

DRAFT

Technical Memorandum

DEVELOPMENT IMPACTS & COMPARISON OF ALTERNATIVE ALIGNMENTS BASED ON ECONOMIC FACTORS

July 27, 2010

Executive Summary

A key set of assumptions provides the policy foundation for recent streetcar projects, either open-and-operating like those in Portland, Tacoma, Seattle, Little Rock, Memphis and Kenosha, or projects now being implemented, like those in Cincinnati, Washington, DC, Dallas, Tucson, and Charlotte. In all cases, these projects are:

1. Initiatives of **city governments** (with more or less assistance from transit agencies), due to these projects' role as:
2. Catalysts for **economic development and redevelopment**, especially in terms of:
3. Changing the **form, intensity and location of new development** to a more concentrated and urban pattern than was achieved without the streetcar project.

These assumptions have generally been rewarded with the results that these cities have hoped for in making the investment, in some cases spectacularly so. In the experience of these cities, this dramatic "streetcar effect" has also made clear that bus transit, no matter how packaged or priced, cannot replicate these economic effects.

Fort Worth has invested significant effort in plans and policies intended to change the pattern and nature of future growth in the City. **For Fort Worth to consider investing in a streetcar project as an economic development strategy – an implementation tool for those plans and strategies, an analysis of the results in other cities and of the prospects for such results here is in order.**

As part of this study process, HDR has reviewed the literature of studies of the economic effects of other rail transit projects (Appendix A to this Technical Memorandum – “*Literature Review of Studies on the Economic Development Impact of Passenger Rail*”). HDR has also now completed the Economic Impact Analysis called for in Task 2 of the study’s Scope of Work. The body of this Memorandum describes the results of that analysis.

The following three pages summarize the economic development analysis for the six alignment alternatives under study.

The table on Page ES-5, entitled *Exhibit I (Comparison of Alignment Alternatives)* presents comparative information on line length; activity generators served; property base impacted; developable sites accessed; potential growth generated (in terms of both quantity of development and property value); and immediate ridership potential.

The memo that follows provides detail on the variables analyzed, their importance and the methodology used. An Appendix to the memo provides summary sheets for each of the individual alignments.

In summary, all of the candidate alignments are feasible streetcar projects from a planning perspective, serving a variety of existing destinations and accessing significant potential development. From an economic perspective (the subject of this portion of the study), there are significant differences in the alignments’ impact on development and on shaping the future growth of Fort Worth.

The key recommendation of the overall streetcar study – the most feasible segment of these alignments that would comprise a viable Phase 1 streetcar project in Fort Worth – will be based on the full analysis. This economic impact review will be a key factor in that recommendation, but only one of several. Other key factors include:

- **Capital Cost (Technical Memo to be provided in early August)**
- **Ridership (to be formally estimated in late August)**
- **Financing capacity**
- **Community and key stakeholder support**

The alignments under study are indicated in the maps on the following pages. The first map consists of the various full alignment options under consideration; the second depicts the shorter, most intense segments that are candidates for a Phase 1 project.

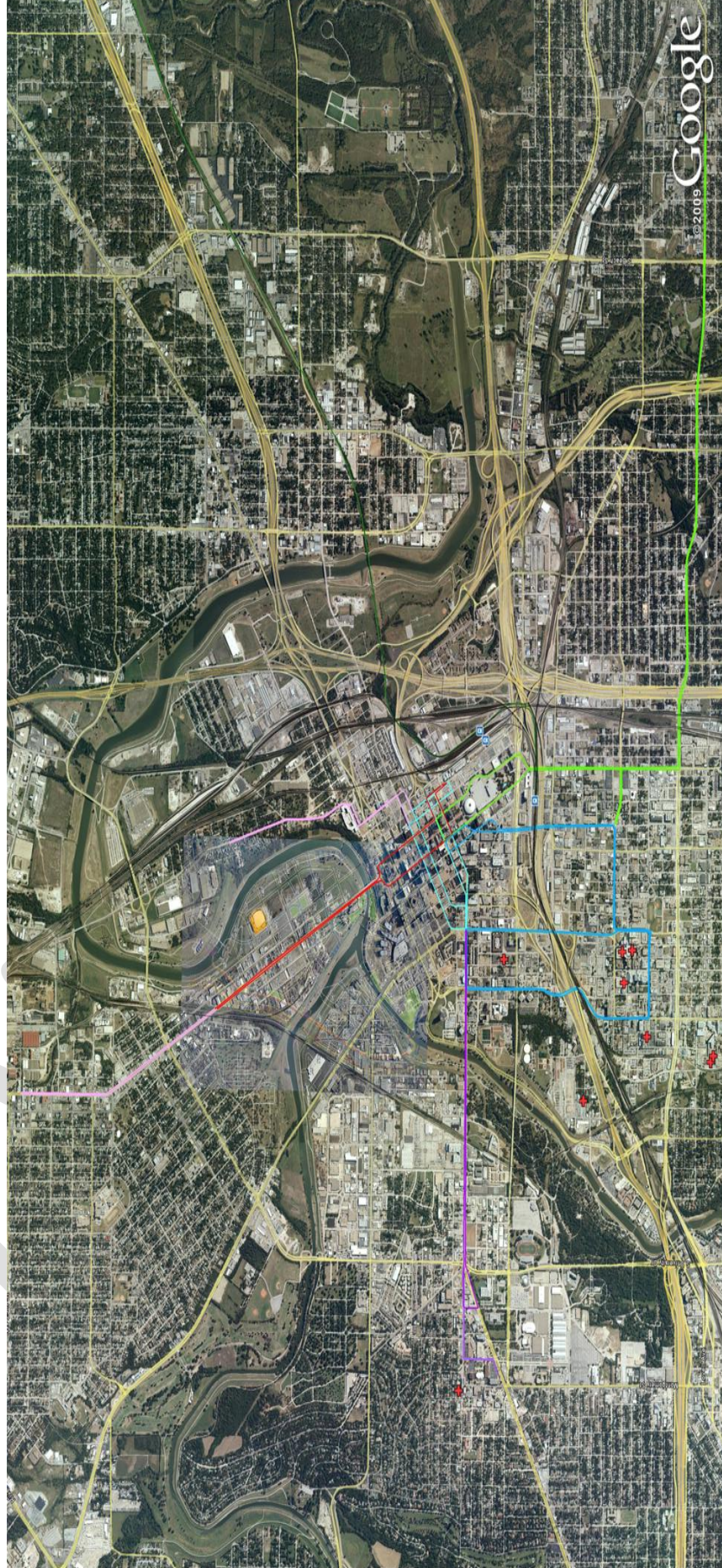


Diagram ES-1: Potential streetcar system map.

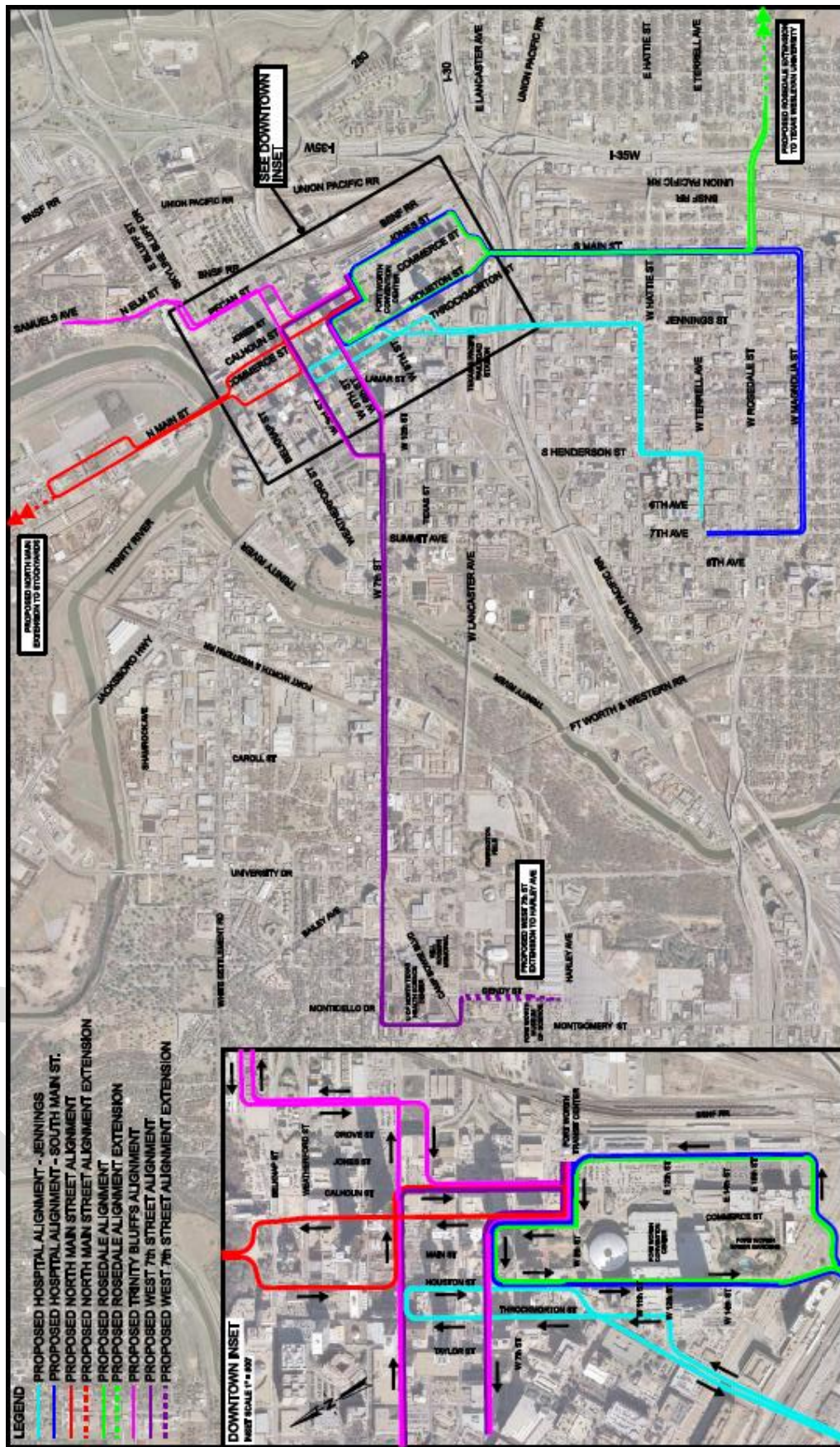


Diagram ES-2: Potential Phase 1 Alignment alternatives map.



**EXHIBIT I
Comparison of Alignment Alternatives**

Route Description	Jennings	North Main	South Main & Magnolia	South Main, Rosedale to Evans	Trinity Bluff	West 7th
Route Miles	2.0	1.4	3.2	2.2	2.2	3.0
Basic Data: 2010						
Existing Development						
Employees	66,800	41,500	68,900	51,700	46,500	59,700
Residents	3,500	1,600	5,300	2,700	3,600	6,200
Hotel Rooms	2,600	2,000	2,400	2,400	2,000	2,000
Students & Faculty/Staff	5,300	5,300	1,800	1,800	5,300	6,300
Venues - Annual Attendance	2,150,000	2,375,000	2,150,000	2,150,000	2,150,000	6,500,000
Total Value Base (including tax exempt)	\$2,400,000,000	\$1,700,000,000	\$2,200,000,000	\$1,700,000,000	\$2,000,000,000	\$2,800,000,000
Taxable Base	\$1,400,000,000	\$1,000,000,000	\$1,400,000,000	\$1,200,000,000	\$1,300,000,000	\$1,800,000,000
Land Use						
Acres - not on streets	580	445	745	485	430	890
Vacant/Redevelopable Acres	120	115	120	85	115	170
Growth (permit data):						
<i>Housing (units)</i>						
New and completed since 2000	420	240	540	500	820	860
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<i>Commercial (sf)</i>						
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Per Year (10 years)	115,000	130,000	170,000	60,000	130,000	180,000
Streetcar Max/yr (1.2 times)	138,000	156,000	204,000	72,000	156,000	216,000
Calculated Variables						
Upside Value Added Projection: (15 Years)						
Value Added Baseline Growth	\$335,000,000	\$335,000,000	\$480,000,000	\$225,000,000	\$440,000,000	\$560,000,000
Value Added Streetcar and Premium at 5%	\$220,000,000	\$175,000,000	\$280,000,000	\$195,000,000	\$305,000,000	\$365,000,000
Total Value Added in 15 Years	\$555,000,000	\$510,000,000	\$760,000,000	\$420,000,000	\$745,000,000	\$925,000,000
Ridership Estimates:						
Relative Ridership Proxy: (indexed to lowest complete line)	154%	101%	159%	121%	118%	152%
Holding Capacity: (Square feet of building)						
Capacity of vacant or redevelopable sites	12,900,000	9,300,000	10,900,000	8,000,000	15,000,000	18,000,000
Maximum Growth in 15 years - square feet.	3,600,000	3,200,000	5,000,000	2,900,000	5,300,000	6,300,000
Max 15 year growth as % of Capacity	28%	34%	46%	36%	35%	35%



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Technical Memorandum

DEVELOPMENT IMPACTS & COMPARISON OF ALTERNATIVE ALIGNMENTS BASED ON ECONOMIC FACTORS

1. Introduction

This Technical Memo identifies development potential along the streetcar route alternatives under study and quantifies that potential in physical and value terms. It also preliminarily outlines areas of possible interaction between streetcar and Fort Worth Convention Center activities; as well as the impact of the streetcar on parking demand. Going forward, these analyses will assist in the identification of the preferred route alternative(s) as well as provide input to the development of both a project phasing recommendation and financial package.

Also presented are examples of how other cities in the United States have leveraged similar development opportunities to create streetcar funding and/or business partnerships with parties due to their having large amounts of property holdings, business interests or other interests along the lines. The sources examined were drawn from HDR's experience throughout the United States. Lastly, the memo begins to identify the potential for similar public /private sector partnering of a streetcar line in Fort Worth based on the development potential along the various particular alignments.

This memo is organized into the following sections:

1. Development Potentials: Description of existing and potential development along the various lines, and assumptions as to future rates of absorption.
2. Summary Evaluation of Alternative Alignments from Economic Development Perspective: This section compares the alternative

alignments based on their economic development potential. The comparison is made on an absolute quantities basis (that is, which lines do “best” regardless of cost).

3. *Development Based Partnering Opportunities*: A summary of cases from other cities indicating the types of partnering (based on land and building development opportunities) involved on fixed rail urban transit projects and the circumstances under which it was done. This section identifies opportunities along the Fort Worth line alternatives.

2. *Development Potentials*

The following paragraphs describe the various measures that are being compared for the different lines.

Existing Levels of Development

Measures of the amount of existing development and economic activity that would be accessed by each streetcar line alternative are important criteria for determining the early success of the line (in terms of immediate ridership) and short term economic impacts on existing properties, businesses and revenue streams. The more people, jobs, hotel rooms, activities, and property value in the “streetcar influence zone”¹, the higher the likely level of immediate ridership, and the greater the resource base available to potentially help finance the line.

An example of the delineation of this zone for one of the candidate alignments is shown below:

¹ The “streetcar influence zone,” is defined as the area within a 5 - to 7- minute walk of a streetcar line within which activities (offices, stores, hotels, residences, performance venues, public facilities) generate the largest share of the streetcar ridership. This area captures most of the benefits (in terms of increased business activity, added economic development, sales and property values) because of the presence of the streetcar. These benefits are estimated by studying all parcels and activities within a quarter-mile radius of the streetcar line.



Several measures of “existing development served” were calculated for the areas within ¼ mile (the “streetcar influence zone”) of each of the lines under study.² The measures chosen have been observed to have an impact on ridership and financing capacity in other streetcar systems analyzed by HDR and others. The measures include:

- *Population and Employment* : 2010 estimates from Traffic Survey Zone data collected from the North Central Texas Council of Governments.
- *Enrollment and Faculty/Staff at Higher Education Facilities*: They can generate significant ridership and, as with visitors, add to the potential pool of patrons for area businesses.
- *Hotel Rooms; and Special Event/Venue Attendance Numbers*: (From City of Fort Worth data base). Visitors (both from out of town and local) form a major share of streetcar ridership, especially in areas that are near major concentrations of employment and a wide variety of cultural, sports, eating, drinking, entertainment and convention activities. The more hotel rooms and the more major venues within a given streetcar line’s “influence zone” the greater will be the ridership and benefits received. Additionally, mobilizing

this pool of riders via streetcar within the influence zone stimulates business activity by more conveniently connecting area visitors to area businesses, thereby increasing the likelihood of spontaneous or induced business or leisure activity.

- *Total Assessed Value in Zone*: This number, calculated by summing the assessed value of all parcels wholly or substantially in the “influence zone”, presents a good proxy of the overall level of development and general economic activity served by the streetcar. It includes both exempt (public, religious, certain non-profit institutions) and taxable property³, and is obtained from the Assessor’s data base.

New Development Potential

Following is a summary of the development potential calculations:

- Long Term⁴ Build-out Potential

The longer-term build-out potential of the ¼ mile “streetcar influence zone” for each of the line alternatives was estimated by reviewing the amount of vacant or significantly underdeveloped land in a corridor and estimating these parcels’ approximate build-out potential, based on the surrounding densities, planning and zoning. The figures for long term build-out potential represent an estimation of the physical carrying capacity of sites deemed to be logical candidates for development/redevelopment within the next 30 years. (This does not mean that they would develop [that depends on market demand] – only that their characteristics [size, zoning, value] render them as candidate targets of interested developers). The candidate sites are limited to those parcels where the value of real property improvements in 2010 (BLDG_Value in the Assessor’s data) was zero or sufficiently low (that is equal to 10% or less of the Assessor’s 2010 land only valuation) to imply that

³ Only the taxable value of parcels is used in other analyses to determine the potential of different financing options. Many parcels have partial or total property tax exemptions (e.g. public, religious properties; partial exemptions as economic development incentives). Under Texas statutes for Public Improvement Districts, exempt properties can be included in PIDs, but only by contract.

⁴ A time horizon of 30 years is assumed. Over an even longer time horizon even more land would become available for development as older buildings obsolesce and decline in value, especially relative to land values that can be expected to rise as the neighborhood “fills up” from added development.



no substantial buildings were present. We also excluded all individual parcels under 10,000 square feet in size and parcels with single family, public use or institutional land use or zoning classifications. Our calculations were done in a conservative manner in order to avoid over-stating the amount of land that might be available for development in the next 30 years. (In actual fact many sites with buildings, particularly in the core downtown zoning districts, are also highly susceptible to redevelopment – for example, 2 and 3 story buildings in the core - but we did not include any of these, since we did not know to what degree some of these buildings might be, for example, historic or ancillary structures to adjacent highly developed parcels. Inclusion of these sites would increase the long term ultimate build-out *capacity* of the given “influence zone” but would not affect the maximum 15 year build-out *projections* discussed further below).

The next step was to determine likely development densities for parcels considered developable. The preponderance of the parcels are located in areas with MUGC future land use designations (Mixed-Use Growth Center) and zoning designations that constrain development in terms of height, setbacks, parking requirements or lack thereof, and other regulations but where density is a by-product of whatever the designer can fit on the site given these other regulatory constraints. We approximated the potential build-out densities by taking the Assessor’s land value per square foot and dividing by 10 to approximate the Floor Area Ratio (FAR)⁵ capacity of each developable parcel. For example, land value at \$70/square foot in the downtown core was assumed to be able to be built out at an effective FAR of about 7; whereas land in the Urban Villages outside of the core and valued at, say, \$25/sf. was assumed to be able to be built out at an FAR of 2.5 (which might equate to 80 units/acre). The resulting build-out capacities of all the developable parcels were then summed for each line’s streetcar influence zone to determine the total long term build-out potential of each alignment.

⁵ FAR = Floor Area Ratio: the ratio of the total area of the building relative to the total area of the building site. A building with an FAR of 10 could be, for example, a 20 story building covering ½ of its lot, or a 40 story building covering ¼ of its site. A residential building with a 2.5 FAR might typically be a 4 or 5 story multifamily complex “wrapping” an above grade parking structure.

- Maximum Projected Growth: Next 15 years:

This is an estimate of the “upside” or maximum potential market absorption projected for each “influence zone” over the next 15 years under favorable economic conditions, but at less robust rates of redevelopment than have been achieved here in recent years or in areas along streetcar lines opened in the 2000-2010 decade in Portland, Seattle, and Little Rock. While the long term build-out potential suggests the amount of development that can “fit” within the streetcar influence zones within the next 30 years, this analysis projects a level of potential development that may actually be observed over the intermediate term (15 years) if evolving regional market trends are reinforced by a streetcar in the particular corridor. The basic underlying assumption is that the streetcar can focus, reinforce and accelerate existing market trends but alone will not radically shift strong entrenched regional market patterns in the short to intermediate term. The resulting absorption scenarios are thus based on underlying market trends and not the long term holding capacity of a corridor. The projection of development over the 15 year period (which is critical for financing) is thus constrained by the twin realities of land supply and observed market realities. The projection must be at or below the ceilings set by the more constrained of these two realities; it must not exceed the maximum anticipated level of absorption (maximum *projected* growth) nor can it exceed the amount of building area possible given available land and planning and zoning considerations (long term build-out *capacity*).

An inventory of all building projects approved and either completed or under construction in the 10 years since 2000 was created from building permit data obtained from the City of Fort Worth. These projects were then mapped to each “influence zone” by commercial and residential categories and an average annualized⁶ rate of build-out calculated within the ¼ mile areas served by each line.

⁶ It is assumed that the 2000-2010 period more or less encompasses the equivalent of one complete economic cycle so that a “baseline” annualized rate can be obtained by summing all the projects completed in the area over the past 10 years and dividing by 10.



The 15 year upside market absorption potential along a line segment was then determined by multiplying the average annual rate of housing production by 15 (years) and then by 2 (we estimate that 200% of recent development represents the upper range of likely absorption acceleration given a comparison with other cities that installed streetcars in recent years). There is a lesser observed acceleration impact on commercial development and we have used 120% (1.2 times) of the observed ten year trend as the upper limit.

In all cases, the projections have been cross-checked with both City and NCTCOG population and employment projections for 2030 to make sure that collectively they remain within the bounds of reasonableness with the larger regional assumptions being made in those forecasts.

- Potential Growth in Assessed Value (AV) (15 Years):

The taxable value of the 15 year build-out potential in a corridor was estimated by applying recent per building square foot (\$150/sf) and per housing unit (\$120,000) values to the projection of maximum potential new development over the next 15 years. We then added a one time⁷ 5% premium to the 2010 taxable base, within the “streetcar influence zone”, to approximate the pattern of value increases to existing properties, observed in other cities with streetcar (the so called “rail transit premium”). These AV calculations can be used in later phases of this study as inputs in projecting the potential tax revenue streams that could be generated under various potential TIF or special assessment financing options.

- % of Area Capacity Used:

In each case, the 15 year upside absorption projection was then compared to the “longer range” build-out potential for the given corridor to determine whether or not it exceeded likely capacity. For all alignments, the long term build-out capacity of any given line significantly exceeds the 15 year

⁷ This premium can begin to accrue to parcels once the “market” becomes convinced the streetcar will be built (usually after a line is formally approved, funded and initial construction contracts let) and is expected to be fully reflected in the Assessed Value base within 2 years of the line being open for operation.

potential, suggesting that any of the lines under consideration could meet likely development demand in that corridor for 25 years or more.

▪ Ridership Proxy:

An initial “proxy number” is calculated to allow cross comparisons of potential ridership for each line alternative based on a formula that captures ridership from particular types of generators located within the influence zone. The following are the principal generators used:

- Resident Population
- Employment
- Overnight Visitors (represented by number of hotel rooms)
- Higher Education: Combined enrollment and staff/faculty

These factors are applied against the respective quantities of each “generator” in the “influence zone” of each of the starter line alternatives to determine its “ridership proxy.” This is not to be confused with being a forecast of actual ridership, as other local factors will come into play, such as fare policy, hours and frequency of operation, number of transfer points with other rail and transit, attendance at events, festivals and performance venues, and the like. However, it does provide a useful index for allowing initial relative comparisons to be made between the lines based on the land uses and activities each serves.

Convention Center Considerations

Convention centers and associated facilities such as hotels represent a major investment for most cities. These facilities are intended to generate and support business activity (in most cases downtown) and this fact is used to justify the significant investment they entail. A hypothesis of this study is that an investment in a streetcar system in downtown Fort Worth will support convention center operations and increase the positive effects of convention activity in downtown. Likewise, convention center business will support streetcar operations. This symbiotic relationship will be further tested in the following areas (by the time of the Final Report):

- **Competitiveness** – A sampling and comparison of Fort Worth’s peer or competitor cities for convention business will be reviewed. It will be noted which cities have operating streetcars, which have planned systems and which have no streetcars. For cities operating or planning streetcars, the role of the system in marketing conventions will be noted.
- **Hotel** – The effect of streetcar systems on hotel occupancy will be further examined. In general, it is assumed that a streetcar system increases the area of the city that is attractive for conventioners to stay in by improving the accessibility of areas that may be considered beyond the comfortable walking range. Improving access from the convention center to other parts of downtown or the inner ring may allow a greater disbursement of hotel rooms and alleviate the need to construct more hotel rooms immediately adjacent to the convention center beyond existing levels. Access to additional hotel rooms via streetcar may increase the competitiveness of the city for larger conventions and events by providing a functionally larger number of rooms that serve the conference center “within walking distance.” The convenience of a streetcar circulator providing access to more activities and venues, thus providing an incentive for longer guest stays.
- **Spending Capture** – Part of the allure for local governments for attracting conventions is the ability to capture conventioners’ spending dollars for things such as dining out, entertainment and shopping. In general, this phenomenon is strongest within walking distance of the convention center or principal hotels serving it. However much of the spending may never make it “outside” of the hotel and represent dollars lost bypassing the local economy and small businesses. By extending the walking distance, it is believed that the streetcar system may encourage conventioners to patronize a greater number of local businesses by making those businesses more accessible to the conventioners and visitors.

Parking Considerations

Parking is a major part of transportation, urban and economic development. Therefore, it is only natural that streetcars (which also combine elements of urban and economic development and transportation) would have dynamics that interact with parking. In general, streetcar systems can reduce the amount of

“needed” parking within a given area thereby having a positive impact on transportation systems, urban form, land uses and economic development:

- **Transportation – Parking** can be seen as a traffic generator. Parking locations serve as both origination and destination points. As such, parking adds to both traffic volumes and mode conflicts, particularly in dense urban areas. Internal area vehicle trips (from parking space to parking space and/or “cruising” around looking for one) add to congestion. This congestion (and associated proliferation of garages and lots and curb cuts) creates an increased likelihood for pedestrian and vehicular conflict. Minimizing the need for internal area vehicular trips can be a key component to making an urban area more livable. Streetcars provide enhanced internal area accessibility and therefore can help offset internal vehicular trips. They can also add flexibility to the siting and design of urban environments of development by enabling parking to be pooled and sited at some distance from activity generators.
- **Economic Development and Urban Form – Parking**, particularly structured parking, is a major cost for new development. As such it negatively impacts project feasibility and decreases affordability. A well designed streetcar system can mitigate the need for new parking associated with new projects by improving mobility and livability and eliminating the need for internal vehicular trips. Fort Worth currently appears to have an overall downtown parking ratio that already approximates or exceeds one per employee, in excess of car use rates considering that some employees walk, take public transit, carpool, or are absent from work on any given day. Nonetheless, this “oversupply” is seen as necessary to accommodate the multiple locations that *may* be accessed by employees and patrons of downtown establishments. A streetcar system can help lessen the need, real or perceived, for multiple parking locations for multiple trips. The basic notion of “park once, visit many” comes into play. By increasing the mobility of downtown employees and patrons, the demand for spaces will decrease, allowing new projects to come on-line with less parking than may have otherwise been perceived as necessary. At a later stage of the streetcar study, this will be shown to have a significant impact on potential projects in the downtown area in terms of their density, cost and affordability, and impact on urban form and livability.

3. Summary Evaluation of Alternative Alignments from Economic Development Perspective

The evaluation measures chosen to assess the relative merits of streetcar alignments for this project are based on the success factors seen in other projects and in the local strategies and issues that a Fort Worth streetcar system could be designed to address. While many transportation projects have similar objectives, such as improved mobility, accessibility and economic development, local conditions should drive the development and evaluation of alternatives.

The evaluation criteria reviewed below are intended to reflect the economic development impacts of the streetcar project, insofar as they relate to economic development objectives as these have been conveyed to the HDR Team through interviews with elected officials, City staff, representatives of organizations such as Downtown Fort Worth, Inc. and Fort Worth South Inc., etc. and in the work of the Modern Streetcar Task Force. The evaluation measures used in this memo fall under the general categories of economic development, and financial capacity and impacts. Ultimately, in addition to these criteria, evaluation of alignments will also need to consider costs, refined ridership estimates, potential impacts/compatibility with traffic operations and historic resources, and other relevant factors.

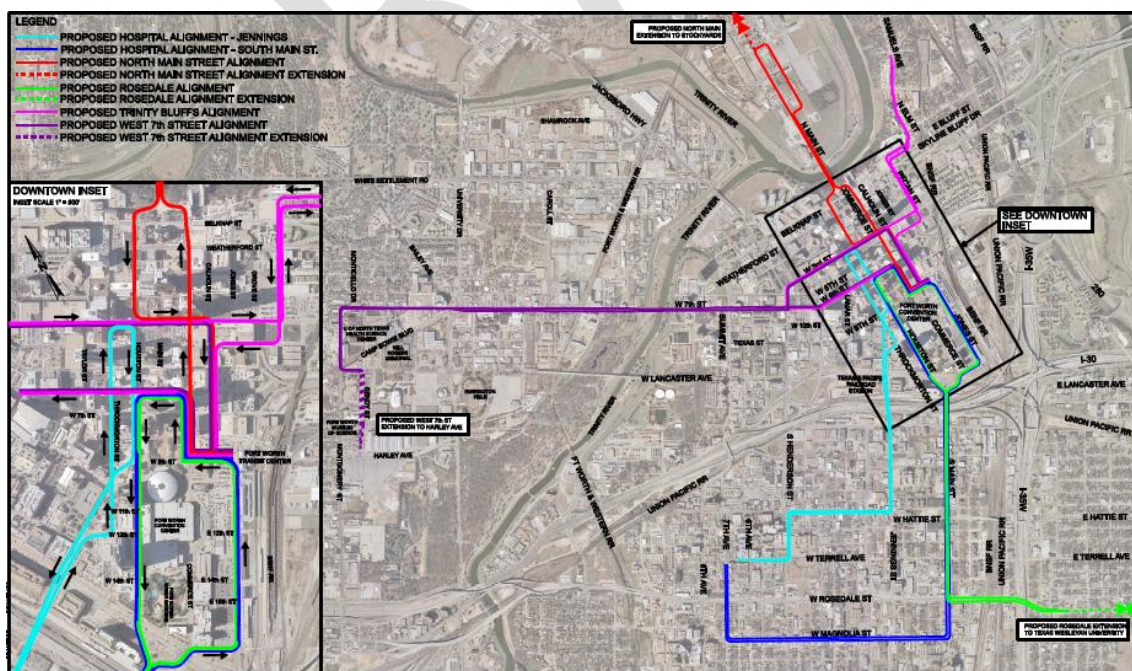


Diagram 1. Configuration of Potential Phase 1 Streetcar Alignments

A comparison of all of the initial alignment alternatives shown in Diagram 1 is shown on Table 1, presenting the basic demographic, economic, development, and financial resource data earlier described. Each line is being analyzed as a potential “stand alone” Phase 1 project.

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Table 1- Comparison of Alignment Alternatives

Route Description	Jennings	North Main	South Main & Magnolia	South Main, Rosedale to Evans	Trinity Bluff	West 7th
Route Miles	2.0	1.4	3.2	2.2	2.2	3.0
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<i>Total Value Added in 15 Years</i>	\$555,000,000	\$510,000,000	\$760,000,000	\$420,000,000	\$745,000,000	\$925,000,000
Ridership Estimates:						
<i>Relative Ridership Proxy: (indexed to lowest complete line)</i>	154%	101%	159%	121%	118%	152%
Holding Capacity: (Square feet of building)						
<i>Capacity of vacant or redevelopable sites</i>	12,900,000	9,300,000	10,900,000	8,000,000	15,000,000	18,000,000
<i>Maximum Growth in 15 years - square feet.</i>	3,600,000	3,200,000	5,000,000	2,900,000	5,300,000	6,300,000
<i>Max 15 year growth as % of Capacity</i>	28%	34%	46%	36%	35%	35%

4. Development Based Partnering Potentials

This is a brief discussion of “development based” partnering concepts that may be applicable given potential development opportunities that may be stimulated by a streetcar investment in Fort Worth. First, a large number of property owners and/or businesses in the streetcar influence zone surrounding a line may be interested in a zone wide “partnering” with the streetcar development entity by supporting the creation (or continuation and expansion) of a special assessment district to help fund the streetcar in their area. In more particular cases involving large scale opportunities to a few entities, specific owners, businesses or institutions may be amenable to contributing funds to the streetcar project in return for specific benefits such as extending it to or through their property; or having a stop at their front door. A prominent example is a development agreement between the Portland Development Commission and a private developer. This agreement tied public and private investment together and utilized local improvement district assessments to fund bonds used for public infrastructure development, including streetcar. The development agreement has been seen as a major contributor to Portland’s Pearl District successful redevelopment. The approach was so successful that Portland replicated the process on the South Waterfront. A similar approach was used by Kenosha, WI to develop HarborPark from a former American Motors industrial site along the shore of Lake Michigan.

Another development approach is where a city or sponsoring agency owns property along the line that will benefit from the streetcar. Both the base current value and/or the streetcar enhanced value of such streetcar accessed sites can be monetized by sale, lease, joint venture or some other form of public/private partnership with either a developer and/or adjacent property owners in the process of redeveloping their land.

In these projects, the local government or agency contributes land it owns (through sales or long term leases) and the private development interests contribute financing for the overall project. This approach has been used for a wide variety of projects, including transit. The Triangle Transit Authority in the Raleigh-Durham-Chapel Hill area of North Carolina plans to utilize this approach for station development associated with its commuter rail system (currently

being planned). Partnerships can be extended to the construction of the system or facilities along the system, such as the stations and the system's maintenance facility.

Specific Fort Worth Partnering Opportunities

Some of the above approaches could be utilized in Fort Worth along certain of the lines. The following come to mind:

Financial Participation by Interested Property Owners

Sufficient property owners along any particular line who see the advantage of having streetcar extended to or through their corridor first could perhaps be a major determining factor in deciding which line to start with first. A starter line, or extension segment, where a significant portion of the local share was funded directly by benefitting property owners could move up in priority relative to other possible alternatives. Property owners/developers could enter the dialog by encouraging the formation of a special assessment district covering their lands (as was the case in Seattle's South Lake Union Line where Vulcan Properties owned approximately $\frac{1}{2}$ of all the land and championed the formation of an assessment district that financed 55% of the capital costs of the line). Or if they are already in a Tax Increment District, they could encourage the TIF Board to continue or extend the TIF designation and allocate a portion of the existing or projected TIF revenues to the streetcar project, instead of to their specific development projects e.g. fewer additions of subsidized parking structures.

Individual owners of large sites or valuable holdings could invest in the streetcar (through some form of equity, loans or bonds) in return for getting it to pass their sites. Principal candidates for leading such efforts in Fort Worth for particular lines might include large corporate interests (such as XTO, Chesapeake, BNSF or Sundance Square) or holders/developers of particularly large assemblages of property (such as in Trinity River Vision Authority, Trinity Bluff, South Main or West 7th).

Financial Participation by Interested Institutions

Similarly, direct financial participation might be sought from institutions that see direct benefits from a nearby streetcar. This might include any of the major hospitals, the Convention Center or other institutions (any of which may be able to reduce their need for additional parking if they expand). It would also include the various formal TIF Districts.

Implementation Strategy

In order to cultivate partnering opportunities, HDR will work with the City to develop a refined list of potential partners. Some level of initial discussions with these parties may be conducted in the short term while additional discussions should take place following the identification of preliminary preferred alternatives. Naturally, these discussions may include political complications and involve confidential subject matters so the discussion process will require further thought and definition.

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