

**Log of changes to the Plan of Action for Regional Transit in revised version posted 10/4/2023**

Original text	Revised text	Page (Draft)	Page (Final)
<p>As required by statute, the recommendations envision a system that is:</p> <ul style="list-style-type: none"> <li>- Regionally coordinated</li> <li>- Safe and secure, clean, efficient</li> <li>- Supportive of efficient land use</li> </ul>	<p>As required by statute, the recommendations envision a financially viable system that is:</p> <ul style="list-style-type: none"> <li>- Regionally coordinated and comprehensive</li> <li>- Safe, secure, clean, and efficient</li> <li>- Supportive of efficient land use</li> </ul>	p. 1	p. 1
<p><b>How to pay for it</b> Identify necessary reforms and funding options to close the operating budget shortfall.</p>	<p><b>How to pay for it</b> Identify necessary reforms and funding options to close the operating budget shortfall and build the transit system the region wants.</p>	p. 3	p. 3
<p>The difficult question of how to pay for transit in northeastern Illinois has been an enduring policy challenge since before RTA was established in the early 1970s and across recurring fiscal crises. However, despite repeated efforts, past solutions have relied on stopgap funding sources and compromises that have not stood the test of time.</p>	<p>The difficult question of how to pay for transit in northeastern Illinois has been an enduring policy challenge since before RTA was established in the early 1970s and across recurring fiscal crises. However, despite repeated efforts, past solutions have relied on inadequate funding sources, rigid and inflexible distribution formulas, and other compromises that have not stood the test of time.</p>	p. 4	p. 4
<p><b>The system the region wants requires investment</b> Approaches to improve revenue sources and practices must be informed by what has worked well in the past and what has not. PART recommends two potential investment packages as transit funding solutions for 2026 and beyond. The report outlines the details behind the revenue concepts for each package. In summary, both packages include a set of shared priorities:</p> <ul style="list-style-type: none"> <li>• Full state funding for paratransit.</li> <li>• Full state funding for existing reduced fare mandates.</li> <li>• Modernized state sales tax base to include services, delivering needed revenues for the transit system, state, counties, and local communities.</li> </ul> <p>Also, both packages would benefit from additional revenues, including flexing federal funds for transit and new road revenues (e.g., tolling, parking taxes, and vehicle registration surcharges).</p> <p><b>Investment packages</b> Transformational investment represents the level of investment required to achieve “the system we want.” This would be a significant commitment — \$1.5 billion in new public revenue to support transit operations and at least \$400 million annually in complementary capital investments — that reflects the many social, environmental, and economic benefits that transit can deliver for the region and the state. It would also enable a huge leap forward in modernizing the transit system and creating compelling reasons for riders to return.</p> <p>Meaningful change advances on most, but not all, of the report recommendations. This option would improve on existing service and achieve many of the regional stakeholders’ highest priorities but would fall short of achieving the “system we want in” important ways.</p>	<p><b>The system the region wants requires investment</b> To achieve “the system we want,” the region and state will need to make significant and sustained investments in the regional transit system. PART recommends an approach to improve revenue sources and practices that is informed by what has worked well in the past and what has not. As shown in Figure 1, this would include \$1.5 billion in new operating support for transit and at least \$400 million annually in complementary capital investments. An investment of this scale would reflect the many social, environmental, and economic benefits that transit can deliver for the region and the state. It would also enable a huge leap forward in modernizing the transit system and creating compelling reasons for riders to return.</p> <p>This level of transformational investment will require the coordinated efforts of state officials, regional leaders, and the region’s transit service providers. Together, they can deliver the system efficiencies and public revenues needed to address the current funding gap and invest in a stronger transit system.</p> <p>PART recommends transit funding solutions that put these priorities into action for 2026 and beyond. The revenue options explored include savings and system-generated revenues, as well as a set of baseline revenues that include:</p> <ul style="list-style-type: none"> <li>• Full state funding for paratransit.</li> <li>• Full state funding for existing reduced fare mandates.</li> <li>• A modernized state sales tax base that includes services, delivering needed revenues for the transit system, state, counties, and local communities.</li> </ul> <p>The regional transportation system would also benefit from additional revenues, including flexing federal funds for transit and new road revenues (e.g., tolling, parking taxes, and vehicle registration surcharges). The report outlines the details behind these revenue concepts and others that could be available to fund transit system investments.</p>	pp. 4-5	pp. 4-5

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<p>The state and region have many options to consider to best meet the region’s goals. CMAP analyzed dozens of potential revenue sources to help define a short list of options for decision makers.</p>	<p>The state and region have many options to consider to best meet the region’s goals. CMAP analyzed dozens of potential revenue sources to help define a short list of options for decision makers.</p> <p>It is also important to note that these new investments would only partially address the existing and unfunded backlog of “state of good repair” (SOGR) projects. Addressing this \$20+ billion backlog will require sustained investments like those recently made by the state and federal governments. CMAP will continue to support efforts to address these long-term capital needs through the regional transportation planning process.</p>	p. 5	p. 5
<p><i>Figure on page 5 (unlabeled)</i></p>	<p><i>Now labeled Figure 1: Operating revenues necessary to fund a transformational investment . Figure has been adjusted for consistency with later sections.</i></p>	p. 5	p. 5
<p><b>Strengthen a re-envisioned RTA</b> Maintain governance of the three service boards</p>	<p><b>Empower a regional coordinating agency</b> Maintain service boards as operating agencies</p>	p. 6	p. 6
<p>The report details these two paths for structural reform that would make the other changes possible and outlines guiding principles to consider when assigning transit system functions and the factors to consider if creating a regional entity.</p>	<p>The report detailed these two paths for structural reform that would make the other changes possible. The report also identifies factors to consider when contemplating which path to take. Regardless of which path is chosen, the report establishes baseline principles for reform that would make transit more effective in meeting the region's needs.</p>	p. 6	p. 6
<p>Empower the regional agency to look beyond the fare recovery ratio and set updated performance metrics based on regional strategies and goals.</p>	<p>Empower the regional agency to look beyond the fare recovery ratio and set updated performance metrics based on regional strategies and goals, including mobility, climate, and equity concerns.</p>	p. 6	p. 6
<p><i>Figure 5</i></p>	<p><i>Now labeled Figure 7. Figure has been updated with more recent data and now including population centers in addition to employment</i></p>	p. 17	p. 17
<p>It is critical, therefore, that PART identifies and addresses the various causes for the current gap to achieve long-term financial sustainability for transit operations.</p>	<p>It is critical, therefore, that PART identifies and addresses the various causes for the current operating gap as part of long-term financial sustainability for transit operations.</p> <p>PART focuses on this immediate operating shortfall, along with strategies and investments that could improve the system for both existing and potential new users. However, the region’s transit system also faces a \$20+ billion unfunded backlog of investments necessary to maintain the system, commonly referred to as “state of good repair” (SOGR) efforts. Recent state and federal capital bills have only started to address the backlog. Even if the current levels of capital funding are maintained, it will still take decades to eliminate the backlog. The success of operations and system enhancements recommended by PART will rely on a robust state and federal commitment to addressing these SOGR concerns, so that the system can continue to provide safe and reliable service throughout the region.</p>	p. 23	p. 23
<p>The framework would also need to incorporate broader concerns about equity, reflecting transit’s crucial role in enabling both physical and economic mobility</p>	<p>The framework would also need to incorporate broader concerns about both equity and climate issues, reflecting transit's crucial role in enabling physical mobility, access to economic opportunities, and environmental sustainability.</p>	p. 29	p. 30
<p>The framework would need to account for the factors that influence the effectiveness of regional transit, such as potential ridership demand and the surrounding land use and development context. The framework would also need to incorporate broader concerns about equity, reflecting transit’s crucial role in enabling both physical and economic mobility.</p>	<p>The framework would need to account for the factors that influence the effectiveness of regional transit, such as potential ridership demand, the surrounding land use and development context, and connections to last-mile services and other transportation modes. The framework would also need to incorporate broader concerns about both equity and climate issues, reflecting transit's crucial role in enabling physical mobility, access to economic opportunities, and environmental sustainability.</p>	p. 29	p. 30

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Ongoing improvements are also underway, with CTA and Pace procuring a next-generation Ventra system expected to cost an additional \$150 million or more.	<i>Typo (figure was inconsistent with source memo):</i> Ongoing improvements are also underway, with CTA and Pace procuring a next-generation Ventra system expected to cost an additional \$100 million or more.	p. 31	p. 32
The state should facilitate stronger partnerships between transit agencies, private and public social agencies, and research or advocacy organizations.	The state should facilitate stronger partnerships and require additional coordination between transit agencies, private and public social services agencies, and research or advocacy organizations.	p. 44	p. 45
The state should consider increased funding, such as improved lighting at and around rail stations and bus stops, additional bus shelters, cameras and camera feed displays, PA systems, and callboxes that allow riders to communicate with transit system staff.	The state should consider increased funding for coordinated investments to improve safety, such as improved lighting at and around rail stations and bus stops, additional bus shelters, cameras and camera feed displays, public address systems, and callboxes that allow riders to communicate with transit system staff. This recommendation could leverage the complementary investments in transit ambassadors and other transit system staff, who could help to track and respond to rider concerns.	p. 44	pp. 45-46
<b>Nimble and modern trains</b> Faster starts and stops with quicker boarding. Lower operating costs.	<b>Nimble and modern trains</b> Faster starts and stops with quicker boarding. Lower operating costs and scalable to demand. Low or no emissions.	p. 48	p. 49
<b>Suburban and urban benefits</b> Increased frequency for those closer to Chicago's core. Faster, streamlined express service for riders in outer suburbs.	<b>Suburban and urban benefits</b> Increased frequency for those closer to Chicago's core. Faster, streamlined express service for riders in outer suburbs. Lower unit costs allow for more service at similar costs.	p. 48	p. 49
Freight traffic limits how much Metra can grow service on many of its lines. Full conversion to a regional rail model would require close coordination with freight railroad operators to minimize interference and prioritize passenger rail.	Freight traffic limits how much Metra can grow service on many of its lines. These conflicts would constrain near- and medium-term implementation on some corridors. In the long term, full conversion to a regional rail model would require close coordination with freight railroad operators to minimize interference and prioritize passenger rail.	p. 49	p. 50
<i>Within "Recommendation: Identify needs and dedicate funding to support Metra's transformation into a regional rail provider":</i> Governance component: N/A	<i>Within "Recommendation: Identify needs and dedicate funding to support Metra's transformation into a regional rail provider":</i> Governance component: Yes (capital planning)	p. 49	p. 50
Investment in regional rail would maximize the value of existing assets by expanding service and mobility options without requiring significant new construction (e.g., new rail lines). The capital cost to implement regional rail would primarily fund a fleet replacement program.	Major changes to Metra's rail network will require additional capital and operational funding to catalyze its transformation. Investment in regional rail would maximize the value of existing assets by expanding service and mobility options without requiring significant new construction (e.g., new rail lines). Additional operational funding and updated labor agreements will be needed to accommodate the new service model. The capital cost to implement regional rail would primarily fund a fleet replacement program.	p. 49	p. 50
To maximize the value of the region's rail networks, the state should support strategic infill station investments that address rail transit service gaps and build on current efforts. Metra is currently developing two infill stations in the City of Chicago on two of its busiest lines using significant funding from the state. Similar funds could also support targeted investments for infill stations on CTA rail lines, recognizing the fact that the region's rail networks (both Metra and CTA) should be considered as one coordinated system. A combined approach to infill station development, including new connections between these complementary networks, would provide both transit riders and taxpayers with the greatest value.	To maximize the value of the region's rail networks, the state should support strategic infill station investments that address rail transit service gaps and build on current efforts. Metra is currently developing two infill stations in the City of Chicago on two of its busiest lines using significant funding from the state. On the inner portion of the system, the new regional rail service model (with lighter trains that can start and stop more quickly) would increase the feasibility of additional infill stations, especially where significant gaps exist. Similar funds could also support targeted investments for infill stations on CTA rail lines, recognizing the fact that the region's rail networks (both Metra and CTA) should be considered as one coordinated system. A combined approach to infill station development, including new connections between these complementary networks, would provide both transit riders and taxpayers with the greatest value.	p. 50	p. 51

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<p>The IDOT Office of Intermodal Project Implementation should study opportunities to better align the use of freight rail-owned land with regional rail goals. Opportunities to relocate rail yards near the region’s core could in turn yield significant new TOD opportunities along existing passenger rail corridors. Opportunities for additional purchases of freight railroad assets for public use would empower the region’s public agencies to prioritize passenger rail and would mirror successful efforts in peer regions like Boston.</p>	<p>The IDOT Office of Intermodal Project Implementation should study opportunities to better align the use of freight rail-owned land with regional rail goals. Opportunities to relocate rail yards near the region’s core could in turn yield significant new TOD opportunities along existing passenger rail corridors. Opportunities for additional purchases of freight railroad assets for public use would empower the region’s public agencies to prioritize passenger rail and would mirror successful efforts in peer regions like Boston. The state could also support Metra in its ongoing negotiations with Amtrak and the private railroads to run additional passenger trains during more hours of the day.</p>	p. 50	p. 51
<p>These factors positively reinforce one another. Greater levels of service can enable new developments that support additional service, as well as a more financially sustainable system overall.</p>	<p>These factors positively reinforce one another. Greater levels of service can enable new developments that support additional service, as well as a more financially sustainable system overall. That financial sustainability matters, because a stronger transit system can continue to provide and expand the kinds of services upon which regional residents and communities rely every day.</p>	p. 51	p. 52
<p>The difficult question of how to pay for transit in northeastern Illinois has been an enduring policy challenge since before RTA was established in the early 1970s and across recurring fiscal crises. However, despite repeated efforts, past solutions have relied on stopgap funding sources and compromises that have not stood the test of time.</p>	<p>The difficult question of how to pay for transit in northeastern Illinois has been an enduring policy challenge since before RTA was established in the early 1970s and across recurring fiscal crises. However, despite repeated efforts, past solutions have relied on inadequate funding sources, rigid and inflexible distribution formulas, and other compromises that have not stood the test of time.</p>	p. 61	p. 63
<p>These issues — insufficient and uneven revenue growth, distribution formulas that do not reflect regional ridership trends and system costs, and escalating paratransit costs — have repeatedly prevented transit providers and the region from realizing system goals. Given the ongoing and present challenges, these structural issues must also be understood and addressed in tandem with new funding solutions to resolve the current fiscal cliff.</p>	<p>These issues — insufficient and uneven revenue growth, distribution formulas that do not reflect regional ridership trends and system costs, and escalating paratransit costs — have repeatedly prevented transit providers and the region from realizing system goals. Riders, especially the most vulnerable across the region, have suffered as a result of these failures. Given the ongoing and present challenges, these structural issues must be understood and addressed in tandem with new funding solutions to resolve the current fiscal cliff.</p>	p. 61	p. 63
<p>No one strategy or revenue source will produce this future state. Instead, there will need to be several solutions — some short term and some more durable and transformational — that together will enable consistent, adequate funding across the service boards to empower them to deliver the transit system the region wants.</p>	<p>No one strategy or revenue source will produce this future state. Instead, there will need to be several solutions — some short term and some more durable and transformational — that together will enable consistent, adequate funding across the service boards to empower them to deliver the transit system the region wants. At the same time, it is essential that the funding sources that are pursued meet the policy priorities of the region and the state. This moment presents a rare opportunity to ensure the entirety of the funding system — new and existing revenues sources alike — is equitable and minimizes future impacts of climate change.</p>	p. 61	p. 63
<p><i>NA - new text</i></p>	<p>One way that transit agencies have coped with a long history of underfunding is to defer capital maintenance. These actions have resulted in a large capital backlog that continues to grow. The RTA’s most recent estimate found that the backlog is over \$20 billion across the three operators. This leads to higher operating costs and user experiences that fall short of what transit riders deserve.</p> <p>There has been recent progress. The 2019 Rebuild Illinois capital program from the state provided \$2.6 billion in bonds and an estimated \$227 million in annual motor fuel tax revenue for transit agencies to replace aging assets and enhance the system. Recent increases in federal funding for transit capital investments, matched with Rebuild Illinois funds, are helping to move the region in the right direction. This new capital funding is projected to pause the increase in the capital backlog. However, the backlog took decades to develop, and it will take decades of consistent capital funding at these levels or higher to address it.</p>	p. 62	p. 64

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Initially, responsibility for providing paratransit service was shared between CTA and Pace.	Initially, responsibility for providing paratransit service was shared between CTA and Pace, with Pace taking full responsibility for ADA paratransit in 2006.	p. 65	p. 66
<i>Figures 20 and 21</i>	<i>Now labeled Figures 24 and 25. Figures have been updated to address typos and inconsistencies</i>	pp. 66-67	pp. 68-69
<i>Text and figures beginning with "Investment packages" on page 71 through the end of the section on page 78, stopping before the beginning of "Options for funding packages."</i>	<i>Content on pages 73-78 was streamlined and reorganized to highlight the level of funding required for a transformational investment in the system that corresponds to the improvements identified in the "system we want" section. See the posted PDF for specific changes.</i>	pp. 71-78	pp. 73-78
<i>Section: "Options for funding packages"</i>	<i>Labels added to clarify categorization of revenue options throughout this section</i>	pp. 79-93	pp. 79-93
<p><b>Savings and system-generated revenues</b></p> <p>Throughout the PART process, stakeholders from across the region have emphasized the importance of good fiscal stewardship by the entities entrusted with the transit system's operation. Although the service boards in northeastern Illinois have already achieved substantial efficiencies in comparison to their national peers, there is a strong desire to see the system itself take a leading role in the financial solution to the fiscal cliff. Two key opportunities to help meet the fiscal cliff include efforts to contain future cost growth and regularly raise fares to make sure system generated revenue remains a major component of transit funding overall.</p>	<p><b>System actions</b></p> <p>Throughout the PART process, stakeholders from across the region have emphasized the importance of good fiscal stewardship by the entities entrusted with the transit system's operation. Although the service boards in northeastern Illinois have already achieved substantial efficiencies in comparison to their national peers, there is a strong desire to see the system itself take a leading role in the financial solution to the fiscal cliff. To achieve this goal, the transit system can pursue efforts to contain future cost growth and ensure that fare revenue remains a stable and significant source of funding overall.</p>	p. 79	p. 79
<p>Responsible financial stewardship by the transit system is the utmost priority. In addressing the fiscal cliff, RTA and the service boards must continue to identify efficiencies and cost savings that demonstrate the system is adapting to the current financial and ridership situation. To be clear, the service boards have a strong record of financial stewardship. Historically, the service boards in the RTA region have outperformed peers by providing transit service at a cheaper per unit cost (Figure 24), but inflation has impacted transit operations across the country and labor markets are highly competitive. To contain costs as much as possible moving forward, the service boards must continue this success and seek innovative solutions and best practices that unlock greater efficiencies and savings. For example, investments in bus priority can increase average bus speeds, thus allowing operators to increase the amount of service they run without increasing costs. Rethinking how the service boards can provide more productive or cost-efficient service with existing assets is a key pathway to realizing greater efficiencies and cost savings.</p>	<p>Responsible financial stewardship by the transit system is the utmost priority. In addressing the fiscal cliff, RTA and the service boards must continue to identify efficiencies and cost savings that demonstrate the system is adapting to the current financial and ridership situation. To be clear, the service boards have a strong record of financial stewardship. Historically, the service boards in the RTA region have outperformed peers by providing transit service at a cheaper per unit cost (Figure 24), but inflation has impacted transit operations across the country and labor markets are highly competitive. To contain costs as much as possible moving forward, the service boards must continue this success and seek innovative solutions and best practices that unlock greater efficiencies and savings. For context, a one percentage point reduction in system cost growth rate relative to 2023 budgets would yield more than \$100 million in savings annually by 2026.</p> <p>It is important to note that any savings and efficiencies should be pursued with the rider in mind. Actions that save money today while making the system less attractive for its users are unlikely to yield long-term success. However, the PART report has also identified some recommendations that could reduce costs while improving the rider experience. For example, investments in bus priority can increase average bus speeds, thus allowing operators to increase the amount of service they run without increasing costs. Based on 2021 figures, increasing bus speeds by an average of 10 percent could enable more than \$50 million in annual savings. More broadly, rethinking how the service boards can provide more productive or cost-efficient service with existing assets is a key pathway to realizing greater efficiencies and cost savings."</p>	p. 79	p. 79

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<p>CTA, Metra, and Pace have regularly increased fares over the last two decades to align system-generated revenues with system costs. These fare increases have kept pace with, and in most cases exceeded, the annual rate of consumer price inflation (CPI) and employment costs. However, as the cost of labor, materials, and energy continue to rise faster than before the pandemic, operating expenses will continue to grow faster at a time when the agencies face an unprecedented fiscal cliff. While the service boards reduced fares to attract riders back to post-pandemic transit, PART recommends a return to fare increases and an expansion of income-based fare subsidies.</p>	<p>CTA, Metra, and Pace have regularly increased fares over the last two decades to align system-generated revenues with system costs. These fare increases have kept pace with, and in most cases exceeded, the annual rate of consumer price inflation (CPI) and employment costs. However, as the cost of labor, materials, and energy continue to rise faster than before the pandemic, operating expenses will continue to grow faster at a time when the agencies face an unprecedented fiscal cliff. While the service boards reduced fares to attract riders back to post-pandemic transit, PART recommends a return to fare increases and an expansion of income-based fare subsidies. As noted above, adjusting fares to partially offset recent inflation could yield \$100M in additional fare revenue.</p> <p>Existing fare revenue forecasts also assume that ridership will remain significantly below pre-COVID levels through the end of the decade. If the service boards succeed in attracting former, current, and new riders to use the system in greater numbers, the associated fare revenue would also provide additional system-generated funding for ongoing operations.</p>	p. 79	p. 79
<p>While the new PTF II funding helped to offset the increased local share for paratransit, it has failed to address the persistent steep rise in paratransit expenses. Driven by largely uncontrollable growth in demand, paratransit services have required increasing amounts of sales tax revenue, leading to less 2008 funding for fixed-route transit service.</p>	<p>Although the state reduced its dedicated paratransit support by decreasing annual appropriations, it increased discretionary transit funding through the state match on the RTA sales tax. The state also provided more funding via the increased RTA sales tax rate and the increased state match, which initially helped to offset the region’s greater responsibility to fund paratransit. However, this funding solution has failed to address continued growth in paratransit costs. Coupled with growing demand, paratransit services have increasingly commanded ST II revenues over time, leaving less funding for fixed-route transit service.</p>	p. 81	p. 81
<p>Given the clear relationship between the roadway and transit systems (i.e., congestion management and greenhouse gas emission mitigation), roadway-generated revenues can and should provide solutions to a range of regional transportation issues.</p>	<p>Given the clear relationship between the roadway and transit systems (i.e., congestion management and greenhouse gas emission mitigation), roadway-generated revenues can and should provide solutions to a range of regional transportation issues — especially in place of or in conjunction with other revenue sources identified.</p>	p. 87	p. 87
<p>Accordingly, user fees are best used as congestion management strategies.</p>	<p>Accordingly, user fees are best used as congestion management strategies and are important tools for minimizing climate impacts of the transportation system.</p>	p. 87	p. 87
<p>However, improvements to vehicle fuel efficiency (including growing uptake of EVs) and anticipated changes in travel behavior are expected to continue eroding the productivity of MFT revenues over time. Other revenue tools will ultimately be needed to replace MFT and support the transportation system.</p>	<p>However, improvements to vehicle fuel efficiency (including growing uptake of EVs) and anticipated changes in travel behavior are expected to continue eroding the productivity of MFT revenues over time and increasingly make it a more regressive revenue source. Other revenue tools will ultimately be needed to replace MFT and support the transportation system.</p>	p. 88	p. 88
<p>Geographically, the increased cost should be levied within the Chicago central business district because of its robust transit network, which provides travelers with low-cost transportation alternatives through urban bus and rail or commuter rail.</p>	<p>Geographically, the increased cost should be levied within the Chicago central business district because of its robust transit network, which provides travelers (particularly vulnerable populations who are less likely to drive) with low-cost transportation alternatives through urban bus and rail or commuter rail.</p>	p. 88	p. 88
<p>The Chicago CBD is a strong candidate for cordon pricing because of its robust transportation network, which provides travelers with various low-cost transportation alternatives through walking, biking, taxi, urban bus and rail (i.e., CTA), and commuter rail (i.e., Metra).</p>	<p>The Chicago CBD is a strong candidate for cordon pricing because of its robust transportation network, which provides travelers (particularly vulnerable populations who are less likely to drive) with various low-cost transportation alternatives through walking, biking, taxi, urban bus and rail (i.e., CTA), and commuter rail (i.e., Metra).</p>	p. 88	p. 88

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If desired and directed by the state, the Illinois Tollway could dedicate a portion of its revenues to transit, which could be funded by increasing tolls.	If desired and directed by the state, the Illinois Tollway could dedicate a portion of its revenues to transit, which could be funded by increasing tolls. Given potential impacts to the Tollway's creditworthiness, this change can be implemented in coordination with and with support from the Tollway and their bondholders to ensure perceptions of risk are minimized.	p. 89	p. 89
Nevertheless, even after the changes implemented via Rebuild Illinois, MFT will be an unsustainable funding source for transportation (both roadways and transit) in the long term.	Nevertheless, even after the changes implemented via Rebuild Illinois, MFT will be an unsustainable and regressive funding source for transportation (both roadways and transit) in the long term.	p. 90	p. 90
The most prominent example of this is New York City's Metropolitan Commuter Transportation Mobility Tax, a payroll tax applied to firms on a quarterly basis based on their total payroll to generate funds for transit.	The most prominent example of this is New York City's Metropolitan Commuter Transportation Mobility Tax, a payroll tax applied to firms on a quarterly basis based on their total payroll to generate funds for transit. Taxing corporations in this way ensures firms with lower payrolls – which are typically smaller in size or are associated with particular sectors – are not overly burdened. A similar payroll tax in northeastern Illinois could prove to be an important revenue source for transit in the event the state is unable to reach consensus on other funding options.	p. 93	p. 93
<i>NA - new figure</i>	<i>Figure 40: Examples of connections between system improvements, funding, and governance</i>	pp. 97-98	p. 99
The State of Illinois and the region's transit system both rely on each other to achieve their goals. In addition to providing critical funding, the state is a partner in the provision of transit service — it owns and operates many of the roads on which buses run.	The State of Illinois and the region's transit system both rely on each other to achieve their goals. In addition to providing critical funding, the state is a partner in the provision of transit service — it owns and operates many of the roads on which buses run and multiple transit rail lines operate alongside IDOT expressways	p. 98	p. 100
Eliminating statutory formulas and giving a regional entity more discretion over funding allocation may support the transit system more effectively in meeting baseline needs and implementing regional priorities.	Eliminating statutory formulas and giving a regional entity more discretion over funding allocation may support the transit system more effectively in meeting baseline needs and implementing regional priorities, including to address mobility, equity, and climate concerns.	p. 99	p. 101
<i>Section: "Recommendations to improve transit governance"</i>	<i>Throughout this section, "Option 2: Strengthen a re-envisioned RTA" has been renamed "Option 2: Empowered regional coordinating agency." References to this option have been adjusted as appropriate throughout.</i>	pp. 99-106	pp. 101-109
To reliably meet baseline funding needs, the region should articulate a transit vision that defines expectations for baseline transit services, like the system improvement packages described earlier in this report. Once those baseline needs are met, the region should use additional funding to advance the implementation of broader regional goals.	To reliably meet baseline funding needs, the region should articulate a transit vision that defines expectations for baseline transit services, like the system improvement packages described earlier in this report. Essential operations and baseline capital investment needs should be provided through a transparent and predictable allocation approach. Once those baseline needs are met, the region should use additional funding to advance the implementation of broader regional goals.	p. 99	p. 101
Governance reform should enable the regional transit agency to more effectively set, monitor, and adjust performance metrics to align with strategic plans and regional service standards.	Governance reform should enable the regional transit agency to more effectively set, monitor, and adjust performance metrics to align with strategic plans, service standards, and regional and state climate and equity goals.	p. 101	p. 103
Either of the two structural approaches outlined in the next section would maintain and increase the importance of a regional transit decision-making structure. While there could be variation based on the specific structural approach, that regional body should be consistent with the principles outlined below.	Either of the two structural approaches outlined in the next section would maintain and increase the importance of a regional transit decision-making structure, with a goal of improving regional transit system outcomes. While there could be variation based on the specific structural approach, all governing boards and relevant committees should be consistent with the principles outlined below.	p. 101	p. 103
Stakeholders who are well positioned to provide these perspectives include policy advocacy organizations, state transportation officials, community advisory committee leadership, and CMAP as the region's metropolitan planning organization.	Stakeholders who are well positioned to provide these perspectives include policy advocacy organizations, community advisory committee leadership, and CMAP as the region's metropolitan planning organization.	p. 101	p. 103
<p><b>Provide a greater role for the state, especially as it increases its funding support</b></p> <p>If the state contributes more funding to northeastern Illinois' transit system, representatives of the state should participate on the regional transit board.</p>	<p><b>Provide a greater role for the state, especially as it increases its funding support</b></p> <p>If the state contributes more funding to northeastern Illinois' transit system, representatives of the state should participate on regional transit boards and committees.</p>		



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Having greater state government involvement in transit can help advance a regional vision that aligns with statewide priorities.	Having greater state government involvement in transit can help advance a regional vision that aligns with statewide priorities.  The state appointments, along with the regional representatives noted above, are intended to provide additional perspectives and thus help overcome potential decision-making impasses. Their role is not intended to give the state a controlling role on the regional agency board and/or other governing boards. The regional appointees should be empowered to advance their vision where regional consensus exists.	p. 101	p. 103
<b>Appoint board members with relevant and diverse experiences</b> Having diverse perspectives on the regional board will promote decision making that improves the transit experience for a broader set of stakeholders	<b>Appoint board members with relevant and diverse experiences</b> Having diverse perspectives on regional boards and committees will promote decision making that improves the transit experience for a broader set of stakeholders	p. 101	p. 104
<i>NA - new figure</i>	<i>Figure 41: Overview of governance reform options vs. today</i>	p. 102	p. 104
Existing systems for procurement, pensions, and labor negotiations would be merged under the integrated agency.	Existing systems for procurement, pensions, and labor negotiations would be merged under the integrated agency, which would require additional considerations (discussed in "Strengths and challenges of structural options" below).	p. 103	p. 106
The service boards continue to exist as three, separate agencies that are overseen by RTA. The service boards provide transit operations and service planning, while RTA is strengthened with greater authority and resources to develop regional policies, coordinate comprehensive mobility planning, and allocate funding to the service boards. All four agencies have their own agency executives and governing boards.	The service boards would continue to exist as three, separate agencies that are led by a regional coordinating agency. The service boards would provide transit operations and local service planning, while the regional entity would be strengthened with greater authority and resources to develop regional policies, coordinate comprehensive mobility planning, and allocate funding to the service boards. All four agencies would have their own agency executives and governing boards. Membership, structures, and procedures for each board would be consistent with the baseline principles for reform outlined above.	p. 104	p. 106
<i>Figure 39</i>	<i>Now labeled Figure 43. Figure has been updated to clarify the roles and responsibilities of the empowered regional coordinating agency in relation to the service boards.</i>	p. 104	p. 106
<b>Financial stewardship:</b> In addition to the existing financial oversight that RTA currently provides, it would also set and monitor systemwide standards for operational efficiencies and progress on regional priorities, such as capital planning, climate resilience, and the regional vision.	<b>Financial stewardship:</b> The regional coordinating agency would inherit the existing financial oversight functions provided by RTA today. It would also set and monitor systemwide standards for operational efficiencies and progress on regional priorities, such as capital planning, climate resilience, and the regional vision.	p. 104	p. 107
<b>Capital planning and funding:</b> RTA would be responsible for prioritizing capital funding for the region and planning both system expansion projects and efforts to achieve a state of good repair.	<b>Capital planning and funding:</b> The regional coordinating agency would be responsible for and empowered to prioritize capital funding. It would also be empowered to plan both system expansion projects and efforts to achieve a state of good repair. The regional agency's responsibility to prioritize capital projects would also require that it represent the region in seeking capital funding (as well as complementary operating investments) from state and federal partners.	p. 104	p. 107
<b>Regional service planning:</b> RTA would monitor bus, rail, and paratransit planning throughout the region to prevent disconnections or duplications in service. Additionally, RTA would conduct analyses to determine how different markets should be served by transit.	<b>Regional service planning:</b> The regional entity would coordinate bus, rail, and paratransit/demand-responsive service planning throughout the region to prevent disconnections or duplications in service. Additionally, the regional entity would conduct analyses to determine how different markets should be served by transit, identifying which service(s) can best meet the different needs of travelers throughout the region.	p. 105	p. 107



Original text	Revised text	Page (Draft)	Page (Final)
<p><b>Funding allocation:</b> To support RTA’s strengthened role, it would have greater authority to allocate discretionary funding in alignment with regional priorities and plans. RTA would also lead efforts with state and federal partners to secure investments in transit operations and capital projects.</p>	<p><b>Funding allocation:</b> The regional entity would have greater authority than the existing RTA to allocate discretionary funding in alignment with regional priorities and plans. The agency would collect system-generated revenues as well as funding from state and federal partners to distribute among the service boards — including any new revenues identified through the state’s consideration of PART. This power would be critical to the regional entity’s ability to fulfill its other responsibilities, such as regional service planning and fare policy.</p>	p. 105	p. 107
<p><b>Funding allocation</b> A strengthened RTA would collect system-generated revenues as well as funding from state and federal partners to distribute among the service boards — including any new revenues identified through the state’s consideration of PART. RTA’s responsibility to prioritize capital projects would also require that it represent the region in seeking capital funding from state and federal partners.</p>	<p><i>Text incorporated into section above</i></p>	p. 105	p. 107
<p><i>NA - new text</i></p>	<p><b>Oversight</b> In this model, the regional entity and the service boards would each maintain separate governing boards. As noted above, however, these boards would differ in both responsibility and composition from the existing governing boards for the region’s transit system. The membership and decision-making structures of each board would be consistent with the baseline principles for reform. The regional entity board would also be the owner of the functions noted above, such as fare policy and regional service planning. The governing boards for the transit service boards would have a narrower focus on corporate functions and day-to-day operations.</p>	p. 105	p. 107
<p>On the contrary, the reforms detailed in this report could face implementation barriers if RTA lacks sufficient authorities and resources. State mandates for regional transit will fall short if the implementers are not empowered to enact reform. Notably, past attempts to strengthen RTA have fallen short of the intended outcomes. The state should be mindful of permissions, resources, or additional support that changes to governance may require.</p> <p>Additionally, dynamics between multiple boards may continue to challenge regional decision making and funding allocation.</p>	<p>However, the reforms detailed in this report could face implementation barriers if RTA lacks sufficient authorities and resources. State mandates for regional transit will fall short if the implementers are not empowered to enact reform. Notably, past attempts to strengthen RTA have fallen short of the intended outcomes. The state should be mindful of permissions, resources, or additional support that changes to governance may require. As highlighted above, this could include adjustments to voting structures (e.g., supermajority thresholds), appointing authorities (e.g., a significant but not controlling role for the state) and clearly defined allocations of which responsibilities rest with which entity (e.g., fare policy as an exclusive responsibility of the regional board).</p> <p>These considerations would be important in either path of reform, but are especially critical in Option 2, given the continuing existence of multiple agencies and governing boards. The dynamics between multiple boards may continue to challenge regional decision making and funding allocation.</p>	p. 106	p. 109
<p><i>NA - new figure</i></p>	<p><i>Figure 44: Example implementation considerations for each structural option</i></p>	p. 106	p. 109
<p><i>NA - new figure</i></p>	<p><i>Figure 45: Examples of legislative actions to achieve baseline principles for governance reform</i></p>	p. 107	p. 110

Original text	Revised text	Page (Draft)	Page (Final)
<p>Recognizing that additional analysis is needed and that implementing governance reform may take time, CMAP encourages the state to reach consensus on one of the structural reform options and establish an implementation plan for how that approach could achieve the baseline principles for reform.</p>	<p>Recognizing that additional analysis is needed and that implementing governance reform may take time, CMAP encourages decision-makers to consider the unique strengths and challenges of each of the structural governance reform options and reach consensus on one. A critical next step in achieving these baseline principles is through new or revised legislation. Figure 45 provides an overview of the unique legislative considerations that would need to be undertaken for each option to be responsive to each of the baseline principles. As shown in Figure 46, these statutory changes would also need to be coupled with an implementation plan for the chosen option to account for the unique challenges and considerations noted in the previous section.</p>	p. 107	p. 110
<p>NA - new figure</p>	<p><i>Figure 46: Next steps for the Illinois General Assembly on governance reform</i></p>	p. 107	p. 111
<p>NA - new text</p>	<p><b>A stronger transit system is possible</b>  When taken as a whole, the recommendations in the PART report – from system improvements, to funding, to governance – are all in service of that vision of a stronger and more user-centric transit system. Achieving the system users want will require a combined approach. As this report has outlined, the elements of the PART report build upon and reinforce one another. A more frequent and reliable transit system will improve mobility for existing users and attract new ones. The fares those riders pay will provide operators with a stable funding source, magnifying the impact of significant new investments from the region. And a stronger regional transit governance structure will identify how those funds can best be invested, ensuring that everyone who calls northeastern Illinois home can affordably and seamlessly move throughout the region.</p> <p>ON TO 2050 makes it clear that “regional success relies on transit.” Transit enables mobility, equity, sustainability, and economic vitality, with impacts that extend across Illinois. The crisis facing the region’s transit system is as profound as any since the initial creation of the RTA and the service boards. Addressing these challenges will require significant action and investment. But the region’s transit system – the legacy of more than a century of sustained leadership and investment – is too important to let fail.</p>	p. 107	p. 112
<p><i>Figure (no number): The region's rail, bus, and demand-responsive paratransit services.</i></p>	<p><i>Now labeled Figures 51-53. All updated to new version; Figure 53 now includes Pace Connect service areas.</i></p>	pp. 116-118	pp. 121-123
<p><i>Throughout</i></p>	<p><i>The updated report also includes various minor corrections and adjustments for clarity and style.</i></p>	NA	NA