

Table 5.1: Key Findings

Thematic Areas	Analysis	Preliminary Findings
<p>A Decision Making for Passenger Rail</p> <ul style="list-style-type: none"> Region-wide means decisions are made by an entity or body that represents an area served by multiple agencies The agency level means decisions are made by specific agencies within the area they serve without an overarching regional process Hybrid means that decisions on an ad-hoc basis to the agency or region-wide level 	<p>A set of ten decision areas were identified by the study team. These include deciding on:</p> <ol style="list-style-type: none"> Project Inclusion in Future Network Project Advancement and Sequencing Developing new funds for regional projects and programs Defining agency that delivers projects and their and delivery approach Network Policies Capital Budgets State of Good Repair Budgets Asset Ownership Operations and Operational Standards Operations & Maintenance Budgets <p>The study team assessed potential benefits, risks, and trade-offs of making these decisions at a region-wide, agency, or hybrid level.</p>	<p>Analysis identified that:</p> <ul style="list-style-type: none"> Decisions (1), (2), and (3) could result in benefits to the region and customers if made at a regional level Decisions (4-9) could benefit from a hybrid model with a blend of region-wide and agency decision making Decision (10– how to spend operating funding) would have limited benefits at a regional level remain and could remain at an agency level <p>A decision-making entity could be agreement driven, an empowered existing entity, or a new entity. These potential regional decisions will be explored further in future studies.</p>
<p>B Passenger Rail Organizations</p>	<p>Five activities are conducted for successful railway planning, operations, and expansion. They include:</p> <ol style="list-style-type: none"> Supporting Network Decision Making/Coordinating Funding Long Range Planning (service and infra) and network policies Providing quality service (day to day customer engagement, service planning, service delivery, and fleet/infra maintenance) Mega project design and delivery Procurement and private sector engagement <p>The study team assessed which capabilities could benefit from regionalization.</p>	<p>There are potential benefits of regionalizing certain activities based on capability and decision making. These include: (1), (2), (4), and (5 – procurement). Other capabilities could be executed collaboratively by region-wide entity and agencies, or by agencies alone (with limited expected benefits of consolidation). Four organizational models were identified as potential ways to organize these activities.</p>
<p>C Delivery Models for Passenger Rail Mega-Projects</p>	<p>The existing approach to delivery was analyzed and a key gap was identified: overseeing delivery across the whole portfolio. Four delivery models could be considered further: optimizations of the existing multi-agency model, developing a portfolio manager, creating a big delivery entity, and/or using special purpose delivery vehicles.</p>	<p>Combinations of these delivery models are normal in other reference jurisdictions and appear to have value. The choice of delivery model needs to be informed by understanding the project within a regional portfolio, not in isolation. The lack of a ‘whole portfolio view’ in the current model is suboptimal from a delivery perspective.</p>