

Caltrain Business Plan

OCTOBER 2018

Quarterly Update





Business Plan Overview



**Business Plan
Overview**



A Vision for
Growth



Crafting the Vision



Next Steps



What is the Caltrain Business Plan?

What Addresses the future potential of the railroad over the next 20-30 years. It will assess the benefits, impacts, and costs of different service visions, building the case for investment and a plan for implementation.

Why Allows the community and stakeholders to engage in developing a more certain, achievable, financially feasible future for the railroad based on local, regional, and statewide needs.

What Will the Business Plan Cover?

Technical Tracks



Service

- Number of trains
- Frequency of service
- Number of people riding the trains
- Infrastructure needs to support different service levels



Business Case

- Value from investments (past, present, and future)
- Infrastructure and operating costs
- Potential sources of revenue



Community Interface

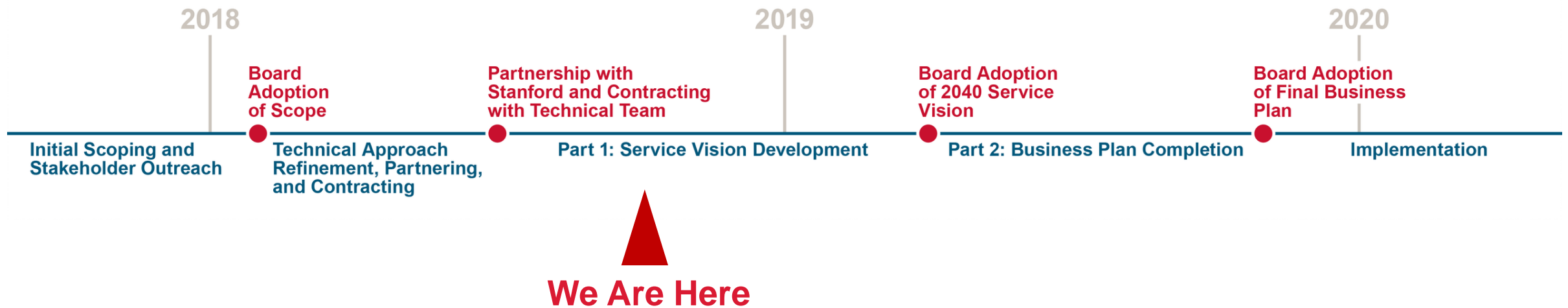
- Benefits and impacts to surrounding communities
- Corridor management strategies and consensus building
- Equity considerations



Organization

- Organizational structure of Caltrain including governance and delivery approaches
- Funding mechanisms to support future service

Where Are We in the Process?





A Vision for Growth



Business Plan
Overview



**A Vision for
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Next Steps



Electrification is the Foundation for Growth with Plans for More



Choosing a Vision- How Will the Railroad Grow?

What In the Spring of 2019 the team will present two growth scenarios to the Board. One will generally reflect past and ongoing Blended System planning efforts while another will explore a higher level of growth. Each scenario will provide a detailed picture of how the railroad could grow over the next 20-30 years. The Board will be asked to choose one of these growth scenarios as the “Service Vision” for the corridor

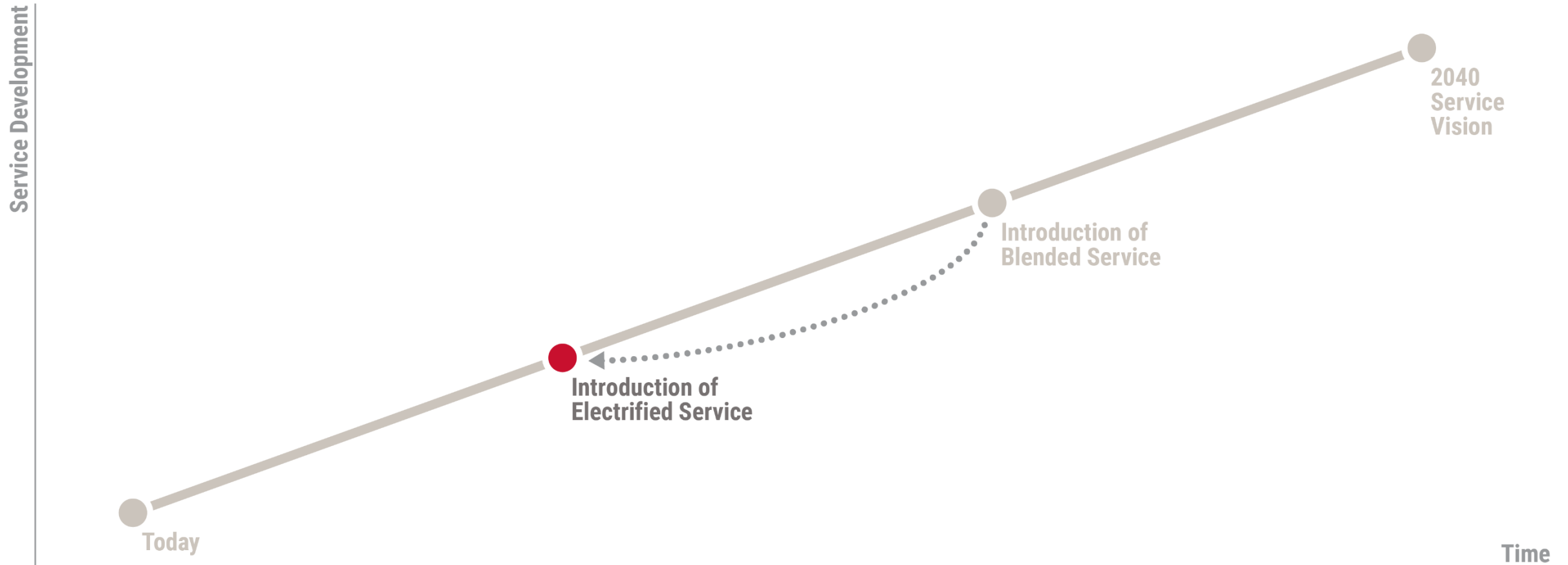
Why In selecting a long range Service Vision the Board will answer the question “How should the railroad grow?” This will allow Caltrain to further optimize and refine the Vision while developing a Business Plan that builds towards the future in a consistent and efficient manner



Crafting the Vision

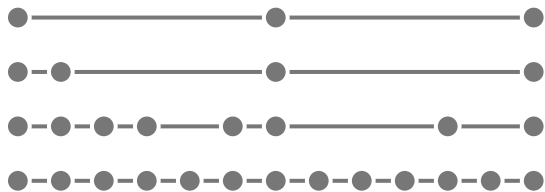


Working Backwards from 2040



Planning within Constraints

Decisions and commitments that have already been made on the corridor bring three fundamental service planning questions into tension with one another:



1. Service Differentiation

How can local, regional and high speed services be blended and balanced on the corridor to best serve multiple markets?



2. Peak Service Volume

How much growth in peak train traffic volume can the corridor support and what kinds of growth may be required to meet long term demand?



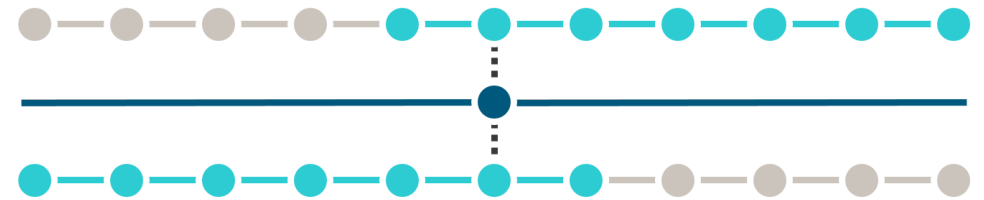
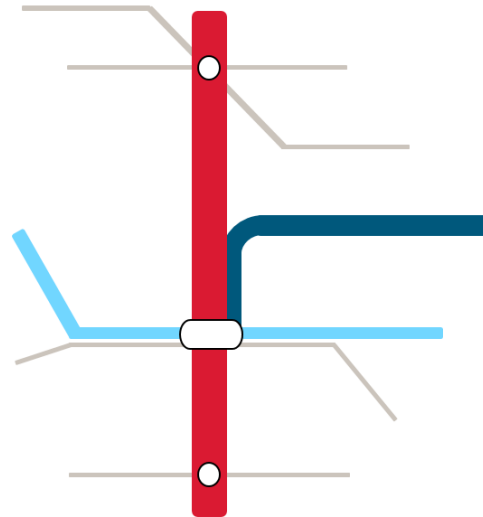
3. Service Investments

What types of investments into operations, systems and infrastructure will be required to achieve the desired types and volumes of service?

Planning for the Service we Want

Network Integration

Caltrain is part of a local, regional and statewide transportation network. Planning for enhanced connectivity and a seamless customer experience is a priority.



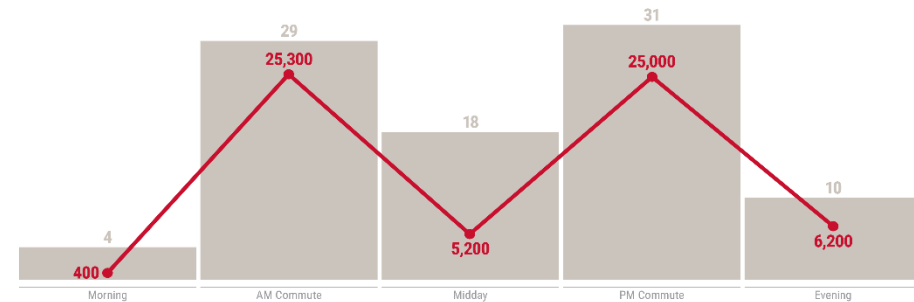
Coordinated Transfers

Timed, well-coordinated transfers increase the useability of the rail system and help provide high quality service to a larger range of travel markets.

Planning for the Service we Want

Clock-Face Scheduling

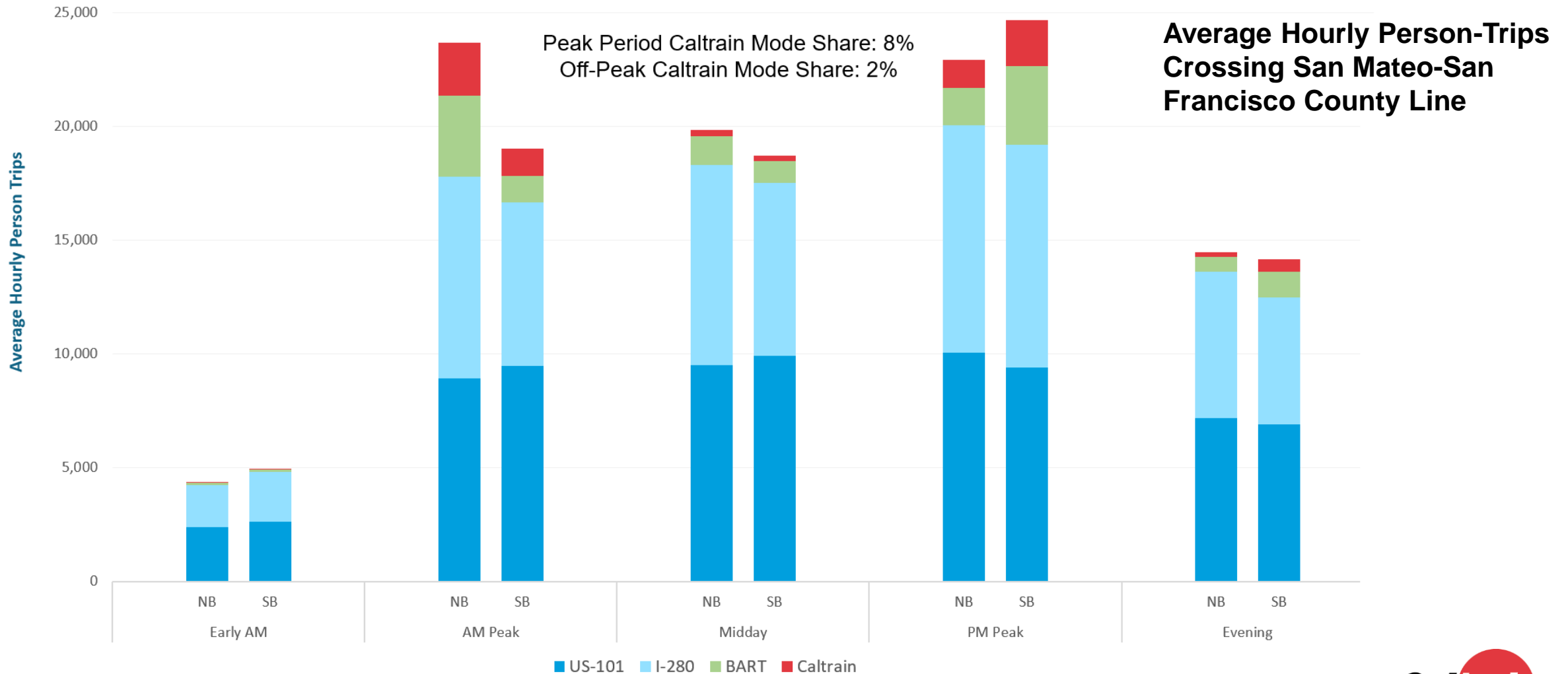
With clock-face scheduling, trains arrive and depart at consistent intervals, like every 10 minutes. This simplicity makes it easy for customers to remember train schedules, which cuts down on travel planning complexity.



All-Day Service

Expanded all-day service makes the system more useful to a range of different customers and helps build new markets

Today, Caltrain Captures a Modest Percentage of the Regional Travel Market



What is the Potential, Long-Term Demand for Caltrain Service?

Purpose

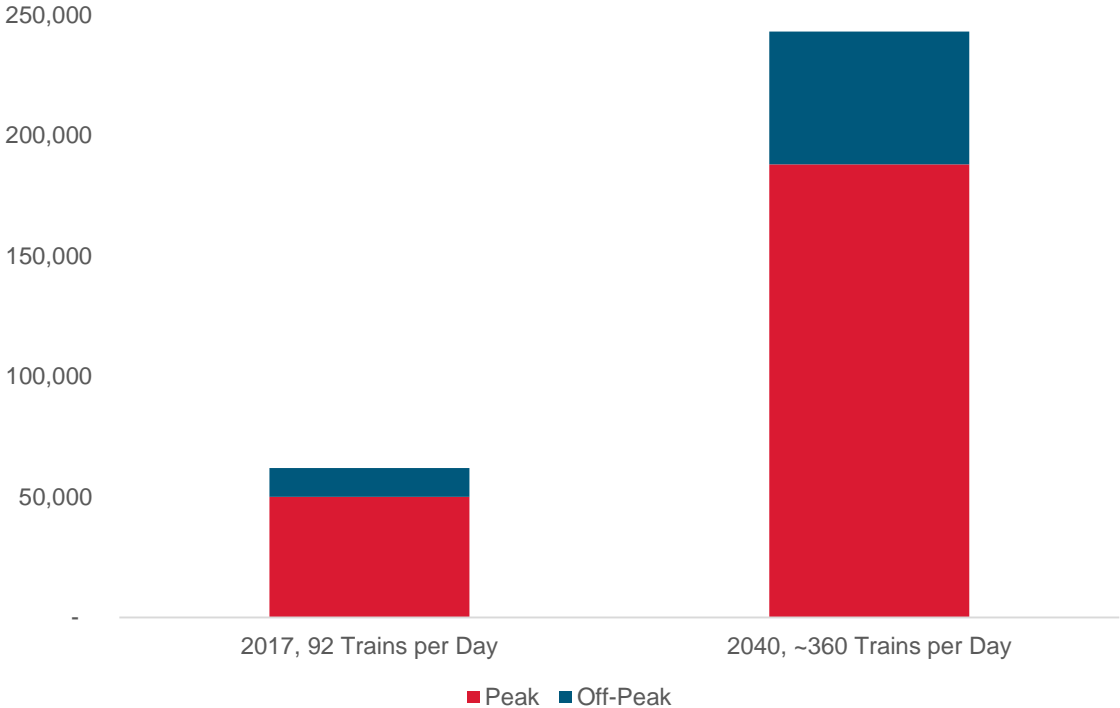
- Understand the underlying long range, order-of-magnitude demand for rail service in the Caltrain corridor.
- Establishes a rough, quantified benchmark that informs how a long range service vision can be calibrated and scaled

Methodology

- Use VTA – C/CAG Model updated with latest Plan Bay Area land use forecasts
- Develop a sensitivity test using an imaginary, high frequency, unconstrained service plan that includes;
 - Realistic train times (60-80 minutes SF-SJ)
 - High level of sustained all-day service (8 to 16 trains per hour per direction. These frequencies are comparable to many sections of the BART system)

Exploring the Potential Long Term Demand for Caltrain Service

This sensitivity test suggests that providing BART-like frequencies on the Caltrain Corridor has the potential to yield BART-like ridership. Today, Caltrain serves approximately 1,300 daily passengers per mile between San Francisco and Tamien Stations, while BART serves approximately 5,200 passengers per mile along its Richmond-Daly City and Fremont-Daly City trunk lines. The sensitivity test suggests Caltrain has a long term (2040) unconstrained demand of about 4,600 passengers per mile, comparable to BART’s core service in San Francisco and the inner East Bay. However, demand per mile south of Tamien is approximately 1/10th demand north of Tamien.



Description	2017, 92 Trains/Day	2040, ~360 Trains/Day
Daily	62,000	243,000
Peak	50,000	188,000
Off-Peak	12,000	55,000
Mainline (SF-SJ)	61,500	231,000
South of Tamien	500	12,000



Why Do We Need A Business Case?

A Framework for Decision-making

The business case helps the JPB Board select a 2040 Service Vision with a fully informed understanding of what their choice means for the long-term costs and benefits of the system. Once the Board has selected a long range Service Vision the business case can then be further optimized and detailed.

Major Inputs to the Business Case Include



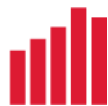
Railroad
Network



Fleet



Current and
Future
Operations



Ridership
and Travel
Demand



Finances



Policy
Assumptions



Infrastructure
Investments

Why Do We Need A Business Case?

The Business Case will also consider User Benefits and Regional Economic Benefits:



Direct & Indirect Jobs

Economic impact model captures effects on regional employment



User Benefits

Benefits from travel time/cost savings as well as safety improvements



Societal Benefits

Societal benefits including public health and environmental benefits



Land Value

Influence of increased rail service on the value of land arounds stations

Caltrain's Corridor is Complex and Constrained



Mostly 2 Tracks

Some 4-Track Sections



Width Varies



Multiple Tenants



At-Grade Crossings



Bridges & Tunnels



Ownership Varies

Especially at Stations

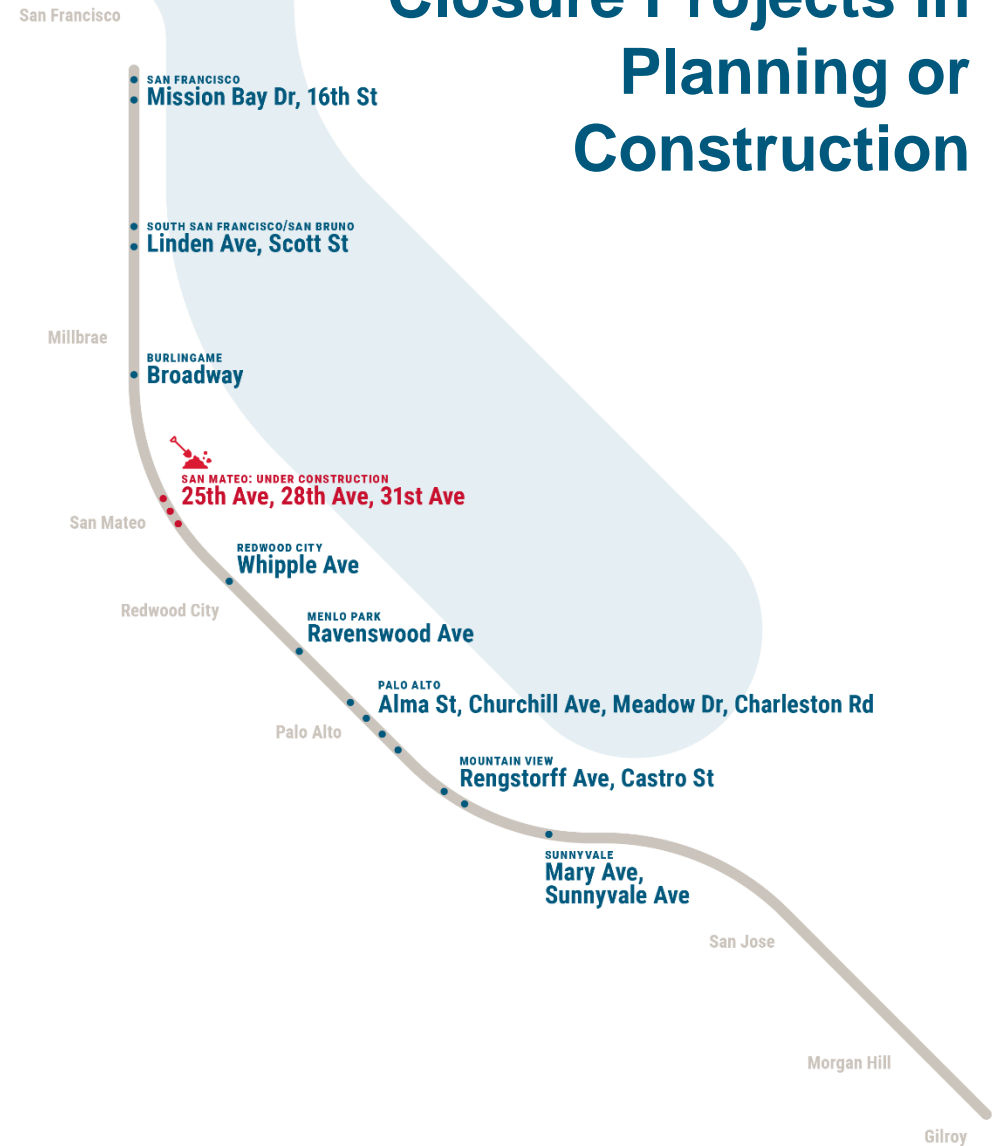


Caltrain Owns Tracks

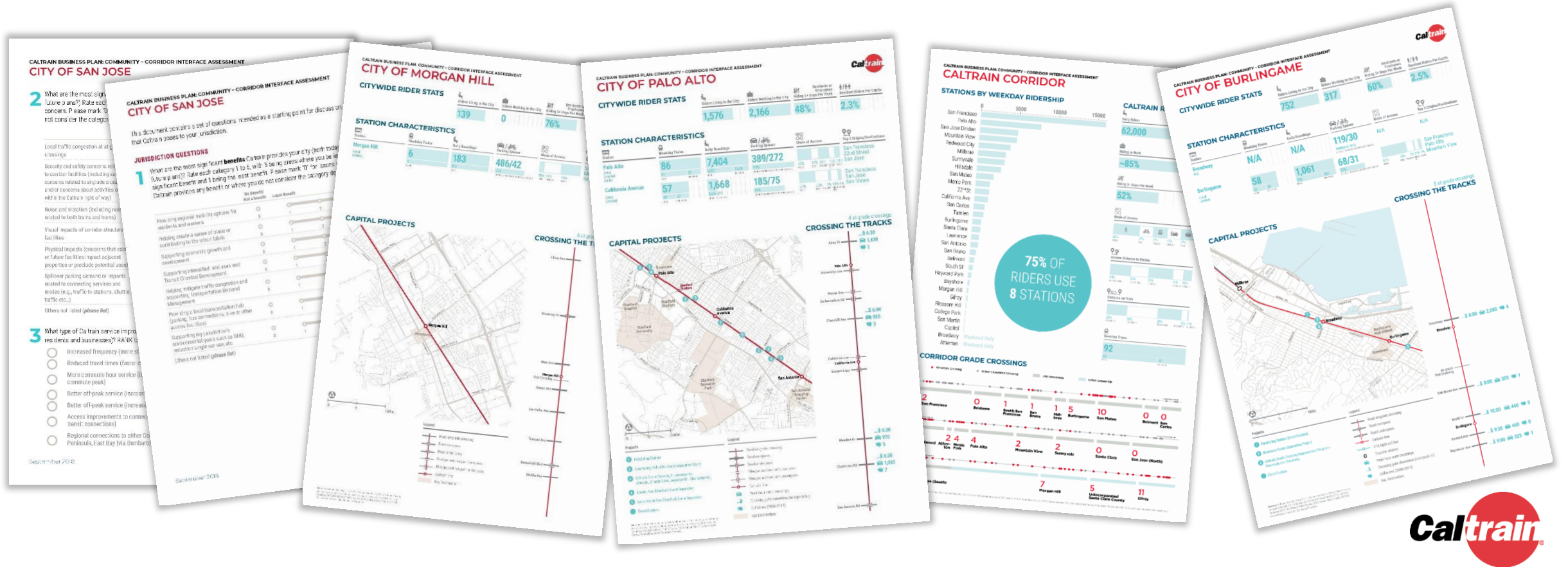
Union Pacific Railroad Owns Tracks. Caltrain Has Access Rights

At Grade Crossings are a Particularly Pressing and Difficult Issue within the Corridor – Community Interface

Grade Separation or Closure Projects in Planning or Construction



Direct Engagement with Local Jurisdictions is Central to this Effort



Organizational Assessment

How will the Caltrain Organization Support the Service Vision?

Key Concepts

Service Delivery

- How Caltrain operates and manages service (both on and off the corridor)
- Includes activities like train operations, maintenance, capital project delivery, joint development, planning, and budgeting

Governance

- The manner in which Caltrain is overseen by the Board
- Focus on the agency's decision making process and the Board's oversight of the Caltrain organization

Organizational Assessment

How will the Caltrain Organization Support the Service Vision?

Analysis

- Initial organizational assessment and interviews with stakeholders
- Organizational “mapping” and analysis of current Caltrain structure
- Analysis of national and international peer railroads

Outcomes

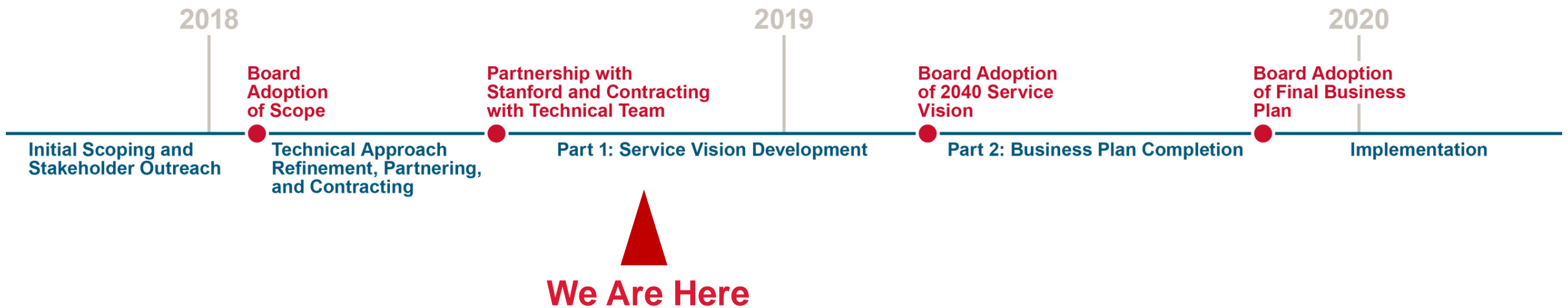
- Understand the range of potential organizational structures for both service delivery and governance and evaluate at a high level
- Work with JPB and JPA members to determine strategy and next steps
- Identify near term priorities related to Business Plan implementation



Next Steps



Project Schedule - Overview



FOR MORE INFORMATION

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