

RECONNECTING FORT WAYNE: Transportation

Streetcars

Prepared for
City of Fort Wayne, Indiana

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Reconnecting Fort Wayne: Transportation

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Reconnecting Fort Wayne: Transportation is a six part report designed to promote sustainable transportation planning in Fort Wayne. The first five reports, published in December of 2007, are innovative approaches or tools for analyzing current conditions and offering more transportation choice and lower household transportation cost. These reports include:

Car Sharing
Housing + Transportation
Streetcars
Transportation Management Associations
UPASS: Unlimited Transit Pass

A sixth report, on transportation funding in Fort Wayne, will be produced in early 2008 to complete the series.

Acknowledgements

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About the Center for Neighborhood Technology

The Center for Neighborhood Technology (CNT) was founded in 1978 to research, adapt and test new community revitalization strategies relevant to urban communities, especially strategies that harnessed the environmental and economic value of the more efficient use of natural resources. Over the years, CNT has worked to disclose the hidden assets of the Chicagoland economy and urban areas more broadly; demonstrate the multi-bottom line benefits of more resource-efficient policies and practices; and show how the value of what we demonstrated could be captured to benefit communities and their residents inclusively. CNT's work, especially in the areas of energy, transportation, materials conservation and housing preservation, helped fuel a generation of community development institutions and learning, garnering us a reputation as an economic innovator and leader in the field of creative sustainable development.

CNT serves as the umbrella for a number of projects and affiliate organizations, all of which help the organization fulfill its mission: to promote the development of more livable and sustainable urban communities. CNT's transportation work is focused on using transportation assets to serve both the environmental and economic development goals of regions and communities. CNT works to boost demand for clean, efficient and affordable mass transit; increase the supply of traditional and non-traditional mass transit services; disclose the linkages between transportation costs and housing affordability; create model value-capture mechanisms that take advantage of the intersection of efficient transportation networks with community economic development programs; and promote policy initiatives that increase public participation in investment decisions and make more resources available for sustainable investments.

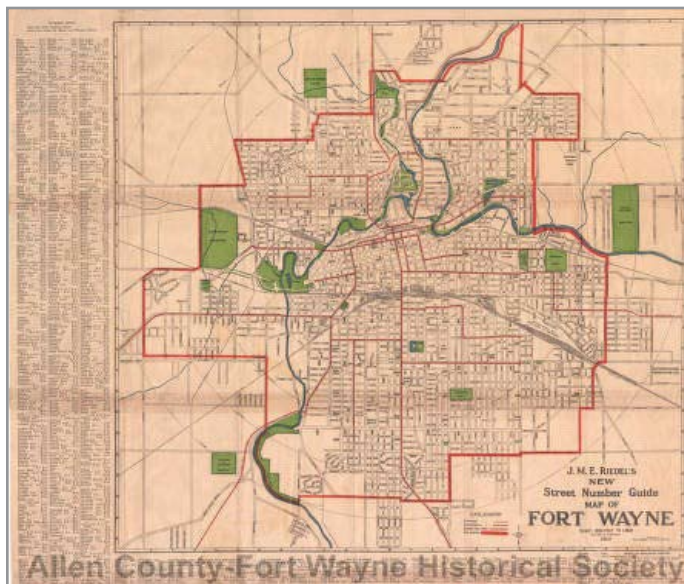
More information about CNT is available at www.cnt.org.

A Brief History of Streetcars in Fort Wayne

At the peak of the rail age, the city of Fort Wayne had 200 miles of track in its streetcar system, a relatively large capacity for a city with a population of less than 50,000 in 1900. The Fort Wayne streetcar system became the local travel option of choice after 1892 when horse car lines were converted to electrified lines. J.M.E. Riedel's Street Number map illustrates streetcar and interurban lines in 1922. It's clear that the streetcar system and the arterial highway system were essentially one and the same. The streetcar legacy continues today in the layout of the bus lines.

Streetcar service was part of a transportation system that provided several travel options. Because of the compact way the city was laid out, walking was always an option in the historic heart of Fort Wayne. Bicycles were a popular mode of transportation at the turn of the century and shortly thereafter. Jobs, stores and services were generally available in neighborhoods near where people lived, minimizing the time and distance cost of commuting and traveling for errands.

People were not as mobile at the turn of the century as they are today, but when they needed or wanted to travel further, they used an extensive network of railroads and "interurbans" that meshed with streetcar service in Indiana cities of significant size. Indeed, Indiana was a leader in interurban travel, with 2000 miles or 11%, of the nation's track. These long-distance options complemented the mobility options of the local streetcar system.



J.M.E. Riedel's New Street Number Guide Map of Fort Wayne, 1922 Streetcar and Interurban lines in red.

Source: Allen County Library



Trolley bus at Main and Calhoun
Source: Citilink Online Museum

The decline of the streetcar system began with the Depression in the 1930s, when ridership dropped due to unemployment. Later in the 1930s, a transition from electrified rail to electrified bus began. By 1947 the transition was complete – the last streetcar was retired.

An exodus from central Fort Wayne began in the 1950s and continued through the rest of the 20th Century. A dispersed population required transportation networks over a wider, and relentlessly increasing, expanse of Allen County, as the population continued outward. In addition to covering more geography, most of the population was now virtually dependent on private vehicles for the majority of trips. At the end of the 20th Century, transit in Fort Wayne was perceived as a last resort for those

too old, too poor or too disabled to drive.

Today Fort Wayne is experiencing a rebirth. Major new developments downtown and in nearby neighborhoods are bringing new households and new shoppers into the city. And, where other cities are losing population, Fort Wayne's population is projected to increase from an estimated 411,800 today to 424,100 in 2110.¹

Part of Fort Wayne's revitalization strategy has been to develop state-of-the-art infrastructure that expands economic opportunity. Fort Wayne's fiber optic network, for example, is a national leader; every Fort Wayne home and business can link into a state-of-the-art communications network.

Streetcars are a natural next step for Fort Wayne because they can help to make downtown Fort Wayne a place where people work and live, where urban vitality is apparent to residents and visitors alike as they walk the sidewalks.

There is also a growing awareness that further spreading out of the city is neither economically feasible, nor environmentally sustainable. As energy costs rise, residents will see the economic and environmental benefits of Fort Wayne's historic compact urban form.

Fort Wayne needs a dramatic catalyst to create excitement about its new urban future. Streetcars could play that role.

Streetcars and Transit-Oriented Development

Streetcars are enjoying a resurgence across the nation. Many cities that once had streetcars are reviving them; other cities are building their first systems. The rationale, however, is the same: Cities seek a vibrant downtown that can attract and retain a “creative class,” people with discretionary income and time to spend on cultural and leisure activities. The reasons are many. As cited in Street Smart: Streetcars and Cities in the Twenty-First Century, streetcars are:

- Relatively inexpensive;
- Uniquely suited to serve higher density downtown development;
- Hugely successful in promoting intense development and vibrant street life;
- Easy to integrate into existing environments;
- Don’t require stations, parking lots or exclusive rights of way;
- Serve as an asset to existing transit systems, by increasing choice and connectivity.

Streetcars stimulate growth because they are seen by investors, banks, developers and realtors as permanent public assets. Developers have come to understand that adjacent property will reliably return a dividend, year after year. This is true for retail, commercial and residential projects near streetcar lines, and true for projects with a mix of uses.

From the city’s point of view, streetcars are a relatively inexpensive transportation investment. In small or medium-sized cities the average line is two to three miles long. The chart below shows the return on investment for five recent streetcar start-up projects. The cost per mile varies from \$3 million dollars a track mile to \$20 million a track mile, depending on factors such as the cost of right-of-way, utility relocation, type of track or number and type of structures to enhance the system or store and maintain the vehicles. The return on investment ranges from 900% to 7500%.

Table 1: Return on Investment for Streetcar Projects

	Start of Service	Initial Track Miles	Initial System Cost per Track Mile	Initial System Cost	Development Investment	Return on Investment
Kenosha	2000	2.0	3.10	6.20	150	2319.35%
Little Rock	2004	2.5	7.84	19.60	200	920.41%
Tampa	2003	2.4	20.13	48.30	1000	1970.39%
Portland (1)	2001	4.8	11.50	55.20	1046	1794.93%
Portland (ext.)	2005	1.2	14.83	17.80	1353	7501.12%

Source: *Reconnecting America*

Evidence of the building boom caused by streetcar construction is visible across the nation and in streetcar cities large and small. Portland experienced a boom of 7,248 new units of housing within two blocks of the six miles of streetcar line between 1997 and 2006.² Within four, one billion dollars of investment was added to Tampa, Florida’s tax base after the 2002 opening of the Tampa Historic Streetcar system. Most of the new development was within three blocks of the streetcar.³ Case studies detailing the rapid development following construction of a streetcar line in Kenosha, Wisconsin and Memphis, Tennessee are found at the end of this report.

The mixed-use developments that generally spring up around streetcar and rail lines are called Transit-Oriented Developments or TODs. The attributes of TOD are also characteristics of sustainable development. Transit is only the most prominent of those attributes. TOD areas are compact, with a mix of uses in close proximity to each other. They are intimate, human-scaled communities that encourage walking, biking and transit use. They include pedestrian-oriented amenities such as wide sidewalks, plazas, interesting retail windows, benches and vegetation. Parking is tucked into the background to avoid disrupting the coherence of the architecture or discouraging pedestrians.

Future Demand for TOD

Market studies, like *Hidden in Plain Sight*⁴, have shown that over the next two decades almost 15 million households in the U.S. will seek housing within one-half mile of a transit station, in order to take advantage of the ease and affordability of an urban lifestyle. This is more than double the number of households living near transit in the early 2000s.

Numerous factors are driving these changes. More U.S. households are comprised of single persons or older persons. These demographic groups are more likely to seek housing that is easy to maintain and conveniently located. For them, backyards are not an asset and indeed may be a liability. There is also a new appreciation for the advantages of urban life, which can be discerned through a number of indicators, including these cited in *Hidden in Plain Sight*.

- The American Association of Retired Persons reports that 71% of senior households prefer living within walking distance of transit.
- The National Association of Realtors has reported that condo sales are booming and growing faster than sales of detached single family homes.
- Professional Builder reports that 37% of households want small lots and clustered development.

TOD communities tend to offer two key demographic benefits to cities. First, they tend to attract well-educated, higher-income residents to city neighborhoods. Second, they tend to be more diverse across racial and class lines. A recent study by the Center for Transit-Oriented Development, *Preserving and Promoting Diverse Transit-Oriented Neighborhoods*,⁵ found that 86% of today's TOD neighborhoods are more diverse racially, economically, or both than comparable neighborhoods without transit.

Streetcars and Sustainable Household Budgets

The ability of Fort Wayne households to afford housing and transportation is addressed in a separate report. In essence, the findings are that housing in Fort Wayne is very affordable, but that the majority of households spend significantly more than the national average of 19% on transportation. A majority of households in Fort Wayne pay 25% or more of their total income on transportation. This potentially impacts the ability of Fort Wayne residents to make other major investments, such as education. Education and housing are two investments that generally appreciate over time in contrast to automobiles that depreciate. Transportation choice encourages building or increasing household wealth (or simply reducing debt). Transit, especially fixed route transit, is essential to a full range of choices. The Memphis case study at the end of this report includes a map of household transportation costs for the central area of the city that shows this correlation between proximity to a trolley line and lower household transportation costs.

Streetcars and Sustainable Public/Private Budgets

Streetcars benefit municipal and business budgets, as well as family budgets. Households that have the option of owning one (or no) car can direct discretionary resources to wide range of alternative uses, including higher quality housing and increased spending at local businesses such as restaurants, bookstores, coffee shops, apparel stores, sports and cultural events. As Michael Powell, owner of Powell's Books says about the Portland streetcar line:

*"When we talk about expanding [the Portland streetcar system] to the east side of the river, it's the business community taking the lead on helping that happen. That's not to say our neighborhood people aren't excited, but it's the business leaders who see the benefit of being linked to downtown, and to the streetcar. Businesses see it as a valuable transportation tool, a way to expedite foot traffic to their front door."*⁶

Streetcars create new markets in a number of ways. Residential density near streetcars usually skyrockets within a decade or less. Streetcar cities find they attract more visitors to areas near the streetcar line, for reasons of novelty or convenience. Visitors shop or eat locally. Nearby workers will stay in the area for lunch and errands because of the appeal and convenience of nearby shops, services and amenities. Increased purchases benefit not only local businesses, but also result in increased sales tax revenue for local government.

Property tax receipts also increase due to streetcar development because existing real estate near streetcar lines becomes more valuable and because under-utilized land is redeveloped. This is especially true as vacant land and parking is converted to multi-story residential and commercial developments. CNT, for example, studied the economic value of converting parking lots at Chicago commuter rail stations into tax-generating developments. It was found that even in lower-tax communities, low-rise new developments on former parking lots could generate several hundred thousands of dollars of property tax every year.⁷

Streetcars and Environmental Sustainability

Streetcars promote environmental sustainability in a number of ways. Even with conventional fuels, transit is virtually always “cleaner” than single occupant vehicle travel. One recent study that estimated the net US savings in carbon dioxide emissions from people using existing transit systems is 6.9 million metric tonnes (a tonne is a metric ton, or 1000 kilograms) per year.⁸

According to a 2007 report from the American Public Transit Association, “A solo commuter switching his or her commute to existing public transportation can reduce their CO₂ emissions by 20 pounds in a single day or more than 4,800 pounds in a year.”⁹ This calculation assumes the average commute to be 20 miles round-trip.

The report continues with a discussion of household, rather than individual, contributions to greenhouse gases:

“One of the most significant actions that household members can take to reduce their carbon footprint is to use public transportation where it is available. The annual use of an automobile driving an average of 12,000 miles per year and with an average 22.9 miles per gallon (MPG) consumption emits 4.6 metric tonnes of CO₂ per year. . . . Reducing the daily use of one low occupancy vehicle and using public transit can reduce a household’s carbon footprint between 25-30%.”

The household wishing to reduce its carbon footprint can only act if options exist. The greater the transportation options, the less dependent a household on a private car.

Transit agencies are actively working to decrease their environmental impact by upgrading their maintenance to ensure cleaner burning engines and switching to hybrid, compressed natural gas or biodiesel systems. Streetcars or trolleys, because they are typically electric, are potentially even more environmentally benign, depending on the source of the electricity.

Transportation isn’t the only source of greenhouse gases. It is, however, an opportunity for municipalities to encourage reduction, simply by offering greater transportation choice.

Streetcars as the Backbone of an Integrated Approach

Fort Wayne has the potential to develop a new, integrated approach to transportation which is not just a physical system, but the opportunity for a new quality of life. “Choice” is the goal of the new approach. CNT has identified a series of “eco-pods” where transportation innovations like car sharing would complement existing walkable urban form.¹⁰ The eco-pods are very near some of the logical alignments for a streetcar system. This is not accidental. A good environment for a streetcar is a good environment for car sharing, pedestrian travel, bicycling and bus transit.

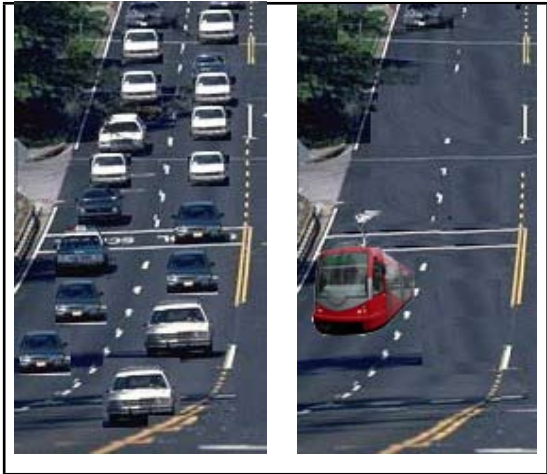
Streetcars would be the catalytic backbone of this urban transportation for Fort Wayne. This new paradigm is not just a physical system, but a new quality of life option. Several communities in central Fort Wayne are compact enough today to support a system of transportation choice focused around a streetcar, including West Central and North River. A streetcar would bring new development in and near those communities, as streetcars have reliably done elsewhere.

A streetcar would bring a whole range of possibilities – new choices – to Fort Wayne. The streetcar could offer frequent headways (trips) for as much as 18-20 hours per day, as the trolley system in Memphis does. If there is an easy transfer between the streetcar and the Citilink system, it would make bus ridership a more attractive option for “choice” riders. Because the streetcar is likely to attract new retail and residential development, there will be more places within walking distance of the streetcar. As in Memphis, some proportion of people who live and work downtown will commute to work by streetcar. Some residents may use the streetcar for entertainment and shopping trips while commuting to work in a vanpool or ridematching arrangement, either of which might be provided by a locally-governed Transportation Management Association (described in a separate report).

While the streetcar would initially cover a fairly short distance, it would serve the core of the city, critical territory that is ripe for reinvestment. Its value to the transportation system will be larger than its modest distance might imply. Even small shifts in the number of people using transit rather than competing for roadway can be sufficient to avoid costly road expansions. Figure 1 was created to help visualize 50 individual cars compared with one medium-to-large vehicle carrying 50 people. The excessive cost of providing space for the individual units is evident.

Perhaps streetcar’s greatest gift to Fort Wayne will be to spark the community’s distinctly urban imagination, providing additional momentum to the exciting redevelopments already underway.

Figure 1: Two Views of Distribution



Funding New Streetcar Systems

Federal Funding

The only safe generalization about funding streetcars is that there is no one way. But Federal support is typically part of the mix.

Certain categories of funding that already come to the region such as general Surface Transportation (STP) funds or Congestion Mitigation/Air Quality (CMAQ) funds can be used for streetcar startups. The Fort Wayne Region currently receives about \$6.5 million annually in STP funds and about \$1.75 million in CMAQ funds. All of the STP funds and most of the CMAQ funds are used for road construction, repair and maintenance.

Federal “New Starts” funding is another major source. Regulations have recently been revised to reflect the reality that streetcar systems are much simpler and less expensive than heavy rail systems and therefore need a streamlined process. In the last round of transportation reforms a category called “Small Starts” was created for projects of less than \$75 million federal and \$250 million total. In spite of the relative simplification of the process, Federal guidelines, however, still require a variety of analyses and a much longer lead time than locally funded projects. Rigorous and expensive documentation is required in areas such as procurement and labor standards, as well as a full environmental review. Payouts come well after expenditures are made, which increases financing costs. The additional time and cost involved with a federal project can be expected to add 10-15% to the total project time and cost. Federal projects move through at least three major stages in succession:

1. Planning, alternatives analysis and project development;
2. Project justification (cost, projected commute time savings, environmental and economic development benefits);
3. Local financial commitment.

Competition for federal Small Starts funding is intense. The first step in a multi-year process to secure federal funds is to educate local Congressional representatives of the need and benefits of a streetcar system.

Fort Wayne already receives Federal Transit Administration (FTA) capital funds for the Citilink system. While FTA funds are another potential source for streetcar startups, it would be counter-productive to compete with Citilink for FTA funding, since the two systems would be synergistic. If FTA Section 5309 funds are to be used there is a (minimum) 20% local match.¹⁰ The local match can include the “donation” of property for stations.

Local Funding

Local funding is an attractive option for financing streetcar systems, given the long lead times, stiff competition and higher financing costs of federally funded projects. Streetcars are relatively inexpensive compared with other fixed-rail transit systems.. Some cities have chosen to fund a significant portion of their system locally to avoid delays and red-tape. Many local funding formats have been used, including state infrastructure bank loans, parking revenues, fares, naming rights, foundation grants, tax-increment financing, business-improvement districts, special assessment districts and local transit and sales taxes (including gas, hotel, restaurant, rental-car or other business taxes) and general obligation bonds.

Parking revenues are another potential funding source – one that may not be immediately obvious.

Visitors travel to the downtown, partly because of the streetcar and its nearby amenities and attractions. They park in a parking garage and use the streetcar during their visit. Some systems are deliberately routed near parking garages, increasing both parking revenue and streetcar revenue. In Atlanta, the private non-profit established to shepherd a streetcar project is chaired by the city's largest parking lot operator. Portland funded more than 50% of the cost of its first segment with parking garage bonds.¹²

Tax Increment Financing districts and Business Improvement Districts, which usually have economic development goals that are furthered by streetcars, have been instrumental in starting and/or funding streetcars. Portland is an example. Transportation Management Associations (TMA) can also run a streetcar system if it's not feasible or desirable for the local transit operator to do so.

Another funding source unique to Fort Wayne is the \$40 million fund that becomes available to the city with the expiration of the lease of the city's municipal utility to Indiana Michigan Power.

Despite funding challenges, over 50 streetcar systems are either in operation, funded for construction or in the planning stage in cities across the country. Two-thirds of all states in the continental U.S. have a street car system or are planning one.

Case Studies

Kenosha

Kenosha is a city with less than 100,000 residents situated between Milwaukee and Chicago, on the shore of Lake Michigan. The two-mile streetcar loop was opened in 2000 in the center of a new boulevard between downtown and the lakefront. The lakefront (eastern) end was a brownfield site that the city sought to redevelop as a residential neighborhood. The western portion of the loop is a Metra station offering commuter rail service to Chicago.

New England Homes developed over 400 townhouse and condominium units on the site of a former automobile assembly plant in a public/private venture. The development, known as Harbor Point, was designed to take advantage of proximity to the streetcar loop. The community was also designed with housing in a wide price range, with initial sale prices of \$100,000 to over \$500,000. The National Association of Home Builders cited several reasons for bestowing an urban smart growth award on the development in 2003, including: "New restaurants, shops and other commercial enterprises have sprung up in response to the increased property values and disposable income generated by this project."

The streetcar schedule changes seasonally, with as little as four hours of mid-day service in the winter and eight hours of mid-day to early evening service on weekdays during the rest of the year. Weekend service is offered seven and a half hours a day year-round. In addition to the shoreline and downtown, the loop connects Harbor Park and two historic districts. The fare is \$.25.

The Kenosha Transit Commission built and operates the streetcar. Construction costs were a very modest \$3 million per mile. The track was laid over a bed layered with a combination of materials and covered with topsoil that allows vegetation and water filtration. Federal funding support came from Congestion Mitigation/Air Quality (CMAQ) and Federal Transit Administration funds.

Memphis

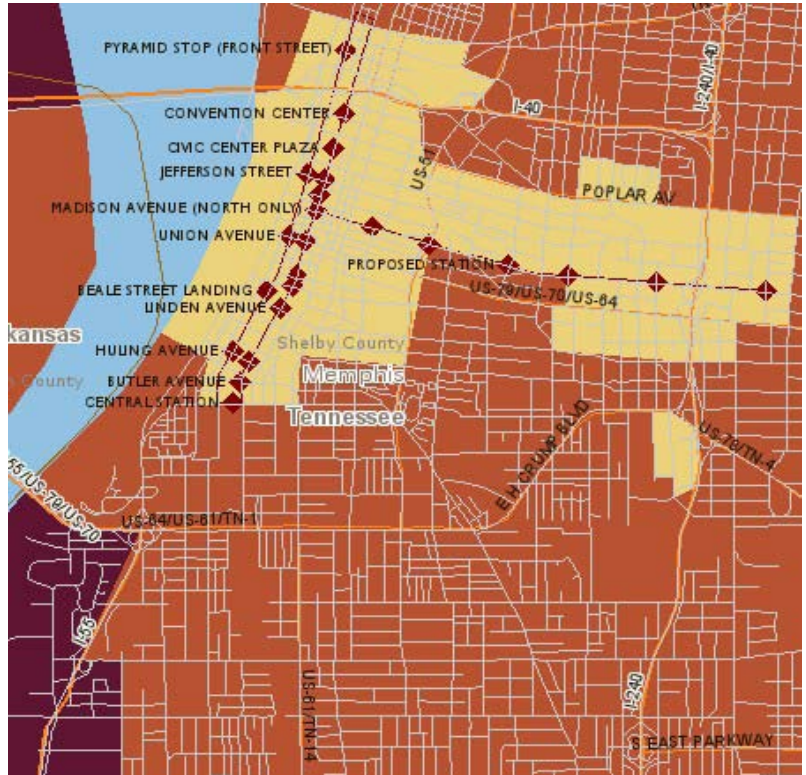
During the 1990s, Memphis which has an estimated 2006 population of 670,000 or approximately twice the size of Fort Wayne, began to build a modest, downtown streetcar system, which they refer to as a trolley. The trolley and an aggressive Business Improvement District (BID) have spurred downtown redevelopment over the last decade.

The redevelopment has included strong growth in the downtown residential base. Housing in the downtown zip code almost doubled between 1990 and 2000 and since then appears to have accelerated, with many more new developments coming on line. A recent downtown study¹³ estimated average annual population growth of the central business district, at 9.3% from 2000 to 2005, while growth for the metro area as a whole was 1.1% annually. According to the Center City Commission, the BID for downtown Memphis:

One of Downtown's real success stories has been its residential growth. In 1977, only 244 units of market-rate housing existed in the Downtown area. A desire to live on the river drove a tremendous demand for these limited housing units. Those early developments were in such great demand that larger developers took notice, and decades of successful residential development, new construction, renovation, and adaptive reuse projects began. Today, more than 22,000 people live in the Central Business Improvement District, with 5,000 of those in the traditional downtown core.

The 2.5 mile starter line which travels north and south on Main Street opened in 1994. In 1997 a

southbound riverfront line was added, paralleling the Main Street Line. A 2.2 mile extension to Medical Center (along Madison Ave.) was completed in 2004, perpendicular to the Main Street and riverfront lines. Almost 14% of people who live and work downtown, commute by trolley. The trolley, according to the downtown marketing study, is the third highest visitor attraction with 915,000 rides, after Beale Street and the Pyramid, and ahead of the professional sports teams. The trolley contributes to the success of special events in and near downtown. For instance, the South Main Arts Trolley Tour offers free trips from downtown to the South Main Art District galleries, shops and restaurants during the evening of the last Friday of every month.



Lighter color indicates transportation cost between 15-20% of income

Source: CNT © 2007

Trolley service begins at 6 a.m. on weekdays and runs until 11 p.m. (1 a.m. on Fridays). Saturday service is from 9:30 a.m. until 1:00 a.m. and Sunday service runs from 10 a.m. to 6 p.m. Trolleys run every 10 minutes and cost \$1.00 to ride, with several pass options for multiple trips. Creative incentives to use the trolley include half-price lunch fares, the ability to transfer to the conventional bus routes and economically priced monthly and semi-annual passes.

Table 2: Transit Fare Structure in Memphis

Trolley Base Fare	\$1.00
Senior and Disabled Fare	\$0.50
Lunchtime Fare All Riders (11:00 a.m. to 1:30 p.m.)	\$0.50
Transfer to Fixed Route Bus	\$1.55
2-Ride Trolley Pass	\$1.50
Daily Pass	\$3.50
Daily Pass - Seniors 65 and up & Individuals w/Disabilities	\$0.75
3-Day Pass	\$8.00
3-Day Pass - Seniors 65 and up & Individuals w/Disabilities	\$4.00
31-Day Pass	\$25.00
31-Day Pass- Seniors 65 and up & Individuals w/Disabilities	\$12.50
6-month Pass	\$75.00

The original 2.5 mile Main Street portion of the system cost \$14 million per mile, which included the track, the trolley cars, improvements to a pedestrian mall, relocation of numerous utilities

and construction of an operations and maintenance facility. The second phase, the Riverfront line, used an existing rail line and was completed for \$3.8 million per mile. The Madison Avenue (Medical Center) line was built to light rail standards and cost \$25 million per mile. A high proportion of the stops on the entire system have ramp structures or lifts to facilitate boarding with mobility devices.

The Main Street trolley was funded with federal money reallocated when a local highway project was deemed too environmentally damaging to move forward. Additions to the original line were funded with a mix of federal transit, state and local funds.

Memphis is now embarking on a regional light rail project to link the airport to downtown. Alternative alignments are under study at present.

The trolley has been a significant factor in the redevelopment of Memphis' downtown, but it has not been the only factor. The Center City Commission, with 14 planning, marketing and economic development staff, has shaped redevelopment and continues to influence the downtown experience for residents and visitors alike.

Streetcar Recommendations

A streetcar system fits well with Fort Wayne's ambitious downtown redevelopment plan. In fact, a streetcar may be a necessary precondition for successful redevelopment. Streetcars have been shown to be a catalyst for development in city after city, offering remarkable rates of return on the investment. Streetcars are cost effective because existing streets can usually be adapted for streetcars in a resource-efficient way. Streetcars have historic value and are scaled to pedestrian-friendly environments. Fort Wayne needs more transit and especially needs a new mode of transit to spark ridership on the larger system. The city should take the following steps to mobilize for a streetcar:

- 1. Identify Leadership Group:** Establish a Streetcar Task Force to lead local deliberations about the potential of one or more streetcar lines.
- 2. Encourage Citizen Participation:** Run a transparent process. Conduct early meetings with communities and institutions potentially impacted by a streetcar line or lines. Document community feedback. Keep the press informed.
- 3. Streetcar Forum:** Sponsor a Best Practice Streetcar Forum. Invite a range of actors from cities that have recently developed streetcars, including political leadership, developers, transit agency personnel and business improvement district staff or board members. Open this forum to the press and general public.
- 4. Institutional Analysis:** Identify parties (institutional and individual) outside Fort Wayne who will be key if a streetcar is to move forward: Federal Transit Administration personnel, the Public Transit Section of the Indiana Department of Transportation, the governor and the Indiana Congressional delegation. With state leadership, emphasize this as an "Indiana first."
- 5. Continuing Education:** Encourage and support Task Force members to attend national transportation conferences such as Railvolution, the American Public Transit Association conference or a Reconnecting America Streetcar Workshop to learn more about streetcar systems.
- 6. Develop Proposal to Move to Feasibility Study:** Present Task Force recommendations to the mayor and city council. If there is substantial agreement to move forward, identify resources for a feasibility study.

Endnotes

- 1 Moody's Economy. <http://www.economy.com/default.asp>.
- 2 Quick, Vicki, "The Trip Not Taken", *Street Smart*, Reconnecting America, 2006.
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- 4 *Hidden in Plain Sight*, Center for Neighborhood Technology, 2004.
- 5 *Preserving and Promoting Diverse Transit-Oriented Neighborhoods*, Center for Neighborhood Technology and Center for Transit Oriented Development, 2006.
- 6 Quick, Vicki, "The Business Point of View," *Street Smart*, Reconnecting America, 2006.
- 7 *Paved Over: Surface Parking Lots or Opportunities for Tax-Generating, Sustainable, Development*, Center for Neighborhood Technology, 2006.
- 8 Davis, Todd and Monica Hale, Public Transportation's Contribution to Greenhouse Gas Reduction, American Public Transportation Association with support from Transit Cooperative Research Program, 2007.
- 9 Ibid.
- 10 Fort Wayne recently took a very important step to enhance walkable communities by approving the Wells Corridor ordinance in December of 2007. The ordinance promotes mixed-use development on major corridors.
- 11 Booth, Jeff, "Federal Funding Opportunities," *Street Smart*, Reconnecting America, 2006.
- 12 Taylor, David, "Local Funding Sources," *Street Smart*, Reconnecting America, 2006.
- 13 Memphis Center City Commission Downtown Market Study, 2004.

