

CONNECTING THE DOTS

mini-technical assistance panel 2013



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EXECUTIVE SUMMARY

connecting the dots

Executive Summary

Emory as a Community Leader + Shared Visions of Emory and Downtown Decatur

The City of Decatur is Emory's de facto College Town; and a substantial number of faculty, administration, and students live between Emory and Decatur. Increasing connectivity between the two destinations will help "Emory enrich the lives and intellectual work of its faculty, students, and staff, and will drive activities...through which Emory can demonstrate excellence and provide leadership." Enhancing bicycle connections between Decatur and Emory will enhance the quality of life for those who spend time at Emory, and will provide Emory the opportunity to continue its leadership role in the community.

Emory has often leveraged its leadership position to influence transportation improvements within corridors important to the University. The City of Decatur and Emory University are culturally and institutionally very aligned in their goals and visions, as well their ability to execute on a plan. Emory University is the largest employer in the Atlanta region without access to a major highway or rail system, and as such is plagued with congestion on streets that were not designed to handle such heavy traffic. A 'linking' project mutually benefits the University and the City of Decatur.



Emory University Vision Statement

A destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.

Opportunities + Challenges

Emory University and the City of Decatur are growing. What once were small, strategically-located communities in rural north Georgia, are now part of an Atlanta region that struggles with growth in a framework that is, at times, seemingly inflexible. In order to stay competitive locally, regionally, nationally and beyond, Emory University and the City of Decatur need to capitalize on their shared vision, their complementary resources, and their community's changing demands for mobility.

This includes:

- Improving bicycle and pedestrian access to complementary resources.
- Capitalizing on existing investments already underway.
- Enhancing Emory University and Decatur's proximity to each other.
- Removing and/or de-emphasizing real and perceived barriers.



Benchmarking to Peer Institutions + What the Experts are Saying

Universities across the country have launched initiatives to improve connections to their nearby downtowns or “college towns”. Looking at a sample of peer institutions with similar geographic settings to Emory’s campus, there are valuable best practices. In every case, bicycle infrastructure is included as part of the connectivity initiative. Bike-friendly projects are part of broader sustainability, health, and quality of life plans. Consistently, the top objective is to offer links to amenities that enhance the appeal of the campus community, which works to attract and retain talented students, faculty, and staff.

How these institutions implement bicycle infrastructure programs is also notable. Faced with similar challenges, such as active railroad lines or state-controlled highways, the institutions found success by following some common themes. First, the institutions used evaluation tools to narrow their focus to one or two main routes to improve. Then they developed public-private partnerships to attract funding and get buy-in. Finally, each success story revealed that improvements to enhance safety and ease of use were most impactful.

Urban planners are following trends in bike-ability and the effects of connectivity between campuses and urban cores. It is believed that greater connectivity through mutually beneficial infrastructure projects aids urban vitality, economic development and a healthy housing environment. Higher learning institutions, with some distance from an urban core, can utilize connectivity initiatives to promote sustainability, make on and off-campus transport more affordable, easier, safer, and healthier and – in many respects – for all users. These types of projects can make the higher learning institution more competitive.

Local and national experts shared their expertise, advice, and their incredible enthusiasm for the concept of improved bicycle connectivity. They urged partners in the implementation to be patient and practical. Solutions could be on- or off-street trails. The interviewees counseled that lasting success requires support from a diverse group of stakeholders.



Next Steps

Momentum for bicycle facilities within the community is at an all time high. We've outlined several strategic meetings, local project comparisons, and a potential scope of work that will further frame and enhance not only the question of "why" bicycle facilities are a good idea by how they can be successfully implemented.





INTRODUCTION

connecting the dots

Introduction

The City of Decatur (“Decatur”) is a natural amenity for Emory University (“Emory”) for students, employees and teachers, as well as prospective students and alumni, yet there are presently few formal physical or cultural connections between the University and the City’s evolving downtown core. The Emory University-sponsored Bike Emory program recognizes an opportunity to leverage Decatur’s proximity and de facto “College Town” experiences and atmosphere by enhancing the physical connection between the University and Decatur.

This report will outline for Emory *why* advocating for better bicycle connections between the Decatur and Emory will be beneficial to the University at this time, both from the perspective of enhancing quality of life for students and its employees. Our study explored the shared vision between Emory University and the City of Decatur, stakeholder interests and peer projects. Along the way, we explored the existing land conditions and connectivity opportunities, varied stakeholder perspectives, as well as the feedback of field experts and campus administration who previously considered such links.

To demonstrate the challenges and opportunities to potentially advancing a bicycle connection, our team researched, interviewed, and summarized notable bicycle connection projects in similar University settings, with a particular influence on the Magnolia League of universities.

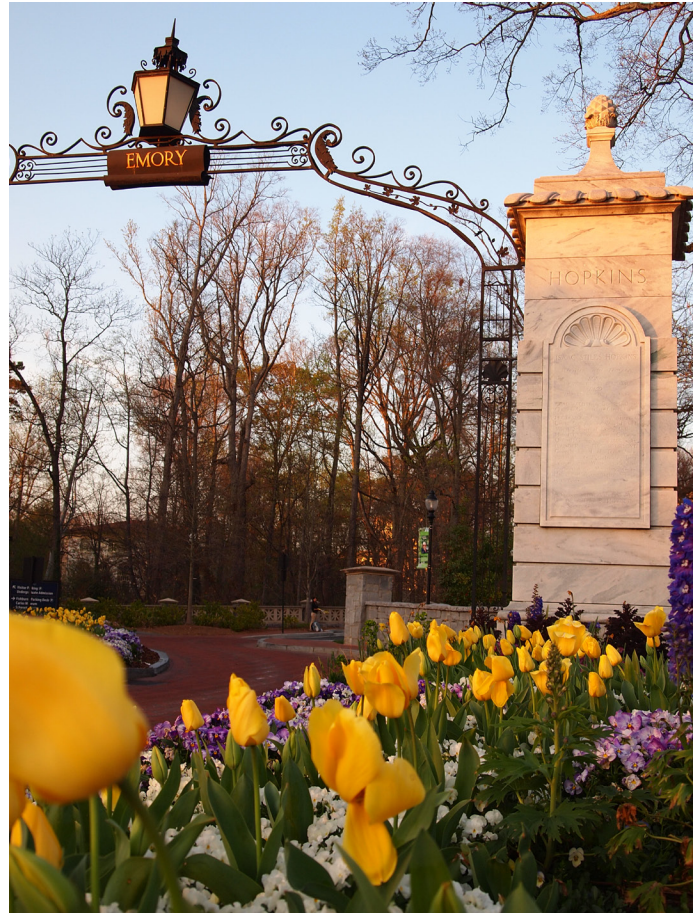
The research team also conducted interviews with stakeholders and subject-matter experts. This analysis cumulatively led to a determination that a bicycle infrastructure project safely connecting Emory University and the Downtown Decatur core is feasible, timely and mutually beneficial for both entities. Finally, our team sets forth recommendations on strategies to implement the proposed connections.



Emory as a Leader

Emory University (“Emory”) is one of the preeminent universities in the nation, and is certainly one of the premier colleges in the metropolitan Atlanta area. Well-known as a top-tier university, a world-class research institution, a well-respected health care system, and an important citizen to the community, Emory has often leveraged its leadership position to influence transportation improvements within corridors important to the University.

For example, Emory played a major role in leading the community driven Clifton Road transportation improvements (traffic calming and road enhancements), and recently leveraged its land-holdings by creating an RFP that led to a landmark mixed-use retail/residential development by Cousins and Gables. Emory is the largest employer in both DeKalb County, and the City of Decatur. Should Emory choose to pursue the recommendations that follow, the University will be provided an opportunity to increase the quality of life for its students and employees, but can also play a mutually beneficial role in enhancing the viability of the City of Decatur.



Situational Analysis

Recognizing that bicycles are a low cost, environmentally friendly, and efficient mode of transportation, Bike Emory has done an impressive job increasing bicycle usage on campus. Leveraging a great relationship with Fuji Bicycles and several innovative programs, cycling on campus has increased by 845% since the program was implemented.

Cycling on campus is both a legitimate transportation option, and a pragmatic strategy for reducing congestion. With nearly 30,000 students, professionals, doctors, administration, and researchers work on the Emory campus (5,500 students at the main Arts & Sciences campus, and 22,619 employees, (15,807 employees vs. 6,812 healthcare employees and contractors)) Emory is the largest employer in Atlanta without access to a major highway or a rail system. Traffic congestion on the streets leading into Emory is a nuisance for employees, students and local residents alike. Numerous parking decks on campus are available, but parking is in such short supply that Emory actually provides incentives for students and employees not to use them. Additionally, these parking decks do not make money for the university, are a sub-optimal land use and a drain on university resources.

Further increasing the demand for bicycling, freshman students must live on campus, and are prohibited from having cars. For this demographic in particular, enhanced bicycle connections to downtown Decatur are important, to provide pragmatic opportunities for students to shop and obtain services, but also to experience and participate in Decatur's college town atmosphere and quality of life.

According to data provided by Emory's department of human resources, more than 1,000 faculty and administrators live directly between the City of Decatur and Emory University. While

there are a number of additional personnel that live on the periphery of Emory and Decatur, we focused our analysis on the 30030 (Decatur) and 30322 (Emory) zipcodes, because those residents were deemed most likely to benefit from dedicated bike lanes between the two points. The chart below summarizes our analysis. Interestingly, nearly 400 of the 1,073 total employees work for the School of Medicine or the School of Nursing.

Faculty who could Ride to Emory*	
Zip Code	Total Residents
30322	150
30030	923
Total	1,073

*Source: Emory University

While specific data was not readily available, it is certain that a very high percentage of the student population lives proximate to the school. While it's difficult to quantify precisely how many students live between the City of Decatur and Emory, it is interesting to note there are several apartment communities proposed to break ground this year in Decatur's downtown district.

It is natural to assume that as Decatur's apartment stock grows, the number of Emory students and faculty living in downtown Decatur will continue to grow as well, and accordingly the bike resources will grow in importance. If it were more convenient to commute between the City of Decatur and Emory, a small percentage of faculty and students could have a meaningful impact on both traffic congestion, and reduce the utilization of on-site parking.

Shared Vision

Emory University's Strategic Vision

In 2005, Emory University embarked upon a strategic plan which analyzed its challenges and opportunities as a community and an institution for the next decade. The resulting planning structure codified five goals with aligned initiatives, defining priorities and guiding principles. Among its five strategic goals, two goals were specifically relevant to this study, that:

- I. Emory's culture and physical environment enrich the lives and intellectual work of faculty, students, and staff, and
- II. Emory stewards its financial and other resources to drive activities that are essential and those through which Emory can demonstrate excellence and provide leadership.

These two goals (along with the associated initiatives), have particular relevance to our study as they will guide and influence priorities of the organization for the foreseeable future. Additionally, the University's Plan document, as updated in 2011, identifies priorities for the "exploration of a Healthy Emory" platform, sustainability initiative investments, and focuses further on Emory's competitive standing in retaining faculty and student talent.

Emory University's championship of additional bicycle infrastructure connecting the University Campus to Downtown Decatur Georgia would serve to affordably support the attainment of Emory University's other framing principles:

- **Societal Impact**
- **Internationalization**
- **Creativity: Art and Innovation**
- **Strategic Collaboration**

Such a project would enhance quality of life for faculty, staff and students, aid in the campus' competitive positioning and, potentially, support the Emory's environmental sustainability platform.

The Vision for Downtown Decatur

Emory University's above-referenced goals – quality of life, sustainability and competitiveness – are remarkably aligned with stated goals for the City of Decatur's downtown core. Both entities have recently promoted efforts related to resident quality of life, connectivity and environmentally sensitive land use.

In 2010, the City of Decatur set about its own strategic planning process, engaging constituents in evaluating the City's changing demographics, economic opportunities and assets. The resulting Strategic Plan articulated four principles¹ which would enable the City of Decatur to achieve its vision that would "assure a high quality of life for its residents, businesses and visitors both today and in the future." The principles² are:

- **Principle A:** Manage growth while retaining character
- **Principle B:** Encourage Diverse and engaged community
- **Principle C:** serve as good stewards of the environment and Community Resources and
- **Principle D:** support a safe, healthy lifelong community.

The most relevant principle for this study is Principle D. Decatur identified the following specific tactics within the value goal of principle D:

GOAL 14: Enhance mobility options within and to Decatur, specifically:

- 14A: Implement the recommendations of the Community Transportation Plan. This comprehensive plan includes a thoughtful range of transportation projects and policies. These include bicycle infrastructure improvements, an internal shuttle system, gateway intersection upgrades, and

¹ <http://www.decaturga.com/index.aspx?page=590>

² <http://www.decaturga.com/index.aspx?page=157>

improved at-grade railroad crossings. Implementing the plan's recommendations will improve safety for all modes of transportation, improve quality of life, and serve the needs of an aging population

- Task 14C: Be recognized as a bicycle friendly community. Provide more bike racks, bike lockers at MARTA stations, and a bike station downtown featuring showers, secure storage, and repair.

GOAL 16: Provide programs and services that support and enhance a safe, and healthy lifestyle, specifically:

- Task 16A: Expand the off-street path system throughout the community, especially by using vacant or unbuildable lots, utility corridors, or stream corridors to create mid-block passages.
- Task 16B: Expand program offerings such as a "walk there" campaign and bicycle training/ education activities to encourage active, healthy lifestyles for all age groups.
- Task 16F: Develop internal city policies to promote and support physical activity and walking, such as additional police patrols on foot and/or bicycles and expanding car-free day activities.

Strategic Synergies between Emory University and the City of Decatur

The visions and strategies of Emory University and Downtown Decatur are aligned in their focus on smart, environmentally-conscious investment in infrastructure such that it promotes the type of healthy living, inclusive and affordable communities that improve the sustainability and competitiveness of the University system and the City of Decatur. Emory, being continually

challenged in its competitiveness to offer a compelling experience for high-talent students and faculty, can benefit from Decatur's existing infrastructure, quality of life and amenity base, plans for affordable housing capacity, cultural programming and business attraction.

According to interviews with City of Decatur city management (footnote), Downtown Decatur recognizes it would benefit from the regular influx of the University's highly educated, diverse population whether for live, work or play purposes. In particular, one of Decatur's stated goals is to enhance the viability of its office market, and it views Emory as a potential stakeholder, leveraging its existing infrastructure such as Emory's Hope Clinic, and Taskforce for Global Health.

Affordably and safely connecting the Emory population to existing Decatur offerings would enable the University to reduce anticipated spending on such amenities and to continue focus school resources on the University's chief priority – the achievement and maintenance of world-class learning experience. Several key Emory University challenges can be met through existing and planned Downtown Decatur infrastructure.

The City of Decatur, and in particular, the Downtown Decatur district, offer Emory University stakeholders access to all three Emory challenges – adequate levels of available affordable housing, cultural programming and diverse business amenities. In essence, a greater link to the campus grows the University's reach and improves the campus experience without growing the campus infrastructure. Our team imagines the housing, employment, and access possibilities that would be achieved if Emory University and the City of Decatur further leveraged their connectivity opportunity.

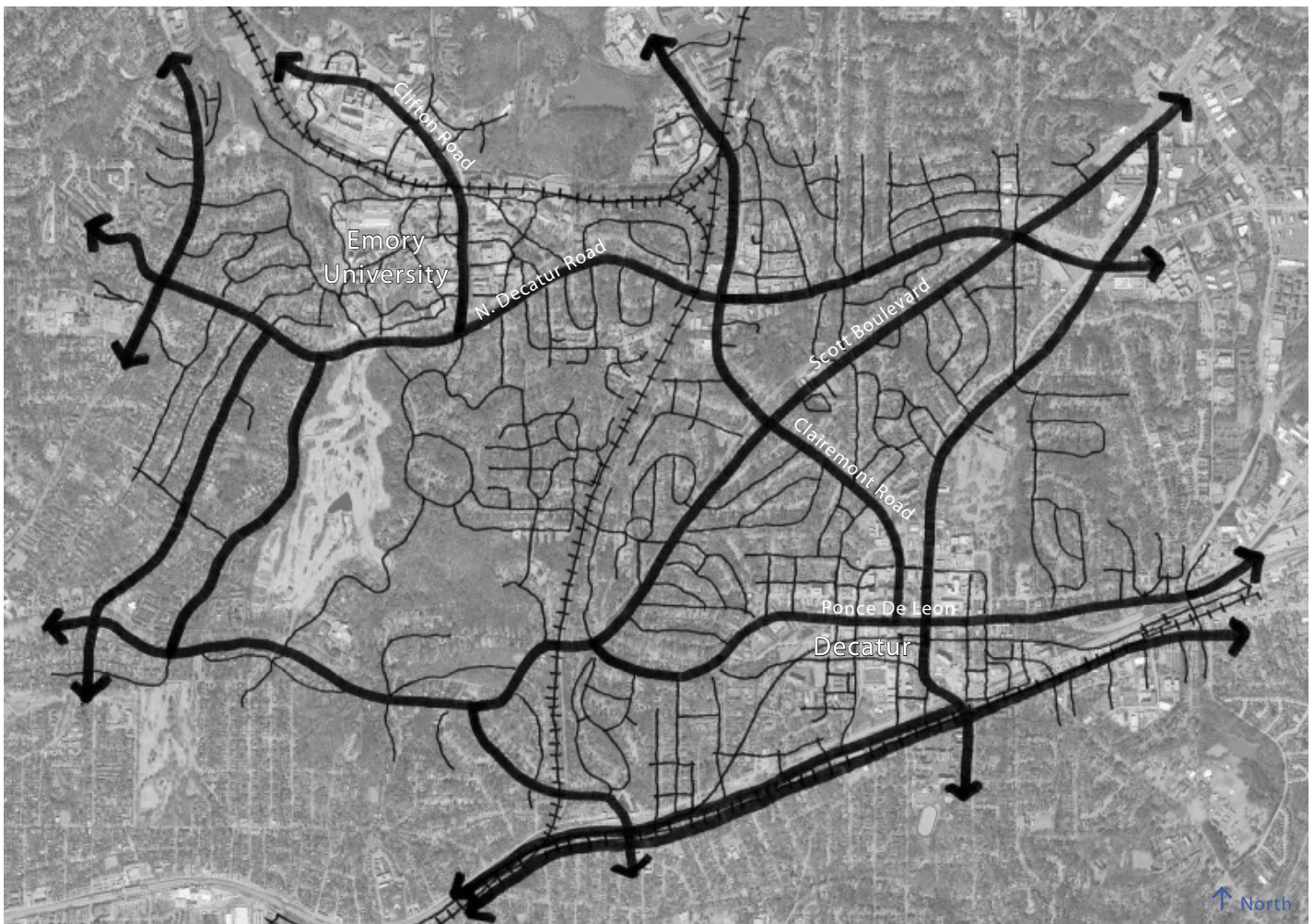
Opportunities + Challenges

Opportunities

Improving Mobility is Important for Everyone

Mobility is recognized as an important factor in the quality of life for Emory University and the City of Decatur. Both entities understand that providing multi-modal alternatives is important for businesses, students, employees and residents. Enhancing mobility within the area will need to focus on what can change, not on what can't change. The below are key observations of the existing network and opportunities that currently exist.

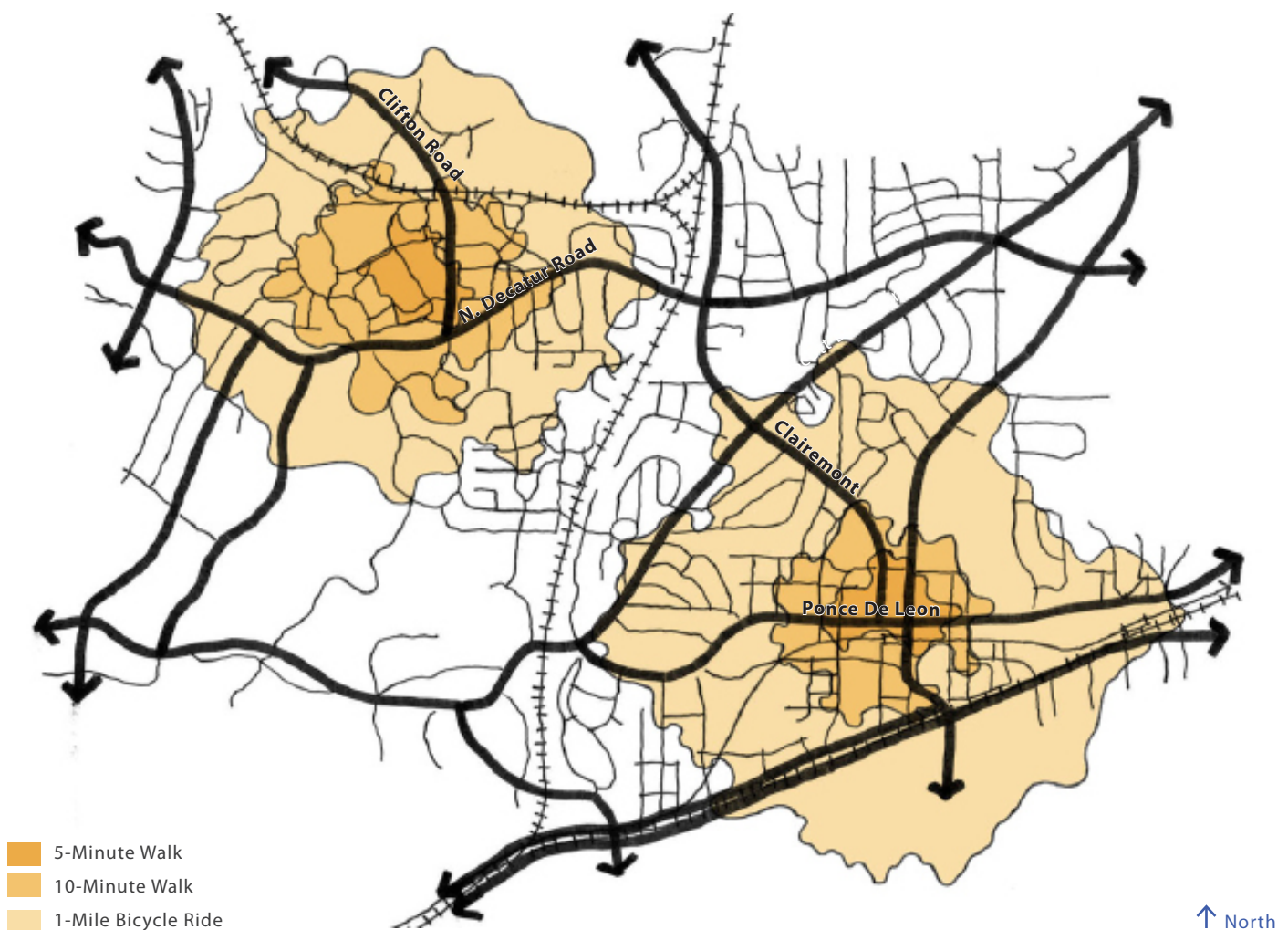
- There are only five connections across the rail corridor- two north-south and three east-west- which limits overall connectivity. All of these roads have medium to heavy traffic volumes and limited expansion potential. Capitalize on surrounding infrastructure projects that have the potential to invest heavily in improving pedestrian and bicycle facilities within the existing right-of-way.
- Coventry Road is currently used as a connection between downtown Decatur and Emory University. The road has low traffic volumes and provides an at-grade crossing of the rail corridor. Explore the addition of way finding along the corridor and sharrows.



Physical Reach of a Bicyclist

Emory University and downtown Decatur each have a walkable core that provides access to a multitude of amenities. While bike facilities are limited, the context and road network adjacent to downtown Decatur provide a more robust bicycling framework. On the other hand, the Emory University area has a more limited road network, with large blocks and two rail corridors that limit expansion of the bicycle network. While some of these barriers are unlikely to change, there are opportunities that should be explored, including:

- Redesign Haygood Drive to include either a multi-use trail or designated bike lanes with reconfigured on-street parking.
- A road diet along N. Decatur Road, from Emory Village to Clairmont Road, that continues the designated bike lanes already in place at Emory Village.
- A road diet, along Clairemont Road that includes narrowing from 4-to-3 lanes and adding designated bike lanes between Commerce Drive and North Decatur Road.



Proximity to Complementary Resources

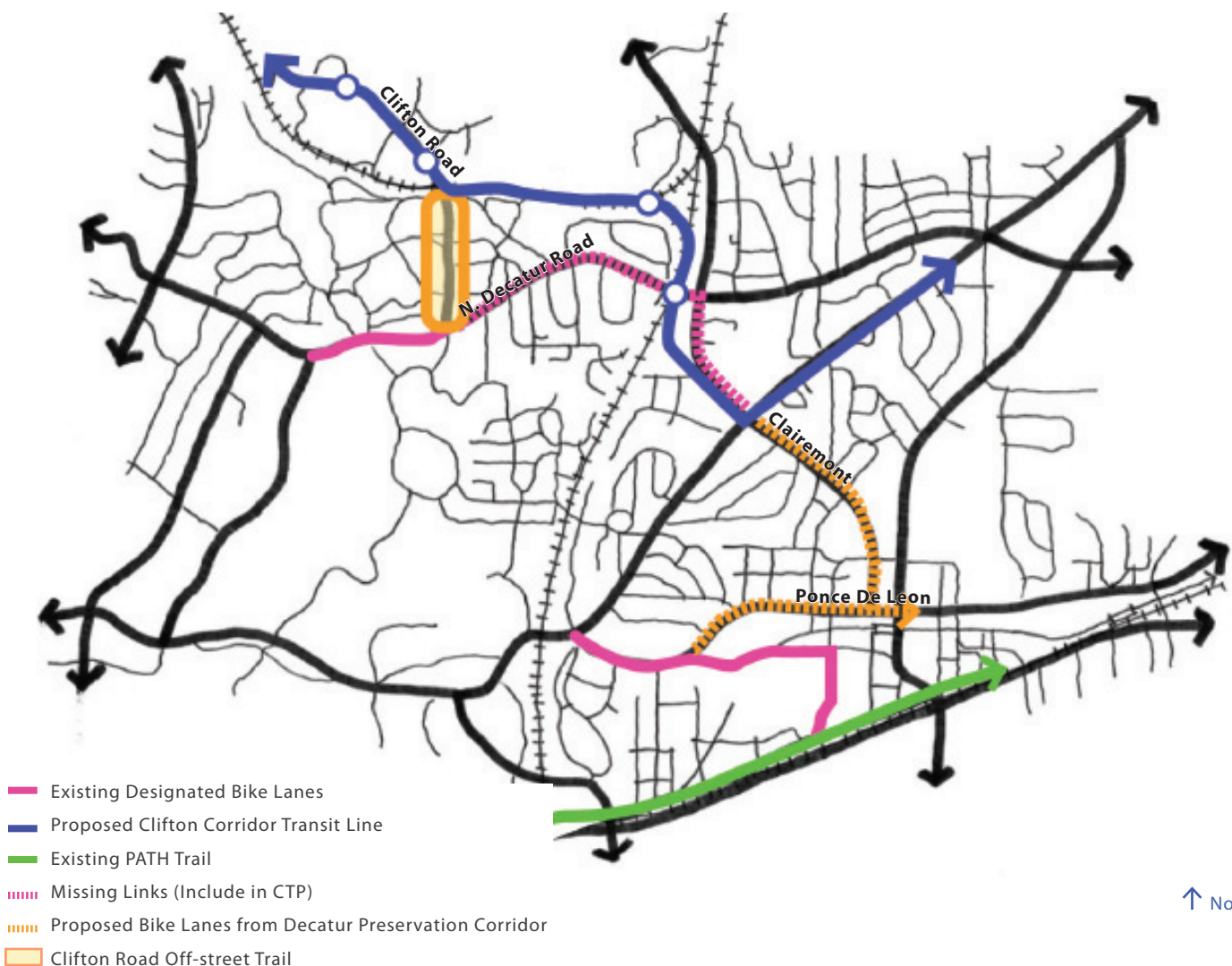
The proximity between Emory University and downtown Decatur provide a perfect complement of resources. Narrowing the both real and perceived gap between the two will only enhance each other's amenities and strengthen their core. A comprehensive wayfinding system that is geared towards directing the bicyclist and pedestrian to area amenities is an affordable/low cost tool to narrow the gap.



Funding is All Around

Investments are being made in the areas in and around Emory University and the City of Decatur. These investments should be used as a tool to enhance multi-modal connectivity throughout the region. Recent initiatives in the area include, but are not limited too:

- DeKalb County's Comprehensive Transportation Plan (CTP)
- PATH Foundation's recent exploration of a multi-use path in the area
- MARTA'S Clifton Corridor Transit Project
- Emory University's rework of the intersection at Clifton Road and Uppergate Drive.
- Eastlake Bike Lanes
- West Ponce Bicycle Lanes





Above: Proposed multi-use trail along Clifton Road at Uppergate Drive



Right: Existing Clifton Road at Uppergate Drive

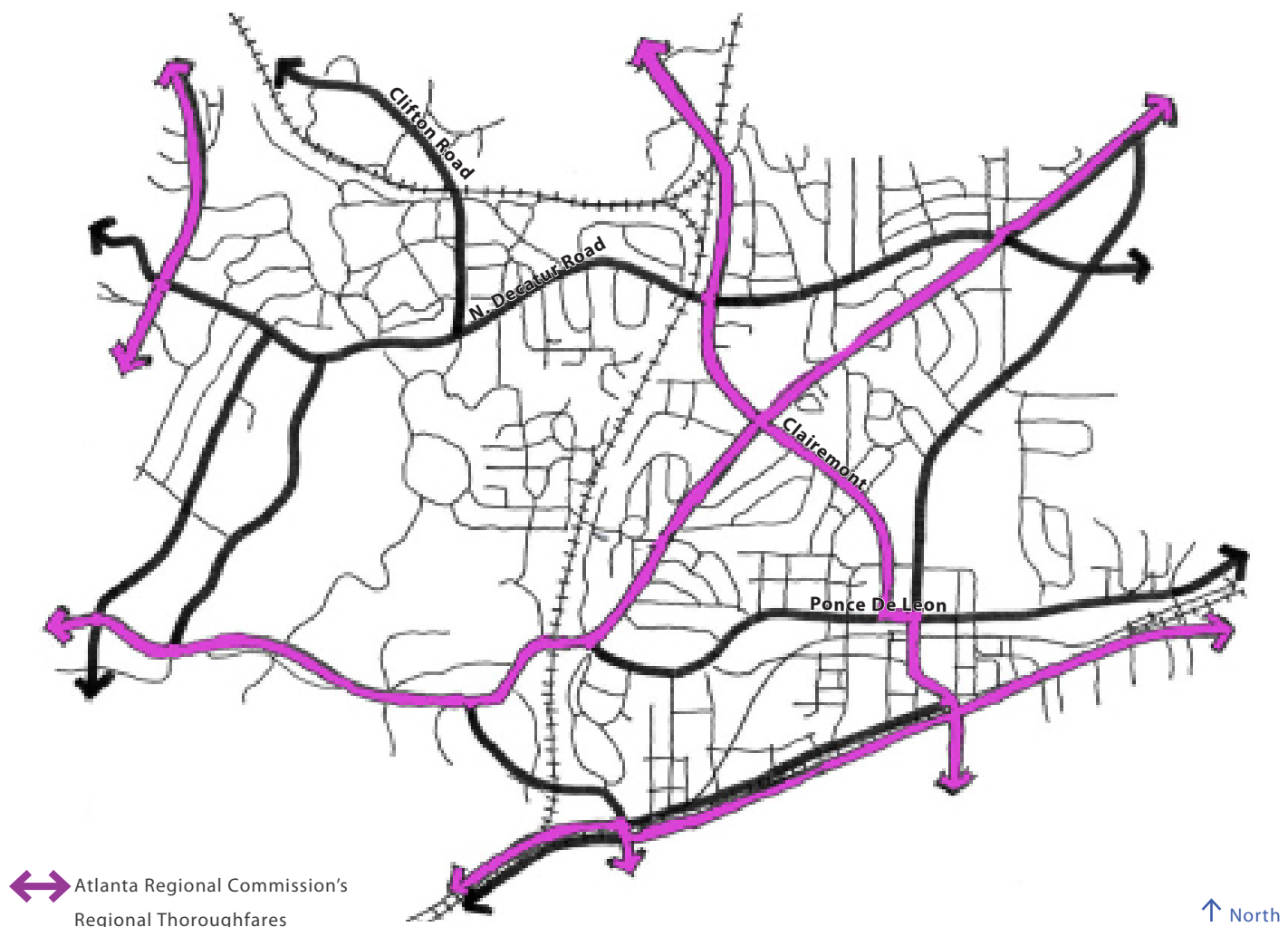
Challenges

The Georgia Department of Transportation (GDOT)

There are four major roads within the study area that are designated by the Atlanta Regional Commission, as Regional Thoroughfares. These roads, along with State Routes, can be a challenge when trying to improve non-vehicular connectivity. Historically, Departments of Transportation (DOT) were more concerned with moving traffic through cities, rather than providing mobility options to the car.

without constant road-widening projects. In 2012, GDOT adopted a complete streets policy that calls for the Department to incorporate non-vehicular modes of transportation into infrastructure projects to improve overall mobility. Working with the GDOT early and finding the right advocates within the organization will be instrumental to enhancing existing routes to become more bicycle-pedestrian friendly.

Today, with funding constrained, many DOT's are searching for alternatives to enhance mobility

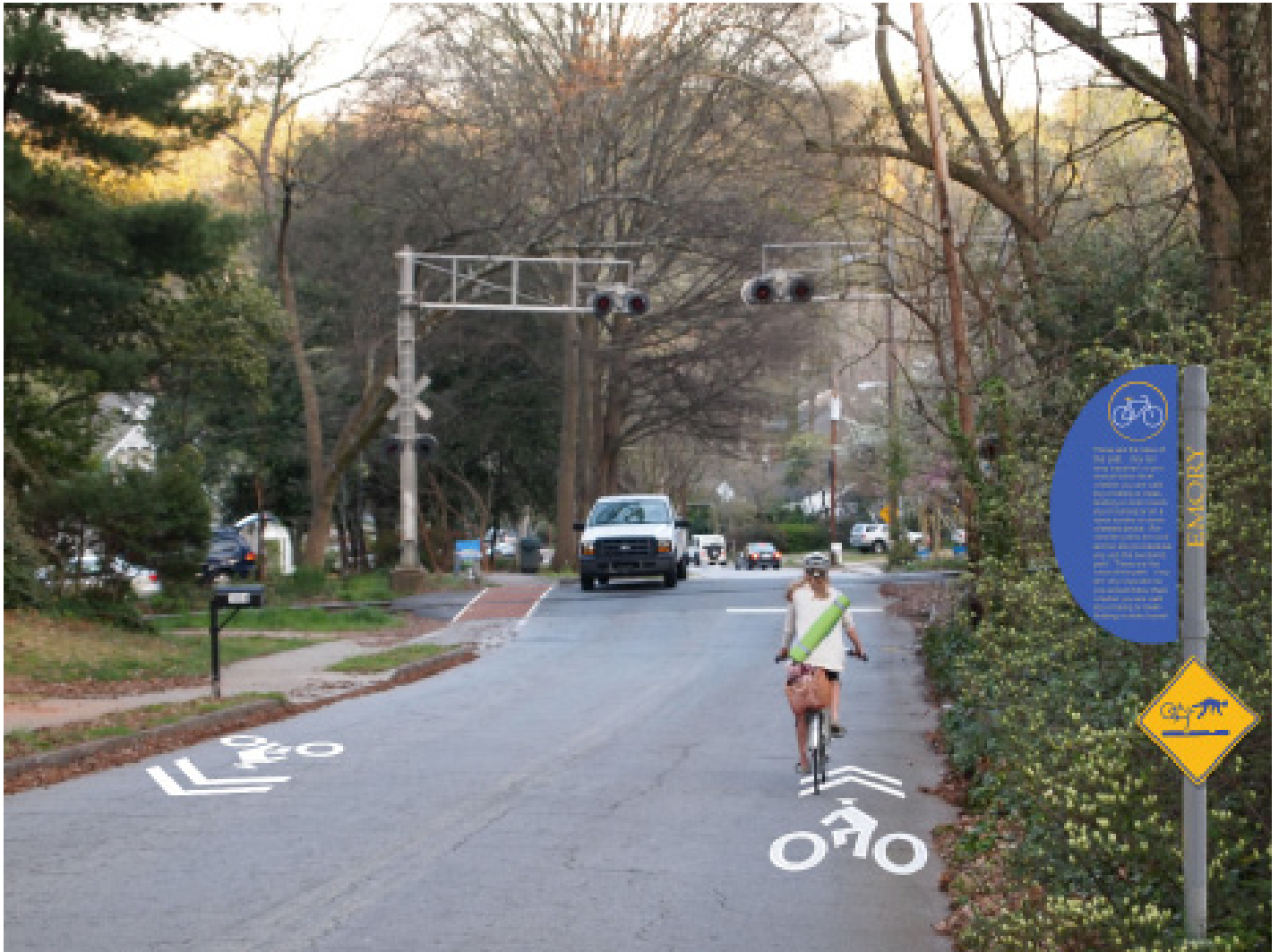


Topography

Topography within the area is a perceived challenge to improving the bicycle network. The major roads in the area, which carry a bulk of the vehicular traffic, were probably developed to take advantage of ridges, valleys and plateaus in the area. Bicyclists have figured out an alternative to these large bicycle-hostile street- neighborhood streets. One of the best examples is Coventry Road. On any given day, cyclists young and old, experienced and novice, can be seen moving along this road. Opportunity exists to enhance this connection with signage/wayfinding and sharrows.



Images along Coventry Road



Above: Proposed sharrows and wayfinding along Coventry Road



Right: Existing Coventry Road

Telling the Story of “Why”

Working with the community to develop a common language and vision will be key to implementation. Education is an important component in building a narrative about the importance of improved access and mobility options. The recent undertaking of the DeKalb County Comprehensive Transportation Plan is a great way to begin framing that story. Engaging in this process, creating an atmosphere for thoughtful dialogue and working to build consensus will enhance the story of “why”.





EXAMPLES

connecting the dots

Examples

Peer Institutions

Several of the institutions that Emory University regards as benchmarks have launched connectivity initiatives to enhance their “downtown” or “college town” experience. To compete and enhance their campus appeal, the initiatives all include bike-friendly infrastructure as part of a broader sustainability or quality of life plan. The research team examined how these institutions implement significant campus infrastructure programs.

College Campuses Researched

University of Virginia*Charlottesville, Virginia***Georgia Institute of Technology***Atlanta, Georgia***University of North Carolina***Chapel Hill, North Carolina***University of Georgia***Athens, Georgia***Alabama State University +
Troy University***Montgomery, Alabama***Duke University***Durham, North Carolina*

University of Virginia Charlottesville, Virginia

Bicycle Master Plan Implementation

A 2007 University of Virginia (UVA) Bicycle Master Plan “support(ed) development strategies that include bicycle routes throughout Grounds and linkages to current and potential city and county bicycle routes.” The plan, which capitalized on a 2003 City of Charlottesville Bicycle and Pedestrian Facilities Master Plan and the Jefferson Area Bicycle, Pedestrian and Greenways Plan (2004), sought to prioritize those improvements with the greatest likelihood of improving the on-campus experience while anticipating City and County infrastructure.

Challenge

Identify and implement improvements that capitalize on planned City and County path infrastructure, stretching the UVA experience across the region.

Strategy

Focus on routes that offer the connection to density and services for those they connect. Include bicycle lanes, shared roadways, and off-road, multi-use trails. Considerations in designing the network include safety, continuity and directness of bicycle routes, and attractiveness of the facility.

Noteworthy Actions

- Laid out challenges in plan to guide and inform decision-makers
- Conducted a Parking/Transportation survey (2007) finding approximately 3% of commuters use a bicycle as their primary mode of travel to and from campus. Another 5.5 % ride to campus at least once per week.
- Compared data to peer institutions (highlighting the University of Texas and UNC).

Results

Several paths implemented since 2007; and the creation of UVA Smart Transportation Map highlighting “most direct” and “quieter” routes on and off campus.



Bicyclist in shared lane on McCormick Road at the University of Virginia

Georgia Institute of Technology Atlanta, Georgia

With a recently opened freeway overpass (at Sixth Street) now greatly improving the physical connections between the campus and the City core, Georgia Tech is taking a leadership role in advocating for more bike-friendly infrastructure citywide. The University is focused on opportunities to increase student and employee use, safety and access to the citywide network of bike facilities. The number of bicycle commuters is significant. According to a 2012 campus survey, 8% of Georgia Tech's campus population commutes by bike with 24% of the population favorable of exploring the option of commuting by bike "if there were safer and more convenient bike paths."

Challenge

Significant existing on-campus population (54% of student population) calling for greater and more environmentally friendly connectivity to entirety of the 400-acre campus and to the City of Atlanta's existing recreational, cultural and employment opportunities outside of campus.

Strategy

Actively participate in and engage entire campus population in City of Atlanta's plans for enhanced bicycle infrastructure.

Influence and champion corridors that feed into and/or enhance Georgia Tech's existing bicycle infrastructure.

Promote awareness (within Georgia Tech's community and City of Atlanta) of particular Georgia Tech expertise and experience in evaluating environmental impact, city planning, bicycle network creation and technology as well as the mutually beneficial opportunities of capitalizing on aligned Campus Master Plan initiatives.

Noteworthy Actions

- Developed formal partnerships with City of Atlanta, Atlanta Bike Coalition, Atlanta BeltLine Inc., and Georgia Department of Transportation

Result

Atlanta City Council approval of \$2.5M in funding for bicycle project between 2013-2015 (\$430K or 17% of which directly feed into or out of the Georgia Tech campus)



Proposed bicycle path along Northside Drive at Georgia Tech

University of North Carolina Chapel Hill, North Carolina

The Campus to Campus “C2C” Connector (2010)
master plan addresses opportunities to select a route between the campus and town to increase student use, safety, and access to the entire City.

Challenge

The Carolina North Development Agreement specifically requires a collaborative project recommendation creating a greenway and bike path connection between the University and the Town of Chapel Hill, North Carolina.

Strategy

Develop and gather data around a route evaluation tool; and constantly communicate

Noteworthy Actions

- Utilized an evaluation tool (Attachment A) to narrow a series of potential routes seeking the “most direct and flat connection and to avoid steep grades where feasible.”
- Took 3 alternatives to the community for input holding public meetings over 5 months and data gathering in between to assess ownership, environmental impact, building challenges, etc.
- Sponsored data gathering periods with additional public engagement opportunities; e.g., interactive web pages and community walks.
- Promoted awareness and get further buy-in for the selected route by holding a final project briefing before selection was published in the Town Annual Report.
- Allowed for an “alternative selection” by posting the result as a “favored recommendation” (route)

Result

Selection of the longest proposed route (3.27 miles - compared to 2.82 miles and 2.0 miles) as it was “relatively flat, located on no North Carolina Department of Transportation property, required minor improvements and had less environmental impact compared to other routes.” [Project not yet under construction.]

University of Georgia

Athens, Georgia

ACC Rail Trail (Demonstration Project)

The Athens-Clare County Rail Trail Demonstration project is developing a bike/pedestrian transportation corridor of recently abandoned rail “encouraging bicycle, pedestrian and transit commuting by offering a safe, direct and topographically level route that connects neighborhoods on the east side of Athens with a scenic gateway to the downtown area and the University of Georgia campus.”

Challenge

Address four specific goals to: (a) enhance the connection to campus and the Athens-Clare County multi-modal transportation center (under construction), (b) highlight historic preservation and/or adaptive reuse of amenities along the route, (c) encourage congestion migration (d) aid community health, safety and education.

Strategy

Position path as a “demonstration project” capturing a recent rail abandonment for community revitalization purposes

Shift growing density to an underinvested portion of town

Noteworthy Actions

- Developed partnerships with Bike Athens (includes UGA) and Georgia Department of Transportation
- Measured and documented the benefits from the resulting path use
- Eliminated consideration of any on-street improvements and highlighted “future expansion potential”
- Piggybacked on the ACC multi-modal transportation project (under construction) and the existing economic development opportunity along this underutilized section of Athens.

Result

Study underway with active involvement by volunteers and community tours.

Alabama State University + Troy University Montgomery, Alabama

Imagine a Greater Montgomery II

Challenge

The Montgomery Alabama Area Chamber of Commerce initiated a study to “accelerate revitalization and improve quality of life” by connecting local universities to downtown Montgomery.

Strategy

Recruit City staff to lead team to develop study

Allow the municipality to piggyback on “University momentum” for securing funds for capital improvements

Maintain partnerships with the Montgomery Alabama Chamber of Commerce and the Alabama University Alumni Association

Noteworthy Actions

- Highlighted mutually beneficial benefits from the resulting path use
- Focused on Alumni Association and future stadium related visitation to promote connectivity and tourism-friendly vision for corridor.
- Highlighted students as a potential “market” for retailers.

Result

Study underway

Duke University

Durham, North Carolina

New Campus Master Plan

A 2008 Duke University New Campus Master Plan addresses transportation infrastructure needs. The study focuses on how to make sure new growth plans enhance connections between activity centers. The New Campus Plan defines a network for bicycle movement as part of its scope.

Challenge

Develop a plan for campus growth that enhances connectivity not only between Duke's two campuses (East and West), but also betters connections with downtown and other neighborhoods.

Strategy

Focus on pedestrian, bicycle and transit connections for mobility between activity centers
Address bicycle parking needs on campus and in downtown
Make buses more bike-friendly

Noteworthy Actions

- Study identifies specific streets for bicycle movement and facilities

Results

Bicycle safety features added at railroad crossings, a major challenge

Bike racks added to free campus bus shuttle to downtown, the Bull City Connector

Weather-protected bike parking added to campus and downtown parking garages

INDUSTRY EXPERT DATA + INTERVIEWS

Urbanists are following trends in bike-ability and the effects of connectivity between campuses and urban cores. It is believed that greater connectivity through mutually beneficial infrastructure projects aids urban vitality, economic development and a healthy housing environment.

Higher learning institutions with some distance from an urban core can utilize connectivity initiatives to promote the environmental platform, make on and off-campus transport more affordable, easier, safer, and healthier and – in many respects – extend the campus experience for current, former and future students, faculty and staff. Such projects arguably make the higher learning institution more competitive.

“Many states have lost graduates to urban hubs such as New York, Chicago and Boston claiming those who have fled to pursue creative fields. ... If your community is losing young, educated individuals because another city offers better lifestyle amenities, why not develop those amenities in your own City? The best approach is prevention rather than reaction ... Connecting higher education to downtown reaffirms the city’s role as a central market[place for ideas, talent, entrepreneurial activity and everything else that we find makes cities successful in this era.”

[CEOs for Cities – “How Colleges are Reviving Downtown” – November 14, 2012]

A 2011 University Business Magazine article highlighting the significant impact that distance learning is having on traditional “college towns”, found a whole new market of students and community – alumni.

“Smaller college towns have advantages ... Chief among them is the invaluable marketing asset: the college town’s emotional equity as a Third Lifetime Place (TLP) in thousands of alumni lives ... a huge market with baby boomers now retiring.” The article further points out the advantages of college towns including, by example, “entertainment, meetings and medical tourism”.

[University Magazine – “TLP: Redefining College Towns for the 21st Century” – Nov, 2011]

That same year, the National Association of College Auxiliary Services published an article on “Trends in Campus Living” highlighting changing campus experience expectations :

“(Students) are looking for environments that provide them with planned and spontaneous community events... The ideal location could easily be on the perimeter, giving them space to find their home away from class. These students are often looking for a bit of distance from the everyday pace of life on campus and easier access to the off-campus community.”

An article published by bicycle planning experts, Alta Planning + Design, notes how bicycling planning can have long-term benefits.

“Universities are not only institutions of higher learning, they are also research and thought leaders and places of great innovation. This can be said about cutting-edge laboratory research, as well as sustainable transportation practices such as bicycle planning and program development. While the bicycle is obviously not a new invention or technology, there is a renewed focus and emphasis on prioritizing bicycling due to its many benefits, including health, economic, and environmental benefits. Additionally, students who become bicyclists during their time at University are more likely to continue bicycling after graduation.”

[“Best Practices in Campus Bicycle Planning and Program Development – January 2012”]



Ed McBrayer
Path Foundation



Miller Nuttle
Transportation Alternatives,
Inc.



Rebecca Serna
Atlanta Bicycle Coalition

Three cycling industry advocates/implementers were interviewed in connection with this report to solicit input on the concept of creating a bicycle infrastructure link between Emory University and the Downtown Decatur, GA core:

1. Miller Nuttle, Outreach and Advocacy Manager of NYC’s Transportation Alternatives, Inc.
2. Edwin “Ed” McBrayer, Founder and Executive Director of the Path Foundation
3. Rebecca Serna, Executive Director of the Atlanta Bike Coalition.

The results of those interviews are outlined in the Exhibits. In general, these experts are:

- A. **Supportive** of creating a greater link between the campus and the urban core
- B. Varied on the **best** means (on-street or created path) of achieving the connection; and
- C. **Open** to participating in Decatur/Emory project exploration

All agree that Universities have had a major impact on a growing trend toward enhanced connectivity between City and School and submit that:

- 1) University and City centers **mutually benefit** from such projects – whether on- or off-street but that the selection must afford safety and ease before it can be explored;
- 2) A project must be **feasible** (from an infrastructure perspective) – utilizing a route that tends to have fewer steep climbs and/or which can take advantage of greenway plans [specific mention was made to the superseding needs of any Department of Transportation interest];
- 3) There will always be varied positions but that all will be concerned with **safety, ease of use, impact** on current traffic patterns and cost(including the cost of upkeep);
- 4) A process of gaining support for such an effort must **engage a diverse group of stakeholders** and is more easily implemented when the project is capturing a particularly beneficial funding opportunity to unique land use opportunity and costs will be shared by the City and the University.



Jamie Smith
Bike Emory

The University benefits of such connectivity most often mentioned include:

Improved quality of life for the entire campus population

- Health (increased exercise, air quality from reduced number of vehicles, etc.)
- Increased access to off-campus cultural and recreational amenities
- Improved affordability of campus experience (including affordable housing alternatives)
- Increased access to other locales (emphasis on local train and bus system connectivity)

Enhanced University Competitiveness and Appeal for Talent

- Improved University appeal for environmentally conscious students and staff
- Improved sustainability programming opportunity
- Improved access of Downtown visitors to Campus retail amenities
- Improved affordability of freshmen year experience (when on-campus parking is not allowed)
- Reduced auto congestion and reduced need for additional automobile parking (especially important for land-locked institutions)

Improved University growth opportunities

- Expansion opportunities utilizing existing Downtown infrastructure (research lab space, meeting space, hotel access, etc.)
- Enhanced access to interact with Downtown population (potential students, staff, etc.)
- Enhanced access to potential student employers (Courthouse, Retail entities, etc.)

NEXT STEPS
connecting the dots

Next Steps

Strategic Resources and Capabilities are available and ready. The following are a few quick, critical items recommended for direct action. These can be further developed with more detail, and with more ideas for the potential outcomes.

STRATEGIC MEETINGS

Momentum for bicycle facilities within the community is at an all time high. As such, there are strategic meetings that will need to occur to further frame and enhance not only the question of “why” bicycle facilities are a good idea by how they can be successfully implemented.

Ed McBrayer, PATH Foundation

Objective: Identify and build on shared vision for area. As recently as eight months ago, the PATH Foundation, was exploring an opportunity to connect the South Peachtree Creek Trail to Emory University and North Druid Hills Road.

Potential Outcome: Identify how to use PATH resources for area bicycle/trail projects.

DeKalb County Comprehensive Transportation Plan

Patrece Keeter, Department of Public Works for DeKalb County
Cristina Pastore, Project Manager of the DeKalb County Comprehensive Transportation Plan

Objective: Work with consultant team to place bicycle projects on the proposed project list.

Potential Outcome: Community supported projects that meet the criteria developed in this process have a greater potential for funding as part of the County’s Transportation Improvement Plan (TIP).

Jason Morgan, MARTA Project Manager for the Clifton Corridor Project

Objective: Understand the potential resources that transit can bring for bike lanes and trails.

Potential Outcome: Identify project that improve last-mile connectivity to stations within the Emory University area, and funding sources for those projects.

Office of University Architect and Planning, Design & Construction

Objective: Understand the capital project process and how bicycle facilities can be worked into existing project or placed on the Capital Project list.

Potential Outcome: Capitalize on existing transportation, utilities and building projects to increase overall bicycle network



Proposed Georgia 400 Trail

POTENTIAL TRANSPORTATION ENGINEERING SCOPE OF WORK

There are several civil and transportation engineering firms in Atlanta that are very familiar with this sort of work. Our team interviewed Project Engineer, Sean Johnston and Principal, Edward Ellis, to discuss the recommended scope, should Emory choose to advance its study of the issue. Sean and Ed suggested writing an RFP for several qualified firms in a very clear and straightforward manner (without lawyers), and then breaking the project into two phases:

Phase I - Feasibility Study:

- a. Identify the latent demand in the city for bicycle lanes.
- b. Define the scope of the study (for example, do the bike lanes connect to downtown Decatur, or do they extend to Oakhurst and Winnona Park?).
- c. Identify level of service estimates to justify demand and expenditure.
- d. Analyze existing facilities (grades, pavement width, discuss ability to increase width).
- e. Identify three possible options to make the enhancements.
- i. Identify low hanging fruit that Emory could implement itself.
- ii. Identify which projects will need participation from GDOT, Dekalb County, etc.
- f. Conduct stakeholder meetings and interviews, identify political and administrative decisions that need to be made in order to advance the project.

- i. Form active advisory board with stakeholders such as:
 1. Amanda Martin
(City of Decatur planning director)
 2. Jamie Smith
 3. Rebecca Serna
 4. Miriam Vos
- g. Recommend projects to formally engineer

The estimated cost for a study of this kind would be \$50-\$100k.

Phase II - Engineering Study

- h. To obtain funding from counties, GDOT, Emory should be prepared to commit to funding the engineering in order to get matching grants.
- i. That cost is typically 10-15% of the cost of the project

The estimated cost is between \$1-5mm in construction costs. Engineering fees generally run 10% of total cost to develop a set of plans for construction.

EXHIBITS

connecting the dots

Interviews

Miller Nuttle

Manager, Campaigns & Organizing, Transportation Alternatives

February 22, 2013 @ 12:00pm

1. *What types of projects has Transportation Alternatives championed over the past five years? Results?*

TA formed in 1973 and has championed all forms of infrastructure projects to improve the city's livability and accessibility by championing alternatives to the automobile. We've worked on projects from bike lanes, to street calming, to bike sharing across the City of New York.

2. Significant learning in implementation? Infrastructure use? Land use? Advocacy? In New York, we've primarily focused on-street solutions – dedicated bike lanes, bike racks, etc. This is because of the existing density and streetscape. Most learning then is around advocacy and cycling in a very dense environment (issues with implementation, safety, etc.) In NY, we've found that the most effective interventions for an urban landscape are protected bike lanes (floating lanes). That may be different where you are.

3. *How do you measure use?*

Great question. DOT has been conducting random bike counts for a while. Nothing automated, mostly conducted with volunteers. Right now, they look at only a few locations (entries to bridges, major streets). We've been pushing for automated counters. We also do supplemental counts with volunteers. One project looked at a particular street in Brooklyn and found that, during rush hour, there were an equal number of bikes and cars on that road. This kind of data is very compelling when you're making an argument for an infrastructure enhancement.

4. *When taking on cycling-friendly projects, what are the major obstacles or reasons against implementation?*

Depends on your project. For us, the approval process for a bike lane, for example, would go through a community board. Can be grueling. DOT must be on board. Most of the concerns have been from the business community (commercial districts) related to perceptions about loss of parking, loading and unloading for their businesses. The counter is that each cyclist is a potential customer and will generally increase their patronage.

5. *What is Transportation Alternative's recommendation (if any) regarding on-street or off-street solutions?*

We're for all forms of solutions but have been most involved with on-street solutions because we're in NY. There, however, is some great data to be found with The Alliance for Biking and Walking and the League of American Bicyclists – two groups that would have great data. We love greenways and other solutions but most opportunities are on-street. Regardless of the improvement, the chosen infrastructure is the number one way to make (people) feel safe and welcomed on the street. The more protection you can offer, the more impactful that will be. Infrastructure increases predictability ... and therefore makes streets safer and calmer. One of the strongest arguments for bike infrastructure is traffic calming. Another issue that's been raised is 'bike behavior' – whether cyclists are riding respectfully. This is a greater problem with bigger density. Greatest counter to that is infrastructure and education. Giving people a dedicated space reduces some of that concern and many instances of conflict.

6. *Where can our team go for the latest case-study information concerning cycling solutions?*

Here, the DOT website is really great in most locales. Search “Measuring the Street” – best and most concise research. Focused on the economic benefits of the infrastructure. []

7. *Are there campus-to-downtown related projects you are aware of that might be appropriate for benchmarking?*

No one project stands out but the Alliance for Biking may have profiled some. We have been working with students from NYU recently on our college advocates committee. We come together once each month to make campuses and streets more friendly. Also worked with them on their bike share program. They have about 250 bikes in their system and are focused on 5th and 6th avenues. The interesting thing about working with schools is that it has to align with their image. Sometimes you will run into additional issues and their organization’s reputation for land use. That should be considered.

8. *Any horror stories or projects that didn’t work we should be aware of?*

Not really. Most of these projects are relatively well received when they are implemented.

9. *What’s on tap next for Transportation Alternatives?*

We’re working on a large-scale NYC bike-sharing project. Launching with around 10,000 bikes. Should be up in May so stay tuned.

10. *Additional insights for our team?*

Sounds like you are making all the right arguments. The connection is the key – to the arts, to transit, to commercial businesses. These are the things that will make a successful project stick.

About Miller and Transportation Alternatives:

<http://www.transalt.org/>

Transportation Alternatives is New York City’s leading transportation advocacy organization, with a citywide network of tens of thousands of supporters committed to reclaiming New York City’s streets for people by ensuring that every New Yorker has safe space to walk and bike and access to public transportation. Founded in 1973, Transportation Alternatives is involved in every aspect of traveling around New York City. From bike routes and bus lanes to pedestrian crossings and play streets, the organization is fighting for safer, smarter transportation and a healthier city. The Executive Director of Transportation Alternatives is Paul Steeley White.

Watch an interview with Miller for yourself –

<http://vimeo.com/55480220>

Watch a TedEx presentation with Paul Steeley White

–

<http://www.youtube.com/watch?v=PQ47OByEyLY>

Edwin “Ed” McBrayer

Founder and Executive Director, PATH Foundation

February 27, 2013 @ 1:00pm

1. *Please describe your philosophy on connecting spaces via on-street and off-street options?*

Both have their place. We tend to be a off-street focused organization because we believe that there is great opportunity in underutilized spaces that really can't be developed for other purposes. That's why we are often focused on corridors along water, i.e. creeks, streams.

2. *What's been The Path Foundation's experience with regard to implementing bicycle infrastructure in Georgia? DeKalb County?*

We've implemented projects at Stone Mountain, Arabia Mountain, Nancy Creek, South Peachtree Creek, Agnes Scott and South River.

3. *What is the Path Foundation's relationship with Rails to Trails?*

We are colleagues. They are more of an advocacy organization. We implement. You have to be aware and helpful to each other to have any real impact. There is a healthy mutual respect and they cheer organizations like Path on as we implement.

4. *In your opinion, what would be the benefit to Emory in connecting to Downtown Decatur? For Decatur in connecting to Emory?*

This should have been done decades ago! It would reduce campus traffic, aid in the health of staff and study body and be an economic boost mechanism for Decatur. Several years ago, we proposed connecting South Peachtree Creek trail to Marta and were hoping to get Emory involved. DOT was already favorable and at the table. The County was also on board. This was revisited about 8 months ago as well.

Main contact would be myself and Ted Reinhardt (Public Works). There's also a trail to Ponce by Paideia. The vision was to bring this along by the Druid Hills County Club. Connection at some points is as close as ½ mile.

Overall, Emory has everything to gain with a greater connection. Both Emory and Decatur are pretty far from the interstate. Emory itself is sort of difficult to get to. A bike path would be a nice vehicle to add to the transportation mix for their campus. Lots of schools can boast proximity to the airport or public transportation. Emory might really want to play up bike-ability in attracting students to a lifestyle that's part of their college experience. All good bike projects (1) need to be physically possible, (2) with a eager public sentiment and (3) supportive political will.

5. *Lots of campuses are considering bike-friendly program expansions? What are your thoughts on this trend?*

Long overdue. Campuses are the best time to have people embrace biking. Lots of schools are starting to embrace cycling as the students demand it. This is a more health-focused and environmentally sensitive generation. They want to try out paths as a means of getting around and they need to have something to get to on the other side. Decatur offers that for Emory.

To me, Decatur has done a really good job of positioning itself as cool and sort of quirky. That really appeals to this generation of student. Investigate the University of Wisconsin study (on Economic Benefits of Cycling Projects) and the Denver study on the impact of trails on property values.

[<http://www.americantrails.org/resources/adjacent/sumadjacent.html>]; http://www.railstotrails.org/resources/documents/resource_docs/tgc_economic.pdf] and <http://community.railstotrails.org/media/p/8996.aspx>

rpl.wisc.edu/people/marcouiller/publications/ER1201.pdf.
the more recent Denver Real Estate Study which looked at property values <http://www.nps.gov/pwro/rtca/econ1.pdf>
<http://whatworksforhealth.wisc.edu/program.asp?t1=21&t2=11&t3=76&id=303>

6. *What's the greatest objection stakeholders typically have to connecting two urban spaces via bicycle?*

Typically there is a fear that a path will “bring bad people” to mix with perceived “good people”. All usually a concern that doesn’t pan out if the path is well designed and well used. As it relates to Emory conversations, there was a lot of initial support. The concerns came out of security. Want to make sure the access point closest to the campus is properly lit so that the school feels it can keep students safe and can see who is coming and going from campus.

About Ed and The PATH Foundation:

The PATH Foundation is transforming vision into reality. In just twenty years, PATH has developed over 160 miles of trail throughout Georgia and has become a nationally recognized model for trail-building success. PATH has made significant progress toward building Georgia a network of trails, including: The Silver Comet, Stone Mountain, Lionel Hampton, Westside, Arabia Mountain, Chastain Park, South Decatur Trolley, Northwest Atlanta, and Freedom Park Trails. Ed is the Founder and Executive Director of the organization and the 2012 recipient of ULI Atlanta’s Dan & Tally Sweat Community Leadership Award.

<http://pathfoundation.org/>

See Ed and his colleagues discuss trail projects:

<http://www.youtube.com/watch?v=T7fymfJEmy8>

Read Ed’s Blog on the BeltLine Lifestyle:

<http://beltline.org/2012/12/19/guest-blog-the-beltline-lifestyle-by-ed-mcbrayer/>

Rebecca Serna

Executive Director, Atlanta Bike Coalition
February 27, 2013 @ 1:00pm

1. *What are the most important factors from a cyclists perspective on safety and use of infrastructure?*

The access has to be safe and convenient. What cyclists want is easier access and access is really context sensitive – sometimes on a dedicated path, sometimes via the street. Juniper is a perfect example of doing what will work for a particular setting. We just going to look at a cycle track. Many of these projects don't have to be expensive to implement and they are popping up all over. There are ways, however, to fund improvements. Georgia Tech, for example, has about 25K students in fees that fund 'campus infrastructure'. They can look at programs like this to partially fund projects which are generally embraced by the student body.

2. *Talk about the evolution of on-street versus off-street solutions through your lens?*

In 2007, the Atlanta Regional Commission did a pretty good latent demand analysis. It evaluated bike counts and how friendly or unfriendly the area was to cycling. There are two hotbeds of cycling and this campus would count as one. We need more project championing from campuses. Cycle Atlanta is looking at corridors, advocacy for infrastructure and access.

3. *The metro-area has interesting topographical challenges and street grids.*

This is a challenge for our area because we are particularly hilly. An impossible climb will not be something that a rider sees as convenient. Often times this means that routes are not direct and that can get expensive but not as expensive as accommodating other transportation methods.

4. *Who is riding a bike in Atlanta and the Metro-area?*

Regular riders are still overwhelmingly male. About 3% of regular commuting cyclists are women. There is a very wide age range of riders. For women, there are issues primarily around the other roles women typically have to play in life - responsible for picking up kids after school and the like – that make it impractical to commute via bike. For women, cycling would have to be both safe and convenient. There are also some campus stigmas to get around – that bikes are not friendly to professional attire, that you get dirty for example. The campus size and destinations would also be factors.

5. *We are investigating the implications of a greater connection between Emory University and Downtown Decatur. Without knowing more, what's the first thought you have in response to that notion?*

Better bike access between Emory and Decatur would help Emory. Not having own a car and being able to get around with a good quality of life makes the whole Emory experience seem more affordable. You would also be opening recreational opportunities to the whole school that don't presently exist. Also provides access to more affordable housing. Overcoming challenges to road diets. Need strong turn lanes. There is good data for Decatur too as it provides more retail customers (increased sales receipts for the county). In North Carolina on the outerbanks projects, that found some enormous returns that increased revenue by improving bike access.

6. *Any best practices Emory should be aware of?*

NACTO has a great urban building design guide that talks about traffic and gives good guidance on how to make cycling safer in the built space. I would also look into Arizona State and UC Davis. Both are extremely bike-friendly.

About Rebecca and The Atlanta Bicycle Coalition:
The Atlanta Bicycle Coalition creates a healthier, more sustainable Atlanta by making it safer, easier, and more attractive to bicycle for fun, fitness, and transportation. Rebecca Serna has served as the Coalition's Executive Director since late 2007. She holds a Master's degree from Georgia State's Andrew Young School of Policy Studies in Urban Policy, specializing in Planning and Nonprofit Management. Serna got involved in bicycle advocacy through an internship with the Georgia DOT's Bicycle and Pedestrian program, where she helped write the Bicycle and Pedestrian Safety Action Plan and monitored state projects for compliance with local bike plans. Prior to joining ABC, Serna served as President and co-founder of Citizens for Progressive Transit, and is currently Vice-President of Georgia Bikes and on the board of Earth Share of Georgia.

<http://www.atlantabike.org/>

See Rebecca discuss bike sharing as supported by the Blank Foundation:

<http://www.youtube.com/watch?v=vcc4TPWEKnw>

Read an article featuring Rebecca on the Atlanta Streets Alive project:

<http://commoncreativatlanta.com/?p=2264>

City of Decatur Department of Economic Development

Lyn Menne
Assistant City Manager
Catherine Lee
Development Services Coordinator

<http://www.decaturga.com/index.aspx?page=129>

In general, City Decatur / Lyn & Catherine are in tune with everything happening in Decatur; they 'staff' the Decatur Business Association

Decatur is a college town, an office center, and an economic development center (for Emory)
Emory is right here, Decatur considers Emory a big part of its community
A few years ago Emory provided info on all workers living in 30030 / Clairmont Corridor (Emory, Emory Healthcare, CDC, Veterans, etc.)

Citizens Advisory Board – Active Living Board; e.g., walking/cycling work
There are a couple of cyclists on the Board

Decatur Strategic Plan is online and should align/overlap with connectivity and bike goals; e.g.,
Goal 16 = safe, active healthy lifestyle
Goal 14 = Enhance mobility option within and to/from Decatur
Goal 5 = life long community of all ages, multigenerational

Decatur has signs around to remind/tell people walking distances, in number of steps
"# steps to a mile" program – 1 mile ~ 2,000 steps....
"2,000 STEPS TO DECATUR" (from Emory) [just an idea we threw out for a slogan]

Bicycle Coalition – Miriam Voss, also on Active Living Board, works for Emory or CDC (?) [has not been reached]

Initiative / On Decatur 'Hit List' (goals) – Emory Business Incubator, shared-work space, nothing formal at present; do have a few large non-profits started at Emory (HOPE Clinic, Task Force for Global Health), and The Hub
Demand is present in market for more business incubation [comparatively to ATDC at GT, Decatur could have a more creative business incubator, to take advantage of Emory programs]

***WESTCHESTER Elementary is re-opening on Scott Blvd (just west of Clairmont), this in 'on' one of the possible bike path routes, Coventry Road could be bike-lane/striped
The Active Living Board runs the Safe Routes programs for City schools – Cheryl.burnett@decaturga.com [check spelling]

Quality of Life – is the key economic development driver/indicator; b/c it ties to the vision of the residents
Emory and young professionals want a "real downtown"

City website, Master Plans, Transportation Plan
You can download the bike map from our website here: <http://www.decaturga.com/Modules/ShowDocument.aspx?documentid=3100>

Jae Schmidt owns Houndstooth Road located at 316 Church Street. His email address is jae@houndstoothroad.com.

Possible to Collaborate on Bike Share; Decatur definitely wants to collaborate

Multifamily/Mixed-use in the works:

- Trinity Triangle/DQ ~220 units
- 315 W Ponce (Carter – Weaver/Woodbury)
- Calloway at McDonough (Cousins)
- Fidelity, on Commerce at the curve (maybe Paces Properties)

Potential Contacts

Miriam Voss

Cheryl Burnett

Fred Boykin (Commissioner, Bicycle South)

Additional Data

A 2010 national poll conducted by Transportation for America found that American voters overwhelmingly support broader access to public transportation and safe walking and biking ³. In addition, the League of American Bicyclists have tracked an increased commitment of public funds for such projects with a report stating, “Federal spending on bicycling and walking facilities was approximately \$4-6 million per annum” since 1991 passage of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and, by fiscal year 2002, “spending of Federal funds by States has grown to more \$416 million.” ⁴

With these investments, more Americans are cycling. The *Omnibus Survey completed for the Bureau of Transportation Statistics* of 2003 found that 20.9 million people are regularly riding bicycles for exercise/health (41 percent), recreation (37 percent), and/or commuting (5 percent) with 17% of riders choosing to cycle for other reasons. These figures, as compared to that of other Countries, are low. Trends, however, indicate a growing and more bicycle-supportive U.S. culture as the country becomes increasingly aware of the return on investment for healthy lifestyles and environmental conscious infrastructure.

In the Metro-Atlanta area, the City of Atlanta and Dekalb County have become hubs of recent bicycle-friendly infrastructure investment to aid in the region’s challenges related to density, sprawl and economic competitiveness. The Livable Cities Initiative, a program of the Atlanta Regional Commission which is being promoted by the Atlanta Bicycle Coalition, helps local governments plan and build transportation projects that take land use into account, creating places where people have transportation options that don’t solely revolve around driving ⁵. Competitive grants are affording new opportunities for concerned stakeholders to work with local governmental entities in creating safe alternatives to traversing our region by automobile.

These projects will undoubtedly shift the region’s density trends and infrastructure priorities as funding becomes available and is awarded.

³ <http://t4america.org/blog/2010/03/30/new-t4-poll-shows-americans-strongly-support-public-transportation-more-walking-and-biking/>

⁴ <http://www.bikeleague.org/media/facts>

⁵ <http://www.atlantaregional.com/land-use/livable-centers-initiative>

Client Engagement Letter

mTAP Project Overview:

The City of Decatur is a natural amenity for Emory University for students, employees and teachers, as well as prospective students, yet there are presently few formal physical or cultural connections between the University and the City's evolving downtown core. Emory University's-sponsored Bike Emory program recognizes an opportunity to leverage Decatur's proximity and de facto "College Town" experiences and atmosphere by enhancing the physical connection between the University and Decatur.

While traffic engineering and real estate challenges will ultimately be studied, this report will outline for Emory University why advocating for better bicycle connections between the City of Decatur and Emory will be beneficial to the University at this time. ULI Atlanta will:

Study and document a case for further connection of the Emory University campus to Downtown Decatur, Georgia specifically evaluating bike-friendly enhancements as a means of achieving that connection thereby improving the quality of life in both communities and typifying responsible and forward-thinking land use.

The final document will include:

- A report studying greater Emory-Decatur connection as reinforcing of Emory University goals and values
- Anticipate (quantify) the connection's positive impact (project potential created by greater Emory-Decatur connection)
- Provide an overview of the connection's chief challenges
- Compare projects linking campuses to area downtowns (emphasis on the local, regional or national (i.e., Magnolia peer institutions)
- Discuss and depict bicycle infrastructure projects with similar land use challenges
- Summarize interviews conducted
- List stakeholders, experts and resources
- A PowerPoint Presentation summarizing report content
- A memo/letter recommending Emory University's prioritization of bike-friendly enhancements connecting the campus to Downtown-Decatur (as evidenced by suggested funding of retained Transportation Engineering services to provide formal and specific recommendations on the feasibility and best method of achieving the Emory-Decatur connection)
- A recommendation concerning proposed Transportation Engineering service scope of work.

On occasion, Emory University has leveraged its leadership position to influence transportation improvements within corridors important to the University. This report will outline whether and to what extent Emory University will benefit from the prioritization of a transportation study to provide formal and specific recommendations to Dekalb County, GDOT and the City of Decatur on bicycle-related connectivity between the campus and Downtown Decatur. ULI Atlanta's report will, therefore, directly link proposed increased bicycle connectivity between Downtown Decatur and Emory's campus as a means of achieving the following University goals:

- Recruiting and retaining leading scholars/teachers/researchers
- Enhancing the University's brand and profile both within and outside academic circles
- Attracting and developing the best staff
- Nurturing and celebrating Emory's collegiality and community
- Enhancing the environment through innovative stewardship
- Engagement in productive partnerships
- Working for positive transformation

Technical Assistance Panel

What is a TAP?

Technical Assistance Panels (TAPs) provide expert, multidisciplinary advice to local governments, public agencies and nonprofit organizations facing complex land use and real estate issues in the Atlanta region, consisting of Georgia, Alabama and Eastern Tennessee. Drawing from our seasoned professional membership base, ULI Atlanta offers objective and responsible guidance on a variety of land use and real estate issues ranging from site-specific projects to public policy questions

How does the TAP Program Work?

The TAP program provides expert advice to local government entities, public agencies, and nonprofit organizations facing specific land use and real estate challenges that can be addressed in a one to two-day workshop format.

- A Panel of 6-8 experienced professionals is hand-selected from the membership base of ULI BC and other District Councils, as deemed appropriate. Depending on the assignment, Panel member expertise may include developers and owners, investors, designers, planners, engineers, market and financial analysts, as well as members of the public sector. Panel members volunteer their time at no cost.
- The Panel visits the assignment site and meets with stakeholders to assess the issues at hand. A tour of the site is followed by a one to a one and a half day workshop with the host organization. Deliverables include a visual presentation (created during the panel session) followed by a report with background information, analysis, and recommendations.

TAP Application?

Clients can apply to the TAPs program at any time. After receiving an application, members of the TAP committee will arrange an initial meeting to understand and refine the assignment and objectives as well as identify key issues. Decisions on whether the committee can accept the panel assignment will be determined shortly after the initial meeting.

How much Lead Time is Necessary?

A three- to four-month lead-time is necessary to provide sufficient time to assemble the best available panel members, compile briefing materials and plan for the logistics of the TAP program. ULI Atlanta charges a fee for each of its panels to cover associated costs and staff time.

What does a TAP Cost?

There is a minimum fee of \$10,000.

TAP Application?

ULI Atlanta
Barbra Bowers
300 Galleria Parkway, Suite 100
Atlanta, GA 30339

Phone: (770) 951-8500
barbra.bowers@uli.org

mTAP Team

Yvette Bowden, Piedmont Park Conservancy, Inc.

Yvette is President & CEO of Piedmont Park Conservancy, the 501c3 nonprofit partner of the City of Atlanta engaged in the enhancement, maintenance and protection of Piedmont Park since 1989. Yvette Bowden joined Piedmont Park Conservancy as their President & CEO in May of 2008 and is responsible for the general management of Atlanta's most-visited free amenity – Piedmont Park, implementation of a \$72M expansion effort which will add 53 acres to the Park, and development of the organization's strategy for the next decade. Prior to joining PPC, Yvette was the Executive Director of The Giving Tree, a Decatur, Georgia-based nonprofit seeking a permanent adoption solution for children trapped in foster care. In addition, Yvette has over 15 years of private sector experience including successful stints as President of the ING Foundation, Vice President of Community Relations and Inclusion for ING Americas, Director of Diversity and People Services for United Airlines and in-house counsel for both United Technologies Corporation and The Readers Digest Association, Inc. She received her Bachelors and Business and Juris Doctorate degrees from Pace University in New York. Out-side of work, Yvette has long championed the arts and children through her community volunteerism.

Contact Information

Piedmont Park Conservancy, Inc.
PO Box 7795
Atlanta, GA 30357
(404) 875-7275
ybowden@piedmontpark.org

Mark Brambrut, Novare Group

Marc Brambrut is a developer with Novare Group and is responsible for the development, project management, and asset management of specific mixed use communities across the portfolio. Since joining Novare Group in 2007, Mr. Brambrut has overseen the development of nearly 2,000 residential units valued at more than \$500 million.

Prior to joining Novare Group, he was a member of the acquisitions and development team at the Washington, D.C.-based Comstock Companies, where he underwrote and entitled residential and mixed-use projects. Mr. Brambrut graduated from The University of Georgia and has a Master's in Real Estate Finance and Development from Johns Hopkins University.

Contact Information

Novare Group, Inc.
817 W. Peachtree Street, Suite 400
Atlanta, GA 30308
(404) 961-7940
mbrambrut@novaregroup.com

Dale Royal, Invest Atlanta

Dale is a community development professional with over 20 years of experience in managing public/private partnerships to finance urban redevelopment projects. Working for both government and non-profit agencies across the country, he has been involved in funding the successful development of transit, affordable housing, commercial buildings, mixed-use development and urban green space. Currently, Dale serves as Program Manager at Invest Atlanta, the city's economic development agency, where he is responsible for directing private investment and tax incentives to encourage new construction and job-creation in Atlanta's underserved neighborhoods. He was appointed Vice President of Atlanta Emerging Markets, Inc., a community development entity wholly owned by the agency, to manage the day-to-day operations of its New Markets Tax Credit Program leveraging \$80 million for community investments.

Prior to joining Invest Atlanta in 2009, Dale worked to attract private investors to North Carolina-based Self-Help Ventures Fund, one of the nation's largest community development financing entities. Previously, Dale worked for Centre City Development Corporation (San Diego's downtown redevelopment agency), Local Initiatives Support Corporation in Michigan, San Francisco Housing Authority, and Los Angeles Metropolitan Transportation Authority.

Dale holds a Master's degree in Public Policy from Duke University and a Bachelor's degree in Economics from University of California at Irvine. He is married and has three children.

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Martin Steineker, Walnut Meadows LLC

Martin Steineker has worked in and around commercial and residential development, construction, and civil engineering for over 16 years. He has successfully led all aspects of real estate development, from site selection, design, construction, operations and property management, to program development, valuation analysis, marketing, and establishing the vision and execution strategies. Steineker currently provides services to the brokerage, lending, investing, and development community, providing a dynamic of expertise that encompasses all phases in the life cycle of a development project for residential, multifamily, mixed-use, office, retail and special-use projects.

Steineker is a LEED Accredited Professional and is ASHE certified, a member of the Urban Land Institute (ULI), the U.S. Green Building Council (USGBC), and the American Society of Civil Engineers (ASCE). Steineker is part of ULI's class of 2013 Center for Leadership, and a graduate of the Construction Executive Training Program (CETP); he received a Bachelors of Science in Civil and Environmental Engineering with Certificates in Economics and cooperative education from the Georgia Institute of Technology; and is a Masters of Business Administration candidate from the Robinson College of Business at Georgia State University, with concentrations in Finance and Real Estate. Martin hopes to propel his career to an executive position, leading a real estate investment and development company.

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Addie Weber, AECOM

Addie is an Associate urban designer and project manager with the global consulting firm of AECOM. She over nine years of national experience working on urban design and transportation projects that create community supported, context sensitive design solutions for redeveloping suburban and urban places. Ms. Weber is currently manages multiple planning projects totaling over one-million dollars, supervise and mentor younger staff members, and work with multiple business lines within the company. She travels often for work and recently has been working on Pittsburgh's comprehensive transportation plan, Tampa's city center master plan and station area planning for 30 stations along the 80 mile Florida East Coast rail corridor.

Addie graduated from Clemson University with a Bachelors of Art in Design/Architecture) and Masters in Regional and City Planning from the Georgia Institute of Technology.

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