

REVERSE COMMUTE MARKETS

OVERVIEW & OPPORTUNITIES



Metra

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REVERSE COMMUTE MARKETS

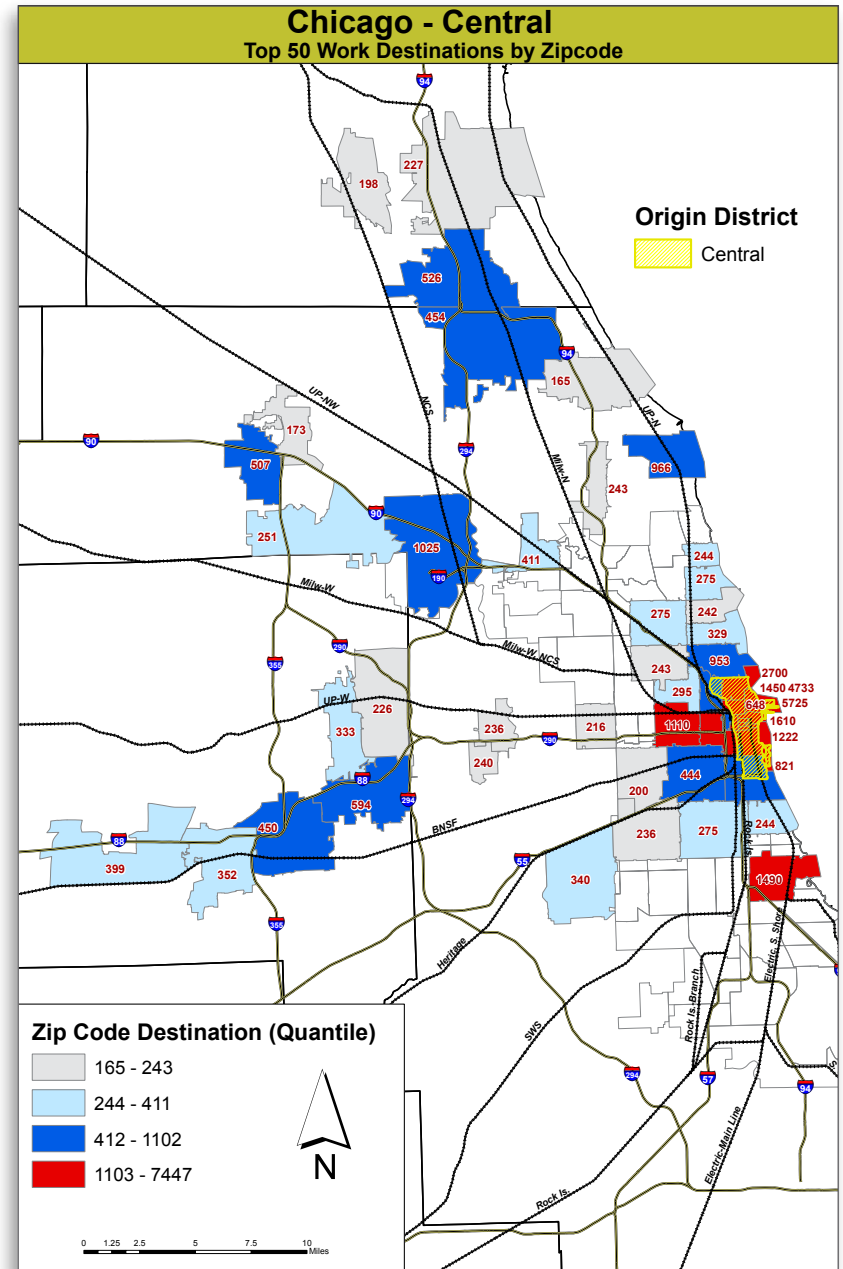
OVERVIEW While Metra's core business is and will continue to be that of serving the traditional commuter (those traveling from the suburbs to jobs in Chicago's Central Business District), in its efforts to maximize ridership and revenue potential, Metra continually strives to cultivate its reverse commute markets. This introduction provides an overview of that market and the conditions that best posture a particular market for connecting services.

Comprising about 7% of Metra's average weekday ridership, the more than 22,000 average daily reverse commute rides represent a market that can be served most efficiently, as these trains must make the return trip to serve traditional commuters.

NORTH SUBURBS While pockets of reverse commute activity can be identified along all but the Heritage Corridor line, the most viable markets tend to be in the northern suburbs, such as Lake Forest, North Chicago, Highland Park, Deerfield, Glenview and others. Our work in these communities continues with a number of private connections as well as the 12 current TMA Lake Cook shuttles, carrying about 1,100 daily passenger trips. This corridor is well served by Metra's Union Pacific North (UPN) and Milwaukee District North (MDN) lines, while offering only minimal reverse commute options on the North Central Service (NCS) line.

NORTHWEST AND WEST SUBURBS West and Northwest corridors present opportunities to cultivate reverse commute activity at key destinations along Metra's Union Pacific Northwest (UPNW) and Milwaukee District West (MDW) lines, serving destinations along I-90; as well as Metra's BNSF Railway (BNSF), with a new TMA (Pace) Shuttle implemented in mid-2015 at Belmont and serving Esplanade business park; and Union Pacific West (UPW) lines, serving I-88 destinations.

SOUTH AND SOUTHWEST SUBURBS While the south suburbs are not as robust in terms of major employment markets, as opportunities arise, we also work to increase commuter activity to employment locations in Oak Lawn, Orland Park, Tinley Park, Hyde Park, University Park and more. The Southwest Service (SWS), Rock Island (RI) and Metra Electric (ME) lines offer some opportunities, particularly where employment destinations are within walking distance of the station. At this time, the Heritage Corridor (HC) line, with its limited schedule, offers no opportunities to develop reverse commute activity.



Map/analysis provided by RTA, 2013

SUBURBAN EMPLOYMENT DESTINATIONS

Metra provides a multitude of reverse commute trip options that are possible through the immediate recycling of train sets that first serve the traditional commuter. This return trip allows former deadhead trains to become revenue trains, serving a growing reverse commute market during the same peak morning rush. Markets can be easily identified by tabulating on-off counts at suburban destinations, such as the following listing of stations having more than 75 alighting passengers during peak morning rush, as determined by 2014 on-off counts.

Suburban Destination Boarding & Alighting Totals

Inbound represents suburb-to-suburb commuters.

Outbound represents reverse commuters.

Suburban Destination	Inbound	Outbound	Total Off	Connecting Mode
Davis St.	190	492	682	Pace/CTA, Walk
Lake Cook Road	457	133	590	TMA Shuttles, Pace, Walk
59th Street	264	158	422	Private Shuttle, Walk
55th-57th	228	149	377	CTA, Walk
Lake Bluff	15	342	357	Private Shuttles, Walk
Lake Forest-UPN	43	270	313	TMA Shuttle, Private Shuttles, Walk
North Glenview	71	171	242	TMA Shuttle, Pace, Walk
Highland Park	48	177	225	Private Shuttles, Pace, Walk
Braeside	14	194	208	TMA Shuttles
Naperville	19	189	208	Pace, Walk
Desplaines	105	102	207	TMA Shuttle, Pace, Walk
Arlington Heights	54	141	195	Private Shuttles, Pace, Walk
Lisle	20	169	189	Pace, Walk
Great Lakes	23	146	169	Private Shuttle, Pace, Walk
Wilmette	35	133	168	CTA, Pace, Walk
Elmhurst	38	123	161	Pace, Walk
Hinsdale	66	91	157	Walk
Barrington	37	118	155	Private Shuttles, Walk
Palatine	31	120	151	Pace, Walk
Wheaton	14	129	143	Pace, Walk
Arlington Park	30	110	140	Pace, Walk
Northbrook	28	97	125	Pace, Walk
O'Hare	114	9	123	Pace, CTA, Walk
Waukegan	26	96	122	Pace, Walk
Ravenswood	60	61	121	CTA, Walk
53rd	95	22	117	CTA, Walk
Route 59	0	105	105	Walk
Glenview	26	74	100	Pace, Walk
Morton Grove	58	42	100	Pace, Walk
Deerfield	27	69	96	TMA Shuttles, Walk
Lake Forest-MDN	11	84	95	TMA Shuttle, Private Shuttles, Walk
Glen Ellyn	14	80	94	Pace, Walk
Buffalo Grove	43	44	87	Private Shuttle, Pace, Walk
Glenco	19	68	87	Pace, Walk
North Chicago	3	82	85	Private Shuttles, Pace
Downers Grove	15	69	84	Pace, Walk

REVERSE COMMUTER CHARACTERISTICS

In expanding their potential labor pool, suburban employers are recruiting from among a diverse urban market, populated by job candidates who seek alternatives to auto access. Metra's 2014 Customer Satisfaction Survey reveals interesting characteristics about these commuters, particularly when compared to traditional commuters.



Transit by Choice or Need

- 55% had no car available for this trip, transit dependent
- 45% had car available, yet choose to use Metra; compares with 84% traditional commuters

Need for Connections, Based on Egress Mode for Reverse Commuters

- 42% walk; compares with 81% CBD walkers

Ticket Type

- 35% use 10-ride tickets; compares with 18% traditional commuters
- 48% use monthly pass; compares with 78% traditional commuters
- 16% use one-way; compares with 3% traditional commuters

Fluid Customer Base

- 43% regular passenger for 3+ years; compares with 76% traditional commuters
- 32% regular passenger for less than 1 year; compares with only 12% new riders among traditional commuters

Education Level

- 78% have college degree or post-graduate degree; compares with 72% of traditional commuters

Age

- 8% are younger than 25; compares with only 6% of traditional commuters
- 23% are 25-29; compares with 7% of traditional commuters

REVERSE COMMUTER ACCESS AND EGRESS

Origin Stations

In addition to their employees commuting from the heart of the city, these suburban businesses also attract employees who live along the line, both closer in to the city and further out from the employment site. Those who can access the downtown station along with those living along the entire span of the rail line that serves the employer are potential candidates for employment at that site and commuting via Metra. Most suited are those employees who travel aboard Metra for the long haul. That is, they are generally coming from distances of greater than 10 miles.

Past surveys of Shuttle Bug passengers reveal:

- 29% of passengers traveling to suburban jobs originate from the main downtown station
- 40% begin their trip at intermediate stations between downtown and their job site
- 31% travel from outlying stations beyond the station nearest their job

Mode of Access to Origin Station

Being able to draw from employees along the entire route of a particular line is a key element in the success of connecting services. In terms of how these commuters access their origin station:

- 26% of these commuters require CTA or Pace as their mode of access
- 42% of reverse commuters walk; compares with 21% of traditional inbound commuters during peak am rush
- 7% drove alone and parked; compares with 55% of traditional commuters who drove alone and parked

Various Modes of Egress at Destination Station

- Walk
- Fixed Pace bus route that is not necessarily timed to meet specific trains and does not provide door-to-door service
- Pace Call-n-Ride that offers reservation based connections within specified geographic boundaries
- Pace Metra Feeder Vanpool which provides equipment for a group of employees to share their "last mile" from the station to work
- Informal pick-up or Taxi (American Taxi, 303 and other suburban cab companies)
- Personal car at destination station (overnight/weekend parking)
- Car sharing programs (ZipCar, Enterprise CarShare, Getaround)
- Divvy Bike (City of Chicago bike sharing program)
- Private vans/shuttles that are available only to employees of funding partners
- TMA Shuttle Bug, providing connecting services to funding partners and making public stops along the route (where safe to do so)

REVERSE COMMUTE BENEFITS



Employer Benefits

- Expanded labor market: reach into city and beyond for highly educated, diversified labor pool
- Employees arrive rested, ready to work: no stress aboard public transit
- Reduce non productive time: employees commuting via public transit can use time for reading, calls, etc.
- Predictable arrival times of employees: Metra trains operate at 95% on-time performance
- Improved retention/lower rates of attrition: costs of attrition include costs of training new employees which are estimated to be equivalent to one-year's salary
- Lower facility expenses: reduced need for on site parking
- Shared costs: partnering with adjacent businesses to share costs of shuttles creates an even more efficient program, with all partners saving over the cost of private shuttles

Employee Benefits

- Save money compared to the cost of private auto use
- Expanded job opportunities, particularly for transit-dependent job seekers
- Predictable arrival times: Metra trains operate at 95% on-time performance
- Arrive rested, ready to work: no traffic/driving stress aboard public transit
- Reduce non productive time: employees commuting via public transit can use time for reading, calls, etc.

Community Benefits

- Congestion mitigation: fewer cars on the road during busiest commuting times
- Reduced carbon emissions with fewer cars on the road

Metra Benefits

- Maximization of capacity utilization: fill seats
- Optimization of revenue producing trains: deadhead runs become revenue producing
- Introduce new riders to system and expand potential ridership into leisure/recreational market

REVERSE COMMUTE MARKETS

ONGOING OPPORTUNITIES & TOOLS

As Metra considers opportunities to cultivate additional reverse commute ridership, efforts are directed to:

All Markets

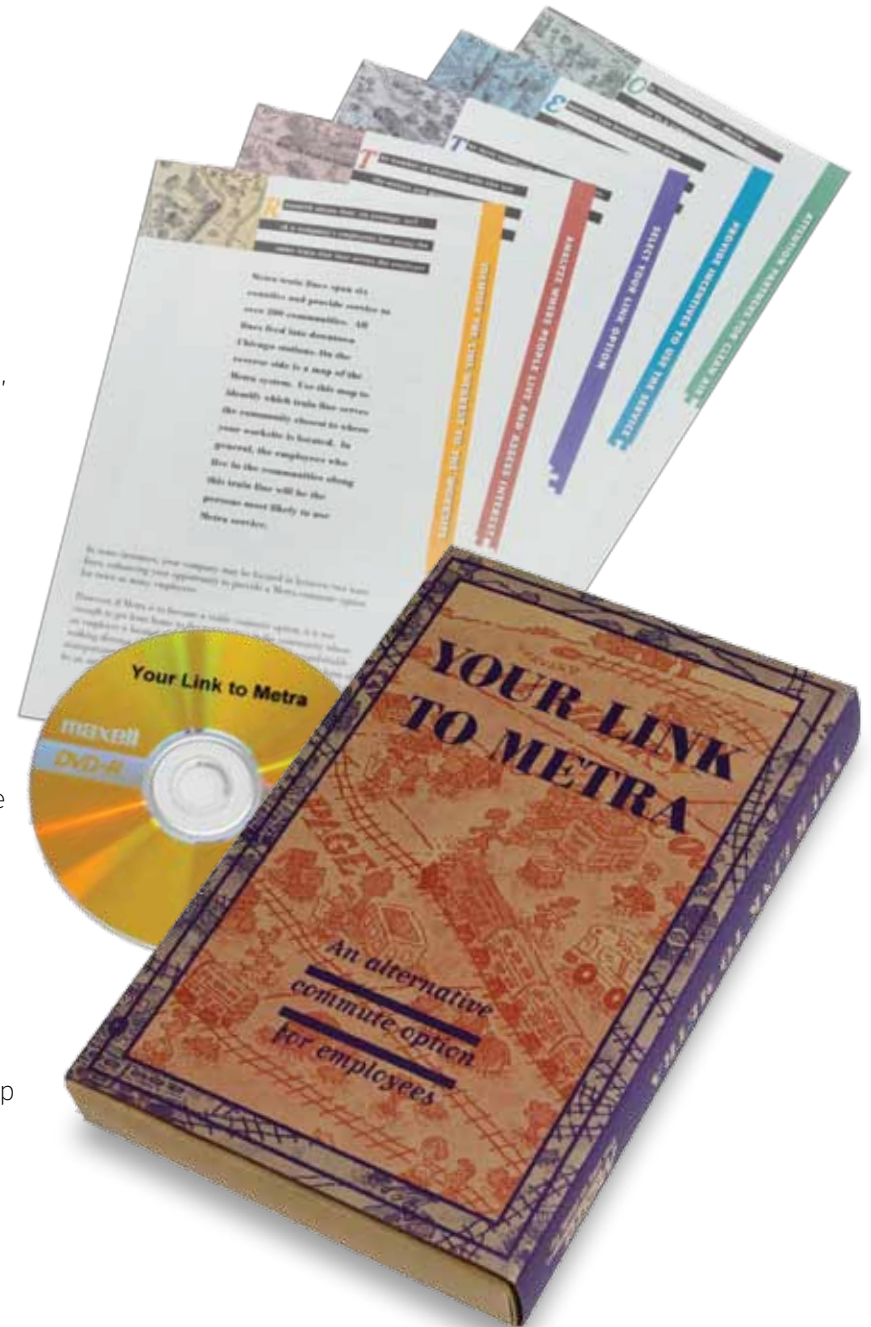
- On-going research to identify suburban relocations and provide support
 - Past examples: Navistar, Elmhurst Hospital, Capital One, Allstate, Rexnord, Land of Nod, and more
- Internal examination of Metra lines that may warrant enhanced rail service
 - 2013/2014 on-off counts
 - Census and “Journey to Work” data along with other market analysis
 - Possible grant opportunities for service enhancements
- Transit Benefits
 - Continued promotion to employers throughout the region
- Your Link to Metra
 - Update employer toolkit to include social media such as YouTube video
- Comprehensive evaluation of fare structures applicable to reverse commute
 - Feasibility of reverse commute fare

Walkable Markets

- On-going outreach to companies located within one mile of Metra stations

Connecting Markets

- Working in conjunction with RTA, Pace, CTA and TMA to identify and develop new shuttle links. By contract, this is expected to result in as many as four new routes to be determined by task force which includes Metra



REVERSE COMMUTE MARKETS

In addition to the robust reverse commute activity in the northern suburbs, select communities present opportunities to cultivate and expand reverse commute business. These include walkable markets that are independently pursued by Metra, while others that require connections, particularly where funding will be needed, are evaluated in conjunction with RTA, TMA, Pace and/or other entities. Both the I-88 and I-90 corridors suggest potential for increased reverse commute activity. The I-88 corridor includes select communities along Metra's BSNF and UPW lines, while Metra's MDW and UPNW lines run near I-90.

Identifying Reverse Commute Potential

Potential Reverse Commute Markets	BNSF	UPW	MDW	UPNW
Location/Line	Lisle Downers Grove	Elmhurst Wheaton	Wood Dale, Itasca, Bensenville	Palatine, Arlington Heights, Des Plaines, Park Ridge
Existing Metra service - Line offers 2+ arrival/departure times	Good Express Need local	Elmhurst 4+ Lombard/Wheaton 3	Wood Dale, Itasca Bensenville, 3 each	Palatine, Arlington Heights, Des Plaines/Park Ridge, 4 each

Criteria for Success of Reverse Commute Market

Criteria	Walkable	Connection
Critical mass at destination	---	2,500-5,000 employees
Metra's ability to serve market (inbound/outbound arrival times match)	---	✓
Travel time/routing from station - Connecting time and maximum distance	--- 1 mile	15-25 minutes 5 miles
Compatible Commuting Pattern (mapping employee addresses)	---	✓
Employee Preference (determine via employee survey)	---	✓
Connecting Services (public routes, private shuttles, Pace shuttles, Call-n-Ride, Metra Feeder Vanpool)	---	✓
Employer Support - Financial contribution, if shuttle - Promo support for walking and/or connection - Other: Flex scheduling to meet transit times & Transit Benefits	✓ ✓	✓ ✓ ✓
Civic/Community/Passenger Support	✓	✓

CRITERIA FOR SHUTTLE SUCCESS

SHUTTLE CONNECTIONS



CRITERIA FOR SHUTTLE SUCCESS

METRA'S ABILITY TO SERVE REVERSE COMMUTE NEEDS

The existing train schedule must meet work start and end times and ideally will provide multiple options for arrival to and departure from work. Also, in selecting a station to be served, while the emphasis will be on reverse commuters, it is also advantageous to consider the suburb-to-suburb component as well. If both arriving trains are within minutes of each other, the potential pool of riders will be stronger.

Optimum Examples

- Metra service at Lake Cook Road (MDN)
 - Peak am arrivals from Chicago: 7:22, 7:50, 8:11 and 8:29am
 - Peak am arrivals from Fox Lake: 7:21, 7:42, 8:02 and 8:29am
- Metra service at Des Plaines (UPNW)
 - Peak am arrivals from Chicago: 6:29, 7:04, 7:44 and 8:04am
 - Peak am arrivals from various north: 6:21, 6:54, 6:56, 7:41, 7:45 and 7:57am

Challenge Example

- North Central Service offers only limited reverse commute service with one outbound train during am peak and one inbound train during pm peak. Past shuttle projects have not developed sustainable ridership, despite a vibrant employment market in Buffalo Grove and Vernon Hills areas (American Hotel Register, Hewitt, Siemens, Rustoleum, Allstate, etc.).
 - Peak am Buffalo Grove arrivals from Chicago at 8:04am and peak pm return to Chicago at 5:44pm
 - Peak am Buffalo Grove arrivals from Antioch at 6:32, 6:46, 7:18 and 7:27am; and peak pm return to Antioch at 5:20 and 5:52pm
 - Implemented three routes with CMAQ funding in November 2006, average combined ridership of approximately 80 daily trips
 - Routes terminated in November 2009

Past Challenge Resolution (example) Sunrise Express

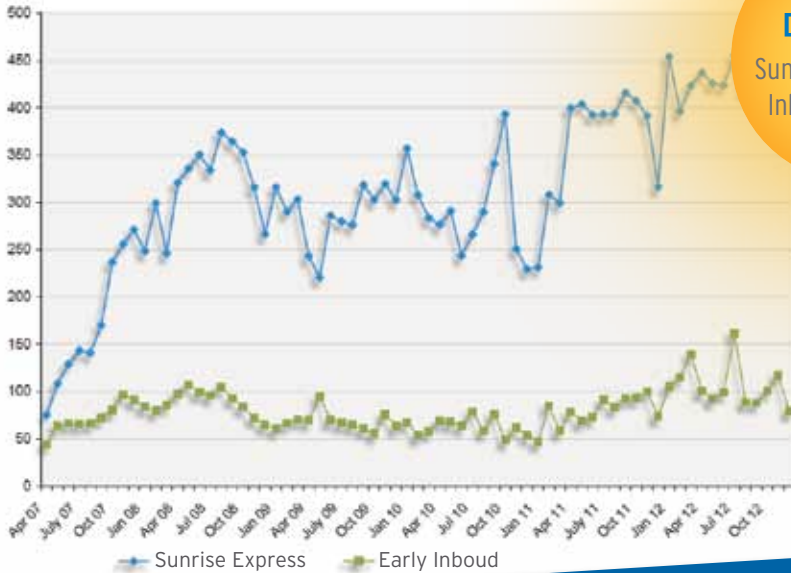
- New early morning service on UPN; first outbound train was not early enough to meet 7am start times at Great Lakes Naval Base, Abbott and other area companies
- Lake County Commuter Coalition spearheaded drive to implement new service
- Job Access Reverse Commute (JARC) Grant secured 50% of funding for early outbound, leaving Ogilvie at 5:42am and arriving Braeside, 6:20; Highland Park, 6:24; Lake Forest, 6:31; Waukegan, 6:49am
- Within 3 years, ridership had built to approximately 400+ daily passengers with earlier inbound at about 75-80 daily rides
- Metra provided 50% match until JARC funding exhausted and thereafter absorbed 100% of costs through operating budget

METRA'S ABILITY TO SERVE REVERSE COMMUTE NEEDS

SUNRISE EXPRESS

Sunrise Express Ridership

Averaging 400+ daily trips since 2012



Average Daily Rides:

Sunrise = 450-500+
Inbound = 75-100

Sunrise Express is early success

Metra riders take crack-of-dawn train on reverse commute

By Richard Wronski
Tribune staff reporter

Every day before dawn, with rush hour already building, an increasing number of early-rising Chicagoans climb aboard a train in an effort to get to jobs at schools, hospitals and companies as far north as Lake County by 7 a.m.

They're riding Metra's Sunrise Express, a "reverse commute" train that in just nine months has far exceeded ridership expectations—a sign, advocates say, of the need for more alternatives to the area's congested highways.

Average ridership on the train has grown from about 60 passengers a day from its start in April to more than 300 passengers in early December, Metra reports. That ridership is more than triple the initial predictions, officials said.

The line's popularity has buoyed its supporters at the Lake County Commuter Coalition, a group of municipalities, chambers of commerce, businesses, schools, hospitals and legislators that worked with Metra for more than two years to make the new train possible.

"We were true believers," said state Sen. Susan Garrett (D-Lake Forest), a co-chair of the coalition. "We actually believed once it was on the tracks, the commuters would take advantage of it, and it turned out to be true."

The route's success may someday be duplicated elsewhere.

Metra is planning reverse commute lines to serve north-west Cook, McHenry and Kane counties.



SUNRISE EXPRESS ON METRA'S UNION PACIFIC NORTH LINE

Waukegan
Arrives from downtown Chicago: 6:48 a.m.

Chicago (Ogilvie station)
Departs: 5:40 a.m.

Source: Metra
Chicago Tribune

"We were true believers. We actually believed once it was on the tracks, the commuters would take advantage of it, and it turned out to be true."

—State Sen. Susan Garrett

April, ridership has risen to more than 100 a day in early December, Metra reports.

The typical rush-hour travel time between Lake-Cook Road and the Circle Interchange, using the Edens, Kennedy or Dan Ryan Expressways, can be 75 minutes.

"It's important that we have new options for people to be able to travel reverse directions, from city to suburbs," said Tom Murtha, senior planner at the Chicago Metropolitan Agency for Planning. "For our region to prosper, people and goods need to be mobile, and they're not."

The Sunrise Express was inaugurated with a \$250,000 federal grant specifically intended for reverse-commute programs, and matched with state funds.

The grant comes up for renewal in 2008, but reapproval is "not a foregone conclusion" due to increasing competition for federal dollars, said Diane Palmer, a spokeswoman for the Regional Transportation Authority.

Some officials predict a bleak future for mass-transit service, including cuts on bus and train lines, unless the General Assembly overcomes its month-long stalemate and approves additional operating funds and a new capital program.

Nevertheless, officials expect

from the state, a tough prospect these days.

About 83 percent of the Sunrise Express riders are Chicago residents traveling to suburban jobs, according to an on-board survey of riders conducted by Metra. Their employers range from big Lake County companies such as Abbott Laboratories to local schools.

Almost one-quarter of those surveyed are administrators or teachers who need to be in classrooms extra early.

The Union Pacific North Line train leaves the Ogilvie Transportation Center at 5:40 a.m. and arrives in Waukegan at 6:48 a.m., serving Evanston, Highland Park, Great Lakes and other stops in between.

To put the Sunrise Express in position necessitates an even earlier train headed into Chicago. It leaves Waukegan at 4:20 a.m. and arrives in Chicago at 5:20 a.m.

CRITERIA FOR SHUTTLE SUCCESS

CRITICAL MASS AT DESTINATION

For connecting services to be viable, critical mass at the destination is vital. A typical unduplicated headcount of shuttle participants will be about two percent (2%) of a company's employee base so, in striving for a daily ridership of 100 (50 people making a round trip), the minimum employee count would need to be about 2,500. This also assumes that work hours/days are consistent and that employees have job (and personal time) demands that allow for regular business day schedules. An optimum headcount is more like 5,000 with at least two anchor employers, and the type of business may have an impact if contracts restrict hours of work to specified times.

Success Examples

- TMA Shuttle Bug Program, 12 routes in Lake-Cook corridor (serving 7 stations on 3 Metra lines) with daily ridership averaging 1,100; and one route in Downers Grove, implemented in 2015
- Conway Park Business Owners Association (Stuck on Sixty), 2 routes serving 2 stations on 2 Metra lines
- Pace #829, serving Navistar and adjacent businesses and Metra's Lisle station
- Aon/Hewitt PRIVATE service, routes at Highland Park (UPN) and Deerfield (MDN)
- Abbot PRIVATE service with routes at select stations serving UPN

Lessons Learned Examples

- Bensenville
 - Implemented in 2000 with JARC funding to serve light industrial park
 - Within one year of implementation a number of businesses closed in these business parks
 - Also, many of the larger companies were union shops with start times too early to serve
- Itasca
 - Implemented in 2000 with JARC funding to serve light industrial areas just northwest of Metra's Itasca station
 - Within one year of implementation, several larger employers had significant layoffs and ridership could not be sustained
- Highland Park TMA Shuttle Bug #11
 - Implemented November 2000 with JARC funding and discontinued in November 2003. Ridership challenged to reach 30 daily trips, with key employers vacating Bannockburn Park



CRITERIA FOR SHUTTLE SUCCESS COMPATIBLE EXISTING COMMUTING PATTERNS

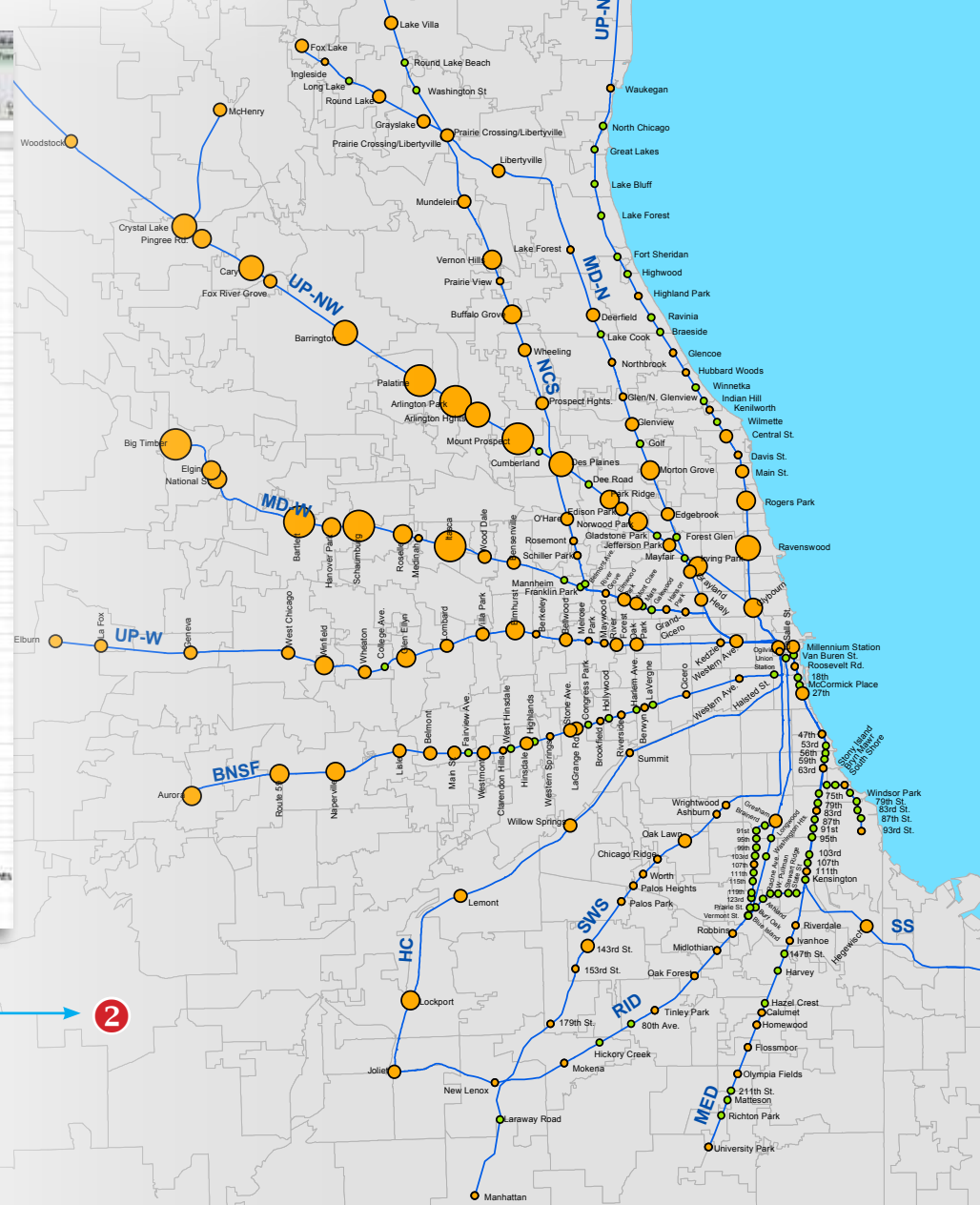
Of the 5,000 employees at a destination, how many actually live along the rail line that could benefit from connecting service? In considering a possible shuttle connection, employers to be served will need to provide headcounts by zip code in order for transit agencies to map clusters by Metra station. To help employers in this task, a zip code listing for the particular rail line is provided.

Home Stations* Capture Area

To build and maintain sustainable ridership, the capture area for commuters' origins must extend beyond the CBD station. It must include intermediate stations/zones along the rail line to be served.

Headcount by zip code

Line	Zip Code	Headcount	City
1	60601	1	Chicago
2	60605	3	Chicago
3	60607	2	Chicago
4	60608	3	Chicago
5	60610	9	Chicago
6	60611	7	Chicago
7	60612	4	Chicago
8	60613	15	Chicago
9	60614	11	Chicago
10	60615	3	Chicago
11	60616	7	Chicago
12	60617	4	Chicago
13	60618	25	Chicago
14	60619	5	Chicago
15	60620	7	Chicago
16	60621	1	Chicago
17	60622	13	Chicago
18	60623	2	Chicago
19	60624	2	Chicago
20	60625	6	Chicago
21	60626	6	Chicago
22	60628	3	Chicago
23	60629	1	Chicago
24	60630	16	Chicago
25	60631	14	Chicago
26	60632	1	Chicago
27	60634	11	Chicago
28	60635	1	Chicago
29	60636	1	Chicago
30	60637	4	Chicago
31	60638	2	Chicago
32	60639	4	Chicago
33	60640	30	Chicago
34	60641	14	Chicago
35	60642	2	Chicago
36	60643	3	Chicago
37	60644	2	Chicago
38	60645	5	Chicago
39	60645-1822	1	Lincolnwood
40	60646	7	Lincolnwood
41	60647	15	Chicago
42	60649	2	Chicago
43	60651	5	Chicago
44	60652	5	Chicago
45	60653	1	Chicago
46	60654	7	Chicago
47	60656	21	Harwood Heights
48	60657	19	Chicago
49	60659	3	Chicago
50	60660	9	Chicago



1 Headcounts by Zip Code provided by company

2 GIS Mapping illustrates home stations*

CRITERIA FOR SHUTTLE SUCCESS

EMPLOYEE PREFERENCES

Beyond determining geographic matching, it is important to ascertain probable interest of the employees in the connecting services. This is best accomplished via surveying (although some bias in answering must be expected). Key information to assess includes:

- Existing schedule and commuting modes/patterns
- Access to home station
- Other travel/time demands (need for car before, during and/or after work)
- Other travel options (auto availability, etc.)
- Personal preference

Commuter Survey

We're interested in learning how you get to and from work in order to determine probable interest in linking services between Metra's _____ Station and area companies. We will also evaluate potential for other commuting services such as Rideshare, Vanpool and Call-n-Ride options. Please take a few minutes to complete this survey. You can also request a printed survey by calling: **CONTACT/PHONE #.**

1. What is your home zip code? _____

2. At which company/location to you work? _____
Company Name: _____ Address: _____

3. Which days do you generally commute to this job?

Monday	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Tuesday	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Wednesday	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Thursday	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Friday	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Saturday	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Sunday	Yes <input type="checkbox"/>	No <input type="checkbox"/>			

4. What hours do you typically work? From _____ a.m. or p.m. Until _____ a.m. or p.m.

5. How long does your current morning commute take?

<input type="checkbox"/> Less than 15 minutes	<input type="checkbox"/> 16-25 minutes	<input type="checkbox"/> 25-35 minutes
<input type="checkbox"/> 36-45 minutes	<input type="checkbox"/> 46-60 minutes	<input type="checkbox"/> Over 60 minutes

6. How long does your current evening commute take?

<input type="checkbox"/> Less than 15 minutes	<input type="checkbox"/> 16-25 minutes	<input type="checkbox"/> 25-35 minutes
<input type="checkbox"/> 36-45 minutes	<input type="checkbox"/> 46-60 minutes	<input type="checkbox"/> Over 60 minutes

7. How do you currently commute to and from work?

<input type="checkbox"/> Drive alone	<input type="checkbox"/> Car/van pool	<input type="checkbox"/> Dropped off	<input type="checkbox"/> Pace Bus	<input type="checkbox"/> Metra
<input type="checkbox"/> CTA Bus	<input type="checkbox"/> CTA "L"	<input type="checkbox"/> Bicycle	<input type="checkbox"/> Walk	<input type="checkbox"/> other

8. Do you use Metra trains for commuting to work?

Yes <input type="checkbox"/>	No <input type="checkbox"/>
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9. If you do not use Metra trains for commuting to/from work, what prevents you from doing so?

Train schedule doesn't meet my start/end times

I don't have a way to get from the station to my job

The train is not convenient to my home

Other _____

10. Do you use Metra trains for leisure travel, such as shopping or entertainment trips?

Yes <input type="checkbox"/>	No <input type="checkbox"/>
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CRITERIA FOR SHUTTLE SUCCESS

TIME/DISTANCE FROM STATION

Optimum travel time on the shuttle seems to be up to about 15-25 minutes, which will typically allow a distance of up to 5 or 6 miles. Usual congestion and travel patterns must also be considered.

Average Travel Times on Lake Cook TMA Shuttles

- UPN Lake Forest to HSBC/Capital One: 28 minutes; 4.5 miles
- MDN Lake Forest to HSBC/Capital One: 15 minutes; 3.5 miles
- MDN Deerfield to Lincolnshire: 24 minutes; 5.6 miles
- MDN Lake Cook Road:
 - Discover: 9 minutes; 2.6 miles
 - Baxter: 11 minutes; 2.8 miles
 - Walgreens: 10 minutes; 1.7 miles
 - Dow Chemical: 22 minutes; 4.8 miles
 - Underwriters: 6 minutes; 1 miles
 - Takeda: 13 minutes; 2 miles
- UPN Braeside
 - Discover, Baxter, Parkway, etc: 33 minutes; 6.6 miles
 - Takeda, Walgreens: 37 minutes; 5.6 miles
- MDN North Glenview to Allstate: 32 minutes; 4.3 miles
- UPNW Des Plaines to Allstate: 27 minutes; 7 miles

Deadhead Time

- In factoring total trip time and related costs of operation, factor in deadhead time which can easily add up to 4 hours of service time daily to each route
- Minimize deadhead time with out-stationing of buses at nearby Metra or other parking area
- Lake Cook Road–10 of 12 routes out-stationed, April-October



CRITERIA FOR SHUTTLE SUCCESS

EXISTING SERVICES

An evaluation of other connecting services is important to determine if services are already in place to serve a particular employment destination. If the existing services are adequate to meet connecting demands, no new service is indicated. However, in some cases where passenger loads are expected to be great and employers are financially supporting the project, the new service may be desirable. Such is the case with many of the TMA shuttles, particularly those serving destinations on Lake Cook Road. While Pace operates Route 626 along this same roadway, most of the destinations have entrances of more than 1/2 mile from the nearest public bus stop. In other cases, the existing service (whether public route, call-n-ride, or other) meets the connection needs.

Current Services Meet Need/Demand (examples)

- UPW – Wheaton area business served via Wheaton Call-n-Ride and #714
- UPW – Elmhurst businesses adjacent to York Road served via Pace #332
- BNSF – Navistar and adjacent businesses served via Pace #829 and #714
- SWS – Oak Lawn businesses served via Pace #381 and 383
- UPNW – Arlington Heights businesses (at select addresses) served via Call-n-Ride
- MDW – Bensenville businesses served via public Dial-a-Ride or Pace #332 along York Road
- MDW – Itasca businesses in Chancellory and Spring Park served by Pace #616

Locations Not Already Served (examples)

- UPNW – Palatine into Rolling Meadows businesses (Northrup Grumman, Weber, etc.)
- BNSF – Naperville Diehl Road and Warrenville businesses
- Others to be determined

Lessons Learned (examples)

- MDW – Bensenville #333; reverse commute needs served by existing Dial-a-ride



CRITERIA FOR SHUTTLE SUCCESS

EMPLOYER “BUY-IN”

Financial Support

Ideally, the served destination employers will contribute to the operation of the shuttle. Some compelling arguments to encourage include: ability to recruit young urban professionals; ability to diversify workforce; positive impact on employee retention (often the cost of attrition can exceed the financial contribution of supporting a shuttle); positive impact on employees' work-life balance.

Other Support

Beyond the financial commitment, the employer must be sincere about promoting the shuttle and public transit overall.

Key techniques for assuring this support:

- Dedicated Transportation Manager (preferably someone in HR, Sustainability and/or Facilities Department)
- Employer intranet web site that includes all travel options for commuting to work location(s)
- New employee orientation information to include commuting options
- Semi-annual Transit Awareness Event (can be part of autumn Benefits Open Enrollment Fair and Spring Earth Day Event)
- Participation in Transit Benefits (Employer paid, Pre-Tax or combination to help employees save up to 40% on costs of transit)
- Emergency Ride Home Program
- Flexible Scheduling so work shifts fit commuting options



CRITERIA FOR SHUTTLE SUCCESS

POLITICAL, CIVIC, COMMUNITY AND PASSENGER “BUY-IN”

It's valuable to be able to work through various trade, civic and local governing bodies to develop and promote shuttles. Extolling the congestion mitigation and air quality benefits can encourage even non-participating companies to champion these routes as well.

Key champions include:

- Local, State and Federal elected officials
- Civic groups
 - TMA
 - MPC
- Chambers
- Trade organizations
- Economic Development Offices of local community
- Municipalities
- Transit agencies: RTA, Pace and CTA
- Individual passengers—word of mouth



CRITERIA FOR SHUTTLE SUCCESS

METRA'S CORPORATE AND COMMUNITY SUPPORT SERVICES

Metra Corporate Support Services

- Complimentary – no cost to employer, employees or local community
- Fully personalized support per community's or employer's preferences
- Staged as community's or employer's initiative – organization gets the credit for fully preparing employees
- Easy to arrange
- References available – dozens of companies and communities have already benefited

Support Options

- On-site Transit Event
- Fully personalized welcome letters/packages
- Metra general information brochures
- Metra schedules
- Commuting mapping analysis
- Transit Benefit information and assistance
- Referrals to Transit Benefit providers
- Commuting options analysis
- Emergency Ride Home program information
- Presentations to employee and/or member groups
- And more

Corporate Support Services—Commuting Options

- **Complimentary**—no cost to you or your employees!
- Fully **personalized support** per your preferences!
- Staged as your initiatives—**you get the credit** for fully preparing employees for move!
- **Support** options:
Transit Awareness **Events**, bringing Metra, Pace, CTA & RTA to you!
Fully **personalized welcome** letters/packages!
GIS mapping, informational **brochures** and **more!**
- Easy to **arrange!**
One simple call or email to **get things moving!** Really, it's that simple!
When you call, we'll discuss your preferences—what works best in your environment—and then we'll make a plan to deliver support services that best meet your and your employees' needs to make sure everyone is fully informed about their new commuting options.
- **References** available!

Employee Transit Awareness Event



- Staged as your event
- In your cafeteria or lobby
- During extended lunch hour
- Brings public transit to you
- Answers employees commuting questions
- No mess, no fuss, no cost!



To arrange, contact: Virginia Chandler, Metra
312.322.6739 ■ vchandle@metrarr.com

services!



INDEX OF INDUSTRY TERMS AND ABBREVIATIONS

Industry Terms

Deadhead – returning, non-revenue train or bus. After making an inbound trip carrying fare-paying passengers, the equipment makes an outbound trip without passengers. This non-revenue segment is referred to as “deadhead”

Farebox Recovery – actual fare receipts
Metra’s farebox recovery ratio is set at about 52% of operating costs

Inbound – trains traveling from suburbs to downtown Chicago

Outbound – trains traveling from Chicago to suburbs

Out-stationing – the practice of storing buses near their service route to eliminate the necessity of empty buses returning to their main garage. This saves deadhead time and reduces overall costs of shuttle operation

Reverse Commuter – Chicago residents traveling outbound to suburban jobs are referred to as reverse commuters

Suburb-to-Suburb Commuter – residents traveling from their homes in one suburb to jobs in another

Traditional Commuter – suburban residents who travel to jobs in the Central Business District

Abbreviations

CBD – Central Business District (in Chicago this area is bordered by Lake Michigan to the east; Halsted to the West; Roosevelt Road to the South and North Avenue to the North)

Metra Lines –

ME – Metra Electric (University Park to Millennium Station)

RI – Rock Island (Joliet to LaSalle Street Station)

SWS – Southwest Service (Manhattan to Union Station)

HC – Heritage Corridor (Joliet to Union Station)

BNSF – BNSF Railway (Aurora to Union Station)

UPW – Union Pacific West (Elburn to Ogilvie Transportation Center)

MDW – Milwaukee District West (Big Timber to Union Station)

UPNW – Union Pacific Northwest (Harvard to Ogilvie Transportation Center)

MDN – Milwaukee District North (Fox Lake to Union Station)

NCS – North Central Service (Antioch to Union Station)

UPN – Union Pacific North (Kenosha, WI to Ogilvie Transportation Center)

MPC – Metropolitan Planning Council, engaged in research, advocacy and demonstration projects

RTA – Regional Transportation Authority

TMA – Transportation Management Association
(TMA Lake Cook encompasses businesses in northern Cook and Lake Counties)

REVERSE COMMUTE MARKETS

OVERVIEW & OPPORTUNITIES

