

# CINCINNATI STREETCAR

WHY WE'RE BUILDING IT  
WHERE WE'VE BEEN  
WHERE WE ARE  
WHAT'S NEXT

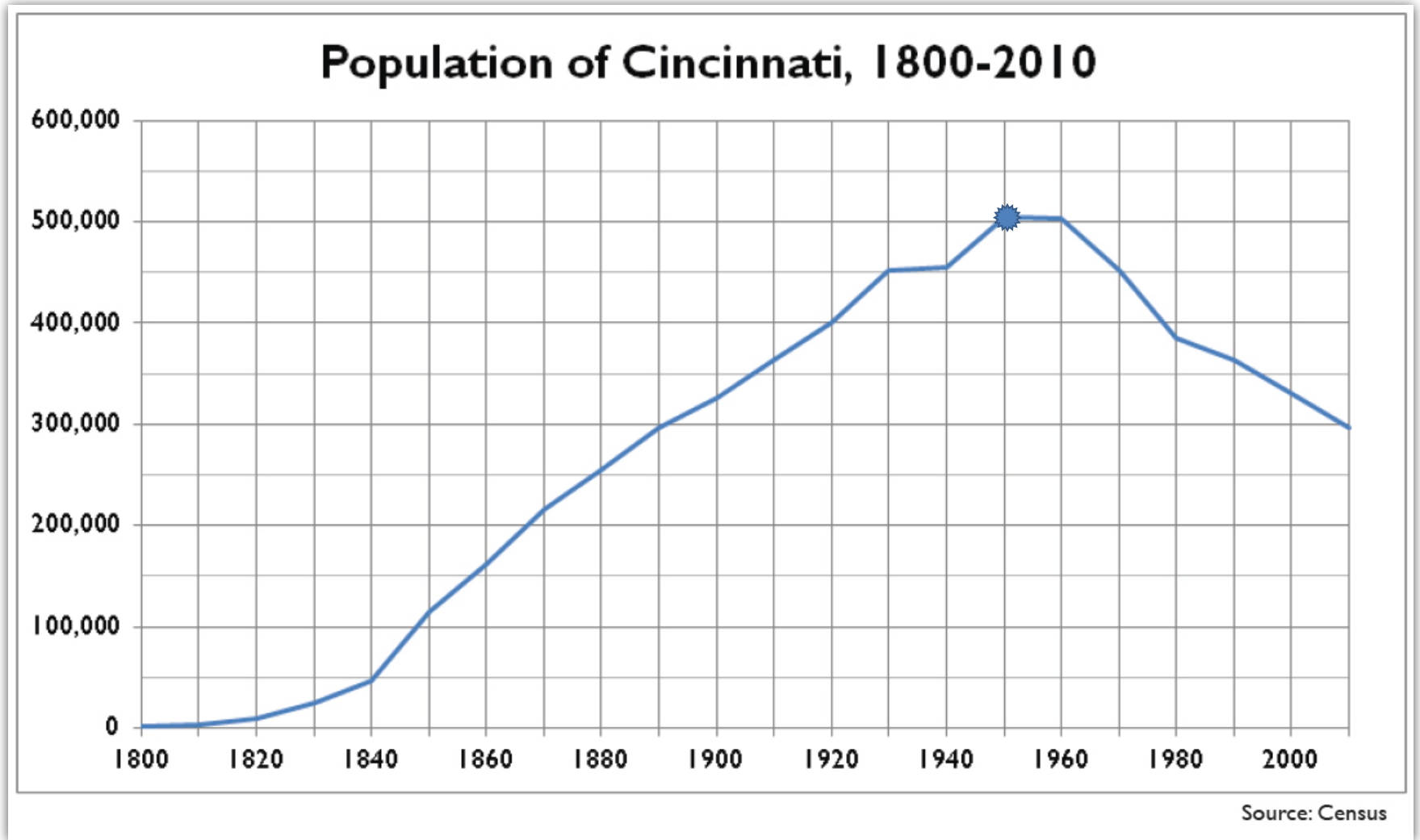
**Budget & Finance Committee**  
April 29, 2013

**Milton Dohoney, Jr.**  
City Manager

# **WHY WE'RE BUILDING IT**

A SOLUTION TO A PROBLEM

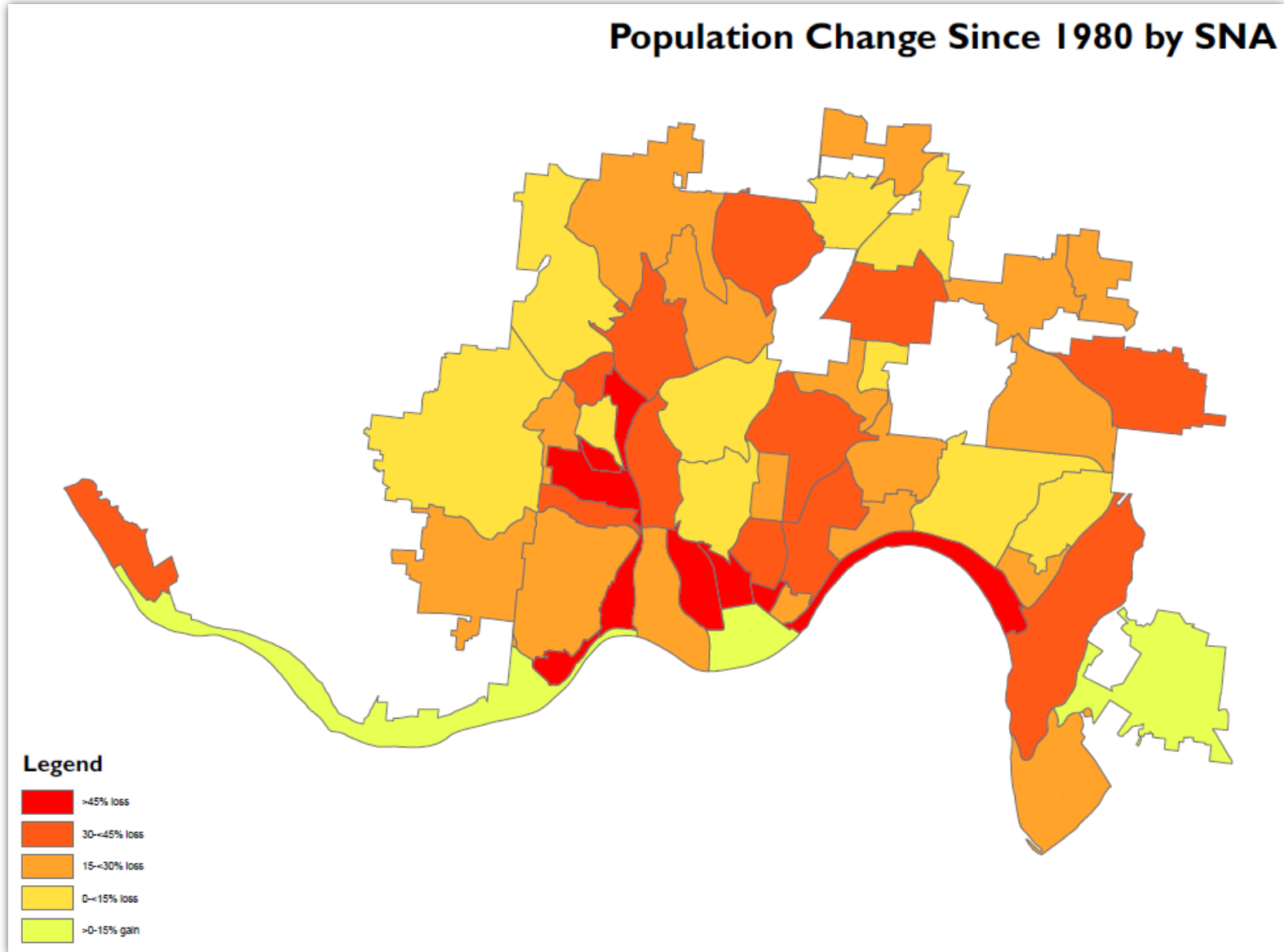
# DECLINING POPULATION



WHY WE'RE BUILDING IT

# URBAN FLIGHT

Population Change Since 1980 by SNA



WHY WE'RE BUILDING IT

# DECLINING BUSINESS



WHY WE'RE BUILDING IT

# LAGGING COMPETITIVELY



WHY WE'RE BUILDING IT

# DECLINING TAX BASE



WHY WE'RE BUILDING IT

# WHAT WE NEED: PEOPLE



WHY WE'RE BUILDING IT

# WHAT WE NEED: BUSINESSES



WHY WE'RE BUILDING IT

# WHAT WE NEED: DEVELOPMENT



WHY WE'RE BUILDING IT

**How do we do it?**

# EXPERT ANALYSIS: GO Cincinnati

“At present, Cincinnati and the region’s one size fits all transportation systems undermine continued economic growth and the creation of livable communities. In addition, the **inadequate public transportation system puts Cincinnati and the region at a very serious competitive disadvantage.**”

- GO Cincinnati Growth & Opportunities Study Final Report, p. 59

# EXPERT ANALYSIS: GO Cincinnati

“...the City should **aggressively pursue establishing a streetcar system**, the first phase of which should **link Downtown and Uptown**, the city’s two leading job generation areas.”

- GO Cincinnati Growth & Opportunities Study Final Report, p. 61

# COMMUNITY VISION: Agenda 360

**“...streetcars in other cities have shown to bring new people** to an area. Streetcars attract people who don't ride buses. They are popular with young professionals, who tend to live in and near urban areas.”

- Agenda 360 Report

# COMMUNITY VISION: Plan Cincinnati



WHY WE'RE BUILDING IT

# ...AND MORE

## 15 plans & studies since 1998 have included streetcar:

- Conceptual Bus Staging and Light Rail Transit Alternatives, 1998
- I-71 Corridor Transportation Study Major Investment Study, 1998
- Eastern Corridor Major Investment Study, 1999
- Central Riverfront Urban Design Master Plan, 2000
- Cincinnati Riverfront Transit Rail Study, 2001
- Central Area Loop Study, 2001
- MetroMoves Regional Transit Plan, 2002
- I-71 Preliminary Engineering/ Draft Environmental Impact Statement (DEIS) Light Rail Transit, Revised 2003
- North South Transportation Initiative (NSTI), 2004
- GO Cincinnati, 2008
- OTR Comprehensive Plan, 2002
- Uptown Transportation Study
- Cincinnati Climate Protection Plan, 2008
- OKI Long Range Plan
- Plan Cincinnati, 2012

**...so we've pursued a streetcar.**



**Smart Growth America**  
Making Neighborhoods Great Together

# **CASE STUDY: PORTLAND STREETCAR**

# **SMART GROWTH**

**Smart growth** means building urban, suburban and rural communities with **housing and transportation choices** near jobs, shops and schools.

These strategies **support thriving local economies** and protect the environment.

**Nobody would want to live there.**



Aspen, CO

**It just doesn't work here.**



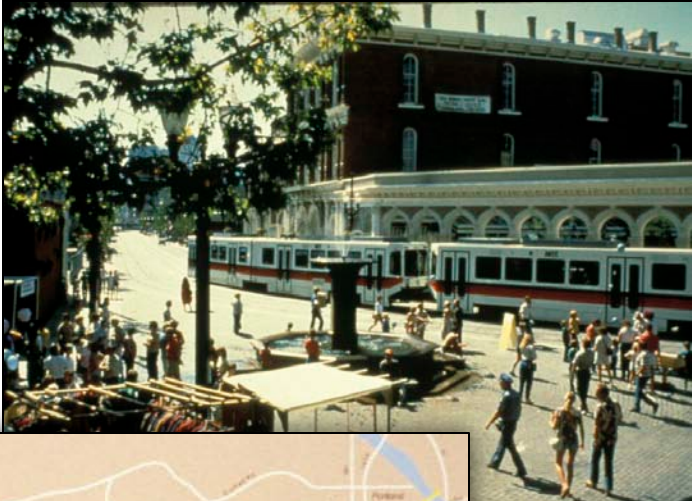
Pearl District, Portland, OR

# CONTEXT

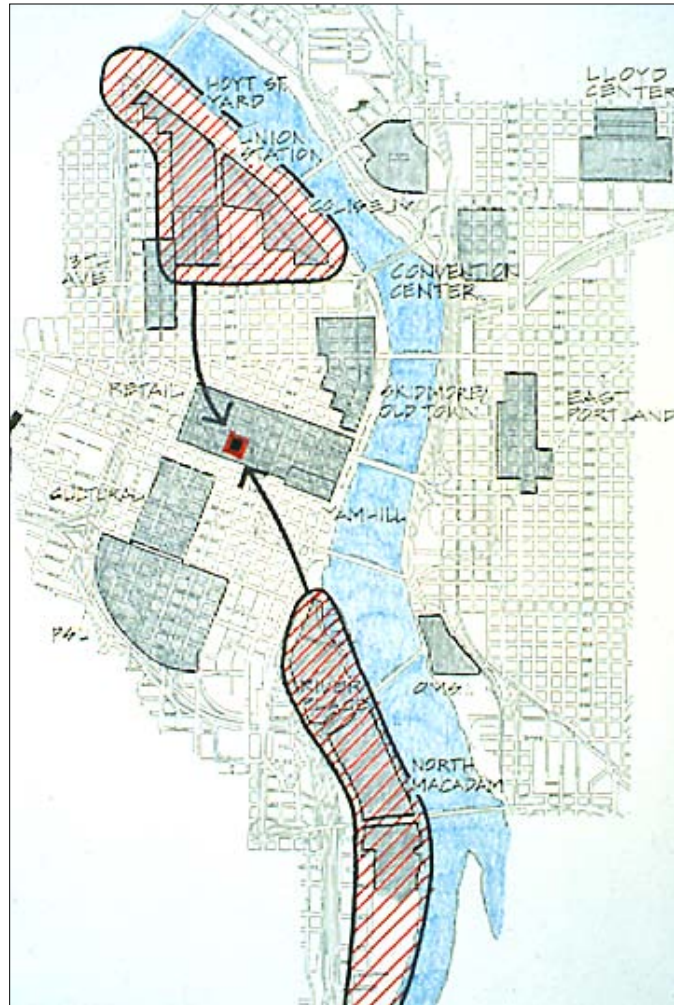
- Regional transit investment
- Central City Revitalization
- Why a streetcar?



# REGIONAL TRANSIT INVESTMENT



# A PLAN TO CONNECT...



# A LIVELY DOWNTOWN...



# TO NEW NEIGHBORHOODS



# ENCOURAGE REDEVELOPMENT



**BEFORE...**

**...AND AFTER**



# SHAPE NEW DEVELOPMENT



# FACILITATE PEDESTRIAN-ORIENTED DESIGN



# Why a streetcar? Why not a bus?



# Why a streetcar? Why not more Max?



# Why a streetcar? Why not more Max?



# WHY A STREETCAR?

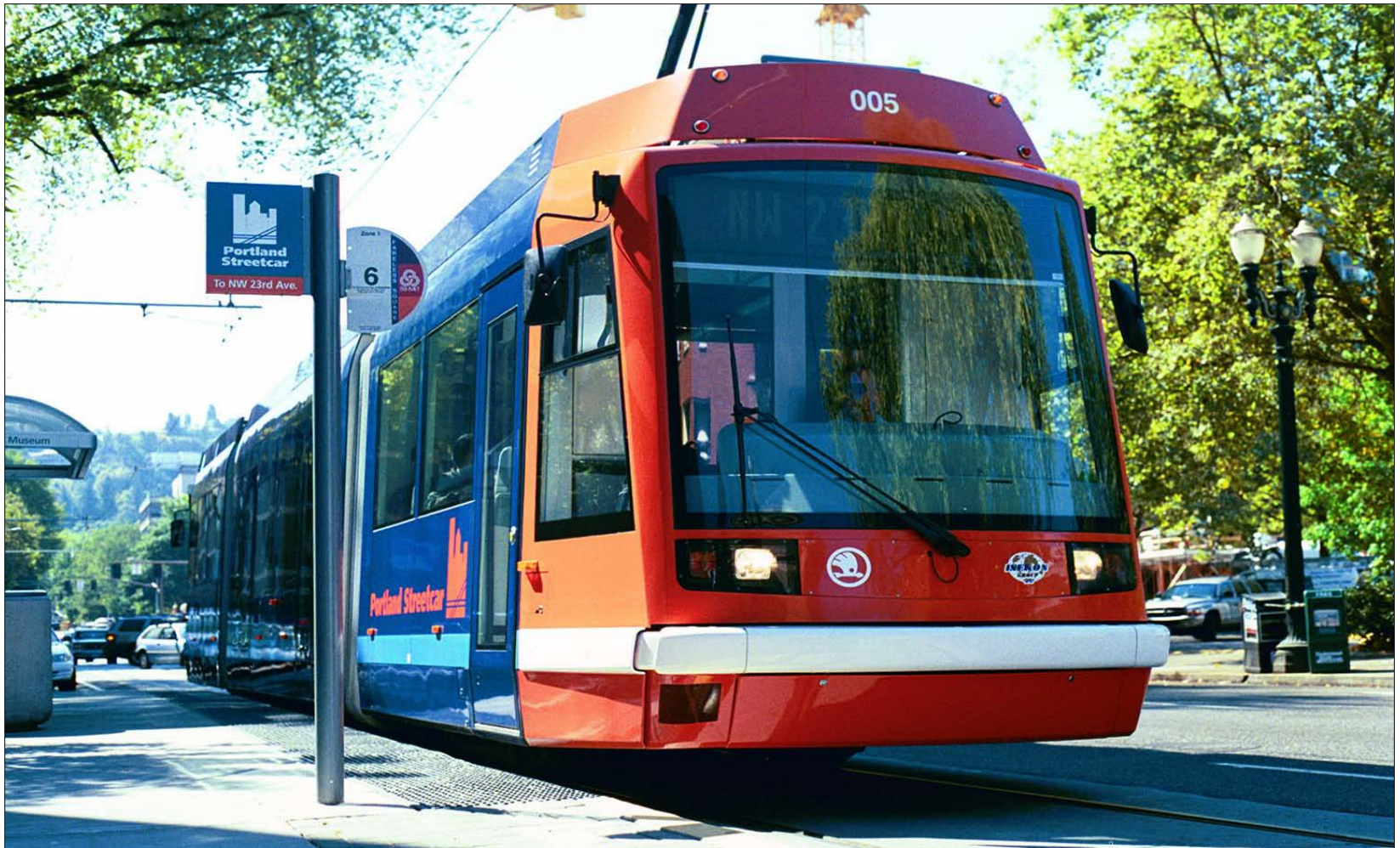
- Convey permanence and commitment; serve as a catalyst for development
- Link neighborhoods
- Contribute toward a thriving, 24-hour community
- Concentrate urban services, conserve energy, reduce the need for expensive infrastructure, protect air quality
- Build upon lessons learned about successful land use and development in Portland

# THE STREETCAR ETHIC

If it is to happen, the system must be economical to build and economical to operate. Consequently, there are four critical design principals:

- Use available rights-of-way
- Limit the investment to the essentials
- Utilize, to the extent possible, “off-the-shelf” equipment
- Operate the system in an efficient, safe, no-frills basis

# Not Just Transportation...



# But a Powerful Tool



# For Urban Livability



# Moving People...



# Shaping Places...



# THANK YOU!

[rmillar@smartgrowthamerica.org](mailto:rmillar@smartgrowthamerica.org)

[www.smartgrowthamerica.org](http://www.smartgrowthamerica.org)



# VISION: UPTOWN TO THE RIVER



- Links major employment centers & attractions
- Fosters redevelopment in strategic areas
- Attracts new residents
- Creates jobs, expands tax base

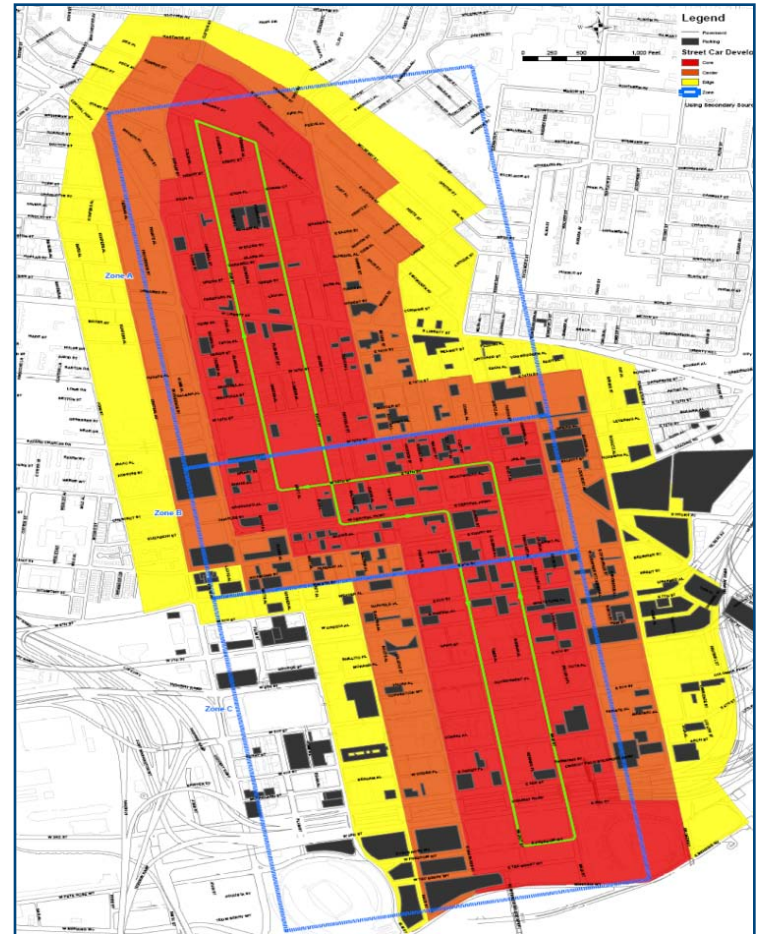
WHY WE'RE BUILDING IT

# STREETCAR = DEVELOPMENT

**ELEVATES** land currently used for parking to higher & better use

**ACCELERATES** housing & commercial development

**BUILDS ON** success in Downtown & Over the Rhine



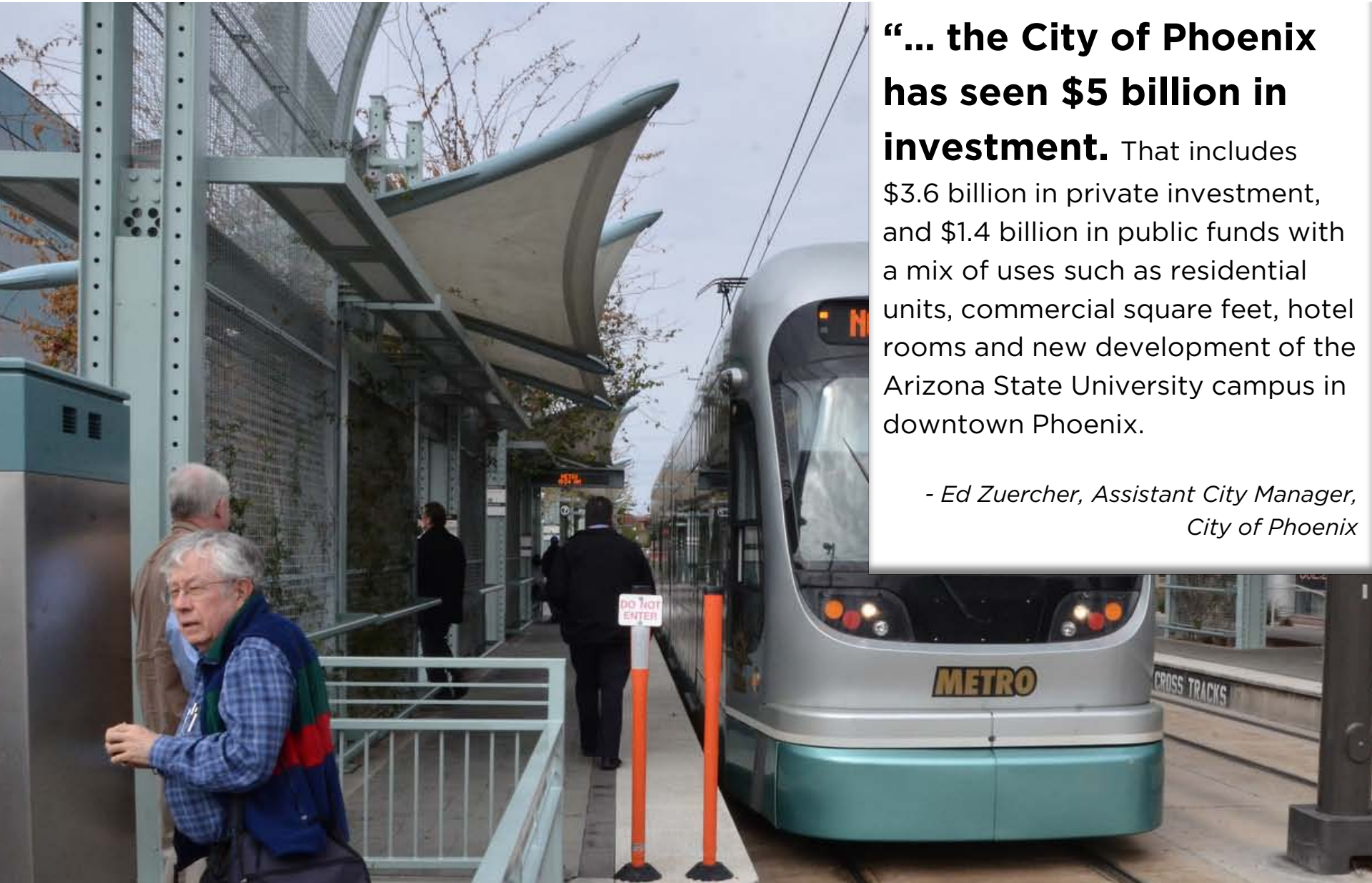
WHY WE'RE BUILDING IT

# STREETCAR = DEVELOPMENT

## CASE STUDY: Phoenix

**“... the City of Phoenix has seen \$5 billion in investment.** That includes \$3.6 billion in private investment, and \$1.4 billion in public funds with a mix of uses such as residential units, commercial square feet, hotel rooms and new development of the Arizona State University campus in downtown Phoenix.

*- Ed Zuercher, Assistant City Manager,  
City of Phoenix*



# STREETCAR = PEOPLE

**ENABLES denser, mixed-use development**

**REINFORCES Cincinnati's walkability**

**DECREASES DEVELOPMENT COSTS through reduced parking needs**



**WHY WE'RE BUILDING IT**

# **STREETCAR = PEOPLE CAPITALIZE ON MARKET DEMAND**

“...the city has yet to fully realize that **the market has now changed in favor of walkable urban development** giving cities a natural advantage...but this advantage **needs the proper infrastructure to benefit** from it.”

- Chris Leinberger, researcher for GO Cincinnati

# NOT JUST FOR YPs



WHY WE'RE BUILDING IT

# STREETCAR = JOBS

**ENCOURAGES** private investment through certainty of permanent, fixed rails

Buses & other transportation-oriented investments lack proven record of attracting influx of business

**CONNECTS** region's largest employment centers of Downtown & Uptown



WHY WE'RE BUILDING IT

# CASE STUDY: Seattle & Amazon.com

**"Proximity to public transportation was an important factor in Amazon's decision to move.** The company's headquarters complex in South Lake Union will be on the new Seattle Streetcar line, which also connects riders to the bus tunnel and light rail."

*- Ada Healey, V.P. of Real Estate, Vulcan Real Estate, as quoted in Site Selection Magazine, March 10, 2008*



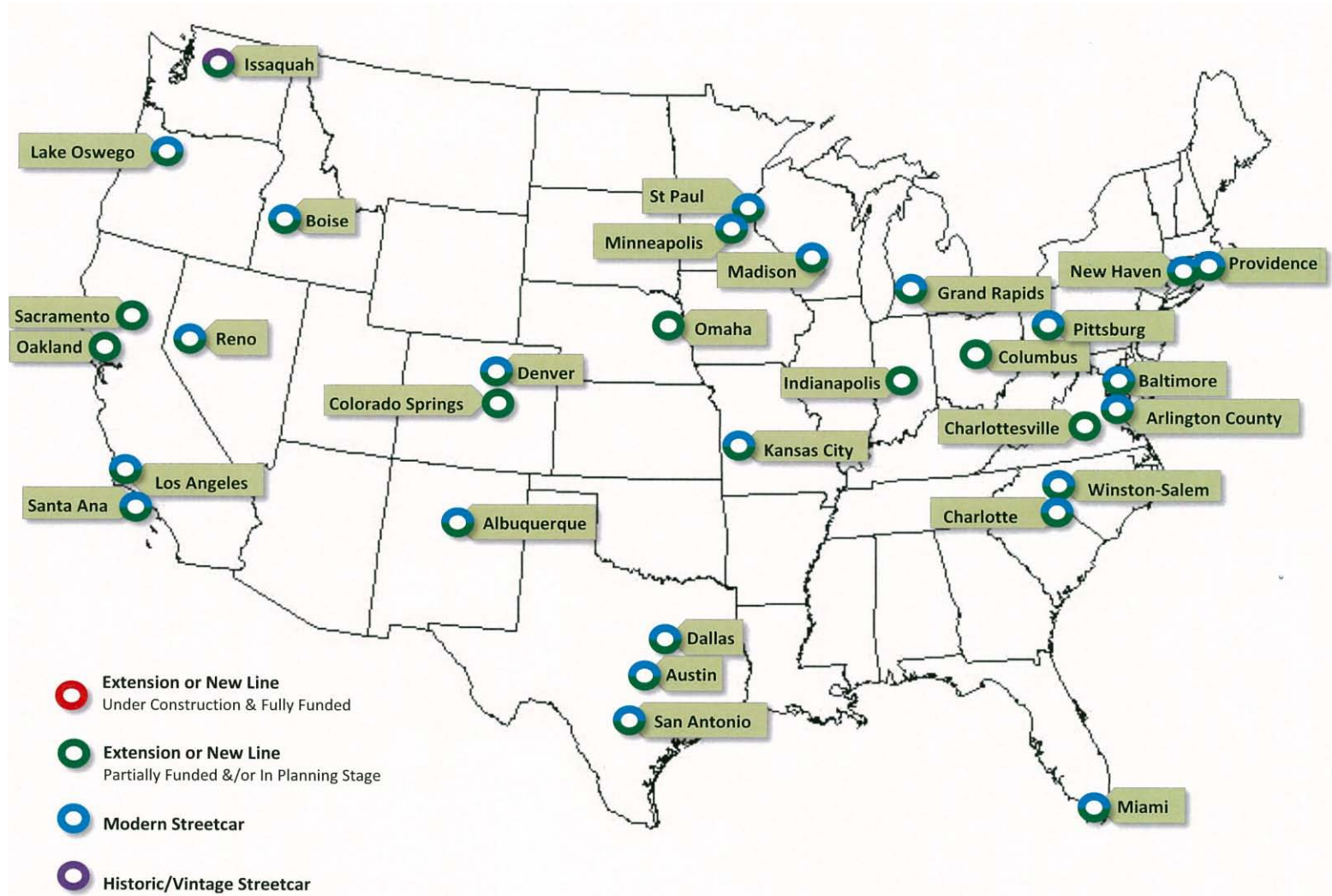
WHY WE'RE BUILDING IT

# COMPETITIVE NECESSITY: OTHER CITIES' COMMITMENTS



WHY WE'RE BUILDING IT

# COMPETITIVE NECESSITY: OTHER CITIES PLANNING STREETCARS



WHY WE'RE BUILDING IT

# JOBS + DEVELOPMENT + PEOPLE = REVENUE



WHY WE'RE BUILDING IT

The vision has not changed.

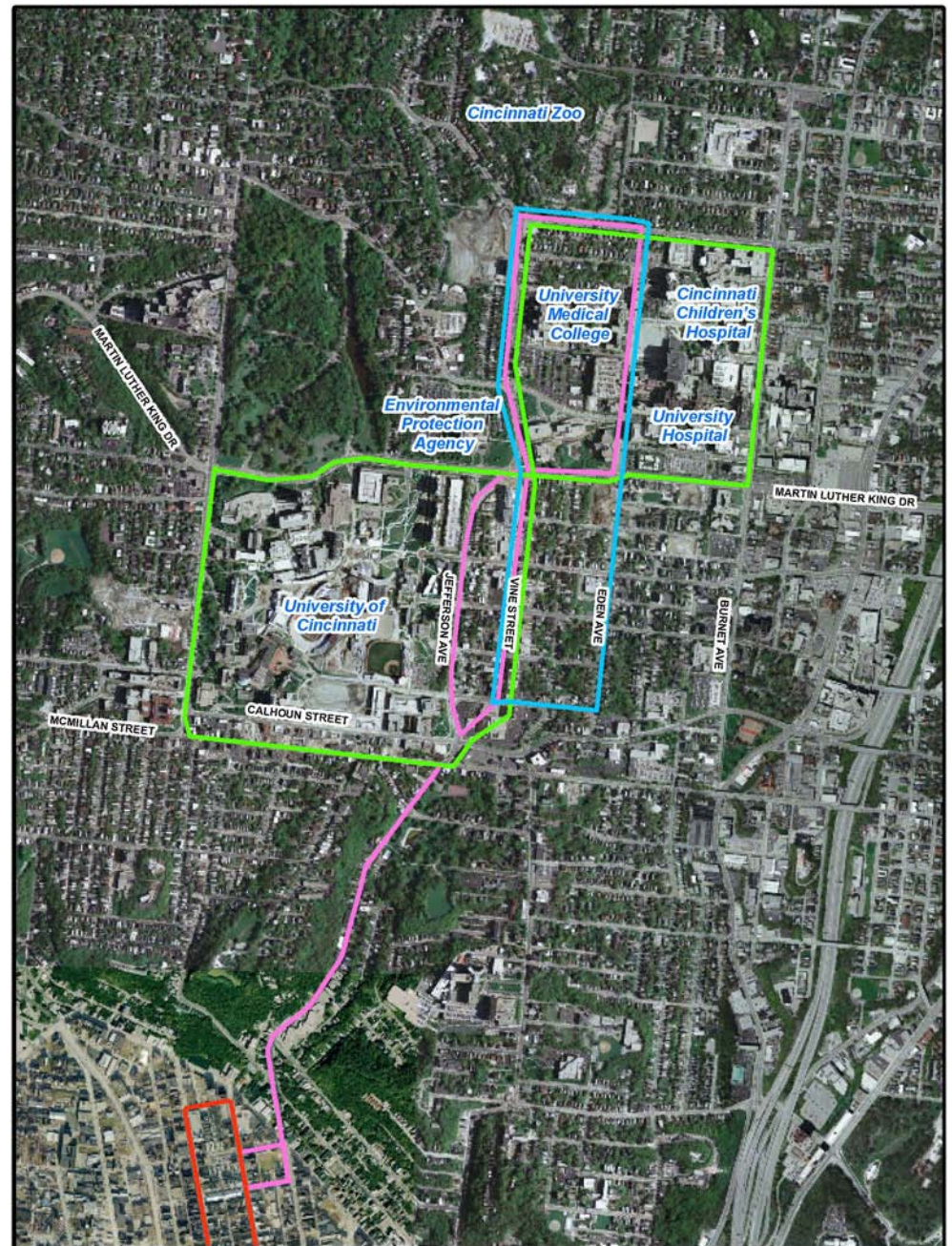
**Only the approach...**

# PHASE 2: POSSIBLE ROUTES

Phase 2 will connect  
Uptown & Downtown

**and**

Phase 2 will circulate  
through Uptown area.



WHY WE'RE BUILDING IT

# ULTIMATE GOAL: NEIGHBORHOOD TRANSIT NETWORK



WHY WE'RE BUILDING IT

# ULTIMATE GOAL: NEIGHBORHOOD TRANSIT NETWORK

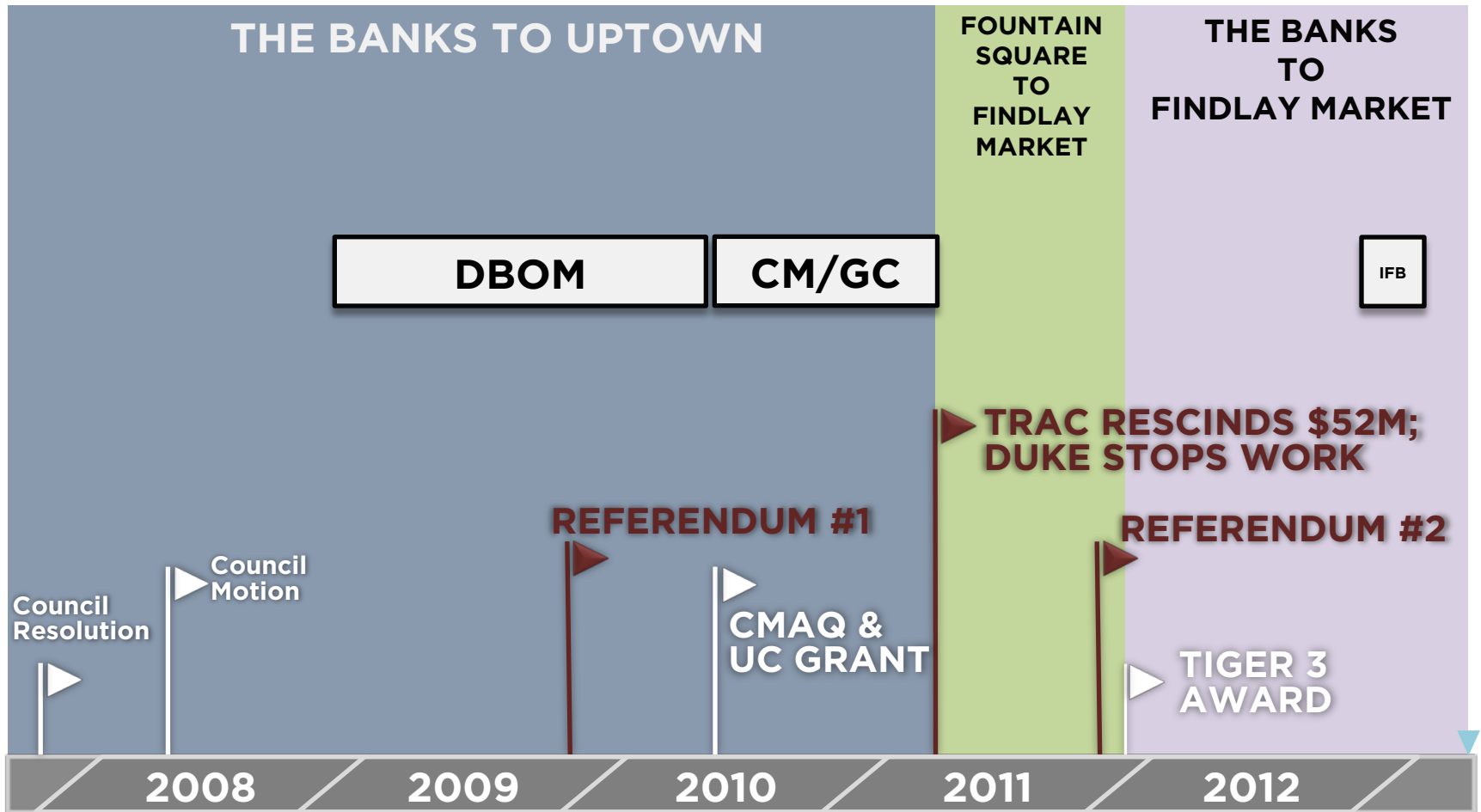


WHY WE'RE BUILDING IT

# **HOW WE GOT HERE**

OBSTACLES ALONG THE ROUTE

# CHANGES TO PROJECT SCOPE



HOW WE GOT HERE

# **WHERE WE ARE TODAY**

## WORK IN PROGRESS & BID REVIEW

# 5 MAJOR AREAS FOR PASSENGER SERVICE

VEHICLES

MAINTENANCE FACILITY

OVERHEAD POWER

RAIL

UTILITY RELOCATION & CONSTRUCTION

# VEHICLES



WHY WE'RE BUILDING IT

# MAINTENANCE FACILITY



WHY WE'RE BUILDING IT

# UTILITY RELOCATION



WHY WE'RE BUILDING IT

# **BID REVIEW & ANALYSIS**

## **INTERNAL PROJECT TEAM REVIEW**

City, SORTA, Parsons Brinckerhoff & ME Companies

## **FEDERAL TRANSIT ADMINISTRATION REVIEW**

FTA & Project Management Oversight Consultant

## **APTA PEER REVIEW**

Denver, Atlanta, Washington DC & Baltimore

# ALL AGREED:

Construction estimates failed to capture true costs

Low bidder's pricing = lowest price City likely to receive

Rebidding very likely to bring higher costs

Budget gap cannot be closed using cuts alone

City cannot negotiate new pricing

THIS IS A STRONG STREETCAR PROJECT.

# **WHAT'S NEXT**

## OPTIONS

# REBID THE PROJECT

UNLIKELY TO LOWER COSTS

ADDS DELAY (and time is money)

**\$22.7 MILLION + ?? COSTS**

# TERMINATION: ESTIMATED COSTS

**\$19.7 MILLION**

Expenses to date

**+\$14.2 MILLION**

Estimated close-out costs

**+\$38.1 MILLION**

Return unspent federal grants

**=\$72 MILLION**

**LONG-TERM FALLOUT**

Negative effects on future federal transportation grant requests, including Bus Rapid Transit & Brent Spence Bridge

WHAT'S NEXT

# TERMINATION: INTANGIBLES

Loss of transit network momentum

Failure to deliver on citizens' vision

Broken promise to residents & businesses

Lack of follow-through on 15 plans & studies

Falling behind among national competitors

# GOING FORWARD

**\$22.7 MILLION**

Gap between estimate, lowest bid

**-\$5.3 MILLION**

Cost savings from review

**=\$17.4 MILLION**

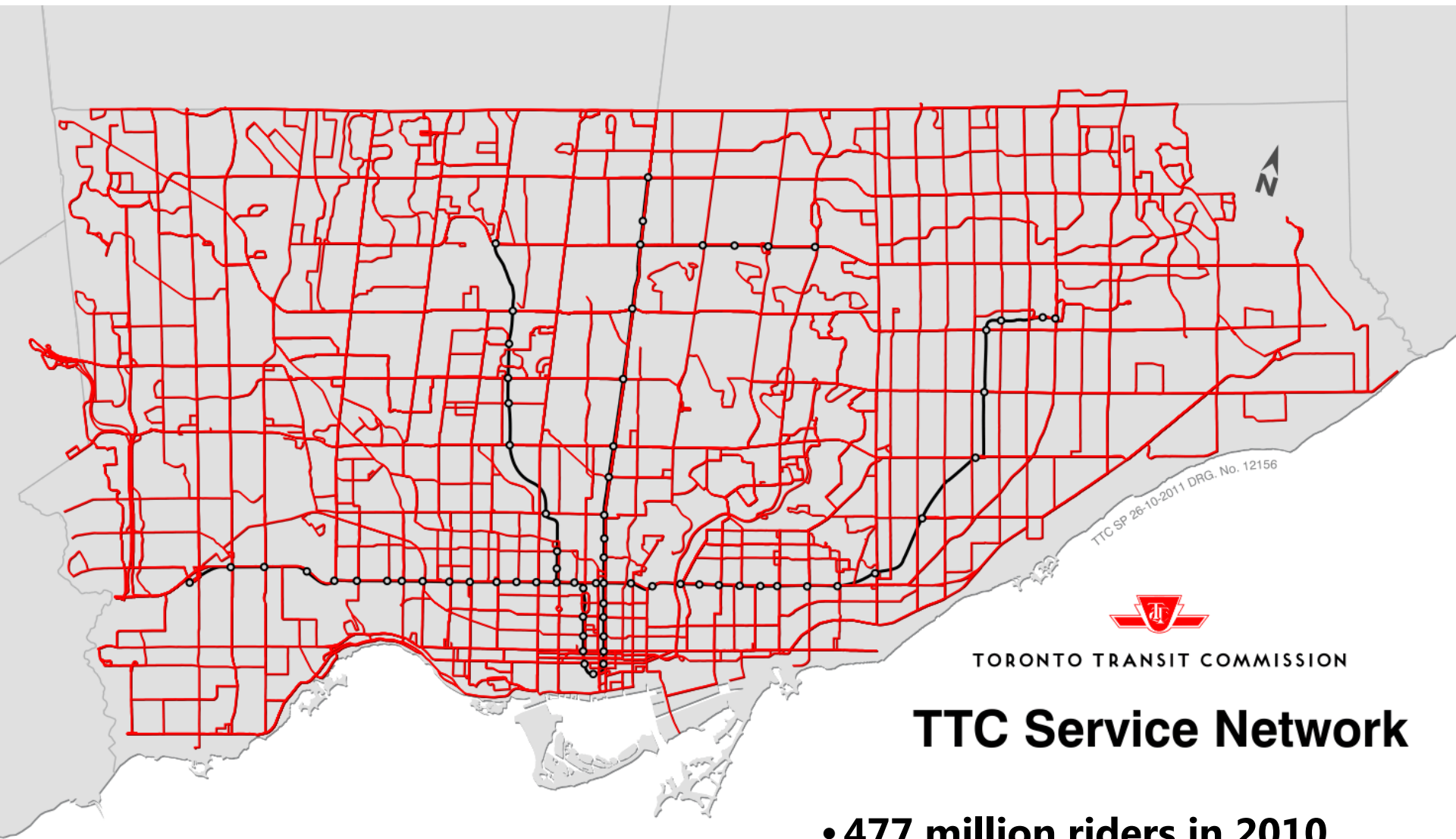
If Messer can honor bid

**Councillor Karen Stintz**  
**Chair, Toronto Transit Commission**

# **Why Light Rail?**



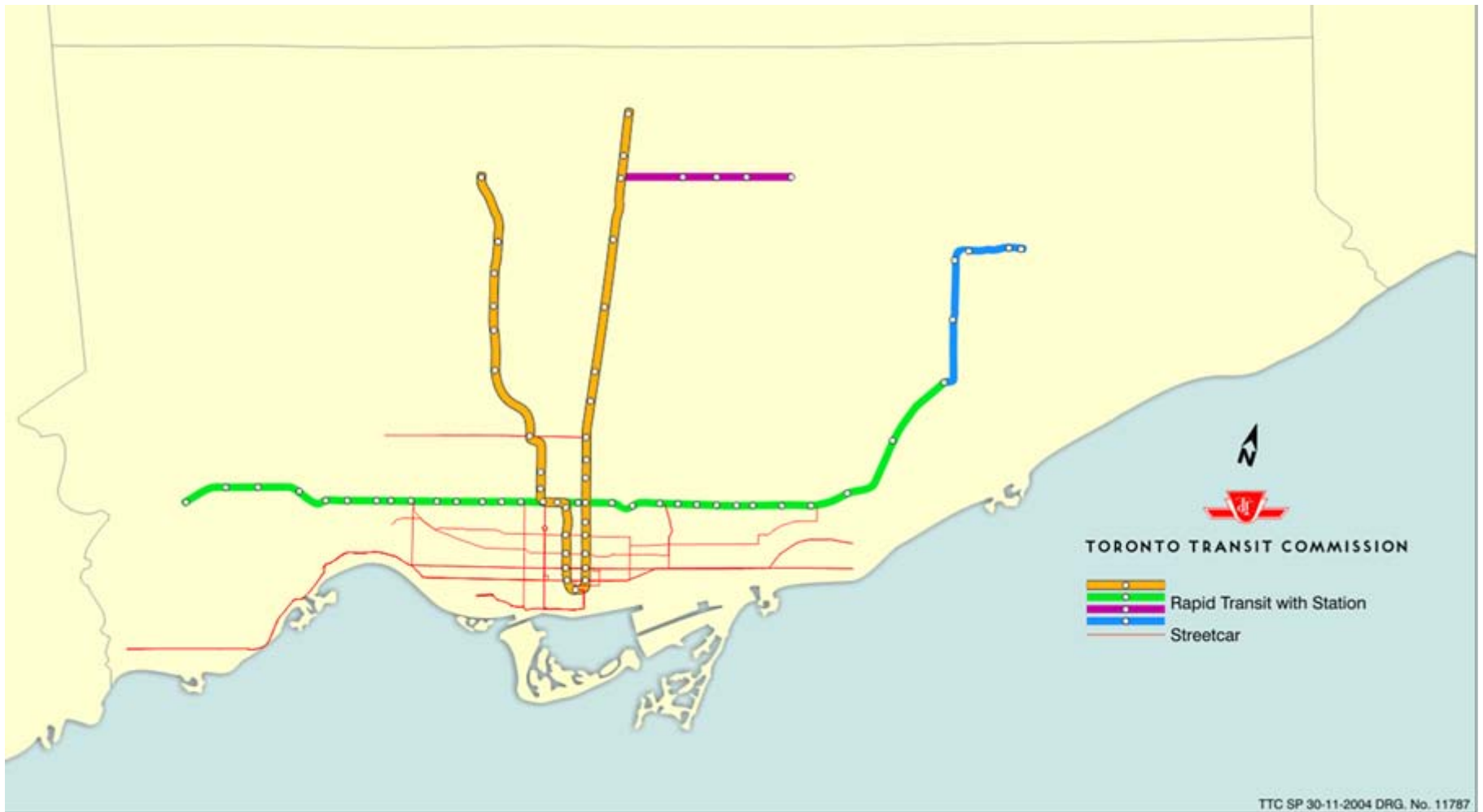
**Cincinnati - April 29, 2013**



TORONTO TRANSIT COMMISSION

# TTC Service Network

- **477 million riders in 2010**
- **528 million riders in 2013**
- **10.6% increase in three years**



Red lines are Streetcar lines  
248 streetcars (1977-1989)

## City-building in an era of fiscal prudence

Investments in transit & transportation infrastructure are critical

- *Long overdue*
- *Most important contributor to the economic growth of a community, city and region*
- *Proximity to transit is a key contributor to improved quality of life, mobility and freedom of movement*
- *Transit brings jobs*
- *Contributes to a sustainable community, city and region*
- *Toronto's economically disadvantaged regions rely on the lowest-order of transit; that must change*
- **TRANSIT MAKES OUR CITY LIVABLE AND CONNECTS IT AS ONE.**

# Why Give Priority to Transit?

- **TTC's King 504 Streetcar moves about 70,000/day**
- **TTC's streetcar network moves about 250,000/day**
- **What is the best way to move 40 people?**





# Toronto's New Streetcars



# Toronto's New Streetcars

- 189 light rail vehicles -- 100% low-floor, to replace our CLRV/ALRV streetcars
- Total value -- \$1.25 billion
- Anticipated Delivery -- 2012 – 2018





**BOMBARDIER**

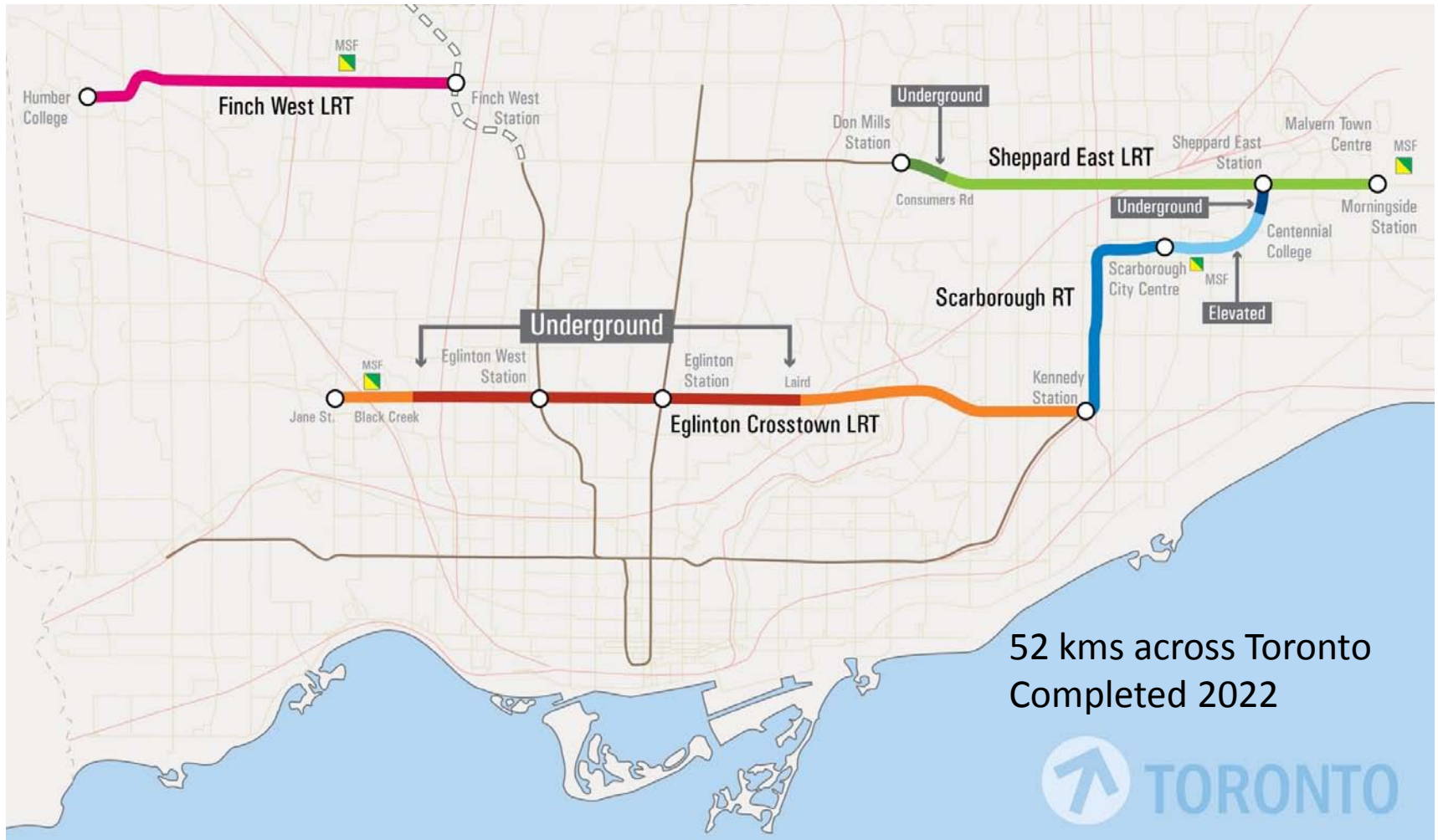
# We Needed It 20 Years Ago



- You can't expect people to abandon their cars until you provide a transit system that serves people even better. Buy-in takes time.
- We are proud of what Toronto has and what it is now improving upon.



# Metrolinx/TTC Light Rail Project



# Light Rail Vehicles



