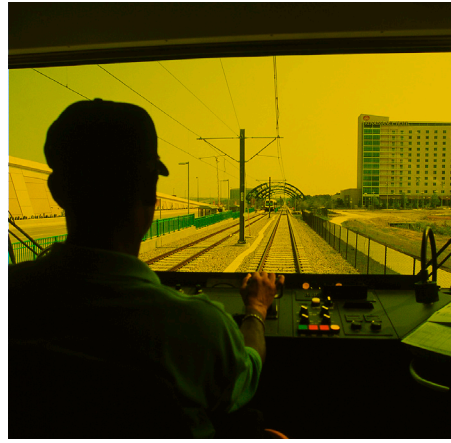




2045

Transit System Plan

Shaping DART's New Mobility Future

APPROVED JANUARY 25, 2022

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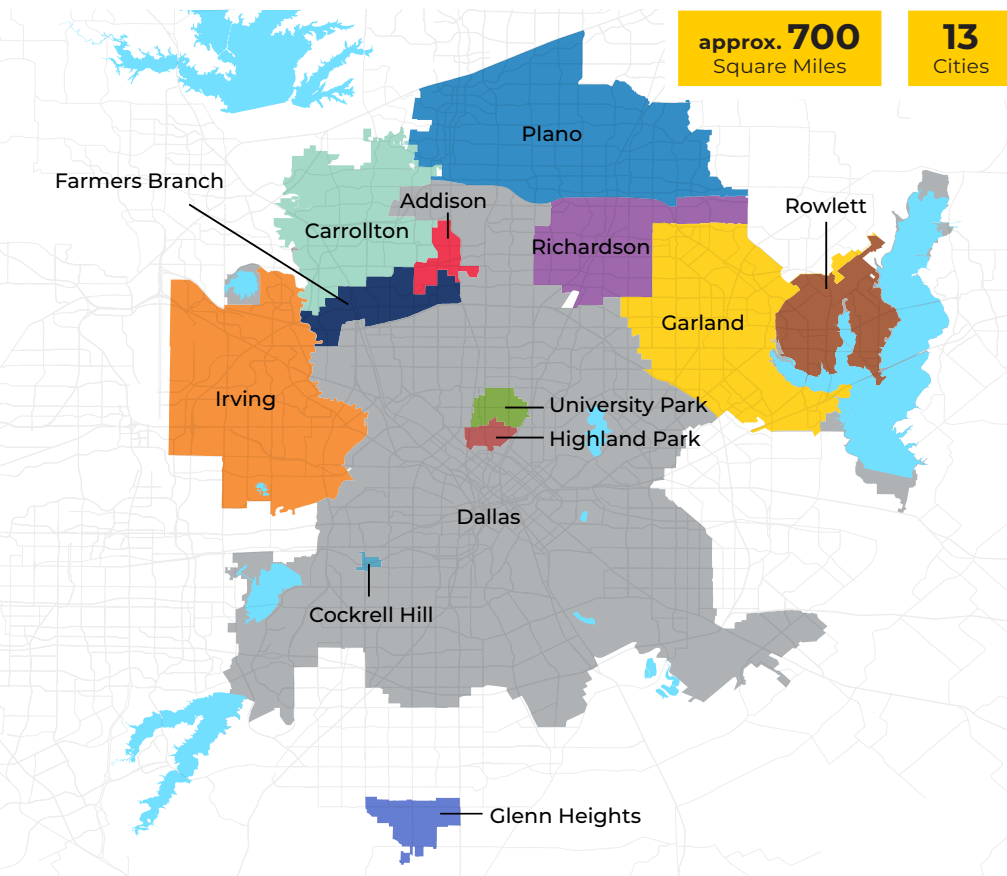
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DART SERVICE AREA

DART was created in 1983 through state legislative authority and voter approval in cities that comprise DART's Service Area. These voters said yes to public transit and a one penny sales tax to build a system that addresses the air quality, congestion, mobility needs, and continued growth of the North Texas region. Our region has inherited the foresight of an earlier generation and built a transit system that has served over 240,000 daily passengers in 2019. DART is proud to serve the North Texas region through our extensive network of DART light rail and buses, GoLink zones, paratransit services, and TRE regional rail.



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More information and supporting documentation can be found at:
www.DART.org/2045



Introduction



DART



DART buses at a garage off of I-35E south of Dallas. Photo: Bill Roth, Dallas Morning News File Photo

The Dallas Area Rapid Transit (DART) system in place today was founded on the original Service Plan approved by voters in 1983.

INTRODUCTION

Since 1983, DART has guided services and investments through a series of Transit System Plans in 1989, 1995 and 2006 that outlined service strategies and phased an extensive rail expansion program. The 2045 Transit System Plan builds on this solid foundation but is taking a different approach to defining what's next for DART. It is focused on identifying key opportunities and creating a guide to help achieve our vision, which is centered around the people and communities we serve.

A different approach is necessary for several reasons. First, the transit industry and mobility as a whole is changing. DART has embraced Mobility as a Service (MaaS) through the GoPass® app and is focused on continuing to innovate and enhance services to improve the rider experience. Second, most of the original DART system envisioned in 1983 is built or planned to be in operation soon. This means that our future should be focused on maintaining and enhancing our investments while strategically targeting new ones, and leveraging transit-oriented land uses and supportive city infrastructure improvements to promote a more sustainable, equitable, and accessible region.

As our communities and system recover from the COVID-19 pandemic, planning becomes even more important. The 2045 Transit System Plan is intended to be a more policy-oriented plan so DART can shape and influence the future. The 2045 Transit System Plan highlights how our system has evolved, addresses future opportunities related to key themes or areas of focus, and presents goals and actions for future implementation.

Looking ahead to the future, our goals and actions strive to improve transit for those who rely on it or simply want an alternative to driving. We will explore new technologies to give our customers more travel freedom and more information to make mobility choices. And, we'll do this by working closely with our Service Area cities and agency partners to ensure our efforts are coordinated to support mutually beneficial outcomes.

The North Texas region will continue to grow rapidly into the future, adding nearly 4 million new residents and approximately 2.2 million jobs by the year 2045.

At the same time, the mobility landscape is changing with new technology and innovative services. To address this rapid growth and new mobility trends, both DART's vision statement and mission statement were updated in 2020.

Our vision statement

Transforming Our Region with Mobility Options that Connect People, Communities, and Destinations.

Our mission statement

To benefit the region by providing a sustainable system of innovative, affordable, reliable and safe mobility options for our riders that enhances the quality of life and stimulates economic development.

This vision and mission statement are ingrained in what DART does every day and influenced the development of five themes for this Transit System Plan. These themes provide a renewed focus on our rider, the experience of using DART, and how our operating and capital programs and policies can enhance that experience while benefiting our communities and the region.

Connecting
people
to opportunities



Connecting our
unique communities



Connecting to
destinations

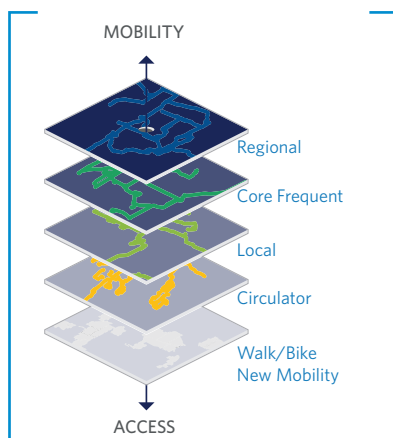




2045 Transit System Plan Framework

The 2045 Transit System Plan framework is organized around three sections:

Part 1 **OUR SYSTEM**



Our System highlights what we do and how it's changing, the evolution of our system, who we serve, and future mobility opportunities and challenges.

Part 2 **OUR OPPORTUNITY**



Our Opportunity highlights how we're preparing for our future mobility by focusing on opportunities under five themes and a set of associated goals.

Part 3 **OUR GUIDE**



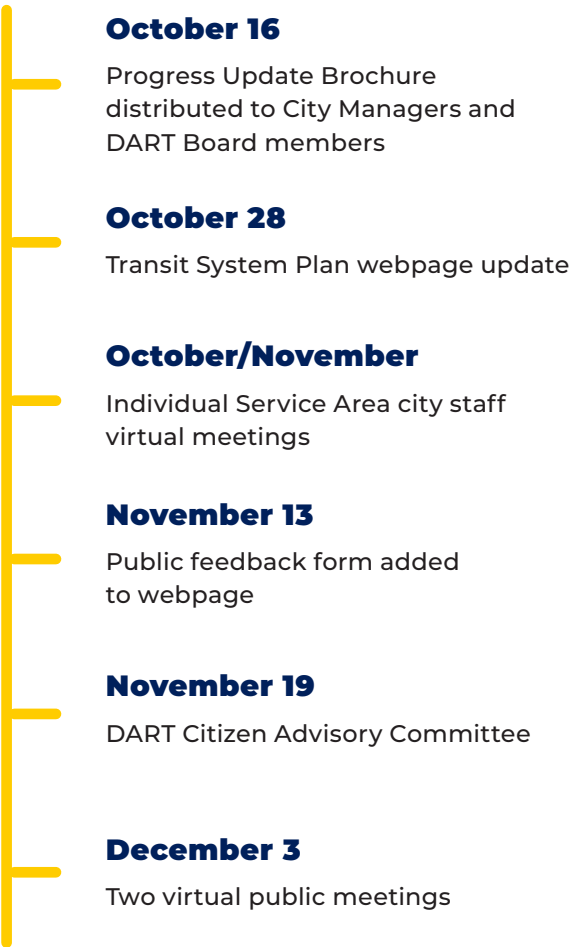
The final section, Our Guide, documents how we'll implement our future system by outlining a set of actions for each goal, including timeframes and responsibilities. DART's 20-Year Financial Plan is a fiscally-constrained, long-range budget. The Financial Plan may be amended to account for new projects and services after the System Plan is adopted.



Public and Stakeholder Outreach

DART conducted public and stakeholder outreach in Fall 2020 and Fall 2021 to provide updates and gain feedback on the development of the DART 2045 Transit System Plan (TSP). Due to COVID-19 restrictions, all meetings were virtual. A multi-faceted marketing campaign supported by DART cities helped inform the public and our riders on how to participate in the process, communicate with staff, and provide feedback.

FALL 2020 OUTREACH SUMMARY



FALL 2020 CITY STAFF MEETINGS

DART hosted individual meetings with interested city staff (11 out of 13 cities participated). The draft 2045 TSP framework, themes, goals, and actions were discussed along with how to provide input on draft goals and actions. DART received feedback from seven cities that influenced refinements to several goals and actions.

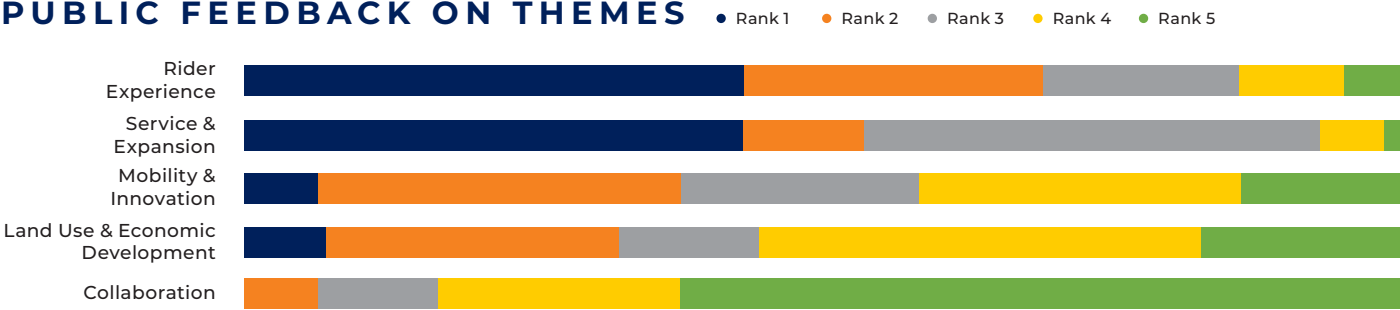
FALL 2020 PUBLIC MEETINGS

The two virtual public meetings also presented the draft plan framework, themes, goals, and actions. The public was encouraged to rank the five themes through an online public feedback form. Through this engagement we received feedback from approximately 70 participants. The top two themes, based on public feedback, are highlighted below, as well as public feedback on all five themes (see bar chart).

TOP TWO THEMES IMPORTANT TO OUR RIDERS



PUBLIC FEEDBACK ON THEMES



Public and Stakeholder Outreach

FALL 2021 JOINT CITY STAFF MEETING

The DART Board approved distribution of the draft plan on September 28, 2021, after which it was posted on DART.org and shared with DART city staff. As a follow up, DART hosted a joint virtual meeting to review the plan and engage city staff. More than 40 staff from 11 cities attended. Substantive comments from five cities led to refinements in the final 2045 Transit System Plan.

FALL 2021 OUTREACH SUMMARY

September 29

Draft Transit System Plan uploaded to DART.org with public feedback form and sent to Service Area cities

October 19

Joint Service Area city staff virtual meeting

October 21

DART Citizen Advisory Committee

October 27 and 28

Two virtual public meetings

FALL 2021 PUBLIC MEETINGS

Two public meetings were held to provide a comprehensive overview of the draft 2045 Transit System Plan, highlighting specific opportunities within the five themes. The public was asked to provide feedback and rank their top three goals for each theme through an online public feedback form, and many supplemented their feedback with specific comments or suggestions. Much of the feedback came from riders that use the system on a regular basis.

The top goals from the public feedback form are depicted in the bar chart below. These top goals align with DART priorities for short-term actions and implementation as discussed in Part 3 of this plan.

The overall public and stakeholder outreach process allowed DART to educate our Service Area city staff, riders, and the general public while gaining valuable insights and constructive feedback on the themes, goals, and actions. DART will continue to engage and collaborate with cities, riders, the public, agency partners and other organizations to implement actions that will help shape our new mobility future.

TOP GOALS FROM PUBLIC FEEDBACK FORM

• Rank 1 • Rank 2 • Rank 3

Rider Experience	Enhance pedestrian access to transit	Strengthen safety and security	Communications with riders
Mobility & Innovation	Increase multimodal connectivity with mobility hubs	Explore fleet & facility options to support climate action	"Mobility as a Service" innovations
Service & Expansion	Enhance and optimize light rail system	Expand express bus network	Develop future bus rapid transit (BRT)
Land Use & Economic Development	Increase ridership through land use planning & development	Coordinate pedestrian and non-motorized enhancements	Contribute to economic vitality
Collaboration	Collaborate on local plans to support transit	Engage the public, private sector, and community organizations	Collaborate with agencies on access, equity, resiliency & air quality

Part 1



Purchase Ticket
Before Boarding Train

Tickets & Information

Remember to stop, look and listen before crossing tracks and buses and trains.

Join the DART

DART

OUR SYSTEM

What We Do & How It's Changing

INTRODUCTION

DART's transit system has evolved extensively over the decades to serve our growing region, not only benefitting our riders, but strengthening the North Texas region's competitiveness and ability to accommodate future growth.

Our light rail system, which opened in 1996, completed a significant expansion from 2010 to 2016, more than doubling its length to 93 miles. With the April 2021 opening of the Orange Line Hidden Ridge Station, DART now has 65 stations serving our communities.

From 2016 to 2019, several enhancements to the bus system were made to better serve our riders, including restructuring for more direct service, creation of core frequent routes, and additional off-peak service. Shuttles and on-demand GoLinkSM zones provide flexible options and first/last mile connectivity. Our mobility management services are dedicated to seniors and people with disabilities. And, with continued enhancements to the GoPass[®] app, DART has become a true mobility integrator.

Over time, DART has added innovative services and forged new partnerships to meet the changing needs of customers and provide them with enhanced customer information to support their mobility decisions. Coupled with this, DART continues to invest in sustainable technology for both our facilities and fleets to reduce our environmental footprint.

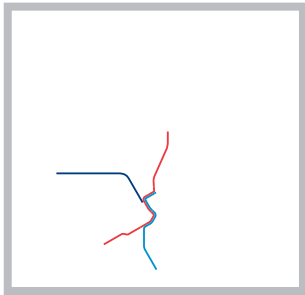
As DART moves into providing Mobility as a Service (MaaS), our focus continues to be on serving our customers and creating a transit system that is an integral part of communities to enhance quality of life and opportunity, while sustaining our system into the future.

DART operates an extensive multi-modal network of services that typically carries more than 240,000 people per day (FY 2019). While the COVID-19 pandemic led to immediate ridership declines in March 2020, ridership is anticipated to rebound as vaccinations increase, people return to work, and the economy recovers.

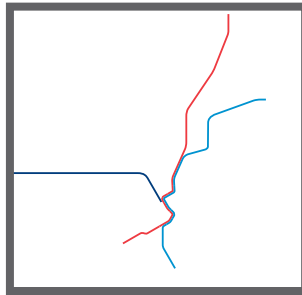
	Bus	138,000 daily riders	148 bus routes	14 bus transit centers
	Light Rail Transit	92,700 daily riders	93 miles of rail line	65 light rail stations
	Trinity Railway Express	7,100 daily riders	34 miles of regional rail	10 regional rail stations
	Paratransit	3,100 daily riders		
	GoLink	1,000 daily riders	13 GoLink zones	<i>Data reflects FY19 average weekday ridership</i>

EVOLUTION OF OUR SYSTEM

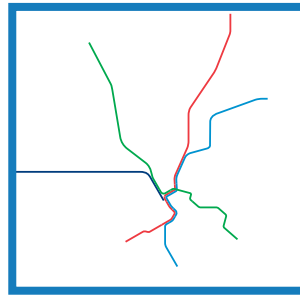
1997



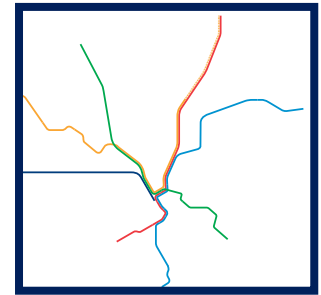
2004



2010



2016



1983 - 1996

- » Merger with original Dallas Transit System
- » Local and express bus services expanded
- » Bus facility and park-and-ride expansion
- » Rail right-of-way preservation

1996 - 1997

- » DART Rail Starter System includes Red (from Westmoreland to Park Lane) and Blue Lines (Ledbetter to Pearl)
- » Initial feeder routes to serve DART Rail stations
- » First segment of TRE opens to south Irving

1997 - 2001

- » TRE expands to downtown Fort Worth
- » Expansion of bus facilities and services with focus on crosstown service

2002 - 2004

- » Red and Blue lines expand to Richardson, Plano, Garland
- » DART Rail special event service to Victory Station

2005 - 2008

- » DART modifies light rail vehicles with new low floor section to add capacity and provide level boarding

2009 - 2010

- » DART Green Line opens to Farmers Branch, Carrollton, and areas of Dallas
- » Major bus changes eliminate duplicative express routes and restructure bus service as feeder routes

2012 - 2014

- » GoPass® launches in 2013
- » DART begins bus fleet transition from diesel to CNG (complete in 2017)
- » Blue Line extends to Rowlett
- » Orange Line opens to Irving, Las Colinas and DFW International Airport

2015 - 2016

- » Blue Line extends to UNT Dallas
- » DART supports City of Dallas to open Dallas Streetcar line to Oak Cliff
- » Comprehensive bus analysis completed to guide service changes through 2019
- » Uber integrated into GoPass® app

2017 - 2021

- » DART GoLink starts as on-demand microtransit service
- » GoPass® continues to add features and GoPass® tap card introduced
- » Say Something app launched to support security efforts
- » DART adds seven all-electric buses to fleet
- » DART Service Standards updated including "Core Frequent" category and new amenities point system
- » Silver Line construction starts to add east-west rail service in northern DART Service Area
- » Red and Blue Line platform extensions start construction to add passenger capacity
- » DARTZoom Bus Network Redesign effort begins
- » DART D2 Subway completes planning phase

WHO WE SERVE

In 2019, DART conducted a customer segmentation study to help us better understand who we serve, why they ride, their perceptions of DART, and how we could improve the system to serve them.

DART Customer Segment Profiles

DART's customer segmentation study used three key criteria to help define user groups – purpose for using DART, reasons for choosing DART over other transportation options, and issues of highest concern regarding DART. Four customer segments were created using proven statistical techniques and analyzing feedback from 2,100+ respondents (mostly DART riders).

DART CUSTOMER SEGMENTS



Reliant Commuter

Our Reliant Commuters use DART for both work and personal travel, they want DART to conveniently and reliably get them to their work on a daily basis.



Task Rider

Our Task Riders are primarily students and those running errands, this mostly younger group views DART as a cost-effective way to get around but want it to be safe and clean.



Corporate Commuter

Corporate Commuters chose DART over alternatives for work, they appreciate the reduced stress from not driving but are sensitive to a sour experience on the ride.



Event Rider

The Event Riders are mostly occasional riders using DART for social events and entertainment, they ride to avoid driving and parking. Their use is heavily influenced by schedules and availability.

CHALLENGES & OPPORTUNITIES

DART will continue to refine the existing transit system to meet the changing needs of our customers, residents, and businesses within our Service Area and the larger region.

There are several challenges and opportunities that inform our long-term goals and near-term actions, some of which include:

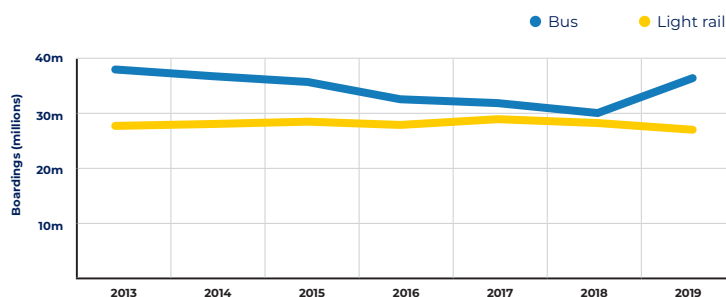
- » Growing ridership and improving productivity
- » Enhancing access to jobs, schools, and services
- » Addressing regional growth and congestion
- » Coordinating transit-supportive land use and infrastructure investments
- » Investing in technology and innovation
- » Maintaining our vehicles, facilities, and infrastructure to a state of good repair

Like most U.S. transit agencies across the nation, ridership has continued to decline over the last 10 years. As DART recovers from the pandemic, retaining and growing ridership back to and beyond prior levels will require DART to stay innovative, relevant and competitive. DARTzoom is a key effort that will play a significant role in reversing trends of low ridership and productivity.



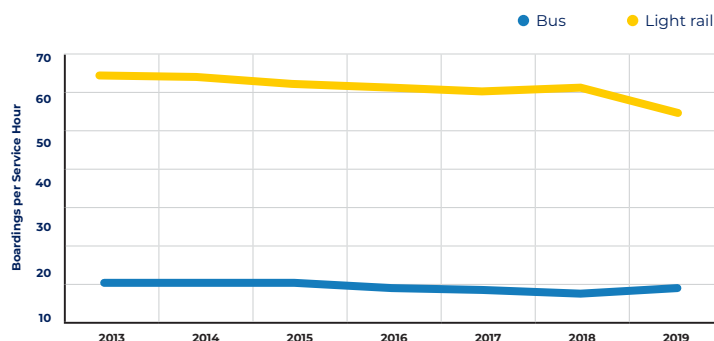
DART RIDERSHIP: ANNUAL UNLINKED TRIPS

DART ridership, measured by each time a passenger boards a bus or light rail vehicle, has remained relatively flat since 2013 despite a growing population. This Transit System Plan will guide our actions to address this challenge while also emphasizing the role of transit in providing access to opportunity.



DART PRODUCTIVITY: UNLINKED TRIPS PER VEHICLE REVENUE HOUR

Service productivity, or the number of riders for each hour of service provided, has also been largely flat since 2013. This Transit System Plan provides for a range of actions to improve overall system efficiency and effectiveness.



The DARTzoom Bus Network Redesign

The DARTzoom New Bus Network is a complete redesign of the bus network in all 13 DART cities. This bus network redesign was a collaborative planning effort to decide where bus lines should go, when they should run, and how frequent the service should be, starting from a clean slate.

Nearly every city in the world with a high-ridership rail network also has a high-ridership bus network. People who use DART are more likely to use a bus than light rail. As of 2014, 71% of transit trips included at least one bus ride. The new bus network is designed to spend a greater share of the budget on high-ridership services, to make the network more useful to a larger number of people.

SERVICE FREQUENCY IMPROVEMENTS WITH DARTZOOM

In the existing bus network, about 55% of the budget is spent on routes that attract high ridership relative to cost; the other 45% is spent on routes with low ridership relative to cost. The DART Board directed staff to spend 70-75% of the bus budget on high ridership services, reducing spending on low ridership services.

22 core frequent routes are included in the new bus network, as compared to 7 previously. Further, these core frequent routes will operate with service frequencies similar to the light rail system - 15 minute peak, 20 minute midday, never less than every 30 minutes, and service from 4am - 1am.



Increased frequency

- » Many routes operate every 20 minutes or better midday
- » Core Frequent bus routes increase from seven to 22 routes



Less travel time

- » Bus routes are straighter and more direct



Improved service

- » Every local bus route has 7-day service operating 19 hours daily
- » Better timed transfers and less waiting for bus-to-bus and bus-to-train travel



Better access

- » Increased access to jobs and destinations
- » Enhanced mobility with expanded GoLink zones



Weekday Midday Frequency	Percentage of routes	
	January 2020	DARTzoom
15 minutes or better	1%	4%
20 minutes or better	9%	30%
30 minutes or better	22%	40%
40 minutes or better	40%	84%

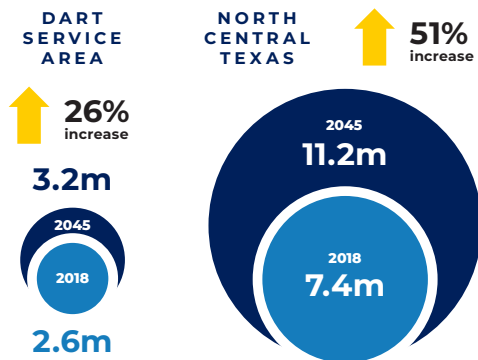
Post-pandemic, transit agencies across the U.S. have continued to see shifts in when people travel on their transit systems, many opting to use the service outside of the traditional peak periods. The new bus network provides significant improvements to weekday midday frequency and weekend frequency too.

Our Growing Region

When looking beyond DARTzoom and how future services can further enhance access and mobility, both bus rapid transit (BRT) and regional express services can better connect people to jobs. This is especially important given the growing job centers in the north and the need to reduce travel times from transit reliant communities in the south and across the DART Service Area.

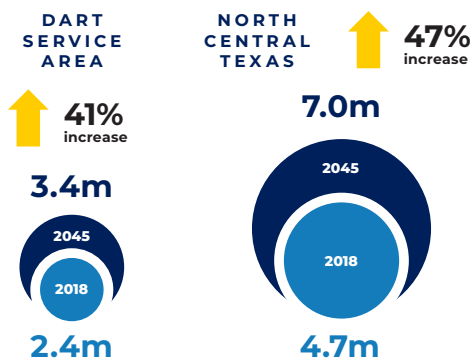
FORECASTED 2045 POPULATION GROWTH

Nearly 4 million people will move to the 16-county North Texas region by 2045 – only about 20% of them to the DART Service Area.

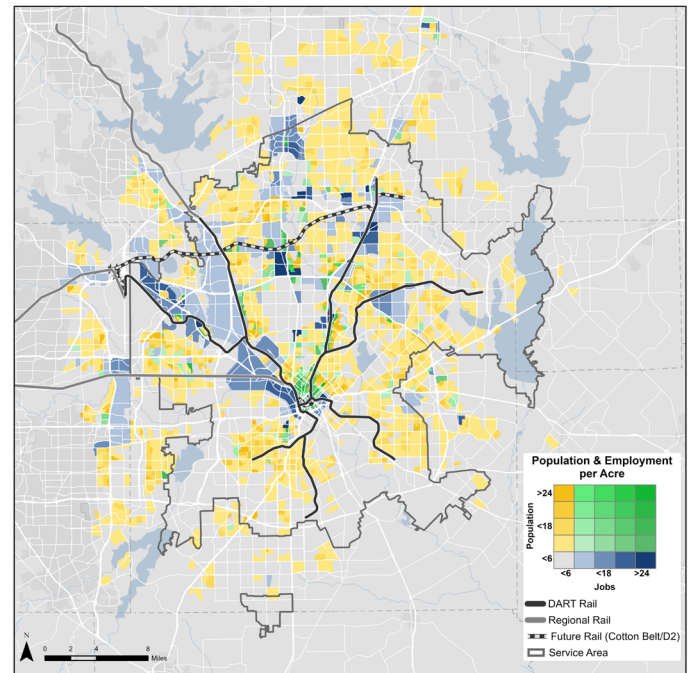


FORECASTED 2045 EMPLOYMENT GROWTH

More than 2 million jobs will be added to the 16-county North Texas region by 2045 – nearly half are projected to be in the DART Service Area.



CONCENTRATIONS OF WHERE PEOPLE LIVE AND WORK



Transit will continue to be critical in addressing regional mobility and in meeting local, short trip needs. By 2045, the North Texas population will grow to more than 11 million residents. Population growth outside the DART Service Area is projected to be more than double that within our 13 cities. Congestion and delay will continue to increase as roadway construction cannot keep up with growth. And with much of the growth outside of the DART Service Area, mobility needs beyond our 13 cities will only increase. For many residents, transit is the only option for access to jobs, education and services.

With strong growth trends projected, the integration of land use around key transit stops becomes even more important to direct economic growth and create walkable communities, all while enhancing access and ridership. Technological advances and social trends will continue to influence and change travel behavior. While preparing for near-term conditions with specific improvements and services is important, planning for long-term conditions that are less clear, or even unknown, requires that DART continue to innovate and test concepts. Remaining flexible and forward-looking with policy updates and targeted pilot programs will allow DART to test emerging technology and adjust over time to changed conditions. This approach will not only help DART navigate the future but can help to ensure that the agency stays relevant for future generations.

LOOKING AHEAD TO WHAT'S NEXT

Our region is constantly growing and evolving, and DART is evolving too.

As we look towards what's next, we are focusing on a new approach to mobility. We understand that people expect more from public transit than just trains and buses.

DART is becoming a true mobility integrator for North Texas – bringing together traditional DART services with newer forms of transportation like ride-sharing, bike-sharing and carsharing. As much as DART evolves, our mission stays the same: To benefit the region by providing a sustainable system of innovative, affordable, reliable, and safe mobility options for our riders that enhances quality of life and stimulates economic development.

Part 2 of the 2045 Transit System Plan – Our Opportunity – outlines the goals for each of the five themes identified, along with opportunities and actions identified through the development of the plan.



Part 2



OUR OPPORTUNITY

How We're Preparing For Our
Future Mobility

INTRODUCTION

The second part of the 2045 Transit System Plan relates to Our Opportunity.

DART is committed daily to operating a safe, efficient, and reliable transit system for our customers and Service Area cities. The 2045 Transit System Plan is looking beyond the day-to-day operations and focusing on our opportunities in the future. Now that we have an extensive transit system: how can it be better, and how can we leverage these investments? How are we preparing for our future mobility that enhances public transit and integrates private transportation innovations?

To answer these questions and focus our efforts, our future opportunities are built around five themes that are summarized over the next 10 pages. We also have detailed brochures for each theme available online at: www.DART.org/2045.

Rider Experience

Focus on access, safety/security, customer information, and system enhancements to improve rider experience

Mobility and Innovation

Advance mobility through innovation, technology, and customer initiatives

Service and Expansion

Target service improvements and system expansion to support an equitable and sustainable network

Land Use and Economic Development

Integrate land use and transit planning to grow ridership and create transit-oriented development (TOD)

Collaboration

Collaborate with public and private partners on transit supportive programs, policies, and projects



All of these themes are intended to help shape a mobility future that continuously strives to incorporate innovation, better integrates transit-supportive land use and transportation planning, prioritizes service and system enhancements, and drives customer-focused programs to benefit our existing and future riders. DART and its Service Area cities have invested in an extensive multi-modal system. Our biggest opportunity is to leverage this investment to create a more accessible, sustainable and resilient region that enhances quality of life for all residents. These five themes and associated goals are highlighted on following pages.

For more details and examples of each of the themes, please review the Theme Brochures in the Appendix or at www.DART.org/2045.

DART 2045 Transit System Plan

The 2045 Transit System Plan is shaping DART’s new mobility future through strategic improvements and investments to create a more accessible, sustainable, and reliable system. The System Plan Map illustrates our committed transit network. The five plan themes on this map highlight key goals that will guide enhancements to our system in the future.

Rider Experience

Focus on access, safety/security, customer information, and system enhancements to improve rider experience

- Enhance pedestrian access to transit
- Expand bus stop amenities
- Strengthen safety and security
- Timely communications to riders

Mobility & Innovation

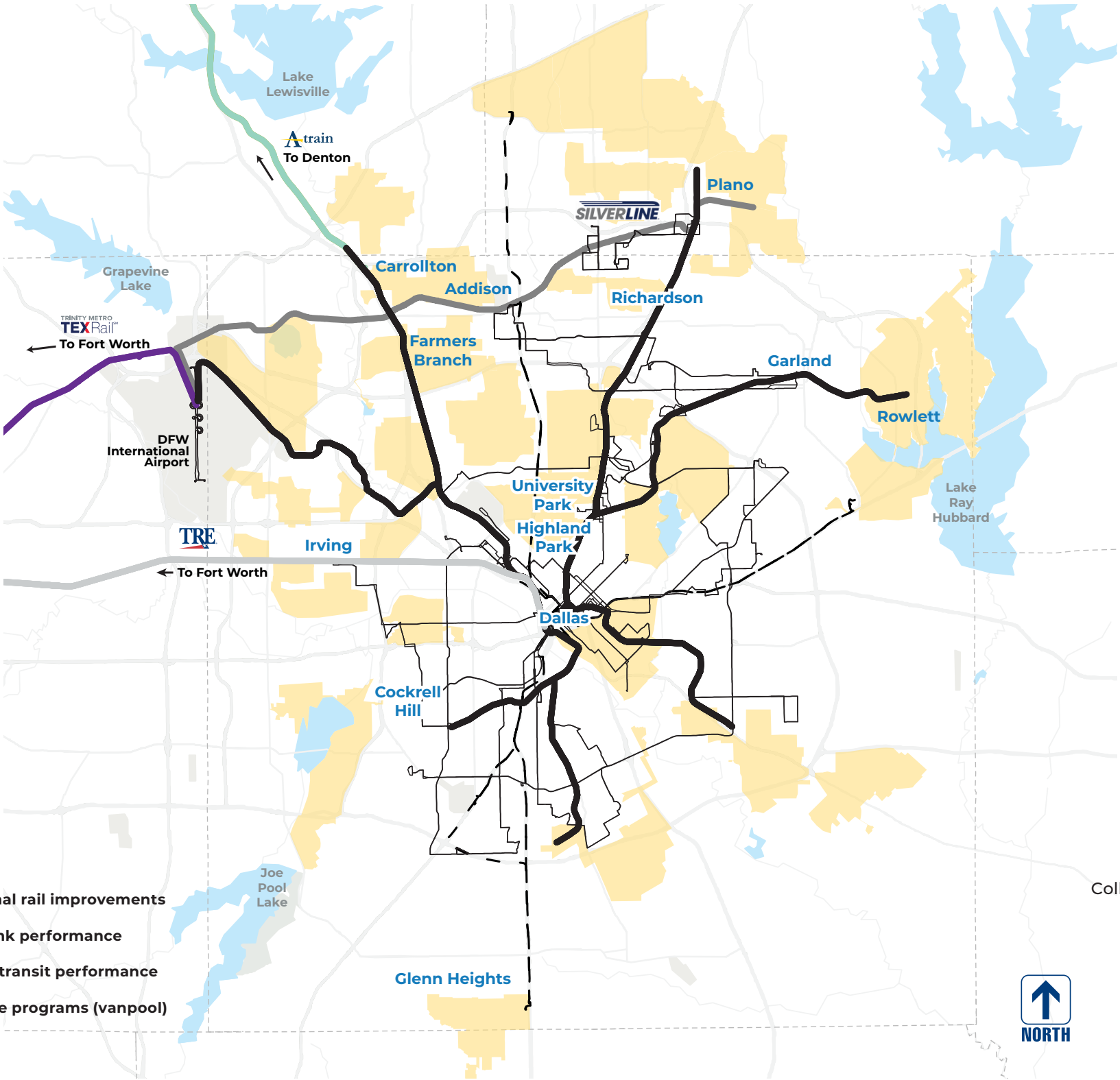
Advance mobility options through innovation, technology, and customer initiatives

- “Mobility as a Service” innovations to improve rider experience
- Advance pilot programs to test new technology
- Increase multimodal connectivity with mobility hubs
- Continue enhancing GoPass® with innovative features
- Explore fleet and facility options to support air quality and climate action goals

Service and Expansion

Target service improvements and system expansion to support an equitable and sustainable network

- Maintain state of good repair
- Implement new bus network (DARTzoom)
- Promote transit signal priority
- Develop future bus rapid transit (BRT)
- Expand express bus network
- Enhance and optimize light rail system
- Study potential high-capacity corridors
- Explore regional rail improvements
- Evaluate GoLink performance
- Optimize paratransit performance
- Grow rideshare programs (vanpool)



LEGEND (As of January 2022)

LIGHT RAIL NETWORK

CORE FREQUENT BUS NETWORK

EXPRESS BUS

GOLINK ZONES

SILVER LINE REGIONAL RAIL (2024)

TRE REGIONAL RAIL (DART/TRINITY METRO)

A-TRAIN (DCTA)

TEXRAIL (TRINITY METRO)

Note: Local bus network is too detailed for this map. Please visit www.dart.org.

Land Use and Economic Development

Integrate land use and transit planning to grow ridership and create transit-oriented development (TOD)

- Coordinate pedestrian and non-motorized enhancements
- Increase transit ridership through coordinated land use planning and development
- Enhance value of DART property by design and accommodate future TOD
- Contribute to economic vitality and housing and employment options

Collaboration

Collaborate with public and private partners on transit supportive programs, policies, and projects

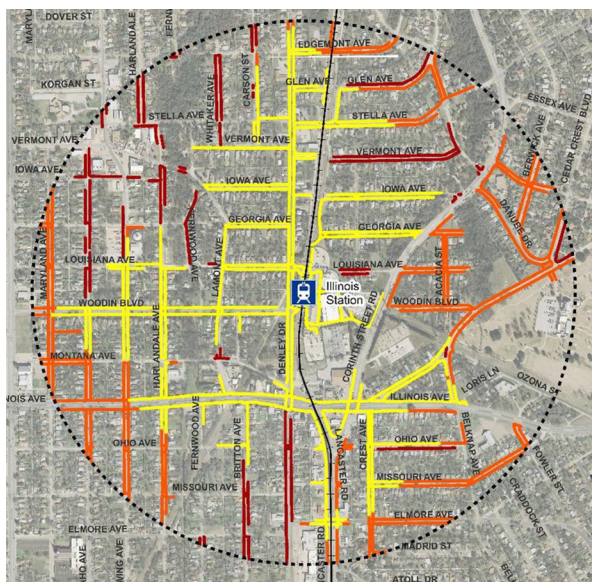
- Advance transit supportive funding programs and policies
- Reflect DART interests in regional and state plans
- Collaborate on local plans to support transit
- Collaborate with agencies on transit access, equity, resiliency, and air quality initiatives
- Engage the public, private sector, and community organizations to support transit

RIDER EXPERIENCE

Putting riders at the center of our decision-making means we are building and bettering our system to be more convenient, accessible, and reliable.

In 2019, more than 240,000 people relied on DART shuttles, buses and trains to get them where they need to go. For our riders, the transit experience isn't just the ride - it starts when they leave their home and ends at their destination. It also includes how they feel. About 83% of our riders walk to transit and some walk 1/4 to 1/2 mile. Is their path accessible and convenient? Identifying and prioritizing improvements to "sidewalk gaps" can make it easier to get to transit. Do they feel safe at our facility or on our vehicles? Police presence, lighting, cameras, and surrounding development with "eyes on the street" can enhance safety and security. Was it easy to find information and was communication timely? With more than a million downloads, the GoPass® app - and the new GoPass® Tap Card - make planning and paying for a trip easier and hassle free. Safety/security, communication and convenience, as well as system enhancements, continue to be key drivers influencing the rider experience. The following goals are intended to focus on enhancements that can personally benefit our current riders, while helping to attract new riders in the future.

NCTCOG completed a sidewalk gap analysis for DART Rail Red and Blue line stations. This information can be supplemented with additional system data to help inform priorities to enhance access to transit.



GOAL 1

Enhance pedestrian access to bus stops and rail stations to make it easier for people to access transit and improve ridership potential especially for reliant and task riders.

GOAL 2

Expand bus stop amenities for local buses, Core Frequent bus routes, and future bus rapid transit (BRT) focusing on those benefitting reliant and task riders.

GOAL 3

Strengthen riders' sense of safety and security at bus transit centers and rail stations in collaboration with DART police and Service Area cities.

GOAL 4

Continue improving perceptions of safety and security on buses and rail vehicles in collaboration with DART police and Service Area cities.

GOAL 5

Continue providing timely communications to customers and the general public about DART services, convenience, safety, and reliability.



A key element of the Rider Experience relates to bus stops and amenities, so our customers feel more comfortable and informed while waiting for a bus.

- » DART adds or replaces bus stop benches, trash cans, shelters, and lighting based on DART Service Standards.
- » DART will include new features for future bus stop amenities along Core Frequent bus routes, such as next bus digital displays, security cameras, panel displays for DART information, and solar LED lighting.



FUTURE RAPID SERVICE

DART will review future opportunities to implement Bus Rapid Transit (BRT) for high ridership, Core Frequent bus corridors based on Federal Transit Administration grant funding criteria of:

- » Minimum 3,000 daily boardings
- » Peak period or dedicated bus lanes where possible (50% or more)
- » Defined stations with passenger amenities, schedule and route info
- » Active transit signal priority
- » Frequent service (15-min or better)
- » Branded vehicles/stations

DART 5-STAR SERVICE PROGRAM

The 5-Star Service program was initiated in 2013 and aims to improve the total experience of riders, partners, stakeholders, and community members. Each member of DART's team strives every day to create an extraordinary customer experience when interacting with colleagues, riders, partners, and the community.

COMMUNITY ORIENTED POLICING

DART Police practice the community oriented policing concept by emphasizing courtesy, assistance and conflict resolution. DART Police officers attend public meetings and speak at area schools to educate the community about DART and safety in and around trains and buses.

DART Police actively maintain a safe environment at transit facilities and on vehicles with foot patrols, security cameras, and continuous coordination with local police departments.

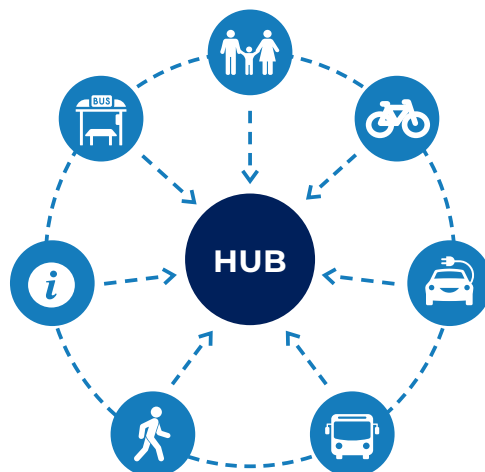
MOBILITY & INNOVATION

Meeting the evolving mobility needs of current and future riders requires integrating technology and improving how services are delivered to offer the best experience possible.

DART is a national leader in mobility and innovation. The GoPass® app is our all-in-one travel tool that gives customers mobile ticketing for transit throughout North Texas. Since its initial launch in September 2013, the DART GoPass® app has continued to evolve to serve the needs of riders. Ride-sharing services like DART's GoLinkSM service, are integral to provide customers on-demand first-last-mile solutions. In 2018, new benefits included fare capping, cash-to-mobile payment option, Apple Pay, and GoPass® Wallet.

DART's key opportunities related to mobility and innovation are to continue to leverage GoPass® as a mobility manager platform, better link our physical infrastructure with this technology using the shared use mobility hub concept, and continue to test new ideas through pilot programs. As we move into the future, new fleet technology, automated vehicles, smart city infrastructure, and evolving mobility services will guide innovations at our facilities. The proposed goals and associated actions work together to advance our Mobility as a Service future and help to create opportunities for a car-free lifestyle.

Mobility Hubs can seamlessly integrate different modes of transportation, multi-modal infrastructure, and placemaking strategies to create community centers that maximize first and last mile connectivity.



GOAL 1

Be a leader in Mobility as a Service (MaaS) innovations to support the transit system and enhance the customer experience.

GOAL 2

Advance pilot programs to test new ideas and technology to generate informative data and support decision making.

GOAL 3

Integrate public and private mobility options at DART facilities to reduce reliance on the automobile and enhance connectivity.

GOAL 4

Continue to enhance GoPass® and other tools with innovative features to enhance customer information.

GOAL 5

Explore fleet options and facility enhancements that support local and regional air quality and climate action goals.

Mobility hubs can be defined in multiple ways and are not created equal. Mobility hubs can be served by multiple travel modes, be integrated into various land use mixes, include a variety of user amenities and conveniences as well as include varying degrees of innovation and technologies. How a mobility hub is defined is influenced by the entity (city, county, transit or mobility provider or private company) creating the mobility as much as the purpose it is designed to serve. Existing and future DART facilities present a range of options to create mobility hubs specific to a community's needs.

Source Image: SANDAG Regional Mobility Hub Implementation Strategy, City Heights Transit Plaza

MaaS is a technology framework for connecting riders to transportation modes. MaaS can enable a sophisticated and integrated set of services for the rider across bus, rail and new transportation modes. There are different levels of MaaS integration, ranging from 0 - 4. DART is closer to Stage 3 of MaaS integration with the introduction of GoPass® 3.0. DART's GoPass® app continues to be advanced as the region's MaaS platform.

Open market
for providers
to buy/sell
transportation
services

Transportation options are tailored to location and personal needs

Single platform to plan, reserve and pay for service(s)

Seamless
journey enables
complete and
personalized
trips

SERVICE & EXPANSION

The focus of the Service and Expansion theme is to target service improvements, system enhancements, and system expansion to support an effective, equitable, and sustainable network.

An equitable network means providing transit service for all 13 DART cities based not only on transit demand but also to support mobility and access opportunities for our riders that need it most. Given that many of the region's jobs are north of I-30, job access with more direct, faster trips from the south are a key need. While rail and express buses can help with this, opportunities to create more efficient travel routes that prioritize transit supportive infrastructure and signal improvements are becoming even more important with increasing growth and congestion.

The amount and type of service must be balanced and sustainable over the long-term based on the DART 20-Year Financial Plan. Each year a new budget is approved, and the 20-year outlook is also updated to help inform financial capacity for maintenance, operations, and capital investments. Given the impact of the COVID-19 pandemic on long-term financial capacity, much of the focus will be on lower-cost enhancements and programs that can offer the most benefit to our riders and the system. Promising high capacity transit corridors should be studied further to assess modal options, supportive land use plans, and trade-offs in the long-term before committing to a specific mode or corridor investment.



GOAL 1

Prioritize asset management and maintain a state of good repair for vehicles, facilities, and systems to provide safe, cost-effective, and reliable service.

GOAL 2

Implement bus network and service improvements to create direct, fast, and reliable routes that enhance mobility and job access.

GOAL 3

Promote transit priority within key bus corridors to enhance operational efficiency and increase ridership.

GOAL 4

Define and develop bus rapid transit (BRT) corridors that appeal to existing riders, attract new riders, and support major job centers.

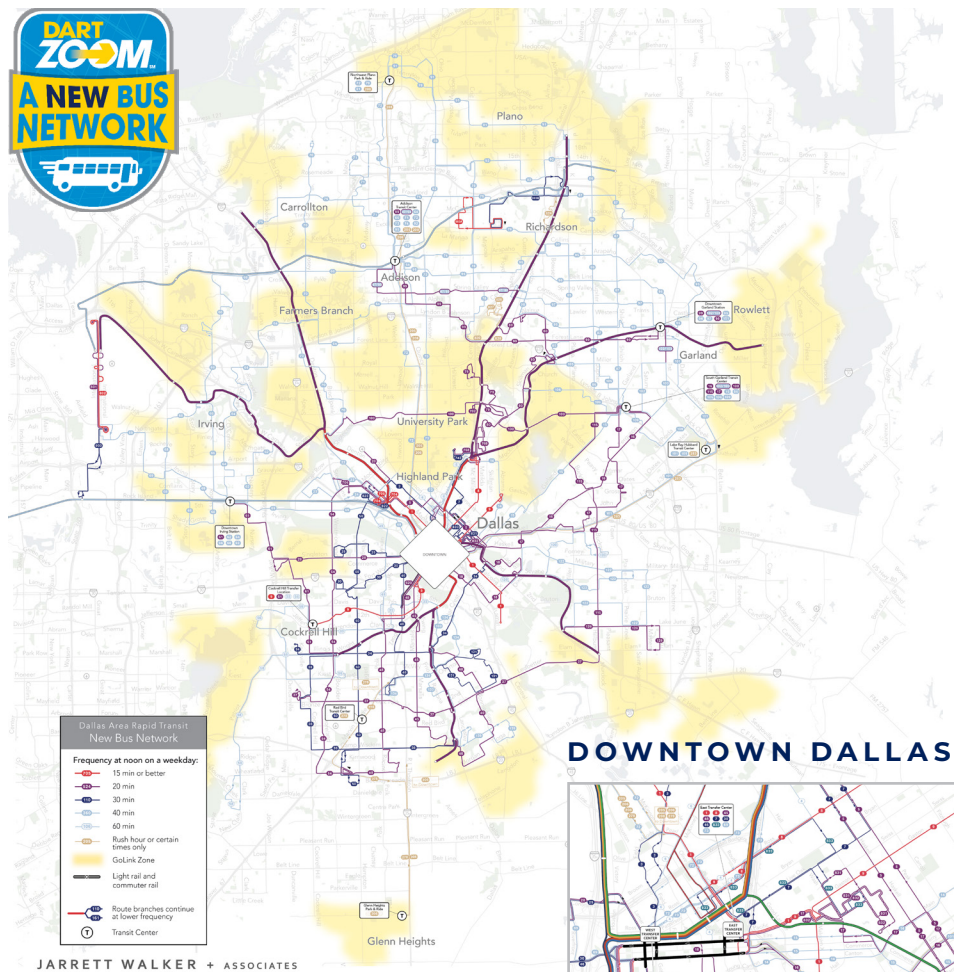
GOAL 5

Expand Express Bus network to attract new riders and enhance access to regional job centers.

GOAL 6

Enhance and optimize the existing LRT system to leverage investments already made and provide the ability for long-term service flexibility.

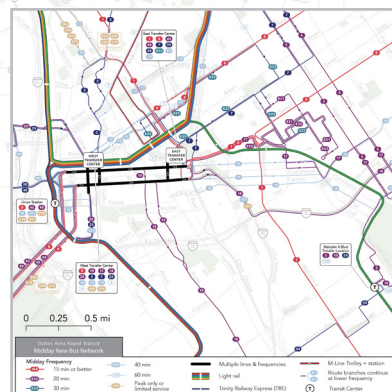
DARTZOOM DRAFT NETWORK



Beginning in Fall 2019, the DARTzoom Bus Network Redesign engaged riders, stakeholders and city staff in a collaborative planning process to decide where buses should go, when they should run, and at what frequency.

Based on input and data, DART has developed recommendations that include 22 Core Frequent bus routes, better frequencies for all routes, and a replacement of low ridership routes with DART GoLink zones. New bus routes and service improvements are scheduled to be implemented in January 2022.

DOWNTOWN DALLAS



- ✓ Bus routes are straighter and more direct
- ✓ Many routes operate every 20 minutes or better midday
- ✓ Every local route has 7-day service operating 19 hours daily
- ✓ 74% of residents will be within 1/2-mile of DART service
- ✓ Increased access to jobs and destination points

GOAL 7

Advance high-capacity transit corridors where benefits and costs demonstrate added value and accommodate future regional growth.

GOAL 8

Explore opportunities for regional rail improvements for Trinity Railway Express (TRE) and Silver Line.

GOAL 9

Evaluate GoLink zones and their effectiveness to enhance mobility and provide first/last mile connectivity in areas not well suited to fixed route service.

GOAL 10

Optimize paratransit performance to improve service delivery and minimize operating costs.

GOAL 11

Continue to grow and market rideshare programs to offer alternatives to driving alone, reduce congestion, and minimize pollution.

LAND USE & ECONOMIC DEVELOPMENT

One of DART's key opportunities for the future is to continue working closely with cities, private developers and the community to leverage our transit investment through integrated land use planning and transit-oriented development (TOD).

With 14 transit facilities, 65 rail stations, a growing core frequent bus network, and additional expansion underway and planned, the opportunities are many. TOD is designed to capitalize on transit accessibility. Planned as compact, walkable, mixed use places, TODs offer people greater transportation choices, reduce dependence on automobiles, support more sustainable and equitable development, and can serve to build and grow DART's ridership.

Every TOD opportunity is different in scale and character. DART has a TOD Policy and TOD Guidelines to help advance planning and implementation. The ultimate goal is an outcome that advances local objectives while increasing mobility and transit use through reduced reliance on the automobile.



GOAL 1

Enhance quality of life through coordinated development of pedestrian and non-motorized environments.

GOAL 2

Increase transit ridership through coordinated land use planning and quality development.

GOAL 3

Enhance the value of DART property and assets by designing transit facilities to accommodate future TOD.

GOAL 4

Contribute to the ongoing economic vitality of Service Area cities, while expanding a range of housing and employment options for diversified populations.

 **\$286.4 m**

Based on a May 2020 study by University of North Texas, development projects between 2016 and 2018 within a quarter mile of DART stations generated \$286.4 million in state and local tax revenue.

For more information:
<https://www.dart.org/about/economicimpact.asp>

Impacts of TOD projects in North Texas

TOD projects and places improve the livability, competitiveness, and resilience of North Texas communities. Development that advances local objectives for land use, housing, parking, and other related goals while increasing mobility and transit use is a win-win for the communities we serve.

TOD projects have continued to be successful throughout the DART Service Area. Between 1999-2018, more than \$16 billion has been invested in existing or planned development at current and future stations.

Source: Carroll, Oppenheim, Lyons, Wells. (2020). The Economic and Fiscal Impacts of Development Near DART Light-Rail Stations. University of North Texas, Economics Research Group.

+ 17.9%

Multi-family residential properties rent for 17.9% more than comparable properties.

+ 23%

Commercial properties near transit have a 23% premium.

+ 5.8%

Office properties enjoy 5.8% higher rents.

**1/2
mile**

Rental properties within a half mile of a DART station generated substantially more rental income than properties located further away.

BENEFITS OF TOD TO OUR REGION



Builds Ridership

Destinations and activities close to stations = increased ridership.



Serves Emerging Markets

Expands housing and lifestyle options for millennials and empty nesters.



Promotes Location Efficiency

Less driving from place to place.



Creates Walkable Destinations

Pedestrian friendly design encourages walking and improved public health.



Delivers High Values And Fiscal Benefits

Higher commercial and residential property values with less demand on local infrastructure.



Increases Pedestrian And Bicyclists Safety

More and better infrastructure for these user groups increases visibility and security.



Improved Air Quality And Reduced Energy Consumption

Pedestrian, bicycle, and transit trips result in lower levels of energy use and greenhouse gas emissions.



Community Growth

Allows communities to grow by building their tax base without increasing congestion.

COLLABORATION

Limited funding and wide-ranging mobility needs across the North Texas region are challenges that can be overcome through strong collaboration and coordination.

Collaboration has always been important. With scarce funding and an array of mobility needs at the local, regional and state levels, working together is becoming even more critical to aligning priorities and goals, cooperatively seeking funding, and updating our policy thinking to advance mutually beneficial programs and plans. The collaboration theme emphasizes goals ranging from leadership at the federal and state levels to ensure transit needs are at the forefront of new programs or legislation, collaboration with local planning, transportation, and economic development staff to support existing and future transit services, to community engagement to gather input and build support for transit initiatives.

As DART moves into a new mobility future that emphasizes innovation, transit-supportive land use planning, and service and expansion programs that lead to more effective operations and service for our riders, we need to proactively work with our agency partners, Service Area cities and stakeholders. Prioritizing bus service as part of a complete street and transit-supportive zoning demonstrate commitment to change. Parking codes and development review processes can also be modified to incentivize transit. DART's mission is to benefit the region by providing a sustainable system of innovative, affordable, reliable and safe mobility options for our riders that enhances quality of life and stimulates economic development - collaboration is key to meeting this mission.



Work with partners to align priorities and goals



Cooperatively explore and pursue funding opportunities



Update agency policies to advance mutually beneficial programs and plans

GOAL 1

Continue to be a leader in advancing transit supportive funding programs and policies.

GOAL 2

Ensure DART interests are reflected in regional and state transportation plans and efforts.

GOAL 3

Collaborate with Service Area cities on their land use and transportation plans to support existing and future transit.

GOAL 4

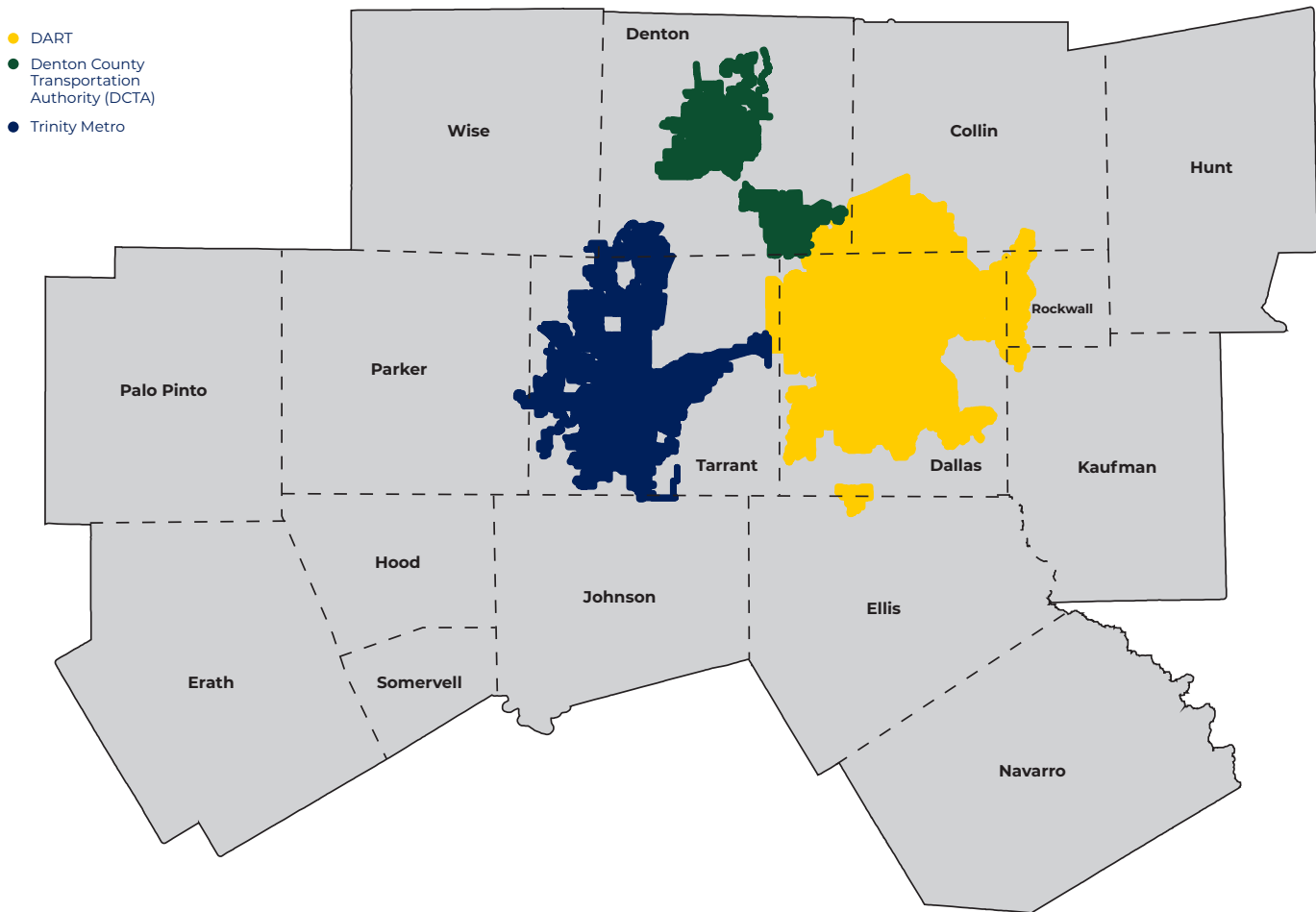
Collaborate with local and regional agencies on policies and programs that promote transit through access, equity, resiliency and air quality related initiatives.

GOAL 5

Engage with the public, private stakeholders and community organizations to build support for and advance transit initiatives.



TRANSIT WITHIN THE REGION



DART is the largest of the three transit authorities in the North Central Texas 16-county region and is among 15+ public transit providers that serve the various communities.

In a region as big as ours, all transit partners play a role in connecting people to their destinations. The North Central Texas Council of Governments (NCTCOG) has continued to serve as the lead agency in working with providers and communities across several counties to identify service gaps and develop service implementation plans. The ultimate goal is to create comprehensive and coordinated transit services across the region through internal and regional connections, strategic implementations, expanded transportation options, innovative transit solutions, and sustainable funding options.

DART Board Policy III.07 “DART Services Outside the Service Area Boundary” was first issued in 1995 and has been amended several times since, which speaks

to balancing the changing mobility needs of north central Texas over the last 25 years with equity for the 13 cities that contribute one percent of their sales tax to the system. The current policy allows DART to consider providing rail, bus or paratransit service under service agreements in which the other party covers the fully burdened operating and capital costs of the service along with other fees. Within the first 36 months, the parties must develop a system plan and financial plan that would lead to a plan to join DART or service will terminate. Recent experience and regional transit studies indicate that many cities outside of DART wish to provide microtransit service in the near-term and more intensive service using fixed bus or rail as a mid-long term goal. Given the importance of connectivity and access across the service area boundary, DART will be considering policy changes in early 2022 that address these trends and ensure DART’s continued role as a regional transit leader.



Part 3



OUR GUIDE

How We'll Implement Our Future

OUR GUIDE

Our guide for future improvements divides each of the five theme's goals into a matrix of actions, timeframes, and responsibilities, so our customers, stakeholders, and the public can understand how and what we need to do to achieve those goals.

While DART will lead many of the actions, collaboration and cooperation from many stakeholders, especially DART cities, will be critical. Many of our goals are aligned with those of our partner agencies and can benefit communities by creating less congested, more walkable places while also netting positive economic benefits.

The Transit System Plan is a financially constrained plan, and timing of some actions will be subject to capacity within our 20-Year Financial Plan. The Financial Plan is updated every year to ensure that our system is maintained in state of good repair and that our priorities for service and expansion reflect our future vision.

The following pages highlight the goals, actions, timeframes, and responsibilities for the five themes of the Transit System Plan.



Rider Experience

LEAD
 CO-LEAD
 SUPPORT

WHAT	WHEN Timeframe				WHO Responsible			
	ON-GOING	SHORT-TERM (1-5 yrs)	MID-TERM (6-10 yrs)	LONG-TERM (10+ yrs)	DART	DART CITIES*	AGENCY PARTNERS	PRIVATE SECTOR
GOALS AND ACTIONS								
GOAL 1: Enhance pedestrian access to bus stops and rail stations to make it easier for people to access transit and improve ridership potential especially for reliant and task riders								
ACTION 1.1 Complete analysis on existing accessibility and sidewalk gaps within ¼-mile of Core Frequent service stops and stations								
ACTION 1.2 Collaborate with cities to prioritize access improvements to key employment, residential, education, and service destinations								
ACTION 1.3 Collaborate with cities and other agencies to program, fund and construct prioritized sidewalks consistent with proposed new cost-sharing program								
ACTION 1.4 Explore opportunities with Service Area city staff to add features along existing and new sidewalks and paths that enhance transit wayfinding and safety								
GOAL 2: Expand bus stop amenities for local buses, core frequent bus routes, and future bus rapid transit (BRT) focusing on those benefitting reliant and task riders								
ACTION 2.1 Develop and regularly update a multi-year program to implement and replace bus stop amenities per DART Service Standards and work with cities on implementation								
ACTION 2.2 Review advancements in bus stop and shelter design, materials, customer information, and technology and conduct rider preference surveys/focus groups								
ACTION 2.3 Create bus amenity design guidelines with hierarchy of amenity, signage, and access standards as a companion document for the DART Service Standards								
ACTION 2.4 Implement new bus amenities program for Core Frequent bus routes								
ACTION 2.5 Implement new branding and amenities as part of a bus rapid transit (BRT) project(s)								
GOAL 3: Strengthen riders' sense of safety and security at bus transit centers and rail stations in collaboration with DART Police and Service Area cities								
ACTION 3.1 Continue to innovate ways to increase visibility through deployment and scheduling of available police resources for reduction of crime								
ACTION 3.2 Improve and reduce customer vulnerability and exposure to crime through enhanced facility designs, emergency preparedness, and technology								
ACTION 3.3 Conduct annual customer surveys to measure customer perceptions of security								
ACTION 3.4 Continue to market/promote incident reporting using the dedicated "DART Say Something" app or integrated GoPass™ option throughout DART Service Area								
ACTION 3.5 Investigate cost-effective design options to close or control access to fare-paid customers only at existing/future stations and transit centers								
GOAL 4: Continue improving perceptions of safety and security on buses and rail vehicles in collaboration with DART Police and Service Area cities								
ACTION 4.1 Continue to innovate ways to increase visibility through deployment and scheduling of available police resources to deter and reduce crime								
ACTION 4.2 Continue to market and promote "Code of Conduct" rules on all buses and rail vehicles								
ACTION 4.3 Continue to market and promote incident reporting using the dedicated "DART Say Something" app or integrated GoPass™ option on all DART vehicles								
ACTION 4.4 Collaborate with American Public Transportation Association, U.S. Department of Homeland Security, and U.S. Transportation Security Administration for pilot technology applications that enhance DART security								
GOAL 5: Continue providing timely communications to customers and the general public about DART services, convenience, safety, and reliability								
ACTION 5.1 Provide timely and relevant updates to riders and the public on DART's response to incidents and public health emergencies to retain and grow ridership								
ACTION 5.2 Continue to market and promote updates on new DART services, projects, or programs through all available digital channels								
ACTION 5.3 Provide on-time performance for each route on the DART website to highlight service quality and reliability								

*DART cities may require a new city council resolution or management directive to devote city resources to a particular action.

Mobility & Innovation



LEAD



SUPPORT

What	When Timeframe				Who Responsible			
	ON-GOING	SHORT-TERM (1-5 yrs)	MID-TERM (6-10 yrs)	LONG-TERM (10+ yrs)	DART	DART CITIES*	AGENCY PARTNERS	PRIVATE SECTOR
GOALS AND ACTIONS								
GOAL 1: Be a leader in Mobility As A Service (MaaS) innovations to support the transit system and enhance the customer experience								
ACTION 1.1 Adopt a Mobility as a Service policy that recognizes DART core services but encourages collaboration and the integration of technology and other modal options to provide equitable and accessible mobility		■			●			
ACTION 1.2 Continue to advance GoPass™ as the regional MaaS platform, while developing an ecosystem of associated technologies that contribute to enhancing rider experience and mobility options	■				●		●	●
ACTION 1.3 Expand transit influence through licensing GoPass™ technology to agencies, bringing revenue streams and new features to DART riders	■				●		●	
GOAL 2: Advance pilot programs to test new ideas and technology to generate data and support decision-making								
ACTION 2.1 Develop a policy that outlines a framework and process for considering innovative new service pilots that allow for flexibility without burdening the existing system		■			●			
ACTION 2.2 Identify and track pilot projects or programs annually to document ideas, outcomes, and lessons learned		■			●			
ACTION 2.3 Support implementations with intelligent data analysis and insights		■			●			
GOAL 3: Integrate public and private mobility options at DART facilities to reduce reliance on the automobile and enhance connectivity								
ACTION 3.1 Develop Mobility Hub Guidelines to communicate mobility hub concept to encourage a car-free lifestyle and address first- and last-mile issues		■			●	●		
ACTION 3.2 Design concepts for two mobility hub pilot projects to test options and obtain feedback from customers		■			●	●		●
ACTION 3.3 Develop appropriate agreements with private mobility providers including access to data to support evaluation and future actions	■				●			●
ACTION 3.4 Develop an implementation strategy for expansion of mobility hubs throughout the Service Area		■			●	●		
GOAL 4: Continue to enhance GoPass™ and other tools with innovative features to enhance customer information								
ACTION 4.1 Feature enhancements to provide contextually relevant information for riders to make smart mobility decisions	■				●			●
ACTION 4.2 Continue to integrate other mobility options for one-stop trip planning and payment	■				●	●		●
ACTION 4.3 Reward users for making socially conscious and cost saving travel decisions		■			●			
ACTION 4.4 Deepen payment and customer account integrations with private sector and regional agency services	■				●		●	●
GOAL 5: Explore fleet options and facility enhancements that support local and regional air quality and climate action goals								
ACTION 5.1 Evaluate potential to transition to all electric bus fleet by 2045 while considering other emerging clean technologies	■				●			●
ACTION 5.2 Explore and integrate LEED principles and clean energy sources such as solar into operating and passenger facilities to reduce energy consumption and reduce costs		■			●	●		●
ACTION 5.3 Develop a strategy for the integration of electric vehicle (EV) charging stations at DART facilities to promote EV use by employees and residents		■			●	●		

*DART cities may require a new city council resolution or management directive to devote city resources to a particular action.



Service & Expansion



LEAD



SUPPORT

What	When Timeframe				Who Responsible			
	ON-GOING	SHORT-TERM (1-5 yrs)	MID-TERM (6-10 yrs)	LONG-TERM (10+ yrs)	DART	DART CITIES*	AGENCY PARTNERS	PRIVATE SECTOR
GOALS AND ACTIONS								
GOAL 1: Prioritize asset management and maintain a state of good repair for vehicles, facilities and systems to provide safe, cost-effective, reliable service								
ACTION 1.1 Avoid technology obsolescence through timely updates to intelligent transportation systems for all modes, such as computer-aided dispatch/automatic vehicle location (CAD/AVL) and supervisory control and data acquisition (SCADA)	■				●			●
ACTION 1.2 Develop Bus and Rail Facilities Master Plans to document and program infrastructure and facility changes to address fleet expansion, emerging technology such as electric buses and vehicles, and full level boarding light rail vehicles		■			●			●
ACTION 1.3 Evaluate future bus fleet replacements consistent with DARTzoom bus service and Mobility Management recommendations, while providing flexibility to meet changing customer needs		■			●			
ACTION 1.4 Select the most compatible, level-boarding light rail vehicles for future fleet replacement program		■			●			●
GOAL 2: Implement bus network and service improvements to create more direct, fast, and reliable routes that enhance mobility and job access								
ACTION 2.1 Use findings from DARTzoom Bus Network Redesign effort to prioritize service improvements over the next five years and allocate resources for continued growth within the 20-year Financial Plan		■			●	●		
ACTION 2.2 Regularly review and prioritize high performing bus routes to build upon and expand Core Frequent Network in accordance with service standards	■				●	●		
ACTION 2.3 Implement a complementary bus and rail network with 15-minute, all day frequencies for Core Frequent Network when financially feasible			■	■	●	●		
GOAL 3: Promote transit priority within key bus corridors to enhance operational efficiency and increase ridership								
ACTION 3.1 Develop a Corridor Improvement Program for core frequent bus routes to document benefits and define capital investment needs		■			●			
ACTION 3.2 Work with Service Area cities to prioritize and implement infrastructure and signal improvements to enhance transit operations	■				●	●	●	
ACTION 3.3 Leverage funding opportunities through private and public sources		■	■		●		●	●
GOAL 4: Define and develop bus rapid transit (BRT) corridors that appeal to existing riders, attract new riders, and support major job centers								
ACTION 4.1 Update DART Service Standards to include BRT definitions and standards, focusing on ridership levels and a menu of corridor treatments to improve speed and reliability		■			●	●		
ACTION 4.2 Upgrade top performing Core Frequent bus routes or identify new bus routes for BRT or Rapid Ride improvements based on adopted standards		■	■		●			
ACTION 4.3 Work with Service Area cities to implement BRT improvements such as transit signal priority, signal queue jump lanes, or dedicated transit lanes		■	■		●	●	●	
GOAL 5: Expand Express Bus network to attract new riders and enhance access to regional job centers								
ACTION 5.1 Provide nonstop or limited-stop connections between outlying transit facilities using tollway, express, or HOV lanes to connect residents to job centers throughout the Service Area		■	■		●		●	
ACTION 5.2 Coordinate with regional agencies on opportunities to incorporate or plan for new express bus routes and park-and-ride locations			■		●	●	●	
ACTION 5.3 Coordinate with partner agencies (TxDOT, NCTA, NCTCOG) to explore options for enhanced access for Express Bus routes along regional freeways			■		●		●	

*DART cities may require a new city council resolution or management directive to devote city resources to a particular action.



Service & Expansion *continued*



LEAD



SUPPORT

What	When Timeframe				Who Responsible			
	ON-GOING	SHORT-TERM (1-5 yrs)	MID-TERM (6-10 yrs)	LONG-TERM (10+ yrs)	DART	DART CITIES*	AGENCY PARTNERS	PRIVATE SECTOR
GOALS AND ACTIONS								
GOAL 6: Enhance and optimize the existing LRT system to leverage investments already made and provide the ability for long-term service flexibility								
ACTION 6.1 Complete or upgrade non-revenue tracks for LRT operational flexibility and new service patterns								
ACTION 6.2 Improve signals and trackwork at flat junctions throughout the system to optimize throughput, improve speed, enhance on-time performance, and meet service demands								
ACTION 6.3 Enhance system capacity and flexibility by planning and implementing the D2 Subway, leveraging grant opportunities to greatest extent possible								
ACTION 6.4 Develop incident and special event management plans with D2 Subway in place for major events and in case of temporary closure of Bryan/Pacific Transitway Mall								
ACTION 6.5 Explore opportunities for 15-minute mid-day or all day frequencies for LRT system during weekdays and weekends								
ACTION 6.6 Work with MATA and City of Dallas as a technical advisor to improve their streetcar systems, which provide connectivity to and from DART's LRT system.								
GOAL 7: Advance potential high-capacity transit corridors where benefits and costs demonstrate added value and accommodate future regional growth								
ACTION 7.1 Develop policy for future corridor expansion that incorporates industry best practices, federal funding criteria, and local criteria								
ACTION 7.2 Complete an assessment of regional rail rights-of-way to identify strategic opportunities for usage rights or acquisition								
ACTION 7.3 Identify and preserve opportunities for high capacity transit within highway corridors								
ACTION 7.4 Incorporate recommended right-of-way acquisitions into the 20-Year Financial Plan to preserve future rail expansion and/or BRT opportunities								
GOAL 8: Explore opportunities for regional rail improvements for TRE and Silver Line								
ACTION 8.1 Purchase new commuter trains to replace TRE fleet that address ridership needs and create opportunities for regional vehicle compatibility								
ACTION 8.2 Coordinate with Trinity Metro on options to double-track or triple-track TRE corridor to support more commuter/freight service and potential higher speed rail								
ACTION 8.3 Identify and prioritize TRE service improvements, including potential Sunday service								
ACTION 8.4 Monitor Silver Line ridership and recommend an appropriate timeframe for improved service levels to meet the needs of riders								
ACTION 8.5 Develop agreements with Trinity Metro and program required infrastructure improvements to provide Silver Line "through" service from Plano to Fort Worth								
ACTION 8.6 Develop marketing plan to drive ridership on both TRE and Silver Line corridors								
GOAL 9: Expand GoLinkSM zones to enhance mobility and provide first/last mile connectivity in low-density communities								
ACTION 9.1 Develop evaluation program for GoLink SM , including costs, service delivery, geography, ridership, and fare strategies								
ACTION 9.2 Evaluate best practices internationally on micro-transit services such as GoLink SM , as well as other services (bike-sharing, scooters, etc.)								
ACTION 9.3 Examine the ability for GoLink SM to provide internal circulation services in employment and activity centers in lieu of fixed-route or fixed-guideway circulation systems								
ACTION 9.4 Explore capabilities for combining or merging the current zonal approach to allow for more flexible passenger travel in low-density areas								

*DART cities may require a new city council resolution or management directive to devote city resources to a particular action.



Service & Expansion *continued*



LEAD



SUPPORT

What	When Timeframe				Who Responsible			
	ON-GOING	SHORT-TERM (1-5 yrs)	MID-TERM (6-10 yrs)	LONG-TERM (10+ yrs)	DART	DART CITIES*	AGENCY PARTNERS	PRIVATE SECTOR
GOALS AND ACTIONS								
GOAL 10: Optimize paratransit performance to improve service delivery and minimize operating costs								
ACTION 10.1 Increase customer subscriptions for recurring pre-scheduled trips	■				●			
ACTION 10.2 Examine different service concepts for the spatial and temporal deployment of vehicles through partnerships with other service providers and TNCs	■				●		●	●
ACTION 10.3 Explore GoPass™ options for same-day scheduling and service	■				●			●
ACTION 10.4 Implement rating system for paratransit service (similar to Uber/Lyft)		■			●			●
ACTION 10.5 Influence private transportation companies to provide accessible paratransit vehicles in the marketplace		■			●		●	●
GOAL 11: Continue to grow and market rideshare programs to offer alternatives to driving alone, reduce congestion, and minimize pollution								
ACTION 11.1 Expand and market vanpool, rideshare, ridematch, and carpool opportunities to provide additional mobility options to the region	■				●	●	●	●
ACTION 11.2 Market programs to major employers to offset their parking expenses and benefit employees	■				●	●		●
ACTION 11.3 Work with TxDOT and NTTA to incentivize vanpool use through rewards programs			■		●		●	

*DART cities may require a new city council resolution or management directive to devote city resources to a particular action.



Land Use & Economic Development

LEAD
 CO-LEAD
 SUPPORT

What	When Timeframe				Who Responsible			
	ON-GOING	SHORT-TERM (1-5 yrs)	MID-TERM (6-10 yrs)	LONG-TERM (10+ yrs)	DART	DART CITIES*	AGENCY PARTNERS	PRIVATE SECTOR
GOALS AND ACTIONS								
GOAL 1: Enhance quality of life through coordinated development of pedestrian & non-motorized environments								
ACTION 1.1 Encourage direct connections for pedestrian and alternative modes to transit stops and stations from surrounding development								
ACTION 1.2 Continue to monitor and review new development and provide recommendations for sidewalk or multi-use trail improvements as part of design review process								
ACTION 1.3 Develop station area program to fund and/or build sidewalks or multi-use paths within ¼-mile of priority stations in coordination with cities & regional agencies								
GOAL 2: Increase transit ridership through coordinated land use planning and quality development								
ACTION 2.1 Foster relationships with local communities, governmental entities and private sector for coordinated planning, development and financial tools in station areas								
ACTION 2.2 Promote DART's Transit Oriented Development (TOD) policy and guidelines as a resource for station area planning and development								
ACTION 2.3 Track new development, underutilized land and vacant property to highlight economic benefit and future opportunities in cooperation with cities								
ACTION 2.4 Encourage development of station area plans and zoning to optimize stations as community assets								
ACTION 2.5 Utilize DART staff and consultants to assist interested cities in creating station area plans								
GOAL 3: Enhance the value of DART property and assets by designing transit facilities to accommodate future TOD								
ACTION 3.1 Evaluate underutilized parking lots for future TOD opportunities								
ACTION 3.2 Design transit facility elements such as parking circulation and access to accommodate future TOD								
ACTION 3.3 Orient platform and infrastructure placement in anticipation of reallocating surface parking for future TOD and shared use parking structures								
ACTION 3.4 Develop a collaborative process with cities to redevelop prioritized DART and/or City properties for TOD								
ACTION 3.5 Encourage solicited and/or unsolicited proposals from developers for TOD at underutilized station parking on DART property								
GOAL 4: Contribute to the on-going economic vitality of Service Area cities, while expanding a range of housing and employment options for diversified populations								
ACTION 4.1 Coordinate the development of livable communities around transit facilities through planning efforts with governmental entities and communities early in the development process to enhance multi-modal access and ensure appropriate transit supportive uses								
ACTION 4.2 Use appropriate method of disposing of DART property for TOD projects to achieve specific development objectives, incorporate Service Area cities' housing and employment goals, and demonstrate a financial benefit to DART								
ACTION 4.3 Encourage public-private partnerships in underdeveloped station areas to build community facilities, housing, and/or new employment options								

*DART cities may require a new city council resolution or management directive to devote city resources to a particular action.

Collaboration



LEAD
 CO-LEAD
 SUPPORT

What	When Timeframe				Who Responsible			
	ON-GOING	SHORT-TERM (1-5 yrs)	MID-TERM (6-10 yrs)	LONG-TERM (10+ yrs)	DART	DART CITIES*	AGENCY PARTNERS	PRIVATE SECTOR
GOALS AND ACTIONS								
GOAL 1: Continue to be a leader in advancing transit supportive funding programs and policies								
ACTION 1.1 Actively collaborate with agencies and organizations to advance national transit policy, legislation, and best practices								
ACTION 1.2 Monitor federal funding programs and provide input on guidance and policy changes that benefit transit								
ACTION 1.3 Continue strong working relationship with Federal Transit Administration to advance DART projects and programs								
ACTION 1.4 Regularly review funding, governance and legislative options to expand transit in north Texas in coordination with regional agencies and stakeholders								
GOAL 2: Ensure DART interests are reflected in regional and state transportation plans and efforts								
ACTION 2.1 Coordinate with NCTCOG on inclusion of planned DART projects and services in the Metropolitan Transportation Plan (MTP) and associated programs								
ACTION 2.2 Collaborate with NCTCOG to complete regional on-board transit survey								
ACTION 2.3 Work with Texas Central Railway, NCTCOG, and the City of Dallas to define Houston-Dallas High Speed Rail Multimodal Transportation Facility (MTF) connections								
ACTION 2.4 Participate in regional transit studies and partner agency initiatives to support mutually beneficial recommendations								
ACTION 2.5 Provide input for TxDOT's Texas Rail Plan updates to reflect DART interests and plans for passenger and freight railroad improvements								
GOAL 3: Collaborate with Service Area cities on their land use and transportation plans to support existing and future transit								
ACTION 3.1 Complete inventory and review of existing and future city planning efforts and document opportunities to strengthen transit supportive elements and policies								
ACTION 3.2 Actively participate with city staff in the development of station plans to encourage actions that improve transit performance, access and ridership								
ACTION 3.3 Incentivize cities to develop specific transit corridor and/or station area plans that advance DART priorities related to livable communities and service expansion								
ACTION 3.4 Conduct periodic reviews with city staff on plan implementation and identify where agency staff can work together to achieve common objectives								
GOAL 4: Collaborate with local and regional agencies on policies and programs that promote transit through access, equity, resiliency and air quality related initiatives								
ACTION 4.1 Coordinate the development and implementation of city and regional climate action plans to reduce transportation emissions								
ACTION 4.2 Work with NCTCOG to promote programs that increase transit mode share and reduce air pollution from single-occupancy vehicles								
ACTION 4.3 Work with Service Area cities on a range of housing and employment near stations and transit supportive zoning around transit corridors and stations								
ACTION 4.4 Advance complete streets and curb management policies within important transit corridors to prioritize and enhance transit operations								
ACTION 4.5 Partner on coordinated plans for electric vehicle (EV) charging stations and infrastructure on DART properties as appropriate								

*DART cities may require a new city council resolution or management directive to devote city resources to a particular action.

Collaboration continued

 LEAD
  CO-LEAD
  SUPPORT

What	When Timeframe				Who Responsible			
	ON-GOING	SHORT-TERM (1-5 yrs)	MID-TERM (6-10 yrs)	LONG-TERM (10+ yrs)	DART	DART CITIES*	AGENCY PARTNERS	PRIVATE SECTOR
GOALS AND ACTIONS								
GOAL 5: Engage with the public, private stakeholders and community organizations to build support for and advance transit initiatives								
ACTION 5.1 Continue to inform and seek input from DART advisory groups on initiatives to improve service and amenities								
ACTION 5.2 Solicit input from residents, elected officials, non-profits, service organizations, and community groups on transit needs and proposals								
ACTION 5.3 Actively engage with chambers of commerce and business groups to promote DART and its importance in attracting business and maintaining economic competitiveness								
ACTION 5.4 Coordinate and support transportation management associations (TMAs), including Inland Port and Legacy, to increase transit access and ridership								
ACTION 5.5 Continue to work with private developers and organizations to advance agreements or partnerships related to new transit services, mobility options, and data sharing.								

*DART cities may require a new city council resolution or management directive to devote city resources to a particular action.

FINANCIAL CONSIDERATIONS

DART's Twenty-Year Financial Plan represents a long-term projection of DART revenues, operating expenses, capital expenditures, and other financial information.

The DART Board approves the Financial Plan every year to update financial data and estimates related to revenue sources, capital costs, and operating expenses. The Financial Plan demonstrates that DART has the financial capacity to meet its prior commitments and to provide the programmed levels of bus, rail, and other transportation services. It also provides an indication of capacity for new capital and service strategies. DART's financial projections take future risks into account to ensure operating expenses, capital and non-operating expenditures, and debt repayment remain affordable within projected revenues. The following three subsections reflect the amended FY 2021 Twenty-Year Financial Plan.

Revenue Sources

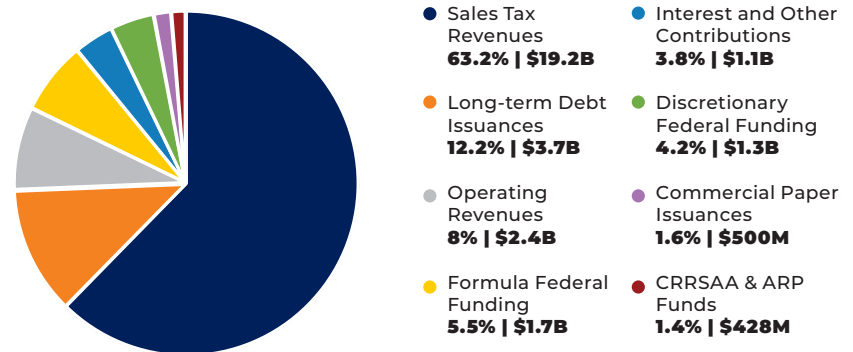
DART's three main revenue sources are sales tax (63%), operating revenues (8%), and federal funding (6%). Because sales tax revenues account for over sixty percent (\$19.2 billion) of total revenues, fluctuations can have significant impacts to long-term revenue projections and the use of debt issuances and payments.

Federal assistance consists of both formula and discretionary funding. Federal Transit Administration (FTA) Capital Investment Grants are being used to advance projects such as Red/Blue line platform extensions and the proposed D2 Subway. Large capital projects are typically funded through long-term debt issuance. A Federal Railroad Administration (FRA) Railroad Rehabilitation and Improvement Financing (RRIF) loan is being used to advance the Silver Line regional rail project.

In response to the COVID-19 pandemic, additional Federal funds, \$428.5 million in total, have been provided to DART in order to offset

FY21 - FY40 SOURCES OF FUNDS (\$30.3B)

Estimated total revenue of the next 20 years is \$30.3B, with 62% from sales tax revenues.



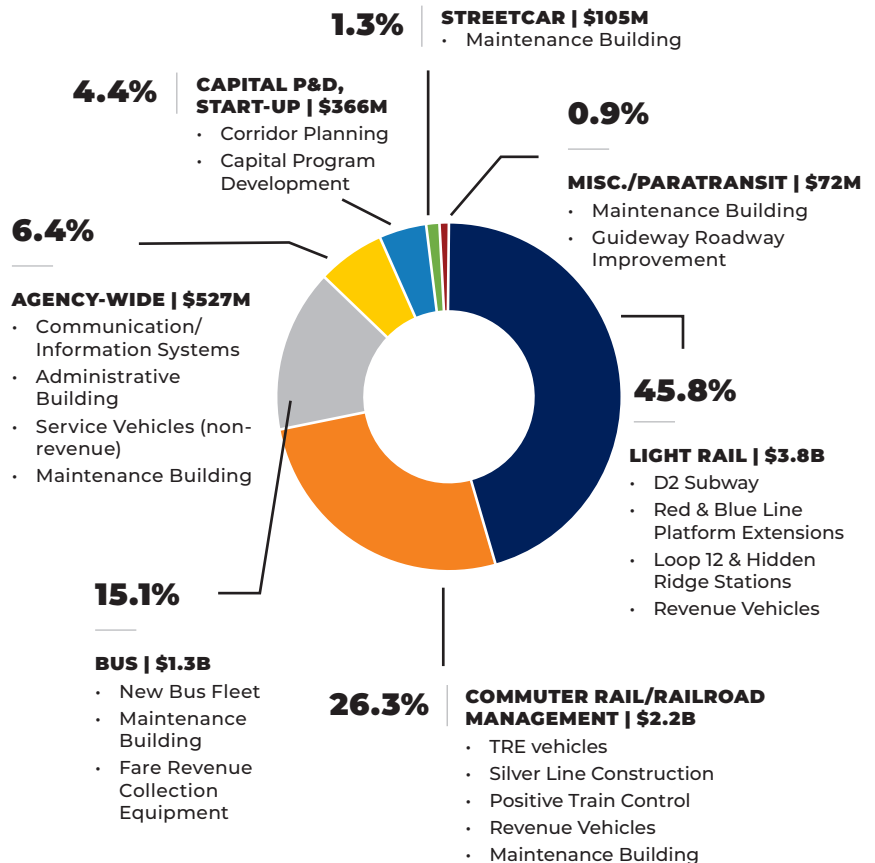
impacts associated with the COVID-19 pandemic including new cleaning protocols, lower ridership, and lower farebox revenue. DART is projecting these impacts as short-term, and is planning for implementation of DARTzoom in January 2022 and other system improvements to attract riders back to the transit system.

Other funding sources, such as debt issuances, can vary between now and 2045 and are dependent on project development, phasing, and debt repayment. Long-term debt issuance and commercial paper revenues will account for almost 14 percent of revenues.

Capital/Non-Operating Expenditures

FY21 - FY40 CAPITAL & NON-OPERATING EXPENDITURES (\$8.30B)

Programmed transit capital and non-operating program expenditures will total \$8.3 billion over the next 20 years. Significant capital investments include new rail corridors and capacity improvements such as the Silver Line regional rail (opening in 2024), and the proposed D2 Subway (opening date of 2028 under discussion due to project change). Combined, these two major capital projects combined total over \$2.3 billion or nearly 28 percent of the capital investment program. Other major capital investments include state of good repair to bus facilities, rail stations, and passenger facilities and information systems; transit signal priority on select routes, non-revenue service facilities (bus garages, rail yards, administrative facilities), two new LRT stations, and vehicle replacements (TRE locomotive /passenger car replacements, light rail vehicles and bus replacements).

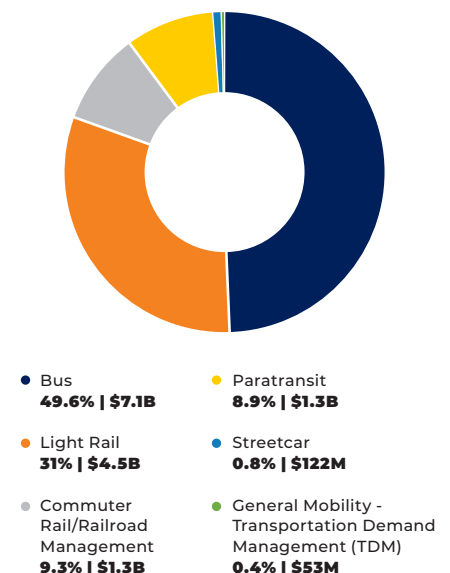


Transit Operating Expenses

FY21 - FY40 OPERATING EXPENSES (\$14.34B)

Transit operating costs comprise the largest part of DART's expenses, both currently and over the next 20-years. Operating expenses total \$14.34 billion, or 48% of the overall DART financial expenditures. Bus and light rail transit comprise approximately 80 percent of these operating expenses, \$7.1 billion and \$4.5 billion, respectively. Additional operating expenses include commuter rail, paratransit, streetcar, and general mobility services (e.g., GoLink, shuttle services, and vanpools).

Growth in operating expenses is built into the financial plan for future years reflecting new services and increased service levels to accommodate increased cost of service. Bus and Light Rail operating costs generally trend at 2 percent growth per year between now and 2040. Commuter rail operating costs initially increase in FY 24-25 with the start of the Silver Line Commuter Rail line, however average 3 percent growth per year over the remaining years of the transit system plan.



Financial Risks & Opportunities through Year 2045

DART's Twenty-Year Financial Plan profile is updated annually and is incorporated in the DART Business Plan. The Financial Plan is an estimate of DART's sources and uses of cash. In addition to financial constraints in the near to mid-term, there are risks and uncertainties in long-range forecasting. The economy and sales tax receipts represent the largest single influence and risk on the viability of the financial plan. Sales tax projections are updated on an annual basis to account for trendlines in both national and local economies. Additional risk areas include:

- » **Capital Costs** – changes in cost projections can have an impact on the timing of capital improvements
- » **Operating Expense Growth** – as the largest single expense for DART, changes in the cost-

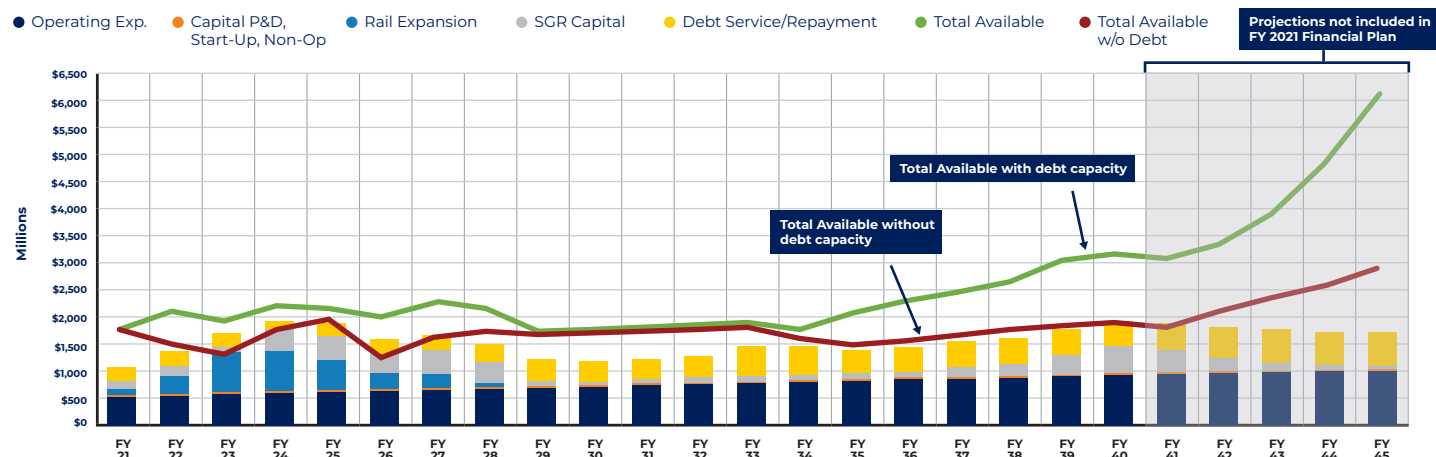
of-service can have significant impacts on service levels and timing of service enhancements

- » **Interest Rates** - fluctuations in interest rates can have impacts to debt issuance and repayment timelines
- » **Inflation** – increases in inflation can adversely impact both capital and operating costs, while having the positive impact of increased sales tax receipts
- » **Service Area Growth** – as the North Texas region continues to grow demand for transit service will continue to increase, resulting in the potential for growth in DART service area and/or growth in service levels
- » **Federal Funding** – changes in trendline federal formula and discretionary funding levels can influence the timeframes identified for capital and operating improvements

Year 2045 Financial Capacity

The 2045 Transit System Plan summarizes the primary financial considerations within the FY 2021 Twenty-Year Financial Plan. It also looks at DART's internal estimates five years beyond the approved Financial Plan. This bigger perspective shows how our financial capacity opens up in the long-term future. DART's ability to advance planning new capital and operating improvements is largely dependent on its financial capacity. Importantly, DART allocated \$443M (FY 2022-2032) in the FY 2022 Twenty-Year Financial Plan for "New Programs" to offset impacts of COVID-19 and address the agency's aspirations to attract ridership.

Based on the FY 2021 Twenty-Year Financial Plan, DART's financial capacity is generally constrained through year 2034. This is due to debt commitments for previous capital improvements, including light rail expansion and fleet replacements. Commitments for the Silver Line regional rail and the D2 Subway also impact our financial capacity during this mid-term period, although the D2 Subway schedule is subject to change. Financial capacity increases through the second half of the 2030's and through 2045, as prior debt obligations are paid off.



Implementing the 2045 Transit System Plan

The 2045 Transit System Plan identifies numerous goals and actions for the purpose of advancing DART's future mobility vision. Upon adoption of the plan, the real work starts by initiating actions to meet the goals set forth in the Plan. DART is committed to continuing the momentum and progress through the following ways:



Establish Action Item Teams

DART will establish teams to focus on near-term actions and to initiate planning for mid- and long-term opportunities. Each action item is unique and will need support from a variety of DART departments. External experts and other public and/or private representatives will be included as needed. Each team will define a plan of action and coordinate regularly to monitor progress and see action items through to completion.

DART proposes many actions within each theme that may require: consensus of our member cities to initiate an action; a timeline of priorities for implementation; development of subject-matter experts; consideration of local city parameters prior to committing significant resources; and, recognition that city management directive or city council resolution may be needed for approval. All of these issues will be explored as part of the Transit System Plan's implementation process.



Keep 2045 TSP Goals at the Center of Decision Making

Many of the goals and actions will ultimately require budget to complete. Annual budget requests for studies, capital investments, or operating funds should relate to and reference the 2045 plan themes, goals, and actions to support requests. Keeping these items at the forefront of the annual budget and financial plan process will help to support effective decision making. As projects or programs are advanced, staff presentations will discuss how the item supports the goal(s) outlined in the TSP.



Annual Progress Reporting

Monitoring progress not only supports accountability but provides DART riders and stakeholders a regular "snapshot" of progress towards meeting specific goals and actions. It also provides staff and the DART Board with a tool to inform work programs, identify where additional efforts and resources may be necessary to stay on target, or to document a new information. An honest evaluation through this annual progress report will also serve as a conduit to making adjustments, adapting to changes, and sharing lessons learned during implementation of actions.



Sharing Updates with our Community

DART produces an informative newsletter every quarter to highlight various initiatives underway or achieved by the agency. The Inmotion publication has a significant following, including DART system riders and agency stakeholders. DART will use this as well as social media and the website to highlight plan themes and provide updates on key goals and actions and what the future holds.

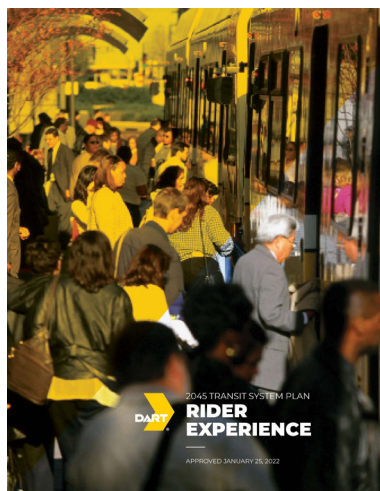


Appendix

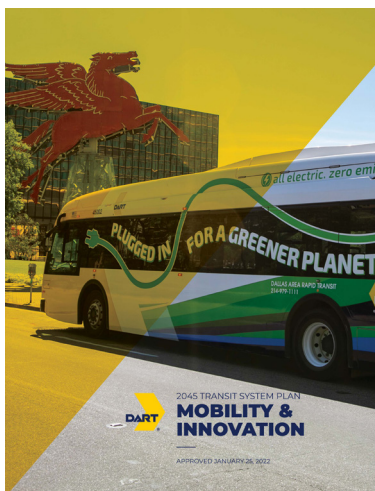
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To review additional information regarding each of the five themes of the Transit System Plan, please visit www.DART.org/2045



RIDER EXPERIENCE



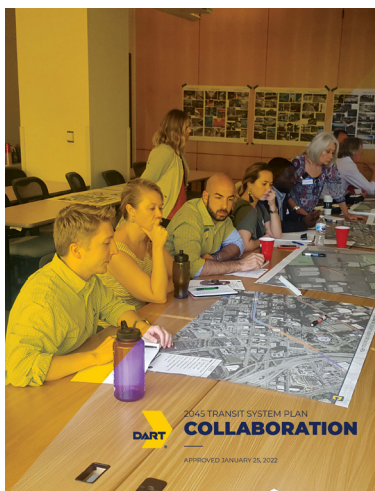
MOBILITY & INNOVATION



SERVICE & EXPANSION



LAND USE & ECONOMIC DEVELOPMENT



COLLABORATION



For more information, please visit DART's 2045 Transit System Plan website at:
www.DART.org/2045