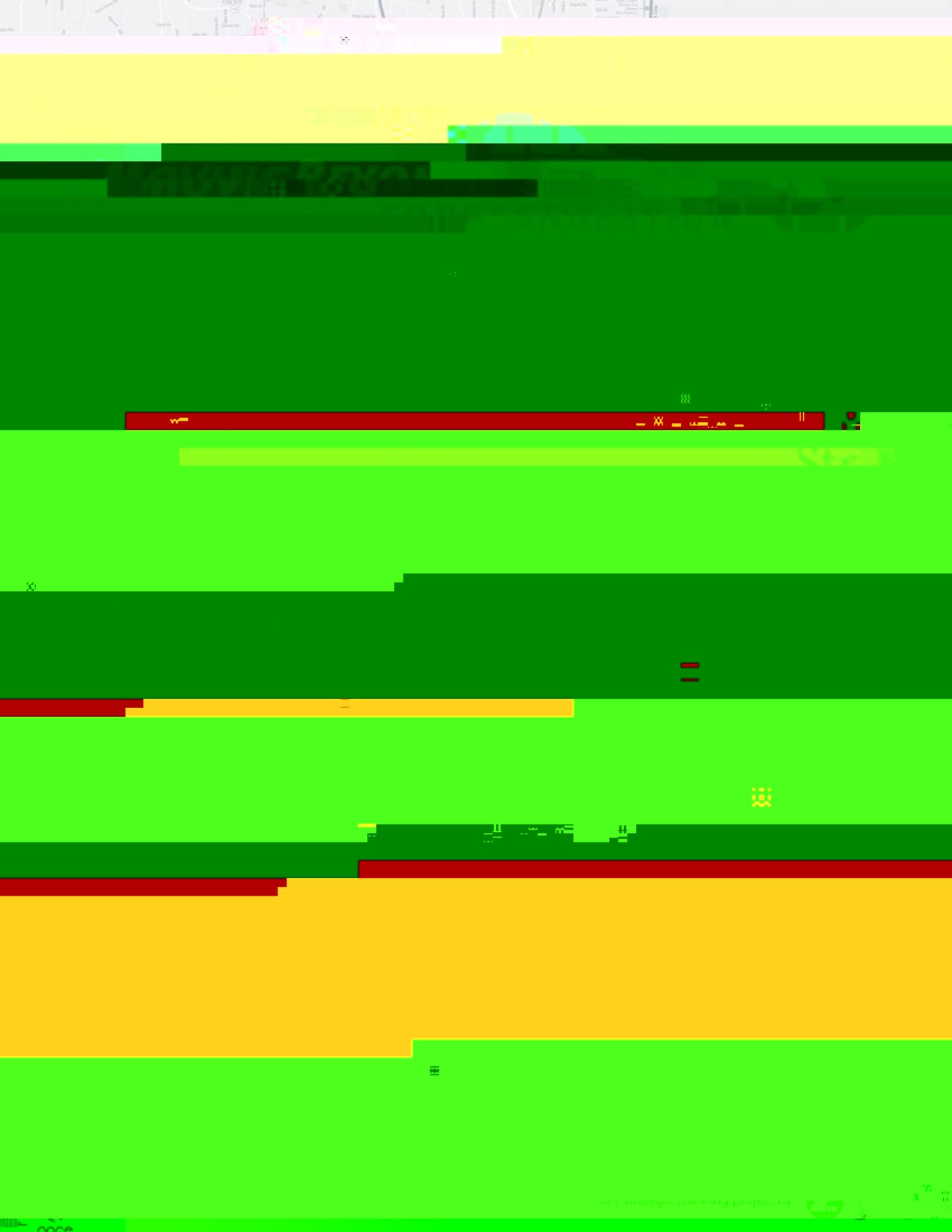

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- 6.3 High Growth Area Maps
- 6.4 Pace Service Enhancement Projects 2007-2011

EXECUTIVE SUMMARY

Investing in Transit Strengthens Our Economy and Our Quality of Life

Public transit is essential for our region's economy, our ability to compete in a global economy, our quality of life, our environment and to address congestion and maintain mobility throughout the region. Public transportation provides an important link between employers and their staff. It reduces pollution and reduces the use of oil. It cuts travel times and reduces traffic congestion. For people who do not drive or own a car, transit is a lifeline, enabling people to get around safely, conveniently and affordably. Are we prepared to make the needed investments to create jobs, reduce traffic, cut pollution and significantly improve our quality of life?

That's the question facing Illinois today as the CTA, Metra and Pace work to meet rising costs on an aging system that provides two million rides every day. The Regional Transportation Authority helps these three public transit agencies plan together, balance their budgets, raise revenues and coordinate activities. This comprehensive strategic plan contains a five-year proposal that clearly describes the investment in transit that we must make in order to remain a strong and growing region.

The Challenge:

keep our trains and buses running on time, and address the growing demand for transit.

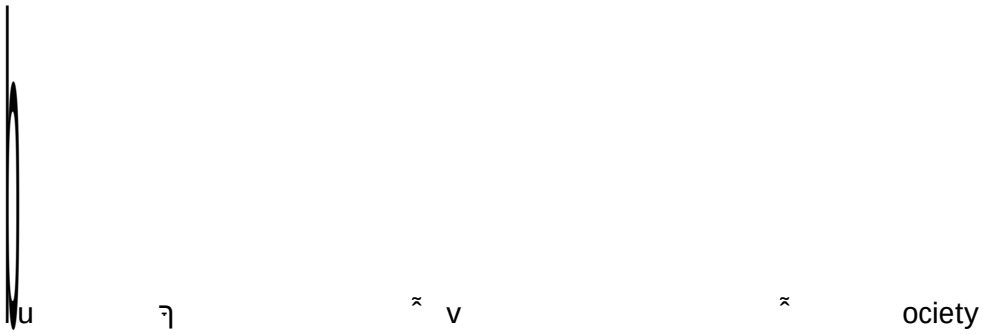
§ The region must invest $10 billion in the next five years to get the entire system into good working ~ r

rep

1.0 INTRODUCTION

Public transportation is an investment in serving the public — residents, businesses and communities in our region. Chicago's regional public transit network, the second largest in the nation, represents a $27 billion investment that generates an estimated $12 billion in annual economic benefits and 120,000 jobs, creating prosperity for everyone in the region. Our transit system fueled the renaissance of downtown Chicago and enables suburban residents to leave their cars at home and utilize transit for their daily commute.

Through improved mobility, safety, economic opportunity and environmental quality, public transportation benefits every segment of American society — individuals, families, businesses, industries and communities.



this vision, the Chicago area must overcome the threat to our economic vitality and quality of life represented by traffic congestion. The Chicago region is the second most congested area in the nation, according to the Texas Transportation Institute, and the costs of that congestion are enormous.

Service reductions would hit existing riders hard, and would force a large number of transit riders to use automobiles. Those shifts, in a congested metropolitan area such as Chicago, result in very substantial increases in direct user costs (higher driving and parking costs), vehicle emissions, highway accidents, and roadway congestion. Impacts on roadway congestion would be dramatic — based on Texas Transportation Institute's estimates of highway congestion cost reductions associated with public transportation in the Chicago metropolitan region, a prorated increase in those costs (on the basis of lost transit ridership) would result in an $11.8 billion increase in co

- The City of Chicago Central Area Plan, DuPage County Area Transit Plan 2020, Kane County 2030 Transportation Plan, Lake County 2020 Transportation Priority Plan, McHenry County Transit Plan, and Will County 2020 Transportation Framework Plan
- Other local organizations, such as the Metropolitan

VISION

A world-class public transportation system that is convenient, affordable, reliable and safe, and is the keystone of the region's growing business opportunities, thriving job market, clean air and livable communities.

GOALS

1. PrS ˜ n

Moving Beyond Congestion
Core Commitments

MAINTAIN
- Assure reliability
- Improve energy efficiency and provide cleaner burning engines and alternative fuel vehicles
- Maintain access to jobs, recreation, shopping
- Provide affordable commuting
- Provide benefits for all, such as less roadway congestion, better air quality, livable communities, and a competitive regional economy

ENHANCE
- Better commuting options
- Service enhancements
- Seamless transit services

EXPAND
- Reduced congestion
- New and expanded service to city and suburb markets, including the collar counties
- Reverse commute, suburb-to-suburb, cross-town travel options
- Minimized commuter/freight conflicts
- More express and weekend service
- Increased capacity in congested corridors
- Increased use of private funds, promoting sound investment of local tax dollars

and RTA developed high-level order-of

After further consideration by the Service Boards and RTA, and based on the public input received to date, the general parameters of the ***Moving Beyond Congestion*** program and a list of potential projects were publicized through distribution of the ***Moving Beyond Congestion Draft Vision and Strategy***, released November 9, and via the established website. Thirteen community meetings were held throughout the region in December 2006 to brief the public on the proposed 2007 budget and the ***Moving Beyond Congestion*** program.

Development of Funding and Financing Approaches

Component projects associated with the program were further defined by the Service Boards and RTA, including additional policies, programs and bold ideas that would support improved regional public transit, and RTA set out to develop funding and financing approaches that could potentially make the ***Moving Beyond Congestion*** scenario a reality. Focusing on system preservation, enhancement and expansion, a short-range 5-year program and long-range 30-year program were devised. The projects had to be defined at a level of detail sufficient to support future legislative and financial strategies,

Public Input into the Strategic Planning Process

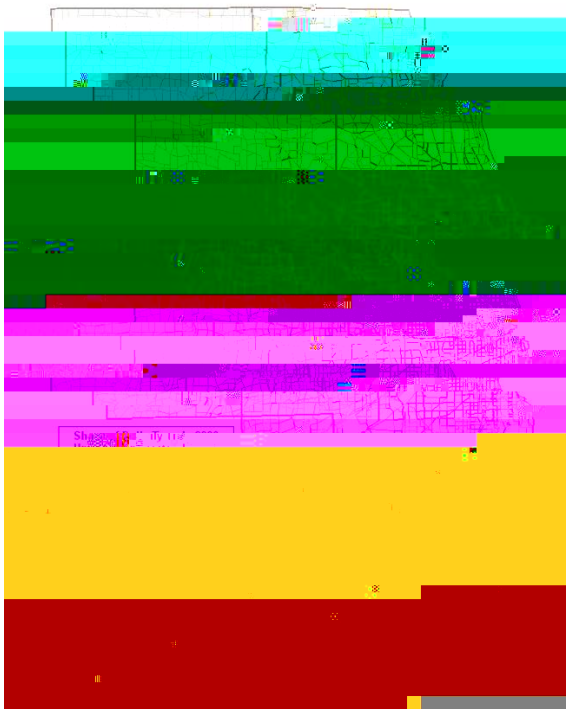
A goal of the strategic planning process has been to achieve unprecedented public outreach and dialogue. The RTA and its Service Boards have engaged in conversations and presentations throughout the six-county region with varied constituencies. With almost 400 Partners for Transit, including municipalities, counties, labor organizations, chambers of commerce, civic organizations, service providers, educational institutions and many others, the debate about the future of transit has begun in earnest.

The first months of the public outreach program involved numerous presentations by RTA leadership on the status of the ***Moving Beyond Congestion*** project and created opportunities for ongoing input. RTA Board Chairman Jim Reilly, Executive Director Stephen E. Schlickman, and RTA senior

Chapter 3 presents the recommended capital investment plan and the strategies that together constitute the core ***Moving Beyond Congestion*** program. It discusses how the plan addresses the primary issues facing the Chicago region, the strategic vision and goals, and the comments received from the public during the planning process. It also details the 5- and 30-year capital improvement programs, and lays out additional strategies for making Northeastern Illinois the home of a world-class transit system.

Chapter 4 provides an overview of the investment required to fund the Moving Beyond Congestion program. It also examines public transit funding strategies that exist both nationally and internationally, comparing RTA sys

Figure 1: Roadway Congestion 2000 and 2030



commute periods. This has been especially true at the CTA where non-peak periods have accounted for most of the growth in ridership. In the past 10 years, over 85% of CTA's ridership growth has occurred outside of the weekday peaks. On CTA buses, all of the ridership gains have occurred outside the peak. Off-peak ridership on CTA rail has grown three times as rapidly as it has during the peak. Metra and Pace have also experienced higher growth rates during non-traditional time periods, such as the reverse peak and on weekends.

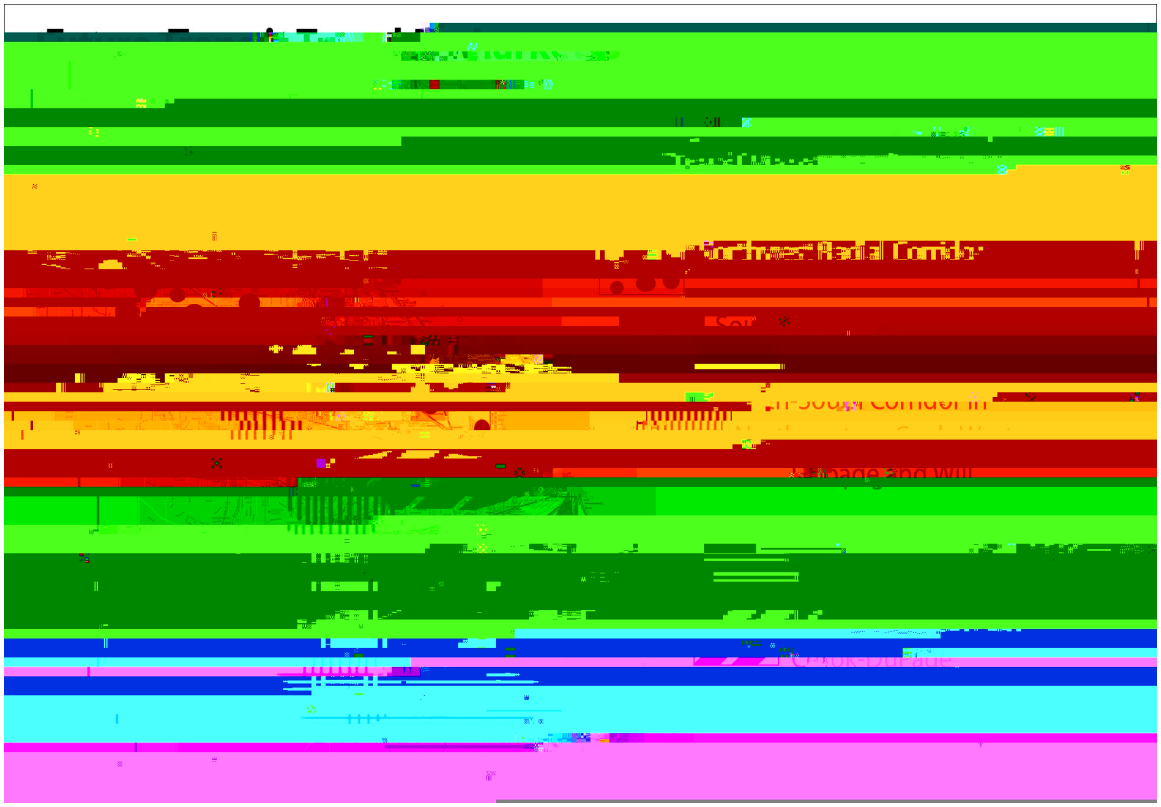
These trends may reflect the growth of service sector employment, which less closely adheres to traditional commuting times, the resurgence of downtown Chicago as a regional recreation and entertainment destination that is increasingly

2000-2030 Projected Travel Market Change

CATS travel model was used to analyze the growth in trip making from 2000 to 2030 the region. Population and employment growth in the region, sprawl, and geographic show continued growth in core transit markets (the Central Area, satellite , City of Chicago and adjacent suburbs), and large growth in suburb-to-suburb moves and reverse commutes that require a family of services (fixed route, express, a-ride, paratransit, vanpool, and other flexible services) to meet growing demand.

fficient growth (28%) between 2000 and 2030 is projected for total daily person trips weekday person trips. Owepp

Figure 2: High Growth Travel Markets



As noted above, transit is very dependent upon development pat

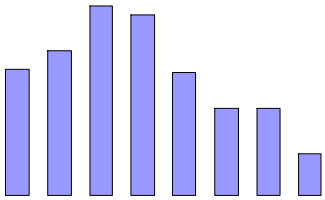
because the RTA has insufficient revenue to service the debt for any new bond offering. The 2007 capital program will be at its lowest level since 1998 — less than 50% of the amount programmed in 2004.

As Table 1 shows, the amount of capital funds transferred to cover operating expenses has increased to over $102 million in 2006 and, absent new funding, the need to transfer capital funds to operating continues in 2007. In 2008, the Service Boards will not be able to continue this transfer of capital funds to operating due to the adverse impacts on their capital renewal projects.

Table 1: Capital Funds Used for Operating Expenses

Capital Money used for Operating (000s)				
	2003	**2004**	**2005**	**2006**
Total	$26,655	$26,858	$59,964	$102,773

Figure 3: 2002-2011 Capital Program



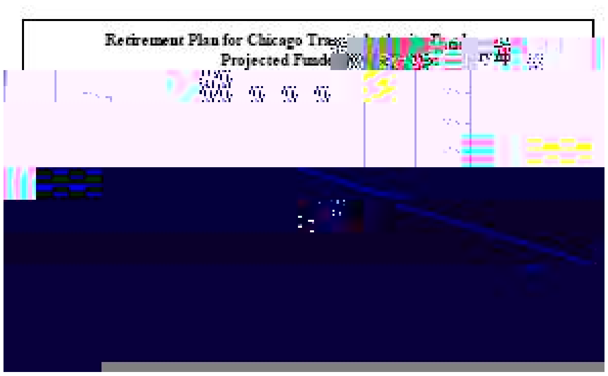
- § Station/bus passenger facility rehabilitations
- § Archer and Forest Glen bus garage replacement
- § West Shops replacement
- § Substation equipment replacement
- § Red (North Main Line), Brown, Blue (Jefferson Park to O'Hare), Green (south) Line signal upgrades
- § Structural rehabilitation (North Main Line)
- § Rail and tie replacement

Metra:

- § Diesel electric locomotives re-manufacturing
- § Purchase of 160 Highliner cars for Metra Electric District (MED)
- § New MED Yard to service and support the new Highliner cars
- § Rebuild MED Weldon Yard
- § New MED Substations
- § Rebuild Rock Island District 47th Street Yard
- § Rebuild Union Pacific California Avenue Yard
- § Rock Island third track for Southwest Service

faster rate than the national CCI, with a 60% increase between 1995

§ **Pace saM s**



of funding to meet these needs is a real and immediate threat to current transit service. If more funding is not provided, the region will be faced with shrinking the system or letting it deteriorate. Current operating funds are insufficient to continue present service th

hcontinnr

3.0 MOVING BEYOND CONGESTION

Mo

Bus

Track	
Rai	

Replace/Upgrade Power Distribution & Signals	$106.2 million
Traction Power	$316.0 million
Signals	$596.0 million

the agency. The capital needs for Metra for support facilities and equipment include the replacement of the A2 California Avenue M19A (Union Pacific Railroad) and 47th Street (Rock Island District) yards and shops; a new Peotone Yard (MED); the rebuilding of Weldon Yards (MED); Joliet Yard (Rock Island District) improvements; other yard, shop, crew facility, fueling facility, and HVAC improvements; as well as the replacement of computer and office equipment.

Pace owns 11 bus garages and one administrative headquarters, and operates out of two municipal garages. Pace's capital needs for support facilities & equipment include the replacement of systemwide fare collection equu ᵘ ˥ ˜ g

Pace	
Farebox System Replacement	$23.0 million

Rehabilitate & Upgrade Stations	$98.4 million
Parking Expansion & Rehabiliation	$32.6 million

3.2 INVEST TO ENHANCE

The Invest to Enhance component of ***Moving Beyond Congestion*** comprises capital and operating improvements to make the current transit system more reliable, responsive to user needs, and better prepared to serve existing and new transit markets.

The total capital needed in the region to enhance the transit system over the next 5 years is $1.1 billion. These projects are not included in the current funded program. The breakdown of this capital requirement by operator is as follows:

Operator	Capital Need
CTA	$328.9 million
Metra	$405.6 million
Pace	$348.4 million

Rolling Stock

CTA
CTA

growth on these routes since 2002 has only increased the need for additional capacity. One major initiative to address crowding is the Brown Line Capacity Expansion Project, which will result in a capacity increase of one-third as station platforms are extended to accommodate eight-car trains instead of six-car trains. In the immediate future, the project will require the closing ๅ ˜ aM

not well served by transit. Since many of these suburban activity and job centers — such as the Northwest Corridor, the I-88 Corridor, the Lake-Cook Road Corridor, and the emerging north-south corridor between I-294 and I-355 — draw trips from around the region, these types of flexible services are needed as part of the full family of transit services that address suburban mobility needs.

Potential Implementation

CTA, Metra, and Pace will have to subject these proposed enhancements to their own service standards and service planning process in order to make specific, cost-effective proa ᵘ Ա Ն Ա ֊

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Since demand is not as concentrated on these services, the cost per trip may be significantly higher than with traditional commutes if the same vehicles are used. However this is a growing market and a range of creative solutions, including rail and bus, should be explored.

It is difficult for transit to compete with the automobile for these trips, given the perception of the "seamless" nature of the automobile trip, and ample free parking at reverse commute desti

13%, adding 345,000 residents,

obtained via web-enabled PDA or phone at www2.RTAmobile.com. Use of these new signal systems, bus signal priority, and real-time customer information systems must be expanded in the region to provide faster and more convenient transit service.

§ ***Employer Commute Incentives.*** As of January 1, 2005, federal law allows individuals to set aside up to $105 in pre-tax earnings each month to pay for transit costs through the RTA/CTA Transit Benefit Program. Pace offers support for employers in developing rideshare programs, employer rideshare coordinator training, promotional assistance and materials, coordination with other transl

checks to see if an existing vanpool is available; if not, the option exists to register and start a vanpool. The user can also reference a map to see where and when existing vanpools travel.

CTA and Pace, through the use of GPS and AVL technology, are able to predict the next arrival or departure time for a bus along a specific route. This is helpful for users familiar enough with the system to know what route and stop they want information on, and should reduce rider uncertainty as to if and when the next bus will arrive.

These services will continue to be implemented and enhanced throughout the 5-year program.

Coordinated Fares

Currently, integrated regional fare media are focused on serving regular riders. Although CTA fare media is used extensively on Pace, Metra's fare structure and fare collection system differ dramatically from that of CTA and Pace. Metra monthly pass holders have integrated fare options but nothing is currently available for occasional transit riders using Metra. CTA's January 2006 fare structure revisions eliminated paper transfers for cash-paying customers (including those from Pace) and the $1 ca

3.3 INVEST TO EXPAND

An initial set of federally authorized projects that expand the region's transit system are moving forward. These projects are beginning the required federal New Starts process in order to be eligible for federal funding. They are further described in the 30-Year Project List Appendix.

The total capital needed in the region to expand the transit system over the next 5 years is $4.7 billion. The breakdown of this capital requirement by operator is as follows:

Operator	Capital Need
CTA	$655.2 million
Metra	$4.0 billion
Pace	$70.0 million

CTA

Over the next 5 yea

Figure 6: CTA Proposed Projects

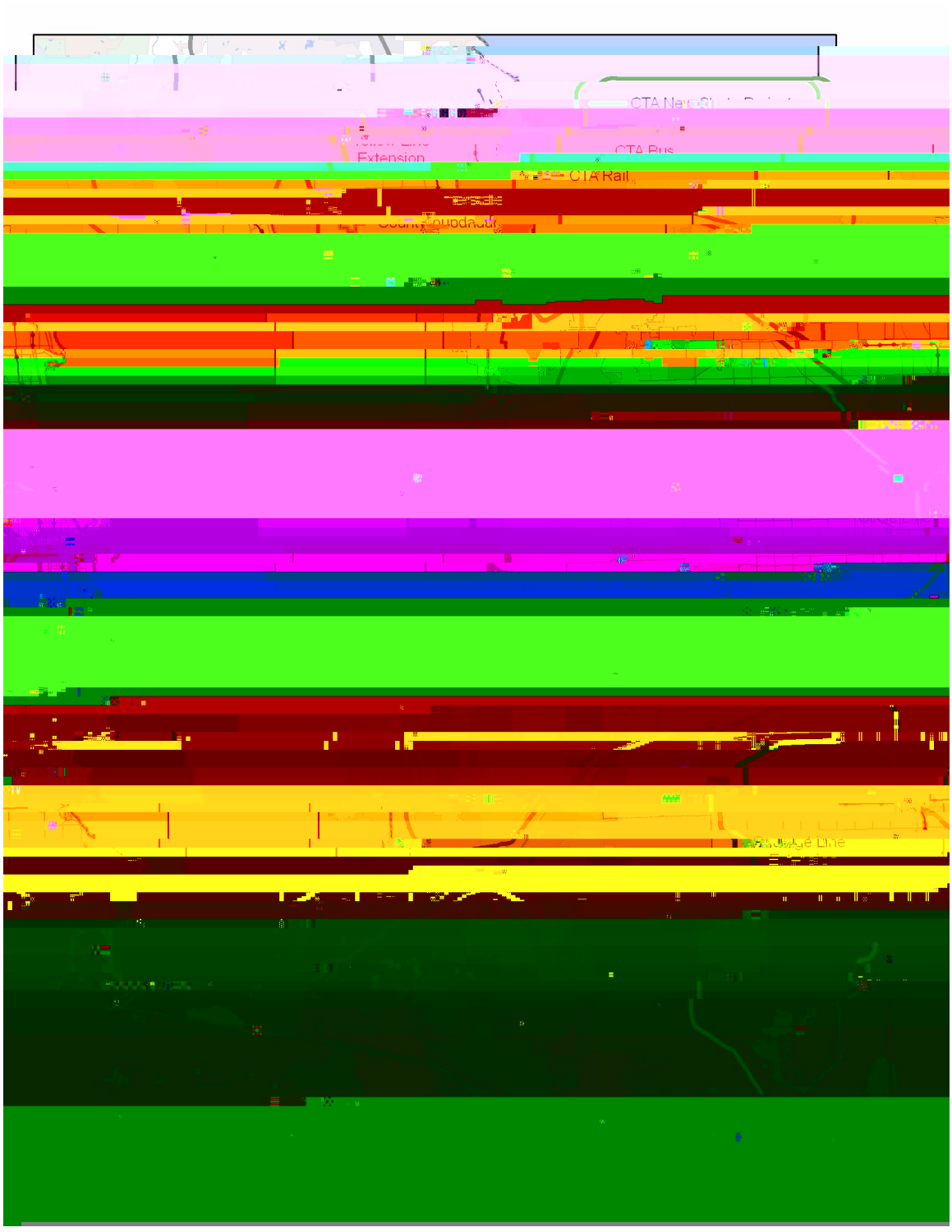


Figure 7: Metra Proposed Projects

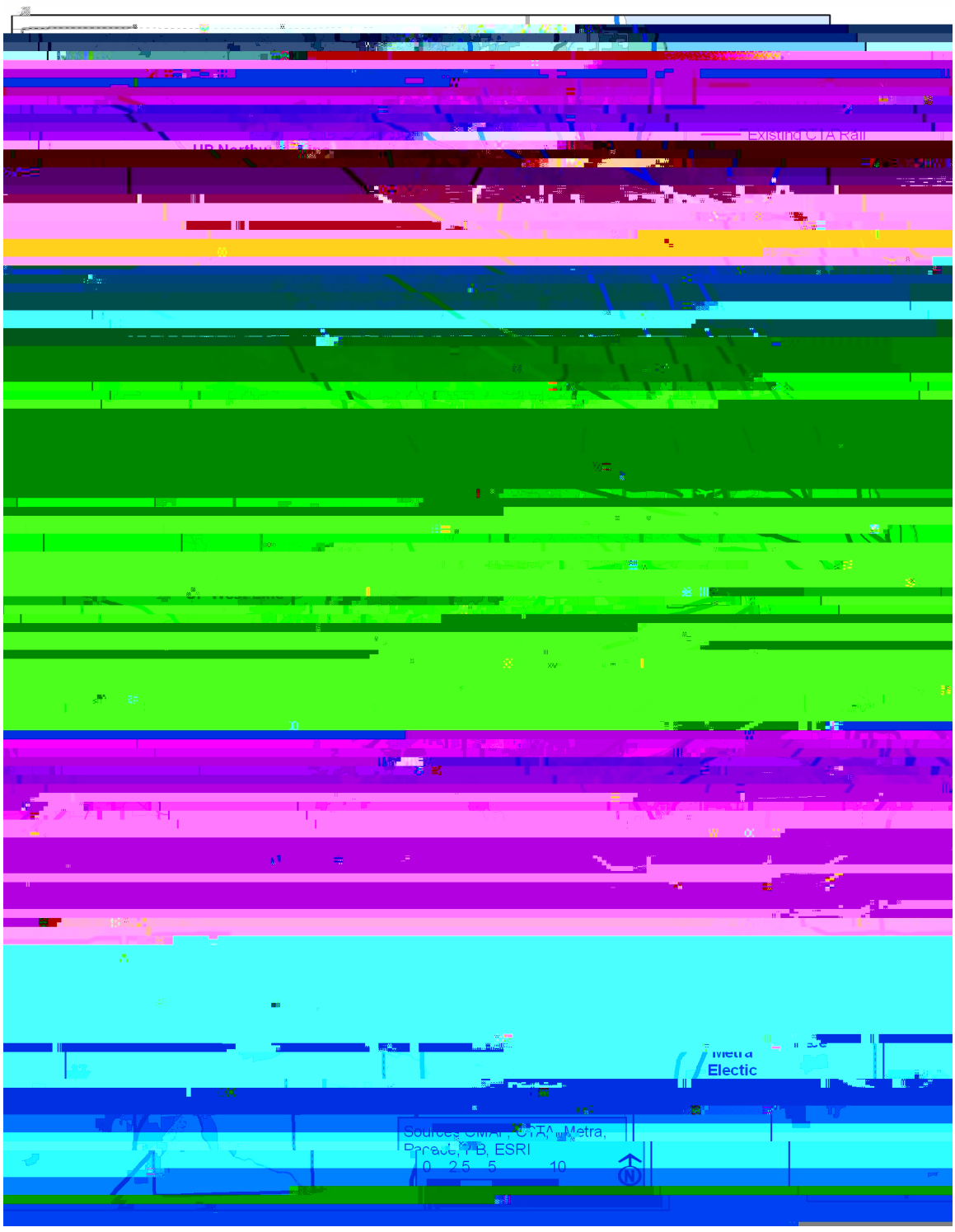
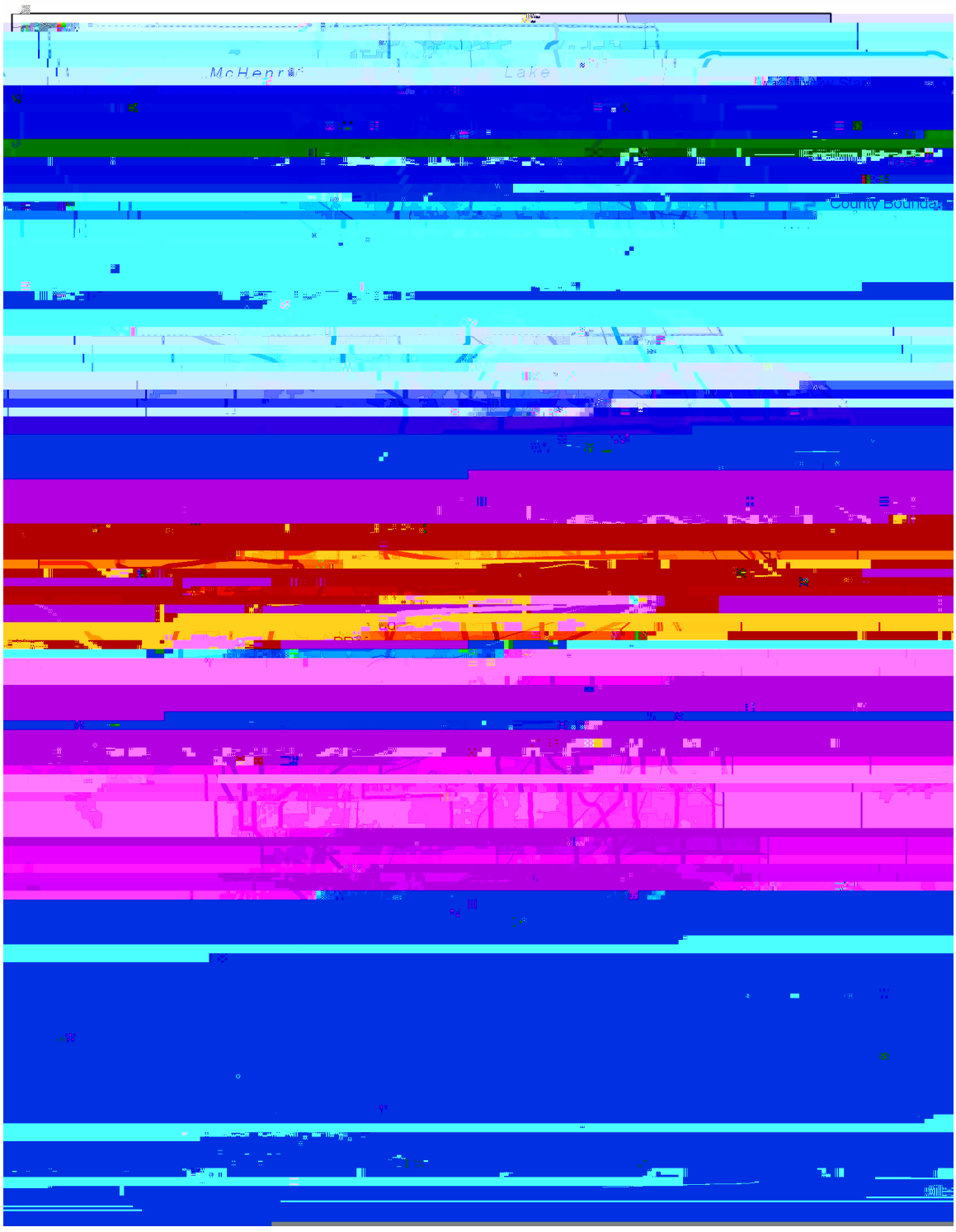


Figure 8: Pace Proposed Projects



RTA Proposed Evaluation Process

Ideas, demand and the need for t

3.4 ADDITIONAL STRATEGIES: NEW IDEAS AND INITIATIVES

Northeastern Illinois is

Findings and analysis will be used to develop and evaluate transit proposals for future consideration. This information will shape the proposed Project Evaluation Process described below.

charging a higher toll during peak hours. Neither of these plans are examples of variable congestion pricing, which is the most effective form. In a variable pricing scheme, fees for a road vary in real time based on demand for that road. This ensures free-flowing traffic at all times while maximizing the utility of a given facility.

Some regions have gone as far as implementing variable pricing on their facilities. SR-91 in Orange County, California, charges tolls that vary by time of day for use of an express lane. The facility is fully automated and thus does not require vehicles to slow down at all in order to collect the toll. High occupancy vehicles (HOVs) may use the lane at a discounted rate. I-15 in San Diego County also has a fully automated toll lane and varies the charge by time of day. The I-15 facility was created wit t Pi

Sea

have joined to form an executive group and appointed staff to a working group. Together we will establish the overall implementation schedule.

Modal Integration

Northeastern Illinois has an extensive network of park-and-ride facilities that are an important element of modal integration. The RTA can develop and expand on this system. CTA has moved forward in

expansions. The price of parking is an impediment to shuttle service, at many locations it is cheaper to park all day than it is to do a round trip daily on the bus.

Suburb-to-Suburb Services

Northeastern Illinois recognized early on that changing land use patterns necessitates suburb-to-suburb transit. However, the RTA can still learn from other cities in expanding its service using innovative methods. In line with TOD objectives, parking should be also planned to maximize mixed-use development near train stations.

Alternative Modes

Pace is proposing a full family of services across our region including fixed route services, alternative modes such as flexible routes/route deviation, and ride sharing or demand-responsive service. Given the dispersed nature of suburban homes and jobs, a flexible route system may be more cost-effective and better serve potential riders.

Suburb-to-Suburb & Cross-town Transit

Metra is planning a Suburban Access Transit Route, or STAR line, between Joliet and O'Hare. This initiative concept recognizes that a hub-and-spoke system is not sufficient for all transit needs. Pace's PARTNER Program details the full complement of services that includes taxis and vanpools, dial-a-ride and flexible routes, larger line-haul fixed-route options, express buses, arterial rapid transit, and bus rapid transit. CTA's cross-town Circle Line would provide additional opportunities for new and growing travel markets.

Efforts to bring rapid transit to the suburbs should be combined with plans to increase TOD around these stations and stops. By increasing connectivity between suburbs and encouraging development around suburban stations, RTA would further its goal of increasing transit choice. Metra should continue evolving toward more of a multi-market rail system, in addition to providing traditional Loop-bound commuter rail service.

Technology Applications for Transit

Transit agencies are concerned for the lives and well-being of its passengers, and safety initiatives are of prime importance. The RTA agencies are making efforts to use technology to improve safety and security.

Operational Safety

By using technology in preventive maintenance, tra

Estimated Arrival Time Technology

The CTA has begun a pilot program of a bus tracking system that uses a global positioning system (GPS) and automatic vehicle locator (AVL) technology to track the estimated arrival time of the next bus and relay this information to riders. This information will be available through the internet and internet-enabled hand-held devices. Similarly, Metra is progressing toward a program of Automated Platform Messages that will use the GPS train tracking system to provide audible announcements of train arrival information. Along the same lines, Metra awarded a contract to have real-time passenger information displays on trains showing train status and stops. Metra is also considering a program that would provide real-time alerts to passengers through e-mail, cell phones or other technology. Pace utilizes a real-time internet application known as WebWatch that enables ˜ d ˜ r L n

that can highlight our performance over time. We will develop key indicators that link performance for all agencies and establish an interagency “Best Practices” working group.

Improved Budget Process

This improved budget and financial plan process will provide a more comprehensive and transparent assessment of the RTA system’s exi

§ Planting green roofs and rainwater collection facilities at rail stations. Additionally, park-and-ride lots can be built or refurbished using permeable paving or other technologi

3.5 EXPECTED RESULTS OF THE *MOVING BEYOND CONGESTION* INVESTMENT PROGRAM

An analysis of the economic benefits of the Strategic Plan investment program examined two major sub-components: 1) the regional transportation benefits of capital improvements proposed by the

allowed for estimates of new transit ridership based on capital expenditures. This methodology has been employed elsewhere in similar analytic circumstances.[8]

For major New Starts investments (i.e., projects authorized and funded all or in part under SAFETEA-LU), a somewhat different approach was employed, which made use of former FTA cost-effectiveness

5) Reduced roadway congestion: Based on the marginal contribution to delay associated with each vehicle mile under congested conditions, the

Table 2: User, Safety, Congestion, Parking, and Emissions Benefits

BENEFIT STREAMS

I. DIRECT USER BENEFIT STREAMS

Total Out of Pocket Cost Savings for Transportation System Users		
	Present Value (2006)	**$3,976**
Total Consumer Surplus - Induced Riders		
	Present Value	**$2,947**
Total Consumer Surplus - Former Transit Users		
	Present Value	**$923**
TOTAL DIRECT USER BENEFITS FROM 5-YEAR CAPITAL PROGRAM (30 YR. NPV)		**$7,846**

II. SAFETY B

Operating Program

Using the same basic methodologies and assumptions as the capital program analysis, the economic costs (disbenefits) of a "current operating funding" scenario (i.e., no additional funds beyond the current baseline operating funding) were also estimated. These focused on the economic costs (disbenefits) of the very substantial operating shortfalls that are projected over the next 5 years and thereafter.

The basic assumption underlying this analysis is that operating budget shortfalls would be made up by service cuts, which are reflected in this analysis as reductions in vehicle miles of service for each of the Service Boards.

riders, it is not unreasonable to assume

4.0 FUNDING THE INVESTMENT

The following chapter provides an overview of the investment required to fund the Moving Beyond Congestion program described in earlier sections of the Strategic Plan. The first two sections describe the RTA's current funding resources and the magnitude of the need associated with the Moving Beyond Congestion program. This chapter then goes on to detail how public transit is typically funded in both the United States and internationally.

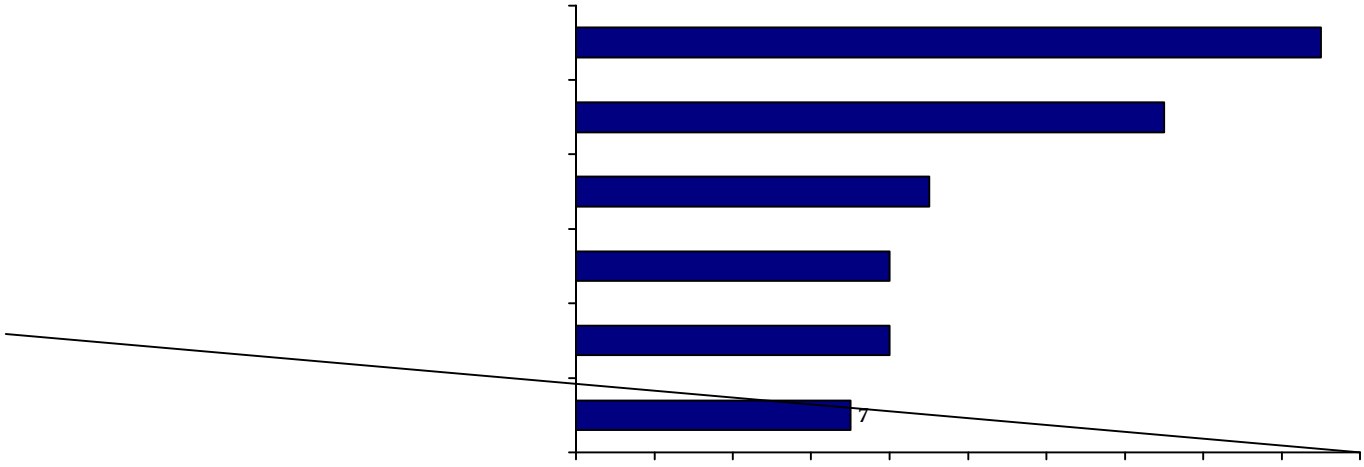
expansion is limited. This deterioration has a spiraling effect and will be even m

§ **Large Urban Cities (5307)** funds are distribu
area formula. For areas with populations of
based on a combination of bus revenue vehicle
guideway revenue vehicle miles, and fixed
population and population density. Large urb
used for transit capital purposes and to cover ce

§ **Transportation for Elderly Persons and Pe**
funds are distributed to the states to provide
agencies that provide transportation services

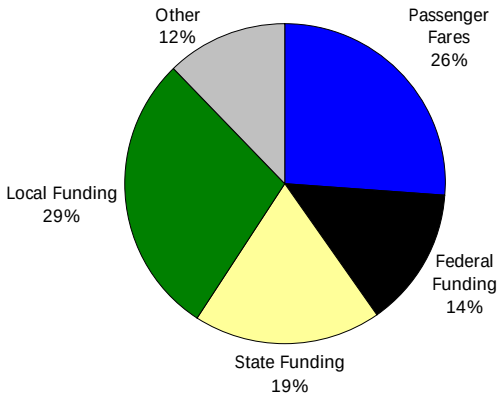
The following graphic provides an overview of the most common state and local funding sources used by U.S. transit agencies.

Most Common State/Local Funding Sources (# of States)



collects fare revenue and makes payments to the contractors per the negotiated agreements. Hong Kong's railway system was built and is operated by two companies; the Mass Transit Railway Corporation (MTRC) and the Kowloon-Canton Railway Corporation. Seoul has created a Special Purpose Corporation to manage the fare collection prol ㄱ u ˜ wo

COMPARISON OF RTA SYSTEM F



Combined Operating and Capital Funding Peer Comparison

Funding Source	RTA	MTA ï N.Y.	MTA ï L.A.	NJT ï N. Jersey

gallon. A portion of the federal gas tax revenue goes to mass transportation and, thus, to RTA.

5. **Increase in Sales Tax on Motor Fuel** ï A dedicated motor fuel sales tax would require an additional sales tax on only the total revenue on motor fuel sales. Currently, the collection mechanisms are in place for all motor fuel distributors throughout Illinois, since the State and certain counties already require a tax on all goods. However, there is no separate sales tax on just motor fuel gross receipts.

Property Tax

6. **Applied to Commercial and Residential Property** ï In Illinois, commercial property taxes are imposed on real property based on the estimated value of the land and any permanent improvements (e.g., structures). Total property tax is made up of a number of rates that can include portions for the county, cities, local schools, and various types of other public services. A dedicated RTA property tax could be introduced with the creation of a special taxing district that might consist of the six collar counties or a subset of that area. Alternatively, the counties of the region could allocate a percentage of their property tax revenues to the RTA system.
7. **Real Estate Transfer Tax** ï A real estate transfer tax is imposed upon a transfer of title to real estate. The State of Illinois charges $0.50 for each $500 of value or fraction thereof and Counties are given the option of imposing a tax of $0.25 per $500 of value. Home rule municipalities may also impose an additional real estate transfer tax. Notably, the City of Chicago charges $3.75 for each $500 of value or fraction thereof.
8. **Applied to Property Associated with Unpaid Public Parking** ï One type of property tax is a fee associated with land used for unpaid parking on commercial or retail property. The structure of this tax could be based on the assessed value of the land, the number of spaces available, or the square footage of the parking area. The tax is charged to the owner and the owner has the option of how to pass this tax through, when applicable, to retail or commercial tenants.

Income Tax

9. **Income Taxes** ï Income taxes are levied on the incomes of individuals, corporations or other legal entities. In addition to state income taxes, cities or counties have the authority to impose an income tax on their residents. In the State of Illinois, the personal income tax rate is 3%, and the corporate income tax rate is 7.3% (2.5% of which is the property replacement tax). To generate funds for transit through income taxes, the RTA could adopt one of two methods: i) divert a portion of the current income tax revenues to fund transit related projects, or ii).levy an additional increase to income taxes at the local or regional level.

Business Taxes

Non-Illinois Funding Sources & Uses

Funding Source	Transit Agency	Use of Funds
Real Estate Transfer Tax	MTA, New York, NY	Receives a mortga

however, the cost to collect new revenues might outweigh or detract from the full potential of a revenue source. The associated administrative costs and implementation steps must also be considered, since some new revenue sources will have to be adopted by a variety of jurisdictions, preferably in a uniform way.

The table below provides an overview of the estimated yield of potential revenue sources, as well as an assessment of revenue stability and ease of implementation for each potential source.

Revenue Sources Comparison

	Annual Revenue Yield	Stability/ Sustainability	Ease of Collection/ Implementation
[redacted]			

	Annual Revenue Yield	Stability/ Sustainability	Ease of Collection/ Implementation

COST RECOVERY IMPLICATIONS

The RTA Act requires that the RTA

cash outlay for 2007–2011 to $2.5 bi

5.0 ACTION I

provides a framework for future plans and investments. The refinement

- Strategic vision and goals fulfil

CONCLUSION

Our history has been shaped by people with the vision to think big and the courage to realize that vision. That's how the Chicago area became the nation's transportation crossroads, a showcase of modern architecture, a manufacturing and financial colossus, and a center of innovation in industries as diverse as retailing, higher education, and health care. Today, public transportation stands at a critical juncture with a proud past that brought us the Loop elevated system, new train lines parallel to major highways, direct links to airports, and a suburban train and bus system that rivals any other in the country. The question is what does our future hold?

Will it become the model transit system for the new century, serving commuters in both directions with equal facility and finding new

6.0 APPENDICES

APPENDIX INDEX

SOURCES

trains, and it will require aggressive efforts to change these attitudes and reach a new user population.

Transit-dependent populations, including those who

Public Meeting Schedule (December 2006)

Region	Location	Date of Briefing	Time	RTA Board & Staff
Will County	Joliet Historical Museum	Monday, December 4th	6:00pm-7:30pm	Fred Norris Leanne Redden Diane Palmer Sidney Weseman John DeLaurentiis

Examples:

INVEST TO ENHANCE

Enhancements to current service include capital and operating improvements that will make the current transit system more efficient and responsive to user needs, and better serve existing and new transit markets. These enhancements to current service are outlined below. . P Qet

Seamless Transit Services

- § Customer-oriented trip planning
- § Coordinated schedules
- § Better links via improved pedestrian intermodal connections
- § Fully integrated transit hubs
- § Integrated fare technology

Examples

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§ **Metra Suburban Transit Access Route (STAR) Line**: Proposed STAR Lin

§ **Metra North Central Line Improvements:** Proposed service improvements in

West Central Municipal Conference

- **Blue Line Extension:** Extension of CTA Blue Line service to DuPage County as part of I-290 corridor improvements.
- **Inner Circumferential Rail Line:** South from O'Hare to Midway

Will County:

- **High-Speed Rail:** Proposed connection between Chicago and St. Louis with a potential stop at the proposed

Pace developed Vision 2020 as a way to involve communities in defining community mobility. The following service enhancements reflect that blueprint and represent service enhancements that this region could expect from the ***Moving Beyond Congestion*** program.

MCHENRY COUNTY

Service improvements and expansion are based on the McHenry Count Et ๅ

- Increased Saturday service
- New Sunday service
- Frequency increases
- New arterial route on Route 59
- New arterial route from Oswego Commons to Yorktown via Ogden
- Feeder route improvements
- Community transit centers
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- § Expansion of service hours and days of operation including weekend service in areas underserved and to implement services in areas where we have no dial-a-ride services.
- § Encouraging inter-community services promoting the breaf areas

- Lake Forest Connection – Provides service between Union Pacific Lake Forest Metra Station and Milwaukee North Lake Forest Metra Station. Service is provided along Deerpath Road, Highways 41/60 and 43 in Lake Forest.
- Additional off-peak service at North Division service area consisting of later evening and limited Sunday service.
- Service improvements to fixed route network
- Community/locally based service expansion
- Community transit centers
- Service delivery modifications to adequately reflect market demand as resu

§ Expansion of service hours and days of operation including weekend

South Suburban

- § ADA Paratransit service
- § Restore Pace's Participation in the Dial-a-ride program to its former level
- § Expansion of service hours and days of operation including weekend service in areas underserved and to implement services in areas where we have no dial-a-ride services
- § Encouraging inter-community services promoting the breakdown of borders
- § Coordinating County-wide dispatch systems
- § Community transit centers
- § Vanpool Expansion
- § Subsidized taxi program
- § Service improvements to fixed route network
- § Community/locally based service expansion
- § Service delivery modifications to adequately reflect market demand as result of restructuring initiatives
- § Suburban Express Bus Network

ARTERIAL BUS RAPID TRANSIT (ART)

- § Implement four ART corridors by 2011. Each corridor will operate approximately 12 miles
- § Design and build ART Central Dispatch Center
- § Service will coordinate with Pace ART Express Bus System

ART Arterial Corridors:

Twelve regional arterial corridors have been identif

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- Connects regional connectivity through low density areas
- The regional connectivity network includes approximately 300 miles of service connecting the six-county region.

The following corridors are identified for the ART and ART Extension Express Systems:

- Harlem Avenue: Tinley Park to Glenview
- Golf Road: Evanston-Schaumburg-Elgin
- 159th Street: Joliet-Orland Park to Hammond, Indiana
- Halsted Street: 95th CTA to Chicago Heights
- Cermak Road: 54th CTA to Wheaton
- North Avenue: Oak Park to DuPage County
- Cicero Avenue: Midway CTA to Matteson
- Dempster Street: Evanston to O'Hare Airport
- Milwaukee Avenue: Jefferson Park CTA to Gurnee
- Touhy Avenue: Howard CTA to Elk Grove Village
- Mannheim/LaGrange Road: O'Hare Airport to Orland Park
- 95th Street: 95th CTA to Palos Park
- Route 59: Joliet to Lake County
- Randall Road: Aurora – Crystal Lake
- US Hwy 30: Lynwood to Joliet
- Roosevelt Road: Kane County – Forest Park
- IL Hwy 83
- Naperville – Oak

Express Sugar Grove ï Lake Cook Road
Express Bus service between Sugar Grove and Lake Cook Road serving employment locations along the I-88 corridor such as Itasca, Schaumburg, Lake-Cook Corridor.

Express Skokie Swift ï Lake County
Expand service between Skokie Swift and Lake County Station and employ

sor

6. Ill 50(Cicero Ave) 211th to Midway CTA
7. US 12 (Rand Rd) US 45 (Des Plaines) to Wauconda
8. Ill58 (Golf Road) Evanston to Elgin
9. Ill 38 (Roosevelt Rd) Harlem Ave to Kane County (Geneva)
10. US 14 (Dempster Street) Evanston to Des Plaines – O'Hare
11. Ill 21 (Milwaukee Ave) Gurnee – Niles- Chicago
12. US 45 (Mannheim) O'Hare to Orland Park
13. J-Line – DuPage County
14. Ill 59 Plainfield to Barrington
15. Ill 64 (North Ave) Harlem Ave to St. Charles
16. Ill 83 Antioch to Calumet City
17. Ill 19 (Irving Park Rd) Harlem Ave to Elgin
18. Ill 68 (Dundee Rd) Waukegan Rd to Carpentersville
19. Randall Rd McHenry to Aurora
20. Ill 62 (Algonquin Rd) Ill 83 to Ill 31 (Algonquin)
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§ ADA Stop Upg

The future potential revenue stream is critical to the value the facility can create. The typical drivers of future revenues are allowable toll increases, future enhancements to capacity, technology-enabled throughput gains, and general economic growth. Potentially the most substantial impact on value relates to political considerations, which often lead to submarket toll rate pricing. As the table above shows, both Chicago and Virginia have opted for specific toll rate increases spelled out over the next ten years, while Indiana has only set a maximum increase until 2010. In the Indiana case, most of the expected increases in revenue come from tolls on trucks, which increase substantially over the next few years. Even these increases, however, are only set through h

- Constraints on standard maturity terms that may not optimize value.
- Risk-averse nature of bond investors results in “conservative” coverage ratios reducing leverage, market discounts on revenue growth and increasing margins.
- Longer term agreements provide the ability for the concession partner to use depreciation to shield income taxes otherwise not available to public-sector owners, which is not available to public owners.

Options exist, however, for private ot ˜ c- hu Ł

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HEAVY RAIL TRANSIT AND URBAN BUS SYSTEM PEERS

Chicago Transit Authority (CTA), Chicago, IL
Advertising Contracts
Concessions
Investment income
Required contributions from the City of Chicago and County of Cook
RTA Sales tax
Public Transportation Fund (from state)

Massachusetts Bay Transportation Authority (MBTA), Boston, MA
Advertising Contracts
Concessions

Suburban Bus System

Pace Bus, Chicago, IL
Sales tax from RTA
Interest Revenue from Investments and Leasing
Paratransit funding from RTA
RTA discretionary funding

Bi-State Development Agency (BSDA), St. Louis, MO
Sales tax

Alameda-Contra Costa Transit District (AC Transit), Oakland, CA
Sales Tax
Property tax
Interest Income

Metra Commuter Rail, Chicago, IL
Lease revenue
Advertising revenue
RTA sales tax

Long Island Rail Road (LIRR), New York, NY
[redacted]sportation Agency (MTA), New York, NY
[redacted]enue
[redacted]ecording tax
[redacted]nal sales tax
[redacted]rban tax subsidies
Revenue bonds

es

RTA CAPITAL TOTAL NEEDS 2007-2011 (BILLIONS, $)

	CTA	METRA	PACE	TOTAL
MAINTAIN*	6.3	3.7	0.3	**10.3**
ENHANCE	0.3	0.4	0.3	**1.1**
EXPAND	0.7	4.0	0.1	**4.7**

***The CTA Brown Line and Blue Line projects are included in the ñMaintainò category.**

CAPITAL ñASKò (BILLIONS, $)

a joint strategic planning project by

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Frank Kruesi, President

Metra
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