This presentation includes material about the Caltrain Business Plan developed for stakeholder outreach during the month of July, 2018. Going forward, a similar set of materials will be developed by the team each month and will be presented at various stakeholder venues or as requested. The purpose of these presentations is to provide regular updates on the Business Plan’s progress, to introduce and explain important themes and technical concepts and to solicit stakeholder feedback and input.

The theme of July’s presentation is “Thinking Big.” The presentation prompts stakeholders to consider the importance of the Caltrain system and corridor to the Bay Area and to think about the range of different issues and challenges that the Business Plan must address.
Slide 3

Crafting a 2040 Vision

- Crafting a 2040 Vision
- Framing the Challenges
- Exploring the Opportunities
- Next Steps

Slide 4

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.
Although the visioning component of the Business Plan is all about “thinking big” this effort is not starting with a blank slate. The questions and issues that the Business Plan will tackle are directly rooted in the plans, decisions and actions that the JPB has taken over the last decade—specifically the advancement of Caltrain’s Peninsula Corridor Electrification Program and the decision to share the corridor with High Speed Rail. These are foundational commitments that have already shaped how the corridor and service will change and grow in the future.
Improving Caltrain is Vital to the Health of the Region’s Economy

Caltrain runs through one of the most economically productive corridors in the world- it is the mass mobility spine of Silicon Valley. Both public and private sector stakeholders have recognized the importance of the railroad to the region’s economy and their support for the system is one of the reasons that Caltrain has been able to move forward with the Peninsula Corridor Electrification Program as a foundational step in improving the service.

Even as electrification has gone into construction, however, the continuous improvement of the Caltrain corridor remains a critical need for a region. Congestion continues to worsen and housing affordability challenges push workers to live further and further from their jobs. As the railroad contemplates its future it is challenged to think about how it can better connect housing and jobs centers, move ever-larger volumes of riders, operate seamlessly with its public and private mobility partners and provide the kind of service that makes it the mode of choice for people traveling in the corridor.
Railroads are complicated and costly systems. Substantially changing or expanding an active railroad is a significant undertaking that can take decades to execute and will create impacts and ripple effects across multiple geographies and scales:

- The Caltrain system effects the individual lives of the more than 60,000 customers who ride the train every day. Our service allows our riders to live, work and connect across a distributed region. How effectively we design that service and how well we deliver it has a tangible impact on the daily, lived experience of our customers.

- The Caltrain system also runs through 20 different local communities. Each of these cities and towns is distinct and each has its own priorities, projects and plans for growth. At the same time, all of these jurisdictions are part of a single corridor and share a common set interfaces and issues with the railroad.

- At both the regional and state-wide scales, the Caltrain corridor is one link within a large and growing network of rail projects and transit connections. In planning for its own evolution Caltrain must also consider how its growth can support the overall development of a seamless, integrated state and regional network.

- Finally, Caltrain is part of a national and global passenger rail and transport industry. The trends, technologies and regulations that drive these industries have a direct impact on how Caltrain designs projects, operates its system and invests its resources. As Caltrain contemplates large scale change there is much that the system can learn from its national and international peers.
The Caltrain corridor has been an active railroad for more than 150 years and consequently it has developed incrementally in a way that is both varied and constrained.

Between San Francisco and San Jose the corridor is primarily a two-track system with some limited four-track segments. These tracks run across bridges and through tunnels as well as across 42 at-grade crossings. The Peninsula Corridor Joint Powers Board controls the corridor between San Francisco and San Jose but the width of the corridor varies significantly and there are also variations and exceptions with regard to ownership- particularly at stations. Caltrain also shares its corridor with a number of tenant systems including ACE and Capitol Corridor as well as freight. South of San Jose, Caltrain operates on a primarily single-track corridor owned by Union Pacific where it has limited operating rights.
The Caltrain corridor is intertwined with the communities it traverses. The railroad abuts homes and businesses along its length and it runs directly through the downtowns of many corridor cities. The close corridor-community interface provides many benefits and opportunities including mobility choices, regional connectivity and a foundation for land use diversity and intensification. At the same time, the physical reality of an active rail corridor creates impacts to adjacent properties and challenges at at-grade crossings.

The specific geography of the Caltrain corridor matters. Planning for change on an active railroad running through a historic and varied corridor is inherently challenging and will require both creativity and compromise.
Caltrain’s Ridership and the Region’s Economic Growth are Mutually Supportive

Caltrain has experienced extraordinary ridership growth over the last twenty years—tracking the larger pattern of economic growth in the corridor as a whole. While this rapid growth has put pressure on the Caltrain system it has also been a tremendous financial boon to the service, allowing Caltrain to become more financially self-sufficient and making the case for investment in the corridor.

The Caltrain Corridor is Already Exceptional

The unique geography of the Caltrain Corridor and the booming Bay Area economy have helped the system become one of the most intensively used and productive passenger railroads in the country.

As its ridership has grown, Caltrain has quietly become one of the most intensively used rail systems in the United States. The combination of a rapidly growing regional economy and the unique, multi-nodal geography of the Caltrain corridor mean the system’s infrastructure is being used more efficiently than ever before. By most measures Caltrain is now one of the United States’ major passenger railroads.
The Peninsula Corridor Electrification Project is underway and is scheduled to be operational in 2022. In addition to providing immediate service and capacity benefits, electrification will be foundational to the long term growth and evolution of the corridor.

Planning for the future is already underway. State-level documents like the 2018 High Speed Rail Business Plan and 2018 State Rail Plan envision a corridor that is shared by both High Speed Rail and Caltrain and supports levels of service of 10 or more trains per peak hour per direction as part of an integrated, statewide rail network. Similarly, the Caltrain Corridor Vision Plan, published by SPUR in 2017, provides a vision of how a higher capacity, electrified Caltrain corridor could help meet the region’s growing mobility needs.

Caltrain lacks a dedicated source of funding. As the railroad transforms itself into an electrified system, Caltrain has an opportunity to address this challenge. The present moment offers a unique confluence of increased ridership, private-sector interest, and state investment in the corridor. Through the framework of the Caltrain Business Plan, we have the opportunity to plan for the long term growth of the system, identify benefits and costs and build the case for sustained investment in the corridor.
The Business Plan is a major effort that will be supported by significant analytical work and stakeholder engagement. The technical work of the Business Plan is divided into four major “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

The Business Plan process will include continuous engagement with corridor stakeholders including monthly and quarterly updates to a variety of groups. Additionally, the Business Plan will engage in a variety of outreach activities to the general public both in-person at meetings and events and through a dedicated webpage and social media channels.
Caltrain’s Team Includes Local, National, and International Experts

Slide 18

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Slide 19

Why is the future of the Caltrain corridor important to you?

What are your priorities for the Caltrain Business Plan?

What do you want to achieve from this process?

Who else should we engage with?

As part of the Business Plan we are asking corridor stakeholders to “think big” with us. The Business Plan will provide an opportunity for stakeholders to learn more about their railroad and to participate in planning for its future.
The first six months of the Business Plan process will be focused on developing a long range “Vision” for the corridor in 2040. Staff will then ask the Board to provide direction on the 2040 Service Vision. During the second half of the Business Plan, the team will focus on developing a more detailed business plan document along with a funding and implementation program.
The Business Plan team will develop project updates like this one on a monthly basis. The topics for Month’s 2 and 3 may shift slightly but will generally focus on service planning, defining the corridor-community interface, developing a travel market assessment for the corridor and exploring the economic and community benefits of the Caltrain system.