Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
13	04/13/09	Open	Action	4/06/09

Subject: Release Of TransitAction Plan For Public Review

ISSUE

Whether to release the Draft TransitAction Plan for public review.

RECOMMENDED ACTION

Adopt Resolution No. 09-04_____ Approving the Release of the Draft TransitAction Plan for a Public Review Period of 45 Calendar Days.

FISCAL IMPACT

No fiscal impact will result from this action.

DISCUSSION

The RT Transit Master Plan (TMP) update was initiated by RT in July of 2007 with the assistance of RT's international consulting team, Steer Davies Gleave (SDG). During the past eighteen months, the entire project team has conducted two rounds of public meetings and three Board workshops in addition to meeting with RT's Technical Advisory Committee (TAC) and Partners Group at key milestones. The final Board workshop was presented to the RT Committee on March 2nd and to a combined TAC/Partners meeting on March 3rd. At those workshops, SDG presented the Transit Master Plan, now named "The TransitAction Plan", the level of new funding required to implement the vision, and an implementation strategy.

Attached to this issue paper as Exhibit 1 is the abbreviated PowerPoint presented to the Committee, and Exhibit 2, the Executive Summary to the plan. The full document has been sent to each Board member under separate distribution due to its size. It will be made available to the public at the Board meeting. For a copy of the full document, contact Paul Marx at 916-556-0507 or pmarx@sacrt.com.

The TransitAction Plan lays out a bold strategy in the form of a tiered transit investment approach. This approach is based on three levels of potential new funding. Given current resources, RT cannot provide the transit services demanded by the people of Sacramento without a new revenue source that can be used for both capital and operating purposes.

In the TransitAction Plan, new transit investments are proposed resulting in increases of between 150 percent and 250 percent increases in transit service over 30 years. This includes more vehicles, new bus, streetcar, and light rail lines, and the supporting infrastructure to increase the frequency of service to a maximum of 5 minutes at peak and 10 minutes off-peak by 2035. As a starting point, ***no service less frequent than 30 minutes*** is proposed.

Approved: Michael R. Wiley
General Manager/CEO

Presented:
AGM for Planning & TSD

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The three tiers of investment are based on a proposed ballot initiative, which is planned for 2010. The current Metropolitan Transportation Plan (MTP-2035) currently recommends a 1/2-cent sales tax increase that would be sought in 2012. However, the economic and fiscal situation has changed radically since 2007, when that plan was adopted. The State has proposed a one-cent sales tax increase which will take effect April 1, 2009. The May ballot measures will determine how long that sales tax will continue. A long term sales tax continuing through 2010 impacts the chances of the TMP sales tax initiative being approved by the voters. The TransitAction Plan therefore recommends considering options.

Over the last six months, RT has been working with a distinguished panel of financial experts to develop methods for financing the TransitAction Plan. Stated briefly, the panel recommended that RT pursue a phased approach to its funding requirements, after maximizing the revenues under its control (fares, parking, and advertising, for example). The first phase, sufficient to fund Tiers 1 and 2 of the TransitAction Plan, would involve a ballot initiative to replace State funding diverted for non-transit purposes, and fund expanded transit service over the next ten to fifteen years. The second phase is not specified at this time, because it would depend on circumstances that would govern in 2020 and beyond. It would be targeted at Tier 3 projects, which require local land use and other criteria in addition to funding to be implemented. However, the panel suggested the new revenue measure(s) should be integral to the State's continuing implementation of environmental and Global Climate Change legislation, such as SB 375. The Financial Advisory Panel report is attached as Exhibit 3.

RT staff has worked with SDG, to develop the TransitAction Plan in a way that most directly reflects the public input RT has received. RT staff has held workshops on just what the people of Sacramento would like their transit service to be, and received over 2,000 responses at workshops and on the TMP web site. The "Willingness to Pay" exercise was developed to gauge the public's general willingness to support RT's transit investments with money out of their own pockets. Nearly 900 responses gave further guidance on the public's support for specific extensions of light rail and bus services, and the TransitAction Plan has been adjusted accordingly.

Now that RT has put all of this into a planning document, the next stage is to put it before the public and our stakeholders for their consideration. While the TransitAction Plan incorporates the Board's vision as well as the input from a wide variety of stakeholders and the general public, the Committee requested that the Board consider the Plan at its April 13th meeting without a recommendation due to concerns regarding the level of new funding needed to implement the Plan. Comments and input will be incorporated before the final document is released. Staff's intention is to respond to public comments and bring the TransitAction Plan back to the Board for adoption in June, 2009.

In conjunction with the TransitAction Plan RT has prepared an ADA paratransit plan update, covering a ten year period from fiscal year 2008-09 through 2017-18. It includes a description of current services, a discussion of issues and trends that affect RT's ability to provide paratransit

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services, recommended service and policy changes, a demand forecast, and a financial and operating plan with projections of trips provided and costs. The plan concludes with a chapter about non-ADA and supportive services. The document is attached for your reference as Exhibit 3.

RT first submitted an ADA Paratransit Plan to the Federal Transit Administration (FTA) in 1992, as required by the ADA implementing regulations, showing how it would comply with the paratransit requirements of the ADA. The ADA Paratransit Plan was updated annually for five years, as required by the regulations, but has not been updated since 1997. In view of the many changes that have occurred since 1997 and the need to plan for challenges ahead, RT decided to prepare a new ADA Paratransit Plan. While such plans are no longer submitted to or received by FTA, they do provide an official statement of how a transit agency intends to comply with the paratransit requirements of the ADA. The plan covers the period from fiscal year 2008-09 through 2017-18 and is marked as Exhibit 4.

This document builds on a public process that began in February of 2008 with a presentation to RT's Mobility Advisory Council (MAC). MAC appointed an Ad Hoc Committee to work with RT staff and consultants on the ADA Paratransit Plan. The Ad Hoc Committee reviewed a preliminary report that included a description of existing ADA paratransit service, a discussion of current and emerging issues, and preliminary financial and demand projections for the ten-year period of the plan. Over the course of three meetings, the Ad Hoc Committee discussed potential changes to ADA paratransit service and provided recommendations on each issue. On September 23, 2008, RT held a public workshop at Paratransit, Inc. at which proposed ADA Paratransit Plan recommendations were presented. Participants had the opportunity to discuss and comment on the recommendations with RT staff and consultants, and to have their comments transcribed verbatim by two court reporters.

Staff presented proposed policies to the RT Board of Directors Executive Committee on April 6, 2009. RT will present the final draft plan to MAC at a special meeting on April 16. The ADA plan is being released for public comment in conjunction with the full TransitAction Plan, however, in an effort to implement the proposed policy recommendations and negotiate RT's Collaborative Agreement with Paratransit, Inc., staff anticipates requesting Board adoption prior to the Transit Master Plan adoption scheduled for late spring. All long term assumptions and potential impacts of proposed policy recommendations generated by the Plan Update have been accounted for in the Transit Master Plan.

Staff recommends distribution of the TransitAction Plan and ADA Paratransit Plan for public comment at this time.

Exhibit 1

TransitAction
Regional Transit Master Plan

TransitAction Plan

Board Meeting - April 13, 2009

Overview and Introduction

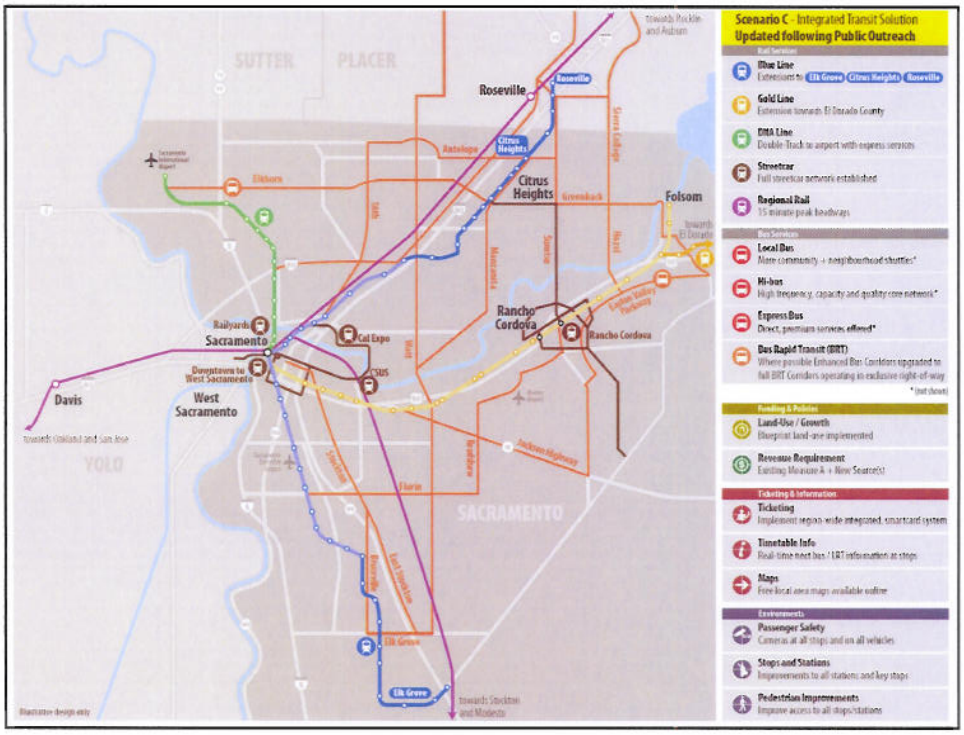
- Work in developing the TMP is almost complete
- Tonight's meeting to review and discuss:
  - Summary of the process undertaken to develop the TMP
  - Highlights of the expected costs and benefits of the options
  - Review the emerging TransitAction Plan
  - How to pay for the plan
  - Phased implementation of the TransitAction Plan
  - Release of the TransitAction Plan for Public Review

How did we get here ?

- A 30 year Transit Master Plan that is "visionary and pragmatic"
- Population, employment and household growth
- An aging population and ADA/Paratransit requirements
- The Blueprint smart growth land use plan
- The importance of Transit-oriented Development (TOD)
- Moving transit from "lifeline to lifestyle"
- Complementary Transportation Demand Management (TDM) measures
- The whole trip and the last mile - designing "complete streets & neighborhoods
- Transit frequencies, hours of operation and coverage

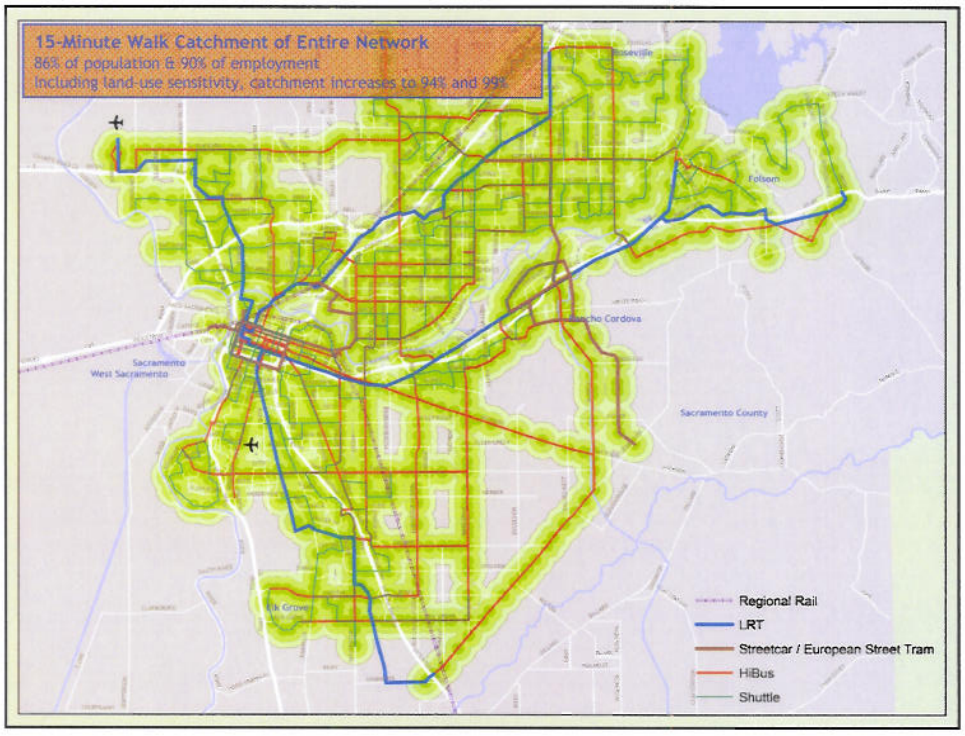
How did we get here ?

- A range of future Transit Scenarios developed
  - Business as usual (A); MTP/Blueprint (B); Integrated Transit Solution (C)
- Putting the Passenger First
- TMP Vision Statement and Objectives
- Transit Service Philosophy
- Public Outreach 1:
  - 61% support for Scenario C and 80% for Scenarios B & C combined
  - fast, reliable, punctual, frequent, affordable
- Finding the Funding - Financial Advisory Panel
- Outreach 2: The Willingness to Pay game



TransitAction Plan - Key Components (2035)

- Capital Cost - $6.9B
- Average Annual Operating Cost - $563m/year
- Annual Operating Hours
  - Rail - 1,982,000 (208,000 existing)
  - Bus - 3,569,000 (742,000 existing)
- Service Frequency
  - Rail - 5/10 min frequency (15 min existing)
  - Bus - 5/10/20 min frequency (30 min minimum standard) (15-75 min+ existing)
- Fleet Size
  - Rail - 359 vehicles (97 existing)
  - Bus - 947 vehicles (236 existing)



Ticketing & Information

Ticketing

- Off-vehicle ticketing at key bus stops
- Integrated fare structures across all operators in the region
- Offering cashless smartcards for all passes and pay-as-you-go trips
- Employee Pass and University Pass programs

oyster

Environments

Stations, Stops and Passenger Safety

- Shelters, stops and park and rides that can include climate-controlled areas, 'real-time' information and CCTV cameras
- Landscaping, tree planting and public art integrated into design
- Convenience facilities integrated with park and ride sites (e.g. car washing, dry cleaning, coffee shops, etc...)

Environments

Pedestrian Improvements

- Wayfinding to help passengers get to and from key shopping, government, education and tourist destinations
- Complete streets and corridors to provide safe and easy access to the transit system

Rail Services

Rail

- Regional Trains that run on railroad tracks (sometimes shared with freight)
- Light Rail
- European Tram
- Streetcar

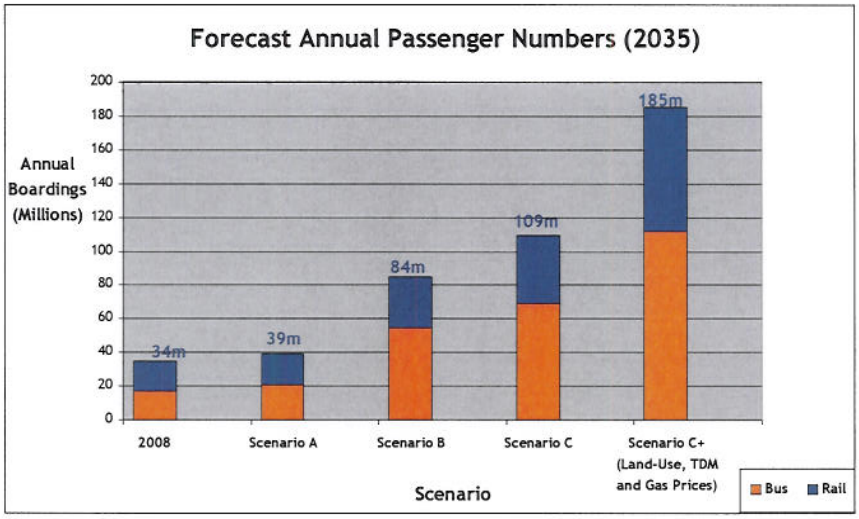
Bus Services

Hi Bus = BRT, Enhanced & Express Bus

BRT - Dedicated right-of-way, Stations

- **Enhanced Bus** - lane priority, higher speed
- **Express Bus** - Fewer stops, more direct, peak period service
- All Hi-Bus
  - Modern, high capacity vehicles
  - Integrated information and ticketing
  - Branding and image (vary by service)

Ridership Forecasts

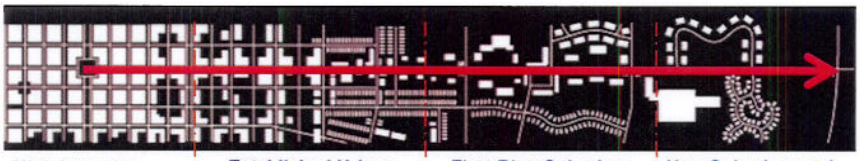


Improvements to Air Quality

- Improve local air quality by reducing vehicle miles travelled and CO2 emissions:
  - Scenario C - 382,000 tons per year
  - Scenario C+ - 806,000 tons per year
- Increase daily Walk and Bike Trips
  - Scenario C - 210,000 trips per day
  - Scenario C+ - 355,000 trips per day

Land Use is the Key

- Transit-oriented development (TOD) is happening at selected stations/locations
- Higher density & mixed use development is required if transit mode share is to reach Blueprint target (1.1% to 3.3% for region)
- Transit needs to attract lifestyle users - for work, shopping, leisure, etc...
- RT services widen transportation choice to deliver Smart Growth objectives



High Intensity Urban Core

- Downtown Best connected place in the region
- Well-established and connected street pattern
- Densities and mixture of uses supportive of transit
- Transit ranges from small local stations to large multi-modal stations
- Strong TOD market
- No TOD concerns

Established Urban Neighborhoods

- Strong character built-up over time.
- Well connected block system.
- Neighborhood center densities and mixture of uses supportive of transit.
- Moderate TOD market (may need assistance).
- Strong TOD concerns.

First-Ring Suburban Neighborhoods

- Most common built form
- These areas are well developed, but lack orientation to the public realm
- Access usually comes from a fewer large roads
- Densities tend to be below transit-supportive levels.
- Few centers of activity
- TOD development market varies (may need assistance).
- Strong TOD concerns.

New Suburban and Greenfields

- Outermost edge of the transit region .
- Areas are quickly developing
- Connections are limited; but opportunities abound
- Densities are well below transit-supportive levels
- Stations located here will attract riders from a larger area
- No existing centers of activity
- TOD development varies (sometimes strong).

Regional Transit is...

An infrastructure *partner*
A community *advocate*
A planning *facilitator*

Not a land use regulator

Funding the TransitAction Plan

- The funding currently available to RT is sufficient to invest $2.7 billion in new investment and maintain today's service levels
- The estimated shortfall is an average of $290 million per year
- The funding strategy is built around the following three principles:
  - Everyone benefits, so everyone pays
  - Multiple revenue sources
  - Transportation demand management effect

Additional Sources of Funding

Revenue Source	Description	Charge/Increase	Annual ($m)
Fares	Increasing the costs of fares	Double the average fare	$75m
Sales Tax	Measure B ½¢ increase	Additional 1/2%	$100m
Regional Gas Tax	Counties have the power to levy a fuel tax on a county-wide basis as explained under the California Revenue and Taxation Code	$0.05/gallon	$30m
Vehicle Levy	Levying a fixed fee on each vehicle at the time of annual licensing	$50 licensing fee per vehicle	$65m
Parking Charges	Implementing parking charges on current free RT parking or increasing existing parking rates in the city	50% increase	$7.5m
Special Household & Business fee	RT may be able to levy special fees for transit purposes	$100 per household	$95m
Developer Charges & Access Fee	One-time or annual charges on developers for new development projects	Project specific	TBD
Environmental Charges	Household and development fee for ongoing transit service - based on environment goals	Geographic specific and optional	TBD

What is the Public Willing to Pay? - Outreach Phase 2

- **High levels** of support for new investment in transit
- **Over 900 responses** with average willing to pay almost $570 per household per year (approximately 70% of the total package) - even though exercise was administered during recent economic upheaval.
- **Broad level of support** for investment in LRT & European Street Tram
  - Downtown European Street Tram North Loop: 77%
  - Downtown European Street Tram South Loop: 72%
  - DNA: 72%
  - Elk Grove (blue line): 72%
  - Roseville (blue line): 74%
  - Citrus Heights (blue line): 68%
  - El Dorado (gold line): 65%
  - Citrus Heights - Rancho Cordova European Street Tram: 58%
  - Rancho Cordova Streetcar: 56%

What is the Public Willing to Pay - Outreach Phase 2 (cont.)

- Bus network frequency improvements:
  - 5-min service on Hi-Bus network (vs. 10-min): 54%
  - 10-min service on the Community-based Network (vs. 20-min): 62%
- Regional Rail - 15-min peak service (vs. 30-min): 54%
- Passenger improvement responses show a very high level of support for improvements to transit access and information:
  - Improvements to stops and shelters: **74%**
  - Sidewalk and access improvements: **71%**
  - Improvements to ticketing and information: **76%**
- Safety improvements received the highest levels of support:
  - Extra police on the network: **80%**
  - Cameras on vehicles and at stops/stations: **83%**

Phased Delivery of the TransitAction Plan

- There is a funding gap
- There is a need for phased implementation through to 2035
- Prioritizing the network:
  - Exercise undertaken to determine the order of implementation
  - Multiple Account Evaluation process used to 'rank' the projects
  - Tiered approach to final project list
  - Sets conditions for implementation

Multiple Account Evaluation

- A Multiple Account Evaluation (MAE) used to provide a balanced evaluation and assessment approach
- Organized in four evaluation categories:
  - Community
  - Environment
  - Economy
  - Deliverability
- The evaluation uses quantitative and qualitative measures with no criterion weighted more than another

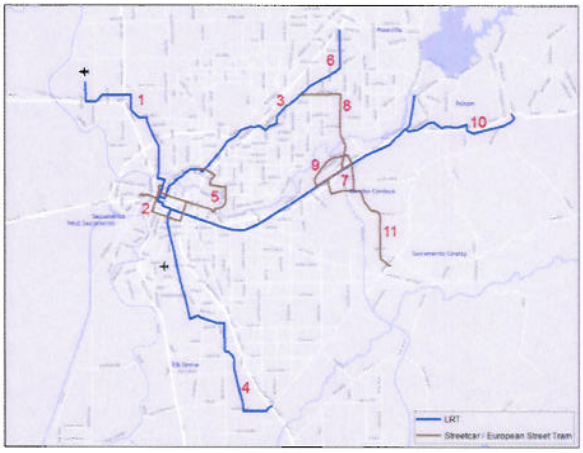
Criteria included in the MAE Accounts

COMMUNITY		ENVIRONMENT	
Land Use Integration & opportunity for TOD	Identification of major activity centers served	Emissions & Disturbance	Change in VMT & resulting emission levels for CO2
Transportation Network Integration	Identification of transit transfer centers & interchange opportunities	TOD /Urban Form	Identification of impacts on urban composition & public space function
ECONOMY		**DELIVERABILITY**	
Transportation Efficiency (Users)	Estimated transit travel time saving	Acceptability	Public & political support for the project/investment
Transportation Efficiency (Operator)	Farebox recovery	Funding Potential	Initial assessment of local & federal funding opportunities
		Feasibility (Construction)	Capital cost
		Feasibility (Operations)	Operating subsidy required

Ranking of Rail-Based Projects (LRT, Streetcar and Street Tram)

> Assumes all accounts in the MAE are given equal weighting

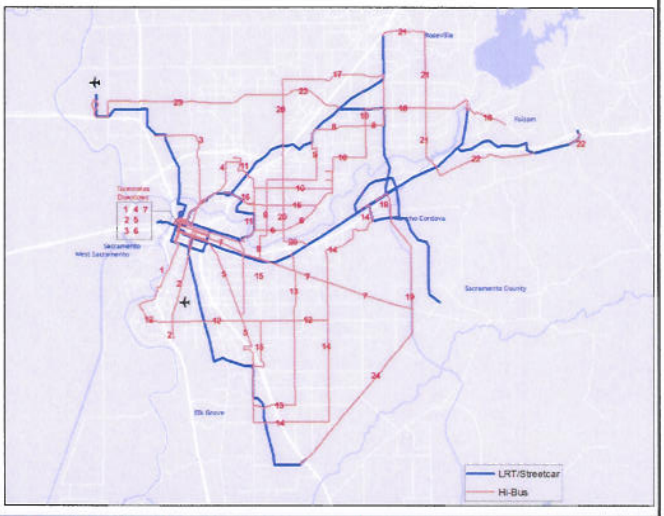
1	DNA Line
2	Downtown South Loop
3	Citrus Heights LRT
4	Elk Grove LRT
5	Downtown North Loop
6	Roseville LRT
7	Rancho Cordova 1-3
8	Citrus Heights - Rancho Cordova Streetcar
9	Rancho Cordova 4-5
10	El Dorado County LRT
11	Rancho Cordova 6-7



Ranking of Bus-Based Projects (Hi-Bus)

> Assumes all accounts in the MAE are given equal weighting

1	Riverside Boulevard
2	Freeport Boulevard
3	Norwood
4	Del Paso
5	Stockton Boulevard
6	Fair Oaks
7	Jackson Highway
8	Madison
9	Marconi
10	El Camino
11	Howe
12	Florin Road
13	South Watt
14	Bradshaw
15	65th Street
16	Arden Way
17	Antelope
18	Greenback
19	Sunrise
20	Watt
21	Hazel
22	Easton Valley Parkway
23	Elkhorn
24	Grant Line Road



Tiered Approach to Project Delivery

- MAE process used to evaluate and rank all projects (linked to funding)
- **Tier 1 TMP Projects & Improvements** - projects that can be funded with equivalent of a ¼¢ sales tax (~MTP-2035)
- **Tier 2 TMP Projects & Improvements** - projects that can be funded with equivalent of a ½¢ sales tax (about $160 million/year)
- **Tier 3 TMP Projects & Improvements** - projects within the overall plan but that do not meet thresholds for service and require:
  - Changes to land-use (to generate higher density and more ridership)
  - Changes to road network planning and designation
  - Changes to complementary measures (e.g. changes to parking policies)
  - Further funding sources (above those in Tiers 1 and 2)
- Projects outside RT service boundaries will require further local contributions from those jurisdictions benefiting
- Additional partner funding is needed to implement 'complete streets'

REMAINING TRANSITACTION PLAN SCHEDULE

April 13:	**Request Board to release draft TransitAction Plan for public review**
April 15 - 16:	**Financial Advisory Panel presentations**
April 20:	**Release of draft TransitAction Plan**
Mid May (date TBD):	**RT Open House**
Mid April - June 1:	**Presentations to community groups**
July 27 (tentative):	**Request Board to approve final TransitAction Plan**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THANK YOU

EXHIBIT 2

TransitAction

Regional Transit Master Plan

DRAFT EXECUTIVE SUMMARY

April 13, 2009

Regional Transit

Contents

Tables

Figures

Introduction

What is the TransitAction Plan?

1 The TransitAction Plan is Sacramento Regional Transit's (RT) new long term plan, setting out a transit vision for the next 25 years. The Plan provides a comprehensive assessment of alternatives and presents an integrated package of transit investments and increased service frequencies designed to make transit a real transportation choice for everybody in the Sacramento region.

Why do we need a TransitAction Plan?

2 Regional Transit's last Transit Master Plan was produced in 1993. Since then the Sacramento region has seen significant population growth with an expanding low density land use form. With population and employment locations becoming even more dispersed, it has become even more difficult for Regional Transit to provide an affordable, effective transit service.

A New Way to Grow

3 In response to continued sprawl and large forecast increases in population, employment and households as well as an aging population in the Sacramento region over the next 30-50 years, the Sacramento Area Council of Governments (SACOG) has produced a land use *Blueprint* for the future of the region. This is based on "smart growth" principles with a focus on high quality, higher density, mixed use neighborhoods, which are designed with a greater emphasis on walking, cycling and transit use. These livable communities will be designed with "complete streets" so that there is less reliance on the private car providing for a more sustainable future.

4 Regional Transit fully supports the principles of the Blueprint and in response has developed this Transit Master Plan - the TransitAction Plan.

The Role for Transit

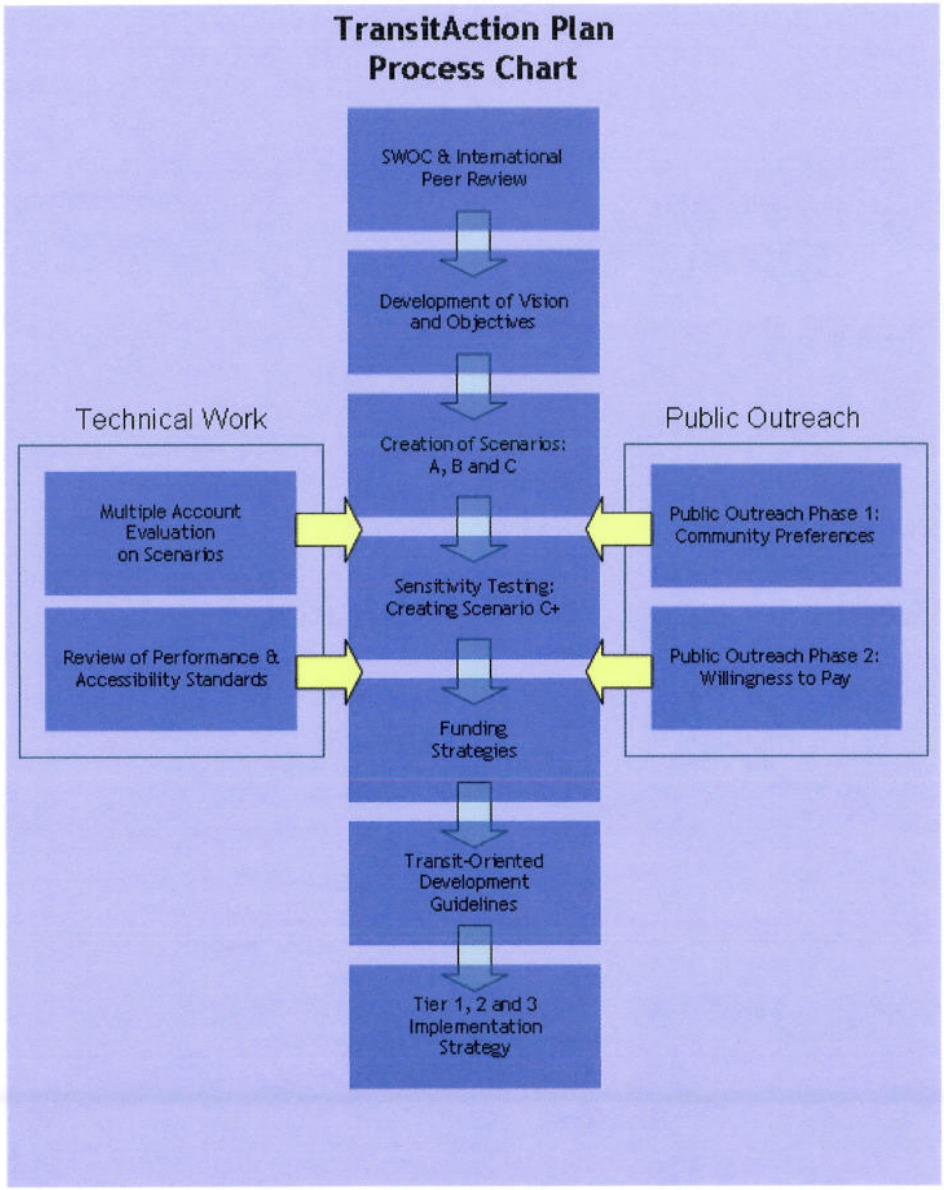
5 The 2008 spike in gas prices and the 2009 recession have highlighted that economic conditions have a considerable impact on where people choose to live and work and how they travel with record levels of transit ridership recorded in the last year. Gas prices are likely to increase in the long term and congestion will only get worse with population growth.

6 RT already provides a vital service in the region but there is now a need for a comprehensive step change in the quality, coverage and frequency of transit, making it a real transportation choice that is clean, convenient, reliable, efficient and affordable.

Developing the TransitAction Plan

7 Over the past year and a half, Regional Transit has developed the TransitAction Plan through a comprehensive planning process involving various stakeholders and members of the public. Figure 1 illustrates how this process unfolded.

FIGURE 1 TRANSITACTION PLAN PROCESS CHART



The Transit Challenge

The Transit Challenge

8 Over the past twenty years, RT has continued to invest in transit infrastructure and services. The Light Rail system, opened in 1987, has continued to expand and bus services have been modernized with a fleet of natural gas-powered vehicles. Despite these improvements Transit services continue to capture a small part of the travel market in the region. High car ownership levels and cheap gas have contributed to the "transit challenge."

9 A comprehensive review of existing plans, comparative assessments of other cities and discussions with key RT staff was used as background to define Sacramento's Transit Challenge. The key outputs/directions for the plan were as follows:

- The TransitAction Plan should be ambitious and provide direction for transit in the region: going beyond a "transit-only" plan, addressing wider land use issues in a growing region;
- To be successful, RT needs to grow the market share and attract new choice riders by concentrating on providing competitive journey speeds, direct routes to key destinations, high(er) service frequencies, and better punctuality and reliability to attract ridership;
- "Put the Passenger First" - RT needs to raise the quality and standard of the transit service provided by adopting a greater passenger focus to remove the barriers from transit use including: reducing nuisance behavior, improving information and passenger comfort, simplifying fares and ticketing, and making transfers easier;

- Smart Growth and the *Blueprint* will not be delivered without transit and the TransitAction Plan has to draw relevant partners/agencies together to ensure that Smart Growth ambitions are realized; and
- The TransitAction Plan has to provide the case for funding.

10 These key points are summarized in the two strengths, weaknesses, opportunities and challenges (SWOC) assessments presented in Tables 1 and 2 - the first looking at the wider issues facing the Sacramento Region and the second focused specifically on Regional Transit.

TABLE 1 SWOC ASSESSMENT - THE BIG PICTURE

Strengths	Weaknesses
▪ High employment ▪ (Relatively) low gas prices ▪ Sacramento's climate & topography ▪ The Blueprint Initiative ▪ State capitol of California	▪ 50 years of suburban, low density development ▪ Dispersed, multiple activity centers ▪ High automobile dependency ▪ Congestion ▪ Poor air quality
Opportunities	**Challenges**
▪ A Smart Growth future ▪ A need for transportation choice ▪ Transit-oriented development ▪ 21st Century information technology ▪ Green/renewable technology ▪ A state/national/international leader	▪ Big increases in population, employment and households ▪ An aging population ▪ Worsening congestion ▪ Worsening air quality ▪ Climate change ▪ Energy prices & security

TABLE 2 SWOC ASSESSMENT - THE REGIONAL TRANSIT VIEW

Strengths	Weaknesses
▪ Mature existing transit system ▪ The light rail network ▪ Modern bus fleet ▪ RT staff ▪ Overall passenger growth ▪ A range of new 'expansion' projects ▪ The preferred scenario ▪ Recent increases in farebox recovery	▪ Transit market share ▪ Perception of a 'lifeline' service offer ▪ Finances are tight ▪ Delivery timescales for new projects
Opportunities	**Challenges**
▪ RT as a leader/innovator - information technology, carbon footprint, etc. ▪ Changing public opinion - from 'Lifeline' to 'Lifestyle' ▪ Genuine transportation choice ▪ 'New Transit' as the key to a Smart Growth future ▪ Integrated transportation solutions ▪ Working with 'tomorrow's travelers' ▪ More people means more passengers	▪ Maintenance & renewal of existing facilities & infrastructure ▪ Providing a transit system for an expanding & dispersed region ▪ Responding to a changing demographic - an aging population ▪ How can RT 'help save the planet'? ▪ Finding the funding ▪ Government and public's willingness to pay for transit improvements

Putting the Passenger First

The TransitAction Plan Vision & Objectives

11 A comprehensive review of RT's existing services was undertaken and benchmarked against US, Canadian and European cities. This audit, along with the SWOC assessments, provided the background in developing an updated Transit Vision Statement and a related set of Objectives for the TransitAction Plan. These are linked to the wider aims of the Blueprint and recognize the need for a radical shift in the use and perceptions of transit services. The aim is to move from transit services being considered a "lifeline service for transit-dependents" to a "lifestyle choice" provided as part of the Blueprint's Smart Growth future for the region.

12 A TransitAction Vision Statement and supporting Plan Objectives are summarized in Table 3.

The TransitAction Plan Service Philosophy

13 In addition to the Vision and Objectives, the following service philosophy for delivering transit services has also been developed:

- *"Core high speed, high frequency, high capacity transit network serving the key demand corridors and destinations supported by a network of community and neighborhood shuttle and circulator services."*

TABLE 3 TRANSITACTION PLAN VISION AND OBJECTIVES

TransitAction Plan Vision Statement	"Regional Transit will work in partnership to deliver a TransitAction Plan that supports the Blueprint's smart growth land-use principles by providing a modern, efficient and sustainable transit system that attracts and serves riders by offering a real transportation choice catered to their lifestyles and supporting the region's future economic prosperity."					
TransitAction Plan Objectives	**Provide a safe and secure transit system:**	**Provide an efficient, cost-effective transit system**	**Provide an integrated transit system that is linked to transit-oriented, land-use policies**	**Provide a fully accessible transit system that maximizes passenger convenience**	**Reduce the impact on the environment**	**Support the economy by improving access to opportunity areas by transit**

TransitAction Plan Sub-Objectives	▪ All design and operational standards to meet established safety principles
	▪ Security presence/CCTV on entire RT network
	▪ Established legal powers/framework for reducing nuisance behavior
	▪ Defined system-wide cleaning protocols/ standards
	▪ CPTED design standards applied to fully address 'whole trip' safety issues/ concerns:
	  ▪ Access to stops (including signing, lighting, landscaping) and onward to final destinations
	  ▪ On-board safety requirements
	  ▪ Stops designs and waiting environment including transfer points/ centers
		Efficient:
		▪ Fast journey times (competitive with car)
		▪ Reliable services (consistent with performance standards)
		▪ Punctual services (consistent with performance standards)
		Cost-effective:
		▪ Maximize ridership through market segmentation and targeted service provision
		▪ Improve the fare-box recovery of transit services
		▪ Fare structure and collection that is simple to administer and easy for passengers to use
		▪ Reduce the per rider cost of transit provision
		▪ Provide value-for-money
			▪ Minimize the need to travel
			▪ Walkable, livable communities with development and activity focused on transit hubs, centers and interchanges
			▪ Transit provision linked to higher density, mixed-use Smart Growth development and land-use
			▪ Integrating TDM policies with transit investment
				Accessible:
				▪ Complete streets to provide safe and easy access to transit
				▪ Low-level boarding throughout the network
				▪ Improve access to the transit system for the disabled and elderly
				▪ Improve the transit system serving disadvantaged areas
				▪ Improve bicycle access and storage facilities
				Passenger Convenience:
				▪ Information systems
				▪ Simple, easy-to-use fares & ticketing
				▪ High frequency services
				▪ 24-hour services
				▪ Direct services to key destinations
				▪ Easy interchange between lines and modes
				▪ Park & Ride with complementary services
					▪ Increase mode share for transit as well as walking and bicycling within communities
					▪ Transit service to support Smart Growth
					▪ RT's network to be an exemplar green system
					▪ Policies on use of recycled materials in construction
					▪ Recycling policies for operational practices
					▪ Use of proven 'green' energy supplies/ suppliers
					▪ Reduce local and global air pollution and greenhouse gas emissions
						▪ Transit investment and services linked to (re)development and intensification of land-uses
						▪ Transit service as alternative to car use
						▪ Transit to support wider business community efficiencies, projects and goals
						▪ Transit network that provides easy access to retail, commercial, business, government, cultural, educational and leisure facilities
						▪ Transit services to support the implementation of regional General Plans and Blueprint Smart Growth land-use principles

TransitAction Plan: Scenarios

14 As part of the development of the TransitAction Plan, three scenarios were developed to provide:

- Content for the public outreach and solicit public feedback on what the future transit network should look like; and
- Detail for the technical team to prepare ridership forecasts and cost estimates of each scenario.

A Summary of the Scenarios

15 The details of each scenario are provided in Table 4 and summarized below:

- **Scenario A** - Base Case: assumes the Preferred Blueprint Scenario Smart Growth measures are not implemented and transit provision is very much a status quo offer with overall service levels constrained by existing funding sources;
- **Scenario B** - Blueprint and Metropolitan Transportation Plan: Assumes that the Preferred Blueprint Scenario land-use is delivered and that the transit network is as proposed in SACOG's Metropolitan Transportation Plan 2035 (MTP2035); and
- **Scenario C** - An Integrated Transit Solution: Assumes that the Preferred Blueprint Scenario land use is delivered, and extends the transit offer beyond the MTP2035 providing a fully integrated package linking the Blueprint with a comprehensive set of transit, transportation demand management (TDM) and transit-oriented development (TOD) policies and projects.

TABLE 4 SCENARIO COMPARISON

Project Area		Scenario A	Scenario B	Scenario C
Land-Use / Growth		Largely suburban	Blueprint land-use implemented	Blueprint land-use implemented
Rail Services	Blue Line	South Line Phase 2 (Cosumnes College) + Northeast Corridor Enhancements	South Line Phase 2 (Cosumnes College) + Northeast Corridor Enhancements	Scenario B + Elk Grove, Citrus Heights & Roseville Extensions
	Gold Line	No changes	Double-Track to Folsom, new station at Mineshaft	Scenario B + El Dorado extension
	DNA Line	Phase 1 to Richards Blvd.	Single-track to Sacramento International Airport	Double-track to airport with 'express' services
	Streetcar	None	Downtown-West Sac and Rancho Cordova	Downtown-West Sac, Rancho Cordova, Davis, CSUS, and Midtown
	Capitol Corridor	No change (40-120 min headways)	30-min headways	15-min headways
Bus Services	Local Services	Periodic reviews to optimize the network providing the same overall level of service	150% increase in local fixed route services	Significant increase in local service, plus community circulators and van pools
	Hi-Bus/Express Bus	No incremental changes	Express peak services on new carpool lanes; Enhanced bus introduced in 6 corridors - Antelope, Stockton, Watt, Florin, Elk Grove, Sunrise	Hi-Bus on key corridors plus direct, premium commuter express routes
Ticketing & Information	Ticketing	Implementation of Smartcard ticketing system	Implement integrated, regional Smartcard	Implement integrated, regional Smartcard
	Timetable Info	Printed timetables and information available online	Real-time vehicle tracking linked to information at stops	Real-time vehicle tracking linked to information at stops, cell phones & online
	Maps	System Map available online and in print	System Map available online and in print	Free customizable local area maps online
Passenger Safety		No incremental change	Install security cameras at 50 light rail stations	Install security cameras at all stations and on all vehicles and more police officers
Stops and Stations		No incremental changes	Targeted station area improvements	Full 'uplift' of all LRT stations plus replace bus stops at key locations with bus stations
Pedestrian Improvements at Stops & Stations		No incremental changes	Targeted improvements for pedestrian access and wayfinding to LRT stations	Pedestrian improvements to all key stations with wayfinding to key destinations
Total Estimated Costs		**$2.6B**	**$4.6B**	**$6.9B**

The People's Plan: Stakeholder and Public Input

16 The development of the TransitAction Plan was done through a highly consultative process that included meetings, presentations, open houses, questionnaires, surveys, interviews and interactive online activities. This multi-faceted approach included active participation from:

- Advisory panels:
  - Technical Advisory Committee (TAC) - staff from the state, region and local agencies
  - Financial Advisory Panel - national financial experts who reviewed financing options and proposals
  - Mobility Advisory Council (MAC) - responsible for evaluating and providing feedback on the ADA/Paratransit plans and proposals
  - Partnership group
- Key stakeholders; and
- General public

Community Outreach - Phase 1

17 Between March and June 2008, presentations, open houses and forums were held with over fifty organizations across Sacramento County including:

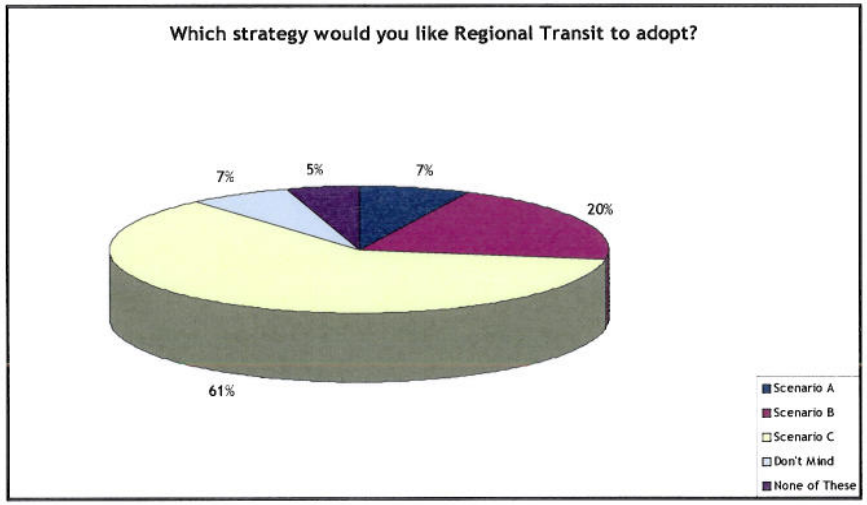
- Eight public workshops/open houses;
- Presentations to all city councils, the County Board of Supervisors and other partner agencies;
- A school outreach program;
- An interactive website;
- Newsletters, phone line, advertising, and flyers; and
- Media engagement.

18 This phase of consultation was primarily focused on presenting the three scenarios and asked the following questions:

- Which scenario do you prefer?
- What characteristics do you want in a transit system?

19 The consultation confirmed that over 80% of the public would like Regional Transit to improve transit services beyond the existing network with substantial support (over 60%) for a comprehensive improvement of transit services as proposed under Scenario C. Figure 2 illustrates a key question raised through the consultation process.

FIGURE 2 ONLINE SURVEY RESULTS REGARDING PREFERRED SCENARIOS



20 The public also had the opportunity to comment on the characteristics of transit service which they felt were most important and least important. The most important characteristics were:

- Safe and secure services (65%);
- Reliable and punctual services (64%);
- High frequency services (36%);
- Affordable fares (32%); and
- Fast journey times (31%).

21 The least important characteristics were:

- Easy for everyone to get on and off services (40%);
- Direct services so no need to transfer (39%); and
- Friendly and helpful staff and drivers (35%).

Conclusions of the Phase 1 Public Outreach Process

22 Across the various elements of the outreach program, there is a clear level of support for an ambitious course of action that includes a more integrated and attractive service covering a larger geographic area and with higher levels of service frequency. The input from key stakeholders has suggested that these improvements should begin with improvements to the existing infrastructure followed by new modes, new service areas and an expanded transit offer.

23 A key message from both internal and external stakeholders however, is that transit investment has to be linked to land use changes and that the implementation of the major projects included in Scenario C will be dependent on significant intensification of land use in those corridors to support the transit investment.

The Preferred Network: Scenario C

24 After the first phase of public consultation, it was clear that Scenario C was the preferred transit network. Some of the most important aspects that the public envisions in an attractive transit service include a safe and secure network with reliable and punctual service. In addition to improved overall transit service improvements, Scenario C was the preferred network because it includes:

- Integrated, Smartcard (cashless) fare system across all operators;
- Real-time information and next LRT/bus information provided at stations and stops;
- New sidewalks and pedestrian access improvements to all major stops and stations;
- New stations, shelters and stops;
- Landscaping and public art integrated into design;
- Wayfinding to help passengers get to and from stations/stops and local destinations;
- Increased funding for security and cleaning the vehicles and network; and
- CCTV safety cameras at all stops and onboard all vehicles.

25 The pubic consultation also revealed that high frequency transit services with faster journey times were also important. Scenario C includes a range of rail-based transit modes and a new type of bus service based on increased quality, frequency and capacity.

A Range of Rail-Based Transit Modes

26 Another aspect of a fully integrated network is providing a range of transit modes which serve the various functions of travel, such as light rail through busy corridors for daily commuters or local bus services within communities for leisure purposes. Table 5 summarizes the key characteristics of the rail-based modes included.

Hi-Bus: High Quality, High Frequency, High Capacity

27 One of the significant changes within Scenario C is the introduction of a 'Hi-Bus' network, a network of high frequency, high capacity, high speed bus routes that will augment the light rail/streetcar network to complete the regional high capacity transit system. The Hi-Bus network covers Bus Rapid Transit (BRT), Enhanced Bus and Express Bus options. This network will be supported by a further set of Local Services, including local routes, community shuttles and neighborhood ride services. Table 6 summarizes the key characteristics of the bus-based modes. All will be integrated with the Hi-Bus and rail-based networks.

TABLE 5 RAIL-BASED TRANSIT MODES

Characteristic	Commuter Rail	Light Rail (LRT)	Low Floor European Street Tram	Streetcar
Right-of-way	Operates on railroad tracks (sometimes shared with freight services)	Operates in own segregated rail right-of-way or on-street, segregated or mixed with other traffic	Operates on a mix of rights-of-way including former railway, segregated on-street or on-street mixed with other traffic	Operates on-street, mixed with other traffic
Vehicle type	90-120 foot long vehicles joined together, often with 3 or more carriages	90-120 foot long vehicles that can be joined together	90-120 foot electric-powered vehicles - can be joined together if needed	60-70 foot long vehicles that run as single units
Vehicle passenger capacity	150 passengers per vehicle	180-200 passengers per vehicle	180-200 passengers per vehicle	120 passengers in modern, vintage or 'heritage-style' vehicles
Transit function	Typically used for longer distance intercity travel and commuting	Fast, efficient services connecting the downtown core with key nodes	Easy, accessible, street-level services connecting town centers or key nodes	Street-level services providing attractive links within communities
Similar to:	The existing Capitol Corridor services	The existing Blue and Gold Line LRT services	European Tram systems in Montpellier (France) and Nottingham (England)	US streetcar systems in Portland and Seattle
Illustrative example				

TABLE 6 BUS-BASED TRANSIT MODES

Characteristic	Hi-Bus			Community Bus		
	Bus Rapid Transit	Enhanced Bus	Express Bus	Local Bus	Community Shuttle	Neighborhood Ride
Right-of-way	Operates in a segregated busway at street level with signal priority at intersections	Operates on-street in bus lanes or in mixed traffic with signal priority at some intersections	Operates on-street in highway bus lanes or mixed traffic	Operates on-street mixed with traffic	Operates on-street mixed with traffic	Operates on-street mixed with traffic
Vehicle type	40-60 foot long could be articulated vehicles	40-60 foot long could be articulated vehicles	40 foot long vehicles with coach seating	40 foot long vehicles with low-floor boarding	Up to 30 foot vehicles	Up to 25 foot vehicles
Vehicle passenger capacity	60-120 passengers per vehicle	120 passengers per vehicle	50 passengers per vehicle	60 passengers per vehicle	20 passengers per vehicle	15 passengers per vehicle
Transit function	Rapid transit with limited stops along high-capacity corridors	Fast, frequent services connecting downtown, town centers and key destinations	Long-distance suburban services often via highways	Fixed-route services along major streets linking key destinations	Shorter fixed-route services connecting neighborhood centers	Circular services around smaller neighborhoods
Similar to:	BRT systems in the US and Europe	Articulated services around the US	Existing express bus routes	Existing fixed route services	Community routes around the US	Existing Neighborhood Ride services
Illustrative example						

Sources: BRT (naparstek.com), Enhanced (la.streetsblog.org), Express (Arnold C), Other (SDG).

Developing Scenario C+

28 Each of the three scenarios was modeled to forecast the likely ridership they would generate by 2035. In addition, a number of sensitivity tests were undertaken to assess the likely impact on transit system performance. These included:

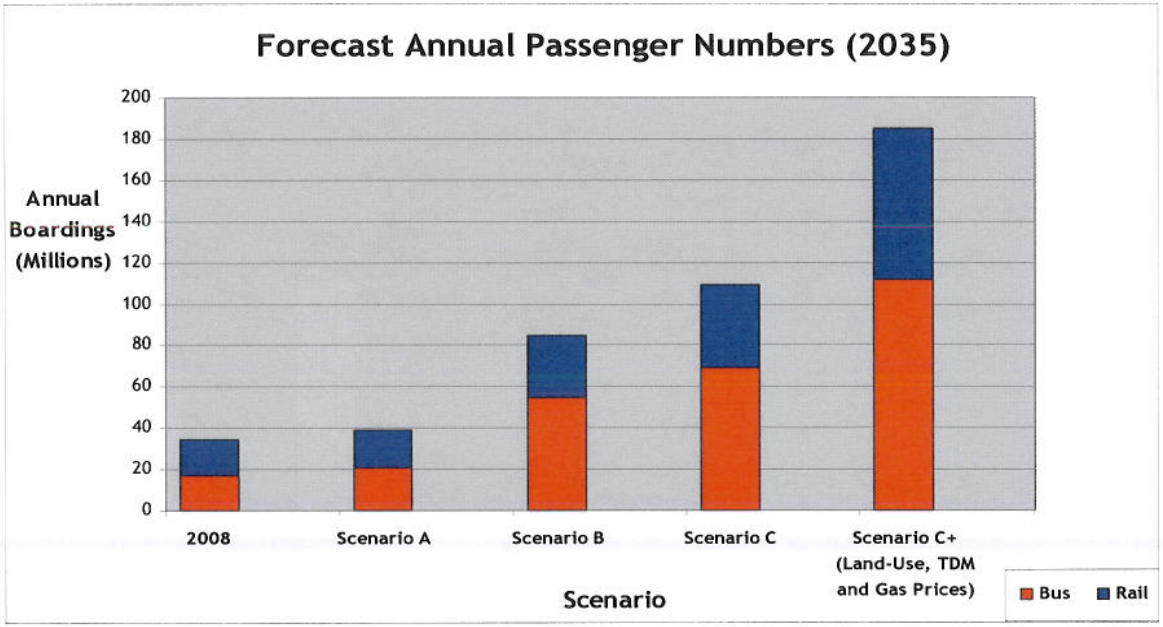
- Increases to gas prices;
- Land-use changes where more of the population are located nearer to the high capacity transit network; and
- Increases to parking costs (to test the impact of complementary TDM measures).

29 Each of these sensitivity tests was run on the Scenario C network, first individually and then in combination to test the impacts of a fully integrated package of transit, land-use and TDM measures. The addition of all three sensitivity tests on Scenario C created the Scenario C+ network option. As such, the Scenario C+ transit network is the same as Scenario C, the only difference being the assumption that in the future, gas will be more expensive, more people will live closer to transit and parking will be more expensive.

30 Modeled results demonstrate that Scenario C+ experiences a significant increase in transit ridership over Scenario A and that the large increases in service hours provided in Scenario C/C+ provides a substantial increase in ridership over Scenario B.

31 Figure 3 summarizes the transit ridership projections for each Scenario, highlighting the significant increase in riders produced by Scenario C+, which includes linkages with land use (transit-oriented development) and complementary transportation demand management measures.

FIGURE 3 RIDERSHIP FORECASTS



The TransitAction Plan

A Wider Assessment of the Scenarios

32 A wider assessment of the performance of each scenario was undertaken, examining the benefits to community (including integration with land use plans); environment (including changes to emission levels resulting from changes to Vehicle Miles Traveled (VMT), and economy (looking at the efficiency of the transit network). In addition, an assessment of Deliverability was also made, looking at the levels of funding and likely levels of local/regional support from the public, local jurisdictions and other stakeholders.

33 The assessment demonstrated that Scenarios B, C and C+ all provide clear benefits in the Community and Environment accounts over Scenario A. In the Economy account, Scenario C+ has the highest farebox recovery ratio and provides the highest travel time benefits to transit users along with greater job accessibility, particularly with high frequency transit services.

34 Under the Deliverability category the assessment highlighted the need for additional funding for capital projects and increased operating revenues.

35 In summary, these results demonstrated that the Integrated Transit Solution (Scenario C), when combined with complementary land-use and TDM measures (Scenario C+), is the preferred scenario and is the basis developing the details of the TransitAction Plan.

36 The TransitAction Plan has a clear focus on 'Putting the Passenger First. It is a simple phrase and has guided the development and planning of the transit network and services planned for RT.

37 The transit network and supporting services are based on Scenario C+ and include major investments in capital projects (transit network expansion as well as improvements to stations/stops access) and as well as in operations to provide a comprehensive transit network with high frequency services and longer operating hours.

38 The TransitAction Plan also includes:

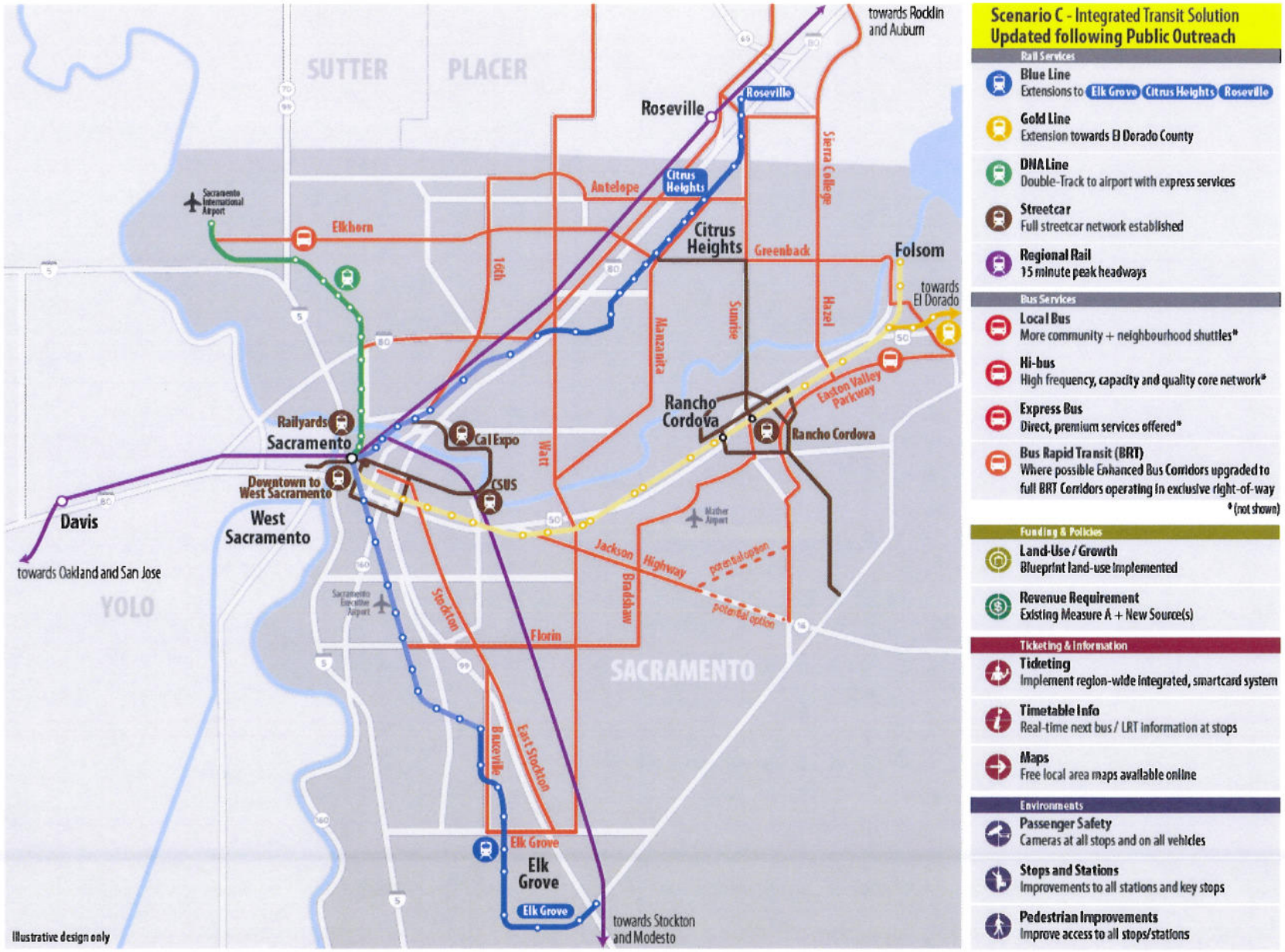
- Improvements to information, ticketing, stops and stations, wayfinding, as well as further funding for safety and security;
- A comprehensive TOD program; and
- A set of complementary TDM measures to further support and encourage transit ridership.
- ADA Plan Update
- Performance standards

39 The details of the specific major capital projects are provided in Table 7 and shown on a full map in Figure 4.

TABLE 7 TRANSITACTION PLAN - MAJOR CAPITAL PROJECTS

Alignment / Extension	Length (mi.)
Light Rail (LRT)	
Downtown-Natomas-Airport (DNA)	13
Gold Line Extension to El Dorado County	10
Blue Line Extension to Citrus Heights	6
Blue Line Extension to Roseville	4
Blue Line Extension to Elk Grove	8
European Street Tram	
Downtown - North Loop	10
Downtown - South Loop	9
Citrus Heights - Rancho Cordova	8
Streetcar	
Rancho Cordova	19
Hi-Bus Network	
24 Hi-Bus Corridors	260

FIGURE 4 2035 SCENARIO C TRANSIT NETWORK



Scenario C - Integrated Transit Solution
Updated following Public Outreach

Rail Services

- **Blue Line** — Extensions to Elk Grove, Citrus Heights, Roseville
- **Gold Line** — Extension towards El Dorado County
- **DNA Line** — Double-Track to airport with express services
- **Streetcar** — Full streetcar network established
- **Regional Rail** — 15 minute peak headways

Bus Services

- **Local Bus** — More community + neighbourhood shuttles*
- **Hi-bus** — High frequency, capacity and quality core network*
- **Express Bus** — Direct, premium services offered*
- **Bus Rapid Transit (BRT)** — Where possible Enhanced Bus Corridors upgraded to full BRT Corridors operating in exclusive right-of-way

* (not shown)

Funding & Policies

- **Land-Use / Growth** — Blueprint land-use implemented
- **Revenue Requirement** — Existing Measure A + New Source(s)

Ticketing & Information

- **Ticketing** — Implement region-wide integrated, smartcard system
- **Timetable Info** — Real-time next bus / LRT information at stops
- **Maps** — Free local area maps available online

Environments

- **Passenger Safety** — Cameras at all stops and on all vehicles
- **Stops and Stations** — Improvements to all stations and key stops
- **Pedestrian Improvements** — Improve access to all stops/stations

40 The development of new high frequency corridors provides the opportunity to create new multi-functional transfer centers that will provide easy and convenient interchange between modes and services. There are opportunities at several of the 'new' interchanges created by the implementation of the European Street Tram and Hi-Bus network while existing high-traffic interchanges can be improved to provide better linkages between the modes and enhance the transit experience.

41 Impacts on maintenance staff and facilities to store and maintain the expanded fleet. The analysis done as part of the development of the plan has shown that in addition to the existing fleet of 237 buses and 97 light rail vehicles, another 600 buses and 260 light rail vehicles will be needed.

An Integrated Approach to Planning

42 The TransitAction Plan provides RT with a strategy for dramatically improving and expanding transit service in Sacramento. It includes both the high-level component parts of the network as well as specific policies and measures that RT will use to develop the specifics of the network and monitor its ongoing performance. These include:

- Standards, guidelines and polices for transit provision;
- Benchmarks for system productivity; and
- System of identification of future transit needs and opportunities

43 Each of these are covered in detail in the full TransitAction Plan, however the key components of network accessibility and service hours and frequencies are presented here.

Coverage and Accessibility Standards

44 Walk catchment is a key indicator for measuring accessibility to the transit network and it has therefore been used to set the coverage and accessibility standards for RT. Table 8 provides the current RT standards and the new TransitAction Plan standards (as percentages of the population within 5/10/15 minute walk of the transit network).

45 Regional Transit's existing standards are unrealistically high - current service levels provide 66% accessibility to all services (target is 95%) and 8% to high frequency (target is 80%). Also, only population is considered as a key measure of analysis. As a result, the TransitAction Plan standards reflect a more balanced approach to accessibility. The population standards have been lowered to reflect an ambitious but attainable goal, while the introduction of the jobs category recognizes the importance of transit use for employees and responds to the TransitAction Plan goal of providing better access to jobs to support the regional economy.

TABLE 8 COVERAGE AND ACCESSIBILITY STANDARDS

Walk Catchment	Existing Standards		TransitAction Plan Standards	
	All Services	High Frequency	All Services	High Frequency
5-minute (1/4 mile)	-	-	50% (population) 65% (jobs)	25% (population) 50% (jobs)
10-minute (1/2 mile)	95% (population)	80% (population)	75% (population) 85% (jobs)	50% (population) 70% (jobs)
15-minute (3/4 mile)	-	-	90% (population) 90% (jobs)	70% (population) 80% (jobs)

46 A key component of the TransitAction Plan, linked to meeting the overall Vision and Objectives, is the need to draw more people onto transit. This will be particularly true for the region's growing aging population. By providing a wide-spread, frequent transit service, RT will be able to cater to the 'active elderly' by providing accessible transit within walking distance to enhance their lifestyles, provide more transportation choices and in turn, reduce the needs on the paratransit system.

47 Figure 5 shows the 5, 10 and 15-minute walk catchments of an indicative network (shown as green circles around each stop/station). This demonstrates that by including a more comprehensive Hi-Bus service in the network, over 85% of the population and over 90% of jobs can be within easy walking distance of frequent transit services.

Service Frequency Standards

48 The frequency of transit service is a key component of an attractive network, offering real transportation choice, so setting challenging yet achievable standards is an important part of improving transit service and ridership.

49 The standards presented in the TransitAction Plan (Table 9) represent a significant step change in the level of service provided by RT. A 10-minute frequency (or better) is considered to be a key threshold at which riders will 'turn up and go' rather than plan their trip and/or consult a timetable in advance. Minimums are not provided as they will be (in part) determined by funding availability.

50 Other standards and guidelines included in the full plan include travel time competitiveness standards, Lifeline Transit service standards, and stop-station spacing guidelines.

TABLE 9 TRANSIT SERVICE FREQUENCIES

Mode	Peak	Off Peak	Early Morning /Late Evening	Night Service
Regional Rail	15-min	30-min	60-min	-
Light Rail / European Street Tram	5-min	10-min	15-min	30-min
Streetcar	10-min	15-min	20-min	30-min
Hi-Bus	5-min	10-min	15-min	30-min
Local Bus Services	10-min	15-min	20-min	30-min

Productivity and Performance Goals

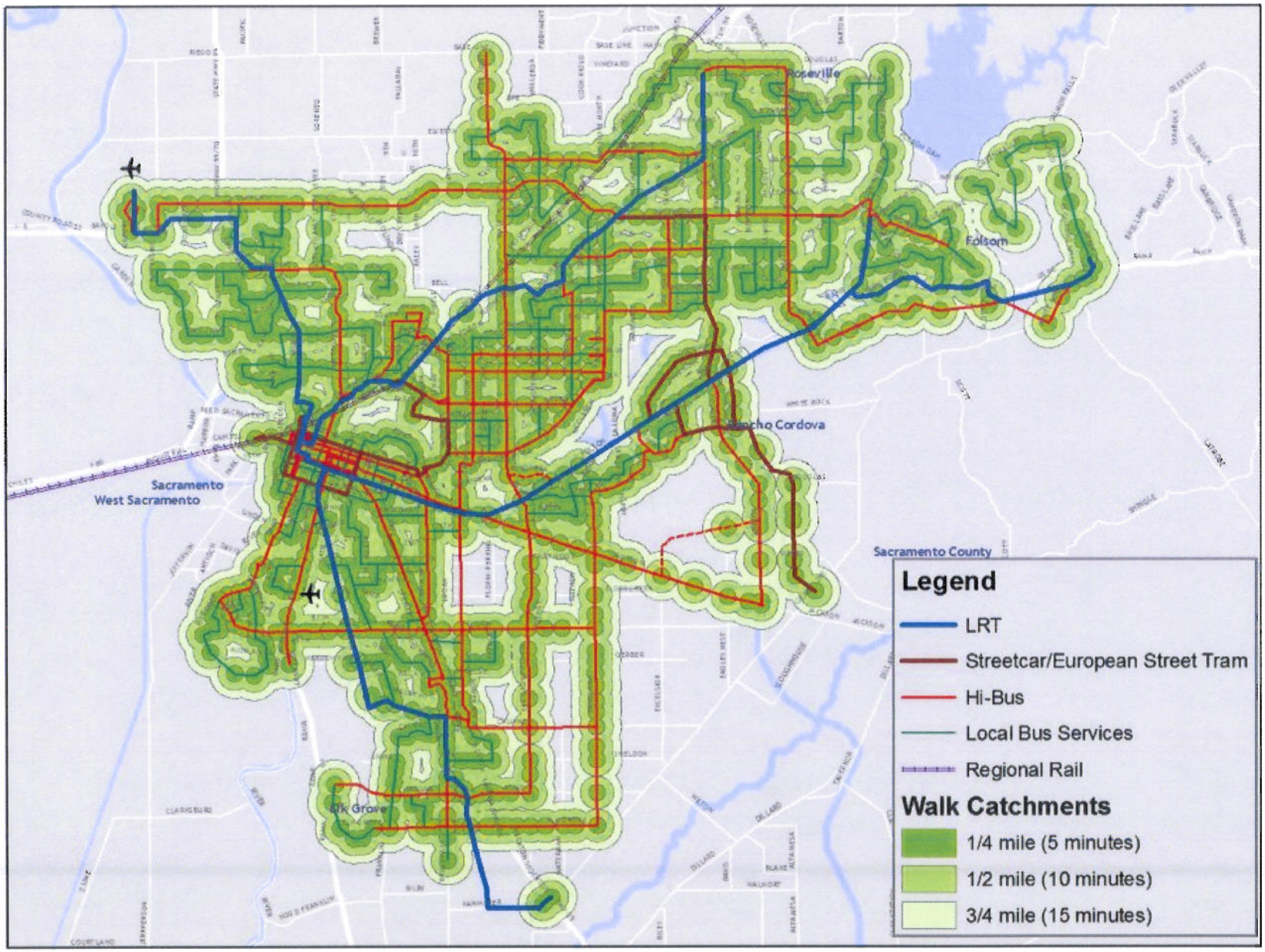
51 RT uses a large number of productivity and performance measures to assess and analyze its performance. These are separated into:

- Summary indicators - network-wide measures of ridership and performance; and
- Financial indicators - indicators of the financial 'health' and effectiveness of the organization and its service(s).

52 In addition, RT monitors customer satisfaction and perceptions of safety through 'Customer Advocacy Reports' and 'System Crime Statistics.'

53 As part of the TransitAction Plan, these productivity and performance goals were reviewed and amended to provide the most effective level of analysis in order for Regional Transit to develop a transit system which meets the needs of the traveling public.

FIGURE 5 FULL NETWORK WALK CATCHMENT



Community Outreach - Phase 2

54 While the scenario evaluation and first phase of outreach supported the Scenario C transit network and associated components to become the preferred option for the TransitAction Plan, it identified a gap in the available funding to build and operate the network.

55 A second phase of outreach was therefore undertaken in the fall/winter of 2008 using an interactive online 'game' to get input on the public's 'willingness to pay' for increased transit service, including identifying project priorities and understanding how much people are willing to pay for expansion.

56 Figure 6 shows a sample of the interactive tool in use. In total, almost 900 responses were received and there remained a high level of support for large scale transit investments. The average respondent was willing to pay almost $570 per household.

FIGURE 6 WILLINGNESS-TO-PAY EXERCISE

Finding the Funding

57 The TransitAction Plan provides RT and Sacramento with a bold vision for how transit will become an integral part of life in Sacramento. The plan is creative and visionary in terms of the types of service provided, the hours and frequency it will operate and technologies that it will use. However, in order to fund the plan over the next 25-30 years, RT will need to be equally creative on the sources of funding it uses.

58 So while the TransitAction Plan does not prescribe exactly how the plan will be funded, it does provide a summary of RT's existing funding sources/mechanisms and a menu of funding options that could be used in combination to fund the full TransitAction Plan.

How Regional Transit is currently Funded

59 Regional Transit is currently funded from a number of different revenue sources. These that can be grouped into the following three categories:

- Operating revenues (fares, contract services, other operating income);
- Local and state assistance; and
- Federal assistance.

60 Table 10 summarizes the current (FY2008) levels of funding received from each primary revenue source along with the split provided for operating and capital funding.

TABLE 10 SUMMARY OF CURRENT FUNDING SOURCES

Funding Source	Operating ($m)	Capital ($m)
Fares	29.9	
Other Operating Revenue	7.8	
Local and State Assistance	84.6	29.6
Federal Assistance	22.8	4.6
Total	$145.1m	$34.2m

The Cost of Building & Operating the TransitAction Plan -

61 The TransitAction Plan includes approximately $7 billion in capital investment and an eight-fold increase in annual service hours over what is provided today. With its current funding sources, RT could afford to invest approximately $2.7 billion in capital projects and maintain today's service levels. To implement the entire TransitAction Plan will therefore require a new approach to funding transit in Sacramento.

62 Table 11 summarizes the capital expenditures and the assumed timing for implementation. The dates for implementation of all projects will be linked to funding availability and therefore subject to change and review as the plan is implemented. The capital cost of the elements that RT would fund is estimated at $6.9 billion.

TABLE 11 CAPITAL COST OF THE TRANSITACTION PLAN

Project	Cost (millions)
DNA LRT	$790m
South Line to CRC	$320m
Downtown European Street Tram	$580m
Rancho Cordova Streetcar	$430m
Vehicles - LRT, Streetcar, Bus	$2,660m
Regional Rail rolling stock	$390m
Hi-Bus network infrastructure	$550m
Ticketing	$80m
Timetable, maps and information	$10m
Security improvements (cameras and extra police)	$30m
Improvements to access to stations/stops	$85m
Additional maintenance and other facilities	$575m
Other Infrastructure Programs	$405m
Total (millions) in today's $	$6,900m

63 Table 11 only includes capital projects that will be funded by RT, not projects that will be funded by external organizations such as Cities and Counties. Projects not funded by RT, but which are part of the TransitAction Plan are:

- Blue Line LRT extensions to Elk Grove, Citrus Heights and Roseville;
- Gold Line LRT extension to El Dorado County;
- Streetcar route from Downtown to West Sacramento; and
- European Street Tram route from Rancho Cordova to Citrus Heights.

Funding Gap

64 The TransitAction Plan includes an expanded network, more frequent services and longer service hours. While annual ridership is projected to increase by up to six times today's levels as a result of these service increases, with RT services recovering between 20 and 30% of their total costs through the farebox, any increases in service will create a gap in funding. The total estimated shortfall in funding for the TransitAction Plan is estimated at $8.2 billion (in present value terms) or an average of approximately $290 million per year.

65 Funding from state and federal sources has declined in the last year, due to government's re-prioritization of general funds and lower than expected fuel and sales tax revenues. This trend is expected to continue over time resulting in a lower proportion of RT's funding coming from the state and federal grants. This means that a larger proportion of funding for both capital and operating expenses has to come from local sources.

66 The shortfall in funding of the TransitAction Plan is estimated at $8.2 billion (in present value terms) or an average of approximately $290 million per year.

67 This further highlights the need for an integrated approach to transit service provision and expansion, with service provided first to areas with supportive transportation demand management measures and transit-oriented development policies in place.

Additional Sources of Funding

68 Implementing the full TransitAction Plan will require a broad range of new funding measures to close the emerging funding gap. New funds will be particularly needed to pay for the ongoing operating costs associated with the large increases in service hours. Based on experience across the US and from around the world, a number of alternative funding sources have been identified.

69 The long-term funding strategy has been built around the following three principles:

- **Everyone pays** - transit benefits everyone, directly or indirectly, and in determining where to seek new revenues consideration should be given to have every beneficiary pay;
- **Multiple revenue sources** - like any well diversified portfolio, a long-term funding strategy should minimize risk by having a multitude of revenue sources; and
- **Transportation demand management effect** - where given a choice, apply the revenue source in such a way to generate the maximum TDM effect (e.g. increasing parking costs can raise money for transit and encourage greater transit use).

70 Table 12 summarizes the revenue sources that are deemed suitable for RT to pursue as funding mechanisms for the TransitAction Plan. The table provides an **example** of a fee, the amount of annual revenues it would generate and a relative degree of difficulty of implementing the change.

71 It is important to note that the precise amount and timing of each new funding source will be determined through further research and consultation with the RT Board, its stakeholders and the general public, Table 12 is provided only to demonstrates that there are a range of funding options that RT could pursue that in combination could be used to implement the full TransitAction Plan.

TABLE 12 POTENTIAL REVENUES FROM NEW REVENUE SOURCES

Revenue Source	Example of Charge / Increase	Annual $m Generated	Ease of Implementation/ Administration
Fares	Double the average fare	$75m	Within Regional Transit authority - increase existing charge
Sales Tax	Additional ½%	$100m	Moderate/Hard - Process established (requires 2/3 public support) - increase existing charge
Regional Gas Tax	$0.05 per gallon	$30m	Moderate - increase existing charge, but need voter approval for new application of revenue
Vehicle Levy	$50 on licensing fee per vehicle	$60m	Difficult - increase existing charge, but likely need legislation for new application of revenue
Parking Charges	50% increase	$5m	Difficult - increase existing charge, but likely need legislation for new application of revenue
Special Tax	$100 per household	$95m	Moderate - institute special tax, but need voter approval for new application of revenue
Rental Car Tax	5%	TBD	Moderate - increase existing charge
Hotel Tax	5%	TBD	Moderate - increase existing charge
Developer Charges & Access Fee	Project specific	TBD	Possible, but requires Partner support - increase existing charge on communities
TOTAL Annual Revenue Generated		$365m	

Transit-Supportive Investment Opportunities

72 The work undertaken in developing the TransitAction Plan and evidence from peer cities in the USA has shown that large-scale investments in transit need to be coupled with transit-friendly policies to create a viable transit market. Investment and commitment to implementing additional initiatives alongside transit are needed to provide incentives to switch to transit. The measures included in the plan are:

- Transit-oriented development; and
- Complementary measures, including:
  - Traffic management;
  - Parking restrictions; and
  - Behavioral change.

73 In order for transit and RT to be truly a mode of choice for the people of Sacramento, a 'toolbox' approach of implementing transit services and investment alongside changes in the physical layout of the road network and with complementary TDM measures will be needed. These investments all cost money and with scarce resources available, RT will need to work with its partners to prioritize investments based on need and demand.

Transit-Oriented Development (TOD) Guidelines

74 The success of RT and the TransitAction plan is tied to the delivery of transit supportive communities with a roads, sidewalks, bike paths and land-use all developed in a way that facilitates convenient access to transit.

75 RT has therefore developed a set of Transit-Oriented Development Guidelines for the local jurisdictions to consider for incorporation into their own policies and guidelines that will help to promote and deliver TOD in Sacramento.

76 The guidelines have been developed as a flexible set of recommendations to begin the conversation on a common policy and vision for development around Sacramento's transit investments.

77 This marks a clear departure from "standardizing" development expectations for TOD, particularly in the area of land use and density, but also with respect to character and access. Because of unpredictable market forces in many transit corridors, RT expects that its stations will represent a spectrum of opportunities and its policy should acknowledge this reality. The scope to develop TOD adjacent to Hi-Bus corridors has also been recognized.

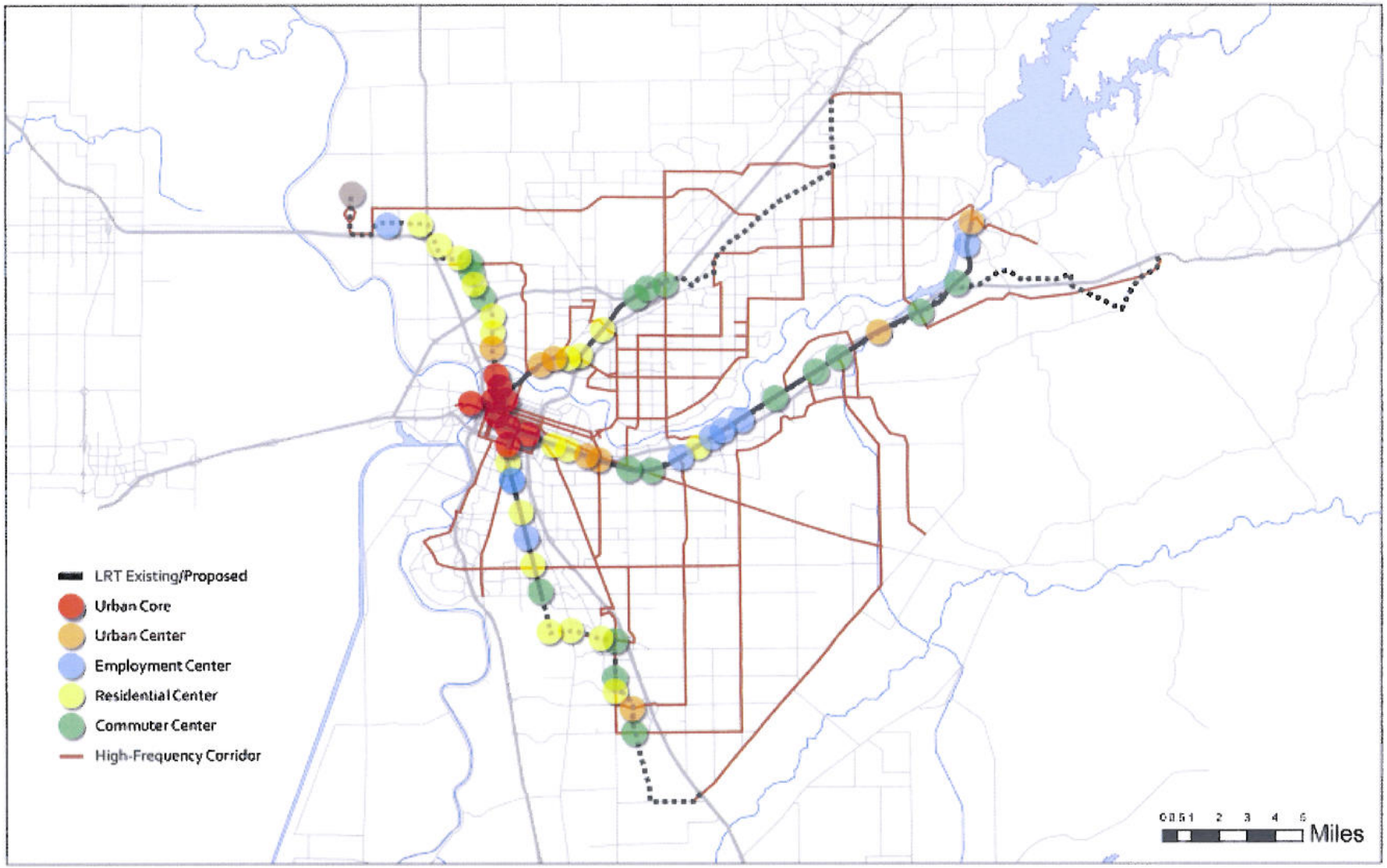
78 Figure 7 presents the draft station types and the full guide presents RT's full expectations and guidelines with respect to three elements of city building: Land Use and Community Character; Transportation, Mobility and Access; and Civic Amenities including green space.

Delivering TOD - Key Actions

79 The most effective way to deliver TOD will be to establish the necessary foundation for the physical, regulatory, financial and political environments to react to and absorb transit-oriented development opportunities when they occur.

80 Today, many of the necessary ingredients exist; however, these ingredients have not been successfully integrated to produce an environment conducive to guide and motivate the private development industry to deliver TOD at a regional scale.

FIGURE 7 TOD STATION TYPOLOGIES



Delivering the TransitAction Plan

81 The TransitAction Plan is a 26-year plan designed to set the course and vision for Regional Transit to 2035. It includes large-scale expansion both in the physical network and in operating hours. The delivery of the plan will have huge impacts for RT - it will require the construction of new infrastructure, many more vehicles, additional maintenance facilities, more staff to plan, operate and maintain the network and significant new sources of funding. All of these changes cannot be accommodated or accomplished at once and an initial implementation strategy has therefore been included with the TransitAction Plan. It contains a number of assumptions on funding availability and will need to be periodically reviewed and updated as funding and other conditions change.

Prioritizing the Investments

82 The Plan recognizes that all the improvements have to be funded and that existing land use and population densities will not support a case for all the policies and projects to be delivered immediately. In order to determine the relative priority of the projects, a technical evaluation was undertaken using the same Multiple Account Evaluation process used to assess the three scenarios. Each account in the MAE framework was populated and a final ranking calculated by adding together the rankings across the four accounts (i.e. no account is given more weight than the others).

Local Input to the Deliverability Assessment

83 In order to further define the deliverability account of the MAE process, consultation was undertaken with senior RT staff and operations personnel. This input was used to ensure that the final TransitAction Plan represents the needs and land-use aspirations of the whole region, linking future projects and investments to updated General Plans and provides a clear need to link future investment to proactive land-use decisions and policies.

A Tiered Approach to Implementation

84 Following the completion of the evaluation process, an implementation strategy for the TransitAction Plan was developed based on various levels of funding availability. A three-tiered approach was developed as follows:

- **Tier 1 Projects & Improvements** - projects that could be funded with equivalent of a ¼¢ sales tax
- **Tier 2 Projects & Improvements** - projects that could be funded with equivalent of a ½¢ sales tax
- **Tier 3 Projects & Improvements** - projects within the overall plan but that do not meet thresholds for service and require:
  - Changes to land-use (to generate higher density and more ridership)
  - Changes to road network planning and designation
  - Changes to complementary measures (e.g. changes to parking policies)
  - Further funding sources (over and above those in Tiers 1 & 2)

85 In addition, it is worth noting that:

- Projects outside the RT service boundaries will require further local contributions from those jurisdictions benefiting; and
- Additional partner funding will be needed to implement 'complete streets'.

86 Table 13 summarizes the projects and improvements included in each tier, with maps of each tier provided as Figures 8, 9 and 10.

TABLE 13 SUMMARY OF TIERS

Project	Base / Scenario A	Tier 1	Tier 2	Tier 3
CAPITAL PROJECTS	-	-	-	-
RAIL	-	-	-	-
Blue Line	-	-	-	-
South Line to CRC	✓	✓	✓	✓
Elk Grove Extension	-	-	✓	✓
Citrus Heights Extension	-	-	✓	✓
Roseville Extension	-	-	-	✓
Gold Line	-	-	-	-
DNA	MOS1	✓	✓	✓
El Dorado Extension	-	-	-	✓
STREETCAR/STREET TRAMS	-	-	-	-
West Sac Downtown Streetcar	-	✓	✓	✓
Rancho Cordova Streetcar	-	Phase 1	Phase 1	✓
Downtown European Street Tram - North Loop	-	-	✓	✓
Downtown European Street Tram - South Loop	-	-	✓	✓
Citrus Heights - Rancho Cordova European Street Tram	-	-	-	✓
REGIONAL RAIL	-	-	30-min peak	15-min peak
Bus - Hi-Bus Capital Improvements	-	10-15 routes	10-15 routes	✓
ADA Paratransit Services	3-5% growth	2-5% growth	1-5% growth	0-5% growth
Maintenance Facilities	P1 McClellan	P1 McClellan	2 x LRT + McClellan	2 x LRT + 2 x bus
OPERATIONS	-	-	-	-
Light Rail	15/30	10/15	10/15	5/10
Hi-Bus / Enhanced Bus	30/60	10/15	10/15 + 5/10	5/10
Community-based Services	30/60	20/30	20/30	10/20
NEW FUNDING REQUIRED (total sales tax equivalent)	0	¼¢	½¢	1½¢

FIGURE 8 TIER 1 PROJECTS & IMPROVEMENTS

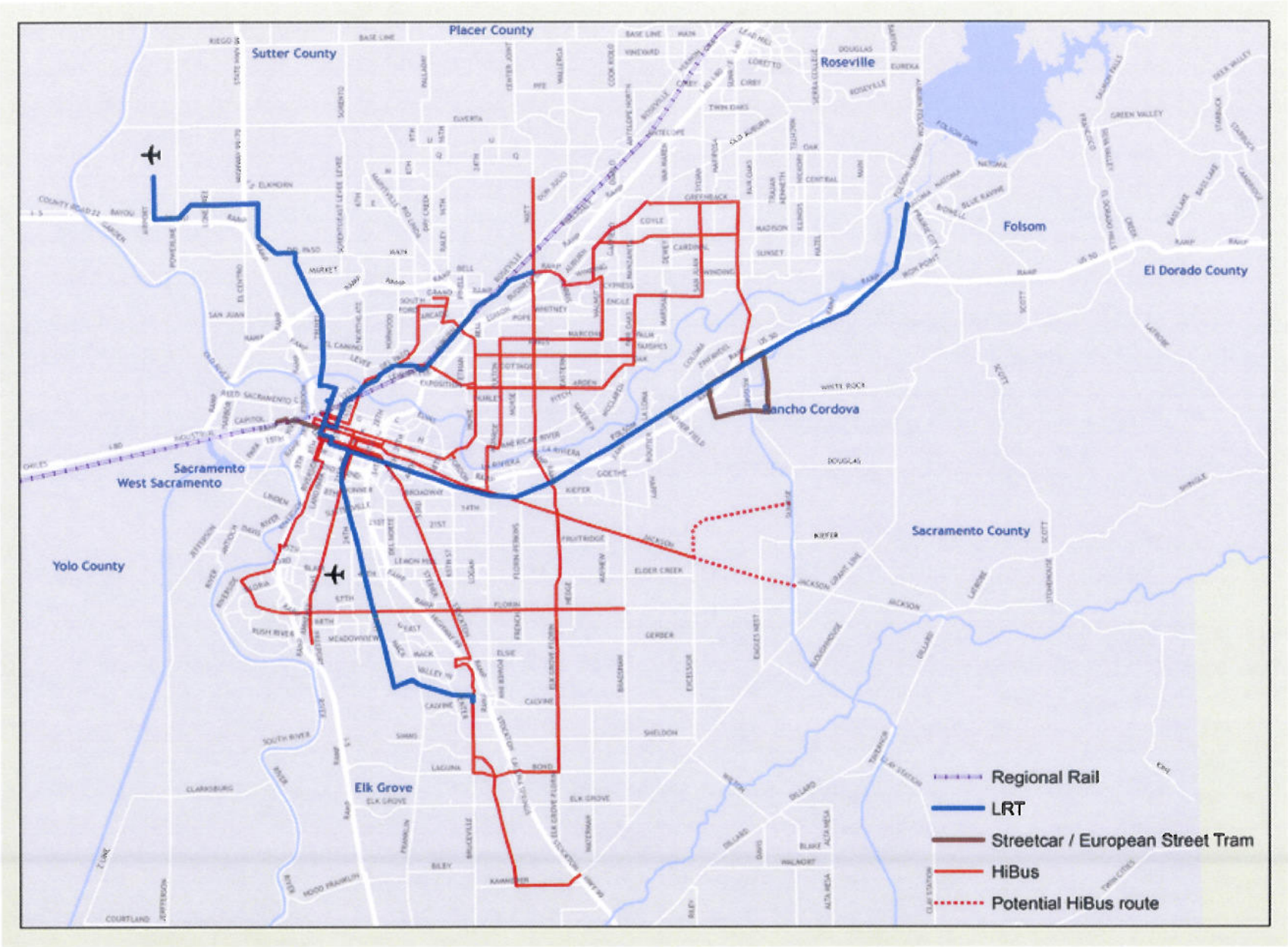


FIGURE 9 TIER 2 PROJECTS & IMPROVEMENTS

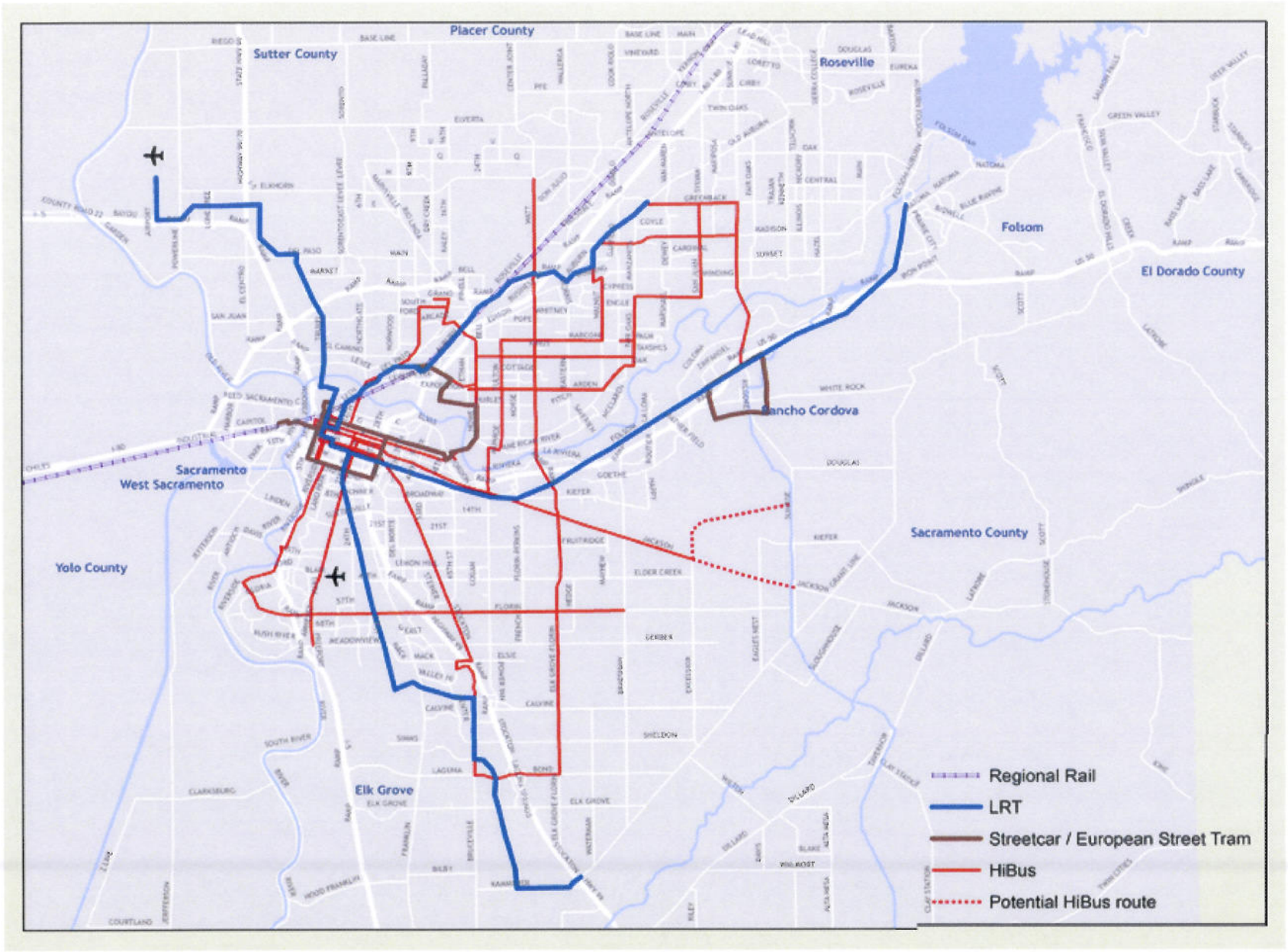
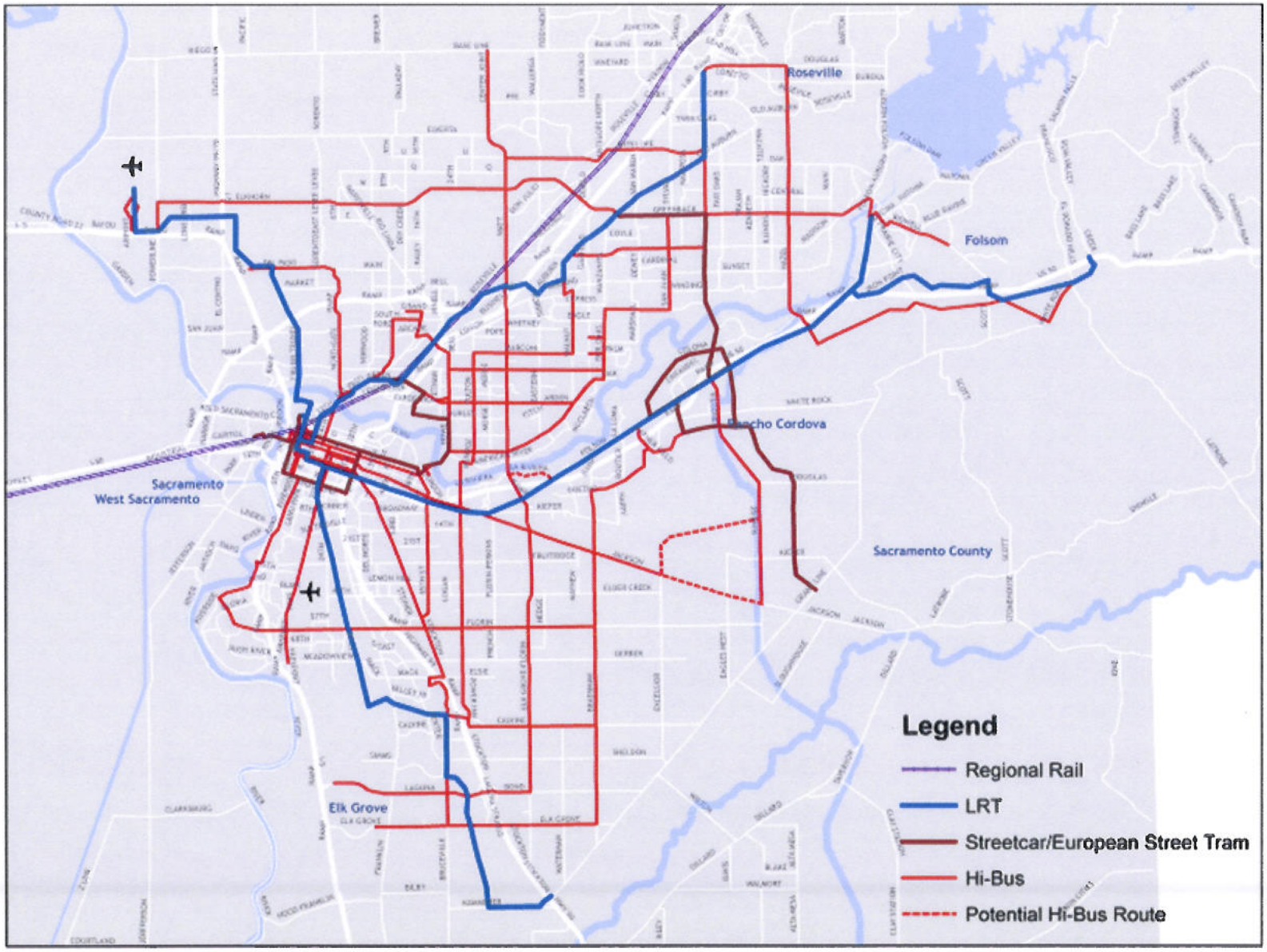


FIGURE 10 TIER 3 PROJECTS & IMPROVEMENTS



Conclusions and Next Steps

87 The TransitAction Plan sets an ambitious vision for an improved transit system for the Sacramento region. It clearly identifies the need to link land-use and transportation planning to meet regional and national objectives of improved air quality, reduced congestion and the development of livable communities.

88 The Short Range Transit Plans that accompanies this TransitAction Plan will provide the detail of the rolling program of projects and investments that RT will pursue. However, the immediate next steps in the delivery of the plan are:

- **Funding** - additional funding is required to implement any increases in service levels or new capital projects. RT will therefore seek funding to deliver Tiers 1 and 2 and continue to work with the local jurisdictions and developers to determine the requirements for Tier 3 projects.
- **Local Planning** - the TransitAction Plan has developed the high level strategy for the future of Sacramento's transit system. There is a now a need for much more detailed planning at the local community level to determine the precise number and alignment of routes. RT will work with each local community to develop a local transit service map.
- **Continue Planning** - RT will continue to develop their existing project portfolio including the South Line Phase 2 extension of the Blue to Cosumnes River College and the MOS1 section of the DNA Line.
- **Begin Planning** - RT will begin planning work on new projects included in Tiers 1 and 2 including Hi-Bus Corridors and the Downtown Street Tram project.
- **TOD Guidelines** - RT will work with the local jurisdictions to incorporate the Transit-Oriented Development Guidelines into their own guidance.

89 **Safeguard Opportunities** - working with the jurisdictions, the Urban Land Institute and the local development community, RT will identify opportunities for future transit services to safeguard land and road space to protect transit journey times, services and investments into the future.

Glossary of Abbreviations

ADA	Americans with Disabilities Act
BRT	Bus Rapid Transit
CCTV	Closed-Circuit Television
CPTED	Crime Prevention through Environmental Design
CSUS	California State University, Sacramento
DNA	Downtown-Natomas-Airport
LRT	Light Rail Transit
MAC	Mobility Advisory Council
MAE	Multiple Account Evaluation
MTP	Metropolitan Transportation Plan
RT	Sacramento Regional Transit District
SACOG	Sacramento Area Council of Governments
SWOC	Strengths, Weaknesses, Opportunities, Challenges
TAC	Technical Advisory Committee
TMP	Transit Master Plan
TDM	Transportation Demand Management
TOD	Transit-Oriented Development
VMT	Vehicle Miles Traveled