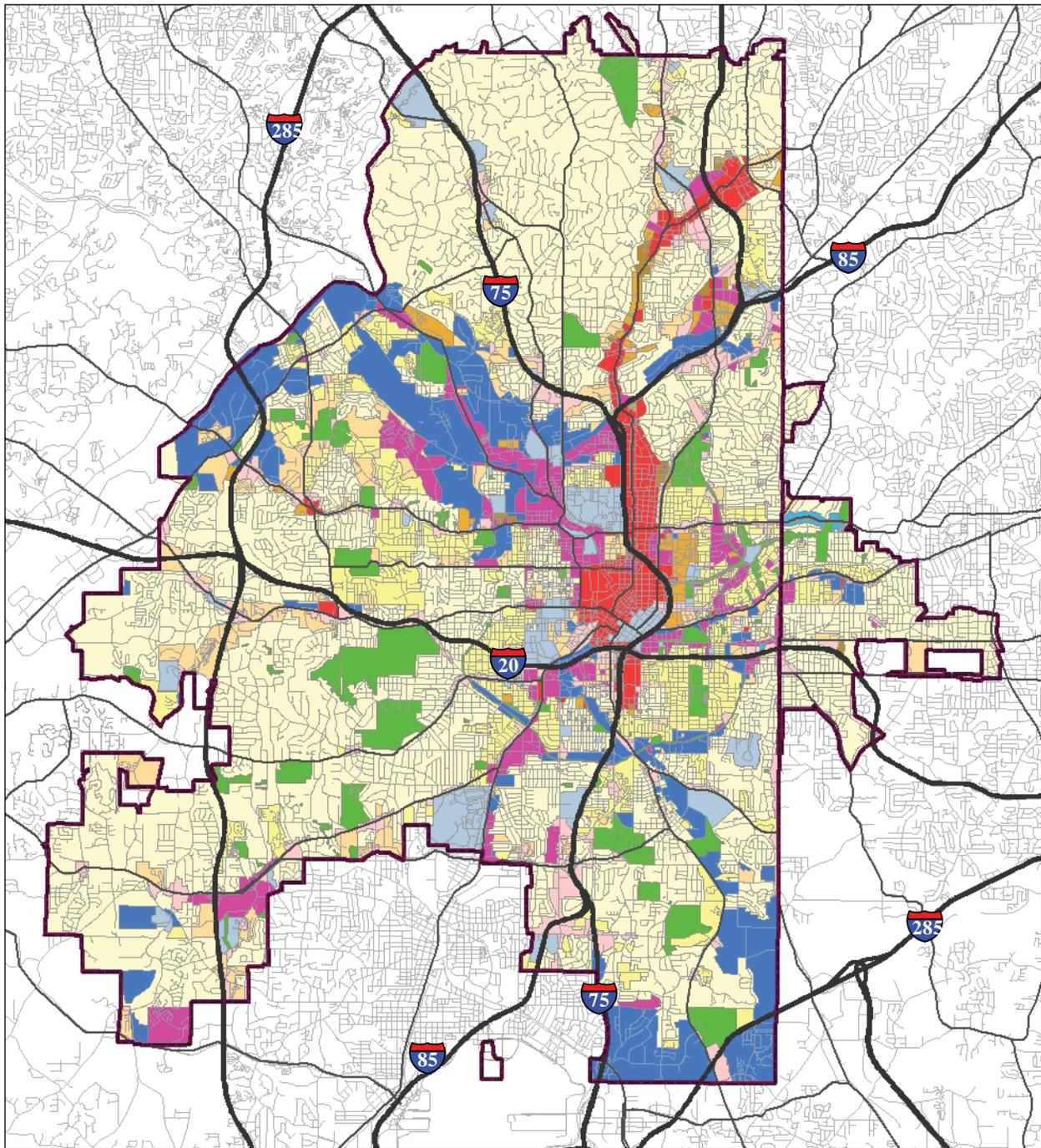


Source: City of Atlanta Bureau of Planning, 2003 analysis of ARC's 1999 survey.

ARC conducted an inventory of existing land uses in 1999. There are eight major categories with account for the City of Atlanta's 84,480 acres (the City's land area at the time):

- **Residential (54%):** This is the largest land use category and is comprised mainly of low-density, single-family homes.
- **Commerical (10%):** Commercial areas are concentrated in the central core and along major arteries such as Piedmont Road, Peachtree Road, Campbellton Road, and Bankhead Highway.
- **Industrial (8%):** The City contains a mix of both light and heavy industrial. The industrial uses are concentrated in the northwestern area of the City.
- **Institutional (6%):** This land use is comprised of universities, hospitals, government facilities, and churches.
- **Transportation/Communications/Utilities (12%):** This land use includes all roads including interstate highways, utility easements, and transportation facilities (MARTA and Hartsfield-Jackson Airport).
- **Open Space/Parks (4%):** Golf courses, floodplains, parks and other recreational facilities compose this land use.
- **Vacant Land (6%):** This category includes Forested Land.
- **Agriculture (less than one-tenth of a percent)**

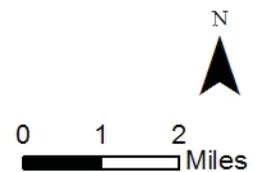
Summary 2: City of Atlanta 15-Year Future Land Use



Legend

- | | |
|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
|  Single-family Residential |  High Density Commercial |
|  Low Density Residential |  Office/Institutional |
|  Medium Density Residential |  Office/Institutional/Residential |
|  High Density Residential |  Open Space |
|  Very High Density Residential |  Industrial |
|  Low Density Commercial |  Mixed Use |

Source: City of Atlanta Bureau of Planning



The Atlanta Strategic Action Plan (ASAP) has established future land use classifications for all land in the City. The ASAP's Future Land Use Map reflects long-term land use goals and is not always consistent with the existing land use or current zoning. Any parcel rezoning must be consistent with the Future Land Use Plan.

Land Use Designation	Compatible Zoning Districts	Allowed Units per Acre	F.A.R. Limits
OPEN SPACE	Varies	--	--
SINGLE-FAMILY RESIDENTIAL	R-1 to R-4, PD-H	N/A	N/A
LOW-DENSITY RESIDENTIAL	R-1 to R-4, RG-1 & RG-2, MR-1 & MR-2 PD-H	0-8 0-16 0-32	0.0 - 0.348
MEDIUM-DENSITY RESIDENTIAL	R-1 to R-5 RG-1 to RG-2, MR-1 & MR-2 RG-3, MR-3, PD-H	0-16 0-29 0-64	0.0 - 0.696
HIGH-DENSITY RESIDENTIAL	R-1 to R-5 RG-1 to RG-4, MR-1 to MR-4, PD-H	N/A	0.0 to 1.49
VERY-HIGH DENSITY RESIDENTIAL	R-1 to R-5 RG-1 to RG-6, MR-1 to MR-6 PD-H	N/A	0.0 – 6.40
LOW-DENSITY COMMERCIAL	R-1 to R-5, RG-1 to RG-3, R-LC, MR-1 to MR-4, O-I, LW, NC, C-1 & C-2, MRC-1 & MRC-2, PD-H, PD-OC	N/A	Established by Zoning District Regulations
HIGH-DENSITY COMMERCIAL	R-1 to R-5, RG-1 to RG-6, R-LC, MR-1 to MR-6, O-I, LW, C-1 to C-5, MRC-1 to MRC-3, PD-H, PD-MU, PD-OC	N/A	Established by Zoning District Regulations
INDUSTRIAL	LW, I-1, I-2, PD- BP	N/A	Established by Zoning District Regulations
OFFICE/INSTITUTIONAL	R-1 to R-5 RG-1 to RG-6, MR-1 to MR-6 O-I, PD-BP	N/A	Established by Zoning District Regulations
OFFICE/INSTITUTIONAL/ RESIDENTIAL	R-1 to R-5 RG-1 to RG-6, MR-1 to MR-6 O-I	N/A	Established by Zoning District Regulations
MIXED-USE (min. 20% residential required)	All districts except for I-1, I-2 and PD-BP	N/A	Established by Zoning District Regulations

Except for I and PD districts, all land use designations are incremental. A higher density designation may include lesser density designations.

Source: City of Atlanta Bureau of Planning.

Summary 3: Development Policies

The following eight general land use policies have been identified as Citywide guides for future development, and are directed toward the achievement of ideal land use patterns:

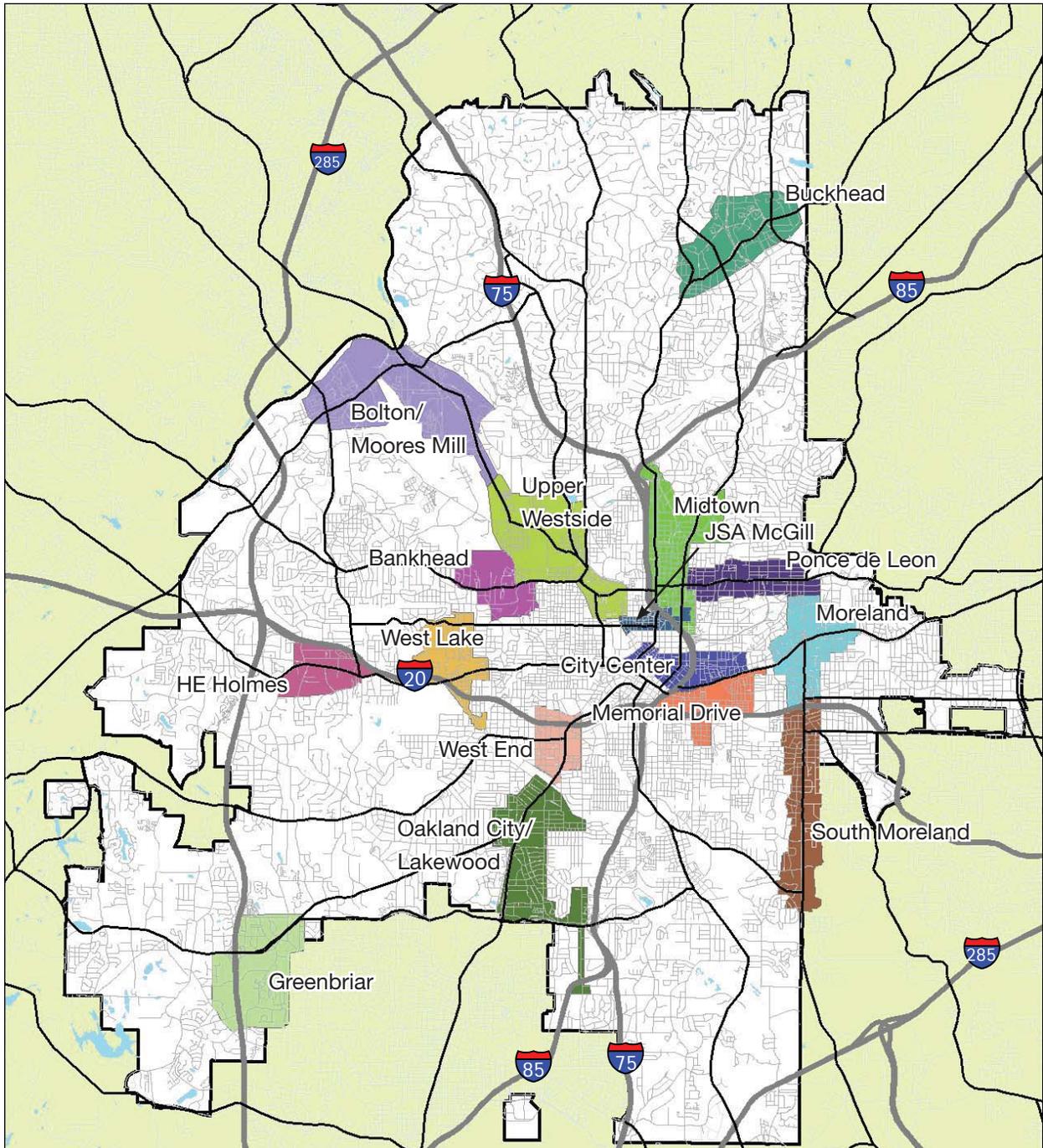
1. Preserve single-family detached residential neighborhoods against encroachment by non-residential or incompatibly scaled residential development.
2. Control and limit strip commercial development.
3. Encourage nodal land use patterns and mixed-use development around certain public transit stations and selected major transportation intersections.
4. Encourage medium-, high-, or very high-density residential development, particularly in areas that are designated for nodal development, and other selected areas.
5. Promote the efficient use of land in order to minimize sprawl.
6. Redevelop obsolete industrial areas.
7. Construct a pedestrian/people movement system throughout the City.
8. Encourage the dispersal of social service agencies throughout the City, including residential facilities for elderly persons, mentally- and physically-disabled persons, and persons who are undergoing rehabilitation.

Table 20-6: ARC's Best Land Use Practices

NAME OF LAND USE PRACTICE	DESCRIPTION OF LAND USE PRACTICE
Practice 1	Keep vehicle miles of travel (VMT) below the area average. Infill developments are the best at accomplishing this. The more remote that a development is, the more self-contained it must be in order to stay below the area average VMT.
Practice 2	Contribute to the area's jobs-housing balance. Strive for a job-housing balance with a three- to five-mile area around a development site.
Practice 3	Mix land uses at the finest grain that the market will bear and include civic uses in the mix.
Practice 4	Develop in clusters and keep the clusters small. This will result in more open space preservation.
Practice 5	Place higher-density housing near commercial centers, transit lines, and parks. This will enable more walking, biking, and transit use.
Practice 6	Phase convenience shopping and recreational opportunities to keep pace with housing. These are valued amenities and translate into less external travel by residents if they are located conveniently to housing.
Practice 7	Make subdivisions into neighborhoods with well-defined centers and edges. This is traditional development.
Practice 8	Reserve school sites and donate them, if necessary, to attract new schools. This will result in neighborhood schools that provide a more supportive learning environment than larger ones.

Source: City of Atlanta

Summary 4: Livable Centers Initiatives (LCI) Study Areas in the City of Atlanta (2000-2008)



The Livable Centers Initiative (LCI) Program Overview

The Livable Centers Initiative (LCI) is a program offered by the Atlanta Regional Commission that encourages local Jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies.

The following is a list of goals outlined for the LCI processes.

- Encourage a diversity of medium to high-density, mixed income neighborhoods, employment, shopping and recreation choices.
- Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area.
- Encourage integration of uses and land use policy/regulation with transportation investments to maximize the use of alternate modes.
- Through transportation investments increase the desirability of redevelopment of land served by existing infrastructure.
- Preserve the historical characteristics and create a community identity.
- Develop a community-based transportation investment program that will identify capital projects, which can be funded in the annual TIP.
- Provide transportation infrastructure incentives for jurisdictions to take local actions to implement the resulting study goals.
- Provide for the implementation of the RDP policies, quality growth initiatives and Best Development Practices in the study area and at the regional level.
- Provide planning funds for development of the corridor that showcase the integration of land use

LCI Studies and Other Small-Area Plans within the City of Atlanta

While the Connect Atlanta Plan represents the first comprehensive review of the City's transportation needs, this study was preceded by a number of community based studies. These studies include Livable Centers Initiatives, Corridor and Redevelopment Plans. All studies were community-driven and developed with transportation elements to improve connectivity within a specific study area. At completion, each study was presented to Atlanta City Council for adoption. The following pages summarize these plans, describing study areas, major issues and opportunities and current status of implementation.

Bankhead LCI (2006)

Study Area

The Study Area is located approximately two miles west of Midtown Atlanta and is centered at the terminus of MARTA's Proctor Creek rail line at Donald Lee Hollowell Parkway and Gary Street, just north of Maddox Park. It includes the area within approximately one-half mile radius of the rail station. Generally, it is bounded by:

- * the Bellwood Quarry and Willie Street to the North;
- * a rail spur, Joseph Lowery Boulevard, Etheridge Street, Cairo Street, and Temple Street to the east,
- * Simpson Street to the south, and
- * Chappell Road, Woodlawn Avenue and Florence Place to the west.

The study area constitutes 738 acres.

Development Initiatives

The Bellwood Quarry is going to be developed into a major park along the Beltline.

Other Activities

The Beltline Tax Allocation District partially overlaps with the study area, allowing potential funding for projects in that overlap portion.

Implementation Status

Future land use changes were completed in 2005.

Buckhead LCI (2001)

Study Area

The Buckhead Study area is along Peachtree Road in the Buckhead community and includes two MARTA rail stations -- Buckhead Station and Lenox Station. The Buckhead study will seek to bring consensus among various community groups and business organizations in the Buckhead area by assembling previous study information and utilizing a visual preference survey. In addition to focusing on LCI goals, issues of connectivity and housing availability in the study area will receive emphasis. The plan calls for a total of over \$38.2 million for project implementation.

Other Activities

The Buckhead Village was selected to participate in the walkability workshops in November 2003 sponsored by the Atlanta Regional Commission.

The Peachtree Corridor Workforce Housing, was partially funded by ARC through the Supplemental LCI program. This study was completed by a partnership formed by the Midtown Alliance, the Buckhead Action Committee and Central Atlanta progress to address the need for affordable working housing along the Peachtree Corridor from Downtown, through Midtown to Buckhead.

The Buckhead LCI has just received \$25,000 for the Buckhead Village area parking and circulation study in May 2004. The Buckhead Action Committee and the Buckhead Alliance will provide the matching funds.

Implementation

In the latest round of LCI implementation grants announcement by ARC in April 2004, the Buckhead LCI received \$3,717,463 from July 2004 to July 2006 for the Peachtree Corridor Multimodal Connectivity project.

Bolton/Moores Mill LCI (2002)

Study Area

This study area is located at the intersection of Marietta Boulevard and Bolton Road. It also includes a larger area to ensure that the connectivity between major users and activities within the area is considered. This activity center includes a variety of industrial, commercial and residential developments. The focus of the study is to encourage the expansion and redevelopment of this area into a mixed-use development node. The major components of this proposed activity center include the Moores Mill shopping center and immediate areas as focal point. Study was completed by November 2002. The plan calls for a total of over \$13.4 million for

project implementation.

Other Activities

ARC granted \$20,000 for the supplemental road circulation and connectivity study in the Bolton/Moores Mill LCI area in May 2004.

A private developer group is working on redevelop the Moores Mill shopping center at Marietta Blvd and Moores Mill Road, which will be a major mixed use project in the area.

Implementation

- This LCI study was a recommendation of the City of Atlanta's Northwest Framework Plan.
- The LCI area is partially within the Perry/Bolton Tax Allocation District approved in 2002.
- This LCI has secured \$1,125,000 for the Bolton Rd./Marietta Blvd. intersection improvement, which is currently in the design phase.

Bolton/Moores Mill Transportation and Circulation Study (2004)

Study Purpose: The City of Atlanta has undergone several planning processes for the Bolton/Moores Mill Road area, including the Northwest Framework Plan and the 2002 Livable Centers Initiative (LCI) study. While both of these studies provided a vision for future Growth and guidelines to help direct that growth, neither study addressed a key Transportation issue – the relationship between industrial traffic and passenger vehicle traffic. In 2004, the community and the City of Atlanta initiated a supplemental study, The Bolton Road/Moores Mill Road Transportation and Circulation Study, with this purpose in mind. The goal of this study is to identify specific projects and actions necessary to implement the vision identified through the 2002 LCI study and other studies, while addressing the transportation issues within the area.

Study Area: The study area is located in northwestern Atlanta along the southeastern bank of the Chattahoochee River. The study area is bounded by the Chattahoochee River to the northwest, a CSX rail line to the northeast, the CSX Tilford Railyard to the southwest, the Norfolk Southern Inman Railyard to the south, and the Whittier Mill neighborhood to the west. The study area includes the length of Marietta Boulevard from the river south to the rail line, located approximately Huff Road.

Campbellton-Cascade Corridor Study (2006)

This study was intended to develop a strategic framework to be incorporated in the city's New Century Economic Development Plan and highlights the plan's redevelopment impact in southwest Atlanta.

Study Area

The Campbellton-Cascade Corridor Study Area encompasses a large portion of Southwest Atlanta. This highly diverse area includes many of the City's older, more established neighborhoods, as well as some of its newly developing neighborhoods on the western periphery. The area also includes major retail locations and public amenities, such as parks, recreational facilities, and libraries. The study area is formed by Cascade Avenue, Willis Mill Rd. and Langhorn St.

Castleberry Hill Master Plan (2000)

Study Purpose: After developing the vision statement, the neighborhood focused on priority issues and developed the following list of goals;

To promote and preserve economic development and a variety of housing opportunities, and to encourage an economically and culturally diverse population in Castleberry Hill:

- Attract and support quality services and retail in the neighborhood;
- Reduce crime, drug use and loitering, and maintain an environment in which neighbors and visitors feel safe and secure;
- Preserve historic buildings and sites and develop new ones which compliment the old;
- Develop parks, open spaces and convenient pedestrian circulation;
- Provide adequate parking for present and future residents and commercial uses;
- Facilitate safe and convenient circulation of pedestrian, non-motorized and vehicular traffic and to minimize conflicts between these various modes of transportation.

Study Area: The Castleberry Hill boundaries are roughly Martin Luther King Jr. Drive to the north, Whitehall Street to the east, McDaniel Street to the south, and Northside Drive to the west

Study Sponsor: City of Atlanta

City Center LCI (2001)

Study Area

An alliance forged between the Atlanta Housing Authority, the City of Atlanta, Central Atlanta Progress, Georgia State University and the Historic District Development Corporation completed this LCI planning study. This study area includes the corridors along Decatur and Marietta Streets, Auburn Avenue and Edgewood Avenue, as well as three MARTA rail stations (King Memorial, Georgia State and Five Points). This activity center study focused its strategies and actions for implementation on the four big ideas developed to guide the many activities and developments planned: 1. Strengthen Neighborhoods; 2. Park Once or not at all...Ride MARTA; 3. Fill in the Gaps; and 4. Support the Downtown Experience. The plan calls for a total of about \$26 million for project implementation.

Other Activities

The Peachtree Corridor Workforce Housing, was partially funded by ARC through the Supplemental LCI program. This study was completed by a partnership formed by the Midtown Alliance, the Buckhead Action Committee and Central Atlanta progress to address the need for affordable working housing along the Peachtree Corridor from Downtown, through Midtown to Buckhead.

Downtown was selected to participate in the walkability workshops sponsored by Atlanta Regional Commission in 2002.

Implementation

LCI funded implementation: to date, the LCI has received \$1.5 million from ARC and the Downtown Community Improvement District (CID) for implementation of public improvement projects, which include:

- Peachtree Street Downtown Midblock Pedestrian Crossing: \$200,000
 - The LGPA has been completed and purchase order has been executed for P/E, confirm needed for PMA currently
 - Planning study to begin as soon as possible in 2004 when contracts are completed with GDOT and City of Atlanta
- Decatur Street Pedestrian Improvement: \$1,370,000. Design work is underway by EDAW under contract
- Piedmont Ave. Pedestrian Improvement: \$180,000

Projects funded through other sources:

- Jones/Simpson/Alexander Corridor Improvements:
 - PE: \$535,120 funded by GO Bond and CID. LGPA and PMA completed, PFPR scheduled for May 27th
 - ROW: \$900,000 funded by GO Bond, CID, and donation. LGPA and PMA completed. Currently handled by GDOT
 - Construction: \$7.68 M funded by GO Bond, CID and QOL Bond. It is currently handled by GDOT
- Provide bike route including route signage on Walton Way from Centennial Olympic Park Drive to Forsyth Street, and on Forsyth Street from Walton Way to Luckie Street. PE has been finished in 2003, and the construction is underway now.

- Centennial Olympic Park Drive Multiuse path: PE has been finished in 2003, and the construction is underway now.
- Downtown CID has completed renewing the bicycle coordinator program to provide bicycle racks and storage facilities
- Develop and implement on-street parking strategies (2002-2006): the City of Atlanta is using Quality of Life bond funding as installed parking meters throughout the study area on commercial corridors.
- Provide Downtown and Midtown Atlanta Wayfinding Signage System: \$3,061,000 funded through GO Bond and CID. Project programmed and funded with GRTA/ GDOT state bond funds. Atlanta Downtown and Midtown Improvement Districts to provide local match. Phase I – Planning study has been completed; phase II – design development and documents – to begin in June 2004; construction funding programmed for FY 2006 (July 2005).
- Significant development activity is occurring in the Downtown area, which brings new housing, office and retail to the core of Atlanta

Cheshire Bridge Road Study (1999)

Study Purpose

The Cheshire Bridge Road Study was intended to facilitate, encourage and direct the thoughtful and comprehensive redevelopment of the Cheshire Bridge Road corridor in a way that is sympathetic to the concerns of residents, businesses, property owners, and visitors. It supports the physical and symbolic reconnection of Cheshire Bridge Road with the surrounding neighborhoods in order to improve the quality of life for residents and citizens throughout the region.

Study Area

The Study Area includes commercial parcels fronting Cheshire Bridge Road or LaVista Road within the City of Atlanta, as well as commercial, industrial and residential areas located south of South Fork Peachtree Creek, west of Cheshire Bridge Road, north of Piedmont Circle and east of Interstate 85.

District Two Rail Corridor Inventory and Assessment (2001)

Study Purpose

The purpose is to examine the large parcels of undeveloped and/or underdeveloped industrial zoned properties along the Norfolk Southern rail corridor within the City of Atlanta Council District Two. This information is intended for use by interested parties, including the Railroad Territory Task Force of NPU M and N, a group of residents, businesses, property owners and elected officials in the Assessment Area. It will provide information that supports efforts to develop a vision and strategy for the long-term development of industrial properties along the rail corridor.

Study Area

The Assessment Area is defined as the industrial zoned properties located in the area bounded by North Avenue to the north, Moreland Avenue to the east, DeKalb Avenue to the south, and Glen Iris Drive/ Randolph Avenue to the west. These industrial areas are located largely alongside late nineteenth century rail line. They are surrounded by the diverse and historic in-town neighborhoods of Inman Park, Old Fourth Ward, and Poncey Highlands.

D. L. Hollowell Redevelopment Plan (2004)

Study Purpose

The Donald L. Hollowell Parkway Redevelopment Plan (DLH Plan) is intended to guide public and private decision-making and investment along the corridor over the next 20 years. The plan provides policy direction in a number of key areas, including land use, urban design, transportation, housing and economic development. The DLH Plan builds upon several previous planning efforts, particularly the Northwest Atlanta Framework Plan (NAFP) adopted in October 2000.

Study Area

Donald L. Hollowell Parkway is a state route (SR78) connecting Midtown Atlanta with Northwest Atlanta and Cobb County. It accommodates various land uses along its approximately 6.0 mile length including single family, low-density, and medium density residential, low-density commercial, open space and industrial uses. The DLH Plan examines all of the properties fronting on Donald L. Hollowell Parkway between Stiff Street (to the east of the Bankhead MARTA Station) and the Chattahoochee River (which also serves as Atlanta's City Limit), a length of approximately 5.3 miles.

English Avenue Redevelopment Plan Update (2006)

Study Purpose

The purpose of this study is to update the 1998 Community Redevelopment Plan, providing a guide for investment and development within the study area. The study located areas in which development should be supported, and set rules for the style and nature of such development.

Study Area

The English Avenue planning area lies east of Joseph E Lowery Boulevard, north of Simpson Street, and southwest of the rail lines. It contains the entire English Avenue neighborhood and is located in NPUs L and M.

Study Sponsors: City of Atlanta, Atlanta Development Authority, and the English Avenue Neighborhood Association.

Greenbriar Mall LCI (2000)

Study Area

The Greenbriar study area is 1.6 square miles, located at the Intersection of I-285 and Lakewood Freeway with Greenbriar Mall serving as the focal point. Study area boundaries are: North – Mt. Gilead and Panther Road, West – Barge Road, East – Hogan Road, and South – City limits and the Tri-Cities area (East Point, College Park, and Hapeville). The focus of this LCI is the Greenbriar town center to be created around the existing mall. This area offers opportunities to transform auto-oriented centers to more transit and pedestrian friendly environment. The plan will be a model for older suburban strip centers or malls throughout the region to determine needs and incentives for redevelopment. The plan calls for a total of about \$12.5 million for project implementation.

Development Initiatives

A development of regional Impact -- Coventry Station is being developed in the Greenbriar area. This project includes 867 single-family houses, 195 townhomes, 324 apartments, 60 lofts, 100 senior housing and 18,200 square feet of office/commercial space. It also includes 40 acres of green/open space, out of which 30 acres are in the form of conservation easement. The first phase has started construction and the entire project is to be completed in 2010.

The City has acquired 11 acres of open space at Greenbriar Pkwy and I-285.

Implementation

SPI-21 has been established for the Greenbriar Town Center area to facilitate development and investment.

To date, the LCI has secured \$3,195,000 from ARC and the City for implementation of public improvement projects, which include:

- Greenbriar Pkwy. Pedestrian Improvements: \$2,385,000
- Barge Road at Campbellton Road Intersection: \$360,000
- Langford Pkwy. – SR 154/166 at Campbellton Road Intersection: \$150,000
- Headland Street Streetscape: \$300,000

HE Holmes LCI Study (2004)

Study Area

Hamilton E. Holmes MARTA Station is located in southwest Atlanta. The activity center proper is located along Martin Luther King, Jr. Drive, between Linwood Street and H.E. Holmes Drive. The plan will be to create a mixed-use nodal development around the station. The station is to become a gateway to the neighborhood and business district. Study was completed by November 2002. The plan calls for a total of over \$29 million for project implementation.

Development Initiatives

There are several developments going on in the H.E. Holmes area. One of them is the Peaks development is a housing Urban Enterprise Zone development at MLK Jr. Dr. and Holmes Dr. It will provide 183 residential units when complete. Other developments include:

- Alta M.L.K at Peyton Place: 230 residential rental units
- Columbia Commons at 2524 MLK Jr. Dr.: 158 rental units

Other Activities

Hamilton H. E. Holmes was selected to participate in the walkability workshops sponsored by Atlanta Regional Commission in 2002.

Implementation

The City of Atlanta started the land use and zoning changes process in 2007 to facilitate implementation of the plan. Implementation from other funding sources includes the Transportation Improvement Program (TIP), which has identified \$132,700 for H.E. Holmes MARTA station improvements.

JSA-McGill LCI Study (2003)

The JSA-McGill Study was intended to provide residents, property owners and business owners along the Jones-Simpson-Alexander-McGill corridor with an opportunity to reevaluate their neighborhood, envision improvements to strengthen the area and develop an action plan for achieving that vision.

Study Area

Central Atlanta Progress and the Atlanta Downtown Improvement District conducted this study with focus on the east-west corridor in north Downtown Atlanta that includes the planned improvements to the Jones Avenue, Simpson Street and Alexander Street corridor and the Ralph McGill Boulevard corridor. This vital corridor will experience great change with the planned construction of the Georgia Aquarium and adjacent World of Coca-Cola project. The LCI study recommends best-practice solutions for integrating existing, proposed and future development into the corridor's physical and social infrastructure. The study proposes creative solutions for linking this growth with the rest of Downtown Atlanta and the area's roadway and transit facilities. This study maximizes the potential of the Civic Center MARTA station and will transform the surrounding community into a true Transit-Oriented Development. East-west circulation, connectivity and compatibility are also considered from the I-75/85 Downtown Connector west to the proposed Georgia Aquarium and World of Coca-Cola sites. The plan calls for a total of over \$72.6 million for project implementation.

Other Activities

- Eastside Tax Allocation District: Created in 2003, this TAD will help leverage public improvements in the GSA –McGill LCI area, such as streetscapes and municipal parking structures.
- Down Town Livability Code: Revise and expand Special Public Interest district 1 to incorporate quality of life provisions. Currently, the final draft has been completed. Another round of public comment required before recommendations submitted to City Council for action, which is expected to take place in June 2004.
- The Georgia Aquarium was built and several residential development is going on in the surrounding area.

Implementation

LCI funded implementation. In the latest round of LCI implementation grants announcement by ARC in April 2004, JSA McGill LCI received \$2.97 million from July 2004 to July 2006 for the Simpson-West Peachtree Pedestrian/Rail Connections. The project is close to complete now.

Project funded through other sources. Preliminary engineering and construction for Luckie Street Improvements took place between 2004 and 2006. Currently, the PATH Foundation has begun conceptual design for the project. Preliminary meetings have been held with adjacent property owners to begin process.

Memorial Drive LCI

Study Area

This study analyzed the existing often-underutilized properties along the Memorial Drive corridor. Recommendations include proposed mixed-use development areas that satisfy the need for more retail, cultural and neighborhood services, while still preserving the scale and character of adjacent neighborhoods. The study was conducted concurrently with the Empowerment Zone neighborhood master plans. This plan met all the criteria set forth in the Livable Centers Initiatives. ARC reviewed the planning process and the results and granted this plan grandfathered status.

Development Initiatives

The Capitol Homes development is underway. It is funded through public-private partnership formed by Atlanta Housing Authority (AHA) and Capitol redevelopment, LLC. Started in year 2003, the development will create 1,134 residential units and 45,000 sq. ft. retail spaces. The City of Atlanta will provide 13.3 Million for the public improvements of the project.

Implementation

In the April 2004 awarding of LCI grants, Memorial Drive LCI received \$2.475 million from July 2004 to July 2006 for pedestrian connection projects on Memorial Drive.

Midtown LCI

Study Area

Midtown is a 2 square mile high-density corridor with Peachtree Street at its core. Within a 1-mile radius of Midtown's core, there are over 58,000 employees and 27,000 residents making it among the most dense activity centers in the region. The Midtown study, referred to as Blueprint Midtown, focused on the area from Piedmont Avenue on the east to I-75 on the west and then on the north and south where I-75/85 crosses Peachtree Street. This plan was adopted in 1997 and met all the criteria set forth in the Livable Centers Initiatives. Rather than fund a repetitive planning study, ARC reviewed the planning process and the results and granted Blueprint Midtown grandfathered status. The plan calls for a total of over \$40 million for the project implementation in next five years.

Other Activities

The Peachtree Corridor Workforce Housing was partially funded by ARC through the Supplemental LCI program. This study was completed by a partnership formed by the Midtown Alliance, the Buckhead Action Committee and Central Atlanta progress to address the need for affordable working housing along the Peachtree Corridor from Downtown, through Midtown to Buckhead.

Implementation

To date, this LCI has secured \$9.11 million from ARC for implementation of public improvement projects, which include:

- Peachtree Street Pedestrian Improvements (3rd to 10th Street): \$2,100,000 for Design and construction.
 - The design for this project is almost complete
 - Construction is expected to begin in fall 2004

- West Peachtree Street Pedestrian Improvements (North Ave. to 14th Street): \$4,000,000 for Design and Construction
 - The design for this project is almost complete
 - Construction is expected to begin in fall 2004

- In the latest round of LCI implementation grants announcement by ARC in April 2004, Midtown LCI received \$3.01 million from July 2004 to July 2006 for the Pedestrian Improvements on West Peachtree Street (14th Street to Peachtree Street).

- *Projects funded through other sources:* The Midtown Cityscapes program also has numerous streetscape projects underway.

North Highland Avenue (1999)

Purpose of Study: The purpose of the North Highland Avenue Transportation and Parking Study is to improve parking and transportation facilities in the area, including bicycle and pedestrian facilities, in such a way that supports the integrity of the commercial nodes and the surrounding neighborhoods. The vision for North Highland Avenue calls for strengthening the neighborhood character at the University Avenue, Amsterdam Avenue, Virginia Avenue and St. Charles Avenue commercial nodes. The surrounding neighborhoods, in addition to new residential and office space above street level businesses, will provide pedestrian traffic within the nodes as part of this vision. Furthermore, both commercial and the residential areas will work in partnership to ensure that parking demands are met in a way that does not compromise the residential quality of life.

Study Area: North Highland Avenue is located in eastern Atlanta in the area bounded by Ponce de Leon Avenue, the neighborhoods of Virginia-Highland and Morningside-Lenox Park, and Briarcliff Road. It lies directly east of Midtown Atlanta and Piedmont Park, is north of Little Five Points and is west of Emory University.

Study Sponsors: City of Atlanta Department of Planning, Development and Neighborhood Conservation and the North Highland Avenue Transportation and Parking Task Force.

Northside Drive Corridor Study (2005)

Purpose of Study: The purpose of this study is to evaluate the existing transportation infrastructure and develop alternative land-use and transportation scenarios for the corridor. Recommendations for future development and transportation scenarios will support the Regional Development Plan (RDP) and Regional Transportation Plan (RTP), both of which are produced by the Atlanta Regional Commission (ARC).

Study Area: The study area runs along Northside Drive from I-75 at the north end to I-20 at the south end. Given its length and diversity of uses, the study area was divided into five zones for detailed analysis; Deering Road Zone is defined as the portion of Northside Drive from I-75 to 17th Street; 10th Street Zone is defined as the portion of Northside Drive from 17th Street to Marietta Street; North Avenue Zone is defined as the portion of Northside Drive from Marietta Street to Simpson Street; Vine City MARTA Zone is defined as the portion of Northside Drive from Simpson Street to Martin Luther King Boulevard (“MLK”) and McDaniel Street Zone which is defined as the portion of Northside Drive from Martin Luther King Jr. (MLK) Boulevard to I-20.

Study Sponsors: City of Atlanta

Oakland City/Lakewood LCI (2004)

Purpose of Study: The Oakland City/ Lakewood Livable Centers Initiative (LCI) is a planning process conducted by the City of Atlanta in collaboration with MARTA and focuses on developing a long-range plan for the Oakland City and Lakewood-Fort McPherson MARTA Stations. The plan gives comprehensive recommendations for future land use patterns, transportation and circulation options and implementation strategies for the area surrounding the transit stations. While the primary focus of planning work surrounds the transit stations, the Study Area also included the immediate residential neighborhoods and a major commercial corridor in the vicinity Metropolitan Parkway.

Study Area: The Oakland City/ Lakewood LCI Study Area is located in the southwest quadrant of the City of Atlanta, in Fulton County just north of the City of East Point. The Study Area also straddles City of Atlanta Council Districts 12 & 4 and Neighborhood Planning Units S & X.

Pittsburgh Community Development Plan (2001)

Purpose of Study: The intent of the redevelopment plan is to develop a long-term community-wide vision and policy for the Pittsburgh Neighborhood. This plan, once enacted by the Atlanta City Council will serve as the blueprint for redevelopment in this community. The plan has generated 27 redevelopment projects, a proposed land use plan, civic and transportation improvements as well as a proposed rezoning plan. This effort will help protect existing neighborhood residents as well as bring investment back into this once thriving community.

Study Area: The study area is bounded by Ralph David Abernathy, Metropolitan Parkway and I-75/85.

Study Sponsor: Pittsburgh Community Improvement Association

Ponce de Leon/Moreland Avenue Corridors Study (2005)

Purpose of Study: The purpose of the Ponce de Leon/Moreland Avenue Corridors Study is to undertake a comprehensive and inclusive examination of Ponce de Leon Avenue, Moreland Avenue and the areas around the Edgewood/Candler Park and Inman Park/Reynoldstown MARTA stations as they currently exist and to then develop a community-based plan that utilizes transportation improvements, land use policies, and sound urban design to improve the quality of life along the corridors and within nearby neighborhoods. Recent changes in different parts of each Study Area have highlighted the need to establish a new vision for this historic section of in-town Atlanta. By recognizing existing challenges and building upon opportunities, the Study is intended to serve as a guide for positive change that both benefits the immediate area and the citizenry of Atlanta.

Study Areas: The first study area extends 2.09 miles from Peachtree Street to Moreland Avenue, the Ponce de Leon Avenue Study Area includes and focuses on the avenue itself and the properties fronting it. For the purposes of creating a strong relationship between the avenue and the neighborhoods of Midtown, Downtown, Old Fourth Ward, Virginia-Highland, Poncey-Highland and Druid Hills, it also extends out one-quarter mile from the avenue's centerline. The Study Area constitutes 760.1 acres.

The second study area extends 1.97 miles from Ponce de Leon Avenue to I-20, the Moreland Avenue Study Area includes and focuses on the avenue itself and the properties fronting it. For the purposes of creating a strong relationship between the avenue itself and the neighborhoods of Virginia-Highland, Poncey-Highland, Druid Hills, Candler Park, Inman Park, Edgewood, Reynoldstown, East Atlanta, and Ormewood Park, it also extends out one-quarter mile from the avenue's centerline. The Study Area constitutes 755.6 acres.

Study Sponsor: City of Atlanta Bureau of Planning

Simpson Road Redevelopment Plan 2006 Update

Purpose of Study: The Plan is a blueprint for revitalizing the corridor in respect to its historic context and physical character. With time, the implementation of plan recommendations will transform the Simpson Corridor into a vibrant urban corridor with: highly accessible, continuous, tree-lined sidewalks; preserved single family neighborhoods and historic structures; neighborhood and community serving activity nodes; safe and smooth traffic flows; human scaled buildings; multiple housing options; and social diversity.

Study Area: Simpson Street/Road and its study area located in the northwest quadrant of Atlanta approximately two miles west of Atlanta's central Business District. It starts from H. E. Holmes Drive to the West and ends at Northside Drive to the east, totaling about 4.2 miles in length. It crosses NPU J, K, L and multiple neighborhoods in Council District 3. The primary study area includes all the properties abutting the entire Simpson corridor. The secondary study area, which is also the area of influence is all properties within one-quarter mile from the centerline of Simpson Street/Road and located from the rear of the properties abutting Simpson.

Study Sponsor: City of Atlanta Bureau of Planning

Summerhill (2006)

Study Purpose: This plan update bears the similar goals set up in the 1993 Urban Redevelopment Plan with emphasis on the following objectives:

- Enhance a diversified urban environment where people can live, work, meet, and recreate.
- Encourage a compatible mixture of residential, commercial, cultural, and recreational uses.
- Improve the visual aesthetics of the Summerhill neighborhood and City streetscapes.
- Promote economic development through marketing and utilizing available tools.

Study Area: Summerhill Neighborhood

Upper Westside Livable Centers Initiative (2004)

Study Purpose: The study is a guide for public and private investment in a two square mile study area within the Northwest quadrant of the City of Atlanta. The plan assesses area needs, interests, and opportunities with input from a series of interactive public workshops, focus groups, stakeholder interviews, and committee meetings. The strategies identified in this plan reflect the community's vision for housing, economic development, transportation, land use and zoning, urban design and area character, and real estate development.

Study area: The Upper Westside consists of approximately 1,400 acres organized mainly around the corridors of Marietta Street, Howell Mill Road, and Northside Drive. The study area reaches north to the Atlanta Waterworks; south to the Georgia World Congress Center, east to Georgia Tech; and west to include the neighborhood of Howell Station. The south end of the study area includes the major east-west arterial of Donald

Lee Hollowell Parkway (formerly Bankhead Highway). Several rail corridors cross through the study area with a major rail line running northwest from downtown to Inman Yard.

Study Sponsor: City of Atlanta Bureau of Planning

West End Livable Centers Initiative

Study Area

The West End study area is 0.6 square miles, which includes the commercial corridor along Ralph David Abernathy Boulevard, between Ashby and Lee Streets. Study area boundaries are: North – West Avenue, West – Ashby Street, East – Metropolitan Parkway, South – White Street (See attached map). The two major hubs functioning as activity centers include the West End MARTA Station and the Mall West End. The area has many opportunities for redevelopment including the Candler warehouse area. The study determines opportunities for transit oriented development (TOD) and other needs in the area to create a more thriving urban community. The plan calls for a total of over \$4.8 million for project implementation.

Development Initiatives

Harris Homes, a mixed-use development, is under construction now. This initiative is a public-private partnership formed by Atlanta Housing Authority, Real Estate Strategies, LLC and Integral Properties. The development will ultimately consist of approximately 800 multi-family apartments and 30,000 square feet of retail space. The planned development includes several phases, with completion anticipated by December 2007. The total construction cost is estimated to be approximately \$100 million, not including the cost for public improvements, infrastructure and sewer separation. Phase I of the development will consist of approximately 200 multi-family rental units and have a total construction costs just over \$21 million.

Sky Lofts is a condominium development located along Lowery Blvd.. It includes 200 units and 9,000 square feet of retail. The first phase (100 units) is under construction now and the second phase is planned to be completed in 2007.

Preliminary plans for the Sears site are being discussed.

Other Activities

West End was selected to participate in the walkability workshops sponsored by Atlanta Regional Commission. These workshops took place November 2003.

Implementation Status

SPI-20 has been established for the West End area to facilitate development and investment.

To date, this LCI has secured \$2,343,250 from ARC and the City for implementation of public improvement projects, which include:

- Ralph David Abernathy Blvd. Streetscape: \$1,459,125
- Ashby Street (Lowery Blvd.) Streetscape (Include public improvements at Harris Homes): \$884,125

These two projects are in the design phase now.

Summary 5: Buford Highway Multi-Modal Corridor Study Summary

The Buford Highway Multimodal Corridor Study was one of the first in a series of regional corridor planning studies conducted as part of the Atlanta Regional Commission's (ARC) Multi-Modal Corridor Planning Program. The focus of the corridor study was the 18.4 mile section of Buford Highway, extending from Sidney Marcus Boulevard in Atlanta (Fulton County) to SR 120 in Duluth (Gwinnett County). The study included identifying deficiencies within the study corridor, assessing benefits and costs of alternative strategies, and selecting a preferred alternative program of policies and projects within the financial constraints for the region.

The Buford Highway Multimodal Corridor Study was initiated in the fall of 2005 involved the following phases:

1. Evaluation of current corridor conditions
2. Definition of goals and objectives
3. Identification of specific corridor needs
4. Development and evaluation of alternative strategies for addressing corridor needs
5. Recommendations for long range transportation and land use changes

The charge of the Multimodal Corridor Study Program was to identify long range transportation improvements to address all modes within the corridors and consider how future land use and development changes can support future improvements. The recommendations developed for the Buford Highway corridor are the result of a multimodal, multidisciplinary needs assessment, coupled with input from the public and stakeholders. Improvements for the corridor for use by motor vehicles, pedestrians, bicyclists, and transit users and operators have been identified as well as supportive land use and development strategies. The recommendations address existing and future transportation needs and are aimed at supporting Livable Centers Initiatives (LCI's), town centers and transit-oriented developments (TODs); maintaining and enhancing the corridor's business vitality; and integrating transportation improvements into the community through context sensitive design.

Major transportation projects recommended for the Buford Highway corridor include:

- Improving mobility on Peachtree Industrial Boulevard to enhance regional travel;
- Enhancing cross-corridor mobility between I-85, Buford Highway, and Peachtree Industrial Boulevard to facilitate east-west travel demand. Improvements have been identified for Button Gwinnett Drive, Jimmy Carter Boulevard, and Beaver Run Road;
- Providing dedicated bus lanes on Buford Highway inside I-285 to facilitate existing local bus and planned Bus Rapid Transit (BRT) services;
- Ensuring a complete sidewalk network along the corridor by filling in gaps;
- Developing a multi-use trail, between Buford Highway and the existing rail line north of I-285 to provide an alternative route for pedestrian and bicycle travel.

Summary 6: SR 6 Corridor Study

The State Route 6 Multimodal Corridor Study is part of the Atlanta Regional Commission's (ARC) Regional Multi-Modal Corridor Planning Program, which is to study critical regional corridors and identify program and policy recommendations for inclusion in the Regional Transportation Plan (RTP) and the Transportation Improvement Program (TIP).

ARC initiated the program to examine how the future transportation system investments would accommodate future corridor travel for workers and local residents, within the context of anticipated residential, employment, and development changes. The future needs of corridor users are expected to be served by a greater variety of transportation choices, and it will be important to examine how a seamless, integrated system can be provided.

The purpose of the SR 6 Multimodal Corridor Study was to:

- Identify long range transportation needs in the SR 6 corridor;
- Assess the benefits and costs for alternative, multimodal transportation strategies; and
- Select a preferred alternative program of policies and projects.

Recommendations presented a comprehensive set of transportation system improvements that will address the existing and future transportation (traffic and transit) needs; support Livable Centers Initiatives (LCIs), town centers and transit-oriented development (TODs); maintain and enhance the corridor's business vitality; and integrate transportation improvements into the community through context sensitive design.

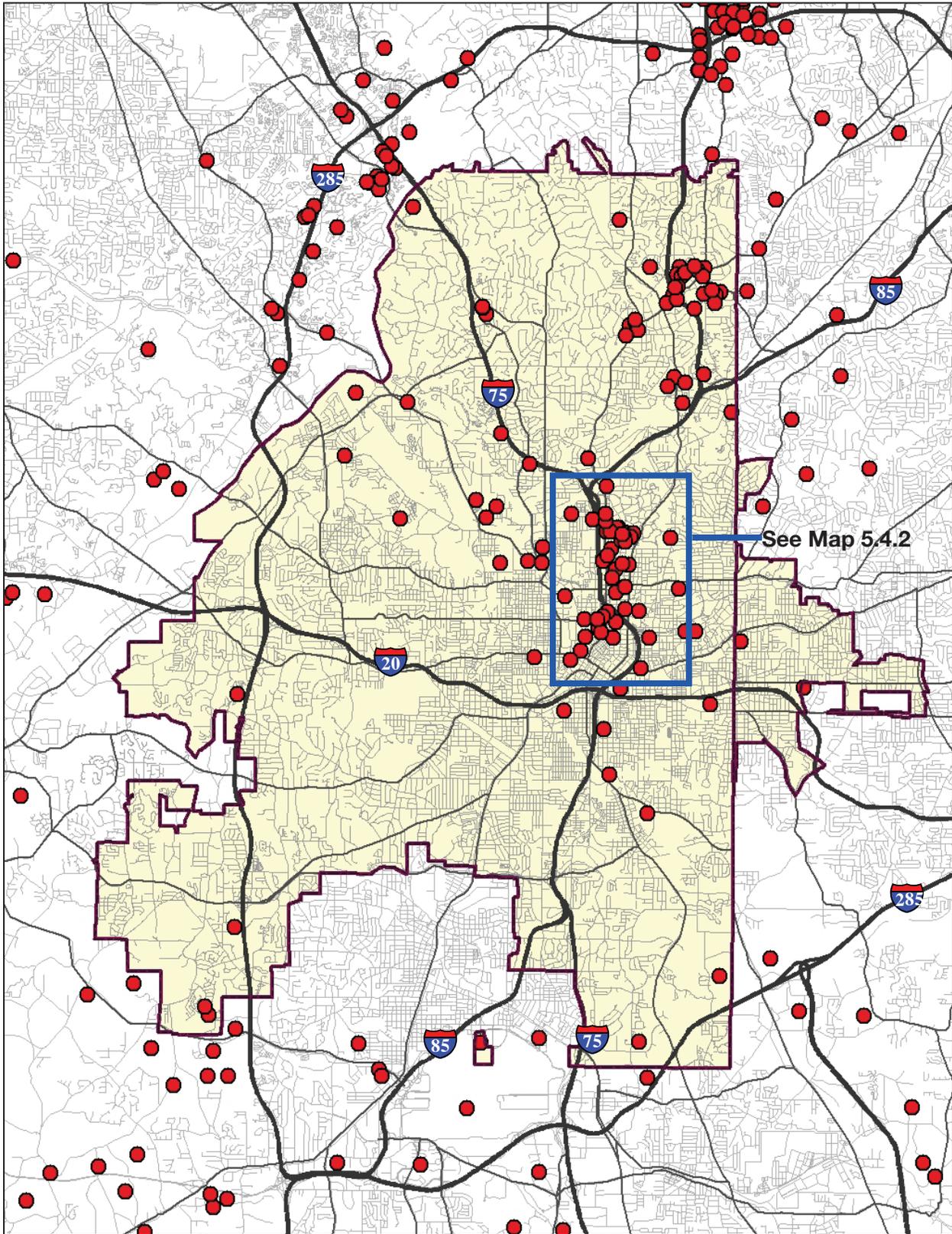
The focus of the corridor study was SR 6. The study corridor is 32 miles in length and traverse through Paulding, Cobb, Douglas and Fulton Counties. The study area boundary extends from the roadway centerline to one-quarter mile on both sides of the roadway.

Some of the recommendations that were made as a part of the SR 6 study are as follows:

- Intelligent Transportation Systems
- Intersection Operational Improvement
- Interchange Improvement at Interstates 20 and 285
- Sidewalk Connections at Five (5) Transit Stops
- Widen from 4 to 6 lanes (I85 to I285)
- Widen from 2 to 4 (US 278/78 to Pearson Road)
- New Roadway Connections/Extensions
- Multi-use Trails
- New Local Bus Route

Summary 7: Atlanta Area Developments of Regional Impact

As of October 4, 2007



Downtown/Midtown Developments of Regional Impact

As of October 4, 2007

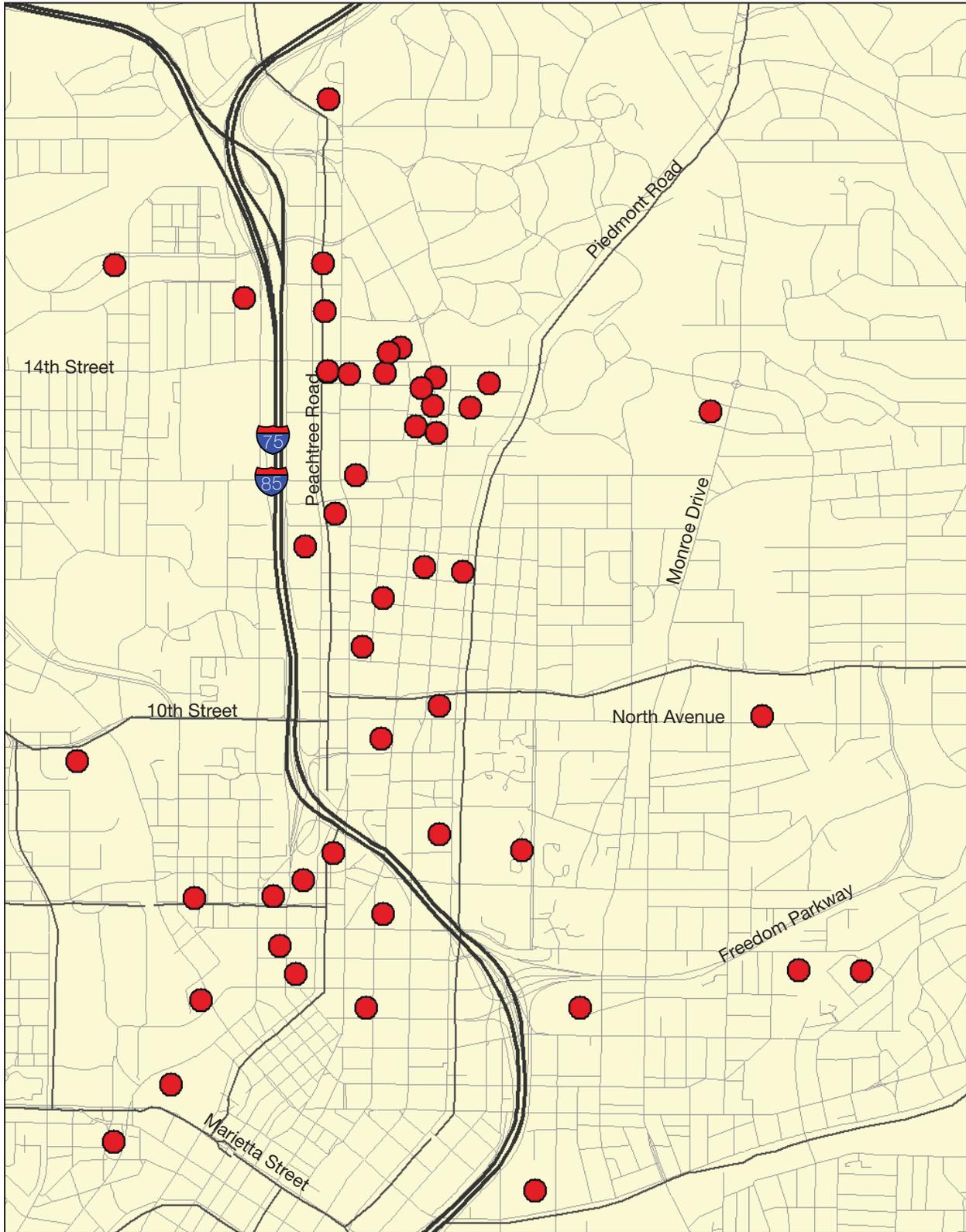
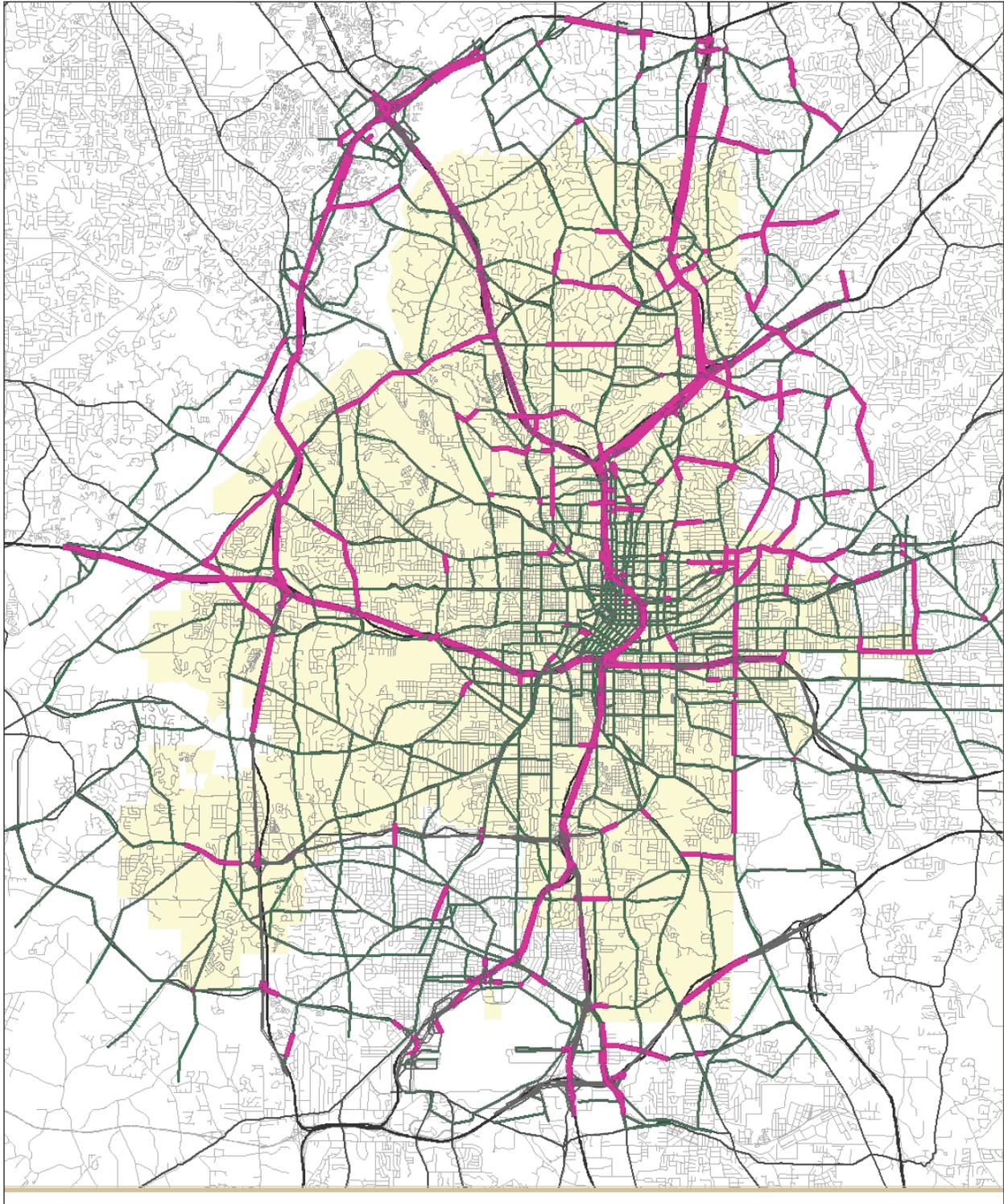


Table of DRI Tiers and Development Thresholds

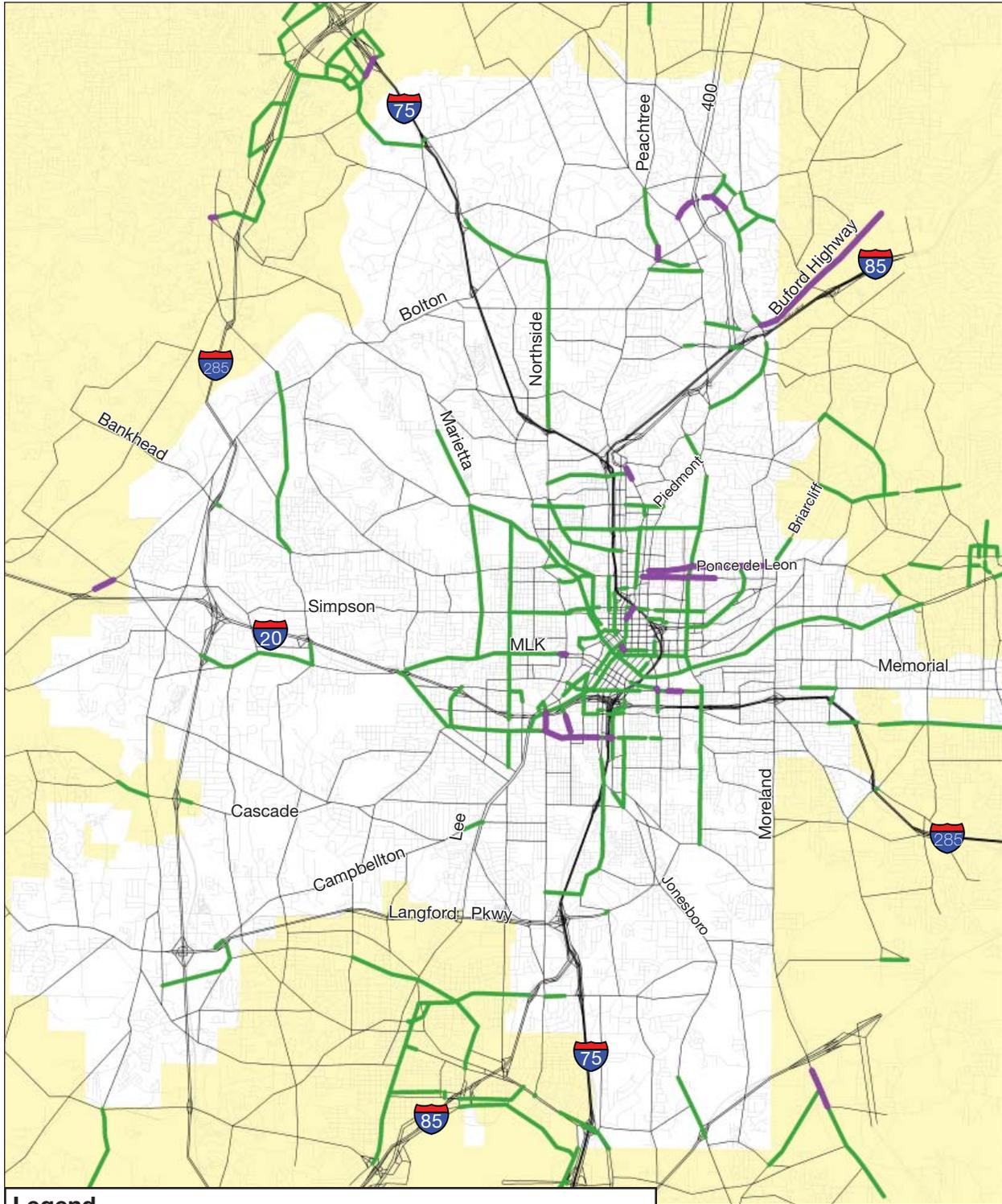
Type of Development	Metropolitan Regions	Non-metropolitan Regions
(1) Office	Greater than 400,000 gross square feet	Greater than 125,000 gross square feet
(2) Commercial	Greater than 300,000 gross square feet	Greater than 175,000 gross square feet
(3) Wholesale & Distribution	Greater than 500,000 gross square feet	Greater than 175,000 gross square feet
(4) Hospitals and Health Care Facilities	Greater than 300 new beds; or generating more than 375 peak hour vehicle trips per day	Greater than 200 new beds; or generating more than 250 peak hour vehicle trips per day
(5) Housing	Greater than 400 new lots or units	Greater than 125 new lots or units
(6) Industrial	Greater than 500,000 gross square feet; or employing more than 1,600 workers; or covering more than 400 acres	Greater than 175,000 gross square feet; or employing more than 500 workers; or covering more than 125 acres
(7) Hotels	Greater than 400 rooms	Greater than 250 rooms
(8) Mixed Use	Gross square feet greater than 400,000 (with residential units calculated at 1800 square feet per unit toward the total gross square footage); or covering more than 120 acres; or if any of the individual uses meets or exceeds a threshold as identified herein	Gross square feet greater than 125,000 (with residential units calculated at 1800 square feet per unit toward the total gross square footage); or covering more than 40 acres; or if any of the individual uses meets or exceeds a threshold as identified herein
(9) Airports	All new airports, runways and runway extensions	Any new airport with a paved runway; or runway additions of more than 25% of existing runway length
(10) Attractions & Recreational Facilities	Greater than 1,500 parking spaces or a seating capacity of more than 6,000	Greater than 1,500 parking spaces or a seating capacity of more than 6,000
(11) Post-Secondary School	New school with a capacity of more than 2,400 students, or expansion by at least 25 percent of capacity	New school with a capacity of more than 750 students, or expansion by at least 25 percent of capacity
(12) Waste Handling Facilities	New facility or expansion of use of an existing facility by 50 percent or more	New facility or expansion of use of an existing facility by 50 percent or more
(13) Quarries, Asphalt & Cement Plants	New facility or expansion of existing facility by more than 50 percent	New facility or expansion of existing facility by more than 50 percent
(14) Wastewater Treatment Facilities	New facility or expansion of existing facility by more than 50 percent	New facility or expansion of existing facility by more than 50 percent
(15) Petroleum Storage Facilities	Storage greater than 50,000 barrels if within 1,000 feet of any water supply; otherwise, storage capacity greater than 200,000 barrels	Storage greater than 50,000 barrels if within 1,000 feet of any water supply; otherwise, storage capacity greater than 200,000 barrels
(16) Water Supply Intakes/Reservoirs	New Facilities	New Facilities
(17) Intermodal Terminals	New Facilities	New Facilities
(18) Truck Stops	A new facility with more than three diesel fuel pumps; or containing a half acre of truck parking or 10 truck parking spaces.	A new facility with more than three diesel fuel pumps; or containing a half acre of truck parking or 10 truck parking spaces.
(19) Any other development types not identified above (includes parking facilities)	1000 parking spaces	1000 parking spaces

Map 8: Roadway Segments at Level of Service F

Highlighted Segments Indicate Roadways with Volume/Capacity Ratios at or above 1.0
(per ARC Regional Travel Demand Model, 2005 Model Year)



Map 9: Streets with Volumes below Capacity
(per ARC Regional Travel Demand Model/2005)



Legend	
	4-Lane Roadway Segments with ADT below 25,000
	6-lane Roadway Segments with ADT below 35,000

Summary 10: Bridge and Inventory Conditions

GDOT bridge engineers regularly inspect all Federal Aid Secondary bridges in the City of Atlanta in order for the state and city to maintain compliance with Federal Bridge inspection guidelines which require that all public bridges be inspected biennially. Records of these inspections are maintained in GDOT’s Bridge Inventory Data Listing.

GDOT’s Inventory lists include 235 bridges in the City of Atlanta. Of these 235 bridges:

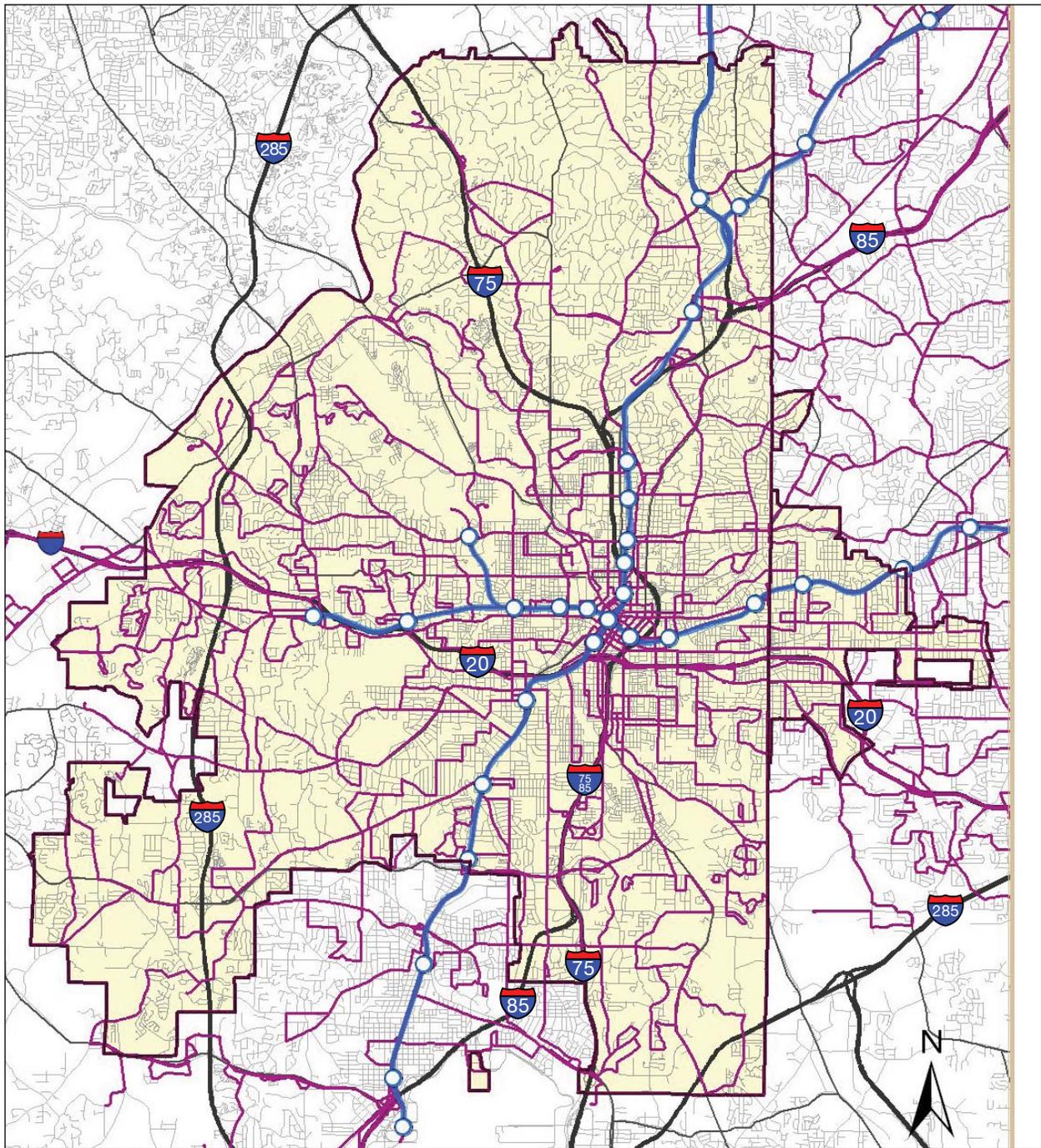
- 130 are owned and maintained by the City of Atlanta
- 27 pedestrian bridges are within the City of Atlanta
- 78 are owned and maintained by Private Railroad Companies.

Bridges in the GDOT Bridge Inventory are inspected regularly and graded with a sufficiency rating. bridge Sufficiency Ratings are based upon a combination of factors, including structural condition, surface type, guardrail, and foundation type and condition. A Sufficiency rating of 75 or higher indicates that the bridge is in good condition. Any structure with a rating above 75 is expected to be in acceptable condition 20 years from its rating date. Those structures with a rating between 65 and 75 are more marginal, and those with a sufficiency rating below 65 are likely to require major rehabilitation or reconstruction. A summary of sufficiency ratings for the City of Atlanta’s roadway bridges can be found in the table below.

Sufficiency Rating Range	Number of Bridges
90-100	36
80-90	27
70-80	35
60-70	16
50-60	7
40-50	7
30-40	3
20-30	2
10-20	2
0-10	0

A detailed listing of GDOT’s Bridge Inventory can be found in Appendix G, Summary 3.

Map 11: MARTA Rail and Bus Routes



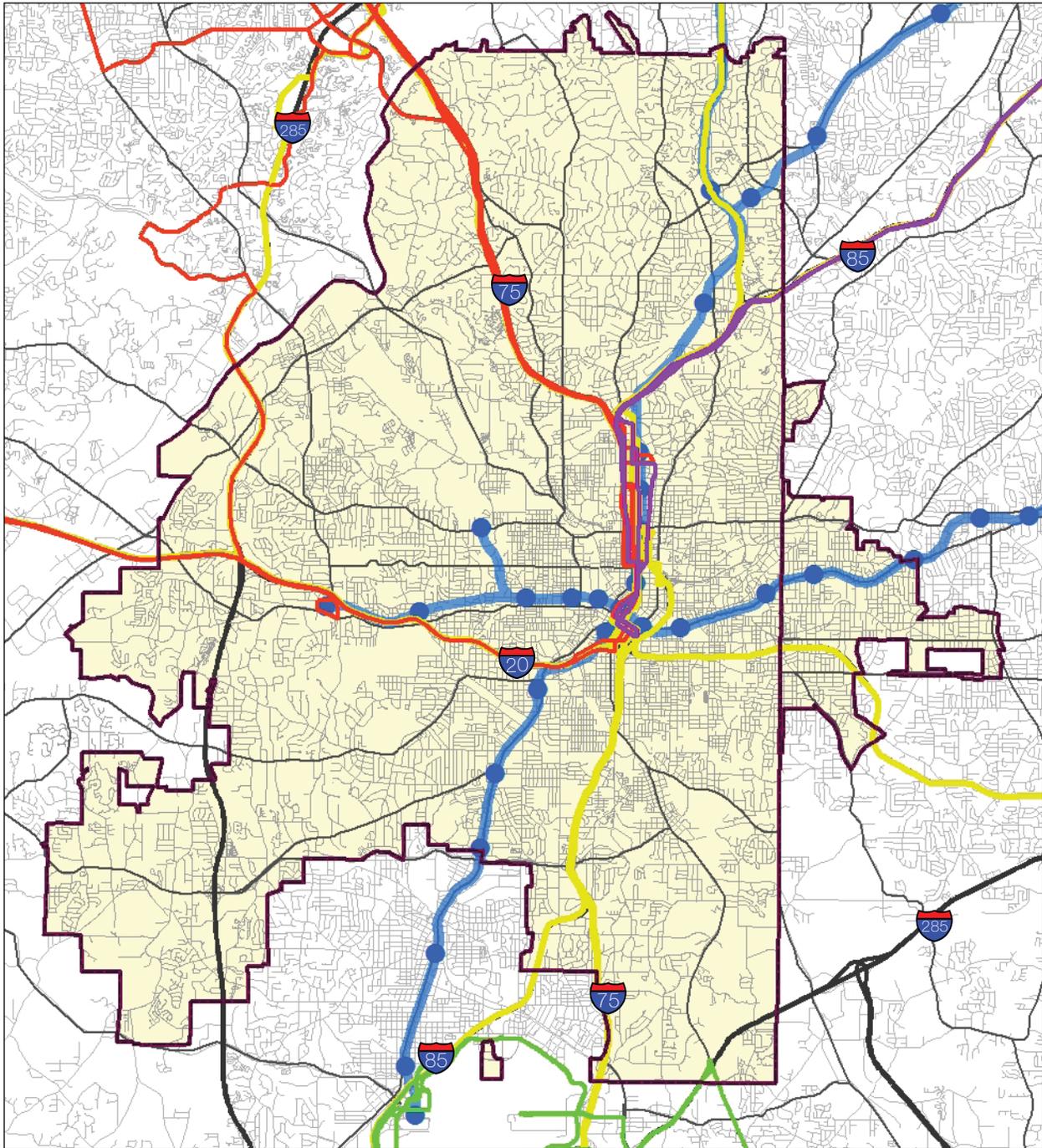
Legend

○ MARTA Rail Stations

— MARTA Rail Routes

— MARTA Bus Routes

Map 12: Existing Express Transit Service



Legend

- MARTA Rail
- Georgia Regional Transportation Authority
- Cobb County Express Bus
- Gwinnett County Express Bus
- Clayton County Transportation Express Bus

Source: ARC Regional Travel Demand Model/2005

Summary 13: Commuter Service

According to the Transit Capacity and Quality of Service Manual, commuter service is defined as transportation provided on a regularly scheduled basis during peak travel periods for users commuting to work, school, and similar destinations. By this definition, the majority of commuter service to Atlanta is provided by the Georgia Regional Transportation Authority's (GRTA) Xpress. Several other providers, including MARTA's Blue Flyer Service, Cobb Community Transit (CCT) and Gwinnett County Transit (GCT) also provide peak hour service to Atlanta's Downtown, Midtown and Buckhead areas. This section will discuss commuter services offered and current funding sources.

MARTA, CCT and GCT operate commuter services from their respective service areas while GRTA's Xpress provides commuter service into Atlanta from Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fulton, Gwinnett, Henry and Paulding Counties. In Cobb and Gwinnett counties, GRTA contracts with CCT and GCT respectively, to operate Xpress routes from those counties.

Funding for commuter services for CCT and GCT are provided in large part through their respective county's general funds, while MARTA funding is derived in large part through its 1% sales tax collected in Atlanta, Fulton and DeKalb counties. Operating funds for GRTA's Xpress have historically been provided through funding from the Congestion Mitigation and Air Quality Program (CMAQ) and pledges from the respective counties Xpress serves. CMAQ is designed to provide both capital and initial operating funds for up to 3 years to encourage establishment of new or expanded transit programs to reduce emissions in non attainment areas. This program is intended to provide initial funding to start and operate service transit services. In the long-term, other funding sources will be needed to continue operations of Xpress. According to the Transit Planning Board (TPB), the State of Georgia will pledge up to \$21 million annually for operating Xpress services. According to the 2006 National Transit Database, operating costs for the transit portion of the agency were \$15 million. It is also anticipated that additional revenues needed to continue operating Xpress will be collected from counties in which GRTA offers transit service.

Xpress Phase II Expansion Plan (2009-2013)

GRTA is currently preparing future service expansions and improvements. New routes for 2009 include Xpress service from Stockbridge to Midtown and from I-985 in Gwinnett County to Midtown. Subject to available funding, future years of phase II call for 28 additional routes.

Phase II also includes capital investment. Items include purchase of 137 additional coaches (\$12-15 million annually) and new park and ride facilities (\$25 million annually). GRTA is also developing plans for a facility to store vehicles adjacent to MARTA's Five Points Station, the previously mentioned Multimodal Terminal, with accommodations for future commuter rail service.

Summary 14: ARC Sidewalk Inventory Around MARTA Rail Stations

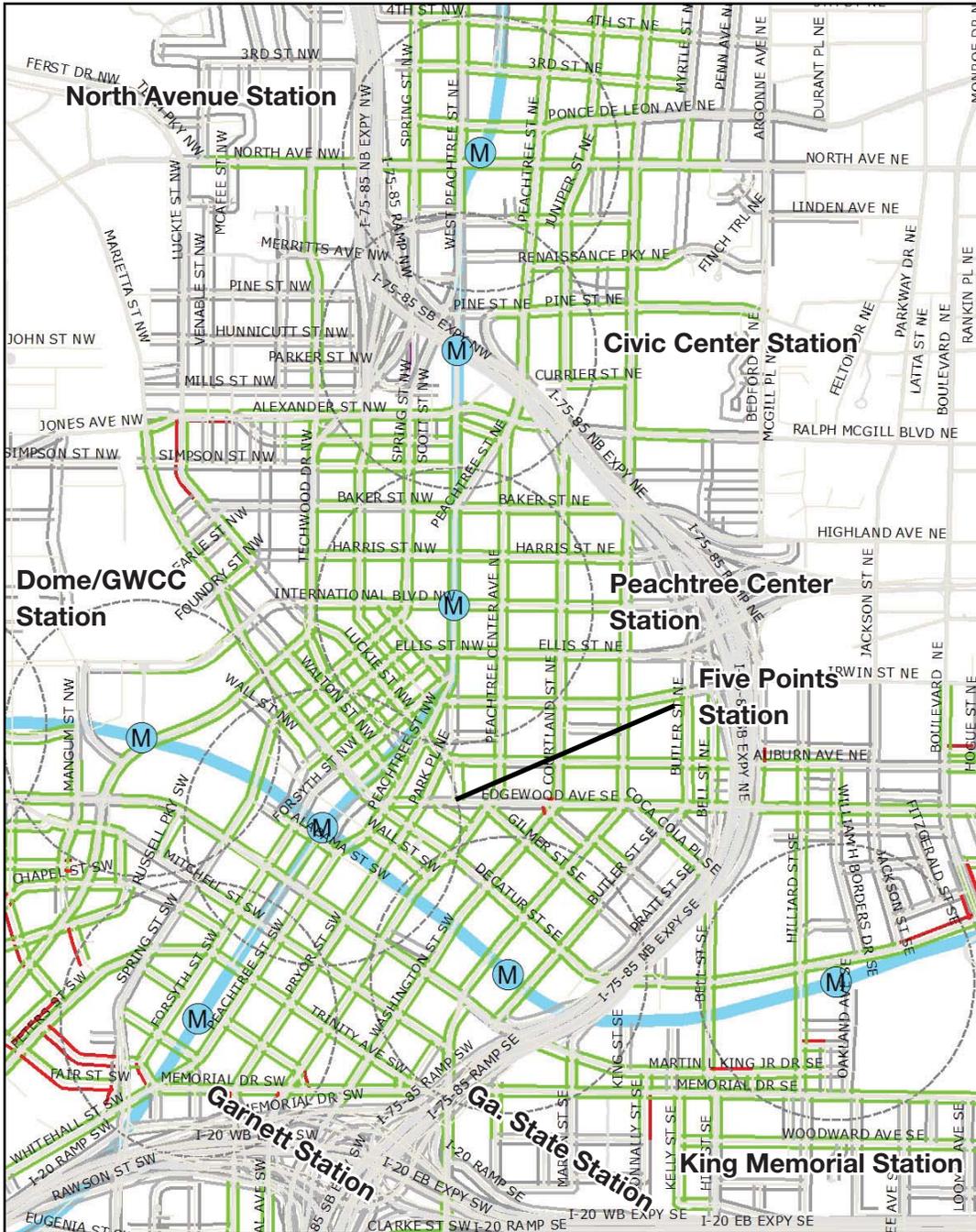
The maps shown here illustrate the results of a 2004 survey conducted by ARC on pedestrian facilities in the vicinity of transit station areas. They have been used to inform estimates on existing sidewalk coverage throughout the City of Atlanta.



General Legend (for use in all maps)

- Sidewalk Does Not Exist
- Sidewalk Exists
- Area Not Surveyed
- M MARTA Station
- MARTA Rail Line
- Street

Downtown Stations



General Legend (for use in all maps)

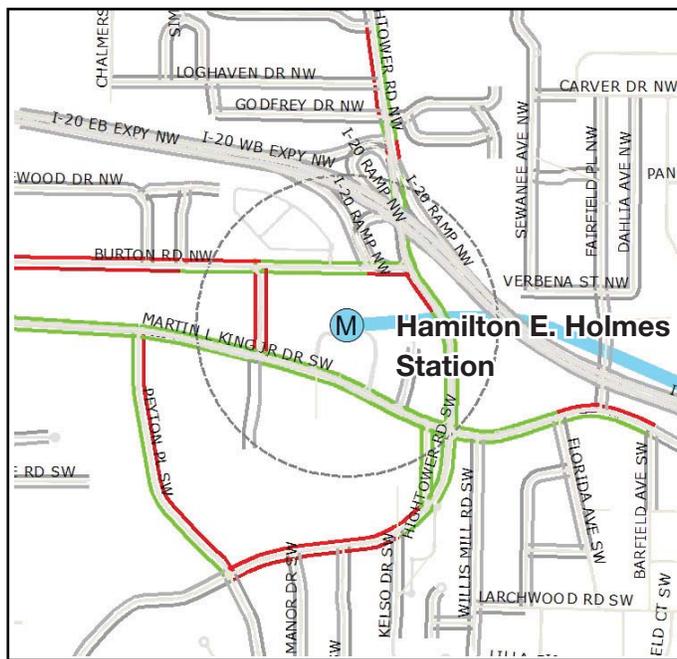
- Sidewalk Does Not Exist
- Sidewalk Exists
- Area Not Surveyed
- M MARTA Station
- MARTA Rail Line
- Street

West Line Stations

Ashby Station



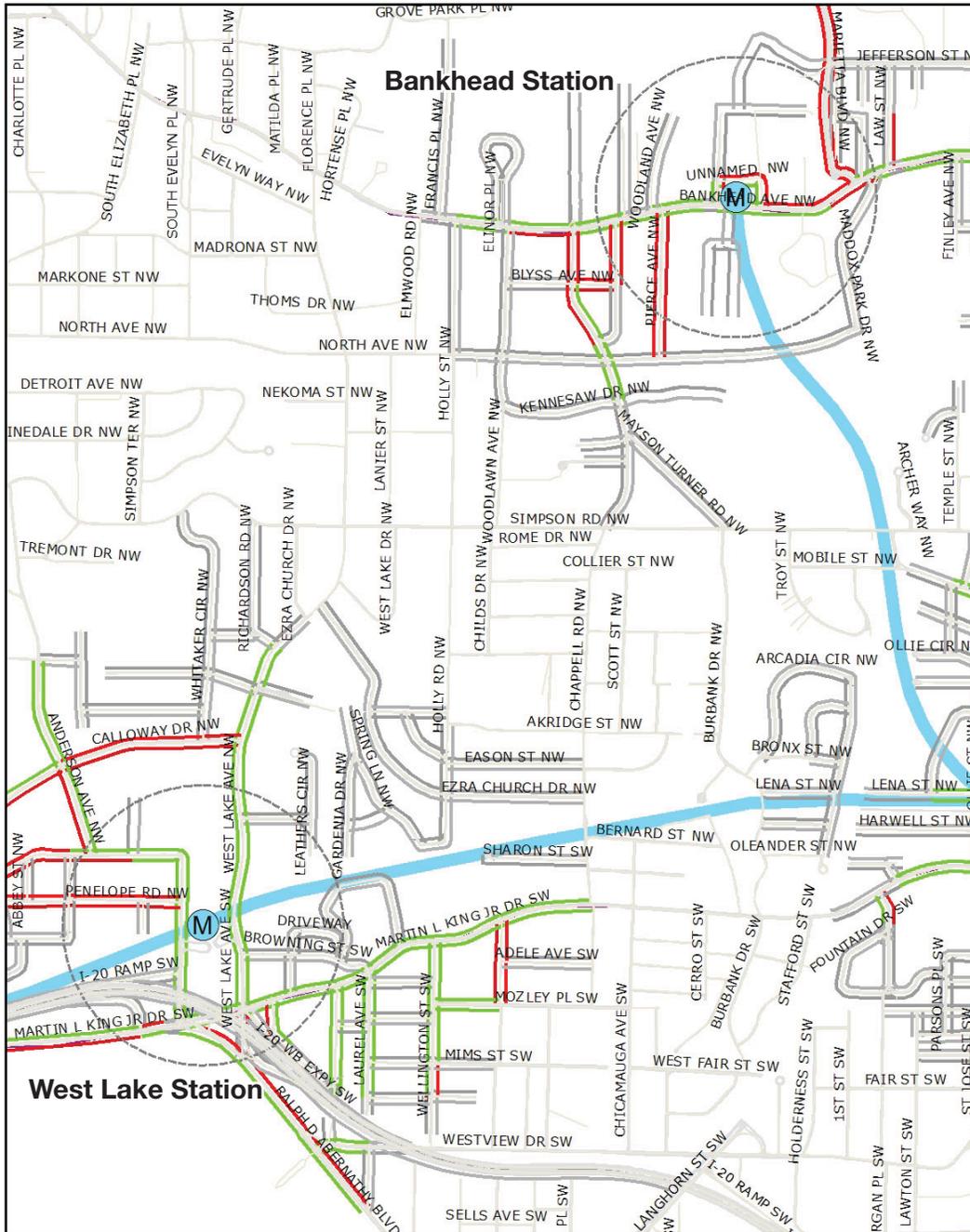
Vine City Station



General Legend (for use in all maps)

- Sidewalk Does Not Exist
- Sidewalk Exists
- Area Not Surveyed
- M MARTA Station
- MARTA Rail Line
- Street

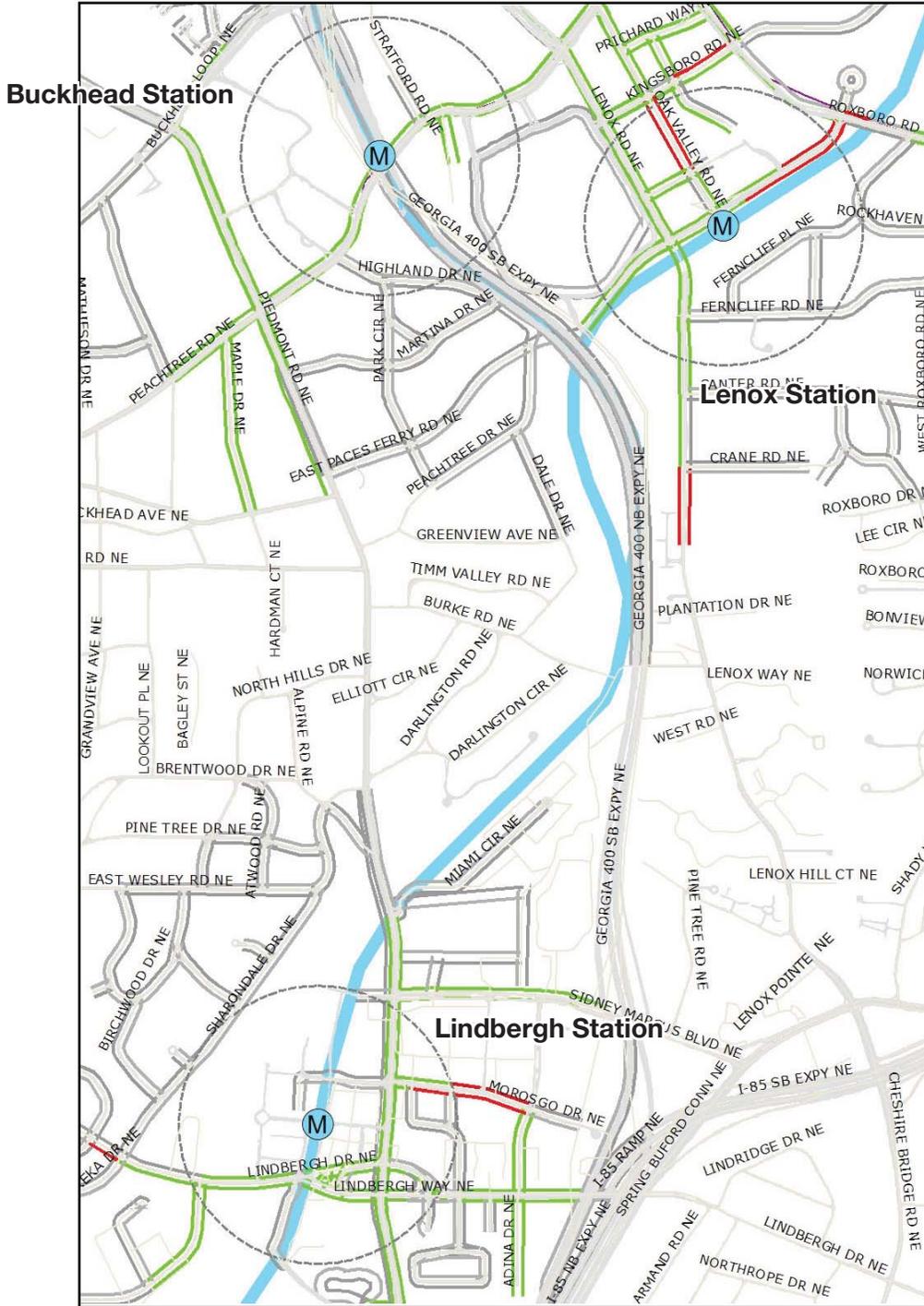
West Line Stations



General Legend (for use in all maps)

- Sidewalk Does Not Exist
- Sidewalk Exists
- Area Not Surveyed
- M MARTA Station
- MARTA Rail Line
- Street

North/Northeast Line Stations



General Legend (for use in all maps)

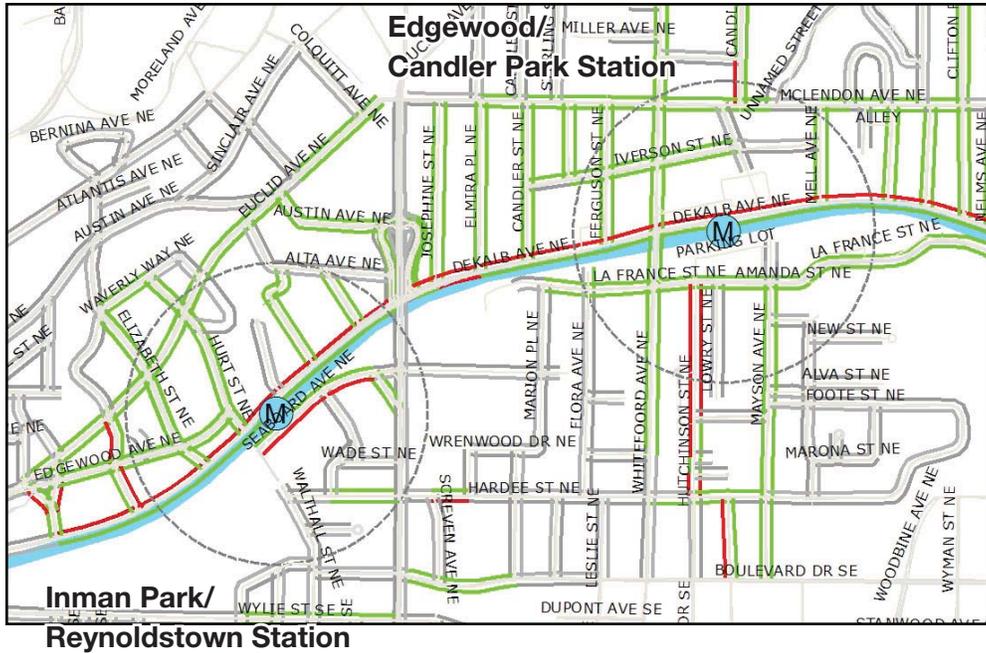
- Sidewalk Does Not Exist
- Sidewalk Exists
- Area Not Surveyed
- M MARTA Station
- MARTA Rail Line
- Street

East Line Stations

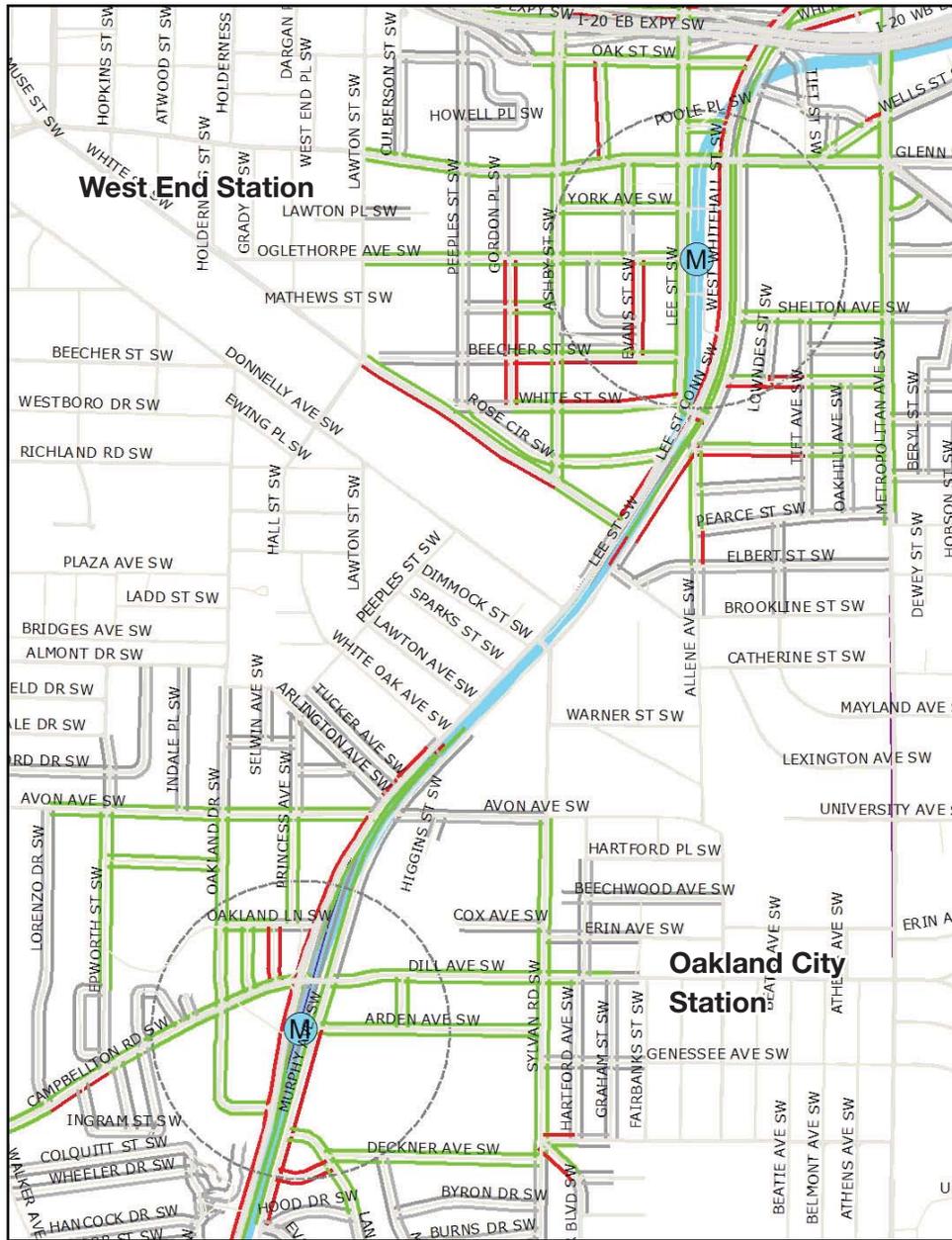


General Legend (for use in all maps)

- Sidewalk Does Not Exist
- Sidewalk Exists
- Area Not Surveyed
- M MARTA Station
- MARTA Rail Line
- Street



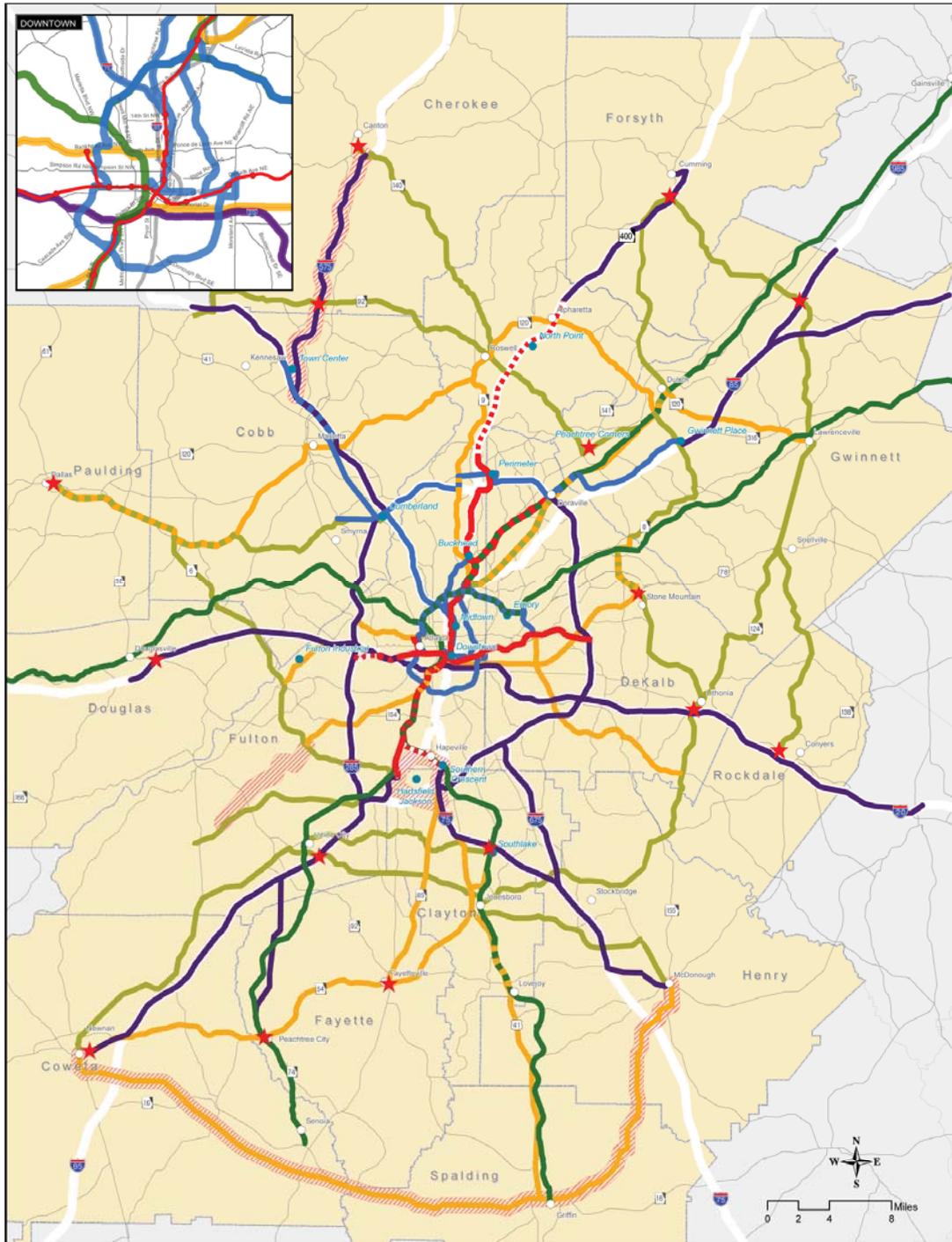
South Line Stations



General Legend (for use in all maps)

- Sidewalk Does Not Exist
- Sidewalk Exists
- Area Not Surveyed
- M MARTA Station
- MARTA Rail Line
- Street

Map 15: Transit Planning Board Concept 3 Regional Transit Vision



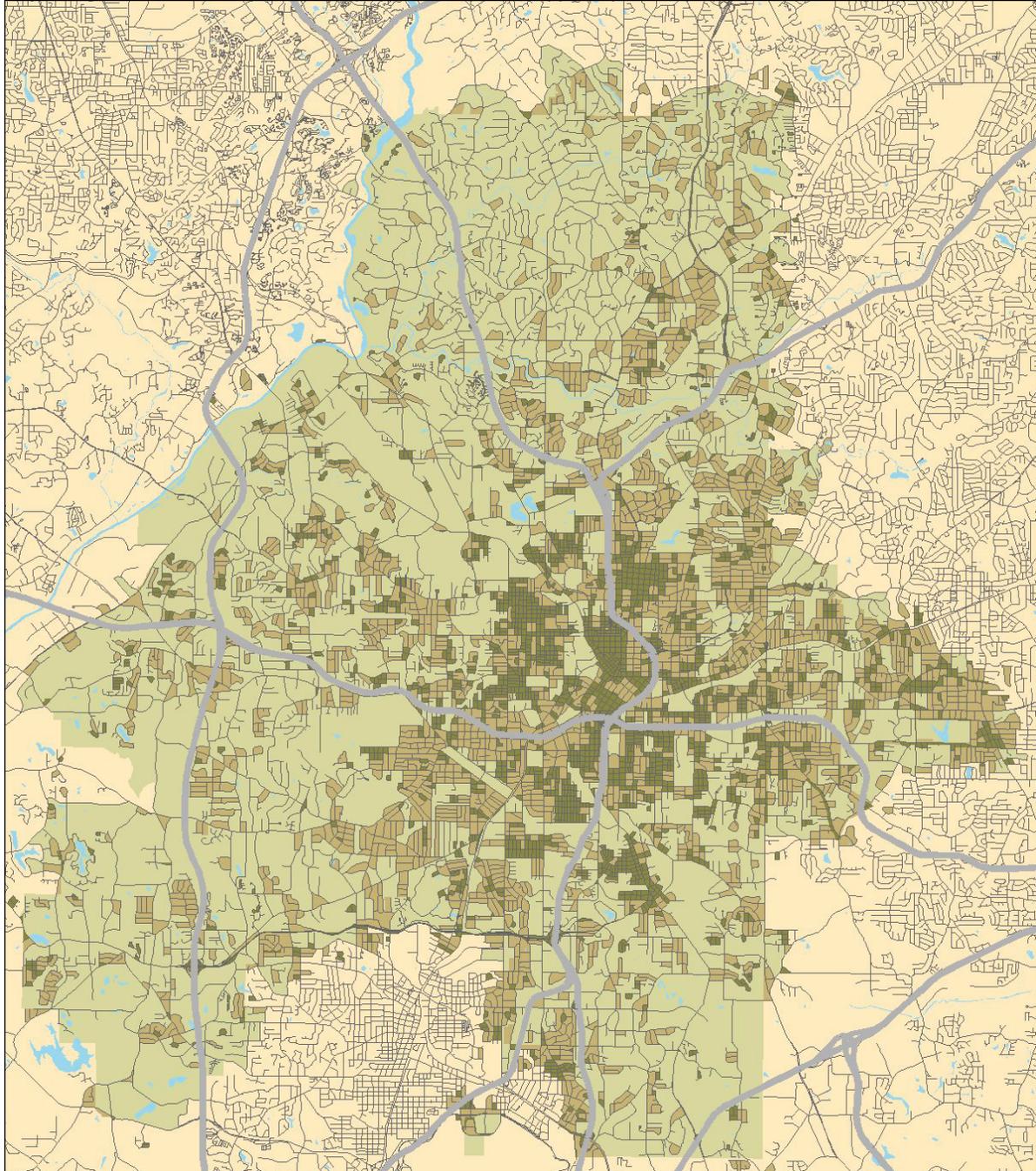
Source: Transit Planning Board

Legend

- | | | | | | |
|--|--------------------------------|--|-----------------------------------------------------------------------|--|-----------------------|
| | Existing Heavy Rail | | Arterial Rapid Bus | | Major Activity Center |
| | New Heavy Rail | | Reg'l Suburban Bus | | Transit Center |
| | LRT/Streetcar | | Overlapping Alignments:
Arterial Rapid Bus &
Reg'l Suburban Bus | | MARTA Station |
| | Commuter Rail | | Transit Way | | City |
| | Freeway BRT/
Expressway Bus | | Transit Way | | County |

Summary 16: Block Size

This map illustrates the distribution of Atlanta's land area into different block sizes and gives a general assessment of walkability. See the summary on the next page for a more detailed explanation of the map.



- Areas of Small Blocks (no more than 500' x 500')
- Areas of Large Blocks (between 500' and 1000' per block face)
- Areas of 'Superblocks' (more than 1000' x 1000')

As the map on page E-44 illustrates, the majority of Atlanta’s land is in areas served by a relatively sparse street network. This analysis was performed by using GIS software to create closed polygon blocks from a City of Atlanta centerline dataset. As this application only creates blocks from streets that form closed polygons, in essence removing dead-end streets and other non-connecting parts of the network from the definition of discrete blocks, it is useful to see where Atlanta’s network affords multiple connections and lends itself to urban development potential and where the network has few route alternatives. This suggests that connectivity throughout the City is limited to fewer streets toward Atlanta’s edges than it is in the center. It also suggests that, in the absence of expansion of the network, new development in these areas will have less infrastructural support than in the central city. It points to a need not only for additional network in supporting new development, but also for ensuring that any new network contribute to overall intra-city connectivity.

Generalized Block Size	Atlanta acreage in this block type	Percent of total Atlanta area in this block type
500' by 500' or smaller	8633.4	9.1%
Between 500' up to 1000'	22788.2	24.1%
Greater than 1000' by 1000'	62948.5	66.7%

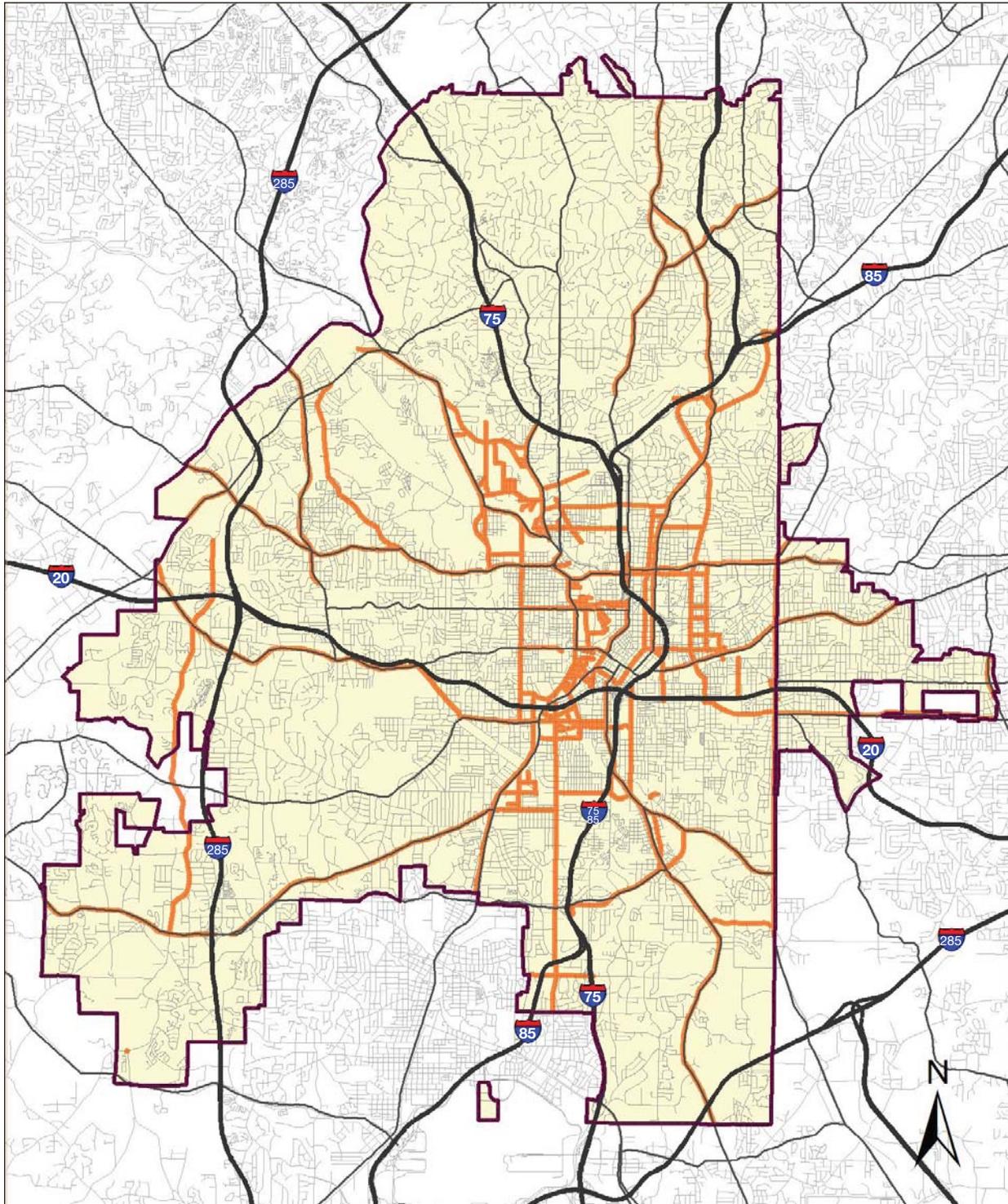
In addition, this map has notable implications for walkability in Atlanta. Blocks with an average maximum face length of 500 feet can be walked between one and two minutes. As the average length of block faces increases, pedestrians must travel longer distances without route alternatives, minimizing their incentive to choose walking as a travel option (or, in some cases, precluding it as an option altogether).

Summary 17: Freight Concerns

Key Freight Corridors from ARC Regional Freight Mobility Plan



City of Atlanta Existing Truck Route Map

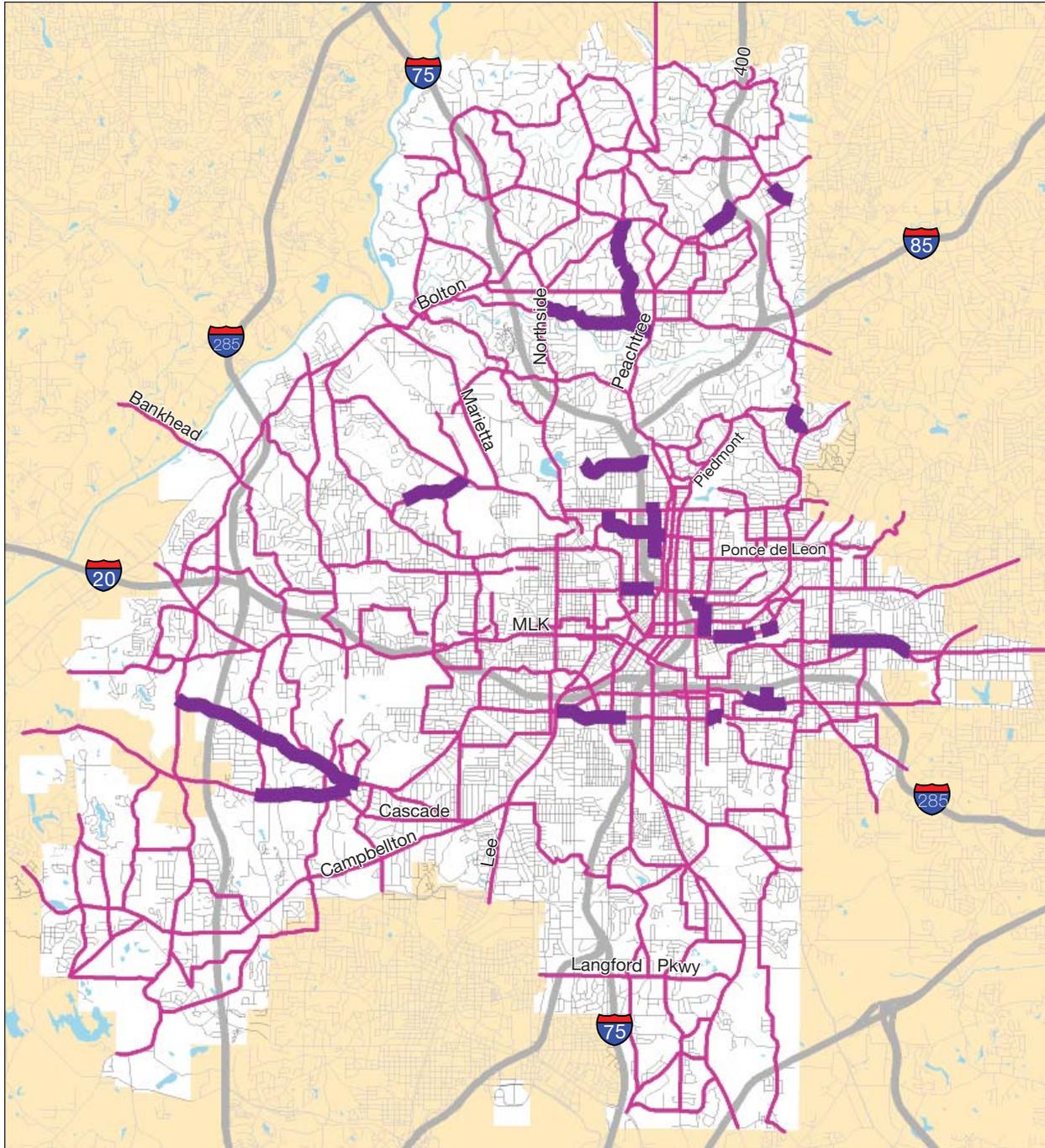


Legend

- Interstates
- Major Streets
- City-Designated Truck Routes

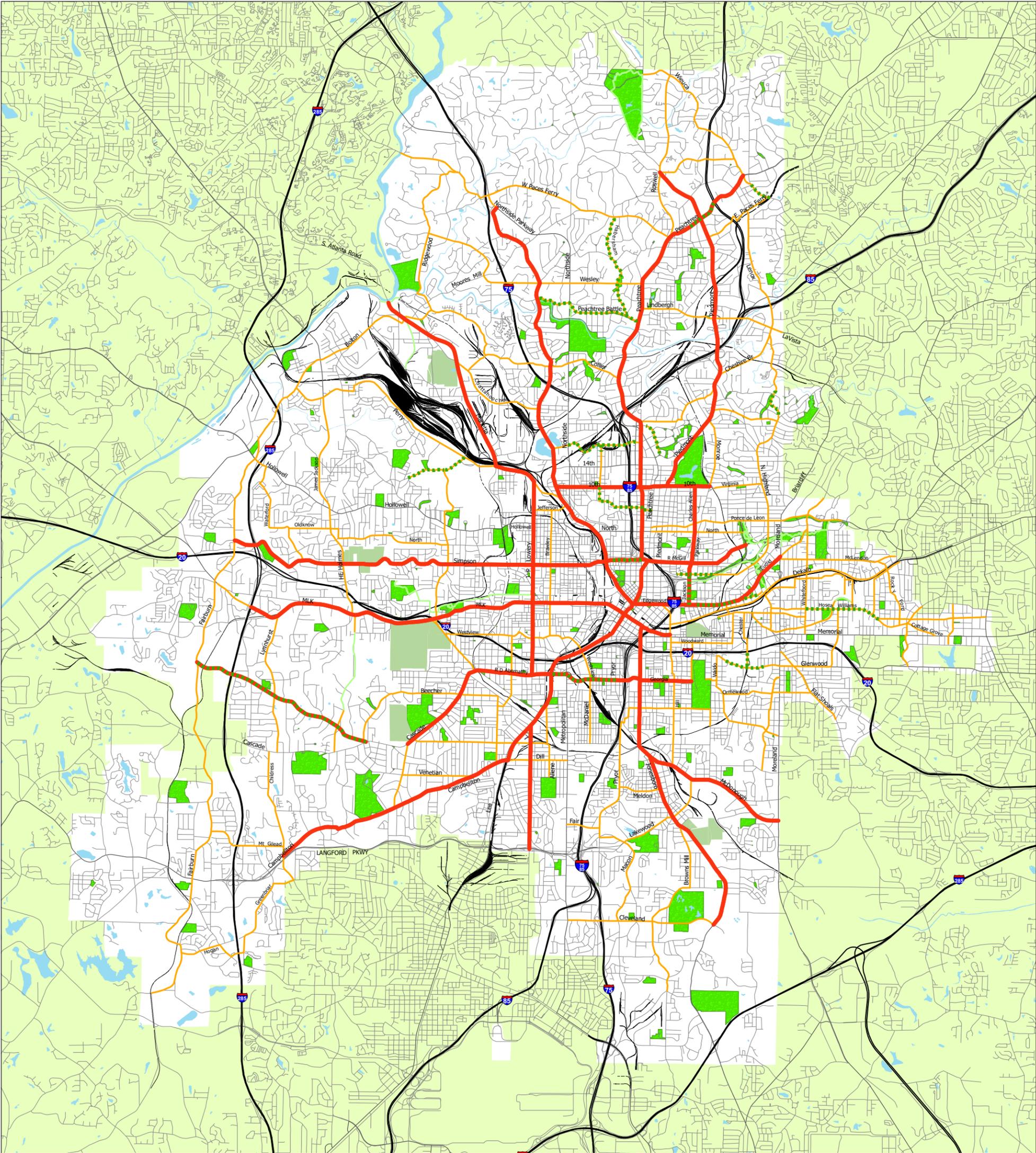
Summary 18: Bicycle and Pedestrian Maps

City of Atlanta 1995 Bicycle Commuter Master Plan
Recommended Route Map with Constructed Routes as of 2008



Legend

-  Planned Facility
-  Constructed Facility since 1995



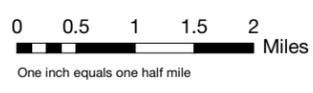
Connect Atlanta

Proposed Bicycle Routes



Legend

- Growth Areas (shown in light and dark purple)
- Existing On-street Bike Lanes (shown in dashed green)
- Core Bike Route (shown in red)
- Secondary Bike Route (shown in orange)
- Parks (shown in green)
- Existing Multi-use Path (shown in light green)

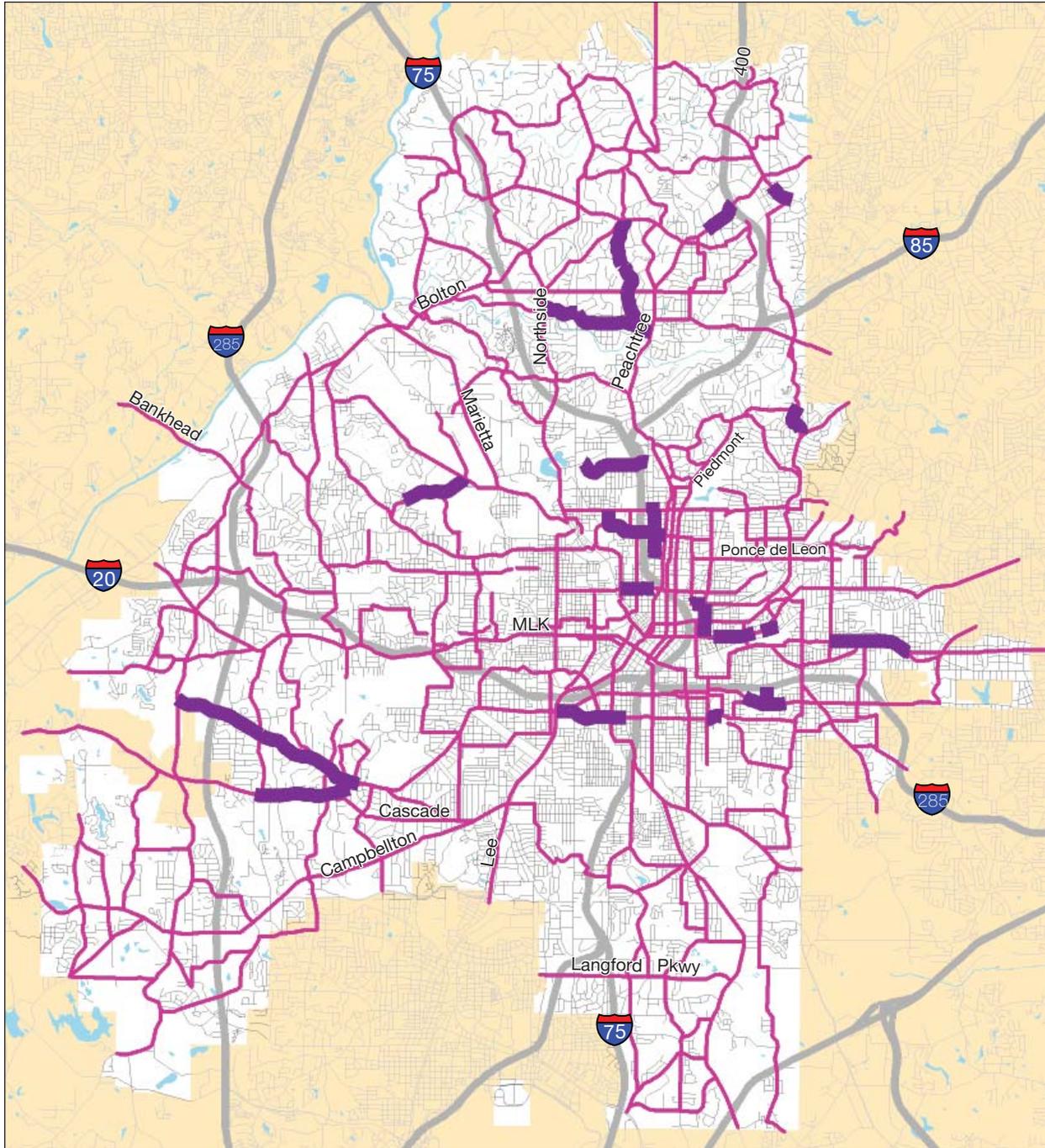


Data Sources: City of Atlanta GIS, Atlanta Regional Commission
Map Prepared May 2008

- Railroads
- Expressways
- Major Streets
- MARTA Rapid Transit Lines

Summary 18: Bicycle and Pedestrian Maps

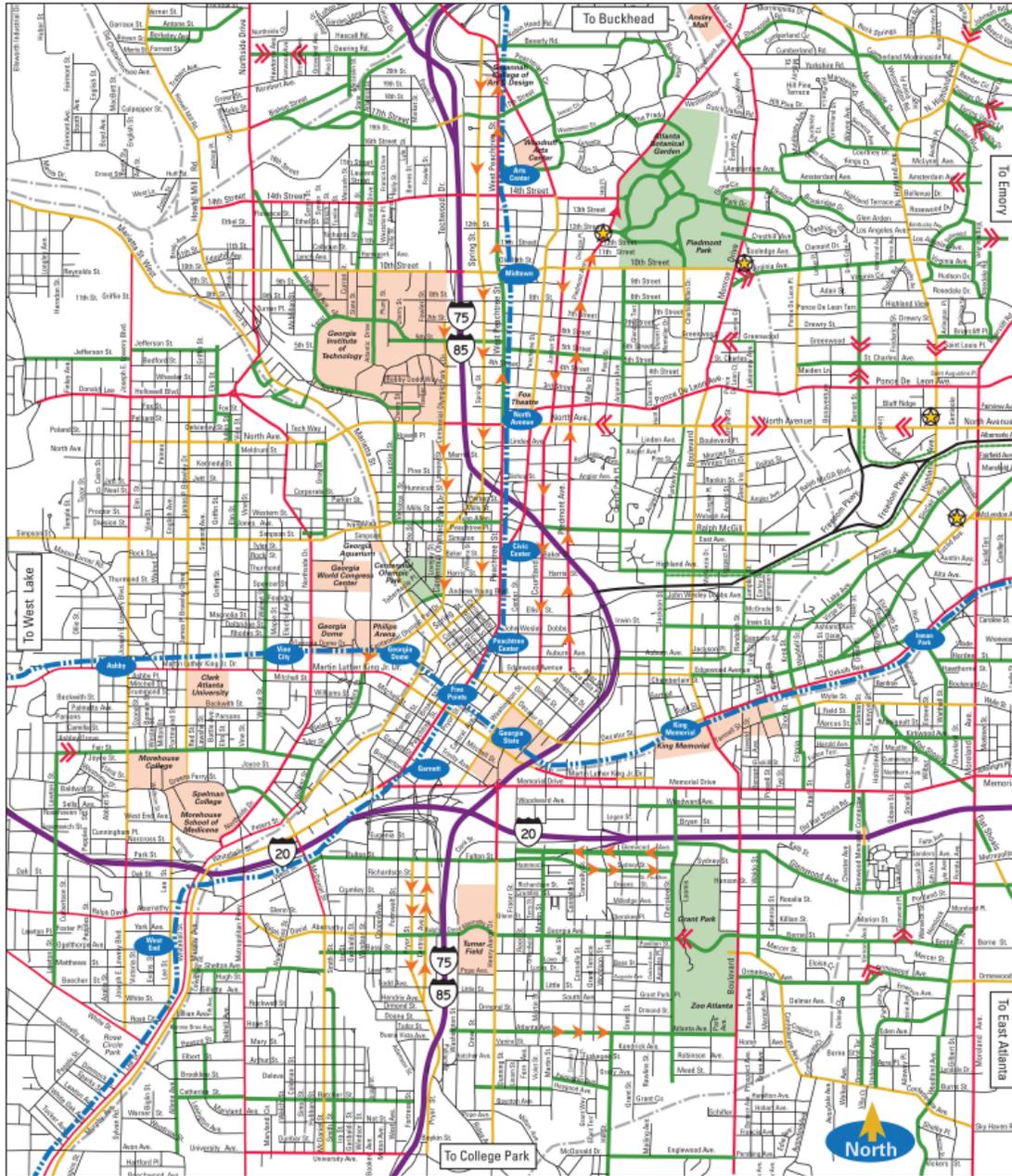
City of Atlanta 1995 Bicycle Commuter Master Plan
Recommended Route Map with Constructed Routes as of 2008



Legend

-  Planned Facility
-  Constructed Facility since 1995

Downtown/Midtown Bicycle Suitability Map



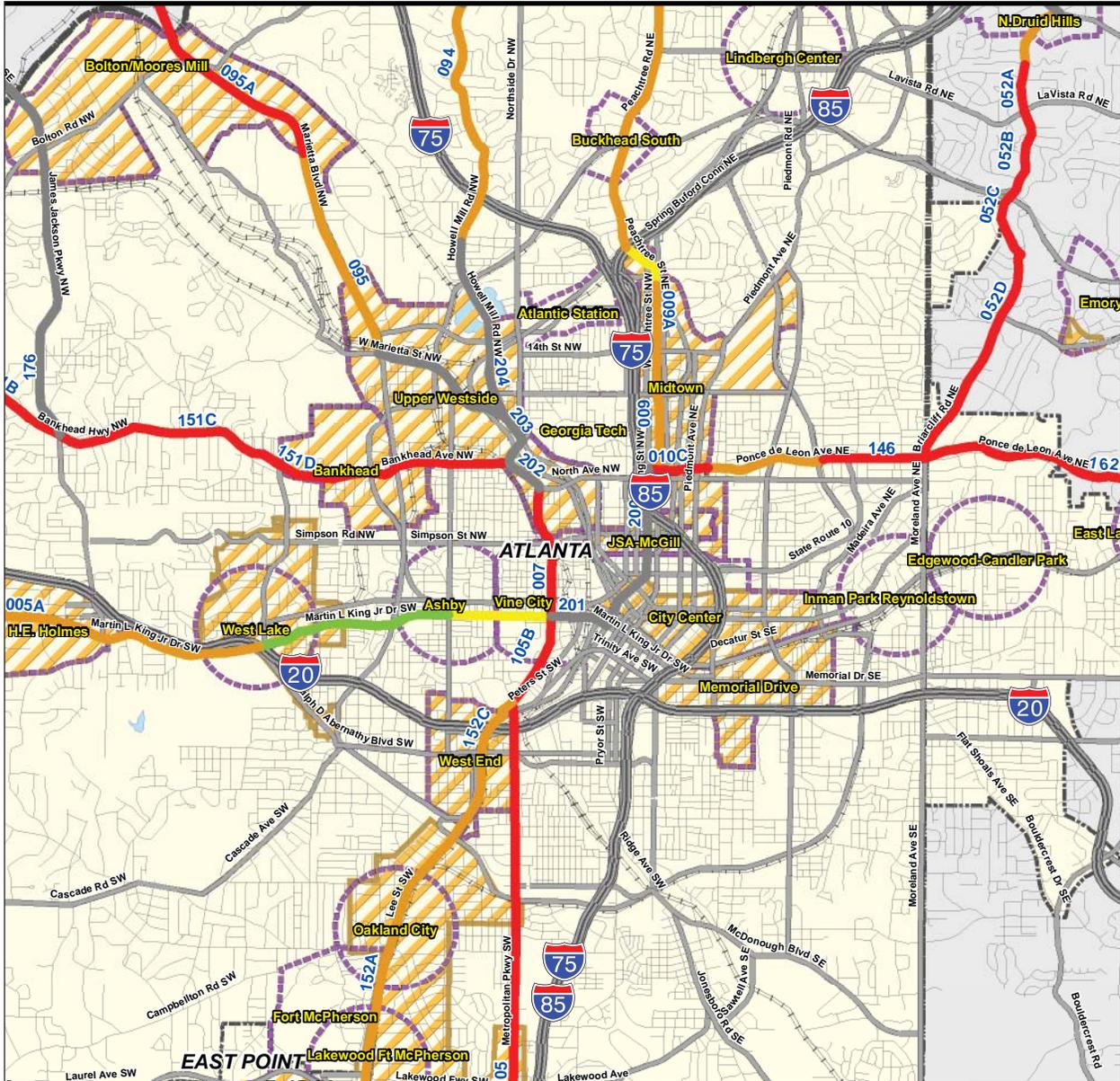
Legend

- RATED ROADWAYS**
- Green** = Least Difficulty Bicycling. Generally has at least three of the following features:
 - Recommended by area bicyclists as alternates to main roads
 - Low speed traffic
 - Low traffic volumes
 - Wide right lanes, bikeable shoulders, or bike lanes
 - Few, if any, merge lanes, "right turn only" lanes, commercial driveways, and/or on-street parking
 - Yellow** = Medium Difficulty Bicycling. Generally has at least three of the following features:
 - Recommended by area bicyclists as alternates to main roads
 - Medium speed traffic
 - Moderate traffic volumes
 - Wide right lanes, bikeable shoulders, or bike lanes
 - Limited merge lanes, "right turn only" lanes, commercial driveways, and/or on-street parking
 - Few, if any blind curves and/or blind hills
 - Red** = Most Difficulty Bicycling. Generally has at least three of the following features:
 - High speed traffic
 - Heavy traffic volumes
 - Relatively narrow lanes and no bikeable shoulders or bike lanes
 - Frequent merge lanes, "right turn only" lanes, commercial driveways, and/or on-street parking
 - Multiple blind curves and/or long, steep hills

- OTHER MAPPED ITEMS**
- Short connections, trails, or shortcuts - may or may not be paved.
 - Bicycle stores with bike repair shops.
 - Local streets not rated
 - MARTA rail line and MARTA rail stations
 - Railroads
 - One-way streets
 - Long and/or steep hills (uphill in direction of chevrons)
 - Complete access controlled freeways (bicycles prohibited)
- ONE MILE (a 6 minute bike ride @ 10 mph = 1 mile traveled)

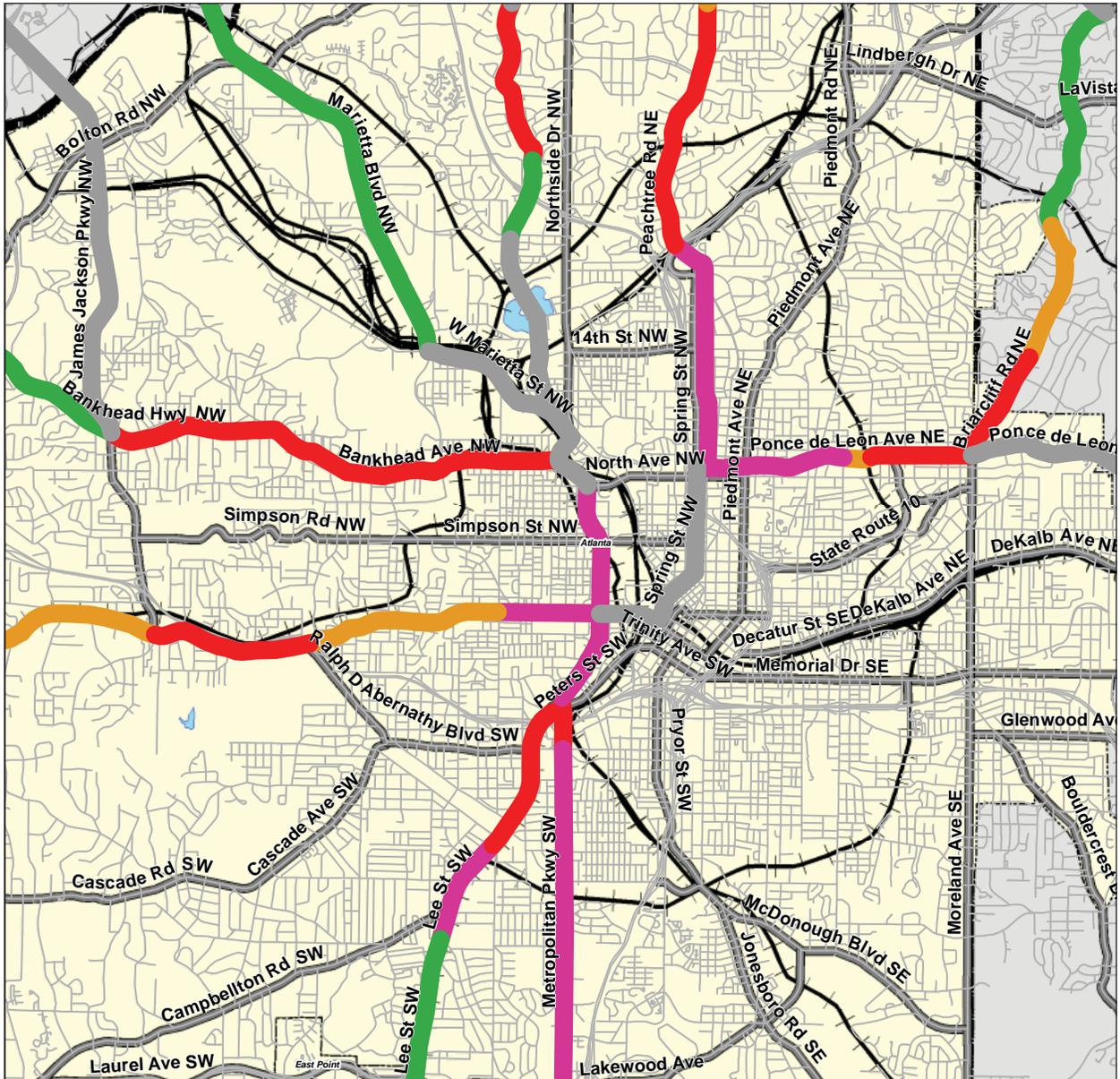
Bicyclists are responsible for their own safety. This map was created by the Atlanta Bicycle Campaign (ABC), in partnership with the Downtown Transportation Management Association (DTMA) and the Midtown Alliance as an aid for bicycling in the downtown and midtown areas. The roadways shown on the map are used by automobiles, buses, and trucks and typically do not have special facilities for bicycle travel. The Midtown Alliance, the Downtown TMA, and ABC in no way warrant the safety of the roadways or any other facilities indicated on this map for use by bicyclists. Bicyclists using these roadways and other facilities assume all responsibility for their own safety. A bicyclist should use these roadways and other facilities only if he or she has the requisite skill level as a bicyclist, and the bicyclist must make their own determination. Bicyclists assume the risk to their own safety when using this map. There are no warranties made in connection with this map, and the Midtown Alliance, the Downtown TMA, and ABC shall not be held responsible for any damages (personal, special, or otherwise) arising from its use.

Atlanta Regional Commission 2007 Bicycle/Pedestrian Plan: Level of Service



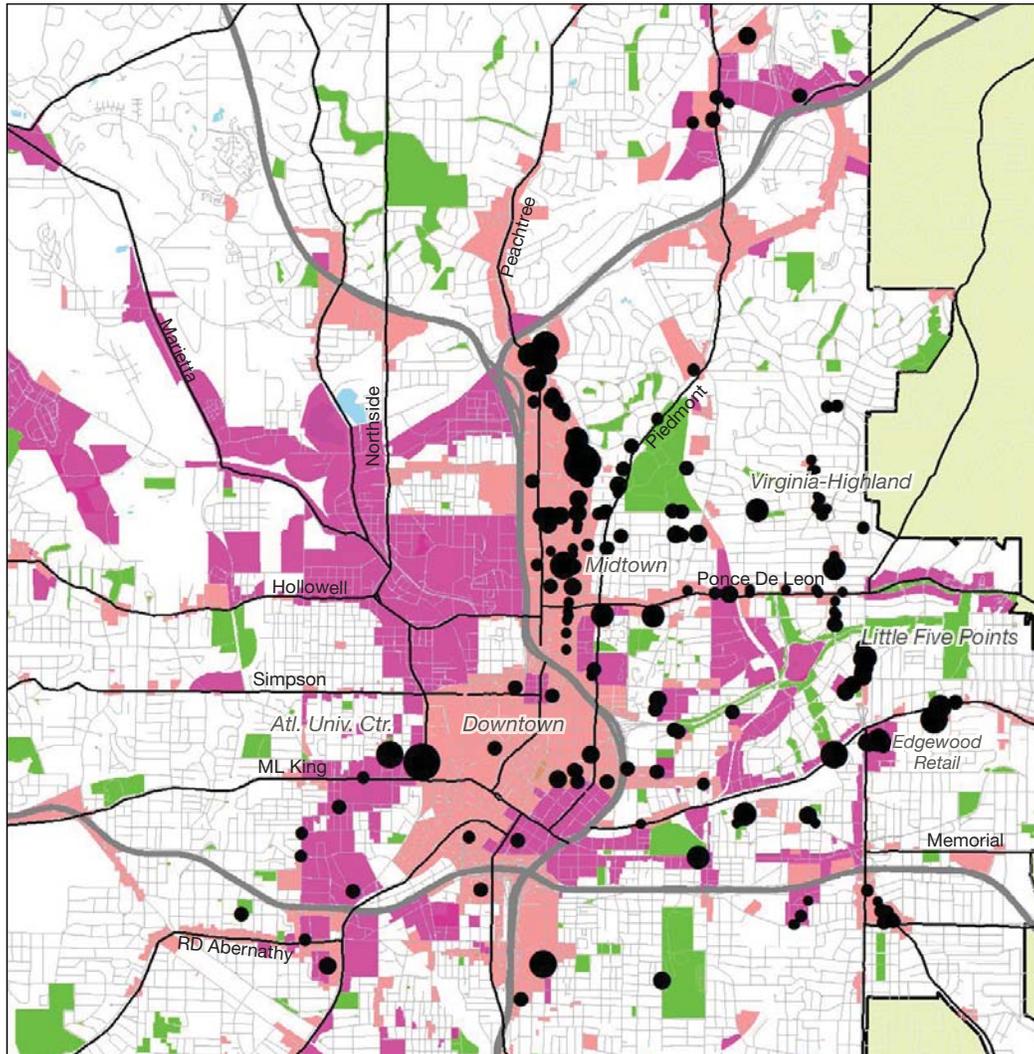
Level of Service categories for non-motorized modes are similar to those for motor vehicles, with one important exception: the Bicycle and Pedestrian Level of Service models were developed with the intent of using input by bicyclists and pedestrians operating in real environments, who assigned letter grades on an A to F scale, with A representing the most accommodating conditions and F representing the least accommodating conditions. SOURCE: 2007 Atlanta Region Bike/Ped Plan.

Atlanta Regional Commission 2007 Bicycle/Pedestrian Plan: Level of Service and Latent Demand Results



The Latent Demand Method is essentially a gravity model, providing a relative score for each segment based on the potential for bicycle use. This score represents the segment's propensity to generate bicycling and walking trips relative to the other segments in the study area. SOURCE: 2007 Atlanta Region Bike/Ped Plan.

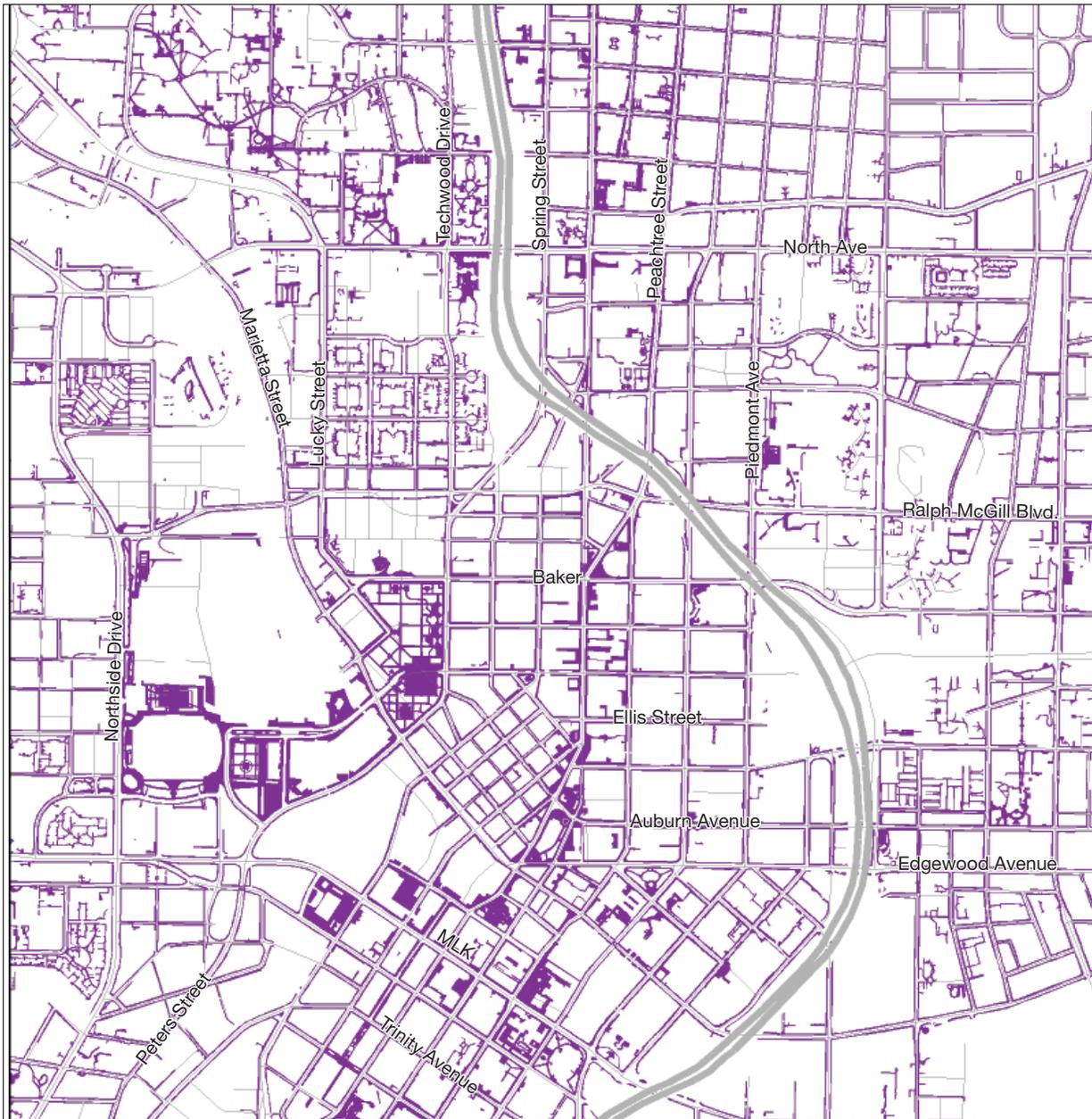
Atlanta Bicycle Campaign Bicycle Parking and Storage Inventory



The Atlanta Bicycle Campaign in cooperation with ARC conducted an inventory of bicycle storage and parking facilities in various activity centers in central Atlanta. While it was not the intent of this study to be exhaustive (it did not survey Atlantic Station, the Buckhead business district or the Georgia Institute of Technology campus, for example), it did provide a sense of supply and especially deficiencies in known areas of commercial and multi-use activity. The map here depicts these areas by using larger circles for locations with higher bicycle storage capacity. Many of the largest concentrations of storage coincide with large office and commercial development projects approved since 2000 (such as the 1180 Peachtree Building in Midtown). While this suggests that City regulations on providing bicycle storage have begun to recognize bicycle use as a legitimate means of travel and potential alternative to automobiles, it points out a need to revise bicycle parking standards to be addressed in smaller development projects.

Summary 19: Sample Sidewalk Inventory Maps

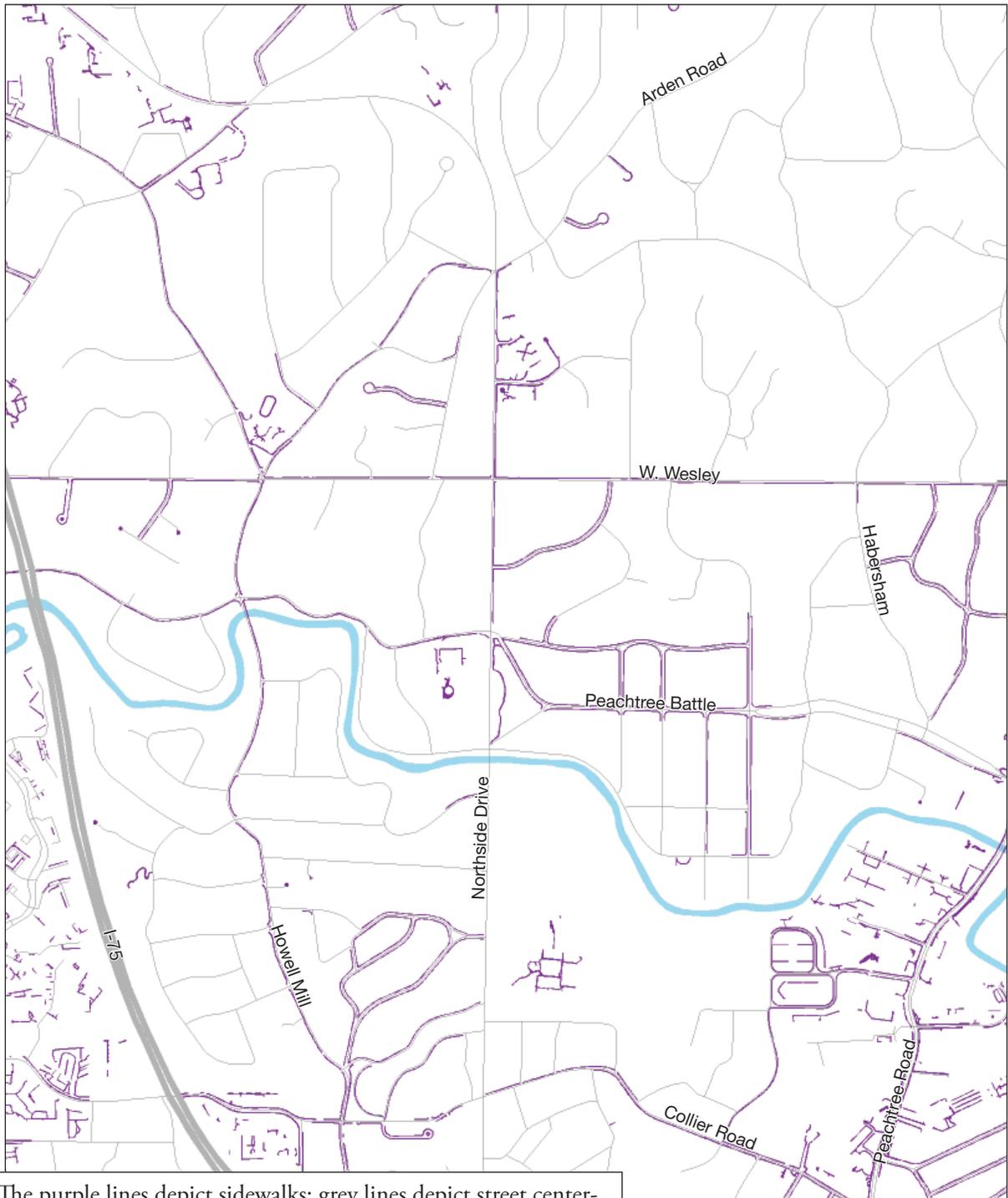
The maps on pages E-53 through E-55 depict sidewalk inventory in different areas of the City. This inventory was conducted by the City of Atlanta Department of Watershed Management and represents impervious surfaces serving a primarily pedestrian function; as a result the maps will show sidewalks as well as plazas and courtyards. These maps are intended to show the varying levels of sidewalk coverage in different parts of the City.



Source: City of Atlanta Department of Watershed Management

The purple lines depict sidewalks; grey lines depict street centerlines. In downtown and midtown Atlanta, sidewalk coverage is regular with only occasional service streets lacking them.

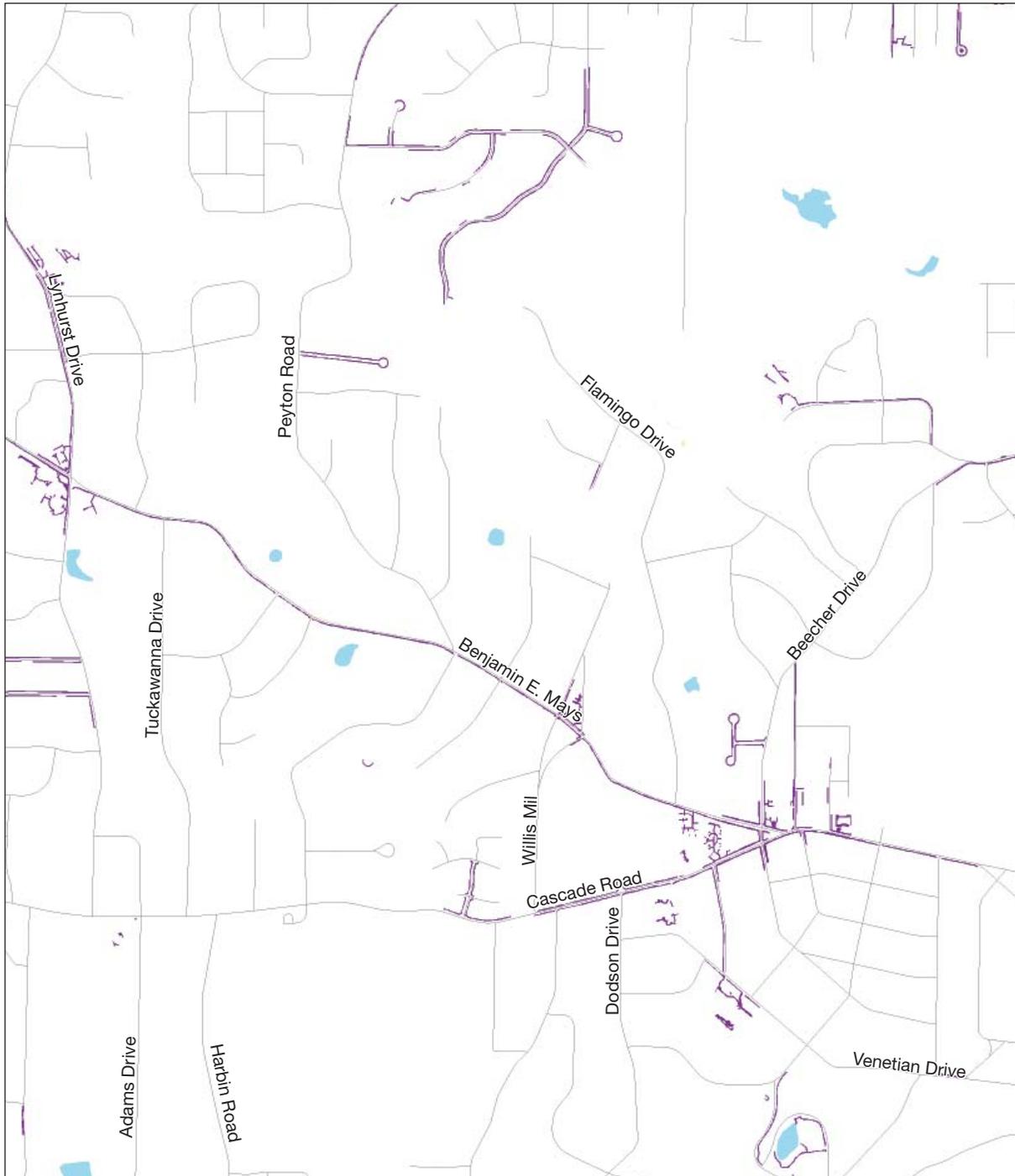
Detail of Sidewalk Inventory in West Buckhead



The purple lines depict sidewalks; grey lines depict street centerlines. In Buckhead, sidewalk coverage is more occasional, not occurring regularly even through the entire extent of the same street. Note the partial coverage on such streets as Peachtree Battle and Collier Road..

Source: City of Atlanta Department of Watershed Management

Detail of Sidewalk Inventory in Cascade Heights

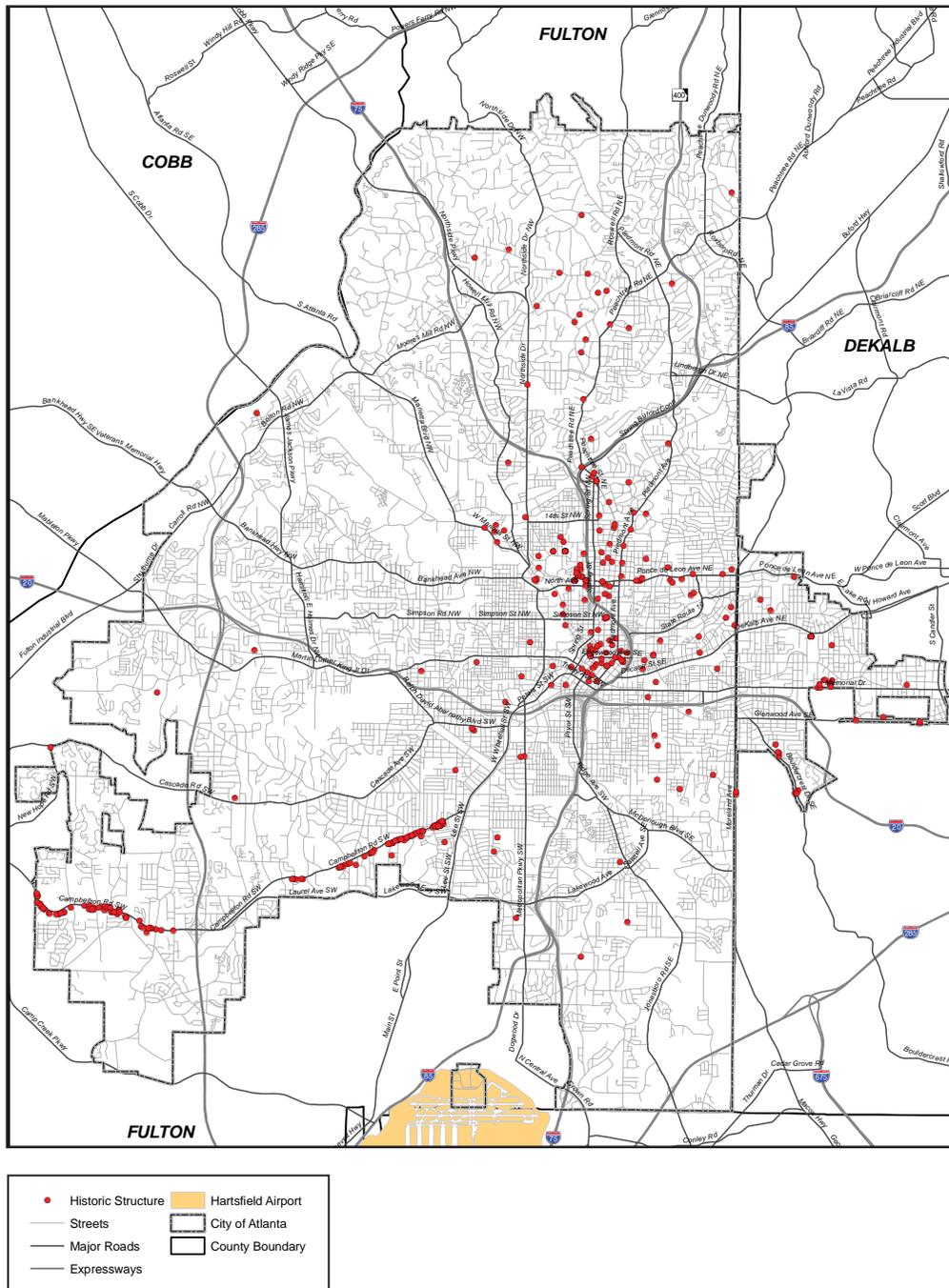


The purple lines depict sidewalks; grey lines depict street centerlines. In the Cascade Village area, sidewalk coverage is not consistent. Some collector streets such as Benjamin Mays have mostly full sidewalk coverage, but others (notable Cascade Road) do not. In many areas, sidewalks exist but then are not connected to other sidewalks.

Source: City of Atlanta Department of Watershed Management

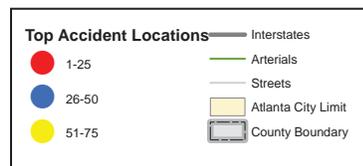
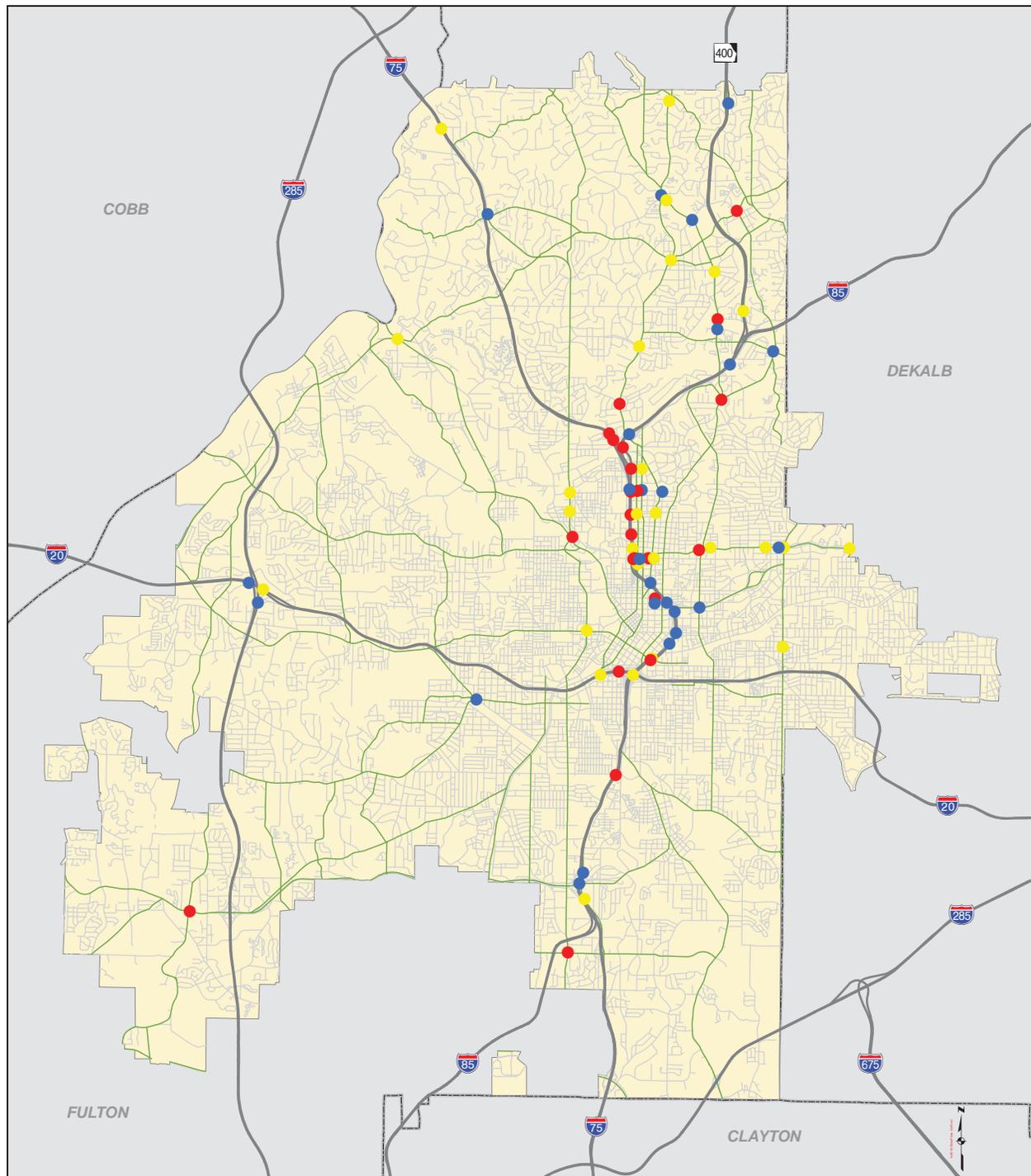
Summary 20: Historic Resources

The map below displays historical structures that have been identified in the study area. Historical resources are defined as any structure or property that is 50 years or older and included or eligible for inclusion in the National Register of Historic Places. Historic resources can include, but are not limited to houses, property, bridges, fountains and monuments. A more detailed evaluation of historic sites would be required for any transportation improvement utilizing any state or federal funding.



Summary 22: Safety Needs and Issues

Locations of High Vehicular Accident Frequency 2005 through 2007



Safety Needs from Crash Analysis

Piedmont Avenue Corridor

Piedmont Avenue from the State capitol to Roswell Road, where Piedmont Avenue ends, is a high capacity thoroughfare that is sometimes driven as a high speed highway. Vehicles commonly exceed 45 mph while driving the road. About one third of the eight mile road is a multi lane one-way street. The remaining two-thirds of the road is mostly a four lane highway, and sometimes six lanes. There are many intersections along Piedmont Avenue that have high vehicular accident rates, these include the intersection of: Auburn Avenue, John Wesley Dobbs Avenue, Ellis Street, Andrew Young International Boulevard, 10th Street, 14th Street, Monroe Drive, and Cheshire Bridge Road. Aside from a few exceptions, which will be discussed below, most of these sites have heavy turning movements both onto and off of Piedmont Avenue. The majority of accidents at these sites are due a combination of vehicles braking abruptly to turn off of Piedmont Avenue, vehicles disrupting traffic as they turn on to Piedmont Avenue, and inattentive driving.

Cheshire Bridge Road/Piedmont Circle and Piedmont Avenue

This Intersection has an unusual design because it has two roads essentially starting at the same point on Piedmont Avenue, while not allowing for easy through movements. As pictured in Picture 1 the intersection design can easily lead to motorist confusion, causing illegal turning movements, running red lights and more.



Picture 1

14th Street and Piedmont Avenue

This intersection is the point where Piedmont Avenue turns from a one-way road to a two-way road. As Picture 2 shows all the southbound lanes must make a right turn onto 14th Street westbound; in addition, the eastbound lane on 14th Street must make a left turn onto Piedmont Avenue northbound. This intersection design could lead to confusion among motorist, leading to running red lights.



Picture 2

Juniper/Courtland/Washington Street Corridor

Courtland Street from 14th Street south to the State capitol, like Piedmont Avenue, is a high capacity thoroughfare that is sometimes driven as a high speed highway. There are several locations along Juniper/Courtland Street that have high rates of accidents; these locations include the intersections of: 14th Street, 10th Street, Baker Street, Harris Street, Andrew Young International Boulevard, Ellis Street, Gilmer Street, Martin Luther King Jr. Drive, and Mitchell Street. Aside from a few exceptions, which will be discussed below, most of these sites have heavy turning movements both onto and off of Juniper/Courtland/Washington Streets. The majority of accidents at these sites are due a combination of vehicles braking abruptly to turn off of Piedmont Avenue, vehicles disrupting traffic as they turn on to Piedmont Avenue, and inattentive driving.



Picture 3

Baker Street and Courtland Street

This intersection has an off ramp from the Downtown Connector merging onto Courtland Street at the Backer Street intersection, as shown in Picture 3. This can lead to confusion among motorist on Courtland Street wanting to turn right onto Backer Street; this confusion can lead to illegal right turn movements from the center lanes at this intersection.

14th and Juniper

The intersection of 14th Street and Juniper Street is a confusing intersection due to the two left turn lanes, westbound on 14th Street, and one through lane. Many motorists will drive straight while in the middle, left turn, lane; this movement is highlighted in Picture 4 with the black car circled in yellow. This movement could lead to a vehicle in the through lane inadvertently merging into the vehicle making the illegal movement.

10th Street Corridor between Piedmont Avenue and State Street

10th Street is a major two-way street connecting GA Tech and West Midtown to Midtown. Between State Street and Piedmont Avenue almost every signalized intersection was one of the most accident prone intersections in the city. This is due to high intensity traffic and confusing intersection design.

West Peachtree Street and 10th Street

The likely cause for accidents in this area appear to be from the conversion of three through lanes into 1 left turn lane and two thru lanes at West Peachtree Street (Eastbound).



Picture 4

Techwood Drive and 10th Street

Techwood Drive southbound to the Downtown Connector (I-75/85) onramp is a confusing intersection design. There is channelized right turn from Techwood Drive that has two right turn lanes with a stop sign at 10th Street. There are a shared right turn lane, a shared left turn lane, and a dedicated left turn lane on Techwood Drive, as shown in Picture 5. The onramp on to The Downtown Connector is not striped to signify that there are two distinct lanes of traffic merging together; this lack of striping could lead to motorists cutting people off and causing dangerous conditions for driving.

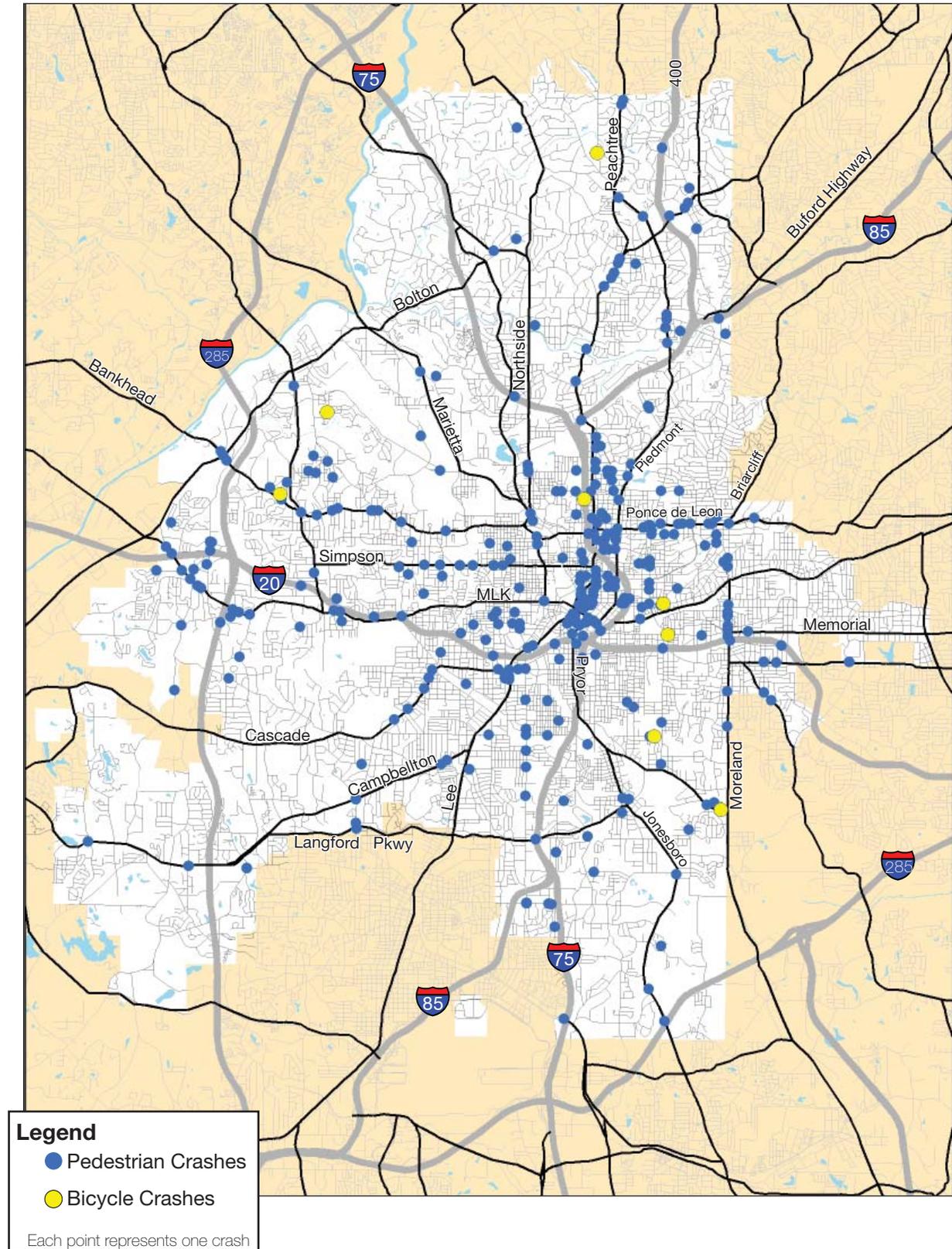
Ivan Allen Jr. Boulevard/ Centennial Hill

Ivan Allen Jr. Boulevard is the main street of the Centennial Hill developments. The road has seen major road construction and building construction. This massive amount of construction has led to lanes being closed or shifted; this reconfiguration of the road and side streets intersecting Ivan Allen Jr. Boulevard has led to a high rate of accidents due to driver confusion and misleading signing.



Picture 5

Bicycle and Pedestrian Crashes (2004-2006)



Appendix **F**



Travel Demand Model Enhancement Report

INTRODUCTION

This brief technical report describes the few enhancements that were made to the Atlanta Regional Commission (ARC) regional travel forecasting model to address City of Atlanta (COA) modeling needs during the preparation of a Comprehensive Transportation Plan for the City.

The enhanced travel demand model served as an important tool during the analysis of potential COA transportation system improvements. This travel demand model was adapted from the final form ARC 20-county travel forecasting model system, received in October 2007. The ARC model is an advanced state-of-practice four-step model system. Since the COA study area is central to the ARC regional model and represents much of the focus on the regional model's development efforts, we only undertook enhancements to the model to better represent the study area highway network.

The ARC makes its travel demand model available for use in transportation studies such as this CTP. ARC staff includes modeling personnel who serve as a valuable resource to the modeling community in the metropolitan Atlanta region. The CTP project team requested and received the ARC model system, and interacted with ARC modeling staff throughout the course of this study.

Model adaptation and validation steps are closely inter-linked during the model enhancement process, so they are presented together in the discussion below.

MODEL ADAPTATION AND VALIDATION

Before applying the ARC model to evaluate transportation in the Atlanta region, we conducted a review of the model's representation of Atlanta's highway network. We began this review process by evaluating the facility type classification of ARC model network links. In the ARC model, a link's facility type and the surrounding area type determine its capacity and free-flow speed. We reviewed the ARC's model's facility type classification and compared it against the Georgia Department of Transportation (GDOT) functional classification¹, the Navteq functional classification², the City of Atlanta functional

1 Obtained from the Georgia Department of Transportation's website: http://wwwb.dot.state.ga.us/dot/plan-prog/transportation_data/function_class_maps/index.shtml. We used the GDOT classifications included in Fulton County Functional Classification Map. This map is part of a series that provides the most current functional classifications on Georgia's public road system. GDOT's Office of Transportation Data is responsible for coordinating revisions to the functional classification system with the appropriate local planning agencies before being approved by the Federal Highway Administration (FHWA). The most recent Functional Classification Systems map of Fulton County available was as of 08/07/2007.

classification, and a visual assessment of the characteristics of the roadways and surrounding areas, as determined from aerial photographs. For presentation consistency, we color-coded the ARC highway network in Figure 1 using the same color scheme used by the GDOT functional classification maps, as summarized in Table 1.

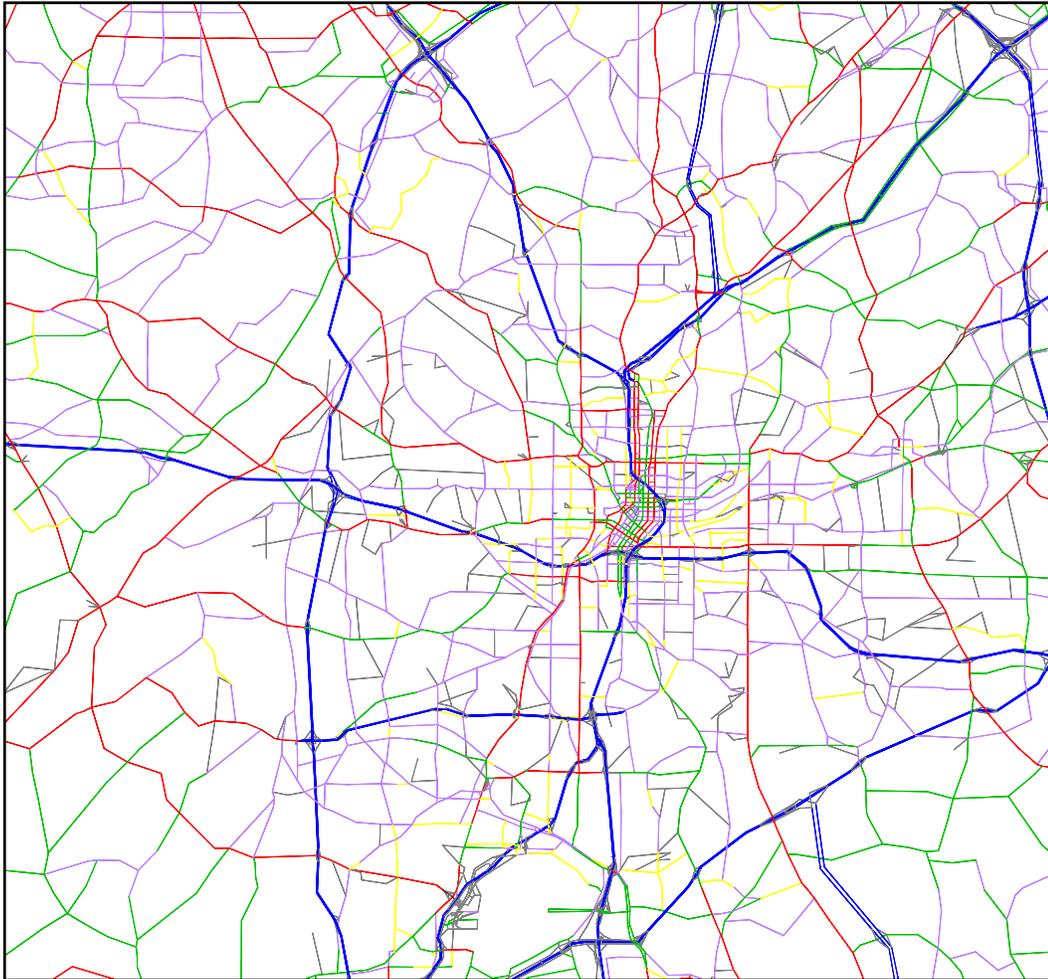
Table 1: ARC Highway Network Color-coding

Facility Type	Color
Interstate	Blue
Expressway	Brown
Principal Arterial	Red
Minor Arterial	Green

Figure 1 and Figure 2 display the ARC highway network and a portion of the GDOT Functional Classification map for Fulton County, respectively.

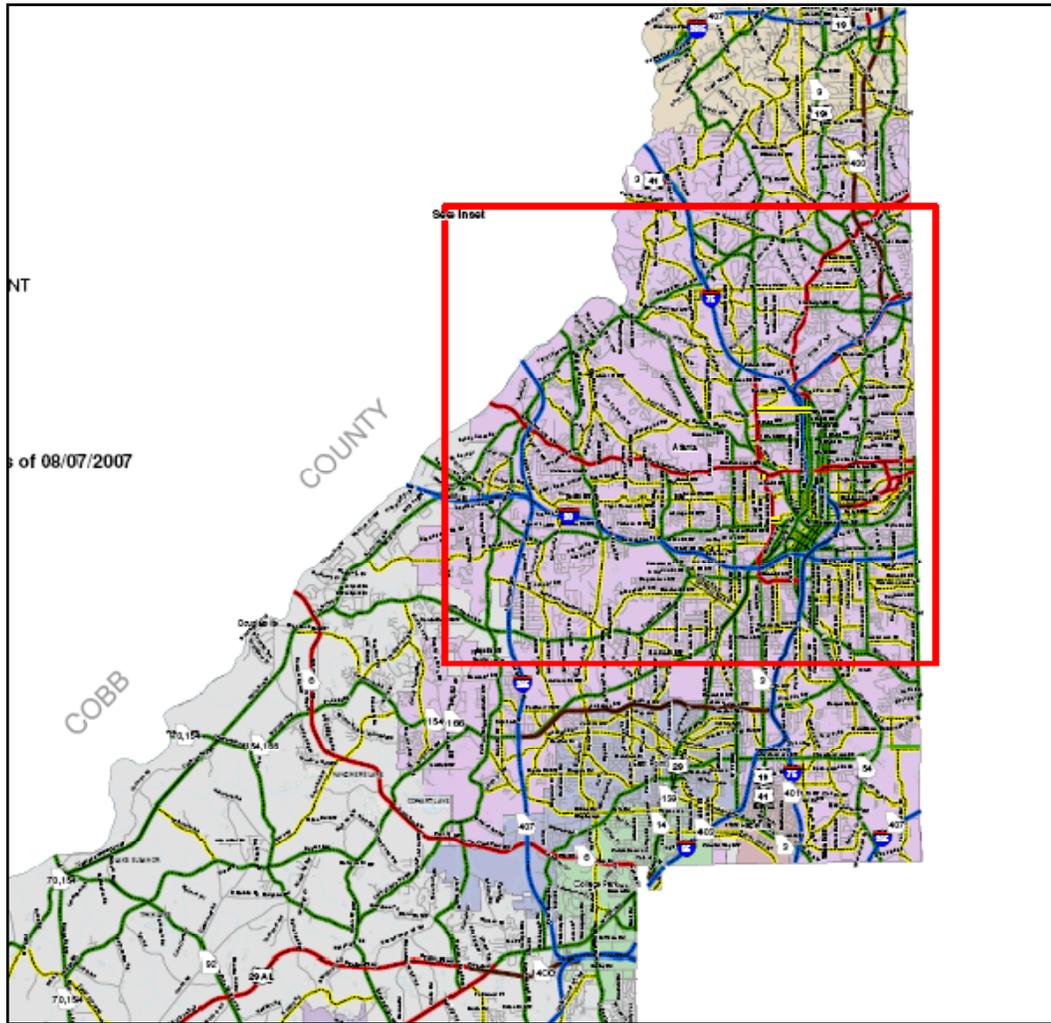
² As presented through www.maps.yahoo.com. We selected Yahoo! Maps as an additional point of comparison because it uses the NAVTEQ highway layer, a source of information that ARC travel demand modeling staff sometimes refer to.

Figure 1: ARC Highway Network



Source: CRA International

Figure 2: GDOT Functional Classification Map



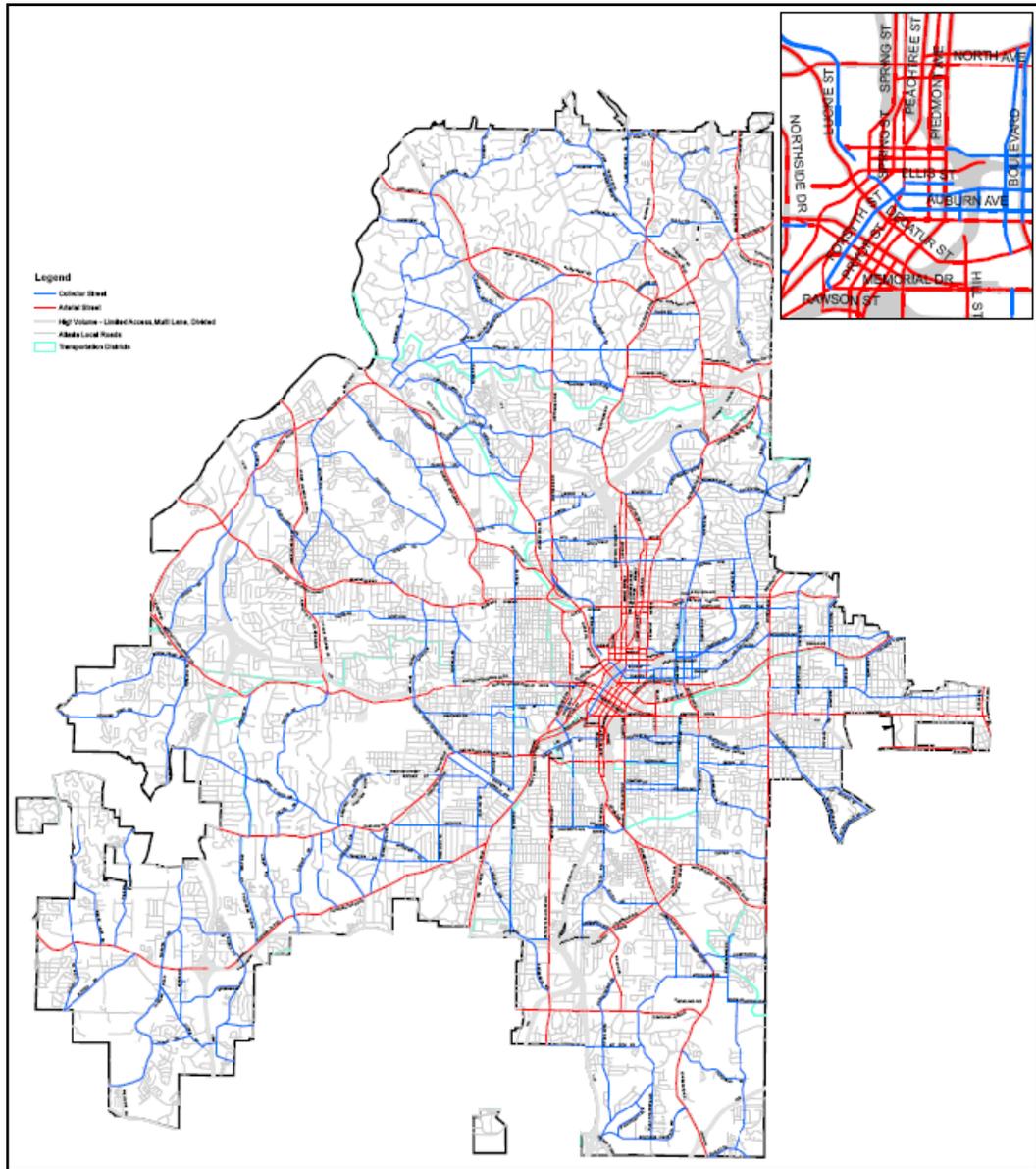
Source: Georgia Department of Transportation

Table 2 shows the color-coding used in the City of Atlanta Functional Classification Map, which is shown in Figure 3.

Table 2: City of Atlanta Functional Classification Map Color-coding

Facility Type	Color
High Volume Roadway	Gray (thick)
Arterial Street	Red
Collector Street	Blue
Local Road	Gray (thin)

Figure 3: City of Atlanta Functional Classification Map



Source: City of Atlanta Transportation Planning Division

Through our review, we identified 15 roadways which had different functional classifications between the ARC model and GDOT; these are presented in Table 3. We used NAVTEQ information and aerial photography to carry out a detailed examination of roadway and surrounding area characteristics of these 15 facilities to resolve the discrepancies. Based on these observations, we concluded that the ARC classification was more appropriate in 5 cases and the GDOT classification more appropriate in the other 10. Of those latter 10 cases, the GDOT classification involved a lower functional class than the ARC model for 7

roadways and a higher functional class for 3 roadways. For the 7 highways that would receive a lower classification, it appears that the ARC model had assigned a higher class because these links are designated as ARC Strategic Arterials, and this designation can strongly influence the ARC procedure that assigns a facility type to arterials. Accordingly, we adjusted the ARC model facility type of roadways 6 through 15 as indicated in Table 3.

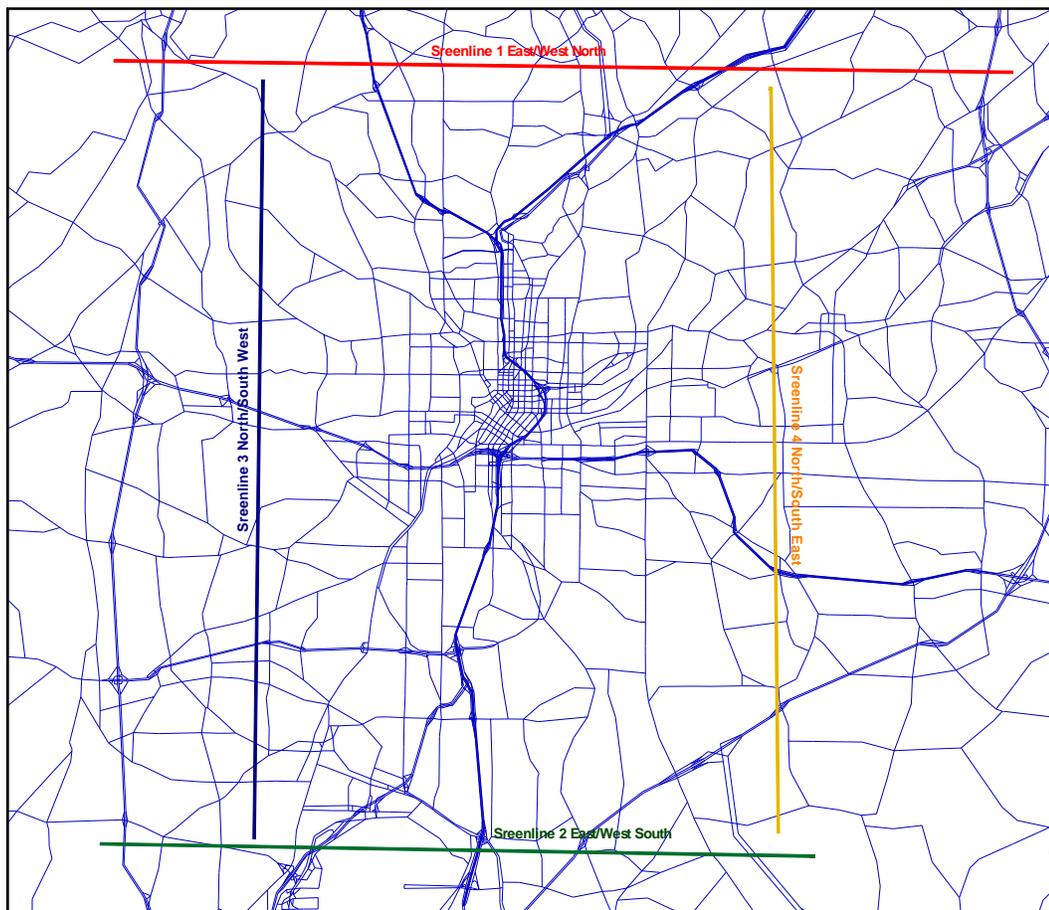
Table 3: Functional Class Changes

ID	Road Name	Original Model Classification	GDOT Classification	NAVTEQ Classification	City of Atlanta Classification	Recommended Decision
1	US 29 / SR 139 / SR 154	Principal Arterial	Minor Arterial	Principal Arterial	Arterial Street	Principal Arterial
2	Fulton Industrial Blvd. SW / NW	Principal Arterial	Minor Arterial	Principal Arterial	Arterial Street	Principal Arterial
3	Moreland Ave. SE / NE	Principal Arterial	Minor Arterial	Principal Arterial	Arterial Street	Principal Arterial
4	Spring St. NW	Principal Arterial	Minor Arterial	Principal Arterial	Arterial Street	Principal Arterial
5	W Peachtree St. NW	Principal Arterial	Minor Arterial	Principal Arterial	Arterial Street	Principal Arterial
6	Martin Luther King Jr. Dr. SW	Principal Arterial	Minor Arterial	Minor Arterial	Arterial Street	Minor Arterial
7	US 41 / SR 3 (Stewart Ave)	Principal Arterial	Minor Arterial	Minor Arterial	Arterial Street	Minor Arterial
8	James Jackson Pkwy NW	Principal Arterial	Minor Arterial	Minor Arterial	Arterial Street	Minor Arterial
9	Marietta Blvd. NW	Principal Arterial	Minor Arterial	Minor Arterial	Arterial Street	Minor Arterial
10	Juniper St. NE	Principal Arterial	Minor Arterial	Minor Arterial	Arterial Street	Minor Arterial
11	Piedmont Ave NE	Principal Arterial	Minor Arterial	Minor Arterial	Arterial Street	Minor Arterial
12	North Ave. NE (Piedmont to Moreland)	Principal Arterial	Minor Arterial	Minor Arterial	Arterial Street / Collector Street	Minor Arterial
13	Monroe Dr. NE / Boulevard NE	Major Collector	Minor Arterial	Minor Arterial	Collector Street	Minor Arterial
14	Fairburn Rd SW / NW	Major Collector	Minor Arterial	Minor Arterial	Collector Street	Minor Arterial

15	Ponce De Leon NE (Juniper & West)	Minor Arterial	Principal Arterial	Principal Arterial	Arterial Street	Principal Arterial
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We conducted a validation analysis against GDOT year 2005 traffic count data to ensure that the network modifications improved the model's forecasting. For the validation analysis, we compared the total daily volumes forecast for four major "screenlines", both before and after the enhancement, to the observed volumes passing through these screenlines. Figure 4 displays the location of the 4 screen lines used. The observed volumes are the sum of the 2005 AADT traffic counts for the roads crossing the screenlines.

Figure 4 Screenline Locations on the ARC Network



Source: CRA International

Table 4 displays the results of the screenline analysis results. In addition to listing the daily volumes going through each screen lines, along with the traffic count values, it shows the percentage differences relative to the traffic counts. The network improvements clearly enhance the model accuracy compared to the unmodified network.

Table 4: Screenline Validation Results

Screenlines	ID	2005 Traffic Count Volumes	Unmodified 2005 Model		COA CTP Enhanced 2005 Model	
			Daily Volume	% difference	Daily Volume	% difference ³
SC1 – E/W North	1	1,218,390	1,247,154	2%	1,216,008	0%
SC2 – E/W South	2	774,190	823,446	6%	813,112	5%
SC3 – N/S West	3	307,370	339,111	10%	328,205	7%
SC4 – N/S East	4	471,380	528,085	12%	520,930	11%

To better understand the effects of the functional classification changes at a disaggregate level, we conducted a more detailed analysis of each road that we modified. For each of the 10 roads with changes, we compared the 2005 AADT traffic count volumes from GDOT to the output volumes of the model runs. Table 5 presents these results which show that the network enhancements clearly improve the model's forecasting accuracy.

Table 5: Facility Type Change Results

Road	2005 Traffic Counts	Unmodified 2005 Network		COA CTP Enhanced 2005 Model	
		Daily Volume	% difference	Daily Volume	% difference
MLK Jr. Dr	14,880	25,919	74%	21,516	45%
Fairburn Rd	10,910	4,939	-55%	6,859	-37%
James Jackson Pkwy	5,270	19,899	278%	15,555	195%
Marietta Blvd	17,450	23,907	37%	17,770	2%
Stewart Ave	14,640	30,232	107%	25,007	71%
Piedmont	14,740	19,344	31%	14,023	-5%
Juniper	20,460	22,463	10%	16,982	-17%
Ponce de Leon	35,180	34,983	-1%	48,371	37%
North Ave	20,150	30,426	51%	12,330	-39%
Monroe	23,550	16,095	-32%	20,400	-13%

Appendix **G**



Additional Information

Summary 1: Commuter Rail Initiatives

The following description of the status of passenger rail development in the Atlanta region is taken primarily from a report completed by the State of Georgia Department of Audits and Accounts, Performance Audit Operations entitled Passenger Rail Development in Georgia, dated January 2007.

Passenger Rail Program Overview

Various public and private sector entities have been involved in the development of passenger rail service. The studies and analysis of passenger rail has been by consultants paid from three agencies - Georgia Department of Transportation (GDOT), Georgia Rail Passenger Authority (GRPA) and Georgia Regional Transportation Authority (GRTA). A management group of representatives from the three agencies (GDOT, GRPA, and GRTA), called the Georgia Rail Passenger Program (GRPP), was also involved in passenger rail activities from 1999 to 2004. However, GRTA is no longer involved with passenger rail activities and the GRPA Board, while it still exists; it has no staff or current funding. Therefore, GDOT is currently the only state entity with staff responsible for overseeing the work being done on the passenger rail program.

While passenger rail initiatives in Georgia date back to the 1980s, a significant amount of study has taken place in recent years. While numerous transit technologies, such as Heavy Rail and Light Rail, could be considered for passenger rail, the passenger rail initiatives in Georgia have focused on commuter rail and intercity rail. Between 1997 and 2006, State auditors estimate that approximately \$21.1 million of federal and state funds have been spent for studies proposing a network of seven commuter rail lines and seven intercity lines that would serve Atlanta and other major cities. The proposed commuter rail line would run from Atlanta to: Athens, Senoia, Bremen, Madison, Gainesville, Canton, and Griffin. The network of intercity rail lines would run from Atlanta to: Macon, Augusta, Columbus, and Greenville, South Carolina.

Since the release of the Commuter Rail Plan in 1995 and Intercity Rail Plan in 1997, the estimated costs and projected completion dates of the passenger rail network has increased substantially. Pursuant to state auditors, the cost of implementing the commuter rail system increased from an estimated \$508.5M in 1995 to an estimated \$1.89B in 2003. Furthermore, because the development of passenger rail service is planned along existing freight lines and/or right-of-way passenger rail service will be significantly impacted by decisions made by Norfolk Southern and CSX concerning access to freight lines.

Currently, there are two projects under development that will comprise the passenger rail system:

- Atlanta to Lovejoy Commuter Rail; and
- Multi-Modal Passenger Terminal

The following sections provide more detail on these initiatives.

Atlanta to Lovejoy Commuter Rail

While a total of 48 studies and/or reports have been produced since 1987, the only project currently under development is the 26-mile line from Atlanta to Lovejoy. The project is planned to have four stops – Jonesboro, Morrow, Forest Park, and East Point – and terminate at the Multi-Modal Passenger Terminal (MMPT) in Atlanta.

According to the State auditing report, approximately \$107.6M has been identified from federal, state, and local sources to establish the initial service. Most of these funds \$86.7M (over 80%) are from federal sources and \$19.9M are from state funds. Once the service is established, the projected ridership of 1,540 riders a day is expected to cover 35-40% of the operating expenses by the third year of operations. For the first three years, operating shortfalls will be covered by federal Congestion Mitigation and Air Quality (CMAQ) funding. Although Clayton County originally agreed to pay for 100% of the operating shortfall, the county is reconsidering its support. While no state funds have been identified for continued operations beyond the initial three years; GDOT is moving forward with the project.

Pursuant to the State auditing report, as of January 2007 the development of detailed engineering plans and construction work were on hold until access agreements between GDOT and Norfolk Southern had been finalized. The report cites GDOT's inability to reach an agreement with Norfolk Southern as a major cause of delay for the project. Originally expected to take five years, negotiations lasted nearly three years.

Multi-Modal Passenger Terminal (MMPT)

Planned for 2012, the MMPT will be the region's major passenger terminal with facilities for new commuter rail and intercity rail services, including Amtrak, as well as intercity and regional express buses (Greyhound, GRTA Xpress, Cobb County, Clayton County, Gwinnett County, and MARTA). The terminal's location in Downtown Atlanta between Forsyth Street and Centennial Olympic Park Drive which lies immediately west of the MARTA Five Points Station, the hub of the Atlanta region's rapid rail system. According to the Southeast High Speed Rail web site (www.sehsr.com), the cost of the MMPT, which includes the acquisition of key rail links, is \$195 million at build out. The first phase sufficient for several lines would cost \$55 million including track improvements. The second and third phase to accommodate all services in the rail passenger program would cost an additional \$135 million.

Summary 2: Transit Needs Assessment

Introduction

The purpose of this document is to discuss potential transit needs within the City of Atlanta. The transit needs analysis considers the City's historical experience with transit, current and projected demographic and economic conditions in the City of Atlanta, an inventory of existing public transportation services, and input received from public involvement activities associated with the Connect Atlanta planning process. Additionally, the assessment provides cursory-level demand projections for public transportation using outputs from the Atlanta Regional Commission's (ARC) travel demand model. Other data sources utilized in the assessment include, but are not limited to: the National Transit Database (NTD); 2000 U.S. Census; U.S. Census, American Community Survey (2006); Atlanta's Strategic Action Plan (ASAP); Metropolitan Atlanta Rapid Transit Authority (MARTA) system performance data; and population, employment and mode share data taken from the regional travel demand model.

Historical Perspective

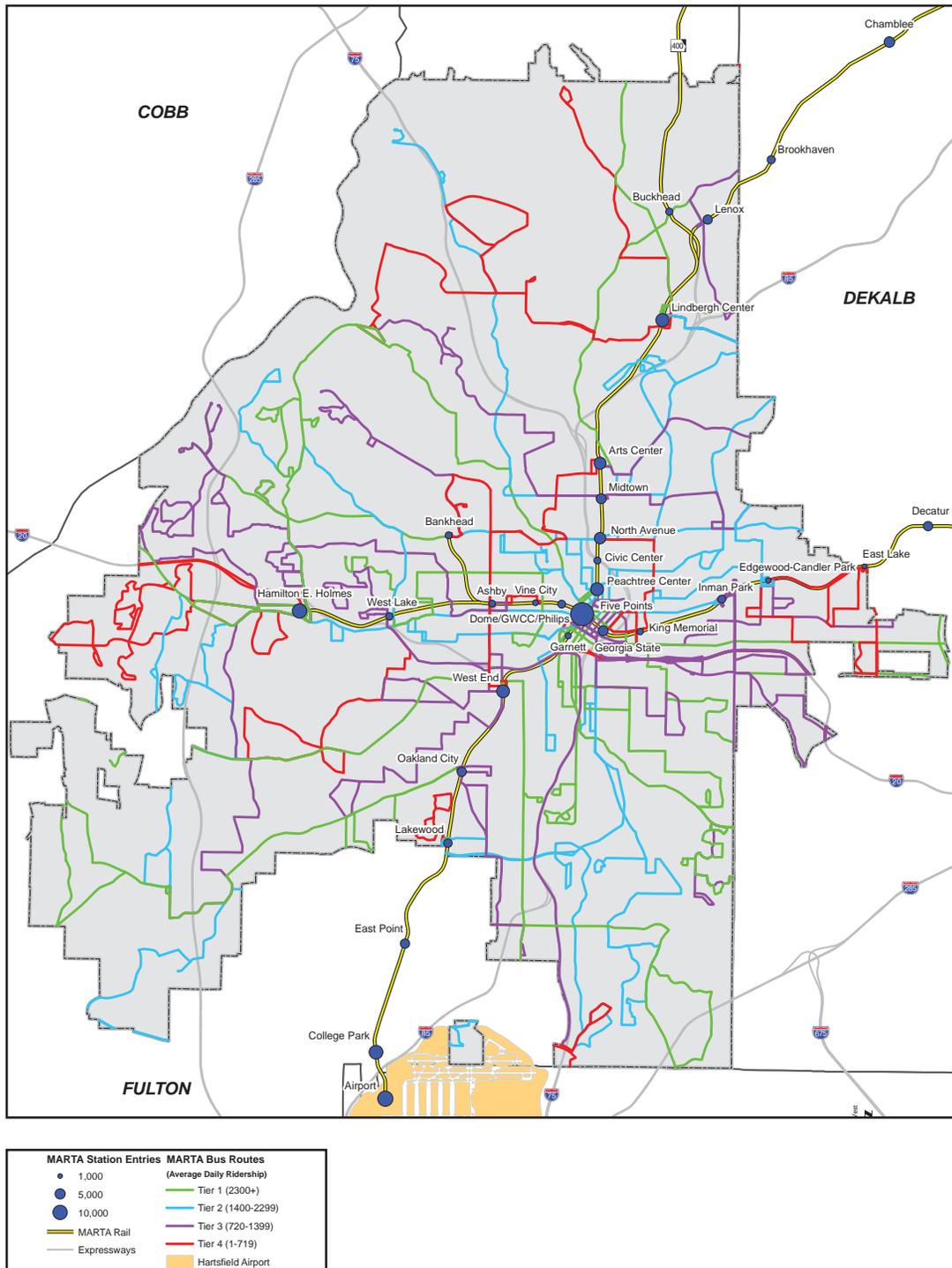
Transit has long since been essential to Atlanta's urban form and mobility. Following the Civil War, the State of Georgia General Assembly approved the corporate charter of the Atlanta Street Railroad Company in 1886. After several ownership changes and new charters, the first electrified streetcar line in Atlanta was developed by Joel Hurt to connect downtown to Atlanta's first suburb, Inman Park. Through various different operators, a comprehensive network of streetcars serviced Atlanta's core for decades. Atlanta streetcars remained a viable mobility option for City residents as transit mode share comprised 49% of work trips as late as 1958. Eventually, streetcars were replaced by more flexible bus technology. The automobile as the primary means of travel evoked a decline in the City's population with the subsequent flight to the suburbs starting in the 1950s, and continuing through the 1980s. However, employment in the City experienced a steady increase over this period, fueling the proliferation of external peak hour trips between the City's core employment centers and growing suburban areas surrounding the City.

To serve these trips patterns, MARTA was established as the primary provider of transit services for the City in the 1970s. At the time, transit trips within the City were mainly for those with limited accessibility to the private automobile. MARTA was designed to integrate heavy rail transit at the core of the system, with a network of bus services tailored to feed the rail transit. This design is characterized as a traditional hub-and-spoke. Recent demographic and land use trends suggest that the City may be reverting back to conditions more advantageous to higher transit mode share capture. This may further suggest the need for improved transit frequencies, capacities, as well as, a multi-hub approach to system design in order to adequately address emerging growth and densification trends throughout the City. Moreover, as available right-of-way for roadway capacity improvements are increasingly limited, the importance of transit to meet future City mobility needs will be paramount.

Existing System Overview

MARTA's heavy rail system includes 47 route miles and 38 passenger stations. MARTA also operates 131 bus routes to serve primarily as feeders to the rail system. The rail network consists of north/south and east/west lines and two rail spurs. A map of the MARTA system within the City of Atlanta, along with the corresponding peak hour headways is provided in Figure 1. As shown, the City is characterized by excellent spatial route coverage. The MARTA bus route system resembles the old streetcar network as many of the primary bus routes traverse the same corridors as their streetcar predecessors. In fact, a few even share the same route numbers (i.e., #2 Ponce De Leon, #23 Buckhead, and #18 South Decatur).

Figure 1: Bus Route Performance & Rail Stations



According to the NTD, MARTA ridership has seen a decrease in unlinked trips in recent years – roughly a 17% decrease between 2000 and 2006. During that time period, MARTA experienced reductions in service along with an associated reduction in annual revenue vehicle hours for fixed route bus and rail. Bus annual revenue hours were reduced by 16% from 2003 to 2005 while rail revenue hours were reduced by 10% during this timeframe. These reductions were primarily the result of a decline in sales tax revenue. Availability of local funding in large part determines MARTA's service levels. According to MARTA's Fiscal Year 2007 Annual Report, the 1% sales tax contributed by residents of Atlanta, Fulton and DeKalb Counties represents 66% of total revenue.

During the same time period, MARTA's paratransit unlinked trips increased by nearly 140%. This increase in ridership can be attributed to a growing elderly/disabled population and increased awareness of the service. Paratransit is a necessary program designed to provide comparable demand response service to those who cannot ride the fixed route system. The service is required by federal law, but is largely unfunded by other sources outside of MARTA's sales tax revenues. For both fixed route and paratransit, a clear need in the near future will be to identify additional funding sources to meet the increasing demand. In addition, more incentive for individuals eligible for paratransit service, but capable of utilizing the fixed route system would also reduce overall paratransit demand.

Performance of rail stations is evaluated by the average daily entries to the station. Best performing stations, as shown in Table 1 tended to be in the most densely developed areas particularly in Downtown and Midtown. Also, stations that were on the end of the West and South Lines had large ridership partially due to the strong feeder bus networks and direct connections to major activity centers such as the airport. Five Points Station marks the only connection between MARTA's North/South and East/West rail lines, and therefore has the highest amount of station activity. Stations performing poorly relative to other stations within the system tended to have fewer bus connections and are located in less dense neighborhoods or employment centers. Examples would be East Lake, Edgewood, Garnett and Vine City Stations. Buckhead Station, while located within a major activity center, is an example of a station surrounded by relatively dense development. However, the station is partially isolated from development due to poor pedestrian access. To address this issue, MARTA is considering constructing a pedestrian bridge over GA 400 to better link the station to adjacent land uses. MARTA's lowest performing stations are provided in Table 2.

Recognizing the significant amount of investment in existing transit station infrastructure, continued emphasis on transit oriented development (TOD) is a key system need especially at the lower performing station to increase ridership. Lindbergh Station, a successful example of TOD, has been cited nationally in best practices. Livable Centers Initiative (LCI) and other studies to support TOD have been undertaken at the following MARTA stations:

- Arts Center
- Ashby
- Bankhead
- Buckhead
- Civic Center
- East Lake
- Five Points
- H. E. Holmes
- King Memorial
- Lakewood/Fort McPherson
- Oakland City
- Vine City
- West End

Thus, TOD initiatives to create compact, walkable communities centered on transit stations throughout the City must be addressed as part of the Connect Atlanta Plan. This need is particularly true for the low performing MARTA stations which in most cases are located in areas that the City has targeted for economic development.

Table 1: MARTA FY2007 Best Performing Rail Stations

Rank	Station	Average Daily Entries	Routes Served
1	Five Points	25,204	1,2,3,9,13,16,21,42,49,55,74,97,110,113,155,186,216, Braves Shuttle, CCT Routes 100, 101 GRTA Routes 400, 420, 440, 460, 470, 480, 450, 490
2	Airport	11,502	C-Tran (Clayton County) Routes 501,502, 503, 504
3	H. E. Holmes	10,128	3,53,56,57,59,60,66,73,153,160,165,170,201,273 and Cobb Community Transit (CCT) Route 30
4	Lindbergh Center	8,402	5,6,27,30,33,38,39,44,245
5	Peachtree Center	8,152	110, CCT Routes 100, 101, GRTA Routes 400, 420, 440, 460, 470, 480, 450, 490
6	West End	7,990	11,67,68,71,81,95,98,311
7	Arts Center	7,149	5,6,27,30,33,38,39,44,245, CCT Routes 102, GRTA Routes 400, 412, 421, 441, 461, 490
8	North Ave.	6,421	2,27,99
9	Midtown	4,755	12,37,45,137
10	Georgia State	4,721	1,4,17,18

Source: MARTA

Table 2: MARTA FY2007 Lowest Performing Rail Stations

Rank	Station	Average Daily Entries	Routes Served
1	East Lake	1,173	22, 24, 123
2	Edgewood/Candler	1,460	18,28,45,113,123
3	Vine City	1,710	11,51,52
4	Garnett	1,886	None
5	King	2,087	32,99, 397
6	Ashby	2,244	52,53,68
7	Civic Center	2,302	97, CCT100, 101, GRTA Routes 400, 412, 421, 441, 450, 461, 470, 475,480, 481, 490
8	Bankhead	2,376	11,26,50,52,99
9	West Lake	2,625	3,13,51,58,67,69,364
10	Buckhead	2,625	23, 110

Source: MARTA

Best performing bus routes tended to be located in major travel corridors linking stations and neighborhoods to employment, particularly linking Downtown, Midtown, and Buckhead major activity centers. These routes most often have the best headways in the system, in the range of 15 minutes or less (Table 3).

MARTA's poor performing bus routes tended to operate in less densely developed areas and have greater headways, sometimes as high as 60 minute frequency. The areas served by these routes include the more affluent areas of the City's northwest (Routes 38, 44), the inner core between Bankhead and Downtown (Routes 52, 99) and the Kirkwood area (Route 28) of the City.

MARTA has recently explored implementing Small Bus Service to address unmet needs in these areas. This program is operated using 14-passenger vehicles that are designed to allow MARTA to deliver service in areas that are better suited for smaller bus vehicles due to demand and/or roadway conditions. The program costs much less than MARTA's traditional fixed route service which uses larger vehicles. Thus, areas served by poor performing routes (e.g., Bankhead and Kirkwood) may benefit from specialized delivery options. Tailoring the vehicle fleet and service operations to better address neighborhood circulation, while ensuring efficient connections to the various scale of transit oriented development occurring throughout the City is of key need. This is especially important for in-town neighborhoods such as the East Atlanta, Grant Park, Mosley Park, Westlake and LCI study areas and elsewhere as needed.

Table 3: FY 2007 Best Performing Bus Routes

Ranking	Route	Route Description	Headway (min)	Points of Interest	MARTA Facility(ies) Served
1	39	Buford Hwy	12	None	Lindbergh, Doraville Stations
2	83	Campbellton /Greenbriar	10	Greenbriar Mall	Oakland City Station, Barge Road PNR
3	5	Piedmont Road	15	None	Lindbergh Station
4	73	Fulton Industrial	12-15	None	Holmes Station
5	95	Metropolitan Pkwy.	15	None	West End Station
6	23	Peachtree Road/Buckhead	15	None	Arts Center, Lenox, Buckhead Stations
7	71	Virginia Avenue/Tradeport Boulevard	30	None	Lakewood, College Park Stations
8	107	Glenwood	20	None	Inman Park, Indian Creek Stations
9	21	Memorial Drive	22	None	Kensington, Five Points Stations
10	110	The Peach	20	None	Arts Center, Lenox, Buckhead Stations

Source: MARTA

Trends Impacting Transit Demand

Transit demand and mobility needs were assessed for the City using several techniques. Important characteristics in determining appropriate transit services in a geographic area include total population of the community, low income, elderly population and population density. Population growth or decline within a community also is helpful in planning transit service. In this section, trends impacting transit demand has been characterized in terms of distinct transit market assessments. Two different transit user markets are identified and defined. The market assessment for the City of Atlanta includes an evaluation of markets from the following perspectives:

- Traditional market - potential for transit dependent users including elderly and persons in households that are low-income.
- Choice riders - potential for markets within defined corridor service areas (i.e., high level of density and demographic characteristics within corridors).

Traditional Markets

As indicated previously, the traditional transit market refers to population segments that have historically had a higher propensity to use transit. Population segments include:

- Elderly population
- Poverty status
- Minority populations

Information from the 2000 U.S. Census was utilized in order to conduct spatial assessments of each of these three primary factors. While the best available for this type of analysis, it should be noted that this information is nearly 10 years old. The assessment concluded that areas with high concentrations of one of these groups did not necessarily have high concentrations of the other. In order to aggregate these factors, a map showing areas with a majority population meeting all of these factors was developed and is shown on Figure 2. As shown, the areas that share the largest share of traditional markets are located in the southern and western portions of the City.

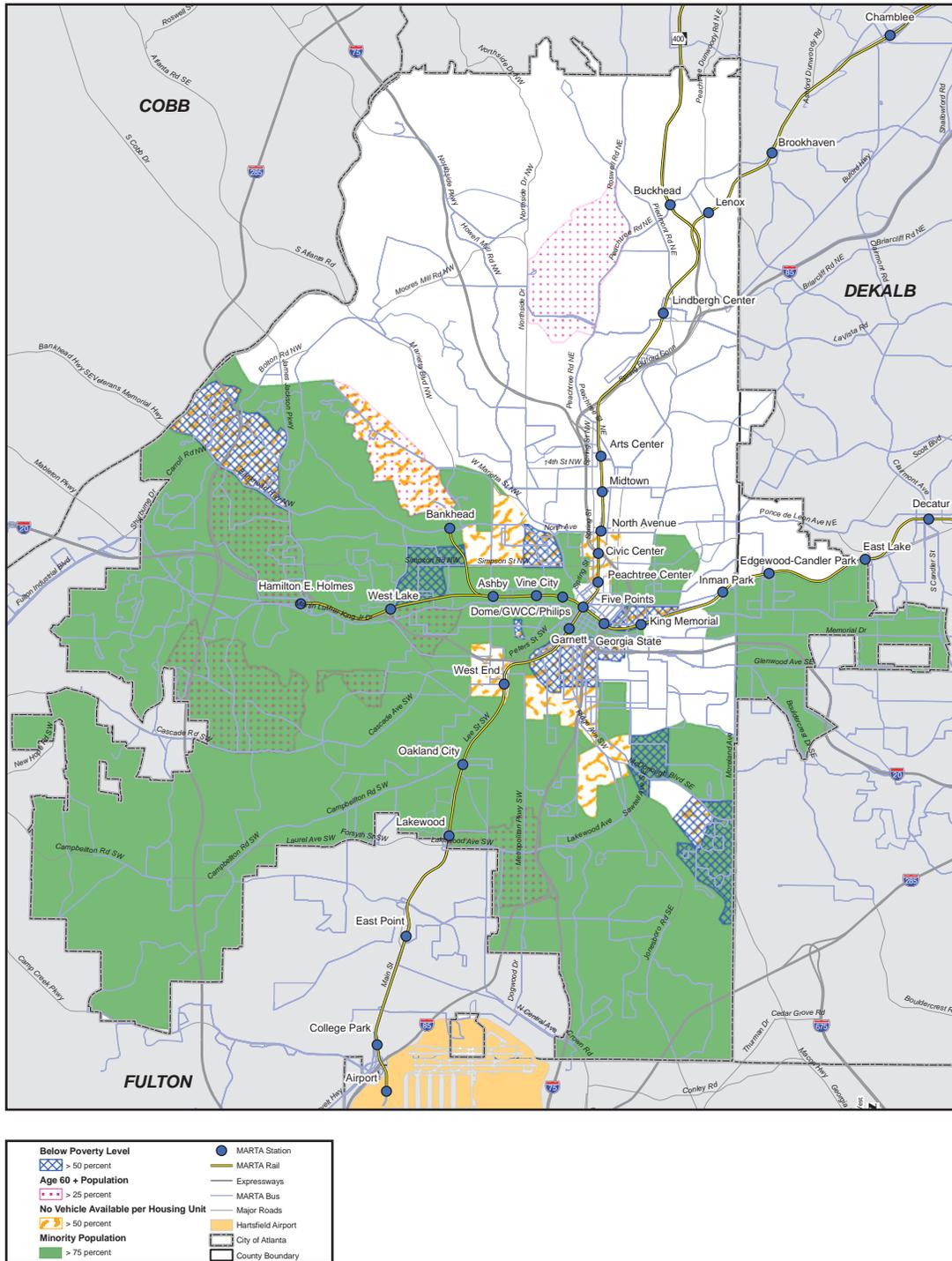
Additionally, according to the 2000 Census, areas within Atlanta with high concentrations of elderly (26% or more of the population) were in the Sylvan Hills, Hammond Park, Cascade Heights, Collier Heights, West Highlands, and Buckhead communities. Pursuant to information provided by the ARC, the older adult population is growing significantly. From 2000 to 2005, the older adult population grew by 30.6%; more than double the growth rate of the total population (13.7%) during the same period of time. Other recent trends noted by the ARC included that:

- The older adult population in the Atlanta region doubled between 1970 and 2000
- Between 2000 and 2015, it is projected to double again
- By 2030, one in five residents will be over the age of 60

This increase in elderly population indicates that the demand for both transit and paratransit from elderly patrons will undoubtedly increase in the near future. As previously noted, additional funding sources and more incentives for those eligible for paratransit to use the fixed route system will be needed to meet this demand.

Poverty status and median household income are also important factors when determining transit feasibility. According to the 2000 Census data, census tracts with the highest concentrations of below poverty level can be found along the I-20 corridor, Southeast Atlanta between I-75 and Moreland Avenue, Southwest and the Bankhead/Bolton communities. While there is no reliable means to project where those with poverty status are likely to live in the future, it is paramount to recognize these areas as important transit service needs from an environmental justice perspective.

Figure 2: Traditional Transit Markets



Population and Employment Density

An inventory of current and projected population and employment densities throughout the City was obtained through assessing the inputs within the regional travel demand model. However, it should be noted that there is a large disparity between the projected population in the travel demand model and those developed as part of the Atlanta Strategic Action Plan (ASAP), the comprehensive plan update for the City. The 2005 population projections in the travel demand model, derived by totaling the inputs from the traffic analysis zones throughout the City, totals approximately 540,000. Furthermore, the 2005 projected employment totals within the model data totals approximately 550,000.

A more rigorous method to estimate future population and employment was employed through ASAP, the City's comprehensive plan update. In terms of population, this effort yielded nearly 240,000 residents more than the travel demand model, with a projection of 780,000 residents by the year 2030. Though the travel demand model results vary from those estimated by the City, the spatial distribution of areas projected to experience significant population density increases is relatively the same. This fact also applies to employment, where the City projects a total employment of 568,000 versus 550,000 from the travel demand model. Therefore, the data inputs from the travel demand model are still a valid planning level tool for identifying growth areas and potential impacts to transit demand throughout the City for the purposes of this needs assessment. In addition to the ARC estimates, the evaluation of candidate projects to occur later in the Connect Atlanta planning process will entail development of an alternative land use scenario that takes the ASAP fully into account. Please note that population and employment projections from ASAP have been adopted by Atlanta City Council in April 2008. ARC is expected to adopt and replace the current travel demand model projections with ASAP projections by fall 2008.

A map of the employment density is provided in Figure 3. With respect to employment, most of the areas of high density employment within the City are located within Downtown, Midtown, and Buckhead employment districts. Much of the employment densities in these areas are over 50 employees per acre. Projected employment densities to the year 2030 show very little change throughout the City, with the exception of a slight increase in the Lindbergh area. However, pursuant to the regional travel demand model, several areas throughout the City are projected to increase in population density, which include Buckhead, Brookwood, Midtown, Downtown, and most of the areas west of Downtown along MLK Boulevard, North Avenue, Simpson Road and Northside Drive. All of these areas are projected to have at least 28 residents per acre of land area. Maps of the existing (2005) and projected (2030) population densities throughout the City are shown in Figures 4 and 5.

For the evaluation of transit needs, there are certain population thresholds that are more conducive to the implementation of certain transit technologies. The Institute of Transportation Engineers (ITE) has developed a toolbox for this analysis, which is shown below:

Service Mode	Residential Density Thresholds
Local Bus (60 Min. Headways)	12-24 persons per acre
Local Bus (30 Min. Headways)	21-56 persons per acre
Local Bus (15 Min. Headways)	45-60 persons per acre
LRT/BRT	27-36 persons per acre
Heavy Rail	36-48 persons per acre
Commuter Rail	3-8 persons per acre
1 – Must serve large employment areas	

Source: ITE "Toolbox for Alleviating Congestion", 1997.

Based on these factors, the population densities projected within the inner core of the City and along Peachtree Street suggest the feasibility of premium transit technologies, such as light rail and streetcar, in these areas. Therefore, the data would support the viability of the Peachtree Streetcar and BeltLine projects planned within the City. This is also supported by the level of current and projected employment within these areas. The level of employment within the Downtown, Midtown, and Buckhead also suggest support for premium commuter services into these areas. While MARTA, GRTA, CCT and Gwinnett Transit all operate express bus service to these areas, the viability of further enhancing premium commuter services should continue to be assessed.

Transit Mode Share

Both current and projected mode share trends were developed from the regional travel demand model and are shown graphically in Figures 6 and 7. Based in this information, the areas with the highest transit mode share for 2005 (30% or above) are those areas located in the vicinity of the stations along the existing MARTA rail system. More specifically:

- Along the North Line near the Arts Center, Midtown, North Avenue, and Lindbergh stations;
- Along the South Line near the Oakland City and West End stations and
- Along the East Line near the King Memorial, Inman Park, and Edgewood stations.

Other areas with a high current transit mode share are along Campbellton Road in southwest Atlanta, along Peachtree Street in Buckhead, and along Howell Mill Road in west Atlanta. For these areas, a need for better transit connectivity to the rail system, crosstown service and reduced headways exist.

In assessing the projected transit mode share derived from the model, the high levels of transit share (30% or above) include those with areas listed above as well as those surrounding the planned BeltLine and Peachtree Streetcar corridors. In addition, more areas in the western portion of the City along MLK Boulevard, I-20, and Simpson Road and the Reynoldstown neighborhood are projected to have an increase in transit mode share. This is due primarily to the high level of planned redevelopment and intensification of uses in and around these areas. Ongoing TOD and/or redevelopment initiatives include the aforementioned activities surrounding the MARTA stations in addition to redevelopment associated with TADs. Therefore, service enhancements will be needed as projected redevelopment activities to increase density in these areas take place. From a broader perspective, transit mode share throughout the entire City is projected to increase, which also suggests the need for better transit amenities to serve an increased number of transit patrons.

Choice Transit Markets

The choice market includes potential riders living in higher density areas of the city that choose to use transit as a commuting alternative over their private automobile. As density increases, areas generally become more and more supportive of transit. However, there are other factors that influence choice ridership, such as amenities offered by a transit system to induce these riders from the automobile. Table 5 (on page D-17) illustrates how transit usage by residents of the City with incomes above 80% of the average compares to other major cities throughout the U.S.

Figure 3: Existing Employment Density (2008)

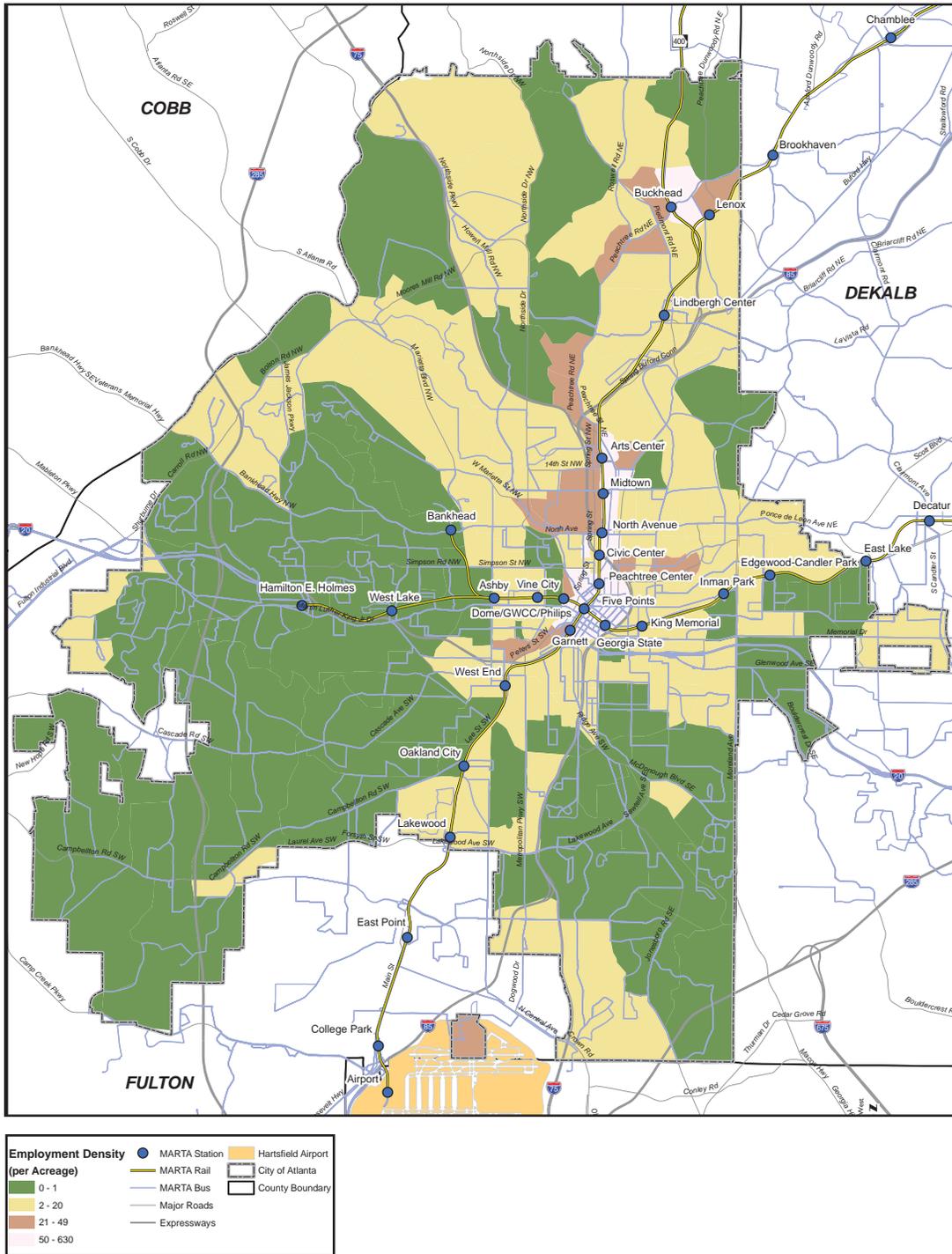


Figure 4: Existing Population Density (2008)

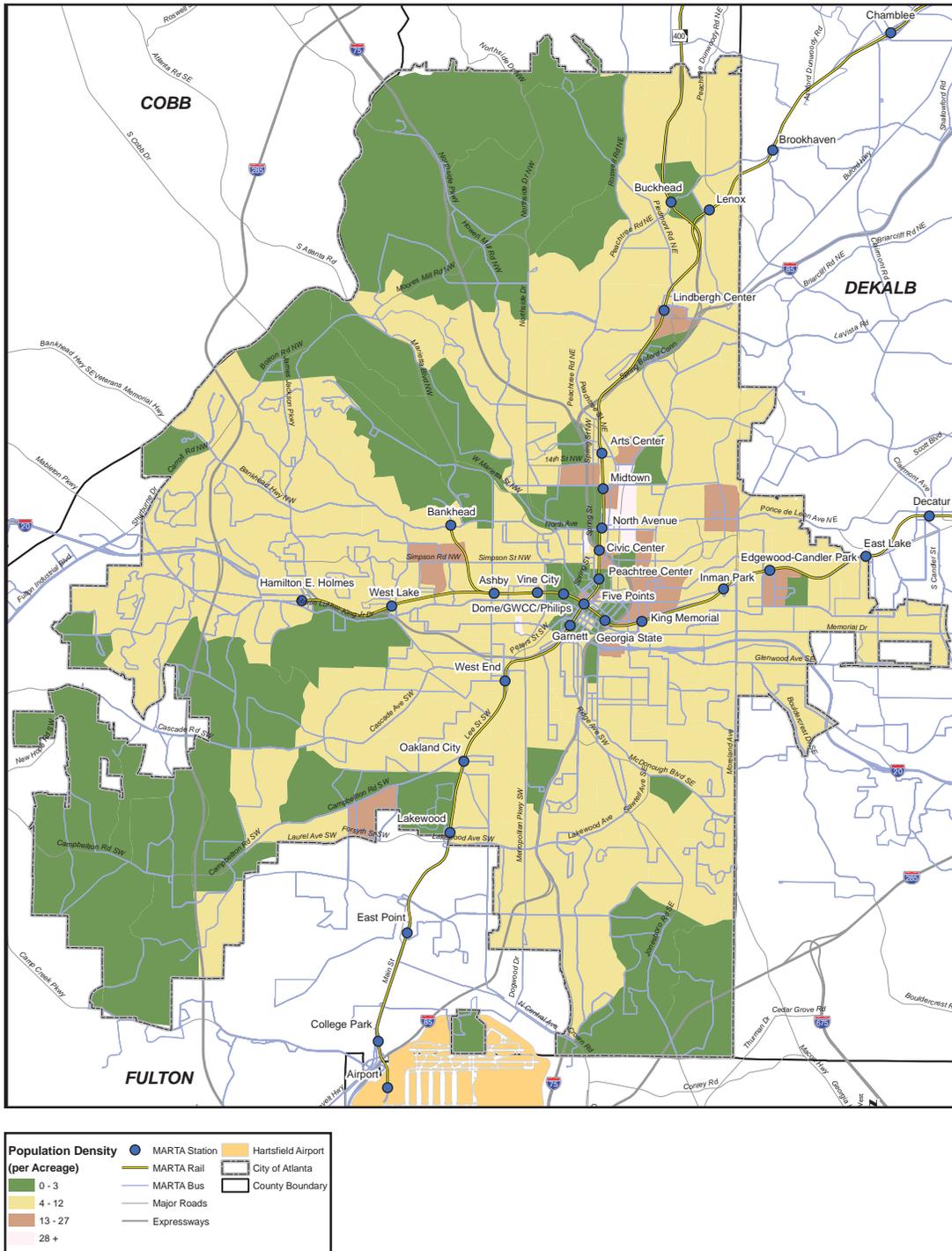


Figure 5: Population Density (2030)

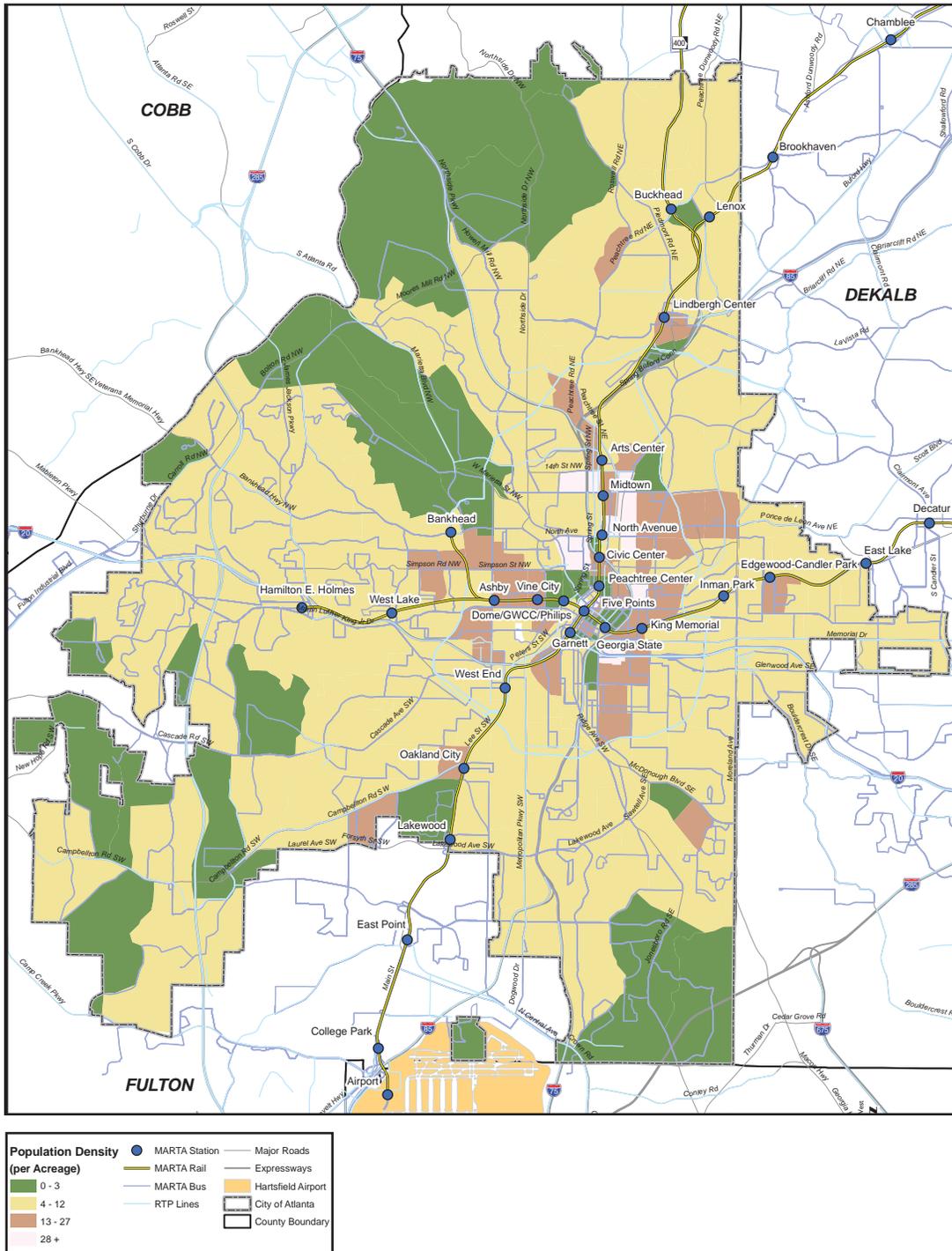


Table 5: Transit Share Comparison by City

City	Transit Share	Riders Above 80% Average Income
San Francisco	30.3%	55.7%
Philadelphia	26.4%	69.6%
Chicago	25.4%	64.3%
Atlanta	14.8%	31.1%
Portland	12.6%	51.6%
Miami	12.2%	41.9%
Denver	7.4%	56.5%

Source: U.S. Census 2006 American Community Survey

As Table 5 illustrates, residents of the City have a comparable share of transit ridership as other cities of similar size and urban characteristics. However, the table also indicates that the City has a very low percentage of choice riders compared to other cities. As residential densities are projected to increase, it is expected that transit share will also increase. However, clearly attracting choice ridership should be of priority.

There are areas of emphasis when attracting choice ridership to provide an alternative that is more competitive to the personal automobile – travel time and cost savings, convenience, and the provision of amenities that make transit more inviting.

Offering competitive travel times is critical in attracting choice riders. A factor impacting transit is the existing and projected road congestion that characterizes the Atlanta region. In measuring congestion through the Travel Time Index (TTI), the ratio of time it takes between two points under free flow conditions versus congested conditions, the current TTI for the 20-county Atlanta region is 1.44. This means that a trip under free flow conditions taking 30 minutes would take 43 minutes (or 44% longer) to complete in congested conditions. It is projected that in 2030, even with the implementation of the fiscally constrained 2030 Envision6 Regional Transportation Plan, the TTI will be 1.67. This is important since in many cases buses use the same surface street network and, thus, will be subject to the same congested conditions. Therefore, under these conditions, premium transit services with exclusive rights-of-way provide very competitive and are more attractive options to choice riders from a travel time saving standpoint.

Travel time competitiveness is not strictly about the time it takes for a certain trip to occur, but the cost savings to the traveler are also considerations to choice riders. This is particularly relevant to commuter related trips. Thus, with congestion levels and fuel prices projected to increase, there is a need to capitalize on the opportunity to attract choice riders for commuter related services through providing competitive transit alternatives.

Another factor is the convenience of the system. In order for choice riders to consider using bus or rail services, transfers and associated system access time should be minimized. Additional travel time and additional transfer time required to complete the trip reduces the perceived convenience, reducing the likelihood of considering transit as a viable or preferred alternative. The provision of transit amenities such as additional bus shelters, trash receptacles, better lighting and wayfinding, and enhancements such as real-time information for potential transit riders is an important factor in making transit more inviting to the choice rider.

Figure 6: Home Based Work Trips (2005)

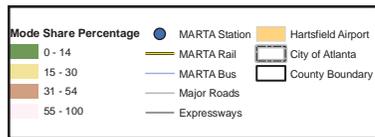
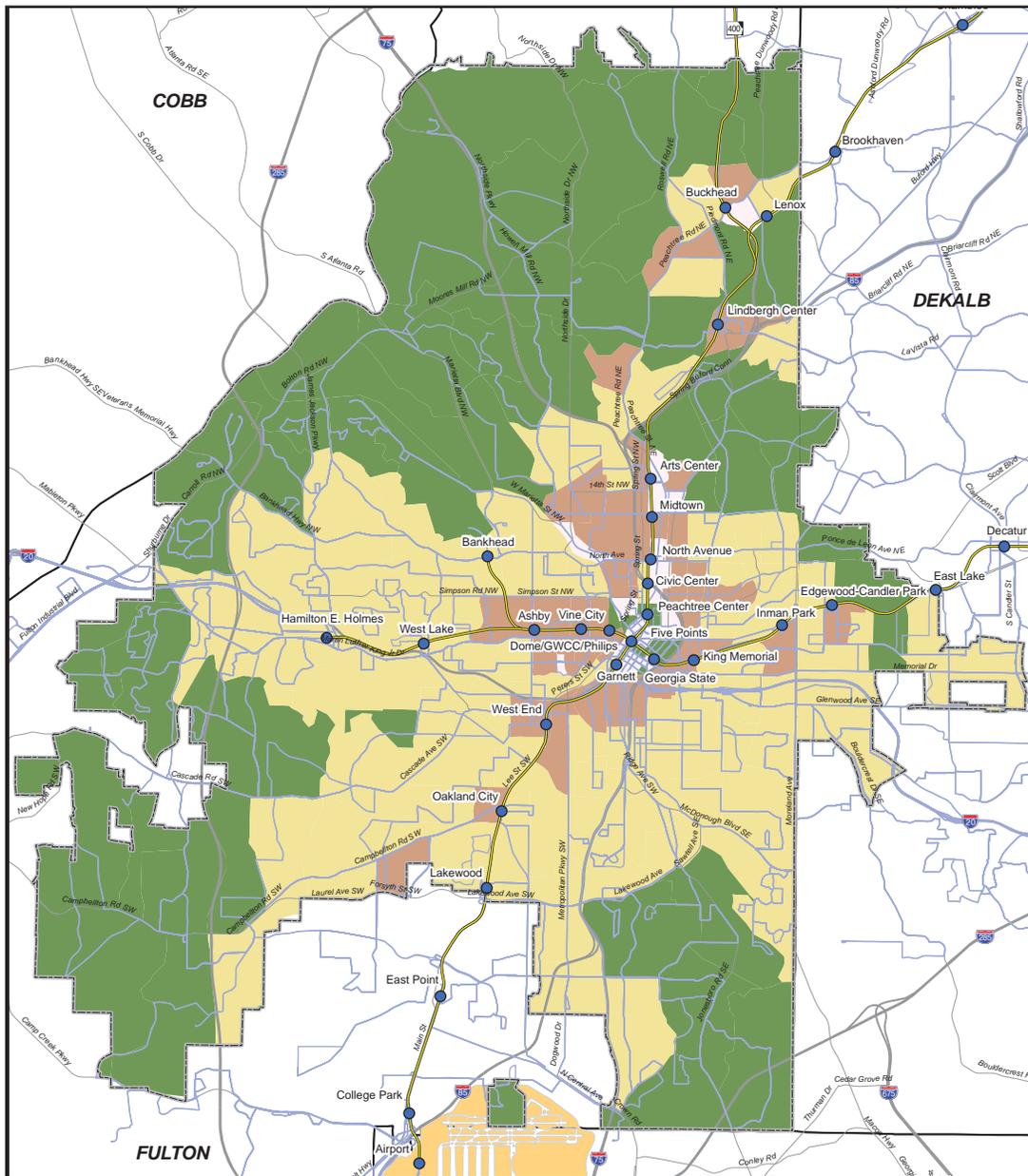
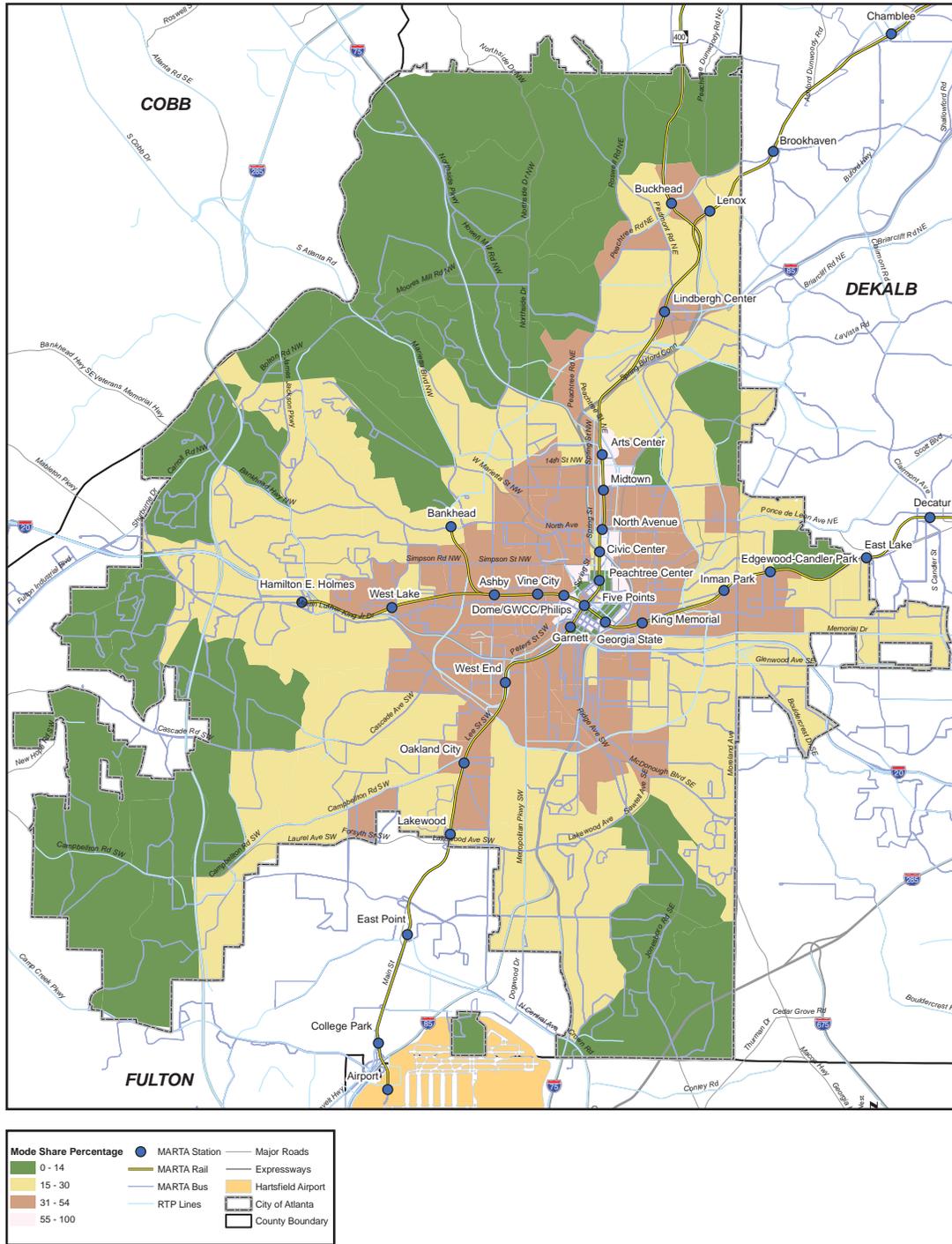


Figure 7: Home Based Work Trips (2030)



To help address such needs, MARTA has recently initiated a comprehensive system re-engineering and optimization study called MOVE (Making Operations Very Efficient). The 18-month study will assess current operations and recommend changes to improve overall customer experience. MOVE is focused first and foremost on customers and is designed to determine how MARTA can make the most of its existing resources to provide the best possible transportation service. It is a results driven, action-oriented program that will outline near-term improvements that can be implemented quickly. The improvements that come from this initiative should also serve to increase choice ridership to the system.

Future Transit Initiatives

In assessing the transit needs of the City, it is important to consider major transit projects planned that will impact the City and, therefore, address the need to provide better connectivity within the City. To help advance these initiatives, the Transit Planning Board (TPB) was established in 2006. The TPB is a joint venture between MARTA, the ARC and the Georgia Regional Transportation Authority (GRTA). It was established through joint resolution of the governing boards of the three agencies. The TPB was created as a result of the lack of a clear institutional and financing structure to expand transit in the Atlanta region. Its primary mission is the creation of a regional transit plan and subsequently a new regional source of funds to implement and operate the system.

The following is a summary of various major transit projects within the ARC Envision6 Regional Transportation Plan (RTP) that will serve to enhance mobility throughout the City of Atlanta:

- **The Multimodal Passenger Terminal** - Planned for implementation in 2012, the multimodal terminal is being planned to serve as a hub to facilitate access to intercity bus and rail travel as well as commuter bus and rail services planned in the greater Atlanta area . From a more local perspective, it will be critical for the City to facilitate local transit connections to increase accessibility to this facility. The facility is planned to be located near the Five Points MARTA station.
- **BeltLine** – The BeltLine is a planned 22-mile transit project to provide a loop around the inner core of the City. The first phase, the Northeast segment, is planned for completion in 2015 while the remainder of the project is planned for 2030. From a transit perspective, the project will enhance connectivity to many of the areas of the City projected for increase population density and transit mode share. A multi-use trail will follow the 22-mile transit loop, and 11 miles of additional trails will extend into surrounding neighborhoods to increase access to the BeltLine. The BeltLine will also improve the City’s transportation infrastructure by connecting neighborhoods via sidewalks, streetscapes, and road/intersection improvements leading to a more cohesive urban street grid.
- **Peachtree Streetcar** – Planned for an opening year of 2020, the project is planned to extend along the Peachtree corridor from Buckhead to Downtown. A downtown loop that will provide circulation around Centennial Olympic Park, the Georgia World Congress Center, Philips Arena, the Georgia Aquarium and Auburn Avenue is also a recommendation of this project. Much like the BeltLine, the project would provide service to areas with the highest transit mode share and current and projected population and employment densities within the City.
- **I-20 East BRT** – While most of this project provides more benefits to neighboring DeKalb County, the project is planned to provide BRT along the I-20 East corridor from MARTA’s Garnett Station

to Southwest DeKalb County. The purpose of the project is to relieve congestion that has risen sharply in the corridor as well as promote redevelopment opportunities. The first phase of the project, from Downtown to Candler Road is planned for 2020 while the remainder is planned for 2030.

- **I-75/I-575 Northwest Corridor Project** – Sponsored by GRTA, the project is a BRT project that would extend from MARTA's Art Center Station to Northern Cobb County along I-75 and I-575 corridors. The primary purpose of the project is to provide commuters along the congested I-75 corridor with a viable commuting alternative. The project is planned for 2020. It should be noted that the City has expressed concerns with the current proposed project corridor and has identified potential corridor options for connections via Marietta Boulevard.
- **I-20 West BRT** – The I-20 West BRT serves to connect the western portions of Fulton County to the H.E. Holmes MARTA station, the current terminus of MARTA's West Line. The project will essentially serve to increase access to an area with a large concentration of traditional transit riders as well as the Fulton Industrial employment area. Planned for 2020, it should be noted that funding shortfalls at GDOT threaten to delay if not eliminate the feasibility of the project.
- **Clifton Corridor** – Planned for 2030, the project is a planned premium service to connect Emory University to the Lindbergh MARTA station within the City. While most of the project is within DeKalb County, the project will increase access to a major employment center within the Atlanta region and, conversely, provides better access to the developing employment center at Lindbergh to residents of northwest DeKalb County.
- **The Buford Highway Arterial BRT** – The project is being planned to alleviate congestion along the I-85 corridor and promote redevelopment along Buford Highway, which is characterized by underutilized land uses and a high concentration of traditional transit riders, particularly minorities and low-income populations. Much like the Clifton Corridor, almost the entire project is within DeKalb and Gwinnett counties, but will serve to increase access to Lindbergh station and, therefore, the MARTA system as a whole which, in turn, provides increased transit access to the employment centers throughout the City.
- **The Memorial Drive Bus Rapid Transit BRT**- Planned for 2015, this project will extend the Memorial Drive bus rapid transit service between Avondale Mall and Stone Mountain Park by providing a direct link to the Garnett rail station in downtown Atlanta. This project is designed to provide a more competitive service to the automobile through the use of queue jumpers, signal preference, unique vehicles and improved shelters.
- **The Commuter Rail Service**- Scheduled to open in 2010, this commuter rail service will provide Atlanta's suburbs and other nearby cities with a direct and convenient transit options through its terminus at the Multimodal Passenger Terminal and nearby MARTA Five Points Station. The Atlanta/Griffin/Macon line has been identified as the state's highest priority for implementation of a network of commuter rail lines.

Public Input

Design workshops were conducted in locations throughout the study area to provide citizens an open forum to discuss their respective communities' transportation and general connectivity issues with transportation technicians. In these sessions, feedback was received from participants regarding existing transit services. A summary of the major highlights of the input received is as follows:

- **There is a need to coordinate bus connections to facilitate timed transfers.**
Citizens, particularly in Southwest Atlanta, conveyed that bus connections to heavy rail were very adequate, but often shorter distance trips required difficult transfers between two or more bus routes. The concern was that there was an excessive amount of waiting to transfer to the second bus. MARTA currently operates a bus network with greater than ten different headways throughout the system. Timed transfer connections depend on routes that operate on clock frequencies, typically 10, 15, 30 and 60 minute headways. Upon examination, bus routes often do not appear to have coordinated schedules, or headways that would facilitate timed transfers between routes at key locations.
- **There is a need to provide direct connections to key areas.**
The MARTA system is designed primarily for longer trips. Therefore, in most cases, the extensive bus network serves as a collection system for trips to be completed by rail. Routes typically are designed to connect with rail stations instead of traditional travel patterns within a community. More routes should be designed to follow travel corridors, especially within communities to provide better options for shorter length trips and direct connections to employment centers. This would include additional cross town or Small Bus service in key areas.
- **There is a need for better frequency of service.**
Better than fifty percent of transit service in Atlanta has a frequency of less than 30 minutes. Solutions include making more frequent service and trunk inter-timing in heavy, common corridors. An example of inter-timing would be Routes 23 and 110 in the Peachtree Corridor between Arts Center Station and Peachtree & Roswell Roads. Patrons currently can choose either route to complete trips in the portion of each route that is common to the other route. Schedules could be coordinated to provide an even spacing or frequency between routes, improving service in the corridor.
- **There is a need for better pedestrian access at most rail stations because of bus, park-n-ride or kiss-n-ride activities.**
To accommodate these activities, large parking areas and bus loops are often located in front of the rail station, creating a significant walking distance for pedestrians between the station and street network. In addition, generally there are limited pedestrian connections from stations to surrounding neighborhoods including a limited sidewalk network. H. E. Holmes Station is an example. This distance creates a separation between the station and neighboring community, requires additional walking and discouraging transit usage.
- **Bus service needs to be more reliable.**
Design workshop participants would like bus service to operate closer to the published schedule. Buses often operate later than scheduled. Running better schedules builds confidence with system riders. This issue is exacerbated on routes with less frequent service, due to fewer opportunities to catch other buses.

Overview of Transit Needs

Based on the trends, service characteristics and input provided by the public, the overall transit needs within the City of Atlanta can be summarized as follows:

- **Increased premium service** – Given the redevelopment activities projected within the City, the need for premium transit services such as bus rapid transit, light rail and/or streetcar would appear to be supported by the current and projected populations throughout the City. This particularly true for the Peachtree Street corridor, along which many of the areas currently have a mode share greater than 30 percent. Moreover, current and projected employment would suggest the need to explore commuter rail to Downtown, Midtown, and Buckhead areas of the City. The provision of premium commuter services also enhances the potential to increase choice ridership by providing a viable alternative to automobile travel to the City’s employment centers.

In addition, better circulation is needed in the areas of the inner core of the City, which are also projected to experience increases in population density and transit mode share that would support premium transit services.

- Reduce and coordinate service headways – While the overall coverage throughout the City is fairly thorough, there are several areas that are projected for growth. Areas with high amounts of traditional transit markets, projected population increases and higher transit mode share include:
 - o The southeast Atlanta neighborhoods of Edgewood, Mechanicsville, Pittsburgh, and Adair Park.
 - o The west Atlanta neighborhoods of Vine City, Bankhead, Grove Park, Home Park, Center Hill, West End, Westview and English Avenue. .

Increased service to these areas is not only needed from a mobility perspective, but from an equity perspective as well.

As reflected in the public input received as part of this effort, another aspect of enhancing service is better coordination of system headways to facilitate decreased transfer dwell times and make the system more user-friendly. This is a major factor in attracting choice riders.

- Coordinate with regional and local activities - As noted herein, there are several existing and planned regional transit projects in and around the City that will impact the demand for MARTA services and traffic operations. As these projects are implemented, there will be a need to coordinate transit services. This is one of the roles of the newly established TPB. Coordination should also include private providers, such as Georgia Tech Trolley, Emory University, The Buc and Atlantic Station Shuttle.
- Investigate innovative funding strategies – As noted within, the trends of increasing population densities and elderly populations indicate a significant increase in the demand for all of MARTA’s services – rail, bus, and paratransit. However, funding shortcomings in recent years have led to cut-

backs in service. Therefore, with no additional MARTA revenue sources in the foreseeable future, there is a clear need to investigate innovative strategies, such as Public Private Partnerships, parking tax and other user fees, to meet its future demand.

- Continue to promote transit oriented development – As the City is projected to increase in population density, the opportunity exists to promote TOD and maximize the existing transit infrastructure. This is particularly true for the areas surrounding the low performing MARTA stations.
- Minimize paratransit demand - MARTA's paratransit service has experienced challenges in recent years as the regions' elderly and disabled population has grown. This service represents the most expensive service that MARTA operates. Annual growth of this required program has averaged over twenty percent a year, placing stress on existing paratransit customers and fixed route services. sundry of incentives to ride traditional fixed-route service

Summary 3: GDOT Bridge Inventory

Bridge ID	Street Name	Feature Intersected	Sufficiency Rating
121-0008-0	WHITEHALL STREET	SOUTHERN RR (718069H)	76.81
121-0009-0	WHITEHALL STREET	M-9073 SPRING STREET	76.07
121-0016-0	FAIR DRIVE	SOUTH RIVER TRIB.	99.60
121-0018-0	FAIR DRIVE	SOUTH RIVER TRIB.	99.20
121-0023-0	EDGEWOOD AVE.	CS 3474 AIRLINE STREET	72.24
121-0024-0	EDGEWOOD AVE.	SOUTHERN RR (717931Y)	24.50
121-0322-0	COURTLAND STREET	M9003 DECATUR ST-CSX RR	48.01
121-0333-0	JONES AVE.	SOUTHERN RR (718036V)	66.94
121-0359-0	CEN OLYMPIC PARK DR.	M-9161 MITCHELL-SOU RR	59.92
121-0376-0	BROWNS MILL ROAD	SOUTH RIVER	66.19
121-0377-0	MACON DRIVE	SOUTH RIVER	80.53
121-0382-0	VIRGINIA AVE.	FLINT RIVER	94.18
121-0386-0	BEECHER STREET	UTOY CREEK	79.87
121-0387-0	LAWTON STREET	CSX RAILROAD (340346P)	74.93
121-0388-0	LAWTON STREET	M-9131 WHITE STREET	74.93
121-0391-0	MLK JR. DRIVE	SOU RR-CS 3435 MANG-UM	64.48
121-0410-0	DECATUR STREET	M-9180 BOULEVARD	89.33
121-0417-0	CENTRAL AVE.	GA RR- CSX RR- MARTA	49.84
121-0421-0	MCDANIEL STREET	SOUTHERN RR (718067U)	76.24
121-0428-0	HIGHLAND AVE.	SOUTHERN RR (717933M)	94.88
121-0433-0	MONTGOMERY FERRY D	CLEAR CREEK	89.07
121-0473-0	SERVICE RD TO OMNI	M-9315 INTERNATIONAL BLD	86.08
121-0474-0	DRIVE ACCESS OMNI	M-9315 INT.BLVD & RR	81.82
121-0491-0	SOUTHERN RAILROAD	SR 8 PONCE DE LEON	0.00
121-0521-0	PED. OVERPASS	M-9134 M.L.K. JR DRIVE	0.00
121-0529-0	SOU RR (718035N)	M-9189 NORTH AVE.	0.00

121-0530-0	SOUTHERN RR SPUR	M-9189 NORTH AVE.	0.00
121-0566-0	WILLIAMS STREET	M-9073 TECHWOOD-SPRG C	94.77
121-0575-0	STONE HOGAN CONN	NORTH FORK CAMP CREEK	90.92
121-0580-0	MITCHELL STREET	ABANDONED RAILROAD	43.75
121-5087-0	BROOKRIDGE DRIVE	CLEAR CREEK	63.73
121-5163-0	WALL STREET	LOWER WALL ST PARKING LO	58.23
121-5164-0	CSX RAILROAD	CS 2051 JESSE HILL JR DR	0.00
121-5167-0	SOUTHERN RAILROAD	CS 2063 GRANT & HILL-IARD	0.00
121-5172-0	RICHARD RUSSELL	PARKING LOT- SOU. RR.	94.57
121-5175-0	PRYOR STREET	CSX RR (340311N)	35.00
121-5180-0	BAKER ROAD	PROCTOR CREEK TRIB.	92.27
121-5218-0	BREWER BLVD.	SOUTH RIVER TRIB.	92.17
121-5229-0	AUTHER LANGFORD RD	SOUTH RIVER TRIB.	92.46
121-5230-0	THORNTON STREET	SOUTH RIVER TRIB.	92.46
121-5236-0	PEYTON ROAD	NORTH UTOY CREEK	81.53
121-5270-0	FORSYTH STREET	CSX RR & PARKING LOT	73.71
121-5294-0	HOLLYWOOD ROAD	PROCTOR CREEK	91.25
121-0446-0	LENOX ROAD	SOUTHERN RR- MARTA	80.14
121-0672-0	PED. BRIDGE	M-9013 E PACES FERRY RD.	0.00
121-5121-0	BANKHEAD AVE.	SOU RAILROAD- CSX RR.	15.44
121-5320-0	PEACHTREE STREET	CSX RAILROAD	75.70
121-0427-0	BERNE STREET	CSX RAILROAD (50307X)	96.91
121-0004-0	MARIETTA STREET	CSX RAILROAD- SOU. RR.	72.30
121-0005-0	MARIETTA BLVD.	CSX RAILROAD- SOU. RR.	82.86
121-0006-0	MARIETTA BLVD.	SPUR RAILROAD TRACK	82.70
121-0036-0	PIEDMONT AVE.	SOUTHERN RR (717913B)	55.39
121-0037-0	PIEDMONT AVE.	CLEAR CREEK	74.66
121-0038-0	CHESTER BRIDGE RD.	CSX RAILROAD (639814N)	67.06
121-0039-0	CHESTER BRIDGE RD.	SOUTH FORK P'TREE CREEK	55.07
121-0324-0	MOORES MILL ROAD	CSX RAILROAD (639133L)	53.46

121-0325-0	MOORES MILL ROAD	PEACHTREE CREEK	63.92
121-0328-0	PACES FERRY ROAD	CHATTAHOOCHEE RIVER	63.04
121-0329-0	PACES FERRY ROAD	NANCY CREEK	85.34
121-0396-0	CHATTAHOOCHEE AVE.	SOUTHERN RR YARD	70.92
121-0398-0	BOHLER ROAD	PEACHTREE CREEK	66.76
121-0399-0	WEST WESLEY ROAD	NANCY CREEK	75.35
121-0400-0	HOWELL MILL ROAD	SOUTHERN RR (717955M)	76.47
121-0403-0	HOWELL MILL ROAD	PEACHTREE CREEK	66.27
121-0430-0	LENOX ROAD	S. FORK PEACHTREE CRK	77.19
121-0435-0	COLLIER ROAD	PEACHTREE CREEK TRIB.	63.43
121-0436-0	COLLIER ROAD	TANYARD CREEK	77.87
121-0437-0	COLLIER ROAD	CSX RAILROAD (639818R)	72.58
121-0438-0	DE FOORS FERRY RD.	PEACHTREE CREEK TRIB.	98.15
121-0439-0	RIDGEWOOD ROAD	PEACHTREE CREEK	75.57
121-0440-0	W PACES FERRY RD	NANCY CREEK	87.74
121-0442-0	NORTHSIDE DRIVE	NANCY CREEK	94.35
121-0448-0	POWERS FERRY RD	NANCY CREEK	15.90
121-0449-0	WIEUCA ROAD	NANCY CREEK TRIB.	82.51
121-0450-0	WIEUCA ROAD	NANCY CREEK	91.68
121-0681-0	MARIETTA BLVD.	SEWAGE CHNL & SERVICE RD	85.42
121-0683-0	BOLTON ROAD	WHETSTONE CREEK	87.32
121-5037-0	LAKE FOREST DRIVE	NANCY CREEK	73.06
121-5126-0	RICKENBACKER DR	NANCY CREEK	76.36
121-5178-0	RANDALL MILL ROAD	NANCY CREEK	84.16
121-5225-0	SEABOARD IND BLVD	PEACHTREE CREEK TRIB.	88.88
121-5226-0	LOGAN CIR. (NORTH)	PEACHTREE CREEK TRIB.	99.85
121-5227-0	LOGAN CIR. (SOUTH)	PEACHTREE CREEK TRIB.	99.85
121-5235-0	MOUNTAIN WAY RD	NANCY CREEK TRIB.	60.34
121-0040-0	LENOX ROAD	NORTH FORK P'TREE CREEK	85.10
121-0068-0	BOLTON ROAD	SOUTHERN RR (718026P)	92.14
121-0331-0	HOLLYWOOD ROAD	SOUTHERN RR (718028D)	49.61

121-0335-0	NORTHWEST ROAD	PROCTOR CREEK	86.50
121-0397-0	CHATTAHOOCHEE AVE.	PEACHTREE CREEK TRIB.	72.17
121-0574-0	HOLLYWOOD ROAD	PROCTOR CREEK TRIB.	91.75
121-5149-0	MARIETTA ROAD	CSX RR YARD (TILFORD)	48.76
121-5150-0	MARIETTA ROAD	SOU RR YARD (INMAN)	96.69
121-5154-0	LOTUS AVE.	PROCTOR CREEK TRIB.	60.19
121-5155-0	SPRING STREET	PROCTOR CREEK TRIB.	92.17
121-5179-0	KERRY CIRCLE	PROCTOR CREEK	92.34
121-0563-0	ALEXANDER STREET	M-9073 TECHWOOD-SPRG C	93.00
121-5125-0	LAKEMOORE DRIVE	NANCY CREEK TRIB.	74.33
121-5192-0	NORTH IVY ROAD	NANCY CREEK TRIB.	92.34
121-5193-0	NORTH IVY ROAD	NANCY CREEK TRIB.	83.82
121-5234-0	N. STRATFORD ROAD	NANCY CREEK TRIB.	88.51
121-0319-0	DODSON DRIVE	SOUTH UTOY CREEK	65.75
121-0379-0	FORREST PARK RD	SOUTH RIVER	91.72
121-0577-0	CONSTITUTION ROAD	SOUTH RIVER TRIB.	91.62
121-0578-0	FORREST PARK RD	FEDERAL PRISON CREEK	93.77
121-0686-0	RIVER IND. BVLD.	FEDERAL PRISON BRANCH	91.19
121-5231-0	FORREST PARK RD	SOU RAILROAD (718380W)	79.88
121-0362-0	WELCOME ALL RD	CAMP CREEK	83.94
121-5279-0	TELL ROAD	CAMP CREEK TRIB	86.82
121-0576-0	BROWNS MILL ROAD	SOUTH RIVER TRIB.	85.90
121-5156-0	ALISON STREET	SOUTH UTOY CREEK TRIB.	92.00
121-5169-0	ADAMS DRIVE	SOUTH UTOY CREEK	40.07
121-5170-0	OAK DRIVE	SOUTH RIVER TRIB.	92.33
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121-5094-0	FRANCIS PLACE	PROCTOR CREEK	75.91
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121-0338-0	BEN. E. MAYS ROAD	NORTH UTOY CREEK	78.93
121-0347-0	FAIRBURN ROAD	SANDY CREEK	77.43
121-0350-0	CHILDRESS DRIVE	SOUTH UTOY CREEK	64.87

121-0351-0	LYNHURST DRIVE	NORTH UTOY CREEK	76.29
121-0390-0	WESTVIEW DRIVE	M-9131- WHITE STREET	92.41
121-0393-0	ANDERSON AVE.	CSX RR (638640R)- MARTA	49.54
121-0394-0	WEST LAKE AVE.	CSX RR (638641X)- MARTA	64.19
121-0395-0	CHAPPELL ROAD	MARTA	93.06
121-5095-0	HORTENSE WAY	PROCTOR CREEK	89.33
121-5228-0	MARIETTA BLVD. NW	CSX RAILROAD SPUR	75.60
121-5287-0	BROWNLEE ROAD	UTOY CREEK	86.82
121-5240-0	PED. WALKWAY	M-9007 CAPITOL AVE.	0.00
121-5244-0	PED. WALKWAY	M-9134 M.L.K. JR DRIVE	0.00
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121-0766-0	PED OVERPASS	SR 8 NORTH AVENUE	0.00
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121-5232-0	CONVYER BELT	CR 2080 KROG STREET	0.00
121-5245-0	MARTA	CS 813 NORTH AVE.	0.00
121-5250-0	PED. WALKWAY	Jessie Hill Jr. Drive	0.00
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121-5203-0	GARSON DRIVE	MARTA TRACKS	74.00
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121-0570-0	PED. OVERPASS	M-9003 DECATUR STREET	0.00
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121-0693-0	PED. BRIDGE	M-9164 P'TREE CENTER	0.00
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121-5213-0	MARTA	CS 1170 DILL AVE.	0.00
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121-5237-0	PRIVATE CONVEYOR	CS 1814 N. ANGIER AVE.	0.00
121-5241-0	SIMPSON STREET	MARTA	76.59
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121-5248-0	PED. WALKWAY	M-9166 PRYOR STREET	0.00
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121-0569-0	MARTA	SR 280 HIGHTOWER ROAD	0.00
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121-0507-0	SOU RR (717914H)	M-9215 LINDBERGH DRIVE	0.00
121-0517-0	SOU RR (718054T)	M-9053RALPH DAVID BLVD	0.00
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121-0513-0	CSX RAILROAD	M-9007 PIEDMONT AVE.	0.00
121-0514-0	CSX RR (638658B)	M-9045 SIMPSON STREET	0.00
121-0519-0	CSX RR (50347V)	M-9080 WILLINGHAM DRIVE	0.00
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121-0527-0	CSX RR- PRIVATE DR	M-9180 BOULEVARD	0.00
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121-5168-0	SOU RR (718052E)	CS 2429 GLENN STREET	0.00
121-5181-0	CSX RR (340324P)	CS 813 NORTH AVE.	0.00
121-5204-0	CSX RAILROAD	CS 1170 DILL AVE.	0.00
121-5205-0	CSX RAILROAD	CS 1191 ASTOR AVE.	0.00
121-0532-0	CSX RR (639132E)	M-9206 DE FOORS FERRY RD	0.00
121-0515-0	SOU RR (717935B)	M-9045 RALPH McGill BLVD	0.00
121-5148-0	CSX RR (279968D)	CR 2080 ESTORIA STREET	0.00

121-0401-0	HOWELL MILL ROAD	CSX RAILROAD	78.03
121-0404-0	HUFF ROAD	CSX RAILROAD (638487C)	58.21
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121-0488-0	SOU RAILROAD	SR 13	0.00
121-0508-0	SOU RAILROAD	SR 237 PIEDMONT ROAD	0.00
121-0614-0	SOU RR SPAN 4	I-85 RMP SB TO I-75 NB	0.00
121-0615-0	SOUTHERN RAIL-ROAD	I-85 RMP SB TO I-75 NB	0.00
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121-0341-0	FAIRBURN ROAD	CSX RAILROAD	24.93
121-5123-0	NELSON STREET	SOUTHERN RAILROAD	31.29
121-0021-0	BANKHEAD AVENUE	CSX RAILROAD (ABANDONED)	36.75
121-0509-0	CSX RAILROAD	SR 280 HIGHTOWER ROAD	0.00
121-0047-0	US 29-CSX RR-M9124	ABANDONED RAILROAD	55.89
121-0739-0	SOUTHERN RAIL-ROAD	SR 400	0.00

Appendix H



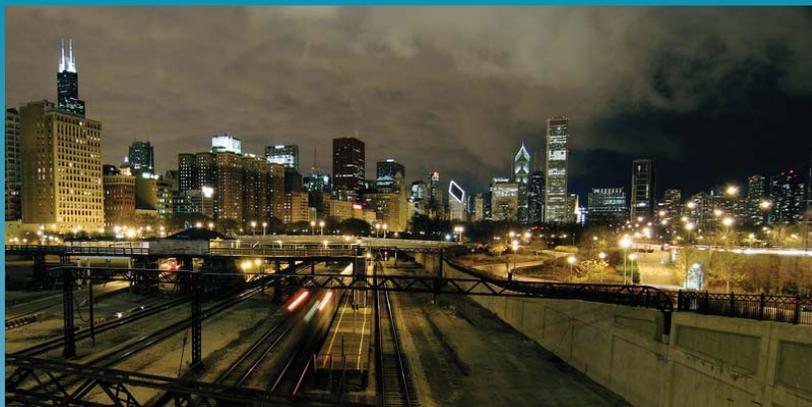
January 2008 Best Practices Cities Summit

Connect Atlanta Plan

Best Practices Cities

Lessons From Atlanta's Peers

A Summary of the Connect Atlanta Best Practices Cities Workshop
January 23, 2008



City of Atlanta Department of Planning and Community Development

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Atlanta Transportation Planning Group

a joint venture of:
Grice and Associates, Inc.
Glattig Jackson Kercher Anglin, Inc.
Jordan, Jones and Goulding
in association with
Steer Davies Gleave
CRA International
EuQuant, Inc.
DW Associates

Atlanta is well established as the regional center of the Southeast and an increasingly important player in the national and global economies. In the development of its first transportation plan, the City faces unprecedented challenges. How do we modernize our transportation system to meet the needs of a growing city where improved quality of life matters more and more? How can we realize the full potential of our transit system? How do we work within the administrative and policy structures of a larger region to develop transportation infrastructure that meets the city's goals for growth and livability? Atlanta has sought the experience and wisdom of other cities who have faced these same questions and invited them to participate in a dialogue on the approaches that they took. This report summarizes a workshop that the City of Atlanta hosted in January 2008 to learn from the experiences of other leading cities in planning for transportation.

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SECTION 1 INTRODUCTION

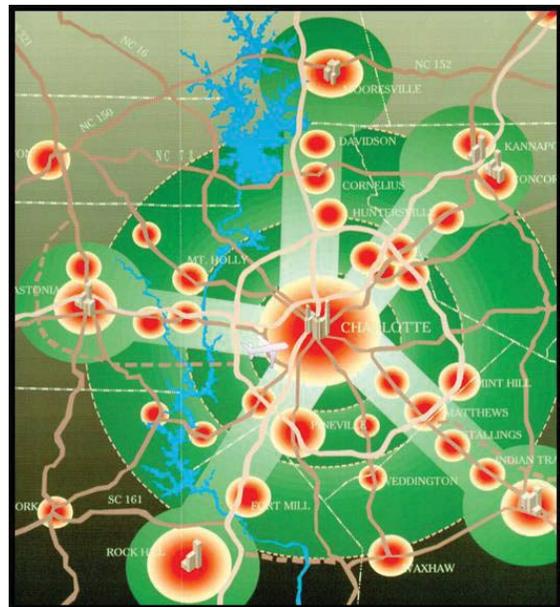
Atlanta is in the process of developing its first city-wide transportation plan. As this effort is happening, the city is asking unprecedented questions for its future and as a result has looked to the experiences of other cities for best practices in transportation planning. Atlanta seeks to incorporate transportation infrastructure into an overall vision for a modern, vibrant, livable city. This summary recounts the discussions at the Connect Atlanta Plan's Best Practices Workshop held January 23, 2008. Included are details of the background and experiences of Charlotte, Vancouver and Chicago and their insight on transportation challenges that face Atlanta. In addition, members of the Atlanta Transportation Planning Group shared their experiences on cases of European transportation planning, identifying Atlanta's advantages and challenges from a perspective beyond United States transportation policy and practice.

SECTION 2 CHARLOTTE The Sister City of the Southeast

In many ways, Charlotte, North Carolina shows the most immediate likenesses to Atlanta: it is a major financial and distribution center of the Southeast, a city that has grown and prospered from a strong business community and by pro-development attitudes and policies. Charlotte's rapid growth rate in the past three decades mirrors that of Atlanta, but on a smaller scale.

Planning Charlotte's transportation system has become part of a unified approach to concurrently planning for growth and new infrastructure together. The City has aligned its different departments and responsibilities and in so doing has streamlined how planning transpires. The basis for this alignment is a simple yet powerful concept that Charlotte calls its Centers, Corridors and Wedges Growth Strategy. The basic concept of this strategy is that development intensity should be tied to the areas where infrastructure can support it. Charlotte has sought to create this link by focusing the investment of public resources along corridors with centers of compact development and a broad palette of land uses, while reserving the remaining 'wedge' areas for open space and less intense development.

Unlike other cities in states with a strong legislative framework for growth management, Charlotte does not have a comprehensive plan tying together the missions of its different departments. In the absence of such a uni-

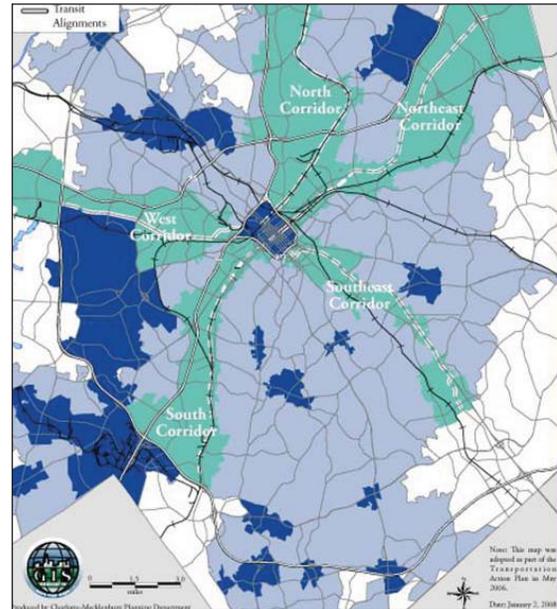


Charlotte's original concept for its Centers, Corridors and Wedges vision was based on organizing growth around downtown Charlotte and secondary centers throughout the city and region. This concept gained momentum that has led to today's planning and policy framework for the city's future growth.



ying element, the growth framework organized around Centers, Corridors and Wedges is important in that it facilitated this crucial alignment of departmental interests. All City departments understand the basic message of the framework: namely, that growth should be guided to areas that can support it and steered away from areas that cannot. This not only allows cross-departmental acceptance of specific area plans and programs, it also allows planning to adequately respond to changing community values as each department's needs and understanding of concerns from the community are reiterated through the joint planning process.

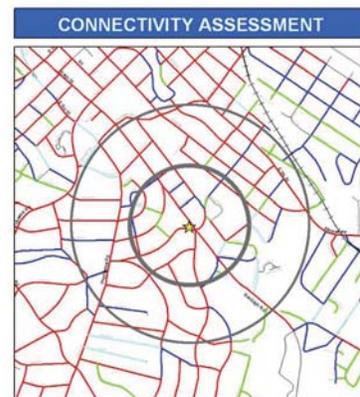
Charlotte has identified five primary growth corridors, which are linear districts with concentrations of high-capacity transportation facilities including streets and transit infrastructure. The City began operating its first rail transit service in one of these corridors in November 2007 and is currently planning infrastructure for the remaining four. The land use envisioned for these corridors is a mix of moderate- to high-density residential, office, retail, industrial and warehouse/distribution uses. This land use program recognizes Charlotte's importance as a transportation and distribution center in the Southeast while also acknowledging its strong economic growth and demand for housing.



Today, the Centers, Corridors and Wedges Growth Framework has embraced transit and transit stations as the basis for guiding growth and development throughout the city. The five primary corridors identified through the Growth Framework are shown here in green.

Within the corridors, land use planning is organized around three basic sub-area types: transit station areas, interchange areas adjacent to expressways, and general corridor areas in between these first two. These subareas provide a basic framework for land use plans, allowing those plans' programs for development to best respond to adjacent transportation infrastructure.

In this general planning context, Charlotte has developed land use planning principles that aim to strengthen its city- and neighborhood-supporting infrastructure. In the growth corridors, the City works to develop small area plans with specific, parcel-by-parcel land use recommendations and identification of network connectivity (with recommendations for improvements when needed).



Transportation planning supports the need for connectivity and walkability within the growth areas, and the City's Transportation Action Plan (TAP) is based on the need to balance connectivity in these areas with overall urban

As planning for transit has evolved in Charlotte, the basic concept of centers took on a more specific role as transit station areas. Planning for these areas not only allows a more detailed land use program intended to promote transit use and create a successful public investment, but it also allows Charlotte to understand where other infrastructural issues exist—and how private development can help to resolve them. Examining street network is one such approach, working from a basic principle of walking access to station areas to identify needs for street network enhancement.

mobility. The TAP reserves nearly 15 percent of transportation funding for street and network improvements in the center and corridor growth areas and identifies key walking, cycling and urban livability components of larger transportation projects.

Charlotte has found analytical support for this transportation approach as well. Within Charlotte's core urban area, traffic congestion as measured at intersections is notably lower than in newer, outlying parts of the city where development patterns have not favored well-connected street networks. Likewise, conventional travel demand modeling sees the greatest future capacity deficiencies in these areas, as growth is expected to happen there and transportation infrastructure is less equipped to support it. However, the response to this has been unconventional. Instead of focusing transportation investment in these areas on road widening, funds are used for a balance of system enhancements intended to preserve long-range system viability through street network, increased travel options, and improved multi-modal accommodation.

City staff understands that the local development community and Chamber of Commerce are greatly influential in Charlotte and that engaging developers in a dialogue on implementing a citywide plan for growth requires adaptability and constant internal communication. As stated previously, Charlotte has found that alignment of activities is essential to successful implementation of its growth strategy. Though moving to this paradigm has required considerable effort and the city still faces challenges over coordinating departmental responsibilities, Charlotte has largely found success in approaching development from a multi-faceted perspective of response and understanding, allowing large developments to be reviewed quickly and to have a broad discussion of how developers can meet the various needs of the different departments involved in development review. This approach, which is referred to locally as development response, has increased confidence in the development community that city staff have a sound understanding of their interests and wish to communicate the city's needs in a professional and consistent manner.

These changes have been largely staff-initiated, reflecting an understanding of different roles and responsibilities and how their coordination can facilitate the implementation of a vision for growth and development. City staff understands that the local development community and Chamber of Commerce are greatly influential in Charlotte and that engaging developers in a dialogue on implementing a citywide plan for growth requires adaptability and constant internal communication.

A result of this has been that many planning issues can be dealt with at the staff level, especially weighing public input with the interests of the business and development communities. Charlotte staff have the institutional support of their strong policy framework, and the development response process, which is used with larger-scale (and more controversial) projects, allows staff interaction with both the general public and developers. This helps City staff best guide development activity to provide maximum public benefit, as they do not have other administrative or institutional mechanisms (such as an adequate public facilities ordinance or the ability to levy impact fees) to require private development to contribute directly to public infrastructure.

LESSONS CHARLOTTE HAS LEARNED

Alignment of activities is key. Everyone must be heading in the same direction.

The movement from arguing to collaborating takes time and requires a consistent political commitment.

A vision for growth, formalized through a growth policy framework, must be established before development plans can have any effect.

Responding quickly and uniformly to big projects allows the development community to have greater confidence in what it will be able to achieve.





SECTION 3

VANCOUVER

The Sustainable City Model

Vancouver, British Columbia has approached planning from a reaction to global trends by developing policies that promote a high standard of urban livability in response to a growing urbanization of world population. It has broadened its transportation system in the wake of increasingly scarce resources that will not support continued auto-dominated patterns of travel that were predominant throughout the 20th century. As a result of these efforts, Vancouver has become a world leader in sustainability, forward-thinking urban development and general quality of life. Publications such as *The Economist* and organizations such as the World Health Organization have proclaimed its high standard of urban livability.

In many respects Vancouver feels alone in following this course. Even more notable than its record for livability has been its coordination of regional interests and the development of a well-integrated policy framework to guide development and growth and to link transportation infrastructure to them.

Such a need for a proactive coordination of regional efforts is critical in Canada, a country where most of the people live in urban areas, yet the federal government does not engage cities directly. Instead, cities are the domain of provincial governments, and thus are not recognized in the Canadian Constitution – they are simply creatures of the provinces.

This division between national and provincial policies and practices can serve to compound the problems at the local level, because leaders in the cities are often best positioned to see the problems, identify cost-effective solutions and to address issues

Vancouver is attuned to the need to be an adaptive and resilient city. Given a growing list of global chal-

GLOBAL CHANGE AND URBANIZATION: The Ideas Shaping Vancouver's Perspective

1 People in Cities - In the 21st Century an ever growing majority of the world's population will live in cities. Even today 3.2 billion individuals live in cities – more that live outside cities.

2 Cities will be key to solutions - No matter what challenges there are, for example dealing with a fragile energy supply or increasing economic opportunities, bettering the environment or addressing social issues such as poverty, the prime key to solving many of global problems will be cities.

3 Structure of Government - Although cities will be key there are often some disconnects between urban change on one hand and urban governance, policy and practice on the other. Government needs to be responsive and understanding of the changing needs of urban environments.



lenges, especially climate change, energy supply, pandemics or even terrorism, fortitude and adaptability are essential to continued success for cities.

Vancouver uses a powerful definition of its core city: it is the geographic area where market areas for labor, housing, commerce and daily travel coincide. Prior to World War II, the political boundaries of the city coincided with this organic area of overlap, and the two evolved together. After World War II, the political boundaries and the city's area of overlap drifted apart. Vancouver has worked to reinstate this kind of synergy in its government. As a result, the issue of governance as a matrix of decision-making authorities has emerged as an issue just as it was in Charlotte. Indeed, Vancouver has arrived at a similar conclusion: a broad vision for land use and development in the future must exist, with public acceptance, if government agencies are to be aligned in carrying out a mission to plan effectively.

Such a vision led to the development of a unified transportation authority, the South Coast British Columbia Transportation Authority (locally referred to as TransLink), which is responsible for roadway construction

Mode	Then (1992)	2004	Target (2021)
Auto Driver	49%	30%	36%
Auto Passenger	13%	9%	12%
Transit	23%	30%	34%
Bike	15%	3%	18%
Walk		27%	

Vancouver's transportation plan called for a balancing of mode choice that entailed a reduction in single-occupant vehicle trips to work, from 49 percent of all work trips in 1992 to 36 percent by 2021. It has already met that target and others, also far surpassing its targets in bicycle and walking trips.

LESSONS VANCOUVER HAS LEARNED

Transit is not a service, it's infrastructure. When the development community sees this, they do not insist on developing around rail only.

Even with environmental and geographic constraints, there is enough land for growth if it is managed properly.

Land use and growth vision is essential for the alignment of government agencies and interests, as well as for public acceptance of smaller plans.

and maintenance as well as transit infrastructure and operations. TransLink has been able to assert a larger role in regional coordination between transportation and land use. It has promoted transit as a primary travel mode, mainly as a result of transportation policies that do not base project decisions on added road capacity for automobile travel. The agency has tied investment in new transit infrastructure to regional land use planning and development. As a result, it has more direct control over project prioritization between transit, roadway, and bicycle/pedestrian projects and greater flexibility to use funding among all of them. The response from a single transportation entity greatly facilitates the Vancouver region's policy decisions to prioritize transit investment. This has allowed the region and municipalities to plan transportation infrastructure in a uniform manner and thus better coordinate development planning.

One of TransLink's main strategies in developing a more balanced transportation system has been the concept of legible transit, or a transit system that the public understands and feels safe and confident using. Conversely, many transit agencies, especially in bus service, try to balance their operating funds to serve a maximum number of riders and

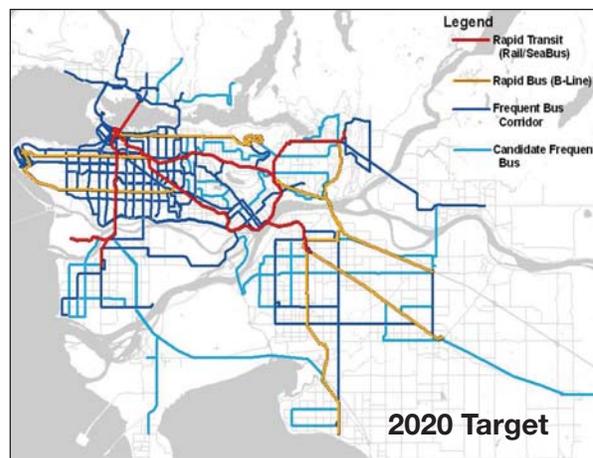
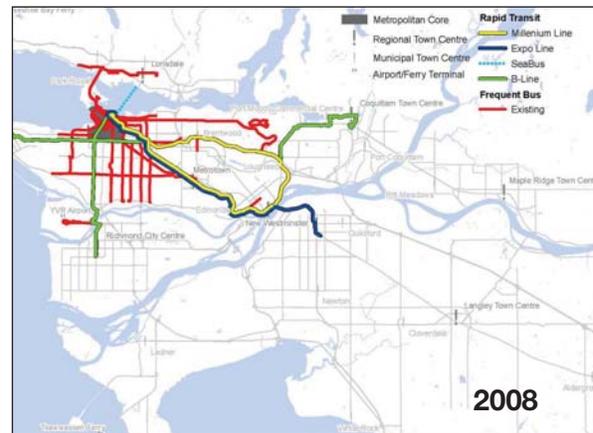


ridership-heavy destinations, but in so doing cease to follow direct, simple routes and to provide a frequency of service that is consistent with the hierarchy of local streets. In other words, transit maps may show where bus routes will go on the local street network, but they do not provide any intuitive differentiation between high-frequency routes, routes to downtown, or routes operating past a certain hour.

Vancouver has recognized the importance of a legible transit system, meaning one whose routes make sense to riders and that is reliable and frequent. The City and region have taken an approach to transit that promotes it as infrastructure, not only a service. Doing this speaks powerfully to land use planning agencies and the development community, suggesting that this is an investment in infrastructure just as road construction is presumed. As a result, TransLink has been able to partner with the region's municipal governments to allow them to plan for greater development intensities with the confidence that transit will be able to help serve this new development.

In moving to establish a sense of permanence and legibility, TransLink has found that transit should be communicated as public infrastructure and not merely a service. Underscoring the importance of transit in accommodating increasing urban populations while simultaneously working to reduce environmental footprint, Vancouver has been able to express its commitment to sustainability and their high standard of urban living.

VANCOUVER'S VISION FOR DIRECT AND LEGIBLE TRANSIT



Today's frequent transit service is largely focused on central Vancouver (upper figure), but with this local land use partnership, TransLink plans to have frequent service at 10-minute intervals for 15 hours per day, 7 days a week over a larger extent by 2020 (lower figure).



Nearly 23 percent of Chicago's land area is public right-of-way. Chicago's logic has been that a quarter of the city's land should be able to do more for the city than move traffic, it should also contribute to Chicago's sense of place. Placemaking, or the creation of unique locations that have a strong civic character with lasting economic value, is seen more and more as a key component of making Chicago (as well as many other cities in the United States) an attractive and desirable place to live. Compact and pedestrian-oriented mixed use developments help create such places.

Chicago's response has been the adoption of a Complete Streets Policy, which recognizes the needs of all users of a street in making transportation decisions and developing projects. Chicago also seeks to utilize the right-of-way to the greatest community benefit that can be achieved. This in turn has led to the development of several programs, including the Streetscape Program staff, who are tasked with the implementation of Chicago's Complete Streets Policy. This programs has developed designs and construction projects for streetscapes and has built bicycle lanes, built trails and sidewalks along the Chicago River, and improved crossings and sidewalks around transit stations.

Yet Chicago feels that it can do even more, taking this commitment of inclusiveness and placemaking to advance itself as a national example of environmental consciousness and sustainable infrastructure development. These programs have been augmented by a commitment to sustainability, leading to revisions of the city's

KEY QUESTIONS ASKED OF CHICAGO'S SPEAKERS

<p><i>How do Chicago's communities deal with the movement of hazardous materials?</i></p>	<p>Local police and fire departments are equipped with special units for patrol of movement of these materials and for disaster mitigation. This is understood as a major risk in the region's freight industry and law enforcement has reacted.</p>
<p><i>How much has the Green Alleys program cost the city?</i></p>	<p>The City spent \$25,000 on initial research and development. The cost of the permeable paver material was \$145 per square foot, though standardized production lowered costs on subsequent projects to \$45 per square foot.</p>
<p><i>What impacts has the Green Alley program had?</i></p>	<p>As the sewer and stormwater systems are not currently modeled in Chicago, the City has not been able to quantify an impact in terms of runoff reduction.</p>
<p><i>How else has Chicago been promoting green infrastructure and engaging the community in it?</i></p>	<p>Some programs include: Chicago Bikeways Program: over 300 miles of bike lanes and routes added since 1995 Shared Cost Sidewalk Program: Property owners pay partial cost of replacing sidewalks, use of permeable Green Alley materials and techniques in new sidewalks reduces drainage issues for these owners New Roadway Pavement Standards: use of reflective materials in pavement to reflect heat and provide illumination from ground reduces ambient temperature and costs of street lighting (lower wattage can be used)</p>

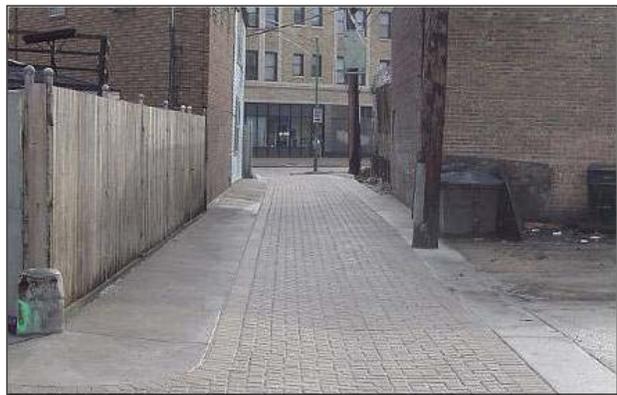


Landscape Ordinance that define particular standards for planting and landscaping, and to new pilot programs such as the Green Alley program.

The Green Alley program in particular demonstrates the power of a well-organized program implementing a broad and forward thinking vision: it has sought to modernize the city's 1,900 miles of service alleys with permeable surfaces that facilitate drainage, allow natural percolation to lessen the impact on the city's stormwater infrastructure, and reduce heat through the use of lighter surface materials. Though the program is still young, its results have been successful and have gained a large degree of community acceptance. The case of the Green Alley program demonstrates that being innovative in solving basic infrastructural problems can be successful and can provide new benefits for the city in the long run.

Chicago's programs have leveraged this public investment to guide private development in providing many of the improvements in the public right-of-way, allowing developers to better understand the City's needs and expectations.

One vital component of these programs is their involvement of the public. Developing streetscape designs with public participation not only helps the City understand community preferences, but it also helps the public understand the City's and community's shared responsibility for maintenance. The City of Chicago only maintains facilities that are in the roadway, namely its planter medians, and neighborhoods and communities are responsible for maintenance of streetscape elements. These communities often form improvement districts, referred to locally as Special Service Areas, allowing them to use a portion of additional property tax revenues generated by streetscape improvements to maintain these improvements.



Chicago's Green Alley program was developed in response to a citywide commitment to green development and infrastructure, but, more practically, has also provided benefits to the longevity of the city's public streets and facilities. Many of Chicago's alleys drain poorly, causing maintenance difficulty and safety issues. The permeable surfaces of the Green Alleys have allowed percolation and reduce the burden on stormwater infrastructure.

LESSONS CHICAGO HAS LEARNED

While freight movements and transport are potentially disruptive to a focus on urban quality of life, their economic impact cannot be understated. Make railroads partners in urban livability and progress.

Innovation may be costly in the short run, but often shows returns in the long run.

Developers want a clear and consistent message from municipal review agencies on what their required contributions will be.



SECTION 5

ATLANTA'S CHALLENGES AND LESSONS FROM PEERS

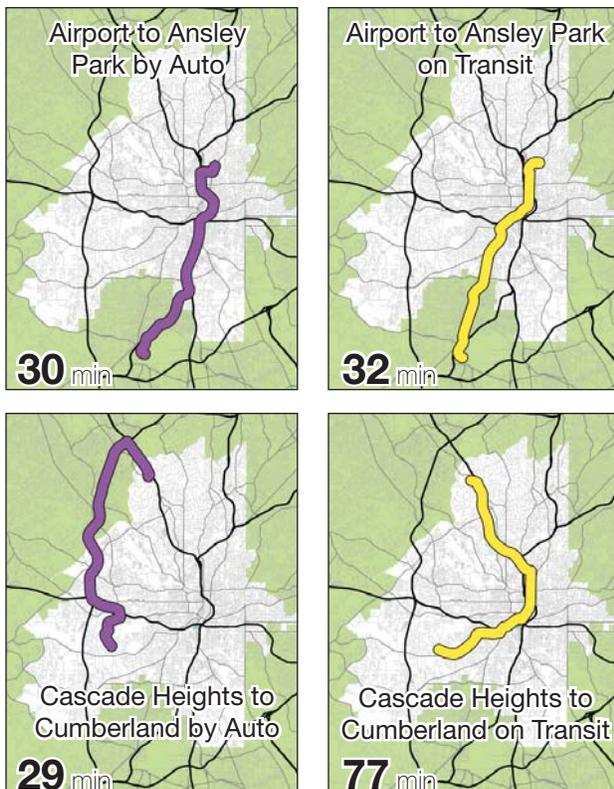
A significant portion of the discussion at the Atlanta Best Practices Cities workshop focused on the challenges that face Atlanta. It is useful for Atlanta leaders and city staff to hear the experiences of other cities, but it is especially informative and powerful when the lessons learned from these experiences can be related in terms of Atlanta's own issues and challenges. At the Workshop, these discussions were organized around a presentation of Atlanta's primary transportation challenges, followed by a discussion among the invited speakers from Charlotte, Chicago and Vancouver of how Atlanta might address these challenges. Each Atlanta challenge is discussed briefly here, with a summary of the dialogue on particular issues following.

ATLANTA'S FIRST CHALLENGE: A MATURE TRANSIT SYSTEM

The rail system operated by the Metropolitan Atlanta Rapid Transit Authority (MARTA) is the first and largest in the Southeast. Together with its bus, paratransit and rail services, is the ninth-largest transit system in the United States in terms of daily ridership. Development along the rail corridors has been able to take advantage of good frequencies, especially in peak hours, to offset vehicle use and allow more intense development. However, transit is currently not a large enough part of Atlanta's transportation system to provide a reliable modal alternative to car use.

One major flaw in Atlanta's transportation system is that its competitiveness with vehicle travel is greatly uneven. In cases where transit service cannot provide the same travel time and relative convenience as a private automobile trip, the potential transit rider that has access to an automobile will likely not choose transit. When looking at two different trip scenarios that offer both transit and vehicle service, some trips have strong transit

service that is competitive with automobile travel, whereas some require considerably more time in using transit.



As the diagrams to the left illustrate, transit trips between the Hartsfield-Jackson Atlanta International Airport and the Woodruff Arts Center follow generally the same path and have similar travel times, each around 30 minutes. Yet the trip from the Cascade Heights area to the Cumberland Galleria business district is not nearly as closely matched between vehicle and transit mode choices: the vehicle trip can be made in about 25 minutes, whereas the transit trip, involving three buses and two rail lines, takes at least 77 minutes.

As metro Atlanta continues to grow, it will need to understand how to realize the potential of its transit system to provide the infrastructural capacity for new development. Best Practices Cities panelists began their discussion on this general issue, asking and responding to the following questions:



QUESTION: HOW CAN ATLANTA ENCOURAGE MORE TRANSIT USE?

Develop the right way around stations. As Vancouver's speakers mentioned, legibility of the transit system is key. Vancouver has been working toward providing a system of high-frequency transit in all hours of the day; in other words, transit that serves a destination that makes sense to the user and that runs regularly, even outside of peak periods. This not only allows riders to feel like the system's destinations are clear, it also gives them the confidence that transit is permanent and responsive to day-to-day needs. In this sense, using transit does not have to mean inordinate sacrifice of time or convenience, nor does it have to mean careful planning of schedules to minimize lost time.

Vancouver also pointed out that the City has realized the potential harm that transit stations based on park-and-ride facilities can do to urban environments and the limitations they can place on the overall viability of the transit system. Using selected stations in the San Francisco Bay Area Rapid Transit (BART) system as examples, they discussed the contrast between land use activity (as well as transit ridership patterns throughout the day) between suburban park-and-ride BART stations and SkyTrain stations in Vancouver with more active land uses immediately surrounding stations. Not only do BART stations have large parking facilities that are used primarily only during the business day, these parking facilities also limit the accessibility and potential for success of surrounding land uses. In the case of a more diverse array of land uses around some Vancouver stations, station ridership data reports greater ridership outside of peak hours and a higher demand to transfer to connecting bus and rail routes to complete individual trips. These results are seen in the performance of Vancouver's overall system: it recovers 55 percent of its operating expenses through farebox revenue, among the highest proportions in North America. Where BART has a similar recovery ratio, it charges higher fares to cover longer distances and does not offer the bus operations that typically decrease the cost of providing the ride. By comparison, MARTA's systemwide farebox recovery ratio is around 32 percent, which is common for many American systems.

Connect to the stations. Charlotte offered similar advice. Although its transit system was only months into operation at the time of the Best Practices Cities workshop, it noted that initial ridership projections had already been surpassed, even with few of its stations offering parking facilities. A key element of site plan review in its transit-oriented development zoning is understanding the network connectivity. This entails using a basic numeric analysis to determine overall performance of a station area's street network and identifying major deficiencies, allowing planners to identify where private development contribute to strengthening the network. This is designed to engage private development in making the overall environment more walkable and, thus, providing greater access to transit.

QUESTION: HOW CAN THE CITY OF ATLANTA CONVINCED ITS PARTNER AGENCIES AND THE DEVELOPMENT COMMUNITY OF THE NEED FOR ROBUST TRANSIT WITHIN ITS CITY LIMITS?

Emphasize the need in the context of an already-growing population. Vancouver's approach to this topic reflects its globally-based outlook on urban and transportation policies: transit is a must-have element of urban livability, not a 'nice-to-have' element. Nonetheless, that city did not reach its current levels of success automatically. They emphasize that larger structural changes are needed to bring together a unified transit agency and that a key component of this is an educational perspective. A basic public understanding of the benefits of transit will lead to a greater demand for political responsibility for adequate and reliable transit service. Charlotte takes a similar approach: the cities that will survive in the future are those that allow residents to meet day-to-day needs by walking. This commitment is reflected by access to transit facilities. The city's focus on promoting this way of life through walkable transit station areas and a set of urban street design guidelines emphasizing pedestrian comfort and safety reflect this commitment.



QUESTION: HOW DO WE CONVINCe OUR DEVELOPMENT PARTNERS WE ARE SERIOUS ABOUT TRANSIT?

Demonstrate that transit is there for the projects they will develop. Again, Vancouver's experience is valuable here: the establishment of transit as infrastructure, and not a service, communicates a commitment to providing the capacity for new development and clearly gives incentive for it to be coordinated with transit.

Ensure that they know what is expected of them. In Chicago, where job growth has been tremendous but population growth has been flat, the city has adopted a 'lead by example' philosophy. The city has taken bold steps to bring development activity in line with its expectations and in the process learn to understand what developers want so that future dialogues are smoother and more efficient. Chicago has learned that city government, and particularly development review agencies, need to have a clear, unified message on what developers will be required to do. Developers expect to compromise with regulatory agencies, but find the greatest challenge in dealing with inconsistent requests from different agencies and departments. Among this experience, Chicago has learned that developers are pleased when they see cities investing in public infrastructure. Chicago has also developed clear and precise streetscape guidelines. The development community in Chicago has responded well to the city's streetscape program, viewing it as a public step of faith in the longevity and potential for success in the communities where it has been implemented.

Help the developers understand what they have to gain. To some extent, though, simply knowing what the benefit can be is powerful leverage in working with development, especially as it involves demonstrating to the development community what they have to gain from working with a well-developed, reliable transit system. Additional benefits of solid investment in transit infrastructure have been shown to be 40 to 50 percent above the time-savings benefits of transit. In other words, when the benefit to a community is expressed in terms of time and money, the community sees an additional half the benefit that each user receives in saved time. As an example, if a transit rider who benefits from frequent service along a direct transit route saves \$1,000 per year worth of time that can be used for other productive purposes, the community sees as much as \$500 in benefit, which can come from sales, increased productivity from time saved, or, perhaps most notably, through increased value from development activity that has responded to (and sought to take advantage of) this transit infrastructure.

ATLANTA'S SECOND CHALLENGE: ADAPTING AN OLDER SYSTEM OF TRANSPORTATION TO A NEW VISION OF GROWTH

In the mid-twentieth century, Atlanta shifted its thinking on transportation to accommodating automobiles, which had nationally become the dominant form of transportation after World War II. This was accompanied by a massive shift in allocation of transportation resources to roadway projects, particularly to increase vehicle travel capacity and reduce travel times. The original intent of this thinking was to preserve and increase Atlanta's economic viability, through improved access to and from employment centers and by eliminating congestion that slowed delivery and movement of goods and services.

In more recent years, Atlanta's priorities, along with those of many other large cities around the country, have changed. The cities that have seen the greatest job growth in recent years, such as Philadelphia, Chicago and Washington, D.C., are places where urban livability and cultural amenities are strong. Though these same cities have not seen the same proportional population growth, they have become more prosperous and are seen as highly desirable places. Atlanta has taken on ambitious goals of similar population and job growth: to increase



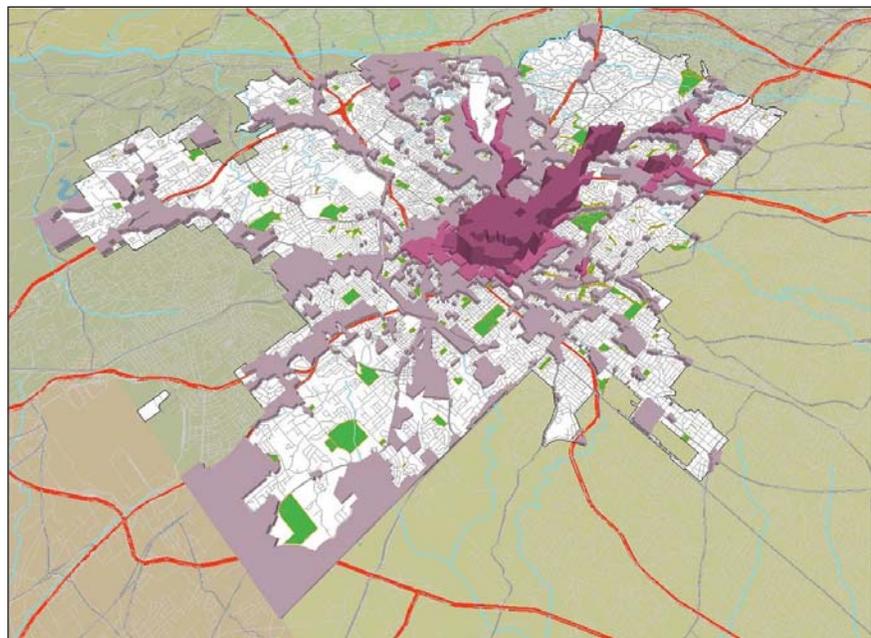
population to nearly 780,000 by 2030 and achieve a proportionally similar gain of jobs. As the City of Atlanta does not have the same flexibility of geographic expansion that many other Sunbelt cities do, this suggests that the additional growth will mean greater population density and greater intensity of development.

Adapting the transportation system to this expected growth is key. Currently, transportation decisions in Atlanta are based primarily on movement of vehicles, with vehicular level of service and capacity the primary measurements for performance and criteria by which development impacts are assessed.

QUESTION: HOW DO WE REALIZE THESE AGGRESSIVE GROWTH GOALS?

To some extent, Atlanta already is realizing its goals: it has led the nation's core cities of major metropolitan areas in population growth so far in the 21st century, growing by nearly 17 percent. But at a local level, there are considerable implications to this growth. Atlanta needs a better campaign of public education on growth and its implications. Many cities around the country understand that density can be a 'bad word' and that scale of development is very important. Neighborhoods react negatively to development that they perceive to be too large and overwhelming. In reality, people are reacting on a subconscious level to *design* rather than density.

Ensure a fit with existing communities. Charlotte weighed in on this issue through its work with integrating higher-intensity development around transit stations into existing neighborhoods, namely in ensuring smooth transitions between station areas and established neighborhoods. A lesson they have learned is that neighborhoods don't react to density in terms of a number of people or units of development per units of land, but rather in terms of building characteristics: bulk, height, and general form.



Make the development you want easy for developers to provide. Charlotte also shared its experience in overcoming regulatory hurdles: in short, they developed new regulation that eliminated or great-

Atlanta's goal of increasing population within fixed city limits means that the present political jurisdiction of the city will need to accommodate greater density overall. This concept of coordinating higher intensities of growth with corridors forms the basis for transit corridors similar to those developed in Charlotte. Yet as in Charlotte, development patterns can be introduced in a manner that is not disruptive to communities: allowing building heights, bulk, and placement on site that fits into the characteristics of established neighborhoods. This suggests that the areas of greater intensity are 'buffered' from neighborhoods of existing form and character by smaller-scale development, keeping higher densities from creating uncomfortable change in the built environment.

ly minimized these hurdles in the areas near transit stations. The key items in this were new Transit-Oriented Development and Transit-Supportive Development zoning districts that allowed greater development intensity by right and established guidelines for working with adjacent established neighborhoods and other built environments.



QUESTION: HOW DO WE CONVINCe THE PUBLIC AND POLICY MAKERS WE CAN HANDLE THE GROWTH?

One way to begin incorporating development into communities is by demonstrating that the transportation infrastructure is there to support it. This recalls Vancouver's ambitions of developing transit legibility and permanence regardless of transit technology, communicating an idea of transit as infrastructure and not just as a service.

Density can be handled poorly or in a positive manner. In Chicago, increased density and infrastructural capacity have never been issues in certain parts of the city, especially in the city's downtown area. In these sections of Chicago, greater development intensities are easy to accept. However, in parts of the city where infrastructure is not as robust, the impact of development and fair share contributions from developers must be made clear. This applies not only in terms of the city's expectations of the development community, but also where infrastructure needs enhancements to support development.

Charlotte's approach has been to codify a clear and simple vocabulary of urban design to ensure that new development that is transit-supportive and generates a higher yield of development than what preceded it is not a change to the character of established residential patterns.

QUESTION: HOW DO WE COMMUNICATE OUR POLICY OF INFRASTRUCTURE INVESTMENT CREATING NEW VALUE?

Focus on existing positive examples. Vancouver took this approach in seeking public support for financing new transit infrastructure. A large part of this campaign was to identify the places where public facilities have aged well and gained acceptance by their surrounding communities. Evaluating on the basis of where these facilities are generally favored by the public a generation later, Translink found that in nearly all cases, through regular maintenance and thoughtful updates in design to reflect changing community values, public infrastructure and facilities have the public's approval.

In Chicago, early 'green' programs reflecting a focus on pedestrian comfort and identity of public infrastructure have matured. The places where infrastructure investments were focused have had external neighborhood and development effects. Streetscape elements in particular have been recognized as catalysts, with some commercial corridors enjoying nearly 100 percent increases in property value since renewed City investment in streetscapes were made.

ATLANTA'S THIRD CHALLENGE: URBAN FUNDING IN A SUBURBAN REGION

Though Atlanta is the core city of its region, it represents just under 10 percent of regional population and an even smaller proportion of geographic area. This suggests that, in a regionally-based funding structure, the City of Atlanta's needs must compete with those of its surrounding suburbs, and also that the different needs of a maturing city will be difficult to meet under a large, uniform means of providing funds for new transportation projects. Congestion-relieving evaluation criteria inherently favor larger, suburban projects.

Atlanta's goals for growth are generally aligned with those of its regional planning agency: both want to make transportation investments where growth is planned, and both seek to promote healthy neighborhoods, infill development and a focus on multi-use centers, and a strong sense of place. However, the regional approach to transportation planning has long been tied to a regional travel demand model that identifies capacity deficien-



cies and prompts policies oriented to eliminating these deficiencies. These policies have, by default, elevated the travel demand and capacity deficiency concerns to the forefront of transportation planning, and they are often applied to the more particular needs of mature urban areas in the same manner as to parts of the region that have ample space for expansion and construction of new infrastructure.

One major problem with this model-based approach is that it can seldom be used to replicate nuanced solutions in very urban areas. As a result, policies are streamlined for accord with the model, often to the point that they preclude use of funding for ‘off-system’ transportation improvements, even when these improvements might better address the true nature of a problem in a dense locale.

With this in mind, the panel discussed approaches to employing a regional system to meet urban needs and equipping it with flexibility to respond to the particular conditions of a mature urban environment such as Atlanta’s.

QUESTION: HOW DO WE INFLUENCE REGIONAL IMPLEMENTATION TO BE IN LINE WITH GROWTH POLICY?

Currently in Atlanta, as in most cities, regional modeling and patterns of investment are based on significant congestion reduction. The legacy of this has been large road projects, whether widenings of local streets or construction of high-capacity freeways.

Find a cause that has regional significance. Chicago weighed in on this issue with a different perspective: Atlanta seems to lack a ‘champion’ figure, agency, or cause for finding a new integration of transportation programs and endeavors. In Chicago 150 years ago, the champion for the city’s rapid growth and expansion of railroads was the profit motive for privately-owned railroad companies. In the 20th century, the champion for construction of the region’s highways and expressways was the shared interest of highway construction workers’ labor unions in keeping people employed. Today Chicago’s champion for the development of a sustainable transportation system is a largely political and symbolic commitment, represented most publicly through Chicago Mayor Richard J. Daley, to future economic competitiveness and attractiveness to new residents through increased environmental awareness. Atlanta does not have a comparable champion for these issues.

QUESTION: WHAT AVENUES OF FUNDING DO WE HAVE FOR LOCAL PROJECTS?

Look at unified funding sources combining all revenue streams. In Vancouver, studies undertaken as part of the 2021 planning process found that even vehicular transportation is subsidized through the construction and use of free roads and accident relief and recovery. Conventional taxation and public funding systems, based on a division of revenue streams and assignment of particular applications, cannot continue to meet overall transportation needs in growing metropolitan regions (and certainly not in mature cities). Vancouver has moved toward a concept of a single pool of funds paying for all projects, and TransLink is the regional authority with the responsibility of managing and dispersing from this pool of funds. As a result, the agency has greater flexibility in using funding to meet particular challenges, allowing, for example, money that would have been used for roads to be used on a more immediately feasible transit project, or money for transit to be used on bicycle and pedestrian facilities.

Per Vancouver’s recommendation, in terms of dividing up the program of regional projects, a new funding source needs to be identified for Atlanta. The reliance on gasoline taxes for roadway projects and a somewhat regionally-based sales tax for transit leaves too much separation between the funding sources for vital transportation elements. This is a clear challenge for Atlanta, where state limitations on the use of gas taxes and a



requirement for transit funding to come from local sales taxes restrict local freedom to make these decisions. However, Atlanta has an opportunity as a regional leader to define a system of funding that makes more sense for its current conditions.

QUESTION: HOW DO WE CREATE A SENSE OF REGIONAL BALANCE IN TRANSPORTATION DISCUSSIONS?

Vancouver sees transportation needs as being met on three levels. Transportation services should be planned and financed by the user. User-based charges are the most direct way of tying the costs of providing infrastructure to the people benefitting from that infrastructure. Regional organization and administration of the user fee collection helps to ensure that this is applied across the entire urban area, and these agencies in turn provide facilities and services to a socially and economically interdependent set of communities. Yet cities, the individual communities of the region, should have access to the wealth they help to create and should be able to identify the transportation programs that will benefit them.

Creating a structure such as this does not need to mean prioritizing the City's needs over those of the region, but it does mean that the City should be able to use the funds that it generates as part of a regional pool for projects that best fit its needs.

Panel participants pointed to a similar structure used in the United Kingdom, where transit project funding is delivered almost entirely through the national government but where private-public partnerships are expected to launch new capital projects. In that country, there is no liberty for local governments to levy special taxes on themselves to pay for projects or initiatives. Cities must compete with each other for limited government funding, though their proposals for transit include partnership with private agencies who will design and build systems once the public sector has completed their planning.

One way that Charlotte emphasized that Atlanta can assert itself in a regional discussion is by clearly defining its priorities. That city continues to struggle with the North Carolina Department of Transportation in what it sees as NCDOT's 'one size fits all' approach to project development. In demonstrating that the real needs of the city go beyond conventional capacity enhancement projects by tying the city's vision for a transportation project to land use plans and programs, Charlotte has been able to steer some projects to support urban form and connectivity. The key has been their land use vision and that the specific applications have clearly shown a need for more sophisticated, nuanced solutions rather than NCDOT's program of road widenings and capacity addition. In other words, Charlotte has learned that approaching the discussions with NCDOT with a clearly articulated need for a different solution (with the supporting reasons for that need in the form of plans and programs) is essential to continuing a discussion on how that different solution can be developed.

CONCLUSION

These questions and the input received from other major North American cities provide useful guidance to Atlanta in how best practices are being executed throughout North America and in Europe. While Atlanta faces many constraints at levels above its immediate control, especially with regard to transportation funding and agency coordination, the conversations at the Best Practices Cities workshop show several starting points well within the City's reach: the development of a broad and publicly palatable vision for growth and shaping future development, the alignment of departmental functions and objectives around that vision. This will work toward an understanding of how the needs of Atlanta's transportation system fit into the values of a growing yet maturing city.



INVITED SPEAKERS

Charlotte

Laura Harmon is the Economic Development Program Manager in the Charlotte-Mecklenburg Planning Department. **Danny Pleasant** is currently the Interim Director of the Charlotte Department of Transportation.

Chicago

Janet L. Attarian, AIA, is the Project Director for the Streetscape and Sustainable Design Program and Sustainability Coordinator for the Chicago Department of Transportation. Ms. Attarian's vision in melding the concepts of complete streets and ecological design led to the development of the City's Sustainable Streets Program and Green Alley Program, winner of the 2007 Chicago Innovation Award, 2007 ASLA Honor Award, 2007 Illinois ASLA Honor Award and 2007 Illinois APA Gold Award.

Paul Karas is a Principal of CRA International and was Commissioner of the City of Chicago Department of Public Works during the mayoral tenure of Harold Washington in the 1980s. He has been involved in infrastructure development in both the private and public sectors his entire career, serving in addition to his Chicago position as an executive with Santa Fe Southern Pacific Corporation and as a director with the Port Authority of New York/New Jersey.

Vancouver

Clive Rock recently retired as Director of Strategic Planning and Policy with TransLink. Clive's previous positions include Vice-President of Planning and Marketing with BC Transit, and as the managing engineer for the City of Richmond, British Columbia. He has also worked as a transportation planner in local government in the United Kingdom and lectured in the Planning School at Leeds Metropolitan University.

Ken Cameron has spent 26 years in senior planning and management positions in local government in the Greater Vancouver area, most recently as Manager of Policy and Planning with the Greater Vancouver Regional District. Ken is the Past Chair of the International Centre for Sustainable Cities, a member of the Board of the Residential Construction Industry Training Association and a member of the Canadian Pacific Railway's Arbutus Lands Advisory Panel. He has recently been asked to help establish an Advisory Council to Simon Fraser University's Urban Studies Program and to serve as its first Chair.

In addition, **Alan Jones** and **Leo Eyles** of the Atlanta Transportation Planning Group presented and participated in panel discussions involving European and other North American case studies in transit systems.

