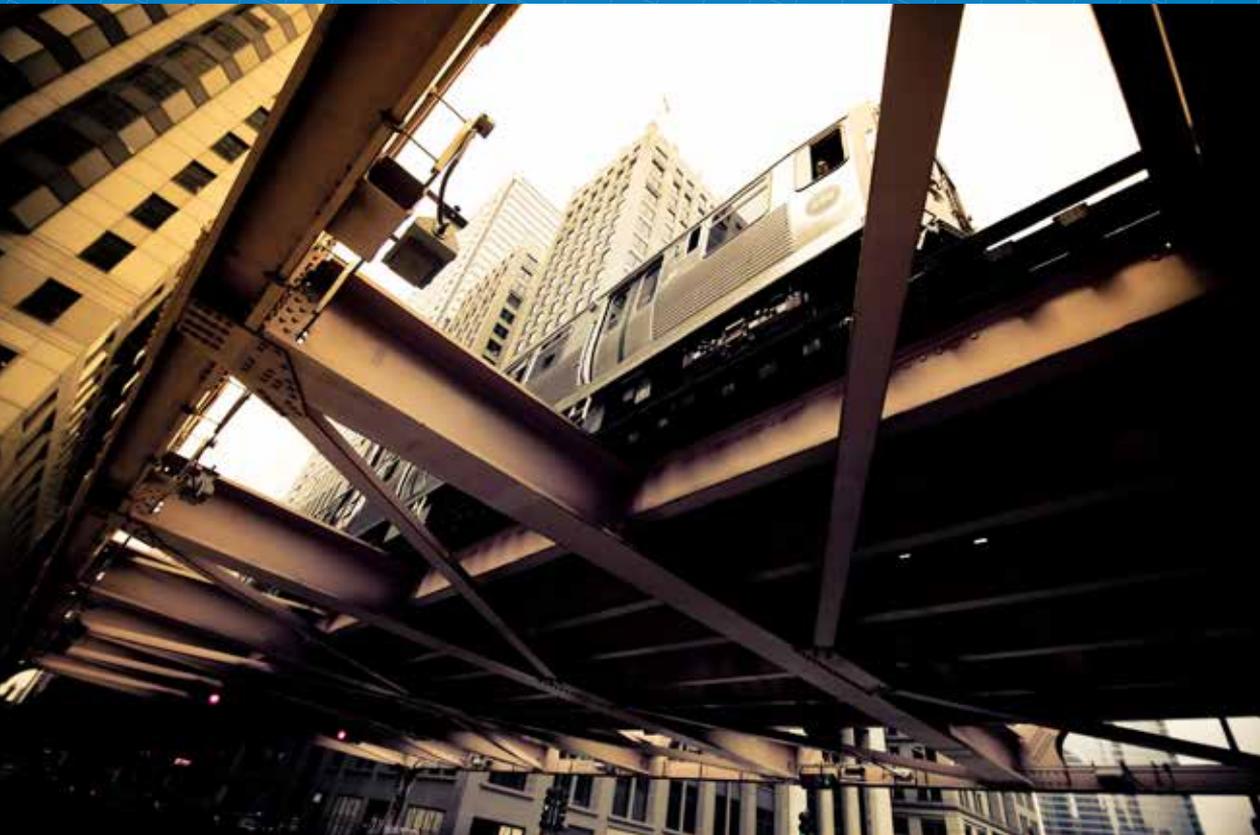




Capital Investment
Needs of the RTA Region

Bridge the Gap



Regional
Transportation
Authority

FEBRUARY 2017



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EXECUTIVE SUMMARY

Transit is the lifeblood of Chicago... but our investment is at risk.

Public transportation plays a critical role in the Chicago metropolitan region by promoting economic growth and opportunity, improving air quality, and reducing highway congestion. However, the region's investment in the transit systems themselves has not kept pace with the funding levels required to maintain the aging infrastructure in a State of Good Repair (SGR).

This document outlines the future level of capital investment needed in the RTA region and demonstrates the value of prior capital programs that have funded key, strategic capital projects. Addressing capital investment needs is essential to achieving the RTA region's strategic vision "to become a world-class regional public transportation system providing a foundation to the region's prosperity, livability, and vitality."

In a region plagued by ever-increasing roadway congestion, more than three out of five workers arrive in Chicago's central business district by transit. This share continues to grow and transit's ability to carry this growth is critical to the region's economic vitality. At the same time, severe funding constraints are forcing the region to continue to defer capital reinvestment projects. As this backlog of deferred investments continues to grow, so does the likelihood of slower operating speeds, delays, breakdowns, and rider frustration. A significant increase in funding is required to protect the region's century-long investment in transit and retain Chicago's position as one of the nation's leading metropolitan regions.

Key Findings:

- Transit carries a significant share of regional work trips and is critical to providing the linkages between workers and jobs essential to a vibrant economy. Public transportation also helps to reduce congestion on roadways, saving drivers time and taxpayers the cost of expensive roadway capacity expansions.
- The RTA system confronts a large gap between available capital funds and the growing list of deferred need. The Chicago region is not keeping up with its peer metropolitan regions in terms of level of investment in public transportation.
- A lack of sufficient investment will lead to reduced operating speeds and decreased service reliability. Declining reliability of the transit system will ultimately drive riders away.
- The goal of the RTA system is to achieve an asset condition with at least 80 percent of assets in a SGR within twenty years. To achieve this goal, the region requires an investment level of \$2-3 billion per year, an increase from the \$785 million average annual funding level.
- A new state capital program that can provide a predictable, sustainable level of funding is essential to the development of a long-term regional capital program.



The Regional Transportation Authority (RTA) performs oversight, funding, and regional planning in support of the three transit operators (known as Service Boards) that provide transit services in northeastern Illinois. The RTA was created in 1974.

WHY IS TRANSIT CRITICAL TO OUR REGION?

Healthy transit systems are directly associated with economic growth, higher employment levels, improved air quality, and reduced highway congestion. Good transit allows cities to increase the number of people and jobs that can cluster in a given geographic area. In the 21st century, for the first time in history, more people are living in cities than in rural areas. Urbanization is one of the driving forces of our world today.¹

1.1 Transit Promotes Economic Growth

The Chicago region is critical to the economic health of the State of Illinois and transit is a critical input to economic growth and productivity. The Chicago metropolitan region, including its reach into Wisconsin and Indiana, represents economic output equivalent to 80% of the output of the State of Illinois.² The region's public transportation network helps drive the economy by connecting people to jobs and employers. The RTA system provides two-million passenger trips per day. In addition, over 16,000 local workers are employed by transit agencies.

1.2 Transit Reduces Congestion and Saves Money

Public transportation also saves taxpayers money by helping to reduce valuable time spent on congested roadways. A 2015 report on urban mobility by the Texas A&M Transportation Institute stated that Chicago has five of the 20 most congested stretches of U.S. roads, including I-90 and east and westbound I-94. Nearly 3.5 million people drive to work in the Chicago region and those who drive experience 61 hours of delay annually. These delays cost just under \$1,500 per driver, well above the nationwide average of \$960 per commuter.³ Without the services operated by CTA, Metra, and

¹ The Chicago Council on Global Affairs. The Power and Limitations of Global Cities https://www.chicagoforum.org/videos/2016?utm_source=homepage&utm_medium=web&utm_campaign=forum

² U.S. Bureau of Economic Analysis.

³ Schrank, David. Urban Mobility Scorecard. Texas A&M Transportation Institute and INRIX. Aug. 2015.



Pace, that congestion would be even worse. Helping to reduce traffic congestion is a major benefit of public transportation for cities.

Almost 30 percent (28.2%) of Chicago workers rely on transit to commute to and from their jobs, and for those with jobs in the Chicago Loop, 62% commute by transit. For the larger metropolitan region, 12% rely on transit for work trips.⁴ Transit also provides access to activities beyond work, improving the quality of life for residents of the region. And for many households with no car available, or for disabled and elderly residents unable to drive, transit provides the primary link to jobs, healthcare, and education.

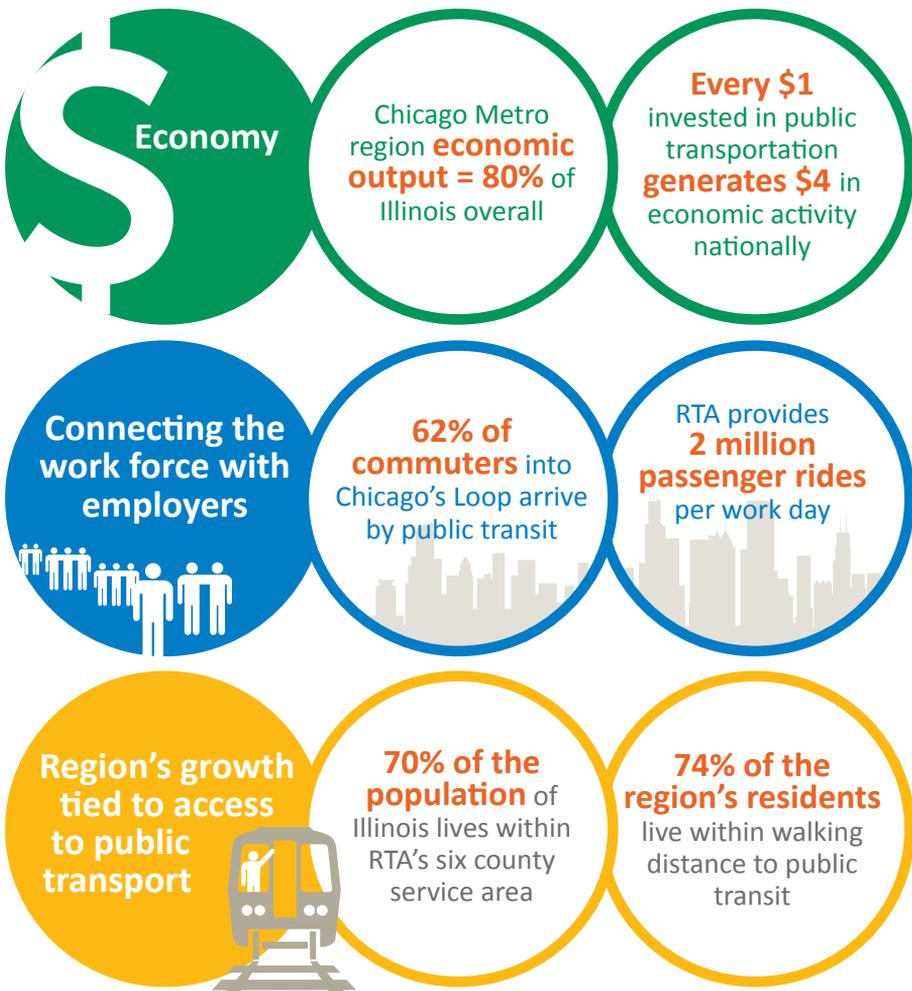
The RTA regional system is the third-largest in the country as measured by passenger trips, covers approximately 6,900 route miles, and provides more than two million rides each weekday. Assets owned and operated by the Service Boards (CTA, Metra, and Pace) include approximately 7,500 passenger vehicles, over 400 stations, and 70 maintenance facilities. Chicago Transit Authority (CTA) provides, via bus and rail, more than 80 percent of the public transit trips in the six-county Chicago metropolitan area either by direct service or service connecting to Metra and Pace. Metra commuter rail serves more than 100 communities with 241 stations on 11 lines running from downtown Chicago. Pace is the suburban bus and regional paratransit provider for the Chicago area. Pace serves riders with fixed bus routes, vanpools and Dial-a-Ride programs covering 3,500 square miles over six counties. Pace is also the ADA paratransit provider for the region, both for city and suburban service.

⁴ U.S. Census Bureau. American Community Survey. 2014.

In addition, transit use saves residents money. According to the American Public Transportation Association (APTA), a person who switches their daily commute by car to public transit can save \$11,340 annually in the Chicago region based on local gas and parking prices, as well as costs for insurance and auto depreciation.⁵

Exhibit 1-1 highlights the importance of public transportation for the Chicago region.

EXHIBIT 1-1. IMPACTS OF RTA PUBLIC TRANSPORTATION NETWORK



⁵ American Public Transportation Association (APTA). October Transit Savings Report. 2016.

Roughly 9.6 million people live in the Chicago urban area⁶, a population greater than all but two other U.S. urban regions.



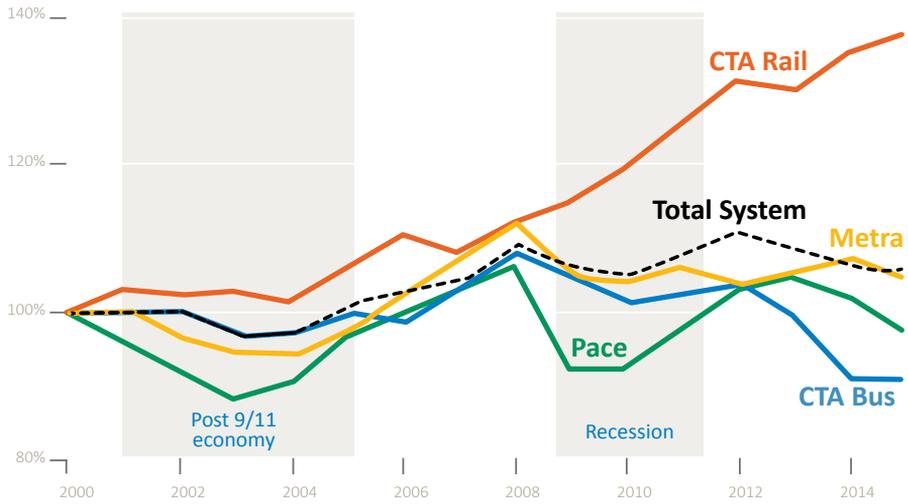
Highway congestion near Chicago's CBD and an 'L' train

1.3 National Transit Ridership is Growing

The twenty-first century has seen reliance on transit grow. National transit ridership, as reported by APTA, has grown by 14% since 2000. In New York City, the country's largest metropolitan region, NYC Transit ridership has been growing the fastest of any mature urban system in the country with growth of 42% since 2000. In Los Angeles, the second-largest metropolitan region in the country, transit ridership has grown 18% since 2000 as the city has expanded its rail system (which opened in 1990) and bus services in a region dominated by the automobile. For Chicago, the third-largest metropolitan area, total system-wide passenger trips have increased 6% since 2000. CTA rail ridership has grown significantly and is up almost 40% compared to 2000 (see Exhibit 1-2).

⁶ U.S. Census Bureau. Chicago Metropolitan Statistical Area (MSA). 2015.

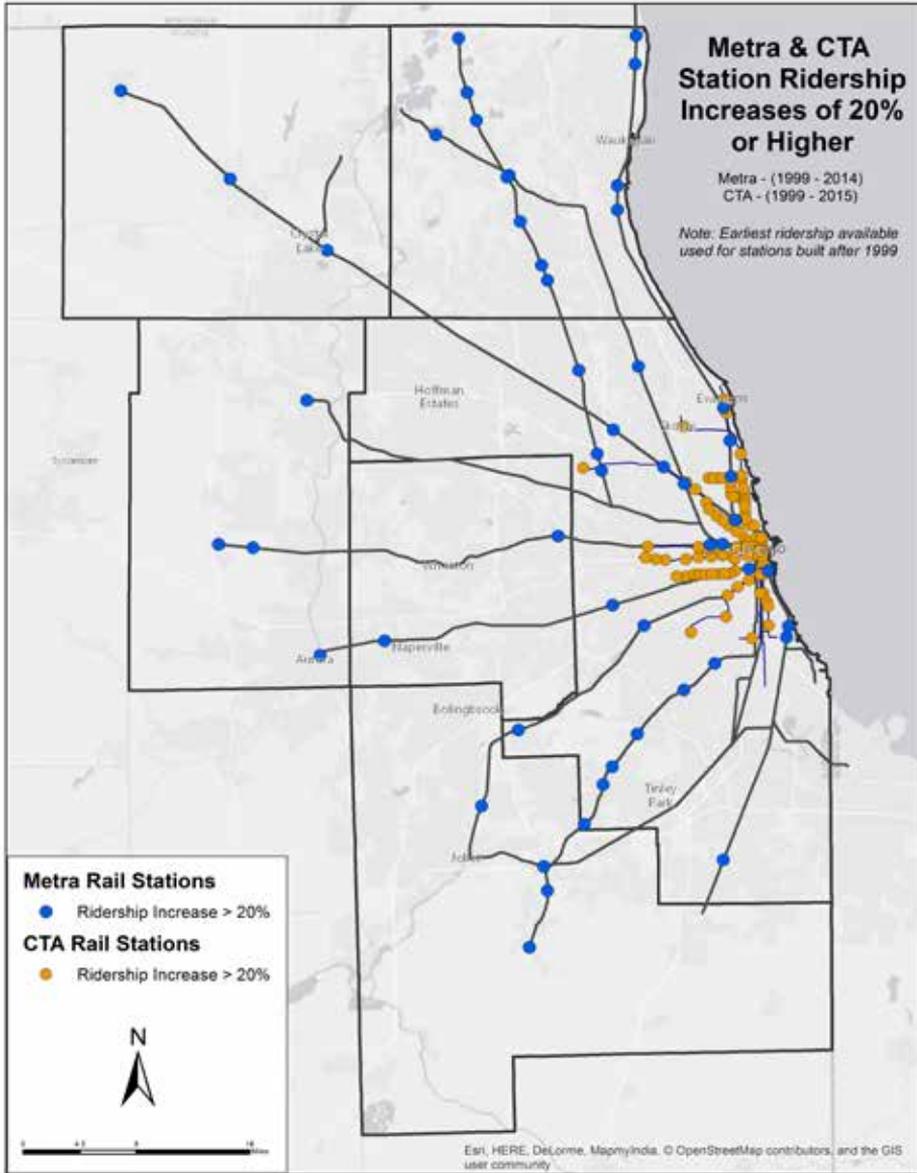
EXHIBIT 1-2. RTA PASSENGER TRIPS SINCE 2000, EXPRESSED AS A PERCENTAGE OF BASE YEAR



The growth in commuting by rail throughout the region for both Metra and CTA is demonstrated in Exhibit 1-3. The map highlights stations that have experienced passenger growth of more than 20% since 1999, well above the national growth trend of 14%.



EXHIBIT 1-3. RIDERSHIP INCREASES BY STATION



1.4 Transit Access is Important to Our Young and Future Work Force

Of special significance is the growth in transit usage among younger-aged riders. The ability to attract and maintain a young and dynamic work force is essential for the future growth of an urban area. Promoting the continued selection of public transportation as the preferred means of travel requires ensuring that trips are dependable, efficient, and comfortable.

The Millennial generation (defined as those born between the early 1980's and the early 2000's) has demonstrated an increased willingness to forgo auto ownership and use transit to get where they need to go. According to data from the National Household Travel Survey, there was a 40% increase in public transit passenger miles traveled by 16-34 year olds between 2001 and 2009 across the United States. For the same age group, vehicle miles traveled by auto decreased by 23%.⁷ Based on an APTA survey of major metropolitan cities throughout the United States, Chicago had the highest percentage of Millennials without a car.⁸ In addition, younger Chicago commuters, age 20-44, have been increasing their share of transit for work trips at a greater rate than any other age group.⁹



Metra train near downtown Chicago

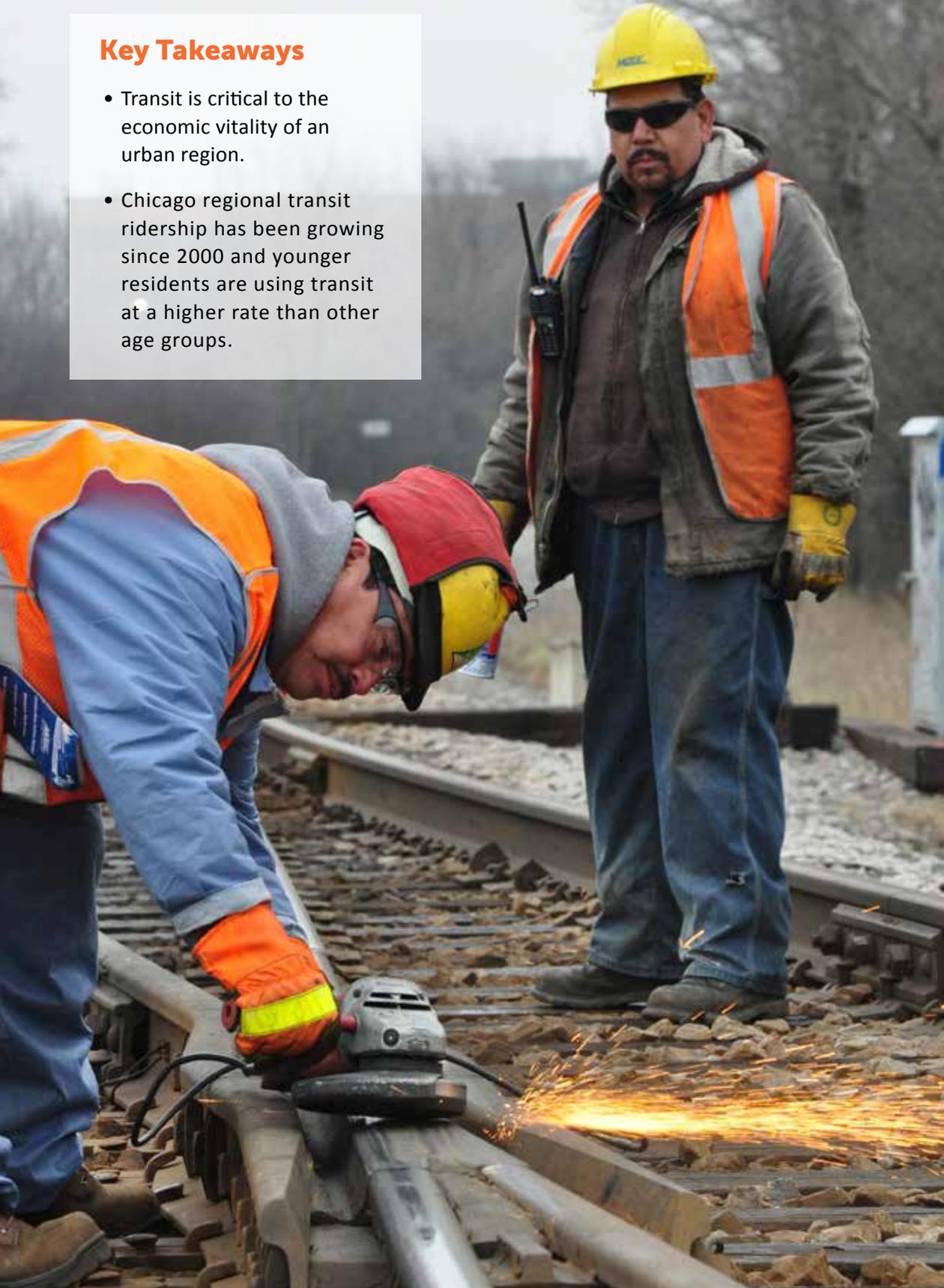
⁷ National Household Travel Survey. U.S. Department of Transportation. 2009.

⁸ Millennials and Mobility. APTA. 2013.

⁹ U.S. Census Bureau. American Community Survey.

Key Takeaways

- Transit is critical to the economic vitality of an urban region.
- Chicago regional transit ridership has been growing since 2000 and younger residents are using transit at a higher rate than other age groups.



THE STATE OF OUR ASSETS

Maintaining public transportation assets in a State of Good Repair (SGR) is vitally important to the greater Chicago region and to the State of Illinois. Historically, the region's transportation system has been a foundation of its economic success. However, the transit infrastructure was built decades ago, with inadequate ongoing investment to maintain and modernize the system.

2.1 Capital Asset Condition Assessment

The RTA initiated a capital asset condition assessment program in 2009. The goal of this project was to estimate the total capital needs for each of the Service Boards based on a condition assessment of the current asset inventory. The 2016 current capital investment analysis determined that the RTA faces a SGR backlog of \$19.4 billion (\$2015). In addition to backlog projects, the region also requires normal reinvestment, which results in a total 10-year capital need of \$37.7 billion.¹⁰ Backlog is defined as the cost of replacing and repairing assets that are beyond their useful life; normal reinvestment is the ongoing capital needs required to keep an asset in a SGR including asset replacement, rehabilitation, and minor capital repair. Exhibit 2-1 shows the ten-year investment needs for each Service Board.

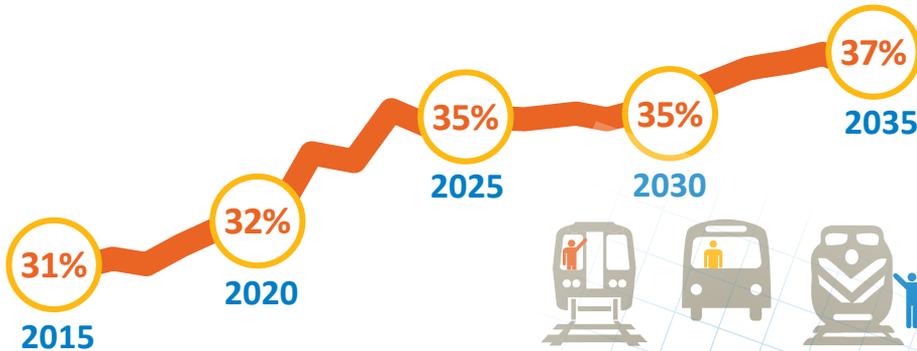
At present, approximately 31% of RTA assets are not in a state of good repair. Without increased investment, that percentage will grow each year as shown in Exhibit 2-2. By 2035, the percentage of RTA assets not in a SGR is projected to reach 37% given current investment levels.



EXHIBIT 2-1. BACKLOG AND 10-YEAR NORMAL REINVESTMENT NEEDS SUMMARY (2015 \$ IN MILLIONS)

Service Board	SGR Backlog	Normal Reinvestment			Total
		Replace	Rehab	Capital Maint.	
CTA	\$12,456	\$5,729	\$4,199	\$698	\$23,082
Metra	\$6,139	\$4,260	\$1,282	\$323	\$12,004
Pace	\$755	\$1,150	\$561	\$120	\$2,586
Total	\$19,350	\$11,139	\$6,043	\$1,140	\$37,672
% of Total	51.4%	29.6%	16.0%	3.0%	100.0%

EXHIBIT 2-2. PROJECTED PERCENTAGE OF RTA ASSETS NOT IN STATE OF GOOD REPAIR



Assets Exceeding Useful Life as Percent of Total Replacement Value
 Projected funding at current levels of \$785 million annually.

2.2 Transit Asset Management Goals

Given the magnitude of the reinvestment needs and the limitations of existing funding capacity, it is not expected that all of these needs can be addressed within a ten-year period. The primary focus of the region's capital investment program is to develop a plan that moves toward achieving a SGR. Four essential goals of the RTA's transit asset management program are provided here.



Regional Goals of RTA's Transit Asset Management Program

- Maintain RTA assets in SGR to support a reliable operating environment
- Maximize performance while minimizing asset life-cycle costs
- Build financial sustainability through implementation of asset management best practices
- Bring 80% of regional assets to a SGR within twenty years

Key Takeaways

- The Chicago region has some of the oldest transit assets in the United States with a SGR backlog in deferred investments totaling \$19.4 billion.
- Currently, 31% of RTA assets are not in a SGR. This percentage will increase to 37% by 2035 without increases in funding levels.
- The RTA's goal is to bring 80% of regional assets to a SGR within twenty years.



WHAT IS THE FUNDING NEED?

The RTA Capital Program is traditionally funded through a combination of federal, state, and local funds; however, since 2014, there have been no new funds allocated to the state's capital transportation investment programs. Looking back historically for the past twenty years, even when state funds were part of the capital program, funding levels still fell short of need. The federal government enacted new legislation in December 2015, Fixing America's Surface Transportation Act (FAST Act), securing federal transportation funding for the next five years, 2016-2020. This bill is the first long-term comprehensive surface transportation legislation since 2005. It increases federal funding modestly, but not enough to address the nation's or our region's SGR needs.

3.1 Addressing State of Good Repair

The RTA and the Service Boards have conducted an extensive examination of the condition of its capital assets to estimate capital funding needs. As described in the previous section, the RTA system faces a \$19.4 billion SGR backlog – the cost of replacing and repairing assets that are already beyond their useful life. In addition, the Service Boards need funding to continue to conduct normal reinvestment on an annual basis to prevent more assets from falling into the backlog.

As Exhibit 3-1 shows, an annual investment of \$2.58 billion would be required in order to achieve a full SGR in twenty years, eliminating the backlog and implementing all normal asset replacement.

An annual investment of about \$3.41 billion per year would eliminate the backlog in a shorter, ten-year time frame. Achieving the same goal over thirty years would require \$2.33 billion per year.



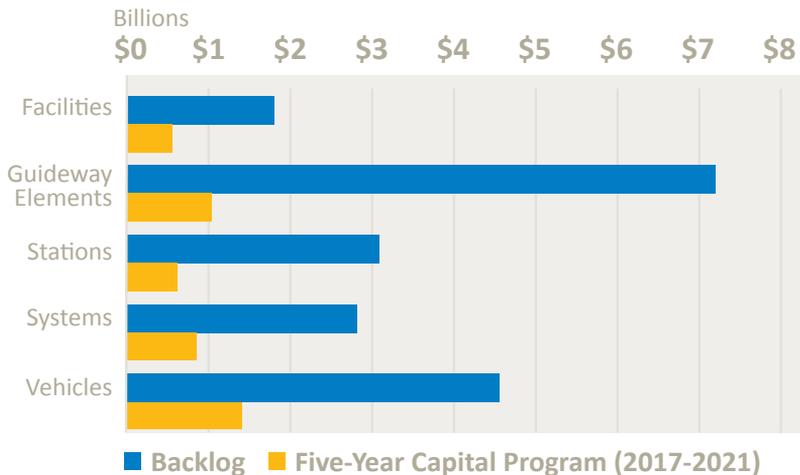
EXHIBIT 3-1. ANNUAL FUNDING LEVELS REQUIRED TO ATTAIN INVESTMENT GOALS (\$ IN BILLIONS)



The current average annual projection for RTA capital funding is \$785 million. This amount is far below the \$1.54 billion annual amount needed to address normal ongoing capital needs – let alone the backlog – and will cause the capital need to continue to grow. Exhibit 3-2 illustrates the magnitude of this gap (i.e., the gap between blue bars and orange bars).

Disinvestment in Chicago’s public transportation system has far-reaching impacts. The RTA system operates with many legacy assets, which are maintained to provide dependable service. However, unimproved guideway elements will lead to less reliable service and increase travel times due to slow zones (where travel speeds are reduced to operate safely over deteriorated infrastructure). Deteriorated facilities and stations, and aging vehicles create a less-welcoming environment for passengers, resulting in decreasing ridership and further disinvestment.

EXHIBIT 3-2. FUNDING NEEDS BY ASSET CATEGORY VERSUS RTA FIVE-YEAR CAPITAL PROGRAM



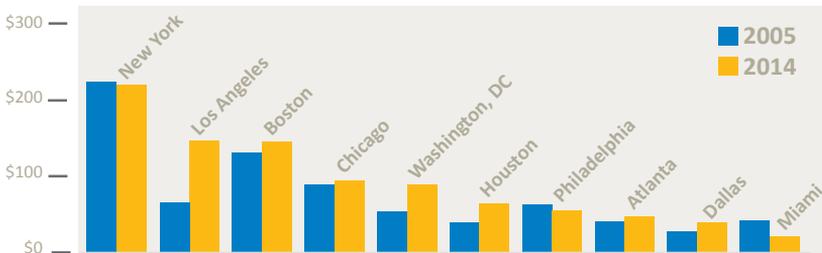
3.2 RTA Comparison to Peer Regions

In comparison to other large metropolitan areas in the United States, Chicago’s capital expenditure has shown little growth over the ten years between 2005 and 2014. The Chicago region has grown 7.7% in capital expenditure per resident during this period, while Los Angeles grew by over 100%, Washington, D.C. and Houston grew by over 60%, and Dallas by 40%.

New York, which did not exhibit growth, stayed steady at its high rate of investment, more than double that of most other cities. (See Exhibit 3-3.)

Looking at the period 2011-2014 for the three largest metropolitan areas in the United States (New York, Los Angeles, and Chicago), the New York region consistently outspends the Chicago and Los Angeles regions on capital projects on a per-resident basis, sometimes by more than triple.

EXHIBIT 3-3. COMPARISON OF CAPITAL EXPENDITURES PER RESIDENT FOR TEN LARGEST METROPOLITAN REGIONS



Data source: Federal Transit Administration National Transit Database (2005-2014)

With the exception of 2013 (year of the Dan Ryan Red Line rebuild), the Los Angeles region also outspent Chicago on capital projects on a per-resident basis (see Exhibit 3-4). Given that the New York and Los Angeles regions have significantly larger populations, this contrast is particularly stark and indicates much higher levels of capital investment on both an absolute and relative basis by Chicago’s nearest peer cities.

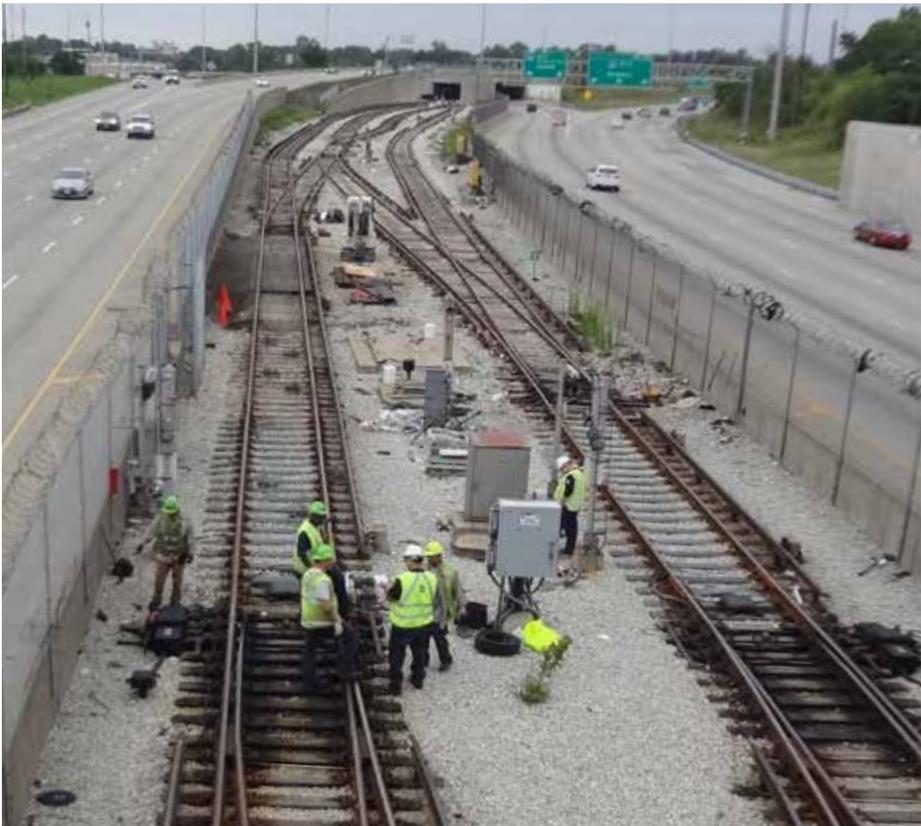
EXHIBIT 3-4. CAPITAL PROGRAM EXPENDITURES PER AREA RESIDENT



Data source: Federal Transit Administration National Transit Database (2014)

3.3 Annual Funding Target

Public transportation infrastructure re-investment is critical to maintaining Chicago's position as a leading national and international city. The RTA system requires annual funding of \$2 billion to \$3 billion for capital investment. An annual funding level of \$2.5 billion could achieve the goal of bringing 80% of the region's assets to a SGR in 20 years. An annual funding level of \$2.6 billion would bring the system to a full SGR in 20 years, and funding of \$3 billion would allow for the modernization and limited expansion of the system over twenty years. Almost as important as the level of funding is the consistency of the funding, which will allow for the long-term planning required for capital projects. Predictable funding would also provide revenue streams to guarantee federal loan programs, bond issuances, private public partnerships, or other financing mechanisms.





Key Takeaways

- Current funding falls short of need.
- RTA is not keeping up with peer regions' levels of capital expenditure.
- Annual funding of between \$2 billion and \$3 billion is needed to improve SGR over the next 20 years.





CAPITAL ACCOMPLISHMENTS

With capital funding available through past capital programs that included state funding, the Service Boards (CTA, Metra, and Pace) have achieved significant improvements to the transit system. Although these improvements do not begin to keep up with the growing need, they demonstrate the potential that exists for implementing exciting capital projects that can modernize the system for Chicago-region transit riders. Descriptions of some of the significant projects undertaken by each Service Board follow.

4.1 Chicago Transit Authority (CTA)

According to the latest needs analysis, CTA requires about \$23.1 billion over the next decade to address SGR backlog and reinvestment needs. In its 2017-2021 capital plan, CTA has allocated \$3.5 billion to address SGR, modernize, and add capacity to the system.

Some examples of CTA's accomplishments addressed in prior years' capital programs follow:

PROJECT:

Ravenswood Loop Connector – Track & Structure Renewal

BUDGET: \$90 million

PROJECT DESCRIPTION: The rehabilitation project was focused on providing faster, safer and more reliable service on a key segment of the Brown and Purple Lines used by about 700 trains on a typical weekday. The work eliminated over two miles of slow zones where trains had been required to reduce speed to as little as 15 mph to ensure safe operation.



PROJECT:

Blue Line O'Hare Branch – Damen/Western/California Stations

BUDGET: \$90 million
PROJECT

DESCRIPTION: The project modernized Damen and California stations to better meet the needs of riders, with substantial improvement to stationhouses, lighting, and platforms. At Western Station, improvements included sewer and water utility upgrades, a new canopy with LED lighting, and upgrades to auxiliary entrance and exit.



PROJECT:

Dan Ryan Red Line South Reconstruction Project

BUDGET: \$425 million

PROJECT DESCRIPTION: The 10.2-mile stretch of Red Line track between Cermak-Chinatown and 95th Street was rebuilt and upgrades were made to eight stations along the rail line, which serve dozens of communities along Chicago's South Side.



This strategic investment serves 80,000 riders, who returned to an improved Red Line experience:

- A daily, round-trip commute between 95th/Dan Ryan and downtown that is up to 20 minutes faster.
- A brand new track bed, including new rail ties, tracks and ballast (the stone material along the tracks).
- Eight cleaned and painted stations with new lighting and improved amenities.
- New elevators at Garfield, 63rd and 87th stations, making the entire south Red Line accessible to customers with disabilities.



Condensing the work into five months saved \$75 million over an alternative option to perform work on weekends over a period of four years.

Jobs

The Red Line South Reconstruction Project supported over 1,500 jobs including approximately 1,000 construction-related jobs, more than 400-plus bus operators, and 100 Traffic Control Aides.

PROJECT:**New and Rehabilitated Buses and Railcars****BUDGET:** \$2.3 million**PROJECT DESCRIPTION:****Buses**

- 100 New Articulated 60ft buses combination of clean diesel and hybrid technology - \$81.3M
- 300 New Standard 40ft clean diesel buses - \$155.1M
- 125 New Standard 40ft clean diesel buses - \$68.6M
- Mid-life overhaul of 208 Articulated Hybrid Buses \$66.8M

**Railcars**

- 714 New 5000 Series cars - \$1.1B
- 400 New 7000 Series cars - \$719M
- Overhaul 258 cars (3200 Series) - \$183M



The CTA completed delivery and placed into service the new 5000 Series railcars representing approximately 55% of the rail fleet; placed into service 300 new buses; completed the overhaul of 1030 buses, which is over 55% of CTA's bus fleet; and began the overhaul of 258 railcars.



4.2 Metra

Metra's recent capital investments have focused on infrastructure repairs, in particular the \$141 million Englewood Flyover project, which was part of the CREATE Program (Chicago Region Environmental and Transportation Efficiency) Program. The capital needs assessment identifies \$12.0 billion of funding need for Metra, while their 2017-2021 Capital Program totals \$1.2 billion.

Following are examples of Metra's accomplishments addressed in prior years' capital programs:

PROJECT:

Union Pacific North Line Bridges: Phase One – West Side

BUDGET: \$98 million

PROJECT

DESCRIPTION: This project replaced 11 bridges on the UP North Line in Chicago, from Grace to Balmoral. These bridges are over 100 years old, are showing signs of deterioration, and have reached the end of their useful life. Metra had to replace these bridges in order to provide uninterrupted commuter service. The project included reconstruction of the Ravenswood station to serve more than 2,000 weekday commuters, an increase of more than 400 since 2006.



PROJECT:**Englewood Flyover****BUDGET:** \$141 million

PROJECT DESCRIPTION: The Chicago Region Environmental and Transportation Efficiency (CREATE) Program is a partnership between the State of Illinois, the City of Chicago, freight railroads, Metra, and Amtrak to reduce train congestion throughout Chicago and the Midwest. The goal of CREATE Project P1, also known as the Englewood Flyover, is to provide a safe and more efficient rail transportation facility at the intersection of the Metra Rock Island Line and the Norfolk Southern (NS) line near the Englewood interlocking at 63rd and State Streets in Chicago. Passenger rail service will be dramatically increased and trip times significantly decreased when the plan is fully implemented.

**PROJECT:****Rail Car Rehab –
Phases 3, 4 & 5****BUDGET:** \$60.1 million**PROJECT DESCRIPTION:**

This project is three phases of a mid-life rehabilitation of all 176-commuter cars built by Morrison Knudsen/Amerail. The cars, built in 1996 and 1997, had not yet been programmed for overhaul.

A mid-life rehabilitation of rail cars is required to ensure the cars attain their useful service life. Rehabilitation will result in lower maintenance costs, improved reliability, and better quality service for commuters.



PROJECT:

Belmont Road Grade Separation

BUDGET: \$60 million
PROJECT

DESCRIPTION: The project eliminated a dangerous intersection between the four-lane Belmont Road, a major north-south artery through Downers Grove, DuPage County, and three BNSF Railway



tracks, which daily carry approximately 150 commuter and freight trains. The road and rails were separated by digging an underpass for Belmont Road and by building new bridges to carry the tracks over the underpass, all of which was done while the road and rails were still open to traffic.

4.2 Pace

The needs analysis shows that Pace requires about \$2.6 billion to address its equipment and infrastructure investment needs over the next decade. Pace's 2017-2021 Capital program totals \$0.3 billion.

Recent major project accomplishments are described next.



PROJECT:

System-wide Vehicle Replacement

BUDGET: \$102 million

PROJECT DESCRIPTION: Since 2011, Pace has expended more than \$100 million to replace vehicles from its multiple fleets. This includes 135 fixed route buses, 255 paratransit vehicles, and almost 500 vanpool and community transit vehicles. These replacements occur to ensure passengers travel safely on modern equipment and to increase operating efficiencies. Replacement of older buses allows Pace to continue to meet stricter EPA guidelines while increasing comfort for passengers.



PROJECT:

Regional Fare Payment System

BUDGET: \$15.2 million

PROJECT DESCRIPTION: In 2011, a bill passed in the Illinois General Assembly requiring the RTA to implement a unified regional fare payment system by 2015. Pace and CTA worked together to implement an open-fare system known as Ventra, under contract with Cubic Transportation Systems. In 2013, Pace rolled out the purchase of fare units making Ventra available to all customers on Pace fixed-route buses. Riders can now simply tap their payment card on the Ventra reader to board the bus.



PROJECT:

Toyota Park Transit Center Phase 1

BUDGET: \$1.3 million

PROJECT DESCRIPTION: Pace constructed a new transit center to allow for passenger convenience and route expansion in the Bridgeview area, referred to as Toyota Park Transit Center. The Phase 1 work of the transit center involved construction of bus lanes, layover bays, stationed saw tooth bus stops, and temporary shelters. Phase 2 work involving construction of a passenger open-air waiting area and driver washroom is currently on hold, due to delays in state funding.



PROJECT:

South Division – Markham Garage Mid-life Renovation and CNG Conversion

BUDGET: \$12 million

PROJECT DESCRIPTION: In 2015, Pace initiated a mid-life renovation project of its South Division Garage in Markham. As part of this mid-life work, Pace converted the facility to Compressed Natural Gas (CNG) Fuel usage. When Pace's CNG buses enter service, Pace will be the first implementer of CNG fixed-route buses in Chicagoland and the third implementer in the State of Illinois. Conversion to CNG allows Pace to meet stricter EPA guidelines and regulations for buses without needing costly upgrades to the existing diesel fleet.



CONCLUSION

The RTA and Service Boards know their needs and priorities. Given the resources, they will be able to invest wisely to return the transit system to a State of Good Repair. That can only happen with a strong state capital program -- one that provides a predictable, sustainable level of funding to allow for the planning and development of a long-term capital program.





The RTA gratefully acknowledges the cooperation of the RTA staff, the Chicago Transit Authority, Metra and Pace in the assembly of this report.

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