

PAART

Plan of Action for Regional Transit Northeastern Illinois

CTA Board

August 29, 2023



Chicago Metropolitan
Agency for Planning

Legislative mandate: P.A. 102-1028



Focus areas

- Long-term financial viability
 - Comprehensive and coordinated system
 - Safety
 - Security
 - Cleanliness
 - Efficiency
 - Supports and fosters efficient land use



Considerations

- Racial equity
- Climate change
- Economic development
- RTA's strategic planning efforts

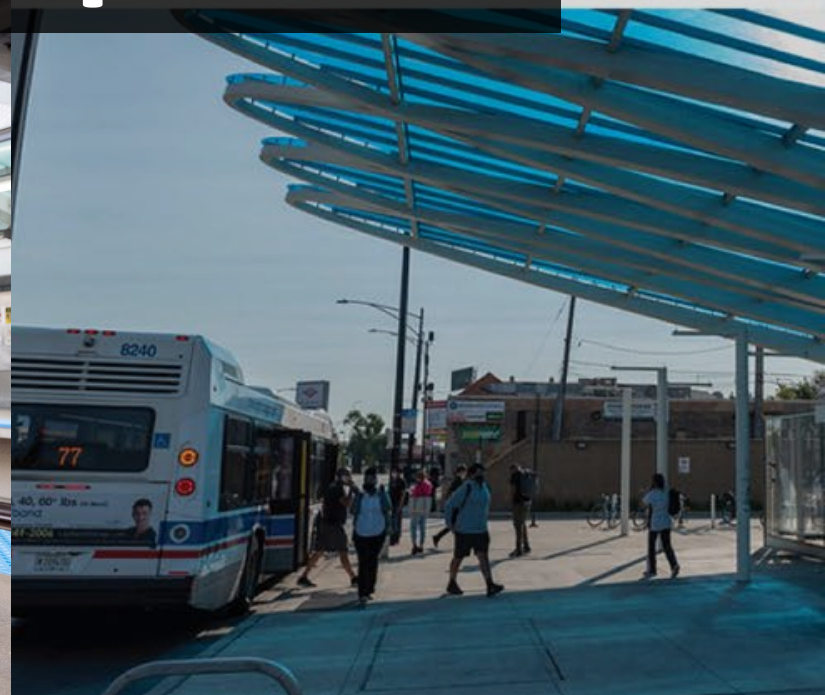


Mechanisms

- The recovery ratio
- Sales tax formula and distributions
- Governance structures
- Regional fare systems
- Any other changes to State statute, Authority, or Service Board...
 - Enabling legislation
 - Policy
 - Rules
 - Funding



Transit is about people.





GREATER CHICAGO LAND ECONOMIC PARTNERSHIP

COOK * DUPAGE * KANE * KENDALL * LAKE * MCHENRY * WILL





*“The Thompson Center will provide employees with **unparalleled public transit access** as the only building in the city where six L train lines converge, easily connecting Chicago’s South, West and North sides.”*

- Google

CTA adds more Blue Line trains as ridership grows, Kennedy construction begins

As commuters return to the city for work, the CTA is adding more trains to a large portion of its Blue Line route as it braces for an influx of commuters and O'Hare-bound travelers trying to avoid the Kennedy Expressway.



Transit and Climate



GHG emissions



Needs to be -5% per year



Connected Communities ORDINANCE

- City of Chicago
- Adopted by City Council in July 2022
- Updates the City's Zoning Ordinance
- Dramatically expands the number of TOD-eligible parcels in Chicago
- Provides new incentives for developing often underutilized parcels
- Encourages a broader diversity of TOD throughout the City, with a focus on equitable development

The system we want

Objective

Rebuild public confidence and ensure travelers can seamlessly and affordably access regional opportunities

Topic	Key recommendations under consideration
Better buses	<ul style="list-style-type: none"> • Plan for and fund bus priority infrastructure • Invest in new staff capacity at DOTs • Implement automated enforcement
Universal system accessibility	<ul style="list-style-type: none"> • Continue work toward full ADA accessibility at and around transit stations/stops • Increase coordination of dial-a-ride and demand-responsive services • Ensure ADA paratransit can provide effective and financially sustainable service • Leverage technology to improve the system's ease of use
Operational efficiencies	<ul style="list-style-type: none"> • Adjust service in response to new travel patterns • Support bus electrification efforts
Safety, security, and cleanliness	<ul style="list-style-type: none"> • Increase visible staff presence (e.g., transit ambassadors) • Strengthen two-way rider communication • Invest in physical infrastructure that improves rider experiences

The system we want

Objective

Rebuild public confidence and ensure travelers can seamlessly and affordably access regional opportunities

Topic

Key recommendations under consideration

Fare integration and affordability

- Stand up an effective structure, funding source, timeline, and goals for full fare integration (e.g., unified payment methods, consistent fares, seamless transfers)
- Integrate with complementary modes (e.g., Divvy, South Shore Line)
- Ensure that fare revenues continue to support transit operations
- Maintain fare affordability (e.g., fare subsidies, fare capping)

Regional rail

- Identify policy principles that can support evolution toward "regional rail" (e.g., frequency, impact on rail transit service gaps, freight interactions)
- Identify and fund targeted investments (e.g., infrastructure, rolling stock)

Transit-supportive land use and development

- Leverage public assets and investments (e.g., incentives, transit-oriented development (TOD))
- Support private sector shifts that make it easier for transit to succeed
- Develop policies and incentives to support wider use of TOD



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A few highlights



Better buses

Plan for and fund bus priority infrastructure

- Create regional bus priority plan with timeline for implementation
- Design updates to support priority corridors
- Dedicated funds to support implementation

Invest in new staff capacity at DOTs

- Fund staff/teams at IDOT, CDOT, and county DOTs to advance bus priority
- Invest in technical assistance for bus priority in other local governments

Implement automated enforcement

- Authorize automated enforcement for bus lanes and bus stops
- Authorize multi-jurisdiction enforcement (e.g., counties, Pace)
- Dedicate any incremental revenue to bus priority investments
- Incorporate equity framework to mitigate disproportionate burdens

Related strategies that
cut across PART topics



- Service frequency standards
- Transit support from road system revenues



Seamless and integrated fares

Stand up an effective structure for full fare integration

- Identify an owner for a unified regional fare system
- Establish timeline to achieve full integration with interim milestones

Define the goals for an integrated system, including:

- Unified payment method (e.g., tap-on readers)
- Consistency across fare structures
- Free or discounted transfers

Ensure adequate and sustainable funding

- Invest in infrastructure required for integration (e.g., tap-on readers)
- Provide operating funding to cover any reduced revenues

Integrate with complementary modes

- Fund discounted transfers and integration (e.g., Divvy)
- Expand data sharing requirements for private mobility providers

Related strategies that cut across PART topics



- Governance of fare policy
- Level of public funding support



Fare levels and affordability

Ensure that fare revenues continue to support transit operations

- Plan for continued fare increases to keep pace with rising costs
- Consider automatic inflation adjustments
- Fully fund existing subsidy programs and any potential new subsidies

Maintain fare affordability

- Implement subsidized fares for travelers from households with low incomes
- Shift to a “fare capping” structure to make weekly/monthly passes more affordable to travelers with limited incomes
- Unify existing transit youth subsidy programs into one regional program

Related strategies that cut across PART topics



- Governance of fare policy
- Public funding levels required
- Reforms to farebox recovery ratio requirement



Safety, Security, & Cleanliness

Increase visible staff presence

- Support existing and new programs (e.g., transit ambassadors)
- Facilitate stronger partnerships with human services providers

Strengthen two-way rider to operator communication

- Leverage existing and new mobile applications
- Increase data sharing and reporting on key issues

Invest in physical infrastructure that improves the rider experience

- Invest in lighting in and around stations and bus stops
- Increase access to public restrooms for system users

Monitor transit safety and security strategies in peer metros

- Learn from current and emerging strategies that could be implemented here in the region

Related strategies that cut across PART topics



- Service frequency
- System accessibility
- Public funding levels required



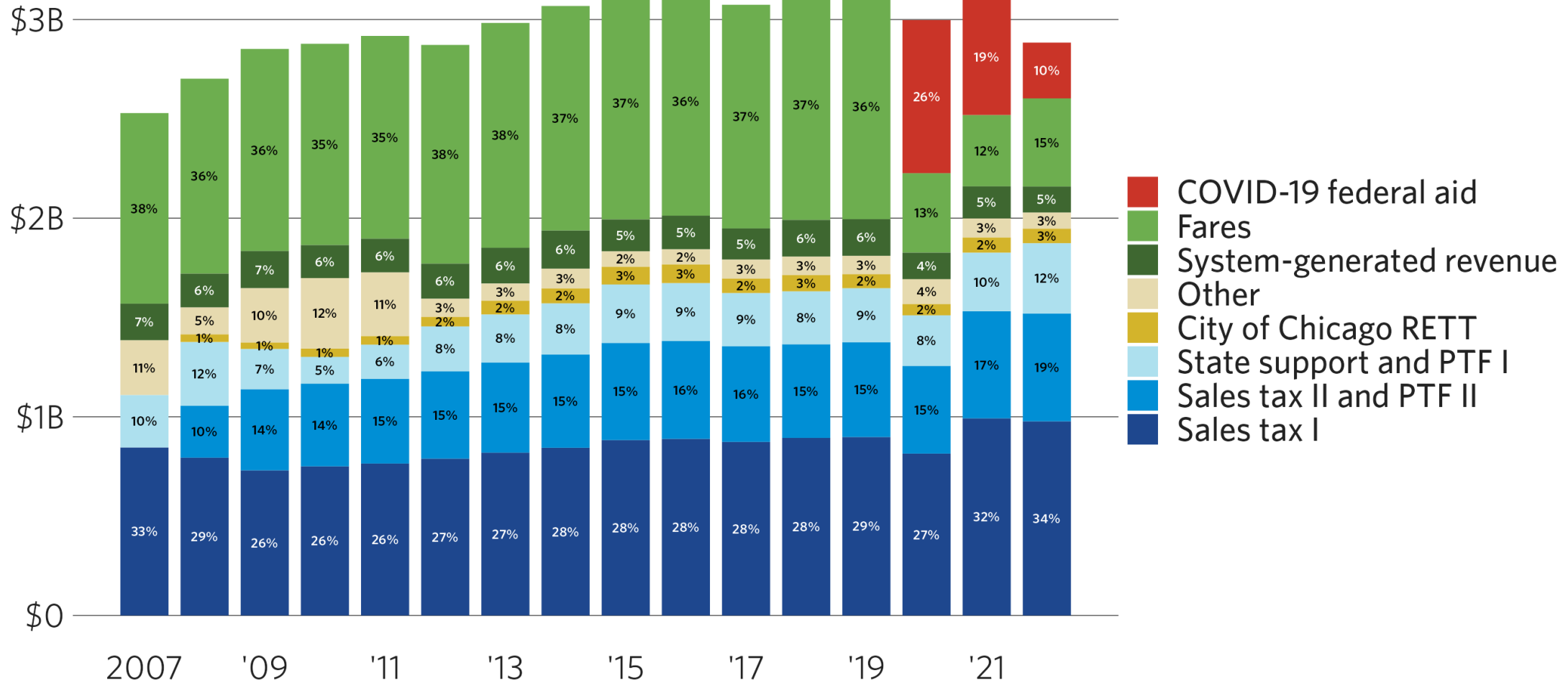


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How to pay for it



Inflation-adjusted state and local revenues to service boards, 2007-2022



Source: CMAP analysis of RTA budget data, adjusted to 2022 constant dollars.

Note: Budget figures for 2022 are unaudited as of March 2023. Percentages may exceed 100% due to rounding.

PTF: Public transportation fund, RETT: Real estate transfer tax



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Proposed investment packages



Three levels of investment

Baseline

Strategies that do not require net new resources

Packages

Minimum viable

Addresses “the gap”

Operating: \$500M
Capital: \$50M (one-time)

Meaningful investment

Addresses “the gap” and makes significant system improvements

Operating: \$1B
Capital: \$220M (one-time) +
\$200M (annual)

Transformational change

Addresses “the gap” and makes additional system improvements

Operating: \$1.5B
Capital: \$220M (one-time) +
\$400M+ (annual)

Package: ~\$1.5B in new public funds + ~\$200M in savings/fares

Transformational investment

How to pay for it

Dollars in millions

Category	Total
Baseline actions	\$535
Increased state support for paratransit	\$220
Fully fund existing state reduced fare mandates	\$85
Remove state service fee on RTA sales tax	\$30
System contributions: contain cost growth and increase fares	\$200
Durable sources	\$540
Expand sales tax base, lower state rate – broad selection of services	\$315
New sales tax state match flowing through existing formulas (broad)	\$95
Expand commercial parking tax in transit-rich areas	\$65
In-region vehicle registration surcharge (+\$10/car)	\$65
Diminishing or stopgap sources	\$645
Raise RTA sales tax in region by 0.25% (including base expansion)	\$545
Raise tolls on existing Tollway facilities (excluding trucks)	~\$100

** Note: Requires \$220M in one-time and \$400M+ in annual capital funds*

What we could get

- Close the gap
- Investment in frequent/reliable service
- Full fare/transfer integration, with connections to complementary systems*
- Low-income subsidy + free transit for youth
- Bus priority and BRT investments*
- New transit staff at DOTs
- On- & off-system accessibility enhancements*
- Improved wayfinding + real-time information*
- Integrated dial-a-rides
- Transit ambassadors and staff capacity
- Accelerated station renewals*
- Improved restroom access*
- “Regional rail” investments (ambitious)*
- Transit service and incentives to support TOD*
- Low-/no-cost planning & process improvements

Package: ~\$1B in new public funds + ~\$200M in savings/fares

Meaningful change

How to pay for it

Dollars in millions

Baseline actions

\$425

Increased state support for paratransit (cover half of annual costs)	\$110
Fully fund existing state reduced fare mandates	\$85
Remove state service fee on RTA sales tax	\$30
System contributions: contain cost growth and increase fares	\$200

Durable sources

\$650

Expand sales tax base, lower state rate – broad selection of services	\$315
New sales tax state match flowing through existing formulas (broad)	\$95
Increased support for paratransit (cover second half of annual costs)	\$110
Expand commercial parking tax in transit-rich areas	\$65
In-region vehicle registration surcharge (+\$10/car)	\$65

Diminishing or stopgap sources

\$135

In-region MFT surcharge (+5c/gallon)	\$135
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** Note: Requires \$220M in one-time and \$200M in annual capital funds*

What we could get

- Close the gap
- Investment in frequent/reliable service (reduced)
- Full fare/transfer integration, with connections to complementary systems (reduced)*
- Low-income subsidy + unified youth discounts
- Bus priority and BRT investments (reduced)*
- New transit staff at DOTs
- Accessibility enhancements (reduced)*
- Improved wayfinding + real-time information*
- Integrated dial-a-rides
- Transit ambassadors (reduced)
- Accelerated station renewals (reduced)*
- “Regional rail” investments (some corridors)*
- Incentives for TOD on public assets*
- Low-/no-cost planning & process improvements

Capital investments needed for improvements

Minimum viable
related capital costs

Annual: \$0
One-time: \$50 million

Meaningful change
related capital costs

Annual: \$200 million
One-time: \$220 million

Transformational
investment
related capital costs

Annual: \$400 million+
One-time: \$220 million

Short-term capital options

Dollars in millions

MFT surcharge (+5c/gallon)	\$135
MFT surcharge (+10c/gallon)	\$270
Flex IDOT federal funds to transit capital (low)	\$100
Flex IDOT federal funds to transit capital (high)	\$150
Raise tolls on existing Tollway facilities 30% (+ trucks)	\$450
Raise tolls on existing Tollway facilities 30% (- trucks)	\$180

Med-/long-term capital options

Dollars in millions

Road Usage Charge – MFT replacement	varies
Road Usage Charge – congestion pricing	varies
Toll IDOT freeways	varies
Introduce CBD cordon (NYC model/\$12)	up to \$765
Introduce CBD cordon (London model/\$24)	up to \$1,300
Financialize future carbon policies	varies



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How to implement it





Identify current and historic challenges: past reports, stakeholder interviews, problem statements



Explore solutions: case studies, research, surveys



Draft reform options: recommendations and governance models



Refine and finalize recommendations: steering committee, CMAP Board, MPO



Need for governance reform?

Baseline governance elements

- New method of funding allocation to better align with regional goals
- Some greater level of centralization for certain functions (e.g. fare policy)
- Need to introduce regional perspectives on the regional governing board(s) to reduce the parochial view of transit issues
- Need to provide avenues for local input
- Need to revisit the 50% fare recovery ratio requirement, lessen the requirement or replace with another metric

The transit system is a combination of many different functions

Service

*planning, operating,
and standards*

Funding

*Operational, farebox
recovery ratio*

Administrative

*procurement,
communication*

Fare policy

*Affordability,
intermodal transfers*

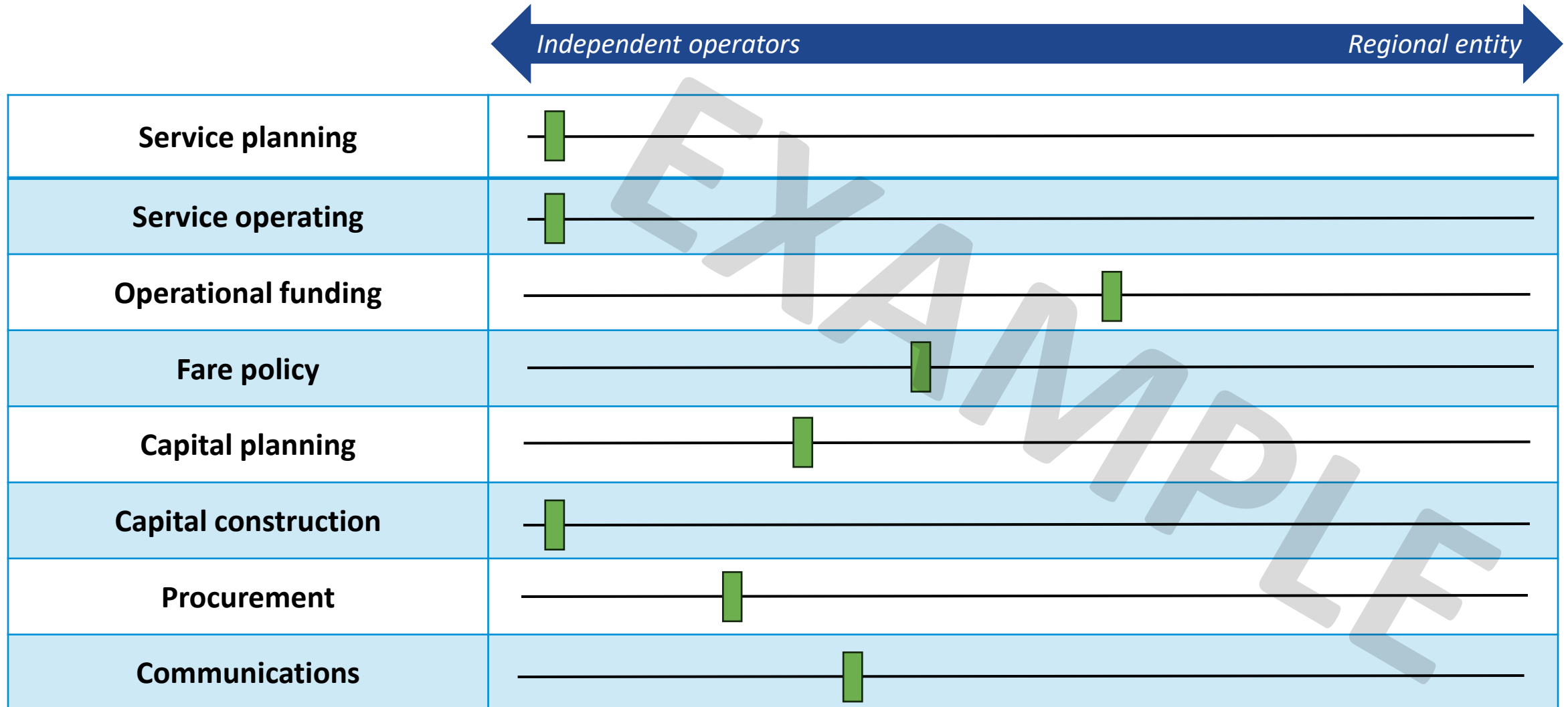
Capital

*construction,
planning, and debt*

Other/potential future roles

*real estate, micro-mobility
integration, tolling, etc.*

Different functions can fall along a spectrum



Spectrum of options



Minimize role of RTA

Status quo

Keep structure the same, but address funding allocations

Stronger regional coordinating agency and keep service boards

Integrate service boards into one regional agency

Summary: options to advance and evaluate

Option B1: Stronger Coordinating Agency

- Centralize financial stewardship
- Centralize fare policy and
- Prioritize capital funding

Option B2: Network Manager

- Same as B1 +
- Centralize capital planning for state of good repair & expansion projects
- Centralize service planning functions related to prioritizing markets and setting performance standards

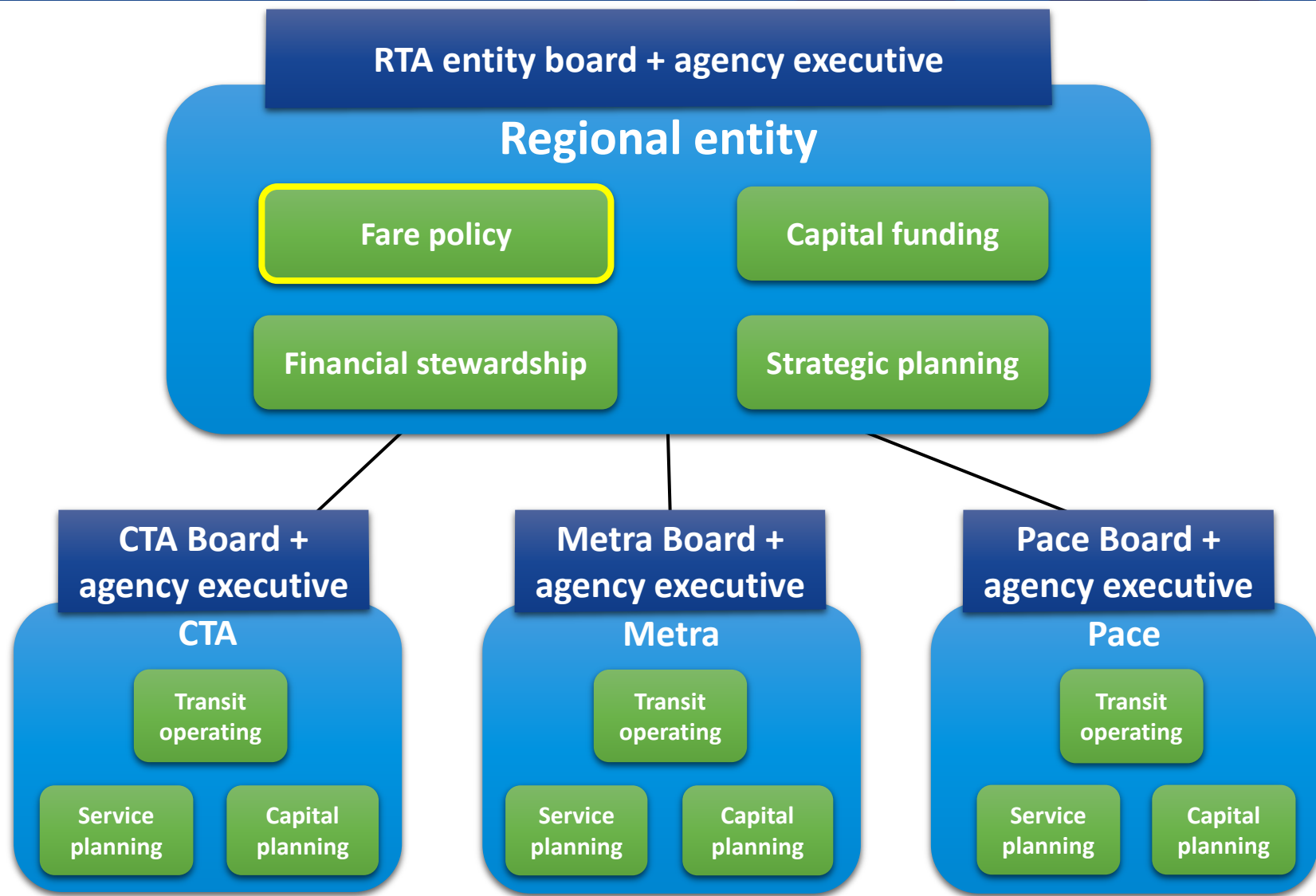
Option C2: Integrated agency with subcommittees

Option C3: Unified agency with modal operating units

1

Stronger coordinating agency

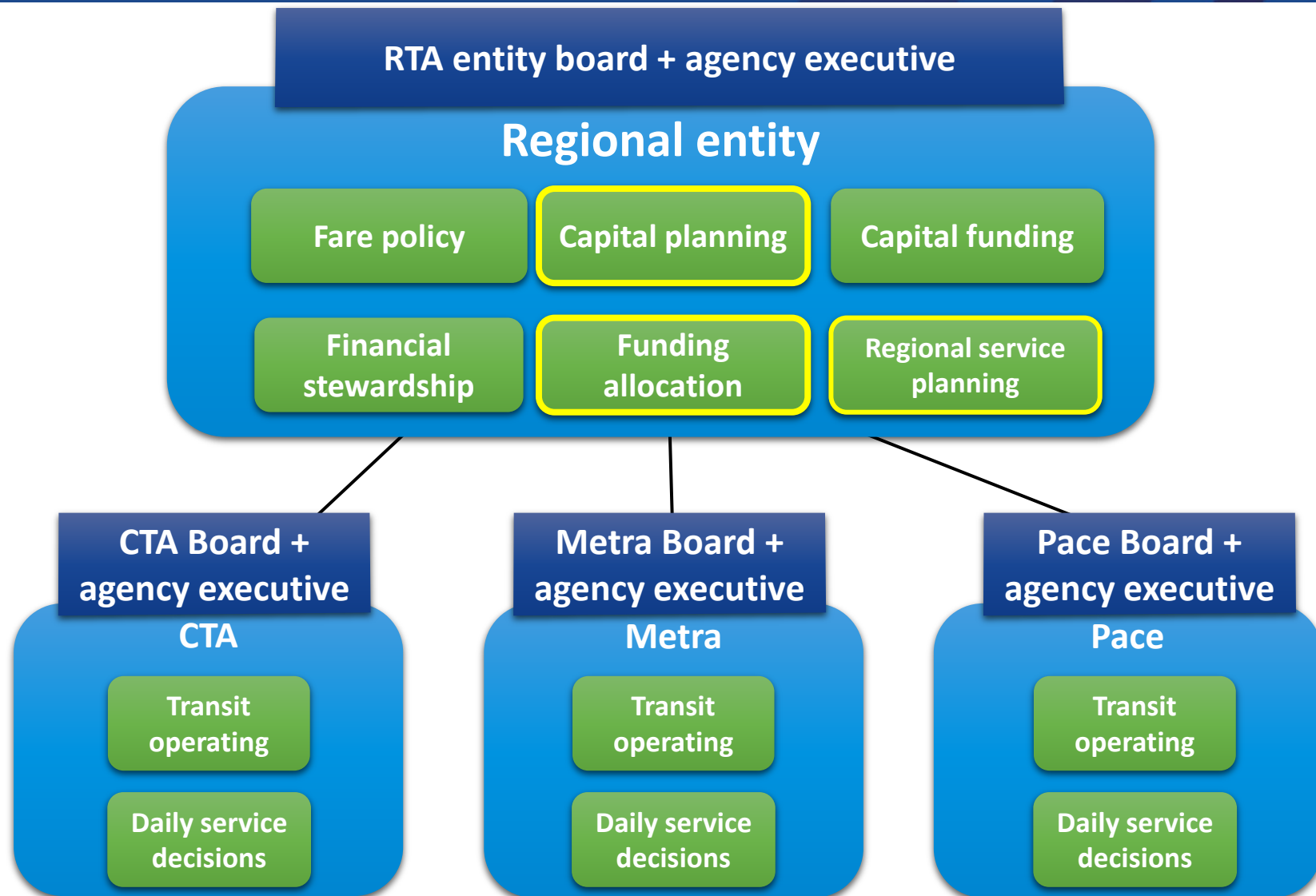
- Each agency is responsible for its own:
- HR & admin
 - Selection of agency executive
 - Pension
 - Procurement
 - Communications
 - Budgeting
 - Labor negotiations (where applicable)



2 Regional network manager

Each agency is responsible for its own:

- HR & admin
- Selection of agency executive
- Pension
- Procurement
- Communications
- Budgeting
- Labor negotiations (where applicable)



3 Integrated agency with committees

RTA entity board + agency executive

Regional entity

Regional transit functions:

- Fare policy
- Financial stewardship
- Capital planning
- Capital funding
- Service planning
- Strategic planning

Regional corporate functions

- HR & admin
- Selection of agency executive
- Pensions
- Procurement
- Communications
- Labor negotiations

Service committee

Metra

Transit operations, daily service decisions

Service committee

CTA

Transit operations, daily service decisions

Service committee

Pace

Transit operations, daily service decisions

Service committee

Paratransit, On Demand

Transit operations, daily service decisions

4

Unified new entity

Regional board + agency executive

Regional entity

Regional transit functions

- Fare policy
- Financial stewardship
- Capital planning
- Capital funding
- Service planning
- Strategic planning

Regional corporate functions

- HR & admin
- Selection of agency executive
- Pensions
- Procurement
- Communications
- Labor negotiations

Bus

Transit operations, day-to-day service planning

Rail

Transit operations, day-to-day service planning

Paratransit, On Demand

Transit operations, day-to-day service planning

Next Steps:

Continue outreach: Focus Groups, Counties, COG/COM,MMC

Finalize Packages Improvement + Funding Packages

Narrow Governance options and continue developing

Board/MPO Policy Committee: September 13, October 11



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Thank you!

Visit cmap.is/PART for information and resources.

If you have any questions, please contact Laura
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