

# Project Introduction



- Preface to Work of the Streetcar Coalition/APTA Streetcar Subcommittee
  - Many “non-traditional” institutions getting involved with streetcars
- Began with survey of streetcar projects in the United States and followed up with detailed phone interview.
- 3 Types
  - Legacy → still operating
  - Heritage → vintage restoration
  - Modern → modern application



# Impetus & Issues



- Need for better understanding of these atypical institutional structures that are driving streetcar projects
- No Universal Model
  - Traditional Model → Transit Agency & FTA
  - Non-traditional Model → Who knows?
- Non-traditional Parties
  - Involved in a major way
  - Little to no experience with FTA and its procedures
- FTA Project Development & Liability

# Funding Mechanisms

- Federal Government
  - Capital
  - Streetcars newly competitive for Federal Capital (Urban Circulator, Small Starts, etc.)
  - Congress, FTA Discretionary Programs (TIGER & UCG) & MPOs (5307)
- Local Government
  - Capital & Operations
  - City/County Government's General Fund
  - Business/Local Improvement District
    - Usually for O&M
- Transit Agency
  - Oftentimes FTA Grantee
  - Service Operator and/or Vehicle Procurement
- State & Regional Governments
  - Rarely State Governments
  - Often some MPO involvement
- Developer/Private Enterprise
  - South Lake Union
- In general, projects utilized highly localized funding sources that are used to match the federal discretionary funding.
- "Diversity of funding sources is directly correlated to the complexity of a project's governance structures and intergovernmental agreements."



# Funding Distributions

<i><b>Project/Source</b></i>	<i><b>Federal</b></i>	<i><b>City/County</b></i>	<i><b>Transit</b></i>	<i><b>State</b></i>	<i><b>BID</b></i>	<i><b>Regional</b></i>	<i><b>Private</b></i>
Arlington, VA	30%	55%		15%			
Atlanta, GA	50%				50%		
Austin, TX	50%	50%					
Charlotte, NC	70%			30%			
Cincinnati, OH	35%	65					
Ft. Lauderdale, FL	50%	7%	O&M	25%	15%	3%	
Los Angeles, CA	40%	10%			50%		
Lowell, MA	60%		1%	30%		3%	6%
Oklahoma City, OK	*	100%	*				
Portland, OR	50%	23%		13%	11%	3%	
Sacramento, CA	91%	3%	6%				*
Salt Lake City, UT	53%	20%	27%				
Seattle, WA - 1st Hill		2%	98%				
Seattle, WA - SL Union	28%	17%		6%			49%
Tempe, AZ	68%		32%				
<i><b>Likelihood of Source</b></i>	<b>0.93</b>	<b>0.80</b>	<b>0.47</b>	<b>0.40</b>	<b>0.27</b>	<b>0.20</b>	<b>0.20</b>
<i><b>Average Contribution</b></i>	<b>45.7%</b>	<b>20.5%</b>	<b>11.7%</b>	<b>8.5%</b>	<b>9.0%</b>	<b>0.6%</b>	<b>4.0%</b>

# FTA Relationships



- Majority of projects used federal monies
  - Seattle & Oklahoma City
- Owner → City Government or NFP
- FTA Grantees → Transit Agency, MPO or RTA
- Challenge: How to transfer federal liability and oversight from FTA grantee to project owner
- Traditional FTA project delivery is often a major challenge for non-traditional partners

# Intergovernmental/Interlocal Agreements



- Charlotte is only project without an IGA/ILA
- Challenge: Delegation of oversight authority, usually to an external entity (SDOT or NFP)
- 4 Phases
  - Design
  - Project Funding
  - Delivery/Construction
  - Operations & Maintenance
- Separate Documents for Construction and Operations



# Typical Institutional Roles

- Local Governments
  - Political Champion & Implementation Advocate
  - Owner
- Transit Agency or RTA
  - Technical Support (Planning & Design)
  - Operator
- MPO
  - Appropriator of Federal Highway Funds (CMAQ & STP Funds)
- Not-For-Profit (if it exists)
  - TIF/TAD Fund Manager
  - Neighborhood Representative (e.g. participant in project governance)

*we want*  
**STREETCAR!**

# Decision Making

- Formal v. Informal
- Influence of Stakeholders
  - Major Employment Centers (Colleges & Hospitals)
  - Developers → Early involvement can save \$
  - Neighborhood Associations
- Challenges of Collaboration
  - “Differing objectives, community cultures and levels of enthusiasm between different interest groups.”
  - Tension between Project Delivery and Project Quality
  - Time-intensive & Labor-intensive
  - Involvement of Private Parties

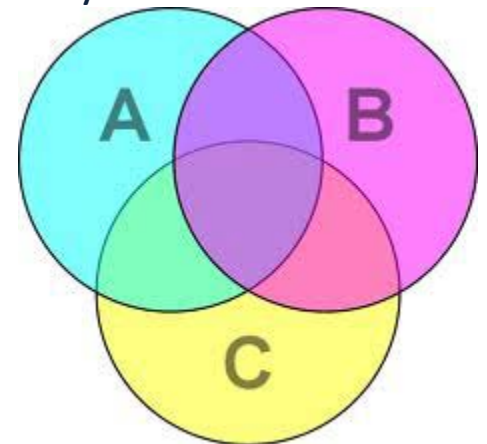
## ***DE-CENTRALIZED Decision Making***





# Benefits of Collaboration

- FEDERAL FUNDING → \$\$\$
- Efficiency Benefits
  - “Collaborative decision-making has not always been efficient, but the process has resulted in a superior project.”
  - Multiple project champions → higher chance of implementation
  - Multiple perspectives → recognition that project has economic development and land use components as well
  - Early participation from external parties → coordination of scope, schedules and budgets
- Quality Benefits
  - “While the collaborative approach takes additional time, the goal is to implement a project that is embraced by the local community.”
  - Early Public Involvement is key
    - Allows project team to understand user’s expectations
    - Provides valuable input that can be integrated into project
    - Allows public to take ownership of project



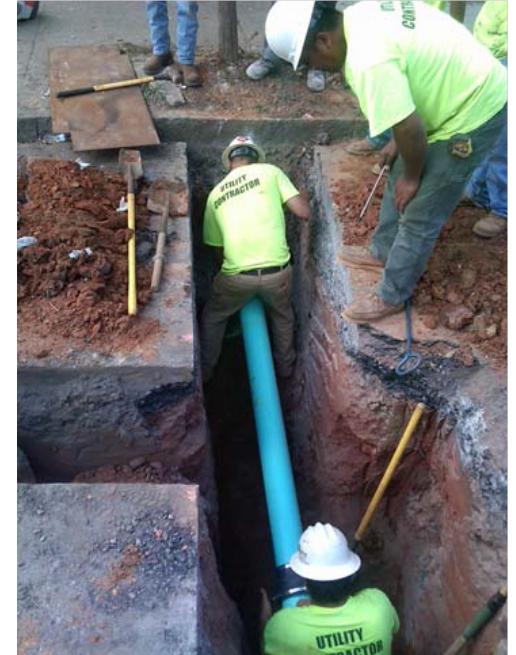
# Transit Coordination

- Fare Collection Technology
  - Typically concordant with status quo
- Fare Policy
  - No significant changes
  - Work to accommodate existing operators
- Service Integration
  - Most built to connect to heavy/light rail
  - About 1/3 are reconfiguring bus service
- Bicycle Community
  - Planning
- Multi-Modal Stop Locations
  - Shared stops are rare, may require alteration to the existing bus stop and platform. It requires advanced planning.



# Institutional Factors Impacting Design

- Utilities
- Maintenance/Storage Facilities
- Buy America Compliance
- Level Boarding/Bridgeplates
- Bridges
- Integration of Vintage/Modern
- Special Events
- Cycling/Pedestrian Improvements



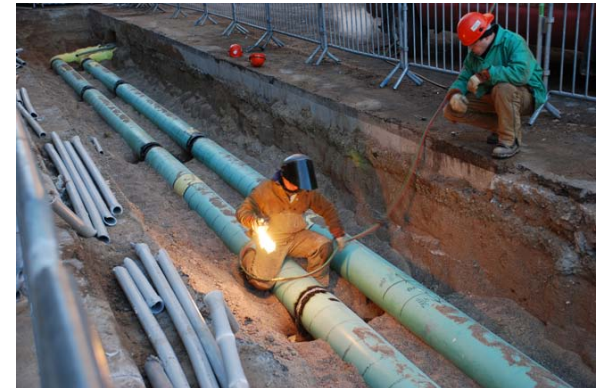
# Economic Development

- Most cities have conducted economic impact analysis revealing favorable economic outcomes if a Streetcar is implemented
- Non-traditional partners are more likely to conduct/commission additional economic development studies and strategies.



# Utilities

- “Rules of Practice” creates the ability to work with the utility companies so that the project is not delayed due to utility relocation (Portland, Charlotte, Austin).
- The relationship between the project and the utilities varies from project to project. The involvement of the non-traditional partners changes the relationship.
- Streetscape upgrades vs. base streetcar design.
- Utility relocation vs. utility infrastructure upgrade/betterment.
- Correlation between a city’s streetcar experience and utility companies’ confidence in the project.



# Operations & Maintenance

- Four Basic Arrangements:
  1. The existing transit agency operates the Streetcar.
  2. The existing transit agency contracts the operations and maintenance out to an operations and maintenance contractor.
  3. The city/non-traditional partner contracts the operation and maintenance out to an operations and maintenance contractor.
  4. A third party non-profit organization is in charge of managing system operations and maintenance.
- Direct Costs vs. Indirect Costs
- Hard Costs vs. Soft Costs – what level of administrative costs are transferred to the project?



# Conclusions

- The development of streetcars has changed the rail project development process from what has been considered 'traditional' to date
- There is no one size fits all, and streetcar projects vary considerably across the country.
- The survey results demonstrate that streetcar projects tend to be funded through a larger number of sources (capital and O&M) as a 'package'
- Adapting grant agreements to situations where the project sponsor and owner is not the grantee has proved challenging for many projects
- The current situation oftentimes leads to overly complex institutional structures which causes issues with decision-making and varying levels of experience with transit project and service delivery
- Balance between preserving all perspectives at the table to integrate the economic development aspects of the project with the transportation functionality

A light rail train is being lifted by a large gantry crane at a manufacturing or assembly plant. The train is mounted on a dark-colored trailer with the identification number 'ACLU 610001-1' visible on the front and side. Several workers in safety gear are standing around the train, and the crane's structure is prominent in the background. The scene is set in an industrial environment with a concrete floor and various pieces of equipment.

**Thank you for your attention!**

**Questions?**