### 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.
“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

<table>
<thead>
<tr>
<th>Year</th>
<th>GHG Emissions Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>-9%</td>
</tr>
<tr>
<td>2019</td>
<td>-1% per year</td>
</tr>
</tbody>
</table>

Needs to be -5% per year.
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

<table>
<thead>
<tr>
<th>Topic</th>
<th>Key recommendations under consideration</th>
</tr>
</thead>
</table>
| Better buses                        | • Plan for and fund bus priority infrastructure  
|                                    | • Invest in new staff capacity at DOTs    
|                                    | • Implement automated enforcement         |
| Universal system accessibility      | • 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            | • Adjust service in response to new travel patterns  
|                                    | • Support bus electrification efforts     |
| Safety, security, and cleanliness   | • 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

<table>
<thead>
<tr>
<th>Key recommendations under consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fare integration and affordability</strong></td>
</tr>
<tr>
<td>• Stand up an effective structure, funding source, timeline, and goals for full fare integration (e.g., unified payment methods, consistent fares, seamless transfers)</td>
</tr>
<tr>
<td>• Integrate with complementary modes (e.g., Divvy, South Shore Line)</td>
</tr>
<tr>
<td>• Ensure that fare revenues continue to support transit operations</td>
</tr>
<tr>
<td>• Maintain fare affordability (e.g., fare subsidies, fare capping)</td>
</tr>
<tr>
<td><strong>Regional rail</strong></td>
</tr>
<tr>
<td>• Identify policy principles that can support evolution toward &quot;regional rail&quot; (e.g., frequency, impact on rail transit service gaps, freight interactions)</td>
</tr>
<tr>
<td>• Identify and fund targeted investments (e.g., infrastructure, rolling stock)</td>
</tr>
<tr>
<td><strong>Transit-supportive land use and development</strong></td>
</tr>
<tr>
<td>• Leverage public assets and investments (e.g., incentives, transit-oriented development (TOD))</td>
</tr>
<tr>
<td>• Support private sector shifts that make it easier for transit to succeed</td>
</tr>
<tr>
<td>• Develop policies and incentives to support wider use of TOD</td>
</tr>
</tbody>
</table>
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
**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
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
Proposed investment packages
Three levels of investment

<table>
<thead>
<tr>
<th>Packages</th>
<th>Minimum viable</th>
<th>Meaningful investment</th>
<th>Transformational change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Addresses “the gap”</td>
<td>Addresses “the gap” and makes significant system improvements</td>
<td>Addresses “the gap” and makes additional system improvements</td>
</tr>
<tr>
<td></td>
<td>Operating: $500M</td>
<td>Operating: $1B</td>
<td>Operating: $1.5B</td>
</tr>
</tbody>
</table>

Strategies that do not require net new resources
Package: ~$1.5B in new public funds + ~$200M in savings/fares

Transformational investment

**How to pay for it**  

<table>
<thead>
<tr>
<th>Baseline actions</th>
<th>Dollars in millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased state support for paratransit</td>
<td>$220</td>
</tr>
<tr>
<td>Fully fund existing state reduced fare mandates</td>
<td>$85</td>
</tr>
<tr>
<td>Remove state service fee on RTA sales tax</td>
<td>$30</td>
</tr>
<tr>
<td>System contributions: contain cost growth and increase fares</td>
<td>$200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Durable sources</th>
<th>$540</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand sales tax base, lower state rate – broad selection of services</td>
<td>$315</td>
</tr>
<tr>
<td>New sales tax state match flowing through existing formulas (broad)</td>
<td>$95</td>
</tr>
<tr>
<td>Expand commercial parking tax in transit-rich areas</td>
<td>$65</td>
</tr>
<tr>
<td>In-region vehicle registration surcharge (+$10/car)</td>
<td>$65</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Diminishing or stopgap sources</th>
<th>$645</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise RTA sales tax in region by 0.25% (including base expansion)</td>
<td>$545</td>
</tr>
<tr>
<td>Raise tolls on existing Tollway facilities (excluding trucks)</td>
<td>~$100</td>
</tr>
</tbody>
</table>

*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
Meaningful change

How to pay for it

<table>
<thead>
<tr>
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<tr>
<td>Increased state support for paratransit (cover half of annual costs)</td>
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<tr>
<td>Fully fund existing state reduced fare mandates</td>
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<tr>
<td>Remove state service fee on RTA sales tax</td>
<td>$30</td>
</tr>
<tr>
<td>System contributions: contain cost growth and increase fares</td>
<td>$200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$425</strong></td>
</tr>
</tbody>
</table>

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<tr>
<td>New sales tax state match flowing through existing formulas (broad)</td>
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<tr>
<td>Increased support for paratransit (cover second half of annual costs)</td>
<td>$110</td>
</tr>
<tr>
<td>Expand commercial parking tax in transit-rich areas</td>
<td>$65</td>
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<tr>
<td>In-region vehicle registration surcharge (+$10/car)</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$650</strong></td>
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<table>
<thead>
<tr>
<th>Diminishing or stopgap sources</th>
<th>Dollars in millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-region MFT surcharge (+5c/gallon)</td>
<td>$135</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$135</strong></td>
</tr>
</tbody>
</table>

* 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

<table>
<thead>
<tr>
<th>Option</th>
<th>Dollars in millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>MFT surcharge (+5c/gallon)</td>
<td>$135</td>
</tr>
<tr>
<td>MFT surcharge (+10c/gallon)</td>
<td>$270</td>
</tr>
<tr>
<td>Flex IDOT federal funds to transit capital (low)</td>
<td>$100</td>
</tr>
<tr>
<td>Flex IDOT federal funds to transit capital (high)</td>
<td>$150</td>
</tr>
<tr>
<td>Raise tolls on existing Tollway facilities 30% (+ trucks)</td>
<td>$450</td>
</tr>
<tr>
<td>Raise tolls on existing Tollway facilities 30% (- trucks)</td>
<td>$180</td>
</tr>
</tbody>
</table>

### Med-/long-term capital options

<table>
<thead>
<tr>
<th>Option</th>
<th>Dollars in millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road Usage Charge – MFT replacement</td>
<td>varies</td>
</tr>
<tr>
<td>Road Usage Charge – congestion pricing</td>
<td>varies</td>
</tr>
<tr>
<td>Toll IDOT freeways</td>
<td>varies</td>
</tr>
<tr>
<td>Introduce CBD cordon (NYC model/$12)</td>
<td>up to $765</td>
</tr>
<tr>
<td>Introduce CBD cordon (London model/$24)</td>
<td>up to $1,300</td>
</tr>
<tr>
<td>Financialize future carbon policies</td>
<td>varies</td>
</tr>
</tbody>
</table>
How to implement it
Need for governance reform?

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

We are here
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

<table>
<thead>
<tr>
<th>Service planning</th>
<th>Independent operators</th>
<th>Regional entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service operating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fare policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital construction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
Each agency is responsible for its own:
- HR & admin
- Selection of agency executive
- Pension
- Procurement
- Communications
- Budgeting
- Labor negotiations (where applicable)
Each agency is responsible for its own:
- HR & admin
- Selection of agency executive
- Pension
- Procurement
- Communications
- Budgeting
- Labor negotiations (where applicable)

RTA entity board + agency executive

Regional entity
- Fare policy
- Capital planning
- Capital funding
- Financial stewardship
- Funding allocation
- Regional service planning

CTA Board + agency executive
- CTA
  - Transit operating
  - Daily service decisions

Metra Board + agency executive
- Metra
  - Transit operating
  - Daily service decisions

Pace Board + agency executive
- Pace
  - Transit operating
  - Daily service decisions
### 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
- CTA: Transit operations, daily service decisions
- Pace: Transit operations, daily service decisions
- Paratransit, On Demand: Transit operations, daily service decisions
Unified new entity

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
Thank you!

Visit cmap.is/PART for information and resources.

If you have any questions, please contact Laura Wilkison at lwilkison@cmap.illinois.gov.