



*Larry Himmel, CBS 8 News & Christian Chaffee, SDHS Board President*

## **SAN DIEGO HISTORIC STRETCARS, INC.**

Mission Statement & Concept Proposal  
May 2014

Derek Emery, Chief of Staff

## I. Executive Summary (Abstract)

From 1887 to 1949, San Diego developed and maintained an expansive electric streetcar network that carried citizens and visitors alike across the entire city. The streetcar system served virtually all neighborhoods of San Diego proper, from Downtown to Little Italy, Old Town, Mission Hills, Hillcrest, Bankers Hill, University Heights, Kensington, City Heights, North Park, South Park, Golden Hill, East Village, Logan Heights, Ocean Beach, Mission Beach, Pacific Beach, La Jolla, and even as far as the U.S.-Mexico border for a time. With the inception of its initial route on Kettner in 1887, which ran from Downtown through what would become Little Italy and on to Old Town, San Diego was the first city on the west coast (and the second city nationwide) with an electric streetcar<sup>1</sup>.

As San Diego began to plan their 1915 Panama-California Exposition to celebrate the opening of the Panama Canal and to advertise San Diego as the first major American port of call to ships traveling through the canal, the organizers designed a streetcar to serve as the official transport for exposition guests arriving via the harbor or the Santa Fe Train Depot. John D. Spreckels and his San Diego Electric Railway Company spearheaded this effort and created the Class 1 streetcars. This new car synthesized the Closed Car and California Car streetcar designs, creating a cutting-edge, Arts & Crafts style streetcar that helped modernize the existing San Diego streetcar fleet. With one enclosed side and one side open-air so patrons could enjoy the mild Southern California climate, the Class 1 streetcar was made to be distinctly "San Diego".

Following the 1915 Panama-California Exposition, The Class 1 streetcars later went on to run all over San Diego until they were retired in 1939. Though it was thought that these cars were lost to history, a local preservationist discovered three of the original twenty-four Class 1s in the mid 1990s. In 1997, they were granted San Diego Historic Landmark (#339) status. In 2011, San Diego Historic Streetcars was established to promote the restoration and use of the Class 1 streetcars on a new historic streetcar line.

San Diego Historic Streetcars has now partnered with The Little Italy Association to restore the Class 1 streetcars on a new alignment that would loop on Kettner Blvd. and India St., from B St. to Kalmia St. This alignment would serve to connect San Diego's Cruise Ship Terminal, the Santa Fe Train Depot, the San Diego Trolley, and the Museum of Contemporary Art to all of Little Italy, and will also reduce demand for parking, strengthen pedestrian orientation, stimulate economic growth, increase heritage tourism, and preserve an important part of San Diego's transportation history.

In 2014, our organization is committed to: 1) identifying a public partner to provide expertise, legal authority, and grantee status for the development of this new streetcar line, 2) helping to identify and acquire funding to pay for the capital, operations, and maintenance costs for this streetcar, 3) promoting the restoration of the Class 1 streetcars as a way to help meet the goals of San Diego's 2050 Regional Transportation Plan (RTP) and Senate Bill No. 375<sup>2</sup>, establish a form of high-quality urban circulator, and help drive economic growth and redevelopment.

**Mission Statement:** *San Diego Historic Streetcars, Inc. is a 501(c)(3) dedicated to the restoration of the Class 1 streetcars to a historic streetcar line in San Diego.*

## II. Context

San Diego is nothing if not a unique and complex city. Our geographic location, at the farthest southwest corner of the continental United States, makes us the primary gateway to Mexico, Central and South America, as well as the Pacific. Our forefathers and past urban designers were perhaps

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<sup>1</sup> San Diego History Center, <http://www.sandiegohistory.org/journal/2002-1/holle.htm>

<sup>2</sup> Senate Bill No. 375 mandates that California reduce greenhouse gas emissions through more effective transportation and land use planning. Regional planning authorities, such as SANDAG, were required to create and adhere to sustainable regional growth plans to help manage and achieve these goals.

most aware of this important fact during the lead-up to the 1915 Panama-California Exposition. Early in the 1910s, the civic leaders of San Diego planned a grand World's Fair to celebrate the opening of the Panama Canal and advertise San Diego as the first major American port of call for ships that would utilize this new revolutionary development in sea travel. According to Exposition Director-General David Collier, this event would "illustrate the progress and possibility of the human race, not for the exposition only, but for a permanent contribution to the world's progress".

John D. Spreckels, a crucial figure in San Diego's development after the turn of the century, donated the first \$100,000 (\$2.3 million in 2014 dollars) for the 1915 Exposition. As the president of the San Diego Electric Railway Company, he also sought to formulate an effective mode of transportation that could take patrons to and from this major event. He directed his company to create a brand new streetcar for San Diego. The results were the Class 1 streetcar; a beautiful Arts & Crafts styled trolley that synthesized the strengths of the previous California Car and Closed Car models. The original twenty-four Class 1s went on to serve for the 1915 Exposition and eventually ran throughout San Diego. They were retired in 1939. Through the good fortune of history and the efforts a local preservationist, three of the Class 1 streetcars escaped destruction and still exist today. In 1997, they were granted San Diego Historic Landmark status (#339) and deemed good candidates for restoration. Today, we have the unprecedented opportunity to return these historic streetcars to our downtown and uptown neighborhoods.

San Diego is finally poised to make the most significant additions and upgrades to our current rail transportation infrastructure since the inception and subsequent expansion of our light rail system, The San Diego Trolley. Though San Diego did not preserve its original streetcar systems like San Francisco or New Orleans or get a head start on new streetcar alignments like Portland or Seattle, San Diego now has the opportunity to create an extensive streetcar network that can connect our urban neighborhoods in a meaningful way. Our regional transportation authorities have recognized the need for a streetcar network and have already set the initial steps for development in motion.

Our regional planning agency, the San Diego Association of Governments (SANDAG), recently completed their 2050 Regional Transportation Plan after years of extensive work and community outreach. This plan calls for the restoration of streetcars in a number of capacities— most notably for alignments that seek to connect Little Italy, Downtown, East Village, Bankers Hill, Hillcrest, Balboa Park, North Park, South Park, and Golden Hill. However, these alignments are not planned until 2020 (Hillcrest/Balboa Park), 2030 (Little Italy/East Village), and 2035 (North Park/Golden Hill), respectively. SANDAG has also made it clear that it expects streetcars to be funded largely by sources outside of their scope (i.e., federal/state grants, private/public partnerships, local sources, etc). As such, they have offered up only 10% of the funding for each of the streetcar projects.

San Diego's regional transit authority, the Metropolitan Transportation System (MTS), has also been making strides in setting the foundations for a new streetcar route in San Diego. After establishing San Diego Vintage Trolley, Inc. in September of 2005, MTS has embarked on a program to restore a small fleet of President's Conference Committee (PCC) streetcars for service on the downtown light rail loop, sharing the alignment with the San Diego Trolley and branding the effort as the "Silver Line". One PCC car has been restored by a team of volunteers and is currently running on this loop. It has become a welcome sight downtown and has served to shore up further public interest in vintage and historic streetcar projects amongst San Diegans. MTS, in conjunction with Parsons Brinckerhoff and with funding from CALTRANS and SDG&E, also completed a feasibility study in October 2012 that examined the restoration of streetcar service to connect downtown with Balboa Park via Park Blvd. This initial planning document represents an important first step to restoring streetcar service in San Diego.

In December of 2013, the City of San Diego and Kimley-Horn and Associates announced that they would be conducting another Uptown Streetcar feasibility study within a larger sphere of study. This study was made possible by funds provided by the Uptown Parking District. Their principal area of focus is centered on Bankers Hill and Hillcrest, primarily examining 4th, 5th, and 6th Avenues starting at the I-5, travelling north up to University/Robinson over to Park Blvd. Their secondary area of focus—

which examines the area from Park Blvd back into downtown— represents the second half of a comprehensive downtown/uptown streetcar loop (and also encompasses the area of MTS' initial feasibility study). Our organization looks forward to the results of this larger study, which is scheduled for an April 2014 release.

With the end of redevelopment, the City of San Diego will need to take an active role in identifying new engines of development and economic growth. Streetcars have long been identified as a strong source of transit-oriented development (TOD). In the 2050 RTP, SANDAG estimates a streetcar system could provide \$1.2 billion in TOD revenue for San Diego. A new streetcar will provide the transit connections needed to promote smart growth and will allow for control over where development is encouraged, as the economic growth and investment will occur a few blocks around the streetcar routes. The increased tourism that a historic streetcar can provide will bring further revenue into the businesses and hotels that populate these neighborhoods.

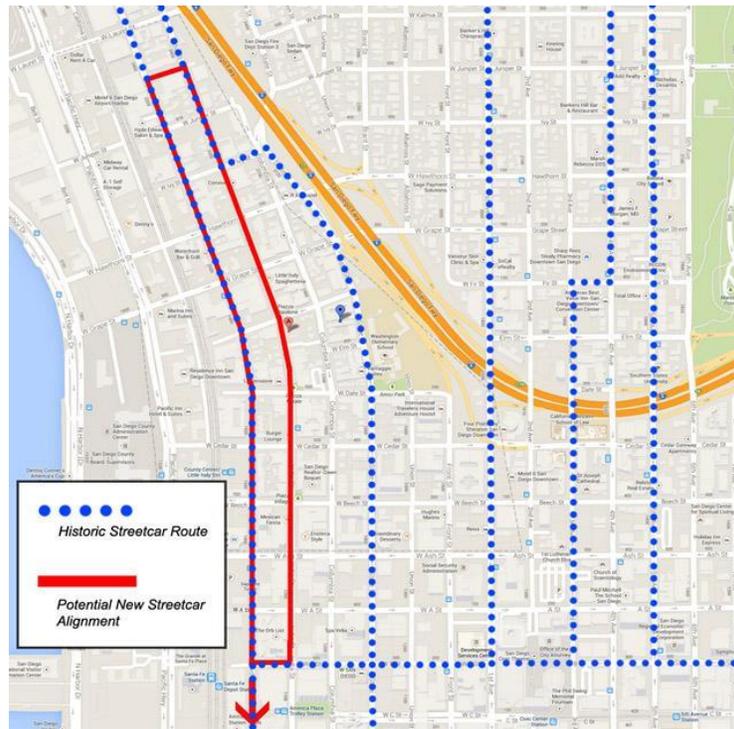
### III. Program Description & Goals

#### Goals

We established San Diego Historic Streetcars, Inc. in 2011 to promote the restoration of the historic Class 1 streetcars as a new heritage streetcar alignment in San Diego. Over the past two years we have done extensive public outreach and have built a strong coalition of directors, advisors, and community supporters that are all working toward this goal.

In November of 2013, we announced a partnership with the Little Italy Association when their board of directors unanimously approved their support for the restoration of the Class 1 streetcars to a new route in the heart of Little Italy. This alignment would look to better connect the Santa Fe Train Depot and the Cruise Ship Terminal with Little Italy, circulating visitors up and down Kettner Blvd. and India St., from B St. to Kalmia St. Note that this alignment fits into the framework of SANDAG's 2050 RTP.

#### Route Details



**Map 1:** Proposed streetcar alignment and historic routes in and around Little Italy. The arrow designates a potential connection to the San Diego Trolley line just one block south.

- This new streetcar alignment would constitute a new 1.7-mile loop running counterclockwise in Little Italy— north on India, west on Kalmia, south on Kettner, and east on B.
- Capital costs for the rail installation are estimated at roughly \$35 million for an all new system.
- The restoration of each original Class 1 streetcar is estimated to cost \$750,000, which includes the addition of ADA equipment. Replica vehicles would cost about \$950,000.<sup>3</sup>
- These streetcars can be restored with rechargeable battery technologies that would largely eliminate the need for overhead catenary wires. The installation of these batteries would add about \$225,000 each to the cost of either restored or replica vehicles.<sup>4</sup>
- 12 stops, 6 in each direction, about 1/8th of a mile apart.
- Two streetcars would be in service to provide a 10-minute headway. The third Class 1 streetcar would be a maintenance spare.
- If service was provided from 7am-12am M-F, and 9am-12am on weekends, operating costs would be about \$2.4 million a year (assuming \$200 per operating vehicle-hour). 20-minute service would halve that cost.
- The streetcar would be operate in traffic lanes, completely within the public right of way.
- It may be possible to reuse the historic tracks located on Kettner and a portion of India, which could reduce capital costs significantly. A combination of reclaimed existing track and new track could potentially cost about \$5-6 million.<sup>5</sup>

## **Benefits**

We think Little Italy is the perfect location for the first route of San Diego's restored streetcar network. This is an organized community with strong leadership that is now dedicated to restoring streetcar service. As a vibrant neighborhood full of excellent restaurants, cafés, boutiques, and art galleries, this location has strong ridership potential. A historic streetcar in Little Italy could help provide a myriad of benefits for this already thriving community, and San Diego as a whole:

- Attract more visitors arriving via the Cruise Ship Terminal and Santa Fe Depot
- Increase heritage tourism to Little Italy and San Diego
- Further enhance the strong pedestrian orientation in Little Italy
- Reduce traffic and parking demand
- Re-introduce a higher form of transit that would improve property values and act as a stimulus for economic development.
- Create the potential for a car-free, green, and sustainable neighborhood
- Demonstrate the value of restoring streetcar service to San Diego
- Restore of a portion of the second oldest electric streetcar route in U.S. history (Kettner) with

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<sup>3</sup> Estimate provided by the Gomaco Trolley Company

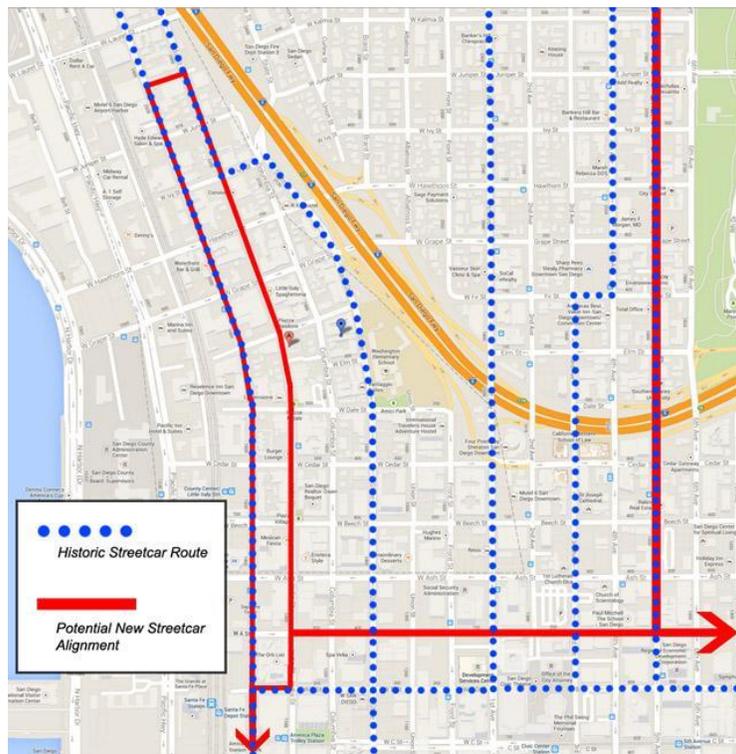
<sup>4</sup> Estimate provided by the Gomaco Trolley Company

<sup>5</sup> Estimate provided by W.H. Barber & Son, Inc.

three San Diego historic landmark vehicles. This alignment would meet the criteria for National Historic Designation.

## **Future Expansion**

Furthermore, Little Italy is a great choice of location not only because of its good chance for success. This route can also serve as a streetcar pilot program and be expanded to connect to other parts of San Diego in ways that line-up with the long-term plans set in SANDAG's 2050 RTP. If Phase 1 of our efforts would secure the restoration of the three original Class 1 streetcars and the establishment of a new streetcar route in Little Italy, then Phase 2 could see a significant expansion of that initial program:



**Map 2:** Proposed streetcar alignment and expansion from Little Italy into other San Diego neighborhoods

The map shows a few possible paths of expansion that could carry streetcar service from Little Italy into Downtown, East Village, Bankers Hill, Hillcrest, Balboa Park, University Heights, North Park, and beyond. These potential future alignments could satisfy all streetcar plans set for in SANDAG'S 2050 RTP, as well as MTS' goals of reviving a heritage streetcar line and connecting downtown to Balboa Park.

There's no question that current San Diego rail transit excels according to some metrics. Notably, the San Diego Trolley recovers more of its operational costs from fares than any other light rail system in the country— 57% as measured in a 2011 study<sup>6</sup>. However, beyond promising ridership growth and a strong fare box recovery ratio, there is still much room for improvement in terms of how communities are connected to the Trolley and for San Diego public transportation in general. A historic streetcar can help better connect densely populated downtown and uptown neighborhoods to the Trolley system and to one another.

## **IV. Action Plan**

Providing stronger transit connections is the most important action we can take for San Diego's

<sup>6</sup> <http://voiceofsandiego.org/2013/08/01/fact-check-one-of-the-best-light-rail-lines-in-the-country>

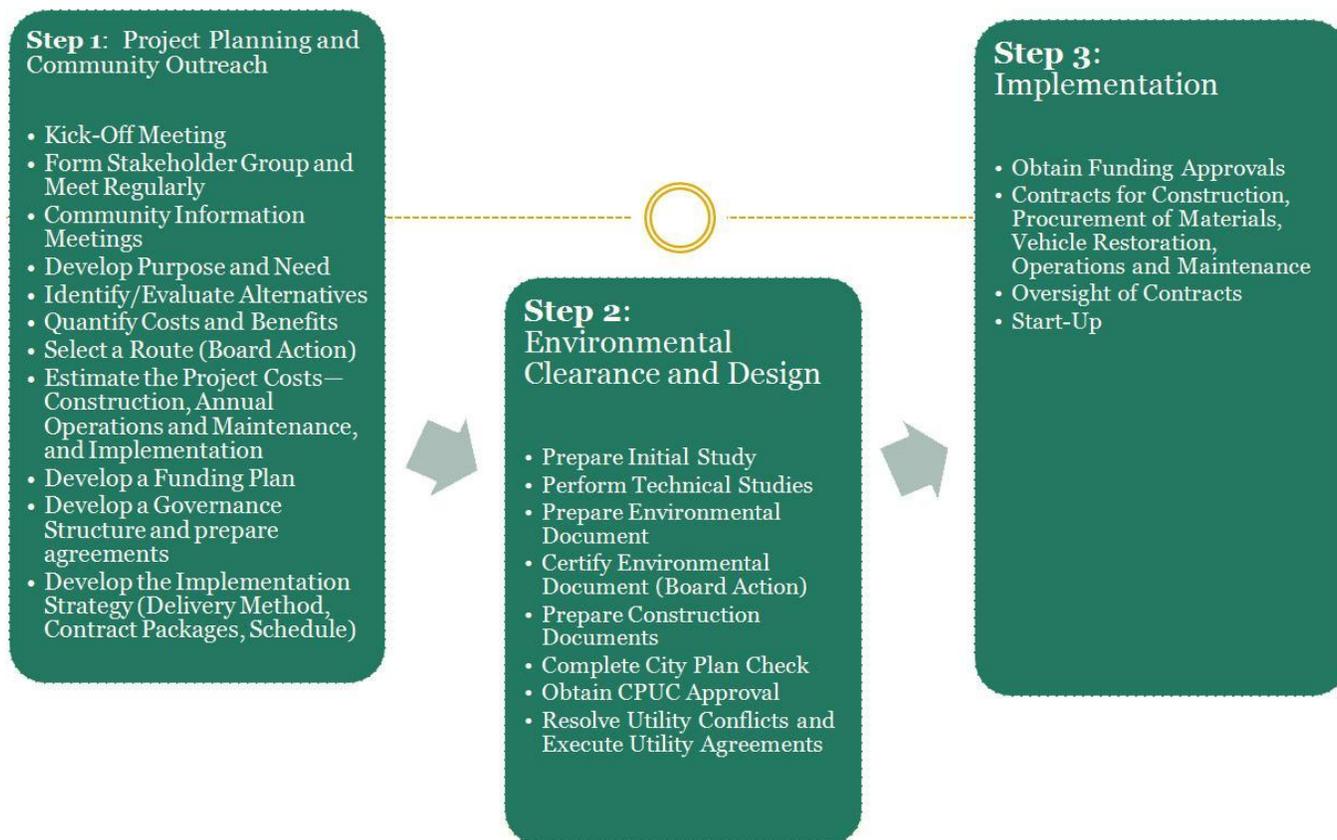
transportation future. We continue to spend large amounts of funds on expanding and maintaining our freeways and on long-distance rail travel, but the connections between our neighborhoods continue to be relegated to bus and shuttle transportation. Our downtown and uptown communities would all be served well if we restored streetcar service to San Diego in terms of overall connectivity and new transit-oriented development. Such ambitions cannot be achieved overnight, but we have developed a plan that will help set these regional and local transit goals in motion.

❑ **WHAT**

The primary goal of San Diego Historic Streetcars is to preserve and restore the historic Class 1 streetcars on a newly established streetcar alignment in Little Italy. This initial route, running partially on a historic route, will act as a pilot program for the restoration of streetcar service as laid out in SANDAG’s 2050 RTP, ultimately connecting Little Italy to Downtown, East Village, Bankers Hill, Hillcrest, Balboa Park, University Heights, North Park, South Park, and Golden Hill. San Diego Historic Streetcars will continue to act as steward of the three original Class 1 streetcars, but seeks to identify a public partner to help facilitate the initial process of project planning, community outreach, environmental clearance, and project design. This public partner, or a subsidiary of that entity, would also oversee streetcar operations once the capital construction process is completed.

❑ **HOW**

Following the identification of a public partner, San Diego Historic Streetcars will work with this public entity and the Little Italy Association to restore streetcar service to Kettner and India. The process would unfold in three distinct, multi-process steps: (1) Project Planning and Community Outreach, (2) Environmental Clearance and Design, (3) Implementation. The table<sup>7</sup> below details the necessary actions during each part of the process:



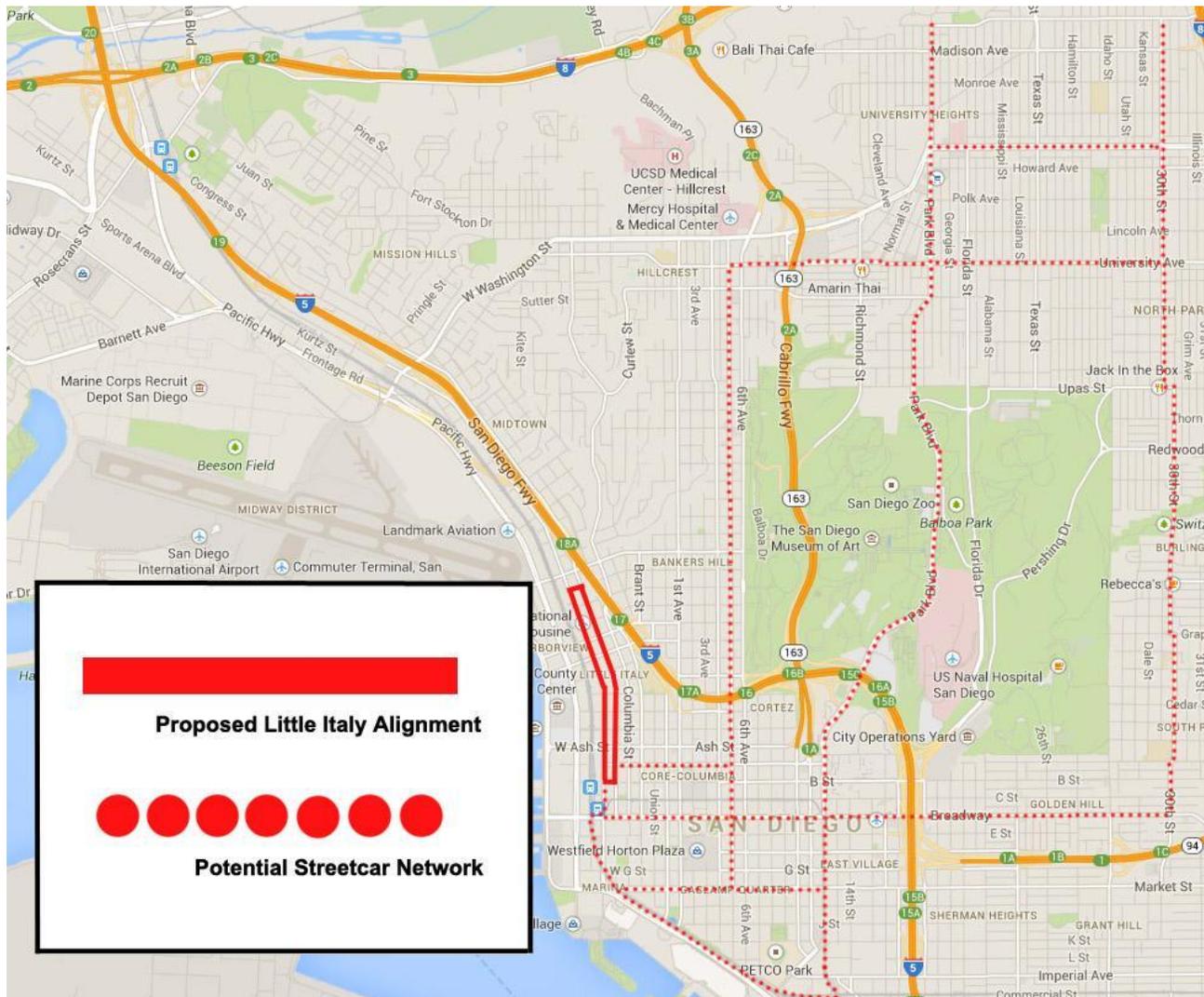
<sup>7</sup> Table prepared by Jim Hecht

We intend that these efforts will be coordinated between SANDAG, MTS, the City of San Diego, San Diego Historic Streetcars, the Little Italy Association, Civic San Diego, and any other relevant stakeholders identified during the early stages of the endeavor.

## □ WHERE

This concept proposal places a historic streetcar alignment on Kettner Blvd. and India St., running from Kalmia St. to B St. (see Map 1). This route could be expanded one block south to connect to the downtown trolley loop in order to house the Class 1 streetcars at the 12th & Imperial trolley barn for storage and maintenance. This would preclude the need to build a new structure for storage and maintenance in Little Italy, which would make the capital construction more straightforward and less expensive.

After the construction of the Little Italy alignment, the streetcar could be expanded into Downtown, East Village, Bankers Hill, Balboa Park, Hillcrest, University Heights, North Park, and beyond. A streetcar could run from Kettner to Market to Park Blvd., from A St. to 5th or 6th Ave. to University, from University to 30th St., etc. The exact routing of these linkages will ultimately be determined through the expected public processes, but creating the initial streetcar route in Little Italy will allow for easy connection to other neighborhoods in a way that will encourage ridership to grow exponentially.



**Map 3:** Proposed Little Italy Alignment with the entire potential streetcar network for San Diego

## ❑ WHO

The San Diego Historic Streetcars team has grown since it was first established the organization in 2011. The current make-up of our board of directors, advisors, and staff are as follows:

### Board of Directors

#### President: Christian Chaffee

Christian Chaffee has been dealing in fine art and antiques since 1969, working with his father since he was 11 years old. After studying business administration and finance at SDSU, Mr. Chaffee went on to purchase the Adams Ave. Van & Storage moving company in 1985, turning it into the largest independent moving company in San Diego. In 1990, he sold the moving company to start his own antique business, Chaffee Estate Services, which he still runs today.

In 1996, Christian Chaffee discovered the Class 1 streetcars and purchased them to save them from being destroyed. At the time, he did not know of their historical significance, but through later research discovered that these streetcars were designed by John D. Spreckels' San Diego Electric Railway Company for the 1915 Panama-California Exposition in Balboa Park. Mr. Chaffee successfully spearheaded an effort to get the three remaining Class 1 streetcars designated as San Diego Historic Landmarks (#339) in 1997. In November of 2011, he established San Diego Historic Streetcars Inc., a 501(c)(3) non-profit, with the goal of restoring these historic streetcars to the rail in San Diego.

#### Vice President: Jay Turner

Jay Turner is perhaps best known for his work as Executive Director of North Park Main Street and is credited with playing a major role in the redevelopment and considerable revitalization of that neighborhood. Mr. Turner also went on to serve as CEO of the San Diego Business Improvement Council and currently sits on the board of Citizens Coordinate for Century 3 (C3). In 2005, the San Diego City Council unanimously declared September 26th as "Jay Turner Day" to honor Mr. Turner's contributions to our city.

#### Secretary: Kristin Harms

Kristin Harms has been very active in the Uptown community for many years, serving most recently as chair of the University Heights Historical Society, a board member of the University Heights Community Development Corporation, and founder of the Neighborhood Historic Preservation Coalition. Ms. Harms also has an extensive background in marketing and communications in the healthcare industry for organizations that include UCSD, the American Lung Association and Mercy Healthcare San Diego.

#### Treasurer: Ernestine Bonn

Ernie Bonn has been a longtime active San Diegan in the University Heights and Uptown communities. She has been appointed by the Mayor to represent Council District 3 on the city's Parking Advisory Board. Ms. Bonn currently serves as treasurer for the University Heights Community Development Corporation and also sits on the board of Uptown Planners.

#### Director: Welton Jones

Welton Jones, another longtime active San Diegan, worked at the San Diego Union Tribune for 35 years (1966-2001) as theater critic and critic-at-large. He currently serves on the board of the

Committee of 100 and is an emeritus member of the American Theatre Critics Association (ATCA). Mr. Jones is also a captain to the U.S. Coast Guard Reserves and a member of the Texas A&M University Former Journalism Student Association Hall of Honor. He formerly served on the board of directors for the preservation non-profit Save Our Heritage Organization.

**Director:** Bill Adams

Bill Adams is a partner in the San Diego law firm of Norton, Moore, & Adams, LLP. His areas of emphasis are: land use law, employment law, hospitality industry law, pension & retirement plan investment law. Mr. Adams is also the founder and chief editor of the online magazine UrbDeZine. He's been involved with land use and urban renewal for the past 20 years, both in a professional context and as a personal passion. He has also served on the board of the Gaslamp Quarter Association, the Food & Beverage Association of San Diego County, the California Restaurant Association (San Diego chapter), Save Our Heritage Organization, the Centre City Redevelopment Project Area Committee, and others.

**Director:** Wally Barber

Wally Barber is president of Walter H. Barber & Son, Inc., a contracting company that specializes in underground, rail rehabilitation, track installation, and track removal. With 50 years of experience in the realm of railroad building, Mr. Barber has worked countless jobs in San Diego over the past decades and was the subcontractor responsible for the installation of all the trolley tracks downtown in 1980. He is also a member of the Pacific Southwest Railway Museum Association and does quite a bit of volunteer work up at the Campo Train Museum.

## **Advisors**

**Advisor:** Jim Mills

Nothing short of a legend in California politics, former State Senate Leader Jim Mills was instrumental in bringing the Trolley to San Diego in the early 1980s as then chairman of the Metropolitan Transit Development Board (MTDB). Senator Mills played an important role in the historic designation process for the Class 1 streetcars and has been a close supporter of the project ever since, lending his many years of experience in navigating these types of efforts to our organization.

**Advisor:** Jim Hecht

Jim Hecht is the West Region Streetcar Director for HDR Engineering, Inc and has spent his 25-year professional career working in the development of light-rail and streetcar projects. Mr. Hecht is currently working as the lead engineer on the Downtown Los Angeles streetcar project. Formerly, Jim Hecht served as Project Manager for the Mission Valley Trolley extension and spent a number of years at the San Diego Metropolitan Transit System (MTS). As a San Diego native, he sees great value in restoring streetcar service to our downtown and uptown communities and has offered up his valuable expertise to help further our efforts.

**Advisor:** Byron Wear

Byron Wear has been committed to public service in San Diego for many years. Byron grew up in Point Loma as the son of a Naval Officer and later served as one of the youngest lifeguard lieutenants. In the 1980's he chaired the update of the Peninsula Community Plan and served on the Coastal Committee of the Park and Recreation Board. In 1995, Byron Wear was elected to the City Council (District 2) and served two terms until 2002. In 1996, Byron was appointed to

the California Coastal Commission. In 1998 and 1999, Byron was Deputy Mayor for the City of San Diego. Byron played a key role in the development of Petco Park and the East Village, the Main Library, Phase II of the Convention Center, the establishment of the North Embarcadero Alliance and the restoration of the Balboa Theater. Byron initiated the update of the San Diego's General Plan (City of Villages) and led the conversion of the former Naval Training Center into the successful mixed-use community of Liberty Station and the NTC historic district for arts and culture. Additionally Byron Wear chaired the state commission which worked to consolidate SANDAG and MTS planning functions and recommended the establishment of the San Diego Regional Airport Authority. In 2003, he formed Wear Strategies, a land use, transportation, and strategic planning consultant firm. Byron continues to remain active in many non profit causes and civic collaborations.

**Advisor:** Howard Blackson

Howard Blackson is a native San Diegan with over 20 years of professional urban design experience and a Masters in Urban Design from the University of Westminster in London. Having served recently as Director of Planning for Placemakers and as a Board Member for Civic San Diego, Howard is now working with the newly minted Civics Innovations Lab for the City of San Diego. Given Howard's expertise in drafting Master Plans and form-based zoning codes, as well as his reputation as one of San Diego's most exciting minds in urban design, he's surely a natural and welcome fit.

**Staff**

**Chief of Staff:** Derek Emery

Derek Emery was born and raised in San Diego, CA. In 2008, he graduated from UCSD with a degree in Sociology. Derek began writing music criticism for several online publications as well as his own blog starting in 2007 and also works as a club and private event DJ. He has been working with the historic Class 1 streetcar project since 2010 and assisted in the establishment of the 501(c)(3) non-profit San Diego Historic Streetcars, Inc. in 2011. Since 2012, Derek has served as Chief of Staff for the project and has helped advance the efforts of the organization as guided by the San Diego Historic Streetcars board of directors.

**Media Specialist:** Marilia Maschion

Marilia Maschion was born in Brazil and raised in the United States. Marilia graduated from UCSD with a degree in interdisciplinary art and music in 2006. She has been working with video since 2002, and photography for the last 6 years. In 2012, she joined our staff as an administrative assistant and has been a valuable asset to the San Diego Historic Streetcars team. As Media Specialist, Marilia now manages all video and photography projects for our organization and provides administrative support to the Chief of Staff and Board of Directors.

There will also be a number of stakeholders that need to be a part of this process. We have identified several who will play a role in bringing a historic streetcar to Little Italy and beyond:

- San Diego Historic Streetcars, Inc.
- The Little Italy Association
- The City of San Diego
- San Diego Metropolitan Transportation System (MTS)
- San Diego Vintage Trolley
- San Diego Association of Governments (SANDAG)
- Civic San Diego
- Downtown Partnership

# STREETCAR STAKEHOLDERS



## V. Funding Structure

For the construction and operations of a historic streetcar in Little Italy, our organization is seeking to identify \$35 million for capital costs— potentially less if the existing rails currently underneath Kettner Blvd. prove to be usable— and \$2.4 million a year for expected operations & maintenance. The capital costs for a streetcar that connects Little Italy & East Village is estimated at \$187 million in SANDAG's 2050 RTP. That plan calls for SANDAG to provide 10% of the funds for such a streetcar line, roughly \$18.7 million. A portion of that could go towards the capital costs of this initial Little Italy alignment.

Because of their unique redevelopment benefits, streetcar projects tend to attract a diverse range of funding— which is, in part, why SANDAG has only committed to 10% of the capital costs associated with new streetcar development in San Diego. To complete our fundraising goals, we will be looking to identify funding from a wide range of potential sources, including: federal and state grants, regional transportation funds, private donations (naming rights / endowment program), local and national foundational support, Downtown Development Impact Funds, historic preservation funding, parking district revenues, special assessment district funds, as well as county and local support.

## VI. Timeline

### 1) Identify Public Partner | October - November 2014

- Approach City Council members on Metropolitan Transportation System board
- Make presentation/pitch to MTS Board
- Sign public partner agreement

### 2) Form Stakeholders Group | November 2014

- Identify stakeholders
- Establish tasks, resources, and support roles
- Set up regular meetings (every 2 weeks)

### 3) Project Planning and Community Outreach | November 2014 - August 2015

- Establish community information meetings
- Identify / Evaluate Alternatives
- Quantify Costs and Benefits
- Select an official route (Board Action)
- Develop a detailed estimate for project costs
  - Construction
  - Annual Operations and Maintenance
  - Implementation
- Develop a detailed Funding Plan
- Develop a Governance Structure and prepare agreements
- Develop the Implementation Strategy
  - Delivery Method
  - Contract Packages
  - Schedule

### 4) Environmental Clearance and Design | August 2015 - March 2017

- Prepare Initial Study
- Perform Technical Studies
- Prepare Environmental Document
- Certify Environmental Document (Board Action)
- Prepare Construction Documents
- Complete City Plan Check
- Obtain CPUC Approval
- Resolve Utility Conflicts and Execute Utility Agreements

### 5) Implementation | March 2017 - August 2018

- Obtain Funding Approvals (Capital and Operations)
- Prepare a Cash-Flow
- Contacts for Construction, Procurement of Materials, Vehicle Restoration, and Operations and Maintenance
- Oversight of Contracts
- Construction
- Start-Up