In 2007, the RTA worked with CTA, Pace, and Metra as well as other community stakeholders to develop a Regional Transportation Strategic Plan. This plan, published as *Moving Beyond Congestion*, expressed a clear long-term vision for transit in the Chicago region:

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.

This overall vision was illustrated by four specific goals.

**Goal 1: Provide Transportation Options**

**Goal 2: Ensure Financial Viability**

**Goal 3: Enhance Livability and Economic Vitality**

**Goal 4: Demonstrate Value**
**INTRODUCTION**

To establish a benchmark and create a means for measuring how well the region is performing, the Board of Directors of the Regional Transportation Authority (RTA) adopted these Strategic Performance Measures in January 2012.

These measures examine broad outcomes in the economy, environment, and the community to assess transit’s impact on the quality of life. Although these measures involve factors outside the direct control of the RTA and its Service Boards, they are useful for understanding and tracking the evolving relationship between transit and the region as a whole.

The Strategic Performance Measures are considered elements of the RTA’s Strategic Plan of 2007, *Moving Beyond Congestion* and represent continued work on updating our Strategic Plan and link to RTA’s Transit Priority Initiatives of 2011. These measures also align with Chicago Metropolitan Agency for Planning (CMAP) *Go To 2040: Comprehensive Regional Plan*.

As these measures are by definition strategic, they are intended to be updated only every five years. This time span is seen as appropriate for tracking general trends without being caught up in short-term disturbances. Several measures included in this list require special and extensive data collection as part of regional or national efforts and will be updated accordingly, possibly less frequently.

This report is the first presentation of the Strategic Performance Measures. While the report seeks to demonstrate long-term shifts in the transit environment in the Chicago region, several measures are reported herein for the first time and therefore can not, at this point, be placed in a historical context.

These measures as reported demonstrate strength in ridership (over 2 million trips per day and growing) and transit’s value to the vitality and livability of the region (congestion reduction, job access, savings to consumers and reduction of pollutants). Transit is an important part of people’s daily lives (38% of all households across the regions are frequent users) and an 83% satisfaction rating shows a favorable view towards transit service. However the ambitious goal established in the *Go To 2040 Regional Plan* of doubling transit ridership by 2040 will not be met at the current ridership growth rate. Other challenges include insufficient capital funding (only 5.2% of annual need is being met) and rapidly increasing costs to provide ADA paratransit service, which are likely to escalate as the population continues to age.

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<th>GOAL 1: Provide Transportation Options</th>
<th>MEASURES</th>
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<td>• Transit Trips per Resident</td>
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<td>• Passenger Miles Traveled per Resident</td>
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<tr>
<td>• Average Weekday Transit Trips</td>
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<td>• Annual ADA Trips</td>
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<td>• Annual ADA Registrants</td>
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<td>• Annual Demand Response and Vanpool Trips</td>
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<tr>
<td>• Percentage of Households That Use Transit Regularly</td>
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<td>• Work Trip Cost: Transit to Auto Ratio</td>
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<tr>
<th>GOAL 2: Ensure Financial Viability</th>
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<td>• Percentage of Total Operating Funding by Source</td>
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<th>GOAL 3: Enhance Livability and Economic Vitality</th>
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<td>• Annual Regional Hours of Delay per Auto Commuter</td>
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<td>• Average Work Travel Time</td>
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<tr>
<td>• Percent of Residents with Access to Transit</td>
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<td>• Percent of Jobs with Access to Transit</td>
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<td>• Percent of Jobs Accessible within 90 minutes to Residents</td>
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<td>• Weekend Transit Trips as Percent of Weekday Trips</td>
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<td>• Location Efficiency Factor</td>
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<td>• Emissions Avoidance Factor</td>
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<th>GOAL 4: Demonstrate Value</th>
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<td>• Customer Satisfaction with Transit in the Region</td>
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TREND 1:
The continued under-funding of transit’s capital needs will challenge the RTA system’s ability to sustain and promote ridership growth, particularly at the rate as aspired in our region’s long range plan—Go To 2040. The region desires transit to be a more viable option for more people and for more trip purposes.

The limitation of resources places pressure on transit to strike an optimal balance between investing in existing capital needs to prevent future decay & delay and investment that would support service provision and expansion.

Findings:
- Current and future projections for capital funding suggest that funding levels will not cover normal replacement and capital maintenance costs. Funding will not address the $18.5 billion in backlogged capital needs.
- Based on the 2011 Regional Customer Satisfaction survey, the key driver in customer satisfaction is the availability of transit throughout the region (having it available when and where you need it).
- Although regional transit ridership is growing, the current rate of growth (approximately 0.8% annually) would only grow ridership 25% by 2040. The region aspires to grow ridership 100% by 2040 (3.3% annually), as specified in Go To 2040.

TREND 2:
Transit is expected to play a key role in providing transportation options to an increasingly aging population.

The American’s with Disabilities Act of 1990 (ADA) requires the provision of accessible fixed route and ADA complementary paratransit service. As a large segment of the region’s population ages, accessible services will be in greater demand. With this market segment growth, it will be critical for transit to devise strategies that will improve the accessibility of the mainline system and will manage growing demand for ADA paratransit services.

Findings:
- Between 2007 and 2011 the region’s population above age of 65 grew 6.1% while the group between 60-64 years old grew 18.8%.
- Between 2007 and 2011, ADA paratransit demand grew by 6.8%.
- ADA ridership is projected to grow 7% to 8% annually over the next five years.
- Because ADA paratransit provides origin-to-destination service for eligible riders, ADA paratransit service is the most costly service in the RTA system on a per-ride basis.

TREND 3:
The region’s transit system provides broad benefits to both riders and non-riders at regional and state levels, yet transit funding and revenue sources remain relatively constrained.

Traditional funding sources such as federal funding and local sales tax have proven to be insufficient and do not correlate to the economic, congestion and environmental benefits of transit. A collaborative partnership among government agencies and stakeholders is essential to any effort to develop and implement innovative financing strategies.

Findings:
- The Chicago region is an economic driver of the state and accounts for over four-fifths of the state’s output.
- Twelve percent of the region relies on transit to arrive at their workplaces and 38% of households regularly use transit at least once a week.
- The Texas Transportation Institute estimates that without transit, the region’s time lost to delay in traffic congestion would increase by one-third from nearly 9 working days a year to 12 working days a year.
- Between 2006 and 2010, the amount of money flexed for transit in Illinois has dropped from $36 million to $9 million. The Illinois share of flexed funds nationwide also dropped more than three-quarters, suggesting that, relative to other states, Illinois has fallen behind in its commitment to transit.
- Go To 2040 sees improving the financing of transit as crucial to achieving the full benefits of transit and urges all levels of government to develop innovative financing to support a world-class transportation system.
Goal 1: Provide Transportation Options

Providing transportation options was the first goal of RTA’s Strategic Plan. This includes providing public transportation choices that reliably and cost-effectively link to jobs, reducing peak period automobile use and the attendant congestion, and facilitating the use of transit for non-work purposes.

The associated performance measures consider transit ridership for traditional weekday and weekend travel as well as ADA paratransit, demand-responsive and vanpool services. This section also examines household use of transit and the economics of transit vs. automobile use.

The RTA region has a population of over 8 million, and produces 2 million transit trips on an average weekday. The average weekday number of trips increased 4.2% between 2006 and 2011. There was an accompanying 4.0% increase in the number of annual transit trips per resident, increasing from 74 trips per year in 2006 to 77 trips per year in 2011.

Miles traveled per resident on transit also increased 4.0% over this analysis period, raising to 484 miles traveled per resident in 2011.

While this trip growth is a positive development, this rate of growth is too low to reach the ambitious targets of the CMAP Go To 2040 plan, which seeks a 100 percent increase in weekday transit trips by 2040.
Public transit is critical for providing mobility for people with disabilities. Federally mandated ADA paratransit services offer origin-to-destination travel for eligible people with disabilities within three quarters of a mile from the fixed route transit network. This report tracks the number of trips made on ADA paratransit as well as the number of residents eligible for making those trips.

Between 2007 and 2011 the number of ADA paratransit trips grew 6.8%. Furthermore it appears that the demand for ADA paratransit trips is likely to increase even faster. Between 2007 and 2011, the number of people registered as eligible for ADA paratransit service increased 15.6% to 48,073 registrants.

ADA ridership is expected to grow 7% to 8% annually over the next five years.

Service is provided only to individuals found eligible by the RTA Paratransit Certification Program. Additionally, RTA provides travel training to ADA registrants to enable use of fixed-route services. Maximizing the use of the fixed-route system, by making it fully and more easily accessible, will be constrained by insufficient capital funding to meet the system’s State of Good Repair needs.

The RTA system also offers vanpool and demand responsive transit services to provide mobility options to connect people with their destinations. Vanpool programs are aimed at linking commuters to their workplaces while demand-responsive transit, such as Pace’s Call-and-Ride and Dial-a-Ride programs, offer all day coverage throughout a predefined area. Trips taken on these modes have remained steady at about three million per year.

---

**Annual ADA Paratransit Trips**

Total number of ADA-Eligible Paratransit trips taken per year.

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,624,000</td>
<td>3,417,000</td>
</tr>
</tbody>
</table>

Companions 615,000

Source: National Transit Database (Personal care attendants and companions included in trip count beginning in 2011)

**Annual ADA Registrants**

Total number of ADA registrants per year.

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>41,600</td>
<td>48,000</td>
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</table>

Source: RTA ADA Paratransit Certification Program

**Annual Demand Response and Vanpool Trips**

Total number of trips taken on non-ADA paratransit services and vanpool services.

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,003,000</td>
<td>3,026,000</td>
</tr>
</tbody>
</table>

Source: National Transit Database

*NTD and ADA data not available for these measures prior to 2007*
An important measure of serving the region is identifying the number of households that use transit regularly. The 2008 CMAP Travel Tracker Survey found that 38% of households in the region had at least one member who used transit at least once a week.

This finding shows that public transportation currently impacts a significant portion of the Chicago region’s families and attests to transit’s importance as a mobility option. It also shows that more than half of the region’s households are not regularly using transit and suggests that there is potential to increase transit familiarity.

This measure is not collected annually and will be updated only as part of CMAP’s regional travel surveying efforts. The latest available data reported here is from 2008.

Finally, the RTA is interested in providing a cost-effective travel alternative to driving. One strategic performance measure specifically tracks the ratio of transit out-of-pocket costs for a typical commuting trip to auto out-of-pocket costs for the same trip. The transit costs include a round trip fare and the auto costs include gas, maintenance, and tires (drawn from the AAA publication Your Driving Costs – 2011 Edition).

In 2011, the first year that this ratio was calculated, transit costs were 17% of auto costs. In other words, auto commuting costs were almost 6 times those of transit costs. This value demonstrates a substantial transit cost savings over driving and releases money that can be reinvested back into the local economy.
Go To 2040 also sees improving the financing of transit as crucial to achieving the full benefits of public transportation. The report “urges the federal government, the State of Illinois, transit agencies, and local governments to develop innovative financing to support a world class transportation system.”

In 2011 the RTA system had a total operating budget of $2.5 billion and a five-year capital program of $4.4 billion.

The Strategic Performance Measure Report tracks the relative contribution of the federal, state, and local governments in providing the operating subsidies for transit in the Chicago region.

**Goal 2:**
**Ensure Financial Viability**

RTA’s Strategic Plan elaborates on this second goal by specifying actions that illustrate success. These include ensuring the sustained financial viability of public transportation, maximizing beneficial returns, demonstrating measurable achievement in the provision of clean, attractive, affordable, safe, reliable and convenient public transportation services, and continually enhancing efficiencies.

The strategic performance measures related to financial viability examine the source of capital and operating subsidies, how this funding, as well as costs, have changed in relation to the consumer price index (CPI), and gauge the well being of our infrastructure.

The relative contribution of the federal, state, and local governments in providing the operating and capital subsidies for transit in the Chicago region has shifted somewhat over the five years of the current study period. Note that the allowable transfer of capital funds to operations is reflected in values shown in this report.

The federal and state shares of operating subsidies have increased slightly over the period. For capital subsidies the federal share declined. Capital subsidies are heavily weighted towards the federal government which supplies three-fifths of the total support.
To examine more specifically how the region is optimizing federal funding opportunities for transit, this report considers the amount of federal funds ‘flexed’ for transit. An innovative feature of federal transportation policy since the early 1990’s has been the ability by each state to choose to flexibly allocate federal transportation monies between highways and transit.

This report tracks the absolute value of funds flexed for transit in Illinois as well as that percentage of flexed funds nationwide by all states. Between 2006 and 2010, the amount of money flexed for transit in Illinois has dropped from $36 million to $9 million. The Illinois share of flexed funds nationwide also dropped more than 75%.

These findings suggest that Illinois is not taking full advantage of the funding flexibility offered by the federal government and is falling substantially behind its peers.

It is also useful to examine the changes in subsidies, revenue from fares and operating costs relative to the regional consumer price index (CPI). Between 2006 and 2011 operating costs increased at a rate less than the CPI, while operating funding grew faster than the CPI. Service reductions and a restructuring of pension benefits held down costs; the funding increase is largely the result of the 2008 sales tax initiative.

The regional average fare increased more slowly than the CPI over this period. With an increase in ridership and reduced capital funding in 2011, the capital funding per passenger declined significantly.
The RTA has been a leader in the national policy discussion on the critical nature of focusing on State of Good Repair infrastructure investment, including early development of capital asset management tools. Although MAP-21, the federal transportation authorization for 2012 – 2014, created a new State of Good Repair grant program, the law does not provide significant new levels of capital funding.

In 2011, only 5.2% of the region’s capital need was covered by capital funding. This level of funding is short of covering normal replacement and capital maintenance and does not touch the $18.5 billion capital backlog. Addressing this capital backlog is a critical challenge for the years ahead.

**Funding Needs**

Addressing the capital backlog is a critical challenge in the years ahead.

In 2011 capital funding was not sufficient to address annual replacement and maintenance costs.

2011 capital funding did not address a $18.5 billion capital backlog.
Goal 3: Enhance Livability and Economic Vitality

A robust transit system enhances the life of the region. Go To 2040 emphasizes these livability and economic vitality issues.

RTA’s Strategic Plan identifies strategic objectives tied to this goal including providing employers with access to a broader workforce, protecting the environment, and providing an alternative to private automobiles, particularly for groups for which automobility is not possible.

The strategic performance measures which track this goal emphasize the livability benefits that transit affords the region. Several of these measures explore how transit reduces congestion as well as the cost of travel in general.

Enhancing livability and economic vitality includes both reducing and providing an alternative to traffic congestion. Such congestion is an endemic factor of urban life but threatens to impede that vitality (too much congestion and people move their activities elsewhere).

Congestion’s primary impact on the economy is that it adds time to travel. This additional time can be thought of as a tax on free movement. Currently, in the region, during the most congested times, that tax rate is 24 percent. As a result, it is estimated that auto commuters in the region lose, on average, 71 hours a year (almost 9 working days) to congestion delay. The region’s expansive transit system helps to keep this loss in check. The Texas Transportation Institute estimates that without transit the time lost to delay would be a third larger, increasing to almost 12 lost working days.

Regional Auto Travel Time Index

The ratio of the travel time during the peak period to the time required to make the same trip at free flow speeds.

Cost of Congestion per Commuter with and without Transit

A yearly sum of all the per-trip delays for those persons who travel in the peak period, stated in terms of cost and hours per auto commuter.

Average One-Way Commute

The average one-way commute on all modes for workers in the six-county region, expressed in minutes.
Transit contributes to regional vitality by improving access between residential and employment locations. A strategic objective of RTA’s Strategic Plan is to broaden employer access to the regional labor market.

Several strategic measures consider the nexus between homes and jobs. Currently, 68% of residents of the six-county region have transit coverage at their home locations and 76% of the region’s jobs have transit coverage.

While transit coverage is a necessary condition of linking people to workplaces, it is not sufficient. The actual transit service must link those destinations within a reasonable amount of time. In 2010, the average share of regional jobs that could be accessed within a 90 minute commute on transit from anywhere in the region was 53%. This time envelope represents the outer bound of a reasonable commuting threshold while the average commuting travel time in the region is a much shorter 31 minutes.

### Data

#### Percentage of Residents with Access to Transit
- Residents Without Access: 32%
- Residents With Access: 68%

#### Percentage of Jobs with Access to Transit
- Jobs Without Access: 24%
- Jobs With Access: 76%

#### Percentage of Jobs Accessible Within 90 Minutes to Regional Residents by Transit
- Without 90 Minute Access: 47%
- With 90 Minute Access: 53%

*Source: CMAP, 2010*

*2011 data not available from the sources at time of reporting
Weekend travel provides a good proxy for understanding non-work travel. In the Chicago region in 2010, weekend travel accounts for almost half the transit trips of an equivalent two-day period during the week. This share is significant and also growing. Between 2006 and 2011, this ratio rose 4 percentage points. Currently, weekend travel is relatively robust and growing; however, there remains capacity that can be utilized.

After housing costs, transportation tends to be the next largest component of a household budget. Research has shown that transit service that can enable a household to forgo a car purchase results in substantial savings to consumers. The Center for Neighborhood Technology combines consideration of housing costs with local transportation costs in a Location Efficiency Factor. This measure identifies the share of the regional median income that is spent on housing and transportation.

In 2009, this Location Efficiency Factor was 52 percent, an almost 6 percent reduction from 2006. While the transit operators can not directly increase the amount of housing that is close to transit, they can partner with localities and other agencies to encourage such planning. The RTA actively promotes such transit-oriented development planning with municipalities in the region.

A major component to enhancing vitality and livability is preserving the natural environment. While transit consumes fuel and emits greenhouse gases, it does so at a much lower level per passenger mile than private automobiles. In 2012, RTA, CTA, Metra and Pace published the Chicago Regional Green Transit Plan which shows how the transit agencies plan to become more environmentally sustainable and help reduce regional greenhouse gas emissions.

Following a national methodology approved by the American Public Transit Association (APTA) for greenhouse gas emissions inventory and displacement analysis, RTA found that in 2008 transit displaced more than 6.7 million metric tons of carbon dioxide equivalent (CDE or CO$_2$Eq) emissions, while only emitting 1.2 million metric tons. This displacement ratio of 5.5 tons of CO$_2$Eq establishes a benchmark for future comparison. The RTA hopes to maintain or grow this emission displacement ratio through increased ridership, improved operational efficiencies, and higher density around improved stations and stops.
Goal 4: Demonstrate Value

The final goal of RTA’s Strategic Plan and the strategic performance measures is to demonstrate the value that transit adds to the region. The RTA’s Strategic Plan defines this to “create and sustain public understanding of the benefits of public transportation to individual health and well being, regional economic vitality and sustainability, and as a catalyst for new opportunities for users and nonusers alike.” The associated strategic performance measures emphasize transit’s reach in affecting our region.

After identifying the regional share of the state’s economic output, these measures track the percentage of workers that rely on transit to access their jobs, as well as auto trips and associated emissions that are not made due to the availability of transit. To establish a regional benchmark on how the RTA system is performing, a first region-wide customer satisfaction survey was conducted in 2011.

The Chicago region is the economic driver of the state and accounts for over four-fifths of Illinois’ economic output. Transit is crucial to keeping that economic vitality alive. Several of the congestion benefits of transit were noted earlier.

Thirty-one percent of people that work in the City of Chicago, the core of the region, rely on transit to access their jobs and 12 percent of all residents of the six county region rely on transit to arrive at their workplaces. These high numbers demonstrate the indispensability of transit to getting workers to work and consequently powering the state’s economy.

Ratio of Gross Regional Product to Gross State Product

Gross regional product as calculated by the Bureau of Economic Analysis for the Chicago metropolitan statistical area divided by the gross state domestic product.

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<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
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<tbody>
<tr>
<td>2006</td>
<td>83%</td>
</tr>
<tr>
<td>2010</td>
<td>82%</td>
</tr>
</tbody>
</table>

Source: State of Illinois Bureau of Economic Analysis (2011 data not available for reporting)

Transit Mode Share for Work Trips in the City and Region

The percentage of total work trips to the City of Chicago made by transit and the percentage of total work trips in the region made by transit.

<table>
<thead>
<tr>
<th>Location</th>
<th>Mode Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Location in City of Chicago</td>
<td>31%</td>
</tr>
<tr>
<td>Residential Location in RTA Region</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: Census Transportation Planning Package 2006-2008 (2011 data not available for reporting)
The use of transit helps to extend the value of the existing road infrastructure by reducing the daily demand on that infrastructure. By diverting trips, transit can help postpone or entirely avoid costly roadway expansions. Many such expansions within the core of the region are cost and environmentally prohibitive given the high density of development that surrounds urban arterials and highways. Using travel survey data, it is estimated that in 2010, transit replaced almost 300 million automobile trips, trips that would have severely taxed the space-constrained road system.

In order to facilitate the use of transit, the RTA works to help local companies take advantage of federal programs to pay for transit with pre-tax dollars. Several private firms offer such transit benefits programs for companies; however, their cost structure limits the reach of these programs to only the largest companies. The RTA created its own transit benefit program to help smaller companies realize tax advantaged transit purchases for their employees. Between 2006 and 2011, the number of companies participating in this program grew 10% to 1,430 companies.

In 2011 the RTA and CTA, Pace, and Metra completed the first region-wide customer satisfaction survey to help understand the strengths and weaknesses of the service provided. The results of the first survey showed 83% of riders were satisfied or very satisfied with public transportation in the six-county region and 91% would recommend the service to others. The availability of transit throughout the region — having transit when and where you need it — is a key driver of this satisfaction.

According to a 2012 Customer Satisfaction Survey, 83% of riders stated they were satisfied or very satisfied with public transportation in the six-county region.