

Atlanta Streetcar System Plan

An aspirational plan for streetcar investments for the City of Atlanta.

Final Report

December 2015



ATLANTA STREETCAR

A Supplement to the Connect Atlanta Plan and the Atlanta BeltLine 2030 Strategic Implementation Plan



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Executive Summary

Atlanta is transforming into a more accessible and livable place with improved mobility, more compact and vibrant real estate development, greater quality of life, and new amenities that will continue to attract residents, employers, and investors for decades to come. Since the 1996 Centennial Olympic Games, many areas of the City of Atlanta (City) have continued to see robust development activity including Midtown, Buckhead, the northeast quadrant, and limited parts of the northwest and southeast quadrants just outside of the urban core. Billions of dollars in new private development have been built in response to investments by MARTA, the City, the community improvement districts along the Peachtree Street corridor, and the initial phases of the Atlanta BeltLine program. Together they are re-shaping Atlanta's economy and physical character and setting a platform for continued growth and prosperity.

The Atlanta BeltLine is the most exciting new program to come along in this time period, and it exemplifies the ongoing transformation of the City. The Atlanta BeltLine is a 22-mile redevelopment program for streetcar, trails, parks, housing and economic development that will be built along an historic railroad corridor encircling the central business district. Implementation of the Atlanta BeltLine is guided by the *Atlanta BeltLine Strategic Implementation Plan* (SIP). The SIP is a comprehensive framework to complete the short and long term elements of the Atlanta BeltLine program, including transit.

Central to supporting and accelerating this transformation of the City is the provision of new interconnected mobility options that will facilitate the concentration of development in appropriate locations. New mobility options will provide greater connectivity to regional transit services and connect neighborhoods and job centers while simultaneously inspiring real estate developers, business owners, and property managers to invest in the Atlanta market. The creation of a new

streetcar network connected to the MARTA rail system is one of the key public investments that the City is making to support this transformation.

In the spring of 2010, Atlanta BeltLine, Inc. (ABI) initiated what was then called the Atlanta BeltLine Transit Implementation Strategy, or "TIS." The intent of the TIS was to develop a strategy to implement segments of the Atlanta BeltLine corridor incrementally to build out the vision of the entire 22-mile Atlanta BeltLine transit system. The TIS was guided by five principles: **project readiness, practicality/ridership, equity, financial options, and development impact**. These principles, which were developed by ABI in conjunction with the City and vetted through a community engagement process, were applied throughout the TIS process to ensure that the recommendations were consistent with the City's vision for streetcar corridor development.



Rendering of the Atlanta BeltLine Westside Trail with Atlanta Streetcar at Allene Avenue

During this planning process, ABI, in coordination with the City of Atlanta, came to the conclusion that transit implementation in the Atlanta BeltLine corridor in the short term would be most effective if combined with streetcar lines linking the Atlanta BeltLine to the major employment centers of Downtown and Midtown. In addition, linking these business nodes with the cultural, greenspace and housing amenities along the Atlanta BeltLine would increase the effectiveness of streetcar investments being pursued in those areas. In late 2010, in



anticipation of the 2012 Transportation Investment Act (TIA) referendum, the scope of the TIS planning effort was modified to include the entire streetcar network included in the Connect Atlanta Plan. ABI and the City of Atlanta Department of Planning and Community Development worked together to present these concepts to and receive input from the public during a series of stakeholder and community meetings and online surveys. This expanded process, aligned with the five guiding principles previously mentioned, evolved into what is now called the Atlanta Streetcar System Plan (SSP). The goals of the SSP are to provide enhanced mobility, increase transportation options and complement economic development as a supplement to the *Connect Atlanta Plan*.

The SSP builds off of the first transit project from the *Connect Atlanta Plan*, the Atlanta Streetcar's East-West route. This initial 2.7-mile route opened on December 30, 2014 and serves downtown Atlanta, running from Centennial Olympic Park to the Martin Luther King, Jr. Historic District. In the years to come, the City, ABI and Invest Atlanta plan to expand this initial project incrementally into a 53-mile network of streetcar routes with 16 miles of new and enhanced transit circulators and shuttle service to provide greater access to the streetcar system, as displayed in Figure ES-1. More than one-third of this network, or 22 miles, will occur within the Atlanta BeltLine corridor. This portion of the system is already partially funded by a Tax Allocation District and will operate predominantly in exclusive rights-of-way, allowing for highly efficient transit service. Other key corridors in the system will follow existing City roadways, many of which pass through core business districts where the City and community improvement districts are already actively encouraging concentrated development and alternative transportation. Additional corridors will serve a number of the City's economic development focus areas where transit dependence and the need for economic development stimulus are high.

The SSP documents the City of Atlanta's approach to building out this streetcar network over time in a manner that is efficient, cost effective, mobility



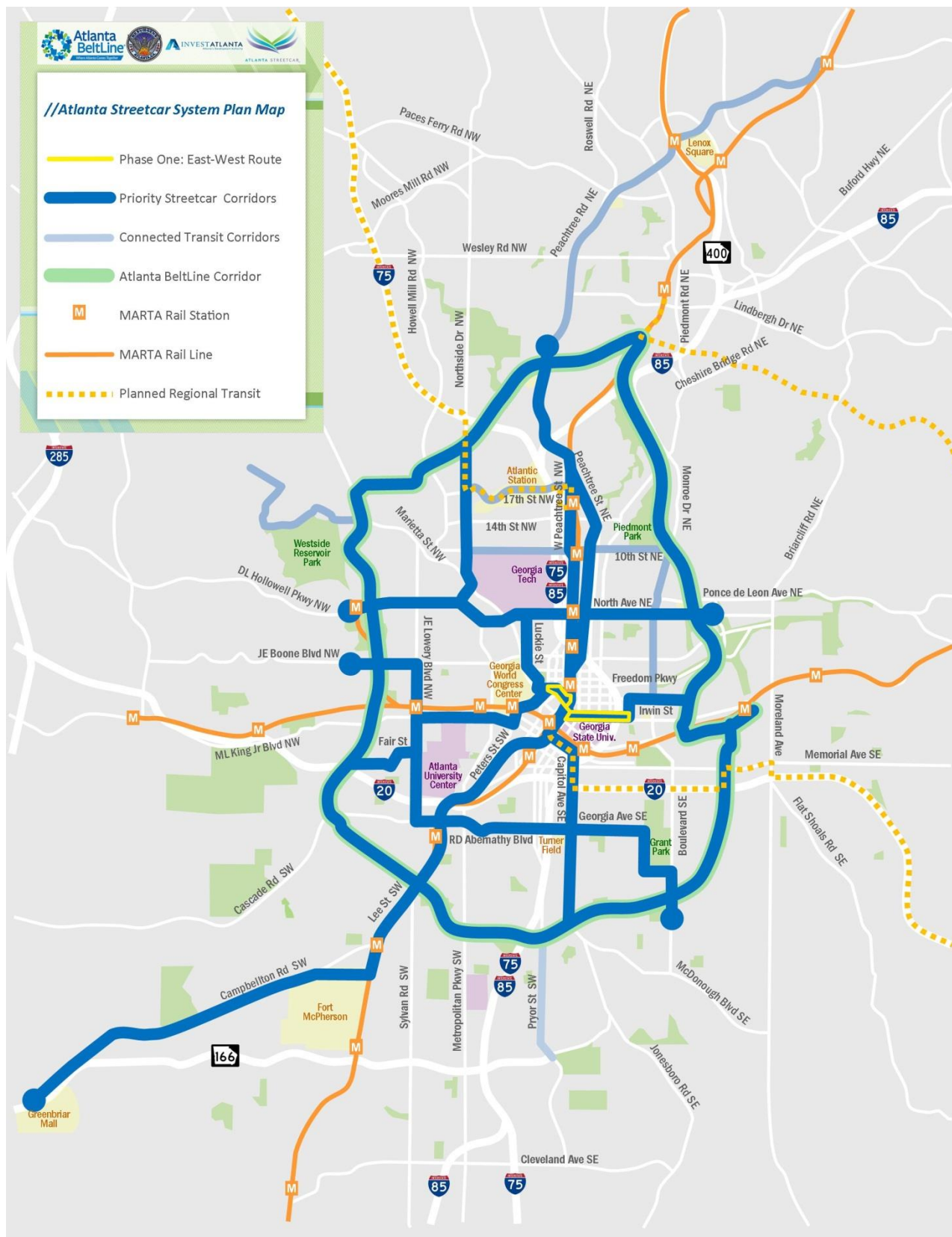
Atlanta Streetcar Opening Ribbon Cutting (upper)
Passengers waiting to board at the Centennial Olympic Park Streetcar Stop (lower)

focused, supportive of regional transit, and integrated with the economic development initiatives led by the City, Invest Atlanta and Atlanta BeltLine, Inc.

The *Atlanta Streetcar System Plan* builds on the *Concept 3 Regional Transit Vision*, the *Connect Atlanta Plan*, the *Atlanta BeltLine Subarea Master Plans*, and the *Atlanta BeltLine 2030 Strategic Implementation Plan* (SIP) to present a vision for implementing a comprehensive network that integrates transportation, development, affordable housing and land use. The SSP is informed by the five guiding principles and vetted through the community and stakeholder engagement process.



Figure ES-1: Atlanta Streetcar System Plan





A general framework of criteria to guide future expansion of the streetcar system was developed utilizing the five guiding principles:

- **Project Readiness**
 - Direct connection to current streetcar routes in operation
 - Continued advancement through project development phases
- **Practicality/Ridership**
 - Demonstrates high ridership potential
 - Supports cost-effective project delivery and operation
- **Equity**
 - Serves transit-dependent and choice riders
 - Connects residents to major employment and activity centers
- **Financial Leverage**
 - Competitive in Federal funding process and attracts local investment
 - Identified/committed funding sources to build, operate and maintain
- **Development Impact**
 - Supports established communities and districts
 - Encourages investment in under-utilized and vacant properties

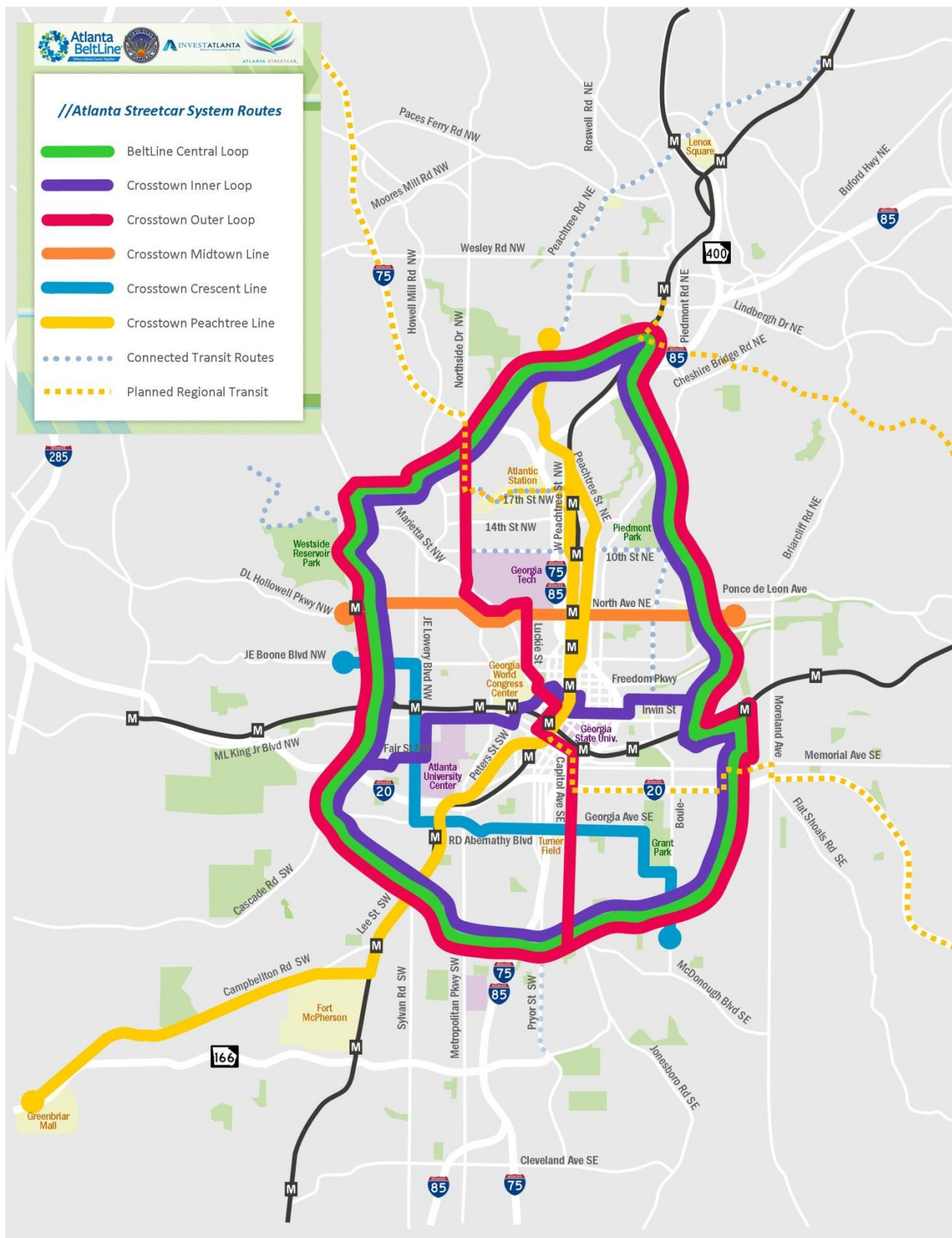
The full build-out of the Atlanta Streetcar System Plan includes multiple crosstown streetcar routes that integrate seamlessly with streetcar service along the Atlanta BeltLine corridor, connecting communities with key destinations, employment centers and MARTA service (Figure ES-2). These corridors would extend the current Atlanta Streetcar downtown loop along City streets and into the Atlanta BeltLine corridor, utilizing six streetcar routes:

- **BeltLine Central Loop** – Bi-directional loop operation along the Atlanta BeltLine corridor and serving the following key destinations:
 - Westside Reservoir Park
 - Piedmont Hospital
 - Piedmont Park

- Historic Fourth Ward Park
- Boulevard Crossing Park
- Murphy Crossing
- Enota Park
- Maddox Park
- **Crosstown Inner Loop** – Bi-directional on-street and loop operation along Fair St/MLK Jr Dr/Luckie St/Auburn Ave/Edgewood Ave/Irwin St/Atlanta BeltLine corridor and serving the following key destinations:
 - Atlanta University Center
 - Centennial Olympic Park
 - Downtown
 - Georgia State University
 - King Center
 - Atlanta BeltLine Parks & Trails
- **Crosstown Outer Loop** – Bi-directional on-street and loop operation along Northside Dr/Luckie St/Capitol Ave/Hank Aaron Dr/Atlanta BeltLine corridor and serving the following key destinations:
 - Georgia Tech
 - Centennial Olympic Park
 - Downtown
 - Georgia State University
 - Turner Field
 - Atlanta BeltLine Parks & Trails
- **Crosstown Midtown Line** – Bi-directional on-street operation along DL Howell Pkwy/North Ave corridor between the East and West Atlanta BeltLine corridors and serving the following key destinations:
 - Bankhead MARTA Station
 - Georgia Tech
 - North Avenue MARTA Station
 - Midtown
 - Historic Fourth Ward Park
 - Ponce City Market



Figure ES-2: Atlanta Streetcar System Routes





- **Crosstown Crescent Line** – Bi-directional on-street operation along Joseph E Lowery Blvd/Ralph D Abernathy Blvd/Georgia Ave corridor between the Southeast and West Atlanta BeltLine corridors and serving the following key destinations:
 - Ashby MARTA Station
 - Atlanta University Center
 - West End MARTA Station
 - Turner Field
 - Grant Park
 - Boulevard Crossing Park
- **Crosstown Peachtree Line** – Bi-directional on-street operation along the Peachtree St/West Peachtree St/Peters St/Lee St/Campbellton Rd corridor between Greenbriar Mall and Buckhead and serving the following key destinations:
 - Greenbriar Mall
 - Fort McPherson
 - Downtown
 - Midtown
 - Fox Theatre
 - Woodruff Arts Center
 - Piedmont Hospital

In coordination with the City and Invest Atlanta, ABI has initiated an environmental assessment along with advanced conceptual engineering of 18 miles of the Atlanta Streetcar system along the Atlanta BeltLine East, Atlanta BeltLine West and Luckie Street/North Avenue corridors. Environmental documentation will include refinements of ridership potential and evaluation of capital costs, land use, economic development, and environmental impacts. Public and stakeholder input during the project implementation process will continue to be a priority. Simultaneously, the City will develop the financial plans and delivery approaches that will help achieve the goals for development of the streetcar system.

It is anticipated that these tasks will be completed by 2016, allowing the City and ABI to compete for large scale federal grants and advance local funding initiatives as needed. Projects will then advance to final engineering, construction documentation and



Rendering of Atlanta BeltLine Westside Trail with Atlanta Streetcar at Martin Luther King Jr. Drive

specifications. It is anticipated that federal funding and financing will be sought as an option to fund portions of the streetcar system.

The SSP represents the current priorities for transit implementation for the City of Atlanta, Invest Atlanta, and Atlanta BeltLine, Inc. Implementing the Atlanta Streetcar system is a long-term endeavor. In response to the *Connect Atlanta Plan's* target to “embrace new notions of mobility,” this strategy has tremendous potential to shape the City’s growth and reinvestment, both over the short term and long term planning horizons. Priorities, however, can change over time based on dynamic factors such as City planning, evolving development and transportation priorities, and funding opportunities. Therefore, the SSP should be treated as a “living” document that guides the near-term implementation priorities with an eye to what lies ahead. As progress is made, the SSP will need to be updated (i.e. every 4 to 5 years) to reflect the dynamics of the City, such as:

- Implementation of streetcar projects and other programmed improvements;
- Changes in population, employment and land uses;
- New developments, key activity centers and planning initiatives; and
- Potential transit funding opportunities



SECTION 1: Introduction

The *Atlanta Streetcar System Plan* (SSP) was created to provide short-term direction and long-term guidance for the expansion of the Atlanta Streetcar system. The SSP provides the City's vision and strategy for integrating transit on the Atlanta BeltLine with targeted implementation of crosstown streetcar corridors to achieve the goal of system integration with economic growth as per the *Connect Atlanta Plan*.

To achieve the *Connect Atlanta Plan* goals of providing enhanced mobility; increasing transportation options; and complementing economic development, the SSP seeks to accomplish the following objectives:

1. Evaluate and integrate the implementation of the streetcar projects defined in the *Connect Atlanta Plan*¹, the *Concept 3 Regional Transit Vision*², and the *Atlanta BeltLine Corridor Environmental Study Tier 1 Final Environmental Impact Statement* (Tier 1 FEIS)³;
2. Develop funding and implementation strategies for streetcar lines including the Atlanta BeltLine and key crosstown routes;
3. Refine and update the streetcar transit element of the *Connect Atlanta Plan*; and
4. Supplement the transit element of the *Atlanta BeltLine 2030 Strategic Implementation Plan* (SIP).

This final report summarizes the process behind the implementation strategy for modern streetcar in Atlanta. In Section 2, it provides an abbreviated chronology of transit planning in Atlanta leading up

to the implementation of the initial project (East-West route). In Sections 3, 4, and 5, it provides a summary of the SSP transit planning process, community engagement, system plan, conceptual operating plan, cost estimates, potential funding sources, and next steps.

A draft SSP Final Report, dated February 2014, was prepared and supported by a foundation of analyses, conceptual engineering, and planning documented in a series of technical memoranda. These documents can be found online in Appendix: Technical Memoranda. The Technical Memoranda are available at the following link and are summarized below:

<http://beltline.org/progress/planning/transit-planning/atlanta-beltline-atlanta-streetcar-system-plan>

Technical Memorandum 1: Planning Process and Technical Evaluation Methodology and Results - documents the SSP planning process, the methodology, and the results of the technical evaluation and screening of the universe of streetcar projects. This process informed the selection of corridors and prioritized projects organized into four implementation phases.

Technical Memorandum 2A: Market Analysis and Development Capacity Analysis - forecasts the catalytic economic impact on residential, office and retail development projected to complement the implementation of the Atlanta Streetcar system.

Technical Memorandum 2B: TAD Revenue Forecasts - provides estimates of assessed value and tax increment based on projections of future development for four key Tax Allocation Districts (TADs) associated with the Atlanta Streetcar system.

Technical Memorandum 3: Ridership Modeling Analysis and Results - documents the methodology, process, and results of the streetcar system's projected transit ridership using the ARC regional travel demand model.

Technical Memorandum 4: Environmental Justice Analysis - identifies environmental justice (EJ) communities adjacent to the proposed streetcar

¹Connect Atlanta Plan website:

<http://web.atlantaga.gov/connectatlanta/>

²Concept 3 Regional Transit Vision website:

<http://www.atlantaregional.com/transportation/transit/transit-planning>

³Atlanta BeltLine Corridor Environmental Study Tier 1 Final Environmental Impact Statement (Tier 1 FEIS) website:

<http://beltline.org/progress/planning/transit-planning/final-environmental-impact-statement/>



projects and analyzes the potential impacts on travel time and access to employment.

Technical Memorandum 5: Operations and Maintenance Analysis - presents the proposed streetcar operating plans, associated operations and maintenance (O&M) costs, maintenance facility options, and transit integration strategies for the Atlanta Streetcar near-term expansion corridors.

Technical Memorandum 6: Conceptual Engineering Analysis – provides conceptual engineering for the Atlanta Streetcar near-term corridors including horizontal alignments and typical cross-sections.

Technical Memorandum 7: Program Management Plan - documents the overall management approach for the near term projects to guide project development and discussions between the City of Atlanta and local/federal project partners

The draft document was reviewed and later updated as a refinement to the plan in order to better address the following issues:

- Integrate modern streetcar with MARTA and regional transit system
- Focus streetcar vision on corridors connecting neighborhoods with key destinations and activity centers
- Address need for greater connectivity of the Atlanta Streetcar and Atlanta BeltLine
- Develop an operating strategy of integrated crosstown routes for build-out of the streetcar system
- Establish criteria for advancing streetcar corridors
- Identify a priority streetcar system with transit connections

The final version of the plan refines the streetcar system from 63 miles to 53 miles of multiple operable streetcar routes. Also, the entire streetcar network is presented as a priority for advancement and implementation, instead of the series of phasing presented in the previous draft document. Future expansion of the streetcar system will now be guided by a framework of criteria that utilizes guiding principles developed during the Atlanta Streetcar System Plan planning process (project

readiness, practicality/ridership, equity, financial leverage and development impact). How much of the system that can be implemented at a given time will depend on the availability of funding identified and committed to build, operate and maintain the streetcar system. Much emphasis will be placed on continued expansion along corridors that connect to current streetcar service in operation.

Additional stakeholder and public outreach was conducted to present refinements and obtain feedback to ensure that the SSP provides a strategic framework for implementation and long-term build-out of the Atlanta Streetcar system.



SECTION 2: Transit in Atlanta

This chapter describes the context for streetcar implementation planning in Atlanta and the ability of the Atlanta Streetcar network to serve as a tool for last-mile connectivity and increased transit reliability. It also describes how the Atlanta Streetcar can help meet the growing need for mobility resulting from increased population and employment in the City and the region.

A focus on an integrated regional transit system is critical to the success of the streetcar network the City is advancing:

- The existing MARTA system and regional express bus services (Georgia Regional Transit Authority (GRTA) Xpress, Cobb Community Transit, and Gwinett County Transit) are the backbone of transit connectivity in the region.
- The Atlanta BeltLine program includes implementation of a 22-mile loop for streetcar and is interconnected with the network of Atlanta Streetcar crosstown routes.
- Transit in the Atlanta BeltLine corridor will connect to MARTA rail in multiple locations.
- The Atlanta Streetcar, also connected to the MARTA rail system, provides increased mobility options for transit users by providing premium transit service to neighborhoods not served by MARTA rail and supports economic development in key job centers and visitor destinations.
- Other transit planning entities such as MARTA and Cobb County are proposing to add new premium transit lines from the City to outlying communities in the region.

The *Atlanta Streetcar System Plan* (SSP) provides a system-wide approach for the integration of Atlanta Streetcar and the Atlanta BeltLine with existing and proposed regional transit projects.

The implementation of transit projects in Atlanta will help accommodate the transportation demands associated with growth in population and employment by orienting transit investments with residential and commercial redevelopment along transit corridors. More importantly, it will provide reliable service that supports time-competitive connectivity between activity centers throughout the City and region. The analysis presented in the *Connect Atlanta Plan* and *Atlanta BeltLine Tier 1 EIS* reveals population and employment densities within the inner core of the City that support the feasibility of premium transit technologies, such as modern streetcar and light rail transit.

2.1 Population, Employment, and Development Trends

According to ARC's Regional Snapshot (August 2014), the 10-county Atlanta region is now home to 4,272,300 people, a population that is larger than that of 24 states, according to the latest US Census Bureau figures. Between 2000 and 2010, metro Atlanta (28 counties) ranked third in overall growth in the nation, adding more than one million people. Only Dallas and Houston added more population during that same period. While the region's growth rate has tapered off, metro Atlanta is still ranked fourth in the nation in total population growth between 2013 and 2014, according to the latest estimates from the US Census Bureau, adding almost 89,000 new residents. According to the same report, population growth is still significantly lower in recent years when compared to the booming 1990s and 2000s. Between 2010 to 2014, the Atlanta region was routinely adding 41,000 new residents each year, while between 1990 and 2010, the region averaged 77,000 new residents.

As population continues to grow, the distribution of employment in metropolitan Atlanta has implications on vehicle travel. Historically, transportation investment has occurred along highway corridors to steer private development to these areas. This has greatly impacted land use, housing choice, and travel patterns in the region. The separation of employment and lower density



residential areas has resulted in longer commutes and less access to transit.

Over the next twenty years, the success of Atlanta will be determined by how it manages growth, with the City's population forecasted to grow as much as 40%. At the core of the Atlanta Metropolitan Statistical Area, Atlanta is expected to add 300,000 jobs between 2010 and 2030. The challenge for the City is to orient the growth to areas that will have better access to transit and are less reliant on automobiles. An estimated 8,450 housing units, 473,000 square feet of retail, and 1.65 million square feet of office development could be added to the City with the implementation of the *Atlanta Streetcar System Plan*, with more than 70% of each type of growth occurring within Tax Allocation Districts⁴.

The City has targeted economic development in underserved areas with the purpose of ensuring that all of the City's residents have access to employment and affordable housing opportunities. Providing a reliable and integrated transit system throughout Atlanta will help provide connections that support future development along key transit corridors and serve existing residents. The *Atlanta Streetcar System Plan* has been developed in response to these targets.

2.2 Regional Transit Context

Transit service in the Atlanta region is provided largely by MARTA. It is focused on rail transit corridors and on key bus routes serving destinations throughout the region. In addition to MARTA, the Georgia Regional Transportation Authority (GRTA), Cobb Community Transit (CCT) and Gwinnett County Transit (GCT) operate express bus services to serve larger regional corridors with connections to central Atlanta. The Atlanta Streetcar network complements these corridor-based services and is

⁴ For more on market projections and potential impacts of the Atlanta Streetcar Expansion, please see Appendix for the Atlanta Streetcar Expansion Technical Memorandum 2a: Market Impact of the Connect Atlanta Plan Transit Projects on the Atlanta BeltLine and Central City.

planned to provide critical last-mile connectivity for regional express bus and MARTA rail transit passengers to urban neighborhoods and commercial centers surrounding the core of the City. Enabling increased access to transit and providing reliable and efficient transit services in areas targeted for growth will be key to accommodating the projected population and employment growth.

2.3 Chronology of Transit Plans/Studies/Initiatives

Over a dozen planning efforts in the past decade have created a vision for transit and built a foundation for the development of the Atlanta Streetcar system. Table 1 provides a chronological description of key plans, studies, and initiatives that have directly influenced the advancement of transit in Atlanta.

2.3.1 Influence of the 2012 Transportation Investment Act

In 2011, the City, with technical support from ABI, submitted four streetcar projects for potential funding under the State of Georgia's Transportation Investment Act (TIA) initiative. In October 2011, the Atlanta Regional Transportation Roundtable, which was responsible for developing the list of transportation projects to be voted on in the 2012 referendum, apportioned \$602 million for City of Atlanta streetcar projects out of a total project list of \$6.1 billion for the Atlanta region. The final TIA list was adopted by the Atlanta Regional Transportation Roundtable on October 15, 2011 and the regional vote on the referendum was held on July 31, 2012.

The Atlanta metropolitan region ultimately voted not to support the 10-county regional transportation referendum. However, the majority of voters within the City of Atlanta, especially in precincts adjacent to the Atlanta BeltLine and Atlanta Streetcar projects, strongly supported the initiative. Building on this strong local support, the City of Atlanta, Invest Atlanta, and ABI are uniquely



Table 1: Transit Plans/Studies/Initiatives

Year	Study	Description
2004	Peachtree Corridor Streetcar Feasibility Study	Atlanta Streetcar, Inc. (ASC) conducted a study to determine the feasibility of developing streetcar service along the Peachtree Corridor to complement MARTA and regional express systems. The study recommended the Downtown Loop (the current Downtown Streetcar project) to connect to the Peachtree Corridor system allowing easy circulation among key destinations for residents and visitors.
2005	Atlanta BeltLine Redevelopment Plan	The Atlanta BeltLine's initial redevelopment proposal to combine greenspace, trails, transit, and new development along 22 miles of historic rail projects that encircle Atlanta's urban core. The plan provided a framework for moving the project forward by determining the boundaries of a Tax Allocation District to provide a primary local funding source for the project.
2007	Inner Core Feasibility Study	<i>The MARTA Inner Core Feasibility Study</i> examined several transit options for the City of Atlanta and recommended the Atlanta BeltLine for inclusion in an Alternatives Analysis (AA). The purpose of the AA study was to identify and evaluate transit improvements within the Atlanta BeltLine corridor which could improve local and regional mobility, accessibility, and connectivity, as well as support the City of Atlanta's redevelopment plans.
2008	Connect Atlanta Plan	The <i>Connect Atlanta Plan</i> was adopted as the City of Atlanta's first official Comprehensive Transportation Plan (CTP) to evaluate and prioritize all modes of transportation including bicycle, freight, pedestrian, roadway, and transit facilities. It established a vision for linking Atlanta residents and visitors with their neighborhoods and employment centers along transit corridors.
2008	Concept 3 – The Atlanta Region's Long-range Transit Vision	<i>Concept 3</i> is the Atlanta region's official long-range transit vision. It was developed through a collaborative, multi-year effort led by the Transit Planning Board, a predecessor to today's Regional Transit Committee (RTC). The vision serves as the transit element of the aspirations plan of the PLAN 2040 regional transportation plan. <i>Concept 3</i> included an inner streetcar network with east-west on-street connections to the Atlanta BeltLine.
2009-2012	Atlanta BeltLine SubArea Master Plans	The <i>Atlanta BeltLine SubArea Master Plans</i> propose land use recommendations, transportation improvement recommendations, and park master plans. Plans have been developed for the year 2035 based on a variety of data, including projections of population and employment growth, economic conditions, travel patterns and behaviors, and existing physical constraints and opportunities. The <i>Atlanta BeltLine SubArea Master Plans</i> serve as a guide for the growth of vibrant, livable, mixed-use communities, with a particular focus on transit-oriented development surrounding proposed station areas along the Atlanta BeltLine corridor.
2010	Atlanta Streetcar TIGER II Grant	The City of Atlanta was awarded a \$47.7 million TIGER II Grant for the Atlanta Streetcar. The project narrative described the Atlanta Streetcar as a critical connection of national, regional, and local significance, impacting tourism, economic development, and equity concerns. The proposal was supported by more than 50 letters of support from local business, metro area economic development, environmental and transportation organizations, including letters from Congressman John Lewis, Senator Saxby Chambliss, and Senator Johnny Isakson.
2010	Atlanta Streetcar EA	The Atlanta Streetcar NEPA Environmental Assessment found that the build alternative for the Atlanta Streetcar would support and enhance livability in the study area, contribute to long-term economic competitiveness in the Atlanta region, and provide a safe and convenient travel option. The build alternative of the Atlanta Streetcar was selected as the Locally Preferred Alternative. The FONSI (Finding of No Significant Impact) for the Atlanta Streetcar EA was issued by the FTA in March 2011.
2012	Transportation Investment Act	The TIA (see 2.3.1) project selection process involved extensive public input and feedback regarding potential streetcar projects.
2012	Atlanta BeltLine Corridor Environmental Study Tier 1 FEIS	The Federal Transit Administration (FTA), in cooperation with MARTA and Atlanta BeltLine, Inc. (ABI), conducted a Final Environmental Impact Statement (FEIS) process to advance the transit component of the 22-mile Atlanta BeltLine Corridor. Findings concluded with the streetcar as the selected transit technology due to its better performance in terms of identified impacts, costs and ROW requirements, as well as compatibility with future streetcar projects.
2012	The Downtown Atlanta Streetcar Project	Construction on the Downtown Streetcar's (East-West route) 2.7 track miles and 12 stops began in early 2012, with completion and beginning of revenue service starting on December 30, 2014. The route connects Centennial Olympic Park, Georgia State University, and the Martin Luther King Jr. National Historic Site.
2012	Georgia Multi Modal Passenger Terminal (MMPT)	The Georgia MultiModal Passenger Terminal (MMPT) will bring together various bus and rail transit services in a centralized downtown Atlanta location. The Georgia MMPT is envisioned as the hub for existing and proposed transportation networks across the state, including the proposed Atlanta Streetcar system.
2013	City of Atlanta-ABI Transportation Services Agreement	The City of Atlanta and Atlanta BeltLine, Inc. executed a services agreement that allows the City to assign the management of transit and transportation projects outside the Atlanta BeltLine corridor to Atlanta BeltLine, Inc. with appropriate City oversight and funding.



positioned to advance the implementation strategy for an integrated network of modern streetcar corridors that connect neighborhoods, employment, and activity centers throughout the city and the region.

2.4 Integrating Atlanta BeltLine Transit and the Atlanta Streetcar

The City of Atlanta, Invest Atlanta, and Atlanta BeltLine, Inc. have advanced transit planning and implementation for two significant and separate projects, the Atlanta BeltLine and the Atlanta Streetcar. Both will augment Atlanta's current transportation options and urban form in ways that can improve the City's quality of life with increased transit options and accommodate future residential and employment growth. While these projects could be beneficial to Atlanta separately, the additional potential positive impact created by having them work in an integrated fashion will provide the multi-modal transportation alternatives, traffic congestion solutions, environmental sustainability, and urban reinvestment that are core to the objectives of the Connect Atlanta Plan and the Atlanta BeltLine 2030 Strategic Implementation Plan.

The Atlanta Streetcar System Plan combines the planning for the Atlanta BeltLine transit Tier 1 Environmental Impact Statement with the planning for on-street transit corridors described in the Connect Atlanta Plan. This results in a network of transit service connected with MARTA bus and rail and regional bus transit services.

2.4.1 The Atlanta BeltLine

The Atlanta BeltLine is the most comprehensive revitalization effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment and mobility initiatives currently underway in the United States. This program of projects is providing a network of public parks, multi-use trails and transit by re-using 22-miles of historic railroad corridors circling downtown and connecting 45 neighborhoods directly to each other. Transit is at the heart of the

Atlanta BeltLine. It was the key innovation proposed by Ryan Gravel's thesis in 1999.

The original concept was to build public light-rail-type transit on the 22-mile Atlanta BeltLine corridor, linking to the MARTA system in all four quadrants of the city. This idea carried over to the *Atlanta BeltLine Redevelopment Plan*, adopted by City Council in 2005. Since that time, Atlanta BeltLine, Inc., the City of Atlanta, Invest Atlanta, and MARTA have worked collaboratively to advance transit on the Atlanta BeltLine and in the city through planning studies and required federal environmental documentation.

2.4.2 The Atlanta BeltLine Transit Vision

Today, the vision for Atlanta BeltLine transit is 22-miles of modern streetcar service with stations located approximately every half-mile along the corridor. Transit service will provide high quality, reliable transit circulation and mobility within the City of Atlanta, complement the adjacent greenway, parks and residential neighborhoods, catalyze and link development and communities along the corridor with business centers in Midtown, Downtown and Buckhead. The Atlanta BeltLine transit corridor will provide access to and from job centers through integrated routing with the Atlanta Streetcar crosstown lines and connections to



Since 2006, there has been more than \$775 million in new private development within a half mile of the Atlanta BeltLine Eastside Trail (view of Eastside Trail from Highland Ave. Bridge).



MARTA rail throughout the region and connect to local and regional bus services including MARTA, CCT and GRTA. To preserve for future regional connections, the Atlanta BeltLine streetcar corridor will be designed to accommodate multiple-car streetcar vehicles.

2.4.3 The Connect Atlanta Plan Transit Vision

The comprehensive transit element of the *Connect Atlanta Plan* is a proposed network of multi-modal corridors comprised of ninety-five miles of rail transit, bus rapid transit, light rail and streetcar lines along major corridors within the city. The *Atlanta Streetcar System Plan* represents the majority of this future network. The key transit objectives of the *Connect Atlanta Plan* include the following:

- Build rapid transit infrastructure to and between areas of growth – both those areas already experiencing development and those areas that should and will draw activity in the future.

- Build a transit terminal for commuter and intercity rail to reinforce the City's role as the key government center and transit node in the region.
- Fundamentally rethink transit route structures to focus on activity centers and corridors so most transit riders in the City can reach their destinations with no more than one transfer.
- Diversify the rail and bus fleet by providing neighborhood feeders that provide short rides from areas of lower density to stations on the rapid transit lines.
- Provide travel alternatives including transit, bicycle facilities and effective sidewalks in congested areas.

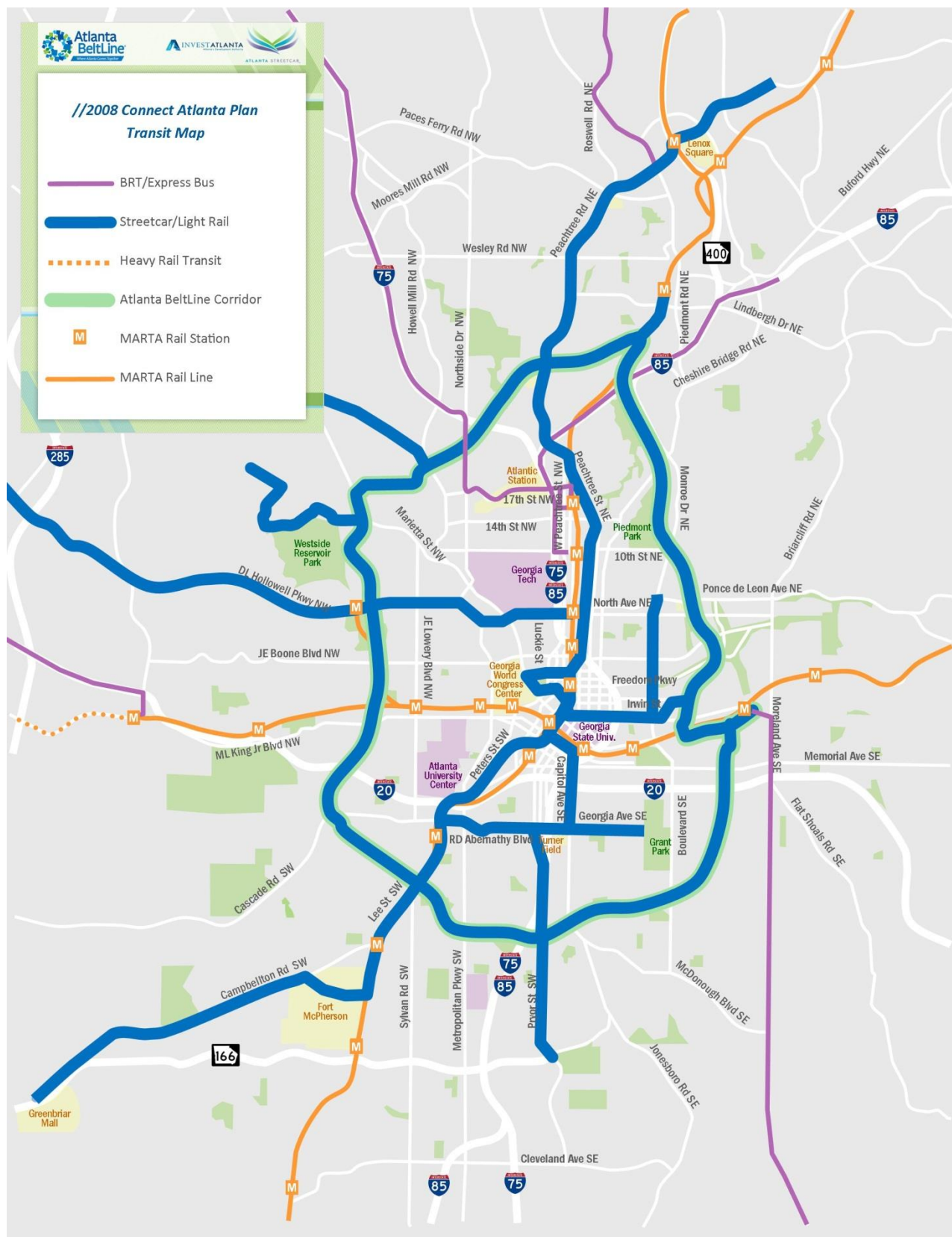
The Connect Atlanta Plan process produced an extensive list of projects encompassing all modes of transportation, including eighteen transit projects. These projects are described in Table 2. The Streetcar and LRT projects recommended in the Connect Atlanta Plan provided the basis for the development of the SSP.

Table 2: Connect Atlanta Plan Transit Projects

Project ID	Mode	Transit Project Name	Description
TR-001	Streetcar/LRT	Atlanta BeltLine Transit	22 miles of new LRT/Streetcar alignment
TR-002	HRT	MARTA West Line Extension	1.2 mile extension of MARTA West Line on new alignment
TR-003	BRT	MARTA West Line BRT	3.4 mile BRT extension of MARTA West Line within HOV along I-20
TR-004	Express Bus	I-75 Express Bus	8.0 mile (within city of Atlanta) enhanced express bus on HOV along I-75
TR-005	Express Bus	I-85 Express Bus	4.7 mile (within city of Atlanta) enhanced express bus on HOV along I-85
TR-006	LRT	Northwest Regional LRT	LRT on exclusive alignment n shared Right-of-way from Cobb County to Midtown
TR-007	Streetcar	Peachtree Streetcar North	5.8 miles of streetcar operating in mixed traffic along Peachtree Road
TR-008	Streetcar	Peachtree Streetcar Midtown	2.85 miles of streetcar operating in mixed traffic along Peachtree Street
TR-009	Streetcar	Peachtree Streetcar South	4.9 miles of streetcar operating in mixed traffic along Peachtree Street
TR-010	Streetcar	Campbellton Road Streetcar	5.5 miles of streetcar operating in mixed traffic along Campbellton Road
TR-011	Streetcar	Atlanta Streetcar	5.5 miles of streetcar operating in mixed traffic along multiple downtown streets
TR-012	Streetcar	Capital Ave & Pryor Streetcar	4.6 miles of streetcar operating in mixed traffic along Capital Ave, R.D. Abernathy, and Pryor St
TR-013	Bus	Piedmont/Roswell BRT	4.3 miles of BRT service on Roswell Rd and Piedmont Rd
TR-014	Bus	Moreland Ave BRT	6.4 miles of BRT service on Moreland Ave
TR-015	Streetcar	Hollowell/North Ave Streetcar	8.3 miles of streetcar along Hollowell, Tech Pkwy, and North Ave
TR-016	Streetcar	West Highlands Streetcar	2.5 miles of streetcar operating in mixed traffic on a newly extended Grove Park Place
TR-017	Streetcar	Boulevard Streetcar	1.25 mile streetcar operating in mixed traffic along Boulevard Ave
PS-TR-001	Streetcar	R.D. Abernathy Streetcar	Streetcar along R.D. Abernathy



Figure 3: 2008 Connect Atlanta Plan Transit Map





2.4.4 Concept3 Regional Transit Vision

Concept3 was adopted in 2008 as the Atlanta region's official long-range transit vision and now serves as the transit component of the aspirations element of the *PLAN 2040 Regional Transportation Plan* (RTP). It was developed through a collaborative, multi-year effort led by the Transit Planning Board (TPB), a predecessor to today's Regional Transit Committee (RTC). *Concept 3* included an inner core streetcar network that included a core of high-frequency, local services (10 minutes or less) for the following corridors:

- Atlanta BeltLine
- Peachtree Street
- Marietta Boulevard from Downtown to Bolton Road
- Pryor Road/Capital Avenue Corridor from downtown to Lakewood
- Moreland Avenue from Inman Park to Thomasville
- DL Hollowell Parkway/North Avenue/Ponce de Leon Avenue
- Campbellton Road
- Edgewood Avenue/Auburn Avenue
- Memorial Drive

The transit technology recommended for each corridor would be comprised of either arterial bus rapid transit (BRT) or streetcar technology to be further determined by operational efficiencies or demand. East-west on-street connections to the Atlanta BeltLine were identified as streetcar to allow for flexibility routing and sharing alignments. These alignments also were identified for integration with the high-capacity regional rail network that includes light rail transit from Cobb County along the I-75 corridor. Figure 2 provides the *Concept 3* system map with corresponding transit corridors and technologies.

2.4.5 The Atlanta Streetcar Project

The Atlanta Streetcar is the result of a long-term vision for the proposed Peachtree Streetcar that featured a north-to-south route from the MARTA

Brookhaven Station to the MARTA Lakewood/Fort McPherson Station and an east-to-west route connecting The M.L. King Historic District to the Centennial Olympic Park area west of Peachtree Street. The 2.7-mile-long Downtown Streetcar (East-West route) project loop is the initial phase of the Atlanta Streetcar system. It is funded by a \$47.6 million Transportation Investment Generating Economic Recovery (TIGER) II Program grant, and through contributions from the City, the Atlanta Downtown Improvement District (ADID) and by grants from the Atlanta Regional Commission's Livable Centers Initiative.



Atlanta Streetcar at the Centennial Olympic Park Streetcar Stop

The Atlanta Streetcar project features modern streetcar technology. Modern streetcars are different from heritage/vintage streetcars, which utilize historic replica vehicles and older technologies and may focus more on a tourist market. Modern streetcar systems are a type of light rail transit characterized by modern design, low-floor vehicles, frequent stations, short service ranges, and mixed traffic operations within existing roadways. In the Atlanta BeltLine corridor, the streetcar will operate in mixed traffic for limited sections but the majority of the transit service will be in exclusive rights-of-way along the corridor.

Figure 4: Concept3 System



The Atlanta Region's Long-Range Transit Vision



Transit Technologies:

- | | |
|---|---|
| Heavy Rail (with station) | Existing MARTA rail technology |
| Light Rail (LRT) / High-Capacity Rail (with station) | High capacity rail vehicles in dedicated guideway |
| Regional Rail (with station) | Express rail service on existing railroad corridors |
| Streetcar | Modern electric streetcars running in mixed traffic |
| Arterial Bus Rapid Transit (BRT) | Enhanced bus service on major arterial roadways |
| Expressway Bus | Express buses running in managed lanes on highways |
| Arterial Express Bus | Cross-regional express bus service on major arterials |

Network depicted as modeled by the Atlanta Regional Commission, August 2008

Map is not to scale

Regional Transit Committee

<http://www.atlantaregional.com/rtc>



Atlanta Streetcar Vehicles (Siemens S70 Ultra-short)

Streetcars are smaller and lighter than commuter type LRT vehicles, allowing them to more effectively operate in mixed-traffic. Modern streetcar systems currently in operation in Portland, OR, Tacoma, WA, Seattle, WA and Tucson, AZ, have proven to be effective catalysts for local circulation, connectivity

to regional transit, urban redevelopment, and investment.

The Atlanta Streetcar opened on December 30, 2014 and consists of 12 stations providing access to residential, employment, cultural, educational, and historic centers and connecting with the MARTA rail system at Peachtree Center Station to provide easy access to jobs and downtown attractions. The existing Atlanta Streetcar currently in operation has resulted in more than \$568 million in public and private investment within a quarter mile of the route since 2011; another \$859 million of investment is underway.

Through expansion of the Downtown Streetcar, the Atlanta Streetcar system will provide greater connectivity and enhance the initial project's sphere of influence to attract more riders, provide wider access to jobs and destinations, and catalyze urban investments and transit-oriented development opportunities.

Figure 3: Atlanta Streetcar Project Map (East-West Route)





SECTION 3: Planning Process

This section summarizes the SSP planning process and the various inputs and methods used to provide guidance for future expansion of the system. The planning process was supported by a foundation of analyses, conceptual engineering, and planning.

3.1 Guiding Principles

The SSP planning process followed a linear approach based on a framework of guiding principles. The five guiding principles are: project readiness, practicality/ridership, equity, financial options, and development impact. These principles, which were developed by ABI in conjunction with the City and vetted through a community engagement process, were applied throughout every phase of the SSP process to ensure that the recommendations were consistent with the City's vision for streetcar corridor development. These principles and the considerations they address are described in Table 3.

3.2 Community Engagement Process Overview

beginning in early 2011. The SSP efforts attracted and involved residents, employees, large institutions and local business interests from around the City. Over 800 people participated in meetings and online surveys.

To ensure that input was received from the public and stakeholders, the SSP utilized both the ABI community engagement framework and additional stakeholder and neighborhood meetings outside of the Atlanta BeltLine study area. The objective of the community engagement strategy was to capitalize on community input that would guide the process and to have the public participate at key milestones throughout the study. Various strategies were utilized to inform the public of the purpose of the study, invite potentially impacted communities to participate in discussion, and to document ideas, perceptions, and opinions expressed throughout the planning process.

Most public involvement efforts, including Citywide Conversations, Study Group meetings, Stakeholder Advisory Committee/Technical Advisory Committee (SAC/TAC) meetings, and North Ave/10th St Stakeholder meetings were advertised via flyer distribution, notices to Neighborhood Planning Units and community groups, email blasts, web

Table 3: SSP Guiding Principles

Guiding Principle	Description
Project Readiness	This principle considers a project's likelihood to be implemented in a relatively short timeframe.
Practicality/Ridership	This principle considers a project's effectiveness measured in terms of population and employment served and its ability to generate ridership. Combined with financial considerations, practicality also considers the cost effectiveness of a project.
Equity	This principle considers a project's benefit to economically disadvantaged populations.
Financial Options	This principle considers a project's ability to attract local and federal funding. Cost effectiveness and the ability to attract local investment are components of this principle.
Development Impact	This principle considers a project's potential ability to attract real estate development within the corridor.

A comprehensive community engagement process was woven throughout the SSP planning process,



posts on various organizations' websites, social media and direct calls to organizations' representatives.

Citywide Conversations

A series of four public meetings, called Citywide Conversations, were conducted at key milestones throughout the study. The Citywide Conversations were intended to provide a forum for community education and dialogue related to the planning, design, and implementation of potential streetcar corridors. A combination of traditional open house and breakout sessions was the typical format used to allow participants to gain hands-on experience in evaluating the different Citywide streetcar transit projects.

Peak Democracy Online Survey

In March 2011, Atlanta BeltLine staff conducted an online survey using Peak Democracy to solicit comments on potential corridors to be considered for regional transportation referendum funding. The online survey was conducted to collect additional input from citizens who could not attend any of the public meetings. 380 people participated online.

Technical Advisory Committee/Stakeholders Advisory Committee (TAC/SAC) Meetings

Two committees were formed that would represent distinct stakeholder groups: the TAC, which was composed of federal, state and local government agencies, and the SAC, which was composed of local business and neighborhood association communities. Each committee met three times and provided guidance to ABI staff and the consultant team on issues or concerns that conflicted with the evolving implementation strategy. TAC/SAC membership encompassed a variety of community organizations, institutions and government agencies relevant to the Atlanta Streetcar. Names of committee members are found in the Acknowledgements section of this final report. One-on-one briefings with key stakeholders were also conducted to provide information and opportunities to solicit feedback on refinements made to the SSP.



SSP Public Meetings

Study Group Meetings

Study Groups met as appropriate to develop, discuss and provide input on the planning, design and implementation issues related to the Atlanta BeltLine as a whole and to their immediate areas. The five Study Groups are geographically structured around approximately four Neighborhood Planning Units (NPU) each and are comprised of all interested participants. Established meeting schedules are published by ABI. Study Group meetings were held in early 2011 to discuss the project and solicit feedback on potential referendum corridors. Additional Study Group meetings were held in Spring 2012 to solicit feedback on the North Ave/10th St crosstown corridor analysis.



North Ave/10th Street Stakeholder Meetings

In Spring 2011, Midtown Alliance (a non-profit organization dedicated to the revitalization of Midtown) advocated for an additional corridor to be studied in the implementation strategy. 10th Street was added as an alternative streetcar corridor to be evaluated with North Avenue as potential crosstown connections linking the east and west sides of the Atlanta BeltLine through Midtown. City and ABI staff met several times with corridor stakeholders including the Midtown Alliance, Georgia Institute of Technology, and the Coca-Cola Company to review and discuss the corridor analysis and evaluation results.

3.3 Guidance for Future Expansion

A general framework of criteria to guide future expansion of the streetcar system was developed

utilizing the five guiding principles. Table 4 outlines and describes criteria to help establish policies to guide future expansion. How much of the streetcar system that can be implemented at a given time will depend on the availability of funding identified and committed to build, operate and maintain the streetcar system. The extent of each streetcar expansion project will be to connect to logical terminus points, such as activity centers, MARTA stations and the Atlanta BeltLine corridor.

Much emphasis will be placed on continued expansion along corridors that connect to current streetcar service in operation. This approach will better ensure connectivity of the system to efficiently and cost-effectively utilize support facilities for storage and maintenance of vehicles, as well as utilization of the streetcar vehicle fleet interchangeably throughout the system along multiple routes.

Table 4: Criteria for Future Expansion

Criteria		Description
Project Readiness	Direct connection to current streetcar routes in operation	Implementation of future corridors should directly connect to streetcar routes in current operation. This promotes efficiencies in operation and maintenance of the streetcar system by utilizing the same streetcar vehicles and maintenance and storage facilities.
	Continued advancement through project development phases	The system plan provides a vision for expansion of the entire streetcar system. Corridors within the system that continue to advance through project development (planning, environmental assessment, preliminary engineering, final design and construction) are more successful for implementation.
Practicality / Ridership	Demonstrates high ridership potential	Based on increased existing and future socioeconomic population and employment projections, a higher density of development and land uses along a given streetcar corridor will influence higher ridership potential.
	Supports cost-effective project delivery and operation	The cost to construct and operate streetcar service should not create and encourage sufficient operations with the benefit of the new service offsetting the costs associated with implementation.
Equity	Serves transit-dependent and choice riders	Streetcar expansion should serve populations that rely on transit for daily trips, as well as provide more transportation choices to encourage new transit riders. Implementation of the system should continue to ensure that transit infrastructure investments are distributed equitably throughout the City of Atlanta.
	Connects residents to major employment and activity centers	The streetcar system should complement the regional transit system by providing direct connectivity to major employment centers, activity centers and MARTA stations. Streetcar corridors that promote increased connectivity and access to jobs, activities and services should be achieved.
Financial Leverage	Competitive in Federal funding process and attracts local investment	The streetcar system will be implemented utilizing a combination of funding sources. One important funding source will be pursuing Federal grants that require participation in a competitive application process to demonstrate a need for the project. Also, projects need to encourage and attract local investment through public and/or private entities.
	Identified/committed funding sources to build, operate and maintain	Funding sources have been identified and/or committed to pay for the capital costs associated with constructing the project, as well as the operations and maintenance (O&M) costs ongoing on an annual basis.
Development Impact	Supports established communities and districts	The implementation of streetcar service fits in to the context and make-up of communities without creating any adverse impacts.
	Encourages investment in under-utilized and vacant properties	Streetcar investment that promotes economic development opportunities and revitalizes communities to support and utilize land uses adjacent to the alignment.



SECTION 4: Atlanta Streetcar System Plan, Operations, Costs and Potential Funding

This chapter discusses the details of the Atlanta Streetcar System Plan including connectivity and interface with regional transit, a conceptual operating plan, the capital costs and the operating and maintenance costs of the streetcar projects in each phase. Next, the chapter presents an analysis of vehicle maintenance and storage facility sites and an overview of possible funding sources for implementing the streetcar network.

4.1 Atlanta Streetcar System Plan

The Atlanta Streetcar System Plan provides a vision for expansion and implementation of an integrated streetcar system throughout the City of Atlanta and the Atlanta BeltLine. The plan includes 53 miles of streetcar routes with 16 miles of new and enhanced

transit circulators and shuttle service to provide greater access to the streetcar system. Figure 5 illustrates the full build-out of the Atlanta Streetcar System that integrate seamlessly with streetcar service along the Atlanta BeltLine corridor, connecting communities with key destinations, employment centers and MARTA service.

4.1.1 Priority Streetcar System

The Priority Streetcar System includes an integrated 53-mile streetcar network throughout the City of Atlanta along on-street corridors and the Atlanta BeltLine corridor. The streetcar system includes a series of corridors where transit is identified as the transportation improvement that meets goals, objectives and future needs. At this stage of planning, streetcar corridors are not focused on a specific street alignment, but a general area along the travel corridor (within ¼ mile or 2-3 city blocks) that connects major transportation, employment and activity nodes. As individual corridors go through more detailed analysis, specific alignments will be studied and identified.

4.1.2 Connected Transit System

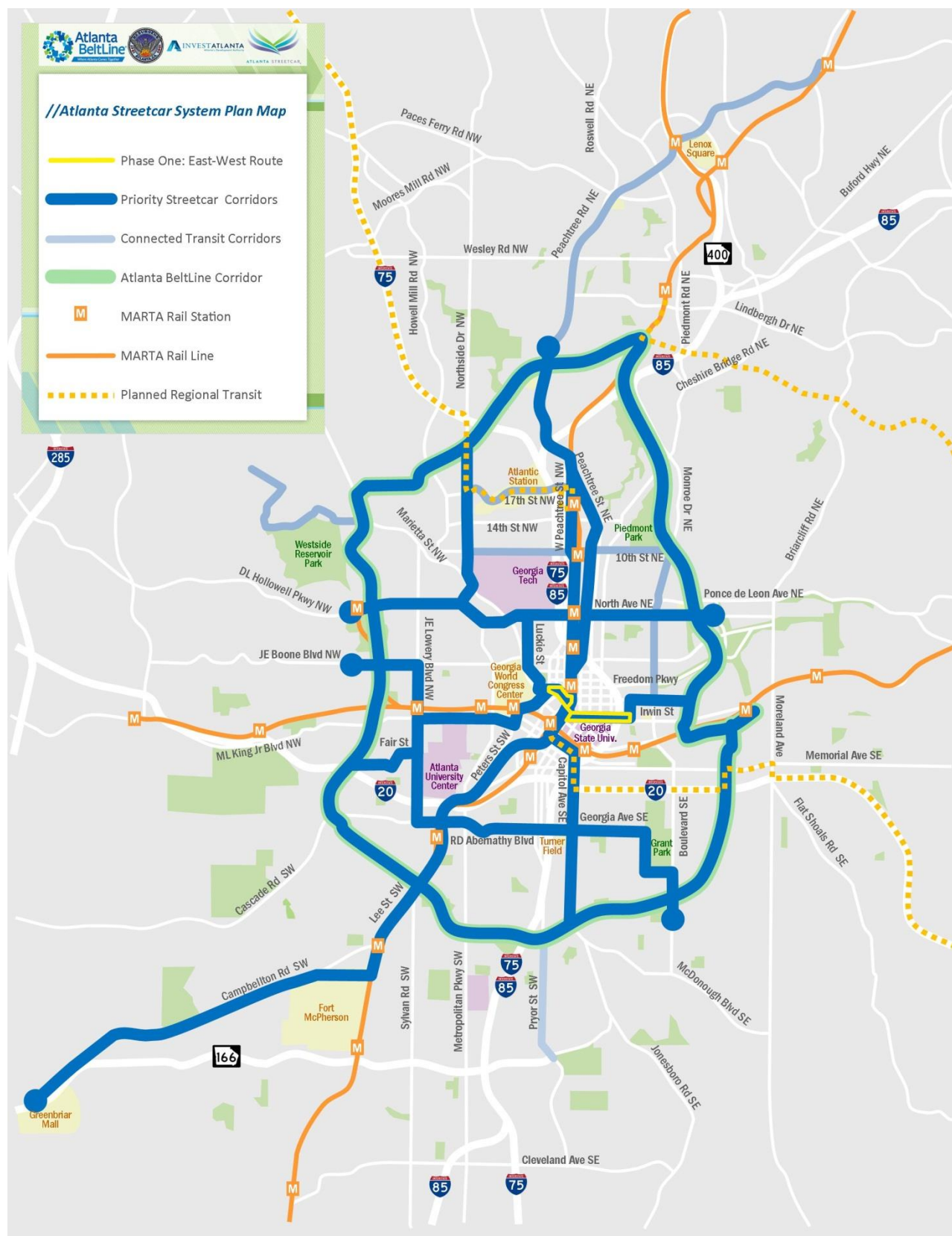
The Connected Transit System includes 16 miles of new and/or enhanced transit service directly interfacing with streetcar system. These include corridors where transit investment is recommended to provide additional connectivity from adjacent communities to the streetcar system, at a lower capital investment. These investments may include:

- New or enhanced bus circulator and shuttle service
- Increased service levels including higher frequencies and expanded span of service
- Upgrades to infrastructure, stop amenities and/or vehicle equipment to enhance the passenger experience and encourage ridership



Atlanta BeltLine Eastside Trail and Future Streetcar Corridor

Figure 5: Atlanta Streetcar System Plan





4.2 Improving Connectivity

The *Atlanta Streetcar System Plan* unifies the 22-mile long Atlanta BeltLine transit corridor with *Connect Atlanta Plan* crosstown streetcar projects into a 69-mile network of interconnected transit corridors. The Atlanta Streetcar network will connect with MARTA rail at the following stations:

- Ashby
- Bankhead
- West End
- Oakland City
- King Memorial
- Arts Center
- North Avenue
- Peachtree Center
- Five Points
- Garnett
- Georgia Dome/GWCC/Phillips Arena/CNN Center

The Atlanta region relies on MARTA's rail transit to serve as the backbone of the regional transit system with the support of local bus service providing additional connectivity to communities, employment, and activity centers. The proposed streetcar system will be designed to serve as a last mile circulator, or feeder system, for MARTA, as frequent fixed-route service for commuters traveling between in-town destinations, and a circulator within neighborhoods and activity centers.

4.3 Conceptual Operating Plan

An operational concept was developed based on general operating assumptions that assume a high frequency of service required for the core transit system. Streetcar vehicles would run every 10 to 15 minutes, between 14-19 hours a day, on weekdays, Saturdays, Sundays and holidays. Streetcar operating plans and schedules would be designed to maximize ridership by:

- Minimizing transfers and offering greater opportunities for a one-seat ride;
- Providing crosstown connectivity between major destinations;
- Connecting to and providing service along the Atlanta BeltLine corridor; and
- Offering seamless transfers between the MARTA bus and other planned high-capacity transit projects.

4.3.1 Operational Scenarios

The full build out of the Atlanta Streetcar System Plan includes multiple crosstown streetcar routes that integrate seamlessly with streetcar service along the Atlanta BeltLine corridor, connecting communities with key destinations, employment centers and MARTA service (see Figure 6). These corridors would extend the current Atlanta Streetcar downtown loop along City streets and into the Atlanta BeltLine corridor, utilizing six streetcar routes:

- **BeltLine Central Loop** – Bi-directional loop operation along the Atlanta BeltLine corridor and serving the following key destinations:
 - Westside Reservoir Park
 - Piedmont Hospital
 - Piedmont Park
 - Historic Fourth Ward Park
 - Boulevard Crossing Park
 - Murphy Crossing
 - Enota Park
 - Maddox Park
- **Crosstown Inner Loop** – Bi-directional on-street and loop operation along Fair St/MLK Jr Dr/Luckie St/Auburn Ave/Edgewood Ave/Irwin St/Atlanta BeltLine corridor and serving the following key destinations:
 - Atlanta University Center
 - Centennial Olympic Park
 - Downtown
 - Georgia State University
 - King Center
 - Atlanta BeltLine Parks & Trails



- **Crosstown Outer Loop** – Bi-directional on-street and loop operation along Northside Dr/Luckie St/Capitol Ave/Hank Aaron Dr/Atlanta BeltLine corridor and serving the following key destinations:

- Georgia Tech
- Centennial Olympic Park
- Downtown
- Georgia State University
- Turner Field
- Atlanta BeltLine Parks & Trails

- **Crosstown Midtown Line** – Bi-directional on-street operation along DL Hollowell Pkwy/North Ave corridor between the East and West Atlanta BeltLine corridors and serving the following key destinations:

- Bankhead MARTA Station
- Georgia Tech
- North Avenue MARTA Station
- Midtown
- Historic Fourth Ward Park
- Ponce City Market

- **Crosstown Crescent Line** – Bi-directional on-street operation along Joseph E Lowery Blvd/Ralph D Abernathy Blvd/Georgia Ave corridor between the Southeast and West Atlanta BeltLine corridors and serving the following key destinations:

- Ashby MARTA Station
- Atlanta University Center
- West End MARTA Station
- Turner Field
- Grant Park
- Boulevard Crossing Park

- **Crosstown Peachtree Line** – Bi-directional on-street operation along the Peachtree St/West Peachtree St/Peters St/Lee St/Campbellton Rd corridor between Greenbriar Mall and Buckhead and serving the following key destinations:

- Greenbriar Mall
- Fort McPherson
- Downtown
- Midtown

- Fox Theatre
- Woodruff Arts Center
- Piedmont Hospital

4.3.2 Interface with MARTA Rail and Bus Services

MARTA operates an extensive network of bus and rail transit throughout the City of Atlanta, and Fulton and DeKalb Counties. Integration with the proposed Atlanta Streetcar system can provide seamless service for existing and new transit riders.

Beginning in the early phases of corridor planning, City staff should collaborate with MARTA staff to evaluate potential modifications to existing MARTA bus and rail services to achieve optimal transit mobility across the existing bus, rail and evolving streetcar transit network.

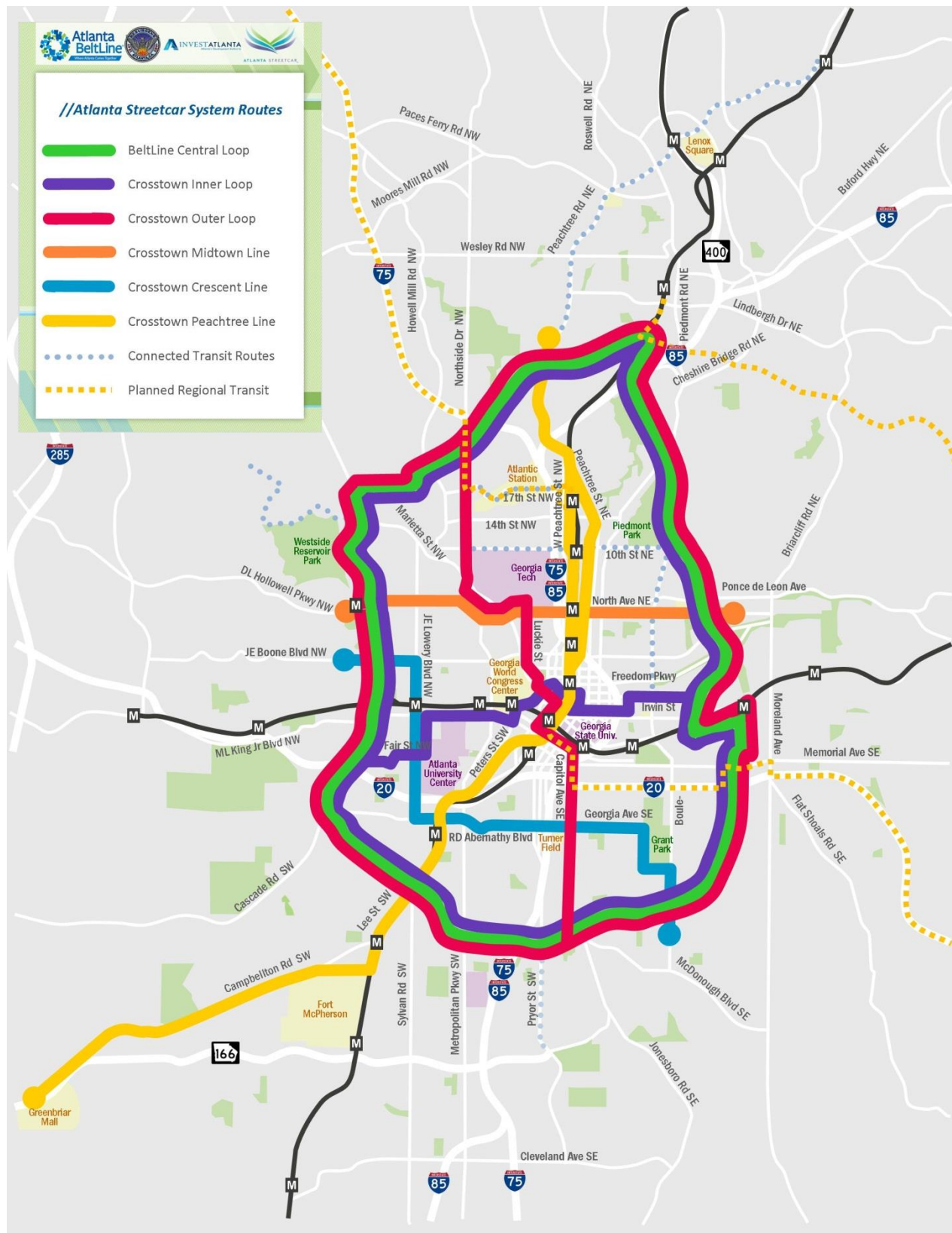
By making service adjustments to optimize efficiency and coverage, the changes could potentially reduce network operating costs, increase transit ridership, provide service improvements for transit users and attract choice riders. Potential bus route integration strategies should be identified in more detail for future planning efforts to help achieve the following objectives:

- **Promote Operational Efficiencies**

The Atlanta Streetcar system and MARTA rail and bus services should be coordinated to provide transit service that is reliable and delivered in the most efficient manner. By coordinating services, bus routes and rail and streetcar lines that overlap could be designed to complement each other and not result in competitive, redundant service.



Figure 6: Atlanta Streetcar System Routes





Bus Transfer at MARTA Rail Station

- **Achieve Cost Effective Service**
Integration strategies can reduce redundant services to better maximize available operating resources and respond to financial constraints. Identifying bus routes that would offer redundant services once a streetcar route opens may be an opportunity for improvements elsewhere in the MARTA service area.
- **Optimize Ridership Potential**
The integration of services should provide a level of service that responds to ridership demand. Strategies could include designing feeder bus routes or limited stop bus service with Atlanta Streetcar service that supports seamless transfers between transit modes and connects desired origins and destinations throughout the region.
- **Ensure Customer Focused Service**
The services should meet existing and future travel needs by retaining existing MARTA customers while attracting new customers to the transit system. Atlanta Streetcar system lines are designed to be corridor-based so riders can better understand route alignments.

- **Introduce Neighborhood Transit Centers**

Transit services should complement each other by integrating neighborhood circulation with commuting trips by utilizing new transit facilities that support seamless transfer opportunities and better access between transit modes.

4.3.3 Vehicle Maintenance and Storage Facility

More than one vehicle maintenance and storage facility (VMSF) will be required to support streetcar operations. The VMSF will provide for midday/overnight storage, vehicle maintenance, routine cleaning, and servicing. Planning the location and design of the VMSF is an integral component of ensuring optimal system operations and efficiency. For preliminary planning purposes, candidate areas to locate one or more streetcar maintenance facilities were examined relative to the following site requirements:

- **System Connectivity & Proximity**
The maintenance facilities should be in close proximity (less than one mile) of the streetcar alignment, to minimize construction of additional track for non-revenue deadhead operations. A location close to an endpoint of the alignment can help minimize the operational costs associated with deadhead movements.
- **Sufficient Facility Size**
Operational requirements also factor in a 20% spare ratio added to the estimated peak vehicle requirement to account for service interruptions and maintenance of vehicles. Using a general industry rule of thumb for VMSF size requirements of 0.2 – 0.3 acres per vehicle, a site and/or combination of sites
- **Land Use Compatibility**
Typical activities performed at streetcar maintenance facilities include vehicle repairs and maintenance during the day, late night and early morning hours, which is generally incompatible with residential



areas. Industrial areas are generally preferred and more suited for this type of facility. Land use compatibility was determined based on current and future land use plans adopted by the City, as well as the *Atlanta BeltLine Subarea Master Plans*.

Streetcar maintenance facilities are often sited with industrial land uses. However, in some cities, streetcar maintenance facilities are being planned and located in non-traditional areas due to the limited availability of industrial properties in redeveloping urbanized areas. Further, maintenance facilities are being developed with smaller footprints to be less intrusive on surrounding land uses. Non-traditional approaches to siting streetcar maintenance facilities include locating under transportation infrastructures, such as highway overpasses and bridges.

Similar to the current Atlanta Streetcar system, the streetcar maintenance facility in Portland, OR is located underneath a freeway overpass, utilizing land previously used for parking that was considered unsuitable for development for other uses. In Seattle, WA, the streetcar system utilizes a relatively small facility adjacent to a mid-rise apartment development, with room for development and/or expansion of the facility.

Joint development opportunities are also being considered to help fund the construction of these facilities, which may include placing the streetcar maintenance facility on the ground floor of a parking garage, as well as adjacent to public schools, parks and athletic fields. These facilities can support job creation requiring skilled labor in professional services, engineering, design, construction administration, architecture, and public art, as well as fostering other economic development opportunities.

As the streetcar system continues to expand, potential maintenance facility locations will be considered as most suitable based on incorporating these site requirements. More detailed site selection and location analysis in future study efforts should include the consideration of existing



Atlanta Streetcar Vehicle Maintenance Facility underneath I-75/I-85 Downtown Connector

Facility Size: 11,767 square feet

Vehicle Capacity: 7 streetcars

Vehicle Maintenance Employees: 10

maintenance facilities, functional layouts and topography for candidate sites, environmental justice issues, capital cost estimates for site development, property acquisition and environmental impacts.



4.4 Costs and Funding

Significant resources and a long-term financing strategy will be needed to advance a 50-mile Atlanta Streetcar system. The system will not be built all at once – it will be built incrementally over time as resources become available to build streetcar expansion projects and operate the transit vehicles. It is anticipated that paying for the implementation and operations of the streetcar system would come from a variety of funding sources.

Future expansion of the streetcar system will be guided by a framework of criteria that utilizes guiding principles developed during the Atlanta Streetcar System Plan planning process (project readiness, practicality/ridership, equity, financial

leverage and development impact). How much of the system that can be implemented at a given time will depend on the availability of funding identified and committed to build, operate and maintain the streetcar system. Annual cost estimates were created based for the entire streetcar system with potential funding sources identified to help pay for the associated costs for implementing and operating the streetcar system over the next 30 years.

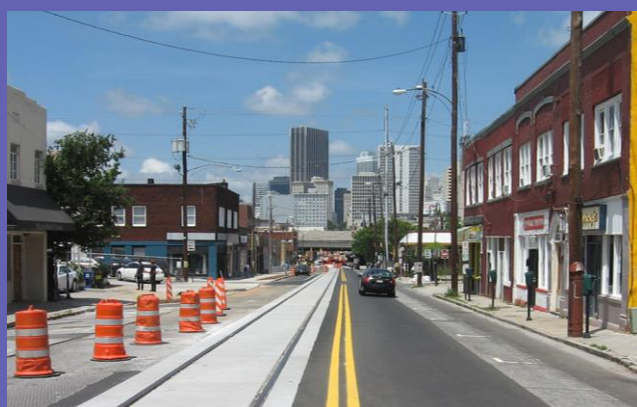
4.4.1 Capital Costs

The development of conceptual capital cost estimates are based on general unit costs adopted from data from similar transit projects in Tacoma, Seattle, Tucson and the initial project for the Atlanta Streetcar. Capital costs generally include costs associated with tracks, power systems, overhead catenary wires and poles, street reconstruction, stations, utility relocation, property acquisition, vehicles, planning and engineering.

Table 5 presents the estimated capital costs in 2015 dollars, which does not include the additional costs to construct supporting maintenance facilities.

Table 5: Capital Costs by Corridor

Streetcar Corridor	Length	Estimated Capital Cost
Downtown Streetcar	2.7	In Operation
Atlanta BeltLine East	5.1	\$367,200,000
Atlanta BeltLine Northeast	1.1	\$79,200,000
Atlanta BeltLine Northwest	5.3	\$381,600,000
Atlanta BeltLine Southeast	3.5	\$252,000,000
Atlanta BeltLine West	4.6	\$331,200,000
Crosstown Crescent North	1.3	\$93,600,000
Crosstown Crescent South	4.8	\$345,600,000
Crosstown Inner East	0.9	\$62,640,000
Crosstown Inner West	2.2	\$158,400,000
Crosstown Midtown	4.8	\$345,600,000
Crosstown Outer North	1.8	\$129,600,000
Crosstown Outer South	2.2	\$158,400,000
Crosstown Peachtree Central	3.1	\$223,200,000
Crosstown Peachtree South	9.0	\$648,000,000
SYSTEM TOTAL:	52.4	\$3,576,240,000



Construction of track on Auburn Ave. (upper)
Completion of track on Edgewood Ave. (lower)



4.4.2 Operating and Maintenance Costs

Operating and maintenance costs describe the ongoing cost to operate and maintain the streetcar service on an annual basis once revenue service begins. Operating and maintenance costs are comprised of labor costs associated with vehicle operators and maintenance workers, electrical power, vehicle maintenance, track maintenance, station maintenance, and administrative services. Operating and maintenance cost estimates are based on the annual revenue vehicle hours of service required by each streetcar line presented in the annual operating plan. The following tables provide a summary of annual revenue vehicle hours and operating and maintenance costs for the full build-out of the Atlanta Streetcar system in 2015 dollars.

4.4.3 Potential Funding Sources

A range of funding options will need to be identified to support building and operating the system over the next 20 to 30 years. As each streetcar project is programmed for implementation, how it is funded may vary depending on the local and federal funding availability.

Most new transit systems use a combination of federal, state, regional, and local funding to pay for the capital costs to implement a project. Some of these funds are available, while others do not

currently exist locally due to current legislation but may become available for use in the future. Table 7 presents potential federal funding sources that reflect the most recent *Moving Ahead for Progress in the 21st Century* (MAP 21) federal surface transportation legislation.

Implementation of the streetcar system will also result in an increase of transit operating costs for the Atlanta region. Similar to capital costs, long term operating funding will likely reflect a combination of multiple sources. However, it is critical to initiate the discussions among the public and private partners that would benefit from the proposed service to identify which potential sources have the most political support to carry forward for further evaluation. The fares collected on the streetcar system are used to fund the operating costs, but typically only cover a fraction of the total cost. Table 8 provides potential operating funding sources that could be pursued.

Table 9 provides a summary of the strategies used by twelve streetcar systems either recently implemented or lines that will be implemented in the near future to fund the capital costs. As shown in the table, the majority of the new streetcar lines utilized a variety of federal, state, regional and local funding sources. These systems utilize a variety of sources to fund operating costs based on local policies and legislation in place.

Table 6: Summary of Operating Requirement

Operating Line	One-Way Route-Miles	One Way Run Time	Round-Trip Run Time	Layover/ Recovery	Cycle Time	Peak Vehicles	Spare Vehicles	Total Fleet	Annual Revenue Vehicle Hours	Annual O&M Cost
Atlanta BeltLine Central Loop	20.46	122.7	245.5	44.5	290.0	29	6	35	146,740	\$37,418,700
Crosstown Inner Loop	25.02	156.9	191.1	28.9	220.0	22	5	27	113,120	\$28,845,600
Crosstown Outer Loop	26.95	171.4	220.1	39.9	260.0	26	6	32	131,460	\$33,522,300
Crosstown Midtown Line	3.69	27.7	55.4	14.6	70.0	7	2	9	36,690	\$9,355,950
Crosstown Crescent Line	7.71	57.8	115.7	24.3	140.0	14	3	17	70,310	\$17,929,050
Crosstown Peachtree Line	11.55	86.6	173.3	30.9	204.2	20	4	24	103,950	\$26,507,250
TOTAL:	95.38					118	26	144	602,270	\$153,578,850



Table 7: Potential Capital Funding Sources

Funding Sources		Description
Federal	Congestion Mitigation and Air Quality (CMAQ) Improvement Program	These funds are available for transportation projects likely to contribute to the attainment or maintenance of a national ambient air quality standard. In order to be eligible, projects must demonstrate a high level of effectiveness in reducing air pollution, and be included in the MPO's currently adopted LRTP and TIP.
	FTA Section 5309 Fixed Guideway Capital Investment Grant Program	The New Starts Program is for projects with capital costs exceeding \$250 million and provides federal funding for up to 50 percent of a project's capital cost. The Small Starts Program is for fixed guideway projects with capital costs less than \$250 million and provides grant funding up to \$75 million.
	Surface Transportation Program (STP)	This program provides flexible funding for projects to preserve and improve the conditions and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals.
	Transportation Infrastructure Finance and Innovation Act (TIFIA) Program	TIFIA provides Federal credit assistance (financing) for eligible projects of regional and national significance. The TIFIA program is designed to fill market gaps and leverage substantial private and other non-federal co-investment by providing supplemental and subordinate capital to projects.
	USDOT Competitive Grants	Over the last several years the USDOT has issued notices of availability for competitive grants applications include four rounds of Transportation Investment Generating Economic Recovery (TIGER) grants, Urban Circulator grants, Bus and Bus Livability Grants, and State of Good Repair Grants.
State	Rental Car Taxes	States may authorize local implementation of rental car excise taxes, which are assessed on a percentage or flat-fee basis.
	Special-Purpose Local-Option Sales Tax (SPLOST)	Local option sales taxes are taxes imposed by a jurisdiction on itself for retail goods and services to pay for capital projects. Georgia authorizes counties to levy a 1% sales tax. A future voter-approved dedicated transportation funding source could potentially support the construction of expansion of the streetcar system.
	State General Funds	Transportation projects may be appropriated through a state's general fund on a project-by-project basis. The funds can come from a variety of sources including state sales and income taxes.
Regional and Local	Corridor Improvement District	A Corridor Improvement District is designed to assist economic development and redevelopment in established commercial districts. It allows communities to combine tax dollars from a variety of sources to leverage economic development dollars to make capital improvements.
	Parking Fees	Some cities levy taxes on their parking facilities to generate funds for congestion, air pollution and sprawl mitigation measures. Parking taxes are best suited to central city areas where the need for parking is greatest.
	Payroll Taxes	Employer, or payroll, taxes are levied on a corporation's gross payroll within a transit district and could be employed and administered by a state agency. These taxes must be authorized at the state level, and are usually subject to voter approval at the local level. This source may require a change in state laws.
	Property Taxes	Property taxes can fund transit improvements, both at the county and/or city level.
	Special Purpose Local Option Sales Tax (SPLOST)	Local option sales taxes are taxes imposed by a jurisdiction on itself for retail goods and services to pay for capital projects. Georgia House Bill 170 authorizes counties to levy a 1% sales tax. A future voter-approved dedicated transportation funding source could potentially support the construction of expansion of the streetcar system.
	Tax Allocation Districts (TADS)	Special taxation districts are created to finance a wide range of projects, including public transportation and assess an extra levy on property owners within a district in order to finance special projects.
	Hotel/Motel Taxes	States may authorize local implementation of hotel/motel taxes, which are assessed on a percentage basis.
Other	Private Participation	Funding support from the private sector reflects a combination of businesses within an existing improvement or assessment district agreeing to add funding for a streetcar project as part of the district's existing expenditure plan; partnerships with a local energy provider; and donations.



Table 8: Potential Operating Funding Sources

Funding Source	Description
Fare Revenue	Includes all fares received from passengers, paid either in cash or through pre-paid tickets, passes, etc. An initial order of magnitude on the potential level of fare revenue that corridors would generate is provided by reviewing the existing fare box recovery ratio for MARTA (approximately 22%). Fare box recovery ratio is the share of total operating costs fare revenues cover. In future phases of the project development process, detailed ridership projections will be developed which will allow for the identification of potential fare revenue estimates.
Reallocation of Existing Fixed Route Bus Service Costs within the Corridor	A key planning component of the project development process is the development of an integrated service plan that reflects the incorporation of the proposed streetcar line into the existing bus route network. An outcome of this service plan could be the reduction of fixed route bus service hours and miles reflecting the elimination of duplicative services with the streetcar line or the reorientation of bus service to use the streetcar as a circulator and distributor. The operating cost savings from this reduction could be reallocated to support operating costs related to the implementation of the streetcar.
Congestion Mitigation and Air Quality Improvement (CMAQ) Program	In addition to supporting implementation of capital projects, CMAQ funding is also eligible to support the first three years of operation of a new transit service. The City would have to work with the regional partners on the MPO to identify realistic annual levels of CMAQ funding that could assist with the first three years of streetcar service.
City General Funds	Once the streetcar operating plan and annual O&M costs are finalized, the City could provide an annual operating subsidy for the project. This could be a specified annual amount or annual percent share of O&M costs.
Contributions from Private Partners	For major employers and/or other activity centers served directly by the streetcar line, a revenue structure could be established where the employer / activity center purchases a set number of tickets per year or pays an agreed upon share of operating costs relative to the benefits the streetcar line provides.
Naming Rights/Sponsorships	This potential source reflects a form of revenue participation provided through the provision of equity investments for a project. In return, sponsors receive a combination of advertising, promotion of image, and/or a commitment that their products will be used by the entity they are sponsoring. Sponsorships have become an increasingly important mechanism for funding large public projects, such as stadiums, aquariums, and rail transit projects that attract large attendance and/or provide high visibility.
Advertising Revenue	This could include revenues derived from advertisements placed inside and/or outside the vehicles; at stations; and/or in schedules, maps, flyers, and other promotional materials. Additionally, a potential emerging source of advertising revenue is from smart phone apps that provide passengers with real time travel information.
Special-Purpose Local-Option Sales Tax (SPLOST)	Local option sales taxes are taxes imposed by a jurisdiction on itself for retail goods and services to pay for capital projects. Georgia House Bill 170 authorizes counties to levy up to a 1% sales tax. In addition to potentially supporting construction of expansion of the streetcar system, a future voter-approved dedicated transportation funding source could also provide a long term operating funding source for the streetcar.
Parking Fees	A parking fee is a tax or surcharge levied on paid parking. The fee could be applied within the City limits or along the specific streetcar corridors for the use of off-street commercial or employer provided parking spaces. If applied within the streetcar corridors, there would be some degree of relationship between traffic and parking within the corridor relative to parking requirements and parking tax.
Hotel/Motel Taxes	In the future, the State of Georgia may authorize local implementation of hotel/motel taxes, which are assessed on a percentage basis.
Rental Car Taxes	In the future, the State of Georgia may authorize local implementation of rental car excise taxes, which are assessed on a percentage or flat fee basis
Joint Development Lease Fees	Joint development includes transit projects that are integrally related to and co-located with other transit-oriented development. Lease fees resulting from joint development may be used to fund eligible operating expenses.



Table 9: Capital Funding Strategies of Recent Planned and Implemented Streetcar Projects
(Dollars in Millions)

	Portland Phase 1-4 (4.0 mi, 2001 - 2007)	Portland Central Loop (3.3 mi, 2012)	Seattle South Lake Union (1.3 mi, 2007)	Seattle First Hill Line (2.2 mi., opens 2015)	Tucson Sun Link (3.9 mi, 2014)	Cincinnati Streetcar (3.6 mi, opens 2016)	Charlotte CityLYNX Gold Line (1.5 mi, 2015)	Atlanta Streetcar (2.7 mi, 2014)	Salt Lake City S-Line (2.0 mi, 2013)	St. Louis Delmar Loop Trolley (2.2 mi, opens 2016)	Ft. Lauderdale Wave (2.7 mi, opens 2017)	Dallas Oak Cliff Streetcar (1.6 mi, 2015)
Total Costs	\$103.2	\$148.3	\$52.1	\$140.0	\$187.8	\$110.4	\$37.0	\$92.7	\$37.2	\$39.5	\$142.6	\$61.8
Federal	\$7.0	\$75.4	\$14.9	\$0.0	\$69.0	\$35.9	\$25.0	\$47.6	\$26.0	\$25.0	\$71.2	\$26.0
FTA Small Starts		\$75.0									\$49.7	
FTA Small Starts Exempt					\$6.0							
FHWA Funds	\$5.0		\$14.9		\$14.0	\$4.0				\$6.0	\$3.5	
USDOT – TIGER Grants	\$2.0				\$63.0	\$10.9		\$47.6	\$26.0		\$18.0	\$26.0
USDOT - Urban Circulator Grant						\$25.0	\$25.0			\$25.0		
USDOT – Stimulus Funds		\$0.4										
State	\$2.1	\$20.0	\$3.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$35.7	\$0.0
Connect Oregon	\$2.1											
State lottery funds		\$20.0										
Florida DOT											\$35.7	
State General Funds			\$3.0									
Regional	\$10.0	\$3.6	\$0.0	\$0.0	\$14.0	\$4.0	\$0.0	\$6.5	\$0.0	\$6.0	\$0.0	\$15.8
Regional Transportation Funds	\$10.0	\$3.6										
Toll Road Revenue												\$15.8
UTA Vehicles & ROW Donation									\$18.3			
ARC Livable Centers Initiative Program								\$6.5				
Local	\$64.7	\$33.8	\$8.5	\$140.0	\$101.6	\$64.0	\$12.0	\$32.6	\$11.2	\$3.5	\$15.1	\$20.0
Local Sales Tax				\$140.0	\$75.0							\$20.0
General Funds	\$1.8	\$6.1					\$12.0	\$21.8	\$11.2		\$4.6	
Parking Bond	\$28.6											
Parking Fund	\$2.0											
Transportation Fund	\$2.3											
Bond Proceeds					\$26.6	\$64.0						
Tax Increment Finance District	\$21.5									\$3.5		
Portland Development Commission		\$27.7										
Sale of Property	\$3.1		\$8.5									
Land Donation											\$10.5	
Savings from other capital projects	\$0.7											
Tram Transfer	\$0.2											
Transportation Systems Development	\$2.5											
Misc.	\$2.1											
Recovery Zone Bond								\$10.8				
Private	\$19.4	\$15.5	\$25.7	\$0.0	\$3.2	\$6.5	\$0.0	\$6.0	\$0.0	\$5.0	\$20.6	\$0.0
Improvement/Assessment District	\$19.4	\$15.5	\$25.7					\$6.0			\$20.6	
Duke Energy						\$6.5				\$5.0		
Gadsden Company					\$3.2							



SECTION 5:

Next Steps for Implementation



Rendering of Atlanta BeltLine Westside Trail with Atlanta Streetcar at Martin Luther King Jr. Drive

The City is uniquely positioned to advance streetcar transit planning and implementation that will connect neighborhoods, employment and activity centers throughout the City and the region. The next steps for expansion of the Atlanta Streetcar and development of streetcar service in the Atlanta BeltLine corridor includes continuing with environmental assessment and defining local transit capital and operational funding sources that can attract private and federal support for engineering, final design and implementation.

As an amendment to the Connect Atlanta Transportation Plan, the SSP will serve as the City of Atlanta's framework for expanding the Atlanta Streetcar in the future. The SSP will provide the framework required to fulfill eligibility requirements for any major transit funding request at the local (i.e., Fulton County TSPLOST) or federal (FTA CIG - NEW STARTS) level. The decision on prioritization of any future corridor advancement and detailed system extension (final project length, scope, route, stop locations, etc.) will be determined by City Council after a thorough evaluation wherein all

appropriate alignment options will be explored with the public after technical, community and financial factors are taken into consideration.

5.1 Project Development

On August 9, 2013, the City of Atlanta adopted and approved a Services Agreement between Atlanta BeltLine, Inc. and the City authorizing ABI as its agent to oversee and contract for the planning and design of the transit corridors identified in the Atlanta Streetcar System Plan. In performing its transit and transportation planning responsibilities, the City of Atlanta, Invest Atlanta, and ABI developed the Atlanta Streetcar System Plan, to guide the implementation of the expansion of the Atlanta Streetcar project, the transit component of the Atlanta BeltLine, and the City of Atlanta rail transit corridors identified in the Connect Atlanta Plan over the remaining years of the program. Building off the completed Tier 1 EIS, ABI is completing the Tier 2 environmental documentation and advanced conceptual engineering for three corridors. Environmental documentation will include refinements of ridership potential and evaluation of capital costs, land use, economic development, and environmental impacts. Public and stakeholder input during the project implementation process will continue to be a priority. Simultaneously, the City, ABI and Invest Atlanta will develop the financial plans and delivery approaches for these projects that would help achieve the goals for development of the streetcar system.

It is anticipated that these tasks can be completed within a 2-3 year timeframe, allowing the City and ABI to compete for large scale federal grants and advance local funding initiatives as needed. Projects will then advance to final engineering, construction documentation and specifications. It is anticipated that federal funding and financing will be sought for the recommended streetcar projects. A program management plan will be developed to serve as a management tool to guide the project sponsors (City of Atlanta, Invest Atlanta, ABI and the Community Improvement Districts, as applicable) through the implementation of the streetcar project(s).



5.1.1 Status of Environmental Documentation

In consultation with the Region IV office of the FTA, Environmental Assessments (EA) were determined to be the preferred level of environmental documentation required. The City of Atlanta and Atlanta BeltLine, Inc. are currently advancing 18 miles of the Atlanta Streetcar system through the environmental review process on the east and west sides of the Atlanta BeltLine corridor and in the Midtown business district. The key expansion corridors include the following:

- **Atlanta BeltLine East Streetcar** – Irwin St./Edgewood Ave.; Glenwood Ave. to Montgomery Ferry Rd.
- **Atlanta BeltLine West Streetcar** - University Ave. to DL Hollowell Pkwy.
- **Luckie Street/North Avenue Streetcar** – Luckie St.; East Atlanta BeltLine to West Atlanta BeltLine

It is expected that the EAs will be submitted to FTA in order to receive a Finding of No Significant Impact (FONSI) and complete in 2016.

5.2 Community Engagement

The Atlanta BeltLine Community Engagement Framework, described in Section 3.2, is currently structured to provide community engagement for the Atlanta BeltLine corridor. With Atlanta BeltLine, Inc. serving as an implementation agent for the City of Atlanta, corridors proposed for expansion of the Atlanta Streetcar on city streets and not in the Atlanta BeltLine corridor would also be covered by the Atlanta BeltLine Community Engagement Framework. This approach will provide consistency across all the Atlanta Streetcar transit planning efforts.

5.3 Transit Funding

As described in Section 4, capital and operating funding strategies need to be identified to support building and operating the system into the future. Currently, there are no dedicated funding sources for capital and operational expenses for the

streetcar projects. For capital funding, it is assumed that these corridors will rely on the federal New Starts program, but this only covers 50% of the capital costs of the project. The remaining 50% would need to be provided from local sources. For the City of Atlanta, Invest Atlanta and ABI, identifying these local sources will need to be a priority in the coming years as the projects advance through the environmental documentation towards final design and engineering. Based on shifts in recent state legislation, potential new transit funding mechanisms could include development of Community Improvement District (CID) and/or a Special-Purpose Local-Option Sales Tax (SPLOST) for Fulton County.

Sources for transit operations funding are also described in Section 4. Sources of operations funding for the Downtown Streetcar include fare box revenue, advertising, contributions from Atlanta Downtown Improvement District (ADID), Atlanta car rental and hotel motel tax, and federal funds. This funding package was developed for the Downtown Streetcar only, and will not be enough to support the operations for the proposed expansion projects. New operation funding strategies will need to be developed for these expansion projects.

Long-term operation funding strategies are being considered in other cities providing transit services. A few of these are described in Table 8 in Section 4. A long term funding source for operations will help to provide the consistency and reliability the City's future transit customers will be expecting. Identifying this funding source will be another high priority for the City of Atlanta, Invest Atlanta and ABI.



5.4 Next Steps Summary

Table 10: Next Steps for SSP Projects

Next Step	Action Item
Project Development	Public infrastructure project planning, design, coordination, and implementation will take into account the proposed streetcar corridors shown in this plan
	Complete Environmental documentation for East Atlanta BeltLine, West Atlanta BeltLine, Luckie Street/North Avenue
	Initiate environmental documentation for remaining SSP projects
Community Engagement	Incorporate Community Engagement Framework to cover both on-street and Atlanta BeltLine corridors: <ul style="list-style-type: none">• Initiate Streetcar Study Groups• Develop project stakeholder and technical advisory committees
	Keep all Atlanta BeltLine Study Groups informed on SSP Project Development
Transit Funding/Financing	<ul style="list-style-type: none">• Develop Financial Plans for expansion projects including recommended approaches to fill funding gaps for capital construction, operations and maintenance.• Evaluate the potential funding mechanisms to help the City expand streetcar including conducting initial outreach to stakeholders.



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