200

REGIONAL TRANSIT STRATEGIC PLAN

Regional Transportation Authority

cta Metra pace

Adopted August 2013

CONTENTS

BACKGROUND

THE PLAN

A MESSAGE FROM THE EXECUTIVE DIRECTOR

Transit plays a critical role in our region's everyday activities. First and foremost, it gets us to work and it provides vital connections to our daily life commitments. But beyond that, it keeps our region moving, taking thousands of cars off of our congested roadways. It helps the environment. It bolsters our regional economy and it enhances the vibrancy of our communities. The Chicago region draws businesses, residents and tourists from around the world and it deserves nothing less than a world-class public transportation system.

Looking ahead, the next five years pose both great opportunities and challenges for our transit system. As ridership continues to grow, we want to capitalize on that momentum and make sure that our system continues to be safe, reliable, affordable, and meets the needs of the region. The continued advancement of technology not only allows us to be more efficient in our operations, but it introduces more amenities to our customers such as real-time information at bus stops, stations and on smartphones.

However, our system is aging and capital funding remains extremely limited. Also, operating budgets are expected to continue to be tight. While I remain committed to raising awareness among our state legislators and representatives in Congress of these needs, I know too that we need to be committed to further increasing our efficiencies and doing even better with what we have.

The Regional Transit Strategic Plan captures the region's shared vision for transit and the core values by which we manage, preserve and grow the system. It also lays out actionable recommendations by which our region can collectively and proactively address the most important issues that face transit in the coming years.

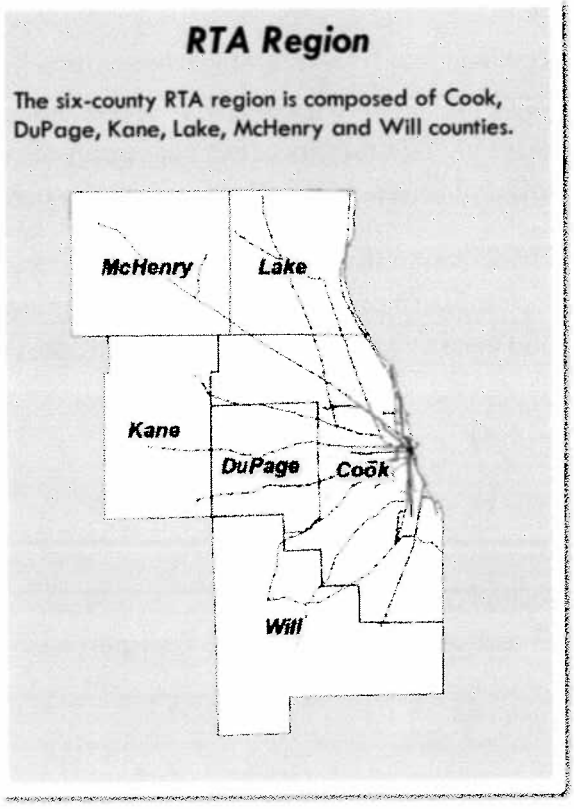
Thank you to the many individuals that have contributed to the development of this plan. I look forward to demonstrating my commitment to your voice by partnering with CTA, Metra and Pace as well as the citizens and leadership of this region to achieve the goals of this plan.

Joseph G. Costello
Executive Director, Regional Transportation Authority

INTRODUCTION & BACKGROUND

Recognizing the value and need for a unified regional vision for transit, in 2007, the RTA in partnership with CTA, Metra and Pace developed the Moving Beyond Congestion (MBC) Strategic Plan. The vision, goals and objectives as laid out in the MBC plan coupled with the RTA's 2008 reform legislation, has shaped and directed much of transit's strategic activities in the Northeastern Illinois region in the past few years.

Since 2008, the RTA, CTA, Metra and Pace have taken the recommendation of MBC and the requirements of the legislations seriously. With a new focus on performance measures and assessment, several evaluations have taken place to determine the status and needs of the regional transit system. We have made advancements that allow the region to be better informed and more business-minded in its decision-making. A Regional Market Analysis conducted in 2009 provided a better understanding of transit's market opportunities and how to improve transit's competitiveness. A newly established program assessing the region's transit Capital Asset Condition helps us better understand the system's capital needs and to help guide capital investment decisions. The adopted Performance Measures program enables us to regularly track and monitor the overall performance of the transit system, allowing the region to examine its performance over time and against peer regions. The first Regional Customer Satisfaction study was also completed, which now provides a consistent way of gauging customer input across all the Service Boards. A Regional Green Transit Plan completed in 2012 unifies and furthers transit's role in reducing greenhouse gas emissions. These and other strategic endeavors culminate to a strong base of information and analysis about our transit system, our customers, the environment in which transit is managed and operated, and the emerging issues that we face. The Regional Transit Strategic Plan represents a complete update and synthesis of this strong base of work as well as vital input from key stakeholders and the general public.



VALUE OF TRANSIT

The broad reaching benefits of investing in transit are well acknowledged. Not only does public transportation benefit those who use it, but it also benefits society -- individuals, families, communities, and businesses -- as a whole. Among other things, transit reduces congestion, gives people mobility options, provides access to jobs, helps the environment and supports economic development. The Northeastern Illinois region has a long history of committing to transit.

PUBLIC TRANSPORTATION ENHANCES PERSONAL OPPORTUNITIES

- 3.5 million times each year, a person with disabilities or an elderly person relies on Pace's ADA/ Paratransit service to get to an important destination, such as a job, school or medical appointment. (RTA)
- 38% of the region's households use transit at least once a week. Within Chicago, this number grows as high as 71% of households. (SPM/Source: CMAP Travel Tracker Survey, 2008)
- With Chicago as one of the top tourist destinations in the United States... Nearly 60% of Summer City Travelers plan to use public transit. (APTA)
- Providing over 2 million rides per weekday, transit is vital to the mobility of the region. (SPM/ Source: National Transit Database)
- 12% of the region's residents rely on transit to get to work. (SPM/ Source: Census Transportation Planning Package 2006-2008)
- 12% of the region's residents and 31% of people that work in the City of Chicago rely on transit to get to their jobs. (SPM/ Source: Census Transportation Planning Package 2006-2008)
- 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 (SPM/ Source: RTA Customer Satisfaction Survey, 2012)

PUBLIC TRANSPORTATION REDUCES CONGESTION

- 9 working days (71 hours) are lost by each resident per year due to congestion delay. Without transit, this would increase to almost 12 lost working days per year per resident. (SPM/ Source: Texas Transportation Institute Urban Mobility Report)
- In 2010, transit replaced almost 300 million auto trips, which would have otherwise severely taxed the space-constrained road system and degraded the region's air quality. (SPM/ Source: GHG Inventory and Displacement Report 2011, National Household Travel Survey 2009, CMAP Travel Tracker Survey 2008, & National Transit Database)

- Multi-modal communities experience 75% fewer casualties than auto-dependent communities (Litman & Fitzroy)
- Americans who use transit spend a median of 19 minutes daily walking to and from transit (CDC Walking to Public Transit)

PUBLIC TRANSPORTATION SAVES MONEY

- A transit rider will spend only 17 cents for every $1 spent by an auto driver. (SPM/ Source: AAA Your Driving Costs, 2011)
- Transit saves a commuter $514 in congestion costs per year (SPM/ Source: Texas Transportation Institute Urban Mobility Report)
- A household's Housing and Transportation (H+T) costs reduce when located near transit. In Cook County, located inside the RTA region, H+T is 46% of income, while in Kendall County, located outside of the RTA region, H+T is 62% of income. 52% of regional median income is spent on housing and transportation. (SPM/ Source: Center for Neighborhood Technology, 2009)
- The average household spends 16 cents of every dollar on transportation, and 94% of this goes to buying, maintaining, and operating cars, the largest expenditure after housing. (APTA)
- Households that are likely to use public transportation on a given day save more than $10,000 every year. (APTA)

PUBLIC TRANSPORTATION PROVIDES ECONOMIC OPPORTUNITIES

- Each dollar invested in transit generates $1.21 to $1.90 in benefits such as direct labor effects, regional mobility effects, household savings from reduced auto use, reduction in highway congestion and improved air quality. (Chaddick, 18)
- For each dollar invested in transit, business sales increase $3.20 (Smart Growth America)
- 76% of jobs have access to transit, expanding the job market (SPM/ Source:CMAP, 2010)
- Proximity to major transit corridors contributes 5-20% to property values in the region. (Chaddick, 15/ McMillen & McDonald)

PUBLIC TRANSPORTATION REDUCES GASOLINE CONSUMPTION & IMPROVES THE ENVIRONMENT

- Nationally, public transportation saves the United States 4.2 billion gallons of gasoline annually. (APTA)
- Households near public transit drive an average of 4,400 fewer miles than households with no access to public transit. This equates to an individual household reduction of 223 gallons per year. (APTA)
- The RTA system displaces more than 5 times the carbon produced by its transit operations. (SPM/ Source: RTA GHG Inventory and Displacement Report, 2010)
- Transit improves air quality
    - 1 CTA or Pace Bus eliminates up to 50 automobiles
    - 1 CTA Train eliminates up to 800 automobiles
    - 1 Metra Train eliminates up to 1,500 automobiles (RTA Fact Book, 2012)
- A single auto commuter switching to public transportation can reduce a household's carbon emissions by 10%, or up to 30% if he or she eliminates a second car. When compared to other household actions that limit CO2, taking public transportation can be 10 times greater in reducing this harmful greenhouse gas. (APTA)

STATE OF TRANSIT

A look at the past 5 years and where we are now

Transit is integral to the Northeastern Illinois region and as the past five years has shown, transit is not immune to the issues and challenges that face the region and state as a whole. A look at the past five years provides important context as we consider where we are today and where we want to be in the next five years.

In 2008, after a successful grassroots campaign led by RTA, dubbed "Moving Beyond Congestion," brought awareness to a structural deficiency in transit's operating funding, legislation was passed to reform the RTA. This legislation most notably increased the sales tax by 0.25% within the 6 county region and created a Chicago-only real estate transfer tax to solely benefit CTA to stabilize transit's operating funds.

As further indication of broad public support for transit, in 2010, CMAP completed and adopted the region's first comprehensive plan (GOTO 2040) which underscored an increased regional commitment to transit with a goal of doubling transit ridership by 2040 as a means of

increasing regional mobility and creating more livable communities. The key role that transit plays in providing mobility options and reducing the region's impact on climate change was also further echoed in other agency plans such as the City of Chicago's Sustainability Initiative Action Agenda (released in 2012), the Illinois State Tollway's 15 Year Capital Plan (adopted in 2012) and the Illinois Department of Transportation's State Transportation Plan (released in 2012).

Shortly after the 2008 RTA reform act was passed, however, the nation and the global economy began to feel the effects of the Great Recession. The recession impacted transit in significant ways. From a funding standpoint, despite provisions in the 2008 reform legislation, regional sales tax revenues fell far below what experts had projected. Also Chicago's real estate transfer tax generated little revenue due to a paralyzed housing market after the housing bubble burst and the subprime mortgage crisis set in. In addition, the weak fiscal standing of the state delayed and continues to delay the state's release of funds on which all of the region's transit agencies depend, forcing the RTA to issue working cash notes to ensure sustained and uninterrupted CTA, Metra and Pace operations. The state's weak fiscal standing also thwarted efforts to develop a state capital bill that could meaningfully support transit's ongoing infrastructure needs.

Given near record unemployment levels, the transit agencies also experienced a decline in ridership between 2008 and 2010. To overcome some of these challenges, CTA, Metra and Pace all implemented fare increases. CTA introduced an increase to its base fare in 2009, which was the first in 3 years. Metra introduced fare increases in 2008 and in 2010. Pace introduced an increase to its base fare in 2009 which was its first since 2001. In 2010, CTA also implemented a fairly significant, but targeted, reduction in bus and rail service in order to reduce operating expenses while minimizing impacts to customers. These financial realities also forced CTA, Metra and Pace to re-examine agency plans for system expansion. This was particularly true for the more significant capital expansion projects being examined through the Federal New Starts process. The CTA and Metra both downshifted momentum on many of these projects awaiting a more favorable funding situation.

Despite these setbacks in the economy, as compared to our peer regions, transit in our region has overall fared well in terms of performance. Further, during this period, the majority of transit customers (83%) still report to be satisfied with transit in the region. Much of this is a credit to the Service Boards' commitment to enhancing the customer experience through initiatives such as real-time bus & train arrival information, fleet renewal initiatives and improved information sharing through re-vamped agency websites. Additionally, during this period in time, transit ridership noticeably tracked closely with gas prices. In response to historically high gas prices, people began to appreciate transit as a viable and affordable alternative to driving.

While ridership is now rebounding, coinciding with the economic recovery, transit remains cautiously optimistic about the future. While government agencies at the state, regional and local levels eagerly promote transit as being key to a vibrant and prosperous future for the Northeastern Illinois region, transit still faces significant hurdles in the next five years:

- As of December 2011, the 10-year total State of Good Repair capital need for Northeastern Illinois transit agencies is $31.1 billion. Meanwhile there are no foreseeable funding initiatives at the state and federal levels that will provide the infusion of capital funds that will even begin to address this need. Degrading infrastructure will lead to degrading service quality. Unfortunately, this will undermine the current trend in ridership growth as customer satisfaction will undoubtedly decline.
- The 10-year total includes a significant capital backlog of $18.7 billion that transit faces as the result of years of disinvestment and the lack of adequate national and state capacity for infrastructure investment. Even if a significant infusion in capital funding became available to help reduce the backlog, having an ongoing funding commitment to maintain transit's infrastructure is a vital element to ensuring the long-term well-being of the transit system, and for which, an additional $12.4 billion is needed to address normal reinvestment
- Between 2007 and 2011, the region's population above 65 years old grew by 6.1% while the group between 60-64 years old grew 18.8%. In the coming years, transit is expected to play a key role in providing transportation options to an increasingly aging population. If transit's mainline system cannot be made more accessible through capital improvements, more and more travelers will have to rely on ADA / paratransit service which is the most costly service in the RTA system.
- The region's desire for transit to have a greater and more meaningful presence in traditionally auto-oriented parts of the region urges consideration for transit service expansion and coordinated land use planning. While transit's priority is and should be on the well-being of the existing system, the majority of the region's trips are no longer oriented towards Chicago and the downtown. New resources and supportive land-use policies will be key to transit's ability to provide new and improved service to these areas. Furthermore, there remains no state funding for the ADA capital program.

THE PLAN

VISION

A world-class regional public transportation system providing a foundation to the region's prosperity, livability, and vitality.

WORLD CLASS

What is "World-Class"? How do you define it? Can it be defined, or is it just something that you know when you see it? A quick trip across the Internet shows that there is no single definition of "World-Class" as applied to a transit system, but several themes do emerge. World-Class systems are safe, clean, and use cutting-edge technology to be very user-friendly; they provide frequent, reliable service around the clock; they have a broad reach to and from a central city core to the suburbs; they are financially supported to both maintain a constant State of Good Repair and reliability, and grow as expanding demand dictates.

Northeastern Illinois has elements of a World-Class transit system in place, especially in terms of scope and scale. Chicago's World-Class City status is not guaranteed. Our competitors are investing billions in their transit systems to remain players in a global economy. As a foundation to the region's economy, the transit system needs to build upon its existing elements to remain a World-Class competitor.

GOALS AND OBJECTIVES

GOAL A: PROVIDE VALUABLE, RELIABLE, ACCESSIBLE AND ATTRACTIVE TRANSPORTATION OPTIONS

- Provide public transportation choices that link people to jobs, education, services, cultural activities and other life commitments.
- Connect communities within the region through an enhanced and coordinated transit network that provides reliable and time competitive transportation options.
- Ensure that the transit system is more accessible and easier to use.
- Deliver safe, clean, reliable and affordable transportation services.
- Provide a customer experience that offers modern amenities utilizing state of the art technology

GOAL B: ENSURE FINANCIAL VIABILITY

- Prioritize capital investments based on safety, State of Good Repair, reliability, ridership, and operating costs.
- Control costs through improved operational efficiencies, effective management, coordinated planning, innovation and technology.

- Increase and stabilize revenue through existing and new funding sources in order to maintain reasonable fares.

GOAL C: PROMOTE A GREEN, LIVABLE AND PROSPEROUS REGION

- Promote transit, both alone and in combination with walking and cycling, as an alternative to motor vehicle use.
- Reduce transit's impact on the environment.
- Encourage Transit-Oriented Development by partnering with communities, employers and other stakeholders.
- Connect employers to a broad and diverse workforce.
- Partner with communities to improve transportation infrastructure that adds lasting value to all users.

GOAL D: CONTINUE TO ADVOCATE FOR AND BE A TRUSTED STEWARD OF PUBLIC TRANSPORTATION

- Elevate transit's needs by educating elected officials and citizens on the benefits of public transportation such as its contribution to the region's economic vitality, sustainability and individual health and wellbeing.
- Engage the public in meaningful and constructive ways.
- Increase transparency through improved oversight and information availability.
- Attract more riders to the system by promoting regional programs and services to businesses and residents.
- Increase awareness of transit through coordinated marketing and promotion.

Continuing and Emerging Issues

I. Transit's Significant Capital Backlog and Insufficient Capital Funding
II. Improve the Customer Experience through a Modernized & Integrated System
III. Strike a Balance between Meeting Current Demand & Developing New Markets
IV. Balancing Tight Operating Budgets
V. Reauthorization of the Federal Transportation Bill & the Need to Educate

RECOMMENDATIONS

I. TRANSIT'S SIGNIFICANT CAPITAL BACKLOG AND INSUFFICIENT CAPITAL FUNDING

While the Chicago region greatly benefits from a well-established and extensive transit system, current capital funding will not support the much needed renewal of aging transit infrastructure. Deferring infrastructure maintenance and renewal has immediate negative impacts including deteriorating service reliability, larger and more frequent slow zones, and increased inefficiencies and operating costs. Strategies to address transit's capital needs include *proactively seeking stable, long-term funding solutions*, *being more strategic in our capital investments*, and *increasing awareness of transit's capital need and its broad impacts on the region*.

Strategies:

- *Proactively Seek Stable, Long-Term Funding Solutions to Support State of Good Repair*

A stable, long-term capital funding solution is critical to renewing and maintaining our region's transit system. Given the fiscal challenges facing all levels of government, a stronger case for transit needs to be made. To do so, the RTA, CTA, Metra and Pace must collectively educate both voters and legislators and better engage advocacy and community groups on transit's needs. More work is also needed with national coalitions such as *Getting America to Work* in order to get the word out, develop legislative proposals for funding solutions, and gain support needed to pass that legislation. In parallel, continued and enhanced efforts should be made to ensure tax compliance by companies that benefit from locating in our region. Beyond seeking funding from local, state and federal levels, continued exploration is also needed into alternative and innovative funding solutions, such as public-private partnerships.

- *Strategically Invest*

Advancements in technology and innovative management practices allow transit to be increasingly thoughtful about capital investment. As national leaders, the RTA, CTA, Metra and Pace have already begun to develop and adopt analytical tools and practices to aid in decision making. Continued development and enhancement of these innovations will ensure that limited capital dollars are being put to their best use and that investments are optimized based on their state of repair need, safety, ridership, service reliability, and operation. Additionally, as aging assets are replaced or

rehabilitated they should be replaced or updated with modern technology and design elements that improve the accessibility of the transit system when possible.

- *Increase Awareness of Transit's Capital Needs and Its Impact on the Region*

The needs of transit are only as real as the region perceives them. For the casual observer, the inner workings of the transit system can be difficult to appreciate. While station and vehicle improvements are tangible, there are a variety of less visible elements (such as signals and traction power systems) that have a significant impact on system safety and reliability. It is important to convey the benefits of these lesser known infrastructure improvements to not only assure the region that meaningful investments are being made with available funding, but to also raise awareness of the impacts of not funding future projects.

II. IMPROVE THE CUSTOMER EXPERIENCE THROUGH A MODERNIZED & INTEGRATED SYSTEM

Our region's transit system is an older "legacy" system that attempts to unify individual services originally developed and operated by competing entities. Modern day expectations of a world-class transit system include seamless and reliable travel across CTA, Metra and Pace, the adoption of technological advancements, and the adoption of design elements that improve system accessibility while emphasizing green and sustainable operations. Strategies to modernize the transit system include *modernizing the customer experience, continued pursuit of behind-the-scenes initiatives that include better collaboration & partnerships*, and *a re-orienting of marketing to better resonate with today's customer's needs and preferences.*

Strategies:

- *Modernize the Customer Experience*

While our region's transit system is a legacy system, technological advancements such as integrated real-time information and open fare payment systems can be employed to modernize the customer experience and to allow for more seamless travel across CTA, Metra and Pace. Also, as capital assets are replaced or rehabilitated, modern enhancements should be adopted when feasible (e.g., those featured on new CTA and Metra railcars) and design elements should be integrated that are sustainable, make the system more accessible, and mark us as a progressive transit system. Further, technology can be used to modernize transit's interface with customers through

initiatives such as the integration of an interactive voice recognition system with the travel information center.

- *Pursue Behind-The-Scenes Initiatives*

Though there are few ribbon-cutting opportunities with these initiatives, the pursuit of certain behind-the-scenes efforts can have a great impact on the customer experience. As technology evolves, it becomes easier to integrate independent information systems to improve data sharing and coordination. In doing so, CTA, Metra and Pace will have more information with which to enhance current service planning coordination activities and improve operating efficiencies. Other behind-the-scenes initiatives include partnerships with private industry experts (e.g., Google, IBM) to help transit be more robust with data analytics as well as disseminating customer information (e.g., creation of new apps). Also, implementation of key recommendations from the Regional Green Transit Plan, when feasible, can improve operational efficiencies and further transit's effort to help the environment.

- *Develop Marketing that Better Resonates with Customers*

Transit's marketing efforts need to more closely align with customer preferences and attitudes. Societal trends point toward greener lifestyles, more urban lifestyles among the younger and older generations, and a desire for innovation and more information among an increasingly internet-based, tech-savvy society. Marketing efforts should evolve around technology initiatives that improve the customer experience and also around innovative and green aspects of new infrastructure investments. Approaches to marketing and information dissemination should take advantage of the internet and the popularity of consumer technologies. Such means include better leveraging social media and continuing to encourage the development of transit apps.

III. STRIKE A BALANCE BETWEEN MEETING CURRENT DEMAND & DEVELOPING NEW MARKETS

The travel needs of our region are both tremendous and diverse. There is a recognition that ridership growth is straining current capacity in our region's core (downtown Chicago) and that the region's transit system needs to change over time to adjust for evolving travel patterns. Given transit's limited capital funding, it is necessary to adopt a balanced approach to meet these dynamic market needs. Strategies to ensure that the system is optimizing its market reach include *managing and better accommodating demand when and where the system is at or near capacity* as well as *thoughtfully*

developing new markets when and where existing available capacity can be better leveraged.

Strategies:

- *Manage and Accommodate Currently Growing Demand*

Transit well serves the vital function of connecting the six-county region to the heart of our region's job center—downtown Chicago. Naturally, as the downtown commute is transit's primary market, this is also the market for which the system at peak times is at or near capacity. Much like with highway congestion mitigation, there is a need to consider ways to manage demand as well as ways to enhance or add capacity. New concepts and innovations related to bus service such as Bus Rapid Transit (BRT) and Transit Signal Priority (TSP) allow for more efficient bus service and can enhance service and capacity on existing bus routes. Continued coordinated service planning and information sharing across CTA, Metra and Pace would also allow transit resources to be better allocated to accommodate changing market needs and demand.

- *Thoughtfully Increase Ridership to Better Leverage Existing Capacity*

While transit is pressed for capacity in the downtown commute market, there is available capacity in the off-peak times and in other parts of the region. Thoughtful market development initiatives can be targeted at growing new markets while still being mindful of transit's limited capital funding. Marketing and information dissemination initiatives are relatively quick, low-cost ways to promote transit use among tourists and for recreational purposes to encourage off-peak travel and in places where service is already available. Similar marketing and promotion activities can be targeted at suburban businesses and employers located near transit stations to grow the reverse and suburb-to-suburb commute. Longer-term efforts to develop new markets include: partnering with real estate developers and communities to make more accessible and transit-friendly communities, promoting new marginal services such as shuttle-bugs and vanpools to expand the reach of the existing rail system, and continuing to partner with roadway agencies to develop priority treatments for bus service such as Transit Signal Priority (TSP) and Bus-On-Shoulder (BOS) as a cost efficient alternative to rail expansion.

IV. BALANCING TIGHT OPERATING BUDGETS

Financial forecasts show that future CTA, Metra and Pace operating budgets will continue to be tight if current service levels are to be maintained. And while operating budgets are tight, the region's desire is, in fact, to grow service and ridership. In order to maintain balanced budgets and to support the current momentum in ridership growth, strategies include *continued cost management and increasing efficiencies* as well as *growing revenues to support operating costs.*

Strategies:

- *Continue to Manage Costs and Increase Efficiencies*

Cost management is an ongoing effort that examines changes in transit's operating environment, advancements in technology, and the market for goods and services. As transit faces the need to accommodate an aging population, in addition to a continued commitment to a thoughtful ADA certification program there is a need to explore innovative service delivery programs and to promote the region's travel training program to manage demand for ADA / paratransit service. Also, as the region's travel patterns and travel needs change, there is need to re-evaluate how transit operation and capital needs are funded. The availability and adoption of technological innovations, such as Transit Signal Priority (TSP) can improve the efficiency of bus service. Also, transit should continue to adopt technology that improves and automates data collection, which will allow for a better understanding of changing market needs and more informed decision making. When cost savings can be achieved, agencies should combine purchasing power and seek joint procurement opportunities.

- *Grow Revenues*

In addition to being more cost efficient, transit must generate more revenue in order to not only prevent service cuts, but to actually enhance and grow service. To this end, transit should partner with legislators to examine various revenue and taxing strategies such as reforming the federal and state gas tax and broadening the state sales tax base. Also, transit should continue to seek non-traditional partnerships and funding sources such as public-private partnerships, value capture, and highway congestion pricing. As opposed to sudden significant fare increases, the merits of implementing regular but moderate fare increases should also be examined as a means of keeping up with operating costs.

V. AFFECT REAUTHORIZATION OF THE FEDERAL TRANSPORTATION BILL & THE NEED TO EDUCATE

Much of transit's operations are federally regulated, and nearly two-thirds of our region's transit capital funding comes from federal sources. The current Federal Transportation Bill (MAP-21) is set to expire in September 2014. The potential for new legislation poses both an opportunity and a threat to our region's transit. Under a favorable scenario, Congress would devise a long-term bill that increases overall transportation funding and appropriately allocates funding to bring transit to a State of Good Repair and in greater parity with roadway. Under a worst-case scenario, Congress would seek only a short-term solution that underfunds transit and imposes new mandates that further divert scarce funding from transit's existing needs. For our region, which is so greatly dependent on an extensive but aging transit system, the upcoming reauthorization of the Federal Transportation Bill is vitally important to our transit system's future and viability. Strategies for a more favorable Transportation Bill include *proactively seeking funding solutions for existing needs* and *diminishing the risk of unfunded mandates by better educating legislators*.

Strategies:

- *Proactively Seek Funding Solutions for Existing Needs*

In addition to the tactics earlier proposed to seek stable and long-term funding for transit's State of Good Repair needs, it is imperative in the context of the national dialogue on transportation funding that the Chicago region's needs do not get overlooked and that transit, as a mode, is recognized as a critical element in the nation's overall transportation system. Efforts to educate legislators on the Chicago region's reliance on transit will be critical. Also, should the new Federal Transportation Bill garner new dollars for transit in our region, transit must work closely with Springfield to develop local match commitments.

- *Reduce Unfunded Mandates and Encourage Initiatives that are Transit Supportive*

Within the national dialogue on transportation funding, various interests are vying for the attention and support of legislators. Transit cannot afford to take a backseat in these discussions. It is vitally important that transit becomes a more proactive and effective voice in the national dialogue in order to stave off future potential unfunded mandates as well as for transit to achieve greater parity with roadway on regulatory and funding matters.

ORDINANCE

ORDINANCE NO. 2013-63

WHEREAS, the Regional Transportation Authority (the "Authority" or the "RTA") is the region's transit planning and financial oversight agency and is required to adopt plans that implement the public policy of the State to provide adequate, efficient, and coordinated public transportation throughout the metropolitan region;

WHEREAS, Section 2.01a of the Regional Transportation Authority Act (the "Act") requires the RTA to adopt a Strategic Plan, no less than every 5 years;

WHEREAS, Section 2.01a further states that the Strategic Plan shall describe the specific actions to be taken by the Authority and the Service Boards to provide adequate, efficient, and coordinated public transportation;

WHEREAS, the Strategic Plan update uses the core elements of the current Regional Transit Strategic Plan, *Moving Beyond Congestion*, as its starting point for the current vision, goals and objectives;

WHEREAS, the Strategic Plan update largely builds from a broad base of studies and initiatives led by the RTA and conducted in partnership with CTA, Metra and Pace; including the Performance Measures, the Regional Market Analysis, the Capital Asset Condition Study, ten-year financial forecasts, Regional Customer Satisfaction Study, and the Regional Green Transit Plan, all of which have been presented to the RTA Board of Directors;

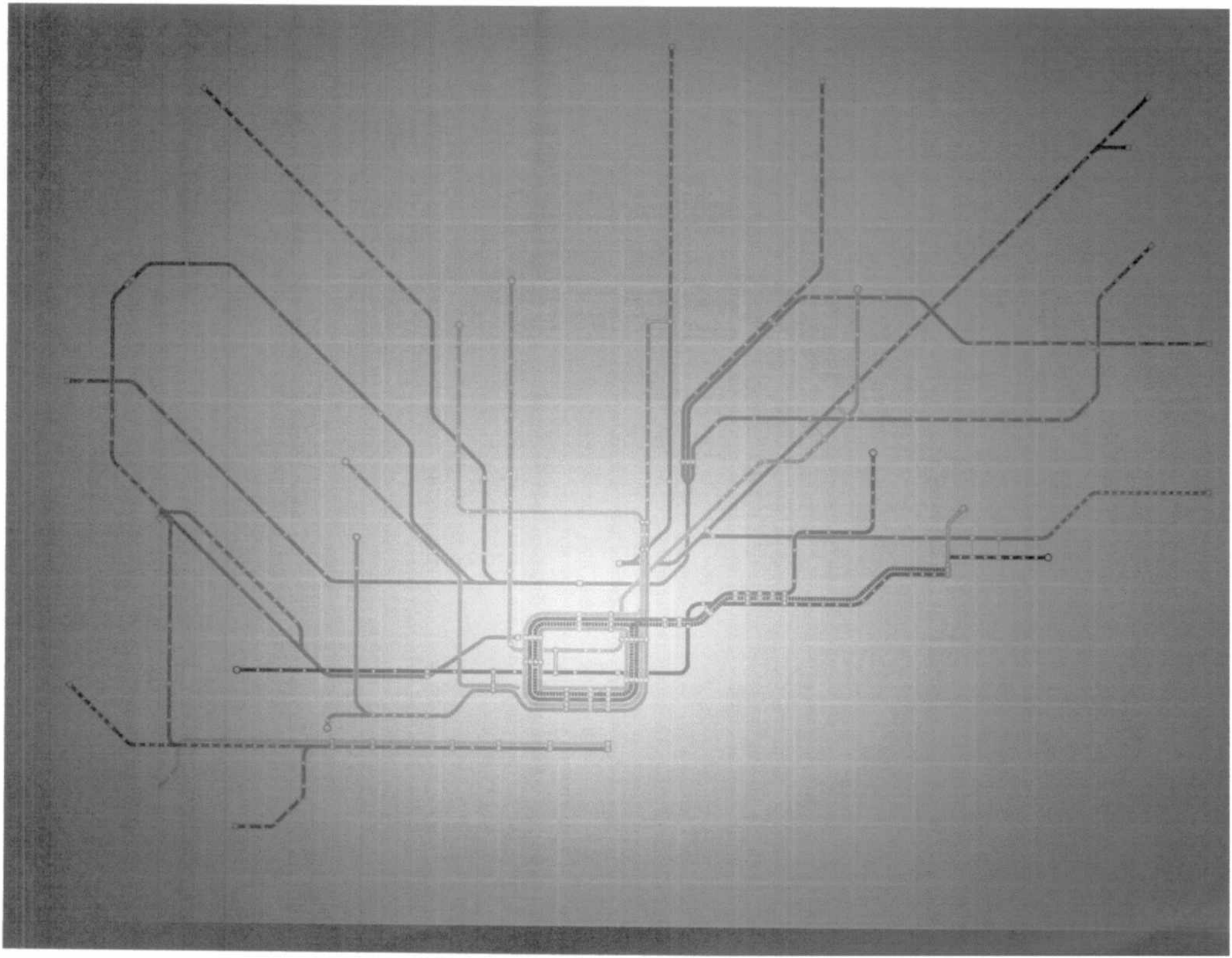
WHEREAS, the Strategic Plan update reflects the input of the general public, stakeholders and elected officials from the six-county region;

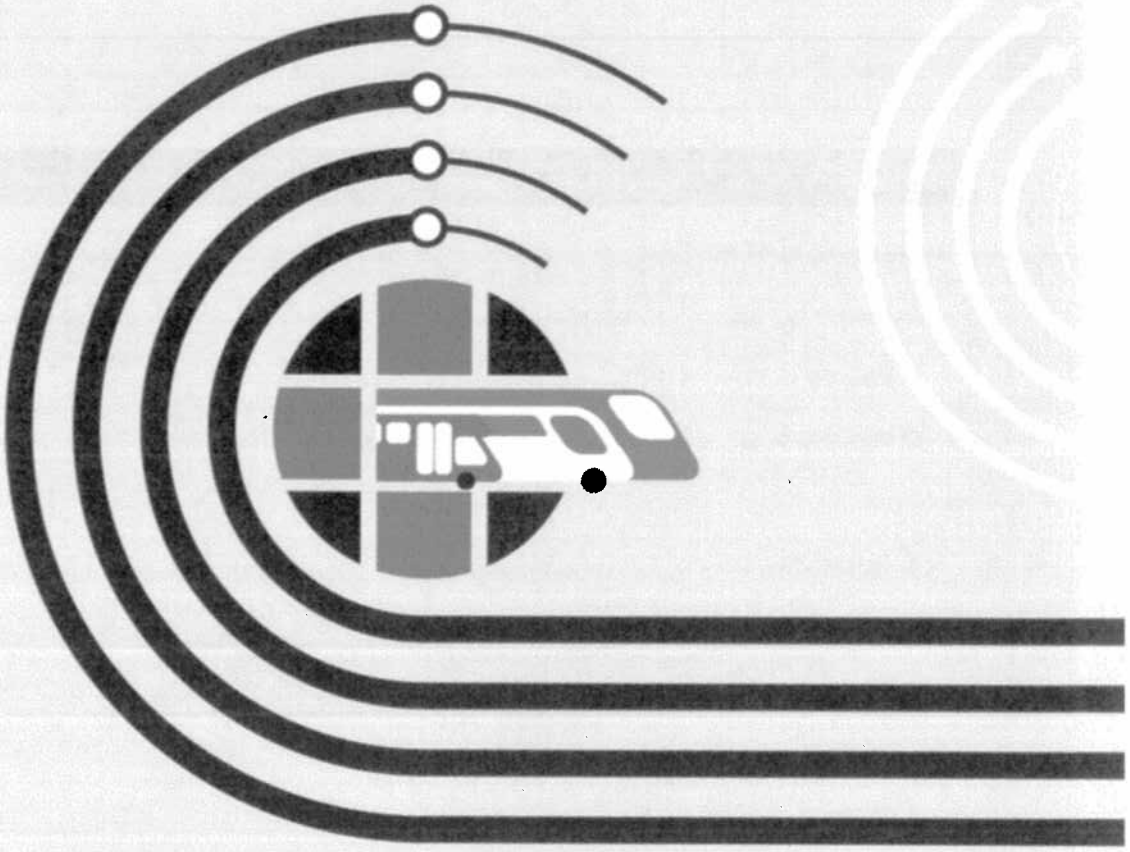
WHEREAS, the draft Strategic Plan was made available for public comment from June 1, 2013 through July 1, 2013 and was the subject of 8 public hearings held throughout the six-county region;

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF DIRECTORS OF THE REGIONAL TRANSPORTATION AUTHORITY that:

1) The Authority hereby adopts the Regional Transit Strategic Plan, including its vision, goals, objectives and recommendations.
2) The Authority shall be committed to the region's shared vision for a world-class public transportation system providing a foundation to the region's prosperity, livability, and vitality.
3) The Authority shall work in partnership with CTA, Metra and Pace to achieve the goals of a) Providing valuable, reliable, accessible and attractive transportation options, b) Ensuring financial viability, c) Promoting a green, livable and prosperous region, and d) Continuing to advocate for and be a trusted steward of public transportation.

ADOPTED AUGUST 21, 2013





REGIONAL TRANSIT STRATEGIC PLAN APPENDIX

An appendix explaining the process and input received during the creation of the 2013-2018 Regional Transit Strategic Plan

rta cta Metra pace

July 17, 2013

CONTENTS

BACKGROUND AND PROCESSES

In December 2012, the RTA set out to update the Regional Transit Strategic Plan in conjunction with the general public, our partner agencies CTA, Metra, and Pace, as well as stakeholders. The process involved several months of compiling opinions, workshops and analysis. The goal of the planning process was to include a wide range of input and base the plan in facts. The plan is intended to serve as a roadmap for regional transit and will help to guide decision-making over the next five years.

A. MANDATE

As part of the 2008 Regional Transportation Authority Act, the RTA has a legislative requirement to update the region's transit strategic plan every 5 years. Our current plan is called *Moving Beyond Congestion*. The update builds from this plan.

The legislation has stipulations as to the content and adoption details of the plan. It lays out specific goals the plan should seek to achieve and subjects the plan must include. The RTA Act requires eight public hearings and the affirmative vote of at least 12 of RTA's Directors for the plan to be adopted.

The region is utilizing the opportunity provided by updating the strategic plan to define a coordinated vision of transit for the upcoming five years.

B. WHAT IT IS, WHAT IS ISN'T

As an introduction to the planning process, meeting participants were given information as to what this plan is intended to do and what it is not intended to do. Defining the parameters of the plan from the start helped provide context and limitations of the plan.

What this effort is...

- As mentioned above, this effort is intended to meet a legislative requirement.
- The intent of this plan is to provide policy guidance on our collective work programs (RTA, CTA, Metra and Pace) so that we are adequately anticipating and are being responsive to, key emerging issues that face our region's transit system in the coming years.
- The plan anticipates emerging issues and offers preliminary strategies to address those issues.

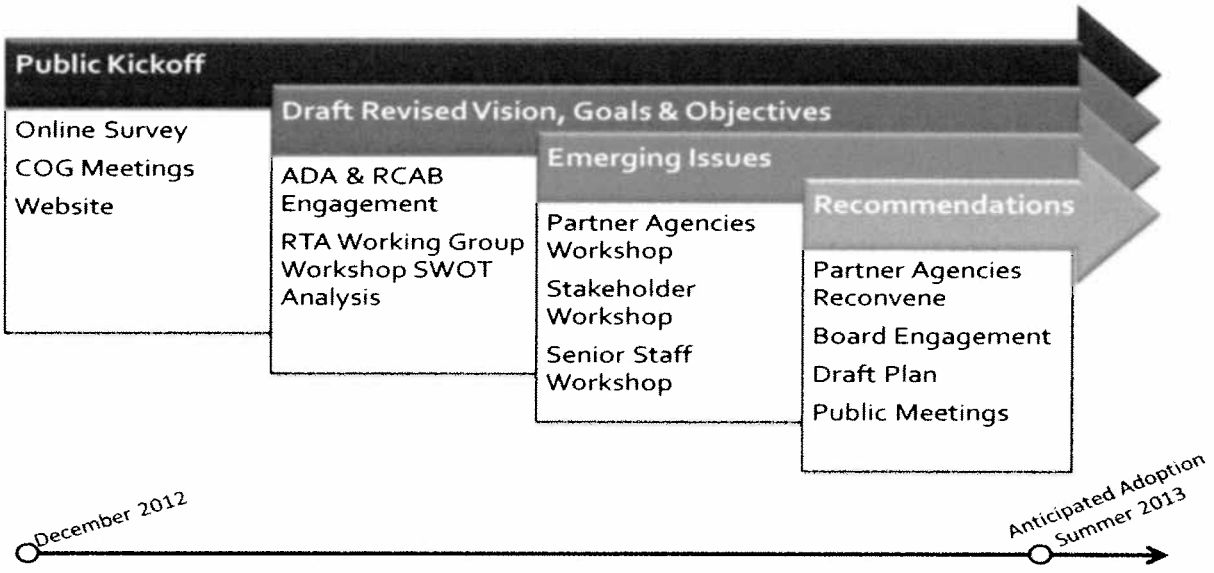
What this effort is NOT...

- This is not a corporate strategic plan for the RTA (the agency). This plan is a collaborative effort between the RTA, its Service Boards and partners. This is a regional plan that builds off the input of the region as a whole and provides guidance on what we collectively need to do.
- This plan is not a regulatory document. This plan is meant to establish common ground among the Service Boards and to identify the issues that are too big and too important for us to not work on together.
- This policy document will not produce recommendations that are directed at an individual Service Board. As said before, the scope of this effort is truly regional. We hope to develop broad policies and recommendations that have collective implications for all agencies, but it is then up to each agency to determine how to carry out and implement the strategies recommended in this plan.

C. PROCESSES

The formation of the 2013-2018 Regional Transit Strategic Plan first started with evaluating the relevance and progress of Moving Beyond Congestion (MBC). MBC provided a strong framework for the plan's update. Based on initial public input and feedback, the vision, goals and objectives were revised as needed.

Much progress and analysis has occurred over the past five years giving the region a better understanding of the status, opinions and needs of the system. These existing plans, reports, and initiatives helped inform the formation of continuing and emerging issues. Workshops and additional public input prioritized the issues that require collective attention and action over the next five years. Working closely with the service boards and partners, a series of recommendations were prepared to address the priority issues. Assembling several months of opinions, workshops and analysis, a draft Regional Transit Strategic Plan was released in early June. A series of public engagement activities were employed to seek feedback on the draft plan. Comments received during the public input period led to revisions to the plan. The plan as revised was presented to the RTA Board for adoption in July 2013.



KICK-OFF

On December 19, 2012 the Regional Transportation Authority (RTA) launched the update of the Regional Transit Strategic Plan. The Strategic Plan identifies the vision and goals that our region shares for transit. The updated plan will serve as a guide for decision making over the next five years (2013-2017). Since the adoption of *Moving Beyond Congestion* (the region's current transit strategic plan) and the RTA's 2008 reform legislation, the RTA with the Service Boards, CTA, Metra and Pace, have undertaken a series of strategic initiatives that will help inform the plan's update.

As part of the kickoff, the RTA asked the public, stakeholders and elected officials to fill out an online survey regarding the region's existing vision and goals.

A. OUTREACH

RTA staff actively notified the region regarding the Strategic Plan kickoff. Staff utilized several avenues to spread the word, including:

- Announcement at RTA Board Meeting
- RTA website posting
- Email to Partners for Transit
- Appearances at Council of Government Meetings
- Announcements at transportation related committee meetings including all relevant CMAP committees
- InTransit article
- CMAP weekly update article

EMAIL TO PARTNERS FOR TRANSIT

Dear Partners for Transit,

Pursuant to Section 2.01a of the Regional Transportation Authority (RTA) Act, the RTA is currently in the process of updating the region's transit Strategic Plan, which will serve as a roadmap for regional transit and will help to guide decision-making over the next five years.

The RTA strongly believes that your input is vital to ensuring that the Strategic Plan addresses the emerging issues that face our public transit system in Northeastern Illinois.

That's why the RTA is asking its partners from across the RTA region to complete an online survey on the vision, goals and objectives laid out in the RTA's current Strategic Plan, Moving Beyond Congestion, which was released in 2007. The survey should take no more than 10 minutes and closes on January 25, 2013.

Please help guide the future of transit in Northeastern Illinois by participating in the RTA's on-line Strategic Plan survey available at https://www.research.net/s/RTA_STRATEGIC_PLAN.

Please feel free to email strategicplan@rtachicago.org with any questions or concerns. Thank you for your time and input.

Best Regards,
The Regional Transportation Authority

KICK-OFF HANDOUT

RTA STRATEGIC PLAN UPDATE

Background

- Existing Plan: *Moving Beyond Congestion* & 2008 Reform Act
- Legislation mandates plan be updated every 5 years
- Updating plan based on public and stakeholder input and various strategic initiatives:
  - Capital Asset Condition Assessment
  - Performance Measures Program
  - Customer Satisfaction
  - Green Transit Plan
- Will highlight most important issues facing transit in next 5 years.

Schedule

December 2012	Kickoff
Dec – January 2013	Stakeholder and General Public Survey
Dec – February 2013	Internal Workshops
February 2013	Service Board Workshop
February 2013	Regional Citizen Advisory Board Workshop
March 2013	Committee of the Whole
April 2013	Draft Plan
April 2013	8 Public Meetings in 6 Counties (to be scheduled)
June2013	Final Plan to Board

Outreach

- Survey to public and stakeholders
- Presentation and standing meetings held by Council of Governments, CMAP, and key stakeholder organizations
- RTA's website
- Regular updates through InTransit, email list serve, CMAP Weekly E-Newsletter, press releases, and partner E-Newsletters
- Eight public hearings to present draft plan
- Social Media including Facebook and Twitter

The RTA is shaping the future of the region's transit system and we'd like your input. Through February 1, 2013, you can provide input by taking a 10-minute survey by visiting https://www.research.net/s/RTA_STRATEGIC_PLAN

INTRANSIT ARTICLE

The RTA is shaping the future of the region's transit system and we'd like your input.

The RTA Strategic Plan is intended to be used as a roadmap to shape the future of the region's transit system. Having such a plan forges a thoughtful and coherent basis by which decisions can be made. To avoid being driven by time sensitive, near-term issues, the Strategic Plan attempts to highlight the most important issues that face transit in the region over the next five years, allowing transit to make near-term decisions in light of future consequences and to respond effectively to developing issues.

The RTA values input of how to better the regional transit system. The RTA is conducting a survey to help gather ideas to inform the strategic planning process. Through January 25, 2013, you can provide input by taking a 10-minute survey.

Recognizing the value and need for a unified regional vision for transit, in 2007, the RTA in partnership with CTA, Metra and Pace developed the Moving Beyond Congestion (MBC) Strategic Plan. The vision, goals and objectives as laid out in this Strategic Plan coupled with the RTA's 2008 reform legislation, has shaped and directed much of transit's strategic activities in the Northeastern Illinois region in the past few years. This initiative will be an update of the MBC Strategic Plan.


InTransit

RTA Seeks Input from Region's Commuters

The RTA is shaping the future of the region's transit system and we'd like your input.

The RTA Strategic Plan is intended to be used as a roadmap to shape the future of the region's transit system. Having such a plan forges a thoughtful and coherent basis by which decisions can be made. To avoid being driven by time sensitive, near-term issues, the Strategic Plan attempts to highlight the most important issues that face transit in the region over the next five years, allowing transit to make near-term decisions in light of future consequences and to respond effectively to developing issues.

The RTA values input of how to better the regional transit system. The RTA is conducting a survey to help gather ideas to inform the strategic planning process. Through January 25, 2013, you can provide input by taking a 10-minute survey.

Recognizing the value and need for a unified regional vision for transit, in 2007, the RTA in partnership with CTA, Metra and Pace developed the Moving Beyond Congestion (MBC) Strategic Plan. The vision, goals and objectives as laid out in the Strategic Plan coupled with the RTA's 2008 reform legislation, has shaped and directed much of transit's strategic activities in the Northeastern Illinois region in the past few years. This initiative will be an update of the MBC Strategic Plan.

CMAP WEEKLY UPDATE

December 21, 2012

RTA strategic plan. The Regional Transportation Authority (RTA) is updating the region's Transit Strategic Plan, which will guide decision making over the next five years. RTA, CTA, Metra, and Pace have undertaken a series of strategic initiatives that will help inform the plan's update. Through January 25, 2013, you can provide input by taking a 10-minute survey.

What is regional transit? RTA undertaking its own strategic plan update process

By Steven Vance On January 9, 2013

It's rare to see CTA and Metra signs in the same place. The LaSalle Intermodal Transfer Center at LaSalle Street and Congress Parkway is a great step in making transit work "regionally": it connects Rock Island District trains and multiple bus routes. It provides weak signage directing riders to the Jackson Blue Line station one block away. Photo by Anne Alt.

"The Regional Transportation Authority values input of how to better the regional transit system. The RTA is conducting a survey to help gather ideas to inform the strategic planning process." This quote is from its website promoting the process.

In August we published an article from two guest contributors about Metra and its own strategic plan update process. One critique was that Metra was doing this independently of the other "service boards" (Chicago Transit Authority and Pace) and its parent organization, RTA. You can provide your input on their strategic planning process with an online survey through January 25, 2013.

What is regional transit? RTA undertaking its own strategic plan update process

I reached out to RTA to understand why, again, there is an organization doing this planning process alone.

In a nutshell, there are separate (coordinated, not independent) strategic planning processes that are undertaken by the individual agencies because transit aims to strike a balance between addressing long-term, regional concerns and more near-term, local needs.

The scope of Service Board strategic planning initiatives usually encompasses operating and service provision issues—issues for which the service boards are experts. For example, this might include developing or revising service planning standards—at what level of demand should we increase service or build an infill station? Does the agency have enough reliable vehicles in its fleet to provide the desired levels of service envisioned for the next 2-3 years? These are the nature of issues for which the service boards have the most experience and local knowledge by which to develop plans and policies.

I'm not very familiar with what the RTA does on a day-to-day basis making it difficult for me to generate specific recommendations and suggestions for what the RTA should be doing as the oversight agency of CTA, Metra, and Pace. But I have a belief on what it should be doing: I recommend such pan-system improvements as "implement a universal fare payment mechanism", or "market all transit services collectively to potential new users" (see Update at the end).

In coordination with these plans, the RTA also undertakes a strategic planning process that focuses on shared regional issues—issues that would be more effectively taken up if addressed collectively rather than independently. For instance, some of these issues include the role that transit plays in promoting a greener environment, our need to address a significant and long-standing capital backlog, and transit's role in providing mobility to a region that is increasingly aging.

While from a general public standpoint it may be confusing to see separate strategic plans led by different agencies, it's important to note that these plans intend to address different issues and are done in consultation of and coordination with other agencies.

Regional cooperation is not simply about making explicit connections like the LaSalle Intermodal Transfer Center (pictured above), but also about understanding what the region needs. A job that should be specifically assigned to RTA is one of obtaining funding on behalf of its three service boards. Do four separate agencies need to be making appeals to state and congressional legislators? The RTA, as an organization that gathers a lot of information from its service boards and is focused almost entirely on administration and planning, seems well-poised to gain understanding of transit needs and present their requests with greater force and earnestness. Or tell Grid Chicago readers that if they want better transit, they're going to have to demand it from the legislators who control transportation funding. (I see complaints weekly, wherein people harp on CTA for not doing enough. In many cases their hands have been tied by the subsidy amount they receive; it costs a lot of money to operate buses and trains 24 hours a day and the CTA does an excellent job maximizing many revenue opportunities like advertising and real estate.)

You might be like me, seeing quirks in the day-to-day operations of Chicagoland transit systems, as you ride them, where they're not working "regionally" and cohesively. Take a look at the downtown Chicago Metra train stations. None of them have direct, easy, and apparent connections to CTA's rail transit. On a baseball game day, thousands of Cubs and White Sox fans are entering Chicago via Metra trains making their way to stadiums where each have multiple CTA lines reaching them (Wrigley Field has Red and Purple; U.S. Cellular Field has Green and Red). Yet, as hundreds exit Northwestern, Union, Millennium, and LaSalle Street stations by the minute, a large portion of these transit passengers are hailing taxicabs. When the City of Chicago ran a free shuttle bus service, some of these travelers would board the vehicles (to where I'm not sure).

The RTA is assisting in creating the interagency transfer signage improvements at Blue Island/Vermont Street stations in Blue Island (to be installed by 2015) and "Real Time Next-Bus Signs for shelters and key transit centers for CTA and Pace", according to RTA spokesperson Diane Palmer. She noted that many other stations in the system have had interagency signage installed and that there are plans to test new signage at Union Station this year.

Would it not be RTA's job to say, "Hey Metra and CTA, thousands of baseball fans are taking Metra but few of them are finding themselves on a CTA train that drops off within a few hundred feet of their respective stadium. Let's sit down and talk about how we can keep these transit users continuing to use transit for each segment of their trip."?

Disregarding a costly – but highly effective – direct walkway between CTA and Metra stations downtown, what are other ways to direct incoming Metra passengers to use CTA for the second trip in their journey? The universal fare payment mechanism could be a start in this direction – CTA and Pace will be using Ventra later this year. Some signage may help. Paid staff acting as "ambassadors" directing people between stations. There is no shortage of signs on the roads in Lakeview and environs telling car drivers how to access the Cubs-specific parking lots where for $6, fans – everyone in a single car – can get a parking space and a bus ride to the stadium plus a return trip to the car!

As transit advocates, and advocates for lower pollution and less destructive use of our costly roads, we want more people to make more of their trips on buses and trains. The ideas I've described are bottom of the barrel in terms of complexity and feasibility but it would have a lot of effect in promoting and solidify the concept of "regional transportation". I look forward to RTA's continued improvement on achieving that.

B. SURVEY #1

An online survey was conducted from December 19, 2012 to February 1, 2013 to garner opinions about the region's existing vision and goals as established in *Moving Beyond Congestion*. Participants were able to fill out the survey at their convenience. Over 1,500 people participated.

SURVEY #1 QUESTIONS

The following questions were asked:

Question 0. I am filling out this survey as:

a) A member of the general public
b) A representative of a stakeholder group
c) An elected official

Question 1. How often do you ride transit?

a) Almost every day
b) Two to three days a week
c) A couple times a month
d) A couple times a year
e) Never

Question 2. What do you believe are the benefits of investing in a Regional Transit System? (Please tell us your top three in order of importance)

a) Reduce traffic congestion
b) Provide mobility options for seniors & people with disabilities
c) Promote tourism
d) Help the environment
e) Improve highway safety
f) Provide access to jobs
g) Provide alternatives to driving
h) Promote economic development
i) Other (please specify)

Questions about the Vision Statement

The purpose of a vision statement is to define an ideal future. The current vision for transit in the Northeastern Illinois Region reads:

"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 markets, clean air and livable communities."

Question 3. How CLEAR is the Region's vision statement? As a reminder the vision statement reads "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 markets, clean air and livable communities." Is the vision statement

a) Very unclear

b) Somewhat unclear
c) Somewhat clear
d) Very clear

Question 4. How RELEVANT is the Region's vision statement? As a reminder the vision statement reads "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 markets, clean air and livable communities." Is the vision statement

a) Very irrelevant
b) Somewhat irrelevant
c) Somewhat relevant
d) Very relevant

Question 5. Do you have suggestions for how the vision could be altered to best suit the region's aspirations for transit? If you have suggestion for improving the vision please provide a few sentences with your ideas.

Questions about Goals and Emerging Issues

The region's current Transit Strategic Plan maintains 4 goals. They are:

Goal 1: Provide Transportation Options
Goal 2: Ensure Financial Viability
Goal 3: Enhance Livability and Economic Vitality
Goal 4: Demonstrate Value

Goals represent broad strategies needed to support the vision. Please provide us with your opinion of the IMPORTANCE of each goal and the region's PROGRESS towards fulfilling each goal.

Goal 1: Provide Transportation Options

This goal speaks to the region's desire for transit to play a role in expanding the region's mobility options beyond driving and expanding people's access to opportunities and destinations.

Question 6. How IMPORTANT is Goal 1 for the region? As a reminder goal 1 is Provide Transportation Options.

a) Not important
b) Slightly important
c) Moderately important
d) Very important

Question 7. How well do you believe the region is PROGRESSING to fulfill Goal 1? As a reminder Goal 1 is Provide Transportation Options. Some facts to consider before answering the question:

- In the past five years ridership has grown and provides 2 million rides per weekday.
- 38% of all households in the Chicagoland area regularly use transit at least once a week.
- A transit rider will spend 17 cents for every $1 spent by an auto driver for transportation costs.

a) Needs significant improvement
b) Needs some improvement
c) Making some progress
d) Making great progress

Goal 2: Ensure Financial Viability

This goal underscores the region's desire for transit to be financially sustainable and to make investment decisions that maximize beneficial returns to the region for the long-term.

Question 8. How IMPORTANT is Goal 2 for the region? As a reminder goal 2 is Ensure Financial Viability.

a) Not important
b) Slightly important
c) Moderately important
d) Very important

Question 9. How well do you believe the region is PROGRESSING to fulfill Goal 2? As a reminder Goal 2 is Ensure Financial Viability. Some facts to consider before answering the question:

- Current and future projections for capital funding show that funding levels will not cover normal replacement and capital maintenance costs.
- Capital funding per rider in 2011 dropped compared to 2006.

a) Needs significant improvement
b) Needs some improvement
c) Making some progress
d) Making great progress

Goal 3: Enhance Livability and Economic Vitality

This goal stresses the region's desire for transit to play a supportive role in enhancing the region's quality of life and economic well-being.

Question 10. How IMPORTANT is Goal 3 for the region? As a reminder goal 3 is Enhance Livability and Economic Vitality.

a) Not important
b) Slightly important
c) Moderately important
d) Very important

Question 11. How well do you believe the region is PROGRESSING to fulfill Goal 3? As a reminder Goal 3 is Enhance Livability and Economic Vitality. Some facts to consider before answering the question:

- 68% of residents have transit access near their home, 76% of jobs have transit access nearby, 53% of jobs can be accessed by transit within 90-minutes.
- Without transit, the region's time lost to traffic delay would increase from 9 working days a year to 12.

- 52% of the region's median income is spent on housing and transportation.
    a) Needs significant improvement
    b) Needs some improvement
    c) Making some progress
    d) Making great progress

Goal 4: Demonstrate Value

This goal captures the need for a sustained public understanding of the benefits of public transportation for both users and non-users of transit.

Question 12. How IMPORTANT is Goal 4 for the region? As a reminder goal 4 is Demonstrate Value.

a) Not important
b) Slightly important
c) Moderately important
d) Very important

Question 13. How well do you believe the region is PROGRESSING to fulfill Goal 4? As a reminder Goal 4 is Demonstrate Value. Some facts to consider before answering the question:

- 12% of residents of the six county region and 31% of work trips to Chicago rely on transit to arrive at their jobs.
- In 2010, transit replaced approximately 300 million automobile trips.
- 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.

a) Needs significant improvement
b) Needs some improvement
c) Making some progress
d) Making great progress

Question 14. Do you have a suggestion for how the current goals could be altered or new goals to be added to best suit the region's desired ends? As a reminder the region's current Transit Strategic Plan maintains 4 goals. They are: Goal 1: Provide Transportation Options, Goal 2: Ensure Financial Viability Goal 3: Enhance Livability and Economic Vitality, and Goal 4: Demonstrate Value. If you have suggestions for improving the goals, please provide a few sentences with your ideas.

Question 15. What do you see as the major obstacles to achieving the vision for transit in this region? (Please tell us your top three in order of importance). As a reminder the current vision for transit in the Northeastern Illinois Region reads: "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 markets, clean air and livable communities." Which are the top two obstacles?

a) Funding
b) Regional cooperation
c) Changing travel patterns and needs
d) Transit faces other competing issues among political leaders
e) Other (please specify) questions were asked

SURVEY #1 RESULTS

Over 1,500 people responded to the online survey. Upon closure of the survey, RTA staff analyzed the results. A summary of the results were distributed though_out the region via the RTA website, InTransit newsletter and an email to the Strategic Plan email list.

INTRANSIT ARTICLE

The InTransit newsletter article reads:

RTA Releases Results from Strategic Plan Survey (March 3, 2013)

The RTA conducted an online survey to gather input on the region's current Transit Strategic Plan's (Moving Beyond Congestion's) vision and goals. The survey showed that the existing vision and goals were generally on the right track with only need for minor refinements to update the vision and goals to be more reflective of current day issues.

"We were pleased with the breadth of representation in these responses," said Aimee Lee, Division Manager, Strategic Planning & Policy. "The input received from this survey will help us revise the Plan's vision and goals to ensure we're meeting the needs of our riders."

The survey was launched last December with more than 1,500 responses from members of the general public, stakeholders and elected officials. Respondents were asked a range of questions from what they felt the benefits were from investing in transit to how relevant and clear they found the region's vision statement. Based on the responses, the respondents seemed to recognize the broad reaching benefits of transit for both riders and non-riders in the region. Respondents also supported a more succinct vision statement with goals that reflect a desire for the transit system to be more accessible, for increased transparency and for transit's environmental benefits to be better recognized.


InTransit

RTA Releases Results from Strategic Plan Survey

Over the next couple of months, the RTA and its partners will be working to shape the next five years for transit in the region, with a series of workshops and meetings to address the region's emerging issues.

The RTA is required by law to update the region's Transit Strategic Plan every five years. The 2007 Moving Beyond Congestion Plan in conjunction with the 2008 RTA Reform legislation currently serve as transit's strategic guidance. Through various recent initiatives such as the RTA's performance measures program, capital asset assessment and a regional market analysis, the RTA and its Service Boards can better anticipate continuing and emerging issues in the next five years. The process of updating the plan was publicly launched at last December's Board meeting.

The RTA's Strategic Plan update is available at www.RTAchicago.com.

EMAIL TO PARTNERS FOR TRANSIT

An email was sent to the Partners for Transit email list. The email included the text below and an attachment of the Survey Results Handout.

Dear Participant,

Thank you for participating in the RTA's Regional Transit Strategic Plan Survey. Your participation was extremely helpful and will help inform the upcoming update to the Plan's vision and goals.

Overall, the results of the survey did not support a wholesale revision of the Plan's vision and goals, but did support 1) a more succinct vision statement; and 2) goals that would bring greater definition to the vision and that are more reflective of customer needs and wishes.

Please continue to follow our progress on the Strategic Plan Update at http://www.rtachicago.com/about-the-rta/strategic-plan.html.

A detailed breakdown of the Survey results is available below or at http://www.rtachicago.com/images/stories/About_the_RTA/Strategic%20Plan/Survey_Results_One_Pager.pdf.

Sincerely,
The Regional Transit Strategic Plan Survey Team

SURVEY RESULTS HANDOUT

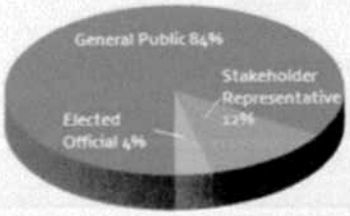
A handout was prepared summarizing the survey results. The handout was available for download via the RTA website, provided as an attachment to a mass distributed email list, and handed out at various committee and Council of Governments meetings.

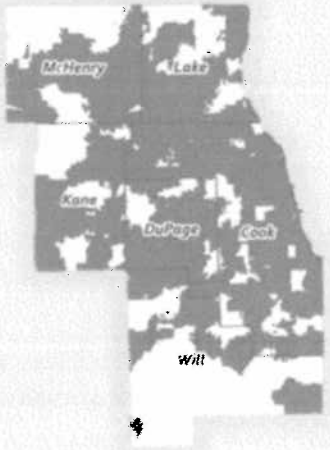
RTA Strategic Plan Update

Survey Results: Vision and Goals

As a first step to updating the region's Transit Strategic Plan (Moving Beyond Congestion), the RTA conducted an online survey to gather input on the current plan's Vision and Goals. The survey was launched on December 19, 2012 and closed on January 31, 2013. The RTA received over 1,500 responses from members of the general public, stakeholders and elected officials. We were pleased with the breadth of representation in these responses. The input from this survey will be used to help inform revisions to the Plan's Vision and Goals.

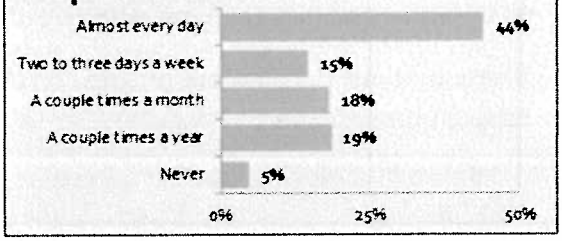
1,544 Total Respondents



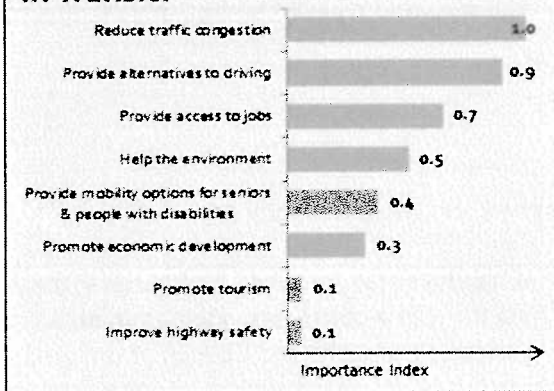


Dispersion of General Public Respondents (by zip code)

Transit Use by General Public Respondents



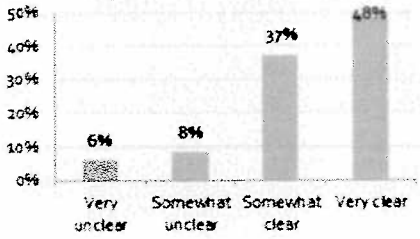
What are the Benefits of Investing in Transit?



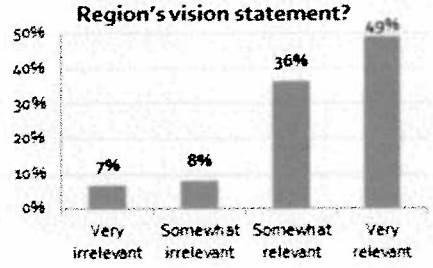
Vision

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

How CLEAR is the Region's vision statement?

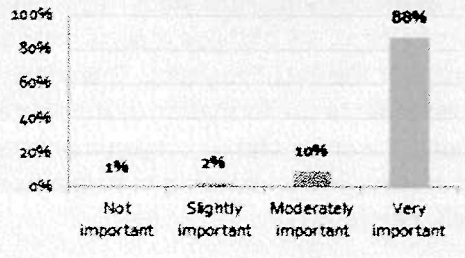


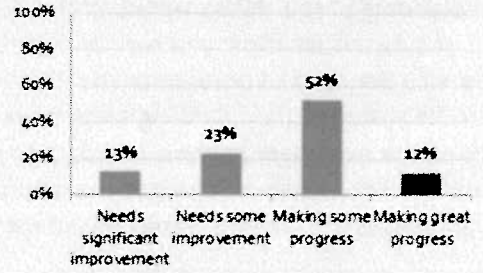
How RELEVANT is the Region's vision statement?



Goal 1

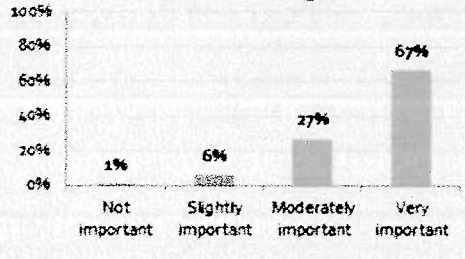
Provide Transportation Options

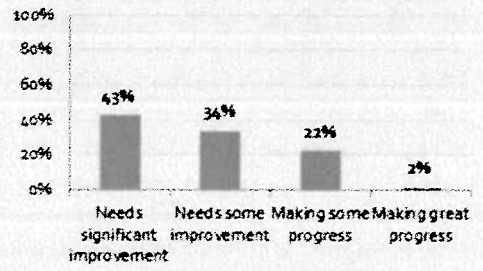




Goal 2

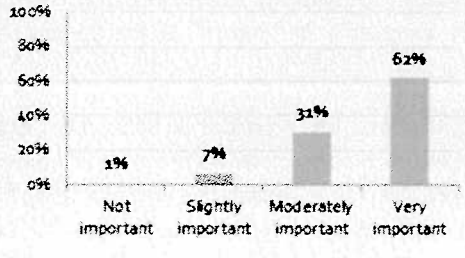
Ensure Financial Viability

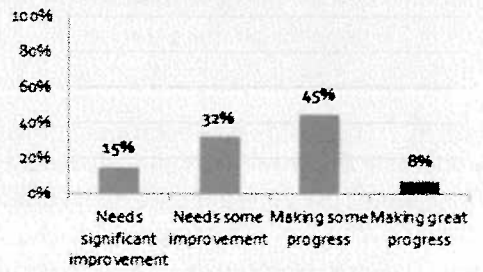




Goal 3

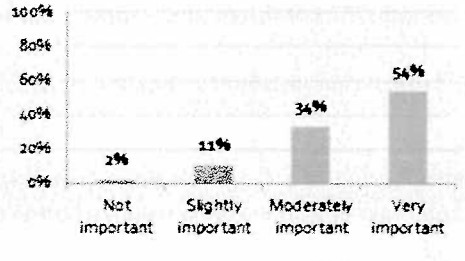
Enhance Livability and Economic Vitality

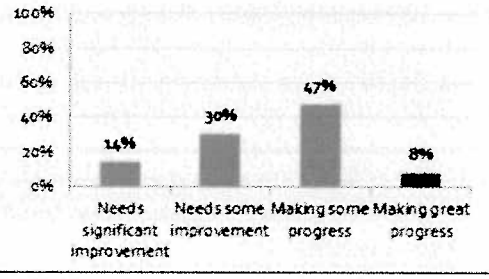




Goal 4

Demonstrate Value





C. BACKGROUND STUDIES

Over the past five years, the region has been working hard to fulfill many of the directives of Moving Beyond Congestion and the 2008 legislation. These directives have helped the region gain a better understanding of the status, opinions and needs of the system. Each study/report listed below is the result of substantial effort and service board engagement. All of these reports have been shared with the Service Boards and brought to the RTA Board over the past five years. This analysis and results from the studies listed in the following section were essential to the formation of the strategic plan. They provided the necessary analysis and data to ground the plan in facts. Project managers for these initiatives were heavily involved in the planning process and relied upon to help ensure the resulting plan addresses some of the issues raised through their efforts.

RTA CREATED REPORTS

CAPITAL ASSET CONDITION ASSESSMENT UPDATE - REPORT FOR CALENDAR YEAR 2011

The CTA, Metra, and Pace are the transit providers in the RTA service area. Capital investment needs for transit are vital, apparent, and costly while greatly underfunded. Total reinvestment needs to achieve a state of good repair (SGR) are estimated at roughly $31B, including $18.7B to eliminate the current investment backlog (60% of needs) and an additional $12.4B to address normal reinvestment needs (including asset replacements, rehabilitations and capital maintenance) expected to occur over the 10-year project period. Guideway Elements, Stations and Vehicles have the largest proportions of assets in marginal condition and need the most attention. A significant proportion of the region's reinvestment needs (the backlog in particular) are associated with the region's older rail assets and insufficient capital reinvestment over time. CTA and Metra rail accounts for a significant portion (80%+) of the combined backlog and normal reinvestment needs. Investment needs for bus account for roughly 15% of regional needs while the remaining 3% of needs are for paratransit vehicles, vanpool and "shared" assets (assets that serve more than one mode).

The region's recent capital reinvestment program has been on the order of $450M to $600M annually, which is considerably less than $1.2B annual amount required to address expected normal reinvestment needs over this time period. $1.2B in annual expenditures is required to maintain the current size of the region's investment backlog; however, approximately one-half of this amount has been identified as available capital funding. Similarly, an estimated $3.1B in annual investment would be required to attain SGR in 10 years and $2.2B annually to do so in 20 years (including full elimination of the backlog).

The 20-year SGR analysis can help the RTA identify and plan for strategic reinvestment needs not apparent over the 10-year time frame. The second 10-year period (2021 through 2031) indicates that annual average reinvestment needs are appreciably higher than for the period covered by this report (averaging roughly $1.7B vs. $1.3B for the upcoming 10-year period). Future reinvestment needs are particularly significant for the later years of the 2023 to 2031 time period.

The RTA in a collaborative effort with the CTA, Metra, and Pace will continue to assess capital reinvestment needs and apply available program funds toward the most strategic investments to bring the region into a state of good repair.

TEN-YEAR FINANCIAL PLAN: 2012 THROUGH 2021

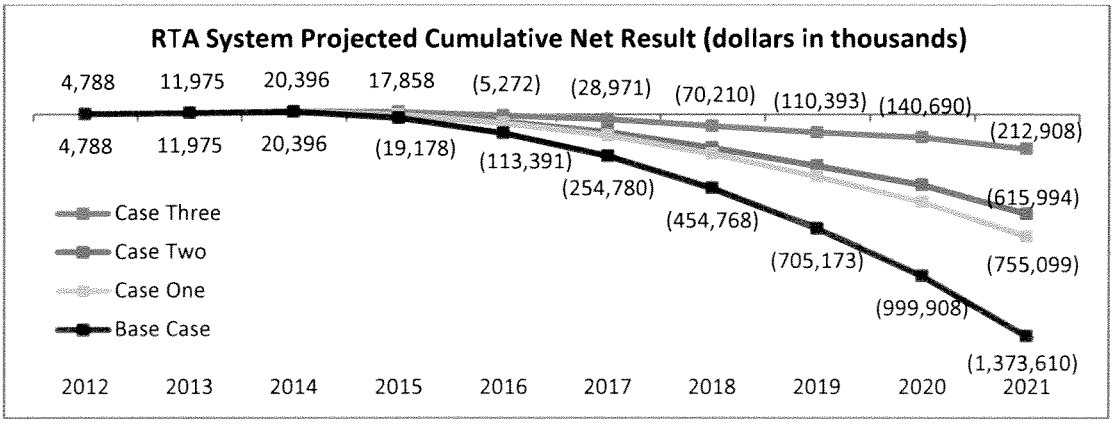
As required by the RTA Act, a ten-year assessment of the transit system's financial condition has been completed. The first three years of the 2012-2021 plan are comprised of the 2012 Budget and Two-Year Financial Plan, with the subsequent seven years projected using revenue and expense assumptions developed with Service Board collaboration. This report concentrates on the expected regional net result, that is, the combined financial results of the Service Boards and RTA after the application of public funding, under four different revenue scenarios, or cases.

Base Case – No fare increases: With forecasted sales tax growth of 2.6%, modest 1% annual ridership growth, and in the absence of any fare increases, the projected RTA system net result turns negative after the first three years of the period, accumulating a $1.374 billion funding shortfall through 2021.

Case One – Inflationary fare increases: With the same base public funding and ridership growth, but introducing annual inflationary fare increases of just over 2%, the projected total cumulative funding shortfall improves sharply to $755 million.

Case Two – Inflationary fare increases and higher ridership growth: With the same base public funding and annual inflationary fare increases, but more aggressive 2% annual ridership growth, the projected total cumulative net result improves somewhat further to negative $616 million (added expense due to assumed service expansion offsets some of the increased operating revenue).

Case Three – Inflationary fare increases, higher ridership growth, and increased sales tax growth: Leaving the 2% fare and 2% ridership increases in place, a more optimistic sales tax growth of 3.5% would fall short of balancing the system but would cut the funding shortfall to $213 million.



Conclusion

The results of this analysis indicate that, with only modest sales tax growth and without regular fare increases, the RTA system will likely develop a $1.4 billion cumulative operating funding shortfall over the next ten years. Increased ridership alone cannot close this gap, since historically the RTA system has been unable to add significant ridership without also adding some service and thereby increasing expenses. However, relatively small, but regular, fare increases can dramatically improve the system net result. An increase in public funding that assumes a more optimistic growth forecast can improve the remaining funding shortfall, but would still not produce a balanced operating budget.

RTA'S STRATEGIC PERFORMANCE MEASURES

Strategic Performance Measures are used to help establish a benchmark and create a means for measuring how well the region is performing. These measures examine broad outcomes in the economy, environment, and the community to assess transit's impact on the quality of life and are useful for understanding and tracking the evolving relationship between transit and the region as a whole. Three trends for future consideration surfaced to the top in the 2012 report.

TREND 1: The continued underfunding of transit's capital needs will challenge the RTA system's ability to sustain and promote ridership growth, particularly at the rate aspired to 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 $18.7 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 Americans 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. It will be critical for transit to devise strategies that will improve the accessibility of the mainline system and 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%, faster than growth in ridership on the fixed-route system.
- ADA ridership is expected to grow 7% to 8% annually over the next five years.

TREND 3: While the region's transit system poses broad benefits to both riders and non-riders at regional and state levels, 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.

RTA'S PERFORMANCE MEASURES 2011 REGIONAL REPORT CARD

The Regional Report Card has been developed by the RTA as part of its oversight function to support the evaluation and management of the region's public transit system, emphasizing both transparency and accountability. By aggregating data from the CTA, Metra, and Pace, it assesses how all three agencies, taken together, are meeting the transit needs of the region. Overall, the performance measures in this report show many positive trends for the RTA region for 2011 as well as over the full five-year period, particularly in the areas of service consumption and cost effectiveness. Declines in performance in recent years have been noted in the areas of service coverage, cost efficiency, and service maintenance and capital investment, which can all be related to strategies that each Service Board has implemented to meet the continuing economic challenges following the financial crisis and recession that began in 2008. The report card describes the performance measures associated with five major areas: service coverage, service efficiency and effectiveness, service delivery, service maintenance and capital investment, and service level solvency over the five-year period 2007-2011.

Service coverage: The past five years have seen some volatility in the amount of service supplied, which peaked in 2009 and was followed by significant service reductions in 2010. However, the 2011 rebound in passenger trips produced a ten-year high for passenger miles traveled, and the number of passenger trips taken per resident rose after two years of declines.

Service efficiency and effectiveness: Over the five-year period, operating costs have declined, largely due to service cuts. Combined with the 2011 ridership increases, service efficiency and effectiveness measures improved significantly.

Service delivery: On-time performance has improved over the five-year period, and there has been a steady decline in the number of safety incidents per passenger. For the first time, the 2011 Regional Report Card included three measures of customer satisfaction based on surveys performed for each Service Board, with each showing very positive ratings.

Service maintenance and capital investment: Funding for the 2011 capital program decreased significantly despite the rise in 10-year capital funding needs to $31.1 billion, with $18.7 billion in overdue (backlog) projects. The number of miles between major mechanical failures, which refers to vehicle reliability, declined 3.6% in 2011, and the percent of vehicles beyond their useful life showed an unfavorable uptick in 2011.

Service level solvency: Fare revenues were higher for each mode and Service Board except for ADA paratransit; however, inflation served to diminish farebox gains. Capital program funding was significantly reduced in 2011 and is quite variable from year to year.

RTA'S PERFORMANCE MEASURES 2011 SUB-REGIONAL REPORT

Sub-Regional performance measures help evaluate and manage the region's public transit system, emphasizing transparency and accountability. The purpose of this report is to analyze the components of the regional measures to better understand their impact on overall performance and to understand the trends in performance of each operating agency compared to its own previous performance. As with the Regional Report Card, the sub-regional performance measures refer to five major areas of service provision: service coverage, service efficiency and effectiveness, service delivery, service maintenance and capital investment, and service level solvency.

Following two years of ridership declines that resulted from fare increases, service cuts, and regional job losses, there was a rebound in 2011. Each Service Board reported ridership gains for the year for a net system-wide gain of 3.0% compared to 2010. By year-end 2011, the region was experiencing a marginal gain in jobs but a significant jump in gas prices (up 21.8% compared to 2010), which may have made transit use more appealing for the region's riders but also served to negatively affect the cost of providing service. Each Service Board continued to control cost as much as possible throughout the year to accommodate moderate gains in public funding and to avoid further service reductions.

The report points to the continued and growing need for capital investment in the region's transit infrastructure. At this point, there is an identified need of $18.7 billion to fund a backlog of projects that are already overdue. In addition, there is an estimated $12.4 billion in the region's asset inventory that are scheduled for normal replacement and maintenance over the next ten years. With annual capital programs totaling roughly $1 billion per year, there is a critical need for more capital funds to bring the region's transit infrastructure to a State of Good Repair.

RTA PEER REVIEW REPORTS – REGIONAL AND SUB-REGIONAL

Since there are no federal or industry standards for transit performance metrics, peer comparisons provide the best way to benchmark and identify best practices. The goal of the performance measurement program is to point towards areas of potential improvement; further research can then be conducted to gain a better understanding of the factors contributing to observed levels of performance.

Regional Peer Report Card

The Regional Peer Report Card was developed to provide context to the performance of the Chicago region's transit service by relating it to comparable peer regions from across the country. To accomplish this goal, this report incorporates data for the top ten US metropolitan areas: Atlanta, Boston, Dallas, Houston, Los Angeles, Miami, New York, Philadelphia, and Washington, D.C., with Chicago being the third-largest. Appropriate transit agencies were determined that best represent each metropolitan area, and their results are aggregated to describe each region's performance.

The economic recession that began in 2008 continued to have significant impact on each region and the transit agencies operating within those regions. As with the regional report card and sub-regional reports, performance data is analyzed according to major categories: service coverage, service efficiency and effectiveness, service maintenance and capital investment, and service level solvency. Service delivery, a measure included in the regional and sub-regional reports, is omitted in the peer reports because those data elements are not reported to the National Transit Database, the source utilized for comparison information.

Of the fifteen measures included in the 2011report, Chicago-area transit ranked in the top half of the peer group in 12 of 15 measures and as one of the top three in six measures. Chicago did experience a decline in its relative ranking for 7 of the measures, predominantly in the service level solvency and service efficiency measures. Particular strength was notes for cost-effectiveness and reliability measures, for which Chicago transit ranked first man its peers.

as well as or better than its peers in fourteen measures. In 2010, the latest available peer report, the Chicago region experienced significant positive movement in four measures relating to improved efficiency and negative movement in two of the measures relating to capital program expenditures.

Sub-Regional Peer Report

This report examines and evaluates each Service Board's modes separately among its own most-comparable five peers. Thus, CTA bus service is compared to larger urban bus systems for cities with operating environments most like Chicago's, whereas Pace bus service is compared to suburban counterparts with similar characteristics.

Overall, the Chicago-area agencies performed well in comparison to their peers. The Chicago operators consistently represent one of the largest of their peers, not surprising given the region's geographic breadth and large population. Special strengths were noted across modes in the service efficiency and effectiveness category and in service reliability (as measured by miles between major mechanical failures). These results are indicative of the success the RTA agencies have had at running efficient, safe operations and indicate the scarce operating dollars are being used well.

RTA MARKET ANALYSIS

As our region's transit system is faced with many financial challenges, it is the responsibility of the RTA to be strategic in setting priorities for future transit investments. The desire for a world-class transit system and a livable and sustainable region urges us to make sure that future transit investments not only conform to sound business-sense, but also are aligned with the region's long-term vision. The analysis within this study substantiates two major overall findings:

First, the travel needs of our region are both tremendous and diverse.

The region experiences over 26 million daily trips, the bulk of which occur in a dispersed pattern within the suburban parts of our region. While we are most familiar with peak period travel usually related to work and school trips, the region remains active through the mid-day and evening hours with trips that are related to a wide variety of activities.

Second, the region has developed beyond the reach of the existing transit system.

Decades of investment and strong political will have gone into the development of the transit infrastructure that we have today. It was designed to connect people to the concentration of economic, social and cultural activities centered in our region's downtown core. As a result, our transit system remains very effective in achieving this critical travel need in our region and continues to be vitally instrumental in maintaining the overall vibrancy of our region. However, as development has taken place in the outer reaches of our region, the region's travel needs have changed and expanded. Transit has not been as successful in keeping pace with the dynamic needs of the region. As a result, transit's role in achieving regional mobility has narrowed over time.

The recommendations stemming from this analysis fall under one of three broad strategies:

1. First and foremost, we should continue to **invest in transit's core competency**, namely, making regional connections to downtown and making connections within Chicago, especially during periods of congestion when transit is most competitive with auto. The region recognizes and values the role that transit currently plays. Much of transit's effectiveness derives from a long history of investment. It behooves current and future generations to remain committed to the preservation and maintenance of these assets as well as to further maximize their benefits.
2. Second, we should seek to **broaden the utility of our existing system** through marginal improvements that will allow transit to better tap markets other than the downtown commute. While our transit system is designed and sized to accommodate the rush hour commute, marginal enhancements can leverage existing infrastructure and maximize available capacity to better serve other travel markets.
3. Third, we should lay the groundwork for an **expanded regional transit system** supportive of our region's long-term vision for livable communities and sustainable prosperity. The sheer magnitude of travel occurring within the suburban parts of our region begs for transit to play a greater role in meeting that market need. However, transit's challenges in the suburb-to-suburb market are many and can only be effectively overcome through a strategic and holistic approach that encourages coordinated planning and policy on matters such as land use & zoning, bike & pedestrian initiatives and long-term financial planning.

CUSTOMER SATISFACTION SURVEY

During the spring and autumn of 2011, a total of 32,317 weekday survey responses were collected for the regional Customer Satisfaction Survey. Overall, customers are satisfied (83%) with the services provided, both at the regional level and Service Board level. The vast majority of riders (91%) would recommend using the services to others and the majority of riders (77%) were satisfied with value of service for fare paid.

The key driver of customer satisfaction with overall regional service is simply the availability of transit service when and where customers want to travel. Availability of parking and coordination of schedules came out as the second and third rated drivers of regional customer satisfaction. Specific to each Service Board, key drivers of satisfaction are:

- CTA - availability of seats on-board, appearance of the station/stop, service when you need it, and personal safety on-board, among others
- Metra - on-board communications during service delays, comfortable on-board temperature, and availability of seating on-board
- Pace - availability of schedule/route information, notification of service changes, service when you need it, personal safety on-board, ease of understanding routes/schedules, buses in good working order, ease of fare payment, and comfortable temperatures on-board

In general, customers have the highest levels of satisfaction with attributes in the Safety and Employee Performance categories and somewhat lower satisfaction with attributes in the Travel Time, Reliability, and Comfort and Cleanliness categories.

Areas for potential improvement:

- CTA - station/stop cleanliness, bus/train cleanliness, availability of seats on bus /train
- Metra - total trip travel time, communications relating to delays, train cleanliness, and temperature of train

- Pace - availability of schedule/route info, notification of service changes, buses running on time, availability of transportation throughout the six-county Chicago region when you need to travel, frequency of bus service in rush-hour, & transfer waiting time and reliability
- CTA and Metra - availability of parking
- CTA, Metra, and Pace - coordination of schedules & number of non-rush hour trains/buses

Key areas to maintain performance:

- How safely the transit vehicle is operated
- Availability of transit in the six-county region
- Getting to a destination on time and total travel time
- Continue to stress the importance of customer satisfaction to on-board staff

GREEN TRANSIT PLAN

- Public transit is a critical tool to achieve the state, region and City of Chicago's greenhouse gas emissions reduction targets
- Transit reduces greenhouse gas emissions in the Chicago region by getting cars off the road, reducing congestion and supporting compact land use
- Riding transit can reduce the region's carbon footprint
- The RTA system saves 6.7 million metric tons of carbon dioxide from being emitted into the atmosphere each year, which is equivalent to the carbon emissions of:
    - 750 million gallons of gas
    - 1 million automobiles
    - Energy used by 580,000 homes
    - 15 million barrels of oil
    - 36,500 railcars of coal
- Transit operations produce less than 1% of total regional carbon emissions
- Transit saves 5.5 times the carbon emissions it produces
- Transit operations are getting greener. Between 2005 and 2008, transit emissions decreased:
    - 5.0% per passenger trip
    - 4.4% per passenger mile
    - 3.8% per vehicle revenue mile
    - 4.1% per vehicle hour
- RTA and the Service Boards are committed to increasing the environmental benefits of transit and making the transit system even greener
- The RTA and Service Boards are committed to making the Chicago region more sustainable
- To further reduce regional greenhouse gas emissions, the transit agencies will continue to:
    - Grow transit ridership and market share
    - Promote Transit-Oriented Development
    - Improve operational efficiency
    - Green the transit system
- Bringing the transit system into a State of Good Repair will attract more riders to transit and make our system more emission-efficient
- The Plan builds upon the RTA's Priority Initiatives – Strategic Investing, Enhancing Customer Service Experience and Maximizing the Use of the Transit System
- Transit cannot maximum its greenhouse gas emissions reduction potential without:
    - More funding

- More transit-oriented development
- More transit ridership

RTA ADA OVERSIGHT AND TECHNICAL ASSISTANCE

Oversight

In July 2005, the RTA Act was amended by the Illinois General Assembly to establish that Pace would be responsible for the provision of all ADA paratransit services effective July 1, 2006 and that the RTA would be responsible for the funding, financial review and oversight of all ADA paratransit services that are provided by the RTA or any of the Service Boards. The RTA Act was again amended by the Illinois General Assembly in January 2008. The legislation stipulates the following RTA oversight activities:

- Beginning in 2008, the RTA is to provide its Board with a written determination of the projected annual costs of paratransit services that are required to be provided pursuant to the Americans with Disabilities Act of 1990 (ADA) and its implementing regulations.
- The RTA is to conduct triennial financial, compliance, and performance audits of ADA paratransit services to assist in the determination (these reviews are separate from the Federal Transit Administration's (FTA's) Triennial Review process).
- As part of the FTA's Triennial Review process, RTA is required to monitor regional ADA compliance activities in this region as part of its ADA oversight responsibilities. The RTA is also responsible for meeting ADA requirements related to ADA paratransit certification and related activities.

Technical Assistance

Equally important to performing the required oversight functions described above, is the RTA's ability to provide expert technical assistance to help the Service Boards achieve and maintain compliance with the ADA and promote regional accessibility for all modes of public transit.

The RTA works with the Service Boards to develop technical assistance projects in support of regional accessibility initiatives. Some examples include development and implementation of the ADA priority seating signage project and providing ADA compliance reviews of new rail stations

Ongoing Oversight and Technical Assistance Activities

- ADA Advisory Committee
- ADA Coordinating Committee (executive level/policy)
- Annual ADA Paratransit Budget
- ADA Paratransit Performance
- Audits Pursuant to RTA Act
- ADA Certification Program
- Regional Travel Training Program
- Fixed Route Accessibility

EXTERNALLY CREATED REPORTS

- CMAP's GOTO 2040 Plan
- Metra's Strategic Plan
- Pace's Vision 2020
- Pace's ADA Regional Call Center Review
- CTA 2011 Capital Improvement Program
- CDOT – Chicago Forward, Department of Transportation Action Agenda
- City of Chicago Sustainability Initiative
- Chicago - A Plan for Economic Growth and Jobs
- Union Station Master Plan
- Illinois Tollway 15-year Capital Plan Move Illinois: The Illinois Tollway Driving the Future
- IDOT State Transportation Plan
- IDOT High Speed Rail Plan
- CREATE
- Gas Tax - Transportation for America - An Introduction to Federal Transportation Policy
- Congestion Pricing – CMAP and MPC
- MAP-21 Moving Ahead for Progress in the 21st Century

CONTINUED OUTREACH

Continued engagement with the public, stakeholders, and service boards was essential in the preparation of the plan. During this process the RTA utilized www.rtachicago.org/strategic-plan to help distribute information. Updates to the page were frequently made as new materials and results became available.

Newsletters and emails were sent to provide updates to the general public and interested parties throughout the process. In particular, InTransit and the Partners 4 Transit Email lists were sent updates on an almost monthly basis with relevant information. The public was also encouraged to send comments to the strategic plan email address.

RTA utilized our accounts on Facebook and Twitter to further engagement. Poignant questions were posed seeking the public's input on "world-class" and "demonstrate value." Comments provided through social media along with the survey results provided the RTA useful information to revise the vision, goals and objectives.

A considerable amount of engagement also occurred through various workshops that were held during the planning process. Stakeholders, partner agencies, Service Boards and the RTA Board all participated in various workshops. These workshops focused on prioritizing the existing and emerging issues along with formulating initial ideas for recommendations. In total, various mechanisms were employed to engage and update interested parties throughout the planning process.

A. WEBSITE

A webpage specifically dedicated to the Strategic Plan was created on the RTA's website. Interested parties were encouraged to visit the webpage for the most up to date information regarding the plan's update process. Staff posted documents and announcements monthly.
http://www.rtachicago.org/about-the-rta/strategic-plan.html

The content of the website:

Why a Strategic Plan?
The RTA Strategic Plan is intended to be used as a roadmap to shape the future of the region's transit system. Having such a plan forges a thoughtful and coherent basis by which decisions can be made. To avoid being driven by time sensitive, near-term issues, the Strategic Plan attempts to highlight the most important issues that face transit in the region over the next five years, allowing transit to make near-term decisions in light of future consequences and to respond effectively to developing issues.

What is the latest news on the Strategic Plan Update?
Throughout the planning process the RTA periodically releases materials and updates. Below are latest in a series of handouts and materials being distributed to the public and partner agencies.

Survey Results
From December 2012 to February 2013, an online survey was conducted seeking opinions about the existing Regional Transit Strategic Plan's Vision and Goals. In response to the survey input and comments, RTA staff working with its partners prepared a draft revised Vision, Goals and Objectives.

Revised Vision and Goals

Revised Vision Statement:
A world-class regional public transportation system providing a foundation to the region's prosperity, livability, and vitality.

Revised Goals:
- Goal A: Provide valuable, reliable, accessible and attractive transportation options
- Goal B: Ensure financial viability
- Goal C: Promote a green, livable and prosperous region
- Goal D: Advocate for and be a trusted steward of public transportation

State of Transit

The past five years have presented significant challenges to transit in this region. The illustrative timeline presents some of the more notable things that have happened in the past recent years.

Benefits of Transit

The broad-reaching benefits of investing in transit are well acknowledged. Not only does public transportation benefit those who use it, but it also benefits society -- individuals, families, communities, and businesses -- as a whole. Among other things, transit reduces congestion, gives people mobility options, provides access to jobs, helps the environment and supports economic development. The Northeastern Illinois region has a long history of committing to transit. The document includes some facts and statistics to tell you why.

Have Ideas?

The RTA values input of how to better the regional transit system. As a first step to updating the region's transit strategic plan (*Moving Beyond Congestion*), the RTA conducted an online survey to gather input on the current plan's vision and goals. The survey was launched on December 19, 2012 and closed on January 31, 2013. The RTA received over 1,500 responses from members of the general public, stakeholders and elected officials. We were pleased with the breadth of representation in these responses. Summary of Survey Results. Text version of survey results. If you have any comments or questions regarding the strategic plan please email them to StrategicPlan@rtachicago.org

How does this update relate to other RTA Plans?

Recognizing the value and need for a unified regional vision for transit, in 2007, the RTA in partnership with CTA, Metra and Pace developed the Moving Beyond Congestion (MBC) Strategic Plan. The vision, goals and objectives as laid out in this Strategic Plan, coupled with the RTA's 2008 reform legislation, has shaped and directed much of transit's strategic activities in the Northeastern Illinois region in the past few years. This initiative will be an update of the MBC Strategic Plan.

More recently, in 2012, Executive Director Joe Costello released a corporate strategic plan (The Way Forward) for the RTA that set out agency strategic priority initiatives. This document simply re-asserted the RTA's commitment to the goals of the current Strategic Plan and helped to translate the plan's goals and objectives into tangible outcomes.

Why update the Strategic Plan now?

Since 2008, the RTA has made advancements in its planning and financial oversight activities that allow the region to be better informed and more business-minded in its decision making. A Regional Market

Analysis conducted in 2009 provided a better understanding of transit's market opportunities and how to improve transit's competitiveness. A newly established program assessing the region's transit Capital Asset Condition helps us better understand the system's capital needs and to help guide capital investment decisions. The adopted performance measurement program enables us to regularly track and monitor the overall performance of the transit system, allowing the region to examine its performance over time and against peer regions. The RTA also completed the first Regional Customer Satisfaction study, which now provides a medium to obtain customer input across all the Service Boards. A Regional Green Transit Plan completed in 2012 unifies and furthers transit's role in reducing greenhouse gas emissions. These and other strategic endeavors culminate to a stronger base of information and analysis about our transit system, our customers, the environment in which transit is managed and operated, and the emerging issues that we face.

Additionally, in 2011, through the Chicago Metropolitan Agency for Planning's (CMAP's) *GOTO 2040* Plan, the region re-affirmed its desire for transit and set an ambitious goal to double transit ridership by 2040. This goal re-asserts transit role in supporting vibrant, more sustainable communities. It also urges the RTA to reassess how we plan, invest in, and promote public transportation throughout the region.

Inputs and Important Documents

- Moving Beyond Congestion: 2007-2012 RTA Strategic Plan
- The Way Forward: RTA Corporate Strategic Plan
- RTA's 2008 Reform Legislation
- Capital Asset Condition Assessment Update 2010
- Ten-Year Financial Plan: 2012 through 2021
- Performance Measures Program
    - Strategic Performance Measures 2012
    - Regional Performance Measures 2011
    - Sub-Regional Performance Measures 2011
- RTA Travel Market Analysis
- Customer Satisfaction Survey
- Green Transit Plan
- RTA Peer Review Reports – Regional and Sub-regional
- Chicago Metropolitan Agency for Planning's (CMAP's) GOTO 2040 Plan

B. UPDATES

IN TRANSIT ARTICLE

Addressing Emerging Issues through the Region's Transit Strategic Plan

Building from recent studies and broad regional input, the RTA's Strategic Plan Update has most recently been focused on identifying the top continuing and emerging issues that transit faces in the next five years. In this process, a strategic planning exercise identified as many as 20 potential issues to be addressed in the updated Strategic Plan. These issues ranged from the impacts of an aging population to tight operating budgets to the transit customer's experience.

The RTA conducted a series of workshops to obtain consensus on the top issues to be addressed in the plan. Understanding that the Transit Strategic Plan needs to reflect a broad regional perspective, multiple workshops were held involving community stakeholders, transit operators, roadway agencies, advocacy groups, the RTA's Regional Citizen Advisory Board and RTA staff. At each workshop, participants discussed the full range of continuing and emerging issues, and were then asked to prioritize what they believed were the region's top issues over the next five years. While much of this input is still being examined from these workshops, there was clear consensus that we need to devise a collective strategy to address transit's aging infrastructure and its lack of sufficient funding. Also, among other top emerging issues were the region's desire for a modernized transit system and the need to meet growing transit demand associated with a trend toward urban living. The approaching deadline for a new Federal Transportation Bill in 2014 was also thought to be something that should be addressed in the Strategic Plan.

In the coming weeks, the RTA, CTA, Metra and Pace will collectively develop recommendations that seek to address the emerging issues. Recommendations will also build from workshop input and previous studies. The RTA will hold public meetings to gather input on the draft plan before seeking Board adoption of the update later this summer

EMAIL TO PARTNERS FOR TRANSIT

The Partners for Transit email list received an email on April 29, 2013. The email brought interested parties up to date regarding the progress of the plan. The email focused on explaining the results of the various workshops and identifying the top five emerging issues needing to be addressed by the plan.

Addressing Emerging Issues through the Region's Transit Strategic Plan

Building from recent studies and broad regional input, the RTA's Strategic Plan Update has most recently been focused on identifying the top continuing and emerging issues that transit faces in the next five years. In this process, a strategic planning exercise identified as many as twenty potential issues to be addressed in the updated Strategic Plan. These issues ranged from things such as the impacts of an aging population to tight operating budgets to the transit customer's experience.

The RTA conducted a series of workshops to obtain consensus on the top issues to be addressed in the plan. Understanding that the Transit Strategic Plan needs to reflect a broad regional perspective; multiple workshops were held involving community stakeholders, transit operators, roadway agencies, advocacy groups, the RTA's Regional Citizen Advisory Board and RTA staff. At each workshop, participants discussed the full range of continuing and emerging issues and were then asked to prioritize what they believed were the region's top issues over the next five years. Collectively five continuing and emerging issues were identified as priorities that should be addressed in the next five years. As the draft Strategic Plan is prepared, recommendations will focus on collectively addressing the following issues:

I. Transit's Significant Capital Backlog and Insufficient Capital Funding
II. The Need to Improve the Customer Experience through a Modernized & Integrated System
III. The Need to Strike a Balance between Meeting Current Demand & Developing New Markets
IV. Balancing Tight Operating Budgets
V. Anticipating the Reauthorization of the Federal Transportation Bill & the Need to Educate

In the coming weeks, the RTA, CTA, Metra and Pace will collectively develop recommendations that seek to address these issues. Recommendations will also build from workshop input and previous studies. The RTA will hold public meetings to gather input on the draft plan before seeking Board adoption of the update later this summer.

STATE OF TRANSIT

STATE OF TRANSIT

Regional Transit Strategic Plan Update

The past five years have presented significant challenges to transit in this region. In 2008, on the heels of RTA's Reform Act, the effects of the Great Recession set in. Projected revenue increases that would result from the 2008 Act were undermined by the weakening economy. Further, as unemployment climbed, transit experienced losses in ridership and fare revenue, both of which have only recently started to rebound with the economic recovery. To further complicate financial woes, transit endured the past five years without a much needed state capital bill that would meaningfully support transit's on-going infrastructure needs. Despite these challenges, in context to soaring gas prices and efforts by CTA, Metra and Pace to enhance the customer experience, we saw the region and customers remain committed to transit with a desire for transit to broaden its role in the region. The illustrative timeline presents some of the more notable things that have happened in the past recent years.

2008

- Adoption of RTA Reform Act
- CTA expands Bus Tracker real time info
- ADA Paratransit Service is centralized with Pace
- CTA launches new website
- Pace Ridership grew 5%

2009

- CTA, Metra & Pace Increase Fares
- CTA Service Reduction
- Pace purchased 165 sorely needed new transit vehicle
- CTA receives stimulus funding for Blue Line slow zone repairs and new hybrid articulated buses

2010

- Metra accepts credit cards at all staffed stations
- Metra launches new website
- Adoption of CMAP GOTO2040 (The region's first comprehensive plan establishes an increased regional commitment to transit.)

2011

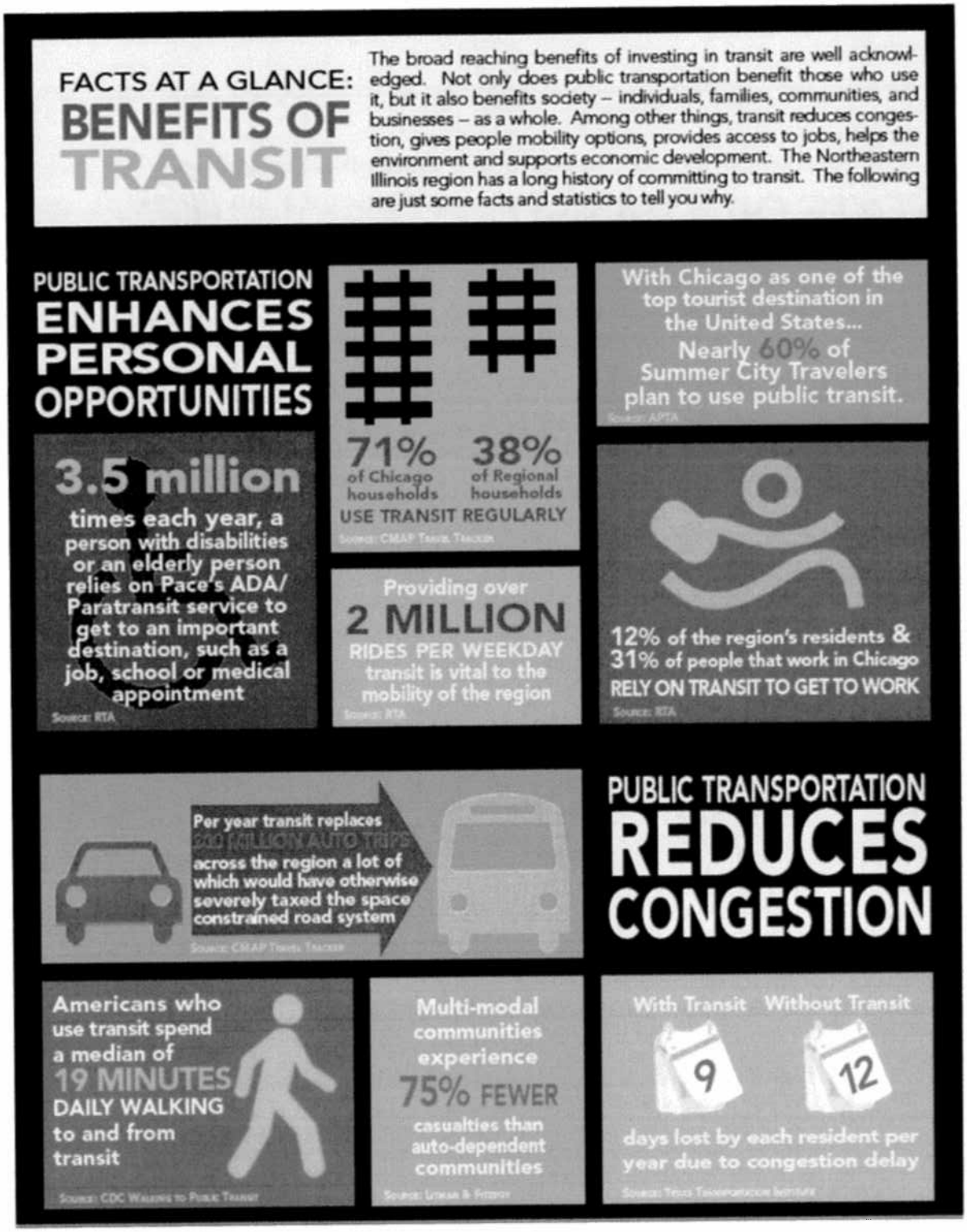
- CTA unveils new rail cars
- Pace completes Transit Signal Priority project on South Harvey
- Illinois Tollway Adopts "Move Illinois" (their capital program including commitments to be multi-modal and to accommodate transit.)
- Pace launches I-55 Bus-On-Shoulder pilot

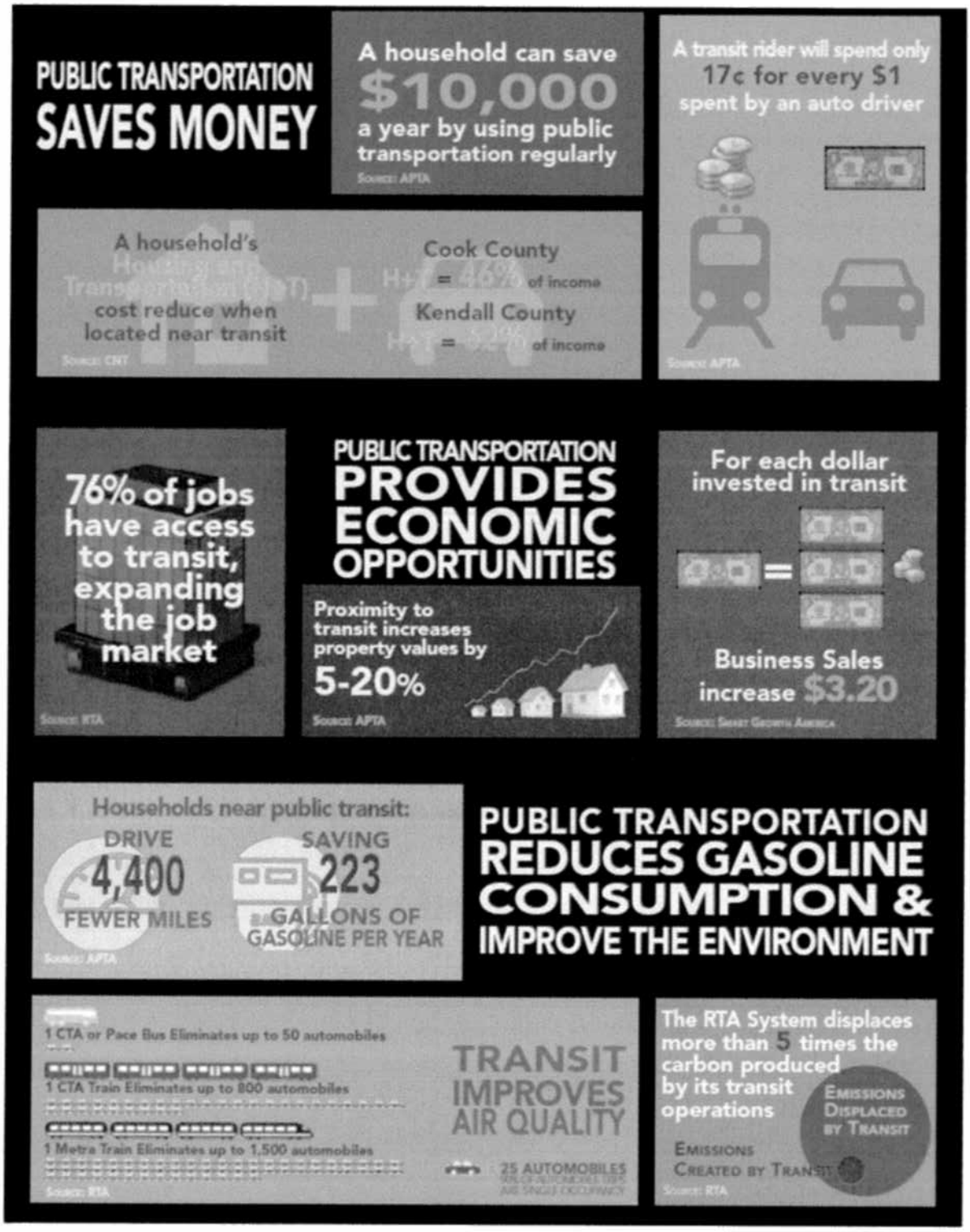
2012

- Metra debuts first Highliner cars for Electric Line
- CTA releases beta Train Tracker real time info
- Metra unveils new ticket vending machines at select stations
- City of Chicago releases Sustainability Action Agenda (points to transit as being key in achieving sustainability goals.)
- System experiences a 20 year high in ridership providing over 666 million trips

In parallel to this time period, the RTA in partnership with the Service Boards engaged in a variety of strategic analyses to help steer transit in the next five years. The following represents key findings from a sampling of these studies.

- The region's first regional customer satisfaction survey finds 83% of transit customers are satisfied with transit in the region (RTA Customer Satisfaction Study, 2012)
- A peer review assessment finds that our region's transit system is performing better than most, with particular strengths in service efficiency and effectiveness (2010 Regional Peer Report Card, 2012)
- 62% of all trips made within the region are suburb-to suburb trips, transit's most challenging market to serve (RTA Travel Market Analysis, 2010)
- The region's first transit capital asset condition study estimates $30 billion in state of good repair needs (RTA Capital Asset Condition Assessment, 2010)


FACTS AT A GLANCE:
BENEFITS OF TRANSIT
The broad reaching benefits of investing in transit are well acknowledged. Not only does public transportation benefit those who use it, but it also benefits society – individuals, families, communities, and businesses – as a whole. Among other things, transit reduces congestion, gives people mobility options, provides access to jobs, helps the environment and supports economic development. The Northeastern Illinois region has a long history of committing to transit. The following are just some facts and statistics to tell you why.
PUBLIC TRANSPORTATION ENHANCES PERSONAL OPPORTUNITIES
3.5 million
times each year, a person with disabilities or an elderly person relies on Pace's ADA/ Paratransit service to get to an important destination, such as a job, school or medical appointment
Source: RTA
71% of Chicago households
38% of Regional households
USE TRANSIT REGULARLY
Source: CMAP Travel Tracker
Providing over
2 MILLION
RIDES PER WEEKDAY
transit is vital to the mobility of the region
Source: RTA
With Chicago as one of the top tourist destination in the United States...
Nearly 60% of Summer City Travelers plan to use public transit.
Source: APTA
12% of the region's residents &
31% of people that work in Chicago
RELY ON TRANSIT TO GET TO WORK
Source: RTA
Per year transit replaces
260 MILLION AUTO TRIPS
across the region a lot of which would have otherwise severely taxed the space constrained road system
Source: CMAP Travel Tracker
PUBLIC TRANSPORTATION REDUCES CONGESTION
Americans who use transit spend a median of
19 MINUTES
DAILY WALKING
to and from transit
Source: CDC Walking to Public Transit
Multi-modal communities experience
75% FEWER
casualties than auto-dependent communities
Source: Litman & Fitzroy
With Transit
Without Transit
9
12
days lost by each resident per year due to congestion delay
Source: Texas Transportation Institute


PUBLIC TRANSPORTATION
SAVES MONEY
A household can save
$10,000
a year by using public transportation regularly
Source: APTA
A household's
cost reduce when
located near transit
Source: CNT
Cook County
= of income
Kendall County
= of income
A transit rider will spend only
17¢ for every $1
spent by an auto driver
Source: APTA
76% of jobs have access to transit, expanding the job market
Source: RTA
PUBLIC TRANSPORTATION
PROVIDES
ECONOMIC
OPPORTUNITIES
Proximity to transit increases property values by
5-20%
Source: APTA
For each dollar invested in transit
=
Business Sales increase $3.20
Source: Smart Growth America
Households near public transit:
DRIVE
4,400
FEWER MILES
SAVING
223
GALLONS OF GASOLINE PER YEAR
Source: APTA
PUBLIC TRANSPORTATION
REDUCES GASOLINE
CONSUMPTION &
IMPROVE THE ENVIRONMENT
1 CTA or Pace Bus Eliminates up to 50 automobiles
1 CTA Train Eliminates up to 800 automobiles
1 Metra Train Eliminates up to 1,500 automobiles
Source: RTA
TRANSIT
IMPROVES
AIR QUALITY
25 AUTOMOBILES
The RTA System displaces more than 5 times the carbon produced by its transit operations
EMISSIONS DISPLACED BY TRANSIT
EMISSIONS CREATED BY TRANSIT
Source: RTA

D. WORKSHOPS

As part of the formation of the strategic plan, the RTA held several workshops to solicit input. Workshops were broken out based on the audience. All workshops were held between December 2012 and March 2013. At each workshop participants were given a brief synopsis of the process, inputs, and plan background. The main focus of the workshops were to prioritize continuing and emerging issues. Participants participated in a dot exercise to help prioritize the issues. Attendees of the workshops and the results of each workshop are listed below.

INTERNAL RTA WORKSHOPS

Subject matter experts serving on RTA staff were tapped to participate on the Strategic Plan Working Group. Staff included were project managers for the previous reports listed in this document. Staff was forced to ground all comments in facts and data from previous studies and initiatives. The group met four times to discuss various parts to the plan. Each participant was asked to bring their expertise in particular areas to the discussion. Beyond their subject matter expertise staff was also asked to take the perspectives of various groups to ensure the plan was well rounded; perspectives considered included residents, local government, good government & advocacy groups, and service boards. In addition to the working group, staff provided RTA Board and senior staff frequent updates and their opinions were sought.

Staff serving on the working group included:

Jay Ciavarella	Rosemary Gerty	Kim Porter
Karin Allen	Claire Serdiuk	Mary Fawcett
Emily Stewart	Mark Pitstick	Kevin Stanciel
Gerry Tumbali	Doug Anderson	Leanne Redden
Mark Minor	John Goodworth	Donna Anderson
Peter Fahrenwald	Diane Palmer	Aimee Lee
Beth McCluskey	Greg Newmark	Niki Nutter

The four workshops focused on:

1. Vision & Goals
2. Objectives
3. Strengths, Weaknesses, Opportunities and Threats
4. Prioritizing Emerging Issues and Recommendation Formation

Each workshop group participated in a raking exercise of the continuing and emerging issues.

RTA Working Group Ranking		
Dots		**Issues**
11	A	Significant Capital Backlog & Insufficient Funding
6	F	Desire for Modernized Transit System
5	L	Balancing Tight Budgets: Service Measures vs Fares Measures
4	G	Demographic & Lifestyle Trends: Their Impact on System Capacity
4	P	Desire for Increased Transparency and Meaningful Public Engagement
3	T	Customer Experience: Desire for a Seamless Regional Transit System

2	E	Changing Travel Patterns: Relevancy of Hub & Spoke System
2	B	Roadway Congestion: Its Impact on Bus Service Reliability
1	H	Transit's Growing Need to Partner with and Educate Legislator
1	I	Opportunities for Non-Traditional Partnerships and Funding Sources
1	O	Perception / Reality? Lack of Coordination, Unnecessary Redundancy & No Common Vision
0	C	An Aging Population: Its Impact on ADA Paratransit Service and Overall Operating Costs
0	D	Growing Crime: Its Impact on Ridership
0	J	The Green Movement: Its Impact on Transit Use and Transit Operations
0	K	Federal Transit Benefit Program: Lack of Commitment by Congress
0	M	Reauthorization of the Transportation Bill
0	N	Terrorism & Climate Change: System Vulnerability
0	Q	High Speed Rail Initiative: Its Impact on Local Transit
0	R	Variability of Fuel Prices: Its Impact on Operating Budgets
0	S	Car as the Competition

SERVICE BOARD AND PARTNER AGENCIES WORKSHOP

Invite to Partner Agencies Workshop:

Dear Stakeholder:

As you may know, the RTA has a mandate to update the region's Transit Strategic Plan every 5 years. The Regional Transit Strategic Plan is intended to be used as a roadmap to shape the future of the region's transit system. To avoid being driven by time sensitive, near-term issues, the Transit Strategic Plan attempts to highlight the most important issues that face transit in the region over the next five years, allowing transit to make near-term decisions in light of future consequences and to respond effectively to developing issues.

Building on various studies/initiatives that the RTA and Service Boards collectively worked on since 2008 (e.g., Capital Asset Condition, Market Analysis, Green Transit Plan, Customer Satisfaction, Performance Measures, etc.), the RTA has begun identification of continuing and emerging issues that transit faces. We would like your help in prioritizing the top issues that you believe should be addressed in the Strategic Plan.

The RTA would like to invite one representative from your organization to attend a workshop and to provide us this input.

At the workshop we will provide an overview of the strategic plan process, discuss with you emerging issues and get your input on what you believe are the top issues that face transit in the next 5 years. This input will help us to form preliminary recommendations.

The workshop will be March 8 from 11am-12:30pm at the CMAP Offices (Willis Tower 233 South Wacker Drive, 8th Floor), lunch will be provided during the lunch.

For security reasons at Willis Tower all attendees must be listed with the building's concierge. Please send your RSVP or any questions to strategicplan@rtachicago.org by March 1, 2013.

Joseph G. Costello, Executive Director
Regional Transportation Authority

Agencies Invited:

CTA	IDOT	RTA
Metra	CMAP	Cook County
Pace		

In Attendance:

TA - Rebekah Scheinfeld, Kevin OMalley, David Johnson, Tom McKone, Leah Mooney
Metra - Lynnette Ciavarella, Glen Peters, David Kralik, Joe Lorenzini
Pace - Michael Bolton, Patrick Wilmot, Janet Kuhn, Lorraine Snorden, David Tomzik, Odette Samuelson
CMAP - Jill Leary, Matt Maloney, Don Kopec
IDOT - Chuck Abraham, Joe Iuachllo, Bola Delano
Cook County – Jennifer (Sis) Killen, Robert Ginsburg
RTA - Bea Reyna Hickey, Claire Serdiuk, Diane Palmer, Leanne Redden,
Facilitators – Peter Skosey, MPC and Aimee Lee & Niki Nutter, RTA

Partner Agency Ranking		
Dots		**Issues**
15.3	A	Significant Capital Backlog and Insufficient Capital Funding
7.66	M	Reauthorization of the Transportation Bill
7.63	F	Desire For A Modernized Transit System
5.33	O	Perception/Reality? Lack of Coordination, Unnecessary Redundancy, No Common Vision
3.91	C	An Aging Population: Its Impact on ADA Paratransit Service and Overall Operating Costs
3.91	G	Demographic & Lifestyle Trends: Their Impact on System Capacity
3.58	B	Roadway Congestion: Its Impact on Bus Service Reliability
3.3	I	Opportunities for Non-Traditional Partnerships and Funding Sources
2.99	E	Changing Travel Patterns: Relevancy of Hub & Spoke System
2	R	Variability of Fuel Prices: Its Impact on Operating Budgets
1.41	L	Balancing Tight Budgets: Service Measures versus Fares Measures
1.33	T	Customer Experience: Desire for a Seamless Regional Transit System
0.66	K	Federal Transit Benefit Program: Lack of Commitment by Congress
0.5	H	Transit's Growing Need to Better Partner With and Educate Legislators
0.33	P	Desire for Increased Transparency and Meaningful Public Engagement
0	D	Growing Crime: Its Impact on Ridership
0	J	The Green Movement: Its Impact on Transit Use and Transit Operations
0	N	Terrorism & Climate Change: System Vulnerability
0	Q	High Speed Rail Initiative: Its Impact on Local Transit
0	S	Car as the Competition

In addition to raking priority issues, the service boards and partner agencies also started to discuss recommendation of how to help address several of the key issues. Many of their recommendations have been incorporated into the plan.

Invite to Stakeholder Workshop:

Dear Stakeholder:

As you may know, the RTA has a mandate to update the region's Transit Strategic Plan every 5 years. The Regional Transit Strategic Plan is intended to be used as a roadmap to shape the future of the region's transit system. To avoid being driven by time sensitive, near-term issues, the Transit Strategic Plan attempts to highlight the most important issues that face transit in the region over the next five years, allowing transit to make near-term decisions in light of future consequences and to respond effectively to developing issues.

Building on various studies/initiatives that the RTA and Service Boards collectively worked on since 2008 (e.g., Capital Asset Condition, Market Analysis, Green Transit Plan, Customer Satisfaction, Performance Measures, etc.), the RTA has begun identification of continuing and emerging issues that transit faces. We would like your help in prioritizing the top issues that you believe should be addressed in the Strategic Plan.

The RTA would like to invite one representative from your organization to attend a workshop and to provide us this input.

At the workshop we will provide an overview of the strategic plan process, discuss with you emerging issues and get your input on what you believe are the top issues that face transit in the next 5 years. This input will help us to form preliminary recommendations.

The workshop will be March 8 from 11am-12:30pm at the CMAP Offices (Willis Tower 233 South Wacker Drive, 8th Floor), over the lunch hour (lunch will be provided).

For security reasons at Willis Tower all attendees must be listed with the building's concierge. Please send your RSVP or any questions to strategicplan@rtachicago.org by March 1, 2013.

Agencies Invited:

Active Transportation Alliance
Chicagoland Chamber of Commerce
Civic Federation
Metropolis Strategies
CNT
Metropolitan Mayors Caucus
IL Chamber of Commerce
MHSR/Transit Riders Alliance
Metropolitan Planning Council
Transportation 4 America
IL PIRG
Council of Mayors
Transit Equity Network
Lake County Transportation Alliance
SOUL
Chicago Federation of Labor
ATU Local 308
ATU Local 241
AFL-CIO
Urban Transportation Center, UIC
Depaul, Chaddick Institute for Metropolitan Development
Northwestern University, School of Engineering & Applied Science
Illinois Tollway Authority
IDOT
City of Chicago DOT
Kane County DOT

McHenry County DOT
Will County DOT
Will County Center for Economic Development
Cook County DOT
Lake County DOT
DuPage County
TMA of Lake County
FTA
FHWA
Mayor's Office for People with Disabilities
Equip for Equality
Access Living
Northwest Municipal Conference
South Suburban Mayors and Managers Association
West Central Municipal Conference
Metro West Council of Governments
Southwest Conference of Mayors
DuPage Mayors and Managers Conference
Kane / Kendall Council of Mayors
Lake County Municipal League
Lake County Council of Mayors
McHenry County Council of Government
McHenry County Council of Mayors
Will County Government League

In Attendance:
Active Transportation Alliance, Ron Burke
CNT, Kyle Smith
Metropolitan Mayors Caucus, Jeffery Schielke
IL Chamber of Commerce, Ben Brockschmidt
Transportation for America, Kathleen Woodruff
IL PIRG, Brian Imus
Urban Transportation Center, UIC, Jordan Snow
Northwestern University, School of Engineering and Applied Sciences, Joseph Schofer
Mayor's Office for People with Disabilities, Laurie Dittman
Illinois Tollway Authority, Rocco Zucchero
IDOT, Brian Carlson
City of Chicago DOT, Jeffrey Sriver
Kane County DOT, Thomas Rickert
McHenry County DOT, Scott Hennings
Will County DOT, Alicia Hanlon
Cook County DOT, Jennifer Killen
Lake County DOT, Emily Karry
DuPage County, Melvin Kim
TMA of Lake County, William Baltutis
FTA, Reggie Arkell
FHWA, John Donovan
Northwest Municipal Conference, Michael Walczak
South Suburban Mayors and Managers Association, Ed Paesal & Tom Vanderwade
West Central Municipal Conference, Tammy Weirciak
DuPage Mayors and Managers Conference, Tam Kutzmark and Lucille Zucchero
Kane/Kendall Council of Mayors, Tom Rickert
McHenry County Council of Government, Robert Numamaker, Chalen Daigle & Jason Osborn
Will County Government League, Mike Klemens

Stakeholder Ranking

Dots		Issues
58	A	Significant Capital Backlog and Insufficient Capital Funding
38	E	Changing Travel Patterns: Relevancy of Hub & Spoke System
32	M	Reauthorization of the Transportation Bill
23	L	Balancing Tight Budgets: Service Measures versus Fares Measures
20	G	Demographic & Lifestyle Trends: Their Impact on System Capacity
19	T	Customer Experience: Desire for a Seamless Regional Transit System
17	I	Opportunities for Non-Traditional Partnerships and Funding Sources
13	O	Perception/Reality? Lack of Coordination, Unnecessary Redundancy, No Common Vision
11	B	Roadway Congestion: Its Impact on Bus Service Reliability
7	C	An Aging Population: Its Impact on ADA Paratransit Service and Overall Operating Costs
5	S	Car as the Competition
4	H	Transit's Growing Need to Better Partner With and Educate Legislators
3	F	Desire For A Modernized Transit System
3	N	Terrorism & Climate Change: System Vulnerability
3	P	Desire for Increased Transparency and Meaningful Public Engagement
2	J	The Green Movement: Its Impact on Transit Use and Transit Operations
2	Q	High Speed Rail Initiative: Its Impact on Local Transit
1	K	Federal Transit Benefit Program: Lack of Commitment by Congress
0	D	Growing Crime: Its Impact on Ridership
0	R	Variability of Fuel Prices: Its Impact on Operating Budgets

DRAFT FINAL PLAN

The draft Regional Transit Strategic Plan synthesizes the input revived throughout the process to form a collective plan for the system over the coming five years. An initial version of the plan was released to the service boards and RTA board members for comments on May 24, 2013. Comments were received and incorporated. The draft Regional Transit Strategic Plan was then released to the public on June 1 for comments. The draft plan was posted on the RTA's website, share at meetings, and distributed through newsletters and emails. One page summaries were also created to make the plan more approachable.

RTA sought public comments to help inform and refine the plan. The public was afforded the opportunity to comment in one of three ways.

1. Public Hearings
2. Comment Form
3. Survey#2

The RTA accepted comments and survey responses until July 1, 2013.

A. OUTREACH

IN TRANSIT ARTICLE

RTA seeks your input on draft Regional Transit Strategic Plan

The draft Regional Transit Strategic Plan has been released for public review and we would like your input.

Since December 2012, the RTA set out to update the Regional Transit Strategic Plan in conjunction with our partner agencies CTA, Metra, and Pace, stakeholders, and the

general public. After several months of compiling opinions and analysis, we are happy to present a draft Regional Transit Strategic Plan for your review. The plan is intended to serve as a roadmap for regional transit and will help to guide decision-making over the next five years.

The strategic plan attempts to establish one common vision for transit in our region and set priorities to what


InTransit

RTA seeks your input on draft Regional Transit Strategic Plan

Public Hearing

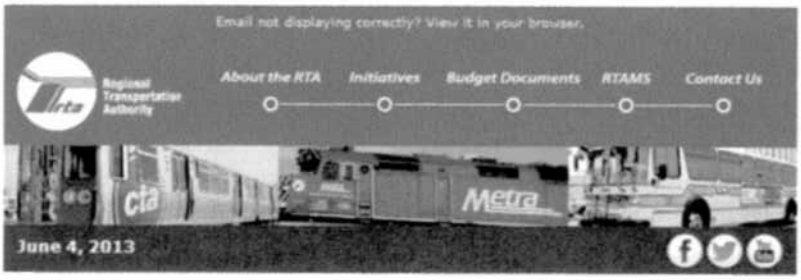
we should, collectively with the Service Boards, be working on over the next five years. The draft plan identifies the vision of the regional transit system as "A world-class regional public transportation system providing a foundation to the region's prosperity, livability, and vitality." A full description of goals and objectives of the system are identified in the plan. As a means to collectively guide the systems, priority issues and related recommendations have been identified. The draft plan can be downloaded by clicking www.rtachicago.com/strategic-plan.html .

The RTA values input of how to better the regional transit system. We would like your input and we have several opportunities for you to provide it.

- **Survey -** https://www.research.net/s/RTStrategicPlanInput
  This brief survey seeks your input on recommendations that are being considered as part of the plan. The survey should take less than 10 minutes.
- **Comment -** https://www.research.net/s/RTStrategicPlanInput
  An opportunity to provide a formal comment that will be accepted as part of the hearing process.
- **Public Hearing**
  The RTA will be hosting eight public hearings throughout the region. At these hearings you will have the opportunity to view the plan and talk one on one with RTA staff. The dates and locations of the hearings.
  - June 18th
    - DuPage County –Wheaton City Hall, City Council Chambers, 4-6pm
    - Kane County- Kane County Government Center, Building A 1st Floor Auditorium, 4-6pm
  - June 19th
    - Downtown Chicago – RTA Headquarters, 175 W. Jackson Blvd. Suite 1650, Chicago, 60604, 11am -1pm
    - South Cook County – Flossmoor Village Hall, Village Board Room, 4-6pm
  - June 20th
    - Lake County – Grayslake Village Hall, Village Board Room, 4-6pm
    - North Cook County - Arlington Heights Village Hall, Board Room and Community Room, 4-6pm
    - McHenry County - Crystal Lake City Hall, City Council Chamber, 4-6pm
  - June 25
    - Will County – New Lenox Village Hall, Council Chambers, 4-6pm

We look forward to receiving your input.

EMAIL TO PARTNERS 4 TRANSIT & ELECTED OFFICIALS



RTA seeks your input on draft Regional Transit Strategic Plan

The draft Regional Transit Strategic Plan has been released for public review and we would like your input.

In December 2012, the RTA set out to update the Regional Transit Strategic Plan in conjunction with the general public our partner agencies CTA, Metra, and Pace, as well as stakeholders. After several months of compiling opinions, workshops and analysis, we are happy to present a draft Regional Transit Strategic Plan for your review. The plan is intended to serve as a roadmap for regional transit and will help to guide decision-making over the next five years.

The strategic plan attempts to establish a common vision for transit in our region and set priorities over the next five years. The draft plan identifies the vision of the regional transit system as "A world-class regional public transportation system providing a foundation to the region's prosperity, livability, and vitality." A full description of goals and objectives of the system are identified in the plan. As a means to collectively guide the plan implementation, priority issues and related recommendations have been identified. The draft plan can be downloaded by clicking www.rtachicago.com/strategic-plan.html and a summary of the plan at http://www.rtachicago.org/images/stories/About_the_RTA/Strategic%20Plan/Summary.pdf

The RTA values input of how to better the regional transit system. We also would like your input and we have several opportunities for you to provide it.

- **Survey** – https://www.research.net/s/RTStrategicPlanInput
  This brief survey seeks your input on recommendations that are being considered as part of the plan. The survey should take less than 10 minutes.

- **Comment** – https://www.research.net/s/RTStrategicPlanInput
  An opportunity to provide a formal comment that will be accepted as part of the hearing process.

- **Public Hearing**
  The RTA will be hosting eight public hearings throughout the region. At these hearings you will have the opportunity to view the plan and talk one on one with RTA staff. The dates and locations of the hearings.

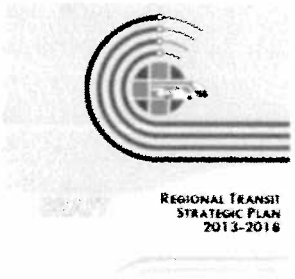
  - June 18th
    - DuPage County –Wheaton City Hall, City Council Chambers, 4-6pm
    - Kane County- Kane County Government Center, Building A 1st Floor Auditorium, 4-6pm
  - June 19th
    - Downtown Chicago – RTA Headquarters, 175 W. Jackson Blvd. Suite 1650, Chicago, 60604, 11am -1pm
    - South Cook – Flossmoor Village Hall, Village Board Room, 4-6pm
  - June 20th
    - Lake County – Grayslake Village Hall, Village Board Room, 4-6pm
    - North Cook - Arlington Heights Village Hall, Board Room and Community Room, 4-6pm
    - McHenry - Crystal Lake City Hall, City Council Chamber, 4-6pm
  - June 25
    - Will County – New Lenox Village Hall, Council Chambers, 4-6pm

We look forward to receiving your input and please consider forwarding this email to your friends and family.

C. WEBSITE

Why a Strategic Plan?
The Regional Transit Strategic Plan is intended to be used as a road map to shape the future of the region's transit system. Having such a plan helps to define the region's common vision and goals for transit and forges a thoughtful and coherent basis by which decisions can be made. The Strategic Plan attempts to highlight the most important issues that face transit in our region over the next five years, allowing transit to respond effectively to developing issues.

What is the latest news on the Strategic Plan Update?
The draft Regional Transit Strategic Plan has been released for public review and we would like your input.



In December 2012, the RTA set out to update the Regional Transit Strategic Plan in conjunction with the general public our partner agencies CTA, Metra, and Pace, as well as stakeholders. After several months of compiling opinions, workshops and analysis, we are happy to present a draft Regional Transit Strategic Plan for your review. The plan is intended to serve as a road map for regional transit and will help to guide decision-making over the next five years.

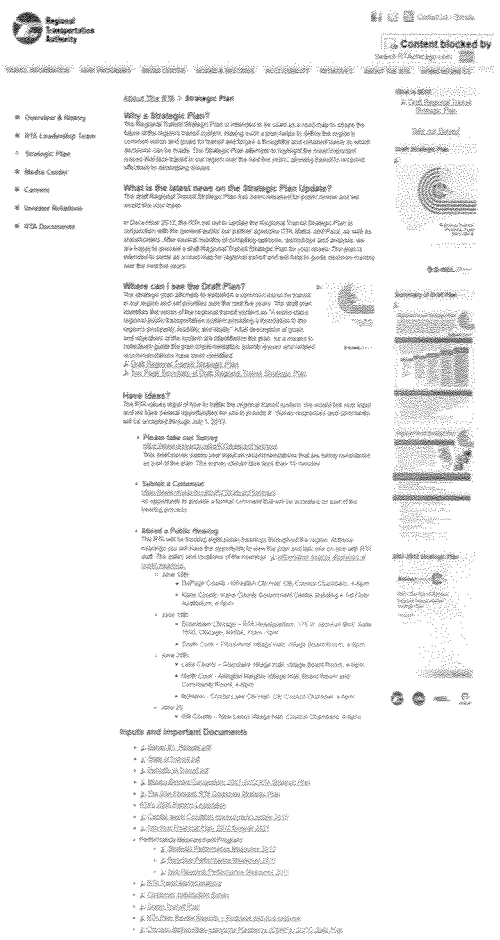
Where can I see the Draft Plan?
The strategic plan attempts to establish a common vision for transit in our region and set priorities over the next five years. The draft plan identifies the vision of the regional transit system as "A world-class regional public transportation system providing a foundation to the region's prosperity, livability, and vitality." A full description of goals and objectives of the system are identified in the plan. As a means to collectively guide the plan implementation, priority issues and related recommendations have been identified.
Draft Regional Transit Strategic Plan
Two Page Summary of Draft Regional Transit Strategic Plan

Have Ideas?
The RTA values input of how to better the regional transit system. We would like your input and we have several opportunities for you to provide it. Survey responses and comments will be accepted through July 1, 2013.

- **Please take our Survey**
  https://www.research.net/s/RTStrategicPlanInput
  This brief survey seeks your input on recommendations that are being considered as part of the plan. The survey should take less than 10 minutes.

- **Submit a Comment**
  https://www.research.net/s/RTStrategicPlanInput
  An opportunity to provide a formal comment that will be accepted as part of the hearing process.

- **Attend a Public Hearing**
  The RTA will be hosting eight public hearings throughout the region. At these hearings you will have the opportunity to view the plan and talk one on one with RTA staff. The dates and locations of the hearings. Information boards displayed at public hearings.
  - June 18th
    - DuPage County –Wheaton City Hall, City Council Chambers, 4-6pm
    - Kane County- Kane County Government Center, Building A 1st Floor Auditorium, 4-6pm
  - June 19th
    - Downtown Chicago – RTA Headquarters, 175 W. Jackson Blvd. Suite 1650, Chicago, 60604, 11am -1pm
    - South Cook – Flossmoor Village Hall, Village Board Room, 4-6pm
  - June 20th
    - Lake County – Grayslake Village Hall, Village Board Room, 4-6pm
    - North Cook - Arlington Heights Village Hall, Board Room and Community Room, 4-6pm
    - McHenry - Crystal Lake City Hall, City Council Chamber, 4-6pm
  - June 25
    - Will County – New Lenox Village Hall, Council Chambers, 4-6pm



Inputs and Important Documents

- Survey #1 Results.pdf
- State of Transit.pdf
- Benefits of Transit.pdf
- Moving Beyond Congestion: 2007-2012 RTA Strategic Plan
- The Way Forward: RTA Corporate Strategic Plan
- RTA's 2008 Reform Legislation
- Capital Asset Condition Assessment Update 2010
- Ten-Year Financial Plan: 2012 through 2021
- Performance Measurement Program
  - Strategic Performance Measures 2012
  - Regional Performance Measures 2011
  - Sub-Regional Performance Measures 2011
- RTA Travel Market Analysis
- Customer Satisfaction Survey
- Green Transit Plan
- RTA Peer Review Reports – Regional and Sub-regional
- Chicago Metropolitan Agency for Planning's (CMAP's) GOTO 2040 Plan

B. PUBLIC HEARINGS

The RTA Act requires minimum of three public hearings in Cook County and one public hearing in each of the other counties in the region prior to the adoption of the plan. Public hearings allowed the public to interact with RTA staff and ask any specific questions regarding the draft plan. Comments were formally accepted and evaluated.

Public Hearings were held at:

- June 18th
  - DuPage County –Wheaton City Hall, City Council Chambers, 4-6pm
  - Kane County- Kane County Government Center, Building A 1st Floor Auditorium, 4-6pm
- June 19th
  - Downtown Chicago – RTA Headquarters, 175 W. Jackson Blvd. Suite 1650, Chicago, 60604, 11am -1pm
  - South Cook – Flossmoor Village Hall, Village Board Room, 4-6pm
- June 20th
  - Lake County – Grayslake Village Hall, Village Board Room, 4-6pm
  - North Cook - Arlington Heights Village Hall, Board Room and Community Room, 4-6pm
  - McHenry - Crystal Lake City Hall, City Council Chamber, 4-6pm
- June 25
  - Will County – New Lenox Village Hall, Council Chambers, 4-6pm

C. SURVEY #2

In addition to seeking public input through public hearings, the RTA distributed a second survey to garner further information and opinions about the plan and associated recommendations. This survey focused on seeking opinions on how to address particular issues, giving the respondents opportunities to make tough decisions in light of particular situations. The questions posed relate to real life situations that the transit system is likely to face in the near future. The responses given will help decision makers consider the potential desires of the public, stakeholders, and elected officials as these decision points become more pressing.

The RTA used the online Survey Monkey platform to conduct the survey. Similar to the first survey, RTA staff worked diligently to get the word out about the survey. The survey was promoted in conjunction with the release of the draft Strategic Plan through email, committee meetings, RTA website and InTransit.

SURVEY #2 QUESTIONS

The questions posed in survey #2 were as followed:

Question 0. I am filling out this survey as:

a) A member of the general public
b) A representative of a stakeholder group
c) An elected official

Next, is a series of seven questions seeking your opinion of how to address various transit related issues. But first, a little background information...Transit operations and transit infrastructure are supported by different funding streams.

- Transit operations (running buses and trains) are supported through fare revenues and local funding sources (such as sales tax). The RTA system has a state mandate to support 50% of its operating costs through fare revenues.
- Transit infrastructure (vehicles, tracks, stations) is primarily supported through federal funding sources, which usually require local matching funds.

Question 1. Over the next 5 years, assuming existing local funding sources, the RTA system faces financial challenges related to operating today's level of transit service. New, reliable local sources of revenue are needed. To support transit operations, what new revenue sources do you believe are worth considering? (Please check all that apply)

a) A Commercial Parking Tax (broadened beyond downtown Chicago)
b) An Increase in the Local Gas Tax
c) A Service Tax (e.g., dry cleaning, salons, car wash, etc.)
d) Highway Congestion Pricing
e) Public Private Partnerships
f) None, implement service cuts & fare increases (Live within our means)
g) Other (please specify)

Question 2. Assuming existing funding sources, the RTA system faces financial challenges related to meeting transit infrastructure needs. New, reliable sources of revenue are needed. To support

transit infrastructure, what new revenue sources do you believe are worth considering? (Please check all that apply)

a) An Increase in the Gas Tax
b) A Tax on Personal Vehicle Use (e.g., based on miles traveled)
c) Public Private Partnerships
d) A Service Tax (e.g., dry cleaning, salons, car wash, etc.)
e) Highway Congestion Pricing
f) None. Maintain what we can and disinvest from what we can't—close stations, reduce fleet size, etc. (Live within our means)
g) Other (please specify)

Question 3. Assuming today's level of provided transit service, financial forecasts project tight operating budgets for CTA, Metra and Pace in the upcoming years. Should new, reliable revenue sources not become available, transit must make tough choices to balance operating budgets. Though none are desirable, which of the following budget balancing strategies would you rather CTA, Metra and Pace employ? (Please check one)

a) Service Cuts
b) Fare Increases
c) A combination of modest service cuts and modest fare increases

Question 4. Though not desirable, if fare increases were necessary to keep up with operating costs, which of the following fare strategies would you rather CTA, Metra and Pace adopt? (Please check one)

a) Predictable, moderate fare increases
b) Longer periods between more significant fare increases
c) Adding a premium to transit trips made during peak periods
d) Other fare strategies (please specify)

Question 5. The region shares a common goal of growing transit use. In markets where transit is already available, what tactics do you believe should be employed to grow ridership? (Please check all that apply)

a) Better educate and market how to use transit (trip planning, paying fares, destinations served, etc.)
b) Educate & market the benefits of using transit (personal cost savings, green benefits, personal health, etc.)
c) Market existing services to transit friendly markets such as seniors and school age kids
d) Promote transit among tourists and for recreational (off-peak) trips

Question 6. The travel needs of our region are significant and diverse. While current transit ridership growth is straining capacity in our region's core (downtown Chicago), the region's travel patterns have also developed beyond the reach of the existing RTA system. In terms of capital investment, what do you believe the region's strategy should be? (Please check one)

a) Focus on maintaining and enhancing what we already have
b) Focus on expanding the system
c) Take a balanced approach to both of the above

Question 7. The Federal Transportation Bill is a funding and authorization bill that governs national spending on surface transportation. As the current Federal Transportation Bill (MAP-21) expires in 2014, a new bill will need to be written and passed by Congress. Given the various competing issues in Washington, a voice for our region's transit is needed. What is the best way for our voice to be heard in Washington? (Please check all that apply)

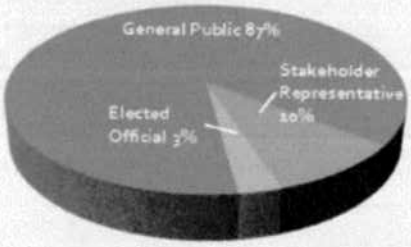
a) Transit agencies themselves should have a presence in D.C.
b) Partner with advocacy and nonprofit organizations
c) Develop a public education campaign and mobilize voters
d) Take a media-based approach (purchase media ads, TV, radio)
e) Other (please specify)

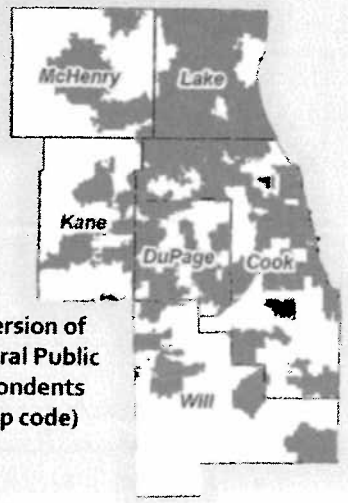
REGIONAL TRANSIT STRATEGIC PLAN

Survey #2 Results: Recommendations

The RTA conducted an online survey to gather input on details regarding recommendations. The survey was launched on June 1, 2013 and closed on July 1, 2013. The RTA received almost 500 responses from members of the general public, stakeholders and elected officials. The input from this survey will be used to help inform implementation of the plan.

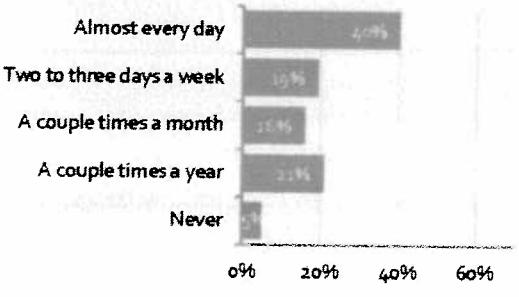
485 Total Respondents



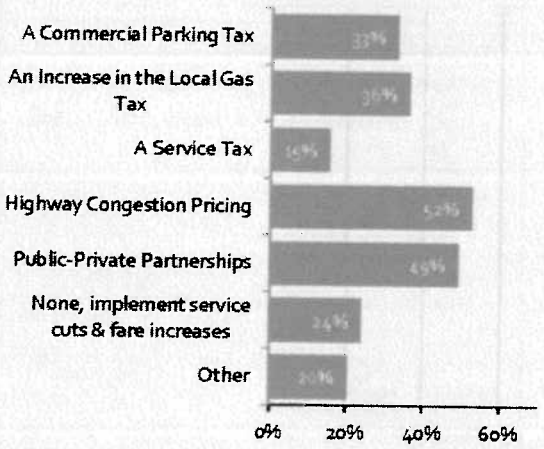


Dispersion of General Public Respondents (by zip code)

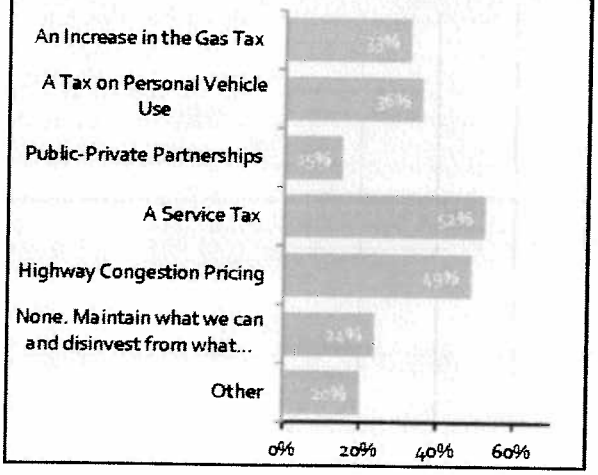
Transit Use by General Public Respondents



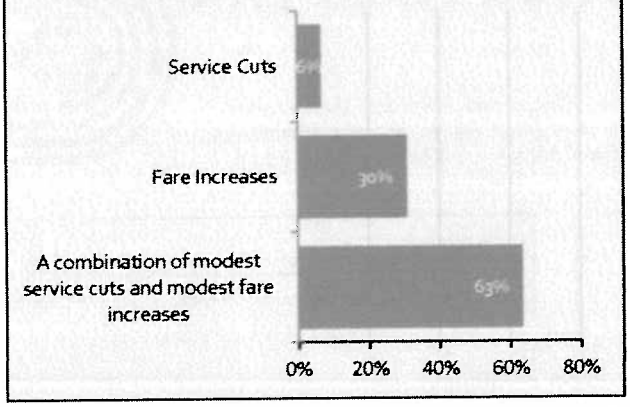
To support transit operations, what new revenue sources do you believe are worth considering?



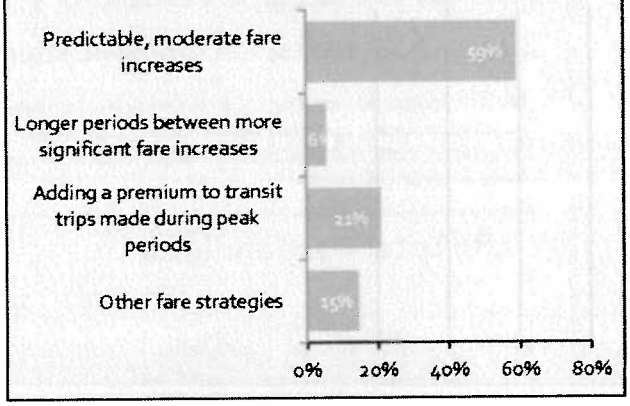
To support transit infrastructure, what new revenue sources do you believe are worth considering?



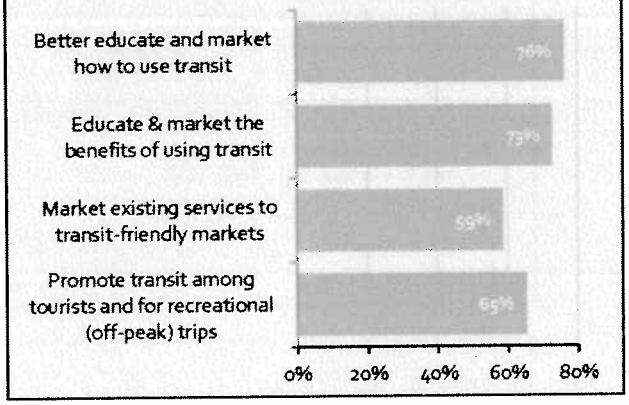
Regarding transit operations, which of the following budget-balancing strategies would you rather CTA, Metra and Pace employ?



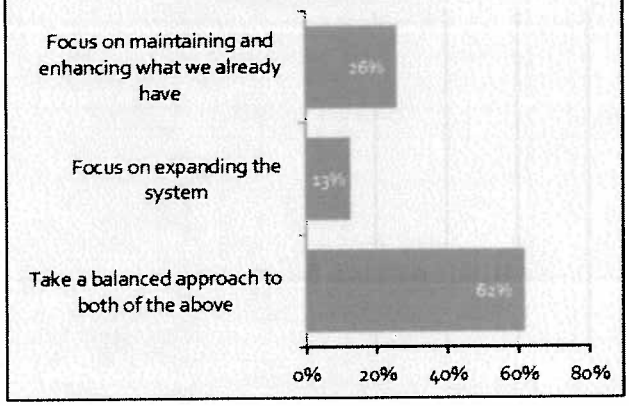
Regarding transit operations, which of the following fare strategies would you rather CTA, Metra and Pace adopt?



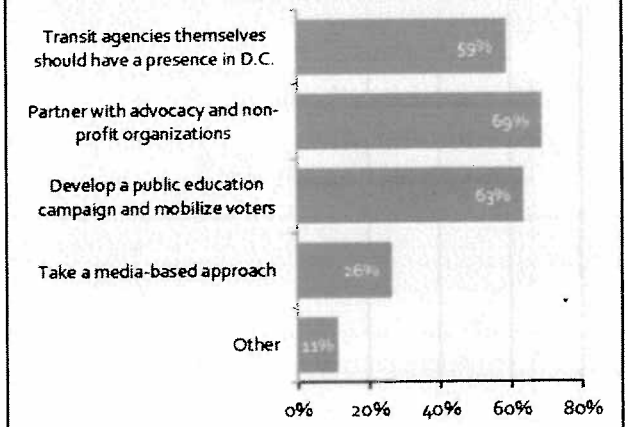
In markets where transit is already available, what tactics do you believe should be employed to grow ridership?



In terms of capital investment, what do you believe the region's strategy should be?



What is the best way for our voice to be heard in Washington?



In addition to survey responses, participants also provided over 80 comments regarding the draft plan. Key themes from the comments include...

- A desire to make transit more competitive to the automobile, both in cost and time
- Providing more suburban to suburban service
- Finding efficiency and lowering costs
- Increase marketing efforts
- Add service/expand within the current transit district current limits

A full listing of the comments can be found in the plan's appendix.

D. PUBLIC COMMENTS

The public submitted comments to the draft plan thorough the comment forms in the survey, via email, and at public meetings. RTA staff reviewed all comments leading to revisions of the plan. Comments are listed by date received. The Response to Public Comments attempts to address several of these comments.

1. You are not going to meet my needs by continuing the Metra west to DeKalb. I do not work east of Elburn, therefore, unless I am going in to Chicago during the day you are not much help to me. Because of this do NOT raise my taxes. I feel the people that get to use the services should pay for the services. We who get NO services should not pay for those who do.

2. Calculate the benefits of using electric-powered transportation (CTA rail, Metra Electric) as opposed to oil-powered transportation. That's a national security interest and we don't have a tight metric or talking point to convey that economic value. 2. Increasing frequencies on existing Metra lines, especially express trains, will get more collar county support. That should be part of the mix. 3. Shouldn't you guys be running a coordinated marketing program by now pursuant to statute? ;-) I'd suggest getting on that and making rider-engaged advocacy part of the program.

3. RTA (and CMAP) adopt a formal Advanced Communication Livable Communities agenda to plan for sustainable community investments to achieve RTA strategic objectives, and for integration into RTA and CMAP local implementation planning grant process. An Advanced Communication Economic Development/Livable Communities Agenda is based on the transition to Gigabit Level Communications, beginning with today's Advanced Communication sites/corridors at universities, hospitals, RTA/CTA lines, research institutions, business data centers, and fiber-linked public agencies (schools, libraries, police, fire). The Agenda will help guide RTA/CTA infrastructure and service investments in the most efficient TOD communities, including the development of Visualization Tools (including Business Intelligence TV of infrastructure, service, 911/311 data) in every local public official and community institution office. The Agenda will enable RTA to host annual Transportation Service Quality Assemblies in every intermediate planning area (community college district) for visioning, planning, outreach and evaluation of RTA plans.

4. Illinois is just about the most corrupt state in the USA. The only way to help the RTA in the long-run, is to have representatives in this state like Wisconsin Governor Scott Walker, who can stand up to the 40-plus years of corruption headed by Mike Madigan, Bill Cullerton, et al., who have driven our state into bankruptcy. The public unions must be dissipated and the off-the-wall pensions must go. Real education reform must be put forward. Trade schools must be brought back so we, the people, can have jobs and prosper. People and companies are leaving this state in droves. We live in a state of political corruption that has brought the City of Chicago to its knees by the drug and gang culture. No one wants to take public transportation that doesn't have to because they are afraid of the gangs. More jobs are needed to get people to use public transportation. Look at the real facts of the underlying problems. You can't continue to tax more and cut services to allay the RTA problems. It is the culture of corruption that must go, and a new, honest, invigorated regime of leaders must emerge to create an environment that will spur economic and educational growth in Illinois, and thus solve the RTA's insolvency problems. I am sorry, but these quick fixes of raising money through

taxes, fees and service cuts is not the answer, The problems are systemic and very deep and have been eroding this State for many decades. We need a total change of leadership who can move Illinois into a refined, world-class city and remove us from the dump it is becoming.

5. You have decades-long waiting lists for parking at several stations. Get digital pay systems for all Metra lots, get rid of permits, and raise the parking rates to get 85% occupancy and put the increased revenues toward Pace buses connecting neighborhoods to the Metra stations for free, or at a reduced fare (when combined with Metra).

6. I took my two girls to Chicago over spring break and used the transit system. The staff members on the buses and the trains were extremely friendly, helpful, and professional. As a single mom in the big city from a small town, it is important to feel welcome. Thank you to the ladies and gentlemen who made our trip a memorable experience.

7. It is imperative that we strengthen and expand our existing public transit system for several reasons: -It is more environmentally responsible and sustainable to reduce the number of cars and the use of fossil fuels. We will reduce air, land and water pollution due to the reduction of drilling and mining, transportation and processing of fossil fuels. -With the aging of the population many more folks will not be able to drive or will be forced to drive even though they are not competent.- -Many more folks will be able to have access to jobs and educational opportunities and be able to stay within financially restricted budgets.

8. This is concerning the Beverly Subline Metra and the CTA (103rd Pulaski bus). It would be NICE if ALL the CTA drivers can wait for the people getting off the Metra in the afternoons. Some drivers purposely leave when they see the train. To be fair, a small number do wait for the passengers who are transferring to the bus. It only takes a few minutes for the riders to cross the street and get on the CTA bus. Please ask your drivers to wait. Thank you.

9. I am strongly against any large-scale expansion of transit beyond the current boundaries where it exists because doing so only encourages in-efficient sprawl development. I am very much convinced that transit planning cannot be undertaken without better zoning, particularly easier and better development at TOD-friendly scales. There is no reason that it should be difficult for a developer to build a high-density, low-to-zero parking building near existing 'L' rail stations. Such development should not only be easy, it should be strongly encouraged, particularly near stations along under-utilized branches (such as the Pink Line and the Congress Blue Line and most of the Green Line). Additional capacity in the Central Area and along both the North and South Lakefront should be planned for and broken into pieces that can be built out over time from realistic local funding sources, but planned in such a way that if and when more federal funding became available plans could be accelerated. I STRONGLY, STRONGLY feel that the 1968 plans for a Monroe Street Distributor subway serving the West Loop, Streeterville and McCormick Place should be updated and be made part of the planning I mentioned in the previous paragraph. These areas were seen to be developing in 1968 and they have, and they will continue to do so. With the plans to open both information technology and bio-technology research centers near UIC in the next few years, we need this plan implemented MORE THAN EVER! PLEASE bring this plan back - it should have been build in the 1970s, and the need for it continues to escalate yearly. Realistically this should be updated and started before 2020. Almost as strongly, I believe that the combination of a Clinton Street Subway and West Loop Transportation Center should be planned and implemented as a

priority as well, although it is slightly less important than the Monroe Street Distributor subway. Finally, I believe that Richard J. Daley's vision to connect the Green Line to Midway (using the existing rail ROW just east of Western Ave to join the Orange Line just before the Western station should be in long-term plans as it will help Englewood when it finally begins its recovery, and I believe that connecting the Brown Line to the Blue Line near Jefferson Park is a valuable project. Outside of Chicago, I think electrifying the UP Metra lines is worth exploring and planning for, perhaps by 2030. Start with UP-North, as it makes the most sense. In the very long term, perhaps by 2040 or even 2050, electrifying other lines and even perhaps connecting lines to run through (such as UP-North with BNSF or even Metra Electric) would be very valuable for reducing dependency on oil and improving air quality alone those corridors.

10. You've completely missed a major reason why transit in the region is suffering. That reason is simple - the system is overly Chicago-centric. In theory I should be on public transit every day; my house is within walking distance of a Metra station and a Pace bus stops at my workplace. However, I never use transit for my commute because doing so would increase my commute time from 1 hour each way to 3 hours EACH WAY; in addition it would DOUBLE my cost! The regional system is completely dominated by the notion that transit exists only to move people from a suburb to Chicago in the morning, and from Chicago to a suburb in the evening. Cross-suburb transit is essentially non-existent unless one's trip happens to lie on a radial line to/from Chicago. If you want to fix the system, do the following: 1) Completely separate Metra/Pace funding of all forms from CTA funding. 2) Pass a law regulating the Tollway system so that every excess dollar of revenue received by the Tollway not spent on maintenance and improvements to the roads themselves is given to Metra/Pace for infrastructure improvements in those systems. 3) Institute a surtax on Tollway tolls that is based upon the relative amount of usage (people per day) on the Tollway vs. ridership on Metra/Pace. If more people are using the Tollway, raise the surtax until usage is balanced. If more people are on Metra/Pace, reduce the surtax until usage is balanced. 4) Add a vehicle registration surtax based on EPA-estimated mileage per gallon and tied to reported usage. Every time a registration is renewed or a title is transferred, require an odometer statement. The surtax is based on (miles traveled) divided by (EPA-estimate MPG). All monies collected on the most environmentally wasteful are sent to Metra and Pace to offset operational expenses.

11. For the amount we pay to ride the RTA, the conditions are terrible, the trains are filthy, they need to be power washed at least once a month and the garbage cans need to be emptied after every other run , especially on Thursday and Friday nights, the cans are overflowing, also please clean the bathrooms more often, I ride the UPN-NW line between Chicago and Barrington.

12. The largest impediment to greater transit use is the fare collection system. The CTA and Pace have consistently cooperated with interoperable fare collection, but Metra refuses to join, despite the legislature's mandate. Metra must join in, somehow. It's the law. The successful Orca system in the Seattle area is a model.
13. Please keep the Ridgeland/Narragansett bus. A few years ago you had express buses on Irving Park Road. They were terrific. Please keep watch over the L for the safety of the riders. Thank you
14. Please fix the crumbling infrastructure, even if that means peak period pricing increases and maybe congestion pricing on highways. I don't feel safe on the blue line (thunking wheels portend a derailment) and this is not the world class product it's priced to be. Oh, and who forgot to even provide cell coverage between stations underground here while other transit systems get 3G, 4G or WiFi!

15. I rode the UPN North line out to Lake Forest in the morning and in to Ravenswood in the evening for 10 and 1/2 years. It was far better than driving. If you can educate the public on the cost savings alone, it would be great. Provide more employers tax incentives to subsidize part of employee fares to keep commuter costs down. Figure out some way to have one ticket cover ridership on ALL public transit.

16. I am not for expanding the transit system. Wherever the transit system expands, the price of real estate goes down because the crime rates go up (ie. Evanston).

17. If Metra would get it's act together and run trains that are friendly to use when going to the opera, I bet you would get alot more ridership. Example: I cannot get off the train at 7:25 and be in my seat at 7:30 (northwest line). Change it so the train arrives at 7:10 pm. On Saturday evening there must be a train (northwest line) that runs so it arrives at 7:10 pm. Right now the only train I can take on Saturdya eve to see the opera arrives at 5:30. That is way too early. Also, returning trains on the weekend cannot be leaving at just 10:30 pm and 12:30 am. If I get out of opera at 10:50 pm, there is no way I can wait til 12;30 am to take the train home. As a result I end up driving to the opera every Saturday.

18. Some of the fare increases have been steep. Like increasing the senior passes from $35.00 to $50.00. Fares should be reasonable so people whould to take transit system.

19. Upper management at RTA (cta, metra, pace) should take salary and pension cuts. Unions need to support the system. Without money, union members will lose jobs. Go after graft and corruption. Go after waste. Drivers should be more polite and happy, improve service, increase frequency, and encourage ridership (discourage driving) for more fares. EVERYONE BENEFITS FROM THE CTA!!!!!!! Businesses (get customers and tourists), Drivers (get less congestion on the highways), but it FN costs money. GET OFF FOSSIL FUEL!!!!!!!! Fuel from sugar is cheap and environmentally friendly. (Fuel from corn was not as good - just a powerful corn lobby). Get VOLUNTEER lobbyists in DC. Higher taxes for the wealthiest 1% of people and corporations. Higher real estate taxes for Trump Towers. Sell CTA swag? Charge wealthy seniors the SAME as everyone else!! Senior discounts should be an as-needed discount.

20. I use Metra to commute to work and to travel downtown. It saves me gas and parking costs. It also allows me to minimize the pollution that would be created when by traveling automobile.

21. Your supervisors - or whatever they are called - who are scattered throughout Chicago recording bus transit numbers (located off the front window near the door) need to make 100% sure that they not only recording numbers on paper but bringing them back to the office where the office manages can (and must) take action against each and every driver who causes a bunch up during their route(s), or who are spread too far apart. Recording the numbers and keeping them on a sheet of paper, doesn't do anyone any good. I have photos of FIVE busses gathered across Dunbar High School (north bound) and again in front of the Art Institute. FIVE within two feet of one and other. Secondly ... The number three (3) King Drive bus needs many of those "S t r e c t c h" buses on its route. They need them Seven days a week. Morning, noon or night. The current sized buses are always a FULL! Why? Because .... Tourists come on to and from the (now 2) McCormick Hyatt Place Hotels; the Navy Pier nightly fireworks; the nine-to-five rush hour crowds, the classes now being taught inside

of McCormick Place, the overwhelming increase in residential properties - especially between 35th and Chicago Avenue - cause these buses to be packed day in and day out. Weekday or weekend. Either provide us with those articulated buses, or bring back the #4 Cottage Grove so it can travel north and south on King Drive to 35th, or provide us with a special #3 King Drive "shuttle" bus between Chicago Avenue and 35th (Lake Meadows) Street. Somewhat like the different 151 Sheridan Bus offerings.

22. The North Central line (Antioch to Union Station) should run on the weekends.

23. Get rid of the RTA.

24. Improve on time service.

25. It is important for people to understand that even if they seldom use public transportation, they are reaping the rewards of living in a region that has good public transportation to serve and enhance the common good.

26. Any transit development should consider multi-modal transportation. Specifically, accommodation of bicycles on public transit and at transit stations should receive full attention as an integral aspect of transportation.

27. RTA, CTA, Pace have a monopoly status in public transportation. The last time you talked to your customers was in 2008? How about every day? Remove monopoly status. Allow new bus companies to run their own routes and times. Allow new bus companies to run non union. Sell off money losing operations. Sell ADA Paratransit especially. Allow provider to also pick up general public along with ADA riders. Sell one or more train lines to private companies. Set a new goal of RTA and Pace meeting 100% of funding from fares, by lowering ticket prices and improving service. Increasing ticket prices does not increase ridership, it lowers ridership. Break the union labor contracts and hire non union. Default on Pension promises, Cancel pension, move to 401K.

28. Need to focus on undeserved markets, especially north south suburb to suburb. There is a virtual Chinese wall along Lake St west of 355. How about express buses on 355? Build transfer stations at Mayfair and DeVal.

29. Every developed nation has a better public transportation system than we have here, granted our nation is large and spread out. But in metropolitan areas such as ours it's inconceivable that one cannot get to work, shopping, etc. on public transportation especially given the enormous amount of traffic in Lake County. We especially need East/West transportation. And among the few Metra stations available, parking is not always provided for those from other communities. If you don't work downtown or along the route of the train, during normal business hours and never work overtime, transport is not available. So as it stands now it serves only a limited amount of people.
30. The transportation plan should include the development of bike paths. Bicycles will be more used more and more in the future. People want to be healthy and conserve energy. You can tax bicycle use to develop revenue for the transportation system.

31. I believe that is a waste of public money to expand a system that a minority of the people use. If people were forced to pay the whole cost of what a ticket would be instead of having government

subsidies (especially for trains), the ridership would even be lower. I believe it is a mistake to have the majority fund transportation for the minority. There is no data that suggests new public transit systems alleviates traffic congestion anywhere in the country. A big bulk of improvements should be to roads, whether it be widening to improve capacity or finding solutions to bottlenecks to reduce backups.

32. I used to ride the Metra along with the Shuttle Bug routes to get to work every day, as well as using the CTA whenever possible downtown. I now rarely if ever ride mass transit. This is because of a combination of factors - 1) Cost of the commute - constant fare increases were making it difficult to continue to purchase a monthly ticket, and you have done away with most of the incentives for any of the shorter duration passes. 2) Length of commute - for the extra cost, I was spending extra time to commute via mass transit. 3) Discrimination against suburbs - it has long been known that the RTA most favors transit to and from Chicago rather than between suburbs. The result is if i was going to chicago my trip would have been faster despite being twice as far away as just getting home. 4) Dirty trains and busses - I often felt unsanitary riding mass transit because of spills, garbage and other things fellow riders would do that were at best cleaned once a day, and often not very thoroughly at that. 5) Timliness - I know the PR materials indicate you have a great on time record, but your definition of being on time is very different than mine. 6) Failure for the agencies to work together - despite the umbrella agency of the CTA, pace metra and the cta do not seem to work well together, lengthening time of commute and cost for anyone that needs to use multiple modes to complete a trip. For that matter, one of your best selling points could be your connections to O'Hare and Amtrak at union, but the one time that I had no choice but to try to use regional mass transit to make a connection to another transit means, despite having one suitcase the conductor repeated treated me as criminal throughout the hour long duration of my trip. 7) Expiring multi ride tickets - another conductor chopped up a multi ride pass that was more than a year old, saying that they didn't want people to hoard tickets. I had previously kept just one ticket that I saved for emergencies but as I stated, I mostly drive now thanks to all the inconvenience of mass transit. I paid you for that ticket at the beginning, and you got not only my money but any returns you made from investing that money. so there was not only no cost to you, but actually an incentive to keep my money as long as possible without having to provide the service for which I paid you. when I first moved to the area, I was absolutely enamored of mass transit and tried to ride whenever possible and encouraged others to do likewise. But for the above and other reasons, I no longer ride mass transit. It's just much easier, cheaper and faster to drive. So when you ask about future plans, I'd say the overarching thing you need to focus on is your customers and what their needs and desires are, if you want to grow your market share.

33. It was a joke. It is old - old -old "solutions" with no forward thinking and real plans. You do the same things over and over and over and expect different results (the definition of insanity). You have no "real" solutions and absolutely NO idea of your ridership and their needs. I bet almost every one of your people in the administration drives to work or takes the METRA and rarely if ever takes the el or bus. You are such a bunch of old fogies with out and original thought between all of you.

34. In the east side of Joliet, route 508 stops running too early. Also, route 505 stops too early. Route 507 is very much needed from downtown to the mall, especially weekends (Including Sundays).

35. I ride the 307 Pace bus. It is such a waste to have 307 and CTA 62h travel the same route to 63rd and Archer. 1 of them should head west on Archer then south Archer where there is no route now

36. I greatly appreciate the opportunity to be able to voice my opinion on these matters. Balance would seem to be an important key in our society regarding the economic issues. Raising taxes will not accomplish the long term goal. Raising taxes more, at this time, would only seem to lead to a raise in everything else along the way. A balance between increasing income and decreasing expense is the most sensible way to achieve the longer term goals of the Regional Transit Strategic Plan.

37. You need service in Ogden Ave to get to Cass Ave or connect to service in LaGrange. If we are to survive as a people we need to get people out of their cars. One of the biggest issues is finding parking to connect up with your services. This may apply more to Metra.

38. We got to prioritize and be efficient in our operations. This will include service cuts, reducing fleet, and enhancing services where it is most required. All municipalities, especially North Shore suburbs, have been growing through these service efficiency measures in the last 3-4 years keeping the high quality without increasing taxes or reducing services. The measures include shared services, consolidation, collaboration, partnering, and other cost savings initiatives.

39. The best way to increase transit use should be to focus on making transit the best option for someone's trip. Best as measured on multiple vectors: time cost (travel time from Origin to Destination), actual dollar cost (fares + transfers), and convenience. That means making transit trip times consistent/reliable (increase a train's average speed, reduce stoppage time), competitive with car/taxi travel (fast & inexpensive), easy to use (human-friendly signage and maps, stations within a 5-minute walk), and comfortable (limit the # of noisy/messy/smelly passengers, and have smooth ride quality without strong accel/decel 'jerk'ing). Your survey forces people into choices that they may not agree with. It gives sets of answers that do not represent the full range of options. You should have more answer choices for many of your questions.

40. L

41. The CTA in particular should base fares on travel zones with those traveling the furthest need to be charged accordingly.

42. This type of plan and funding should not be decide on popularity. A strong regional transit is essential to growth and prosperity. Experts and legislators should work together to create a program and funding stream that is sustainable and world class.

43. Teach CTA bus drivers to be more courteous. Tourists and the public are frequently treated poorly by nasty, loud, sullen bus drivers.

44. The RTA needs to focus on making Chicago-area transit a world class network of auto-competitive transit alternatives. Maintaining the status quo, i.e., focusing on state-of-good-repair accompanied by minimal expanded service, is a losing strategy. Of course, one can only do what is possible in the context of fiscal limitations; however, if the region is bound to a vision of treading water our documents should not paint a more glowing or optimistic forecast of future conditions. We need to cast aside the rose-colored glasses and call it like it is. Let residents and elected officials understand

that our future is no better than our past, and perhaps worse. Title the plan, "Regional Transit Strategic Plan - Our future is no better than our past, probably worse." We need to stop patting ourselves on the back and start taking a cold, hard look at what is going on in the world around us. Fact is, a transit-reliant west side resident can't take a job in a major suburban employment center like Oak Brook or Yorktown and be served by a reliable, affordable, and efficient transit alternative. Fact is, it takes between 1 and 2.5 hours to travel only 8 miles by transit between Oak Park and Brookfield Zoo because transit service is unreliable after one gets off the Blue Line. Fact is, we keep constructing added highway capacity while allowing our transit system to stagnate. The blackwater swamp beyond CTA feeder service is a breeding ground for urban decline, fueled by over-reliance on automobile transportation - not by choice, but rising out of necessity. Let's see some real pressure on local, state, and federal officials to implement variable rate pricing in coordination with significant revenue sharing for transit - there should be strong effort to oppose pricing without that clear and unambiguous commitment. Our vision needs to be bold and there must be a revenue source to support it. We need aggressive yet realistic objectives, with the notion of reasonableness undergirded by an understanding that there will be road pricing and it will generate dedicated revenue streams. We need to stop spending state and federal dollars on incremental road capacity - there's abundant research indicating such strategies generate little or negative return on investment. We need a 21st century transit network, and we need it now - not in the 22nd or 23rd century. Our present transportation network is not resilient. One significant shock to the system could cripple our region, as far too many must rely upon cars to access employment, goods, and services. We may experience a future with very little congestion, but it may arise from a sudden escalation in the cost of driving rather than from prudent investment decisions. Whether by rapid or gradual change, the cost of driving is going to escalate and become too heavy a burden for many that now drive. Additionally, an aging population may place greater demand on our transit network and shifts in mode preference among many demographics further underscore the need for improved and expanded transit. If we resign ourselves to a transit network comprised of little more than a network of foot trails and cattle paths, we will bind ourselves to a future of constrained economic growth, ever-decreasing public health, and diminished global competitiveness. Our investments need to support focused development, reject the notion that sprawl is inevitable, and begin to create a 21st century transit network that includes viable alternatives serving Cook and contiguous counties. Public policy and major investments can either reinforce the status quo, thereby accepting and reinforcing as inevitable the myriad of negative outcomes accruing to continued pursuit of out-dated and ill-informed strategies, or can create a point of inflection - a tipping point - beyond which the region can mine benefits attached to a reinvigorated regional economy fueled by innovation, resting on a substantial foundation of greatly improved linkages between transportation, public health, and the economy. Fiscal prudence is not a question of living withing our means, but rather exhibiting situational awareness and taking appropriate action. We do not need RTA to tell service entities that they don't have enough money to improve or expand service - the operating agencies aree keenly and painfully aware of their fiscal limitations and can do damage control planning on their own without the added layer of bureaucracy represented by an RTA that lacks genuine strategic vision. RTA's value - as an organization - is in championing and advancing public policies that support and advance prudent public investments. If RTA lacks the ability or motivation to champion a world class transit system supported by revenues streams that can realize such a vision, then what purpose does RTA serve beyond duplicity? A duplicitous RTA is simply taking money away from state-of-good-repair needs if it is not advancing a dramatically improved future. If RTA isn't going to be the champion, it needs to step out of the ring. Is it up for

the fight, and does it still have what it takes?

45. Too early to make comments of this issue...

46. I find it very disturbing that Metra is considering expanding service to Kendall County when Kendall county is not apart of the RTA tax. Throughout the survey comments are made about limited resources to expand services. Since the start of the RTA tax Kane County has participated in the tax, in essence paying for a future service when service can be extended. The residents of southern Kane County deserve to have service extended to them before service is extended to an area not paying the RTA tax. Sincerely, Sean M.

47. I think the RTA does a great job! Thanks!

48. The City of Plano should be part of the RTA Study of expanding service into Kendall County. We are currently the only community in Kendall County with an Amtrak Station and we would offer a cost effective partnership to a RTA/Metra Facility with existing parking.

49. I haven't read the plan but I think the Blue line should be extended at least to Mannheim Road. As for funding, I have been a long time disciple of Henry George and his fiscal reform. All these transit improvements and maintenance increase land value along routes. This represents windfall increased land values along these routes for some lucky land owners. This value should be captured with a tax which could fund the whole system. Why should we make a few people wealthy at public expense?

50. The biggest boost to ridership would be the availability of digital apps for mobile devices which would create individual to >+< from schedules so riders could easily determine when rides would be available to his or her destination points. Equally attractive would be for apps to keep track of the on-time status of the current rides they hoped to take. It's this nonagenarian's belief that the software to provide these services is already available. The frustrations of growing parking problems, traffic jams, fuel prices, etc. have already created the conditions to make the public wanting to find better ways to get around more conveniently at less cost. Retired from a newspaper newsroom working life but not a digital programmer, I would be willing to join brainstorming sessions on these ideas. I do brag that in 1980 I played a key role in developing one of the first computer HELP files—if not THE first. Those files remained in service training newsroom employees how to create digital files with varying type fonts, files, styles, points, etc. at the Kalamazoo Gazette until well into the 1990s.

51. Any plan must support the existing infrastructure that we have. With rail and operating switches, the system collapses due to delays and unreliability. While undesirable, fare increases are expected. Expansion that can bring in new revenue without a disproportionate increase in infrastructure costs should be considered.

52. Hi, I'm a Master of Urban Planning student at UIC. Coming from Springfield, IL, and St. Louis, MO, I've observed a couple of patterns that may help inform the planning process. First and foremost: If transit is not perceived as relevant or cost-effective to society as a whole, people who live outside transit-served areas will not want to fund it. In Springfield, the seat of state government, the CTA/RTA budget is a common point of contention. The suburban and downstate public finds it difficult to swallow that so much of the state's transportation funding goes to a transit system that

cannot even come close to breaking even on its operating budget. Point blank: the problem of education extends far beyond the RTA service area, and far beyond Chicago. The priorities should be educating the public on the benefits of urban life in general, which makes transit viable, as well as on the funding sources of all transportation modes. For example, if freeway expansion is 90% federal, how can cars be seen as "private" transportation? In reality, they're the most inefficient public transportation we've got. People need to know that. Secondly: The priority of transit projects should be to support and enhance service within the current service area. A lesson from St. Louis: if existing public transit is neglected to the point that it no longer gets people where they need to go, then it will be very difficult to increase ridership. Now, in Chicago's downtown core, transit enhancements could take many forms: adding cars to trains, expanding platforms and station access points, and promoting bicycling as an alternative to and complement to transit. Making transit the fastest way to get places in the core of Chicago is a surefire way to increase ridership...and if it already is, then promote it. In St. Louis, Citizens for Modern Transit (a nonprofit which promotes expansion of MetroLink light rail service) partners with local corporations and government agencies to sponsor an annual "Great Race" to test which modes of commuting are the fastest: Transit, Bike, Carshare, or Carpool. Chicago could do the same. Additionally, enhancements to the core service area could take the form of new or refurbished transit vehicles: these capital improvements are expensive, but play a large role in whether the service is viewed as modern or not. If taxpayers are spending big money for transit, they expect it to be nice to ride. Overall, the plan is good so far. It recognizes the reality of tight transportation funding for the foreseeable future. However, I think RTA can and should go further in developing concrete and substantive steps toward achieving its goal of being a "world-class transit service".

53. Better plan PACE routes to work destinations. Right now, the focus seems to be on getting people to the shopping malls (Waukegan to Hawthorn). And keep the budgets and funding TOTALLY separate for the CTA from Metra and Pace. I know in the past Metra was profitable, but the RTA always had to use the funds to bail out CTA. Also like to see better communication and routes to O'Hare on Metra.

54. I believe that ridership would increase if service were more regular and reliable. Having used public transit in many countries on four continents, it is quite disturbing how low our levels of service are, from infrequent trains to frequent delays. I even find myself avoiding local public transit in cases when it is important that I arrive in a timely manner. Take a look at transit in places like Germany and Japan, and borrow some of their solutions.

55. 1--I hope that light rail be used as an alternate on same tracks 2-- use smaller buses for majority of trips --

56. Connectivity is a major issue in mass transit. This includes timing. For instance, going to Elburn from Evanston on the Metra is not so bad, but coming bad you have to really wait around to connect on the second leg of the journey. We need to iron out connecting times. And we need to connect lines better.

57. The closest spot for me to catch a bus is Gurnee (I live in Wadsworth). At that point I am half-way to work. The train would be more convenient. I would love to take the bus though and spend less on gas.

58. The Lake County Pace bus system needs to be expanded to cover the northwest area of the Lake County where so many elderly and financially challenged individuals reside, i.e., a Grand Avenue (132) route from Fox Lake to Waukegan and available service from Antioch area to Waukegan.

59. WAAAAY too much emphasis on increasing revenues (aka increased taxes or price hikes). Little/nothing about what you can do to make your services more efficient or more attractive. I do take Metra from Waukegan downtown, but prefer to drive for the flexibility. And the closest thing to an express train makes 7 stops - most trains make all 26 stops! Driving, except for the height of rush hour, is quicker. Years ago regularly took Metra from Lisle downtown. World of difference - get on at Lisle, one stop in Downers Grove, and the next stop was Chicago. Now THAT was the way to really fly!

60. In this uncertain economy, the worst possible thing the RTA can do is decrease service. For many Chicagoans this is their only means of getting around. Chicago has one of the highest unemployment rates in the nation among major cities:Large companies would consider sufficient transportation service as one more benefit to locating here since many jobs are located in the suburbs. Small businesses rely on traffic from train and bus passengers for revenue. Cutting service undercuts this economy and your riders. Our metropolitan region is very diverse and no two neighborhoods are exactly alike. The RTA must do a better job of connecting with its passengers from all over the city. If the RTA did outreach to community leaders and got more direct feedback about a specific community's transportation needs its public image would improve and ridership would grow. Most importantly, greater security is needed along with more reliable service. These two basic features will guarantee an increased and loyal ridership.

61. Add weekend service to North Central Metra Line. It is the only metra line that goes to O'Hare and people cannot even travel there using the train because the schedule is unrealistic for travelers.

62. The transit system needs to be thought of as a whole including busses and trains. More feeder busses linking to trains should be considered. Fan out through neighborhoods vs main streets. People are lazy so public transportation has to be as easy as taking your own car.
63. Capital and long range planning should be diverted from the highway system in northern Illinois to the transit system in order to implement major expansion of the transit system to and from Chicago and within the city. It is no longer practical to drive from Mundelein to Chicago much of the time. Increasing highway capacity only promotes more congestion and adds to maintenance costs which the State of Illinois can not even keep up with now. Mass transit in northern Illinois and Chicago should be unified under one authority for efficiency and to approach and serve the public in a single effort. The goal for train ride scheduling to and from the suburbs to Chicago should be to have a ride available to or from any suburb every 20 minutes from 5:00 am to 1:00 am. Personally, my wife and I would travel by train to Chicago much more often to attend night events and restaurants if more trains were running to Prairie Crossing after 10:00 pm. Presently if you miss the 10:30 pm train you must wait for the 12:30 am one which really is not acceptable. Additionally, there should be more express service to distant points on each route. Future trains should run faster and with less noise. There should be more police presence at major station entrances such as Union Station, especially at night. Improvements such as these will greatly expand ridership on mass transit, whereas reduced curtailed service to save money will have the opposite effect.

64. My son is commuting into Chicago every day from Arlington Heights. the red line should be extended at least to Woodfield Mall so that having to catch a bus that is often late is no longer necessary for getting into Chicago from the suburbs.

65. Provide more weekday services from suburbs to Chicago. Daytime service to the two major league ball parks in May, June and September. This is an excellent service as it exists, be would be better if these months would be better.

66. Get off your ego trips and design a fare system for the whole region and a universal fare card that is reloadable or somehow unique to what you want to use it for. Get the programmer guru to figure this out. European cities have wonderful transit systems. The Chicago region stinks.

67. Our transit system needs to be part of a multi modal environment. Bikes on trains is a good start but carless people have to have 24/7 availability to complete their trips by a combination of train, bus, and bike.

68. I am disgusted with the employee cost associated with the RTA. It is time the union managers and employees live like the rest of us have to live.

69. Downers Grove is currently well-served by public transit, including both Metra and Pace. The frequent Metra service during peak commuting hours is a great benefit to the Village of Downers Grove, and maintaining this high-quality service is a priority for the residents of Downers Grove. Thus, a focus on enhancing and marketing existing services within a reasonable budgetary framework should be a priority, rather than attempting to expand service areas through costly infrastructure expansions. Enhancements to service to facilitate reverse commuting and suburb-to-suburb commuting is a specific priority in Downers Grove, as this can help to reduce traffic and allow for additional mobility for commuters who are traveling to Downers Grove or surrounding communities to work. Coordinating with both Metra and Pace to provide these enhanced services will be important to ensure they are established and promoted effectively.

70. Please make travel more appealing to the riders by NOT buying anymore of the New York style "L" cars. The old style cars where you can sit and not have someone's crotch in your face were much nicer.

71. We live in Lake Zurich, no transportation at all. There is a growing population of Special Needs young adults that need transportation. As well as the elderly. Lake County Illinois needs a transportation system and plan.

72. His main concern was about the sustainability of paratransit services in Kane County. What will happen to the Riding Kane service when the federal funding through JARC/New Freedom and CMAQ ends.

73. She thinks there needs to be more attention focused on the intra-county travel within central and rural Kane County and within the tri-city area of Geneva, St. Charles, and Batavia. She described the Call-n-Ride as awesome and as meeting the needs within St. Charles, but it would be great to expand to the tri-city area. Fixed route services are not meeting the needs of low-income people and are

offered on the west side of the tri-city area and not the east area or central Kane County where there are higher densities of low-income residents.

74. Since the current state and city administrations took over the RTA several years ago they cut the marketing budget. No one knows who or what the RTA is or does and many people aren't aware of how the systems function. Transit has a "fear of flying" issue as the casual rider has no idea how to get to a museum or ballpark from Downers Grove. Travel Information Center is never mentioned or marketed as had been done in the past, you are missing the boat on transit awareness by not keeping your brand in front of the public. You don't need to reinvent the message just start to use it again.

75. Looking at demographics, we have an aging population. We need to pay attention to seniors and provide them the services they need. We need to seek their feedback and opinions regarding service improvements. • More attention /focus needs to be given to people with disabilities using the fixed route and make it more user friendly. • There should be a consistent policy throughout the region about baby strollers • Concerns about the establishment of BRT. Concerns of control at signals and affects the pedestrians with disabilities and seniors who walk slower. • Travel information, it is efficient but it is incomplete to visually impaired or visitors as it relates to what corner the collation of the stop is. • Because Metra has abbreviated schedules on weekends, when there are schedule changes or delays it abandons people There needs to be more information around to know of alternatives and there needs to be a backup for services. • There needs to be a regional system where taxis can serve the region. Jurisdictions boundaries create barriers. There needs to be a system that allows for crossing boarders. Specifically about taxis but could also refer to dial-a-rides. This will get seniors of out their cars. • There needs to be a voice for people with disabilities as part of the strategic plan • How do people with visual impairments flag down a Pace bus if they cannot see them. Bus stops need to have shelters and seats • Metra need to have better designation of where to board their trains for seniors and people with disabilities. There needs to be designation and announcements to make fixed route more comfortable.

76. My comment is concerning ADA for Transit Strategic is making sure for people with disabilities to make sure they are ADA friendly, and concerning with big three wheeler metal baby strollers that is blocking the aisle, and need to translate in other language4s, because they cannot read in English, or comprehend it. Therefore baby strollers is not user-friendly on Pace, Metra and CTA, and not disabled-friendly because it causes a lot of chaos. So we have to get a big comprehensive plan ready for the next generation, and they will put you'll to the test to see if you pass or fail. So that's all I have to say.

77. Will do so during Public Comment Period

78. Potential to tie in sub service to the 2 train Station in Grayslake 2. Better availability to combine trains, bicycle and bus travel together regionally 3. Expand the advertising of the Pace Call-and-Ride program to be used at the train station.

79. Specifically for Lake County: 1. Need to see more weeknight and weekend service on the North Central 2. Need to do a better job tying land use and transit. Surveys show millennials want a walkable, diverse neighborhood with urban amenities. We have very few of these neighborhoods in Lake County and they are very expensive. If we are going to build more of these neighborhoods to

attract millennials to Lake County, we must also provide the right transportation options. Not just transit, but also bike and pedestrian connections. Otherwise the county will not remain competitive to attract new residents regionally, nor will the region remain competitive nationally. 3. Do not build IL 53 Extension – I know this is not something under RTA's control, but regionally the amount of increased traffic will be very damaging. RTA and CMAP should make this point as a part of a large discussion of where regional transport dollars should go – roads or transit.

80. As strategic plan documents and processes go, I congratulate the RTA on developing well thought out and detailed plan. There is a lot of material here. I have glanced through it all and the topics are well covered. The documents that are more for simplifying the plan to the public are generally also well done – my only comments is that no one will know what "Pursue-Behind-The-Scenes-Initiatives" means. I think you should consider putting issues in priority order. … nothing is more important that state of good repair and stable funding for capital.

81. "First some technical comments. Page 3 Who is Joseph G Costello? Please provide his title after his name. What are the counties served by the RTA? No where is that stated. Also provide a map with major cities located. Second my comments are of a general nature: Mostly my husband and I use the train to go to Chicago for special events including: usage of the train for sightseeing, sporting events, theatre, etc. Recently the City of Chicago has entered in to a contract that has raised the price of parking in downtown Chicago to exorbitant rates. Because of this, taking the train is often less expensive. We might use the train even more if there were more trains scheduled from Chicago to the suburbs in the off peak times, or if it took less time to go from one the far suburbs to Chicago. For instance it takes around 1.5 hour to go from Chicago to Grayslake on a non-express train. A high priority should be to make it seamless for people to go from one mode of transportation to another. For instance:
    - 1. Provide one pass to allow for fairs on all systems of transportation. It could be like an IPass where the faire is deducted as used. This system could even be connected to the IPass funding system. Probably a different key fob would be needed to register the usage.
    - 2. Make it easier to get from here to there. Make people feel comfortable on the route, especially the first time. This can be done using signs, brochures, routes, apps, etc. that make it VERY easy for people to get to the events, or sights. Route info could say: Take X train to Y station for Cubs game, take Z bus on so-in-so street to Suchandsuch street.
    - 3. Place electronic signs at key locations that can be changed easily from a central office. For instance a sign at a train station that people use to route to the bus to go to the ball field, would give directions to the bus on game day. It could even say when the next bus is scheduled. Advertising could be sold on these signs to help pay for themselves.
    - 4. Use these sign when there are special events, like Taste of Chicago or a ball game. On a Saturday or Sunday, when people are coming to see the sights, the signs should tell what bus to take from Union station to the Field Museum for example, or Kris Kringle Mart. The electronic signs at Union station could be larger, with multiple listings and a brochure (or printout) could provide details.

    In other words, make it easier for me to use public transportation than my car. I appreciate the weekend pass. This is very helpful. I don't think most seniors need free transportation. I think this was eliminated. A reduced fair is nice. Most people I know can afford the fairs. Good luck in your

efforts to improve the transportation in the Chicago area."

82. "My comments are based on my observations as a member of the Society of St. Vincent de Paul in Lake County IL. The Society of St. Vincent de Paul serves people who are in need; I'll call them client-friends. There are many reasons why people are in need and are unable to 'lift themselves out" of the situation they find themselves. Many of our client-friends have live well below the poverty level and find it hard to make ends meet. If they are without a car this adds to their problems. Many are without cars as it is beyond their means to own one or due to legal issues. It may take years to be able to afford a car. Therefore they must rely on public transportation. Mostly they rely on the PACE bus. These people are struggling. They often make at or just above minimum wage. If they are working for minimum wage and working a 40 hour week, they are below the poverty level. But many employers limit the number of full time employees and our friend-clients are working a job for less than 30 hours a week. Some can find second and third jobs. This of course helps, but it also causes scheduling issues, especially when they have to rely on the bus route and schedule. Our client-friends, who are without a car, must live within walking distance of the bus line. It is often hard for them to find affordable housing; much less affordable housing that is along the bus line. If unemployed, our client-friends without a car, are looking for jobs. But they are limited in the jobs that they can apply for as it must be situated within walking distance of the bus line. Bus transportation in Lake County is very limited. By doing a search on the PACES website on "Lake County" are 4 routes: 1. Route 568 - Belvidere 2. Route 570 - Fox Lake - Gurnee Mills via CLC 3. Route 572 - Waukegan - Grayslake - Westfield Hawthorn The route takes 104 minutes one way. 4. Route 590 - Round Lake Area Call-n-Ride Another bus goes from Golf Mill Mall to Hawthorn Mall, along Route 21.The route takes 70 minutes. I recommend starting improvements to the system by adding feeder routes to the existing route 572. The routes should be to and from businesses as well as affordable housing sites. Other improvements are needed as well. I hope my testimony will provide insight into ways that transportation can be improved for people who are struggling to live and work in Lake county and other areas from day to day. Holly R., President Society of St. Vincent de Paul, District I, Chicago Archdiocese"

83. I support expanded services but strategic, focused on time and location of customer. Marketing to encourage people to ride, more emphasis on the Navy Pier corridor, pricing parking and transit downtown to encourage transit. more BRT concepts to facilitate transit as an alternative to driving, encouragement of smaller cars in the downtown and car sharing programs.

84. If you reduce service, you can't expect more ridership.... The service needs to be reflective of the public's need.

85. The CTA, Pace and Metra need to have reliable sources of annual capital funding from both Springfield and Washington in order to maintain their equipment and facilities in a good state of repair. Getting caught up on the deferred capital improvement needs must take priority over any proposed expansions.

86. Also, if a business does not do well, then raises should not be granted just like in the public sector. Welcome to the real world!

87. Regional Transit Strategic Plan 2013-2018 Suggestions
Provided by George R, President & CEO and Sheena F, Program Manager, Metropolis Strategies

June 26, 2013

We appreciate the opportunity to comment on the draft, Regional Transit Strategic Plan 2013-2018. When used to guide actions and investments, a strategic plan can chart a course for success. Your vision for a "world-class regional public transportation system" is to be applauded. However, the plan does not contain an analytical foundation, measurable goals, or action steps for implementation.

The plan lacks an analytical foundation.
In recent years the RTA has produced some compelling data-driven analyses, including Moving Beyond Congestion, the Regional Market Analysis, and the Capital Asset Condition Assessment. Yet aside from referencing this work, the draft strategic plan does not reflect or build upon that foundation. There is no evaluation of the region, its population, projected changes, or future transit needs. State statute calls on the RTA to utilize analyses provided by CMAP regarding employment and transportation availability. Without such data and analyses, the plan is a superficial document, lacking in the depth and breadth of information needed to plan for the next five years of transit in the region.

The state statute calling for the strategic plan also requires that it "describe the expected financial condition of public transportation in the metropolitan region prospectively over a 10-year period." It goes on to suggest the inclusion of a thorough analysis of the financial state of the transit system. The draft plan falls far short of this expectation. There is no financial analysis and no assessment of future financial conditions - in fact, there is very little financial information in the plan at all. A comprehensive overview of the fiscal reality in which the transit system exists should be a foundational element upon which the rest of the plan is built.

One of the plan's goals is to ensure financial viability, notably, by prioritizing "capital investments based on safety, State of Good Repair, reliability, ridership, and operating costs." Evaluating capital investments using such criteria is a huge step forward and is to be applauded. However, state statute requires that the strategic plan "establish the process and criteria by which proposals for capital improvements by a Service Board or a transportation agency will be evaluated." This would require a more in-depth discussion of capital investment programming, including a description of the process by which the listed criteria will be used.

The plan lacks measurable goals.
While the goals in the plan are fine in general, they are vague and do not identify specific targets or set standards. In contrast, CMAP's Go To 2040 plan sets a goal that by 2040, transit will have a 13.5% share of trips made each weekday and 75% of residents and 80% of jobs will have access to transit. Can we assume that the RTA and the Service Boards have adopted this goal? If not, is there an alternative goal against which the public can measure progress?

State statute specifically calls for the plan to identify goals and objectives with respect to limiting road congestion within the metropolitan region. The draft plan does not address road congestion and has only a modest recommendation to "thoughtfully increase ridership" without consideration of Chicago's crippling traffic problem.

State statute also calls for the plan to "establish performance standards and measurements

regarding the adequacy, efficiency, and coordination of public transportation services in the region." While the draft plan does contain a passing reference to the Performance Measures program, it does not explicitly link the goals and objectives in this plan to performance measures. With measurable goals, associated performance measures can track progress towards achieving those targets.

The plan lacks action steps for implementation.
In general, the plan lacks a strategy for implementation or specific action steps for the recommendations. This may be because implementation lies with the Service Boards and is not under RTA control. For example, it was recommended that transit combine purchasing power and engage in joint procurement. The plan does not set a clear course of action, such as noting instances where joint procurement makes sense and giving responsibility to departments or agencies for execution.

Under Goal A, there is an objective to "connect communities within the region through an enhanced and coordinated transit network that provides reliable and time competitive transportation options." A more coordinated and integrated transit system is a laudable objective. Yet, aside from the new fare system, it is unclear from this Strategic Plan what is being done to make that happen.

We are pleased that the plan acknowledges the need for transit in areas traditionally served by car and encouraged to see the call for coordinated land use planning and supportive land-use policies to meet the changing needs of the region. However, these issues were not addressed in the recommendations portion of the plan. Because a successful transit system is closely tied to land use, recommendations that further link the two would be helpful.

The plan is correct in calling for implementation of regular but moderate fare increases as well as pursing other revenue sources, such as broadening the state sales tax base or pursuing value capture. Yet the recommendations for sources of capital are not as strong - they focused more on "getting the word out." Transit in the region needs a long-term, stable, and reliable source of capital funding. This plan should propose real options that will eliminate the capital backlog, support a State of Good Repair, and allow the system to expand.

The RTA is expected to provide general "oversight" and leadership on transit issues in the region. Implementation of the plans will be the responsibility of the Service Boards. It would be helpful, therefore if the plan included a summary of the implementation plans of the Service Boards.

Without setting a course of action, it is not clear how the intent of the plan will become reality. Preparing a strategic plan is a hollow exercise if it is not used to actually guide policy and spending decisions. It is difficult to see how this plan will actually guide the decisions of the RTA Board or staff, or how the public can use the plan to measure progress in meeting its goals.

This draft strategic plan typifies the difficult position of the RTA caused by its statutorily defined powers, duties, and governing structure. CMAP has provided a broader context of data and analysis and has set measurable goals for transit in the region. The three service boards are responsible for implementing specific strategies for transit improvement. That leaves little opportunity for the RTA to create a compelling strategic plan that is meaningful for transit in the region.

Thank you.

88. The current infrastructure in the South Suburbs is abysmal. There needs to be more access from Suburb to Suburb (people to jobs). There is a pent up need for this type of service which would only increase and therefore increase cash flow as a result.

89. Bus shelters having ample seating and advertising displays especially at the cta garages.

90. I think that instead of fare increases there should be a way to cut costs by reconsidering the amount spent by going over the budget and cutting wasteful spending.

91. "Thank you for allowing us to submit comments about the Regional Transportation Authority's draft Regional Strategic Plan. We feel that it is a good initial step in addressing the area's current and future transportation needs. However, we also feel that more specific actions are needed to address the concepts that are addressed in the plan.

    Regional Market Analysis data was collected in 2009, four years ago. While we realize that data collection efforts are expensive and can be a time consuming process, we are also aware that current data is needed to make decisions on these issues. Other recommendations include:

    Recent travel snafus on Metra and CTA point out the need to rectify current glitches in these systems. Funding is an issue, particularly as patrons and potential patrons want reliable service. These issues related to the need for the $31.1 billion State of Good Repair needs mentioned in the report. We'd like to see the report describe a timeline for what improvements should be made, and when.

    Targeting niche markets (reverse commute, senior citizens, students, etc.) are all worthwhile. However, in many parts of RTA's service area, no good public transit options exist. Paratransit type services are expensive to provide. Better coordination between land use and transit service planning where feasible are needed.

    We also agree that providing valuable, reliable, accessible and attractive transportation options are a noble goal. However, we also recommend balancing that with not chasing technology for the latest fad. Keep in mind overall who your rider population is, and their familiarity with technology.

    Goad D states ""Advocate to be a Trusted Steward of Public Transportation. Engage the public in meaningful and constructive ways, increase transparency through improved oversight and information availability , attract more riders to the system by promoting regional programs and services to businesses and residents, increase awareness of transit through coordinated marketing and promotion. All of this is needed, especially the improved transparency in light of recent developments. Riders and businesses want safe, convenient, reliable service. They want service that provides a competitive trip (cost and travel time) with the auto. Service needs to be easy to use. People will pay a premium for good service, but that service needs to truly be premium.

    Recommendations: I. Transit's Significant Capital Backlog and Insufficient Capital Funding: Recommendations: Increase Awareness of Transit's Capital Needs and its Impact on the Region. These are necessary (but not glamorous, high profile) improvements that often take a back seat to

other projects. That should not be the case.

Pursue Behind the Scenes Initiatives: Partnerships with private industry should be pursued, where appropriate. We also think that RTA should look at peer agencies to see what has been done in this regard.

III Strike a Balance Between Meeting Current Demand & Developing New Markets. Thoughtfully Increase Ridership to Better Leverage Existing Capacity: As mentioned above, new markets (tourists, reverse commute, seniors, students, etc) should be pursued where feasible. Suburban employers tend to attract employees from large geographic areas. Even if they're located near a train station or transit line, it is likely that only a percentage of those employees ive along that line. Fixed route services need to be one part of the solution, in conjunction with other Transportation Demand Management strategies.

IV. Balancing Tight Operating Budgets: Recommendations: Continue to Manage Costs and Increase Efficiency: We agree. While progress has been made to reduce duplication of service provided by Pace and CTA, there still are areas where this exists, while other areas have no transit service. Reducing duplication needs to be an ongoing goal. Modernizing fare collection (particularly on Metra), and achieving a long term goal of an coordinated fare system between all three service boards should be considered.

V. Re-authorization of the Federal Transportation Bill and the Need to Educate: Recommendations: Reduce Unfunded Mandates and Encourage Initiatives that are Transit Supportive: While this goal is noble, this is easier said than done, as many mandates are state (or more likely) federal directives. It may be more difficult to reduce these unfunded mandates.

As mentioned above, we commend RTA for it's Draft Strategic Plan, but would like to see more specific actions and timelines on how to accomplish these goals in the next version of the plan.

Citizens Taking Action

for transit dependent riders

PO Box 37-8684 (312) 730-0876 Chicago, IL 60637

For Immediate Release
June 24, 2009

For Information: Charles Paidock, Secretary
www.CTAriders.org (312) 353-0830, 714-7790 cell

Mass Transit Funding:

What Happened to the Comprehensive, Long-Term Solution for Many Years to Come?

Assorted RTA and CTA Press Releases, from January, 2008:

"HB 656 is a long term comprehensive proposal...A broad regional, bipartisan group of lawmakers made a strong statement today. They have voted to provide stability to our transit system and ensure millions of transit riders will have access to critical services without interruption. Representatives worked to produce a very sound piece of legislation."

RTA Chairman Jim Reilly

"Senate Bill 656 is a sound plan that addresses the long-term needs of the system. It is a regional solution to a regional problem...The most pressing need was to keep the system running while avoiding higher fares, reduced services...Now that we have addressed operating funding...The new funding and reforms will allow us to bring our system up to a state of good repair and ensure that we are operating effectively."

Stephen E. Slickman, Executive Director, RTA

"We are very appreciative that both the House and Senate have approved legislation that provides comprehensive, long-term funding for regional public transit."

Carol Brown, Chicago Transit Board Chairman

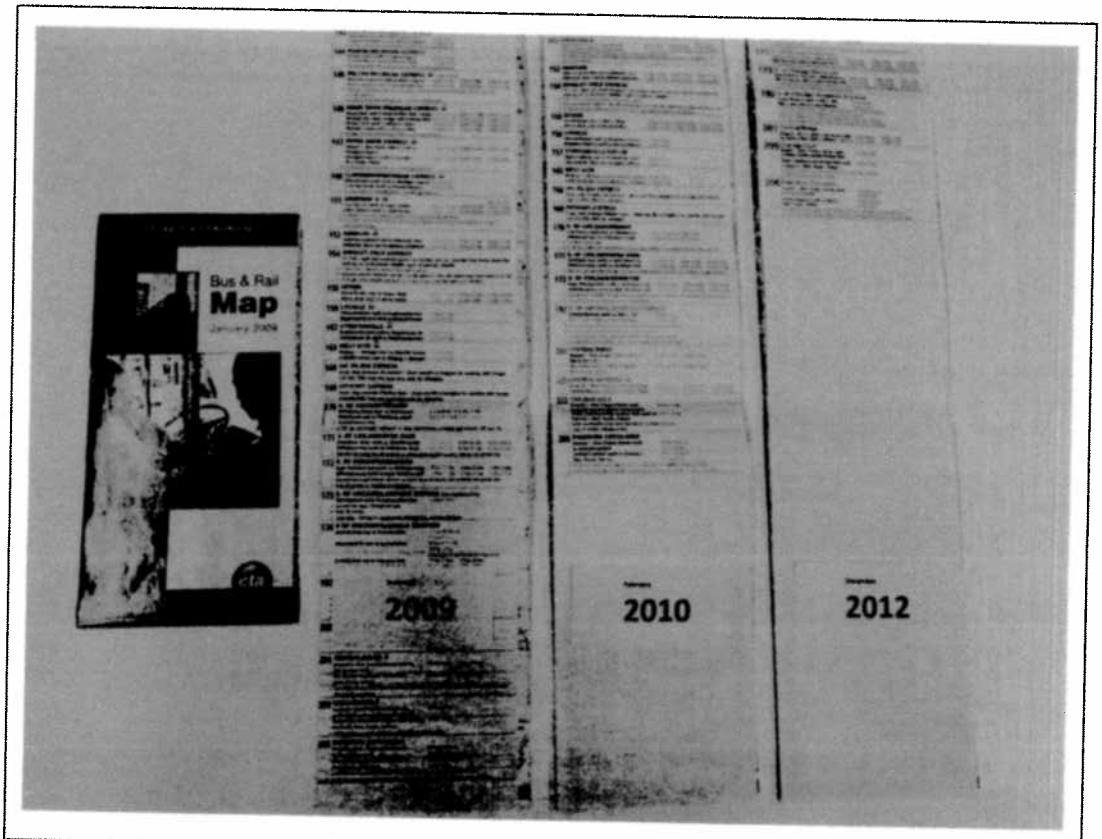
"On behalf of the CTA riders and employees, we appreciate the considerable time and effort that our state leaders have invested in studying the complex transit funding issue...Thanks to this action, we look forward to providing high quality, efficient and affordable transit services for many years to come."

CTA President Ron Huberman

"The fact that the House has passed these bills is a good sign that progress is being made in Springfield to solve the issue of finding a long-term, comprehensive solution to mass transit funding...With the Illinois General Assembly's action to pass HB 656, the state has secured a plan for a comprehensive solution to new funding for mass transit in Northeastern Illinois...We believe it will benefit Northeastern Illinois for many years to come."

Richard Kwasneski, Pace Board Chairman

Citizens Taking Action lobbied the entire state legislature during the transit funding crisis. It undertook 4 separate campaigns spread making telephone calls, sending faxes and emails, so that there would be no increase in fares, or reduction in service. It lobbied the legislature again to fund much needed capital repairs to the infrastructure. Charles Paidock, Secretary, said: "It was a complete and total waste of time. We accomplished absolutely nothing. If the transit funding legislation is flawed, why don't they go back and fix it? Let's face it, there simply is no adequate public transportation policy in Chicago or Illinois." Another of the transit group's members, Harry Brooks, added: "See, I told you they were going to do it anyway."



Mass Transit
Capital Funding

The Need to Maintain, Enhance, and Expand

The Solution

Investing in transit's future

Maintain: $7.3 billion

Invest in trains, buses and vans, track and structures, passenger stations, and other facilities to bring them to a state of good repair.

Enhance: $1.6 billion

Invest to improve the service we have with weekend and off-peak service, as well as system efficiencies.

Expand: $1.1 billion

Planning for long-term system expansion to meet our region's needs like Metra's STAR line, expansions of CTA rail lines, and Pace's plans for Bus Rapid Transit.

Laying new rail ties to eliminate slow zones

$10 Billion over 5 years

$10 billion in new State funds would fund all needed system maintenance, and proceed with authorized system expansion projects

Benefits of full funding:

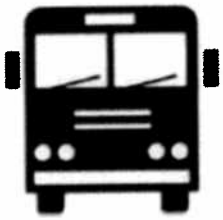
- System can operate safely and run on time, benefiting residents, businesses, and employees.
- Shifts trips from automobiles to trains and buses, reducing air pollution, traffic congestion, and gas consumption.
- Promotes job creation and economic development.
- Provides mobility for our region's neediest citizens: senior citizens, people with disabilities, students, and low-income.

Citizens Taking Action

for transit dependent riders

No!

Cuts in Service
Increase in Fares



www.CTAriders.org

monthly open meeting 1st
Monday of each month
77 W. Washington 4th Floor

cpaidock@hotmail.com (312) 714-7790
transitcatt@hotmail.com (773) 896-8126

CTA

CHICAGO TRANSIT AUTHORITY

567 West Lake Street
Chicago, Illinois 60661-1498
TEL 312 664-7200
www.transitchicago.com

TO: Leanne Redden, Sr. Deputy Executive Director
Regional Transportation Authority
reddenl@rtachicago.org

May 29, 2013

FROM: Rebekah Scheinfeld, Chief Planning Officer
Chicago Transit Authority
rscheinfeld@transitchicago.com

RE: CTA Comments on the Draft Regional Transit Strategic Plan 2013-2018 Dated May 24, 2013

Thank you for providing CTA with an advance copy of the draft Regional Transit Strategic Plan 2013-2018 ("Plan") document, dated May 24, 2013, prior to its upcoming public release on June 3. We appreciate the incorporation of certain feedback and suggestions from CTA and the other Service Boards that RTA solicited following earlier drafts of the document.

While CTA looks forward to robust ongoing dialogue among all Plan stakeholders - including the service boards, regional planning agencies and the communities we serve - there are a few key items in the current draft that CTA would like revised prior to public release of the draft Plan. These revisions require only *minor wording edits* that we think are important to improve the current draft before it is shared with the public:

1. On Page 11, under the *Increase Awareness...* sub-heading, we would like to replace the reference to subway fans with a reference to traction power systems. Specifically, at the top of Page 11 please revise the example of non-visible yet critical transit capital needs to read as *"...signals and* traction power systems ~~*subway fans.*~~*"* This is a better example because (a) the traction power supply has a major day-to-day impact on system operations and capacity and (b) ventilation and life safety systems of subway tunnels are complex and result in a complex relationship between capital investment in those systems and impacts on service.

2. On top of Page 12, shorten the final sentence under the *Modernize the...* sub-heading (that starts on Page 11) to read as *"...* travel information center. ~~*and developing a regional call center.*~~*"* As currently drafted, the regional call center would be a recommendation to initiate a new discrete programmatic expenditure and it is unclear how this would relate to existing customer information programs or the overarching goal that it is supporting.

3. In general, CTA is concerned that ***Issue III: Strike a Balance...*** as written emphasizes reducing peak demand in the region's core, where transit's market position is strongest, while expanding transit service in outer areas of urban sprawl. Nowhere is expanding transit capacity to support continued economic growth of the region's core discussed, where such investment would have the greatest regional impact. At this time CTA recommends the following changes:

    a. Near the bottom of Page 12, strike the entire second sentence of the introductory paragraph. The first half of the sentence *("There is recognition that [ridership is straining capacity]")* is declaratory and begs several questions. The latter half of the

sentence appears to rest on the premise that investment in transit service should follow land development rather than vice versa.

b. On Page 13, under the *Manage and Accommodate...* sub-heading, strike the sentence referring to highway tolling and peak fares. CTA has not agreed to establishing peak fares as a matter of policy. Peak fares may warrant future consideration, however as written these are the only immediately tangible solution offered to accommodating peak ridership demand and it would be better to have more examples here. Language in this section should instead emphasize tactical investments to relieve current constraints on transit capacity to accommodate growing demand.

c. Near the bottom of Page 13, under the *Thoughtfully Increase...* sub-heading, re-word the fifth sentence referring to marginal services to read as "...promoting ~~implementing~~ new marginal services such as..." As currently written, this recommendation provides an answer to a question that has not yet been fully explored, and that CTA feels will inherently contradict other stated Plan goals of maximizing the efficiency and effectiveness of transit resources.

4. On Page 14, under the *Continue to Manage...* sub-heading, CTA requests the following revision:

> "...there is need to re-evaluate how ~~funding is allocated for~~ transit operation and capital needs are funded."

5. Due to the inherent controversy of tax changes, CTA recommends the following revision on Page 14, under the *Grow Revenues* sub-heading:

> "...transit should partner with legislators to examine various ~~taxing~~ revenue strategies such as reforming existing tax revenue sources that provide transit operating support ~~federal and state gas tax and broadening the sales tax base~~."

Again, thank you for including CTA in this Plan development process. We look forward to the next steps of achieving regional consensus and Plan adoption. Please contact me at the above e-mail address if you would like to discuss the above recommendations, or if any of CTA's requested changes will not be feasible prior to public release of the Plan on June 3. Thank you for your attention to these requests.

METRA

From: David Kralik
Sent: Friday, June 28, 2013 11:57 AM
To: Redden, Leanne
Cc: Nutter, Nicole; Lynnette Ciavarella
Subject: RE: SP comments

Leanne,

Thanks for the opportunity to provide feedback on RTA's Regional Transit Strategic Plan. I apologize for the delay in our response. Overall, we feel the document does a good job of conveying the state of transit in Chicago and providing a path forward for the regional transit agencies. Our only comments on this draft are minor ones:

On page 11, the last paragraph references modern enhancements including "those featured on new CTA rail cars". We feel that including Metra cars in this statement would be appropriate as
Metra's new Highliners feature regenerative braking, non-skid floors, and improved public address systems,
Metra's most recent diesel coaches were the first rail cars in the region to debut LED next stop information, beginning several years ago, and
Metra has rehabbed about 60 cars in 2012 with improvements that include electric outlets for charging portable electronic devices, sensitive door edges to retract if something blocks the doorway, new composite floors, as well as replaced eats, toilets, lifts, and AC.
On page 13, since fare policy is the purview of the individual service boards, it seems like slightly softening the statement about peak fares may be appropriate until further direction is available from the operating boards of directors. We suggest changing this to "...pricing strategies such as peak fares ~~can~~ could be considered..."

As indicated above, our comments are limited due to our general agreement with this document. We applaud your efforts to get to this point, and we look forward to working with you as you bring your process to a close and begin to work on implementing the recommendations.

David Kralik
Department Head | Long Range Planning
Metra | Division of Strategic Capital Planning

From: "Michael Bolton"
To: "Redden, Leanne"

Subject: FW: J. Kuhn Comments on the Draft Regional Transit Strategic Plan

Leanne, these are the only comments that we wish to make regarding the document.

Thanks for your work on this project.

Mike

introduced an increase to its base fare in 2009 which was its first since 2001. In 2010, CTA also implemented a fairly significant, but targeted, reduction in bus and rail service in order to reduce operating expenses while minimizing impacts to customers. These financial realities also forced CTA, Metra and Pace to re-examine agency plans for system expansion. This was particularly true for the more significant capital expansion projects being examined through the Federal New Starts process. The CTA and Metra both downshifted momentum on many of these projects awaiting a more favorable funding situation.

Despite these setbacks in the economy, as compared to our peer regions, transit in our region has overall fared well in terms of performance. Further, during this period, the majority of transit customers (83%) still report to be satisfied with transit in the region. Much of this is a credit to the service boards' commitment to enhancing the customer experience through initiatives such as real-time bus & train arrival information, fleet renewal initiatives and improved information sharing through re-vamped agency websites. Additionally, during this period in time, transit ridership noticeably tracked closely with gas prices. In response to historically high gas prices, people began to appreciate transit as a viable and affordable alternative to driving.

While ridership is now rebounding, coinciding with the economic recovery, transit remains cautiously optimistic about the future. While government agencies at the state, regional and local levels eagerly promote transit as being key to a vibrant and prosperous future for the Northeastern Illinois region, transit still faces significant hurdles in the next five years:

- As of December 2011, the 10-year total capital for Northeastern Illinois transit agencies face $31.1 billion in state of good repair needs. is Meanwhile there are no foreseeable funding initiatives at the state and federal levels that will provide the infusion of capital funds that will even begin to address this need. Degrading infrastructure will lead to degrading service quality. Unfortunately, this will undermine the current trend in ridership growth as customer satisfaction will undoubtedly decline.
- This 10-year total includes The significant capital backlog that transit faces is the result of years of disinvestment of 18.1 billion and the lack of adequate national and state capacity for infrastructure investment. Even if a significant infusion in capital funding became available to help reduce the backlog, having an on-going funding commitment to maintain transit's infrastructure is a vital element to ensuring the long-term well-being of the transit system, and for which, an additional 12.4 billion is needed to address normal reinvestment.
- Between 2007 and 2011, the region's population above 65 years old grew by 6.1% while the group between 60-64 years old grew 18.8%. In the coming years, transit is expected to play a key role in providing transportation options to an increasingly aging population. If transit's mainline system cannot be made more accessible through capital improvements, more and more travelers will have to rely on ADA paratransit service which is the most costly service in the RTA system. Furthermore, there remains no state funding for the ADA capital program.

- The region's desire for transit to have a greater and more meaningful presence in traditionally auto-oriented parts of the region urges consideration for transit service expansion and coordinated land use planning. While, transit's priority is and should be on the well-being of the existing system, the majority of the region's trips are no longer oriented towards Chicago and the downtown. New resources and supportive land-use policies will be key to transit's ability to provide new and improved service to these areas.

VISION

A world-class regional public transportation system providing a foundation to the region's prosperity, livability, and vitality.

WORLD CLASS

What is "World-Class"? How do you define it? Can it be defined, or is it just something that you know when you see it? A quick trip across the Internet shows that there is no single definition of "World-Class" as applied to a transit system, but several themes do emerge. World-Class systems are safe, clean, and use cutting-edge technology to be very user-friendly, they provide frequent, reliable service around the clock, they have a broad reach to and from a central city core to the suburbs, they are financially supported to both maintain a constant state of good repair and reliability, and grow as expanding demand dictates.

Northeastern Illinois has elements of a World-Class transit system in place, especially in terms of scope and scale. Chicago's World-Class City status is not guaranteed. Our competitors are investing billions in their transit systems to remain players in a global economy. As a foundation to the region's economy, the transit system needs to build upon its existing elements to remain World-Class competitor.

getting $ from where?

$/B national?

GOALS AND OBJECTIVES

GOAL A: PROVIDE VALUABLE, RELIABLE, ACCESSIBLE AND ATTRACTIVE TRANSPORTATION OPTIONS

- Provide public transportation choices that link people to jobs, education, services, cultural activities and other life commitments.
- Connect communities within the region through an enhanced and coordinated transit network that provides reliable and time competitive transportation options.
- Ensure that the transit system is more accessible and easier to use.
- Deliver safe, clean, reliable and affordable transportation services.
- Provide a customer experience that offers modern amenities utilizing state of the art technology

GOAL B: ENSURE FINANCIAL VIABILITY

- Prioritize capital investments based on safety, state of good repair, reliability, ridership, and operating costs.
- Control costs through improved operational efficiencies, effective management, coordinated planning, innovation and technology.
- Increase and stabilize revenue through existing and new funding sources to maintain reasonable fares.

GOAL C: PROMOTE A GREEN, LIVABLE AND PROSPEROUS REGION

- Promote transit, both alone and in combination with walking and cycling, as an alternative to motor vehicle use.
- Reduce transit's impact on the environment.
- Encourage transit oriented-development by partnering with communities, employers and other stakeholders.
- Connect employers to a broad and diverse workforce.
- Partner with communities to improve transportation infrastructure that adds lasting value to all users.

GOAL D: ADVOCATE FOR AND BE A TRUSTED STEWARD OF PUBLIC TRANSPORTATION

- Elevate transit's needs by educating elected officials and citizens on the benefits of public transportation such as its contribution to the region's economic vitality, sustainability and individual health and wellbeing.
- Engage the public in meaningful and constructive ways.
- Increase transparency through improved oversight and information availability.
- Attract more riders to the system by promoting regional programs and services to businesses and residents.
- Increase awareness of transit through coordinated marketing and promotion.

CONTINUING AND EMERGING ISSUES

I. Transit's Significant Capital Backlog and Insufficient Capital Funding
II. Improve the Customer Experience through a Modernized & Integrated System
III. Strike a Balance between Meeting Current Demand & Developing New Markets
IV. Balancing Tight Operating Budgets
V. Reauthorization of the Federal Transportation Bill & the Need to Educate

Chicago Metropolitan
Agency for Planning

233 South Wacker Drive
Suite 800
Chicago, IL 60606

312-454-0400
www.cmap.illinois.gov

June 21, 2013

Ms. Leanne Redden
Senior Deputy Executive Director
Regional Transportation Authority (RTA)
175 West Jackson Boulevard, Suite 1650
Chicago, Illinois 60604

Dear Ms. Redden:

CMAP thanks the RTA for this opportunity to comment on the draft Regional Transit Strategic Plan for 2013-18. Updating the strategic plan is an important opportunity for the RTA to set new transportation policies and objectives for the region, and to chart a path for achieving these goals.

The overall vision and goals of the draft strategic plan are consistent with GO TO 2040, the region's comprehensive plan for transportation and land use. CMAP supports the RTA draft's emphasis on livable communities, achieving a state of good repair for the region's transit assets, and modernizing the transit system, as well as its interest in innovative financing approaches to help meet investment needs.

However, CMAP would encourage the RTA to add more specificity on its methods to reach these high-level goals. We hope you will consider adding more detail to the following:

- **Capital funding.** The draft refers to increasing and stabilizing revenue through current and new funding sources and reforming the federal and state gas tax, but due to the lack of details, it is unclear which policies or reforms would achieve this goal. Overall, we encourage the RTA to define a unified capital funding strategy and the steps that your Board and staff will undertake to advocate for these important policy changes.

- **Community planning.** While it appears that the RTA plans to have a continuing role in assisting municipalities with supportive land use planning in current and future transit corridors, the plan is rather vague on this commitment. We would encourage more specificity about programs, funding, and the allocation of RTA staff to these important efforts.

- **Performance-based funding.** The draft plan mentions improvements to tools that could enable the RTA and service boards to make better capital investment decisions, but we would suggest much stronger language about the importance of moving toward a true performance-based system. Performance-based funding is a top priority for CMAP, and the draft would be improved by outlining a more specific process to move the region's transit programming in this direction.

Overall, CMAP believes strategic plans should be highly actionable and move beyond vision statements, with specific implementation steps identified to address the plan's goals. CMAP encourages the RTA to use this strategic planning process as an opportunity to be more bold and to further develop the three topics described above, along with other concepts in the current draft.

Thank you again for this opportunity to comment on the draft strategic plan. We look forward to receiving the final draft later this year.

Sincerely,

Randall S. Blankenhorn
Executive Director

JL:RSB/stk

PLAN APPROVAL

A. BOARD MEMO

To: PLANNING & ADMINISTRATION COMMITTEE

From: Joseph G. Costello, Executive Director

Re: APPROVAL OF REGIONAL TRANSIT STRATEGIC PLAN

Date July 3, 2013

Action Requested

Staff requests approval of an ordinance adopting the Regional Transit Strategic Plan. The final proposed Regional Transit Strategic Plan considers the responses received from the public, stakeholders and the Board. Adoption of the Plan fulfills the mandatory requirement to update the Strategic Plan every five years as required by the RTA Act.

Background

In December 2012, the RTA set out to update the Regional Transit Strategic Plan in conjunction with the general public our partner agencies CTA, Metra, and Pace, as well as stakeholders. After several months of compiling opinions, workshops and analysis, we released draft Regional Transit Strategic Plan for public review. Over 80 comments and almost 500 survey responses were provided regarding the draft plan. All comments and a summary of the survey responses are documented in the plan's appendix. Some adjustments have been made to the plan and an additional next step chapter has been added to address several of the comments.

The plan is intended to serve as a roadmap for regional transit and will help to guide decision-making over the next five years. The strategic plan attempts to establish a common vision for transit in our region and sets priorities. The draft plan identifies the vision of the regional transit system as "A world-class regional public transportation system providing a foundation to the region's prosperity, livability, and vitality." A full description of goals and objectives of the system are identified in the plan. As a means to collectively guide the plan implementation, priority issues and related recommendations have been identified. We have included a copy of the plan for your consideration of adoption.

Next steps

Following adoption of the Regional Transit Strategic Plan, staff will continue to work with CTA, Metra, Pace and our partners to implement the recommendations of the plan. The Plan shall serve as a guiding factor for the regional transit system for the coming five years.

LPR/NMN
Attachments

B. BOARD ORDINANCE

ORDINANCE NO. 2013-#

STRATEGIC PLAN UPDATE

WHEREAS, the Regional Transportation Authority (the "Authority" or the "RTA") is the region's transit planning and financial oversight agency and is required to adopt plans that implement the public policy of the State to provide adequate, efficient, and coordinated public transportation throughout the metropolitan region;

WHEREAS, Section 2.01(a) of the Regional Transportation Authority Act (the "Act") requires the RTA to adopt a Strategic Plan, no less than every 5 years;

WHEREAS, Section 2.01(a) further states that the Strategic Plan shall describe the specific actions to be taken by the Authority and the Service Boards to provide adequate, efficient, and coordinated public transportation;

WHEREAS, the Strategic Plan update uses the core elements of the current Regional Transit Strategic Plan, *Moving Beyond Congestion*, as its starting point for the vision, goals and objectives;

WHEREAS, the Strategic Plan update largely builds from a broad base of studies and initiatives led by the RTA and conducted in partnership with CTA, Metra and Pace all of which have been presented to the RTA Board of Directors including the Performance Measures, the Regional Market Analysis, the Capital Asset Condition Study, Ten-year financial forecasts, the Regional Customer Satisfaction Study, and the Regional Green Transit Plan;

WHEREAS, the Strategic Plan update reflects the input of the general public, stakeholders and elected officials from all over the six-county region;

WHEREAS, the draft Strategic Plan was made available for public comment from June 1, 2013 through July 1, 2013, was the subject of 8 public hearings held throughout the six-county region;

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF DIRECTORS OF THE REGIONAL TRANSPORTATION AUTHORITY that:

1) The Authority shall adopt the vision, goals, objectives and recommendations of the Regional Transit Strategic Plan.

2) The Authority shall be committed to the region's shared vision for a world-class public transportation system providing a foundation to the region's prosperity, livability, and vitality.

3) The Authority shall aspire and work in partnership with CTA, Metra and Pace to achieve the goals of a) Provide valuable, reliable, accessible and attractive transportation options, b) Ensure financial viability, c) Promote a green, livable and prosperous region, and d) Continue to advocate for and be a trusted steward of public transportation.

201

Regional Transportation Authority

The six-county public transportation system serving northeastern Illinois

Transit Priority Initiatives

Report to Illinois General Assembly

JULY 2011

RTA Report on Efficiency Initiatives

July 2011

The RTA's regional transit system, consisting of the RTA, CTA, Metra, and Pace, is the third largest in the nation. Our transit system has an aging infrastructure and faces very real financial challenges. The economic recession continues to challenge funding levels for public transit. Moreover, the State's fiscal condition has delayed funding to the region's transit system—as much as $380 million in arrears. The RTA, CTA, Metra and Pace have all taken measures to trim budgets, while trying to minimize the impact to customers. In this environment, we need to collectively explore additional cost saving strategies and efficiencies within the transit network.

The RTA is taking a proactive approach to these issues and is forging a path of creating efficiencies and saving money by working with the CTA, Metra and Pace. The Illinois General Assembly has also asked that the RTA, CTA, Metra and Pace increase coordination by developing a strategic capital approach that focuses on reducing overall operating expenditures; harnessing the Authority's and Service Boards' purchasing power to achieve cost savings and improved efficiency wherever possible; pursuing opportunities to maximize the use of the transit system; improving the experience of customers; and creating a unified marketing, outreach, and government affairs approach for the Authority and the Service Boards.

The RTA launched an effort with the service boards to achieve a number of initiatives intended to advance a collective vision for the region's transit system. CTA, Metra and Pace leadership provided input and endorsed this collaborative effort that aims to reduce costs, increase transit ridership and improve service. The guiding priorities include:

- **Strategic Capital Investment**: Reduce operating cost by identifying capital projects that could result in reductions in operating expenditures.
- **Economies of Scale**: Identify areas such as fuel, insurance, and utility purchases where coordinated purchasing efforts with the service boards and other government agencies could achieve cost savings and improve efficiency.
- **Maximize Use of System**: Maximize the use of the existing system by better tapping into travel markets that have potential to use transit when and where the system is not running at capacity. Through improved coordination in marketing and service delivery, the service boards are exploring opportunities to better penetrate the reverse commute market, as well as weekend and evening travel markets.
- **Enhanced Customer Experience**: Focus on targeted capital and technology related projects, inter-agency and way-finding signage, e-signage, service improvements (such as Wi-Fi), service information (such as expanded "bus tracker" type information) and fare payment coordination all in an effort to best serve RTA customers.

- **Coordinated Government Affairs, Marketing, Outreach**: Coordinate with the service boards on customer information and increase coordination and leveraging of partners and other stakeholders.
- **Customer Care Coordination**: Utilize a comprehensive approach to address opportunities in improving customer information.

Under RTA leadership, interagency teams have formed to define and implement the initiatives presented below. Some of these initiatives are new and their merits are still being assessed and some of these initiatives have already been in the works but are now being pursued with more vigor under this collaborative effort. It is important to note that it is unlikely that these efforts will result in cost savings that will significantly bridge the budget gaps that are anticipated in the upcoming fiscal year. However, as difficult decisions need to be made about service cuts and fare increases, these initiatives becoming increasingly important to counter customer attrition and demonstrate the RTA and Service Board's commitment to creating efficiencies within the regional transit system.

The RTA is available to present our progress and our challenges with members of the House Mass Transportation and Senate Transportation Committees. We welcome input from you as well as key experts that could provide us with further guidance.

RTA's Board has focused on three goals:

1. Increase Ridership
2. Decrease Operating Costs
3. Improve Service

All initiatives strive to address these 3 goals.

SHORT TERM INITIATIVES

Strategic Capital Investment

Reduce operating costs by identifying capital projects that could result in reductions in operating costs to the transit system

- **Operating cost impacts of capital projects**- Each Service Board will estimate operating cost impacts of 2012 capital projects as part of the 2012 budget development process to identify possible cost saving or operational efficiencies.
- **Unobligated and unexpended funds** – RTA and Service Boards are reviewing grants and are assessing if funds can be reassigned within each agency's budget for higher priority projects. Review will be complete by July 31, 2011.
- **Non-traditional funding techniques** - Explore opportunities to fund projects with non-traditional techniques, such as shifting or sharing revenue risk and ridership gains with private partners.

Economies of Scale

Identify areas, such as fuel, insurance, utilities, purchases, where coordinated purchasing effort with the service boards and over government agencies could achieve cost savings and improve efficiency

- **Knowledge database** to enable agencies to benchmark pricing and compare contracts – On July 1, 2011, the RTA launched a database that contains procurement results and contracts from all Service Boards) to serve as a resource for each agency. RTA will coordinate a procurement forum by fall 2011 to allow procurement staff to discuss and exchange methods, data and future joint procurement ideas. We will also establish links from each service board's procurement web page to the others' summer 2011.
- **Joint procurement of energy management system software** to track commodity consumption (electricity, natural gas and fuel). Use CTA's independent provider of renewable energy solutions to identify operating savings for Metra and Pace to benefit from such savings. Opportunities will include fuel hedging.
- **Joint contract to provide fuel** for the service boards (CTA, Metra and Pace) to generate operating savings. CTA will issue its invitation for bids to purchase diesel fuel by the end of June. CTA will include contract language to allow Metra and Pace to join the agreement if it would benefit their agencies.
- **Joint contract for natural gas and electricity** – As existing contracts expire service boards will prepare the procurement contracts.
- **Healthcare coverage -** RTA, CTA, Metra and Pace are reviewing the healthcare coverage available through the healthcare consortium to determine if it offers savings compared to their current healthcare coverage.

Maximize Use of System

Maximizing the utilization of the existing system by presenting a system-wide approach to improving coordination among the service boards as well as access to transit, reverse commute markets, and weekend and evening services

- **Improve Transit Benefit Fare Program marketing and administration** – Encourage more employers and employees to take advantage of Commuter Benefits (a Federal pre-tax transit benefit) by streamlining and consolidating the Transit Benefit Fare Program under a single program. The RTA will coordinate the transitioning of Transit Benefit paper vouchers to an electronic fare media. We will solicit a private vendor proposals implement and administer the new program in 2011; coordinating with open fare payment system and full roll-out by 2013. This initiative will increase ridership, reduce costs and improve service.
- **Grow the reverse commute (Reserved Vanpool Parking)** – Increase the use of train and bus capacity in off-peak directions. Moving forward, CTA, Metra and Pace have agreed to work together to secure reserved parking spots at outlying rail stations when requested by vanpools desiring to make "last mile" connections from the rail system to nearby suburban office buildings. Van service is more affordable than providing new bus service and vanpools are considered a cost effective means of making "last mile" connections for more discrete markets. Reserved parking spots may present an added incentive for commuters to organize themselves into a vanpool that can provide them a direct connection to their office building. This initiative will increase ridership, reduce costs and improve service.

Enhanced Customer Exerperience

Focus on targeted and technology related projects, inter-agency and way-finding signage, e-signage service improvements, service information and fare payment coordination to best serve transit customers

- **Regional real-time travel information**. Implement a "one-stop shopping" web and mobile phone applications that consumers can use to get better and quicker information. RTA has already integrated Bus Tracker information on goroo.com (RTA's trip planning website) and will integrate Train Tracker information by mid-July. Pace travel information will be available for integration during the 2011 summer. Metra and CTA are discussing installing interactive signage at downtown Metra stations that will provide coordinated interagency service and connection information. CTA's Board approved electronic signs for inter-agency and transit transfer locations. This initiative will increase ridership, reduce costs and improve service.

Coordinated Government Affairs & Marketing

This priority team is focused on coordinating with the service boards on customer information. In addition, it will increase coordination and leveraging of partners and other stakeholders

This topic has proven challenging. Staff has achieved some areas of consensus but making big and impactful changes has been difficult. Below is a summary of areas all 4 agencies are working on

- **Government liaisons** will continue current efforts of agencies including weekly calls to discuss legislative strategy and concerns.
- **Determine Common Advocacy goals-** the Government Affairs departments will create an agenda with an approach of (1) determining common advocacy goals to communicate to elected officials and (2) acknowledging diverging opinions and implement legislative agenda on a local, state, and federal scale.
- **Coordinated marketing events and initiatives** (Coordinated Government Affairs, Marketing) – Coordinate on marketing events and initiatives such as the Transit Benefit program and senior free rides program transition. Team will focus on coordinated marketing for Green Fest, Fiesta at Arlington Park, and Clean Air Commuter Challenge (events) as well as I-55 Bus on Shoulder and Transit Benefit program

Customer Care Coordination

Develop a comprehensive approach to improving customer information

- **Downtown Connections -** Develop a comprehensive approach to connect transit customers to the most popular destinations in downtown Chicago. Identify key locations in and around the Metra Downtown stations to install improved maps and way-finding signage in 2012 (Union, LaSalle, Ogilvie, and Millennium. Stations). This initiative will increase ridership and improve service.

LONG TERM INITIATIVES

Strategic Capital Investment

- **Implementing the Capital Investment Decision Tool** - A task force comprised of RTA and Service Board members will review and test the Decision Tool (computerized method that helps with planning yearly budgets and prioritizing projects) in developing the 2012 budget. This computer software will be fully implemented for use by all agencies in 2012.

- **Implementing a Transit Corridor Optimization and Transit Signal Priority program**- implement a 5 year program beginning in 2012 that will allow buses to have more frequent and longer green lights, and install this system throughout the metropolitan area. RTA secured more than $3 million in Congestion Mitigation and Air Quality (CMAQ) federal funding and has already completed projects on Western, Harlem, and Cicero Avenues. Future corridors will include Milwaukee Avenue, Dempster. These enhancements will improve service, reduce operating costs and increase ridership.

- **Evaluating potential to Leverage parking assets** – Metra will examine CTA's use of turning over the administration of service board-owned parking lots to private companies. There are some limited Metra parking opportunities since most existing lots are owned by municipalities.

Maximize Use of the System

- **Grow the reverse commute and target key Metra stations.** Metra and Pace have agreed to further explore the reverse commute market for Metra's UP-West Elmhurst station, which would connect reverse commuters to nearby employers in Elmhurst and large employers in Oak Brook. Over the coming months, outreach will begin with these employers to assess employing interest in taking transit to work and to better identify commuter needs related to marketing and service improvements. With the cooperation of employers and the service boards, a survey of employees will be fielded in the fall with analysis to be completed at the end of this year. Based on this survey, a range of implementable strategies will be devised for consideration in the spring of 2012 for potential inclusion in 2013 budgets. This initiative will increase ridership and improve service.

Enhanced Customer Experience

- **Regional Open Standards Fare System** - Implement an "account-based" regional fare payment system to provide fare acceptance via personal credit, debit, transit-only and general purpose reloadable smartcards on all fixed-route services provided by the service boards. RTA secured Congestion Mitigation and Air Quality (CMAQ) Federal grant of $340,000 to develop a Regional Interagency Fare Model, which will be used as a tool to impartially evaluate interagency fare products. This initiative will increase ridership, reduce costs and improve service. RTA is awaiting the outcome of CTA's Open Fare Payment Collection System procurement, which is expected by mid-August. The legislature has required that an open fare system be in place by 2015.

- **Publication of bus stop accessibility** for people with disabilities - RTA is gathering information and will work to market what pathways, bus stops and rail stations are accessible to people with disabilities. This initiative will improve mobility, increase ridership and reduce costs.

Coordinated Government Affairs & Marketing

- **Explore Centralization of Customer Services** Conduct a cost-benefit analysis and secure adequate funding for both a centralized call-in center as well as a centralized in-person customer service center. The assessment will include an audit of technical capabilities and limitations of existing infrastructure and review customer inquiry statistics and customer service procedures to consider the best approaches for centralization. Implementation is anticipated during the 2013. This initiative will reduce costs and improve service.

Customer Care Coordination

- **Coordinated transit map production and distribution** for enhanced information, decreased costs, and increased inter-agency transfers. Review and critique all maps produced and their distribution channels. Propose type, number, format, and distribution channels for maps in consideration of the 2012 budget during the fall of 2011.
- **Provide regional transit employees information** for all service boards. Develop a simple guide for front line employees to answer destination-based, interagency questions. Development of a web-based training program where front line employees can select areas of service pertinent to their region of responsibility.

CONCLUSION

The RTA is very excited at the prospects of these interagency projects. As we complete our annual budget process we will integrate these ideas into current and future budget cycles. As part of our budget analyses we will look at how some of these initiatives might be better prioritized in association with proposed budget saving measures. We will look holistically at these measures and how they impact customers both positively and negatively. For example, any proposed service cuts might put a higher priority on system-wide real time information and thus the need for investment in that area. We must ensure that the priority placed on initiatives is done in concert with other actions being taken by RTA, CTA, Metra and Pace. We look forward to working with our elected officials to further flesh out these ideas over the summer. The RTA stands ready to work with the General Assembly to discuss all these initiatives and to provide greater information.

	Description	RTA Goals: Increase Riders	RTA Goals: Reduce Cost/ Increase Revenue	RTA Goals: Improve Service	Priorities: Maximize Use of System	Priorities: Economies of Scale	Priorities: Enhanced Customer Experience	Priorities: Strategic Capital Investment	Priorities: Coordinate Gov Affairs
Near Term 2011-2012 Implementation	Operating Cost of Capital Projects	✓	✓	✓				✓	
	Unobligated Fund Review		✓					✓	
	Knowledge Database		✓	✓		✓			
	Joint Fuel& Energy Contracts		✓			✓			
	Healthcare Consortium		✓			✓			
	Transit Benefit Program	✓	✓	✓	✓		✓		
	Grow Reverse Commute- *Vanpool Parking*	✓	✓	✓	✓		✓		
	Real Time Information- *One-stop Bus & Train Tracker*	✓		✓	✓		✓		
	Coordinate Government Affairs		✓	✓		✓			✓
	Downtown Connections	✓		✓	✓	✓	✓	✓	
	Coordinated Marketing Events	✓	✓	✓	✓	✓			✓

	Description	RTA Goals: Increase Riders	RTA Goals: Reduce Cost/ Increase Revenue	RTA Goals: Improve Service	Priorities: Maximize Use of System	Priorities: Economies of Scale	Priorities: Enhanced Customer Experience	Priorities: Strategic Capital Investment	Priorities: Coordinate Gov Affairs
Long Term Implement Beyond 2012	Transit Corridor Optimization/ Signal Priority Systems	✓	✓	✓	✓		✓	✓	
	Capital Decision Tool	✓	✓					✓	
	Leverage Parking Assets		✓			✓			
	Non Traditional Funding	✓	✓			✓		✓	
	Grow Reverse Commute- Target Key Metra Stations	✓		✓	✓				
	Regional Open Fare Payment program	✓	✓	✓	✓	✓	✓		
	Bus Stop Accessibility	✓	✓	✓	✓		✓		
	Customer Service Centralization		✓	✓		✓	✓		
	Coordinated Transit Maps & Info	✓	✓	✓		✓	✓		
	Regional information for line employees	✓	✓	✓	✓	✓	✓		

Regional Transportation Authority

RTA Main Office
175 West Jackson Boulevard, Suite 1550
Chicago, Illinois 60604
312-913-3200
www.rtachicago.com

RTA Customer Service
165 N. Jefferson Street
Chicago, Illinois 60661
312-913-3110

Community Outreach
312-913-3237

RTA ADA Certification Helpline
Voice 312-663- 4357
TTY 312-913-3122

Travel Information Center and RTA Reduced Fare Card
312-836-7000
TTY 312-836-4949
www.rtachicago.com

RTA Transit Benefit Program
1-800-531-2828

Chicago Transit Authority
567 West Lake Street
Chicago, Illinois 60661
1-888-968-7282
www.transitchicago.com

Metra
547 West Jackson Boulevard
Chicago, Illinois 60661
312-322-6777
www.metrarail.com

Pace
550 West Algonquin Road
Arlington Heights, Illinois 60005
847-364-7223
www.pacebus.com

202

Regional Transportation Authority (RTA)
Office of Planning and Programming (OPP)
Quarterly Report for SFY2013 1st Quarter

Fiscal Year/ Project Number	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2009	Regional Green Transit Plan	1,625,000.00	$509,697.00	$379,700.43	$1,245,299.57
OPP2009-680-522-365					

Project Funding: This project is funded with the IDOT Agreement No. MPO-RTA/SPR09. This IDOT/RTA Intergovernmental Agreement was executed by IDOT on July 16, 2009 with an expiration date of June 30, 2011 and later extended to June 30, 2013. It will provide 80% or $1,300,000 in Federal State Planning and Research (SPR) funds for this project. The RTA will provide matching funds of 20% or $325,000 for this project.

Current Status: While no funds were expended this quarter, RTA contineud to work on developing a sustainable transit model. Effort during this quarter was focused on a procurement related to builidng an energy management system to track the consumption and costs of utilities and commodities by RTA and the service boards. A team consisting of representatives from all the agencies reviewed propoals and are close to selecting a preferred vendor.

Previous Status: None

Project Description: The RTA will develop a Regional Green Transit Plan (the "Plan") documenting the role public transit plays in addressing climate change and develop sustainability standards for public transit operations and infrastructure.
In order to accomplish the project, the RTA will perform the following tasks:

* Assess the applicability of national and international public transportation greenhouse gas (GHG) emissions reduction and sustainability goals, policies, and strategies to the system;
* Determine the baseline GHG contribution from the Chicago Transit Authority (CTA), the Commuter Rail Division of the RTA (METRA), and the PACE Suburban Bus (PACE) operations;
* Determine the GHG emission savings provided by transit in the northeastern Illinois region due to reduced congestion and personal vehicle displacement;
* Recommend strategies that would allow for phased reduction of GHG emissions and develop an implementation framework for achieving the reductions;
* Propose a regional public transportation policy statement addressing climate change;
* Recommend strategies that promote sustainable public transportation operations; and
* Develop a sustainable public transportation model for the region that incorporates the applicable strategies.

DELIVERABLES: final reports consisting of the following:
1. Recommendations from the Regional Green Transit Plan will be incorporated into the RTA's overall strategic plan; and
2. Outcomes or results from the work element will be consolidated into the plan that details the policies, strategies, targets, and investments needed to achieve the sustainable public transportation model.

Fiscal Year/ Project Number	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	Public Information Campaign through GOROO	$111,024.81	$111,024.81	$20,587.50	$90,437.31
OPP2012-756-586-431					

Project Funding: This project is funded with the IDOT Agreement No. 12BOB79. This IDOT/RTA

Intergovernmental Agreement was executed by IDOT on December 13, 2011 with an expiration date of June 30, 2013. It will provide 80% or $88,819.85 in Federal Congestion Mitigation & Air Quality funds and 20% or $22,204.96 in State Metropolitan Planning Matching Funds.

Current Status: Creative concept development was done for new logo and tagline to be used in place of existing goroo logo. A variety of layouts and taglines were submitted and refined. Discussions on branding took place and variations were shown to senior staff for consideration.

Previous Status: Activity to promote goroo multi-modal trip planner resumed on June 28th. The working group met to review Scope of Work, budget and to discuss ideas moving forward. No funds were expended on this project during the quarter.

Project Description: The GOVERNMENTAL BODY will conduct a public information campaign through GOROO, a powerful online map and multi-modal trip planning website for public transit users in metropolitan Chicago and its contiguous counties.

Grand Total Budget	**$1,736,024.81**	**$620,721.81**	**$400,287.93**	**$1,335,736.88**

Regional Transportation Authority (RTA)
Office of Planning and Programming (OPP)
Quarterly Report for SFY2013 2 Quarter

Fiscal Year/ Project Number	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2009	Regional Green Transit Plan	1,625,000.00	$509,697.00	$379,700.43	$1,245,299.57

OPP2009-680-522-365

Project Funding: This project is funded with the IDOT Agreement No. MPO-RTA/SPR09. This IDOT/RTA Intergovernmental Agreement was executed by IDOT on July 16, 2009 with an expiration date of June 30, 2011 and later extended to June 30, 2013. It will provide 80% or $1,300,000 in Federal State Planning and Research (SPR) funds for this project. The RTA will provide matching funds of 20% or $325,000 for this project.

Current Status: RTA completed its review of the proposal for Energy Management Software and identified EnergyCAP Inc., as the preferred vendor. RTA received IDOT concurrence to use grant funds on this project. RTA is currently negotiating the final contract with the vendor.

Previous Status: "While no funds were expended this quarter, RTA contineud to work on developing a sustainable transit model. Effort during this quarter was focused on a procurement related to builidng an energy management system to track the consumption and costs of utilities and commodities by RTA and the service boards. A team consisting of representatives from all the agencies reviewed propoals and are close to selecting a preferred vendor.

Project Description: The RTA will develop a Regional Green Transit Plan (the "Plan") documenting the role public transit plays in addressing climate change and develop sustainability standards for public transit operations and infrastructure.
In order to accomplish the project, the RTA will perform the following tasks:

* Assess the applicability of national and international public transportation greenhouse gas (GHG) emissions reduction and sustainability goals, policies, and strategies to the system;
* Determine the baseline GHG contribution from the Chicago Transit Authority (CTA), the Commuter Rail Division of the RTA (METRA), and the PACE Suburban Bus (PACE) operations;
* Determine the GHG emission savings provided by transit in the northeastern Illinois region due to reduced congestion and personal vehicle displacement;
* Recommend strategies that would allow for phased reduction of GHG emissions and develop an implementation framework for achieving the reductions;
* Propose a regional public transportation policy statement addressing climate change;
* Recommend strategies that promote sustainable public transportation operations; and
* Develop a sustainable public transportation model for the region that incorporates the applicable strategies.

DELIVERABLES: final reports consisting of the following:
1. Recommendations from the Regional Green Transit Plan will be incorporated into the RTA's overall strategic plan; and
2. Outcomes or results from the work element will be consolidated into the plan that details the policies, strategies, targets, and investments needed to achieve the sustainable public transportation model.

Fiscal Year/ Project Number	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	Public Information Campaign through GOROO	$111,024.81	$111,024.81	$20,587.50	$90,437.31

OPP2012-756-586-431

Project Funding: This project is funded with the IDOT Agreement No. 12BOB79. This IDOT/RTA Intergovernmental Agreement was executed by IDOT on December 13, 2011 with an expiration date of June 30, 2013. It will provide 80% or $88,819.85 in Federal Congestion Mitigation & Air Quality funds and 20% or $22,204.96 in State Metropolitan Planning Matching Funds.

Current Status: A new logo was developed utilizing the RTA logo and branding the trip planner with the RTA. We will begin to use that logo on our printed materials and web. NorthStar Strategies also developed a media plan to take us through the end of June when this grant will end. The plan outlines utilizing the grant dollars earmarked for each radio station mentioned in grant and others that will promote the trip planner. The radio spots will direct people to the trip planner site. We have also started linking to other event sites, and banner ads will be created. NorthStar came in and presented concept ideas to be used in the new creative. The copy for the :15 second spots were developed and approved. We will be using three different executions to run in rotation. The spots will be recorded by on-air personalities from each station to keep costs down. The project is on-time and in-budget.

Previous Status: Activity to promote goroo multi-modal trip planner resumed on June 28th. The working group met to review Scope of Work, budget and to discuss ideas moving forward. No funds were expended on this project during the quarter."

"Creative concept development was done for new logo and tagline to be used in place of existing goroo logo. A variety of layouts and taglines were submitted and refined. Discussions on branding took place and variations were shown to senior staff for consideration.

Project Description: The GOVERNMENTAL BODY will conduct a public information campaign through GOROO, a powerful online map and multi-modal trip planning website for public transit users in metropolitan Chicago and its contiguous counties.

Grand Total Budget	**$1,736,024.81**	**$620,721.81**	**$400,287.93**	**$1,335,736.88**

Regional Transportation Authority (RTA)
Office of Planning and Programming (OPP)
Quarterly Report for SFY2013 3rd Quarter

Fiscal Year	Project Number	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2009/OPP	2009-680-522-365	Regional Green Transit Plan	$1,625,000.00	$889,397.43	$379,700.43	$1,245,299.57

Project Funding: This project is funded with the IDOT Agreement No. MPO-RTA/SPR 09. This IDOT/RTA Intergovernmental Agreement was executed by IDOT on July 16, 2009 with an expiration date of June 30, 2011 and later extended to June 30, 2013. It will provide 80% or $1,300,000 in Federal State Planning and Research (SPR) funds for this project. The RTA will provide matching funds of 20% or $325,000 for this project.

Current Status: RTA executed its contract with EnergyCAP Inc. and began work on the implementation of energy management software for the region's transit agencies. No funds were expended this quarter.

Previous Status: The RTA completed its review of the proposal for Energy Management Software and identified EnergyCAP Inc., as the preferred vendor. RTA received IDOT concurrence to use grant funds on this project. RTA is currently negotiating the final contract with the vendor.

Project Description: The RTA will develop a Regional Green Transit Plan (the "Plan") documenting the role public transit plays in addressing climate change and develop sustainability standards for public transit operations and infrastructure. In order to accomplish the project, the RTA will perform the following tasks:

- Assess the applicability of national and international public transportation greenhouse gas (GHG) emissions reduction and sustainability goals, policies, and strategies to the system;
- Determine the baseline GHG contribution from the Chicago Transit Authority (CTA), the Commuter Rail Division of the RTA (METRA) and the Pace Suburban Bus (PACE) operations;
- Determine the GHG emission savings provided by transit in the northeastern Illinois region due to reduced congestion and personal vehicle displacement;
- Recommend strategies that would allow for phased reduction of GHG emissions and develop an implementation framework for achieving the reduction;
- Propose a regional public transportation policy statement addressing climate change;
- Recommend strategies that promote sustainable public transportation operations; and
- Develop a sustainable public transportation model for the region that incorporates the applicable strategies.

DELIVERABLES: final reports consisting of the following:

1. Recommendations from the Regional Green Transit Plan will be incorporated into the RTA's overall strategic plan; and
2. Outcomes or results from the work element will be consolidated into the plan that details the policies, strategies, targets, and investments needed to achieve the sustainable public transportation model.

Fiscal Year	Project Number	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012/	OPP2012-756-586-431	Public Information Campaign for GOROO	$111,024.81	$111,024.81	$57,933.00	$53,091.81

Project Funding: This project is funded with the IDOT Agreement No. 12BOB79. This IDOT/RTA Intergovernmental Agreement was executed by IDOT on December 13, 2011 with an expiration date of June 30, 2013. It will provide 80% or $88,819.85 in Federal Congestion Mitigation & Air Quality funds and 20% or $22,204.96

Current Status: A new logo was developed utilizing the RTA logo and branding the trip planner with the RTA. We will begin to use that logo on our printed materials and web. NorthStar Strategies also developed a media plan to take us through the end of June when this grant will end. The plan outlines utilizing the grant dollars earmarked for each radio station mentioned in grant and others that will promote the trip planner. The radio spots will direct people to the trip planner site. We have also started linking to other event sites, and banner ads will be created. NorthStar came in and presented concept ideas to be used in the new creative. The copy for the :15 second spots were developed and approved. We will be using three different executions to run in rotation. The spots will be recorded by on-air personalities from each station to keep costs down. The project is on-time and in-budget.

Previous Status: Creative concept development was done for new logo and tagline to be used in place of existing GOROO logo. A variety of layouts and taglines were submitted and refined. Discussions on branding took place and variations were shown to senior staff for consideration.

Project Description: The GOVERNMENTAL BODY will conduct a public information campaign through GOROO, a powerful online map and multi-modal trip planning website for public transit users in metropolitan Chicago and its contiguous counties.

Grand Total Budget	**$1,736,024.81**	**$1,000,422.24**	**$436,633.43**	**$1,298,391.38**

Regional Transportation Authority (RTA)
Unified Work Program (UWP)
Quarterly Report for SFY2013 1st Quarter

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2010	A.1.	Regional Data Archive Demonstration	$0.00	$0.00	$0.00	$0.00

Project Funding: The SFY2010 UWP IDOT/RTA contract executed on July 21, 2009 with an expiration date of June 30, 2011 will provide $72,000 funding for this project and the RTA will provide the local share of $18,000. The SFY2010 UWP IDOT/RTA contract was reprogrammed on June 17, 2011 by the CMAP Transportation Committee. It will provide $151,841.23 additional federal funding; the RTA will provide the required match of 20% ($30,368.25).

Current Status: Funds have been re-programmed. The Regional Transportation Authority's Internal Audit Department will review the project and the RTA will contact IDOT to request close out of this grant.

This shall serve as the final report.

Previous Status: Previous Status: On June 14, 2012, the UWP committee approved the request from RTA to redirect funds in the FY 2010 UWP program from Regional Data Archive Demonstration to a new project for RTA Capital Decision Prioritization Tool ($193,473 federal funds, $48,368 match, $241,841 total). IDOT had contracted directly with RTA for the demonstration project. Invoices for the Prioritization Tool will be directed to IDOT to first complete the expenditure of this contract.

The FY 2013 UWP program includes partial funding for the Prioritization Tool for a total of $78,000. This is part of the IGA CMAP issued to RTA. After the RTA have fully expended the FY 2010 funds, then the RTA will invoice the remaining expenses to CMAP.

Project Description: To contribute to the design and the implementation of a CMAP-led web-base data exchange mechanism for archived transportation data.

Sub-total Budget for 'FY 2010 (1 project)	$0.00	$0.00	$0.00	$0.00

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	1	Operating Cost Impacts of Capital Projects	$190,169.00	$0.00	$0.00	$190,169.00

Project Funding: The SFY2012 IDOT/RTA contract was executed on August 24, 2011 with an expiration date of June 30, 2015.

Current Status: No funds expended as of yet. Project was approved by ordinance 2012-56 at the July 2012 RTA Board meeting. Funding is now comprised of $120,000 of UWP grant and $70,169 of RTA funds, for a total project budget of $190,169. Following Board approval, the contract was assembled and vetted by RTA staff, and was ready to be sent to the selected consultant, CH2M Hill, for signature as the quarter ended. Work is now expected to commence before the end of October 2012.

Previous Status: "Although there has'nt been any expenditures associated with this grant as of yet, the proposal deadling was 4/11/12. One proposal was recevied from CH2M Hill. The Evaluation Committee met on May 08, 2012 after reviewing the proposal and deemed the approach acceptable, but the price was too high. Negotiation ensued which resulted in price reduction by integrating this project more closely with ongoing Capital Decision Support Tool project. Contract pending RTA Board approval at July 2012 Board meeting.

Project Description: The GOVERNMENTAL BODY will build an automated framework for assessing the operating cost impact of capital projects for guidance, financial information, and procedures to develop cost estimates; review operating budgets and cost allocation models; identify major budget categories to develop cost estimates; identify operating budget cost centers for each major capital investment category; develop procedures for cost factors for each operating budget cost center based on capital project type; develop standardized checklists of the type of costs to examine; develop checklist/procedures to determine the project impact on productivity and procedures for estimating revenue impacts of projected ridership growth; and develop a linked set of spreadsheets that will include cost factor inputs based on current financial data, revenue growth estimates, and algorthms to develop operating costs.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	2	Regional Interagency Fare Model	$425,000.00	$416,164.56	$239,815.37	$185,184.63

Project Funding: The SFY2012 IDOT/RTA contract was executed on August 24, 2011 with an expiration date of June 30, 2015.

Current Status: The major task during the quarter was the development and the administration of the rider, occasional rider and non-rider surveys. During late July and early August the consultant team administered the surveys and collected approximately 3,500 surveys, on-board trains and buses, on station platforms and at major activity centers throughout the region. Throughout September, the consultant team continued to compile and analyze the survey data, which will provide input to building the components of the model. It is anticipated that the regional fares model will be delivered to the RTA by late October. In early November the consultant team is scheduled to present a working model to the Technical Advisory Committee for their input and feedback. The project is currently on schedule.

Previous Status: "During the quarter, the consultant team worked in parallel on multiple project tasks. Refine Interagency Fare Policy options(Task 2) - The team continued the process of working with the RTA to identify potential interagency fare products that should be considered for testing. Meeting minutes for the "one-on-one" meeting with Service Boards were also compiled. The team also continued to review the agency surveys from management staff of CTA, Pace, Metra, and the RTA. Existing Data Collection-(Task 3) - The team continued to review data items received from the Service Boards and the RTA. Develop and Administer Rider and Non-rider Surveys(Task 4) - The team completed draft survey instruments that will be targeted to riders, non-riders, and occasional riders. Drafts of the surveys and a revised draft survey sampling and field plan were submitted to the Service Boards for their review on June 15th. The team initiated the Identity Market Segments (Task 5) and began to consider methodologies related to the development of the Regional Fare Model and sub modules (Task 6). There has been some delay in administering the surveys, due to the lenghty review cycle required of the Service Boards. It is anticipated that the surveys will be administered early in the 3rd quarter. It is also anticipated that the project will remain on schedule and meet the original milestones.

Project Description: The GOVERNMENTAL BODY will develop model methodology; define Interagency Fare Policy Alternatives; conduct rider and non-rider research, including Revealed and Stated Preference Surveys; identify market segments; establish customer price elasticity values and demand curves for fare media; evaluate alternatives and develop recommendations; and prepare a Final Report and a Users Guide.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance

2012	3	Transit-Oriented Development Implementation Technical Assistance Program	$250,000.00	$65,904.00	$17,037.00	$232,963.00

Project Funding: The SFY2012 IDOT/RTA contract was executed on August 24, 2012 with an expiration date of June 30, 2015.

Current Status: a) The working group (or steering committee) for each community are currently reviewing drafts of the revised code Meetings have been scheduled over the next month to provide feedback and comments to the consultant so a final draft code can be prepared for each community.
b) No problems have been encountered thus far with any of the project, and none are anticipated at this time.

c) The project remains on schedule and under budget at this time. The estimated expenditure during this reporting period is $48,000 and the cost estimate for all projects is $75,000 total. All projects were initiated by October 25, 2011 and the estimated completion date for all projects is December 31, 2012. At this time, the projects are 80% complete.

Previous Status: The consultant is currently preparing draft ordinance revisions for all four communities (wilmette-Parking, Villa Park, Buffalo Grove, and Westmont-Zoning) and will provide each community with a draft by the end of the month. The project is currently on schedule and under budget. The enitre project will bot exceed $75,000 and the total project expenditure at thi spoint (that has been invoiced) is approximately $20,000).

Project Description: 1. Updates to Land Control Documents - The GOVERNMENTAL BODY will work with local governments to develop strategies to streamline the process to make investing in the community more attractive. These strategies may include creating a TOD overlay graphic map that illustrates zone districts and uses, parking regulations, etc.; coordinate with local agencies to consider revising other TOD- related ordinances.

2. Developer Attraction and Solicitation - The GOVERNMENTAL BODY will provide assistance to municipalities to identify and solicit interest of developers, including community-developer matching, arrange a developer panel to discuss the development climate and potential strategies to facilitate development, and prepare Requests For Proposals (RFP) and Requests for Qualifications (RFQ).

3. Entitlement Process Streamlining - The GOVERNMENTAL BODY will work with the local municipality to streamline the process of Permit approval to attract potential developers and other investors.

Sub-total Budget for 'FY 2012 (3 projects)		**$865,169.00**	**$482,068.56**	**$256,852.37**	**$608,316.63**

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2013	1	I-90 Corridor Bus Enhancement Planning	$300,000.00	$0.00	$0.00	$300,000.00

Project Funding: The SFY2013 CMAP/RTA contract was executed on August 10, 2012 with an expiration date of June 30, 2015.

Current Status: There has not been any activity with this recently awarded grant-funded project at this time. Contract activity is anticipated to begin after the January 01, 2013.

Previous Status: None

Project Description: The purpose of the project planning is for mid-term and long-term bus enhancements to complement and leverage bus service improvements and managed lane facility planned as part of the I-op ISTHA reconstruction project. Supporting agencies are Pace and the Illinois State Toll Highway Authority.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2013	2	RTA Capital Decision Prioritization Tool	$319,841.00	$0.00	$0.00	$319,841.00

Project Funding: The SFY2013 CMAP/RTA contract was executed on August 10, 2012 with an expiration date of June 30, 2015.

Current Status: Training on use of the "Decision Tool" for maintenance projects (non-UWP funded) is continuing for all stakeholders as an integral part of the capital programming cycle. Initial phases of development for the expansion and enhancement category of capital investments (UWP funded) are being undertaken. Collaborative meetings with the consultant and RTA, CTA, Metra, Pace are ongoing with the intention of integrating important product development inputs.

Previous Status: None

Project Description: Development of rating criteria, scoring methods, and data requirements to enhance and expand investments. The identified rating criteria will be implemented in the development of the final Decision Support Tool.

Sub-total Budget for 'FY 2013 (2 projects)	**$619,841.00**	**$0.00**	**$0.00**	**$619,841.00**
Grand Total Budget	**$1,485,010.00**	**$482,068.56**	**$256,852.37**	**$1,228,157.63**

Regional Transportation Authority (RTA)
Unified Work Program (UWP)
Quarterly Report for SFY2013 3rd Quarter

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	1	Operating Cost Impacts of Capital Projects	$150,000.00	$150,000.00	$0.00	$138,673.54

Current Status: Contract in the amount of $190,169 was signed by CH2M Hill in October and executed by the RTA on November 7, 2012. $120,000 of the contract cost will be UWP funded with the balance from RTA funds. The project kick-off meeting was held at RTA Headquarters on December 6th, with representatives of all three Service Boards in attendance. Initial data requests of the Service Boards were discussed in detail and by the end of the quarter the Service Boards had begun to provide some of the initial data to the consultant. Although kickoff meeting was held, no funds have been expended as of yet.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	2	Regional Interagency Fare Model	$425,000.00	$416,164.56	$239,815.37	$185,184.63

Current Status: During the quarter the consultant team continued to refine the model and documentation. Draft versions of the model submitted to the RTA for review and comment during the reporting period. However, in the current form the model failed to adequately replicate the base-case condition. RTA provided comments and suggestions to improve the accuracy and form and function of the model. Draft final report submitted to the RTA for review. Revised model and final report anticipated to be delivered early in the 3rd quarter.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	3	Transit-Oriented Development Implementation Technical Assistance Program	$250,000.00	$75,004.00	$66,922.00	$183,078.00

Current Status: Each community is currently working to schedule adoption meetings. Westmont Committee of the Whole is meeting April 11, 2013 to discuss the new ordinance. The next step is to schedule an adoption meeting. Villa Park Village Board will be meeting in May to adopt their new ordinance (Plan Commission recommended approval in March 2013). Buffalo Grove will meet in May/June to formally acknowledge their updated zoning guidelines. Wilmette is still working on their community-wide rezoning efforts (of which our project was a part). The public hearing for the entire ordinance is in May 2013.

The project remains on schedule and on budget.) All projects were initiated by October 25, 2011 and the estimated completion date for all projects is May 2013.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2013	1	I-90 Corridor Bus Enhancement	$300,000.00	$300,000.00	$0.00	$300,000.00

Current Status: ISTHA Transit and Supporting Highway Infrastructure Study remains in progress past expected 3rd Quarter 2012 target date. Final decision on lane management and bus infrastructure elements to be constructed as part of Tollway reconstruction projects are pending. Study evaluation of Rosemont access for express bus service is expected 2nd-3rd Quarter 2013. Final scope of work for this project requires completion of work from ISTHA Study.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2013	2	RTA Capital Decision Prioritization Tool	$319,841.00	$0.00	$0.00	$319,841.00

Current Status: Continued training on use of the "Decision Tool" for maintenance projects (non-UWP funded) is occurring for all stakeholders as an integral part of the capital programming cycle. Initial phases of development for the expansion and enhancement category of capital investments (UWP funded) are being undertaken. Collaborative meetings with the consultant and RTA, CTA, Metra, Pace are ongoing with the intention of integrating important product development inputs.

Objectives for the next three months are : continued planning and development for the expansion and enhancement category of capital investments for incorporation into the 'Decision' tool.

Grand Total Budget	$1,444,841.00	$941,168.56	$306,737.37	$1,126,786.17

Regional Transportation Authority (RTA)
Unified Work Program (UWP)
Quarterly Report for the Period Ending 12/31/2012

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	1	Operating Cost Impacts of Capital Projects	$190,169.00	$0.00	$0.00	$190,169.00

Current Status: A contract in the amount of $190,169 was signed by CH2M Hill in October and executed by the RTA on November 7, 2012. Of the total contract amount, $120,000 will be UWP funded with the balance from RTA funds. The project kick-off meeting was held at RTA Headquarters on December 6th, with representatives of all three Service Boards (CTA, Pace, and Metra) in attendance. Initial data requests of the Service Boards were discussed in detail and by the end of the quarter the Service Boards had begun to provide some of the initial data to the consultant. Although kickoff meeting was held, no funds have been expended as of yet.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	2	Regional Interagency Fare Model	$425,000.00	$416,164.56	$332,501.73	$92,498.27

Current Status: The consultant team (TranSystems and Cambridge Systematics) continued to work on the project during the reporting quarter. Work focused on the development and delivery of a review (draft) version of the regional fare model. During the quarter the consultant team completed the cleaning of the survey results and the used the analysis results to develop the various components to the model (Task 4). The consultant team also identified all the market segments that will be used in the model (Task 5). During the quarter the consultant team completed a review (draft) version of the model. Several sample interagency fare product scenarios were tested. The consultant team presented these preliminary draft results of the model to the Technical Advisory Committee on November 8, 2012. A draft version of the model was also distributed to the TAC for their review and comment. The RTA and the Service Boards continued to "stress test" the draft model. Based on these initial stress tests and comments received, the consultant team continued to make adjustments and refinements to the model structure. It is anticipated that the next draft version of the model will be delivered to the RTA for review and testing early in the next quarter.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	3	Transit-Oriented Development Implementation Technical Assistance Program	$250,000.00	$65,904.00	$64,647.00	$185,353.00

Current Status: Village staff is reviewing draft ordinances for each community. No additional consultant work has been done at this time as we are waiting for final comments. Once final comments have been received, final drafts will be prepared and adoption meetings will be scheduled. Upon scheduling adoption meeti The project remains on schedule and under budget at this time. The estimated expenditure during this reporting period is $0 and the cost estimate for all projects is $75,000 total. All projects were initiated by

The project remains on schedule and under budget at this time. The estimated expenditure during this reporting period

is $0 and the cost estimate for all projects is $75,000 total. All projects were initiated by October 25, 2011 and the estimated completion date for all projects is March 29, 2013. At this time, the projects are 90% complete. ngs, a final invoice will be submitted for processing.

Sub-total Budget for 'FY 2012 (3 projects)	**$865,169.00**	**$482,068.56**	**$397,148.73**	**$468,020.27**

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2013	1	I-90 Corridor Bus Enhancement Planning	$300,000.00	$0.00	$0.00	$300,000.00

Current Status: Final project scope development has begun, based on results of ISTHA Transit and Supporting Highway Infrastructure Study to identify next steps for project planning.

The ISTHA study completion has been delayed, but is expected 1st quarter 2013 at which time scope for the UWP work can be identified.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2013	2	RTA Capital Decision Prioritization Tool	$319,841.00	$0.00	$0.00	$319,841.00

Current Status: Continued training on use of the "Decision Tool" for maintenance projects (non-UWP funded) is occurring for all stakeholders as an integral part of the capital programming cycle. Initial phases of development for the expansion and enhancement category of capital investments (UWP funded) are being undertaken. Collaborative meetings with the consultant and RTA, CTA, Metra, Pace are ongoing with the intention of integrating important product development inputs.

Objectives for the next three months are : continued planning and development for the expansion and enhancement category of capital investments for incorporation into the 'Decision' tool.

Sub-total Budget for 'FY 2013 (2 projects)	**$619,841.00**	**$0.00**	**$0.00**	**$619,841.00**
Grand Total Budget	**$1,485,010.00**	**$482,068.56**	**$397,148.73**	**$1,087,861.27**

Regional Transportation Authority (RTA)
Unified Work Program (UWP)
SFY2012 YEAR-END REPORT

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2009	09-11	RTAP: Station Area Plans and Community Transit Improvement Plans	$650,000.00	$650,000.00	$650,000.00	$0.00

Project Funding: The SFY2009 UWP IDOT/RTA contract executed on August 28, 2008 with an expiration date of June 30, 2011 will provide $520,000 funding for this project and the RTA or other local communities will provide the local share of $130,000.

Current Status: The SFY2009 UWP Work Element 09-11 funds were programmed for various Regional Technical Assistance Program (RTAP) Community Transit Improvement Planning projects (Village of Montgomery, City of Lake Forest, County of Lake, Kane County Randall Road, City of Elgin, City of Des Plaines and the City of Chicago Heights) in which all of the aforementioned projects have been completed, all of the funds have been requested, the Regional Transportation Authority's Internal Audit Department has been notified to review the project, and the Authority will contact IDOT to request close-out of this grant.

This shall serve as the final report.

Previous Status:
The SFY2009 UWP Work Element 09-11 funds are programmed for various Regional Technical Assistance Program (RTAP) Community Transit Improvement Planning projects listed below. Final reports and products for all seven projects have been completed.

Montgomery: Partially funded ($23,045.54) under SFY2008 UWP IDOT/RTA grant and the balance ($76,948.77) funded with this grant. Additional funds of $12,501.05 come from the RTA. This project is complete.

Des Plaines: This project is complete.

Elgin: This project is complete.

Kane County Randall Road: This project is complete.

Lake County: The final invoices for the Lake County Paratransit Plan are being processed for payment.

Lake Forest: This project is complete.

Chicago Heights: This project is complete.

Project Description: The RTA will collect data; assess transit system and the market; create a public involvement program; identify transit service opportunities; and develop transit conceptual plans.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2009	09-11a	Regional Travel Markets and System Assessment	$368,750.00	$368,750.00	$368,750.00	$0.00

Project Funding: The SFY2009 UWP IDOT/RTA contract executed on August 28, 2008 with an expiration date of

June 30, 2011 will provide $295,000 funding for this project and the RTA will provide the local share of $73,750.

Current Status: This project is complete. All of the funds have been requested, the Regional Transportation Authority's Internal Audit Department has been notified to review the project, and the Authority will contact IDOT to request close-out of this grant.

This shall serve as the final report.

Previous Status: Previous Status: Regional Travel Markets Analysis: Regional Travel Markets Analysis: The final invoice has been processed by the RTA, the remaining balance is $986.97.

System Assessment: This project is complete.

Project Description: The RTA will analyze the travel market in the region; develop a composite picture of the market and transit strategy; and assess the performance of the transportation system.

Deliverable: Travel Market Report

Sub-total Budget for 'FY 2009 (2 projects)	**$1,018,750.00**	**$1,018,750.00**	**$1,018,750.00**	**$0.00**

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2010	A.1.	Regional Data Archive Demonstration	$241,841.23	$0.00	$0.00	$241,841.23

Project Funding: The SFY2010 UWP IDOT/RTA contract executed on July 21, 2009 with an expiration date of June 30, 2011 will provide $72,000 funding for this project and the RTA will provide the local share of $18,000. The SFY2010 UWP IDOT/RTA contract was reprogrammed on June 17, 2011 by the CMAP Transportation Committee. It will provide $151,841.23 additional federal funding; the RTA will provide the required match of 20% ($30,368.25).

Current Status:
On June 14, 2012, the UWP committee approved the request from RTA to redirect funds in the FY 2010 UWP program from Regional Data Archive Demonstration to a new project for RTA Capital Decision Prioritization Tool ($193,473 federal funds, $48,368 match, $241,841 total). IDOT had contracted directly with RTA for the demonstration project. Invoices for the Prioritization Tool will be directed to IDOT to first complete the expenditure of this contract.

The FY 2013 UWP program includes partial funding for the Prioritization Tool for a total of $78,000. This is part of the IGA CMAP issued to RTA. After
the RTA have fully expended the FY 2010 funds, then the RTA will invoice the remaining expenses to CMAP.

Previous Status: Previous Status: On May 26, 2011, the RTA de-obligated $142,494.23 from the project "Regional Transit Technology Plan" and $9,347 from "Regional Coordination of Transit Customer satisfaction Surveys" to this project. The total budget of this project is now $241,841.23. The RTA will set the direction for implementation of the transit component of the regional data archive system. This project will include needs assessment, concept of operations development, technical requirements solicitation, and final system design. Additionally, the project will include demonstration of a research application that is enabled by the implementation of Regional Data Archive System.

Project Description: To contribute to the design and the implementation of a CMAP-led web-base data exchange mechanism for archived transportation data.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2010	B.1.	Regional Coordination of Transit Customer Satisfaction	$90,653.00	$90,653.00	$90,653.00	$0.00

Surveys

Project Funding: The SFY2010 UWP IDOT/RTA contract executed on July 21, 2009 with an expiration date of June 30, 2011 will provide $80,000 funding for this project and the RTA will provide the local share of $20,000. The SFY2010 UWP IDOT/RTA contract was reprogrammed on June 17, 2011 by the CMAP Transportation Committee. The remaining $9,347 with the required RTA match of 20% ($1,869.40) was reprogrammed to Regional Data Archive Demonstration project.

Current Status: On June 17, 2011, the UWP Committee approved the re-programming of the remaining funds. This project has been completed. The Regional Transportation Authority's Internal Audit Department has been notified to review the project, and the Authority will contact IDOT to request close-out of this grant.

This shall serve as the final report.

Previous Status: Previous Status: The consultant, RSG, completed a set of interactive spreadsheets for each service board that will enable the service boards to create different market research sampling plans based on the needs of the project. The sampling design sheets will also be helpful in developing estimates of costs for projects for field survey work and can be used to help evaluate consultant proposals for market research projects. The work for this project is now complete. The RTA will reprogram the remaining funds in the nearest future.

Project Description: To establish a common methodology for implementing a regional customer satisfaction measurement system to track and evaluate regional transit performance on critical customer experience touch points; evaluate the impact and effectiveness of public transit; consolidate the results in one unified regional customer satisfaction performance measure. This program will provide a common sampling approach and methodology for surveying customer satisfaction across the entire transit system in northeastern Illinois.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2010	B.2.	Regional Transit Technology Plan (RTIP)	$7,505.77	$150,000.00	$7,505.77	$0.00

Project Funding: The SFY2010 UWP IDOT/RTA contract executed on July 21, 2009 with an expiration date of June 30, 2011 will provide $120,000 funding for this project and the RTA will provide the local share of $30,000. The SFY2010 UWP IDOT/RTA contract was reprogrammed on June 17, 2011 by the CMAP Transportation Committee. The remaining $142,494.23 with the required RTA match of 20% ($28,498.85) was reprogrammed to Regional Data Archive Demonstration project.

Current Status: On May 26, 2011, the RTA requested CMAP for reprogramming of unexpended project funds of $142,494.23 to enhance the existing Regional Data Archive Demonstration project. The request was approved by the CMAP Transportation Committee on June 17, 2011. This is the final report. The Regional Transportation Authority's Internal Audit Department has been notified to review the project, and the Authority will contact IDOT to request close-out of this grant.

Previous Status: On November 19, 2009, the RTA Board authorized the Executive Director to execute a Task Order amendment with TranSystems to develop the Regional Transit Technology Strategic Plan, for an amount not to exceed $250,000 and for a period of nine (9) months. The UWP/RTA grant will fund only a portion of this project totaling $150,000. The amendment to the Task Order of the Professional Services Agreement between the RTA and TranSystems was fully executed on February 24, 2010. The amendment adds the Scope of Work for Task Order No. 1: Regional Transit Technology Strategic Plan for a total estimated cost of $229,401.13. The amount over $150,000 will be paid by the RTA funds. The RTA decided not to renew the agreement and terminated the project. On May 26, 2011, the RTA requested CMAP to reprogram the unexpended project funds of $142,494.23 to enhance the existing Regional Data Archive Demonstration project. The request was approved by the CMAP Transportation Committee on June 17, 2011. This is the final report."

"This project has been terminated by the RTA. No additional work on this project is anticipated at this time. On May 26, 2011, the RTA requested and was granted CMAP approval for reprogramming unexpended SFY 2010 UWP funds originally programmed for this project. The remaining UWP funds ($113,995.39 federal and $28,498.84 local) were de-obligated and will be used to enhance the existing Regional Data Archive Demonstration project."

Project Description: To evaluate the framework to develop and implement transit technologies in the region; analyze the assessment of the development and implementation of the transit technologies, and refine alternative visions into one preferred regional vision; distill the preferred regional vision into actionable goals and objective; and develop a set of metrics to measure the progress towards the preferred vision.

Sub-total Budget for 'FY 2010 (3 projects)	**$340,000.00**	**$240,653.00**	**$98,158.77**	**$241,841.23**

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	1	Operating Cost Impacts of Capital Projects	$150,000.00	$0.00	$0.00	$150,000.00

Project Funding: The SFY2012 IDOT/RTA contract was executed on August 24, 2011 with an expiration date of June 30, 2015.

Current Status: Although there has'nt been any expenditures associated with this grant as of yet, the proposal deadling was 4/11/12. One proposal was recevied from CH2M Hill. The Evaluation Committee met on May 08, 2012 after reviewing the proposal and deemed the approach acceptable, but the price was too high. Negotiation ensued which resulted in price reduction by integrating this project more closely with ongoing Capital Decision Support Tool project. Contract pending RTA Board approval at July 2012 Board meeting.

Previous Status:

Project Description: The GOVERNMENTAL BODY will build an automated framework for assessing the operating cost impact of capital projects for guidance, financial information, and procedures to develop cost estimates; review operating budgets and cost allocation models; identify major budget categories to develop cost estimates; identify operating budget cost centers for each major capital investment category; develop procedures for cost factors for each operating budget cost center based on capital project type; develop standardized checklists of the type of costs to examine; develop checklist/procedures to determine the project impact on productivity and procedures for estimating revenue impacts of projected ridership growth; and develop a linked set of spreadsheets that will include cost factor inputs based on current financial data, revenue growth estimates, and algorithms to develop operating costs.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	2	Regional Interagency Fare Model	$425,000.00	$416,164.56	$69,220.98	$355,779.02

Project Funding: The SFY2012 IDOT/RTA contract was executed on August 24, 2011 with an expiration date of June 30, 2015.

Current Status: During the quarter, the consultant team worked in parallel on multiple project tasks. Refine Interagency Fare Policy options(Task 2) - The team continued the process of working with the RTA to identify potential interagency fare products that should be considered for testing. Meeting minutes for the "one-on-one" meeting with Service Boards were also compiled. The team also continued to review the agency surveys from management staff of CTA, Pace, Metra, and the RTA. Existing Data Collection-(Task 3) - The team continued to review data items received from the Service Boards and the RTA. Develop and Administer Rider and Non-rider Surveys(Task 4) - The team completed draft survey instruments that will be targeted to riders, non-riders, and occasional riders. Drafts of the surveys and a revised draft survey sampling and field plan were submitted to the Service Boards for their review on June 15th. The team initiated the Identity Market Segments (Task 5) and began to consider methodologies related to the development of the Regional Fare Model and sub modules (Task 6). There has been some delay in administering the surveys, due to the lenghty review cycle required of the Service Boards. It is anticipated that the surveys will be administered early in the 3rd quarter. It is also anticipated that the project will remain on schedule and meet the original milestones.

Previous Status:

Previous Status:

Project Description: The GOVERNMENTAL BODY will develop model methodology; define Interagency Fare Policy Alternatives; conduct rider and non-rider research, including Revealed and Stated Preference Surveys; identify market segments; establish customer price elasticity values and demand curves for fare media; evaluate alternatives and develop recommendations; and prepare a Final Report and a Users Guide.

Fiscal Year	Work Element	Project Title	Budget Amount	Total Obligated	Total Expended	Unexpended Balance
2012	3	Transit-Oriented Development Implementation Technical Assistance Program	$250,000.00	$65,904.00	$17,037.00	$232,963.00

Project Funding: The SFY2012 IDOT/RTA contract was executed on August 24, 2012 with an expiration date of June 30, 2015.

Current Status: The consultant is currently preparing draft ordinance revisions for all four communities (wilmette-Parking, Villa Park, Buffalo Grove, and Westmont-Zoning) and will provide each community with a draft by the end of the month. The project is currently on schedule and under budget. The enitre project will bot exceed $75,000 and the total project expenditure at thi spoint (that has been invoiced) is approximately $20,000).

Previous Status:

Project Description: 1. Updates to Land Control Documents - The GOVERNMENTAL BODY will work with local governments to develop strategies to streamline the process to make investing in the community more attractive. These strategies may include creating a TOD overlay graphic map that illustrates zone districts and uses, parking regulations, etc.; coordinate with local agencies to consider revising other TOD- related ordinances.

2. Developer Attraction and Solicitation - The GOVERNMENTAL BODY will provide assistance to municipalities to identify and solicit interest of developers, including community-developer matching, arrange a developer panel to discuss the development climate and potential strategies to facilitate development, and prepare Requests For Proposals (RFP) and Requests for Qualifications (RFQ).

3. Entitlement Process Streamlining - The GOVERNMENTAL BODY will work with the local municipality to streamline the process of Permit approval to attract potential developers and other investors.

Sub-total Budget for 'FY 2012 (3 projects)	**$825,000.00**	**$482,068.56**	**$86,257.98**	**$738,742.02**
Grand Total Budget	**$2,183,750.00**	**$1,741,471.56**	**$1,203,166.75**	**$980,583.25**

DOT

205

U.S. Department of Transportation

Federal Transit Administration

IL-95-X036-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 19, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X036-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X036-00
Brief Desc:	CMAQ DuPage Cty Transit Marketing Proj.
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jan. 01, 2013 - Jun. 30, 2015
Gross Project Cost:	$600,000
Adjustment Amt:	$0
Total Eligible Cost:	$600,000
Total FTA Amt:	$480,000
Total State Amt:	$0
Total Local Amt:	$120,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$0
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

For award execution purposes, there hasn't been any expenditures associated with the project(s) associated with this grant

		Quantity	FTA Amount	Elig. Proj. Cost
11.7F.00	TDM ACTIVITIES - CMAQ ONLY	0	$480,000	$600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP Issued	1/1/2013				
	DETAILED DESCRIPTION: RFP Issued					
2.	Contract Awarded	6/30/2013				
	DETAILED DESCRIPTION: Contract Awarded					
3.	Contract Completed	6/30/2015				
	DETAILED DESCRIPTION: Contract Completed					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X036-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X036-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X036-00
Brief Desc:	CMAQ DuPage Cty Transit Marketing Proj.
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jan. 01, 2013 - Jun. 30, 2015
Gross Project Cost:	$600,000
Adjustment Amt:	$0
Total Eligible Cost:	$600,000
Total FTA Amt:	$480,000
Total State Amt:	$0
Total Local Amt:	$120,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$480,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$480,000
N. Total Recipient Share Required			$120,000
O. Remaining Recipient Share to be provided N - (G + J)			$120,000
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

New grant.

Part 4. Milestone/Progress Report

Project Status Overview

On June 26, 2013, the grant was executed. The RTA is currently working with DuPage county and our partners to create a final RFP scope. A RFP should be out to the public by mid-August, with the hopes to have a contractor procured in November 2013. Project delays have been do to transfers of funds and changes in project management. We are confident that the project will now show some progress in the coming months.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7F.00	TDM ACTIVITIES - CMAQ ONLY	0	$480,000	$600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Completed	6/30/2015				
	DETAILED DESCRIPTION: Contract Completed					
2.	RFP Issued	1/1/2013	8/15/2013	1		
	DETAILED DESCRIPTION: RFP Issued					
3.	Contract Awarded	6/30/2013	11/15/2013	1		
	DETAILED DESCRIPTION: Contract Awarded					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-95-X035-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X035-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X035-00
Brief Desc:	CMAQ-Improvements at 19 Priority Trnsfr
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jan. 01, 2014 - Jun. 30, 2017
Gross Project Cost:	$4,200,000
Adjustment Amt:	$0
Total Eligible Cost:	$4,200,000
Total FTA Amt:	$3,780,000
Total State Amt:	$0
Total Local Amt:	$420,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$3,780,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$3,780,000
N. Total Recipient Share Required			$420,000
O. Remaining Recipient Share to be provided N - (G + J)			$420,000
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

No funds expended this quarter. Grant IL-95-X035-00 executed by the RTA on August 31, 2012. Preparation final bid documents contingent upon installation and assessment of the demonstration phase of the overall Interagency Transit Passenger Information Design project. (See related grants IL-90-X555-00 and IL-90-X470-00.) Final Design Standards completed at the end of the demonstration phase. These design standards will be used as input to the bid documents for this project (IL-95-X035-00). The RTA is currently on schedule to release the Invitation for Bid (IFB) by 1/1/14.

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	Rail, Station Stops/Terminals, Engineering/Design, Route Sig	0	$378,000	$420,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	1/1/2014				
	DETAILED DESCRIPTION: Engineering: RFP Issued					
2.	Contract Award	3/31/2014				
3.	Contract Complete	6/30/2017				

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	Rail, Station Stops/Terminals, Construct, Route Signing	0	$3,402,000	$3,780,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	10/1/2015				
	DETAILED DESCRIPTION: Construction: RFP Issued					

2.	Contract Award	12/31/2015				
	DETAILED DESCRIPTION: Contract(s) or Grant Award(s)					
3.	Contract Complete	6/30/2017				
	DETAILED DESCRIPTION: Contract(s) Complete					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X035-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X035-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X035-00
Brief Desc:	CMAQ-Improvements at 19 Priority Trnsfr
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jan. 01, 2014 - Jun. 30, 2017
Gross Project Cost:	$4,200,000
Adjustment Amt:	$0
Total Eligible Cost:	$4,200,000
Total FTA Amt:	$3,780,000
Total State Amt:	$0
Total Local Amt:	$420,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$3,780,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$3,780,000
N. Total Recipient Share Required			$420,000
O. Remaining Recipient Share to be provided N - (G + J)			$420,000
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

No change from previous reported. Note: No funds expended this quarter. Grant IL-95-X035-00 executed by the RTA on August 31, 2012. Preparation final bid documents contingent upon installation and assessment of the demonstration phase of the overall Interagency Transit Passenger Information Design project. (See related grants IL-90-X555-00 and IL-90-X470-00.) Final Design Standards to be completed at the end of the demonstration phase. These design standards will be used as input to the bid documents for this project (IL-95-X035-00). The RTA is currently on schedule to release the Invitation for Bid (IFB) by 1/1/14.

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	Rail, Station Stops/Terminals, Engineering/Design, Route Sig	0	$378,000	$420,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	1/1/2014				
	DETAILED DESCRIPTION: Engineering: RFP Issued					
2.	Contract Award	3/31/2014				
3.	Contract Complete	6/30/2017				

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	Rail, Station Stops/Terminals, Construct, Route Signing	0	$3,402,000	$3,780,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	10/1/2015				
	DETAILED DESCRIPTION: Construction: RFP Issued					

2.	Contract Award	12/31/2015				
	DETAILED DESCRIPTION: Contract(s) or Grant Award(s)					
3.	Contract Complete	6/30/2017				
	DETAILED DESCRIPTION: Contract(s) Complete					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X035-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X035-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X035-00
Brief Desc:	CMAQ-Improvements at 19 Priority Trnsfr
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jan. 01, 2014 - Jun. 30, 2017
Gross Project Cost:	$4,200,000
Adjustment Amt:	$0
Total Eligible Cost:	$4,200,000
Total FTA Amt:	$3,780,000
Total State Amt:	$0
Total Local Amt:	$420,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$3,780,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$3,780,000
N. Total Recipient Share Required			$420,000
O. Remaining Recipient Share to be provided N - (G + J)			$420,000
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

No federal unliquidated obligations noted.

Part 4. Milestone/Progress Report

Project Status Overview

No change from previous reported. Note: No funds expended this quarter. Grant IL-95-X035-00 executed by the RTA on August 31, 2012. Preparation final bid documents contingent upon installation and assessment of the demonstration phase of the overall Interagency Transit Passenger Information Design project. (See related grants IL-90-X555-00 and IL-90-X470-00.) Final Design Standards to be completed at the end of the demonstration phase. These design standards will be used as input to the bid documents for this project (IL-95-X035-00). The RTA is currently on schedule to release the Invitation for Bid (IFB) by 1/1/14.

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	Rail, Station Stops/Terminals, Engineering/Design, Route Sig	0	$378,000	$420,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	1/1/2014				
	DETAILED DESCRIPTION: Engineering: RFP Issued					
2.	Contract Award	3/31/2014				
3.	Contract Complete	6/30/2017				

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	Rail, Station Stops/Terminals, Construct, Route Signing	0	$3,402,000	$3,780,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	10/1/2015				
	DETAILED					

	DESCRIPTION: Construction: RFP Issued					
2.	Contract Award	12/31/2015				
	DETAILED DESCRIPTION: Contract(s) or Grant Award(s)					
3.	Contract Complete	6/30/2017				
	DETAILED DESCRIPTION: Contract(s) Complete					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X035-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X035-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X035-00
Brief Desc:	CMAQ-Improvements at 19 Priority Trnsfr
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jan. 01, 2014 - Jun. 30, 2017
Gross Project Cost:	$4,200,000
Adjustment Amt:	$0
Total Eligible Cost:	$4,200,000
Total FTA Amt:	$3,780,000
Total State Amt:	$0
Total Local Amt:	$420,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$3,780,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$3,780,000
N. Total Recipient Share Required			$420,000
O. Remaining Recipient Share to be provided N - (G + J)			$420,000
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

No federal unliquidated obligations noted.

Part 4. Milestone/Progress Report

Project Status Overview

No change from previous reported. Note: No funds expended this quarter. Grant IL-95-X035-00 executed by the RTA on August 31, 2012. Preparation final bid documents contingent upon installation and assessment of the demonstration phase of the overall Interagency Transit Passenger Information Design project. (See related grants IL-90-X555-00 and IL-90-X470-00.) Final Design Standards to be completed at the end of the demonstration phase. These design standards will be used as input to the bid documents for this project (IL-95-X035-00). The RTA is currently on schedule to release the Invitation for Bid (IFB) by 1/1/14.

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	Rail, Station Stops/Terminals, Engineering/Design, Route Sig	0	$378,000	$420,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	1/1/2014				
	DETAILED DESCRIPTION: Engineering: RFP Issued					
2.	Contract Award	3/31/2014				
3.	Contract Complete	6/30/2017				

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	Rail, Station Stops/Terminals, Construct, Route Signing	0	$3,402,000	$3,780,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	10/1/2015				
	DETAILED					

	DESCRIPTION: Construction: RFP Issued					
2.	Contract Award	12/31/2015				
	DETAILED DESCRIPTION: Contract(s) or Grant Award(s)					
3.	Contract Complete	6/30/2017				
	DETAILED DESCRIPTION: Contract(s) Complete					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-95-X032-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Aug. 28, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X032-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X032-00
Brief Desc:	CMAQ FY2012 Chicagloand Commute Options
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jul. 01, 2012 - Apr. 01, 2017
Gross Project Cost:	$1,235,760
Adjustment Amt:	$0
Total Eligible Cost:	$1,235,760
Total FTA Amt:	$1,112,184
Total State Amt:	$0
Total Local Amt:	$123,576
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$0
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Please note: the milestone section will reflect an approximate amount of $6,250 expended since pre-award authority has been granted. I have not entered this approximate amount with the Financial Status tab because the `federal funds authorized` amount has not been inputted. Please advise. I can be reached at (312)913-3171.

Part 4. Milestone/Progress Report

		Quantity	FTA Amount	Elig. Proj. Cost
44.21.00	Employer Outreach & Consulting	0	$67,500	$75,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PSA Issued	7/1/2012				
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					
	PROGRESS: For the Commute Options grant, the RTA and MPC agreement became effective on August 1, 2012. An estimated $6,250 will be expended from August 1 to August 31, 2012.					
2.	PSA Completion	8/1/2013				
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					

		Quantity	FTA Amount	Elig. Proj. Cost
44.22.00	Development of TDM Comprehensive Plan	0	$135,000	$150,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP Issued	7/1/2012				
2.	Contract Award	9/1/2012				
3.	Contract Completion	10/1/2013				

		Quantity	FTA Amount	Elig. Proj. Cost
44.27.00	Implementation of the TDM Plan	0	$909,684	$1,010,760

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP Issued	11/1/2013				
2.	Contract Award	3/1/2014				
3.	Contract Completion	4/1/2017				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X032-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X032-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X032-00
Brief Desc:	CMAQ FY2012 Chicagloand Commute Options
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jul. 01, 2012 - Apr. 01, 2017
Gross Project Cost:	$1,235,760
Adjustment Amt:	$0
Total Eligible Cost:	$1,235,760
Total FTA Amt:	$1,112,184
Total State Amt:	$0
Total Local Amt:	$123,576
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,112,184
F. Federal Share of Expenditures	$0	$16,875	$16,875
G. Recipient Share of Expenditures	$0	$1,875	$1,875
H. Total Expenditures(F + G)	$0	$18,750	$18,750
I. Federal Share of Unliquidated Obligations			$1,095,309
J. Recipient Share of Unliquidated Obligations			$121,701
K. Total Unliquidated Obligations(I + J)			$1,217,010
L. Total Federal Share (F + I)			$1,112,184
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$123,576
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

44.21.00 EMPLOYER OUTREACH & CONSULTING:
* The PSA between the RTA and MPC was executed on August 10, 2012. 44.22.00 DEVELOPMENT OF TDM COMPREHENSIVE PLAN:
* The RTA is revising the approach for this ALI and may need to amend the grant agreement to reflect the changes.

44.27.00 IMPLEMENTATION OF THE TDM PLAN:
* No activities were initiated for this milestone.

		Quantity	FTA Amount	Elig. Proj. Cost
44.21.00	Employer Outreach & Consulting	0	$67,500	$75,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PSA Issued	7/1/2012			8/10/2012	
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					
	PROGRESS: Milestone completed.					
2.	PSA Completion	8/1/2013				
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					

		Quantity	FTA Amount	Elig. Proj. Cost
44.22.00	Development of TDM Comprehensive Plan	0	$135,000	$150,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	RFP Issued	7/1/2012				
2.	Contract Award	9/1/2012				
3.	Contract Completion	10/1/2013				

		Quantity	FTA Amount	Elig. Proj. Cost
44.27.00	Implementation of the TDM Plan	0	$909,684	$1,010,760

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP Issued	11/1/2013				
2.	Contract Award	3/1/2014				
3.	Contract Completion	4/1/2017				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X032-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X032-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X032-00
Brief Desc:	CMAQ FY2012 Chicagloand Commute Options
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jul. 01, 2012 - Apr. 01, 2017
Gross Project Cost:	$1,235,760
Adjustment Amt:	$0
Total Eligible Cost:	$1,235,760
Total FTA Amt:	$1,112,184
Total State Amt:	$0
Total Local Amt:	$123,576
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,112,184
F. Federal Share of Expenditures	$16,875	$11,250	$28,125
G. Recipient Share of Expenditures	$1,875	$1,250	$3,125
H. Total Expenditures(F + G)	$18,750	$12,500	$31,250
I. Federal Share of Unliquidated Obligations			$1,084,059
J. Recipient Share of Unliquidated Obligations			$120,451
K. Total Unliquidated Obligations(I + J)			$1,204,510
L. Total Federal Share (F + I)			$1,112,184
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$123,576
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

44.21.00 EMPLOYER OUTREACH & CONSULTING: The PSA between the RTA and MPC was executed on August 10, 2012. MPC completed the following at different employer sites: 4 client presentations, 6 roadshow presentations, 2 promotions at client employers, 2 Reverse Commute Options Planning Briefs, and 1 new Commute Options Case Study. Post evaluation survey work has begun for one employer. 44.22.00 DEVELOPMENT OF TDM COMPREHENSIVE PLAN: The RTA is revising the approach for this ALI and may need to amend the grant agreement to reflect the changes.

44.27.00 IMPLEMENTATION OF THE TDM PLAN: No activities were initiated for this milestone.

		Quantity	FTA Amount	Elig. Proj. Cost
44.21.00	Employer Outreach & Consulting	0	$67,500	$75,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PSA Issued	7/1/2012			8/10/2012	
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					
	PROGRESS: Milestone completed.					
2.	PSA Completion	8/1/2013				
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					

		Quantity	FTA Amount	Elig. Proj. Cost
44.22.00	Development of TDM Comprehensive Plan	0	$135,000	$150,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	RFP Issued	7/1/2012				
2.	Contract Award	9/1/2012				
3.	Contract Completion	10/1/2013				

		Quantity	FTA Amount	Elig. Proj. Cost
44.27.00	Implementation of the TDM Plan	0	$909,684	$1,010,760

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP Issued	11/1/2013				
2.	Contract Award	3/1/2014				
3.	Contract Completion	4/1/2017				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X032-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X032-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X032-00
Brief Desc:	CMAQ FY2012 Chicagloand Commute Options
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jul. 01, 2012 - Apr. 01, 2017
Gross Project Cost:	$1,235,760
Adjustment Amt:	$0
Total Eligible Cost:	$1,235,760
Total FTA Amt:	$1,112,184
Total State Amt:	$0
Total Local Amt:	$123,576
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$28,125
C. Federal Cash Disbursements			$28,125
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,112,184
F. Federal Share of Expenditures	$28,125	$16,875	$45,000
G. Recipient Share of Expenditures	$3,125	$1,875	$5,000
H. Total Expenditures(F + G)	$31,250	$18,750	$50,000
I. Federal Share of Unliquidated Obligations			$1,067,184
J. Recipient Share of Unliquidated Obligations			$118,576
K. Total Unliquidated Obligations(I + J)			$1,185,760
L. Total Federal Share (F + I)			$1,112,184
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$123,576
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

44.21.00 EMPLOYER OUTREACH & CONSULTING: The PSA between the RTA and MPC was executed on August 10, 2012. Three Commute Options RoadShow presentations given (Metra, BOMA Suburban Chicago, Lake County Municipal League, and 3 internal (MPC) presentations: Commute Options Steering Committee, RP&I Meeting, and Providers Meeting. Field Museum survey results presented. Goose Island Beer post survey conducted, and data being analyzed. Draft strategic plan written. 44.22.00 DEVELOPMENT OF TDM COMPREHENSIVE PLAN: The RTA has revised the approach for this ALI and may need to amend the grant agreement to reflect the changes. 44.27.00 IMPLEMENTATION OF THE TDM PLAN: No activities were initiated for this milestone.

		Quantity	FTA Amount	Elig. Proj. Cost
44.21.00	Employer Outreach & Consulting	0	$67,500	$75,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PSA Issued	7/1/2012			8/10/2012	
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					
	PROGRESS: Milestone completed.					
2.	PSA Completion	8/1/2013	12/31/2013	1		
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					

		Quantity	FTA Amount	Elig. Proj. Cost
44.22.00	Development of TDM Comprehensive Plan	0	$135,000	$150,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	RFP Issued	7/1/2012				
2.	Contract Award	9/1/2012				
3.	Contract Completion	10/1/2013				

		Quantity	FTA Amount	Elig. Proj. Cost
44.27.00	Implementation of the TDM Plan	0	$909,684	$1,010,760

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/1/2014				
2.	Contract Completion	4/1/2017				
3.	RFP Issued	11/1/2013	9/1/2013	1		

FTA Remarks

Update MP dates.

Reviewed by: Melody Hopson

Date reviewed : 6/6/2013

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X032-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X032-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X032-00
Brief Desc:	CMAQ FY2012 Chicagloand Commute Options
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jul. 01, 2012 - Apr. 01, 2017
Gross Project Cost:	$1,235,760
Adjustment Amt:	$0
Total Eligible Cost:	$1,235,760
Total FTA Amt:	$1,112,184
Total State Amt:	$0
Total Local Amt:	$123,576
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,112,184
F. Federal Share of Expenditures	$45,000	$16,875	$61,875
G. Recipient Share of Expenditures	$5,000	$1,875	$6,875
H. Total Expenditures(F + G)	$50,000	$18,750	$68,750
I. Federal Share of Unliquidated Obligations			$1,050,309
J. Recipient Share of Unliquidated Obligations			$116,701
K. Total Unliquidated Obligations(I + J)			$1,167,010
L. Total Federal Share (F + I)			$1,112,184
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$123,576
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

44.21.00 EMPLOYER OUTREACH & CONSULTING: The PSA between the RTA and MPC was executed on August 10, 2012. Three Commute Options RoadShow presentations given (Metra, BOMA Suburban Chicago, Lake County Municipal League, and 3 internal (MPC) presentations: Commute Options Steering Committee, RP&I Meeting, and Providers Meeting. Field Museum survey results presented. Goose Island Beer post survey conducted, and data being analyzed. Draft strategic plan written. 44.22.00 DEVELOPMENT OF TDM COMPREHENSIVE PLAN: MPC worked with area providers to author a TDM White Paper. It is an inital step in completing a comprehensive plan. RTA reviewed the report with MPC and completion is estimated in the next two months.44.27.00 IMPLEMENTATION OF THE TDM PLAN: No activities were initiated for this milestone.

		Quantity	FTA Amount	Elig. Proj. Cost
44.21.00	Employer Outreach & Consulting	0	$67,500	$75,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PSA Issued	7/1/2012			8/10/2012	
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					
	PROGRESS: Milestone completed.					
2.	PSA Completion	8/1/2013	12/31/2013	1		
	DETAILED DESCRIPTION: PSA-Professional Services Agreement					

		Quantity	FTA Amount	Elig. Proj. Cost
44.22.00	Development of TDM Comprehensive Plan	0	$135,000	$150,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	RFP Issued	7/1/2012				
2.	Contract Award	9/1/2012				
3.	Contract Completion	10/1/2013				

		Quantity	FTA Amount	Elig. Proj. Cost
44.27.00	Implementation of the TDM Plan	0	$909,684	$1,010,760

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/1/2014				
2.	Contract Completion	4/1/2017				
3.	RFP Issued	11/1/2013	9/1/2013	1		

FTA Remarks

Update MP dates. Repeat comment.

Reviewed by: Melody Hopson

Date reviewed : 8/27/2013

DOT

U.S. Department of Transportation Federal Transit Administration

IL-95-X030-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Aug. 28, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X030-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X030-00
Brief Desc:	CMAQ FY2012 Regional Transit Signal Prio
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 15, 2012 - Dec. 31, 2017
Gross Project Cost:	$40,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$40,000,000
Total FTA Amt:	$36,000,000
Total State Amt:	$0
Total Local Amt:	$4,000,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$0
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$1,440,000	$1,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	4/15/2012				
	PROGRESS: Although pre-award authority has been granted, no expedintures have been made.					
2.	Contract Award	7/1/2012				
	DETAILED DESCRIPTION: Professional Services Agreement Award					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Professional Services Agreement Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.01	ENGINEERING/SIGNAL SYSTEM	0	$5,040,000	$5,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/1/2012				
	DETAILED DESCRIPTION: RFQ Issued or Start of 3rd-Party Grant Process					
2.	Contract or Grant Award(s)	2/1/2013				
	DETAILED DESCRIPTION: Contract or Grant Award(s)					
3.	Contract Complete	12/31/2017				

	DETAILED DESCRIPTION: Contract Completed					

	Quantity	FTA Amount	Elig. Proj. Cost
11.62.01 PROJECT IMPLEMENTATION	0	$29,520,000	$32,800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/1/2012				
	DETAILED DESCRIPTION: RFP/IFB Issued or Start of 3rd-party Grant Process					
2.	Contract Award	2/1/2013				
	DETAILED DESCRIPTION: Contract or Grant Award(s)					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X030-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X030-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X030-00
Brief Desc:	CMAQ FY2012 Regional Transit Signal Prio
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 15, 2012 - Dec. 31, 2017
Gross Project Cost:	$40,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$40,000,000
Total FTA Amt:	$36,000,000
Total State Amt:	$0
Total Local Amt:	$4,000,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$36,000,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$36,000,000
N. Total Recipient Share Required			$4,000,000
O. Remaining Recipient Share to be provided N - (G + J)			$4,000,000
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

11.79.00 PROJECT ADMINISTRATION:
* The RTA issued a Request for Letters of Interest and Statement of Qualifications on 9/4/2012 and expects contract award by December 2012. 11.61.01 ENGINEERING/SIGNAL SYSTEM:

* No activities were initiated for this milestone. 11.62.01 PROJECT IMPLEMENTATION:
* No activities were initiated for this milestone.

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$1,440,000	$1,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	4/15/2012				
	PROGRESS: Although pre-award authority has been granted, no expedintures have been made.					
2.	Contract Award	7/1/2012			9/4/2012	
	DETAILED DESCRIPTION: Professional Services Agreement Award					
	PROGRESS: Milestone completed.					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Professional Services Agreement Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.01	ENGINEERING/SIGNAL SYSTEM	0	$5,040,000	$5,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	RFP/IFB Issued	9/1/2012				
	DETAILED DESCRIPTION: RFQ Issued or Start of 3rd-Party Grant Process					
2.	Contract or Grant Award(s)	2/1/2013				
	DETAILED DESCRIPTION: Contract or Grant Award(s)					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.62.01	PROJECT IMPLEMENTATION	0	$29,520,000	$32,800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/1/2012				
	DETAILED DESCRIPTION: RFP/IFB Issued or Start of 3rd-party Grant Process					
2.	Contract Award	2/1/2013				
	DETAILED DESCRIPTION: Contract or Grant Award(s)					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X030-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X030-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X030-00
Brief Desc:	CMAQ FY2012 Regional Transit Signal Prio
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 15, 2012 - Dec. 31, 2017
Gross Project Cost:	$40,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$40,000,000
Total FTA Amt:	$36,000,000
Total State Amt:	$0
Total Local Amt:	$4,000,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$36,000,000
F. Federal Share of Expenditures	$0	$27,125	$27,125
G. Recipient Share of Expenditures	$0	$3,014	$3,014
H. Total Expenditures(F + G)	$0	$30,139	$30,139
I. Federal Share of Unliquidated Obligations			$35,972,875
J. Recipient Share of Unliquidated Obligations			$3,996,986
K. Total Unliquidated Obligations(I + J)			$39,969,861
L. Total Federal Share (F + I)			$36,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$4,000,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

11.79.00 PROJECT ADMINISTRATION: On November 14, 2012, the RTA Board adopted Ordinance 2012-77 authorizing the execution of a contract with URS Corporation (`URS`) for an amount not-to-exceed $1.8 million and for a period of five years. The contract is for URS to provide program management and systems engineering services for the Regional Transit Signal Priority Implementation Program (RTSPIP). The RTA and URS executed a Notice to Proceed on November 19, 2012, the official start date of the Agreement. The Professional Services Agreement was fully executed on December 14, 2012.
11.61.01 ENGINEERING/SIGNAL SYSTEM: No activities were initiated for this milestone. 11.62.01 PROJECT IMPLEMENTATION: No activities were initiated for this milestone.

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$1,440,000	$1,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	4/15/2012			9/4/2012	
	PROGRESS: Completed.					
2.	Contract Award	7/1/2012			11/19/2012	
	DETAILED DESCRIPTION: Professional Services Agreement Award					
	PROGRESS: Milestone completed.					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Professional Services Agreement Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.01	ENGINEERING/SIGNAL SYSTEM	0	$5,040,000	$5,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/1/2012				

	DETAILED DESCRIPTION: RFQ Issued or Start of 3rd-Party Grant Process					
2.	Contract or Grant Award(s)	2/1/2013				
	DETAILED DESCRIPTION: Contract or Grant Award(s)					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.62.01	PROJECT IMPLEMENTATION	0	$29,520,000	$32,800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/1/2012				
	DETAILED DESCRIPTION: RFP/IFB Issued or Start of 3rd-party Grant Process					
2.	Contract Award	2/1/2013				
	DETAILED DESCRIPTION: Contract or Grant Award(s)					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X030-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X030-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X030-00
Brief Desc:	CMAQ FY2012 Regional Transit Signal Prio
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 15, 2012 - Dec. 31, 2017
Gross Project Cost:	$40,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$40,000,000
Total FTA Amt:	$36,000,000
Total State Amt:	$0
Total Local Amt:	$4,000,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$36,000,000
F. Federal Share of Expenditures	$27,125	$245,446	$272,571
G. Recipient Share of Expenditures	$3,014	$27,272	$30,286
H. Total Expenditures(F + G)	$30,139	$272,718	$302,857
I. Federal Share of Unliquidated Obligations			$35,727,429
J. Recipient Share of Unliquidated Obligations			$3,969,714
K. Total Unliquidated Obligations(I + J)			$39,697,143
L. Total Federal Share (F + I)			$36,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$4,000,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

11.79.00 PROJECT ADMINISTRATION: The Program Management Plan (PMP) and Systems Engineering Management Plan (SEMP) were completed by the RTA and URS for the reporting period. The draft of the Concept of Operations (ConOps) was also completed during the reporting period. The ConOps is expected to be finalized in April 2013. The 2013 Program Portfolio was also finalized and included 2 CTA corridors (Ashland Avenue, Western Avenue) and 6 Pace corridors (159th St, Sibley/147th, Roosevelt Rd, Cicero Ave, 95th St, Grand Ave). Both CTA and Pace requested Letters of No Prejudice (LONP) from the RTA to proceed with conducting traffic engineering on these 8 corridors. The traffic engineering will be completed in conjunction with the planned Bus Rapid Transit (BRT) and Arterial Rapid Transit (ART) implementation activities on these corridors by CTA and Pace, respectively. On November 14, 2012, the RTA Board adopted Ordinance 2012-77 authorizing the execution of a contract with URS Corporation (`URS`) for an amount not-to-exceed $1.8 million and for a period of five years. The contract is for URS to provide program management and systems engineering services for the Regional Transit Signal Priority Implementation Program (RTSPIP). The RTA and URS executed a Notice to Proceed on November 19, 2012, the official start date of the Agreement. The Professional Services Agreement was fully executed on December 14, 2012. 11.61.01 ENGINEERING/SIGNAL SYSTEM: The CTA started traffic engineering for the Ashland and Western Ave corridors in January 2013. 11.62.01 PROJECT IMPLEMENTATION: No activities were initiated for this milestone.

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$1,440,000	$1,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	4/15/2012			9/4/2012	
	PROGRESS: Completed.					
2.	Contract Award	7/1/2012			11/19/2012	
	DETAILED DESCRIPTION: Professional Services Agreement Award					
	PROGRESS: Milestone completed.					
3.	Contract Complete	12/31/2017				
	DETAILED					

	DESCRIPTION: Professional Services Agreement Completed					

	Quantity	FTA Amount	Elig. Proj. Cost
11.61.01 ENGINEERING/SIGNAL SYSTEM	0	$5,040,000	$5,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/1/2012				
	DETAILED DESCRIPTION: RFQ Issued or Start of 3rd-Party Grant Process					
2.	Contract or Grant Award(s)	2/1/2013				
	DETAILED DESCRIPTION: Contract or Grant Award(s)					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					

	Quantity	FTA Amount	Elig. Proj. Cost
11.62.01 PROJECT IMPLEMENTATION	0	$29,520,000	$32,800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/1/2012				
	DETAILED DESCRIPTION: RFP/IFB Issued or Start of 3rd-party Grant Process					
2.	Contract Award	2/1/2013				
	DETAILED DESCRIPTION: Contract or Grant Award(s)					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X030-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X030-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X030-00
Brief Desc:	CMAQ FY2012 Regional Transit Signal Prio
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 15, 2012 - Dec. 31, 2017
Gross Project Cost:	$40,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$40,000,000
Total FTA Amt:	$36,000,000
Total State Amt:	$0
Total Local Amt:	$4,000,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$36,000,000
F. Federal Share of Expenditures	$272,571	$226,158	$498,729
G. Recipient Share of Expenditures	$30,286	$25,128	$55,414
H. Total Expenditures(F + G)	$302,857	$251,286	$554,143
I. Federal Share of Unliquidated Obligations			$35,501,271
J. Recipient Share of Unliquidated Obligations			$3,944,586
K. Total Unliquidated Obligations(I + J)			$39,445,857
L. Total Federal Share (F + I)			$36,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$4,000,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

11.79.00 PROJECT ADMINISTRATION: The Concept of Operations document was finalized. The development of the Technical System Requirements document was initiated. A Radio Communications Technology Assessment Assessment was conducted and presented in a Technical Memorandum. The assessment led to the selection of WiFi radio technology and 5.0 GHz frequency as the Regional TSP Radio Communications Technology Standard for bus-to-intersection communications. Initiated the development of a Technical Memorandum for NTCIP/TCIP Standards and Signal Controller TSP Capabilities. Began development of a Communications and Outreach Plan. Three Regional TSP Working Group meetings were held (4/9, 4/30, 5/14) to solict technical requirements for the priority request generator, priority request generator, and central monitoring components. An interoperable TSP demonstration was held on 4/4/13 at the CDOT Signal Shop. URS conducted TSP industry outreach meetings on 5/13/13 to identify controller technology roadmaps. Started setting up structure for SharePoint website to be used for project document sharing. All URS subcontracts were executed. 11.61.01 ENGINEERING/SIGNAL SYSTEM: The CTA started traffic engineering for the Ashland and Western Ave corridors in January 2013. The Pace 2013 TSP corridors have been selected. 11.62.01 PROJECT IMPLEMENTATION: No activities were initiated for this milestone.

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$1,440,000	$1,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	4/15/2012			9/4/2012	
	PROGRESS: Completed.					
2.	Contract Award	7/1/2012			11/19/2012	
	DETAILED DESCRIPTION: Professional Services Agreement Award					
	PROGRESS: Milestone completed.					
3.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Professional Services Agreement Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.01	ENGINEERING/SIGNAL SYSTEM	0	$5,040,000	$5,600,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					
2.	RFP/IFB Issued	9/1/2012	9/1/2013	1		
	DETAILED DESCRIPTION: RFQ Issued or Start of 3rd-Party Grant Process					
3.	Contract or Grant Award(s)	2/1/2013	12/1/2013	1		
	DETAILED DESCRIPTION: Contract or Grant Award(s)					

		Quantity	FTA Amount	Elig. Proj. Cost
11.62.01	PROJECT IMPLEMENTATION	0	$29,520,000	$32,800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Complete	12/31/2017				
	DETAILED DESCRIPTION: Contract Completed					
2.	RFP/IFB Issued	9/1/2012	2/1/2014	1		
	DETAILED DESCRIPTION: RFP/IFB Issued or Start of 3rd-party Grant Process					
3.	Contract Award	2/1/2013	5/1/2014	1		
	DETAILED DESCRIPTION: Contract or Grant Award(s)					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-90-X555-00 Quarterly Narrative Report

Oct. 01, 2011 through Dec. 31, 2011
As Of Jan. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X555-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X555-00
Brief Desc:	Information and Physical Coordinati
FTA Project Mgr:	Andy Minyo
Start/End Date:	Sep. 30, 2006 - Dec. 31, 2007
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$750,140
C. Federal Cash Disbursements			$750,140
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$753,408	$897	$754,305
G. Recipient Share of Expenditures	$188,352	$224	$188,576
H. Total Expenditures(F + G)	$941,761	$1,120	$942,881
I. Federal Share of Unliquidated Obligations			$38,106
J. Recipient Share of Unliquidated Obligations			$9,526
K. Total Unliquidated Obligations(I + J)			$47,632
L. Total Federal Share (F + I)			$792,411
M. Unobligated Balance of Federal Funds (E - L)			$7,589
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$1,898
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on Hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the 4th Quarter the design team consultant (T.Y. Lin International) focused on three activities: 1. Continued to review and respond to Bunting Graphics (the fabricator) requests for information and submittals. 2. The design teamed worked with the RTA and Bunting Graphics to resolve submittal and RFI issues. 3. The design team also worked with the RTA and Bunting Graphics to resolve prototype review comments. As of the end of the 4th Quarter all 111 requests for information (RFI's) were completed. Forty-four of the 47 submittals have been completed. Shop Drawing Submittals 015.1 and 018.1 remain open pending response from Bunting Graphics. Shop Drawing Submittal 017.1 also remains open pending design team review and comment. Due to the delay by the fabricator in responding to these three submittals and closing of the construction season window for 2011, installation re-scheduled to begin the 2nd Quarter of 2012. In addition, the TY Lin contract (Contract No. C006466C) extended to 08/01/12.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$264,000	$330,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	1	5/10/2007	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: Complete					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Complete					
3.	Contract Complete	6/30/2009	6/16/2013	8		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	9	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	8	9/23/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	7		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	6	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	6/30/2007	3/31/2008	7	6/12/2008	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus					

	transfer locations.					
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

Quantity	FTA Amount	Elig. Proj. Cost

12.31.09 ENG/DESIGN - ROUTE SIGNING 0 $536,000 $670,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	3/31/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Milestones were revised to better reflect project completion date.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.33.09 CONSTRUCT ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	8		
	PROGRESS: Note: Fabrication and installation to be funded by scope in FTA grant IL-90-X470.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.08 ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	5	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design					

	(ITPID) project.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.33.08 CONSTRUCT - FURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus stop or terminals, in vehicles, at street level, or other interagency bus-to-bus transfer locations. Examples: large-scaled local area maps, bus-to-rail connection maps.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	6	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.33.08 CONSTRUCTFURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	4	5/17/2010	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail stations or terminals in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations. Designed in a consistent format for posting, printing, or displaying electronically.					

	Examples: System Maps, train route maps, and schedules.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X555-00 Quarterly Narrative Report

Jan. 01, 2012 through Mar. 31, 2012
As Of Apr. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X555-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X555-00
Brief Desc:	Information and Physical Coordinati
FTA Project Mgr:	Andy Minyo
Start/End Date:	Sep. 30, 2006 - Dec. 31, 2007
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$750,140
C. Federal Cash Disbursements			$750,140
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$754,305	$2,330	$756,635
G. Recipient Share of Expenditures	$188,576	$583	$189,159
H. Total Expenditures(F + G)	$942,881	$2,913	$945,794
I. Federal Share of Unliquidated Obligations			$35,775
J. Recipient Share of Unliquidated Obligations			$8,944
K. Total Unliquidated Obligations(I + J)			$44,719
L. Total Federal Share (F + I)			$792,411
M. Unobligated Balance of Federal Funds (E - L)			$7,589
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$1,897
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the quarter TY Lin International continued to provide project management oversight for the RTA. Activities during the quarter included: 1. Review of Bunting`s structural engineering submittals, 2. Review of BGI invoice and project status. 3. Continued coordination with RTA regarding response to submittals. All construction submittals closed out during the quarter, including final Submittals 015.1, 017.1 and 018.1. During the quarter Bunting continued to fabricate `approved` products. Accordingly, due to the delay by the fabricator in responding to submittals 015.1, 017.1 and 018.1 and the closing of the construction season window for 2011, installation re-scheduled to begin the 2nd Quarter of 2012. To accommodate this unexpected delay, Bunting Graphics contract (PO0175) extended to 06/30/12-see Amendment #1. Accordingly the TY Lin International contract (C006466) has been extended to 8/1/12 so that they can continue to provide project management oversight.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$264,000	$330,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	1	5/10/2007	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: Complete					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Complete					
3.	Contract Complete	6/30/2009	6/16/2013	8		
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	9	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	8	9/23/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	7		
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	6	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	6/30/2007	3/31/2008	7	6/12/2008	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					

3.	Contract Complete	6/30/2009	6/16/2013	6		

	Quantity	FTA Amount	Elig. Proj. Cost
11.31.20 ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: This milestone has been completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.09 ENG/DESIGN - ROUTE SIGNING	0	$536,000	$670,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	3/31/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Completed.					

3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Milestones were revised to better reflect project completion date.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.33.09 CONSTRUCT ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	8		
	PROGRESS: Note: Fabrication and installation to be funded by scope in FTA grant IL-90-X470.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.08 ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	5	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					

3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.20 ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.33.08 CONSTRUCT - FURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus stop or terminals, in					

	vehicles, at street level, or other interagency bus-to-bus transfer locations. Examples: large-scaled local area maps, bus-to-rail connection maps.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	6	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

12.33.08 CONSTRUCTFURNITURE & GRAPHICS

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	4	5/17/2010	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail stations or terminals in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations. Designed in a consistent format for posting, printing, or displaying electronically. Examples: System Maps, train route maps, and schedules.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X555-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Jul. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X555-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X555-00
Brief Desc:	Information and Physical Coordinati
FTA Project Mgr:	Andy Minyo
Start/End Date:	Sep. 30, 2006 - Dec. 31, 2007
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$750,140
C. Federal Cash Disbursements			$750,140
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$756,635	$1,229	$757,864
G. Recipient Share of Expenditures	$189,159	$307	$189,466
H. Total Expenditures(F + G)	$945,794	$1,536	$947,330
I. Federal Share of Unliquidated Obligations			$42,136
J. Recipient Share of Unliquidated Obligations			$10,534
K. Total Unliquidated Obligations(I + J)			$52,670
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All inter-agency signage products fabricated and shipped to installer during the quarter. Installation at 95th and Western completed, installation at Joliet 90% complete (two platform information cabinets remain to be installed). Installation at Davis also 90% complete, (bus stops signs along Benson corridor remain only items to be installed at Davis). Waiting on Metra and City of Chicago approval to start installation at Van Buren. RTA meet with CDOT officials to resolve permitting issues on June 18, 2012. Davis installation delayed due to proximity of previously unidentified utility corridor along Benson Avenue, requiring a shallow footing detail for the bus stop bases. Joliet and Van Buren delay due to right-of-access issues with Metra due to revised insurance requirements. Official right-of-access granted on 6/28/12, installation to proceed at Van Buren and Joliet. Joliet, Van Buren and Davis installation to be substantially completed by the 3rd Quarter of 2012. Punch list items may remain in the 4th Quarter. Accordingly, the Bunting Contract (PO0175B) extended to 3/20/13, See Amendment #3.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$264,000	$330,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	1	5/10/2007	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: Complete					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Complete					
3.	Contract Complete	6/30/2009	6/16/2013	8		
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	9	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	8	9/23/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	7		
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	6	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	6/30/2007	3/31/2008	7	6/12/2008	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone					

	has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: This milestone has been completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	ENG/DESIGN - ROUTE SIGNING	0	$536,000	$670,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	3/31/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	

	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	CONSTRUCT ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	8		
	PROGRESS: Note: Fabrication and installation to be funded by scope in FTA grant IL-90-X470.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	5	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	

	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.20 ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.33.08 CONSTRUCT - FURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Design passenger graphics for use at a					

	bus stop or terminals, in vehicles, at street level, or other interagency bus-to-bus transfer locations. Examples: large-scaled local area maps, bus-to-rail connection maps.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	6	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

12.33.08 CONSTRUCTFURNITURE & GRAPHICS

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	4	5/17/2010	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail stations or terminals in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations. Designed in a consistent format for posting, printing, or displaying electronically. Examples: System Maps, train route maps, and schedules.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X555-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Jul. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X555-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X555-00
Brief Desc:	Information and Physical Coordinati
FTA Project Mgr:	Andy Minyo
Start/End Date:	Sep. 30, 2006 - Dec. 31, 2007
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$750,140
C. Federal Cash Disbursements			$750,140
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$756,635	$1,229	$757,864
G. Recipient Share of Expenditures	$189,159	$307	$189,466
H. Total Expenditures(F + G)	$945,794	$1,536	$947,330
I. Federal Share of Unliquidated Obligations			$42,136
J. Recipient Share of Unliquidated Obligations			$10,534
K. Total Unliquidated Obligations(I + J)			$52,670
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All inter-agency signage products fabricated and shipped to installer during the quarter. Installation at 95th and Western completed, installation at Joliet 90% complete (two platform information cabinets remain to be installed). Installation at Davis also 90% complete, (bus stops signs along Benson corridor remain only items to be installed at Davis). Waiting on Metra and City of Chicago approval to start installation at Van Buren. RTA meet with CDOT officials to resolve permitting issues on June 18, 2012. Davis installation delayed due to proximity of previously unidentified utility corridor along Benson Avenue, requiring a shallow footing detail for the bus stop bases. Joliet and Van Buren delay due to right-of-access issues with Metra due to revised insurance requirements. Official right-of-access granted on 6/28/12, installation to proceed at Van Buren and Joliet. Joliet, Van Buren and Davis installation to be substantially completed by the 3rd Quarter of 2012. Punch list items may remain in the 4th Quarter. Accordingly, the Bunting Contract (PO0175B) extended to 3/20/13, See Amendment #3.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$264,000	$330,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	1	5/10/2007	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: Complete					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Complete					
3.	Contract Complete	6/30/2009	6/16/2013	8		
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	9	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	8	9/23/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	7		
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	6	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	6/30/2007	3/31/2008	7	6/12/2008	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone					

	has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: This milestone has been completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	ENG/DESIGN - ROUTE SIGNING	0	$536,000	$670,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	3/31/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	

	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	CONSTRUCT ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	8		
	PROGRESS: Note: Fabrication and installation to be funded by scope in FTA grant IL-90-X470.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	5	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	

	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.08	CONSTRUCT - FURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Design passenger graphics for use at a					

	bus stop or terminals, in vehicles, at street level, or other interagency bus-to-bus transfer locations. Examples: large-scaled local area maps, bus-to-rail connection maps.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	6	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.08	CONSTRUCTFURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	4	5/17/2010	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail stations or terminals in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations. Designed in a consistent format for posting, printing, or displaying electronically. Examples: System Maps, train route maps, and schedules.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X555-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X555-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X555-00
Brief Desc:	Information and Physical Coordinati
FTA Project Mgr:	Andy Minyo
Start/End Date:	Sep. 30, 2006 - Dec. 31, 2007
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$750,140
C. Federal Cash Disbursements			$750,140
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$757,864	$2,795	$760,659
G. Recipient Share of Expenditures	$189,466	$699	$190,165
H. Total Expenditures(F + G)	$947,330	$3,494	$950,824
I. Federal Share of Unliquidated Obligations			$39,341
J. Recipient Share of Unliquidated Obligations			$9,835
K. Total Unliquidated Obligations(I + J)			$49,176
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the quarter TY Lin International continued to provide project management oversight for the RTA. T.Y. Lin activities focused on the continued installation of the ITPID products at the demonstration locations. TY Lin provided revised installation plans for the Joliet platform, as well as for revised installation plans for signs and bus stop foundations for Davis. Preliminary installation plans for Van Buren where also reviewed. During the quarter Davis and Joliet were substantially complete (90% installed). The Van Buren location is tentatively scheduled to be installed by the end of the 4th quarter. Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$264,000	$330,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	1	5/10/2007	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: Complete					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Complete					
3.	Contract Complete	6/30/2009	9/30/2013	9		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the					

	control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

11.33.09 CONSTRUCT - BUS ROUTE SIGNING

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	9	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	8	9/23/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	7		
	PROGRESS: No Change					

11.31.08 ENG/DESIGN - FURNITURE/GRAPHICS

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	6	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus					

	transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	6/30/2007	3/31/2008	7	6/12/2008	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		

	Quantity	FTA Amount	Elig. Proj. Cost
11.31.20 ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: This milestone has been completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align					

	overall schedule, TY Lin contract was extended to 09/30/13.					

12.31.09 ENG/DESIGN - ROUTE SIGNING

Quantity	FTA Amount	Elig. Proj. Cost
0	$536,000	$670,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	3/31/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

12.33.09 CONSTRUCT ROUTE SIGNING

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and					

	nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	8		
	PROGRESS: Note: Fabrication and installation to be funded by scope in FTA grant IL-90-X470.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	5	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.08	CONSTRUCT - FURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus stop or terminals, in vehicles, at street level, or other interagency bus-to-bus transfer locations. Examples:					

	large-scaled local area maps, bus-to-rail connection maps.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	6	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

12.33.08 CONSTRUCTFURNITURE & GRAPHICS

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	4	5/17/2010	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail stations or terminals in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations. Designed in a consistent format for posting, printing, or displaying electronically. Examples: System Maps, train route maps, and schedules.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X555-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X555-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X555-00
Brief Desc:	Information and Physical Coordinati
FTA Project Mgr:	Andy Minyo
Start/End Date:	Sep. 30, 2006 - Dec. 31, 2007
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$764,835
C. Federal Cash Disbursements			$764,835
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$786,301	$0	$786,301
G. Recipient Share of Expenditures	$196,575	$0	$196,575
H. Total Expenditures(F + G)	$982,877	$0	$982,877
I. Federal Share of Unliquidated Obligations			$13,699
J. Recipient Share of Unliquidated Obligations			$3,425
K. Total Unliquidated Obligations(I + J)			$17,123
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the quarter TY Lin International continued to provide project management oversight and construction inspection services for the RTA. Construction phase of the project has been substantially completed, only punch list items remain. Construction phase, including engineering oversight of construction management substantially `closed-out` with the submittal of TY Lin`s Invoice 1303218-56. Minor punch list items remain to be addressed. Remaining grant funds to be used to fund the development and production of the ITPID Design Standards Manual. The design manual funded by this grant IL-90-X555-00 and related grant IL-90-X470-00. Final User Tests at the Davis and Van Buren locations conducted late in the quarter. Results of these User Tests will be used as input to the Design Standards Manual.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$264,000	$330,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	1	5/10/2007	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: Complete					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Complete					
3.	Contract Complete	6/30/2009	9/30/2013	9		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible					

	speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.33.09 CONSTRUCT - BUS ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	9	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	8	9/23/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	9/30/2013	8		
	PROGRESS: No Change					

	Quantity	FTA Amount	Elig. Proj. Cost
11.31.08 ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	6	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone					

	has been completed.					
2.	Contract Award	6/30/2007	3/31/2008	7	6/12/2008	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: This milestone has been completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to					

	09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.09 ENG/DESIGN - ROUTE SIGNING	0	$536,000	$670,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	3/31/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.33.09 CONSTRUCT ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring					

	passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	9/30/2013	9		
	PROGRESS: Note: Fabrication and installation to be funded by scope in FTA grant IL-90-X470.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	5	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost

12.31.20 ENG/DESIGN - MISC RAIL STATION EQUIP 0 $0 $0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.08	CONSTRUCT - FURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus stop or terminals, in vehicles, at street level, or other interagency bus-to-bus transfer locations. Examples: large-scaled local area maps,					

	bus-to-rail connection maps.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	6	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	9/30/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.08	CONSTRUCTFURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	4	5/17/2010	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail stations or terminals in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations. Designed in a consistent format for posting, printing, or displaying electronically. Examples: System Maps, train route maps, and schedules.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	9/30/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X555-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X555-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X555-00
Brief Desc:	Information and Physical Coordinati
FTA Project Mgr:	Andy Minyo
Start/End Date:	Sep. 30, 2006 - Dec. 31, 2007
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$762,341
C. Federal Cash Disbursements			$762,341
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$760,659	$3,166	$763,825
G. Recipient Share of Expenditures	$190,165	$791	$190,956
H. Total Expenditures(F + G)	$950,824	$3,957	$954,781
I. Federal Share of Unliquidated Obligations			$36,175
J. Recipient Share of Unliquidated Obligations			$9,044
K. Total Unliquidated Obligations(I + J)			$45,219
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the quarter TY Lin International continued to provide project management oversight and construction inspection services for the RTA. TY Lin activities focused on the monitoring and coordination of the Van Buren installation. The final location, Van Buren was completed in December. All wayfinding signs and informational products have been installed at the four demonstration locations, except for two overhead way-finding signs at the Davis interagency location. These final `touch up` items to be completed early next quarter. Accordingly, the construction phase of the project has been substantially completed. Final `punch list` walk-throughs conducted at Davis and Van Buren during the quarter. Punch list walk-throughs for Joliet and 95th and Western to be scheduled early next quarter. TY Lin preparing consolidated punch list for all the demonstration locations. Construction phase of the project anticipated to be completed by the second quarter of 2013.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$264,000	$330,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	1	5/10/2007	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: Complete					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Complete					
3.	Contract Complete	6/30/2009	9/30/2013	9		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team					

	is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.33.09 CONSTRUCT - BUS ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	9	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	8	9/23/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	7		
	PROGRESS: No Change					

	Quantity	FTA Amount	Elig. Proj. Cost
11.31.08 ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	6	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					

	PROGRESS: The milestone has been completed.					
2.	Contract Award	6/30/2007	3/31/2008	7	6/12/2008	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	6/16/2013	6		

	Quantity	FTA Amount	Elig. Proj. Cost
11.31.20 ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: This milestone has been completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin					

	contract was extended to 09/30/13.					

12.31.09 ENG/DESIGN - ROUTE SIGNING

Quantity	FTA Amount	Elig. Proj. Cost
0	$536,000	$670,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	3/31/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

12.33.09 CONSTRUCT ROUTE SIGNING

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct					

	interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	8		
	PROGRESS: Note: Fabrication and installation to be funded by scope in FTA grant IL-90-X470.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.08 ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	5	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost

12.31.20 ENG/DESIGN - MISC RAIL STATION EQUIP 0 $0 $0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

11.33.08 CONSTRUCT - FURNITURE & GRAPHICS

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus stop or terminals, in vehicles, at street level, or other interagency bus-to-bus transfer locations. Examples: large-scaled local area maps,					

	bus-to-rail connection maps.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	6	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.08	CONSTRUCTFURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	4	5/17/2010	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail stations or terminals in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations. Designed in a consistent format for posting, printing, or displaying electronically. Examples: System Maps, train route maps, and schedules.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	5		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X555-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X555-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X555-00
Brief Desc:	Information and Physical Coordinati
FTA Project Mgr:	Andy Minyo
Start/End Date:	Sep. 30, 2006 - Dec. 31, 2007
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$764,635
C. Federal Cash Disbursements			$764,635
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$763,825	$22,476	$786,301
G. Recipient Share of Expenditures	$190,956	$5,619	$196,575
H. Total Expenditures(F + G)	$954,781	$28,096	$982,877
I. Federal Share of Unliquidated Obligations			$13,699
J. Recipient Share of Unliquidated Obligations			$3,425
K. Total Unliquidated Obligations(I + J)			$17,123
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the quarter TY Lin International continued to provide project management oversight and construction inspection services for the RTA. All wayfinding signs and informational products have been installed at the four demonstration locations. Final `touch up` items completed during the quarter. The design team produced a final consolidated punch list document during the quarter that was communicated to the fabricator/installer (Bunting Graphics). Accordingly, the construction phase of the project has been substantially completed, only punch list items remain. Construction phase, including engineering oversight of the project anticipated to be `closed-out` by the second quarter of 2013

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$264,000	$330,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	1	5/10/2007	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: Complete					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Complete					
3.	Contract Complete	6/30/2009	9/30/2013	9		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the					

	end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.33.09 CONSTRUCT - BUS ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	9	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	8	9/23/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	9/30/2013	8		
	PROGRESS: No Change					

	Quantity	FTA Amount	Elig. Proj. Cost
11.31.08 ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	6	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					

2.	Contract Award	6/30/2007	3/31/2008	7	6/12/2008	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		

11.31.20 ENG/DESIGN - MISC BUS STATION EQUIPMENT

Quantity	FTA Amount	Elig. Proj. Cost
0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: This milestone has been completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.09 ENG/DESIGN - ROUTE SIGNING	0	$536,000	$670,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	3/31/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	3/31/2008	2	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.33.09 CONSTRUCT ROUTE SIGNING	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring passengers.					

	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	6/16/2013	8		
	PROGRESS: Note: Fabrication and installation to be funded by scope in FTA grant IL-90-X470.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	5	5/10/2007	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2007	7/25/2007	3	5/10/2007	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: Completed.					
2.	Contract Award	6/30/2007	6/12/2008	5	6/12/2008	
	PROGRESS: Completed.					
3.	Contract Complete	6/30/2009	9/30/2013	7		
	PROGRESS: Our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. To align overall schedule, TY Lin contract was extended to 09/30/13.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.08	CONSTRUCT - FURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	5	5/17/2010	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus stop or terminals, in vehicles, at street level, or other interagency bus-to-bus transfer locations. Examples: large-scaled local area maps, bus-to-rail connection maps.					
	PROGRESS: Completed.					

2.	Contract Award	12/31/2007	9/23/2010	6	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	9/30/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.08	CONSTRUCTFURNITURE & GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2007	5/17/2010	4	5/17/2010	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail stations or terminals in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations. Designed in a consistent format for posting, printing, or displaying electronically. Examples: System Maps, train route maps, and schedules.					
	PROGRESS: Completed.					
2.	Contract Award	12/31/2007	9/23/2010	5	9/23/2010	
	PROGRESS: Completed.					
3.	Contract Complete	12/31/2008	9/30/2013	6		
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X470-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X470-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X470-00
Brief Desc:	Information and Physical Coordination
FTA Project Mgr:	Andy Minyo,
Start/End Date:	Jun. 01, 2004 - Dec. 31, 2007
Gross Project Cost:	$1,250,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,250,000
Total FTA Amt:	$1,000,000
Total State Amt:	$0
Total Local Amt:	$250,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,000,000
F. Federal Share of Expenditures	$858,709	$43,205	$901,914
G. Recipient Share of Expenditures	$214,677	$10,801	$225,479
H. Total Expenditures(F + G)	$1,073,386	$54,006	$1,127,393
I. Federal Share of Unliquidated Obligations			$98,086
J. Recipient Share of Unliquidated Obligations			$24,521
K. Total Unliquidated Obligations(I + J)			$122,607
L. Total Federal Share (F + I)			$1,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$250,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Installation of the four demonstration locations substantially complete. The final location, Van Buren was completed in December. All wayfinding signs and informational products have been installed, except for two overhead way-finding signs at the Davis interagency location. The RTA is coordinating with the CTA regarding the installation of these wayfinding signs, which are anticipated to be installed early next quarter. Because the project has been substantially completed fifty percent of the retainage was released to the vendor. In addition, the design team is in the process of preparing a final punch list. Final `punch list` walk-throughs conducted at Davis and Van Buren during the quarter. Punch list walk-throughs for Joliet and 95th and Western to be scheduled early next quarter. It is anticipated that the construction phase of the project will be closed out by mid-June of 2013. Retainage due to the fabricator/installer (Bunting Graphics) to be released when RTA is satisfied that installation is completed.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$202,305	$252,881

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	6	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$76,047	$95,059

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	

2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2007	6/16/2013	10		
	PROGRESS: No Change.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	1	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	ENG/DESIGN - ROUTE SIGNING	0	$410,740	$513,425

	PROGRESS: The milestone has been completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.09 ENG/DESIGN - ROUTE SIGNING	0	$410,740	$513,425

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	4	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.33.09 CONSTRUCT ROUTE SIGNING	0	$310,908	$388,635

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
3.	Contract Complete	12/31/2007	12/13/2012	10		
	PROGRESS: Milestones were revised to better reflect project completion date.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.08 ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone					

	has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
12.31.20 ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X470-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Jul. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X470-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X470-00
Brief Desc:	Information and Physical Coordination
FTA Project Mgr:	Andy Minyo,
Start/End Date:	Jun. 01, 2004 - Dec. 31, 2007
Gross Project Cost:	$1,250,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,250,000
Total FTA Amt:	$1,000,000
Total State Amt:	$0
Total Local Amt:	$250,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$712,599
C. Federal Cash Disbursements			$712,599
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,000,000
F. Federal Share of Expenditures	$764,305	$94,405	$858,709
G. Recipient Share of Expenditures	$191,076	$23,601	$214,677
H. Total Expenditures(F + G)	$955,381	$118,006	$1,073,386
I. Federal Share of Unliquidated Obligations			$138,729
J. Recipient Share of Unliquidated Obligations			$34,682
K. Total Unliquidated Obligations(I + J)			$173,411
L. Total Federal Share (F + I)			$997,438
M. Unobligated Balance of Federal Funds (E - L)			$2,562
N. Total Recipient Share Required			$250,000
O. Remaining Recipient Share to be provided N - (G + J)			$640
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the quarter TY Lin International continued to provide project management oversight for the RTA. Activities during the quarter included: 1. Review and monitoring of Bunting Graphics sign installation at the 95th and Western and Joliet demonstration locations. 2. Preparation for sign installation at the Davis interagency location 3. Continued coordination with Bunting Graphics regarding Metra Right-of-Entries requirements. Installation phase initiated during the quarter and proceeding. However, Metra changed some of their insurance requirements which has impacted ability to install on Metra property, which has caused a delay of 4-6 weeks. Installation proceeding on Joliet and Union Pacific properties. In addition, experiencing delay in securing City of Chicago construction permits for the Van Buren corridor. RTA meet with CDOT officials to resolve permitting issues on June 18, 2012. To align overall schedule, TY Lin contract (C006466) extended to 08/01/12-see Amendment #3.

All inter-agency signage products fabricated and shipped to installer during the quarter. Installation at 95th and Western completed, installation at Joliet 90% complete (two platform information cabinets remain to be installed). Installation at Davis also 90% complete, (bus stops signs along Benson corridor remain only items to be installed at Davis). Waiting on Metra and City of Chicago approval to start installation at Van Buren. RTA meet with CDOT officials to resolve permitting issues on June 18, 2012. Davis installation delayed due to proximity of previously unidentified utility corridor along Benson Avenue, requiring a shallow footing detail for the bus stop bases. Joliet and Van Buren delay due to right-of-access issues with Metra due to revised insurance requirements. Offical right-of-access granted on 6/28/12, installation to proceed at Van Buren and Joliet. Joliet, Van Buren and Davis installation to be substantially completed by the 3rd Quarter of 2012. Punch list items may remain in the 4th Quarter. Accordingly, the Bunting Contract (PO0175B) extended to 3/20/13, See Amendment #3.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$202,305	$252,881

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for					

	interagency bus-to-bus transferring pessangers.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	6	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$76,047	$95,059

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2007	6/16/2013	10		
	PROGRESS: No Change.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED					

	DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	1	6/30/2004	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	ENG/DESIGN - ROUTE SIGNING	0	$410,740	$513,425

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	4	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	CONSTRUCT ROUTE SIGNING	0	$310,908	$388,635

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring passengers.					
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
3.	Contract Complete	12/31/2007	12/13/2012	10		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

		Orig. Est.	Rev. Est.		Actual	Cont.

	Milestone Description	Comp. Date	Comp. Date	# Rev	Comp. Date	Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X470-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X470-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X470-00
Brief Desc:	Information and Physical Coordination
FTA Project Mgr:	Andy Minyo,
Start/End Date:	Jun. 01, 2004 - Dec. 31, 2007
Gross Project Cost:	$1,250,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,250,000
Total FTA Amt:	$1,000,000
Total State Amt:	$0
Total Local Amt:	$250,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$858,709
C. Federal Cash Disbursements			$858,709
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,000,000
F. Federal Share of Expenditures	$858,709	$0	$858,709
G. Recipient Share of Expenditures	$214,677	$0	$214,677
H. Total Expenditures(F + G)	$1,073,386	$0	$1,073,386
I. Federal Share of Unliquidated Obligations			$141,291
J. Recipient Share of Unliquidated Obligations			$35,323
K. Total Unliquidated Obligations(I + J)			$176,614
L. Total Federal Share (F + I)			$1,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$250,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

*Please note: This quarter, within the next tab, `Milestone Status` The Milestone Detail Descriptions have been altered to align with the requirements of Chapter 8-Project Management pages 14-15 see language `9. The Milestone Detail Description comment field is used for entering additional information about a specific Milestone. The Milestone Progress comment field is used for entering an explanation for the revised date on a specific Milestone.`

During the quarter Bunting Graphics made substantial progress at installing the interagency signage at at Davis and Joliet. The Van Buren location is tentatively scheduled to be installed by the end of the 4th quarter. Therefore, by the end of the quarter three of the four locations have been mostly installed; 95th and Western 100% complete, Joliet 90% complete and Davis 90% complete. Two platform cabinets at Joliet and four bus stop products at Davis remain to be installed. These installations are scheduled to be completed early in the 4th quarter. However, our vendor (Bunting Graphics) has experienced delay in securing the necessary City of Chicago and Chicago Park District construction permits for the Van Buren corridor. Please note this delay is outside the control of our vendor. The team is working at best possible speed to complete the remaining installations by the end of the 4th quarter. Please note no funds expended this quarter, installation costs `built into` fabrication costs. Retainage remains, construction inspector preparing punch list. Retainage to be released when RTA is satisfied that project is complete.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$202,305	$252,881

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	6	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.33.09 CONSTRUCT - BUS ROUTE SIGNING	0	$76,047	$95,059

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2007	6/16/2013	10		
	PROGRESS: No Change.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.31.08 ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.31.20 ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	1	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	4	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	CONSTRUCT ROUTE SIGNING	0	$310,908	$388,635

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
3.	Contract Complete	12/31/2007	6/15/2013	11		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

Quantity FTA Amount Elig. Proj. Cost

12.31.20 ENG/DESIGN - MISC RAIL STATION EQUIP 0 $0 $0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-90-X470-00 Quarterly Narrative Report

Oct. 01, 2011 through Dec. 31, 2011
As Of Jan. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X470-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X470-00
Brief Desc:	Information and Physical Coordination
FTA Project Mgr:	Andy Minyo,
Start/End Date:	Jun. 01, 2004 - Dec. 31, 2007
Gross Project Cost:	$1,250,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,250,000
Total FTA Amt:	$1,000,000
Total State Amt:	$0
Total Local Amt:	$250,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$712,599
C. Federal Cash Disbursements			$712,599
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,000,000
F. Federal Share of Expenditures	$679,643	$51,971	$731,614
G. Recipient Share of Expenditures	$169,911	$12,992	$182,903
H. Total Expenditures(F + G)	$849,554	$64,963	$914,517
I. Federal Share of Unliquidated Obligations			$194,214
J. Recipient Share of Unliquidated Obligations			$48,553
K. Total Unliquidated Obligations(I + J)			$242,767
L. Total Federal Share (F + I)			$925,828
M. Unobligated Balance of Federal Funds (E - L)			$74,172
N. Total Recipient Share Required			$250,000
O. Remaining Recipient Share to be provided N - (G + J)			$18,544
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on Hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the 4th Quarter Bunting Graphics continued to make progress responding to RTA and design team comments regarding construction submittals. During the reporting period Bunting Graphics also responded to the prototype review comments from the RTA and the design team. As of the end of the reporting period, all of the requests for information (RFI's) were completed. In addition, 44 of the 47 submittals have been completed. Shop Drawing Submittals 015.1 and 018.1 remain open pending response from Bunting Graphics. Shop Drawing Submittal 017.1 also remains open pending design team review and comment. Accordingly, due to the delay by the fabricator in responding to submittals 015.1, 017.1 and the closing of the construction season window for 2011, installation re-scheduled to begin the 2nd Quarter of 2012. To accommodate this unexpected delay, Bunting Graphics contract (PO0175) extended to 06/30/12.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$177,828	$222,285

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	6	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$92,226	$115,282

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					
3.	Contract Complete	12/31/2007	6/16/2013	10		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	DETAILED					

	DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	1	6/30/2004	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	ENG/DESIGN - ROUTE SIGNING	0	$361,044	$451,305

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for					

	interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	4	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	CONSTRUCT ROUTE SIGNING	0	$368,902	$461,128

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					
3.	Contract Complete	12/31/2007	6/16/2013	9		
	PROGRESS: Milestones were revised to better reflect project completion date.					

	Quantity	FTA Amount	Elig. Proj. Cost

12.31.08 ENG/DESIGN - FURNITURE/GRAPHICS 0 $0 $0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X470-00 Quarterly Narrative Report

Jan. 01, 2012 through Mar. 31, 2012
As Of Apr. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X470-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X470-00
Brief Desc:	Information and Physical Coordination
FTA Project Mgr:	Andy Minyo,
Start/End Date:	Jun. 01, 2004 - Dec. 31, 2007
Gross Project Cost:	$1,250,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,250,000
Total FTA Amt:	$1,000,000
Total State Amt:	$0
Total Local Amt:	$250,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$712,599
C. Federal Cash Disbursements			$712,599
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,000,000
F. Federal Share of Expenditures	$731,614	$32,691	$764,305
G. Recipient Share of Expenditures	$182,903	$8,173	$191,076
H. Total Expenditures(F + G)	$914,517	$40,864	$955,381
I. Federal Share of Unliquidated Obligations			$161,523
J. Recipient Share of Unliquidated Obligations			$40,381
K. Total Unliquidated Obligations(I + J)			$201,904
L. Total Federal Share (F + I)			$925,827
M. Unobligated Balance of Federal Funds (E - L)			$74,173
N. Total Recipient Share Required			$250,000
O. Remaining Recipient Share to be provided N - (G + J)			$18,543
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All construction submittals closed out during the quarter, including final Submittals 015.1, 017.1 and 018.1. During the quarter, Bunting continued to fabricate `approved` products. Forty-four items out of 99 are 100% complete. The February 2012 application for payment for an accounting of products that still need to be fabricated is being reviewed. Due to the delay by the fabricator in responding to submittals 015.1, 017.1 and 018.1 and the closing of the construction season window for 2011, installation has been re-scheduled to begin during the 2nd Quarter of 2012. Additionally, there has also been delays associated with the local permitting process, especially for the downtown Chicago location (Van Buren). Due to these additional unforeseen delays related to fabrication and permitting, the project team is contemplating extending the contract term past 06/30/12.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$202,305	$252,881

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	DETAILED DESCRIPTION: Design and Engineering Request for Proposals to provide for wayfinding signs for interagency bus-to-bus transferring pessangers.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	6	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$76,047	$95,059

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
	DETAILED DESCRIPTION: Construct and install wayfinding signs at bus stops, terminals, and nearby streets to direct interagency transferring passengers.					
	PROGRESS: Budget Line Items and Milestones were revised to better align with the scope of services and budget of the Interagency Transit Passenger Information Design (ITPID) project.					
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2007	6/16/2013	10		
	PROGRESS: No Change.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	DETAILED DESCRIPTION: Design passenger graphics for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					

	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	1	6/30/2004	
	DETAILED DESCRIPTION: Design passenger information products for use at a bus or stop terminal, in vehicles, at street level, or other interagency bus-to-bus transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	ENG/DESIGN - ROUTE SIGNING	0	$410,740	$513,425

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	DETAILED DESCRIPTION: Design and engineer wayfinding signs for interagency rail-to-bus and rail to rail transferring passengers					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	4	6/13/2005	

	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	4	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	CONSTRUCT ROUTE SIGNING	0	$310,908	$388,635

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
	DETAILED DESCRIPTION: Construct and install way finding signs at rail stations, rail terminals, and nearby streets to direct interagency transferring passengers.					
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
3.	Contract Complete	12/31/2007	12/13/2012	10		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED DESCRIPTION: Design passenger graphics for use at rail stations or terminal, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	

	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	DETAILED DESCRIPTION: Design passenger informational products for use at a rail station or terminals, in vehicles, at street level, or other interagency rail-to-bus or rail-to-rail transfer locations.					
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X470-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X470-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X470-00
Brief Desc:	Information and Physical Coordination
FTA Project Mgr:	Andy Minyo,
Start/End Date:	Jun. 01, 2004 - Dec. 31, 2007
Gross Project Cost:	$1,250,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,250,000
Total FTA Amt:	$1,000,000
Total State Amt:	$0
Total Local Amt:	$250,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$906,379
C. Federal Cash Disbursements			$906,379
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,000,000
F. Federal Share of Expenditures	$901,914	$10,466	$912,380
G. Recipient Share of Expenditures	$225,479	$2,616	$228,095
H. Total Expenditures(F + G)	$1,127,393	$13,082	$1,140,475
I. Federal Share of Unliquidated Obligations			$87,620
J. Recipient Share of Unliquidated Obligations			$21,905
K. Total Unliquidated Obligations(I + J)			$109,525
L. Total Federal Share (F + I)			$1,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$250,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Two remaining overhead way-finding signs at the Davis interagency location installed during the quarter. Accordingly, original installation scope at the four demonstration locations substantially complete, punch list items remain. Final punch list communicated to vendor (Bunting Graphics). During the quarter vendor initiated punch list items. It is anticipated that the construction phase of the project will be closed out by mid-June of 2013. Retainage due to the fabricator/installer (Bunting Graphics) to be released when RTA is satisfied that all installation punch list items have been addressed. Final Design Guideline initiated, to be completed by the end of the 3rd quarter.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$202,305	$252,881

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	6	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	9/30/2013	5		
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$76,047	$95,059

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
	PROGRESS: This milestone has been completed.					

3.	Contract Complete	12/31/2007	9/30/2013	11		
	PROGRESS: No Change.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	1	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	ENG/DESIGN - ROUTE SIGNING	0	$410,740	$513,425

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	

	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	4	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	9/30/2013	5		
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	CONSTRUCT ROUTE SIGNING	0	$310,908	$388,635

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
3.	Contract Complete	12/31/2007	9/30/2013	12		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

		Orig. Est.	Rev. Est.		Actual	Cont.

	Milestone Description	Comp. Date	Comp. Date	# Rev	Comp. Date	Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X470-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X470-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X470-00
Brief Desc:	Information and Physical Coordination
FTA Project Mgr:	Andy Minyo,
Start/End Date:	Jun. 01, 2004 - Dec. 31, 2007
Gross Project Cost:	$1,250,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,250,000
Total FTA Amt:	$1,000,000
Total State Amt:	$0
Total Local Amt:	$250,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$912,962
C. Federal Cash Disbursements			$912,962
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,000,000
F. Federal Share of Expenditures	$912,380	$7,167	$919,547
G. Recipient Share of Expenditures	$228,095	$1,792	$229,887
H. Total Expenditures(F + G)	$1,140,475	$8,958	$1,149,433
I. Federal Share of Unliquidated Obligations			$80,453
J. Recipient Share of Unliquidated Obligations			$20,113
K. Total Unliquidated Obligations(I + J)			$100,567
L. Total Federal Share (F + I)			$1,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$250,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During the reporting quarter all remaining products installed at the four interagency demonstration locations. RTA in consultation with the design team prepared a final punch list, detailing specific issues that Bunting Graphics must address. Early in the reporting quarter, Bunting Graphics started to address some of the punch list items. However, there was some unexpected delay on part of Bunting Graphics in addressing the remaining items on the punch list. Final payment Bunting Graphics for the fabrication/installation phase will be released only when the RTA is satisfied that all installation punch list items have been satisfactorily addressed. In addition, during the reporting quarter the Final Design Standards Manual was initiated by the design team (TY Lin and Carol Naughton Associates). The Final Design Standards Manual to be completed by the end of the 3rd quarter. The preparation of the design manual funded by grant IL-90-X555-00 and grant IL-90-X470-00. Final User Tests at the Davis and Van Buren locations conducted late in the reporting quarter. Results of these User Tests will be used by the design team as input to Design Standards Manual.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$202,305	$252,881

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	6	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	9/30/2013	5		
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.33.09	CONSTRUCT - BUS ROUTE SIGNING	0	$76,047	$95,059

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2007	9/30/2013	11		
	PROGRESS: No Change.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.20	ENG/DESIGN - MISC BUS STATION EQUIPMENT	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	1	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	5	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.09	ENG/DESIGN - ROUTE SIGNING	0	$410,740	$513,425

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004			6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	4	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	9/30/2013	5		
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.33.09	CONSTRUCT ROUTE SIGNING	0	$310,908	$388,635

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	3/31/2005	5/17/2010	8	5/17/2010	
2.	Contract Award	6/30/2005	9/23/2010	7	9/23/2010	
3.	Contract Complete	12/31/2007	9/30/2013	12		
	PROGRESS: Milestones were revised to better reflect project completion date.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.08	ENG/DESIGN - FURNITURE/GRAPHICS	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
12.31.20	ENG/DESIGN - MISC RAIL STATION EQUIP	0	$0	$0

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	6/30/2004	6/30/2004	2	6/30/2004	
	PROGRESS: The milestone has been completed.					
2.	Contract Award	3/31/2005	6/13/2005	5	6/13/2005	
	PROGRESS: The milestone has been completed.					
3.	Contract Complete	12/31/2007	6/14/2007	6	6/14/2007	
	PROGRESS: The milestone has been completed.					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-57-X019-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Aug. 14, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X019-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X019-00
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$3,531,442
Adjustment Amt:	$0
Total Eligible Cost:	$3,531,442
Total FTA Amt:	$1,853,289
Total State Amt:	$0
Total Local Amt:	$1,678,153
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,853,289
F. Federal Share of Expenditures	$0	$7,000	$7,000
G. Recipient Share of Expenditures	$0	$7,000	$7,000
H. Total Expenditures(F + G)	$0	$14,000	$14,000
I. Federal Share of Unliquidated Obligations			$1,758,721
J. Recipient Share of Unliquidated Obligations			$1,758,721
K. Total Unliquidated Obligations(I + J)			$3,517,442
L. Total Federal Share (F + I)			$1,765,721
M. Unobligated Balance of Federal Funds (E - L)			$87,568
N. Total Recipient Share Required			$1,678,153
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

This FFR review is not a verification of data entered by the grantee, but rather note exceptions to projects with zero unliquidated federal obligation balances, program income and cash on hand balances.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview

The grant application for IL-57-X019-00 was submitted on April 3, 2012; awarded by FTA on April 13, 2012 and executed by the RTA on May 8, 2012.
As of the end of the Third Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress

Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(NF) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent New Freedom grant (IL-57-X003-04). When those funds are expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and AID.

Hanover Township
Volunteer Express (VE)
(NF) (Operating Assistance at 100%) A pre-implementation meeting for project start-up occurred on May 8, 2012. It consisted of an on-site visit and subrecipient document review. The grantee is in compliance with requirements.

A Technical Service Agreement (TSA), RTA's subrecipient contract, was mailed to Hanover Township on May 29, 2012. It is being reviewed by the subrecipient's legal counsel.

During June the subrecipient recruited volunteers and provided 16 one-way rides.

Lake County
Lake County Northwest Demo Project
(NF) (Operating Assistance) The subrecipient continues to expend funds awarded under the concurrent New Freedom grant (IL-57-X003-04). When those funds are expended a new Technical Service Agreement (TSA),

RTA's subrecipient contract, will be executed between the RTA and Lake County.

Will County
Will County Mobility Mgmt Program
(NF) (Operating Assistance, Mobility Management and Mobility Management Capital)

A Technical Service Agreement (TSA), RTA's subrecipient contract, was mailed to Will County on May 29, 2012. It is being reviewed by the subrecipient's legal counsel.

A pre-implementation meeting for project start-up was held on June 19, 2012. It consisted of an on-site visit and requirement discussion. The subrecipient turned in required documents for review.

On June 20, 2012 Washington Township, a subrecipient under New Freedom grant IL-57-X003, requested that remaining funds assigned to their project be transferred to Will County. Will County is a subrecipient under the new New Freedom grant (IL-57-X019) and its project incorporates the services of Washington Township. Will County's New Freedom TSA will be amended to incorporate this request. No grant amendment is required.

11.7L.00 JARC Mobility Management
Progress: No Change

30.09.01 JARC Operating Assistance
Progress: A TSA was mailed to Will County

30.09.01 JARC Operating Assistance
Progress: A TSA was mailed to Hanover Township.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$212,908	$266,134

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer					

	Software					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2016				

	Quantity	FTA Amount	Elig. Proj. Cost
30.09.01 New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$1,624,927	$3,249,854

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					
2.	FINAL EXPENDITURE	3/31/2016				
	DETAILED DESCRIPTION: Operating Assistance					

	Quantity	FTA Amount	Elig. Proj. Cost
30.09.01 New Freedom OPERATING ASSISTANCE 100% FEDERAL SHARE	0	$15,454	$15,454

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2013				
	DETAILED DESCRIPTION: Hanover Township					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X019-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X019-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X019-00
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$3,531,442
Adjustment Amt:	$0
Total Eligible Cost:	$3,531,442
Total FTA Amt:	$1,853,289
Total State Amt:	$0
Total Local Amt:	$1,678,153
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,853,289
F. Federal Share of Expenditures	$7,000	$910	$7,910
G. Recipient Share of Expenditures	$7,000	-$5,800	$1,200
H. Total Expenditures(F + G)	$14,000	-$4,890	$9,110
I. Federal Share of Unliquidated Obligations			$1,845,379
J. Recipient Share of Unliquidated Obligations			$1,676,953
K. Total Unliquidated Obligations(I + J)			$3,522,332
L. Total Federal Share (F + I)			$1,853,289
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$1,678,153
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

PLEASE NOTE: Because the RTA accounting system is cash based; we prepare the FFR on a accrual basis. Last quarter, the accrual expenditures were OVER-ESTIMATED, which is the result of the negative number in lines G and F.

Part 4. Milestone/Progress Report

Project Status Overview

2012 Fourth Quarter (July 1, 2012-September 30, 2012) IL-57-X019, New Freedom Grant

Part 4. Milestone/Progress Report
Project Status Overview
The grant application for IL-57-X019-00 was submitted on April 3, 2012; awarded by FTA on April 13, 2012 and executed by the RTA on May 8, 2012.
As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(NF) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent New Freedom grant (IL-57-X003-04). When those funds are expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and AID.

Hanover Township
Volunteer Express (VE)
(NF) (Operating Assistance at 100%) A Technical Service Agreement (TSA, NF-2011-02), RTA's subrecipient contract, with Hanover Township was executed with a term of June 1, 2012 to May 31, 2014.

Information on the service was provided to the public through a newspaper article and the township's newsletter. An informational brochure was prepared for distribution to area agencies, senior living facilities, local park districts and religious organizations.

In 2012 three volunteers provided 16 trips in June and 18 trips in July. Additionally, four volunteers provided 50 trips in August.

Lake County
Lake County Northwest Demo Project
(NF) (Operating Assistance) The subrecipient continues to expend New Freedom funds awarded under the

concurrent New Freedom grant (IL-57-X003-04). When those funds are expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and Lake County.

Will County
Will County Mobility Mgmt Program
(NF) (Operating Assistance, Mobility Management and Mobility Management Capital)

A Technical Service Agreement (TSA, NF-2011-01), RTA's subrecipient contract, with Will County Township was executed with a term of June 1, 2012 to May 31, 2014.

RTA sent Will County a follow up to the pre-implementation meeting on July 5, 2012 and received a response on September 6, 2012. Follow up documents are being reviewed.

RTA continues to work with Will County and Washington Township on incorporating funds Washington Township had received as a subrecipient under New Freedom grant IL-57-X003, into Will County's agreement. No Federal grant amendment is required.

Will County transit service is being provided by Washington Township. No requisitions have been submitted for analysis and reimbursement.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$212,908	$266,134

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$1,624,927	$3,249,854

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	

	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					
2.	FINAL EXPENDITURE	3/31/2016				
	DETAILED DESCRIPTION: Operating Assistance					

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE 100% FEDERAL SHARE	0	$15,454	$15,454

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2013				
	DETAILED DESCRIPTION: Hanover Township					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X019-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X019-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X019-00
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$3,531,442
Adjustment Amt:	$0
Total Eligible Cost:	$3,531,442
Total FTA Amt:	$1,853,289
Total State Amt:	$0
Total Local Amt:	$1,678,153
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$7,281
C. Federal Cash Disbursements			$7,281
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,853,289
F. Federal Share of Expenditures	$7,910	$287,773	$295,683
G. Recipient Share of Expenditures	$1,200	$272,570	$273,770
H. Total Expenditures(F + G)	$9,110	$560,343	$569,453
I. Federal Share of Unliquidated Obligations			$1,557,606
J. Recipient Share of Unliquidated Obligations			$1,404,383
K. Total Unliquidated Obligations(I + J)			$2,961,989
L. Total Federal Share (F + I)			$1,853,289
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$1,678,153
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview:

The grant application for IL-57-X019-00 was submitted on April 3, 2012; awarded by FTA on April 13, 2012 and executed by the RTA on May 8, 2012.
As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress:
Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(NF) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent New Freedom grant (IL-57-X003-04). When those funds are expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and AID.

Hanover Township:
Volunteer Express (VE)
(NF) (Operating Assistance at 100%) A Technical Service Agreement (TSA, NF-2011-02), RTA's subrecipient contract, with Hanover Township was executed with a term of June 1, 2012 to May 31, 2014.

In October 2012 three volunteers provided 49 trips.

Lake County:
Lake County Northwest Demo Project
(NF) (Operating Assistance) The subrecipient continues to expend New Freedom funds awarded under the concurrent New Freedom grant IL-57-X003-04. A new Technical Service Agreement (TSA NF-2011-03) was executed between the RTA and Lake County with a term of October 1, 2012 to September 30, 2014.

The project ridership was 1,368 in August 2012.

Will County:
Will County Mobility Mgmt Program
(NF) (Operating Assistance, Mobility Management and Mobility Management Capital)

A Technical Service Agreement (TSA, NF-2011-01), RTA's subrecipient contract, with Will County Township

was executed with a term of June 1, 2012 to May 31, 2014.

RTA continues reviewing follow up documents received from Will County as part of the project implementation meetings.

RTA continues to work with Will County and Washington Township on incorporating funds Washington Township had received as a subrecipient under New Freedom grant IL-57-X003 into Will County's agreement.

No Federal grant amendment is required.

Will County and Washington Township are still engaged in the transition to the new project structure.

Will County's Mobility Manager started work in September 2012. Requisitions have been paid for Mobility Management staff expenses.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$212,908	$266,134

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$1,624,927	$3,249,854

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					
2.	FINAL EXPENDITURE	3/31/2016				

	DETAILED DESCRIPTION: Operating Assistance					

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE 100% FEDERAL SHARE	0	$15,454	$15,454

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2013				
	DETAILED DESCRIPTION: Hanover Township					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X019-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X019-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X019-00
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$3,531,442
Adjustment Amt:	$0
Total Eligible Cost:	$3,531,442
Total FTA Amt:	$1,853,289
Total State Amt:	$0
Total Local Amt:	$1,678,153
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$33,001
C. Federal Cash Disbursements			$33,001
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,853,289
F. Federal Share of Expenditures	$295,683	$208,518	$504,201
G. Recipient Share of Expenditures	$273,770	$200,413	$474,183
H. Total Expenditures(F + G)	$569,453	$408,931	$978,384
I. Federal Share of Unliquidated Obligations			$1,349,088
J. Recipient Share of Unliquidated Obligations			$1,203,970
K. Total Unliquidated Obligations(I + J)			$2,553,058
L. Total Federal Share (F + I)			$1,853,289
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$1,678,153
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview:

Project Status Overview
The grant application for IL-57-X019-00 was submitted on April 3, 2012; awarded by FTA on April 13, 2012 and executed by the RTA on May 8, 2012.
As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(NF) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent New Freedom grant (IL-57-X003-04).

A 2011 Technical Service Agreement (TSA-2011-04) has been prepared and is under review.

Hanover Township
Volunteer Express (VE)
(NF) (Operating Assistance at 100%) The Technical Service Agreement (TSA, NF-2011-02), RTA's subrecipient contract, with Hanover Township has a term of June 1, 2012 to May 31, 2014.

In February 2013 six volunteers provided 18 trips.

Lake County
Lake County Northwest Demo Project
(NF) (Operating Assistance) The subrecipient continues to expend New Freedom funds awarded under the concurrent New Freedom grant IL-57-X003-04.

The Technical Service Agreement (TSA NF-2011-03) has a term of October 1, 2012 to September 30, 2014.

RTA Planning Department staff conducted a site review on December 10, 2012. The subrecipient was found compliant in March 2013.

The project ridership was 1,435 in November 2012.

Will County
Will County Mobility Mgmt Program
(NF) (Operating Assistance, Mobility Management and Mobility Management Capital)

Amendment No. 1 the Technical Service Agreement (TSA, NF-2011-01) is under review and will formally incorporate funds from Washington Township into the Will County projects.

RTA continues reviewing follow up documents received from Will County as part of the project implementation meetings.

No Federal grant amendment is required.

RTA continues to work with Will County as they and Washington Township transition to the new project structure.

Will County's Mobility Manager started work in September 2012. RTA continues to process requisitions for the Mobility Manager.

Budget

11.7L.00 JARC Mobility Management
Progress: Requisitions have been paid.

30.09.01 JARC Operating Assistance
Progress: TSAs are under review for execution.

30.09.01 JARC Operating Assistance
Progress: Project continues on time and within budget.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$212,908	$266,134

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$1,624,927	$3,249,854

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					
2.	FINAL EXPENDITURE	3/31/2016				
	DETAILED DESCRIPTION: Operating Assistance					

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE 100% FEDERAL SHARE	0	$15,454	$15,454

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2013	5/31/2014	1		
	DETAILED DESCRIPTION: Hanover Township					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X019-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X019-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X019-00
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$3,531,442
Adjustment Amt:	$0
Total Eligible Cost:	$3,531,442
Total FTA Amt:	$1,853,289
Total State Amt:	$0
Total Local Amt:	$1,678,153
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$428,203
C. Federal Cash Disbursements			$428,203
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,853,289
F. Federal Share of Expenditures	$504,201	$393,602	$897,803
G. Recipient Share of Expenditures	$474,183	$381,079	$855,262
H. Total Expenditures(F + G)	$978,384	$774,681	$1,753,065
I. Federal Share of Unliquidated Obligations			$955,486
J. Recipient Share of Unliquidated Obligations			$822,891
K. Total Unliquidated Obligations(I + J)			$1,778,377
L. Total Federal Share (F + I)			$1,853,289
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$1,678,153
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Part 4. Milestone/Progress Report
Project Status Overview
The grant application for IL-57-X019-00 was submitted on April 3, 2012; awarded by FTA on April 13, 2012 and executed by the RTA on May 8, 2012.

As of the end of the Third Quarter FFY 2013 the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(NF) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent New Freedom grant (IL-57-X003-04).

A 2011 Technical Service Agreement (TSA NF-2011-04) is in the process of being executed

Hanover Township
Volunteer Express (VE)
(NF) (Operating Assistance at 100%) The Technical Service Agreement (TSA, NF-2011-02), RTA's subrecipient contract, with Hanover Township has a term of June 1, 2012 to May 31, 2014.

In April 2013 nine volunteers provided 12 trips.

Lake County
Lake County Northwest Demo Project
(NF) (Operating Assistance) The subrecipient continues to expend New Freedom funds awarded under the concurrent New Freedom grant IL-57-X003-04.

The Technical Service Agreement (TSA NF-2011-03) has a term of October 1, 2012 to September 30, 2014.

The project ridership for both JARC and New Freedom was 1,376 in February 2013

Will County
Will County Mobility Mgmt Program

(NF) (Operating Assistance, Mobility Management and Mobility Management Capital)

Amendment No. 1 the Technical Service Agreement (TSA, NF-2011-01) was executed and incorporates funds from Washington Township into the Will County project. Washington Township is within Will County and the service will be reported as the County Mobility Management Program in the future.

Will County and its project partners are developing intergovernmental agreements. As a part on that effort the county is forming a Paratransit Council that eventually will set policy for the project. The first council meeting was June 14, 2013.

Will County's Mobility Manager started work in September 2012. RTA continues to review and process requisitions for the Mobility Manager.

Budget

11.7L.00 JARC Mobility Management
Progress: Requisitions are being submitted, reviewed and paid.

30.09.01 JARC Operating Assistance
Progress: Within schedule and budget.

30.09.01 JARC Operating Assistance at 100%
Progress: Requisitions are being submitted, reviewed and paid.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$212,908	$266,134

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$1,624,927	$3,249,854

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					
2.	FINAL EXPENDITURE	3/31/2016				
	DETAILED DESCRIPTION: Operating Assistance					

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE 100% FEDERAL SHARE	0	$15,454	$15,454

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	4/1/2012			4/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	3/31/2013	5/31/2014	1		
	DETAILED DESCRIPTION: Hanover Township					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-57-X022-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 12, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X022-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X022-00
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jun. 01, 2013 - May. 31, 2016
Gross Project Cost:	$2,059,080
Adjustment Amt:	$0
Total Eligible Cost:	$2,059,080
Total FTA Amt:	$1,080,860
Total State Amt:	$0
Total Local Amt:	$978,220
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$0
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

For Grant Execution purposes, although pre-award authority was granted, there hasn't been any expenditures associated with the projects that will fund this grant.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$13,040	$16,300

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	6/1/2013				
	DETAILED DESCRIPTION: AID-Ride in Kane Mobility Management for mobility coordinator.					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	5/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$974,959	$1,949,919

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	6/1/2013				
	DETAILED DESCRIPTION: AID-Ride in Kane Operating Assistance					
	PROGRESS: Project operations continue.					
2.	FINAL EXPENDITURE	5/31/2016				
	DETAILED DESCRIPTION: Operating Assistance					

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE 100% FEDERAL SHARE	0	$12,382	$12,382

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	6/1/2013				
	DETAILED DESCRIPTION: Hanover Township Operating Assistance					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	5/31/2016				
	DETAILED DESCRIPTION: Hanover Township					

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$80,479	$80,479

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	6/1/2013				
	DETAILED DESCRIPTION: Program Administration to RTA, AID-Ride in Kane Administration Budget,and Hanover Township Administration					
2.	Final Expenditure	5/31/2016				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X022-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X022-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X022-00
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Jun. 01, 2013 - May. 31, 2016
Gross Project Cost:	$2,059,080
Adjustment Amt:	$0
Total Eligible Cost:	$2,059,080
Total FTA Amt:	$1,080,860
Total State Amt:	$0
Total Local Amt:	$978,220
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$1,080,860
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$1,080,860
N. Total Recipient Share Required			$978,220
O. Remaining Recipient Share to be provided N - (G + J)			$978,220
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

New grant.

Part 4. Milestone/Progress Report

Project Status Overview

Part 4. Milestone/Progress Report
Project Status Overview
The grant application for IL-57-X022-00 was submitted on May 31, 2013; awarded by FTA on June 7, 2013 and executed by the RTA on June 18, 2013.
As of the end of the Third Quarter the purpose of this grant is being achieved. Projects within the grant are beginning without delay, on time and within budget. All subrecipients are demonstrating competence and are in control of their individual projects.

Project Progress
Association for Individual Development (AID)
Ride in Kane, Phases 9 and 10
(NF) (Operating Assistance, Mobility Management and 100%Project Administration) The subrecipient continues to expend funds awarded under the previous New Freedom grant (IL-57-X019).

The phases under this award have not begun.

Hanover Township
Volunteer Express (VE)
(NF) (Operating Assistance at 100% and 100% Project Adminsitration)

The subrecipient continues to expend funds awarded under the previous New Freedom grant (IL-57-X019).

The phase under this award has not begun.

RTA Program Administration
(NF) (100% Program Administration)
The program has not begun at this time.

Budget

11.7L.00 New Freedom Mobility Management

Progress: No Requisitions have been submitted or reimbursed.

30.09.01 New Freedom Operating Assistance
Progress: No Requisitions have been submitted or reimbursed

30.09.01 New Freedom 100% Operating Assistance
Progress: No Requisitions have been submitted or reimbursed

11.80.00 New Freedom Program Administration
Progress: No Requisitions have been submitted or reimbursed

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$13,040	$16,300

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	6/1/2013				
	DETAILED DESCRIPTION: AID-Ride in Kane Mobility Management for mobility coordinator.					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	5/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$974,959	$1,949,919

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	6/1/2013				
	DETAILED DESCRIPTION: AID-Ride in Kane Operating Assistance					
	PROGRESS: Project operations continue.					
2.	FINAL EXPENDITURE	5/31/2016				
	DETAILED DESCRIPTION: Operating Assistance					

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE 100% FEDERAL SHARE	0	$12,382	$12,382

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	6/1/2013				
	DETAILED DESCRIPTION: Hanover Township Operating Assistance					
	PROGRESS: In progress					
2.	FINAL EXPENDITURE	5/31/2016				
	DETAILED DESCRIPTION: Hanover Township					

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$80,479	$80,479

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	6/1/2013				
	DETAILED DESCRIPTION: Program Administration to RTA, AID-Ride in Kane Administration Budget,and Hanover Township Administration					
2.	Final Expenditure	5/31/2016				

DOT

U.S. Department of Transportation Federal Transit Administration

IL-57-X003-04 Quarterly Narrative Report

Oct. 01, 2011 through Dec. 31, 2011
As Of Jan. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X003-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X003-04
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner
Start/End Date:	Jul. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$5,525,322
Adjustment Amt:	$0
Total Eligible Cost:	$5,525,322
Total FTA Amt:	$2,975,781
Total State Amt:	$0
Total Local Amt:	$2,549,541
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$670,800
C. Federal Cash Disbursements			$670,800
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,975,781
F. Federal Share of Expenditures	$1,089,343	$334,523	$1,423,866
G. Recipient Share of Expenditures	$757,459	$329,987	$1,087,446
H. Total Expenditures(F + G)	$1,846,802	$664,510	$2,511,312
I. Federal Share of Unliquidated Obligations			$1,278,061
J. Recipient Share of Unliquidated Obligations			$1,197,735
K. Total Unliquidated Obligations(I + J)			$2,475,796
L. Total Federal Share (F + I)			$2,701,927
M. Unobligated Balance of Federal Funds (E - L)			$273,854
N. Total Recipient Share Required			$2,549,541
O. Remaining Recipient Share to be provided N - (G + J)			$264,360
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on Hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

On July 25, 2011, FTA Awarded Amendment 4 to IL-57-X003. On July 27, 2011, RTA executed the award. Projects within the grant are progressing without delay.

Program Administration: The RTA continues to plan the programming of remaining administrative funds.

AID, Ride-in-Kane: Project operations continue. The combined JARC and New Freedom ridership in 2010 was approximately 113,000. Ridership continues to increase. In August 2011 ridership was 10,342 and the October ridership was 11,185.

Kendall County: Project operations continue. Ridership from the March implementation through December 2010 was 4,800. In 2011 ridership from January to August increased to 6,525. September ridership was 1,185 trips and October was 1,214.

Lake County: Project operations continue. Ridership in 2010 was 6,800. It increased in 2011 to 10,688 for the January to September time period. In October 2011 it was 1,001.

McHenry County: The Technical Service Agreement between RTA and McHenry County was executed in December 2011. Service start-up is scheduled for February 1, 2012.

Ray Graham Association/Safety Transportation Training: Operating funds from Amendment Number 4 to the Federal grant have been increased in the project through an amendment, number 2, to the Technical Services Agreement. The training program continues. Through November 2011 the program has received 205 referrals for training, with 140 people having completed the training.

Washington Township: Project operations continue. Operating funds from Amendment Number 4 to the Federal grant have been increased in the project through an amendment, number 1, to the Technical Services Agreement. Ridership in 2010 was 1,693. Ridership in 2011 increased to 4,598 in the January through October time period and was 520 in November 2011.

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$176,462	$176,462

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	PROJECT START	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: Program Administration					
	PROGRESS: No Change					
2.	RFP/IFB OUT FOR BID	11/5/2006			11/5/2006	
	PROGRESS: Completed					
3.	CONTRACT AWARDED	12/15/2006			12/10/2007	
	PROGRESS: Completed					
4.	CONTRACT COMPLETE	12/31/2011			3/31/2010	
	PROGRESS: Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$167,376	$209,219

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	8/1/2011			2/20/2009	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: No Change					
2.	FINAL EXPENDITURE	1/31/2014				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$2,466,284	$4,932,568

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	FINAL EXPENDITURE	1/31/2014				
	DETAILED DESCRIPTION: Operating Assistance					
2.	PROJECT START	8/1/2011	3/2/2009		3/2/2009	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.13.04	BUY <30-FT BUS FOR EXPANSION	4	$165,659	$207,073

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB OUT FOR BID	12/1/2006			4/16/2007	
	DETAILED DESCRIPTION: Purchase vehicles for Kendall service					
	PROGRESS: Completed					
2.	PROJECT START	12/1/2006			12/1/2006	
	PROGRESS: Completed					
3.	CONTRACT AWARDED	5/18/2007			5/18/2007	N/A
	PROGRESS: Completed					
4.	FIRST VEHICLE DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: Completed					
5.	ALL VEHICLES DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: Completed					
6.	CONTRACT COMPLETE	12/30/2009				
	PROGRESS: Completed					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X003-04 Quarterly Narrative Report

Jan. 01, 2012 through Mar. 31, 2012
As Of Apr. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X003-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X003-04
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner
Start/End Date:	Jul. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$5,525,322
Adjustment Amt:	$0
Total Eligible Cost:	$5,525,322
Total FTA Amt:	$2,975,781
Total State Amt:	$0
Total Local Amt:	$2,549,541
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,203,813
C. Federal Cash Disbursements			$1,203,813
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,975,781
F. Federal Share of Expenditures	$1,423,866	$374,167	$1,798,033
G. Recipient Share of Expenditures	$1,087,446	$374,243	$1,461,689
H. Total Expenditures(F + G)	$2,511,312	$748,411	$3,259,723
I. Federal Share of Unliquidated Obligations			$952,826
J. Recipient Share of Unliquidated Obligations			$774,559
K. Total Unliquidated Obligations(I + J)			$1,727,385
L. Total Federal Share (F + I)			$2,750,859
M. Unobligated Balance of Federal Funds (E - L)			$224,922
N. Total Recipient Share Required			$2,549,541
O. Remaining Recipient Share to be provided N - (G + J)			$313,292
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

On July 25, 2011, FTA Awarded Amendment 4 to IL-57-X003. On July 27, 2011, RTA executed the award. Projects within the grant are progressing without delay.

Program Administration: The RTA continues to plan the programming of remaining administrative funds.

- Kendall Area Transit Project-(Capital)

Current Status: Kendall County: The capital portion is complete as of September 29, 2009. In accordance with the original scope, four vehicles were purchased and accepted on September 29, 2009. With filing of Amendment 04, the balance of funds were re-programmed.

Kendall Area Transit Project- (Operating)

Current Status: Kendall County: Project operations continue. Ridership from the March 2010 implementation through December 2010 was 4,800. In 2011, ridership increased greatly to 11, 285. January 2012 ridership was 1,212.

- AID- Ride in Kane Phase 3 & 4- Mobility Management

Current Status: AID- Ride-in- Kane: Project operations continue. Costs include staff salary and benefits, marketing costs, 24/7 toll-free information line, travel and related expenses, and project coordination. Grantee has informed us that commencing with October 2011we will be receiving request for staff time for the 24/7 information line.

AID- Ride in Kane Phase 3 & 4- Operating
Current Status: AID, Ride-in-Kane: Project operations continue. The combined JARC and New Freedom ridership in 2011 was approximately 131,000. Ridership continues to increase. In 2011 the December ridership was 11,466

- Washington Township- Operation Enhance Disabled, Senior & Regular Transportation in Rural Communities (Capital)

Current Status: Washington Township: This project will provide capital funding to purchase a computer to coordinate trips for weekly service. The grantee is in the process of obtaining three quotes on the purchase of a

computer.

Washington Township- Operation Enhance Disabled, Senior & Regular Transportation in Rural Communities (Operating)
Current Status: Washington Township: Project operations continue. Total corrected ridership for 2011 was 2,539. The corrected November 2011 ridership was 248. RTA is working with the grantee to review ridership numbers and to validate ridership to reflect those rides funded by the New Freedom program.

- McHenry County Service Integration & Coordination- (Mobility Management)

Current Status: McHenry County: The RTA has not received Mobility Management invoices from the grantee. Mobility Management funding shall be used to cover up to 80% of eligible expenses associated with registering riders and conducting target population outreach including marketing and coordination with dispatch center staff.

McHenry County Service Integration & Coordination- (Operating)
Current Status: McHenry County: Operations began as MCRide on February 1, 2012. The new service has been successful in its first month. During February 2012 the combined JARC and New Freedom ridership was 7,387.

- Lake County Northwest Demonstration Project

Current Status: Lake County: Project operations continue. Ridership in 2010 was 6,800. It increased in 2011 to 13,877. In January 2012 it was 1,115.

- Ray Graham Association/Safety Transportation Training: The training program continues. Through February 2012 the program has received 258 referrals for training, with 189 people having completed the training.

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$176,462	$176,462

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: Program Administration					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB OUT FOR BID	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	12/15/2006			12/10/2007	
	PROGRESS: This milestone has been completed.					

4.	CONTRACT COMPLETE	12/31/2011			3/31/2010	
	PROGRESS: Completed					

	Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00 New Freedom Mobility Management	0	$167,376	$209,219

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	8/1/2011			2/20/2009	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: This milestone has been completed.					
2.	FINAL EXPENDITURE	1/31/2014				

	Quantity	FTA Amount	Elig. Proj. Cost
30.09.01 New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$2,466,284	$4,932,568

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	FINAL EXPENDITURE	1/31/2014				
	DETAILED DESCRIPTION: Operating Assistance					
2.	PROJECT START	8/1/2011	3/2/2009		3/2/2009	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.13.04 BUY <30-FT BUS FOR EXPANSION	4	$165,659	$207,073

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB OUT FOR BID	12/1/2006			4/16/2007	
	DETAILED					

	DESCRIPTION: Purchase vehicles for Kendall service					
	PROGRESS: This milestone has been completed.					
2.	PROJECT START	12/1/2006			12/1/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	5/18/2007			5/18/2007	N/A
	PROGRESS: This milestone has been completed.					
4.	FIRST VEHICLE DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
5.	ALL VEHICLES DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
6.	CONTRACT COMPLETE	12/30/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X003-04 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Aug. 14, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X003-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X003-04
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner
Start/End Date:	Jul. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$5,525,322
Adjustment Amt:	$0
Total Eligible Cost:	$5,525,322
Total FTA Amt:	$2,975,781
Total State Amt:	$0
Total Local Amt:	$2,549,541
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,203,813
C. Federal Cash Disbursements			$1,203,813
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,975,781
F. Federal Share of Expenditures	$1,798,033	$479,590	$2,277,623
G. Recipient Share of Expenditures	$1,461,689	$452,660	$1,914,349
H. Total Expenditures(F + G)	$3,259,723	$932,249	$4,191,972
I. Federal Share of Unliquidated Obligations			$431,997
J. Recipient Share of Unliquidated Obligations			$363,139
K. Total Unliquidated Obligations(I + J)			$795,136
L. Total Federal Share (F + I)			$2,709,620
M. Unobligated Balance of Federal Funds (E - L)			$266,161
N. Total Recipient Share Required			$2,549,541
O. Remaining Recipient Share to be provided N - (G + J)			$272,053
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

This FFR review is not a verification of data entered by the grantee, but rather note exceptions to projects with zero unliquidated federal obligation balances, program income and cash on hand balances.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview

On July 25, 2011, FTA Awarded Amendment 4 to IL-57-X003. On July 27, 2011, RTA executed the award. As of the end of the Third Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The remaining funds in this Budget Line Item were reprogrammed to two other projects in the grant: AID Ride in Kane and McHenry County. Currently the funds in this project are fully allocated.

AID, Association for Individual Development
Ride-in-Kane:
(NF)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this New Freedom grant's Amendments: No.03 for Phases 3 and 4 and No. 04 for Phases 5 and 6.
The 2009 Technical Service Agreement (TSA), RTA's subrecipient contract, has fully expended the operating assistance portion. It is being extended to allow AID to complete expenditures under the mobility management portion. A new 2010 TSA, for Phases 5 and 6, is under preparation to continue operational funding.
Ridership continues to increase. In April 2012 the combined JARC and New Freedom ridership was 11,603

Kendall County, Kendall Community Transit Program
(NF)(Operating Assistance and Capital, Bus) The vehicle purchase, under Capital, Bus, was completed in 2009. Project operations continue. An implementation project review was conducted on March 30, 2012. It included a site visit and document review. The grantee is in compliance with requirements.
In 2012 the June ridership was 1,276 while the May Ridership was 1,529. With recent ridership increases the service may reach 14,000 trips in 2012.

Lake County, Lake County Northwest Demonstration Project
(New Freedom)(Operating Assistance) Project operations continue under the current Technical Service

Agreement (TSA), RTA's subrecipient contract, NF-2008-02. Two amendments to the TSA extended the term of the agreement to December 2012 and added two additional townships, Wauconda and Fremont.
Beginning in June 2012 additional funding is being provided to the project through the 2012 JARC grant, IL-37-X080-00.
In April 2012 ridership was 1,329.

McHenry County:
Service Integration and Coordination
(NF)(Operating Assistance, Mobility Management) Operations began as MCRide on February 1, 2012 and they successfully continue. The grantee has begun requisitioning funds under operational assistance but not the mobility management portion of the project.

The combined JARC and New Freedom ridership was 8,020 for March and 7,462 for April.

Ray Graham Association
Safety Transportation Training:
(NF)(Mobility Management)The training program continues. Through May 2012 the program has received 293 referrals for training, with 250 people having completed the training.

Washington Township
Operation to Enhance Disabled, Senior and Public Transportation in a Rural Community
(NF)(Operating Assistance and Mobility Management, Capital)
Project operations continue. The project has received funding through this New Freedom grant's Amendments: No.02 for initiation of operations, No.03 for continuance of operations and computer purchase and No. 04 for continuance of operations and computer software.
The 2008 Technical Service Agreement (TSA, NF 2008-03), RTA's subrecipient contract, between the RTA and Washington Township covers the funds from Amendments 02 and 03 of this New Freedom grant.
Total corrected ridership for 2011 was 2,539. RTA continues to work with the grantee to review ridership numbers and to validate ridership to reflect those rides funded by the New Freedom grant program.

On June 20, 2012 Washington Township requested that remaining funds assigned to this project in the New Freedom grant be transferred to Will County. Will County is a subrecipient under the new New Freedom grant (IL-57-X019) and its project incorporates the services of Washington Township. Will County's New Freedom TSA will be amended to incorporate this request. No grant amendment is required.

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$176,462	$176,462

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: Program					

	Administration					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB OUT FOR BID	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	12/15/2006			12/10/2007	
	PROGRESS: This milestone has been completed.					
4.	CONTRACT COMPLETE	12/31/2011			3/31/2010	
	PROGRESS: Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$167,376	$209,219

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	8/1/2011			2/20/2009	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: This milestone has been completed.					
2.	FINAL EXPENDITURE	1/31/2014				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$2,466,284	$4,932,568

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	FINAL EXPENDITURE	1/31/2014				
	DETAILED DESCRIPTION: Operating Assistance					
2.	PROJECT START	8/1/2011	3/2/2009		3/2/2009	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.13.04	BUY <30-FT BUS FOR EXPANSION	4	$165,659	$207,073

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB OUT FOR BID	12/1/2006			4/16/2007	
	DETAILED DESCRIPTION: Purchase vehicles for Kendall service					
	PROGRESS: This milestone has been completed.					
2.	PROJECT START	12/1/2006			12/1/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	5/18/2007			5/18/2007	N/A
	PROGRESS: This milestone has been completed.					
4.	FIRST VEHICLE DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
5.	ALL VEHICLES DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
6.	CONTRACT COMPLETE	12/30/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X003-04 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X003-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X003-04
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner
Start/End Date:	Jul. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$5,525,322
Adjustment Amt:	$0
Total Eligible Cost:	$5,525,322
Total FTA Amt:	$2,975,781
Total State Amt:	$0
Total Local Amt:	$2,549,541
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,203,813
C. Federal Cash Disbursements			$1,203,813
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,975,781
F. Federal Share of Expenditures	$2,277,623	$6,732	$2,284,355
G. Recipient Share of Expenditures	$1,914,349	$10,838	$1,925,187
H. Total Expenditures(F + G)	$4,191,972	$17,570	$4,209,542
I. Federal Share of Unliquidated Obligations			$691,426
J. Recipient Share of Unliquidated Obligations			$624,354
K. Total Unliquidated Obligations(I + J)			$1,315,780
L. Total Federal Share (F + I)			$2,975,781
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,549,541
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

2012 Fourth Quarter (July 1, 2012-September 30, 2012) IL-57-X003-04, New Freedom Grant

Part 4. Milestone/Progress Report
Project Status Overview
On July 25, 2011, FTA Awarded Amendment 4 to IL-57-X003. On July 27, 2011, RTA executed the award. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The remaining funds in this Budget Line Item were reprogrammed to two other projects in the grant: AID Ride in Kane and McHenry County. Currently the funds in this project are fully allocated.

AID, Association for Individual Development
Ride-in-Kane:
(NF)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this New Freedom grant's Amendments: No.03 for Phases 3 and 4 and No. 04 for Phases 5 and 6.
The 2009 Technical Service Agreement (TSA NF-2009-04), RTA's subrecipient contract, has fully expended the operating assistance portion. It has been given a time extension to January 31, 2013. This allows AID to complete expenditures under the mobility management portion.

A new 2010 TSA (NF-2010-06), for Phases 5 and 6, has been executed with a term of May 1, 2012 to March 30, 2013.

In 2012 the combined JARC and New Freedom ridership was 11,655 in April; 12,420 in May; and 11,709 in June.

Kendall County, Kendall Community Transit Program
(NF)(Operating Assistance and Capital, Bus) The vehicle purchase, under Capital, Bus, was completed in 2009.

Project operations continue. Amendment Number 03 to Kendall County's 2007 Technical Service Agreement (TSA-2007-02) extended the project's term to December 31, 2013.

In 2012 the June ridership was 1,276, the July ridership was 1,231, and the August ridership was 1,598.

Lake County, Lake County Northwest Demonstration Project
(New Freedom)(Operating Assistance) Project operations continue under the current, New Freedom, Technical Service Agreement (TSA NF-2008-02), RTA's subrecipient contract. Two amendments to the 2008 TSA extended the term of the agreement to December 2012 and added two additional townships, Wauconda and Fremont. Amendment 3 to the TSA is in process and will extend the term to August 31, 2013.
Additional funding for this project has been awarded under the FFY 2012 JARC and New Freedom grants. When funds from the current New Freedom funds are expended a new TSA will be provided. In the interim initial JARC funding is being provided to the project through the 2012 JARC grant, IL-37-X080-00.
In 2012 project ridership was 1,245 in May; 1,172 in June; and 1,230 in July.

McHenry County:
Service Integration and Coordination
(NF)(Operating Assistance, Mobility Management) Project operations are covered by a Technical Service Agreement (TSA NF-2010-05) between the RTA and McHenry County. Operations began as MCRide on February 1, 2012 and they successfully continue.

The combined McRide service ridership was 7,562 in May, 6,854 in June, 6,774 in July and 7,820 in August.

Ray Graham Association
Safety Transportation Training:
(NF)(Mobility Management)The training program continues. Amendment Number 02 to Ray Graham's 2007 Technical Service Agreement (TSA-2007-03) extended the project's term to December 31, 2013.

Through August 2012 the program has received 322 referrals for training, with 259 people having completed the training.

Washington Township
Operation to Enhance Disabled, Senior and Public Transportation in a Rural Community
(NF)(Operating Assistance and Mobility Management, Capital)

Project operations continue. The project has received funding through this New Freedom grant's Amendments: No.02 for initiation of operations, No.03 for continuance of operations and computer purchase and No. 04 for continuance of operations and computer software.
The 2008 Technical Service Agreement (TSA, NF 2008-03), RTA's subrecipient contract, between the RTA and Washington Township covers the funds from Amendments 02 and 03 of this New Freedom grant.
Total corrected ridership for 2011 was 2,539. RTA continues to work with the grantee to review ridership numbers and to validate ridership to reflect those rides funded by the New Freedom grant program.
Under the Capital portion of the project Washington Township has purchased two computers to better manage the transit system as the operator for Will County.

RTA continues to work with Washington Township and Will County on incorporating the Operating portion of the project into the overall Will County project. No Federal grant amendment is required.

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$176,462	$176,462

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: Program Administration					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB OUT FOR BID	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	12/15/2006			12/10/2007	
	PROGRESS: This milestone has been completed.					
4.	CONTRACT COMPLETE	12/31/2011			3/31/2010	
	PROGRESS: Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$167,376	$209,219

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	8/1/2011			2/20/2009	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: This milestone has been completed.					
2.	FINAL EXPENDITURE	1/31/2014				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$2,466,284	$4,932,568

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	FINAL EXPENDITURE	1/31/2014				
	DETAILED DESCRIPTION: Operating Assistance					
2.	PROJECT START	8/1/2011	3/2/2009		3/2/2009	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.13.04	BUY <30-FT BUS FOR EXPANSION	4	$165,659	$207,073

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB OUT FOR BID	12/1/2006			4/16/2007	
	DETAILED DESCRIPTION: Purchase vehicles for Kendall service					
	PROGRESS: This milestone has been completed.					
2.	PROJECT START	12/1/2006			12/1/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	5/18/2007			5/18/2007	N/A
	PROGRESS: This milestone has been completed.					
4.	FIRST VEHICLE DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
5.	ALL VEHICLES DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
6.	CONTRACT COMPLETE	12/30/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X003-04 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X003-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X003-04
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner
Start/End Date:	Jul. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$5,525,322
Adjustment Amt:	$0
Total Eligible Cost:	$5,525,322
Total FTA Amt:	$2,975,781
Total State Amt:	$0
Total Local Amt:	$2,549,541
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$2,254,956
C. Federal Cash Disbursements			$2,254,956
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,975,781
F. Federal Share of Expenditures	$2,284,355	$308,533	$2,592,888
G. Recipient Share of Expenditures	$1,925,187	$297,315	$2,222,502
H. Total Expenditures(F + G)	$4,209,542	$605,848	$4,815,390
I. Federal Share of Unliquidated Obligations			$382,893
J. Recipient Share of Unliquidated Obligations			$327,039
K. Total Unliquidated Obligations(I + J)			$709,932
L. Total Federal Share (F + I)			$2,975,781
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,549,541
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview:

On July 25, 2011, FTA Awarded Amendment 4 to IL-57-X003. On July 27, 2011, RTA executed the award. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress:

Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The remaining funds in this Budget Line Item were reprogrammed to two other projects in the grant: AID Ride in Kane and McHenry County. The funds in this project are fully allocated.
AID, Association for Individual Development
Ride-in-Kane:
(NF)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this New Freedom grant's Amendments: No.03 for Phases 3 and 4 and No. 04 for Phases 5 and 6.
Under the 2009 Technical Service Agreement (TSA NF-2009-04), RTA's subrecipient contract, AID has fully expended the operating assistance portion. It was been given a time extension to January 31, 2013. This allows AID to complete expenditures under the mobility management portion.

A new 2010 TSA (NF-2010-06), for Phases 5 and 6, was executed with a term of May 1, 2012 to March 30, 2013 to provide for a continuation of operating assistance.

In October 2012 the combined service provided 12,202 JARC and New Freedom trips.

Kendall County, Kendall Community Transit Program:
(NF)(Operating Assistance and Capital, Bus) The vehicle purchase, under Capital, Bus, was completed in 2009.

Project operations continue. Amendment Number 03 to Kendall County's 2007 Technical Service Agreement (TSA-2007-02) extended the project's term to December 31, 2013.

The service provided 1,438 trips in November 2012.

Lake County, Lake County Northwest Demonstration Project:

(New Freedom)(Operating Assistance) Project operations continue under the current, New Freedom, Technical Service Agreement (TSA NF-2008-02), RTA's subrecipient contract. Two amendments to the 2008 TSA extended the term of the agreement to December 2012 and added two additional townships, Wauconda and Fremont. Amendment 3 to the TSA was executed on December 10, 2012 and extended the term to August 31, 2013.
Additional funding for this project has been awarded under the FFY 2012 JARC and New Freedom grants. A new TSA (TSA NF-2011-03) was executed between the RTA and Lake County with a term of October 1, 2012 to September 30, 2014. Initial JARC funding is being provided to the project through the 2012 JARC grant, IL-37-X080-00.
Ridership was 1,368 in August 2012.

McHenry County:
Service Integration and Coordination
(NF)(Operating Assistance, Mobility Management) Project operations are covered by a Technical Service Agreement (TSA NF-2010-05) between the RTA and McHenry County. Operations began as MCRide on February 1, 2012 and they successfully continue.

Requisitions for operating assistance and mobility management have been submitted and paid.

The combined JARC and New Freedom ridership was 7,820 in August 2012.

Ray Graham Association Safety Transportation Training:
(NF)(Mobility Management)The training program continues. Amendment Number 02 to Ray Graham's 2007 Technical Service Agreement (TSA-2007-03) extended the project's term to December 31, 2013.

Since the project's inception in September 2009 the program has received 377 referrals for training and 269 people having completed the training.

Washington Township:
Operation to Enhance Disabled, Senior and Public Transportation in a Rural Community
(NF)(Operating Assistance and Mobility Management, Capital)

Project operations continue. The project has received funding through this New Freedom grant's Amendments: No.02 for initiation of operations, No.03 for continuance of operations and computer purchase and No. 04 for continuance of operations and computer software.
The 2008 Technical Service Agreement (TSA, NF 2008-03), RTA's subrecipient contract, between the RTA and Washington Township covers the funds from Amendments 02 and 03 of this New Freedom grant.
The total service is currently providing approximately 500 trips per month.
Under the Capital portion of the project Washington Township has purchased two computers to better manage the transit system as the operator for Will County.
The service has become part of the new Will County Mobility Management Program. RTA continues to work with Washington Township and Will County to amend all affected TSAs' to reflect the change in project management. No Federal grant amendment is required.

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$176,462	$176,462

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: Program Administration					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB OUT FOR BID	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	12/15/2006			12/10/2007	
	PROGRESS: This milestone has been completed.					
4.	CONTRACT COMPLETE	12/31/2011			3/31/2010	
	PROGRESS: Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$167,376	$209,219

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	8/1/2011			2/20/2009	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: This milestone has been completed.					
2.	FINAL EXPENDITURE	1/31/2014				

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$2,466,284	$4,932,568

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	FINAL EXPENDITURE	1/31/2014				

	DETAILED DESCRIPTION: Operating Assistance					
2.	PROJECT START	8/1/2011	3/2/2009		3/2/2009	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.13.04	BUY <30-FT BUS FOR EXPANSION	4	$165,659	$207,073

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB OUT FOR BID	12/1/2006			4/16/2007	
	DETAILED DESCRIPTION: Purchase vehicles for Kendall service					
	PROGRESS: This milestone has been completed.					
2.	PROJECT START	12/1/2006			12/1/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	5/18/2007			5/18/2007	N/A
	PROGRESS: This milestone has been completed.					
4.	FIRST VEHICLE DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
5.	ALL VEHICLES DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
6.	CONTRACT COMPLETE	12/30/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X003-04Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X003-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X003-04
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner
Start/End Date:	Jul. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$5,525,322
Adjustment Amt:	$0
Total Eligible Cost:	$5,525,322
Total FTA Amt:	$2,975,781
Total State Amt:	$0
Total Local Amt:	$2,549,541
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$2,670,375
C. Federal Cash Disbursements			$2,670,375
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,975,781
F. Federal Share of Expenditures	$2,592,888	$253,967	$2,846,855
G. Recipient Share of Expenditures	$2,222,502	$244,083	$2,466,585
H. Total Expenditures(F + G)	$4,815,390	$498,050	$5,313,440
I. Federal Share of Unliquidated Obligations			$128,926
J. Recipient Share of Unliquidated Obligations			$82,956
K. Total Unliquidated Obligations(I + J)			$211,882
L. Total Federal Share (F + I)			$2,975,781
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,549,541
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview:

On July 25, 2011, FTA Awarded Amendment 4 to IL-57-X003. On July 27, 2011, RTA executed the award. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The remaining funds in this Budget Line Item were reprogrammed to two other projects in the grant: AID Ride in Kane and McHenry County. The funds in this project are fully allocated.
AID, Association for Individual Development
Ride-in-Kane:
(NF)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this New Freedom grant's Amendments: No.03 for Phases 3 and 4 and No. 04 for Phases 5 and 6.
Under the 2009 Technical Service Agreement (TSA NF-2009-04), RTA's subrecipient contract, AID has fully expended the operating assistance portion. It was been given a second time extension to April 30, 2014. This allows AID to complete expenditures under the mobility management portion.

Amendment No. 1 to the TSA (NF-2010-06), for Phases 5 and 6, is under review. It will extend the agreement's term to March 30, 2015 to provide for a continuation of operating assistance.

In November 2012 the combined service provided 11,802 JARC and New Freedom trips.

Kendall County, Kendall Community Transit Program
(NF)(Operating Assistance and Capital, Bus) The vehicle purchase, under Capital, Bus, was completed in 2009.

Project operations continue. Amendment Number 03 to Kendall County's 2007 Technical Service Agreement (TSA-2007-02) extended the project's term to December 31, 2013.

The service provided 1,564 trips in February 2013.

Lake County, Lake County Northwest Demonstration Project
(New Freedom)(Operating Assistance) Project operations continue under the current, New Freedom, Technical

Service Agreement (TSA NF-2008-02), RTA's subrecipient contract. Two amendments to the 2008 TSA extended the term of the agreement to December 2012 and added two additional townships, Wauconda and Fremont. Amendment 3 to the TSA was executed on December 10, 2012 and extended the term to August 31, 2013.
Additional funding for this project has been awarded under the FFY 2012 JARC and New Freedom grants. A new TSA (TSA NF-2011-03) was executed between the RTA and Lake County with a term of October 1, 2012 to September 30, 2014. Initial JARC funding is being provided to the project through the 2012 JARC grant, IL-37-X080-00.
RTA Planning Department staff conducted a site review on December 10,2012. The subrecipient was found compliant in March 2013.

Ridership was 1,435 in November 2012.

McHenry County:
Service Integration and Coordination
(NF)(Operating Assistance, Mobility Management) Project operations are covered by a Technical Service Agreement (TSA NF-2010-05) between the RTA and McHenry County. Operations began as MCRide on February 1, 2012 and they successfully continue.

Requisitions are being paid.

The combined JARC and New Freedom ridership was 7,202 in November 2012.

Ray Graham Association
Safety Transportation Training:
(NF)(Mobility Management)The training program continues. Amendment Number 02 to Ray Graham's 2007 Technical Service Agreement (TSA-2007-03) extended the project's term to December 31, 2013.

Since the project's inception in September 2009 up until November 2012 the program has received 377 referrals for training and 281 people having completed the training.

Washington Township
Operation to Enhance Disabled, Senior and Public Transportation in a Rural Community
(NF)(Operating Assistance and Mobility Management, Capital)

Project operations continue. The service has become part of the new Will County Mobility Management Program. The total service is currently providing approximately 500 trips per month.
Under the Capital portion of the project Washington Township has purchased two computers to better manage the transit system as the operator for Will County.

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$176,462	$176,462

		Orig. Est.	Rev. Est.		Actual	Cont.

	Milestone Description	Comp. Date	Comp. Date	# Rev	Comp. Date	Code
1.	PROJECT START	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: Program Administration					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB OUT FOR BID	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	12/15/2006			12/10/2007	
	PROGRESS: This milestone has been completed.					
4.	CONTRACT COMPLETE	12/31/2011			3/31/2010	
	PROGRESS: Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$167,376	$209,219

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	8/1/2011			2/20/2009	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: This milestone has been completed.					
2.	FINAL EXPENDITURE	1/31/2014	6/30/2014	1		

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$2,466,284	$4,932,568

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	8/1/2011	3/2/2009		3/2/2009	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project					

	operations continue.					
2.	FINAL EXPENDITURE	1/31/2014	6/30/2015	1		
	DETAILED DESCRIPTION: Operating Assistance					

	Quantity	FTA Amount	Elig. Proj. Cost
11.13.04 BUY <30-FT BUS FOR EXPANSION	4	$165,659	$207,073

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB OUT FOR BID	12/1/2006			4/16/2007	
	DETAILED DESCRIPTION: Purchase vehicles for Kendall service					
	PROGRESS: This milestone has been completed.					
2.	PROJECT START	12/1/2006			12/1/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	5/18/2007			5/18/2007	N/A
	PROGRESS: This milestone has been completed.					
4.	FIRST VEHICLE DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
5.	ALL VEHICLES DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
6.	CONTRACT COMPLETE	12/30/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-57-X003-04Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-57-X003-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-57-X003-04
Brief Desc:	RTA Sec. 5317 New Freedom Projects
FTA Project Mgr:	David Werner
Start/End Date:	Jul. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$5,525,322
Adjustment Amt:	$0
Total Eligible Cost:	$5,525,322
Total FTA Amt:	$2,975,781
Total State Amt:	$0
Total Local Amt:	$2,549,541
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$2,735,078
C. Federal Cash Disbursements			$2,735,078
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,975,781
F. Federal Share of Expenditures	$2,846,855	-$14,799	$2,832,056
G. Recipient Share of Expenditures	$2,466,585	-$23,586	$2,442,999
H. Total Expenditures(F + G)	$5,313,440	-$38,385	$5,275,055
I. Federal Share of Unliquidated Obligations			$143,725
J. Recipient Share of Unliquidated Obligations			$106,542
K. Total Unliquidated Obligations(I + J)			$250,267
L. Total Federal Share (F + I)			$2,975,781
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,549,541
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

PLEASE NOTE: The Project Manager over-estimated the accruals the last quarter, which is the reason why there is an aggregate negative number of $38,385.00 within the `Total Expenditures` column for this period. The RTA is hopeful that this number will be positive the next quarter.

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

RTA must be able to properly reconcile its accounting records before entering data in the FFR. Negative expenditures are unacceptable.

Part 4. Milestone/Progress Report

Project Status Overview

2013 Third Quarter (April 1, 2013-June 30, 2013) IL-57-X003-04, New Freedom Grant

Part 4. Milestone/Progress Report
Project Status Overview
On July 25, 2011, FTA Awarded Amendment 4 to IL-57-X003. On July 27, 2011, RTA executed the award. As of the end of the Third Quarter FFY 2013 the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The remaining funds in this Budget Line Item were reprogrammed to two other projects in the grant: AID Ride in Kane and McHenry County. The funds in this project are fully allocated.

AID, Association for Individual Development
Ride-in-Kane:
(NF)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this New Freedom grant's Amendments: No.03 for Phases 3 and 4 and No. 04 for Phases 5 and 6.

Under the 2009 Technical Service Agreement (TSA NF-2009-04), RTA's subrecipient contract, AID has fully expended the operating assistance portion. It was been given a second time extension to April 30, 2014. This allows AID to complete expenditures under the mobility management portion.

Amendment No. 1 to the TSA (NF-2010-06), for Phases 5 and 6 was executed and extends the agreement's term to March 30, 2015, providing for a continuation of operating assistance.

In March 2013 the combined service provided 12,213 JARC and New Freedom trips.

Kendall County, Kendall Community Transit Program
(NF)(Operating Assistance and Capital, Bus) The vehicle purchase, under Capital, Bus, was completed in 2009.

All Federal funds for this project were expended in April 2013. Operations continue with only local funding.

The service provided 1,564 trips in February 2013. During the last 12 months ridership averaged over 1,400 trips per month.

Lake County, Lake County Northwest Demonstration Project
(New Freedom)(Operating Assistance) Project operations continue under the current, New Freedom, Technical Service Agreement (TSA NF-2008-02), RTA's subrecipient contract. Amendment Number 3 to the TSA extended the agreement's term until August 2013.
Additional funding for this project has been awarded under the FFY 2012 JARC and New Freedom grants. TSA (NF-2011-03) has a term of October 1, 2012 to September 30, 2014. Initial JARC funding is being provided to the project through the 2012 JARC grant, IL-37-X080 (TSA JARC-2011-03)
Combined JARC and New Freedom ridership was 2,629 in March 2013.

McHenry County:
Service Integration and Coordination
(NF)(Operating Assistance, Mobility Management) Project operations are covered by a Technical Service Agreement (TSA NF-2010-05) between the RTA and McHenry County. Operations began as MCRide on February 1, 2012 and they successfully continue.

Requisitions are being reviewed and paid.

The combined JARC and New Freedom ridership was 7,186 in January 2013.

Ray Graham Association
Safety Transportation Training:
(NF)(Mobility Management)The training program continues. Amendment Number 02 to Ray Graham's 2007 Technical Service Agreement (TSA-2007-03) extended the project's term to December 31, 2013.

Since the project's inception in September 2009 up until March 2013 the program has received 397 referrals for training and 283 people having completed the training.

Washington Township
Operation to Enhance Disabled, Senior and Public Transportation in a Rural Community
(NF)(Operating Assistance and Mobility Management, Capital)

Project operations have been transferred to the Will County Mobility Management Program. Washington Township is within Will County and the service will be reported as the County Mobility Management Program in the future.

Under the Capital portion of the project Washington Township has purchased two computers.

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$176,462	$176,462

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: Program Administration					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB OUT FOR BID	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	12/15/2006			12/10/2007	
	PROGRESS: This milestone has been completed.					
4.	CONTRACT COMPLETE	12/31/2011			3/31/2010	
	PROGRESS: Completed					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	New Freedom Mobility Management	0	$167,376	$209,219

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	PROJECT START	8/1/2011			2/20/2009	
	DETAILED DESCRIPTION: Mobility Management/Planning/Computer/Computer Software					
	PROGRESS: This milestone has been completed.					
2.	FINAL EXPENDITURE	1/31/2014	6/30/2014	1		

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	New Freedom OPERATING ASSISTANCE UP TO 50% FEDERAL SHARE	0	$2,466,284	$4,932,568

		Orig. Est.	Rev. Est.		Actual	Cont.

	Milestone Description	Comp. Date	Comp. Date	# Rev	Comp. Date	Code
1.	PROJECT START	8/1/2011	3/2/2009		3/2/2009	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: Project operations continue.					
2.	FINAL EXPENDITURE	1/31/2014	6/30/2015	1		
	DETAILED DESCRIPTION: Operating Assistance					

		Quantity	FTA Amount	Elig. Proj. Cost
11.13.04	BUY <30-FT BUS FOR EXPANSION	4	$165,659	$207,073

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB OUT FOR BID	12/1/2006			4/16/2007	
	DETAILED DESCRIPTION: Purchase vehicles for Kendall service					
	PROGRESS: This milestone has been completed.					
2.	PROJECT START	12/1/2006			12/1/2006	
	PROGRESS: This milestone has been completed.					
3.	CONTRACT AWARDED	5/18/2007			5/18/2007	N/A
	PROGRESS: This milestone has been completed.					
4.	FIRST VEHICLE DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
5.	ALL VEHICLES DELIVERED	12/1/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					
6.	CONTRACT COMPLETE	12/30/2009			10/14/2009	
	PROGRESS: This milestone has been completed.					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-37-X084-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X084-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X084-00
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 01, 2013 - Mar. 30, 2016
Gross Project Cost:	$4,399,809
Adjustment Amt:	$0
Total Eligible Cost:	$4,399,809
Total FTA Amt:	$2,312,525
Total State Amt:	$0
Total Local Amt:	$2,087,284
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$0
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$2,312,525
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based. The FFR is prepared on an accrural basis of accounting (except for Cash on hand section)by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

New grant.

Part 4. Milestone/Progress Report

Project Status Overview

For grant award execution purposes, one subrecipient, The Salvation Army, was provided a Letter of No Predjudice (LONP) to allow them to continue to operate the Ways to Work program until the grant was awarded.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$2,060,972	$4,121,945

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	4/1/2013				
	DETAILED DESCRIPTION: Operating Assistance for AID-Ride in Kane, DuPage County-Transportation to Work, City of Naperville-Community Based Transportation to Work and Salvation Army-Ways to Work.					
	PROGRESS: In progress					
2.	Final Expenditure	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$105,242	$131,553

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	4/1/2013				
	DETAILED DESCRIPTION: AID-Ride in Kane mobility management funding for a mobility					

	coordinator. Salvation Army-Ways to Work mobility management funding for a small loan guarantee pool.					
	PROGRESS: No Change					
2.	Final Expenditure	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$146,311	$146,311

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	4/1/2013				
	DETAILED DESCRIPTION: Program Administration assistance to RTA, AID-Ride in Kane, Salvation Army-Ways to Work.					
2.	Final Expenditure	3/31/2016				

FTA Remarks

Update MP dates.

Reviewed by: Melody Hopson

Date reviewed : 6/6/2013

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X084-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X084-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X084-00
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Apr. 01, 2013 - Mar. 30, 2016
Gross Project Cost:	$4,399,809
Adjustment Amt:	$0
Total Eligible Cost:	$4,399,809
Total FTA Amt:	$2,312,525
Total State Amt:	$0
Total Local Amt:	$2,087,284
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,312,525
F. Federal Share of Expenditures	$0	$75,000	$75,000
G. Recipient Share of Expenditures	$0	$75,000	$75,000
H. Total Expenditures(F + G)	$0	$150,000	$150,000
I. Federal Share of Unliquidated Obligations			$2,237,525
J. Recipient Share of Unliquidated Obligations			$2,012,284
K. Total Unliquidated Obligations(I + J)			$4,249,809
L. Total Federal Share (F + I)			$2,312,525
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,087,284
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

FFY 2013 Third Quarter (April 1, 2013-June 30, 2013) IL-37-X084, JARC Grant

Part 4. Milestone/Progress Report
Project Status Overview
The grant application for IL-37-X084 was submitted on April 18, 2013, awarded by FTA on May 29, 2013, and executed by the RTA on May 31, 2013. As of the end of the Third Quarter the purpose of this grant is being achieved. Projects within the grant are beginning without delay, on time and within budget. All subrecipients are demonstrating competence and are in control of their individual projects.

Project Progress

AID, Association for Individual Development
Ride-in-Kane, Phases 9 and 10:
(JARC)(Operating Assistance, Mobility Management and 100% Project Administration) The subrecipient continues to expend funds awarded under the previous JARC grants (IL-37-X050 and IL-37-X080)
The phases under this award have not begun.

DuPage Transportation to Work:
(JARC)(Operating Assistance)
Project operations continue under the previously funded JARC grant (IL-37-X050).
The phase under this award has not begun.

City of Naperville
(JARC)(Operating Assistance)

Project operations continue under the previously funded JARC grants (IL-37-X050 and (IL-37-X080)
The phase under this award has not begun.

Salvation Army, Ways to Work:
(JARC)(Operating Assistance, Mobility Management and 100% Project Administration) The RTA provided a Letter of No Prejudice for this project on February 12, 2013. It allowed the subrecipient to accumulate costs against the project operations.

Currently a TSA, RTA's Technical Service Agreement is under preparation for the project.

RTA Program Administration:
(JARC) (100% Administration)

The program has not begun at this time.

Budget

30.09.01, JARC Operating Assistance
Progress: No Requisitions have been submitted or reimbursed

11.7L.00, JARC Mobility Management
Progress: No Requisitions have been submitted or reimbursed

11.80.00, JARC Program Administration
Progress: No Requisitions have been submitted or reimbursed

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$2,060,972	$4,121,945

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Expenditure	3/31/2016				
2.	Project Start	4/1/2013	2/12/2013	1	2/12/2013	
	DETAILED DESCRIPTION: Operating Assistance for AID-Ride in Kane, DuPage County-Transportation to Work, City of Naperville-Community Based Transportation to Work and Salvation Army-Ways to Work.					
	PROGRESS: RTA issued a Letter of No Prejudice (LONP) to the Salvation Army for the Ways to Work program.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$105,242	$131,553

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	4/1/2013				

	DETAILED DESCRIPTION: AID-Ride in Kane mobility management funding for a mobility coordinator. Salvation Army-Ways to Work mobility management funding for a small loan guarantee pool.					
	PROGRESS: No Change					
2.	Final Expenditure	3/31/2016				

	Quantity	FTA Amount	Elig. Proj. Cost
11.80.00 PROGRAM ADMINISTRATION	0	$146,311	$146,311

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	4/1/2013				
	DETAILED DESCRIPTION: Program Administration assistance to RTA, AID-Ride in Kane, Salvation Army-Ways to Work.					
2.	Final Expenditure	3/31/2016				

FTA Remarks

Update MP dates. Repeat comment.

Reviewed by: Melody Hopson

Date reviewed : 8/27/2013

DOT

U.S. Department of Transportation Federal Transit Administration

IL-37-X080-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Aug. 14, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X080-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X080-00
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Mar. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$5,028,433
Adjustment Amt:	$0
Total Eligible Cost:	$5,028,433
Total FTA Amt:	$2,539,468
Total State Amt:	$0
Total Local Amt:	$2,488,965
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,539,468
F. Federal Share of Expenditures	$0	$63,000	$63,000
G. Recipient Share of Expenditures	$0	$63,000	$63,000
H. Total Expenditures(F + G)	$0	$126,000	$126,000
I. Federal Share of Unliquidated Obligations			$2,451,217
J. Recipient Share of Unliquidated Obligations			$2,451,217
K. Total Unliquidated Obligations(I + J)			$4,902,433
L. Total Federal Share (F + I)			$2,514,217
M. Unobligated Balance of Federal Funds (E - L)			$25,252
N. Total Recipient Share Required			$2,488,965
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

FTA Comments

This FFR review is not a verification of data entered by the grantee, but rather note exceptions to projects with zero unliquidated federal obligation balances, program income and cash on hand balances.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview

The grant application for IL-37-X080-00 was submitted on April 3, 2012; awarded by FTA on May 4, 2012 and executed by the RTA on May 9, 2012. As of the end of the Third Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress

Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(JARC) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent JARC grant (IL-37-X050-04). When those funds are expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and AID.

Lake County
Lake County Northwest Demo Project
(JARC) (Operating Assistance) The JARC funding to Lake County is supplementing the New Freedom funding and service. A Technical Service Agreement (TSA), RTA's subrecipient contract, was mailed to Lake County on May 29, 2012. It is being reviewed by the subrecipient's legal counsel. With execution of the TSA, Lake County will begin to provide service to increase suburban mobility and encourage reverse commuting.

City of Naperville
Community Based Ride to Work
(JARC)(Operating Assistance) The City of Naperville was granted pre-award authority for this project on March 1, 2012. No requisitions for reimbursement have been received for the new award.

A Technical Service Agreement (TSA), RTA's subrecipient contract, was mailed to Naperville on May 29, 2012. It is being reviewed by the subrecipient's legal counsel.

Will County

Will County Mobility Management Program
(JARC) (Operating Assistance) A Technical Service Agreement (TSA), RTA's subrecipient contract, was mailed to Will County on May 29, 2012. It is being reviewed by the subrecipient's legal counsel.

A pre-implementation meeting for project start-up was held on June 19, 2012. It will consist of an on-site visit and requirement discussion. The subrecipient turned in required documents for review.

On June 20, 2012 Washington Township, a subrecipient under New Freedom grant IL-57-X003, requested that remaining funds assigned to their project be transferred to Will County. Will County is a subrecipient under the new New Freedom grant (IL-57-X019) and its project incorporates the services of Washington Township. Will County's New Freedom TSA will be amended to incorporate this request. No grant amendment is required

30.09.01 JARC Operating Assistance
Progress: TSAs' were mailed to Lake County, City of Naperville and Will County

11.7L.00 JARC Mobility Management
Progress: No Change

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$2,472,131	$4,944,262

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	Final Expenditure	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$67,337	$84,171

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	3/31/2016				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X080-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X080-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X080-00
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Mar. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$5,028,433
Adjustment Amt:	$0
Total Eligible Cost:	$5,028,433
Total FTA Amt:	$2,539,468
Total State Amt:	$0
Total Local Amt:	$2,488,965
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,539,468
F. Federal Share of Expenditures	$63,000	$95,620	$158,620
G. Recipient Share of Expenditures	$63,000	$95,620	$158,620
H. Total Expenditures(F + G)	$126,000	$191,240	$317,240
I. Federal Share of Unliquidated Obligations			$2,380,848
J. Recipient Share of Unliquidated Obligations			$2,330,345
K. Total Unliquidated Obligations(I + J)			$4,711,193
L. Total Federal Share (F + I)			$2,539,468
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,488,965
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

2012 Fourth Quarter (July 1, 2012-September 30, 2012) IL-37-X080, Job Access/Reverse Commute Grant

Part 4. Milestone/Progress Report
Project Status Overview
The grant application for IL-37-X080-00 was submitted on April 3, 2012; awarded by FTA on May 4, 2012 and executed by the RTA on May 9, 2012. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(JARC) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent JARC grant (IL-37-X050-04). When those funds are expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and AID.

Lake County
Lake County Northwest Demo Project
(JARC) (Operating Assistance) The JARC funding to Lake County is supplementing the New Freedom funding and service. A Technical Service Agreement (TSA JARC-2011-03) with Lake County was executed with a term of June 1, 2012 to May 31, 2014. Lake County has begun transportation service to increase suburban mobility and encourage reverse commuting.

Total project ridership was 1,230 in July 2012.

City of Naperville
Community Based Ride to Work
(JARC)(Operating Assistance) The City of Naperville was granted pre-award authority for this project on March 1, 2012. Requisitions for reimbursement are being reviewed.

The new Technical Service Agreement (TSA JARC-2011-02) was revised to include a special condition and transmitted to Naperville on September 27, 2012..

The final ridership for 2011 was 25,918. Ridership in 2012 was 2,655 in March, 2,636 in April and 2,658 in May.

Will County
Will County Mobility Management Program
(JARC) (Operating Assistance)
A Technical Service Agreement (TSA,JARC-2011-01), RTA's subrecipient contract, with Will County was executed with a term of June 1, 2012 to May 31, 2014.

On July 5, 2012 RTA sent Will County a follow up to the June pre-implementation meeting and received a response on September 6, 2012. Follow up documents are being reviewed.

RTA continues to work with Will County and Washington Township on incorporating funds which Washington Township received as a subrecipient under New Freedom grant IL-57-X003, into Will County's New Freedom agreement. No Federal grant amendment is required

Will County transit service is being provided by Washington Township. No requisitions have been submitted for analysis and reimbursement.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$2,472,131	$4,944,262

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	Final Expenditure	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$67,337	$84,171

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	3/31/2016				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X080-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X080-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X080-00
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Mar. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$5,028,433
Adjustment Amt:	$0
Total Eligible Cost:	$5,028,433
Total FTA Amt:	$2,539,468
Total State Amt:	$0
Total Local Amt:	$2,488,965
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$163,764
C. Federal Cash Disbursements			$163,764
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,539,468
F. Federal Share of Expenditures	$158,620	$104,923	$263,543
G. Recipient Share of Expenditures	$158,620	$104,924	$263,544
H. Total Expenditures(F + G)	$317,240	$209,847	$527,087
I. Federal Share of Unliquidated Obligations			$2,275,925
J. Recipient Share of Unliquidated Obligations			$2,225,421
K. Total Unliquidated Obligations(I + J)			$4,501,346
L. Total Federal Share (F + I)			$2,539,468
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,488,965
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview:

The grant application for IL-37-X080-00 was submitted on April 3, 2012; awarded by FTA on May 4, 2012 and executed by the RTA on May 9, 2012. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress:
Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(JARC) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent JARC grant (IL-37-X050-04). When those funds are fully expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and AID.

Lake County:
Lake County Northwest Demo Project
(JARC) (Operating Assistance) The JARC funding to Lake County is supplementing the New Freedom funding and service. A Technical Service Agreement (TSA JARC-2011-03) with Lake County was executed with a term of June 1, 2012 to May 31, 2014. Lake County has begun transportation service to increase suburban mobility and encourage reverse commuting.

RTA Planning Department staff conducted a site review on December 10, 2012. Supplemental project documents are being reviewed.

Total project ridership was 1,368 in August 2012.

City of Naperville:
Community Based Ride to Work
(JARC)(Operating Assistance) The City of Naperville was granted pre-award authority for this project on March 1, 2012

The new Technical Service Agreement (TSA JARC-2011-02) was executed on November 16, 2012. Its term is March 1, 2012 to February 28, 2014. Requisitions for reimbursement are being paid.

The service provided 2,483 trips in September 2012.

Will County:
Will County Mobility Management Program
(JARC) (Operating Assistance)
A Technical Service Agreement (TSA,JARC-2011-01), RTA's subrecipient contract, with Will County was executed with a term of June 1, 2012 to May 31, 2014.

RTA continues reviewing follow up documents received from Will County as part of the project implementation meetings.

RTA continues to work with Will County and Washington Township on incorporating funds which Washington Township received as a subrecipient under New Freedom grant IL-57-X003, into Will County's New Freedom agreement. No Federal grant amendment is required

Will County and Washington Township are still engaged in the transition to the new project structure. Requisitions have been paid for Mobility Management staff expenses.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$2,472,131	$4,944,262

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	Final Expenditure	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$67,337	$84,171

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	3/31/2016				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X080-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X080-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X080-00
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Mar. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$5,028,433
Adjustment Amt:	$0
Total Eligible Cost:	$5,028,433
Total FTA Amt:	$2,539,468
Total State Amt:	$0
Total Local Amt:	$2,488,965
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$214,571
C. Federal Cash Disbursements			$214,571
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,539,468
F. Federal Share of Expenditures	$263,543	$146,899	$410,442
G. Recipient Share of Expenditures	$263,544	$146,899	$410,443
H. Total Expenditures(F + G)	$527,087	$293,798	$820,885
I. Federal Share of Unliquidated Obligations			$2,129,026
J. Recipient Share of Unliquidated Obligations			$2,078,522
K. Total Unliquidated Obligations(I + J)			$4,207,548
L. Total Federal Share (F + I)			$2,539,468
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,488,965
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview:

The grant application for IL-37-X080-00 was submitted on April 3, 2012; awarded by FTA on May 4, 2012 and executed by the RTA on May 9, 2012. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(JARC) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent JARC grant (IL-37-X050-04). When those funds are fully expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and AID.

Lake County
Lake County Northwest Demo Project
(JARC) (Operating Assistance) The JARC funding to Lake County is supplementing the New Freedom funding and service. A Technical Service Agreement (TSA JARC-2011-03) with Lake County was executed with a term of June 1, 2012 to May 31, 2014. Lake County has begun transportation service to increase suburban mobility and encourage reverse commuting.

RTA Planning Department staff conducted a site review on December 10, 2012. The subrecipient was found compliant in March 2013.

Total project ridership was 1,435 in November 2012.

City of Naperville
Community Based Ride to Work
(JARC)(Operating Assistance) The City of Naperville was granted pre-award authority for this project on March 1, 2012

The Technical Service Agreement (TSA JARC-2011-02) has a term of March 1, 2012 to February 28, 2014. Requisitions for reimbursement are being paid.

The service provided 2,618 trips in December 2012.

Will County

Will County Mobility Management Program
(JARC) (Operating Assistance)
A Technical Service Agreement (TSA,JARC-2011-01), RTA's subrecipient contract, with Will County was executed with a term of June 1, 2012 to May 31, 2014.

RTA continues to work with Will County as they and Washington Township transition to the new project structure.

Budget

30.09.01 JARC Operating Assistance
Progress: Requisitions are being paid.

11.7L.00 JARC Mobility Management
Progress: Requisitions continue to be received and processed for Mobility Management expenses.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$2,472,131	$4,944,262

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	Final Expenditure	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$67,337	$84,171

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	3/31/2016				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X080-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X080-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X080-00
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Mar. 01, 2012 - Mar. 31, 2016
Gross Project Cost:	$5,028,433
Adjustment Amt:	$0
Total Eligible Cost:	$5,028,433
Total FTA Amt:	$2,539,468
Total State Amt:	$0
Total Local Amt:	$2,488,965
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$315,625
C. Federal Cash Disbursements			$315,625
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,539,468
F. Federal Share of Expenditures	$410,442	$134,683	$545,125
G. Recipient Share of Expenditures	$410,443	$134,683	$545,126
H. Total Expenditures(F + G)	$820,885	$269,366	$1,090,251
I. Federal Share of Unliquidated Obligations			$1,994,343
J. Recipient Share of Unliquidated Obligations			$1,943,839
K. Total Unliquidated Obligations(I + J)			$3,938,182
L. Total Federal Share (F + I)			$2,539,468
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$2,488,965
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

2013 Third Quarter (April 1, 2013-June 30, 2013) IL-37-X080, Job Access/Reverse Commute Grant

Part 4. Milestone/Progress Report
Project Status Overview
The grant application for IL-37-X080-00 was submitted on April 3, 2012; awarded by FTA on May 4, 2012 and executed by the RTA on May 9, 2012. As of the end of the Third Quarter FFY 2013 the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All grantees are demonstrating competence and are in control of their individual projects.

Project Progress
Association for Individual Development (AID)
Ride in Kane, Phases 7 and 8
(JARC) (Operating Assistance and Mobility Management) The subrecipient continues to expend funds awarded under the concurrent JARC grant (IL-37-X050-04). When those funds are fully expended a new Technical Service Agreement (TSA), RTA's subrecipient contract, will be executed between the RTA and AID.

Lake County
Lake County Northwest Demo Project
(JARC) (Operating Assistance) The JARC funding to Lake County is supplementing the New Freedom funding and service. A Technical Service Agreement (TSA JARC-2011-03) with Lake County was executed with a term of June 1, 2012 to May 31, 2014. Lake County has begun transportation service to increase suburban mobility and encourage reverse commuting.

Total project ridership was 1,376 in February 2013

City of Naperville
Community Based Ride to Work
(JARC)(Operating Assistance) The City of Naperville was granted pre-award authority for this project on March 1, 2012

The Technical Service Agreement (TSA JARC-2011-02) has a term of March 1, 2012 to February 28, 2014. Requisitions for reimbursement are being reviewed and paid.

The service provided 2,629 trips in March 2013.

Will County
Will County Mobility Management Program
(JARC) (Operating Assistance)
The current Technical Service Agreement (TSA, JARC-2011-01), RTA's subrecipient contract, with Will County has a term of June 1, 2012 to May 31, 2014.

The County and its project partners are currently developing intergovernmental agreements. As a part of this effort Will County is forming a Paratransit Council that eventually will set policy for the project. The first meeting of the council was June 14, 2013.

Budget

30.09.01 JARC Operating Assistance
Progress: Requisitions are being submitted, reviewed and paid.

11.7L.00 JARC Mobility Management
Progress: Requisitions continue to be submitted, reviewed and paid for Mobility Management expenses.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$2,472,131	$4,944,262

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: In progress					
2.	Final Expenditure	3/31/2016				

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$67,337	$84,171

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	3/1/2012			3/1/2012	
	DETAILED DESCRIPTION: Mobility Management and Capital					

	PROGRESS: No Change					
2.	Final Expenditure	3/31/2016				

DOT

U.S. Department of Transportation Federal Transit Administration

IL-26-6002-00 Quarterly Narrative Report

Oct. 01, 2011 through Dec. 31, 2011
As Of Jan. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-6002-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-6002-00
Brief Desc:	TERM Lite Development
FTA Project Mgr:	Keith Gates
Start/End Date:	Feb. 15, 2011 - Feb. 14, 2012
Gross Project Cost:	$50,000
Adjustment Amt:	$0
Total Eligible Cost:	$50,000
Total FTA Amt:	$50,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$50,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$50,000
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

This grant is being handled directly with the office in Washington DC. Therefore, no electronic updates will be processed in TEAM-Web.

Part 4. Milestone/Progress Report

Project Status Overview

This grant is being handled directly with the office in Washington DC. Therefore, no electronic updates will be processed in TEAM-Web.

	Quantity	FTA Amount	Elig. Proj. Cost
PR.JB.UD Project Budget	0	$50,000	$50,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Report	2/14/2012				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-6002-00 Quarterly Narrative Report

Jan. 01, 2012 through Mar. 31, 2012
As Of Apr. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-6002-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-6002-00
Brief Desc:	TERM Lite Development
FTA Project Mgr:	Keith Gates
Start/End Date:	Feb. 15, 2011 - Feb. 14, 2012
Gross Project Cost:	$50,000
Adjustment Amt:	$0
Total Eligible Cost:	$50,000
Total FTA Amt:	$50,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$50,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$50,000
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

This grant is being handled directly with the office in Washington, DC. Therefore, no electronic updates will be processed in TEAM-Web.

Part 4. Milestone/Progress Report

Project Status Overview

This grant is being handled directly with the office in Washington DC. Therefore, no electronic updates will be processed in TEAM-Web.

	Quantity	FTA Amount	Elig. Proj. Cost
PR.JB.UD Project Budget	0	$50,000	$50,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Report	2/14/2012				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-6002-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Aug. 14, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-6002-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-6002-00
Brief Desc:	TERM Lite Development
FTA Project Mgr:	Keith Gates
Start/End Date:	Feb. 15, 2011 - Feb. 14, 2012
Gross Project Cost:	$50,000
Adjustment Amt:	$0
Total Eligible Cost:	$50,000
Total FTA Amt:	$50,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$50,000
F. Federal Share of Expenditures	$0	$0	$0
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$0	$0
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$0
M. Unobligated Balance of Federal Funds (E - L)			$50,000
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

This grant is being handled directly with the office in Washington, D.C. Therefore, no electronic updates will be provided in TEAM-Web.

FTA Comments

This FFR review is not a verification of data entered by the grantee, but rather note exceptions to projects with zero unliquidated federal obligation balances, program income and cash on hand balances.

FFRs MUST BE PLACED IN TEAM. Zero federal unliquidated obligations noted.

Part 4. Milestone/Progress Report

Project Status Overview

This grant is being handled directly with the office in Washington DC. Therefore, no electronic updates will be processed in TEAM-Web.

MPRs are required to be placed in TEAM.

	Quantity	FTA Amount	Elig. Proj. Cost
PR.JB.UD Project Budget	0	$50,000	$50,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Report	2/14/2012				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-6002-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-6002-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-6002-00
Brief Desc:	TERM Lite Development
FTA Project Mgr:	Keith Gates
Start/End Date:	Feb. 15, 2011 - Feb. 14, 2012
Gross Project Cost:	$50,000
Adjustment Amt:	$0
Total Eligible Cost:	$50,000
Total FTA Amt:	$50,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$19,594
D. Federal Cash on Hand at End of Period			-$19,594
E. Total Federal Funds Authorized			$50,000
F. Federal Share of Expenditures	$0	$19,594	$19,594
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$19,594	$19,594
I. Federal Share of Unliquidated Obligations			$30,406
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$30,406
L. Total Federal Share (F + I)			$50,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

Previously, we had been told by Keith Gates in D.C. that this grant is handled directly with the office in Washington, D.C. Therefore, no electronic updates will be provided in TEAM-Web. At the RTA`s Semi-annual meeting with FTA Chicago on 08-22-12 here at the RTA, we were instructed by Melody Hopson to begin inputting quarterly reports into TEAM-Web. Previous reports have been entered as attachments. Additionally, per the terms of this cooperative agreement, we have sent Req. #1 via e-mail for payment.

Part 4. Milestone/Progress Report

Project Status Overview

Over the period from January 1, 2012 to March 31, 2012 through the RTA completed the following activities to support development of FTA's TERM Lite tool.

• The Consultant prepared for and conducted Capital Decision and Update project meetings with Pace (Feb 14), CTA (Feb 14) and Metra (Feb 23) on the asset life cycle profiles based on research into industry standards. These meetings took place instead of the monthly meeting at the RTA headquarters.

• Continued to refine life cycle, and cost profiles to better reflect the specific characteristics of the transit maintenance facilities and stations of each of the Service Boards

• Prepared analysis regarding the cost impact of choosing 60 vs. 50 years for maintenance facility useful life for Maintenance Facilities. Consultant prepared analysis and presentation for life cycle costing final decisions (including facility useful life).

• Initiated entering updated asset inventory records into the Capital Decision Tool in order to predict the next 10 years capital needs.

• Conducted preliminary model runs for Condition Assessment Report Update.

• Conducted extensive data cleaning exercises to address issues with preliminary runs.

• Consultant and FTA conducted monthly phone conversations on Tool Development.

• Consultant, RTA conducted monthly status report meetings with the participation of and Service Board Team members.

	Quantity	FTA Amount	Elig. Proj. Cost
PR.JB.UD Project Budget	0	$50,000	$50,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Report	2/14/2012	9/30/2013	1		
	PROGRESS: The project's					

	milestone has been revised to reflect accurate completion date of September 30, 2013. Completion Date was modified to mirror the RTA Transportation Asset Management project funded by the FTA. The TAM project includes important improvements to the Decision Tool that will impact TERM Lite development.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-6002-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
(DRAFT)
MS/P Report Submitted , FFR In Progress

Part 1: Recipient Information

Project Number:	IL-26-6002-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-6002-00
Brief Desc:	TERM Lite Development
FTA Project Mgr:	Keith Gates
Start/End Date:	Feb. 15, 2011 - Feb. 14, 2012
Gross Project Cost:	$50,000
Adjustment Amt:	$0
Total Eligible Cost:	$50,000
Total FTA Amt:	$50,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$19,594
C. Federal Cash Disbursements			$19,594
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$50,000
F. Federal Share of Expenditures	$19,594	$7,157	$26,751
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$19,594	$7,157	$26,751
I. Federal Share of Unliquidated Obligations			$23,249
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$23,249
L. Total Federal Share (F + I)			$50,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0

Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

During this quarter the consultant worked on the final development of the early phase of Expansion and Enhancement portion of the Decision Tool. These developments support the enhancements to the Term Lite Development. The consultant updated the User's Training Guide and delivered the Final Decision Tool. Consultant(s) participated/conducted monthly meeting updates at the RTA headquarters.

	Quantity	FTA Amount	Elig. Proj. Cost
PR.JB.UD Project Budget	0	$50,000	$50,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Report	2/14/2012	9/30/2013	1		
	PROGRESS: The project's milestone has been revised to reflect accurate completion date of September 30, 2013. Completion Date was modified to mirror the RTA Transportation Asset Management project funded by the FTA. The TAM project includes important improvements to the Decision Tool that will impact TERM Lite development.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-6002-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-6002-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-6002-00
Brief Desc:	TERM Lite Development
FTA Project Mgr:	Keith Gates
Start/End Date:	Feb. 15, 2011 - Feb. 14, 2012
Gross Project Cost:	$50,000
Adjustment Amt:	$0
Total Eligible Cost:	$50,000
Total FTA Amt:	$50,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$23,734
C. Federal Cash Disbursements			$23,734
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$50,000
F. Federal Share of Expenditures	$19,594	$4,140	$23,734
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$19,594	$4,140	$23,734
I. Federal Share of Unliquidated Obligations			$26,266
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$26,266
L. Total Federal Share (F + I)			$50,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Over the period from December 31, 2012 to March 31, 2013, the RTA completed the following activities to support the RTA TERM Lite Project.
CURRENT WORK
Capital Decision Prioritization Support Tool/SGR Term Lite
The SGR portion of the Decision Tool is completed. The consultant (CH2M Hill) is working on advancing the early phase of Expansion and Enhancement portion of the Decision Tool. In January 2013, the RTA participated in the Annual Transportation Research Board (TRB) conference to participate in the MAP 21 AMA requirements workshop.
As of January 25, 2013, the RTA has received sixteen invoices for the Capital Decision Prioritization Support Tool (RTA funds) totaling $362,545 for a project un-expended balance of $50,395. This project is 90 % completed and has been 88% expended. The estimated completion date is June 30, 2013. The RTA is extending the consultant contract.
EXPENDITURES
As of December 31, 2012 total expenses incurred for the TERM Lite Project is $22,224 for unexpended balance of $27,776.
PROJECT TIMELINE:
RTA funding for the Decision Tool is almost expended. FTA funding for the TERM Lite project is 45% expended. While the project is very well underway, the RTA has not expended the FTA funds in the same way. This project's completion date is September 2013. The RTA may extend completion date to allow time to expend funding.

	Quantity	FTA Amount	Elig. Proj. Cost
PR.JB.UD Project Budget	0	$50,000	$50,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Report	2/14/2012	9/30/2013	1		
	PROGRESS: The project's milestone has been revised to reflect accurate completion date of September 30, 2013. Completion Date was modified to mirror the RTA					

	Transportation Asset Management project funded by the FTA. The TAM project includes important improvements to the Decision Tool that will impact TERM Lite development.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-6002-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 22, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-6002-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-6002-00
Brief Desc:	TERM Lite Development
FTA Project Mgr:	Keith Gates
Start/End Date:	Feb. 15, 2011 - Feb. 14, 2012
Gross Project Cost:	$50,000
Adjustment Amt:	$0
Total Eligible Cost:	$50,000
Total FTA Amt:	$50,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$23,735
C. Federal Cash Disbursements			$23,735
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$50,000
F. Federal Share of Expenditures	$23,734	$11,617	$35,351
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$23,734	$11,617	$35,351
I. Federal Share of Unliquidated Obligations			$14,649
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$14,649
L. Total Federal Share (F + I)			$50,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Over the period from March 31, 2013 to June 30, 2013, the RTA completed the following activities to support the RTA TERM Lite Project.

CURRENT WORK

Capital Decision Prioritization Support Tool/SGR Term Lite
The SGR portion of the Decision Tool is completed. The consultant (CH2M Hill) completed the early phase of Expansion and Enhancement portion of the Decision Tool. Members of the RTA attended a WTS conference in Philadelphia to learn more about capital needs funding and to bring information on the Capital Decision Prioritization Support Tool. The RTA named the Decision Tool as the Capital Optimization Support Tool. RTA registered Asset Management Oversight, Capital Program and IT personnel to take Access classes at different levels to work better with COST (an access based tool).

The RTA did not extend the contract and therefore total project expenses were $393,104 or 95.20% expended.

EXPENDITURES
As of December 31, 2012 total expenses incurred for the TERM Lite Project is $35,351 for unexpended balance of $14,649.

PROJECT TIMELINE:
RTA funding for the Decision Tool is expended. FTA funding for the TERM Lite project is 71% expended. While the project is very well underway, the RTA has not expended the FTA funds in the same way. This project's completion date is September 2013. The RTA may extend completion date to allow time to expend funding.

	Quantity	FTA Amount	Elig. Proj. Cost
PR.JB.UD Project Budget	0	$50,000	$50,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Report	2/14/2012	6/30/2014	2		
	PROGRESS: The project's					

	milestone has been revised to reflect accurate completion date of September 30, 2013. Completion Date was modified to mirror the RTA Transportation Asset Management project funded by the FTA. The TAM project includes important improvements to the Decision Tool that will impact TERM Lite development.					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-26-0010-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Jul. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-0010-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-0010-00
Brief Desc:	Transit Asset Management (TAM) Pilot
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Dec. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$800,000
Adjustment Amt:	$0
Total Eligible Cost:	$800,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$0
F. Federal Share of Expenditures	$0	$134,021	$134,021
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$0	$134,021	$134,021
I. Federal Share of Unliquidated Obligations			$662,979
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$662,979
L. Total Federal Share (F + I)			$797,000
M. Unobligated Balance of Federal Funds (E - L)			-$797,000
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

(PLEASE NOTE THAT LINE E ISN't POPULATED WHICH IS CAUSING OUR NUMBERS TO BECOME SKEWED)

Part 4. Milestone/Progress Report

Project Status Overview

The RTA has two outstanding agreements with CH2M Hill, Inc. dated March 29, 2011, and April 27, 2011, to provide services relating to the Capital Decision Prioritization Support Tool and the Update to the Capital Asset Condition Assessment projects respectively. These two projects are a core part of the TAM grant and are very much underway. The RTA is currently testing the Decision Tool in developing the Capital Program for the region and estimating the region's Capital needs. At the same time, the Updated of the Capital Asset Condition Assessment for the period 2010-2011 is near completion. Data from this update will be used by the Decision Tool in the 2013 Capital Program evaluation.

The RTA issued the contract with CH2M Hill for the additional scope under the TAM grant on March 21, 2012 with start date of December 1, 2011 and completion date of September 30, 2013. The RTA received pre-award authorization from the FTA with the announcement of the grant in August of 2011. On December 19, 2011, the RTA sent FTA a letter of intent to exercise pre-award authority for the TAM project. The RTA continued working on the two core TAM projects utilizing RTA funding. Work on the new additional scope for the TAM project to enhance and document RTA's ongoing regional asset inventory maintenance and condition assessment process, enhance RTA's capital planning process and to develop a process to group related asset replacement needs into logical capital projects using an asset type and location is underway. The enhanced process will ensure alignment of the RTA's AMO program with the FTA and TERM Lite tool, applicability to other transit systems, and will improved asset sampling. This additional work started in December 2011 and is being done in parallel with the work on the other two projects funded by the RTA.

Work completed by CH2M Hill includes the two projects funded by the RTA, the Capital Decision Prioritization Support Tool and the Update of the Capital Asset Condition Assessment, and the TAM project. As of June 30, 2012, the following tasks have been undertaken:

- The consultant, as part of the Capital Asset Condition Assessment update, made final preparations for "Beta " sampling through which condition rating was revised to mirror FTA's scale.
- The RTA and consultants conducted Beta site visits to assess the conditions of the three Service Boards assets.
- Additional site visits occurred over a 3 month period from March through May 2012.
- First phase of asset condition sampling was completed in June.

- The RTA, with the consultant team, conducted monthly group meetings at the RTA Headquarters on the Capital Asset Condition Assessment update and Capital Decision Tool progress. Discussions included asset life cycle costing analysis through which decisions on facility useful life consensus was attained and resulting data updates/revisions occurred.
- The consultant team continues to refine asset life cycles and cost profiles based upon research of FTA and industry standards to better reflect the specific characteristics of the transit maintenance facilities and stations of each of the Service Boards.
- The consultant team (working cooperatively with RTA and the Service Boards) updated asset inventory, prepared for data conversion and performed data quality checks for use in the Decision Tool.
- Asset inventory records have been and will be continually reviewed and updated for the Decision Tool purpose to predict a 10 year capital needs analysis.
- The Draft final report: Capital Asset Condition Assessment Update: Report for Calendar Year 2011 has been released and is under review by the Service Boards and the RTA. Estimated approval date is August 31, 2012.
- Decision Tool trial runs have continually been an essential component. Multiple model runs to reflect changes in data and assumptions in preparation for the final report are underway as additional training for Service Board personnel is also being scheduled.

		Quantity	FTA Amount	Elig. Proj. Cost
55.52.00	CONSULTANT SERVICES	0	$800,000	$800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Completion	12/31/2013				
2.	Consultant Contract	12/1/2011	3/21/2012	1	3/21/2012	
	DETAILED DESCRIPTION: Issuance of contract for the additional scope under the TAM grant					
	PROGRESS: Task completed.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-0010-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-0010-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-0010-00
Brief Desc:	Transit Asset Management (TAM) Pilot
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Dec. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$800,000
Adjustment Amt:	$0
Total Eligible Cost:	$800,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$134,021	$86,659	$220,680
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$134,021	$86,659	$220,680
I. Federal Share of Unliquidated Obligations			$576,320
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$576,320
L. Total Federal Share (F + I)			$797,000
M. Unobligated Balance of Federal Funds (E - L)			$3,000
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

The RTA is completing the signature and distribution process of the Capital Asset Condition Assessment Update Final Report and has already started second year of the Assessment process. The kick-off meeting for the second year took place on September 27, 2012.

Capital Decision Prioritization Support Tool
The Project Team is working on adjustments to the Final Decision Tool (Task 5) to ensure that needs from the Service Boards are addressed by the Consultant Team in the Final Tool. The Services Boards will assign "power users" to continue trouble shooting the tool capability and providing feedback to the consultant. Advance training on how to use the Decision Tool and create different review scenarios is expected to take place in October. The Project Team is now outlining the process and approach on how to incorporate the Decision Tool into the region's annual capital budget process. The Decision Tool will be used to provide independent, objective perspective of the region's re-investment needs. To this end, the Consultant has proposed a 4-step process for the tool application. 1. Compare Investment Allocations,
2. Understand Differences,
3. Other analysis, and
4. Address Differences.

The RTA and the Service Boards will perform a trial run off this process during the up-coming 2013 region budget process.

In September of 2012, the consultant team started working on Task 7 to Develop and Implement the Asset-to-Capital Project Numbering Convention. The consultant presented project mapping guiding principles and a possible approach to conduct the mapping. The Service Boards will help assigned asset types or alternative approach to ensure the mappings are meaningful and helpful.
CH2M Hill sent initial mapping of asset types to asset-to-project grouping types for Service Board Discussion and we are awaiting this response.

Capital Asset Condition Assessment Update (Year 1)
The RTA and the consultant team started the process of documenting the Asset Inventory and Condition Assessment process. The RTA will prepare documentation describing complete asset inventorying process including: Data collection initiation, staff roles and responsibilities, data collection forms, condition sampling methods and inspection forms and data quality review. Consultant team has prepared document outlines and RTA comments were sent to the Consultant. A conference call was scheduled to discuss the document outlines.

		Quantity	FTA Amount	Elig. Proj. Cost
55.52.00	CONSULTANT SERVICES	0	$800,000	$800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Completion	12/31/2013				
2.	Consultant Contract	12/1/2011	3/21/2012	1	3/21/2012	
	DETAILED DESCRIPTION: The RTA executed the contract with CH2M Hill for the additional scope under the TAM grant on March 21, 2012 with start date of December 1, 2011 and completion date of September 30, 2013.					
	PROGRESS: Work under this contract started on December 1, 2012.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-0010-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
(DRAFT)
MS/P Report Submitted , FFR In Progress

Part 1: Recipient Information

Project Number:	IL-26-0010-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-0010-00
Brief Desc:	Transit Asset Management (TAM) Pilot
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Dec. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$800,000
Adjustment Amt:	$0
Total Eligible Cost:	$800,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$220,680
C. Federal Cash Disbursements			$220,680
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$220,680	$155,669	$376,350
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$220,680	$155,669	$376,350
I. Federal Share of Unliquidated Obligations			$423,650
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$423,650
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0

Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

01-28-2013:

Over the period from September 30, 2012 to December 31, 2012 the RTA completed the following activities to support the RTA Transportation Asset Management Pilot Project.

CURRENT WORK
The RTA completed the signature and distribution process of the Capital Asset Condition Assessment Update Final Report and is already working in the second year of the Assessment process.
Capital Decision Prioritization Support Tool
During this quarter the consultant worked on the final development of the early phase of Expansion and Enhancement portion of the Decision Tool. The consultant updated the User's Training Guide and delivered the Final Decision Tool. Consultant participated/conducted monthly meeting updates at the RTA headquarters. This contract is complete and funds were expended as of December 31, 2012. Consultant to provide the project final invoice.

Capital Asset Condition Assessment Update (Year 1)
The consultant, the RTA and the Service Boards completed the Final Report and worked on the Final Report cover letter to be sign by the RTA Executive Director and final RTA Board approval and official report distribution. Year 1 of the RTA Capital Asset Condition Assessment Update contract with CH2M Hill is completed and funded has been exhausted. Work under year 1 of the Asset Condition Assessment Update project (five-year contract) is the only work included in the FTA TAM project. For continuity purposes, the RTA will continue to report on the Year 2 contract activities until the FTA TAM grant is complete.

Capital Asset Condition Assessment Update (Year 2)
Consultant conducted industry research on Soft Costs and Contingency Costs and developed presentation materials and project update report to present on monthly meetings at the RTA headquarters. The consultant team participated in a brainstorm section to create a punch list and future actions to determine contingency and soft costs values to be used in future backlog estimates. Documented Inventory Tables and held multiple team calls to discuss table formats. The team worked with Service Boards to facilitate inventory updates. Consultant Team worked on decay curves to examine the Service Boards' asset condition sampled data for its incorporation in the decay curve to reflect the region's conditions and to formulate the incorporation approach.

The consultant and the RTA worked with Service Boards to facilitate inventory updates and to continue capital asset condition sampling efforts for Year 2.

Transit Asset Management – FTA Funding only
Consultant continued work related to the second year asset condition sampling task (data collection, reconciliation of lists, data quality checks) and to document inventory tables.
The RTA and the consultant team started documenting the Asset Inventory and Condition Assessment process. The RTA will prepare documentation to describe the complete asset inventory and condition monitoring process including: Data collection initiation, staff roles and responsibilities, data collection forms, condition sampling methods and sampling forms and data quality review. Consultant team has prepared document outline and RTA comments were sent to the Consultant. A conference call took place to discuss the document outlines. This work is a work on progress and will continue true the life of the grant.

The consultant conducted monthly project updates in which participated the RTA and the Service Boards.

EXPENDITURES
As of December 31, 2012, the RTA has received fifteen invoices for the Capital Decision Prioritization Support Tool (RTA funds) totaling $357,514.79 for a project un-expended balance of $55,619.85. Additionally, the RTA has received fourteen invoices (including the final invoice), of the Capital Asset Condition Assessment Update (RTA funds) totaling $287,344.54. Finally, the RTA receive eight invoices for the TAM project (FTA funds only) totaling $376,349.56 and had processed invoices totaling $283,866.29 for a grant balance of $516,133.70 and un-expended balance of $423,650.40.
As of December 31, 2012 total expenses incurred for the TAM Pilot Project (including RTA funds) are $1,021,208.89.

PROJECT TIMELINE:
The RTA funded TAM projects for the Capital Asset Condition Assessment and the Capital Decision Prioritization Support Tool (core TAM Pilot project) started on April 27, 2011 and March 29, 2011 respectively. The TAM Pilot Project started on December 1, 2011. First year of the Update Project is completed; however, the project Final Report is still under final publication process. Work funded by the FTA under the TAM Pilot Project is very well underway. This project's completion date is September 2013; project is on schedule and on budget.

		Quantity	FTA Amount	Elig. Proj. Cost
55.52.00	CONSULTANT SERVICES	0	$800,000	$800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Completion	12/31/2013				
2.	Consultant Contract	12/1/2011	3/21/2012	1	3/21/2012	
	DETAILED DESCRIPTION: The RTA executed the contract with					

	CH2M Hill for the additional scope under the TAM grant on March 21, 2012 with start date of December 1, 2011 and completion date of September 30, 2013.					
	PROGRESS: Work under this contract started on December 1, 2012.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-0010-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-0010-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-0010-00
Brief Desc:	Transit Asset Management (TAM) Pilot
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Dec. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$800,000
Adjustment Amt:	$0
Total Eligible Cost:	$800,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$413,944
C. Federal Cash Disbursements			$413,944
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$313,164	$150,328	$463,491
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$313,164	$150,328	$463,491
I. Federal Share of Unliquidated Obligations			$336,509
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$336,509
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Over the period from December 31, 2012 to March 31, 2013, the RTA completed the following activities to support the RTA Transportation Asset Management Pilot Project.

CURRENT WORK

Capital Decision Prioritization Support Tool/SGR Term Lite

The SGR portion of the Decision Tool is completed. The consultant (CH2M Hill) is working on advancing the early phase of Expansion and Enhancement portion of the Decision Tool. As of January 25, 2013, the RTA has received sixteen invoices for the Capital Decision Prioritization Support Tool (RTA funds) totaling $362,545 for a project un-expended balance of $50,395. This project is 90 % completed and has been 88% expended. The estimated completion date is June 30, 2013. The RTA is extending the consultant contract.

Capital Asset Condition Assessment 2012 Update – Part of FTA grant

The consultant (CH2M Hill), the RTA and the Service Boards completed the 2012 Update. The RTA Board approved the Final Report and the RTA compiled and distributed final copies to Service Boards. Year 1 of the RTA Capital Asset Condition Assessment Update contract with CH2M Hill is completed and funded has been exhausted. The RTA received and processed fourteen invoices (including the final invoice) totaling $287,344.54 (RTA funds). Work under year 1 of the Asset Condition Assessment Update project (five-year contract) is the only work included in the FTA TAM project. For continuity purposes, the RTA will continue to report on the Year 2 contract activities until the FTA TAM grant is complete.

Capital Asset Condition Assessment 2013 Update

The RTA, the Consultant (CH2M Hill) and the Service Boards started the data collection for the 2013 Update. Consultant developed the tables and procedures for the update process. Consultant and the RTA conducted site visits to the Service Boards to respond to any questions support their data update efforts. This project is 40% complete and 38% expended.

Transit Asset Management – FTA Funding only

The consultant and (CH2M Hill) the RTA worked on the outline of the four projects pilot products and completed the draft of the Pilot Product #1 which included the refinement and documentation of inventory and condition assessment process. The deliverable contained a "How To" guide that documents inventory / condition assessment steps and data input templates that other industry users can follow to conduct similar assessments at their own agencies. This draft deliverable was sent to the FTA and the FTA PMO on March 2013. The RTA receive 10 invoices for the TAM project (FTA funds only) totaling $435,638 and had processed invoices totaling $413,944 for a grant balance of $386,056 and un-expended balance of $364,362. This project is 55% completed and expended.

EXPENDITURES

As of December 31, 2012 total expenses incurred for the TAM Pilot Project (including RTA funds) are $1,085,528 of which $435,638 are FTA funds and $649,899.54 RTA funds.

PROJECT TIMELINE:

The RTA funded TAM projects for the Capital Asset Condition Assessment and the Capital Decision Prioritization Support Tool (core TAM Pilot project) started on April 27, 2011 and March 29, 2011 respectively. The TAM Pilot Project started on December 1, 2011. The 2012 Update is completed; the project Final Report was approved by the RTA Board on February 2013 and has been distributed to the Service Boards. Work funded by the FTA under the TAM Pilot Project is very well underway. This project's completion date is September 2013; project is on schedule and on budget.

		Quantity	FTA Amount	Elig. Proj. Cost
55.52.00	CONSULTANT SERVICES	0	$800,000	$800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Completion	12/31/2013				
2.	Consultant Contract	12/1/2011	3/21/2012	1	3/21/2012	
	DETAILED DESCRIPTION: The RTA executed the contract with CH2M Hill for the additional scope under the TAM grant on March 21, 2012 with start date of December 1, 2011 and completion date of September 30, 2013.					
	PROGRESS: Work under this contract started on December 1, 2012.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-26-0010-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 22, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-26-0010-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-26-0010-00
Brief Desc:	Transit Asset Management (TAM) Pilot
FTA Project Mgr:	David Werner/Melody Hopson
Start/End Date:	Dec. 01, 2011 - Dec. 31, 2013
Gross Project Cost:	$800,000
Adjustment Amt:	$0
Total Eligible Cost:	$800,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$0
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$413,943
C. Federal Cash Disbursements			$413,943
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$463,491	$74,536	$538,027
G. Recipient Share of Expenditures	$0	$0	$0
H. Total Expenditures(F + G)	$463,491	$74,536	$538,027
I. Federal Share of Unliquidated Obligations			$261,973
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$261,973
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$0
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Over the period from April 1, 2013 to June 30, 2013, the RTA completed the following activities to support the RTA Transportation Asset Management Pilot Project.

CURRENT WORK
Capital Decision Prioritization Support Tool/SGR Term Lite
The SGR portion of the Decision Tool is completed. The project is 100 % completed. The RTA did not extend the contract and therefore total project expenses were $393,104 or 95.20% expended.
Capital Asset Condition Assessment 2012 Update – Part of FTA grant
The consultant (CH2M Hill), the RTA and the Service Boards completed the 2012 Update. The RTA Board approved the Final Report and the RTA compiled and distributed final copies to Service Boards. Year 1 of the RTA Capital Asset Condition Assessment Update contract with CH2M Hill is completed and funded has been exhausted. The RTA received and processed fourteen invoices (including the final invoice) totaling $287,344 (RTA funds). Work under year 1 of the Asset Condition Assessment Update project (five-year contract) is the only work included in the FTA TAM project. For continuity purposes, the RTA will continue to report on the Year 2 contract activities until the FTA TAM grant is complete.

Capital Asset Condition Assessment 2013 Update
The RTA, the Consultant (CH2M Hill) and the Service Boards worked on data collection for the 2013 Update. Attended tree monthly project progress meetings and followed up with the Service Board with additional questions regarding data submittals. CH2M Hill reviewed data and worked to identify gaps and critical feels needed to compare data against previous year's (2012 report) data. Draft 10 year needs report was presented at the June monthly progress meeting. The RTA received 7 invoices for the Update project Year 2 (RTA funds only) totaling $187,673 had processed invoices totaling $151,657.19 for an un-expended balance of $105,536. This project is 52% completed and expended.

Transit Asset Management – FTA Funding only
The Consultant facilitated TAM meeting in Chicago with presentation addressing asset hierarchy (TAM Technical Memorandum #1 and #4) and Asset to Project Mapping (TAM Technical Memorandum #3 related). Consultant requested that Service Boards validate approach and provide additional input on mappings at May meeting. Worked on drafts of Technical Memoranda #2 (Multi-Criteria Transit Investment Prioritization), #3 (Asset to Project Mapping) and #4 (How To Guide - Tool to Assess Capital Needs). Posted draft TM#1 (Condition Assessments and Inventory) to the project SharePoint site, inviting Service Board's comments. RTA provided comments to Technical Memorandum, #1 and consultant updated document incorporating RTA comments.
The RTA receive 14 invoices for the TAM project (FTA funds only) totaling $538,071 and had processed

invoices totaling $476,383 for a grant balance of $323,617 and un-expended balance of $261,929. This project is 60% completed and expended.

EXPENDITURES

As of December 31, 2012 total expenses incurred for the TAM Pilot Project (including RTA funds) are $1,218,519 of which $538,071 are FTA funds and $680,448 RTA funds.

PROJECT TIMELINE:

The RTA funded TAM projects for the Capital Asset Condition Assessment and the Capital Decision Prioritization Support Tool (core TAM Pilot project) started on April 27, 2011 and March 29, 2011 respectively. The TAM Pilot Project started on December 1, 2011. The 2012 Update is completed; the project Final Report was approved by the RTA Board on February 2013 and has been distributed to the Service Boards. Work funded by the FTA under the TAM Pilot Project is very well underway. This project's completion date is September 2013; project deliverables are on schedule. The RTA is requesting a time extension to June 30, 2014 to expend funds in much needed assets condition sampling. This request is to better utilize FTA funds.

		Quantity	FTA Amount	Elig. Proj. Cost
55.52.00	CONSULTANT SERVICES	0	$800,000	$800,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Consultant Contract	12/1/2011	3/21/2012	1	3/21/2012	
	DETAILED DESCRIPTION: The RTA executed the contract with CH2M Hill for the additional scope under the TAM grant on March 21, 2012 with start date of December 1, 2011 and completion date of September 30, 2013.					
	PROGRESS: Work under this contract started on December 1, 2012.					
2.	Contract Completion	12/31/2013	6/30/2014	1		

DOT

U.S. Department of Transportation Federal Transit Administration

IL-37-X050-04 Quarterly Narrative Report

Oct. 01, 2011 through Dec. 31, 2011
As Of Jan. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X050-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X050-04
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner
Start/End Date:	Aug. 01, 2011 - Jan. 31, 2014
Gross Project Cost:	$8,377,381
Adjustment Amt:	$530,080
Total Eligible Cost:	$7,847,301
Total FTA Amt:	$4,146,052
Total State Amt:	$0
Total Local Amt:	$3,701,249
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$909,626
C. Federal Cash Disbursements			$909,626
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$4,146,052
F. Federal Share of Expenditures	$1,140,554	$385,575	$1,526,129
G. Recipient Share of Expenditures	$1,012,984	$334,385	$1,347,369
H. Total Expenditures(F + G)	$2,153,538	$719,960	$2,873,498
I. Federal Share of Unliquidated Obligations			$1,159,834
J. Recipient Share of Unliquidated Obligations			$1,088,739
K. Total Unliquidated Obligations(I + J)			$2,248,573
L. Total Federal Share (F + I)			$2,685,963
M. Unobligated Balance of Federal Funds (E - L)			$1,460,089
N. Total Recipient Share Required			$3,701,249
O. Remaining Recipient Share to be provided N - (G + J)			$1,265,141
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on Hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

On July 25, 2011, FTA Awarded Amendment 4 to IL-37-X050. On July 27, 2011, RTA executed the award. Projects within the Grant are progressing without delay.

Program Administration: The RTA continues to plan the programming of the remaining administrative funds.

AID, Ride-in-Kane: Project operations continue. The combined JARC and New Freedom ridership in 2010 was approximately 113,000. Ridership continues to increase. In 2011 the August 2011 ridership was 10,342 and the October ridership was 11,185.

DuPage Transportation to Work: Project operations continue. The ridership in 2010 was approximately 22,600. The service provided 2,130 trips in September 2011.

McHenry County: The Technical Service Agreement between RTA and McHenry County was executed in December 2011. Service start-up is scheduled for February 1, 2012.

The City of Naperville: Project operations continue. Ridership in 2010 was 20,800. For July 2011 it was 1,741.

Safer Foundation: The project is complete as its funds are fully expended. The project has become self-sufficient and sustainable. Its operations continue without grant assistance.

Salvation Army, Ways to Work: The Technical Service Agreement between RTA and Salvation Army was executed in October 2011. Before implementation of the Federal grant portion of the project, some project work was performed with separate non-Federal grants. In total 186 individuals have attended personal education classes and 20 car loans have been approved.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$3,665,761	$7,331,522

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Expenditure	1/31/2014				
2.	Project Start	8/1/2011	12/1/2008		3/1/2008	
	DETAILED					

	DESCRIPTION: Operating Assistance					
	PROGRESS: No Change					

	Quantity	FTA Amount	Elig. Proj. Cost
11.80.00 PROGRAM ADMINISTRATION	0	$332,344	$332,344

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: No change					
2.	RFP/IFB Issued	11/5/2006			11/5/2006	
3.	Contract Award	12/15/2006			12/15/2006	
4.	Contract Complete	9/30/2009			3/31/2010	
5.	Final Expenditure	1/31/2014				

	Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00 JARC Mobility Management	0	$147,947	$183,435

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/1/2011				
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	1/31/2014				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X050-04 Quarterly Narrative Report

Jan. 01, 2012 through Mar. 31, 2012
As Of Apr. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X050-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X050-04
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner
Start/End Date:	Aug. 01, 2011 - Jan. 31, 2014
Gross Project Cost:	$8,377,381
Adjustment Amt:	$530,080
Total Eligible Cost:	$7,847,301
Total FTA Amt:	$4,146,052
Total State Amt:	$0
Total Local Amt:	$3,701,249
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,160,221
C. Federal Cash Disbursements			$1,160,221
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$4,146,052
F. Federal Share of Expenditures	$1,526,129	$136,032	$1,662,161
G. Recipient Share of Expenditures	$1,347,369	$184,139	$1,531,508
H. Total Expenditures(F + G)	$2,873,498	$320,171	$3,193,669
I. Federal Share of Unliquidated Obligations			$1,003,733
J. Recipient Share of Unliquidated Obligations			$924,668
K. Total Unliquidated Obligations(I + J)			$1,928,401
L. Total Federal Share (F + I)			$2,665,894
M. Unobligated Balance of Federal Funds (E - L)			$1,480,158
N. Total Recipient Share Required			$3,701,249
O. Remaining Recipient Share to be provided N - (G + J)			$1,245,073
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

On July 25, 2011, FTA Awarded Amendment 4 to IL-37-X050. On July 27, 2011, RTA executed the award. Projects within the Grant are progressing without delay.

Program Administration: The RTA continues to plan the programming of the remaining administrative funds.

- HSTP-JARC: This project is complete. Human Services Transportation Plan (HSTP) was adopted by the RTA Board of Directors in October 2007

- DuPage County Transportation to Work Program: Current Status: DuPage Transportation to Work: Project operations continue. The ridership in 2011 was 24,633. The service provided 2,159 in January 2012.

Project Description: The DuPage County Transportation to Work Program is a service under the existing Ride DuPage system. Funding under this grant will subsidize the cost of dial-a-ride and taxi trips for persons with developmental disabilities who are unable to drive, providing greater opportunities to obtain and maintain employment through affordable transportation.

- AID, Ride-in-Kane Phase 3 & 4 (Mobility Management):

Current Status: AID, Ride-in-Kane: Costs include staff salary and benefits, marketing costs, 24/7 toll-free information line, travel and related expenses, and project coordination. Grantee has informed us that commencing with October 2011 we will be receiving request for staff time for the 24/7 toll free information line.

- AID, Ride-in-Kane Phase 3 & 4 (Operations):

Current Status: AID, Ride-in-Kane: Project operations continue. The combined JARC and New Freedom ridership in 2011 was approximately 131,000. Ridership continues to increase. In 2011 the December ridership was 11,466.

Project Description: The Ride in Kane project is a demand responsive service that provides curb to curb, 24/7, accessible transportation for persons who are welfare recipients, eligible low-income persons and other individuals seeking employment or employment related services including senior residents for Job Access Reverse Commute (JARC) eligible trips. All JARC trips originate or terminate in Kane County. Operating funds shall be used to cover up to 50% of the net cost of each trip provided for JARC eligible trips.

- McHenry County Service Integration and Coordination

Current Status: Operations began as MCRide on February 1, 2012. The service has been successful in its first month. During February 2012 the combined JARC and New Freedom ridership was 7,387.

This project will integrate and coordinate three municipal services, the Cities of Crystal Lake, McHenry, Woodstock, and the McHenry County Service. Additionally, it will initiate services for seniors and the disabled in Greenwood Township. Two service extensions will be included to serve the Fox Lake Metra Station and Valley-Hi Nursing Home. Tracking and automated dispatching software will be used to help manage the available fleet. Operations funding shall be used to cover up to 50% of the net cost of each trip provided for JARC eligible trips as provided for in the project budget.

- The City of Naperville Community Based Transportation to Work:

Current Status: Project operations continue. Ridership in 2011 was 23,685. For November 2011 it was 2,093. It is projected that funding from this grant for this project was exhausted with the close of this quarter. The project will continue with funds from a new JARC grant, IL-37-X080, currently awaiting FTA award.

Project Description: The Ride DuPage to Work Program is a component of the Ride DuPage Program. The Ride DuPage to Work Program enables seniors and persons with disabilities greater opportunity to travel to and from work. Funding under this grant and the Technical Services Agreement will subsidize the cost of eligible dial-a-ride and taxi trips for persons with developmental disabilities and seniors who are unable to drive, providing greater opportunities to obtain and maintain employment through affordable transportation. The seven partnering organizations in the Ride DuPage to Work Program (hereinafter `Partners`) include: the City of Naperville, Naperville Township, Lisle Township, Naperville Park District, Village of Glen Ellyn, City of Wheaton, and Milton Township.

- Safer Foundation- Ride to Work Program

Current Status: Safer Foundation: The project is complete as its funds are fully expended. The project has become self-sufficient and sustainable. Its operations continue without grant assistance.

- Salvation Army, Ways to Work (Operating)

Current Status: Salvation Army, Ways to Work: Operations funding shall be used to cover up to 50% of the next cost program costs. The RTA portion of the project began as of October 2011, In February 2012, 58 car loans were approved. The RTA is reviewing the first invoice.

Salvation Army, Ways to Work (JARC/Mobility Management)

Current Status: Salvation Army, Ways to Work: Mobility Management funds are a small loan pool. Funding is provided on an 80/20 basis. The RTA portion of the project began as of October 2011. In February 2012, 58 car loans were approved. The RTA is reviewing the first voice.

- McHenry County Service & Integration & Coordination (Mobility Management)

Current Status: McHenry County: The RTA has not received Mobility Management invoices from the grantee. Mobility Management funding shall be used to cover up to 80% of eligible expenses associated with registering riders and conducting target populations outreach including marketing coordination with dispatch center staff.

McHenry County Service & Integration & Coordination (Capital)

Current Status: McHenry County: The RTA has not received a Capital invoice from the grantee. Capital funding for computer hardware and in two vehicles, mobile data terminals. Included will be tracking and automated dispatching software to help manage the available fleet. Funding provided on a 100% basis using both Federal, JARC, funding and Transportation Development Credits.

McHenry County Service & Integration & Coordination (Operating)

Current Status: McHenry County: Operations began as MCRide on February 01, 2012. The service has been successful in its first month. During February 2012, the combined JARC and New Freedom ridership was 7,387.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$3,665,761	$7,331,522

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Expenditure	1/31/2014				
2.	Project Start	8/1/2011	12/1/2008		3/1/2008	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$332,344	$332,344

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	11/5/2006			11/5/2006	

	DETAILED DESCRIPTION: No change					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB Issued	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Award	12/15/2006			12/15/2006	
	PROGRESS: This milestone has been completed.					
4.	Contract Complete	9/30/2009			3/31/2010	
	PROGRESS: This milewtone has been completed.					
5.	Final Expenditure	1/31/2014				

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$147,947	$183,435

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/1/2011			7/27/2011	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	1/31/2014				

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X050-04 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Jul. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X050-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X050-04
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner
Start/End Date:	Aug. 01, 2011 - Jan. 31, 2014
Gross Project Cost:	$8,377,381
Adjustment Amt:	$530,080
Total Eligible Cost:	$7,847,301
Total FTA Amt:	$4,146,052
Total State Amt:	$0
Total Local Amt:	$3,701,249
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,160,221
C. Federal Cash Disbursements			$1,160,221
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$4,146,052
F. Federal Share of Expenditures	$1,662,161	$391,487	$2,053,648
G. Recipient Share of Expenditures	$1,531,508	$348,107	$1,879,615
H. Total Expenditures(F + G)	$3,193,669	$739,594	$3,933,263
I. Federal Share of Unliquidated Obligations			$620,676
J. Recipient Share of Unliquidated Obligations			$568,131
K. Total Unliquidated Obligations(I + J)			$1,188,807
L. Total Federal Share (F + I)			$2,674,324
M. Unobligated Balance of Federal Funds (E - L)			$1,471,728
N. Total Recipient Share Required			$3,701,249
O. Remaining Recipient Share to be provided N - (G + J)			$1,253,503
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview

On July 25, 2011, FTA Awarded Amendment 4 to IL-37-X050. On July 27, 2011, RTA executed the award. As of the end of the Third Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All subrecipients are demonstrating competence and are in control of their individual projects.
Project Progress

Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The RTA continues to plan the future programming of the remaining administrative funds.

AID, Association for Individual Development
Ride-in-Kane:
(JARC)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this JARC grant's Amendments: No.03 for Phases 3 and 4 and No. 04 for Phases 5 and 6. The 2009 Technical Service Agreement (TSA), RTA's subrecipient contract, has fully expended the operating assistance portion. It is being extended to allow AID to continue expenditures under the mobility management portion. A new TSA, for Phases 5 and 6, is under preparation to continue operational funding.
Ridership continues to increase. In April 2012 the combined JARC and New Freedom ridership was 11,603.

DuPage Transportation to Work:
(JARC)(Operating Assistance) Project operations continue. The project has received funding through this JARC grant's amendments numbered 02, 03 and 04.
The 2009 Technical Service Agreement (TSA), RTA's subrecipient contract, is being extended to June 30, 2013. A new TSA, will be prepared after that time to continue expenditures for operational assistance.
The ridership in 2011 was 24,633. In 2012, February ridership was 2,083 trips.

McHenry County:
Service Integration and Coordination
(JARC)(Operating Assistance, Mobility Management and Mobility Management Capital) Operations began as MCRide on February 1, 2012. Project operations successfully continue. The grantee has submitted its first requisition for funds under operational assistance but not for either the mobility management or mobility management capital portions of the project.
The combined JARC and New Freedom ridership was 8,020 for March and 7,462 for April.

City of Naperville
(JARC)(Operating Assistance) The project has fully expended operating assistance under this grant and was granted pre-award authority under the new FTA grant IL-37-X080.
The final ridership for 2011 was 25,918. The total included a December ridership of 2,233. In 2012 January ridership was 2,250 and February was 2,472.

Safer Foundation
The project is complete as its funds are fully expended. The project has become self-sufficient and sustainable. Its operations continue without grant assistance.

Salvation Army, Ways to Work:
(JARC) Operating Assistance and Mobility Management) The RTA continues working with Salvation Army on backup information and support for the first requisition.
Since the program's inception 493 individuals have attended personal finance classes and 74 loans have been approved.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$3,665,761	$7,331,522

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Expenditure	1/31/2014				
	PROGRESS: No change					
2.	Project Start	8/1/2011	12/1/2008		3/1/2008	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$332,344	$332,344

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: No change					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB Issued	11/5/2006			11/5/2006	
	PROGRESS: This milestone					

	has been completed.					
3.	Contract Award	12/15/2006			12/15/2006	
	PROGRESS: This milestone has been completed.					
4.	Contract Complete	9/30/2009			3/31/2010	
	PROGRESS: This milewtone has been completed.					
5.	Final Expenditure	1/31/2014				
	PROGRESS: No change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$147,947	$183,435

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/1/2011			7/27/2011	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	1/31/2014				
	PROGRESS: No Change					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X050-04 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X050-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X050-04
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner
Start/End Date:	Aug. 01, 2011 - Jan. 31, 2014
Gross Project Cost:	$8,377,381
Adjustment Amt:	$530,080
Total Eligible Cost:	$7,847,301
Total FTA Amt:	$4,146,052
Total State Amt:	$0
Total Local Amt:	$3,701,249
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,160,221
C. Federal Cash Disbursements			$1,160,221
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$4,146,052
F. Federal Share of Expenditures	$2,053,648	$153,157	$2,206,805
G. Recipient Share of Expenditures	$1,879,615	$148,952	$2,028,567
H. Total Expenditures(F + G)	$3,933,263	$302,109	$4,235,372
I. Federal Share of Unliquidated Obligations			$1,939,247
J. Recipient Share of Unliquidated Obligations			$1,672,682
K. Total Unliquidated Obligations(I + J)			$3,611,929
L. Total Federal Share (F + I)			$4,146,052
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$3,701,249
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

FFY 2012 Fourth Quarter (July 1, 2012-September 30, 2012) IL-37-X050-04, JARC Grant

Part 4. Milestone/Progress Report
Project Status Overview On July 25, 2011, FTA Awarded Amendment 4 to IL-37-X050. On July 27, 2011, RTA executed the award. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All subrecipients are demonstrating competence and are in control of their individual projects.

Project Progress
Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The RTA intends to program remaining administration funds in Federal Fiscal Year 2013.

AID, Association for Individual Development
Ride-in-Kane:
(JARC)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this JARC grant's amendments: Number 03 for Phases 3 and 4 and Number 04 for Phases 5 and 6.
The 2009 Technical Service Agreement (TSA JARC-2009-07), RTA's subrecipient contract, has fully expended the operating assistance portion. It has been given a time extension to January 31, 2013 to allow AID's continued expenditures under the mobility management portion.
A new TSA (JARC-2010-10), for Phases 5 and 6, has been executed with a term ending in March 31, 2013.
In 2012 the combined ridership was 11,655 in April; 12,426 in May; and 11,709 in June.

DuPage Transportation to Work:
(JARC)(Operating Assistance) Project operations continue. The project has received funding through this JARC grant's amendments numbered 02, 03 and 04.
The 2008 Technical Service Agreement (TSA JARC-2008-02), RTA's subrecipient contract, has been extended to June 30, 2013. A new TSA, will be prepared at that time, to continue expenditures for operational assistance.
The ridership in 2011 was 24,633. Ridership in 2012 was 2,100 in March, 2,065 in April, 2,182 in May and 1,652 in June. The grantee reports the decrease in ridership is due to unemployment in their client groups. The agency is working to help riders find new jobs.

McHenry County:
Service Integration and Coordination

(JARC)(Operating Assistance, Mobility Management and Mobility Management Capital) The project is covered by a Technical Services Agreement (TSA JARC-2010-08) between the RTA and McHenry County.
Operations began as MCRide on February 1, 2012. Project operations successfully continue.
The combined McRide service ridership was 7,562 in May, 6,854 in June, 6,774 in July and 7,820 in August.
City of Naperville
(JARC)(Operating Assistance) The project has fully expended its operating assistance under this grant (TSA JARC-2009-05) and was granted pre-award authority under the new FTA grant IL-37-X080. With expenditures completed under this grant, future project milestone reports will be only provided under IL-37-X080. The new Technical Services Agreement (JARC-2011-02), RTA's subrecipient contract was mailed to the grantee on September 27, 2012.
The final ridership for 2011 was 25,918. Total Mary ridership was 2,658.

Safer Foundation
The project is complete as its funds are fully expended. After all funds were expended , the Safer Foundation continued to provide the service.

Salvation Army, Ways to Work:
(JARC)(Operating Assistance and Mobility Management) The project is covered by a Technical Services Agreement (TSA JARC-2010-09) between the RTA and The Salvation Army. The grantee has begun to submit requisitions for review and payment.
As of September 24, 2012 a total of 802 individuals have attended personal finance classes and 157 loans have been approved.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$3,665,761	$7,331,522

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Expenditure	1/31/2014				
	PROGRESS: No change					
2.	Project Start	8/1/2011	12/1/2008		3/1/2008	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$332,344	$332,344

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code

1.	Project Start	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: No change					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB Issued	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Award	12/15/2006			12/15/2006	
	PROGRESS: This milestone has been completed.					
4.	Contract Complete	9/30/2009			3/31/2010	
	PROGRESS: This milewtone has been completed.					
5.	Final Expenditure	1/31/2014				
	PROGRESS: No change					

	Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00 JARC Mobility Management	0	$147,947	$183,435

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/1/2011			7/27/2011	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	1/31/2014				
	PROGRESS: No Change					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X050-04 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X050-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X050-04
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner
Start/End Date:	Aug. 01, 2011 - Jan. 31, 2014
Gross Project Cost:	$8,377,381
Adjustment Amt:	$530,080
Total Eligible Cost:	$7,847,301
Total FTA Amt:	$4,146,052
Total State Amt:	$0
Total Local Amt:	$3,701,249
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,925,659
C. Federal Cash Disbursements			$1,925,659
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$4,146,052
F. Federal Share of Expenditures	$2,206,805	$261,844	$2,468,649
G. Recipient Share of Expenditures	$2,028,567	$260,990	$2,289,557
H. Total Expenditures(F + G)	$4,235,372	$522,834	$4,758,206
I. Federal Share of Unliquidated Obligations			$1,677,403
J. Recipient Share of Unliquidated Obligations			$1,411,692
K. Total Unliquidated Obligations(I + J)			$3,089,095
L. Total Federal Share (F + I)			$4,146,052
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$3,701,249
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview:

On July 25, 2011, FTA Awarded Amendment 4 to IL-37-X050. On July 27, 2011, RTA executed the award. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All subrecipients are demonstrating competence and are in control of their individual projects.

Project Progress:
Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The RTA will charge program administration to this line item as of January 1, 2013.

AID, Association for Individual Development
Ride-in-Kane:
(JARC)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this JARC grant's amendments: Number 03 for Phases 3 and 4 and Number 04 for Phases 5 and 6.
Under the 2009 Technical Service Agreement (TSA JARC-2009-07), RTA's subrecipient contract, AID has fully expended the operating assistance portion. It was given a time extension to January 31, 2013 to allow AID's continued expenditures under the mobility management portion.
A new Technical Services Agreement (TSA JARC-2010-10), for Phases 5 and 6, was executed with a term of May 1, 2012 to March 31, 2013 to provide for a continuation of operating assistance.

In October 2012 the combined service provided 12,202 trips.

DuPage Transportation to Work:
(JARC)(Operating Assistance) Project operations continue. The project has received funding through this JARC grant's amendments numbered 02, 03 and 04.
The 2008 Technical Service Agreement (TSA JARC-2008-02), RTA's subrecipient contract, has been extended to June 30, 2013. A new TSA, will be prepared at that time, to continue expenditures for operational assistance.
Ridership was 2,113 in September 2012, a return to the March 2011 level.

McHenry County:
Service Integration and Coordination
(JARC)(Operating Assistance, Mobility Management and Mobility Management Capital) The project is covered

by a Technical Services Agreement (TSA JARC-2010-08) between the RTA and McHenry County. Operations began as MCRide on February 1, 2012. Project operations successfully continue.

Requisitions under operating assistance have been submitted and paid.
The combined JARC and New Freedom service ridership was 7,820 in August 2012.

City of Naperville:
(JARC)(Operating Assistance) The project fully expended its operating assistance under this grant (TSA JARC-2009-05) and was granted pre-award authority under the new FTA grant IL-37-X080. With expenditures completed under this grant, milestone reports will be only provided under IL-37-X080.

Safer Foundation:
The project is complete as its funds are fully expended. After all funds were expended, the Safer Foundation continued to provide the service.

Salvation Army, Ways to Work:
(JARC)(Operating Assistance and Mobility Management) The project is covered by a Technical Services Agreement (TSA JARC-2010-09) between the RTA and The Salvation Army.

Since service inception 1,051 individuals have attended personal finance classes and 208 loans have been approved.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$3,665,761	$7,331,522

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Expenditure	1/31/2014				
	PROGRESS: No change					
2.	Project Start	8/1/2011	12/1/2008		3/1/2008	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$332,344	$332,344

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	11/5/2006			11/5/2006	

	DETAILED DESCRIPTION: No change					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB Issued	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Award	12/15/2006			12/15/2006	
	PROGRESS: This milestone has been completed.					
4.	Contract Complete	9/30/2009			3/31/2010	
	PROGRESS: This milewtone has been completed.					
5.	Final Expenditure	1/31/2014				
	PROGRESS: No change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$147,947	$183,435

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/1/2011			7/27/2011	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	1/31/2014				
	PROGRESS: No Change					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X050-04Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X050-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X050-04
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner
Start/End Date:	Aug. 01, 2011 - Jan. 31, 2014
Gross Project Cost:	$8,377,381
Adjustment Amt:	$530,080
Total Eligible Cost:	$7,847,301
Total FTA Amt:	$4,146,052
Total State Amt:	$0
Total Local Amt:	$3,701,249
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$2,036,115
C. Federal Cash Disbursements			$2,036,115
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$4,146,052
F. Federal Share of Expenditures	$2,468,649	$381,145	$2,849,794
G. Recipient Share of Expenditures	$2,289,557	$348,128	$2,637,685
H. Total Expenditures(F + G)	$4,758,206	$729,273	$5,487,479
I. Federal Share of Unliquidated Obligations			$1,296,258
J. Recipient Share of Unliquidated Obligations			$1,063,564
K. Total Unliquidated Obligations(I + J)			$2,359,822
L. Total Federal Share (F + I)			$4,146,052
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$3,701,249
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Project Status Overview:

Project Status Overview On July 25, 2011, FTA Awarded Amendment 4 to IL-37-X050. On July 27, 2011, RTA executed the award. As of the end of the Fourth Quarter the purpose of this grant is being achieved. Projects within the grant are progressing without delay, on time and within budget. All subrecipients are demonstrating competence and are in control of their individual projects.
Project Progress
Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed. The RTA began charging program administration to this line item as of January 1, 2013.

AID, Association for Individual Development
Ride-in-Kane:
(JARC)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this JARC grant's amendments: Number 03 for Phases 3 and 4 and Number 04 for Phases 5 and 6.
Under the 2009 Technical Service Agreement (TSA JARC-2009-07), RTA's subrecipient contract, AID has fully expended the operating assistance portion. It is being given a second time extension to April 30, 2014 to allow AID's continued expenditures under the mobility management portion of the grant.
Amendment No. 1 to the TSA (JARC-2010-10), for Phases 5 and 6, is under review. It would extend the term to May 31, 2015 to provide for a continuation of operating assistance.
In November 2012 the combined service provided 11,802 trips.

DuPage Transportation to Work:
(JARC)(Operating Assistance) Project operations continue. The project has received funding through this JARC grant's amendments numbered 02, 03 and 04.
The 2008 Technical Service Agreement (TSA JARC-2008-02), RTA's subrecipient contract, has been extended to June 30, 2013. A new TSA, will be prepared at that time, to continue expenditures for operational assistance.
Ridership was 2,334 in October 2012.

McHenry County:
Service Integration and Coordination
(JARC)(Operating Assistance, Mobility Management and Mobility Management Capital) The project is covered by a Technical Services Agreement (TSA JARC-2010-08) between the RTA and McHenry County.
Operations began as MCRide on February 1, 2012. Project operations successfully continue.

Requisitions are being paid.
The combined JARC and New Freedom service ridership was 7,202 in November 2012.

City of Naperville
(JARC)(Operating Assistance) The project fully expended its operating assistance under this grant (TSA JARC-2009-05) and was granted pre-award authority under the new FTA grant IL-37-X080. With expenditures completed under this grant, milestone reports will be only provided under IL-37-X080.

Safer Foundation
The project is complete as its funds are fully expended. After all funds were expended, the Safer Foundation continued to provide the service.

Salvation Army, Ways to Work:
(JARC)(Operating Assistance and Mobility Management) The project is covered by a Technical Services Agreement (TSA JARC-2010-09) between the RTA and The Salvation Army.
Since service inception 1,312 individuals have attended personal finance classes and 253 loans have been approved.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$3,665,761	$7,331,522

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Expenditure	1/31/2014				
	PROGRESS: No change					
2.	Project Start	8/1/2011	12/1/2008		3/1/2008	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$332,344	$332,344

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: No change					
	PROGRESS: This milestone					

	has been completed.					
2.	RFP/IFB Issued	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Award	12/15/2006			12/15/2006	
	PROGRESS: This milestone has been completed.					
4.	Contract Complete	9/30/2009			3/31/2010	
	PROGRESS: This milewtone has been completed.					
5.	Final Expenditure	1/31/2014				
	PROGRESS: No change					

11.7L.00 JARC Mobility Management

Quantity	FTA Amount	Elig. Proj. Cost
0	$147,947	$183,435

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/1/2011			7/27/2011	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	1/31/2014				
	PROGRESS: No Change					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-37-X050-04Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-37-X050-04
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-37-X050-04
Brief Desc:	RTA Sec. 5316 JARC Projects
FTA Project Mgr:	David Werner
Start/End Date:	Aug. 01, 2011 - Jan. 31, 2014
Gross Project Cost:	$8,377,381
Adjustment Amt:	$530,080
Total Eligible Cost:	$7,847,301
Total FTA Amt:	$4,146,052
Total State Amt:	$0
Total Local Amt:	$3,701,249
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$2,618,526
C. Federal Cash Disbursements			$2,618,526
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$4,146,052
F. Federal Share of Expenditures	$2,849,794	$195,161	$3,044,955
G. Recipient Share of Expenditures	$2,637,685	$193,483	$2,831,168
H. Total Expenditures(F + G)	$5,487,479	$388,644	$5,876,123
I. Federal Share of Unliquidated Obligations			$1,101,097
J. Recipient Share of Unliquidated Obligations			$870,081
K. Total Unliquidated Obligations(I + J)			$1,971,178
L. Total Federal Share (F + I)			$4,146,052
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$3,701,249
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Part 4. Milestone/Progress Report
Project Status Overview
On July 25, 2011, FTA Awarded Amendment 4 to IL-37-X050. On July 27, 2011, RTA executed the award. As of the end of the Third Quarter FFY 2013 the purpose of this grant is being achieved. Projects within the grant are progressing without delay and within budget. Revised estimated completion dates are requested under the three budget line items. All subrecipients are demonstrating competence and are in control of their individual projects.

Project Progress
Program Administration: In 2007 the HSTP was completed. In 2008 the Compliance Project was completed.

The RTA continues charging program administration to this line item. Funds are being requisitioned in July 2013. The current rate of expenditure will extend the completion date for this line item until the Second Quarter of 2015.

AID, Association for Individual Development
Ride-in-Kane:
(JARC)(Operating Assistance and Mobility Management)Project operations continue. The project has received funding through this JARC grant's amendments: Number 03 for Phases 3 and 4 and Number 04 for Phases 5 and 6.
Under the 2009 Technical Service Agreement (TSA JARC-2009-07), RTA's subrecipient contract, AID has fully expended the operating assistance portion. It was given a second time extension to April 30, 2014. This allows AID to continue expenditures under the mobility management portion of the TSA.
The 2010 TSA was amended, Amendment No. 1(JARC-2010-10), for Phases 5 and 6. It extends the term to May 31, 2015 providing for a continuation of expenditures under operating assistance.
In March 2013 the combined service provided 12,213 trips.

DuPage Transportation to Work:
(JARC)(Operating Assistance) Project operations continue. The project has received funding through this JARC grant's amendments numbered 02, 03 and 04.
The 2008 Technical Service Agreement (TSA JARC-2008-02), RTA's subrecipient contract, has been fully expended. A new TSA, (JARC-2010-11) will be executed soon. It has an expiration date of March 31, 2015.
Ridership was 2,405 in March 2013.

DuPage Transportation to Work:
(JARC)(Operating Assistance) Project operations continue. The project has received funding through this JARC grant's amendments numbered 02, 03 and 04.
The 2008 Technical Service Agreement (TSA JARC-2008-02), RTA's subrecipient contract, has been fully expended. A new TSA, (JARC-2010-11) will be executed soon. It has an expiration date of March 31, 2015. Ridership was 2,405 in March 2013.

City of Naperville
(JARC)(Operating Assistance) The project fully expended its operating assistance under this grant (TSA JARC-2009-05).

Safer Foundation
The project is complete as its funds are fully expended. The Safer Foundation continues to provide the service.

Salvation Army, Ways to Work:
(JARC)(Operating Assistance and Mobility Management) The project is covered by a Technical Services Agreement (TSA JARC-2010-09) between the RTA and The Salvation Army.

This portion of the operational funding is fully expended. Salvation Army was granted a Letter of No Prejudice under the new grant FTA IL-37-X084. With expenditures completed under this grant, milestone reports will be provided only under IL-37-X084.

Since service inception 1,312 individuals have attended personal finance classes and 273 loans have been approved.

		Quantity	FTA Amount	Elig. Proj. Cost
30.09.01	JARC Operating Assistance	0	$3,665,761	$7,331,522

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Final Expenditure	1/31/2014				
	PROGRESS: No change					
2.	Project Start	8/1/2011	12/1/2008		3/1/2008	
	DETAILED DESCRIPTION: Operating Assistance					
	PROGRESS: No Change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.80.00	PROGRAM ADMINISTRATION	0	$332,344	$332,344

		Orig. Est.	Rev. Est.		Actual	Cont.

	Milestone Description	Comp. Date	Comp. Date	# Rev	Comp. Date	Code
1.	Project Start	11/5/2006			11/5/2006	
	DETAILED DESCRIPTION: No change					
	PROGRESS: This milestone has been completed.					
2.	RFP/IFB Issued	11/5/2006			11/5/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Award	12/15/2006			12/15/2006	
	PROGRESS: This milestone has been completed.					
4.	Contract Complete	9/30/2009			3/31/2010	
	PROGRESS: This milewtone has been completed.					
5.	Final Expenditure	1/31/2014				
	PROGRESS: No change					

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	JARC Mobility Management	0	$147,947	$183,435

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/1/2011			7/27/2011	
	DETAILED DESCRIPTION: Mobility Management and Capital					
	PROGRESS: No Change					
2.	Final Expenditure	1/31/2014				
	PROGRESS: No Change					

DOT

U.S. Department of Transportation Federal Transit Administration

IL-95-X017-00 Quarterly Narrative Report

Oct. 01, 2011 through Dec. 31, 2011
As Of Jan. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X017-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X017-00
Brief Desc:	Clean Air Commuter Challenge
FTA Project Mgr:	Andy Minyo
Start/End Date:	Mar. 01, 2010 - Dec. 31, 2012
Gross Project Cost:	$408,000
Adjustment Amt:	$0
Total Eligible Cost:	$408,000
Total FTA Amt:	$326,400
Total State Amt:	$0
Total Local Amt:	$81,600
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$87,623
C. Federal Cash Disbursements			$87,623
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$326,400
F. Federal Share of Expenditures	$78,049	$21,555	$99,604
G. Recipient Share of Expenditures	$19,512	$5,389	$24,901
H. Total Expenditures(F + G)	$97,561	$26,944	$124,505
I. Federal Share of Unliquidated Obligations			$67,951
J. Recipient Share of Unliquidated Obligations			$16,988
K. Total Unliquidated Obligations(I + J)			$84,939
L. Total Federal Share (F + I)			$167,555
M. Unobligated Balance of Federal Funds (E - L)			$158,845
N. Total Recipient Share Required			$81,600
O. Remaining Recipient Share to be provided N - (G + J)			$39,711
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on Hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

11.79.00 PROJECT ADMINISTRATION ASSISTANCE BY ACTIVE TRANSPORTATION ALLIANCE (ATA)
The RTA is in the final stages of executing the Lump Sum Agreement between the RTA and RideShark for the Commuter Challenge Online Platform.

11.7L.00 ACQUIRE - COMPUTER HARDWARE
This line item has been completed.

11.42.07 OUTREACH AND COMMUNICATIONS BY ATA
The Challenge Coordinator has initiated Challenge outreach and communications activities. ActiveTrans is selecting a pro-bono marketing partner to assist in branding and communications planning for the Commuter Challenge.

11.42.08 ACQUIRE/DEVELOP - COMPUTER SOFTWARE
On February 15, 2011, the RTA released the Request for Proposals (RFP) for procuring a professional web development contractor to develop the Challenge Online Platform.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	OUTREACH & COMMUNICATIONS. MOBILITY MANAGEMENT	0	$127,394	$159,243

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	1/1/2011			1/1/2011	
	DETAILED DESCRIPTION: The Challenge Coordinator will coordinate Challenge outreach and communications activities. Specifically, the Challenge Coordinator will be responsible for the following: „P Recruiting Challenge participants „P Providing technical assistance to Challenge					

participants
„P Securing Challenge sponsorships
„P Delivering presentations and trainings to participating organizations
„P Developing & producing promotional materials such as a Green Commuter Employee Toolkit, video scripts, etc.

The Challenge Coordinator will also manage periodic Challenge events and activities:

„P Special events (Bike to Work Week, Green Festival, Walk to Work/School Day, Transit Passport Challenge, Bike to Transit Day)
„P Prizes for monthly, annual winning teams and individuals, divided by mode
„P Periodic mini-challenges
„P Award ceremonies and meet-ups
„P Bike commuter training and classes

Additionally, the Challenge Coordinator will coordinate the cross-promotion of the Challenge with other regional sustainable transportation providers and clean air initiatives, including (but not limited to):

„P Drive Less, Live More
„P Clean Air Counts
„P Partners for Clean Air
„P Chicago Sustainable Business Alliance
„P Chicago Climate Action Plan / Chicago¡¦s Green Office Challenge
„P PACE Rideshare
„P Moving Beyond Congestion
„P RTA/CTA Transit Benefit Program
„P Bikes on Metra, PACE and CTA
„P The new Bicycle Commuter Tax Benefit program
„P Safe Routes to School
„P Walk Chicago Pedestrian Encouragement Program

	„P I-Go Car Sharing						
	PROGRESS: The Challenge Coordinator has initiated Challenge outreach and communications activities. Active Transportation Alliance is selecting a pro-bono marketing partner to assist in branding and communications planning for the Commuter Challenge.						
2.	Final Expenditure	12/31/2012					
	DETAILED DESCRIPTION: The Challenge Coordinator will coordinate Challenge outreach and communications activities. Specifically, the Challenge Coordinator will be responsible for the following: „P Recruiting Challenge participants „P Providing technical assistance to Challenge participants „P Securing Challenge sponsorships „P Delivering presentations and trainings to participating organizations „P Developing & producing promotional materials such as a Green Commuter Employee Toolkit, video scripts, etc. The Challenge Coordinator will also manage periodic Challenge events and activities: „P Special events (Bike to Work Week, Green Festival, Walk to Work/School Day, Transit Passport Challenge, Bike to Transit Day) „P Prizes for monthly, annual winning teams and individuals, divided by mode „P Periodic mini-challenges „P Award ceremonies and meet-ups „P Bike commuter training and classes Additionally, the Challenge Coordinator will coordinate the						

	cross-promotion of the Challenge with other regional sustainable transportation providers and clean air initiatives, including (but not limited to): „P Drive Less, Live More „P Clean Air Counts „P Partners for Clean Air „P Chicago Sustainable Business Alliance „P Chicago Climate Action Plan / Chicago¡¦s Green Office Challenge „P PACE Rideshare „P Moving Beyond Congestion „P RTA/CTA Transit Benefit Program „P Bikes on Metra, PACE and CTA „P The new Bicycle Commuter Tax Benefit program „P Safe Routes to School „P Walk Chicago Pedestrian Encouragement Program „P I-Go Car Sharing						
	PROGRESS: The Challenge Coordinator has initiated Challenge outreach and communications activities. Active Transportation Alliance is selecting a pro-bono marketing partner to assist in branding and communications planning for the Commuter Challenge.						

	Quantity	FTA Amount	Elig. Proj. Cost
11.79.00 PROJECT ADMINISTRATION	0	$32,000	$40,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010			8/15/2010	
	DETAILED DESCRIPTION: The ATA will appoint a Challenge Coordinator, who will assist the RTA in administering the project through the following project phases:					

	1. Project planning (procurement, proposal evaluation, contract negotiation, etc.) 2. Project execution (contractor oversight, progress monitoring and reporting, invoice review and approval) 3. Project closeout						
	PROGRESS: Active Transportation Alliance provided support to the RTA in evaluating the proposals from the Challenge Online Platform RFP.						
2.	Final Expenditure	12/31/2012					
	DETAILED DESCRIPTION: The ATA will appoint a Challenge Coordinator, who will assist the RTA in administering the project through the following project phases: 1. Project planning (procurement, proposal evaluation, contract negotiation, etc.) 2. Project execution (contractor oversight, progress monitoring and reporting, invoice review and approval) 3. Project closeout						
	PROGRESS: The ATA has appointed a Challenge Coordinator.						

11.42.07 ACQUIRE - COMPUTER HARDWARE

Quantity	FTA Amount	Elig. Proj. Cost
0	$8,161	$10,201

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	7/6/2010				
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a					

	database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise						
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.						
2.	RFP/IFB Issued	7/6/2010					
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a						

	professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise						
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.						
3.	Contract Award	8/15/2010					
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual						

	registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.					
4.	Contract Complete	8/31/2010			8/31/2010	
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo					

	and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.08	ACQUIRE/ DEVELOP - COMPUTER SOFTWARE	0	$158,845	$198,556

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010				
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip					

	finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise						
	PROGRESS: The RTA released the Request for Proposals for the Clean Air Commuter Challenge Online Platform on February 14, 2011. Seven proposals were received on March 7, 2011 and have been evaluated by an RTA Evaluation Committee, with assistance from Active Transportation Alliance. The RTA is currently negotiating with the selected vendor.						
2.	Contract Award	11/18/2010					
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise						
	PROGRESS: The RTA						

	released the Request for Proposals for the Clean Air Commuter Challenge Online Platform on February 14, 2011. Seven proposals were received on March 7, 2011 and have been evaluated by an RTA Evaluation Committee, with assistance from Active Transportation Alliance. The RTA is currently negotiating with the selected vendor.					
3.	Contract Complete	12/31/2012				
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
4.	RFP/IFB Issued	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system;					

	*Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA released the Request for Proposals for the Clean Air Commuter Challenge Online Platform on February 14, 2011. Seven proposals were received on March 7, 2011 and have been evaluated by an RTA Evaluation Committee, with assistance from Active Transportation Alliance. The RTA is currently negotiating with the selected vendor.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X017-00 Quarterly Narrative Report

Jan. 01, 2012 through Mar. 31, 2012
As Of Apr. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X017-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X017-00
Brief Desc:	Clean Air Commuter Challenge
FTA Project Mgr:	Andy Minyo
Start/End Date:	Mar. 01, 2010 - Dec. 31, 2012
Gross Project Cost:	$408,000
Adjustment Amt:	$0
Total Eligible Cost:	$408,000
Total FTA Amt:	$326,400
Total State Amt:	$0
Total Local Amt:	$81,600
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$87,623
C. Federal Cash Disbursements			$87,623
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$326,400
F. Federal Share of Expenditures	$99,604	$15,899	$115,503
G. Recipient Share of Expenditures	$24,901	$3,975	$28,876
H. Total Expenditures(F + G)	$124,505	$19,874	$144,379
I. Federal Share of Unliquidated Obligations			$119,252
J. Recipient Share of Unliquidated Obligations			$29,813
K. Total Unliquidated Obligations(I + J)			$149,065
L. Total Federal Share (F + I)			$234,755
M. Unobligated Balance of Federal Funds (E - L)			$91,645
N. Total Recipient Share Required			$81,600
O. Remaining Recipient Share to be provided N - (G + J)			$22,911
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid

Part 4. Milestone/Progress Report

Project Status Overview

11.79.00 PROJECT ADMINISTRATION ASSISTANCE BY ACTIVE TRANSPORTATION ALLIANCE (ATA: The RTA and RideShark Agreement for the Commuter Challenge Online Platform was fully executed on 04/10/2012. The agreement is for a lump sum amount of $84,000.00 and for a period of 5 years starting 02/19/2012 and ending 02/19/2017.

11.7L.00 ACQUIRE - COMPUTER HARDWARE: This line item has been completed.

11.42.07 OUTREACH AND COMMUNICATIONS BY ATA: The Challenge Coordinator continued outreach and communications activities, as well as branding and communications planning for the Commuter Challenge.

11.42.08 ACQUIRE/DEVELOP - COMPUTER SOFTWARE
RideShark will create the Commuter Challenge Online Platform using its proprietary commute management software system that will be provided as a hosted service to the RTA.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	OUTREACH & COMMUNICATIONS. MOBILITY MANAGEMENT	0	$127,394	$159,243

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	1/1/2011			1/1/2011	
	DETAILED DESCRIPTION: The Challenge Coordinator will coordinate Challenge outreach and communications activities. Specifically, the Challenge Coordinator will be responsible for the following: „P Recruiting Challenge participants „P Providing technical assistance to Challenge participants					

„P Securing Challenge sponsorships
„P Delivering presentations and trainings to participating organizations
„P Developing & producing promotional materials such as a Green Commuter Employee Toolkit, video scripts, etc.

The Challenge Coordinator will also manage periodic Challenge events and activities:

„P Special events (Bike to Work Week, Green Festival, Walk to Work/School Day, Transit Passport Challenge, Bike to Transit Day)
„P Prizes for monthly, annual winning teams and individuals, divided by mode
„P Periodic mini-challenges
„P Award ceremonies and meet-ups
„P Bike commuter training and classes

Additionally, the Challenge Coordinator will coordinate the cross-promotion of the Challenge with other regional sustainable transportation providers and clean air initiatives, including (but not limited to):

„P Drive Less, Live More
„P Clean Air Counts
„P Partners for Clean Air
„P Chicago Sustainable Business Alliance
„P Chicago Climate Action Plan / Chicago¡¦s Green Office Challenge
„P PACE Rideshare
„P Moving Beyond Congestion
„P RTA/CTA Transit Benefit Program
„P Bikes on Metra, PACE and CTA
„P The new Bicycle Commuter Tax Benefit program
„P Safe Routes to School
„P Walk Chicago Pedestrian Encouragement Program
„P I-Go Car Sharing

	PROGRESS: This milestone has been completed.					
2.	Final Expenditure	12/31/2012				
	DETAILED DESCRIPTION: The Challenge Coordinator will coordinate Challenge outreach and communications activities. Specifically, the Challenge Coordinator will be responsible for the following: „P Recruiting Challenge participants „P Providing technical assistance to Challenge participants „P Securing Challenge sponsorships „P Delivering presentations and trainings to participating organizations „P Developing & producing promotional materials such as a Green Commuter Employee Toolkit, video scripts, etc. The Challenge Coordinator will also manage periodic Challenge events and activities: „P Special events (Bike to Work Week, Green Festival, Walk to Work/School Day, Transit Passport Challenge, Bike to Transit Day) „P Prizes for monthly, annual winning teams and individuals, divided by mode „P Periodic mini-challenges „P Award ceremonies and meet-ups „P Bike commuter training and classes Additionally, the Challenge Coordinator will coordinate the cross-promotion of the Challenge with other regional sustainable transportation providers and clean air initiatives, including (but not limited to): „P Drive Less, Live More „P Clean Air Counts					

	„P Partners for Clean Air „P Chicago Sustainable Business Alliance „P Chicago Climate Action Plan / Chicago¡¦s Green Office Challenge „P PACE Rideshare „P Moving Beyond Congestion „P RTA/CTA Transit Benefit Program „P Bikes on Metra, PACE and CTA „P The new Bicycle Commuter Tax Benefit program „P Safe Routes to School „P Walk Chicago Pedestrian Encouragement Program „P I-Go Car Sharing					
	PROGRESS: The Challenge Coordinator has initiated Challenge outreach and communications activities. Active Transportation Alliance is selecting a pro-bono marketing partner to assist in branding and communications planning for the Commuter Challenge.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$32,000	$40,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010			8/15/2010	
	DETAILED DESCRIPTION: The ATA will appoint a Challenge Coordinator, who will assist the RTA in administering the project through the following project phases: 1. Project planning (procurement, proposal evaluation, contract negotiation, etc.) 2. Project execution (contractor oversight, progress monitoring and reporting, invoice review and approval) 3. Project closeout					

	PROGRESS: Active Transportation Alliance provided support to the RTA in evaluating the proposals from the Challenge Online Platform RFP. This milestone has been completed.						
2.	Final Expenditure	12/31/2012					
	DETAILED DESCRIPTION: The ATA will appoint a Challenge Coordinator, who will assist the RTA in administering the project through the following project phases: 1. Project planning (procurement, proposal evaluation, contract negotiation, etc.) 2. Project execution (contractor oversight, progress monitoring and reporting, invoice review and approval) 3. Project closeout						
	PROGRESS: The ATA has appointed a Challenge Coordinator.						

11.42.07 ACQUIRE - COMPUTER HARDWARE

Quantity	FTA Amount	Elig. Proj. Cost
0	$8,161	$10,201

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	7/6/2010				
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the					

	following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise						
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation. In progress.						
2.	RFP/IFB Issued	7/6/2010					
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system;						

	„P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise						
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.						
3.	Contract Award	8/15/2010					
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading,						

	bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise						
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.						
4.	Contract Complete	8/31/2010			8/31/2010		
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators);						

	„P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.08	ACQUIRE/ DEVELOP - COMPUTER SOFTWARE	0	$158,845	$198,556

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010				
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and					

	customizable gear and merchandise					
	PROGRESS: In progress.					
2.	Contract Award	11/18/2010				
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA released the Request for Proposals for the Clean Air Commuter Challenge Online Platform on February 14, 2011. Seven proposals were received on March 7, 2011 and have been evaluated by an RTA Evaluation Committee, with assistance from Active Transportation Alliance. The RTA is currently negotiating with the selected vendor.					
3.	Contract Complete	12/31/2012				
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the					

	following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
4.	RFP/IFB Issued	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and					

	promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA released the Request for Proposals for the Clean Air Commuter Challenge Online Platform on February 14, 2011. Seven proposals were received on March 7, 2011 and have been evaluated by an RTA Evaluation Committee, with assistance from Active Transportation Alliance. The RTA is currently negotiating with the selected vendor.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X017-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Jul. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X017-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X017-00
Brief Desc:	Clean Air Commuter Challenge
FTA Project Mgr:	Andy Minyo
Start/End Date:	Mar. 01, 2010 - Dec. 31, 2012
Gross Project Cost:	$408,000
Adjustment Amt:	$0
Total Eligible Cost:	$408,000
Total FTA Amt:	$326,400
Total State Amt:	$0
Total Local Amt:	$81,600
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$87,623
C. Federal Cash Disbursements			$87,623
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$326,400
F. Federal Share of Expenditures	$115,503	$18,819	$134,322
G. Recipient Share of Expenditures	$28,876	$4,705	$33,581
H. Total Expenditures(F + G)	$144,379	$23,523	$167,903
I. Federal Share of Unliquidated Obligations			$100,433
J. Recipient Share of Unliquidated Obligations			$25,108
K. Total Unliquidated Obligations(I + J)			$125,541
L. Total Federal Share (F + I)			$234,755
M. Unobligated Balance of Federal Funds (E - L)			$91,645
N. Total Recipient Share Required			$81,600
O. Remaining Recipient Share to be provided N - (G + J)			$22,911
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid

Part 4. Milestone/Progress Report

Project Status Overview

`11.79.00 PROJECT ADMINISTRATION ASSISTANCE BY ACTIVE TRANSPORTATION ALLIANCE (ATA)
The RTA, ActiveTrans, and RideShark met April 2, 2012 to kick off the development of the RTA Clean Air Commuter Challenge. At that meeting it was decided a name needed to be provided in order to move forward with branding and the URL for the website.

11.7L.00 ACQUIRE - COMPUTER HARDWARE
This line item has been completed.

11.42.07 OUTREACH AND COMMUNICATIONS BY ATA
The RTA and ActiveTrans decided in May 2012 to brand the Clean Air Commuter Challenge with the existing ``Drive Less, LIve More`` name and customize the existing www.drivelesslivemore.com.website for the RideShark application.

11.42.08 ACQUIRE/DEVELOP - COMPUTER SOFTWARE
ActiveTrans and RideShark started the customization of RideShark`s proprietary commute management software system that will be provided as a hosted service to the RTA.
`

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	OUTREACH & COMMUNICATIONS. MOBILITY MANAGEMENT	0	$127,394	$159,243

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	1/1/2011			1/1/2011	
	DETAILED DESCRIPTION: The Challenge Coordinator will coordinate Challenge outreach and communications activities. Specifically, the Challenge Coordinator will be responsible for the following: * Recruiting Challenge participants					

* Providing technical assistance to Challenge participants
* Securing Challenge sponsorships
* Delivering presentations and trainings to participating organizations
* Developing & producing promotional materials such as a Green Commuter Employee Toolkit, video scripts, etc.

The Challenge Coordinator will also manage periodic Challenge events and activities:

* Special events (Bike to Work Week, Green Festival, Walk to Work/School Day, Transit Passport Challenge, Bike to Transit Day)
* Prizes for monthly, annual winning teams and individuals, divided by mode
* Periodic mini-challenges
* Award ceremonies and meet-ups
* Bike commuter training and classes

Additionally, the Challenge Coordinator will coordinate the cross-promotion of the Challenge with other regional sustainable transportation providers and clean air initiatives, including (but not limited to):

* Drive Less, Live More
* Clean Air Counts
* Partners for Clean Air
* Chicago Sustainable Business Alliance
* Chicago Climate Action Plan / Chicago¡¦s Green Office Challenge
* PACE Rideshare
* Moving Beyond Congestion
*RTA/CTA Transit Benefit Program
* Bikes on Metra, PACE and CTA
* The new Bicycle Commuter Tax Benefit program
* Safe Routes to School
* Walk Chicago Pedestrian Encouragement Program
* I-Go Car Sharing

PROGRESS: The RTA and ActiveTrans decided in May 2012 to brand the Clean Air Commuter Challenge with the existing `Drive

	Less, Live More` name and customize the existing www.drivelesslivemore.com.website for the RideShark application.						
2.	Final Expenditure	12/31/2012					
	DETAILED DESCRIPTION: The Challenge Coordinator will coordinate Challenge outreach and communications activities. Specifically, the Challenge Coordinator will be responsible for the following: „P Recruiting Challenge participants „P Providing technical assistance to Challenge participants „P Securing Challenge sponsorships „P Delivering presentations and trainings to participating organizations „P Developing & producing promotional materials such as a Green Commuter Employee Toolkit, video scripts, etc. The Challenge Coordinator will also manage periodic Challenge events and activities: „P Special events (Bike to Work Week, Green Festival, Walk to Work/School Day, Transit Passport Challenge, Bike to Transit Day) „P Prizes for monthly, annual winning teams and individuals, divided by mode „P Periodic mini-challenges „P Award ceremonies and meet-ups „P Bike commuter training and classes Additionally, the Challenge Coordinator will coordinate the cross-promotion of the Challenge with other regional sustainable transportation providers and clean air initiatives, including (but not limited to): „P Drive Less, Live More „P Clean Air Counts „P Partners for Clean Air „P Chicago Sustainable Business Alliance						

	„P Chicago Climate Action Plan / Chicago¡¦s Green Office Challenge „P PACE Rideshare „P Moving Beyond Congestion „P RTA/CTA Transit Benefit Program „P Bikes on Metra, PACE and CTA „P The new Bicycle Commuter Tax Benefit program „P Safe Routes to School „P Walk Chicago Pedestrian Encouragement Program „P I-Go Car Sharing					
	PROGRESS: The Challenge Coordinator has initiated Challenge outreach and communications activities. Active Transportation Alliance is selecting a pro-bono marketing partner to assist in branding and communications planning for the Commuter Challenge.					

Quantity	FTA Amount	Elig. Proj. Cost
0	$32,000	$40,000

11.79.00 PROJECT ADMINISTRATION

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010			8/15/2010	
	DETAILED DESCRIPTION: 11.79.00 PROJECT ADMINISTRATION ASSISTANCE BY ACTIVE TRANSPORTATION ALLIANCE (ATA) The ATA will appoint a Challenge Coordinator, who will assist the RTA in administering the project through the following project phases: 1. Project planning (procurement, proposal evaluation, contract negotiation, etc.) 2. Project execution (contractor oversight, progress monitoring and reporting, invoice review and approval) 3. Project closeout					
	PROGRESS: 11.79.00					

	PROJECT ADMINISTRATION ASSISTANCE BY ACTIVE TRANSPORTATION ALLIANCE (ATA) The RTA, ActiveTrans, and RideShark met April 2, 2012 to kick off the development of the RTA Clean Air Commuter Challenge. At that meeting it was decided a name needed to be provided in order to move forward with branding and the URL for the website.					
2.	Final Expenditure	12/31/2012				
	DETAILED DESCRIPTION: The ATA will appoint a Challenge Coordinator, who will assist the RTA in administering the project through the following project phases: 1. Project planning (procurement, proposal evaluation, contract negotiation, etc.) 2. Project execution (contractor oversight, progress monitoring and reporting, invoice review and approval) 3. Project closeout					
	PROGRESS: The ATA has appointed a Challenge Coordinator.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.07	ACQUIRE - COMPUTER HARDWARE	0	$8,161	$10,201

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	7/6/2010				
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install					

	these servers.					
	PROGRESS: This line item has been completed.					
2.	RFP/IFB Issued	7/6/2010				
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.					
3.	Contract Award	8/15/2010				

	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.					
4.	Contract Complete	8/31/2010			8/31/2010	
	DETAILED DESCRIPTION: The RTA will upgrade its existing computer network infrastructure to accommodate the Clean Air Commuter Challenge. The RTA					

	will competitively procure two (2) web servers, and a database server. The RTA will utilize internal labor to install these servers. In addition, the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: „P Team and individual registration system; „P Team and individual profiles; „P Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); „P Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); „P Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) „P Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA competitively procured two (2) web servers and a database server from Netrix and utilized internal labor for installation.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.08	ACQUIRE/ DEVELOP - COMPUTER SOFTWARE	0	$158,845	$198,556

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	11/18/2010				
	DETAILED DESCRIPTION: The RTA will					

	competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise						
	PROGRESS: The RTA released the Request for Proposals for the Clean Air Commuter Challenge Online Platform on February 14, 2011. Seven proposals were received on March 7, 2011 and have been evaluated by an RTA Evaluation Committee, with assistance from Active Transportation Alliance. The RTA is currently negotiating with the selected vendor.						
2.	Contract Complete	12/31/2012					
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog,						

	forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
3.	Project Start	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: the RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: * Team and individual registration system; * Team and individual profiles; * Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); * Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); * Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) * Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: ActiveTrans and RideShark started the customization of RideShark`s					

	proprietary commute management software system that will be provided as a hosted service to the RTA.					
4.	RFP/IFB Issued	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: The RTA will competitively procure a professional web development contractor to enable the following necessary Challenge features on the website: *Team and individual registration system; *Team and individual profiles; *Social networking capabilities between participants (blog, forum and email communication, photo and video uploading, bike/car/van pool matching); *Sophisticated personal and competitive trip tracking system (mileage, comparative team progress, carbon and calorie calculators); *Participant resources (trip finder/mapping functions, short instructional videos, educational materials, system maps) *Team leader resources to design recruiting and promotional materials, and customizable gear and merchandise					
	PROGRESS: The RTA released the Request for Proposals for the Clean Air Commuter Challenge Online Platform on February 14, 2011. Seven proposals were received on March 7, 2011 and have been evaluated by an RTA Evaluation Committee, with assistance from Active Transportation Alliance. The RTA is currently negotiating with the selected vendor.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X017-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X017-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X017-00
Brief Desc:	Clean Air Commuter Challenge
FTA Project Mgr:	Andy Minyo
Start/End Date:	Mar. 01, 2010 - Dec. 31, 2012
Gross Project Cost:	$408,000
Adjustment Amt:	$0
Total Eligible Cost:	$408,000
Total FTA Amt:	$326,400
Total State Amt:	$0
Total Local Amt:	$81,600
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$141,680
C. Federal Cash Disbursements			$141,680
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$326,400
F. Federal Share of Expenditures	$134,322	$7,358	$141,680
G. Recipient Share of Expenditures	$33,581	$1,839	$35,420
H. Total Expenditures(F + G)	$167,903	$9,197	$177,100
I. Federal Share of Unliquidated Obligations			$184,720
J. Recipient Share of Unliquidated Obligations			$46,180
K. Total Unliquidated Obligations(I + J)			$230,900
L. Total Federal Share (F + I)			$326,400
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$81,600
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

*Please note: This quarter, within the next tab, `Milestone Status` The Milestone Detail Descriptions have been altered to align with the requirements of Chapter 8-Project Management pages 14-15 see language `9. The Milestone Detail Description comment field is used for entering additional information about a specific Milestone. The Milestone Progress comment field is used for entering an explanation for the revised date on a specific Milestone.`

`11.79.00 PROJECT ADMINISTRATION ASSISTANCE BY ACTIVE TRANSPORTATION ALLIANCE (ATA)
The RTA, ActiveTrans, and RideShark met April 2, 2012 to kick off the development of the RTA Clean Air Commuter Challenge. At that meeting it was decided a name needed to be provided in order to move forward with branding and the URL for the website.

11.7L.00 ACQUIRE - COMPUTER HARDWARE
This line item has been completed.

11.42.07 OUTREACH AND COMMUNICATIONS BY ATA
The RTA and ActiveTrans decided in May 2012 to brand the Clean Air Commuter Challenge with the existing ``Drive Less, LIve More`` name and customize the existing www.drivelesslivemore.com.website for the RideShark application.

11.42.08 ACQUIRE/DEVELOP - COMPUTER SOFTWARE
ActiveTrans and RideShark started the customization of RideShark`s proprietary commute management software system that will be provided as a hosted service to the RTA.
`

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	OUTREACH & COMMUNICATIONS. MOBILITY MANAGEMENT	0	$127,394	$159,243

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	1/1/2011			1/1/2011	

	DETAILED DESCRIPTION: Project Start					
2.	Final Expenditure	12/31/2012				
	DETAILED DESCRIPTION: FINAL EXPENDITURE					

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$32,000	$40,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010			8/15/2010	
	DETAILED DESCRIPTION: Project Start					
2.	Final Expenditure	12/31/2012				
	DETAILED DESCRIPTION: FINAL EXPENDITURE					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.07	ACQUIRE - COMPUTER HARDWARE	0	$8,161	$10,201

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	7/6/2010				
	DETAILED DESCRIPTION: Project Start					
	PROGRESS:					
2.	RFP/IFB Issued	7/6/2010				
	DETAILED DESCRIPTION: RFP/RFB Issued					
3.	Contract Award	8/15/2010				
	DETAILED DESCRIPTION: CONTRACT AWARD					
4.	Contract Complete	8/31/2010			8/31/2010	
	DETAILED DESCRIPTION: CONTRACT COMPLETE					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.08	ACQUIRE/ DEVELOP - COMPUTER SOFTWARE	0	$158,845	$198,556

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	11/18/2010				
	DETAILED DESCRIPTION: CONTRACT AWARD					
2.	Contract Complete	12/31/2012				
	DETAILED DESCRIPTION: CONTRACT COMPLETE					
3.	Project Start	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: PROJECT START					
4.	RFP/IFB Issued	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: RFP/IFB ISSUED					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X017-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X017-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X017-00
Brief Desc:	Clean Air Commuter Challenge
FTA Project Mgr:	Andy Minyo
Start/End Date:	Mar. 01, 2010 - Dec. 31, 2012
Gross Project Cost:	$408,000
Adjustment Amt:	$0
Total Eligible Cost:	$408,000
Total FTA Amt:	$326,400
Total State Amt:	$0
Total Local Amt:	$81,600
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$141,680
C. Federal Cash Disbursements			$141,680
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$326,400
F. Federal Share of Expenditures	$141,680	$47,134	$188,814
G. Recipient Share of Expenditures	$35,420	$11,783	$47,203
H. Total Expenditures(F + G)	$177,100	$58,917	$236,017
I. Federal Share of Unliquidated Obligations			$137,586
J. Recipient Share of Unliquidated Obligations			$34,397
K. Total Unliquidated Obligations(I + J)			$171,983
L. Total Federal Share (F + I)			$326,400
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$81,600
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

The RTA and Active Transportation Alliance launched the drivelesslivemore.com site on November 28, 2012. The first challenge `TransitWorks` was conducted from December 1 to December 7, 2012. The RTA and FTA amended the ALI budgets to reflect the actual contract amount for RideShark and an RTA amendment to its Technical Services Agreement (TSA) with ActiveTrans.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	OUTREACH & COMMUNICATIONS. MOBILITY MANAGEMENT	0	$185,794	$232,243

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	1/1/2011			10/20/2010	
	DETAILED DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	Final Expenditure	12/31/2012	8/31/2013	1		
	DETAILED DESCRIPTION: FINAL EXPENDITURE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$45,600	$57,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010			9/1/2010	
	DETAILED					

	DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	Final Expenditure	12/31/2012	8/31/2013	1		
	DETAILED DESCRIPTION: FINAL EXPENDITURE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.07	ACQUIRE - COMPUTER HARDWARE	0	$8,161	$10,201

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	7/6/2010			4/1/2010	
	DETAILED DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	RFP/IFB Issued	7/6/2010			7/8/2010	
	DETAILED DESCRIPTION: RFP/RFB Issued					
	PROGRESS: Milestone Completed.					
3.	Contract Award	8/15/2010			7/22/2010	
	DETAILED DESCRIPTION: CONTRACT AWARD					
	PROGRESS: Milestone Completed.					
4.	Contract Complete	8/31/2010			8/31/2010	
	DETAILED DESCRIPTION: CONTRACT COMPLETE					
	PROGRESS: Milestone Completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.08	ACQUIRE/ DEVELOP - COMPUTER	0	$86,845	$108,556

SOFTWARE

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010		2	9/1/2010	
	DETAILED DESCRIPTION: PROJECT START					
	PROGRESS: Please note: There should only be 1 revision to this milestone. Milestone Completed.					
2.	Contract Award	11/18/2010			2/19/2012	
	DETAILED DESCRIPTION: CONTRACT AWARD					
	PROGRESS: Milestone Completed.					
3.	RFP/IFB Issued	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: RFP/IFB ISSUED					
4.	Contract Complete	12/31/2012	2/19/2017	1		
	DETAILED DESCRIPTION: CONTRACT COMPLETE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X017-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X017-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X017-00
Brief Desc:	Clean Air Commuter Challenge
FTA Project Mgr:	Andy Minyo
Start/End Date:	Mar. 01, 2010 - Dec. 31, 2012
Gross Project Cost:	$408,000
Adjustment Amt:	$0
Total Eligible Cost:	$408,000
Total FTA Amt:	$326,400
Total State Amt:	$0
Total Local Amt:	$81,600
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$180,483
C. Federal Cash Disbursements			$180,483
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$326,400
F. Federal Share of Expenditures	$188,814	$36,063	$224,877
G. Recipient Share of Expenditures	$47,203	$9,016	$56,219
H. Total Expenditures(F + G)	$236,017	$45,079	$281,096
I. Federal Share of Unliquidated Obligations			$101,523
J. Recipient Share of Unliquidated Obligations			$25,381
K. Total Unliquidated Obligations(I + J)			$126,904
L. Total Federal Share (F + I)			$326,400
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$81,600
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Since the TransitWorks Challenge in November, the RTA and Active Transportation in partnership with Pace launched another challenge, The EarthDay RideShare Challenge. Twenty-one (21) teams registered with 151 confirmed participants. Team Information: 510 trips logged, 8905.7 miles logged, 4569.39 gallons of gas saved 38052.63lbs of Greenhouse Gases Saved.

RTA and Active Trans are getting ready to launch the next challenge, The Bike Commuter Challenge which will run in June.
In addition to the challenges, we have 955 users tracking their trips on the interactive trip calendar each month. Types of prizes donated each month in three different tiers are: transit packages, bike passes, hotel stays, restaurant packages and zoo passes.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	OUTREACH & COMMUNICATIONS. MOBILITY MANAGEMENT	0	$185,794	$232,243

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	1/1/2011			10/20/2010	
	DETAILED DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	Final Expenditure	12/31/2012	8/31/2013	1		
	DETAILED DESCRIPTION: FINAL EXPENDITURE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$45,600	$57,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010			9/1/2010	
	DETAILED DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	Final Expenditure	12/31/2012	8/31/2013	1		
	DETAILED DESCRIPTION: FINAL EXPENDITURE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.42.07	ACQUIRE - COMPUTER HARDWARE	0	$8,161	$10,201

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	7/6/2010			4/1/2010	
	DETAILED DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	RFP/IFB Issued	7/6/2010			7/8/2010	
	DETAILED DESCRIPTION: RFP/RFB Issued					
	PROGRESS: Milestone Completed.					
3.	Contract Award	8/15/2010			7/22/2010	
	DETAILED DESCRIPTION: CONTRACT AWARD					
	PROGRESS: Milestone Completed.					
4.	Contract Complete	8/31/2010			8/31/2010	
	DETAILED DESCRIPTION: CONTRACT COMPLETE					
	PROGRESS: Milestone					

	Completed.

	Quantity	FTA Amount	Elig. Proj. Cost
11.42.08 ACQUIRE/ DEVELOP - COMPUTER SOFTWARE	0	$86,845	$108,556

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010		2	9/1/2010	
	DETAILED DESCRIPTION: PROJECT START					
	PROGRESS: Please note: There should only be 1 revision to this milestone. Milestone Completed.					
2.	Contract Award	11/18/2010			2/19/2012	
	DETAILED DESCRIPTION: CONTRACT AWARD					
	PROGRESS: Milestone Completed.					
3.	RFP/IFB Issued	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: RFP/IFB ISSUED					
4.	Contract Complete	12/31/2012	2/19/2017	1		
	DETAILED DESCRIPTION: CONTRACT COMPLETE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X017-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X017-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X017-00
Brief Desc:	Clean Air Commuter Challenge
FTA Project Mgr:	Andy Minyo
Start/End Date:	Mar. 01, 2010 - Dec. 31, 2012
Gross Project Cost:	$408,000
Adjustment Amt:	$0
Total Eligible Cost:	$408,000
Total FTA Amt:	$326,400
Total State Amt:	$0
Total Local Amt:	$81,600
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$180,483
C. Federal Cash Disbursements			$180,483
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$326,400
F. Federal Share of Expenditures	$224,877	$21,325	$246,202
G. Recipient Share of Expenditures	$56,219	$5,332	$61,551
H. Total Expenditures(F + G)	$281,096	$26,657	$307,753
I. Federal Share of Unliquidated Obligations			$80,198
J. Recipient Share of Unliquidated Obligations			$20,049
K. Total Unliquidated Obligations(I + J)			$100,247
L. Total Federal Share (F + I)			$326,400
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$81,600
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

Completed post-EarthDay RideShare Challenge review. Continued executing the Bike Commuter Challenge which will run in June, including several updates to the website. In June, executed the Bike Commuter Challenenge. Conducted long term strategic and administration items, including standardizing reporting template and a administration manual.

		Quantity	FTA Amount	Elig. Proj. Cost
11.7L.00	OUTREACH & COMMUNICATIONS. MOBILITY MANAGEMENT	0	$185,794	$232,243

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	1/1/2011			10/20/2010	
	DETAILED DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	Final Expenditure	12/31/2012	8/31/2013	1		
	DETAILED DESCRIPTION: FINAL EXPENDITURE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.79.00	PROJECT ADMINISTRATION	0	$45,600	$57,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010			9/1/2010	
	DETAILED					

	DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	Final Expenditure	12/31/2012	8/31/2013	1		
	DETAILED DESCRIPTION: FINAL EXPENDITURE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

11.42.07 ACQUIRE - COMPUTER HARDWARE

Quantity	FTA Amount	Elig. Proj. Cost
0	$8,161	$10,201

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	7/6/2010			4/1/2010	
	DETAILED DESCRIPTION: Project Start					
	PROGRESS: Milestone Completed.					
2.	RFP/IFB Issued	7/6/2010			7/8/2010	
	DETAILED DESCRIPTION: RFP/RFB Issued					
	PROGRESS: Milestone Completed.					
3.	Contract Award	8/15/2010			7/22/2010	
	DETAILED DESCRIPTION: CONTRACT AWARD					
	PROGRESS: Milestone Completed.					
4.	Contract Complete	8/31/2010			8/31/2010	
	DETAILED DESCRIPTION: CONTRACT COMPLETE					
	PROGRESS: Milestone Completed.					

11.42.08 ACQUIRE/ DEVELOP - COMPUTER

Quantity	FTA Amount	Elig. Proj. Cost
0	$86,845	$108,556

SOFTWARE

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Project Start	8/15/2010		2	9/1/2010	
	DETAILED DESCRIPTION: PROJECT START					
	PROGRESS: Please note: There should only be 1 revision to this milestone. Milestone Completed.					
2.	Contract Award	11/18/2010			2/19/2012	
	DETAILED DESCRIPTION: CONTRACT AWARD					
	PROGRESS: Milestone Completed.					
3.	RFP/IFB Issued	8/15/2010	2/15/2011	1	2/15/2011	
	DETAILED DESCRIPTION: RFP/IFB ISSUED					
4.	Contract Complete	12/31/2012	2/19/2017	1		
	DETAILED DESCRIPTION: CONTRACT COMPLETE					
	PROGRESS: Due to the progress of this project, a revised completion date is required.					

DOT

U.S. Department of Transportation | Federal Transit Administration

IL-95-X004-00 Quarterly Narrative Report

Oct. 01, 2011 through Dec. 31, 2011
As Of Jan. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X004-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X004-00
Brief Desc:	Bus Arrival Info: Public Disp - Web
FTA Project Mgr:	Andy Minyo
Start/End Date:	Jan. 21, 2007 - May. 19, 2008
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$0	$4,800	$4,800
G. Recipient Share of Expenditures	$0	$1,200	$1,200
H. Total Expenditures(F + G)	$0	$6,000	$6,000
I. Federal Share of Unliquidated Obligations			$31,830
J. Recipient Share of Unliquidated Obligations			$7,958
K. Total Unliquidated Obligations(I + J)			$39,788
L. Total Federal Share (F + I)			$36,630
M. Unobligated Balance of Federal Funds (E - L)			$763,370
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$190,842
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on Hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

11.31.09 ENG/DESIGN - BUS ROUTE SIGNING
On December 6, 2011, Trapeze ITS installed the hardware and software for the TransitMaster Prediction Web Service at the Pace Headquarters.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$800,000	$1,000,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/16/2007				
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project will provide for engineering/design activities for the `next bus` information for Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).					
2.	Contract negotiations	1/21/2007	5/31/2011	1		
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project will provide for engineering/design activities for the `next bus` information for					

	Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).					
	PROGRESS: The RTA and Pace executed an Intergovernmental Agreement for provision of predicted bus arrival data generated from Pace`s Transitmaster Prediction Engine to the RTA. The RTA and Pace are still waiting for the Transitmaster Prediction Engine vendor, Trapeze, to execute its own contract with Pace to install the interface to RTA.					
3.	Contract Complete	5/19/2008	12/31/2011	2		
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project will provide for engineering/design activities for the `next bus` information for Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).					
	PROGRESS: On December 6, 2011, Trapeze ITS installed the hardware and software for the TransitMaster Prediction Web Service at the Pace					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X004-00 Quarterly Narrative Report

Jan. 01, 2012 through Mar. 31, 2012
As Of Apr. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X004-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X004-00
Brief Desc:	Bus Arrival Info: Public Disp - Web
FTA Project Mgr:	Andy Minyo
Start/End Date:	Jan. 21, 2007 - May. 19, 2008
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$4,800	$31,830	$36,630
G. Recipient Share of Expenditures	$1,200	$7,958	$9,158
H. Total Expenditures(F + G)	$6,000	$39,788	$45,788
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$36,630
M. Unobligated Balance of Federal Funds (E - L)			$763,370
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$190,842
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

11.31.09 ENG/DESIGN - BUS ROUTE SIGNING

In December 6, 2011, Trapeze ITS installed the hardware and software for the TransitMaster Prediction Web Service at the Pace Suburban Bus Headquarters. The RTA notified Pace and its vendor, Trapeze ITS, of defects it found on the installed TransitMaster Prediction Web Service. The RTA found the defects during development actvities last quarter.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$800,000	$1,000,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/16/2007				
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project will provide for engineering/design activities for the `next bus` information for Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).					
2.	Contract negotiations	1/21/2007	5/31/2011	1		
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project					

	will provide for engineering/design activities for the `next bus` information for Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).						
	PROGRESS: The RTA and Pace executed an Intergovernmental Agreement for provision of predicted bus arrival data generated from Pace`s Transitmaster Prediction Engine to the RTA. The RTA and Pace are still waiting for the Transitmaster Prediction Engine vendor, Trapeze, to execute its own contract with Pace to install the interface to RTA.						
3.	Contract Complete	5/19/2008	12/31/2011	2			
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project will provide for engineering/design activities for the `next bus` information for Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).						
	PROGRESS: On December 6, 2011, Trapeze ITS installed the						

	hardware and software for the TransitMaster Prediction Web Service at the Pace Headquarters. The RTA notified Pace and its vendor, Trapeze ITS, of defects it found on the installed TransitMaster Prediction Web Service. The RTA found the defects during development actvities last quarter.						

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X004-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Jul. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X004-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X004-00
Brief Desc:	Bus Arrival Info: Public Disp - Web
FTA Project Mgr:	Andy Minyo
Start/End Date:	Jan. 21, 2007 - May. 19, 2008
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$36,630	$0	$36,630
G. Recipient Share of Expenditures	$9,158	$0	$9,158
H. Total Expenditures(F + G)	$45,788	$0	$45,788
I. Federal Share of Unliquidated Obligations			$0
J. Recipient Share of Unliquidated Obligations			$0
K. Total Unliquidated Obligations(I + J)			$0
L. Total Federal Share (F + I)			$36,630
M. Unobligated Balance of Federal Funds (E - L)			$763,370
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$190,842
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

11.31.09 ENG/DESIGN - BUS ROUTE SIGNING
Trapeze ITS addressed the defects that the RTA found on the installed TransitMaster Prediction Web Service. Trapeze rebuilt the servers to address these defects. However, the RTA found additional defects following the rebuilt. Trapeze has acknowledged these new defects and will work with Pace to address them.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$800,000	$1,000,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/16/2007				
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project will provide for engineering/design activities for the `next bus` information for Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).					
2.	Contract negotiations	1/21/2007	5/31/2011	1	5/31/2011	
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project will provide for engineering/design activities for					

	the `next bus` information for Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).						
	PROGRESS: The RTA and Pace executed an Intergovernmental Agreement for provision of predicted bus arrival data generated from Pace`s Transitmaster Prediction Engine to the RTA. The RTA and Pace are still waiting for the Transitmaster Prediction Engine vendor, Trapeze, to execute its own contract with Pace to install the interface to RTA.						
3.	Contract Complete	5/19/2008	12/31/2011	2			
	DETAILED DESCRIPTION: Building on the BusInfo effort, the project will provide for engineering/design activities for the `next bus` information for Pace fixed routes usign traveler information delivery systems such as RTAmobile.com, PaceBus.com, NextBus.com and dynamic message signs at major stops operated by Pace. The information will also be provided on the RTA`s Traveler Resource and Itinerary Planning System (TRIPS) interactive kiosks, the RTA`s Travel Information Center (including the Interactive Voice System), and the Multi-Modal Trip Planner System (MMTPS).						
	PROGRESS: On December 6, 2011, Trapeze ITS installed the hardware and software for the TransitMaster Prediction Web						

	Service at the Pace Headquarters. The RTA notified Pace and its vendor, Trapeze ITS, of defects it found on the installed TransitMaster Prediction Web Service. The RTA found the defects during development actvities last quarter.						

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X004-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X004-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X004-00
Brief Desc:	Bus Arrival Info: Public Disp - Web
FTA Project Mgr:	Andy Minyo
Start/End Date:	Jan. 21, 2007 - May. 19, 2008
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$0
C. Federal Cash Disbursements			$0
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$36,630	$0	$36,630
G. Recipient Share of Expenditures	$9,158	$0	$9,158
H. Total Expenditures(F + G)	$45,788	$0	$45,788
I. Federal Share of Unliquidated Obligations			$763,370
J. Recipient Share of Unliquidated Obligations			$190,842
K. Total Unliquidated Obligations(I + J)			$954,212
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

*Please note: This quarter, within the next tab, `Milestone Status` The Milestone Detail Descriptions have been altered to align with the requirements of Chapter 8-Project Management pages 14-15 see language `9. The Milestone Detail Description comment field is used for entering additional information about a specific Milestone. The Milestone Progress comment field is used for entering an explanation for the revised date on a specific Milestone.`

11.31.09 ENG/DESIGN - BUS ROUTE SIGNING
During this quarter, the RTA reprioritized developer resources from the Pace real-time information feed integration effort to incorporating Metra real-time information on www.goroo.com, as well as in launching the mobilized version of www.goroo.com. Integrating Pace real-time bus information will be restarted on October 5, 2012. Additionally, due to this reprioritization of developer resources, this project has a new estimated completion date of 12/31/2013.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$800,000	$1,000,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/16/2007				
2.	Contract negotiations	1/21/2007	5/31/2011	1	5/31/2011	
	PROGRESS: Completed.					
3.	Contract Complete	5/19/2008	12/31/2013	3		
	PROGRESS: Due to the reprioritization of developer resources, this project has a new estimated completion date of 12/31/2013.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X004-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X004-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X004-00
Brief Desc:	Bus Arrival Info: Public Disp - Web
FTA Project Mgr:	Andy Minyo
Start/End Date:	Jan. 21, 2007 - May. 19, 2008
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$29,304
C. Federal Cash Disbursements			$29,304
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$36,630	$0	$36,630
G. Recipient Share of Expenditures	$9,158	$0	$9,158
H. Total Expenditures(F + G)	$45,788	$0	$45,788
I. Federal Share of Unliquidated Obligations			$763,370
J. Recipient Share of Unliquidated Obligations			$190,842
K. Total Unliquidated Obligations(I + J)			$954,212
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

On 11/16/2012, the RTA released a new goroo® web app as part of the agency's overall effort to enhance the customer experience and increase transit ridership. The web app can be accessed by logging on to www.goroo.com from the browser of any web-enabled smart phone, including devices powered by Apple's iOS, Google's Android, and Microsoft's Windows Phone software. The web app includes the same great features that travelers in the region have been enjoying on the goroo® desktop site, including real-time estimates of when a CTA train, CTA bus, or Metra train is arriving at a stop. This capability involves the integration with the CTA's TrainTracker and BusTracker systems, and Metra's Rail-Time Tracker system.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$800,000	$1,000,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/16/2007			10/28/2011	
	PROGRESS: Milestone completed.					
2.	Contract negotiations	1/21/2007	5/31/2011	1	5/31/2011	
	PROGRESS: Completed.					
3.	Contract Complete	5/19/2008	12/31/2013	3		
	PROGRESS: Due to the reprioritization of developer resources, this project has a new estimated completion date of 12/31/2013.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X004-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X004-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X004-00
Brief Desc:	Bus Arrival Info: Public Disp - Web
FTA Project Mgr:	Andy Minyo
Start/End Date:	Jan. 21, 2007 - May. 19, 2008
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$36,630
C. Federal Cash Disbursements			$36,630
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$36,630	$0	$36,630
G. Recipient Share of Expenditures	$9,158	$0	$9,158
H. Total Expenditures(F + G)	$45,788	$0	$45,788
I. Federal Share of Unliquidated Obligations			$763,370
J. Recipient Share of Unliquidated Obligations			$190,842
K. Total Unliquidated Obligations(I + J)			$954,212
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

On 03/08/2013, the RTA released Pace Tracker on goroo(R). The Pace Tracker provides the estimated predictions for the next three Pace buses arriving at a given stop. It is now available on goroo`s desktop and mobile websites. Pace Tracker on goroo(R) was developed using the web service that was procured from Trapeze ITS. The web service, available only from Trapeze ITS since it deployed on Pace's Intelligent Bus System (IBS), provides a remote-callable interface to the TransitMaster Prediction Engine data.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$800,000	$1,000,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/16/2007			10/28/2011	
	PROGRESS: Milestone completed.					
2.	Contract negotiations	1/21/2007	5/31/2011	1	5/31/2011	
	PROGRESS: Completed.					
3.	Contract Complete	5/19/2008	12/31/2013	3		
	PROGRESS: Due to the reprioritization of developer resources, this project has a new estimated completion date of 12/31/2013.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-95-X004-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-95-X004-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-95-X004-00
Brief Desc:	Bus Arrival Info: Public Disp - Web
FTA Project Mgr:	Andy Minyo
Start/End Date:	Jan. 21, 2007 - May. 19, 2008
Gross Project Cost:	$1,000,000
Adjustment Amt:	$0
Total Eligible Cost:	$1,000,000
Total FTA Amt:	$800,000
Total State Amt:	$0
Total Local Amt:	$200,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$36,630
C. Federal Cash Disbursements			$36,630
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$800,000
F. Federal Share of Expenditures	$36,630	$0	$36,630
G. Recipient Share of Expenditures	$9,158	$0	$9,158
H. Total Expenditures(F + G)	$45,788	$0	$45,788
I. Federal Share of Unliquidated Obligations			$763,370
J. Recipient Share of Unliquidated Obligations			$190,842
K. Total Unliquidated Obligations(I + J)			$954,212
L. Total Federal Share (F + I)			$800,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$200,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

The RTA developed a Request for Proposals (RFP) for the engineering/design and deployment of a Regional Integration of Real-Time Information System (RIRTIS). The goal of RIRTIS is to provide a one-stop shop for real-time traveler information in the RTA`s six-county service area . RIRTIS will integrate and offer real-time information into a single traveler information portal that would allow travelers to plan trips based on real-time information across transit operators in the region (CTA, Metra, and Pace) without having to activate different menus, views, or data streams. A key component of RIRTIS will be a Dynamic Trip Planner. It will be a tool that incorporates multi-modality, real-time information, and predictive intelligence in providing riders with trip planning itineraries. Dynamic trip planning is the capability of providing end-to-end real-time traveler information that delivers the right information, in the right format, at the right time to its users. The real-time information includes all the stages and processes related to planning and executing a public transit journey, including planning, en-route, transfer connection and arrival at the traveler`s destination. It also includes the processes needed to support the effective processing and delivery of the information; that is the registration and upload provision of real-time and current situational status information from CTA, Metra, and Pace.

The RTA expects to release this RFP in July 2013.

		Quantity	FTA Amount	Elig. Proj. Cost
11.31.09	ENG/DESIGN - BUS ROUTE SIGNING	0	$800,000	$1,000,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	Contract Award	3/16/2007			10/28/2011	
	PROGRESS: Milestone completed.					
2.	Contract negotiations	1/21/2007	5/31/2011	1	5/31/2011	
	PROGRESS: Completed.					
3.	Contract Complete	5/19/2008	12/31/2013	3		
	PROGRESS: Due to the reprioritization of developer resources, this project has a new estimated completion date of 12/31/2013.					

DOT

U.S. Department of Transportation | Federal Transit Administration

IL-90-X556-00 Quarterly Narrative Report

Oct. 01, 2011 through Dec. 31, 2011
As Of Jan. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X556-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X556-00
Brief Desc:	Regional Impl of Transit Signal Priority
FTA Project Mgr:	Andy Minyo
Start/End Date:	-
Gross Project Cost:	$2,500,000
Adjustment Amt:	$0
Total Eligible Cost:	$2,500,000
Total FTA Amt:	$2,000,000
Total State Amt:	$0
Total Local Amt:	$500,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,280,208
C. Federal Cash Disbursements			$1,280,208
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,000,000
F. Federal Share of Expenditures	$1,488,023	$37,147	$1,525,170
G. Recipient Share of Expenditures	$372,006	$9,287	$381,293
H. Total Expenditures(F + G)	$1,860,029	$46,434	$1,906,463
I. Federal Share of Unliquidated Obligations			$474,830
J. Recipient Share of Unliquidated Obligations			$118,707
K. Total Unliquidated Obligations(I + J)			$593,537
L. Total Federal Share (F + I)			$2,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$500,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on Hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All milestones have been completed. The CTA Transit Signal Priority (TSP) Demonstration along Western Avenue has been completed. The final invoice for the CTA demonstration has been submitted to the RTA by the CTA.

Phase 1 of the Pace TSP Demonstration along the Harvey Transportation Center (Halsted Street) has been completed. Pace is processing the final invoices from the Phase I consultant and contractor. Pace is now preparing the Request for Proposals for Phase 2 of the Harvey TSP demo and is anticipating RFP release by June 2012.

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.02	ENG/DESIGN COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	DETAILED DESCRIPTION: Develop equipment specifications for vehicle and field communication devices and interfaces.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
3.	Contract Complete	6/30/2007		4	6/30/2007	
	DETAILED DESCRIPTION: Develop equipment specifications for vehicle and field communication devices and interfaces.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.61.20 ENG/DESIGN MISC COMMUNICATION EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	DETAILED DESCRIPTION: nstallation, testing and deployment of vehicle and field communication devices and interfaces.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
3.	Contract Complete	6/30/2007		4	6/30/2007	

	Quantity	FTA Amount	Elig. Proj. Cost
11.63.02 CONSTRUCT COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	6/9/2008	3	6/9/2008	
	DETAILED DESCRIPTION: Develop equipment specifications for miscellaneous equipment.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
3.	Contract Complete	12/31/2009	7/30/2012	4		

	Quantity	FTA Amount	Elig. Proj. Cost
11.63.20 CONSTRUCT MISC COMMUNICATIONS EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	9/9/2008	2	9/9/2008	
	DETAILED					

	DESCRIPTION: Installation, testing and deployment of miscellaneous equipment.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
3.	Contract Complete	12/31/2009	7/30/2012	3		

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X556-00 Quarterly Narrative Report

Jan. 01, 2012 through Mar. 31, 2012
As Of Apr. 30, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X556-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X556-00
Brief Desc:	Regional Impl of Transit Signal Priority
FTA Project Mgr:	Andy Minyo
Start/End Date:	-
Gross Project Cost:	$2,500,000
Adjustment Amt:	$0
Total Eligible Cost:	$2,500,000
Total FTA Amt:	$2,000,000
Total State Amt:	$0
Total Local Amt:	$500,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,280,208
C. Federal Cash Disbursements			$1,280,208
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,000,000
F. Federal Share of Expenditures	$1,525,170	-$5,343	$1,519,827
G. Recipient Share of Expenditures	$381,293	-$1,336	$379,957
H. Total Expenditures(F + G)	$1,906,463	-$6,679	$1,899,784
I. Federal Share of Unliquidated Obligations			$480,173
J. Recipient Share of Unliquidated Obligations			$120,043
K. Total Unliquidated Obligations(I + J)			$600,216
L. Total Federal Share (F + I)			$2,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$500,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All milestones have been completed and all IL-90-X456-00 grant funds have been expended. The CTA Transit Signal Priority (TSP) Demonstration along Western Avenue has been completed. The final invoice for the CTA demonstration has been submitted to the RTA by the CTA.

Phase 1 of the Pace TSP Demonstration along the Harvey Transportation Center (Halsted Street) has been completed. Pace is processing the final invoices from the Phase 1 consultant and contractor. The Pace Queue Bypass Study has been completed. All invoices have been paid for the Pace Queue Bypass project.

Of the remaining dollars, Pace Suburban Bus intends to embark on a Phase II of this project. They plan to go out to bid shortly for the purchase and installation of additional Transit Signal Priority system equipment at up to 10 intersections and on up to 40 buses.

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.02	ENG/DESIGN COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	DETAILED DESCRIPTION: Develop equipment specifications for vehicle and field communication devices and interfaces.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	
	DETAILED DESCRIPTION: Develop equipment specifications for vehicle and field communication devices and					

	interfaces.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.20	ENG/DESIGN MISC COMMUNICATION EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	DETAILED DESCRIPTION: nstallation, testing and deployment of vehicle and field communication devices and interfaces.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	
	PROGRESS: This milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.63.02	CONSTRUCT COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	6/9/2008	3	6/9/2008	
	DETAILED DESCRIPTION: Develop equipment specifications for miscellaneous equipment.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	7/30/2012	4		

		Quantity	FTA Amount	Elig. Proj. Cost
11.63.20	CONSTRUCT MISC COMMUNICATIONS EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	9/9/2008	2	9/9/2008	
	DETAILED DESCRIPTION: Installation, testing and deployment of miscellaneous equipment.					
	PROGRESS: RFP/IFB Issued and Contract Award Completed.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	DETAILED DESCRIPTION: Of the remaining dollars, Pace Suburban Bus intends to embark on a Phase II of this project. They plan to go out to bid shortly for the purchase and installation of additional Transit Signal Priority system equipment at up to 10 intersections and on up to 40 buses.					
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	8/31/2014	5		
	PROGRESS: In progress.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X556-00 Quarterly Narrative Report

Apr. 01, 2012 through Jun. 30, 2012
As Of Jul. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X556-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X556-00
Brief Desc:	Regional Impl of Transit Signal Priority
FTA Project Mgr:	Andy Minyo
Start/End Date:	-
Gross Project Cost:	$2,500,000
Adjustment Amt:	$0
Total Eligible Cost:	$2,500,000
Total FTA Amt:	$2,000,000
Total State Amt:	$0
Total Local Amt:	$500,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,280,208
C. Federal Cash Disbursements			$1,456,089
D. Federal Cash on Hand at End of Period			-$175,881
E. Total Federal Funds Authorized			$2,000,000
F. Federal Share of Expenditures	$1,519,827	$18,080	$1,537,907
G. Recipient Share of Expenditures	$379,957	$4,520	$384,477
H. Total Expenditures(F + G)	$1,899,784	$22,600	$1,922,384
I. Federal Share of Unliquidated Obligations			$462,093
J. Recipient Share of Unliquidated Obligations			$115,523
K. Total Unliquidated Obligations(I + J)			$577,616
L. Total Federal Share (F + I)			$2,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$500,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All milestones have been completed and all IL-90-X456-00 grant funds have been expended. The CTA Transit Signal Priority (TSP) Demonstration along Western Avenue has been completed. The final invoice for the CTA demonstration has been submitted to the RTA by the CTA. Phase 1 of the Pace TSP Demonstration along the Harvey Transportation Center (Halsted Street) has been completed. Pace is processing the final invoices from the Phase I consultant and contractor. The Pace Queue Bypass Study has been completed. All invoices have been paid for the Pace Queue Bypass project.

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.02	ENG/DESIGN COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	DETAILED DESCRIPTION: Develop equipment specifications for vehicle and field communication devices and interfaces.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	
	DETAILED DESCRIPTION: Develop equipment specifications for vehicle and field communication devices and interfaces.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.20	ENG/DESIGN MISC COMMUNICATION	0	$400,000	$500,000

EQUIP

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	DETAILED DESCRIPTION: nstallation, testing and deployment of vehicle and field communication devices and interfaces.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	
	PROGRESS: This milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.63.02	CONSTRUCT COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	6/9/2008	3	6/9/2008	
	DETAILED DESCRIPTION: Develop equipment specifications for miscellaneous equipment.					
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	7/30/2012	4	6/30/2012	
	PROGRESS: Milestone completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.63.20	CONSTRUCT MISC COMMUNICATIONS	0	$400,000	$500,000

EQUIP

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	9/9/2008	2	9/9/2008	
	DETAILED DESCRIPTION: Installation, testing and deployment of miscellaneous equipment.					
	PROGRESS: RFP/IFB Issued and Contract Award Completed.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	DETAILED DESCRIPTION: Of the remaining dollars, Pace Suburban Bus intends to embark on a Phase II of this project. They plan to go out to bid shortly for the purchase and installation of additional Transit Signal Priority system equipment at up to 10 intersections and on up to 40 buses.					
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	8/31/2014	5		
	PROGRESS: In progress.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X556-00 Quarterly Narrative Report

Jul. 01, 2012 through Sep. 30, 2012
As Of Oct. 31, 2012
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X556-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X556-00
Brief Desc:	Regional Impl of Transit Signal Priority
FTA Project Mgr:	Andy Minyo
Start/End Date:	-
Gross Project Cost:	$2,500,000
Adjustment Amt:	$0
Total Eligible Cost:	$2,500,000
Total FTA Amt:	$2,000,000
Total State Amt:	$0
Total Local Amt:	$500,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,456,089
C. Federal Cash Disbursements			$1,456,089
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,000,000
F. Federal Share of Expenditures	$1,537,907	-$81,818	$1,456,089
G. Recipient Share of Expenditures	$384,477	-$20,455	$364,022
H. Total Expenditures(F + G)	$1,922,384	-$102,273	$1,820,111
I. Federal Share of Unliquidated Obligations			$543,911
J. Recipient Share of Unliquidated Obligations			$135,978
K. Total Unliquidated Obligations(I + J)			$679,889
L. Total Federal Share (F + I)			$2,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$500,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

PLEASE NOTE: Because the RTA accounting system is cash based; we prepare the FFR on a accrual basis. Last quarter, the accrual expenditures were OVER-ESTIMATED, which is the result of the negative number in lines G and F.

Part 4. Milestone/Progress Report

Project Status Overview

*Please note: This quarter, within the next tab, `Milestone Status` The Milestone Detail Descriptions have been altered to align with the requirements of Chapter 8-Project Management pages 14-15 see language `9. The Milestone Detail Description comment field is used for entering additional information about a specific Milestone. The Milestone Progress comment field is used for entering an explanation for the revised date on a specific Milestone.`

All milestones have been completed for the CTA Transit Signal Priority (TSP) Demonstration along Western Avenue Phase 1 of the Pace TSP Demonstration along the Harvey Transportation Center (HTC) has been completed. Pace has submitted the final invoices from the Phase 1 contractor, Divane. Pace will be amending its contract with Divane to complete the installation of the remaining 10 intersections in the Harvey Transportation Corridor.

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.02	ENG/DESIGN COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.20	ENG/DESIGN MISC COMMUNICATION EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	
	PROGRESS: This milestone has been completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.63.02	CONSTRUCT COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	6/9/2008	3	6/9/2008	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	7/30/2012	4	6/30/2012	
	PROGRESS: Milestone completed.					

		Quantity	FTA Amount	Elig. Proj. Cost
11.63.20	CONSTRUCT MISC COMMUNICATIONS EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	9/9/2008	2	9/9/2008	
	PROGRESS: RFP/IFB Issued and Contract Award Completed.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone					

	has been completed.					
3.	Contract Complete	12/31/2009	8/31/2014	5		
	PROGRESS: In progress.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X556-00 Quarterly Narrative Report

Oct. 01, 2012 through Dec. 31, 2012
As Of Jan. 31, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X556-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X556-00
Brief Desc:	Regional Impl of Transit Signal Priority
FTA Project Mgr:	Andy Minyo
Start/End Date:	-
Gross Project Cost:	$2,500,000
Adjustment Amt:	$0
Total Eligible Cost:	$2,500,000
Total FTA Amt:	$2,000,000
Total State Amt:	$0
Total Local Amt:	$500,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,456,089
C. Federal Cash Disbursements			$1,456,089
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,000,000
F. Federal Share of Expenditures	$1,456,089	$0	$1,456,089
G. Recipient Share of Expenditures	$364,022	$0	$364,022
H. Total Expenditures(F + G)	$1,820,111	$0	$1,820,111
I. Federal Share of Unliquidated Obligations			$543,911
J. Recipient Share of Unliquidated Obligations			$135,978
K. Total Unliquidated Obligations(I + J)			$679,889
L. Total Federal Share (F + I)			$2,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$500,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All milestones have been completed for the CTA Transit Signal Priority (TSP) Demonstration along Western Avenue Phase 1 of the Pace TSP Demonstration along the Harvey Transportation Center (HTC) has been completed. Pace has submitted the final invoices from the Phase 1 contractor, Divane. Pace will be amending its contract with Divane to complete the installation of the remaining 10 intersections in the HTC.

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.02	ENG/DESIGN COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.20	ENG/DESIGN MISC COMMUNICATION EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	

	PROGRESS: This milestone has been completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.63.02 CONSTRUCT COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	6/9/2008	3	6/9/2008	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	7/30/2012	4	6/30/2012	
	PROGRESS: Milestone completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.63.20 CONSTRUCT MISC COMMUNICATIONS EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	9/9/2008	2	9/9/2008	
	PROGRESS: RFP/IFB Issued and Contract Award Completed.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	8/31/2014	5		
	PROGRESS: In progress.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X556-00Quarterly Narrative Report

Jan. 01, 2013 through Mar. 31, 2013
As Of Jun. 06, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X556-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X556-00
Brief Desc:	Regional Impl of Transit Signal Priority
FTA Project Mgr:	Andy Minyo
Start/End Date:	-
Gross Project Cost:	$2,500,000
Adjustment Amt:	$0
Total Eligible Cost:	$2,500,000
Total FTA Amt:	$2,000,000
Total State Amt:	$0
Total Local Amt:	$500,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,456,089
C. Federal Cash Disbursements			$1,456,089
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,000,000
F. Federal Share of Expenditures	$1,456,089	$0	$1,456,089
G. Recipient Share of Expenditures	$364,022	$0	$364,022
H. Total Expenditures(F + G)	$1,820,111	$0	$1,820,111
I. Federal Share of Unliquidated Obligations			$543,911
J. Recipient Share of Unliquidated Obligations			$135,978
K. Total Unliquidated Obligations(I + J)			$679,889
L. Total Federal Share (F + I)			$2,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$500,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All milestones have been completed for the CTA Transit Signal Priority (TSP) Demonstration along Western Avenue. The first 20 of 30 signalized intersections of the Pace TSP Demonstration scope along the Harvey Transportation Center (HTC) has been completed. Pace has been negotiating the contract for the completion of the remaining 10 intersections and is expecting to receive the vendor's a best and final offer by April 2013.

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.02	ENG/DESIGN COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.20	ENG/DESIGN MISC COMMUNICATION EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	

	PROGRESS: This milestone has been completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.63.02 CONSTRUCT COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	6/9/2008	3	6/9/2008	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	7/30/2012	4	6/30/2012	
	PROGRESS: Milestone completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.63.20 CONSTRUCT MISC COMMUNICATIONS EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	9/9/2008	2	9/9/2008	
	PROGRESS: RFP/IFB Issued and Contract Award Completed.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	8/31/2014	5		
	PROGRESS: In progress.					

DOT FTA

U.S. Department of Transportation Federal Transit Administration

IL-90-X556-00Quarterly Narrative Report

Apr. 01, 2013 through Jun. 30, 2013
As Of Aug. 27, 2013
MS/P Report Submitted , FFR Submitted

Part 1: Recipient Information

Project Number:	IL-90-X556-00
Recipient ID:	1888
Recipient Name:	REGIONAL TRANSPORTATION AUTHORITY
Address:	175 W. Jackson St. SUITE 1550, CHICAGO, IL 60604 2711
Telephone:	(312) 913-3200
Facsimile:	(312) 913-3216

Part 2: Project Information

Project No:	IL-90-X556-00
Brief Desc:	Regional Impl of Transit Signal Priority
FTA Project Mgr:	Andy Minyo
Start/End Date:	-
Gross Project Cost:	$2,500,000
Adjustment Amt:	$0
Total Eligible Cost:	$2,500,000
Total FTA Amt:	$2,000,000
Total State Amt:	$0
Total Local Amt:	$500,000
Other Federal Amt:	$0

Part 3: Federal Financial Report

Financial Status

	Previous	This Period	Cumulative
A. Federal Cash on Hand at Beginning of Period			$0
B. Federal Cash Receipts			$1,456,089
C. Federal Cash Disbursements			$1,456,089
D. Federal Cash on Hand at End of Period			$0
E. Total Federal Funds Authorized			$2,000,000
F. Federal Share of Expenditures	$1,456,089	$0	$1,456,089
G. Recipient Share of Expenditures	$364,022	$0	$364,022
H. Total Expenditures(F + G)	$1,820,111	$0	$1,820,111
I. Federal Share of Unliquidated Obligations			$543,911
J. Recipient Share of Unliquidated Obligations			$135,978
K. Total Unliquidated Obligations(I + J)			$679,889
L. Total Federal Share (F + I)			$2,000,000
M. Unobligated Balance of Federal Funds (E - L)			$0
N. Total Recipient Share Required			$500,000
O. Remaining Recipient Share to be provided N - (G + J)			$0
P. Federal Program Income on Hand at Beginning of Period			$0
Q. Total Federal Program income earned			$0
R. Federal Program income expended in accordance with the deduction alternative			$0
S. Federal Program income expended in accordance with the addition alternative			$0
T. Federal Program income expended on allowable Transit Capital and Operating expenses			$0
U. Federal Unexpended Program income (P + Q - R or s or T)			$0

Indirect Expense

Type	N/A
Rate	0.00%
Base	$0
Amount Charged	$0
Federal Share	$0

Recipient Remarks

The RTA accounting system is cash based; the FFR is prepared on accrual basis of accounting (except for Cash on hand section) by adding estimated by Project Managers difference in expenditures incurred versus expenditures paid.

Part 4. Milestone/Progress Report

Project Status Overview

All milestones have been completed for the CTA Transit Signal Priority (TSP) Demonstration along Western Avenue. The first 20 of 30 signalized intersections of the Pace TSP Demonstration scope along the Harvey Transportation Center (HTC) has been completed. Pace has been negotiating the contract for the completion of the remaining 10 intersections and received the vendor`s a best and final offer in April 2013.

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.02	ENG/DESIGN COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	

		Quantity	FTA Amount	Elig. Proj. Cost
11.61.20	ENG/DESIGN MISC COMMUNICATION EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	9/30/2006			6/30/2007	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	1/1/2007			9/1/2006	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	6/30/2007		4	6/30/2007	

	PROGRESS: This milestone has been completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.63.02 CONSTRUCT COMMUNICATIONS SYSTEM	0	$600,000	$750,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	6/9/2008	3	6/9/2008	
	PROGRESS: RFP/IFB Issued, Contract Award, Contract Complete.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	7/30/2012	4	6/30/2012	
	PROGRESS: Milestone completed.					

	Quantity	FTA Amount	Elig. Proj. Cost
11.63.20 CONSTRUCT MISC COMMUNICATIONS EQUIP	0	$400,000	$500,000

	Milestone Description	Orig. Est. Comp. Date	Rev. Est. Comp. Date	# Rev	Actual Comp. Date	Cont. Code
1.	RFP/IFB Issued	7/1/2007	9/9/2008	2	9/9/2008	
	PROGRESS: RFP/IFB Issued and Contract Award Completed.					
2.	Contract Award	9/30/2007	12/14/2008	2	12/14/2008	
	PROGRESS: This milestone has been completed.					
3.	Contract Complete	12/31/2009	8/31/2014	5		
	PROGRESS: In progress.					

FTA Remarks

What is the status of the Pace work?

Reviewed by: Melody Hopson

Date reviewed : 8/27/2013

CAMBRIDGE SYSTEMATICS

206

Regional Transportation Authority Travel Market Analysis

Final report

prepared for

Regional Transportation Authority (RTA)

prepared by

Cambridge Systematics, Inc.

with

Resource Systems Group
Abt SRBI
Michelle Ryan Consulting
cmQue
Frank Koppelman

September 21, 2010

www.camsys.com

Regional Transportation Authority Travel Market Analysis

Final Report

prepared for

Regional Transportation Authority

prepared by

Cambridge Systematics, Inc.
115 S LaSalle Street, Suite 2200
Chicago, Illinois 60603

with

Resource Systems Group
Abt SRBI
Michelle Ryan Consulting
cmQue
Frank Koppelman

date

September 21, 2010

Table of Contents

List of Tables

List of Figures

1.0 Overview

Transit in the northeastern Illinois region faces both challenging and growing needs. The Regional Transportation Authority's (RTA) Moving Beyond Congestion Strategic Plan[1] outlines a variety of initiatives that seek to maintain, enhance and/or expand the existing system. However, in light of constrained resources, difficult decisions need to be made about future investments. As a result, the RTA seeks to prioritize future strategies and initiatives. This study attempts to set those priorities primarily on the basis of market needs and customer input. To accomplish this, an understanding of total demand and major regional flows, the role of transit in serving different markets, and an individual-oriented approach to transit service is needed. This market analysis study is aimed at providing this understanding through two major analysis undertakings:

- Development of a **baseline** understanding of the regional travel patterns, and documentation of the role of transit in serving different geographic markets; and
- Analysis of the **attitudes and preferences** of transit riders and non-riders to categorize them into **distinct market segments**, evaluate existing or perceived **barriers** to transit use, and identify potential target segments.

This study uses two data sources to accomplish the objectives described above. First, the **Chicago Metropolitan Agency for Planning (CMAP) Travel Tracker Survey**, completed in 2008 is used for a quantification of the magnitude, and geographic and temporal distribution of today's **regional travel flows**. The CMAP household survey dataset provides a representative sample of the nearly 3 million households, 8 million residents, 26 million daily trips, and roughly two million trips served by CTA, Metra, and Pace on a daily basis.

Second, RTA's Attitudinal Survey, completed in August 2009, is used to gain an understanding of the **demographics, travel needs, attitudes, and behaviors** of transit riders and non-riders. The survey captured responses from over 2,300 riders and non-riders, and is used to develop distinct market segments and identify real and perceived barriers to transit use. This analysis is used to guide the development of service approaches and marketing strategies to overcome these barriers in different markets and segments of the population.

---

[1] Moving Beyond Congestion: 2007 The Year of Decision Regional Transportation Strategic Plan, Regional Transit Authority, Chicago, Illinois
http://movingbeyondcongestion.org/downloads/RegTransportStratPlan_FinalReplrez_031207.pdf

This report presents key analysis findings and recommendations. The report is organized as follows:

- **Section 2** describes the key findings from the CMAP Travel Tracker Survey analysis;
- **Section 3** presents the key findings from the RTA Attitudinal Survey. Specifically, an analysis of barriers to transit, attitudinal dimensions, and the relative importance of transit attributes is presented for various socioeconomic and travel categories.
- **Section 4** describes the implications for transit ridership and provides actionable recommendations for the RTA.

2.0 CMAP Travel Tracker Survey Analysis Findings

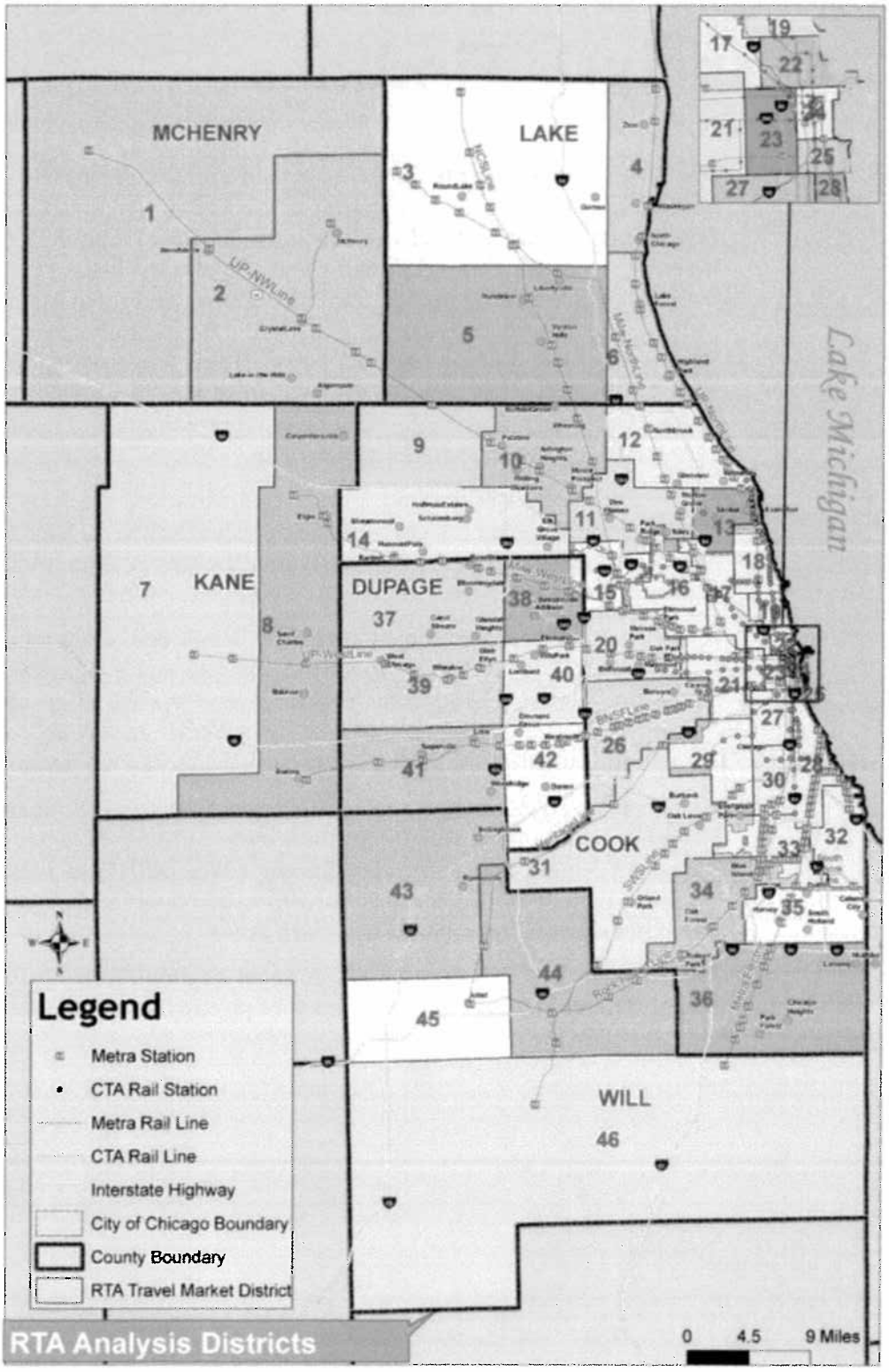
The Travel Tracker Survey was developed and administered by CMAP to provide household data for the maintenance of the Chicago regional travel demand model. The survey, conducted between January 2007 and March 2008, produced a rich inventory of regional travel patterns and trip making behavior. The survey included over 14,000 households in eight Illinois Counties and three Indiana counties. For the purposes of this study, analysis of CMAP's household survey data was limited to RTA's six county jurisdiction. Of survey's full scope of 14,000 households, nearly 10,400 households belonged to the six-county area comprising Cook, DuPage, Lake, Kane, McHenry, and Will Counties. Approximately 23,500 respondents were surveyed from these households, providing nearly 77,600 trip records.

Given the survey's scope and recent administration, the RTA determined that the CMAP Travel Tracker Survey was the preferred source of travel information for this Market Analysis study. Prior to analyzing the survey data, two separate tasks were conducted:

- First, RTA and the consultant team developed a set of 46 analysis districts **(Figure 2.1)** to enable a suitably scaled regional geographic analysis of the six county region. The analysis districts were formed as groups of traffic analysis zones (TAZs) previously defined by CMAP, and were created so as to nest within county boundaries and the City of Chicago's boundaries.
- Second, in consultation with CMAP, the RTA and consultant team adjusted the original expansion weights in the survey in order to better align with the most recent American Community Survey (ACS 2007) and Journey To Work (JTW 2000) data of the U.S Census Bureau, with respect to the geographic distribution of households, population and work flows.

The sections that follow present the major findings from the RTA analysis of the CMAP Travel Tracker Survey in terms of population and household characteristics, and weekday travel characteristics.

Figure 2.1 Counties and Analysis Districts



2.1 HOUSEHOLD AND POPULATION CHARACTERISTICS

The six-county Chicago metropolitan area is home to nearly 8.4 million people and 3 million households, accounting for approximately 75 percent of the entire state's population. Nearly 67 percent of the region's *households* are located in Cook County, and 33 percent in the "collar" counties surrounding Cook, namely, DuPage, Lake, Will, Kane, and McHenry. Among the collar counties, DuPage is the most populous, accounting for 11 percent of the households in the region, followed by Lake, which accounts for another 8 percent. Will, Kane, and McHenry consist of 7 percent, 5 percent and 3 percent of the households in the region, respectively.

This section starts with an examination of the household-level socioeconomic characteristics and concludes with a deeper look into person-level attributes. Understanding the demographic, economic, and geographic make-up of both households and persons will set the context for better understanding travel patterns in the region, described in Section 2.2.

2.1.1 Household Characteristics

Transportation is a feature that warrants the consideration of *households* as much as *individuals*. Like a house itself, vehicles are typically a shared asset, and mobility is often achieved collectively among the members of the household. Therefore, a critical first step in understanding the travel patterns in the region is to understand the socioeconomic characteristics of households. The paragraphs below present the socioeconomic profile of households in the six-county region. A description of the geographic variation of these attributes within the region is also provided.

In addition to the usual socioeconomic attributes of households and persons, the CMAP Travel Tracker Survey collected information on the general transit use by households in the region. Specifically, the survey identified households where at least one member used transit at least once a week. Analysis of these households, referred to as *transit households* for the rest of this report, can provide insights into if and how the propensity to use transit is systematically related to a household's socioeconomic make-up[2]. As seen in Table 2.1 which presents the percentage of transit households by region, 38 percent of households in the six county region are considered transit households. As evident, nearly 71 percent of all Chicago CBD households and 66 percent of the rest of Chicago households used transit at least once a week. As expected, transit use declines among suburban households. The

[2] A transit household is defined as a household where at least one member uses transit at least once a week. This definition does not take into account the number of transit users in the household or the frequency of transit use in a given week. Therefore, the fraction of transit households in the region is NOT the same as the market share of transit trips in the region. As indicated, the household transit use variable is better construed as a proxy for the household's awareness and propensity to use transit.

analysis that follows examines the potential for correlation between household socioeconomic attributes and transit use.

Table 2.1 Household Transit Use by Geography

Sub-Region	% HH Using Transit
Chicago-CBD	71%
Chicago-non CBD	66%
Suburban Cook	25%
DuPage	20%
Kane	12%
Lake	20%
McHenry	20%
Will	13%
Total Region	**38%**

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Household Size, Workers and Vehicles

While Chicago has the highest concentration of households in the region, it also has the smallest average household size. An average household in the six-county region has 2.4 members; yet the average household size in Chicago's central business district (CBD)[3] area is only 1.5 persons per household. This number goes up to 2.2 persons per household in the non-CBD areas of the city[4], and to 2.6 for the suburban households. **Table 2.2** shows the variation of household size in the region.

The commute market forms a major portion of the overall transit ridership. The distribution and concentration of workers impacts the location and intensity of transit demand. The average number of workers per household follows a pattern similar to household size. The average number of workers per household in the six-county region is 1.4. Chicago CBD households typically have one worker, while households elsewhere in the City of Chicago have a slightly higher average of 1.2 workers. Suburban households have about 1.5 workers per household on average.

A typical household in the region owns 1.6 vehicles. This number varies from 0.6 vehicles per household for Chicago CBD households, and 1.1 vehicles for

[3] Throughout this analysis, CBD is defined as District 24 in Figure 2.4, bounded by Lake Michigan in the East, Roosevelt road in the South, the North-South branch of the Chicago river in the West, and Kinzie street in the North.

[4] City of Chicago includes the following analysis districts: 15, 16, 17, 18, 19, 21, 22, 23, 24, 25, 27, 28, 29, 30, 32,and 33.

households elsewhere in Chicago, to an average of 1.9 vehicles for suburban households. Households not owning a personal vehicle are typically considered a "captive" segment of the overall transit market. For the region as a whole, about 12 percent of households do not own any private vehicles. This number, however, varies quite dramatically within the region. Nearly 38 percent of households in Chicago CBD, and approximately 25 percent of households elsewhere in the City of Chicago, do not own a personal automobile. In contrast, only about 4 percent of suburban households do not own a vehicle.

Table 2.2. Household Size, Workers and Vehicles

Sub-Region	Mean HH Size	Mean Workers Per Household	Mean Vehicles Per Household
Chicago-CBD	1.5	1.0	0.6
Chicago-non CBD	2.2	1.2	1.1
Suburban Cook	2.5	1.5	1.8
DuPage	2.5	1.5	1.8
Kane	2.6	1.5	1.9
Lake	2.5	1.5	1.9
McHenry	2.6	1.5	2.0
Will	2.7	1.4	2.0
Total Region	**2.4**	**1.4**	**1.6**

Source: CMAP Travel Tracker Survey & Cambridge Systematics

The number of vehicles owned by a household relative to the number of workers in the household yields valuable insights into the propensity to use transit. As evident from Table 2.2, an average household in the six-county region has as many vehicles as there are workers in the household. However, households in both the CBD and rest of the City of Chicago have on average more workers than vehicles (a vehicle "deficit"). Suburban households on the other hand, generally have more vehicles than workers (a vehicle "surplus").

Household size, workers and vehicles showed a strong correlation with the propensity of a household to use transit. Specifically, the larger the household size or the higher the number of workers, the higher the propensity of households to use transit. The higher the number of vehicles, the lower the propensity to use transit. The deficit or surplus of vehicles over workers in the households also showed a very strong correlation with transit use. Specifically, households with fewer vehicles than workers were far more likely to use transit than those households with either at least as many vehicles as workers. The relationships between household socioeconomic characteristics and transit use appear to be consistent across the region, and are not constrained to Chicago households alone. **Table 2.3** shows the percentage of transit households by size, vehicles, workers, and vehicle-worker relationship for Chicago and Suburban regions.

Table 2.3 Transit Use by Household Size, Workers and Vehicles

	% Households Using Transit		
HH Size	**Chicago[a]**	**Suburban[b]**	**All**
1	57%[c]	18%	36%
2	66%	18%	35%
3	69%	23%	39%
4 or more	78%	24%	40%
Number of HH Workers			
0	49%	14%	31%
1	69%	19%	39%
2	72%	24%	39%
3 or more	80%	24%	35%
HH Vehicles			
0	85%	58%	79%
1	62%	19%	39%
2	57%	20%	29%
3 or more	49%	19%	22%
Vehicles and Workers			
Fewer Vehicles than Workers	94%	54%	81%
As Many Vehicles as Workers	63%	21%	37%
More Vehicles than Workers	39%	15%	21%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

a: Chicago households include households residing in the CBD area and those elsewhere in the City of Chicago

b: Suburban households refer to Suburban Cook and Collar county households.

c: The table indicates what fraction of households in each row uses transit at least once a week. So, for example, 94 percent of Chicago households with fewer vehicles than workers use transit at least once a week, but only 39 percent of Chicago households with more vehicles than workers use transit.

Household Income

Nearly a quarter (23 percent) of Chicago households had an annual income of less than $20,000, and 16 percent had an annual income greater than $100,000. In contrast, only 9 percent of households in Suburban Cook had an income of less than $20,000, and 26 percent had an income of over $100,000. For the region as a whole, 14 percent of the households earned less than $20,000 annually, while 22 percent earned $100,000 or more.

Table 2.4 shows the differences in household income distribution across the region. Households earning less than $20,000 form the single largest group of all Chicago households. In Suburban Cook and the five Collar counties, however, households earning $100,000 or more form the single largest group. Even for the region as a whole, households earning $100,000 or more form the single largest group.

Table 2.5 shows the relationship between household income and transit use. The percentage of households using transit decreases from 55 percent for the less than $20,000 income group to 30 percent for the $60-75,000 group. Interestingly, this fraction increases to 34 percent for the $75-100,000 group, and further to 37% for the $100,000 plus group. This pattern is consistent across Chicago and Suburban households. This finding shows that the rider population in Chicago is economically diverse. Transit services are availed not only by lower income individuals but also by people from higher income brackets.

Table 2.4 Household Income Distribution

Household Income	Chicago	Suburban Cook	DuPage	Kane	Lake	McHenry	Will	Total
Less than $20,000	23%	9%	8%	11%	10%	3%	10%	14%
$20,000 – $34,999	19%	14%	12%	11%	13%	16%	13%	15%
$35,000 – $49,999	16%	13%	13%	14%	14%	13%	15%	14%
$50,000 – $59,999	7%	9%	10%	8%	5%	9%	9%	8%
$60,000 – $74,999	8%	15%	12%	18%	14%	21%	18%	12%
$75,000 – $99,999	10%	15%	17%	12%	14%	15%	14%	13%
More than $100,000	16%	26%	27%	27%	30%	23%	21%	22%

Source: CMAP Travel Tracker Survey & Cambridge Systematics
Due to missing income records for the CBD area, only the combined distribution for Chicago CBD and rest of Chicago households are shown here.

Table 2.5 Transit Use and Household Income

Household Income	Chicago	Suburban	All
Less than $20,000	71%[a]	29%	55%
$20,000 – $34,999	65%	16%	39%
$35,000 – $49,999	62%	14%	34%
$50,000 – $59,999	63%	14%	31%
$60,000 to $74,999	62%	19%	30%
$75,000 to $99,999	65%	22%	34%
More than $100,000	68%	26%	37%

Source: CMAP Travel Tracker Survey & Cambridge Systematics
a: The table indicates what fraction of households in each row uses transit at least once a week. So, 71 percent of Chicago households with income less than $20,000 use transit at least once a week

Duration of Stay at Current Place of Residence

The average household in the region has been at its current place of residence for nearly 3.8 years. Households in Chicago CBD and rest of Chicago have a slightly lower average, at 3.4 and 3.6 years, respectively. Forty one percent of the region's households have lived at their current residence for over 10 years, and 61 percent have lived at their current residence for over 5 years. **Table 2.6** shows the distribution of households by years of stay at current residence and geography.

Analysis of households that moved to a new residence within the past two years yielded interesting insights. First, while the City of Chicago (CBD and non-CBD) accounted for about 37 percent of the region's households, it accommodated 51 percent of the 90,500 households that moved from outside Illinois in the past two years. **Table 2.7** shows the distribution of households by relocation status. The table clearly indicates that a majority of the out-of-state households locate within the City of Chicago. Further analysis of the recently relocated households also revealed that nearly 31 percent of these households were located in Districts 18, 19, and 22 representing the Near North and North Shore neighborhoods of Chicago. Nearly two-thirds of these households live in apartment buildings with two or more units, and close to 60 percent rent their residences. Further, the average age of these households is only 30 years as compared to a regional average of 37 years.

Table 2.8 presents the incidence of households of each relocation category within the eight regions in the six-county area. As evident from this table, 28 percent of the Chicago CBD households have relocated in the past two years. 21 percent of the Chicago CBD households have relocated from within Illinois, while 7 percent have moved in from out of state. Similarly, 21 percent of the rest of Chicago households have relocated in the past two years. About 4 percent of the rest of Chicago households have moved in from out of state in the past two years. The City of Chicago (CBD and non-CBD) has a much higher share of households that have moved in from out of state locations, as compared to the suburban regions.

Households that reported having moved in the past two years had a higher likelihood of taking transit than the households that have not moved in the past two years (see **Figure 2.2**). Nearly 51 percent of households that moved to the six-county area from within Illinois used transit at least once a week. Further, 54 percent of households that moved to the six-county area from an out-of-state location used transit at least once a week. Interestingly, only 35 percent of households that did not move in the past two years used transit at least once a week. This finding signifies two interesting considerations for potential future analysis. First, where in the region is transit system acquaintance information most needed, and in what form should it be provided? And second, how can attrition from transit use over time be reduced?

Table 2.6 Years Lived at Current Place of Residence

Frequency	CBD	Chicago	Suburban Cook	DuPage	Kane	Lake	McHenry	Will	Total
Less than 1 year	13%	8%	5%	6%	7%	6%	7%	7%	7%
At least 1 yr but less than 2 years	15%	9%	7%	6%	11%	6%	3%	9%	8%
At least 2 yrs but less than 5 years	25%	29%	20%	21%	25%	29%	22%	23%	25%
At least 5 yrs but less than 10 years	18%	18%	19%	22%	24%	20%	30%	26%	20%
10 or more years	30%	35%	49%	46%	33%	40%	38%	35%	41%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Table 2.7 Distribution of Households by Relocation Status

Relocated Recently?	CBD	Chicago	Suburban Cook	DuPage	Kane	Lake	McHenry	Will	Total
Did not relocate in the past 2 years	0%	35%	31%	11%	5%	8%	3%	6%	100%
Relocated in the past 2 years within IL	1%	43%	25%	9%	6%	6%	3%	8%	100%
Relocated in the past 2 years from outside IL	1%	51%	24%	6%	5%	8%	2%	4%	100%
Total	0%	37%	30%	11%	5%	8%	3%	7%	100%

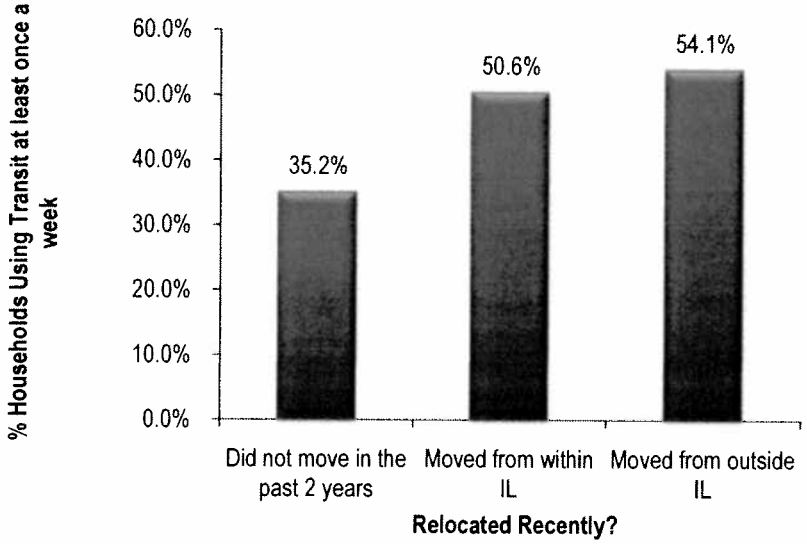
Source: CMAP Travel Tracker Survey and Cambridge Systematics

Table 2.8 Distribution of Households by Relocation Status Within the Eight Regions

Relocated Recently?	CBD	Chicago	Suburban Cook	DuPage	Kane	Lake	McHenry	Will	Total
Did not relocate in the past 2 years	73%	83%	88%	88%	82%	89%	90%	84%	86%
Relocated in the past 2 years within IL	21%	13%	10%	10%	15%	8%	9%	14%	11%
Relocated in the past 2 years from outside IL	7%	4%	2%	2%	3%	3%	1%	2%	3%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Figure 2.2 Relocation Status and Transit Use



2.1.2. Population Characteristics

The six-county Chicago metropolitan area is home to nearly 8.4 million people, or approximately 75 percent of the state's population. Just less than two-thirds of the region's residents live in Cook County. The remaining one-third (or 3.1 million) of the region's population reside in the five "collar" counties surrounding Cook. As can be seen in **Table 2.9**, the counties of DuPage and Lake are the most populous of the five collar counties. Will County is the third most populous of the collar counties and is located immediately south of Cook and DuPage Counties. The paragraphs that follow discuss the demographic and economic characteristics of the population in the six-county area.

Table 2.9 Population by County

County	Population (ACS 2007 est.)	Population as % of Region	Land Area (Sq Mi)	County Population Density (People / Sq Mi)
Cook	5,464,059	65%	946	5,776
DuPage	925,284	11%	334	2,770
Kane	440,640	5%	520	847
Lake	667,290	8%	448	1,489
McHenry	287,134	3%	604	475
Will	583,058	7%	837	697
Total	**8,367,465**	**100%**	**3,689**	**2,268**

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Age and Gender

Age and gender balance provide interesting context for understanding travel patterns in the region today. To some extent, these characteristics also foreshadow the context of the region's travel demand in the next decade or so to come.

The average age in the six-county region is 37 years. The overall male-to-female ratio in the six county region is nearly 1:1. However, there are notably more females than males in the 65 and older cohorts. There are nearly twice as many females than males at age 75 and older, when independent mobility often is impaired. **Table 2.10** shows the gender balance for the six-county area population for each age cohort.

Table 2.10 Population by Age and Gender

Age Group	Male	Female
14 or Younger	51%	49%
15 – 17 Year Olds	51%	49%
18 – 20 Year Olds	52%	48%
21 – 24 Year Olds	51%	49%
25 – 29 Year Olds	51%	49%
30 – 44 Year Olds	50%	50%
45 – 64 Year Olds	49%	51%
65 – 74 Year Olds	45%	55%
75 or Older	37%	63%
All	49%	51%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Employment Status

The CMAP Travel Tracker Survey was conducted in the early stages of what has since proven to be a deep and sustained recession. At the time the survey was administered, nearly 53 percent of the population in the six-county area was employed full-time and another 14 percent were employed in a part-time job. The percentage of population employed full-time was slightly lower for Chicago, at 48 percent. DuPage and Lake counties had the highest percentage of full-time employment in the region, at 58 and 57 percent, respectively. **Table 2.11** shows employment status by geography.

Table 2.11 Employment by Geography

Region	Employed full-time	Employed part-time	Not Employed
Chicago	48%	14%	38%
Suburban Cook	56%	13%	31%
DuPage	58%	16%	27%
Kane	56%	15%	29%
Lake	57%	13%	30%
McHenry	54%	12%	34%
Will	53%	15%	33%
Total	53%	14%	33%

Source: CMAP Travel Tracker Survey and Cambridge Systematics.

Retirees constituted 41 percent of the region's non-worker population, while students comprised nearly 20 percent and homemakers another 19 percent. The remaining portion of those currently not working, were people who were actively looking for employment, and disabled individuals. Chicago had a higher share of students and active job-seekers, and a lower share of retirees as compared to the suburban areas in the region. **Table 2.12** shows the non-worker status by geography.

Table 2.12 Non-Worker Status by Geography

Unemployment Status	Chicago	Suburban	Total Region
Retired	38%	43%	40%
Temporarily disabled	3%	2%	2%
Permanently disabled	11%	6%	8%
Homemaker	14%	22%	18%
Unemployed/Looking for work	9%	7%	8%
Unemployed/Not looking for work	4%	2%	3%
Student	22%	17%	19%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Occupation

Nearly 57 percent of the region's employed population works in service businesses. Retail is the second biggest sector of employment, accounting for 11 percent of the total workforce in the six-county area. Manufacturing is the third largest sector, constituting 10 percent of the employment in the region. Chicago had a notably higher proportion of service employment and a lower proportion of manufacturing

employment as compared to the rest of the six-county region. **Table 2.13** shows the distribution of occupation by geography.

Table 2.13 Occupation by Geography

Occupation Type	Chicago	Suburban	Total Region
Manufacturing	7%	12%	10%
Transportation/Utilities/ Warehousing	7%	7%	7%
Communications	5%	5%	5%
Retail	10%	11%	11%
Service	60%	55%	57%
Government	8%	8%	8%
Other – Specify	3%	3%	3%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Educational Background

Nearly 35 percent of the population in the six-county region has a college or graduate degree, and 47 percent of the population has high-school education or less. The 2007-08 CMAP Travel Tracker Survey data regarding education among Chicago residents differs significantly from that of the 2000 Census. Persons with a bachelor's degree or higher were reported to comprise 35 percent of the Chicago population in the 2007-08 survey, a major increase from the 26 percent reported in the 2000 Census. The survey information may correctly reflect the influx of young, educated urban professionals coinciding with an unprecedented condo "boom" in Chicago during the early 2000s. The 2010 Census can be used to test these hypotheses. **Table 2.14** presents a summary of educational background for Chicago and non-Chicago.

Table 2.14 Educational Background – Chicago and Suburban Regions

Educational Attainment	Chicago	Suburban	Total Region
12 grade or less	32%	30%	31%
High School	16%	16%	16%
Some college	13%	12%	13%
Associate or technical school	5%	7%	6%
College	19%	20%	20%
Graduate	16%	15%	15%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

2.2 WEEKDAY TRAVEL CHARACTERISTICS

Travel is exceptionally intensive in northeastern Illinois. The CMAP Travel Tracker Survey suggested that 26.4 million trips and 1.67 million transit trips are made in the six-county area on a typical weekday. In the sub-sections that follow, several aspects of trip-making in the six-county region are described. Section 2.2.1 describes the geographic distribution of trips produced and attracted in the region, and examines how transit market shares vary across the region. Section 2.2.2 discusses the major trip purposes in the region and the corresponding transit market shares. Section 2.2.3 presents the distances and travel times for trips by purpose and travel market. Section 2.2.4 discusses time-of-day characteristics of trip-making.

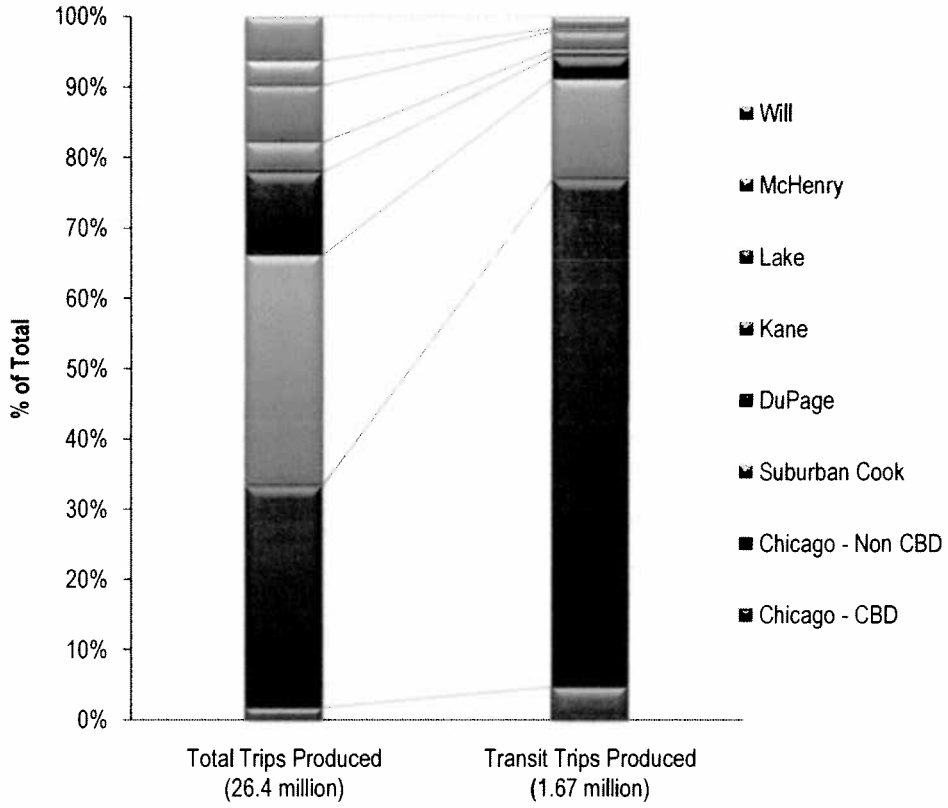
2.2.1. Trips and Transit Market Shares by Geography

Of the 26 million trips, approximately 67 percent are made by Cook County households, while DuPage and Lake households account for about 12 and 8 percent, respectively. **Figure 2.3** presents the total daily trips and transit trips *produced* by each county as a percentage of the regional total. As evident from this figure, the Chicago CBD and non-CBD households together produce only a third of all the trips in the region. However, they account for over three-quarters of the transit trips produced in the region. Suburban Cook and Collar Counties produce two-thirds of all trips in the region, but account for less than a quarter of the transit trips produced in the region. These numbers indicate the much higher transit market share in the City of Chicago as compared to Suburban Cook and collar counties. **Figure 2.4** similarly presents both total and transit trips *attracted by* each county. Again, Chicago CBD and non-CBD attract a little over a third of all the trips in the region, but attract an overwhelming 87 percent of all transit trips in the region.

Figures 2.3 and 2.4 bear out the fact that Chicago CBD attracts a higher percentage of trips than it produces. This is understandable given the high employment density in the CBD area. More interestingly, is the wide gap between the proportion of total trips attracted by the CBD, and the proportion of transit trips attracted. Even though roughly 4 percent of all trips in the region are attracted to the CBD, more than a quarter of all transit trips in the region are attracted to this region. This is likely due to the downtown-oriented nature of transit service in the region coupled with the high parking costs that make driving a less desirable option.

Among the Collar counties, DuPage and Lake both attract at least half as many transit trips as they produce. This is possibly indicative of transit's use for reverse and inter-suburban commute in these two collar counties.

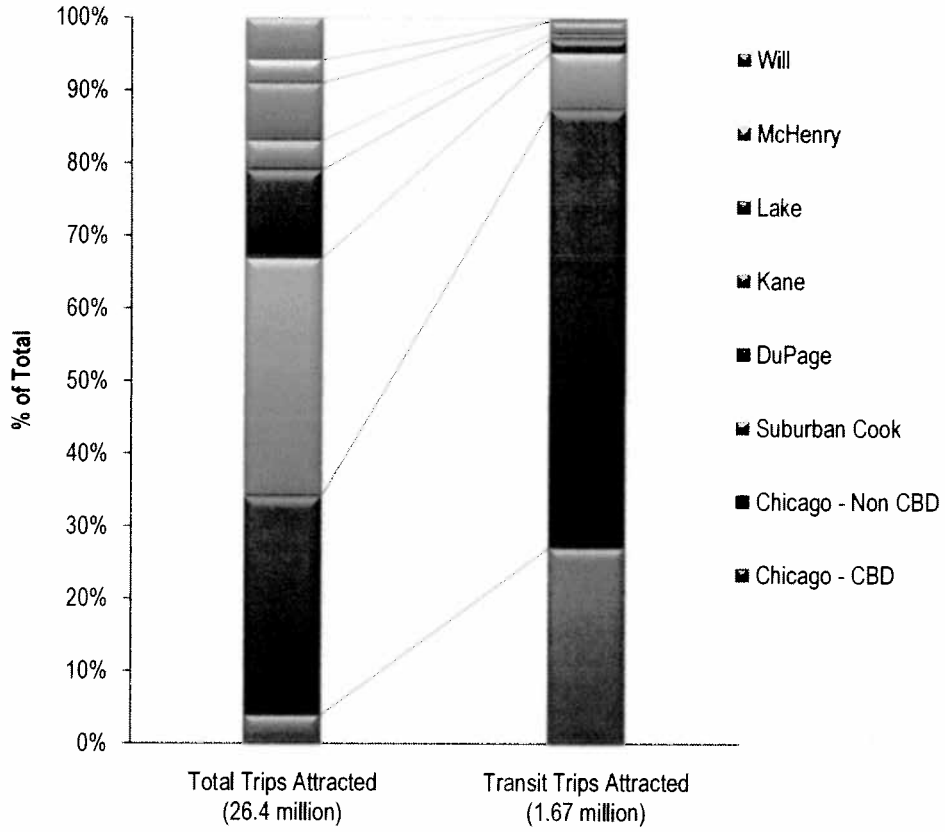
Figure 2.3 Portion of All Regional Trips Produced, by County



Source: CMAP Travel Tracker Survey and Cambridge Systematics

Table 2.15 shows the trip interchanges on an average weekday between various areas in the six-county region. These interchanges can be condensed into four broad travel markets: traditional, reverse, within CBD plus within the rest of Chicago, and intra-suburban. Of the 26.4 million daily trips in the region, nearly 1.98 million, or 7 percent, are *traditional* trips attracted to Chicago CBD and the rest of Chicago from the suburban areas of the region. Another 1.44 million trips, or 5 percent of total daily travel, are produced in the City of Chicago (CBD and non-CBD) and are attracted to the suburban areas in the region. These constitute what is generally referred to as the *reverse* travel market. About 240,000 trips occur entirely *within the CBD* region and 6.63 million trips occur entirely *within the non-CBD* portions of the City of Chicago. Together, these two markets account for about 26 percent of the total daily travel. The remaining 16.1 million trips, or 62 percent of total daily travel in the region, happen entirely *within the suburban* areas of the region.

Figure 2.4 Portion of All Regional Trips Attracted, by County



Source: CMAP Travel Tracker Survey and Cambridge Systematics

The overall transit share in the six county region for all travel (work and non-work travel combined) is 6 percent. This share varies quite dramatically across the region and by directionality of the trip as shown in **Table 2.16**.

Trips produced from Chicago CBD and non-CBD households have transit market shares of 17 and 14 percent, respectively. The transit shares for trips produced by Suburban Cook and the five collar counties are much lower, ranging between 1 and 3 percent. Transit share variations are even more dramatic when we look at trip attractions. Trips attracted to CBD (for work and non-work purposes together) have a transit market share of 43 percent, while those attracted to the rest of Chicago have a transit market share of only 13 percent. The transit market share for trips attracted to the suburban regions is less than 1 percent.

Table 2.15 Trip Interchanges in the Six-County Area

	Chicago CBD	Chicago non-CBD	Suburban Cook	DuPage	Kane	Lake	McHenry	Will	Total
Chicago CBD	239,779	176,357	35,456	9,241	194	2,686	617	1,973	**466,303**
Chicago non-CBD	509,042	6,625,924	899,574	160,935	13,861	80,609	10,722	48,197	**8,348,865**
Suburban Cook	179,703	878,094	6,859,732	306,754	73,132	221,384	20,189	127,608	**8,666,595**
DuPage	57,253	124,709	277,877	2,441,580	93,319	26,012	1,778	91,456	**3,113,984**
Kane	8,626	24,185	81,770	118,992	816,555	5,282	47,420	16,357	**1,119,188**
Lake	23,231	76,271	266,955	21,467	2,871	1,690,066	45,229	1,048	**2,127,137**
McHenry	5,574	15,578	66,680	10,488	60,342	56,448	722,221	1,393	**938,725**
Will	24,985	53,346	177,724	144,542	7,528	5,633	1,413	1,227,587	**1,642,758**
Total	**1,048,193**	**7,974,463**	**8,665,767**	**3,213,999**	**1,067,802**	**2,088,121**	**849,590**	**1,515,619**	**26,423,555**

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Table 2.16 Trip Productions, Attractions and Transit Share by Area

	Productions			Attractions		
Area	**All trips**	**Transit trips**	**Transit share**	**All trips**	**Transit trips**	**Transit share**
Chicago – CBD	466,303	78,828	17%	1,048,193	451,474	43%
Chicago non-CBD	8,348,865	1,204,206	14%	7,974,463	1,006,296	13%
Suburban Cook	8,666,595	236,341	3%	8,665,767	129,745	1%
DuPage	3,113,984	55,042	2%	3,214,000	31,685	1%
Kane	1,119,188	14,680	1%	1,067,802	10,865	1%
Lake	2,127,137	42,861	2%	2,088,121	29,147	1%
McHenry	938,725	7,770	1%	849,590	2,381	0%
Will	1,642,758	27,194	2%	1,515,619	5,329	0%
Total	26,423,555	1,666,922	6%	26,423,555	1,666,922	6%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

The transit market shares also vary quite dramatically for the traditional, reverse, intra CBD/intra non-CBD, and suburban travel markets described previously. For the traditional inbound trips, the transit market share is 28.1 percent, while for the reverse market, the transit share is close to 12.2 percent. For the intra Chicago CBD and intra Chicago non-CBD markets, the transit market share is close to 12.4 percent. The transit share falls drastically for the suburban market to merely 0.5%. The dramatically low share of transit in the suburban market is most likely due to the dispersed nature of the activity centers coupled with availability of free parking and lower levels of traffic congestion.

Trip productions, attractions, and transit market shares within the six counties were also examined at a more refined analysis district level. The results are shown in **Tables 2.17 and 2.18**. Districts 24, 23, 22, 19, and 18 are the top five trip producers and attractors in the region in terms of the trips produced or attracted per square mile. District 24, representing Chicago CBD produces about 275,000 trips per square mile and attracts 616,000 trips per square mile. This clearly bears out the intense travel activity into and out of Chicago downtown. District 23, immediately to the west of downtown has experienced a resurgence in recent times both in terms of condominium development and business establishments. District 22, 19, and 18 form a corridor along the lake shore towards the north of downtown. These districts have traditionally been busy centers of activity with both high-rise residential buildings as well as recreation and entertainment activities. Outside of Cook County, Districts 39, 40, 41, and 42 in DuPage County have the highest level of activity both in terms of trips produced and attracted per square mile. District 6 in Lake County also shows a high intensity of trips produced and attracted per square mile.

Table 2.17 Trip Productions, Attractions, and Transit Market Shares by District

		Trip Productions				Trip Attractions			
District	Area (Sq Mi)	All Trips	Trips/Sq Mi	Transit Trips	Transit Market Share	All Trips	Trips/Sq Mi	Transit Trips	Transit Market Share
1	395.2	166,505	421	289	0.2%	151,120	382	1,240	0.8%
2	216.7	772,220	3,564	7,481	1.0%	698,469	3,224	1,141	0.2%
3	216.8	812,060	3,746	12,789	1.6%	716,079	3,304	9,156	1.3%
4	48.3	274,345	5,676	14,335	5.2%	243,612	5,041	11,344	4.7%
5	160.3	665,001	4,149	7,190	1.1%	698,183	4,356	1,190	0.2%
6	45.9	375,731	8,186	8,547	2.3%	430,247	9,374	7,456	1.7%
7	331.5	106,399	321	700	0.7%	81,516	246	62	0.1%
8	190.8	1,012,789	5,308	13,980	1.4%	986,286	5,169	10,803	1.1%
9	56.2	151,714	2,698	2,114	1.4%	195,870	3,483	506	0.3%
10	58.1	1,512,324	26,025	16,283	1.1%	1,452,801	25,001	8,148	0.6%
11	39.1	669,400	17,111	10,782	1.6%	699,158	17,872	7,417	1.1%
12	48.3	764,738	15,850	19,094	2.5%	813,028	16,850	13,229	1.6%
13	18.1	740,809	40,861	49,562	6.7%	732,694	40,413	36,143	4.9%
14	81.8	925,626	11,316	7,254	0.8%	986,070	12,055	1,913	0.2%
15	19.3	92,023	4,761	3,817	4.1%	190,632	9,862	6,831	3.6%
16	28.8	766,317	26,599	84,154	11.0%	694,222	24,097	65,028	9.4%
17	22	950,954	43,245	90,422	9.5%	844,410	38,400	69,174	8.2%
18	14.8	1,067,854	72,201	196,430	18.4%	850,089	57,477	58,664	6.9%
19	7.8	798,588	102,383	136,831	17.1%	751,224	96,311	88,294	11.8%
20	33	767,231	23,264	29,820	3.9%	722,029	21,893	20,260	2.8%
21	26.3	1,001,780	38,134	177,414	17.7%	942,815	35,889	174,853	18.5%
22	3.3	466,438	143,079	59,848	12.8%	604,722	185,497	145,399	24.0%
23	3.7	366,667	98,039	65,618	17.9%	494,195	132,138	134,626	27.2%

Table 2.18 Trip Productions, Attractions, and Transit Market Shares by District (Continued)

		Trip Productions				Trip Attractions			
District	Area (Sq Mi)	All Trips	Trips/Sq Mi	Transit Trips	Transit Market Share	All Trips	Trips/Sq Mi	Transit Trips	Transit Market Share
24	1.7	466,303	274,296	78,828	16.9%	1,048,193	616,584	451,474	43.1%
25	1.5	42,474	27,944	8,010	18.9%	45,253	29,771	8,017	17.7%
26	52.4	763,646	14,573	33,116	4.3%	734,209	14,012	12,043	1.6%
27	12	200,791	16,705	36,445	18.2%	219,328	18,247	31,648	14.4%
28	21.9	1,006,104	45,962	122,780	12.2%	944,329	43,140	85,147	9.0%
29	30.3	702,429	23,221	97,845	13.9%	633,230	20,933	51,724	8.2%
30	15.1	339,436	22,524	72,361	21.3%	310,189	20,583	45,992	14.8%
31	124	976,891	7,878	27,847	2.9%	932,683	7,521	7,870	0.8%
32	24.6	93,133	3,789	9,519	10.2%	93,960	3,823	7,497	8.0%
33	26.6	453,878	17,095	42,713	9.4%	355,867	13,404	33,403	9.4%
34	44	492,376	11,183	14,829	3.0%	500,080	11,358	1,686	0.3%
35	35.2	232,451	6,598	15,226	6.6%	243,689	6,917	12,595	5.2%
36	105.7	669,388	6,333	10,415	1.6%	653,459	6,182	7,934	1.2%
37	71.7	375,958	5,241	2,157	0.6%	355,171	4,951	-	0.0%
38	34.6	171,359	4,953	612	0.4%	258,635	7,475	3,257	1.3%
39	71.3	723,116	10,139	14,400	2.0%	707,731	9,923	4,576	0.6%
40	35.5	543,288	15,287	6,764	1.2%	625,902	17,611	13,636	2.2%
41	71.5	828,578	11,582	19,078	2.3%	803,778	11,235	4,894	0.6%
42	50.9	471,683	9,263	12,031	2.6%	462,782	9,088	5,322	1.2%
43	128.2	802,724	6,262	10,562	1.3%	745,495	5,816	3,989	0.5%
44	124.7	332,561	2,668	4,855	1.5%	292,314	2,345	752	0.3%
45	71.5	292,251	4,089	942	0.3%	314,144	4,395	588	0.2%
46	523.1	215,223	411	10,835	5.0%	163,666	313	-	0.0%
Total	3,744.10	26,423,555	7,057	1,666,922	6.3%	26,423,555	7,057	1,666,922	6.3%

Source: CMAP Travel Tracker Survey and Cambridge Systematics

Table 2.16 also highlights the districts with the highest transit market shares for trips produced and attracted. The cells highlighted in green indicate districts within the City of Chicago, while the cells highlighted in yellow represent districts outside Chicago. As evident from the table, District 30 in the south had the highest transit share for trips produced, at 21 percent. District 25 immediately south of downtown had almost 19 percent transit share, and District 18 to the north of downtown had an 18 percent transit share. In terms of trips attracted, District 24, representing Chicago CBD had by far the highest transit market share at 43 percent, indicating that for trips attracted to downtown, transit is almost as competitive as the auto modes. District 23, immediately to the west also had a fairly high transit share for trips attracted, at 27 percent, followed by District 22 immediately to the north, which had a transit share of 24 percent.

Outside of the City of Chicago, District 13, encompassing, Evanston and Skokie, had a high transit share for trips produced and attracted. District 35, immediately to the south of the City of Chicago boundary also had a transit share of about 6 percent for trips produced and attracted. District 4, in Lake County, served by the UP-N Metra Line, had about 5 percent transit share for trips produced and attracted.

2.2.2. Trips and Transit Market Shares by Trip Purpose

Trip records from the CMAP Travel Tracker Survey were used to broadly classify trips into home-based (HB) and non home-based (NHB) trips. Home-based trips have one trip end, either the origin or the destination, at home. Good examples of this kind of trip would be the trips between home and work, and those back from work to home. Non home-based trips have both their trip ends at a location other than home. Lunch trips made while at work are a good example of non home-based trips.

The HB trips were further classified based on the major activity pursued at the non-home end. Specifically, four home-based categories were defined for analysis: work, education, shop, and other (including social, recreational, religious trips). These definitions enable proper segmentation of the various trip types and allow for a systematic analysis of trip attributes.

Table 2.19 shows the distribution of trips by trip purpose. As evident from the table, HB work trips account for nearly 22 percent of total weekday trips, while HB education trips added another 10 percent. For analysis purposes, work and school trips were "chained". So, for instance, a trip from home to a day care center to drop off a child, followed by a trip from the day care center to the workplace will be deemed as a single home-based work trip. This "chaining" was undertaken to represent the true character of the trip: a work trip from home that has an intermediate stop. Without chaining, the two portions of the trip would show up as separate trips, and from an analysis standpoint, would be difficult to interpret. Any stop where the trip maker spent less than 15 minutes en route to or from work or school, was chained with the original work or school trip. About 86 percent of HB work trips were direct home-to-work or work-to-home trips, while 11 percent had

one intermediate stop, and only 3 percent had two or more intermediate stops. About 91 percent of education trips were direct trips from the place of education to home, while 8 percent of these trips had one intermediate stop, and only 1 percent had two or more stops.

HB Shop trips accounted for another 10 percent of the average weekday trips. HB Other trips constituted the single largest category of trips accounting for 34 percent of average weekday trips. NHB trips were the second largest category accounting for 26 percent of the average weekday trips.

Table 2.19 Trips by Trip Purpose

Trip Purpose	Weekday Trips	% of Total	Weekday Transit Trips	% of Total	Transit Market Share
HB Work	5,694,931	22%	790,458	47%	14%
HB Education	2,525,062	10%	159,257	10%	6%
HB Shop	2,532,778	10%	97,928	6%	4%
HB Other	8,914,024	34%	371,652	22%	4%
NHB	6,756,759	26%	247,627	15%	4%
Total	26,423,555	100%	1,666,922	100%	6%

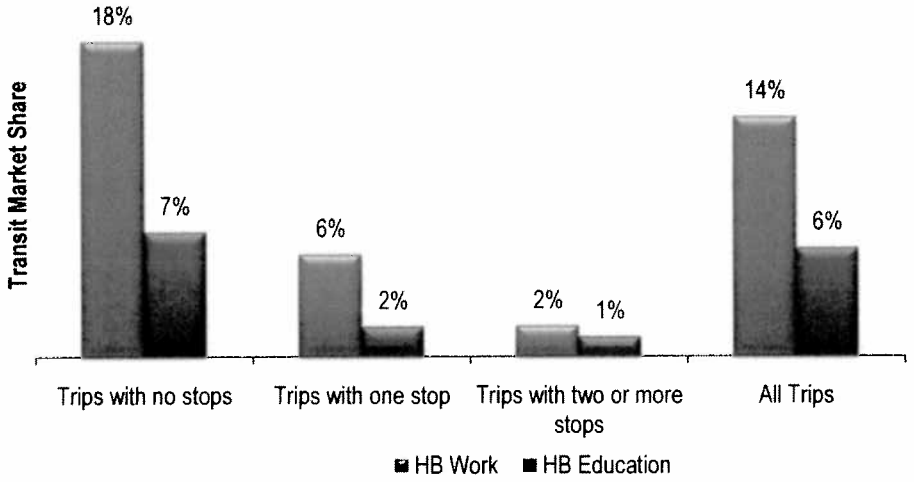
Source: CMAP Travel Tracker Survey and Cambridge Systematics

Interestingly, while HB work trips only accounted for 22 percent of total weekday travel, they accounted for 47 percent of the total transit trips. This finding clearly shows the predominant work-based nature of transit trips. HB education trips constituted another 10 percent of all transit trips, while shop and other trips accounted for 28 percent. The remaining 15 percent was made up of NHB trips.

The market share of transit trips varied significantly by trip purpose. HB work trips had the highest transit share at 14 percent, followed by HB education trips, which had a 6 percent transit market share. HB Shop, Other and NHB trips had similar transit shares of 4 percent.

As already indicated, work and education trips were "chained" trips. The share of transit varied even within the work or education trips depending on the number of intermediate stops made. As shown in **Figure 2.5**, work trips with no intermediate stops had a transit share of 18 percent. The transit share falls to 6 percent for work trips with exactly one intermediate stop, and even further to 2 percent for trips with two or more stops. A similar pattern is observed for education trips as well. Direct education trips between home and the place of education, had a transit share of 7 percent, while trips with one stop had a share of 2 percent and trips with two or more stops had a share of only 1 percent. These findings indicate that even for work and education trips with a fixed destination and pre-determined time schedule, the need to pursue intermediate stops may decrease the attractiveness of transit.

Figure 2.5 Transit Share for Work and Education Trips by Intermediate Stops



Source: CMAP Travel Tracker Survey and Cambridge Systematics

The transit share for work trips also varies quite dramatically by the geographic orientation of the trip. Traditional commute trips include those trips to Chicago CBD from residential locations elsewhere, as well as trips to the rest of the City of Chicago from suburban residential locations. The CMAP travel tracker survey indicated that the transit share for traditional commute trips defined in this manner was 42 percent. Work trips that occur entirely within CBD or entirely within the rest of the City of Chicago also had a fairly high transit market share of 28 percent. Reverse commute trips defined as the trips from Chicago CBD households to workplaces elsewhere, and trips from the rest of the City of Chicago to suburban employment locations, had a transit share of only 12 percent. Suburban work trips that are made entirely within suburban regions had an extremely low transit share of about 1 percent. The reverse and suburban work trip markets account for 65 percent of total work trips in the region. Yet, the market share of transit in these two markets together is only 2 percent. This calls for better understanding the characteristics of the reverse and suburban markets, and improving transit in the region to better serve these two markets.

2.2.3. Trip Lengths and Travel Times by Purpose and Market

The CMAP travel tracker survey indicated that the average trip distance across all trip purposes, markets and modes is about 8.5 miles. The average reported door-to-door travel time across all trips is about 21 minutes. For transit trips, the average trip distance is slightly longer at about 12 miles, and the average door-to-door travel time is much longer at 53 minutes. The long travel times by transit are due to the out-of-vehicle access, egress, transfer, and wait times.

Table 2.20 Trip Lengths and Travel Times by Purpose and Travel Market

		Trips by All Modes					Transit Trips				
		All	Traditional	Reverse	Intra CBD and Intra non-CBD	Intra-Suburban	All	Traditional	Reverse	Intra CBD and Intra non-CBD	Intra-Suburban
HB Work	Travel Time (Minutes)	36.6	54.1	52.2	35.4	29.1	61.2	64.6	78.1	53.1	51.5
	Distance (miles)	13.4	18.5	19.4	7.6	12.4	14.7	18.0	19.1	8.7	10.4
HB Education	Travel Time (Minutes)	21.9	43.8	35.5	25.3	17.7	52.3	70.2	59.0	49.1	31.4
	Distance (miles)	7.0	15.6	16.5	5.5	5.8	9.2	17.9	14.3	6.2	4.3
HB Shop	Travel Time (Minutes)	14.7	24.9	25.6	15.8	13.1	38.5	58.3	54.1	35.9	25.9
	Distance (miles)	5.6	9.3	10.7	4.1	5.7	5.4	9.2	10.2	4.6	3.9
HB Other	Travel Time (Minutes)	17.5	33.6	35.1	19.2	14.4	48.4	68.4	67.3	43.8	49.1
	Distance (miles)	7.0	15.9	16.8	4.4	6.5	9.0	24.4	25.1	5.3	4.7
NHB	Travel Time (Minutes)	16.2	30.5	31.6	14.3	14.2	39.5	52.3	47.9	32.7	26.0
	Distance (miles)	7.0	12.9	11.8	4.2	6.9	9.4	16.6	15.3	4.5	3.7
All	Travel Time (Minutes)	21.4	44.1	39.1	20.4	17.5	53.0	64.1	62.5	45.1	39.3
	Distance (miles)	8.5	16.4	15.8	5.0	7.8	11.6	18.1	18.4	6.4	5.7

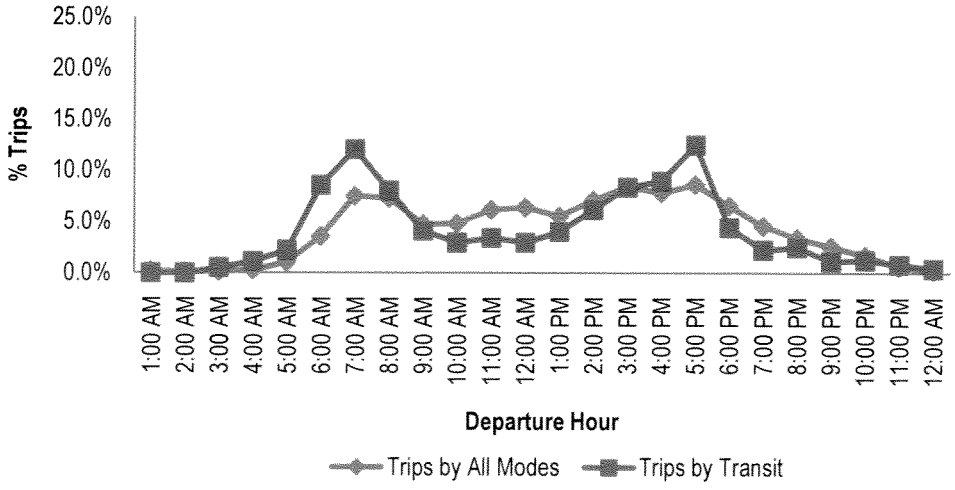
Source: CMAP Travel Tracker Survey and Cambridge Systematics

As evident from **Table 2.20**, the HB work trips are typically the longest at about 13.4 miles, taking about 37 minutes. HB work trips by transit are on average 15 miles long, and take little over an hour. The overall traditional and reverse commute trips are almost identical in terms of their average trip lengths and travel times, at about 19 miles and 55 minutes, respectively. Interestingly, however, the reverse commute transit trips take much longer than traditional transit trips despite being very similar in terms of trip lengths. While an average traditional commute transit trip, 18 miles long, takes about 65 minutes, an average reverse commute transit trip, 19 miles long, takes 78 minutes. The rather long travel time for reverse commute may be due to longer waits in the reverse direction and may be an indication of lower frequency of service. Intra-suburban work trips were on average 12 miles long and took close to 29 minutes. In contrast, intra-suburban work trips by transit were about 10 miles long and took 52 minutes on average. The extremely long intra-suburban transit travel times may be an indication of the long access, egress, and wait times, and may be a key factor behind the low market share for transit in this market.

2.2.4. Time-of-Day by Purpose and Travel Market

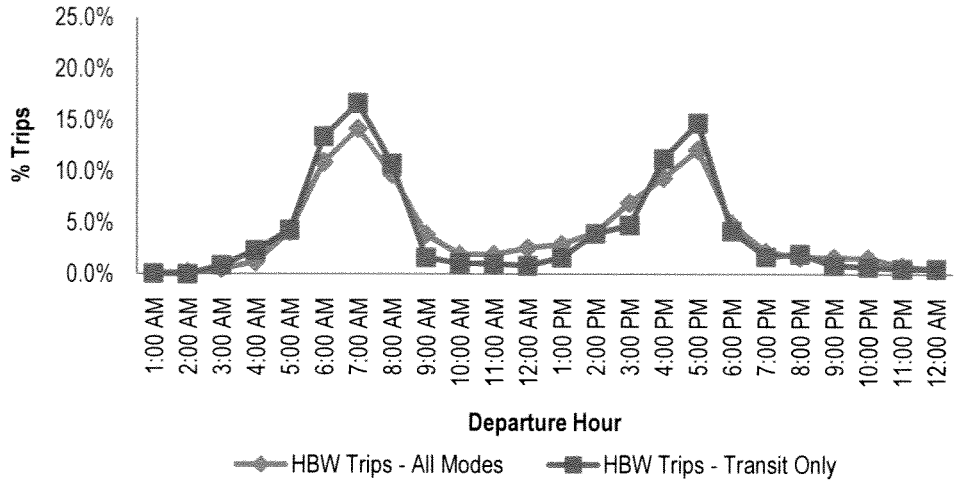
Transit trips have a more pronounced peak period relative to all modes combined, as shown in **Figure 2.6**. A greater proportion of transit trips (59 percent) occur during the morning and afternoon rush hours between 6-9 AM and 3-6 PM, compared to trips made by all modes (43 percent). A relatively small proportion of transit trips are made during the mid-day period, reflecting the lower reliance on transit for non-work purposes that generally take place during the mid-day and evening periods. This is verified by examining the temporal distribution of work trips (**Figure 2.7**), which indicates a very similar time-of-day profile for trips by all modes and trips by transit only.

Figure 2.6 Total Trip Time of Day Distribution – All Modes vs. Transit Only



Source: CMAP Travel Tracker Survey and Cambridge Systematics

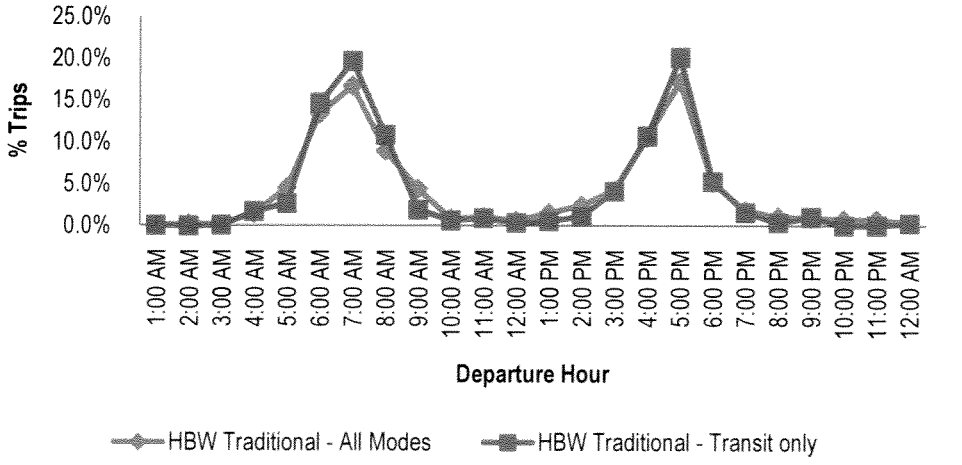
Figure 2.7 Work Trip Time of Day Distribution – All Modes vs. Transit Only



Source: CMAP Travel Tracker Survey and Cambridge Systematics

The temporal distribution of trips was further analyzed for traditional and reverse commute trips defined previously. As evident from **Figure 2.8**, the temporal distribution of home-based work trips in the traditional direction is almost identical when looked at all modes together, and for transit trips only. This bears out the fact that transit supply in the traditional commute direction has closely matched the general demand profile for travel in that direction.

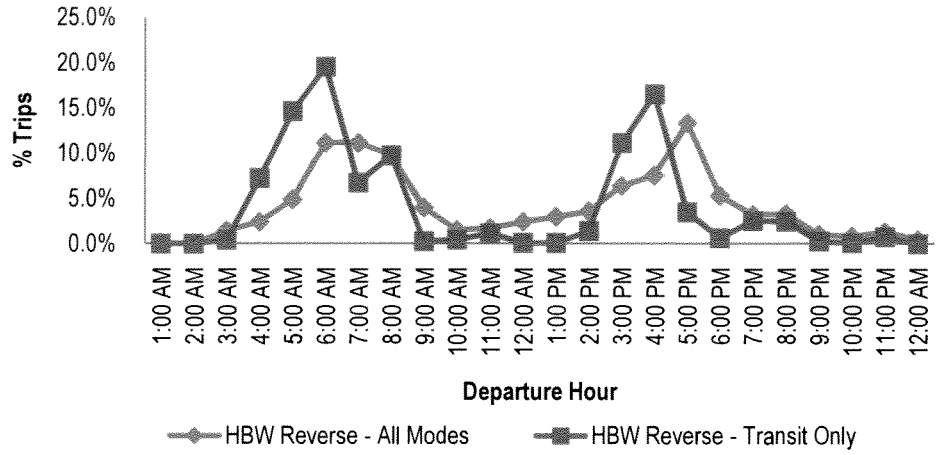
Figure 2.8 Time-of-Day Distribution for Traditional Commute Trips – All Modes Together vs. Transit Only



Source: CMAP Travel Tracker Survey and Cambridge Systematics

For the reverse commute trips, however, the peak period for reverse commute trips on transit occurs approximately one hour earlier than reverse commute trips made by all modes together (**Figure 2.9**). This may point to limited transit availability in the reverse direction during preferred peak hours, when the transit system is oriented toward the traditional commuter.

Figure 2.9 Time-of-Day Distribution for Reverse Commute Trips – All Modes Together vs. Transit Only



Source: CMAP Travel Tracker Survey and Cambridge Systematics

2.3 CONCLUSIONS

Analysis of the CMAP Travel Tracker Survey provided insights into the travel patterns and trip making behaviors within the six county RTA service area. The overall, key findings from this analysis are synthesized below to help define the current role of transit in the region.

A careful examination of household socioeconomics revealed a close correlation with transit use. In general, larger households, households with more workers, households with fewer vehicles, and households with fewer vehicles than workers, all showed a higher propensity to use transit regardless of their geographic location. Interestingly, transit use was not limited to households with low income. The transit rider pool in the six-county area appeared economically diverse with a mix of riders from households across the income spectrum. Even more interestingly, households that moved to the six-county area in the past two years from outside Illinois showed a higher propensity to use transit than did households that did not move in the past two years. This finding signifies two interesting considerations for potential future analysis. First, where in the region is transit system acquaintance information most needed? And second, how can attrition over time be reduced?

Commuting to work is the predominant use of transit in the region today. Trips for work generate the highest transit market share among all trip purposes and represent a large, daily travel market. Education trips have the next highest transit market share. These are essentially the region's two key transit markets by trip purpose. While the HB shop, HB other, and NHB trips constitute 68 percent of daily trips, the dispersed nature of the destinations for these trips may present a major challenge for transit. That said, by identifying key activity centers in the region and connecting them to major population centers in the close vicinity, transit can tap into these trip segments in a more targeted way.

The transit share for traditional commute trips was 42 percent. Work trips that occur entirely within CBD or entirely within the rest of the City of Chicago also had a fairly high transit market share of 28 percent. Reverse commute trips defined as the trips from Chicago CBD households to workplaces elsewhere, and trips from the rest of the City of Chicago to suburban employment locations, had a transit share of only 12 percent. Suburban work trips that are made entirely within suburban regions had an even lower transit share of about 1 percent. The reverse and suburban work trip markets account for 65 percent of total work trips in the region. Yet, the market share of transit in these two markets together is only 2 percent. This calls for better understanding the characteristics of the reverse and suburban markets, and improving transit in the region to better serve these two markets. Analysis of the departure times of reverse commute transit trips showed that these trips started one hour earlier than the general reverse commute trips by all modes combined. This may be an indication of the need to re-adjust transit schedules to better match overall demand patterns.

Strong reverse and inter-suburban work flows to suburban locations signify potential latent transit markets. Major work flows to DuPage are observed from all counties in the region, except McHenry and Lake. Strong two-way flows, or exchanges, are experienced between DuPage and four subregions: Chicago, Suburban Cook, Kane and Will. Finally strong travel flows (all trip purposes) between Suburban Cook and the collar counties of Lake and Will may signify additional latent markets for transit.

This section presented a detailed understanding of the broad travel patterns in the six-county region. To better understand the role of transit in the region, and to come up with strategies to make transit more competitive, deeper insights into the perceptions of riders and non-riders towards transit and travel in general will be necessary. The next chapter presents an analysis of the RTA Attitudinal Survey.

3.0 Attitudinal Survey Findings

The previous chapter provided a baseline understanding of the regional travel patterns, and documented the role of transit in serving different geographic markets, using data from the CMAP Travel Tracker Survey. These travel patterns are a manifestation of individual perceptions related to travel and transit use. Analyzing and understanding these perceptions is necessary to design strategies for enhancing the role of transit in various travel markets.

To this end, the RTA administered an Attitudinal Survey that captured the attitudes and perceptions of transit riders and non-riders toward travel in general, and to the use of transit. The survey was conducted between June and August 2009 and was conducted via two separate methods:

- A Computer-Aided Telephone Interview (CATI) survey was conducted with a random sample of transit riders and non-riders. This survey generated 1,392 completed surveys.
- A web-based survey was conducted to supplement the CATI records. Sample for this survey was drawn from respondents of a previous Chicago Transit Authority (CTA) on-board survey, a sample of Illinois Tollway users, and was augmented with input from local municipalities. The web-based survey generated 897 completed surveys.

The survey collected information on the following items:

- The socioeconomic attributes of the respondent and the respondent's household;
- The most frequent trip in a typical week, the mode used, the origin and destination details, and time-of-day;
- Transit captivity in terms of the availability of a private vehicle or lack thereof;
- Stated availability of and familiarity with transit services;
- Scores for attitudinal statements capturing time sensitivity, flexibility, travel experience, safety, reliability, stress, social values, and cost associated with travel.
- Relative prioritization among transit times, frequencies, costs, and information availability using MaxDiff experimentation techniques.
- Relative prioritization among transit times, frequencies, costs, station comfort, and onboard comfort for a proposed premium bus service for the reverse commute and suburban travel markets.

Two separate proportion weights were developed for each survey record: a person weight, and a trip weight. The person weights were developed to match the proportion of survey respondents in each combined grouping of gender,

household income, household size, and number of vehicles in the household with the corresponding proportion from the CMAP Travel Tracker Survey. The trip weights were designed to match the proportion of all trips and transit trips interchanged between the six counties with those observed from the CMAP Travel Tracker Survey. All the socioeconomic summaries presented in this report are weighted by the person weight, and all the trip-related summaries incorporate the trip weights. **Tables 3.1 and 3.2** present a comprehensive summary of the person and household socioeconomic attributes, respectively, of the data sample collected as part of the RTA Attitudinal Survey. In addition to the observed proportions, these tables also summarize the post-weighted proportions for each category of person and household socioeconomic attributes.

The rest of this chapter is organized as follows. **Section 3.1** presents a basic summary of transit availability, awareness, transit captivity, and other travel-related information collected as part of the survey. This section will set the context for the analysis of attitudinal and transit priority data presented in later sections. **Section 3.2** describes the overall attitudinal scores for the entire sample, and takes this analysis one step further by examining significant differences in attitude scores by trip purpose, current transit use, familiarity with transit, and travel market. **Section 3.3** presents results on the transit priorities from the maximum differential scaling experiments, and discusses key differences by trip purpose, travel market, and current transit use. **Section 3.4** presents conclusions and implications for transit service design in the region.

3.1 DATA SUMMARY

3.1.1. Transit Use and Captivity

Table 3.3 presents a comprehensive summary of the primary mode choice patterns of the survey respondents for their most common trip in a typical week. A primary mode was defined in the survey as the transportation mode used by the respondent most frequently for the longest distance of his or her trip. As expected, the drive alone option was most prevalent for the work trips, while sharing a ride was popular for the non-work purposes. Together, the auto modes accounted for over 86 percent of the entire sample. The walk and bike modes had a fairly high share for the school and other trips. Overall, non-motorized trips by bike and walk constituted close to 6 percent of the sample. Transit use was the highest for work and school trips. The share of transit trips in the sample across all trip purposes was a little over 7 percent. This is fairly close to the transit market share in the region of 6.3 percent, as suggested by the CMAP Travel Tracker Survey.

It must be noted that the RTA Attitudinal Survey only included respondents who were 16 years or older, while the CMAP Travel Tracker Survey included travel patterns for children below the age of 16 years. Further, the RTA Attitudinal Survey included only home-based trips to understand travel attitudes and behaviors for the most common trips. This is another difference between the RTA Attitudinal Survey and the CMAP Travel Tracker Survey in terms of the universe

Table 3.1 Socioeconomic Data Summary – Person Attributes

Variable	Observations	% Observations	% Observations Post-Weighting
Data Source			
Web recruit	897	39%	31%
CATI recruit	1,392	61%	69%
Home county			
Cook	1,508	66%	67%
DuPage	254	11%	10%
Lake	190	8%	7%
McHenry	91	4%	4%
Kane	116	5%	5%
Will	130	6%	7%
Age Group			
16 – 24	107	5%	7%
25 – 34	396	17%	15%
35 – 44	406	18%	19%
45 – 54	540	24%	25%
55 – 64	455	20%	18%
65 – 74	237	10%	10%
75 or older	148	6%	6%
Gender			
Male	940	41%	49%
Female	1,349	59%	51%
Employment Status			
Employed full-time	1,394	61%	56%
Employed part-time	209	9%	10%
Homemaker	101	4%	5%
Retired	372	16%	16%
Currently Unemployed	210	9%	13%
Student Status			
Yes, full-time student	95	4%	6%
Yes, part-time student	94	4%	4%
No, not a student	2,097	92%	90%
Education			
Some high school or less	58	3%	3%
High school graduate or equivalent	248	11%	11%
Some college or technical school	428	19%	20%
College graduate	861	38%	37%
Graduate or professional degree	694	30%	29%
Total Weighted Records		**2,289**	

Source: RTA Attitudinal Survey and Cambridge Systematics

Table 3.2 Socioeconomic Data Summary – Household Attributes

Variable	Observations	% Observations	% Observations Post-Weighting
Household size			
One person	549	24%	14%
Two people	857	37%	29%
Three people	335	15%	18%
Four people	327	14%	22%
Five people	146	6%	11%
Six or more people	75	3%	6%
# Household vehicles			
No vehicles	319	14%	9%
One vehicle	764	33%	28%
Two vehicles	794	35%	39%
Three or more vehicles	412	18%	24%
Income			
Below $15,000	117	5%	8%
$15,000 to $24,999	105	5%	6%
$25,000 to $34,999	161	7%	12%
$35,000 to $49,999	302	13%	13%
$50,000 to $74,999	460	20%	22%
$75,000 to $99,999	466	20%	15%
$100,000 to $124,999	288	13%	10%
$125,000 to $149,999	143	6%	5%
$150,000 or more	247	11%	9%
# Household workers			
No workers	367	16%	16%
One worker	836	37%	36%
Two workers	830	36%	36%
Three or more workers	256	11%	12%
# Household licensed drivers?			
No licensed drivers	114	5%	4%
One person	638	28%	21%
Two people	1,108	48%	47%
Three people	261	11%	15%
Four or more people	168	7%	13%
Total Weighted Records		**2,289**	

Source: RTA Attitudinal Survey and Cambridge Systematics

Table 3.3 Primary Mode for the Most Common Trip

Primary Mode	Work	School	Shop/Recreation/Other	Total
Walk	1.2%	7.1%	5.1%	3.3%
Ride a bike	2.9%	18.9%	0.9%	2.3%
Drive alone	79.6%	34.5%	61.9%	69.5%
Carpool	4.9%	22.2%	28.0%	17.0%
Vanpool	0.1%	0.0%	0.2%	0.1%
Taxi	0.0%	0.0%	0.2%	0.1%
CTA Train	5.3%	4.6%	0.8%	3.0%
CTA Bus	3.9%	11.4%	2.2%	3.2%
Metra	1.8%	0.6%	0.1%	0.9%
Pace	0.2%	0.0%	0.4%	0.3%
Other transit	0.3%	0.6%	0.3%	0.3%
Total	100.0%	100.0%	100.0%	100.0%

Source: RTA Attitudinal Survey and Cambridge Systematics

from which respondents and trips were sampled. For these reasons, overall market shares are slightly different in the two data sources.

Within the reported transit trips across all purposes, CTA Bus and Rail accounted for 80 percent, Metra for another 12 percent, and Pace and other transit services together for the rest. As expected, Metra had the highest market share for commute trips. It appears that the market share of Pace is the highest for shopping trips and other discretionary trips; however, the underlying data sample is fairly small, and therefore must be interpreted with caution.

In addition to the primary mode used for the most common trip, the RTA Attitudinal Survey also elicited information on whether a person occasionally used other modes to pursue the same trip during a week. **Table 3.4** presents a summary of the percentage of respondents who reported having used a different mode for their most common trip. An interesting finding from this table is that respondents who stated that auto was their primary mode, were much less likely to use any other mode for their most common trip. Only about 17 percent of respondents who drive alone and 26 percent who shared a ride, stated that they occasionally used other modes for their most common trip. In contrast, transit riders had a much higher likelihood of using modes other than transit. Nearly 34 percent CTA Train riders, 52 percent of CTA Bus riders, 42 percent Metra riders, and 57 percent Pace riders reported using another mode occasionally for their most common trip.

The RTA Attitudinal Survey also collected information that helped identify choice and captive transit riders. Specifically, the respondents were asked whether an automobile was available to them for a trip that they made by transit. Nearly 48 percent of people who used transit for work stated that they had an automobile available for the trip. These can, therefore, be categorized as choice riders. For work and non-work trips combined, 41 percent of transit riders stated that they had an automobile available for their trip. About 77 percent of people who took transit to work stated that their employer did not have a transit subsidy program.

This hints at the scope for greater marketing on the part of the transit service boards to employers for adopting transit subsidy programs.

Table 3.4 Occasional Use of Modes Other than Primary Mode

	Primary Mode	Uses different modes than primary		
		Yes	No	Total
Work	Walk	70.8%	29.2%	100.0%
	Ride a bike	86.2%	13.8%	100.0%
	Drive alone	9.7%	90.3%	100.0%
	Carpool	41.0%	59.0%	100.0%
	Vanpool	100.0%	0.0%	100.0%
	Taxi	0.0%	0.0%	0.0%
	CTA Train	31.9%	68.1%	100.0%
	CTA Bus	53.2%	46.8%	100.0%
	Metra	41.8%	58.2%	100.0%
	Pace	70.8%	29.2%	100.0%
	Other transit	30.4%	69.6%	100.0%
School	Walk	100.0%	0.0%	100.0%
	Ride a bike	55.7%	44.3%	100.0%
	Drive alone	2.8%	97.2%	100.0%
	Carpool	45.1%	54.9%	100.0%
	Vanpool	0.0%	0.0%	0.0%
	Taxi	0.0%	0.0%	0.0%
	CTA Train	32.6%	67.4%	100.0%
	CTA Bus	11.8%	88.2%	100.0%
	Metra	41.7%	58.3%	100.0%
	Pace	0.0%	0.0%	0.0%
	Other transit	71.9%	28.1%	100.0%
Shopping/Recreation and Other	Walk	62.9%	37.1%	100.0%
	Ride a bike	97.4%	2.6%	100.0%
	Drive alone	26.1%	73.9%	100.0%
	Carpool	22.9%	77.1%	100.0%
	Vanpool	0.0%	100.0%	100.0%
	Taxi	33.5%	66.5%	100.0%
	CTA Train	47.8%	52.2%	100.0%
	CTA Bus	59.5%	40.5%	100.0%
	Metra	45.4%	54.6%	100.0%
	Pace	49.5%	50.5%	100.0%
	Other transit	64.9%	35.1%	100.0%
All	Walk	66.2%	33.8%	100.0%
	Ride a bike	82.1%	17.9%	100.0%
	Drive alone	17.0%	83.0%	100.0%
	Carpool	26.1%	73.9%	100.0%
	Vanpool	30.2%	69.8%	100.0%
	Taxi	33.5%	66.5%	100.0%
	CTA Train	34.1%	65.9%	100.0%
	CTA Bus	51.6%	48.4%	100.0%
	Metra	42.0%	58.0%	100.0%
	Pace	56.8%	43.2%	100.0%
	Other transit	51.0%	49.0%	100.0%

Source: RTA Attitudinal Survey and Cambridge Systematics

An overwhelming 93 percent of respondents who drove or shared a ride to work stated that they did not have to pay to park at their work place. Interestingly, among those who did pay to park at work, only 33 percent stated that their

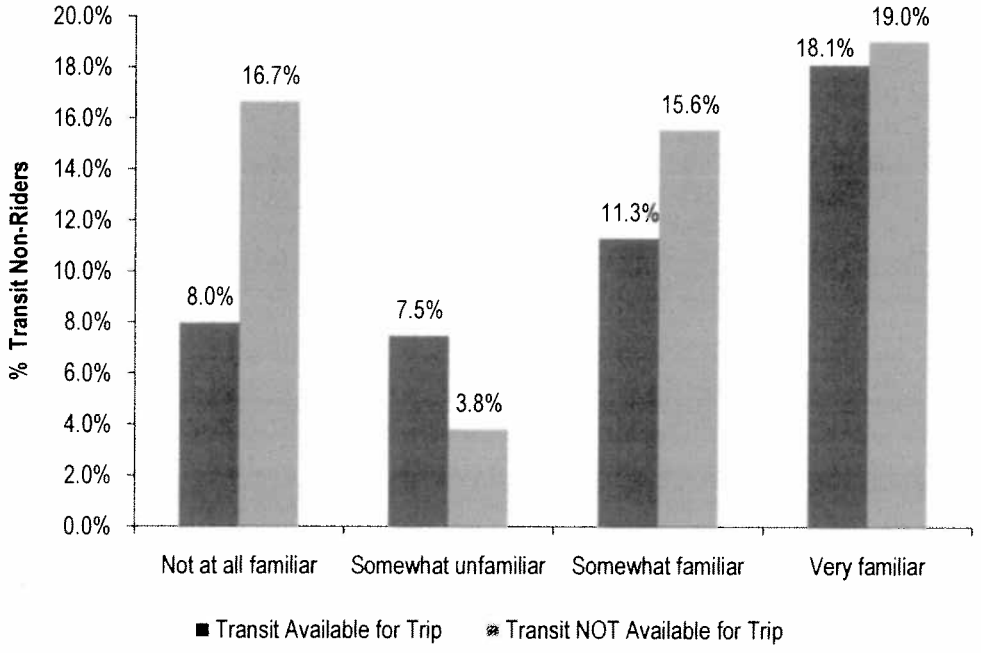
employer subsidized parking. The remaining 67 percent could potentially be a target market for transit.

Among respondents who said that they do not ride transit for their most common daily trip, only 4% rode transit the previous week. Another 6 percent rode transit between the previous week and the previous month. A little over 30 percent rode transit within the past month to the past six months. An overwhelming 60 percent stated that they never rode transit.

3.1.2. Transit Availability, Familiarity and Barriers to Transit Use

The RTA Attitudinal Survey attempted to understand the availability of and familiarity with transit for respondents who stated that they never rode transit. As indicated in **Figure 3.1**, almost 30 percent of current non-riders stated that transit was available to them and that they were at least somewhat familiar with the use of transit. Another 35 percent of non-riders said that while they were familiar with the use of transit, it was not available to them for their most common trip in the week. About 15 percent of the non-riders stated that they were unfamiliar with the use of transit, even though they believed transit was an option for their most common trip. The remaining 20 percent stated that they were neither familiar with transit nor was transit a viable option for their most common trip.

Figure 3.1 Transit Availability and Familiarity



The RTA Attitudinal Survey aimed to understand the barriers to taking transit for individuals who reported never having used transit. **Table 3.5** shows a summary of the barriers to taking transit by stated availability of and familiarity with transit. The numbers in this table indicate the number of people citing each statement as a reason for never riding transit. The response to the barriers to transit question in

the survey was generally sparse. Besides, many respondents picked "other" as a reason for never riding transit. These limitations notwithstanding, several interesting findings can still be gleaned from this analysis. Across all non-riders, the following observations can be made:

- The most frequent reason for not using transit is the lack of service between the desired origin and destination points.
- The second most frequent reason is the rather long distance between the transit stop and the home. In other words, poor transit access appears to be a major deterrent for the non-rider population.
- The necessity for a private automobile for work purposes is the third major deterrent to transit use.
- Indirect service, longer travel times, and difficult egress are the other major deterrents for travel.
- Transit cost does not appear to be a major deterrent for transit use.
- Similarly, safety concerns do not appear to be a prominent reason for transit non-use.
- Travel ambience and the need to control it also do not appear to be a reason for not using transit.

When the results are segmented by availability and familiarity, the following key findings surface:

- For respondents who stated never riding transit despite being familiar with transit and despite the availability of transit, long travel times, reliability of transit service, and too many transfers appear to be the key deterrents.
- For respondents who stated that transit is available to them but that they are not familiar with the use of transit, need for a vehicle at work, and long access distance to transit appear to be the major deterrents.
- For respondents who stated that transit was not available to them, lack of connectivity between their home and destination was expectedly the biggest deterrent

One could argue that the current non-riders who stated that transit was available to them and that they are generally familiar with the use of transit, constitute the easiest segment to target for inducing future transit use. Doing this would entail addressing their barriers by improving the real or perceived transit time reliability, and ensuring coordinated transfers.

Table 3.5 Barriers to Taking Transit by Availability and Familiarity

	Available and Familiar		Available but not Familiar		Not Available but Familiar		Not Available and Not Familiar		All People	
Barrier to transit	Work Trips	All Trips	Work Trips	All Trips	Work Trips	All Trips	Work Trips	All Trips	Work Trips	All Trips
Transit costs too much	3	3	0	0	0	0	0	0	3	3
Need my car for my job or other reasons	0	3	7	7	4	4	2	6	14	20
Prefer to walk or bike	0	0	0	0	0	0	0	0	0	0
Need to make stops on the way to or from my destination	1	1	0	0	0	1	0	2	1	4
Service is too infrequent	3	3	1	1	2	2	1	1	8	8
Too far to the station/stop from my house	1	1	5	5	7	10	6	6	19	21
Too far to work/school/other from the station/stop where I would get off	3	3	2	2	5	5	2	7	11	16
Travel time is too long	9	9	2	3	2	2	0	1	13	16
Transit is less reliable than my current choice	4	4	0	0	0	0	1	1	5	5
Parking is too costly at the station/stop	0	0	0	0	0	0	0	0	0	0
Too many transfers are required to reach my destination	6	8	0	2	6	6	1	1	13	17
Buses are not on time	0	0	0	0	0	0	0	0	0	0
Concerned about security on public transit	0	0	0	0	0	0	4	4	4	4
Seats on the bus or train are not available	0	0	0	0	0	0	0	0	0	0
Public transit doesn't go to my work/school/other	1	1	0	0	25	27	5	8	31	36
Bus/train does not run during the hours I need to travel	0	0	0	0	1	1	2	3	3	4
Not sure how I would take public transit to my destination	0	0	0	0	1	2	0	0	1	3
Don't know the schedule for buses and trains	1	1	0	0	0	0	0	0	1	1
Worried about the type of people on transit or at the station/stop	0	1	0	0	0	0	0	0	0	1
Lack of control over heat or air conditioning	0	0	0	0	0	0	0	0	0	0
Parking is not available at the station/stop	0	0	0	0	0	0	0	0	0	0
While traveling, I want to be alone, eat/drink/smoke, and/or listen to music	0	0	0	0	3	3	0	0	3	3
Other	1	6	7	8	9	18	13	20	30	53

Source: RTA Attitudinal Survey and Cambridge Systematics

3.2 ANALYSIS OF ATTITUDINAL SCORES

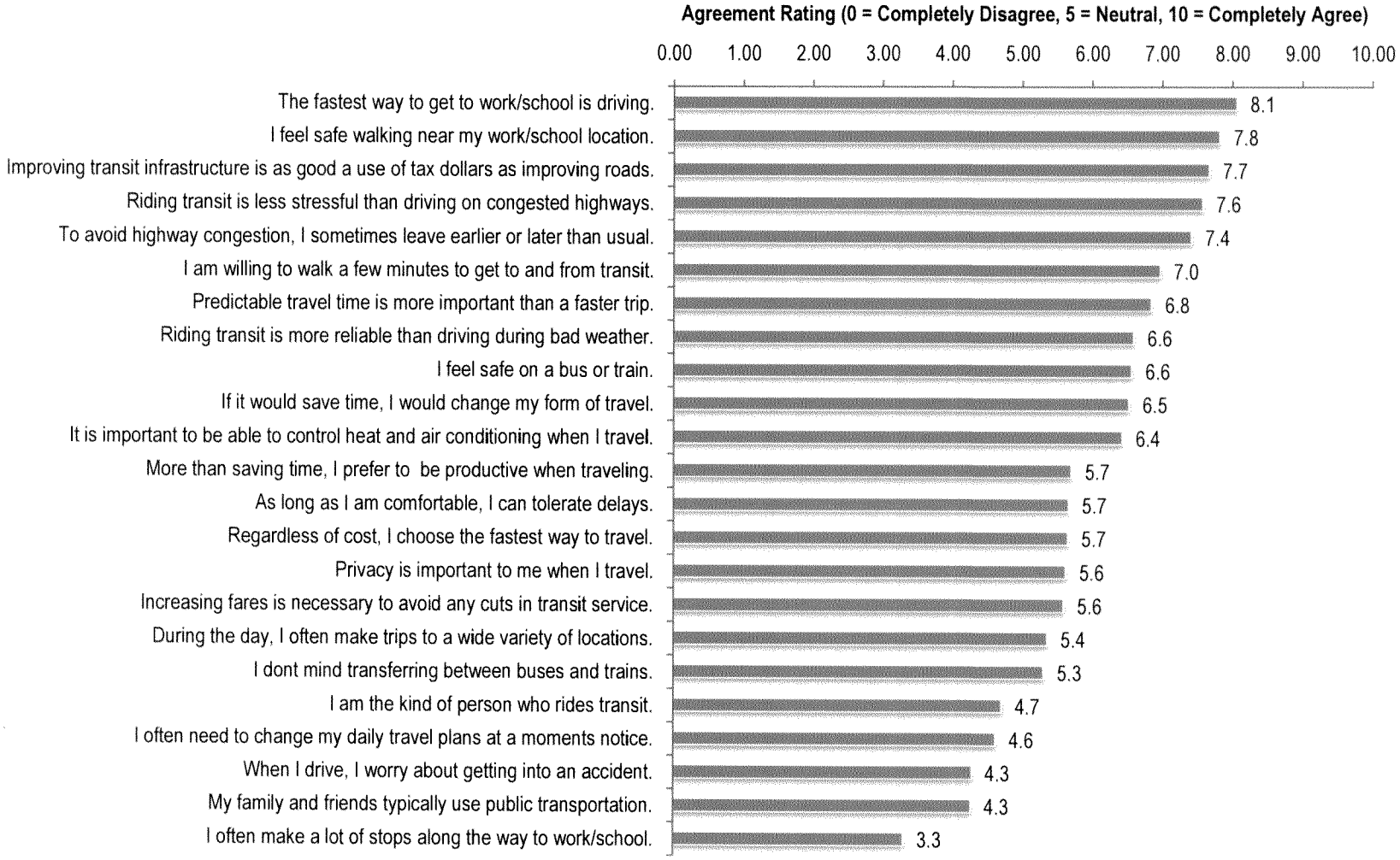
The RTA Attitudinal Survey asked the respondents to state their level of agreement or disagreement with 23 statements pertaining to the following key dimensions of their day-to-day travel: time sensitivity, flexibility of schedule, travel experience and comfort, safety, reliability, stress, social perceptions, and cost. Each of these attitudinal statements was rated on a scale of zero to ten with zero indicating complete disagreement and ten reflecting complete agreement with the statement. An average rating of 5.0 reflected that the respondent was neutral to the statement. In Section 3.2.1, the top five statements with the highest and lowest agreement ratings are discussed. Sections 3.2.2 and 3.2.3 present analysis of the attitudinal ratings in greater detail. Specifically, in Section 3.2.2, attitude statements that appear to make the case for transit are discussed. Section 3.2.3 then presents a discussion of statements that seem to indicate barriers for transit use.

3.2.1. Statements with Highest and Lowest Agreement Ratings

Figure 3.2 presents the mean attitude scores for the entire respondent sample. Across all the respondents, the statement with the highest level of agreement was that the fastest way to get to work or school is driving. Respondents also generally agreed that they felt safe walking near their home or work location. More interestingly, all respondents, transit users and non-users alike, agreed that improving transit infrastructure is a good use of tax dollars as improving roads. Further, there was a generally high degree of agreement that riding transit was less stressful than driving on congested highways. Respondents also showed high agreement scores with the statement that they sometimes left earlier or later than usual to avoid highway congestion.

Of all the travel-related attitudinal statements, the survey respondents had the lowest disagreement with the statement that they often made a lot of stops on their way to work or school. This indicates that most trips to work or school appear to be simple trips without the need for pursuing activities before getting to the main destination. Respondents also indicated a very low level of agreement with the statement that their family and friends typically used public transportation. The other statements with which the respondents had a low level of agreement were that they worried about getting into an accident while driving, that they had to change their schedules at a moment's notice, and that they were the kind of a person who rode transit.

Figure 3.2 Mean Agreement Ratings Across All Respondents



3.2.2. Statements that Make the Case for Transit

Figure 3.3 presents a summary of the attitudinal statement ratings that appear to make the case for transit. As indicated in Figure 3.4, respondents indicated an average agreement rating of only 3.3 for the statement *"I often make a lot of stops along the way to work/school"*. Further, they had an average agreement rating of only 4.6 for the statement *"I often need to change my daily travel plans at a moment's notice"*. Taken together, these findings indicate that the travel for most respondents is not overly complex, and can therefore be realistically served by transit.

The high ratings on statements reflecting productivity, reliability, predictability, and stressful commuting reflect key inherent advantages on which transit can capitalize. Transit provides exceptional service along each of these dimensions and in two of these statements transit is rated as preferable to driving.

Although transit cannot compete with the flexibility and accessibility to one's private car, respondents are willing to walk a few minutes to get to and from transit. The inherent disadvantage of access and egress from transit does not appear to be a strong deterrent to using transit services.

There are two key beliefs that support the use of transit in respondents' thinking. First, Chicago area residents feel safe on a bus or train in the region. This is an important finding and eliminates a potential barrier to transit use that is sometimes considered for non-users. Second, respondents' willingness to use tax dollars to improve transit infrastructure provides a key insight about the public's support for the transit system. This statement received the second highest rating with a value of 7.8 indicating very strong agreement with allocating tax resources to both kinds of modes.

3.2.3. Statements that Indicate Barriers to Transit

Figure 3.4 presents a summary of statement ratings that indicate barriers to transit. The strong agreement with the statements related to saving time indicates both a challenge and an area of improvement for transit. It should also be recognized that in many origin-destination markets driving is, and will continue to be, the fastest way to travel.

It is also important to recognize potential barriers in terms of normative beliefs. These barriers may be present and limit transit use in segments of the population even in markets where a major investment in transit is made. As evident from Figure 3.5, respondents did not on average view themselves or their friends and family as typical transit users. These statements represent a barrier which may simply reflect current lack of familiarity with transit among non-riders or an aversion to transit that may challenge certain respondents from embracing marginal improvements to transit services in the markets where they live and work.

Figure 3.3 Statements that Make the Case for Transit

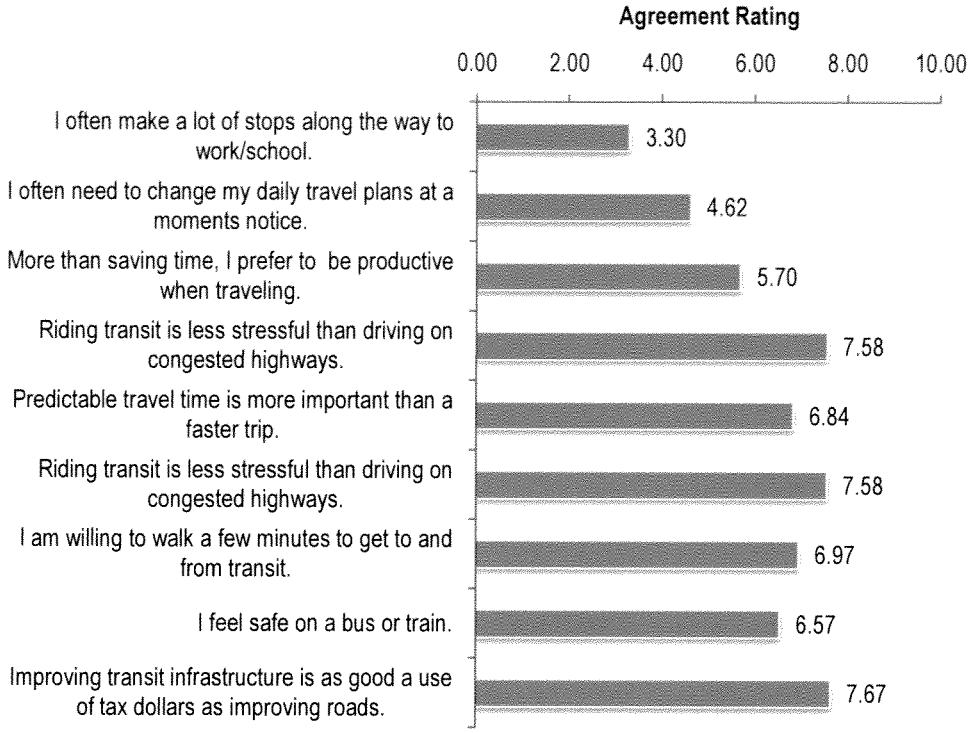
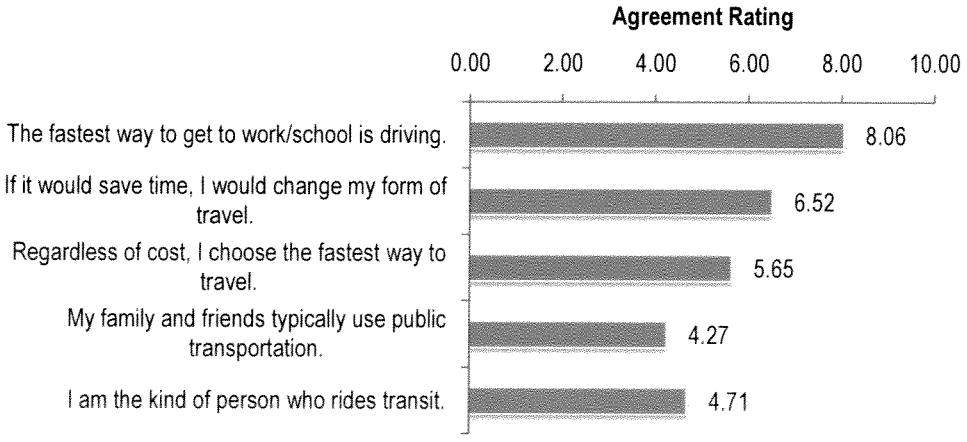


Figure 3.4 Statements that Indicate Barriers to Transit



3.2.4. Trip Purpose and Attitudes

Given the peak-oriented nature of transit service, the ability to draw workers to transit is critical to developing a base of transit riders. This requires an understanding of the differences in attitudes between work and non-work travel.

This sub-section identifies the appealing attributes of transit service that can be stressed for work travel and secondarily for non-work travel. **Table 3.6** presents the differences in agreement ratings for work and non-work trips.

Respondents generally had a lower level of agreement on work travel for the two statements reflecting the complexity of the trip. The average agreement score for the statement "*During the day, I often make trips to a wide variety of locations*" was 4.9 for work trips and 5.8 for non-work trips. Similarly, the average score for the statement "*I often make a lot of stops along the way to my destination*" was 3.1 for work trips and 3.5 for non-work. These statements confirm that suitability of transit to serve work travel, which is typically characterized by a well defined and recurring destination, and relatively fewer intermediate stops.

Differences in the average ratings for work and non-work travel on statements related to cost, time and comfort provide valuable insights into areas where transit is superior or can perform better. As evident from Table 3.6, work trips had a higher average of 5.9 for the statement "*Regardless of cost, I choose the fastest way to travel*", as compared to non-work trips, which had an average of 5.4. Work travel was also characterized by a greater need to be productive while traveling. Work trips had an average rating of 5.9 for the statement "*More than saving time, I prefer to be productive when traveling*", as compared to an average of 5.6 for non-work travel. Respondents appeared to be more concerned about saving time than being comfortable for work trips as compared to non-work trips. This is evident from an average rating of 5.4 for work trips on the statement "*As long as I am comfortable, I can tolerate delays*", as compared to 5.9 for non-work trips.

Some key beliefs for transit attributes appear to be generally supportive of transit among work travelers. Although comfort and privacy are important, they are less so for work-bound travelers. This is supported by an average rating of 5.3 for work trips on the statement "*Privacy is important to me when I travel*", as compared to an average rating of 5.9 for non-work trips. The agreement to improve transit infrastructure and fund it through tax dollars was highest among work travelers. On average, respondents had a score of 7.9 for work trips, and 7.5 for non-work trips on the statement "*Improving transit infrastructure is as good a use of tax dollars as improving roads*".

Table 3.6 Attitude Scores – Work and Non-Work Travel

Attitude Statement	Work Trips	Non-Work Trips	All Trips
The fastest way to get to work/school is driving.	8.36	7.78	8.06
If it would save time, I would change my form of travel.	6.58	6.47	6.52
More than saving time, I prefer to be productive when traveling.	5.87	5.55	5.70
During the day, I often make trips to a wide variety of locations.	4.89	5.78	5.36
I often need to change my daily travel plans at a moment's notice.	4.45	4.77	4.62
I often make a lot of stops along the way to work/school.	3.09	3.50	3.30
Privacy is important to me when I travel.	5.30	5.91	5.62
I am willing to walk a few minutes to get to and from transit.	7.10	6.86	6.97
I don't mind transferring between buses and trains.	5.20	5.40	5.31
It is important to be able to control heat and air conditioning when I travel.	6.31	6.54	6.43
I feel safe walking near my work/school location.	8.08	7.59	7.82
I feel safe on a bus or train.	6.69	6.46	6.57
When I drive, I worry about getting into an accident.	4.25	4.30	4.28
As long as I am comfortable, I can tolerate delays.	5.37	5.92	5.66
Riding transit is more reliable than driving during bad weather.	6.48	6.70	6.59
Predictable travel time is more important than a faster trip.	6.79	6.89	6.84
To avoid highway congestion, I sometimes leave earlier or later than usual.	7.15	7.65	7.42
Riding transit is less stressful than driving on congested highways.	7.63	7.53	7.58
I am the kind of person who rides transit.	4.83	4.60	4.71
My family and friends typically use public transportation.	4.33	4.21	4.27
Regardless of cost, I choose the fastest way to travel.	5.91	5.43	5.65
Improving transit infrastructure is as good a use of tax dollars as improving roads.	7.87	7.49	7.67
Increasing fares is necessary to avoid any cuts in transit service.	5.45	5.72	5.59

Source: RTA Attitudinal Survey and Cambridge Systematics

3.2.5. Transit Use, Familiarity and Attitudes

Understanding systematic differences in the attitude scores for current transit users and non-users can provide useful insights into potential areas of improvement for transit and can highlight areas where transit is already strong. For the current non-users, familiarity or lack thereof with transit options can constitute a major barrier to transit use even in cases where transit is available and offers a competitive level of service with the automobile. The RTA Attitudinal Survey elicited information on a respondent's level of familiarity with transit if the respondent stated that he or she did not use transit as a primary mode. The objective of this section is to examine differences in attitude not only across transit users and non-users, but also across non-users by their stated familiarity with transit services. **Table 3.7** shows the differences in attitude scores by current transit use, and transit familiarity. Respondents were classified as being familiar with transit if they stated that they were somewhat familiar or very familiar with transit. They were considered to be unfamiliar with transit if they stated that they were not at all familiar or somewhat unfamiliar with transit.

As evident from **Table 3.7**, transit users and non-users had drastically different perceptions regarding the fastest mode. Transit users only had an agreement score of 6.0 for the statement "*Driving is the fastest way to get to the destination*", as compared to transit non-users, who had a very high score of 8.5. As expected, transit users had a much higher scores of 7.8 and 6.3, respectively for the statements "*I am willing to walk a few minutes to get to and from transit*", and "*I don't mind transferring between buses and trains*", as compared to scores of 6.8 and 5.1, respectively, for transit non-users. Current transit users also indicated major differences in their social perceptions pertaining to transit. Specifically, transit users had much higher ratings of 8.1 and 5.8, respectively, for the statements "*I am the kind of person who rides transit*" and "*My family and friends typically use public transportation*", as compared to scores of only 3.9 and 3.9, respectively, for transit non-users. An interesting finding from the analysis of attitude scores of transit users and non-users relates to the scores on the statement "*Improving transit infrastructure is as good a use of tax dollars as improving roads*". While transit users expectedly had a higher score of 8.5, as compared to 7.5 for transit non-users, both the groups had notable high scores of 7.5 or over. This appears to be an encouraging finding from transit standpoint.

Some interesting differences emerged even within non-users depending on their familiarity with transit services. Current transit non-users who were familiar with transit service in their region had scores of 7.2 and 5.4, respectively, for the statements "*I am willing to walk a few minutes to get to and from transit*", and "*I don't mind transferring between buses and trains*", as compared to scores of 6.1 and 4.4 for people who were unfamiliar with transit service. Transit non-users who were familiar with transit services had a lower score of 8.3 for the statement "*The fastest way to get to work/school is driving*", as compared to 8.9 for those who were unfamiliar with transit. All of these findings seem to substantiate the hypothesis that the perception of transit's competitiveness with automobile increases with increased familiarity of transit services in the region.

In addition to the differences in their understanding of the role of transit service, nonusers who are familiar with transit also share key beliefs that are critical in encouraging travelers to use transit. Specifically, non-users familiar with transit do not place as much emphasis on privacy considerations. The statement *"Privacy is important to me when I travel"* is rated at 5.3 by non-users who familiar with transit services, as compared to 6.1 by non-users who are not familiar with transit. Similarly, those familiar with transit had much higher scores of 6.7 and 4.2, respectively, on the statements *"I feel safe on a bus or train"*, and *"I am the kind of person who rides transit*, as compared to scores of 5.9 and 2.9 for non-users who were unfamiliar with transit services.

3.2.5. Travel Markets and Attitudes

Chapter 2 identified key differences in transit market share across four major travel markets: traditional, reverse, intra-city, and intra-suburban. The RTA Attitudinal Survey provided a unique opportunity to study systematic differences in attitude scores across these four markets. **Table 3.8** presents a summary of the attitude scores by travel market. Several interesting findings emerge from this analysis.

The intra-suburban commuters had the highest average score of 9.2 for the statement *"The fastest way to get to work/school is driving"*, while the intra-city commuters had the lowest score of 7.9. The reverse commuters also had a high score of 8.9, as compared to 8.2 for traditional commuters. These facts bear out the challenge for transit in serving both the reverse and the intra-suburban market.

The suburb-to-city traditional commute travelers appeared to indicate a much lower score of 3.9 for the statement *"During the day, I often make trips to a wide variety of locations"*, as compared to 4.7 for intra-city travelers, 5.1 for reverse commuters and 4.9 for intra-suburban commuters. This may simply be a manifestation of the nature of businesses in the city as compared to those in the suburban areas. However, these differences reinforce why transit is extremely competitive in the traditional and intra-city commute markets.

Traditional commuters also indicated the highest level of agreement of 7.0 for the statement *"Riding transit is more reliable than driving during bad weather"*, as compared to 6.4 for intra-city, 6.3 for reverse commute, and 6.5 for the intra-suburban market.

Interestingly, traditional commuters had the lowest attitude scores of 3.5 and 2.9, respectively, for the statements *"I am the kind of a person who rides transit"*, and *"My friends and family typically use public transportation"*. It appears, therefore, that traditional commuters may be driven to take transit not because of their social perceptions toward transit, but because of the competitiveness of transit with automobile in this market on travel time and cost dimensions.

Respondents in all four travel markets had uniformly high scores of over 7.5 for the statement *"Improving transit infrastructure is as good a use of tax dollars as improving roads"*. As already indicated, this is an encouraging trend for transit in the region.

Table 3.7 Attitude Scores for Current Transit Non-Users by Familiarity with Transit

Attitude Statement	Transit Users	Transit Non-Users			
		Unfamiliar with Transit Services	Familiar with Transit Services	All Non Users	All Respondents
The fastest way to get to work/school is driving.	6.02	8.85	8.32	8.54	8.06
If it would save time, I would change my form of travel.	7.12	5.86	6.69	6.39	6.52
More than saving time, I prefer to be productive when traveling.	5.69	5.54	5.75	5.70	5.70
During the day, I often make trips to a wide variety of locations.	5.33	5.54	5.25	5.37	5.36
I often need to change my daily travel plans at a moment's notice.	4.72	4.89	4.42	4.60	4.62
I often make a lot of stops along the way to work/school.	3.04	3.96	3.04	3.36	3.30
Privacy is important to me when I travel.	5.58	6.14	5.34	5.64	5.62
I am willing to walk a few minutes to get to and from transit.	7.77	6.14	7.21	6.79	6.97
I don't mind transferring between buses and trains.	6.28	4.42	5.44	5.07	5.31
It is important to be able to control heat and air conditioning when I travel.	5.62	6.79	6.46	6.62	6.43
I feel safe walking near my work/school location.	7.75	7.78	7.81	7.84	7.82
I feel safe on a bus or train.	7.01	5.94	6.71	6.46	6.57
When I drive, I worry about getting into an accident.	4.33	4.40	4.23	4.27	4.28
As long as I am comfortable, I can tolerate delays.	5.47	5.58	5.74	5.71	5.66
Riding transit is more reliable than driving during bad weather.	7.13	6.27	6.59	6.46	6.59
Predictable travel time is more important than a faster trip.	6.87	6.71	6.88	6.84	6.84
To avoid highway congestion, I sometimes leave earlier or later than usual.	7.14	7.44	7.58	7.48	7.42
Riding transit is less stressful than driving on congested highways.	7.91	7.30	7.68	7.50	7.58
I am the kind of person who rides transit.	8.07	2.92	4.56	3.92	4.71
My family and friends typically use public transportation.	5.83	3.52	4.21	3.90	4.27
Regardless of cost, I choose the fastest way to travel.	4.87	5.70	5.92	5.84	5.65
Improving transit infrastructure is as good a use of tax dollars as improving roads.	8.46	7.11	7.78	7.49	7.67
Increasing fares is necessary to avoid any cuts in transit service.	5.21	5.85	5.65	5.68	5.59

Source: RTA Attitudinal Survey and Cambridge Systematics

Table 3.8 Attitude Scores by Travel Market

Attitude Statement	Traditional (Suburb-City)	City-City	Reverse (City-Suburb)	Suburb-Suburb	All Respondents
The fastest way to get to work/school is driving.	8.20	7.92	8.90	9.19	8.06
If it would save time, I would change my form of travel.	7.19	6.23	7.13	6.80	6.52
More than saving time, I prefer to be productive when traveling.	6.08	5.54	6.17	6.28	5.70
During the day, I often make trips to a wide variety of locations.	3.87	4.73	5.13	4.93	5.36
I often need to change my daily travel plans at a moment's notice.	3.94	4.32	4.24	4.47	4.62
I often make a lot of stops along the way to work/school.	2.46	2.90	3.04	3.46	3.30
Privacy is important to me when I travel.	5.50	5.30	4.79	4.87	5.62
I am willing to walk a few minutes to get to and from transit.	7.24	7.12	7.23	6.87	6.97
I don't mind transferring between buses and trains.	4.83	5.35	5.25	5.13	5.31
It is important to be able to control heat and air conditioning when I travel.	6.29	6.32	5.65	5.78	6.43
I feel safe walking near my work/school location.	8.14	7.85	8.39	8.53	7.82
I feel safe on a bus or train.	6.69	6.39	7.11	7.22	6.57
When I drive, I worry about getting into an accident.	4.09	4.33	4.60	3.74	4.28
As long as I am comfortable, I can tolerate delays.	5.37	5.47	6.30	5.04	5.66
Riding transit is more reliable than driving during bad weather.	6.99	6.35	6.26	6.49	6.59
Predictable travel time is more important than a faster trip.	6.42	6.74	7.05	6.65	6.84
To avoid highway congestion, I sometimes leave earlier or later than usual.	7.24	7.08	7.46	6.86	7.42
Riding transit is less stressful than driving on congested highways.	7.69	7.56	7.94	7.70	7.58
I am the kind of person who rides transit.	3.49	5.24	4.86	4.37	4.71
My family and friends typically use public transportation.	2.94	4.88	4.12	3.47	4.27
Regardless of cost, I choose the fastest way to travel.	5.68	5.74	5.77	5.90	5.65
Improving transit infrastructure is as good a use of tax dollars as improving roads.	7.53	8.07	7.87	7.55	7.67
Increasing fares is necessary to avoid any cuts in transit service.	5.75	5.22	6.22	5.45	5.59

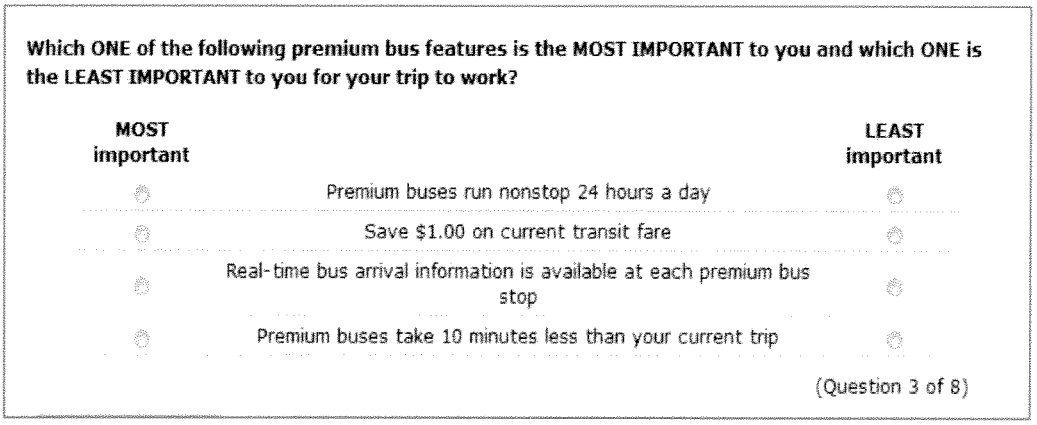
Source: RTA Attitudinal Survey and Cambridge Systematics

3.3 TRANSIT PRIORITY RATINGS

In addition to the attitudes described in the previous section, the RTA Attitudinal Survey attempted to understand the relative importance of various transit features such as cost, travel time, channels of information, fare payment and service coordination. To determine the relative importance of transit features, the survey used a Maximum Differential Scaling (MaxDiff) approach.

MaxDiff experimentation involved providing the respondents with varying levels of four transit attributes at a time, and then asking them to choose a "most important" and "least important" for each set. As part of the RTA Attitudinal Survey, respondents were given eight sets of such experiments. **Figure 3.5** shows an example of an experiment.

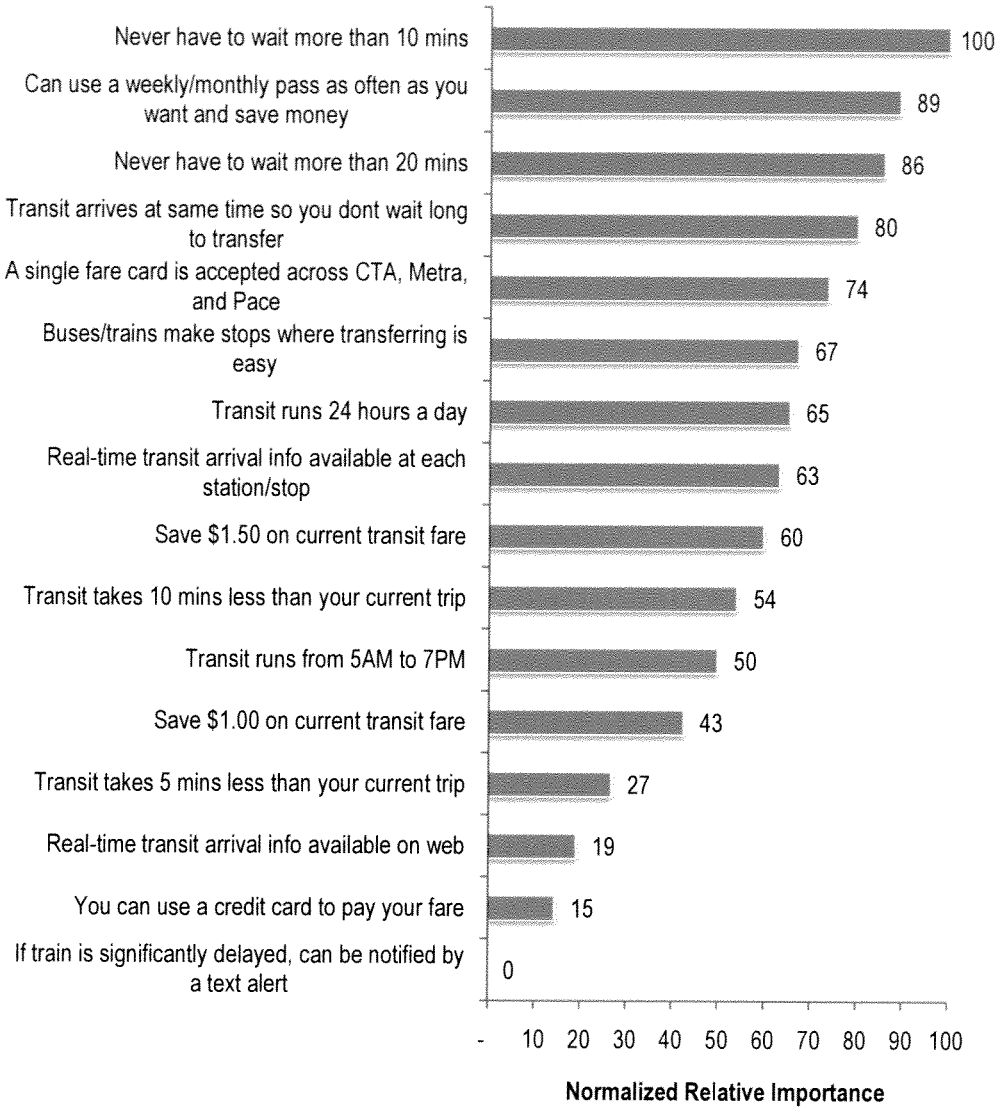
Figure 3.5 MaxDiff Experiment Example



Using the "most important" and "least important" features from the eight experiments, a statistical model was estimated to assign a utility value to each level of each feature. These utilities were then normalized to a scale of 100 and ranked in descending order. **Figure 3.6** shows the relative transit preferences for the entire sample. As evident, reduction in transit wait time surfaced to the very top of the importance list. Ability to use of a monthly or weekly pass for unlimited use, reliability of transit arrival times to better enable coordinated transfers, and acceptance of a single fare card across CTA, Metra and Pace were the other top preferences.

Interestingly, web and mobile information sources did not appeal to the respondent sample as much as having real-time information at the station or stop. Nor did the ability to pay using a credit card. Travel time savings of 5 minutes on the respondents' current travel time and $1.00 on the current transit fare were also fairly low in the overall importance hierarchy.

Figure 3.6 Transit Priority Ratings for the Entire Sample



3.3.1. Transit Priority Ratings by Trip Purpose, Transit Use and Commute Travel Market

To gain better insights into the transit priorities, the importance scores were analyzed by trip purpose, current transit use, and travel market. **Table 3.9** presents a comprehensive summary of the normalized importance scores segmented by these three dimensions. Transit attributes that showed major differences across these three dimensions have been identified in bold. The analysis shown in Table 3.9 yielded several interesting insights.

Both for work and non-work trip purposes, wait time continued to be of major importance. Both for work and non-work trips, the ability to use a monthly or

weekly pass to save money was also highly important. Interestingly, the biggest difference in importance ratings between work and non-work trips was for the ability to use a single fare card across CTA, Metra and Pace. Respondents placed a much higher importance on this attribute for non-work trips than for work trips.

Current riders and non-riders alike rated lower wait times as the most important transit attribute. Both of these segments also agreed that the ability to use a monthly or weekly pass to save money was very important. However, transit non-users placed a much higher importance rating on the ability to use a single fare card across CTA, Metra and Pace. Also, transit non-users had higher importance ratings for better coordination of transfers both in terms of the geographic location of the stops of the two connecting transit services and the timing coordination between the transit services involved. These findings may indicate the major pain points for current transit non-users and point to areas of potential improvement to remove these barriers and induce more transit ridership.

Transit preferences across commute travel markets also provided several interesting insights. Again, lower wait times were uniformly important for all commute travel markets, as was the ability to use weekly and monthly passes. Interesting differences between commute travel markets were observed for exactly the same attributes that differed across current users and non-users. Both the reverse commute and intra-suburban markets placed a much higher importance on the ability to use a single fare card across CTA, Metra and Pace than did the traditional commute or the intra-city market segments. Further, the reverse and intra-suburban commute markets placed a much higher importance on coordinated transfers, both in terms of location and timing.

3.3.2. Priority Ratings for Potential Premium Bus Service

To gauge the interest for a potential premium bus service for the reverse and intra-suburban markets, the RTA Attitudinal Survey also included another set of MaxDiff experiments. As with the broader MaxDiff experiments discussed previously, the premium bus experiments also targeted at understanding the relative importance of such attributes as cost, travel time, frequency and service hours, bus stop and on board comfort, and channels of information.

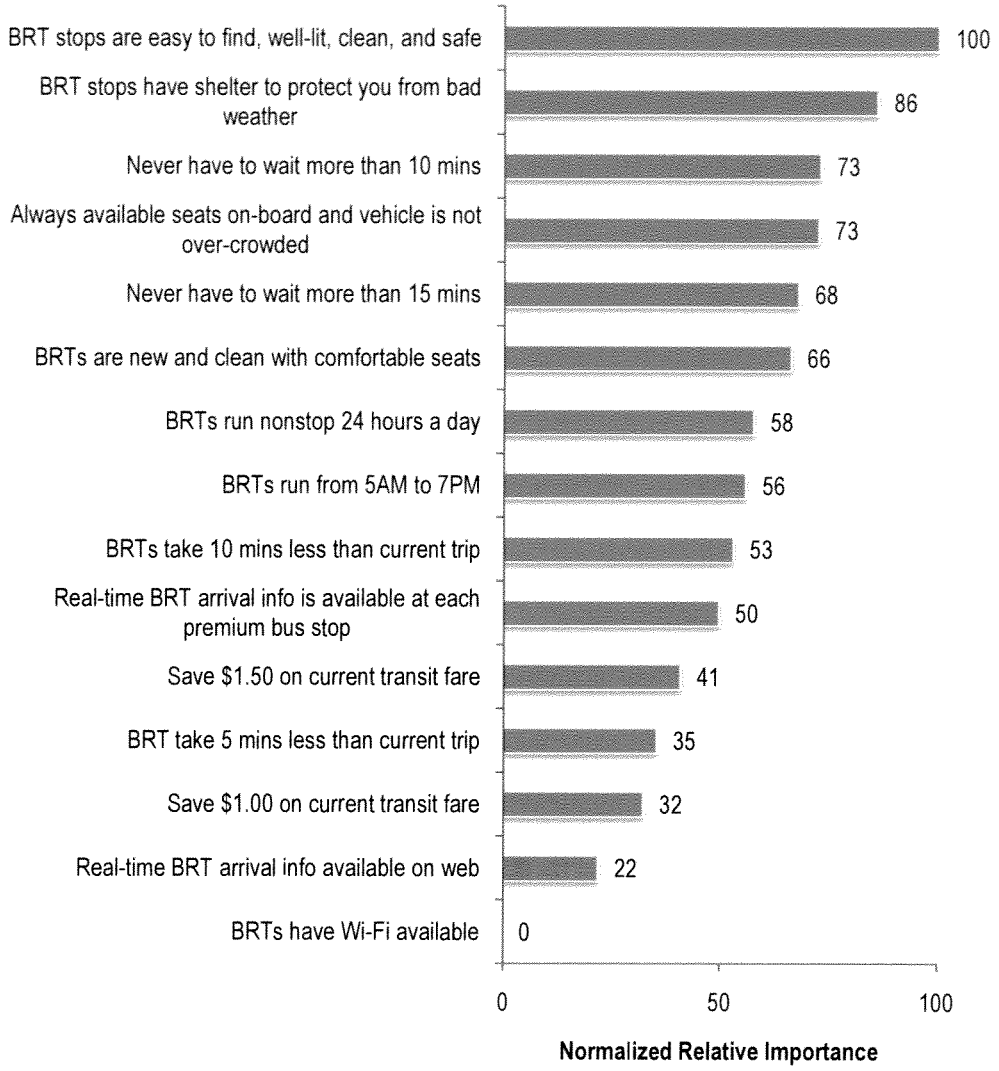
Figure 3.7 presents the relative importance ratings of various premium bus transit attributes. Interestingly, the most important ratings pertained to the features of the bus stop. Respondents placed a very high degree of importance on clean, well-lit, and easy-to-find stops. They also emphasized the need for a shelter, particularly in bad weather. The ability to wait for a maximum of 10 minutes was also highly appealing to the respondents, as was the need for seat availability. These findings, while relevant for a proposed premium bus service, may be hinting at potential improvements to be considered even for existing transit services in reverse and suburban markets. Interestingly, cost-related aspects featured fairly low in the importance hierarchy for the proposed service. Riders may be willing to pay a premium to experience the premium service if the more important features of the service are delivered.

Table 3.9 Transit Priority Ratings by Trip Purpose, Current Transit Use and Commute Travel Market

	Trip Purpose		Transit Use		Commute Travel Market				
	Work	Non-Work	Transit Users	Non-Users	Traditional	City-City	Reverse Commute	Intra-Suburban	All
Save $1.00 on current transit fare	41	44	48	41	8	49	30	23	43
Save $1.50 on current transit fare	58	62	68	55	28	67	48	36	60
Transit takes 5 mins less than your current trip	26	27	26	31	19	27	22	37	27
Transit takes 10 mins less than your current trip	54	53	55	56	56	54	39	59	54
Transit runs 24 hours a day	60	73	61	71	61	61	42	72	65
Transit runs from 5AM to 7PM	51	46	52	50	57	50	46	62	50
Never have to wait more than 20 mins	83	88	83	88	80	84	85	86	86
Never have to wait more than 10 mins	100	98	100	100	100	100	100	100	100
Real-time transit arrival info available at each station/stop	62	65	60	68	57	61	67	61	63
Real-time transit arrival info available on web	17	23	23	20	0	22	17	10	19
If train is significantly delayed, can be notified by a text alert	0	0	6	0	0	0	24	0	0
A single fare card is accepted across CTA, Metra, and Pace	**63**	**92**	**47**	**97**	**71**	**55**	**92**	**85**	74
You can use a credit card to pay your fare	10	22	0	31	5	9	0	29	15
Can use a weekly/monthly pass as often as you want and save money	82	100	87	92	99	79	86	89	89
Buses/trains make stops where transferring is easy	62	75	**54**	**80**	**52**	**60**	**70**	**78**	67
Transit arrives at same time so you don't wait long to transfer	77	83	**69**	**90**	**77**	**74**	**86**	**91**	80

Source: RTA Attitudinal Survey and Cambridge Systematics

Figure 3.7 Relative Importance Ratings for a Potential Premium Bus Service



3.4 Implications for Transit Service Design and Marketing

Sections 3.2 and 3.3 presented a detailed analysis of the attitude and priority ratings across various population segments and travel markets. The findings from this analysis can inform better service design and marketing strategy from a transit standpoint.

On the service design front the following aspects appear to have the potential to retain current transit users as well as to induce non-users to ride transit:

- **Reducing the real and perceived wait time of transit services.** This could include strategies such as signal pre-emption to enable more reliable arrival times and better adherence to transit schedules. Another potential way to reduce perceived wait times is to enable better trip planning by individuals through real-time information services. Although real-time information availability was ranked very low in the importance hierarchy, this might be an indication of the lower familiarity with existing GPS-based bus tracking services. Improving the public's awareness of such programs can induce them to use these services and therefore plan their trip to minimize wait times. With the increasing use of handheld mobile devices, there appears to be a greater potential than ever to reduce perceived wait times.
- **Considering fare coordination across CTA, Metra and Pace.** Fare coordination can be challenging, not only because it requires significant operational and technological changes in fare collection methodologies across the three service boards, but also because it necessitates the development of a fare policy that addresses revenue allocation among the three service boards. That said, fare coordination appeared to be of particular importance to current non-users, especially in the reverse and intra-suburban commute markets, and could have the potential to induce new ridership.
- **Better Transfer Coordination Both Within and Across Service Boards.** Transferring is perceived to be a hardship when taking transit. Current transit non-users rated the need for more transfer coordination to be more important than that rated by the current transit users. This may have been a major barrier that prevented current non-users from riding transit. Better location of transit stop locations and timing of connecting services can reduce the hardship of transferring and perhaps induce new ridership.
- **Better bus stop facilities, especially in the suburban regions.** The high priority ratings for the suburban and reverse commute riders on the stop-related facilities of a proposed premium service may be hinting at the need for similar improvements to current transit services in these markets.

The analysis findings from Sections 3.2 and 3.3 indicated the need for a marketing campaign to supplement better service design. Such a campaign could consider the following two aspects:

- **Getting people to experience transit** may help remove a major barrier in terms of poor perception of transit use. Those familiar with transit service can make more informed comparisons with other modes and are more likely to appreciate transit's level of service.
- **Stressing the inherent advantages of transit for the "simpler" work trips** can be advantageous. Such a campaign should highlight the "qualitative" advantages of transit, namely the ability to work productively while commuting, and the lower level of stress as compared to driving in congestion.

4.0 Recommendations

The recommendations presented in this chapter were developed by RTA in partnership with CTA, Metra and Pace based on the findings of the Market Analysis study, and reflection on initiatives that have been contemplated and implemented with varying degrees of success in the region.

As our region's transit system is faced with many financial challenges, it is the responsibility of the RTA to be strategic in setting priorities for future transit investments. The desire for a world-class transit system and a livable and sustainable region urges us to make sure that future transit investments not only conform to sound business-sense, but also are aligned with the region's long-term vision. The analysis within this study substantiates two major overall findings:

First, the travel needs of our region are both tremendous and diverse.

The region experiences over 26 million daily trips, the bulk of which occur in a dispersed pattern within the suburban parts of our region. While we are most familiar with peak period travel usually related to work and school trips, the region remains active through the mid-day and evening hours with trips that are related to a wide variety of activities.

Second, the region has developed beyond the reach of the existing transit system.

Decades of investment and strong political will have gone into the development of the transit infrastructure that we have today. It was designed to connect people to the concentration of economic, social and cultural activities centered in our region's downtown core. As a result, our transit system remains very effective in achieving this critical travel need in our region and continues to be vitally instrumental in maintaining the overall vibrancy of our region.

However, as development has taken place in the outer reaches of our region, the region's travel needs have changed and expanded. Transit has not been as successful in keeping pace with the dynamic needs of the region. As a result, transit's role in achieving regional mobility has narrowed over time.

We can no longer afford to do business-as-usual.

While these two findings are by no means groundbreaking, actually putting these findings at the core of decision-making suggests that transit can no longer afford to do business-as-usual. It suggests that decision and policy-makers need to back common sense strategies and have the political courage to make prudent and tough decisions that will preserve and build upon the transit system that was only made possible through the foresight of previous generations and leaders. With brave leadership, transit can be more responsive to the needs of the region and do it more strategically.

The recommendations stemming from this analysis fall under one of three broad strategies:

- First and foremost, we should ***continue to invest in transit's core competency***, namely, making regional connections to downtown and making connections within Chicago, especially during periods of congestion when transit is most competitive with auto. The region recognizes and values the role that transit currently plays. Much of transit's effectiveness derives from a long history of investment. It behooves current and future generations to remain committed to the preservation and maintenance of these assets as well as to further maximize their benefits.
- Second, we should seek to ***broaden the utility of our existing system*** through marginal improvements that will allow transit to better tap markets other than the downtown commute. While our transit system is designed and sized to accommodate the rush hour commute, marginal enhancements can leverage existing infrastructure and maximize available capacity to better serve other travel markets.
- Third, we should ***lay the groundwork for an expanded regional transit system*** supportive of our region's long-term vision for livable communities and sustainable prosperity. The sheer magnitude of travel occurring within the suburban parts of our region begs for transit to play a greater role in meeting that market need. However, transit's challenges in the suburb-to-suburb market are many and can only be effectively overcome through a strategic and holistic approach that encourages coordinated planning and policy on matters such as land use & zoning, bike & pedestrian initiatives and long-term financial planning. Through coordination of policy and planning activities, future transit can and should take bold steps toward improving service in the suburban parts of our region.

4.1 INVEST IN TRANSIT'S CORE COMPETENCY

Transit's core competency is in regionally serving the traditional downtown oriented work commute. Because the region values transit's role in this market, there are maintenance and enhancement initiatives that present quick wins for our region. As opposed to time and resource-intensive strategies aimed at building an entirely new market base, the initiatives under this strategy fall under the umbrella of preventing rider attrition, increasing customer satisfaction and promoting greater awareness of transit.

Key aspects of transit that appear to resonate with travelers are travel time savings, reduction in wait time and increased reliability. Further, in examination of transferring behavior and a voiced desire for easier fare payment across service boards, it is evident that strides can be made to improve coordination between the service boards to improve the customer experience. As a region, we should seek to support:

- ***State of Good Repair and Maintenance Initiatives*** - projects that will reduce the backlog of assets beyond useful life and improve the reliability and effectiveness of existing transit infrastructure and rolling stock. While shortfalls in operations funding will challenge investments in maintenance and state of good repair projects, it is important that we are committed to retaining and shoring up transit's current ridership base by safeguarding the system against further degradation. Achieving a higher overall level of state of good repair should be the region's top priority for transit.
- ***Technological Improvements*** - technology projects that will improve the customer's transit experience (e.g., next-bus/train arrival information aimed at reducing the stress of waiting) and those that will increase the efficiency and reliability of transit operations (e.g., upgrading communications technology to better facilitate operations management).
- ***Transit Advantage Strategies*** - projects that will make transit more competitive with auto, especially in regard to travel time savings (e.g., Bus-On-Shoulder and HOV/managed travel lanes, Transit Signal Priority, queue-jumpers).
- ***Initiatives that Build and Capitalize On the Regional Nature of Our System*** - projects and policies that support a more well-coordinated and integrated regional transit system (for example, a unified and convenient fare payment method perhaps even integrating with the Tollway's I-Pass, easy-to-use way finding signs to facilitate transfers at major transfer locations, better coordinated schedules to reduce wait times).

In addition to these initiatives, it is critically important for transit, as with any other business entity, to position itself through strategic marketing. The market analysis results suggested that higher levels of awareness and familiarity are generally tied to more positive attitudes about taking transit. Strategic marketing approaches to consider may include:

- ***Leverage broad public support for transit investment in future advocacy efforts.*** The analysis points to strong support for transit investment by Chicagoans and suburbanites alike, as well as by transit riders and non-riders. Public campaign and advocacy initiatives should craft messages that will further build on the public's understanding of transit's broad reaching benefits.
- Rather than broad marketing campaigns aimed at increasing ridership, ***develop new and/or expand on existing marketing messages that speak to issues or benefits that knowingly appeal to people*** about transit. For example, the attitudinal data revealed that people will take transit to avoid traffic congestion and to reduce stress and that transit is considered to be a more reliable alternative to the car under poor weather conditions.
- ***Appropriately budget and marry marketing campaigns with major investment initiatives*** to heighten awareness and to emphasize benefits to the customer (e.g., major maintenance projects that will improve reliability, next-bus arrival systems and universal fare payment).

- *Continue to invest in the maintenance and upgrade of agency websites.* Based on survey findings, most people rely on transit agency websites for transit information. Websites are not only an easy means for most people to access service information; this presents an opportunity for the agency to establish or re-create its image with the customer. It is important to secure proper hosting support to ensure website reliability, to provide a user-friendly website, and to maintain up-to-date and accurate information.
- *Market the transit system as a regional product.* Daily travel patterns suggest that many trips are regional in nature, requiring the use of multiple service boards. Where appropriate, we should endeavor to market the transit system as a regional system through coordinated and joint marketing efforts.

4.2 BROADEN THE UTILITY OF THE EXISTING SYSTEM

The current economic climate poses a challenge to significant expansion of the transit system. However, as the region's mobility needs continue to evolve, transit needs to make tactical efforts to respond to and better reach emerging travel markets. As a region we should strive to make strategic marginal improvements to the transit system in order to expand the utility of the infrastructure and to maximize use of the capacity that we already have. Markets to consider pursuing include:

- **The Reverse Commute** – this market is a fast growing market that demonstrates a willingness to take transit and is potentially reachable through marginal improvements such as increasing service frequency, better coordinating connecting services and developing partnerships with major suburban employers. Based on Metra's past experiences, the success with growing the reverse commute market has varied by corridor. Metra's most notable success with growing the reverse commute has been the Lake-Cook Road corridor, where partnership with the Lake-Cook Transportation Management Association has been key. As a next step, the RTA will examine the corridors where there has been success and try to explore what other corridors might be favorable candidates for similar strategies. The RTA may also consider future study of capacity and/or operational pinch points that, if alleviated, may allow for greater flexibility to serve the reverse commute and potentially intra-suburban movements.
- **Off-Peak and Weekend** – while transit is well-known to serve the peak period commute market, the region remains active throughout the course of the day and week. The system is sized for peak hour loads, meaning that during the off peak and weekends, capacity is more available to proactively grow these markets. While off-peak capacity may still be somewhat constrained due to maintenance, construction and other activities, opportunities to grow this market should be explored. Being conscious of operating fund constraints, these strategies should be targeted in places that make sense. Service planning should not only be based on

each individual service board's customer data, but should also be mindful of connections with the other service boards. Related strategies may include:

- *Expanding service hours.* Expanding service hours may not only grow ridership outside of peak periods, but may also bolster peak period ridership. Building confidence in a return trip on transit may tip over those who are on the fence about taking transit for their "to" trip. Pace may consider coordination with Metra schedules to fill in Metra service gaps during off peak periods, giving customers more options and flexibility. Initial planning may start by examining previous attempts along the SWS and NCS corridors to identify lessons learned related to service planning and marketing strategies.
- *Expanding Service for the Weekend Downtown Visitor Market.* While the weekend visitor market was beyond the scope of this study, analysis indicated a difference in attitude about travel when comparing work and personal/recreational trips. When it comes to non-work trips, the analysis indicates a greater emphasis on comfort, less emphasis on travel time savings and a greater tolerance of delays. Given the downtown orientation of the transit system and the variety of weekend activities in the downtown core, transit may be able to make meaningful gains in this market through relatively marginal service improvements. Again, Pace may consider coordination with Metra schedules to fill in wide Metra service gaps, giving customers more options and flexibility.

As stressed before, marketing plays an integral role as a component of any of these strategies. However, this rings most true for strategies that are seeking to target new markets through marginal improvements. Because these are marginal improvements, the magnitude of investment will not effectively market itself. Investment in these strategies must be coupled with marketing and awareness campaigns. Strategic marketing approaches to either consider or further expand upon may include:

- *Target marketing initiatives with relevant large suburban employers, particularly if service enhancements have been made.* Over the years, the Service Boards have experienced varying success with building relationships with employers to develop employee transit programs. As a leave behind, the RTA and service boards may consider partnering in the development of a "how to" package of materials that includes schedule information, information regarding the transit benefit program, information on how to start a vanpool, etc. The RTA may also explore how transit benefit programs are administered in other regions to better alleviate the administrative burden the existing program may pose on employers. The RTA may also consider researching programs through organizations such as the U.S. Green Building Council to explore how an

employer-based transit program might dovetail with an employer's overall green program.

- *Center transit awareness/marketing campaigns around popular off-peak/weekend activities or destinations* (sports venues, theaters, special events, museums, night-life, etc.). Campaigns can be more effective when transit is being marketed as a means to a greater end. Opportunities to partner with event organizers, especially for large crowd events, should be explored. A great example of this is Metra's partnership with Ravinia. Other considerations may include developing an easy-to-follow downtown visitor packet emphasizing easy connections to popular destinations. Also, in survey results, an easier method of fare payment was an expressed desire among infrequent riders. With policy and implementation leadership from the RTA, marketing strategies may consider developing joint service board weekend pass products and possibly family pass products as this nature of travel usually involves groups of people traveling together. Such pass products may help alleviate the anxiety related to fare payment, making transit more approachable to a visitor market.

4.3 LAY THE GROUNDWORK FOR AN EXPANDED REGIONAL TRANSIT SYSTEM

Being able to effectively build a stable customer base for transit in the suburban parts of our region is challenging and will require significant investment of time and resources. Furthermore, many of the challenges in the suburban environment such as land use patterns and zoning are beyond the control of RTA and the transit agencies.

While existing funding streams provide limited opportunities for any significant near-term expansion projects, there are initiatives that can be undertaken now to build a foundation on which future expansion projects can be more successful. The following strategies and initiatives represent a wide variety of other activities that can be pursued. Though each is individually discussed, these initiatives should be thought of as a package. Many of these concepts and activities should be done in concert with one another in order for existing and future transit service to be effective in the suburban market. These recommendations include:

- *Coordinate land use and transit planning & policy.* Current suburban development patterns challenge cost-effective delivery of new transit service. Respecting local control of land use, initiatives such as RTA's Community and Subregional Planning Programs provide an opportunity for municipalities to think ahead about the vision they have for their own communities and how new transit can be more successfully interwoven into their development plans and decisions. RTA should play a prominent leadership role in partnership with CMAP to educate the public and municipalities on the benefits of transit and provide general guidelines for transit oriented development (TOD). This may entail developing educational materials on the benefits of TOD as well as

developing regional TOD guidelines in partnership with the service boards. The RTA should also partner with CMAP to provide technical assistance to local governments looking to implement policies and projects that support TOD. RTA may also consider partnership with the U.S. Green Building Council on workshops related to LEED Neighborhood Development certification.

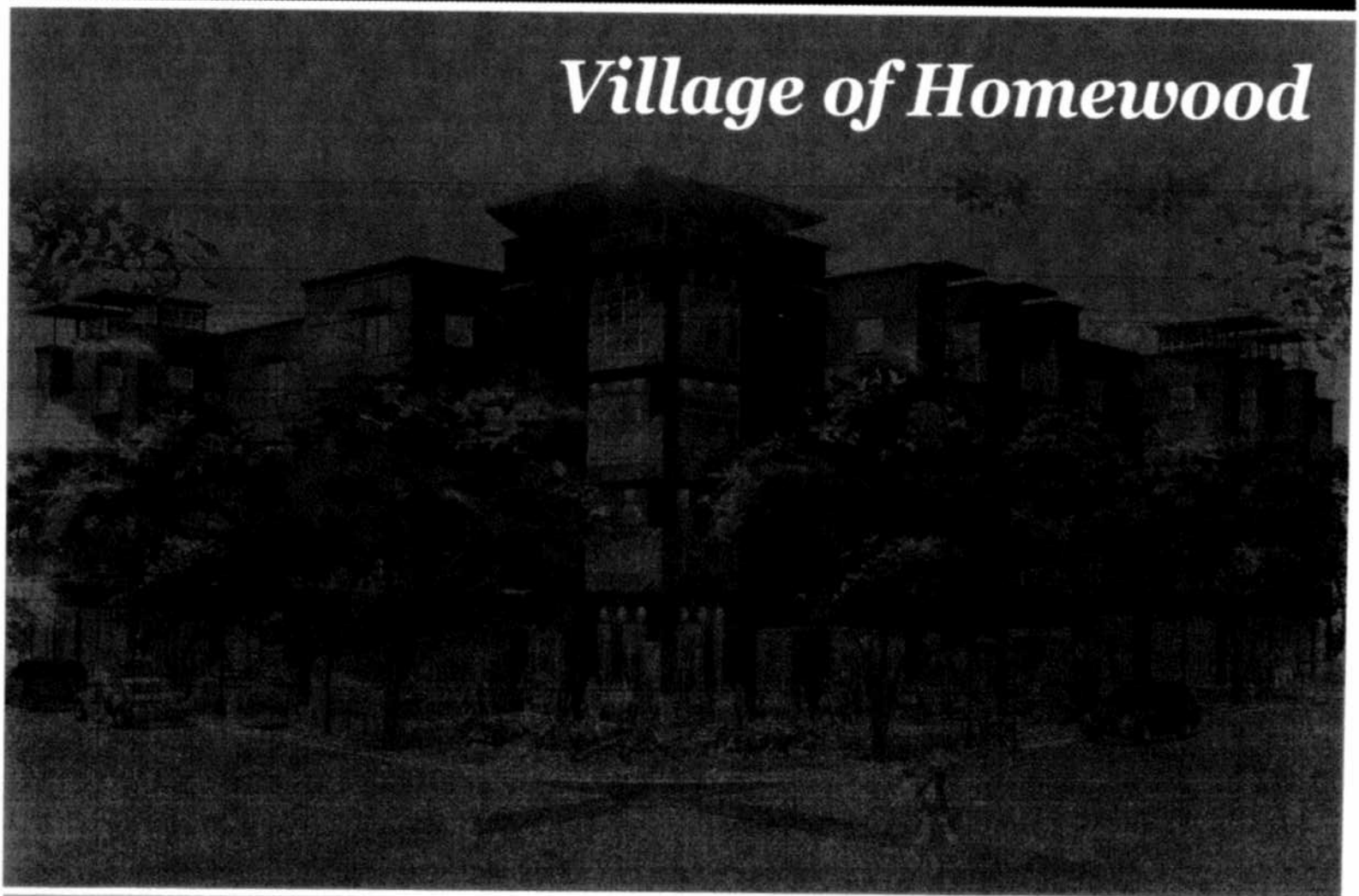
- *Examine System Expansion Needs*. A variety of major expansion projects have been proposed in the region. The RTA should perform on-going systems analysis to identify regional expansion needs from a market standpoint. This may help in setting priorities if and when funding for expansion becomes available.
- ***Planning activities related to new services should be proactively focused on areas of dense development and establishing transit hubs at major suburban employment centers***. The dispersed nature of trips within the suburbs is not conducive to transit. A network of services can be more cost-effectively built by anchoring trunk-line services to key trip generators and concentrations of activity. The RTA should further study to identify potential key locations for future transit hubs. Service Boards may also consider integrating into their service planning standards density thresholds that should be met before implementing new fixed-route services.
- ***Continue building the market by developing a strategy for improving the visibility and performance of bus service in the suburbs***. Currently, most suburb-to-suburb transit is accomplished by bus. Based on survey results among suburban and reverse commuters, bus service can be greatly improved by having more prominent and visible stops that provide shelter from the elements. Additionally, service frequency and reliability were notably important. These findings would support continued efforts to examine the viability of Bus Rapid Transit in suburban areas.

207

Initiative for the Chicago Southland Transit Region

Implementation Study

Village of Homewood



August 2012

Acknowledgements

Thank you for your participation in the planning process for the **Chicago Southland Transit Region Initiative Phase 2: Implementation Study** (Implementation Study). The success of this planning effort is made possible through the concerted and sustained efforts, input, and insights of representatives of South Suburban Mayors and Managers Association (SSMMA), Chicago Southland Economic Development Corporation (CSEDC), Cook County Bureau of Community Development, municipal stakeholders, Regional Transportation Authority (RTA), Pace Suburban Bus, and Metra Commuter Rail.

South Suburban Mayors and Managers Association:
1904 West 174th Street
East Hazel Crest, Illinois 60429
(708) 206-1155
www.ssmma.org

Chicago Southland Economic Development Corporation:
1904 West 174th Street
East Hazel Crest, Illinois 60429
(708) 922-4671

Cook County Bureau of Community Development
69 West. Washington Street, Suite 2900
Chicago, Illinois 60602
(312) 603-1000
www.cookcountygov.com

Municipal Stakeholders:

Village of Homewood
2020 Chestnut Road
Homewood, Illinois 60430
(708) 798-3000
www.village.homewood.il.us

Public Transportation Agencies:

Representatives of the Regional Transportation Authority of Northeastern Illinois (RTA), Pace, and Metra.

Planning Consultant Team:

Land Vision, Inc.
601 West Randolph Street, Suite 300
Chicago, Illinois 60611
(312) 775-6220
www.landvision.com

With assistance provided by:

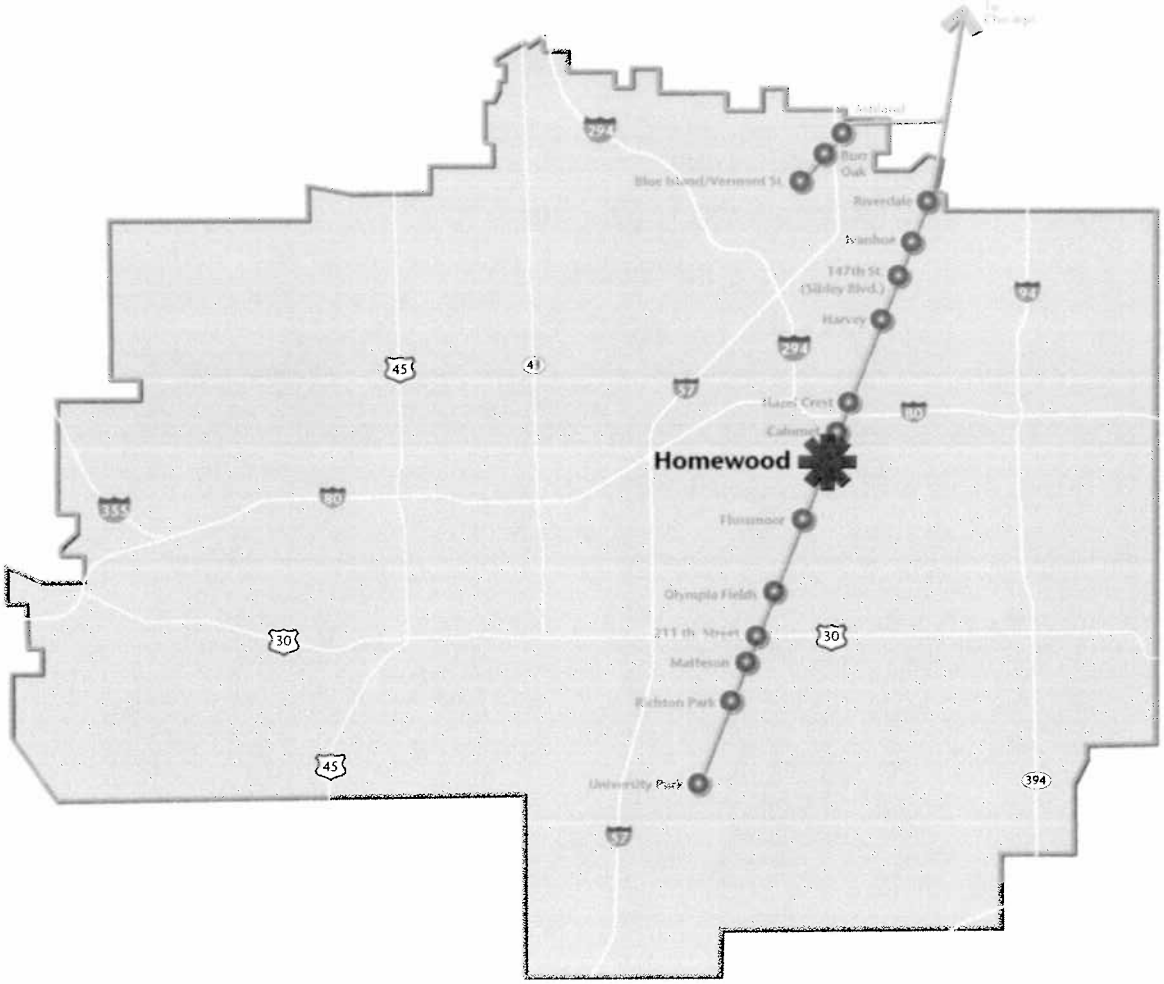
- **Business Districts, Inc.**
  9040 Forestview Road
  Evanston, Illinois 60204
  (847) 902-8152
  www.business-districts.com

- **Baxter & Woodman Consulting Engineers**
  39 South LaSalle Street, Suite 816
  Chicago, Illinois 60603
  (312) 578-0050
  www.baxterwoodman.com

- **Diane Legge Kemp, SP.**
  164 Fairbank Road
  Riverside, Illinois 60546
  (773) 793-2050
  www.leggekemp.pro

- **Featherstone, Inc.**
  4610 Roslyn Road
  Downers Grove, Illinois 60515
  (630) 737-1990
  www.featherstoneinc.com

Table of Contents

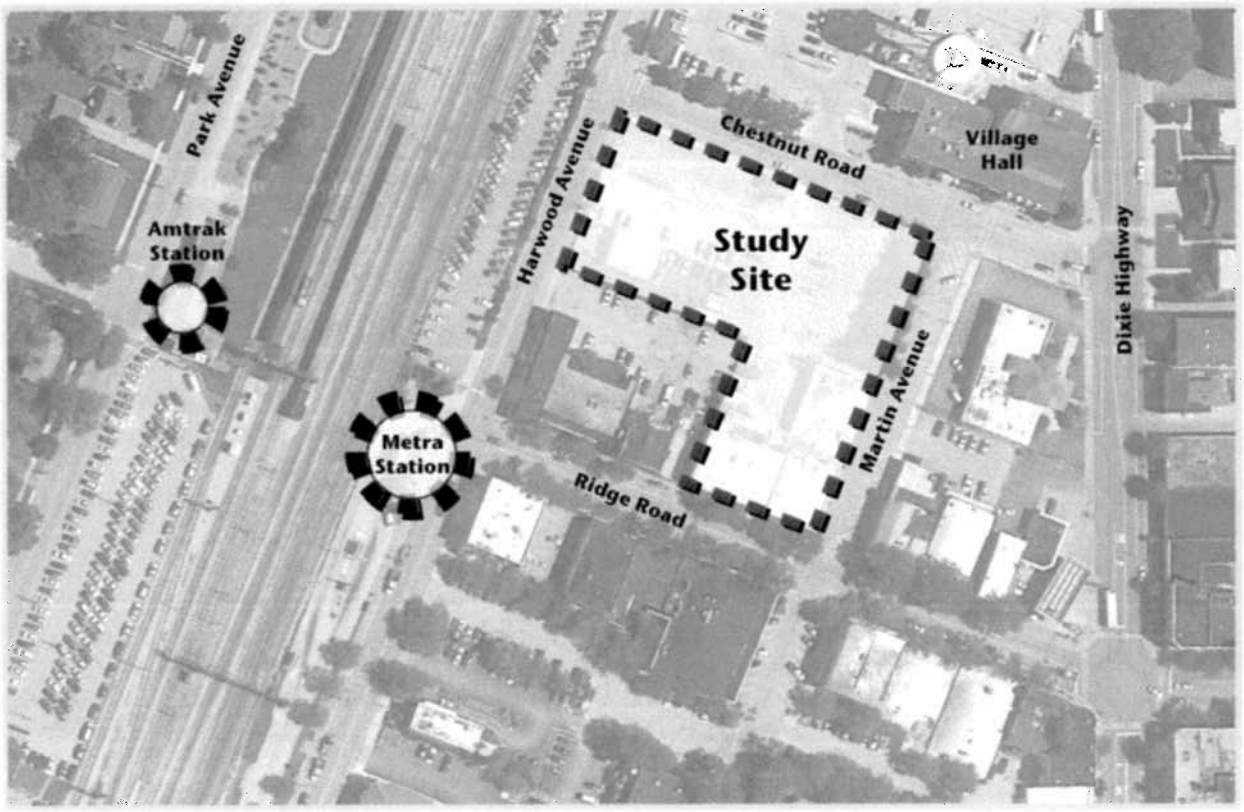


Phase 2: Implementation Study | Context Map

Introduction

Purpose and Scope of Implementation Study

SSMMA/CSEDC and the Village of Homewood have demonstrated significant initiative in proactively planning for and efficiently working to establish the implementation framework for transit-oriented development within the south suburban region. The **Initiative for the Chicago Southland Transit Region - Implementation Study** builds upon the success of the Phase I initiative to include the preparation of predevelopment work and associated market supportable conceptual development plans for a development site located in proximity to the Metra commuter rail transit station within the Village of Homewood. The predevelopment work and plans build off of local initiatives and momentum in the community to evaluate the potential to solicit and attract development interest from the private sector. The ultimate goal of the **Implementation Study** is to assist the community in realizing significant progress towards the creation of viable catalyst projects within the station area. The analysis, plans and implementation steps created as part of this process will be used as a model for implementing additional transit-oriented development throughout the south suburban region.



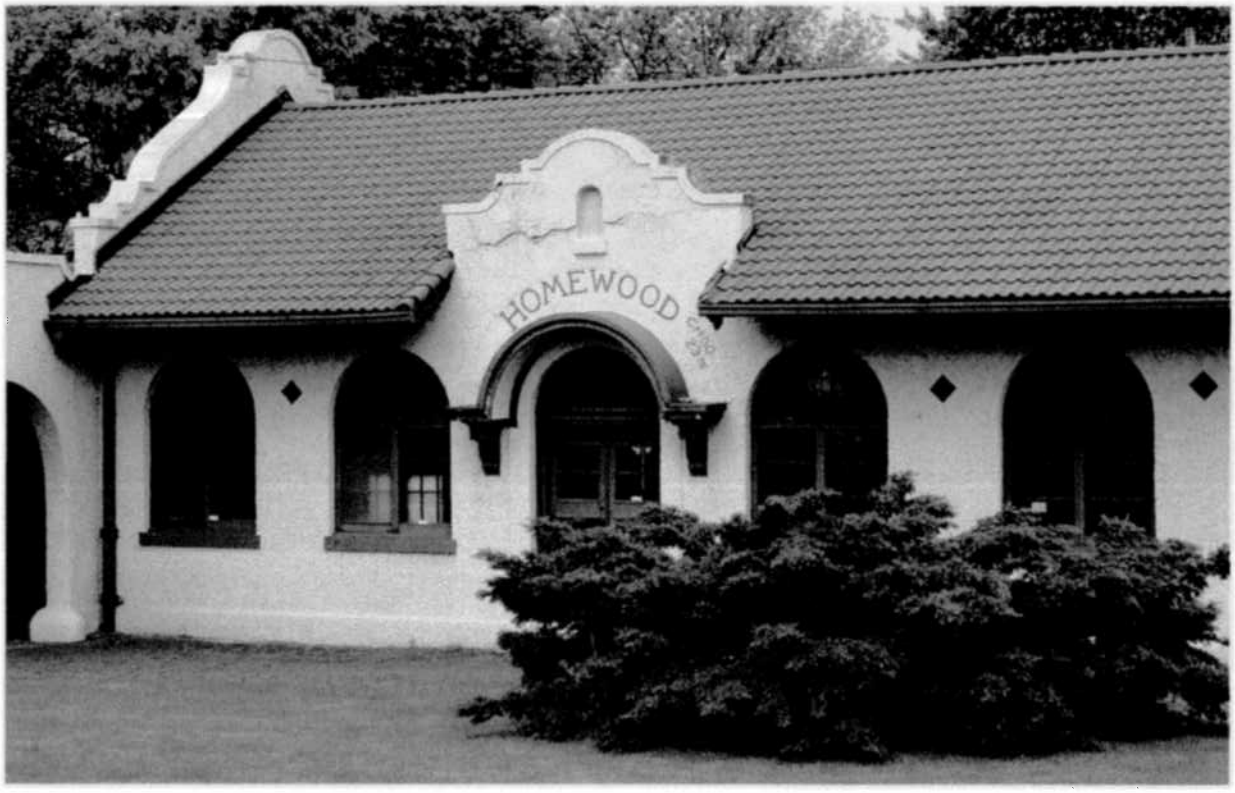
Homewood Station Study Area | Location Maps

Legend

Study Site

Metra Station Location

Background Data Review



Where We Started

To more fully understand the issues and opportunities impacting the identified study site, various regulatory, planning, and development initiatives previously completed and/or on-going by the community were reviewed for their relevance to the goals and objectives of the Implementation Study. These documents serve as a valuable foundation upon which to identify and plan for future development that is compatible with the municipality's desire for these key sites, sought after by potential end users and tenants, and financially supportable in the marketplace.

The regulatory, planning, and development initiative documents reviewed include:

Village of Homewood

- Initiative for the Chicago Southland Transit Region
- Downtown Master Plan
- Chestnut Station Development Proposal
- Making Smart Choices: Transit-Oriented Selector Analysis of South Suburban Corridors
- Zoning Regulations

VILLAGE OF HOMEWOOD

Initiative for the Southland Transit Region

In 2009 the South Suburban Mayors and Managers Association commissioned Land Vision, Inc. and its consultant team to prepare a transit study involving 36 existing and 9 proposed station areas within it jurisdictional service district. The study's aim is promoting economic development in the south suburbs by capitalizing on the region's commuter rail network and highlighting the health related environmental and social benefits of transit. The Initiative, as it relates to the Homewood Station area, identifies existing conditions and community desires, resulting in the assignment of one of four station area typologies to describe the character, scale, intensity, and type of development envisioned for the area.

The Initiative recognizes Downtown Homewood is one of the most expansive and aesthetically appealing suburban downtowns in the Chicago metro area. Commercial redevelopment is the foremost priority for downtown Homewood in order to regain economic growth, followed by residential development. The Initiative characterizes the Homewood station area as a Multi-Use Transit Center which is envisioned as a place that has the potential to or currently serves as the economic and cultural center of the community. Characteristics of a Multi-Use Transit Center include:

- supporting of a diversity of economic / community activities;
- at least 25 trains per day, 7 days a week;
- moderate density, mix of residential, commercial, employment and civic/cultural uses; and
- community and local serving retail with some destination retail opportunity.

The Initiative relative to the Homewood Station area includes a series of Developer Typology Assignments that are intended to help communities in targeting specific types of developers using a more efficient and effective marketing and recruitment strategy. The assignments are also beneficial to the development community in helping to identify potential sites in a more user-friendly manner. The Homewood Station Area has been assigned the following Developer Typologies:

- **MU: Multi-Use** – This type of developer specializes in construction of sites with a combination of residential, commercial, industrial, with a combination of residential, commercial, industrial, office and/or institutional uses.
- **C: Commercial** – This type of developer selects commercial sites that are typically located closer to the center of the community and are already served by public infrastructure.
- **R-LD: Residential Infill: Low Density** *(below 5 stories)* – This type of developer has expertise in the design and construction of a variety of low to medium density housing products.
- **G-Y: Greyfield / Adaptive Reuse** – This type of developer has expertise in the rehabilitation of properties that are occupied by declining or abandoned commercial buildings such as shopping malls and big-box retail stores into market-supportable uses.

Zoning Regulations

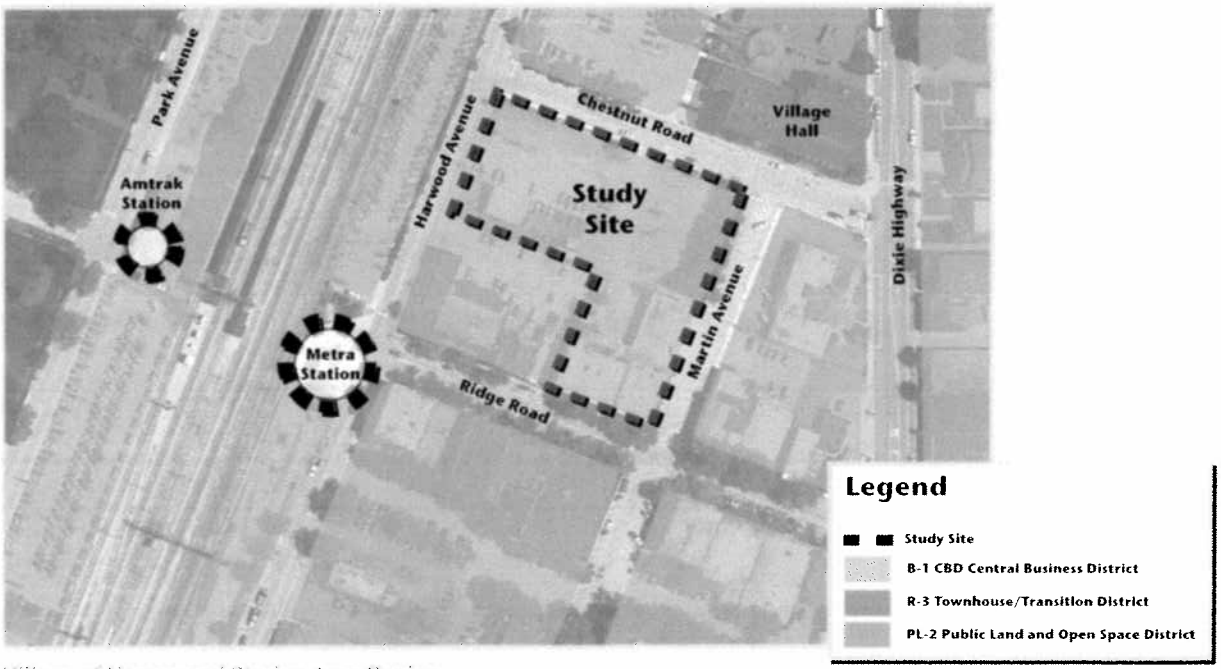
The City's Zoning Map, updated in 2009, designates the majority of the Homewood Station area within the Downtown Overlay (DO) district. The purpose of this district is to supplement the B-1 zoning district while allowing greater flexibility to promote a transit-oriented downtown through increased densities, adjusted parking regulations and stricter design controls for new developments of appropriate scale. Standards for the Downtown Overlay District include the following:

- *Minimum Lot Area:* 25,000 square feet
- *Residential Dwellings (per unit):* 1,100 square feet
- *Minimum Yards:* zero (if a yard is provided at the front or side it must be at least 5 feet in depth)
- *Maximum Building Height, Principal Building:* 4 stories
- *Maximum Building Height, Accessory Building:* 30 feet, but not to exceed the height of the principal building

Off-street parking requirements in the district have been reduced to encourage transit-oriented development. This deviation is allowed in recognition of the unique characteristics of the downtown area:

- *Elderly Housing:* 0.5 spaces / dwelling unit
- *Multiple-Family Dwelling:* 1.3 spaces / dwelling unit
- *Townhouses:* 1.5 spaces / dwelling unit
- *Retail Uses:* 1/300 square feet of gross area
- *Sit-down Dining:* 1/250 square feet of gross area
- *Carry-out Dining:* 1/350 square feet of gross area
- *Offices:* 1/300 square feet of gross area

Shared, off-street parking facilities for separate uses may be provided if the total number of spaces is not less than 50% of the separate requirements of each use, the respective hours of operation do not substantially overlap, and a legal agreement has been provided to the village. Publicly owned parking within 300 feet of the subject parking may be included as part of the required parking.



Village of Homewood Station Area Zoning

A small portion of the station area, including the Village Hall complex is designated as PL-2, Public Lands / Open Space. The purpose of this district is to protect and maintain public properties owned by the Village, the park district, school districts, and privately-owned country clubs. Standards for the PL-2 District include the following:

- *Minimum Yards:* front, side and rear yard of most restrictive adjoining zoning district
- *Maximum Floor Area Ratio:* 0.5 FAR
- *Maximum Building Height, Principal Building:* 35 feet
- *Maximum Building Height, Accessory Building:* 40 feet
- *Maximum Building Height, Accessory Structure:* 140 feet

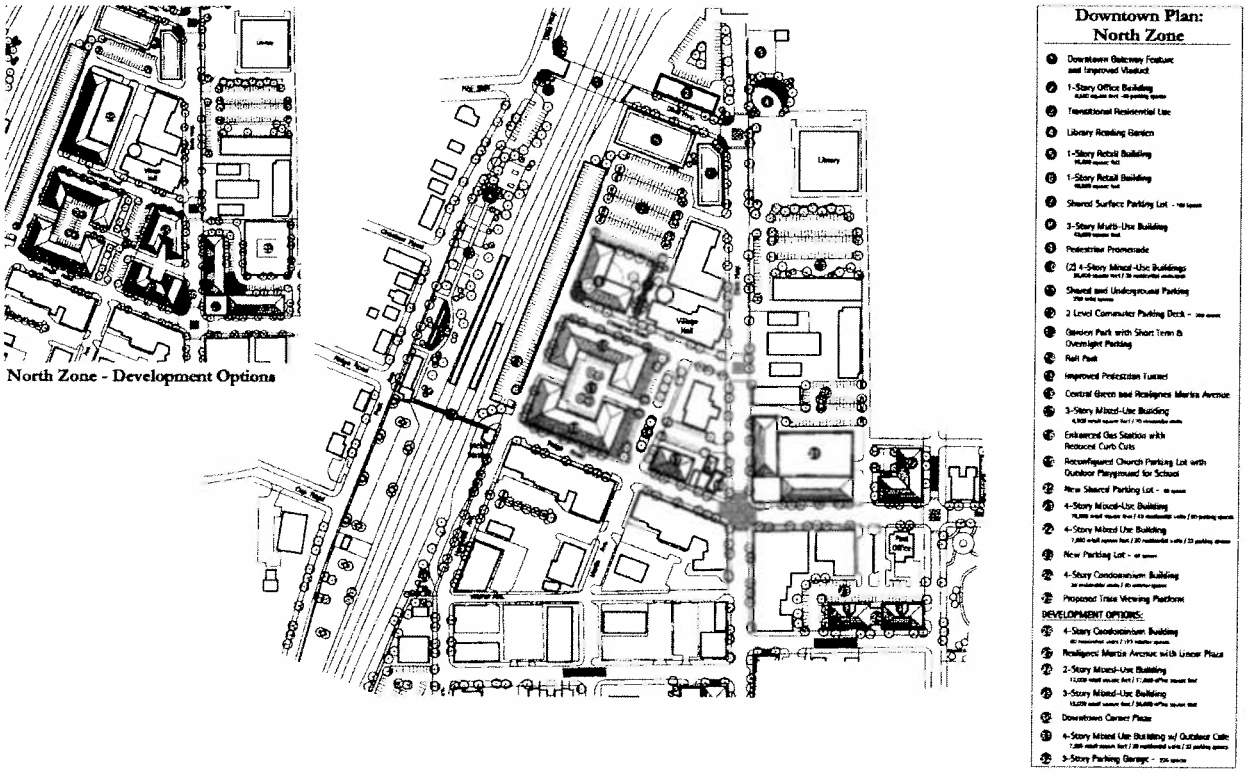
Standards for off-street parking in the PL-2 District include the following:

- *Multi-family Dwellings:* 1.5 parking spaces / dwelling unit
- *Single-family Dwellings:* 2 parking spaces / dwelling unit
- *Most Retail Uses:* 1 space / 250 square feet of gross area
- *Restaurants:* 1/100 square feet of gross area
- *Offices:* 1 space / 300 square feet

Downtown Master Plan

The Downtown Master Plan, created in 2005, evaluated the key community asset's land use and physical conditions and provided recommendations for enhancing the area as a thriving, mixed-use district focused on transit-oriented development. Among the key objectives identified in the Master Plan include the desire to:

- Sustain and enhance Downtown Homewood as a regional draw for the South Suburbs.
- Encourage mixed-use development of key opportunity sites to create a more active "18-hour" downtown.
- Increase commercial development to provide more goods and services for residents and visitors while enhancing the economic base of the Village.
- Increase residential densities, while providing a wider range of housing products to support transit use and new commercial activity.
- Increase ridership on both Metra and Amtrak rail lines.
- Increase and enhance open space within Downtown.
- Significantly improve physical conditions by expanding streetscape improvements to all Downtown blocks, upgrading street furniture, and improving the pedestrian tunnel and viaducts under the tracks.
- Improve multi-modal (e.g. vehicular and pedestrian) access and circulation in Downtown and to/from the abutting neighborhoods.

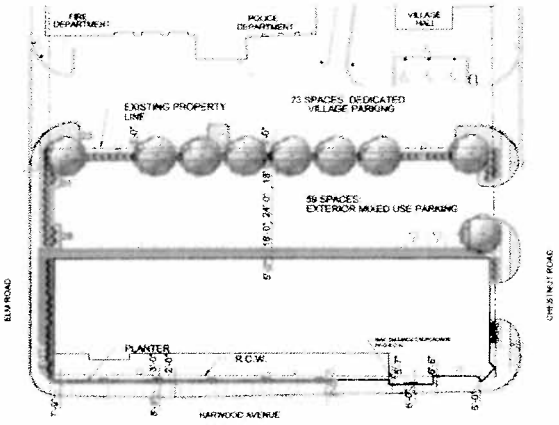


North Zone - Development Options

To promote increased density and residential uses near the train station, new mixed-use development is shown on blocks along Chestnut and Ridge Road as well as the northeast corner of Chestnut Road and Village Hall and on the block bounded by Harwood, Chestnut, Martin and Ridge.

Chestnut Station Development Proposal

The Chestnut Station development proposal was submitted to the Village in 2006 for creation of a significant mixed-use complex on the site of the Village of Homewood Municipal Parking Lot. The proposed development was the first new transit-oriented development within the Village and included a single mixed-use building fronting Harwood Avenue between Elm Road and Chestnut Road. The proposed 4 story building included surface parking for 55 spaces, 2,830 square feet of ground floor retail, and 45 residential units. The area to the rear of the building included surface parking to support the retail uses. The economic recession of 2007 prohibited the project from being implemented.



Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors

The Center for Neighborhood Technology led, Making Smart Choices TOD Selector Analysis of the South Suburban Corridors study was completed in March of 2009. The study includes a preliminary analysis of the potential for TOD in 33 south suburban station areas.

Out of the 33 stations evaluated, the TOD Selector Analysis ranked Homewood:

- 19th in case of land assembly
- 14th in market strength for Town Center development
- 14th in market strength for Community Area development
- 23rd in market strength for Residential development

The study concludes that Homewood demonstrates a strong potential to develop as a Town Center TOD. The study indicates that the Homewood Station holds the second highest position as an existing Town Center because it harbors one of the richest mixes of convenience and specialty retail businesses in a south suburban station area and serves market functions for neighboring communities. The study also indicates that Homewood shows less potential for retail growth because it shares its market area with a power center along Halsted Street but if additional dense housing and office development were built in Homewood, this would help attract retail businesses while ensuring the area's position as a regionally significant TOD Town Center.

Existing Conditions

EXISTING CONDITIONS / VISUAL ASSESSMENT

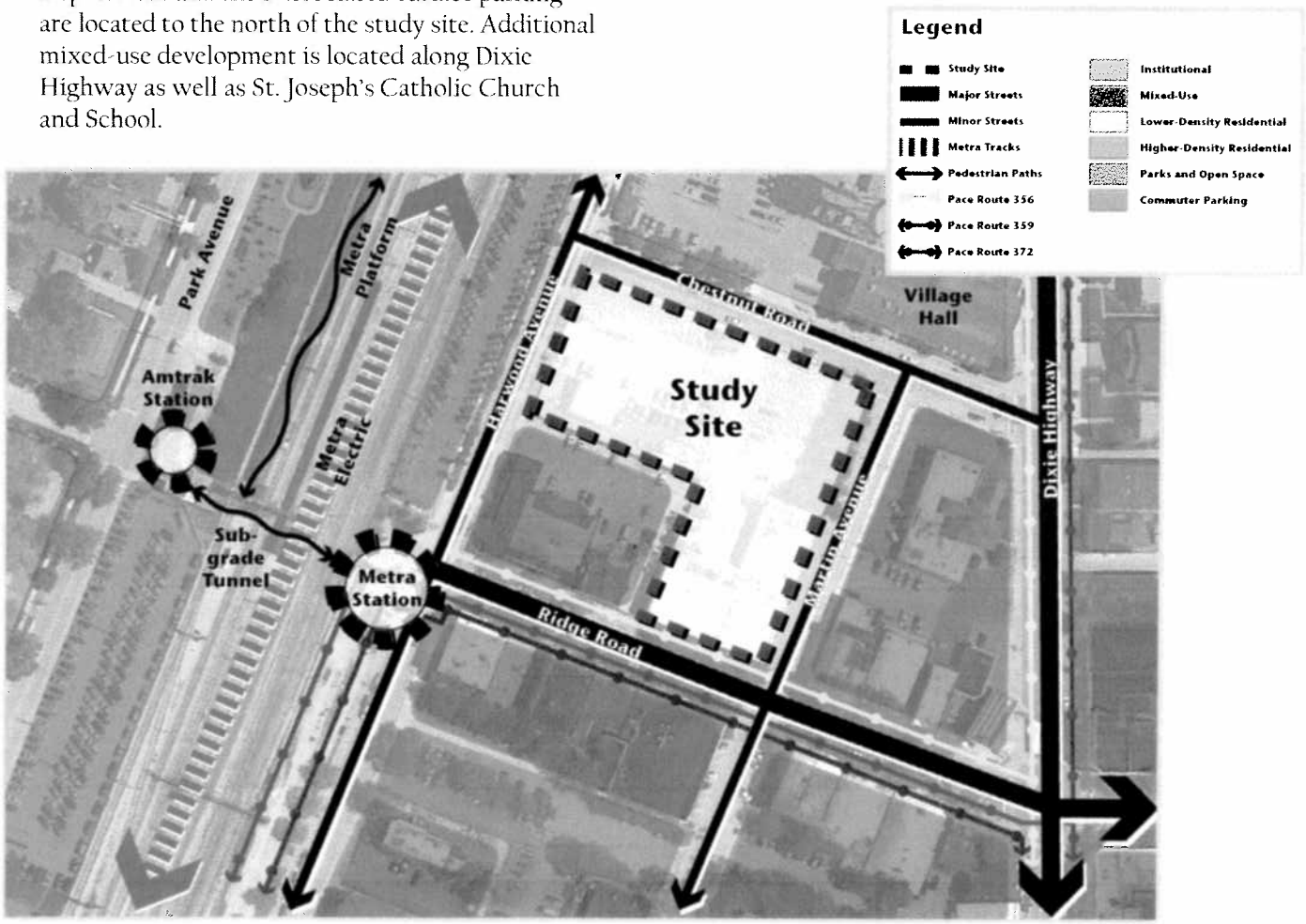
In order to be able to effectively and efficiently plan for development that is feasible in consideration of political and market realities, it is imperative that the underlying physical and market conditions impacting a site be carefully evaluated and understood. In relation to the identified study area site for Homewood, this process involved an assessment of the existing land use, access/circulation, infrastructure, and market conditions of the specified sites and where appropriate surrounding contextual areas. This scope of this assessment is not intended to represent a traditional due diligence evaluation for the site. The evaluation and assessment are based upon the following elements identified below and prepared in conjunction with this study as well as the consultant team's collective and individual knowledge regarding the study site:

- review of available background planning, studies, reports, regulations, and proposed development programs;
- interviews with site and community stakeholders including property owners, municipal officials, developers, brokers, and local agencies/institutions; and
- visual assessments of the site and its respective development context in conjunction with evaluation of available infrastructure and real estate market conditions.

VILLAGE OF HOMEWOOD – Study Site Assessment

Land Use Context

The Homewood study site is comprised on an "L" shaped collection of parcels with partial frontage along Harwood Avenue (150 feet), Ridge Road (125 feet), Chestnut Road (300 feet), and Martin Avenue (300 feet). The 1.5 acre site is currently occupied by commercial/office (Great Lakes Bank) and auto-oriented (John's Auto Service) uses along with their supporting surface level parking. The site is located in the heart of Downtown Homewood, abutting the Metra Electric District Line, Metra Station and Amtrak Station to the west and surrounded by small scale mixed-use development to the east and south. The Homewood Village Hall, Fire and Police Department and their associated surface parking are located to the north of the study site. Additional mixed-use development is located along Dixie Highway as well as St. Joseph's Catholic Church and School.



Access and Circulation

Vehicular access to the study site is provided directly by Chestnut Road, Martin Avenue, and Harwood Avenue. These local streets are fed via Dixie Highway (north/south) or Ridge Road (east/west), both of which serve as collectors for vehicles moving into and through Downtown Homewood. Ridge Road is a direct connection to the Metra Station for vehicles traveling from east to west and terminates at the Harwood Avenue in front of the Station. Despite the ease of access directly to the site, Downtown Homewood is sometimes perceived as difficult to find for non-residents due to its isolated position from surrounding areas to the north and west as a result of how the train tracks diagonally cut through the area. Unfortunately, this is an issue that is unlikely to be resolved.

In addition to vehicular access, transit service to the study site is available via both Metra commuter and Pace suburban bus service. As mentioned previously, the Homewood Metra Station, along the Metra Electric Line, is located immediately adjacent to the study site to the west and provides direct trains to and from the City of Chicago. Average daily ridership from the station is approximately 1,456. Pace has three routes in proximity of the site. These include Routes 356, 359 and 372 which have stops at the Homewood Metra Station.

Non-motorized (a.k.a. pedestrian) access to the study site is provided via existing sidewalks along Harwood Avenue, Ridge Road, Martin Avenue, and Ridge Road. A below grade pedestrian (i.e. tunnel) track crossing is provided near the site to allow persons to safely cross between the east and west sides of the Metra tracks. The pedestrian tunnel also serves to connect the commuter parking lots located on both sides of the tracks. Bicycle parking is located adjacent to the Metra station, along Harwood Avenue as well as at Village Hall to the north of the site.

Infrastructure

Municipal Utilities

The study site is serviced by public water supply facilities. There are a 20" and 6" water mains on Harwood Avenue, a 10" water main on Chestnut Road, a 12" water main on Martin Avenue, and a 10" water main on Ridge Road. Chestnut Road, Ridge Road, and Harwood Avenue contain 10" Village-owned sanitary sewer lines. These lines continue north along Harwood Avenue and then outlet into Dixie Highway right-of-way. There is a Village-owned storm sewer south and east of the study area including an 8" storm sewer collection system on Martin Avenue, extending from Ridge Road to Chestnut Road and then outleting to Dixie Highway. There is also a small segment of storm sewer at the intersection of Ridge Road and Harwood Avenue that outlets to the railroad right-of-way.

Public Utilities

Communications utilities near the study area are provided by AT&T and Comcast. Overhead power lines extend on the east side of Harwood Avenue to serve the site. The overhead lines enter the property south of the auto service shop and extend to Martin Avenue. For natural gas supply, the study area is served by an existing low pressure 2" line that runs along Chestnut Street, Harwood Avenue, and Ridge Road.

Drainage

The most recent Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map and National Wetlands Inventory Map for Homewood were reviewed to determine if the property is in either the 100-year or 500-year flood zone. The site does not appear to be in the flood zones or within the National Wetland Inventory.

Real Estate Market Observations

The existing characteristics of Downtown Homewood, established as a traditional 19th century "central business district", and coupled with relatively high average household incomes ($75,000), existing business anchors, and location of the Metra Station offers meaning development opportunities for nearby properties (e.g. study site). As a community, Homewood has strong income and education levels as well as overall sales tax revenues (includes the Downtown and Halsted Street Corridor). The identified study site is located within a 5-minute drive market containing nearly 11,000 employees and 21,000 residents.

As mentioned, the positive aspects of the Downtown Homewood do provide opportunities for the study site but these must be balanced with the individual realities of the site itself. Specifically, the site's limited visibility from a commercial perspective, low traffic counts, and perceptual access difficulties for non-residents/visitors narrow the number of potentially viable development options. To overcome some but not likely all of these issues, future development on the site should be geared toward non-auto dependent uses and/or unique or destination-oriented uses in a way that makes people willing to "discover" them in a less auto-accessible location. The type, configuration and percentages of development (retail, office, entertainment, residential, other) will be dependent on market demands. Within the current economic conditions (circa 2012), a combination of mixed-use commercial/residential with a stronger focus on market rate rental products may present the greatest opportunity in the near term.

Municipal Incentives and Utilization Tolerance

During its long history the Village of Homewood has used various financial development incentives to attract and support desired business, industry, and institutions throughout the community. In regards to the Village's key commercial/retail and industrial districts these have included but are not limited to:

- Tax Increment Financing
- Property Tax Rebate
- Sales Tax Rebate
- Cook County Class 6b Designation
- Cook County Class 8 Designation
- Planned Unit Development (PUD)
- Zoning Variances

Tax Increment Financing for a variety development projects including the Halsted Street corridor (e.g. Washington Park TIF and 175th Street TIF), Downtown, and Ridge Road have been implemented by the Village. The Washington Park TIF includes both sides of Halsted Street near the former Washington Park race track. The district has supported major commercial development in the area for the past twenty years. The 175th Street/Halsted Street TIF includes the former Homewood Hotel and is designed to support commercial and industrial development. Two TIF districts exist in the downtown. The original Downtown TIF is set to expire in three years and has been used to implement many of the recognizable area improvements (e.g. façade renovation, streetscape enhancements). A new district along the north and south side of Ridge Road will serve to support new development and growth for this key east-west corridor through the downtown.

In addition to the use of various TIF incentives, Homewood has also extensively used the Planned Unit Development (PUD) process, zoning variations, sales and property tax rebates, as well as Cook County's Class 6 and Class 8 property tax incentives to assist in securing desired development projects. The provision of the appropriate municipal development incentives are reviewed and approved on a case by case basis to ensure their ability to efficiently deliver the intended results for the municipality.

Village elected officials and staff are open to consideration and flexible in regards to the use of all reasonable municipal initiatives which may be necessary to further develop this study area in the downtown.

Stakeholder Interviews

In order to understand the development desires, potential, and limitations inherent at the project study site, interviews were conducted with a representative collection of stakeholders in the community. Stakeholders were individually contacted and asked to provide their input on topics including the history of their property, any plans for expansion, renovation or sale, whether proximity to the Metra station was seen as an amenity, and any assistance that could help them progress towards their goals.

The following is a summary of input/comments collected during each of the respective stakeholder interviews. The individual responses have been organized and paraphrased where appropriate to reflect a focused overview of the applicable study site location and its immediate surroundings. A summary overview of the responses for the site is also provided.

VILLAGE OF HOMEWOOD

As part of our stakeholder outreach process, the Land Vision team met with a representative collection of stakeholders in and around the project site. These stakeholders included the Village of Homewood, representatives from Great Lakes Bank and Ravisloe Country Club and owners of various properties along Ridge Road. At the direction of the Village, the Land Vision team also interviewed the Director of the Kohl Children's Museum of Greater Chicago. The following stakeholders were interviewed through this process:

- Paula Wallrich, *Community Development Director* - Village of Homewood
- Mark Franz, *Village Manager (former)* - Village of Homewood
- Jim Marino, *Assistant Village Manager* - Village of Homewood
- Mike Burns, *Owner and Tenant* - Tin Ceiling Tavern - 2012 Ridge Road
- Mike Ryan, *Owner and Tenant* - 18022 Dixie Highway
- Joshua Budny, *Owner and Tenant* - 18017 18020 Harwood Avenue
- Bill Butcher, *Owner and Tenant* – 2044 Ridge Road
- Tom Angler, *President* - Great Lakes Financial Resources - 2034 Ridge Road
- Mike Mizyed, *Tenant of Marathon Gas Station* – 2000 Ridge Road
- Patti Barnum, *Owner and Tenant* – 2018 Ridge Road
- Louis Siciliano, *Owner and Tenant* – 2050 Ridge Road
- George and Wilma Chiagouris, *Owner* – 2022 Ridge Road
- Herman Tieri, *Owner* - 2048 Ridge Road
- Claude Gendreau, *Owner* - Ravisloe Country Club
- Sheridan Turner, *Director* - Kohl Children's Museum of Greater Chicago

Interview Summary

The Homewood study site is viewed by the Village of Homewood as potential catalyst site for greater downtown development. After reviewing stakeholder feedback it is clear that redevelopment efforts should focus on the Great Lakes Bank property. The Bank property includes an older building with the capacity for adaptive reuse as well as large, underused surface parking and drive-through areas. The proximity and visibility from the Homewood Metra Station makes the Bank property a critical redevelopment site for the station area. Because of its size and ownership patterns, the potential for a significant project in this location is greater than in other areas along the fine-grained Ridge Road corridor. Feedback from the interviews suggests that apart from Great Lakes Bank and the Ryan Funeral Home, most smaller stakeholders were generally content with retaining ownership and operation of their properties. By focusing our efforts on the area with the highest likelihood of potential change, we will be able to create financially and politically realistic development scenarios while assisting the Village in understanding key implementation steps. By removing many of the Ridge Road parcels from the focus area, we are identifying "areas of preservation" while lessening redevelopment fears and helping to build support for greater downtown investment.

The challenges to redevelopment of the study site include but are not limited to the lack of significant drive-by traffic and visibility on three sides of the block, issues relating to condition and potential for adaptive reuse, and the creation of feasible parking solutions for higher intensity development. Generating viable concepts for redesign or relocation of the auto service use on Harwood Avenue will also be integral to the success of the study site redevelopment.

The next steps in the planning process should involve a more detailed look at development prototypes for the study site with a strong focus on mixed-use configurations and implementable parking solutions. Additional conversations with the Village of Homewood, Great Lakes Bank and John's Auto Service may also be necessary in determining implementation steps and project phasing as well as general concept feasibility.

Village of Homewood

Stakeholder Interview Contacts:

Paula Wallrich – *Community Development Director*
Mark Franz – *Village Manager (former)*
Jim Marino – *Assistant Village Manager*

- The Great Lakes Bank is discussing selling and vacating the 2034 Ridge Road property. Currently, the Bank employs less than 10 employees in the building.
- In addition to Bank employees, there are currently 15-20 employees at the insurance company on the second floor. The insurance company is also planning on vacating the Great Lakes Bank Building.
- The Village recognizes the significance of this change to downtown and is interested in exploring adaptive reuse concepts for the Great Lakes Bank building as well as complete redevelopment of the property.
- In terms of implementation funding, the Village of Homewood is interested in knowing the criteria for using SSMMA transit-oriented development grant funds, which were allocated by the Department of Housing and Urban Development (HUD).
- The Village may have some hesitation about rental housing based on previous proposals. The Village feels that such a project would have to be high-quality and generally appeal to an upscale market.
- The Village has considered a children's museum in downtown Homewood and has been discussing this concept with the Kohl Children's Museum. At this time, the Kohl Children's Museum is not planning on expanding to Homewood, though there may be other groups that could be interested.
- The Village has developed a series of feasibility concepts for site locations for a children's museum including the Ryan Funeral Home building. The Ryan Funeral Home is looking to consolidate operations to their other funeral home at Dixie Highway and 183rd Street.

- In 2005, Mesirow Stein / Morningside Equities proposed a redevelopment called Chestnut Station which was to include 48 condominiums on the surface parking lot next to Village Hall. This proposal never went forward due to real estate market conditions worsening in 2006.
- The Village is interested in age-restricted housing as an element of downtown development and may want to see the concept explored on the study site.
- The Village feels that by building off of surrounding unique assets, especially the Ravisloe Country Club, downtown can become more of a local and regional destination. The Ravisloe Country Club has been very successful and is seeing high bookings for weddings and special events. Successful outdoor concerts have also been occurring at Ravisloe, drawing hundreds of people to central Homewood.
- In assessing redevelopment concepts, the Village feels that densities and heights for new buildings downtown are "wide open." Through this process, the Land Vision team will analyze a range of development intensities that are both feasible and appropriate for downtown Homewood.

2012 Ridge Road – Tin Ceiling Tavern

Stakeholder Interview Contact:

Mike Burns – *Property Owner and Tenant*

- The Burns family are long-term stakeholders in downtown and have owned the Tin Ceiling Tavern for 16 years.
- They are interested in making minor building improvements including tuckpointing and awning replacement. In order to enable these improvements, they are considering applying for TIF funds. The Burns family would be interested in redoing the upstairs apartment in the future.
- The Tin Ceiling Bar includes an upstairs apartment where the owner's children live. Because of the noise from the bar below, the apartment upstairs is most ideal for younger folks.
- The Burns family would consider selling their business and retiring in a few years. Their children generally aren't interested in taking over the tavern.
- Proximity to Metra is seen as a major benefit to their location on Ridge Road. Several customers stop at the Tavern on the way home from work.
- There are a total of 9 parking spaces located behind the bar. The Burns family hasn't had any problems with parking demand.
- In general, the family feels that it is important to have a cluster of good restaurant options in the downtown area. This cluster will help to create a district that will benefit both new and existing businesses.

18022 Dixie Highway – Ryan Funeral Home

Stakeholder Interview Contact:

Mike Ryan – *Property Owner and Tenant*

- Mr. Ryan was on the Village Zoning Board for 12 years and has been a long-time supporter of downtown Homewood.
- The Ryan family has another funeral home in the area and doesn't see the need for two overlapping facilities. He has listed and is actively trying to sell the funeral home property, which he has owned since 1963. The property is listed for approximately $800,000. There are no environmental issues on the property.
- Mr. Ryan feels that Downtown Homewood has a welcoming pedestrian environment and would generally be open minded to additional streetscape and sidewalk improvements that help support this character.
- He generally feels that there is a lack of parking for some businesses in the Downtown. This observation seems to focus on the need for convenient customer parking in highly visible locations.
- Mr. Ryan feels that Downtown has to have unique attractions in order to draw people and become a true local and regional destination.
- He feels that the Village should be building off of the proximity to the Metra train while creating a high-quality walking community. Mr. Ryan thinks it is great the Village is being proactive in attracting transit-oriented development to the station area.
- In terms of land uses, Mr. Ryan feels that there is a lack of quality hotel space in the Homewood area, especially in the vicinity of downtown. He generally feels that there are too many beauty parlors downtown that offer the same types of services.
- Because of the range of retail and services as well as transit access and walkability, Mr. Ryan believes that Downtown Homewood is the perfect place for senior housing.
- Mr Ryan is also very interested in knowing what incentives are out there for redevelopment, other than TIF.

18017-18020 Harwood Avenue

Stakeholder Interview Contact:

Joshua Budny – *Property Owner and Tenant*

- Mr. Budny is primarily involved in brokerage sales and leasing management. Mr. Budny bought 18017-18020 Harwood Avenue in 2004 as an income property. When purchased, the building needed a lot of work, most of which has been completed. He generally feels that his building is ideal for lawyers or other small office users.
- His building is directly across from the Metra Station, has a total of 8 office units with 1 current vacancy. Juice nutrition and Mary's Health are current tenants in the building. The current tenants pay approximately $1,850 / month for 1,300 sf.
- He feels that rumors of downtown redevelopment have made it more difficult for him to rent space in his building. He feels that possible tenants are unsure about the Village's goals for downtown and fear being removed as part of an urban renewal process. Mr. Budny and his family are worried about redevelopment and concerned that the Village is making it difficult for them to control their property.
- Mr. Budny feels that the proximity to the Metra station is a major amenity for his property.
- In terms of area context, they are generally indifferent to the auto repair shop next door.
- The Budny's believe that they have more than enough parking to suit their needs though assigned parking could help make it more difficult for commuters to park illegally within their lot.
- Though he generally tries to avoid renting to riskier businesses, Mr. Budny would consider any allowable uses, including restaurants or retail if approached by a prospective tenant.
- The Budny's would also consider selling the building in the future.

2044 Ridge Road

Stakeholder Interview Contact:

Bill Butcher – *Property Owner and Tenant*

- Mr. Butcher is a probate attorney and purchased 2044 Ridge Road in 2000. He feels that his location is very appealing for attorneys, especially since they can get downtown and back easily via Metra.
- He doesn't have many parking needs for his business and feels it is not hard to park in Downtown Homewood. He believes that it is often a parking perception problem rather than an actual parking problem.
- Mr. Butcher would like to remain in his building for some time. Moving to a new location would be difficult as he feels that this is the best local area for his business.
- Mr. Butcher would consider long term redevelopment of his property including the addition of housing over the existing office space as this would actually help gain him a tax break.
- He is interested in redevelopment happening downtown and uses La Grange as an example of local community that has seen successful redevelopment.
- Mr. Butcher feels that businesses are always changing, especially retail and isn't particularly concerned with recent vacancies in the downtown area. In general he would love to see more upscale boutiques downtown to help draw people from surrounding areas. He also feels that Homewood restaurants are considered upscale and draw from a regional area.
- He feels that a lot of south suburbs are currently struggling and that Homewood is holding on better than most.
- Mr. Butcher thinks that the Homewood Amtrak station needs to be redeveloped and that a brewpub, similar to the one at the Flossmoor Metra station would be a great addition.
- In terms of housing development, he feels that residential units in Homewood have to be below $300,000 to be feasible.

2034 Ridge Road – Great Lakes Bank

Stakeholder Interview Contact:

Tom Angler – *President*

- The Bank bought the 2034 Ridge Road property in 1988.
- Plans for the Bank include selling the property or leasing out a small portion of any redeveloped buildings for a smaller Bank branch.
- The principal building on the site, fronting Ridge Road, is approximately 25,000 sf.
- At one time, the bank discussed buying the auto service shop near the Metra station. They were unsuccessful in this Endeavour.
- About 8 years ago the Bank was approached by a developer who was interested in building a 4-story mixed-use project. The Bank feels that the Homewood Planning Commission was not very supportive of this proposal, which ultimately was unfulfilled.
- At one time, the Bank also discussed swapping the 2034 Ridge Road property with another local property owner.
- In the creation of a new development on the study site, the Bank could possibly be a lender on the project.
- The Bank could foresee a joint development RFP with the Village. Mr. Angler feels that there needs to be three players in any successful redevelopment: The Bank, a developer, the Village.

- The insurance company which is located on the 2nd floor will be vacating the building shortly, leaving only Bank employees in the building.
- Mr. Angler generally feels that downtown needs a jumpstart and a catalyst project for redevelopment.
- In terms of redevelopment of the study site, there are no known environmental issues on the property.
- At this time, the Bank doesn't utilize the drive-through area of the facility at all.
- The Great Lakes Bank officials currently are having a hard time "seeing their way out of this property."

2000 Ridge Road – Marathon Gas Station

Stakeholder Interview Contact:

Mike Mizyed - *Manager*

- The owner bought the gas station at 2000 Ridge Road in 2008. The Marathon company has 2 years left on their existing lease as well as an option for a 5 year extension.
- $38,000 has been spent in upgrading the property. The station owner took advantage of a green grant for some of the improvements.
- The station has generally been having "decent, steady" business over the last year.
- Mr. Mizyed, the manager of the gas station, loves working in Downtown Homewood. As a location, he feels that the site has easy access because of its corner orientation. He also feels that because of its convenience, a lot of pedestrians stop at the station to buy food or snacks on the way to the Metra station.

2018 Ridge Road

Stakeholder Interview Contact:

Patti Barnum – *Property Owner and Tenant*

- Ms. Barnum runs the Karate for Kids studio at 2018 Ridge Road. She has been in business for 25 years and in the building for 22 years. Her studio has been rated in the top 15% of martial arts schools nationwide.
- Previously, Ms. Barnum owned 2022 Ridge Road, the property at the northeast corner of Ridge Road and Martin Avenue.
- Before opening her studio, she was formerly the superintendent of the Country Club Hills Park District. Ms. Barnum was also one of the first female martial arts trainers in the area.
- Her business is down due to additional local competition. There are 3 new martial arts schools that have recently opened in the downtown Homewood area.
- She generally draws students of all ages from about a 4 mile radius of downtown Homewood. Most students are dropped off at her building, though some children arrive via Metra. At times visitors to the region come from Downtown Chicago on Metra to train and work out at her facility.
- She feels that there is a lack of parking enforcement in the area, often times commuters will illegally park in her lot.
- The studio is generally busiest during the evenings when students arrive after school or work.
- The building at 2018 Ridge Road is approximately 4,000 square feet in size. Ms. Barnum has no current plans for expansion.
- In terms of a downtown mix, she feels that her business could have compatibility with dance and music studios and also thinks that a children's museum would be a great fit in Downtown Homewood.
- Ms. Barnum would like to see more shopping options downtown and feels that the downtown environment is very pedestrian friendly and attractive.
- In the future, Ms. Barnum may be open to sell the 2018 Ridge Road building.

2050 Ridge Road

Stakeholder Interview Contact:

Louis Siciliano – *Property Owner and Tenant*

- Mr. Siciliano bought the 2050 Ridge Road building in 2001. The historic building was constructed sometime around 1930.
- In purchasing the building, he felt that the proximity to the Metra station was a tremendous asset. He often takes Metra into downtown Chicago for both business and pleasure.
- Mr. Siciliano is interested in rehabbing the 2050 Ridge Road structure sometime in the next 3 years. He has architectural plans to double the space of his office by adding to the back of the buildings. In addition to this, he would also like to add a garage to the rear.
- Mr. Siciliano believes that Homewood is an attractive community and is generally stable. He lives on the west side of the Village near 184th Street. He feels there will be a large pent-up demand for real estate as we come out of the recession.
- His son lives in a residential unit on the upper floor and is a local fireman.
- He generally feels that the surface parking lot to the rear of his building could be better organized.
- He would like to see more creative businesses in downtown Homewood in order to elevate its status as a local and regional destination.
- Mr. Siciliano doesn't think any physical streetscape improvements are necessary and that the walking environment, especially on Ridge Road, is in good shape.
- In general, he thinks present structures in downtown Homewood should be rehabbed to retain the historic charm and character of the community.

2022 Ridge Road

Stakeholder Interview Contacts:

George Chiagouris – *Property Owner and Tenant*
Wilma Chiagouris – *Property Owner and Tenant*

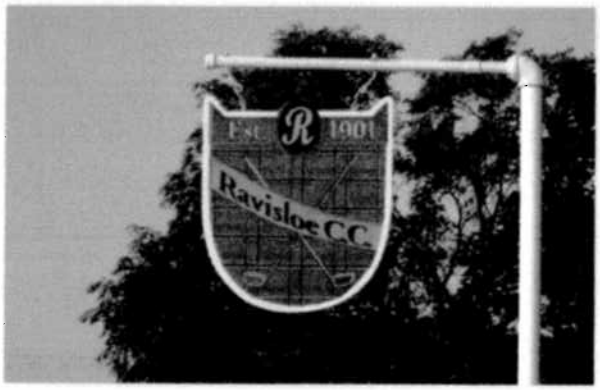
- The Chiagouris family purchased the 2022 Ridge Road property near the corner of Ridge Road and Martin Avenue in 1994. This property includes a wide variety of local businesses including the Homewood Skate Shop, the Chamber of Commerce, the Health Hut and an insurance company.
- The Homewood Skate Shop is a staple of downtown Homewood and has been in this location for nearly 30 years.
- In terms of repairs, they recently installed a new roof, air conditioning and a furnace to the property.
- The Chiagouris family likes to generally keep rents affordable in order to retain tenants. None of their spaces are ever empty for more than 2 months. Current rental include:
  - **Chamber of Commerce** - $650 / month.
  - **The Health Hut** - $700 / month.
  - **Homewood Skate Shop** - $500 / month.
  - **Insurance company** - $750 / month.
- Two upstairs apartments over the commercial uses typically rent for $500 - $595 / month.
- The Chiagouris family will be considering rent increases in the near future.
- The family doesn't feel that they have a parking problem as they have 8 spaces to the rear of the building. In the past, they have worked out shared parking arrangements with Ryan Funeral Home for the Funeral Home's uses.
- The Chiagouris Family feels that Homewood has always been a nice, stable community.
- They have no short or long-term plans to sell their property.

2048 Ridge Road

Stakeholder Interview Contact:

Herman Tieri – *Property Owner*

- Mr. Tieri has owned the building at 2048 Ridge Road for over 40 years. Because of family issues, Mr Tieri is considering selling his property. He is generally interested in liquidating some of his real estate assets.
- 2048 Ridge Road was built around 1910 and is one of the oldest buildings in downtown Homewood. Over the years, Mr. Tieri has done quite a bit of renovating work to keep the property in good shape.
- In terms of tenants, the overall occupancy of the building is usually around 80%. Mr. Tieri currently has 5 tenants with 100% occupancy.
- The building includes a 2-bedroom apartment on the second floor where one of the commercial business owners lives.
- Mr. Tieri feels that many of his tenants have located to his building due to the close proximity of the Metra station.
- His rents include the following:
  - 1,000 square foot spaces on the ground floor for about $875/month
  - 1,000 square foot spaces on the second floor for about $725/month
- Up until the recent recession, Mr. Tieri believed that downtown Homewood had been very healthy, lively and active.
- Mr. Tieri generally feels that Homewood is stable community and will do well in the future.



Ravisloe Country Club

Stakeholder Interview Contact:

Claude Gendreau – *Property Owner and Tenant*

- Mr. Gendreau purchased the Ravisloe Country Club several years ago. When he was first looking at acquiring the property, the proximity of the Metra station essentially sold him on the investment.
- Mr. Gendreau feels that the Great Lakes bank property is the "best address in the Village," especially with its proximity to the Metra Station.
- He would like to see more mixed-use development and density in downtown Homewood may be interested in investing in the adaptive reuse of older buildings.
- Mr. Gendreau believes that it makes sense to try to develop more urban lifestyles. He thinks we should increase the gas tax to promote transit use and that as a society we need to promote good behavior as a way of helping the environment.
- He feels we need to improve both public transportation and the downtown Homewood environment in order to increase investment.
- Mr. Gendreau has a goal of drawing more visitors to the Country Club by advertising in Downtown Chicago hotels.
- He feels that Homewood has many positive characteristics and wants to be a part of Homewood long-term.
- In addition to downtown properties, Mr. Gendreau feels that there is some underutilized space on the Country Club property that could also be developed.
- The Country Club includes an outdoor concert venue that has been very successful, all concerts so far have been sold out. Building off of these types of events could help the greater downtown area.

Kohl Children's Museum of Greater Chicago

Stakeholder Interview Contact:

Sheridan Turner – *Director*

- The Kohl Museum is totally independent and requires no public funding.
- They currently have 18,000 square feet of indoor space along with 2 acres of outdoor space in Glenview and draw approximately 350,000 people a year.
- Though the Village has discussed the topic of opening a downtown museum with them recently, the Kohl Children's Museum has no current expansion plans.
- Ms. Turner would be willing to assist the Village in a consultant role if they wanted to move forward with plans for a museum with another group.
- She feels that Homewood should conduct a feasibility study for a children's museum before factoring it into the long-term vision for downtown.
- Ms. Turner expresses that there are costs in running and sustaining a museum over time and that the Village needs to carefully consider the concept in its totality.

- The closest children's museum to Homewood is in Oak Lawn, about 15-20 miles away.
- Ms. Turner believes that the success of a museum will be heavily dependent on local financial capacity.
- The Kohl museum hosts many school groups and birthday parties and they generally draw customers from a radius of 15-20 miles. She doesn't think they get many kids from the south side.
- Attendance has been pretty stable over the past 5 years though she feels they could do a bit more marketing to attract new customers.
- Because of the economy, they are seeing more birthday parties, but less field trips and corporate events have been reduced dramatically.

Conceptual Development Vision Statements

Defining the preliminary Conceptual Development Vision for the study site takes into consideration a diversity of competitive but equally important components. These include but are not limited to the:

- expressed development desires of the community;
- underlying zoning, land use, and infrastructure capacity and suitability;
- site acquisition and/or ownership willingness to participate in development/redevelopment initiatives;
- market/financial feasibility of the envisioned product type(s);
- identification and engagement of the proven private sectors partners; and
- political will to assist in successful project implementation.

Through the site and market evaluations, stakeholder interviews, and expressed desires of the community, the following preliminary Conceptual Development Vision Statements have been physically and financially tested for the study site. Two concepts for the site have been evaluated to allow for comparison of both a moderate/high and low/moderate intensity development for the site.

VILLAGE OF HOMEWOOD – Study Site

Concept A – Moderate/High Intensity:

Homewood's downtown study site is benefited by the district's established mixed-use character and diverse collection of retail, commercial, office, and entertainment uses as well as adjacency to the Metra Station. These assets, combined with overall size of the development site and adaptive reuse potential of the Great Lakes Bank building help to guide the conceptual development opportunities for the site. The Great Lakes building's existing prominence along Ridge Road has the potential via adaptive reuse to serve a combination of retail, office, and/or entertainment uses. The northern portions of the site (currently used for surface parking) with their reduced visibility but enhanced proximity to the Metra Station demonstrate opportunities for residential uses and some limited commercial or mixed-use along Harwood Avenue. Beyond the Great Lakes building, structural heights may be between 4-6 stories depending on adjacent uses.

Access and circulation to the site will continue to be provided via the existing grid network with ingress/egress to be provided from Ridge Road, Harwood Avenue, Chestnut Road and/or Martin Street. Pedestrian accessibility will come from the existing sidewalk network with internal circulation as appropriate to ensure convenient connectivity to the Metra station and over all downtown district.

Dedicated open space and landscaping may be provided via a pocket park at or near the corners of Chestnut Road and Harwood Avenue and/or Martin Avenue as well as along the periphery of the site. Given the strong urban fabric of the downtown district, large open spaces are not envisioned to be included as part of the project.

Off-street parking for the envisioned uses may be provided at a ratio of 1.3 spaces per residential unit within a midblock parking structure. Lower per unit parking ratios may be possible depending on the type of residential development selected for the project. The structure may be able to be developed so as to allow for shared public and/or commuter parking, thereby addressing an expressed issue within the downtown (i.e. shortage of parking). A public-private partnership may be able to be explored to assist in financing the shared parking structure.

Homewood Concept A – Moderate/High Intensity:

Site Area: 90,678 square feet (2.08 acres)

Building Height: 5 stories (56 feet)

- 5 stories residential
- 2 partial stories parking

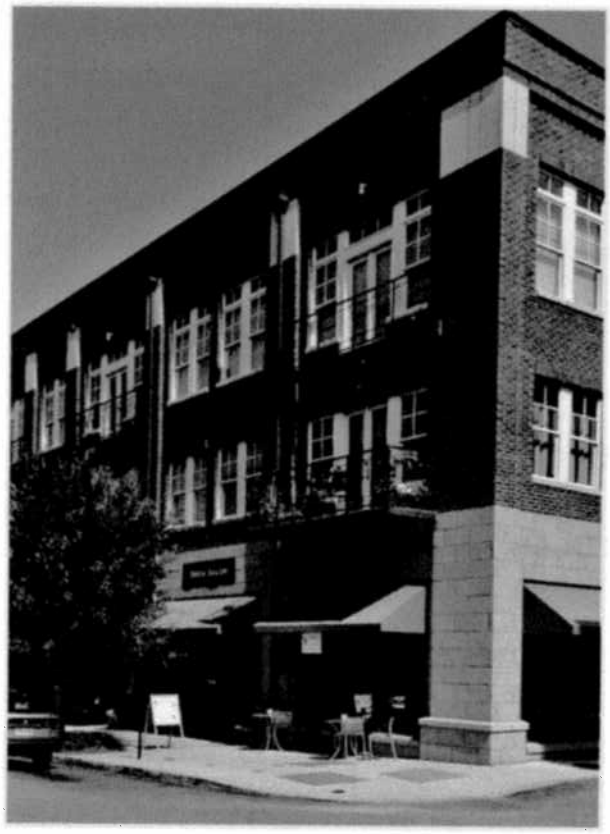
Building Square Footage: 164,120 square feet

- Residential total: 106,048 square feet
- Garage total: 58,072 square feet

Residential Units: 94 units (950 square feet/unit)

Adaptive Reuse: 14,150 square feet

Parking: 154 spaces (2-level structure)



Concept B – Low/Moderate Intensity:

Preservation of district character, specifically as its relates to height and density, may be balanced with the financial realities of modern site acquisition and development costs. The trade-offs necessary to achieve this balance may come from both creativity and flexibility on the part of the City and developer in regards to development requirements for the project. Immediate adjacency to the Metra station may allow for 3-4 story, market-rate rental residential uses to be viable if carefully designed and constructed to meet the specific demands of the target user. Unit sizes, amenities, building materials, and finishes will all effect the financial viability of the project. Adaptive reuse of the Great Lakes building or redevelopment will be dependent on the physical condition of the structure.

Access and circulation to the site will continue to be provided via the existing grid network with ingress/egress to possibly be provided from Ridge Road, Harwood Avenue, Chestnut Road and/or Martin Street. Pedestrian accessibility will come from the existing sidewalk network with internal circulation as appropriate to ensure convenient connectivity to the Metra station and over all downtown district.

Open space and landscaping may be provided as an aesthetic buffer along the periphery of the site. The proximity to Irwin Park and the Homewood Railfan Park on the west side of the Metra tracks reduce the need to provide dedicated open spaces within the project.

Off-street parking for the envisioned uses may be provided at a ratio of 1.3 spaces per residential unit, 1 space per 300 square feet for office/retail or other similar uses. Surface level parking may be provided at the rear of proposed structures to be located on the site.

Homewood Concept B – Low/Moderate Intensity:

Site Area: 90,678 square feet (2.08 acres)

Building Height: 4 stories (45 feet)

- 3 stories residential
- 1 story parking

Building Square Footage: 158,559 square feet

- 35,809 square feet per story
- Residential total: 107,427 square feet
- Garage total: 51,132 square feet

Residential Units: 96 units (950 square feet/unit)

Adaptive Reuse: 14,150 square feet

Parking: 136 spaces (1st floor structure)

Preliminary Pro-Forma Evaluations

To begin to understand the potential feasibility of market desired development projects for the stakeholder community development site, a series of preliminary pro-forma evaluations were prepared for the identified study site. These preliminary evaluations were designed to correspond with the Conceptual Development Visions designated by Homewood. On the site, a low/moderate and a moderate/high intensity development option was designed and tested.

The preliminary pro-forma evaluations demonstrate the relationship between density, tenant revenue, rental rates, and developer capitalization rates as they relate to project type and mix and thereby inform and strengthen the decision making process. The preliminary pro-forma evaluations provide the Village of Homewood with a broad "bird's eye" view as to whether the project is practical and feasible. Where the practical and financial validity of the proposed concept is verified, the stakeholder municipality can then determine the appropriateness of soliciting interest from the development marketplace. It should be noted that the preliminary development pro-forma evaluations are not intended to represent or replace the need for a developer's formal pro-forma. Such detailed pro-forma's can only be prepared by a developer once the project is made available to the marketplace.

The preliminary pro-forma evaluation tables (*as read from left to right*) provided below each of the conceptual development visions are intended to do the following:

- Apply market feasible rent per square foot estimates to produce the approximate annual revenue (a.k.a. gross income) that may be generated for each conceptual project (deductions for new building operating expenses can be made by a developer as part of a more detailed pro-forma).
- Calculate a project value for each development by utilizing the annual project revenue estimates and applying a market supportable capitalization rate (a.k.a rate of return) of 8%.
- Identify and examine the development costs (i.e. hard, soft, parking, and land preparation costs) to build the conceptual project in consideration of the identified project value and cash flows generated with an 8% rate of return.
- Calculate a land value by subtracting the construction costs, soft costs, parking costs, and site preparation costs (including detention) from the estimated project value. The total of development costs subtracted from project value will equal the amount which the developer can pay for the land (e.g. $+ or $0 or $-). In the case of a negative land value ($-) the developer would pay nothing for the land and the conceptual project is still in the hole assuming the requisite 8% rate of return for the developer. The land value is the last entry because the value of the land is what the project allows the value to be not what a property owner wants or what an appraisal might suggest.
- Identify market comparable "estimated land value" as found for comparative rates/prices for similar sized land in the region. Based upon the comparables found in the marketplace, the cost of land does not appear to be significant factor/ calculation in these scenarios.

For each of the scenarios presented, it should be noted that municipal partnering will be required. Such partnering may involve at a minimum land purchase and/or infrastructure improvements. Other incentive participation may also be necessary. Tax Increment Financing (TIF) is anticipated to be used as a primary partnering resource in cooperation with other potential sources as part of a broad "municipal tool kit."

The scenarios as presented begin to demonstrate to the stakeholder municipality how practical the conceptual project may be and how manipulation of the input assumptions may significantly alter the potential feasibility of the project (e.g. rent assumptions, capitalization rate, construction costs, site prep costs, others). If the TIF increment over the life of the TIF is adequate to cover the deficit in the projected conceptual project pro-forma with a reasonable municipal investment (i.e. reasonable municipal investment as a percent to total project costs) then the stakeholder municipality may view the conceptual project as practical.

As stated previously, these preliminary pro-forma evaluations are intended to assist the stakeholder municipality in understanding the magnitude of potential financial partnering that may be necessary with developers to undertake these conceptual projects and whether or not the project elements (rents / quality) correspond to their development vision and expectations. It provides an answer to the question, "Should we proceed with developer solicitations in the marketplace?"

The input data and parameters used in the generation of the preliminary pro-forma evaluations were collected and tested from multiple sources so as to establish a set of conservative/practical assumptions based on the marketplace. Specifically:

- A wide range of rents for new construction from as low as $1.30 p/sf (from a very large developer) to $1.45/$1.50 p/sf (our general read of the marketplace) to $1.60 p/sf to as high as $1.70 p/sf were identified based on review of on-going, planned, and proposed development projects within the metropolitan area. For purposes of this study a rent of $1.50 p/sf (assumes a 950 sf apartment is $1,425.00/month) was selected.
- We identified various building construction cost estimates for moderate/high quality buildings that ranged from $160.00 p/sf (lowest from a very large developer) to $250.00 p/sf. Building construction cost estimates as provided on the RS Means website ranged from $138.00 p/sf (low); $154.00 p/sf (median); and $192.00 p/sf (high). The National Construction Estimator database projections that include hard and soft costs is $186.78 (adjusted for Chicago). Based upon these findings the construction cost of $186.78 p/sf was selected as it is: 1) from the national data base; 2) within the RS Means website data; and 3) close enough to the $160.00 to be considered comparative.
- Construction costs for structured parking were identified to range from as low as $20,000 to as high as $38,000-$40,000 per space. Historically, BDI has used a per space cost for structured parking of $27,000. As the structured parking in the majority of the development concepts must also support not just parking floors but also multiple residential floors, a structured parking cost estimate of $25,000 per space was utilized.
- Land preparation costs including but not limited to site grading, stormwater management, public and private utilities, and landscaping/ streetscaping were estimated based on the conceptual development plans and review of available municipal resources. The land preparation cost estimates were incorporated into the preliminary pro-forma evaluations to represent the total anticipated land preparation costs for the representative conceptual development project.
- A capitalization rate of 8% was selected based on the anticipated risk associated with the development of new construction projects (i.e. requires extensive tenanting). A rate of 8% is traditionally higher than the rate of return which would be utilized when purchasing a completed and fully tenanted building.

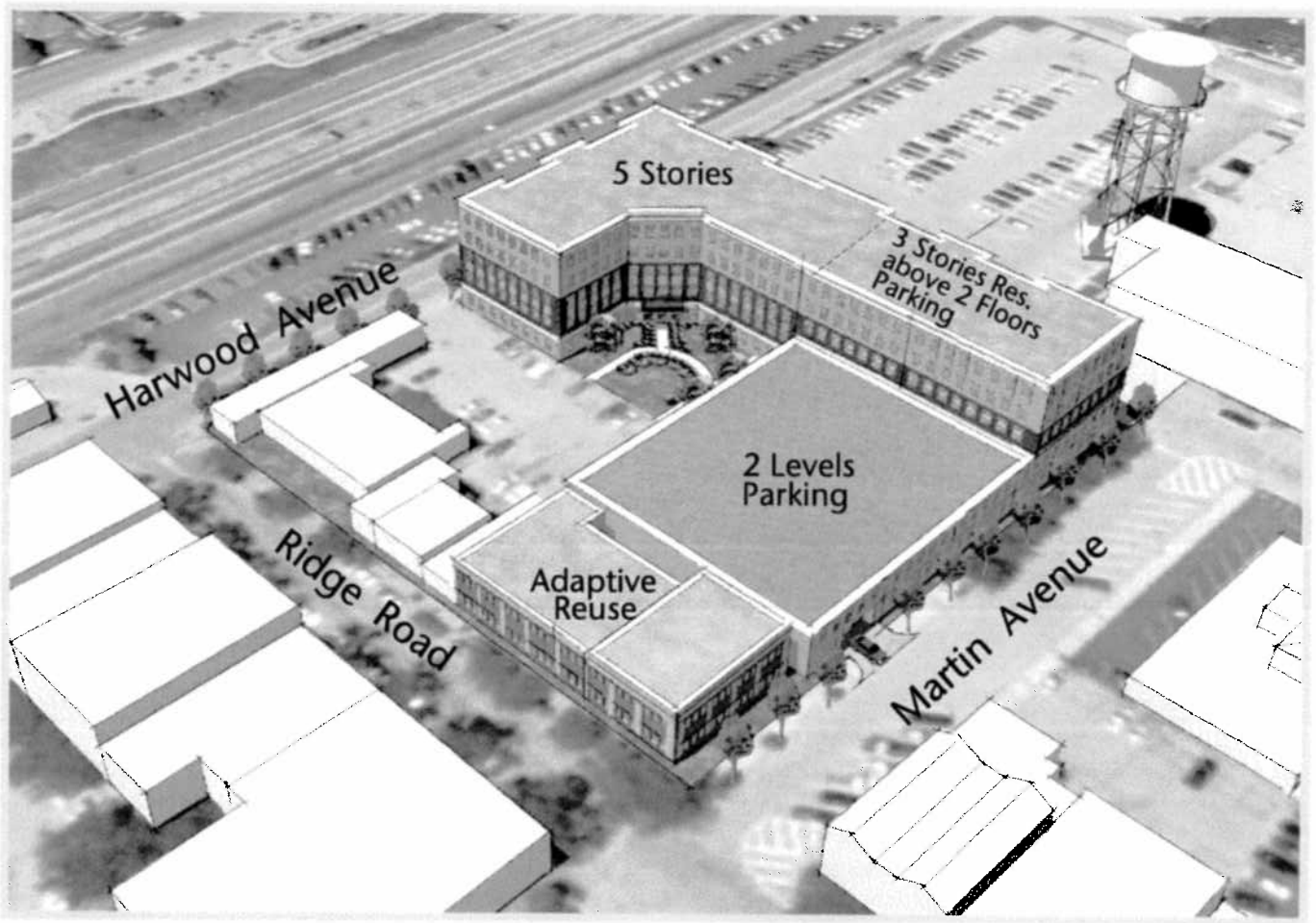
Estimated Financial Assistance/Incentives Participation

Using the conservative/practical assumptions identified above, the preliminary pro-forma evaluations of the conceptual development scenarios represent some interesting comparisons. As a broad rule of thumb, it is suggested that municipal participation in any single project be less than 20% of project cost or project value. The municipal participation calculation is the deficit or negative land value shown in the respective tables divided by project cost or by project value (we suggest use of the project cost calculation). The further below the 20% municipal participation threshold a project can be shown to demonstrate, the better the potential project from the municipalities perspective. Again, these calculations assume an actual land value of zero. The development cost/value benchmarks for the project as shown below:

Project	Cost	Value
Homewood A	13.6%	15.7%
Homewood B	13.0%	14.9%

The scenarios presented on the following pages represent a positive start for the Village of Homewood. While manipulating the various input numbers to produce even more positive results is always possible but that does not seem like a prudent exercise. For example;

- Dropping the building costs from $186.79/ square foot to the lowest cost number we have heard ($160.00) would significantly improve the scenarios through a reduction in the projected deficit. However, that would be speculative and deviate from our objectives of utilizing a conservative approach to the calculation projections.
- Raising the rent from $1.50 to $1.60 per square foot would also improve the scenario. However, the issue is the true marketability of the project: $1.30 p/sf = $1,235/month; $1.50 p/ sf = $1,425/month; $1.60 p/sf = $1,520/month. Reducing the size of the proposed units to 850 square feet would also affect rent ($1.50 p/ sf is $1,275/month). The potential options are endless. Ultimately it is the marketability of the project which the developer (and the financing institution/bank) will use to determine the rent.
- The 8% capitalization rate is appropriate given the typical risk exposure for new development projects in the region. Lowering it does not seem practical. Raising it suggests the developer thinks the project is high risk and may be unlikely to pursue the project. The developer and financing institution will have significant input into the final capitalization rate.
- As per the direction of the study communities, the projects represented in the development visions are envisioned as moderate/high quality for their respective locations. Dropping the product quality may reduce costs and allow for corresponding reductions in the monthly rent. Eliminating structured parking with different design (e.g. all surface parking) may also reduce the development costs. However, the municipalities have requested a high quality project. Under any scenario where rents are reduced it is probable that the rent will still be higher than current rents (older buildings).



Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building	94	89,300	106,048		$1.50	$1,607,400	$20,092,500
Adaptive Re-use			14,150		$15.00	$212,250	$2,653,125
Parking Structure				154			
TOTAL CONCEPT	94	89,300	120,198	154		$1,819,650	$22,745,625

Homewood Concept A

Moderate/High Intensity

Site Data:

Site Area: 90,678 square feet (2.08 acres)

Building Height: 5 stories (56 feet)

- 5 stories residential
- 2 partial stories parking

Building Square Footage: 164,120 square feet

- Residential total: 106,048 square feet
- Garage total: 58,072 square feet

Residential Units: 94 units (950 square feet/unit)

Adaptive Reuse: 14,150 square feet

Parking: 154 spaces (2-level structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$17,224,846	$2,583,727		$1,200,000	$21,008,573		
$1,273,500	$191,025			$1,464,525		
		$3,850,000		$3,650,000		
$18,498,346	$2,774,752	$3,850,000	$1,200,000	$26,323,098	-$3,577,473	$362,419

Estimated Financial Incentive Participation (cost/value)	13.6% / 15.7%
Estimated Annual Taxes	$454,920
Estimated 23-Year Increment Taxes	$10,463,200
Estimated Net Present Value	$5,599,300

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building	96	91,200	107,427	136	$1.50	$1,641,600	$20,520,000
Adaptive Re-use			14,150		$15.00	$212,250	$2,653,125
TOTAL CONCEPT	96	91,200	121,577	136		$1,853,850	$23,173,125

Homewood Concept B

Low/Moderate Intensity

Site Data:

Site Area: 90,678 square feet (2.08 acres)

Building Height: 4 stories (45 feet)

- 3 stories residential
- 1 story parking

Building Square Footage: 158,559 square feet

- 35,809 square feet per story
- Residential total: 107,427 square feet
- Garage total: 51,132 square feet

Residential Units: 96 units (950 square feet/unit)

Adaptive Reuse: 14,150 square feet

Parking: 136 spaces (1st floor structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$17,448,830	$2,617,325	$3,400,000	$1,700,000	$25,166,155		
$1,273,500	$191,025			$1,464,525		
$18,722,330	$2,808,350	$3,400,000	$1,700,000	$26,630,680	-$3,457,555	$362,419

Estimated Financial Incentive Participation (cost/value)	13.0% / 14.9%
Estimated Annual Taxes	$463,460
Estimated 23-Year Increment Taxes	$10,659,600
Estimated Net Present Value	$5,754,300

Development Assumptions

Parking Space SF	350			
SF/Acre	43,560			
Coverage	0.85	(Typical, but assume LV's coverages)		
Costs				
Soft Costs	0.15	Percent		
Land Preparation/SF		Per Land Prep Spreadsheet vs. Typical $3.50		
Land Cost/SF	$4.00	Listings range from $1.25PSF to $5.00PSF		
Cap Rate	8.00%			
	Per Sources			
Commercial Rent/SF	$13.00	$13.00		
Apartment Rent/SF (H)	$1.08	$13.01	$1.08	Per apartments.com for Homewood (best product)
Apartment Rent/SF (Top Product)	$1.50	$18.00		
Retail/Commercial Rent (Better Product)	$15.00			
Garage Parking Cost/Space	$25,000.00			
Covered Parking Cost/Space	$14,000.00			
Surface Parking Cost/Space	$6,000.00			
Apartment Average SF	950			
TH Average SF	1,550			

Land PSF--Selected Listings

$3.25	
$4.54	
$1.25	Concrete Plant, South Holland
$4.00	

Market Construction Costs (PSF at Highest PSF)	At .89
APARTMENT, 2-3 STORY Costs per square foot of floor area	$139.82
APARTMENT, 4-7 STORY Costs per square foot of floor area	$162.43
OFFICE, 2-3 STORY Costs per square foot of floor area	$193.75
STORE, RETAIL Costs per square foot of floor area	$144.27
RESTAURANT Costs per square foot of floor area	$237.72
Per Green Chicago	
Estimated Adaptive Re-use Costs Chicago Area ($80-$100 PSF)	$90.00

APARTMENT, 2-3 STORY (Costs per square foot of floor area)

Building Parameters: 2 Story, 10 Ft Story Height, 15,000 Square Feet

Exterior	
» Wood siding on stud frame	$148.90
» Brick veneer on stud frame	$152.60
» Stucco on stud frame	$148.30
» Brick, concrete block back-up	$157.10
» Decorative concrete block	$154.20

APARTMENT, 4-7 STORY (Costs per square foot of floor area)

Building Parameters: 6 Story, 11 Ft Story Height, 65,000 Square Feet

Exterior	
» Decorative concrete block, steel frame	$180.00
» Brick, concrete block back-up, steel frame	$182.50
» Brick, concrete block back-up, reinforced concrete frame	$162.10
» Precast panels, steel frame	$186.80
» Precast panels, reinforced concrete frame	$156.80

OFFICE, 2-3 STORY (Costs per square foot of floor area)

Building Parameters: 3 Story, 12 Ft Story Height, 23,000 Square Feet

Exterior	
» Wood siding on stud frame	$175.30
» Brick veneer on stud frame	$179.10
» Stucco on stud frame	$174.70
» Decorative concrete block	$181.90
» Brick, concrete block back-up, steel frame	$217.70

Construction Cost Assumptions

STORE, RETAIL (Costs per square foot of floor area)

Building Parameters: 1 Story, 14 Ft Story Height, 35,000 Square Feet

Exterior

» Brick, concrete block back-up, steel frame	$162.10
» Precast panels, steel frame	$165.20
» Decorative concrete block, steel frame	$160.20
» Tilt-up panels, steel frame	$156.50
» Stucco on stud frame	$137.00

RESTAURANT (Costs per square foot of floor area)

Building Parameters: 1 Story, 12 Ft Story Height, 5,000 Square Feet

Exterior

» Wood siding on stud frame	$252.90
» Brick veneer on stud frame	$258.00
» Brick, concrete block back-up, steel frame	$267.10
» Decorative concrete block, steel frame	$263.20
» Stone veneer, block back-up, steel frame	$296.40

ILLINOIS

Chicago	0.89
Peoria	0.89
Rock Island	0.88
Rockford	0.88

Land Preparation Cost Assumptions

Homewood

» Concept Plan A	$1,200,000
» Concept Plan B	$1,700,000

Tax Revenue Increment Assumptions

- Taxes are 2% per year of project value (re-verified to the greatest extent possible).
- A flat value assumption was used to create tax increment calculations. This means that no appreciation of the building value over the 23-year life span of a TIF has not been assumed. This provides a conservative estimate, since the building will likely appreciate in value over time.
- No annual payments have been included from the TIF increment to the school district based on dollar per head counts of students living in the building. The expectation is that the student head count would be very low.
- Net present values of the increment for each site scenario over the 23-year life span of the TIF have been calculated at 6.0%. This relates the cash flow to the present day value which could either be bonded or use a combination of bonding with an annual "pay-as-you-go" agreement with the developer.

KEY ACTION ITEMS

Village of Homewood

To assist the Village of Homewood in moving their respective TOD development site to the next level a series of community specific action items has been identified. Implementation of these items in conjunction with the larger Predevelopment Tool Kit recommendations can assist the community in establishing the foundations for successful development of their key TOD redevelopment site.

Village of Homewood

- Update the Village Comprehensive Plan to reflect the development goals, objectives and vision as outlined within the study report.
- Coordinate with and understand all aspects of the proposed adaptive reuse hotel development on the former Great Lakes bank site. Key issues to determine will include if the hotel parking requirements will need to utilize the entire block or if there continues to be an opportunity for an apartment development on the site and, if so, the potential plans of the hotel developer in this regard.
- Determine if any brownfield conditions exist on the site through execution of a Phase I environmental review.
- If additional residential development is anticipated, be prepared to require a market analysis from the proposed developer to determine absorption rates for new apartment units as the development will be at higher price points than existing Homewood units

***Homewood Concept A** – Moderate/High Intensity;*

***Homewood Concept B** – Low/Moderate Intensity;*

Predevelopment Toolkit

To assist stakeholder communities within the SSMMA jurisdictional area, the Predevelopment Toolkit section of the Initiative for the Chicago Southland Transit Region Implementation Study provides detailed descriptions and practical examples concerning municipal preparation for economic development. The descriptions and examples address site identification and planning, and subsequent site redevelopment/ development from project initiation through completion including the potential utilization of various municipal developments. The following Predevelopment Tool Kit has been prepared and addresses the following themes:

- strengthening internal municipal capacity mechanisms;
- effectively planning for desired TOD development;
- evaluating the potential impacts of the development;
- soliciting interest from the development community, and
- determining, where appropriate, public policy variances and/or municipal financing commitment levels as part of any development project.

The Initiative for the Chicago Southland Transit Region Implementation Study Predevelopment Tool Kit includes four sections which summarize the relationship between the priorities and requirements of the private sector when considering development and the public objectives of the municipality in pursuing a vision for the TOD/development area.. These sections are as follows:

1. The Municipal Checklist:

Representative Municipal Inquiries

The purpose of The Municipal Checklist is to provide a user friendly overview of the report which highlights the questions which municipal staff and elected officials might ask relative to each stage of the development process. The checklist highlights these questions, answers, and then directs the user to the more complete narrative in the report to provide the answers to these questions.

2. An Economic Development Framework For Municipalities:

The "Three-Legged Stool" Approach

An Economic Development Framework for Municipalities – The "Three-Legged Stool" Approach discusses the relationship between potential market supportable development; the ability of the public and private sector to agree on a vision based upon market realities; and, the location of land and buildings which can support the development potential.

3. The Municipal Review Process:

Guidelines for Evaluating PUD Approval, Zoning Variances, and/or Financial Assistance

This underwriting guide provides municipalities with a framework to determine how and when to best use different types of development financing incentives. Included within the guide are sample letters, documents, and other information that are typically provided by a municipality to potential developers and other stakeholders involved in the development and redevelopment process.

4. Portfolio of Municipal Economic Development Incentives and Tools:

The Portfolio of Municipal Economic Development Incentives and Tools includes a list of strategies and development mechanisms and tools that are successfully utilized by municipalities throughout the country, including numerous sources for additional information and a suggested program for organizing these key economic development and redevelopment efforts.

THE MUNICIPAL CHECK-LIST

Representative Municipal Inquiries

Municipal Inquiry: What broad type of support might developers be seeking from my municipality? Why does the private sector need municipal support at times? What are the key factors that create the need for this support?

Response: See page 46 which has a concise list of the en broad types of support a developer might seek and the seven reasons why particular elements related to a site might require municipal support in order to have a successful development.

Municipal Inquiry: What are the things we can do in advance of actual dialogue about a site with a developer to establish the proper atmosphere for development in our community? Do I need to have a general feel for where the site opportunities may be in my community through a prioritized community inventory.

Response: See page 47 for the list of nine items which a municipality can pursue to create the proper atmosphere for development. Yes, an inventory of sites is necessary as discussed on page three.

Municipal Inquiry: I understand that establishing development priorities is described as a "three legged stool" process involving:

- The Private Sector Review of Project Potential;
- The Relationship of Potential Projects to Municipal Goals and Objectives;
- The Ability of the Site to Sustain the Project.

Municipal Inquiry: What are the issues within each category that should be considered? Is a scoring system ever in order to prioritize sites within my community using the "three legged stool concept?

Response: See pages 48-49 for the nine items related to private sector review; the eleven items related to municipal goals and objectives; and the eight key issues related to the site which are important if the development is to be successful. Yes, a scoring system could be helpful and it is discussed next.

Municipal Inquiry: Until I reviewed these lists, I was not aware that there could be this number of important areas to understand. It sounds like there is a lot of work to do with elected officials and citizens before we actually have a potential development that is going through municipal review. As we bring the three legs of the stool together into our highest priority for sites is there any kind of scoring system which could be helpful?

Response: You are absolutely correct about the pre-development preparation work. This is often the most overlooked area by municipalities. Lack of preparation often leads to developer frustration whereby priorities and rules are being "made up on the fly" by the municipality leading to a lack of municipal direction and excessively long timeframes for the developer.

See page 50 for a potential scoring system and the reasoning behind the system.

Municipal Inquiry: What is a "by right" development request? How is the purpose of this Predevelopment Toolkit different than "by right" development? What is the reason for non-"by right" development requests from developers and property owners?

Response: "By right" development is development where the proposed project fits exactly with zoning and existing municipal policy (i.e. "development approval by the right of zoning and existing established public policy"). Non-"by right" development cannot be done within existing zoning and public policy. Typically, a developer or property owner is attempting to achieve or maximize property value through development not allowed by existing zoning. See page 51 for the seven broad reasons why a non-"by right" request might be made to a municipality and the nine potential reasons peculiar to a site which will require special (non-"by right") municipal review.

Municipal Inquiry: So, non-"by right" is going to: require much more information from the develop/property owner; much more involvement of all levels of government (and also citizens); and a very proactive approach. This almost sounds like what a bank might do when evaluating a loan. Are there any similarities?

Response: Correct....correct.....correct! Please see page 52 for a summary of the similarities between bank lending and decisions about municipal partnering with the private sector in development.

Municipal Inquiry: What are the six stages of municipal development review and what are the elements within each stage?

Response: See pages 54-58 for a summary of the six stages of development review and the elements within each stage:

- *Pre-proposal meeting (nine elements from the developer; seven elements from the municipality)*
- *Application (eleven elements)*
- *Due diligence (nine elements)*
- *Elected official review*
- *Documentation*
- *Closing*

Municipal Inquiry: I know that at some point in the process we will be reviewing a complex developer financial pro-forma but how do I calculate a "bird's eye view" of the overall financial feasibility of this project? If the project needs the financial help of my municipality how do I determine how much is enough (or too much)?

Response: Page 57 makes reference to a detailed explanation in the earlier text of the report (pp 31-33) which summarizes how the "bird's eye view" is calculated. Page 58 also makes reference to page 33 in the text which describes the potential decision matrix relative to the "right amount of municipal support in a project" while also offering further explanation in this regard.

Municipal Inquiry: Separate from being approached by an individual developer or property owner I understand there are occasions where our community will seek out multiple developer interest relative to a site via a RFQ and/or an RFP process. It is assumed that the municipality either controls the site or is in partnership with a cooperative owner before an RFQ and/or RFP is considered. What are the pro's and con's of each process and could you describe the various elements in a well written RFQ and RFP?

Response: See page 59 for a discussion of the pro's and con's of RFQ's vs. RFP's and page 60 for a summary of the key elements in a well written RFQ/RFP document. There is also reference to some actual examples from a community which successfully executed and RFQ and then an RFP developer solicitation.

Municipal Inquiry: What is the portfolio of economic development tools available to municipalities and how or where do I find more data on some categories?

Response: See pages 73-75 to review a summary of the tools including internet references to learn more about potential state, regional and national resources.

Local Tools:

- *TIF (including a summary of sixteen TIF eligible expenses)*
- *SSA's (Special Service Assessment Districts)*
- *Business Districts (Special Districts to Capture Additional Sales Tax Revenue)*
- *Other local tool options*
  - *Commercial economic development tools through DCEO*
  - *Low/Moderate income tax credits*
  - *Historic building preservation options*

AN ECONOMIC DEVELOPMENT FRAMEWORK FOR MUNICIPALITIES

The "Three-Legged Stool" Approach:

Overview of Development Scenarios

When determining the future vision of a TOD site, development/redevelopment district, or community as a whole, municipalities have many different potential development scenarios to consider. In regards to transit-oriented development (TOD), these options range from building new and/or adaptive reuse of shared retail and office spaces, industrial uses, single family or multi-family residential uses and multi-use combinations of the these options to name a few.

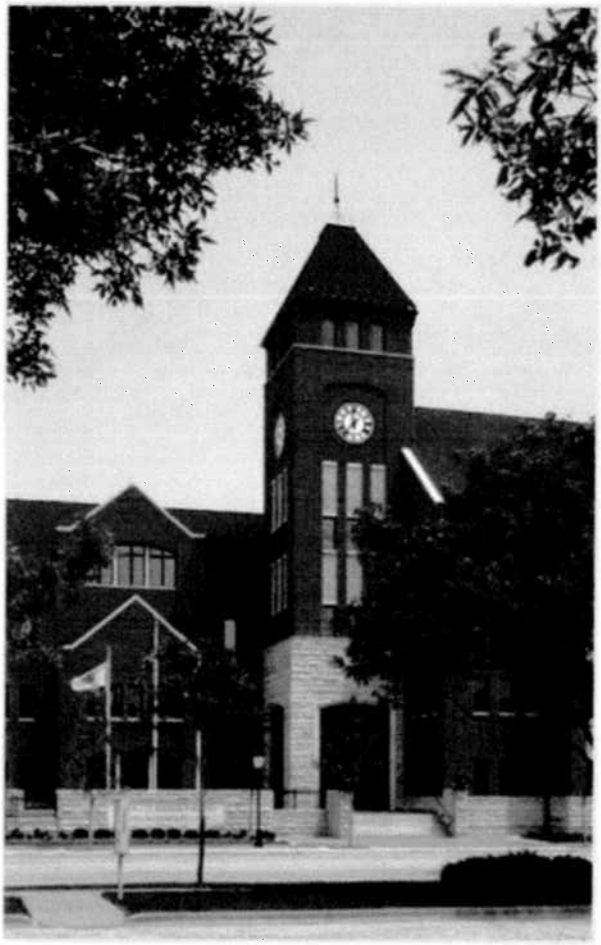
In order to achieve these scenarios, developers may desire and in specific instances require financial incentives for the project to be feasible. These incentives may take various forms including but not limited to:

- TIF funds
- Property tax rebates
- Municipal financed infrastructure improvements that would otherwise be paid for by the private sector
- Grants such as façade improvement rebates,
- Waiving of impact fees
- Waiving of liquor license fees
- Support for tax credit projects
- Other waived local required costs
- Request assistance and help in cooridination of property assembly and ownership
- Access to South Suburban Land Bank and Development Authority
- Loan funds

The reasons as to why a property owner (or a business tenant), developer, or both may seek municipal financing incentives/support may include:

- Land values appropriate for the development are below what is being requested by the land owner.
- A restrictive financing market that doesn't cover required borrowing costs (i.e. a 30-40% equity requirement for a loan may be too great a burden).
- Upfront costs to initiate development (which cannot be financed) are large enough to create a cash burden on the developer/project which cannot be overcome.
- For residential projects, the added cost of parking requirements which are supplemental to market-based price-points for units may create the need for subsidies to move a project forward.
- Significant environmental remediation costs associated with development/re-development of a specific site.
- Costs associated with required historic development and/or green development may not be able to be absorbed into the basic business model.
- The operating plan based on business sales projections (which drives all other items) may need a financing cushion until the business or development/redevelopment has established a balanced cash-flow or profit margin.

Given the complexity of development / redevelopment scenarios and a developer's unique financing needs, an underwriting guide has been developed which provides standards for municipalities to evaluate the potential of public-private partnership funds. These standards are based upon an assessment of need and the ability of the project to return the investment to the municipality. At times, some of the return may be viewed as "soft" meaning the full return may not be apparent; however, a new business or project may still have the potential to significantly stimulate TOD and/or district revitalization, making it a desirable long-term investment opportunity for municipal administrators.



The Role of Municipal Government

Successful economic development often times occurs when a municipality assumes a leadership role and actively builds proper partnerships. As such, having a flexible framework for working through the many different paths of a development/ redevelopment can be a significant asset and help save valuable public funds. Such is often required in the complex urban redevelopment scenarios such as TODs, where municipalities must evaluate their role in attracting, stimulating and perhaps cooperating with the private sector. In these scenarios, the role of government can include, but is not be limited to:

- Assistance in marketing and advertising to attract private sector development/ redevelopment interest.
- Attendance at various industry based meetings to help build private sector interest.
- Advise and counsel property owners and potential developers and tenants.
- Provide access to resources such as the South Suburban Atlas and scoping sheets/initial site review information.
- Improve the environment for the public sector through infrastructure development and maintenance.
- Ongoing enforcement of codes and regulations to maintain the proper environment for successful private sector commerce.
- Flexible zoning, density and height review, and design guidelines to match development/re development requirements with the municipal vision.
- Establishment of an effective developer and tenant review process which renders decisions in a timely and effective manner.
- Potential partnering with the private sector through the use of the aforementioned tools plus other tools such as tax increment financing (TIFs), tax rebates, sponsorship of grant requests, Special Service Assessment (SSA) districts, and other tools, as appropriate.

In advance of the potential role of government as summarized above, municipalities should consider prioritizing opportunities for development/redevelopment through the use of tools such as SSMMA Housing Investment Tool (HIT). These "prioritized opportunities" are essentially an evaluation of the site-by-site opportunities which exist in the TOD district for either full redevelopment (new construction) or rehabilitation of existing parcel and/or buildings. Analysis of sites and buildings can and often will encompass multiple traditional economic development scenarios (such as retail, commercial, residential, and multi-use) as well as other scenarios which support non-traditional development scenarios (municipal buildings, not-for-profit entities, tourism space, recreational space, open space, etc).

The analysis of these opportunities by site has been organized into a three-phased process which can be described as the "Three Legged Stool" approach, in which each "leg" or tenet of economic development is vital to the successful realization of the proposed project.

1. Private Sector Analysis

Based on the perspective of the development community the market potential analysis should factor in:

- Potential anchor tenant(s) and current business cluster strength.
- Site access and traffic counts.
- Purchasing power within 5- and 10-minute drive times.
- Regional economics, market competition, and potential for market growth.
- Developer awareness and perception of local issues.
- Local costs of doing business, including development costs.
- Municipal development review and administrative processes.
- Local consensus on development vision within the TOD district and surrounding environs.
- Resources provided by South Suburban Atlas including scoping sheet/site review information.

2. Relationship of Potential Project to Municipal Goals and Objectives

Based on the capability of the property owner(s) and the municipality, the following items should be considered as potential goals and objectives of the project:

- Determine if ownership of the parcel should be retained or sold.
- Consider what type of use is desired / warranted (by both the owner and municipality).
- Determine the level of urgency for completing the desired project.
- Establish realistic expectations considering the existing real estate market (this in particularly relevant during economically challenging times).
- Recognize and state the need to cooperate with municipal government and interests.
- Understand the contemporary development process.
- Provide for adequate support mechanisms (legal, financial, etc).
- Produce a centralized form of decision making (head of partnership, etc.).
- Foster municipal consensus on the project vision the project and use of necessary and appropriate financial tools.
- Establish an efficient municipal development review process.
- Ensure municipal relationships with other state agencies as necessary and appropriate for approval of the desired project.

3. Ability of the Proposed Site to Sustain the Project

The ability of the site location, land, and buildings to meet market, property owner, and municipal mutual requirements involves evaluating:

- Site access and traffic counts.
- Visibility, size, and configuration of the site.
- Brownfield, wetland, and relative remodeling costs (i.e. asbestos issues.)
- Infrastructure support.
- Land costs.
- Building adequacy or ability to remodel or raze structures, as needed.
- Impact of neighboring properties and abutting districts.
- Current zoning, height, density and design regulations and guidelines.

Frequently, municipalities must determine the priority level of a potential project and the related question may be how to create a scoring system which "ranks" projects. Aided by tools like the SSMMA Housing Investment Tool (HIT), this is not unreasonable. However, what must be kept in mind is that the process and projects being discussed here are not simple "by right" projects ("by right" projects can be built "by right" of existing zoning:

- the existing zoning allows for the project; the land owner wants to proceed;
- the land owner is either the developer or has partnered with a developer/builder; and
- no unusual issues which require municipal review exist (i.e. environmental; unique traffic issues; etc.).

For projects outside of "by right," which is the focus of this toolkit, a priority system may be appropriate. Accordingly, relative to a proposed project, each leg of the "three legged stool" (private sector review of project potential; relationship of potential project to municipal goals and objectives; and the ability of the proposed site to sustain the project) could be ranked from 1-3 (1 = excellent; 2 = above average; 3 = average)

However, an important consideration in using this scoring system is the following two realities: 1) The United States is in the worst development environment of the last 50 years and it is expected to continue for at least the next three years; and 2) municipal time and resources are severely stretched in this difficult environment and therefore there is little (if any) flexibility in working with "average" opportunities (and certainly no flexibility in working with below average projects).

As a result, the following scoring system is recommended:

Private Sector Review of Project Potential

Required Score: 1 = Excellent
In this development environment, it is unreasonable to pursue any project that the private sector has not identified as an excellent opportunity based upon the eight factors listed under Private Sector Analysis on page 98. Only excellent opportunities in this marketplace are going to get financed and have the full opportunity to be successful.

Relationship of Potential Project to Municipal Goals and Objectives

Required Score: 2 = Above Average
The project should have an above average ability to meet all eleven of the eleven listed goals and objectives listed under Relationship of Potential Project to Municipal Goals and Objectives on page 98. Some may not be ranked as a "2" on the first day the project is discussed but the municipality must feel that they can move all of the items to a "2" within a reasonable amount of time (i.e. six-nine months).

Ability of the Proposed Site to Sustain the Project

Required Score: 2 = Above Average
Whatever site issues keep the site from being above average immediately must be able to be rectified at a reasonable cost (within six-nine months).

Again, it is hard to imagine why a project with a ranking less than excellent in category one would be pursued. For the other two categories, Above Average scores which can be achieved in no more than six-nine months are strongly recommended. Pursuing projects with less than above average scores represent a risk to the municipality which they must evaluate before continuing.

Strong "three-legged stools" raise a property to the highest priority. Once this analysis is complete, the municipality may continue district-level development in the following order:

- apply their community vision to the set of strong "three-legged stool projects" to develop final priorities;
- establish a strategic plan for various site development/redevelopment; and
- begin to apply the available tools within the role of government as identified by the strategic plan.

Subsequently, government applies the same level of accountability, timelines, budgets, communication techniques, and evaluative process to its strategy as would be expected in any business operation. Included in the plan will be alternate scenarios to consider as the success of any development/ redevelopment process or economic scenario may diminish over time.

THE MUNICIPAL REVIEW PROCESS

Guidelines for Evaluating Projects Requiring PUD Approval, Zoning Variances, and/or Financial Assistance

Introduction

Municipalities regularly review requests from developers, individual property owners, business owners, and even not-for-profit entities to approve proposals that require changes to the developmental or operational processes of an existing entity. These requests go beyond a simple "by right" permitting process, where there is no unique approval requirement beyond meeting the rights specified by zoning.

Municipalities routinely handle these requests by examining:

- Overall rational of the specific request.
- The relationship of the request to the vision for the area as part of a "PUD Type" process.
- Degree of variance from the requirements of the existing code and/or regulations.
- Impact on surrounding property and districts.
- The relationship of the requested development to prior decisions which may be similar in nature.
- Potential requirements of municipal financial support.
- Overall impact of the project on the progress of the established municipal goals.

However, in some cases the overall magnitude of the requested changes warrants much more information than required by the standard review process. Accelerated reviews are typically associated with larger residential development or business development projects (commercial or retail) which often fit one or more of the following criteria:

- Considered part of a "special planning area" (such as the "PUD" type) requiring full municipal review, approval, and perhaps annexation in order to proceed.
- Prohibited by existing zoning.
- Dependant on financial assistance from the municipality.
- Sized differently than projects which have been built in the municipality.
- Significant visibility and positively or negatively impact surrounding properties.
- Reliant on greater community consensus than is normally required.
- Produce a significant financial impact on the municipality.
- Produce significant traffic impacts.
- Require an increase in municipal support services once built relative to the overall impact of the project.

Any time such development projects exceed "by right" approval (meaning within the existing zoning and requiring no municipal financial assistance), they are eligible for a more detailed review by the municipality. Certainly, the request for financial assistance (tax rebate, TIF funds, local municipal funds for economic development, waiving of permit fees, etc.) triggers a more intensive review. However, depending on the size of the request, a significant zoning change or the requirements of a "special planning area" could trigger a similar review.

Regardless of whether or not financial assistance is part of a development request, there are two key elements that constitute a maximum municipal review which are: the need for much more project information and the need for a much more expansive municipal review. "Maximum" municipal review means much more information is required about all aspects of the proposed project including detailed information about the projects financing, proposed tenants and the ability of the development team to successfully meet goals and timelines. This is not normally requested relative to a "by right" project. Secondly, "maximum" municipal review means that since the project is outside typical zoning or public policy much more time will be allocated for elected official and citizen review than would be necessary on a "by right" project.

As municipalities customize their review process to appropriately address the individual situation, they may choose to dilute certain conditions as unnecessary. However, when considering simplifying such requirements for developers, municipalities should keep the following considerations in mind:

- **Information:**
  Municipalities should gain as much information about every aspect of the proposed development/ redevelopment as possible if the municipality is prepared to spend significant staff and elected official time on the review and if the development/redevelopment will have a measurable and long term impact on the community.

- **Review Process:**
  To the extent that the proposed project is visible and perhaps a deviation from municipal "business as usual," it is important to provide the public with a appropriately rigorous review process in advance of project approval or rejection.

The following pages provide a prototypical phased approach to undertaking project review of development/ redevelopment proposals which meet the special circumstances described above. Throughout this approach, municipalities should remain cognizant of the following tenets:

- **Reasonable Expectations:**
  Municipalities should foster an atmosphere of reasonability regarding the extent to which developers are fulfilling municipal requirements. This of course necessitates that municipalities establish the parameters of what is considered reasonable and should be impartial to whether or not the developer wants to provide the required data, so long as information requests are in fact being met. If the project is within a special planning area (e.g. TOD zoning or overlay district), requires significant zoning review, and/or financial assistance is being requested, a reasonable request should be honored.

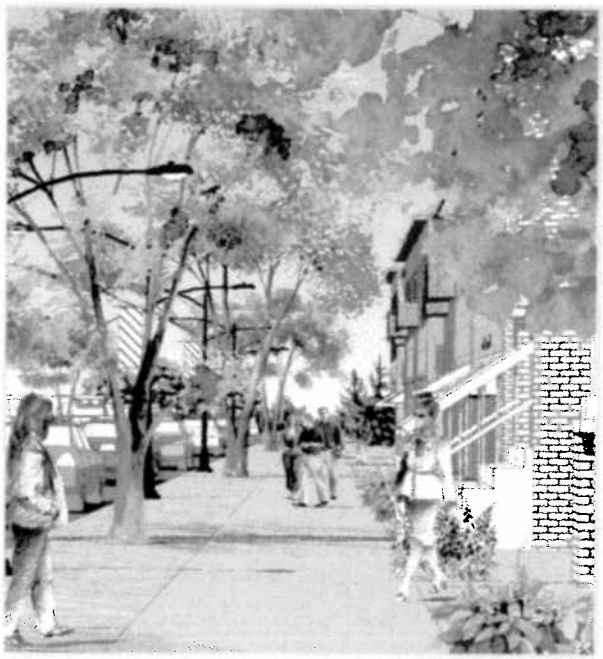
- **Fiscal Focus:**
  When a special planning area exists or municipalities themselves are one of a development project's financial partners, the evaluation process will greatly benefit when conducted in the manner typically used by banks as opposed to the planning / policy conformance and market analysis processes commonly conducted by municipalities (such as standard reviews of unsubsidized housing and simple commercial development proposals). As an example, before proceeding with a loan, a bank will consider the following:
  - What percentage does this proposed loan represent to our overall capital and how does the allocation of this capital affect other future lending opportunities?
  - How does the project compare with the "vision statement" the bank has prepared to guide its' operations?
  - How does the quality of the project relate to the bank's loan scoring system?
  - Is the rate of return to the bank adequate?
  - Does the developer have a track record?
  - Does the developer have enough of their own money involved in the project?
  - Are the timelines sufficient to assure that project closure will be achieved in a manageable amount of time?
  - While every project has risk, is the risk reasonable and is the risk protection adequate?
  - Separate from the inner workings of the loan committee, would the bank be comfortable in having its' Board, shareholders and customers know more about the loan?

A municipality should ask the same questions.

- **Accountable Actions:**
  The following process applies objective evaluation criteria that are designed especially for special planning areas or instances when municipal financial investment is requested. This process goes beyond the normal zoning and code conformance evaluation since the community has invested significant time in creating a vision for the area and a responsibility exists to ensure a proposed development/redevelopment (and developer) meets the goals and objectives of that vision. Furthermore, in the case of a request for government financing, there is an equally strong accountability requirement since the municipality acts in the capacity of an equity partner or a banker depending on whether the assistance is a grant or a loan.

- **Responsive vs. Proactive Engagement:**

  The following process is designed for the highest threshold of evaluation in a non-RFQ/RFP environment (i.e. the municipality did not seek out developers in a competitive process controlled by the RFQ/RFP guidelines). While the initial reaction of the municipality is responsive (receiving the initial thoughts and ideas of the developer/property owner) once it is determined that this is not a "by right" project the entire municipal approach is proactive.



STAGE ONE: Pre-Proposal Meeting

Whenever a developer contacts a municipality regarding the possibility of a development/ redevelopment project, the municipality should invite the developer to a pre-proposal meeting. This informal meeting with the leading staff member(s) within the municipality is an opportunity to establish a relationship and share information on the physical, financial, and political feasibility of a project. Such meetings are confidential and should not be discussed beyond the immediate participants.

The developer should be prepared to answer at a minimum, these questions at the meeting:

1. What is the experience of the team in developing similar projects?
2. Who are the team members? It is expected that list would include:
   - » Architects, Planners, and/or Engineers
   - » Lawyers
   - » Partners
3. What ownership rights does the team have?
4. What is the development concept?
5. Are there any unusual physical or access issues that the developer wants to discuss?
6. What level of tenant commitment does the project currently have (if any)?
7. What are the basic economics of the project (anticipated rents, special financing)? Are those assumptions economically feasible?
8. How much government assistance may be needed, and in what format?

If no request is being made the additional steps of this process may not be necessary; however for a special planning area, the process will continue regardless of the potential for financial assistance.

At this pre-proposal meeting, the municipality should not provide feedback on the content of the project (unless it is clearly outside of the parameters of the special planning area), but should provide any and all factual information necessary to complete a development application. That information includes:

1. Maps and development/redevelopment documents that designate flood plain and zoning for the development site.
2. A list of both public and private individuals who may be contacted to assist in the development. This list may include, but is not limited to:
   - » A primary staff contact who can provide planning documents.
   - » Contacts at each public and private utility.
3. Project application forms for all permits and planning processes.
4. A copy of the relevant administrative procedures and zoning information that may be purchased for a reasonable fee.
5. A copy of any special planning area documents (as applicable).
6. Municipal design guidelines (as applicable).
7. A thorough explanation of the application process and anticipated timelines for review based upon the municipalities history with similar projects. Timelines can vary based upon the complexity of the project. However, once a fully completed application has been submitted and assuming that calendars can be coordinated for key meetings it is not unreasonable to assume that project approval can be achieved within three-six months.

Following this meeting, it will typically take a developer up to two months to compile the appropriate information and documentation relative to the project application.

STAGE TWO: Application

Once the developer is ready to formally seek municipal approval, he/she should submit more precise and detailed information related to the project. It is expected that the press and local interest groups should be notified of the general development/redevelopment proposal at this time, excluding all financing and tenant information which should be kept confidential unless announced by the developer. The written submittal from the developer should include:

1. Details on the development team's experience including resumes and references.
2. A site plan that includes engineering, landscaping, and elevation information.
3. A summary of all other relevant approval processes to be conducted (i.e. those required by transportation and environmental agencies, and others).
4. Letters of intent from respective tenants for 70% space.
5. A pro-forma evaluation showing:
    - Anticipated rents / incomes.
    - Anticipated cash on cash return.
    - The financing gap .
6. A petition for the government funding to close the gap by increasing income (i.e. government rebates, property taxes, etc.) or decreasing project capital costs (i.e. government pays for infrastructure).
7. A financing proposal that shows funding sources for construction with contact information and lists of all government participation necessary to build the project.
8. A project budget.

STAGE THREE: Due Diligence

The municipal response to the application should entail a thorough analysis of the physical proposal and careful consideration of the request for financial support. In the case of a special planning area, the conformance of the project to the vision of the municipality's plan is of prime importance.

As part of this process, the municipality should request that independent market analysis, traffic/parking, fiscal impact, and land use studies be conducted by the municipality's regular consultants and paid for by the developer. While the developer is completing municipal requested studies, the staff should undertake due diligence. The due diligence process includes:

1. Check Developer Credentials:

- Verify references.
- Confirm banking relationships.
- Interview any existing tenants of a developer's current real estate holdings.
- Conduct site visits of controlled properties/ projects.
- Confirm land control issues.

2. Perform a Market Analysis for Project Feasibility (paid for by the developer):

3. Conduct Traffic/Infrastructure Studies (paid for by the developer):

- Determine capacity of area roadways.
- Identify required access improvements.
- Identify water/sewer and utility connections and capacity.
- Calculate costs and assign amounts to the appropriate financial stakeholder (federal, state, or local government, developer, etc.).

4. Conduct a Land Use Impact Study (paid for by the developer):

- Evaluate the anticipated impact on adjacent properties.
- Contemplate the potential impact on competing businesses (competition should not necessarily be viewed as undesirable).
- Consider the potential for spin-off projects.

5. Conduct a Fiscal Impact Study (paid for by the developer):

- Calculate potential increased tax revenue from the completion of the project.
- Ascertain the positive and/or negative impact on tax revenue to the surrounding area.
- Determine if there are increased safety costs associated with the project.
- Factor in the cost of providing infrastructure outside of the project site boundaries.
- Weigh the cost of investment against the anticipated revenues to gauge cost effectiveness of the project.

6. Determine Conformance to Community Policy and Goals:

- Consider how the project fits with community standards and expectations.
- Consider how well the project corresponds with the established special planning area vision.
- Confirm the market analysis is accurate.
- Evaluate the potential for new employment that the project may generate.
- Ensure that the project's appearance enhances the local environment.
- Utilize tools to evaluate the sustainability aspects of a project.
- Consider how the project improves the overall quality of life within the project area and overall community.

7. Evaluate Site, Building, and Engineering Plans:

- Check conformance with applicable zoning regulations.
- Check conformance with infrastructure requirements and capacity.
- Check conformance with municipal design guidelines (as appropriate).
- Evaluate the level of progress being made toward completion of the municipal or regional comprehensive plan(s).

8. Establish Legal Protections:

- Determine the legality of the financial commitment.
- Ensure the process is not in conflict with other municipal governing processes.

9. Municipal Underwriting of Financials and Requested Assistance:

- Draw up a financial and construction timeline.
- Develop a contingency plan for cost overruns.
- Identify a separate funding source(s) for operating business tenants and calculate five years worth of financial projections.
- Review and/or develop the project marketing plan.
- Identify how the requested incentives relate to overall investment and profitability.

The magnitude of municipal financial involvement (if requested) will vary significantly by municipal size, project scale, market trends, and overall economic conditions. Ultimately, the municipality must determine:

- The overall strength of the project with or without municipal financial support.
- The role of municipal financial support in achieving current market capitalization rates or profitability factors for various project types.
- The return on the municipal investment.
- The risk factors associated with the return of the municipal investment.
- The importance of the project to achieving the municipal vision for the area *(i.e. more risk might be considered for a pioneer project as opposed to a proposal within a "successful" area)*.
- Community consensus regarding the project.

Pages 31 to 33 of the report clearly outlines the arithmetic process whereby a municipality can work with a developer to determine a "birds eye view" of where there are "holes" (inadequate financial coverage) in a project which make it unprofitable or slightly profitable but too risky to proceed. The assumptions that are part of the process which is detailed for review are on pages 38-41 of the report This information can be utilized on a year-to-year basis by updating the data sources and receiving periodic updates from the consultant and developer communities. It is important to note that two data fields (land preparation costs) and tax revenue from the project can utilize approximations but lend themselves to more specific analysis through a civil engineering firm and a firm that specializes in TIF creation and TIF projections. This "bird's eye view" does not replace the detailed developer pro-forma which will be required later in the process.

Page 33 of the report outlines potential levels of municipal support in a proposed project. While there are no "absolute" rules, the following may be helpful:

- Except in rare instances, municipal participation should not exceed 20% of a project. The farther below 20% the better. The more the participation exceed 20%: the more risk there is for the municipality; and the higher the probability that the municipality is building a project which the marketplace would not build on its' own.
- Municipal participation typically does not exceed the funds the developer has in the project.
- Risk goes beyond how the project "looks and feels." Municipalities could be liable for project shortfalls with a bank just like the developer.
- TIF law may be changing. TIF planning should not always assume today's law is permanent. (visit http://www.illinois-tif.com for latest laws in Illinois)

This stage should result in a staff recommendation detailing the project conditions that must be met in order to commit municipal approval and, as applicable, municipal funding. Additionally, a comprehensive summary of all aspects of the project (including financial) should be developed which details the "who, what, when, and how" of both developer requirements and municipal requirements.

STAGE FOUR: Elected Official Review

After the staff and the developer agree on the terms and conditions of project approval and the contents of the term sheet, a public workshop is held to present the project. The purpose of this workshop is to forge agreement on the concept plan, grant authorization to proceed with the drafting of a redevelopment agreement, and provide an opportunity for public comment on the project.

STAGE FIVE: Documentation

Assuming the municipality authorizes the drafting of a development/redevelopment agreement, such is prepared and negotiated by the staff. As necessary, the municipality then enacts legislation to establish: project approvals; a public private partnership; and, the public funding commitment.

STAGE SIX: Closing

The municipality examines the same proof of performance that bank investors require such as title survey, leases, insurance, development/ redevelopment agreement, and construction contracts. This examination must take place prior to final project approval and the transferring of funds (where applicable) to the developer. Although funds are not transferred until the project is completed, the potential financial commitment of the municipality is understood to be part of the equity considered by other financing entities.

Additional Requirements of an RFQ / RFP Process

When a municipality acquires land and then chooses to seek developers, a Request for Qualifications (RFQ) / Request for Proposals (RFP) process will often be initiated (this may also happen in the rare instance when the municipality agrees to "partner" with a private sector owner who controls land but who has agreed to act in a cooperative manner with the municipality).

The municipality must first decide whether an RFQ / RFP process or an RFP-only process will be initiated. There is no "right answer" in this regard. The RFQ / RFP process has a lower initial threshold requirement (RFQ) for the development community and therefore has the opportunity to attract the highest level of interested applicants. Accordingly, projects which are complicated and require the greatest creative vision (which are usually larger) often begin with an RFQ in order to encourage the largest developers to apply, such as those who retain the capability and vision as well as the willingness to exploit multiple development opportunities and therefore seek the most efficient entry into the municipal review process. When such firms make the "short list" for the subsequent RFP process, they know that their time-consuming and costly efforts to complete the RFP process have a higher potential return-on-investment since they are on the "short list."

Various uses of RFQ and RFP are reasonable depending on the needs of the municipality. Recently, municipalities have been utilizing a process whereby a developer is actually selected after an RFQ process (without a subsequent RFP) and then the municipality goes directly into negotiations with a developer on multiple project issues.

Summary of Pro's and Con's to RFQ's and RFP's:

	Pros	Cons
RFQ	» Easier to/for developers to respond » Better probability for wider developer response » Easier to draft » Provides more options for developer creativity relative to the site » Easier to evaluate » In difficult current marketplace, almost mandatory, absent a very unique site	» Less specific detail about the site and plans for the site » A second level of more detailed developer(s) review will be required later in the process (either and RFP or specific discussions/ negotiations with a single developer) » Considering # 2, a longer overall timeline from beginning to final developer selection
RFP	» More specific detail relative to developer plans and developer capability » Shorter overall timeline	» Severely limits the number of developer responses » Limits developer creativity relative to the site » Harder to draft » Requires much more detailed consensus in advance of issuing the RFP at all levels of government and perhaps even with citizens » More time required to evaluate the first phase of developer responses

Again, it may also be appropriate to issue and RFQ and then an RFP (to a more limited audience) in sequence.

The RFQ / RFP process should be comprehensive yet very concise. Developers are not interested in reviewing potential contracts with the municipality or legal documents at this stage. If there is something in those documents that is particularly significant, it can be pointed out in a simple manner. The following are the key sections that RFQ and RFP documents should contain. Each should provide a concise explanation of what the municipality expects from potential developers:

- **Cover Letter:** The cover letter should include (in the following order):
  - *a) a brief summary of the RFQ/RFP process to be followed;*
  - *b) a brief summary of the location and site characteristics; who controls the site and their role;*
  - *c) how does the municipality prioritize this development opportunity;*
  - *d) municipal planning/preparation steps already taken; municipal flexibility relative to developer creativity about the site;*
  - *e) information as to how developers respond and within what timelines;*
  - *f) date of pre-submittal meeting/conference call; other municipal contact information.*
- **Project Overview:**
- **Development Objectives:** A clear statement of the goals and objectives the municipality hopes to accomplish with the project.
- **Role of the Municipality:** The municipal role in the development process and what other roles the municipality will consider taking on, based upon the quality and impact of the development plan.
- **Description of the Developer Selection Process**
- **RFQ Requirements** (if RFQ is used): Should include submittal document format and 6-8 key elements to be contained in the submittal.
- **RFQ Basis For Evaluation**
- **RFP Submittal Requirements:** *(if RFQ is used)*: Initially, the municipality is advising the developer as to what will be required for those on the "short list".
- **RFP Basis for Evaluation:**
- **Next Steps for Selected Developer:** Should include a request for a "Developer of Record Designation"/ timeline to negotiate a final contract with the municipality.
- **Proprietary Information:**
- **Response Deadline / Due Date:**
- **Method of Submittal:** Provide a postal address for sending a hardcopy response and/ or an email address if the municipality wishes to receive the documentation in electronic format. If the latter, it is standard practice to send a confirmation email to the submitter to ensure the documentation was received.
- **Attachments and Additional Information:** This can be extensive and include: comprehensive plans, a master plan, design guidelines, zoning maps and ordinances, site plans, renderings, and any/all other available information about the project site. Such information should be posted on a municipal website as opposed to sending an overwhelming package of hardcopy documents.

Again, these concepts can be modified to meet individual municipal requirements; however, the municipality should always balance its "need to know" with the requirements of the established process.

Finally, this underwriting guide is meant to be a sample framework which can be adapted to individual municipal needs. Likewise, documents such as "applications" can be crafted to meet internal requirements.

December 7, 2004

«FIRST_NAME» «LAST_NAME»
«COMPANY»
«ADDRESS»
«CITY», «STATE» «ZIP»

Dear «FIRST_NAME»:

On behalf of the City of , please find a Solicitation of Developer Interest/Request for Qualification for the site of the former City Hospital site. This approximately five-acre site lays between and in close proximity to downtown and the University of campus. The site is fully controlled by the City and has been prepared for redevelopment in advance of this solicitation, including clearing the site of the former hospital buildings. Redevelopment of this site and the revitalization of the neighborhood in which it exists is a very high priority of the City Council.

We believe that all the necessary steps have been taken to properly prepare for generating the interest of the private sector: In addition to acquiring and clearing the site; a Tax Increment Financing District (TIF) has been established; a Master Plan has been prepared (see attached image); a plan for other City investment in public open space and streetscape improvements is being developed; an RFQ/RFP process has been developed which is focused on facilitating one of the highest priorities of the developer—an understandable and efficient process in a reasonable timeline; and, the City has established this project as a priority and organized to ensure a time-efficient developer review process and project implementation. Also, while much time and energy has gone into this preparation, we remain flexible and open minded about the ultimate development solution as we begin the selection process, as our ultimate goal is a project that makes sense for the neighborhood, the developer and the City.

We sincerely hope that you will review the information and submit an indication of your interest. The Master Plan for the site and neighborhood redevelopment plan can be found on the City's web site at: . The deadline for your RFQ response is 5:00 p.m. on January 17, 2005 and we expect to notify a very limited number of qualified developers of our interest in a more complete RFP by February 11, 2005. To answer your questions, a pre-submittal meeting will be held at the City Building, , on January 7, 2005 at 1:30 p.m. in the Council Chambers. We will summarize the answers to all questions at the pre-submittal meeting and thereafter in a document that will be sent to all RFQ applicants.

In addition to the pre-submittal meeting and the website information, please call or e-mail at: for answers to questions you might have after the initial review. All responses should be sent to my attention at the City of , , . We appreciate your interest.

Sincerely,

Planning Director

Sample of a Solicitation Request-for-Qualifications Cover Letter

City of ,
Urban Residential/Neighborhood District Redevelopment Project

The Hospital Site

Avenue and Street
Between Downtown and The University of

Solicitation of Developer Qualifications

And

Request for Proposals

Overview

The City of , is seeking interested and qualified development firms to create a residential neighborhood that adds a unique housing choice to the market and capitalizes on the emerging contemporary urban character of the area.

The City is prepared to partner with the proposed developer and has already invested significant time and resources in: acquiring the land; preparing it for development; establishing a Tax Increment Financing (TIF) District; planning for the development of the public areas and business districts near the site; and establishing a framework of understanding with the City Council to facilitate the developer review and implementation process.

The project site is located between the revitalized downtown and the campus, of the University of . The property surrounding the project site includes existing multi-family residential, a park and waterway planned for major public improvement and commercial business districts to the west and the north. The development site is served by the public bus transportation network, which fully connects to the campus as well as the balance of .

The City of developed this information to seek qualified development entities and is responsible for selecting a development team, providing a partnering relationship, and offering direction throughout the development process. The City seeks an interested and qualified developer with a proposal to maximize the positive impact of the new construction on the larger neighborhood and to provide a return to the developer and to the City on their respective investments in the project.

The City has developed and adopted the Redevelopment Master Plan that presents the detailed context for the project. The Executive Summary from this Master Plan is appended to this document and the full plan is available directly from the City and through its web site. Key objectives as outlined in the Master Plan and in the original Project Goals are as follows:

- Create an urban neighborhood that is attractive to a diverse group of people.
- Develop the site in a way that is a catalyst for change in the surrounding neighborhood.
- Take advantage of the site location to link Downtown and Campustown (University of).
- Generate TIF increment to repay bonding and additional infrastructure support.

Sample of a Solicitation of Developer Qualifications and Proposals Project Overview

Description of the Site and Development Area

The Site

The site (shown in the attached exhibits) is approximately 5.19 acres located in a mature neighborhood. The City owns the site and it has been cleared and prepared for quick development. The City expects to receive a No Further Remediation (NFR) letter from the IEPA in the spring of 2005. The City utilized a TIF District to facilitate the preparation of the site. The public (bus) transit system in serves the site with connections to the University of and the metropolitan area. Located between downtown and the campus of the University of , which is also its "gateway" to the campus, the site has multiple amenities within walking distance including neighborhood commercial districts to the west on Street and to the north on Avenue. Both commercial districts are expected to revitalize as an expansion of Downtown success. The site is also within walking distance of Campustown, the retail corridor which primarily services the students and faculty of the University of . The site is an approved "high priority" of the City Council.

Development Area Surrounding the Site

The City has invested substantial resources in the development of several areas related by function and proximity to the site. The related areas are described in the attached exhibits and briefly below.

Downtown

The City has invested millions of dollars in the downtown to improve infrastructure, enhance streetscape and provide economic incentives for the redevelopment of vintage buildings. The downtown's eating, drinking and retail businesses have become popular gathering spots for both University students and local residents. Most recently, the City successfully partnered with a developer in the construction of a mixed-use retail, office and upper story residential condominium project on property controlled by the City. The success of this development has led the same developer to propose a second development partnership for construction on nearby City owned land.

The East Side Neighborhood and the University of Campus

The East Side Neighborhood is located north and west of the site. This neighborhood contains a mixture of uses, including the north Street area, commercial and service businesses and a limited number of residential units. Streetscape improvements have recently been completed on _____Avenue to the north of the site and along Street. Street links on and Street are playing a key role in connecting downtown and Campustown. Although the University campus is primarily to the and of the site, the development site is within walking distance of both Campustown and the campus of the University of . The East Side Neighborhood contains the Creek, an important drainage control element that will be improved through the construction of a detention basin as part of the development of a park amenity just west of the site, east of Street and south of Avenue. Park, which is just south of the site, provides an attractive amenity for potential new residents in the development. Additional investment is being considered for the park. Other infrastructure improvements to the perimeter of the site will be considered once the final development plan has been determined.

Development Objectives

- The primary objective of the site redevelopment is to create an urban, primarily residential neighborhood that is fully integrated into the surrounding residential, commercial and public open space land uses. The proximity of these uses to the site has already formed the basis of a "mixed-use" development. New urban-styled residential development will add a living opportunity that currently does not exist in the _____ market for a diverse population. Development of this site with residential, the enhancement of the public land into a more attractive amenity and the proposed investment in the commercial areas on Street and Avenue represent a comprehensive mixed-use vision for the neighborhood. The City intends to enter into a partnering relationship with the selected developer that maximizes this visionary opportunity for the site while providing a positive atmosphere for private investment and a long-term relationship with the City as a "development partner."
- The development of residential housing on the site is expected to act as a catalyst for the enhancement and redevelopment of other properties in the neighborhood, particularly along Street and Avenue. The City intends to assure that its further investment in the area, with particular emphasis on open land and infrastructure, is consistent with the development plan jointly agreed upon with the developer.
- The emerging success of downtown , the ongoing success of the University of _____and the close proximity of the site to both areas represent an opportunity to create a neighborhood connection between the two that is attractive to both pedestrian and non-pedestrian traffic. It is anticipated that the neighborhood will become the desirable location for the urban resident, young, middle-aged and old, who desires the multiple experiences offered by an entertaining downtown and a world-class university in a contemporary urban living setting.
- The City has sold $7.815 million dollars in bonds to buy, clear and prepare the site. It is the City's objective to select the development that generates sufficient tax increment to pay the bonds and, to the extent possible, provide additional funds to achieve other objectives of the TIF Plan. The City may consider modifying its revenue objectives if the project can exhibit significant value in achieving the other "neighborhood redevelopment" objectives. The leadership of the City is also prepared to facilitate a review of the developer proposals and the implementation of a final developer plan in a process and timetable that is consistent with the City's need to seek a return on its investment and the developer's interest in doing the same. Accordingly, while the broad vision articulated in this document and the Master Plan is a framework which should guide developer review, the City is open to other creative concepts which maximize City and developer return on investment and neighborhood revitalization. However, as the TIF is already in place and bonds have been sold, the timing of the developed project and the ability of the developer to move forward quickly will be an important consideration.

Role of the City of

The City Council has publicly stated its commitment to the redevelopment of this site and has engaged and supported its highly qualified staff and experienced consultants to advance the process.

The City of controls the land and has prepared it for development. A Tax Increment Finance District (TIF) and bonds have been sold. The City has commissioned the Master Plan that is available for developer review. The City Council has been fully involved in the

Sample of a Solicitation of Developer Qualifications and Proposals Project Overview

market analysis, the economic analyses and the development of the Master Plan. Given these actions to date, the City is prepared to assist in the development of a partnering relationship with the selected developer that maximizes the vision of neighborhood redevelopment in concert with a successful development environment and an adequate return to the City on its investment. The City fully understands that pace of the process involved in selecting the developer and implementing the development in addition to its commitment to a long-term partnership that tracks the ability of the market to absorb the development is critical to the overall success of the development of the Hospital site. Pending review of proposals, potential roles of the City could include, but not be limited to: utilizing some of the City owned land as equity; use of TIF increment to support the project; flexible zoning and density considerations; additional infrastructure improvements in the surrounding area; and, facilitating the development approval process. These potential roles will be defined during the final negotiation process based upon the quality and impact of the proposed development.

Developer Selection Process

The first step in the selection process is a Request For Qualifications (RFQ). On the basis of the qualifications submitted, the Council will identify the most qualified developer team. In the second step, the Council will issue a Request For Proposal (RFP) to a very limited group of the most qualified development teams. Recipients of the RFP can be assured that the number of final applicants is limited; the timelines for review are concise; and, the final review by the Council will be within a framework that the development teams will find clear, timely and direct. The team offering the most desirable proposal within the objectives outlined earlier will be designated the "Developer of Record" and will be asked to negotiate a final development agreement with the City.

The City of fully reserves the right to reject any and all submittals of both the RFQ and RFP if the City, in its sole discretion, determines that the submittals do not meet its goals and objectives for the development of this site

Request for Qualifications

Prospective development teams should submit a statement of interest and qualifications. The information submitted should be explicit and informative. Ten (10) copies of each should be submitted. Submissions should be limited to thirty (30) pages.

Letters of interest should be submitted to the Office of The Planning Director. The deadline for submissions is noted in the cover letter enclosed with this document and below.

The City of staff and consultant will review qualifications and recommend development teams to interview with the City according to the following timeline:

- Deadline for RFQ submittal:
- Interviews with selected teams: to
- Recommendation to the City Council:

After review by the City staff and consultant and the related interviews, if the credentials and experience of one team far exceeds those of all other teams, the City Council, acting on the recommendation of staff, may choose to designate that team as the proposed "Developer of Record" and request that only one team submit the required RFP documentation. Otherwise a limited number of teams will be asked to submit.

Sample of a Solicitation of Developer Qualifications and Proposals Role of Municipality

RFQ Submittal Requirements (limited to 30 pages)

- A letter of interest.
- While a detailed plan is not required at the RFQ stage, The City requires a concise narrative clearly indicating the nature and type of development that would be pursued on the site.
- The names and responsibilities of all organizations participating in the development team.
- For each organization, a description of overall qualifications, specific experience on similar projects, and references for those projects.
- For each organization, identification of key persons assigned to the project and the person in overall charge of the project.
- Evidence demonstrating the development team's capability to finance a project of this magnitude (confidential if requested).
- Any additional information that will support the development team's capability and experience with projects of a similar nature.
- The City prefers to develop the entire 5.19-acre site. However, the City may consider an RFQ response that proposes to utilize only portion, but not all, of the site.

RFQ Basis for Evaluation

- Developer Expertise---Priority will be given to the development team that has a history of successful real estate development and demonstrates the interdisciplinary expertise required for this type of project. Also of prime consideration is a track record of high quality development sensitive to the client and the setting, design expertise, innovative packaging and the ability to attract and retain quality buyers/tenants.
- Expertise on Similar Projects---Experience on similar residential redevelopment projects is considered essential. Comparable projects that are relevant and transferable must be described.
- Organization and Personnel---In addition to the development team's overall capabilities and experience, attention will be focused directly on the personnel assigned to the -_____Hospital site and the manner in which they will be organized and managed.
- Financial Capability---Financial capability of the development team will be a major factor.
- Creativity, appropriateness and catalytic potential of the narrative concept plan.

Request for Proposals

Following the evaluations, the City Council will invite the most qualified development team(s) to submit a proposal consistent with the RFP terms and conditions outlined in this prospectus.
On the "Basis of Evaluation" outlined below, the Staff, with Council approval, will designate a "Developer of Record." The team designated "Developer of Record" will be given exclusive rights to negotiate with the City, for a limited and timely period, for implementation of a mutually satisfactory redevelopment project and plan for the Hospital site.

Sample of a Request-for-Proposals Submittal Requirements

Developer of Record

The development team selected as "Developer of Record" must be prepared to promptly enter into a development agreement with the City. The agreement will specify each party's specific roles and obligations in the implementation of the redevelopment project. The timeframe for negotiations will be subsequently determined.

RFP Submittal Requirements (limited to 30 pages)

The content of each invited proposal must address four major requirements:

- The proposed type, number and market-price points of the product(s)
- Documentation of the market for the proposed product(s)
- The organization, accessibility and character of the products
- The proposed role of the City of

Each of these requirements is explained below. Proposals must be submitted within 30 days of notice from the City Council.

- Proposed type, number and market-price points of the product---The City will want to clearly understand the type of product anticipated, the price points for the product and the anticipated customers for the product. Understanding this objective will clearly assist the City in evaluating the overall impact of the proposed project on the vision for the neighborhood.
- The design concept---The proposal must ensure that the development will be designed and implemented with a character and scale compatible with the neighborhood. Broad design guidelines for the site are available from the City as part of the "additional information" package. The design professionals to be utilized, if not part of the development team, must be identified along with evidence of their experience and skills. No elaborate design presentations are expected at this stage. The proposed design should be presented in a selected number of concept sketches with accompanying narrative. Items to be addressed include, but should not be limited to: building mass and height relationships both within the development and in contrast to surrounding uses; functional flow of pedestrian and vehicular traffic; parking and loading; overall architectural style or character; and the proposed treatment of public and open spaces.
- The proposed role of the City of ---The City of has already invested significantly in the land acquisition and in the preparation of the site for development. Other investments are anticipated in the future for the public areas surrounding the site. Other roles for the City will be considered. The requests for City involvement (financial and otherwise) shall clearly outline how that involvement will fit into the working of the total development package. Sufficient supporting information shall be supplied so that it can be determined that requested incentives are necessary for the proposed development to be accomplished at competitive fair market costs and adequate returns to the developer.

RFP Basis for Evaluation

The proposals invited by the City of a very limited number of qualified developers will be evaluated on the basis of the following criteria:

- Compatibility with the Master Plan---The concepts outlined in the Master Plan represent the vision that the City hopes to achieve as the market allows over time.

Sample of a Request-for-Proposals Submittal Requirements

- Return on the City's investment---While the City recognizes it role in "priming the pump" for economic and neighborhood development, the ability to receive an acceptable return on its investment in both the short term and over the life of the TIF will be a key consideration in the evaluation.
- Adequacy of financial package---The information supplied on the proposed method(s) of financing must be complete and in sufficient detail to enable the City to evaluate feasibility. If financial involvement is requested of the City, the involvement must clearly indicate the City's role relative to market price points, construction costs and the developers return on investment. Those plans, which leverage the City's overall investment into the highest neighborhood impact in concert with the greatest return on the City's investment, will receive the highest priority.
- Compatible design plan---The design concept shall be imaginative, reflecting a quality of materials, linkage to the activities and important elements of the surrounding area, and the site's importance to the connectivity between downtown and the University of . There are no constraints in architectural style.
- Best overall solution---A combination of neighborhood enhancement; a return on the City's investment; an interest and ability to form a successful partnership with the City; the long term viability of the project; site design and overall project appearance; and the track record and current resources and financial capability of the development team

Proprietary Information

Any restrictions on the use of information contained within a proposal shall be clearly stated as such within the proposal. The City will only be able to comply with a request for confidentiality to the extent allowed by law.

Response Due Date

Responses to this Solicitation of Developer Interest and Request for Proposal shall be submitted no later than day, , 2004. Responses received after this time will be considered non-responsive and, at the discretion of the City, may not be considered.

Where To Submit Responses

Please submit responses to this Solicitation/Request to:

Planning Director
City of

Attachments and Additional Information

Attachments:

Additional Information: The City of has established a web site containing the Master Plan and all other relevant information. The web site can be accessed at:

Questions concerning the Solicitation/Request or the site should be directed to ; or e-mail at:

Sample of RFP Basis for Evaluation (continued), Proprietary Information, Response Deadline, Method of Submittal, and Attachments and Additional Information

PROPOSED COVER LETTER FROM —TO BE SENT 2-11-05
Individual letters to each of the three finalists:

- Burnham Redevelopment, LLC (Mesirow Stein, etc)
- New England Builders
- The Pickus Companies and VOA Associates

RE: Request for Proposal
Dear Mr. :

On behalf of the City of , thank you for submitting a response to our Request for Qualifications for the Hospital site. Based on your qualifications, you have been selected to receive this Request for Proposal. Please be advised that, in order to assure the finalists that their further investment of time is reasonable, only three firms have been asked to submit a proposal. Also, it is the intent of the City to interview each of the three finalists so that everyone will have a full opportunity to express their plans for this site and the credentials that they bring to this development opportunity.

Our original RFQ clearly outlined the very high importance that the City Council places on the redevelopment of this site and the related positive impact on the surrounding neighborhood. Hopefully, the tight and focused process, which has been utilized to solicit your interest, clearly indicates our commitment to advancing this priority project in a timely manner.

Your proposal is due by 4:00 PM on Tuesday, March 29, 2005. Please note that it is the intent of the City to successfully negotiate a final contract agreement with the selected developer within 45 days from the time of selection. While this is further evidence of our commitment, we obviously expect that the selected firm will be prepared to participate in such negotiations and in the indicated timeline.

The enclosed Request for Proposal outlines in detail the requirements of the submittal. Please remember that we are looking for proposals that balance neighborhood revitalization and an appropriate return to the City for its financial investment in a manner that provides a reasonable return to the developer. Of prime importance is the type of product; its density and land use; access, circulation and parking; the proposed price points and the market for the price points; the project phasing; your ability to finance and build the project; and, very specific expectations about the role of the City of (financial and otherwise).

We will be pleased to receive your calls, e-mail or a request for a pre-scheduled visit if you would like more information ( ). All responses should be sent to my attention at the City of , . We appreciate your ongoing interest.
Sincerely---

Planning Director

Sample of a RFQ Response Letter and Next Steps for Selected Developer (for a Proposal)

City of ,
Urban Residential/Neighborhood District Redevelopment Project

The Hospital Site

Avenue and Street
Between Downtown and The University of

Request for Proposals

Completion of the Qualifications Process

The City of is very pleased that you submitted your qualifications in the RFQ process and that your firm has been selected for a short list of firms which are being requested to submit a proposal. Previously, you received an overview of the project; a description of the site and development area; development objectives; the role of the City of ; and, an overview of the developer solicitation RFQ/RFP process. The following is a reiteration of the RFP process with the insertion of some key dates for your review.

Request for Proposals

Now that the initial qualifications process is complete, the City Council is inviting the most qualified development team(s) to submit a proposal consistent with the RFP terms and conditions outlined in the original prospectus.

On the "Basis for Evaluation" outlined below, the Staff, with Council approval, will designate a "Developer of Record." The team designated "Developer of Record" will be given exclusive rights to negotiate with the City, for a limited and timely period, for implementation of a mutually satisfactory redevelopment project and plan for the Hospital site.

Developer of Record

The development team selected as "Developer of Record" must be prepared to promptly enter into a development agreement with the City. The agreement will specify each party's specific roles and obligations in the implementation of the redevelopment project. The exact timeframe for negotiations will be subsequently determined. However, it is the strong intent of the City that the Council will receive a final development agreement from staff with a recommendation of approval in no more than 45 days from the date of the Developer of Record designation.

RFP Submittal Requirements (limited to 30 pages)

The content of each invited proposal must address four major requirements:

- The proposed type, number and market-price points of the product(s)
- Documentation of the market for the proposed product(s)
- The organization, accessibility and character of the products
- The proposed role of the City of

Each of these requirements is explained below.

Sample of a Request-for-Proposals Submittal Requirements

- Proposed type, number and market-price points of the product---The City will want to clearly understand the type of product anticipated, the price points for the product and the anticipated customers for the product. Understanding this objective will clearly assist the City in evaluating the overall impact of the proposed project on the vision for the neighborhood.
- The design concept---The proposal must ensure that the development will be designed and implemented with a character and scale compatible with the neighborhood. Broad design guidelines for the site are available from the City as part of the "additional information" package, which is on the City's web site. The design professionals to be utilized, if not part of the development team, must be identified along with evidence of their experience and skills.

  The proposed design should be presented in a selected number of illustrations with accompanying narrative. Items to be addressed include, but should not be limited to: building mass and height relationships both within the development and in contrast to surrounding uses; functional flow of pedestrian and vehicular traffic; parking and loading; overall architectural style or character; and the proposed treatment of public and open spaces.
- The proposed role of the City of ---The City of has already invested significantly in the land acquisition and in the preparation of the site for development. Other investments are anticipated in the future for the public areas surrounding the site. Other roles for the City will be considered. Requests for City participation should be very specific in terms of the amount and duration of financial participation; specific zoning or regulatory relief; infrastructure considerations; and, any other ancillary issues. The requests for City involvement (financial and otherwise) shall clearly outline how that involvement will fit into the working of the total development package. Sufficient supporting information shall be supplied so that it can be determined that requested incentives are necessary for the proposed development to be accomplished at competitive fair market costs and adequate returns to the developer.

RFP Basis for Evaluation

The proposals invited by the City of a very limited number of qualified developers will be evaluated on the basis of the following criteria:

- Compatibility with the Master Plan---The concepts outlined in the Master Plan represent the vision that the City hopes to achieve as the market allows over time.
- Return on the City's investment---While the City recognizes it role in "priming the pump" for economic and neighborhood development, the ability to receive an acceptable return on its investment in both the short term and over the life of the TIF will be a key consideration in the evaluation.
- Adequacy of financial package---The information supplied on the proposed method(s) of financing must be complete and in sufficient detail to enable the City to evaluate feasibility. If financial involvement is requested of the City, the involvement must clearly indicate the City's role relative to market price points, construction costs and the developers return on investment. Those plans, which leverage the City's overall investment into the highest neighborhood impact in concert with the greatest return on the City's investment, will receive the highest priority.
- Compatible design plan---The design concept shall be imaginative, reflecting a quality of materials, linkage to the activities and important elements of the surrounding area, and the site's importance to the connectivity between downtown and the University of . There are no constraints in architectural style.

Sample of a Request-for-Proposals Basis of Evaluation

- Best overall solution---A combination of neighborhood enhancement; a return on the City's investment; an interest and ability to form a successful partnership with the City; the long term viability of the project; site design and overall project appearance; and the track record and current resources and financial capability of the development team.

Proprietary Information

Any restrictions on the use of information contained within a proposal shall be clearly stated as such within the proposal. The City will only be able to comply with a request for confidentiality to the extent allowed by law.

Response Due Date

Responses to this Solicitation of Developer Interest and Request for Proposal shall be submitted no later than Tuesday, March 29, 2005 at 4:00 PM. Responses received after this time will be considered non-responsive and, at the discretion of the City, may not be considered.

Where To Submit Responses

Please submit responses to this Solicitation/Request to:

Planning Director
City of

Additional Information

Additional Information: The City of has established a web site containing the Master Plan and all other relevant information: . Follow the instructions to the information.

Questions concerning the Solicitation/Request or the site should be directed to at or e-mail at:

Sample of RFP Proprietary Information, Response Deadline, Method of Submittal, and Attachments and Additional Information

A PORTFOLIO OF MUNICIPAL ECONOMIC DEVELOPMENT INCENTIVES AND TOOLS

Municipal economic development incentives are commonplace for communities seeking to offer the greatest flexibility in regards to development/redevelopment assistance. The following list of tools federal, state and local opportunities and capabilities and are packaged as a potential portfolio of municipal options all oriented to economic development. This list of tools represents the composite list of options currently available to municipalities.

Traditional Local Tools

Tax Increment Financing (TIF):

The following areas are subject to improvement via the use of TIF funds:

- Public infrastructure
- Streetscape
- Land write down
- Land acquisition
- Planning costs
- Sewer and drainage
- Traffic control
- Landscaping
- Park improvements
- Bridge construction and repair
- Demolition
- Utilities
- Street reconditioning and lighting
- Water supply
- Environmental remediation
- Parking structures

Special Service Assessment Districts:

These districts generate revenue in the form of a special property tax, approved by property owners, in a defined district. The proceeds from this tax may then used to fund development/redevelopment improvements which benefit the property owners within the district. Typical eligible expenses include:

- Marketing
- Planning
- Streetscapes
- Maintenance
- Public/Private Management Organizations

Business Districts (BD's):

Similar to SSA's, these are specific areas which allow municipalities to capture up to an additional 1.0 % in sales tax which must be reinvested into the respective area. TIF eligibility standards are utilized to define Business Districts.

Other Tools and Development Strategies

- Property tax, equipment tax, and sales tax rebates.
- Façade improvement grants which may include consideration of internal build-outs and landscaping as an additional eligible expense.
- Liaison with IDOT for private development.
- Utilization of currently owned municipal land for development purposes (i.e. no TIF funds would be required for an acquisition or land write down).
- Working capital loans (a municipal support mechanism with substantial risk).
- Creation of improved public transportation services.
- The use of liquor licenses to stimulate quality food and beverage business, which can be used in concert with façade improvement funds, as applicable.
- Municipal equity positions in quasi-private buildings (i.e. convention centers).
- Parking improvements (includes construction of new parking and improvement of existing lots and facilities. Also, the subsidizing of parking rates can be implemented in an effort to encourage public use).
- Granting of zoning and easement modifications.
- Acceleration of the municipal review process.
- Reductions or elimination of fees for selected development initiatives.
- Grants / loans for sustainable projects (i.e. green development).
- Assistance to the private sector in the recruitment of candidates for jobs and employee housing options.
- Providing municipal security and/or enhanced maintenance for special areas.
- Providing capital for marketing events, community initiatives, and/or tenant recruitment.

Additional information related to the above-mentioned tools, and others, is provided below:

Commercial Economic Development: The State of Illinois administrates state (and federal) funds through the Department of Community and Economic Opportunity (DCEO) www.commerce.state.il.us/dceo/. A comprehensive array of programs are offered including but not limited to grants to municipalities; the Advantage Illinois Program (small business lending, start-up's, venture capital); local government assistance and training; low income population support; job training; a revolving business incentive fund; the Main Street Program; urban assistance, and others.

Low-Moderate Income Housing Support: The Low Income Housing Tax Credit Program has been widely used to support residential development throughout the United States. The following web site provides an excellent summary of these programs and the process municipalities can follow to access support: www.danter.com/taxcredit.

Historic Building Preservation Support: The Illinois Historic Preservation Agency administers the tax credit program which supports the costs associated with the renovation of historic buildings. To access this information: www.illinoishistory.gov.

Based on the variety of tools and strategies available to municipalities, communities should organize their support for economic development within four packages or categories and select the appropriate level of support on an annual basis. These packages/categories include:

- New Development
- Existing Building/Site Renovation
- External Recruitment of Developers and Tenants
- Downtown / Business District Marketing and Events

Chicago Southland Economic Development Corporation:

CSEDC is responsible for identifying, organizing, and collecting public and private resources in order to promote local businesses. As a result, initiatives led by the CSEDC provide economic growth, job opportunities, and development potential throughout the Chicago southland. (csedc.info)

South Suburban Mayors & Managers Association:

Located south of the City of Chicago, SSMMA is an intergovernmental agency providing technical assistance and joint services to 42 municipalities representing a population over 650,000 in Cook and Will Counties. SSMMA members work cooperatively on transportation, legislation, land use, economic development, housing, storm water and open space planning, infrastructure, public safety, human resources, recycling and purchasing.(www.ssmma.org)

Chicago Southland Housing & Community Development Collaborative:

The Collaborative is an inter-jurisdictional approach to address housing and community development in the southern suburbs of Chicago. Through advocacy and by leveraging resources and partnerships, the Collaborative develops regional solutions, programs and educational opportunities to advance the goals of the member communities. (cshcdc.org)

South Suburban Land Bank Development Authority:

The South Suburban Land Bank and Development Authority is a newly forming organization which aims to incentivize economic development through the management and development of vacant, abandoned, and tax-foreclosed properties. Through the Authority municipalities in the southern suburbs can effectively transform these properties back into productive parcels that reinvest in the community.

Cook County Department of Planning & Development:

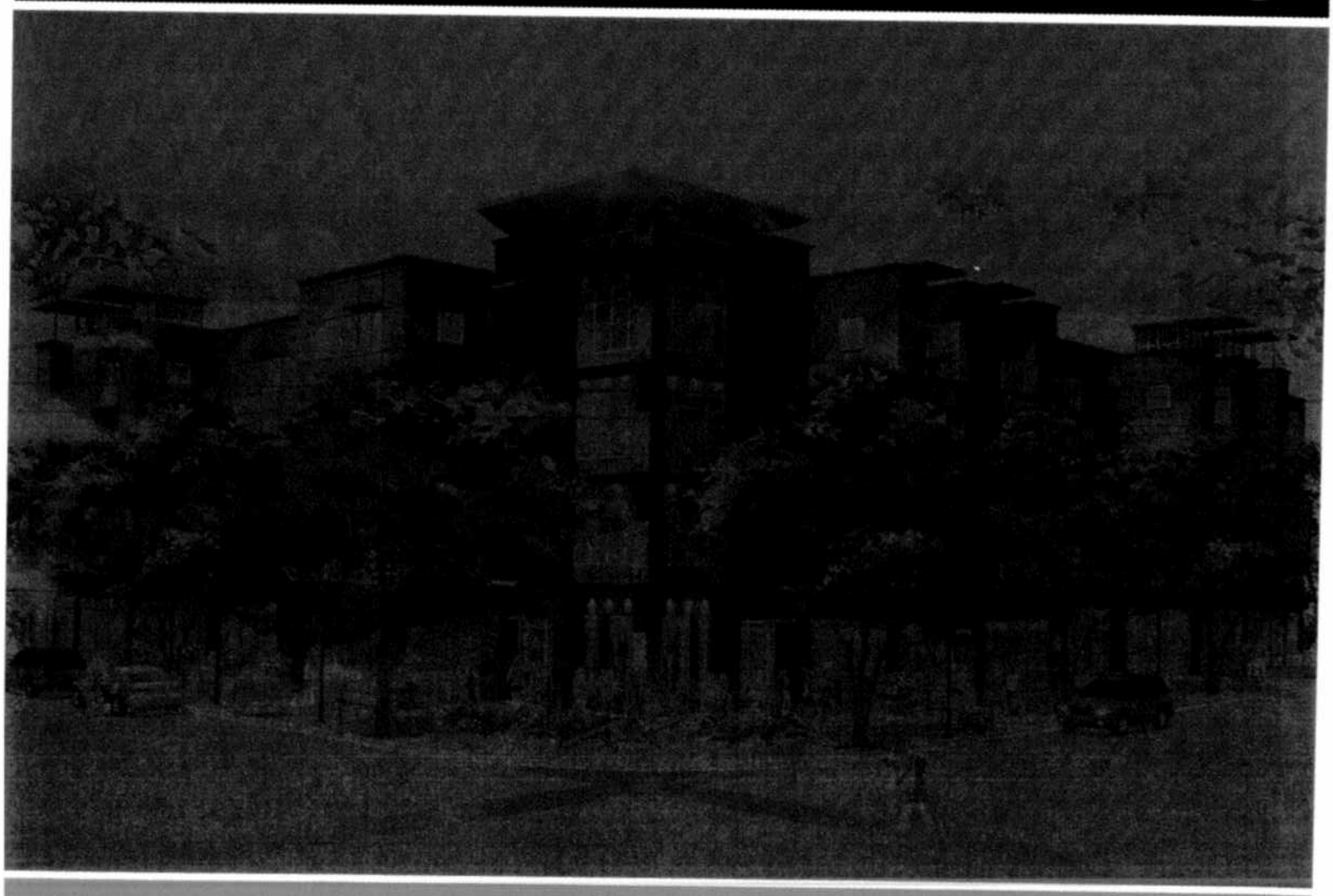
The Cook County Department of Planning and Development (http://www.cookcountygov.com)is the principle regulatory body for planning and development issues throughout the county. The Department offers a variety of tools and incentives aimed at promoting economic opportunities and business development. The goals of these tools is to promote:

- Sustainable community investment.
- Business growth, attraction, and retention.
- Affordable housing.
- Regional planning.
- Workforce development.

208

Initiative for the Chicago Southland Transit Region

Implementation Study



August 2012

Acknowledgements

Thank you for your participation in the planning process for the **Chicago Southland Transit Region Initiative Phase 2: Implementation Study** (Implementation Study). The success of this planning effort is made possible through the concerted and sustained efforts, input, and insights of representatives of South Suburban Mayors and Managers Association (SSMMA), Chicago Southland Economic Development Corporation (CSEDC), Cook County Bureau of Community Development, municipal stakeholders, Regional Transportation Authority (RTA), Pace Suburban Bus, and Metra Commuter Rail.

South Suburban Mayors and Managers Association:
1904 West 174th Street
East Hazel Crest, Illinois 60429
(708) 206-1155
www.ssmma.org

Chicago Southland Economic Development Corporation:
1904 West 174th Street
East Hazel Crest, Illinois 60429
(708) 922-4671

Cook County Bureau of Community Development
69 West. Washington Street, Suite 2900
Chicago, Illinois 60602
(312) 603-1000
www.cookcountygov.com

Municipal Stakeholders:

- **City of Oak Forest**
  15440 South Central Avenue
  Oak Forest, Illinois 60452
  (708) 6874050
  www.oak-forest.org
- **Village of Homewood**
  2020 Chestnut Road
  Homewood, Illinois 60430
  (708) 798-3000
  www.villagehomewood.us
- **City of Blue Island**
  13051 Greenwood Avenue
  Blue Island, Illinois 60406
  (708)597-8603
  www.blueisland.org

Public Transportation Agencies:

Representatives of the Regional Transportation Authority of Northeastern Illinois (RTA), Pace, and Metra.

Planning Consultant Team:

Land Vision, Inc.
601 West Randolph Street, Suite 300
Chicago, Illinois 60611
(312) 775-6220
www.landvision.com

With assistance provided by:

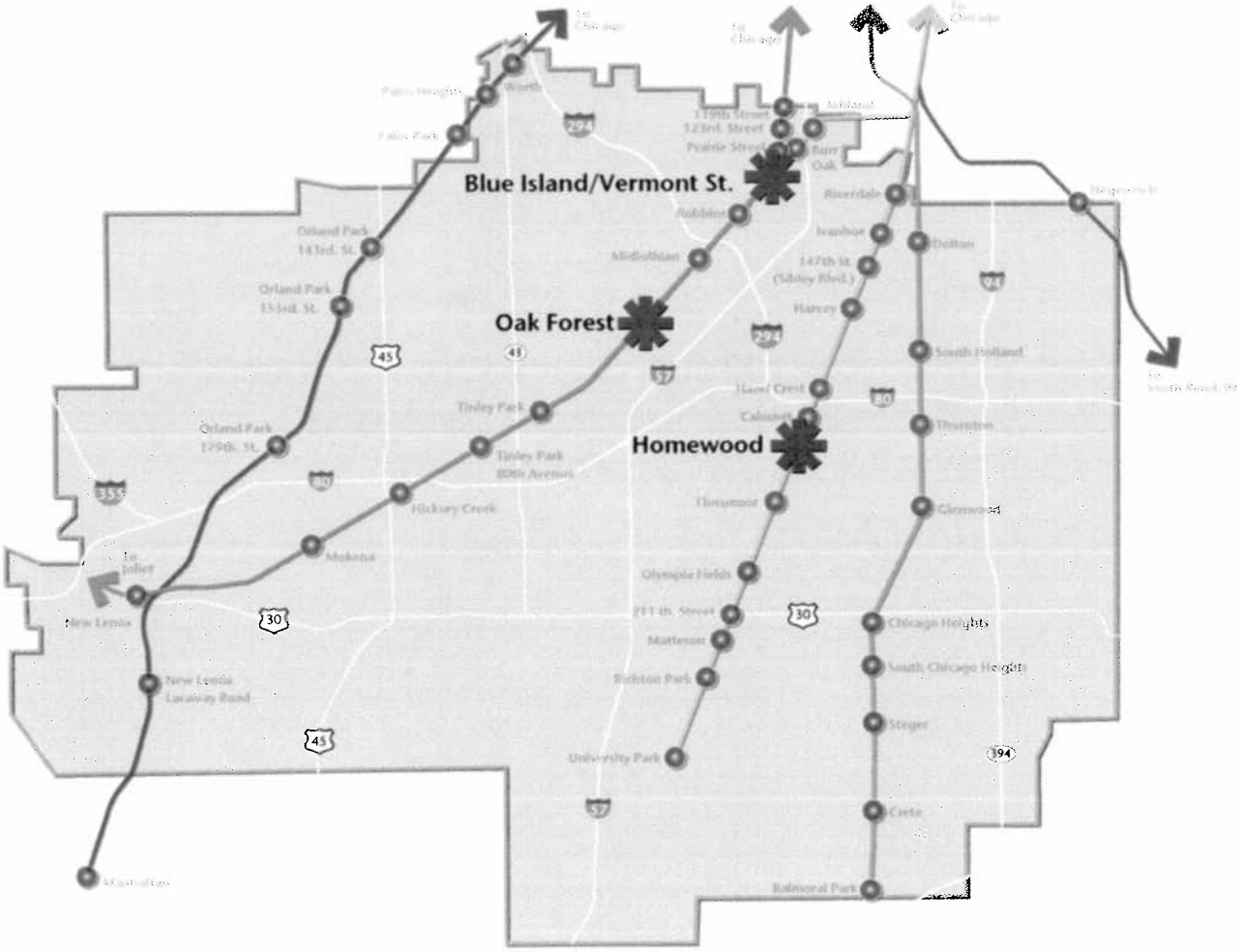
- **Business Districts, Inc.**
  9040 Forestview Road
  Evanston, Illinois 60204
  (847) 902-8152
  www.business-districts.com

- **Baxter & Woodman Consulting Engineers**
  39 South LaSalle Street, Suite 816
  Chicago, Illinois 60603
  (312) 578-0050
  www.baxterwoodman.com

- **Diane Legge Kemp, SP.**
  164 Fairbank Road
  Riverside, Illinois 60546
  (773) 793-2050
  www.leggekemp.pro

- **Featherstone, Inc.**
  4610 Roslyn Road
  Downers Grove, Illinois 60515
  (630) 737-1990
  www.featherstoneinc.com

Table of Contents



Legend

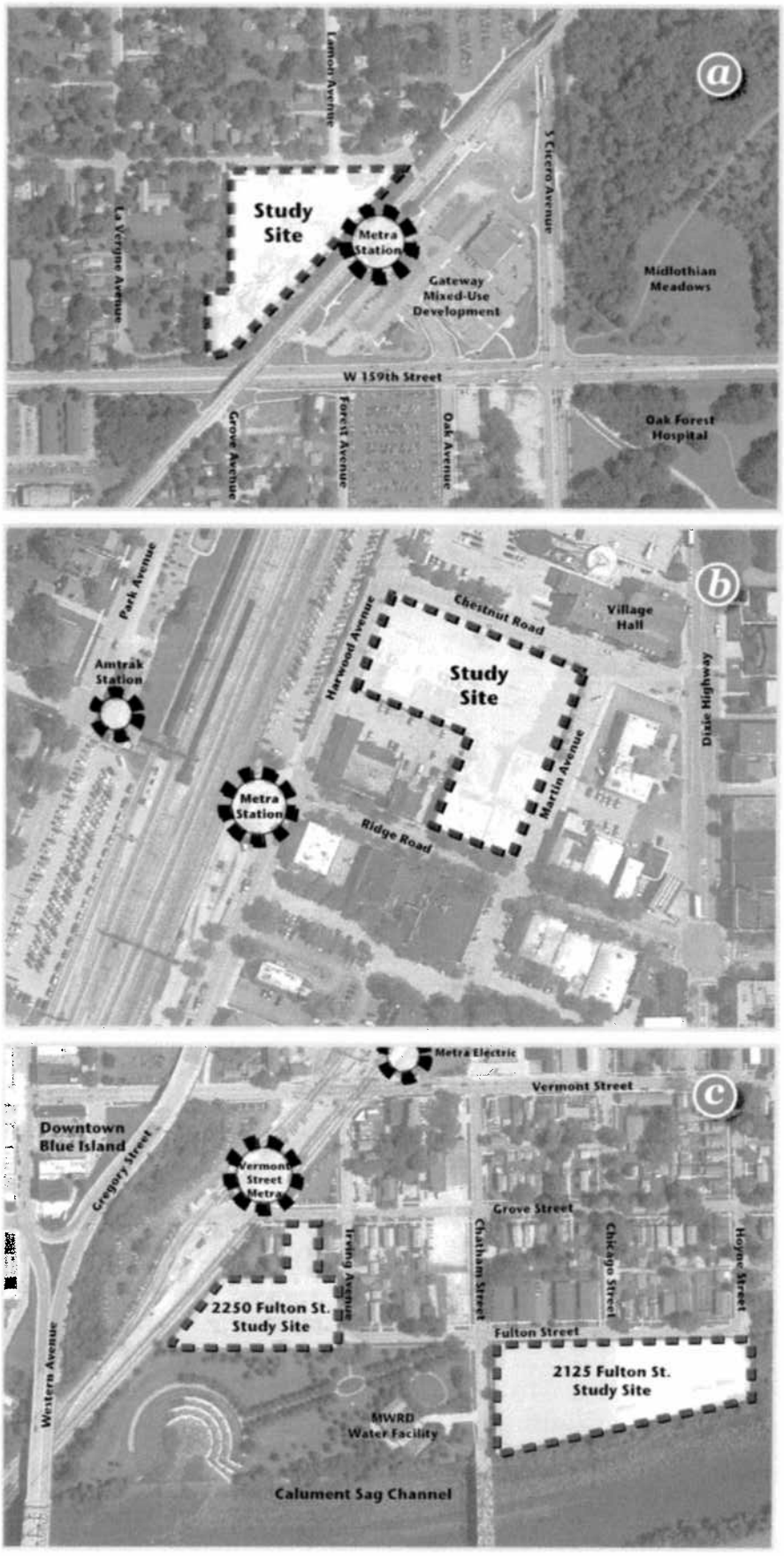
- *Metra Electric District*
- *Rock Island District Line*
- *SouthEast Service*
- *SouthWest Service*
- *South Shore Service*

Phase 2: Implementation Study | Context Map

Introduction

Purpose and Scope of Implementation Study

SSMMA/CSEDC and the Cities of Oak Forest and Blue Island and the Village of Homewood have demonstrated significant initiative in proactively planning for and efficiently working to establish the implementation framework for transit-oriented development within the south suburban region. The **Initiative for the Chicago Southland Transit Region - Implementation Study** builds upon the success of the Phase I initiative to include the preparation of predevelopment work and associated market supportable conceptual development plans for four sites located in proximity to Metra commuter rail transit stations within the Cities of Oak Forest and Blue Island and Village of Homewood. The predevelopment work and plans will build off of local initiatives and momentum in each community to evaluate the potential to solicit and attract development interest from the private sector. The ultimate goal of the **Implementation Study** is to assist each community in realizing significant progress towards the creation of viable catalyst projects within the station areas. The analysis, plans and implementation steps created as part of this process will be used as a model for implementing additional transit-oriented development throughout the south suburban region.



Study Area | Location Maps

a: Oak Forest Station Area

b: Homewood Station Area

c: Blue Island Station Area

Legend

Study Site

Metra Station Location

Background Data Review

Where We Started

To more fully understand the issues and opportunities impacting each of the identified study sites, various regulatory, planning, and development initiatives previously completed and/or on-going by each community were reviewed for their relevance to the goals and objectives of the Implementation Study. These documents serve as a valuable foundation upon which to identify and plan for future development that is compatible with the municipality's desire for these key sites, sought after by potential end users and tenants, and financially supportable in the marketplace.

The regulatory, planning, and development initiative documents reviewed include:

City of Oak Forest

- Initiative for the Chicago Southland Transit Region
- Comprehensive Plan
- Redevelopment Plan and TIF District 3
- Homes for a Changing Region
- Gateway Development Plan
- Metra Station Improvements
- Making Smart Choices: Transit-Oriented Selector Analysis of South Suburban Corridors
- Zoning Regulations

Village of Homewood

- Initiative for the Chicago Southland Transit Region
- Downtown Master Plan
- Chestnut Station Development Proposal
- Making Smart Choices: Transit-Oriented Selector Analysis of South Suburban Corridors
- Zoning Regulations

City of Blue Island

- Initiative for the Chicago Southland Transit Region
- Uptown Transit Oriented Zoning District (DRAFT)
- Plan for Economic Development
- Calumet River Corridor - Economic Development Vision and Strategy
- Calumet-Sag Trail
- Homes for a Changing Region
- Making Smart Choices: Transit-Oriented Selector Analysis of South Suburban Corridors
- Zoning Regulations

CITY OF OAK FOREST

Initiative for the Chicago Southland Transit Region

In 2009 the South Suburban Mayors and Managers Association commissioned Land Vision, Inc. and its consultant team to prepare a transit study involving 36 existing and 9 proposed station areas within it jurisdictional service area. The study's aim is promoting economic development in the south suburbs by capitalizing on the region's commuter rail network and highlighting the health related environmental and social benefits of transit. The Initiative, as it relates to the Oak Forest Station area, identifies existing conditions and community desires, resulting in the assignment of one of four station area typologies to describe the character, scale, intensity, and type of development envisioned for the area.

The Initiative characterizes the Oak Forest station area as a Multi-Use Transit Center which is envisioned as a place that has the potential to or currently serves as the economic and cultural center of the community.

Characteristics of a Multi-Use Transit Center include:

- supporting a diversity of economic / community activities;
- arrival/departure of at least 25 trains per day, 7 days a week;
- concentration of moderate density, mix of residential, commercial, employment and civic/ cultural uses; and
- location of community and local serving retail with some destination retail opportunity.

The Initiative relative to the Oak Forest station area also includes a series of Developer Typology Assignments that are intended to help the community in targeting specific types of developers using a more efficient and effective marketing and recruitment strategy. In addition, the developer typology assignments are beneficial to the development community in helping to identify potential sites in a more user-friendly manner. The Oak Forest Station Area has been assigned the following Developer Typologies:

- **C: Commercial** – This type of developer selects commercial sites that are typically located closer to the center of the community and are already served by public infrastructure.
- **R-LD: Residential Infill: Low Density** *(below 5 stories)* – This type of developer has expertise in the design and construction of a variety of low to medium density housing products.
- **I: Industrial** – This type of developer has expertise in the design and construction of a variety of industrial facilities.
- **B: Brownfield** – This type of developer builds market-supportable developments exclusively on land that has been contaminated by previous industrial or commercial uses.

A portion of the development objectives identified within the Initiative are currently underway. The partially completed Gateway Development at the northwest corner of 159th Street and Cicero Avenue is a catalyst project helping to stimulate the larger redevelopment goals around the remaining three quadrants of the intersection as well as on the Wille Brothers industrial property to the northwest. The Gateway Development has reconfigured a significant portion of the station area with retail and service uses along with the relocation of the Metra commuter parking lot to the south side of 159th Street. Two commercial buildings currently occupy the site and plans for two additional mixed-use buildings (commercial/ residential) are under consideration within close proximity to the Metra platform. Implementation of these additional buildings will help to achieve the goal of a vibrant and livable station area at this key development location.

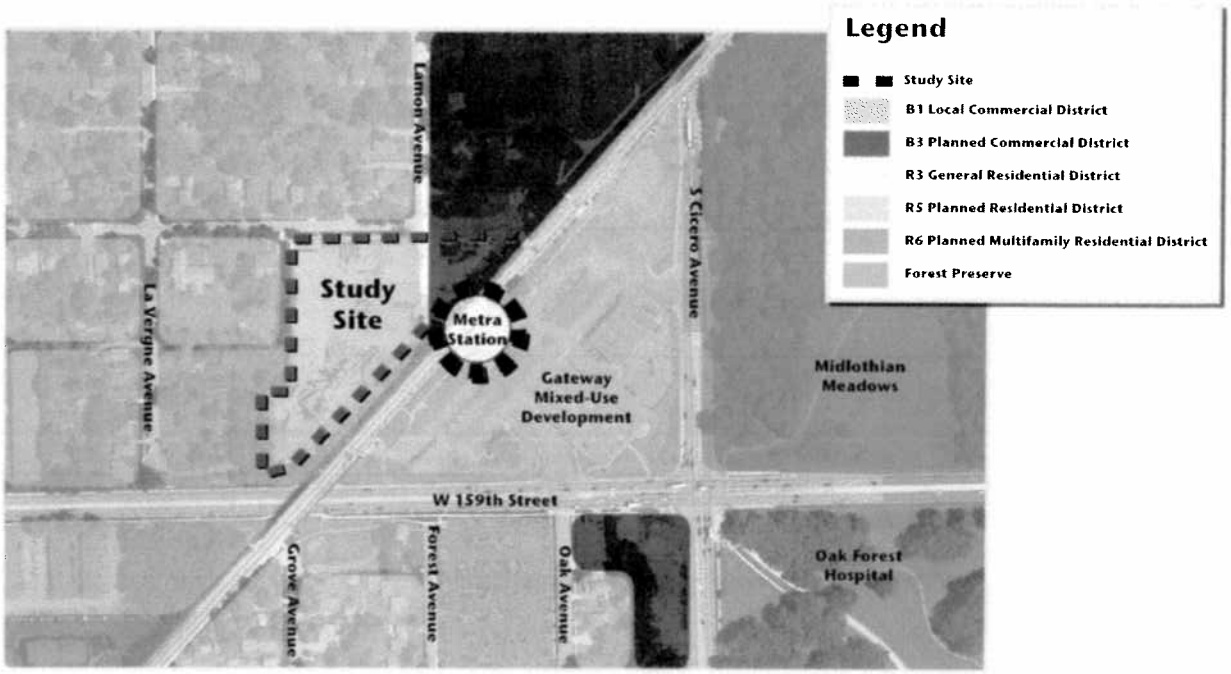
Zoning Regulations

The City's Zoning Map, updated in 2008, designates the majority of the Oak Forest Station area including the Gateway Development site and the western portion of the Wille Brothers industrial property as **B1 – Local Commercial District**. The purpose of this district is to provide appropriate locations for local and neighborhood retail and service commercial establishments. The B1 District generally allows most customer-oriented commercial uses as well as residential uses via the approval of a special use permit. The City's zoning regulations do not include standards for height or bulk in the B1 District.

The northeast corner of the Wille Brothers property, as well as the southwest corner of 159th Street and Cicero Avenue, are designated as a **B3 – Planned Commercial District**. The B3 district is intended to allow for planned commercial activities in areas along major streets where restrictive lot depths have impacted commercial developments in the past. The B3 district allows for property assembly, including lots which adjoin the rear of lots fronting on a major street, and there subsequent development in accordance with a pre-approved development plan. The B3 District generally allows most commercial uses along with residential uses via approval of a special use permit. The City's zoning regulations do not include standards for height or bulk in the B3 District.

Off-street parking standards for the City of Oak Forest include the following minimums:

- *Multi-family dwellings:* Two parking spaces for each dwelling unit
- *Two-family dwellings:* One parking space for each dwelling unit
- *Business, professional and public administration or service office buildings:* One parking space for each 250 square feet of floor space
- *Restaurants (not including drive-in establishments):* One parking space for each 100 square feet of floor area in the building
- *All other business and commercial establishments:* One parking space for each 250 square feet of floor area



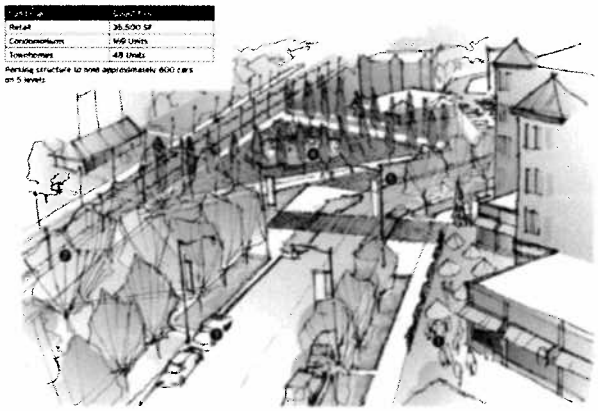
City of Oak Forest Station Area Zoning

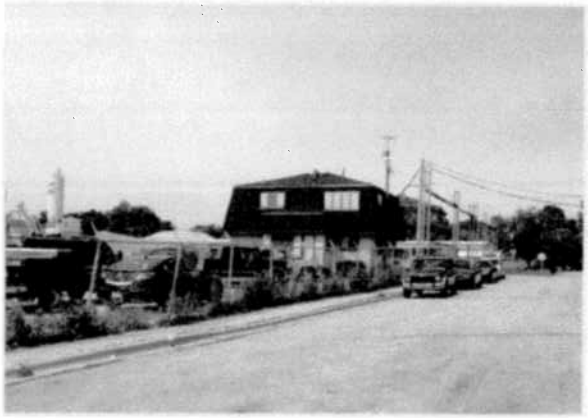
Comprehensive Plan

The Oak Forest Comprehensive Plan (adopted 2008) designates the future land use of the Gateway Development site and the property at the southwest corner of 159th Street and Cicero Avenue as mixed-use. The Gateway Development, now in progress, has established retail and service uses on the site and includes two additional mixed-use buildings intended to provide commercial space and residential housing in close proximity to the station. The Wille Brothers property is designated as a combination of mixed-use, multi-family residential, townhouse residential, and parks and open space.

Building on the Future Land Use Framework, more detailed plans, goals and policies have been developed for the Oak Forest station area. The Sub-Area Plan depicts a general pattern of future land uses within the area, and highlights key connections and open spaces that establish a pedestrian-friendly and transit-supportive environment. Key features of the Sub-Area Plan include:

- A station parkway north of the station and directly adjacent to the tracks.
- A centralized station plaza.
- Storefront retail and restaurants north of 158th Street and west of the tracks.
- Increased residential density including mid-rise mixed-use and condominium buildings on the southwest side of the Wille Brothers property.
- Development density that "steps down" to townhouses on the northwest side of the Wille Brothers property, including redevelopment of the single-family homes on the north side of 158th Street.
- Commuter parking within a structure north of 158th Street between Lamon Street and Cicero Avenue.
- Surface parking in visible locations along 158th Street and 157th Street.
- Limited street closures and traffic calming measures to channel traffic along the station parkway.





Redevelopment Plan and TIF District 3

The Redevelopment Plan and TIF District 3 was established in 2002 to assist in development and redevelopment efforts for the properties along the commercial cores of Cicero Avenue and 159th Street. The TIF district boundaries include the entirety of the Oak Forest Metra Station and Gateway Development. The Redevelopment Plan identifies goals and objectives for this district with particular emphasis on strengthening commercial uses and mixed-use transit related development and redevelopment. Among the specific objectives identified within the Redevelopment Plan include:

- Promoting the redevelopment of the sites adjacent to the Metra Station.
- Enhancing the necessary infrastructure and creek related improvements in order to serve all of the parcels within the area.
- Improving existing buildings, structures, and uses.
- Providing for the necessary site preparation, grading, and excavation (if necessary) of property located within the area for redevelopment.
- Coordinating redevelopment activities in a manner that conforms to the fiscal and economic development policies of the City and its common interests with overlapping tax districts.
- Identifying viable reuse opportunities for existing structures and parcels.
- Improving roadways and coordinating multi-parcel and multi-modal ingress and egress.

Homes for a Changing Region

Homes for a Changing Region was developed from 2007-2009 as a way to help project housing supply and demand in the six-county Chicago metropolitan area through the year 2030. The Study takes a unique approach by looking at creating a balanced housing mix across the entire income spectrum. While ensuring the availability of low-income or subsidized housing is a critical issue for the Chicago area, the region also faces other important housing issues such as increasing home ownership for working households and ensuring the availability of higher-end housing in areas where demand is not being met by the market. In Phase 2 of the Study, Oak Forest was selected as one of nine communities to demonstrate how the specific market recommendations and strategies could be put into practice. The housing needs analysis revealed that Oak Forest has:

- a stable rental and owner-occupied market in terms of moderate and middle-income housing, but that future demand in both these market segments may not remain as strong as it is today without progressive intervention;
- a need for more subsidized housing for its lowest income residents, both today and in the future; and
- a current need for more rental and owner occupied upscale housing so as to prevent the future lose of upper-income households to other communities.

Illustrative of Mixed-Use Development on Site

To address these issues, the Housing Policy Plan for Oak Forest identifies the main growth areas within the City, the anticipated concentrations of future of housing in Oak Forest, and further steps to create balanced housing opportunities. The recommended strategies are included in the Oak Forest Housing Policy Plan:

- Create more rental and owner-occupied housing for high-income households. A meaningful portion of the dwelling units planned for the redevelopment of the Metra Station area at 159th Street and Cicero Avenue can be targeted at upscale households, especially if the planned Metra Station development is expanded to include the Wille Brothers property.
- Zone the area for a variety of housing types. Smaller units, including townhomes and attached housing, can serve the needs of moderate income families. Larger units or high amenity/ high-density units tend to appeal to higher income households.
- Consider creating multi-use zoning along key corridors such as 159th Street and Cicero Avenue. Such zoning may permit new residential and commercial development consistent with the city's plans to enhance these corridors.
- Establish a design standards overlay for buildings in targeted districts such as the Metra Station area to enhance neighborhood aesthetics.

In projecting the needs of ownership housing through 2030, the Study recommends that the City encourage the development of 842 new homes to serve the needs of both low and moderate income families. In order to fulfill the needs of future residents seeking rental housing through 2030, the Study recommends that the City encourage the development of approximately 593 dwelling units to serve the needs of both low and moderate income families.

Gateway Development Plan

The Gateway Development in Oak Forest is a 4.9 acre project located at the northwest corner of 159th Street and Cicero Avenue and abuts the Oak Forest Metra station on the northwest. Prior to the 2008 approval for the mixed-use transit oriented development, the property served the community as the Metra commuter parking lot. In early 2007, RSC & Associates began discussions with the City of Oak Forest to undertake the Gateway Development. An early step in reconfiguring the property involved relocation of the existing commuter parking lot to the south side of 159th Street onto the former site of Arbor Park Middle School.

The approved and partially completed Gateway Development calls for multi-family residential, retail, service and restaurants, including three drive-through facilities. The approved plan includes two mixed-use buildings located along the northwest property line flanking the Metra Station. The buildings are proposed to include 78 condominium units (39 in each building) with one to three bedroom units, indoor parking for residents, and 13,750 square feet of ground floor commercial space. Additional residential development is a future possibility with the City retaining ownership of both the northeast and southwest corners of the site. In the short term these parcels are to be retained as surface parking. In addition to the mixed-use and residential portions of the project, three commercial outlots are included and provide approximately 28,000 square feet.

The total proposed commercial space for the development is 56,500 square feet. A CVS Pharmacy and National City Bank currently occupy two of the three commercial outlots. The development plan, when completed will include pedestrian style landscaping and public plazas or gathering areas.

As a result of the economic recession of 2007, RSC & Associates is currently discussing with the City of Oak Forest amendments to the approved plan to reduce the amount of commercial space within the proposed mixed-use buildings and increase the number and type of residential units adjacent to the Metra station.

Site Development Perspective

Metra Station Improvements

The U.S. Department of Transportation recently awarded the City of Oak Forest $1.3 million to assist in the construction of a new Metra station. The Oak Forest Station is the second busiest stop along the Rock Island District Line. Nearly 1,500 commuters use the station every day, and 23 weekday commuter trains pass through on the way to Chicago. The current Station, which was first built over 50 years ago, has been identified by Oak Forest and Metra as a priority to update.

The Metra Station improvements are intended to increase the appeal of public transit as an affordable, reliable, environmentally friendly alternative to car travel while spurring economic development in Oak Forest and surrounding communities. The new station is planned to include a warming shelter, bike parking and lockers, bathrooms, indoor/outdoor seated waiting areas, and a geothermal heating system.

The overall cost of the desired Station is anticipated to be approximately $3.4 million dollars. Oak Forest officials are applying for additional grants to secure the remaining funds necessary for the improvement project.

Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors

The Making Smart Choices TOD Selector Analysis, led by the Center for Neighborhood Technology, was completed in March of 2009. The study includes a preliminary analysis of the potential for TOD in 33 south suburban station areas.

Out of the 33 stations evaluated, the TOD Selector Analysis ranked Oak Forest:

- 24th in ease of land assembly
- 4th in market strength for Town Center development
- 12th in market strength for Community Area development
- 29th in market strength for Residential development

The study concludes that Oak Forest demonstrates a strong potential to develop as a Community Area TOD. Community Area TODs are defined as places that provide a commercial service center for a neighborhood or village of a few thousand residents. Community Area TOD's have frequent to moderately frequent transit service and usage, moderate residential density, and a cluster of convenience goods and service businesses.

VILLAGE OF HOMEWOOD

Initiative for the Southland Transit Region

In 2009 the South Suburban Mayors and Managers Association commissioned Land Vision, Inc. and its consultant team to prepare a transit study involving 36 existing and 9 proposed station areas within it jurisdictional service district. The study's aim is promoting economic development in the south suburbs by capitalizing on the region's commuter rail network and highlighting the health related environmental and social benefits of transit. The Initiative, as it relates to the Homewood Station area, identifies existing conditions and community desires, resulting in the assignment of one of four station area typologies to describe the character, scale, intensity, and type of development envisioned for the area.

The Initiative recognizes Downtown Homewood is one of the most expansive and aesthetically appealing suburban downtowns in the Chicago metro area. Commercial redevelopment is the foremost priority for downtown Homewood in order to regain economic growth, followed by residential development. The Initiative characterizes the Homewood station area as a Multi-Use Transit Center which is envisioned as a place that has the potential to or currently serves as the economic and cultural center of the community. Characteristics of a Multi-Use Transit Center include:

- supporting of a diversity of economic / community activities;
- at least 25 trains per day, 7 days a week;
- moderate density, mix of residential, commercial, employment and civic/cultural uses; and
- community and local serving retail with some destination retail opportunity.

The Initiative relative to the Homewood Station area includes a series of Developer Typology Assignments that are intended to help communities in targeting specific types of developers using a more efficient and effective marketing and recruitment strategy. The assignments are also beneficial to the development community in helping to identify potential sites in a more user-friendly manner. The Homewood Station Area has been assigned the following Developer Typologies:

- **MU: Multi-Use** – This type of developer specializes in construction of sites with a combination of residential, commercial, industrial, with a combination of residential, commercial, industrial, office and/or institutional uses.
- **C: Commercial** – This type of developer selects commercial sites that are typically located closer to the center of the community and are already served by public infrastructure.
- **R-LD: Residential Infill: Low Density** *(below 5 stories)* – This type of developer has expertise in the design and construction of a variety of low to medium density housing products.
- **G-Y: Greyfield / Adaptive Reuse** – This type of developer has expertise in the rehabilitation of properties that are occupied by declining or abandoned commercial buildings such as shopping malls and big-box retail stores into market-supportable uses.

Zoning Regulations

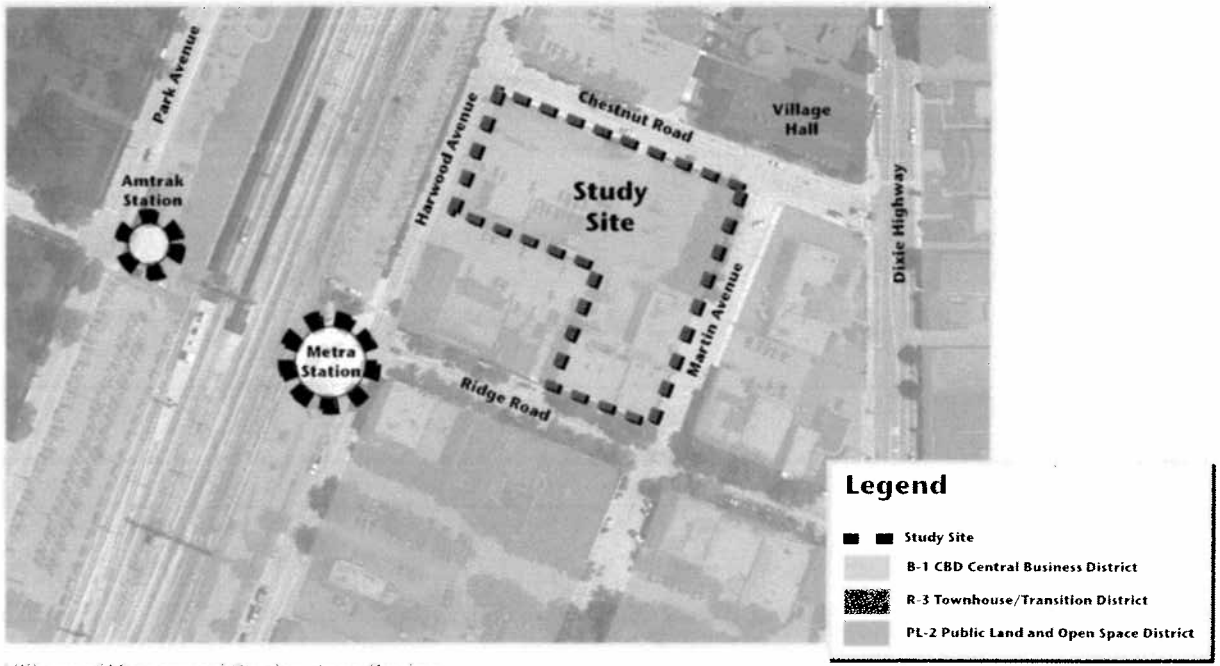
The City's Zoning Map, updated in 2009, designates the majority of the Homewood Station area within the Downtown Overlay (DO) district. The purpose of this district is to supplement the B-1 zoning district while allowing greater flexibility to promote a transit-oriented downtown through increased densities, adjusted parking regulations and stricter design controls for new developments of appropriate scale. Standards for the Downtown Overlay District include the following:

- *Minimum Lot Area:* 25,000 square feet
- *Residential Dwellings (per unit):* 1,100 square feet
- *Minimum Yards:* zero (if a yard is provided at the front or side it must be at least 5 feet in depth)
- *Maximum Building Height, Principal Building:* 4 stories
- *Maximum Building Height, Accessory Building:* 30 feet, but not to exceed the height of the principal building

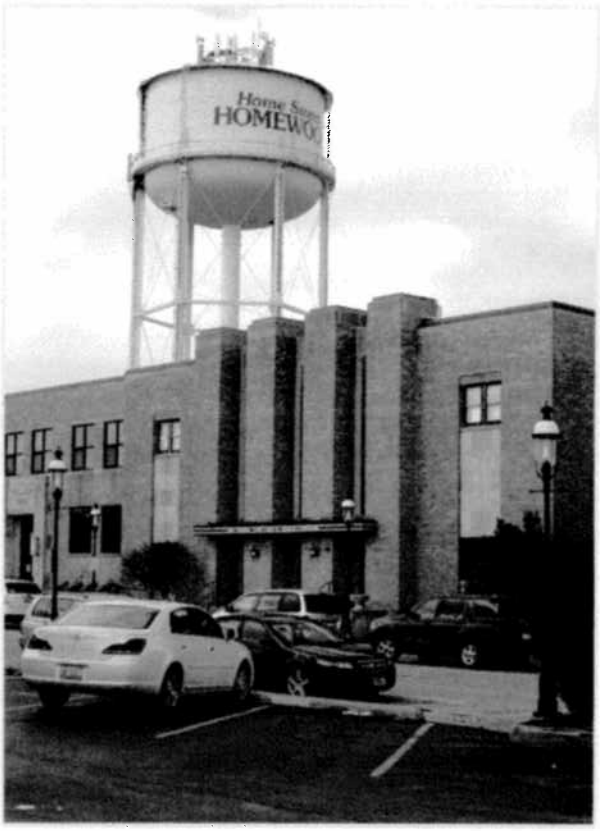
Off-street parking requirements in the district have been reduced to encourage transit-oriented development. This deviation is allowed in recognition of the unique characteristics of the downtown area:

- *Elderly Housing:* 0.5 spaces / dwelling unit
- *Multiple-Family Dwelling:* 1.3 spaces / dwelling unit
- *Townhouses:* 1.5 spaces / dwelling unit
- *Retail Uses:* 1/300 square feet of gross area
- *Sit-down Dining:* 1/250 square feet of gross area
- *Carry-out Dining:* 1/350 square feet of gross area
- *Offices:* 1/300 square feet of gross area

Shared, off-street parking facilities for separate uses may be provided if the total number of spaces is not less than 50% of the separate requirements of each use, the respective hours of operation do not substantially overlap, and a legal agreement has been provided to the village. Publicly owned parking within 300 feet of the subject parking may be included as part of the required parking.



Village of Homewood Station Area Zoning



A small portion of the station area, including the Village Hall complex is designated as PL-2, Public Lands / Open Space. The purpose of this district is to protect and maintain public properties owned by the Village, the park district, school districts, and privately-owned country clubs. Standards for the PL-2 District include the following:

- *Minimum Yards:* front, side and rear yard of most restrictive adjoining zoning district
- *Maximum Floor Area Ratio:* 0.5 FAR
- *Maximum Building Height, Principal Building:* 35 feet
- *Maximum Building Height, Accessory Building:* 40 feet
- *Maximum Building Height, Accessory Structure:* 140 feet

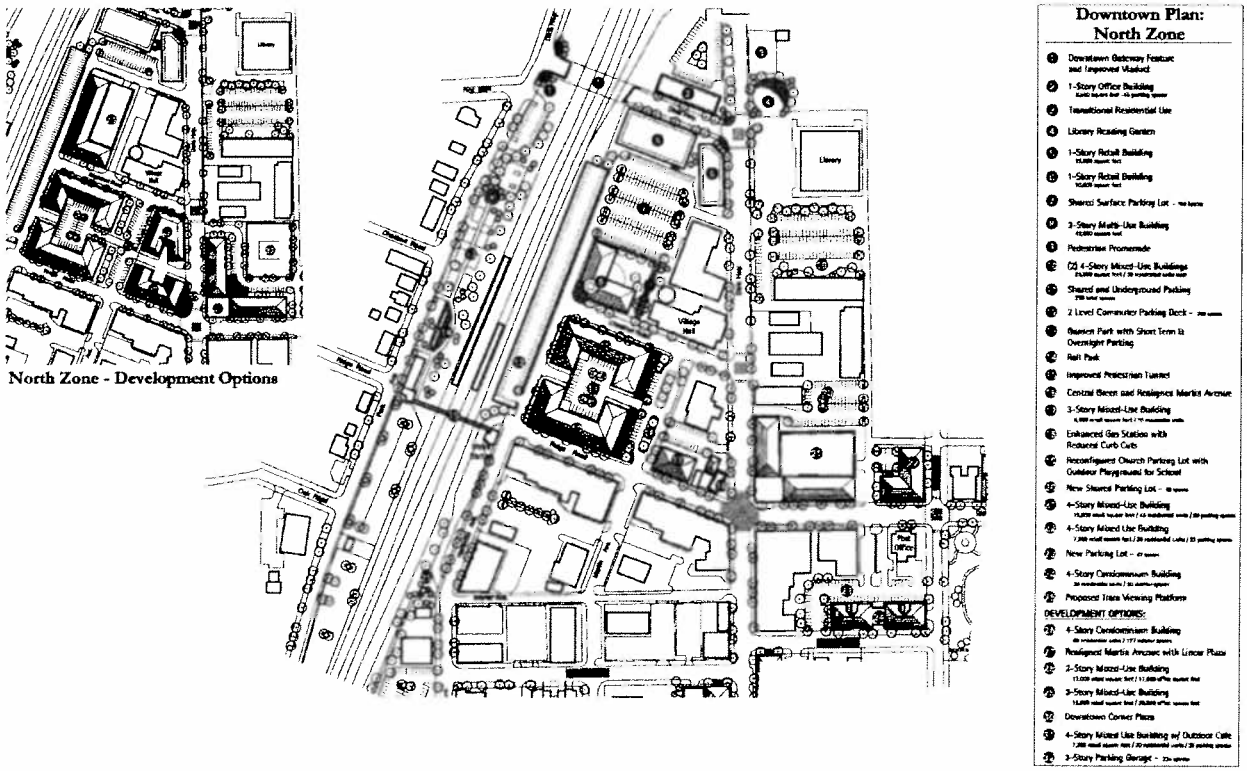
Standards for off-street parking in the PL-2 District include the following:

- *Multi-family Dwellings:* 1.5 parking spaces / dwelling unit
- *Single-family Dwellings:* 2 parking spaces / dwelling unit
- *Most Retail Uses:* 1 space / 250 square feet of gross area
- *Restaurants:* 1/100 square feet of gross area
- *Offices:* 1 space / 300 square feet

Downtown Master Plan

The Downtown Master Plan, created in 2005, evaluated the key community asset's land use and physical conditions and provided recommendations for enhancing the area as a thriving, mixed-use district focused on transit-oriented development. Among the key objectives identified in the Master Plan include the desire to:

- Sustain and enhance Downtown Homewood as a regional draw for the South Suburbs.
- Encourage mixed-use development of key opportunity sites to create a more active "18-hour" downtown.
- Increase commercial development to provide more goods and services for residents and visitors while enhancing the economic base of the Village.
- Increase residential densities, while providing a wider range of housing products to support transit use and new commercial activity.
- Increase ridership on both Metra and Amtrak rail lines.
- Increase and enhance open space within Downtown.
- Significantly improve physical conditions by expanding streetscape improvements to all Downtown blocks, upgrading street furniture, and improving the pedestrian tunnel and viaducts under the tracks.
- Improve multi-modal (e.g. vehicular and pedestrian) access and circulation in Downtown and to/from the abutting neighborhoods.

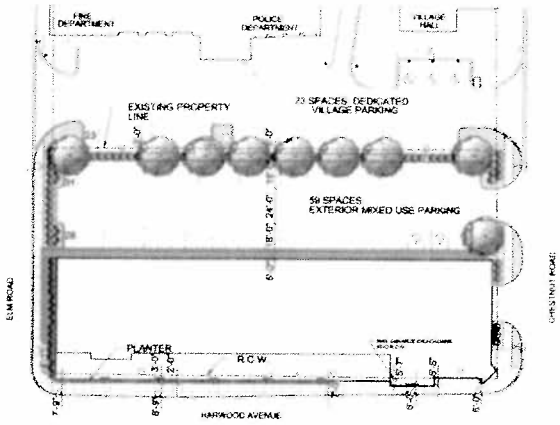


North Zone - Development Options

To promote increased density and residential uses near the train station, new mixed-use development is shown on blocks along Chestnut and Ridge Road as well as the northeast corner of Chestnut Road and Village Hall and on the block bounded by Harwood, Chestnut, Martin and Ridge.

Chestnut Station Development Proposal

The Chestnut Station development proposal was submitted to the Village in 2006 for creation of a significant mixed-use complex on the site of the Village of Homewood Municipal Parking Lot. The proposed development was the first new transit-oriented development within the Village and included a single mixed-use building fronting Harwood Avenue between Elm Road and Chestnut Road. The proposed 4 story building included surface parking for 55 spaces, 2,830 square feet of ground floor retail, and 45 residential units. The area to the rear of the building included surface parking to support the retail uses. The economic recession of 2007 prohibited the project from being implemented.



Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors

The Center for Neighborhood Technology led, Making Smart Choices TOD Selector Analysis of the South Suburban Corridors study was completed in March of 2009. The study includes a preliminary analysis of the potential for TOD in 33 south suburban station areas.

Out of the 33 stations evaluated, the TOD Selector Analysis ranked Homewood:

- 19th in ease of land assembly
- 14th in market strength for Town Center development
- 14th in market strength for Community Area development
- 23rd in market strength for Residential development

The study concludes that Homewood demonstrates a strong potential to develop as a Town Center TOD. The study indicates that the Homewood Station holds the second highest position as an existing Town Center because it harbors one of the richest mixes of convenience and specialty retail businesses in a south suburban station area and serves market functions for neighboring communities. The study also indicates that Homewood shows less potential for retail growth because it shares its market area with a power center along Halsted Street but if additional dense housing and office development were built in Homewood, this would help attract retail businesses while ensuring the area's position as a regionally significant TOD Town Center.

CITY OF BLUE ISLAND

Initiative for the Southland Transit Region

In 2009 the South Suburban Mayors and Managers Association commissioned Land Vision, Inc. and its consultant team to prepare a transit study involving 36 existing and 9 proposed station areas within it jurisdictional service area. The study's aim is promoting economic development in the south suburbs by capitalizing on the region's commuter rail network and highlighting the health related environmental and social benefits of transit. The Initiative, as it relates to the Blue Island Station area, identifies existing conditions and community desires, resulting in the assignment of one of four station area typologies to describe the character, scale, intensity, and type of development envisioned for the area.

Blue Island's desires for the Station area include the creation of a higher density of development with multi-use buildings up to 6 stories in height on 30 potential development sites. The City views the Metro South Medical Center, which employs over 1,000 people, as an incredible asset and partner for supporting transit-oriented development/ redevelopment (e.g. employer assisted housing) near the station. The Initiative characterizes the Blue Island station area as a Multi-Use Transit Center

- supporting of a diversity of economic / community activities;
- at least 25 trains per day, 7 days a week;
- moderate density, mix of residential, commercial, employment and civic/cultural uses; and
- community and local serving retail with some destination retail opportunity.

Since beginning the **Initiative for the Chicago Southland Transit Region Implementation Study** in 2011 the City of Blue Island has implemented a number of modifications to its zoning ordinance. Changes in regulatory documents such as this are expected over the course of long term initiatives such as the **Initiative for the Chicago Southland Transit Region Implementation Study**. Please refer to the Village's website for links to the most recent regulatory designations and documents related to the subject sites.
www.blueisland.org

The Initiative also identifies Developer Typology Assignments for the Blue Island station area that are intended to help communities in targeting specific types of developers using a more efficient and effective marketing and recruitment strategy. The assignments are also beneficial to the development community in helping to identify potential sites in a more user-friendly manner. As part of the Initiative, the Blue Island Station Area has been assigned the following Developer Typologies:

- **MU: Multi-Use** – This type of developer specializes in construction of sites with a combination of residential, commercial, industrial, with a combination of residential, commercial, industrial, office and/or institutional uses.
- **C: Commercial** – This type of developer selects commercial sites that are typically located closer to the center of the community and are already served by public infrastructure.
- **R-HD: Residential Infill: High Density** *(more than 5 stories)* – This type of developer has expertise in the design and construction of a variety of high density housing products.
- **I: Industrial** – This type of developer has expertise in the design and construction of a variety of industrial facilities.

Zoning Regulations

The City's existing zoning map designates the majority of the Vermont Street Station Area as C-2 Highway Commercial. The intent to this designation is to establish commercial uses within specific areas of the City. Standards for the C-2 District include the following:

- *Minimum Lot Area:* 6,250 square feet
- *Minimum Lot Width:* 50 feet
- *Minimum Lot Depth:* 125 feet
- *Maximum Lot Coverage:* 70%
- *Maximum Building Height:* No Limit

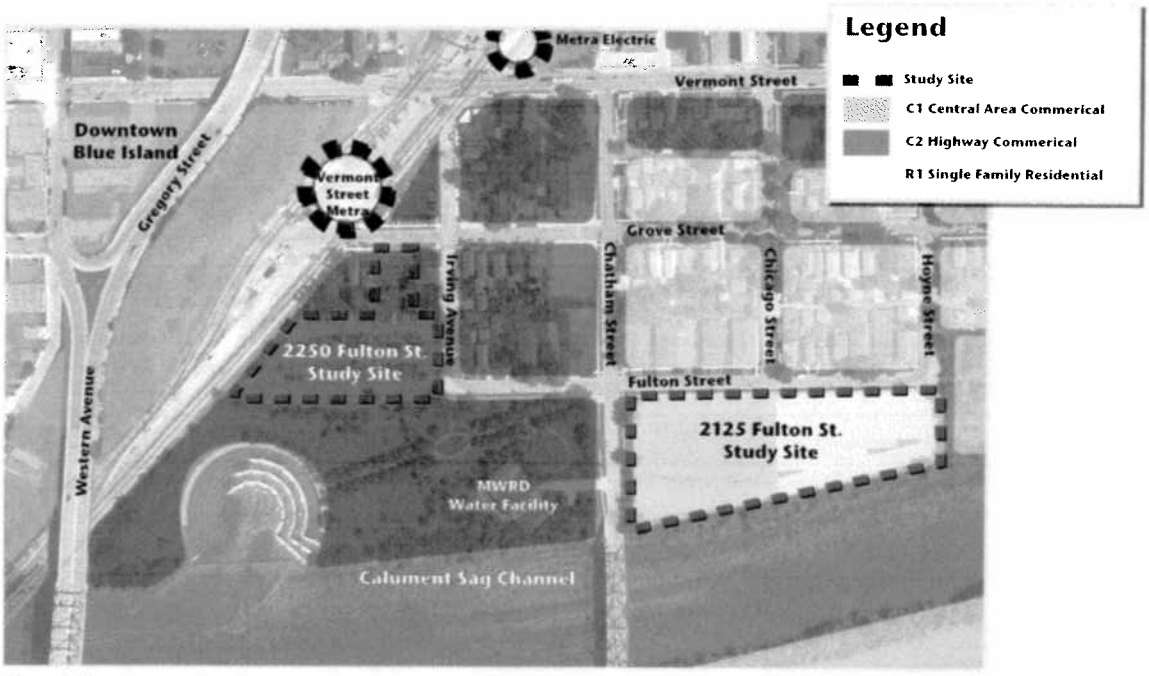
The eastern portion of the station area, including the site at 2125 Fulton Street is currently designated as R-1 Single Family Residential. The intent to this designation is to preserve and establish quiet single-family home neighborhoods as desired by the area property owners, free from other uses except those which are compatible with a convenience to the residents of such a district. Standards for the R-1 District include the following:

- *Minimum Lot Area:* 4,312.5 square feet
- *Minimum Lot Width:* 37.5 feet
- *Minimum Lot Depth:* 115 feet
- *Maximum Lot Coverage:* 40%
- *Maximum Building Height:* 35 feet

Standards for off-street parking include the following:

- *Dwellings:* 1 space per unit plus 1 additional space for each 2 dwelling units in multiple-family dwellings
- *Retail:* 1 space / 300 square feet of gross floor area
- *Restaurants:* 1 space per 4 seats
- *Offices:* 1 space / 500 square feet

The City is currently creating new zoning for the station area (Uptown Transit Oriented Zoning District – Draft) that will replace the C-2 District standards outlined above. A summary of the draft Uptown Transit-Oriented Zoning District regulations are provided on the following page.



City of Blue Island Station Area Zoning

Uptown Transit Oriented Zoning District – Draft

To address identified shortcomings in the City's regulatory documents and enhance development prospects in proximity to key community assets (e.g. transit stations), Blue Island is currently undertaking the creation of a new Uptown Transit Oriented Zoning District. In accordance with the Blue Island Plan for Economic Development, this District is intended to provide for transit-supportive land uses that promote commercial, cultural, institutional, governmental, and residential development in a compact pedestrian friendly design.

The new UT-TOD zone will include the sites at both 2250 Fulton Street and 2125 Fulton Street as well as the surrounding neighborhood to the northwest and southwest. The Draft UT-TOD district includes two defined zones with different sets of permitted uses. The 2250 Fulton Street site is located in Zone A and the 2125 Fulton Street site is located in Zone B. While the standards for the Draft UT-TOD District vary by land use, those standards applicable to the 2125 Fulton Street and 2250 Fulton Street sites are listed below:

Mixed-Use:

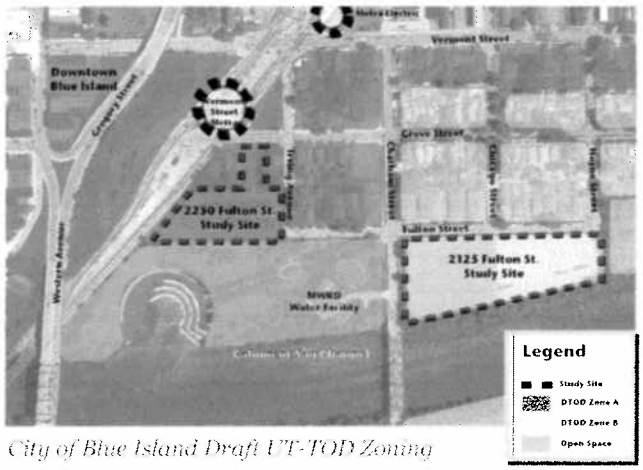
- *Setbacks:* 0' – 5' max front, 0' side, 10'-30' rear
- *Maximum Height:* 6 stories
- *Street Level Use:* Retail /Office
- *Upper Level Use:* Office/Residential
- *Off-Street Parking:* None required
- *Maximum Lot Coverage:* 90%

Multi-Family:

- *Setbacks:* 0' –15' max front, 0' side, 10'-30' rear
- *Maximum Height:* 4 stories
- *Off-Street Parking:* 1 space per dwelling unit
- *Maximum Lot Coverage:* 90%

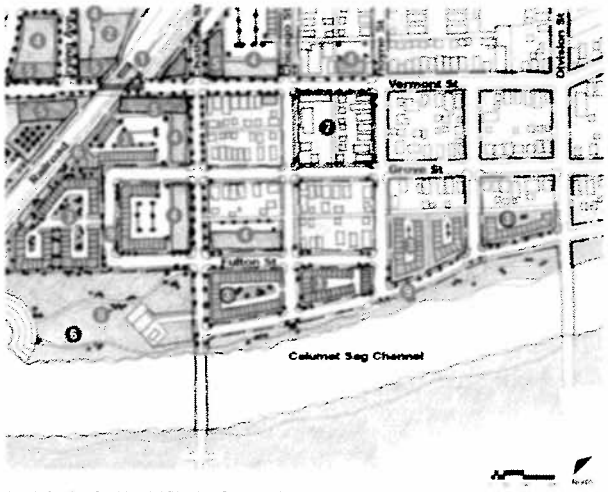
Rowhouse:

- *Setbacks:* 10' –15' max front, 0' side, 18' rear
- *Maximum Height:* 3 stories
- *Off-Street Parking:* 1 space per dwelling unit
- *Maximum Lot Coverage:* 60%

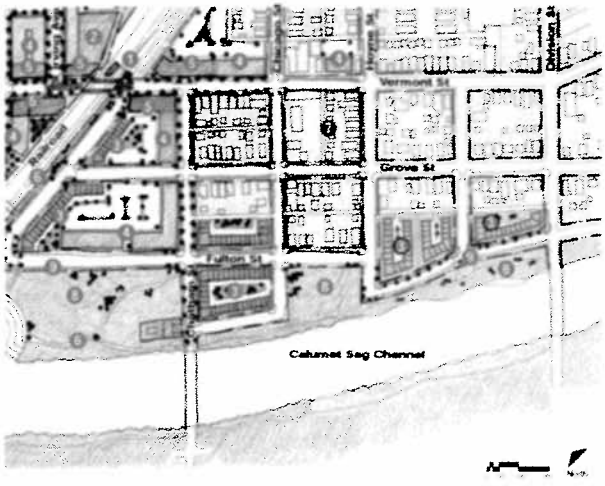


City of Blue Island Draft UT-TOD Zoning

The Draft UT-TOD zone also includes a Channel Set-Back regulation stating that all development along the Calumet-Sag Channel must provide for dedicated public access to the waterfront. A minimum Channel open space buffer zone set-back for all buildings or streets shall be 80' to ensure public access, and must be open to the public between the hours of 7 am and 11 pm.



South Station Residential District: Concept 1



South Station Residential District: Concept 2

1 Station Relocation

2 Parking Structure

3 Townhouse Development

4 Condominium/Apartment Development

5 Mixed Use Buildings

6 Bicycle/Pedestrian Trail

7 Existing Housing and Commercial

8 Existing Open Space

9 Streets

Plan for Economic Development

The Blue Island Plan for Economic Development, created in 2005, is intended to assist the City in its economic revitalization efforts by building on its excellent rail access, historic neighborhoods and downtown, and diversity of population. The core strategy of the Plan embraces the concept and benefits provided by transit-oriented development within a ½ mile radius of the Vermont Street stations. The Plan notes that while the dual Metra stations on Vermont Street provide an important asset to Blue Island's Main Street District, the actual benefits received do not live up to their full potential. The current allocation of significant portions of land for industrial uses and/or surface parking inhibits the development of hundreds of households from living in and contributing to this key community area. In addition, the urban form, topography, access and circulation challenges, and in some cases limited pedestrian amenities connecting the station area to downtown further impact the potential of the area.

The South Station Residential District, as defined by the Plan, including both 2250 Fulton Street and 2125 Fulton Street, proposes the following development vision:

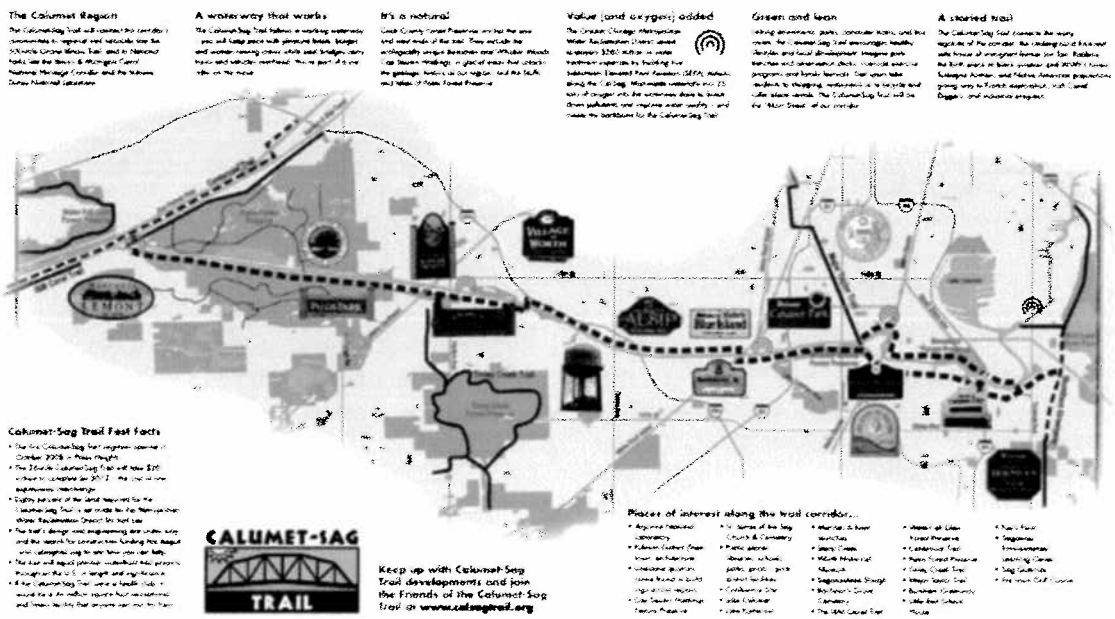
- more than 400 quality condominiums and town homes overlooking the Calumet Sag waterfront;
- creation of a nature and recreation trail along the Calumet-Sag Channel;
- establishment of a safe and pleasant pedestrian environment; and
- development of 37,000 square feet of commercial space along a mixed-use corridor connecting the two stations to downtown.

Land for these improvements may be made available through relocating industrial businesses to parcels better equipped to serve their needs and from shifting Metra surface parking to underutilized but conveniently located parcels within the district.

Calumet River Corridor: Economic Development Vision and Strategy

The Calumet River Corridor – Economic Development Vision and Strategy establishes a framework for development and investment in the seven south suburban communities that comprise the corridor, including Blue Island. The project focuses on the Calumet River system as an important environmental amenity and economic asset. Strategically working together the communities may accelerate and expand the potential economic benefits that can be generated by this amenity beyond those that may be possible though their individual efforts.

One of the key goals of the EDVS is to support transit-oriented development initiatives in Blue Island. The EDVS suggests that transit-oriented development helps to create a positive image for residents and commuters while ensuring a "pedestrian feel." The EDVS also is working with the Metropolitan Water Reclamation District of Greater Chicago (MWRD) on land conveyance process. Given the significant amount of land under the control of MWRD, the EDVS recognizes that MWRD's development/ redevelopment policies are critical to the future potential of this corridor. The MWRD promotes recreational use and public access to its property through its Waterway Strategy Resolution, including a 60-foot setback requirement to allow, for example, for construction of the Calumet-Sag Trail.



Calumet-Sag Trail

The establishment of a plan for the Calumet-Sag Trail was implemented as a recommendation of the Calumet River Corridor: Economic Development Vision and Strategy. Anticipated to open by 2014, the Calumet-Sag Trail is proposed as a multi-use path built almost entirely along the banks of the Calumet-Sag Channel and Calumet River. Along 30 miles of waterway from Lemont in the west to Burnham in the east, the Calumet-Sag Trail will stitch together more than 185,000 people in fourteen communities. It will connect them to regional trails, transit systems, retail areas, parks, forest preserves, marinas, nature centers, and the legacies of Big Steel, immigrant communities and the Underground Railroad. As planned, the Calument-Sag Trail will have pathways along both sides of the Channel through Blue Island, including a connection through the 2125 Fulton Street site.

Homes for a Changing Region

Homes for a Changing Region was developed from 2007-2009 as a way to help project housing supply and demand in the six-county Chicago metropolitan area through the year 2030. The Study takes a unique approach by looking at creating a balanced housing mix across the entire income spectrum. While ensuring the availability of low-income or subsidized housing is a critical issue for the Chicago area, the region also faces other important housing issues such as increasing home ownership for working households and ensuring the availability of higher-end housing in areas where demand is not being met by the market. In Phase 2 of the Study, Blue Island was selected as one of nine communities to demonstrate how the specific market recommendations and strategies could be put into practice.

The Blue Island Housing Policy Plan includes key recommendation to encourage transit-oriented, mixed-use development around the Vermont Street stations. According to the Plan, a mix of housing within walking distance to the Metra lines will attract commuters and make the station area and Western Avenue retail development more successful. The recommended strategies included in the Blue Island Housing Policy Plan include:

- engagement in targeted rehabilitation projects along Vermont Street; and
- creating a condominium conversion ordinance to ensure that existing rental property targeted for condominium conversion is maintained and increasing pedestrian friendly amenities in the area, including walking paths along the Calumet River.

In projecting the needs of ownership housing through 2030, the Study recommends that the City encourage the development of 250 new homes to serve the needs of families whose incomes exceed $100,000 a year as well as rehabilitation of as many as 450 dwellings to meet the needs of moderate and low income residents. In addition, the Study recommends that the City encourage the development of approximately 300 dwelling units through 2030 to serve the needs of families whose incomes exceed $75,000 as well as 700 units for families earning between $75,000 - $35,000 a year. A combination of new government subsidized senior housing and an expansion of the City's stock of government subsidized family housing could meet the needs of low income residents.

Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors

The Center for Neighborhood Technology led, Making Smart Choices TOD Selector Analysis of the South Suburban Corridors study was completed in March of 2009. The study includes a preliminary analysis of the potential for TOD in 33 south suburban station areas.

Out of the 33 stations evaluated, the TOD Selector Analysis ranked Blue Island:

- 17th in ease of land assembly
- 3rd in market strength for Town Center development
- 3rd in market strength for Community Area development
- 27th in market strength for Residential development

The study concludes that Blue Island demonstrates a strong potential to develop as a Town Center TOD. The study indicates that the Blue Island Station ranks at the top of the south suburban station areas as an existing Town Center and high in its real estate market strength. Vermont Street counts as its assets the highest level of transit service in the Southland as a result of the convergence of the Metra Rock Island local and express lines as well as the Metra Electric. The study indicates that the station area could become one of the region's leading suburban Town Centers through relocation of a portion of the industrial and other underutilized land uses and development of moderate density housing.

Existing Conditions

EXISTING CONDITIONS / VISUAL ASSESSMENT

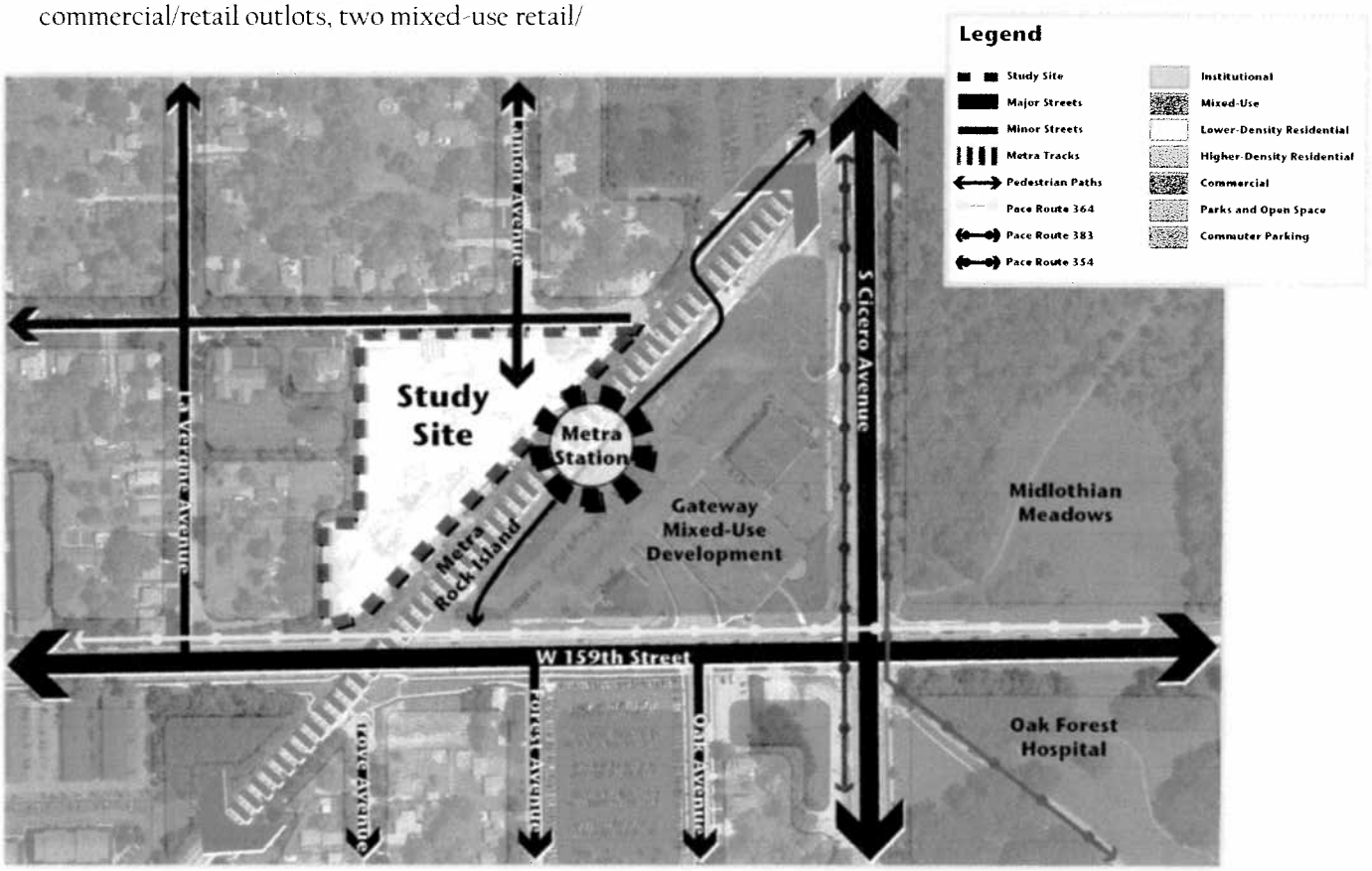
In order to be able to effectively and efficiently plan for development that is feasible in consideration of political and market realities, it is imperative that the underlying physical and market conditions impacting a site be carefully evaluated and understood. In relation to the identified study area sites for Oak Forest, Homewood, and Blue Island this process involves an assessment of the existing land use, access/circulation, infrastructure, and market conditions of the specified sites and where appropriate surrounding contextual areas. This scope of this assessment is not intended to represent a traditional due diligence evaluation for any of the sites. The evaluations and assessments are based upon the following elements identified below and prepared in conjunction with this study as well as the consultant team's collective and individual knowledge regarding the study sites:

- review of available background planning, studies, reports, regulations, and proposed development programs;
- interviews with site and community stakeholders including property owners, municipal officials, developers, brokers, and local agencies/institutions; and
- visual assessments of the individual sites and their respective development context in conjunction with evaluation of available infrastructure and real estate market conditions.

CITY OF OAK FOREST – Study Site Assessment

Land Use Context

The Oak Forest study site (a.k.a. Wille Brothers Concrete Company) is a 5.8 acre property (including Lamon Avenue right-of-way) located immediately south of the intersection of Lamon Avenue and 158th Street. The triangular shaped parcel abuts the Rock Island District Metra Line along its east boundary and is surrounded by low density single family residential and institutional (i.e. Redeemer Lutheran Church) uses to the north and west. Across the Metra tracks to the southeast, the Gateway mixed-use development occupies 4.9 acres of land at the northwest corner of Cicero Avenue and 159th Street. This project represents the City of Oak Forest's most recent efforts to encourage transit-oriented development within proximity of its significant transit asset at the Oak Forest Metra Station. The Gateway development as planned includes three commercial/retail outlots, two mixed-use retail/residential buildings and surface parking to support the planned uses. The project is partially developed at this time and includes two retail / services uses (i.e. CVS Pharmacy and PNC Bank) as well as the associated surface parking. To the opposite side (east) of Cicero Avenue is Midlothian Meadows, a part of the Cook County Forest Preserve. Oak Forest Hospital, a 600 plus room healthcare facility and major employer for the community occupies a 340 acre campus at the southeast corner of Cicero Avenue and 159th Street. A small concentration of ancillary commercial uses and commuter parking are located on the south side of 159th Street between Cicero Avenue and the Metra tracks. A collection of medium-density rental housing is clustered to the north and south side of 159th Street to the east of LaVergne Avenue.



Access & Circulation

Cicero Avenue and 159th Street are respectively, major north/south and east/west thoroughfares providing vehicular access to the proximate area of the study site. Direct access to the site is provided via residential streets along either LaVergne Avenue from 159th Street or Lamon Avenue/157th Street from Cicero Avenue. The unusual circumstance of an industrial user lacking direct access to a major arterial such as 159th Street or Cicero Avenue creates access and safety issues for the site and the surrounding residential neighborhood.

Beyond vehicular access, transit service to the study site is provided via both Metra commuter and Pace suburban bus service. The Oak Forest Metra Station, along the Rock Island District Line is located immediately adjacent to the study site and provides direct trains to and from the City of Chicago. Average daily ridership from the station is approximately 1,487. Pace has three routes in proximity of the site. These include Routes 383 and 354 which travel along Cicero Avenue and Route 364 with travels along 159th Street. Each of the routes provide connections to the Oak Forest Metra Station.

Non-motorized (a.k.a. pedestrian) access to the study site is provided via existing sidewalks along LaVergne Avenue and 158th Street as well as a pedestrian/bicycle path along the northwest side of the Metra tracks. A pedestrian grade tracking crossing is provided near the northeast corner of the study site to allow persons to access the station platform as well as the Gateway development to the southeast. Pedestrian bridges at Cicero Avenue and 159th Street enhance accessibility to the study site and station area for the large community and surround region. The pedestrian bridge at 159th Street also serves to enhance safety for commuters using the Metra parking lot south of 159th Street.

Infrastructure

Municipal Utilities

The Oak Forest study site is serviced by City Sewer, Public Water Supply, and a private well which is used for concrete mixing. Lamon Avenue and 158th Street contain 8" City-owned sanitary sewer lines. These lines continue north along Lamon Avenue, turn east on 157th Street, and outlet into 24" MWRD facilities on Cicero Avenue. The Wille Brothers parcel is also served by a 12" water main along Lamon Avenue, which continues west along 158th Street.

Additionally, there is one City-owned storm sewer at the northeast corner of the site. It appears that this short, 12" section of storm sewer collects run-off from 158th Street and outlets to the railroad right-of-way.

Public Utilities

Communication utilities within the station area are currently delivered by AT&T, Wide Open West and Comcast. Overhead power lines extend on the north side of 158th Street to serve the mix of residential and industrial use located in this area. Overhead power lines also come in to the southern portion of the study site from Lavergne Avenue. For natural gas supply, the station area is served by an existing low pressure 2" line that runs along 158th Street.

Environmental

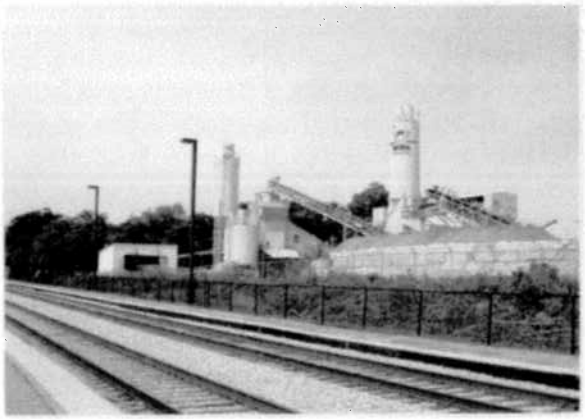
In 2010, the City of Oak Forest completed a Phase I Environmental Site Assessment of the Wille Brothers property. The following recognized environmental conditions were identified as part of that study:

- Active diesel fuel UST on site
- Active diesel fuel AST on site
- Storage and handling of various automotive petroleum chemicals
- Past leaking underground storage tank (LUST) site, Incident No. 940235
- The presence of an electrical transformer on site
- Possible asbestos containing building materials

Remediation of negative effects due to these environmental conditions will be a key element in site redevelopment.

Drainage

The most recent Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map and National Wetlands Inventory Map for Oak Forest were reviewed to determine if the property is in either the 100-year or 500-year flood zone. The Wille Brothers Concrete Plant does not appear to be in the flood zones or within the National Wetland Inventory.



Real Estate Market Observations

The market potential of the study site is dependant in large part on the relocation and if necessary underlying environmental remediation issues relative to Wille Brother Concrete facility. The attractive elevation of the study site along with its proximity to Oak Forest Metra Station, abutting Gateway project, and surrounding residential neighborhoods contribute to its potential as a development opportunity.

The market draw from a 5-minute drive radius is adequate as well, with much of the City's population positioned to the west of the station area. Employment numbers surrounding the station area don't increase substantially until 3-mile and 10-minute markets are taken into account. The City of Oak Forest exhibits generally strong sales tax numbers for eating and drinking, given the overall City's spending power. Oak Forest's average household incomes and the percentage of higher incomes are significantly higher than the other communities in the study site vicinity.

Planned future development phases for the Gateway project to include residential and commercial uses as well as the generally strong traffic counts for commercial uses along 159th Street and Cicero Avenue will further strengthen market opportunities for significantly sized parcels and/or projects (e.g. Wille Brothers site) in proximity to these assets. Given the visibility accessibility issues relative to the site for commercially-oriented uses, it appears that residential development opportunities will provide the greatest potential for the site. The type, configuration and percentages of residential development will be dependent on market demands. Within the current economic conditions (circa 2011), market rate rental residential development presents the greatest opportunity in the near term.

Municipal Incentives and Utilization Tolerance

The City of Oak Forest has substantial experience with multiple local municipal development support tools. These include but are not necessarily limited to the following:

- Tax Increment Financing
- Cook County Class 6 Designation
- Cook County Class 8 Designation
- State & Federal Grants
- Planned Unit Development (PUD)
- Zoning Variances
- Targeted Infrastructure Improvement Projects

The City's effectiveness in utilizing the various financing tools has ranged widely dependent upon the unique attributes of the specific project, economic market conditions, timing, and capacity of the incentive recipient (i.e. developer/organization). Oak Forest provides its financial incentives on a project by project basis.

Oak Forest has been most successful and relied most often on the use of Tax Increment Financing (TIF) to attract and support development throughout the community. The City is home to six (6) existing TIF districts, including one at the Metra Station site (commercial/retail uses), four along 159th Street corridor (commercial/retail uses), and one in the southeast quadrant of the City (industrial uses). The Metra Station TIF, located immediately southeast and adjacent to the identified project study site (a.k.a. Wille Brothers Concrete Company) is designed to support the transit-oriented development objectives of the Gateway project. The City has expressed their support for redevelopment of the Wille Brothers site into a multi-family residential project.

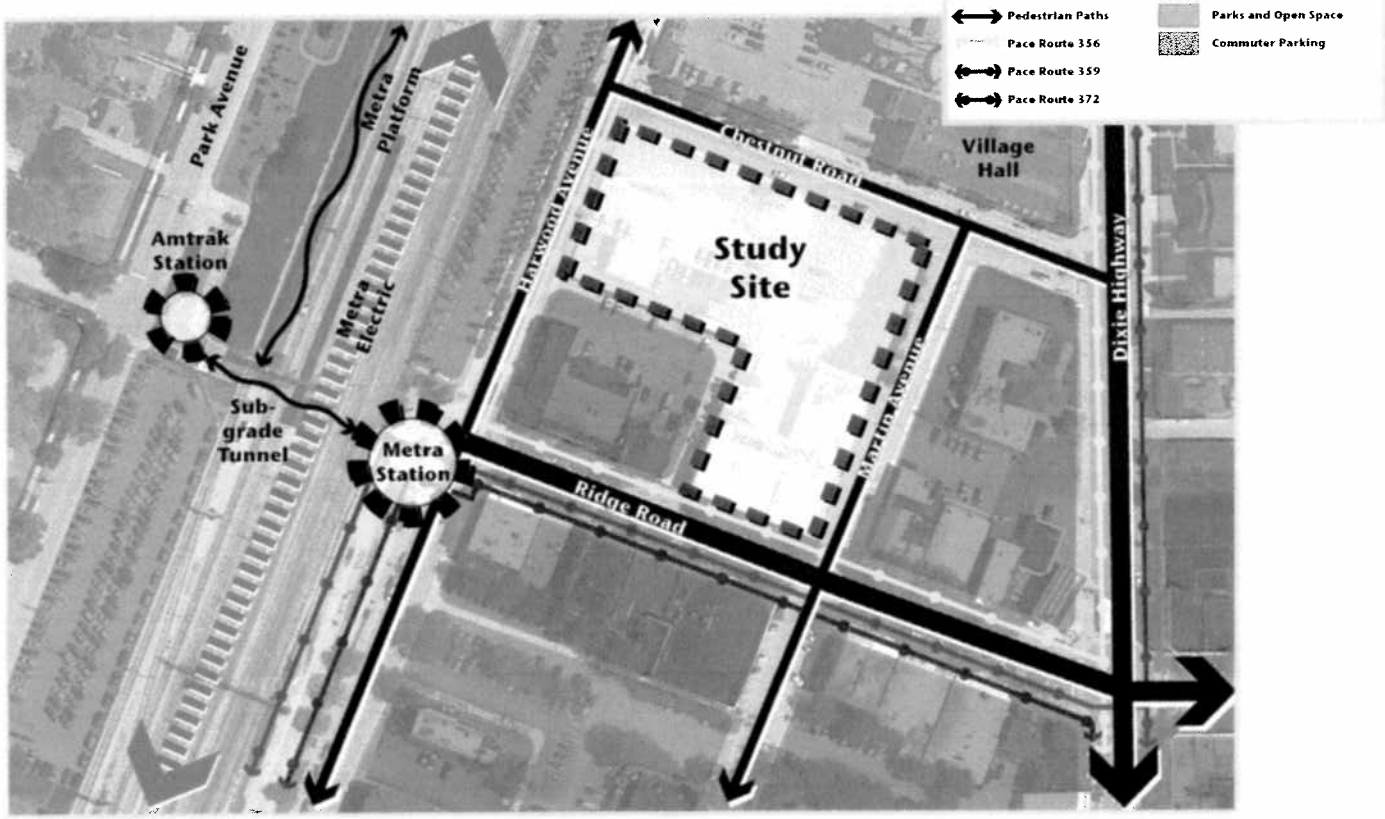
In addition to the TIF incentive, Oak Forest has been successful in securing state and federal funds, such as a $1 million grant through SSMMA's STP program for the Metra station improvement project and a $1.3 million reimbursement award through the FHWA's TCSP program to support development projects as well as zoning variations, infrastructure improvements, and County Class 6 and Class 8 property tax incentives. Finally, the City is very informed relative to the sources and process for environmental remediation funds which may be necessary to prepare this site for the marketplace.

The City is fully prepared to utilize its municipal financial tools to promote development in accordance with its development vision for the project study site. This may include the designation of an additional (TIF #7) in the agreed upon scope area.

VILLAGE OF HOMEWOOD – Study Site Assessment

Land Use Context

The Homewood study site is comprised on an "L" shaped collection of parcels with partial frontage along Harwood Avenue (150 feet), Ridge Road (125 feet), Chestnut Road (300 feet), and Martin Avenue (300 feet). The 1.5 acre site is currently occupied by commercial/office (Great Lakes Bank) and auto-oriented (John's Auto Service) uses along with their supporting surface level parking. The site is located in the heart of Downtown Homewood, abutting the Metra Electric District Line, Metra Station and Amtrak Station to the west and surrounded by small scale mixed-use development to the east and south. The Homewood Village Hall, Fire and Police Department and their associated surface parking are located to the north of the study site. Additional mixed-use development is located along Dixie Highway as well as St. Joseph's Catholic Church and School.



Access and Circulation

Vehicular access to the study site is provided directly by Chestnut Road, Martin Avenue, and Harwood Avenue. These local streets are fed via Dixie Highway (north/south) or Ridge Road (east/west), both of which serve as collectors for vehicles moving into and through Downtown Homewood. Ridge Road is a direct connection to the Metra Station for vehicles traveling from east to west and terminates at the Harwood Avenue in front of the Station. Despite the ease of access directly to the site, Downtown Homewood is sometimes perceived as difficult to find for non-residents due to its isolated position from surrounding areas to the north and west as a result of how the train tracks diagonally cut through the area. Unfortunately, this is an issue that is unlikely to be resolved.

In addition to vehicular access, transit service to the study site is available via both Metra commuter and Pace suburban bus service. As mentioned previously, the Homewood Metra Station, along the Metra Electric Line, is located immediately adjacent to the study site to the west and provides direct trains to and from the City of Chicago. Average daily ridership from the station is approximately 1,456. Pace has three routes in proximity of the site. These include Routes 356, 359 and 372 which have stops at the Homewood Metra Station.

Non-motorized (a.k.a. pedestrian) access to the study site is provided via existing sidewalks along Harwood Avenue, Ridge Road, Martin Avenue, and Ridge Road. A below grade pedestrian (i.e. tunnel) track crossing is provided near the site to allow persons to safely cross between the east and west sides of the Metra tracks. The pedestrian tunnel also serves to connect the commuter parking lots located on both sides of the tracks. Bicycle parking is located adjacent to the Metra station, along Harwood Avenue as well as at Village Hall to the north of the site.

Infrastructure

Municipal Utilities

The study site is serviced by public water supply facilities. There are a 20" and 6" water mains on Harwood Avenue, a 10" water main on Chestnut Road, a 12" water main on Martin Avenue, and a 10" water main on Ridge Road. Chestnut Road, Ridge Road, and Harwood Avenue contain 10" Village-owned sanitary sewer lines. These lines continue north along Harwood Avenue and then outlet into Dixie Highway right-of-way. There is a Village-owned storm sewer south and east of the study area including an 8" storm sewer collection system on Martin Avenue, extending from Ridge Road to Chestnut Road and then outleting to Dixie Highway. There is also a small segment of storm sewer at the intersection of Ridge Road and Harwood Avenue that outlets to the railroad right-of-way.

Public Utilities

Communications utilities near the study area are provided by AT&T and Comcast. Overhead power lines extend on the east side of Harwood Avenue to serve the site. The overhead lines enter the property south of the auto service shop and extend to Martin Avenue. For natural gas supply, the study area is served by an existing low pressure 2" line that runs along Chestnut Street, Harwood Avenue, and Ridge Road.

Drainage

The most recent Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map and National Wetlands Inventory Map for Homewood were reviewed to determine if the property is in either the 100-year or 500-year flood zone. The site does not appear to be in the flood zones or within the National Wetland Inventory.

Real Estate Market Observations

The existing characteristics of Downtown Homewood, established as a traditional 19th century "central business district", and coupled with relatively high average household incomes ($75,000), existing business anchors, and location of the Metra Station offers meaning development opportunities for nearby properties (e.g. study site). As a community, Homewood has strong income and education levels as well as overall sales tax revenues (includes the Downtown and Halsted Street Corridor). The identified study site is located within a 5-minute drive market containing nearly 11,000 employees and 21,000 residents.

As mentioned, the positive aspects of the Downtown Homewood do provide opportunities for the study site but these must be balanced with the individual realities of the site itself. Specifically, the site's limited visibility from a commercial perspective, low traffic counts, and perceptual access difficulties for non-residents/visitors narrow the number of potentially viable development options. To overcome some but not likely all of these issues, future development on the site should be geared toward non-auto dependent uses and/or unique or destination-oriented in a way that makes people willing to "discover" them in a less auto-accessible location. The type, configuration and percentages of development (retail, office, entertainment, residential, other) will be dependent on market demands. Within the current economic conditions (circa 2011), a combination of mixed-use commercial/residential with a stronger focus on market rate rental products may present the greatest opportunity in the near term.

Municipal Incentives and Utilization Tolerance

During its long history the Village of Homewood has used various financial development incentives to attract and support desired business, industry, and institutions throughout the community. In regards to the Village's key commercial/retail and industrial districts these have included but are not limited to:

- Tax Increment Financing
- Property Tax Rebate
- Sales Tax Rebate
- Cook County Class 6b Designation
- Cook County Class 8 Designation
- Planned Unit Development (PUD)
- Zoning Variances

Tax Increment Financing for a variety development projects including the Halsted Street corridor (e.g. Washington Park TIF and 175th Street TIF), Downtown, and Ridge Road have been implemented by the Village. The Washington Park TIF includes both sides of Halsted Street near the former Washington Park race track. The district has supported major commercial development in the area for the past twenty years. The 175th Street/Halsted Street TIF includes the former Homewood Hotel and is designed to support commercial and industrial development. Two TIF districts exist in the downtown. The original Downtown TIF is set to expire in three years and has been used to implement many of the recognizable area improvements (e.g. façade renovation, streetscape enhancements). A new district along the north and south side of Ridge Road will serve to support new development and growth for this key east-west corridor through the downtown.

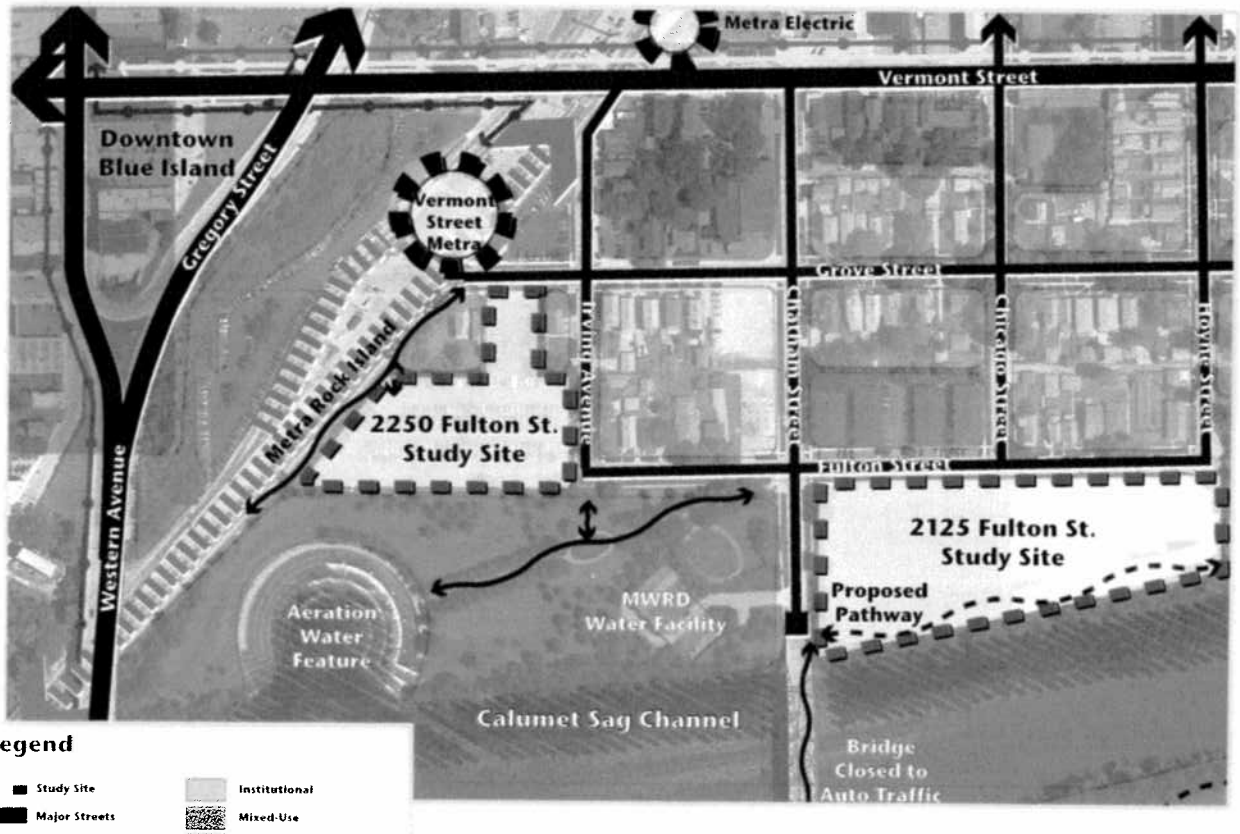
In addition to the use of various TIF incentives, Homewood has also extensively used the Planned Unit Development (PUD) process, zoning variations, sales and property tax rebates, as well as Cook County's Class 6 and Class 8 property tax incentives to assist in securing desired development projects. The provision of the appropriate municipal development incentives are reviewed and approved on a case by case basis to ensure their ability to efficiently deliver the intended results for the municipality.

Village elected officials and staff are open to consideration and flexible in regards to the use of all reasonable municipal initiatives which may be necessary to further develop this study area in the downtown.

CITY OF BLUE ISLAND – Study Site Assessment

Land Use Context | 2250 Fulton Street

The 2250 Fulton Street study site is comprised on an irregular shaped property with partial frontage along its north edge at Grove Street (80 feet) and east edge along Irving Avenue (200 feet). The 2.2 acre site is currently utilized as a Metra commuter parking lot serving the Vermont Street Metra Station. The site is located in the southern portion of the downtown district, abutting the Rock Island District Metra line to the west, the MWRD SideStream Elevated Pool Aeration Station No. 3 to the south, and a collection of low intensity commercial, residential, and surface parking uses to the north and east, respectively.



Access and Circulation

Access and circulation for vehicular modes to and from 2250 Fulton Street is provided via Grove Street from the north and Irving Avenue/Fulton Street from the east. Each of the streets is a local roadway with connections to Vermont Street as the primary collector roadway serving the surrounding neighborhood. While Vermont Street does move a significant amount of traffic through the area, its reliance as the only collector roadway for the district makes overall access somewhat limited. The Chatham Street bridge across the Calumet-Sag Channel was closed in 2010 for safety reason due to its extensive deterioration. There are no plans to reopen the Chatham Street bridge for vehicular traffic.

In addition to vehicular access/circulation, transit service is provided to the 2250 Fulton Street site via both Metra commuter rail and Pace suburban bus service. The Vermont Street Metra Station, along the Rock Island District Line is located immediately northwest of the subject site and provides direct rail access to and from the City of Chicago. Average daily ridership from the station is approximately 1,472. Pace has three routes in proximity of the site. These include Routes 348, 349, and 385 which have stops at the station. CTA Route 49A also connects to the study site, and Pace Routes 359 and 397 are within reasonable walking distance of the Vermont Station. These bus routes provide regional connections north, south and west of the area.

Access and circulation for non-motorized modes of mobility (a.k.a. pedestrians) to/from the study site is provided via existing sidewalks along Irving Avenue, Grove Street, and Vermont Street. Location of the Vermont Street Station and use of the study site as a commuter parking lot results in a significant volume of pedestrian movement through the area. Portions of the area especially near the station appear inadequate to accommodate the volume of pedestrian activity. A significant grade change exists between Vermont Street and the study site. This requires provision of an exterior staircase to access the lower portion of the commuter parking on 2250 Fulton Street. Pedestrian pathways are located within the MWRD SideStream Elevated Pool Aeration Station No. 3 site, though direct connection to the Calumet-Sag Channel only exists at the aeration feature.

Infrastructure

Municipal Utilities

The 2250 Fulton Street study site is serviced by City-owned sanitary sewer lines, Public Water Supply, and City-owned storm sewers.

Public Utilities

Communications utilities within the station area are currently provided by Comcast and AT&T. Overhead power lines extend on the south side of Grove Street and Fulton Street to service the study site. For natural gas supply, 2250 Fulton Street is served by an existing low pressure 2" line that runs along Grove Street and Irving Street.

Drainage

The most recent Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map was reviewed to determine if the subject property is in either the 100-year or 500-year flood zone. The 2250 Fulton Street study site is in a Zone X flood prone area. The FEMA map also shows a flood hazard area along the Calumet-Sag Channel. The 100-year base flood elevations have not been determined.

Land Use Context | 2125 Fulton Street

The 2125 Fulton Street study site is comprised of an approximately 3.9 acre parcel bounded by Fulton Street on the north, Calumet-Sag Channel on the south, Hoyne Street (extended) on the east, and Chatham Street on the west. The site's 725 feet of frontage along the Calumet-Sag Channel creates a tremendous opportunity to incorporate unimpeded public access to this significant community asset. The study site is currently undeveloped and was historically used as a surface parking lot for Metra commuter riders. While located within an approximately 0.2 mile walk of the Vermont Street Station the lot was chronically under utilized as a commuter parking lot. The site is surrounded to the north by moderate and low density residential neighborhoods, to the south and east by the Calumet-Sag Channel, and to the west by the MWRD SideStream Elevated Pool Aeration Station No. 3.

Access and Circulation

Vehicular access and circulation to and from the 2125 Fulton Street is provided via Fulton Street with north-south linkages to the Vermont Street collector along Hoyne Street, Chicago Street, and Chatham Street. While Vermont Street does move a significant amount of traffic through the area, its reliance as the only collector roadway for the district makes overall access somewhat limited. The Chatham Street bridge across the Calumet-Sag Channel was closed in 2010 for safety reasons due to its extensive deterioration. There are no plans to reopen the Chatham Street bridge for vehicular traffic.

In addition to vehicular access/circulation, transit service is provided in proximity to 2125 Fulton Street site via both Metra commuter rail and Pace suburban bus service. The Vermont Street Metra Station, along the Rock Island District Line is located northwest of the subject site and provides direct rail access to and from the City of Chicago. Average daily ridership from the station is approximately 1,472. Pace has three routes in proximity of the site. These include Routes 348, 359, and 397 which have stops at the Vermont Street Station. Other regional connections north, south, and west of the area are possible through use of Pace Routes 348, 385 and CTA Route 49A.

Access and circulation for non-motorized transportation (a.k.a. pedestrians) to/from the study site is provided via existing sidewalks along Fulton Street and Chatham Street. While the Chatham Street bridge is closed to vehicular traffic south of Fulton Street, pedestrian access across the bridge is still active. Pedestrian pathways are located within the MWRD SideStream Elevated Pool Aeration Station No. 3 site, though direct connection to the Calumet-Sag Channel only exists at the aeration feature.

Infrastructure

Municipal Utilities

The 2125 Fulton Street study site is serviced by City-owned sanitary sewer lines, Public Water Supply, and City-owned storm sewers.

Public Utilities

Communications within the study area are currently provided by Comcast and AT&T. Overhead power lines extend on the south side of Fulton Street to service the study site. For natural gas supply, the 2125 Fulton Street site is served by a 2" natural gas line that runs along Fulton Street.

Drainage

The most recent Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map was reviewed to determine if the subject property is in either the 100-year or 500-year flood zone. The 2125 Fulton Street study site is in a Zone X flood prone area. The FEMA map also shows a flood hazard area along the Calumet-Sag Channel. The 100-year base flood elevations have not been determined.

The National Wetland Inventory (NWI) map is a means of establishing the possible presence of wetlands on a given parcel. It is a planning tool which can serve to identify the likely existence of wetlands in a given area. A review of the NWI map indicated the presence of riverine wetlands south of the project study areas along the Calumet-Sag Channel. Any development should comply with the applicable requirements of the US Army Corps of Engineers, Will/South-Cook Soil and Water Conservation District, City of Blue Island, and other State and local regulatory agencies. The final authority for the determination of jurisdictional waters of the US, including wetlands, rests with the Army Corps of Engineers.

Real Estate Market Observations

(For Both 2250 & 2125 Fulton Street)

While Blue Island's market areas are fairly consistent in regards to population density, diversity, and income; the areas within 1/2 mile of the station (including 2250 Fulton Street) contain higher concentrations of community youth, population densities, and Hispanic residents. Income and education attainment levels within the area are lower compared to other locations within the City. Population and employment characteristics within the larger 1-mile radius of the study site, which includes Downtown and the Metro South Medical Center are strong.

The existing market potential of the 2250 Futon site is directly tied to its proximity to the Vermont Street Metra Station, Metro South Medical Center, and to a lesser degree the Calumet-Sag Channel. The transit, employment, and recreational/aesthetic benefits provided by these proximate assets contribute to and help to focus the development opportunities most appropriate for the site. Limited site visibility and accessibility, low traffic counts, and grade deviation issues work to further narrow the appropriate development opportunities for the site. As such, future development efforts on the site should be geared toward non-auto dependent uses. The type, configuration and percentages of development (residential and/or limited commercial) will be dependent on ultimate market demands. Within the current economic conditions (circa 2011), residential uses with a strong focus on market rate rental products may present the greatest opportunity in the near term.

Municipal Inventory and Utilization Tolerance

The City of Blue Island has extensive and lengthy experience with a variety of development tools. These tools have been tailored where needed to address the specific develop challenges and needs of various project types. Among the development incentives used by Blue Island, include:

- Enterprise Zone Designation
- Brownfield Remediation Grants
- Tax Increment Financing
- Property Tax Rebate
- Sales Tax Rebate
- Cook County Class 6b Designation
- Cook County Class 8 Designation
- Zoning Variances
- Targeted Infrastructure Improvement Projects

Tax Increment Financing (TIF) remains Blue Island's most flexible tool from an economic incentive perspective. The City has executed six TIF's in recent years which include:

- TIF # 1 and TIF # 4 – Each of these two districts are focused around the area near 119th and Vincennes Avenue (former Blue Island Land Fill). Funds from the TIF districts are intended to assist with cleaning up the various sites within district and to assist in attracting new market supportable commercial and industrial development to the area.
- TIF # 2 - Generally bounded by 135th Street on the north, 139th Street on the south, Chatham Street on the east, and Sacramento Street on the west. These districts are in place to pursue and facilitate new industrial development for the community.
- TIF #3 – Southwest Residential Area
- TIF # 5 encompasses the area around the MetroSouth Medical Center and designed to support the necessary infrastructure, streetscape, and landscape enhancements around the institution.
- TIF # 6 is comprised of the former Jewel/Osco site at 127th Street and Vincennes Avenue. Recruitment and financial support of new commercial development is the expressed goal/ purpose of the district.

In addition to the extensive use of TIF as a financing tool, the City of Blue Island is designated as the Cal-Sag Enterprise Zone. Established in 1983, the Cal-Sag Enterprise Zone aims to stimulate new development and expansion, thereby creating employment in the region. New construction and expansion of commercial and industrial projects located in the zone may qualify for significant real estate, sales tax and construction cost savings. Eligible commercial/industrial projects may qualify for the following benefits within the Enterprise Zone:

- 50% abatement of City portion of real estate taxes for 5 years.
- 50% reduction in building permit or zoning application fees.
- Sales tax abated on building materials for zone projects – with valid certificate of eligibility/ exemption

More common development incentives such as zoning variations, sales tax rebates, infrastructure improvements, and County Class 6 and Class 8 property tax incentives have been provided on an as needed/appropriate, project specific basis throughout the community. Blue Island has been the recipient of over $800,000 in grants to assist in environmental clean-up at various locations around the community.

Blue Island elected officials and staff have expressed their support and intent to utilize the resources and tools necessary to implement projects in the two study sites that are in conformance with their expressed development desires.

Stakeholder Interviews

In order to understand the development desires, potential, and limitations inherent at each of the project study sites, interviews were conducted with a representative collection of stakeholders in each community. Stakeholders were individually contacted and asked to provide their input on topics including the history of their property, any plans for expansion, renovation or sale, whether proximity to the Metra station was seen as an amenity, and any assistance that could help them progress towards their goals.

The following is a summary of input/comments collected during each of the respective stakeholder interviews. The individual responses have been organized and paraphrased where appropriate to reflect a focused overview of the applicable study site location and its immediate surroundings. A summary overview of the responses for each of the respective study sites is also provided.

CITY OF OAK FOREST

As part of our stakeholder outreach process, the Land Vision team met with a representative collection of stakeholders in and around the identified study site. These stakeholders included the City of Oak Forest, representatives from RSC Development (developers of the Gateway project), and adjacent property owners. At the direction of the City of Oak Forest, representatives of the Wille Brothers Concrete Company were not contacted as part of the stakeholder interview process. Oak Forest has conducted on-going conversations with the company in regards to the issues associated with potential redevelopment of the site. As such, as part of this process, the City has opted to serve as the primary point of contact in relation to questions related to the site. The following stakeholders were interviewed through this process:

- Adam Dotson, *Community Development Director* - City of Oak Forest
- Dave Newquist, *Economic Development Coordinator* - City of Oak Forest
- Marisa Munizzo, *Community Development Planner* - City of Oak Forest
- Pam Opyd, *Vice President - RSC Development* - Oak Forest Gateway Development
- Ken Sevenburg, *Property Owner* – 4815 West 159th Street

Summary Overview

The Oak Forest study site (a.k.a. Wille Brothers concrete company) is viewed by the City of Oak Forest and the participating stakeholder interviewees as the next significant and logical location to continue to implement the City's transit-oriented development vision for the community. While there exist a number of smaller development/redevelopment opportunities in and around the 159th Street and Cicero Avenue intersection, the proximity, size, visibility, and prominence of the Wille Brothers site presents a unique opportunity to accomplish a signature redevelopment desire of the City. Redevelopment of the site is likely to have meaningful economic implications for the remaining properties in and around the TOD station area.

The challenges to redevelopment of the site are as significant as the potential benefits to be received from it accomplishment. These include but are not limited to, identification of a comparable site within the City of Oak Forest to relocate the facility, negotiation of the site acquisition, evaluation and resolution of any environmental remediation issues, solicitation and securitization of the relocation and remediation funds, and identification of a development partner to undertake implementation of the envisioned project.

The next steps in the planning process should involve development of both a basic strategy for the relocation and redevelopment of the Wille Brothers business as well as a more detailed look at development prototypes for this site. The City will continue to work with the property owners to seek to identify funding sources (e.g. brownfield grants, others) that may be "tapped into" to help with the future redevelopment of the site.

City of Oak Forest

Stakeholder Interview Contact(s):

Adam Dotson, *Community Development Director*
Dave Newquist, *Economic Development Coordinator*
Marisa Munizzo, *Community Development Planner*

- The City of Oak Forest views the identified study site (a.k.a. Wille Brothers) as an important component in the City's vision for redevelopment around the Oak Forest Metra station.
- Oak Forest is interested in taking an "open minded" approach to this project, understanding the inherent difficulties in relocating and redeveloping such an intensive industrial use. The City estimates it will need approximately $5 million for relocation of the Wille Brothers business. The revenue needed for the relocation expenses is expected to come in whole or part from outside funding sources.
- Redevelopment of the site should complement the existing and planned uses underway at the Gateway project, work to enhance the character of the surrounding residential neighborhoods, and link where appropriate to the City's emerging Cicero Avenue "entertainment district".
- The original redevelopment proposal for the Gateway site, prepared in 2005, included the construction of a Target Store as the primary user of the property. The proposal was unsuccessful.
- In 2007, the development program currently being implemented for the site which included the mixed-use retail/residential (2 buildings, 78 total units) and outlot parcels was approved by City Council.
- The economic recession of 2008 has temporarily stalled implementation of significant portions of the original development plan. CVS Pharmacy and PNC Bank have been completed to date.
- The City wants to be aggressive in implementing the planned mixed-use buildings adjacent to the Metra station. The ground-floor retail originally proposed for the buildings will likely be scaled back due to the limited interest from potential tenants. In exchange, additional residential units may be included but will be dependent on the affects the change may have on the existing TIF district.
- Consideration has been given to modifying the planned condominium units to market rate residential so as to capture some of the demand for this product type in the marketplace. These are referred to as "condos for rent." The City is undertaking an evaluation and education campaign to address questions and concerns and solicit input on the potential product change. The Oak Forest Housing Study should be reviewed for its recommendations related housing product needs throughout the community.
- The City would like the planning team to talk to RSC Development about their opinions regarding the Wille Brothers property, its impact on the implementation plans for the remainder of the Gateway project, and methods by which the two projects may be able to be cooperatively executed.
- Additional development initiatives and potential activities are occurring near the study site. These include a $2.7 million grant from the federal government for a new Metra station and potential development of portions of the Oak Forest Hospital property at the southeast corner of 159th Street and Cicero Avenue.

RSC Development

Stakeholder Interview Contact:

Pam Opyd, *Vice President*

- The Gateway project is a cooperative effort between RSC Development and the City of Oak Forest to promote and implement a "TOD lifestyle" within the community.
- The Gateway project was approved by the City of Oak Forest in 2007 and is planned to mixed-use retail/residential (2 buildings, 78 total units) and 3 independent outlot parcels. Two of the three outlot parcels have been developed and include a CVS Pharmacy and PNC Bank.
- The economic recession of 2008 has temporarily stalled implementation of the remaining portions of the original development plan.
- RSC has secured financing for the mixed-use buildings on the Gateway project and is in discussion with the City on potential modifications to the intended development plan / program for these buildings. These modifications may include adjustments to the retail spaces as well as the residential product types.
- RSC is actively marketing the ground-floor retail spaces and is working to meet the City's desires for a coffee shop / restaurant on the site to provide an amenity for commuters.
- RSC has met with HUD to discuss the need and potential for rental residential units within the mixed-use buildings. Additional evaluations and discussions are on-going with the appropriate stakeholders.
- Assuming there are no unforeseen issues, RSC would desire to begin construction on the mixed-use buildings in the Spring of 2012.
- The Wille Brothers property is the next major component to address in regards to redevelopment of the overall station area.
- As it currently exists, the intensity of the industrial use reduces the potential residential price point and/or rent that is possible for the proposed Gateway project units that face the Wille Brothers property.
- Relocation and redevelopment of the site for higher-end residential or service retail uses would be complementary with the Gateway project and adjacent properties, and the City's overall vision for TOD redevelopment within the area.
- RSC may be interested in discussing participation in the development of the Wille Brothers site following resolution of any necessary environmental remediation for the property.

4815 West 159th Street

Stakeholder Interview Contact:

Ken Sevenburg, *Property Owner*

- Mr. Sevenburg purchased the property in August of 2000.
- His initial intention for purchasing the property was to use it for parking for commuters utilizing the Oak Forest Metra Station and/or development of a supporting commercial/retail establishment wish could benefit from the high visibility of the interaction and proximity to the station. Use of the site as a coffee shop or plumbing service/store have also been considered.
- Given the locational assets of the site, the City has expressed an interest in the property being developed as a mixed-use project.
- To increase the diversity of potential uses for the project, Mr. Sevenburg is interested in working with the City to examine the potential to modify the zoning on the site from B3 Planned Commercial District.
- If approached with a competitive offer, Mr. Sevenburg may consider selling the property or partnering with a developer interested and capable of developing a successful mixed-use project for the site.
- The ability to execute a larger development will be impacted by the existence of an underground creek at the southwest corner of Cicero Avenue and 159th Street as well as cooperation with the adjacent property owners to the east. Past negotiation efforts with surrounding owners on site purchases have been unsuccessful.

- The Wille Brothers property is a significant redevelopment opportunity given its size, location, and visibility. Relocation of the existing uses, given the type of industry and ability to identify and secure a suitable relocation site is probably 10 years away from implementation.
- The Gateway project, when fully complete will serve as a great "front-door" for the City of Oak Forest and thereby also benefit surround land owners. It may be comparable (despite difference in scale) to the opportunities presented by the Orland Park station area redevelopment model.

VILLAGE OF HOMEWOOD

As part of our stakeholder outreach process, the Land Vision team met with a representative collection of stakeholders in and around the project site. These stakeholders included the Village of Homewood, representatives from Great Lakes Bank and Ravisloe Country Club and owners of various properties along Ridge Road. At the direction of the Village, the Land Vision team also interviewed the Director of the Kohl Children's Museum of Greater Chicago. The following stakeholders were interviewed through this process:

- Paula Wallrich, *Community Development Director* - Village of Homewood
- Mark Franz, *Village Manager (former)* - Village of Homewood
- Jim Marino, *Assistant Village Manager* - Village of Homewood
- Mike Burns, *Owner and Tenant* - Tin Ceiling Tavern - 2012 Ridge Road
- Mike Ryan, *Owner and Tenant* - 18022 Dixie Highway
- Joshua Budny, *Owner and Tenant* - 18017 18020 Harwood Avenue
- Bill Butcher, *Owner and Tenant* – 2044 Ridge Road
- Tom Angler, *President* - Great Lakes Financial Resources - 2034 Ridge Road
- Mike Mizyed, *Tenant of Marathon Gas Station* – 2000 Ridge Road
- Patti Barnum, *Owner and Tenant* – 2018 Ridge Road
- Louis Siciliano, *Owner and Tenant* – 2050 Ridge Road
- George and Wilma Chiagouris, *Owner* – 2022 Ridge Road
- Herman Tieri, *Owner* - 2048 Ridge Road
- Claude Gendreau, *Owner* - Ravisloe Country Club
- Sheridan Turner, *Director* - Kohl Children's Museum of Greater Chicago

Interview Summary

The Homewood study site is viewed by the Village of Homewood as potential catalyst site for greater downtown development. After reviewing stakeholder feedback it is clear that redevelopment efforts should focus on the Great Lakes Bank property. The Bank property includes an older building with the capacity for adaptive reuse as well as large, under-used surface parking and drive-through areas. The proximity and visibility from the Homewood Metra Station makes the Bank property a critical redevelopment site for the station area. Because of its size and ownership patterns, the potential for a significant project in this location is greater than in other areas along the fine-grained Ridge Road corridor. Feedback from the interviews suggests that apart from Great Lakes Bank and the Ryan Funeral Home, most smaller stakeholders were generally content with retaining ownership and operation of their properties. By focusing our efforts on the area with the highest likelihood of potential change, we will be able to create financially and politically realistic development scenarios while assisting the Village in understanding key implementation steps. By removing many of the Ridge Road parcels from the focus area, we are identifying "areas of preservation" while lessening redevelopment fears and helping to build support for greater downtown investment.

The challenges to redevelopment of the study site include but are not limited to the lack of significant drive-by traffic and visibility on three sides of the block, issues relating to condition and potential for adaptive reuse, and the creation of feasible parking solutions for higher intensity development. Generating viable concepts for redesign or relocation of the auto service use on Harwood Avenue will also be integral to the success of the study site redevelopment.

The next steps in the planning process should involve a more detailed look at development prototypes for the study site with a strong focus on mixed-use configurations and implementable parking solutions. Additional conversations with the Village of Homewood, Great Lakes Bank and John's Auto Service may also be necessary in determining implementation steps and project phasing as well as general concept feasibility.

Village of Homewood

Stakeholder Interview Contacts:

Paula Wallrich – *Community Development Director*
Mark Franz – *Village Manager (former)*
Jim Marino – *Assistant Village Manager*

- The Great Lakes Bank is discussing selling and vacating the 2034 Ridge Road property. Currently, the Bank employs less than 10 employees in the building.
- In addition to Bank employees, there are currently 15-20 employees at the insurance company on the second floor. The insurance company is also planning on vacating the Great Lakes Bank Building.
- The Village recognizes the significance of this change to downtown and is interested in exploring adaptive reuse concepts for the Great Lakes Bank building as well as complete redevelopment of the property.
- In terms of implementation funding, the Village of Homewood is interested in knowing the criteria for using SSMMA transit-oriented development grant funds, which were allocated by the Department of Housing and Urban Development (HUD).
- The Village may have some hesitation about rental housing based on previous proposals. The Village feels that such a project would have to be high-quality and generally appeal to an upscale market.
- The Village has considered a children's museum in downtown Homewood and has been discussing this concept with the Kohl Children's Museum. At this time, the Kohl Children's Museum is not planning on expanding to Homewood, though there may be other groups that could be interested.
- The Village has developed a series of feasibility concepts for site locations for a children's museum including the Ryan Funeral Home building. The Ryan Funeral Home is looking to consolidate operations to their other funeral home at Dixie Highway and 183rd Street.

- In 2005, Mesirow Stein / Morningside Equities proposed a redevelopment called Chestnut Station which was to include 48 condominiums on the surface parking lot next to Village Hall. This proposal never went forward due to real estate market conditions worsening in 2006.
- The Village is interested in age-restricted housing as an element of downtown development and may want to see the concept explored on the study site.
- The Village feels that by building off of surrounding unique assets, especially the Ravisloe Country Club, downtown can become more of a local and regional destination. The Ravisloe Country Club has been very successful and is seeing high bookings for weddings and special events. Successful outdoor concerts have also been occurring at Ravisloe, drawing hundreds of people to central Homewood.
- In assessing redevelopment concepts, the Village feels that densities and heights for new buildings downtown are "wide open." Through this process, the Land Vision team will analyze a range of development intensities that are both feasible and appropriate for downtown Homewood.

2012 Ridge Road – Tin Ceiling Tavern

Stakeholder Interview Contact:

Mike Burns – *Property Owner and Tenant*

- The Burns family are long-term stakeholders in downtown and have owned the Tin Ceiling Tavern for 16 years.
- They are interested in making minor building improvements including tuckpointing and awning replacement. In order to enable these improvements, they are considering applying for TIF funds. The Burns family would be interested in redoing the upstairs apartment in the future.
- The Tin Ceiling Bar includes an upstairs apartment where the owner's children live. Because of the noise from the bar below, the apartment upstairs is most ideal for younger folks.
- The Burns family would consider selling their business and retiring in a few years. Their children generally aren't interested in taking over the tavern.
- Proximity to Metra is seen as a major benefit to their location on Ridge Road. Several customers stop at the Tavern on the way home from work.
- There are a total of 9 parking spaces located behind the bar. The Burns family hasn't had any problems with parking demand.
- In general, the family feels that it is important to have a cluster of good restaurant options in the downtown area. This cluster will help to create a district that will benefit both new and existing businesses.

18022 Dixie Highway – Ryan Funeral Home

Stakeholder Interview Contact:

Mike Ryan – *Property Owner and Tenant*

- Mr. Ryan was on the Village Zoning Board for 12 years and has been a long-time supporter of downtown Homewood.
- The Ryan family has another funeral home in the area and doesn't see the need for two overlapping facilities. He has listed and is actively trying to sell the funeral home property, which he has owned since 1963. The property is listed for approximately $800,000. There are no environmental issues on the property.
- Mr. Ryan feels that Downtown Homewood has a welcoming pedestrian environment and would generally be open minded to additional streetscape and sidewalk improvements that help support this character.
- He generally feels that there is a lack of parking for some businesses in the Downtown. This observation seems to focus on the need for convenient customer parking in highly visible locations.
- Mr. Ryan feels that Downtown has to have unique attractions in order to draw people and become a true local and regional destination.
- He feels that the Village should be building off of the proximity to the Metra train while creating a high-quality walking community. Mr. Ryan thinks it is great the Village is being proactive in attracting transit-oriented development to the station area.
- In terms of land uses, Mr. Ryan feels that there is a lack of quality hotel space in the Homewood area, especially in the vicinity of downtown. He generally feels that there are too many beauty parlors downtown that offer the same types of services.
- Because of the range of retail and services as well as transit access and walkability, Mr. Ryan believes that Downtown Homewood is the perfect place for senior housing.
- Mr Ryan is also very interested in knowing what incentives are out there for redevelopment, other than TIF.

18017-18020 Harwood Avenue

Stakeholder Interview Contact:

Joshua Budny – *Property Owner and Tenant*

- Mr. Budny is primarily involved in brokerage sales and leasing management. Mr. Budny bought 18017-18020 Harwood Avenue in 2004 as an income property. When purchased, the building needed a lot of work, most of which has been completed. He generally feels that his building is ideal for lawyers or other small office users.
- His building is directly across from the Metra Station, has a total of 8 office units with 1 current vacancy. Juice nutrition and Mary's Health are current tenants in the building. The current tenants pay approximately $1,850 / month for 1,300 sf.
- He feels that rumors of downtown redevelopment have made it more difficult for him to rent space in his building. He feels that possible tenants are unsure about the Village's goals for downtown and fear being removed as part of an urban renewal process. Mr. Budny and his family are worried about redevelopment and concerned that the Village is making it difficult for them to control their property.
- Mr. Budny feels that the proximity to the Metra station is a major amenity for his property.
- In terms of area context, they are generally indifferent to the auto repair shop next door.
- The Budny's believe that they have more than enough parking to suit their needs though assigned parking could help make it more difficult for commuters to park illegally within their lot.
- Though he generally tries to avoid renting to riskier businesses, Mr. Budny would consider any allowable uses, including restaurants or retail if approached by a prospective tenant.
- The Budny's would also consider selling the building in the future.

2044 Ridge Road

Stakeholder Interview Contact:

Bill Butcher – *Property Owner and Tenant*

- Mr. Butcher is a probate attorney and purchased 2044 Ridge Road in 2000. He feels that his location is very appealing for attorneys, especially since they can get downtown and back easily via Metra.
- He doesn't have many parking needs for his business and feels it is not hard to park in Downtown Homewood. He believes that it is often a parking perception problem rather than an actual parking problem.
- Mr. Butcher would like to remain in his building for some time. Moving to a new location would be difficult as he feels that this is the best local area for his business.
- Mr. Butcher would consider long term redevelopment of his property including the addition of housing over the existing office space as this would actually help gain him a tax break.
- He is interested in redevelopment happening downtown and uses La Grange as an example of local community that has seen successful redevelopment.
- Mr. Butcher feels that businesses are always changing, especially retail and isn't particularly concerned with recent vacancies in the downtown area. In general he would love to see more upscale boutiques downtown to help draw people from surrounding areas. He also feels that Homewood restaurants are considered upscale and draw from a regional area.
- He feels that a lot of south suburbs are currently struggling and that Homewood is holding on better than most.
- Mr. Butcher thinks that the Homewood Amtrak station needs to be redeveloped and that a brew pub, similar to the one at the Flossmoor Metra station would be a great addition.
- In terms of housing development, he feels that residential units in Homewood have to be below $300,000 to be feasible.

2034 Ridge Road – Great Lakes Bank

Stakeholder Interview Contact:

Tom Angler – *President*

- The Bank bought the 2034 Ridge Road property in 1988.
- Plans for the Bank include selling the property or leasing out a small portion of any redeveloped buildings for a smaller Bank branch.
- The principal building on the site, fronting Ridge Road, is approximately 25,000 sf.
- At one time, the bank discussed buying the auto service shop near the Metra station. They were unsuccessful in this Endeavour.
- About 8 years ago the Bank was approached by a developer who was interested in building a 4-story mixed-use project. The Bank feels that the Homewood Planning Commission was not very supportive of this proposal, which ultimately was unfulfilled.
- At one time, the Bank also discussed swapping the 2034 Ridge Road property with another local property owner.
- In the creation of a new development on the study site, the Bank could possibly be a lender on the project.
- The Bank could foresee a joint development RFP with the Village. Mr. Angler feels that there needs to be three players in any successful redevelopment: The Bank, a developer, the Village.
- The insurance company which is located on the 2nd floor will be vacating the building shortly, leaving only Bank employees in the building.
- Mr. Angler generally feels that downtown

needs a jumpstart and a catalyst project for redevelopment.

- In terms of redevelopment of the study site, there are no known environmental issues on the property.
- At this time, the Bank doesn't utilize the drive-through area of the facility at all.
- The Great Lakes Bank officials currently are having a hard time "seeing their way out of this property."

2000 Ridge Road – Marathon Gas Station

Stakeholder Interview Contact:

Mike Mizyed - *Manager*

- The owner bought the gas station at 2000 Ridge Road in 2008. The Marathon company has 2 years left on their existing lease as well as an option for a 5 year extension.
- $38,000 has been spent in upgrading the property. The station owner took advantage of a green grant for some of the improvements.
- The station has generally been having "decent, steady" business over the last year.
- Mr. Mizyed, the manager of the gas station, loves working in Downtown Homewood. As a location, he feels that the site has easy access because of its corner orientation. He also feels that because of its convenience, a lot of pedestrians stop at the station to buy food or snacks on the way to the Metra station.

2018 Ridge Road

Stakeholder Interview Contact:

Patti Barnum – *Property Owner and Tenant*

- Ms. Barnum runs the Karate for Kids studio at 2018 Ridge Road. She has been in business for 25 years and in the building for 22 years. Her studio has been rated in the top 15% of martial arts schools nationwide.
- Previously, Ms. Barnum owned 2022 Ridge Road, the property at the northeast corner of Ridge Road and Martin Avenue.
- Before opening her studio, she was formerly the superintendent of the Country Club Hills Park District. Ms. Barnum was also one of the first female martial arts trainers in the area.
- Her business is down due to additional local competition. There are 3 new martial arts schools that have recently opened in the downtown Homewood area.
- She generally draws students of all ages from about a 4 mile radius of downtown Homewood. Most students are dropped off at her building, though some children arrive via Metra. At times visitors to the region come from Downtown Chicago on Metra to train and work out at her facility.
- She feels that there is a lack of parking enforcement in the area, often times commuters will illegally park in her lot.
- The studio is generally busiest during the evenings when students arrive after school or work.
- The building at 2018 Ridge Road is approximately 4,000 square feet in size. Ms. Barnum has no current plans for expansion.
- In terms of a downtown mix, she feels that her business could have compatibility with dance and music studios and also thinks that a children's museum would be a great fit in Downtown Homewood.
- Ms. Barnum would like to see more shopping options downtown and feels that the downtown environment is very pedestrian friendly and attractive.
- In the future, Ms. Barnum may be open to sell the 2018 Ridge Road building.

2050 Ridge Road

Stakeholder Interview Contact:

Louis Siciliano – *Property Owner and Tenant*

- Mr. Siciliano bought the 2050 Ridge Road building in 2001. The historic building was constructed sometime around 1930.
- In purchasing the building, he felt that the proximity to the Metra station was a tremendous asset. He often takes Metra into downtown Chicago for both business and pleasure.
- Mr. Siciliano is interested in rehabbing the 2050 Ridge Road structure sometime in the next 3 years. He has architectural plans to double the space of his office by adding to the back of the buildings. In addition to this, he would also like to add a garage to the rear.
- Mr. Siciliano believes that Homewood is an attractive community and is generally stable. He lives on the west side of the Village near 184th Street. He feels there will be a large pent-up demand for real estate as we come out of the recession.
- His son lives in a residential unit on the upper floor and is a local fireman.
- He generally feels that the surface parking lot to the rear of his building could be better organized.
- He would like to see more creative businesses in downtown Homewood in order to elevate its status as a local and regional destination.
- Mr. Siciliano doesn't think any physical streetscape improvements are necessary and that the walking environment, especially on Ridge Road, is in good shape.
- In general, he thinks present structures in downtown Homewood should be rehabbed to retain the historic charm and character of the community.

2022 Ridge Road

Stakeholder Interview Contacts:

George Chiagouris – *Property Owner and Tenant*
Wilma Chiagouris – *Property Owner and Tenant*

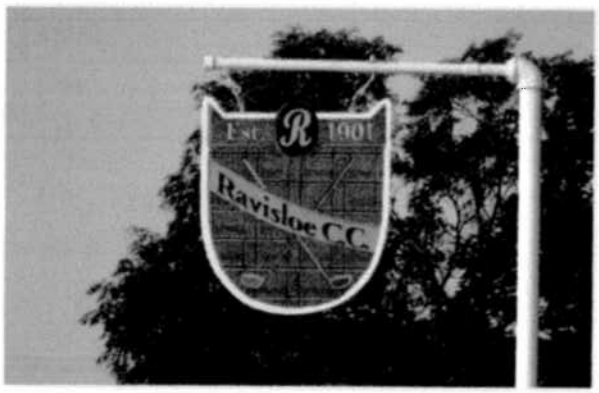
- The Chiagouris family purchased the 2022 Ridge Road property near the corner of Ridge Road and Martin Avenue in 1994. This property includes a wide variety of local businesses including the Homewood Skate Shop, the Chamber of Commerce, the Health Hut and an insurance company.
- The Homewood Skate Shop is a staple of downtown Homewood and has been in this location for nearly 30 years.
- In terms of repairs, they recently installed a new roof, air conditioning and a furnace to the property.
- The Chiagouris family likes to generally keep rents affordable in order to retain tenants. None of their spaces are ever empty for more than 2 months. Current rental include:
  - **Chamber of Commerce** - $650 / month.
  - **The Health Hut** - $700 / month.
  - **Homewood Skate Shop** - $500 / month.
  - **Insurance company** - $750 / month.
- Two upstairs apartments over the commercial uses typically rent for $500 - $595 / month.
- The Chiagouris family will be considering rent increases in the near future.
- The family doesn't feel that they have a parking problem as they have 8 spaces to the rear of the building. In the past, they have worked out shared parking arrangements with Ryan Funeral Home for the Funeral Home's uses.
- The Chiagouris Family feels that Homewood has always been a nice, stable community.
- They have no short or long-term plans to sell their property.

2048 Ridge Road

Stakeholder Interview Contact:

Herman Tieri – *Property Owner*

- Mr. Tieri has owned the building at 2048 Ridge Road for over 40 years. Because of family issues, Mr Tieri is considering selling his property. He is generally interested in liquidating some of his real estate assets.
- 2048 Ridge Road was built around 1910 and is one of the oldest buildings in downtown Homewood. Over the years, Mr. Tieri has done quite a bit of renovating work to keep the property in good shape.
- In terms of tenants, the overall occupancy of the building is usually around 80%. Mr. Tieri currently has 5 tenants with 100% occupancy.
- The building includes a 2-bedroom apartment on the second floor where one of the commercial business owners lives.
- Mr. Tieri feels that many of his tenants have located to his building due to the close proximity of the Metra station.
- His rents include the following:
  - 1,000 square foot spaces on the ground floor for about $875/month
  - 1,000 square foot spaces on the second floor for about $725/month
- Up until the recent recession, Mr. Tieri believed that downtown Homewood had been very healthy, lively and active.
- Mr. Tieri generally feels that Homewood is stable community and will do well in the future.



Ravisloe Country Club

Stakeholder Interview Contact:

Claude Gendreau – *Property Owner and Tenant*

- Mr. Gendreau purchased the Ravisloe Country Club several years ago. When he was first looking at acquiring the property, the proximity of the Metra station essentially sold him on the investment.
- Mr. Gendreau feels that the Great Lakes bank property is the "best address in the Village," especially with its proximity to the Metra Station.
- He would like to see more mixed-use development and density in downtown Homewood may be interested in investing in the adaptive reuse of older buildings.
- Mr. Gendreau believes that it makes sense to try to develop more urban lifestyles. He thinks we should increase the gas tax to promote transit use and that as a society we need to promote good behavior as a way of helping the environment.
- He feels we need to improve both public transportation and the downtown Homewood environment in order to increase investment.
- Mr. Gendreau has a goal of drawing more visitors to the Country Club by advertising in Downtown Chicago hotels.
- He feels that Homewood has many positive characteristics and wants to be a part of Homewood long-term.
- In addition to downtown properties, Mr. Gendreau feels that there is some underutilized space on the Country Club property that could also be developed.
- The Country Club includes an outdoor concert venue that has been very successful, all concerts so far have been sold out. Building off of these types of events could help the greater downtown area.

Kohl Children's Museum of Greater Chicago

Stakeholder Interview Contact:

Sheridan Turner – *Director*

- The Kohl Museum is totally independent and requires no public funding.
- They currently have 18,000 square feet of indoor space along with 2 acres of outdoor space in Glenview and draw approximately 350,000 people a year.
- Though the Village has discussed the topic of opening a downtown museum with them recently, the Kohl Children's Museum has no current expansion plans.
- Ms. Turner would be willing to assist the Village in a consultant role if they wanted to move forward with plans for a museum with another group.
- She feels that Homewood should conduct a feasibility study for a children's museum before factoring it into the long-term vision for downtown.
- Ms. Turner expresses that there are costs in running and sustaining a museum over time and that the Village needs to carefully consider the concept in its totality.

- The closest children's museum to Homewood is in Oak Lawn, about 15-20 miles away.
- Ms. Turner believes that the success of a museum will be heavily dependent on local financial capacity.
- The Kohl museum hosts many school groups and birthday parties and they generally draw customers from a radius of 15-20 miles. She doesn't think they get many kids from the south side.
- Attendance has been pretty stable over the past 5 years though she feels they could do a bit more marketing to attract new customers.
- Because of the economy, they are seeing more birthday parties, but less field trips and corporate events have been reduced dramatically.

CITY OF BLUE ISLAND

As part of our stakeholder outreach process, the Land Vision team met with a representative collection of stakeholders in and around the identified study site. These stakeholders included City of Blue Island, the Metropolitan Water Reclamation District of Greater Chicago (MWRD), and Metra. The following stakeholders were interviewed through this process:

- **Jason Berry**, *Special Projects Manager* - City of Blue Island
- **Jodi Prout**, *Community Development Director* - City of Blue Island
- **David Chandler**, *Principal Business Analyst* - Center for Neighborhood Technology
- **David St. Pierre**, *Director* - Metropolitan Water Reclamation District of Greater Chicago
- **Carlton Lowe**, *Legal Director* - Metropolitan Water Reclamation District of Greater Chicago
- **Lynne Corrao**, *Government Affairs Director* - Metra
- **Catherine Kannenberg**, *Department Head, System Performance & Data* - Metra

Summary Overview

The key stakeholders (e.g. Blue Island, MWRD, and Metra), related to the 2125 Fulton Street and 2250 Fulton Street each recognize the significant potential that these two sites provide within the City of Blue Island. As such, each has expressed a commitment to be a willing and active partner in helping to eliminate the issues which may impede development of these sites. Specifically, MWRD may consider alternative property policies to potentially allow a portion of the 2125 Fulton Street site to be conveyed to a private developer. Metra is willing to assist where possible in relocating commuter parking to other properties near the Vermont Street station.

Through the collaborative and participatory relationship of the three key stakeholders, the 2125 Fulton Street and 2250 Fulton Street sites may be made available for development for their highest and best use. Based on the expressed desires of the City this may be for 6 story, TOD supportive, market rate rental residential products. A limited amount of commercial/retail may be supportable as part of a mixed-use project at the 2250 Fulton Street site. Ancillary parking to support the uses may be provided off-street in conformance with the new draft zoning regulations for the area.

City of Blue Island

Stakeholder Interview Contact:

Jason Berry, *Special Projects Manager*
Jodi Prout, *Community Development Director*
David Chandler, *Principal Business Analyst (CNT)*

» It is the opinion of the City of Blue Island that the 2250 Fulton Street and 2125 Fulton Street sites represent some of the best transit-oriented development opportunities in the community. From simply a development aesthetic perspective, the 2125 Fulton Street may be the most attractive piece of property in Blue Island.

» Ownership of the two study sites, 2250 Fulton Street and 2125 Fulton Street are under the City of Blue Island and MWRD, respectively. The existing lease and use of 2250 Fulton Street for Metra parking and ownership of 2125 Fulton Street by MWRD present unique challenges to the redevelopment of each site. Specifically finding an acceptable site to relocate the existing commuter parking and subdivision of the MWRD site to allow for fee-simple ownership of the property by a private developer.

» In regards to the 2250 Fulton Street site, Metra has expressed a willingness to relocate and possible co-locate shared parking elsewhere near the station. To participate in the relation, Metra will require the same 212 spaces to be provided and is unwilling to contribute to the cost of the relocation.

» In regards to 2125 Fulton Street, a meeting with MWRD will be necessary to gauge their willingness to allow for subdivision of the property for new development. The City will pursue a meeting with MWRD to discuss the subdivision/conveyance issues.

» The development opportunities for both the 2250 Fulton Street and 2125 Fulton Street sites appear to be most appropriate for residential development. 2250 Fulton Street may support some minor mixed-use on the main level due to its adjacency to the Vermont Street station.

» Building heights and densities may be up to 6 stories and should be consistent with the updated zoning regulations that the City is developing for the area around the Metra Station.

» Any development on the sites should capitalize on the visibility and accessibility provided by the Channel as well as proximity to the Vermont Street station and downtown district.

» Incorporation of the proposed Cal-Sag Trail through the 2125 Fulton Street site should be accomplished via provision of an appropriate setback from the edge of the water. A sixty to eighty foot setback has been discussed and should be further evaluated in conjunction with the conceptual configurations/building massing for the site.

Metropolitan Water Reclamation District of Greater Chicago

Stakeholder Interview Contact:

David St. Pierre, *Director*
Carlton Lowe, *Legal Director*

The meeting with the representatives of MWRD was conducted by staff of the City of Blue Island and South Suburban Mayors and Managers Association. Representative of Land Vision, Inc. were not in attendance at the meeting. The following summary has been prepared based on comments provided to Land Vision by representatives from the representatives of both the City and SSMMA in attendance at the meeting.

- MWRD has a land ownership/management policy that encourages preservation of existing real estate assets and discourages ownership conveyance even for non-essential and/or under utilized properties. The organization may be willing consider an alternative policy for those instances where significant community benefit can be demonstrated. A recent example of this alternative policy is evidenced by MWRD's conveyance of a portion of land to Northside College Prep High School.
- In regards to the 2125 Fulton Street site, which is under MWRD ownership, the organization may be willing to consider conveyance of a portion of the property for redevelopment purposes.
- The portion of the 2125 Fulton Street site immediately abutting the Calumet-Sag Channel would be required to be preserved under MWRD ownership. The depth of the preservation parcel (a.k.a. set-back) may be approximately 60' from the shoreline. The setback area may be used as a recreational purposes and/or water management.
- The setback area may be able to be used for the proposed Cal-Sag Trail connection under a lease option between MWRD and the City. There may also be a possibility of a lease with a private HOA group and MWRD that may develop the remainder of the site.
- It is suggested that the City and SSMMA move forward in the preparation of conceptual development plans for the site, seek an appraisal for the value of the property, and return with a development concept that may be informally considered by representatives of MWRD.

Metra

Stakeholder Interview Contact:

Lynne Corrao, *Government Affairs Director*
Catherine Kannenberg, *Department Head, System Performance & Data*

Metra®
The way to really fly.

- During the course of the last several years, Metra has been in on-going communication with the City of Blue Island in regards to it various planning and development initiatives, specifically as they relate to the commuter parking lots within the downtown district.
- The City of Blue Island and Metra each own a portion of the lot located at 2250 Fulton Street. The lot contains 194 surface level spaces of which the City owns 185 while Metra owns 9 spaces along the western edge of the lot abutting the Rock Island/Metra right-of-way. The Metra owned spaces were acquired through the use of Federal Transit Administration (FTA) funding. Twenty-two additional spaces are located on the Grove Street lot which is also owned by the City. Metra leases these lots for the commuter parking needs related to the Vermont Street station.
- The surface level lot located at 2125 Fulton Street is owned by the MWRD and was historically used for commuter parking. The lease agreement for commuter parking between the City and MWRD for the site is now expired. There are no plans to renew the lease at this time due to limited utilization of the site.
- Metra is open to consideration of the concept of redevelopment of the 2250 Fulton Street site so long as the commuter parking is replaced at no cost to Metra. The replacement parking must be at a 1 to 1 ratio and located within line-of-site and a ¼ miles walking distance of the station.
- The City and Metra have considered various other locations to develop parking including shared use options with major employers such as MetroSouth Medical Center, northwest of 2250 Fulton Street site. Metra has done similar joint parking arrangements in Arlington Heights, Palatine and Elmhurst. Financing of these projects remains a significant difficulty.
- If parking were to be relocated, there may be some pedestrian crossing concerns along Vermont Street. A directional signage program may be needed in conjunction with any parking relocation plan.
- Metra would prefer that the daily parking rate associated with any relocated parking remain at the current $1.25 / day so as to not discourage any ridership from the station.
- At this time, $2.9 million has been allocated for redevelopment of the Vermont Street Metra station. The dollars are allocated exclusively for station improvements and may not be used for other streetscape/signage enhancements.

Conceptual Development Vision Statements

Defining the preliminary Conceptual Development Vision for the individual study sites takes into consideration a diversity of competitive but equally important components. These include but are not limited to the:

- expressed development desires of the respective community;
- underlying zoning, land use, and infrastructure capacity and suitability;
- site acquisition and/or ownership willingness to participate in development/redevelopment initiatives;
- market/financial feasibility of the envisioned product type(s);
- identification and engagement of the proven private sectors partners; and
- political will to assist in successful project implementation.

Through the site and market evaluations, stakeholder interviews, and expressed desires of the respective communities, the following preliminary Conceptual Development Vision Statements will be physically and financially tested for each of the four study sites. Two concepts for each site will be evaluated to allow for comparison of both a moderate/high and low/moderate intensity development for the site. This information will be further refined during Phase 3 of the planning process.

CITY OF OAK FOREST - Study Site

Concept A – Moderate/High Intensity: Utilizing the significant visibility provided by its elevation above the Metra tracks and immediate adjacency to the station, moderate to high density market-rate rental residential product is envisioned as the cornerstone of the site. Multiple buildings with heights of 6-8 stories may be configured along the southeast portion of the site abutting the tracks. Moderate density townhomes of 2-3 stories may be used to transition from the southeast portion of the site to lower density single family character of the surrounding neighborhoods. In the short-term, the townhome area could also be reserved as landscaped surface parking or open space until such time as the real estate market for for-sale products improves. Generous landscaped parkways and a neighborhood park may be located at the northeast corner of the site to provide ample open space and greenery thereby integrating aesthetics of the environment with the existing neighborhood.

Access and circulation may be provided by roadway alignments with Lamon Avenue and possibly a project loop road existing on 158th Street at the western edge of the site. Pedestrian circulation would be provided along the periphery of the site with appropriate cross-site connections. Targeted connections to the existing Metra track pedestrian crossings would be provided to ensure convenient linkages between the study site and adjacent neighborhoods with the existing bicycle path, Metra Station, and Gateway development.

The location of a significant number of proposed residential units on the west side of the tracks creates pedestrian connectivity issues for accessing the station to the east. As a result, consideration should be given to construction of a pedestrian overpass or underpass to link the east and west sides of the tracks. The appropriate location and funding sources for an overpass or underpass will be determined in coordination with developer, City, and Metra at such time as an actual development plan for the site is proposed.

Off-street parking for the project may be located at the interior of the block with primary access from Lamon Avenue and/or the proposed loop road. Residential parking may be provided at 1 to 1.5 spaces per unit to correspond to the project's proximity to the station.

Oak Forest Concept A – Moderate/High Intensity:

Site Area: 180,277 square feet (4.14 acres)

Building Height: 7 stories (77 feet)

- 6 stories residential
- 1 story parking

Building Square Footage: 327,600 square feet

- Building A: 163,800 square feet

  23,400 square feet per story
  Residential total: 140,400 square feet
  Garage total: 23,400 square feet

- Building B: 163,800 square feet

  23,400 square feet per story
  Residential total: 140,400 square feet
  Garage total: 23,400 square feet

Residential Units: 252 units (950 square feet/unit)

- 126 units Building A
- 126 units Building B

Parking: 277 spaces

- 135 surface spaces
- 71 spaces (Building A structure)
- 71 spaces (Building B structure)

Concept B – Low/Moderate Intensity: Compatibility and sensitivity to the established character of the surrounding neighborhood are noble components of successful site redevelopment. Moderate density market-rate rental products, designed in a 4-6 story courtyard configuration may be used to respect the tradition of the abutting neighborhood while establishing a complementary and financially viable project. Small ground-floor "flex" spaces for office and limited retail use may be able to be included in the southeast portion of the building facing the Metra station. The courtyard configuration may be setback from the rail tracks by a loop drive, diagonal parking, and generous landscape parkway.

Access and circulation may be provided by roadway alignments with Lamon Avenue and possibly using an existing loop drive on 158th Street at the western edge of the site. Pedestrian circulation would be provided along the periphery of the site with appropriate cross-site connections. Targeted connections to the existing Metra track pedestrian crossings would be provided to ensure convenient linkages between the study site and adjacent neighborhoods with the existing bicycle path, Metra Station, and Gateway development.

The location of a significant number of proposed residential units on the west side of the tracks creates pedestrian connectivity issues for accessing the station to the east. As a result, consideration should be given to construction of a pedestrian overpass or underpass to link the east and west sides of the tracks. The appropriate location and funding sources for an overpass or underpass will be determined in coordination with developer, City, and Metra at such time as an actual development plan for the site is proposed. Metra does not have funding for the proposed pedestrian overpass/ underpass. The Illinois Commerce Commission may be a potential funding resource for the proposed improvement.

Parking for the residential and where appropriate limited office/retail uses would be located within a surface parking lot at the northeast corner of the site with the possibility of another small surface parking area near the southwest corner as well as along the loop drive. Parking ratios may be provided at 1 and 1.5 spaces per residential unit due to the accessibility to the train station and Gateway project.

Oak Forest Concept B – Low/Moderate Intensity

Site Area: 180,277 square feet (4.14 acres)

Building Height: 4 stories (45 feet)
- » 3 stories residential
- » 1 story parking

Building Square Footage: 198,392 square feet
- » 49,598 square feet per story
- » Residential total: 148,794 square feet
- » Garage total: 49,598 square feet

Residential Units: 132 units (950 square feet/unit)

Parking: 153 spaces (1st story structure)

VILLAGE OF HOMEWOOD – Study Site

Concept A – Moderate/High Intensity:

Homewood's downtown study site is benefited by the district's established mixed-use character and diverse collection of retail, commercial, office, and entertainment uses as well as adjacency to the Metra Station. These assets, combined with overall size of the development site and adaptive reuse potential of the Great Lakes Bank building help to guide the conceptual development opportunities for the site. The Great Lakes building's existing prominence along Ridge Road has the potential via adaptive reuse to serve a combination of retail, office, and/or entertainment uses. The northern portions of the site (currently used for surface parking) with their reduced visibility but enhanced proximity to the Metra Station demonstrate opportunities for residential uses and some limited commercial or mixed-use along Harwood Avenue. Beyond the Great Lakes building, structural heights may be between 4-6 stories depending on adjacent uses.

Access and circulation to the site will continue to be provided via the existing grid network with ingress/egress to be provided from Ridge Road, Harwood Avenue, Chestnut Road and/or Martin Street. Pedestrian accessibility will come from the existing sidewalk network with internal circulation as appropriate to ensure convenient connectivity to the Metra station and over all downtown district.

Dedicated open space and landscaping may be provided via a pocket park at or near the corners of Chestnut Road and Harwood Avenue and/or Martin Avenue as well as along the periphery of the site. Given the strong urban fabric of the downtown district, large open spaces are not envisioned to be included as part of the project.

Off-street parking for the envisioned uses may be provided at a ratio of 1.3 spaces per residential unit within a midblock parking structure. Lower per unit parking ratios may be possible depending on the type of residential development selected for the project. The structure may be able to be developed so as to allow for shared public and/or commuter parking, thereby addressing an expressed issue within the downtown (i.e. shortage of parking). A public-private partnership may be able to be explored to assist in financing the shared parking structure.

Homewood Concept A – Moderate/High Intensity:

Site Area: 90,678 square feet (2.08 acres)

Building Height: 5 stories (56 feet)

- 5 stories residential
- 2 partial stories parking

Building Square Footage: 164,120 square feet

- Residential total: 106,048 square feet
- Garage total: 58,072 square feet

Residential Units: 94 units (950 square feet/unit)

Adaptive Reuse: 14,150 square feet

Parking: 154 spaces (2-level structure)

Concept B – Low/Moderate Intensity:

Preservation of district character, specifically as its relates to height and density, may be balanced with the financial realities of modern site acquisition and development costs. The trade-offs necessary to achieve this balance may come from both creativity and flexibility on the part of the City and developer in regards to development requirements for the project. Immediate adjacency to the Metra station may allow for 3-4 story, market-rate rental residential uses to be viable if carefully designed and constructed to meet the specific demands of the target user. Unit sizes, amenities, building materials, and finishes will all effect the financial viability of the project. Adaptive reuse of the Great Lakes building or redevelopment will be dependent on the physical condition of the structure.

Access and circulation to the site will continue to be provided via the existing grid network with ingress/egress to possibly be provided from Ridge Road, Harwood Avenue, Chestnut Road and/or Martin Street. Pedestrian accessibility will come from the existing sidewalk network with internal circulation as appropriate to ensure convenient connectivity to the Metra station and over all downtown district.

Open space and landscaping may be provided as an aesthetic buffer along the periphery of the site. The proximity to Irwin Park and the Homewood Railfan Park on the west side of the Metra tracks reduce the need to provide dedicated open spaces within the project.

Off-street parking for the envisioned uses may be provided at a ratio of 1.3 spaces per residential unit, 1 space per 300 square feet for office/retail or other similar uses. Surface level parking may be provided at the rear of proposed structures to be located on the site.

Homewood Concept B – Low/Moderate Intensity:

Site Area: 90,678 square feet (2.08 acres)

Building Height: 4 stories (45 feet)

- 3 stories residential
- 1 story parking

Building Square Footage: 158,559 square feet

- 35,809 square feet per story
- Residential total: 107,427 square feet
- Garage total: 51,132 square feet

Residential Units: 96 units (950 square feet/unit)

Adaptive Reuse: 14,150 square feet

Parking: 136 spaces (1st floor structure)

CITY OF BLUE ISLAND – 2125 Fulton Street Study Site

Concept A – Moderate/High Intensity:

Development opportunities for 2125 Fulton Street in Blue Island are benefited by the existing access to the water front along the Calumet-Sag Channel, the MWRD SideStream Elevated Pool Aeration Station No. 3 to the west, and convenient walking distance to the Vermont Street Metra Station and retail, entertainment, and employment options in the Downtown district. These assets combined with the isolated location of the site within a residential neighborhood focus the development vision toward a multi-family residential use. The development should be consistent with the City's draft UT-TOD District. Four to six-story, market rate rental residential structures may be developed on the site and configured so as to maximize exposure along the Channel edge.

Vehicular access to the site may be from Fulton Street at or near the intersection with Chicago Street. Pedestrian access may be provided via the existing sidewalks along Fulton Street and Chatham Street. Pedestrian linkages within the development should be provided to the MWRD SideStream Elevated Pool Aeration Station No. 3 to the west, as well as the planned pedestrian/bike trail along the Channel.

Open space and landscaping may be provided as an aesthetic buffer along the Chatham Street and Fulton Street edges of the site. In addition, a 40'-60' setback from the Channel edge may be provided to allow for the planned Cal-Sag Trail connection. This path may be incorporated into the open space needs for the envisioned 2125 Fulton Street project.

Off-street parking may be provided via a centralized surface lot between the envisioned buildings of the projects and/or via a linear lot along Fulton Street. The selected focal point of the site configuration (e.g. Channel frontage or Fulton Street) will determine the appropriate location for the necessary surface parking.

Stormwater Best Management Practices

Promotion of water quality is of particular importance to MWRD and for sites adjacent to waterways such as the Calumet-Sag Channel. As such, sustainable stormwater management practices are a priority for this site.

According to 2012 MWRD detention credit guidelines, up to 25% of required detention can be provided using bioswales or rain gardens. The MWRD allows the runoff coefficient for rain gardens to be lower than that for turf grass, reducing the overall required detention volume.

To accommodate 25% of the required detention, 1,100 square yards of space for rain gardens may be provided in place of turf or planting beds. Rain gardens would include engineered soil, native plantings, and underdrains. This would create an excess 1,500 cubic yards of excavated soil to be hauled away.

Blue Island (2125 Fulton Street) Concept A – Moderate/High Intensity:

Site Area: 171,809 square feet (3.94 acres)

Building Height: 4 stories (46 feet)

- 3 stories residential
- 1 story parking

Building Square Footage: 299,936 square feet

- Building A: 184,836 square feet
  46,209 square feet per floor
  Residential total: 138,627 square feet
  Garage total: 46,209 square feet

- Building B: 115,100 square feet
  28,775 square feet per floor
  Residential total: 86,325 square feet
  Garage total: 28,775 square feet

Residential Units: 197 units (950 square feet/unit)

- 122 units (Building A)
- 75 units (Building B)

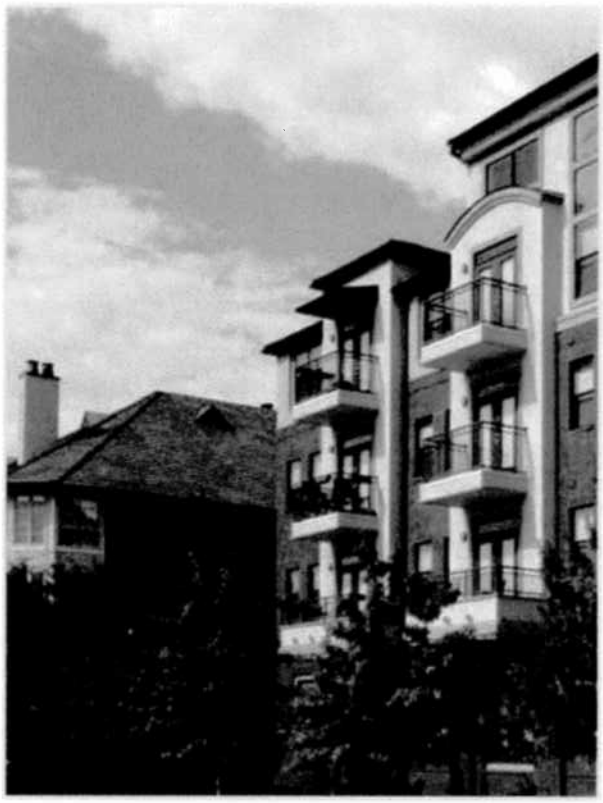
Parking: 223 spaces

- 146 spaces (Building A structure)
- 77 spaces (Building B structure)

60 foot Channel Setback

Sustainability Practices

- Up to 25% of required stormwater detention can be realized using bioswales or rain gardens
- 1,100 square yards of rain gardens will fulfill the volume credit offered by the Metropolitan Water Reclamation District of Great Chicago



Concept B – Low/Moderate Intensity:

To provide a transition between the single family character of the abutting neighborhoods to the north and the envisioned moderate intensity of the 2125 Fulton Street site, two to three story townhomes may be incorporated into the eastern portion of the site in conjunction with a 4-6 story market rate rental structure on the west portion of the property. The structures may be configured so as to maximize exposure along the Channel edge. In the short-term, the townhome product area may be reserved as open space or additional surface parking until the market for for-sale product improves.

Vehicular access to the site may be from Fulton Street at or near the intersection with Chicago Street. Pedestrian access may be provide via the existing sidewalks along Fulton Street and Chatham Street. Pedestrian linkages within the development should be provided to the MWRD SideStream Elevated Pool Aeration Station No. 3 to the west, as well as the planned pedestrian/bike trail along the Channel.

Open space and landscaping may be provided as an aesthetic buffer along the Chatham Street and Fulton Street edges of the site. In addition, a 60'-80' setback from the Channel edge may be provided to allow for the planned Cal-Sag Trail connection. This path may be incorporated into the open space needs for the envisioned 2125 Fulton Street project.

Off-street parking may be provided at a ratio of 1 space per unit via a centralized surface lot between the rental and townhome portions of the project and/or via a linear lot along Fulton Street. Dedicated alley loaded garage parking for the townhomes units may be provide in conjunction with the site configuration. The selected focal point of the site configuration (e.g. Channel frontage or Fulton Street) will determine the appropriate location for the necessary surface parking.

CITY OF BLUE ISLAND – 2250 Fulton Street Study Site

Concept A – Moderate/High Intensity:

Blue Island's 2250 Fulton Street site is unique in its proximity to a tremendous diversity of highly desirable amenities within the community. These specifically include the Vermont Street Metra Station to the northwest, the MWRD SideStream Elevated Pool Aeration Station No. 3 and Calumet-Sag Channel to the south, and Downtown to the west. These assets combined with the limited accessibility and visibility from a commercial perspective, move the development vision toward a multi-family residential use. The development should be consistent with the City's draft UT-TOD District. A four to six story, market rate rental residential structure may be developed on the site and configured so as to maximize the floor area ratio (FAR) of the site.

Due to its proximity to the train tracks, specialized noise and vibration mitigation elements should be incorporated into the design of the buildings located on the 2250 Fulton Site. Mitigation measures relating to this issue are not uncommon within the metropolitan area given its history and concentration of significant rail infrastructure. These measures consist of a variety of design techniques; such as reducing the number of openings in walls adjacent to tracks and positioning bedrooms away from those exterior walls, construction techniques; including using double wall systems and/or a floating floor systems to absorb noise and vibration, and material selection techniques; including installing heavy paned, double glazed windows and ensuring that all cracks and openings are sealed with high density sealant.

Vehicular access to the site may be provided from Fulton Street, Irving Avenue, and/or Grove Street. The significant grade difference (approximately 12') between Grove Street on the north and Fulton Street on the south create opportunities to potentially separate individual ingress/egress points for specific uses to be located on the site.

Pedestrian access and circulation may be provided via the existing sidewalks along Grove Street as well as sidewalk enhancements along Irving Avenue. Additional pedestrian linkages into the MWRD SideStream Elevated Pool Aeration Station No. 3 and to the planned pedestrian/bike trail along the Channel will also be provided at the southeast corner of the site near the intersection of Fulton Street and Irving Avenue.

Open space and landscaping may be provided as an aesthetic buffer along the periphery of the site, including a buffer with the Metra tracks. Given the urban character of the site and its proximity to the MWRD SideStream Elevated Pool Aeration Station No. 3, dedicated on-site open spaces are not envisioned to be included as part of the project.

A large grade separation between the north and south side of the site may allow for a 2-level shared parking structure. Upper levels could be envisioned for commuter use with a level walk to the station and lower levels would serve the residents of the building under development. Any reduction in the total number of existing commuter parking will be replaced at a 1:1 ratio with no cost to Metra. Off-site parking should be placed within a direct line of sight to the station and at no more than a ¼ mile walking distance as per Metra's guidelines for replacement parking.

Blue Island (2250 Fulton Street) Concept A – Moderate/High Intensity:

Site Area: 93,525 square feet (2.15 acres)

Building Height: 8 stories (89 feet)
- » 6 stories residential
- » 2 stories parking

Building Square Footage: 299,936 square feet
- » 21,875 square feet per floor
- » Residential total: 131,250 square feet
- » Metra Garage: 93,525 square feet
- » Apartment Garage: 59,100 square feet
- » Townhome Garages: 9,550 square feet

Residential Units: 141 units
- » 24 townhomes (1,550 square feet/unit)
- » 117 apartments (950 square feet/unit)

Office/Commercial Space: 4,500 square feet

Parking: 420 spaces
- » 217 spaces (Metra - 1st story structure)
- » 203 spaces (Private - 2nd story structure)

Concept B – Low/Moderate Intensity:

The locational characteristics of the 2250 Fulton Street site, specifically Vermont Street Metra Station, the MWRD SideStream Elevated Pool Aeration Station No. 3 and Calumet-Sag Channel, and Downtown along with limited accessibility and visibility from a commercial perspective, move the development vision toward a multi-family residential use. The development should be consistent with the City's draft UT-TOD District. A four story, market rate rental residential structure may be developed on the site and configured so as to maximize the floor area ratio (FAR) of the site. The current commuter parking for 212 cars would be relocated to another site within the station area.

Due to its proximity to the train tracks, specialized noise and vibration mitigation elements should be incorporated into the design of the buildings located on the 2250 Fulton Site. Mitigation measures relating to this issue are not uncommon within the metropolitan area given its history and concentration of significant rail infrastructure. These measures consist of a variety of design techniques; such as reducing the number of openings in walls adjacent to tracks and positioning bedrooms away from those exterior walls, construction techniques; including using double wall systems and/or a floating floor systems to absorb noise and vibration, and material selection techniques; including installing heavy paned, double glazed windows and ensuring that all cracks and openings are sealed with high density sealant.

Vehicular access to the site may be provided from Fulton Street, Irving Avenue, and/or Grove Street. A drop-off area and guest parking may be provide at the Grove Street grade level while a second ingress/egress point may be provide at the southern end of the site. Pedestrian access and circulation may be provided via the existing sidewalks along Grove Street as well as sidewalk enhancements along Irving Avenue. Additional pedestrian linkages into the MWRD SideStream Elevated Pool Aeration Station No. 3 and to the planned pedestrian/bike trail along the Channel may also be provided at the southeast corner of the site near the intersection of Fulton Street and Irving Avenue.

Open space and landscaping may be provided as an aesthetic buffer along the periphery of the site, including as buffer with the Metra tracks. A small pocket park may be incorporated into the south end of area abutting the MWRD SideStream Elevated Pool Aeration Station No. 3. Given the urban character of the site significant dedicated on-site open space is not envisioned to be included as part of the project.

Off-Street parking options for the project may include guest parking within a surface parking lot accessible from Grove Street as well as a second surface level parking lot for residential units near Fulton Street. Parking ratios of the residential units would be approximately one space per unit. The total number of resident and guest space and the location and configuration of the proposed lots will be determined in conjunction with the conceptual design of the site.

Any reduction in the total number of existing commuter parking will be replaced at a 1:1 ratio with no cost to Metra. Off-site parking should be placed within a direct line of sight to the station and at no more than a ¼ mile walking distance as per Metra's guidelines for replacement parking. RTA's Access & Parking Strategies for Transit-Oriented Development serves as Metra's guide regarding replacement and structured commuter parking.

Blue Island (2250 Fulton Street) Concept B – Low/Moderate Intensity:

Site Area: 93,525 square feet (2.15 acres)

Building Height: 6 stories (69 feet)
- » 5 stories residential
- » 1 story parking

Building Square Footage: 210,894 square feet
- » 35,149 square feet per floor
- » Residential total: 175,745 square feet
- » Garage total: 35,149 square feet

Residential Units: 155 units (950 square feet/unit)

Parking: 187 spaces
- » 99 spaces 1st floor parking
- » 77 spaces existing surface parking
- » 11 spaces added to existing surface parking

Preliminary Pro-Forma Evaluations

To begin to understand the potential feasibility of market desired development projects for each of the stakeholder community development sites, a series of preliminary pro-forma evaluations were prepared for each of the identified study sites. These preliminary evaluations were designed to correspond with representatives of the Conceptual Development Visions designated by the stakeholder municipalities. In each case, with the exception of 2125 Fulton Street in Blue Island, a low/moderate and a moderate/high intensity development option was designed and tested for the site. In regards to the 2125 Fulton Street development site, the City of Blue Island indicated that it desired to evaluate only a moderate/high intensity development scenario.

The preliminary pro-forma evaluations demonstrate the relationship between density, tenant revenue, rental rates, and developer capitalization rates as they relate to project type and mix and thereby inform and strengthen the decision making process. The preliminary pro-forma evaluations provide the stakeholder municipality with a broad "bird's eye" view as to whether the project is practical and feasible. Where the practical and financial validity of the proposed concept is verified, the stakeholder municipality can then determine the appropriateness of soliciting interest from the development marketplace. It should be noted that the preliminary development pro-forma evaluations are not intended to represent or replace the need for a developer's formal pro-forma. Such detailed pro-forma's can only be prepared by a developer once the project is made available to the marketplace.

The preliminary pro-forma evaluation tables (*as read from left to right*) provided below each of the conceptual development visions are intended to do the following:

- Apply market feasible rent per square foot estimates to produce the approximate annual revenue (a.k.a. gross income) that may be generated for each conceptual project (deductions for new building operating expenses can be made by a developer as part of a more detailed pro-forma).
- Calculate a project value for each development by utilizing the annual project revenue estimates and applying a market supportable capitalization rate (a.k.a rate of return) of 8%.
- Identify and examine the development costs (i.e. hard, soft, parking, and land preparation costs) to build the conceptual project in consideration of the identified project value and cash flows generated with an 8% rate of return.
- Calculate a land value by subtracting the construction costs, soft costs, parking costs, and site preparation costs (including detention) from the estimated project value. The total of development costs subtracted from project value will equal the amount which the developer can pay for the land (e.g. $+ or $0 or $-). In the case of a negative land value ($-) the developer would pay nothing for the land and the conceptual project is still in the hole assuming the requisite 8% rate of return for the developer. The land value is the last entry because the value of the land is what the project allows the value to be not what a property owner wants or what an appraisal might suggest.
- Identify market comparable "estimated land value" as found for comparative rates/prices for similar sized land in the region. Based upon the comparables found in the marketplace, the cost of land does not appear to be significant factor/ calculation in these scenarios.

For each of the scenarios presented, it should be noted that municipal partnering will be required. Such partnering may involve at a minimum land purchase and/or infrastructure improvements. Other incentive participation may also be necessary. Tax Increment Financing (TIF) is anticipated to be used as a primary partnering resource in cooperation with other potential sources as part of a broad "municipal tool kit."

The scenarios as presented begin to demonstrate to the stakeholder municipalities how practical the conceptual project may be and how manipulation of the input assumptions may significantly alter the potential feasibility of the project (e.g. rent assumptions, capitalization rate, construction costs, site prep costs, others). If the TIF increment over the life of the TIF is adequate to cover the deficit in the projected conceptual project pro-forma with a reasonable municipal investment (i.e. reasonable municipal investment as a percent to total project costs) then the stakeholder municipality may view the conceptual project as practical.

As stated previously, these preliminary pro-forma evaluations are intended to assist the stakeholder municipalities in understanding the magnitude of potential financial partnering that may be necessary with developers to undertake these conceptual projects and whether or not the project elements (rents / quality) correspond to their development vision and expectations. It provides an answer to the question, "Should we proceed with developer solicitations in the marketplace?"

The input data and parameters used in the generation of the preliminary pro-forma evaluations were collected and tested from multiple sources so as to establish a set of conservative/practical assumptions based on the marketplace. Specifically:

- A wide range of rents for new construction from as low as $1.30 p/sf (from a very large developer) to $1.45/$1.50 p/sf (our general read of the marketplace) to $1.60 p/sf (Oak Forest new building pro-forma) to as high as $1.70 p/sf were identified based on review of on-going, planned, and proposed development projects within the metropolitan area. For purposes of this study a rent of $1.50 p/sf (assumes a 950 sf apartment is $1,425.00/month) was selected.
- We identified various building construction cost estimates for moderate/high quality buildings that ranged from $160.00 p/sf (lowest from a very large developer) to $250.00 p/sf. Building construction cost estimates as provided on the RS Means website ranged from $138.00 p/sf (low); $154.00 p/sf (median); and $192.00 p/sf (high). The National Construction Estimator database projections that include hard and soft costs is $186.78 (adjusted for Chicago). Based upon these findings the construction cost of $186.78 p/sf was selected as it is: 1) from the national data base; 2) within the RS Means website data; and 3) close enough to the $160.00 to be considered comparative.
- Construction costs for structured parking were identified to range from as low as $20,000 to as high as $38,000-$40,000 per space. Historically, BDI has used a per space cost for structured parking of $27,000. As the structured parking in the majority of the development concepts must also support not just parking floors but also multiple residential floors, a structured parking cost estimate of $25,000 per space was utilized.
- Land preparation costs including but not limited to site grading, stormwater management, public and private utilities, and landscaping/ streetscaping were estimated based on the conceptual development plans and review of available municipal resources. The land preparation cost estimates were incorporated into the preliminary pro-forma evaluations to represent the total anticipated land preparation costs for the representative conceptual development project.
- A capitalization rate of 8% was selected based on the anticipated risk associated with the development of new construction projects (i.e. requires extensive tenanting). A rate of 8% is traditionally higher than the rate of return which would be utilized when purchasing a completed and fully tenanted building.

Estimated Financial Assistance/Incentives Participation

Using the conservative/practical assumptions identified above, the preliminary pro-forma evaluations of the conceptual development scenarios represent some interesting comparisons. As a broad rule of thumb, it is suggested that municipal participation in any single project be less than 20% of project cost or project value. The municipal participation calculation is the deficit or negative land value shown in the respective tables divided by project cost or by project value (we suggest use of the project cost calculation). The further below the 20% municipal participation threshold a project can be shown to demonstrate, the better the potential project from the municipalities perspective. Using this 20% benchmark, five of the seven conceptual development scenarios may be viewed as practical. Again, these calculations assume an actual land value of zero. The development cost/value benchmarks for each project as shown below:

Project	Cost	Value
Oak Forest A	12.0%	13.6%
Oak Forest B	21.0%	26.0%
Homewood A	13.6%	15.7%
Homewood B	13.0%	14.9%
2125 Fulton	16.8%	20.2%
2250 Fulton A*	15.2% / 26.8%	20.8% / 36.7%
2250 Fulton B*	12.0% / 16.4%	13.6% / 18.6%

NOTE*: *The development concepts for 2250 Fulton are provided with the cost of the relocated Metra parking removed. It will not work with the developer paying for structured Metra parking.*

The scenarios presented on the following pages represent a positive start for the each of the three communities. While manipulating the various input numbers to produce even more positive results is always possible but that does not seem like a prudent exercise. For example;

- Dropping the building costs from $186.79/ square foot to the lowest cost number we have heard ($160.00) would significantly improve the scenarios through a reduction in the projected deficit. However, that would be speculative and deviate from our objectives of utilizing a conservative approach to the calculation projections.
- Raising the rent from $1.50 to $1.60 per square foot (the current figure in the Oak Forest pro-forma) would also improve the scenario. However, the issue is the true marketability of the project: $1.30 p/sf = $1,235/month; $1.50 p/sf = $1,425/month; $1.60 p/sf = $1,520/month. Reducing the size of the proposed units to 850 square feet would also affect rent ($1.50 p/sf is $1,275/month). The potential options are endless. Ultimately it is the marketability of the project which the developer (and the financing institution/bank) will use to determine the rent.
- The 8% capitalization rate is appropriate given the typical risk exposure for new development projects in the region. Lowering it does not seem practical. Raising it suggests the developer thinks the project is high risk and may be unlikely to pursue the project. The developer and financing institution will have significant input into the final capitalization rate.
- As per the direction of the study communities, the projects represented in the development visions are envisioned as moderate/high quality for their respective locations. Dropping the product quality may reduce costs and allow for corresponding reductions in the monthly rent. Eliminating structured parking with different design (e.g. all surface parking) may also reduce the development costs. However, the municipalities have requested a high quality project. Under any scenario where rents are reduced it is probable that the rent will still be higher than current rents (older buildings).

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building A	126	119,700	140,400	71	$1.50	$2,154,600	$26,932,500
Building B	126	119,700	140,400	71	$1.50	$2,154,600	$26,932,500
Parking (Surface)				135			
TOTAL CONCEPT	252	239,400	280,800	277		$4,309,200	$53,865,000

Oak Forest Concept A
Moderate/High Intensity

Site Data:

Site Area: 180,277 square feet (4.14 acres)

Building Height: 7 stories (77 feet)
- 6 stories residential
- 1 story parking

Building Square Footage: 327,600 square feet
- Building A: 163,800 square feet
  23,400 square feet per story
  Residential total: 140,400 square feet
  Garage total: 23,400 square feet
- Building B: 163,800 square feet
  23,400 square feet per story
  Residential total: 140,400 square feet
  Garage total: 23,400 square feet

Residential Units: 252 units (950 square feet/unit)
- 126 units Building A
- 126 units Building B

Parking: 277 spaces
- 135 surface spaces
- 71 spaces (Building A structure)
- 71 spaces (Building B structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$22,804,470	$3,420,671	$1,775,000	$4,400,000	$32,400,141		
$22,804,470	$3,420,671	$1,775,000		$28,000,141		
		$810,000		$810,000		
$45,608,940	$6,841,341	$4,360,000	$4,400,000	$61,210,281	-$7,345,281	$225,818

Estimated Financial Incentive Participation (cost/value)	12.0% / 13.6%
Estimated Annual Taxes	$1,077,300
Estimated 23-Year Increment Taxes	$24,777,900
Estimated Net Present Value	$13,254,400

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building	132	125,400	148,794	153	$1.50	$2,257,200	$28,215,000
TOTAL CONCEPT	132	125,400	148,794	153		$2,257,200	$28,215,000

Oak Forest Concept B
Low/Moderate Intensity

Site Data:

Site Area: 180,277 square feet (4.14 acres)

Building Height: 4 stories (45 feet)
- 3 stories residential
- 1 story parking

Building Square Footage: 198,392 square feet
- 49,598 square feet per story
- Residential total: 148,794 square feet
- Garage total: 49,598 square feet

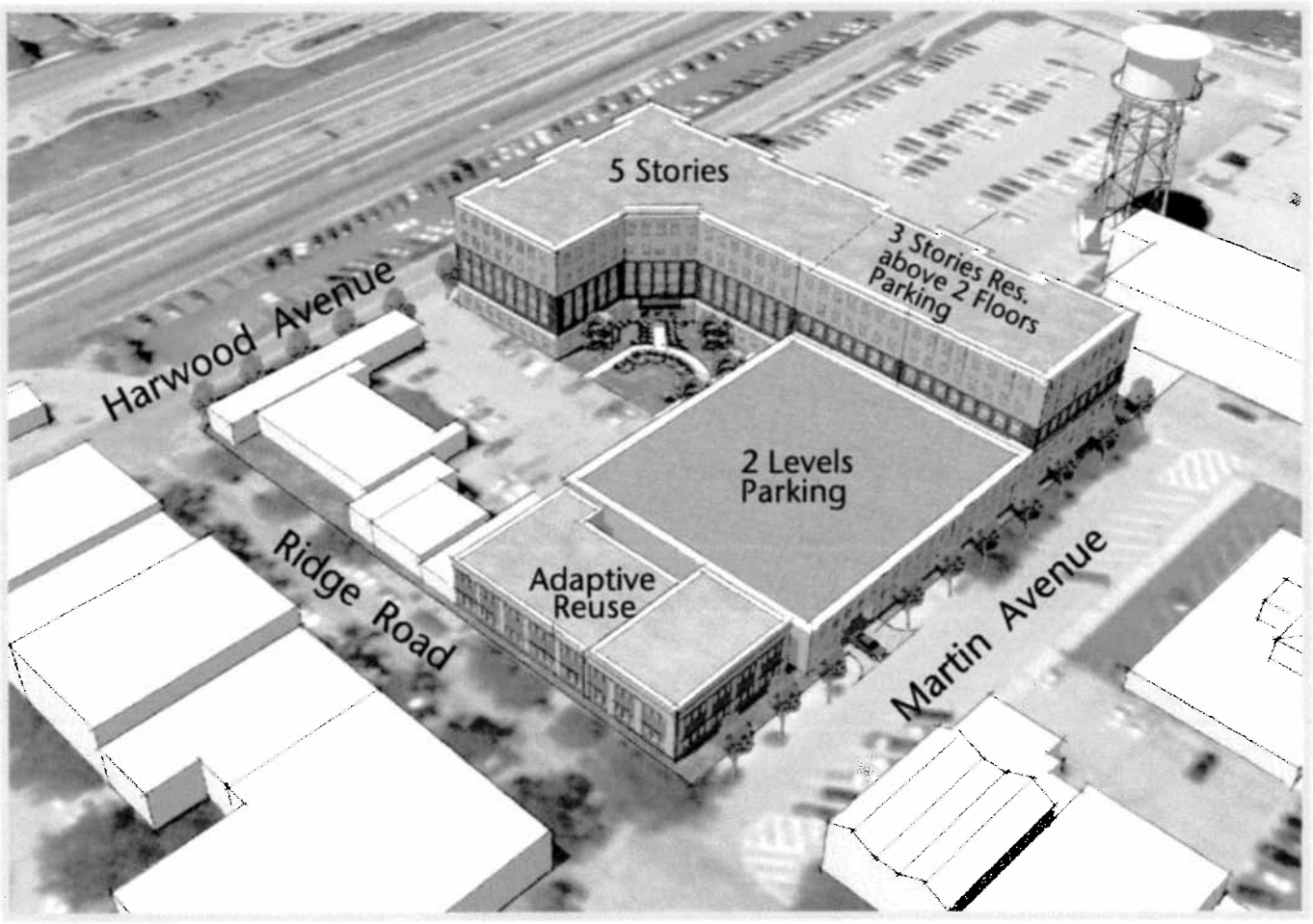
Residential Units: 132 units (950 square feet/unit)

Parking: 153 spaces (1st story structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$24,167,865	$3,625,180	$3,825,000	$4,100,000	$35,718,045	-$7,503,045	$225,818
$24,167,865	$3,625,180	$3,825,000	$4,100,000	$35,718,045	-$7,503,045	$225,818

Estimated Financial Incentive Participation (cost/value)	21.0% / 26.0%
Estimated Annual Taxes	$564,300
Estimated 23-Year Increment Taxes	$12,978,900
Estimated Net Present Value	$6,847,400



Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building	94	89,300	106,048		$1.50	$1,607,400	$20,092,500
Adaptive Re-use			14,150		$15.00	$212,250	$2,653,125
Parking Structure				154			
TOTAL CONCEPT	94	89,300	120,198	154		$1,819,650	$22,745,625

Homewood Concept A
Moderate/High Intensity

Site Data:

Site Area: 90,678 square feet (2.08 acres)

Building Height: 5 stories (56 feet)
- 5 stories residential
- 2 partial stories parking

Building Square Footage: 164,120 square feet
- Residential total: 106,048 square feet
- Garage total: 58,072 square feet

Residential Units: 94 units (950 square feet/unit)

Adaptive Reuse: 14,150 square feet

Parking: 154 spaces (2-level structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$17,224,846	$2,583,727		$1,200,000	$21,008,573		
$1,273,500	$191,025			$1,464,525		
		$3,850,000		$3,650,000		
$18,498,346	$2,774,752	$3,850,000	$1,200,000	$26,323,098	-$3,577,473	$362,419

Estimated Financial Incentive Participation (cost/value)	13.6% / 15.7%
Estimated Annual Taxes	$454,920
Estimated 23-Year Increment Taxes	$10,463,200
Estimated Net Present Value	$5,599,300

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building	96	91,200	107,427	136	$1.50	$1,641,600	$20,520,000
Adaptive Re-use			14,150		$15.00	$212,250	$2,653,125
TOTAL CONCEPT	96	91,200	121,577	136		$1,853,850	$23,173,125

Homewood Concept B

Low/Moderate Intensity

Site Data:

Site Area: 90,678 square feet (2.08 acres)

Building Height: 4 stories (45 feet)

- 3 stories residential
- 1 story parking

Building Square Footage: 158,559 square feet

- 35,809 square feet per story
- Residential total: 107,427 square feet
- Garage total: 51,132 square feet

Residential Units: 96 units (950 square feet/unit)

Adaptive Reuse: 14,150 square feet

Parking: 136 spaces (1st floor structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$17,448,830	$2,617,325	$3,400,000	$1,700,000	$25,166,155		
$1,273,500	$191,025			$1,464,525		
$18,722,330	$2,808,350	$3,400,000	$1,700,000	$26,630,680	-$3,457,555	$362,419

Estimated Financial Incentive Participation (cost/value)	13.0% / 14.9%
Estimated Annual Taxes	$463,460
Estimated 23-Year Increment Taxes	$10,659,600
Estimated Net Present Value	$5,754,300

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building A	122	115,900	138,627	146	$1.50	$2,086,200	$26,077,500
Building B	75	71,250	86,325	77	$1.50	$1,282,500	$16,031,250
TOTAL CONCEPT	197	187,150	224,952	223		$3,368,700	$42,108,750

Blue Island (2125 Fulton Street)

Moderate/High Intensity

Site Data:

Site Area: 171,809 square feet (3.94 acres)

Building Height: 4 stories (46 feet)

- 3 stories residential
- 1 story parking

Building Square Footage: 299,936 square feet

- Building A: 184,836 square feet
  46,209 square feet per floor
  Residential total: 138,627 square feet
  Garage total: 46,209 square feet

- Building B: 115,100 square feet
  28,775 square feet per floor
  Residential total: 86,325 square feet
  Garage total: 28,775 square feet

Residential Units: 197 units (950 square feet/unit)

- 122 units (Building A)
- 75 units (Building B)

Parking: 223 spaces

- 146 spaces (Building A structure)
- 77 spaces (Building B structure)

Channel Setbacks:

- 100 foot setback from channel waterline
- 60 foot setback from channel property line

Sustainability Practices:

- Up to 25% of required stormwater detention can be realized using bioswales or rain gardens
- 1,100 square yards of rain gardens will fulfill the volume credit offered by MWRD

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$22,516,490	$3,377,474	$3,650,000	$3,000,000	$32,543,064		
$14,021,338	$2,103,201	$1,925,000		$18,049,539		
$36,537,829	$5,480,674	$5,575,000	$3,000,000	$50,593,503	-$8,484,753	$686,506

Estimated Financial Incentive Participation (cost/value)	16.8% / 20.2%
Estimated Annual Taxes	$842,180
Estimated 23-Year Increment Taxes	$19,370,100
Estimated Net Present Value	$10,361,700

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Apartments	117	111,150	131,250		$1.50	$2,000,700	$25,008,750
Townhomes	24	37,200			$1.50	$669,600	$8,370,000
Commercial/Office		4,500			$15.00	$67,500	$843,750
Parking (Metra)				217			
Parking (Resident)				203			
TOTAL CONCEPT	141	152,850	131,250	420		$2,737,800	$34,222,500

Blue Island (2250 Fulton Street) Concept A
Moderate/High Intensity

Site Data:

Site Area: 93,525 square feet (2.15 acres)

Building Height: 8 stories (89 feet)
- 6 stories residential
- 2 stories parking

Building Square Footage: 299,936 square feet
- 21,875 square feet per floor
- Residential total: 131,250 square feet
- Metra Garage: 93,525 square feet
- Apartment Garage: 59,100 square feet
- Townhome Garages: 9,550 square feet

Residential Units: 141 units
- 24 townhomes (1,550 square feet/unit)
- 117 apartments (950 square feet/unit)

Office/Commercial Space: 4,500 square feet

Parking: 420 spaces
- 217 spaces (Metra - 1st story structure)
- 203 spaces (Private - 2nd story structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$21,318,281	$3,197,742		$3,800,000	$28,316,023		
$6,042,210	$906,332			$6,948,542		
$871,889	$130,783			$1,002,672		
		$5,425,000		$5,425,000		
		$5,075,000		$5,075,000		
$28,232,380	$4,234,857	$10,500,000	$3,800,000	$46,767,237	-$12,544,737	$374,616

Estimated Financial Incentive Participation (cost/value)	15.2% / 20.8%
Estimated Annual Taxes	$684,460
Estimated 23-Year Increment Taxes	$15,742,600
Estimated Net Present Value	$8,421,400

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building	155	147,250	175,745	99	$1.50	$2,650,500	$33,131,250
Parking (Additional Surface)				88			
TOTAL CONCEPT	155	147,250	175,745	187		$2,650,500	$33,131,250

Blue Island (2250 Fulton Street) Concept B
Low/Moderate Intensity

Site Data:

Site Area: 93,525 square feet (2.15 acres)

Building Height: 6 stories (69 feet)
- 5 stories residential
- 1 story parking

Building Square Footage: 210,894 square feet
- 35,149 square feet per floor
- Residential total: 175,745 square feet
- Garage total: 35,149 square feet

Residential Units: 155 units (950 square feet/unit)

Parking: 187 spaces
- 99 spaces 1st floor parking
- 77 spaces existing surface parking
- 11 spaces added to existing surface parking

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$28,545,382	$4,281,807	$2,475,000	$1,800,000	$37,102,189		
		$528,000		$528,000		
$28,545,382	$4,281,807	$3,003,000	$1,800,000	$37,630,189	-$4,498,939	$374,100

Estimated Financial Incentive Participation (cost/value)	12.0% / 13.6%
Estimated Annual Taxes	$684,460
Estimated 23-Year Increment Taxes	$15,742,600
Estimated Net Present Value	$8,421,400

Development Assumptions

Parking Space SF	350			
SF/Acre	43,560			
Coverage	0.85	(Typical, but assume LV's coverages)		
Costs				
Soft Costs	0.15	Percent		
Land Preparation/SF		Per Land Prep Spreadsheet vs. Typical $3.50		
Land Cost/SF	$4.00	Listings range from $1.25PSF to $5.00PSF		
Cap Rate	8.00%			
	Per Sources			
Commercial Rent/SF (Homewood and Blue Island)	$13.00	$13.00		
Apartment Rent/SF (BI)	$0.90	$10.80	$0.90	Per apartments.com for Blue Island/Alsip (best product)
Apartment Rent/SF (H)	$1.08	$13.01	$1.08	Per apartments.com for Homewood (best product)
Apartment Rent/SF (OF)	$1.10	$13.20	$1.10	Per apartments.com for Oak Forest (best product)
Apartment Rent/SF (Top Product)	$1.50	$18.00		
Retail/Commercial Rent (Better Product)	$15.00			
Garage Parking Cost/Space	$25,000.00			
Covered Parking Cost/Space	$14,000.00			
Surface Parking Cost/Space	$6,000.00			
Apartment Average SF	950			
TH Average SF	1,550			
Land PSF--Selected Listings				
$3.25				
$4.54				
$1.25	Concrete Plant, South Holland			
$4.00				

Market Construction Costs (PSF at Highest PSF)	At .89
APARTMENT, 2-3 STORY Costs per square foot of floor area	$139.82
APARTMENT, 4-7 STORY Costs per square foot of floor area	$162.43
OFFICE, 2-3 STORY Costs per square foot of floor area	$193.75
STORE, RETAIL Costs per square foot of floor area	$144.27
RESTAURANT Costs per square foot of floor area	$237.72

Per Green Chicago

Homewood: Estimated Adaptive Re-use Costs Chicago Area ($80-$100 PSF)	$90.00

APARTMENT, 2-3 STORY (Costs per square foot of floor area)

Building Parameters: 2 Story, 10 Ft Story Height, 15,000 Square Feet

Exterior

» Wood siding on stud frame	$148.90
» Brick veneer on stud frame	$152.60
» Stucco on stud frame	$148.30
» Brick, concrete block back-up	$157.10
» Decorative concrete block	$154.20

APARTMENT, 4-7 STORY (Costs per square foot of floor area)

Building Parameters: 6 Story, 11 Ft Story Height, 65,000 Square Feet

Exterior

» Decorative concrete block, steel frame	$180.00
» Brick, concrete block back-up, steel frame	$182.50
» Brick, concrete block back-up, reinforced concrete frame	$162.10
» Precast panels, steel frame	$186.80
» Precast panels, reinforced concrete frame	$156.80

OFFICE, 2-3 STORY (Costs per square foot of floor area)

Building Parameters: 3 Story, 12 Ft Story Height, 23,000 Square Feet

Exterior

» Wood siding on stud frame	$175.30
» Brick veneer on stud frame	$179.10
» Stucco on stud frame	$174.70
» Decorative concrete block	$181.90
» Brick, concrete block back-up, steel frame	$217.70

Construction Cost Assumptions

STORE, RETAIL (Costs per square foot of floor area)

Building Parameters: 1 Story, 14 Ft Story Height, 35,000 Square Feet

Exterior

» Brick, concrete block back-up, steel frame	$162.10
» Precast panels, steel frame	$165.20
» Decorative concrete block, steel frame	$160.20
» Tilt-up panels, steel frame	$156.50
» Stucco on stud frame	$137.00

RESTAURANT (Costs per square foot of floor area)

Building Parameters: 1 Story, 12 Ft Story Height, 5,000 Square Feet

Exterior

» Wood siding on stud frame	$252.90
» Brick veneer on stud frame	$258.00
» Brick, concrete block back-up, steel frame	$267.10
» Decorative concrete block, steel frame	$263.20
» Stone veneer, block back-up, steel frame	$296.40

ILLINOIS

Chicago	0.89
Peoria	0.89
Rock Island	0.88
Rockford	0.88

Land Preparation Cost Assumptions

Blue Island

» 2125 Fulton	$3,000,000
» 2250 Fulton, Concept Plan A	$3,800,000
» 2250 Fulton, Concept Plan B	$1,800,000

Homewood

» Concept Plan A	$1,200,000
» Concept Plan B	$1,700,000

Oak Forest

» Concept Plan A	$4,400,000
» Concept Plan B	$4,100,000

Tax Revenue Increment Assumptions

- Taxes are 2% per year of project value (re-verified to the greatest extent possible).
- A flat value assumption was used to create tax increment calculations. This means that no appreciation of the building value over the 23-year life span of a TIF has not been assumed. This provides a conservative estimate, since the building will likely appreciate in value over time.
- No annual payments have been included from the TIF increment to the school district based on dollar per head counts of students living in the building. The expectation is that the student head count would be very low.
- Net present values of the increment for each site scenario over the 23-year life span of the TIF have been calculated at 6.0%. This relates the cash flow to the present day value which could either be bonded or use a combination of bonding with an annual "pay-as-you-go" agreement with the developer.

KEY ACTION ITEMS

Blue Island, Homewood, and Oak Forest

To assist the Cities of Oak Forest and Blue Island and Village of Homewood in moving their respective TOD development sites to the next level a series of community specific action items has been identified. Implementation of these items in conjunction with the larger Predevelopment Tool Kit recommendations can assist each community in establishing the foundations for successful development of their key TOD redevelopment sites.

City of Blue Island (2125 & 2250 Fulton Street)

- Update the Comprehensive Plan as necessary to reflect the development goals, objectives and vision as outlined within the study report.
- Complete the process of expanding the TIF district to encompass both the 2125 Fulton Street and 2250 Fulton Street sites.
- Complete negotiations with the Metropolitan Water Reclamation District (MWRD) which will allow for a sale of the property (and perhaps a means to determine the final price) to a future developer in conjunction with a Village administered site RFQ / RFP process.
- Determine the relocation site for the existing Metra parking on the 2250 Fulton Street site (i.e. the adjacent lumber yard) and determine the terms, conditions, and funding necessary to acquire the site and build the parking. A portion of the 2250 Fulton Street site is located within the railroad right-of-way. The City and Metra should work in conjunction with the railroad to resolve these issues in advance of soliciting developer interest in the site.
- Determine if any brownfield conditions exist on the site through execution of a Phase I environmental review.
- Be prepared to require a full market analysis from the proposed developer to determine absorption rates for new apartment units as the development will be at higher price points than any existing Blue Island product.

***Blue Island** (2125 Fulton Street) **Concept A** – Moderate/High Intensity*

***Blue Island** (2250 Fulton Street) **Concept A** – Moderate/High Intensity*

***Blue Island** (2250 Fulton Street) **Concept B** – Low/Moderate Intensity*

Village of Homewood

- Update the Village Comprehensive Plan to reflect the development goals, objectives and vision as outlined within the study report.
- Coordinate with and understand all aspects of the proposed adaptive reuse hotel development on the former Great Lakes bank site. Key issues to determine will include if the hotel parking requirements will need to utilize the entire block or if there continues to be an opportunity for an apartment development on the site and, if so, the potential plans of the hotel developer in this regard.
- Determine if any brownfield conditions exist on the site through execution of a Phase I environmental review.
- If additional residential development is anticipated, be prepared to require a market analysis from the proposed developer to determine absorption rates for new apartment units as the development will be at higher price points than existing Homewood units

***Homewood Concept A** – Moderate/High Intensity:*

***Homewood Concept B** – Low/Moderate Intensity:*

***Oak Forest Concept A** – Moderate/High Intensity:*

***Oak Forest Concept B** – Low/Moderate Intensity*

City of Oak Forest

- Update the Comprehensive Plan as necessary to reflect the development goals, objectives and vision as outlined within the study report.
- Determine whether a relocation of Willie Brothers Company can be accomplished including the identification of a new proposed site, the anticipated cost of relocation, the environmental issues associated with the old and potentially the new site, and the timeline and the source of funding for the initiatives.
- As necessary, rezone the existing site to accommodate the City desired and anticipated uses for the site (e.g. multifamily residential).
- Be prepared to require a full market analysis from the proposed developer to determine absorption rates for new apartment units as the development will be at higher price points than any existing Oak Forest product.

Predevelopment Toolkit

To assist stakeholder communities within the SSMMA jurisdictional area, the Predevelopment Toolkit section of the Initiative for the Chicago Southland Transit Region Implementation Study provides detailed descriptions and practical examples concerning municipal preparation for economic development. The descriptions and examples address site identification and planning, and subsequent site redevelopment/ development from project initiation through completion including the potential utilization of various municipal developments. The following Predevelopment Tool Kit has been prepared and addresses the following themes:

- strengthening internal municipal capacity mechanisms;
- effectively planning for desired TOD development;
- evaluating the potential impacts of the development;
- soliciting interest from the development community, and
- determining, where appropriate, public policy variances and/or municipal financing commitment levels as part of any development project.

The Initiative for the Chicago Southland Transit Region Implementation Study Predevelopment Tool Kit includes four sections which summarize the relationship between the priorities and requirements of the private sector when considering development and the public objectives of the municipality in pursuing a vision for the TOD/development area.. These sections are as follows:

1. The Municipal Checklist:

Representative Municipal Inquiries

The purpose of The Municipal Checklist is to provide a user friendly overview of the report which highlights the questions which municipal staff and elected officials might ask relative to each stage of the development process. The checklist highlights these questions, answers, and then directs the user to the more complete narrative in the report to provide the answers to these questions.

2. An Economic Development Framework For Municipalities:

The "Three-Legged Stool" Approach

An Economic Development Framework for Municipalities – The "Three-Legged Stool" Approach discusses the relationship between potential market supportable development; the ability of the public and private sector to agree on a vision based upon market realities; and, the location of land and buildings which can support the development potential.

3. The Municipal Review Process:

Guidelines for Evaluating PUD Approval, Zoning Variances, and/or Financial Assistance

This underwriting guide provides municipalities with a framework to determine how and when to best use different types of development financing incentives. Included within the guide are sample letters, documents, and other information that are typically provided by a municipality to potential developers and other stakeholders involved in the development and redevelopment process.

4. Portfolio of Municipal Economic Development Incentives and Tools:

The Portfolio of Municipal Economic Development Incentives and Tools includes a list of strategies and development mechanisms and tools that are successfully utilized by municipalities throughout the country, including numerous sources for additional information and a suggested program for organizing these key economic development and redevelopment efforts.

THE MUNICIPAL CHECK-LIST

Representative Municipal Inquiries

Municipal Inquiry: What broad type of support might developers be seeking from my municipality? Why does the private sector need municipal support at times? What are the key factors that create the need for this support?

Response: See page 98 which has a concise list of the eleven broad types of support a developer might seek and the seven reasons why particular elements related to a site might require municipal support in order to have a successful development.

Municipal Inquiry: What are the things we can do in advance of actual dialogue about a site with a developer to establish the proper atmosphere for development in our community? Do I need to have a general feel for where the site opportunities may be in my community through a prioritized community inventory.

Response: See page 99 for the list of nine items which a municipality can pursue to create the proper atmosphere for development. Yes, an inventory of sites is necessary as discussed on page three.

Municipal Inquiry: I understand that establishing development priorities is described as a "three legged stool" process involving:

- The Private Sector Review of Project Potential;
- The Relationship of Potential Projects to Municipal Goals and Objectives;
- The Ability of the Site to Sustain the Project.

Municipal Inquiry: What are the issues within each category that should be considered? Is a scoring system ever in order to prioritize sites within my community using the "three legged stool concept?

Response: See pages 100-101 for the nine items related to private sector review; the eleven items related to municipal goals and objectives; and the eight key issues related to the site which are important if the development is to be successful. Yes, a scoring system could be helpful and it is discussed next.

Municipal Inquiry: Until I reviewed these lists, I was not aware that there could be this number of important areas to understand. It sounds like there is a lot of work to do with elected officials and citizens before we actually have a potential development that is going through municipal review. As we bring the three legs of the stool together into our highest priority for sites is there any kind of scoring system which could be helpful?

Response: You are absolutely correct about the pre-development preparation work. This is often the most overlooked area by municipalities. Lack of preparation often leads to developer frustration whereby priorities and rules are being "made up on the fly" by the municipality leading to a lack of municipal direction and excessively long timeframes for the developer.

See page 102 for a potential scoring system and the reasoning behind the system.

Municipal Inquiry: What is a "by right" development request? How is the purpose of this Predevelopment Toolkit different than "by right" development? What is the reason for non-"by right" development requests from developers and property owners?

Response: "By right" development is development where the proposed project fits exactly with zoning and existing municipal policy (i.e. "development approval by the right of zoning and existing established public policy"). Non-"by right" development cannot be done within existing zoning and public policy. Typically, a developer or property owner is attempting to achieve or maximize property value through development not allowed by existing zoning. See page 103 for the seven broad reasons why a non-"by right" request might be made to a municipality and the nine potential reasons peculiar to a site which will require special (non-"by right") municipal review.

Municipal Inquiry: So, non-"by right" is going to: require much more information from the develop/ property owner; much more involvement of all levels of government (and also citizens); and a very proactive approach. This almost sounds like what a bank might do when evaluating a loan. Are there any similarities?

Response: Correct....correct.....correct! Please see page 104 for a summary of the similarities between bank lending and decisions about municipal partnering with the private sector in development.

Municipal Inquiry: What are the six stages of municipal development review and what are the elements within each stage?

Response: See pages 106-110 for a summary of the six stages of development review and the elements within each stage:

- *Pre-proposal meeting (nine elements from the developer; seven elements from the municipality)*
- *Application (eleven elements)*
- *Due diligence (nine elements)*
- *Elected official review*
- *Documentation*
- *Closing*

Municipal Inquiry: I know that at some point in the process we will be reviewing a complex developer financial pro-forma but how do I calculate a "bird's eye view" of the overall financial feasibility of this project? If the project needs the financial help of my municipality how do I determine how much is enough (or too much)?

Response: Page 109 makes reference to a detailed explanation in the earlier text of the report (pp 71-73) which summarizes how the "bird's eye view" is calculated. Page 110 makes reference to page 73 in the text which describes the potential decision matrix relative to the "right amount of municipal support in a project" while also offering further explanation in this regard.

Municipal Inquiry: Separate from being approached by an individual developer or property owner I understand there are occasions where our community will seek out multiple developer interest relative to a site via a RFQ and/or an RFP process. It is assumed that the municipality either controls the site or is in partnership with a cooperative owner before an RFQ and/or RFP is considered. What are the pro's and con's of each process and could you describe the various elements in a well written RFQ and RFP?

Response: See page 111 for a discussion of the pro's and con's of RFQ's vs. RFP's and page 112 for a summary of the key elements in a well written RFQ/RFP document. There is also reference to some actual examples from a community which successfully executed and RFQ and then an RFP developer solicitation.

Municipal Inquiry: What is the portfolio of economic development tools available to municipalities and how or where do I find more data on some categories?

Response: See pages 125-127 to review a summary of the tools including internet references to learn more about potential state, regional and national resources.

Local Tools:

- *TIF (including a summary of sixteen TIF eligible expenses)*
- *SSA's (Special Service Assessment Districts)*
- *Business Districts (Special Districts to Capture Additional Sales Tax Revenue)*
- *Other local tool options*
  - *Commercial economic development tools through DCEO*
  - *Low/Moderate income tax credits*
  - *Historic building preservation options*

AN ECONOMIC DEVELOPMENT FRAMEWORK FOR MUNICIPALITIES

The "Three-Legged Stool" Approach:

Overview of Development Scenarios

When determining the future vision of a TOD site, development/redevelopment district, or community as a whole, municipalities have many different potential development scenarios to consider. In regards to transit-oriented development (TOD), these options range from building new and/or adaptive reuse of shared retail and office spaces, industrial uses, single family or multi-family residential uses and multi-use combinations of the these options to name a few.

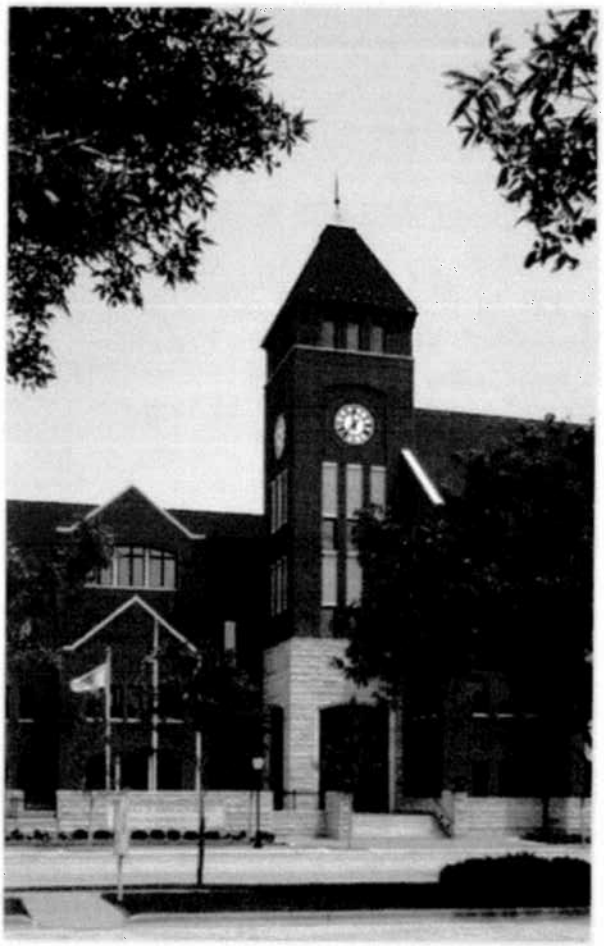
In order to achieve these scenarios, developers may desire and in specific instances require financial incentives for the project to be feasible. These incentives may take various forms including but not limited to:

- TIF funds
- Property tax rebates
- Municipal financed infrastructure improvements that would otherwise be paid for by the private sector
- Grants such as façade improvement rebates,
- Waiving of impact fees
- Waiving of liquor license fees
- Support for tax credit projects
- Other waived local required costs
- Request assistance and help in cooridination of property assembly and ownership
- Access to South Suburban Land Bank and Development Authority
- Loan funds

The reasons as to why a property owner (or a business tenant), developer, or both may seek municipal financing incentives/support may include:

- Land values appropriate for the development are below what is being requested by the land owner.
- A restrictive financing market that doesn't cover required borrowing costs (i.e. a 30-40% equity requirement for a loan may be too great a burden).
- Upfront costs to initiate development (which cannot be financed) are large enough to create a cash burden on the developer/project which cannot be overcome.
- For residential projects, the added cost of parking requirements which are supplemental to market-based price-points for units may create the need for subsidies to move a project forward.
- Significant environmental remediation costs associated with development/re-development of a specific site.
- Costs associated with required historic development and/or green development may not be able to be absorbed into the basic business model.
- The operating plan based on business sales projections (which drives all other items) may need a financing cushion until the business or development/redevelopment has established a balanced cash-flow or profit margin.

Given the complexity of development / redevelopment scenarios and a developer's unique financing needs, an underwriting guide has been developed which provides standards for municipalities to evaluate the potential of public-private partnership funds. These standards are based upon an assessment of need and the ability of the project to return the investment to the municipality. At times, some of the return may be viewed as "soft" meaning the full return may not be apparent; however, a new business or project may still have the potential to significantly stimulate TOD and/or district revitalization, making it a desirable long-term investment opportunity for municipal administrators.



The Role of Municipal Government

Successful economic development often times occurs when a municipality assumes a leadership role and actively builds proper partnerships. As such, having a flexible framework for working through the many different paths of a development/ redevelopment can be a significant asset and help save valuable public funds. Such is often required in the complex urban redevelopment scenarios such as TODs, where municipalities must evaluate their role in attracting, stimulating and perhaps cooperating with the private sector. In these scenarios, the role of government can include, but is not be limited to:

- Assistance in marketing and advertising to attract private sector development/ redevelopment interest.
- Attendance at various industry based meetings to help build private sector interest.
- Advise and counsel property owners and potential developers and tenants.
- Provide access to resources such as the South Suburban Atlas and scoping sheets/initial site review information.
- Improve the environment for the public sector through infrastructure development and maintenance.
- Ongoing enforcement of codes and regulations to maintain the proper environment for successful private sector commerce.
- Flexible zoning, density and height review, and design guidelines to match development/re development requirements with the municipal vision.
- Establishment of an effective developer and tenant review process which renders decisions in a timely and effective manner.
- Potential partnering with the private sector through the use of the aforementioned tools plus other tools such as tax increment financing (TIFs), tax rebates, sponsorship of grant requests, Special Service Assessment (SSA) districts, and other tools, as appropriate.

In advance of the potential role of government as summarized above, municipalities should consider prioritizing opportunities for development/redevelopment through the use of tools such as SSMMA Housing Investment Tool (HIT). These "prioritized opportunities" are essentially an evaluation of the site-by-site opportunities which exist in the TOD district for either full redevelopment (new construction) or rehabilitation of existing parcel and/or buildings. Analysis of sites and buildings can and often will encompass multiple traditional economic development scenarios (such as retail, commercial, residential, and multi-use) as well as other scenarios which support non-traditional development scenarios (municipal buildings, not-for-profit entities, tourism space, recreational space, open space, etc).

The analysis of these opportunities by site has been organized into a three-phased process which can be described as the "Three Legged Stool" approach, in which each "leg" or tenet of economic development is vital to the successful realization of the proposed project.

1. Private Sector Analysis

Based on the perspective of the development community the market potential analysis should factor in:

- Potential anchor tenant(s) and current business cluster strength.
- Site access and traffic counts.
- Purchasing power within 5- and 10-minute drive times.
- Regional economics, market competition, and potential for market growth.
- Developer awareness and perception of local issues.
- Local costs of doing business, including development costs.
- Municipal development review and administrative processes.
- Local consensus on development vision within the TOD district and surrounding environs.
- Resources provided by South Suburban Atlas including scoping sheet/site review information.

2. Relationship of Potential Project to Municipal Goals and Objectives

Based on the capability of the property owner(s) and the municipality, the following items should be considered as potential goals and objectives of the project:

- Determine if ownership of the parcel should be retained or sold.
- Consider what type of use is desired / warranted (by both the owner and municipality).
- Determine the level of urgency for completing the desired project.
- Establish realistic expectations considering the existing real estate market (this in particularly relevant during economically challenging times).
- Recognize and state the need to cooperate with municipal government and interests.
- Understand the contemporary development process.
- Provide for adequate support mechanisms (legal, financial, etc).
- Produce a centralized form of decision making (head of partnership, etc.).
- Foster municipal consensus on the project vision the project and use of necessary and appropriate financial tools.
- Establish an efficient municipal development review process.
- Ensure municipal relationships with other state agencies as necessary and appropriate for approval of the desired project.

3. Ability of the Proposed Site to Sustain the Project

The ability of the site location, land, and buildings to meet market, property owner, and municipal mutual requirements involves evaluating:

- Site access and traffic counts.
- Visibility, size, and configuration of the site.
- Brownfield, wetland, and relative remodeling costs (i.e. asbestos issues.)
- Infrastructure support.
- Land costs.
- Building adequacy or ability to remodel or raze structures, as needed.
- Impact of neighboring properties and abutting districts.
- Current zoning, height, density and design regulations and guidelines.

Frequently, municipalities must determine the priority level of a potential project and the related question may be how to create a scoring system which "ranks" projects. Aided by tools like the SSMMA Housing Investment Tool (HIT), this is not unreasonable. However, what must be kept in mind is that the process and projects being discussed here are not simple "by right" projects ("by right" projects can be built "by right" of existing zoning:

- the existing zoning allows for the project; the land owner wants to proceed;
- the land owner is either the developer or has partnered with a developer/builder; and
- no unusual issues which require municipal review exist (i.e. environmental; unique traffic issues; etc.).

For projects outside of "by right," which is the focus of this toolkit, a priority system may be appropriate. Accordingly, relative to a proposed project, each leg of the "three legged stool" (private sector review of project potential; relationship of potential project to municipal goals and objectives; and the ability of the proposed site to sustain the project) could be ranked from 1-3 (1 - excellent; 2 - above average; 3 - average)

However, an important consideration in using this scoring system is the following two realities: 1) The United States is in the worst development environment of the last 50 years and it is expected to continue for at least the next three years; and 2) municipal time and resources are severely stretched in this difficult environment and therefore there is little (if any) flexibility in working with "average" opportunities (and certainly no flexibility in working with below average projects).

As a result, the following scoring system is recommended:

Private Sector Review of Project Potential

Required Score: 1 = Excellent
In this development environment, it is unreasonable to pursue any project that the private sector has not identified as an excellent opportunity based upon the eight factors listed under Private Sector Analysis on page 98. Only excellent opportunities in this marketplace are going to get financed and have the full opportunity to be successful.

Relationship of Potential Project to Municipal Goals and Objectives

Required Score: 2 = Above Average
The project should have an above average ability to meet all eleven of the eleven listed goals and objectives listed under Relationship of Potential Project to Municipal Goals and Objectives on page 98. Some may not be ranked as a "2" on the first day the project is discussed but the municipality must feel that they can move all of the items to a "2" within a reasonable amount of time (i.e. six-nine months).

Ability of the Proposed Site to Sustain the Project

Required Score: 2 = Above Average
Whatever site issues keep the site from being above average immediately must be able to be rectified at a reasonable cost (within six-nine months).

Again, it is hard to imagine why a project with a ranking less than excellent in category one would be pursued. For the other two categories, Above Average scores which can be achieved in no more than six-nine months are strongly recommended. Pursuing projects with less than above average scores represent a risk to the municipality which they must evaluate before continuing.

Strong "three-legged stools" raise a property to the highest priority. Once this analysis is complete, the municipality may continue district-level development in the following order:

- apply their community vision to the set of strong "three-legged stool projects" to develop final priorities;
- establish a strategic plan for various site development/redevelopment; and
- begin to apply the available tools within the role of government as identified by the strategic plan.

Subsequently, government applies the same level of accountability, timelines, budgets, communication techniques, and evaluative process to its strategy as would be expected in any business operation. Included in the plan will be alternate scenarios to consider as the success of any development/ redevelopment process or economic scenario may diminish over time.

THE MUNICIPAL REVIEW PROCESS

Guidelines for Evaluating Projects Requiring PUD Approval, Zoning Variances, and/or Financial Assistance

Introduction

Municipalities regularly review requests from developers, individual property owners, business owners, and even not-for-profit entities to approve proposals that require changes to the developmental or operational processes of an existing entity. These requests go beyond a simple "by right" permitting process, where there is no unique approval requirement beyond meeting the rights specified by zoning.

Municipalities routinely handle these requests by examining:

- Overall rational of the specific request.
- The relationship of the request to the vision for the area as part of a "PUD Type" process.
- Degree of variance from the requirements of the existing code and/or regulations.
- Impact on surrounding property and districts.
- The relationship of the requested development to prior decisions which may be similar in nature.
- Potential requirements of municipal financial support.
- Overall impact of the project on the progress of the established municipal goals.

However, in some cases the overall magnitude of the requested changes warrants much more information than required by the standard review process. Accelerated reviews are typically associated with larger residential development or business development projects (commercial or retail) which often fit one or more of the following criteria:

- Considered part of a "special planning area" (such as the "PUD" type) requiring full municipal review, approval, and perhaps annexation in order to proceed.
- Prohibited by existing zoning.
- Dependant on financial assistance from the municipality.
- Sized differently than projects which have been built in the municipality.
- Significant visibility and positively or negatively impact surrounding properties.
- Reliant on greater community consensus than is normally required.
- Produce a significant financial impact on the municipality.
- Produce significant traffic impacts.
- Require an increase in municipal support services once built relative to the overall impact of the project.

Any time such development projects exceed "by right" approval (meaning within the existing zoning and requiring no municipal financial assistance), they are eligible for a more detailed review by the municipality. Certainly, the request for financial assistance (tax rebate, TIF funds, local municipal funds for economic development, waiving of permit fees, etc.) triggers a more intensive review. However, depending on the size of the request, a significant zoning change or the requirements of a "special planning area" could trigger a similar review.

Regardless of whether or not financial assistance is part of a development request, there are two key elements that constitute a maximum municipal review which are: the need for much more project information and the need for a much more expansive municipal review. "Maximum" municipal review means much more information is required about all aspects of the proposed project including detailed information about the projects financing, proposed tenants and the ability of the development team to successfully meet goals and timelines. This is not normally requested relative to a "by right" project. Secondly, "maximum" municipal review means that since the project is outside typical zoning or public policy much more time will be allocated for elected official and citizen review than would be necessary on a "by right" project.

As municipalities customize their review process to appropriately address the individual situation, they may choose to dilute certain conditions as unnecessary. However, when considering simplifying such requirements for developers, municipalities should keep the following considerations in mind:

- **Information:**
  Municipalities should gain as much information about every aspect of the proposed development/ redevelopment as possible if the municipality is prepared to spend significant staff and elected official time on the review and if the development/redevelopment will have a measurable and long term impact on the community.

- **Review Process:**
  To the extent that the proposed project is visible and perhaps a deviation from municipal "business as usual," it is important to provide the public with a appropriately rigorous review process in advance of project approval or rejection.

The following pages provide a prototypical phased approach to undertaking project review of development/ redevelopment proposals which meet the special circumstances described above. Throughout this approach, municipalities should remain cognizant of the following tenets:

- **Reasonable Expectations:**
  Municipalities should foster an atmosphere of reasonability regarding the extent to which developers are fulfilling municipal requirements. This of course necessitates that municipalities establish the parameters of what is considered reasonable and should be impartial to whether or not the developer wants to provide the required data, so long as information requests are in fact being met. If the project is within a special planning area (e.g. TOD zoning or overlay district), requires significant zoning review, and/or financial assistance is being requested, a reasonable request should be honored.

- **Fiscal Focus:**
  When a special planning area exists or municipalities themselves are one of a development project's financial partners, the evaluation process will greatly benefit when conducted in the manner typically used by banks as opposed to the planning / policy conformance and market analysis processes commonly conducted by municipalities (such as standard reviews of unsubsidized housing and simple commercial development proposals). As an example, before proceeding with a loan, a bank will consider the following:
  - What percentage does this proposed loan represent to our overall capital and how does the allocation of this capital affect other future lending opportunities?
  - How does the project compare with the "vision statement" the bank has prepared to guide its' operations?
  - How does the quality of the project relate to the bank's loan scoring system?
  - Is the rate of return to the bank adequate?
  - Does the developer have a track record?
  - Does the developer have enough of their own money involved in the project?
  - Are the timelines sufficient to assure that project closure will be achieved in a manageable amount of time?
  - While every project has risk, is the risk reasonable and is the risk protection adequate?
  - Separate from the inner workings of the loan committee, would the bank be comfortable in having its' Board, shareholders and customers know more about the loan?

A municipality should ask the same questions.

- **Accountable Actions:**

  The following process applies objective evaluation criteria that are designed especially for special planning areas or instances when municipal financial investment is requested. This process goes beyond the normal zoning and code conformance evaluation since the community has invested significant time in creating a vision for the area and a responsibility exists to ensure a proposed development/redevelopment (and developer) meets the goals and objectives of that vision. Furthermore, in the case of a request for government financing, there is an equally strong accountability requirement since the municipality acts in the capacity of an equity partner or a banker depending on whether the assistance is a grant or a loan.

- **Responsive vs. Proactive Engagement:**

  The following process is designed for the highest threshold of evaluation in a non-RFQ/RFP environment (i.e. the municipality did not seek out developers in a competitive process controlled by the RFQ/RFP guidelines). While the initial reaction of the municipality is responsive (receiving the initial thoughts and ideas of the developer/property owner) once it is determined that this is not a "by right" project the entire municipal approach is proactive.

STAGE ONE: Pre-Proposal Meeting

Whenever a developer contacts a municipality regarding the possibility of a development/redevelopment project, the municipality should invite the developer to a pre-proposal meeting. This informal meeting with the leading staff member(s) within the municipality is an opportunity to establish a relationship and share information on the physical, financial, and political feasibility of a project. Such meetings are confidential and should not be discussed beyond the immediate participants.

The developer should be prepared to answer at a minimum, these questions at the meeting:

1. What is the experience of the team in developing similar projects?
2. Who are the team members? It is expected that list would include:
   - » Architects, Planners, and/or Engineers
   - » Lawyers
   - » Partners
3. What ownership rights does the team have?
4. What is the development concept?
5. Are there any unusual physical or access issues that the developer wants to discuss?
6. What level of tenant commitment does the project currently have (if any)?
7. What are the basic economics of the project (anticipated rents, special financing)? Are those assumptions economically feasible?
8. How much government assistance may be needed, and in what format?

If no request is being made the additional steps of this process may not be necessary; however for a special planning area, the process will continue regardless of the potential for financial assistance.

At this pre-proposal meeting, the municipality should not provide feedback on the content of the project (unless it is clearly outside of the parameters of the special planning area), but should provide any and all factual information necessary to complete a development application. That information includes:

1. Maps and development/redevelopment documents that designate flood plain and zoning for the development site.
2. A list of both public and private individuals who may be contacted to assist in the development. This list may include, but is not limited to:
   - » A primary staff contact who can provide planning documents.
   - » Contacts at each public and private utility.
3. Project application forms for all permits and planning processes.
4. A copy of the relevant administrative procedures and zoning information that may be purchased for a reasonable fee.
5. A copy of any special planning area documents (as applicable).
6. Municipal design guidelines (as applicable).
7. A thorough explanation of the application process and anticipated timelines for review based upon the municipalities history with similar projects. Timelines can vary based upon the complexity of the project. However, once a fully completed application has been submitted and assuming that calendars can be coordinated for key meetings it is not unreasonable to assume that project approval can be achieved within three-six months.

Following this meeting, it will typically take a developer up to two months to compile the appropriate information and documentation relative to the project application.

STAGE TWO: Application

Once the developer is ready to formally seek municipal approval, he/she should submit more precise and detailed information related to the project. It is expected that the press and local interest groups should be notified of the general development/redevelopment proposal at this time, excluding all financing and tenant information which should be kept confidential unless announced by the developer. The written submittal from the developer should include:

1. Details on the development team's experience including resumes and references.
2. A site plan that includes engineering, landscaping, and elevation information.
3. A summary of all other relevant approval processes to be conducted (i.e. those required by transportation and environmental agencies, and others).
4. Letters of intent from respective tenants for 70% space.
5. A pro-forma evaluation showing:
    - Anticipated rents / incomes.
    - Anticipated cash on cash return.
    - The financing gap .
6. A petition for the government funding to close the gap by increasing income (i.e. government rebates, property taxes, etc.) or decreasing project capital costs (i.e. government pays for infrastructure).
7. A financing proposal that shows funding sources for construction with contact information and lists of all government participation necessary to build the project.
8. A project budget.

STAGE THREE: Due Diligence

The municipal response to the application should entail a thorough analysis of the physical proposal and careful consideration of the request for financial support. In the case of a special planning area, the conformance of the project to the vision of the municipality's plan is of prime importance.

As part of this process, the municipality should request that independent market analysis, traffic/parking, fiscal impact, and land use studies be conducted by the municipality's regular consultants and paid for by the developer. While the developer is completing municipal requested studies, the staff should undertake due diligence. The due diligence process includes:

1. Check Developer Credentials:

- Verify references.
- Confirm banking relationships.
- Interview any existing tenants of a developer's current real estate holdings.
- Conduct site visits of controlled properties/ projects.
- Confirm land control issues.

2. Perform a Market Analysis for Project Feasibility (paid for by the developer):

3. Conduct Traffic/Infrastructure Studies (paid for by the developer):

- Determine capacity of area roadways.
- Identify required access improvements.
- Identify water/sewer and utility connections and capacity.
- Calculate costs and assign amounts to the appropriate financial stakeholder (federal, state, or local government, developer, etc.).

4. Conduct a Land Use Impact Study (paid for by the developer):

- Evaluate the anticipated impact on adjacent properties.
- Contemplate the potential impact on competing businesses (competition should not necessarily be viewed as undesirable).
- Consider the potential for spin-off projects.

5. Conduct a Fiscal Impact Study (paid for by the developer):

- Calculate potential increased tax revenue from the completion of the project.
- Ascertain the positive and/or negative impact on tax revenue to the surrounding area.
- Determine if there are increased safety costs associated with the project.
- Factor in the cost of providing infrastructure outside of the project site boundaries.
- Weigh the cost of investment against the anticipated revenues to gauge cost effectiveness of the project.

6. Determine Conformance to Community Policy and Goals:

- Consider how the project fits with community standards and expectations.
- Consider how well the project corresponds with the established special planning area vision.
- Confirm the market analysis is accurate.
- Evaluate the potential for new employment that the project may generate.
- Ensure that the project's appearance enhances the local environment.
- Utilize tools to evaluate the sustainability aspects of a project.
- Consider how the project improves the overall quality of life within the project area and overall community.

7. Evaluate Site, Building, and Engineering Plans:

- Check conformance with applicable zoning regulations.
- Check conformance with infrastructure requirements and capacity.
- Check conformance with municipal design guidelines (as appropriate).
- Evaluate the level of progress being made toward completion of the municipal or regional comprehensive plan(s).

8. Establish Legal Protections:

- Determine the legality of the financial commitment.
- Ensure the process is not in conflict with other municipal governing processes.

9. Municipal Underwriting of Financials and Requested Assistance:

- Draw up a financial and construction timeline.
- Develop a contingency plan for cost overruns.
- Identify a separate funding source(s) for operating business tenants and calculate five years worth of financial projections.
- Review and/or develop the project marketing plan.
- Identify how the requested incentives relate to overall investment and profitability.

The magnitude of municipal financial involvement (if requested) will vary significantly by municipal size, project scale, market trends, and overall economic conditions. Ultimately, the municipality must determine:

- The overall strength of the project with or without municipal financial support.
- The role of municipal financial support in achieving current market capitalization rates or profitability factors for various project types.
- The return on the municipal investment.
- The risk factors associated with the return of the municipal investment.
- The importance of the project to achieving the municipal vision for the area *(i.e. more risk might be considered for a pioneer project as opposed to a proposal within a "successful" area)*.
- Community consensus regarding the project.

Pages 71 to 73 of the report clearly outlines the arithmetic process whereby a municipality can work with a developer to determine a "birds eye view" of where there are "holes" (inadequate financial coverage) in a project which make it unprofitable or slightly profitable but too risky to proceed. The assumptions that are part of the process which is detailed for review are on pages 88 to 91 of the report This information can be utilized on a year-to-year basis by updating the data sources and receiving periodic updates from the consultant and developer communities. It is important to note that two data fields (land preparation costs) and tax revenue from the project can utilize approximations but lend themselves to more specific analysis through a civil engineering firm and a firm that specializes in TIF creation and TIF projections. This "bird's eye view" does not replace the detailed developer pro-forma which will be required later in the process.

Page 73 of the report outlines potential levels of municipal support in a proposed project. While there are no "absolute" rules, the following may be helpful:

- Except in rare instances, municipal participation should not exceed 20% of a project. The farther below 20% the better. The more the participation exceed 20%: the more risk there is for the municipality; and the higher the probability that the municipality is building a project which the marketplace would not build on its' own.
- Municipal participation typically does not exceed the funds the developer has in the project.
- Risk goes beyond how the project "looks and feels." Municipalities could be liable for project shortfalls with a bank just like the developer.
- TIF law may be changing. TIF planning should not always assume today's law is permanent. (visit http://www.illinois-tif.com for latest laws in Illinois)

This stage should result in a staff recommendation detailing the project conditions that must be met in order to commit municipal approval and, as applicable, municipal funding. Additionally, a comprehensive summary of all aspects of the project (including financial) should be developed which details the "who, what, when, and how" of both developer requirements and municipal requirements.

STAGE FOUR: Elected Official Review

After the staff and the developer agree on the terms and conditions of project approval and the contents of the term sheet, a public workshop is held to present the project. The purpose of this workshop is to forge agreement on the concept plan, grant authorization to proceed with the drafting of a redevelopment agreement, and provide an opportunity for public comment on the project.

STAGE FIVE: Documentation

Assuming the municipality authorizes the drafting of a development/redevelopment agreement, such is prepared and negotiated by the staff. As necessary, the municipality then enacts legislation to establish: project approvals; a public private partnership; and, the public funding commitment.

STAGE SIX: Closing

The municipality examines the same proof of performance that bank investors require such as title survey, leases, insurance, development/ redevelopment agreement, and construction contracts. This examination must take place prior to final project approval and the transferring of funds (where applicable) to the developer. Although funds are not transferred until the project is completed, the potential financial commitment of the municipality is understood to be part of the equity considered by other financing entities.

Additional Requirements of an RFQ / RFP Process

When a municipality acquires land and then chooses to seek developers, a Request for Qualifications (RFQ) / Request for Proposals (RFP) process will often be initiated (this may also happen in the rare instance when the municipality agrees to "partner" with a private sector owner who controls land but who has agreed to act in a cooperative manner with the municipality).

The municipality must first decide whether an RFQ / RFP process or an RFP-only process will be initiated. There is no "right answer" in this regard. The RFQ / RFP process has a lower initial threshold requirement (RFQ) for the development community and therefore has the opportunity to attract the highest level of interested applicants. Accordingly, projects which are complicated and require the greatest creative vision (which are usually larger) often begin with an RFQ in order to encourage the largest developers to apply, such as those who retain the capability and vision as well as the willingness to exploit multiple development opportunities and therefore seek the most efficient entry into the municipal review process. When such firms make the "short list" for the subsequent RFP process, they know that their time-consuming and costly efforts to complete the RFP process have a higher potential return-on-investment since they are on the "short list."

Various uses of RFQ and RFP are reasonable depending on the needs of the municipality. Recently, municipalities have been utilizing a process whereby a developer is actually selected after an RFQ process (without a subsequent RFP) and then the municipality goes directly into negotiations with a developer on multiple project issues.

Summary of Pro's and Con's to RFQ's and RFP's:

	Pros	Cons
RFQ	» Easier to/for developers to respond » Better probability for wider developer response » Easier to draft » Provides more options for developer creativity relative to the site » Easier to evaluate » In difficult current marketplace, almost mandatory, absent a very unique site	» Less specific detail about the site and plans for the site » A second level of more detailed developer(s) review will be required later in the process (either and RFP or specific discussions/ negotiations with a single developer) » Considering # 2, a longer overall timeline from beginning to final developer selection
RFP	» More specific detail relative to developer plans and developer capability » Shorter overall timeline	» Severely limits the number of developer responses » Limits developer creativity relative to the site » Harder to draft » Requires much more detailed consensus in advance of issuing the RFP at all levels of government and perhaps even with citizens » More time required to evaluate the first phase of developer responses

Again, it may also be appropriate to issue and RFQ and then an RFP (to a more limited audience) in sequence.

The RFQ / RFP process should be comprehensive yet very concise. Developers are not interested in reviewing potential contracts with the municipality or legal documents at this stage. If there is something in those documents that is particularly significant, it can be pointed out in a simple manner. The following are the key sections that RFQ and RFP documents should contain. Each should provide a concise explanation of what the municipality expects from potential developers:

- **Cover Letter:** The cover letter should include (in the following order):
  a) *a brief summary of the RFQ/RFP process to be followed;*
  b) *a brief summary of the location and site characteristics; who controls the site and their role;*
  c) *how does the municipality prioritize this development opportunity;*
  d) *municipal planning/preparation steps already taken; municipal flexibility relative to developer creativity about the site;*
  e) *information as to how developers respond and within what timelines;*
  f) *date of pre-submittal meeting/conference call; other municipal contact information.*
- **Project Overview:**
- **Development Objectives:** A clear statement of the goals and objectives the municipality hopes to accomplish with the project.
- **Role of the Municipality:** The municipal role in the development process and what other roles the municipality will consider taking on, based upon the quality and impact of the development plan.
- **Description of the Developer Selection Process**
- **RFQ Requirements** (if RFQ is used): Should include submittal document format and 6-8 key elements to be contained in the submittal.
- **RFQ Basis For Evaluation**
- **RFP Submittal Requirements:** *(if RFQ is used)*: Initially, the municipality is advising the developer as to what will be required for those on the "short list".
- **RFP Basis for Evaluation:** List the weight/score given to each identified item.
- **Next Steps for Selected Developer:** Should include a request for a "Developer of Record Designation"/ timeline to negotiate a final contract with the municipality.
- **Proprietary Information:**
- **Response Deadline / Due Date:** What is a reasonable amount of time for a response deadline?
- **Method of Submittal:** Provide a postal address for sending a hardcopy response and/ or an email address if the municipality wishes to receive the documentation in electronic format. If the latter, it is standard practice to send a confirmation email to the submitter to ensure the documentation was received.
- **Attachments and Additional Information:** This can be extensive and include: comprehensive plans, a master plan, design guidelines, zoning maps and ordinances, site plans, renderings, and any/all other available information about the project site. Additional information may also include a list of common questions and answers available to all parties. Such information should be posted on a municipal website as opposed to sending an overwhelming package of hardcopy documents.

Again, these concepts can be modified to meet individual municipal requirements; however, the municipality should always balance its "need to know" with the requirements of the established process.

Finally, this underwriting guide is meant to be a sample framework which can be adapted to individual municipal needs. Likewise, documents such as "applications" can be crafted to meet internal requirements.

December 7, 2004

«FIRST_NAME» «LAST_NAME»
«COMPANY»
«ADDRESS»
«CITY», «STATE» «ZIP»

Dear «FIRST_NAME»:

On behalf of the City of , please find a Solicitation of Developer Interest/Request for Qualification for the site of the former City Hospital site. This approximately five-acre site lays between and in close proximity to downtown and the University of campus. The site is fully controlled by the City and has been prepared for redevelopment in advance of this solicitation, including clearing the site of the former hospital buildings. Redevelopment of this site and the revitalization of the neighborhood in which it exists is a very high priority of the City Council.

We believe that all the necessary steps have been taken to properly prepare for generating the interest of the private sector: In addition to acquiring and clearing the site; a Tax Increment Financing District (TIF) has been established; a Master Plan has been prepared (see attached image); a plan for other City investment in public open space and streetscape improvements is being developed; an RFQ/RFP process has been developed which is focused on facilitating one of the highest priorities of the developer—an understandable and efficient process in a reasonable timeline; and, the City has established this project as a priority and organized to ensure a time-efficient developer review process and project implementation. Also, while much time and energy has gone into this preparation, we remain flexible and open minded about the ultimate development solution as we begin the selection process, as our ultimate goal is a project that makes sense for the neighborhood, the developer and the City.

We sincerely hope that you will review the information and submit an indication of your interest. The Master Plan for the site and neighborhood redevelopment plan can be found on the City's web site at: . The deadline for your RFQ response is 5:00 p.m. on January 17, 2005 and we expect to notify a very limited number of qualified developers of our interest in a more complete RFP by February 11, 2005. To answer your questions, a pre-submittal meeting will be held at the City Building, , on January 7, 2005 at 1:30 p.m. in the Council Chambers. We will summarize the answers to all questions at the pre-submittal meeting and thereafter in a document that will be sent to all RFQ applicants.

In addition to the pre-submittal meeting and the website information, please call or e-mail at: for answers to questions you might have after the initial review. All responses should be sent to my attention at the City of , , . We appreciate your interest.

Sincerely,

Planning Director

Sample of a Solicitation Request-for-Qualifications Cover Letter

City of ,
Urban Residential/Neighborhood District Redevelopment Project

The Hospital Site

Avenue and Street
Between Downtown and The University of

Solicitation of Developer Qualifications

And

Request for Proposals

Overview

The City of , is seeking interested and qualified development firms to create a residential neighborhood that adds a unique housing choice to the market and capitalizes on the emerging contemporary urban character of the area.

The City is prepared to partner with the proposed developer and has already invested significant time and resources in: acquiring the land; preparing it for development; establishing a Tax Increment Financing (TIF) District; planning for the development of the public areas and business districts near the site; and establishing a framework of understanding with the City Council to facilitate the developer review and implementation process.

The project site is located between the revitalized downtown and the campus, of the University of . The property surrounding the project site includes existing multi-family residential, a park and waterway planned for major public improvement and commercial business districts to the west and the north. The development site is served by the public bus transportation network, which fully connects to the campus as well as the balance of .

The City of developed this information to seek qualified development entities and is responsible for selecting a development team, providing a partnering relationship, and offering direction throughout the development process. The City seeks an interested and qualified developer with a proposal to maximize the positive impact of the new construction on the larger neighborhood and to provide a return to the developer and to the City on their respective investments in the project.

The City has developed and adopted the Redevelopment Master Plan that presents the detailed context for the project. The Executive Summary from this Master Plan is appended to this document and the full plan is available directly from the City and through its web site. Key objectives as outlined in the Master Plan and in the original Project Goals are as follows:

- Create an urban neighborhood that is attractive to a diverse group of people.
- Develop the site in a way that is a catalyst for change in the surrounding neighborhood.
- Take advantage of the site location to link Downtown and Campustown (University of).
- Generate TIF increment to repay bonding and additional infrastructure support.

Sample of a Solicitation of Developer Qualifications and Proposals Project Overview

Description of the Site and Development Area

The Site

The site (shown in the attached exhibits) is approximately 5.19 acres located in a mature neighborhood. The City owns the site and it has been cleared and prepared for quick development. The City expects to receive a No Further Remediation (NFR) letter from the IEPA in the spring of 2005. The City utilized a TIF District to facilitate the preparation of the site. The public (bus) transit system in serves the site with connections to the University of and the metropolitan area. Located between downtown and the campus of the University of , which is also its "gateway" to the campus, the site has multiple amenities within walking distance including neighborhood commercial districts to the west on Street and to the north on Avenue. Both commercial districts are expected to revitalize as an expansion of Downtown success. The site is also within walking distance of Campustown, the retail corridor which primarily services the students and faculty of the University of . The site is an approved "high priority" of the City Council.

Development Area Surrounding the Site

The City has invested substantial resources in the development of several areas related by function and proximity to the site. The related areas are described in the attached exhibits and briefly below.

Downtown

The City has invested millions of dollars in the downtown to improve infrastructure, enhance streetscape and provide economic incentives for the redevelopment of vintage buildings. The downtown's eating, drinking and retail businesses have become popular gathering spots for both University students and local residents. Most recently, the City successfully partnered with a developer in the construction of a mixed-use retail, office and upper story residential condominium project on property controlled by the City. The success of this development has led the same developer to propose a second development partnership for construction on nearby City owned land.

The East Side Neighborhood and the University of Campus

The East Side Neighborhood is located north and west of the site. This neighborhood contains a mixture of uses, including the north Street area, commercial and service businesses and a limited number of residential units. Streetscape improvements have recently been completed on _____Avenue to the north of the site and along Street. Street links on and Street are playing a key role in connecting downtown and Campustown. Although the University campus is primarily to the and of the site, the development site is within walking distance of both Campustown and the campus of the University of . The East Side Neighborhood contains the Creek, an important drainage control element that will be improved through the construction of a detention basin as part of the development of a park amenity just west of the site, east of Street and south of Avenue. Park, which is just south of the site, provides an attractive amenity for potential new residents in the development. Additional investment is being considered for the park. Other infrastructure improvements to the perimeter of the site will be considered once the final development plan has been determined.

Development Objectives

- The primary objective of the site redevelopment is to create an urban, primarily residential neighborhood that is fully integrated into the surrounding residential, commercial and public open space land uses. The proximity of these uses to the site has already formed the basis of a "mixed-use" development. New urban-styled residential development will add a living opportunity that currently does not exist in the _____ market for a diverse population. Development of this site with residential, the enhancement of the public land into a more attractive amenity and the proposed investment in the commercial areas on Street and Avenue represent a comprehensive mixed-use vision for the neighborhood. The City intends to enter into a partnering relationship with the selected developer that maximizes this visionary opportunity for the site while providing a positive atmosphere for private investment and a long-term relationship with the City as a "development partner."
- The development of residential housing on the site is expected to act as a catalyst for the enhancement and redevelopment of other properties in the neighborhood, particularly along Street and Avenue. The City intends to assure that its further investment in the area, with particular emphasis on open land and infrastructure, is consistent with the development plan jointly agreed upon with the developer.
- The emerging success of downtown , the ongoing success of the University of _____and the close proximity of the site to both areas represent an opportunity to create a neighborhood connection between the two that is attractive to both pedestrian and non-pedestrian traffic. It is anticipated that the neighborhood will become the desirable location for the urban resident, young, middle-aged and old, who desires the multiple experiences offered by an entertaining downtown and a world-class university in a contemporary urban living setting.
- The City has sold $7.815 million dollars in bonds to buy, clear and prepare the site. It is the City's objective to select the development that generates sufficient tax increment to pay the bonds and, to the extent possible, provide additional funds to achieve other objectives of the TIF Plan. The City may consider modifying its revenue objectives if the project can exhibit significant value in achieving the other "neighborhood redevelopment" objectives. The leadership of the City is also prepared to facilitate a review of the developer proposals and the implementation of a final developer plan in a process and timetable that is consistent with the City's need to seek a return on its investment and the developer's interest in doing the same. Accordingly, while the broad vision articulated in this document and the Master Plan is a framework which should guide developer review, the City is open to other creative concepts which maximize City and developer return on investment and neighborhood revitalization. However, as the TIF is already in place and bonds have been sold, the timing of the developed project and the ability of the developer to move forward quickly will be an important consideration.

Role of the City of

The City Council has publicly stated its commitment to the redevelopment of this site and has engaged and supported its highly qualified staff and experienced consultants to advance the process.

The City of controls the land and has prepared it for development. A Tax Increment Finance District (TIF) and bonds have been sold. The City has commissioned the Master Plan that is available for developer review. The City Council has been fully involved in the

Sample of a Solicitation of Developer Qualifications and Proposals Project Overview

market analysis, the economic analyses and the development of the Master Plan. Given these actions to date, the City is prepared to assist in the development of a partnering relationship with the selected developer that maximizes the vision of neighborhood redevelopment in concert with a successful development environment and an adequate return to the City on its investment. The City fully understands that pace of the process involved in selecting the developer and implementing the development in addition to its commitment to a long-term partnership that tracks the ability of the market to absorb the development is critical to the overall success of the development of the Hospital site. Pending review of proposals, potential roles of the City could include, but not be limited to: utilizing some of the City owned land as equity; use of TIF increment to support the project; flexible zoning and density considerations; additional infrastructure improvements in the surrounding area; and, facilitating the development approval process. These potential roles will be defined during the final negotiation process based upon the quality and impact of the proposed development.

Developer Selection Process

The first step in the selection process is a Request For Qualifications (RFQ). On the basis of the qualifications submitted, the Council will identify the most qualified developer team. In the second step, the Council will issue a Request For Proposal (RFP) to a very limited group of the most qualified development teams. Recipients of the RFP can be assured that the number of final applicants is limited; the timelines for review are concise; and, the final review by the Council will be within a framework that the development teams will find clear, timely and direct. The team offering the most desirable proposal within the objectives outlined earlier will be designated the "Developer of Record" and will be asked to negotiate a final development agreement with the City.

The City of fully reserves the right to reject any and all submittals of both the RFQ and RFP if the City, in its sole discretion, determines that the submittals do not meet its goals and objectives for the development of this site

Request for Qualifications

Prospective development teams should submit a statement of interest and qualifications. The information submitted should be explicit and informative. Ten (10) copies of each should be submitted. Submissions should be limited to thirty (30) pages.

Letters of interest should be submitted to the Office of The Planning Director. The deadline for submissions is noted in the cover letter enclosed with this document and below.

The City of staff and consultant will review qualifications and recommend development teams to interview with the City according to the following timeline:

- Deadline for RFQ submittal:
- Interviews with selected teams: to
- Recommendation to the City Council:

After review by the City staff and consultant and the related interviews, if the credentials and experience of one team far exceeds those of all other teams, the City Council, acting on the recommendation of staff, may choose to designate that team as the proposed "Developer of Record" and request that only one team submit the required RFP documentation. Otherwise a limited number of teams will be asked to submit.

Sample of a Solicitation of Developer Qualifications and Proposals Role of Municipality

RFQ Submittal Requirements (limited to 30 pages)

- A letter of interest.
- While a detailed plan is not required at the RFQ stage, The City requires a concise narrative clearly indicating the nature and type of development that would be pursued on the site.
- The names and responsibilities of all organizations participating in the development team.
- For each organization, a description of overall qualifications, specific experience on similar projects, and references for those projects.
- For each organization, identification of key persons assigned to the project and the person in overall charge of the project.
- Evidence demonstrating the development team's capability to finance a project of this magnitude (confidential if requested).
- Any additional information that will support the development team's capability and experience with projects of a similar nature.
- The City prefers to develop the entire 5.19-acre site. However, the City may consider an RFQ response that proposes to utilize only portion, but not all, of the site.

RFQ Basis for Evaluation

- Developer Expertise---Priority will be given to the development team that has a history of successful real estate development and demonstrates the interdisciplinary expertise required for this type of project. Also of prime consideration is a track record of high quality development sensitive to the client and the setting, design expertise, innovative packaging and the ability to attract and retain quality buyers/tenants.
- Expertise on Similar Projects---Experience on similar residential redevelopment projects is considered essential. Comparable projects that are relevant and transferable must be described.
- Organization and Personnel---In addition to the development team's overall capabilities and experience, attention will be focused directly on the personnel assigned to the -_____Hospital site and the manner in which they will be organized and managed.
- Financial Capability---Financial capability of the development team will be a major factor.
- Creativity, appropriateness and catalytic potential of the narrative concept plan.

Request for Proposals

Following the evaluations, the City Council will invite the most qualified development team(s) to submit a proposal consistent with the RFP terms and conditions outlined in this prospectus.
On the "Basis of Evaluation" outlined below, the Staff, with Council approval, will designate a "Developer of Record." The team designated "Developer of Record" will be given exclusive rights to negotiate with the City, for a limited and timely period, for implementation of a mutually satisfactory redevelopment project and plan for the Hospital site.

Sample of a Request-for-Proposals Submittal Requirements

Developer of Record

The development team selected as "Developer of Record" must be prepared to promptly enter into a development agreement with the City. The agreement will specify each party's specific roles and obligations in the implementation of the redevelopment project. The timeframe for negotiations will be subsequently determined.

RFP Submittal Requirements (limited to 30 pages)

The content of each invited proposal must address four major requirements:

- The proposed type, number and market-price points of the product(s)
- Documentation of the market for the proposed product(s)
- The organization, accessibility and character of the products
- The proposed role of the City of

Each of these requirements is explained below. Proposals must be submitted within 30 days of notice from the City Council.

- Proposed type, number and market-price points of the product---The City will want to clearly understand the type of product anticipated, the price points for the product and the anticipated customers for the product. Understanding this objective will clearly assist the City in evaluating the overall impact of the proposed project on the vision for the neighborhood.
- The design concept---The proposal must ensure that the development will be designed and implemented with a character and scale compatible with the neighborhood. Broad design guidelines for the site are available from the City as part of the "additional information" package. The design professionals to be utilized, if not part of the development team, must be identified along with evidence of their experience and skills. No elaborate design presentations are expected at this stage. The proposed design should be presented in a selected number of concept sketches with accompanying narrative. Items to be addressed include, but should not be limited to: building mass and height relationships both within the development and in contrast to surrounding uses; functional flow of pedestrian and vehicular traffic; parking and loading; overall architectural style or character; and the proposed treatment of public and open spaces.
- The proposed role of the City of ---The City of has already invested significantly in the land acquisition and in the preparation of the site for development. Other investments are anticipated in the future for the public areas surrounding the site. Other roles for the City will be considered. The requests for City involvement (financial and otherwise) shall clearly outline how that involvement will fit into the working of the total development package. Sufficient supporting information shall be supplied so that it can be determined that requested incentives are necessary for the proposed development to be accomplished at competitive fair market costs and adequate returns to the developer.

RFP Basis for Evaluation

The proposals invited by the City of a very limited number of qualified developers will be evaluated on the basis of the following criteria:

- Compatibility with the Master Plan---The concepts outlined in the Master Plan represent the vision that the City hopes to achieve as the market allows over time.

Sample of a Request-for-Proposals Submittal Requirements

- Return on the City's investment---While the City recognizes it role in "priming the pump" for economic and neighborhood development, the ability to receive an acceptable return on its investment in both the short term and over the life of the TIF will be a key consideration in the evaluation.
- Adequacy of financial package---The information supplied on the proposed method(s) of financing must be complete and in sufficient detail to enable the City to evaluate feasibility. If financial involvement is requested of the City, the involvement must clearly indicate the City's role relative to market price points, construction costs and the developers return on investment. Those plans, which leverage the City's overall investment into the highest neighborhood impact in concert with the greatest return on the City's investment, will receive the highest priority.
- Compatible design plan---The design concept shall be imaginative, reflecting a quality of materials, linkage to the activities and important elements of the surrounding area, and the site's importance to the connectivity between downtown and the University of . There are no constraints in architectural style.
- Best overall solution---A combination of neighborhood enhancement; a return on the City's investment; an interest and ability to form a successful partnership with the City; the long term viability of the project; site design and overall project appearance; and the track record and current resources and financial capability of the development team

Proprietary Information

Any restrictions on the use of information contained within a proposal shall be clearly stated as such within the proposal. The City will only be able to comply with a request for confidentiality to the extent allowed by law.

Response Due Date

Responses to this Solicitation of Developer Interest and Request for Proposal shall be submitted no later than day, , 2004. Responses received after this time will be considered non-responsive and, at the discretion of the City, may not be considered.

Where To Submit Responses

Please submit responses to this Solicitation/Request to:

Planning Director
City of

Attachments and Additional Information

Attachments:

Additional Information: The City of has established a web site containing the Master Plan and all other relevant information. The web site can be accessed at:

Questions concerning the Solicitation/Request or the site should be directed to ; or e-mail at:

Sample of RFP Basis for Evaluation (continued), Proprietary Information, Response Deadline, Method of Submittal, and Attachments and Additional Information

PROPOSED COVER LETTER FROM —TO BE SENT 2-11-05
Individual letters to each of the three finalists:

- Burnham Redevelopment, LLC (Mesirow Stein, etc)
- New England Builders
- The Pickus Companies and VOA Associates

RE: Request for Proposal
Dear Mr. :

On behalf of the City of , thank you for submitting a response to our Request for Qualifications for the Hospital site. Based on your qualifications, you have been selected to receive this Request for Proposal. Please be advised that, in order to assure the finalists that their further investment of time is reasonable, only three firms have been asked to submit a proposal. Also, it is the intent of the City to interview each of the three finalists so that everyone will have a full opportunity to express their plans for this site and the credentials that they bring to this development opportunity.

Our original RFQ clearly outlined the very high importance that the City Council places on the redevelopment of this site and the related positive impact on the surrounding neighborhood. Hopefully, the tight and focused process, which has been utilized to solicit your interest, clearly indicates our commitment to advancing this priority project in a timely manner.

Your proposal is due by 4:00 PM on Tuesday, March 29, 2005. Please note that it is the intent of the City to successfully negotiate a final contract agreement with the selected developer within 45 days from the time of selection. While this is further evidence of our commitment, we obviously expect that the selected firm will be prepared to participate in such negotiations and in the indicated timeline.

The enclosed Request for Proposal outlines in detail the requirements of the submittal. Please remember that we are looking for proposals that balance neighborhood revitalization and an appropriate return to the City for its financial investment in a manner that provides a reasonable return to the developer. Of prime importance is the type of product; its density and land use; access, circulation and parking; the proposed price points and the market for the price points; the project phasing; your ability to finance and build the project; and, very specific expectations about the role of the City of (financial and otherwise).

We will be pleased to receive your calls, e-mail or a request for a pre-scheduled visit if you would like more information ( ). All responses should be sent to my attention at the City of , . We appreciate your ongoing interest.
Sincerely---

Planning Director

Sample of a RFQ Response Letter and Next Steps for Selected Developer (for a Proposal)

City of
Urban Residential/Neighborhood District Redevelopment Project

The Hospital Site

Avenue and Street
Between Downtown and The University of

Request for Proposals

Completion of the Qualifications Process

The City of is very pleased that you submitted your qualifications in the RFQ process and that your firm has been selected for a short list of firms which are being requested to submit a proposal. Previously, you received an overview of the project; a description of the site and development area; development objectives; the role of the City of ; and, an overview of the developer solicitation RFQ/RFP process. The following is a reiteration of the RFP process with the insertion of some key dates for your review.

Request for Proposals

Now that the initial qualifications process is complete, the City Council is inviting the most qualified development team(s) to submit a proposal consistent with the RFP terms and conditions outlined in the original prospectus.

On the "Basis for Evaluation" outlined below, the Staff, with Council approval, will designate a "Developer of Record." The team designated "Developer of Record" will be given exclusive rights to negotiate with the City, for a limited and timely period, for implementation of a mutually satisfactory redevelopment project and plan for the Hospital site.

Developer of Record

The development team selected as "Developer of Record" must be prepared to promptly enter into a development agreement with the City. The agreement will specify each party's specific roles and obligations in the implementation of the redevelopment project. The exact timeframe for negotiations will be subsequently determined. However, it is the strong intent of the City that the Council will receive a final development agreement from staff with a recommendation of approval in no more than 45 days from the date of the Developer of Record designation.

RFP Submittal Requirements (limited to 30 pages)

The content of each invited proposal must address four major requirements:

- The proposed type, number and market-price points of the product(s)
- Documentation of the market for the proposed product(s)
- The organization, accessibility and character of the products
- The proposed role of the City of

Each of these requirements is explained below.

Sample of a Request-for-Proposals Submittal Requirements

- Proposed type, number and market-price points of the product---The City will want to clearly understand the type of product anticipated, the price points for the product and the anticipated customers for the product. Understanding this objective will clearly assist the City in evaluating the overall impact of the proposed project on the vision for the neighborhood.
- The design concept---The proposal must ensure that the development will be designed and implemented with a character and scale compatible with the neighborhood. Broad design guidelines for the site are available from the City as part of the "additional information" package, which is on the City's web site. The design professionals to be utilized, if not part of the development team, must be identified along with evidence of their experience and skills.
  The proposed design should be presented in a selected number of illustrations with accompanying narrative. Items to be addressed include, but should not be limited to: building mass and height relationships both within the development and in contrast to surrounding uses; functional flow of pedestrian and vehicular traffic; parking and loading; overall architectural style or character; and the proposed treatment of public and open spaces.
- The proposed role of the City of ---The City of has already invested significantly in the land acquisition and in the preparation of the site for development. Other investments are anticipated in the future for the public areas surrounding the site. Other roles for the City will be considered. Requests for City participation should be very specific in terms of the amount and duration of financial participation; specific zoning or regulatory relief; infrastructure considerations; and, any other ancillary issues. The requests for City involvement (financial and otherwise) shall clearly outline how that involvement will fit into the working of the total development package. Sufficient supporting information shall be supplied so that it can be determined that requested incentives are necessary for the proposed development to be accomplished at competitive fair market costs and adequate returns to the developer.

RFP Basis for Evaluation

The proposals invited by the City of a very limited number of qualified developers will be evaluated on the basis of the following criteria:

- Compatibility with the Master Plan---The concepts outlined in the Master Plan represent the vision that the City hopes to achieve as the market allows over time.
- Return on the City's investment---While the City recognizes it role in "priming the pump" for economic and neighborhood development, the ability to receive an acceptable return on its investment in both the short term and over the life of the TIF will be a key consideration in the evaluation.
- Adequacy of financial package---The information supplied on the proposed method(s) of financing must be complete and in sufficient detail to enable the City to evaluate feasibility. If financial involvement is requested of the City, the involvement must clearly indicate the City's role relative to market price points, construction costs and the developers return on investment. Those plans, which leverage the City's overall investment into the highest neighborhood impact in concert with the greatest return on the City's investment, will receive the highest priority.
- Compatible design plan---The design concept shall be imaginative, reflecting a quality of materials, linkage to the activities and important elements of the surrounding area, and the site's importance to the connectivity between downtown and the University of . There are no constraints in architectural style.

Sample of a Request-for-Proposals Basis of Evaluation

- Best overall solution---A combination of neighborhood enhancement; a return on the City's investment; an interest and ability to form a successful partnership with the City; the long term viability of the project; site design and overall project appearance; and the track record and current resources and financial capability of the development team.

Proprietary Information

Any restrictions on the use of information contained within a proposal shall be clearly stated as such within the proposal. The City will only be able to comply with a request for confidentiality to the extent allowed by law.

Response Due Date

Responses to this Solicitation of Developer Interest and Request for Proposal shall be submitted no later than Tuesday, March 29, 2005 at 4:00 PM. Responses received after this time will be considered non-responsive and, at the discretion of the City, may not be considered.

Where To Submit Responses

Please submit responses to this Solicitation/Request to:

Planning Director
City of

Additional Information

Additional Information: The City of has established a web site containing the Master Plan and all other relevant information: . Follow the instructions to the information.

Questions concerning the Solicitation/Request or the site should be directed to at or e-mail at:

Sample of RFP Proprietary Information, Response Deadline, Method of Submittal, and Attachments and Additional Information

A PORTFOLIO OF MUNICIPAL ECONOMIC DEVELOPMENT INCENTIVES AND TOOLS

Municipal economic development incentives are commonplace for communities seeking to offer the greatest flexibility in regards to development/redevelopment assistance. The following list of tools federal, state and local opportunities and capabilities and are packaged as a potential portfolio of municipal options all oriented to economic development. This list of tools represents the composite list of options currently available to municipalities.

Traditional Local Tools

Tax Increment Financing (TIF):

The following areas are subject to improvement via the use of TIF funds:

- Public infrastructure
- Streetscape
- Land write down
- Land acquisition
- Planning costs
- Sewer and drainage
- Traffic control
- Landscaping
- Park improvements
- Bridge construction and repair
- Demolition
- Utilities
- Street reconditioning and lighting
- Water supply
- Environmental remediation
- Parking structures

Special Service Assessment Districts:

These districts generate revenue in the form of a special property tax, approved by property owners, in a defined district. The proceeds from this tax may then used to fund development/redevelopment improvements which benefit the property owners within the district. Typical eligible expenses include:

- Marketing
- Planning
- Streetscapes
- Maintenance
- Public/Private Management Organizations

Business Districts (BD's):

Similar to SSA's, these are specific areas which allow municipalities to capture up to an additional 1.0 % in sales tax which must be reinvested into the respective area. TIF eligibility standards are utilized to define Business Districts.

Other Tools and Development Strategies

- Property tax, equipment tax, and sales tax rebates.
- Façade improvement grants which may include consideration of internal build-outs and landscaping as an additional eligible expense.
- Liaison with IDOT for private development.
- Utilization of currently owned municipal land for development purposes (i.e. no TIF funds would be required for an acquisition or land write down).
- Working capital loans (a municipal support mechanism with substantial risk).
- Creation of improved public transportation services.
- The use of liquor licenses to stimulate quality food and beverage business, which can be used in concert with façade improvement funds, as applicable.
- Municipal equity positions in quasi-private buildings (i.e. convention centers).
- Parking improvements (includes construction of new parking and improvement of existing lots and facilities. Also, the subsidizing of parking rates can be implemented in an effort to encourage public use).
- Granting of zoning and easement modifications.
- Acceleration of the municipal review process.
- Reductions or elimination of fees for selected development initiatives.
- Grants / loans for sustainable projects (i.e. green development).
- Assistance to the private sector in the recruitment of candidates for jobs and employee housing options.
- Providing municipal security and/or enhanced maintenance for special areas.
- Providing capital for marketing events, community initiatives, and/or tenant recruitment.

Additional information related to the above-mentioned tools, and others, is provided below:

Commercial Economic Development: The State of Illinois administrates state (and federal) funds through the Department of Community and Economic Opportunity (DCEO) www.commerce.state.il.us/dceo/. A comprehensive array of programs are offered including but not limited to grants to municipalities; the Advantage Illinois Program (small business lending, start-up's, venture capital); local government assistance and training; low income population support; job training; a revolving business incentive fund; the Main Street Program; urban assistance, and others.

Low-Moderate Income Housing Support: The Low Income Housing Tax Credit Program has been widely used to support residential development throughout the United States. The following web site provides an excellent summary of these programs and the process municipalities can follow to access support: www.danter.com/taxcredit.

Historic Building Preservation Support: The Illinois Historic Preservation Agency administers the tax credit program which supports the costs associated with the renovation of historic buildings. To access this information: www.illinoishistory.gov.

Based on the variety of tools and strategies available to municipalities, communities should organize their support for economic development within four packages or categories and select the appropriate level of support on an annual basis. These packages/categories include:

- New Development
- Existing Building/Site Renovation
- External Recruitment of Developers and Tenants
- Downtown / Business District Marketing and Events

Chicago Southland Economic Development Corporation:

CSEDC is responsible for identifying, organizing, and collecting public and private resources in order to promote local businesses. As a result, initiatives led by the CSEDC provide economic growth, job opportunities, and development potential throughout the Chicago southland. (csedc.info)

South Suburban Mayors & Managers Association:

Located south of the City of Chicago, SSMMA is an intergovernmental agency providing technical assistance and joint services to 42 municipalities representing a population over 650,000 in Cook and Will Counties. SSMMA members work cooperatively on transportation, legislation, land use, economic development, housing, storm water and open space planning, infrastructure, public safety, human resources, recycling and purchasing.(www.ssmma.org)

Chicago Southland Housing & Community Development Collaborative:

The Collaborative is an inter-jurisdictional approach to address housing and community development in the southern suburbs of Chicago. Through advocacy and by leveraging resources and partnerships, the Collaborative develops regional solutions, programs and educational opportunities to advance the goals of the member communities. (cshcdc.org)

South Suburban Land Bank Development Authority:

The South Suburban Land Bank and Development Authority is a newly forming organization which aims to incentivize economic development through the management and development of vacant, abandoned, and tax-foreclosed properties. Through the Authority municipalities in the southern suburbs can effectively transform these properties back into productive parcels that reinvest in the community.

Cook County Department of Planning & Development:

The Cook County Department of Planning and Development (http://www.cookcountygov.com)is the principle regulatory body for planning and development issues throughout the county. The Department offers a variety of tools and incentives aimed at promoting economic opportunities and business development. The goals of these tools is to promote:

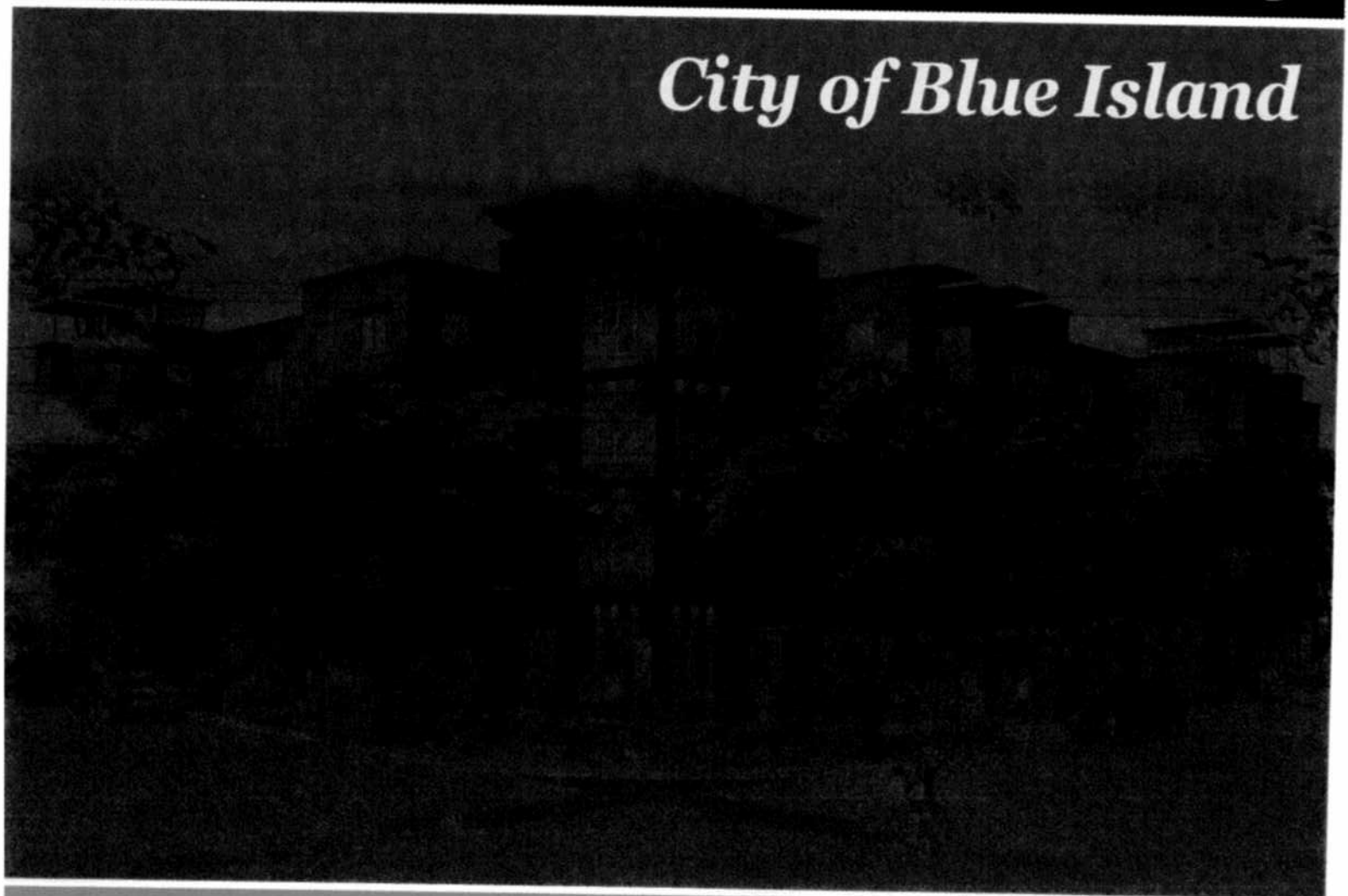
- Sustainable community investment.
- Business growth, attraction, and retention.
- Affordable housing.
- Regional planning.
- Workforce development.

209

Initiative for the Chicago Southland Transit Region

Implementation Study

City of Blue Island



August 2012

Acknowledgements

Thank you for your participation in the planning process for the **Chicago Southland Transit Region Initiative Phase 2: Implementation Study** (Implementation Study). The success of this planning effort is made possible through the concerted and sustained efforts, input, and insights of representatives of South Suburban Mayors and Managers Association (SSMMA), Chicago Southland Economic Development Corporation (CSEDC), Cook County Bureau of Community Development, municipal stakeholders, Regional Transportation Authority (RTA), Pace Suburban Bus, and Metra Commuter Rail.

South Suburban Mayors and Managers Association:
1904 West 174th Street
East Hazel Crest, Illinois 60429
(708) 206-1155
www.ssmma.org

Chicago Southland Economic Development Corporation:
1904 West 174th Street
East Hazel Crest, Illinois 60429
(708) 922-4671

Cook County Bureau of Community Development
69 West. Washington Street, Suite 2900
Chicago, Illinois 60602
(312) 603-1000
www.cookcountygov.com

Municipal Stakeholders:

City of Blue Island
13051 Greenwood Avenue
Blue Island, Illinois 60406
(708)597-8603
www.blueisland.org

Public Transportation Agencies:

Representatives of the Regional Transportation Authority of Northeastern Illinois (RTA), Pace, and Metra.

Planning Consultant Team:

Land Vision, Inc.
601 West Randolph Street, Suite 300
Chicago, Illinois 60611
(312) 775-6220
www.landvision.com

With assistance provided by:

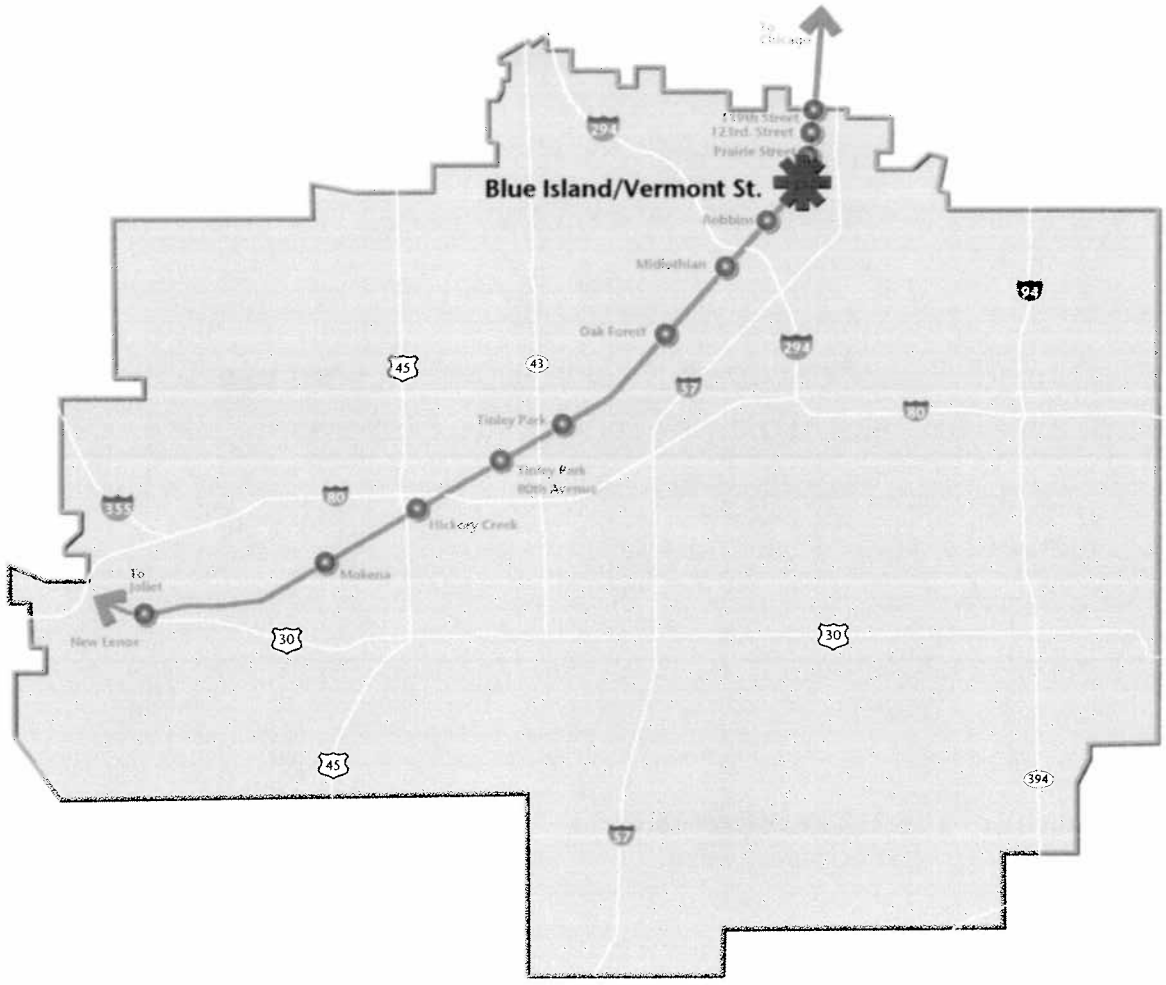
Business Districts, Inc.
9040 Forestview Road
Evanston, Illinois 60204
(847) 902-8152
www.business-districts.com

Baxter & Woodman Consulting Engineers
39 South LaSalle Street, Suite 816
Chicago, Illinois 60603
(312) 578-0050
www.baxterwoodman.com

Diane Legge Kemp, SP.
164 Fairbank Road
Riverside, Illinois 60546
(773) 793-2050
www.leggekemp.pro

Featherstone, Inc.
4610 Roslyn Road
Downers Grove, Illinois 60515
(630) 737-1990
www.featherstoneinc.com

Table of Contents



Legend

Rock Island District Line

Station Location

Phase 2: Implementation Study | Context Map

Introduction

Purpose and Scope of Implementation Study

SSMMA/CSEDC and the City of Blue Island have demonstrated significant initiative in proactively planning for and efficiently working to establish the implementation framework for transit-oriented development within the area. The **Initiative for the Chicago Southland Transit Region - Implementation Study** builds upon the success of the Phase I initiative to include the preparation of predevelopment work and associated market supportable conceptual development plans for two sites located in proximity to the Blue Island/Vermont Street Metra commuter rail transit station within the City of Blue Island. The predevelopment work and plans will build off of local initiatives and momentum in the community to evaluate the potential to solicit and attract development interest from the private sector. The ultimate goal of the **Implementation Study** is to assist the community in realizing significant progress towards the creation of viable catalyst projects within the Blue Island/Vermont Street station area. The analysis, plans and implementation steps created as part of this process will be used as a model for implementing additional transit-oriented development throughout the south suburban region.

Blue Island Station Study Area | Location Maps

Legend

Study Site

Metra Station Location

Background Data Review

Where We Started

To more fully understand the issues and opportunities impacting each of the identified study sites, various regulatory, planning, and development initiatives previously completed and/or on-going by the City of Blue Island were reviewed for their relevance to the goals and objectives of the Implementation Study. These documents serve as a valuable foundation upon which to identify and plan for future development that is compatible with the municipality's desire for these key sites, sought after by potential end users and tenants, and financially supportable in the marketplace.

The regulatory, planning, and development initiative documents reviewed include:

City of Blue Island

- Initiative for the Chicago Southland Transit Region
- Uptown Transit Oriented Zoning District (DRAFT)
- Plan for Economic Development
- Calumet River Corridor - Economic Development Vision and Strategy
- Calumet-Sag Trail
- Homes for a Changing Region
- Making Smart Choices: Transit-Oriented Selector Analysis of South Suburban Corridors
- Zoning Regulations

CITY OF BLUE ISLAND

Initiative for the Southland Transit Region

In 2009 the South Suburban Mayors and Managers Association commissioned Land Vision, Inc. and its consultant team to prepare a transit study involving 36 existing and 9 proposed station areas within it jurisdictional service area. The study's aim is promoting economic development in the south suburbs by capitalizing on the region's commuter rail network and highlighting the health related environmental and social benefits of transit. The Initiative, as it relates to the Blue Island Station area, identifies existing conditions and community desires, resulting in the assignment of one of four station area typologies to describe the character, scale, intensity, and type of development envisioned for the area.

Blue Island's desires for the Station area include the creation of a higher density of development with multi-use buildings up to 6 stories in height on 30 potential development sites. The City views the Metro South Medical Center, which employs over 1,000 people, as an incredible asset and partner for supporting transit-oriented development/ redevelopment (e.g. employer assisted housing) near the station. The Initiative characterizes the Blue Island station area as a Multi-Use Transit Center

- supporting of a diversity of economic / community activities;
- at least 25 trains per day, 7 days a week;
- moderate density, mix of residential, commercial, employment and civic/cultural uses; and
- community and local serving retail with some destination retail opportunity.

Since beginning the Initiative for the Chicago Southland Transit Region Implementation Study in 2011 the City of Blue Island has implemented a number of modifications to its zoning ordinance. Changes in regulatory documents such as this are expected over the course of long term initiatives such as the Initiative for the Chicago Southland Transit Region Implementation Study. Please refer to the Village's website for links to the most recent regulatory designations and documents related to the subject sites.
www.villageofparkforest.com/

The Initiative also identifies Developer Typology Assignments for the Blue Island station area that are intended to help communities in targeting specific types of developers using a more efficient and effective marketing and recruitment strategy. The assignments are also beneficial to the development community in helping to identify potential sites in a more user-friendly manner. As part of the Initiative, the Blue Island Station Area has been assigned the following Developer Typologies:

- **MU: Multi-Use** – This type of developer specializes in construction of sites with a combination of residential, commercial, industrial, with a combination of residential, commercial, industrial, office and/or institutional uses.
- **C: Commercial** – This type of developer selects commercial sites that are typically located closer to the center of the community and are already served by public infrastructure.
- **R-HD: Residential Infill: High Density** *(more than 5 stories)* – This type of developer has expertise in the design and construction of a variety of high density housing products.
- **I: Industrial** – This type of developer has expertise in the design and construction of a variety of industrial facilities.

Zoning Regulations

The City's existing zoning map designates the majority of the Vermont Street Station Area as C-2 Highway Commercial. The intent to this designation is to establish commercial uses within specific areas of the City. Standards for the C-2 District include the following:

- *Minimum Lot Area:* 6,250 square feet
- *Minimum Lot Width:* 50 feet
- *Minimum Lot Depth:* 125 feet
- *Maximum Lot Coverage:* 70%
- *Maximum Building Height:* No Limit

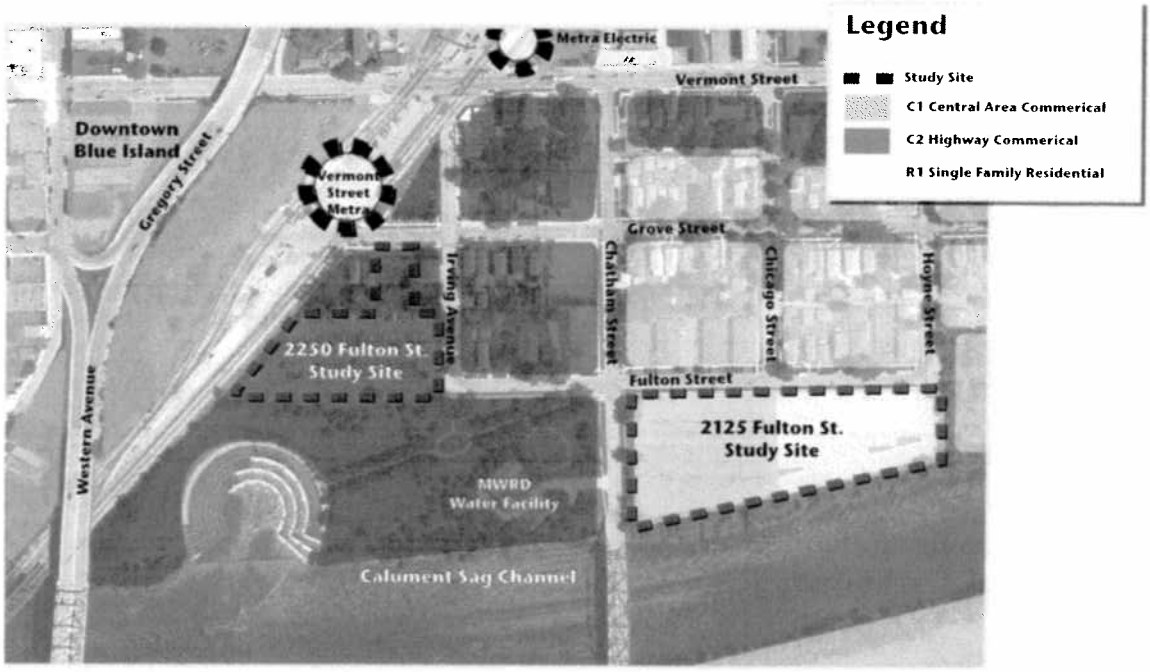
The eastern portion of the station area, including the site at 2125 Fulton Street is currently designated as R-1 Single Family Residential. The intent to this designation is to preserve and establish quiet single-family home neighborhoods as desired by the area property owners, free from other uses except those which are compatible with a convenience to the residents of such a district. Standards for the R-1 District include the following:

- *Minimum Lot Area:* 4,312.5 square feet
- *Minimum Lot Width:* 37.5 feet
- *Minimum Lot Depth:* 115 feet
- *Maximum Lot Coverage:* 40%
- *Maximum Building Height:* 35 feet

Standards for off-street parking include the following:

- *Dwellings:* 1 space per unit plus 1 additional space for each 2 dwelling units in multiple-family dwellings
- *Retail:* 1 space / 300 square feet of gross floor area
- *Restaurants:* 1 space per 4 seats
- *Offices:* 1 space / 500 square feet

The City is currently creating new zoning for the station area (Uptown Transit Oriented Zoning District – Draft) that will replace the C-2 District standards outlined above. A summary of the draft Uptown Transit-Oriented Zoning District regulations are provided on the following page.



City of Blue Island Station Area Zoning

Uptown Transit Oriented Zoning District – Draft

To address identified shortcomings in the City's regulatory documents and enhance development prospects in proximity to key community assets (e.g. transit stations), Blue Island is currently undertaking the creation of a new Uptown Transit Oriented Zoning District. In accordance with the Blue Island Plan for Economic Development, this District is intended to provide for transit-supportive land uses that promote commercial, cultural, institutional, governmental, and residential development in a compact pedestrian friendly design.

The new UT-TOD zone will include the sites at both 2250 Fulton Street and 2125 Fulton Street as well as the surrounding neighborhood to the northwest and southwest. The Draft UT-TOD district includes two defined zones with different sets of permitted uses. The 2250 Fulton Street site is located in Zone A and the 2125 Fulton Street site is located in Zone B. While the standards for the Draft UT-TOD District vary by land use, those standards applicable to the 2125 Fulton Street and 2250 Fulton Street sites are listed below:

Mixed-Use:

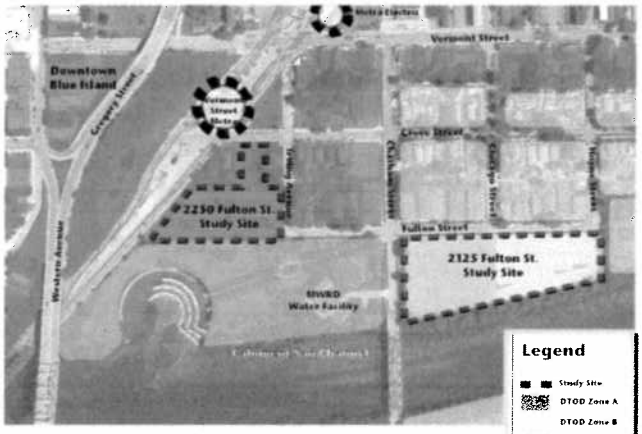
- *Setbacks:* 0' – 5' max front, 0' side, 10'-30' rear
- *Maximum Height:* 6 stories
- *Street Level Use:* Retail /Office
- *Upper Level Use:* Office/Residential
- *Off-Street Parking:* None required
- *Maximum Lot Coverage:* 90%

Multi-Family:

- *Setbacks:* 0' –15' max front, 0' side, 10'-30' rear
- *Maximum Height:* 4 stories
- *Off-Street Parking:* 1 space per dwelling unit
- *Maximum Lot Coverage:* 90%

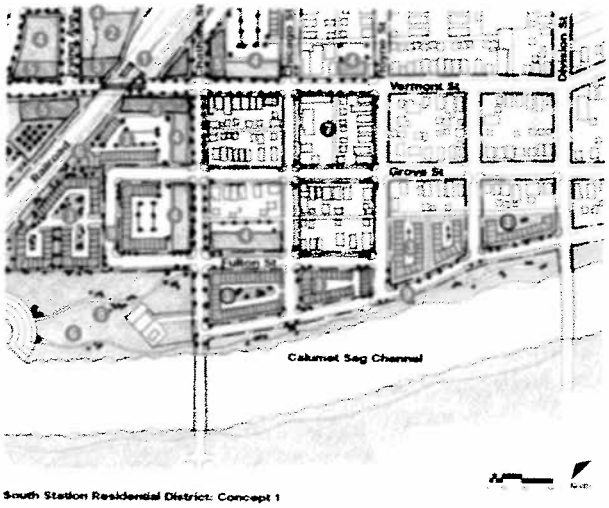
Rowhouse:

- *Setbacks:* 10' –15' max front, 0' side, 18' rear
- *Maximum Height:* 3 stories
- *Off-Street Parking:* 1 space per dwelling unit
- *Maximum Lot Coverage:* 60%

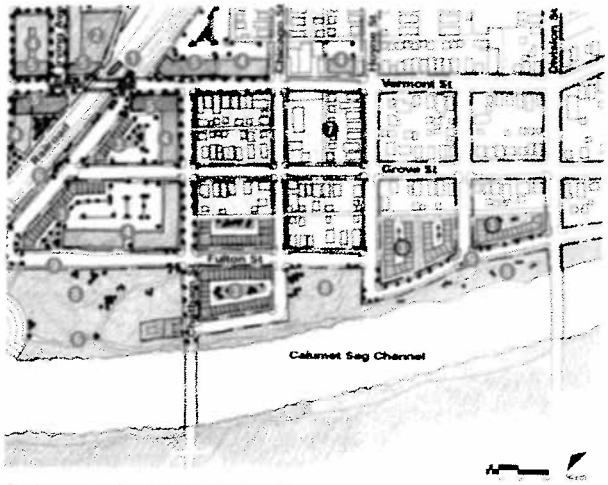


City of Blue Island Draft UT-TOD Zoning

The Draft UT-TOD zone also includes a Channel Set-Back regulation stating that all development along the Calumet-Sag Channel must provide for dedicated public access to the waterfront. A minimum Channel open space buffer zone set-back for all buildings or streets shall be 80' to ensure public access, and must be open to the public between the hours of 7 am and 11 pm.



South Station Residential District: Concept 1



South Station Residential District: Concept 2

1 Station Relocation

2 Parking Structure

3 Townhouse Development

4 Condominium/Apartment Development

5 Mixed Use Buildings

6 Bicycle/Pedestrian Trail

7 Existing Housing and Commercial

8 Existing Open Space

9 Streets

Plan for Economic Development

The Blue Island Plan for Economic Development, created in 2005, is intended to assist the City in its economic revitalization efforts by building on its excellent rail access, historic neighborhoods and downtown, and diversity of population. The core strategy of the Plan embraces the concept and benefits provided by transit-oriented development within a ½ mile radius of the Vermont Street stations. The Plan notes that while the dual Metra stations on Vermont Street provide an important asset to Blue Island's Main Street District, the actual benefits received do not live up to their full potential. The current allocation of significant portions of land for industrial uses and/or surface parking inhibits the development of hundreds of households from living in and contributing to this key community area. In addition, the urban form, topography, access and circulation challenges, and in some cases limited pedestrian amenities connecting the station area to downtown further impact the potential of the area.

The South Station Residential District, as defined by the Plan, including both 2250 Fulton Street and 2125 Fulton Street, proposes the following development vision:

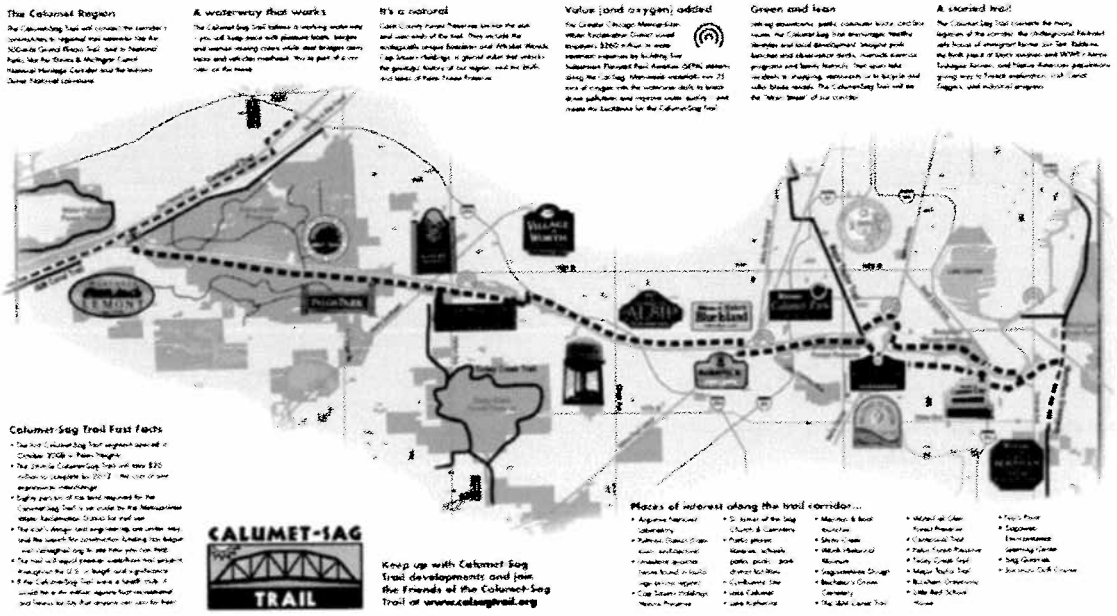
- more than 400 quality condominiums and town homes overlooking the Calumet Sag waterfront;
- creation of a nature and recreation trail along the Calumet-Sag Channel;
- establishment of a safe and pleasant pedestrian environment; and
- development of 37,000 square feet of commercial space along a mixed-use corridor connecting the two stations to downtown.

Land for these improvements may be made available through relocating industrial businesses to parcels better equipped to serve their needs and from shifting Metra surface parking to underutilized but conveniently located parcels within the district.

Calumet River Corridor: Economic Development Vision and Strategy

The Calumet River Corridor – Economic Development Vision and Strategy establishes a framework for development and investment in the seven south suburban communities that comprise the corridor, including Blue Island. The project focuses on the Calumet River system as an important environmental amenity and economic asset. Strategically working together the communities may accelerate and expand the potential economic benefits that can be generated by this amenity beyond those that may be possible though their individual efforts.

One of the key goals of the EDVS is to support transit-oriented development initiatives in Blue Island. The EDVS suggests that transit-oriented development helps to create a positive image for residents and commuters while ensuring a "pedestrian feel." The EDVS also is working with the Metropolitan Water Reclamation District of Greater Chicago (MWRD) on land conveyance process. Given the significant amount of land under the control of MWRD, the EDVS recognizes that MWRD's development/ redevelopment policies are critical to the future potential of this corridor. The MWRD promotes recreational use and public access to its property through its Waterway Strategy Resolution, including a 60-foot setback requirement to allow, for example, for construction of the Calumet-Sag Trail.



Calumet-Sag Trail

The establishment of a plan for the Calumet-Sag Trail was implemented as a recommendation of the Calumet River Corridor: Economic Development Vision and Strategy. Anticipated to open by 2014, the Calumet-Sag Trail is proposed as a multi-use path built almost entirely along the banks of the Calumet-Sag Channel and Calumet River. Along 30 miles of waterway from Lemont in the west to Burnham in the east, the Calumet-Sag Trail will stitch together more than 185,000 people in fourteen communities.

It will connect them to regional trails, transit systems, retail areas, parks, forest preserves, marinas, nature centers, and the legacies of Big Steel, immigrant communities and the Underground Railroad. As planned, the Calument-Sag Trail will have pathways along both sides of the Channel through Blue Island, including a connection through the 2125 Fulton Street site.

Homes for a Changing Region

Homes for a Changing Region was developed from 2007-2009 as a way to help project housing supply and demand in the six-county Chicago metropolitan area through the year 2030. The Study takes a unique approach by looking at creating a balanced housing mix across the entire income spectrum. While ensuring the availability of low-income or subsidized housing is a critical issue for the Chicago area, the region also faces other important housing issues such as increasing homeownership for working households and ensuring the availability of higher-end housing in areas where demand is not being met by the market. In Phase 2 of the Study, Blue Island was selected as one of nine communities to demonstrate how the specific market recommendations and strategies could be put into practice.

The Blue Island Housing Policy Plan includes key recommendation to encourage transit-oriented, mixed-use development around the Vermont Street stations. According to the Plan, a mix of housing within walking distance to the Metra lines will attract commuters and make the station area and Western Avenue retail development more successful. The recommended strategies included in the Blue Island Housing Policy Plan include:

- engagement in targeted rehabilitation projects along Vermont Street; and
- creating a condominium conversion ordinance to ensure that existing rental property targeted for condominium conversion is maintained and increasing pedestrian friendly amenities in the area, including walking paths along the Calumet River.

In projecting the needs of ownership housing through 2030, the Study recommends that the City encourage the development of 250 new homes to serve the needs of families whose incomes exceed $100,000 a year as well as rehabilitation of as many as 450 dwellings to meet the needs of moderate and low income residents. In addition, the Study recommends that the City encourage the development of approximately 300 dwelling units through 2030 to serve the needs of families whose incomes exceed $75,000 as well as 700 units for families earning between $75,000 - $35,000 a year. A combination of new government subsidized senior housing and an expansion of the City's stock of government subsidized family housing could meet the needs of low income residents.

Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors

The Center for Neighborhood Technology led, Making Smart Choices TOD Selector Analysis of the South Suburban Corridors study was completed in March of 2009. The study includes a preliminary analysis of the potential for TOD in 33 south suburban station areas.

Out of the 33 stations evaluated, the TOD Selector Analysis ranked Blue Island:

- 17th in ease of land assembly
- 3rd in market strength for Town Center development
- 3rd in market strength for Community Area development
- 27th in market strength for Residential development

The study concludes that Blue Island demonstrates a strong potential to develop as a Town Center TOD. The study indicates that the Blue Island Station ranks at the top of the south suburban station areas as an existing Town Center and high in its real estate market strength. Vermont Street counts as its assets the highest level of transit service in the Southland as a result of the convergence of the Metra Rock Island local and express lines as well as the Metra Electric. The study indicates that the station area could become one of the region's leading suburban Town Centers through relocation of a portion of the industrial and other underutilized land uses and development of moderate density housing.

Existing Conditions

EXISTING CONDITIONS / VISUAL ASSESSMENT

In order to be able to effectively and efficiently plan for development that is feasible in consideration of political and market realities, it is imperative that the underlying physical and market conditions impacting a site be carefully evaluated and understood. In relation to the identified study area sites for the City of Blue Island this process involves an assessment of the existing land use, access/ circulation, infrastructure, and market conditions of the specified sites and where appropriate surrounding contextual areas. The scope of this assessment is not intended to represent a traditional due diligence evaluation for either of the sites. The evaluations and assessments are based upon the following elements identified below and prepared in conjunction with this study as well as the consultant team's collective and individual knowledge regarding the study sites:

- review of available background planning, studies, reports, regulations, and proposed development programs;
- interviews with site and community stakeholders including property owners, municipal officials, developers, brokers, and local agencies/institutions; and
- visual assessments of the individual sites and their respective development context in conjunction with evaluation of available infrastructure and real estate market conditions.

CITY OF BLUE ISLAND – Study Site Assessment

Land Use Context | 2250 Fulton Street

The 2250 Fulton Street study site is comprised on an irregular shaped property with partial frontage along its north edge at Grove Street (80 feet) and east edge along Irving Avenue (200 feet). The 2.2 acre site is currently utilized as a Metra commuter parking lot serving the Vermont Street Metra Station. The site is located in the southern portion of the downtown district, abutting the Rock Island District Metra line to the west, the MWRD SideStream Elevated Pool Aeration Station No. 3 to the south, and a collection of low intensity commercial, residential, and surface parking uses to the north and east, respectively.

Access and Circulation

Access and circulation for vehicular modes to and from 2250 Fulton Street is provided via Grove Street from the north and Irving Avenue/Fulton Street from the east. Each of the streets is a local roadway with connections to Vermont Street as the primary collector roadway serving the surrounding neighborhood. While Vermont Street does move a significant amount of traffic through the area, its reliance as the only collector roadway for the district makes overall access somewhat limited. The Chatham Street bridge across the Calumet-Sag Channel was closed in 2010 for safety reason due to its extensive deterioration. There are no plans to reopen the Chatham Street bridge for vehicular traffic.

In addition to vehicular access/circulation, transit service is provided to the 2250 Fulton Street site via both Metra commuter rail and Pace suburban bus service. The Vermont Street Metra Station, along the Rock Island District Line is located immediately northwest of the subject site and provides direct rail access to and from the City of Chicago. Average daily ridership from the station is approximately 1,472. Pace has three routes in proximity of the site. These include Routes 348, 349, and 385 which have stops at the station. CTA Route 49A also connects to the study site, and Pace Routes 359 and 397 are within reasonable walking distance of the Vermont Station. These bus routes provide regional connections north, south and west of the area.

Access and circulation for non-motorized modes of mobility (a.k.a. pedestrians) to/from the study site is provided via existing sidewalks along Irving Avenue, Grove Street, and Vermont Street. Location of the Vermont Street Station and use of the study site as a commuter parking lot results in a significant volume of pedestrian movement through the area. Portions of the area especially near the station appear inadequate to accommodate the volume of pedestrian activity. A significant grade change exists between Vermont Street and the study site. This requires provision of an exterior staircase to access the lower portion of the commuter parking on 2250 Fulton Street. Pedestrian pathways are located within the MWRD SideStream Elevated Pool Aeration Station No. 3 site, though direct connection to the Calumet-Sag Channel only exists at the aeration feature.

Infrastructure

Municipal Utilities

The 2250 Fulton Street study site is serviced by City-owned sanitary sewer lines, Public Water Supply, and City-owned storm sewers.

Public Utilities

Communications utilities within the station area are currently provided by Comcast and AT&T. Overhead power lines extend on the south side of Grove Street and Fulton Street to service the study site. For natural gas supply, 2250 Fulton Street is served by an existing low pressure 2" line that runs along Grove Street and Irving Street.

Drainage

The most recent Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map was reviewed to determine if the subject property is in either the 100-year or 500-year flood zone. The 2250 Fulton Street study site is in a Zone X floodprone area. The FEMA map also shows a flood hazard area along the Calumet-Sag Channel. The 100-year base flood elevations have not been determined.

Land Use Context | 2125 Fulton Street

The 2125 Fulton Street study site is comprised of an approximately 3.9 acre parcel bounded by Fulton Street on the north, Calumet-Sag Channel on the south, Hoyne Street (extended) on the east, and Chatham Street on the west. The site's 725 feet of frontage along the Calumet-Sag Channel creates a tremendous opportunity to incorporate unimpeded public access to this significant community asset. The study site is currently undeveloped and was historically used as a surface parking lot for Metra commuter riders. While located within an approximately 0.2 mile walk of the Vermont Street Station the lot was chronically under utilized as a commuter parking lot. The site is surrounded to the north by moderate and low density residential neighborhoods, to the south and east by the Calumet-Sag Channel, and to the west by the MWRD SideStream Elevated Pool Aeration Station No. 3.

Access and Circulation

Vehicular access and circulation to and from the 2125 Fulton Street is provided via Fulton Street with north-south linkages to the Vermont Street collector along Hoyne Street, Chicago Street, and Chatham Street. While Vermont Street does move a significant amount of traffic through the area, its reliance as the only collector roadway for the district makes overall access somewhat limited. The Chatham Street bridge across the Calumet-Sag Channel was closed in 2010 for safety reasons due to its extensive deterioration. There are no plans to reopen the Chatham Street bridge for vehicular traffic.

In addition to vehicular access/circulation, transit service is provided in proximity to 2125 Fulton Street site via both Metra commuter rail and Pace suburban bus service. The Vermont Street Metra Station, along the Rock Island District Line is located northwest of the subject site and provides direct rail access to and from the City of Chicago. Average daily ridership from the station is approximately 1,472. Pace has three routes in proximity of the site. These include Routes 348, 359, and 397 which have stops at the Vermont Street Station. Other regional connections north, south, and west of the area are possible through use of Pace Routes 348, 385 and CTA Route 49A.

Access and circulation for non-motorized transportation (a.k.a. pedestrians) to/from the study site is provided via existing sidewalks along Fulton Street and Chatham Street. While the Chatham Street bridge is closed to vehicular traffic south of Fulton Street, pedestrian access across the bridge is still active. Pedestrian pathways are located within the MWRD SideStream Elevated Pool Aeration Station No. 3 site, though direct connection to the Calumet-Sag Channel only exists at the aeration feature.

Infrastructure

Municipal Utilities

The 2125 Fulton Street study site is serviced by City-owned sanitary sewer lines, Public Water Supply, and City-owned storm sewers.

Public Utilities

Communications within the study area are currently provided by Comcast and AT&T. Overhead power lines extend on the south side of Fulton Street to service the study site. For natural gas supply, the 2125 Fulton Street site is served by a 2" natural gas line that runs along Fulton Street.

Drainage

The most recent Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map was reviewed to determine if the subject property is in either the 100-year or 500-year flood zone. The 2125 Fulton Street study site is in a Zone X floodprone area. The FEMA map also shows a flood hazard area along the Calumet-Sag Channel. The 100-year base flood elevations have not been determined.

The National Wetland Inventory (NWI) map is a means of establishing the possible presence of wetlands on a given parcel. It is a planning tool which can serve to identify the likely existence of wetlands in a given area. A review of the NWI map indicated the presence of riverine wetlands south of the project study areas along the Calumet-Sag Channel. Any development should comply with the applicable requirements of the US Army Corps of Engineers, Will/South-Cook Soil and Water Conservation District, City of Blue Island, and other State and local regulatory agencies. The final authority for the determination of jurisdictional waters of the US, including wetlands, rests with the Army Corps of Engineers.

Real Estate Market Observations

(For Both 2250 & 2125 Fulton Street)

While Blue Island's market areas are fairly consistent in regards to population density, diversity, and income; the areas within 1/2 mile of the station (including 2250 Fulton Street) contain higher concentrations of community youth, population densities, and Hispanic residents. Income and education attainment levels within the area are lower compared to other locations within the City. Population and employment characteristics within the larger 1-mile radius of the study site, which includes Downtown and the Metro South Medical Center are strong.

The existing market potential of the 2250 Futon site is directly tied to its proximity to the Vermont Street Metra Station, Metro South Medical Center, and to a lesser degree the Calumet-Sag Channel. The transit, employment, and recreational/aesthetic benefits provided by these proximate assets contribute to and help to focus the development opportunities most appropriate for the site. Limited site visibility and accessibility, low traffic counts, and grade deviation issues work to further narrow the appropriate development opportunities for the site. As such, future development efforts on the site should be geared toward non-auto dependent uses. The type, configuration and percentages of development (residential and/or limited commercial) will be dependent on ultimate market demands. Within the current economic conditions (circa 2011), residential uses with a strong focus on market rate rental products may present the greatest opportunity in the near term.

Municipal Inventory and Utilization Tolerance

The City of Blue Island has extensive and lengthy experience with a variety of development tools. These tools have been tailored where needed to address the specific develop challenges and needs of various project types. Among the development incentives used by Blue Island, include:

- Enterprise Zone Designation
- Brownfield Remediation Grants
- Tax Increment Financing
- Property Tax Rebate
- Sales Tax Rebate
- Cook County Class 6b Designation
- Cook County Class 8 Designation
- Zoning Variances
- Targeted Infrastructure Improvement Projects

Tax Increment Financing (TIF) remains Blue Island's most flexible tool from an economic incentive perspective. The City has executed six TIF's in recent years which include:

- TIF # 1 and TIF # 4 – Each of these two districts are focused around the area near 119th and Vincennes Avenue (former Blue Island Land Fill). Funds from the TIF districts are intended to assist with cleaning up the various sites within district and to assist in attracting new market supportable commercial and industrial development to the area.
- TIF # 2 - Generally bounded by 135th Street on the north, 139th Street on the south, Chatham Street on the east, and Sacramento Street on the west. These districts are in place to pursue and facilitate new industrial development for the community.
- TIF #3 – Southwest Residential Area
- TIF # 5 encompasses the area around the MetroSouth Medical Center and designed to support the necessary infrastructure, streetscape, and landscape enhancements around the institution.
- TIF # 6 is comprised of the former Jewel/Osco site at 127th Street and Vincennes Avenue. Recruitment and financial support of new commercial development is the expressed goal/ purpose of the district.

In addition to the extensive use of TIF as a financing tool, the City of Blue Island is designated as the Cal-Sag Enterprise Zone. Established in 1983, the Cal-Sag Enterprise Zone aims to stimulate new development and expansion, thereby creating employment in the region. New construction and expansion of commercial and industrial projects located in the zone may qualify for significant real estate, sales tax and construction cost savings. Eligible commercial/industrial projects may qualify for the following benefits within the Enterprise Zone:

- 50% abatement of City portion of real estate taxes for 5 years.
- 50% reduction in building permit or zoning application fees.
- Sales tax abated on building materials for zone projects – with valid certificate of eligibility/ exemption

More common development incentives such as zoning variations, sales tax rebates, infrastructure improvements, and County Class 6 and Class 8 property tax incentives have been provided on an as needed/appropriate, project specific basis throughout the community. Blue Island has been the recipient of over $800,000 in grants to assist in environmental clean-up at various locations around the community.

Blue Island elected officials and staff have expressed their support and intent to utilize the resources and tools necessary to implement projects in the two study sites that are in conformance with their expressed development desires.

Stakeholder Interviews

In order to understand the development desires, potential, and limitations inherent at both of the project study sites, interviews were conducted with a representative collection of stakeholders in the community. Stakeholders were individually contacted and asked to provide their input on topics including the history of their property, any plans for expansion, renovation or sale, whether proximity to the Metra station was seen as an amenity, and any assistance that could help them progress towards their goals.

The following is a summary of input/comments collected during each of the respective stakeholder interviews. The individual responses have been organized and paraphrased where appropriate to reflect a focused overview of the applicable study site location and its immediate surroundings. A summary overview of the responses for both of the respective study sites is also provided.

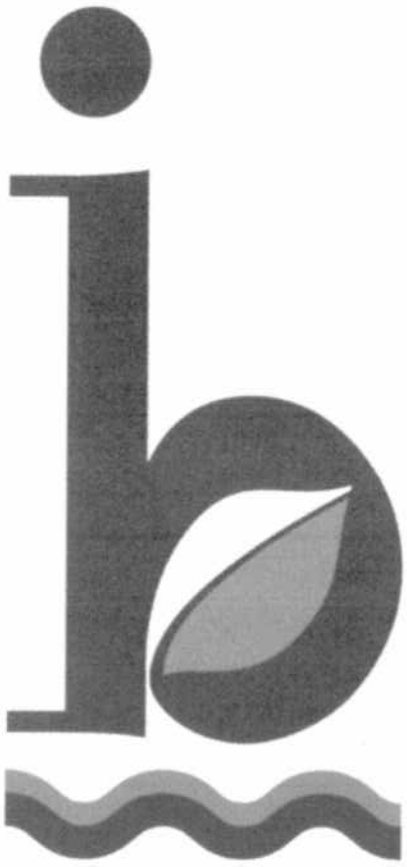
CITY OF BLUE ISLAND

As part of our stakeholder outreach process, the Land Vision team met with a representative collection of stakeholders in and around the identified study site. These stakeholders included City of Blue Island, the Metropolitan Water Reclamation District of Greater Chicago (MWRD), and Metra. The following stakeholders were interviewed through this process:

- **Jason Berry**, *Special Projects Manager* - City of Blue Island
- **Jodi Prout**, *Community Development Director* - City of Blue Island
- **David Chandler**, *Principal Business Analyst* - Center for Neighborhood Technology
- **David St. Pierre**, *Director* - Metropolitan Water Reclamation District of Greater Chicago
- **Carlton Lowe**, *Legal Director* - Metropolitan Water Reclamation District of Greater Chicago
- **Lynne Corrao**, *Government Affairs Director* - Metra
- **Catherine Kannenberg**, *Department Head, System Performance & Data* - Metra

Summary Overview

The key stakeholders (e.g. Blue Island, MWRD, and Metra), related to the 2125 Fulton Street and 2250 Fulton Street each recognize the significant potential that these two sites provide within the City of Blue Island. As such, each has expressed a commitment to be a willing and active partner in helping to eliminate the issues which may impede development of these sites. Specifically, MWRD may consider alternative property policies to potentially allow a portion of the 2125 Fulton Street site to be conveyed to a private developer. Metra is willing to assist where possible in relocating commuter parking to other properties near the Vermont Street station.



Through the collaborative and participatory relationship of the three key stakeholders, the 2125 Fulton Street and 2250 Fulton Street sites may be made available for development for their highest and best use. Based on the expressed desires of the City this may be for 6 story, TOD supportive, market rate rental residential products. A limited amount of commercial/retail may be supportable as part of a mixed-use project at the 2250 Fulton Street site. Ancillary parking to support the uses may be provided off-street in conformance with the new draft zoning regulations for the area.

City of Blue Island

Stakeholder Interview Contact:

Jason Berry, *Special Projects Manager*
Jodi Prout, *Community Development Director*
David Chandler, *Principal Business Analyst (CNT)*

- It is the opinion of the City of Blue Island that the 2250 Fulton Street and 2125 Fulton Street sites represent some of the best transit-oriented development opportunities in the community. From simply a development aesthetic perspective, the 2125 Fulton Street may be the most attractive piece of property in Blue Island.
- Ownership of the two study sites, 2250 Fulton Street and 2125 Fulton Street are under the City of Blue Island and MWRD, respectively. The existing lease and use of 2250 Fulton Street for Metra parking and ownership of 2125 Fulton Street by MWRD present unique challenges to the redevelopment of each site. Specifically finding an acceptable site to relocate the existing commuter parking and subdivision of the MWRD site to allow for fee-simple ownership of the property by a private developer.
- In regards to the 2250 Fulton Street site, Metra has expressed a willingness to relocate and possible co-locate shared parking elsewhere near the station. To participate in the relation, Metra will require the same 212 spaces to be provided and is unwilling to contribute to the cost of the relocation.
- In regards to 2125 Fulton Street, a meeting with MWRD will be necessary to gauge their willingness to allow for subdivision of the property for new development. The City will pursue a meeting with MWRD to discuss the subdivision/conveyance issues.

- The development opportunities for both the 2250 Fulton Street and 2125 Fulton Street sites appear to be most appropriate for residential development. 2250 Fulton Street may support some minor mixed-use on the main level due to its adjacency to the Vermont Street station.
- Building heights and densities may be up to 6 stories and should be consistent with the updated zoning regulations that the City is developing for the area around the Metra Station.
- Any development on the sites should capitalize on the visibility and accessibility provided by the Channel as well as proximity to the Vermont Street station and downtown district.
- Incorporation of the proposed Cal-Sag Trail through the 2125 Fulton Street site should be accomplished via provision of an appropriate setback from the edge of the water. A sixty to eighty foot setback has been discussed and should be further evaluated in conjunction with the conceptual configurations/building massing for the site.

Metropolitan Water Reclamation District of Greater Chicago

Stakeholder Interview Contact:

David St. Pierre, *Director*
Carlton Lowe, *Legal Director*

The meeting with the representatives of MWRD was conducted by staff of the City of Blue Island and South Suburban Mayors and Managers Association. Representative of Land Vision, Inc. were not in attendance at the meeting. The following summary has been prepared based on comments provided to Land Vision by representatives from the representatives of both the City and SSMMA in attendance at the meeting.

- MWRD has a land ownership/management policy that encourages preservation of existing real estate assets and discourages ownership conveyance even for non-essential and/or under utilized properties. The organization may be willing consider an alternative policy for those instances where significant community benefit can be demonstrated. A recent example of this alternative policy is evidenced by MWRD's conveyance of a portion of land to Northside College Prep High School.
- In regards to the 2125 Fulton Street site, which is under MWRD ownership, the organization may be willing to consider conveyance of a portion of the property for redevelopment purposes.
- The portion of the 2125 Fulton Street site immediately abutting the Calumet-Sag Channel would be required to be preserved under MWRD ownership. The depth of the preservation parcel (a.k.a. set-back) may be approximately 60' from the shoreline. The setback area may be used as a recreational purposes and/or water management.
- The setback area may be able to be used for the proposed Cal-Sag Trail connection under a lease option between MWRD and the City. There may also be a possibility of a lease with a private HOA group and MWRD that may develop the remainder of the site.
- It is suggested that the City and SSMMA move forward in the preparation of conceptual development plans for the site, seek an appraisal for the value of the property, and return with a development concept that may be informally considered by representatives of MWRD.

Metra

Stakeholder Interview Contact:

Lynne Corrao, *Government Affairs Director*
Catherine Kannenberg, *Department Head, System Performance & Data*

Metra®
The way to really fly.

- During the course of the last several years, Metra has been in on-going communication with the City of Blue Island in regards to it various planning and development initiatives, specifically as they relate to the commuter parking lots within the downtown district.
- The City of Blue Island owns the lot located at 2250 Fulton Street which contains 194 surface level spaces. Twenty-two additional spaces are located on the Grove Street lot which is also owned by the City. Metra leases these lots for the commuter parking needs related to the Vermont Street station.
- The surface level lot located at 2125 Fulton Street is owned by the MWRD and was historically used for commuter parking. The lease agreement for commuter parking between the City and MWRD for the site is now expired. There are no plans to renew the lease at this time due to limited utilization of the site.
- Metra is open to consideration of the concept of redevelopment of the 2250 Fulton Street site so long as the commuter parking is replaced at no cost to Metra. The replacement parking must be at a 1 to 1 ratio and located within line-of-site and a ¼ miles walking distance of the station.
- The City and Metra have considered various other locations to develop parking including shared use options with major employers such as MetroSouth Medical Center, northwest of 2250 Fulton Street site. Metra has done similar joint parking arrangements in Arlington Heights, Palentine and Elmhurst. Financing of these projects remains a significant difficulty.
- If parking were to be relocated, there may be some pedestrian crossing concerns along Vermont Street. A directional signage program may be needed in conjunction with any parking relocation plan.
- Metra would prefer that the daily parking rate associated with any relocated parking remain at the current $1.25 / day so as to not discourage any ridership from the station.
- At this time, $2.9 million has been allocated for redevelopment of the Vermont Street Metra station. The dollars are allocated exclusively for station improvements and may not be used for other streetscape/signage enhancements.

Conceptual Development Vision Statements

Defining the preliminary Conceptual Development Vision for the individual study sites takes into consideration a diversity of competitive but equally important components. These include but are not limited to the:

- expressed development desires of the community;
- underlying zoning, land use, and infrastructure capacity and suitability;
- site acquisition and/or ownership willingness to participate in development/redevelopment initiatives;
- market/financial feasibility of the envisioned product type(s);
- identification and engagement of the proven private sectors partners; and
- political will to assist in successful project implementation.

Through the site and market evaluations, stakeholder interviews, and expressed desires of the community, the following preliminary Conceptual Development Vision Statements will be physically and financially tested for each of the study sites. Two concepts for each site have been evaluated to allow for comparison of both a moderate/high and low/moderate intensity development for the site.

CITY OF BLUE ISLAND – 2125 Fulton Street Study Site

Concept A – Moderate/High Intensity:

Development opportunities for 2125 Fulton Street in Blue Island are benefited by the existing access to the water front along the Calumet-Sag Channel, the MWRD SideStream Elevated Pool Aeration Station No. 3 to the west, and convenient walking distance to the Vermont Street Metra Station and retail, entertainment, and employment options in the Downtown district. These assets combined with the isolated location of the site within a residential neighborhood focus the development vision toward a multi-family residential use. The development should be consistent with the City's draft UT-TOD District. Four to six-story, market rate rental residential structures may be developed on the site and configured so as to maximize exposure along the Channel edge.

Vehicular access to the site may be from Fulton Street at or near the intersection with Chicago Street. Pedestrian access may be provided via the existing sidewalks along Fulton Street and Chatham Street. Pedestrian linkages within the development should be provided to the MWRD SideStream Elevated Pool Aeration Station No. 3 to the west, as well as the planned pedestrian/bike trail along the Channel.

Open space and landscaping may be provided as an aesthetic buffer along the Chatham Street and Fulton Street edges of the site. In addition, a 40'-60' setback from the Channel edge may be provided to allow for the planned Cal-Sag Trail connection. This path may be incorporated into the open space needs for the envisioned 2125 Fulton Street project.

Off-street parking may be provided via a centralized surface lot between the envisioned buildings of the projects and/or via a linear lot along Fulton Street. The selected focal point of the site configuration (e.g. Channel frontage or Fulton Street) will determine the appropriate location for the necessary surface parking.

Stormwater Best Management Practices

Promotion of water quality is of particular importance to MWRD and for sites adjacent to waterways such as the Calumet-Sag Channel. As such, sustainable stormwater management practices are a priority for this site.

According to 2012 MWRD detention credit guidelines, up to 25% of required detention can be provided using bioswales or rain gardens. The MWRD allows the runoff coefficient for rain gardens to be lower than that for turf grass, reducing the overall required detention volume.

To accommodate 25% of the required detention, 1,100 square yards of space for rain gardens may be provided in place of turf or planting beds. Rain gardens would include engineered soil, native plantings, and underdrains. This would create an excess 1,500 cubic yards of excavated soil to be hauled away.

Blue Island (2125 Fulton Street) Concept A – Moderate/High Intensity:

Site Area: 171,809 square feet (3.94 acres)

Building Height: 4 stories (46 feet)

- 3 stories residential
- 1 story parking

Building Square Footage: 299,936 square feet

- Building A: 184,836 square feet

  46,209 square feet per floor
  Residential total: 138,627 square feet
  Garage total: 46,209 square feet

- Building B: 115,100 square feet

  28,775 square feet per floor
  Residential total: 86,325 square feet
  Garage total: 28,775 square feet

Residential Units: 197 units (950 square feet/unit)

- 122 units (Building A)
- 75 units (Building B)

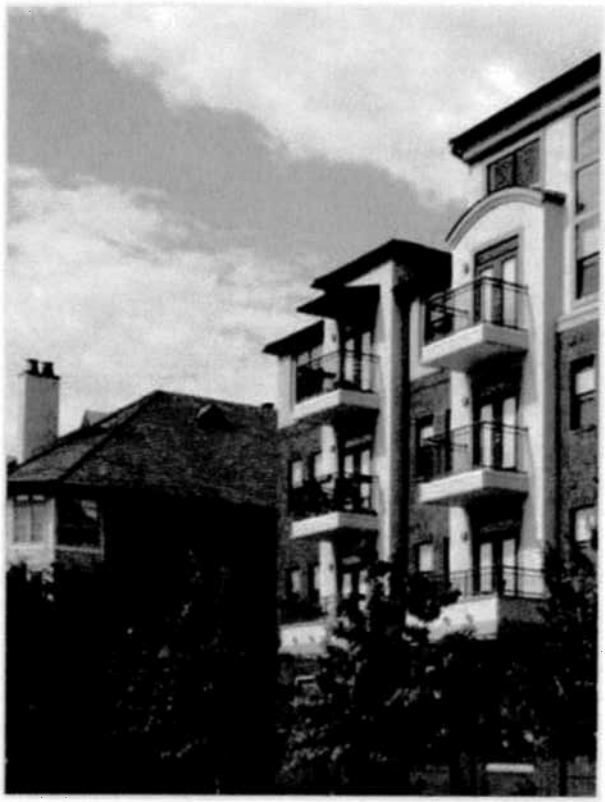
Parking: 223 spaces

- 146 spaces (Building A structure)
- 77 spaces (Building B structure)

60 foot Channel Setback

Sustainability Practices

- Up to 25% of required stormwater detention can be realized using bioswales or rain gardens
- 1,100 square yards of rain gardens will fulfill the volume credit offered by the Metropolitan Water Reclamation District of Great Chicago



Concept B – Low/Moderate Intensity:

To provide a transition between the single family character of the abutting neighborhoods to the north and the envisioned moderate intensity of the 2125 Fulton Street site, two to three story townhomes may be incorporated into the eastern portion of the site in conjunction with a 4-6 story market rate rental structure on the west portion of the property. The structures may be configured so as to maximize exposure along the Channel edge. In the short-term, the townhome product area may be reserved as open space or additional surface parking until the market for for-sale product improves.

Vehicular access to the site may be from Fulton Street at or near the intersection with Chicago Street. Pedestrian access may be provide via the existing sidewalks along Fulton Street and Chatham Street. Pedestrian linkages within the development should be provided to the MWRD SideStream Elevated Pool Aeration Station No. 3 to the west, as well as the planned pedestrian/bike trail along the Channel.

Open space and landscaping may be provided as an aesthetic buffer along the Chatham Street and Fulton Street edges of the site. In addition, a 60'-80' setback from the Channel edge may be provided to allow for the planned Cal-Sag Trail connection. This path may be incorporated into the open space needs for the envisioned 2125 Fulton Street project.

Off-street parking may be provided at a ratio of 1 space per unit via a centralized surface lot between the rental and townhome portions of the project and/or via a linear lot along Fulton Street. Dedicated alley loaded garage parking for the townhomes units may be provide in conjunction with the site configuration. The selected focal point of the site configuration (e.g. Channel frontage or Fulton Street) will determine the appropriate location for the necessary surface parking.

CITY OF BLUE ISLAND – 2250 Fulton Street Study Site

Concept A – Moderate/High Intensity:

Blue Island's 2250 Fulton Street site is unique in its proximity to a tremendous diversity of highly desirable amenities within the community. These specifically include the Vermont Street Metra Station to the northwest, the MWRD SideStream Elevated Pool Aeration Station No. 3 and Calumet-Sag Channel to the south, and Downtown to the west. These assets combined with the limited accessibility and visibility from a commercial perspective, move the development vision toward a multi-family residential use. The development should be consistent with the City's draft UT-TOD District. A four to six story, market rate rental residential structure may be developed on the site and configured so as to maximize the floor area ratio (FAR) of the site.

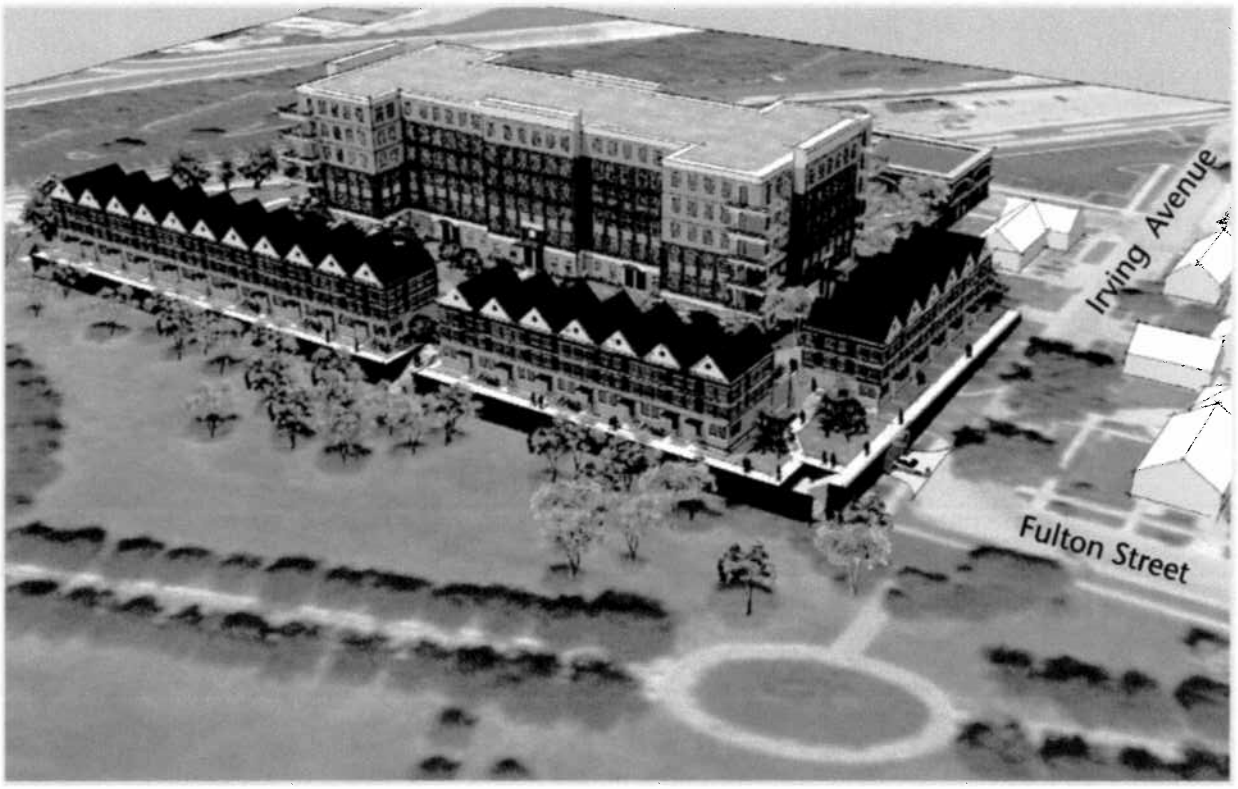
Due to its proximity to the train tracks, specialized noise and vibration mitigation elements should be incorporated into the design of the buildings located on the 2250 Fulton Site. Mitigation measures relating to this issue are not uncommon within the metropolitan area given its history and concentration of significant rail infrastructure. These measures consist of a variety of design techniques; such as reducing the number of openings in walls adjacent to tracks and positioning bedrooms away from those exterior walls, construction techniques; including using double wall systems and/or a floating floor systems to absorb noise and vibration, and material selection techniques; including installing heavy paned, double glazed windows and ensuring that all cracks and openings are sealed with high density sealant.

Vehicular access to the site may be provided from Fulton Street, Irving Avenue, and/or Grove Street. The significant grade difference (approximately 12') between Grove Street on the north and Fulton Street on the south create opportunities to potentially separate individual ingress/egress points for specific uses to be located on the site.

Pedestrian access and circulation may be provided via the existing sidewalks along Grove Street as well as sidewalk enhancements along Irving Avenue. Additional pedestrian linkages into the MWRD SideStream Elevated Pool Aeration Station No. 3 and to the planned pedestrian/bike trail along the Channel will also be provided at the southeast corner of the site near the intersection of Fulton Street and Irving Avenue.

Open space and landscaping may be provided as an aesthetic buffer along the periphery of the site, including a buffer with the Metra tracks. Given the urban character of the site and its proximity to the MWRD SideStream Elevated Pool Aeration Station No. 3, dedicated on-site open spaces are not envisioned to be included as part of the project.

A large grade separation between the north and south side of the site may allow for a 2-level shared parking structure. Upper levels could be envisioned for commuter use with a level walk to the station and lower levels would serve the residents of the building under development. Any reduction in the total number of existing commuter parking will be replaced at a 1:1 ratio with no cost to Metra. Off-site parking should be placed within a direct line of sight to the station and at no more than a ¼ mile walking distance as per Metra's guidelines for replacement parking.



Blue Island (2250 Fulton Street) Concept A – Moderate/High Intensity:

Site Area: 93,525 square feet (2.15 acres)

Building Height: 8 stories (89 feet)
- 6 stories residential
- 2 stories parking

Building Square Footage: 299,936 square feet
- 21,875 square feet per floor
- Residential total: 131,250 square feet
- Metra Garage: 93,525 square feet
- Apartment Garage: 59,100 square feet
- Townhome Garages: 9,550 square feet

Residential Units: 141 units
- 24 townhomes (1,550 square feet/unit)
- 117 apartments (950 square feet/unit)

Office/Commercial Space: 4,500 square feet

Parking: 420 spaces
- 217 spaces (Metra - 1st story structure)
- 203 spaces (Private - 2nd story structure)

Concept B – Low/Moderate Intensity:

The locational characteristics of the 2250 Fulton Street site, specifically Vermont Street Metra Station, the MWRD SideStream Elevated Pool Aeration Station No. 3 and Calumet-Sag Channel, and Downtown along with limited accessibility and visibility from a commercial perspective, move the development vision toward a multi-family residential use. The development should be consistent with the City's draft UT-TOD District. A four story, market rate rental residential structure may be developed on the site and configured so as to maximize the floor area ratio (FAR) of the site. The current commuter parking for 212 cars would be relocated to another site within the station area.

Due to its proximity to the train tracks, specialized noise and vibration mitigation elements should be incorporated into the design of the buildings located on the 2250 Fulton Site. Mitigation measures relating to this issue are not uncommon within the metropolitan area given its history and concentration of significant rail infrastructure. These measures consist of a variety of design techniques; such as reducing the number of openings in walls adjacent to tracks and positioning bedrooms away from those exterior walls, construction techniques; including using double wall systems and/or a floating floor systems to absorb noise and vibration, and material selection techniques; including installing heavy paned, double glazed windows and ensuring that all cracks and openings are sealed with high density sealant.

Vehicular access to the site may be provided from Fulton Street, Irving Avenue, and/or Grove Street. A drop-off area and guest parking may be provide at the Grove Street grade level while a second ingress/egress point may be provide at the southern end of the site. Pedestrian access and circulation may be provided via the existing sidewalks along Grove Street as well as sidewalk enhancements along Irving Avenue. Additional pedestrian linkages into the MWRD SideStream Elevated Pool Aeration Station No. 3 and to the planned pedestrian/bike trail along the Channel may also be provided at the southeast corner of the site near the intersection of Fulton Street and Irving Avenue.

Open space and landscaping may be provided as an aesthetic buffer along the periphery of the site, including as buffer with the Metra tracks. A small pocket park may be incorporated into the south end of area abutting the MWRD SideStream Elevated Pool Aeration Station No. 3. Given the urban character of the site significant dedicated on-site open space is not envisioned to be included as part of the project.

Off-Street parking options for the project may include guest parking within a surface parking lot accessible from Grove Street as well as a second surface level parking lot for residential units near Fulton Street. Parking ratios of the residential units would be approximately one space per unit. The total number of resident and guest space and the location and configuration of the proposed lots will be determined in conjunction with the conceptual design of the site.

Any reduction in the total number of existing commuter parking will be replaced at a 1:1 ratio with no cost to Metra. Off-site parking should be placed within a direct line of sight to the station and at no more than a ¼ mile walking distance as per Metra's guidelines for replacement parking.

Blue Island (2250 Fulton Street) Concept B – Low/Moderate Intensity:

Site Area: 93,525 square feet (2.15 acres)

Building Height: 6 stories (69 feet)
- 5 stories residential
- 1 story parking

Building Square Footage: 210,894 square feet
- 35,149 square feet per floor
- Residential total: 175,745 square feet
- Garage total: 35,149 square feet

Residential Units: 155 units (950 square feet/unit)

Parking: 187 spaces
- 99 spaces 1st floor parking
- 77 spaces existing surface parking
- 11 spaces added to existing surface parking

Preliminary Pro-Forma Evaluations

To begin to understand the potential feasibility of market desired development projects for each of the Blue Island/Vermont Street station development sites, a series of preliminary pro-forma evaluations were prepared for each area. These preliminary evaluations were designed to correspond with the Conceptual Development Visions designated by the stakeholder municipalities. In regards to the 2125 Fulton Street development site, the City of Blue Island indicated that it desired to evaluate only a moderate/high intensity development scenario, however, in the 2250 Fulton Street site both a low/moderate and moderate/high intensity scenario were developed.

The preliminary pro-forma evaluations demonstrate the relationship between density, tenant revenue, rental rates, and developer capitalization rates as they relate to project type and mix and thereby inform and strengthen the decision making process. The preliminary pro-forma evaluations provide the City of Blue Island with a broad "bird's eye" view as to whether the project is practical and feasible. Where the practical and financial validity of the proposed concept is verified, the stakeholder municipality can then determine the appropriateness of soliciting interest from the development marketplace. It should be noted that the preliminary development pro-forma evaluations are not intended to represent or replace the need for a developer's formal pro-forma. Such detailed pro-forma's can only be prepared by a developer once the project is made available to the marketplace.

The preliminary pro-forma evaluation tables (*as read from left to right*) provided below each of the conceptual development visions are intended to do the following:

- Apply market feasible rent per square foot estimates to produce the approximate annual revenue (a.k.a. gross income) that may be generated for each conceptual project (deductions for new building operating expenses can be made by a developer as part of a more detailed pro-forma).
- Calculate a project value for each development by utilizing the annual project revenue estimates and applying a market supportable capitalization rate (a.k.a rate of return) of 8%.
- Identify and examine the development costs (i.e. hard, soft, parking, and land preparation costs) to build the conceptual project in consideration of the identified project value and cash flows generated with an 8% rate of return.
- Calculate a land value by subtracting the construction costs, soft costs, parking costs, and site preparation costs (including detention) from the estimated project value. The total of development costs subtracted from project value will equal the amount which the developer can pay for the land (e.g. $+ or $0 or $-). In the case of a negative land value ($-) the developer would pay nothing for the land and the conceptual project is still in the hole assuming the requisite 8% rate of return for the developer. The land value is the last entry because the value of the land is what the project allows the value to be not what a property owner wants or what an appraisal might suggest.
- Identify market comparable "estimated land value" as found for comparative rates/prices for similar sized land in the region. Based upon the comparables found in the marketplace, the cost of land does not appear to be significant factor/ calculation in these scenarios.

For each of the scenarios presented, it should be noted that municipal partnering will be required. Such partnering may involve at a minimum land purchase and/or infrastructure improvements. Other incentive participation may also be necessary. Tax Increment Financing (TIF) is anticipated to be used as a primary partnering resource in cooperation with other potential sources as part of a broad "municipal tool kit."

The scenarios as presented begin to demonstrate to the City of Blue Island how practical the conceptual project may be and how manipulation of the input assumptions may significantly alter the potential feasibility of the project (e.g. rent assumptions, capitalization rate, construction costs, site prep costs, others). If the TIF increment over the life of the TIF is adequate to cover the deficit in the projected conceptual project pro-forma with a reasonable municipal investment (i.e. reasonable municipal investment as a percent to total project costs) then the stakeholder municipality may view the conceptual project as practical.

As stated previously, these preliminary pro-forma evaluations are intended to assist the stakeholder municipality in understanding the magnitude of potential financial partnering that may be necessary with developers to undertake these conceptual projects and whether or not the project elements (rents / quality) correspond to their development vision and expectations. It provides an answer to the question, "Should we proceed with developer solicitations in the marketplace?"

The input data and parameters used in the generation of the preliminary pro-forma evaluations were collected and tested from multiple sources so as to establish a set of conservative/practical assumptions based on the marketplace. Specifically:

- A wide range of rents for new construction from as low as $1.30 p/sf (from a very large developer) to $1.45/$1.50 p/sf (our general read of the marketplace) to $1.60 p/sf to as high as $1.70 p/sf were identified based on review of on-going, planned, and proposed development projects within the metropolitan area. For purposes of this study a rent of $1.50 p/sf (assumes a 950 sf apartment is $1,425.00/month) was selected.
- We identified various building construction cost estimates for moderate/high quality buildings that ranged from $160.00 p/sf (lowest from a very large developer) to $250.00 p/sf. Building construction cost estimates as provided on the RS Means website ranged from $138.00 p/sf (low); $154.00 p/sf (median); and $192.00 p/sf (high). The National Construction Estimator database projections that include hard and soft costs is $186.78 (adjusted for Chicago). Based upon these findings the construction cost of $186.78 p/sf was selected as it is: 1) from the national data base; 2) within the RS Means website data; and 3) close enough to the $160.00 to be considered comparative.
- Construction costs for structured parking were identified to range from as low as $20,000 to as high as $38,000-$40,000 per space. Historically, BDI has used a per space cost for structured parking of $27,000. As the structured parking in the majority of the development concepts must also support not just parking floors but also multiple residential floors, a structured parking cost estimate of $25,000 per space was utilized.
- Land preparation costs including but not limited to site grading, stormwater management, public and private utilities, and landscaping/ streetscaping were estimated based on the conceptual development plans and review of available municipal resources. The land preparation cost estimates were incorporated into the preliminary pro-forma evaluations to represent the total anticipated land preparation costs for the representative conceptual development project.
- A capitalization rate of 8% was selected based on the anticipated risk associated with the development of new construction projects (i.e. requires extensive tenanting). A rate of 8% is traditionally higher than the rate of return which would be utilized when purchasing a completed and fully tenanted building.

Estimated Financial Assistance/Incentives Participation

Using the conservative/practical assumptions identified above, the preliminary pro-forma evaluations of the conceptual development scenarios represent some interesting comparisons. As a broad rule of thumb, it is suggested that municipal participation in any single project be less than 20% of project cost or project value. The municipal participation calculation is the deficit or negative land value shown in the respective tables divided by project cost or by project value (we suggest use of the project cost calculation). The further below the 20% municipal participation threshold a project can be shown to demonstrate, the better the potential project from the municipalities perspective. Again, these calculations assume an actual land value of zero. The development cost/value benchmarks for each project as shown below:

Project	Cost	Value
2125 Fulton	16.8%	20.2%
2250 Fulton A*	15.2% / 26.8%	20.8% / 36.7%
2250 Fulton B*	12.0% / 16.4%	13.6% / 18.6%

NOTE*: *The development concepts for 2250 Fulton are provided with the cost of the relocated Metra parking removed. It will not work with the developer paying for structured Metra parking.*

The scenarios presented on the following pages represent a positive start for City of Blue Island. While manipulating the various input numbers to produce even more positive results is always possible but that does not seem like a prudent exercise. For example;

- Dropping the building costs from $186.79/ square foot to the lowest cost number we have heard ($160.00) would significantly improve the scenarios through a reduction in the projected deficit. However, that would be speculative and deviate from our objectives of utilizing a conservative approach to the calculation projections.
- Raising the rent from $1.50 to $1.60 per square foot would also improve the scenario. However, the issue is the true marketability of the project: $1.30 p/sf = $1,235/month; $1.50 p/sf = $1,425/month; $1.60 p/sf = $1,520/month. Reducing the size of the proposed units to 850 square feet would also affect rent ($1.50 p/sf is $1,275/month). The potential options are endless. Ultimately it is the marketability of the project which the developer (and the financing institution/bank) will use to determine the rent.
- The 8% capitalization rate is appropriate given the typical risk exposure for new development projects in the region. Lowering it does not seem practical. Raising it suggests the developer thinks the project is high risk and may be unlikely to pursue the project. The developer and financing institution will have significant input into the final capitalization rate.
- As per the direction of the community, the projects represented in the development visions are envisioned as moderate/high quality for their respective locations. Dropping the product quality may reduce costs and allow for corresponding reductions in the monthly rent. Eliminating structured parking with different design (e.g. all surface parking) may also reduce the development costs. However, the municipalities has requested a high quality project. Under any scenario where rents are reduced it is probable that the rent will still be higher than current rents (older buildings).

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building A	122	115,900	138,627	146	$1.50	$2,086,200	$26,077,500
Building B	75	71,250	86,325	77	$1.50	$1,282,500	$16,031,250
TOTAL CONCEPT	197	187,150	224,952	223		$3,368,700	$42,108,750

Blue Island (2125 Fulton Street)
Moderate/High Intensity

Site Data:

Site Area: 171,809 square feet (3.94 acres)

Building Height: 4 stories (46 feet)
- 3 stories residential
- 1 story parking

Building Square Footage: 299,936 square feet
- Building A: 184,836 square feet
  46,209 square feet per floor
  Residential total: 138,627 square feet
  Garage total: 46,209 square feet
- Building B: 115,100 square feet
  28,775 square feet per floor
  Residential total: 86,325 square feet
  Garage total: 28,775 square feet

Residential Units: 197 units (950 square feet/unit)
- 122 units (Building A)
- 75 units (Building B)

Parking: 223 spaces
- 146 spaces (Building A structure)
- 77 spaces (Building B structure)

Channel Setbacks:
- 100 foot setback from channel waterline
- 60 foot setback from channel property line

Sustainability Practices:
- Up to 25% of required stormwater detention can be realized using bioswales or rain gardens
- 1,100 square yards of rain gardens will fulfill the volume credit offered by MWRD

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$22,516,490	$3,377,474	$3,650,000	$3,000,000	$32,543,064		
$14,021,338	$2,103,201	$1,925,000		$18,049,539		
$36,537,829	$5,480,674	$5,575,000	$3,000,000	$50,593,503	-$8,484,753	$686,506

Estimated Financial Incentive Participation (cost/value)	16.8% / 20.2%
Estimated Annual Taxes	$842,180
Estimated 23-Year Increment Taxes	$19,370,100
Estimated Net Present Value	$10,361,700

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Apartments	117	111,150	131,250		$1.50	$2,000,700	$25,008,750
Townhomes	24	37,200			$1.50	$669,600	$8,370,000
Commercial/Office		4,500			$15.00	$67,500	$843,750
Parking (Metra)				217			
Parking (Resident)				203			
TOTAL CONCEPT	141	152,850	131,250	420		$2,737,800	$34,222,500

Blue Island (2250 Fulton Street) Concept A
Moderate/High Intensity

Site Data:

Site Area: 93,525 square feet (2.15 acres)

Building Height: 8 stories (89 feet)
- 6 stories residential
- 2 stories parking

Building Square Footage: 299,936 square feet
- 21,875 square feet per floor
- Residential total: 131,250 square feet
- Metra Garage: 93,525 square feet
- Apartment Garage: 59,100 square feet
- Townhome Garages: 9,550 square feet

Residential Units: 141 units
- 24 townhomes (1,550 square feet/unit)
- 117 apartments (950 square feet/unit)

Office/Commercial Space: 4,500 square feet

Parking: 420 spaces
- 217 spaces (Metra - 1st story structure)
- 203 spaces (Private - 2nd story structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$21,318,281	$3,197,742		$3,800,000	$28,316,023		
$6,042,210	$906,332			$6,948,542		
$871,889	$130,783			$1,002,672		
		$5,425,000		$5,425,000		
		$5,075,000		$5,075,000		
$28,232,380	$4,234,857	$10,500,000	$3,800,000	$46,767,237	-$12,544,737	$374,616

Estimated Financial Incentive Participation (cost/value)	15.2% / 20.8%
Estimated Annual Taxes	$684,460
Estimated 23-Year Increment Taxes	$15,742,600
Estimated Net Present Value	$8,421,400

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building	155	147,250	175,745	99	$1.50	$2,650,500	$33,131,250
Parking (Additional Surface)				88			
TOTAL CONCEPT	155	147,250	175,745	187		$2,650,500	$33,131,250

Blue Island (2250 Fulton Street) Concept B
Low/Moderate Intensity

Site Data:

Site Area: 93,525 square feet (2.15 acres)

Building Height: 6 stories (69 feet)
- 5 stories residential
- 1 story parking

Building Square Footage: 210,894 square feet
- 35,149 square feet per floor
- Residential total: 175,745 square feet
- Garage total: 35,149 square feet

Residential Units: 155 units (950 square feet/unit)

Parking: 187 spaces
- 99 spaces 1st floor parking
- 77 spaces existing surface parking
- 11 spaces added to existing surface parking

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$28,545,382	$4,281,807	$2,475,000	$1,800,000	$37,102,189		
		$528,000		$528,000		
$28,545,382	$4,281,807	$3,003,000	$1,800,000	$37,630,189	-$4,498,939	$374,100

Estimated Financial Incentive Participation (cost/value)	12.0% / 13.6%
Estimated Annual Taxes	$684,460
Estimated 23-Year Increment Taxes	$15,742,600
Estimated Net Present Value	$8,421,400

Development Assumptions

Parking Space SF	350			
SF/Acre	43,560			
Coverage	0.85	(Typical, but assume LV's coverages)		
Costs				
Soft Costs	0.15	Percent		
Land Preparation/SF		Per Land Prep Spreadsheet vs. Typical $3.50		
Land Cost/SF	$4.00	Listings range from $1.25PSF to $5.00PSF		
Cap Rate	8.00%			
	Per Sources			
Commercial Rent/SF	$13.00	$13.00		
Apartment Rent/SF (BI)	$0.90	$10.80	$0.90	Per apartments.com for Blue Island/Alsip (best product)
Apartment Rent/SF (Top Product)	$1.50	$18.00		
Retail/Commercial Rent (Better Product)	$15.00			
Garage Parking Cost/Space	$25,000.00			
Covered Parking Cost/Space	$14,000.00			
Surface Parking Cost/Space	$6,000.00			
Apartment Average SF	950			
TH Average SF	1,550			
Land PSF--Selected Listings				
$3.25				
$4.54				
$1.25	Concrete Plant, South Holland			
$4.00				

Market Construction Costs (PSF at Highest PSF)	At .89
APARTMENT, 2-3 STORY Costs per square foot of floor area	$139.82
APARTMENT, 4-7 STORY Costs per square foot of floor area	$162.43
OFFICE, 2-3 STORY Costs per square foot of floor area	$193.75
STORE, RETAIL Costs per square foot of floor area	$144.27
RESTAURANT Costs per square foot of floor area	$237.72

APARTMENT, 2-3 STORY (Costs per square foot of floor area)

Building Parameters: 2 Story, 10 Ft Story Height, 15,000 Square Feet

Exterior	
» Wood siding on stud frame	$148.90
» Brick veneer on stud frame	$152.60
» Stucco on stud frame	$148.30
» Brick, concrete block back-up	$157.10
» Decorative concrete block	$154.20

APARTMENT, 4-7 STORY (Costs per square foot of floor area)

Building Parameters: 6 Story, 11 Ft Story Height, 65,000 Square Feet

Exterior	
» Decorative concrete block, steel frame	$180.00
» Brick, concrete block back-up, steel frame	$182.50
» Brick, concrete block back-up, reinforced concrete frame	$162.10
» Precast panels, steel frame	$186.80
» Precast panels, reinforced concrete frame	$156.80

OFFICE, 2-3 STORY (Costs per square foot of floor area)

Building Parameters: 3 Story, 12 Ft Story Height, 23,000 Square Feet

Exterior	
» Wood siding on stud frame	$175.30
» Brick veneer on stud frame	$179.10
» Stucco on stud frame	$174.70
» Decorative concrete block	$181.90
» Brick, concrete block back-up, steel frame	$217.70

Construction Cost Assumptions

STORE, RETAIL (Costs per square foot of floor area)

Building Parameters: 1 Story, 14 Ft Story Height, 35,000 Square Feet

Exterior	
» Brick, concrete block back-up, steel frame	$162.10
» Precast panels, steel frame	$165.20
» Decorative concrete block, steel frame	$160.20
» Tilt-up panels, steel frame	$156.50
» Stucco on stud frame	$137.00

RESTAURANT (Costs per square foot of floor area)

Building Parameters: 1 Story, 12 Ft Story Height, 5,000 Square Feet

Exterior	
» Wood siding on stud frame	$252.90
» Brick veneer on stud frame	$258.00
» Brick, concrete block back-up, steel frame	$267.10
» Decorative concrete block, steel frame	$263.20
» Stone veneer, block back-up, steel frame	$296.40

ILLINOIS

Chicago	0.89
Peoria	0.89
Rock Island	0.88
Rockford	0.88

Land Preparation Cost Assumptions

Blue Island

» 2125 Fulton	$3,000,000
» 2250 Fulton, Concept Plan A	$3,800,000
» 2250 Fulton, Concept Plan B	$1,800,000

Tax Revenue Increment Assumptions

- Taxes are 2% per year of project value (re-verified to the greatest extent possible).
- A flat value assumption was used to create tax increment calculations. This means that no appreciation of the building value over the 23-year life span of a TIF has not been assumed. This provides a conservative estimate, since the building will likely appreciate in value over time.
- No annual payments have been included from the TIF increment to the school district based on dollar per head counts of students living in the building. The expectation is that the student head count would be very low.
- Net present values of the increment for each site scenario over the 23-year life span of the TIF have been calculated at 6.0%. This relates the cash flow to the present day value which could either be bonded or use a combination of bonding with an annual "pay-as-you-go" agreement with the developer.

KEY ACTION ITEMS

City of Blue Island

To assist the City of Blue Island in moving its respective TOD development sites to the next level, a series of community specific action items has been identified. Implementation of these items in conjunction with the larger Predevelopment Tool Kit recommendations can assist the community in establishing the foundations for successful development of their key TOD redevelopment sites.

City of Blue Island (2125 & 2250 Fulton Street)

- Update the Comprehensive Plan as necessary to reflect the development goals, objectives and vision as outlined within the study report.
- Complete the process of expanding the TIF district to encompass both the 2125 Fulton Street and 2250 Fulton Street sites.
- Complete negotiations with the Metropolitan Water Reclamation District (MWRD) which will allow for a sale of the property (and perhaps a means to determine the final price) to a future developer in conjunction with a Village administered site RFQ / RFP process.
- Determine the relocation site for the existing Metra parking on the 2250 Fulton Street site (i.e. the adjacent lumber yard) and determine the terms, conditions, and funding necessary to acquire the site and build the parking. A portion of the 2250 Fulton Street site is located within the railroad right-of-way. The City and Metra should work in conjunction with the railroad to resolve these issues in advance of soliciting developer interest in the site.
- Determine if any brownfield conditions exist on the site through execution of a Phase I environmental review.
- Be prepared to require a full market analysis from the proposed developer to determine absorption rates for new apartment units as the development will be at higher price points than any existing Blue Island product.

***Blue Island** (2125 Fulton Street) **Concept A** – Moderate/High Intensity*

***Blue Island** (2250 Fulton Street) **Concept A** – Moderate/High Intensity*

***Blue Island** (2250 Fulton Street) **Concept B** – Low/Moderate Intensity*

Predevelopment Toolkit

To assist stakeholder communities within the SSMMA jurisdictional area, the Predevelopment Toolkit section of the Initiative for the Chicago Southland Transit Region Implementation Study provides detailed descriptions and practical examples concerning municipal preparation for economic development. The descriptions and examples address site identification and planning, and subsequent site redevelopment/ development from project initiation through completion including the potential utilization of various municipal developments. The following Predevelopment Tool Kit has been prepared and addresses the following themes:

- strengthening internal municipal capacity mechanisms;
- effectively planning for desired TOD development;
- evaluating the potential impacts of the development;
- soliciting interest from the development community, and
- determining, where appropriate, public policy variances and/or municipal financing commitment levels as part of any development project.

The Initiative for the Chicago Southland Transit Region Implementation Study Predevelopment Tool Kit includes four sections which summarize the relationship between the priorities and requirements of the private sector when considering development and the public objectives of the municipality in pursuing a vision for the TOD/development area.. These sections are as follows:

1. The Municipal Checklist:

Representative Municipal Inquiries

The purpose of The Municipal Checklist is to provide a user friendly overview of the report which highlights the questions which municipal staff and elected officials might ask relative to each stage of the development process. The checklist highlights these questions, answers, and then directs the user to the more complete narrative in the report to provide the answers to these questions.

2. An Economic Development Framework For Municipalities:

The "Three-Legged Stool" Approach

An Economic Development Framework for Municipalities – The "Three-Legged Stool" Approach discusses the relationship between potential market supportable development; the ability of the public and private sector to agree on a vision based upon market realities; and, the location of land and buildings which can support the development potential.

3. The Municipal Review Process:

Guidelines for Evaluating PUD Approval, Zoning Variances, and/or Financial Assistance

This underwriting guide provides municipalities with a framework to determine how and when to best use different types of development financing incentives. Included within the guide are sample letters, documents, and other information that are typically provided by a municipality to potential developers and other stakeholders involved in the development and redevelopment process.

4. Portfolio of Municipal Economic Development Incentives and Tools:

The Portfolio of Municipal Economic Development Incentives and Tools includes a list of strategies and development mechanisms and tools that are successfully utilized by municipalities throughout the country, including numerous sources for additional information and a suggested program for organizing these key economic development and redevelopment efforts.

THE MUNICIPAL CHECK-LIST

Representative Municipal Inquiries

Municipal Inquiry: What broad type of support might developers be seeking from my municipality? Why does the private sector need municipal support at times? What are the key factors that create the need for this support?

Response: See page 48 which has a concise list of the eleven broad types of support a developer might seek and the seven reasons why particular elements related to a site might require municipal support in order to have a successful development.

Municipal Inquiry: What are the things we can do in advance of actual dialogue about a site with a developer to establish the proper atmosphere for development in our community? Do I need to have a general feel for where the site opportunities may be in my community through a prioritized community inventory.

Response: See page 49 for the list of nine items which a municipality can pursue to create the proper atmosphere for development. Yes, an inventory of sites is necessary as discussed on page three.

Municipal Inquiry: I understand that establishing development priorities is described as a "three legged stool" process involving:

- The Private Sector Review of Project Potential;
- The Relationship of Potential Projects to Municipal Goals and Objectives;
- The Ability of the Site to Sustain the Project.

Municipal Inquiry: What are the issues within each category that should be considered? Is a scoring system ever in order to prioritize sites within my community using the "three legged stool concept?

Response: See pages 50-51 for the nine items related to private sector review; the eleven items related to municipal goals and objectives; and the eight key issues related to the site which are important if the development is to be successful. Yes, a scoring system could be helpful and it is discussed next.

Municipal Inquiry: Until I reviewed these lists, I was not aware that there could be this number of important areas to understand. It sounds like there is a lot of work to do with elected officials and citizens before we actually have a potential development that is going through municipal review. As we bring the three legs of the stool together into our highest priority for sites is there any kind of scoring system which could be helpful?

Response: You are absolutely correct about the pre-development preparation work. This is often the most overlooked area by municipalities. Lack of preparation often leads to developer frustration whereby priorities and rules are being "made up on the fly" by the municipality leading to a lack of municipal direction and excessively long timeframes for the developer.

See page 52 for a potential scoring system and the reasoning behind the system.

Municipal Inquiry: What is a "by right" development request? How is the purpose of this Predevelopment Toolkit different than "by right" development? What is the reason for non-"by right" development requests from developers and property owners?

Response: "By right" development is development where the proposed project fits exactly with zoning and existing municipal policy (i.e. "development approval by the right of zoning and existing established public policy"). Non-"by right" development cannot be done within existing zoning and public policy. Typically, a developer or property owner is attempting to achieve or maximize property value through development not allowed by existing zoning. See page 53 for the seven broad reasons why a non-"by right" request might be made to a municipality and the nine potential reasons peculiar to a site which will require special (non-"by right") municipal review.

Municipal Inquiry: So, non-"by right" is going to: require much more information from the develop/ property owner; much more involvement of all levels of government (and also citizens); and a very proactive approach. This almost sounds like what a bank might do when evaluating a loan. Are there any similarities?

Response: Correct....correct.....correct! Please see page 54 for a summary of the similarities between bank lending and decisions about municipal partnering with the private sector in development.

Municipal Inquiry: What are the six stages of municipal development review and what are the elements within each stage?

Response: See pages 56-60 for a summary of the six stages of development review and the elements within each stage:

- *Pre-proposal meeting (nine elements from the developer; seven elements from the municipality)*
- *Application (eleven elements)*
- *Due diligence (nine elements)*
- *Elected official review*
- *Documentation*
- *Closing*

Municipal Inquiry: I know that at some point in the process we will be reviewing a complex developer financial pro-forma but how do I calculate a "bird's eye view" of the overall financial feasibility of this project? If the project needs the financial help of my municipality how do I determine how much is enough (or too much)?

Response: Page 59 makes reference to a detailed explanation in the earlier text of the report (pp 31-33) which summarizes how the "bird's eye view" is calculated. Page 60 makes reference to page 33 in the text which describes the potential decision matrix relative to the "right amount of municipal support in a project" while also offering further explanation in this regard.

Municipal Inquiry: Separate from being approached by an individual developer or property owner I understand there are occasions where our community will seek out multiple developer interest relative to a site via a RFQ and/or an RFP process. It is assumed that the municipality either controls the site or is in partnership with a cooperative owner before an RFQ and/or RFP is considered. What are the pro's and con's of each process and could you describe the various elements in a well written RFQ and RFP?

Response: See page 61 for a discussion of the pro's and con's of RFQ's vs. RFP's and page 62 for a summary of the key elements in a well written RFQ/RFP document. There is also reference to some actual examples from a community which successfully executed and RFQ and then an RFP developer solicitation.

Municipal Inquiry: What is the portfolio of economic development tools available to municipalities and how or where do I find more data on some categories?

Response: See pages 75-77 to review a summary of the tools including internet references to learn more about potential state, regional and national resources.

Local Tools:

- *TIF (including a summary of sixteen TIF eligible expenses)*
- *SSA's (Special Service Assessment Districts)*
- *Business Districts (Special Districts to Capture Additional Sales Tax Revenue)*
- *Other local tool options*
  - *Commercial economic development tools through DCEO*
  - *Low/Moderate income tax credits*
  - *Historic building preservation options*

AN ECONOMIC DEVELOPMENT FRAMEWORK FOR MUNICIPALITIES

The "Three-Legged Stool" Approach:

Overview of Development Scenarios

When determining the future vision of a TOD site, development/redevelopment district, or community as a whole, municipalities have many different potential development scenarios to consider. In regards to transit-oriented development (TOD), these options range from building new and/or adaptive reuse of shared retail and office spaces, industrial uses, single family or multi-family residential uses and multi-use combinations of the these options to name a few.

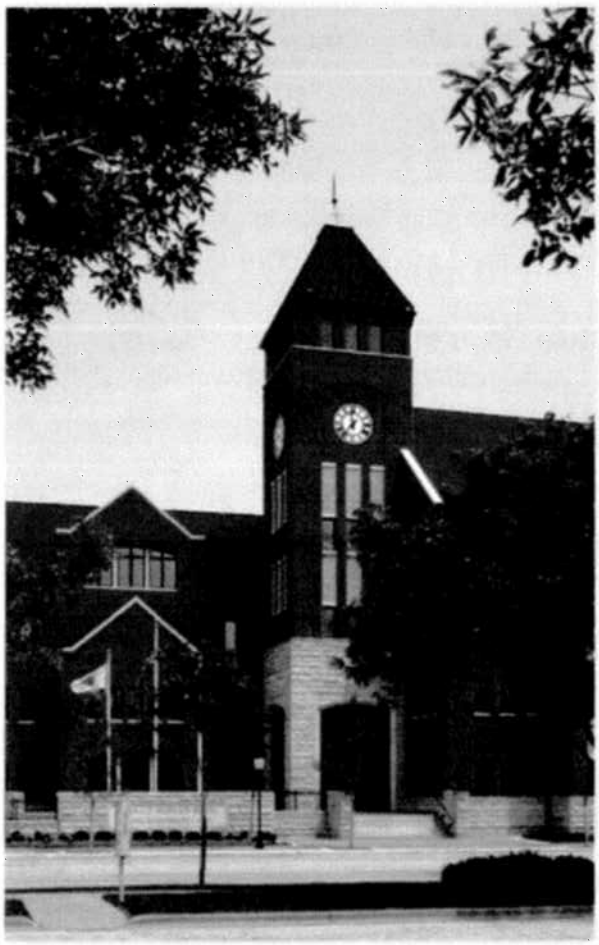
In order to achieve these scenarios, developers may desire and in specific instances require financial incentives for the project to be feasible. These incentives may take various forms including but not limited to:

- TIF funds
- Property tax rebates
- Municipal financed infrastructure improvements that would otherwise be paid for by the private sector
- Grants such as façade improvement rebates,
- Waiving of impact fees
- Waiving of liquor license fees
- Support for tax credit projects
- Other waived local required costs
- Request assistance and help in cooridination of property assembly and ownership
- Access to South Suburban Land Bank and Development Authority
- Loan funds

The reasons as to why a property owner (or a business tenant), developer, or both may seek municipal financing incentives/support may include:

- Land values appropriate for the development are below what is being requested by the land owner.
- A restrictive financing market that doesn't cover required borrowing costs (i.e. a 30-40% equity requirement for a loan may be too great a burden).
- Upfront costs to initiate development (which cannot be financed) are large enough to create a cash burden on the developer/project which cannot be overcome.
- For residential projects, the added cost of parking requirements which are supplemental to market-based price-points for units may create the need for subsidies to move a project forward.
- Significant environmental remediation costs associated with development/re-development of a specific site.
- Costs associated with required historic development and/or green development may not be able to be absorbed into the basic business model.
- The operating plan based on business sales projections (which drives all other items) may need a financing cushion until the business or development/redevelopment has established a balanced cash-flow or profit margin.

Given the complexity of development / redevelopment scenarios and a developer's unique financing needs, an underwriting guide has been developed which provides standards for municipalities to evaluate the potential of public-private partnership funds. These standards are based upon an assessment of need and the ability of the project to return the investment to the municipality. At times, some of the return may be viewed as "soft" meaning the full return may not be apparent; however, a new business or project may still have the potential to significantly stimulate TOD and/or district revitalization, making it a desirable long-term investment opportunity for municipal administrators.



The Role of Municipal Government

Successful economic development often times occurs when a municipality assumes a leadership role and actively builds proper partnerships. As such, having a flexible framework for working through the many different paths of a development/ redevelopment can be a significant asset and help save valuable public funds. Such is often required in the complex urban redevelopment scenarios such as TODs, where municipalities must evaluate their role in attracting, stimulating and perhaps cooperating with the private sector. In these scenarios, the role of government can include, but is not be limited to:

- Assistance in marketing and advertising to attract private sector development/ redevelopment interest.
- Attendance at various industry based meetings to help build private sector interest.
- Advise and counsel property owners and potential developers and tenants.
- Provide access to resources such as the South Suburban Atlas and scoping sheets/initial site review information.
- Improve the environment for the public sector through infrastructure development and maintenance.
- Ongoing enforcement of codes and regulations to maintain the proper environment for successful private sector commerce.
- Flexible zoning, density and height review, and design guidelines to match development/re development requirements with the municipal vision.
- Establishment of an effective developer and tenant review process which renders decisions in a timely and effective manner.
- Potential partnering with the private sector through the use of the aforementioned tools plus other tools such as tax increment financing (TIFs), tax rebates, sponsorship of grant requests, Special Service Assessment (SSA) districts, and other tools, as appropriate.

In advance of the potential role of government as summarized above, municipalities should consider prioritizing opportunities for development/redevelopment through the use of tools such as SSMMA Housing Investment Tool (HIT). These "prioritized opportunities" are essentially an evaluation of the site-by-site opportunities which exist in the TOD district for either full redevelopment (new construction) or rehabilitation of existing parcel and/or buildings. Analysis of sites and buildings can and often will encompass multiple traditional economic development scenarios (such as retail, commercial, residential, and multi-use) as well as other scenarios which support non-traditional development scenarios (municipal buildings, not-for-profit entities, tourism space, recreational space, open space, etc).

The analysis of these opportunities by site has been organized into a three-phased process which can be described as the "Three Legged Stool" approach, in which each "leg" or tenet of economic development is vital to the successful realization of the proposed project.

1. Private Sector Analysis

Based on the perspective of the development community the market potential analysis should factor in:

- Potential anchor tenant(s) and current business cluster strength.
- Site access and traffic counts.
- Purchasing power within 5- and 10-minute drive times.
- Regional economics, market competition, and potential for market growth.
- Developer awareness and perception of local issues.
- Local costs of doing business, including development costs.
- Municipal development review and administrative processes.
- Local consensus on development vision within the TOD district and surrounding environs.
- Resources provided by South Suburban Atlas including scoping sheet/site review information.

2. Relationship of Potential Project to Municipal Goals and Objectives

Based on the capability of the property owner(s) and the municipality, the following items should be considered as potential goals and objectives of the project:

- Determine if ownership of the parcel should be retained or sold.
- Consider what type of use is desired / warranted (by both the owner and municipality).
- Determine the level of urgency for completing the desired project.
- Establish realistic expectations considering the existing real estate market (this in particularly relevant during economically challenging times).
- Recognize and state the need to cooperate with municipal government and interests.
- Understand the contemporary development process.
- Provide for adequate support mechanisms (legal, financial, etc).
- Produce a centralized form of decision making (head of partnership, etc.).
- Foster municipal consensus on the project vision the project and use of necessary and appropriate financial tools.
- Establish an efficient municipal development review process.
- Ensure municipal relationships with other state agencies as necessary and appropriate for approval of the desired project.

3. Ability of the Proposed Site to Sustain the Project

The ability of the site location, land, and buildings to meet market, property owner, and municipal mutual requirements involves evaluating:

- Site access and traffic counts.
- Visibility, size, and configuration of the site.
- Brownfield, wetland, and relative remodeling costs (i.e. asbestos issues.)
- Infrastructure support.
- Land costs.
- Building adequacy or ability to remodel or raze structures, as needed.
- Impact of neighboring properties and abutting districts.
- Current zoning, height, density and design regulations and guidelines.

Frequently, municipalities must determine the priority level of a potential project and the related question may be how to create a scoring system which "ranks" projects. Aided by tools like the SSMMA Housing Investment Tool (HIT), this is not unreasonable. However, what must be kept in mind is that the process and projects being discussed here are not simple "by right" projects ("by right" projects can be built "by right" of existing zoning:

- the existing zoning allows for the project; the land owner wants to proceed;
- the land owner is either the developer or has partnered with a developer/builder; and
- no unusual issues which require municipal review exist (i.e. environmental; unique traffic issues; etc.).

For projects outside of "by right," which is the focus of this toolkit, a priority system may be appropriate. Accordingly, relative to a proposed project, each leg of the "three legged stool" (private sector review of project potential; relationship of potential project to municipal goals and objectives; and the ability of the proposed site to sustain the project) could be ranked from 1-3 (1 - excellent; 2 - above average; 3 - average)

However, an important consideration in using this scoring system is the following two realities: 1) The United States is in the worst development environment of the last 50 years and it is expected to continue for at least the next three years; and 2) municipal time and resources are severely stretched in this difficult environment and therefore there is little (if any) flexibility in working with "average" opportunities (and certainly no flexibility in working with below average projects).

As a result, the following scoring system is recommended:

Private Sector Review of Project Potential

Required Score: 1 = Excellent
In this development environment, it is unreasonable to pursue any project that the private sector has not identified as an excellent opportunity based upon the eight factors listed under Private Sector Analysis on page 98. Only excellent opportunities in this marketplace are going to get financed and have the full opportunity to be successful.

Relationship of Potential Project to Municipal Goals and Objectives

Required Score: 2 = Above Average
The project should have an above average ability to meet all eleven of the eleven listed goals and objectives listed under Relationship of Potential Project to Municipal Goals and Objectives on page 98. Some may not be ranked as a "2" on the first day the project is discussed but the municipality must feel that they can move all of the items to a "2" within a reasonable amount of time (i.e. six-nine months).

Ability of the Proposed Site to Sustain the Project

Required Score: 2 = Above Average
Whatever site issues keep the site from being above average immediately must be able to be rectified at a reasonable cost (within six-nine months).

Again, it is hard to imagine why a project with a ranking less than excellent in category one would be pursued. For the other two categories, Above Average scores which can be achieved in no more than six-nine months are strongly recommended. Pursuing projects with less than above average scores represent a risk to the municipality which they must evaluate before continuing.

Strong "three-legged stools" raise a property to the highest priority. Once this analysis is complete, the municipality may continue district-level development in the following order:

- apply their community vision to the set of strong "three-legged stool projects" to develop final priorities;
- establish a strategic plan for various site development/redevelopment; and
- begin to apply the available tools within the role of government as identified by the strategic plan.

Subsequently, government applies the same level of accountability, timelines, budgets, communication techniques, and evaluative process to its strategy as would be expected in any business operation. Included in the plan will be alternate scenarios to consider as the success of any development/ redevelopment process or economic scenario may diminish over time.

THE MUNICIPAL REVIEW PROCESS

Guidelines for Evaluating Projects Requiring PUD Approval, Zoning Variances, and/or Financial Assistance

Introduction

Municipalities regularly review requests from developers, individual property owners, business owners, and even not-for-profit entities to approve proposals that require changes to the developmental or operational processes of an existing entity. These requests go beyond a simple "by right" permitting process, where there is no unique approval requirement beyond meeting the rights specified by zoning.

Municipalities routinely handle these requests by examining:

- Overall rational of the specific request.
- The relationship of the request to the vision for the area as part of a "PUD Type" process.
- Degree of variance from the requirements of the existing code and/or regulations.
- Impact on surrounding property and districts.
- The relationship of the requested development to prior decisions which may be similar in nature.
- Potential requirements of municipal financial support.
- Overall impact of the project on the progress of the established municipal goals.

However, in some cases the overall magnitude of the requested changes warrants much more information than required by the standard review process. Accelerated reviews are typically associated with larger residential development or business development projects (commercial or retail) which often fit one or more of the following criteria:

- Considered part of a "special planning area" (such as the "PUD" type) requiring full municipal review, approval, and perhaps annexation in order to proceed.
- Prohibited by existing zoning.
- Dependant on financial assistance from the municipality.
- Sized differently than projects which have been built in the municipality.
- Significant visibility and positively or negatively impact surrounding properties.
- Reliant on greater community consensus than is normally required.
- Produce a significant financial impact on the municipality.
- Produce significant traffic impacts.
- Require an increase in municipal support services once built relative to the overall impact of the project.

Any time such development projects exceed "by right" approval (meaning within the existing zoning and requiring no municipal financial assistance), they are eligible for a more detailed review by the municipality. Certainly, the request for financial assistance (tax rebate, TIF funds, local municipal funds for economic development, waiving of permit fees, etc.) triggers a more intensive review. However, depending on the size of the request, a significant zoning change or the requirements of a "special planning area" could trigger a similar review.

Regardless of whether or not financial assistance is part of a development request, there are two key elements that constitute a maximum municipal review which are: the need for much more project information and the need for a much more expansive municipal review. "Maximum" municipal review means much more information is required about all aspects of the proposed project including detailed information about the projects financing, proposed tenants and the ability of the development team to successfully meet goals and timelines. This is not normally requested relative to a "by right" project. Secondly, "maximum" municipal review means that since the project is outside typical zoning or public policy much more time will be allocated for elected official and citizen review than would be necessary on a "by right" project.

As municipalities customize their review process to appropriately address the individual situation, they may choose to dilute certain conditions as unnecessary. However, when considering simplifying such requirements for developers, municipalities should keep the following considerations in mind:

- **Information:**
  Municipalities should gain as much information about every aspect of the proposed development/ redevelopment as possible if the municipality is prepared to spend significant staff and elected official time on the review and if the development/redevelopment will have a measurable and long term impact on the community.

- **Review Process:**
  To the extent that the proposed project is visible and perhaps a deviation from municipal "business as usual," it is important to provide the public with a appropriately rigorous review process in advance of project approval or rejection.

The following pages provide a prototypical phased approach to undertaking project review of development/ redevelopment proposals which meet the special circumstances described above. Throughout this approach, municipalities should remain cognizant of the following tenets:

- **Reasonable Expectations:**
  Municipalities should foster an atmosphere of reasonability regarding the extent to which developers are fulfilling municipal requirements. This of course necessitates that municipalities establish the parameters of what is considered reasonable and should be impartial to whether or not the developer wants to provide the required data, so long as information requests are in fact being met. If the project is within a special planning area (e.g. TOD zoning or overlay district), requires significant zoning review, and/or financial assistance is being requested, a reasonable request should be honored.

- **Fiscal Focus:**
  When a special planning area exists or municipalities themselves are one of a development project's financial partners, the evaluation process will greatly benefit when conducted in the manner typically used by banks as opposed to the planning / policy conformance and market analysis processes commonly conducted by municipalities (such as standard reviews of unsubsidized housing and simple commercial development proposals). As an example, before proceeding with a loan, a bank will consider the following:
  - What percentage does this proposed loan represent to our overall capital and how does the allocation of this capital affect other future lending opportunities?
  - How does the project compare with the "vision statement" the bank has prepared to guide its' operations?
  - How does the quality of the project relate to the bank's loan scoring system?
  - Is the rate of return to the bank adequate?
  - Does the developer have a track record?
  - Does the developer have enough of their own money involved in the project?
  - Are the timelines sufficient to assure that project closure will be achieved in a manageable amount of time?
  - While every project has risk, is the risk reasonable and is the risk protection adequate?
  - Separate from the inner workings of the loan committee, would the bank be comfortable in having its' Board, shareholders and customers know more about the loan?

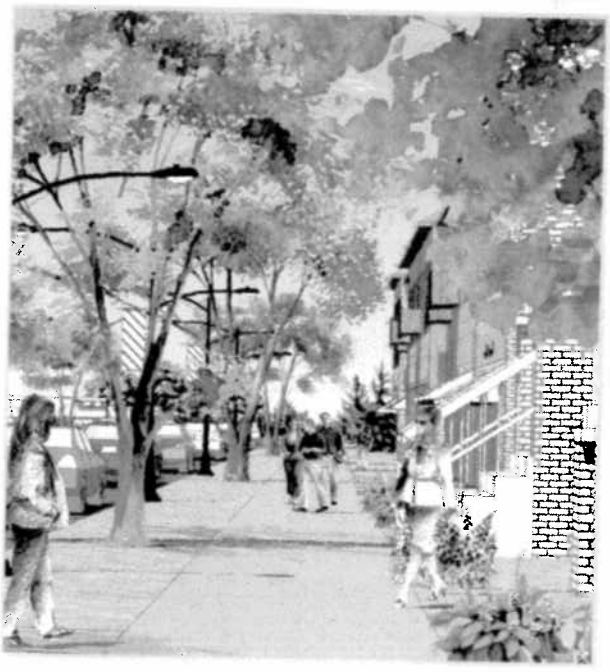
A municipality should ask the same questions.

- **Accountable Actions:**

  The following process applies objective evaluation criteria that are designed especially for special planning areas or instances when municipal financial investment is requested. This process goes beyond the normal zoning and code conformance evaluation since the community has invested significant time in creating a vision for the area and a responsibility exists to ensure a proposed development/redevelopment (and developer) meets the goals and objectives of that vision. Furthermore, in the case of a request for government financing, there is an equally strong accountability requirement since the municipality acts in the capacity of an equity partner or a banker depending on whether the assistance is a grant or a loan.

- **Responsive vs. Proactive Engagement:**

  The following process is designed for the highest threshold of evaluation in a non-RFQ/RFP environment (i.e. the municipality did not seek out developers in a competitive process controlled by the RFQ/RFP guidelines). While the initial reaction of the municipality is responsive (receiving the initial thoughts and ideas of the developer/property owner) once it is determined that this is not a "by right" project the entire municipal approach is proactive.



STAGE ONE: Pre-Proposal Meeting

Whenever a developer contacts a municipality regarding the possibility of a development/redevelopment project, the municipality should invite the developer to a pre-proposal meeting. This informal meeting with the leading staff member(s) within the municipality is an opportunity to establish a relationship and share information on the physical, financial, and political feasibility of a project. Such meetings are confidential and should not be discussed beyond the immediate participants.

The developer should be prepared to answer at a minimum, these questions at the meeting:

1. What is the experience of the team in developing similar projects?
2. Who are the team members? It is expected that list would include:
   - » Architects, Planners, and/or Engineers
   - » Lawyers
   - » Partners
3. What ownership rights does the team have?
4. What is the development concept?
5. Are there any unusual physical or access issues that the developer wants to discuss?
6. What level of tenant commitment does the project currently have (if any)?
7. What are the basic economics of the project (anticipated rents, special financing)? Are those assumptions economically feasible?
8. How much government assistance may be needed, and in what format?

If no request is being made the additional steps of this process may not be necessary; however for a special planning area, the process will continue regardless of the potential for financial assistance.

At this pre-proposal meeting, the municipality should not provide feedback on the content of the project (unless it is clearly outside of the parameters of the special planning area), but should provide any and all factual information necessary to complete a development application. That information includes:

1. Maps and development/redevelopment documents that designate flood plain and zoning for the development site.
2. A list of both public and private individuals who may be contacted to assist in the development. This list may include, but is not limited to:
   - » A primary staff contact who can provide planning documents.
   - » Contacts at each public and private utility.
3. Project application forms for all permits and planning processes.
4. A copy of the relevant administrative procedures and zoning information that may be purchased for a reasonable fee.
5. A copy of any special planning area documents (as applicable).
6. Municipal design guidelines (as applicable).
7. A thorough explanation of the application process and anticipated timelines for review based upon the municipalities history with similar projects. Timelines can vary based upon the complexity of the project. However, once a fully completed application has been submitted and assuming that calendars can be coordinated for key meetings it is not unreasonable to assume that project approval can be achieved within three-six months.

Following this meeting, it will typically take a developer up to two months to compile the appropriate information and documentation relative to the project application.

STAGE TWO: Application

Once the developer is ready to formally seek municipal approval, he/she should submit more precise and detailed information related to the project. It is expected that the press and local interest groups should be notified of the general development/redevelopment proposal at this time, excluding all financing and tenant information which should be kept confidential unless announced by the developer. The written submittal from the developer should include:

1. Details on the development team's experience including resumes and references.
2. A site plan that includes engineering, landscaping, and elevation information.
3. A summary of all other relevant approval processes to be conducted (i.e. those required by transportation and environmental agencies, and others).
4. Letters of intent from respective tenants for 70% space.
5. A pro-forma evaluation showing:
    - Anticipated rents / incomes.
    - Anticipated cash on cash return.
    - The financing gap .
6. A petition for the government funding to close the gap by increasing income (i.e. government rebates, property taxes, etc.) or decreasing project capital costs (i.e. government pays for infrastructure).
7. A financing proposal that shows funding sources for construction with contact information and lists of all government participation necessary to build the project.
8. A project budget.

STAGE THREE: Due Diligence

The municipal response to the application should entail a thorough analysis of the physical proposal and careful consideration of the request for financial support. In the case of a special planning area, the conformance of the project to the vision of the municipality's plan is of prime importance.

As part of this process, the municipality should request that independent market analysis, traffic/parking, fiscal impact, and land use studies be conducted by the municipality's regular consultants and paid for by the developer. While the developer is completing municipal requested studies, the staff should undertake due diligence. The due diligence process includes:

1. Check Developer Credentials:

- Verify references.
- Confirm banking relationships.
- Interview any existing tenants of a developer's current real estate holdings.
- Conduct site visits of controlled properties/ projects.
- Confirm land control issues.

2. Perform a Market Analysis for Project Feasibility (paid for by the developer):

3. Conduct Traffic/Infrastructure Studies (paid for by the developer):

- Determine capacity of area roadways.
- Identify required access improvements.
- Identify water/sewer and utility connections and capacity.
- Calculate costs and assign amounts to the appropriate financial stakeholder (federal, state, or local government, developer, etc.).

4. Conduct a Land Use Impact Study (paid for by the developer):

- Evaluate the anticipated impact on adjacent properties.
- Contemplate the potential impact on competing businesses (competition should not necessarily be viewed as undesirable).
- Consider the potential for spin-off projects.

5. Conduct a Fiscal Impact Study (paid for by the developer):

- Calculate potential increased tax revenue from the completion of the project.
- Ascertain the positive and/or negative impact on tax revenue to the surrounding area.
- Determine if there are increased safety costs associated with the project.
- Factor in the cost of providing infrastructure outside of the project site boundaries.
- Weigh the cost of investment against the anticipated revenues to gauge cost effectiveness of the project.

6. Determine Conformance to Community Policy and Goals:

- Consider how the project fits with community standards and expectations.
- Consider how well the project corresponds with the established special planning area vision.
- Confirm the market analysis is accurate.
- Evaluate the potential for new employment that the project may generate.
- Ensure that the project's appearance enhances the local environment.
- Utilize tools to evaluate the sustainability aspects of a project.
- Consider how the project improves the overall quality of life within the project area and overall community.

7. Evaluate Site, Building, and Engineering Plans:

- Check conformance with applicable zoning regulations.
- Check conformance with infrastructure requirements and capacity.
- Check conformance with municipal design guidelines (as appropriate).
- Evaluate the level of progress being made toward completion of the municipal or regional comprehensive plan(s).

8. Establish Legal Protections:

- Determine the legality of the financial commitment.
- Ensure the process is not in conflict with other municipal governing processes.

9. Municipal Underwriting of Financials and Requested Assistance:

- Draw up a financial and construction timeline.
- Develop a contingency plan for cost overruns.
- Identify a separate funding source(s) for operating business tenants and calculate five years worth of financial projections.
- Review and/or develop the project marketing plan.
- Identify how the requested incentives relate to overall investment and profitability.

The magnitude of municipal financial involvement (if requested) will vary significantly by municipal size, project scale, market trends, and overall economic conditions. Ultimately, the municipality must determine:

- The overall strength of the project with or without municipal financial support.
- The role of municipal financial support in achieving current market capitalization rates or profitability factors for various project types.
- The return on the municipal investment.
- The risk factors associated with the return of the municipal investment.
- The importance of the project to achieving the municipal vision for the area *(i.e. more risk might be considered for a pioneer project as opposed to a proposal within a "successful" area)*.
- Community consensus regarding the project.

Pages 31 to 33 of the report clearly outlines the arithmetic process whereby a municipality can work with a developer to determine a "birds eye view" of where there are "holes" (inadequate financial coverage) in a project which make it unprofitable or slightly profitable but too risky to proceed. The assumptions that are part of the process which is detailed for review are on pages 40 to 43 of the report This information can be utilized on a year-to-year basis by updating the data sources and receiving periodic updates from the consultant and developer communities. It is important to note that two data fields (land preparation costs) and tax revenue from the project can utilize approximations but lend themselves to more specific analysis through a civil engineering firm and a firm that specializes in TIF creation and TIF projections. This "bird's eye view" does not replace the detailed developer pro-forma which will be required later in the process.

Page 33 of the report outlines potential levels of municipal support in a proposed project. While there are no "absolute" rules, the following may be helpful:

- Except in rare instances, municipal participation should not exceed 20% of a project. The farther below 20% the better. The more the participation exceed 20%: the more risk there is for the municipality; and the higher the probability that the municipality is building a project which the marketplace would not build on its' own.
- Municipal participation typically does not exceed the funds the developer has in the project.
- Risk goes beyond how the project "looks and feels." Municipalities could be liable for project shortfalls with a bank just like the developer.
- TIF law may be changing. TIF planning should not always assume today's law is permanent. (visit http://www.illinois-tif.com for latest laws in Illinois)

This stage should result in a staff recommendation detailing the project conditions that must be met in order to commit municipal approval and, as applicable, municipal funding. Additionally, a comprehensive summary of all aspects of the project (including financial) should be developed which details the "who, what, when, and how" of both developer requirements and municipal requirements.

STAGE FOUR: Elected Official Review

After the staff and the developer agree on the terms and conditions of project approval and the contents of the term sheet, a public workshop is held to present the project. The purpose of this workshop is to forge agreement on the concept plan, grant authorization to proceed with the drafting of a redevelopment agreement, and provide an opportunity for public comment on the project.

STAGE FIVE: Documentation

Assuming the municipality authorizes the drafting of a development/redevelopment agreement, such is prepared and negotiated by the staff. As necessary, the municipality then enacts legislation to establish: project approvals; a public private partnership; and, the public funding commitment.

STAGE SIX: Closing

The municipality examines the same proof of performance that bank investors require such as title survey, leases, insurance, development/ redevelopment agreement, and construction contracts. This examination must take place prior to final project approval and the transferring of funds (where applicable) to the developer. Although funds are not transferred until the project is completed, the potential financial commitment of the municipality is understood to be part of the equity considered by other financing entities.

Additional Requirements of an RFQ / RFP Process

When a municipality acquires land and then chooses to seek developers, a Request for Qualifications (RFQ) / Request for Proposals (RFP) process will often be initiated (this may also happen in the rare instance when the municipality agrees to "partner" with a private sector owner who controls land but who has agreed to act in a cooperative manner with the municipality).

The municipality must first decide whether an RFQ / RFP process or an RFP-only process will be initiated. There is no "right answer" in this regard. The RFQ / RFP process has a lower initial threshold requirement (RFQ) for the development community and therefore has the opportunity to attract the highest level of interested applicants. Accordingly, projects which are complicated and require the greatest creative vision (which are usually larger) often begin with an RFQ in order to encourage the largest developers to apply, such as those who retain the capability and vision as well as the willingness to exploit multiple development opportunities and therefore seek the most efficient entry into the municipal review process. When such firms make the "short list" for the subsequent RFP process, they know that their time-consuming and costly efforts to complete the RFP process have a higher potential return-on-investment since they are on the "short list."

Various uses of RFQ and RFP are reasonable depending on the needs of the municipality. Recently, municipalities have been utilizing a process whereby a developer is actually selected after an RFQ process (without a subsequent RFP) and then the municipality goes directly into negotiations with a developer on multiple project issues.

Summary of Pro's and Con's to RFQ's and RFP's:

	Pros	Cons
RFQ	» Easier to/for developers to respond » Better probability for wider developer response » Easier to draft » Provides more options for developer creativity relative to the site » Easier to evaluate » In difficult current marketplace, almost mandatory, absent a very unique site	» Less specific detail about the site and plans for the site » A second level of more detailed developer(s) review will be required later in the process (either and RFP or specific discussions/ negotiations with a single developer) » Considering # 2, a longer overall timeline from beginning to final developer selection
RFP	» More specific detail relative to developer plans and developer capability » Shorter overall timeline	» Severely limits the number of developer responses » Limits developer creativity relative to the site » Harder to draft » Requires much more detailed consensus in advance of issuing the RFP at all levels of government and perhaps even with citizens » More time required to evaluate the first phase of developer responses

Again, it may also be appropriate to issue and RFQ and then an RFP (to a more limited audience) in sequence.

The RFQ / RFP process should be comprehensive yet very concise. Developers are not interested in reviewing potential contracts with the municipality or legal documents at this stage. If there is something in those documents that is particularly significant, it can be pointed out in a simple manner. The following are the key sections that RFQ and RFP documents should contain. Each should provide a concise explanation of what the municipality expects from potential developers:

- **Cover Letter:** The cover letter should include (in the following order):
  a) *a brief summary of the RFQ/RFP process to be followed;*
  b) *a brief summary of the location and site characteristics; who controls the site and their role;*
  c) *how does the municipality prioritize this development opportunity;*
  d) *municipal planning/preparation steps already taken; municipal flexibility relative to developer creativity about the site;*
  e) *information as to how developers respond and within what timelines;*
  f) *date of pre-submittal meeting/conference call; other municipal contact information.*
- **Project Overview:**
- **Development Objectives:** A clear statement of the goals and objectives the municipality hopes to accomplish with the project.
- **Role of the Municipality:** The municipal role in the development process and what other roles the municipality will consider taking on, based upon the quality and impact of the development plan.
- **Description of the Developer Selection Process**
- **RFQ Requirements** (if RFQ is used): Should include submittal document format and 6-8 key elements to be contained in the submittal.
- **RFQ Basis For Evaluation**
- **RFP Submittal Requirements:** *(if RFQ is used)*: Initially, the municipality is advising the developer as to what will be required for those on the "short list".
- **RFP Basis for Evaluation:**
- **Next Steps for Selected Developer:** Should include a request for a "Developer of Record Designation"/ timeline to negotiate a final contract with the municipality.
- **Proprietary Information:**
- **Response Deadline / Due Date:**
- **Method of Submittal:** Provide a postal address for sending a hardcopy response and/ or an email address if the municipality wishes to receive the documentation in electronic format. If the latter, it is standard practice to send a confirmation email to the submitter to ensure the documentation was received.
- **Attachments and Additional Information:** This can be extensive and include: comprehensive plans, a master plan, design guidelines, zoning maps and ordinances, site plans, renderings, and any/all other available information about the project site. Such information should be posted on a municipal website as opposed to sending an overwhelming package of hardcopy documents.

Again, these concepts can be modified to meet individual municipal requirements; however, the municipality should always balance its "need to know" with the requirements of the established process.

Finally, this underwriting guide is meant to be a sample framework which can be adapted to individual municipal needs. Likewise, documents such as "applications" can be crafted to meet internal requirements.

December 7, 2004

«FIRST_NAME» «LAST_NAME»
«COMPANY»
«ADDRESS»
«CITY», «STATE» «ZIP»

Dear «FIRST_NAME»:

On behalf of the City of , please find a Solicitation of Developer Interest/Request for Qualification for the site of the former City Hospital site. This approximately five-acre site lays between and in close proximity to downtown and the University of campus. The site is fully controlled by the City and has been prepared for redevelopment in advance of this solicitation, including clearing the site of the former hospital buildings. Redevelopment of this site and the revitalization of the neighborhood in which it exists is a very high priority of the City Council.

We believe that all the necessary steps have been taken to properly prepare for generating the interest of the private sector: In addition to acquiring and clearing the site; a Tax Increment Financing District (TIF) has been established; a Master Plan has been prepared (see attached image); a plan for other City investment in public open space and streetscape improvements is being developed; an RFQ/RFP process has been developed which is focused on facilitating one of the highest priorities of the developer—an understandable and efficient process in a reasonable timeline; and, the City has established this project as a priority and organized to ensure a time-efficient developer review process and project implementation. Also, while much time and energy has gone into this preparation, we remain flexible and open minded about the ultimate development solution as we begin the selection process, as our ultimate goal is a project that makes sense for the neighborhood, the developer and the City.

We sincerely hope that you will review the information and submit an indication of your interest. The Master Plan for the site and neighborhood redevelopment plan can be found on the City's web site at: . The deadline for your RFQ response is 5:00 p.m. on January 17, 2005 and we expect to notify a very limited number of qualified developers of our interest in a more complete RFP by February 11, 2005. To answer your questions, a pre-submittal meeting will be held at the City Building, , on January 7, 2005 at 1:30 p.m. in the Council Chambers. We will summarize the answers to all questions at the pre-submittal meeting and thereafter in a document that will be sent to all RFQ applicants.

In addition to the pre-submittal meeting and the website information, please call or e-mail at: for answers to questions you might have after the initial review. All responses should be sent to my attention at the City of , , . We appreciate your interest.

Sincerely,

Planning Director

Sample of a Solicitation Request-for-Qualifications Cover Letter

City of ,
Urban Residential/Neighborhood District Redevelopment Project

The Hospital Site

Avenue and Street
Between Downtown and The University of

Solicitation of Developer Qualifications

And

Request for Proposals

Overview

The City of , is seeking interested and qualified development firms to create a residential neighborhood that adds a unique housing choice to the market and capitalizes on the emerging contemporary urban character of the area.

The City is prepared to partner with the proposed developer and has already invested significant time and resources in: acquiring the land; preparing it for development; establishing a Tax Increment Financing (TIF) District; planning for the development of the public areas and business districts near the site; and establishing a framework of understanding with the City Council to facilitate the developer review and implementation process.

The project site is located between the revitalized downtown and the campus, of the University of . The property surrounding the project site includes existing multi-family residential, a park and waterway planned for major public improvement and commercial business districts to the west and the north. The development site is served by the public bus transportation network, which fully connects to the campus as well as the balance of .

The City of developed this information to seek qualified development entities and is responsible for selecting a development team, providing a partnering relationship, and offering direction throughout the development process. The City seeks an interested and qualified developer with a proposal to maximize the positive impact of the new construction on the larger neighborhood and to provide a return to the developer and to the City on their respective investments in the project.

The City has developed and adopted the Redevelopment Master Plan that presents the detailed context for the project. The Executive Summary from this Master Plan is appended to this document and the full plan is available directly from the City and through its web site. Key objectives as outlined in the Master Plan and in the original Project Goals are as follows:

- Create an urban neighborhood that is attractive to a diverse group of people.
- Develop the site in a way that is a catalyst for change in the surrounding neighborhood.
- Take advantage of the site location to link Downtown and Campustown (University of).
- Generate TIF increment to repay bonding and additional infrastructure support.

Sample of a Solicitation of Developer Qualifications and Proposals Project Overview

Description of the Site and Development Area

The Site

The site (shown in the attached exhibits) is approximately 5.19 acres located in a mature neighborhood. The City owns the site and it has been cleared and prepared for quick development. The City expects to receive a No Further Remediation (NFR) letter from the IEPA in the spring of 2005. The City utilized a TIF District to facilitate the preparation of the site. The public (bus) transit system in serves the site with connections to the University of and the metropolitan area. Located between downtown and the campus of the University of , which is also its "gateway" to the campus, the site has multiple amenities within walking distance including neighborhood commercial districts to the west on Street and to the north on Avenue. Both commercial districts are expected to revitalize as an expansion of Downtown success. The site is also within walking distance of Campustown, the retail corridor which primarily services the students and faculty of the University of . The site is an approved "high priority" of the City Council.

Development Area Surrounding the Site

The City has invested substantial resources in the development of several areas related by function and proximity to the site. The related areas are described in the attached exhibits and briefly below.

Downtown

The City has invested millions of dollars in the downtown to improve infrastructure, enhance streetscape and provide economic incentives for the redevelopment of vintage buildings. The downtown's eating, drinking and retail businesses have become popular gathering spots for both University students and local residents. Most recently, the City successfully partnered with a developer in the construction of a mixed-use retail, office and upper story residential condominium project on property controlled by the City. The success of this development has led the same developer to propose a second development partnership for construction on nearby City owned land.

The East Side Neighborhood and the University of Campus

The East Side Neighborhood is located north and west of the site. This neighborhood contains a mixture of uses, including the north Street area, commercial and service businesses and a limited number of residential units. Streetscape improvements have recently been completed on _____Avenue to the north of the site and along Street. Street links on and Street are playing a key role in connecting downtown and Campustown. Although the University campus is primarily to the and of the site, the development site is within walking distance of both Campustown and the campus of the University of . The East Side Neighborhood contains the Creek, an important drainage control element that will be improved through the construction of a detention basin as part of the development of a park amenity just west of the site, east of Street and south of Avenue. Park, which is just south of the site, provides an attractive amenity for potential new residents in the development. Additional investment is being considered for the park. Other infrastructure improvements to the perimeter of the site will be considered once the final development plan has been determined.

Development Objectives

- The primary objective of the site redevelopment is to create an urban, primarily residential neighborhood that is fully integrated into the surrounding residential, commercial and public open space land uses. The proximity of these uses to the site has already formed the basis of a "mixed-use" development. New urban-styled residential development will add a living opportunity that currently does not exist in the _____ market for a diverse population. Development of this site with residential, the enhancement of the public land into a more attractive amenity and the proposed investment in the commercial areas on Street and Avenue represent a comprehensive mixed-use vision for the neighborhood. The City intends to enter into a partnering relationship with the selected developer that maximizes this visionary opportunity for the site while providing a positive atmosphere for private investment and a long-term relationship with the City as a "development partner."
- The development of residential housing on the site is expected to act as a catalyst for the enhancement and redevelopment of other properties in the neighborhood, particularly along Street and Avenue. The City intends to assure that its further investment in the area, with particular emphasis on open land and infrastructure, is consistent with the development plan jointly agreed upon with the developer.
- The emerging success of downtown , the ongoing success of the University of _____and the close proximity of the site to both areas represent an opportunity to create a neighborhood connection between the two that is attractive to both pedestrian and non-pedestrian traffic. It is anticipated that the neighborhood will become the desirable location for the urban resident, young, middle-aged and old, who desires the multiple experiences offered by an entertaining downtown and a world-class university in a contemporary urban living setting.
- The City has sold $7.815 million dollars in bonds to buy, clear and prepare the site. It is the City's objective to select the development that generates sufficient tax increment to pay the bonds and, to the extent possible, provide additional funds to achieve other objectives of the TIF Plan. The City may consider modifying its revenue objectives if the project can exhibit significant value in achieving the other "neighborhood redevelopment" objectives. The leadership of the City is also prepared to facilitate a review of the developer proposals and the implementation of a final developer plan in a process and timetable that is consistent with the City's need to seek a return on its investment and the developer's interest in doing the same. Accordingly, while the broad vision articulated in this document and the Master Plan is a framework which should guide developer review, the City is open to other creative concepts which maximize City and developer return on investment and neighborhood revitalization. However, as the TIF is already in place and bonds have been sold, the timing of the developed project and the ability of the developer to move forward quickly will be an important consideration.

Role of the City of

The City Council has publicly stated its commitment to the redevelopment of this site and has engaged and supported its highly qualified staff and experienced consultants to advance the process.

The City of controls the land and has prepared it for development. A Tax Increment Finance District (TIF) and bonds have been sold. The City has commissioned the Master Plan that is available for developer review. The City Council has been fully involved in the

Sample of a Solicitation of Developer Qualifications and Proposals Project Overview

market analysis, the economic analyses and the development of the Master Plan. Given these actions to date, the City is prepared to assist in the development of a partnering relationship with the selected developer that maximizes the vision of neighborhood redevelopment in concert with a successful development environment and an adequate return to the City on its investment. The City fully understands that pace of the process involved in selecting the developer and implementing the development in addition to its commitment to a long-term partnership that tracks the ability of the market to absorb the development is critical to the overall success of the development of the Hospital site. Pending review of proposals, potential roles of the City could include, but not be limited to: utilizing some of the City owned land as equity; use of TIF increment to support the project; flexible zoning and density considerations; additional infrastructure improvements in the surrounding area; and, facilitating the development approval process. These potential roles will be defined during the final negotiation process based upon the quality and impact of the proposed development.

Developer Selection Process

The first step in the selection process is a Request For Qualifications (RFQ). On the basis of the qualifications submitted, the Council will identify the most qualified developer team. In the second step, the Council will issue a Request For Proposal (RFP) to a very limited group of the most qualified development teams. Recipients of the RFP can be assured that the number of final applicants is limited; the timelines for review are concise; and, the final review by the Council will be within a framework that the development teams will find clear, timely and direct. The team offering the most desirable proposal within the objectives outlined earlier will be designated the "Developer of Record" and will be asked to negotiate a final development agreement with the City.

The City of fully reserves the right to reject any and all submittals of both the RFQ and RFP if the City, in its sole discretion, determines that the submittals do not meet its goals and objectives for the development of this site

Request for Qualifications

Prospective development teams should submit a statement of interest and qualifications. The information submitted should be explicit and informative. Ten (10) copies of each should be submitted. Submissions should be limited to thirty (30) pages.

Letters of interest should be submitted to the Office of The Planning Director. The deadline for submissions is noted in the cover letter enclosed with this document and below.

The City of staff and consultant will review qualifications and recommend development teams to interview with the City according to the following timeline:

- Deadline for RFQ submittal:
- Interviews with selected teams: to
- Recommendation to the City Council:

After review by the City staff and consultant and the related interviews, if the credentials and experience of one team far exceeds those of all other teams, the City Council, acting on the recommendation of staff, may choose to designate that team as the proposed "Developer of Record" and request that only one team submit the required RFP documentation. Otherwise a limited number of teams will be asked to submit.

Sample of a Solicitation of Developer Qualifications and Proposals Role of Municipality

RFQ Submittal Requirements (limited to 30 pages)

- A letter of interest.
- While a detailed plan is not required at the RFQ stage, The City requires a concise narrative clearly indicating the nature and type of development that would be pursued on the site.
- The names and responsibilities of all organizations participating in the development team.
- For each organization, a description of overall qualifications, specific experience on similar projects, and references for those projects.
- For each organization, identification of key persons assigned to the project and the person in overall charge of the project.
- Evidence demonstrating the development team's capability to finance a project of this magnitude (confidential if requested).
- Any additional information that will support the development team's capability and experience with projects of a similar nature.
- The City prefers to develop the entire 5.19-acre site. However, the City may consider an RFQ response that proposes to utilize only portion, but not all, of the site.

RFQ Basis for Evaluation

- Developer Expertise---Priority will be given to the development team that has a history of successful real estate development and demonstrates the interdisciplinary expertise required for this type of project. Also of prime consideration is a track record of high quality development sensitive to the client and the setting, design expertise, innovative packaging and the ability to attract and retain quality buyers/tenants.
- Expertise on Similar Projects---Experience on similar residential redevelopment projects is considered essential. Comparable projects that are relevant and transferable must be described.
- Organization and Personnel---In addition to the development team's overall capabilities and experience, attention will be focused directly on the personnel assigned to the _____Hospital site and the manner in which they will be organized and managed.
- Financial Capability---Financial capability of the development team will be a major factor.
- Creativity, appropriateness and catalytic potential of the narrative concept plan.

Request for Proposals

Following the evaluations, the City Council will invite the most qualified development team(s) to submit a proposal consistent with the RFP terms and conditions outlined in this prospectus.
On the "Basis of Evaluation" outlined below, the Staff, with Council approval, will designate a "Developer of Record." The team designated "Developer of Record" will be given exclusive rights to negotiate with the City, for a limited and timely period, for implementation of a mutually satisfactory redevelopment project and plan for the Hospital site.

Sample of a Request-for-Proposals Submittal Requirements

Developer of Record

The development team selected as "Developer of Record" must be prepared to promptly enter into a development agreement with the City. The agreement will specify each party's specific roles and obligations in the implementation of the redevelopment project. The timeframe for negotiations will be subsequently determined.

RFP Submittal Requirements (limited to 30 pages)

The content of each invited proposal must address four major requirements:

- The proposed type, number and market-price points of the product(s)
- Documentation of the market for the proposed product(s)
- The organization, accessibility and character of the products
- The proposed role of the City of

Each of these requirements is explained below. Proposals must be submitted within 30 days of notice from the City Council.

- Proposed type, number and market-price points of the product---The City will want to clearly understand the type of product anticipated, the price points for the product and the anticipated customers for the product. Understanding this objective will clearly assist the City in evaluating the overall impact of the proposed project on the vision for the neighborhood.
- The design concept---The proposal must ensure that the development will be designed and implemented with a character and scale compatible with the neighborhood. Broad design guidelines for the site are available from the City as part of the "additional information" package. The design professionals to be utilized, if not part of the development team, must be identified along with evidence of their experience and skills. No elaborate design presentations are expected at this stage. The proposed design should be presented in a selected number of concept sketches with accompanying narrative. Items to be addressed include, but should not be limited to: building mass and height relationships both within the development and in contrast to surrounding uses; functional flow of pedestrian and vehicular traffic; parking and loading; overall architectural style or character; and the proposed treatment of public and open spaces.
- The proposed role of the City of ---The City of has already invested significantly in the land acquisition and in the preparation of the site for development. Other investments are anticipated in the future for the public areas surrounding the site. Other roles for the City will be considered. The requests for City involvement (financial and otherwise) shall clearly outline how that involvement will fit into the working of the total development package. Sufficient supporting information shall be supplied so that it can be determined that requested incentives are necessary for the proposed development to be accomplished at competitive fair market costs and adequate returns to the developer.

RFP Basis for Evaluation

The proposals invited by the City of a very limited number of qualified developers will be evaluated on the basis of the following criteria:

- Compatibility with the Master Plan---The concepts outlined in the Master Plan represent the vision that the City hopes to achieve as the market allows over time.

Sample of a Request-for-Proposals Submittal Requirements

- Return on the City's investment---While the City recognizes it role in "priming the pump" for economic and neighborhood development, the ability to receive an acceptable return on its investment in both the short term and over the life of the TIF will be a key consideration in the evaluation.
- Adequacy of financial package---The information supplied on the proposed method(s) of financing must be complete and in sufficient detail to enable the City to evaluate feasibility. If financial involvement is requested of the City, the involvement must clearly indicate the City's role relative to market price points, construction costs and the developers return on investment. Those plans, which leverage the City's overall investment into the highest neighborhood impact in concert with the greatest return on the City's investment, will receive the highest priority.
- Compatible design plan---The design concept shall be imaginative, reflecting a quality of materials, linkage to the activities and important elements of the surrounding area, and the site's importance to the connectivity between downtown and the University of . There are no constraints in architectural style.
- Best overall solution---A combination of neighborhood enhancement; a return on the City's investment; an interest and ability to form a successful partnership with the City; the long term viability of the project; site design and overall project appearance; and the track record and current resources and financial capability of the development team

Proprietary Information

Any restrictions on the use of information contained within a proposal shall be clearly stated as such within the proposal. The City will only be able to comply with a request for confidentiality to the extent allowed by law.

Response Due Date

Responses to this Solicitation of Developer Interest and Request for Proposal shall be submitted no later than day, , 2004. Responses received after this time will be considered non-responsive and, at the discretion of the City, may not be considered.

Where To Submit Responses

Please submit responses to this Solicitation/Request to:

Planning Director
City of

Attachments and Additional Information

Attachments:

Additional Information: The City of has established a web site containing the Master Plan and all other relevant information. The web site can be accessed at:

Questions concerning the Solicitation/Request or the site should be directed to ; or e-mail at:

Sample of RFP Basis for Evaluation (continued), Proprietary Information, Response Deadline, Method of Submittal, and Attachments and Additional Information

PROPOSED COVER LETTER FROM —TO BE SENT 2-11-05
Individual letters to each of the three finalists:

- Burnham Redevelopment, LLC (Mesirow Stein, etc)
- New England Builders
- The Pickus Companies and VOA Associates

RE: Request for Proposal
Dear Mr. :

On behalf of the City of , thank you for submitting a response to our Request for Qualifications for the Hospital site. Based on your qualifications, you have been selected to receive this Request for Proposal. Please be advised that, in order to assure the finalists that their further investment of time is reasonable, only three firms have been asked to submit a proposal. Also, it is the intent of the City to interview each of the three finalists so that everyone will have a full opportunity to express their plans for this site and the credentials that they bring to this development opportunity.

Our original RFQ clearly outlined the very high importance that the City Council places on the redevelopment of this site and the related positive impact on the surrounding neighborhood. Hopefully, the tight and focused process, which has been utilized to solicit your interest, clearly indicates our commitment to advancing this priority project in a timely manner.

Your proposal is due by 4:00 PM on Tuesday, March 29, 2005. Please note that it is the intent of the City to successfully negotiate a final contract agreement with the selected developer within 45 days from the time of selection. While this is further evidence of our commitment, we obviously expect that the selected firm will be prepared to participate in such negotiations and in the indicated timeline.

The enclosed Request for Proposal outlines in detail the requirements of the submittal. Please remember that we are looking for proposals that balance neighborhood revitalization and an appropriate return to the City for its financial investment in a manner that provides a reasonable return to the developer. Of prime importance is the type of product; its density and land use; access, circulation and parking; the proposed price points and the market for the price points; the project phasing; your ability to finance and build the project; and, very specific expectations about the role of the City of (financial and otherwise).

We will be pleased to receive your calls, e-mail or a request for a pre-scheduled visit if you would like more information ( ). All responses should be sent to my attention at the City of , . We appreciate your ongoing interest.
Sincerely---

Planning Director

Sample of a RFQ Response Letter and Next Steps for Selected Developer (for a Proposal)

City of .
Urban Residential/Neighborhood District Redevelopment Project

The Hospital Site

Avenue and Street
Between Downtown and The University of

Request for Proposals

Completion of the Qualifications Process

The City of is very pleased that you submitted your qualifications in the RFQ process and that your firm has been selected for a short list of firms which are being requested to submit a proposal. Previously, you received an overview of the project; a description of the site and development area; development objectives; the role of the City of ; and, an overview of the developer solicitation RFQ/RFP process. The following is a reiteration of the RFP process with the insertion of some key dates for your review.

Request for Proposals

Now that the initial qualifications process is complete, the City Council is inviting the most qualified development team(s) to submit a proposal consistent with the RFP terms and conditions outlined in the original prospectus.

On the "Basis for Evaluation" outlined below, the Staff, with Council approval, will designate a "Developer of Record." The team designated "Developer of Record" will be given exclusive rights to negotiate with the City, for a limited and timely period, for implementation of a mutually satisfactory redevelopment project and plan for the Hospital site.

Developer of Record

The development team selected as "Developer of Record" must be prepared to promptly enter into a development agreement with the City. The agreement will specify each party's specific roles and obligations in the implementation of the redevelopment project. The exact timeframe for negotiations will be subsequently determined. However, it is the strong intent of the City that the Council will receive a final development agreement from staff with a recommendation of approval in no more than 45 days from the date of the Developer of Record designation.

RFP Submittal Requirements (limited to 30 pages)

The content of each invited proposal must address four major requirements:

- The proposed type, number and market-price points of the product(s)
- Documentation of the market for the proposed product(s)
- The organization, accessibility and character of the products
- The proposed role of the City of

Each of these requirements is explained below.

Sample of a Request-for-Proposals Submittal Requirements

- Proposed type, number and market-price points of the product---The City will want to clearly understand the type of product anticipated, the price points for the product and the anticipated customers for the product. Understanding this objective will clearly assist the City in evaluating the overall impact of the proposed project on the vision for the neighborhood.
- The design concept---The proposal must ensure that the development will be designed and implemented with a character and scale compatible with the neighborhood. Broad design guidelines for the site are available from the City as part of the "additional information" package, which is on the City's web site. The design professionals to be utilized, if not part of the development team, must be identified along with evidence of their experience and skills.

  The proposed design should be presented in a selected number of illustrations with accompanying narrative. Items to be addressed include, but should not be limited to: building mass and height relationships both within the development and in contrast to surrounding uses; functional flow of pedestrian and vehicular traffic; parking and loading; overall architectural style or character; and the proposed treatment of public and open spaces.
- The proposed role of the City of ---The City of has already invested significantly in the land acquisition and in the preparation of the site for development. Other investments are anticipated in the future for the public areas surrounding the site. Other roles for the City will be considered. Requests for City participation should be very specific in terms of the amount and duration of financial participation; specific zoning or regulatory relief; infrastructure considerations; and, any other ancillary issues. The requests for City involvement (financial and otherwise) shall clearly outline how that involvement will fit into the working of the total development package. Sufficient supporting information shall be supplied so that it can be determined that requested incentives are necessary for the proposed development to be accomplished at competitive fair market costs and adequate returns to the developer.

RFP Basis for Evaluation

The proposals invited by the City of a very limited number of qualified developers will be evaluated on the basis of the following criteria:

- Compatibility with the Master Plan---The concepts outlined in the Master Plan represent the vision that the City hopes to achieve as the market allows over time.
- Return on the City's investment---While the City recognizes it role in "priming the pump" for economic and neighborhood development, the ability to receive an acceptable return on its investment in both the short term and over the life of the TIF will be a key consideration in the evaluation.
- Adequacy of financial package---The information supplied on the proposed method(s) of financing must be complete and in sufficient detail to enable the City to evaluate feasibility. If financial involvement is requested of the City, the involvement must clearly indicate the City's role relative to market price points, construction costs and the developers return on investment. Those plans, which leverage the City's overall investment into the highest neighborhood impact in concert with the greatest return on the City's investment, will receive the highest priority.
- Compatible design plan---The design concept shall be imaginative, reflecting a quality of materials, linkage to the activities and important elements of the surrounding area, and the site's importance to the connectivity between downtown and the University of . There are no constraints in architectural style.

Sample of a Request-for-Proposals Basis of Evaluation

- Best overall solution---A combination of neighborhood enhancement; a return on the City's investment; an interest and ability to form a successful partnership with the City; the long term viability of the project; site design and overall project appearance; and the track record and current resources and financial capability of the development team.

Proprietary Information

Any restrictions on the use of information contained within a proposal shall be clearly stated as such within the proposal. The City will only be able to comply with a request for confidentiality to the extent allowed by law.

Response Due Date

Responses to this Solicitation of Developer Interest and Request for Proposal shall be submitted no later than Tuesday, March 29, 2005 at 4:00 PM. Responses received after this time will be considered non-responsive and, at the discretion of the City, may not be considered.

Where To Submit Responses

Please submit responses to this Solicitation/Request to:

Planning Director
City of

Additional Information

Additional Information: The City of has established a web site containing the Master Plan and all other relevant information: . Follow the instructions to the information.

Questions concerning the Solicitation/Request or the site should be directed to at or e-mail at:

Sample of RFP Proprietary Information, Response Deadline, Method of Submittal, and Attachments and Additional Information

A PORTFOLIO OF MUNICIPAL ECONOMIC DEVELOPMENT INCENTIVES AND TOOLS

Municipal economic development incentives are commonplace for communities seeking to offer the greatest flexibility in regards to development/redevelopment assistance. The following list of tools federal, state and local opportunities and capabilities and are packaged as a potential portfolio of municipal options all oriented to economic development. This list of tools represents the composite list of options currently available to municipalities.

Traditional Local Tools

Tax Increment Financing (TIF):

The following areas are subject to improvement via the use of TIF funds:

- Public infrastructure
- Streetscape
- Land write down
- Land acquisition
- Planning costs
- Sewer and drainage
- Traffic control
- Landscaping
- Park improvements
- Bridge construction and repair
- Demolition
- Utilities
- Street reconditioning and lighting
- Water supply
- Environmental remediation
- Parking structures

Special Service Assessment Districts:

These districts generate revenue in the form of a special property tax, approved by property owners, in a defined district. The proceeds from this tax may then used to fund development/redevelopment improvements which benefit the property owners within the district. Typical eligible expenses include:

- Marketing
- Planning
- Streetscapes
- Maintenance
- Public/Private Management Organizations

Business Districts (BD's):

Similar to SSA's, these are specific areas which allow municipalities to capture up to an additional 1.0 % in sales tax which must be reinvested into the respective area. TIF eligibility standards are utilized to define Business Districts.

Other Tools and Development Strategies

- Property tax, equipment tax, and sales tax rebates.
- Façade improvement grants which may include consideration of internal build-outs and landscaping as an additional eligible expense.
- Liaison with IDOT for private development.
- Utilization of currently owned municipal land for development purposes (i.e. no TIF funds would be required for an acquisition or land write down).
- Working capital loans (a municipal support mechanism with substantial risk).
- Creation of improved public transportation services.
- The use of liquor licenses to stimulate quality food and beverage business, which can be used in concert with façade improvement funds, as applicable.
- Municipal equity positions in quasi-private buildings (i.e. convention centers).
- Parking improvements (includes construction of new parking and improvement of existing lots and facilities. Also, the subsidizing of parking rates can be implemented in an effort to encourage public use).
- Granting of zoning and easement modifications.
- Acceleration of the municipal review process.
- Reductions or elimination of fees for selected development initiatives.
- Grants / loans for sustainable projects (i.e. green development).
- Assistance to the private sector in the recruitment of candidates for jobs and employee housing options.
- Providing municipal security and/or enhanced maintenance for special areas.
- Providing capital for marketing events, community initiatives, and/or tenant recruitment.

Additional information related to the above-mentioned tools, and others, is provided below:

Commercial Economic Development: The State of Illinois administrates state (and federal) funds through the Department of Community and Economic Opportunity (DCEO) www.commerce.state.il.us/dceo/. A comprehensive array of programs are offered including but not limited to grants to municipalities; the Advantage Illinois Program (small business lending, start-up's, venture capital); local government assistance and training; low income population support; job training; a revolving business incentive fund; the Main Street Program; urban assistance, and others.

Low-Moderate Income Housing Support: The Low Income Housing Tax Credit Program has been widely used to support residential development throughout the United States. The following web site provides an excellent summary of these programs and the process municipalities can follow to access support: www.danter.com/taxcredit.

Historic Building Preservation Support: The Illinois Historic Preservation Agency administers the tax credit program which supports the costs associated with the renovation of historic buildings. To access this information: www.illinoishistory.gov.

Based on the variety of tools and strategies available to municipalities, communities should organize their support for economic development within four packages or categories and select the appropriate level of support on an annual basis. These packages/categories include:

- New Development
- Existing Building/Site Renovation
- External Recruitment of Developers and Tenants
- Downtown / Business District Marketing and Events

Chicago Southland Economic Development Corporation:

CSEDC is responsible for identifying, organizing, and collecting public and private resources in order to promote local businesses. As a result, initiatives led by the CSEDC provide economic growth, job opportunities, and development potential throughout the Chicago southland. (csedc.info)

South Suburban Mayors & Managers Association:

Located south of the City of Chicago, SSMMA is an intergovernmental agency providing technical assistance and joint services to 42 municipalities representing a population over 650,000 in Cook and Will Counties. SSMMA members work cooperatively on transportation, legislation, land use, economic development, housing, storm water and open space planning, infrastructure, public safety, human resources, recycling and purchasing.(www.ssmma.org)

Chicago Southland Housing & Community Development Collaborative:

The Collaborative is an inter-jurisdictional approach to address housing and community development in the southern suburbs of Chicago. Through advocacy and by leveraging resources and partnerships, the Collaborative develops regional solutions, programs and educational opportunities to advance the goals of the member communities. (cshcdc.org)

South Suburban Land Bank Development Authority:

The South Suburban Land Bank and Development Authority is a newly forming organization which aims to incentivize economic development through the management and development of vacant, abandoned, and tax-foreclosed properties. Through the Authority municipalities in the southern suburbs can effectively transform these properties back into productive parcels that reinvest in the community.

Cook County Department of Planning & Development:

The Cook County Department of Planning and Development (http://www.cookcountygov.com)is the principle regulatory body for planning and development issues throughout the county. The Department offers a variety of tools and incentives aimed at promoting economic opportunities and business development. The goals of these tools is to promote:

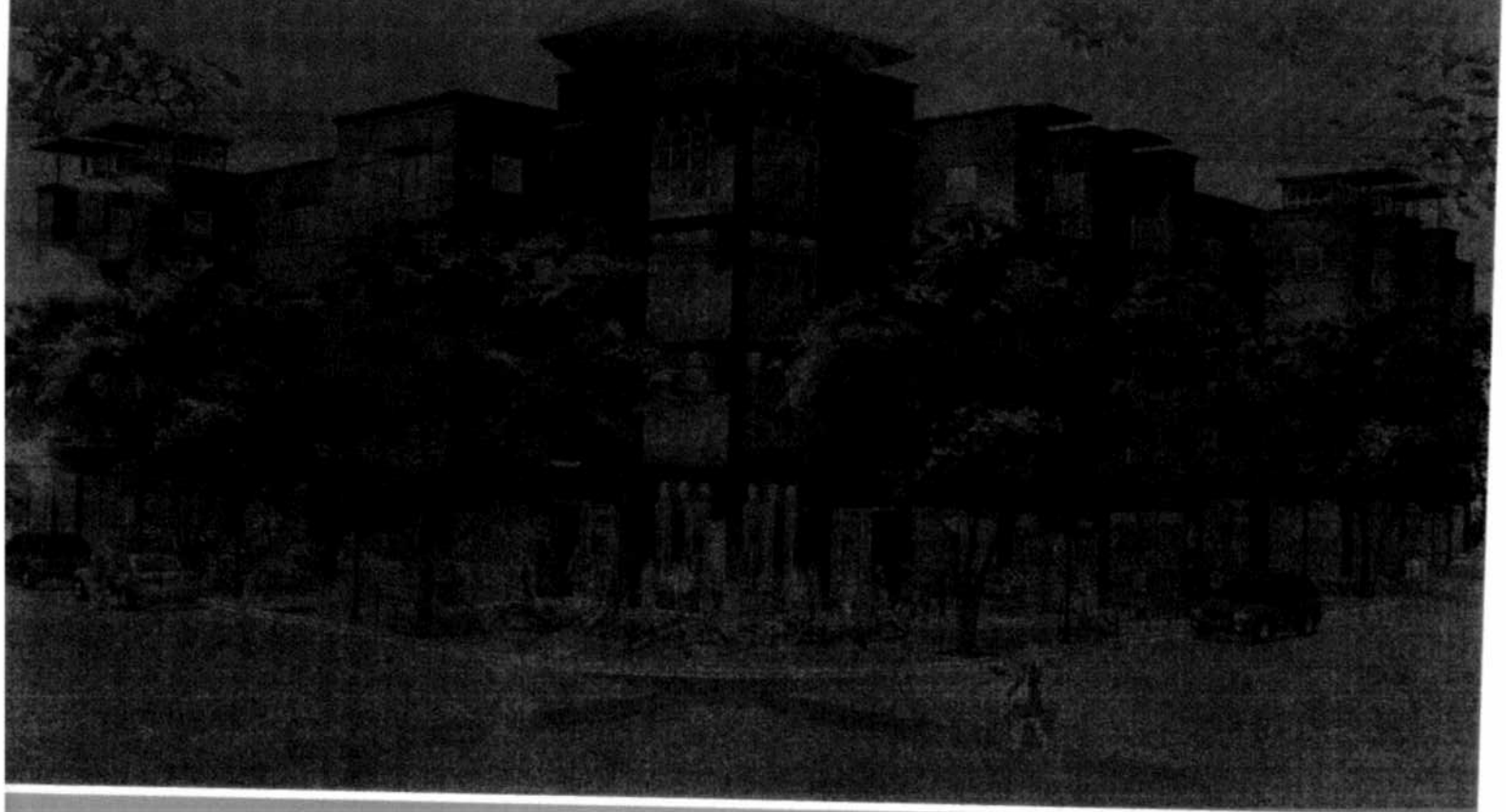
- Sustainable community investment.
- Business growth, attraction, and retention.
- Affordable housing.
- Regional planning.
- Workforce development.

210

Initiative for the Chicago Southland Transit Region

Implementation Study

City of Oak Forest



August 2012

Acknowledgements

Thank you for your participation in the planning process for the **Chicago Southland Transit Region Initiative Phase 2: Implementation Study** (Implementation Study). The success of this planning effort is made possible through the concerted and sustained efforts, input, and insights of representatives of South Suburban Mayors and Managers Association (SSMMA), Chicago Southland Economic Development Corporation (CSEDC), Cook County Bureau of Community Development, municipal stakeholders, Regional Transportation Authority (RTA), Pace Suburban Bus, and Metra Commuter Rail.

South Suburban Mayors and Managers Association:

1904 West 174th Street
East Hazel Crest, Illinois 60429
(708) 206-1155
www.ssmma.org

Chicago Southland Economic Development Corporation:

1904 West 174th Street
East Hazel Crest, Illinois 60429
(708) 922-4671

Cook County Bureau of Community Development

69 West. Washington Street, Suite 2900
Chicago, Illinois 60602
(312) 603-1000
www.cookcountygov.com

Municipal Stakeholders:

City of Oak Forest

15440 South Central Avenue
Oak Forest, Illinois 60452
(708) 687-4050
www.oak-forest.org

Public Transportation Agencies:

Representatives of the Regional Transportation Authority of Northeastern Illinois (RTA), Pace, and Metra.

Planning Consultant Team:

Land Vision, Inc.
601 West Randolph Street, Suite 300
Chicago, Illinois 60611
(312) 775-6220
www.landvision.com

With assistance provided by:

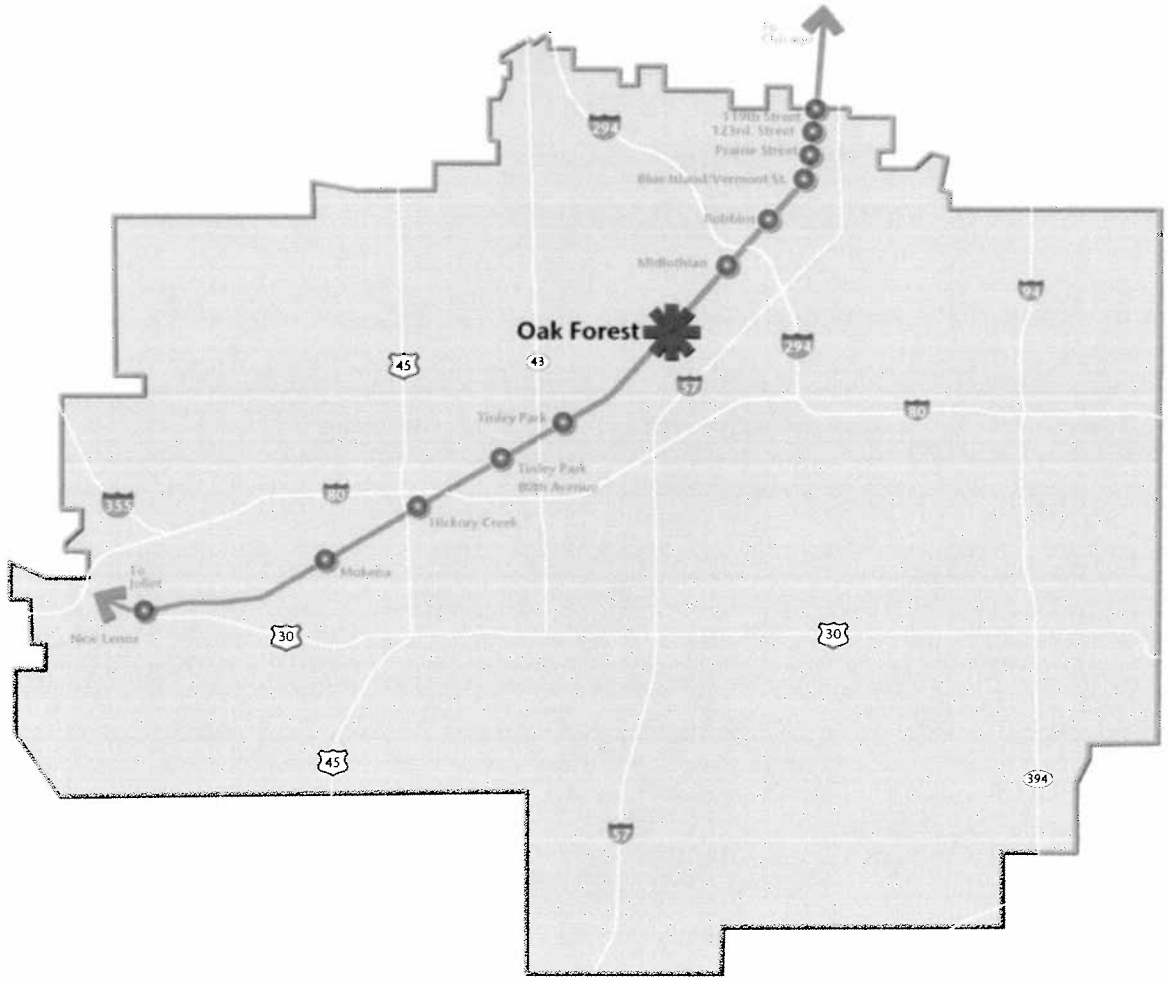
- **Business Districts, Inc.**
  9040 Forestview Road
  Evanston, Illinois 60204
  (847) 902-8152
  www.business-districts.com

- **Baxter & Woodman Consulting Engineers**
  39 South LaSalle Street, Suite 816
  Chicago, Illinois 60603
  (312) 578-0050
  www.baxterwoodman.com

- **Diane Legge Kemp, SP.**
  164 Fairbank Road
  Riverside, Illinois 60546
  (773) 793-2050
  www.leggekemp.pro

- **Featherstone, Inc.**
  4610 Roslyn Road
  Downers Grove, Illinois 60515
  (630) 737-1990
  www.featherstoneinc.com

Table of Contents



Legend

Rock Island District Line

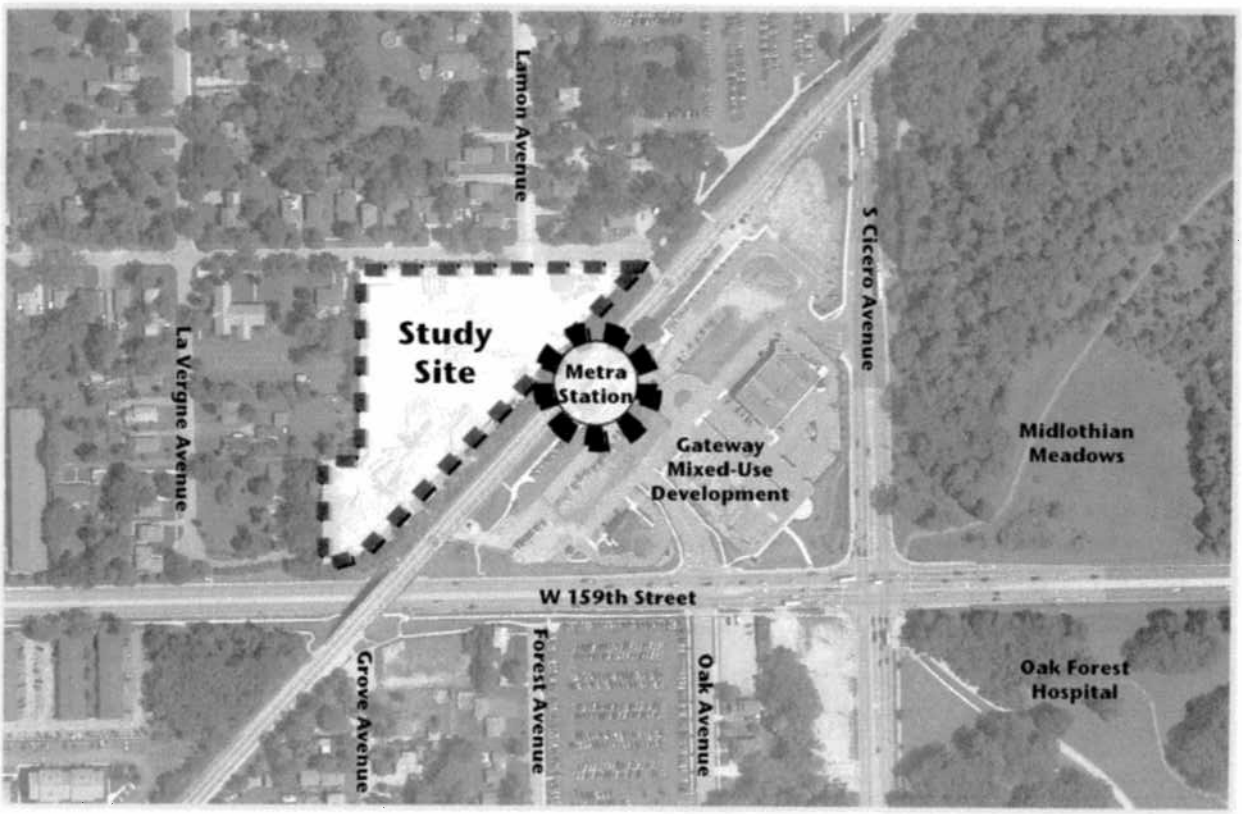
Station Location

Phase 2: Implementation Study | Context Map

Introduction

Purpose and Scope of Implementation Study

SSMMA/CSEDC and the City of Oak Forest have demonstrated significant initiative in proactively planning for and efficiently working to establish the implementation framework for transit-oriented development within the south suburban region. The **Initiative for the Chicago Southland Transit Region - Implementation Study** builds upon the success of the Phase I initiative to include the preparation of predevelopment work and associated market supportable conceptual development plans for a development site located in proximity to the Metra commuter rail transit station within the City of Oak Forest. The predevelopment work and plans will build off of local initiatives and momentum in the community to evaluate the potential to solicit and attract development interest from the private sector. The ultimate goal of the **Implementation Study** is to assist the community in realizing significant progress towards the creation of viable catalyst projects within the station area. The analysis, plans and implementation steps created as part of this process will be used as a model for implementing additional transit-oriented development throughout the south suburban region.



Oak Forest Station Study Area | Location Maps

Legend

Study Site

Metra Station Location

Background Data Review

Where We Started

To more fully understand the issues and opportunities impacting the identified study site, various regulatory, planning, and development initiatives previously completed and/or on-going by the community were reviewed for their relevance to the goals and objectives of the Implementation Study. These documents serve as a valuable foundation upon which to identify and plan for future development that is compatible with the municipality's desire for this key site, sought after by potential end users and tenants, and financially supportable in the marketplace.

The regulatory, planning, and development initiative documents reviewed include:

City of Oak Forest

- Initiative for the Chicago Southland Transit Region
- Comprehensive Plan
- Redevelopment Plan and TIF District 3
- Homes for a Changing Region
- Gateway Development Plan
- Metra Station Improvements
- Making Smart Choices: Transit-Oriented Selector Analysis of South Suburban Corridors
- Zoning Regulations

CITY OF OAK FOREST

Initiative for the Chicago Southland Transit Region

In 2009 the South Suburban Mayors and Managers Association commissioned Land Vision, Inc. and its consultant team to prepare a transit study involving 36 existing and 9 proposed station areas within it jurisdictional service area. The study's aim is promoting economic development in the south suburbs by capitalizing on the region's commuter rail network and highlighting the health related environmental and social benefits of transit. The Initiative, as it relates to the Oak Forest Station area, identifies existing conditions and community desires, resulting in the assignment of one of four station area typologies to describe the character, scale, intensity, and type of development envisioned for the area.

The Initiative characterizes the Oak Forest station area as a Multi-Use Transit Center which is envisioned as a place that has the potential to or currently serves as the economic and cultural center of the community.

Characteristics of a Multi-Use Transit Center include:

- supporting a diversity of economic / community activities;
- arrival/departure of at least 25 trains per day, 7 days a week;
- concentration of moderate density, mix of residential, commercial, employment and civic/ cultural uses; and
- location of community and local serving retail with some destination retail opportunity.

The Initiative relative to the Oak Forest station area also includes a series of Developer Typology Assignments that are intended to help the community in targeting specific types of developers using a more efficient and effective marketing and recruitment strategy. In addition, the developer typology assignments are beneficial to the development community in helping to identify potential sites in a more user-friendly manner. The Oak Forest Station Area has been assigned the following Developer Typologies:

- **C: Commercial** – This type of developer selects commercial sites that are typically located closer to the center of the community and are already served by public infrastructure.
- **R-LD: Residential Infill: Low Density** *(below 5 stories)* – This type of developer has expertise in the design and construction of a variety of low to medium density housing products.
- **I: Industrial** – This type of developer has expertise in the design and construction of a variety of industrial facilities.
- **B: Brownfield** – This type of developer builds market-supportable developments exclusively on land that has been contaminated by previous industrial or commercial uses.

A portion of the development objectives identified within the Initiative are currently underway. The partially completed Gateway Development at the northwest corner of 159th Street and Cicero Avenue is a catalyst project helping to stimulate the larger redevelopment goals around the remaining three quadrants of the intersection as well as on the Wille Brothers industrial property to the northwest. The Gateway Development has reconfigured a significant portion of the station area with retail and service uses along with the relocation of the Metra commuter parking lot to the south side of 159th Street. Two commercial buildings currently occupy the site and plans for two additional mixed-use buildings (commercial/ residential) are under consideration within close proximity to the Metra platform. Implementation of these additional buildings will help to achieve the goal of a vibrant and livable station area at this key development location.

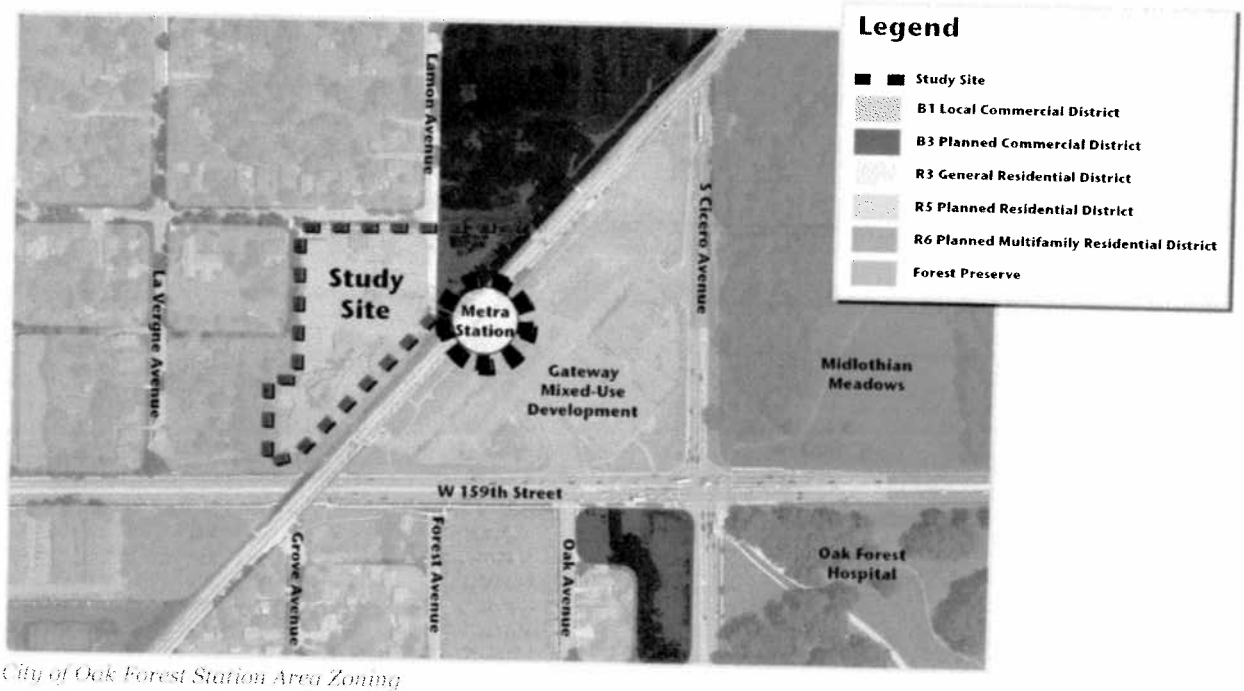
Zoning Regulations

The City's Zoning Map, updated in 2008, designates the majority of the Oak Forest Station area including the Gateway Development site and the western portion of the Wille Brothers industrial property as **B1 – Local Commercial District**. The purpose of this district is to provide appropriate locations for local and neighborhood retail and service commercial establishments. The B1 District generally allows most customer-oriented commercial uses as well as residential uses via the approval of a special use permit. The City's zoning regulations do not include standards for height or bulk in the B1 District.

The northeast corner of the Wille Brothers property, as well as the southwest corner of 159th Street and Cicero Avenue, are designated as a **B3 – Planned Commercial District**. The B3 district is intended to allow for planned commercial activities in areas along major streets where restrictive lot depths have impacted commercial developments in the past. The B3 district allows for property assembly, including lots which adjoin the rear of lots fronting on a major street, and there subsequent development in accordance with a pre-approved development plan. The B3 District generally allows most commercial uses along with residential uses via approval of a special use permit. The City's zoning regulations do not include standards for height or bulk in the B3 District.

Off-street parking standards for the City of Oak Forest include the following minimums:

- *Multi-family dwellings:* Two parking spaces for each dwelling unit
- *Two-family dwellings:* One parking space for each dwelling unit
- *Business, professional and public administration or service office buildings:* One parking space for each 250 square feet of floor space
- *Restaurants (not including drive-in establishments):* One parking space for each 100 square feet of floor area in the building
- *All other business and commercial establishments:* One parking space for each 250 square feet of floor area



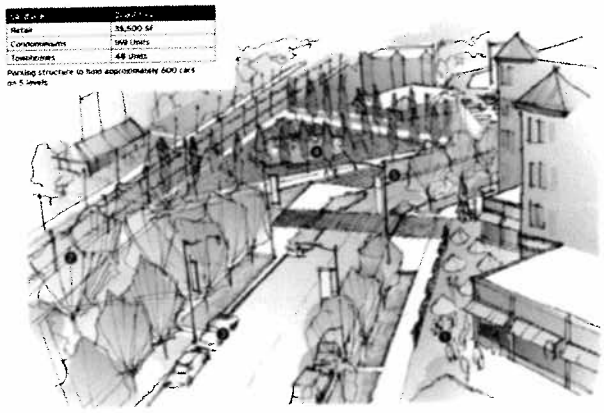
City of Oak Forest Station Area Zoning

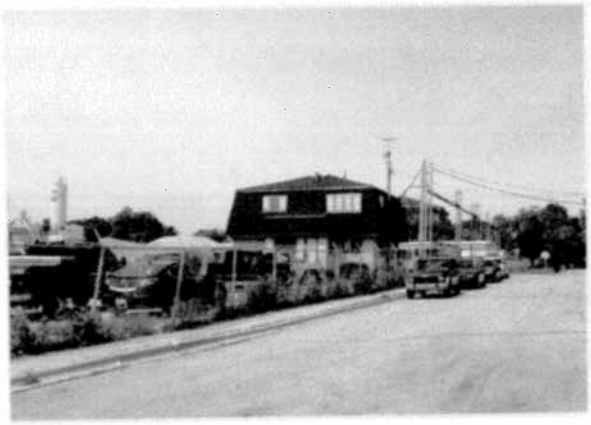
Comprehensive Plan

The Oak Forest Comprehensive Plan (adopted 2008) designates the future land use of the Gateway Development site and the property at the southwest corner of 159th Street and Cicero Avenue as mixed-use. The Gateway Development, now in progress, has established retail and service uses on the site and includes two additional mixed-use buildings intended to provide commercial space and residential housing in close proximity to the station. The Wille Brothers property is designated as a combination of mixed-use, multi-family residential, townhouse residential, and parks and open space.

Building on the Future Land Use Framework, more detailed plans, goals and policies have been developed for the Oak Forest station area. The Sub-Area Plan depicts a general pattern of future land uses within the area, and highlights key connections and open spaces that establish a pedestrian-friendly and transit-supportive environment. Key features of the Sub-Area Plan include:

- A station parkway north of the station and directly adjacent to the tracks.
- A centralized station plaza.
- Storefront retail and restaurants north of 158th Street and west of the tracks.
- Increased residential density including mid-rise mixed-use and condominium buildings on the southwest side of the Wille Brothers property.
- Development density that "steps down" to townhouses on the northwest side of the Wille Brothers property, including redevelopment of the single-family homes on the north side of 158th Street.
- Commuter parking within a structure north of 158th Street between Lamon Street and Cicero Avenue.
- Surface parking in visible locations along 158th Street and 157th Street.
- Limited street closures and traffic calming measures to channel traffic along the station parkway.





Redevelopment Plan and TIF District 3

The Redevelopment Plan and TIF District 3 was established in 2002 to assist in development and redevelopment efforts for the properties along the commercial cores of Cicero Avenue and 159th Street. The TIF district boundaries include the entirety of the Oak Forest Metra Station and Gateway Development. The Redevelopment Plan identifies goals and objectives for this district with particular emphasis on strengthening commercial uses and mixed-use transit related development and redevelopment. Among the specific objectives identified within the Redevelopment Plan include:

- Promoting the redevelopment of the sites adjacent to the Metra Station.
- Enhancing the necessary infrastructure and creek related improvements in order to serve all of the parcels within the area.
- Improving existing buildings, structures, and uses.
- Providing for the necessary site preparation, grading, and excavation (if necessary) of property located within the area for redevelopment.
- Coordinating redevelopment activities in a manner that conforms to the fiscal and economic development policies of the City and its common interests with overlapping tax districts.
- Identifying viable reuse opportunities for existing structures and parcels.
- Improving roadways and coordinating multi-parcel and multi-modal ingress and egress.

Homes for a Changing Region

Homes for a Changing Region was developed from 2007-2009 as a way to help project housing supply and demand in the six-county Chicago metropolitan area through the year 2030. The Study takes a unique approach by looking at creating a balanced housing mix across the entire income spectrum. While ensuring the availability of low-income or subsidized housing is a critical issue for the Chicago area, the region also faces other important housing issues such as increasing homeownership for working households and ensuring the availability of higher-end housing in areas where demand is not being met by the market. In Phase 2 of the Study, Oak Forest was selected as one of nine communities to demonstrate how the specific market recommendations and strategies could be put into practice. The housing needs analysis revealed that Oak Forest has:

- a stable rental and owner-occupied market in terms of moderate and middle-income housing, but that future demand in both these market segments may not remain as strong as it is today without progressive intervention;
- a need for more subsidized housing for its lowest income residents, both today and in the future; and
- a current need for more rental and owner occupied upscale housing so as to prevent the future lose of upper-income households to other communities.

Illustrative of Mixed-Use Development on Site

To address these issues, the Housing Policy Plan for Oak Forest identifies the main growth areas within the City, the anticipated concentrations of future of housing in Oak Forest, and further steps to create balanced housing opportunities. The recommended strategies are included in the Oak Forest Housing Policy Plan:

- Create more rental and owner-occupied housing for high-income households. A meaningful portion of the dwelling units planned for the redevelopment of the Metra Station area at 159th Street and Cicero Avenue can be targeted at upscale households, especially if the planned Metra Station development is expanded to include the Wille Brothers property.
- Zone the area for a variety of housing types. Smaller units, including townhomes and attached housing, can serve the needs of moderate income families. Larger units or high amenity/ high-density units tend to appeal to higher income households.
- Consider creating multi-use zoning along key corridors such as 159th Street and Cicero Avenue. Such zoning may permit new residential and commercial development consistent with the city's plans to enhance these corridors.
- Establish a design standards overlay for buildings in targeted districts such as the Metra Station area to enhance neighborhood aesthetics.

In projecting the needs of ownership housing through 2030, the Study recommends that the City encourage the development of 842 new homes to serve the needs of both low and moderate income families. In order to fulfill the needs of future residents seeking rental housing through 2030, the Study recommends that the City encourage the development of approximately 593 dwelling units to serve the needs of both low and moderate income families.

Gateway Development Plan

The Gateway Development in Oak Forest is a 4.9 acre project located at the northwest corner of 159th Street and Cicero Avenue and abuts the Oak Forest Metra station on the northwest. Prior to the 2008 approval for the mixed-use transit oriented development, the property served the community as the Metra commuter parking lot. In early 2007, RSC & Associates began discussions with the City of Oak Forest to undertake the Gateway Development. An early step in reconfiguring the property involved relocation of the existing commuter parking lot to the south side of 159th Street onto the former site of Arbor Park Middle School.

The approved and partially completed Gateway Development calls for multi-family residential, retail, service and restaurants, including three drive-through facilities. The approved plan includes two mixed-use buildings located along the northwest property line flanking the Metra Station. The buildings are proposed to include 78 condominium units (39 in each building) with one to three bedroom units, indoor parking for residents, and 13,750 square feet of ground floor commercial space. Additional residential development is a future possibility with the City retaining ownership of both the northeast and southwest corners of the site. In the short term these parcels are to be retained as surface parking. In addition to the mixed-use and residential portions of the project, three commercial outlots are included and provide approximately 28,000 square feet.

The total proposed commercial space for the development is 56,500 square feet. A CVS Pharmacy and National City Bank currently occupy two of the three commercial outlots. The development plan, when completed will include pedestrian style landscaping and public plazas or gathering areas.

As a result of the economic recession of 2007, RSC & Associates is currently discussing with the City of Oak Forest amendments to the approved plan to reduce the amount of commercial space within the proposed mixed-use buildings and increase the number and type of residential units adjacent to the Metra station.

Site Development Perspective

Metra Station Improvements

The U.S. Department of Transportation recently awarded the City of Oak Forest $1.3 million to assist in the construction of a new Metra station. The Oak Forest Station is the second busiest stop along the Rock Island District Line. Nearly 1,500 commuters use the station every day, and 23 weekday commuter trains pass through on the way to Chicago. The current Station, which was first built over 50 years ago, has been identified by Oak Forest and Metra as a priority to update.

The Metra Station improvements are intended to increase the appeal of public transit as an affordable, reliable, environmentally friendly alternative to car travel while spurring economic development in Oak Forest and surrounding communities. The new station is planned to include a warming shelter, bike parking and lockers, bathrooms, indoor/outdoor seated waiting areas, and a geothermal heating system.

The overall cost of the desired Station is anticipated to be approximately $3.4 million dollars. Oak Forest officials are applying for additional grants to secure the remaining funds necessary for the improvement project.

Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors

The Making Smart Choices TOD Selector Analysis, led by the Center for Neighborhood Technology, was completed in March of 2009. The study includes a preliminary analysis of the potential for TOD in 33 south suburban station areas.

Out of the 33 stations evaluated, the TOD Selector Analysis ranked Oak Forest:

- 24th in ease of land assembly
- 4th in market strength for Town Center development
- 12th in market strength for Community Area development
- 29th in market strength for Residential development

The study concludes that Oak Forest demonstrates a strong potential to develop as a Community Area TOD. Community Area TODs are defined as places that provide a commercial service center for a neighborhood or village of a few thousand residents. Community Area TOD's have frequent to moderately frequent transit service and usage, moderate residential density, and a cluster of convenience goods and service businesses.

Existing Conditions

EXISTING CONDITIONS / VISUAL ASSESSMENT

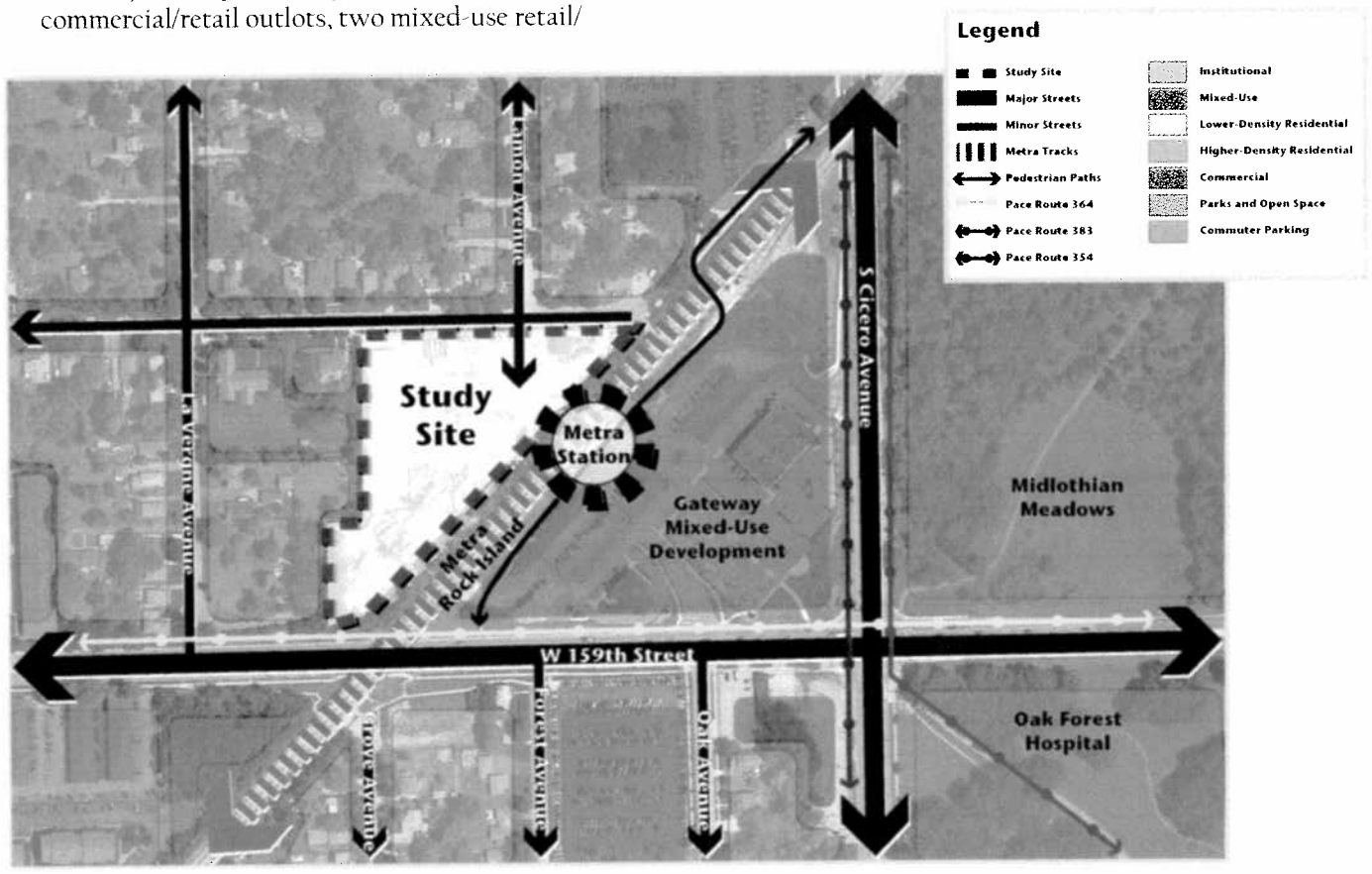
In order to be able to effectively and efficiently plan for development that is feasible in consideration of political and market realities, it is imperative that the underlying physical and market conditions impacting a site be carefully evaluated and understood. In relation to the identified study area site for Oak Forest, this process involved an assessment of the existing land use, access/circulation, infrastructure, and market conditions of the specified site and where appropriate surrounding contextual areas. This scope of this assessment is not intended to represent a traditional due diligence evaluation for the site. The evaluations and assessments are based upon the following elements identified below and prepared in conjunction with this study as well as the consultant team's collective and individual knowledge regarding the study sites:

- review of available background planning, studies, reports, regulations, and proposed development programs;
- interviews with site and community stakeholders including property owners, municipal officials, developers, brokers, and local agencies/institutions; and
- visual assessments of the individual site and its respective development context in conjunction with evaluation of available infrastructure and real estate market conditions.

CITY OF OAK FOREST – Study Site Assessment

Land Use Context

The Oak Forest study site (a.k.a. Wille Brothers Concrete Company) is a 5.8 acre property (including Lamon Avenue right-of-way) located immediately south of the intersection of Lamon Avenue and 158th Street. The triangular shaped parcel abuts the Rock Island District Metra Line along its east boundary and is surrounded by low density single family residential and institutional (i.e. Redeemer Lutheran Church) uses to the north and west. Across the Metra tracks to the southeast, the Gateway mixed-use development occupies 4.9 acres of land at the northwest corner of Cicero Avenue and 159th Street. This project represents the City of Oak Forest's most recent efforts to encourage transit-oriented development within proximity of its significant transit asset at the Oak Forest Metra Station. The Gateway development as planned includes three commercial/retail outlots, two mixed-use retail/residential buildings and surface parking to support the planned uses. The project is partially developed at this time and includes two retail / services uses (i.e. CVS Pharmacy and PNC Bank) as well as the associated surface parking. To the opposite side (east) of Cicero Avenue is Midlothian Meadows, a part of the Cook County Forest Preserve. Oak Forest Hospital, a 600 plus room healthcare facility and major employer for the community occupies a 340 acre campus at the southeast corner of Cicero Avenue and 159th Street. A small concentration of ancillary commercial uses and commuter parking are located on the south side of 159th Street between Cicero Avenue and the Metra tracks. A collection of medium-density rental housing is clustered to the north and south side of 159th Street to the east of LaVergne Avenue.



Access & Circulation

Cicero Avenue and 159th Street are respectively, major north/south and east/west thoroughfares providing vehicular access to the proximate area of the study site. Direct access to the site is provided via residential streets along either LaVergne Avenue from 159th Street or Lamon Avenue/157th Street from Cicero Avenue. The unusual circumstance of an industrial user lacking direct access to a major arterial such as 159th Street or Cicero Avenue creates access and safety issues for the site and the surrounding residential neighborhood.

Beyond vehicular access, transit service to the study site is provided via both Metra commuter and Pace suburban bus service. The Oak Forest Metra Station, along the Rock Island District Line is located immediately adjacent to the study site and provides direct trains to and from the City of Chicago. Average daily ridership from the station is approximately 1,487. Pace has three routes in proximity of the site. These include Routes 383 and 354 which travel along Cicero Avenue and Route 364 with travels along 159th Street. Each of the routes provide connections to the Oak Forest Metra Station.

Non-motorized (a.k.a. pedestrian) access to the study site is provided via existing sidewalks along LaVergne Avenue and 158th Street as well as a pedestrian/bicycle path along the northwest side of the Metra tracks. A pedestrian grade tracking crossing is provided near the northeast corner of the study site to allow persons to access the station platform as well as the Gateway development to the southeast. Pedestrian bridges at Cicero Avenue and 159th Street enhance accessibility to the study site and station area for the large community and surround region. The pedestrian bridge at 159th Street also serves to enhance safety for commuters using the Metra parking lot south of 159th Street.

Infrastructure

Municipal Utilities

The Oak Forest study site is serviced by City Sewer, Public Water Supply, and a private well which is used for concrete mixing. Lamon Avenue and 158th Street contain 8" City-owned sanitary sewer lines. These lines continue north along Lamon Avenue, turn east on 157th Street, and outlet into 24" MWRD facilities on Cicero Avenue. The Wille Brothers parcel is also served by a 12" water main along Lamon Avenue, which continues west along 158th Street.

Additionally, there is one City-owned storm sewer at the northeast corner of the site. It appears that this short, 12" section of storm sewer collects run-off from 158th Street and outlets to the railroad right-of-way.

Public Utilities

Communication utilities within the station area are currently delivered by AT&T, Wide Open West and Comcast. Overhead power lines extend on the north side of 158th Street to serve the mix of residential and industrial use located in this area. Overhead power lines also come in to the southern portion of the study site from Lavergne Avenue. For natural gas supply, the station area is served by an existing low pressure 2" line that runs along 158th Street.

Environmental

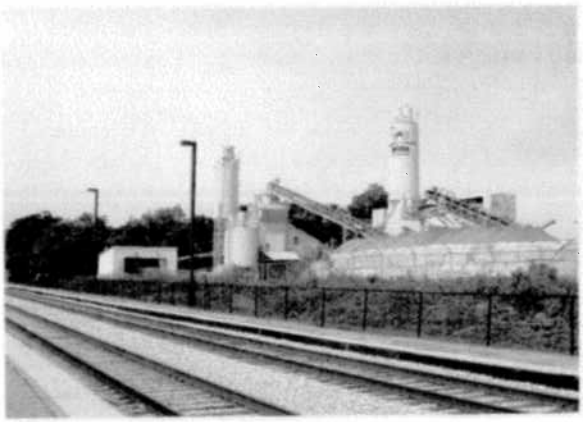
In 2010, the City of Oak Forest completed a Phase I Environmental Site Assessment of the Wille Brothers property. The following recognized environmental conditions were identified as part of that study:

- Active diesel fuel UST on site
- Active diesel fuel AST on site
- Storage and handling of various automotive petroleum chemicals
- Past leaking underground storage tank (LUST) site, Incident No. 940235
- The presence of an electrical transformer on site
- Possible asbestos containing building materials

Remediation of negative effects due to these environmental conditions will be a key element in site redevelopment.

Drainage

The most recent Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map and National Wetlands Inventory Map for Oak Forest were reviewed to determine if the property is in either the 100-year or 500-year flood zone. The Wille Brothers Concrete Plant does not appear to be in the flood zones or within the National Wetland Inventory.



Real Estate Market Observations

The market potential of the study site is dependant in large part on the relocation and if necessary underlying environmental remediation issues relative to Wille Brother Concrete facility. The attractive elevation of the study site along with its proximity to Oak Forest Metra Station, abutting Gateway project, and surrounding residential neighborhoods contribute to its potential as a development opportunity.

The market draw from a 5-minute drive radius is adequate as well, with much of the City's population positioned to the west of the station area. Employment numbers surrounding the station area don't increase substantially until 3-mile and 10-minute markets are taken into account. The City of Oak Forest exhibits generally strong sales tax numbers for eating and drinking, given the overall City's spending power. Oak Forest's average household incomes and the percentage of higher incomes are significantly higher than the other communities in the study site vicinity.

Planned future development phases for the Gateway project to include residential and commercial uses as well as the generally strong traffic counts for commercial uses along 159th Street and Cicero Avenue will further strengthen market opportunities for significantly sized parcels and/or projects (e.g. Wille Brothers site) in proximity to these assets. Given the visibility accessibility issues relative to the site for commercially-oriented uses, it appears that residential development opportunities will provide the greatest potential for the site. The type, configuration and percentages of residential development will be dependent on market demands. Within the current economic conditions (circa 2011), market rate rental residential development presents the greatest opportunity in the near term.

Municipal Incentives and Utilization Tolerance

The City of Oak Forest has substantial experience with multiple local municipal development support tools. These include but are not necessarily limited to the following:

- Tax Increment Financing
- Cook County Class 6 Designation
- Cook County Class 8 Designation
- State & Federal Grants
- Planned Unit Development (PUD)
- Zoning Variances
- Targeted Infrastructure Improvement Projects

The City's effectiveness in utilizing the various financing tools has ranged widely dependent upon the unique attributes of the specific project, economic market conditions, timing, and capacity of the incentive recipient (i.e. developer/organization). Oak Forest provides its financial incentives on a project by project basis.

Oak Forest has been most successful and relied most often on the use of Tax Increment Financing (TIF) to attract and support development throughout the community. The City is home to six (6) existing TIF districts, including one at the Metra Station site (commercial/retail uses), four along 159th Street corridor (commercial/retail uses), and one in the southeast quadrant of the City (industrial uses). The Metra Station TIF, located immediately southeast and adjacent to the identified project study site (a.k.a. Wille Brothers Concrete Company) is designed to support the transit-oriented development objectives of the Gateway project. The City has expressed their support for redevelopment of the Wille Brothers site into a multi-family residential project.

In addition to the TIF incentive, Oak Forest has been successful in securing state and federal funds, such as a $1 million grant through SSMMA's STP program for the Metra station improvement project and a $1.3 million reimbursement award through the FHWA's TCSP program to support development projects as well as zoning variations, infrastructure improvements, and County Class 6 and Class 8 property tax incentives. Finally, the City is very informed relative to the sources and process for environmental remediation funds which may be necessary to prepare this site for the marketplace.

The City is fully prepared to utilize its municipal financial tools to promote development in accordance with its development vision for the project study site. This may include the designation of an additional (TIF #7) in the agreed upon scope area.

Stakeholder Interviews

In order to understand the development desires, potential, and limitations inherent at the project study site, interviews were conducted with a representative collection of stakeholders in the community. Stakeholders were individually contacted and asked to provide their input on topics including the history of their property, any plans for expansion, renovation or sale, whether proximity to the Metra station was seen as an amenity, and any assistance that could help them progress towards their goals.

The following is a summary of input/comments collected during each of the respective stakeholder interviews. The individual responses have been organized and paraphrased where appropriate to reflect a focused overview of the applicable study site location and its immediate surroundings.

CITY OF OAK FOREST

As part of our stakeholder outreach process, the Land Vision team met with a representative collection of stakeholders in and around the identified study site. These stakeholders included the City of Oak Forest, representatives from RSC Development (developers of the Gateway project), and adjacent property owners. At the direction of the City of Oak Forest, representatives of the Wille Brothers Concrete Company were not contacted as part of the stakeholder interview process. Oak Forest has conducted on-going conversations with the company in regards to the issues associated with potential redevelopment of the site. As such, as part of this process, the City has opted to serve as the primary point of contact in relation to questions related to the site. The following stakeholders were interviewed through this process:

- Adam Dotson, *Community Development Director* - City of Oak Forest
- Dave Newquist, *Economic Development Coordinator* - City of Oak Forest
- Marisa Munizzo, *Community Development Planner* - City of Oak Forest
- Pam Opyd, *Vice President - RSC Development* - Oak Forest Gateway Development
- Ken Sevenburg, *Property Owner* – 4815 West 159th Street

Summary Overview

The Oak Forest study site (a.k.a. Wille Brothers concrete company) is viewed by the City of Oak Forest and the participating stakeholder interviewees as the next significant and logical location to continue to implement the City's transit-oriented development vision for the community. While there exist a number of smaller development/redevelopment opportunities in and around the 159th Street and Cicero Avenue intersection, the proximity, size, visibility, and prominence of the Wille Brothers site presents a unique opportunity to accomplish a signature redevelopment desire of the City. Redevelopment of the site is likely to have meaningful economic implications for the remaining properties in and around the TOD station area.

The challenges to redevelopment of the site are as significant as the potential benefits to be received from it accomplishment. These include but are not limited to, identification of a comparable site within the City of Oak Forest to relocate the facility, negotiation of the site acquisition, evaluation and resolution of any environmental remediation issues, solicitation and securitization of the relocation and remediation funds, and identification of a development partner to undertake implementation of the envisioned project.

The next steps in the planning process should involve development of both a basic strategy for the relocation and redevelopment of the Wille Brothers business as well as a more detailed look at development prototypes for this site. The City will continue to work with the property owners to seek to identify funding sources (e.g. brownfield grants, others) that may be "tapped into" to help with the future redevelopment of the site.

City of Oak Forest

Stakeholder Interview Contact(s):

Adam Dotson, *Community Development Director*
Dave Newquist, *Economic Development Coordinator*
Marisa Munizzo, *Community Development Planner*

- The City of Oak Forest views the identified study site (a.k.a. Wille Brothers) as an important component in the City's vision for redevelopment around the Oak Forest Metra station.
- Oak Forest is interested in taking an "open minded" approach to this project, understanding the inherent difficulties in relocating and redeveloping such an intensive industrial use. The City estimates it will need approximately $5 million for relocation of the Wille Brothers business. The revenue needed for the relocation expenses is expected to come in whole or part from outside funding sources.
- Redevelopment of the site should complement the existing and planned uses underway at the Gateway project, work to enhance the character of the surrounding residential neighborhoods, and link where appropriate to the City's emerging Cicero Avenue "entertainment district".
- The original redevelopment proposal for the Gateway site, prepared in 2005, included the construction of a Target Store as the primary user of the property. The proposal was unsuccessful.
- In 2007, the development program currently being implemented for the site which included the mixed-use retail/residential (2 buildings, 78 total units) and outlot parcels was approved by City Council.
- The economic recession of 2008 has temporarily stalled implementation of significant portions of the original development plan. CVS Pharmacy and PNC Bank have been completed to date.
- The City wants to be aggressive in implementing the planned mixed-use buildings adjacent to the Metra station. The ground-floor retail originally proposed for the buildings will likely be scaled back due to the limited interest from potential tenants. In exchange, additional residential units may be included but will be dependent on the affects the change may have on the existing TIF district.
- Consideration has been given to modifying the planned condominium units to market rate residential so as to capture some of the demand for this product type in the marketplace. These are referred to as "condos for rent." The City is undertaking an evaluation and education campaign to address questions and concerns and solicit input on the potential product change. The Oak Forest Housing Study should be reviewed for its recommendations related housing product needs throughout the community.
- The City would like the planning team to talk to RSC Development about their opinions regarding the Wille Brothers property, its impact on the implementation plans for the remainder of the Gateway project, and methods by which the two projects may be able to be cooperatively executed.
- Additional development initiatives and potential activities are occurring near the study site. These include a $2.7 million grant from the federal government for a new Metra station and potential development of portions of the Oak Forest Hospital property at the southeast corner of 159th Street and Cicero Avenue.

RSC Development

Stakeholder Interview Contact:

Pam Opyd, *Vice President*

- The Gateway project is a cooperative effort between RSC Development and the City of Oak Forest to promote and implement a "TOD lifestyle" within the community.
- The Gateway project was approved by the City of Oak Forest in 2007 and is planned to mixed-use retail/residential (2 buildings, 78 total units) and 3 independent outlot parcels. Two of the three outlot parcels have been developed and include a CVS Pharmacy and PNC Bank.
- The economic recession of 2008 has temporarily stalled implementation of the remaining portions of the original development plan.
- RSC has secured financing for the mixed-use buildings on the Gateway project and is in discussion with the City on potential modifications to the intended development plan / program for these buildings. These modifications may include adjustments to the retail spaces as well as the residential product types.
- RSC is actively marketing the ground-floor retail spaces and is working to meet the City's desires for a coffee shop / restaurant on the site to provide an amenity for commuters.
- RSC has met with HUD to discuss the need and potential for rental residential units within the mixed-use buildings. Additional evaluations and discussions are on-going with the appropriate stakeholders.
- Assuming there are no unforeseen issues, RSC would desire to begin construction on the mixed-use buildings in the Spring of 2012.
- The Wille Brothers property is the next major component to address in regards to redevelopment of the overall station area.
- As it currently exists, the intensity of the industrial use reduces the potential residential price point and/or rent that is possible for the proposed Gateway project units that face the Wille Brothers property.
- Relocation and redevelopment of the site for higher-end residential or service retail uses would be complementary with the Gateway project and adjacent properties, and the City's overall vision for TOD redevelopment within the area.
- RSC may be interested in discussing participation in the development of the Wille Brothers site following resolution of any necessary environmental remediation for the property.

4815 West 159th Street

Stakeholder Interview Contact:

Ken Sevenburg, *Property Owner*

- Mr. Sevenburg purchased the property in August of 2000.
- His initial intention for purchasing the property was to use it for parking for commuters utilizing the Oak Forest Metra Station and/or development of a supporting commercial/retail establishment wish could benefit from the high visibility of the interaction and proximity to the station. Use of the site as a coffee shop or plumbing service/store have also been considered.
- Given the locational assets of the site, the City has expressed an interest in the property being developed as a mixed-use project.
- To increase the diversity of potential uses for the project, Mr. Sevenburg is interested in working with the City to examine the potential to modify the zoning on the site from B3 Planned Commercial District.
- If approached with a competitive offer, Mr. Sevenburg may consider selling the property or partnering with a developer interested and capable of developing a successful mixed-use project for the site.
- The ability to execute a larger development will be impacted by the existence of an underground creek at the southwest corner of Cicero Avenue and 159th Street as well as cooperation with the adjacent property owners to the east. Past negotiation efforts with surrounding owners on site purchases have been unsuccessful.

- The Wille Brothers property is a significant redevelopment opportunity given its size, location, and visibility. Relocation of the existing uses, given the type of industry and ability to identify and secure a suitable relocation site is probably 10 years away from implementation.
- The Gateway project, when fully complete will serve as a great "front-door" for the City of Oak Forest and thereby also benefit surround land owners. It may be comparable (despite difference in scale) to the opportunities presented by the Orland Park station area redevelopment model.

Conceptual Development Vision Statements

Defining the preliminary Conceptual Development Vision for the study site takes into consideration a diversity of competitive but equally important components. These include but are not limited to the:

- expressed development desires of the community;
- underlying zoning, land use, and infrastructure capacity and suitability;
- site acquisition and/or ownership willingness to participate in development/redevelopment initiatives;
- market/financial feasibility of the envisioned product type(s);
- identification and engagement of the proven private sectors partners; and
- political will to assist in successful project implementation.

Through the site and market evaluations, stakeholder interviews, and expressed desires of the respective communities, the following preliminary Conceptual Development Vision Statements have been physically and financially tested for the study site. Two concepts for the site will be evaluated to allow for comparison of both a moderate/high and low/moderate intensity development for the site. This information will be further refined during Phase 3 of the planning process.

CITY OF OAK FOREST - Study Site

Concept A – Moderate/High Intensity: Utilizing the significant visibility provided by its elevation above the Metra tracks and immediate adjacency to the station, moderate to high density market-rate rental residential product is envisioned as the cornerstone of the site. Multiple buildings with heights of 6-8 stories may be configured along the southeast portion of the site abutting the tracks. Moderate density townhomes of 2-3 stories may be used to transition from the southeast portion of the site to lower density single family character of the surrounding neighborhoods. In the short-term, the townhome area could also be reserved as landscaped surface parking or open space until such time as the real estate market for for-sale products improves. Generous landscaped parkways and a neighborhood park may be located at the northeast corner of the site to provide ample open space and greenery thereby integrating aesthetics of the environment with the existing neighborhood.

Access and circulation may be provided by roadway alignments with Lamon Avenue and possibly a project loop road existing on 158th Street at the western edge of the site. Pedestrian circulation would be provided along the periphery of the site with appropriate cross-site connections. Targeted connections to the existing Metra track pedestrian crossings would be provided to ensure convenient linkages between the study site and adjacent neighborhoods with the existing bicycle path, Metra Station, and Gateway development.

The location of a significant number of proposed residential units on the west side of the tracks creates pedestrian connectivity issues for accessing the station to the east. As a result, consideration should be given to construction of a pedestrian overpass or underpass to linke the east and west sides of the tracks. The appropriate location and funding soruces for an overpass or underpass will be determined in coordiantion with developer, City, and Metra at such time as an actual development plan for the site is proposed.

Off-street parking for the project may be located at the interior of the block with primary access from Lamon Avenue and/or the proposed loop road. Residential parking may be provided at 1 to 1.5 spaces per unit to correspond to the project's proximity to the station.

Oak Forest Concept A – Moderate/High Intensity:

Site Area: 180,277 square feet (4.14 acres)

Building Height: 7 stories (77 feet)
- » 6 stories residential
- » 1 story parking

Building Square Footage: 327,600 square feet
- » Building A: 163,800 square feet

  23,400 square feet per story
  Residential total: 140,400 square feet
  Garage total: 23,400 square feet

- » Building B: 163,800 square feet

  23,400 square feet per story
  Residential total: 140,400 square feet
  Garage total: 23,400 square feet

Residential Units: 252 units (950 square feet/unit)
- » 126 units Building A
- » 126 units Building B

Parking: 277 spaces
- » 135 surface spaces
- » 71 spaces (Building A structure)
- » 71 spaces (Building B structure)

Concept B – Low/Moderate Intensity: Compatibility and sensitivity to the established character of the surrounding neighborhood are noble components of successful site redevelopment. Moderate density market-rate rental products, designed in a 4-6 story courtyard configuration may be used to respect the tradition of the abutting neighborhood while establishing a complementary and financially viable project. Small ground-floor "flex" spaces for office and limited retail use may be able to be included in the southeast portion of the building facing the Metra station. The courtyard configuration may be setback from the rail tracks by a loop drive, diagonal parking, and generous landscape parkway.

Access and circulation may be provided by roadway alignments with Lamon Avenue and possibly using an existing loop drive on 158th Street at the western edge of the site. Pedestrian circulation would be provided along the periphery of the site with appropriate cross-site connections. Targeted connections to the existing Metra track pedestrian crossings would be provided to ensure convenient linkages between the study site and adjacent neighborhoods with the existing bicycle path, Metra Station, and Gateway development.

The location of a significant number of proposed residential units on the west side of the tracks creates pedestrian connectivity issues for accessing the station to the east. As a result, consideration should be given to construction of a pedestrian overpass or underpass to linke the east and west sides of the tracks. The appropriate location and funding soruces for an overpass or underpass will be determined in coordiantion with developer, City, and Metra at such time as an actual development plan for the site is proposed.

Parking for the residential and where appropriate limited office/retail uses would be located within a surface parking lot at the northeast corner of the site with the possibility of another small surface parking area near the southwest corner as well as along the loop drive. Parking ratios may be provided at 1 and 1.5 spaces per residential unit due to the accessibility to the train station and Gateway project.

Oak Forest Concept B – Low/Moderate Intensity

Site Area: 180,277 square feet (4.14 acres)

Building Height: 4 stories (45 feet)
- 3 stories residential
- 1 story parking

Building Square Footage: 198,392 square feet
- 49,598 square feet per story
- Residential total: 148,794 square feet
- Garage total: 49,598 square feet

Residential Units: 132 units (950 square feet/unit)

Parking: 153 spaces (1st story structure)

Preliminary Pro-Forma Evaluations

To begin to understand the potential feasibility of market desired development projects for the stakeholder community development site, a series of preliminary pro-forma evaluations were prepared for the identified study site. These preliminary evaluations were designed to correspond with the Conceptual Development Visions designated by the City of Oak Forest. On the site, a low/moderate and a moderate/high intensity development option was designed and tested.

The preliminary pro-forma evaluations demonstrate the relationship between density, tenant revenue, rental rates, and developer capitalization rates as they relate to project type and mix and thereby inform and strengthen the decision making process. The preliminary pro-forma evaluations provide the City of Oak Forest with a broad "bird's eye" view as to whether the project is practical and feasible. Where the practical and financial validity of the proposed concept is verified, the stakeholder municipality can then determine the appropriateness of soliciting interest from the development marketplace. It should be noted that the preliminary development pro-forma evaluations are not intended to represent or replace the need for a developer's formal pro-forma. Such detailed pro-forma's can only be prepared by a developer once the project is made available to the marketplace.

The preliminary pro-forma evaluation tables (*as read from left to right*) provided below each of the conceptual development visions are intended to do the following:

- Apply market feasible rent per square foot estimates to produce the approximate annual revenue (a.k.a. gross income) that may be generated for each conceptual project (deductions for new building operating expenses can be made by a developer as part of a more detailed pro-forma).
- Calculate a project value for each development by utilizing the annual project revenue estimates and applying a market supportable capitalization rate (a.k.a rate of return) of 8%.
- Identify and examine the development costs (i.e. hard, soft, parking, and land preparation costs) to build the conceptual project in consideration of the identified project value and cash flows generated with an 8% rate of return.
- Calculate a land value by subtracting the construction costs, soft costs, parking costs, and site preparation costs (including detention) from the estimated project value. The total of development costs subtracted from project value will equal the amount which the developer can pay for the land (e.g. $+ or $0 or $-). In the case of a negative land value ($-) the developer would pay nothing for the land and the conceptual project is still in the hole assuming the requisite 8% rate of return for the developer. The land value is the last entry because the value of the land is what the project allows the value to be not what a property owner wants or what an appraisal might suggest.
- Identify market comparable "estimated land value" as found for comparative rates/prices for similar sized land in the region. Based upon the comparables found in the marketplace, the cost of land does not appear to be significant factor/ calculation in these scenarios.

For each of the scenarios presented, it should be noted that municipal partnering will be required. Such partnering may involve at a minimum land purchase and/or infrastructure improvements. Other incentive participation may also be necessary. Tax Increment Financing (TIF) is anticipated to be used as a primary partnering resource in cooperation with other potential sources as part of a broad "municipal tool kit."

The scenarios as presented begin to demonstrate to the City of Oak Forest how practical the conceptual project may be and how manipulation of the input assumptions may significantly alter the potential feasibility of the project (e.g. rent assumptions, capitalization rate, construction costs, site prep costs, others). If the TIF increment over the life of the TIF is adequate to cover the deficit in the projected conceptual project pro-forma with a reasonable municipal investment (i.e. reasonable municipal investment as a percent to total project costs) then the stakeholder municipality may view the conceptual project as practical.

As stated previously, these preliminary pro-forma evaluations are intended to assist the stakeholder municipality in understanding the magnitude of potential financial partnering that may be necessary with developers to undertake these conceptual projects and whether or not the project elements (rents / quality) correspond to their development vision and expectations. It provides an answer to the question, "Should we proceed with developer solicitations in the marketplace?"

The input data and parameters used in the generation of the preliminary pro-forma evaluations were collected and tested from multiple sources so as to establish a set of conservative/practical assumptions based on the marketplace. Specifically:

- A wide range of rents for new construction from as low as $1.30 p/sf (from a very large developer) to $1.45/$1.50 p/sf (our general read of the marketplace) to $1.60 p/sf (Oak Forest new building pro-forma) to as high as $1.70 p/sf were identified based on review of on-going, planned, and proposed development projects within the metropolitan area. For purposes of this study a rent of $1.50 p/sf (assumes a 950 sf apartment is $1,425.00/month) was selected.
- We identified various building construction cost estimates for moderate/high quality buildings that ranged from $160.00 p/sf (lowest from a very large developer) to $250.00 p/sf. Building construction cost estimates as provided on the RS Means website ranged from $138.00 p/sf (low); $154.00 p/sf (median); and $192.00 p/sf (high). The National Construction Estimator database projections that include hard and soft costs is $186.78 (adjusted for Chicago). Based upon these findings the construction cost of $186.78 p/sf was selected as it is: 1) from the national data base; 2) within the RS Means website data; and 3) close enough to the $160.00 to be considered comparative.
- Construction costs for structured parking were identified to range from as low as $20,000 to as high as $38,000-$40,000 per space. Historically, BDI has used a per space cost for structured parking of $27,000. As the structured parking in the majority of the development concepts must also support not just parking floors but also multiple residential floors, a structured parking cost estimate of $25,000 per space was utilized.
- Land preparation costs including but not limited to site grading, stormwater management, public and private utilities, and landscaping/ streetscaping were estimated based on the conceptual development plans and review of available municipal resources. The land preparation cost estimates were incorporated into the preliminary pro-forma evaluations to represent the total anticipated land preparation costs for the representative conceptual development project.
- A capitalization rate of 8% was selected based on the anticipated risk associated with the development of new construction projects (i.e. requires extensive tenanting). A rate of 8% is traditionally higher than the rate of return which would be utilized when purchasing a completed and fully tenanted building.

Estimated Financial Assistance/Incentives Participation

Using the conservative/practical assumptions identified above, the preliminary pro-forma evaluations of the conceptual development scenarios represent some interesting comparisons. As a broad rule of thumb, it is suggested that municipal participation in any single project be less than 20% of project cost or project value. The municipal participation calculation is the deficit or negative land value shown in the respective tables divided by project cost or by project value (we suggest use of the project cost calculation). The further below the 20% municipal participation threshold a project can be shown to demonstrate, the better the potential project from the municipalities perspective. Again, these calculations assume an actual land value of zero. The development cost/value benchmarks for each project as shown below:

Project	Cost	Value
Oak Forest A	12.0%	13.6%
Oak Forest B	21.0%	26.0%

The scenarios presented on the following pages represent a positive start for the City of Oak Forest. While manipulating the various input numbers to produce even more positive results is always possible but that does not seem like a prudent exercise. For example;

- Dropping the building costs from $186.79/ square foot to the lowest cost number we have heard ($160.00) would significantly improve the scenarios through a reduction in the projected deficit. However, that would be speculative and deviate from our objectives of utilizing a conservative approach to the calculation projections.
- Raising the rent from $1.50 to $1.60 per square foot (the current figure in the Oak Forest pro-forma) would also improve the scenario. However, the issue is the true marketability of the project: $1.30 p/sf = $1,235/month; $1.50 p/ sf = $1,425/month; $1.60 p/sf = $1,520/month. Reducing the size of the proposed units to 850 square feet would also affect rent ($1.50 p/ sf is $1,275/month). The potential options are endless. Ultimately it is the marketability of the project which the developer (and the financing institution/bank) will use to determine the rent.
- The 8% capitalization rate is appropriate given the typical risk exposure for new development projects in the region. Lowering it does not seem practical. Raising it suggests the developer thinks the project is high risk and may be unlikely to pursue the project. The developer and financing institution will have significant input into the final capitalization rate.
- As per the direction of the City of Oak Forest, the projects represented in the development visions are envisioned as moderate/high quality for their respective locations. Dropping the product quality may reduce costs and allow for corresponding reductions in the monthly rent. Eliminating structured parking with different design (e.g. all surface parking) may also reduce the development costs. However, the municipalities have requested a high quality project. Under any scenario where rents are reduced it is probable that the rent will still be higher than current rents (older buildings).

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building A	126	119,700	140,400	71	$1.50	$2,154,600	$26,932,500
Building B	126	119,700	140,400	71	$1.50	$2,154,600	$26,932,500
Parking (Surface)				135			
TOTAL CONCEPT	252	239,400	280,800	277		$4,309,200	$53,865,000

Oak Forest Concept A
Moderate/High Intensity

Site Data:

Site Area: 180,277 square feet (4.14 acres)

Building Height: 7 stories (77 feet)
- 6 stories residential
- 1 story parking

Building Square Footage: 327,600 square feet
- Building A: 163,800 square feet
  23,400 square feet per story
  Residential total: 140,400 square feet
  Garage total: 23,400 square feet
- Building B: 163,800 square feet
  23,400 square feet per story
  Residential total: 140,400 square feet
  Garage total: 23,400 square feet

Residential Units: 252 units (950 square feet/unit)
- 126 units Building A
- 126 units Building B

Parking: 277 spaces
- 135 surface spaces
- 71 spaces (Building A structure)
- 71 spaces (Building B structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$22,804,470	$3,420,671	$1,775,000	$4,400,000	$32,400,141		
$22,804,470	$3,420,671	$1,775,000		$28,000,141		
		$810,000		$810,000		
$45,608,940	$6,841,341	$4,360,000	$4,400,000	$61,210,281	-$7,345,281	$225,818

Estimated Financial Incentive Participation (cost/value)	12.0% / 13.6%
Estimated Annual Taxes	$1,077,300
Estimated 23-Year Increment Taxes	$24,777,900
Estimated Net Present Value	$13,254,400

Use	Residential Units	Residential Unit Square Footage	Total Residential Floor Square Footage	Parking Spaces	Average Rent PSF	Net Income	Estimated Value
Building	132	125,400	148,794	153	$1.50	$2,257,200	$28,215,000
TOTAL CONCEPT	132	125,400	148,794	153		$2,257,200	$28,215,000

Oak Forest Concept B
Low/Moderate Intensity

Site Data:

Site Area: 180,277 square feet (4.14 acres)

Building Height: 4 stories (45 feet)
- 3 stories residential
- 1 story parking

Building Square Footage: 198,392 square feet
- 49,598 square feet per story
- Residential total: 148,794 square feet
- Garage total: 49,598 square feet

Residential Units: 132 units (950 square feet/unit)

Parking: 153 spaces (1st story structure)

Pro-Forma Data Table

Construction Costs (Hard Costs)	Soft Costs	Parking Costs	Land Preparation Costs	Estimated Total Cost	Estimated Land Value	Estimated Market Comparable Land Value
$24,167,865	$3,625,180	$3,825,000	$4,100,000	$35,718,045	-$7,503,045	$225,818
$24,167,865	$3,625,180	$3,825,000	$4,100,000	$35,718,045	-$7,503,045	$225,818

Estimated Financial Incentive Participation (cost/value)	21.0% / 26.0%
Estimated Annual Taxes	$564,300
Estimated 23-Year Increment Taxes	$12,978,900
Estimated Net Present Value	$6,847,400

Development Assumptions

Parking Space SF	350			
SF/Acre	43,560			
Coverage	0.85	(Typical, but assume LV's coverages)		
Costs				
Soft Costs	0.15	Percent		
Land Preparation/SF		Per Land Prep Spreadsheet vs. Typical $3.50		
Land Cost/SF	$4.00	Listings range from $1.25PSF to $5.00PSF		
Cap Rate	8.00%			
	Per Sources			
Commercial Rent/SF (Homewood and Blue Island)	$13.00	$13.00		
Apartment Rent/SF (OF)	$1.10	$13.20	$1.10	Per apartments.com for Oak Forest (best product)
Apartment Rent/SF (Top Product)	$1.50	$18.00		
Retail/Commercial Rent (Better Product)	$15.00			
Garage Parking Cost/Space	$25,000.00			
Covered Parking Cost/Space	$14,000.00			
Surface Parking Cost/Space	$6,000.00			
Apartment Average SF	950			
TH Average SF	1,550			
Land PSF--Selected Listings				
$3.25				
$4.54				
$1.25	Concrete Plant, South Holland			
$4.00				

Market Construction Costs (PSF at Highest PSF)	At .89
APARTMENT, 2-3 STORY Costs per square foot of floor area	$139.82
APARTMENT, 4-7 STORY Costs per square foot of floor area	$162.43
OFFICE, 2-3 STORY Costs per square foot of floor area	$193.75
STORE, RETAIL Costs per square foot of floor area	$144.27
RESTAURANT Costs per square foot of floor area	$237.72

APARTMENT, 2-3 STORY (Costs per square foot of floor area)

Building Parameters: 2 Story, 10 Ft Story Height, 15,000 Square Feet

Exterior	
» Wood siding on stud frame	$148.90
» Brick veneer on stud frame	$152.60
» Stucco on stud frame	$148.30
» Brick, concrete block back-up	$157.10
» Decorative concrete block	$154.20

APARTMENT, 4-7 STORY (Costs per square foot of floor area)

Building Parameters: 6 Story, 11 Ft Story Height, 65,000 Square Feet

Exterior	
» Decorative concrete block, steel frame	$180.00
» Brick, concrete block back-up, steel frame	$182.50
» Brick, concrete block back-up, reinforced concrete frame	$162.10
» Precast panels, steel frame	$186.80
» Precast panels, reinforced concrete frame	$156.80

OFFICE, 2-3 STORY (Costs per square foot of floor area)

Building Parameters: 3 Story, 12 Ft Story Height, 23,000 Square Feet

Exterior	
» Wood siding on stud frame	$175.30
» Brick veneer on stud frame	$179.10
» Stucco on stud frame	$174.70
» Decorative concrete block	$181.90
» Brick, concrete block back-up, steel frame	$217.70

Construction Cost Assumptions

STORE, RETAIL (Costs per square foot of floor area)

Building Parameters: 1 Story, 14 Ft Story Height, 35,000 Square Feet

Exterior

» Brick, concrete block back-up, steel frame	$162.10
» Precast panels, steel frame	$165.20
» Decorative concrete block, steel frame	$160.20
» Tilt-up panels, steel frame	$156.50
» Stucco on stud frame	$137.00

RESTAURANT (Costs per square foot of floor area)

Building Parameters: 1 Story, 12 Ft Story Height, 5,000 Square Feet

Exterior

» Wood siding on stud frame	$252.90
» Brick veneer on stud frame	$258.00
» Brick, concrete block back-up, steel frame	$267.10
» Decorative concrete block, steel frame	$263.20
» Stone veneer, block back-up, steel frame	$296.40

ILLINOIS

Chicago	0.89
Peoria	0.89
Rock Island	0.88
Rockford	0.88

Land Preparation Cost Assumptions

Oak Forest

» Concept Plan A	$4,400,000
» Concept Plan B	$4,100,000

Tax Revenue Increment Assumptions

- Taxes are 2% per year of project value (re-verified to the greatest extent possible).
- A flat value assumption was used to create tax increment calculations. This means that no appreciation of the building value over the 23-year life span of a TIF has not been assumed. This provides a conservative estimate, since the building will likely appreciate in value over time.
- No annual payments have been included from the TIF increment to the school district based on dollar per head counts of students living in the building. The expectation is that the student head count would be very low.
- Net present values of the increment for each site scenario over the 23-year life span of the TIF have been calculated at 6.0%. This relates the cash flow to the present day value which could either be bonded or use a combination of bonding with an annual "pay-as-you-go" agreement with the developer.

KEY ACTION ITEMS

City of Oak Forest

To assist the City of Oak Forest in moving their respective TOD development site to the next level a series of community specific action items has been identified. Implementation of these items in conjunction with the larger Predevelopment Tool Kit recommendations can assist the community in establishing the foundations for successful development of their key TOD redevelopment site.

City of Oak Forest

- Update the Comprehensive Plan as necessary to reflect the development goals, objectives and vision as outlined within the study report.
- Determine whether a relocation of Willie Brothers Company can be accomplished including the identification of a new proposed site, the anticipated cost of relocation, the environmental issues associated with the old and potentially the new site, and the timeline and the source of funding for the initiatives.
- As necessary, rezone the existing site to accommodate the City desired and anticipated uses for the site (e.g. multifamily residential).
- Be prepared to require a full market analysis from the proposed developer to determine absorption rates for new apartment units as the development will be at higher price points than any existing Oak Forest product.

***Oak Forest Concept A** – Moderate/High Intensity;*

***Oak Forest Concept B** – Low/Moderate Intensity*

Predevelopment Toolkit

To assist stakeholder communities within the SSMMA jurisdictional area, the Predevelopment Toolkit section of the Initiative for the Chicago Southland Transit Region Implementation Study provides detailed descriptions and practical examples concerning municipal preparation for economic development. The descriptions and examples address site identification and planning, and subsequent site redevelopment/ development from project initiation through completion including the potential utilization of various municipal developments. The following Predevelopment Tool Kit has been prepared and addresses the following themes:

- strengthening internal municipal capacity mechanisms;
- effectively planning for desired TOD development;
- evaluating the potential impacts of the development;
- soliciting interest from the development community, and
- determining, where appropriate, public policy variances and/or municipal financing commitment levels as part of any development project.

The Initiative for the Chicago Southland Transit Region Implementation Study Predevelopment Tool Kit includes four sections which summarize the relationship between the priorities and requirements of the private sector when considering development and the public objectives of the municipality in pursuing a vision for the TOD/development area.. These sections are as follows:

1. The Municipal Checklist:

Representative Municipal Inquiries

The purpose of The Municipal Checklist is to provide a user friendly overview of the report which highlights the questions which municipal staff and elected officials might ask relative to each stage of the development process. The checklist highlights these questions, answers, and then directs the user to the more complete narrative in the report to provide the answers to these questions.

2. An Economic Development Framework For Municipalities:

The "Three-Legged Stool" Approach

An Economic Development Framework for Municipalities – The "Three-Legged Stool" Approach discusses the relationship between potential market supportable development; the ability of the public and private sector to agree on a vision based upon market realities; and, the location of land and buildings which can support the development potential.

3. The Municipal Review Process:

Guidelines for Evaluating PUD Approval, Zoning Variances, and/or Financial Assistance

This underwriting guide provides municipalities with a framework to determine how and when to best use different types of development financing incentives. Included within the guide are sample letters, documents, and other information that are typically provided by a municipality to potential developers and other stakeholders involved in the development and redevelopment process.

4. Portfolio of Municipal Economic Development Incentives and Tools:

The Portfolio of Municipal Economic Development Incentives and Tools includes a list of strategies and development mechanisms and tools that are successfully utilized by municipalities throughout the country, including numerous sources for additional information and a suggested program for organizing these key economic development and redevelopment efforts.

THE MUNICIPAL CHECK-LIST

Representative Municipal Inquiries

Municipal Inquiry: What broad type of support might developers be seeking from my municipality? Why does the private sector need municipal support at times? What are the key factors that create the need for this support?

Response: See page 42 which has a concise list of the eleven broad types of support a developer might seek and the seven reasons why particular elements related to a site might require municipal support in order to have a successful development.

Municipal Inquiry: What are the things we can do in advance of actual dialogue about a site with a developer to establish the proper atmosphere for development in our community? Do I need to have a general feel for where the site opportunities may be in my community through a prioritized community inventory.

Response: See page 43 for the list of nine items which a municipality can pursue to create the proper atmosphere for development. Yes, an inventory of sites is necessary as discussed on page three.

Municipal Inquiry: I understand that establishing development priorities is described as a "three legged stool" process involving:

- The Private Sector Review of Project Potential;
- The Relationship of Potential Projects to Municipal Goals and Objectives;
- The Ability of the Site to Sustain the Project.

Municipal Inquiry: What are the issues within each category that should be considered? Is a scoring system ever in order to prioritize sites within my community using the "three legged stool concept?

Response: See pages 44-45 for the nine items related to private sector review; the eleven items related to municipal goals and objectives; and the eight key issues related to the site which are important if the development is to be successful. Yes, a scoring system could be helpful and it is discussed next.

Municipal Inquiry: Until I reviewed these lists, I was not aware that there could be this number of important areas to understand. It sounds like there is a lot of work to do with elected officials and citizens before we actually have a potential development that is going through municipal review. As we bring the three legs of the stool together into our highest priority for sites is there any kind of scoring system which could be helpful?

Response: You are absolutely correct about the pre-development preparation work. This is often the most overlooked area by municipalities. Lack of preparation often leads to developer frustration whereby priorities and rules are being "made up on the fly" by the municipality leading to a lack of municipal direction and excessively long timeframes for the developer.

See page 46 for a potential scoring system and the reasoning behind the system.

Municipal Inquiry: What is a "by right" development request? How is the purpose of this Predevelopment Toolkit different than "by right" development? What is the reason for non-"by right" development requests from developers and property owners?

Response: "By right" development is development where the proposed project fits exactly with zoning and existing municipal policy (i.e. "development approval by the right of zoning and existing established public policy"). Non-"by right" development cannot be done within existing zoning and public policy. Typically, a developer or property owner is attempting to achieve or maximize property value through development not allowed by existing zoning. See page 47 for the seven broad reasons why a non-"by right" request might be made to a municipality and the nine potential reasons peculiar to a site which will require special (non-"by right") municipal review.

Municipal Inquiry: So, non-"by right" is going to: require much more information from the develop/ property owner; much more involvement of all levels of government (and also citizens); and a very proactive approach. This almost sounds like what a bank might do when evaluating a loan. Are there any similarities?

Response: Correct....correct.....correct! Please see page 48 for a summary of the similarities between bank lending and decisions about municipal partnering with the private sector in development.

Municipal Inquiry: What are the six stages of municipal development review and what are the elements within each stage?

Response: See pages 50-54 for a summary of the six stages of development review and the elements within each stage:

- *Pre-proposal meeting (nine elements from the developer; seven elements from the municipality)*
- *Application (eleven elements)*
- *Due diligence (nine elements)*
- *Elected official review*
- *Documentation*
- *Closing*

Municipal Inquiry: I know that at some point in the process we will be reviewing a complex developer financial pro-forma but how do I calculate a "bird's eye view" of the overall financial feasibility of this project? If the project needs the financial help of my municipality how do I determine how much is enough (or too much)?

Response: Page 53 makes reference to a detailed explanation in the earlier text of the report (pp 27-29) which summarizes how the "bird's eye view" is calculated. Page 54 makes reference to page 29 in the text which describes the potential decision matrix relative to the "right amount of municipal support in a project" while also offering further explanation in this regard.

Municipal Inquiry: Separate from being approached by an individual developer or property owner I understand there are occasions where our community will seek out multiple developer interest relative to a site via a RFQ and/or an RFP process. It is assumed that the municipality either controls the site or is in partnership with a cooperative owner before an RFQ and/or RFP is considered. What are the pro's and con's of each process and could you describe the various elements in a well written RFQ and RFP?

Response: See page 55 for a discussion of the pro's and con's of RFQ's vs. RFP's and page 56 for a summary of the key elements in a well written RFQ/RFP document. There is also reference to some actual examples from a community which successfully executed and RFQ and then an RFP developer solicitation.

Municipal Inquiry: What is the portfolio of economic development tools available to municipalities and how or where do I find more data on some categories?

Response: See pages 69-71 to review a summary of the tools including internet references to learn more about potential state, regional and national resources.

Local Tools:

- *TIF (including a summary of sixteen TIF eligible expenses)*
- *SSA's (Special Service Assessment Districts)*
- *Business Districts (Special Districts to Capture Additional Sales Tax Revenue)*
- *Other local tool options*
  - *Commercial economic development tools through DCEO*
  - *Low/Moderate income tax credits*
  - *Historic building preservation options*

AN ECONOMIC DEVELOPMENT FRAMEWORK FOR MUNICIPALITIES

The "Three-Legged Stool" Approach:

Overview of Development Scenarios

When determining the future vision of a TOD site, development/redevelopment district, or community as a whole, municipalities have many different potential development scenarios to consider. In regards to transit-oriented development (TOD), these options range from building new and/or adaptive reuse of shared retail and office spaces, industrial uses, single family or multi-family residential uses and multi-use combinations of the these options to name a few.

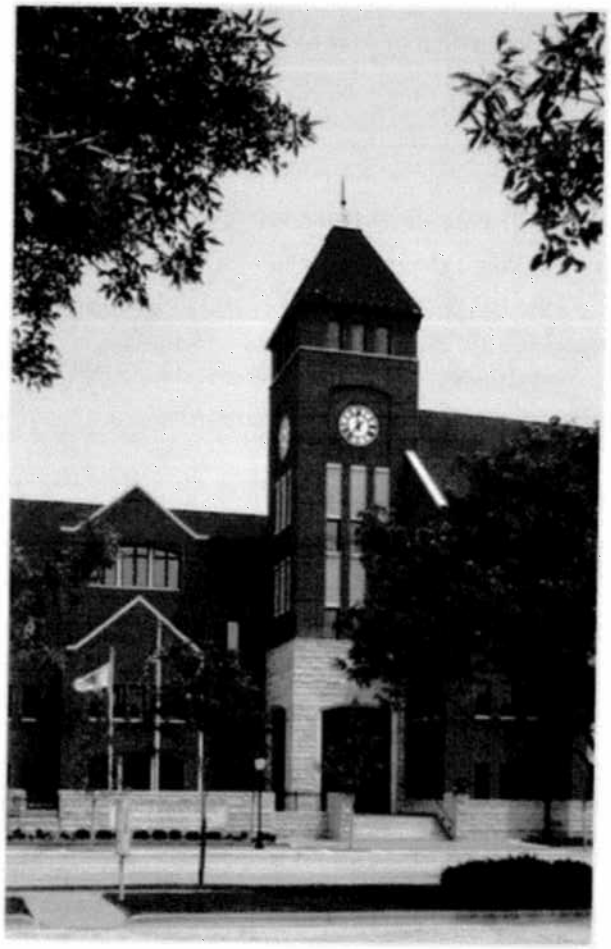
In order to achieve these scenarios, developers may desire and in specific instances require financial incentives for the project to be feasible. These incentives may take various forms including but not limited to:

- TIF funds
- Property tax rebates
- Municipal financed infrastructure improvements that would otherwise be paid for by the private sector
- Grants such as façade improvement rebates,
- Waiving of impact fees
- Waiving of liquor license fees
- Support for tax credit projects
- Other waived local required costs
- Request assistance and help in cooridination of property assembly and ownership
- Access to South Suburban Land Bank and Development Authority
- Loan funds

The reasons as to why a property owner (or a business tenant), developer, or both may seek municipal financing incentives/support may include:

- Land values appropriate for the development are below what is being requested by the land owner.
- A restrictive financing market that doesn't cover required borrowing costs (i.e. a 30-40% equity requirement for a loan may be too great a burden).
- Upfront costs to initiate development (which cannot be financed) are large enough to create a cash burden on the developer/project which cannot be overcome.
- For residential projects, the added cost of parking requirements which are supplemental to market-based price-points for units may create the need for subsidies to move a project forward.
- Significant environmental remediation costs associated with development/re-development of a specific site.
- Costs associated with required historic development and/or green development may not be able to be absorbed into the basic business model.
- The operating plan based on business sales projections (which drives all other items) may need a financing cushion until the business or development/redevelopment has established a balanced cash-flow or profit margin.

Given the complexity of development / redevelopment scenarios and a developer's unique financing needs, an underwriting guide has been developed which provides standards for municipalities to evaluate the potential of public-private partnership funds. These standards are based upon an assessment of need and the ability of the project to return the investment to the municipality. At times, some of the return may be viewed as "soft" meaning the full return may not be apparent; however, a new business or project may still have the potential to significantly stimulate TOD and/or district revitalization, making it a desirable long-term investment opportunity for municipal administrators.



The Role of Municipal Government

Successful economic development often times occurs when a municipality assumes a leadership role and actively builds proper partnerships. As such, having a flexible framework for working through the many different paths of a development/ redevelopment can be a significant asset and help save valuable public funds. Such is often required in the complex urban redevelopment scenarios such as TODs, where municipalities must evaluate their role in attracting, stimulating and perhaps cooperating with the private sector. In these scenarios, the role of government can include, but is not be limited to:

- Assistance in marketing and advertising to attract private sector development/ redevelopment interest.
- Attendance at various industry based meetings to help build private sector interest.
- Advise and counsel property owners and potential developers and tenants.
- Provide access to resources such as the South Suburban Atlas and scoping sheets/initial site review information.
- Improve the environment for the public sector through infrastructure development and maintenance.
- Ongoing enforcement of codes and regulations to maintain the proper environment for successful private sector commerce.
- Flexible zoning, density and height review, and design guidelines to match development/re development requirements with the municipal vision.
- Establishment of an effective developer and tenant review process which renders decisions in a timely and effective manner.
- Potential partnering with the private sector through the use of the aforementioned tools plus other tools such as tax increment financing (TIFs), tax rebates, sponsorship of grant requests, Special Service Assessment (SSA) districts, and other tools, as appropriate.

In advance of the potential role of government as summarized above, municipalities should consider prioritizing opportunities for development/redevelopment through the use of tools such as SSMMA Housing Investment Tool (HIT). These "prioritized opportunities" are essentially an evaluation of the site-by-site opportunities which exist in the TOD district for either full redevelopment (new construction) or rehabilitation of existing parcel and/or buildings. Analysis of sites and buildings can and often will encompass multiple traditional economic development scenarios (such as retail, commercial, residential, and multi-use) as well as other scenarios which support non-traditional development scenarios (municipal buildings, not-for-profit entities, tourism space, recreational space, open space, etc).

The analysis of these opportunities by site has been organized into a three-phased process which can be described as the "Three Legged Stool" approach, in which each "leg" or tenet of economic development is vital to the successful realization of the proposed project.

1. Private Sector Analysis

Based on the perspective of the development community the market potential analysis should factor in:

- Potential anchor tenant(s) and current business cluster strength.
- Site access and traffic counts.
- Purchasing power within 5- and 10-minute drive times.
- Regional economics, market competition, and potential for market growth.
- Developer awareness and perception of local issues.
- Local costs of doing business, including development costs.
- Municipal development review and administrative processes.
- Local consensus on development vision within the TOD district and surrounding environs.
- Resources provided by South Suburban Atlas including scoping sheet/site review information.

2. Relationship of Potential Project to Municipal Goals and Objectives

Based on the capability of the property owner(s) and the municipality, the following items should be considered as potential goals and objectives of the project:

- Determine if ownership of the parcel should be retained or sold.
- Consider what type of use is desired / warranted (by both the owner and municipality).
- Determine the level of urgency for completing the desired project.
- Establish realistic expectations considering the existing real estate market (this in particularly relevant during economically challenging times).
- Recognize and state the need to cooperate with municipal government and interests.
- Understand the contemporary development process.
- Provide for adequate support mechanisms (legal, financial, etc).
- Produce a centralized form of decision making (head of partnership, etc.).
- Foster municipal consensus on the project vision the project and use of necessary and appropriate financial tools.
- Establish an efficient municipal development review process.
- Ensure municipal relationships with other state agencies as necessary and appropriate for approval of the desired project.

3. Ability of the Proposed Site to Sustain the Project

The ability of the site location, land, and buildings to meet market, property owner, and municipal mutual requirements involves evaluating:

- Site access and traffic counts.
- Visibility, size, and configuration of the site.
- Brownfield, wetland, and relative remodeling costs (i.e. asbestos issues.)
- Infrastructure support.
- Land costs.
- Building adequacy or ability to remodel or raze structures, as needed.
- Impact of neighboring properties and abutting districts.
- Current zoning, height, density and design regulations and guidelines.

Frequently, municipalities must determine the priority level of a potential project and the related question may be how to create a scoring system which "ranks" projects. Aided by tools like the SSMMA Housing Investment Tool (HIT), this is not unreasonable. However, what must be kept in mind is that the process and projects being discussed here are not simple "by right" projects ("by right" projects can be built "by right" of existing zoning:

- the existing zoning allows for the project; the land owner wants to proceed;
- the land owner is either the developer or has partnered with a developer/builder; and
- no unusual issues which require municipal review exist (i.e. environmental; unique traffic issues; etc.).

For projects outside of "by right," which is the focus of this toolkit, a priority system may be appropriate. Accordingly, relative to a proposed project, each leg of the "three legged stool" (private sector review of project potential; relationship of potential project to municipal goals and objectives; and the ability of the proposed site to sustain the project) could be ranked from 1-3 (1 = excellent; 2 = above average; 3 = average)

However, an important consideration in using this scoring system is the following two realities: 1) The United States is in the worst development environment of the last 50 years and it is expected to continue for at least the next three years; and 2) municipal time and resources are severely stretched in this difficult environment and therefore there is little (if any) flexibility in working with "average" opportunities (and certainly no flexibility in working with below average projects).

As a result, the following scoring system is recommended:

Private Sector Review of Project Potential

Required Score: 1 = Excellent
In this development environment, it is unreasonable to pursue any project that the private sector has not identified as an excellent opportunity based upon the eight factors listed under Private Sector Analysis on page 98. Only excellent opportunities in this marketplace are going to get financed and have the full opportunity to be successful.

Relationship of Potential Project to Municipal Goals and Objectives

Required Score: 2 = Above Average
The project should have an above average ability to meet all eleven of the eleven listed goals and objectives listed under Relationship of Potential Project to Municipal Goals and Objectives on page 98. Some may not be ranked as a "2" on the first day the project is discussed but the municipality must feel that they can move all of the items to a "2" within a reasonable amount of time (i.e. six-nine months).

Ability of the Proposed Site to Sustain the Project

Required Score: 2 = Above Average
Whatever site issues keep the site from being above average immediately must be able to be rectified at a reasonable cost (within six-nine months).

Again, it is hard to imagine why a project with a ranking less than excellent in category one would be pursued. For the other two categories, Above Average scores which can be achieved in no more than six-nine months are strongly recommended. Pursuing projects with less than above average scores represent a risk to the municipality which they must evaluate before continuing.

Strong "three-legged stools" raise a property to the highest priority. Once this analysis is complete, the municipality may continue district-level development in the following order:

- apply their community vision to the set of strong "three-legged stool projects" to develop final priorities;
- establish a strategic plan for various site development/redevelopment; and
- begin to apply the available tools within the role of government as identified by the strategic plan.

Subsequently, government applies the same level of accountability, timelines, budgets, communication techniques, and evaluative process to its strategy as would be expected in any business operation. Included in the plan will be alternate scenarios to consider as the success of any development/ redevelopment process or economic scenario may diminish over time.

THE MUNICIPAL REVIEW PROCESS

Guidelines for Evaluating Projects Requiring PUD Approval, Zoning Variances, and/or Financial Assistance

Introduction

Municipalities regularly review requests from developers, individual property owners, business owners, and even not-for-profit entities to approve proposals that require changes to the developmental or operational processes of an existing entity. These requests go beyond a simple "by right" permitting process, where there is no unique approval requirement beyond meeting the rights specified by zoning.

Municipalities routinely handle these requests by examining:

- Overall rational of the specific request.
- The relationship of the request to the vision for the area as part of a "PUD Type" process.
- Degree of variance from the requirements of the existing code and/or regulations.
- Impact on surrounding property and districts.
- The relationship of the requested development to prior decisions which may be similar in nature.
- Potential requirements of municipal financial support.
- Overall impact of the project on the progress of the established municipal goals.

However, in some cases the overall magnitude of the requested changes warrants much more information than required by the standard review process. Accelerated reviews are typically associated with larger residential development or business development projects (commercial or retail) which often fit one or more of the following criteria:

- Considered part of a "special planning area" (such as the "PUD" type) requiring full municipal review, approval, and perhaps annexation in order to proceed.
- Prohibited by existing zoning.
- Dependant on financial assistance from the municipality.
- Sized differently than projects which have been built in the municipality.
- Significant visibility and positively or negatively impact surrounding properties.
- Reliant on greater community consensus than is normally required.
- Produce a significant financial impact on the municipality.
- Produce significant traffic impacts.
- Require an increase in municipal support services once built relative to the overall impact of the project.

Any time such development projects exceed "by right" approval (meaning within the existing zoning and requiring no municipal financial assistance), they are eligible for a more detailed review by the municipality. Certainly, the request for financial assistance (tax rebate, TIF funds, local municipal funds for economic development, waiving of permit fees, etc.) triggers a more intensive review. However, depending on the size of the request, a significant zoning change or the requirements of a "special planning area" could trigger a similar review.

Regardless of whether or not financial assistance is part of a development request, there are two key elements that constitute a maximum municipal review which are: the need for much more project information and the need for a much more expansive municipal review. "Maximum" municipal review means much more information is required about all aspects of the proposed project including detailed information about the projects financing, proposed tenants and the ability of the development team to successfully meet goals and timelines. This is not normally requested relative to a "by right" project. Secondly, "maximum" municipal review means that since the project is outside typical zoning or public policy much more time will be allocated for elected official and citizen review than would be necessary on a "by right" project.

As municipalities customize their review process to appropriately address the individual situation, they may choose to dilute certain conditions as unnecessary. However, when considering simplifying such requirements for developers, municipalities should keep the following considerations in mind:

- **Information:**
  Municipalities should gain as much information about every aspect of the proposed development/ redevelopment as possible if the municipality is prepared to spend significant staff and elected official time on the review and if the development/redevelopment will have a measurable and long term impact on the community.

- **Review Process:**
  To the extent that the proposed project is visible and perhaps a deviation from municipal "business as usual," it is important to provide the public with a appropriately rigorous review process in advance of project approval or rejection.

The following pages provide a prototypical phased approach to undertaking project review of development/ redevelopment proposals which meet the special circumstances described above. Throughout this approach, municipalities should remain cognizant of the following tenets:

- **Reasonable Expectations:**
  Municipalities should foster an atmosphere of reasonability regarding the extent to which developers are fulfilling municipal requirements. This of course necessitates that municipalities establish the parameters of what is considered reasonable and should be impartial to whether or not the developer wants to provide the required data, so long as information requests are in fact being met. If the project is within a special planning area (e.g. TOD zoning or overlay district), requires significant zoning review, and/or financial assistance is being requested, a reasonable request should be honored.

- **Fiscal Focus:**
  When a special planning area exists or municipalities themselves are one of a development project's financial partners, the evaluation process will greatly benefit when conducted in the manner typically used by banks as opposed to the planning / policy conformance and market analysis processes commonly conducted by municipalities (such as standard reviews of unsubsidized housing and simple commercial development proposals). As an example, before proceeding with a loan, a bank will consider the following:
  - What percentage does this proposed loan represent to our overall capital and how does the allocation of this capital affect other future lending opportunities?
  - How does the project compare with the "vision statement" the bank has prepared to guide its' operations?
  - How does the quality of the project relate to the bank's loan scoring system?
  - Is the rate of return to the bank adequate?
  - Does the developer have a track record?
  - Does the developer have enough of their own money involved in the project?
  - Are the timelines sufficient to assure that project closure will be achieved in a manageable amount of time?
  - While every project has risk, is the risk reasonable and is the risk protection adequate?
  - Separate from the inner workings of the loan committee, would the bank be comfortable in having its' Board, shareholders and customers know more about the loan?

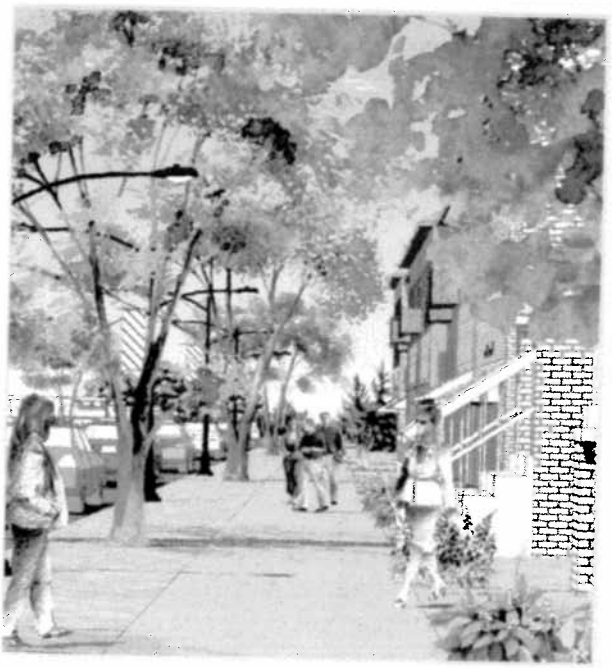
A municipality should ask the same questions.

- **Accountable Actions:**

  The following process applies objective evaluation criteria that are designed especially for special planning areas or instances when municipal financial investment is requested. This process goes beyond the normal zoning and code conformance evaluation since the community has invested significant time in creating a vision for the area and a responsibility exists to ensure a proposed development/redevelopment (and developer) meets the goals and objectives of that vision. Furthermore, in the case of a request for government financing, there is an equally strong accountability requirement since the municipality acts in the capacity of an equity partner or a banker depending on whether the assistance is a grant or a loan.

- **Responsive vs. Proactive Engagement:**

  The following process is designed for the highest threshold of evaluation in a non-RFQ/RFP environment (i.e. the municipality did not seek out developers in a competitive process controlled by the RFQ/RFP guidelines). While the initial reaction of the municipality is responsive (receiving the initial thoughts and ideas of the developer/property owner) once it is determined that this is not a "by right" project the entire municipal approach is proactive.



STAGE ONE: Pre-Proposal Meeting

Whenever a developer contacts a municipality regarding the possibility of a development/redevelopment project, the municipality should invite the developer to a pre-proposal meeting. This informal meeting with the leading staff member(s) within the municipality is an opportunity to establish a relationship and share information on the physical, financial, and political feasibility of a project. Such meetings are confidential and should not be discussed beyond the immediate participants.

The developer should be prepared to answer at a minimum, these questions at the meeting:

1. What is the experience of the team in developing similar projects?
2. Who are the team members? It is expected that list would include:
   - » Architects, Planners, and/or Engineers
   - » Lawyers
   - » Partners
3. What ownership rights does the team have?
4. What is the development concept?
5. Are there any unusual physical or access issues that the developer wants to discuss?
6. What level of tenant commitment does the project currently have (if any)?
7. What are the basic economics of the project (anticipated rents, special financing)? Are those assumptions economically feasible?
8. How much government assistance may be needed, and in what format?

If no request is being made the additional steps of this process may not be necessary; however for a special planning area, the process will continue regardless of the potential for financial assistance.

At this pre-proposal meeting, the municipality should not provide feedback on the content of the project (unless it is clearly outside of the parameters of the special planning area), but should provide any and all factual information necessary to complete a development application. That information includes:

1. Maps and development/redevelopment documents that designate flood plain and zoning for the development site.
2. A list of both public and private individuals who may be contacted to assist in the development. This list may include, but is not limited to:
   - » A primary staff contact who can provide planning documents.
   - » Contacts at each public and private utility.
3. Project application forms for all permits and planning processes.
4. A copy of the relevant administrative procedures and zoning information that may be purchased for a reasonable fee.
5. A copy of any special planning area documents (as applicable).
6. Municipal design guidelines (as applicable).
7. A thorough explanation of the application process and anticipated timelines for review based upon the municipalities history with similar projects. Timelines can vary based upon the complexity of the project. However, once a fully completed application has been submitted and assuming that calendars can be coordinated for key meetings it is not unreasonable to assume that project approval can be achieved within three-six months.

Following this meeting, it will typically take a developer up to two months to compile the appropriate information and documentation relative to the project application.

STAGE TWO: Application

Once the developer is ready to formally seek municipal approval, he/she should submit more precise and detailed information related to the project. It is expected that the press and local interest groups should be notified of the general development/redevelopment proposal at this time, excluding all financing and tenant information which should be kept confidential unless announced by the developer. The written submittal from the developer should include:

1. Details on the development team's experience including resumes and references.
2. A site plan that includes engineering, landscaping, and elevation information.
3. A summary of all other relevant approval processes to be conducted (i.e. those required by transportation and environmental agencies, and others).
4. Letters of intent from respective tenants for 70% space.
5. A pro-forma evaluation showing:
    - Anticipated rents / incomes.
    - Anticipated cash on cash return.
    - The financing gap .
6. A petition for the government funding to close the gap by increasing income (i.e. government rebates, property taxes, etc.) or decreasing project capital costs (i.e. government pays for infrastructure).
7. A financing proposal that shows funding sources for construction with contact information and lists of all government participation necessary to build the project.
8. A project budget.

STAGE THREE: Due Diligence

The municipal response to the application should entail a thorough analysis of the physical proposal and careful consideration of the request for financial support. In the case of a special planning area, the conformance of the project to the vision of the municipality's plan is of prime importance.

As part of this process, the municipality should request that independent market analysis, traffic/parking, fiscal impact, and land use studies be conducted by the municipality's regular consultants and paid for by the developer. While the developer is completing municipal requested studies, the staff should undertake due diligence. The due diligence process includes:

1. Check Developer Credentials:

- Verify references.
- Confirm banking relationships.
- Interview any existing tenants of a developer's current real estate holdings.
- Conduct site visits of controlled properties/ projects.
- Confirm land control issues.

2. Perform a Market Analysis for Project Feasibility (paid for by the developer):

3. Conduct Traffic/Infrastructure Studies (paid for by the developer):

- Determine capacity of area roadways.
- Identify required access improvements.
- Identify water/sewer and utility connections and capacity.
- Calculate costs and assign amounts to the appropriate financial stakeholder (federal, state, or local government, developer, etc.).

4. Conduct a Land Use Impact Study (paid for by the developer):

- Evaluate the anticipated impact on adjacent properties.
- Contemplate the potential impact on competing businesses (competition should not necessarily be viewed as undesirable).
- Consider the potential for spin-off projects.

5. Conduct a Fiscal Impact Study (paid for by the developer):

- Calculate potential increased tax revenue from the completion of the project.
- Ascertain the positive and/or negative impact on tax revenue to the surrounding area.
- Determine if there are increased safety costs associated with the project.
- Factor in the cost of providing infrastructure outside of the project site boundaries.
- Weigh the cost of investment against the anticipated revenues to gauge cost effectiveness of the project.

6. Determine Conformance to Community Policy and Goals:

- Consider how the project fits with community standards and expectations.
- Consider how well the project corresponds with the established special planning area vision.
- Confirm the market analysis is accurate.
- Evaluate the potential for new employment that the project may generate.
- Ensure that the project's appearance enhances the local environment.
- Consider how the project improves the overall quality of life within the project area and overall community.

7. Evaluate Site, Building, and Engineering Plans:

- Check conformance with applicable zoning regulations.
- Check conformance with infrastructure requirements and capacity.
- Check conformance with municipal design guidelines (as appropriate).
- Evaluate the level of progress being made toward completion of the municipal or regional comprehensive plan(s).

8. Establish Legal Protections:

- Determine the legality of the financial commitment.
- Ensure the process is not in conflict with other municipal governing processes.

9. Municipal Underwriting of Financials and Requested Assistance:

- Draw up a financial and construction timeline.
- Develop a contingency plan for cost overruns.
- Identify a separate funding source(s) for operating business tenants and calculate five years worth of financial projections.
- Review and/or develop the project marketing plan.
- Identify how the requested incentives relate to overall investment and profitability.

The magnitude of municipal financial involvement (if requested) will vary significantly by municipal size, project scale, market trends, and overall economic conditions. Ultimately, the municipality must determine:

- The overall strength of the project with or without municipal financial support.
- The role of municipal financial support in achieving current market capitalization rates or profitability factors for various project types.
- The return on the municipal investment.
- The risk factors associated with the return of the municipal investment.
- The importance of the project to achieving the municipal vision for the area *(i.e. more risk might be considered for a pioneer project as opposed to a proposal within a "successful" area)*.
- Community consensus regarding the project.

Pages 27 to 29 of the report clearly outlines the arithmetic process whereby a municipality can work with a developer to determine a "birds eye view" of where there are "holes" (inadequate financial coverage) in a project which make it unprofitable or slightly profitable but too risky to proceed. The assumptions that are part of the process which is detailed for review are on pages 34 to 37 of the report. This information can be utilized on a year-to-year basis by updating the data sources and receiving periodic updates from the consultant and developer communities. It is important to note that two data fields (land preparation costs) and tax revenue from the project can utilize approximations but lend themselves to more specific analysis through a civil engineering firm and a firm that specializes in TIF creation and TIF projections. This "bird's eye view" does not replace the detailed developer pro-forma which will be required later in the process.

Page 29 of the report outlines potential levels of municipal support in a proposed project. While there are no "absolute" rules, the following may be helpful:

- Except in rare instances, municipal participation should not exceed 20% of a project. The farther below 20% the better. The more the participation exceed 20%: the more risk there is for the municipality; and the higher the probability that the municipality is building a project which the marketplace would not build on its' own.
- Municipal participation typically does not exceed the funds the developer has in the project.
- Risk goes beyond how the project "looks and feels." Municipalities could be liable for project shortfalls with a bank just like the developer.
- TIF law may be changing. TIF planning should not always assume today's law is permanent. (visit http://www.illinois-tif.com for latest laws in Illinois)

This stage should result in a staff recommendation detailing the project conditions that must be met in order to commit municipal approval and, as applicable, municipal funding. Additionally, a comprehensive summary of all aspects of the project (including financial) should be developed which details the "who, what, when, and how" of both developer requirements and municipal requirements.

STAGE FOUR: Elected Official Review

After the staff and the developer agree on the terms and conditions of project approval and the contents of the term sheet, a public workshop is held to present the project. The purpose of this workshop is to forge agreement on the concept plan, grant authorization to proceed with the drafting of a redevelopment agreement, and provide an opportunity for public comment on the project.

STAGE FIVE: Documentation

Assuming the municipality authorizes the drafting of a development/redevelopment agreement, such is prepared and negotiated by the staff. As necessary, the municipality then enacts legislation to establish: project approvals; a public private partnership; and, the public funding commitment.

STAGE SIX: Closing

The municipality examines the same proof of performance that bank investors require such as title survey, leases, insurance, development/ redevelopment agreement, and construction contracts. This examination must take place prior to final project approval and the transferring of funds (where applicable) to the developer. Although funds are not transferred until the project is completed, the potential financial commitment of the municipality is understood to be part of the equity considered by other financing entities.

Additional Requirements of an RFQ / RFP Process

When a municipality acquires land and then chooses to seek developers, a Request for Qualifications (RFQ) / Request for Proposals (RFP) process will often be initiated (this may also happen in the rare instance when the municipality agrees to "partner" with a private sector owner who controls land but who has agreed to act in a cooperative manner with the municipality).

The municipality must first decide whether an RFQ / RFP process or an RFP-only process will be initiated. There is no "right answer" in this regard. The RFQ / RFP process has a lower initial threshold requirement (RFQ) for the development community and therefore has the opportunity to attract the highest level of interested applicants. Accordingly, projects which are complicated and require the greatest creative vision (which are usually larger) often begin with an RFQ in order to encourage the largest developers to apply, such as those who retain the capability and vision as well as the willingness to exploit multiple development opportunities and therefore seek the most efficient entry into the municipal review process. When such firms make the "short list" for the subsequent RFP process, they know that their time-consuming and costly efforts to complete the RFP process have a higher potential return-on-investment since they are on the "short list."

Various uses of RFQ and RFP are reasonable depending on the needs of the municipality. Recently, municipalities have been utilizing a process whereby a developer is actually selected after an RFQ process (without a subsequent RFP) and then the municipality goes directly into negotiations with a developer on multiple project issues.

Summary of Pro's and Con's to RFQ's and RFP's:

	Pros	Cons
RFQ	» Easier to/for developers to respond » Better probability for wider developer response » Easier to draft » Provides more options for developer creativity relative to the site » Easier to evaluate » In difficult current marketplace, almost mandatory, absent a very unique site	» Less specific detail about the site and plans for the site » A second level of more detailed developer(s) review will be required later in the process (either and RFP or specific discussions/ negotiations with a single developer) » Considering # 2, a longer overall timeline from beginning to final developer selection
RFP	» More specific detail relative to developer plans and developer capability » Shorter overall timeline	» Severely limits the number of developer responses » Limits developer creativity relative to the site » Harder to draft » Requires much more detailed consensus in advance of issuing the RFP at all levels of government and perhaps even with citizens » More time required to evaluate the first phase of developer responses

Again, it may also be appropriate to issue and RFQ and then an RFP (to a more limited audience) in sequence.

The RFQ / RFP process should be comprehensive yet very concise. Developers are not interested in reviewing potential contracts with the municipality or legal documents at this stage. If there is something in those documents that is particularly significant, it can be pointed out in a simple manner. The following are the key sections that RFQ and RFP documents should contain. Each should provide a concise explanation of what the municipality expects from potential developers:

- **Cover Letter:** The cover letter should include (in the following order):
  - *a) a brief summary of the RFQ/RFP process to be followed;*
  - *b) a brief summary of the location and site characteristics; who controls the site and their role;*
  - *c) how does the municipality prioritize this development opportunity;*
  - *d) municipal planning/preparation steps already taken; municipal flexibility relative to developer creativity about the site;*
  - *e) information as to how developers respond and within what timelines;*
  - *f) date of pre-submittal meeting/conference call; other municipal contact information.*
- **Project Overview:**
- **Development Objectives:** A clear statement of the goals and objectives the municipality hopes to accomplish with the project.
- **Role of the Municipality:** The municipal role in the development process and what other roles the municipality will consider taking on, based upon the quality and impact of the development plan.
- **Description of the Developer Selection Process**
- **RFQ Requirements** (if RFQ is used): Should include submittal document format and 6-8 key elements to be contained in the submittal.
- **RFQ Basis For Evaluation**
- **RFP Submittal Requirements:** *(if RFQ is used)*: Initially, the municipality is advising the developer as to what will be required for those on the "short list".
- **RFP Basis for Evaluation:**
- **Next Steps for Selected Developer:** Should include a request for a "Developer of Record Designation"/ timeline to negotiate a final contract with the municipality.
- **Proprietary Information:**
- **Response Deadline / Due Date:**
- **Method of Submittal:** Provide a postal address for sending a hardcopy response and/ or an email address if the municipality wishes to receive the documentation in electronic format. If the latter, it is standard practice to send a confirmation email to the submitter to ensure the documentation was received.
- **Attachments and Additional Information:** This can be extensive and include: comprehensive plans, a master plan, design guidelines, zoning maps and ordinances, site plans, renderings, and any/all other available information about the project site. Such information should be posted on a municipal website as opposed to sending an overwhelming package of hardcopy documents.

Again, these concepts can be modified to meet individual municipal requirements; however, the municipality should always balance its "need to know" with the requirements of the established process.

Finally, this underwriting guide is meant to be a sample framework which can be adapted to individual municipal needs. Likewise, documents such as "applications" can be crafted to meet internal requirements.

December 7, 2004

«FIRST_NAME» «LAST_NAME»
«COMPANY»
«ADDRESS»
«CITY», «STATE» «ZIP»

Dear «FIRST_NAME»:

On behalf of the City of , please find a Solicitation of Developer Interest/Request for Qualification for the site of the former City Hospital site. This approximately five-acre site lays between and in close proximity to downtown and the University of campus. The site is fully controlled by the City and has been prepared for redevelopment in advance of this solicitation, including clearing the site of the former hospital buildings. Redevelopment of this site and the revitalization of the neighborhood in which it exists is a very high priority of the City Council.

We believe that all the necessary steps have been taken to properly prepare for generating the interest of the private sector: In addition to acquiring and clearing the site; a Tax Increment Financing District (TIF) has been established; a Master Plan has been prepared (see attached image); a plan for other City investment in public open space and streetscape improvements is being developed; an RFQ/RFP process has been developed which is focused on facilitating one of the highest priorities of the developer—an understandable and efficient process in a reasonable timeline; and, the City has established this project as a priority and organized to ensure a time-efficient developer review process and project implementation. Also, while much time and energy has gone into this preparation, we remain flexible and open minded about the ultimate development solution as we begin the selection process, as our ultimate goal is a project that makes sense for the neighborhood, the developer and the City.

We sincerely hope that you will review the information and submit an indication of your interest. The Master Plan for the site and neighborhood redevelopment plan can be found on the City's web site at: . The deadline for your RFQ response is 5:00 p.m. on January 17, 2005 and we expect to notify a very limited number of qualified developers of our interest in a more complete RFP by February 11, 2005. To answer your questions, a pre-submittal meeting will be held at the City Building, , on January 7, 2005 at 1:30 p.m. in the Council Chambers. We will summarize the answers to all questions at the pre-submittal meeting and thereafter in a document that will be sent to all RFQ applicants.

In addition to the pre-submittal meeting and the website information, please call or e-mail at: for answers to questions you might have after the initial review. All responses should be sent to my attention at the City of , , . We appreciate your interest.

Sincerely,

Planning Director

Sample of a Solicitation Request-for-Qualifications Cover Letter

City of ,
Urban Residential/Neighborhood District Redevelopment Project

The Hospital Site

Avenue and Street
Between Downtown and The University of

Solicitation of Developer Qualifications

And

Request for Proposals

Overview

The City of , is seeking interested and qualified development firms to create a residential neighborhood that adds a unique housing choice to the market and capitalizes on the emerging contemporary urban character of the area.

The City is prepared to partner with the proposed developer and has already invested significant time and resources in: acquiring the land; preparing it for development; establishing a Tax Increment Financing (TIF) District; planning for the development of the public areas and business districts near the site; and establishing a framework of understanding with the City Council to facilitate the developer review and implementation process.

The project site is located between the revitalized downtown and the campus, of the University of . The property surrounding the project site includes existing multi-family residential, a park and waterway planned for major public improvement and commercial business districts to the west and the north. The development site is served by the public bus transportation network, which fully connects to the campus as well as the balance of .

The City of developed this information to seek qualified development entities and is responsible for selecting a development team, providing a partnering relationship, and offering direction throughout the development process. The City seeks an interested and qualified developer with a proposal to maximize the positive impact of the new construction on the larger neighborhood and to provide a return to the developer and to the City on their respective investments in the project.

The City has developed and adopted the Redevelopment Master Plan that presents the detailed context for the project. The Executive Summary from this Master Plan is appended to this document and the full plan is available directly from the City and through its web site. Key objectives as outlined in the Master Plan and in the original Project Goals are as follows:

- Create an urban neighborhood that is attractive to a diverse group of people.
- Develop the site in a way that is a catalyst for change in the surrounding neighborhood.
- Take advantage of the site location to link Downtown and Campustown (University of).
- Generate TIF increment to repay bonding and additional infrastructure support.

Sample of a Solicitation of Developer Qualifications and Proposals Project Overview

Description of the Site and Development Area

The Site

The site (shown in the attached exhibits) is approximately 5.19 acres located in a mature neighborhood. The City owns the site and it has been cleared and prepared for quick development. The City expects to receive a No Further Remediation (NFR) letter from the IEPA in the spring of 2005. The City utilized a TIF District to facilitate the preparation of the site. The public (bus) transit system in serves the site with connections to the University of and the metropolitan area. Located between downtown and the campus of the University of , which is also its "gateway" to the campus, the site has multiple amenities within walking distance including neighborhood commercial districts to the west on Street and to the north on Avenue. Both commercial districts are expected to revitalize as an expansion of Downtown success. The site is also within walking distance of Campustown, the retail corridor which primarily services the students and faculty of the University of . The site is an approved "high priority" of the City Council.

Development Area Surrounding the Site

The City has invested substantial resources in the development of several areas related by function and proximity to the site. The related areas are described in the attached exhibits and briefly below.

Downtown

The City has invested millions of dollars in the downtown to improve infrastructure, enhance streetscape and provide economic incentives for the redevelopment of vintage buildings. The downtown's eating, drinking and retail businesses have become popular gathering spots for both University students and local residents. Most recently, the City successfully partnered with a developer in the construction of a mixed-use retail, office and upper story residential condominium project on property controlled by the City. The success of this development has led the same developer to propose a second development partnership for construction on nearby City owned land.

The East Side Neighborhood and the University of Campus

The East Side Neighborhood is located north and west of the site. This neighborhood contains a mixture of uses, including the north Street area, commercial and service businesses and a limited number of residential units. Streetscape improvements have recently been completed on _____Avenue to the north of the site and along Street. Street links on and Street are playing a key role in connecting downtown and Campustown. Although the University campus is primarily to the and of the site, the development site is within walking distance of both Campustown and the campus of the University of . The East Side Neighborhood contains the Creek, an important drainage control element that will be improved through the construction of a detention basin as part of the development of a park amenity just west of the site, east of Street and south of Avenue. Park, which is just south of the site, provides an attractive amenity for potential new residents in the development. Additional investment is being considered for the park. Other infrastructure improvements to the perimeter of the site will be considered once the final development plan has been determined.

Development Objectives

- The primary objective of the site redevelopment is to create an urban, primarily residential neighborhood that is fully integrated into the surrounding residential, commercial and public open space land uses. The proximity of these uses to the site has already formed the basis of a "mixed-use" development. New urban-styled residential development will add a living opportunity that currently does not exist in the _____ market for a diverse population. Development of this site with residential, the enhancement of the public land into a more attractive amenity and the proposed investment in the commercial areas on Street and Avenue represent a comprehensive mixed-use vision for the neighborhood. The City intends to enter into a partnering relationship with the selected developer that maximizes this visionary opportunity for the site while providing a positive atmosphere for private investment and a long-term relationship with the City as a "development partner."
- The development of residential housing on the site is expected to act as a catalyst for the enhancement and redevelopment of other properties in the neighborhood, particularly along Street and Avenue. The City intends to assure that its further investment in the area, with particular emphasis on open land and infrastructure, is consistent with the development plan jointly agreed upon with the developer.
- The emerging success of downtown , the ongoing success of the University of _____and the close proximity of the site to both areas represent an opportunity to create a neighborhood connection between the two that is attractive to both pedestrian and non-pedestrian traffic. It is anticipated that the neighborhood will become the desirable location for the urban resident, young, middle-aged and old, who desires the multiple experiences offered by an entertaining downtown and a world-class university in a contemporary urban living setting.
- The City has sold $7.815 million dollars in bonds to buy, clear and prepare the site. It is the City's objective to select the development that generates sufficient tax increment to pay the bonds and, to the extent possible, provide additional funds to achieve other objectives of the TIF Plan. The City may consider modifying its revenue objectives if the project can exhibit significant value in achieving the other "neighborhood redevelopment" objectives. The leadership of the City is also prepared to facilitate a review of the developer proposals and the implementation of a final developer plan in a process and timetable that is consistent with the City's need to seek a return on its investment and the developer's interest in doing the same. Accordingly, while the broad vision articulated in this document and the Master Plan is a framework which should guide developer review, the City is open to other creative concepts which maximize City and developer return on investment and neighborhood revitalization. However, as the TIF is already in place and bonds have been sold, the timing of the developed project and the ability of the developer to move forward quickly will be an important consideration.

Role of the City of

The City Council has publicly stated its commitment to the redevelopment of this site and has engaged and supported its highly qualified staff and experienced consultants to advance the process.

The City of controls the land and has prepared it for development. A Tax Increment Finance District (TIF) and bonds have been sold. The City has commissioned the Master Plan that is available for developer review. The City Council has been fully involved in the

Sample of a Solicitation of Developer Qualifications and Proposals Project Overview

market analysis, the economic analyses and the development of the Master Plan. Given these actions to date, the City is prepared to assist in the development of a partnering relationship with the selected developer that maximizes the vision of neighborhood redevelopment in concert with a successful development environment and an adequate return to the City on its investment. The City fully understands that pace of the process involved in selecting the developer and implementing the development in addition to its commitment to a long-term partnership that tracks the ability of the market to absorb the development is critical to the overall success of the development of the Hospital site. Pending review of proposals, potential roles of the City could include, but not be limited to: utilizing some of the City owned land as equity; use of TIF increment to support the project; flexible zoning and density considerations; additional infrastructure improvements in the surrounding area; and, facilitating the development approval process. These potential roles will be defined during the final negotiation process based upon the quality and impact of the proposed development.

Developer Selection Process

The first step in the selection process is a Request For Qualifications (RFQ). On the basis of the qualifications submitted, the Council will identify the most qualified developer team. In the second step, the Council will issue a Request For Proposal (RFP) to a very limited group of the most qualified development teams. Recipients of the RFP can be assured that the number of final applicants is limited; the timelines for review are concise; and, the final review by the Council will be within a framework that the development teams will find clear, timely and direct. The team offering the most desirable proposal within the objectives outlined earlier will be designated the "Developer of Record" and will be asked to negotiate a final development agreement with the City.

The City of fully reserves the right to reject any and all submittals of both the RFQ and RFP if the City, in its sole discretion, determines that the submittals do not meet its goals and objectives for the development of this site

Request for Qualifications

Prospective development teams should submit a statement of interest and qualifications. The information submitted should be explicit and informative. Ten (10) copies of each should be submitted. Submissions should be limited to thirty (30) pages.

Letters of interest should be submitted to the Office of The Planning Director. The deadline for submissions is noted in the cover letter enclosed with this document and below.

The City of staff and consultant will review qualifications and recommend development teams to interview with the City according to the following timeline:

- Deadline for RFQ submittal:
- Interviews with selected teams: to
- Recommendation to the City Council:

After review by the City staff and consultant and the related interviews, if the credentials and experience of one team far exceeds those of all other teams, the City Council, acting on the recommendation of staff, may choose to designate that team as the proposed "Developer of Record" and request that only one team submit the required RFP documentation. Otherwise a limited number of teams will be asked to submit.

Sample of a Solicitation of Developer Qualifications and Proposals Role of Municipality

RFQ Submittal Requirements (limited to 30 pages)

- A letter of interest.
- While a detailed plan is not required at the RFQ stage, The City requires a concise narrative clearly indicating the nature and type of development that would be pursued on the site.
- The names and responsibilities of all organizations participating in the development team.
- For each organization, a description of overall qualifications, specific experience on similar projects, and references for those projects.
- For each organization, identification of key persons assigned to the project and the person in overall charge of the project.
- Evidence demonstrating the development team's capability to finance a project of this magnitude (confidential if requested).
- Any additional information that will support the development team's capability and experience with projects of a similar nature.
- The City prefers to develop the entire 5.19-acre site. However, the City may consider an RFQ response that proposes to utilize only portion, but not all, of the site.

RFQ Basis for Evaluation

- Developer Expertise---Priority will be given to the development team that has a history of successful real estate development and demonstrates the interdisciplinary expertise required for this type of project. Also of prime consideration is a track record of high quality development sensitive to the client and the setting, design expertise, innovative packaging and the ability to attract and retain quality buyers/tenants.
- Expertise on Similar Projects---Experience on similar residential redevelopment projects is considered essential. Comparable projects that are relevant and transferable must be described.
- Organization and Personnel---In addition to the development team's overall capabilities and experience, attention will be focused directly on the personnel assigned to the _____Hospital site and the manner in which they will be organized and managed.
- Financial Capability---Financial capability of the development team will be a major factor.
- Creativity, appropriateness and catalytic potential of the narrative concept plan.

Request for Proposals

Following the evaluations, the City Council will invite the most qualified development team(s) to submit a proposal consistent with the RFP terms and conditions outlined in this prospectus.
On the "Basis of Evaluation" outlined below, the Staff, with Council approval, will designate a "Developer of Record." The team designated "Developer of Record" will be given exclusive rights to negotiate with the City, for a limited and timely period, for implementation of a mutually satisfactory redevelopment project and plan for the Hospital site.

Sample of a Request-for-Proposals Submittal Requirements

Developer of Record

The development team selected as "Developer of Record" must be prepared to promptly enter into a development agreement with the City. The agreement will specify each party's specific roles and obligations in the implementation of the redevelopment project. The timeframe for negotiations will be subsequently determined.

RFP Submittal Requirements (limited to 30 pages)

The content of each invited proposal must address four major requirements:

- The proposed type, number and market-price points of the product(s)
- Documentation of the market for the proposed product(s)
- The organization, accessibility and character of the products
- The proposed role of the City of

Each of these requirements is explained below. Proposals must be submitted within 30 days of notice from the City Council.

- Proposed type, number and market-price points of the product---The City will want to clearly understand the type of product anticipated, the price points for the product and the anticipated customers for the product. Understanding this objective will clearly assist the City in evaluating the overall impact of the proposed project on the vision for the neighborhood.
- The design concept---The proposal must ensure that the development will be designed and implemented with a character and scale compatible with the neighborhood. Broad design guidelines for the site are available from the City as part of the "additional information" package. The design professionals to be utilized, if not part of the development team, must be identified along with evidence of their experience and skills. No elaborate design presentations are expected at this stage. The proposed design should be presented in a selected number of concept sketches with accompanying narrative. Items to be addressed include, but should not be limited to: building mass and height relationships both within the development and in contrast to surrounding uses; functional flow of pedestrian and vehicular traffic; parking and loading; overall architectural style or character; and the proposed treatment of public and open spaces.
- The proposed role of the City of ---The City of has already invested significantly in the land acquisition and in the preparation of the site for development. Other investments are anticipated in the future for the public areas surrounding the site. Other roles for the City will be considered. The requests for City involvement (financial and otherwise) shall clearly outline how that involvement will fit into the working of the total development package. Sufficient supporting information shall be supplied so that it can be determined that requested incentives are necessary for the proposed development to be accomplished at competitive fair market costs and adequate returns to the developer.

RFP Basis for Evaluation

The proposals invited by the City of a very limited number of qualified developers will be evaluated on the basis of the following criteria:

- Compatibility with the Master Plan---The concepts outlined in the Master Plan represent the vision that the City hopes to achieve as the market allows over time.

Sample of a Request-for-Proposals Submittal Requirements

- Return on the City's investment---While the City recognizes it role in "priming the pump" for economic and neighborhood development, the ability to receive an acceptable return on its investment in both the short term and over the life of the TIF will be a key consideration in the evaluation.
- Adequacy of financial package---The information supplied on the proposed method(s) of financing must be complete and in sufficient detail to enable the City to evaluate feasibility. If financial involvement is requested of the City, the involvement must clearly indicate the City's role relative to market price points, construction costs and the developers return on investment. Those plans, which leverage the City's overall investment into the highest neighborhood impact in concert with the greatest return on the City's investment, will receive the highest priority.
- Compatible design plan---The design concept shall be imaginative, reflecting a quality of materials, linkage to the activities and important elements of the surrounding area, and the site's importance to the connectivity between downtown and the University of . There are no constraints in architectural style.
- Best overall solution---A combination of neighborhood enhancement; a return on the City's investment; an interest and ability to form a successful partnership with the City; the long term viability of the project; site design and overall project appearance; and the track record and current resources and financial capability of the development team

Proprietary Information

Any restrictions on the use of information contained within a proposal shall be clearly stated as such within the proposal. The City will only be able to comply with a request for confidentiality to the extent allowed by law.

Response Due Date

Responses to this Solicitation of Developer Interest and Request for Proposal shall be submitted no later than day, , 2004. Responses received after this time will be considered non-responsive and, at the discretion of the City, may not be considered.

Where To Submit Responses

Please submit responses to this Solicitation/Request to:

Planning Director
City of

Attachments and Additional Information

Attachments:

Additional Information: The City of has established a web site containing the Master Plan and all other relevant information. The web site can be accessed at:

Questions concerning the Solicitation/Request or the site should be directed to ; or e-mail at:

Sample of RFP Basis for Evaluation (continued), Proprietary Information, Response Deadline, Method of Submittal, and Attachments and Additional Information

PROPOSED COVER LETTER FROM —TO BE SENT 2-11-05
Individual letters to each of the three finalists:

- Burnham Redevelopment, LLC (Mesirow Stein, etc)
- New England Builders
- The Pickus Companies and VOA Associates

RE: Request for Proposal
Dear Mr. :

On behalf of the City of , thank you for submitting a response to our Request for Qualifications for the Hospital site. Based on your qualifications, you have been selected to receive this Request for Proposal. Please be advised that, in order to assure the finalists that their further investment of time is reasonable, only three firms have been asked to submit a proposal. Also, it is the intent of the City to interview each of the three finalists so that everyone will have a full opportunity to express their plans for this site and the credentials that they bring to this development opportunity.

Our original RFQ clearly outlined the very high importance that the City Council places on the redevelopment of this site and the related positive impact on the surrounding neighborhood. Hopefully, the tight and focused process, which has been utilized to solicit your interest, clearly indicates our commitment to advancing this priority project in a timely manner.

Your proposal is due by 4:00 PM on Tuesday, March 29, 2005. Please note that it is the intent of the City to successfully negotiate a final contract agreement with the selected developer within 45 days from the time of selection. While this is further evidence of our commitment, we obviously expect that the selected firm will be prepared to participate in such negotiations and in the indicated timeline.

The enclosed Request for Proposal outlines in detail the requirements of the submittal. Please remember that we are looking for proposals that balance neighborhood revitalization and an appropriate return to the City for its financial investment in a manner that provides a reasonable return to the developer. Of prime importance is the type of product; its density and land use; access, circulation and parking; the proposed price points and the market for the price points; the project phasing; your ability to finance and build the project; and, very specific expectations about the role of the City of (financial and otherwise).

We will be pleased to receive your calls, e-mail or a request for a pre-scheduled visit if you would like more information ( ). All responses should be sent to my attention at the City of , . We appreciate your ongoing interest.
Sincerely---

Planning Director

Sample of a RFQ Response Letter and Next Steps for Selected Developer (for a Proposal)

City of
Urban Residential/Neighborhood District Redevelopment Project

The Hospital Site

Avenue and Street
Between Downtown and The University of

Request for Proposals

Completion of the Qualifications Process

The City of is very pleased that you submitted your qualifications in the RFQ process and that your firm has been selected for a short list of firms which are being requested to submit a proposal. Previously, you received an overview of the project; a description of the site and development area; development objectives; the role of the City of ; and, an overview of the developer solicitation RFQ/RFP process. The following is a reiteration of the RFP process with the insertion of some key dates for your review.

Request for Proposals

Now that the initial qualifications process is complete, the City Council is inviting the most qualified development team(s) to submit a proposal consistent with the RFP terms and conditions outlined in the original prospectus.

On the "Basis for Evaluation" outlined below, the Staff, with Council approval, will designate a "Developer of Record." The team designated "Developer of Record" will be given exclusive rights to negotiate with the City, for a limited and timely period, for implementation of a mutually satisfactory redevelopment project and plan for the Hospital site.

Developer of Record

The development team selected as "Developer of Record" must be prepared to promptly enter into a development agreement with the City. The agreement will specify each party's specific roles and obligations in the implementation of the redevelopment project. The exact timeframe for negotiations will be subsequently determined. However, it is the strong intent of the City that the Council will receive a final development agreement from staff with a recommendation of approval in no more than 45 days from the date of the Developer of Record designation.

RFP Submittal Requirements (limited to 30 pages)

The content of each invited proposal must address four major requirements:

- The proposed type, number and market-price points of the product(s)
- Documentation of the market for the proposed product(s)
- The organization, accessibility and character of the products
- The proposed role of the City of

Each of these requirements is explained below.

Sample of a Request-for-Proposals Submittal Requirements

- Proposed type, number and market-price points of the product---The City will want to clearly understand the type of product anticipated, the price points for the product and the anticipated customers for the product. Understanding this objective will clearly assist the City in evaluating the overall impact of the proposed project on the vision for the neighborhood.
- The design concept---The proposal must ensure that the development will be designed and implemented with a character and scale compatible with the neighborhood. Broad design guidelines for the site are available from the City as part of the "additional information" package, which is on the City's web site. The design professionals to be utilized, if not part of the development team, must be identified along with evidence of their experience and skills.

  The proposed design should be presented in a selected number of illustrations with accompanying narrative. Items to be addressed include, but should not be limited to: building mass and height relationships both within the development and in contrast to surrounding uses; functional flow of pedestrian and vehicular traffic; parking and loading; overall architectural style or character; and the proposed treatment of public and open spaces.
- The proposed role of the City of ---The City of has already invested significantly in the land acquisition and in the preparation of the site for development. Other investments are anticipated in the future for the public areas surrounding the site. Other roles for the City will be considered. Requests for City participation should be very specific in terms of the amount and duration of financial participation; specific zoning or regulatory relief; infrastructure considerations; and, any other ancillary issues. The requests for City involvement (financial and otherwise) shall clearly outline how that involvement will fit into the working of the total development package. Sufficient supporting information shall be supplied so that it can be determined that requested incentives are necessary for the proposed development to be accomplished at competitive fair market costs and adequate returns to the developer.

RFP Basis for Evaluation

The proposals invited by the City of a very limited number of qualified developers will be evaluated on the basis of the following criteria:

- Compatibility with the Master Plan---The concepts outlined in the Master Plan represent the vision that the City hopes to achieve as the market allows over time.
- Return on the City's investment---While the City recognizes it role in "priming the pump" for economic and neighborhood development, the ability to receive an acceptable return on its investment in both the short term and over the life of the TIF will be a key consideration in the evaluation.
- Adequacy of financial package---The information supplied on the proposed method(s) of financing must be complete and in sufficient detail to enable the City to evaluate feasibility. If financial involvement is requested of the City, the involvement must clearly indicate the City's role relative to market price points, construction costs and the developers return on investment. Those plans, which leverage the City's overall investment into the highest neighborhood impact in concert with the greatest return on the City's investment, will receive the highest priority.
- Compatible design plan---The design concept shall be imaginative, reflecting a quality of materials, linkage to the activities and important elements of the surrounding area, and the site's importance to the connectivity between downtown and the University of . There are no constraints in architectural style.

Sample of a Request-for-Proposals Basis of Evaluation

- Best overall solution---A combination of neighborhood enhancement; a return on the City's investment; an interest and ability to form a successful partnership with the City; the long term viability of the project; site design and overall project appearance; and the track record and current resources and financial capability of the development team.

Proprietary Information

Any restrictions on the use of information contained within a proposal shall be clearly stated as such within the proposal. The City will only be able to comply with a request for confidentiality to the extent allowed by law.

Response Due Date

Responses to this Solicitation of Developer Interest and Request for Proposal shall be submitted no later than Tuesday, March 29, 2005 at 4:00 PM. Responses received after this time will be considered non-responsive and, at the discretion of the City, may not be considered.

Where To Submit Responses

Please submit responses to this Solicitation/Request to:

Planning Director
City of

Additional Information

Additional Information: The City of has established a web site containing the Master Plan and all other relevant information: . Follow the instructions to the information.

Questions concerning the Solicitation/Request or the site should be directed to at or e-mail at:

Sample of RFP Proprietary Information, Response Deadline, Method of Submittal, and Attachments and Additional Information

A PORTFOLIO OF MUNICIPAL ECONOMIC DEVELOPMENT INCENTIVES AND TOOLS

Municipal economic development incentives are commonplace for communities seeking to offer the greatest flexibility in regards to development/redevelopment assistance. The following list of tools federal, state and local opportunities and capabilities and are packaged as a potential portfolio of municipal options all oriented to economic development. This list of tools represents the composite list of options currently available to municipalities.

Traditional Local Tools

Tax Increment Financing (TIF):

The following areas are subject to improvement via the use of TIF funds:

- Public infrastructure
- Streetscape
- Land write down
- Land acquisition
- Planning costs
- Sewer and drainage
- Traffic control
- Landscaping
- Park improvements
- Bridge construction and repair
- Demolition
- Utilities
- Street reconditioning and lighting
- Water supply
- Environmental remediation
- Parking structures

Special Service Assessment Districts:

These districts generate revenue in the form of a special property tax, approved by property owners, in a defined district. The proceeds from this tax may then used to fund development/redevelopment improvements which benefit the property owners within the district. Typical eligible expenses include:

- Marketing
- Planning
- Streetscapes
- Maintenance
- Public/Private Management Organizations

Business Districts (BD's):

Similar to SSA's, these are specific areas which allow municipalities to capture up to an additional 1.0 % in sales tax which must be reinvested into the respective area. TIF eligibility standards are utilized to define Business Districts.

Other Tools and Development Strategies

- Property tax, equipment tax, and sales tax rebates.
- Façade improvement grants which may include consideration of internal build-outs and landscaping as an additional eligible expense.
- Liaison with IDOT for private development.
- Utilization of currently owned municipal land for development purposes (i.e. no TIF funds would be required for an acquisition or land write down).
- Working capital loans (a municipal support mechanism with substantial risk).
- Creation of improved public transportation services.
- The use of liquor licenses to stimulate quality food and beverage business, which can be used in concert with façade improvement funds, as applicable.
- Municipal equity positions in quasi-private buildings (i.e. convention centers).
- Parking improvements (includes construction of new parking and improvement of existing lots and facilities. Also, the subsidizing of parking rates can be implemented in an effort to encourage public use).
- Granting of zoning and easement modifications.
- Acceleration of the municipal review process.
- Reductions or elimination of fees for selected development initiatives.
- Grants / loans for sustainable projects (i.e. green development).
- Assistance to the private sector in the recruitment of candidates for jobs and employee housing options.
- Providing municipal security and/or enhanced maintenance for special areas.
- Providing capital for marketing events, community initiatives, and/or tenant recruitment.

Additional information related to the above-mentioned tools, and others, is provided below:

Commercial Economic Development: The State of Illinois administrates state (and federal) funds through the Department of Community and Economic Opportunity (DCEO) www.commerce.state.il.us/dceo/. A comprehensive array of programs are offered including but not limited to grants to municipalities; the Advantage Illinois Program (small business lending, start-up's, venture capital); local government assistance and training; low income population support; job training; a revolving business incentive fund; the Main Street Program; urban assistance, and others.

Low-Moderate Income Housing Support: The Low Income Housing Tax Credit Program has been widely used to support residential development throughout the United States. The following web site provides an excellent summary of these programs and the process municipalities can follow to access support: www.danter.com/taxcredit.

Historic Building Preservation Support: The Illinois Historic Preservation Agency administers the tax credit program which supports the costs associated with the renovation of historic buildings. To access this information: www.illinoishistory.gov.

Based on the variety of tools and strategies available to municipalities, communities should organize their support for economic development within four packages or categories and select the appropriate level of support on an annual basis. These packages/categories include:

- New Development
- Existing Building/Site Renovation
- External Recruitment of Developers and Tenants
- Downtown / Business District Marketing and Events

Chicago Southland Economic Development Corporation:

CSEDC is responsible for identifying, organizing, and collecting public and private resources in order to promote local businesses. As a result, initiatives led by the CSEDC provide economic growth, job opportunities, and development potential throughout the Chicago southland. (csedc.info)

South Suburban Mayors & Managers Association:

Located south of the City of Chicago, SSMMA is an intergovernmental agency providing technical assistance and joint services to 42 municipalities representing a population over 650,000 in Cook and Will Counties. SSMMA members work cooperatively on transportation, legislation, land use, economic development, housing, storm water and open space planning, infrastructure, public safety, human resources, recycling and purchasing.(www.ssmma.org)

Chicago Southland Housing & Community Development Collaborative:

The Collaborative is an inter-jurisdictional approach to address housing and community development in the southern suburbs of Chicago. Through advocacy and by leveraging resources and partnerships, the Collaborative develops regional solutions, programs and educational opportunities to advance the goals of the member communities. (cshcdc.org)

South Suburban Land Bank Development Authority:

The South Suburban Land Bank and Development Authority is a newly forming organization which aims to incentivize economic development through the management and development of vacant, abandoned, and tax-foreclosed properties. Through the Authority municipalities in the southern suburbs can effectively transform these properties back into productive parcels that reinvest in the community.

Cook County Department of Planning & Development:

The Cook County Department of Planning and Development (http://www.cookcountygov.com)is the principle regulatory body for planning and development issues throughout the county. The Department offers a variety of tools and incentives aimed at promoting economic opportunities and business development. The goals of these tools is to promote:

- Sustainable community investment.
- Business growth, attraction, and retention.
- Affordable housing.
- Regional planning.
- Workforce development.

21

Village of Hoffman Estates

FLEXIBLE TRANSIT SERVICE OPERATIONS PLAN

March 19, 2013

ACKNOWLEDGEMENTS

Thank you to everyone for participating in the planning process for the Hoffman Estates Flexible Transit Service Operations Plan. The success of this effort is made possible only through the concerted and sustained efforts, input, and insights of the residents, business and property owners, and representatives of the Village of Hoffman Estates, Regional Transportation Authority, Pace Suburban Bus, and Metra Commuter Rail.

Hoffman Estates Village Board:

- William McLeod, President
- Karen Mills, Trustee
- Raymond Kincaid, Trustee
- Jacquelyn Green, Trustee
- Anna Newell, Trustee
- Gary Pilafas, Trustee
- Gary Stanton, Trustee
- Bev Romanoff, Village Clerk

Flexible Transit Service Operations Plan Steering Committee:

- Mr. Gary Stanton, Village Trustee, Village of Hoffman Estates
- Ms. Karen Mills, Village Trustee, Village of Hoffman Estates
- Mr. Jim Donahue, Village of Hoffman Estates
- Mr. Michael Hankey, Village of Hoffman Estates
- Mr. Algean Garner, Hoffman Estates Department of Health and Human Services
- Ms. Cyndi Alexander, St. Alexius Medical Center
- Mr. Gary Buczkowski, Hoffman Estates Park District
- Mr. Steven Andrews, Pace
- Ms. Charlotte O'Donnell, Pace
- Ms. Patty Mangano, RTA

Public Transportation Agencies:

Representatives of the Regional Transportation Authority of Northeastern Illinois (RTA), Pace Suburban Bus, and Metra Commuter Rail.

Planning Consultant Team:

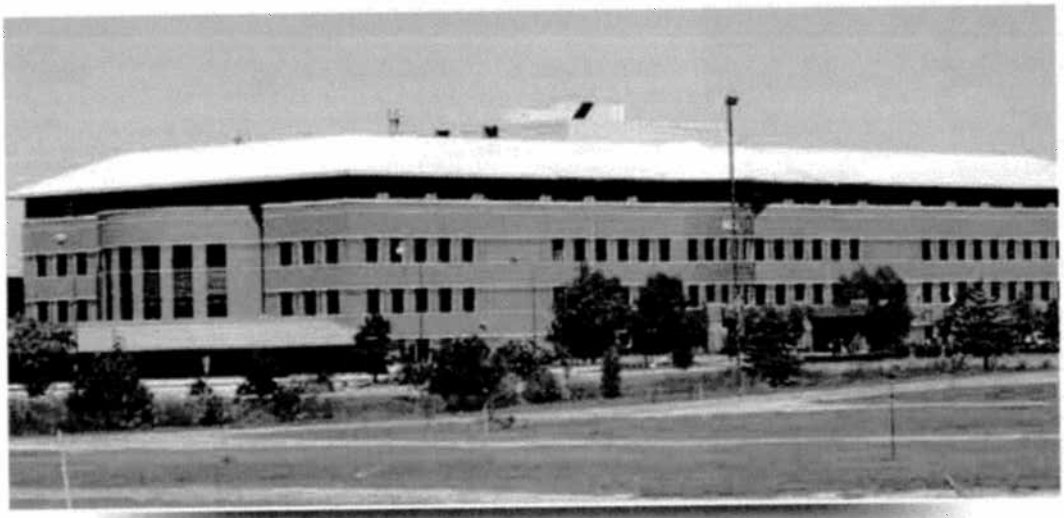
LAND VISION, INC.
601 West Randolph Street, Suite 300
Chicago, Illinois 60661
312.775.6220
www.landvision.com

With assistance provided by:

TRANSYSTEMS CORPORATION
222 South Riverside Plaza, Suite 2320
Chicago, Illinois 60606
312.669.5839
www.transystems.com

VLECIDES-SCHROEDER ASSOCIATES, INC.
980 North Michigan Avenue, Suite 1277
Chicago, Illinois 60611
312.280.5321
www.vlecides-schroeder.com

TABLE OF CONTENTS



1: INTRODUCTION

Purpose & Scope

As one of the leading suburban communities in the Chicago metropolitan area, the Village of Hoffman Estates offers residents and businesses a strategic location, natural attractions, shopping and entertainment amenities, and high quality education. Hoffman Estates is well connected to the region by road (I-90, IL 53, Golf Road, Algonquin Road, Higgins Road), Pace transit service (Routes #554, 602, 610, and 696), and Metra rail stations within adjoining communities (six stations exist within nine miles including Roselle Station, Schaumburg Station, Hanover Park Station, Barrington Station, Palatine Station, and Bartlett Station), making it an attractive residential, commercial, and employment location. Additionally, local township transit services augment the transit system by addressing non-traditional commute patterns and inter-county trips. The Hoffman Estates Flexible Transit Service Operations Plan seeks to enhance these existing assets and simultaneously maximize the community's transit ridership potential through elimination of service gaps and improvements to overall system efficiency.

Capitalizing on the groundwork established by the Joint Transit Plan (JTP) completed in 2003, the Village of Hoffman Estates has identified the need to develop operating plans for flexible transit service routing options and establish the specific metrics by which implementation of flexible transit operations may be achieved to serve the general public.

The Hoffman Estates Flexible Transit Service Operations Plan outlines detailed recommendations for implementation of flexible transit service operations based upon the JTS recommendations, a thorough examination of the existing transit services within the Village, employee and patron travel patterns, needs, and desires, and service operational characteristics. In particular, the plan defines an implementation and operating plan that may incrementally build short term market base allowing for future expansion into medium and long range service improvements.

Process & Participants

Representatives from Village of Hoffman Estates, RTA, Metra, Pace, local institutions, and community stakeholders have participated in the development of the Hoffman Estates Flexible Transit Service Operations Plan. Through ongoing Steering Committee collaboration, one-on-one interviews, community surveys, stakeholder meetings, and planning workshops, the Village is working with the consultant team to engage the community and ensure that all issues, concerns, and desires are clearly identified and transit priorities defined to maximize service operations for the community.

The Hoffman Estates Flexible Transit Service Operations Plan has involved:

- review of existing transit studies, travel options, and planning documents for the Village of Hoffman Estates and surrounding areas, including supporting materials of the 2003 Joint Transit Plan;
- identification and evaluation of the various activity nodes, community facilities, and employment centers within the Village which may benefit from enhanced transit accessibility;
- evaluation of existing travel and mobility patterns within the Village through a combination of available data and distribution of targeted transit surveys;
- interviews with key businesses, institutions, and agency stakeholders to assess their needs, desires, and support of transit services within the area;
- meetings with municipal and Steering Committee representatives to review the assessment findings, test transit demand, flexible service options and implementation priorities (ongoing); and
- presentation of the Flexible Transit Service Operations Plan for public review, input, and approval (pending).

Goals & Objectives

The goal of the Hoffman Estates Flexible Transit Service Operations Plan is to identify and develop appropriate flexible transit service options that will encourage, promote, and complement existing public transportation and mobility options within Hoffman Estates for residents, employees, patrons, visitors, and businesses. The Hoffman Estates Flexible Transit Service Operations Plan allows the Village to promote its transit desires while simultaneously enhancing operational efficiencies aimed at improving the overall quality of life within the community. Under this goal the plan seeks to achieve a series of guiding objectives which include:

- Identifying the feasibility of new flexible transit service within the Village of Hoffman Estates.
- Highlighting the flexible service options and service types to match the communities' needs and desires.
- Outlining the implementation priorities to ensure the success of the service.

These preliminary objectives serve as the guiding principles under which the Hoffman Estates Flexible Transit Service Operations Plan has been conducted and shall be routinely reevaluated to ensure successful implementation of its recommended service options.

2: BACKGROUND DATA REVIEW

In order to fully understand the issues and opportunities affecting transit within Hoffman Estates, various documents and supporting materials were reviewed, including existing transit services, previously completed local and regional studies, and ongoing initiatives regarding transit within the Village.

The documents reviewed include:

- Joint Transit Plan (2003)
- Hoffman Estates Comprehensive Plan (2007)
- Hoffman Estates Capital Improvements Program (2012-2016)
- Pace Vision 2020
- Pace Restructuring Plan
- Pace Transit Service Guidelines / Development Guidelines
- Pace I-90 Market Expansion Project Description (2011)
- RTA's Moving Beyond Congestion Regional Transportation Strategic Plan (2007)
- Proposal to Reduce Transportation System Congestion in Northeastern Illinois (2007)
- CMAP GO TO 2040 Plan
- CMAP Land Use Policies and Strategies for Expressway-Based Bus Rapid Transit (2012)
- Improving Jane Addams Memorial Tollway (I-90) (2010)
- Jane Addams Memorial Tollway (I-90) Transit Value Planning Study (2011)
- I-90 / Barrington Road Full Interchange website
- Metra Star Line Alternatives Analysis Final Report (2012)

A summary or overview of each of the above documents is provided on the following pages. The information collected from these sources and the previous planning efforts serve as reference documents in conjunction with the development the various flexible transit service alternatives.

Joint Transit Plan (2003)

In 2003, the Villages of Schaumburg and Hoffman Estates and Schaumburg Township commissioned the Joint Transit Plan (JTP) to look at the specific mobility needs of the three municipal entity areas and recommend a set of coordinated transit services and coordination strategies.

Components of the study included analysis of demographics, employment patterns, and existing services. These data sets, combined with input gathered from key stakeholders and the general public during the study, led to findings of significant gaps in service, gaps in information, missing connections that could be well served by transit, and the need for marketing and branding of area transit service.

The JTP recommended a mixture of demand responsive and fixed route transit services to address the identified mobility needs and transit market demand for the area.

Within the Village of Hoffman Estates, long term recommended transit services for consideration included already-planned future Pace bus service along Golf Road, as well as the following:

- fixed routes along Hassell Road, Barrington/Higgins Road, Bode Road, and Roselle Road;
- Dial-a-Ride services in the northern and western parts of Hoffman Estates;
- Dial-a-Ride Connector along Higgins Road; and
- establishment of a mini transit hub at St. Alexius Medical Center.

Phasing of these recommendations included short term (1-5 years) alternatives, such as a subsidized taxi system and interim route deviation service along the proposed Bode Road route. Medium term (6-10 years) recommendations included options such as point deviation service in the area of Hassell Road, in addition to being inclusive of all recommendations classified as short term alternatives.

The medium term route and point deviation interventions listed above fall within consideration of this Flexible Transit Service Operations Plan. Details of the JTP recommendations are highlighted below:

TABLE 2-1: JOINT TRANSPORTATION PLAN SERVICE RECOMMENDATIONS

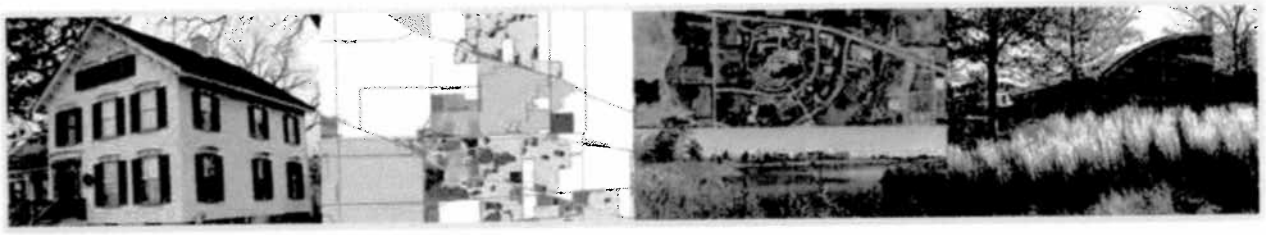
AREA	ELEMENT	SPAN OF SERVICE	FREQUENCY	VEHICLES NEEDED	ANNUAL RIDERSHIP	OPERATING COST-ANNUAL	TOTAL CAPITAL COSTS
Hoffman Estates	Hassell Road Point Deviation	6am to 10pm (M-F) 8am to 8pm (Sat) 10am to 8pm (Sun)	30-min peak 60-min off-peak	3	65,000 - 75,000	$480,000 to $580,000	$150,000 (vans) to $675,000 (small buses) $50,000 mini-hub at Golf/ Roselle (if not built in short term)
Hoffman Estates/ Schaumburg	Bode Road Deviation	6am to 10pm (M-F) 8am to 8pm (Sat) 10am to 8pm (Sun)	30-min peak 60-min off-peak	-	90,000 - 110,000	$750,000 to $900,000	If vans used, replacement cost of $200,000

note: these services would be characterized as flex route operation; additionally, capital cost estimates are based on 2003 estimates

The long term recommendations were for a fixed route system throughout the area, anticipated to be completed in 11- 15 years. The JTP includes implementation strategies for accomplishing the recommended transit services. Key implementation priorities include:

- Need for intake/dispatch services for flexibly routed transit.
- A centralized contractor for the broad range of recommended services.
- Intergovernmental agreements to ensure reliable long-term service funding

The Flexible Transit Service Operations Plan will update the transit evaluations to reflect current conditions, and reconsider recommended transit routes based on the new findings.



Hoffman Estates Comprehensive Plan (2007)

In 2007, the Village of Hoffman Estates commissioned Solomon Cordwell Buenz (SCB) to complete an update to the Village's Comprehensive Plan. The intent of the Comprehensive Plan is to guide public policy and decisions associated with land use, economic development, neighborhoods, housing, transportation, urban design, open space, and the environment.

The plan identifies the following goals and objectives for the Village:

- Maintain Strong and Healthy Neighborhoods
- Maintain a High Quality of Life
- Enhance and Update the Retail Environment
- Ensure Quality Housing is Accessible
- Provide Transit Alternatives
- Provide Additional Civic Space
- Preserve Village History
- Encourage New Mixed-Use Development
- Support Community Resource Centers
- Maintain a Strong Office Market
- Ensure Environmental Sustainability

As indicated by the Plan's goals and objectives, transit alternatives are a high priority for the Village of Hoffman Estates. Throughout the plan, transit is addressed in the context of each major topic covered: retail, office, residential, open space and recreation, transportation, transit-oriented development, and infrastructure.

The Comprehensive Plan reviewed the existing fixed-route bus transit in Hoffman Estates and nearby Metra rail service, concluding that it is limited in frequency and service area. Future transit opportunities include Metra's proposed STAR Line commuter rail system, Bus Rapid Transit along Golf Road (part of Pace's Vision 2020 Plan), six additional fixed route bus lines, general purpose dial-a-ride service, and a subsidized taxi program (recommendations from the 2003 Joint Transit Plan).

Metra and RTA's plans for the future STAR Line, a suburb-to-suburb commuter rail line, include two new stations in Hoffman Estates, which would link the Village to suburban communities and downtown Chicago. The Comprehensive Plan proposes mixed-use transit oriented development surrounding these future STAR Line stations, as well as incorporation of residential mixed-use TOD overlay zones into the zoning code.

COMPREHENSIVE PLAN TRANSPORTATION POLICIES

Of the 17 Transportation Policies, the following are directly related to transit goals for the Village:

TRANSPORTATION POLICY 1:

Continue to work with IDOT and Cook County to balance the Village's travel needs with regional travel needs.

TRANSPORTATION POLICY 3:

Identify key intersections for improvements, such as bus stop locations, major commercial areas, or corridor with widely spaced intersections.

TRANSPORTATION POLICY 8:

Identify roadway and intersection improvements supportive of transit service operations.

TRANSPORTATION POLICY 10:

Actively work with Pace to improve existing bus stops and improve fixed route service throughout the Village. Coordinate on the Pace Vision 2020 plan, recommendations from the Joint Transit Plan and/or proposed STAR Line feeder routes.

TRANSPORTATION POLICY 11:

Continue to work with Pace to study an Arterial Bus Rapid Transit (ART) along Golf Road and identify intersections for transit stations and park-and-ride locations.

TRANSPORTATION POLICY 12:

Continue to work with Metra on the STAR Line Project. Continue work on proposed station areas following TOD guidelines.

TRANSPORTATION POLICY 13:

Provide additional feeder bus service to any new Metra rail station to encourage transit ridership.

TRANSPORTATION POLICY 17:

Explore opportunities to connect to existing and future recreation paths by working with the Cook County Forest Preserve and the Northwest Municipal Conference. In particular pursue east-west links between the central and western portions of the Village, as well north-south pedestrian and bicycle linkages across Northwest Tollway in association with the STAR Line stations area development opportunities.

Hoffman Estates Capital Improvements Program (2013-2017)

The Village of Hoffman Estates prepares a five-year Capital Improvements Program (CIP) budget, which is updated annually. It contains the Village's planned capital improvement projects and recommended financing methods for funding the projects. Transit-related projects included in the current approved CIP (2013-2017) include:

Public Works:	$240,000 – Sidewalk/Curb Replacement Program
Development Services:	$3,100,000 – Transit Improvements
	$4,990,000 – Sidewalk and Bicycle Improvements

Pace Vision 2020

In 2000, Pace, the suburban bus division of the Regional Transportation Authority (RTA), developed a blueprint for Pace's 2020 Vision along with implementation strategies to achieve desired goals. Vision 2020 is a strategy to reshape the suburban bus system, incorporating new technology and transit methodology to meet community needs and market demand. Pace's vision for the year 2020 is to provide public transportation to every resident of northeastern Illinois through a network that is fast, easy and inexpensive.

Within Hoffman Estates, Vision 2020's Proposed Suburban Mobility Network includes:

- community based services such as flexible transit routes, curb-to-curb van services, and subscription routes;
- new and improved passenger facilities, including community transportation centers at Prairie Stone and Harper College, and a regional transportation center in neighboring Schaumburg;
- line-haul bus routes along major arterials such as IL Rte 59, Higgins Road, and Barrington Road;
- transit signal priority corridors along IL Rte 59 and Golf Road;
- express bus service along I-90; and
- proposed STAR Line railway along the I-90 corridor.

Overall, Hoffman Estates is categorized as a "Low" service area, which will be best served by vanpools, subscription services, demand-response vans, and flexible bus routes. Sears Holdings is a designated van-pool destination within Hoffman Estates. The Townships of Dundee, Barrington, Schaumburg, Hanover, and Palatine have established dial-a-ride services for disabled seniors, and Pace's paratransit service is to be extended throughout the Townships of Hanover and Schaumburg. The TRIP (Township Riders Initiative Pilot) program allows elderly or disabled residents of the townships of Elk Grove, Hanover, Palatine, Schaumburg, or Wheeling to go to medical appointments in those townships as well as in Barrington and Maine townships.

The implementation strategies proposed in the Vision 2020 plan stress the need for transit partnerships between various communities that will help develop strong funding and innovative financing opportunities. Upon implementation, Vision 2020 projects will benefit customers, protect the environment, positively influence the region, promote growth, serve the changing demographics, and provide enhanced suburban access.

Pace Restructuring Plan

Consistent with Vision 2020 and GO TO 2040, Pace has begun restructuring service routes in suburbs across the region. Within Hoffman Estates, current and proposed changes to service include:

- Expansion of Route 554 Elgin-Woodfield
- Discontinuation of the Route 557 – The HOT Line – Barrington Road Corridor
- Expanded services along the I-90 Jane Addams Memorial Tollway

As of August 22, 2011, Route 554 Elgin-Woodfield services have been expanded to include more weekday trips and new Saturday service. This route begins in Elgin and enters Hoffman Estates along Barrington Road in the south part of the Village with a stop at St. Alexius Medical Center, then turns east along Golf Road and terminates at Woodfield Mall in Schaumburg. Buses run along this route every 30 minutes during morning and evening rush hours, and ever 65-75 minutes in the midday. Saturday service runs every 70 minutes during the day. Additionally, ADA-accessible complementary paratransit service for the disabled is now available.

Route 557 – The HOT Line previously serviced locations along Barrington Road from I-90, through Hoffman Estates, to the Barrington Metra Station. This route was primarily funded by large employers along the route. In 2011, those employers decided to no longer provide funding for the route. Effective April 1, 2011, Route 557 was eliminated by Pace. Following elimination of Route 557 some area employers opted to form vanpools to meet their respective transit needs. Service on Route 610 was expanded to include one morning and one evening connection from the Rosemont Blue Line CTA Station to Siemens and Claire's, two of the largest employers previously served by Route 557.

The I-90 Market Expansion Project aims to improve air quality and decrease congestion by reducing the number of automobiles along the I-90 Jane Addams Memorial Tollway. Other goals include providing service to new markets and those affected by I-90 road reconstruction, and providing service to new park -n-ride lots. Proposed project components are a mix of Bus Rapid Transit (BRT) based on use of new congestion-free managed lanes on I-90, added park-n-ride lots/stations for BRT routes the express buses including two in Hoffman Estates: one at Prairie Stone and one in the vicinity of Barrington Road, and Call-n-Ride demand-responsive services (including one in the Barrington Road area). While Pace has not yet formally designated the service to be added under the I-90 Market Expansion Project as BRT, because it is planned to operate in congestion-free managed lanes, and is expected to make few stops (primarily at designated stations/park and ride lots) it clearly qualifies as BRT and, thus, this report uses that designation.

Pace Transit Service Guidelines/Development Guidelines

Pace's Development Guidelines, originally introduced in 1999 and currently being updated, were created to encourage the coordination of real estate development and transit service, assisting municipalities in accommodating transit service in their new development plans. The Guidelines provide design recommendations on vehicle characteristics, roadway design, bus stop zones, and land use. Pace also encourages joint development projects between private and public entities that are compatible with transit service delivery and public convenience. The revised Pace Development Guidelines are expected to be released in early 2013.

The Development Guidelines give an overview of plan and service review procedures. Through its Market Development Program, Pace offers assistance to municipalities, businesses, and developers to integrate transit design features in development plans and to identify viable transit service options. Pace representatives work with individual communities to establish custom transit services, provide complementary technical review of development plans and transit service plans, and coordinate new initiatives with existing Pace service.

RTA's Moving Beyond Congestion Regional Transportation Strategic Plan (2007)

The Regional Transportation Strategic Plan was developed by the RTA, CTA, Metra, and Pace, in cooperation with various business, government, civic, and religious organizations identified together as Partners for Transit. The purpose of the Strategic Plan is to address critical questions about the condition and adequacy of public transportation within Chicago region and to guide decisions toward achieving a world-class public transportation system that will support the region's economic, social and environmental goals.

The Plan's major components include:

- Condition and adequacy of the existing public transportation system
- External forces and factors influencing transit (e.g. traffic congestion, travel market needs)
- Additional investments needed to meet current and future needs
- Funding and resource allocation to ensure successful implementation

Suburb to Suburb services are highlighted as a priority for the region, especially by means of innovative methods such as flexible routes/route deviation, and demand-responsive service. Included in the $17.9 billion "Invest to Expand" list of projects is the Pace Golf Road Bus Rapid Transit (BRT), and the Metra STAR Line, as well as subsidized taxi programs and locally based service expansion throughout Cook County.

Proposal to Reduce Transportation System Congestion in Northeastern Illinois (2007)

Representatives from Illinois Department of Transportation, City of Chicago, Illinois State Highway Authority, regional transit agencies, local governments, and local businesses and civic groups joined together in 2002 to form the Chicago Metropolitan Urban Partnership (CMUP). CMUP proposes actions in Chicago's Central Business District, and along the Interstate-90 and Southwest Corridors as a means of achieving their goal to help alleviate traffic congestion in the metropolitan area. The Proposal is a study of congestion in Metropolitan Chicago's transportation system, as well as program pilots within each targeted area.

Within the I-90 Corridor, which bisects the Village of Hoffman Estates, CMUP proposes an express bus, park-n-ride lots, arterial rapid transit (ART) along Golf Road and Higgins Roads, congestion pricing, and support of telecommuting and enhanced technology. Feeder services between suburban communities and freeway express bus routes would help connect communities such as Hoffman Estates to Chicago's Central Business District.

CMAP GO TO 2040 Plan

The Chicago Metropolitan Agency for Planning (CMAP) is the official regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. The organization developed and now guides the implementation of its GO TO 2040 Plan, metropolitan Chicago's first comprehensive regional plan in more than 100 years. The Plan establishes coordinated strategies that will help the region's 284 communities address transportation, housing, economic development, open space, environment, and quality-of-life issues in a creative and collaborative manner.

Two main recommendations of the GO TO 2040 Plan are to invest strategically in transportation and to increase commitment to public transit. CMAP is assisting communities throughout the region in planning and implementing priority projects. Transit service within Hoffman Estates will be influenced either directly or indirectly as a result of select initiatives undertaken as part of this Plan.

I-90/Barrington Road Full Interchange

The Village of Hoffman Estates is currently in partnership with the Illinois Tollway and the Illinois Department of Transportation (IDOT) to study potential improvements to the Interstate 90/Barrington Road interchange. As the leader of this initiative the Village also is responsible for promoting its complete streets policies throughout the community.

Barrington Road provides highway access to the Villages of Hoffman Estates and South Barrington, as well as Palatine, Schaumburg, Barrington, and Hanover Townships and shares a critical interchange with Interstate 90. The interchange project will study the transportation needs of the area in order to address the improvements necessary to support the desire of Hoffman Estates in becoming increasingly prominent in regional mobility while analyzing the potential natural, social, community, and environmental impacts of the study.

Based on the principles of Context Sensitive Solutions (CSS), stakeholder participation and public involvement will be a key tool for this project. This approach will enhance public participation through the implementation of a Stakeholder Involvement Plan which will serve as a blueprint to define procedures to be utilized to engage all stakeholders in the decision making process. In addition, Project Study Groups composed of representatives from the Village of Hoffman Estates, Illinois Tollway, IDOT, the Federal Highway Administration, and the project consultant will be formed in order to facilitate and ensure that all Federal, State, and Local requirements are met.

Metra Star Line

The STAR Line Alternatives Analysis was initiated in 2005 and concluded in June, 2012. It considered the potential for construction of a high capacity transit route that would operate in the I-90 corridor between Rosemont CTA station and Prairie Stone, where it would turn south along the corridor served by the EJ&E Railroad (and now owned by CN). The study concluded that the commuter rail alternative in the I-90 median should be the "Long Term Vision" (with 10 stations along I-90, including ones in the vicinity of Barrington Road and Prairie Stone). Frequencies of every 15 minutes in the peak and 30 minutes in off-peak periods were proposed. While funding is not available to move this project into preliminary engineering or environmental analysis, Metra continues to work with the Tollway and Pace to work to build the market for transit service in this corridor. Through the I-90 Corridor Planning Council, the stakeholders identified a consensus cross section for constructing the Tollway add-lane on I-90 which would minimize the required impacts if demand is sufficient and funding available to construct the STAR Line in the median of I-90. This solution must be considered a very long term possibility.

Tollway Widening Program

Responding to ongoing issues of congestion, ISTHA (the Tollway authority) developed a program of widenings, to be funded by a significant toll increase, possibly supplemented by premium charges for use of managed lanes. A key element of, is the construction of additional lanes on the section of I-90 between Rosemont and Elgin, which it intends to operate as "managed lanes"; these are to be kept flowing freely through some combination of premium tolls and high occupancy vehicle (HOV – carpool and bus) priority. This program was approved in 2011 and the Tollway is moving to construct the additional lanes rapidly. This effort will integrate plans developed with Pace and CMAP for bus park and ride/station facilities and expanded express bus service in the corridor. It is intended to construct the expansion of the Barrington Road interchange simultaneously. CMAP has subsequently published a guidebook for the effective development of bus station facilities along expressways, targeted at maximizing associated land use impacts. CMAQ has made a substantial grant to Pace for purchase of buses, construction, and the operation, and marketing, of new service in the Corridor.

3: EXISTING TRANSIT SERVICE

Pace Bus Routes

There are four Pace Bus Routes that directly serve or are very near the Village of Hoffman Estates:

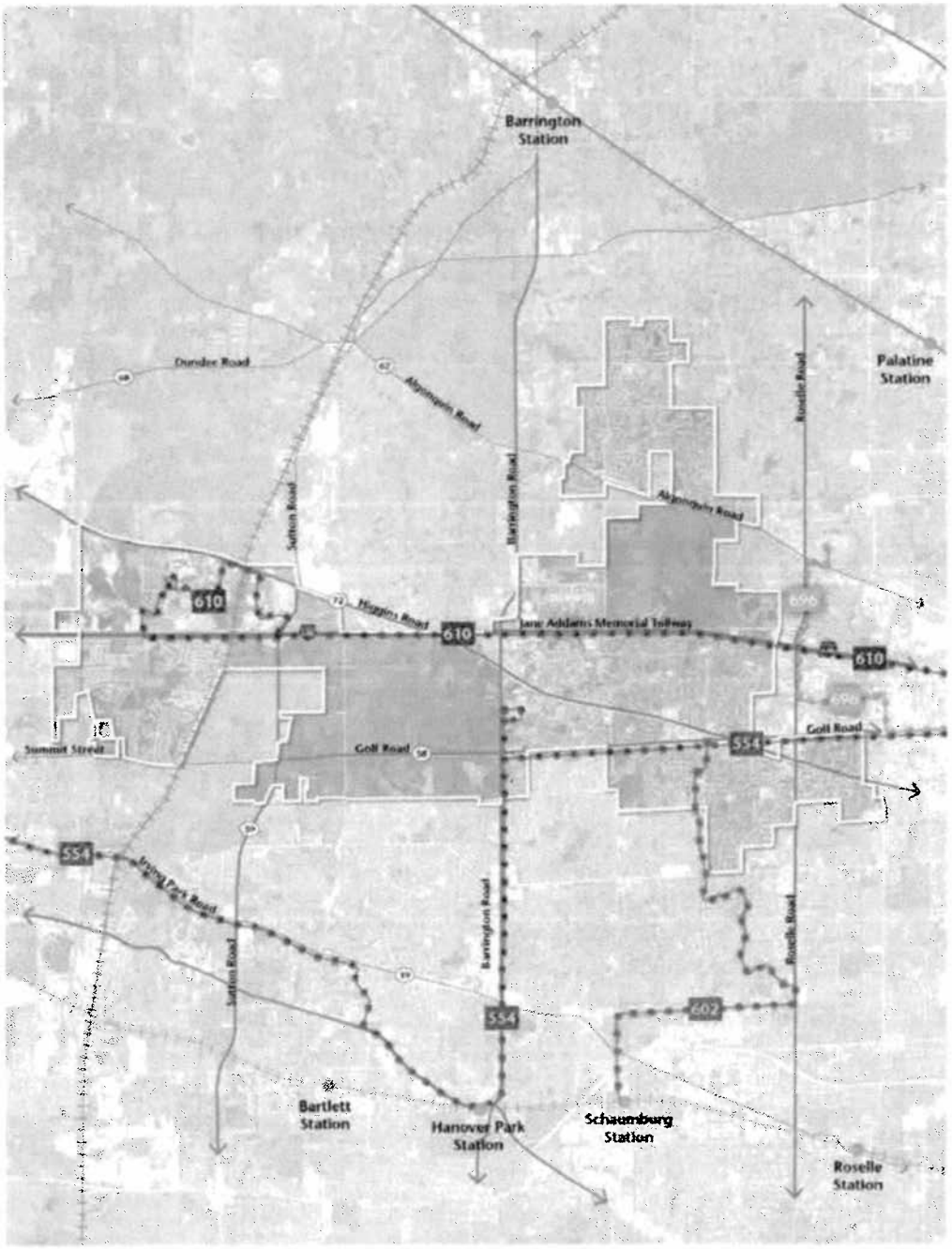
1. **Pace Route 554 (Elgin-Woodfield)** travels mainly in an east-west direction along Golf Road through the southeastern portion of the Village, serving key destinations including the Hanover Park Metra Station (Milwaukee District / West Line) to the south and Woodfield Mall to the east. The route terminates at the Pace Northwest Transportation Center in Schaumburg, a transit center for many Pace bus routes. Other key destinations along the route include Towne Place West, Park Place Apartments, the Irving Park Commercial Corridor in Streamwood/Hanover Park, the Golf and Roselle shopping area, and St. Alexius Medical Center. Route 554 provides weekday service at 30-35 minute intervals during peak hours, and 60-75 minute intervals during off-peak hours. Route 554 is the only Pace bus route in Hoffman Estates to provide weekend service, running at 70 minute intervals on Saturdays.

2. **Pace Route 602 (Higgins-Salem-Cedarcrest)** provides service to the Schaumburg Metra Station (Milwaukee District / West Line) to the south. It operates mainly in a north-south direction along Salem Drive in southeast Hoffman Estates serving various apartment complexes along the route including Salem Ridge and Autumn Chase Apartments. Route 602 provides four one-way trips each weekday: two southbound during morning peak hours and two northbound during evening peak hours.

3. **Pace Route 610 (River Road-Prairie Stone Express)** provides weekday rush hour express service between the Rosemont CTA Blue Line Station (east of Hoffman Estates) and Prairie Stone Business Park. It travels along Interstate 90 as an express bus with no stops between Rosemont and the business park. Route 610 provides one-way, reverse-peak, service at 20-45 minute intervals during weekday peak hours only.

4. **Pace Route 696 (Randhurst-Woodfield-Harper College)** travels within a quarter mile of the eastern edge of the Village, along Roselle Road to Golf Road before heading east. Key destinations include the Arlington Heights Metra Station (Union Pacific Northwest Line), Harper College, Cook County Courthouse, Motorola Headquarters, Schaumburg Convention Center, IKEA, Roosevelt University, Woodfield Mall, and the Pace Northwest Transportation Center. Route 696 provides weekday service at 30-75 minute intervals during peak hours, and 90-110 minute intervals during off-peak hours.

There are no Pace fixed routes that serve the residential areas in the north or west of the Village of Hoffman Estates.



LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- METRA STATION
- PACE ROUTE 554
- PACE ROUTE 602
- PACE ROUTE 610
- PACE ROUTE 696

FIGURE 3-1: PACE FIXED ROUTES

TABLE 3-2: PACE ROUTE SERVICE FREQUENCY

PACE ROUTE	WEEKDAY	SATURDAY	SUNDAY
Route 554 (Elgin-Woodfield)	Peak: 30-35 minutes Off-peak: 60-75 minutes	70 minutes	no service
Route 602 (Higgins-Salem-Cedarcrest)	Peak: Two AM & Two PM trips Off-peak: no service	no service	no service
Route 610 (River Road-Prairie Stone Express)	Peak: 20-45 minutes Off-peak: no service	no service	no service
Route 696 (Woodfield-Arlington Heights-Randhurst)	Peak: 30-75 minutes Off-peak: 90-110 minutes	no service	no service

Source: Pace

In 2011, Route 554 service was increased from weekday-only to include Saturday service. It also was enhanced to provide bidirectional service and increased frequency. Pace Route 557, which connected the center of the study area with the Barrington Metra station, was discontinued in 2011 due to lack of funding. No Pace service exists on Sunday within the Village of Hoffman Estates. Subsequently, following the elimination of Route 557, some area employers opted to form vanpools to meet their respective transit needs.

Pace Ridership

The average daily ridership during September 2011 for the four Pace routes is shown in the following table. Route 610, the express route which serves the Prairie Stone Business Park, has the highest ridership, followed by Route 554. Route 602 shows very low ridership numbers, however, it is important to note that this bus route provides only four trips per day. Data for Route 602 is only available through April 2004.

TABLE 3-2: PACE ROUTE AVERAGE DAILY RIDERSHIP | AUGUST 2012

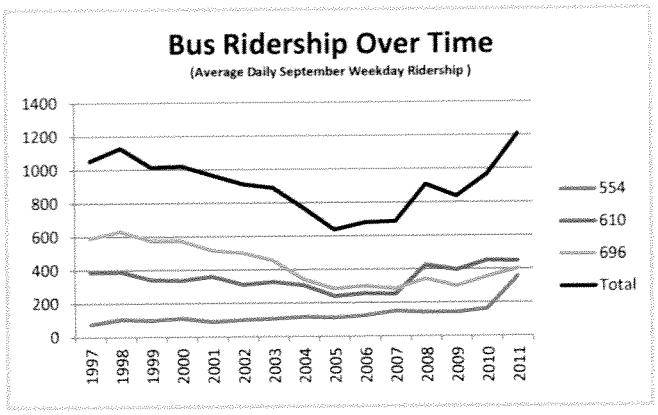
PACE ROUTE	WEEKDAY
Route 554 (Elgin-Woodfield)	461
Route 602 (Higgins-Salem-Cedarcrest)	21*
Route 610 (River Road-Prairie Stone Express)	460
Route 696 (Woodfield-Arlington Heights-Randhurst)	388

*Latest data available is April 2004

Source: Pace

FIGURE 3-2: BUS RIDERSHIP | 1997-2011

A comparison of annual data collected from 1997 to 2011 shows that bus ridership has fluctuated over time, but has increased overall in recent years. Routes 554 and 610 had the highest average ridership in September 2011 than any time since 1997. Route 696 has shown a slight increase since 2009, but is still below its ridership levels prior to 2003.



Stop Level Data

Pace creates profiles of each of its routes showing the number of people getting on and off the bus at specific stops. Data for Routes 554, 602, 610, and 696 were analyzed to determine the number of boardings and alightings within and near Hoffman Estates. Locations that generate five or more boardings or alightings on an average daily basis are shown in the tables below.

TABLE 3-3: PACE ROUTE BOARDINGS

FIVE OR MORE ON AN AVERAGE WEEKDAY IN FALL 2011

PACE ROUTE	LOCATION	BOARDINGS	ALIGHTINGS	TOTAL
Route 610	Prairie Stone/Sears	206	2	208
Route 696	Harper College Dr./Building A	59	39	98
Route 610	Prairie Stone Transit Center	8	3	11
Route 610	Prairie Stone Pkwy./Higgins	7	5	12
Route 554	St. Alexius Medical Center	6	2	8
Route 554	Barrington/Tower Rd.	5	1	6

Source: Pace

TABLE 3-4: PACE ROUTE ALIGHTINGS

FIVE OR MORE ON AN AVERAGE WEEKDAY IN FALL 2011

PACE ROUTE	LOCATION	BOARDINGS	ALIGHTINGS	TOTAL
Route 610	Prairie Stone/Sears	1	199	200
Route 696	Harper College Dr./Building A	59	39	98
Route 696	Harper College Dr./Building A	3	18	21
Route 554	St. Alexius Medical Center	2	6	8
Route 610	Prairie Stone Pkwy./Higgins	7	5	12
Route 610	Prairie Stone Transit Center	3	5	8
Route 554	Golf/Walnut/Moon Lake	0	5	5

Source: Pace

The following map shows Pace bus stops with over five boardings and alightings combined on an average weekday. Stops near the Prairie Stone Business Park have the most passenger activity, followed by stops at Harper College and St. Alexius Medical Center.

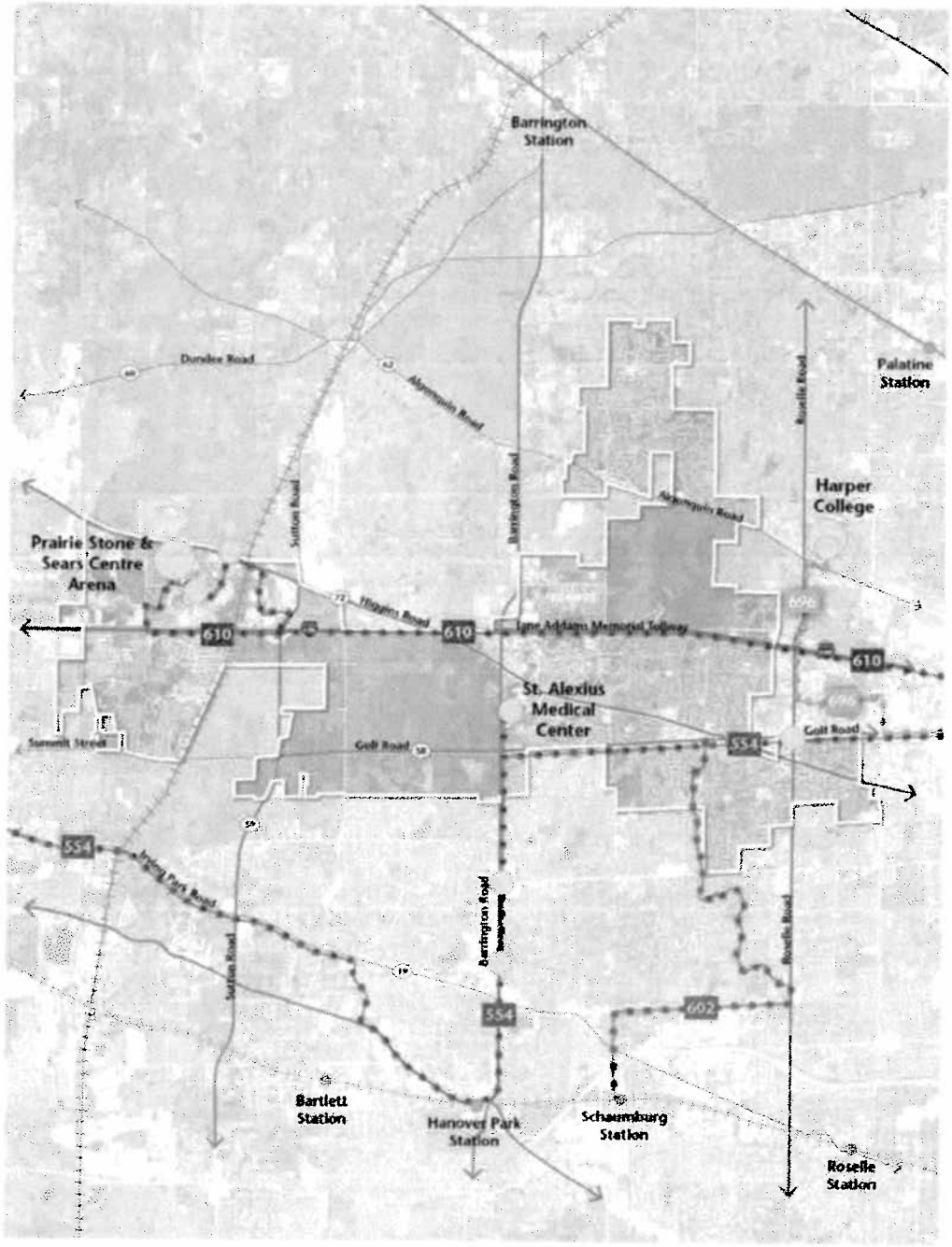


FIGURE 3-3: PACE DAILY BOARDINGS & ALIGHTINGS

Transit Stops

Pace operates a flag stop system for bus routes within the Village of Hoffman Estates. Buses may stop upon signal to the driver at any intersection along the route where it is safe to do so. Heavier utilized stops are typically marked with a bus stop sign and sometimes a passenger shelter. Within the Village, there are two shelters located in the Prairie Stone Business Park. There are also two shelters located at the Harper College stop.

Sidewalks are prevalent in most residential areas of Hoffman Estates, however the curvilinear pattern of the roadway network and low density development patterns impact pedestrian accessibility to Pace bus routes that operate along major roads via extended walking distances. This pedestrian accessibility impact is a barrier to attracting potential transit riders.

Pace Vanpool Programs

Pace operates a Vanpool Incentive Program (VIP) in which Hoffman Estates residents and employers are eligible to participate. The Vanpool Program is designed to transport a group of 5-13 people to work in a Pace Van. Employees that live and work near one another and share similar schedules can form a group that conveniently gets them between home and work. Each rider pays a low monthly fare based on their distance to work and the number of participants in the specific "pool". This fee covers all costs of the vanpool including fuel, maintenance, insurance, tolls, roadside assistance, and van washes. One vanpool participant is required to volunteer to be the primary driver. In exchange for serving as the driver, his or her monthly fare is waived and they are permitted to log 300 personal miles a month on the vehicle.

The Employer Shuttle Program provides vans to employers in the Pace service area for their use in work-related passenger trips at a flat rate of $750 per month per van. Not-for-Profit agencies can participate in the program at a discounted rate of $600 per month per van.

The Metra Feeder Program allows for a Pace van to park at a Metra station near the worksite so that 5-13 participants taking the train may then use the van to complete their commute to their place of employment. To qualify for this program, at least half of the participants must purchase a Metra monthly pass or 10-ride ticket. In addition, each participant pays $58 per month, which covers all costs associated with the van including fuel, maintenance, insurance, tolls, roadside assistance, and van washes. Metra fares and parking are not included in this monthly participation rate.

The Advantage Program is available to not-for-profit human service organizations and agencies located in the Pace six county region. Participating organizations and/or agencies must hold a current State of Illinois Developmental Training Certification or equivalent and provide work-related transportation service to persons with disabilities. The cost of the program is $401 per month per van.

Village of Hoffman Estates Programs

TAXI DISCOUNT PROGRAM

The Taxi Discount Program, administered and managed by the Village of Hoffman Estates and contracted through a private provider, is designed to serve senior, disabled and low income residents of Hoffman Estates by making transportation more affordable for destinations not served by public transit or outside of public transit service times. Eligible residents may receive up to 10 $5.00 coupons per month for taxi trips that begin or end within the Village. This service generates 6-9 trips per day.

The above figure shows annual ridership data for a two year period for origins or destinations with 50 or more trips per year (data from 2011 and 2012). As indicated, key destinations include St. Alexius Medical Center, Poplar Creek Village senior housing, two Jewel-Osco shopping centers, Woodfield Mall and Harper College.

Ridership in the discounted taxi program as well as costs to the Village to operate the service has been steadily rising since the program was implemented in 2008. In 2012, there were a total of 3,774 riders resulting in a cost to the Village of $18,870. Additional cost by the Village for miscellaneous expenses including printing costs and supplies is approximately $500 for a total 2012 cost of $19,400, or approximately $5.14 per rider.

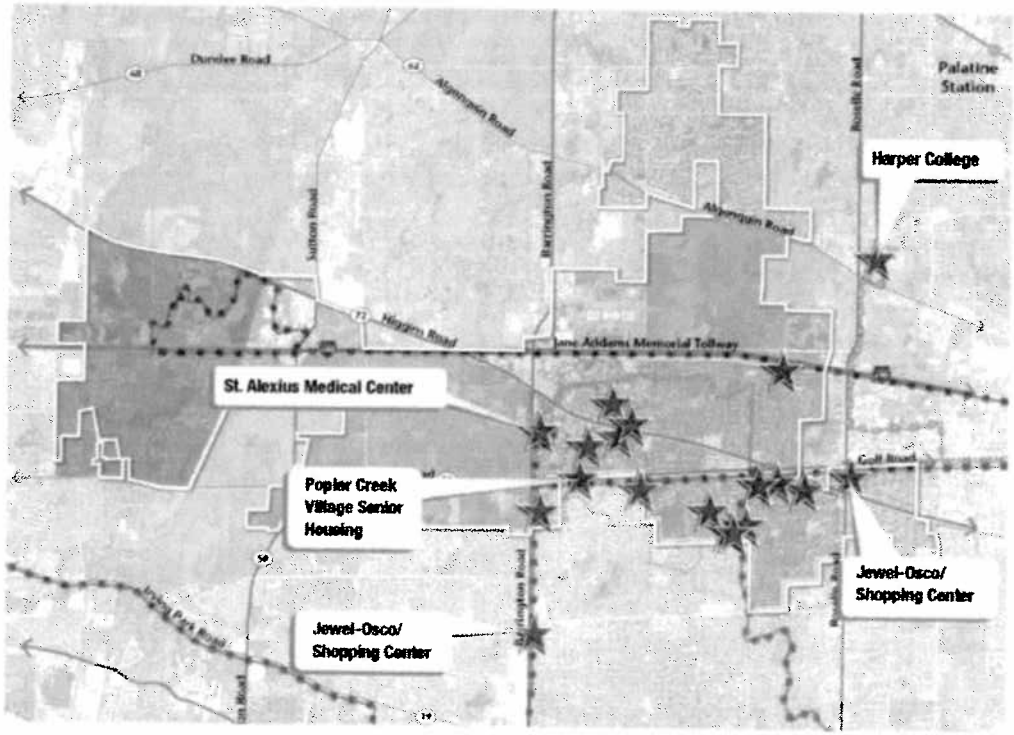


FIGURE 3-4: SUBSIDIZED TAXI SERVICE

Township Programs

TRIP: TOWNSHIP RIDERS INITIATIVE PILOT

The TRIP program is a cooperative effort between PACE and five townships, including Schaumburg, Hanover, Palatine, Wheeling, and Elk Grove. TRIP provides inexpensive transportation across township boundaries to and from medical appointments for seniors and individuals with a permanent disability. The program provides service within the five townships plus Barrington and Maine Townships. Fees are $5.00 for every township border crossed, to a maximum of $10.00 per one-way trip.

PALATINE TOWNSHIP

Palatine Township provides curb-to-curb transportation services within the Township boundaries for senior citizens and residents with permanent disabilities. Tuesday medical appointments in Arlington Heights are also serviced. Fees are $2.00 for a one-way trip. The Township also provides a $4.00 subsidy on taxi fares for the same qualifying residents.

SCHAUMBURG TOWNSHIP

The Schaumburg Township Transportation Department provides door to door services on weekdays to senior and permanently disabled residents. The range of these trips is within Township boundaries, or up to five miles beyond the boundaries for medical trips only. The fee is $1.00 per ride.

HANOVER TOWNSHIP

Hanover Township offers several transportation services for senior citizens and residents with physical, cognitive, or developmental disabilities.

1. Dial-A-Bus Program – Hanover Township Senior Services Dial-A-Bus is a curb-to-curb weekday service providing transport to residents age 55 and over and those with permanent disabilities. Fees are in the form of a suggested donation ($0.75 one-way). The range of these trips extends up to five miles beyond Township boundaries.
2. TIDE: Ticket to Ride Taxi Voucher Program – The TIDE Ticket to Ride Taxi Voucher Program is available for residents of Hanover Township, 16 years or older, who have a physical, cognitive, or developmental condition that interferes in at least one "major life activity." This service provides transportation to and from work or job training up to seven miles beyond Township boundaries. Fees are based on mileage.
3. Dial-a-Ride and Paratransit services - The Townships of Barrington and Dundee also provide local, on-demand services for serving special purpose and special needs passengers and trips.

BARRINGTON TOWNSHIP

Barrington Township Dial-a-Ride provides curb-to-curb transportation for elderly and disabled riders on weekdays. Rides must be booked at least one day in advance, and medical appointments can be booked up to a week in advance. The fare is $1.00. Dundee Township provides curb-to-curb service for the elderly and disabled through the Ride in Kane program.

Metra

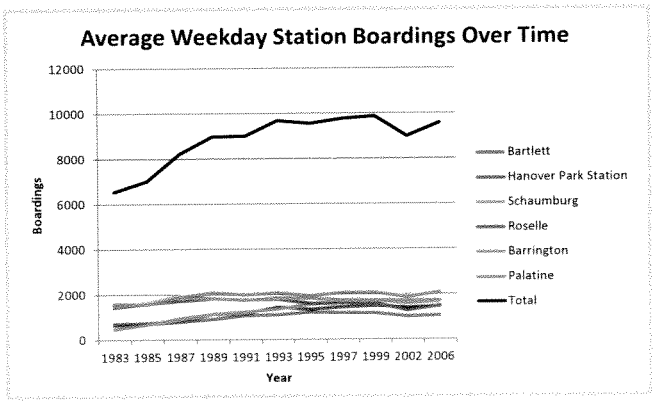
Metra commuter rail service does not directly serve the Village of Hoffman Estates. However, Metra commuter rail lines do provide regional passenger connections near Hoffman Estates, Chicago, and the greater region. Commuters desiring to ride Metra can access the Union Pacific Northwest (UP-NW) Line a few miles to the north of the Village, and the Milwaukee District West (MD-W) Line a few miles to the south. Stations along these lines that are closest to Hoffman Estates are the Barrington and Palatine stations to the north, and the Bartlett, Hanover Park, Schaumburg, and Roselle stations to the south.

The Union Pacific Northwest Line provides service between Chicago's Ogilvie Station and Crystal Lake (some trains to Harvard or McHenry), Illinois. The Milwaukee District West Line provides service between Chicago's Union Station and Elgin, Illinois. As shown in the table below, for both rail lines train frequency at peak hours is every 10-30 minutes, while off-peak service is hourly. Weekend service is provided every one to two hours.

TABLE 3-5: METRA LINE SERVICE FREQUENCY

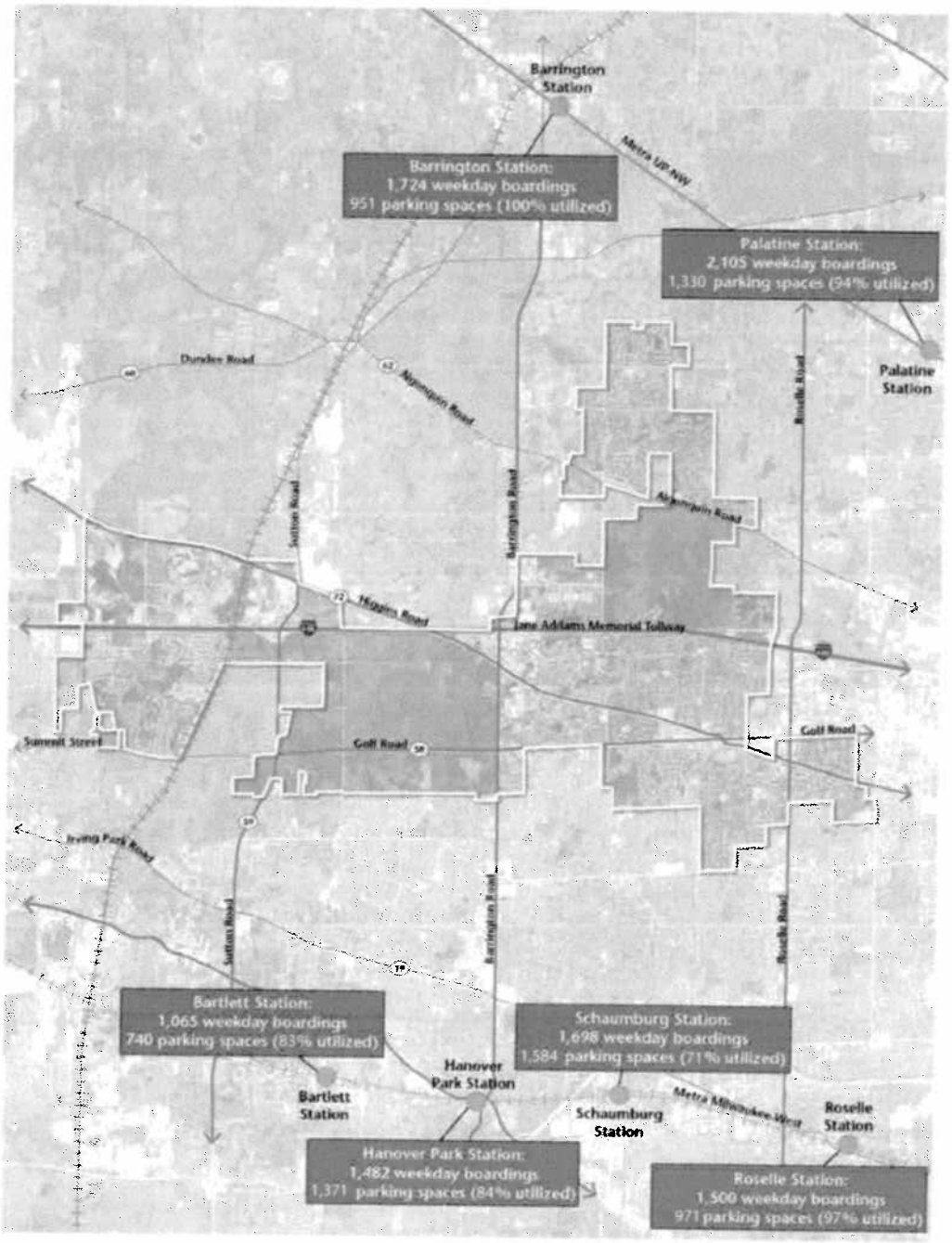
METRA LINE	WEEKDAY	SATURDAY	SUNDAY
Milwaukee District West Line (MD-W): Bartlett, Hanover Park, Schaumburg, Roselle stations	(Peak) 10-30 min. (Off-peak) Hourly	Hourly (1) to every two (2) hours	Every two (2) hours
Union Pacific Northwest Line (UP-NW): Barrington & Palatine stations	(Peak) 10-30 min. (Off-peak) Hourly	Hourly (1) to every two (2) hours	Every two (2) hours

FIGURE 3-5: BOARDINGS | 1983-2006



Since 1983, weekday ridership at each of the six Metra stations near Hoffman Estates has slightly increased, for an overall ridership increase of 46%.

Current Metra ridership data show that the Palatine and Barrington stations on the UP-NW Line have the greatest weekday boardings of the six stations closest to Hoffman Estates. The Palatine station has 2,105 average weekday boardings and Barrington has 1,724. Each of the four MD-W Line stations range from 1,000 to 1,700 boardings on an average weekday.



LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- COMMUNITY FACILITIES

FIGURE 3-6: METRA STATION USAGE

Source: RTAMS

Based on Metra 2006 Origin-Destination Survey data, and shown in the following table, the greatest number of Hoffman Estates residents appears to use the Schaumburg Metra station as compared to other stations. However, at all nearby Metra stations, Hoffman Estates residents compose only 2% to 12% of all boarding passengers.

TABLE 3-7: METRA HOFFMAN ESTATES RESIDENTS' USE OF METRA STATIONS

METRA 2006 ORIGIN-DESTINATION SURVEY

METRA STATION	NUMBER AND PERCENTAGE OF PASSENGERS BOARDING AT STATION WHO ARE FROM HOFFMAN ESTATES	FARE ZONE AND TICKET PRICE*
Schaumburg (MD-W)	183 / 12%	Zone F / $5.75
Palatine (UP-NW)	172 / 10%	Zone F / $5.75
Roselle (MD-W)	72 / 6%	Zone E / $5.25
Hanover Park (MD-W)	66 / 5%	Zone F / $5.75
Barrington (UP-NW)	30 / 2%	Zone G / $6.25
Bartlett (MD-W)	21 / 2%	Zone F / $5.75

**Ticket price based on a one-way trip from the origin station to downtown Chicago.*

Metra collects data on the origins of its passengers and their mode of access to rail stations. As shown in the previous table, Hoffman Estates residents access six nearby Metra Stations. The exhibits and table below show the residency location for people who use Metra stations near Hoffman Estates, as well as the mode of travel they use to access the Metra stations. As can be seen, the majority of people access the stations by driving alone. "Driving alone" is the mode of choice for over two thirds of the respondents. "Getting dropped off" is often the second most popular option. It is important to note that the percentage of people using the bus to get to a Metra station is low, at only 0% to 4%. Bartlett, Roselle, Barrington, and Palatine Metra stations are not served by a bus route. Pace Route 554 connects to Hanover Park Metra station. Pace Route 602 connects to Schaumburg Metra station.

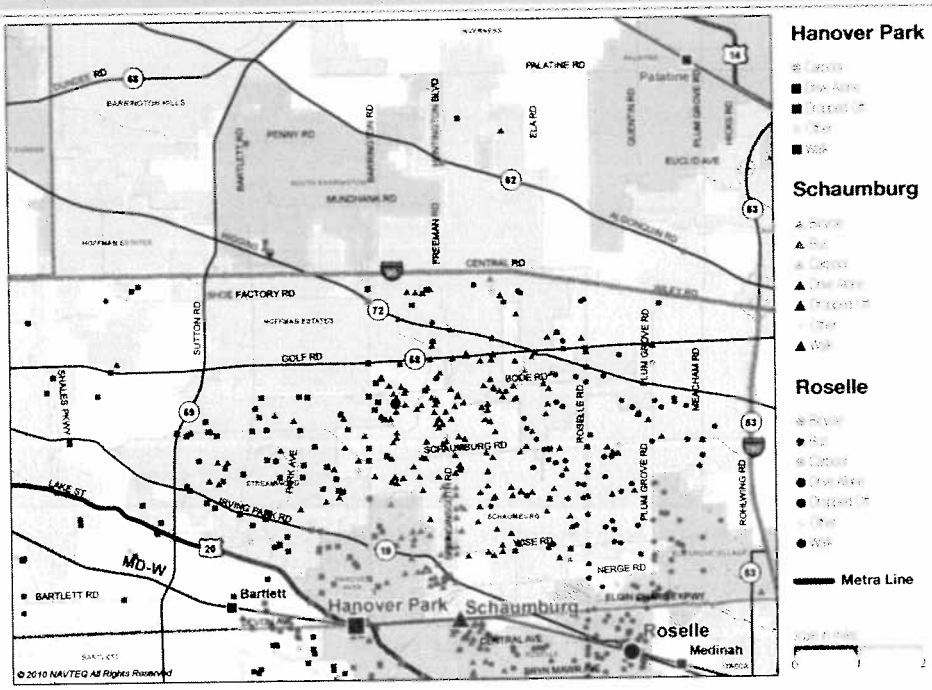
TABLE 3-8: METRA MODE OF ACCESS TO STATIONS | 1999-2006

STATION	YEAR	WALKED	DROVE ALONE	DROPPED OFF	CARPOOL	BUS	RAPID TRANSIT	BIKE	OTHER
Bartlett	1999	7%	76%	12%	6%	0%	0%	0%	0%
	2002	5%	67%	18%	9%	0%	0%	1%	0%
	2006	7%	67%	20%	4%	0%	0%	1%	1%
Hanover Park	1999	6%	78%	8%	7%	0%	0%	1%	1%
	2002	6%	73%	13%	7%	0%	0%	0%	1%
	2006	22%	56%	4%	7%	4%	7%	0%	0%
Schaumburg	1999	7%	80%	8%	3%	0%	0%	2%	1%
	2002	5%	77%	12%	5%	1%	0%	0%	0%
	2006	6%	79%	10%	5%	1%	0%	0%	0%
Roselle	1999	8%	72%	11%	5%	2%	0%	1%	0%
	2002	9%	70%	17%	3%	0%	0%	1%	0%
	2006	8%	70%	16%	4%	0%	0%	1%	1%
Barrington	1999	8%	71%	13%	5%	0%	0%	1%	2%
	2002	8%	70%	13%	6%	0%	0%	1%	1%
	2006	8%	67%	16%	6%	0%	0%	1%	1%
Palatine	1999	9%	72%	14%	4%	0%	0%	0%	0%
	2002	9%	70%	13%	5%	1%	0%	1%	0%
	2006	15%	64%	15%	2%	1%	0%	1%	0%

Source: Metra

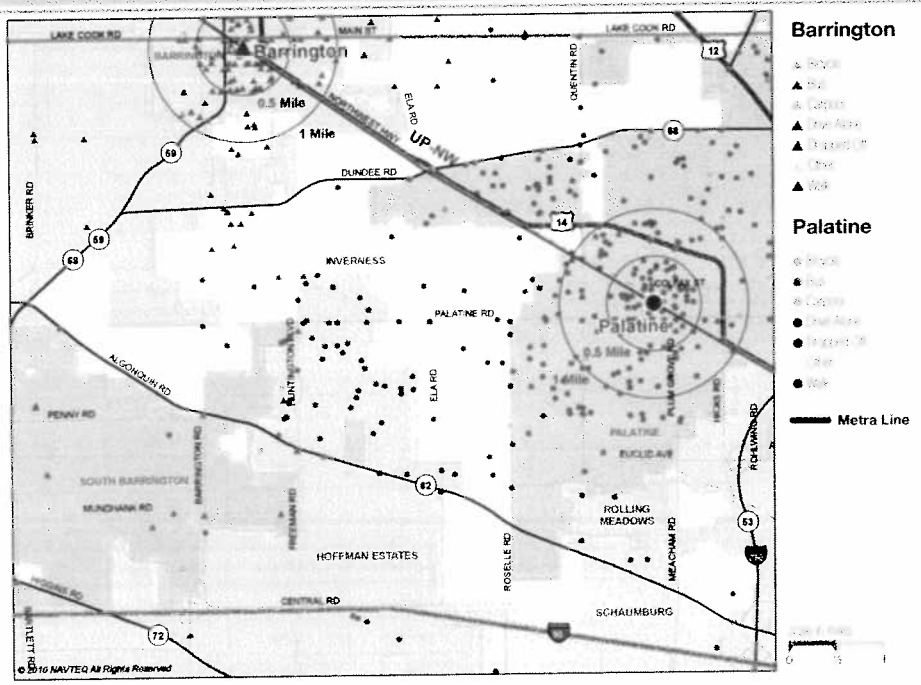
ORIGINS OF HOFFMAN ESTATES METRA RIDERS USING MD-W STATIONS

FIGURE 3-9



ORIGINS OF HOFFMAN ESTATES METRA RIDERS USING UP-NW STATIONS

FIGURE 3-10



Source: Metra Division of Strategic Capital Planning
Map Date: May 2011, Metra Division of Capital & Strategic Planning

Journey to Work

"Journey to work" data refers to travel patterns between where people live and where they work. Released in May 2012 by the U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) and Local Employment Dynamics (LED) combine federal and state administrative data on employers and employees with other 2010 Census information to show where workers are employed and where they live. "OnTheMap" is an online application that provides a variety of data and tables for a specified location that are useful to assist in transit planning in Hoffman Estates. The data discussed below applies to Hoffman Estates limits as well as a 0.5 mile buffer around of the Village.

The following map shows job density in Hoffman Estates color coded to represent number of jobs. In areas where many jobs are located a thermal overlay displays darker shades. Lighter shades characterize areas where fewer jobs exist. The map shows that the area around I-90 and Barrington Road near the center of the Village has the most jobs. This supports the associated "Major Employers" map that shows many large employers are in this area. Additionally, many employers are in the Prairie Stone Business Park to the west. Finally, the Village of Schaumburg to the east of Hoffman Estates has a high amount of jobs. The north and west portions of Hoffman Estates are mostly residential and therefore, have the least number of jobs.

JOB DENSITY (TRIP DESTINATIONS)

The total number of jobs within and adjacent to (within 0.5 mile) Hoffman Estates totals approximately 54,000. The majority of these workers live outside of Hoffman Estates. The data reveals that approximately 5,000 people both live and work in Hoffman Estates.

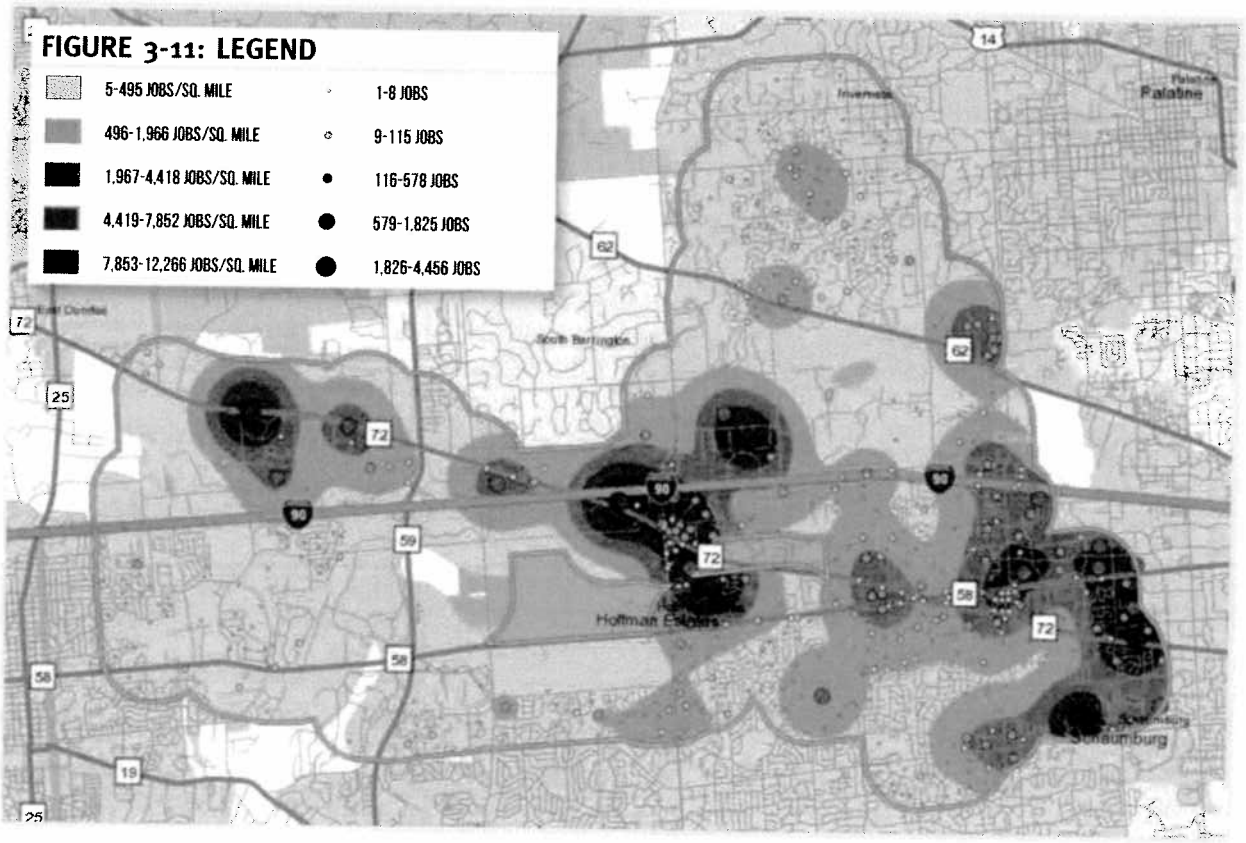


TABLE 3-9: FLOW OF WORKERS AND RESIDENTS INTO AND OUT OF HOFFMAN ESTATES

INFLOW/OUTFLOW JOB COUNTS - ALL JOBS IN HOFFMAN ESTATES AND WITHIN 0.5 MILE BUFFER - 2010		
Employed in Selected Area	Count	Share
Employed in Selected Area	54,618	100.0%
Employed in Selected Area but Living Outside	49,519	90.7%
Employed and Living in Selected Area	***5,099***	***9.3%***
Living in Selected Area	47,111	100.0%
Living in Selected Area but Employed Outside	42,012	89.2%
Living and Employed in Selected Area	***5,099***	***10.8%***

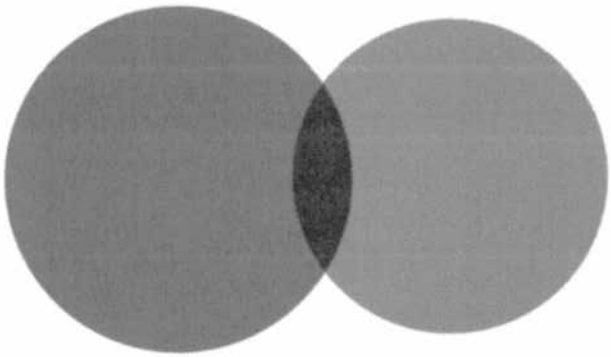


FIGURE 3-12: INFLOW/OUTFLOW JOB COUNTS IN 2010

	49,519	Employed in Selection Area, Live Outside
	42,012	Live in Selection Area, Employed Outside
	5,099	Employed and Live in Selection Area

As displayed in below, the majority (56%) of workers in Hoffman Estates travel over 10 miles from their homes to their place of employment.

TABLE 3-10: DISTANCE FROM HOME TO WORK FOR EMPLOYEES IN HOFFMAN ESTATES - 2010

	Count	Share
Less than 10 miles	20,799	44.1%
10 to 24 miles	18,739	39.8%
25 to 50 miles	6,106	13.0%
Greater than 50 miles	1,467	3.1%

TABLE 3-11: DISTANCE FROM HOME TO WORK FOR RESIDENTS IN HOFFMAN ESTATES - 2010

	Count	Share
Less than 10 miles	22,436	40.5%
10 to 24 miles	21,919	39.6%
25 to 50 miles	8,118	14.7%
Greater than 50 miles	2,858	5.2%

FIGURE 3-13: TRIP ORIGINS

The following map illustrates the dispersed nature of trip origins for people who work in Hoffman Estates. Each dot represents the number of people originating from locations and the shading represents density of people originating from locations who are traveling to Hoffman Estates for work. As shown, workers travel from a variety of locations across the Chicago metropolitan area to get to work in Hoffman Estates.

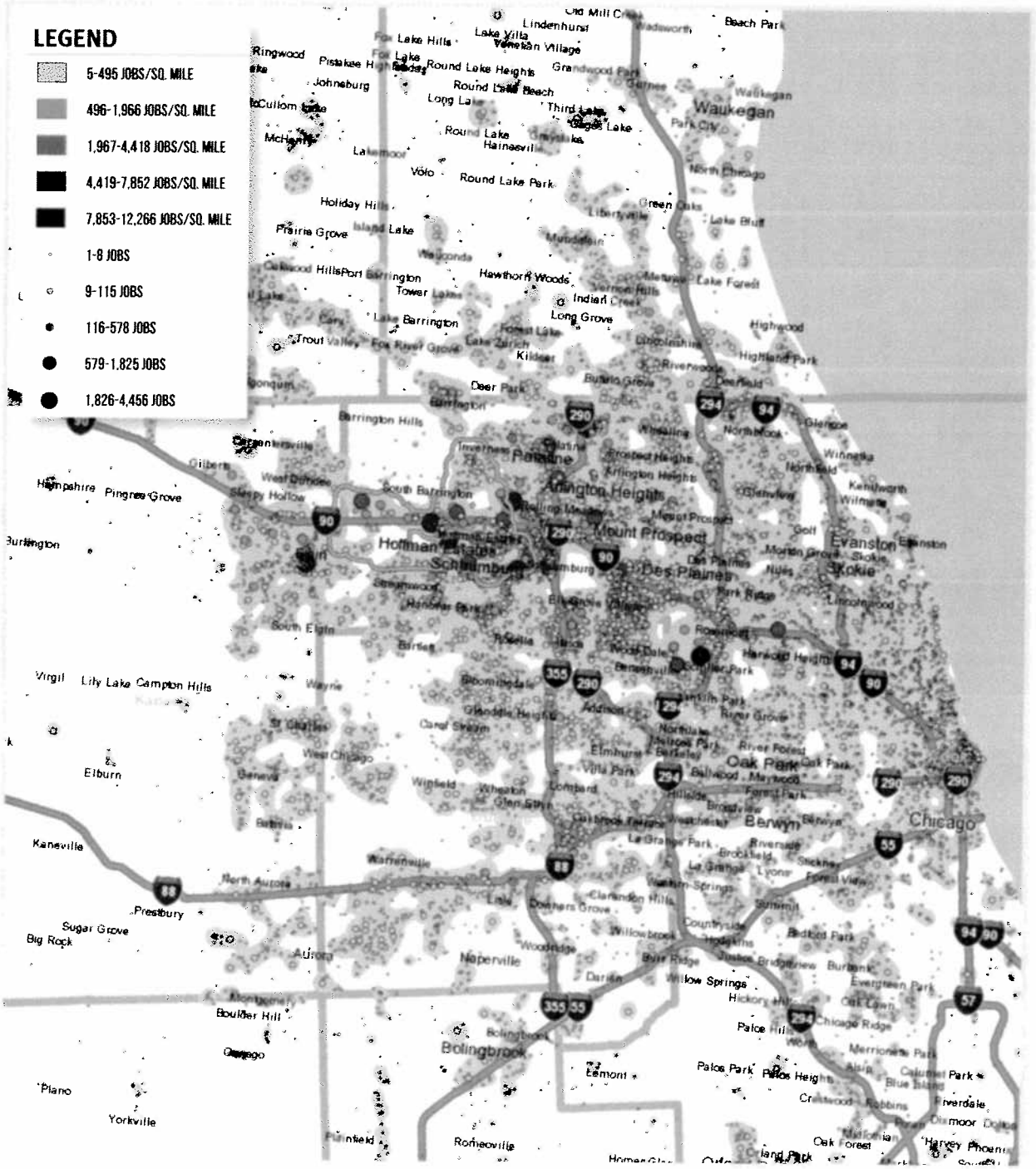
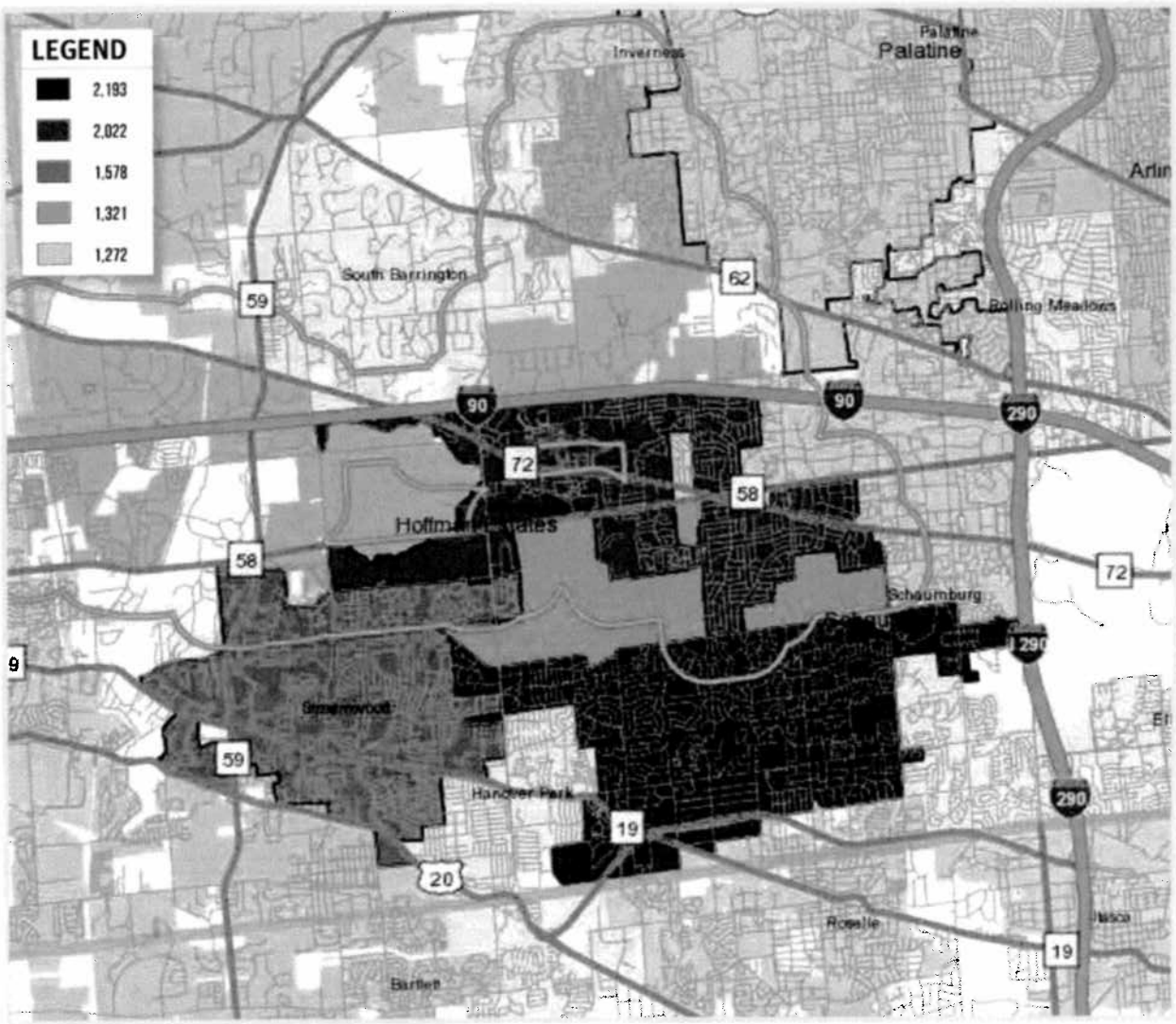


FIGURE 3-14: TOP ORIGINS

The following map displays the top five origins, or homes, of workers who have jobs in Hoffman Estates. As can be seen, the southeastern portion of the Village is the location where the majority of residents who work in Hoffman Estates reside. Nearby towns of Streamwood, Schaumburg, and Palatine also each include over 1,000 homes (origins) for people who work in Hoffman Estates. The areas shown in the map accounts for approximately 15% of the origins for people who work in Hoffman Estates.



The dispersed trip patterns for workers in Hoffman Estates pose challenges for transit use. For those coming from outside of the Village, they primarily travel long distances from a variety of locations in all directions. These trips tend to be more automobile based trips.

However, transit opportunities exist as well. Thousands of people both live and work in Hoffman Estates or nearby municipalities. I-90 intersects the Village as well as the region, and plans are in place for Pace to implement Bus Rapid Transit (BRT) as the toll road is rebuilt. Opportunities exist for finding creative transit solutions for the residents and workers of Hoffman Estates.

4: DEMOGRAPHIC ANALYSIS

The identification and evaluation of socio-economic characteristics are often used as indicators for support and/or demand for public transportation and to help identify ways to streamline transit service to most effectively serve desired travel patterns and markets. Building upon the analysis conducted for the Joint Transit Plan (October 2003), and using 2010 United States Census Bureau statistics, as available, the following socio-economic evaluations were conducted:

- Household Density (2010 U.S. Census)
- Senior Population (65+) (2010 U.S. Census)
- Youth Population (10-18 Years) (2010 U.S. Census)
- Persons With Limited Vehicle Access (2005-2009 U.S. Census ACS)
- Households Below Poverty Level (2010 U.S. Census)

Household Density

The density of households within a particular area is an important factor in determining the potential for use of transit. The Transit Capacity and Quality of Service Manual considers 3 households per acre to be the minimum acceptable threshold to support fixed route transit service. The consultant team's experience shows that 2-3 units/per acre may support either fixed route or flexible route service. 1-2 household units per acre may support flexible route or demand response service types.

The 2010 U.S. Census data reports a total population in the Village of 51,895 which is a slight increase (5%) from the 2000 Census. The number of households is 18,132 and the average household size is 2.84 persons.

Evaluation of 2010 U.S. Census data shows that the majority of the Village consists of single family homes with densities from 1 to 3.0 units per acre. Areas with greater household density (3 to 8 units per acre) are located in the central and southeastern parts of the Village, with smaller pockets scattered throughout the entire eastern half of the Village. The largest areas of higher density housing include:

- Central Hoffman Estates – north of Higgins Road, and east of Barrington Road, south of Higgins Road, and west of Roselle Road

Lower density areas reflect a development pattern produced by quarter-acre zoning with detached single family homes. Higher density areas include multi-family dwellings such as townhomes and apartment buildings. The development pattern in the Village remains consistent with that reported in the 2003 Joint Transit Plan.

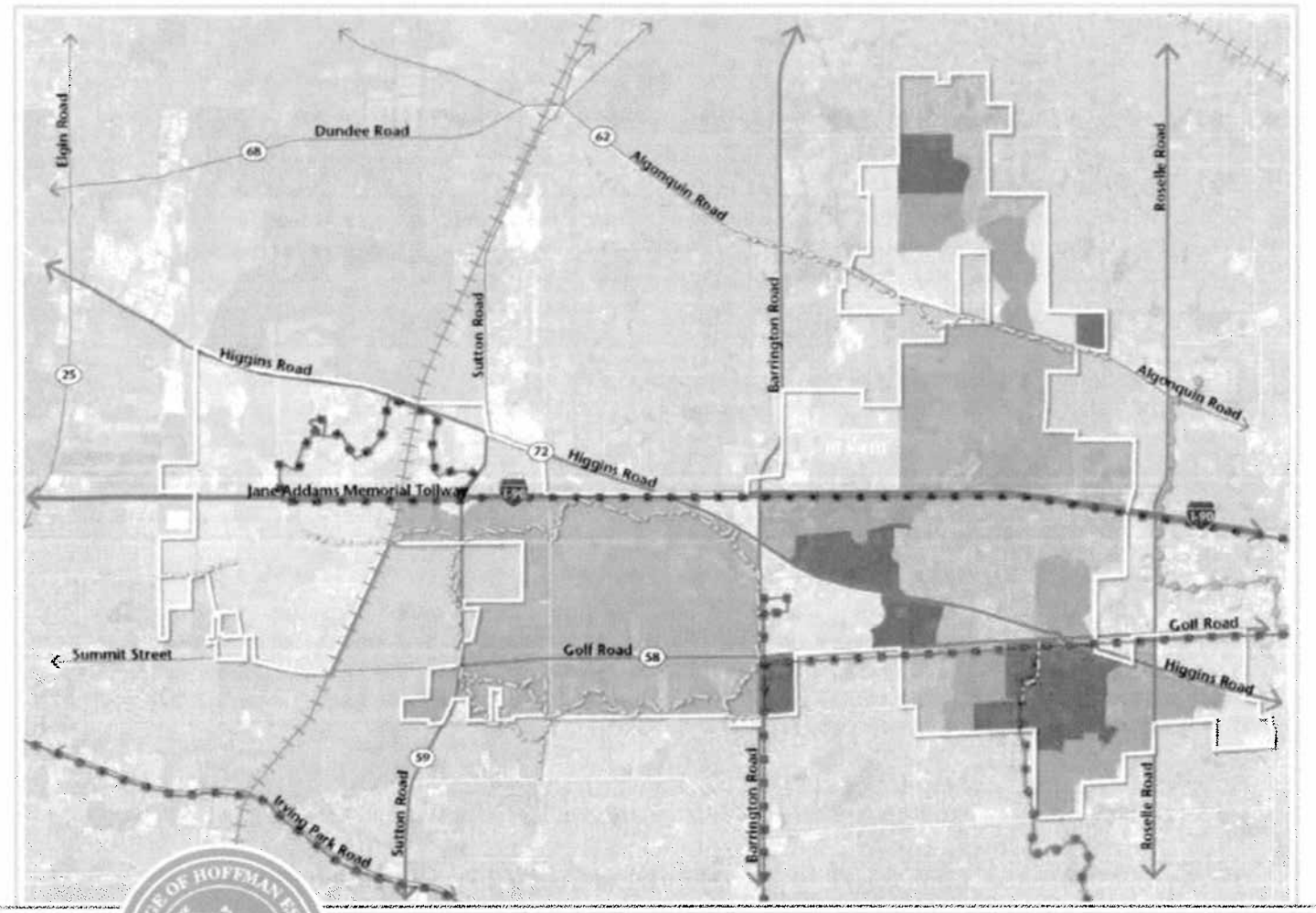
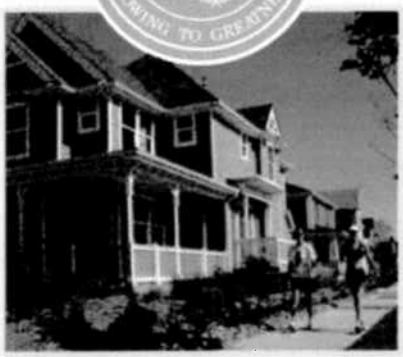


FIGURE 4-1: HOUSEHOLD DENSITY



A majority of the Village consists of single family homes with densities from 1 to 3.0 units per acre with the largest concentration of higher densities located in the central and southeastern parts of the Village.

LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- PACE ROUTE 554
- PACE ROUTE 602
- PACE ROUTE 610
- PACE ROUTE 696
- BIKE PATH/LANE
- 3.1 - 8.5 HOUSEHOLDS/ACRE
- 2.1 - 3.0 HOUSEHOLDS/ACRE
- 1.1 - 2.0 HOUSEHOLDS/ACRE
- UNDER 1.0 HOUSEHOLDS/ACRE

Senior Population (Age 65+) & Youth Population (Age 10-18)

Seniors represent a group that may be more dependent on transit. Due to income and age related issues many seniors choose not to drive.

Based on 2010 US Census data, seniors in Hoffman Estates represent 9.4 percent of the total population. The highest concentration of seniors (more than 15%) is in central part of the Village including:

- North of Higgins Road, east of Barrington Road
- East of Barrington Road, between Higgins Road and Golf Road. Two senior living complexes are located within this area: Brighton Gardens and Devonshire. Each facility provides transportation services to its residents.

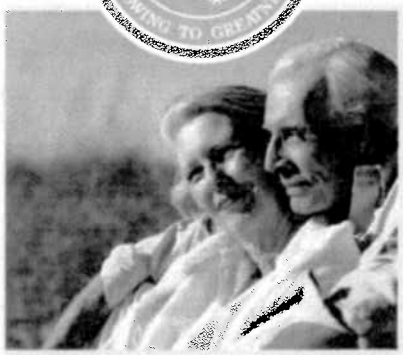
Other areas of the Village which have higher percentages of seniors (between 10 and 15%) include:

- Central Hoffman Estates – south of I-90, and north of Golf Road, south of Golf Road, and east of Roselle Road

These areas also correlate to some degree with Hoffman Estates' lower income population.

According to data used to create the RTA's Transit Demand Index, households with children are less likely to ride transit than other households without children. Residents under 18 years of age are distributed throughout all parts of the Village. The only area where the youth population does not reach 20% is in the central part of Hoffman Estates near the intersection of Barrington Road and Higgins Road. This area also has the highest group of senior citizen residents and has two senior living residences.

FIGURE 4-2: SENIOR POPULATION



The highest concentration of seniors is in central part of the Village, which includes the two (2) senior living complexes: Brighton Gardens and Devonshire.

LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- PACE ROUTE 554
- PACE ROUTE 602
- PACE ROUTE 610
- PACE ROUTE 696
- BIKE PATH/LANE
- UNDER 5%
- 5.1 - 10.0%
- 10.1 - 15.0%
- 15.1% - 20.0%
- OVER 20.0%

FIGURE 4-3: YOUTH POPULATION

Residents under 18 years of age are well distributed throughout the Village of Hoffman Estates.

LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- PACE ROUTE 554
- PACE ROUTE 602
- PACE ROUTE 610
- PACE ROUTE 696
- BIKE PATH/LANE
- UNDER 10%
- 10.1 - 15.0%
- 15.1 - 20.0%
- OVER 20.0%

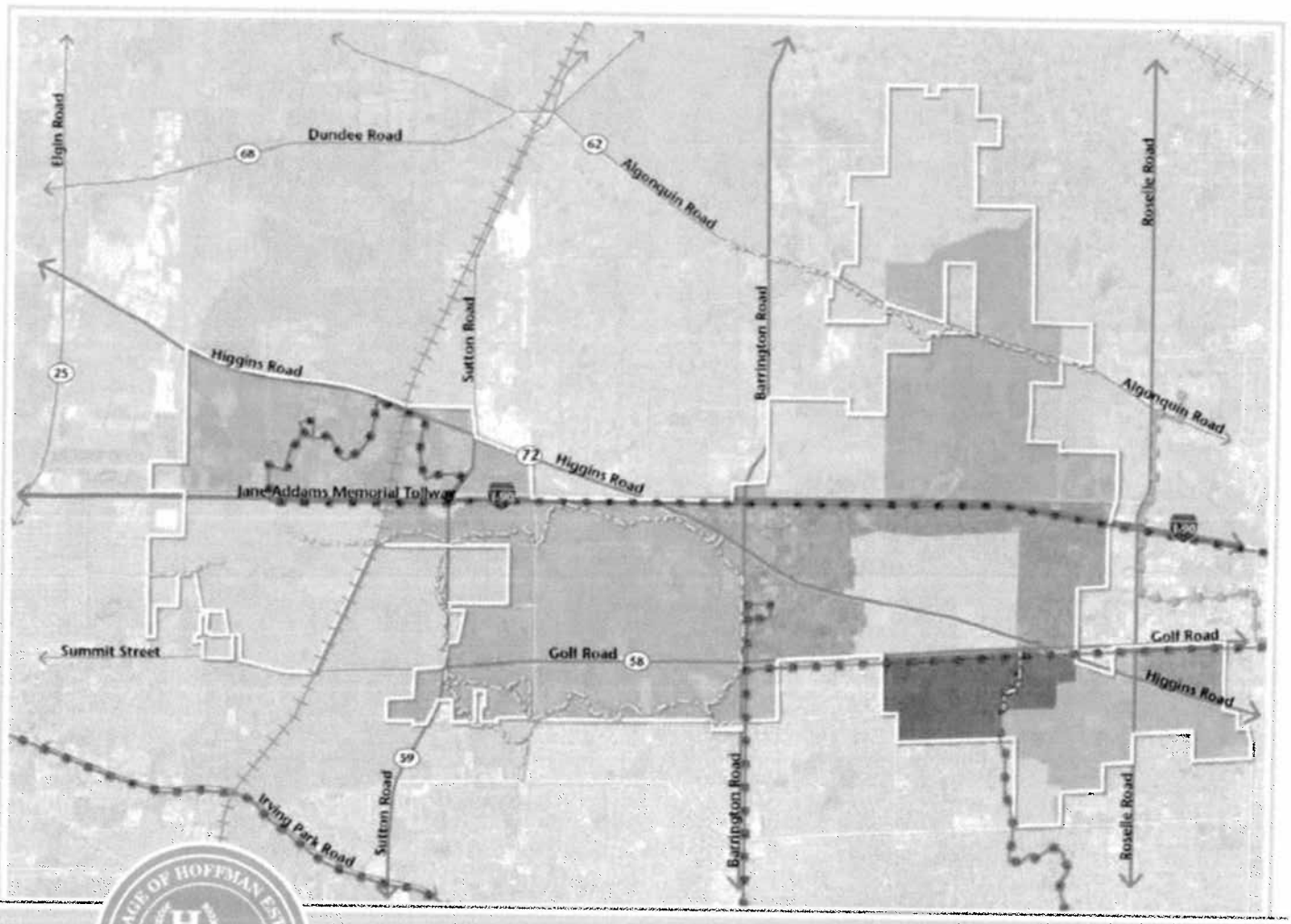


FIGURE 4-4: PERSONS WITH LIMITED VEHICLE ACCESS

Persons with Limited Vehicle Access

Communities with a greater percentage of persons who do not have access to a vehicle may rely on public transit service to meet their transportation needs. Census data (2005-2009 ACS) shows that most Hoffman Estates residents have access to a vehicle. The only area in the Village where more than 5% of persons over the age of 16 do not have access to a vehicle is in central Hoffman Estates, south of Golf Road and west of Payson Road.

LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- PACE ROUTE 554
- PACE ROUTE 602
- PACE ROUTE 610
- PACE ROUTE 696
- BIKE PATH/LANE
- UNDER 1.0% OF WORKERS
- 1.1 - 3.0% OF WORKERS
- 3.1 - 5.0% OF WORKERS
- 5.1 - 5.6% OF WORKERS

FIGURE 4-5: HOUSEHOLDS BELOW THE POVERTY LEVEL

LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- PACE ROUTE 554
- PACE ROUTE 602
- PACE ROUTE 610
- PACE ROUTE 696
- BIKE PATH/LANE
- UNDER 2.0%
- 2.1 - 5.0%
- 5.1 - 10.0%
- 10.1 - 15.0%

Households Below the Poverty Level

Income is often a determining factor for transit. Households whose income level is below the poverty threshold may not be able to afford to lease, buy, or maintain a vehicle or their vehicle may be unreliable. As a result, these households may need to utilize public transit to fulfill their transportation needs.

In 2010, the median household income in Hoffman Estates was $76,171. The overall percentage of the Village's population below the poverty threshold was 4.3%. Areas of the Village with over 10% of the population below the poverty threshold include:

- Central Hoffman Estates – south of Golf Road, and east of Salem Drive, the area surrounding the intersection of Higgins Road and Barrington Road.

Areas of Hoffman Estates with higher concentrations of households below the poverty level tend to correspond with areas of the highest household density as well.

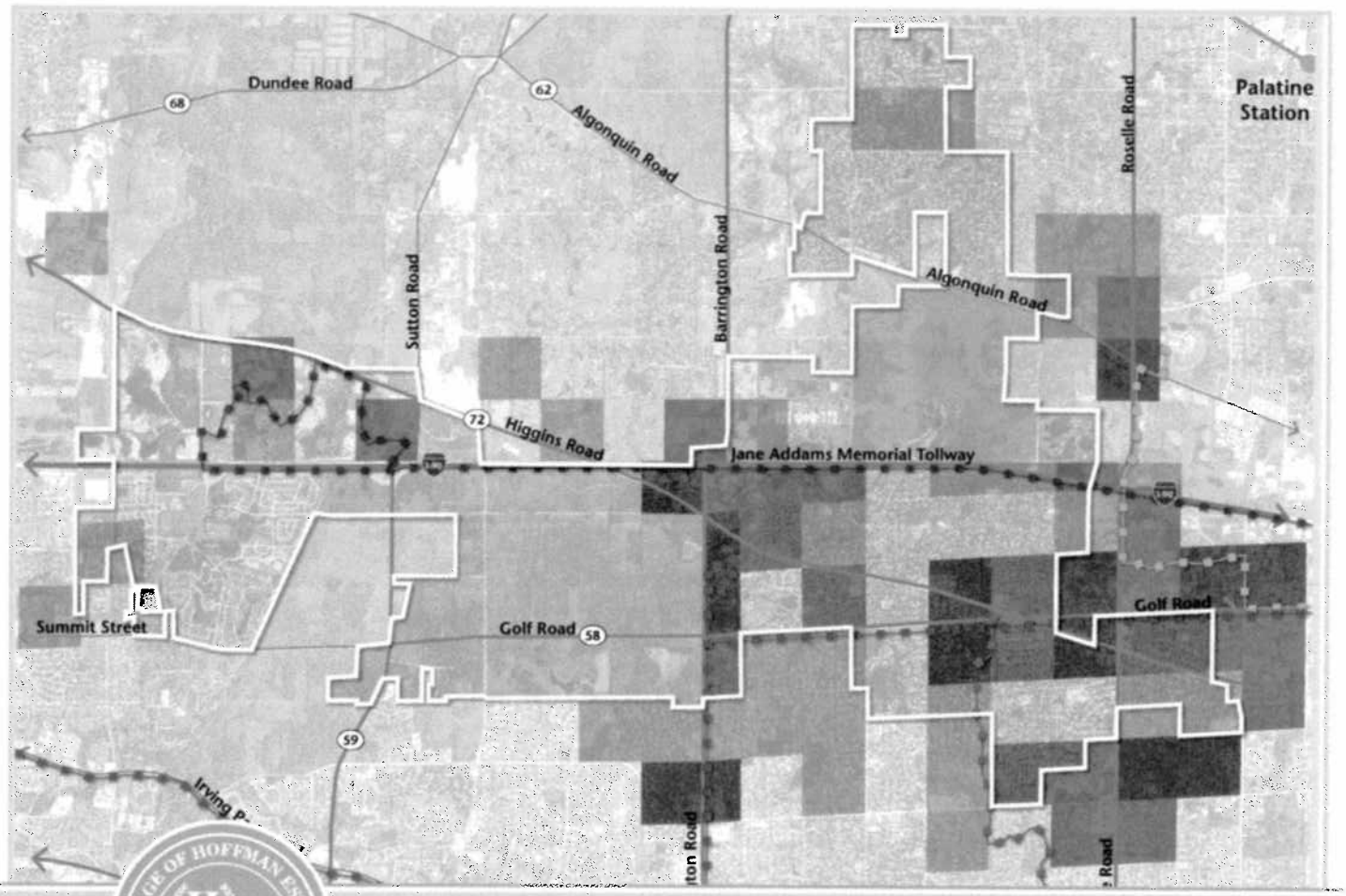


FIGURE 4-6: RTA REGIONAL TRANSIT DEMAND INDEX

FIGURE 3-9: LEGEND

VILLAGE OF HOFFMAN ESTATES	PACE ROUTE 554	LOW TRANSIT DEMAND
FORESTED AREA	PACE ROUTE 602	MODERATE TRANSIT DEMAND
METRA COMMUTER RAIL LINE	PACE ROUTE 610	HIGH TRANSIT DEMAND
FREIGHT RAIL LINE	PACE ROUTE 696	

Since the issuance of the draft Discovery and Diagnosis Report, the Regional Transportation Authority has developed a Transit Demand Index, which can be viewed online(http://www.rtams.org/RTG/) . The Transit Demand Index (TDI) is based on an amalgamation of data that RTA planners have identified are good predictors of propensity to use transit and include:

- Population density
- Senior density
- Quantity of existing transit service
- Youth, under 18 (negatively correlated)
- Auto availability (negatively correlated)

The TDI information is presented over a small geographic area, dividing each Transportation Analysis Zone (TAZ) into nine subzones, representing the size of about half a mile square.

The zones are color coded to represent low transit demand, moderate transit demand and high transit demand. As shown in below, Hoffman Estates has areas that range from low to moderate to high transit demand. Existing Pace routes have been overlayed onto the TDI. As displayed, the business centers at Barrington Road and Prairie Stone Business Park and the southeastern portion of Hoffman Estates include the highest transit demand. Areas of Golf Road, Higgins Road, Hassell Road, and Bode Road have some level of transit potential.

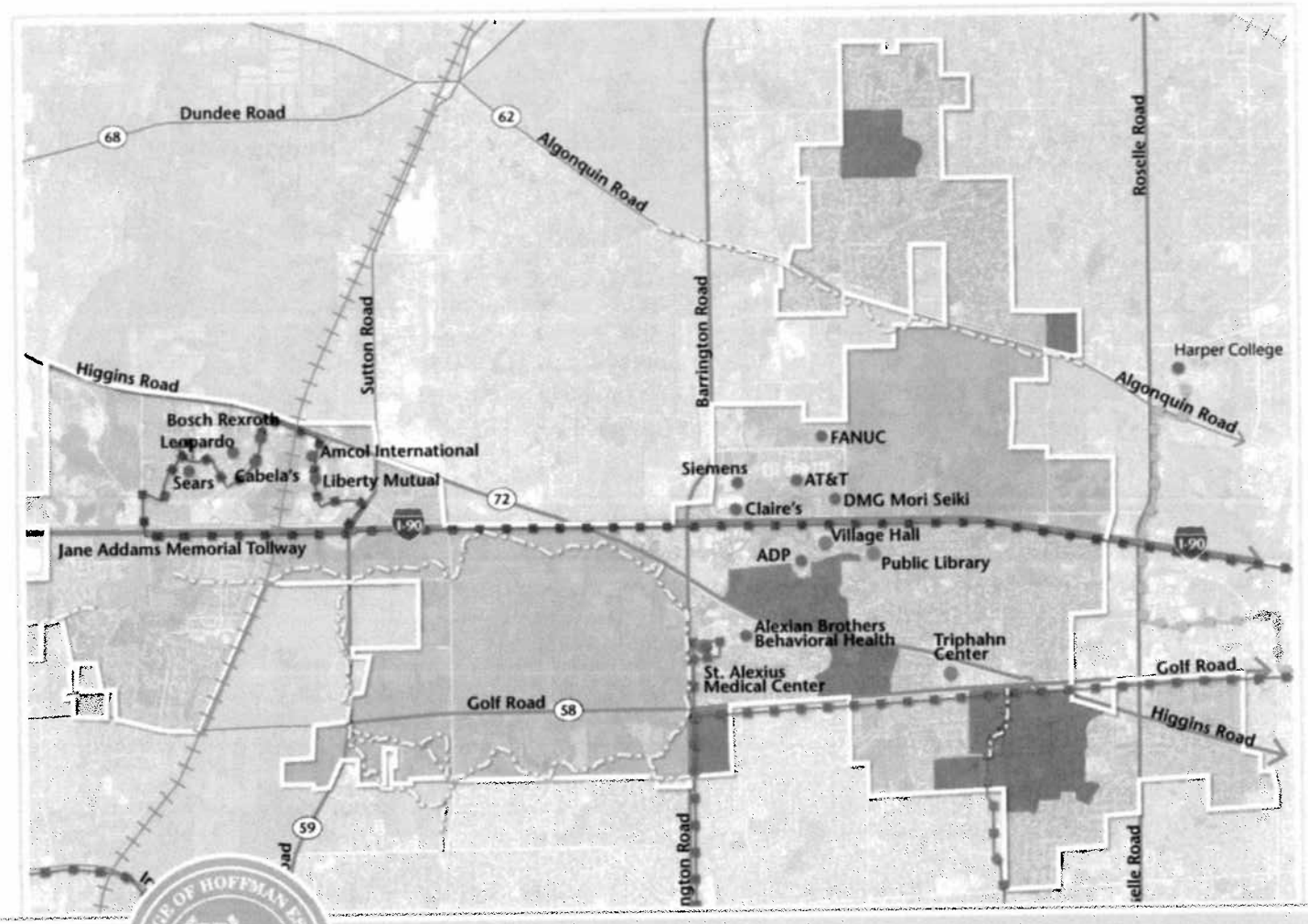


FIGURE 4-7: POTENTIAL TRANSIT GENERATORS

Significant employers such as Sears Holdings Corporation, Prairie Stone Business Park, AT&T, and St. Alexius Medical Center represent a potential opportunity to capture transit riders within Hoffman Estates.

LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- PACE ROUTE 554
- PACE ROUTE 602
- PACE ROUTE 610
- PACE ROUTE 696
- BIKE PATH/LANE
- COMMUNITY FACILITIES
- MAJOR EMPLOYERS

Potential Transit Generators

To gain a preliminary understanding of the potential demand for transit within the Village, it is important to identify the existing potential transit generators. Potential transit generators include higher density housing, community facilities, places of employment, and commercial areas to and from which riders may be captured.

RESIDENTIAL DENSITY CLUSTERS

The Village of Hoffman Estates is almost evenly split between residential land uses and open space. The Village contains significant open space in the form of parks, the Poplar Creek, Paul Dogulas, and Shoe Factory Road Woods forest preserves, as well as many golf courses. Residential areas surround these open spaces in the central, north and western parts of the Village. There are several higher density residential housing clusters (greater than 3 units per acre) located throughout the Village. These developments include, but are not limited to:

- Berkshire Apartments, along Barrington Road south of Golf Road
- Autumn Chase Apartments, Salem Ridge, and Village Park of Hoffman Estates, southwest of the intersection of Golf Road and Higgins Road
- Blackberry Creek and Barrington Square Townhomes north of Higgins Road
- North of Palatine Road at Huntington Boulevard
- Steeple Chase/Highland Crossing southwest of Golf and Higgins area
- Barrington Lakes Apartments north of Higgins Road

Higher density housing provides concentrations of potential transit riders that help support bus routes and reduce dependence on personal automobiles.

COMMERCIAL, INDUSTRIAL, & EMPLOYMENT CENTERS

Commercial, industrial, and employment centers represent a potential opportunity to capture transit riders within Hoffman Estates. Significant office campus space such as Prairie Stone Business Park, Sears Centre Arena, and several industrial sites occupy the northwest corner of the Village and areas near Interstate 90. Business uses in the form of retail and service uses are located primarily along the major arterial roadways – Higgins Road and Golf Road.

Employers with over 100 employees include:

- **Sears Holdings Corporation:** *6,200 employees*
- **AT&T:** *2,500 employees*
- **St. Alexius Medical Center:** *2,100 employees*
- **Alexian Brothers Behavioral Health Hospital:** *650 employees*
- **ADP, Inc.:** *600 employees*
- **Siemens Medical Solutions:** *500 employees*
- **Leopardo:** *400 employees*
- **Liberty Mutual:** *400 employees*
- **Claire's Accessories:** *350 employees*
- **Bosch Rexroth Corporation:** *160 employees*
- **Cabela's:** *150 employees*
- **Amcol International:** *130 employees*
- **FANUC America:** *100 employees*
- **DMG Mori Seiki:** *100 employees*

The areas with highest employment concentrations are on the north side of Interstate 90. Five of the largest employers are located in the Prairie Stone Business Park and Sears Centre Arena in the northwest corner of the Village; these employers collectively employ over 7,400 employees. In the AT&T Center office park north of Interstate 90, there are also five major employers that employ over 3,500 employees. The remaining three large employers reside in the central portion of Hoffman Estates between Higgins Road and Golf Road, east of Poplar Creek Forest Preserve; the most significant of these is St. Alexius Medical Center which employs approximately 2,100 people.

COMMUNITY FACILITIES

Community facilities, including shopping centers, schools, institutional facilities (library, post office, Village Hall) and recreational facilities may serve as potential transit generators. Within Hoffman Estates, the main community facilities include:

- **Village Hall** - located at 1900 Hassell Road, near Interstate 90, east of Barrington Road
- **Hoffman Estates Public Library** - located at 1550 Hassell Road
- **Scott Triphahn Center** - a Village Park District community/recreation center located at 1685 West Higgins Road
- **Prairie Stone Wellness Center** - a Village Park District recreation center located at 5050 Sedge Boulevard, near Higgins Road and the Prairie Stone Business Park.

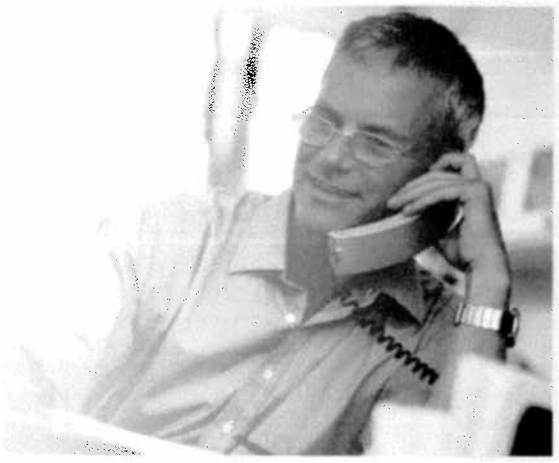
5: STAKEHOLDER INTERVIEWS

Interview Overview

In order to better understand the needs and desires of current and potential transit users in the community, and to evaluate potential ridership, interviews were conducted with Village stakeholders, business owners, service agencies, and property managers. Each stakeholder was individually contacted and asked to provide input on existing transit service, potential improvements, organizational needs, and potential benefits of flexible transit within Hoffman Estates. These interviewees were selected based on their proximity to the possible flexible ride service area.

Stakeholders invited to participate in interviews for purpose of the Hoffman Estates Flexible Transit Service Operations Plan include:

- Barrington Square Improvement Association
- Village Park of Hoffman Estates
- Salem Ridge Apartment
- AT&T
- St. Alexius Medical Center
- DMG/Mori Seiki
- NSK
- BIG Kaiser
- Greenspoint Office
- Jewel / Osco
- Valli Produce



INTERVIEW SUMMARY | FLEXIBLE TRANSIT SERVICE OPERATIONS PLAN

Valuable input was gathered from a diverse group of stakeholders who participated in the interview process. Overall, stakeholders indicated that transit service in Hoffman Estates is very limited, and they have little awareness of the schedules and service areas for the bus routes that do exist. Pace routes currently serving the area are perceived as inefficient, infrequent, and having limited connectivity between desired destinations.

Transportation obstacles facing residents and employees include vehicle affordability, parking availability, inability to drive (for seniors and disabled), and reliance on the car due to the lack of alternative transportation options. Interviewees indicated that the vast majority of households and employees have access to at least one private vehicle, and therefore have limited incentive to use public transportation, particularly for trips that would require them to walk long distances to a transit stop or their final destination (e.g. home, work, shopping, other). Despite generally convenient vehicle access, many households are looking for transportation alternatives to accommodate multiple family members making trips to separate locations throughout the day.

Interviewees consider youth, elderly, and low income populations as having the greatest potential to benefit from flexible transit service. Service outside of normal commuting hours as well as connections between major employment, shopping, and institutional destinations may provide the most effective service enhancement and the greatest potential ridership.

Barrington Square Improvement Association

Location: *1800 Williamsburg Road*
Interviewee: *Karen Mills, Village Trustee and Steering Committee Member*
Interview Date: *November 9, 2011*

- Barrington Square Improvement Association (BSIA) is the largest of four Barrington Square associations. Of the 680 townhomes that make up BSIA, 85% are owner-occupied, and 15% are privately rented.
- The neighborhood generally has a high resident turnover rate, although it has been more stable in recent years due to current economic conditions.
- Many of BSIA's households have low to moderate incomes, and many are families with children of all ages.
- Public transportation in Hoffman Estates is so limited that it is difficult to have an opinion on the quality of service.
- When Pace Route 557 ran along Barrington Road and Hassell Road, some residents may have used the service.
- Most residents have access to at least one vehicle, but for many families, this does not meet all of their transportation needs. Residents are often seen walking to both shopping and employment destinations.
- Affordability and limited availability of parking are the biggest transportation obstacles for Barrington Square residents.
- Residents typically shop for day-to-day items at the local Mariano's at Golf Road and Barrington Road, and other nearby supermarkets.
- Proximity to a bus route and/or train station would be a major amenity to residents, particularly those with older children who may need to travel to part-time jobs or to Harper College.
- A flexible transit service option would certainly benefit residents, especially if it was available during hours outside of regular commuting hours. Daytime and evening hours seem to be periods when residents have transportation needs and corresponding transit access difficulties. Subscription service would be the best option, as many residents may use the service on a regular basis.
- The entrance to the proposed Barrington Road BRT station is adjacent the north edge of the Barrington Square, and the entire complex would be within easy walking distance.

Village Park of Hoffman Estates

Location: *990 Evanston Street #8*
Interviewee: *Nicole Granquist, Property Manager*
Interview Date: *November 3, 2011*

- Village Park has 224 residential units.
- Residents represent a very wide range of socio-economic demographics.
- Residents typically shop for day-to-day items at nearby stores, including Valli Produce, Aldi, and Jewel.
- Public transportation in Hoffman Estates is not readily available enough for residents to even be aware of the existing services.
- Workplace destinations range from local area businesses to regional locations. Some residents commute by Metra; some ride bicycles to local destinations; many others drive to work.
- Currently, not many residents utilize available public transportation options. One resident in particular uses a nearby bus service to commute to work, but the Route number is unknown.
- Most residents have access to private vehicles. For residents who need additional transportation options, proximity to a public transit route may be a great amenity.
- Flexible transit services would certainly be beneficial for Village Park residents, whether a subscription service or one requiring a 1-24 hour advance request.

Salem Ridge Apartments

Location: *700 Salem Drive, #116*
Interviewee: *Dina Nunez, Property Manager*
Interview Date: *November 3, 2011*

- There are 249 residential units at Salem Ridge. Residents are of mixed socio-economic demographics; however, there are slightly more lower-income households than higher-income. One unit in the development is Section 8 subsidized housing.
- Although many residents ask the management office about public transportation options, few use the services available due to low frequency and limited destinations.
- In general, public transportation in Hoffman Estates is poor.
- Most residents work in the local area, and either drive to work or share rides with other residents and/or co-workers.
- Daily shopping destinations include Valli Produce, Shop-n-Save, and stores around the intersection of Bode Road and Roselle Road.
- Residents face many transportation obstacles. Most households have only one vehicle, which is often inadequate for the transportation needs of households with multiple persons. Without alternative transportation options, households have difficulty getting to multiple locations throughout the day, including places of work, children's schools, and daily shopping destinations.
- Residents frequently make trips to and from Woodfield Mall, Golf Road, and Village of Schaumburg.
- Flexible transit options which offer subscription services or those requiring 1-24 hour advance scheduling may be beneficial to residents of Salem Ridge.

AT&T

Location: *2000 AT&T Center Drive*
Interviewee: *Tom Seliger, Operations Manager*
Interview Date: *November 3, 2011*

- For AT&T, there are currently very limited public transportation options.
- At one time, AT&T participated in Pace's RideShare program, but that is no longer the case.
- On an average day, approximately 2,500 employees work at AT&T's Hoffman Estates campus.
- Roughly half of the employees live in the local area. The remainder travel throughout the Chicago metropolitan area.
- The vast majority of employees commute to work by automobile, whether individually or via shared rides. The biggest transportation obstacle is the absence of any viable bus option. Employees must arrive by automobile.
- Approximately half of employees stay at the AT&T facility for lunch. The other half typically drive to nearby areas.
- AT&T previously contributed to Pace's Route 557 bus along Barrington Road. However, employees did not use this service as much as expected and this option was not provided to employees at locations throughout the country
- A flexible transit option may be beneficial to AT&T employees, particularly a service that allowed employees to set up a regular subscription service.
- AT&T is located about 3000 feet from the proposed Barrington Road BRT station and would be served by the planned route #609 Call-n-Ride services.

St. Alexius Medical Center

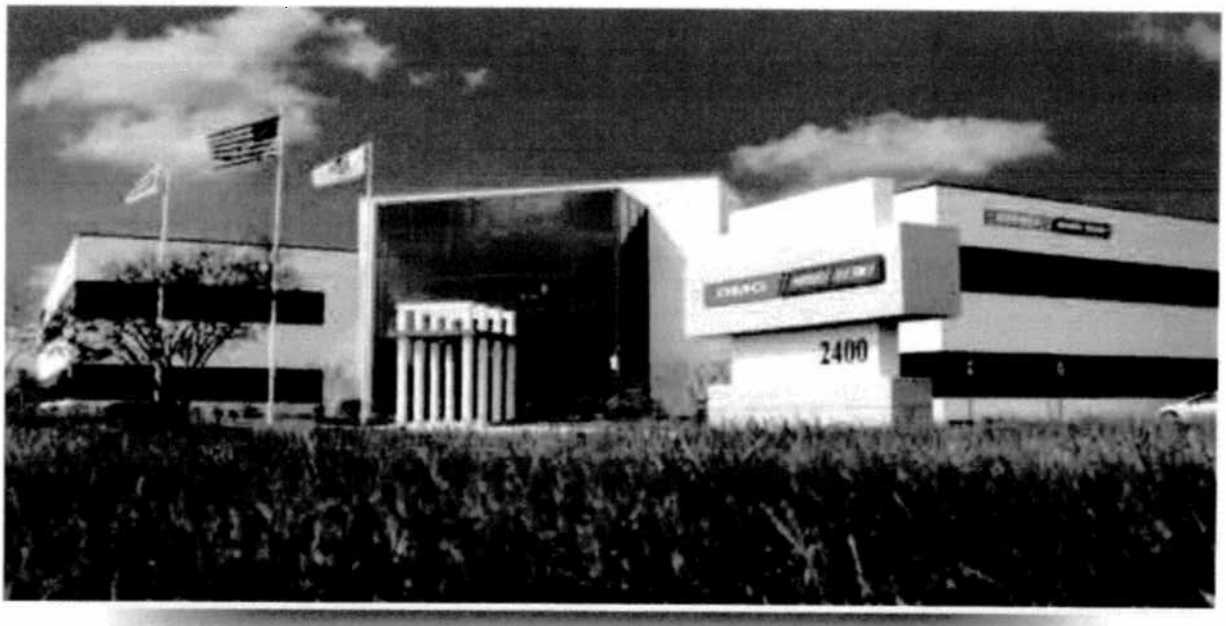
Location: *1555 Barrington Road*
Interviewee: *Cyndi Alexander, Assistant Vice President of Marketing and Steering Committee Member*
Interview Date: *November 3, 2011*

- Public transportation in Hoffman Estates is nearly non-existent.
- St. Alexius Medical Center employs approximately 950 employees daily at its Hoffman Estates campus.
- Some employees do travel between facilities for work. The hospital's corporate headquarters is in Arlington Heights; Alexian Brothers Medical Center is in Elk Grove Village. Alexian Brothers Children's Hospital is currently under construction, and will significantly increase the number of patients served and employees working at the Hoffman Estates campus.
- Pace Route 554 runs along Barrington Road, and has a bus stop at the entrance to the Outpatient-Bettendorf Pavilion at St. Alexius Medical Center. This may be an ideal location for a potential bus stop at the hospital.
- Very few employees use the existing Pace bus service. Although a number of patients do utilize the service.
- The biggest transportation obstacle facing patients of St. Alexius Medical Center is the ability to drive. There are many senior citizen patients who no longer have a driver's license.
- A flexible transit service option may benefit employees and patients, although it is difficult to predict. Employees and patients travel from a very large service area, and a locally-based transit service may not be very beneficial for them.

DMG/Mori Seiki

Location: *2400 Huntington Boulevard*
Interviewee: *Vicki Cohen, Human Resources Manager*
Interview Date: *November 3, 2011*

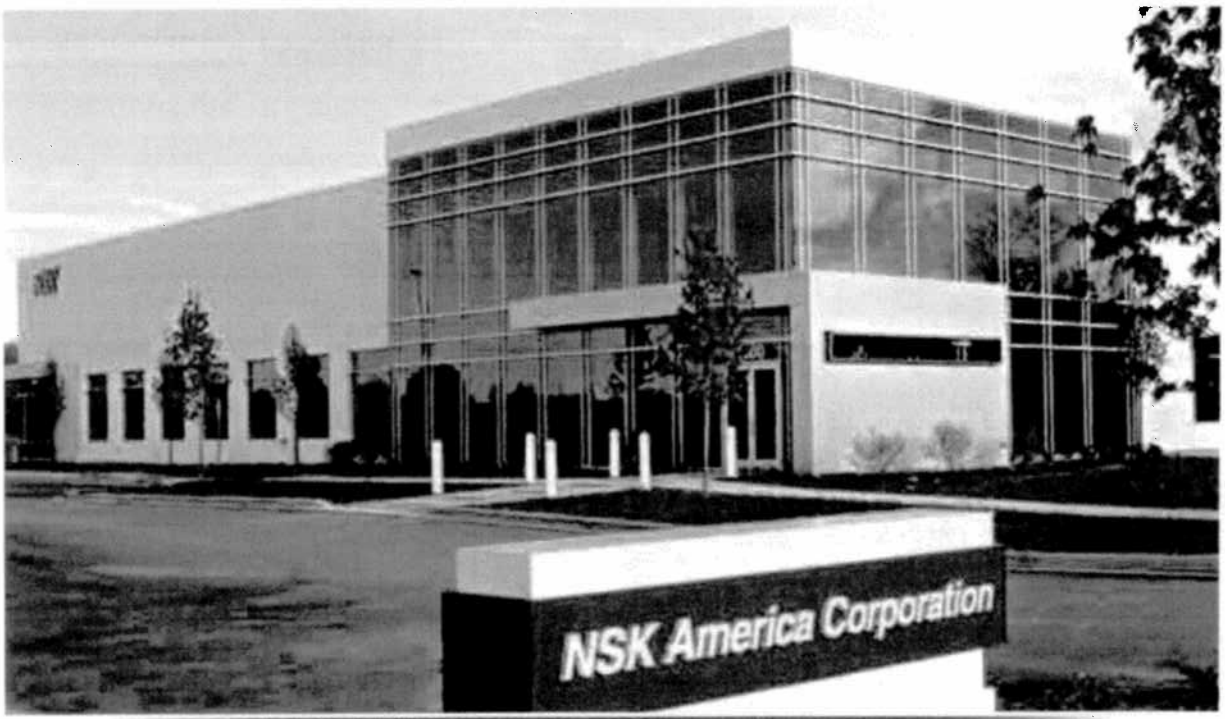
- The general impression of public transportation in Hoffman Estates is that there is not any service available.
- DMG/Mori Seiki employs approximately 120 employees daily (including DMG Holding Company, housed in the same building). In addition, the Hoffman Estates facility hosts the company's "Corporate University" training sessions for employees from across the nation.
- Most employees live in the northwest Chicago suburbs, and some in the far northwest. All employees currently drive to work.
- Many employees spend their workday on the road, making calls to customers, and may not even come into the main office before or after appointments. For this reason, public transportation is not seen as a practical option for DMG/Mori Seiki employees.
- When Pace ran its Route 557 along Barrington Road, DMG/Mori Seiki employees did not utilize the service. DMG/Mori Seiki chose not to share the cost of Route 557 because it was not convenient for its employees. This is due in part to the long distance between the Barrington Road bus stops and the DMG/Mori Seiki facility (almost 1.5 miles).
- Flexible transit options may not benefit DMG/Mori Seiki employees because most need to drive a vehicle to perform work duties. The limited number of administrative staff may take advantage of flexible transit options.
- DMG/Mori Seiki is located about 3500 feet from the proposed Barrington Road BRT station and would be served by the planned route #609 Call-n-Ride services.



NSK

Location: *1800 Global Parkway*
Interviewee: *Diane Codac, Human Resources*
Interview Date: *November 8, 2011*

- Public transportation in Hoffman Estates, and in other suburban communities, is not convenient enough to be an attractive option for many people. By nature of the systems' design, riders must travel to a hub before traveling to their ultimate destinations. This requires multiple transfers and makes trips very time consuming.
- On an average day, 10-12 employees work at NSK's Hoffman Estates facility. Employees commute to work from throughout the Chicago metropolitan area.
- Currently, all employees drive personal vehicles to work.
- When Pace Route 557 provided service along Barrington Road, NSK employees did not utilize the service. The distance between bus stops along Barrington Road and the NSK facility was too far for employees to traverse, especially during inclimate weather.
- A flexible transit service option may be beneficial to NSK employees on occasion, but most likely would not be used as a regular commuting option. Most employees will continue to drive to work, and take advantage of public transit only under extenuating circumstances, such as car trouble.
- Even if public transit provided a link to nearby Metra stations, employees would probably choose to drive to NSK, rather than take the time to get to a Metra station, ride the train, and then transfer again to get to the office.
- NSK is located about 3500 feet from the proposed Barrington Road BRT station and would be served by the planned route #609 Call-n-Ride services.



BIG Kaiser

Location: *2600 Huntington Boulevard*
Interviewee: *Daniela Pison, Human Resources*
Interview Date: *November 3, 2011*

- In general, the Village of Hoffman Estates does not have many public transportation options available.
- BIG Kaiser employs approximately 36 individuals daily. Employees travel to BIG Kaiser from the entire Chicagoland area and as far away as Wisconsin and Indiana.
- BIG Kaiser has core hours of operation; however, many employees have varying start and end times, so individual transportation arrangements are necessary.
- Currently all employees drive to work.
- Due to the nature of the company's industry, at least half of the employees must drive a vehicle to perform their work responsibilities. A public transportation option for these employees would not be practical, as they must still bring a vehicle to work.
- For those who do not drive a vehicle as part of their work duties, the biggest transportation obstacle is the absence of a convenient connection between surrounding Metra Stations and the facility. If these connections were available, a number of employees may choose to use Metra to commute to and from work.
- Former Pace Bus Route 557, along Barrington Road, was not helpful for BIG Kaiser employees because the distance from Barrington Road to the facility is almost 1.5 miles. If an employee travelled by Metra train and took a connecting bus along Barrington Road, there would still be the obstacle of traversing the distance from Barrington Road to the BIG Kaiser facility.
- Flexible transit options requiring either advance scheduling or subscription may be marginally beneficial to some BIG Kaiser employees.
- BIG Kaiser is located about 3600 feet from the proposed Barrington Road BRT station and would be served by the planned route #609 Call-n-Ride services.

Greenspoint Office

Location: *Higgins Road and Greenspoint Road*
Interviewee: *Tim Beecheck, Hamilton Partners, Property Managers*
Interview Date: *November 8, 2011*

- Hamilton Partners is the leasing agent and manager for multiple commercial/office properties in the Chicagoland region. Most of their projects are located near major highway/roadway intersections to maximize convenience for corporate employees and visitors.
- Greenspoint Office is a campus housing multiple tenants. When fully occupied, the campus accommodates approximately 2,000 employees daily.
- Lunch facilities within Greenspoint include a deli food service; however, most employees drive to nearby restaurants and food stores during their lunch breaks.
- When Pace Route 557 was in service along Barrington Road, not many employees at Greenspoint used the service.
- The most effective way to maximize transit ridership at an office complex is for large employers to offer incentives or create rules that encourage transit ridership over private vehicle use.
- If public transit options are offered, they must be highlighted and promoted to potential users to raise awareness.
- It will be a stretch to ask anyone from the suburbs to tie themselves down to a regular bus schedule.
- Greenspoint Office would be served by the planned route #609 Call-n-Ride service.

Jewel / Osco

Location: *1069 N. Roselle Road*
Interviewee: *Debbie Mesce, Store Director*
Interview Date: *November 3, 2011*

- Approximately 50 employees work at this Jewel/Osco store on an average day. Most part-time workers live in the local Hoffman Estates/Schaumburg area. Most full time workers live farther away, in Elgin, Mount Prospect, Park Ridge, and other parts of the region.
- Employees are unaware of public transportation options, if any exist. No employees currently use public transportation to get to work.
- Approximately 2,000 shoppers visit the store daily.
- Shoppers who do not drive to the store tend to arrive/depart in taxi cabs.
- There are currently zero bus stops located nearby the store, however, the intersection of Golf Road and Roselle Road is within walking distance.
- Access to public transportation is the biggest transportation obstacle facing employees and shoppers at this Jewel location. If public transportation was available, more employees and shoppers may choose to use it as an alternative to a personal vehicle.
- If new public transportation options are implemented, brochures and other promotional materials will be key to the service's success. Access to information about services is very important.
- Flexible transit options may be beneficial to both employees and shoppers. Neither have fixed schedules, therefore, a service where riders can call up to one hour in advance would be ideal.

Valli Produce

Location: *850 N. Roselle Road*
Interviewee: *Carmen Prasta, Store Manager*
Interview Date: *November 9, 2011*

- The general impression of public transportation in Hoffman Estates is limited, because there is not much service available and it is not utilized by Valli Produce employees.
- On an average day, 50-60 employees work at Valli Produce. Valli Produce does have plans to expand in the future, increasing the size of the store and the number of workers employed.
- Up to 2,500 patrons shop at Valli Produce on a typical day.
- All employees currently drive or ride a bicycle to work.
- The only shoppers who use some sort of public transit to get to Valli Produce are those who live in retirement communities where a private transit shuttle service is available.
- The closest bus stop to Valli Produce is located at Golf Road and Roselle Roads. This is a bus stop for Pace Route 554.
- A flexible transit option may not be useful to Valli employees, because workers already commute by car. Shoppers may use a public transit option, but it is difficult to predict the overall potential ridership.

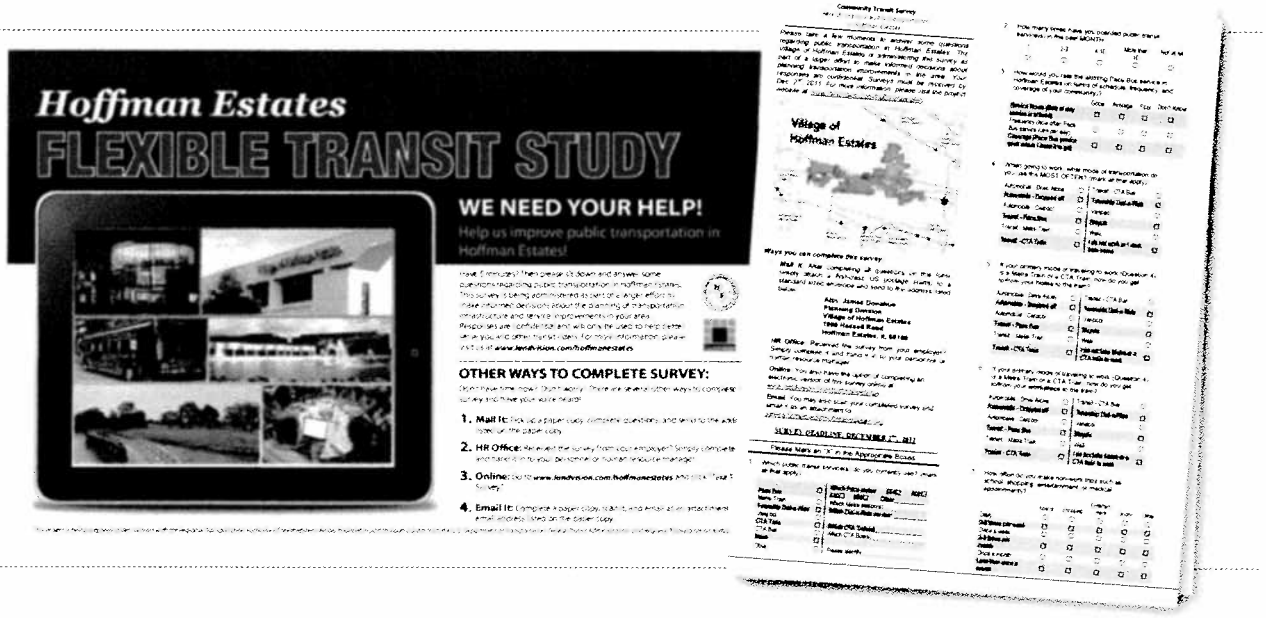
6: TRANSIT SURVEY FINDINGS

Survey instruments such as that used for the Hoffman Estates Flexible Transit Service Operations Plan serve as an effective tool in gauging the needs, desires, and opinions of residents, employees, and both current and potential transit riders. The survey portion of the Hoffman Estates Flexible Transit Service Operations Plan is designed to collect specific data and feedback on community use and satisfaction with existing services, needed/desired types of transit within the community, anticipated frequency of use, desired amenities, connectivity and linkages, origin and destination points, hours of operation, fares, and operational characteristics. The survey is not intended as a statistically valid representation of transit conditions.

Survey Design

Surveys were designed to be completed via the project website, via paper surveys distributed by area employers, and via mobile kiosks located in public areas including Hoffman Estates Village Hall, the Hoffman Estates Branch Library, St. Alexius Medical Center, Scott R. Triphahn Community Center, and the Prairie Stone Sports and Wellness Center. The website and kiosk version of the survey were created and administered using the survey tool Survey Gizmo, which allows users to create and collect surveys via the internet.

All versions of the survey were identical, with 18 questions, 14 of which were multiple-choice. Three were fill-in-the-blank questions regarding home and work locations and household population. The final question included a field where respondents were asked to give any additional comments. A copy of the survey form is attached.



Collection Method

In total, 241 usable surveys were returned. Surveys were considered "usable" if they contained at least two valid answers and did not contain significant signs of being spam or computer generated. Many empty surveys were collected, where no answers were given to any question. It can be assumed that these were generated when users activated the kiosk or clicked on the online survey form but did not continue past the introductory screen.

One hundred eight (108) surveys were collected via the digital kiosks. One hundred twenty-four (124) were collected via the project website. Fifteen (15) were collected as paper surveys.

It is important to note that not all 241 respondents answered every question. None of the questions in the electronic survey were set as mandatory. Respondents were able to skip questions or portions of questions at will. Response rates generally ranged from 40% to 95%, not including question #18 (question asking for any additional comments) which had a much lower response rate. In general, questions at the beginning of the survey had higher response rates than those toward the end.

The survey was designed to elicit the following information from respondents:

- How often do they use transit service now?
- Which transit services do they use now and for what types of trips?
- How satisfied are they with existing transit service in the study area?
- What mode of transportation do they use most often for various trip purposes?
- If taking a Metra Train or a CTA Train to work, how do they travel between home and the train and between work and the train?
- To which specific locations would they like to have the option of traveling by transit?
- What improvements would make them more likely to use transit?
- What transit service operating scenarios do they prefer?
- Would they be willing to pay more in transit fare for service that meets their needs? If so, how much more?
- Where do they live and work (closest major intersections)?
- What are their demographic characteristics including:
  - How many cars are available in their household?
  - How many people live in their household and what are their ages?
  - What is their total household income?

Survey Results Summary

The survey form covered various aspects of community needs using five groupings of questions. These groups of questions are not distinctly identified in the survey form itself; rather, the blocks of questions flow together in fluid and cogent sequence to help keep the survey respondent focused. The categories used for analysis examine the questions, first by existing ridership and trends, then by future preferences and desires, and lastly by analysis of demographics. These groupings highlight the recurring trends while providing a clearer vision of the direction the community would like to move in in regards to transit.

Data from the collected survey responses was synthesized and analyzed and the following is a summary of the associated commentary on the findings generated. In general, the majority of respondents do not appear to be regular transit users. For those respondents who do use transit, Metra is the most common transit service used. Since so few respondents report having used Pace Bus, it is not surprising that most were unable to rate the quality of existing Pace service. Even for respondents who have used transit during the last month, single occupant vehicle is the most often used mode of travel regardless of trip purpose.

Respondents indicated that they would be interested in taking transit to a number of specific locations within the study area. Although respondents slightly prefer a fixed-schedule service, results also indicate that many respondents may be open to a flexible type service. Respondents are evenly split between those who are unwilling to pay any additional transit fare and those who are willing to pay 75¢ more for a flex-ride option. Very few respondents live in zero-car households, but one-third live in households where there are more cars than drivers. Write-in comments indicated that respondents are generally open to improving transit service, especially by adding service to areas where none currently exists.

Complete raw data collected from the surveys can be found in the appendix in the form of tables and graphics.

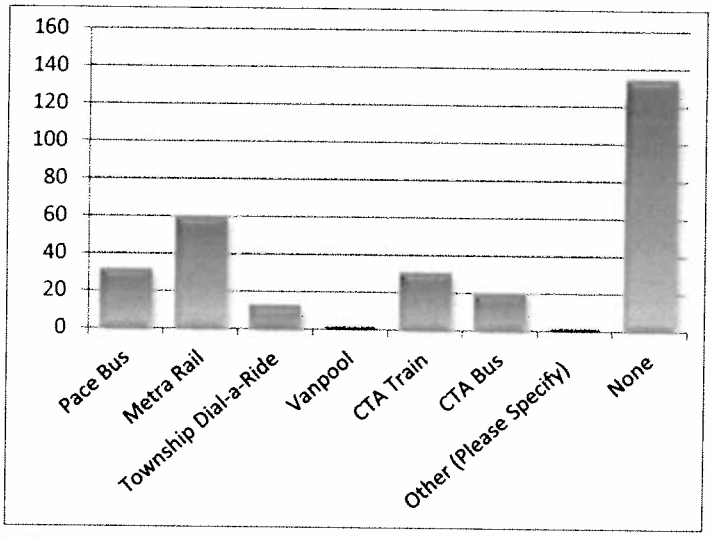
Survey Response Findings

USE OF PUBLIC TRANSIT

To gauge the extent of current transit use, respondents were asked to indicate which, if any, transit services they currently use. The majority of respondents (58%) indicated that they do not currently use any transit services. For those who do use transit service, Metra Rail was indicated most often, at 26%. Pace Bus and CTA Train each received about 13% of responses. Township Dial-a-Ride, Vanpool, and CTA Bus were selected least often, each receiving less than 10% of responses.

FIGURE 6-1:

WHICH PUBLIC TRANSIT SERVICES DO YOU CURRENTLY USE?



Where respondents reported that they use Pace Bus, Metra Rail, Township Dial-a-Ride, CTA Train, or CTA Bus they were also asked to indicate which routes and/or stations they primarily use. Thirty-two (32) people reported that they use Pace Bus. Pace Route #554 was identified as the most used Route, followed by Route #602, #610, #696, #600, and #606, respectively.

Regarding Metra stations, sixty (60) people reported having used Metra within the last month with fifty-eight (58) persons indicating the station(s) they use. Schaumburg Station received the most responses with nearly 45% of those responding. Barrington, Bartlett, and Hanover Park tied as the second most chosen response, each receiving about 20% of the total responses.

Only about half of the thirty (30) people who indicated that they use CTA Rail identified their primary CTA line. The Blue Line received the most responses with eleven (11). This was followed by the Red Line, Brown Line, and Orange Line receiving 5, 2, and 1 responses, respectively. One additional response was given indicating "various lines."

FIGURE 6-2:

WHICH PACE BUS ROUTES DO YOU CURRENTLY USE?

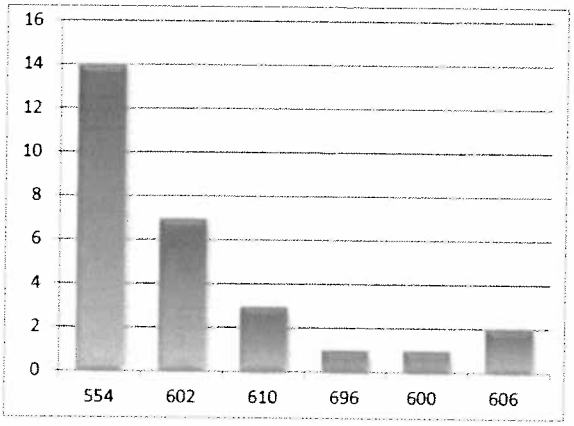


FIGURE 6-3:

WHICH METRA RAIL STATIONS DO YOU CURRENTLY USE?

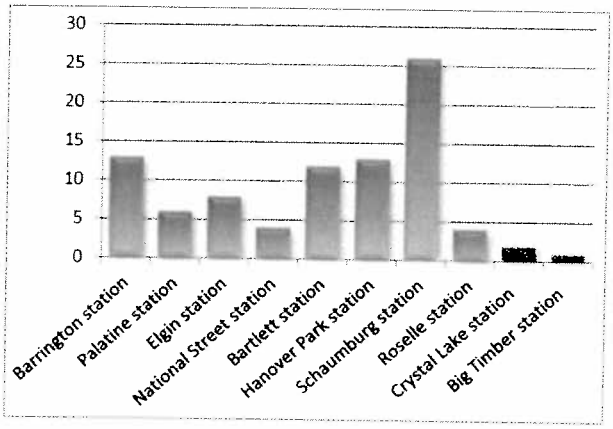
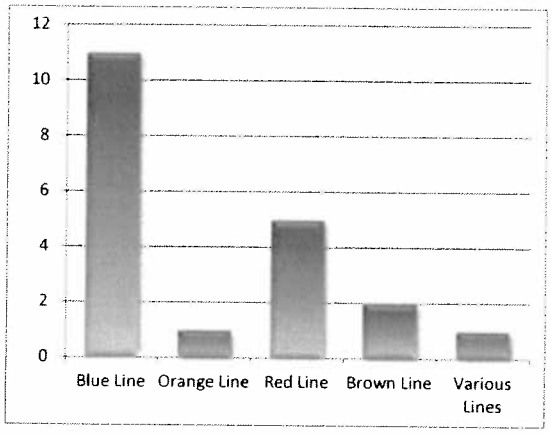


FIGURE 6-4: WHICH CTA RAIL LINES DO YOU CURRENTLY USE?

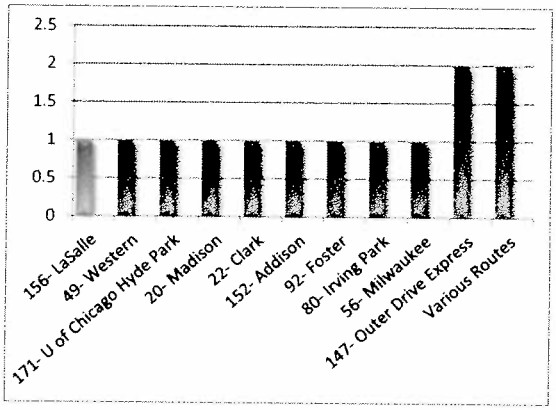


Answer Options	Response Percent**	Response Count
Blue Line	68.8%	11
Orange Line	6.3%	1
Red Line	31.3%	5
Brown Line	12.5%	2
Various Lines	6.3%	1
total valid answers given		**20**
total people who answered question		**16**
total people who skipped question		**224**
participation rate		**7%**

** Percent calculated using total number of people who answered question, since each person could select more than one answer choice.

Fewer responses were provided giving details about Township Dial-a-Ride and CTA Bus routes. Regarding Township Dial-a-Ride, 13 respondents indicated using this service with five of those respondents identifying Schaumburg Dial-a-Ride as their service option. Barrington Township Dial-a-Ride was selected by only one survey respondent. Eleven (11) respondents indicated that they utilize CTA Bus service. Nearly all of these respondents identified a unique CTA Bus Route that they utilize as part of that specific transit service.

FIGURE 6-5:
WHICH CTA BUS ROUTES DO YOU CURRENTLY USE?



HOW MANY TIMES HAVE YOU BOARDED PUBLIC TRANSIT IN THE PAST MONTH?

Answer Options	Response Percent *	Response Count
1 time	10.6%	23
2-3 times	10.2%	22
4-10 times	5.1%	11
More than 10 times	9.7%	21
Not at all	64.4%	139
total valid answers given		**216**
total people who answered question		**216**
total people who skipped question		**24**
participation rate		**90%**

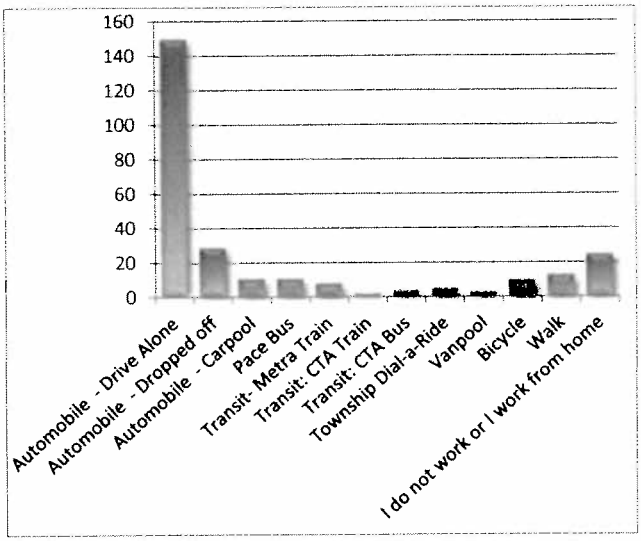
* Percent calculated using total number of people who answered question, since each person could select more than one answer choice.

For those persons who indicated whether or not they had used some form of transit in the preceding month, only 36% stated that their frequency of use was at least once in the past month. Among these 77 respondents, 45 respondents reported using transit only three times per month or less. This is compared to 32 respondents who have taken transit at least 4 times during the last month. Despite these ridership and frequency of use numbers, overall transit usage in Hoffman Estates is considerably low with 64% (139) of survey respondents indicating that they did not use any form of transit during the past month.

WORK TRIP TRAVEL

A total of only 21 respondents indicated they had used transit at least ten times during the last month. As such, it is apparent that the vast majority of respondents do not use transit as their primary mode of transportation to work. The majority (150 respondents), indicated that their primary mode of choice is to drive alone to work. Another 40 respondents are either dropped off or arrive via carpool to their workplace. In terms of mode share, the respective transit modes were only selected by 0% to 5.5% of the total number of respondents. Interestingly, the use of a bicycle and walking each received more responses than any single transit mode.

FIGURE 6-6: WHEN GOING TO WORK, WHAT MODE OF TRANSPORTATION DO YOU USE THE MOST OFTEN?



Respondents who selected either Metra Train or CTA Train as their primary mode of travel to work were then asked in two subsequent questions to indicate how they travel to the train station from their home and from the train station to their workplace. The majority of respondents reported traveling from home to the train station by driving alone, with a total of 28 responses. Seven (7) people indicated that they are dropped off at the train station. The final 12 respondents were evenly split between the remaining modes of transportation.

Regarding mode of travel from the train to their places of employment, a similar trend was identified. Driving alone was chosen most often, with the other travel modes each receiving fewer responses. One notable exception is that walking and bicycling received 8 and 4 responses, respectively, suggesting that these modes of travel are more widely used when traveling between train and workplace than between home and train. This is not surprising, given the assumption that people using the train to travel to work—particularly Metra—are most likely traveling from a suburban community to the downtown Chicago business district, where walking and bicycling are more common.

TABLE 6-1: IF YOUR PRIMARY MODE OF TRAVELING TO WORK IS A METRA OR CTA TRAIN:

A. HOW DO YOU GET TO/FROM YOUR HOME TO THE TRAIN?

Answer Options	Response Percent	Response Count
Automobile - Drive Alone	8.9%	17
Automobile - Dropped off	2.6%	5
Carpool; Pace Bus; CTA Train/Bus; Dial-a-Ride; Vanpool	6.3%	12
Bicycle	2.1%	4
Walk	4.2%	8
I do not work or I work from home	76.0%	146
total valid answers given		192
total people who answered question		192
total people who skipped question		48
participation rate		80%

B. HOW DO YOU GET TO/FROM YOUR WORKPLACE TO THE TRAIN?

Answer Options	Response Percent	Response Count
Automobile - Drive Alone	15.4%	28
Automobile - Dropped off	3.8%	7
Carpool; Pace Bus; Metra; CTA Train; Dial-a-Ride; Vanpool; Bicycle; Walk	6.0%	11
I do not work or I work from home	74.2%	135
total valid answers given		181
total people who answered question		182
total people who skipped question		58
participation rate		76%

IMPORTANT TO NOTE:

Some important notes about the preceding trip connection data: there appear to be some inconsistencies in responses to the mode of travel questions and to this mode of access and egress question which should be kept in mind while interpreting the results. The first inconsistency is that the number of respondents who chose either Metra Train or CTA Train or as their primary mode of travel to work was quite low, only 10 responses total. However, for these subsequent questions regarding mode of access and egress to and from train stations, the response rate was much higher. This may indicate that respondents who don't use train as their primary form of travel answered these access and egress questions even though these questions were not meant for them. It is possible that these respondents do take transit on occasion and that their answers to these questions reflect how they get to/from the train station when they do use transit.

The second inconsistency is the number of respondents who told us that they drive alone to the train station. It is reasonable to think that many individuals would use their car to get from their home to the train station. It is also reasonable that a small number of individuals may use a single occupant car to get from the train station to their place of work (assuming they work in a suburban location where park-and-ride lots are available and that they leave the car at the train station over night). However, the number of respondents who chose "Automobile-Drive Alone" told us in previous questions that they never use transit at all. For example, 28 people said they drive from their home to the train station. However, 14 of those 28 said in question #2 that they have not used any transit service during the last month. The same thing applies to the question regarding connections between work and train. Here 7 of the 17 people who selected "Automobile-Drive Alone" as the way they connect between the train station and their place of work also said in question #2 that they have not used transit at all during the last month. This inconsistency implies that some respondents who never use rail transit nevertheless answered this question, thereby skewing the data.

OTHER TRAVEL BEHAVIOR

Respondents were asked to indicate how frequently they make certain types of non-work trips. The following results represent the most significant non-work trips as identified by the respondents:

- **School** - A slight majority make school trips less than once a month. About 49% of respondents report traveling to school 2-3 times per week or more.
- **Shopping** - Of all of the trip types, shopping trips are reported as being made most regularly. Forty-six percent (46%) of respondents make shopping trips between 2-3 times per week. An additional 21% report making shopping trips once per week.
- **Entertainment** - The frequency of entertainment trips appears to be spread fairly evenly between 2-3 times per month and 2-3 times per week, with each of these categories receiving between 24% and 26% of responses, respectively.
- **Doctor** - Trips to the doctor are much less frequent, with approximately 75% of respondents reporting traveling to the doctor once a month or less.

Respondents were also asked to report what mode of travel they use for their non-work trips. Regardless of the type of trip, respondents indicated that they drive alone the majority of the time. Between 58% and 80% of all respondents selected "automobile - drive alone," depending on the trip purpose. Transit, bicycling, and walking were selected with the least frequency. Combining all transit response options, including bus, train, and Township Dial-a-Ride, only 121 selections were made for transit when combining trip categories. This compares to a total of 625 responses made for any of the three automobile mode choices when combining all trip categories.

FIGURE 6-7:
HOW OFTEN DO YOU MAKE NON-WORK TRIPS, SUCH AS SCHOOL, SHOPPING, ENTERTAINMENT OR DOCTOR APPOINTMENTS?

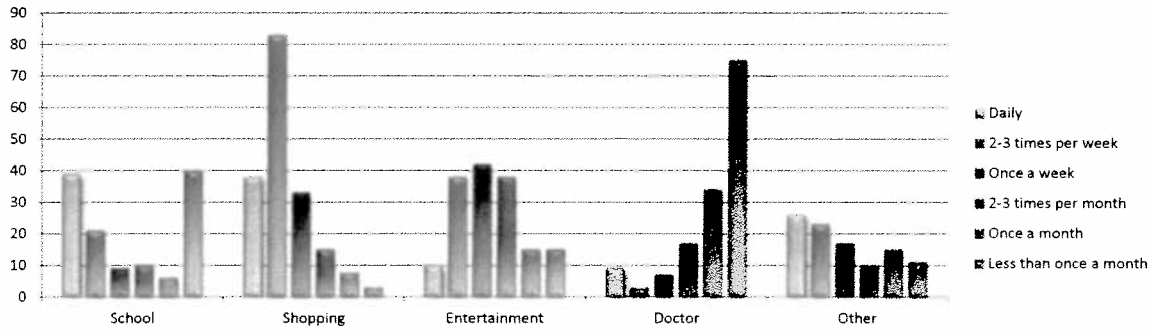
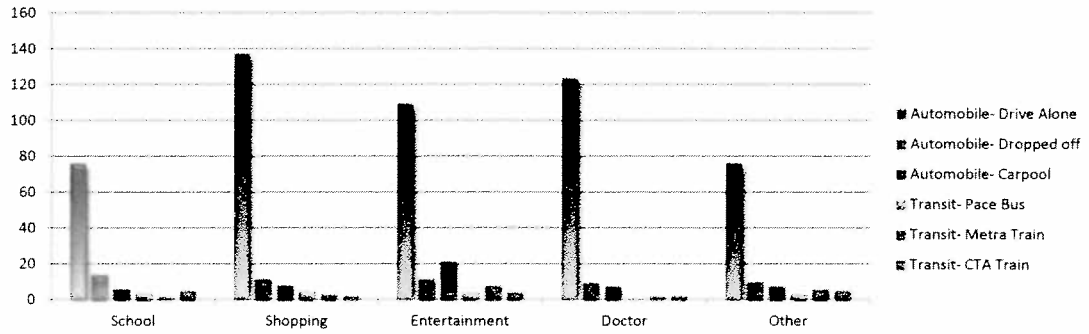


FIGURE 6-8:
FOR EACH OF THE FOLLOWING NON-WORK TRIPS, WHAT MODE OF TRANSPORTATION DO YOU USE THE MOST OFTEN?



DESTINATIONS OF INTEREST

Based upon the responses received, survey participants expressed definite interest in taking transit to several area destinations. The two most popular locations — each receiving over 90 nominations – include Woodfield Mall and St. Alexius Medical Center. In regards to accessing other transit services (i.e. Metra train stations), the Schaumburg Metra Station was the most popular destination with a total of 53 responses, followed closely by the Barrington Metra Station with 44 responses. The remaining local Metra Stations each received 33 responses or less. The chart to the right displays all destination options, including those provided as write-ins by the survey respondents.

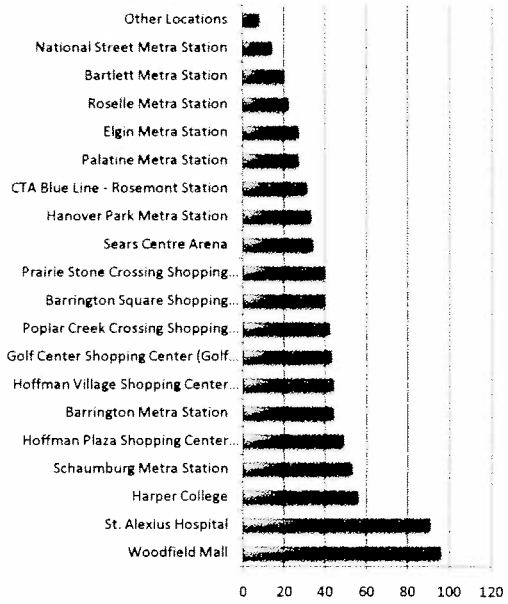


FIGURE 6-9: WHICH OF THE FOLLOWING DESTINATIONS WOULD YOU LIKE THE BUS TO SERVE?

To identify potential concentrations of transit ridership, respondents were also asked to report the nearest major intersection to their home as well as their place of employment. Collected responses indicate that work locations occur most frequently near the intersections of Barrington Road with Higgins Road, Golf Road, and Bode Road. Smaller work concentrations are also evident along Golf Road and Higgins Road between Barrington Road and Roselle Road. Concentrations of participants' homes appear to be more evenly distributed throughout the study area with notable massing at the intersection of Barrington Road and Higgins Road; along Barrington Road between I-90 and Irving Park Road; and along Algonquin Road between Huntington Road and Ela Road.

TRANSIT SERVICE PREFERENCES AND SATISFACTION

Respondents were asked to rate Pace bus service performance in the areas of service hours and frequency. As learned previously in the survey, the majority of respondents are not currently transit users. Therefore, it is not surprising that between 61% and 63% of respondents chose "don't know" when asked to rate the quality of existing Pace service. Of those who did rate the service, most gave Pace a "poor" rating across all three categories, especially in the service coverage category with 47 "poor" responses. Ratings for service hours and frequency of service were slightly better.

FIGURE 6-10:
HOW WOULD YOU RATE THE EXISTING PACE BUS SERVICE IN HOFFMAN ESTATES?

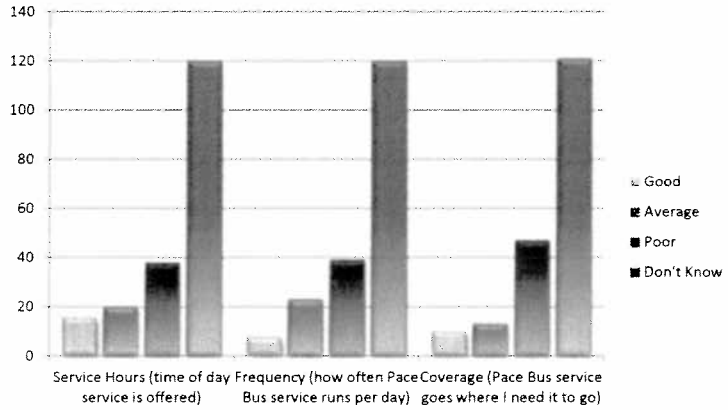
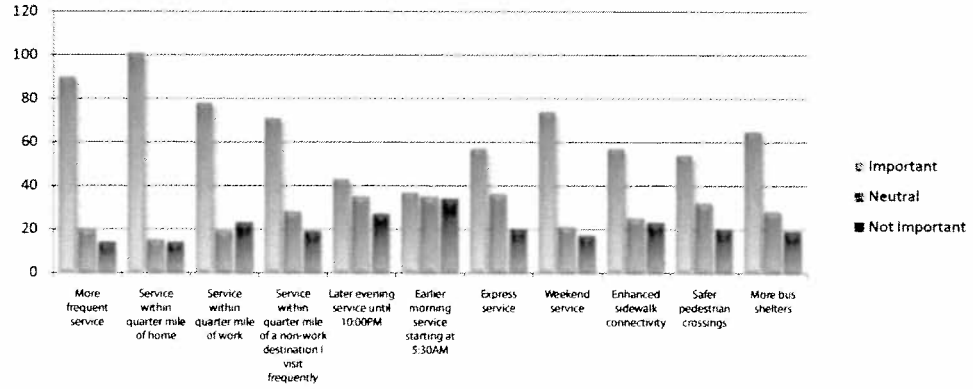


FIGURE 6-11: PLEASE INDICATE WHAT WOULD ENCOURAGE YOU TO TAKE PUBLIC TRANSIT MORE OFTEN.



To begin to understand the types of desired service operations, respondents were also given several service operating scenarios and asked to indicate their preferences. Options ranged from traditional fixed-route service to Dial-a-Ride and flexible service. The largest number of respondents (70) indicated a preference for fixed-route service. Flexible service also ranked well with 59 respondents saying they would prefer this type of service. The least preferred option, with 45 total responses, was Dial-a-Ride with a 1-day advance reservation requirement.

Finally, respondents were asked if they would be willing to pay a premium fare for enhanced transit service. The largest proportion of respondents (37%), said that they may be willing to pay 75¢ more than Pace's current base rate of ($1.75), while 17% indicate that they would pay $1.25 more in fare, and 13% would pay $1.75 or more. A total of 33% said they would be unwilling to pay any more at all.

DEMOGRAPHIC INFORMATION

While households with limited access to a vehicle may be an indicator of transit dependence, the responses collected as part of the transit survey indicated only a limited number of households (3%) with limited vehicle access. In total, approximately 78% of respondents indicated having two or more vehicles in their household. A secondary indicator of transit dependence is the ratio of vehicles in a household to the number of individuals of driving age in that household. Households with fewer vehicles than drivers are more likely to use transit. Despite the relatively low percentage of limited vehicle households, approximately 30% of respondent households have fewer vehicles available than they do drivers.

The average household income among respondents appears to be quite high. Only 9% of respondents live in households with income below $30,000. The largest percentage of respondents live in households with income between $60,000 and $100,000.

TABLE 6-2

Summary of Write-In Comments
Need Transit Service in Specific Locations
I hope the STAR line is built. (2 comments)
I need early morning service from Bartlett to St. Alexius Medical Center.
I'd like service from Golf and Gannon to the Hospital and to Woodfield.
I'd like a dial-a-ride bus to Lake Creek Care Center.
There needs to be a bus that goes down Higgins to Elk Grove Village.
Make the ADP route available to general members of the public, not just ADP employees.
We need public transit in north Hoffman Estates north of I-90 and east of Barrington.
Pace bus from Schaumburg to Chicago is very appreciated and a comfortable ride.
Service Improvement Suggestions
Transit must be operated in a safe environment. (2 comments)
I do not currently use transit service but if it were cost and time effective, I would.
I will not use service due to dissatisfaction with scheduling.
Transit needs to be more on time, more convenient to places I need to go and more affordable
I'd like more bike paths and facilities. (2 comments)
Sunday morning bus service needed.
Need More Information About Available Transit Service
I am unaware of transit service in the area.
Transit service availability should be advertised so that more people know about it.
Statements Generally Supporting Transit
Hoffman Estates needs more transit.
I don't need transit but I am in support of there being transit service for those who do need it.
I have not had bus service within a reasonable walking distance of my home the entire time I've lived in Hoffman Estates.

WRITE-IN COMMENTS

A total of 22 "write-in" comments relevant to transit in Hoffman Estates were provided by survey respondents. Respondents generally expressed overall support for the enhancement of transit in Hoffman Estates, individual needs for transit along specific corridors, a desire for more transit routes located within a reasonable walking distance of home, and an overall feeling of being ill-informed about what transit service currently exists and how to use it. The comments received have been paraphrased and aggregated and are shown in the table below for reference purposes.

A complete listing of all individual comments may be available for review upon request.

7: DEMAND ANALYSIS

Purpose

The primary goal of the discovery and diagnosis phase of this study was to determine if a market for modified or additional public transit service with a focus on Flexible Transit Service Operations exists in the study area. Analysis of the data collected and survey responses considered several elements for estimating the potential demand for transit in the study area, including:

- preference to use transit;
- demographics and the surrounding built environment;
- destinations and activity generators; and
- additional issues.

Preference to Use Transit

According to both the Census data and survey responses, the vast majority of households and workers age 16 and older in Hoffman Estates have access to at least one automobile. Despite this availability of private automobiles, there are residents who choose to use either Metra or Pace service with some frequency. Evaluation of the survey results revealed that 29% of respondents prefer to not use bus service, meaning that over 70% may be open to using bus service, assuming it meets their specific needs. When asked what type of transit service is preferred, fixed route bus was favored by a majority of respondents (58%). Flexible route bus was viewed favorably by 47%, while 33% had a favorable opinion of curb-to-curb service with one hour advance reservation. This indicates a high percentage of respondents who may be willing to consider the use of transit, regardless of their current reliance on an automobile.

Demographics and Surrounding Built Environment

Household densities that may support transit can be found at various locations along Bode Road, Hassell Road, Golf Road, and Higgins Road. Concentrations of senior populations, low income households, and households with limited access to a vehicle also exist in various areas along these corridors and provide potential opportunities for increased transit ridership. Other than Pace Route 554 along Golf Road, these corridors currently lack transit service. Bode Road and Hassell Road were each identified as potential locations for new flexible route transit service in the Joint Transit Plan developed in 2003 for the Village of Hoffman Estates, Village of Schaumburg, and Schaumburg Township.

In addition to household densities, the ability of riders to access transit services is an important consideration. In areas where land uses are spread out and/or there are large expanses between buildings, the environment for walking to a fixed route bus stop may be a significant disincentive for residents to use transit routes. Residents may not consider such routes as options because they seem inaccessible, and/or bus stop locations may even be unknown. This can negatively impact demand for transit service, especially if fixed route service is the only option.

Destinations and Activity Generators

Complementary to the desired destinations noted by survey respondents, there are a number of locations that generate significant activity and may potentially warrant demand for transit. Based on survey responses, locations for new or revised bus service may include destinations in adjacent municipalities, especially Woodfield Mall (the Chicagoland Region's largest mall) in Schaumburg and Harper College (40,000 students enrolled) in Palatine. Desired destinations within Hoffman Estates include St. Alexius Medical Center (25,000 patients annually), shopping centers along Golf Road and along Higgins Road, as well as the Poplar Creek entertainment district. Of the 26,000 persons employed within the Village, major employers that may provide potential for increased transit use are clustered at Prairie Stone Business Park (over 7,000 employees), along Barrington Road, and near Huntington Boulevard. Nearby Metra stations and the CTA Blue Line Rosemont Station were also listed in surveys as desired destinations.

Additional Issues

While it appears that a market exists for additional and/or modified transit service, there remain a number of issues that will require significant consideration when designing new or revised transit service in the study area. These include but are not limited to the following:

- Hoffman Estates residential, shopping, and business areas are characterized by automobile-oriented development that includes low density single family houses, extensive open spaces, large parking lots, long distances between buildings, and wide and winding roads. This development pattern is perceived as a significant impediment to attracting and capturing the necessary volume of transit riders to support enhanced services.
- Survey respondents stated that they desire better route coverage (a bus route closer to their home and destination) and a preference for fixed-route service. From a design and efficiency standpoint, it is difficult to provide extensive coverage with a fixed-route bus service. A flexible or demand response service may be the appropriate type of service to address both the route coverage and convenience of access demands expressed as principal service design considerations.
- The survey results demonstrate that the majority of respondents may be infrequent transit users rather than daily users. This ridership pattern of infrequent or casual use, coupled with the high vehicle ownership rate, may result in lower ridership than if riders used transit daily.

In consideration of these issues and others highlighted within the Discovery and Diagnosis Report, it is the preliminary opinion of the consultant team that potential exists to support appropriately designed Flexible Transit Service alternatives within the Hoffman Estates study area so as to warrant continuation of the study into Phase 3 Service Design Alternatives.

8: SERVICE DESIGN ALTERNATIVES

Market

Service must be designed to meet the market for transit. Through research collected as part of the Village of Hoffman Estates Flexible Transit Service Operations Plan transit market survey, and data collection efforts including the Journey to Work trip analysis and the RTA Regional Transit Demand Index, the market for new services has been identified. As a result, the business centers at Barrington Road and Prairie Stone Business Park and the southeastern portion of Hoffman Estates include the highest transit demand. Areas of Golf Road, Higgins Road, Hassell Road, and Bode Road posses some level of transit potential. "Journey to Work" information provided from the 2010 Census, indicates that the area around I-90 and Barrington Road near the center of the Village holds the most jobs, supporting the information presented on major employers in the area. Additional sources of employment are found in the Prairie Stone Business Park to the west, as well as in neighboring municipalities such as Village of Schaumburg to the east.

Evaluation of the demographic information indicates that household densities which may support transit can be found at various locations along Bode Road, Hassell Road, Golf Road and Higgins Road. Results from the survey indicated that participants expressed interest in utilizing transit to a variety of destinations especially towards Woodfield Mall and St. Alexius Medical Center, which is located on Barrington Road between Golf Road and Higgins Road. In addition, when asked where their work was located, respondents most frequently answered near the intersections of Barrington Road/Higgins Road, Barrington Road/Golf Road and Barrington Road/ Bode Road. Smaller work concentrations are also evident along Golf Road and Higgins Road between Barrington Road and Roselle Road.

Service Recommendations

The following transit service improvement alternatives for the Village's consideration are recommended in phases and are broken down into short term, medium term and long term time frames. In order to develop the transit service alternatives, the Joint Transit Plan (October 2003) was referenced along with analysis and data collected during this study. Recommendations of this plan of this plan are intended to meet local transit services needs of Village of Hoffman Estates stakeholders while simultaneously complementing the transit enhancements being undertaken by others within the region.

In order to be successful, it is recommended that these transit service improvement alternatives go hand in hand with complementary land use policies that encourage transit friendly patterns of development and redevelopment throughout the Village. Transit friendly patterns of development at a minimum incorporate a mix of land uses, traditional street design where building fronts are on the sidewalks with parking lots behind the buildings, grid pattern streets rather than cul d' sacs and pedestrian features such as sidewalks on both sides of the street and designated crosswalks.

It is appropriate to recommend a range of transit services for the Village of Hoffman Estates which will encourage the development of a more robust transit market. In order to do this, the service plan promotes using existing transit options in the short term such as vanpools and taxis. The next level of service recommended is a demand response service that operates similar to a taxi service (i.e. door to door), but is more efficient in serving a larger number of riders at one time from multiple origin and destinations than a taxi. The next level of service would be fixed route service. As more and more riders are acquainted with public transit, demand builds and the ability for successful implementation of fixed route service in the future may become more feasible.

Short Term (under 1 year):

- Improve the general public's knowledge of the existing Pace Vanpool Incentive Program, Metra Feeder Program, Ridershare Carpool Matching Service, Community Vehicle Program, and Hoffman Estates Taxi Discount Program.
- Create a Transit Improvement Task Force to organize and assist in implementation of transit service initiatives within Hoffman Estates.

Medium Term (1-5 years):

- Consider a new demand response service in Southeast Hoffman Estates in the Central sub-area in order to serve a more transit dependent population along Bode Road and south of Bode Road. This also may assist in developing a market for an eventual fixed route service along Bode Road.
- Consider implementation of new demand response service in the West sub-area of the Village.

Long Term (over 5 years):

- Continue to monitor and evaluate implementation of fixed route bus service on Hassell Road and Bode Road (as previously recommended in the Joint Transit Plan).

Since the completion of the Joint Transit Plan, new plans for transit services serving the I-90 corridor have emerged. Widening of Interstate-90 by the Illinois State Toll Highway Authority (ISTHA) integrated with express bus services, operating in congestion-free managed lanes, are planned to be in operation starting in 2016. The ability to access the I-90 corridor more efficiently, thus taking advantage of regional connections is included in the recommendations separate from the local service recommendations. Components of the widening program and Pace express bus service which will have positive benefits for Hoffman Estates residents include:

- A Barrington Road Station or Park & Ride facility in conjunction with the express bus service planned for operation along the widened I-90 Expressway lanes.
- A Pace planned Route 609 Barrington Road Hoffman Estates Call-N-Ride which will serve the North sub-area of the Village including the Barrington Road Station / Park & Ride.
  - Including a proposed service area of eight square miles terminating at Golf Road to the south.
- A Pace planned expansion of Route 610 River Road-Prairie Stone.
- A Bode Road flexible service expansion to serve the Barrington Road Station/Park & Ride.
- Links to Route 554 and other routes.

Short Term Recommendations

Pace Vanpool Incentive Programs

Pace offers different types of Vanpool Incentive Programs to address a diversity of transit needs and desires geared primarily toward set scheduled work trips and may serve as an alternative method of commuting to/from employment destinations. The two programs that are the most applicable to the Village of Hoffman Estates and the goals and objectives of the Transit Service Operations Plan include the Metra Feeder and the Traditional Vanpool.

The Metra Feeder program allows for a Pace van to be parked at or near a Metra station near the worksite, so that participants (i.e. employees of a firm located in Hoffman Estates) can take the train and then use the van to complete their commute. Five to 13 participants share the van to get to their destination (i.e. place of employment). In order to qualify for the program, at least half of the participants must purchase a Metra monthly pass or 10- ride ticket. Each participant then pays $58 per month (not including the Metra ticket and possible parking fees) which covers all costs associated with the van including fuel, maintenance, insurance, tolls, roadside assistance, and van washes.

Vanpools provide a variety of options for sharing rides with others making similar trips. For example, employees at businesses in the Prairie Stone Business Park and along Barrington Road, Higgins Road, Golf Road, Hassell Road, and Bode Road are at least five miles from the nearest Metra station. By parking a Pace van at the Metra station; a commute without a car becomes a viable option for employees in these specific locations. When compared to other transportation options, this is an affordable alternative to driving a car.

Applicants may complete forms on Pace's website after identifying and securing participation by at least five participants per van. The flexibility and lack of centralized requirements (no phone number to call or vehicle to wait for each day) make this an attractive option for employers who have many employees who can take Metra but have difficulty reaching the job site without a vehicle.

Before a Metra Vanpool can be implemented, overnight parking at the Metra station must be permitted. The Bartlett and Hanover Park stations do not allow overnight parking, but Hanover Park is currently working to permit overnight parking at its station. Roselle, Barrington, and Palatine Metra stations currently do allow overnight parking with a certain permit through the municipalities. In fact, Barrington and Palatine Metra stations currently have reverse commute permits used by between 12-25 commuters. These commuters may park their cars at the Metra stations overnight, utilizing them only during the workday to travel between the stations and their workplaces. This demonstrates that there is an existing market for "last mile" commuter transportation from the Metra stations, and subsequently promise for future success of Metra Vanpools. As shown in the following table, the Metra Feeder Vanpool service would operate daily and hours of operation are established by the participants in the van. There would be no cost to the Village of Hoffman as part of this program. The capital cost of the vehicle is borne by Pace and the operating costs are supported by the monthly fee established by Pace to participate in the program.

TABLE 8-1: METRA FEEDER VANPOOL SERVICE CHARACTERISTICS

Service Area	Metra Stations and Work Sites
Days of Service	Daily
Service Span	As Needed to Fit Employee Group Schedules
Frequency	One Trip to and One Trip from Work
Vehicles	One per 5-13 Participants
Capital Cost of Vehicle	(Pace' s cost) $50,000 to $75,000
Annual Operating Cost	Rider supported ($58.00/month/rider)

Ridership: Ridership is required to be 5 to 13 passengers per vehicle.

Capital Cost: One Pace van would be required per 5 to 13 participants at an approximate cost of $50,000 to $75,000. This cost is considered a one-time capital cost covered by Pace. Additional capital cost is required if more than one van is operating.

Operating Cost: Operating cost is covered by the riders participating in the program. Fees to participate may go up over the next five years depending on increases in fuel and maintenance cost of the vehicles.

Strengths of Service: Provides a transportation alternative to driving one's own car to their final work destination.

Weaknesses of Service: Five to 13 participants must coordinate their arrivals at the Metra station (passengers on both inbound and outbound trains arriving within a short span of time could partner on the same Metra Feeder vanpool) and work at the same place of employment or multiple employers within close proximity. Participant's schedules must be similar.

In addition to the Metra Feeder program, Pace's Traditional Vanpools are another alternative for groups of employees who live and work near one another. The Traditional Vanpool option is for participants who are unable to utilize Metra. The Traditional Vanpool is designed to transport a group of 5-13 people to work in a Pace van. Employees that live and work near one another and share similar schedules may form a group that conveniently gets them between home and work. Each rider pays a low monthly fare based on distance and number of participants. For daily round trips under 20 miles, the cost is $112 each for five riders and $73 each for 13 riders. The cost increases incrementally for each additional 10 miles added to the distance of the daily round trip. The highest cost that Pace allows is for round trips of 151-160 miles, in which 4 riders would pay $174 each and 13 riders would pay $89 each. This fee covers all costs of the vanpool including fuel, maintenance, insurance, tolls, roadside assistance, and van washes. As part of the program, one of the participants volunteers to be the primary driver. He or she does not pay a fare and also receives 300 personal miles a month.

The service characteristics of the Traditional Vanpool are shown below. The vanpools operate daily and serve the needs of the riders in terms of destination and service hours. There would be no cost to the Village of Hoffman Estates as part of this program. The capital cost of the vehicle is borne by Pace and the operating costs are supported by the monthly fee established by Pace to participate in the program.

TABLE 8-2: PACE TRADITIONAL VANPOOL SERVICE CHARACTERISTICS

Service Area	Employee Homes and Work Sites
Days of Service	Daily
Service Span	As Needed to Fit Employee Group Schedules
Frequency	One Trip to and One Trip from Work
Vehicles	One per 5-13 Participants
Capital Cost of Vehicle	(Pace's cost) $50,00 to $75,000
Annual Operating Cost	Rider supported ($73.00-$112.00/month/rider)

Ridership: Ridership is required to be 5 to 13 passengers per vehicle.

Capital Cost: One Pace van would be required per 5 to 13 participants at an approximate cost of $50,000 to $75,000. This cost is considered a one-time capital cost covered by Pace. Additional capital costs are required if more than one van is operating.

Operating Cost: Operating cost is covered by the riders participating in the program. The amount of $73.00 to $112.00 is based on a maximum mileage of 20-miles per day, or 10 miles each way. Fees to participate may go up over the next five years depending on increases in fuel and maintenance cost of the vehicles.

Strengths of Service: Provides a transportation alternative to driving one's own car to their work destination.

Weaknesses of Service: Five to 13 participants must live and work in close proximity to each other. Participant's schedules must be similar.

As described previously within this study, employers and the general public expressed limited knowledge of the existing vanpool services available to them within the Village of Hoffman Estates. Outreach to employer human resources departments and tenants in large business parks should be prioritized initiatives from transit and municipal representatives. Hoffman Estates, Pace, and RTA may work to regularly deliver marketing materials and provide workshops to those companies that they are currently not in contact with. In addition, they may choose to publicize these services to Hoffman Estates residents who work elsewhere. The Prairie Stone Transportation Management Association is a strong example of supportive vanpool formation. Once more people know about this existing program, it is likely that utilization will increase.

Ride Share

Pace RideShare is a free, easy and convenient matching service that connects commuters who are interested in forming a carpool in and around Northeastern Illinois. This website gives residents and employees in the greater Chicago area the ability to identify potential carpool partners quickly and securely. Free to the public, commuters register online to find matching drivers with similar routes and schedules. Commuters can set multiple preferences to filter matches, such as non-smoking vehicles and commuting only with coworkers. Pace RideShare also allows someone to match with existing Pace vanpool groups, or even other bikers or walkers. Interested parties set their preferences and the system will identify potential matches that the interested party can contact by e-mail.

The site currently has over 10,000 registered users, with more than 2,000 added during 2012. Over 150 carpools were registered in 2012 and the program has currently over 300 vanpool seats open that can be matched through the site. Once connected, registered members are also able to log their trips with the site automatically calculating their cost savings and emission reductions. On top of that, Pace has a company option, working with employers to promote the site to employees and giving employers administrative rights to their employer page. That way the employers can follow up on employees' rideshare performances and keep track of program metrics.

In 2013, Pace RideShare is looking to the launch of a new version of their PaceRideShare.com site using GreenRide Connect. The program will supply improved functionality, including enhanced map displays, event matching, integrated vanpool routes, and the ability to have multiple trips under one profile. An updated live phone system and mobile alert capabilities for 'real-time' carpooling will also be incorporated into the service.

Pace RideShare also looks towards a potential partnering with Drive Less Live More. An incentive-based program created by Active Transportation Alliance and supported by Regional Transportation Authority, Drive Less Live More is dedicated to shifting travel behavior of commuters from driving alone to other modes such as transit or ridesharing.

Employer Shuttle Program

The Employer Shuttle Program provides vans to employers in the Pace service area for their use in work-related passenger trips at the rate of $750 per month per van.

The Not-For-Profit Shuttle Program provides vans to employers in the Pace service area registered as a Not-For-Profit company/agency for their use in work-related passenger trips at the rate of $600 per month per van.

With prior approval from Pace, employers may charge riders/participants an administrative fee(s) to cover costs associated with the operation of the Shuttle Service.

Taxi Discount Program

An alternative transportation option that exists for members of the general public who are economically disadvantaged, over 60 years old, or with a disability is the Hoffman Estates Taxi Discount Program. Eligible Vilage residents can receive up to 10 coupons per month, each valued at $5. Each ride must begin and end in the Village. As described in detail previously in this study, this program is not well-known among residents, but should be since people with low incomes, disabilities, or the elderly have some of the highest potential to be helped by alternative transportation options due to the high cost of owning a car.

Although cost to the Village for the program continues to rise with an increase in ridership, operating the Taxi Discount Program is significantly less expensive than other transit services recommended in this report, such as Demand Response or Fixed Route Service. Annual operating costs for these types of services range from $270,000 to $475,000 as described.

It is the recommendation that the Village continue with the Taxi Discount Program as it fulfills a much needed service for select residents. Once the taxi program grows to such a point where it is providing at least 3-4 trips per hour it will be worth considering to transition to a demand response service.

TABLE 8-3: HOFFMAN ESTATES TAXI DISCOUNT PROGRAM

Service Area	Hoffman Estates
Days of Service	Daily
Service Span	24 hours
Frequency	Maximum of 10 Trips per Month with Discount Coupon
Vehicles	Taxi Company Fleet
Capital Cost of Vehicle	Included in Existing Hoffman Estates Program

Ridership: Varies.

Capital Cost: No capital cost as existing taxi company fleet is utilized.

Operating Cost: Operating cost is part of the taxi company annual operating cost.

Strength of Service: Provides ten free trips a month for low income, elderly, or disabled residents to destinations within Hoffman Estates.

Weakness of Service: Not open to the general public.

MID TERM RECOMMENDATIONS

Demand Response Services

Demand response service is a type of locally based transit service that is a needs-based, general public, shared ride, door to door option that can provide more cost effective service in low density, small scale service areas where transit demand exists, but ridership is too low for traditional fixed route service to be effective. The distinct characteristics of locally based service can make it a viable option in such environments.

Demand response service operates within a designated service zone rather than a fixed route, and allows passengers to call in advance to reserve specific transit trips. The service picks up and drops off passengers anywhere within the service zone, thus effectively accommodating the modern day travel patterns that often result in dispersed trip origins and destinations. Additionally, this origin-destination focused service is a viable answer to the "last mile issue", which is the first or final portion of a transit trip that often is not served by traditional transit service.

Service is typically designed to benefit residents, employees, and possibly tourists/shoppers. Typical destinations include employment centers; local shopping areas; connections to other transit services; and activity nodes such as medical, educational, and recreational facilities. Smaller scale shuttle buses and vans, such as 10-12 passenger wheelchair accessible vehicles, are utilized.

Dial-a-Ride and Call-N-Ride are two primary service alternatives that can be used to provide demand response service in the study area.

DIAL-A-RIDE OVERVIEW

Dial-a-Ride is demand response service that is established by local communities such as municipalities or townships. In most cases, these municipalities or townships enter into a financial partnership with Pace to pay for and operate the service. The local community determines the fares, geographic boundaries and eligibility. There are currently dozens of Pace Dial-a-Ride programs throughout the suburbs.

For Dial-a-Ride services, riders contact a call center to inform the operator where they wish to be picked up and where they are traveling to, and at what day/time. Often, reservations can be made up to one week in advance. Dial-a-ride service areas can be relatively large, often 30 square miles when funded by townships. For a municipality funded Dial-a-Ride the service area can be much smaller. A mix of operations and coverage areas may vary by day. For example, Bloomingdale Township Dial-a-Ride operates weekdays in the entire township, but Village of Bloomingdale funds additional service for its residents that covers only the Village on Saturdays.

Dial-a-Ride service can have a variety of ridership eligibility requirements based on the needs of the local service area. In many cases, service is restricted to seniors or people with disabilities with certain exceptions making service available to people with low incomes as established by local criteria. Dial-a-Ride services can also be established t for general public use.

Similar to the way that eligibility requirements may vary, service coverage can vary as well. The most simple coverage area occurs in cases where an entire township is served. This can also be more costly to the provider, so often Dial-a-Rides focus service to areas and destinations of greatest need. In some situations, medical and shopping facilities are the only destinations served by the Dial-a-Ride, however in others, certain shopping centers are served on certain days and times of the week. For example, the Dial-a-Ride may have a scheduled trip to the grocery store Tuesdays at 10:00 a.m., and a scheduled trip to the mall Thursdays at 1:00 p.m.

Schaumburg Township, Village of Schaumburg, Barrington Township, and Palatine Township provide Dial-a-Ride service in or near Hoffman Estates. There are at least 50 Dial-a-Ride services in the Chicago region.

CALL-N-RIDE OVERVIEW

Call-N-Ride service is an emerging Pace service option that provides demand response service to specialized areas. Under current operations of Pace's existing Call-N-Rides, the fare for the service is $1.75 per one-way ride, which is the same fare as the local Pace fixed routes. Pace's Call-N-Ride service is open to the general public.

The service is characterized by smaller service areas typically 3-5 square miles. At times, the service area can be larger, up to nine square miles. By having a smaller service area, the service is more concentrated on serving local rather than regional needs. In order to make a reservation, the rider can call the driver the day they want the service and leave a message on the driver's voice mail about trip details. The driver will call the rider back to arrange the trip. Pace currently operates the following Call-N-Rides: West Joliet, Round Lake Area, Wheaton - Winfield, St. Charles – Geneva, Vernon Hills – Mundelein, and Arlington Heights – Rolling Meadows.

PACE COMMUNITY VEHICLE PROGRAM OVERVIEW

Pace's Community Vehicle Programs serve to provide cost-effective transportation options tailored to the unique needs of the subject community and their specific service area. This program is a key part of Pace's "family" of services, which also includes fixed-route service, complementary paratransit services and vanpools. The program provides local jurisdictions the flexibility to meet their transportation mobility needs for senior citizens, parks and recreation requests, moving people to and from regional transportation facilities, or other transit circulation needs as defined by the municipality.

Utilizing a vehicle provided by Pace, the community is responsible for determining the types of transportation service to be provided, eligible ridership requirements, transit service area, hours of operation, fares, and select the service contractors. While Pace provides the vehicle and regular maintenance, Hoffman Estates is be responsible for retaining and covering the costs for drivers, insurance, and fuel to operate the service. In addition to the operation costs, Pace does require the municipality to pay a security deposit of $1,000.00 per vehicle as well as a monthly charge of $100.00 per vehicle ($1,200.00 annually). Pace does retain the right to change monthly fares when deemed appropriate by the Pace Board of Directors.

Pace's Community Vehicle program may serve as a cost effective means by which to initiate the recommended Hoffman Estates Southeast and Western Area Demand Response transit services thereby enhancing their long-term success.

Potential Demand Respond Service

Two demand response services are recommended for consideration by the Village of Hoffman Estates as municipal transit services. These services would be available to the general public and provide transit service to areas of the Village where no transit services exist.

Southeast Hoffman Estates Demand Response Service

It is recommended that a demand response service be concentrated in the Hassell Road/Higgins Road/ Bode Road area, an area with moderate population density and a transit dependent population. It may be operated as either a Dial-a-Ride service or a Call-N-Ride service, depending on future discussions in regards to operational characteristics and funding. As mentioned previously in this study, this is an area where there are concentrations of seniors, workers with limited vehicle access, and households below the poverty level.

The demand response service area would be approximately eight square miles and extend from Barrington Road on the west, Interstate 90 (I-90) on the north, Roselle Road on the east, and the village limits on the south. Demand response service in this area would provide an important connection to destinations including St. Alexius Medical Center, the proposed I-90 Barrington Road Express Bus Station or Park & Ride facility, Hoffman Estates High School, Village Hall, the public library, the Triphahn Community Center, as well as shopping centers along Golf Road and Higgins Road. It also would interface with Pace's existing Route 554 which operates weekdays and Saturdays between the City of Elgin and Village of Schaumburg, traveling through Hoffman Estates on Barrington Road and Golf Road with a diversion to St. Alexius Medical Center. An option to provide service to the Woodfield Shopping Mall and the Northwest Transportation Center is also a consideration.

TABLE 8-4: SOUTHEAST HOFFMAN ESTATES DEMAND RESPONSE SERVICE CHARACTERISTICS

Service Area	Roselle Road on the east, village limits on the south, I-90 on the north, and Barrington Road on the west.
Days of Service	Weekdays and Saturdays
Service Span	7:00 a.m. - 9:00 p.m.
Frequency	On Demand
Vehicles	One
Estimated Daily Vehicle Hours	14 hours
Estimated Additional Riders	Daily: 110 Annually: 28,000
Estimated Capital Cost	$250,000
Estimated Annual Operating Cost	$270,000
Estimated Annual Revenue	$49,000

Ridership is based on demand response services for similar type communities.

Capital Cost: One 12-passenger cut-a-way van would be used for this service at approximately $250,000. This would be considered a onetime cost. Vehicles are typically provided by Pace.

Operating Cost: Annual operating cost is based on an average hourly cost of demand response service of approximately $60. Cost sharing between municipal "partners" such as St. Alexius Medical Center should be explored by the Village.
Estimated Annual Revenue which would offset the annual operating cost is based on a fare of $1.75.

Strengths of Service:

- Serves an area that is identified as transit dependent with a moderate density of housing and low income.
- Provides an important connection to many destinations including the St. Alexius Medical Center, proposed I-90 Barrington Road Express Bus Station or Park & Ride facility, and Hoffman Estates High School.
- Demand response service may build up a demand for future fixed route service along Bode Road and Hassell Road, as recommended in the long term recommendations.

Weaknesses of Service:

- A Call-N-Ride or Dial-a-Ride requires the rider to call in advance for the service.
- A part of the service area is currently served by existing Pace Route 554.

Western Area Demand Response Service

A new demand response service should be considered in the western sub-area of the Village of Hoffman Estates with a focus in and around the Prairie Stone Business Park. It may be operated as either a Dial-a-Ride service or a Call-N-Ride service, depending on future discussions in regards to operational characteristics and funding. At this time, there is no CMAQ funding allocated for expanded service to the Prairie Stone Business Park as part of the I-90 Market Expansion Project. Also, the service area proposed for local implementation would serve a larger market area, including residential uses on the south side of I-90 that would not necessarily be serviced by proposed Route 610 which is part of the I-90 Market Expansion Project and explained in detail below. The service is based on the idea that a circulator vehicle will be needed to efficiently transport residents who live south of I-90 to either the Prairie Stone Business Park or to the existing temporary Park n' Ride to be located on the Sears headquarters in order to access the I-90 Expressway Based Service or shopping centers. This service would operate only on weekdays from approximately 5:00 a.m. to 7:00 p.m.

The Service Alternatives Map illustrates that the demand response zone would be bound by Golf Road to the south, Village limits to the west, Higgins Road to the north, and railroad tracks to the east. Like the proposed Southeast Hoffman Estates Demand Response Service, this service is expected to attract a similar number of riders, with the same capital and operating costs.

TABLE 8-5: WESTERN AREA DEMAND RESPONSE SERVICE CHARACTERISTICS

Service Area	Zone bound by Golf Road to the south, Village limits to the west, Higgins Road to the north, and railroad tracks to the east
Days of Service	Weekdays
Service Span	5:00 a.m. - 7:00 p.m.
Frequency	On Demand
Vehicles	One
Estimated Daily Vehicle Hours	14
Estimated Riders	Daily: 110 Annually: 28,000
Estimated Capital Cost	$250,000
Estimated Annual Operating Cost	$270,000
Estimated Annual Revenue	$49,000

Ridership is based on demand response services for similar type communities.

Capital Cost: One 12-passenger cut-a-way van would be used for this service at approximately $250,000. This would be considered a onetime cost. Vehicles are typically provided by Pace.

Operating Cost: Annual operating cost is based on an average hourly cost of demand response service of approximately $60.

Estimated Annual Revenue which would offset the annual operating cost is based on a fare of $1.75.

Strengths of Service:

- Provides direct connection to the I-90 Expressway Based Transit Service corridor which offers express connection to the region for those Hoffman Estates residents living south of I-90.
- Provides a direct connection to the Prairie Stone Business Park for those Hoffman Estates residents living south of I-90.

Weaknesses of Service:

- A Call-N-Ride or Dial-a-Ride requires the rider to call in advance for the service.
- Part of the service area overlaps with the proposed Route 610 River Road-Prairie Stone Express Service.

Long Term Service Recommendations

Two recommendations from the 2003 Joint Transit Plan called for additional fixed route service in Hoffman Estates on Hassell Road and Bode Road. In the long term, after the transit market is further developed due to demand generated by the Southeast Hoffman Estates demand response service, additional fixed route service may be viable. Steps necessary to facilitate this evaluation include continuing the promotion of fixed route service, updating land use plans and revisions to local codes to promote transit supportive development, and creating access to transit infrastructure along the potential route. The RTA document "Setting the Stage for Transit" provides a guide on actions to take to prepare communities for transit. The document can be found at http://rtachicago.com/images/stories/Initiatives/landuse_tod/TransitGuide_Interactive.pdf.

Hassell Road Fixed Route Service

The Hassell Road Fixed Route service would provide service from the Northwest Transportation Center and Woodfield Mall in Schaumburg to the St. Alexius Medical Center in Hoffman Estates. It would serve the employment area around the Barrington Road interchange, residential areas west of Roselle Road, and commercial areas east of Roselle. It would provide additional service coverage for Hoffman Estates while also connecting to Route 554 and the Route 609 Demand Response Zone, as described in the section below. Whereas the demand response service would provide trips exclusively within its service area, the Hassell Road route would provide connections to other bus routes to the east at the Northwest Transportation Center. This service would operate on weekdays and Saturdays from 6:00 a.m. to 6:00 p.m. Characteristics of this proposed route are provided below.

TABLE 8-6: HASSELL ROAD FIXED ROUTE SERVICE CHARACTERISTICS

Service Area	Barrington Road Express Bus Station to Woodfield via Hassell Road
Days of Service	Weekdays and Saturdays
Service Span	Mon-Sat ; 6:00 a.m. -6:00 p.m.
Frequency	30 minute peak, 60 minute off-peak
Vehicles	Three
Estimated Daily Vehicle Hours	18 hours weekday 12 hours Saturdays
Estimated Riders	Daily: 270-360 Annually: 80,000 to 110,000
Estimated Capital Cost	$1.05 million
Estimated Annual Operating Cost	$425,000 to $475,000
Estimated Annual Revenue	$140,000 to $192,500

Ridership: Based on other suburban local routes, productivity is likely to be in the 15-20 passenger passengers per vehicle hour range. Thus ridership is estimated to be in the range of 270-360 per weekday and 165-220 per Saturday with annual ridership in the range of about 80,000 to 110,000 per year.

Capital Cost: Three 30 foot passenger vehicles at approximate cost of $325,000 each (2012 costs), or $1,050,000 total cost. This would be considered a onetime cost. Vehicles are typically provided by Pace.

Operating Cost: Providing 30 minute peak period service would require two buses and hourly midday and Saturday service one bus. Thus, the total number of additional vehicle hours is about 18 on weekdays and 11 on Saturdays. The total number of annual bus hours would be approximately 5,200. Using the cost per hour of Route 554 (about $92 on weekdays and $83 on Saturdays) cost would be about $425,000 to $475,000 per year in 2012 costs.

Estimated Annual Revenue which would offset the annual operating cost is based on a fare of $1.75.

Strengths of Service: Would provide service in Central Hoffman Estates along a corridor where there is no transit service.

Weaknesses of Service: Without meaningful change, current land use patterns and population density may not support fixed route transit service.

Bode Road Fixed Route Service

The Bode Road Fixed Route was proposed to provide transportation from the Northwest Transportation Center in Schaumburg to St. Alexius Medical Center in Hoffman Estates serving residential areas south of Golf Road. This service would operate weekdays and Saturdays from 6:00 a.m. to 6:00 p.m. Service characteristics are provided below.

TABLE 8-7: Bode Road Fixed Route Service Characteristics

Service Area	Bode Road
Days of Service	Weekdays and Saturdays
Service Span	Mon-Sat ; 6:00 a.m. -6:00 p.m.
Frequency	30 minute peak, 60 minute off-peak
Vehicles	Three
Estimated Daily Vehicle Hours	18 hours weekday 12 hours Saturdays
Estimated Riders	Daily: 270-360 Annually: 80,000 to 110,000
Estimated Capital Cost	$1.05 million
Estimated Annual Operating Cost	$425,000 to $475,000
Estimated Revenue	$140,000 to $192,500

Ridership: Based on other suburban local routes, productivity is likely to be in the 15-20 passenger passengers per vehicle hour range. Thus ridership might be in the range of 270-360 per weekday and 165-220 per Saturday with annual ridership in the range of about 80,000 to 110,000 per year.

Capital Cost: Three 30 foot passenger vehicles at approximate cost of $325,000 each (2012 costs), or $1,050,000 total cost. This would be considered a onetime cost. Vehicles are typically provided by Pace.

Operating Cost: Providing 30 minute peak period service would require two buses and hourly midday and Saturday service one bus. Thus, the total number of additional vehicle hours is about 18 on weekdays and 11 on Saturdays. The total number of annual bus hours would be approximately 5,200. Using the cost per hour of Route 554 (about $92 on weekdays and $83 on Saturdays) cost would be about $425,000 to $475,000 per year in 2012 costs.

Estimated Annual Revenue which would offset the annual operating cost is based on a fare of $1.75.

Strength of Service: Would provide service along a major corridor where there is no transit service.

Weaknesses of Service: Without meaningful change, current land use patterns and population density may not support fixed route transit service.

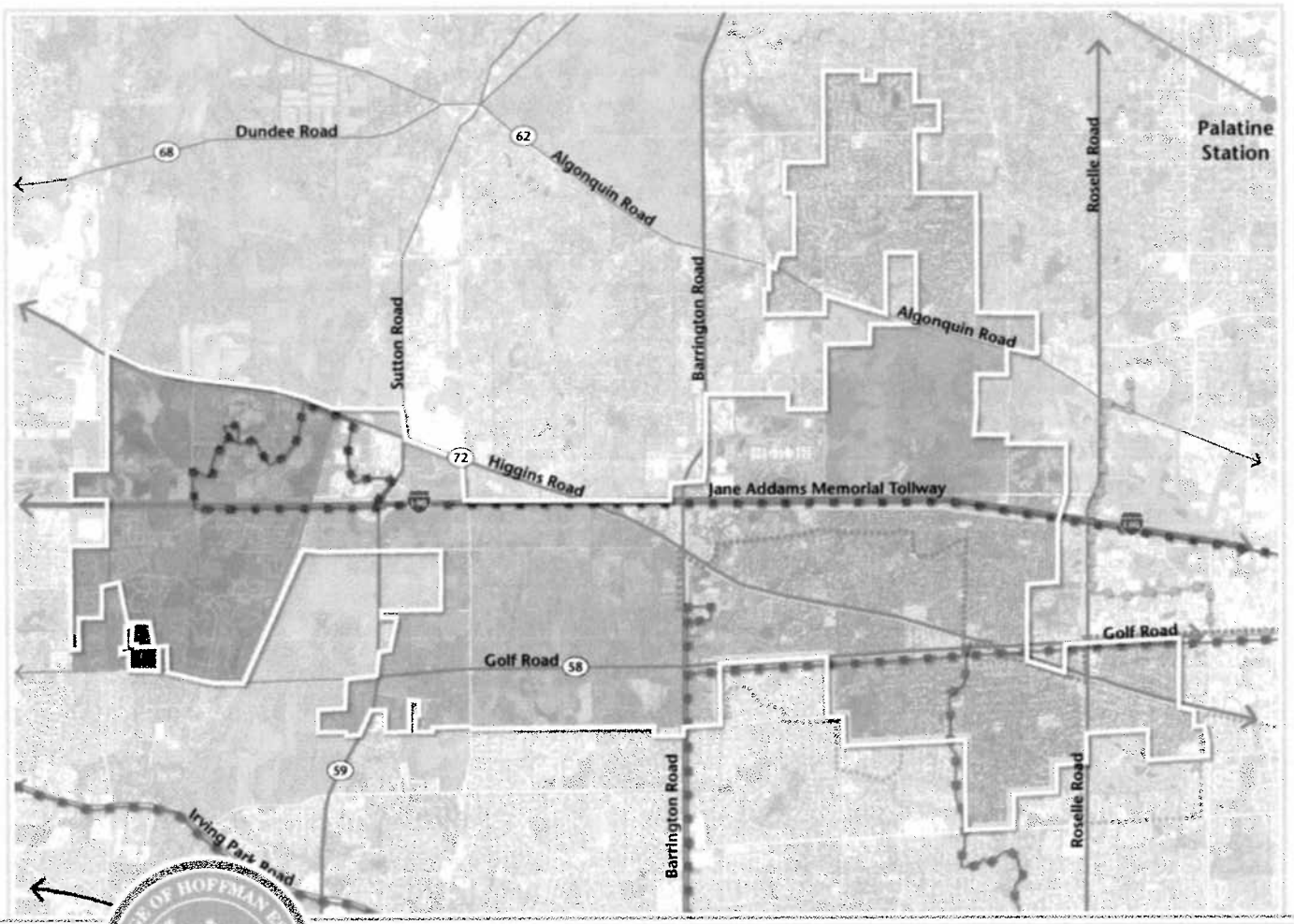


FIGURE 8-1: TRANSIT RECOMMENDATIONS

LEGEND

- VILLAGE OF HOFFMAN ESTATES
- FORESTED AREA
- METRA COMMUTER RAIL LINE
- FREIGHT RAIL LINE
- PACE ROUTE 554
- PACE ROUTE 602
- PACE ROUTE 610
- PACE ROUTE 696
- HASSELL FIXED ROUTE
- BODE FIXED ROUTE
- WESTERN AREA DEMAND RESPONSE ZONE
- SOUTHEAST HOFFMAN ESTATES DEMAND RESPONSE ZONE

NOTE: Additional I-90 BRT Station to be located in Prairie Station TBD

I-90 Market Expansion Project Recommendations:

I-90 Expressway Based Service - Corridor Connection

The "I-90 Market Expansion Project" is a CMAP/Pace/RTA initiated capital improvement and operations supported project designed to provide fast, frequent express bus service operating along I-90 as part of the Illinois Tollway's I-90 widening initiative. Pace has received funding through the Congestion Mitigation and Air Quality (CMAQ) program which includes funding for four park and ride lots and station facilities along the corridor between Rosemont and Randall Road, purchase of 25 buses and operating costs for the initial two years of operation of new express buses on the Tollway and circulator/feeder service at certain stations. A variety of express bus services to and from various destinations within the corridor are being planned, allowing for connections to the Rosemont CTA Station (for connections to downtown Chicago, O'Hare Airport and northwest City and suburban destinations) and Woodfield/Schaumburg.

Two of the proposed service enhancements that are proposed by Pace and applicable to the Village of Hoffman Estates are:

- Route 609 Barrington Road Hoffman Estates Call-N-Ride; and
- Route 610 River Road-Prairie Stone Express Bidirectional Operation.

Proposed Routes 605 and 607 will serve the Barrington Road stop as well. Their descriptions are the following:

- Route 605 will operate Monday through Saturday and will be bidirectional. It will serve the park-n-rides at IL 25 Randall Road and Barrington Roads originating at Randall Road and traveling to the Rosemont Blue Line Station via I-90

Route 607 will serve as a branch of Route 605, providing connections to the three park-n-rides and terminating at the NWTC in Schaumburg via I-90. It will also have timed connections new call and ride service that will act as a local distributor

In a separate, but coordinated project, the Barrington Road interchange is also being reconstructed to provide entrances/exits to the Tollway in both directions as a full interchange. At or near this interchange, Pace is proposing a Park-n-Ride lot and station facility to service the expressway based bus service. Discussions are on-going regarding facilitating Pace service operations with interchange design operations. Other potential options may include a median orietned service or a ramp oriented Park & Ride facility.

The two proposed transit services that service the Village as well as the Barrington Road station facility are described on the following pages. The Village of Hoffman Estates is in an optimal position to take full advantage of these significant transportation improvements as the I-90 Expressway travels directly through the center of the community. All Tollway and Pace construction is scheduled to be complete by the end of 2016.

Barrington Road – Expressway Based Service Park-n-Ride Lot/Station Facility

A Park-n-Ride Lot/Station Facility is proposed for construction in the vicinity of Barrington Road to provide access to the planned Expressway Based Service along I-90. Pace, IDOT, ISTHA, and Village of Hoffman Estates are collectively working to finalize the location and configuration of the lot/facility. Given its location, Barrington Road is anticipated to serve as a significant transportation hub. Subsequently, it is important that both existing fixed route and demand responsive bus service in the Village interconnect with the station to act as a feeder service to the mainline Expressway Based Service.

General plan concepts have been developed for the Barrington Road Station to facilitate Pace operations and provide the best potential benefits to users of the service. The location of the Park-n-Ride lot/station is designed so that the Expressway Based Service vehicles have easy off/easy on Tollway access to avoid delays for riders. In addition, the location of the station is envisioned to be situated so the area can be easily served by local transit services as well as by pedestrians. This may reduce operating costs and provide flexibility for a variety of routes to serve the station. An overcrossing of entrance and exit ramps as well as the Tollway mainline lanes would afford Park-n-Ride users with a means to access the parking areas on both sides.

The Barrington Road full interchange study led by the Village identified the concept for the Park-n-Ride. The process involved participation by Pace, IDOT, and Illinois Tollway staff. From the outset, the Village's approach was to incorporate Complete Streets philosophy and practice into the development and evaluation of the various interchange configuration options. Once the initial large set of alternatives was reduced, more detailed review of the details of how to include Park-n-Ride facilities as part of the interchange designs evolved. Comparisons of center station orientation and roadside configurations for the station area were made, but at this time the orientation of the station to the outside of the Tollway lanes was selected. The concept of the express bus operation was to minimize the deviation required to access the Park-n-Ride lots and station areas. Keeping the location of facility in-line with the mainline Tollway flows eliminates the need for the bus operation to travel on intersecting arterials where traffic signals and peak hour congestion negatively impact travel times. The preferred alternative interchange design at the time of this writing is the Single Point Urban Interchange shown in Figure 8-2. Its footprint is relatively compact compared to other options and the existing interchange. In turn, there is flexibility and opportunity to use the existing Tollway right of way for the Park-n-Ride lots and station. The team of agencies worked together to identify the Barrington Road Park-n-Ride concept layout which can be further developed when Pace creates engineering plans for the work.

The station area is proximate to the 4,000+ jobs currently located at companies on the east side of Barrington Road as well as to the higher density residential units within a half mile walk of this proposed station. The advantage of the proposed location is that it provides the optimized easy off/easy on access, allowing buses to serve the station efficiently from the perspective of time expended. In order to enhance pedestrian connections to the station, new or modified sidewalks/walkways will need to be constructed. The final station location is still currently under evaluation. The Tollway mainline reconstruction and widening plans allow sufficient space in the median for implementation of a future higher capacity transit service such as Bus Rapid Transit or commuter rail. The location for the former STAR Line station shown in the Village Comprehensive Plan is about 2500 feet east of Barrington Road and adjacent to two sites with vacant land (one north and one south of the Tollway) with potential to support a future station. If warranted in the future, the station could be located in this area.

A cost estimate provided by the Village interchange consultant for the construction of a Barrington Road Station and Park-n-Ride is on the order of $4 to $6 million. A determination will need to be made by Pace on how it plans to proceed with the engineering and construction of the facility as well as whether this work can be included with the Tollway mainline changes planned for 2015-16.

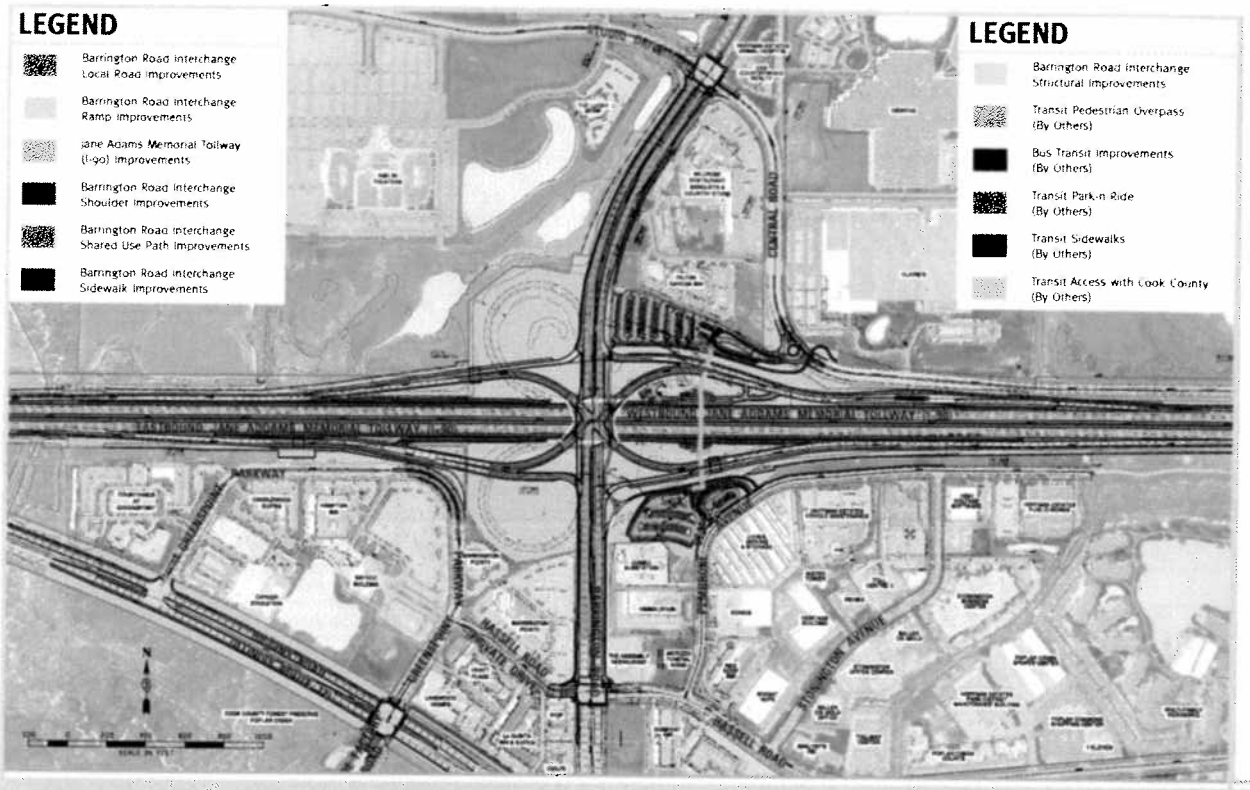


FIGURE 8-2: PROPOSED BARRINGTON ROAD STATION

CMAP has just issued a two volume set of reports, Land Use Policies and Strategies for Expressway-Based Bus Rapid Transit, that discuss at length the potential for transit facilities in conjunction with expressways, providing analysis of such facilities in other cities with observations as to how they might apply in the Chicago area. Significant attention is placed on opportunities along the I-90 Expressway. The two volumes are:

- *A Guide for Municipalities and Transportation Providers*
- *A Review of the Literature and its Applications for the Chicago Region*

The design/layout of such facilities is critical. The reports make several key points:

- *Major stations should be provided, that indicate permanence, and provide shelter from the elements.*
- *To provide effective transit service, and have a positive impact on development patterns, transit centers need to be designed so that they can easily be served with minimal delay to through buses, allowing frequent service to be provided. If facilities are awkward to access by through service, operators will not feel it appropriate to have them make these intermediate stops. Thus, they will only be served by trips required to serve ridership generated by the single stop. Such limited service will attract few riders.*
- *Walkable pathways need to be provided to connect stations to surrounding developments.*

Route 610 River Road-Prairie Stone Express Service

Expansion of service on this peak only express route, which operates between the Rosemont CTA Blue Line Station and major employers at and near Prairie Stone Business Park, has been proposed as part of the I-90 Market Expansion Project. The expansion of the route would be directed towards commuters wanting to travel to downtown Chicago to work. The current schedule favors "reverse commuters" traveling from Chicago to the Prairie Stone Business Park. The route would pick passengers up at what is considered to be a temporary Park n' Ride facility at the Sears headquarters until the time that the Barrington Road Station is developed. The expansion of this service has not yet been funded; funding is being requested through the Congestion Mitigation and Air Quality (CMAQ) program.

The proposed service characteristics of the expanded service are shown below. Operating characteristics and ridership estimates have been prepared by Pace.

TABLE 8-8: ROUTE 610 RIVER ROAD-PRAIRIE STONE EXPRESS

Service Area	I-90 Corridor between Prairie Stone Business Park and Rosemont CTA Blue Line Station
Days of Service	Weekdays
Service Span	6:00 a.m. to 9:00 a.m. 3:15 p.m. to 6:50 p.m.
Frequency	Every 20 minutes
Vehicles	2
Estimated Daily Vehicle Hours	15
Estimated Riders	Daily - 350 Annually – 89,250

Strengths of Proposed Service: Provides new express service for Hoffman Estates residents (as well as service for workers at the Sears headquarters at Prairie Stone Business Park now using the route).

Weaknesses of Proposed Service: Only proposed for operation during the peak period.

Route 609 Barrington Road Hoffman Estates Call-N-Ride

New demand response service is proposed to be operated and funded by Pace Suburban Bus Service in the vicinity of the I-90 Barrington Road Expressway Based Service Station with a focus on the station and areas on both the south and north side of I-90. The service area has not yet been defined. However, for purposes of this report, a proposed service area of about 8 square miles is proposed. The service area is bound by the village limits to the north, Jones Road to the east, Golf Road to the south, and Barrington Road to the west.

This new, all day (14 hours/day, on weekdays only) demand responsive collector/distributor service would connect to/from nearby office parks/retail businesses and the Barrington Road Station Park and Ride lots. Many employment areas and moderate density housing exist within this proposed zone.

The service characteristics of the Route 609 Barrington Road Hoffman Estates Call-N-Ride are shown below. Operating characteristics and ridership estimates have been prepared by Pace. The service would span from 5:00 in the morning and operate until 7:00 p.m. essentially serving the work trip. Riders would need to call the driver ahead of time to be picked up. Pace Call-n-Ride services also accept subscription trip requests (eliminating the need for riders to call repeatedly for recurring trips).

TABLE 8-9: ROUTE 609 BARRINGTON ROAD HOFFMAN ESTATES CALL-N-RIDE SERVICE CHARACTERISTICS

Service Area	Zone bound by I-90 to the north, Jones Road to the east, Bode Road to the south, and Higgins Road to the west in Hoffman Estates
Days of Service	Weekdays
Service Span	5:00 a.m. - 7:00 p.m.
Frequency	On Demand (vehicle would wait at Barrington Road Station when not on a trip)
Vehicles	one
Estimated Daily Vehicle Hours	14
Estimated Riders	Daily - 112 Annually – 28,560

Strengths of Service:

- Provides a demand response service to many employment, commercial, and institutional generators near the Barrington Road Station.
- Provides Village residents transit connections within the I-90 Expressway Based Transit Service corridor.
- Can also pick up the service at a designated pulse point which allows for better connections to other transit services.

Weaknesses of Service:

- A Call-N-Ride requires the rider to call in advance for the service.
- Service area overlaps slightly with the proposed Southeast Hoffman Estates Demand Response Service.

Transit Service Implementation Priorities

Developing the desired transit enhancement service recommendations for the Village of Hoffman Estates is the initial step in the on-going planning process of expanded service delivery within the community. The following implementation priorities provide a description of tasks, initiatives, and responsibilities of the Village of Hoffman Estates and other participating agencies and organizations in charge of ensuring the recommended projects move forward. Timeframes have been assigned to each implementation priority. Those noted as Immediate are suggested to occur within year one (<1 year); Near-Term are to occur in one to three years (1-3 years); and Long-Term have an anticipated timeframe of beyond three years (>3 years).

Implementation Priorities Summary

Implementation Priority	Priority	Timeframe	Responsible Parties
Approve and Incorporate the Transit Service Operations Plan as an Update of the Village of Hoffman Estates Comprehensive Plan	High	Immediate	Village of Hoffman Estates will be responsible for incorporating the Transit Service Operations Plan as part of the Village of Hoffman Estates Comprehensive Plan.
Establish a Transit Improvement Task Force	High	Immediate	The Village of Hoffman Estates will take the lead and administrative responsibility in establishing and maintaining the Transit Improvement Task Force. The RTA will assist the Village of Hoffman Estates in performing task force priorities and achieving the identified goals. Tasks and agenda items addressed by the Task Force will stem from the recommendations listed in the Implementation Priorities section of this plan, and as listed in the Action Steps below.
Coordinate among Village of Hoffman Estates, Pace, and Local Taxi Service Providers to Promote Existing Transit Options and Programs	High	Immediate	Transit Improvement Task Force members including the Village of Hoffman Estates, Pace, RTA, Northwest Council of Mayors, Cook County, Kane County, and local taxis service providers.
Cooperate with Implementation of the I-90 Transit Market Expansion Project	High	Immediate/ On-Going	The Village of Hoffman Estates will assist ISTHA, Pace, RTA, and others as appropriate, in undertaking necessary studies and evaluations, refining improvement recommendations, and prioritizing the service and physical enhancements in support of the I-90 Transit Market Expansion Project.
Establish Pedestrian Friendly Infrastructure Policies in the Community	High	Near-Term/ On-Going	Transit Improvement Task Force members including the Village of Hoffman Estates, Pace, RTA, Northwest Council of Mayors, Cook County, and Kane County will work collaboratively to ensure pedestrian friendly infrastructure policies are included as part of future development and redevelopment activities.
Introduce New Demand Response Service in the Village	Medium	Near-Term	Transit Improvement Task Force members including Pace, RTA, local Dial-a-Ride/Call-N-Ride administrators, Village of Hoffman Estates, Northwest Council of Mayors, Cook County, and Kane County.
Establish Public/Private Financing Partnerships	Medium	Near-Term	Transit Improvement Task Force members including the Village of Hoffman Estates, Pace, RTA, Northwest Council of Mayors, Cook County, and Kane County.
Evaluate New Fixed Route Service Along the Hassell Road and Bode Road Corridors	Low	Long-Term	Transit Improvement Task Force members such as the Village of Hoffman Estates, RTA, Northwest Council of Mayors, Cook County, and Kane County.

Approve and Incorporate the Transit Service Operations Plan as an Update of the Village of Hoffman Estates Comprehensive Plan

Priority, Timeframe, and Responsible Parties

Priority: High
Timeframe: Immediate
Responsible Parties: Village of Hoffman Estates will be responsible for incorporating the Transit Service Operations Plan as part of the Village of Hoffman Estates Comprehensive Plan.

Action Steps
The Village of Hoffman Estates should consider undertaking the following activities to approve and incorporate as an addendum, the Transit Service Operations Plan into the Village's Comprehensive Plan.

- Assign a liaison from the Transit Improvement Task Force (presumably a Village staff member) to serve as an advisor to the amendment of the Comprehensive Plan. Responsibilities of this position will include addressing specific questions regarding the goals, objectives, alternatives, and implementation priorities identified with the Plan.
- In conformance with the regulatory procedures for updates to the Comprehensive Plan, distribute the updated study documents to the respective Planning and Zoning Commission members for their review.
- Schedule the requisite public hearings before the Planning and Zoning Commission for review and public comment of the Comprehensive Plan update.
- Following closure of the public hearing, the Planning and Zoning Commission may vote on a recommendation to the Village Board to approve, amend, or deny the Comprehensive Plan addendum.

Establish a Transit Improvement Task Force

In order to effectively advocate, promote, market, and monitor the delivery of transit service, transit related infrastructure improvements, and land use and development policies, a Transit Improvement Task Force should be established for the Village of Hoffman Estates. The Task Force will be responsible for implementing the recommendations of the transit service operations plan. The Task Force should be comprised of a highly diversified collection of stakeholders that can contribute to making the transit service recommendations a reality.

Priority, Timeframe, and Responsible Parties

Priority: High
Timeframe: Immediate
Responsible Parties: The Village of Hoffman Estates will take the lead and administrative responsibility in establishing and maintaining the Transit Improvement Task Force. The RTA will assist the Village of Hoffman Estates in performing task force priorities and achieving the identified goals. Tasks and agenda items addressed by the Task Force will stem from the recommendations listed in the Implementation Priorities section of this plan, and as listed in the Action Steps below.

Task Force Members

- The Villages of Hoffman Estates may assist in overall coordination, planning, financing, and system guidance related to service development. In addition, the Village may assist by encouraging businesses to promote the transit services and recruit ridership via their visitors and patrons, provide marketing activities, and connect local businesses with possible advertising opportunities that may be used to provide a portion of the service funding. Additionally, the Village should work to incorporate the Transit Service Operations Plan as an update to the comprehensive plan, and work to establish pedestrian friendly infrastructure policies within their community.
- RTA will provide extensive implementation assistance to the Village of Hoffman Estates and overall Task Force. This may include but is not limited to participating in outreach activities, working to establish new service, identifying and pursuing funding for all implementation recommendations, and serving as an advocate for the Village and Task Force regarding transit opportunities.
- Pace will be instrumental in promoting existing transit services, designing and where appropriate assisting in the implementation of enhanced demand response service, and monitoring the long term potential for future fixed route service.
- Metra and IDOT may assist where appropriate with design coordination and implementation of the potential transit service improvements which impact their respective jurisdictional areas.
- Cook County, Kane County, and Northwest Council of Mayors will share responsibility for spreading the word regarding these service enhancements, increasing awareness of existing services, and building overall consensus for future transit improvements.
- Local businesses, institutions, property owners, and developers may be utilized to assist in securing the necessary financing and comprehensive marketing and promotion of the desired service improvements.
- Residents, leaders of neighborhood groups, employers, and employees, can assist in ensure success of these services through their on-going utilization, marketing, and promotion.

Action Steps

- Prepare a mission statement outlining the Task Force structure, membership composition, appointment procedures, appointment term lengths, goals, objectives, responsibilities, and organizational/meeting characteristics. The Village Board should review and approve creation of the Transit Improvement Task Force.
- Prepare a list of qualified candidates from the representative stakeholders groups for consideration to appointment to the Transit Improvement Task Force.
- Initiate quarterly Transit Improvement Task Force meetings in accordance with the requirements and responsibilities outlined and approved with the group's mission statement.
- Determine and pursue implementation tasks regarding the recommended priorities.
  - Coordinate among communities and Pace to promote existing transit options.
  - Approve and incorporate the Transit Service Operations Plan as an update of the Village of Hoffman Estates Comprehensive Plan.
  - Establish pedestrian friendly infrastructure policies in the community.
  - Implement enhanced demand response service.
  - Develop the BRT station east of Barrington Road in conjunction with the I-90 managed lanes improvements.
  - Restructure Route 554 to link with the I-90 BRT initiative.
  - Implement Express Bus Service between the Prairie Stone Business Park and CTA Blue Line.
  - Evaluate long-term implementation of fixed route service along Hassell Road and Bode Road within the Village of Hoffman Estates.
  - Establish public/private partnerships.
- Re-evaluate implementation priorities on a regular basis. The conditions and variables upon which the Transit Service Operations Plan is built, are by their nature fluid, and cannot be predicted with 100% accuracy. To ensure the Plan's assumptions, goals, objectives, and alternatives continue to be representative of the community, implementation should take place as soon as possible and implementation strategies should be annually re-evaluated.

Coordinate among Village of Hoffman Estates, Pace, and Local Taxi Service Providers to Promote Existing Transit Options and Programs

Public input has demonstrated that many residents, workers, business owners, and local officials are unaware of existing Pace services, as well as the availability of local taxi discount programs. Particularly evident is a lack of knowledge of non-fixed route services such as Pace Vanpool service. The Transit Improvement Task Force should address the awareness and promotion of existing local transit, focusing on community outreach.

Priority, Timeframe, and Responsible Parties

Priority: High
Timeframe: Immediate
Responsible Parties: Transit Improvement Task Force members including the Village of Hoffman Estates, Pace, RTA, Northwest Council of Mayors, Cook County, Kane County, and local taxis service providers.

Action Steps

Transit Improvement Task Force members should consider working collaboratively with Pace Suburban Bus Service and local taxi service providers to:

- Reach out to local Human Resources (HR) departments to raise awareness on existing alternative transit options within the Village. Consider utilizing the Village Chamber of Commerce to increase employer participation. Raising awareness of these available services is a necessary first step to their utilization. Specific information to pass along should describe the benefits of utilizing these services along with the financial benefits to employers and employees who take advantage of them.
- Promote outreach to Village residents to raise awareness for taxi discount programs provide by local providers. It will be necessary to inform local residents of specific eligibility requirements for these discount programs as the use of this service is reserved for the economically disadvantaged, elderly, and disabled.
- Provide continual updates and information regarding transit service and taxi discount programs in the Hoffman Estates Citizen Newsletter. A permanent insert in the newsletter may be developed to include a section which maintains publicity for Vanpool services, taxi discount programs, and other transit/transportation related news.
- Create a focus group of municipal stakeholders, employers, and community members to test alternatives to transit vehicle exteriors that are more informative and inviting than the existing vehicles.

Cooperate with Implementation of the I-90 Transit Market Expansion Project

The Village of Hoffman Estates via its Transit Improvement Task Force should work cooperatively with ISTHA and Pace in the successful implementation of the I-90 Transit Market Expansion Project, including:

- Barrington Road- Expressway based Service Park-n-Ride Lot/Station Facility
- Route 605 Elgin-Rosemont Express Bi-Directional Operation
- Route 607 Elgin-Rosemont Express Branch
- Route 609 Barrington Road Hoffman Estates Call-n-Ride
- Route 610 River Road – Prairie Stone Express Bi-Directional Operation

Priority, Timeframe, and Responsible Parties

Priority: High
Timeframe: Immediate (on-Going)
Responsible Parties: The Village of Hoffman Estates will assist ISTHA, Pace, RTA, and others as appropriate, in undertaking necessary studies and evaluations, refining improvement recommendations, and prioritizing the service and physical enhancements in support of the I-90 Transit Market Expansion Project.

Action Steps

- Assign a liaison from the Transit Improvement Task Force to represent the entity at future meetings of the I-90 Transit Market Expansion Project.
- Provide input on the various initiatives currently underway and/or proposed as part of the project.
- Coordinate with Village leaders and staff in regards to the projects impacts on the Village and its residential, commercial, institutional, and business and property owners.
- Assist where possible in facilitating promotion and implementation of the project improvements.
- Provide on-going updates regarding the project's initiatives to community stakeholders, commissions, boards, and elected leaders.

Establish Pedestrian Friendly Infrastructure Policies in the Community

Transit works best when walkability is a priority, allowing riders to easily access bus stops due to the presence of sidewalks, marked crosswalks, pedestrian signals, grid like street patterns, and traditional development patterns for residential and commercial land uses. Due to the varying conditions of development patterns in the Village, access to transit stops may be difficult. Under the guidance of the Transit Improvement Task Force, the Village should implement changes to their zoning ordinance and development policies which require future developments (residential, commercial, and industrial) to embrace transit supportive development characteristics. In addition, the Village should install sidewalks and add other treatments to increase walkability in the community, making access to transit more convenient.

Priority, Timeframe, and Responsible Parties

Priority: High
Timeframe: Near-Term (On-Going)
Responsible Parties: Transit Improvement Task Force members including the Village of Hoffman Estates, Pace, RTA, Northwest Council of Mayors, Cook County, and Kane County will work collaboratively to ensure pedestrian friendly infrastructure policies are included as part of future development and redevelopment activities.

Action Steps

- Conduct a sidewalk inventory to identify missing or deteriorated sidewalks and prioritize repairs and installation of sidewalks.
- Work with Pace to improve bus stops by adding benches and shelters as appropriate.
- Install marked crosswalks and pedestrian signals at intersections; coordinate with IDOT and Cook county and Kane County on their respective jurisdictional routes.
- Review and amend local zoning ordinances to encourage future developments to embrace pedestrian friendly and transit supportive development principals.

Introduce New Demand Response Service in the Village

Currently, transit gaps in the Village of Hoffman Estates exist around within two sub-areas of the Village, specifically the Southeast and Western portions of the Village. New demand response service centered on these locations can be used to address the demands of transit users within the community.

Priority, Timeframe, and Responsible Parties

Priority: Medium
Timeframe: Near-Term
Responsible Parties: Transit Improvement Task Force members including Pace, RTA, local Dial-a-Ride/Call-N-Ride administrators, Village of Hoffman Estates, Northwest Council of Mayors, Cook County, and Kane County.

Action Steps

The Transit Improvement Task Force should work with Pace to extend demand response service areas to fill transit demand gaps located within the Southeast and Western portions of the Village as defined within the study by:

- Coordinating with Pace to further evaluate demand response service within the respective areas. In addition, the proposed service areas may include access to major residential and employment concentrations and commercial centers.
- Advertising and promoting transit services including the proposed Demand Response service, in order to better spread knowledge of the services available in the enhanced zones.
- Establishing a limited call-ahead time for future Demand Response service to promote convenience for all potential users.
- As ridership warrants, consider purchasing or leasing a 10-13 passenger, wheelchair-accessible, vehicle to meet additional ridership demands.
- Install passenger amenities (e.g. shelters) at key locations in the proposed demand response zones.

Establish Public/Private Financing Partnerships

The Transit Improvement Task Force should work with local institutions, agencies, organizations, businesses, and developers to help fund a test program as well as provide on-going funding of the service following completion of the test program.

Priority, Timeframe, and Responsible Parties

Priority: Medium
Timeframe: Near-Term
Responsible Parties: Transit Improvement Task Force members including the Village of Hoffman Estates, Pace, RTA, Northwest Council of Mayors, Cook County, and Kane County.

Action Steps

- Prepare a list of targeted businesses, organizations, and institutions currently providing and/or likely to directly benefit from the provision of transit service improvements. Initiate discussions with the identified businesses, organizations, and institutions to inquire about their specific needs and/or services as well as existing costs for those currently providing independent transit service operations for their clients/employees.
- Prepare a cost benefit analysis for those businesses, organizations, and institutions to demonstrate how partnering on transit enhancements can both meet their needs and save them financial resources on an annual basis.
- Solicit participation agreements with those businesses, developers, and organizations to fund start-up and on-going operations of the proposed transit service improvements.

Evaluate New Fixed Route Service Along the Hassell Road and Bode Road Corridors

The 2003 Joint Transit Plan recommended the addition of fixed route service along Hassell Road and Bode Road. These recommendations were made prior to plans for BRT along I-90. The Village and Pace should continue to monitor demand along these corridor for their potential to support future fixed route services.

Priority, Timeframe, and Responsible Parties

Priority: Low
Timeframe: Long-Term
Responsible Parties: Transit Improvement Task Force members such as the Village of Hoffman Estates, RTA, Northwest Council of Mayors, Cook County, and Kane County.

Action Steps

Transit Improvement Task Force members should work directly with Pace to identify and introduce new fixed-route service within Hoffman Estates to be implemented as demand warrants. Steps to be utilized in order to complete this process include:

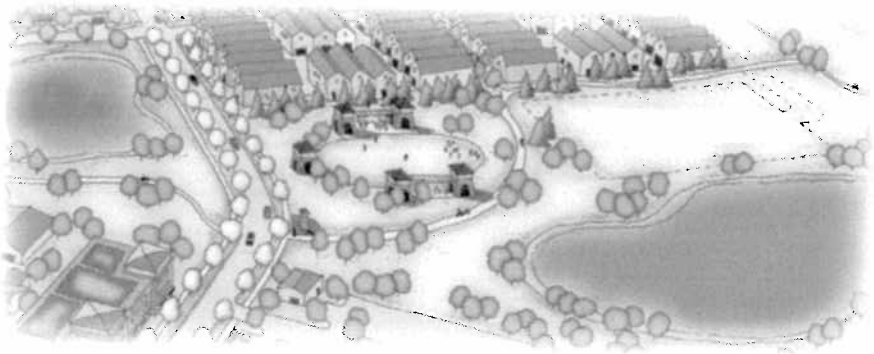
- Monitor with Pace, the implementation of Bus Rapid Transit Service along I-90, including the modification of existing fixed route service and the addition of demand response services.
- Collect, review, and present data supporting the introduction of new fixed route service such as future development plans, changes in employment densities, existing gaps in service, etc.
- In conjunction with Pace, prepare a detailed study analyzing the changes in transit usage resulting from the addition of Bus Rapid Transit along I-90.
- Request from Pace the opportunity to actively participate in the planning of new fixed route service, as warranted, in order to coordinate with adopted plans and studies within the Village of Hoffman Estates.
- Assist Pace with promotion, marketing, and educational materials to be used to inform the public about the introduction of additional fixed route services.
- Coordinate with Pace the monitoring of future development plans and any other issues which may alter or accelerate the need for additional fixed route service in the area.

212

Approved as an Amendment to the Comprehensive Plan
by the Village Board on September 11, 2013

Lake Villa Downtown TOD Plan

VILLAGE OF LAKE VILLA, ILLINOIS



PREPARED BY THE CONSULTANT TEAM OF:
Teska Associates, Inc. | Fish Transportation Group | Business Districts, Inc. | wohltgroup

Table of Contents

This document summarizes the work conducted for the Village of Lake Villa. The document was prepared under contract with the Regional Transportation Authority of Northeastern Illinois and was financed in part through through a grant from the Regional Transportation Authority. The contents of the document do not necessarily reflect the official views of the Regional Transportation Authority.

The Village of Lake Villa also provided funding for this project.

This document was prepared for the Village of Lake Villa, Illinois, by the Consultant Team of:

Teska Associates, Inc.
Fish Transportation Group
Business Districts, Inc.
wohltgroup

1: Vision, Goals & Strategies

VISION STATEMENT

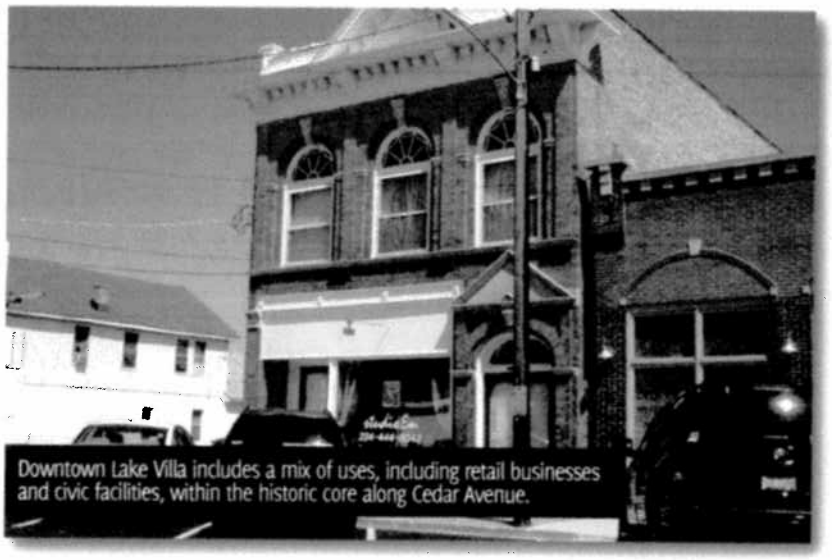
The vision for the Lake Villa Triangle is to become one of the most desirable addresses within the Lakes Region for those who enjoy an active lifestyle.

Lake Villa Triangle is home to many distinctive assets, including the Village's legacy as a resort destination, the historic character of Cedar Avenue and the nearby Lehmann Mansion, the close proximity of many compelling natural features and trails, the presence of commuter rail service, and the ongoing use of the downtown as the preferred location for important community festivals, events and recreational programs.

These assets -- along with presence of significant development opportunity sites that include water access and views -- suggest that Lake Villa Triangle is well positioned to attract new investment and new residents attracted to the area's many outdoor amenities.

The Lake Villa community has traditionally identified its downtown as the triangular area bounded by Cedar Avenue, the Canadian National Railroad, and Grand Avenue. Downtown Lake Villa and its environs are home to several community assets -- from retail businesses, a post office, and municipal facilities to a Metra commuter rail station, lakefront park, and an elementary school -- all of which create a unique district for local residents and visitors. In 2009, the Village prepared a downtown redevelopment strategy to identify the market strengths of Lake Villa and determine approaches to ensure the downtown is market ready for development as the economy continues to rebound.

Three years later in 2012-13, the Village received a grant from the Regional Transportation Authority (RTA) to build from the 2009 redevelopment strategy to prepare strategies to revitalize the downtown, including: marketing downtown opportunities; creating a brand promise and identity; devising concepts for key redevelopment opportunity sites; improving safe multimodal accessibility, particulary for pedestrians and bicyclists; and enhancing the downtown streetscape. As these strategies are detailed within this plan, they are supported by a downtown vision statement (see left).



Downtown Lake Villa includes a mix of uses, including retail businesses and civic facilities, within the historic core along Cedar Avenue.

A NEW DOWNTOWN LEGACY: LAKE VILLA TRIANGLE

In addition to the distinct triangular shape of Lake Villa's downtown core, the downtown is commonly referred to as "The Triangle", encompassing not only the historic core along Cedar Avenue but also including a broader area, particularly east towards Milwaukee Avenue and south towards Park Avenue. With the term "The Triangle" already within common use in the local vernacular, the Lake Villa community is presented with a unique opportunity to differentiate its downtown from those in other nearby communities, especially those that utilize the term "downtown" in the name or even have the word "Lake" in the community name (e.g., Fox Lake, Round Lake, Grayslake, etc).

To help enhance the overall awareness of the downtown area, the community built momentum around the idea of utilizing the triangle theme that already has traction among residents, visitors, and businesses. The result was formalizing the name "Lake Villa Triangle" as the name and identity for the downtown area.

As illustrated in the map below, Lake Villa Triangle encompasses the historic downtown core bounded by Cedar Avenue, Grand Avenue, and the railroad (yellow triangle), as well as extends beyond to include adjacent areas (red shaded triangle) that have significant influence on how downtown evolves.

Along with the distinctness of the Lake Villa Triangle name, the downtown has also increasingly become known for the active lifestyle afforded by the natural landscape, lakes, sports facilities, recreational amenities, and family-friendly environment found in Lake Villa. This active lifestyle is evolving into the brand for the Lake Villa Triangle.

As described in more detail in Section 3, the Village has defined branding strategies for the Lake Villa Triangle, including the creation and support of a brand promise to help market the downtown as an attractive place for a diversity of people -- business owners, shoppers, homebuyers, renters, bicyclists, outdoorsmen, athletes, adventure seekers, investors, and developers. This brand promise is provided below.

BRAND PROMISE

By 2023, Lake Villa Triangle will be one of the most desirable mixed use, transit oriented neighborhoods within the Lakes Region for Metra commuters, businesses, visitors and residents who enjoy an active lifestyle.

A VIBRANT, CONNECTED & DISTINCT DOWNTOWN

The vision statement intends for the Lake Villa Triangle to be a vibrant, connected, and distrinct area not only in the Village, but also in the Lake County and Chicago regions.

VIBRANT

The Lake Villa Triangle will attract new uses and redevelop underutilized properties to create a complementary mix of businesses, housing options, civic uses, and employment opportunities to make the downtown area a place where shoppers, residents, visitors, and employers want to be.

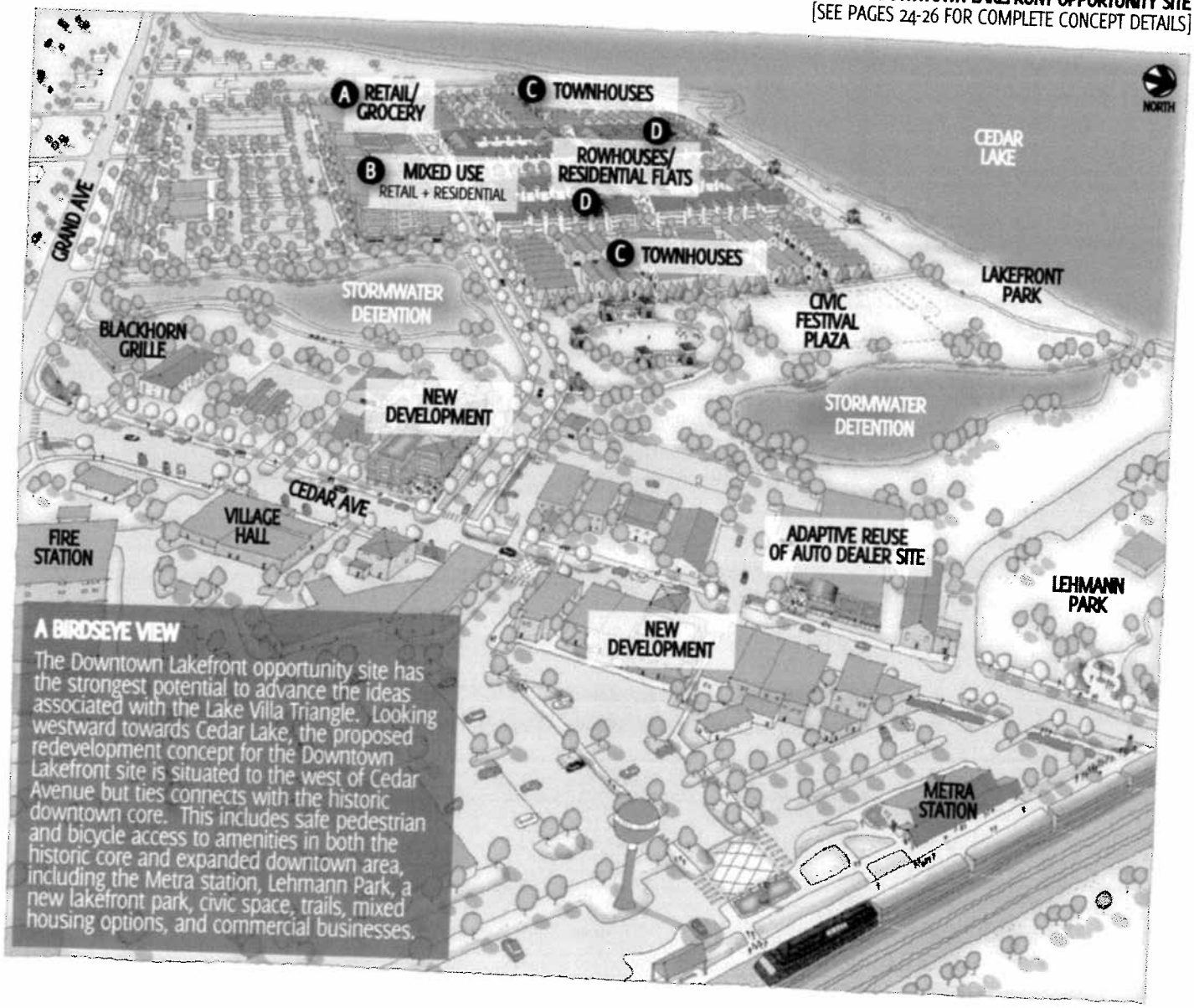
CONNECTED

A multimodal transportation network will define the Lake Villa Triangle, providing safe and efficient access for motorists, bicyclists, pedestrians, outdoor enthusiasts, and Metra rail commuters.

DISTINCT

From lakefront properties near Metra service to the community's focus on an active lifestyle, the Lake Villa Triangle will evolve into a district that offers unique residential, business, employment, civic, and recreation opportunities for residents and visitors alike.

WESTWARD PERSPECTIVE VIEW OF DEVELOPMENT CONCEPT FOR THE DOWNTOWN LAKEFRONT OPPORTUNITY SITE
[SEE PAGES 24-26 FOR COMPLETE CONCEPT DETAILS]



A BIRDSEYE VIEW

The Downtown Lakefront opportunity site has the strongest potential to advance the ideas associated with the Lake Villa Triangle. Looking westward towards Cedar Lake, the proposed redevelopment concept for the Downtown Lakefront site is situated to the west of Cedar Avenue but ties connects with the historic downtown core. This includes safe pedestrian and bicycle access to amenities in both the historic core and expanded downtown area, including the Metra station, Lehmann Park, a new lakefront park, civic space, trails, mixed housing options, and commercial businesses.

DOWNTOWN GOALS

Based on the findings and analyses of the Existing Conditions Report, the Downtown TOD Plan is guided by a set of eleven downtown goals, as summarized to the right and on the following pages. The downtown goals are the overarching guideposts to which all elements of the Downtown TOD Plan are crafted to ensure consistency with each other and with the community's vision and expectations for the Lake Villa Triangle. These eleven goals work together to propel the plan and reinvigorate the downtown area.

FRAMEWORK STRATEGIES

The eleven downtown goals provide a solid foundation for the framework strategies, which are designed to address the following elements that impact how the Lake Villa Triangle will evolve in terms of character, growth, demand, access, and design:

- » Economic Development
- » Marketing & Branding
- » Redevelopment
- » Transportation
- » Urban Design

From conceptual site plans and a reimagined transportation network to a marketing program and a new downtown brand, the framework strategies define how the Village and its partners will achieve the downtown goals and evolve the Lake Villa Triangle.

1 | Attract new retail, housing, and mixed-use development to the Lake Villa Triangle.

The Lake Villa Triangle will be comprised of a diverse and complementary mix of uses that provide retail uses for shoppers, business spaces for entrepreneurs, jobs for the workforce, housing for residents, and recreational facilities for athletes, outdoor enthusiasts, and those seeking an active lifestyle. While the mixed use quality of the Lake Villa Triangle will primarily cater to people seeking a place to live within walking or biking distance of a variety of amenities, it will also attract visitors seeking a unique place to spend a day, with multiple places to explore and things to do in one central area.

2 | Support transportation options in Lake Villa, including access and use of Metra, biking, and walking.

From Metra service and an interconnected network of bike trails and sidewalks to improved roadway intersections and parking facilities, the Lake Villa Triangle will provide access for multiple modes of transport to ensure all who seek the downtown area can get there safely, efficiently, and conveniently.

3 | Support sensitive reuse and redevelopment of properties along Cedar Avenue to promote a "downtown main street" environment that mixes stores, restaurants, services, and residential development.

While there are downtown properties that are presently underutilized that offer reuse and redevelopment opportunities, there are also a few nearby greenfield sites within walking or biking distance to the core of the Lake Villa Triangle. These greenfields enable the Village to envision completely new development that builds up the character of a "downtown main street" atmosphere and embraces a distinct mixed use district that promotes an active lifestyle and encourages increased transit ridership.

4 | Create vibrant new development on key opportunity sites that bring character, a strong sense of place, and economic vitality to the Lake Villa Triangle.

Two of the four key opportunity sites are expansive new development sites -- one along the Cedar Lake waterfront and the other at Cedar Lake Road -- which enable the Village to conceptualize major multi-use developments. The third site is an industrial park site that can boost economic development as well as contribute to Lake Villa's active lifestyle. The fourth site is the Pleviak Elementary School site, which -- if it becomes available -- could open the doors for major redevelopment at a prime downtown intersection. Taken together, the four opportunity sites will strengthen the sense of place and economic vitality of the Lake Villa Triangle.

5 | Support a range of housing options that bring residents in close proximity to retail, transit and other services, and that expands the residential base supporting Lake Villa Triangle businesses.

Increasing the number of rooftops around a Metra station area will generate commuters who utilize transit and boost ridership. More residents will also support local businesses within walking distance or a short bike ride from their front doorsteps. Lake Villa envisions a diverse mix of housing options that meets market demands and realities, ensuring what gets built also gets absorbed by the local market of home buyers and renters. The Lake Villa Triangle will provide home products that meet a variety of needs, family size, lifestyles, and budgets.

6 | Focus on sports and recreation as anchor uses in and around the Lake Villa Triangle to attract visitors, customers, and prospective investors in complementary businesses, including restaurants and stores.

As a community known for its lakes, outdoor recreation, sports facilities, and active lifestyle, Lake Villa provides a competitive advantage in the marketplace by emphasizing sports and recreation as anchors that define the community's identity, create unique opportunities for new businesses and investors, and attract visitors from near and far. Have a Saturday soccer tournament? Bring the family to spend the whole day in the Lake Villa Triangle and enjoy all the amenities it has to offer.

7 | Expand access to Cedar and Deep Lakes to non-motorized watersports.

Very few communities can boast access to two major lakes within walking distance of a commuter rail station, but Lake Villa can. With a growing reputation as a regional destination for sports and recreation, the community can further enhance its appeal by diversifying the range of activities offered at its recreation facilities and within its lakes. Expanding access to Cedar and Deep Lakes to non-motorized watersports will achieve this, while protecting the serenity of the lakes from more obtrusive disturbances created by motorized watercraft.

8 | Connect the Lake Villa Triangle to the natural resources and open spaces throughout Lake Villa and neighboring communities through multi-purpose bicycle and walking paths.

As Lake Villa integrates a mix of new developments into the present downtown tapestry of commercial, residential, civic, and recreational uses, there will be a need to provide safe, convenient, and efficient linkages for pedestrians and bicyclists to generate a "downtown main street" atmosphere with broad accessibility. These linkages will also radiate outward to connect bicyclists, joggers, walkers, and skaters from the Lake Villa Triangle to nearby forest preserves, parks, lakefronts, and other natural resources.

9 | Improve walkability of the Lake Villa Triangle by completing all needed sidewalks and safe pedestrian crossings on Cedar Avenue at Grand and Milwaukee Avenues and improving access to transit.

While sidewalk improvements will create a more connected system that provides convenient accessibility throughout the Lake Villa Triangle, pedestrian safety will also be imperative, particularly given the at-grade railroad crossings and vehicle traffic generated on Grand Avenue and Milwaukee Avenue. Improved safety often goes a long way to make a place more inviting to pedestrians.

10 | Implement a streetscape and signage program to enhance the experience of visitors to the Lake Villa Triangle.

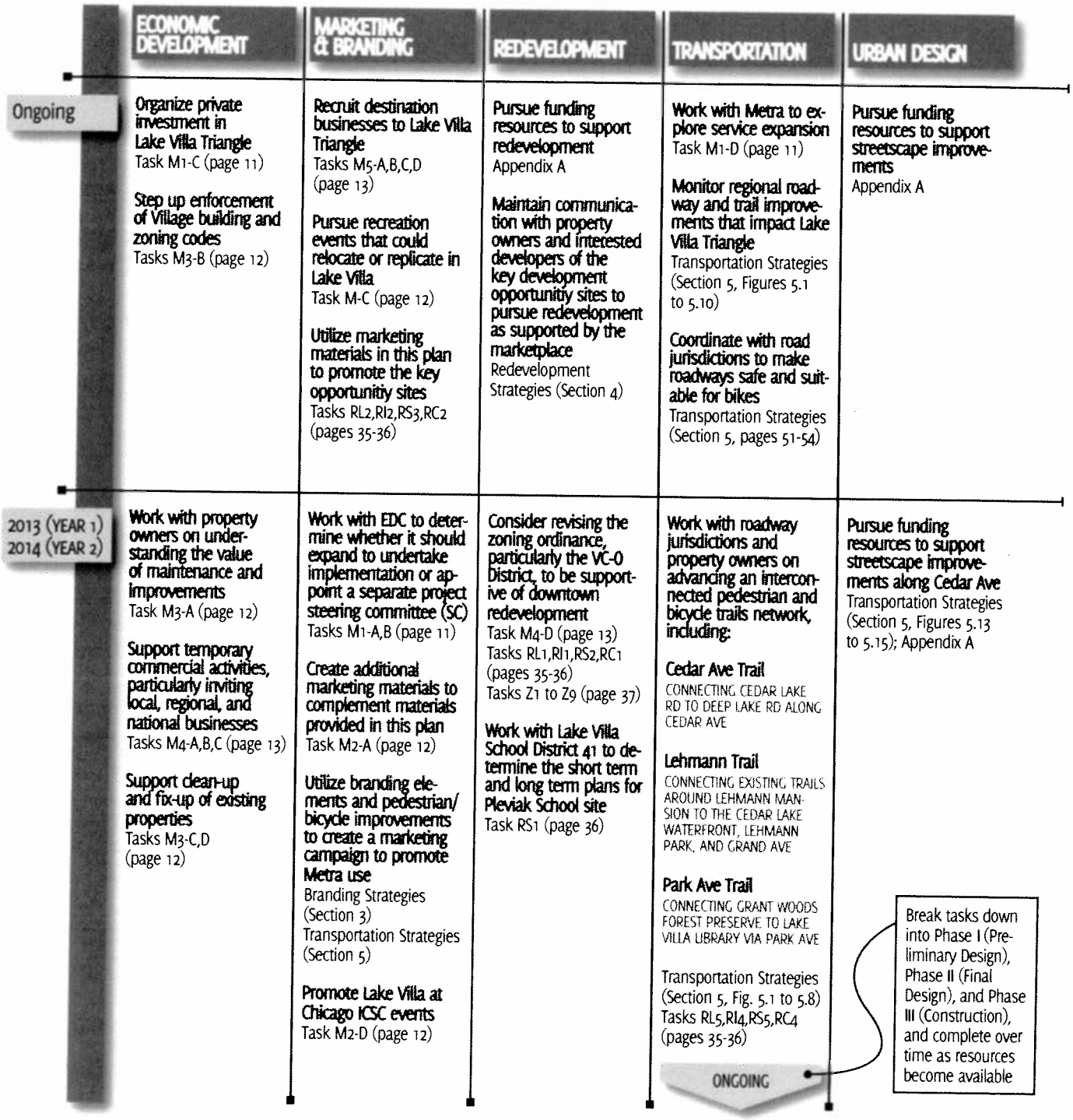
Providing new downtown uses may be able to attract visitors on their own, but it also helps to create an environment that is welcoming, attractive, and memorable to bring people in and encouarge them to come back. An enhanced streetscape experience will create a memorable identity for the Lake Villa Triangle, particularly building on the active lifestyle branding theme and visual identity concepts. Following suit, a distinct signage program will contribute to the enhanced streetscape, as well as ensure visitors can capably navigate the Lake Villa Triangle by foot, bike, car, or train.

11 | Implement a marketing program through a variety of traditional and social media to promote the Lake Villa Triangle.

A downtown marketing program ensures the Village and its partners have a step-by-step guide to effectively promote the business, housing, and redevelopment opportunities presented in the Lake Villa Triangle. Traditional marketing methods, such as advertising in trade publications and collaborating with local business associations, will be utilized. In addition, innovative forms of outreach will be explored, including use of social media tools and distribution of marketing sheets that target the four key opportunity sites and specific businesses that would be a good fit for the Lake Villa Triangle and its active lifestyle branding theme.

STRATEGIES IMPLEMENTATION TIMELINE

The contents of this plan are comprised of strategies and implementation tasks that address marketing, branding, redevelopment, transportation, and urban design aspects of the Lake Villa Triangle. To better understand how these strategies and implementation tasks build upon and work in concert with each other, the graphics above and continuing on the next page illustrate a timeline of the action steps that the Village and its partners should implement in general sequential order. Each action step is marked with a page or section reference for more detailed information



STRATEGIES IMPLEMENTATION TIMELINE [Continued]

	ECONOMIC DEVELOPMENT	MARKETING & BRANDING	REDEVELOPMENT	TRANSPORTATION	URBAN DESIGN
2014 (YEAR 2) CONTINUED	**Add significant daytime population by developing office space to accommodate at least 800 employees within 1/2-mile of the Metra Station** Marketing Strategies (Section 2) **Add to the residential base by developing at least 500 new housing units of all types within 1/2-mile of the Metra Station** Marketing Strategies (Section 2)	**Concentrate place-making and branding building strategies on Lake Villa Triangle's historic core** Task B1 (pages 19-20) **Introduce the new Lake Villa Triangle signature and visual identity** Task V1 (pages 19-20)	**Work with the Lake County Stormwater Management Commission to define stormwater regulations for the opportunity sites** Tasks RL3,RI3,RS4,RC3 (pages 35-36) **Work with the Parks Division to plan for the expansion of Lehmann Park linking to the Downtown Lakefront Opportunity Site** Task RL4 (page 35) **Work with selected developer(s) to prepare engineering and site design plans for the opportunity sites, as projects progress from refining concepts to breaking ground** Tasks RL6,RI5,RS6,RC5 (pages 35-36)	**Reconfigure Cedar Avenue to provide parking on both sides and new bike paths** Transportation Strategies (Section 5, Figures 5.4, 5.13, 5.14) **Work with property owners to study the potential to consolidate and reconfigure private parking spaces behind buildings along Cedar Avenue** Transportation Strategies (Section 5, Figure 5.15)	**Begin integrating the Lake Villa Triangle symbol into promotional materials and signage in and around the downtown area** Urban Design Strategies (Section 6)
2015 (YEAR 3)	**Add commercial space to accommodate a grocery store and additional stores and restaurants to complete the shopping mix in the Lake Villa Triangle** Marketing Strategies (Section 2) ONGOING	**Develop a family of identifiers for sub-brands that complement the Lake Villa Triangle signature and present a highly unified appearance** Task V2 (pages 19-20)	ONGOING	Break tasks down into Phase I (Preliminary Design), Phase II (Final Design), and Phase III (Construction), and complete over time as resources become available	**Extend signage utilizing the Lake Villa Triangle symbol into new development sites, particularly the four key opportunity sites, as they get built** Redevelopment Strategies (Section 4) Urban Design Strategies (Section 6)
2016 (YEAR 4)		**Promote and leverage the sub-brand of Lake Villa Triangle's historic core to support redevelopment and public improvements to the highly visible Grand Avenue and Milwaukee Avenue corridors** Task B2 (pages 19-20)	**Extend the family of sub-brand identities to new entities as they come online** Task V3 (pages 19-20) MARKETING & BRANDING	**Provide improved pedestrian connections to link Metra parking to the downtown and future development opportunity sites** Transportation Strategies (Section 5, Figure 5.15)	
2017 (YEAR 5) AND BEYOND		**Promote the Lake Villa Triangle as a distinct entity and use it as an endorser, typically occurring when a critical mass of new destinations, features, and physical improvements are attained** Task B3 (pages 19-20) **Leverage the brand equity and good will associated with Lake Villa Triangle to support new development in**	**adjacent areas or other locations within the Village** Task B4 (pages 19-20) **Adopt all or partial elements of the Lake Villa Triangle visual identity for use on a broader range of marketing promotional needs** Task V4 (pages 19-20) MARKETING & BRANDING	**Work with roadway jurisdictions and property owners on building proposed bike paths along Milwaukee Ave, Petite Lake Rd, and Fairfield Rd** Transportation Strategies (Section 5, Figures 5.1, 5.3, 5.8)	**Pursue funding resources to consolidate and reconfigure private parking spaces behind buildings along Cedar Avenue** Transportation Strategies (Section 5, Figure 5.15); Appendix A TRANSPORTATION

2: Economic Development Strategies

Marketing strategies are established to guide the Village in its efforts to effectively promote the business, housing, and redevelopment opportunities presented in the Lake Villa Triangle. Supported by short term goals that achieve easy wins and establish the necessary resources and building blocks to meet more long term goals, the marketing strategies are formulated in an implementation framework of tasks and objectives to clearly identify the steps the Village and its partners will take to realize the vision and goals set forth for the Lake Villa Triangle.

MARKET ASSESSMENT OVERVIEW

While Lake Villa's housing sector was impacted by the national economic downturn, the Village is expected to emerge more quickly than other communities due to higher income residents, prominent recreational attractions, and the employment opportunities provided by the new Vista Health System campus on Grand Avenue. The Lake Villa Triangle offers unique opportunities on which to capitalize, including lakefront access, a downtown Metra station, 36 acres of lakefront property, and space in local schools to support new families. In addition, a community survey conducted in Fall 2012 indicated that residents would support more commercial and entertainment activities downtown, particularly in an enhanced pedestrian friendly environment (the word cloud below illustrates the interest of the community).

ECONOMIC DEVELOPMENT FRAMEWORK

The economic downturn that began in 2008 offers Lake Villa and other northwest Lake County communities an opportunity to strengthen their image and set a bolder framework for development that will come as growth resumes. As this plan documents, Lake Villa's TOD has unique advantages in its recreational amenities and available property. Strategic implementation priorities will change over time, and consequently there are differences in Lake Villa's short term and long term marketing strategies, objectives, and implementation actions, as outlined below.

This goal recognizes that fully developing Lake Villa's TOD area as a known brand depends on delivering a substantial, high quality experience, and the current offering is not sufficiently impressive to deliver a product worthy of extensive marketing.

Unfortunately, current commercial development economics suggest that weak demand will keep prices too low to fund high quality new building without significant public investment. Working within the current land use and building configuration suggests a focus on methodical improvements in appearance, business mix, and visit frequency that will lead to a future more marketable experience.

The prevailing situation also suggests a marketing focus on increasing business and investor interest rather than consumer visits. This strategy requires that the objectives outlined below be met.

The implementation tasks summarized in the matrices on the following pages recommend specific actions that will achieve this short term strategic approach for the Lake Villa Triangle.

SHORT TERM STRATEGY // YEARS 1 TO 5

Implement a marketing program to support the Lake Villa Triangle.

SUPPORT

» Brand development success depends on a desirable product; current offering is too weak
» Current commercial development economics suggest that weak demand will keep prices too low to fund high quality new buildings without significant public investment
» Methodical improvements in appearance, business mix, and visit frequency will make future development more marketable

OBJECTIVES

» Create an implementation organization
» Participate in regional activities with the potential to enhance Lake Villa's image
» Support clean-up and fix-up of existing properties
» Support temporary commercial activities
» Recruit destination businesses

LONG TERM STRATEGY // YEARS 6 TO 15

Pursue additional housing options, commercial development, and recreational opportunities in the Lake Villa Triangle.

SUPPORT

» Unique opportunities like a site in the study area with Metra, stores and restaurants, and lake access will improve in value with the market's recovery
» Current market does not support development concepts at an unsubsidized, competitive price point

OBJECTIVES

» Add significant daytime population by developing office space to accommodate at least 800 employees within 1/2-mile of the Metra Station
» Add to the residential base by developing at least 500 new housing units of all types within 1/2-mile of the Metra Station
» Add commercial space to accommodate a grocery store and additional stores and restaurants to complete the Lake Villa Triangle's downtown shopping mix
» Develop a reverse commute where employees arrive to Lake Villa on Metra
» Encourage shoppers and recreational visitors to utilize Metra access

ECONOMIC DEVELOPMENT IMPLEMENTATION

Implementation Tasks

#	Task	Phasing	Partners	Resources
Create an implementation organization				
M1	A. Work with EDC to determine whether its membership should expand to undertake responsibility for implementation or a separate project steering committee (SC) should be appointed. Implementation organization should include: » Lake Villa Triangle property owners » 3 Triangle business owners (great if also property owners) » Commercial real estate professional » Local banker » Lake Villa Triangle institution representatives (Kids Hope United, School Board, Churches, etc.) » Youth sport league leaders » Community event organizers » Lake County non-motorized watersports leaders » Local service club leaders (Lions, Rotary, etc.) » 1 or 2 Village board members	Near Term (Mar 2013)	Village; EDC; Steering Committee	Staff and committee time
	B. Meet quarterly to assess results and coordinate plans for next quarter » Review and make recommendations on Lake Villa Triangle marketing materials » Promote Triangle as location - Regional recreation events sponsored by non-profits - Offices - Destination retail, service, and restaurant businesses » Coordinate calendar to create event synergies and prevent conflicts » Evaluate progress » Recommend private and Village investment » Report annually to the Village Board	Ongoing	Steering Committee	TBD (Based on volunteer vs paid possibilities; max paid: $10,000)
	C. Organize private investment in the Lake Villa Triangle » Joint landscape design and purchase for private property » Revolving fund for seed capital and property improvement	Ongoing	Steering Committee	TBD
	D. Work with Metra to determine ways to enhance service, such as weekend service that is important for recreational users	Ongoing	Steering Committee	Committee time

ECONOMIC DEVELOPMENT IMPLEMENTATION

Implementation Tasks

#	Task	Phasing	Partners	Resources
Participate in regional activities with the potential to enhance Lake Villa's image				
M2	A. Develop materials to market this plan » 8-1/2 by 11 handout » Poster	Near Term (May 2013)	Steering Committee	TBD (Expected less than $5,000)
	B. Arm elected officials, business leaders, land owners, and developers with the "elevator speech" on Lake Villa that flows from the branding and image program	Near Term (May 2013)	Steering Committee	Committee time
	C. Send "delegations" to recreation events that could be held in Lake Villa to meet organizers and learn about duplication or relocation opportunities » Kids mini-triathlons » Bicycle criterion » Youth sports tournaments » Non-motorized Watersports	Ongoing	Steering Committee	Committee time
	D. Promote Lake Villa at Chicago International Council of Shopping Centers (ICSC) events	Near Term (Sep 2013)	Steering Committee	$300
Support clean-up and fix-up of existing properties				
M3	A. Based on the plan, educate Lake Villa Triangle property owners on the value of investing in property maintenance and improvements and making them viable for current use or adaptive reuse	Near Term (Mar 2013)	Village	Staff time
	B. Strictly enforce building codes	Ongoing	Village	Staff time
	C. Seek local architects to voluntarily create concept drawings for enhanced facades in the Lake Villa Triangle » Offer space in Village Hall to display drawings » Create cost estimates	Near Term (Jul 2013)	Steering Committee	TBD to cover printing costs
	D. Meet one-on-one with property owners to understand investment plans and promote appearance enhancement	Near Term (Jul 2013)	Village, consultant, or Steering Committee	Staff time

ECONOMIC DEVELOPMENT IMPLEMENTATION

Implementation Tasks

#	Task	Phasing	Partners	Resources
Support temporary commercial activities				
M4	A. Determine whether there is local interest in temporary retail by inviting all interested residents to a facilitated meeting » Coffee cart at the Metra Station » A beach concession » Farmer's Market » Rental watercraft and bicycles » Other fundraising art/craft fairs	Near Term (May 2013)	Village; Steering Committee	$250 for refreshments and mailings
	B. Invite regional/national temporary retailers into vacant properties and spaces » Food trucks » Recreational vehicle show » Hunting/fishing showcase » Others	Near Term (May 2013)	Village; Steering Committee	$250 for refreshments and mailings
	C. Encourage local businesses from other areas of town to sell food & goods at triangle events	Ongoing	Village	Staff time
	D. Review ordinances to create temporary retail friendly zone in the Lake Villa Triangle	Near Term (Mar 2013)	Village	Staff time
Recruit destination businesses				
M5	A. Encourage family oriented destination businesses to choose the Lake Villa Triangle as a location » Kids dance schools » Tutoring » Indoor sports skills development facilities like archery, soccer, baseball, and gymnastics » Other high visit frequency uses	Ongoing	Village; Steering Committee	TBD
	B. Promote the Lake Villa Triangle to destination dining businesses » Microbrewery with onsite pub » Winery on the Coopers Hawk model » Locally raised chef with a farm to table operation	Ongoing	Village; Steering Committee	TBD
	C. Communicate with local internet based businesses about the opportunity to locate in the Triangle and add a customer pick-up option	Ongoing	Village; Steering Committee	TBD
	D. Use Village newsletter, website, and water bill to promote locating in the Lake Villa Triangle	Ongoing	Village	Staff time

LONG TERM ECONOMIC DEVELOPMENT STRATEGY

As the Lake Villa TOD area improves through implementation of the short term strategic plan, there will be opportunities to add significant development to achieve the long term strategy to pursue additional housing options, commercial development, and recreational opportunities in the Lake Villa Triangle.

This goal recognizes that work done in the short term to improve the existing conditions will increase developer interest in Lake Villa's unique amenities and reduce the need for public subsidies to induce development. The long term development objectives are summarized in the graphics below.

If the short term implementation has accomplished its objectives, there would be an oversight organization that could guide the activities necessary to attract new development in what will again be a competitive market, the long term objective.

Summary

Although long term commercial and residential prospects are much brighter, Lake Villa still must be competitive with other, nearby growing communities. To win the competition for TOD, Lake Villa must improve its amenities to be superior to other communities. As detailed in this plan, those amenities include:

- » Recreation options
- » Village image
- » Downtown's attractiveness as a place for personal and community celebration
- » Metra service
- » Multi-modal connectivity
- » Family friendly facilities

The methodical, short term and long term focus of this implementation approach recognizes that limited government resources force responsibility for amenity improvement on private property owners and volunteers.

LONG TERM DEVELOPMENT OBJECTIVES

Add significant daytime population by developing office space to accommodate at least 800 employees within 1/2-mile of the Metra Station.

Add to the residential base by developing at least 500 new housing units of all types within 1/2-mile of the Metra Station.

Add commercial space to accommodate a grocery store and additional stores and restaurants to complete the shopping mix in the Lake Villa Triangle.

Develop a reverse commute where employees arrive on Metra.

Encourage shoppers and recreational visitors to utilize Metra access.

3: Branding Strategies

"Although economic conditions nationally are challenging, factors such as the amenities of Downtown Lake Villa, walkability, and the strong nearby recreational facilities, support development opportunities. Lake Villa could choose to make family entertainment and day trip tourism a market focus."

- Findings from the Lake Villa TOD Plan Existing Conditions Report November 2012

DEFINING A LAKE VILLA BRAND PROMISE & POSITION

Based on findings of the Lake Villa TOD Plan Existing Conditions Report and guidance from the Steering Committee and other stakeholder feedback, a theme emerged that can help to clearly differentiate Lake Villa Triangle from other regional competitors.

ACTIVE LIFESTYLE

Suggests a design approach that conveys energy, optimism, and forward thinking

This "Active Lifestyle" theme revolves around nature, sports, recreational amenities, families and festivals / events that appeal to those with active lifestyles. The Active Lifestyle theme is supported by the desire stakeholders expressed for improved pedestrian connections within Lake Villa Triangle, and for new trail connections to surrounding natural features. This theme is also supported by preliminary analysis that indicates there will be opportunities within Lake Villa Triangle to recruit new businesses, enhance existing public spaces and / or create new ones, and add festivals and events that align with and support the Active Lifestyle theme. These opportunities include several development sites in close proximity to the Metra station that are attractive locations for a variety of new residential products.

Lake Villa Triangle neighborhood encompasses the entire TOD district -- the area within one-half mile or ten minute walk of Lake Villa's Metra station -- which includes attractive residential neighborhoods, family focused features, and amenities such as parks, schools, churches, sports facilities, and destination quality businesses that align with and support the Active Lifestyle theme. Establishing this overall theme does not suggest that other uses and activities are to be excluded from Lake Villa Triangle redevelopment activities. In fact, over time it is highly likely that Lake Villa Triangle will be known for many good things. However, the natural assets already in place and a growing consensus among stakeholders for improvements that enhance personal mobility suggests that the Active Lifestyle theme is one that can be developed and leveraged relatively quickly to advance Lake Villa Triangle redevelopment goals -- and one that the marketplace will recognize as viable and authentic.

LAKE VILLA TRIANGLE BRAND PROMISE

At its most basic, a "brand" is just a promise, the gut feeling one has about the quality of an entity when they see a representation of that entity such as a logo or a package on a shelf. Branding, by extension, is simply the act of managing the promise.

Defining a brand promise for Lake Villa Triangle is ideally the starting point of a management practice that evolves as marketplace dynamics, stakeholder apirations, and the availability of resources change over time. In short, the Lake Villa Triangle brand should not be viewed as static or etched in stone. One of the basic rules of brand management is to never promise something that cannot be delivered. As the variables that define the Lake Villa Triangle product and brand change, so must the brand promise change in order to remain valid. For example, if over a period of years Lake Villa Triangle develops a critical mass of destination quality restaurants, the core brand promise and position should be re-evaluated to determine if and how this new business cluster can be incorporated into the core brand promise and leveraged to attract additional investment.

Like all good brands, the core promise for Lake Villa Triangle should be simple, direct, easy to understand and easy to communicate. Another important element of effective branding is "differentiation," the degree to which a brand's key attributes are seen to be unique and distinctly different from those of competitors. Finally, the Lake Villa Triangle "brand experience" must be found to be authentic by the various audiences with whom the brand connects. Internal audiences -- Lake Villa residents and stakeholders -- are especially important because they are likely the ones who will experience the brand mostly frequently on a daily basis. The brand promise for Lake Villa Triangle builds on the "Active Lifestyle" theme and is comprised of four elements that define the core promise - its targeted market position, its targeted audience, the geographic reach of its intended market, and the date when the promise will to become active:

BRAND PROMISE

By 2023, Lake Villa Triangle will be one of the most desirable mixed use, transit oriented neighborhoods within the Lakes Region for Metra commuters, businesses, visitors and residents who enjoy an active lifestyle.

NAMING STRATEGY

It was noted in the Existing Conditions Report that the word "Lake" in the name "Lake Villa" did not have the cache it might normally enjoys because it is used in the names of so many other municipalities and geographic features. However, Lake Villa does have a unique opportunity to differentiate itself in the marketplace with a distinctive name. Research revealed that "The Triangle" is commonly used to reference Lake Villa's greater downtown area. Adopting "Lake Villa Triangle" provides an opportunity for the Village to employ a name that is already recognized within the community and clearly differentiates it from competitors in the Lakes Region -- almost all of whom use "Downtown" to reference their central business districts.

The "Lake Villa Triangle" name is recommended for a variety of additional reasons:

» "Downtown" is generally considered to be Cedar Avenue and the area immediately around the train station -- "Lake Villa Triangle" suggests a broader and more inclusive geography that encompasses many additional businesses, destinations, and neighborhoods.

» "Lake Villa Triangle" is a more distinctive name than "Downtown Lake Villa" and helps to more clearly differentiate Lake Villa's central business district from those of other regional competitors

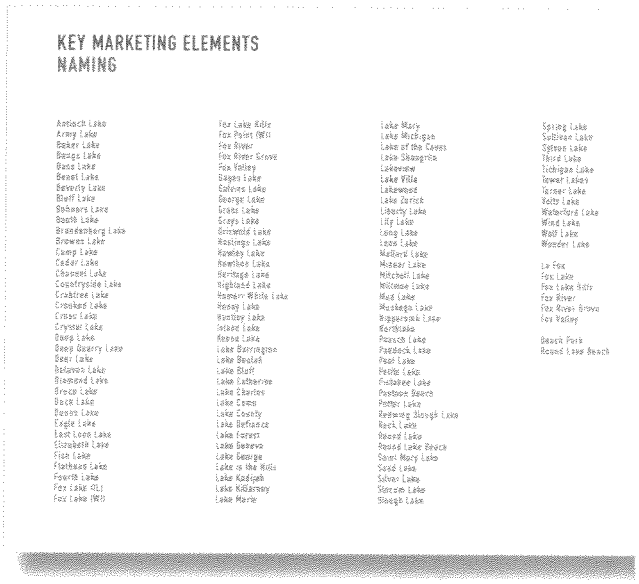
» The name has been used locally on an informal basis for many years and has established "name equity."

» Use of an existing, well-recognized word ("Triangle") requires few resources to establish marketplace awareness than a newly coined name, or a name that has elements ("Downtown," "Lake") in common with nearby competitors.

» The name is simple and vivid -- the "Triangle" exists as a clearly visible geographic feature on maps.

» Triangles are a common existing architectural and visual motif already in use.

» Use of triangles as a graphic motif has tremendous potential to enhance recognition and awareness in marketing endeavors.



Audits of regional geographic names (above) revealed how frequently the word "Lake" appears in titles. In addition, a review of other nearby central businesses district names (right) found that all of them incorporated the word "Downtown" into their titles. Collectively, these findings suggested that "Lake Villa Triangle" might be an effective way to help clearly differentiate the Village's central businesses district from those of other potential marketplace competitors.

VISUAL IDENTITY STRATEGY

Lake Villa's name and primary identifier will be the single most important elements of a visual identity system that aligns with and supports its brand promise. Preliminary analysis suggests that a "logotype" (a graphically stylized version of the Lake Villa name) or a "signature" (a primary identifier comprised of a logo and a distinctive symbol) will provide the most effective graphic approach for identifying Lake Villa Triangle.

Primary identifiers have to be aesthetically pleasing and legible in a variety of environment that can range from a water tower to a business card. In addition, the primary identifier must easy to use by those responsible for marketing endeavors. Collectively, these requirements suggest a stylistic approach that is as simple and intuitive as possible, but that clearly expresses the "Active Lifestyle" character of the Lake Villa Triangle targeted brand promise.

The graphic below illustrates the components of a signature format. Please note that the diagram's components are "generic," and not meant to represent a stylized design concept. Design concepts for Lake Villa Triangle signature -- along with other elements that typically comprise a visual identity system such as type and color -- are featured in the urban design strategies in Section 6.

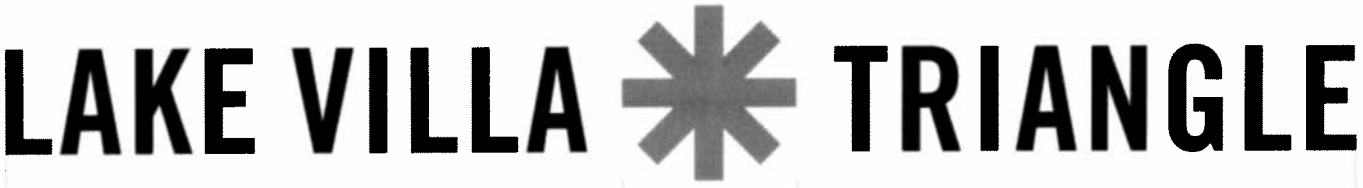
LAKE VILLA TRIANGLE DESIGN CREATIVE BRIEF

The purpose of this creative brief is to define and guide the tone of design elements provided in this plan, which include visual identity system design, signage system design, and streetscape design, as provided in Section 6.

The Lake Villa Triangle brand promise positions the Village's central business district as a highly appealing, mixed use neighborhood that appeals to "Metra commuters, businesses, visitors and residents who enjoy an active lifestyle." The "active lifestyle" theme suggests a design approach that conveys energy and optimism, and an overall look and tone that appeals to those who are forward thinking. Stylistically, this can be expressed by concepts that are contemporary but also complementary of existing historic design elements that exist in the core area. Past design styles that reflect this quality include Beidermeier, Arts and Crafts, Prairie, Art Deco and, more recently, Post Modern. The products and structures that epitomize these styles were considered contemporary at the time they were created but also respective of design traditions from past eras that were more classical in nature.

It is important to note that this is not to suggest that Lake Villa Triangle adopt one the historic styles listed above. In fact, many communities tend to adopt historic styles when making improvements to public spaces like streets and parks, and these include a number of towns in the Lakes Region. As a brand, it is important for Lake Villa Triangle to both differentiate itself from marketplace competitors and convey the "active lifestyle" brand promise. This can most effectively be accomplished with a design approach that is perceived to contemporary, but that also incorporates materials, colors, motifs and other design elements that connect visually to Lake Villa Triangle's cultural legacy.

Primary Identifier Elements



BRANDING & VISUAL IDENTITY ROLLOUT STRATEGY

Marketplace opportunities, available resources, the geographic focus of redevelopment, and the pace of transformation to a large degree will determine how long it will take for the Lake Villa Triangle "product" to deliver on its targeted brand position. In an ideal world -- with favorable market conditions and bountiful public/private resources -- the entire Lake Villa Triangle would be revitalized quickly and comprehensively.

However, given the realities of both the current economic climate and availability of public resources, the fastest way to establish an authentic brand for Lake Villa Triangle will be to initially concentrate redevelopment initiatives on one subdistrict. Once the subdistrict brand is established and perceived as authentic by the marketplace, the good will associated with the subdistrict brand can be leveraged to support redevelopment endeavors in other Lake Villa Triangle subdistricts.

There is a strong consensus among the community to improve Lake Villa Triangle's historic core along Cedar Avenue and the area around the train station. This is considered to be Lake Villa's true heart and center. The relatively compact geography of this core area suggests that it is the place where efforts to deliver on the targeted Lake Villa Triangle brand can be accomplished in the most timely and cost effective manner possible.

This does not preclude pursuing redevelopment opportunities that might arise in other locations throughout the study area -- it's just that in terms of image and identity, the historic core area presents the most logical place to successfully establish a Lake Villa Triangle product that reflects the Active Lifestyle theme, and then leverage its success to support revitalization in other locations throughout the downtown study area.

Implementation Tasks

#	Task	Phasing	Partners	Resources
Branding Strategy				
B1	Concentrate placemaking and branding building strategies on Lake Villa Triangle's historic core to develop a sub-brand that can be promoted and leveraged	Near Term	Village; Steering Committee; downtown businesses and organizations	TBD
B2	Promote and leverage the sub-brand of Lake Villa Triangle's historic core to support redevelopment and public improvements to the highly visible Grand Avenue and Milwaukee Avenue corridors	Intermediate Term		
B3	Promote the Lake Villa Triangle brand as a distinct entity and use it as an endorser, typically occurring when a critical mass of new destinations, features, and physical improvements are attained	Long Term		
B4	Leverage the brand equity and good will associated with Lake Villa Triangle to support new development in adjacent areas or other locations within the Village	Long Term		
Visual Identity Strategy				
V1	Introduce the new Lake Villa Triangle signature and visual identity, using the signature to endorse existing features that are considered high value	Near Term	Village; Steering Committee; downtown businesses and organizations	TBD
V2	Develop a family of identifiers for sub-brands that complement the Lake Villa Triangle signature and present a highly unified appearance	Near Term		
V3	Extend the family of sub-brand identities to new entities as they come online	Intermediate Term		
V4	Adopt all or partial elements of the Lake Villa Triangle visual identity for use on a broader range of marketing and promotional needs	Long Term		

NOTE: See the diagrams on the next page for a more complete visual description of the branding and visual identity rollout strategy

BRANDING & VISUAL IDENTITY ROLLOUT STRATEGY

The diagrams below illustrate how this "brand / leverage / extend" strategy could be rolled out in phases over a 10 year time frame. It should be noted that while the phased rollout describes an expedient approach to establishing and leveraging a Lake Villa Triangle product and visual identity system, it may ultimately not dovetail perfectly with other implementation strategies recommended as part of this plan. As with all revitalization strategies, the branding and visual identity strategies should be reviewed on a regular basis and modified as necessary to reflect changing conditions.

SHORT TERM ROLLOUT

Branding Strategy: Concentrate placemaking and branding building strategies on Lake Villa Triangle's historic core, including Cedar Avenue and the area around the train station. Refrain from promoting Lake Villa Triangle at a broad scale or to other sub-areas until a critical mass of destinations and features emerges that align with and support the brand promise.

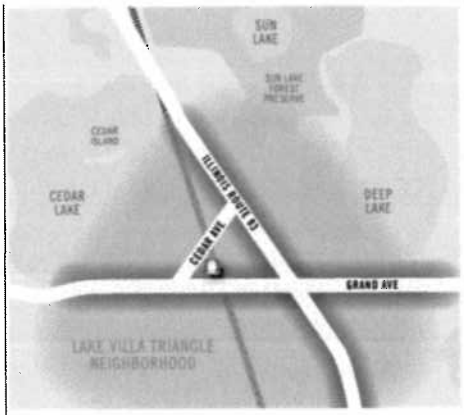
Visual Identity Strategy: Introducing the new Lake Villa Triangle signature and visual identity, use the signature principally to endorse existing features that are considered high value such as Lehmann Park, festivals, and special events. As illustrated by the samples below, a family of identifiers should be developed for sub-brands that complements the Lake Villa Triangle signature and that collectively presents a highly unified appearance.

Celebration of Summer
LAKE VILLA ✱ TRIANGLE

Lehmann Park
LAKE VILLA ✱ TRIANGLE

HOLIDAY PARADE & TREE LIGHTING
LAKE VILLA ✱ TRIANGLE

INTERMEDIATE TERM ROLLOUT



Branding Strategy: Once a crtitical mass of improvements within and adjacent to the Cedar Avenue corridor is perceived to be delivering on the brand promise, the Cedar Avenue sub-brand should be promoted and leveraged to support redevelopment of and public improvements to the highly visible Grand Avenue and Milwaukee Avenue corridors.

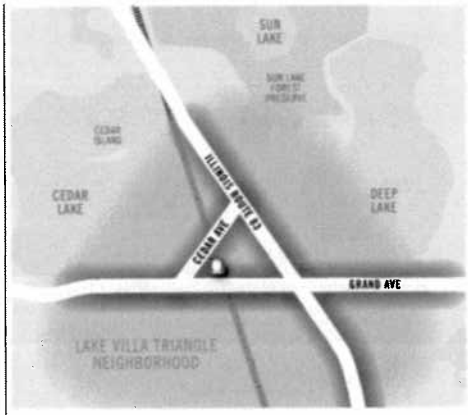
Visual Identity Strategy: The family of sub-brand identifiers should be extended to new entitities and activities as they come online in the Lake Villa Triangle. Some examples are provided below.

CedarAve ArtFest: 2017
LAKE VILLA ✱ TRIANGLE

Kayakathon
LAKE VILLA ✱ TRIANGLE

GRILLIN' ON GRAND
LAKE VILLA ✱ TRIANGLE

LONG TERM ROLLOUT



Branding Strategy: The Lake Villa Triangle brand becomes fully realized once the marketplace believes its core promise is authentic, and this usually occurs once a crticial mass of new destinations, features, and physical improvements has been attained. At this point, the Lake Villa Triangle brand itself can be promoted as a distinct entity and merely used as an endorser. In addition, the brand equity and good will associated with Lake Villa Triangle could potentially be leveraged to support new development in adjacent areas or other locations within the Village.

Visual Identity Strategy: The Village may wish to adopt all or partial elements of the Lake Villa Triangle visual identity for use on a broader range of marketing and promotional needs. The styling of the master brand should remain consistent with original signature standards, but may be used to endorse sub-brands with proprietary identities, as illustrated below.

LAKE VILLA ✱ TRIANGLE

VILLAGE OF ✱ LAKE VILLA

Main Street Village Vignette
VILLAGE OF ✱ LAKE VILLA

4: Redevelopment Strategies

Redevelopment in the Lake Villa Triangle focuses on two strategies. The first strategy is to focus on four opportunity sites that hold the greatest potential to transform vacant or underutilized sites into more productive uses, as well as enhance the cohesiveness among the sites and other elements that comprise downtown. The opportunity sites have the capacity to effectuate transformative change in the Lake Villa Triangle, particularly to enhance economic development, increase transit ridership, make multimodal connections, and strengthen Lake Villa's character as an active community with places to visit, play, and explore.

The second strategy is to update the zoning and development regulations to encourage redevelopment that is consistent with the vision for the Lake Villa Triangle, making the development process more predictable and ensure high quality design.

The potential for each of the four opportunity sites is visualized through redevelopment concepts, as provided on the following pages. Each concept is provided with a detailed site plan, as well as a summary of site characteristics, land use program, and analysis of the development economics that assesses the feasibility of each redevelopment.

DOWNTOWN LAKEFRONT SITE

Located along the waterfront of Cedar Lake, this opportunity site has the greatest potential to extend the downtown area with residential, commercial, civic, and open space uses to complement the adjacent downtown core.

LAKE VILLA INDUSTRIAL PARK SITE

With existing industrial uses along Park Avenue to the south of the downtown core, this opportunity site has the flexibility to either provide space for additional industrial users or accommodate sports facilities that cater to Lake Villa's active lifestyle.

PLEVIAK ELEMENTARY SCHOOL SITE

If the school district decides to make the site available for reuse or redevelopment, this opportunity site has the capacity to revitalize the prime Milwaukee/Grand intersection with a mix of uses and improved circulation for cars, pedestrians, and bicyclists.

CEDAR LAKE ROAD SITE

Situated west of the downtown core, this opportunity site is suitable for lower density residential development. With proximity to Grant Woods Forest Preserve, Cedar Lake, and the trail network, open space provisions are central to this site.

DEVELOPMENT PLAN CONCEPTS ECONOMICS

Businesses and developers investing in Lake Villa face a market that had been stalled by the 2008 economic downturn but is now beginning to show signs of life. The overall competitiveness of this market, especially for residential products, is greater than what currently active promotions suggest because dormant Lake County projects have been approved but not built, as their owners wait for higher prices associated with market recovery. Those projects are in two forms: 1) projects that are entitled and where lots are fully prepared for construction; and 2) projects that are entitled but not ready for construction because roads and water and sewer hook-up are not completed.

The projects entering the market ready for construction are often priced below current infrastructure development and construction costs, as these items are sunk costs, usually born by a previous owner. These projects must be sold, though, before the study area properties, which require entitlement, site preparation, and construction, command prices that justify their development costs. Added retailer and office spaces await the demand from a growing residential population base.

METHODOLOGY

With limited information on building materials and specific tenants' needs, any analysis of site concept financial feasibility is a gross estimate of potential market response. Essentially these feasibility analyses screen each of the development concepts to determine land value and gauge whether property owners might consider selling or are content to hold onto land as an investment. The sensitivity analysis considers where public investment could be mutually beneficial in improving the return to both the property owner and the Village. The assumptions listed in Figure 4.1 underlie this initial investigation.

FIGURE 4.1
Development Assumptions

Investment Returns		
1	Equity & Mortgage Blended Return: Going Concerns	7.5%
2	Equity & Mortgage Blended Return: New Retail Development	11.0%
3	Equity & Mortgage Blended Return: Rental Apartment	9.0%
Project Income		
4	New Construction Net Operating Income per SF	$23
5	Grocery Store Income per SF	$11
6	Monthly Luxury Apartment Rent	$1,600
7	Townhome sales price	$250,000
8	Stacked Flat Condo price	$200,000
Project Costs		
9	Residential Construction per SF	$135
10	Grocery Store Construction (Vanilla Box)	$134
11	Commercial Construction	$174
12	Additional Soft Costs	5.0%
13	Surface Parking Space	$6,000
14	Garage Parking Space	$23,000
Other		
15	Average Condo/Apartment Size	900 sq ft
16	Footprint utilization for upper stories	85.0%

The site feasibility analyses for the four opportunity sites, which are shown on the map in Figure 4.2, utilize these assumptions to calculate project economics by comparing project costs to the value of recommended development. The income method was used to estimate the value of development.

For example, a 1,000 square foot space where the property owner has net operating income of $23 per square foot (line4) has a value of $209,000, as the annual income is $23,000 and that is an 11% return (line 2) on an investment of $209,000. The assumptions provide a commercial construction cost (line 11) of $174 per square foot, so a 1,000 square foot store costs $174,000 to construct, the hard costs. Soft costs, including marketing and permitting, add 5% to costs (line 12). Totaling hard and soft costs calculates project costs at $182,700. The following sample calculation solves for land value by deducting construction cost from project value:

Value	$209,000
Total Costs	$182,700
Land payment	$26,300

A similar calculation for a grocery component provides this estimate:

Value	$100,000
Total Costs	$134,000
Land payment	-$34,000

Although this calculation shows costs above value even before the land costs are included, it is not necessarily a less feasible project than the previous calcuation.

These calculations explain why developers commonly provide a mix of tenants paying different rents to make a development work. It also explains why grocery stores often are supported by public/private partnerships that include public financial support.

The fiscal feasibility summaries for the preferred conceptual development plans utilize this method to identify the investment economics associated with the four opportunity sites. The feasibility summaries also examine ways in which the project financial feasibility could be changed by community and market decisions. The possibility of higher rent for uniquely desirable sites and shared parking adjustments are examples of potential development changes. The possibility of tax increment financing is examined by calculating the potential annual property tax increment's net present value over a 20-year period.

FIGURE 4.2
Location Map of Opportunity Sites

OPPORTUNITY SITE
Downtown Lakefront Site

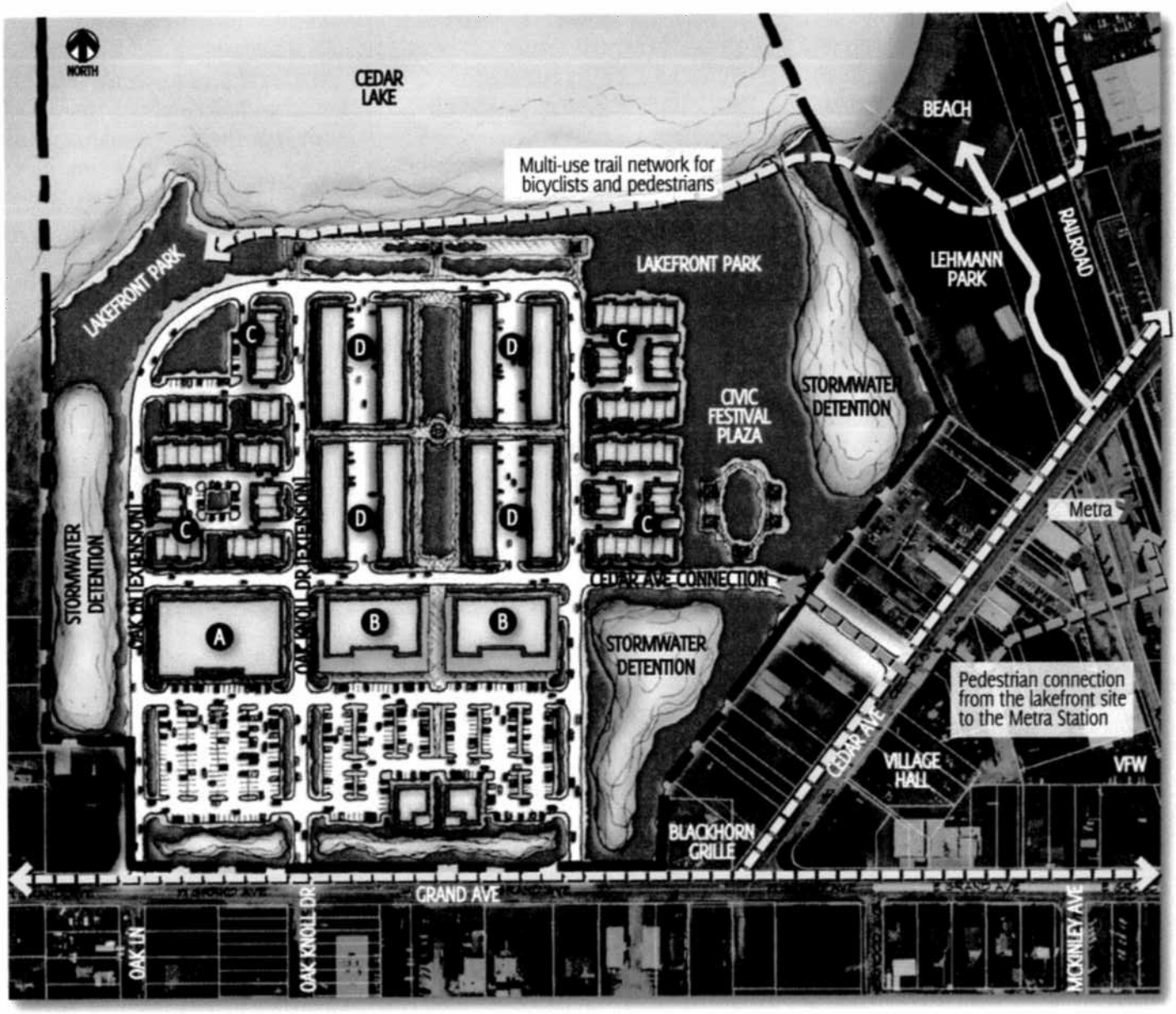
Located along the waterfront of Cedar Lake, this opportunity site has the greatest potential to extend the downtown area with residential, commercial, civic, and open space uses to complement the adjacent downtown core. The commercial uses, including a potential grocery store and mixed use development wtih 160 upper floor apartments, would front along Grand Avenue for visibility and convenient access. A mix of residential products, including 79 townhouse units and 264 condo flats, would be situated at the interior of the site closer to Cedar Lake. The lakefront also provides opportunities for recreation and open space facilities, such as a civic festival plaza, expanded park, trails, and stormwater management.

RETAIL DEVELOPMENT (A)
40,000 sq ft retail building (grocery store) w/ 180 parking spaces

MIXED USE DEVELOPMENT (B)
50,000 sq ft of ground floor retail plus 160 apartment units on upper four floors w/ 300 shared parking spaces

RESIDENTIAL DEVELOPMENT (C)
79 townhouse units w/ two-car garage; building height varies at 2 to 3 stories

RESIDENTIAL DEVELOPMENT (D)
264 rowhouse or residential flat (condo) units w/ 432 parking spaces; building height at 3 stories

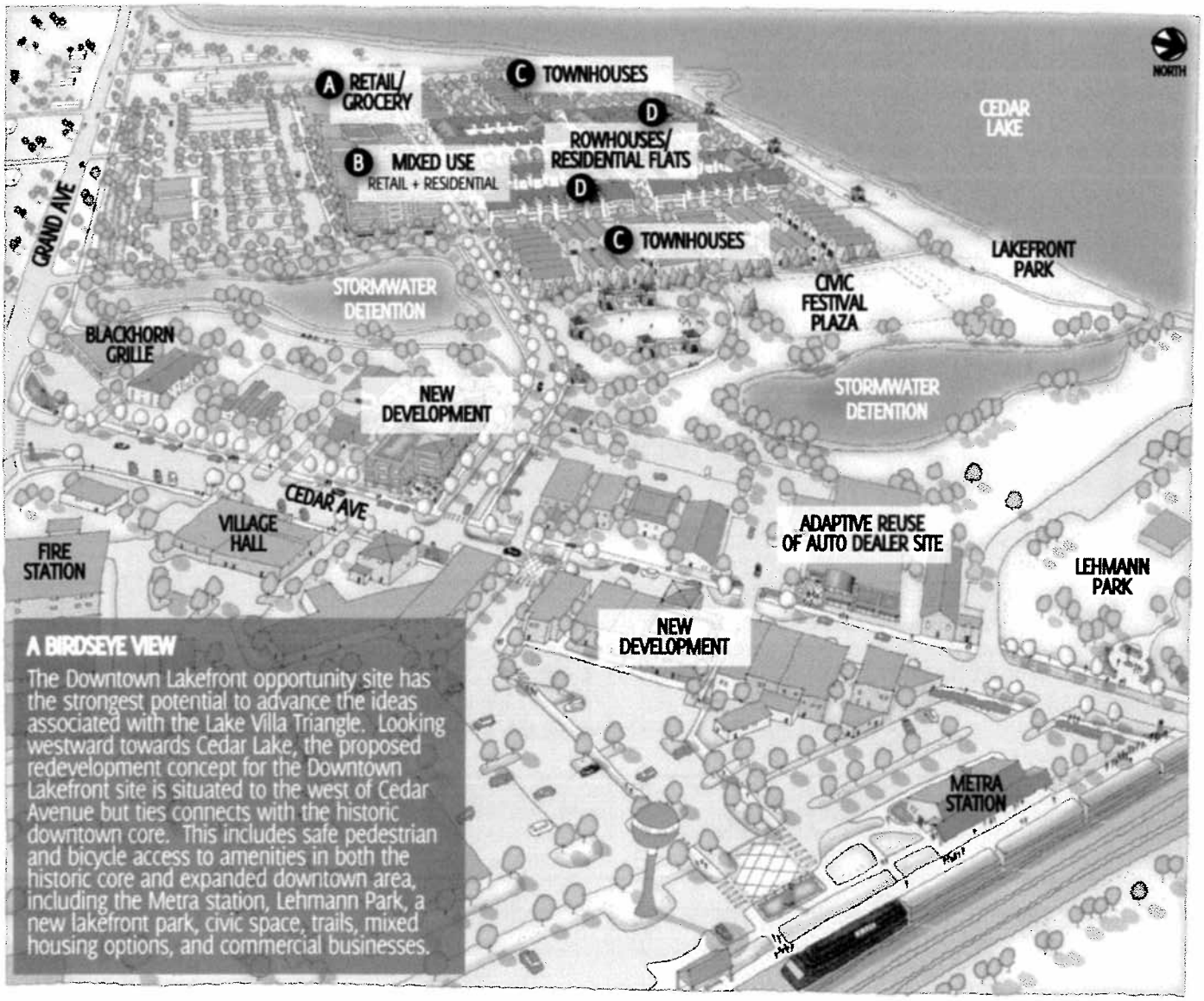


OPPORTUNITY SITE

Downtown Lakefront Site

DEVELOPMENT CHARACTERISTICS

Building #	A	B	C	D
Building Type	Retail	Mixed Use	Residential	Residential
Floors	1 floor	5 floors	2 to 3 floors	3 floors
Space/Unit Count	40,000 sq ft	50,000 sq ft (retail) 160 units (residential)	79 units	264 units
Parking	180 spaces	300 spaces	2-car garage per unit	432 spaces
Use(s)	Grocery store or other retail businesses	Retail businesses at ground floor w/ rental apartments on top 4 floors (40 units per floor)	Townhouses	Rowhouses or residential flats (condos)



A BIRDSEYE VIEW

The Downtown Lakefront opportunity site has the strongest potential to advance the ideas associated with the Lake Villa Triangle. Looking westward towards Cedar Lake, the proposed redevelopment concept for the Downtown Lakefront site is situated to the west of Cedar Avenue but ties connects with the historic downtown core. This includes safe pedestrian and bicycle access to amenities in both the historic core and expanded downtown area, including the Metra station, Lehmann Park, a new lakefront park, civic space, trails, mixed housing options, and commercial businesses.

OPPORTUNITY SITE

Downtown Lakefront Site

SITE DATA

Site Area	36.0 acres
# of Parcels	2 parcels
Existing Zoning	CR
Proposed Zoning	CBD
Existing Use(s)	Open space
Proposed Use(s)	Retail along Cedar Avenue; residential as stand-alone buildings and part of mixed use buildings; recreation and open space at the lakefront

LAND AREA DISTRIBUTION

Developed Land	34.4%	12.4 acres
Open Space	33.3%	12.0 acres
Stormwater Mgmt	19.2%	6.9 acres
Road Right-of-Way	13.1%	4.7 acres

TRANSPORTATION IMPROVEMENTS

» Primary site access via Grand Avenue w/ new signalized intersection at Oak Knoll Drive, including turn lanes and safe pedestrian crossings
» Secondary site access via new connector street from Cedar Avenue
» Improved road network would provide greater capacity to carry additional traffic generated by new development
» Pedestrian and bicycle friendly linkages via multi-use paths and/or sidewalks to the core downtown area and Metra station
» 25% reduction applied to traffic estimates due to bike/ped access
» Potential for a left-turn lane for EB to NB movement, striped crosswalks, and curb line extensions at Grand Avenue/Cedar Avenue intersection

PROJECT FEASIBILITY ANALYSIS

Component	Grocery	Ground Floor Commercial	Apartments	Res Flats (Condos)	Townhouses	Total
Sq Ft or Units	50,000	40,000	160	264	79	-
Cost (Millions)	$6.6 M	$12.0 M	$22.0 M	$60.0 M	$25.0 M	$125.6 M
Value (Millions)	$4.0 M	$10.0 M	$30.0 M	$53.0 M	$20.0 M	$117.0 M
Land Value (Millions)	-$2.6 M	-$2.0 M	$8.0 M	-$7.0 M	-$5.0 M	-$8.6 M

This is a large project that could be phased to match a developing market. Although the full project falls far short of meeting the land value necessary to purchase the property and prepare it for development by adding infrastructure and streets, the commercial component with its grocery store and mixed use building (the first 3 columns of the table above) could work based on a public/private partnership strategy. In general, that partnership would include:

» Providing flexible policies that recognize how sharing residential and commercial parking fields could reduce parking requirements for the residential units.
» Building the mixed commercial and apartment building as the first phase to add a population attractive to the grocery component.
» Promoting a variety methods to increase the grocery development's return on investment:
- 10 years of 50% sales tax sharing could provide $500,000
- TIF could provide as much as $1 million
- Higher rents in other project commercial space due to strong anchor could provide developer income

The equity residential phase is challenged by current market conditions caused by price competition in this weak condominium and townhome market. Changes that could overcome this challenge include:

» Wait to build until townhomes can be priced at $330,000
» Wait to build until condos can be priced at $285,000
» Reduce unit size and increase number while maintaining price point
» Reduce construction cost by minimizing brick and luxury interior finishes

OPPORTUNITY SITE

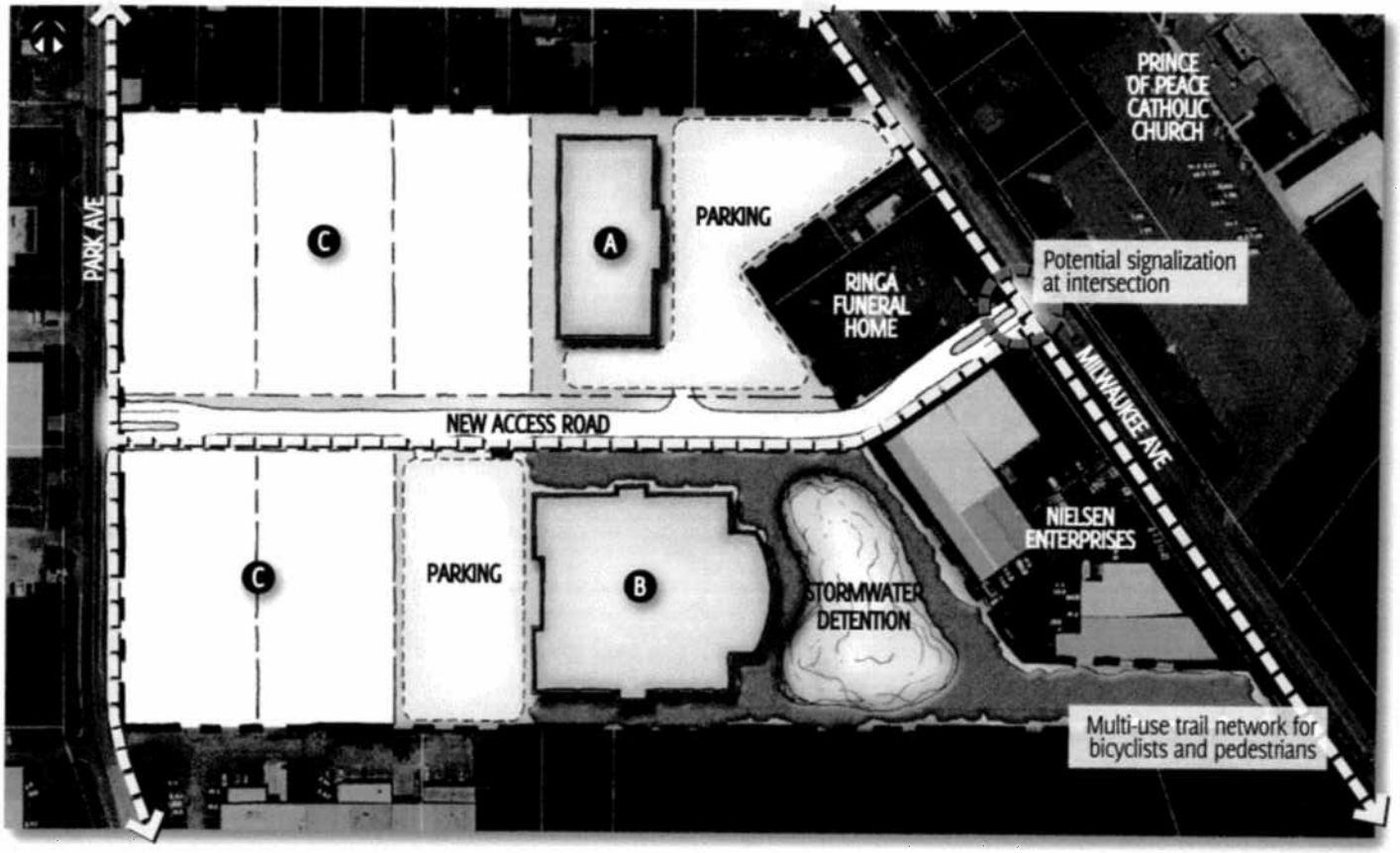
Industrial Park Site

With existing industrial uses along Park Avenue to the south of the downtown core, this opportunity site has the flexibility to either provide space for additional industrial users or accommodate sports facilities that cater to Lake Villa's active lifestyle. Space for a 30,000 sq ft retail center would also be accommodated, with visible frontage along Milwaukee Avenue. A new connector street would provide access to the industrial/recreational uses, as well as link Milwaukee Avenue to Park Avenue. The existing funeral home would remain on a modified site. Other site provisions include stormwater management, wetland conservation, and connectivity to the multi-use trail system.

RETAIL DEVELOPMENT (A)
30,000 sq ft retail building w/ 120 parking spaces; existing chiropractor and carpet businesses would need to be relocated to accommodate the new development

INDOOR SPORTS FACILITY (B)
55,000 sq ft indoor sports facility w/ 120 parking spaces; sports facilities are permitted in an L1 zoning district; the site also accommodates a stormwater detention facility

FLEXIBLE DEVELOPMENT (C)
Five lots on 6.25 acres provide flexible space to accommodate either sports fields or new industrial uses, depending on market; sports fields are permitted in an L1 zoning district



OPPORTUNITY SITE

Industrial Park Site

SITE DATA

Site Area	17.7 acres
# of Parcels	5 parcels
Existing Zoning	CB and R2
Proposed Zoning	LI
Existing Use(s)	Open space; chiropractor office; carpet store; funeral home
Proposed Use(s)	Industrial facilities w/ flexibility to accommodate temporary or permanent spaces for sports facilities; the funeral home would remain on a modified site

DEVELOPMENT CHARACTERISTICS

Building #	A	B	C
Building Type	Retail	Recreation	Industrial
Floors	1 floor	1 floor	TBD
Space/Unit Count	30,000 sq ft	55,000 sq ft	TBD
Parking	120 spaces	120 spaces	TBD
Use(s)	Retail businesses	Indoor sports facility	Industrial facilities w/ flexibility to provide temporary or permanet sports facilities

TRANSPORTATION IMPROVEMENTS

- » Site access would be provided at both Milwaukee Avenue and Park Avenue
- » New access road proposed to connect Milwaukee Avenue to Park Avenue
- » Access to existing retail use fronting Milwaukee Avenue should be relocated to the new access road
- » Consolidation of driveways along Milwaukee Avenue is recommended to reduce vehicle/pedestrian conflicts
- » No intersection signalization is needed due to multiple points of access to the site; stop sign control is more appropriate
- » Sidewalks along Milwaukee Avenue and Park Avenue should extend north to Grand Avenue for connectivity
- » 25% reduction applied to traffic estimates due to bike/ped access

PROJECT FEASIBILITY ANALYSIS

Component	Retail	Indoor Fitness/ Ice Center	Outdoor Fields
Sq Ft or Units	30,000	55,000	5 fields
Cost (Millions)	$5.9 M	$3.6 M	TBD
Value (Millions)	$6.3 M	TBD	Negotiable
Land Value	$400,000	-	-

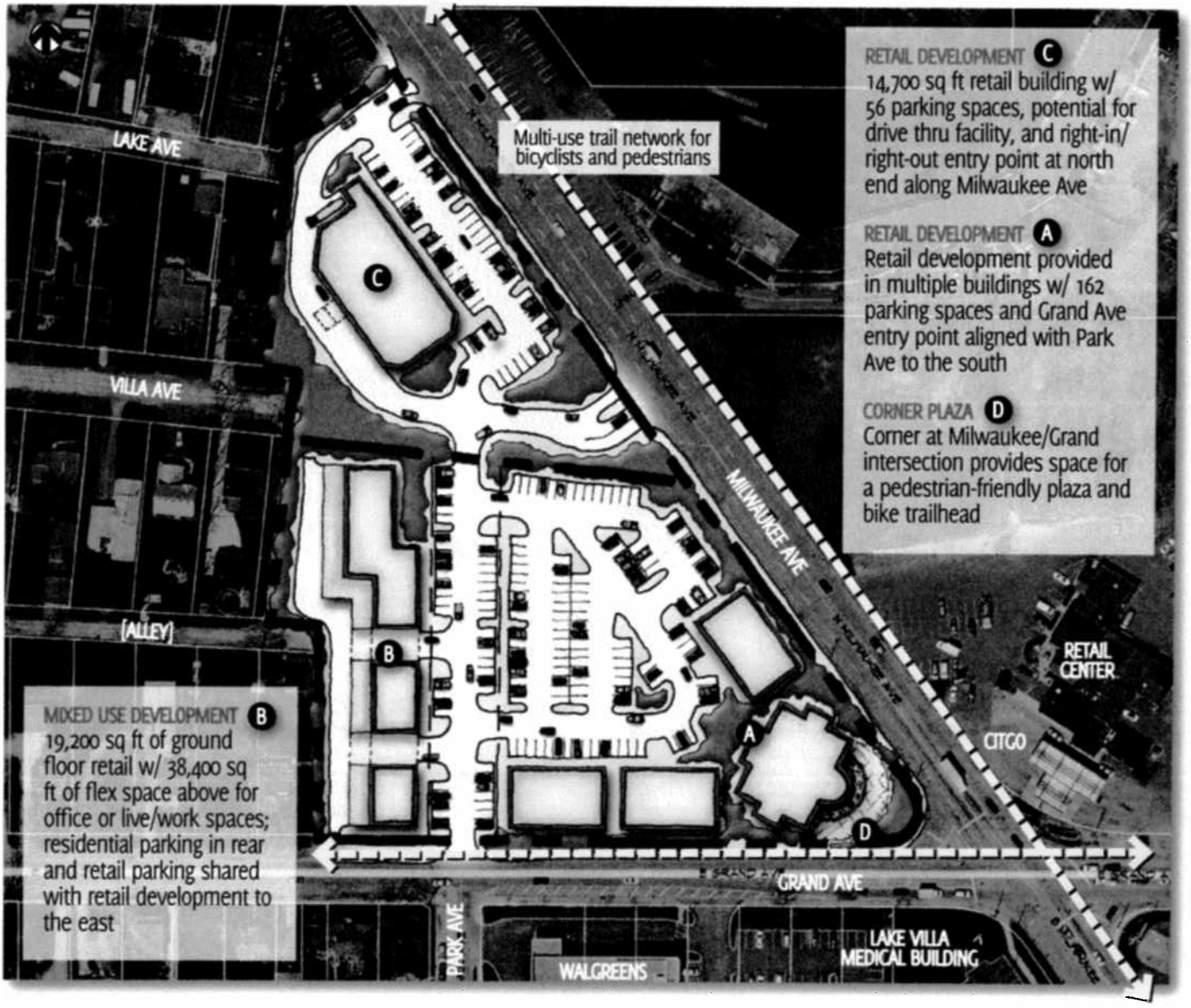
This project concept combines temporary uses such as the outdoor soccer fields and potential use of vacant industrial buildings for indoor children's athletics or play space, with permanent development. Ownership options ranging from the park district or a local nonprofit organization to an entrepreneurial or franchise company complicate determining market readiness. For example, if the local youth soccer league desperately needs new fields, parents would be inclined to donate time and money to this development, improving the market readiness. Other factors affecting the market readiness of this project include:

- » Additional land costs include buyout/relocation of funeral home and demolition of building, as well as site and building modifications for funeral home site to accommodate new connector street between Milwaukee Avenue and Park Avenue.
- » Clustering would make the whole area more successful. Potential sports elements include baseball, wrestling, dance, and gymnastics academies in now vacant space. Activities like jump zones are another possibility.

OPPORTUNITY SITE

Pleviak School Site | CONCEPT 1

If the school district decides to make the site available for reuse or redevelopment, this opportunity site has the capacity to revitalize the prime Milwaukee Avenue/Grand Avenue intersection with a mix of uses and improved circulation for cars, pedestrians, and bicyclists. In the concept that removes the school building and redevelops the site, retail buildings will occupy the corner of Milwaukee and Grand, with retail/residential mixed use along a newly extended Park Avenue. Also, a retail building with potential for a drive thru facility will be provided on the triangular site north of Villa Avenue.



OPPORTUNITY SITE

Pleviak School Site | CONCEPT 1

SITE DATA

Site Area	5.6 acres
# of Parcels	12 parcels
Existing Zoning	CB and R2
Proposed Zoning	CB
Existing Use(s)	School; open space
Proposed Use(s)	Retail uses at the Milwaukee/Grand corner; retail/residential mixed use west of Park Avenue; retail w/ potential drive thru facility north of Villa Avenue

DEVELOPMENT CHARACTERISTICS

	A	B	C
Building #			
Building Type	Retail	Mixed Use	Retail
Floors	1 floor	2 floors	1 floor
Space/Unit Count	14,000 sq ft	19,200 sq ft (retail) 38,400 sq ft (live/work space)	14,700 sq ft
Parking	162 spaces	Shared w/ Building A	56 spaces
Use(s)	Retail businesses in multiple buildings	Retail businesses at ground floor w/ second floor occupied by flex live/work spaces or loft residential	Retail business w/ potential drive thru

PROJECT FEASIBILITY ANALYSIS

Component	Corner Retail	Milwaukee Retail	Mixed Use
Sq Ft or Units	14,000	14,700	57,600
Cost (Millions)	$2.6 M	$3.3 M	$11.9 M
Value (Millions)	$2.9 M	$3.0 M	$12.0 M
Land Value	$300,000	-$300,000	$100,000

In markets where there is undeveloped land available, redevelopment faces a cost disadvantage because it requires demolition and often new roads and infrastructure before the land is ready for development. Although the net land value at $100,000 of this total redevelopment falls far short of the amount needed to cover demolition costs and compensate the school district for land at an alternate site, a TIF district on this site could generate as much as $4 million under optimal circumstances.

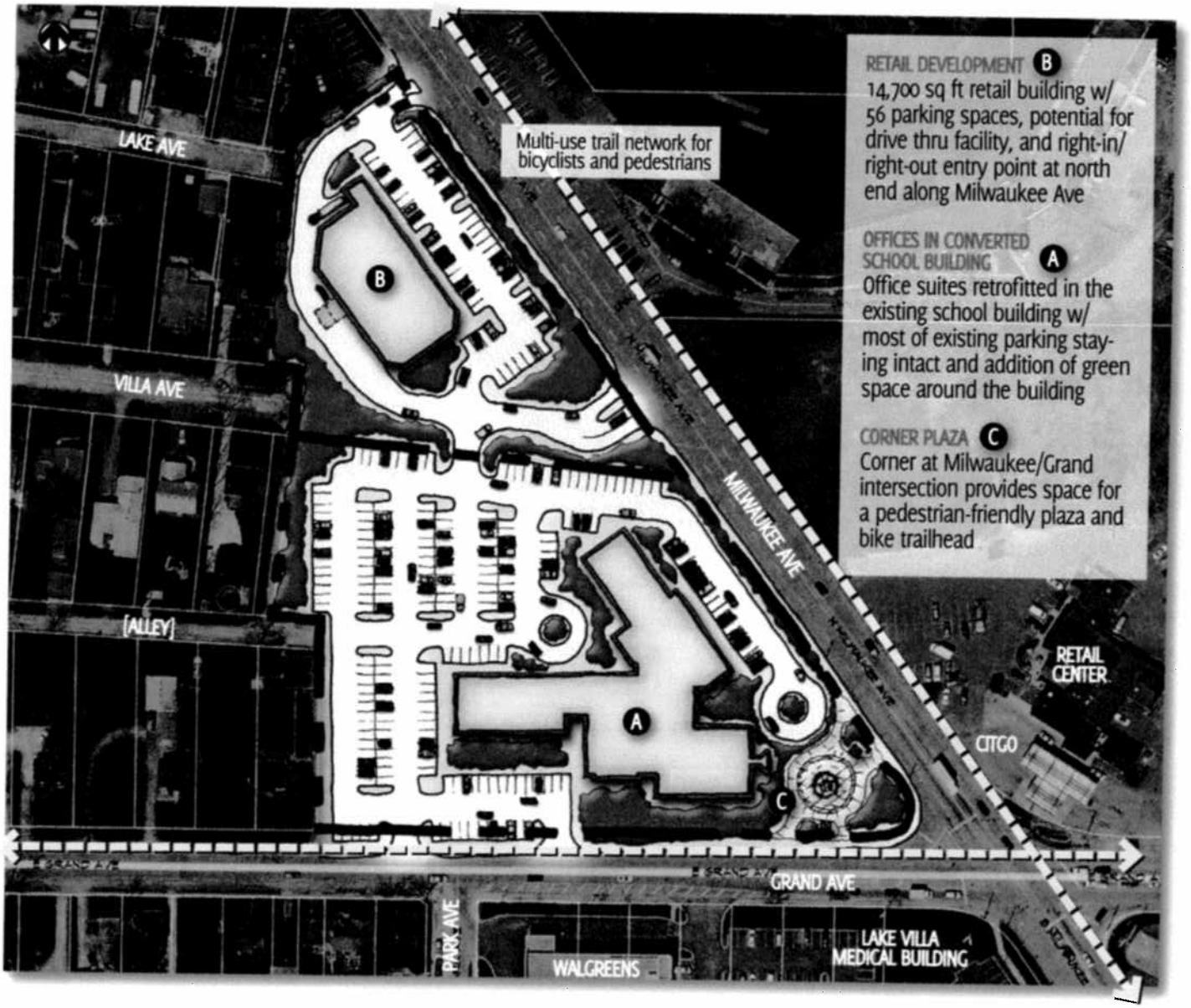
TRANSPORTATION IMPROVEMENTS

- Proposed extension of Park Avenue north from Grand Avenue to Villa Avenue
- Villa Avenue to be reopened to improve site access and circulation
- Villa Avenue to have full access onto Milwaukee Avenue (no signalization)
- Park Avenue to have full access onto Grand Avenue (no signalization)
- Potential to improve pedestrian safety at the Grand Avenue/Park Avenue intersection w/ curb bump-outs, marked crosswalks, continuous sidewalks, enhanced signage, and detector lights
- Continuous sidewalks and driveway consolidation should be provided along Villa Avenue and Central Avenue

OPPORTUNITY SITE

Pleviak School Site | CONCEPT 2

If the school district decides to make the site available for reuse or redevelopment, this opportunity site has the capacity to revitalize the prime Milwaukee Avenue/Grand Avenue intersection with a mix of uses and improved circulation for cars, pedestrians, and bicyclists. In the concept that retains the school building, the building would be retrofitted with office spaces. Also, a retail building with potential for a drive thru facility will be provided on the triangular site north of Villa Avenue.



OPPORTUNITY SITE

Pleviak School Site | CONCEPT 2

SITE DATA

Site Area	5.6 acres
# of Parcels	12 parcels
Existing Zoning	CB and R2
Proposed Zoning	CB
Existing Use(s)	School; open space
Proposed Use(s)	Offices in retrofitted school building; retail w/ potential drive thru facility north of Villa Avenue

DEVELOPMENT CHARACTERISTICS

Building #	A	B
Building Type	Office	Retail
Floors	1 floor	1 floor
Space/Unit Count	Variable	14,700 sq ft
Parking	162 spaces	56 spaces
Use(s)	Office spaces retrofitted into retained school building	Retail business w/ potential drive thru

PROJECT FEASIBILITY ANALYSIS

Component	Milwaukee Retail	Offices Retrofitted in School Building
Sq Ft or Units	14,700	Project feasibility would be determined as part of a separate analysis
Cost (Millions)	$3.3 M	
Value (Millions)	$3.0 M	
Land Value	-$300,000	

In markets where there is undeveloped land available, redevelopment faces a cost disadvantage because it requires demolition and often new roads and infrastructure before the land is ready for development. Although the net land value at $100,000 of this total redevelopment falls far short of the amount needed to cover demolition costs and compensate the school district for land at an alternate site, a TIF district on this site could generate as much as $4 million under optimal circumstances.

TRANSPORTATION IMPROVEMENTS

- Proposed extension of Park Avenue north from Grand Avenue to Villa Avenue
- Villa Avenue to be reopened to improve site access and circulation
- Villa Avenue to have full access onto Milwaukee Avenue (no signalization)
- Park Avenue to have full access onto Grand Avenue (no signalization)
- Potential to improve pedestrian safety at the Grand Avenue/Park Avenue intersection w/ curb bump-outs, marked crosswalks, continuous sidewalks, enhanced signage, and detector lights
- Continuous sidewalks and driveway consolidation should be provided along Villa Avenue and Central Avenue

OPPORTUNITY SITE

Cedar Lake Road Site

Situated west of the downtown core, this opportunity site is suitable for lower density residential development. With proximity to Grant Woods Forest Preserve to the west, Cedar Lake to the north, and the trail network, open space provisions are central to this site. Larger single family residential lots at 14,000 sq ft are located at the southern end of the site, with smaller 8,000 sq ft lots at the northern end. A restaurant and clubhouse is also provided at the Cedar Lake Road/Grand Avenue intersection, with potential connectivity to nearby recreational facilities. The Village may desire a new road between the municipal facility and Cedar Lake Road to allow vehicular and pedestrian access.

SOUTHEAST CORNER OF CEDAR LAKE RD & GRAND AVE C
Restaurant or clubhouse w/ 110 parking spaces, relating to adjacent recreational facilities

NORTHERN RESIDENTIAL AREA A
49 single family residential units on average 8,000 sq ft lots w/ 50 ft average lot width

SOUTHERN RESIDENTIAL AREA B
66 single family residential units on average 14,000 sq ft lots w/ 80 ft average lot width

STORMWATER MANAGEMENT
Stormwater detention facilities line the eastern and southern boundaries of the site

TRAIL NETWORK
With almost 20% coverage by open space, the site provides a trail network that can connect to regional trails, particularly in Grant Woods Forest Preserve

OPPORTUNITY SITE

Cedar Lake Road Site

SITE DATA

Site Area	63.4 acres
# of Parcels	4 parcels
Existing Zoning	CR and LI
Proposed Zoning	SR4
Existing Use(s)	Open space
Proposed Use(s)	Single family residential on two different lot types (8,000 sq ft and 14,000 sq ft); restaurant or clubhouse at the corner of Grand Avenue and Cedar Lake Road; extensive open space and trail network

DEVELOPMENT CHARACTERISTICS

Building #	A	B	C
Building Type	Residential	Residential	Retail
Floors	2 floors	2 floors	1 floor
Space/Unit Count	49 units	66 units	15,000 sq ft
Parking	Garage per unit	Garage per unit	110 spaces
Use(s)	Single family residential on 8,000 sq ft lots	Single family residential on 14,000 sq ft lots	Restaurant or clubhouse relating to adjacent recreational facilities

TRANSPORTATION IMPROVEMENTS

- » Multi-use path traverses through entire site, providing critical connections to the core downtown area, Grant Woods Forest Preserve, and Palombi Middle School
- » Clubhouse at Grand Avenue entrance to serve as destination trailhead for bicyclists w/ retail and restaurant
- » 10% reduction applied to traffic estimates due to bike/ped access
- » Existing road network has capacity to carry additional traffic generated by new development
- » Potential for signalization and channelization at the Grand Avenue/Cedar Lake Road intersection
- » New signalization would also provide protected crossing for pedestrians and bicyclists

PROJECT FEASIBILITY ANALYSIS

Component	Restaurant/ Clubhouse	Single Family Residential
Sq Ft or Units	15,000	115
Cost (Millions)	$4.2 M	$48 M
Value (Millions)	$3.1 M	$30 M
Land Value (Millions)	$1.1 M	-$18 M

This analysis, based on the current residential market, suggests the market is not ready for a residential project at this time. The changes that could make this project more market ready are:

- » Market support for higher prices, with the northern single family residential sites set at $340,000 per home and the southern sites at $465,000 per home
- » Public land purchase for trails and wetlands

The commercial development along Grand Avenue identified as a restaurant or clubhouse could become feasible with a detailed concept that adds revenue from clubhouse programming, including as rental fees and outside memberships. If a destination restaurant such as Coopers Hawk Winery finds the setting appropriate to its concept, it would build and own a facility supported by higher than typical operating profits, which translates into rents higher than those typically found in the general market.

LAND AREA DISTRIBUTION

Developed Land	49.9%	31.6 acres
Open Space	18.4%	11.7 acres
Stormwater Mgmt	20.1%	12.7 acres
Road Right-of-Way	11.6%	7.4 acres

REDEVELOPMENT OPPORTUNITY SITES

Implementation Tasks

#	Task	Phasing	Partners	Resources
Downtown Lakefront Opportunity Site (RL)				
RL1	Ensure the relevant zoning revisions[a] are completed to support the development intent of the site as a dense, mixed use area connected to the core downtown	Near Term	Village; property owners	Staff time
RL2	Utilize the marketing materials[b] to promote the site to potential developers, investors, and businesses/tenants	Ongoing	Village; potential developers, investors, businesses/tenants	Staff time; marketing materials
RL3	Work with the Lake County Stormwater Management Commission to define stormwater regulations for the site	Intermediate Term	Village; Lake Co Stormwater Mgmt Commission	Staff time
RL4	Work with the Parks Division of the Lake Villa Department of Public Works to plan for the expansion of Lehmann Park to provide open space along the northeast section of the Downtown Lakefront Opportunity Site, creating spaces for recreational and civic uses	Intermediate Term	Lake Villa Parks Division (Public Works)	Staff time; funds for park expansion
RL5	Work with parks, forest preserve, and transportation agencies to advance an interconnected pedestrian and bicycle trails network that serves the site[c]	Intermediate/Long Term	Lake Villa Parks Division; Lake Co Forest Preserve District; IDOT; selected developer(s)	Staff time; funds for trail improvements
RL6	Work with selected developer(s) to prepare Phase I (Preliminary Design), Phase II (Final Design), and Phase III (Construction) engineering and site design plans for the site, as the redevelopment projects progresses from refining the concept to breaking ground	Intermediate/Long Term	Village; selected developer(s)	Staff time; funds for any consulting services
Industrial Park Opportunity Site (RI)				
RI1	Ensure the relevant zoning revisions[a] are completed to support the development intent of the site as a flexible space for industrial and recreational facilities	Near Term	Village; property owners	Staff time
RI2	Utilize the marketing materials[b] to promote the site to potential developers, investors, businesses/tenants, and sports/recreation facility operators	Ongoing	Village; potential developers, investors, businesses/tenants, sports/recreation facility operators	Staff time; marketing materials
RI3	Work with the Lake County Stormwater Management Commission to define stormwater regulations for the site	Intermediate Term	Village; Lake Co Stormwater Mgmt Commission	Staff time
RI4	Work with parks, forest preserve, and transportation agencies to advance an interconnected pedestrian and bicycle trails network that serves the site[c]	Intermediate/Long Term	Lake Villa Parks Division; Lake Co Forest Preserve District; IDOT; selected developer(s)	Staff time; funds for trail improvements
RI5	Work with selected developer(s) to prepare Phase I (Preliminary Design), Phase II (Final Design), and Phase III (Construction) engineering and site design plans for the site, as the redevelopment projects progresses from refining the concept to breaking ground	Intermediate/Long Term	Village; selected developer(s)	Staff time; funds for any consulting services

NOTES

[a] As recommended in Tasks Z1 to Z9 (pages 37-38).

[b] As recommended in Task M2 (page 12).

[c] As recommended in Section 5.

REDEVELOPMENT OPPORTUNITY SITES

Implementation Tasks

#	Task	Phasing	Partners	Resources
Pleviak School Opportunity Site (RS)				
RS1	Work with Lake Villa School District 41 to determine the short term and long term plans for Pleviak School site	Near Term	Village; Lake Villa School District 41	Staff time
RS2	Ensure the relevant zoning revisions[a] are completed to support the development intent of the site as a: (a) school site; (b) retail area with limited residential units above ground floor near; or (c) office/retail area	Near Term	Village; Lake Villa School District 41	Staff time
RS3	Utilize the marketing materials[b] to promote the site to potential developers, investors, and businesses/tenants	Ongoing	Village; potential developers, investors, businesses/tenants	Staff time; marketing materials
RS4	Work with the Lake County Stormwater Management Commission to define stormwater regulations for the site	Intermediate Term	Village; Lake Co Stormwater Mgmt Commission	Staff time
RS5	Work with parks, forest preserve, and transportation agencies to advance an interconnected pedestrian and bicycle trails network that serves the site[c]	Intermediate/Long Term	Lake Villa Parks Division; Lake Co Forest Preserve District; IDOT; selected developer(s)	Staff time; funds for trail improvements
RS6	Work with selected developer(s) to prepare Phase I (Preliminary Design), Phase II (Final Design), and Phase III (Construction) engineering and site design plans for the site, as the redevelopment projects progresses from refining the concept to breaking ground	Intermediate/Long Term	Village; selected developer(s)	Staff time; funds for any consulting services
Cedar Lake Road Opportunity Site (RC)				
RC1	Ensure the relevant zoning revisions[a] are completed to support the development intent of the site as a low density residential neighborhood	Near Term	Village; property owners	Staff time
RC2	Utilize the marketing materials[b] to promote the site to potential developers, investors, and tenants	Ongoing	Village; potential developers, investors, tenants	Staff time; marketing materials
RC3	Work with the Lake County Stormwater Management Commission to define stormwater regulations for the site	Intermediate Term	Village; Lake Co Stormwater Mgmt Commission	Staff time
RC4	Work with parks, forest preserve, and transportation agencies to advance an interconnected pedestrian and bicycle trails network that serves the site[c]	Intermediate/Long Term	Lake Villa Parks Division; Lake Co Forest Preserve District; IDOT; selected developer(s)	Staff time; funds for trail improvements
RC5	Work with selected developer(s) to prepare Phase I (Preliminary Design), Phase II (Final Design), and Phase III (Construction) engineering and site design plans for the site, as the redevelopment projects progresses from refining the concept to breaking ground	Intermediate/Long Term	Village; selected developer(s)	Staff time; funds for any consulting services

NOTES

[a] As recommended in Tasks Z1 to Z9 (pages 37-38).

[b] As recommended in Task M2 (page 12).

[c] As recommended in Section 5.

ZONING & VILLAGE CENTER OVERLAY DISTRICT

The downtown goals specify that the Lake Villa Triangle will attract a mix of land uses, including development of vacant parcels with new uses and the reuse or redevelopment of underutilized properties. In addition, the goals encourage an improved streetscape environment that provides signage for navigation, is friendly to pedestrians and bicyclists, and enhances the downtown experience for residents and visitors to the Lake Villa Triangle.

It is important that the Village's Zoning Ordinance is capable of supporting the goals and strategies established in this plan. Otherwise, redevelopment and improvement efforts may run into technical obstacles that hinder approval processes or even prevent certain ideas from coming to fruition. For the most part, the purpose, objectives, standards, and guidelines of the Village Center Overlay (VC-O) District and the underlying zoning districts are generally supportive of the downtown goals.

The implementation tasks summarized in the matrix on the next page are intended to streamline the applicability of Village zoning to create a development climate that efficiently fosters the revitalization of the downtown. One of the implementation tasks is expanding the VC-O District to include the Downtown Lakefront and Industrial Park opportunity sites (Sites 1 and 2 in Figure 4.3 below). The Pleviak School opportunity site already lies within the present VC-O District. The Cedar Lake Road opportunity site was excluded from the district boundary expansion, as the location and topography of this site lend itself to a planned development.

> *"The Village Center of Lake Villa [will reflect] an integrated, pedestrian-oriented, mixed-use character... [and will] preserve and enhance the appearance of the Village's gateway road corridors that provide primary vehicle access into the Village Center area."*
>
> - Village of Lake Villa Zoning Ordinance
> Article Three, Section IV
> Village Center Overlay (VC-O) District

FIGURE 4.3
Village Center Overlay (VC-O) District Map

ZONING & VILLAGE CENTER OVERLAY DISTRICT

Implementation Tasks

#	Task	Phasing	Partners	Resources
Z1	Expand the VC-O District boundaries to include the Downtown Lakefront[a] and Industrial Park[b] opportunity sites and extend the Grand Avenue gateway corridor west to Cedar Lake Road [See Figure 4.3]	Near Term	Village; property owners	Staff time
Z2	Reassign the three parcels near the northwest corner of Villa Avenue and Milwaukee Avenue -- presently marked within the Residential Periphery subarea -- to the Gateway Corridors subarea to reflect the redevelopment concept for the Pleviak School opportunity site	Near Term	Village; property owners	Staff time
Z3	Encourage monument signs[c] and prohibit pole-mounted signs[c,d] in the entire VC-O District	Near Term	Village	Staff time
Z4	Revise the following building height guideline in Section IV-7A2 (revision in ***bold italics***): "Taller buildings may be appropriate at major intersections ***and for developments that provide amenities such as open space***, if they are consistent with the architectural character of the area."	Near Term	Village	Staff time
Z5	Rezone the parcels that encompass the Downtown Lakefront opportunity site from CR[e] to CBD[e] to support the development intent of the site as a dense, mixed use area connected to the core downtown area	Near Term	Village; property owners	Staff time
Z6	Rezone the parcels that encompass the residential portions[f] of the Cedar Lake Road opportunity site from CR[e] and LI[e] to SR4[e] to support the development intent of the site as a low density residential neighborhood	Near Term	Village; property owners	Staff time
Z7	Rezone the parcels that encompass the Pleviak Elementary School opportunity site[g] from R2[e,h] to CB[e] to support the development intent of the site as a retail area with limited residential units above ground floor near the key intersection of Grand Avenue and Milwaukee Avenue	Near Term	Village; property owners	Staff time
Z8	Allow the following uses as permitted uses, as of right, in the zoning district indicated in brackets: - Ampitheater [CBD] - Contractor's model home [CBD] - Dwelling, apartments above ground floor [CB, CBD] [i] - Recreational uses, outdoor [LI] [j]	Near Term	Village	Staff time
Z9	Identify existing vacant lots or buildings with vacant units within the CBD zoning district that could allow special use permits to temporary retail uses, such as a coffee cart at the Metra station, beach concessions, a farmer's market, rental watercraft and bicycles, and fundraising art/craft fairs	Near Term	Village; property owners	Staff time

NOTES

[a] Include in the Downtown Core subarea.

[b] Include in the Gateway Corridors subarea.

[c] Existing signs should be grandfathered in as non-conforming until they are modified or replaced.

[d] Pole-mounted signs are presently prohibited in the gateway corridors only.

[e] See the map of the VC-O District in Figure 4.3 for a key of zoning designations.

[f] The proposed clubhouse or banquet facility at the southeast corner of Grand Avenue and Cedar Lake Road should maintain its current CR zoning.

[g] Rezoning will depend on the status of the school, whether it will remain as a school or become available for redevelopment.

[h] Some parcels are already zoned CB, so no rezone would be necessary.

[i] This would be a new use that should be added to Table 1: Principal Uses Permitted in Zones in Article Three, Section II of the Zoning Ordinance.

[j] May also consider allowing as a conditional use.

5: Transportation Strategies

For a downtown area to attract a broad range of visitors and provide a pleasant experience that encourages return visits, people must have safe access and efficient circulation to navigate downtown, regardless of whether they arrive by car, train, bike, or on foot. Enhancing the downtown experience for pedestrians and bicyclists is especially critical, particularly as redevelopment generates more opportunities for residents to live in or close to downtown. Such is the case for Lake Villa, as the downtown core is presently surrounded by neighborhoods, with the opportunity sites creating more rooftops to enjoy the benefits and amenities of a revitalized Lake Villa Triangle.

From an improved roadway network and reconfigured parking system to enhanced access to the Metra station and a more interconnected pathway system for pedestrians and bicyclists, the transportation strategies in this section explore ways to safely and efficiently get people to the Lake Villa Triangle to shop, dine, work, play, explore, board the Metra, or settle in back at home.

APPROACH

The bicycle and pedestrian strategies were developed with input from the Lake Villa community, the results of the Bicycle Level of Service (BLOS) for on-street facilities, and field review. Improvements that are along roadways under the jurisdiction of IDOT or Lake County will require coordination with these agencies. While some of these proposals go beyond the boundaries of this plan's study area, it is important to understand the overall context of the area that connects to the Lake Villa Triangle.

BICYCLE STRATEGIES

Lake Villa has a unique location with respect to bicycle access, including Sun Lake Forest Preserve to the northeast, Millennium Trail to the east, Grant Woods Forest Preserve to the southwest, and Chain O'Lake Bike Path to the west. Thus, the Village is truly a central connecting point between these bicycle resources. This location provides an opportunity to connect the Lake Villa Triangle and Metra service with the nearby networks of parks, forest preserves, recreational facilities, and other destinations, such as schools, libraries, and museums.

While Lake Villa does not currently have any existing marked or dedicated bike routes, the development of a bicycle network has been identified as a priority by the Village and its residents. The Village has indicated an interest in pursuing a bike connection between the Sun Lake Forest Preserve bike trails, through the downtown area and connecting to the Grant Woods trails. This bicycle network should be designed with the various bicycle groups -- recreational bikers, commuters, students, and casual riders -- kept in mind.

The proposed bikeway improvements include off-street shared use paths, on-street facilities, signed bike routes, and shared lanes. Intersection improvements are also proposed for safer crossings.

A PLACE FOR BICYCLISTS & PEDESTRIANS

The development of a bicycle network has been identified as a priority by the Village and its residents. This bicycle network should be designed with the various bicycle groups -- recreational bikers, commuters, students, and casual riders -- kept in mind. And, just as much as a bicycle network, the Lake Villa community desires a safe, interconnected path system for pedestrians in the downtown area.

PEDESTRIAN STRATEGIES

The pedestrian network in the study area is generally limited to sidewalks along both sides of Cedar Avenue and along the south side of Grand Avenue. A striped crosswalk is located on Grand Avenue at McKinley Avenue. The majority of downtown Lake Villa either has discontinuous sidewalks or completely lacks sidewalks. There are stretches of areas along both Grand Avenue and Milwaukee Avenue that have been worn down by pedestrians, creating their own walking path. Both Grand Avenue and Milwaukee Avenue have a very unfriendly pedestrian atmosphere, due to a lack of separation from the arterial roadways and relatively few, if any, pedestrian amenities. Just as much as a bicycle network, the Lake Villa community desires a safe, interconnected path system for pedestrians in the downtown area.

GENERAL TRANSPORTATION STRATEGIES

Each colored line segment on the map in Figure 5.1 below represents a corridor in and around the Lake Villa Triangle. Transportation improvement strategies -- mostly regarding pedestrian and bicycle connectivity, streetscape enhancements, and parking improvements -- are assigned to each corridor. Figures 5.2 through 5.7 each provide a detailed overview of the transportation improvement strategies for each of the six corridors. For points of reference, the map below also highlights the four opportunitiy sites, which were detailed in Section 4.

Background information relating to the transportation improvement strategies are also provided on the following pages.

FIGURE 5.1
Map Key for Specific Transportation Strategies

OPPORTUNITY SITES
1. DOWNTOWN LAKEFRONT SITE
2. INDUSTRIAL PARK SITE
3. PLEVIAK SCHOOL SITE
4. CEDAR LAKE ROAD SITE

- **Grand Avenue Corridor** SEE FIGURE 5.2
- **Milwaukee Avenue Corridor** SEE FIGURE 5.3
- **Cedar Avenue Corridor** SEE FIGURE 5.4
- **Lehmann Trail** SEE FIGURE 5.5
- **Park Avenue Corridor** SEE FIGURE 5.6
- **Grant Woods Forest Preserve Connection** SEE FIGURE 5.7
- **Petite Lake Road, Fairfield Road & Cedar Lake Road Corridors** SEE FIGURE 5.8
- **Intersection Improvements**

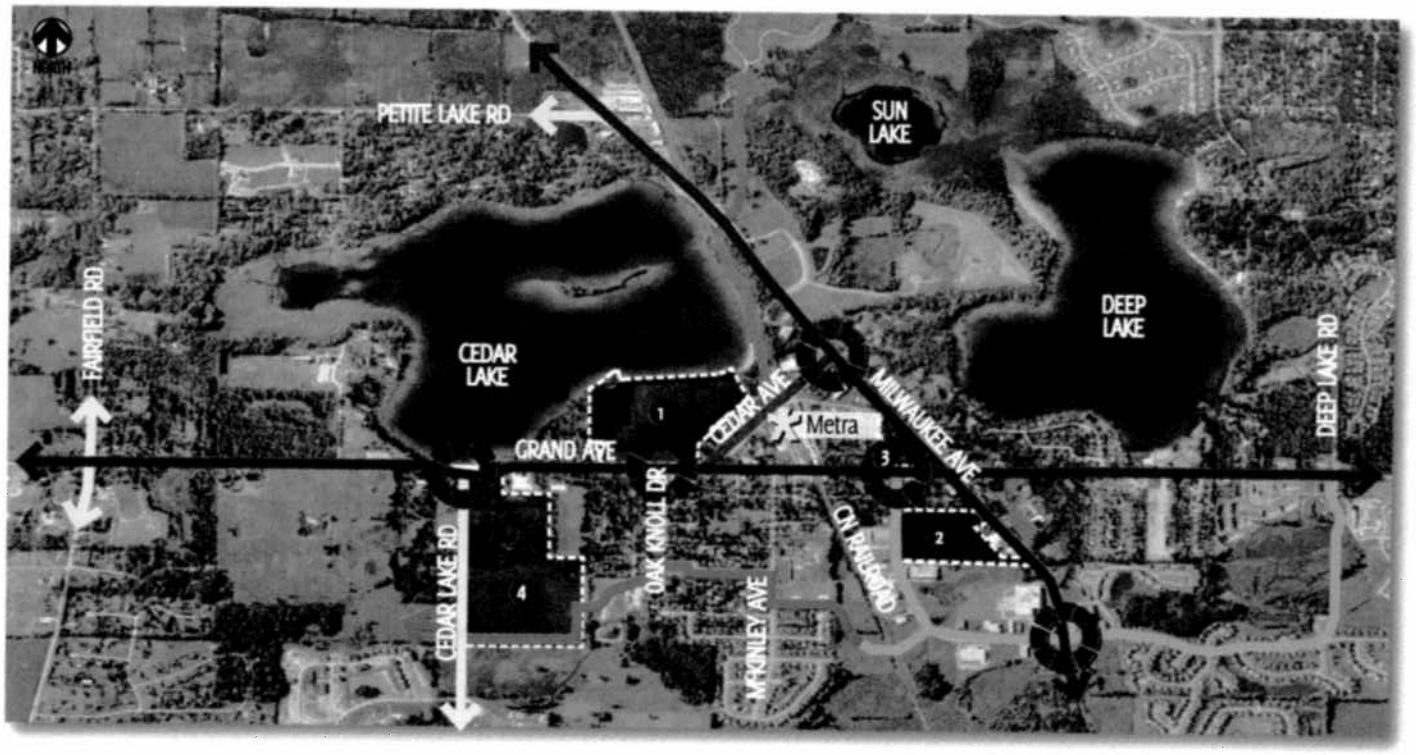


FIGURE 5.2
Transportation Strategies along the Grand Avenue Corridor

Bicycle Strategies
The map below illustrates the proposed bicycle strategies for specific segments of Grand Avenue.

Pedestrian Strategies
A continuous sidewalk is proposed along the south side of Grand Avenue, with the north side providing a shared use path for pedestrians to access, from Deep Lake Road to Milwaukee Avenue. Roadway shoulders would be used from Milwaukee to Oak Knoll Road, along with sidewalks on both sides of Grand Avenue. The sidewalk on the south side of Grand Avenue would transfer to a shared use path from Oak Noll Drive west to Cedar Lake Road. These strategies are presented below.

Streetscape Strategies
Streetscape elements, such as the signage illustrated in Section 6, are proposed along Grand Avenue to create a safe and attractive environment for bicyclists and pedestrians, along with a sense of arrival to the downtown core.

Intersection Strategies
Improved intersections, both signalized and unsignalized, along Grand Avenue are proposed at Milwaukee Avenue, Cedar Avenue, and Park Avenue (see Figure 5.11 for details). The Milwaukee Avenue intersection provides the only signalization in the downtown. The Park Avenue intersection is a key crossing location, as it is part of the proposed redevelopment at the Pleviak School opportunity site and connects the downtown to the neighborhood south of Grand Avenue. Signalized intersections are proposed along Grand Avenue at Cedar Lake Road and Oak Knoll Drive, which is the proposed access point into the Downtown Lakefront opportunity site. Signalization would require IDOT coordination to conduct the traffic signal warrant and design studies. As an IDOT standard practice, these intersections would include pedestrian countdown signals and high visibilty crosswalks.

OAK KNOLL DR TO CEDAR LAKE RD YELLOW SEGMENT

Oak Knoll Drive is the proposed access point to the Downtown Lakefront opportunity site, which is proposed to be signalized at Grand Avenue. At this point, the south side of Grand Avenue appears to have sufficient right-of-way to accommodate a shared use path. Protected crossing locations would be at the proposed signalization of the Grand Avenue/Oak Knoll Drive intersection, as well as the proposed signalization of the Grand Avenue/Cedar Lake Road intersection.

EAST OF MILWAUKEE AVE TO DEEP LAKE RD BLUE SEGMENT

This segment starts at the Lake Villa District Library. The Lindenhurst bike plans calls for a shared use path on the north side of Grand Avenue, crossing Grand at Deep Lake Road to access the Library. The proposed improvement for this segment is to continue along the north side of Grand Avenue to Milwaukee Avenue as a 10-foot shared use path. The north side is preferred to the south side due to fewer driveways near Milwaukee Avenue.

WEST OF MILWAUKEE AVE TO OAK KNOLL DR PINK SEGMENT

At Milwaukee Avenue, the bike facility would transition to a shared roadway facility along both the north and south sides of Grand Avenue. While it appears that there may be enough right-of-way along the south side of Grand Avenue to continue the shared use path, there are numerous driveways that could generate bicycle-vehicular conflicts. As previously mentioned, the AASHTO Guide notes that when two-way shared use paths are located immediately adjacent to a roadway, some operational problems can occur as motorists entering or crossing the roadway may not notice path users coming from the direction opposite of vehicular traffic, or at driveways where motor vehicles may be stopped and block the path. As an alternative to the shared use path, the use of the roadway shoulders is proposed for this segment. The width and condition of the shoulders vary, especially near the Canadian National (CN) railroad crossing. The width of the travel lanes, currently at 12 feet, may need to be reduced to 11 feet to accommodate a 6 foot paved shoulder to stay within the current roadway width. IDOT coordination will be required on this proposal.

FIGURE 5.3
Transportation Strategies along the Milwaukee Avenue Corridor

Bicycle Strategies
The map below illustrates the proposed bicycle strategies for specific segments of Milwaukee Avenue.

Pedestrian Strategies
A continuous sidewalk is proposed along both sides of Milwaukee Avenue.

Streetscape Strategies
Streetscape elements, such as the signage illustrated in Section 6, are proposed along Milwaukee Avenue to create a safe and attractive environment for bicyclists and pedestrians, along with a sense of arrival to the downtown core.

Intersection Strategies
An improved intersection at Milwaukee Avenue and Grand Avenue is proposed (see Figure 5.11 for details), as this is presently the only signalized intersection in the downtown area. Signalized intersections are proposed along Milwaukee Avenue at Cedar Avenue and Park Avenue. Adding signalization at the Cedar Avenue intersection would improve access for motorists, pedestrians, and biycylists into the downtown core. The Park Avenue intersection is a key crossing location, as it is part of the proposed redevelopment at the Industrial Park opportunity site. Site distance and travel speeds may be a safety issue at this intersection. In addition to the proposed Industrial Park opportunity site, this signalized intersection would provide improved access to the Prince of Peace Church and School on the opposite side of Milwaukee Avenue. Further analysis beyond the scope of this study would be needed to determine bikeway access south of Park Avenue. Additionally, the IDOT Milwaukee Avenue study will address bicycle and pedestrian needs.

NORTH OF GRAND AVE TO PETITE LAKE RD — YELLOW SEGMENT

Milwaukee Avenue north of Grand Avenue has two travel lanes per direction, narrowing to one lane per direction. Signalized intersections are located at Grand Avenue and Petite Lake Road. The roadway travels over the CN railroad. This segment does not have paved shoulders or sidewalks. With two travel lanes in each direction, there is limited existing roadway space to accommodate bicycles. Further, the BLOS indicates that an on-road facility would not be appropriate. An off-road shared use path along the east side of Milwaukee Avenue is proposed. There are few driveways located on the east side as compared to the west side. The shared use path would travel back onto the roadway bridge to travel over the CN railroad. Bike riders would use the existing sidewalk although a barrier should be added. A long-term solution would be a multi-use bridge over the CN railroad. Additionally, the intersection of Milwaukee Avenue and Cedar Avenue should be considered for signalization. This is a key entry location for downtown Lake Villa and would provide a protected crossing location. IDOT coordination will be required on this proposal. This path would connect to Frank Loffredo Park and the Sun Lake Forest Preserve trails located west of Milwaukee Avenue as well as the Petite Lake Road bike path. From these connections, a connection would be possible to Lakes Community High School.

SOUTH OF GRAND AVE TO PARK AVE — PINK SEGMENT

South of Grand Avenue, Milwaukee Avenue carries a higher volume of traffic and also narrows to one lane per direction. Travel lanes are 12 feet with an 8 foot shoulder. Similar to the downtown segment of Grand Avenue, a shared roadway alternative is proposed along Milwaukee Avenue from Grand Avenue to Park Avenue. The width and condition of the shoulders vary, and will need to be paved. The intersection of Milwaukee Avenue and Park Avenue should be considered for future signalization to address access to the Lake Villa Industrial Park opportunity site on the west side, as well as provide a safe pedestrian and bicycle crossing. Site distance and travel speeds may be a safety issue for this intersection. This segment would provide connections to the Lake Villa Industrial Park opportunity site and Prince of Peach Church/School on the opposite side of Milwaukee Avenue. Further analysis beyond the scope of this study would be needed to determine bikeway access south of Park Avenue. Additionally, the IDOT Milwaukee Avenue study will address bicycle and pedestrian needs.

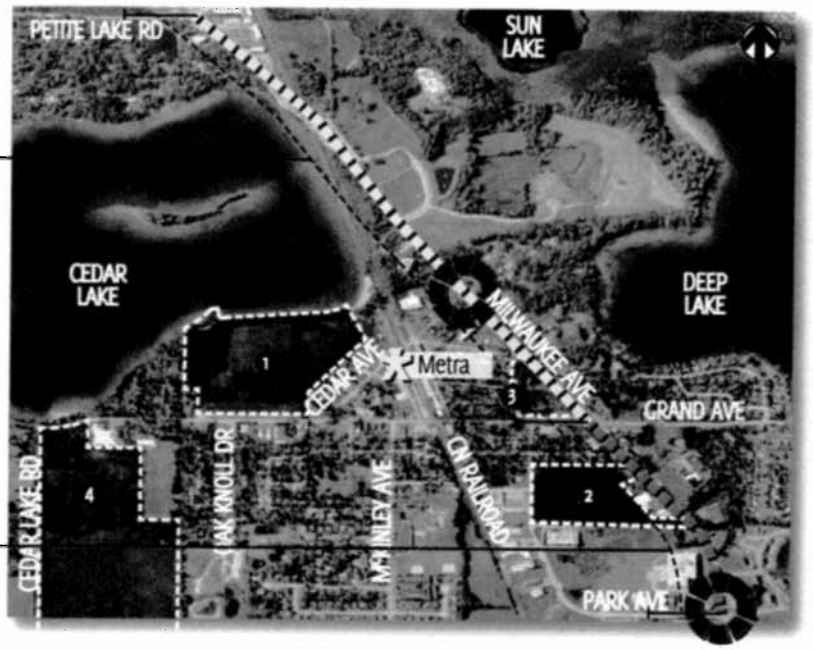


FIGURE 5.4
Transportation Strategies along the Cedar Avenue Corridor

Bicycle Strategies
The map below illustrates the proposed bicycle strategies for specific segments of Cedar Avenue.

Pedestrian Strategies
Cedar Avenue is presently served by continuous sidewalks, with a few small gaps, along both sides of the street from Grand Avenue to Milwaukee Avenue. Breaks in the sidewalk network should be filled in as resources become available. Any new streetscape improvements or site redevelopments will need to maintain sidewalks to ensure no breaks in the network. In addition, the pedestrian connection from Cedar Avenue to the Metra station will need to be improved with the installation of a new pedestrian walkway, which would be part of the redesign of the parking area at the rear of the buildings on the east side of Cedar Avenue, as illustrated in Figure 5.14 (see label A).

Streetscape Strategies
Streetscape elements, such as the signage illustrated in Section 6, are proposed along Cedar Avenue to create a safe and attractive environment for bicyclists and pedestrians, along with a sense of arrival to the downtown core. Other streetscape improvements for Cedar Avenue are illustrated in Figures 5.12 through 5.14, including elements like a mid-block pedestrian crossing, redesigned on-street parking, and a new access point into the proposed redevelopment on the Downtown Lakefront opportunity site to the west.

Intersection Strategies
Improved intersections along Cedar Avenue are proposed at Grand Avenue and Milwaukee Avenue (see Figure 5.11 for details). The Grand Avenue intersection would include modified right-of-way dimensions and a left turn lane onto Cedar Avenue. The Milwaukee Avenue intersection would include new signalization to improve access for motorists, pedestrians, and bicyclists onto Cedar Avenue.

SOUTH OF RAILROAD TO GRAND AVE **PINK SEGMENT**

There is currently not enough existing roadway to accommodate a designated bicycle facility along Cedar Avenue between Grand Avenue and the railroad. However, sidewalks presently exist along this segment of Cedar Avenue. New bike paths are proposed at the Lehmann Park and lakefront areas, as part of the proposed redevelopment for the Downtown Lakefront opportunity site, which will provide connections to Grand Avenue.

SOUTH OF MILWAUKEE AVE TO RAILROAD **YELLOW SEGMENT**

With proposed bicycle facilities along Grand Avenue and Milwaukee Avenue, Cedar Avenue will have bicyclists traveling along the road. A shared vehicular/bicycle lane is proposed along Cedar Avenue from Milwaukee Avenue to the railroad.

ALONG RAILROAD **BLUE SEGMENT**

Potential Lehmann Trail (see Figure 5.5).

FIGURE 5.5
Transportation Strategies along the Potential Lehmann Trail

Bicycle Strategies

A new bike trail system is proposed to connect the trails in Sun Lake Forest Preserve and around Lehmann Mansion to Cedar Avenue, Lehmann Park, the Cedar Lake waterfront, and future redevelopment of the Downtown Lakefront opportunity site.

Pedestrian Strategies

Sidewalk connections should be made where new bike trails are not planned to provide a safe, continuous path system for pedestrians, particularly along near major roads and the railroad.

Streetscape Strategies

Streetscape elements, such as the signage illustrated in Section 6, are proposed along Cedar Avenue to create a safe and attractive environment for bicyclists and pedestrians, along with a sense of arrival to the downtown core.

Intersection Strategies

A potential underpass beneath Milwaukee Avenue would allow passage of bicyclists and pedestrians traversing from the east side of the road to the west. Though not an at-grade intersection, the CN Railroad crosses below Milwaukee Avenue.

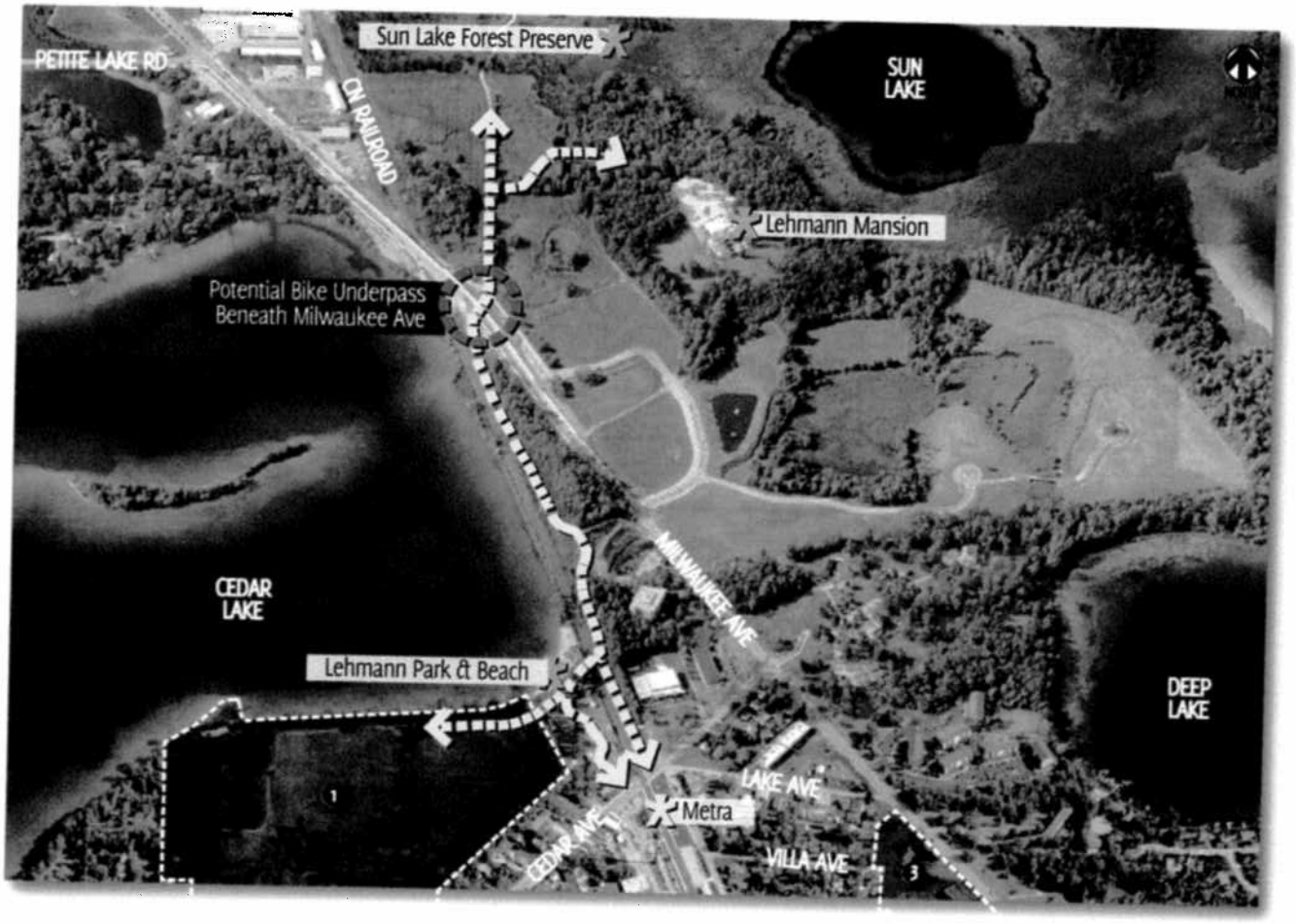


FIGURE 5.6
Transportation Strategies along the Park Avenue Corridor

Bicycle Strategies
The map below illustrates the proposed bicycle strategies for specific segments of Park Avenue.

Pedestrian Strategies
The sidewalk network along Park Avenue is sporadic, with sidewalks provided near the Grand Avenue intersection, then a large gap before sidewalks appear again along the industrial park towards Milwaukee Avenue. Breaks in the sidewalk network should be filled in as resources become available. Any new streetscape improvements or site redevelopments will need to maintain sidewalks to ensure no breaks in the network. Since part of Park Avenue traverses by the industrial park, sidewalks should be designed with enhanced safety in mind due to truck traffic generated by the industrial uses.

Streetscape Strategies
Streetscape elements, such as the signage illustrated in Section 6, are proposed at the points where Park Avenue intersects with Grand Avenue and Milwaukee Avenue to create a safe and attractive environment for bicyclists and pedestrians, along with a sense of arrival to downtown.

Intersection Strategies
Improved intersections along Park Avenue are proposed at Grand Avenue and Milwaukee Avenue (see Figure 5.11 for details). The Park Avenue intersection at Grand Avenue is a key crossing location, as it is part of the proposed redevelopment at the Pleviak School opportunity site and connects the downtown to the neighborhood south of Grand Avenue. Adding signalization at this intersection would improve access for motorists, pedestrians, and biycylists into the downtown core. The Park Avenue intersection at Milwaukee Avenue is another key crossing location, as it is part of the proposed redevelopment at the Industrial Park opportunity site. Site distance and travel speeds may be a safety issue at this intersection. In addition to the proposed Industrial Park opportunity site, this signalized intersection would provide improved access to the Prince of Peace Church and School on the opposite side of Milwaukee Avenue. Further analysis beyond the scope of this study would be needed to determine bikeway access south of Park Avenue. Additionally, the IDOT Milwaukee Avenue study will address bicycle and pedestrian needs.

RAILROAD CROSSING **BLUE**

Park Avenue is separated from Palombi Middle School, residential areas, and the Grant Woods Forest Preserve by the CN Railroad. With a couple of undeveloped parcels east of the railroad and school district land west of the railroad, a long term opportunity would be a grade separated pedestrian/bicycle crossing over the railroad.

GRAND AVE TO MILWAUKEE AVE **PINK**

This segment would connect the proposed redevelopment on the Industrial Park opportunity site to Lake Villa's core downtown area. A signed bike route is proposed for Park Avenue along this segment.

MILWAUKEE AVE TO DEEP LAKE RD **YELLOW**

Park Avenue intersects Milwaukee Avenue and continues east to Forest Preserve property. A few small street "stubs" provide opportunities to connect bikeways to the Lake Villa District Library. Connections could also be made to Deep Lake Road where bicyclists could continue north to other destinations, like Deep Lake, Crooked Lake, and Lakes Community High School.

FIGURE 5.7
Transportation Strategies for a Potential Grant Woods Forest Preserve Connection

Bicycle Strategies

The map below illustrates the proposed bicycle strategies for a potential Grant Woods Forest Preserve connection from McKinley Avenue west to Cedar Lake Road.

Pedestrian Strategies

This proposed connection is generally intended to provide improved connectivity for regional bike trails that are presently disconnected from each other. However, these bicycle strategies may also benefit pedestrians.

PARK AVE TO CEDAR LAKE RD **YELLOW SEGMENT**

With potential to connect to the proposed bicycle route extension from Park Avenue (see Figure 5.5), a bikeway connection is proposed to extend westward to Grant Woods Forest Preserve, which starts on the west side on Cedar Lake Road. In general, the proposed bikeway connection would start from Park Avenue, traverse west around the Palombi Middle School campus, meander through the neighborhood west of McKinley Avenue, travel around the southern boundary of the proposed redevelopment for the Cedar Lake Road opportunity sitem and then connect to the existing trails in Grant Woods Forest Preserve.

FIGURE 5.8
Transportation Strategies along the Petite Lake Road, Fairfield Road & Cedar Lake Road Corridors

Bicycle Strategies

The map below illustrates the proposed bicycle strategies for specific segments of Petite Lake Road and Fairfield Road.

Pedestrian Strategies

Although Petite Lake Road and Fairfield Road are both beyond the scope of this plan, they have connectivity to other roads -- namely Milwaukee Avenue and Grand Avenue -- that significantly impact the downtown area. As a result, sidewalk connectivity should be provided as necessary to ensure continuous pedestrian access.

FAIRFIELD RD **YELLOW SEGMENT**

Under the jurisdiction of Lake County, planned improvements to Fairfield Road will enhance connectivity to the Lake Villa Triangle via Grand Avenue. In particular, the Village of Lake Villa received a Safe Routes to School (SRTS) grant to improve the Grand Avenue crossing at Fairfield Road to connect Caboose Park with Martin Elementary School. This project was just recently funded. Also, the intersection of Grand Avenue and Fairfield Road is a programmed improvement project as part of IDOT's capital improvement plan (2014-2018).

CEDAR LAKE RD **BLUE SEGMENT**

Cedar Lake Road is under the jurisdiction of Lake County. With 8 ft shoulders, Cedar Lake Road could be a shared roadway with bicycles, connecting residential areas to the south to the downtown area.

PETITE LAKE RD **PINK SEGMENT**

Like Fairfield Road, Petite Lake Road is under the jurisdiction of Lake County. Petite Lake Road was recently realigned at the intersection of Milwaukee Avenue. The vacated segment now includes a new bike path which provides an attractive bicycle route at a major intersection with potential connectivity to Sun Lake Forest Preserve to the east and other potential bicycle facilities along Milwaukee Avenue.

EXISTING & PROPOSED REGIONAL CONNECTIVITY

There are a number of county and regional bike facilities near Lake Villa, including trails in the Sun Lake Forest Preserve, Grant Woods Forest Preserve, and Duck Farms Forest Preserve, as shown in the Lake County Bike Map in Figure 5.9.

Northwest Municipal Conference Bicycle Plan

The Northwest Municipal Conference (NWMC) recently completed a Bicycle Plan, which included goals to produce a more detailed corridor analysis and formulate an implementation strategy for regional bicycle facilities. Complementing these larger goals are recommendations for preparing local bike plans; creating bike safety, education, and encouragement programs; installing regional signage; and pursuing grant opportunities. There are several facilities recommended for the Round Lake Beach/Lake Villa/Antioch area, with connections to existing forest preserve trails, including Petite Lake Road/Fairfield Road and Grass Lake Road.

Additionally, there has also been discussion of the future of Petite Lake Road, which was recently closed with a new bypass constructed. Petite Lake Road intersects with Milwaukee Avenue (IL 83), which might provide an opportunity for connecting regional bike facilities.

IDOT Plans

The Illinois Department of Transportation (IDOT) is planning to improve Grand Avenue between Munn and Sand Lake Roads and is currently in the preliminary engineering phase. The IDOT improvement includes a sidewalk along the south side of Grand Avenue and a multi-use path located on the north side which will connect to the Millennium Trail system. The Village of Lindenhurst has hired a consultant to prepared streetscape plans to go along with the IDOT plan. Construction is expected to begin in 2014.

The Village has been moving forward with an off-road multi-use path along the north side of Grand Avenue from Munn Road to Deep Lake Road. This project is being funded by a $250,000 state grant. The Village has also applied for an Illinois Transportation Enhancement Program (ITEP) grant to cover the Village's share of the engineering design and construction.

Fox Lake Bikeways Plan

The Village of Fox Lake is currently completing a Greenways and Bikeways Plan. Fox Lake, located west of Lake Villa, is part of the Chain of Lakes area. An existing trail extends from the southeast end of Grant Woods, connecting near Monaville Road. With the Grant Woods trail system, connections can be made to the Fox Lake/Chain of Lakes area and the Chain O' Lakes Bike Path.

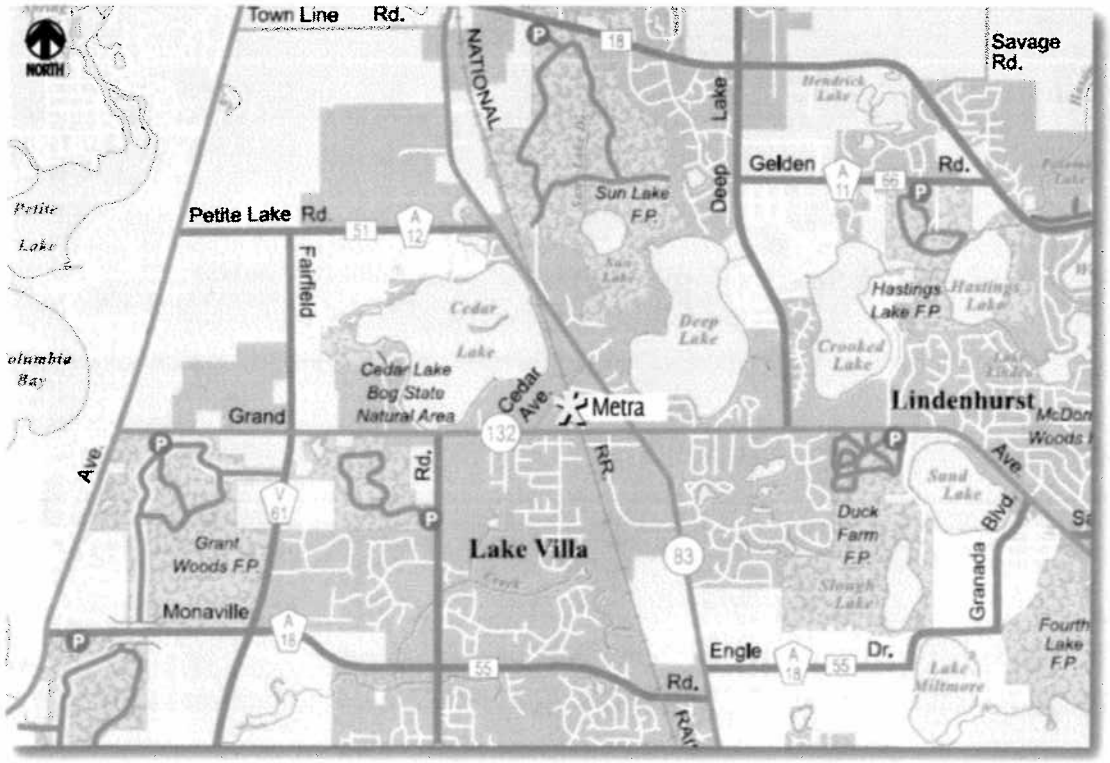


FIGURE 5.9
Lake County Bike Map [Lake Villa Area]

The Lake Villa Triangle (indicated by the yellow star on the map) is located near multiple Lake County Forest Preserves, including Grant Woods to the west, Sun Lake to the north, and Duck Farm and Hastings Lake to the east. All four of these Forest Preserves provide internal trail networks. The bicycle and pedestrian strategies detailed in Figures 5.2 through 5.8 are intended to create linkages to these trail networks.

Lindenhurst Pedestrian & Bicycle Comprehensive Plan

The Village of Lindenhurst, located immediately east of Lake Villa, completed a village-wide pedestrian and bicycle plan in 2008 to define a future pedestrian and bicycle connection network within the Village. Included in this plan are several segments proposed to be located along Grand Avenue (IL 132) and impact the Lake Villa Triangle, as illustrated on Figure 5.10.

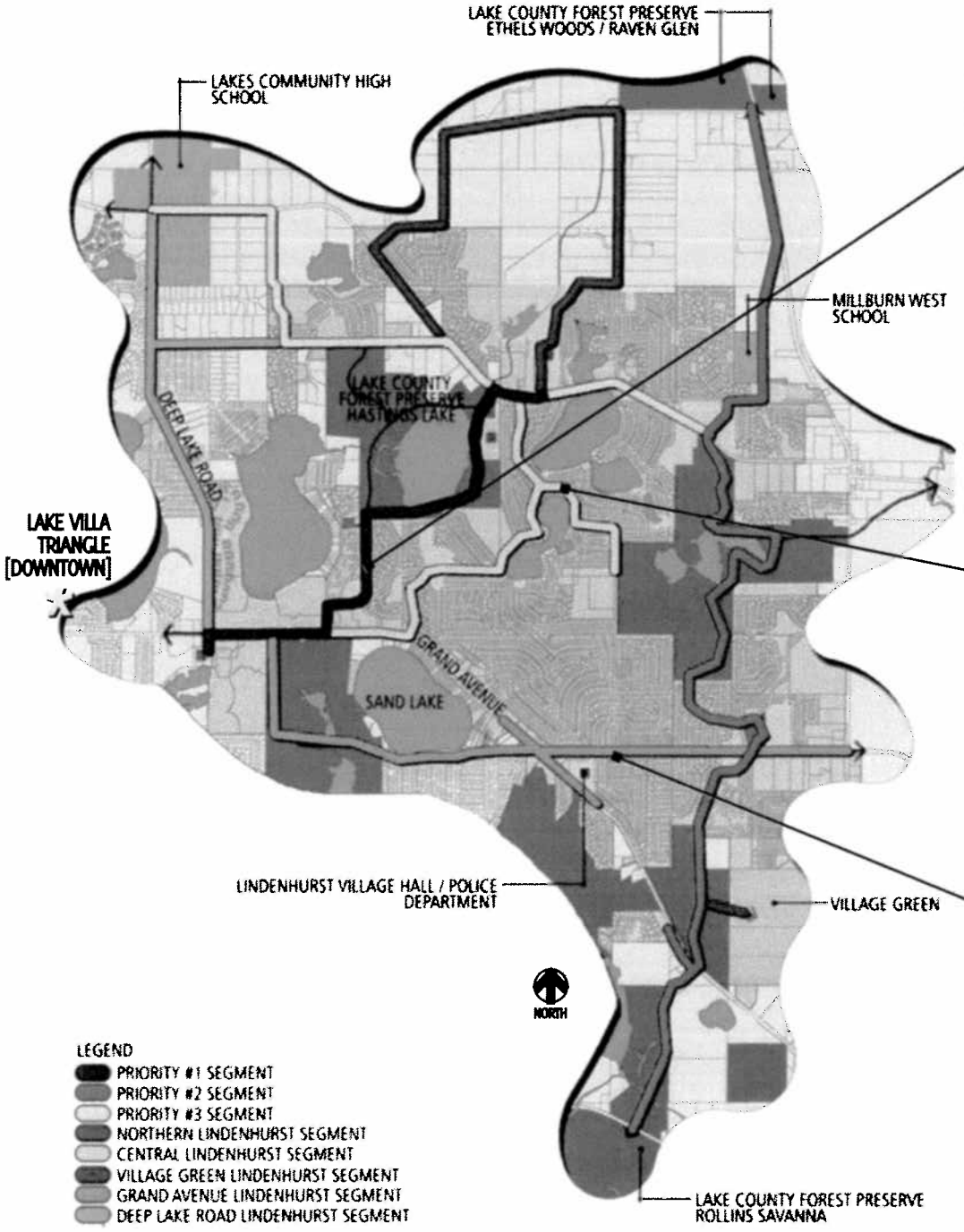


FIGURE 5.10
Lindenhurst Bikeway Recommendations Impacting the Lake Villa Triangle

Priority # 1 Trail Segment connects the Engle Memorial Park/Community Center to the Lake Villa District Library. This proposed segment travels along the north side of Grand Avenue from Munn Road to the Lake Villa District Library. The proposed cross-section of this segment is an 8-foot multi-use path located on the south side of Grand Avenue, separated by a landscaped buffer.

Central Lindenhurst Segment starts at Grass Lake Road and Beck Road to Grand Avenue and Munn Road. This segment travels along Grand Avenue from Hawthorne Drive to Munn Road. The proposed cross-section of this segment is a 4-foot roadway extension to create a pedestrian/bicycle lane.

Grand Avenue Trail Segment generally runs along Sand Lake Road, starting near US Highway 45, but also includes a segment along Grand Avenue north and south of Sand Lake Road (trail cross-section A). The proposed cross-section of this segment is a 4-foot roadway extension to create a pedestrian/bicycle lane.

MAJOR DESTINATIONS

While the focus of this plan is the downtown area, connections from the downtown to other major destinations will result in a more successful network for bicycles and pedestrians.

Major destinations in the Village of Lake Villa and surrounding areas that are important to consider include:

- Downtown Lake Villa
- Lake Villa Metra station
- Lake Villa Village Hall
- Pleviak Elementary School
- Palombi Middle School
- Martin Elementary School
- Lakes Community High School
- Prince of Peace Church/School
- Lake Villa District Library
- Sun Lake Forest Preserve
- Grant Woods Forest Preserve
- Frank Loffredo Park
- Lehmann Park
- Sherwood Memorial Park
- Glacier Park
- Kids Hope United

Palombi Middle School is located south of the downtown core; however, safety is an issue at the at-grade railroad crossing at Grand Avenue.

ROADWAY SUITABILITY FOR BICYCLES

Determining the suitability of a roadway as a bicycle facility and the "bicycle friendliness" of a roadway for the casual bike rider is an important decision-making tool. One the most commonly used tools to determine roadway suitability is the Bicycle Level of Service (BLOS) measure. Determining comfort using the BLOS is based on physical and operating variables of the roadway, such as roadway width, traffic volume, travel speeds, truck traffic, pavement condition, and on-street parking. The BLOS model was developed using the following variables:

- Number of through lanes per direction of travel
- Width of outside travel lane
- Width of additional spaces such as paved shoulder or bike lane
- Average Daily Traffic (ADT) volumes
- Posted speed limit
- Percentage of trucks
- FHWA's pavement condition rating
- Parking conditions

The output of the BLOS is a level of service (LOS) rating that ranges from A to F, as indicated on the service and score range in Figure 5.11.

Roadways with a lower numerical score result in a better LOS rating, as shown below. Roadways with a LOS A have a higher level of comfort and compatibility for bicyclists while a roadway with a LOS F would indicate that this roadway is not suitable for an on-street bicycle facility. Typical industry standards are that on-street bicycle facilities should be limited to roadways with LOS A, B, or C.

A BLOS evaluation was conducted for the two key roadways travelling through Lake Villa –Grand Avenue and Milwaukee Avenue. Results are presented in Figure 5.11.

The above evaluation indicates that Grand Avenue west of Cedar Avenue and Milwaukee Avenue south of Grand Avenue would be more comfortable to the average-skilled adult bicycle rider riding on an on-street bicycle facility. Grand Avenue east of Cedar Avenue

FIGURE 5.11
Bicycle Level of Service

Level of Service	BLOS Score
A	Equal to or less than 1.5
B	From 1.5 up to 2.5
C	From 2.5 up to 3.5
D	From 3.5 up to 4.5
E	From 4.5 up to 5.5
F	Greater than 5.5

Roadway Segment	BLOS Score[1]	BLOS	Compatibilty Level
Grand Ave west of Cedar Ave	0.88	A	Extremely High
Grand Ave east of Cedar Ave	2.11 to 2.57	B to C	Very / Moderately High
Milwaukee Ave north of Grand Ave	3.02 to 3.40	C	Moderately High
Milwaukee Ave south of Grand Ave	2.45	B	Very High

and Milwaukee Avenue north of Grand Avenue would be more uncomfortable to the average-skilled adult rider. These segments should consider the use of off-road facilities rather than on-street facilities.

Additionally, it is important to consider future conditions. As presented in the Existing Condition Report, IDOT is currently conducting a study along Milwaukee Avenue to develop alternatives to accommodate future growth. No roadway improvements are planned or programmed for Grand Avenue between Milwaukee Avenue and Fairfield Road.

DESIGN OF BICYCLE FACILITIES

The Guide for the Development of Bicycle Facilities, prepared by the American Association of State Highway and Transportation Officials (AASHTO), 1999, is the predominant reference guide for the design of bicycle and pedestrian facilities. According to the AASHTO guide, the design of new facilities should be consistent with the community's overall goals for bicycle travel and should consider the type of riders, physical characteristics of the roadway, and the volume and speed of traffic.

The design of bicycle facilities must take into consideration the physical space available and the type of bicycle rider. Typically, bicycle facilities are designed for a basic bicycle user, who is less confident riding anywhere and prefers to use roadways with a more comfortable amount of operating space, perhaps space designated for bicycles or shared use paths away from motor vehicle traffic. This could also include children who are still developing their bike handling skills.

Bicycle facilities can include any type of road, marked routes, shared lanes, or off-road paths. There are different classifications of facilities, including:

On-Street Bicycle Facilities

- » Shared roadways (wide curb lane, paved shoulders)
- » Signed shared roadways
- » Bike lanes

Off-Street Bicycle Facilities

- » Shared use paths
- » Bike trails
- » Other designations

SHARED ROADWAYS

Roadway width is the most critical variable affecting the ability of a roadway to accommodate bicycles. Improvements such as paved shoulders (on more rural roadways) or wide curb lanes can be used to accommodate bicycles. Paved shoulders are recommended to be 5 feet., but at a minimum should be at least 4ft wide (excluding gutter pan or any area with rumble strips). Any shoulder less than 4 feet is better than none at all, but should not be signed or marked as a bicycle facility. Wide curb lanes can be used where shoulders are not provided. An outside, or curb, lane is recommended to be 14 to 15 feet between the lane stripe to the gutter pan.

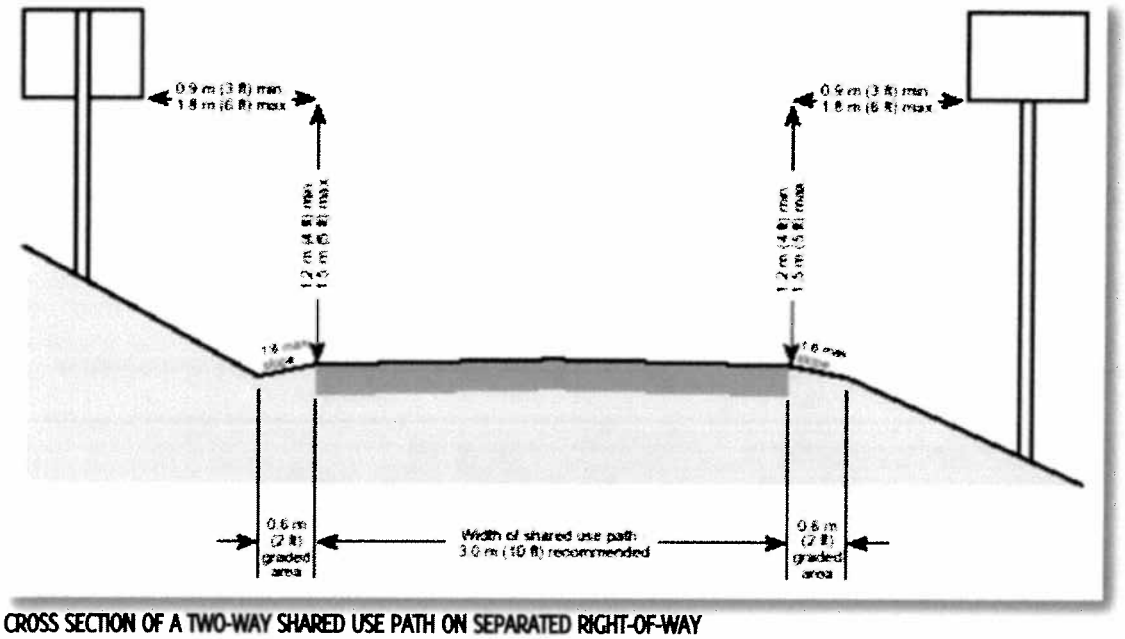
BIKE LANES

Bike lanes are a portion of the roadway that is dedicated for the preferential use of bicycles, separated by striping, pavement markings, or signing. On-street bike lanes are typically provided in the direction of travel. The preferred width of a bike lane is 5 feet, although 4 feet can be used along roadways with no curb or gutter. A greater width is preferred when there are higher truck volumes or travel speeds exceed 50 miles per hour.

SHARED USE PATHS

Shared use paths are facilities physically separated from motorized vehicular traffic by an open space or barrier, either within a highway right-of-way or within an independent right-of-way. These paths are commonly designed for two-way travel by pedestrians, bicycles, skaters, and runners. The typical recommended width of a shared use path is 10-feet, although can range from 8 to 12 feet. A one-direction path should be 6-feet wide. The AASHTO Guide notes that when two-way shared use paths are located immediately adjacent to a roadway, some operational problems are likely to occur. This can occur at intersection locations where motorists entering or crossing the roadway may not notice path users coming from the direction opposite of vehicular traffic, or at driveways where motor vehicles may be stopped and block the path. Great care has to be taken in managing the operation of trail/roadway intersections to ensure safety, convenience and comfort are balanced. Trail users don't want to have to stop every few hundred yards at every driveway and intersection, especially where crossing traffic volumes are very small. Nor do designers want to set up dangerous conflicts between auto traffic and trail users by providing inadequate information and traffic control at intersections.

Appropriate signage in accordance with the Manual on Uniform Traffic Control Devices (MUTCD) should be placed at these locations. A separation between the path and the roadway of at least 5-feet is recommended. In the case that this width is not available, then a physical barrier should be used. A 2-foot clearance along both sides of the path should be maintained.



CROSS SECTION OF A TWO-WAY SHARED USE PATH ON SEPARATED RIGHT-OF-WAY

INTERSECTION IMPROVEMENTS

The transportation strategies noted in Figures 5.2 through 5.8 include intersection improvements that will create safer pedestrian and bicycle crossings and provide improved auto traffic circulation at key intersections in the Lake Villa Triangle. Notably, intersection improvements, both signalized and unsignalized, are most needed along the Grand Avenue corridor, which carries traffic from neighboring Lindenhurst and Fox Lake Hills into Lake Villa, as well as connects to other major arterial roads, like Milwaukee Avenue and Route 59 to the west. Grand Avenue also creates the southern boundary of Lake Villa's downtown core and traverses past three of the four downtown redevelopment opportunity sites, which are detailed in Section 4. The graphics in Figure 5.12 provide details on the proposed improvements for the Grand Avenue intersections at Milwaukee Avenue, Cedar Avenue, and Park Avenue.

FIGURE 5.12
Intersection Improvements

GRAND AVE & CEDAR AVE — YELLOW CIRCLE

Improvements for the intersection at Grand Avenue and Cedar Avenue include: (1) Adding a left turn lane from eastbound Grand Avenue to northbound Cedar Avenue; and (2) Reducing the crossing of Cedar Avenue by extending the curb line on the north side and reducing the driveway width on the northwest corner.

GRAND AVE & PARK AVE — PINK CIRCLE

The intersection at Grand Avenue and Park Avenue should be improved by adding design elements such as curb extensions, improved signage, and warning lights, like in-roadway warning lights or high intensity activated crosswalk (HAWK) that includes a combination of a beacon flasher and signage. These improvements are activated generally by push button and provide a visual clue for motorists that a pedestrian is crossing. This is a key crossing location as part of the proposed redevelopment on the Pleviak School opportunity site and connects the neighborhoods south of Grand Avenue to the downtown and Metra station.

GRAND AVE & MILWAUKEE AVE — BLUE CIRCLE

The intersection of Milwaukee Avenue and Grand Avenue is the only signalized intersection in the downtown, and thus provides the only protected crossing for pedestrians. It provides a direct connection to the downtown triangle and the Metra station. However, this intersection is very wide with left turn, right turn, and through lanes, as well as Milwaukee Avenue traveling at an angle. Some alternatives that could improve the safety for pedestrians:

- Construct raised channelizing islands for the 'pork chop" style right turn lanes
- Add control to right turn lanes with signs such as yield to pedestrians, stop, or no turn on red
- Construct right turn lanes as close to 90 degrees as possible
- Reduce turning radii
- Stripe with high visibility crosswalks
- Set back stop bars to account for angled roadway and place crosswalk as close to natural walking path as possible to minimize crossing distance

PARKING STRATEGIES

Parking is typically a core element of a downtown area, providing opportunities for business owners, employees, shoppers, residents, and commuters, provided there is a transit facility, such as the Metra station in Lake Villa's downtown. Parking characteristics in Downtown Lake Villa include:

- » Of the 237 total parking spaces, about 62% (146 spaces) are private, while the remaining 38% (91 spaces) are public. Public parking includes both off-street and on-street spaces. Private parking includes only off-street spaces. However, there is a significant amount of private, unmarked spaces located behind buildings that are used for parking. If these spaces were marked for parking, then the percentage of off-street spaces would be much higher.
- » Limited amount of public parking with present inventory consisting of about 58 on-street (Cedar Avenue) and 33 off-street spaces behind Village Hall and the Fire Station.
- » No public parking is provided on the west side of Cedar Avenue; downtown employees and visitors traveling from the north must do a U-turn to access on-street spaces.
- » Large inventory of private parking (behind/next to buildings) primarily dedicated to business owners and employees; while some spaces are marked, a large amount of these spaces are unmarked, generally with gravel or grassy surface.
- » Metra parking is about 46% utilized, with 107 of the 234 total commuter parking spaces being used on an average weekday
- » As redevelopment occurs within and adjacent to the downtown, additional parking resources may need to be considered.

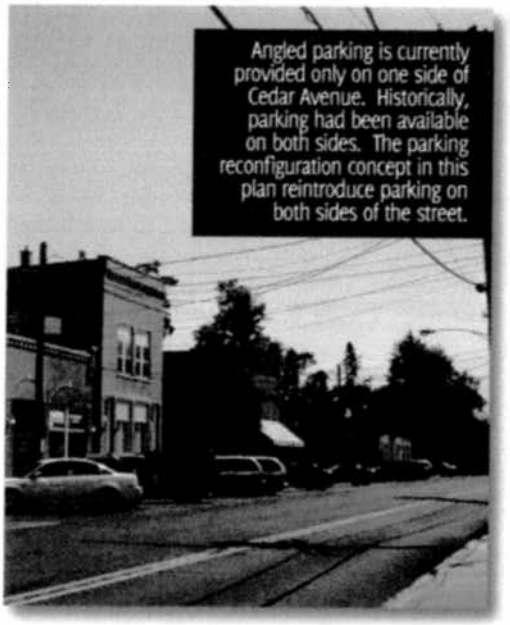
STRATEGIES TO IMPROVE DOWNTOWN PARKING RESOURCES

Reconfigure Cedar Avenue to provide parking on both sides of the roadway (see Figures 5.13 and 5.14 for details).

Consolidate and reconfigure private parking spaces behind buildings (see Figure 5.15 for details). Additionally, connections between the parking areas would allow for consolidated access/egress and improved internal traffic flow.

Provide improved pedestrian connections to link the Metra parking spaces to the downtown as well as to redevelopment projects (see the graphics on pages 24 and 25).

Consider additional parking resources as redevelopment occurs within and adjacent to the downtown. As presently proposed, all redevelopment concepts will generate sufficient parking through a combination of on-street, surface, and structured below-grade parking.



Angled parking is currently provided only on one side of Cedar Avenue. Historically, parking had been available on both sides. The parking reconfiguration concept in this plan reintroduce parking on both sides of the street.

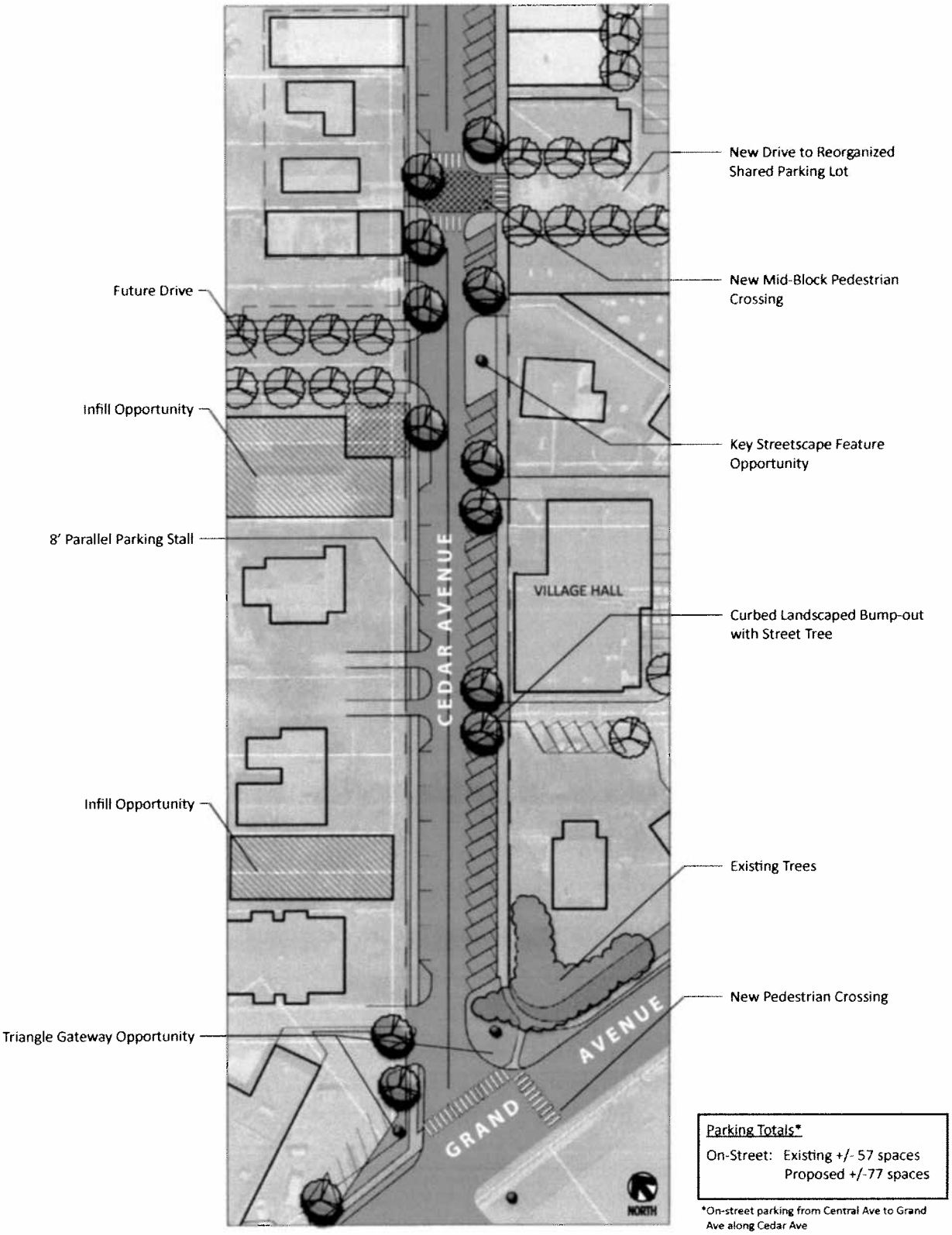
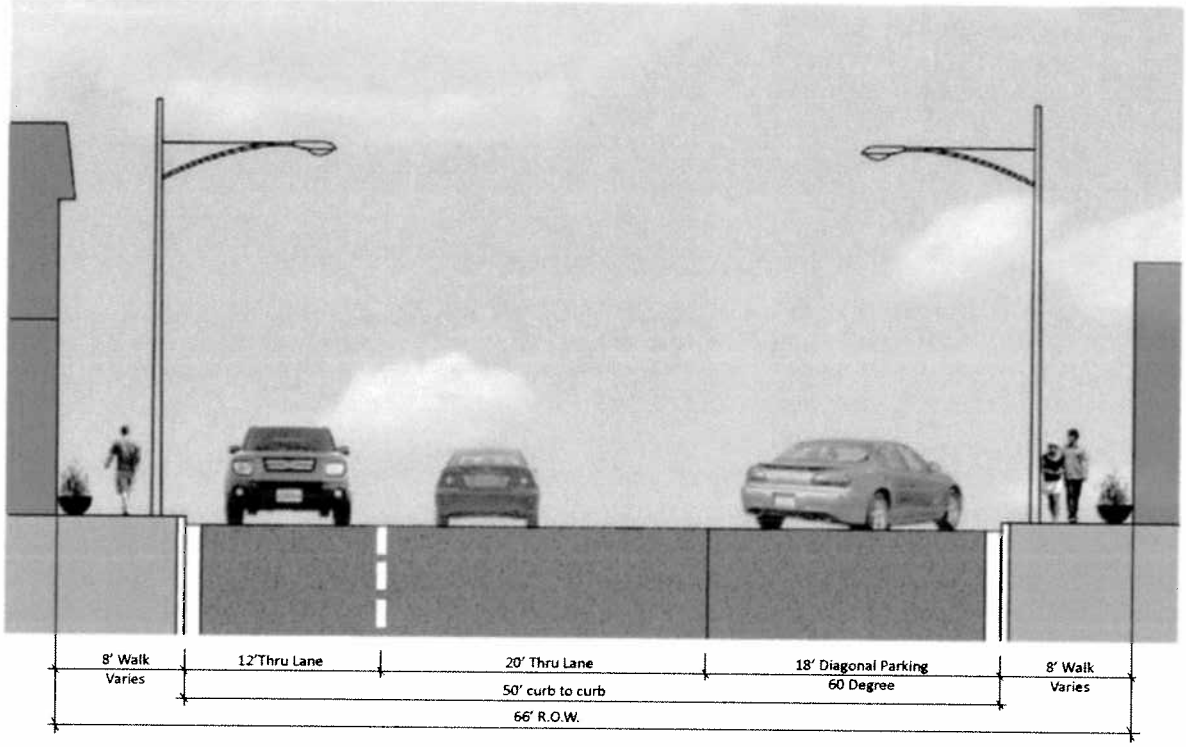


FIGURE 5.13 - PLAN VIEW
Parking Reconfiguration & Streetscape Improvements along Cedar Ave

EXISTING STREETSCAPE ALONG CEDAR AVENUE



PROPOSED IMPROVEMENTS ALONG CEDAR AVENUE

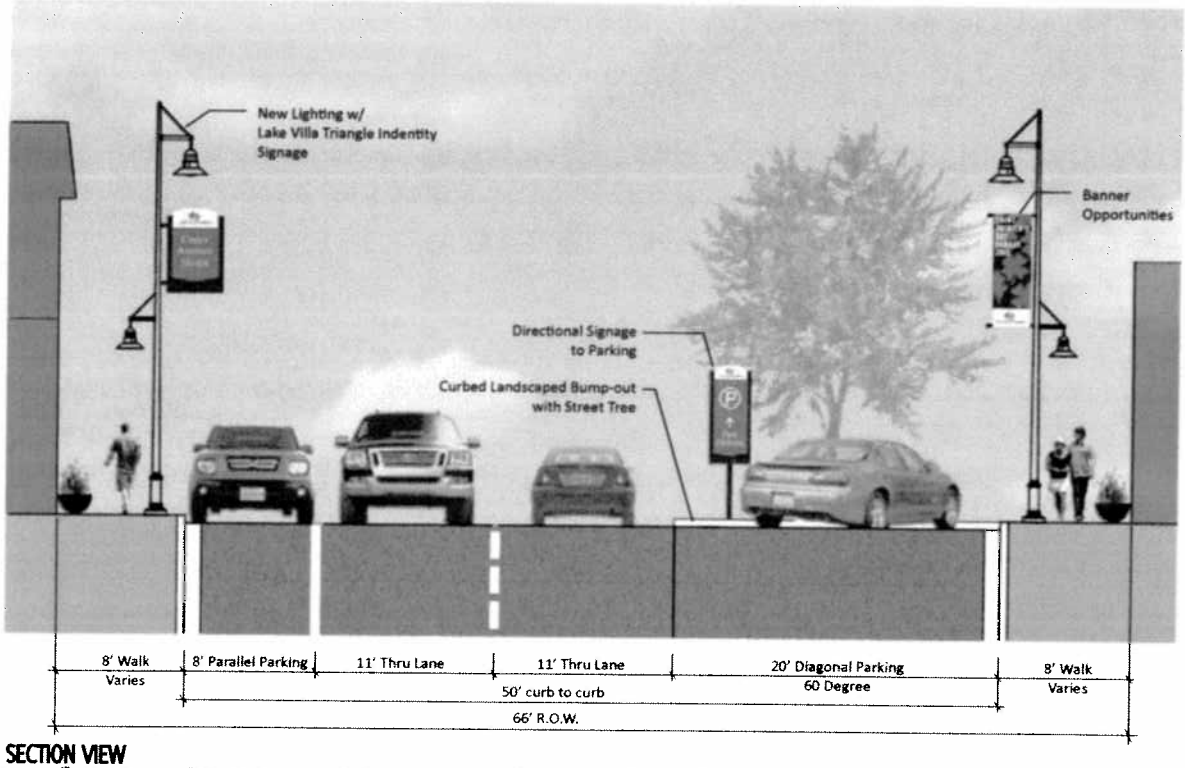


FIGURE 5.14 - SECTION VIEW
Parking Reconfiguration & Streetscape Improvements along Cedar Ave

0' 10' 20'

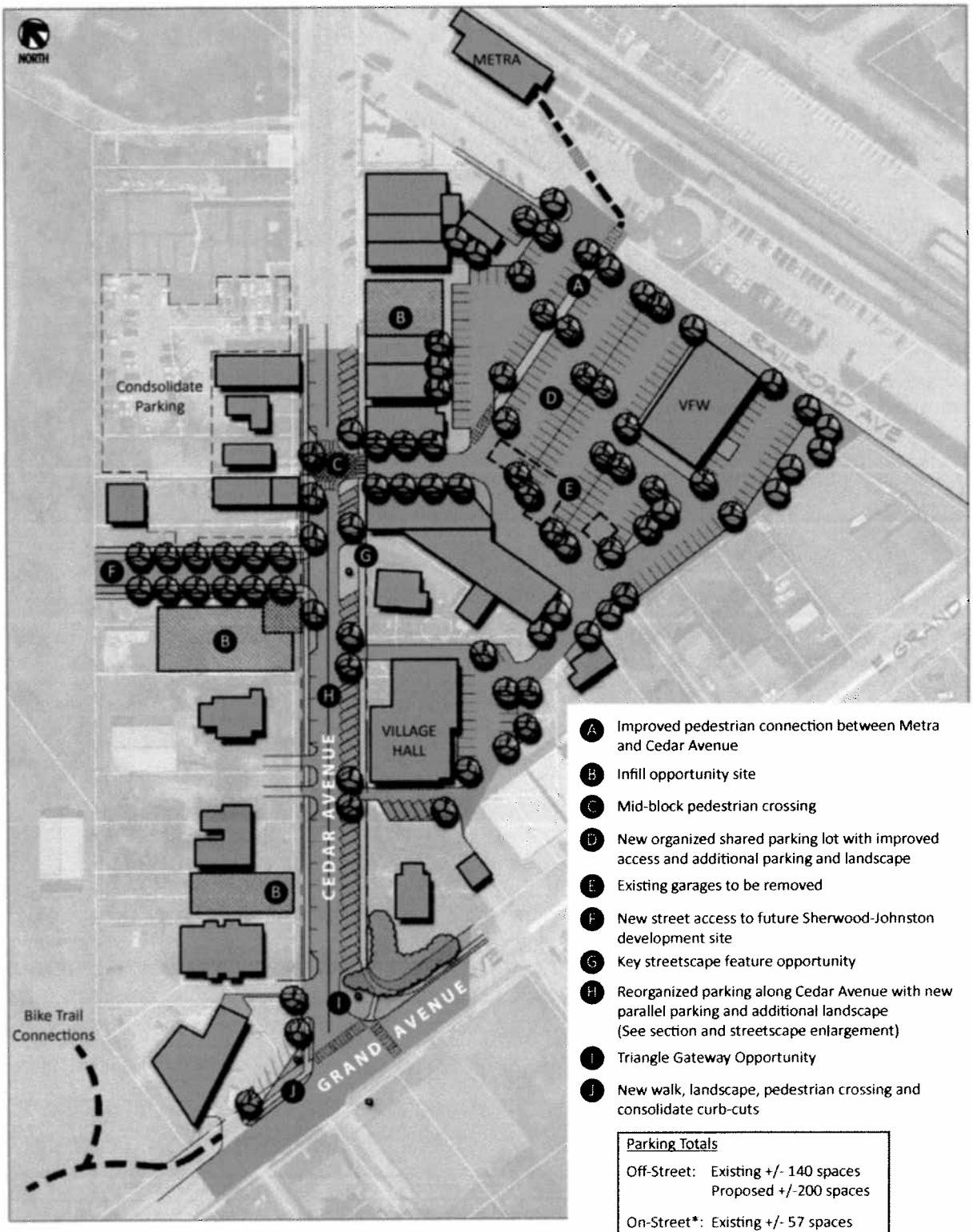


FIGURE 5.15
Parking Reconfiguration & Streetscape Improvements - Downtown

6: Urban Design Strategies

To better market the Lake Villa Triangle to investors, developers, businesses, visitors, and potential home buyers and renter, the Village is committed to creating an attractive, welcoming downtown environment. The urban design strategies build upon a new visual identity program and signage concepts that are specifically tailored to the Lake Villa Triangle. Streetscape enhancements are also provided to improve the vehicular, pedestrian, and bicycle environment of the Lake Villa Triangle.

These urban design strategies are highly supportive of the design standards and guidelines that have already been established for the Village Center Overlay (VC-O) District, as part of Lake Villa's Zoning Ordinance. The VC-O design standards and guidelines cover a variety of elements, from building placement, lighting, and signs to architectural style, rooflines, and façade treatments.

ANATOMY OF A SYMBOL CONCEPT

Green = Forest Preserves & Trail Connections
Blue = Three Lakes
Red = Community Heart
Gold = Optimistic Prospects

LAKE VILLA TRIANGLE NAME STANDARDS

Adopting "Lake Villa Triangle" for formalized use is an important element of the overall recommended branding strategies because the name clearly differentiates Lake Villa's central business district from those of other nearby marketplace competitors. A simple rule guides the use of the name:

On communications that may be seen external audiences, or in verbal conversations with external audiences, always use the full *Lake Villa Triangle* name.

Doing this will help to elevate awareness of Lake Villa Triangle in the broader marketplace and minimize confusion with other entities that use the word "triangle" in their names. Using a shortened version of the name such as "the Triangle" in informal conversations with internal audiences is acceptable, but during short term rollout of the new brand, it is important to use the full formal name as often as possible with all audiences.

LAKE VILLA TRIANGLE SIGNATURE STANDARDS

The Lake Villa Triangle signature has two components -- a "logotype" (a stylized version of the Lake Villa name) and a symbol comprised of elements representing key features and amenities that define Lake Villa Triangle's special character.

These features and amenities are also key selling points that will help attract the attention and interest of prospective investors, and the symbol is intended to provide future marketers with a vehicle for telling the Lake Villa Triangle "story" in a concise and compelling manner.

The overall brightness of the colors reflects the targeted "active lifestyle" brand positioning. The blue circles represent Cedar Lake, Deep Lake, and Sun Lake, while green represents nearby parks, forest preserves, and trails. Red represents Cedar Avenue, Lake Villa Triangle's historic "heart," and the focus of short term redevelopment strategies that will enhance the Lake Villa Triangle "product" and image. Yellow represents the community's aspirations for and optimism about the future of Lake Villa Triangle.

The signature components may be used as separate elements, or they may appear together in one of the three "standard signature" (or "lockup") combinations -- "centered," "horizontal," or "vertical" -- specified on the next page.

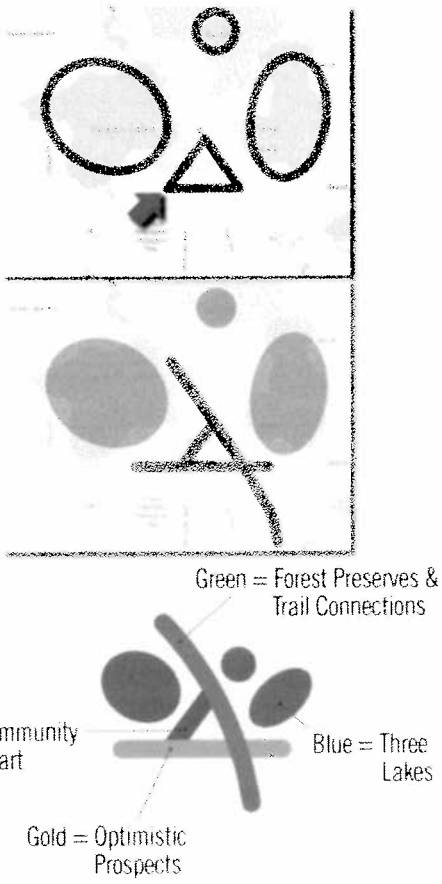
Standard signatures are proprietary designs that should never be modified or altered. Doing so may inhibit the Village's ability to defend its ownership of the signature against others who may try to infringe upon its use.

A clear space free of other graphic elements should be maintained around standard signatures, as illustrated on the examples on the next page.

It is preferred that the Lake Villa Triangle signature be reproduced in its five color version on white or light, neutral colored backgrounds. However, in instances where this is not feasible, four color and one color alternatives have been provided, including specifications for reversing the signature out of dark colored backgrounds.

EVOLUTION OF A SYMBOL CONCEPT

As the top graphic illustrates, the three orange circles symbolize the three area lakes, with the orange triangle indicating the core downtown area. The center graphic adds the significance of the three streets that compose the downtown triangle, including Cedar Avenue, Milwaukee Avenue, and Grand Avenue. The bottom graphic blends the symbolic shapes together into a symbol concept that highlights the positive attributes of the downtown area and spawns an icon for the Lake Villa Triangle.



Standard Signature Formats and Clear Space

Shown below are the three standard signature formats for Lake Villa Triangle. A clear space (indicated in red) should be maintained around signatures to help help ensure that signatures remain clearly distinguishable from other graphic elements.

Standard Signature (Centered)

Clear space = X

Standard Signature (Horizontal)

Clear space = X

Standard Signature (Vertical)

Clear space = X

Standard Signature Color Reproduction

It is preferred that the Lake Villa Triangle signature be reproduced in five colors on white or light, neutral colored backgrounds, as shown immediately below left. However, in instances where five color reproduction is not feasible, the signature may be reproduced in four colors or one color, as illustrated immediately below and immediately below right.

The signature may also be reversed out of dark, solid colored backgrounds and reproduced in five or four colors, in one color (LVT Medium Blue) or reversed entirely to white.

Positive Reproduction (Preferred 5 Colors)

Green: LVT Medium Green (similar to similar to PANTONE® 363 C
Blue: LVT Medium Blue (similar to PANTONE® 285 C)
Red: LVT Medium Red (similar to PANTONE® 485 C)
Yellow: LVT Medium Yellow (similar to PANTONE® 131 C)
Gray: LVT Medium Gray (similar to PANTONE® 431 C)
Black: LVT Black (similar to PANTONE® Black C)

Positive Reproduction (Alternative 4 Colors)

Positive Reproduction (Alternative 1 Color)

Reverse Reproduction (Preferred 5 Colors)

Reverse Reproduction (Alternative 4 Colors)

Reverse Reproduction (Alternative 1 Color)

Lake Villa Triangle Color Standards

A coordinated palette of 15 colors has been selected for use on Lake Villa Triangle communications and other key applications such as signage and banners.

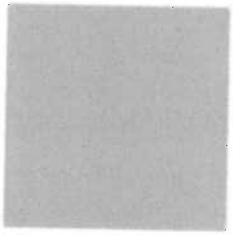
The palette is comprise of a "light" and "dark" versions of the "medium" colors specified for the five color version of the Lake Villa Triangle signature. The color variations were chosen based on their potential to mix and match in combinations that range from fun and playful to formal and dignified.

It should be noted that Lake Villa Triangle (LTV) Medium Green and LTV Dark Green are colors similar to those use for existing municipal signage and water tower. There is no "official" Lake Villa Triangle color. However, LTV Medium Green and LTV Dark Green are the principle colors used for the recommended signage system standards described in this report, and it is recommended those colors be featured in other applications as often as possible.

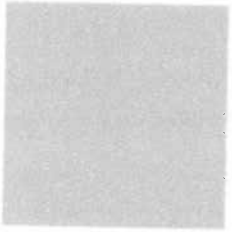
The examples at right illustrate how the Lake Villa Triangle color palette may be used for applications such as signage and banners.

Lake Villa Triangle (LVT) Color Palette

LVT Light Yellow
(similar to PANTONE® 120 C)

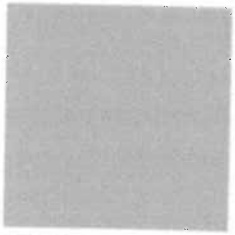


LVT Right Red
(similar to PANTONE® 487 C)



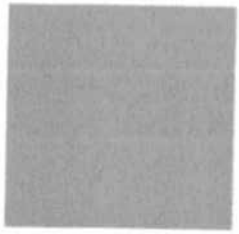
LVT Light Blue
(similar to PANTONE® 363 C)

LVT Light Green
(similar to PANTONE® 366 C)

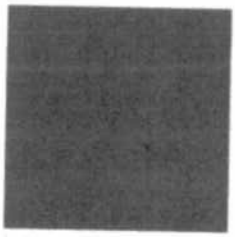


LVT Light Gray
(similar to PANTONE® 429 C)

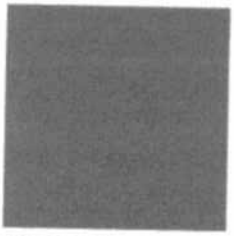
The LTV "medium" colors are the same as those specified for the five color version of the Lake Villa Triangle signature



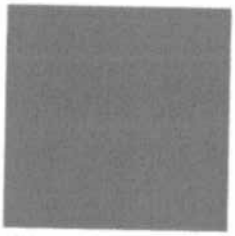
LVT Dark Yellow
(similar to PANTONE® 131 C)



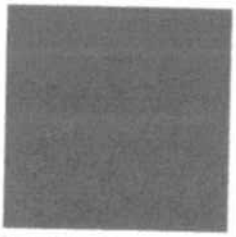
LVT Medium Red
(similar to PANTONE® 485 C)



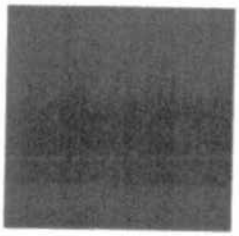
LVT Medium Blue
(similar to PANTONE® 285 C)



LVT Medium Green
(similar to PANTONE® 363 C)

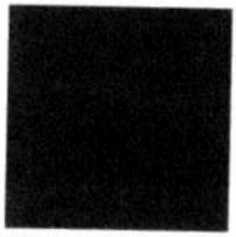


LVT Medium Gray
(similar to PANTONE® 431 C)

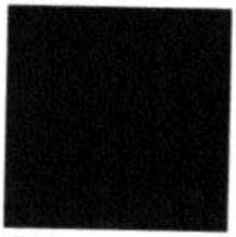


LVT Dark Yellow
(similar to PANTONE® 464)

LVT Dark Red
(similar to PANTONE® 195 C)



LVT Dark Blue
(similar to PANTONE® 295 C)



LVT Dark Green
(similar to PANTONE® 567 C)

LVT Dark Gray
(similar to PANTONE® 433 C)

Lake Villa Triangle Typographic Standards

Two typefaces are recommended for use on Lake Villa Triangle communications.

American Captain is recommended for use as a display typeface on applications such as advertisements, brochure covers, banners and other media where bold headlines help attract the attention of readers. The typeface may also be used for subheads within texts, or for special emphasis.

Please note that a special, graphically modified version of American Captain has been used for the Lake Villa Triangle logotype in signatures. The logotype should never be modified, nor should a typeset version of the name be substituted for the logotype.

The American Captain can be downloaded for free from a variety of online sources, including FontSpace:

http://www.fontspace.com/category/captain%20america

Trump Mediaeval has been recommended as a secondary typeface for applications such as brochures, signage and other uses that include large amounts of text. Trump Mediaeval is a contemporary interpretation of several classical typeface forms and proportions, and is noted for its distinctive character and legibility in text.

Trump Mediaeval is a typeface with distinctive character that is also highly legible, making it an appealing choice for use in both text and display applications such as posters.

Primary Typeface

American Captain

ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Secondary Typeface

Trump Mediaeval Roman

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Trump Mediaeval Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Trump Mediaeval Bold

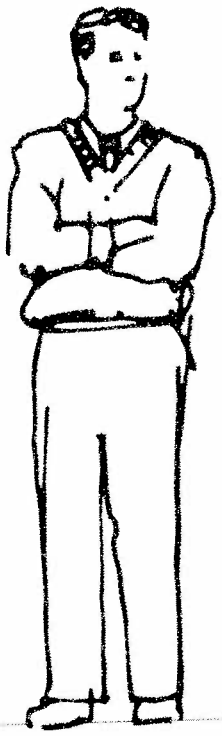
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Trump Mediaeval Bold Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

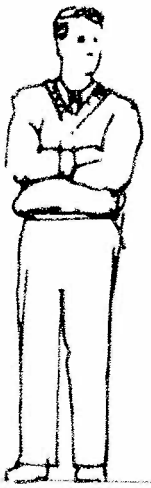
Gateway / Directional Signs

At the point in the Lake Villa Triangle redevelopment process that Cedar Avenue achieves a critical mass of destinations and features, new gateway / directional signs should be placed at the Illinois Route 83 and Grand Avenues to replace existing signage. The prototype below illustrates how a sign on the south side of Cedar Avenue / Grand Avenue intersection might appear.



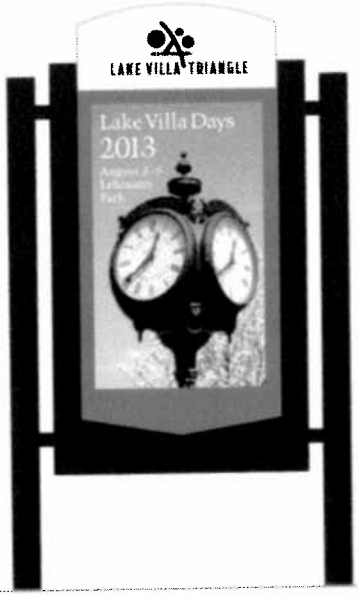
Primary Identification Signs
The are for municipal institutions located within the Lake Villa Triangle neighborhood. Other public institutions present additional opportunities to display the new Lake Villa Triangle visual identity in highly visible locations.

Secondary Identification Signs
These are for locations where smaller identification signs are more appropriate.



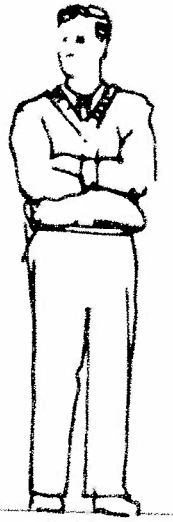
Parking Directional Signs
Signs that provide clear directions to parking facilities enhance visitor hospitality.

Informational Kiosk
Adding kiosks at locations with significant foot traffic such as the train station will help to strengthen awareness of key Lake Villa Triangle festivals, events and key destinations.



Street Signs

Street signs that include the new signature will help define Lake Villa Triangle neighborhood boundaries and enhance overall awareness of the Lake Villa Triangle brand.



Banners

Banners that conform to Lake Villa Triangle visual identity standards (signature, colors and typography) provide excellent opportunities to enhance awareness of the Lake Villa Triangle brand throughout the year.

A: Appendix

APPENDIX A: FUNDING & SUPPORT RESOURCES

Multiple funding opportunities are available to support implementation of the redevelopment and improvement opportunities outlined in this plan. This appendix is intended to provide a summary of funding and support resources. Any resource listed is subject to change.

Local Municipal Funding Sources

Municipal funding mechanisms can supplement Lake Villa's ability to use local revenues for potential redevelopment, TOD, and transportation improvement opportunities. These funding mechanisms can supplement the Village's general revenues, capital improvement plans, and other revenue sources, such as Motor Fuel Taxes, that can be partially allocated to TOD implementation over the long term.

- A Tax Increment Financing (TIF) District is a special area designated by the Village to make public improvements within the district that will help generate private-sector development. Taxes derived from increases in assessed property values (i.e. the tax increment) resulting from new development would either go into a special fund created to retire bonds issued to originate the development or leverage future growth in the TIF district.

- A Special Service Area (SSA) can be used for infrastructure, maintenance, or area management purposes in a geography defined by Lake Villa. Such revenues can support bonding or generate a revenue stream for specific projects for the defined geography.

- A Business District (BD) can generate additional sales tax revenue for certain purposes, similar to the eligible uses for TIF. This approach may be appropriate for commercial and mixed use areas that redevelop for retail uses.

» Public/private partnerships with a private developer can help to facilitate proposed development or extension of municipal utilities. Partnerships could be established through legal negotiations and performance standards.

» Other tools, such as tax abatements that support capital projects or sales tax rebates could be applicable.

Transportation Funding Sources

Funding for transportation related implementation work is available from federal, state, and regional sources.

» The Illinois Transportation Enhancement Program (ITEP), administered by the Illinois Department of Transportation's (IDOT), is a reimbursement program for local governments applying for federal transportation funding. ITEP provides assistance to support local communities achieve their transportation initiatives and expand travel choices. The program also supports broader aesthetic, cultural, and environmental aspects of transportation infrastructure. ITEP is comprised of 12 categories of eligible funding, including mitigation for roadway run-off and pedestrian and bicycle facilities.

» Congestion, Mitigation and Air Quality (CMAQ) Improvement funding is available via the Federal Highway Administration (FHA) and IDOT. This program is intended to reduce traffic congestion, improve air quality, improve intersections, and increase and enhance multiple travel options, such as biking and walking. These funds are available locally through the Chicago Metropolitan Agency for Planning (CMAP).

» The Regional Transportation Authority (RTA) administers the Job Access Reverse Commuter (JARC) program, a federally funded program that provides operating and capital funding for transportation services planned, designed and carried out to meet the transportation needs of eligible low-income individuals and of reverse commuters regardless of income. The RTA also administers the New Freedom program, which provides operating and capital funding for new public transportation services and public transportation alternatives beyond those required by the Americans with Disabilities Act (ADA).

» Through the Innovation, Coordination and Enhancement (ICE) program, the RTA provides operating and capital funding for projects that enhance the coordination and integration of public transportation and develop and implement innovations to improve the quality and delivery of public transportation.

» Local municipalities could work cooperatively with the RTA, Metra, Pace, IDOT, Lake County, and the Lake County Municipal League to create a TED. A TED is a local development tool that helps communities manage parking resources while supporting both economic development and mobility. TEDs charge market rates for parking on the street or off-street public spaces and use part of the increased revenue to make the area more accessible. TEDs are managed similar to a Special Service Area. These districts can be used to make the area more walking-oriented and connected to the larger neighborhood, improve transit connections, invite more bicycling, and revitalize the streetscape to reflect the character of the neighborhood or district.

» The Active Transportation Alliance provides support services for local governments on bicycle and pedestrian programs and issues.

» Surface Transportation Program (STP) provides flexible funding that is used by states and localities on any Federal-aid highway, bridge projects on any public road, transit capital projects, and bus terminals and facilities. The federal share for the program generally is 80%. Each of the region's 11 Councils of Mayors are allocated STP funding on the basis of population. Each Council oversees the planning and programming of these STP funds within their own region, and has developed their own set of project selection guidelines. The Lake County Municipal League is the lead agency for programming STP funds in the region serving Lake Villa. All selected projects must be submitted to CMAP for inclusion in the region's Transportation Improvement Program (TIP).

» The Illinois Pedestrian and Bicycle Safety (PBS) Program Grant is designed to aid public agencies in funding cost effective projects that will improve pedestrian and bicycle safety through education and enforcement. Applicants for this grant can apply for one or more of 3 grant categories: (1) enforcement

efforts; (2) educational efforts, which can include pedestrian and bicycle master plans, distribution of education materials, walk and bike promotional programs, and distribution of protective equipment; and (3) research and training.

» TIGER grants invest in road, rail, transit, and port projects to preserve and create jobs, promote economic recovery, invest in transportation infrastructure to provide long-term economic benefits, and assist those areas most affected by the economic downturn. Projects can include highway or bridge rehabilitation, interchange reconstruction, road realignments, public transportation projects (including projects in the New Starts or Small Starts programs), passenger rail projects, and freight rail projects. Projects must be between $10 million and $200 million. No more than 25% of total funds ($131 million) may be awarded to projects in a single state. Grants are available for 80% of project cost but higher priority given to those projects with higher local commitment.

Community & Economic Development Support

Taking the place of the soon-to-be abolished Department of Commerce and Economic Opportunity (DCEO), the Illinois Economic Development Authority (IEDA) provides multiple grants and loans to local government for economic and community development purposes. Other state agencies and authorities have certain programs that could support implementation of Lake Villa's plan.

» The Business Development Public Infrastructure Program provides a grant to local governments to improve infrastructure related to projects that directly create jobs.

» Other DCEO/IEDA programs provide affordable, low interest financing for public infrastructure improvements for economic development purposes.

» DCEO/IEDA assistance in the form of participation loans is available to community and economic development corporations to serve small businesses within their defined areas.

» The Illinois Finance Authority (IFA) is a self-financed, state authority with multiple programs for local governments (among other entities). IFA can assist with bond issuance, provide low cost loans, facilitate tax credits, and supply investment capital to encourage economic growth statewide.

» The Illinois Housing Development Authority (IHDA) offers certain similarly structured programs for multi-family housing development. With different multi-family residential options outlined in the redevelopment concepts for Lake Villa, IHDA programs could be partnered with private developers.

» As plan implementation proceeds, DCEO/IEDA, through the Illinois Bureau of Tourism, provides grants to municipal and county governments and local non-profits to market local attractions to increase hotel/motel tax revenues.

» DCEO/IEDA tourism grants are also available to private sector applicants, working with local government, to attract and host events in Illinois that provide direct and indirect economic impact.

» The U.S. Environmental Protection Agency (USEPA) provides technical and financial assistance for brownfields activities, supporting revitalization efforts through environmental assessments, cleanup, and job training. Several grant types are available, including area-wide planning programs, assessment grants, and cleanup grants.

- Area-wide Planning Pilot Program provides a flexible grant that can include financial and/or staff assistance for developing area-wide brownfields plans, identifying next steps, and resources needed for implementation. Awards are limited to $175,000.

- Assessment grants provide funding for brownfields inventories, planning, environmental assessments, cleanup planning, and community outreach. Grants limited to $200,000 per assessment or total grant funding $400,000.

- Cleanup grants provide direct funding for cleanup activities a specific brownfield sites. Grants are limited to $200,000 per site with 20% local match.

» Under the Illinois Green Infrastructure Grant program, grants are available to implement green infrastructure for stormwater management. There are three program categories: combined sewer

overflow rehabilitation, stormwater retention and infiltration, and green infrastructure small projects.

» Through its Local Technical Assistance (LTA) Program, CMAP offers technical assistance to advance the implementation of the GO TO 2040 Plan. The program is primarily focused on assistance with a small amount of grant funding available. Typical projects include local comprehensive plans, zoning ordinance updates, subarea plans, and projects related to sustainability and the natural environment.

Specific Purpose

Two state departments, the Illinois Department of Natural Resources (DNR) and the Illinois Environmental Protection Agency (IEPA), provide multiple programs for specific purposes to local governments.

» IEPA provides technical assistance and funding support, depending upon the issue. IEPA has programs intended to protect watersheds and water quality near developments and roadways utilizing federal Clean Water funds. Municipal governments can also apply for revolving low interest loans for new wastewater facilities, collection systems, and sewers. Upgrades are eligible, too.

» Just like DCEO/IEDA, IEPA offers programs to improve energy efficiency.

» DNR has programs for bike and recreational path development or renovation.

- The Illinois Bicycle Path Grant is a reimbursement program for multiple bike path development activities, including land acquisition, path development and renovation, and the development of support facilities for the path.

- The Recreational Trails program funds land acquisition, trail construction, and trail renovation for recreational paths/trails that can be used by multiple users.

- Open Space Lands Acquisition and Development (OSLAD) assists local government agencies in the acquisition and development of land for public parks and open space. This program has been used to fund bicycle/multi-use trail development. The OSLAD program is state financed and grants of up to 50% may be obtained. Acquisition grants are limited to $750,000 and park development grants are limited to $400,000.

» DNR has additional programs dedicated to open space preservation and land and water conservation.

Private & Foundation Support

Certain regional and community foundations, private sector entities, and individuals may provide grant funding to support economic development, environmental, and land use activities or study.

» Potential grantors may be identified through the Donors Forum of Chicago.

» Local citizens or businesses may also provide a donation or series of donations to fund a specific local public improvement project. These projects can include funding for subsequent studies, or physical improvements and their maintenance. These activities are usually conducted under the auspices of a local public charity and may be subject to written commitment.

213

NAPERVILLE METRA STATION BUS DEPOT AND COMMUTER ACCESS FEASIBILITY STUDY

Naperville, Illinois

March 2012

Prepared for:

City of Naperville

Prepared by:

Traffic Analysis & Design, Inc.
233 S. Wacker Drive - Suite 8400
Chicago, Illinois 60606
www.traffic-ad.com

Stanley Consultants, Inc.
8501 W. Higgins Road, Suite 730
Chicago, Illinois 60631

TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC

TRAFFIC
ANALYSIS &
DESIGN, INC.

NAPERVILLE METRA STATION BUS DEPOT AND COMMUTER ACCESS FEASIBILITY STUDY

TECHNICAL MEMORANDUM

MARCH 22, 2012

TABLE OF CONTENTS

LIST OF TABLES

LIST OF EXHIBITS

INTRODUCTION

The Naperville Metra Station is a unique and critical component of the City's transportation system. Despite its decidedly residential setting just one block from the Naperville Historic District, the Naperville Metra Station is the second busiest suburban station in the entire Metra system[1], serving commuters from the surrounding neighborhoods and adjacent municipalities. The City of Naperville supports a comprehensive, multi modal transportation network that provides commuters with options to access both the Naperville and Route 59 Stations. Commuters access the Naperville Station through a variety of methods, including travel by vehicle (daily fee and permit parking), carpool/vanpool, kiss-and-ride, transit, bicycle, and pedestrian activity. Through this Study, the City of Naperville evaluated the feasibility of a bus depot at the Naperville Metra Station as an opportunity to promote balance across the various means of commuter access to the train station.

Project History

In 2009, the City adopted the 5th Avenue Study, a land use, transportation, and parking study for the vicinity of the Naperville Metra Station. As part of the 5th Avenue Study, the City identified opportunities to enhance multimodal commuter access (i.e., vehicle parking, kiss-and-ride, transit, bicycle and pedestrian access) to the train station. Among the wide range of multimodal access and circulation improvements was the concept of establishing a bus depot on city owned or leased property near the Naperville Metra Station. Based on an evaluation of commuter parking, transit, existing and future traffic conditions, and public input received throughout the 5th Avenue Study, a bus depot was identified as an opportunity to enhance commuter access and meet the following objectives:

- Provide a defined transit center for commuters;
- Improve transit access to/from the train station;
- Consolidate passenger pick-up/drop-off activity;
- Reduce congestion and minimize conflicts between Pace bus operations, pedestrians, bicycles, and kiss-and-ride activity; and
- Minimize bus staging/queuing on adjacent neighborhood streets.

A summary of the public input received throughout the 5th Avenue Study is provided in the Appendix.

Purpose and Scope

As part of implementation of the 5th Avenue Study, the City retained Traffic, Analysis & Design, Inc., and Stanley Consultants ("project team") to evaluate the benefits, impacts, and feasibility of establishing a bus depot adjacent to the Naperville Metra Station as summarized below:

- Identify viable bus depot location(s) and configuration(s) on parcels currently owned or leased by the City.
- Identify short-term enhancements to address station access and circulation issues, either as a phase of a long-term bus depot implementation or as mutually exclusive improvements.
- Analyze relative impacts of depot access and adjusted circulation patterns on adjacent streets and

[1]Per data provided in the *Commuter Access Report*, prepared by the City of Naperville Transportation, Engineering, & Development Business Group on November 30, 2007.

intersections.

- Recommend plan components that enhance intermodal connectivity, improve circulation for commuters and transit to and through the station area, and address impacts of site design and circulation patterns on the surrounding neighborhood.
- Develop options to compensate for displaced commuter parking resulting from a bus depot plan.
- Prepare preliminary plans for the feasible alternative(s) with planning-level cost estimates.

Through a study process that considered several potential sites and a range of operational, safety, efficiency, design, and logistical characteristics, the project team collaborated with City staff, Metra Suburban Rail Service (Metra), the Burlington Northern Santa Fe (BNSF) Railway, Pace Suburban Bus (Pace), and the Regional Transportation Authority (RTA) in order to identify feasible sites and depot configurations for use in further stages of study and engineering design. The recommendations developed through this study are intended to enhance overall commuter access to the Metra Station in a manner that balances the needs of the City and transit agencies while maintaining cohesiveness with the existing character of the surrounding neighborhood.

Study Area

With station platforms and access on both sides of the railroad tracks, a large commuter parking supply, and a unique neighborhood setting, the functional area of the Naperville Metra Station extends beyond the immediately adjacent public streets. In order to consider the effects of a bus depot and the related changes to circulation for all modes, commuter parking supply, and area transportation operation, the selected study area is generally bound by 5th Avenue on the north, School Street on the south, Loomis Street on the east, and Washington Street on the west and also includes all commuter parking lots lying immediately outside these borders (i.e., the DuPage Children's Museum, Kroehler Lot, Water Tower West Lot, and 4th Avenue Serpentine Lot). It is anticipated that the majority of transportation-related improvements, modifications, and impacts would be limited to this defined study area; these boundaries, however, do not preclude consideration of complementary improvements outside of the study area. The study area is illustrated on **Exhibit 1**.

LEGEND

- Metra Station
- Study Area

TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC.

EXHIBIT 1
STATION STUDY AREA

Potential Bus Depot Sites

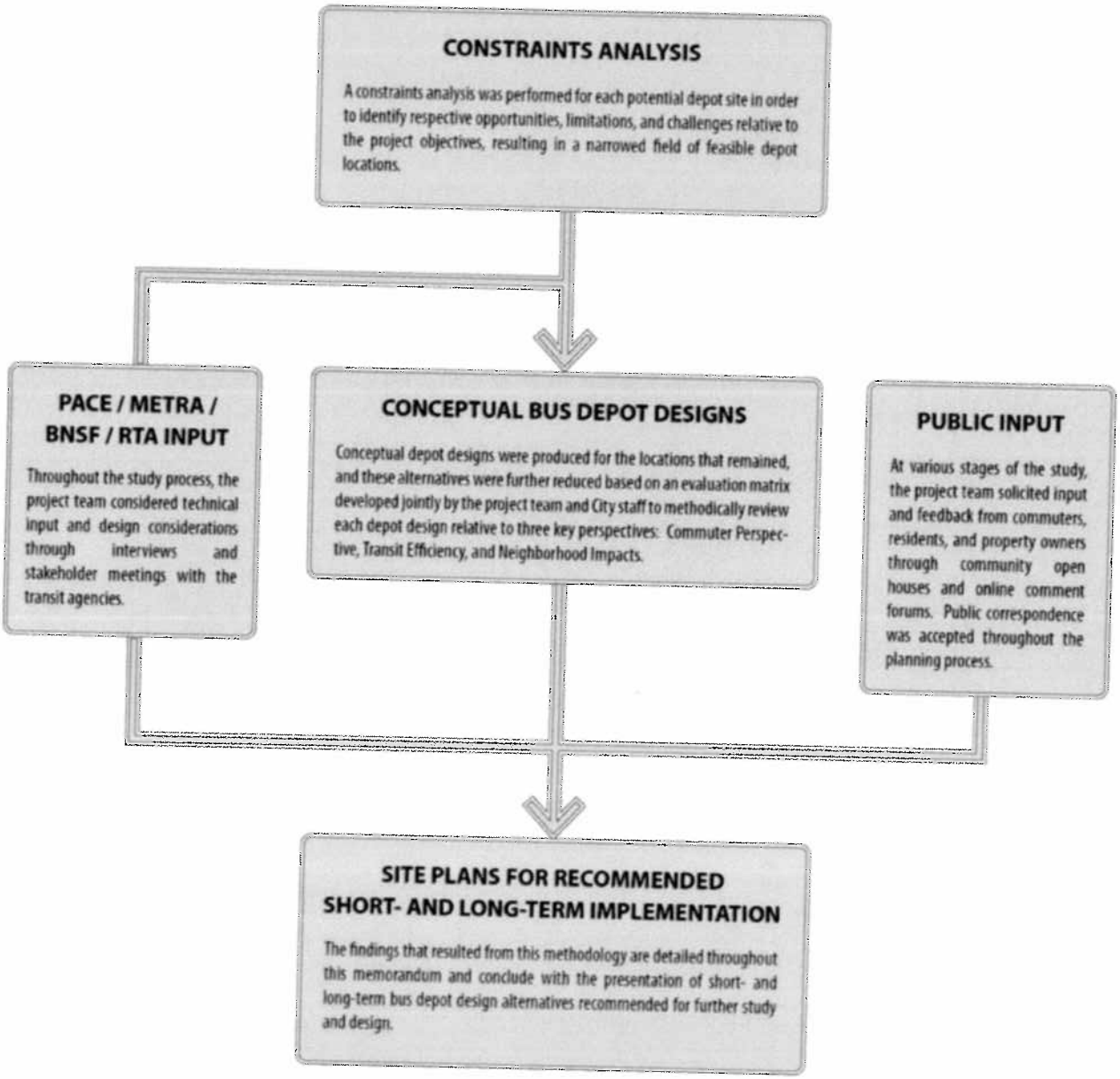
Based on the 5th Avenue Study public input and bus depot objectives, as well as input from the RTA, Pace and Metra, the project team reviewed the study area in order to identify potential locations for a bus depot at the Naperville Metra Station. This exercise conformed to specific direction from the Naperville City Council that only parcels owned, controlled, and/or leased by the City should be included in this study. With these factors in mind, the potential bus depot sites illustrated on **Exhibit 6** and listed below were identified for further study.

- Parkview Lot
- Upper Burlington Lot
- Lower Burlington Lot
- Eastern Burlington Lot
- 4th Avenue south of the Train Station
- 4th Avenue between Loomis Street & Ellsworth Street
- Burlington Square Park (perimeter)
- DuPage Children's Museum Lot

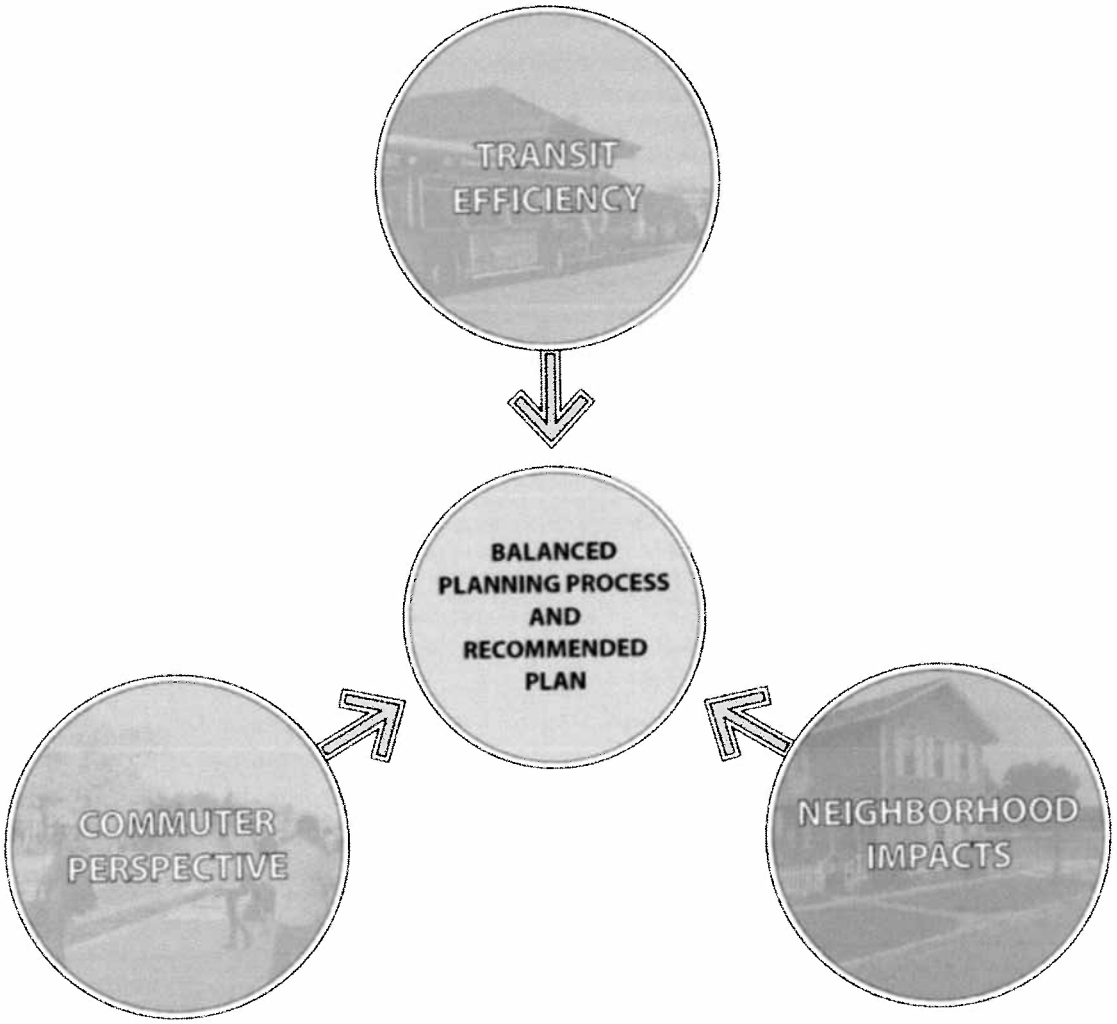
Each location was evaluated according to the study methodology (outlined on page 5), enabling the project team to narrow the options and identify feasible short- and long-term recommendations for a bus depot at the Naperville Metra Station.

STUDY METHODOLOGY

The short- and long-term recommendations developed through this study are based on a comprehensive evaluation of the potential bus depot sites. A multitude of factors were considered to evaluate each potential bus depot site, and subsequently to evaluate the conceptual bus depot designs. A summary of the study methodology is outlined below.



Because the Bus Depot and Commuter Access Feasibility Study holds the potential to improve operation, safety, and efficiency of access for a variety of users at the Naperville Metra Station, the project team designed a three-faceted evaluation methodology to address key components of a successful bus depot design: the Commuter Perspective, Transit Efficiency, and Neighborhood Impacts.



These three key project perspectives, summarized in the table on the following page, were maintained throughout each stage of the study methodology in an effort to identify recommended improvements that provide balanced benefits to all stakeholders.

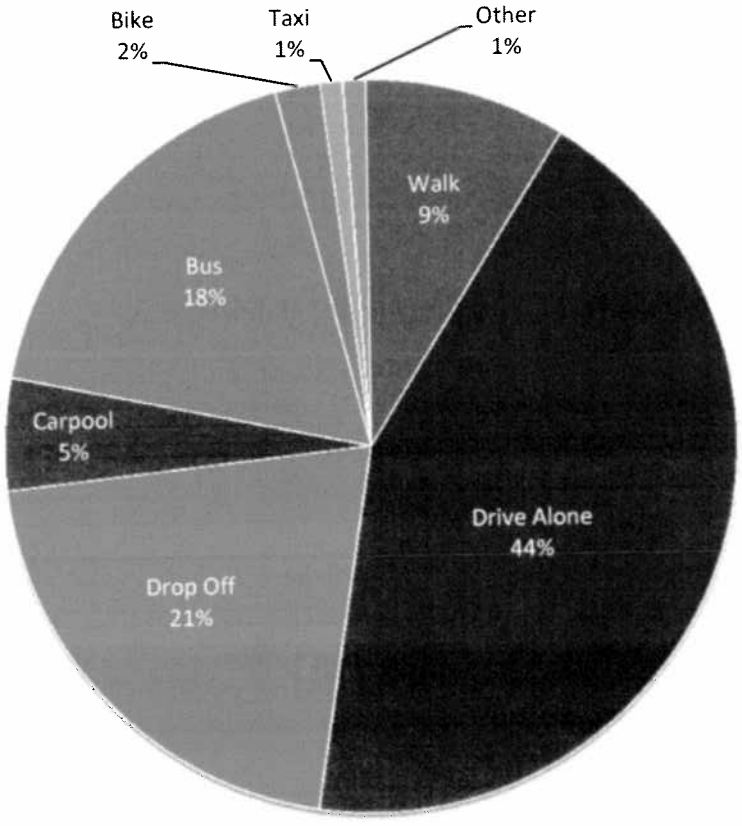
Transit Efficiency	Transit priorities and preferences include: • Efficient access to/from the train station in order to maintain/enhance performance, including routes, schedules and operating/maintenance costs; • Encourage new and existing transit ridership to/from the Naperville Metra Station; • Convenience for transit riders; • Bus route safety (e.g., minimize uncontrolled left-turn movements, minimize conflicts with other travel modes); • Passenger safety (i.e., passenger loading/unloading areas); and • Operating efficiency in terms of schedule, maintenance, and operating costs.
Commuter Perspective	Commuters at the Naperville Metra Station include pedestrians, bicyclists, transit riders, motorists using permit or daily fee parking spaces, and kiss-and-ride passengers. Commuter priorities and preferences include: • Convenient access to/from the station platforms; • Efficient traffic circulation and operation; • Consideration for the safety of motorists, pedestrians, and bicyclists; • Convenient, timely transit service; and • Availability of adequate and proximate parking.
Neighborhood Impacts	Priorities and preferences identified by residents and business owners in the vicinity of the Naperville Metra Station include: • Removing bus staging from neighborhood streets; • Minimal bus travel through the adjacent neighborhood; • Reduced impact on neighborhood character resulting from station-related traffic, including kiss-and-ride activity; and • Maintained access to Center Street businesses throughout the day.

While the various users at the Naperville Metra Station have competing interests, including those among the various types of commuters (e.g., pedestrians, bicyclists, transit riders, motorists using permit or daily fee parking spaces, and kiss-and-ride passengers), the purpose of this study is to evaluate the feasibility of a bus depot in order to enhance access to the train station while balancing the various commuter and neighborhood priorities and preferences.

EXISTING CONDITIONS

The Naperville Metra Station, located one block east of Washington Street between 4th and 5th Avenues, serves rail commuters along Metra's Burlington Northern Santa Fe (BNSF) Railway. This location is the second busiest suburban stop in the Metra system, with over 4,100 weekday commuters boarding at this station[1]. The surrounding area is predominantly residential, but in the immediate vicinity of the train station, commercial uses front Washington Street, Center Street, Ellsworth Street, and 5th Avenue. In addition, the DuPage Children's Museum is located at the northwest corner of Washington Street/North Avenue, and Washington Jr. High School is located at the southwest corner of Washington Street/Spring Avenue. Downtown Naperville is roughly one half-mile southwest of the Naperville Metra Station.

Access to the Naperville Metra Station is provided by a variety of transportation modes, including vehicle parking (i.e., permit and daily fee), kiss-and-ride activity, transit (including park-and-ride activity), bicycles, motorcycles, and walking. Mode of access to the station is summarized below based on Year 2006 survey data.



Source: Metra's Fall 2006 Origin-Destination Survey

[1]Per data provided in the *Commuter Access Report*, prepared by the City of Naperville Transportation, Engineering, & Development Business Group on November 30, 2007.

In order to evaluate existing commuter access to the Naperville Metra Station and identify short- and long-term improvements, the project team, in coordination with the City, evaluated available data and performed field observations, as documented in the subsequent sections.

Area Roadway Network

With a platform on both sides of the tracks, the Naperville Metra Station has distinct features on the north and south sides with regard to adjacent roadway characteristics, access configuration, and vehicle staging. A discussion of the respective roadway features on the north and south sides of the station is provided below.

North Side of the Station

Commuter parking adjacent to the station on the north side of the tracks is provided in the Upper Burlington Lot, Lower Burlington Lot, and Eastern Burlington Lot. Vehicular access to these commuter parking lots and the northern platform (typically used by outbound trains) is provided via Center Street (ingress and egress) and Ellsworth Street (egress only). Each access roadway has a two-lane cross-section, and both intersect the east-west, two-lane collector 5th Avenue to the north at minor-leg stop-controlled intersections. On-street parking is provided for a daily fee along the western curb of Ellsworth Street south of 5th Avenue and along both sides of 5th Avenue for much of the study area.

At its signalized "T" intersection with Washington Street, 5th Avenue provides separate westbound left- and right-turn lanes. Field observations revealed significant congestion on westbound 5th Avenue at Washington Street during the evening peak hour and particularly after the arrival of outbound trains, resulting in a vehicle queue that extends east of Center Street and into the station area on both Center and Ellsworth Streets.

Pace buses, kiss-and-ride vehicles, and taxis enter via Center Street to access the northern platform and their respective vehicle staging areas. A 210-foot bus lane is reserved along the platform during peak periods (6-9AM and 5-7PM), providing a defined location for passengers to board/alight and for buses to stage between routes. A taxi stand is provided near the platform, and taxis are also permitted to stand along the eastern curb of Ellsworth Street between the station pedestrian tunnel and the access driveway to the 5th Avenue Station building parking lot. Kiss-and-ride activity does not have a designated area on the north side of the station; therefore, kiss-and-ride vehicles were observed using the bus lane during the restricted time periods. The kiss-and-ride vehicles also stage parallel to the platform next to the accessible parking spaces, in the drive aisles of the Upper and Eastern Burlington Lots, and in other locations that impede circulation for exiting passenger vehicles and arriving buses. Observations of kiss-and-ride activity north of the train tracks during Summer (June 2011) and Winter (January 2012) indicated peak queues of 6 and 22 vehicles, respectively. These peak queues represent the maximum number of kiss-and-ride vehicles observed at the station simultaneously during field observations.

South Side of the Station

South of the railroad tracks, commuter parking with direct access to the station/platform can be found in the Parkview Lot and in the DuPage Children's Museum Lot. The southern platform, which contains the station building and typically serves inbound trains, borders 4th Avenue between Center and Ellsworth Streets. In this location, Ellsworth Street is a one-lane, one-way northbound roadway and carries traffic

traveling to the station. Daily fee parallel parking spaces are provided along the western curb of Ellsworth Street between North Avenue and 4th Avenue, and a bus-only lane is reserved for peak-period staging on the eastern curb. Center Street provides a single lane for one-way southbound travel between 4th Avenue and North Avenue and has daily fee parallel parking spaces along its eastern curb. Time-restricted angled and parallel parking spaces for adjacent businesses, residences, and visitors are provided along the west side of Center Street. Both Center Street and Ellsworth Street meet North Avenue at minor-leg stop-controlled intersections.

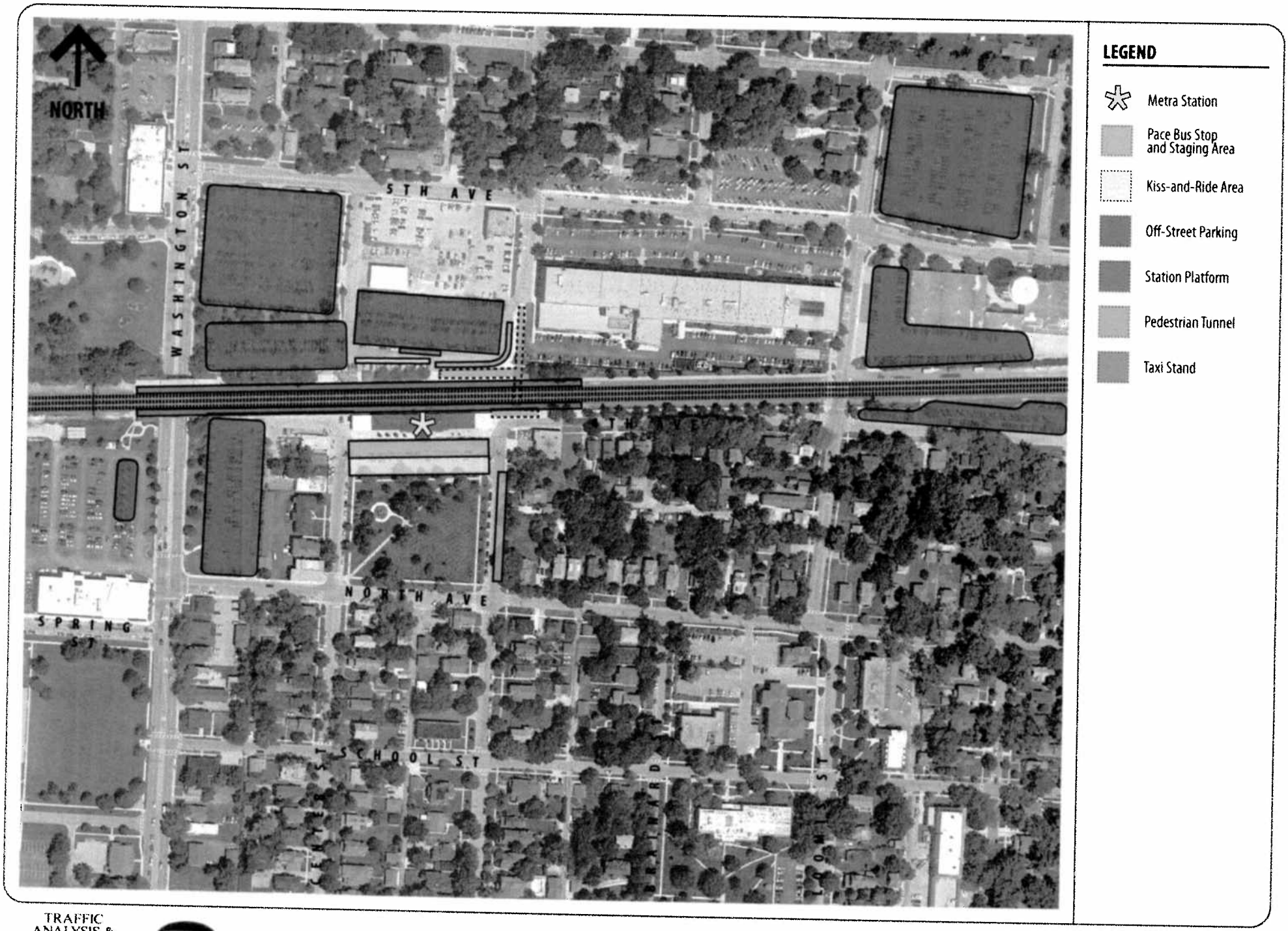
North Avenue serves one-way westbound traffic in a single lane between Ellsworth and Center Streets and in two lanes between Washington and Center Streets, but allows two-way travel elsewhere. Both parallel and angled daily fee parking spaces are provided along the one-way portion of North Avenue, which ultimately meets Washington Street at a signalized intersection opposite the access driveway to DuPage Children's Museum. During the evening peak period and particularly after the arrival of outbound trains, westbound vehicle queues frequently extend east from Washington Street as Parkview Lot commuters, Pace buses, and kiss-and-ride passengers exit the station area. At times, vehicle queues extend along North Avenue east to Center Street and beyond along North Avenue and Center Street.

Immediately in front of the station, 4th Avenue provides two westbound travel lanes separated by a raised median, which is flanked by time-restricted daily fee parallel parking spaces on both sides. The northern half of 4th Avenue is reserved for Pace buses only during peak periods (6-8AM, 5-7PM). Six Pace buses stage on the northern curb immediately adjacent to the station building, and the remaining six south-side routes stage in the northbound bus-only lane on the east side of Ellsworth Street.

Kiss-and-ride vehicles are permitted to use the southern half of 4th Avenue to pick-up and drop-off passengers during the morning and evening peak, though many private vehicles were observed using the bus lane during the restricted time periods. Once the parking lane along the south side of the 4th Avenue median is fully occupied, kiss-and-ride vehicles begin to double park and occasionally block circulation along 4th Avenue near Ellsworth Street while waiting for passengers exiting the pedestrian tunnel near the east side of the station. Other kiss-and-ride vehicles were seen on 4th Avenue east of Ellsworth Street and west of Center Street. As vehicles exit the area in front of the station, both the northern and southern portions of 4th Avenue are subject to stop control before continuing onto Center Street. Observations of kiss-and-ride activity south of the train tracks during Summer (June 2011) and Winter (January 2012) indicated peak queues of 25 and 23 vehicles, respectively. These peak queues represent the maximum number of kiss-and-ride vehicles observed at the station simultaneously during field observations.

Additional vehicle staging on the south side of the tracks includes private shuttles run by nearby corporations (which typically pick up and drop off at the front door to the station building) and independent intercity bus services (such as the Trailways Bus Service) that typically run off-peak and stage curbside adjacent to the station building.

Exhibit 2 illustrates the station area and identifies existing Pace bus, kiss-and-ride, parking, and circulation patterns.



TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC

EXHIBIT 2
EXISTING STATION AREA

Pace Bus Service

The Naperville Metra Station is currently served by 15 Pace Bus routes operating with stops on either the north or south side of the station, as follows:

North of Station

- 676 - Cress Creek
- 681 - Naperville-Saybrook
- 682 - Naperville-Brookdale

South of Station

- 530* - West Galena-Westfield Fox Valley Center
- 677 - Naperville-West Glens
- 678 - Naperville-Carriage Hill
- 680 - Naperville-Knoch Knolls
- 683 - Naperville-Ashbury
- 684 - Naperville-Maplebrook
- 685 - Naperville-West Wind Estates
- 686 - Naperville-Old Farm
- 687 - Naperville-Farmstead
- 688 - Naperville-Huntington
- 689 - Naperville-Hobson Village
- 714* - College of DuPage-Naperville-Wheaton Connector

*Fixed bus route that runs throughout the day. All other bus routes are feeder routes serving the Naperville Metra Station during peak morning and afternoon periods only.

Travel patterns exhibited by these routes within the station area are presented on **Exhibit 3**. This exhibit and the above list reveal that 12 of the 15 buses serving the Naperville Metra Station stop south of the station. Of the 12 buses that stop south of the station, 11 of the bus routes approach and depart via roadways south of the train tracks; Route 714 is the only bus that stops south of the station and approaches/departs from north of the train tracks (i.e., Washington Street). As noted above, Pace Bus Routes 530 and 714 are fixed routes that run throughout the day and are among the 12 routes that stop on the south side of the railroad tracks; these routes begin running to and from the station just before 6:00AM and end shortly after 6:30PM. The remaining routes are designed to serve specific trains during peak periods. The feeder routes that stop on the north side of the station also serve as shuttles to specific areas, including the Cantera office park (Route 676), Conagra and OfficeMax corporate centers (Route 681), and the park-and-ride facility at St. Thomas the Apostle Catholic Church (Route 682). Average weekday ridership (representing combined boardings and alightings) for each route serving the Naperville Metra Station is summarized in **Table 1**.

LEGEND

- Bus Stop
- Pace Routes 530, 677, 678, 680, 683, 684, and 686
- Pace Routes 676 and 682
- Pace Route 681
- Pace Route 685
- Pace Route 714
- Pace Routes 687, 688, and 689

TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC

EXHIBIT 3
EXISTING PACE BUS ROUTES

Table 1. Average Weekday Ridership*

Pace Bus Route Number:	Average Weekday Ridership
Route 530	808
Route 676	90
Route 677	50
Route 678	99
Route 680	120
Route 681	45
Route 682	64
Route 683	94
Route 684	89
Route 685	72
Route 686	87
Route 687	69
Route 688	62
Route 689	50
Route 714	313
Total	**2,112**

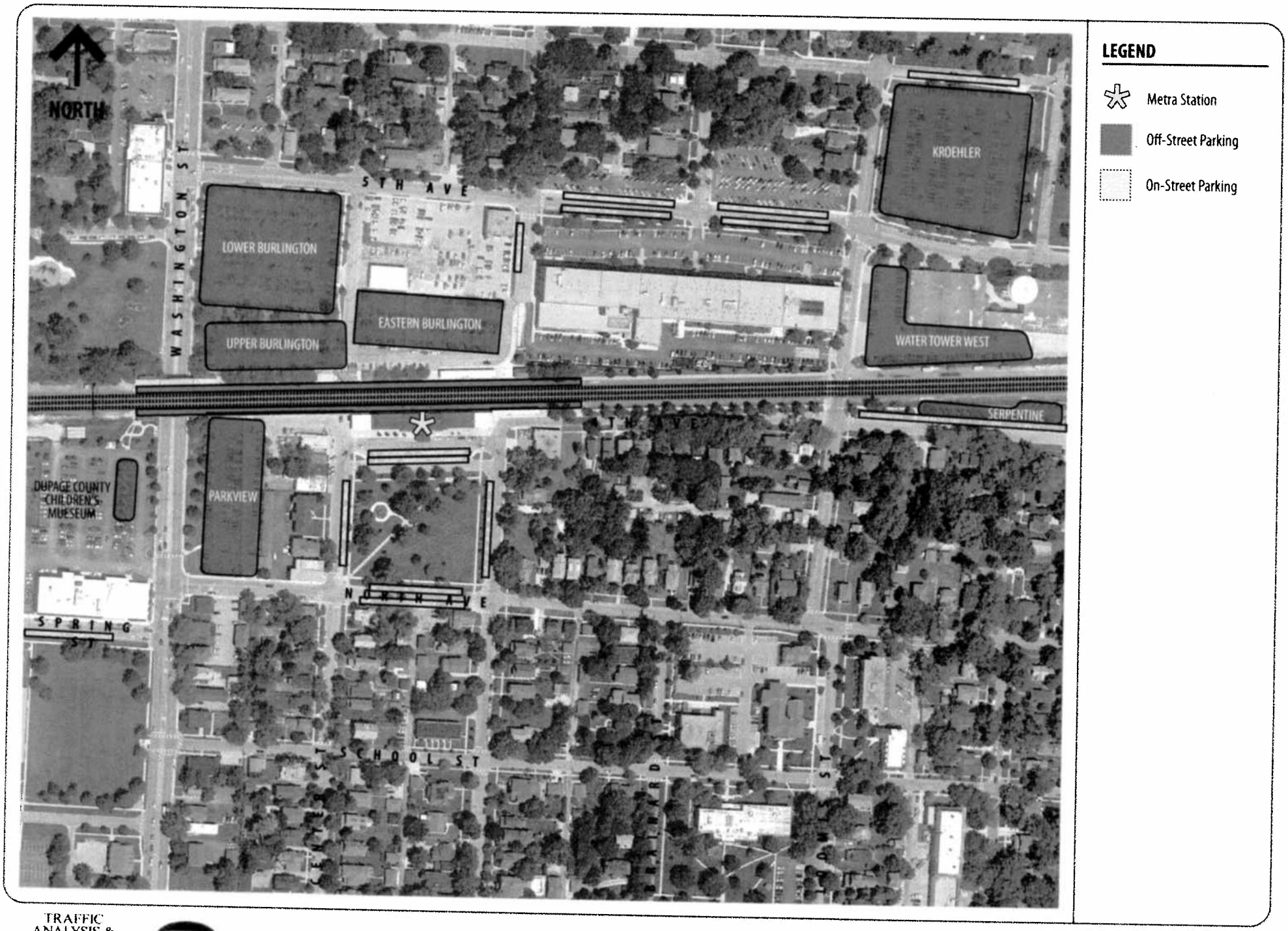
*As provided on www.rtams.org for November 2010 through October 2011, the most current data available for a full 12 months.

Based on Metra's Fall 2006 Origin-Destination Survey, 18 percent of commuters at the Naperville Station arrive and depart via bus. To provide context, the three most proximate commuter parking lots (Parkview, Upper Burlington Lot, and Eastern Burlington Lot) provide a total of 426 parking spaces to serve a combined 12 percent of Metra ridership at the station (assuming a vehicle occupancy rate of 1.2 persons/vehicle[1], 426 spaces x 1.2 persons per space ÷ 4,100 Metra boardings = 12 percent). Thus, current bus ridership represents a more concentrated point of access for commuters compared to the most proximate parking lots that represent potential bus depot locations. Furthermore, with capacity for approximately 80 commuters per bus and 15 routes serving the station, Pace service also holds the potential for increased ridership to and from the Naperville Metra Station, further increasing the concentration of access by bus compared to auto parking adjacent to the station. Pace bus service is an important component of the station's multimodal access system, providing an alternate commute option that limits the impact of additional traffic on the area's street system and parking accommodations.

Metra Station Parking

As illustrated in **Exhibit 4**, the Naperville Metra Station is served by several off-street parking lots and on-street parking areas within the study area. A summary of the available parking supply, along with the average occupancy rate for the most recent year of survey data, is provided in **Table 2**.

[1]Per data provided in Metra's Fall 2006 Origin-Destination Survey, 5 percent of riders at Naperville Station arrive via carpool and 44 percent arrive by driving alone; as such, roughly 10 percent of vehicles (5 percent carpool ÷ 49 percent driving = 10 percent) parking within the station area carry more than one passenger. In order to conservatively allow for some carpool vehicles to carry more than one additional passenger, it was assumed that 1 in 10 vehicles would carry three riders to the station in order to calculate an estimated occupancy rate (12 persons ÷ 10 vehicles = 1.2 persons/vehicle).



TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC.

EXHIBIT 4
EXISTING COMMUTER PARKING

Table 2. Existing Parking Supply and Average Occupancy Rates at Naperville Metra Station

Location:	Type of Parking	Parking Supply[1]	Average Occupancy[2]
Burlington Lot[3]	Permit	523	89%
	Accessible	13	79%
Parkview Lot	Permit	126	81%
	Accessible	10	95%
Kroehler Lot	Permit	281	85%
	Daily Fee	44	99%
5th Avenue (On-Street)	Daily Fee	112	100%
Water Tower West Lot	Daily Fee	115	95%
4th Avenue			
Serpentine (On- & Off-Street)	Daily Fee	132	100%
At Station House (On-Street)	Daily Fee	20	87%
	Accessible	2	100%
6th Avenue (On-Street)	Daily Fee	10	99%
North Avenue (On-Street)	Daily Fee	29	100%
Spring Avenue (On-Street)	Daily Fee	21	99%
Center Street (On-Street)	Daily Fee	9	100%
Ellsworth Street (On-Street)			
North of Tracks	Daily Fee	6	100%
South of Tracks	Daily Fee	10	100%
DuPage Children's Museum	Daily Fee	28	79%[4]
Total Permit Spaces		***930***	***87%***
Total Daily Fee Spaces		***536***	***97%***
Total Accessible Spaces		***25***	***87%***
Total Parking Supply		**1,491**	**90%**

[1]Provided by the City of Naperville. Note that some parking supply counts were adjusted for field conditions at the time of data collection.

[2]Based on a series of mid-month data collected by the City of Naperville from June 2010 through May 2011. Because the available parking supply varied according to field conditions for each observation, the average of each percent occupancy rate was used to calculate this value. The total occupancy rates at the bottom are a weighted average based on current parking supply numbers.

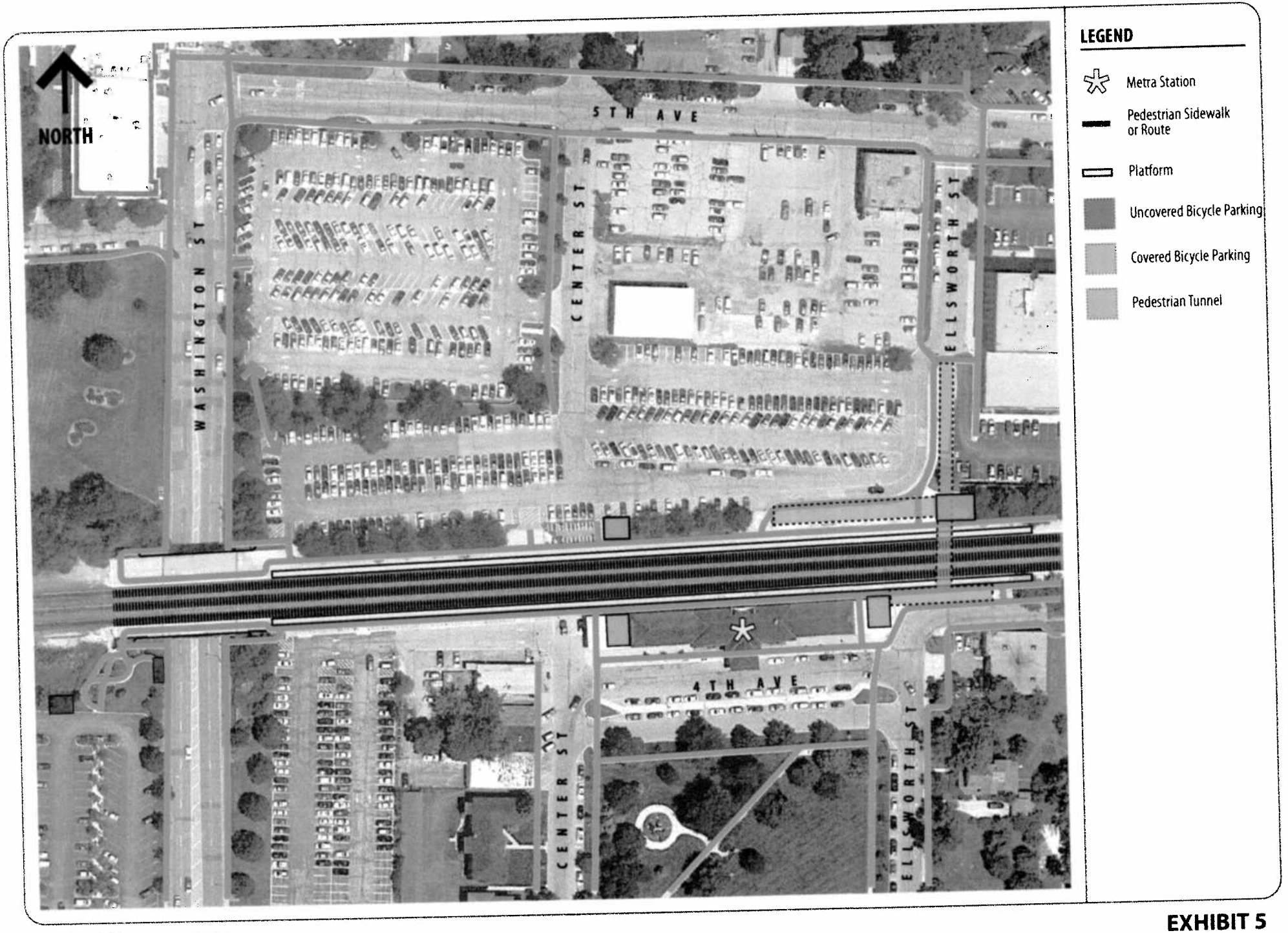
[3]Includes the Upper Burlington Lot, Lower Burlington Lot, and Eastern Burlington Lot shown on Exhibit 4.

[4]Occupancy data for the Museum spaces available for May 2011 only.

The above data reveals that daily fee parking spaces are in the highest demand at an average 97 percent occupancy rate over the last year of survey data. Permit parking and accessible spaces were both occupied at a rate of 87 percent.

Pedestrian & Bicycle Accommodations

As shown on **Exhibit 5**, sidewalks and crosswalks are provided throughout the study area, providing connectivity between the Naperville Metra Station and the surrounding neighborhood. In addition, area pedestrians are served by a tunnel that provides an accessible connection between the northern and southern



TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC.

EXHIBIT 5

EXISITNG PEDESTRIAN AND BICYCLE ACCOMMODATIONS

platforms near the eastern end of the station. Stairs connect both platforms to sidewalks along Washington Street where the roadway is grade-separated from the train tracks. A sidewalk links the southern platform to the DuPage Children's Museum parking lot where 28 daily fee parking spaces are currently provided. Bicycle parking is provided at various locations along both platforms, several of which are covered.

During field observations, heavy pedestrian traffic was noted at locations within the station area that were not marked for pedestrian movements, particularly during the evening peak hour. On the north side, pedestrians were seen exiting the tunnel onto Ellsworth Street in various directions to return to their parked vehicles, access kiss-and-ride, board a Pace bus, or walk to the surrounding neighborhood. The location at which the tunnel meets Ellsworth is also significant from a vehicular standpoint: this single outbound travel lane carries all exiting buses and kiss-and-ride vehicles, and it is also a point of intersection with a drive aisle for the Eastern Burlington Lot. As a result, the lack of guidance for and heavy volume of pedestrians contribute to a congested intersection at this location.

On the south side, heavy pedestrian traffic was observed exiting the tunnel near the intersection of Ellsworth Street and 4th Avenue. The mix of bus traffic, kiss-and-ride activity, and pedestrian movements in this location created significant congestion and the potential for a variety of conflicts and safety concerns.

While the bicycle racks were utilized heavily on the date of field observations, there were no notable conflicts observed between bicyclists and the other modes of transportation. Furthermore, the project team did not observe conflicts between motorcyclists and the other modes of transportation operating near the reserved motorcycle parking spaces located immediately west of the station building on the south platform or the unreserved motorcycle parking area on the north platform.

STAKEHOLDER INTERVIEWS

In an effort to identify key issues, opportunities, design standards, and other relevant considerations for the Feasibility Study, the project team conducted interviews with the RTA, Pace, and Metra with the BNSF Railroad. The stakeholder interviews are summarized below. Note that each interview was performed with the presence of City staff and documented in meeting minutes that were approved by the project team and the respective agency; meeting minutes are provided in the Appendix.

The feedback received from each stakeholder was considered in the project team's efforts to identify potential sites for the bus depot for both the short- and long-term, the development of an evaluation matrix to compare these sites, and the subsequent alternatives analyses.

RTA	**Study Priority:** • Potential impacts to Pace bus service should be considered; an additional minute or two of travel time can impact schedule and operating/maintenance costs for each route. • The study should include short-term recommendations given the difficulty obtaining capital funds for more significant, long-term improvements. **Bus Depot Location:** The RTA indicated that locations north of the tracks seemed less feasible due to the likely impact on bus route schedules.
Pace Suburban Bus	**Study Priority:** Pace staff indicated the following priorities for the study and its recommendations: • Minimize impacts to bus travel times and operating costs. • Separate transportation modes, including defined spaces for buses, automobiles/private vehicles, and pedestrians. • Provide convenient pedestrian access between the platforms and the bus staging area(s). • Consider wayfinding signage to assist riders in locating their particular route both external to and within the proposed depot. **Bus Depot Location:** As most of the bus routes serving this station are located on the south side of the tracks, Pace indicated a general preference for a south-side bus depot in order to mlnimize impacts to bus schedules, operating costs, and maintenance costs. **Bus Depot Design:** With regard to the bus depot design characteristics, Pace staff provided the following feedback (paraphrased for conciseness): • Ideally, a bus depot at the Naperville Metra Station would be capable of accommodating up to 16 buses at the same time (based on current routes/schedules). • A "sawtooth" design is preferred over a "parallel" design because the latter requires buses to exit in a first-in-first-out fashion, thereby placing greater constraints on bus circulation within the depot. A sawtooth design would allow buses to exit regardless of the order in which they arrived. • Existing bus depots with the parallel design do not operate as well as those with a sawtooth design. • Shuttles and private vehicles should not use the bus depot for pick-up/drop-off during peak commute periods in order to minimize conflicts. • Pace has no current plans to introduce additional routes or larger buses at the Naperville Metra Station.

Metra Suburban Rail Service/BNSF Railroad

Study Priority:

- Safety, particularly at the existing at-grade rail crossing at Loomis Street, was observed as a top priority.
- Metra expressed a desire to maintain or minimize impacts to the existing parking supply (both after project completion and during phased construction) and to sustain minimal compromises in the existing kiss-and-ride operations.
- BNSF Railroad noted that three spaces should be reserved very near to the station for BNSF clerks and an Amtrak ticketing agent.

Bus Depot Location:

Metra expressed a willingness to keep bus routes on both sides of the tracks as they are today, pointing to the presence of commuter parking and kiss-and-ride activity on both sides of the tracks as a means of distributing peak period traffic congestion. Metra offered the following feedback on specific sites that could potentially be used for a bus depot (paraphrased for conciseness):

- **Burlington Square Park** – With a "counterflow" design on the south side of the station, buses would be routed in a clockwise direction and Burlington Square Park would be used as an area for passengers to board/alight the Pace buses. Kiss-and-ride activity would maintain its existing counterclockwise flow around the Park. This alternative could be used as either a short- or long-term improvement, has limited impact on the station's parking supply, and requires limited expenditures of capital funds.
- **Parkview Lot** – This parking lot is viewed as an undesirable location for a bus depot due to the difficulties associated with accessing Washington Street from this location. The Parkview lot is also located far away from the pedestrian tunnel.
- **DuPage Children's Museum** – BNSF suggested that there may be some benefits to locating kiss-and-ride and bus pick-up/drop-off activities in the parking lot at the DuPage Children's Museum, given the complementary peaks of commuter uses and the Museum's clientele. Metra added that an existing detention pond at the Museum could potentially be buried to create more space for parking, kiss-and-ride, and bus staging.

In terms of rail operations at the subject station, Metra indicated that one or two outbound trains use the south platform on a daily basis. No specific information was provided on future ridership or anticipated growth trends, but Metra staff stated that additional parking may be desirable in the future as growth continues in southern Naperville and other communities to the south.

COMMUNITY OUTREACH

Throughout the various stages of the feasibility analysis, the project team solicited public feedback during two Open House events held at the Naperville Municipal Center. A brief summary of these events and their purpose is provided below:

Open House #1 – Monday, September 12, 2011

This event was intended to introduce the purpose and objectives of the study to residents, property owners, businesses, commuters, and other interested stakeholders. The potential bus depot sites and the associated opportunities and constraints analysis were available for public review and comment. City staff and the consultant team were available to answer questions and collect comment cards from attendees. For those who were unable to attend the Open House, the information displayed during the event was posted to the City's website; public comments were accepted through Tuesday, September 20.

Open House #2 – Monday, November 14, 2011

The second open house invited the public to view and comment on the bus depot concepts prepared by the project team. The eliminated potential depot sites were summarized along with the respective reasons for elimination, and the factors considered in the development of each depot concept were presented. Illustrated bus depot concepts and a summary of the opportunities and limitations/challenges for each design were displayed for public review and comment. Bus capacity (defined as number of routes) and access were also highlighted for each concept. A preliminary menu of parking impact mitigation options was also presented for public review and comment. The public was invited to submit additional parking mitigation options for City staff consideration. City staff and the consultant team were present to answer questions, discuss the bus depot concepts, accept feedback, and collect comment cards. For those who were unable to attend the Open House, the information displayed during the event was posted to the City's website; public comments were accepted through Friday, December 2.

The public comments received as a result of these two Open House events can be found in the Appendix.

SITE CONSTRAINTS / OPPORTUNITIES EVALUATION

The eight potential bus depot locations (**Exhibit 6**) were reviewed within the context of the three key project perspectives: commuter convenience, transit efficiency, and neighborhood impacts. The resulting constraints analysis provides a reference for the limitations, challenges, and opportunities of each site for the establishment of short-term enhancements and a long-term bus depot solution.

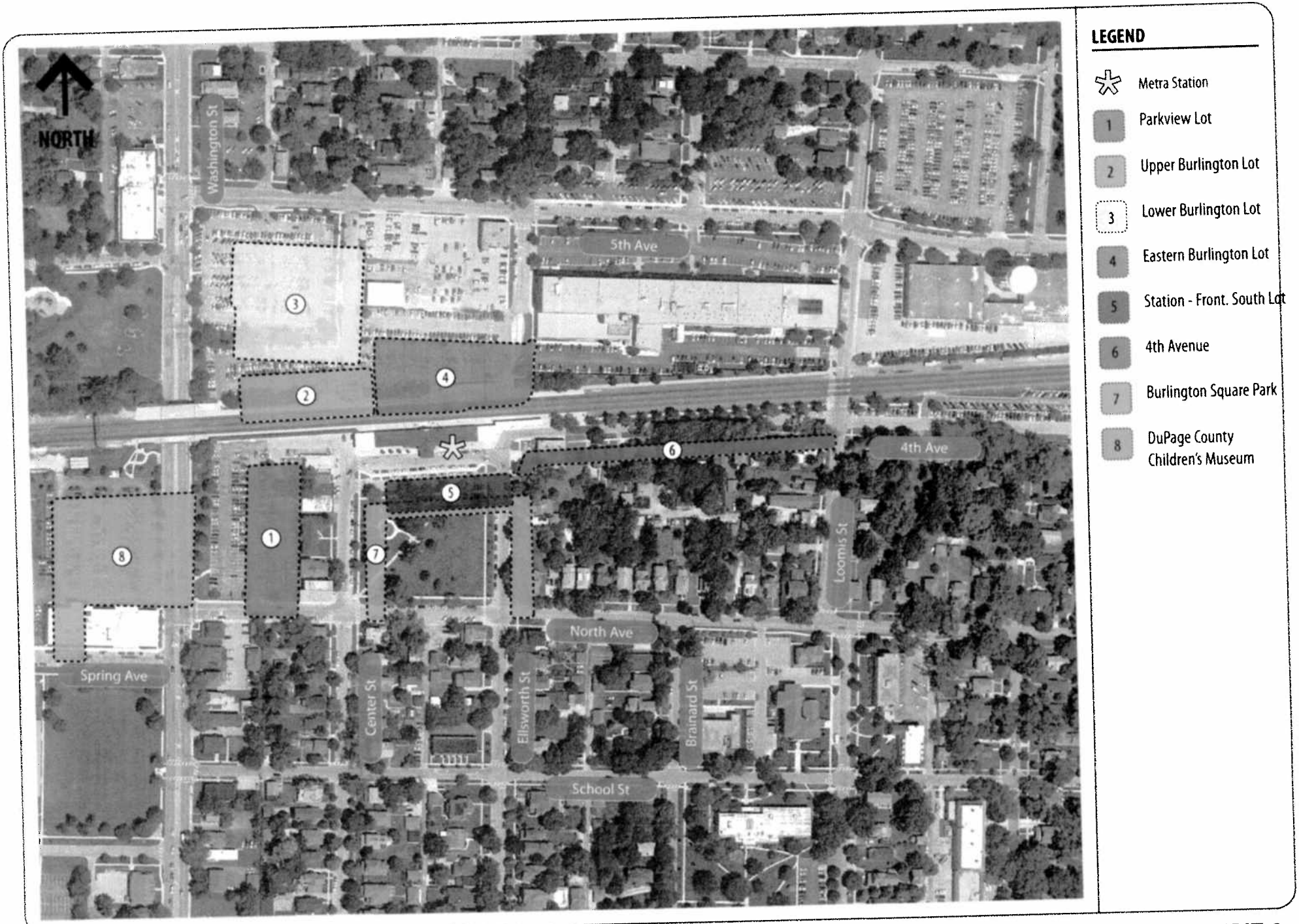
In order to properly evaluate site constraints, the project team identified a number of design considerations to guide the constraints analysis, including accessibility, circulation patterns, right-of-way availability and/or property limits, grant and lease agreements, and capacity/demand with respect to the bus routes and kiss-and-ride. The eight potential bus depot locations illustrated in **Exhibit 6** were evaluated in order to identify the respective limitations on bus depot design (such as layout, access configuration, and capacity) and the design opportunities and challenges anticipated for each. Each of the potential bus depot sites have three common constraints that should be considered regardless of the preferred locations.

- **Impacts to Bus Routes, Schedule and Operating/Maintenance Costs -** Three Pace routes stop at the north side of the station, and twelve routes stop at the south. If a bus depot is designed to consolidate all 15 Pace routes on one side of the train station, there will be impacts to the travel time and operating and maintenance costs of routes that must switch from the north side to the south side or vice versa. The cumulative impact would be greater for a bus depot on the north side of the station, since 80 percent of the routes in the study area currently travel to and from the south side of the station. An alternative that may be considered is a hybrid scenario that establishes the primary bus depot area on one side of the station with a more modest level of improvements on the other side, thus maintaining the current stops and eliminating additional operating and maintenance expenses associated with relocating routes north or south of the train station.

- **Future Development/Redevelopment Opportunity -** The placement of a bus depot on any of these sites may limit the potential future use of that property (e.g., redevelopment, parking garage, etc.).

- **Cost -** Construction of a bus depot is a significant capital investment regardless of the site selected. Because many of the costs associated with establishing a bus depot are independent of the site location (e.g., platforms, shelters/canopies, lighting, etc.), cost-related constraints identified in **Table 3** (page 26) represent aspects that may be unique to a specific location and are not necessarily relevant at other sites (e.g., significant grading, retaining walls, etc.). These cost considerations are one reason it is important to identify and evaluate interim options in addition to a long-term plan.

In addition to the shared constraints above, three of the potential sites (namely, the Parkview Lot, Upper Burlington Lot, and Lower Burlington Lot) share a common characteristic in their direct adjacency to Washington Street, providing a potential opportunity for Washington Street access. While the significant grade difference precludes a direct connection between Washington Street and the Upper Burlington Lot, City staff indicated that the opportunity to provide such access for the Parkview and Lower Burlington Lots should undergo further evaluation. As a key criterion for this evaluation, it was assumed that Washington Street access should not adversely affect the bus depot configuration (layout of the bus bays, circulation aisles, pedestrian platforms, and other design features). With these design considerations in mind, the project team considered the factors that may or may not enable direct Washington Street access for the Parkview and Lower Burlington Lots (listed on page 24).



LEGEND

- Metra Station
- 1 Parkview Lot
- 2 Upper Burlington Lot
- 3 Lower Burlington Lot
- 4 Eastern Burlington Lot
- 5 Station - Front. South Lot
- 6 4th Avenue
- 7 Burlington Square Park
- 8 DuPage County Children's Museum

TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC.

EXHIBIT 6
POTENTIAL BUS DEPOT LOCATIONS

Grade Change between Washington Street and Depot

- Pace generally recommends a maximum grade of 6 percent and that changes in grade be gradual to allow buses to navigate a sloped roadway more easily. It was therefore assumed that a maximum 6 percent grade would be needed to accommodate the ingress and egress of buses via Washington Street.
- Due to the sloping grade of Washington Street under the railroad tracks, the difference in elevation between Washington Street and the lots increase as access is located further from either North Avenue or 5th Avenue.
- Based on these assumptions, Washington Street could likely accommodate direct access to/from a bus depot up to 125 feet north of the North Avenue centerline and 205 feet south of 5th Avenue centerline.

Proximity to Traffic Signals

- In order to limit conflicts between turning movements and vehicle queues, the distance between access driveways and adjacent signalized intersections should be maximized.
- Along high-volume arterial roadways such as Washington Street, appropriate intersection spacing should be maintained to provide good traffic flow and vehicle progression along the corridor.
- Given the current traffic volumes and vehicle queues along Washington Street, lines of sight obstructed by the railroad viaduct, and close proximity of areas with acceptable access grades, provision of direct full access via a driveway on Washington Street is not feasible.
- As an alternative, a direct access that creates a fifth leg to the Washington/North intersection was considered. However, the resulting alignment, intersection size, pedestrian sidewalks, and impact on the functional area for a depot at the Parkview Lot lead to an undesirable access option that would likely have adverse impacts on traffic operation and safety for motorists and pedestrians alike.

In summary, the maximum grade requirements and best access management practices present conflicting constraints for an access driveway to Washington Street; the existing topography requires that this driveway be placed within 125 feet of 5th Avenue or North Avenue, but this placement is too close to a signalized intersection from the standpoint of traffic operations and safety. There would also be undesirable impacts to vehicular and pedestrian safety and operation if this access driveway were implemented as a fifth leg to the Washington Street/North Avenue intersection. As such, direct Washington Street access is not feasible to accommodate Pace buses entering or exiting the Parkview or Lower Burlington Lots.

A matrix summarizing the constraints analyses for each of the potential bus depot sites is provided in **Table 3** beginning on page 26. It should be noted that the constraints analysis matrix was reviewed by City staff and the RTA, Pace, and Metra/BNSF and refined accordingly. The analysis was subsequently presented to the public for review and comment at an Open House on Monday, September 12, 2011 (detailed further in *Community Outreach*, page 21).

Initial Bus Depot Locations Eliminated from Consideration

Based on an evaluation of the opportunities, challenges and limitations associated with each potential bus depot location; public input; and feedback from the RTA, Pace and Metra/BNSF, the following sites were eliminated as feasible bus depot locations based on the challenges and constraints detailed in **Table 3**, beginning on the following page.

DuPage Children's Museum Lot - Several factors contributed to the determination that this location is not a feasible site for a bus depot, including its distance from the station and accessible pedestrian tunnel and the associated impact of increased commuter walk time on bus schedules and operating/maintenance costs. Furthermore, this site does not provide a dedicated space for a bus depot, as the Museum has Thursday evening hours and hosts special evening events. Because the depot would be sharing space with other users in the parking lot, the bus capacity of a depot would be subject to coordination with the Museum; in addition, there would be an increased likelihood of bus conflicts with automobiles and pedestrians.

Lower Burlington Lot – This site was eliminated from consideration because of its distance from the station; access constraints and increased operating costs imposed by congestion on 5th Avenue; and the likelihood of increased conflicts between buses, vehicles, and pedestrians in this lot, which would be expected to maintain some level of commuter parking even if a 16-bus depot were constructed.

Burlington Square Park (Perimeter) – The perimeter of the park was eliminated as a feasible bus depot location for several key reasons. An evaluation of bus turning radii at the corners of the park revealed that the 12 bus routes currently stopping on the south side of the station could not simultaneously stage along the north, east, and west edges of the park. This limitation is a function of the distance required for a bus to park curbside after completing a 90-degree turn, as well as the required modifications to corner radii around the park itself. There were also several concerns raised with regard to the potential conflicts between buses and kiss-and-ride vehicles in a counterflow configuration, the potential for vehicle-pedestrian conflicts resulting from the new pedestrian paths that would be associated with designs for this location, and the potential conflicts between buses and private vehicles utilizing the angled parking spaces on Center Street.

The remaining sites were further evaluated as potential bus depot locations, as detailed in *Concept Development* on page 33.

Table 3. Opportunities and Constraints Analysis for Potential Bus Depot Locations

Location/Perspectives	Limitations	Opportunities	Challenges
1. Parkview Lot			
Commuter Convenience	• Not proximate to pedestrian tunnel to/from north (outbound) platform, which provides an accessible route to/from north (outbound) platform • Grade on west side precludes direct access to Washington Street	• Potential to accommodate all bus routes serving station • Proximity to south (inbound) platform • Reduces conflicts/increases safety with designated pedestrian routes and separation from kiss-and-ride • Distinct area for depot • Depot visibility from platforms provides easy wayfinding for unfamiliar users	• Mitigate loss of 136 parking spaces • Identified by City staff as the preferred parking lot for many commuters
Transit Efficiency	• With tracks on north, Washington on west, North Avenue on south, and buildings to the east, site provides limited opportunity for future expansion should transit demands increase	• Provides designated area for bus use only • Could relocate south access driveway and/or westbound stop bar on North Avenue to facilitate bus access to depot • Requires few changes to existing routing patterns for 12 buses serving the south side of the train tracks	• Potential impacts to the routes, schedules and operating costs for three north-side bus routes • Close proximity of Washington Street/North Avenue intersection to potential access driveway could impact how buses exit
Neighborhood Impacts	• Physical constraints of adjacent properties limit ability to expand parking lot and the width of northeast access	• Bus staging would be removed and not visible from neighborhood streets • Potential to revise one-way street layout or allow two-way traffic on North Avenue to reduce length of bus travel on local streets	• Revised one-way street layout could impact curbside neighborhood parking on North Avenue • Businesses on Center Street utilize Parkview Lot spaces during non-peak periods in lieu of providing full off-street parking requirements
Other	• Limited right-of-way prevents simultaneous entrance/exit at north end of lot	• With ability to accommodate up to 16 bus routes simultaneously, provides a good option for ultimate depot location • Space facilitates more than one design option, including parallel (with or without by-pass lane) and sawtooth • More than one option for access and circulation configuration: – Entry/exit via North Avenue access – Separate entrance and exit using both access driveways	• Need to mitigate a loss of parking spaces limits viability in the interim • Without modifications to North Avenue access, buses may experience congestion and/or delays • Need to relocate 3 parking spaces for Metra/BNSF and Amtrak

Table 3. Opportunities and Constraints Analysis for Potential Bus Depot Locations (continued)

Location/Perspectives	Limitations	Opportunities	Challenges
2. Upper Burlington Lot			
Commuter Convenience	• Not proximate to pedestrian tunnel, which provides an accessible route to/from south (inbound) platform • Requires use of tunnel or stairs to access inbound platform during morning commute	• Reduces conflicts/increases safety with separation from Kiss-and-Ride • Distinct area for depot • Depot visibility from platforms provides easier wayfinding for unfamiliar users	• Mitigate loss of 150 parking spaces, including 6 currently reserved for Amtrak and at least 3 accessible spaces • Would require expansion to accommodate 16 buses; expansion into Lower Burlington Lot is likely expensive due to elevation difference.
Transit Efficiency	• Placement within lot and grade on west side precludes direct external access	• Provides designated area for bus use only	• Potential impacts to the routes, schedules and operating costs for up to 12 of the station's 15 bus routes • Access constraints – Westbound delay on 5th Avenue would impact travel times for departing buses – Location is best accessed to/from Center Street, which operates with significant outbound congestion at 5th Avenue during the evening peak – Access configuration (via Center Street or toward Ellsworth Street via station-front kiss-and-ride) does not separate buses from parkers or kiss-and-ride and may result in delays for exiting buses during the evening peak
Neighborhood Impacts		• Bus staging would be removed from neighborhood streets • Potential to remove bus routes from neighborhood south of tracks	• With congestion on westbound 5th Avenue, bus routes may use neighborhood streets (e.g., Ellsworth Street) rather than Washington Street to travel north
Other	• Would require extensive grading work toward north if additional width were needed • Physical constraints of existing space necessitates a design with a 180° turn by buses	• Could extend length of depot by shifting Center Street eastward	• Need to mitigate loss of parking spaces limits viability in the short-term

Table 3. Opportunities and Constraints Analysis for Potential Bus Depot Locations (continued)

Location/Perspectives	Limitations	Opportunities	Challenges
3. Lower Burlington Lot			
Commuter Convenience	• Not proximate to platforms or to pedestrian tunnel, the latter of which provides an accessible route to/from south platform • Requires use of tunnel or stairs to access inbound platform during morning commute	• Potential to accommodate all bus routes serving station • Reduces conflicts/increases safety with separation from Kiss-and-Ride	• Mitigate loss of approximately 125 parking spaces or more • Limited visibility from station • May result in additional conflicts due to mixing of buses with a commuter parking area
Transit Efficiency	• Grade on west side may preclude direct access to Washington Street	• Shorter travel distance into station than offered by other north-side locations • Potential right-in access for buses via Washington Street to limit impact on bus operations associated with relocating southern routes to the north side of the station	• Potential impacts to the routes, schedules and operating costs for 12 of the station's 15 bus routes • Access constraints: – Westbound delay on 5th Avenue would impact travel times for departing buses – Location is best accessed to/from Center Street, which operates with significant outbound congestion at 5th Avenue during the evening peak – Access configuration (via Center Street or toward Ellsworth Street via station-front kiss-and-ride) does not separate buses from parkers or kiss-and-ride and may result in delays for exiting buses during the evening peak
Neighborhood Impacts		• Bus staging would be removed and with limited visibility from neighborhood streets • Potential to remove bus routes from the residential neighborhood south of the train tracks	• With congestion on westbound 5th Avenue, bus routes may use neighborhood streets (e.g., Center Street) rather than Washington Street to travel north
Other		• Large space provides significant flexibility in bus depot layout and design, potential for future expansion	• Need to mitigate loss of parking spaces limits viability in the short-term

Table 3. Opportunities and Constraints Analysis for Potential Bus Depot Locations (continued)

Location/Perspectives	Limitations	Opportunities	Challenges
4. Eastern Burlington Lot[1]			
Commuter Convenience	• Requires use of pedestrian tunnel to access south (inbound) platform during morning commute • Wedge shape of parcel may limit design options	• Potential to accommodate all bus routes serving station • Reduces conflicts/increases safety with separation from kiss-and-ride • Depot visibility from platforms provides easier wayfinding for unfamiliar users • Potential to relocate accessible spaces along guard rail and extend kiss-and-ride lane	• Mitigate loss of 151 parking spaces, including some accessible spaces • Has potential for additional pedestrian conflicts with kiss-and-ride and buses given that shortest route to platform is perpendicular to bus staging • May require taxi stand to be relocated • May conflict with commuter vehicle exit route via Ellsworth • Potential impacts to the routes, schedules and operating costs for up to 12 of the station's 15 bus routes • Access constraints – Westbound delay on 5th Avenue would impact travel times for departing buses – Access configuration (via Center Street or toward Ellsworth Street via station-front kiss-and-ride) does not separate buses from parkers or kiss-and-ride and may result in delays for exiting buses during the evening peak – Buses likely to experience delays due to outbound congestion at Ellsworth pinch point • Conflicts could result with depot exit route very near to pedestrian tunnel exit
Transit Efficiency	• Placement within lot precludes direct external access	• Could be designed to provide designated area for bus use only • Flexibility for sawtooth or parallel design	
Neighborhood Impacts		• Bus staging would be removed and with limited visibility from neighborhood streets • Potential to remove bus routes from the residential neighborhood south of the train tracks	• With congestion on westbound 5th Avenue, bus routes may use neighborhood streets (e.g., Center or Ellsworth Streets) rather than Washington Street to travel north
Other	• Physical constraints to north/east/south limit ability to expand should transit demands increase	• With all Burlington spaces west of Center Street, could more easily discourage sporadic pedestrian crossings across kiss-and-ride area • Short-term solution at north-side station front could have minimal impact on parking and limited cost	• Need to mitigate loss of parking limits viability in the short-term

1 – Includes potential for an interim solution at the north-side station front.

Table 3. Opportunities and Constraints Analysis for Potential Bus Depot Locations (continued)

Location/Perspectives	Limitations	Opportunities	Challenges
5. Station-Front, South Side			
Commuter Convenience	• Kiss-and-ride stacking distance on 4th Avenue between Loomis and Ellsworth is finite	• Potential to accommodate 12 routes currently serving the south side of the train tracks • Proximity to south (inbound) platform and pedestrian tunnel to/from north (outbound) platform • Reduces conflicts/increases safety with separation from Kiss-and-Ride • Relocated kiss-and-ride area on 4th Avenue provides adequate distance to stack current demand between Loomis Street and Ellsworth Street • Ability to reduce pedestrian conflicts with largely curbside service for both buses and Kiss-and-Ride	• Station-front parking spaces may be eliminated • Increased travel distance for kiss-and-ride vehicles to arrive at station via 4th Avenue • Eastern end of 4th Avenue curbside for kiss-and-ride lacks close proximity to platform
Transit Efficiency		• Requires no changes to existing bus routing patterns for 12 buses serving the south side of the train tracks • Removal of kiss-and-ride traffic from Central Street north of North Avenue would reduce outbound congestion and delays	• Enforcement of Kiss-and-Ride behaviors are crucial to design's success • New conflict points created between departing kiss-and-ride vehicles and arriving buses at Ellsworth Street/entry to station-front depot
Neighborhood Impacts	• Existing roadway grid, boundaries of Burlington Square Park, and placement of area businesses/residences limit ability to expand should transit demands increase	• Removes staged buses from Ellsworth Street	• Bus depot would be visible from nearby residences and Burlington Square Park • Increased traffic and vehicle staging on 4th Avenue • Introduction of southbound vehicle traffic on Ellsworth, northbound lane restricted to bus traffic only (at least during peak periods) • May require widening and loss of trees on 4th Avenue to accommodate relocated kiss-and-ride • Could limit customer access to businesses on Center Street
Other		• Minimal impact on parking and limited cost • 4th Avenue would be converted to one-way westbound, facilitating passenger-side exits and keeping pedestrians from entering street	• If 4th Avenue is changed to one-way westbound, future overflows in Kiss-and-Ride queues could present congestion issue at Loomis Street rail crossing • May require land from Burlington Square Park if additional buses are to be accommodated in long-term design • Enforcement will be crucial to controlling depot area as bus-only

Table 3. Opportunities and Constraints Analysis for Potential Bus Depot Locations (continued)

Location/Perspectives	Limitations	Opportunities	Challenges
6. 4th Avenue			
Commuter Convenience		• Able to accommodate all bus routes serving station with first-in-first-out operation • Proximity to south (inbound) platform and pedestrian tunnel to/from north (outbound) platform • Ability to reduce pedestrian conflicts with largely curbside service for both buses and Kiss-and-Ride	• Increased travel distance for many arriving buses • Eastern end of 4th Avenue curbside for bus parking lacks close proximity to platform
Transit Efficiency	• One-point entry to depot via 4th Avenue at Loomis Street limits accessibility	• New route to North Avenue in southbound bus-only lane on Ellsworth could reduce outbound congestion and departure delays	• Requires buses to reroute to enter staging area at Loomis Street/4th Avenue • New conflict points created between arriving kiss-and-ride vehicles and departing buses at Ellsworth Street/entry to station-front depot • As a public street, area could be used by non-designated vehicle types
Neighborhood Impacts	• Existing roadway grid and proximity to area residences limit ability to expand	• Removes staged buses from Ellsworth Street	• New impact to residences on 4th Avenue • Introduction of southbound bus traffic on Ellsworth • May require widening and loss of trees on 4th Avenue to accommodate bus staging
Other		• Minimal impact on parking and limited cost • 4th Avenue could be converted to one-way westbound, facilitating passenger-side exits and keeping pedestrians from entering street	• If 4th Avenue is changed to one-way westbound, overflow in bus queues could present congestion issue at Loomis Street rail crossing • Enforcement will be crucial to controlling depot area as bus-only
7. Burlington Square Park			
Commuter Convenience	• Kiss-and-ride stacking distance between Center and Ellsworth is finite	• Proximity to south (inbound) platform • Proximity to pedestrian tunnel for routes staged on north and east sides of park • Ability to reduce pedestrian conflicts with largely curbside service for both buses and Kiss-and-Ride	• Mitigate loss of 22 daily fee parking spaces on 4th Avenue between Ellsworth and Center Streets • If converted to counter-flow circulation and staging, introduction of two-way traffic creates more potential for vehicular and pedestrian conflicts and may require large turning radii at corners of park • Reduced number of lanes for Kiss-and-Ride adjacent to station
Transit Efficiency	• Fixed bus capacity along park perimeter provides limited opportunity for future expansion should transit demands increase	• New route to North Avenue on southbound Ellsworth could reduce outbound congestion and departure delays	• Does not separate buses from other modes
Neighborhood Impacts	• Existing roadway grid placement of area businesses/residences limit ability to expand should transit demands increase		• Increased number of buses staging on neighborhood streets • Rerouting buses from Ellsworth to Center impacts different set of residents
Other	• Park boundary is constrained by grant agreement with the Park District	• Minimal impact on parking and limited cost make option viable for short-term design	• Potential conflict between staged buses on west edge of Burlington Square Park and private vehicles backing out of on-street parking spaces on Center Street

Table 3. Opportunities and Constraints Analysis for Potential Bus Depot Locations (continued)

Location/Perspectives	Limitations	Opportunities	Challenges
8. DuPage Children's Museum			
Commuter Convenience	– Not proximate to station or pedestrian tunnel to/from north (outbound) platform	– Peak commuter traffic occurs before museum opens at 9am, after Museum's typical weekday closing at 4pm – Stairways to/from Washington Street sidewalk provide access to/from north (outbound) platform – Reduces conflicts/increases safety with separation from kiss-and-ride – South side station-front area for use by kiss-and-ride only	• Museum operates until 8pm every third Thursday and occasionally holds special events in the evenings • Creates potential for bus/pedestrian conflicts in an area with many children • Could result in additional outbound congestion at museum accesses • Platform access is not accessible from this site, nor is the crosswalk on the north leg of Washington Street at North Avenue
Transit Efficiency	– Bus capacity is unknown, subject to coordination with the DuPage Children's Museum	• Direct, signalized access to Washington Street and full access to Spring Avenue could promote faster ingress/egress for buses	• Unlikely to provide a dedicated area for buses • Distance from the platforms and increased commuter walking distance could impact bus staging time and schedules
Neighborhood Impacts		• Removes bus routes from staging or driving on neighborhood streets	• Additional traffic and resulting conflicts due to bus traffic could adversely affect museum attendance
Other	– Residential parcel to west, tracks on north, and existing streets to east and south limit expansion outside of existing Museum property	• Potential to create underground detention area in order to expand parking lot	• Would require amendments to existing lease agreement between City and Museum

CONCEPT DEVELOPMENT

In order to develop conceptual design alternatives for the remaining bus depot sites, the project team applied the physical design requirements of two primary bus depot layouts: the "parallel" and "sawtooth" staging configurations. Design components were based on the 35-foot buses that currently serve the Naperville Metra Station and are expected to remain in use into the foreseeable future; yet in order to provide a conservative design within the depot and at external access points, turning radii were designed according to the needs of a 40-foot bus. More detail on each depot layout and its respective design requirements are provided in the following paragraphs and illustrated on **Exhibit 7**.

Parallel Design

A parallel depot design stacks buses end-to-end along a straight curb line. Parallel staging can be designed with or without a bypass lane that enables buses to depart at any time without waiting for other buses to clear. If no bypass lane is desired, bus stacking could be provided at 40 feet per 35-foot bus. If a bypass lane is included, the depot must provide more stacking space per bus (70 feet long, 15 feet wide per 35-foot bus) to accommodate the turning radius from the curbside lane to the bypass lane. The pedestrian refuge area is typically wider for a parallel design than a sawtooth design. Parallel staging, particularly without a by-pass lane, does not practically allow for a consistent and designated location for each bus. On the other hand, a configuration with multiple aisles would allow buses to park in the same aisle consistently to assist riders in finding their desired route in the same general area each day.

Sawtooth Design

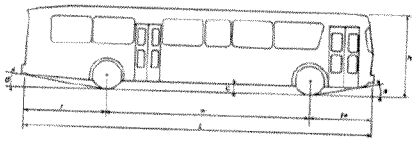
A sawtooth design provides angled parking bays for bus staging. This configuration allows buses to pull into a space and depart from a space independently of other buses even when adjacent spaces are occupied, and it also facilitates designated spaces for each bus route. Sawtooth parking bays require 60 feet of stacking distance per 35-foot bus. The central refuge median typically requires less width in a sawtooth design than in a parallel design due to the additional pedestrian storage space created by the angled parking bays.

As specific concepts were developed, the viable sites were further refined in order to consider a hybrid depot design (allowing buses to maintain their respective stops north and south of the tracks) and/or the potential relocation of kiss-and-ride activity in both the short- and long-term. The resulting depot sites and their respective conceptual designs are summarized on the pages that follow. A summary of key features associated with each conceptual design is provided in the Appendix.

PACE DESIGN GUIDELINES *(with assumed adjustments)*

Figure III-1

Transit Vehicle Components



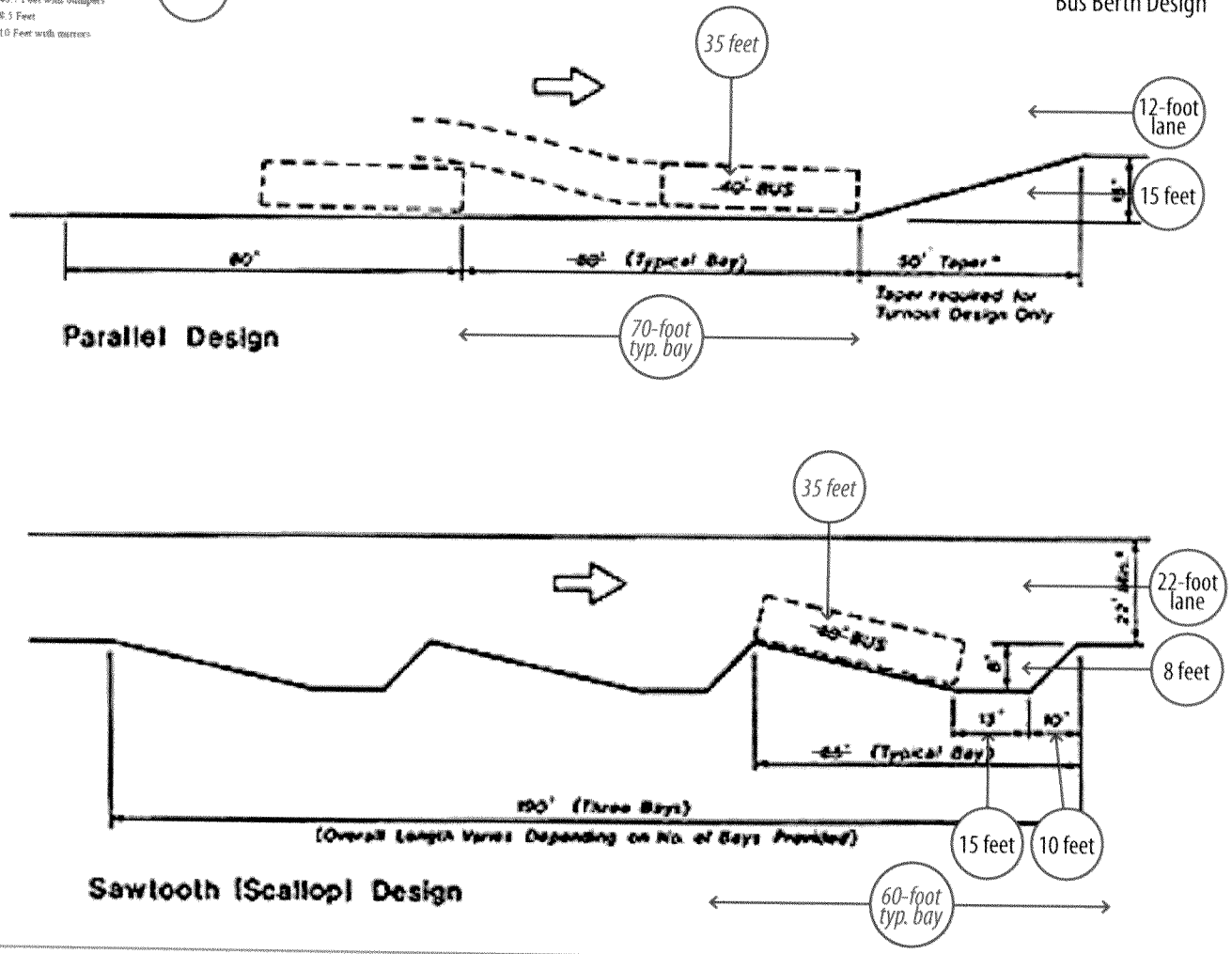
Symbol	Vehicle Feature	Maximum Dimension
?	Length	~~40 Feet~~
	Overall Length	40.7 Feet with bumpers
	Width	8.5 Feet
	Overall Width	10 Feet with mirrors

35 feet

PACE DESIGN GUIDELINES *(with assumed adjustments)*

Figure IV-3

Bus Berth Design



LEGEND

- XX feet — Existing Design Guideline
- *XX feet* — Assumed Design Guideline Adjustment

TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC.

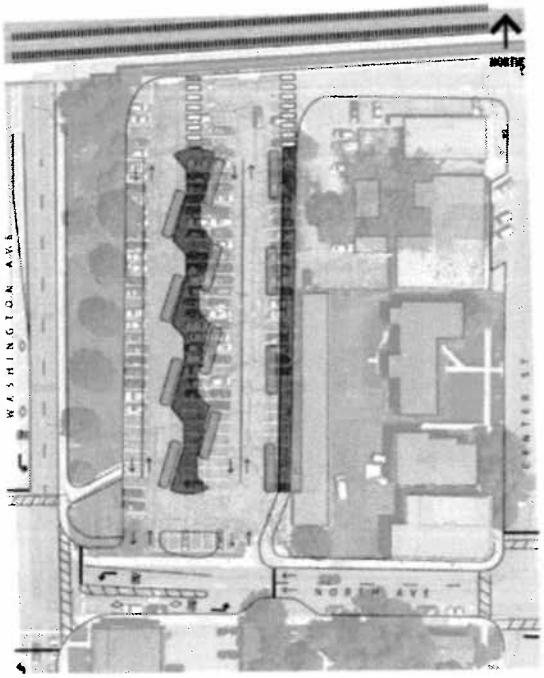
EXHIBIT 7

PACE DESIGN DESIGN GUIDELINES AND ASSUMED ADJUSTMENTS

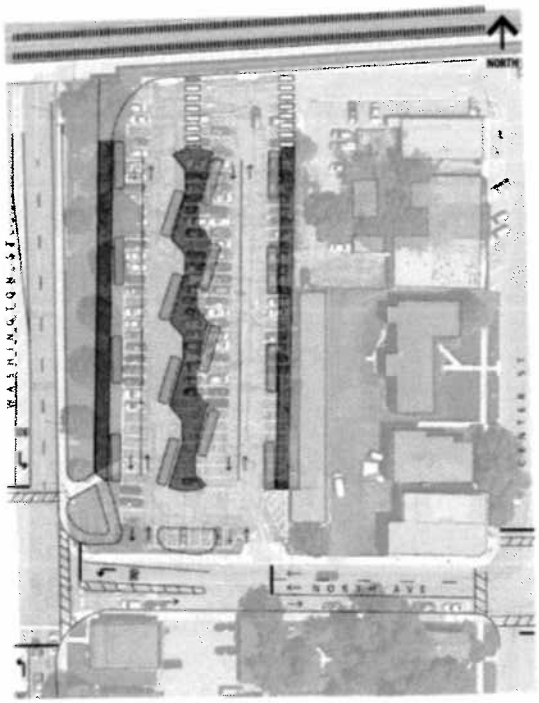
Parkview Lot Concepts

Alternatives 1A & 1B

A sawtooth design with a parallel bus staging area on the east side of the lot provides capacity for 12 buses within the existing Parkview Lot pavement area (illustrated as Alternative 1A), enabling all bus routes that currently stop on the south side of the tracks to use this depot design. This depot would be a viable south-side component of a hybrid design in which north- and south-side routes maintain their current stops, but could also be expanded (shown in Alternative 1B) to accommodate 16 buses in the future if north-side routes were relocated or if transit demand increased at the station.



Alternative 1A

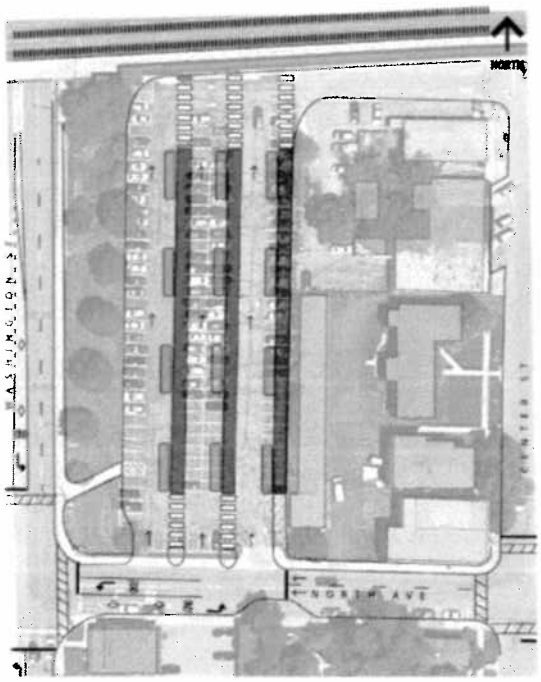


Alternative 1B

North Avenue Access	For each Parkview Lot concept, the bus depot could be designed such that buses routed along Washington Street could enter and/or exit via North Avenue without traveling through the neighborhood. This design would involve converting North Avenue from a one-way westbound street to a two-way street, shifting the stop bar and signal mast arms for westbound North Avenue to a location immediately east of the depot access driveways, and (for Alternatives 1A & 1B) installing additional signal equipment for southbound buses exiting the depot. The signal equipment at Washington Street/North Avenue and at the bus depot access intersection on North Avenue would operate under a single controller, and timings would presumably be designed to keep the roadway segment between these two intersections clear at all times. The associated modifications to the lane geometry could also be extended east to allow two-way traffic on North Avenue to Ellsworth Street.

Alternative 2

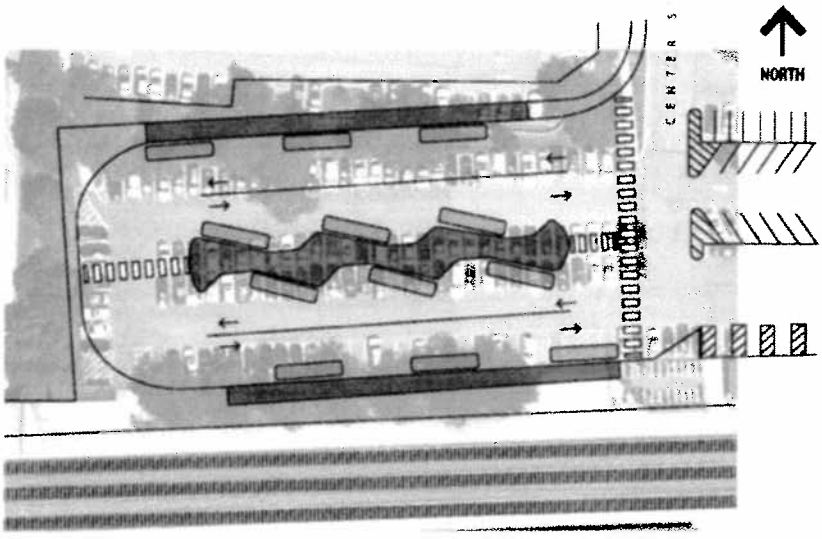
A parallel design within the existing Parkview Lot pavement area provides capacity for 12 buses, enabling all bus routes that currently stop on the south side of the tracks to use this depot design. This depot would be a viable south-side component of a hybrid design in which north- and south-side routes maintained their current stops at the Naperville Metra Station. Expansion outside of the existing pavement area would require a greater amount of land than the preceding Alternative 1B because of the width of this parallel depot configuration.



Alternative 2

Upper Burlington Lot Concept

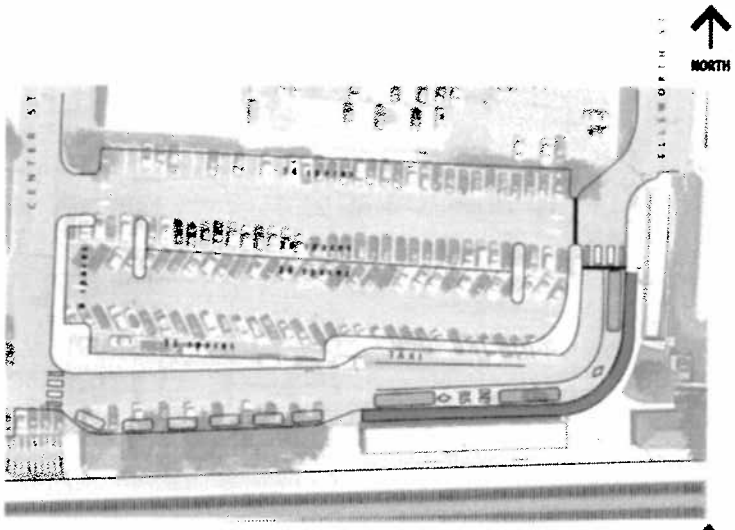
A sawtooth design with parallel bus staging areas on the north and south side of the Lot provides capacity for 12 buses. The depot could accommodate the 3 routes that currently stop north of the tracks and support relocation of 9 buses from the south side of the tracks; alternatively, the 12 buses currently south of the tracks could be relocated to the Upper Burlington Lot, while maintaining the location of the 3 north side buses in the Eastern Burlington Lot. It should be noted, however, that this site must be expanded north in order to provide enough space for U-turns by the selected design vehicle; this expansion would encroach into the southeast corner of the Lower Burlington Lot, likely requiring construction of a retaining wall, and would result in additional displaced parking.



Eastern Burlington Lot Concepts

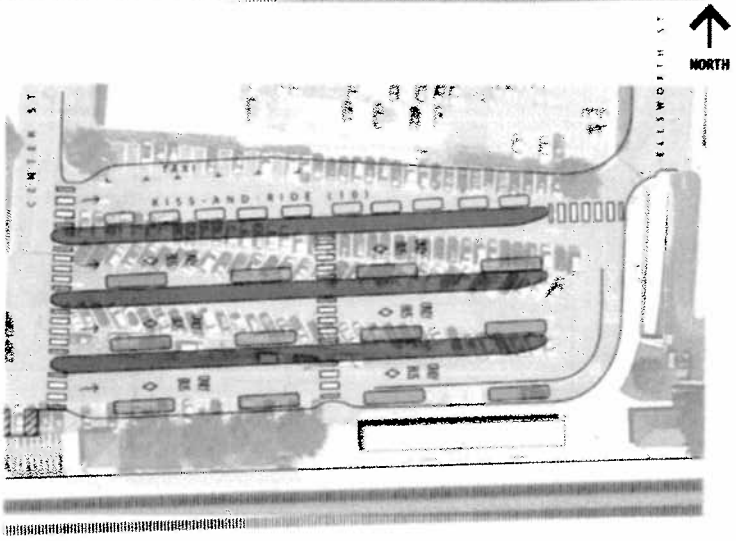
Alternative 1

With capacity for three buses, this alternative would accommodate all bus routes that currently stop north of the tracks, making it a viable north-side component of a hybrid design in which north- and south-side routes maintained their current stops at the station.



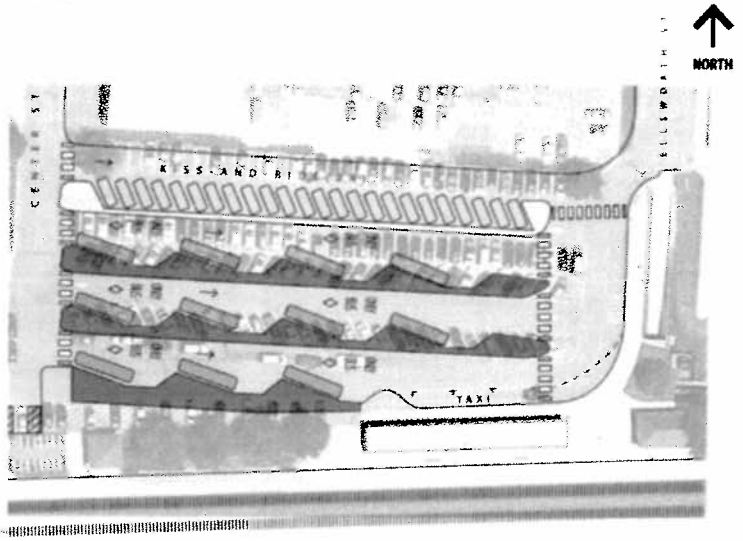
Alternative 2

With capacity for 12 buses, this parallel design accommodates the 3 routes that currently stop north of the tracks and supports relocation of 9 routes from the south side of the tracks.



Alternative 3

With capacity for 11 buses, a sawtooth design provides space for the 3 routes that currently stop north of the tracks and for relocation of 8 routes from the south side of the tracks.



4th Avenue Concept

Reconfiguration of the area south of the train station building would allow for 12 buses to stage on 4th Avenue between Ellsworth Street and Center Street, enabling all bus routes that currently stop on the south side of the tracks to use this depot design. Kiss-and-ride activity would be relocated to 4th Avenue, where the travel direction would be reversed to one-way westbound. This concept would be a south-side component of a hybrid design in which north- and south-side routes maintained their current stops at the Naperville Metra Station.

In order to collectively review the strengths and weaknesses of these concepts, the project team developed an evaluation matrix that draws on the three perspectives identified in the project objectives: the Commuter Perspective, Transit Efficiency, and Neighborhood Impacts. Existing conditions were also evaluated under the same criteria in order to provide a baseline for identifying feasible bus depot concepts. This matrix is presented in **Table 4** on the following page.

Table 4. Concept Alternatives Evaluation Matrix

Bus Depot Alternatives	Transit Efficiency					Commuter Perspective					Neighborhood Impacts	
	Bus Capacity (# of routes)	Maximum # of Bus Routes Impacted[1]	Bus Access to/from Depot	Transit Commuter Access to Platform (Inbound) from Depot	Future Expansion Potential	Off-Street Parking Impacts (estimated # of spaces)	On-Street Parking Impacts (estimated # of spaces)	Bus Conflicts with Pedestrians/ Bicyclists	Bus Conflicts with Automobiles	Pedestrian Conflicts with Automobiles	Bus Queues on Neighborhood Streets	Bus Travel on Neighborhood Streets
Existing Conditions	3 buses on north 12 buses on south	N/A	●	●	No	N/A	N/A	●	●	●	●	●
Parkview Lot												
Alternative 1A	3 buses on north 12 buses on south (depot)	0 buses	●	●	Yes	-136	0[2]	●	●	●	●	●
Alternative 1B	0 buses on north 16 buses on south (depot)	3 buses	●	●	No	-136	0[2]	●	●	●	●	●
Alternative 2	3 buses on north 12 buses on south (depot)	0 buses	○	●	Yes	-136	0[2]	●	○	●	●	●
Upper Burlington Lot												
Alternative 1	12 buses on north (depot) 3 buses on south	9 buses	●	●	No	-150	0	○	●	○	●	○
Eastern Burlington Lot												
Alternative 1	3 buses on north (depot) 12 buses on south	0 buses	○	○	Yes	-37	0	●	○	○	●	●
Alternative 2	12 buses on north (depot) 3 buses on south	9 buses	●	●	No	-151	0	○	●	○	●	○
Alternative 3	11 buses on north (depot) 4 buses on south	8 buses	●	●	No	-151	0	○	●	○	●	○
4th Avenue												
Alternative 1	3 buses on north 12 buses on south (depot)	0 buses	○	●	No	0	-22	○	○	●	●[3]	●

1 - Impacts to bus routes are expected to result in increased bus travel time and operating costs. Further discussion of these impacts can be found in the Appendix.

2 - Includes loss of 7 spaces (North Avenue: Washington to Center), loss of 6 spaces (North Avenue - south side: Center to Ellsworth with angle-to-parallel conversion), and gain of 13 spaces (North Avenue - north side: Center to Ellsworth with parallel-to-angle conversion).

3 - While buses would not queue on neighborhood streets, kiss-and-ride activity would be relocated to 4th Avenue between Ellsworth Street and Loomis Street. Feedback with neighbors along 4th Avenue indicated opposition to this kiss-and-ride staging concept.

Legend

● Satisfies the objectives of the Naperville Metra Station Bus Depot and Commuter Access Feasibility Study.

○ Satisfies some of the project objectives.

● Does not meet the project objectives and/or results in a negative impact within the station area.

LONG-TERM RECOMMENDATIONS

Overview

To meet the project objectives of the Naperville Metra Station Bus Depot and Commuter Access Feasibility Study, a long-term recommendation was developed for a dedicated bus depot. A defined off-street bus depot would be expected to promote the use of bus transit to and from the station, enable the separation of travel modes and their respective access/circulation patterns, and reduce conflicts between buses, kiss-and-ride vehicles, pedestrians, and bicyclists, resulting in enhanced intermodal connectivity and improved circulation within and around the station area.

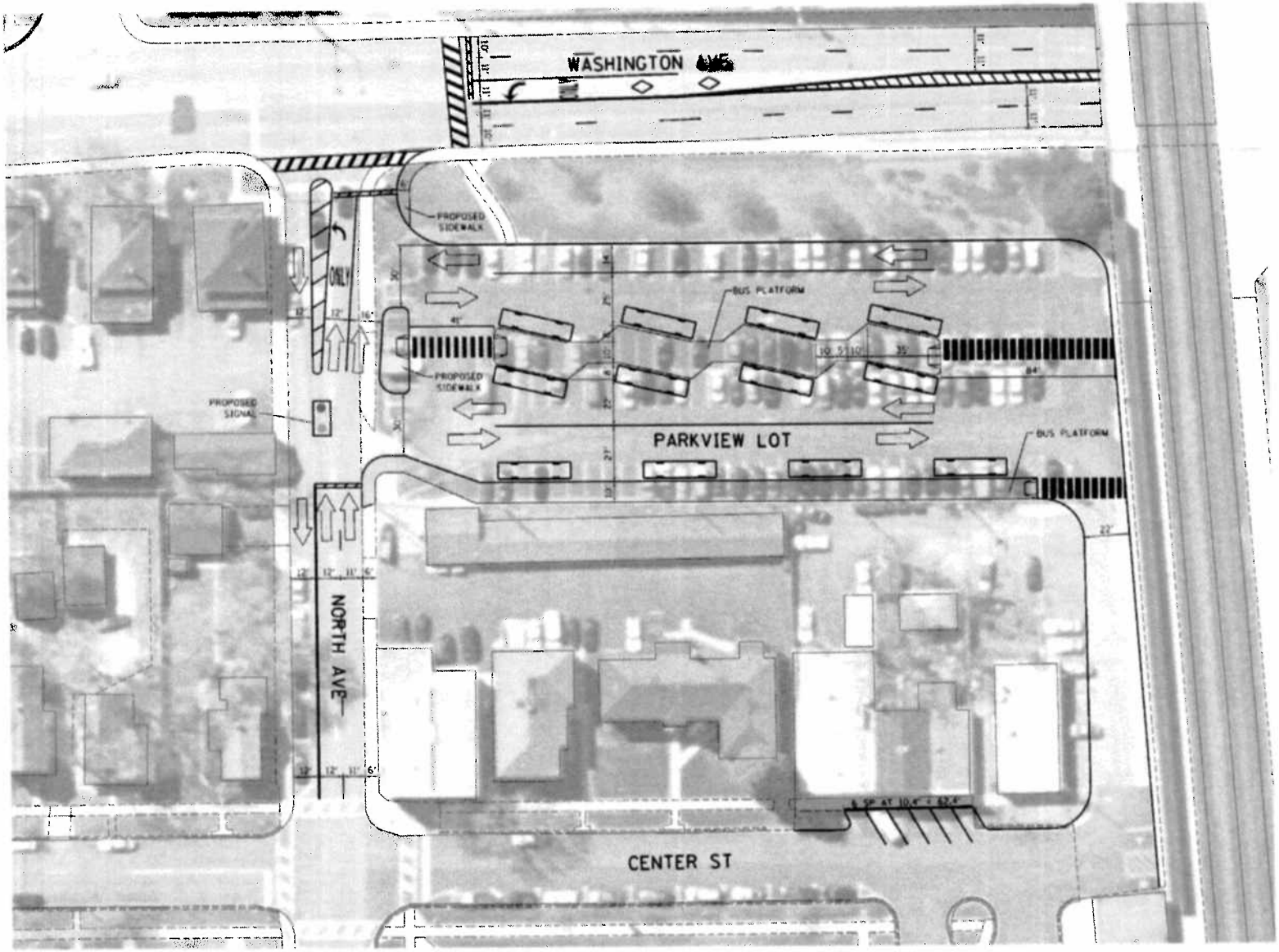
Following the analyses of all potential bus depot sites, it is recommended that a bus depot be constructed on the Parkview Lot. As demonstrated by the findings of the Alternatives Evaluation Matrix in **Table 4**, this site offers the greatest number of options and flexibility for providing a dedicated bus depot that meets the project objectives. It is anticipated that a 12-bus depot would meet existing transit demands at the station and conform to a hybrid bus depot design, in which buses that currently stop on the north side of the tracks maintain their existing routes to avoid increased travel times and operating costs. It is worth noting, however, that the Parkview Lot also holds the potential for a 16-bus depot under the concept previously illustrated as Parkview Lot Alternative 1B. Potential configurations for this long-term solution are illustrated in **Exhibits 8 through 10**. Complementary improvements are also proposed for the north side of the tracks in the Eastern Burlington Lot, as presented in **Exhibit 12**. These modifications would accommodate each of the three bus routes that currently stop north of the tracks and would facilitate a hybrid depot design if a 12-bus depot were pursued south of the tracks.

Given the preliminary nature of the analyses performed for this Feasibility Study, it should be noted that this recommendation is subject to further study and engineering design, as well as any additional approval processes as required by the City of Naperville. Details of the recommended long-term bus depot are provided in the following paragraphs.

South Side of Station

Three concepts were developed for a bus depot on the Parkview Lot: Alternative 1A, Alternative 1B, and Alternative 2. Each design would enable a dedicated space for each of the 12 bus routes that currently stop on the south side of the tracks. Alternative 1B would allow an additional four buses to stage in the depot should transit demands increase or to accommodate relocation of the three routes that currently pick up and drop off passengers north of the tracks. Key design aspects of each alternative are summarized in **Exhibits 8 through 10**.

In order to facilitate more direct bus access into and out of the depot and reduce travel on neighborhood streets by buses and automobiles, North Avenue between Washington and Ellsworth Streets should be converted to a two-way roadway segment. **Exhibit 11** illustrates the recommended lane geometry for this two-way segment, as well as some associated changes to the on-street parking supply that are recommended to accompany this improvement. This modification could be accompanied by signal modifications at the Washington/North intersection in order to allow Pace Route 714 to perform a southbound left at this



NORTH

SCALE: 1" = 50'

OVERVIEW

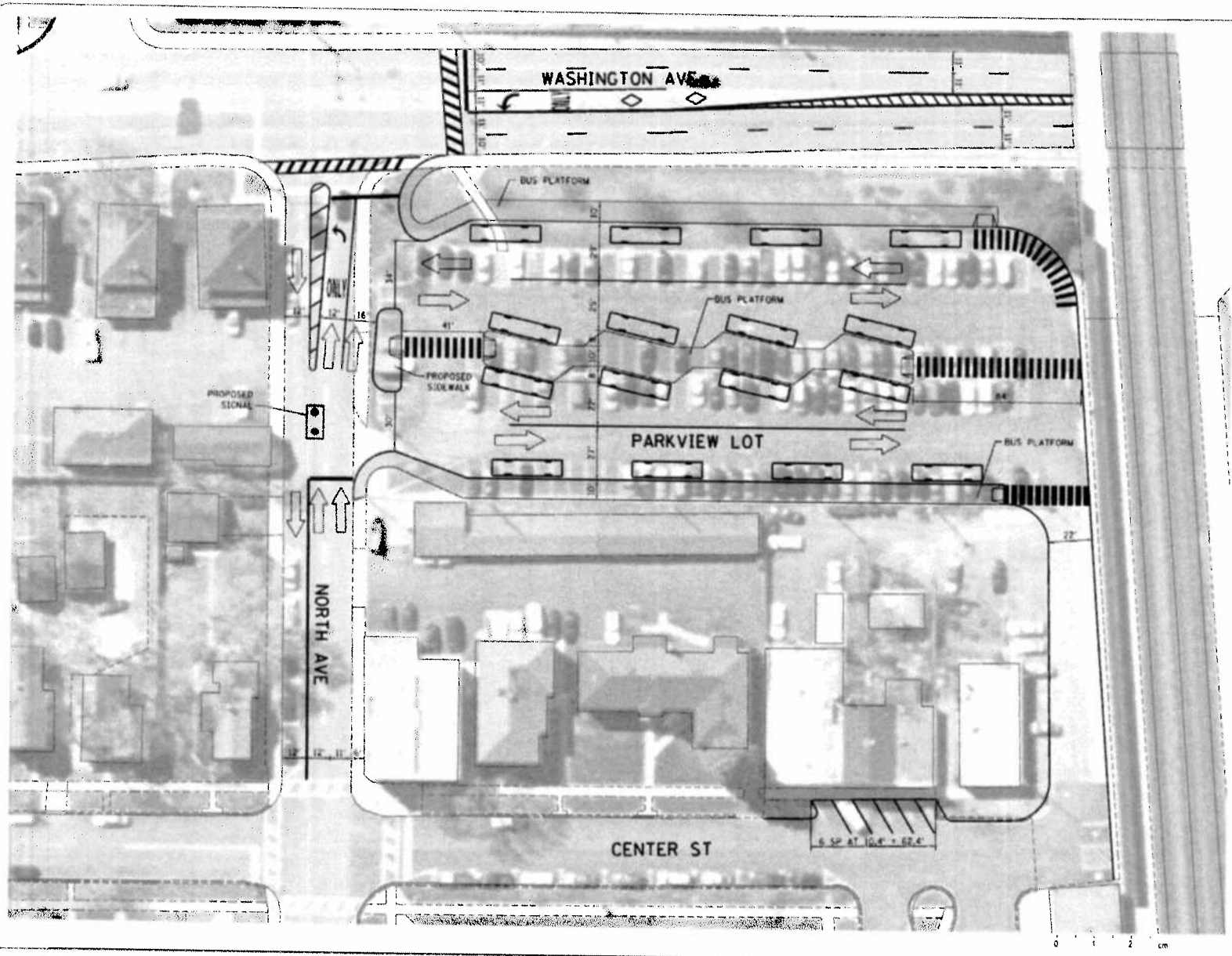
- Utilizes the existing pavement area to accommodate all 12 bus routes that currently stop on the south side of the tracks.
- With the ability to enter and exit the depot spaces independently of each other, bus routes could utilize assigned spaces, if desired.
- Buses would enter and exit via North Avenue, which includes the conversion of North Avenue from a one-way westbound street adjacent to the site to a two-way street.
- A modified signal system would facilitate quick ingress and egress from Washington Street. Further discussion of this signal modification and its impact on station-area traffic circulation is provided in *Station Area Circulation* on page 54.
- Preliminary AutoTURN runs indicate that a 40-foot bus will be able to circulate around the north side of the depot in a U-turn pattern, but that the existing width of the Parkview Lot does not allow two buses to perform a U-Turn in this area simultaneously.

TRAFFIC ANALYSIS & DESIGN, INC

Stanley Consultants inc.

EXHIBIT 8

LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 1A)



NORTH →

SCALE: 1" = 50'

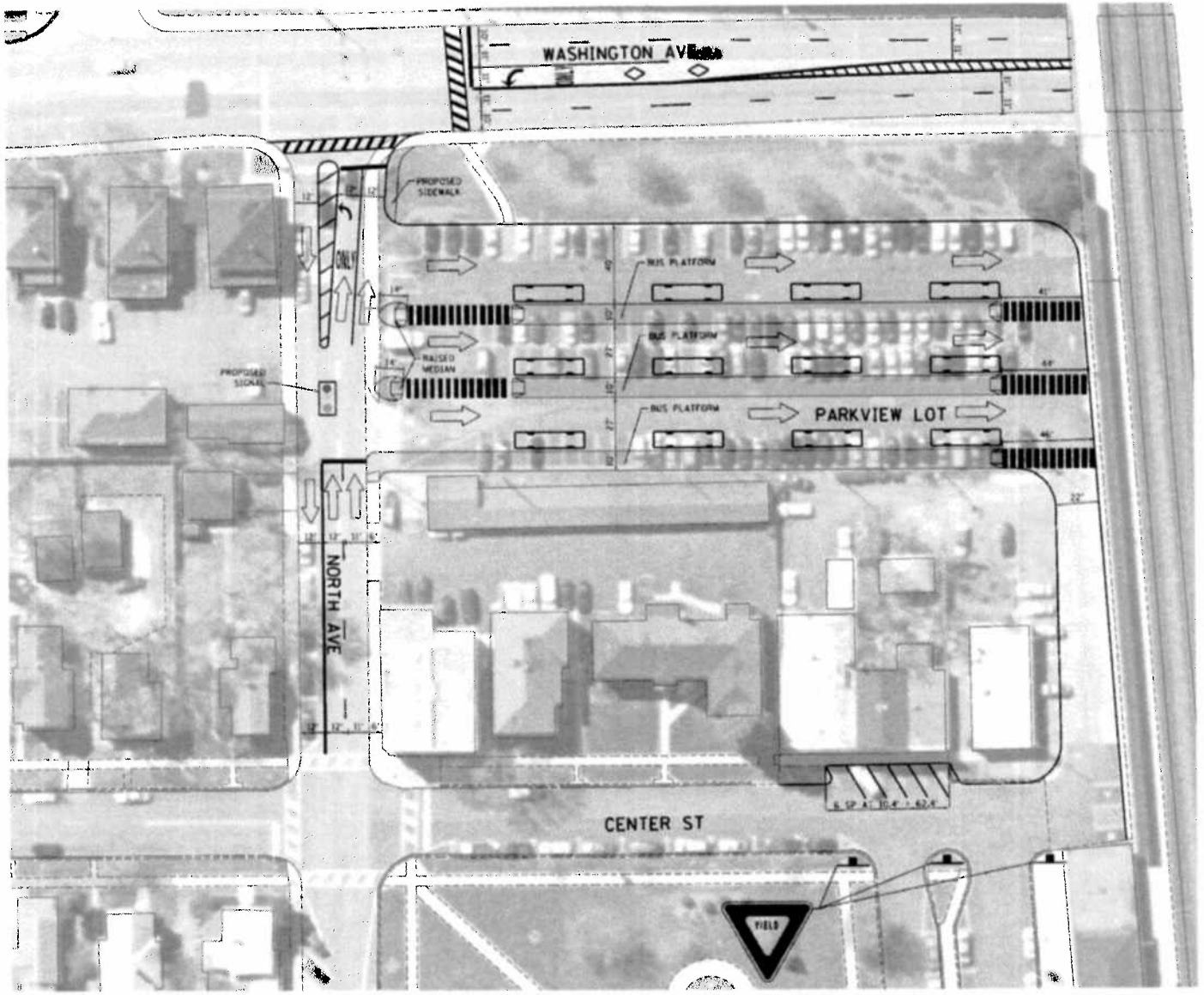
OVERVIEW

- Widens the Parkview Lot west of its existing boundary to accommodate up to 16 bus routes, exceeding the number of routes that currently serve the Naperville Metra Station.
- With the ability to enter and exit the depot spaces independently of each other, bus routes could utilize assigned spaces, if desired.
- Similar to Alternative 1A, buses would both enter and exit via North Avenue with the two-way conversion of North Avenue.
- A modified signal system would facilitate quick ingress and egress from Washington Street. Further discussion of this signal modification and its impact on station-area traffic circulation is provided in *Station Area Circulation* on page 54.
- Alternative 1B is not constrained by the current paved boundaries of the Parkview Lot and involves a westward expansion of the paved area to provide another four parallel bus bays and to allow two buses to simultaneously circulate around the northern end of the depot.
- Widening for additional pavement area and bus platform results in a maximum embankment slope of 1V:3H from northern limit of bus platform to back of the Washington Street sidewalk.

TRAFFIC ANALYSIS & DESIGN, INC

Stanley Consultants INC

EXHIBIT 9
LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 1B)



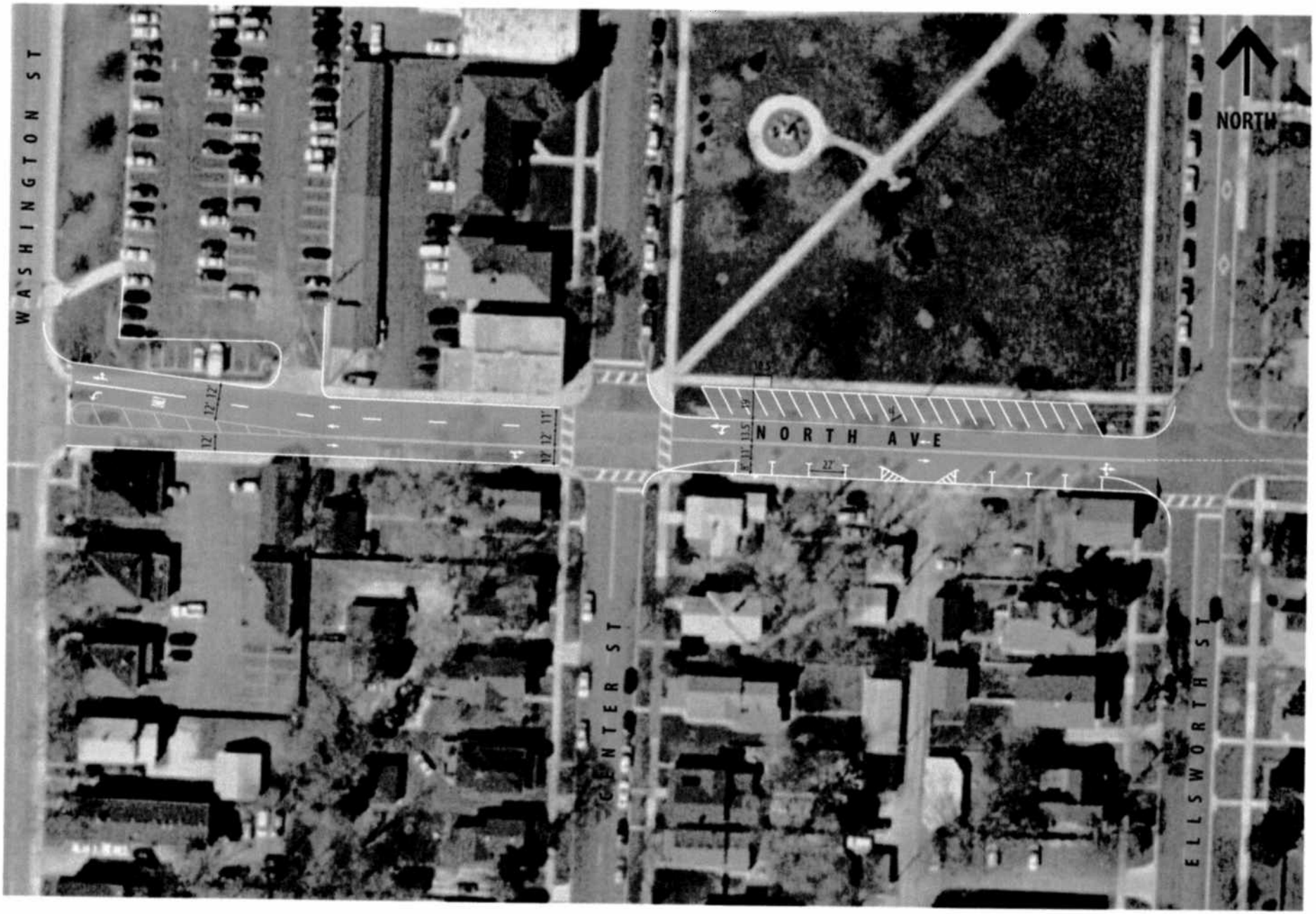
NORTH →

SCALE: 1" = 50'

OVERVIEW

- Utilizes the existing pavement area to accommodate all 12 bus routes that currently stop on the south side of the tracks.
- With the ability to enter and exit the depot spaces independently of each other, bus routes could utilize assigned spaces, if desired.
- The parallel design allows the opportunity to stage buses more closely together in order to accommodate up to three additional bus routes, if needed. However, this staging strategy would operationally limit access to first-in-first-out.
- Buses would enter via North Avenue and exit via 4th Avenue to southbound Center Street.
- Buses are not expected to be able to exit to Center Street simultaneous with a passenger vehicle approaching in the opposite direction to access the parking and alley behind the commercial businesses at the north end of Center Street.
- A modified signal system would facilitate quick ingress from Washington Street. Further discussion of this signal modification and its impact on station-area traffic circulation is provided in *Station Area Circulation* on page 54.

EXHIBIT 10
LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 2)



TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC.

EXHIBIT 11

NORTH AVENUE - RECOMMENDED TWO-WAY CONVERSION

location; otherwise, this route would be expected to maintain its current travel pattern involving a southbound left turn from Washington Street to School Street, continuing east to Ellsworth Street, and traveling north on Ellsworth Street to the station. If this bus-only southbound left-turning movement is incorporated, signal timing and equipment modifications would be required at the Washington Street/North Avenue intersection, resulting in reduced green time for one or more of the existing phases at this signalized intersection when a Route 714 bus is present. Preliminary capacity analyses reveal that this new phase could be added without significantly impacting overall traffic operation at this intersection.

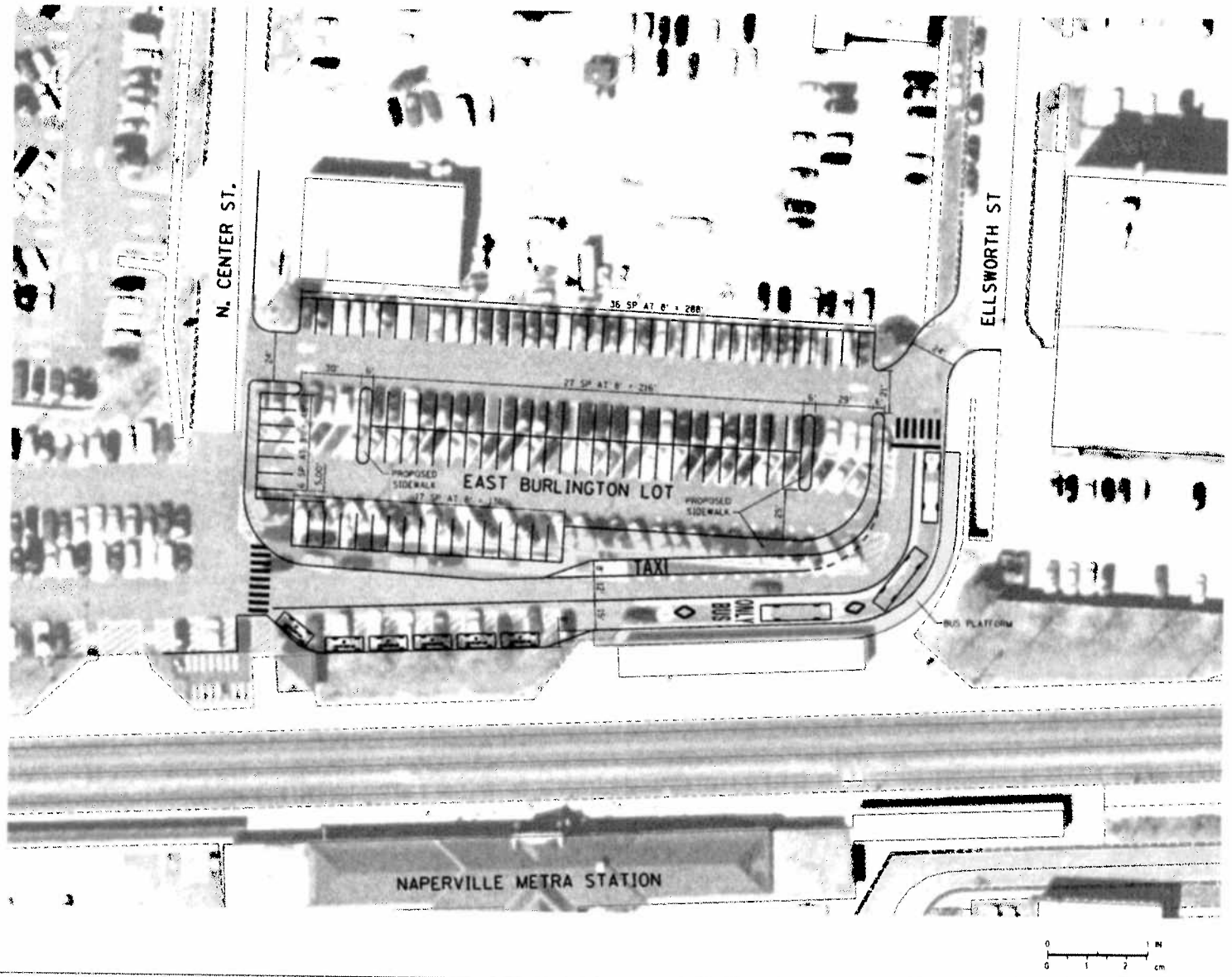
North Side of Station – Eastern Burlington Lot

To better separate bus and kiss-and-ride staging areas on the north side of the station, it is recommended that the Eastern Burlington Lot Alternative 1 be implemented as shown in **Exhibit 12**. This design provides a recessed area for kiss-and-ride vehicles, thereby limiting conflicts with bus access to the station, as it occurs today. The revised parking lot layout provides greater separation between the Eastern Burlington Lot and the bus staging area and also provides a single cross-access between the parking lot and Ellsworth Street; limiting vehicle movements through the Eastern Burlington Lot is expected to reduce the potential conflict points and clarify right-of-way between departing buses and exiting commuters during the evening peak.

Improved delineation between bus staging, kiss-and-ride, and the adjacent parking lot is the primary benefit of this design. As a result of this improvement, it is anticipated that buses would experience less delay and departing buses would be subject to fewer potential conflicts with other vehicles. The design is limited in that buses are not provided with a dedicated space and would continue to mix with other modes in order to enter and exit the depot area, but these disadvantages are viewed as superior to the longer travel times for commuters, increased operating and maintenance costs for Pace, and additional bus routes circulating south of the station that would occur if the three north-side routes were relocated to an area south of the tracks.

Kiss-and-Ride

With the removal of bus staging from 4th Avenue, the area immediately south of the station building would be available for kiss-and-ride activity and daily fee parking spaces. The long-term recommendation, illustrated in **Exhibit 13**, includes 44 angled daily fee spaces on this roadway segment (an increase of 22 spaces over the existing condition). These spaces would be time-restricted daily fee spaces available for use from 8:00AM until 4:00PM only and designated as 15-minute parking spaces for use by kiss-and-ride vehicles during the morning and evening peak periods. After the conclusion of the evening rush period, the spaces could be available for nearby Center Street businesses and residences. The northern curb of 4th Avenue adjacent to the station building would be available for pick-up/drop-off by corporate shuttles, independent bus services, and kiss-and-ride vehicles throughout the day; this space could accommodate up to 10 automobiles at a time, contributing to a total 54 spaces for peak period kiss-and-ride activity. In addition, this supply would be expected to accommodate current demand and allow for seasonal variations and significant growth in kiss-and-ride vehicles into the long-term future.



TRAFFIC ANALYSIS & DESIGN, INC

Stanley Consultants

EXHIBIT 12

LONG-TERM RECOMMENDATION (NORTH OF STATION - EASTERN BURLINGTON LOT)

LEGEND

- Metra Station
- Bus Depot
- Kiss-and-Ride Area*

* Note: Kiss-and-Ride spaces will serve daily fee parking between 8:00 AM and 4:00 PM.

TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC.

EXHIBIT 13

LONG-TERM RECOMMENDATION (SOUTH OF STATION - 4TH AVENUE)

Station Area Circulation

Based on the project objectives and resident feedback received before and during this feasibility study, it is desirable to facilitate a direct route between Washington Street and a Parkview Lot bus depot in order to minimize bus travel on neighborhood streets and promote transit efficiency. Due to the sloping grade between Washington Street and the Parkview Lot, the impact of bus turning movements on internal circulation patterns, lines of sight along Washington Street, and proximity to the Washington/North intersection, creating a direct access for full ingress and egress via Washington Street is not feasible for the Parkview Lot; further discussion of the constraint imposed by direct access to Washington Street was detailed beginning on page 22. Therefore, the Parkview Lot alternatives incorporate access to/from Washington Street via North Avenue. In order to achieve this access configuration, a preliminary plan for a clustered traffic signal system was devised to link the Washington Street/North Avenue intersection with the new depot access driveway(s) on North Avenue. Key aspects of this signal system would include:

- Conversion of North Avenue from a one-way westbound street to a two-way street to allow buses to enter the depot from Washington Street via North Avenue.
- Relocation of the westbound North Avenue stop bar to a location immediately east of the bus depot access driveway(s) to keep the portion of North Avenue in front of the depot access driveways clear of westbound vehicle queues.
- Installation of new traffic signal heads for southbound buses exiting the bus depot (Alternatives 1A and 1B only) and for the relocated westbound stop bar on North Avenue.
- Potential to add a southbound left-turn phase at Washington Street/North Avenue to eliminate neighborhood travel for Route 714 (if not implemented in the short-term). This new movement would presumably operate under actuated, protected-only phasing and would be signed for bus use only to prevent private vehicles from using the left-turn lane, which would be limited in length by the narrowing cross-section on Washington Street north of North Avenue. If this additional phase is not desired, Route 714 could continue to perform a southbound left turn at School Street and continue to the bus depot via Center Street and North Avenue.
- Implementation of signal phasing designed to keep private vehicles clear from westbound North Avenue along the bus depot frontage. In doing so, buses arriving via Washington Street would have clear access into the bus depot. Phasing could also be set up to allow departing buses to exit a short time before receiving a westbound green light at Washington/North in order to use the available green time more efficiently.

Preliminary capacity analyses were performed with Synchro 8 software for this modified signal scenario; for a conservative analysis, it was assumed that Alternatives 1A or 1B were in place in order to evaluate the impact of both bus ingress and egress via North Avenue. Because the Washington Street/North Avenue signal is currently part of a coordinated system along the Washington Street corridor, it was assumed that the existing cycle length (AM Peak: 140 seconds, PM Peak: 160 seconds) must be maintained as a part of these potential modifications. Traffic projections employed in this preliminary exercise are based on data provided by the City from the 2008 5th Avenue Study and include projected traffic redistribution resulting from converting North Avenue to a two-way street, as well as anticipated bus routing in accordance with the existing Pace schedules during the morning and evening peak hours.

The findings of these analyses revealed that the tradeoff of an additional signal phase to accommodate outbound bus routes would result in an overall increase in delay on the remaining intersection approaches during the periods when buses are present. This operational impact would be most prevalent during the morning and evening peak periods when the Pace feeder routes are active; the bus-only signal phase would be much shorter throughout the remainder of the day when only the two fixed routes would utilize the bus depot. This outcome is not unexpected, since the green time allocated to buses was previously utilized by other vehicles currently on the area roadway network. While delay would be expected to increase on Washington Street, it is anticipated that the north- and southbound approaches at this intersection would operate within City standards. During peak hours, 95th percentile queues at the relocated stop bar for westbound North Avenue are expected to extend past Center Street. In addition, westbound North Avenue and the southbound bus depot driveways are expected to operate at Levels of Service (LOS) E and F, respectively, denoting at-capacity and over-capacity conditions. These high delay projections can be partly attributed to the long cycle length currently in place along the Washington Street corridor – based on projected modifications to the signal timings, a vehicle arriving at the westbound North Avenue stop bar on red could wait up to two-and-a-half minutes before receiving a green light, a 20-second increase over the longest red light in place today – but heavy traffic demand at these intersections during the peak hours is also a significant contributor. It is worth noting that these factors also impact existing traffic operation at this intersection, where Year 2008 capacity analyses prepared during the 5th Avenue Study indicated LOS E for westbound North Avenue at Washington Street during both the morning and evening peak hours.

If this signal system were set up to allow all buses to exit the depot at once, it is anticipated that 60 or more seconds (of the 140- and 160-second AM and PM cycle lengths) may need to be allocated to exiting buses at one time, thereby reducing the amount of time available to the remaining approaches during that particular cycle. This would be followed by a recovery period for the rest of the study area, during which time vehicular delay and queues would be expected to slowly normalize until the next set of bus departures occurred. During this period of high westbound delay, it is possible that motorists would seek alternate routes to Washington Street in the area, likely heading south via Center Street or Ellsworth Street to avoid westbound queues on North Avenue and traveling westbound on such roadways as Franklin Avenue or Benton Avenue.

An alternative signal timing strategy could be designed to allow buses to exit the depot during shorter green phases over the course of many cycles. This approach would distribute the impact on other vehicles throughout the peak hour and, in turn, would increase delay for departing buses. This strategy may result in an undesirable increase in bus travel time and operating costs, counter to some of the objectives of establishing a separate bus depot. Subject to further engineering design of a bus depot on the Parkview Lot, Pace Bus input regarding acceptable passenger delays and resulting impacts on ridership should be considered when developing a traffic signal phasing and timing plan so that an appropriate balance of delay and vehicle queuing can be established for these intersections.

It should be noted that Synchro software is a macroscopic analysis tool that evaluates traffic operation with the use of stochastic assignment and is not directly suited to evaluating unique traffic events that take place during concentrated periods of less than one hour. This discussion of capacity impacts is highly preliminary in nature and should not be used as the basis for the ultimate design of signal phasing at this location, should it be implemented. In order to fully evaluate traffic operation under this potential signal configuration, it is recommended that traffic count data focusing on the peak periods prior to the arrivals of inbound trains in

the morning and following the arrivals of outbound trains in the evening be collected and modeled with the appropriate tools in following stages of study and design.

Parking Impacts

Within the areas adjacent to and most conveniently accessible to the Naperville Metra Station, there are several competing interests. In order to balance these diverse preferences held by the wide variety of station users and neighbors, the project team applied the three-faceted evaluation methodology throughout the study process, culminating in the short- and long-term recommendations for the station area. This balance was incorporated into the long-term study recommendations through the consideration of only city-owned or -controlled properties as potential sites for a bus depot, the preference to locate buses near the station to encourage use of bus as a means of access, and the benefit of promoting kiss-and-ride as a mode of transportation that does not incur demand on the station's already limited parking supply. In light of these factors, it is likely that current parking spaces would be displaced as a part of the effort to balance access for other modes. Yet given the high demand for commuter parking in the station area, it is certainly recognized that from a commuter perspective, opportunities to mitigate displaced parking should be explored in order to continue to provide multimodal access to the station.

Based on the proposed parking supply modifications along North Avenue and around Burlington Square Park (illustrated on **Exhibits 11 and 13**), it is anticipated that a net gain of 37 on-street, daily fee parking spaces would be realized as a part of the recommended long-term plan (compared to existing conditions). Within the Parkview Lot itself, 136 existing permit spaces would be displaced as a result of the bus depot. A summary of parking supply displaced and gained as a result of the long-term study recommendations is provided in **Table 5**.

Table 5. Impact on Parking Supply with Long-Term Recommendations

Location of Parking Supply	Impact on Permit Spaces	Impact on Daily Fee Spaces	*Total Impact on Parking Supply*
Parkview Lot	-136	0	*-136*
North Avenue & Perimeter of Burlington Square Park	0	+37	*+37*
Eastern Burlington Lot	-37	0	*-37*
Net Change in Parking Supply	**-173**	**+37**	**-136**

This impact to off-street parking supply could be mitigated with one or more of the strategies identified in *Parking Mitigation* on page 56.

SHORT-TERM RECOMMENDATIONS

Overview

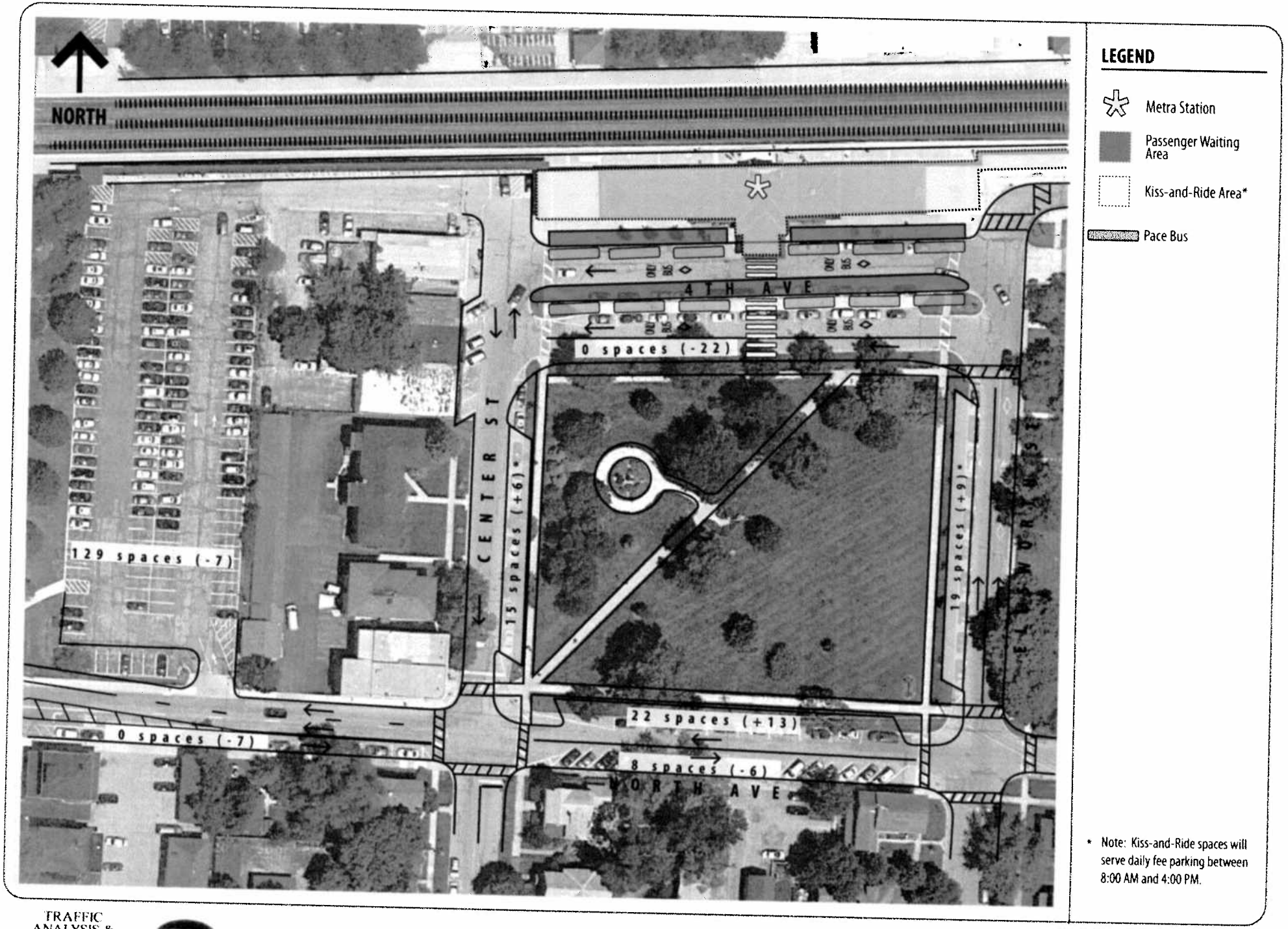
Given the significant capital investment and significant long-term planning efforts that would likely accompany a new bus depot, one of the identified project objectives designates the need for a lower impact short-term recommendation that may be utilized until funding is available and design is completed for construction of a long-term bus depot. The intent of this short-term plan would be to improve transit access to the station, reduce congestion, decrease conflicts across modes, and minimize bus staging on adjacent neighborhood streets while limiting the need for new infrastructure and displacement of commuter parking. As opportunity allows, a short-term depot design could lay the foundation for phased construction of a long-term solution.

Based on these goals and the analyses detailed within this study, the project team identified a preferred short-term plan that removes bus staging from Ellsworth Street, reduces bus travel through the neighborhood south of the tracks with the conversion of North Avenue to a two-way street, and delineates a bus staging area apart from kiss-and-ride activity on both the north and south sides of the station. This short-term solution, illustrated in **Exhibits 14 and 12** for the south and north sides of the station, respectively, is described in detail below.

South of Station

Building on the station-front bus staging that takes place currently, it is recommended that the segment of 4th Avenue between Ellsworth and Center Streets be modified to allow staging of 12 buses simultaneously. This improvement would require some modifications to the existing center median on 4th Avenue and the removal of 22 time-restricted daily fee parking spaces to provide a pedestrian refuge area that meets Pace design standards. A center crosswalk would help convey commuters to and from the station building in order to access both buses and the Burlington Square Park area. The existing bus lane on Ellsworth Street north of North Avenue would be converted to a standard travel lane, enabling motorists traveling to the residential segment of 4th Avenue east of the station to largely bypass station-related traffic.

With the station-front segment of 4th Avenue dedicated to bus staging, kiss-and-ride activity would be relocated to angled parking spaces constructed along Burlington Square Park on Ellsworth and Center Streets (illustrated in **Exhibit 14**). This supply would exceed the peak kiss-and-ride activity noted on the south side of the station. These spaces are recommended to provide 15-minute parking for vehicles to wait for Metra commuters out of the flow of Pace buses or traffic on public streets. After the morning rush period, these spaces could be available as time-restricted daily fee spaces, similar to the 22 spaces currently located along both sides of the median on 4th Avenue adjacent to the station. This location enables commuters to remain on the sidewalk that abuts the south platform and out of the path of buses as they walk toward the kiss-and-ride area. To encourage kiss-and-ride vehicles to transition to this new staging plan and maintain the station-front lanes for buses only, appropriate wayfinding, signage, and enforcement should be applied. Such applications may include "Bus Only" and "Do Not Enter" signs and striping in the bus staging area; the City may also coordinate with Pace to explore the opportunity to install a stop bar/traffic arm that may be opened remotely by bus drivers for further enforcement.



TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants INC.

EXHIBIT 14
SHORT-TERM RECOMMENDATION (SOUTH OF STATION)

It is anticipated that corporate shuttles and independent bus services would utilize available curbside space near the station building under the recommended short-term design, similar to the existing condition. Corporate shuttles could also take advantage of the angled kiss-and-ride spaces around Burlington Square Park during peak periods when bus staging occupies the entirety of 4th Avenue south of the station. Because staging demand is minor for corporate shuttles and occurs off-peak for independent bus service, it is not anticipated that bus service would be disturbed as a result of these other vehicles picking up and dropping off near the station building. The opportunity would also exist to relocate independently run buses to the north side of the tracks, where excess staging space would be available along the north platform under the recommended layout. The City should coordinate with independent bus service operators to identify an appropriate location for staging as a part of the project implementation plan.

In order to promote continuous traffic flow and maintain access to Center Street businesses at all times of day, a westbound bypass lane would be provided on 4th Avenue between Ellsworth and Center Streets south of the bus staging area. This bypass lane should be signed as a tow-zone with no stopping/no standing. Enforcement will play a significant role in deterring kiss-and-ride vehicles from illegally using this area during peak periods.

The following summary outlines the key benefits of this design and challenges that limit this recommendation to a short-term solution.

Key Benefits

- Separation of bus and kiss-and-ride vehicles.
- Reduced congestion for buses entering and exiting the depot area.
- Removal of bus staging from Ellsworth Street.
- Improved pedestrian routes with reduced potential for conflicts with buses and other vehicles.
- Relatively simple to implement and requires minimal impact to existing operations and commuter parking.
- Recommendations for 4th Avenue are generally compatible with the long-term recommendations for the area, although some modifications would be necessary.

Challenges

- Managing kiss-and-ride compliance with their desire to be at the front door of the station and pedestrian tunnel rather than in the designated spaces around Burlington Square Park.
- The bypass lane along the north side of Burlington Square Park may be illegally used by kiss-and-ride vehicles and negatively impact traffic circulation to Center Street properties north of North Avenue.
- Conflicts between pedestrians and buses as some bus commuters must cross a travel lane in the depot between the pedestrian median and the station.

Limitations as a Long-Term Solution

- The short-term recommendations would result in limited improvements to transit access to/from the train station as buses south of the station would continue to route through the neighborhood to access the Naperville Station.

- The compliance of kiss-and-ride activity in the designated spaces around Burlington Square Park may not be ideal in the long term, as changing the desired location for numerous vehicles could prove difficult to manage and enforce over time.
- The short-term recommendations do not provide a defined transit center for commuters. While the passenger loading/unloading area is further separated from other modes over existing conditions, the routes to and from the depot include mixing with other traffic.

Station Area Circulation

In addition to the short-term recommendations along 4th Avenue and along the east and west sides of Burlington Square Park, conversion of North Avenue from a one-way westbound street to a two-way street between Washington Street and Ellsworth Street is recommended to provide an opportunity for buses and other traffic from Washington Street to access the area immediately south of the station along 4th Avenue without having to circulate through the adjacent neighborhood on School Street and Ellsworth Street south of North Avenue. However, the need for implementation of this two-way conversion is mutually exclusive from the other short-term recommendations south of the station. The short-term recommendations for 4th Avenue and the perimeter of Burlington Square Park to accommodate bus activity and parking modifications may be implemented independent of the North Avenue conversion or may be included as part a phased approach to implementation.

North Side of Station – Eastern Burlington Lot

Based on the relatively minor long-term recommendations identified for the Eastern Burlington Lot in the long term, it is recommended that the improvements illustrated in **Exhibit 12** be executed in the near term in order to yield the anticipated benefits to north-side operations. As noted previously, the primary benefit anticipated as a result of the recommended modifications is the ability to provide greater delineation between bus staging, kiss-and-ride, and the adjacent parking lot, which would be expected to reduce delay for both arriving and departing Pace buses.

Parking Impacts

Implementation of the short-term improvements would impact some permit and daily fee parking spaces. South of the tracks, 22 time-restricted daily fee parking spaces currently provided along both sides of the median on 4th Avenue between Ellsworth and Center Streets would be removed. Elsewhere in the study area, the conversion of North Avenue to accommodate two-way traffic would be expected to impact 13 existing daily fee spaces along the southern curb between Washington and Ellsworth Streets. The recommended modifications to North Avenue and the resulting changes in parking supply along this segment and at the southern end of the Parkview Lot are shown in **Exhibit 11**. As shown previously on **Exhibit 14**, it is recommended that parallel parking on the east, west, and south edges of the park be converted to angled parking spaces in order to gain an estimated 28 spaces. This modification would result in a net loss of seven on-street time-restricted daily fee parking spaces. A summary of the short-term parking impacts resulting from study recommendations is provided in **Table 6**.

Table 6. Impact on Parking Supply with Short-Term Recommendations

Location of Parking Supply	Impact on Permit Spaces	Impact on Daily Fee Spaces	Total Impact on Parking Supply
Parkview Lot	-7	0	*-7*
4th Avenue between Center and Ellsworth Streets	0	-22	*-22*
North Avenue & Burlington Square Park Perimeter	0	+15	*+15*
Eastern Burlington Lot	-37	0	*-37*
Net Change in Parking Supply	**-44**	**-7**	**-51**

Additional parking mitigation could be achieved using one or more of the strategies identified in *Parking Mitigation* on page 56.

PARKING MITIGATION

In order to minimize the loss of and impact to commuter parking spaces as a result of the short- and long-term bus depot solutions, the project team identified a menu of options that could be considered to accompany the recommended improvements. The intention of this menu is to provide a broad range of solutions that may be used individually or in combination to mitigate parking impacts, but that may be chosen at a later date when factors such as funding, property ownership, and City initiatives related to bus depot construction are better defined. Depending on the strategies pursued, implementation of these options could result in a net increase in commuter parking. **Table 7** summarizes each strategy and, where available, the potential number of parking spaces that could be gained in its implementation. **Exhibits 15 through 17** illustrate the parking mitigation options identified for the Water Tower West site.

Table 7. Parking Mitigation Options

Parking Mitigation Strategy	Description	Anticipated Benefit (# of spaces)[1]
Add parking spaces at Water Tower West Lot[2]	• Reconfigure current parking layout on this City-owned parcel to gain additional spaces (see Exhibit 15)	+24 spaces
	• Repave and stripe new parking spaces on currently unutilized portions of the parking lot (see Exhibit 16)	+71 spaces
	• Demolish the existing building and pave the entire parcel to create a new parking lot (see Exhibit 17)	+263 spaces
Modify spaces around Burlington Square Park[3]	• As recommended in *Short-Term Recommendations*, convert existing parallel parking spaces and parkway around the park on Ellsworth Street, Center Street, and North Avenue to increase supply	+28 spaces
Establish carpool/rideshare spaces	• Reduce total parking demand by promoting carpool/rideshare permit spaces • Incentivize program by providing highly proximate parking for participants • Increase efficient use of current parking supply and improve station access for a greater number of commuters • Utilize a ride-matching service to group potential commuter carpools based on area of residence and complementary schedule • Continue the Guaranteed Ride Home Program to accommodate participants who occasionally need to return home early or late • Develop enforcement plan with severe penalties for abuse of rules • Coordinate with homeowner associations to promote carpools	Reduce parking demand by 1-2 spaces per dedicated parking space

1 - Additional parking supply is estimated for each potential mitigation strategy; final numbers are subject to further study and engineering.

2 - Consideration should be given to how this strategy may impact or be impacted by future redevelopment opportunities.

3 - Excludes modification to the existing on-street parking on the south side of North Avenue between Washington Street and Ellsworth Street.

Table 7. Parking Mitigation Options (cont.)

Parking Mitigation Strategy	Description	Anticipated Benefit (# of spaces)[1]
Develop a public-private partnership	• Incorporate commuter parking into a private redevelopment project with designated commuter spaces or shared spaces with uses that offer a complimentary period of peak parking demand • Potential sites may include, but are not limited to, Water Tower West and the Kroehler Lot	Highly dependent on parcel size and nature of agreement
Add spaces at DuPage Children's Museum	• Based on the current lease agreement between the City and the Museum, additional spaces could be allocated for daily fee use	+28 spaces
	• With use of underground detention, the northwest portion of the site could be converted into an expanded parking lot.	+30 spaces
Add parking along 4th Avenue	• Widen 4th Avenue between Ellsworth and Loomis Streets to provide parallel parking spaces on the north side of this roadway	+20 spaces
Establish Geographic Parking Permit Restrictions	• Restrict eligibility for commuter parking permits within a defined boundary in close proximity to the station • Increase permit access to those for whom walking/biking to the station is not a reasonable option • Promotes use of non-auto modes for those within close proximity of the station	Subject to geographic boundary and audit of current permit system
Establish Variable Parking Permits (e.g., daily permit, weekly permit, etc.)	• Increase permit access to individuals with variable commute schedules	Changes to demand for quarterly parking permits and reduced waitlist
Identify park-and-ride lot(s)[3]	• Establish site(s) south and east of the station, consistent with distribution and anticipated growth of Metra ridership • Serve park-and-ride lot(s) via Pace bus or shuttle routes to/from Naperville Metra Station • Utilize convenient and accessible sites with excess parking and/or complementary non-weekday parking needs (i.e., churches, oversized retail parking lots, etc.)	+100-150 off-site spaces

1 - Additional parking supply is estimated for each potential mitigation strategy; final numbers are subject to further study and engineering.

3 - An existing park-and-ride facility at St. Thomas the Apostle Catholic Church has 75 spaces for use by Naperville Metra Station commuters.

TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants inc.

EXHIBIT 15

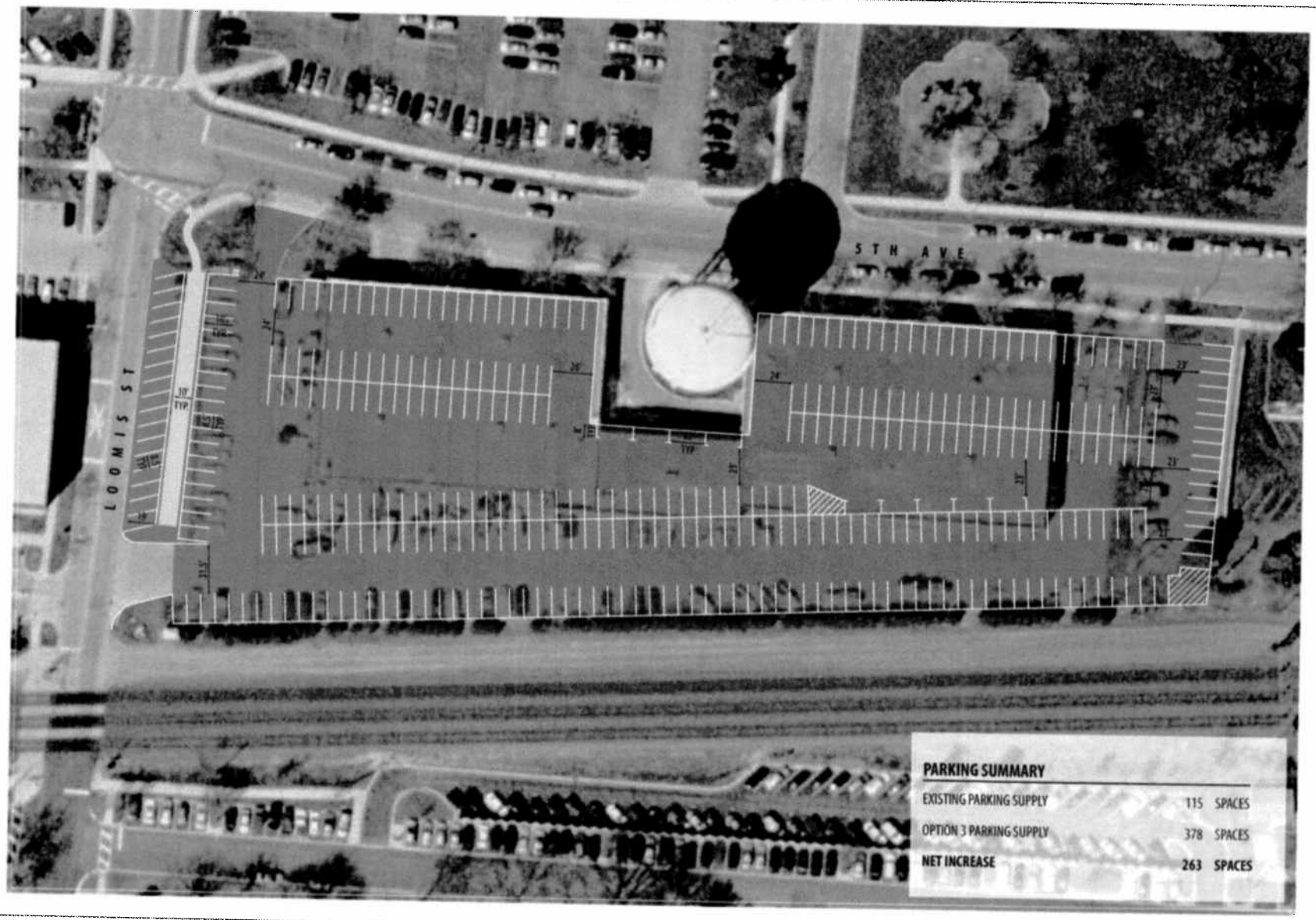
WATER TOWER WEST - PARKING MITIGATION OPTION 1 (RECONFIGURE EXISTING LAYOUT)

TRAFFIC ANALYSIS & DESIGN, INC.

Stanley Consultants

EXHIBIT 16

WATER TOWER WEST - PARKING MITIGATION OPTION 2 (REPAVE/RESTRIPE ENTIRE PAVED AREA)



TRAFFIC ANALYSIS & DESIGN, INC

Stanley Consultants INC

EXHIBIT 17

WATER TOWER WEST - PARKING MITIGATION OPTION 3 (ENTIRE PROPERTY)

NEXT STEPS

In order to continue progress toward a bus depot at the Naperville Metra Station, a suggested series of next steps for subsequent stages of study, engineering design, and the ultimate construction of approved infrastructure improvements is outlined on the following pages. This outline briefly summarizes the anticipated next steps involved in executing both short- and long-term improvements within the station area.

To minimize the impact on station-area operations, it is recommended that construction be phased such that the net impact to the parking supply is minimized and areas available for kiss-and-ride staging are maintained. Following City Council approval of the short- and long-term bus depot recommendations, City staff will develop an Implementation Plan with additional information regarding the next steps. With preparation of the Implementation Plan, City staff will review implementation phasing to minimize impacts to commuter parking, maintain access to the Naperville Metra Station, and ensure that construction of the short-term improvements do not adversely impact future execution of the long-term improvements.

Based on the outline provided on the following pages, City staff will incorporate next steps into the annual Transportation Team work program and the Capital Improvement Program (CIP) for City Council consideration. This approach will provide City Council with the opportunity to approve specific next steps on an annual basis and evaluate progress on completed items.

Short-Term Improvements

- **Implementation Plan**

  Develop an Implementation Plan to include a construction phasing plan, an evaluation of the parking mitigation options, funding opportunities and potential implementation timeline(s).

- **City Review Process**

  Prior to implementation of the short-term improvements, the City shall incorporate next steps into the annual Transportation Team work program and the Capital Improvement Program (CIP) for Transportation Advisory Board and City Council consideration as follows.

  - **Incorporate Improvements into City's Capital Improvement Program (CIP)**

    This task would be an early step toward identifying project financing and schedule. Preliminary cost estimates for this purpose are detailed in the following section, *Planning-Level Cost Estimates*. The Capital Improvement Program is subject to City Council review and approval.

  - **Text Amendments**

    Prior to construction, text amendments shall be required to modify parking restrictions on the south side of the train tracks. The text amendments shall be subject to Transportation Advisory Board review and City Council approval.

- **Project Coordination**

  Collaborate with the appropriate stakeholders (e.g., Pace, Metra, BNSF, Naperville Park District and Naperville Police Department) throughout design, construction and upon project completion.

  - Coordinate with Pace to ensure the design meets Pace's *Development Guidelines* and to maintain efficient transit service on the south side of the train tracks.
  - Coordinate with Naperville Park District to implement perimeter modifications to Burlington Square Park.
  - Coordinate with the Naperville Police Department to maintain commuter access to the train station throughout design, construction and upon project completion.
  - Coordinate with Pace and the Naperville Police Department to identify enforcement policies, such as the installation of new signage, striping, and/or a traffic arm on 4th Avenue (controlled by Pace bus drivers) for access to designated Bus Only areas.
  - Notify stakeholders, including commuters, adjacent property owners and residents, of the construction schedule and associated Maintenance of Traffic Plan to maintain access to the train station and adjacent properties.

- **Construct Short-Term Improvements**

  With development of an Implementation Plan and through the City's Capital Improvement Program, a schedule for construction of the short-term improvements will be developed.

  - **North Side of Station**
    - Identify a parking mitigation strategy to minimize loss of permit parking spaces in Eastern Burlington Lot and to address the displaced accessible parking spaces along the north platform (see *Parking Mitigation Options*).
    - As appropriate, develop a Maintenance of Traffic Plan for continued Pace bus service on the north side of the station during the construction of short-term improvements to Eastern Burlington Lot.
    - Implement recommended modifications to the Eastern Burlington Lot and proposed kiss-and-ride staging area along north platform.
  - **South Side of Station**
    - Install angled parking spaces along east, west, and south edges of Burlington Square Park. Identify an appropriate mitigation strategy to address parking impacts.
    - Modify 4th Avenue between Ellsworth and Center Streets to provide revised median for 12-bus staging, center crosswalk, and bypass lane.
    - Implement two-way traffic flow on North Avenue between Washington and Ellsworth Streets, including the removal and restriping of parking areas as recommended on **Exhibit 11.**

Long-Term Improvements

- **Engineering Study and Design – Pursue Funding and Prepare Plans**
  Prior to implementation of the long-term recommendations, the City shall pursue funding for further study and design and prepare final engineering plans. These plans would be expected to include, but are not limited to, detailed construction plans for the bus depot (such as curb heights, pedestrian flow devices, lighting, shelters, and other amenities); further traffic analyses, modeling, and design for the adjacent roadways, intersections, and proposed signal modifications at Washington Street/North Avenue; and environmental impacts (detailed further on page 70).
- **City Review Process**
  Prior to implementation of the long-term improvements, the City shall incorporate next steps into the annual Transportation Team work program and the Capital Improvement Program (CIP) for Transportation Advisory Board and City Council consideration as follows.
  - **Incorporate Improvements into City's Capital Improvement Program (CIP)**
    This task would be an early step toward identifying project financing and schedule. Preliminary cost estimates for this purpose are detailed in the following section, *Planning-Level Cost Estimates*. The Capital Improvement Program is subject to City Council review and approval.
  - **Identify Preferred Parking Mitigation Options**
    The options previously listed in **Table 7** will be used as a baseline as the City considers preferred mitigation options for inclusion in further engineering study or design.
  - **Text Amendments**
    Prior to construction of the parking mitigation strategies and bus depot, text amendments to modify commuter parking shall be reviewed by the Transportation Advisory Board and approved by the City Council.
- **Project Coordination**
  - Coordinate with Pace to ensure the final design meets Pace's *Development Guidelines* and other agency policies.
  - Coordinate with the Naperville Police Department to maintain commuter access to the train station throughout design, construction and upon project completion.
  - Coordinate with Pace and the Naperville Police Department to identify enforcement policies, such as the installation of new signage, striping, and/or a traffic arm on 4th Avenue (controlled by Pace bus drivers) for access to designated Bus Only areas.
  - Notify stakeholders, including commuters, adjacent property owners and residents, of the construction schedule and associated Maintenance of Traffic Plan to maintain access to the train station and adjacent properties.
- **Pursue and Allocate Project Funding**
  The City will pursue project funding opportunities using final cost estimates developed along with construction documents for the bus depot and any supporting projects (such as parking mitigation). In order to facilitate the City's advance preparation, preliminary cost estimates for the recommended long-term improvements are detailed in the following section, *Planning-Level Cost Estimates*.
- **Implement Preferred Parking Mitigation Options**
  Prior to construction of a bus depot on the Parkview Lot, provisions to accommodate displaced parkers shall be implemented in order to maintain the balance of spaces and avoid an adverse impact on station-area parking supply during construction.
- **Construct Long-Term Improvements for a Naperville Metra Station Bus Depot**
  Implement final project initiatives based on engineering plans approved by the City and the appropriate transit agencies.

Planning-Level Cost Estimates

In order to guide next project steps, the project team developed preliminary cost estimates for key elements of the short- and long-term project recommendations. A brief summary of each planning-level cost estimate is provided in **Table 8** with itemized costs for major construction categories involved in the improvement; detailed cost estimates with quantities, unit prices, and other assumptions and exceptions are provided in the Appendix. These cost estimates will require further refinement subject to the preparation of detailed engineering plans are developed for the project.

Table 8. Planning-Level Cost Estimates for Study Recommendations

Recommended Infrastructure Improvement/Modifications	Planning-Level Cost Estimate
Long-Term Improvements, Parkview Lot Alternative 1A (Exhibit 8)	**$ 575,041.20**
Pavement Rehabilitation	$ 103,250.00
Curb & Gutter	$ 25,442.50
Sidewalk & Median	$ 57,057.00
Electrical	$ 250,000.00
Signing & Striping	$ 3,213.25
Other	$ 136,078.45
Long-Term Improvements, Parkview Lot Alternative 1B (Exhibit 9)	**$ 724,959.86**
Pavement Rehabilitation	$ 149,202.00
Curb & Gutter	$ 35,792.00
Sidewalk & Median	$ 106,460.00
Electrical	$ 250,000.00
Signing & Striping	$ 4,309.25
Other	$ 179,196.61
Long-Term Improvements, Parkview Lot Alternative 2 (Exhibit 10)	**$ 613,286.98**
Pavement Rehabilitation	$ 116,050.00
Curb & Gutter	$ 35,700.00
Sidewalk & Median	$ 63,026.00
Electrical	$ 250,000.00
Signing & Striping	$ 3,382.00
Other	$ 145,128.98
North Avenue – Recommended Two-Way Conversion (Exhibit 11)	**$ 214,813.89**
Pavement Rehabilitation	$ 81,440.00
Curb & Gutter	$ 17,566.70
Sidewalk & Median	$ 24,000.00
Electrical	$ 30,000.00
Signing & Striping	$ 8,507.50
Other	$ 53,299.69

Table 8. Planning-Level Cost Estimates for Study Recommendations (continued)

Recommended Infrastructure Improvement/Modifications	Planning-Level Cost Estimate
Long-Term Improvements, North Side of Station (Exhibit 12)	**$ 284,434.45**
Pavement Rehabilitation	$ 119,050.00
Curb & Gutter	$ 39,750.00
Sidewalk & Median	$ 43,925.00
Electrical	$ 0.00
Signing & Striping	$ 6,417.98
Other	$ 75,291.47
Long-Term Improvements, South Side of Station (Exhibit 13)	**$ 258,293.51**
4th Avenue between Center and Ellsworth Streets[1]	***$ 93,081.57***
Pavement Rehabilitation	$ 23,750.00
Curb & Gutter	$ 11,295.00
Sidewalk & Median	$ 27,889.00
Electrical	$ 0.00
Signing & Striping	$ 5,008.75
Other	$ 25,138.82
Modifications to Center and Ellsworth Streets[2]	***$ 165,211.94***
Pavement Rehabilitation	$ 76,100.00
Curb & Gutter	$ 16,765.00
Sidewalk & Median	$ 20,585.00
Electrical	$ 7,500.00
Signing & Striping	$ 3,269.50
Other	$ 40,992.44
Short-Term Improvements, 4th Avenue South of Station Building (Exhibit 14)	**$ 281,860.25**
Pavement Rehabilitation	$ 118,310.00
Curb & Gutter	$ 28,347.50
Sidewalk & Median	$ 44,490.00
Electrical	$ 15,000.00
Signing & Striping	$ 5,777.50
Other	$ 69,935.25
WTW Parking Mitigation – Reconfigure Existing Layout (Exhibit 15)	**$ 109,134.38**
Pavement Rehabilitation	$ 41,900.00
Curb & Gutter	$ 1,425.00
Sidewalk & Median	$ 0.00
Electrical	$ 37,500.00
Signing & Striping	$ 6,482.50
Other	$ 21,826.88

1 - Assumes implementation from short-term recommendations. A separate planning-level cost estimate is provided in the appendix for the implementation of these recommendations from existing conditions.

2 - Assumes implementation from existing condition.

Table 8. Planning-Level Cost Estimates for Study Recommendations (continued)

Recommended Infrastructure Improvement/Modifications	Planning-Level Cost Estimate
WTW Parking Mitigation – Repave/Restripe Existing Paved Area (Exhibit 16)	**$ 208,009.60**
Pavement Rehabilitation	$ 73,750.00
Curb & Gutter	$ 6,545.00
Sidewalk & Median	$ 12,360.00
Electrical	$ 60,000.00
Signing & Striping	$ 9,852.50
Other	$ 45,502.10
WTW Parking Mitigation – Demolish & Pave Entire Property (Exhibit 17)	**$ 1,222,435.27**
Pavement Rehabilitation	$ 700,650.00
Curb & Gutter	$ 20,287.50
Sidewalk & Median	$ 12,960.00
Electrical	$ 157,500.00
Signing & Striping	$ 10,768.75
Other[2]	$ 320,269.02

2 - Excludes building demolition costs.

Environmental Impacts

The study area was reviewed for potential environmentally sensitive resources. A review of the National Wetland Inventory (NWI) did not indicate any wetlands in the study area, and the project area does not include any floodplains and floodways based on current Flood Insurance Rate Map (FIRM). No endangered species were identified in the vicinity of the project area.

A review of the Illinois Environmental Protection Agency (IEPA) Leaking Underground Storage Tanks (LUST) database revealed four records as follows:

- Moser Lumber Inc. - 301 N. Washington Street, Naperville
- DuPage Asphalt - 190 E. 5th Avenue, Naperville
- Aspen Associates LP - 300 E. 5th Avenue, Naperville
- City of Naperville - 414 E. 5th Avenue, Naperville

The identified LUST records, the adjacency to a railroad corridor, and anticipated subsurface excavation suggest that a special waste concern may exist. A Preliminary Environmental Site Assessment (PESA) is recommended for future stages of study based on the identified LUST records and the presence of railroad corridor. The PESA will clearly identify if a Preliminary Site Investigation (PSI) is needed, which would involve detailed analyses of soil conditions and extent of contamination. The PSI report would identify areas impacted by special waste or regulated substances, recommend actions to be taken, and provide estimated costs for excavating, transporting, and disposing of any material exceeding IEPA's Tiered Approach to Corrective Action Objectives.

A PESA is typically conducted during the preliminary engineering phase and the PSI is conducted during the design phase of the project. The responsibility for conducting the PESA will depend on the project funding source. The City will be responsible for the PSI if required.

The removal and mitigation of contaminated soils will be defined in the contract documents prepared for construction of the improvements. The project will need to meet IEPA's Clean Construction and Demolition Debris (CCDD) requirements and may incur additional cost depending on the nature of special and hazardous waste. The environmental studies are not likely to add time to the project assuming they are conducted in conjunction with the preliminary and design studies. The additional costs anticipated in order to carry out the PESA, PSI, and mitigation measures should be considered when identifying funds for further engineering study and construction of this project.

CONCLUSION

Based on the evaluation of potential bus depot sites, input and feedback received from the transit agencies, commuters, and station area neighbors and a planning process intended to seek a balance of competing interests, short- and long-term plans are recommended to establish a bus depot at the Naperville Metra Station and achieve the study objectives. A summary of the long-term improvements for the station area is provided below:

Long-Term Recommendations

South Side of the Station

- Establish a bus depot on the Parkview Lot (final design subject to further engineering).
- Implement intersection and traffic signal improvements on North Avenue immediately east of Washington Street to accommodate the depot access
- Reconfigure 4th Avenue south of the station to provide time-restricted daily fee parking and short-term parking for kiss-and-ride activity during the morning and evening peak commute periods.
- Convert North Avenue from a one-way westbound street between Ellsworth Street and Washington Street to a two-way street.
- Accommodate displaced parkers from the Parkview Lot utilizing one or more of the parking mitigation options outlined in Table 7.
- See Exhibits 8 through 11 and Exhibit 13.

North Side of the Station

- Maintain the three north-side bus routes in the Eastern Burlington Lot.
- Modify the Eastern Burlington Lot to increase separation between buses, parking, and a new kiss-and-ride staging area.
- Accommodate displaced parkers from the Eastern Burlington Lot utilizing one or more of the parking mitigation options outlined in Table 7.
- See Exhibit 12.

As noted previously in this report, the above recommendations would require significant long-term planning efforts in order to prepare final engineering plans, develop a construction phasing plan, identify funding, and mitigate parking impacts resulting from the construction of a bus depot on the Parkview Lot. The capital investment required to complete this project would include the construction of the depot itself as well as any costs associated with parking mitigation, preliminarily identified on an individual basis in *Planning-Level Cost Estimates*.

In order to facilitate near-term improvements to station-area operation, the project team identified a set of short-term recommendations that address key issues that exist at the Naperville Metra Station and are complementary to the identified long-term improvements. Should the City decide to move forward with an interim set of improvements to the station area, it is recommended that future stages of study prioritize the ability to transition these infrastructure modifications into the long-term design. A summary of the recommended short-term improvements is provided on the following page.

Short-Term Recommendations

South Side of the Station

- Relocate buses currently staging on Ellsworth Street to 4th Avenue adjacent to the station and south of an adjusted median. All buses on the south side of the station would stage in the segment of 4th Avenue between Ellsworth and Center Streets.
- Convert parallel parking on the south, east, and west sides of Burlington Square Park to angled spaces for purposes of mitigating the loss of daily fee spaces on 4th Avenue next to the station.
- Relocate kiss-and-ride activity to angled spaces on east and west sides of Burlington Square Park.
- Convert North Avenue to a two-way street to improve neighborhood circulation and limit bus travel through the adjacent neighborhood.
- See Exhibit 14.

North Side of the Station

- Due to relative ease of implementation and limited impact to existing station-area parking supply, implement the modifications to the Eastern Burlington Lot (see Long-Term Recommendations).
- See Exhibit 12.

It should be noted that some of the identified short-term improvements (such as two-way travel on North Avenue and the construction of angled parking around Burlington Square Park) may also be implemented independently of the other improvements to facilitate a gradual transition toward a modified bus staging area and to yield overall benefits to the neighborhood transportation network. With relatively minor infrastructure modifications and limited impact on station-area parking supply, it is anticipated that the above improvements would:

- Enhance transit access to/from the train station;
- Reduce congestion for and minimize conflicts between Pace bus operations, pedestrians, bicycles, and kiss-and-ride activity; and
- Minimize bus staging/queuing on adjacent neighborhood streets.

APPENDIX

STAKEHOLDER INTERVIEW MEETING MINUTES

TRAFFIC
ANALYSIS &
DESIGN, INC.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER ACCESS FEASIBILITY STUDY

Stakeholder Meeting Minutes – Regional Transportation Authority

Date: Thursday, June 16, 2011

Attendees: Regional Transportation Authority (RTA)
City of Naperville
Traffic Analysis & Design, Inc.
Stanley Consultants

The meeting began at approximately 9:00AM via conference call. Following a discussion of billing procedure, the project team posed several questions to RTA staff in order to gather their initial input on the study. A summary of the questions asked by the project team and answers provided by RTA and/or the City of Naperville is provided below. Unless otherwise noted, the paraphrased responses were provided by the RTA.

Q: What are RTA's priorities in this project?

A: With regard to the location of possible bus facilities or different staging strategies, keep in mind that an additional minute or two of travel time does have a significant impact on the bus routes. These potential impacts should be seriously considered when selecting a preferred site. Pace will be able to provide helpful guidance on this matter.

Also remember to maintain the feasibility of the study recommendations, particularly for the interim scenario. Given the difficulty of obtaining funding, the project team should consider things that come at a relatively low capital cost that can improve the existing commuter experience for everyone. Practicality and the ability to show progress after study completion are also high priorities. Interim improvements are a great way to be cost effective but keep momentum toward an ultimate design. Until the ultimate design can be achieved, it is important to build stakeholder consensus so that the project can progress once money is available.

For specific operating criteria, the team should work closely with Pace and Metra. These groups are best in touch with their specific needs.

Q: All other factors held equal, does the RTA have a preferred location for the bus depot?

A: Locations north of the tracks are a little worrisome relative to impacts on the bus route schedule, but the RTA otherwise has no preconceived notions.

Q: Are there any existing bus depots under the RTA's jurisdiction that could provide the team with good pointers?

A: It would be worth looking at the operations at the Elgin bus depot; this location is probably the closest to Naperville in terms of project objectives, though the Naperville site is admittedly more residential in nature. One key difference is that Elgin is a system of fixed routes, whereas the Naperville bus routes tie into the train schedules. The Elgin bus depot isn't a perfect facility, but its example could help the team get a feel for design features.

Q: Are there restrictions that that the team should keep in mind regarding the limits of the project improvement relative to later funding aspects? For example, if one-way street layouts are modified and it impacts signal operations a few blocks away, would that be ineligible for certain types of funding?

A: This question should be asked of City staff, because the answer comes down to what the City is willing to implement.

Q: Are there any potential lessons that the RTA would offer to the project team, particularly for implementation in phases?

A: Metra will want to know about station parking: where it will be placed and when, sequencing, who's paying for it, etc. Metra is more than willing to help and provide information, and there are always certain key things that they push. Consultants have made mistakes in the past by not giving those items enough priority.

Q: *To the City* – Is Metra involved in the parking permits or is that purely on the City side?

A: *Naperville* – That revenue is purely on the City side. There are grants for some parking in Burlington, Kroehler, and Parkview (the latter through BNSF); the City and the project team will have to make sure that with the terms of those grants are complied with.

Q: *To the City* – The City keeps all revenue from parking?

A: *Naperville* – Yes.

Q: How would future projections for ridership impact the needs at this station?

A: That question is best directed to Metra. In the past, though, they've been a bit guarded about that information, possibly because the methodology isn't entirely defined. They should be able to give you something to go on at the very least.

Q: Was a study done for the Elgin location?

A: A study for the bus depot on National Street, which is nearly finished, was done by LandVision and can be found under Planning on the RTA website.

Q: What is the degree of coordination between Metra and Pace at the Naperville station? Is it based on train schedules or real-time information?

A: This question should be posed to both Metra and Pace. If some contradictory information is received, the project team should feel free to get in touch with RTA staff.

We can be helpful, particularly in cases where two conflicting answers are being provided.

Q: Are there internal invoicing deadlines with RTA or the City that we should be aware of?

A: It's better if the invoicing is more frequent than not; anything more often than every two months works for the RTA. Otherwise, check the project team's contract with the City.

The conference call adjourned at approximately 10:30AM.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER ACCESS FEASIBILITY STUDY

Stakeholder Meeting Minutes – Pace

Date: Thursday, June 16, 2011

Attendees: Pace Suburban Bus Service
City of Naperville
Traffic Analysis & Design, Inc.
Stanley Consultants

The meeting began at approximately 1:00PM at the Naperville Municipal Center. A summary of the questions asked by the project team and answers provided by Pace and/or the City of Naperville is provided below. Unless otherwise noted, the paraphrased responses were provided by Pace.

Q: If this project accomplishes one thing for Pace, what is that main objective?

A: One of Pace's primary goals is the separation of the various modes of transportation, including buses, automobiles/private vehicles, and pedestrians. Better pedestrian access to buses is also desirable. Signage for each bus route within the proposed depot, providing a designated spot for each bus route that is consistent each day, would help promote easy wayfinding for riders. Existing bus depots currently use fixed signage for this purpose, not variable message signs.

Q: Does Pace have a preference, from a commuter's perspective, for whether commuters alight buses on the inbound platform side in the AM or board on the outbound platform side in the PM?

A: The bus routes at the Naperville Metra station are largely feeder routes and are designed to wait for the trains in order to best serve commuters. Given that most of the bus routes serving this station are located on the south side of the train tracks, it may be best to locate the bus depot at the southern end of the station.

Q: Please confirm any station features that should be considered in the design alternatives (such as the need for employee parking, maintenance or access requirements, etc.).

A: The ideal design would be capable of accommodating up to 16 buses at the same time, based on the current route schedules.

A "sawtooth" design is preferred over a "drive-through" design, because the latter requires buses to exit in a first-in-first-out fashion and therefore places greater constraints on bus circulation within the depot. The sawtooth design would allow buses to exit regardless of the order in which they arrived. Existing bus depots with the drive-through design do not operate as well as those with a sawtooth design.

It should be assumed that shuttles and private vehicles would not use the bus depot for pick-up/drop-off. The bus depot at the Rosemont station for the CTA Blue Line, for example, has a separate designated space for shuttles.

The bus depots at Harvey and at 95th Street/Dan Ryan Expressway are good examples of depots designed well and for a large capacity of buses. These locations and those at Aurora and on Lake-Cook Road may be worth looking at before the design phase begins.

Q: Are there any future conditions that should be considered, such as the potential for larger buses, additional routes, or routes that stop at the bus depot with increased frequency?

A: It is unlikely that expanded Pace service would affect the study area. The potential to consolidate some of the bus routes in question has been discussed, but should not be considered in this study. It is worth noting that the existing routes and schedules serving the Naperville Metra station have been in place for roughly 20 years.

Q: Pursuant to the previous question, what is Pace's preferred design vehicle for this depot?

A: *Pace* - The buses used for these routes currently are 30 feet in length; it is unlikely that larger buses would be required for Pace service at this location.

City of Naperville - The bus depot would ideally be a flexible space that could be used for other purposes when not occupied by Pace buses, so a school bus or trolley would be the ideal design vehicle.

Q: A key consideration in our alternatives analysis will relate to how the bus depot and its resulting effects on travel patterns may impact route schedules. Is this an evaluation that Pace can assist the project team with?

A: Pace does not have a model that evaluates the buses' travel times between stops; rather, the route is driven multiple times to determine an appropriate estimated travel time. That said, increased travel times are very undesirable and should be considered in this study.

Q: All things being equal, does Pace have any thoughts on ideal location for a bus depot?

A: With most of the bus routes serving the southern side of the station, it seems to make sense to have a bus depot on the south side of the tracks to avoid impacting the existing route schedules. Given the residential proximity to the current bus staging locations, the Parkview Lot may be a viable location for the depot.

Q: It was noted during a field visit that the buses stage in the same location every time; is this a desirable behavior to consider as a part of this project?

A: *City of Naperville* - From the commuter's perspective, this is a desirable feature that enables riders to find their bus easily.

Q: Is there a shared ridership between the fixed and feeder routes that stop at the Naperville Metra station?

A: While the data may be available and can be requested, the shared ridership is probably very small.

Q: Is there any communication between the buses and trains, particularly in cases of a Metra delay or service interruption?

A: The relationship between the buses and trains is largely based on the respective schedules, but drivers are able to call their dispatcher to inquire about delays.

Q: Is it common that buses are early and/or idling at the station?

A: Recovery time has been built in to the existing routes, so buses may be early at the station for that reason. It is also worth noting that commuters are generally happy when their bus arrives early. Based on these two factors, no schedule changes have been made (nor are they planned) to address early arrivals or idling.

Q: It doesn't appear that transfers between bus routes happen much at present. Is there a desire to enhance the ability to make these transfers as a part of the bus depot?

A: *City of Naperville* - Possibly. This has been considered as a general idea in the past, but the demand for this service hasn't been high.

Q: What role could remote parking possibly play in replacing any parking supply lost as result of the bus depot?

A: *City of Naperville* - Some attempts have been made in this regard for Route 682. The City expects that this remote lot will be a success once the economy improves. If a park-and-ride is considered, staff recommends evaluating a new park-and-ride location toward the east end of the City.

At the conclusion of the meeting, the project team asked Pace for any additional thoughts and tips for the proposed bus depot. Pace suggested that the project team be conscious of the pedestrian path relative to bus routing patterns. Amenities such as good lighting and heat lamps/warming shelters were suggested. The meeting adjourned at approximately 2:00 PM.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER ACCESS FEASIBILITY STUDY

Stakeholder Meeting Minutes – Metra

Date: Monday, June 20, 2011

Attendees: Metra Suburban Rail Service
Burlington Northern Santa Fe (BNSF) Railroad
City of Naperville
Traffic Analysis & Design, Inc.
Stanley Consultants

The meeting began at approximately 9:30AM at Metra's office at 547 W. Jackson, Chicago, Illinois. A summary of the questions asked by the project team and answers provided by Metra, BNSF, and/or the City of Naperville is provided below. Unless otherwise noted, the paraphrased responses were provided by Metra staff.

Q: If this project accomplishes one thing for Metra, what is that main objective?

A: Metra has a number of primary goals for this project. Safety is important, especially at the at-grade crossing at Loomis Street. The project team should aim to avoid creating new queues at this at-grade crossing. The potential to increase pedestrian safety at this crossing could also be considered through such measures as a zig-zag sidewalk approach that encourages pedestrians to look down the tracks for approaching trains and deters them from bypassing an activated gate.

Metra also hopes to maintain or minimize losses for the existing station parking supply and sustain minimal compromises in the existing kiss-and-ride operations. Pedestrian-vehicle conflicts should also be considered by the project team.

Q: Does Metra have a preference, from a rail commuter's perspective, for whether commuters alight buses on the inbound platform side in the AM or board on the outbound platform side in the PM?

A: The impact to a commuter's time should be strongly considered. Metra is not opposed to keeping bus routes on both sides of the tracks, as they are today, similarly to how Metra tries to provide parking and kiss-and-ride locations on both sides to alleviate peak period congestion. It should be noted that the growth trend in this station's ridership is located to the south.

Q: Please confirm parking requirements for Metra employees near the station. Are there any guidelines for where they may be (i.e., distance to the station)?

A: *BNSF* - Two spaces are currently reserved for BNSF clerks and should be maintained. These spaces are located very near to the station for safety reasons, because these employees may arrive very early in the morning. One space is also reserved for the Amtrak ticket agent. Based on past experience, these spaces cannot be shared between the two entities.

Q: Please confirm parking requirements and related policies during implementation phasing from parking lot to bus depot.

A: The change in parking supply would be ideally be zero as a result of this project, even during phased construction. Metra's policy is to provide parking within one quarter-mile and with a line of sight to the station.

Q: Is there potential to move the fence along the south side of the tracks between the station and Loomis to make way for angled parking on the north side of 4th Avenue?

A: *BNSF* – This may be possible and can be looked into. The area in question may actually belong to the City as a part of past work with the Public Works Department. When considering changes to this area, the project team should consider that at least 500' of horizontal sight distance must be provided in each direction for at-grade crossings.

Q: Are there any maintenance or access requirements that must be maintained on either side of the tracks, but could be impacted by the establishment of a bus depot?

A: *BNSF* – It should be noted that the current platform would allow an unauthorized vehicle to drive onto the platform, presenting a safety concern. The congestion caused by pedestrian traffic near the coffee truck should also be considered for safety reasons.

Q: Is there any communication between the trains and buses in the event of a train delay or Metra service interruption?

A: There is not; because the buses are feeder routes designed to serve the train riders, this communication isn't considered necessary.

Q: All things being equal, does Metra have any thoughts on ideal location for a bus depot?

A: *Metra* – Based on internal discussions, Metra staff has a suggested design for the project team's consideration. Under this "counterflow" design alternative for the south side of the station, kiss-and-ride would maintain its existing counterclockwise flow around the park. Buses would be routed in a clockwise direction, and the park would be used to store riders who are waiting for, boarding, or alighting the Pace bus routes on the south side of the tracks. This alternative could be used as either an interim or ultimate design, has no impact on the station's parking supply, and requires limited expenditures of capital funds.

Metra views the Parkview lot as an undesirable location for a bus depot due to the difficulties associated with accessing Washington Street from this location. The Parkview lot is also located far away from the pedestrian tunnel.

BNSF – There may be some benefits to locating kiss-and-ride and bus pick-up/drop-off activities in the parking lot at the DuPage Children's Museum, given the complementary peaks of commuter uses and the Museum's clientele.

Metra – Given BNSF's suggestion, an existing detention pond at the Museum could potentially be buried to create more space for parking, kiss-and-ride, and bus staging.

BNSF – Amtrak has significant kiss-and-ride activity, and these vehicles typically linger longer than those dropping off Metra riders. For this reason, it would not be desirable for Amtrak kiss-and-ride to be located across the street at the Children's Museum. However, Amtrak kiss-and-ride may have complementary peaking characteristics to the bus routes, providing an opportunity for these uses to share space.

Q: What information can be provided on future growth in service and/or ridership for this station?

A: *BNSF* - Growth along this line is occurring from Downers Grove west, but the line is limited by infrastructure at Union Station and recent Amtrak policy changes for signal standards. As a result, longer trains are not expected to be an option for this line. Instead, it is likely that there may be changes in the way that Zones are designated and/or the combination of stations visited by express trains.

Metra - As growth continues in southern Naperville and other communities to the south, more parking may be needed for this station.

BNSF - It may also be possible that transit ridership to this station could be increased, given perceptions by younger demographics that car ownership can be undesirable. Are car sharing services currently in use at this station?

City of Naperville - A car sharing service approached the City about locating cars at this Metra station, but the City would have been responsible for maintaining the cars. As a result, a deal was not reached.

Q: Is the reverse commute an important consideration for Metra at this location?

A: The reverse commute does happen, but is not the predominant demand for Metra service.

Q: During field observations, some outbound trains were observed using the south (inbound) platform. Is this common?

A: One or two trains do this on a daily basis, while others may do so under special circumstances.

At the conclusion of the meeting, Metra suggested that the project team consider adding a couple of items to the design alternatives evaluation matrix: user convenience and rail safety (particularly at the Loomis Street at-grade crossing). The meeting adjourned at approximately 10:45AM.

5TH AVENUE STUDY PUBLIC INPUT SUMMARY

Public Input

From the 5th Avenue Study

For the 5th Avenue Study the city solicited public input on a variety of issues, including bus access to the Naperville Metra Station and the potential for a bus depot. A summary of the public input received is provided below.

- ❑ Concern expressed about buses queuing on residential streets as it relates to air quality, pedestrian and vehicle safety, and access to private driveways.
- ❑ Concern expressed about buses traveling on residential streets as it relates to air quality, pedestrian safety, and vehicle safety.
- ❑ Support for a dedicated transit facility as an opportunity to enhance access to/from the Station and increase public awareness of alternative transportation options.
- ❑ Support for bus depot concept as an opportunity to remove bus queues from residential streets.

As a part of the public input received during the 5th Avenue Study, the following comments were received regarding the scope of the Naperville Metra Station Bus Depot and Commuter Access Feasibility Study.

- ❑ As part of the evaluation of a bus depot on the Parkview Lot, explore access from Washington Street and/or North Avenue.
- ❑ All bus routes, including those serving the north and south side of the train tracks, should be included in the evaluation of a bus depot.
- ❑ Explore the feasibility of a bus depot on city-owned properties in the immediate vicinity of the Station, including the north and south side of the train tracks.
- ❑ Potential impacts to bus routes, schedules and costs should be evaluated.

Note:

A copy of the correspondence received by the City throughout the 5th Avenue Study is available through the City of Naperville Transportation, Engineering, and Development Business Group.

OPEN HOUSE PUBLIC COMMENTS

Naperville Bus Depot and Commuter Access Feasibility Study
September 12, 2011 Public Open House
Public Input Summary

Comment No.	Public input will be one factor considered when developing and evaluating bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period. Personal information				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
1	If all the buses could be accommodated, first choice would be the 4th Avenue except there are homes on 4th Avenue Make North Avenue two-way to keep buses out of neighborhood on School Street Parking on North Avenue would partially need to be removed 2nd choice would be Burlington Square - maybe parking after 9 a m and end at 4 p m with North Avenue 2-way In front of train station could be possible also 3rd choice Parkview - North Avenue 2-way - most costly probably - would affect least amount of homeowners - landlords 4th choice - Children's Museum - with the Museum hours adjusted to 9 to 4 weekdays			Other Resident Lives 2 5 blocks from the Station	Other Stakeholder	Transportation Advisory Board Member
2	Location #1 (Parkview Lot) - Living on Ellsworth (between North & School) this is a good option Tear down the old PW bldg and put parking lost by this option over there Option 2 is also good		Resident of Naperville Metra Station Vicinity			
3	Location #6 (4th Avenue) - I would support a kiss-and-ride at this location, the traffic direction would need to be reversed	Commuter				
4	Location #1 (Parkview Lot) - Parkview Lot use for the bus depot is the best location to keep buses out of neighborhoods However parking for displaced cars must be part of this Use of available space (closed businesses, public works building) for car parking must be taken into consideration for a proper solution Also Parkview Lot would need a revised stop light location to facilitate buses coming out of the lot to Washington Street	Commuter				
5	Locations #7 (Burlington Square Park perimeter) & #5 (south of train station) - Allowing 2-way traffic on North (maybe just for buses) would help prevent buses going through residential neighborhoods Also allowing better traffic flow through stop light on North Avenue would get buses out of the area faster and discourage them from going through other neighborhoods (such as Center Street south of North Avenue)	Commuter				
6	Location #8 (DuPage Children's Museum) - Can't put more bus traffic west on Spring - it's terrible already; offers best Washington Street access of all locations					
7	Location #7 (Burlington Square Park perimeter) - Kiss-and-ride should be less accommodative in favor of bus transportation Or consider kiss-and-ride in Children's Museum Lot					
8	Location #5 (south of train station) - Having served on TAB and considering the bus depot etc I vote for the depot on the south side outside the train depot Reasons are 1) convenience for patrons, 2) multiple lanes for buses would eliminate queuing on Ellsworth St Place kiss-and-ride on 4th St east of Ellsworth To provide additional space remove cupola at depot entrance Also if additional space needed, a portion of the park could be used		Resident of Naperville Metra Station Vicinity		Other Stakeholder	Former Transportation Advisory Board Member
9	South side alt is weaker, larger due to the short distance to Washington St offering limited opportunities to get traffic out of the lot					
10	Location #6 (4th Avenue) unfairly moves bus traffic to a residential area currently without bus traffic Kiss-and-ride for location 6 is a better, less intrusive alternative					
11	Caveat 1 As a commuter I am only concerned about commuter convenience Caveat 2 Typically I ride my bike to the train station saving Pace for inclement weather or winter (Dec-Mar) so I am not a daily rider Comment As a north side resident I am only family with the routes on that side of the tracks and have never seen more than 3 buses lined up I don't see many problems with that set up and hope that we don't create a solution that becomes more inconvenient fo north side homeowners If the buses are moved to the South side of the tracks, and the train comes in on the North platform, I will probably just walk as it won't be much slower than having to go the buses. Please take into consideration the two sides (North & South) and make sure your solution doesn't inconvenience one over the other. Thank you.	Commuter				
12	Moving Kiss & Ride or bus staging to 4th Ave will create a worse situation for residents of this street than exists on any current residential street except Ellesworth between North and 4th where there are only two residential houses exist The queuing that occurs on Ellesworth south of North Ave is worst at only the peak times but moving bus staging or K&R to 4th Ave creates a permanent impact all day every day It would turn 4th ave from a relatively quiet residential street in to a busy thoroughfare It seems that the Parkview and Childrens Museum are the most favourable options Depending on the degree of grants and flexibility these lots could be developed just a little or significantly Perhaps a deal can be made to relocate the childrens museum to another close location to get better use of that lot Perhaps 5th Ave or even the old dept works building		Resident of Naperville Metra Station Vicinity			
13	Perform the study--it's good information to gather, but do not act on any part of it The city has higher (or should have higher) priorities for its monies Right now the city is exploring the idea of charging for fire and emergency response services which are already funded That's a horrible idea Building new facilities must come after funding basic services We don't need another bell tower--at lease until the city's revenues return to pre recession levels This project is a "nice to have" project not a "need to have" project	Commuter		Other Resident	Other Stakeholder	Pace bus rider, bicycle rider, and pedestrian
14	Many of the locations entail a significant loss of parking spaces This is troubling because parking spaces are essential for commuters that are unable to use buses (for example, due to work hours 12pm-9pm outside the norm). I would like to see the options to mitigate the loss of parking spaces presented with the bus depot alternatives	Commuter		Other Resident		
15	I think the best areas for a bus depot are locations 1, 3, and 4 They offer the best opportunity to get buses in and out effectively and efficiently from Washington and/or 5th Avenue These options would greatly help get the buses out of the residential neighborhood Locations 5 and 7 and really no different than the current conditions and would not bring any noticeable benefit for the future Location 6 is absurd! Two buses can't even fit down the street side by side How are you going to protect residential access from being blocked? This option actually would increase bus traffic through the residential neighborhood and lengthen times on bus routes There is no benefit to this location in any way!		Resident of Naperville Metra Station Vicinity			
16	The northern lots are prominent to anyone driving or walking down Washington Converting them to a bus depot would provide an industrial look to the area, whereas the south side lots (particularly Parkview) are more secluded, and would thus provide a more cosmetic solution of where to place the depot	Commuter	Resident of Naperville Metra Station Vicinity			

Naperville Bus Depot and Commuter Access Feasibility Study
September 12, 2011 Public Open House
Public Input Summary

Comment No.	Public input will be one factor considered when developing and evaluating bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period. Personal information				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
17	Please consider putting the facility under part of Kendall Park It would be out of the weather, out of view, and cause little disruption to this infrequently used park Connect the facility to the station by a pedestrian tunnel As an alternative, why do so many buses have to arrive at and leave the station at the same time? If they were staggered and commuters waited a few minutes more for "their train" inbound, or waited on the bus a bit longer after getting off the train, there could be an orderly flow of buses Surely the ongoing renovations will allow the station to accommodate more waiting commuters Maybe bus routes can be adjusted too Do we really need 819, 821, running part of the way next to 727 in south Naperville The first two go to the Lisle station but pick up in Naperville and Lisle Yes, it is a big secret The Lisle station is far less crowded You always get a seat on the train The train arrives in downtown Chicago within minutes of the train from Naperville And it costs less to commute from Lisle Run more of the buses to Lisle Also, why are the engines left running on waiting buses with no one on board except the driver? Cut down on air pollution and energy use Turn off the engines Someone may also want to publicize the 855 bus route It is another big secret The bus, leaves Bolingbrook and runs down I-55 Route 855, the I-55 Flyer can, by law, drive on the shoulder of I-55 and can pass slow traffic You can park in two lots for free One is near I-55 and one is on Canterbury across from the police station and post office, so it is very safe Ample free parking is no more than 150 feet from where you board the bus Bus fare costs less than the train from Naperville or Lisle The bus is a motor coach with wide reclining seats, package rack, TV, footrest, and a restroom Inbound it goes as far as the intersection of Chicago Ave and Michigan Ave , so there may be no need to transfer to a CTA bus That saves more money Travel time to Chicago and Michigan from Bolingbrook is about 1 hour to 1 hour and 15 minutes So when you factor in the time spent on the bus ride to the Naperville station, the wait for the train, and the length of the train ride, the time spent commuting is comparable The lot on Canterbury is served by buses from the Lisle train station too So you can take the bus downtown and the train back or vice versa, depending on your needs, the weather, or traffic I also think it is great when I am Christmas shopping downtown and have a lot of packages I bought downtown to carry If you live south of 87th street and east of Naperville Plainfield Rd , Route 855 is a much better alternative to parking at the park and ride on 95th where you then take the bus west to the Aurora station on RT 59 so that you can then travel east on the train, and also pay more for train fare than you would by commuting from the Naperville station	Commuter		Other Resident		
18	Please do not consider building bus depots or "kiss and ride" options on neighborhood residential streets We are property owners on 4th Avenue and already get a flow of illegally parked "kiss and ride" cars The flow of traffic is burdensome as it is Please consider other alternatives before considering placing bus depots on more residential streets		Resident of Naperville Metra Station Vicinity			
19	To Whom it may concern. I live at 222 E 4th Ave, I am the first house on 4th Ave I am STRONGLY opposed to any solution that may move buses or kiss and ride commuters to my street Everyday I face the problem of people parking on the street in areas identied as no stopping or standing during rush hour periods Nearly everyday I have to honk my horn or aggressively ask someone to move their car so I can pull into my driveway In the mornings I have the same trouble getting out of my driveway The street is just not wide enough to accommodate this traffic If a proposed solution involves 4th avenue, I will have to involve every legal right to block this, as my patience with the city currently not enforcing the no parking rule has already worn my patience thin		Resident of Naperville Metra Station Vicinity			
20	Regarding commuter access. I have been a commuter for the last several years and have noticed an increasing traffic problem at the Route 59 station I ride the PACE bus from a park-n-ride location (Wheatland Salem Church) to Rt 59 Often times in the morning, the bus driver is forced to take different routes to avoid congestion at the light on Rt 59 turning into the train station. The bigger problem, though, is the evening commute Because there is no traffic signal or police officer directing traffic and there is no dedicated bus lane, it becomes a free for all to get out of the parking lot of the Rt 59 station to head back to our cars on the south side of Naperville Cars think nothing of cutting off the bus and it takes AT LEAST 20 minutes, if not longer, just to get out of the parking lot! We have voiced a concern and expressed a desire for a dedicated bus lane and/or traffic signal at the Rt 59 station parking lot to the City of Naperville (where we reside and pay taxes) and the City of Aurora and PACE to no avail This is extremely frustrating to say the least It is high time the cities join together with PACE and the taxpayers to work out a solution to this traffic problem in the Rt 59 station parking lot and surrounding area As residents of Naperville, we expect this problem to be addressed	Commuter		Other Resident		Rt 59 commuter/ NAPERVILLE RESIDENT!
21	Would the busses currently serving south Naperville be included in this study? The buses at the Rt 59 station are very inconvenient for the commuters The morning drop-off seems to work fine, however, the afternoon commute is horrible The buses usually need 25 minutes to leave the Rt 59 station Since as commuters using mass transportation, we are trying to do the right thing for the city by reducing the number of cars on Rt 59 however, the city is not making it easy for us We understand that the Rt 59 parking lot belongs to Aurora, but as Naperville residents, paying Naperville taxes, shouldn't our city take care of us? So again, are the busses serving south Naperville being considered and will they be moved to the new proposed depot?	Commuter		Other Resident		

Comment No.	Public input will be one factor considered when developing and evaluating bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period. Personal information				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
22	The fact that there are multi-year waiting lists for parking indicates that people want more parking Please include the feasibility of acquiring the asphalt company land, and possibly the small office building in order to grow the Burlington lots At the very least, this should be included in order to "mitigate" to lost parking spaces There are no other services in Naperville that require multi-year waiting lists The fact that nothing is being done about the parking situation is unacceptable Meanwhile, crybaby neighbors are upset that there are buses and traffic near a train station that has been in continuous use for over 100 years!!! Spending money to make these few crybabies happy, while leaving hundreds on multi-year waiting lists?? Removing parking spaces??? Instead of Adding? Crazy!!! http //en wikipedia org/wiki/Naperville_(Amtrak_station) " Naperville Station was originally built in 1910 by the Chicago, Burlington and Quincy Railroad" There are certainly ZERO residents in place since before the train station! 1) There is a need for MORE parking, not less 2) The asphalt property is an eyesore - make it into a lot to help commuters 3) the parking is expensive - $480 Lisle is $105/qtr Downers Grove is $75 or $80 per quarter (and they charge more for non-residents) Wheaton is $60 per quarter for residents!!! ----> I already pay taxes to Naperville - Crank up the prices for non-residents!!! People are avoiding moving to Naperville expressly because of the parking situation http //www city-data com/forum/chicago-suburbs/33167-elmhurst-vs-glen-ellyn-where-should html "We eliminated Naperville because of the long wait on parking passes and the daily commuter lot filling up by 7am (roughly) is unacceptable " Naperville's transportation including train commuting should be an asset to our community - long waiting lists interfere with that Let's correct the situation	Commuter				
23	First, I have been a PACE rider for almost 10 years and have seen ridership on my route (684) increase dramatically over the years One of the major issues I have as a rider is with the evening routes leaving the downtown Naperville station My bus leaves from the sound side of the station, and between the busses leaving the station, commuters being picked up at the station, commuters exiting their parking spots around Burlington Park, and cars exiting the Parkview lot -- everyone is trying to get onto Washington Street, and some days it takes our bus 10 minutes just to get onto Washington Street, and then we sit in traffic until we get south of Chicago Avenue I think of all the options being presented, a bus depot in the Parkview lot is the best alternative since it would have the easiest access to getting the busses on to Washington However, that would mean a loss of parking spots in the "lot of the Gods" as we commuters lovingly refer to the Parkview lot, and those commuters would put up a fight if they were to be displaced I have many good friends that park in the Parkview lot, and I know they cherish those spots	Commuter				Also a PACE rider
24	To, Rory Fancler/T E D , Hello Rory, We spoke the other night at the open house We own the property and run our business (Shiffler Builders Inc) at the corner of North/Center We also own the building directly north (313 N Center St) We represent a total of 13 tenants in apartments and 2- commercial tenants Some of our concerns if Location #7 is utilized for the new bus depot -Added traffic/congestion from consolidating all 15 routes to this one area on this side of the tracks. If there are about 70 bus drop-offs/pick-ups now, I would expect that there would be about 16-18 more if all the routes used this area I also assume that in the future there may be added routes to the system. -The additional emissions/pollution concentrated in this area is bad now and would get worse -The added noise levels at certain times of the day for our tenants as well as the area residents is a big negative -An actual physical "Bus Depot" structure will detract from the view of the park - A single Depot will also concentrate persons coming to or through Naperville that may, how can I say it be up to no good I am certain that there would be increased vandalism, crime and littering in our immediate area This would certainly make our tenants as well as the other area residents feel less safe living in this neighborhood It is likely that as Landlords, that it will be more difficult for us to find viable tenants for our apartments and commercial unit(s) -A Bus Depot at location #7 could also adversly affect our property values now and in the future -For us, location #1 has many of the negatives that location #7 has but to a somewhat lesser degree -It would seem that the entirely commercial/parking area on the north side of the tracks (locations 2/3/4) would overall, negatively affect fewer residents/businesses -After speaking to the staff at the open house on 9-12, I get the distinct feeling that location #7 is the front-runner for the depot Since most of the routes come from the south, PACE seems to consider this the least expensive and best option for them -Is there really a problem that needs to be fixed? Will a single bus depot be better than the current situation? -Finally, as long-time property/business owners here on Center St , I am very concerned for our business, our tenants and our neighbors (on both sides of the tracks) that the best solution/location is chosen for the bus depot With the limited information we have at this point, location #7 would be the worst of the options for us Sincerely, Steve Shiffler Pres Shiffler Builders Inc				Other Stakeholder	Center Street Property Owner and Tenant
25	I think that the Parkview lot is preferable for a few reasons First, since most of the buses currently service the south side of the tracks, relocating all of them to the north side would add several minutes to everybody's commute, and the buses would have to leave earlier Second, adding the additional traffic down Washington will potentially endanger kids coming to and from school Third, the Parkview lot is somewhat hidden from Washington and public view As the beautification of the 5th Avenue area proceeds, a parking lot on the north side will be a thumb to the eye of planners (and citizens) who want to improve the look and feel of Washington and 5th Avenue	Commuter	Resident of Naperville Metra Station Vicinity			
26	None of the proposals seems better than the existing setup, with north side busses staying on the north side of the tracks and south side busses staying on the south side Forcing all the busses to one side or the other will create additional traffic/congestion issues that no one seems to be taking into account Busses and cars will need to share the same streets no matter which of these plans would be implemented They all seem like a solution in search of a problem If Naperville has tax dollars burning a hole in its collective pocket, there must be better ways to spend them than this How about connecting the upper and lower decks of the downtown parking garage on Chicago Ave behind the Barnes and Noble, for example? Or restore the fall brush pickup!	Commuter	Resident of Naperville Metra Station Vicinity			

Comment No.	Public input will be one factor considered when developing and evaluating bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period. Personal information				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
27	I wanted to submit a few comments regarding the Bus Depot Feasibility Study alternative station/location number-seven (Burlington Square Park perimeter) including Center Street. Originally I didn't believe this area was even being considered for the bus depot. It seems to be in contradiction with the concept of getting the buses out of the area surrounding the train station. I believe the main premise for the depot is to alleviate traffic and buses stacking up on Ellsworth and in front of the train station. But this alternative would in my opinion produce even more congestion and disruption for residents around the train station. Also from what I understand it would add more bus routes to the already substantial number on the south side of the tracks. This it seems would only exacerbate the original congestion problems cited by residents. It would also dramatically reduce on street parking in the area. As one of the property owners on Center Street, clearly we would prefer that you choose one of the other study areas for the depot preferably on the north side of the tracks. I believe this Burlington Park-Center Street perimeter bus depot alternative could also be restrictive to any possible redevelopment around the train station in the future. I know that several developers have expressed interest in redeveloping the Center Street block with the idea of a project similar to the condo/retail structures in downtown Downers Grove. I think the idea of a development with condos on the upper levels and a restaurant and retail on the ground level would be good for Naperville and the Metra train station area in the future. It seems this is something the city would want to encourage to become a reality down the road. But I feel a bus depot around the Burlington Park-Center Street perimeter area could adversely affect the interest of future development around the Metra train station and Burlington Park area. These are just a couple of points of contention I wanted to express regarding the alternative station/location number-seven in the study. However, I realize it is very difficult to try and juggle the various concerns of all the different parties involved. So I very much appreciate that you are soliciting feedback from the public and allowing us to express our personal views on the project. Thank you very much! Sincerely, John McCarthy				Other Stakeholder	Property owner-321-325 N. Center Street, Naperville, Illinois

Naperville Bus Depot and Commuter Access Feasibility Study
November 14, 2011 Public Open House
Public Input Summary

Comment No.	Below, please provide comments and/or questions regarding the bus depot alternatives displayed during the November 14 public open house. Public input will be one factor considered when evaluating the bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period.				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
1	The list of people waiting to get a parking space is 8 years long! It doesn't make sense to reduce the amount of parking spaces. Not to mention the loss of income for the City.	Commuter				
2	I believe that the City should not pursue the options that include closing the Parkview lot. I'm a commuter parker who waited MANY years to obtain a parking permit. The other options to close any of the lots are quite concerning as the current parking permit waitlist is 8-10 years. The parking shortage was a factor in delaying my decision to move to Naperville.	Commuter				
3	I think that any plan that eliminates parking at the train is a terrible idea. With such high demand for parking, as evidenced by the long wait lists for the various lots, it seems foolish to plan a bus depot without first having a plan for replacing the commuter parking. I waited 7 years for a spot in the Parkview lot, and have been a tax paying citizen of Naperville for almost 15 years. I don't think it's fair to take away my access to the train for a perceived "problem" by area residents. I have never seen any problems with the bus flow in 15 years.	Commuter		Other Resident		
4	What will happen to my parking space at the Parkview Lot? I waited a very long time to obtain this space and do not want to give it up. I already lost my Senior Citizen's free ride program on Metra and now Metra has increased the cost of tickets. Now the City of Naperville wants to take away my parking space? I strongly object to this!	Commuter	Resident of Naperville Metra Station Vicinity			
5	After reviewing the options, in my opinion, the South Side of the Train Station option seems like the best. The two most important issues are: minimal impact to parking and cost. This option eliminates the fewest parking sports. I'm sure if we redesign our current lots, we can find room for the 12 spots we would lose with this option. Regarding cost, the other options would require major changes to each site which would cost a great deal of money. This option would not. In these tough economic times, we should not be over spending. I do not think combining the kiss-and-ride location with the bus depot will cause problems. If the lanes are identified with appropriate signage, we shouldn't have a problem. This option would get the job done and maintain the character of the surrounding neighborhood. Naperville is unique and functional. That's why people like to live her. Thank you.		Resident of Naperville Metra Station Vicinity		Other Stakeholder	I commuted into Chicago for many years until recently.
6	I strongly oppose the South option. It does nothing to mitigate the impact on local residents. Options on the North side of the tracks are the only ones that reduce the impact on residents. Parking Mitigation Option G is not reasonable. We already have commuters and students parking in front of our homes all day. We have no driveways and can never find a spot to park in front of our homes.		Resident of Naperville Metra Station Vicinity			
7	Having lived in Naperville for almost 30 years and commuted for 18 of those years on the BNSF, I never felt that the Naperville train station was in drastic need for a bus depot, especially with one that could so dramatically effect the already drastic parking situation around the depot. Tearing up either the Parkview or Upper Burlington lot makes the least sense of all. What good could possible come by moving that many parkings spaces for a bus service that isn't used always used that much? If money really is itching in the city's pockets and it is truly felt that this needs to happen, the only choices that make any short or long term sense are for the Easy lot or for the South Side of the train station. These are the least destructive during construction to the area, and have the least effect on parking spaces that have to be migrated elsewhere. Again, I have to reinforce the lack of knowledge as to why this really needs to happen in the first place. I feel the money could be better used for the physical infrastructure of the city in other places, for I don't really see this as a major issue effecting commuters (again, spoken as a 18 year commuter).	Commuter			Other Stakeholder	After 12 year wait, hold Burlington parking pass
8	I agree there are going to be obstacles to all options but I, along with all four property owners on the 300 block of center street oppose the parkview lot completely, having a bus depot right behind our business would bring down property values. I own Orazio Pub and the traffic passing through the south side of the train station is already very congested with no room for relief. One car not used to the traffic pattern can cause a major back up so adding more busses to the mix will add more strain on not only my business, but the entire neighborhood. I understand the busses will have to go through neighborhoods no matter where you put them because of the location of the train station, but the north side offers a more open lot with a lot more flexibility to be set up to handle heavier traffic. Also the south side could easily be used for kiss and ride and handle 4 times what it already does and NOT block traffic like it does now. The northside is the answer and I would offer my time and knowledge of 25 years in this location to help in anyway I can. Thank you.		Resident of Naperville Metra Station Vicinity		Other Stakeholder	Owner Orazio Pub 333 and 329 N Center St
9	I have been on the waiting list for a parking space in the Burlington lot for over 10 years. As there are 98 people before me on the waiting list, and likely hundreds after, there are many commuters/residents in my situation. I would not be in favor of any option which would result in the loss of more than 100 parking spaces in that lot. In addition, it seems that moving all bus and kiss and ride activity to the same side of the tracks would create terrible congestion. Finally, I have not seen any information on the potential cost. Thank you for your consideration.	Commuter				
10	If the buses make a deal w/railroad for parking on railroad land, then it's no use to argue. The streets and parking have gotten steadily worse even to the point of parking past 4 hours and competing with Little Friend's workers for street parking along all surrounding streets, the speeding issues alone should be addressed, then the over-parking (tax paying residents are totally at bottom of pecking order) not just train buses, it's school buses and parkers racing to make their trains that are at issue. The college has, so far been the only principal to have even made an attempt at providing parking and even that is not enough, the competition for a space in a residential neighborhood has been severly compromised. Many of us have contacted code enforcement only to be told that, so long as traffic can pass in both directions it's OK for the diesel pollution (a known carcinogen) speeding, a threat to life, (crossing a street is not anoption). Keeping ahead of the game is difficult!		Resident of Naperville Metra Station Vicinity			
11	I've reviewed and visited the sites for the proposed Bus Depot Options and would like to submit these comments and observations for your consideration. South Train Station Option: This is the only option that doesn't seem to fulfill any of the criteria for the purpose of the Bus Depot study. It simply reshuffles the current problems to different areas and adds new, potentially dangerous, concerns for residents and commuters, vehicles and pedestrians. The most notable problem is the potentially dangerous intersection at 4th and Loomis created by changing the direction of the one-way on 4th Avenue towards the train station for a kiss-and-ride lane. Commuters coming from the North would risk being stranded on the tracks if traffic backs up from the kiss-and ride lane at the intersection either due to vehicles stopped or pedestrians crossing in the crosswalk. 4th Avenue runs along the tracks and there is not a lot of space between the intersection and the tracks. Loomis is also a designated walkway for children going South to Ellsworth school and mixing hurried commuters with walking school children is bad public safety policy. Dramatically increasing traffic at this intersection will obviously increase conflicts between vehicles and pedestrians and increase the risk of an accident between vehicle and train. Trains coming from the East do not have the ability to see the intersection in time to stop and Freight trains don't stop at the station moving in either direction. Many of the reasons for removing the Burlington Square Park (Perimeter) Option also apply to this Bus Depot option only with more conflicts.		Resident of Naperville Metra Station Vicinity			

Comment No.	Below, please provide comments and/or questions regarding the bus depot alternatives displayed during the November 14 public open house. Public input will be one factor considered when evaluating the bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period.				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
11 (continued)	- Limited kiss-and-ride capacity should demand increase - Limited right-of-way, requires encroachment into Burlington Square Park - Potential (increased) conflicts between buses, vehicles, pedestrians and trains! - Impacts to bus routes, schedules and operating costs - Burlington Square Park lease agreement with the Naperville Park District Additional Limitations/Challenges/Conflicts - Crossing at Loomus is potentially dangerous to vehicles going South if traffic stops because of kiss-and-ride backup or pedestrians crossing - No direct access to the bus loading area. Buses will still need to be routed through the residential neighborhood to get to the depot - Increased conflicts between buses and exiting kiss-and-ride vehicles and resident vehicles from 4th Avenue at Ellsworth. Residents on 4th Avenue will now have to be apart of the congestion at the train station. Residents who live on 4th Avenue and who gain access to their property using the alley on 4th Avenue will be forced to become a part of the congestion at the train station. The alley is the only way in and out for many residents and instead of exiting away from the station residents will now exit towards and into the bus depot. Buses, vehicles and pedestrians will all converge at the intersection of 4th Avenue and Ellsworth increasing the current existing conflicts - Kiss-and-ride is located East of the station when most of the boarding occurs West of the station - Increased traffic through residential neighborhood surrounding the train station. Kiss-and-ride vehicles will now have to drive through the residential neighborhood to get to 4th Avenue at Loomus. This will be a potential increase in conflicts between vehicles and pedestrians throughout the surrounding neighborhood not just at the train station. The only positive about this option is that the buses are consolidated for passenger loading/unloading. Maintaining the one-way on 4th Avenue and widening the street to include a safe kiss-and-ride lane that could also be fee parking during non-peak may be a better alternative. Unfortunately this option does nothing to enhance access to the train station and places additional burdens on the surrounding residential neighborhood East Burlington Lot Options - Alternative 1 is better than the current conditions on the North side of the station but still requires an additional depot elsewhere - Alternatives 2 and 3 consolidate bus passenger loading/unloading and frees up the south station for kiss-and-ride traffic. These are good options but still have limitations/conflicts with vehicles and pedestrians that may need further review - The exit onto Ellsworth from the depot has an increased conflict between buses, vehicles and pedestrians - Increased conflicts between buses, vehicles and pedestrians at Ellsworth and 5th Avenue Parkview Lot Options These are clearly the best options for the bus depot. All three alternatives support the purpose of the Bus Depot Study more than any of the other options. All three alternatives consolidate bus passenger loading/unloading - minimize bus traffic/queues on residential streets - reduce bus conflicts with pedestrian and kiss-and-ride traffic, increases pedestrian safety - enhance access to the train station while having a low impact on the surrounding residential neighborhood - have proximity to South platform, west of station where majority of boarding occurs - have additional pedestrian access with underpass stairs on either side of Washington. I believe Parkview Lot Alternative 2 is the best option for a bus depot - It has potential benefit for bus routes - It is separated from kiss-and-ride and pedestrian traffic, reducing traffic conflicts and increasing pedestrian safety - It accommodates all existing bus routes with potential for future expansion. Parkview Lot Alternative 2 is what I think residents and commuters had in mind when asking for a bus depot. Thank you.					
12	Putting the South side buses in a depot on the North side of the tracks would be a disaster. The traffic congestion from the kiss and ride and getting in and out of the station mixed with the buses would create huge delays. It is already congested now with just parkers and a couple buses. The best solution seems to be to use the South side of the station fr the south side buses and have the few north side buses on the north side. this would be a combination of the plan using the south side and the plan using a portion of the Eastern section of the burlington lot. An option that was not included was to take out a portion of the park in front of the station to make a better solution for the kiss and ride portion of the plan. It would seem if we took just a small portion of the northern edge of the park we could add more lanes to lessesn congestion and also separate the bus lanes from the car lanes. I am a 24 year commuter	Commuter		Other Resident		
13	Thanks for the opportunity for comments, here are my thoughts. 1) One of the goals is to promote alternative transportation options. I'm not clear on how this is measured, can you explain this? 2) It seems preserving parking and vehicle access are the key items being considered with the goal of pushing the buses and their issues off where they will be less a bother for drivers. Car should be defined and a lower priority and treated as such. 3) The study didn't seem to consider both sides of the bus trip or the impact of a distant terminal. a) arrival - everyone wants to be at the station, why would I want to be anywhere else if it is raining or cold or the bus is running late or early. As a practical mater I think arrival should remain as it is today and it doesn't appear to be a congestion problem. I don't want to walk in the rain from the far corner of some lot because that is where the 677 is told to go. how would this enhance the commuter experience? b) departure - today if the 677 is late (more likely the train is late) I can wait in the station, I'm aware that some routes are always late. How does it promote the bus option to have us stand in some parking lot in the rain/snow/cold/heat and not wait in the station? 4) The real win/win situation would seem to be a way to get all the traffic (car and bus) to exit the station area quicker. This appears to be problem with the lights on Washington street not being flexible enough to handle large volumes for brief periods. No proposals seem to deal with this, the assumption is that you can massage the layout and fix the flow which would be really optimistic in this situation.	Commuter				
14	Please consider the importance of the depot being well lit and located in an area that is not desolate or obscured (for safety reasons). We often have to wait for the bus (from the 6:50pm and 7:35pm trains). Consider the importance of the buses being able to quickly leave the immediate area. For example, the southeast bus routes are taking much longer to leave the area now because 4th avenue is blocked off. Having to take Washington, Center or Ellsworth adds time to the commute. Plus driving down streets like 4th and north seems safer for pedestrians as well as faster for the commuters. Ultimately I'm suggesting to look at how the depot location impacts the routes. Consider that some of the buses arrive 'just in time' in the morning so as things stand there isn't a lot of extra time to walk great lengths to the train platform. Pickup times might need to shift accordingly and would lengthen the overall commute	Commuter				
15	30 year commuter and Parkview permit holder since it opened. Need to have parking permit as option (Children Museum best) as park and ride or carpooling not an option due to varying schedule. We should not lose our permit parking.	Commuter	Resident of Naperville Metra Station Vicinity			

Comment No.	Below, please provide comments and/or questions regarding the bus depot alternatives displayed during the November 14 public open house. Public input will be one factor considered when evaluating the bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period.				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
16	I'd like to understand how so much time can be spent on resolution for bus traffic at the downtown station, yet when repeatedly asked to get involved with Route 59 problems, the standard reply is always that the buses are on the Aurora side. I have suggested moving them to Naperville's side to ridiculous excuses. Many of my fellow commuters have voiced their complaints to the city as well. I am a Naperville resident, as are many of the Route 59 commuters, yet you continue to ignore the problems at 59.	Commuter				
17	Please consider acquiring the property (asphalt and small office) adjacent/contiguous to the Burlington Lots - or perhaps on the North side as well. A 9 year waiting list for parking is unacceptable. Why are commuters treated so poorly by the city? You doubled the price for parking and there is nothing to show for it. Also - Monthly bus passes are going up in price on Jan or Feb 1 ? Also- Garden plots are 3 times larger than a parking space and are $37 for 6 months. Parking is $480/year for commuters but free for shoppers. Doesn't seem fair to me.	Commuter				
18	I believe that cancelling all permit parking in commuter lots would go a long way towards mitigating the parking issues at the station. Making all lots 100% daily fee would involve some additional infrastructure initially, but would ensure the most efficient use of the existing parking lots. I would be skeptical of any solution that does not materially increase the actual number of parking spaces available to commuters. additional ride sharing and public transit options might have a slight impact, but are basically ancillary.	Commuter		Other Resident		
19	Terrible idea. Shortage for parking as is and already a traffic logjam by the Parkview and Burlington lots. There are far more projects that Naperville needs to improve traffic than a bus depot.	Commuter				
20	My comments are from the perspective of a Naperville resident who has commuted to/from Chicago on the Burlington line for the last 25 years. Any reduction of the number and location of commuter parking spaces is disastrous. Each of the plans as presented have a negative impact on commuter parking. The needs and the desires of the residents/citizens/taxpayers/commuters must be strongly considered. The commuter with a parking permit seems to come out last again in your planning. In years past, you allowed taxis (which are for-profit businesses) to invade the parking lots and clog the driving lanes. They purposely incited commuters, and I actually witnessed confrontations. The city's response was to give the taxis in the East Burlington lot their own lane. I question whether any permit fee is paid by taxis for this privilege. Even this is not enough, as the taxis (and private commuter vans) still sometimes block driving lanes and permit parking spaces. Busing is important, but not nearly so much as you might think. Many times, I witness a rush hour Pace bus carrying only one, two, or three riders. From my previous residence in Saybrook, I walked to the train for 8 years, until an injury caused me to take the bus for a time. Unfortunately, the bus was very unreliable, and you could not be assured of which train you could catch to get to work. After a seven year wait, I obtained a parking permit, which allowed me to move to a more desirable home in Naperville. The so-called Kiss and Ride commuters are a major contributor to the problem in the commuter parking lots. They come into the lots and literally create gridlock during many rush hours. Poor city planning and lack of traffic enforcement has left this as a completely unchecked problem. The Kiss and Ride commuters should have their accomodations at a higher level than the for-profit taxis, and in a separate area. In my early years of commuting, I always asked my wife to pick me up north of the intersection of Brainerd and 5th Ave. when I was not walking. This kept us out of the morass in the parking lot, and was considerate of other commuters. It is important to keep separation between the Busses, Taxis, Kiss and Ride, and the Permit Parkers. Highest priority must be given to the needs and concerns of the Permit Parkers since we are the residents/citizens/taxpayers that faithfully waited our turn for many years, comply with all regulations, and make the required quarterly payments.	Commuter	Resident of Naperville Metra Station Vicinity			
21	As a regular PACE rider (route 683) I think the current system is better than anything I see here. So my vote is simple. None of the above. Don't change a thing if you want to encourage the use of commuter buses. If you simply must make a change, the best alternative is the South of Train Station option with plan B for parking mitigation.	Commuter		Other Resident		
22	The Parkview alternatives seem to pack too much density in a very small space. Particularly of concern are the two views where the street (with the light) into the depot are two way to the depot entrance, but one way (going west) immediately beyond the depot. Seems like a recipe for disaster. Also, that road is a major thoroughfare for traffic across town, and in particular to the high school in the morning, thus there is a lot of a m. traffic conflict on the street. Finally, the option with the 20' added to Parkview doesn't take into account the need to build up the surface due to the current angle down to Washington. I saw this in the other plans, but not for that Parkview alternative. The options for the Burlington lots seem to have better roadway egress to the east and west for buses. Does the kiss and ride have to be where it is in the main Burlington option (3 busses)? Can buses be on one side of tracks and kiss and ride on the other? People have to cross over and under anyway in many cases. Don't like the option in front of the train station. It seems to make the entrance to the station look like a parking lot rather than a somewhat quaint entryway to the station, fronted by the park.	Commuter	Resident of Naperville Metra Station Vicinity			
23	As a parking space stakeholder in Station 4, obviously my most immediate concern would be where will my new parking space would be located. Ideally, my commute time and access currently experienced shouldnt be compromised, or minimized. Waiting 9 years to get that spot was enduring enough and now having been in this lot for many years, I am concerned with losing the value of having this location. I do realize and appreciate that the plan will be implemented with care and caution based on my review of all the options, clearly there is a good amount of review and analysis taking place. My opinion is that Station 4 would be a more difficult option to implement based on costs of construction and traffic concerns. While the Station 4 is extremely convenient as a bus depot, the logistics of the bus arrival/departures would be an interesting traffic study, given the proximity to Washington street and turning the adjacent street to a two-way vs existing one way. I would envision daily morning and afternoon car commuters being a bit angry with the congestion at the traffic light on Washington. I hope my comments are helpful	Commuter			Other Stakeholder	Parkview Lot stakeholder
24	The most viable is the "South of Train Station" option. Why couldn't some of the park land / open space be converted for this use? All other require significant "mitigation" of lost parking spaces. With what is now the longest waiting list in the nation for a parking permit - this only compounds the frustration of Naperville commuters. I currently park in the Parkview lot and have been a commuter permit holder for almost 15 years. The park and ride closest to my home goes to the 59 station which increases my 10 ride ticket costs as well as the daily bus fee. The entrance and exit for the Parkview Lot during peak commuter hours is already a significant issue. If you are not among the first few to exit the lot, you can spend almost 10 minutes waiting for a break in the westbound traffic on North Ave. in order to exit the lot and make a left onto Washington Street. In addition it does not seem to make sense to add more bus traffic on the south side of the station with the college, private catholic school and a middle school all within three blocks. The congestion in that area already during the morning hours when parents are dropping off and students are walking to school would be substantially worse.	Commuter				
25	The final decision must take into consideration the lowest number of lost, or sacrificed, parking spots. As a Pace commuter, my observation is that most of the congestion is due to "conflicts" between kiss and ride commuters and Pace buses. Since most commuters have the option to utilize Pace, relocating the kiss and ride "lanes" should be considered above relocating bus loading. Additionally, relocating those lanes would reduce congestion during bus arrivals and departures.	Commuter				

Comment No.	Below, please provide comments and/or questions regarding the bus depot alternatives displayed during the November 14 public open house. Public input will be one factor considered when evaluating the bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period.				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
26	Consider the use of the vacant municipal works property. Allow both lanes on westbound North St to turn left onto Washington.	Commuter				
27	I park in the parkview lot which I have been for probably 5 years now. I was on the waiting list to get in that lot for 12 years and believe that lot to be the best accesible lot in all Naperville for commuters. I can't even imagin losing my spot there and how buses would pull in and leave in a lot that small. In addition, I am really concerned about the safety of commuters due to the crime that is usually associated around Bus Terminals. Lastly that area is so dense with traffic, pedestrians and housing adding to the congestions seems wrong and ill thought. Why wouldn't you think of Rt. 59 station with its easy accessibility and open parking that could be reconfigured to handle Bus Traffic.	Commuter				
28	I ride the BNSF train almost everyday, and I have not observed any problem with the current bus arrangements. The problem at the train station is the same for buses as cars: traffic leaving the noth side of the station at night. Rather than spend money on a bus depot, the city should reconfugure access to the station to allow quicker exit for all vehicles.	Commuter		Other Resident		
29	First, thank you for putting everything in easy to understand terms. I take the bus home and I was afraid that the commuters that take buses would have to walk fairly far to get on the buses. I think the layouts that you have look pretty fair for all parties involved which should eliminate the people who think it's okay to park in the bus lanes to pick up passengers.	Commuter				
30	The thought of losing my parking space fills me with great trepidation and I'm already losing sleep over this. The only thing regular about my work hours at the accounting firm where I work is that they are irregular. The bus is not an option for me so I have to drive. I spent 10 years on the list waiting for a parking spot. Most of the plans seem to cut the number of parking spaces available. I can't see anyone being happy with this as a potential outcome.	Commuter		Other Resident		
31	comments on the Parkview Lot Option: Traffic on North Avenue needs to be considered. The proximity of the southern entrance and exit from the lot are too close to Washington Street for proper traffic flow. When the light on North Ave is red, buses turning from Washington Street to head east on North Ave will quickly fill the turning lane, but will not be able to turn, since the red light on North Ave will cause kiss and ride traffic on North Ave westbound to fill the lanes. The result will be North and South bound bus trafffic on Washington will not be able to turn and will stage on Washington Street. When the light on North AVe is green, the staged kiss and ride traffic will prevent buses from exiting the parking lot and crossing over to the westbound turning lane to head south on Washington. This is a current logistical problem even for cars leaving the Parkview Lot. Also, the heaviest bus traffic is in the evening when trains unload on the North side. It would make more sense to have the bus depot on the North side. As a long time Naperville resident and commuter, with parking so limited at the station, losing 135 parking spaces is irreplaceable. If alternates are available for relocating, it would make more sense to add to the parking capacity instead replacement parking.	Commuter				
32	Parkview is not an appropriate choice without a viable plan to replace all 136 spaces with new spaces. The options mentioned to me at the open house were: 1) 58 spaces at the Children's Museum, which is 78 spaces short and reduces daily parking. Add this to the likely 15 spaces gone in Burlington North and there is a serious shortage. 2) The depot lot, but not enough room to replace spaces unless the whole area is taken. Also, it would be improper and possibly actionable to demote long-term parkers who worked their way up after years to the farthest parking, so the alternate would be to demote Burlington North parkers, ensuring that 300 people would be displaced and mad. 3) All other increased parking options listed would be costly, gain few spaces, or annoy the neighbors (more street parking – really? Wouldn't the solution be worse than the problem?). None of these options are diagramed or list how many spaces they would gain, showing that this part of the plan is not worked out. It would be irresponsible to approve half of a plan, one that shows taking spaces are taken but not replacing them in enough detail to be believable. The next problem with all Parkview plans is traffic flow. Access Option #1 has the most problems, as there will be cars trying to turn in where the best access has been for MANY years and they will have nowhere intelligent to turn around and will be wandering through the buses. There would be more traffic congestion on North Avenue than there is now. I heard it said that "it's only 12 buses versus 136 cars" and later I figured out what is wrong with that idea. The 12 buses will be moving in and out several times every morning and evening, but only about 30 cars go in for each train in the morning and leave after each train in the evening. Also they do not take the right of way, or all leave by the same exit. The buses will cause North Avenue to back up further than it does now and cause more cars to detour to other streets. Alternative #3 looks cleaner but ignores the tight turns and conflict with parking spaces for businesses. Buses will have little room to make two turns with various vehicles parked north of Orazio's, with bikes and motorcycles and kiss 'n riders leaving, and will get out slower than they do now. This route around the buildings will be much harder to navigate in snowy conditions. Parkview is a more invasive and complicated solution than is called for here. The simpler option of moving the kiss 'n ride to the side street will allow the bus riders the same convenience and visibility (invitation to use buses) that they have now, not alter traffic patterns and road directions, not require creating other parking spaces and/or increasing the wait for passes and the # of kiss 'n rides as a result. Not mentioned in your site, but an idea that I heard and really like is replacing parallel parking around the park with diagonal parking, taking the grass median. This would mean that people leaving their cars could get to the sidewalk even in winter as snow would not be left in the way, there would be more spaces for permit or daily parking and for businesses in off hours. Maybe we could get a restaurant or coffee place in there again. It seems that East Burlington Lot alternatives #2 and #3 are not likely, but I would like to add that any large reduction of parking will make the kiss 'n ride a bigger problem, and do nothing for Naperville's reputation as uncaring where commuters are concerned.	Commuter				
33	The East Burlington Lot - Alternative 3 is a well thought out plan. This design meets the goal of the project with the added benefit of providing improved pedestrian safety, separate taxi lane, and additional bike areas. This improvement to the East Lot will also provide additional benefits to the community, such as the potential to expand (or more efficient layout) for the farmers market and other events. The East Lot needs attention and selection of this site would bring a change to the north side of the station. Also, by using the East lot, the simple yet elegant layout of the south side of the station is retained. The train depot and surrounding area would still have the historical look and feel of the area. As for the other alternatives, the use of the Parkview Lot is an option, but the traffic flow options are confusing and probably unrealistic. Alternative 1 & 2 –with a left only lane should not be considered. Left turns are difficult enough at that intersection as many vehicles first go left, then cut across lanes and make a right onto Spring Avenue. A left turn only lane would only encourage the use of Spring Avenue when trying to go north. A left turn only lane also makes it tricky for residents on Center, Ellsworth, Brainard, Loomis, and North Avenue to go north on Washington. Residents would now be diverted either to Franklin Avenue (passing schools) or the train crossing on Loomis. All three Parkview options also have a "bus only" right turn lane off of Washington. Drivers on Washington are already confused enough at that intersection as many turn right onto the one-way North Avenue. The volume of traffic on North Avenue in the morning and the traffic mix of commuters, 203 schools buses, and parents/students heading to Washington and Naperville North could also be a concern as Metra buses try to turn into the Parkview lot.	Commuter	Resident of Naperville Metra Station Vicinity			

Comment No.	Below, please provide comments and/or questions regarding the bus depot alternatives displayed during the November 14 public open house. Public input will be one factor considered when evaluating the bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period.				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
33 (continued)	The South of Train Station option doesn't really solve the problem. Just more buses in an already congested area. Every morning and evening there are Kiss-and-Ride drivers in the current bus lane. It's a natural event to drop off someone "in front of the train station", more so when someone is running late. Relocation to 4th avenue would just bring additional traffic to a residential street. The South of Train Station option does include a feature that should still be considered independent of the site selection. The corner extensions on Burlington Square Park for traffic control and pedestrian crossings are an excellent idea. As for parking, I agree that it should not influence the site selection and evaluated at later date. I would suggest an immediate halt to issuing parking permits to the lots surrounding the station until the issue is addressed.					
34	Taking away parking spots in the existing lots is not the answer. Parking is so tight as it is, and as an existing space renter in the Parkview Lot that took 10 years to get, I am definitely opposed to this idea. I do not find the areas where the buses currently load and unload a problem.	Commuter		Other Resident	Other Stakeholder	User of Parkview parking lot
35	Naperville commuter parking is hard to come by especially for a new home owner like myself. While studing and researching the commuter situation I think it should be important to also audit the parking space owners. I am aware of several individuals who no longer have need to own a parking space at the Naperville they have since retired or have job in the suburbs now and do not take the train daily. These people are now selling their parking spot to other people letting them rent it while they still own the space. This behavior needs to spot and the city needs to enfore this. I urge you to take this into consideration while conducting your study if more people could get a parking spot they would not have to take the bus.	Commuter	Resident of Naperville Metra Station Vicinity			
36	Thank you for the opportunity to provide input. I have been a daily commuter and Pace bus rider for the past 17 years and expect to continue this practice for the foreseeable future. On limited occasion, my wife drives me to the station or I will use one of the daily parking slots to gain access to the train. That said, I am very aware of the situation at the Naperville station and agree something needs to be done to alleviate the traffic snarl and improve access. I applaud you for taking this on! The first question that comes to mind is the fact that with the Pace bus program periodically in jeopardy of making service cuts, will all of this evaluation and eventual construction become a moot point in short order? (Realizing that there are no guarantees in life, of course.) That question aside, why such focus on bus access? The Parking Mitigation Options portion seems to be somewhat of an afterthought in this scenario. I truly believe that in order for this project to achieve optimal success, all three elements bus, commuter (kiss 'n ride) and parking must be given equal consideration. Instead, this project appears to make the assumption that train riders will reduce driving and parking constraints will be reduced in turn, just because bus access is improved. With these points in mind, I believe the project should include the following elements: A. Deploy the Parkview Lot - Alternative 2 option and create a dedicated area for Pace bus staging. B. Demolish the former Dept. of Public Works Building and construct a low-rise parking ramp on the Water Tower West site. C. Isolate Kiss 'n Ride, taxi and handicap parking areas on the North and South sides. This scenario allows for future expansion if demand increases (and hopefully will), addresses some of the backlog for monthly parking passes, provides the opportunity to accommodate daily parking, and alleviates some of the strain on the residents around Burlington Square Park and home adjacent to 4th and 5th avenues. Please feel free to contact me for additional clarification if necessary. In the meantime, I wish you the best as you pursue this project and look forward to an improved commuting experience once it is complete. Thank you.	Commuter				
37	Has a study been done to see if the number of Pace buses can be reduced? I often see buses less than half full. Maybe routes can be consolidated and eliminate some buses. Can the Museum lot be better utilized for kiss and ride commuters? You can easily access either side of the platform and it would remove congestion from in front of the station. Another option would be to spread out the buses. Move a couple to the Museum lot, one or two to Parkview, two to three south of the station, etc. If none of these are possibilities then the south side of the station option looks to be the best option.	Commuter				
38	While it is necessary to ease the bus impact on houses in the area - it is also necessary to consider the parking spaces you will be eliminating - which will mean probably eliminating daily pay parking spaces to accomodate those lucky enough to get parking lot permits. This is completely UNACCEPTABLE. How can it be that you need to be at the Naperville train station by 6:15 in order to get a daily parking spot. I realize this is not the venue regarding parking, but the bus depot will impact every aspect. I utilize both the pace bus and daily parking - I ride the train daily.	Commuter		Other Resident	Other Stakeholder	Naperville Resident and daily commuter to downtown Chicago
39	How can you even be considering eliminating commuter parking spots? The parking situation is terrible now. You should be considering building a muti-level parking deck.	Commuter				
40	I would hope that a very high priority be placed on minimizing negative impacts on available parking. I have been using the BNSF for 27 years and parking has always been the bigest issue with station access. Also, after having spent millions on platform refurbishment of questionable necessity, cost factors should be a concern.	Commuter				
41	Why isn't the acquisition of the eyesore Asphalt property being considered? What about the little office building? There is a 9 year waiting list for parking and you are considering getting rid of over 100 spaces?? Ridiculous!! Is there a 9 year wait for a building inspector?? A 9 year wait for electricity hookup or trash collection?? A 9 year wait for a garden plot or a timeslot to shoot a shotgun?? No - but a 9 year wait to get a parking space to go to work. Awful. Unless you are addressing the fundamental lack of parking, you are just avoiding the real issue. Buses can be part of the solution - but only if there is enough parking. Raise the prices for daily to $3 and $150 or $200 quarterly - but get MORE spaces, not fewer.	Commuter		Other Resident		
42	Comments on Parking Mitigation Options: - "D. Coordinate with Pace to identify new park-and-ride location(s)" - "F. Evaluate preferred parking spaces for vanpools" - "H. Coordinate with homeowner associations to promote vanpools" The options D, F, H are only beneficial to commuters that travel during the rush hours. My major concern with the bus depot and parking mitigation proposal is that it will reduce the number of parking spaces, and only offer replacement options that are useful for those that travel at rush hour. For those traveling at offpeak times, e.g., returning from Chicago on the 8:30PM or later trains, there are no options for taking a commuter bus or van pooling. The only option for traveling offpeak is the use of daily parking spaces that open up after 9AM. The existence of these spaces is already a gamble due to their use by permit parkers (at present, daily spaces are relatively easy to find, that was not the case 2 years ago, and if the economy grows again, it would be reasonable to expect the 9AM daily spaces to be mostly filled by 9AM). - "Option B - Demolish the former Department of Public Works building in order to provide additional parking spaces on the Water Tower West site." This is the best option listed to avoid decreasing the number of parking spaces available. The best option not listed is to build a multi-level parking garage at the station (I am aware that this has been considered in the past). Thank you.	Commuter		Other Resident		
43	Pleaseconsider those of us that use daily parking - it's very difficult now to get a spot prior to 9:00AM (and even afterwards), and losing any moredaily spots would worsen an already tough situation. As an aside, can anything be done to keep monthly permit parkers out of the numbered daily spots in the lots? It's very frustrating to be kept from parking in the lots close to the station (especially when returning late at night) when there are empty monthly permit-only spots open - many thanks!			Other Resident	Other Stakeholder	"Daily" spot parker at both commuter and non-commuter times

Comment No.	Below, please provide comments and/or questions regarding the bus depot alternatives displayed during the November 14 public open house. Public input will be one factor considered when evaluating the bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period.				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
44	I am very happy that these plans where finally put together I believe that if a better bus depot could be developed that more commuters would take the bus The current system just doesn't work as the buses get caught up with all the kiss n drive traffic and daily spaces on the south side I feel that the ability of the buses to leave the station quickly with as little traffic as possible is very important I feel the South Side of Train station layout would work the best And while I would lose my space in the Parkland lot, I think that plan is the second best layout	Commuter				
45	Please do not use the Upper Burlington Lot or East Burlington Lot There is no PACE Bus that serves the 4 43 AM Eastbound Train from the Naperville Fourth Avenue Station to Chicago Thank you P S There is currently graffiti in the station pedestrian tunnel at the base of the North Platform stair corridor As commuter parking fees have doubled, the maintenance of the train station vicinity should be flawless	Commuter		Other Resident	Other Stakeholder	
46	Expand current parking by building a commuter parking garage that will address the loss problem for the expanded bus service and the hundreds on the waiting list - this is a solution that has been waiting in the wings for too long			Other Resident		
47	1) I am curious what the number and percentage of bus riders are there today in respect to train ridership as well as number and percentage of monthly and daily parking users I would assume the remainder would be kiss and ride and commuters who park off site or walk What is the capacity and utilization of the buses per route? 2) These plans do not indicate the impact of weather on the parking Snow is often piled high in some of these corners making bus traffic difficult to do Will that be examined as part of the planning? I do not think saying that better management would be needed, because it probably won't happen 3) What is the impact on handicapped or movement inhibited commuters on each scenario? In light of the far Burlington lot and Parkview lot, many people would have to walk farther (through ice and snow) because they can't use the stairs at Washington They would have to use the tunnel This makes it difficult for someone who slow Also, the buses would have to adjust timing to allow for all the people to exit the train and arrive at the bus depot Has this timing been calculated for the plans? 4) Although parking mitigation is discussed, it seems there are no plans for where existing commuters might be relocated This should be part of the plan As a stakeholder, I should be given information as what is to come of the parking pass I have. Additionally, by eliminating some places and reviewing the potential locations, I believe you will have slowed down the wait list even longer What will be the impact of each plan on the wait list? 5) Has Pace considered right-sizing buses to the traffic, thus reducing the footprint of the buses? One of the original problems was how the buses were taking up space Could smaller buses (see item 1) be used to transport commuters? Thus would take up less place and may allow the current system to remain 6) Has the stakeholders of the commuter parking been fully informed, since I believe other than a letter, no other signs or flyers have been posted at the parking lots to inform users that they may be moved They have an interest, but may not have fully understood the impact 7) The bus system at Parkview lot plan seems to be very convoluted and will increase traffic on the North street With driving commuters, kiss and ride drivers vying with the buses already, I'm amazed that more accidents haven't occurred at the corner of Center and North Has a traffic study been done on any of these plans? Also has a timing study been done to understand the impact of neighborhood traffic when North backs up because 12 buses are all leaving at the same time In review of this, I keep looking for details and find none The plans are pretty and very high level. I expect details in order to make any decision Picking the plan based on these is bad engineering I think these plans are inadequately fleshed out and more work should be done Because in the end, the commuters will be the ones hurt Naperville City Council seems to dismiss commuters as not quite full citizens because they don't work in Naperville, but I think the City should work a lot harder to see commuters as real people instead of voters every election One way is to listen to their voices, but to do so, you have to reach out My impression is the city is pushing this through because of the people who live in the area The train station has been here for a long time Commuters have taken the train to Chicago for a long time as well We should have a voice				Other Stakeholder	A one -time Commuter and spouse of a commuter
48	I currently have a Parkview permit Currently both cars and buses compete to leave the train station and the wait can be up to 10 minutes to exit a parking lot. The idea of a bus depot makes sense, but the traffic patterns of all the buses leaving at the same time need to be considered and improved, and not compete with the cars also leaving the station. Consider adding buses to meet all express trains mornings and evenings Thus would further decrease the need for individual parking.	Commuter				
49	Any work at the train station that will reduce the number of parking spaces for commuters should not be approved to begin until a suitable alternative for the loss of parking is agreed The parking situation at our train station is a long standing joke among commuters - a 10 year waiting list for a parking permit is unacceptable and to hear we will lose daily fee parking spaces as a result of this change is even more unacceptable I suggest the following measures be taken before the bus depot configuration is approved: - Limit the number of parking permits to one per household until everyone on the waiting list has been satisfied - Conduct an audit of parking permits on a monthly basis, checking the cars in the lot to ensure the permit and car registration match and if they do not match revoke the parking permit and impose a fine to the permit holder - Remove the restriction on spaces where parking can only begin at 9 00am to match all other daily fee spaces Commuters are the ones that need more flexible options for parking, especially if we need to wait 10 years for a parking permit	Commuter				
50	How will the proposed bus depot impact persons with disabilities exiting trains and attempting to locate and board a Pace bus? Have the needs of persons with mobility disabilities, intellectual disabilities and sensory disabilities (i e blind/low vision and deaf/hard of hearing) been considered as this project has moved forward? Have efforts specifically been made to reach to the disability community on this project?			Other Resident		
51	Taking out entire Parkview Lot to serve 12 buses seem extreme Seems like space could be more efficiently used To go from what now exists to eliminating 136 parking spaces is questionnable to me	Commuter				
52	I was surprised when I looked at all the exhibits All said "Need to mitigate the loss of X number of parking spaces " However the exhibits did not say something like "this plan will provide bus access for X number of additional persons For example if you lose 16 parking spaces that will impact 16-20 persons depending on # of persons per car However additional buses hold approx 30 -40 persons So if 16 parking spaces are lots, but 10 buses are accomodated, that is a trade off of huge additional capacity If the buses make 2 or 3 runs, it's more capacity This benefit needs to be leveraged Also, you ought to raise the price of commuter parking spots Chicago's prices to park went up when parking went private People are paying it Thank you		Resident of Naperville Metra Station Vicinity			
53	Exiting south, even with stop lights, with back up all traffic coming west on North Street for multiple lights, unless the light is longer and delays Washington traffic This will happen every 20 minutes! All buses leaving south now can fan out sooner, some going straight south and some turning right Current Parkview cars can exit north or south, buses will not so the problem will worsen! Parkview removes the most spaces and no displacement plan looks palatable It is also not a flexible choice, taking all spaces at once	Commuter				
54	Station 7 (South Side of the Train Station) - I believe this would be the least disruptive	Commuter				
55	The idea of having a kiss and ride on 4th Ave will not work Additional congestion on the street will make it even more difficult to get on my driveway If you do the K&R, then create a barrier between the K&R and the street so that both sides don't get backed up		Resident of Naperville Metra Station Vicinity			

Naperville Bus Depot and Commuter Access Feasibility Study
November 14, 2011 Public Open House
Public Input Summary

Comment No.	Below, please provide comments and/or questions regarding the bus depot alternatives displayed during the November 14 public open house. Public input will be one factor considered when evaluating the bus depot alternatives. Please note that a number of factors will be considered, including: site location, configuration and access points; commuter parking impacts and mitigation options; and Pace and Metra requirements.	Please check all that apply (at least one option must be checked). This information will help city staff better understand the perspective of participants in the public comment period.				
		Commuter	Resident of Naperville Metra Station Vicinity	Other Resident	Other Stakeholder	If "Other Stakeholder," please specify
56	The gateway to downtown should NOT be cluttered with buses Burlington Square is beautiful, green and an excellent welcoming ambassador to Naperville Consider better wayfinding to downtown					
57	Prefer Parkview I with North Ave traffic flow (2)		Resident of Naperville Metra Station Vicinity			
58	South Side of the Train Station is Best of the Lot 1) Least expensive. 2) does not negatively impact permit parking. 3) will accommodate all busses Suggestion - move kiss and ride to north side after busses (3) that use the north side are relocated to the south side terminal Partially remove portico on south side so that a straight curb along side of depot		Resident of Naperville Metra Station Vicinity		Other Stakeholder	Former TAB member

Fancler, Rory

From:
Sent: Tuesday, November 15, 2011 7:32 PM
To: Fancler, Rory
Subject: train parking

In addition to considering options for buses, you should also work with the police to enforce parking and traffic laws in the parking lots. The kiss-n-ride people and especially the taxi cabs park and drive in places where it is illegal, such as across the center lines. This is unsafe. Also they block in cars when they park and wait for someone to pick up. They should have to park in an empty spot while they are waiting or in designated spaces only. This is especially a problem for the afternoon express trains.

Fancler, Rory

From:
Sent: Tuesday, November 15, 2011 3:51 PM
To: Fancler, Rory
Subject: Couldn't Make Open House

Follow Up Flag: Follow up
Flag Status: Completed

I sent an email to the City a couple weeks ago but unfortunately don't remember which department I sent it to. I am a 35 year resident in Naperville and a commuter parking pass holder for almost as long. I have been in the Parkview lot since it was opened and before that on the north side. I am very concerned that I will lose parking as a result of this. I know your project design says parking space loss will be mitigated but I wonder what plans you have in place specifically for long term parking permit holders like me. My job requires variability in hours so park and ride and bus commuting are not an option. Please comment. Thanks.

Fancler, Rory

From:
Sent: Tuesday, November 15, 2011 10:19 PM
To: Fancler, Rory
Subject: Bus Depot

Follow Up Flag: Follow up
Flag Status: Completed

Rory,

As a civil engineer that has a little experience in traffic and road design, I don't think the Parkview parking lot would be a good choice for the Bus Depot. The primary reason is that the exit is too close to the stoplight on Washington after turning left. The traffic at the light will back up before the buses are loaded and ready to exit the parking lot. In my opinion, they will have a difficult time getting out of the parking lot which will result in significant delays. I'd put the bus depot directly across the tracks in the upper lot.

Best Regards,

Fancler, Rory

From:
Sent: Sunday, November 20, 2011 3:17 PM
To: Fancler, Rory
Subject: Bus Depot

After looking over the newest bus depot sites, one caught my eye.
Fourth Ave. south of the train station.
Down under "Summary of initial Site Evaluation" one of the site opportunities stated that it requires no changes to existing bus routes on the south side of the train tracks.
About 20 years ago, Pace Bus started to route their buses through our residential neighborhood. Now there are about 70 Pace buses a day going by, in addition to Trailways buses every day, school buses, beer trucks and other trucks for Orozios Bar, cars and an ever growing number of taxi's, etc. All of this traffic is causing untold noise and diesel fumes continuously throughout the day.
This has caused the value of our properties to go down in addition to the downturn of the economy right now. We pay high taxes on our property to be able to live in Naperville and yet are not getting the value for our payments.
Who wants to live on a street with this much congestion and noise and air pollution. This bus Depot plan would be very wrong for the neighborhood and would be completely ignoring what we have been putting up with all these years. This is a chance to fix the mistakes that were made 20 years ago.

Fancler, Rory

From:
Sent: Monday, November 21, 2011 4:52 PM
To: Fancler, Rory
Subject: Bus Depot Study

Follow Up Flag: Follow up
Flag Status: Completed

Hi Rory. I live in the 300 block of N. Wright St. which is the last block before the tracks. I live about a 1/2 block South of 4th Ave. and the tracks. I have been reviewing the material about the Bus Depot Study and have some concerns. First of all,it sounds like you are putting too much emphasis on how many parking spaces will be lost when the depot is finally built. That is something that doesn't seem that important compared to the impact the depot can have on the residents,for example. I believe that it might be wise to consider a parking garage at some point in the near future that can be located at any one of about 3 different locations without disburbing residents hardly at all. A garage could be located on the Parkview Lot,the East Burlington Lot or the Lower Burlington Lot.
Actually,the East Burlington Lot would be ideal for a garage. I also recommend this lot for the bus depot. See my comments a little later on.
Further study would be needed to determine which one would be best.
Another matter the city seems concerned about is the access to the pedestrian tunnel. I would suggest considering the possibility of building a new tunnel or bridge if the Upper Burlington Lot or the Parkview Lot are chosen. Next,I have a lot of concern about the 4th Avenue location and the South of the Train Station location. Both will generate a lot of traffic on 4th Avenue,Loomis,Sleight and Wright Streets. As it is, the commuters come speeding down Wright St. from the parking places along 4th Avenue.
They drive in a very unsafe manner. These two locations would have such an impact on the 4th Avenue residents as to be grossly unfair to them. I don't know that the city can avoid a certain amount of conflict no matter which location is chosen. The only thing you can do is minimize those conflicts. I would immediately eliminate the 4th Avenue and the South of the Train Station Locations as you certainly can't expand at either one of these locations and they will have the greatest impact on the residents. I think it is great that you are thinking ahead about the possibility of future expansion. This is something that is frequently ignored by others.
My choice would be the East Burlington Lot. This lot has huge potential for expansion including the parking lot to the North. I realize that the city does not own this property,however,the possibility exists to buy some or all of this land or work out a leasing arrangement. The limitations and challenges listed on your sheet that I printed out from your website don't seem that important relatively speaking. Many of these are problems that can be dealt with. I thank you for your consideration. If I can be of any further help,please let me know.

Fancler, Rory

From:
Sent: Tuesday, November 22, 2011 12:07 PM
To: Fancler, Rory
Subject: Bus Depot

One of the strengths of the Naperville community is it's train service to Chicago.
The wait for a spot in the Burlington lot is at least 8 years, If you take spaces from these lots it will severely impact this wait.
Some of the proposed areas would remove 140-150 spaces with no proposed solution to replace them.
I urge you to consider it a high priority to minimize the impact to the parking near the station.

Thank You

Fancler, Rory

From:
Sent: Wednesday, November 23, 2011 1:24 PM
To: Fancler, Rory
Subject: Parking Lot - Bus Depot initiative

Hi Rory,

I submitted my comments earlier today via the website, one quick question, what is the expected timeframe in which 1) the designated lot will be identified, 2) once identified, time between implementing the plan, i.e parking spot changes?

Thanks
Bob

Fancler, Rory

From:
Sent: Wednesday, November 30, 2011 12:34 PM
To: Fancler, Rory
Subject: 5th Avenue Naperville Metra Station Bus Depot Study

Dear Rory,

Many thanks for all of your long hours and efforts on this project, we all really do appreciate everything you've done. Hopefully, the Planning & Zoning Commision and the City Council will heed our pleas and take action. The following are my comments for them. Gratefully,

Thirty plus years ago, the City of Naperville directed the Transportation Department to change both North Avenue and School Street into one way streets, primarily for access to the train station. The Greater Naperville Transportation System or GNATS bus system did not constantly run throughout the day. The Pace Buses however, run all day, approximately every 30 minutes. The rush hour Pace Buses are fully occupied, while the buses during the day have only 2 to 5 passengers on board or in most cases totally empty! What is the monetary cost of all these nearly vacant and empty buses to the City of Naperville? Each month, our neighborhood tolerates almost 2000 buses and hundreeds of cars encroaching past and around our homes, enroute to the train station, some days you can see the diesel exhaust hanging in the air encircling our homes. Any slight variation or emergency on the Burlington Metra rail line can result in 22 to 30 running buses waiting, lined up extending from the Metra Station down the street 2 to 3 blocks. Studies by the American Cancer Society (americancancersociety.com) of those constantly exposed to diesel exhaust found their risk of lung cancer increased by 50% ! It is suspected that cancer of the larynx, pancreas, bladder and kidney may also be linked to diesel exhaust. Exhaust from diesel engines is made up of both gases and soot. The gas portion is mainly comprised of carbon dioxide, carbon monnxide, nitrogen dioxide, sulfur oxides and hydrocarbons, according

to the American Cancer Society"s web site. Commuters living in the Village of Lisle, leave the train take a few steps and board the buses. There is no crowding through a damp, dirty tunnel in order to board the buses. Please construct a Bus Depot on the north side of the train station for the commuters ease, our families lives, health, vegetation, and homes of our neighborhood.

Thank you,

Fancler, Rory

From:
Sent: Wednesday, November 30, 2011 7:29 PM
To: Fancler, Rory
Subject: suggestion

Follow Up Flag: Follow up
Flag Status: Flagged

N. Center St. (that leads to parking) desperately needs to have a turn lane added. It would significantly reduce the back-up that occurs as people try to exit the parking lot, especially during the busiest times. It should be relatively simple and inexpensive for the amount of good it would do.

Fancler, Rory

From:
Sent: Thursday, December 01, 2011 9:38 AM
To: Fancler, Rory
Subject: Bus Depot alternatives

We would favor the possibilities that minimize traffic flow through or around the college and Historic District in order to keep the traffic from increasing in those high pedestrian areas and due to the narrow streets. Thanks.

Fancler, Rory

From:
Sent: Thursday, December 01, 2011 9:37 AM
To: Fancler, Rory
Subject: Comment Letter Re: Bus Depot Alternatives
Attachments: Boecker Letter to Naperville re Bus Depot Alternatives 120111.doc

Good Morning Rory:
Attached is a comment letter concerning the Bus Depot Alternative plans.
I had hoped to get a comment letter submitted to you much earlier, however I just received comments from my clients yesterday.

The attached letter is unsigned. I intend to mail a signed copy to you, or in the alternative if you require a signed copy by tomorrow's deadline I will hand deliver it.
Will the attached copy suffice or do you need a signed copy of the letter?

Also, will the City send out an additional notice announcing the date of the hearings for the alternatives? In our phone conversation a couple of weeks ago, you mentioned likely dates of either January 7, 2012 or February 4, 2012.

Thanks so much.

December 1, 2011

Ms. Rory Fancler, Project Manager
City of Naperville
Transportation, Engineering and Development Business Group
400 S. Eagle Street
Naperville, Il 60540

Re: Proposed Bus Terminal Alternative Plans

Dear Ms. Fancler:

I am writing on behalf of the Boecker and Mueller families, the owners of the property commonly known as 190 E. 5th Avenue. My clients sincerely appreciate the opportunity to comment upon the proposed Bus Depot Alternatives currently under consideration by the City. The choices that the City makes are very important to my clients given the location of their property relative to the Metra train station as well as to the City owned commuter parking lots.

The Boecker and Mueller families clearly understand the importance of having appropriate facilities to accommodate rail commuters arriving and departing from the Metra station and in general support the City's efforts to improve the existing facilities. The benefits of properly functioning commuter facilities are beneficial to the residents and property owners in the immediate area and to the City in general.

After examining the alternate plans which have been put forth by the City, the Boecker and Mueller families tend to believe that the alternatives known as the Parkview Lot plan and the South of Train Station plan are the more desirable of the current proposals.

This position has been taken given the substantial number of both publically and privately owned parking spaces for commuters and for support of the commercial activites which are located north of the railroad tracks. This area north of the tracks already generates a fair amount of traffic and the infusion of a measurable amount of bus traffic will not be particularly beneficial to this area, especially as there are reasonable alternative opportunities to manage the traffic.

By focusing the bus depot improvements on the south side of the railroad tracks, the commuter auto traffic which is focused on the north side will be separated from the majority of the bus traffic. This scenario should tend to optimize the fluidity of traffic movement around the Metra station area.

I am available to discuss my clients' position on this matter. Please do not hesitate to contact me directly.

Fancler, Rory

From:
Sent: Thursday, December 01, 2011 1:45 AM
To: Fancler, Rory
Subject: RE: Bus Depot

Follow Up Flag: Follow up
Flag Status: Completed

Dear Rory Fancler,

Thank you for this opportunity to voice our opinion regarding the location of the Bus Depot and the rerouting of bus traffic.

A couple summers ago, our gracious neighbor allowed us to invite the Council Members to spend a few hours on her front porch to experience the complaints of the community for themselves. The traffic congestion, noise, smell and endless activity spoke for itself. When the trains are delayed, which is often, the cars and buses line up with their motors running just waiting. I have been caught in a traffic jam in front of my own home.

Due to the exhaust fumes of the buses, our lovely porch and bedroom windows must remain closed to keep out the horrendous stench and debris. The buses begin very early and continue for several hours. My husband works Midnights and the loud screeching of their breaks make it quite difficult to get proper rest.
We do not permit our children to play in our front yard because of all the unsafe conditions.

Frankly, I am surprised that the City of Naperville would allow such poor conditions to occur in their so proudly acclaimed Historic District.

Some of our neighbors have insightful and logical solutions for this problem. One simple example, is to change the direction of the One Way streets. We are sure the experts can come up with a plan that will keep the heavy traffic away from the residential areas, yet be acceptable to the bus companies.

I look forward to a healthier and safer environment for our loved ones in the Naperville community. Along with your help we may achieve a brighter and more tranquil future.

Sincerely,

Fancler, Rory

From:
Sent: Thursday, December 01, 2011 8:40 PM
To: Fancler, Rory
Subject: 5th Ave Metra Bus Depot Study

Rory,
As a long time (25 yrs) metra commuter and resident 2 blocks south of 5th Ave station, I strongly urge the City of Naperville to:
1st Priority: develop an appropriate Bus Depot in the Parkview Lot and remove as many buses and traffic from the nearby residential neighborhoods that have unjustly been burdened for too many years.
2nd Priority: develop a parking deck for metra commuters north of the tracks along the east side of Washington.

Thank you,

Fancler, Rory

From:
Sent: Thursday, December 01, 2011 7:24 PM
To: Fancler, Rory
Subject: Bus Depot Alternatives at Downtown Naperville Train Station

Follow Up Flag: Follow up
Flag Status: Flagged

I have been commuting to downtown Chicago from this station for 8 years and have traveled to and from the station:

- by driving myself and parking in a day-parking space
- having my husband drop me off and pick me up
- by PACE bus
- walking on foot
- via taxi
- nope --- have not taken a bicycle -- not yet! ;-)

I have the following observations/comments:

It is not clear if the intention is to have one bus depot or more than one - what I mean is, will one be considered on BOTH the north (outbound to Aurora) side and the south (inbound to Chicago) side as it is now? Or, is the City proposing to have only one depot?

If considering two drop off / pick up points, then Station 6 East Burlington Lot for the north and Station 7 South of Train Station both make sense as the commuter drop/pickup points are nearest the underpass tunnel and the Station 7 location is also right in front of the Station building.

If considering only one place for the depot, then Station 7 South of Train Station makes perfect sense because:

- for commuters being dropped off by PACE, there is often very little time to get to the platform before the train pulls in.
  - So, if one needs to use the underpass tunnel, it makes sense to be as near to it as possible.
  - If one needs to buy a ticket at the METRA ticket window, a drop off closest to the building entrance is essential.
- for commuters being dropped off by PACE, these needs are served:
  - proximity to the shelter of the METRA station building in inclement weather
  - the additional safety of not having to walk farther than necessary on snow/ice covered walks
  - easier access to underpass, shelter and ticket cage for the physically challenged

I think taxi and kiss-n-ride would be better located away from the buses and on both north and south sides of the tracks using the Station 4 Parkview and Station 5 Upper Burlington spots. This would give easy access to the commuters being dropped/picked up but it would keep them separate from the bus loading/unloading areas providing increasing pedestrian safety and decreasing congestion.

Thanks,

Fancler, Rory

From:
Sent: Thursday, December 01, 2011 11:27 AM
To: Fancler, Rory
Subject: Bus Depot Feedback

Follow Up Flag: Follow up
Flag Status: Flagged

Rory,

We own the properties at 301 N. Center (corner building) as well as 313 N. Center.

Some of our concerns with utilizing the Parkview lot for the Bus Depot are as follows:

-Possible "bottle-neck" of traffic at the new mid-block light. This will back-up traffic right in front of our south parking lot entrance as well as in front of our building.

-With the concentration of buses and pedestrians right next door to our properties we foresee the potential for increased vandalism and litter on our property.

-Alternative 3 which allows all the buses to circle around the north end and back up Center St. would be the least desirable option. All the bus traffic would in-effect surround our properties.

-Since we have 2-story structures with apartments that look out to the west (over the proposed depot location) we would ask that the new bus depot structures have buffers and/or be angled such that the majority of the noise and lighting be directed out towards Washington St. We would also want a solid, impenetrable type wall/fence on the east side of the Parkview lot to prevent easy access to our properties.

-Along with the new singular Bus Depot location, we would hope that Police presence is increased in this area especially in the early/late hours of the day.

-We are concerned with the concentration of the exhaust/pollution that would (with prevailing westerly winds) constantly be adversely affecting our air quality.

-Finally, we worry that a Bus Depot located at the Parkview lot would decrease our property values.

Please feel free to contact us if you have any questions/comments.

Sincerely,

Fancler, Rory

From:
Sent: Friday, December 02, 2011 3:04 PM
To: Fancler, Rory
Cc:
Subject: Re: Bus Depot Comments

Dear Rory,

I wanted to submit a few comments on the proposed bus depot on the city owned Parkview lot. I feel discarding the depot alternative surrounding Burlington Square Park is a positive. But I still have a great number of concerns about having the depot located behind our property on the Parkview lot. The other property owners have contacted me to express their concerns that a Parkview bus depot would adversely affect the property values in the Center street area. They are also very concerned about dramatically increased traffic congestion and pollution in the area with businesses and restaurants that include outdoor seating. We would essentially be an island surrounded by buses. Some of our apartment tenants have also expressed concerns about the depot causing increased noise, congestion, and exhaust. Clearly concentrating 12-16 buses routing in either one or two different access points will create more congestion, noise, pollution etc... We all feel it would be preferable to locate the bus depot on the north side of the tracks as it provides many benefits.

These are just a few of my areas of concern, but I understand that it is difficult to find an alternative that is agreeable to all. So I appreciate your soliciting our feedback and comments. Thanks very much!

Sincerely,

Fancler, Rory

From:
Sent: Saturday, January 07, 2012 9:33 AM
To: Fancler, Rory
Subject: Bus Depot

Rory,
I was very impressed with your presentation. Thank you very much for your hard work. The Trailway buses do go by at odd hours and it feels like a house moving in front of our front windows , they are so large. Also the Pace buses do park more often than I think is realized in front of our houses. Sometimes, I look down toward the station and there are no buses between the station and North St. and still there could be two or three buses sitting in front of our houses.

Also, are those packets available to us through the city site and at the Municipal building?

Sincerely,
Ellsworth St.

Fancler, Rory

From:
Sent: Friday, February 24, 2012 11:20 AM
To: Fancler, Rory
Subject: Are there any graphics or images of the proposed changes to Fifth Avenue?

Rory:

It would be helpful to have graphics or illustrations of the proposed changes to Fifth Avenue to increase understanding and acceptance of the proposal.

Show what the bus areas would look like and the proposed area for installation, including possible areas where parking spaces would be lost.

Fancler, Rory

From:
Sent: Monday, February 27, 2012 5:02 PM
To: Fancler, Rory
Subject: Fwd: Naperville Transportation Advisory Board to Consider the Naperville Metra Station Bus Depot and Commuter Access Feasibility Study - FULL AGENDA INCLUDED

Comment: It is unreasonable that there is a multi-year waiting list for parking and that the only proposals are those the REDUCE the number of parking spots. PLEASE consider aquiring the Asphalt property (and maybe the small office building) to EXPAND the number of parking spots. The parking permits DOUBLED in price so now reducing the number will definitely cost the city money. The people lving by the train station knew full well that a train was there (it has been since 1905?) and there have been buses there for a long, long time.

To not pursue an acquisition is really counter-productive. Please EXPAND the number of permit spots and then consider a change to busing. At best, any alternative should preserve the number of permit spots. To reduce them with a multi-year wating list is cruel and inhuman.

Also - garden plot spots are 3x larger than a parking spot and are $40 for 6 months. Parking spots at the station are now $480 / year. How is this fair???

Thank you.

---------- Forwarded message ----------
From: **City of Naperville** <info@naperville.il.us

Fancler, Rory

From:
Sent: Wednesday, February 29, 2012 12:10 PM
To: Fancler, Rory
Subject: Re: Naperville Transportation Advisory Board to Consider the Naperville Metra Station Bus Depot and Commuter Access Feasibility Study - FULL AGENDA INCLUDED

1) Can you send the link to the "March 3 TAB agenda packet" - as it is not available on the page http://www.naperville.il.us/busdepotfeasibility.aspx - I have seen the options on http://www.naperville.il.us/emplibrary/Station%208%20-%20Bus%20Depot.pdf

2) Why is acquisition of the Asphalt property NOT one of the mitigation options? I am perplexed that selling off the Kroehloer lot to developers was "on the table" for the 5th avenue study, but adding parking to the existing lots by acquiring an eyesore property was not an option.

Thanks!!!

Fancler, Rory

From:
Sent: Wednesday, February 29, 2012 5:06 PM
To: Fancler, Rory
Subject: Re: Naperville Transportation Advisory Board to Consider the Naperville Metra Station Bus Depot and Commuter Access Feasibility Study - FULL AGENDA INCLUDED

Thanks for your responses.

While I am most in favor of the status quo (the train and buses were there when ALL of the residents bought their properties),
if the Parkview lot IS to be repurposed, I strongly favor making up ALL the lost parking on the water tower site (and adding more).

Fancler, Rory

From:
Sent: Wednesday, March 07, 2012 10:02 AM
To: Fancler, Rory
Subject: Fwd: Staff Recommendations Considered for Metra Station Bus Depot and Commuter Access Feasibility Study

Rory,

What will happen to all the ADA parking spaces in the Parkview lot when a bus depot is built there?

Fancler, Rory

From:
Sent: Wednesday, March 07, 2012 3:52 PM
To: Fancler, Rory
Cc:
Subject: Feedback: Naperville Bus Depot Feasibility

Hi Rory,

First let me say I thought the feasibility study was very detailed and comprehensive. I appreciate the effort that goes into putting proposals together, so thank you for your effort and sharing this with the public.

I was not able to attend the Transportation Advisory meeting on March 3, but wanted to share my suggestions and feedback regarding the impact to commuter parking as a result of the proposed changes:

- Frequent audit of commuter parking lots; if the car registration does not match the parking permit, the parking permit should be revoked
- Limit the number of parking permits to 1 per household until all requests on the waiting list have been fulfilled. If there are currently households with more than 1 permit the additional permits should be revoked
- As a replacement for the parking that will be removed south of the tracks, adjust the parking restriction on the daily fee spaces in the Burlington and Kroehler lots from 9:00am to 8:00am.

The statistics provided in the study show that daily parking is full 100% of the time, and permit parking is not, therefore any changes that would reduce the number of daily fee spaces should not be supported or approved.

If you would like more details or have any questions on this feedback, please let me know.

Thank you

Fancler, Rory

From:
Sent: Wednesday, March 07, 2012 7:12 PM
To: Fancler, Rory
Subject: Bus depot/commuter lot

Hi,

I'm not an engineer ... but I do want to register my thoughts on the bus depot plan. I'd recommend that we keep the bus flow the way it is until the city can find a plan that does not eliminate parking spots. With gas prices going through the roof, and more and more citizens concerned about the environment, we need to add spots -- not eliminate them.

I wish our time and tax money could go toward finding a way to get more spaces.

Thanks,

March 8, 2012

Rory Fancler
Project Manager
City of Naperville Transportation Group

I have been a resident of Naperville since 1992 and have been commuting to downtown Chicago from the Naperville train station on a daily basis since the beginning (20 years). At the very start, I applied for a parking spot at the station and eventually got one many years later. I eventually was "upgraded" to the Parkview lot quite a few years after that (you can stay on the waiting list for a closer lot until you finally get to this lot). I'm sure you know how it works, but I wanted to at least emphasize the amount of time is invested to eventually get the privilege of parking in this lot.

My career is such that when I am working normal business hours, I use the Pace bus system to get to/from my home to the station, and I can drive/park in the Parkview lot when my hours are different and do not work with the Pace schedule. I am not just a driver or a Pace passenger -- I am both.

I've read the bus depot recommendation report on the website. I ask that the board please consider the following.

- I have never seen an issue of congestion with the buses arriving or departing the station. I would understand the need for a depot if I had witnessed any chaos or crowding as the buses and cars arrive and leave the station but the current setup has always run smoothly. I'm not sure what I am missing here. In all honesty, it feels like someone is trying to create a job (and career) for themselves with this project. And the taxpayers of course will have to pay for it.

- If the Parkview lot was changed to a bus depot, please consider how much time it would take for all of these buses to depart this lot. I have experience in exiting the Parkview lot and it takes a lot of time with just my car to actually merge into the traffic onto North Avenue in order to make a left turn onto Washington Street. I personally believe it would be a nightmare if the amount of buses you are considering were to try to do the same regardless of how you reconfigure that street. This would add even more time and frustration to the passengers' commute (which is long enough).

- I also disagree with the idea of re-painting any of the current lots to allow more spaces. If you've ever parked in a lot in downtown Chicago that has been re-painted to create more spots, you will understand. It is practically impossible to get in or out of your car without your door hitting the car next to you. I have witnessed individuals having to crawl into the passenger side of their car to get to the driver's seat.

- The amount of congestion I do envision if this depot were to be completed as suggested, would be the amount of passengers moving through the tunnel to get to/from the buses in both the morning and evening commutes. In addition, this would entail a much longer walk for a large number of commuters.

Thank you for your consideration.

Fancler, Rory

From:
Sent: Monday, March 12, 2012 11:32 AM
To: Fancler, Rory
Subject: Re: Staff Recommendations Considered for Metra Station Bus Depot and Commuter Access Feasibility Study

Rory,

ADA parking spaces can't be moved around willy nilly. There are slope considerations, proximity considerations, etc. It's really unconscionable that plans for a bus station could have been drawn without an equally detailed plan for the dislocated ADA parking spaces. "Oh, we'll just move them somewhere else" shows the lack of consideration for the handicapped that I have come to expect from the City of Naperville.

You may not know this, but for years I have fought with the city over ADA parking at the train stations. The ADA calls for parking to be distributed around and in close proximity to the train *station*. For years the city fought back saying the cluster of ADA spaces in the Parkview lot were advantageous to disabled commuters because it's at the west end of the platform where BNSF operates the lift equipped train cars.

Now a bus station suddenly trumps that consideration with ADA relocation not even part of the bus station planning? Unbelievable.

Fancler, Rory

From:
Sent: Monday, March 12, 2012 2:13 PM
To: Fancler, Rory
Subject: Re: Staff Recommendations Considered for Metra Station Bus Depot and Commuter Access Feasibility Study

Rory,

I don't think you get my point at all. It's impossible to evaluate the feasability of putting a bus station in the Parkview lot without also studying the feasability of moving the ADA spaces AT THE SAME TIME. Your assurance that the engineering of new ADA spaces will happen if and when the city council approves construction of a depot, is pointless if the only acceptable place for ADA spaces is the Parkview lot.

For example, the ADA requires that no facility renovation may make a facility LESS accessible than it was before the renovation. One could argue that moving the Parkview ADA spaces *anywhere* other than were they are, would make the facility less accessible. So if may be unfeasible to build a depot at Parkview at all. Your feasibility study, therefore, is not complete because you did not consider the ADA impacts.

With the city, ADA is always considered an engineering issue, not a design issue. That's the trouble with you guys; you don't consider ADA from the very beginning.

Fancler, Rory

From:
Sent: Monday, March 12, 2012 9:24 PM
To: Fancler, Rory
Subject: Bus terminal at Naperville Metra station

Rory Fancler:

Was not able to attend the last TAB Board meeting, but as a former member of that board would like to make a few comments. As stated while on the board and also at the open forums, I believe that the best location for said terminal is in front of the depot on the South side. There is enough room for at least three lanes, with platforms between, and would eliminate only short term parking--the fewest--and provide plenty of space so that busses would not queue on Ellsworth St. in the evening. "Kiss and ride" which is really in effect during the morning rush can be diverted east on Fourth Ave. as some are doing now. The City has done a great job with the system of one way streets around the south side of the depot,and incorporating them into the project will make it work. I believe that this location is the least expensive, placing the terminal on the Parkview Lot would displace a great number of parking spaces as well as other negatives as to that llocation . There is no solution that will satisfy everyone , but sooner or later a decision will need to be made. I understand that the TAB Board couldn't make a firm decision.

Fancler, Rory

From:
Sent: Monday, April 02, 2012 7:32 PM
To: Fancler, Rory
Subject: Metra Bus Depot Question

Was any thought ever put into locating the bus depot at the old Naperville public works garage that isn't being used anymore?

Best Regards,

Fancler, Rory

From:
Sent: Thursday, April 12, 2012 4:32 PM
To: Fancler, Rory
Subject: Transit Study

There is no bus that meets the 4:43 AM inbound METRA BNSF train to Chicago. I waited 8 years and 3 months for my parking permit. The parking fee has doubled while I remain on a multi year pay freeze in my single income Naperville City household. I currently compete for available parking with reverse commuters and AMTRAK passengers who occupy parking spaces for multiple weeks at a time. Please do NOT take my Burlington Parking Lot Parking Permit away from me and other similarly situated Naperville City resident commuters. Thank you.

Fancler, Rory

From: Robles, Karyn
Sent: Monday, April 16, 2012 11:27 AM
To: Fancler, Rory
Subject: FW: Bus Depot Feedback

From:
Sent: Saturday, April 14, 2012 10:43 AM
To: Pradel, George
Subject: Fwd: Bus Depot Feedback

Mayor Pradel,

First of all, we appreciated your presence at Ken's funeral. He enjoyed your friendship throughout the years.

Thank you for taking a moment to read this email correspondence before the April 17th meeting.

We are now the owners of the properties at 301 N. Center (corner building) and 313 N. Center. These properties have been owned by the Shiffler Family for decades. In-fact, our predecessors at Shiffler Builders Inc. built the buildings at both 313 and 321 N. Center. Our office has been in the 301 N. Center building since the 1940's.

We oppose the use of the Parkview lot for a Bus Depot.

We appreciate the comments/questions that the Transportation Advisory Board Members voiced at the March 3rd meeting when they voted (2-6) to not approve to recommend the Parkview Lot for a Bus Depot. We too question if there wouldn't be a better location for the Bus Depot. We feel that the final selection of a site should consider first the stakeholders and citizens of Naperville and secondly the wants/needs of the PACE bus company.

We have been communicating with the Manager/Owners of 321/325 N. Center (Paul Bernstein, John McCarthy) as well as 329/333 N. Center (the late Owen Egizio). As the owners of the properties directly adjacent to the potential Metra Bus Depot at the Parkview location, we have some shared specific concerns...

-With the Bus Depot to the west of us and buses circling around the north end to access Center St. our properties would in-effect be "surrounded" by Bus Depot activity. We are very concerned what may happen if the Parkview Lot were to be approved by the Council and the final layout and traffic patterns were left to the "engineering phase".

-Possible "bottle-neck" of traffic at the new mid-block light. This will back-up traffic right in front of our south parking lot entrance as well as in front of our building(s).

-Having the Bus Depot right next door to our properties, we foresee the potential for increased vandalism and litter on our properties.

-Since the entire fleet of PACE buses may be using one Depot, we are concerned with the concentration of the noise and exhaust/pollution that would constantly be adversely affecting our tenants and businesses.

-We feel certain that a Bus Depot located at the Parkview lot would decrease all of our property values and may also limit the potential development of this area in the future.

-We question how a Bus Depot at this location, fronting Washington Street, compliments the "beautification" efforts of the Washington Street corridor.

Thanks again and please feel free to contact us if you have any questions/comments before or after the 4-17 meeting.

Fancler, Rory

From: Robles, Karyn
Sent: Monday, April 16, 2012 11:27 AM
To: Fancler, Rory
Subject: FW: Bus Depot Parkview Lot

From: Pradel, George
Sent: Monday, April 16, 2012 11:04 AM
To: Schatz, Marcie; Robles, Karyn
Cc: Krieger, Doug
Subject: FW: Bus Depot Parkview Lot

From: _____
Sent: Friday, April 13, 2012 7:29 PM
To: Pradel, George
Subject: Re: Bus Depot Parkview Lot

Dear Mayor Pradel:

Our family along with the Lenert and Perry family own the apartment building property at 321-325 North Center Street in Naperville, Ill. I am writing this letter to express our opposition to the planning staff's recommendation for a bus depot, which will include 12-16 buses staging on the Parkview commuter lot. All the property owners on the Center Street block area have previously expressed concerns and opposition in writing and at the TAB meeting to this project. At the March 3rd, 2012 TAB meeting the commission majority voted 6-2 in opposition to building this bus depot on the Parkview lot. Metra has also expressed their opposition to the project. We believe this is the right decision, because building a bus depot on the lot will dramatically reduce all of the property values on the Center Street block area. It will also eliminate numerous commuter parking spots. The Parkview depot will discourage any incentive for developers in the future to redevelop the area around the train station. This proposal would essentially leave the Center Street block area surrounded by constant bus activity.

Another serious area of concern is the noise, pollution and increased traffic levels it will create. Many of our tenants have already expressed concerns about the noise and pollution that this depot alternative would create. In addition, next to our property, a new restaurant is going into the old Petey Z's property, and they are planning to include outdoor seating for their patrons. This depot alternative would clearly not be advantageous for them.

Owen Egizio the owner of Orazio's Pub who passed away last month in a motorcycle accident was very concerned about this Parkview depot. He believed this alternative would adversely affect his business. The buses would have to route right in front of his property in a very confined and tight area. He believed this depot proposal would dramatically reduce his customer traffic and hurt his overall business activity. I believe in his memory many of his concerns should be taken into account.

These are just a few of my areas of concern. We hope that you will take into consideration the views of all of

the property owners on Center Street many who have been there for more than 30 years.

Thank you very much!

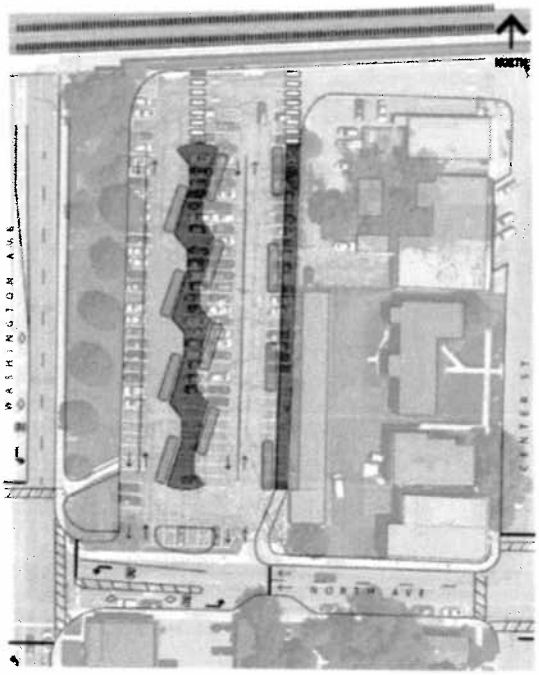
BUS DEPOT CONCEPTS

The following is a summary of the key features associated with the depot sites and their respective conceptual designs.

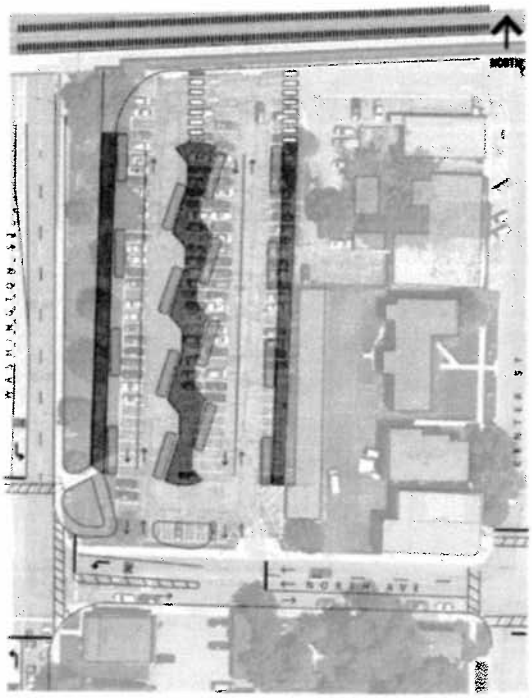
Parkview Lot Concepts

Alternatives 1A & 1B

- Location is in close proximity to the south (inbound) platform, which is a higher priority than the north (outbound) platform given commuters' preference to be closer to their desired platform when boarding a train in the morning than when alighting a train in the evening.
- Modified lane geometry and signal timing structure at Washington Street/North Avenue could enable North Avenue access to and from the depot, thereby limiting bus travel through the adjacent neighborhood.
- Provides dedicated area for bus use only, removing bus staging activity from public streets.
- Access to and from the depot is more proximate to Washington Street to decrease the potential for buses to mix with kiss-and-ride activity and other commuter traffic, which would be expected to have a positive impact on travel time.
- Design allows buses to enter and exit independently of each other, enabling assigned spaces for each bus route, if desired.
- Pedestrians walk parallel to the bus travel paths, minimizing the potential for conflicts and promoting safety for all depot users.
- With Alternative 1B there is potential to relocate the three north-side bus routes to the south side of the tracks. Should the City proceed with Alternative 1B, appropriate coordination should take place between the City and Pace Suburban Bus Service. The Appendix includes a summary of the anticipated impacts associated with relocation of the three north-side routes to the south side of the tracks.
- Need to mitigate impact on 136 parking spaces in the Parkview Lot, as well as any additional on-street spaces impacted by changes in North Avenue lane geometry.



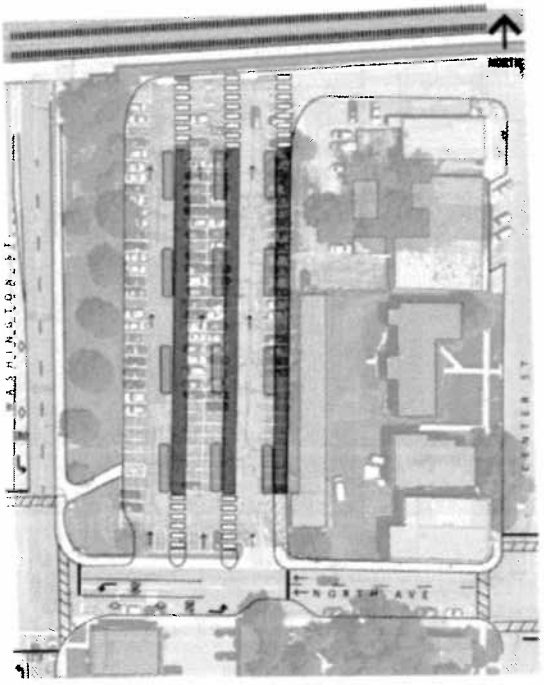
Alternative 1A



Alternative 1B

Alternative 2

- Location is in close proximity to the south (inbound) platform, which is a higher priority than the north (outbound) platform given commuters' preference to be closer to their desired platform when boarding a train in the morning than when alighting a train in the evening.
- Modified lane geometry and signal timing structure at the intersection of Washington Street/North Avenue could enable North Avenue access to the depot, thereby limiting bus travel through the adjacent neighborhood.
- Provides dedicated area for bus use only, removing bus staging activity from public streets.
- Ingress to the depot provides the opportunity for decreased bus interaction with kiss-and-ride activity and other commuter traffic, which would be expected to have a positive impact on travel time. Buses would then egress at the north end to Center Street, maintaining a similar departure route as is in place today for buses that stop on the south side of the tracks.

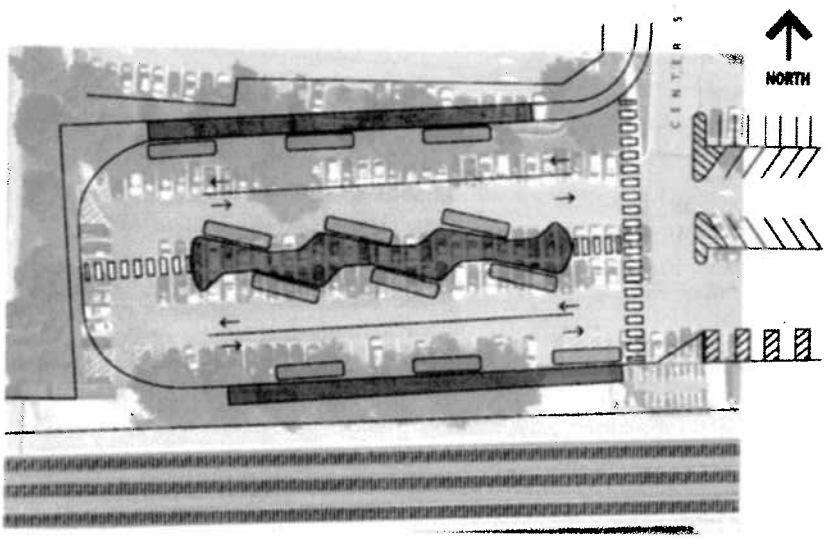


Alternative 2

- Turning movements of exiting buses at the north end of the depot may conflict with vehicles accessing the adjacent commercial businesses.
- Design allows buses to enter and exit independently of each other, enabling assigned spaces for each bus route, if desired.
- Pedestrians walk parallel to the bus travel paths, minimizing the potential for conflicts and promoting safety for all depot users.
- Need to mitigate impact on 136 parking spaces within the Parkview lot, as well as any additional on-street spaces impacted due to changes in lane geometry on North Avenue.
- With only inbound access via North Avenue, the traffic signal timing at the North Avenue/Washington Street intersection is not impacted as much as would be anticipated under Alternatives 1A and 1B.

Upper Burlington Lot Concept

- Location is in close proximity to the north (typically outbound) platform. This is a less desirable location than proximity to the south (inbound) platform, because commuters generally prefer to be closer to the platform when boarding a train in the morning than in the evening when feeder buses wait for outbound trains to arrive.
- Any bus routes relocated from the south side of the tracks would reduce bus travel on neighborhood streets and bus staging activity would be removed from public streets.
- Provides dedicated area for bus use only.



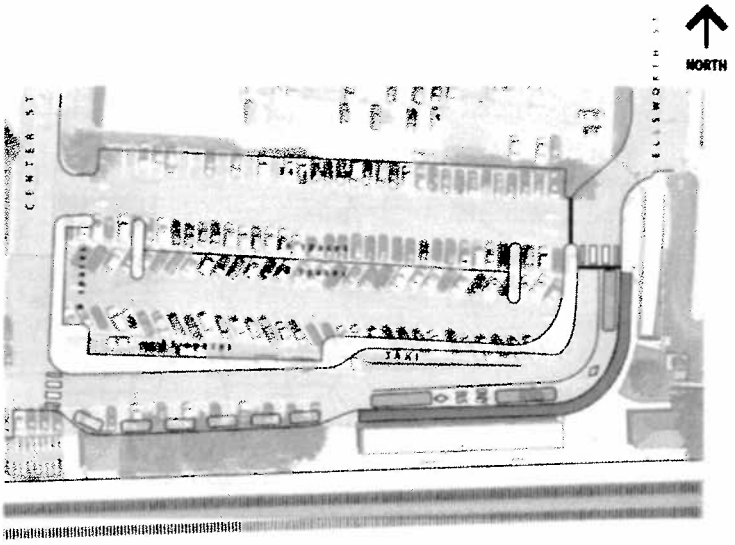
- No direct access to/from the depot is provided. Arriving buses would enter the depot via 5th Avenue to Center Street and buses would exit at Center Street and/or Ellsworth Street. Access to a depot in this location would require buses to mix with other vehicles in the traffic stream and would also subject additional bus routes to 5th Avenue congestion, thereby negatively impacting travel time for transit riders and commuters who park in the north-side parking lots. Additional bus route travel time would result in schedule change(s) and increased operation costs.
- Design allows buses to enter and exit the depot independently of each other, enabling assigned spaces for each bus route, if desired.
- Pedestrians would be directed to walk parallel to the bus travel paths in order to minimize the potential for conflicts and promote safety for all depot users; however, there is potential for conflicts between pedestrians and buses as the shortest route to the platform is perpendicular to the bus travel paths.
- Need to mitigate impact on 150 parking spaces within the Upper Burlington Lot and a portion of the Lower Burlington Lot.

Eastern Burlington Lot Concepts

Alternative 1

- Location is in close proximity to the north (typically outbound) platform. This is a less desirable location than proximity to the south (inbound) platform because commuters generally prefer to be closer to the platform when boarding a train in the morning than in the evening when feeder buses wait for outbound trains to arrive. It should be noted, however, that this location is proximate to the pedestrian tunnel to provide an accessible route to/from the inbound platform.
- This depot design does not directly improve bus travel or staging activity on neighborhood streets south of the tracks.
- This depot design does not meet the project objective of providing a dedicated area for bus use only. Rather, this concept provides a recessed lane for kiss-and-ride vehicles and increased separation between the staging area and the adjacent parking lot in an effort to reduce the potential for bus conflicts with vehicles when entering and exiting the depot area.

- Buses would access this area using the same routes that are in place today north of the tracks, arriving via Center Street and departing via Ellsworth Street. This access route requires buses to mix with other vehicles in the traffic stream and results in delays entering and exiting the depot. While the revised kiss-and-ride configuration and separation from the adjacent parking lot are expected to reduce some delays by decreasing the potential for conflicts, it is anticipated that the bus routes would still be subject to some delays as a result of this mixed traffic stream.



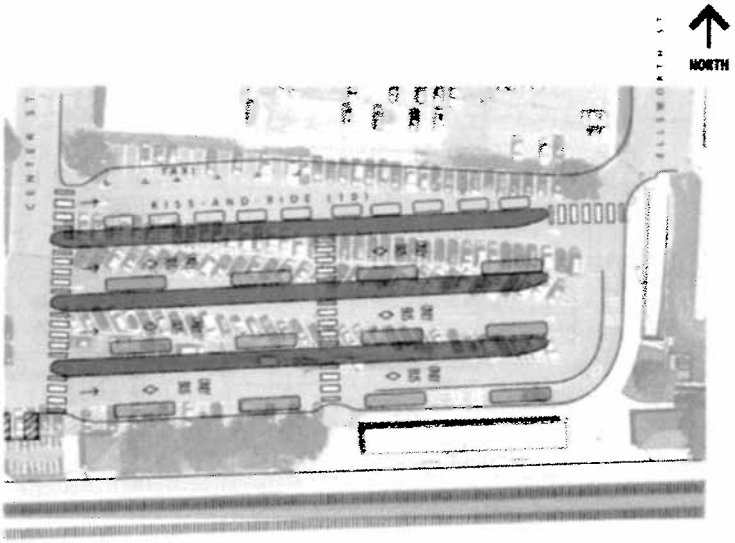
Alternative 1

- Design is such that buses would likely enter in the order of arrival and would not easily accommodate assigned spaces for each bus route. Yet with only three buses in this area, consistent use of a designated bay for each bus is not as important as it may be with a larger depot. The presence of an adjacent bypass lane would enable buses to exit independently of each other, rather than in a first-in-first-out fashion.
- Pedestrians would be directed walk parallel to the bus travel paths in order to minimize the potential for conflicts and promote safety for all depot users; however, there is potential for conflicts between pedestrians and buses, as the shortest route to the platform is perpendicular to the bus travel paths. It is also worth noting that the crosswalk nearest the pedestrian tunnel lies across the exit route for buses and kiss-and-ride vehicles.
- Design provides for additional kiss-and-ride capacity compared to the current layout on the north side.
- Need to mitigate impact on 38 spaces in the Eastern Burlington Lot, including 11 accessible spaces.

Alternative 2

- Location is in close proximity to the north (typically outbound) platform. This is a less desirable location than proximity to the south (inbound) platform, because commuters generally prefer to be closer to the platform when boarding a train in the morning than in the evening when feeder buses wait for outbound trains to arrive. It should be noted, however, that this location is relatively proximate to the pedestrian tunnel to provide an accessible route to/from the inbound platform.
- Relocation of 9 bus routes from the south side of the tracks would reduce bus travel on neighborhood streets from 12 routes to 3 routes, and bus staging activity would be removed from public streets. It should be noted, however, that these relocated bus routes would be subject to and could exacerbate the evening peak period congestion and queuing that commonly occurs on 5th Avenue and Ellsworth Street.
- Provides dedicated area for bus use only.

- Buses would access this depot using the same routes that are in place today north of the tracks, arriving via Center Street and departing via Ellsworth Street. This access route requires buses to mix with other vehicles in the traffic stream and results in delays entering and exiting the depot. While the revised kiss-and-ride configuration would be expected to reduce some delays by decreasing the potential for conflicts, it is still likely that the bus routes would be subject to some delays as a result of this mixed traffic stream.

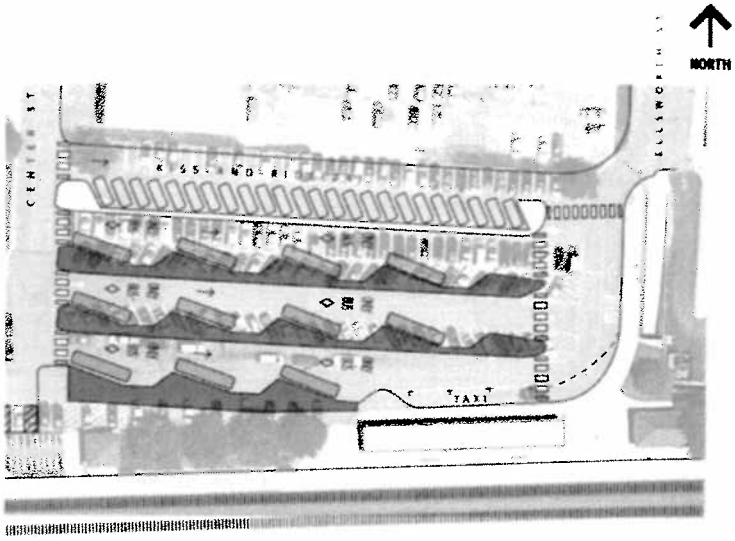


Alternative 2

- Arriving buses would make a southbound left-turn from Center Street into the depot area, a movement that has the potential to conflict with commuter vehicles departing the Upper Burlington Lot. The potential also exists for some vehicles leaving the Upper and Lower Burlington Lots to travel through the kiss-and-ride or bus depot areas toward Ellsworth Street, further increasing the potential for conflicts and outbound congestion from the depot area.
- Design allows buses to enter and exit independently of each other, enabling assigned spaces for each bus route, if desired.
- Pedestrians would be directed to walk parallel to the bus travel paths until they reach a defined crosswalk in order to minimize the potential for conflicts and promote safety for all depot users; yet because the shortest route to the platform runs perpendicular to the bus travel paths, there is the potential for conflicts between pedestrians and buses in this configuration. It is also worth noting that the crosswalk nearest the pedestrian tunnel lies across the exit route for buses.
- A separate area would be available for kiss-and-ride activity to limit mixing with commuters and bus staging. This area would be expected to accommodate more automobiles than the current configuration on the north side and may potentially be used midday for time-restricted daily fee Metra riders.
- Taxi passenger pick-up/drop-off area would be relocated to area north of bus depot and kiss-and-ride spaces, not adjacent to north platform or pedestrian tunnel.
- Need to mitigate impact on 151 spaces within the Eastern Burlington Lot, including 11 accessible spaces.

Alternative 3

- Location is in close proximity to the north (typically outbound) platform. This is a less desirable location than proximity to the south (inbound) platform, because commuters generally prefer to be closer to the platform when boarding a train in the morning than in the evening when feeder buses wait for outbound trains to arrive. It should be noted, however, that this location is relatively proximate to the pedestrian tunnel to provide an accessible route to/from the inbound platform.



Alternative 3

- Relocation of 8 bus routes from the south side of the tracks would reduce bus travel on neighborhood streets from 12 routes to 4 routes, and bus staging activity would be removed from public streets It should be noted, however, that these relocated bus routes would be subject to and could exacerbate the evening peak period congestion and queuing that commonly occurs on 5th Avenue and Ellsworth Street.
- Provides dedicated area for bus use only.
- Buses would access this depot using the same routes that are in place today north of the tracks, arriving via Center Street and departing via Ellsworth Street. This access route requires buses to mix with other vehicles in the traffic stream and results in delays entering and exiting the depot. While the revised kiss-and-ride configuration would be expected to reduce some delays by decreasing the potential for conflicts, it is still likely that the bus routes would be subject to some delays as a result of this mixed traffic stream.
- Arriving buses would make a southbound left-turn from Center Street into the depot, holding the potential to conflict with vehicles departing the Upper Burlington Lot. The potential also exists for some vehicles leaving the Upper and Lower Burlington Lots to travel through the kiss-and-ride or bus depot areas toward Ellsworth Street, further increasing the potential for conflicts and outbound congestion. It is anticipated that motorists would be less likely to drive through the sawtooth design of Alternative 3 than the parallel design of Alternative 2, given the greater visual indication that the area is for bus use.
- Design allows buses to enter and exit independently of each other, enabling assigned spaces for each bus route, if desired.
- Pedestrians would be directed to walk parallel to the bus travel paths until they reach a defined crosswalk in order to minimize the potential for conflicts and promote safety for all depot users; yet because the shortest route to the platform runs perpendicular to the bus travel paths, there is the potential for conflicts between pedestrians and buses in this configuration. It is also worth noting that the crosswalk nearest the pedestrian tunnel lies across the exit route for buses.
- A separate area would be available for kiss-and-ride activity to limit mixing vehicles and bus staging. This area provides for additional kiss-and-ride capacity compared to the current configuration on the north side and may potentially be used midday for time-restricted daily fee Metra riders.
- Taxi passenger pick-up/drop-off area would be relocated to area north of bus depot and kiss-and-ride spaces, not adjacent to north platform or pedestrian tunnel.
- Need to mitigate impact on 151 spaces within the Eastern Burlington lot, including 11 accessible spaces.

4th Avenue Concept

- Location is in close proximity to the south (inbound) platform, which is a higher priority than the north (outbound) platform given the number of feeder routes present on the south side of the station.
- Buses would be expected to maintain their current routes on neighborhood streets. Bus staging activity would be removed from Ellsworth Street.
- While the depot area would be largely dedicated for bus use (during peak periods at a minimum), a bypass lane along the park is recommended in order to maintain access to Center Street businesses and to support area traffic circulation.
- Conversion of 4th Avenue to a one-way westbound roadway would allow kiss-and-ride commuters to exit directly from the passenger side of the vehicle onto the sidewalk, reducing the potential for vehicle-pedestrian conflicts. Westbound traffic flow would also encourage vehicles to drop-off/pick-up as far west along the curb as possible to be near the station and pedestrian tunnel, thereby discouraging double-parking and traffic obstructions at the kiss-and-ride entry as currently occurs in front of the station just west of Ellsworth Street. In addition, kiss-and-ride vehicles would enter the station area via Loomis Street and would therefore have less interaction with buses entering 4th Avenue south of the train station building.
- Design is such that buses would likely enter in the order of arrival and would not easily accommodate assigned spaces for each bus route.
- The area provided for kiss-and-ride activity would be expected to accommodate peak kiss-and-ride queues observed on the south side.
- Half of the buses would let riders out directly onto the platform, avoiding any potential for conflicts between buses and pedestrians. Riders on the remaining buses would be directed to walk parallel to the bus travel paths until they reach a defined crosswalk in order to minimize the potential for conflicts and promote safety for all depot users; however, there is potential for conflicts between pedestrians and buses as the shortest route to the platform is perpendicular to the bus travel paths. With the buses staged in a

more closely-spaced, first-in/first-out configuration, the potential for pedestrians to cross between buses and outside of the marked crosswalk may be lessened. A mid-block crosswalk that aligns with the station's front door is included in this concept.

- Need to mitigate impact on 22 daily fee parking spaces on 4th Avenue between Ellsworth and Center Streets. This concept includes converting parallel parking spaces and parkway along the east, west, and south sides of Burlington Square Park into angled parking spaces.

ESTIMATED IMPACTS TO OPERATING COSTS FOR PACE SUBURBAN BUS SERVICE

Using data on current daily operating costs from Pace Suburban Bus Service for the routes currently serving the Naperville Metra Station, the project team developed an estimate of the increased operating costs that would result from relocated stops as identified for some of the concept alternatives. It should be noted that these estimates are based on an assumed six-minute increase in running time for each route relocated from the south side of the tracks to the north side or vice versa. These estimates do not include consideration for several logistical issues that would be expected to arise as a result of these route relocations, including:

- Compounded impacts of the additional running time throughout the day. This outcome would likely require bus schedules to be revised and may result in a discrepancy between the arrival and departure times of Pace buses and that of peak period Metra express trains. If the existing level of service were to be maintained, it is possible that two buses would be required to run a route that was previously run by one bus. The additional operating costs of adding a bus to affected routes is not included in the costs listed on the following page.
- The separation of routes that currently provide overlapped service outside of peak periods. Bus Routes 182, 183, 184, and 185 provide service to Pace riders from a combination of the existing feeder routes that serve the Naperville Metra Station, as detailed on page 120. This combined off-peak service is structured such that routes currently stopping on the north side of the tracks are grouped together and served by Route 182 and routes currently stopping on the south side of the tracks are grouped together (Route 183, 184, and 185). If only some of the routes are relocated to the opposite side of the tracks, it is likely that Pace would have to restructure this combined service and may need to add buses in order to maintain the current level of service to riders.

Table A1. Preliminary Estimates of Increased Annual Operating Costs due to Relocated Bus Routes

Bus Depot Alternatives	Bus Capacity (# of routes)	Maximum # of Bus Routes Impacted	Estimated Increase in Annual Operating Costs
Parkview Lot			
Alternative 1A	3 buses on north 12 buses on south (depot)	0 buses	N/A
Alternative 1B	0 buses on north 16 buses on south (depot)	3 buses	$61,776.00
Alternative 2	3 buses on north 12 buses on south (depot)	0 buses	N/A
Upper Burlington Lot			
Alternative 1	12 buses on north (depot) 3 buses on south	9 buses	$149,292.00 – $220,627.68
Eastern Burlington Lot			
Alternative 1	3 buses on north (depot) 12 buses on south	0 buses	N/A
Alternative 2	12 buses on north (depot) 3 buses on south	9 buses	N/A
Alternative 3	11 buses on north (depot) 4 buses on south	8 buses	$126,126.00 – $205,183.68
4th Avenue			
Alternative 1	3 buses on north 12 buses on south (depot)	0 buses	N/A

As shown in **Table A1**, the increase in operating costs may vary depending on the routes selected for relocation under the alternatives listed. For example, the relocation of Routes 530 and/or 714 would be more costly than relocating the station's feeder routes, since these two routes run throughout the day. Further details on the calculations performed to yield the values above are provided on the following pages. It should be noted that these estimates are preliminary in nature and that the City should coordinate with Pace to more precisely determine the impacts to bus operations, maintenance, and service should route relocation be desired in the future.

Naperville Bus Depot and Commuter Access Feasibility Study

Bus Route Impact Evaluation

	Route		Daily Revenue Hours	Daily Vehicle Hours	Cost Per Hour (First Student)	Cost Per Hour (Fox Valley Routes 530 + 714)	Daily Cost	Annual Cost	+6-minute cost	Routes/day	Add'l cost
	676	Cress Creek	7.10		$ 99.00	$ 702.90	$ 182,754.00	$ 9.90	10	$ 25,740.00
	681	Naperville - Saybrook	2.47		$ 99.00	$ 244.53	$ 63,578	$ 9.90	6	$ 15,444.00
	682	Naperville - Brookdale	3.32		$ 99.00	$ 328.68	$ 85,457	$ 9.90	8	$ 20,592.00
	677	Naperville - West Glens	3.67		$ 99.00	$ 363.33	$ 94,466	$ 9.90	10	$ 25,740.00
	678	Naperville - Carriage Hill	4.54		$ 99.00	$ 449.46	$ 116,860	$ 9.90	9	$ 23,166.00
	680	Naperville - Knock Knolls	3.80		$ 99.00	$ 376.20	$ 97,812	$ 9.90	6	$ 15,444.00
	683	Naperville - Ashbury	5.23		$ 99.00	$ 517.77	$ 134,620	$ 9.90	7	$ 18,018.00
	684	Naperville - Maplebrook	4.22		$ 99.00	$ 417.78	$ 108,623	$ 9.90	6	$ 15,444.00
	685	Naperville - West Wind Estates	4.01		$ 99.00	$ 396.99	$ 103,217	$ 9.90	6	$ 15,444.00
	686	Naperville - Old Farm	3.72		$ 99.00	$ 368.28	$ 95,753	$ 9.90	6	$ 15,444.00
	687	Naperville - Farmstead	3.85		$ 99.00	$ 381.15	$ 99,099	$ 9.90	6	$ 15,444.00
	688	Naperville - Huntington	4.15		$ 99.00	$ 410.85	$ 106,821	$ 9.90	6	$ 15,444.00
	689	Naperville - Hobson Village	3.54		$ 99.00	$ 350.46	$ 91,120	$ 9.90	6	$ 15,444.00
	783	Naperville - Evening Service[1]	7.35		$ 99.00	$ 727.65	$ 189,189.00	$ 9.90	6	$ 15,444.00
wkday				70.93		$ 76.20	$ 5,404.87	$ 1,405,265	$ 9.90		$ -
saturday	530	Fox Valley Mall - Naperville		65.42		$ 76.20	$ 4,985.00	$ 1,296,101	$ 7.62	24	$ 47,548.80
	714	College of DuPage - Naperville - Wheaton		34.15		$ 76.20	$ 2,602.23	$ 676,580	$ 7.62	22	$ 8,717.28
Total			60.97	170.50	$ 1,386.00	$ 228.60	$ 19,028.13	$ 4,947,313.80	$ 7.62	18	$ 35,661.60

[1] Estimated at 7.35 hours per day based on hours the vehicle is required between trips. Mileage will vary.

Cost to relocate:	Minimum	Maximum
3 routes from north to south	$ 61,776.00	$ 61,776.00
8 routes from south to north	$ 126,126.00	$ 205,183.68
9 routes from south to north	$ 149,292.00	$ 220,627.68

Afternoon Overlap

Departs	Board Route #	Covers:
6:49pm	182	676, 681, 682
4:39pm	183	677, 680, 683, 684, 685, 686
6:49pm	183	677, 680, 683, 684, 685, 686
7:29pm	184	677, 678, 680, 683, 684, 685, 686, 687, 688, 689
8:39pm	184	677, 678, 680, 683, 684, 685, 686, 687, 688, 689
4:39pm	185	678, 687, 688, 689
6:49pm	185	678, 687, 688, 689

How overlap is Accounted for in Routes/Day Count:

Subtracted 1 from 681, 682

Subtracted 1 from 680, 683, 684, 685, 686

Subtracted 1 from 680, 683, 684, 685, 686

Subtracted 1 from 678, 680, 683, 684, 685, 686, 687, 688, 689

Subtracted 1 from 678, 680, 683, 684, 685, 686, 687, 688, 689

Subtracted 1 from 687, 688, 689

Subtracted 1 from 687, 688, 689

Total Number of Routes Subtracted from:

676	0
681	1
682	1
677	0
678	2
680	4
683	4
684	4
685	4
686	4
687	4
688	4
689	4

PRELIMINARY COST ESTIMATES

Prepared by Stanley Consultants

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 8
LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 1A)
PRELIMINARY COST ESTIMATE

Note: If this alternate is selected to be constructed, it is recommended that the two way conversion of North Avenue shown in Exhibit 11 also be constructed.

Scope:
-Modifications to the Parkview Lot including the construction of a saw-tooth shaped bus platform in the center of the Parkview Lot and a bus platform on east side of the Parkview lot.
-Revised north curb line on North Avenue adjacent to Parkview Lot to provide dual entrances/exits.
-Modifications to the signal system including installation of new traffic signal heads for southbound buses exiting the bus depot and for the relocated westbound stop bar on North Avenue

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	3835	SQ YD	$10.00	$38,350.00
PAVEMENT REMOVAL	770	SQ YD	$20.00	$15,400.00
PAVEMENT REPLACEMENT	550	SQ YD	$90.00	$49,500.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$103,250.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	605	FOOT	$8.50	$5,142.50
COMBINATION CONCRETE CURB AND GUTTER	1015	FOOT	$20.00	$20,300.00
SUBTOTAL (CURB AND GUTTER)				**$25,442.50**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	170	SQ FT	$7.00	$1,190.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	535	SQ FT	$7.00	$3,745.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	7210	SQ FT	$7.00	$50,470.00
SIDEWALK REMOVAL	826	SQ FT	$2.00	$1,652.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$57,057.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	1	L SUM	$200,000.00	$200,000.00
RE-OPTIMIZE TRAFFIC SIGNAL SYSTEM	1	EACH	$5,000.00	$5,000.00
LIGHTING	6	EACH	$7,500.00	$45,000.00
SUBTOTAL (ELECTRICAL)				**$250,000.00**
5. SIGNING AND STRIPING				
SIGNING	10	EACH	$160.00	$1,600.00
PAVEMENT MARKING	1	L SUM	$1,613.25	$1,613.25
SUBTOTAL (SIGNING AND STRIPING)				**$3,213.25**
BASE COST TOTAL				**$438,962.75**
6. OTHER				
EARTHWORK	0	CU YD	$35.00	$0.00
DRAINAGE (ASSUME 5% OF BASE COST)	1	L SUM	$21,948.14	$21,948.14
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$4,389.63	$4,389.63
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$21,948.14	$21,948.14
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$87,792.55	$87,792.55
SUBTOTAL (OTHER)				**$136,078.45**
TOTAL				**$575,041.20**

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 8
LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 1A)
PRELIMINARY COST ESTIMATE

ASSUMPTIONS

*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED PARKVIEW LOT IS ASSUMED TO BE RESURFACED. FUTURE COORDINATION WITH PACE WILL BE REQUIRED TO DETERMINE IF PAVEMENT STRUCTURE IS SUFFICIENT FOR ADDED BUS TRAFFIC. IF THE PAVEMENT STRUCTURE IS NOT SUFFICIENT, THERE WILL BE ADDITIONAL COSTS BEYOND THE COST ESTIMATE PROVIDED.

*INCLUDES RE-OPTIMIZATION OF TRAFFIC SIGNAL SYSTEM AT INTERSECTION OF WASHINGTON STREET AND NORTH AVENUE.
*INCLUDES LIGHTING IMPROVEMENTS TO RECONFIGURED PARKVIEW LOT
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"
*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*COST FOR PROPOSED CANOPIES ON BUS PLATFORMS IS INCLUDED IN THE COST PROVIDED FOR CONSTRUCTION CONTINGENCY

*IT IS ASSUMED THAT PRIOR TO THIS WORK, NORTH AVENUE BETWEEN CENTER STREET AND WASHINGTON STREET HAS BEEN CONVERTED TO A THREE LANE SECTION CONSISTING OF ONE EASTBOUND TRAVEL LANE AND TWO WESTBOUND TRAVEL LANES. THE WIDENING REQUIRED ON NORTH AVENUE TO THE NORTH, APPROACHING WASHINGTON STREET, TO ALLOW FOR THE RIGHT TURN MOVEMENT FROM NORTHBOUND WASHINGTON STREET TO EASTBOUND NORTH AVENUE IS ASSUMED TO HAVE ALREADY BEEN COMPLETED WITH THE MODIFICATION OF NORTH AVENUE TO A TWO-WAY STREET. IT IS ASSUMED THAT THE RELOCATION OF THE TRAFFIC SIGNAL EQUIPMENT AT THE NORTHEAST CORNER OF WASHINGTON STREET AND NORTH AVENUE WAS COMPLETED AT THE TIME OF THE CONVERSION OF NORTH AVENUE TO A TWO-WAY STREET.

EXCEPTIONS
*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*DOES NOT INCLUDE THE RELOCATION OF THE TRAFFIC SIGNAL EQUIPMENT AT THE NORTHEAST CORNER OF NORTH AVENUE AND WASHINGTON STREET.
*DOES NOT INCLUDE WIDENING REQUIRED ON NORTH AVENUE TO THE NORTH APPROACHING WASHINGTON STREET TO ALLOW FOR THE RIGHT TURN MOVEMENT FROM NORTHBOUND WASHINGTON STREET TO EASTBOUND NORTH AVENUE.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 9
LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 1B)
PRELIMINARY COST ESTIMATE

Note: If this alternate is selected to be constructed, it is recommended that the two way conversion of North Avenue shown in Exhibit 11 also be constructed.

Scope:

-Modifications to the Parkview Lot including the construction of a saw-tooth shaped bus platform in the center of the Parkview Lot and a bus platform on the east side of the Parkview Lot.

-Widening of the Parkview Lot to the west and the construction of a bus platform on the west side of the modified Parkview Lot. The area between the proposed bus platform on the west side of the Parkview Lot and the back of walk on Washington Street will require re-grading.

-Revised north curb line on North Avenue adjacent to Parkview Lot to provide dual entrances/exits.

-Modifications to the signal system including installation of new traffic signal heads for southbound buses exiting the bus depot and for the relocated westbound stop bar on North Avenue.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	3835	SQ YD	$10.00	$38,350.00
PAVEMENT REMOVAL	760	SQ YD	$20.00	$15,200.00
PAVEMENT REPLACEMENT	1062.8	SQ YD	$90.00	$95,652.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$149,202.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	952	FOOT	$8.50	$8,092.00
COMBINATION CONCRETE CURB AND GUTTER	1385	FOOT	$20.00	$27,700.00
SUBTOTAL (CURB AND GUTTER)				**$35,792.00**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	515	SQ FT	$7.00	$3,605.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	535	SQ FT	$7.00	$3,745.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	9680	SQ FT	$7.00	$67,760.00
BUS PLATFORM PEDESTRIAN RAILING	270	FOOT	$110.00	$29,700.00
SIDEWALK REMOVAL	825	SQ FT	$2.00	$1,650.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$106,460.00**
4. ELECTRICAL				
RE-OPTIMIZE TRAFFIC SIGNAL SYSTEM	1	EACH	$5,000.00	$5,000.00
TRAFFIC SIGNAL	1	L SUM	$200,000.00	$200,000.00
LIGHTING	6	EACH	$7,500.00	$45,000.00
SUBTOTAL (ELECTRICAL)				**$250,000.00**
5. SIGNING AND STRIPING				
SIGNING	10	EACH	$160.00	$1,600.00
PAVEMENT MARKING	1	L SUM	$2,709.25	$2,709.25
SUBTOTAL (SIGNING AND STRIPING)				**$4,309.25**
BASE COST TOTAL				**$545,763.25**
6. OTHER				
EARTHWORK	286	CU YD	$35.00	$10,010.00
DRAINAGE (ASSUME 5% OF BASE COST)	1	L SUM	$27,288.16	$27,288.16
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$5,457.63	$5,457.63
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$27,288.16	$27,288.16
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$109,152.65	$109,152.65
SUBTOTAL (OTHER)				**$179,196.61**
TOTAL				**$724,959.86**

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 9
LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 1B)
PRELIMINARY COST ESTIMATE

ASSUMPTIONS

*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED PARKVIEW LOT IS ASSUMED TO BE RESURFACED. FUTURE COORDINATION WITH PACE WILL BE REQUIRED TO DETERMINE IF PAVEMENT STRUCTURE IS SUFFICIENT FOR ADDED BUS TRAFFIC. IF THE PAVEMENT STRUCTURE IS NOT SUFFICIENT, THERE WILL BE ADDITIONAL COSTS BEYOND THE COST ESTIMATE PROVIDED.

*INCLUDES RE-OPTIMIZATION OF TRAFFIC SIGNAL SYSTEM AT INTERSECTION OF WASHINGTON STREET AND NORTH AVENUE
*INCLUDES LIGHTING IMPROVEMENTS TO RECONFIGURED PARKVIEW LOT
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"
*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*COST FOR PROPOSED CANOPIES ON BUS PLATFORMS IS INCLUDED IN THE COST PROVIDED FOR CONSTRUCTION CONTINGENCY

*IT IS ASSUMED THAT PRIOR TO THIS WORK, NORTH AVENUE BETWEEN CENTER STREET AND WASHINGTON STREET HAS BEEN CONVERTED TO A THREE LANE SECTION CONSISTING OF ONE EASTBOUND TRAVEL LANE AND TWO WESTBOUND TRAVEL LANES. THE WIDENING REQUIRED ON NORTH AVENUE TO THE NORTH, APPROACHING WASHINGTON STREET, TO ALLOW FOR THE RIGHT TURN MOVEMENT FROM NORTHBOUND WASHINGTON STREET TO EASTBOUND NORTH AVENUE IS ASSUMED TO HAVE ALREADY BEEN COMPLETED WITH THE MODIFICATION OF NORTH AVENUE TO A TWO-WAY STREET. IT IS ASSUMED THAT THE RELOCATION OF THE TRAFFIC SIGNAL EQUIPMENT AT THE NORTHEAST CORNER OF WASHINGTON STREET AND NORTH AVENUE WAS COMPLETED AT THE TIME OF THE CONVERSION OF NORTH AVENUE TO A TWO-WAY STREET.

EXCEPTIONS
*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*DOES NOT INCLUDE THE RELOCATION OF THE TRAFFIC SIGNAL EQUIPMENT AT THE NORTHEAST CORNER OF NORTH AVENUE AND WASHINGTON STREET.
*DOES NOT INCLUDE WIDENING REQUIRED ON NORTH AVENUE TO THE NORTH APPROACHING WASHINGTON STREET TO ALLOW FOR THE RIGHT TURN MOVEMENT FROM NORTHBOUND WASHINGTON STREET TO EASTBOUND NORTH AVENUE.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 10
LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 2)
PRELIMINARY COST ESTIMATE

Note: If this alternate is selected to be constructed, it is recommended that the two way conversion of North Avenue shown in Exhibit 11 also be constructed.

Scope:
-Modifications to the Parkview Lot including the construction of three ten foot wide bus platforms running North/South.
-Revised north curb line on North Avenue adjacent to Parkview Lot to provide three entrances into Parkview Lot.
-Modifications to the signal system including installation of new traffic signal heads for the relocated westbound stop bar on North Avenue.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	3370	SQ YD	$10.00	$33,700.00
PAVEMENT REMOVAL	900	SQ YD	$20.00	$18,000.00
PAVEMENT REPLACEMENT	715	SQ YD	$90.00	$64,350.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$116,050.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	600	FOOT	$8.50	$5,100.00
COMBINATION CONCRETE CURB AND GUTTER	1530	FOOT	$20.00	$30,600.00
SUBTOTAL (CURB AND GUTTER)				**$35,700.00**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	451	SQ FT	$7.00	$3,157.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	282	SQ FT	$7.00	$1,974.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	8035	SQ FT	$7.00	$56,245.00
SIDEWALK REMOVAL	825	SQ FT	$2.00	$1,650.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$63,026.00**
4. ELECTRICAL				
RE-OPTIMIZE TRAFFIC SIGNAL SYSTEM	1	EACH	$5,000.00	$5,000.00
TRAFFIC SIGNAL	1	L SUM	$200,000.00	$200,000.00
LIGHTING	6	EACH	$7,500.00	$45,000.00
SUBTOTAL (ELECTRICAL)				**$250,000.00**
5. SIGNING AND STRIPING				
SIGNING	10	EACH	$160.00	$1,600.00
PAVEMENT MARKING	1	L SUM	$1,782.00	$1,782.00
SUBTOTAL (SIGNING AND STRIPING)				**$3,382.00**
BASE COST TOTAL				**$468,158.00**
6. OTHER				
EARTHWORK	0	CU YD	$35.00	$0.00
DRAINAGE (ASSUME 5% OF BASE COST)	1	L SUM	$23,407.90	$23,407.90
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$4,681.58	$4,681.58
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$23,407.90	$23,407.90
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$93,631.60	$93,631.60
SUBTOTAL (OTHER)				**$145,128.98**
TOTAL				**$613,286.98**

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 10
LONG-TERM RECOMMENDATION (SOUTH OF STATION - PARKVIEW LOT 2)
PRELIMINARY COST ESTIMATE

ASSUMPTIONS

*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED PARKVIEW LOT IS ASSUMED TO BE RESURFACED. FUTURE COORDINATION WITH PACE WILL BE REQUIRED TO DETERMINE IF PAVEMENT STRUCTURE IS SUFFICIENT FOR ADDED BUS TRAFFIC. IF THE PAVEMENT STRUCTURE IS NOT SUFFICIENT, THERE WILL BE ADDITIONAL COSTS BEYOND THE COST ESTIMATE PROVIDED.
*INCLUDES RE-OPTIMIZATION OF TRAFFIC SIGNAL SYSTEM AT INTERSECTION OF WASHINGTON STREET AND NORTH AVENUE
*INCLUDES LIGHTING IMPROVEMENTS TO RECONFIGURED PARKVIEW LOT
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*COST FOR PROPOSED CANOPIES ON BUS PLATFORMS IS INCLUDED IN THE COST PROVIDED FOR CONSTRUCTION CONTINGENCY

*IT IS ASSUMED THAT PRIOR TO THIS WORK, NORTH AVENUE BETWEEN CENTER STREET AND WASHINGTON STREET HAS BEEN CONVERTED TO A THREE LANE SECTION CONSISTING OF ONE EASTBOUND TRAVEL LANE AND TWO WESTBOUND TRAVEL LANES. THE WIDENING REQUIRED ON NORTH AVENUE TO THE NORTH, APPROACHING WASHINGTON STREET, TO ALLOW FOR THE RIGHT TURN MOVEMENT FROM NORTHBOUND WASHINGTON STREET TO EASTBOUND NORTH AVENUE IS ASSUMED TO HAVE ALREADY BEEN COMPLETED WITH THE MODIFICATION OF NORTH AVENUE TO A TWO-WAY STREET. IT IS ASSUMED THAT THE RELOCATION OF THE TRAFFIC SIGNAL EQUIPMENT AT THE NORTHEAST CORNER OF WASHINGTON STREET AND NORTH AVENUE WAS COMPLETED AT THE TIME OF THE CONVERSION OF NORTH AVENUE TO A TWO-WAY STREET.

EXCEPTIONS

*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*DOES NOT INCLUDE THE RELOCATION OF THE TRAFFIC SIGNAL EQUIPMENT AT THE NORTHEAST CORNER OF NORTH AVENUE AND WASHINGTON STREET.
*DOES NOT INCLUDE WIDENING REQUIRED ON NORTH AVENUE TO THE NORTH APPROACHING WASHINGTON STREET TO ALLOW FOR THE RIGHT TURN MOVEMENT FROM NORTHBOUND WASHINGTON STREET TO EASTBOUND NORTH AVENUE.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 11
NORTH AVENUE - RECOMMENDED TWO-WAY CONVERSION
PRELIMINARY COST ESTIMATE

Scope:

-Conversion of North Avenue between Center Street and Ellsworth Street to a two lane section (one eastbound travel lane and one westbound travel lane) with diagonal parking on the north side and parallel parking on the south side.

-Conversion of North Avenue between Center Street and Washington Street to a three lane section consisting of one eastbound travel lane and two westbound travel lanes. Widening is required on North Avenue to the north approaching Washington Street to allow for the right turn movement from northbound Washington Street to eastbound North Avenue. Due to the widening, the traffic signal equipment located at the northwest corner of the Washington Street/Center Street intersection will need to be relocated.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	3000	SQ YD	$10.00	$30,000.00
PAVEMENT REMOVAL	187	SQ YD	$20.00	$3,740.00
PAVEMENT REPLACEMENT	530	SQ YD	$90.00	$47,700.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$81,440.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	490.2	FOOT	$8.50	$4,166.70
COMBINATION CONCRETE CURB AND GUTTER	670	FOOT	$20.00	$13,400.00
SUBTOTAL (CURB AND GUTTER)				**$17,566.70**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	2610	SQ FT	$7.00	$18,270.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
SIDEWALK REMOVAL	2865	SQ FT	$2.00	$5,730.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$24,000.00**
4. ELECTRICAL				
RELOCATE TRAFFIC SIGNAL EQUIPMENT	1	L SUM	$25,000.00	$25,000.00
RE-OPTIMIZE TRAFFIC SIGNAL SYSTEM	1	EACH	$5,000.00	$5,000.00
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	0	EACH	$7,500.00	$0.00
SUBTOTAL (ELECTRICAL)				**$30,000.00**
5. SIGNING AND STRIPING				
SIGNING	10	EACH	$160.00	$1,600.00
PAVEMENT MARKING	1	L SUM	$6,907.50	$6,907.50
SUBTOTAL (SIGNING AND STRIPING)				**$8,507.50**
BASE COST TOTAL				**$161,514.20**
6. OTHER				
EARTHWORK (ASSUME 2% OF BASE COST)	1	L SUM	$3,230.28	$3,230.28
DRAINAGE (ASSUME 5% OF BASE COST)	1	L SUM	$8,075.71	$8,075.71
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$1,615.14	$1,615.14
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$8,075.71	$8,075.71
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$32,302.84	$32,302.84
SUBTOTAL (OTHER)				**$53,299.69**
TOTAL				**$214,813.89**

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 11
NORTH AVENUE - RECOMMENDED TWO-WAY CONVERSION
PRELIMINARY COST ESTIMATE

ASSUMPTIONS

*EXISTING PAVEMENT ON NORTH AVENUE BETWEEN WASHINGTON STREET AND ELLWORTH STREET IS ASSUMED TO REQUIRE RESURFACING

*PROPOSED RECONFIGURATION TO NORTH AVENUE IS ASSUMED TO REQUIRE REMOVAL AND REPLACEMENT OF SIDEWALK ON NORTH SIDE OF NORTH AVENUE BETWEEN CENTER STREET AND ELLSWORTH STREET.

*INCLUDES RE-OPTIMIZATION OF TRAFFIC SIGNAL SYSTEM AT INTERSECTION OF WASHINGTON STREET AND NORTH AVENUE
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS

*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 12
LONG-TERM RECOMMENDATION (NORTH OF STATION - EASTERN BURLINGTON LOT)
PRELIMINARY COST ESTIMATE

Scope:
-Revisions to Eastern Burlington parking lot layout including construction of a raised median to provide greater separation between the Eastern Burlington Lot and the bus staging area.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	5610	SQ YD	$10.00	$56,100.00
PAVEMENT REMOVAL	740	SQ YD	$20.00	$14,800.00
PAVEMENT REPLACEMENT	535	SQ YD	$90.00	$48,150.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$119,050.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	100	FOOT	$8.50	$850.00
COMBINATION CONCRETE CURB AND GUTTER	1945	FOOT	$20.00	$38,900.00
SUBTOTAL (CURB AND GUTTER)				**$39,750.00**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	1240	SQ FT	$7.00	$8,680.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	4935	SQ FT	$7.00	$34,545.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	100	SQ FT	$7.00	$700.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$43,925.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	0	EACH	$7,500.00	$0.00
SUBTOTAL (ELECTRICAL)				**$0.00**
5. SIGNING AND STRIPING				
SIGNING	20	EACH	$160.00	$3,200.00
PAVEMENT MARKING	1	L SUM	$3,217.98	$3,217.98
SUBTOTAL (SIGNING AND STRIPING)				**$6,417.98**
BASE COST TOTAL				**$209,142.98**
6. OTHER				
EARTHWORK	0	CU YD	$35.00	$0.00
DRAINAGE (ASSUME 10% OF BASE COST)	1	L SUM	$20,914.30	$20,914.30
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$2,091.43	$2,091.43
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$10,457.15	$10,457.15
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$41,828.60	$41,828.60
SUBTOTAL (OTHER)				**$75,291.47**
TOTAL				**$284,434.45**

ASSUMPTIONS
*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED RECONFIGURATION IS ASSUMED TO REQUIRE RESURFACING
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS
*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*DOES NOT INCLUDE LIGHTING IMPROVEMENTS

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 13
LONG-TERM RECOMMENDATION (SOUTH OF STATION - 4TH AVENUE) (FROM SHORT TERM RECOMMENDATION)
PRELIMINARY COST ESTIMATE

Note: If this alternate is selected to be constructed, it is recommended that the two way conversion of North Avenue shown in Exhibit 11 also be constructed. With this alternative, it is also recommended to construct diagonal parking on the park side of Center Street, North Avenue, and Ellsworth Street as shown in Exhibit 13.

Scope:

- Modifications to the center median on 4th Avenue constructed in the short term design to provide for angled parking south of the center median. New configuration north of the center median consists of a lane allocated for kiss and ride activity and daily fee parking and a travel lane. New configuration south of the center median consists of an angled parking lane and an access lane.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING (4TH AVENUE)	0	SQ YD	$10.00	$0.00
PAVEMENT REMOVAL	265	SQ YD	$20.00	$5,300.00
PAVEMENT REPLACEMENT	205	SQ YD	$90.00	$18,450.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$23,750.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	470	FOOT	$8.50	$3,995.00
COMBINATION CONCRETE CURB AND GUTTER	365	FOOT	$20.00	$7,300.00
SUBTOTAL (CURB AND GUTTER)				**$11,295.00**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	1892	SQ FT	$7.00	$13,244.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	1645	SQ FT	$7.00	$11,515.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
SIDEWALK REMOVAL	1565	SQ FT	$2.00	$3,130.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$27,889.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	0	EACH	$7,500.00	$0.00
SUBTOTAL (ELECTRICAL)				**$0.00**
5. SIGNING AND STRIPING				
SIGNING	20	EACH	$160.00	$3,200.00
PAVEMENT MARKING	1	L SUM	$1,808.75	$1,808.75
SUBTOTAL (SIGNING AND STRIPING)				**$5,008.75**
BASE COST TOTAL				**$67,942.75**
6. OTHER				
EARTHWORK (ASSUME 2% OF BASE COST)	1	L SUM	$1,358.86	$1,358.86
DRAINAGE (ASSUME 5% OF BASE COST)	1	L SUM	$3,397.14	$3,397.14
LANDSCAPING/EROSION CONTROL (ASSUME 5% OF BASE COST)	1	L SUM	$3,397.14	$3,397.14
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$3,397.14	$3,397.14
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$13,588.55	$13,588.55
SUBTOTAL (OTHER)				**$25,138.82**
TOTAL				**$93,081.57**

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 13
LONG-TERM RECOMMENDATION (SOUTH OF STATION - 4TH AVENUE) (FROM SHORT TERM RECOMMENDATION)
PRELIMINARY COST ESTIMATE

ASSUMPTIONS

*ESTIMATE PROVIDES COSTS ASSOCIATED WITH RECONFIGURING 4TH AVENUE SOUTH OF THE STATION FROM THE SHORT-TERM RECOMMENDATION TO THE LONG-TERM RECOMMENDATION
*IT IS ASSUMED THAT THE RECONFIGURATION OF 4TH AVENUE SOUTH OF THE STATION FROM THE SHORT-TERM RECOMMENDATION TO THE LONG-TERM RECOMMENDATION WILL REQUIRE REMOVAL AND REPLACEMENT OF THE COMBINATION CURB AND GUTTER AND SIDEWALK ON THE SOUTH SIDE OF 4TH AVENUE
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS

*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED RECONFIGURATION ON 4TH AVENUE IS NOT ASSUMED TO REQUIRE RESURFACING .

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 13
LONG-TERM RECOMMENDATION (SOUTH OF STATION - 4TH AVENUE) (FROM EXISTING CONDITIONS)
PRELIMINARY COST ESTIMATE

Note: If this alternate is selected to be constructed, it is recommended that the two way conversion of North Avenue shown in Exhibit 11 also be constructed. With this alternative, it is also recommended to construct diagonal parking on the park side of Center Street, North Avenue, and Ellsworth Street as shown in Exhibit 13.

Scope:

- Removal and reconstruction of the center median on 4th Avenue . New configuration north of the center median consists of a lane allocated for kiss and ride activity and daily fee parking and a travel lane. New configuration south of the center median consists of angled parking on both sides of an access aisle

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING (4TH AVENUE)	2315	SQ YD	$10.00	$23,150.00
PAVEMENT REMOVAL	365	SQ YD	$20.00	$7,300.00
PAVEMENT REPLACEMENT	860	SQ YD	$90.00	$77,400.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$107,850.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	1010	FOOT	$8.50	$8,585.00
COMBINATION CONCRETE CURB AND GUTTER	1110	FOOT	$20.00	$22,200.00
SUBTOTAL (CURB AND GUTTER)				**$30,785.00**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	1880	SQ FT	$7.00	$13,160.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	4500	SQ FT	$7.00	$31,500.00
SIDEWALK REMOVAL	1750	SQ FT	$2.00	$3,500.00
MEDIAN REMOVAL	3570	SQ FT	$2.00	$7,140.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$55,300.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	2	EACH	$7,500.00	$15,000.00
SUBTOTAL (ELECTRICAL)				**$15,000.00**
5. SIGNING AND STRIPING				
SIGNING	20	EACH	$160.00	$3,200.00
PAVEMENT MARKING	1	L SUM	$2,697.50	$2,697.50
SUBTOTAL (SIGNING AND STRIPING)				**$5,897.50**
BASE COST TOTAL				**$214,832.50**
6. OTHER				
EARTHWORK (ASSUME 2% OF BASE COST)	1	L SUM	$4,296.65	$4,296.65
DRAINAGE (ASSUME 5% OF BASE COST)	1	L SUM	$10,741.63	$10,741.63
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$2,148.33	$2,148.33
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$10,741.63	$10,741.63
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$42,966.50	$42,966.50
SUBTOTAL (OTHER)				**$70,894.73**
TOTAL				**$285,727.23**

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 13
LONG-TERM RECOMMENDATION (SOUTH OF STATION - 4TH AVENUE) (FROM EXISTING CONDITIONS)
PRELIMINARY COST ESTIMATE

ASSUMPTIONS

*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED RECONFIGURATION ON 4TH AVENUE IS ASSUMED TO REQUIRE RESURFACING
*REMOVAL AND REPLACEMENT OF SIDEWALK ON SOUTH SIDE OF 4TH AVENUE IS ASSUMED TO BE REQUIRED FOR PROPOSED RECONFIGURATION OF 4TH AVENUE.
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"
*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS

*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*DOES NOT INCLUDE RELOCATION OF EXISTING POWER POLES
*DOES NOT INCLUDE IMPROVEMENTS TO ELLSWORTH STREET, NORTH AVENUE, OR CENTER STREET

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 13
LONG-TERM RECOMMENDATION (MODIFICATIONS TO CENTER STREET AND ELLSWORTH STREET) (FROM EXISTING CONDITIONS)
PRELIMINARY COST ESTIMATE

Scope:

-Conversion of Center Street and Ellsworth Street to a two lane section around Burlington Square with diagonal parking adjacent to Burlington Square..

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	1870	SQ YD	$10.00	$18,700.00
PAVEMENT REMOVAL	80	SQ YD	$20.00	$1,600.00
PAVEMENT REPLACEMENT	620	SQ YD	$90.00	$55,800.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$76,100.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	490	FOOT	$8.50	$4,165.00
COMBINATION CONCRETE CURB AND GUTTER	630	FOOT	$20.00	$12,600.00
SUBTOTAL (CURB AND GUTTER)				**$16,765.00**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	2285	SQ FT	$7.00	$15,995.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
SIDEWALK REMOVAL	2295	SQ FT	$2.00	$4,590.00
MEDIAN REMOVAL	0	SQ FT	$2.00	$0.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$20,585.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	1	EACH	$7,500.00	$7,500.00
SUBTOTAL (ELECTRICAL)				**$7,500.00**
5. SIGNING AND STRIPING				
SIGNING	10	EACH	$160.00	$1,600.00
PAVEMENT MARKING	1	L SUM	$1,669.50	$1,669.50
SUBTOTAL (SIGNING AND STRIPING)				**$3,269.50**
BASE COST TOTAL				**$124,219.50**
6. OTHER				
EARTHWORK (ASSUME 2% OF BASE COST)	1	L SUM	$2,484.39	$2,484.39
DRAINAGE (ASSUME 5% OF BASE COST)	1	L SUM	$6,210.98	$6,210.98
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$1,242.20	$1,242.20
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$6,210.98	$6,210.98
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$24,843.90	$24,843.90
SUBTOTAL (OTHER)				**$40,992.44**
TOTAL				**$165,211.94**

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 13
LONG-TERM RECOMMENDATION (MODIFICATIONS TO CENTER STREET AND ELLSWORTH STREET) (FROM EXISTING CONDITIONS)
PRELIMINARY COST ESTIMATE

ASSUMPTIONS

*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED RECONFIGURATION ON CENTER STREET AND ELLSWORTH STREET IS ASSUMED TO REQUIRE RESURFACING
*REMOVAL AND REPLACEMENT OF SIDEWALK IS ASSUMED TO BE REQUIRED FOR PROPOSED RECONFIGURATION OF CENTER STREET AND ELLSWORTH STREET
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS

*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*DOES NOT INCLUDE RELOCATION OF EXISTING POWER POLES
*DOES NOT INCLUDE IMPROVEMENTS TO 4TH AVENUE OR NORTH AVENUE

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 14
SHORT-TERM RECOMMENDATION (SOUTH OF STATION - FOURTH AVENUE)
PRELIMINARY COST ESTIMATE

Note: If this alternate is selected to be constructed, it is recommended that the two way conversion of North Avenue shown in Exhibit 11 also be constructed. With this alternative, it is also recommended to construct diagonal parking on the park side of Center Street, North Avenue, and Ellsworth Street as shown in Exhibit 13.

Scope:

- Removal and reconstruction of the center median on 4th Avenue and widening of 4th Avenue to the south. New configuration north of the center median consists of a bus staging lane and a bus only travel lane. New configuration south of the center median consists of a bus staging lane and two travel lanes south of the center median.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING (4TH AVENUE)	2375	SQ YD	$10.00	$23,750.00
PAVEMENT REMOVAL	300	SQ YD	$20.00	$6,000.00
PAVEMENT REPLACEMENT	984	SQ YD	$90.00	$88,560.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$118,310.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	1015	FOOT	$8.50	$8,627.50
COMBINATION CONCRETE CURB AND GUTTER	986	FOOT	$20.00	$19,720.00
SUBTOTAL (CURB AND GUTTER)				**$28,347.50**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	1650	SQ FT	$7.00	$11,550.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	3200	SQ FT	$7.00	$22,400.00
SIDEWALK REMOVAL	1700	SQ FT	$2.00	$3,400.00
MEDIAN REMOVAL	3570	SQ FT	$2.00	$7,140.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$44,490.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	2	EACH	$7,500.00	$15,000.00
SUBTOTAL (ELECTRICAL)				**$15,000.00**
5. SIGNING AND STRIPING				
SIGNING	15	EACH	$160.00	$2,400.00
PAVEMENT MARKING	1	L SUM	$3,377.50	$3,377.50
SUBTOTAL (SIGNING AND STRIPING)				**$5,777.50**
BASE COST TOTAL				**$211,925.00**
6. OTHER				
EARTHWORK (ASSUME 2% OF BASE COST)	1	L SUM	$4,238.50	$4,238.50
DRAINAGE (ASSUME 5% OF BASE COST)	1	L SUM	$10,596.25	$10,596.25
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$2,119.25	$2,119.25
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$10,596.25	$10,596.25
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$42,385.00	$42,385.00
SUBTOTAL (OTHER)				**$69,935.25**
TOTAL				**$281,860.25**

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 14
SHORT-TERM RECOMMENDATION (SOUTH OF STATION - FOURTH AVENUE)
PRELIMINARY COST ESTIMATE

ASSUMPTIONS

*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED RECONFIGURATION ON 4TH AVENUE IS ASSUMED TO REQUIRE RESURFACING
*REMOVAL AND REPLACEMENT OF SIDEWALK ON SOUTH SIDE OF 4TH AVENUE IS ASSUMED TO BE REQUIRED FOR PROPOSED WIDENING AND RECONFIGURATION OF 4TH AVENUE
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"
*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS

*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*DOES NOT INCLUDE RELOCATION OF EXISTING POWER POLES
*DOES NOT INCLUDE IMPROVEMENTS TO ELLSWORTH STREET, NORTH AVENUE, OR CENTER STREET

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 15
WATER TOWER WEST - PARKING MITIGATION OPTION 1 (RECONFIGURE EXISTING LAYOUT)
PRELIMINARY COST ESTIMATE

Scope:
- Reconfiguration of the west and south portion of the Water Tower West Parking lot to increase parking supply.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	3900	SQ YD	$10.00	$39,000.00
PAVEMENT REMOVAL	10	SQ YD	$20.00	$200.00
PAVEMENT REPLACEMENT	30	SQ YD	$90.00	$2,700.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$41,900.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	50	FOOT	$8.50	$425.00
COMBINATION CONCRETE CURB AND GUTTER	50	FOOT	$20.00	$1,000.00
SUBTOTAL (CURB AND GUTTER)				**$1,425.00**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	0	SQ FT	$7.00	$0.00
MEDIAN, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
SIDEWALK REMOVAL	0	SQ FT	$2.00	$0.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$0.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	5	EACH	$7,500.00	$37,500.00
SUBTOTAL (ELECTRICAL)				**$37,500.00**
5. SIGNING AND STRIPING				
SIGNING	25	EACH	$160.00	$4,000.00
PAVEMENT MARKING	1	L SUM	$2,482.50	$2,482.50
SUBTOTAL (SIGNING AND STRIPING)				**$6,482.50**
BASE COST TOTAL				**$87,307.50**
6. OTHER				
EARTHWORK	0	CU YD	$35.00	$0.00
DRAINAGE (ASSUME 0% OF BASE COST)	0	L SUM	$0.00	$0.00
LANDSCAPING/EROSION CONTROL (ASSUME 0% OF BASE COST)	0	L SUM	$0.00	$0.00
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$4,365.38	$4,365.38
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$17,461.50	$17,461.50
SUBTOTAL (OTHER)				**$21,826.88**
TOTAL				**$109,134.38**

ASSUMPTIONS

*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED WATER TOWER WEST LOT IS ASSUMED TO REQUIRE RESURFACING
*COSTS INCLUDE LIGHTING IMPROVEMENTS TO PROPOSED WATER TOWER WEST LOT
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS

*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 16
WATER TOWER WEST - PARKING MITIGATION OPTION 2 (REPAVE/RESTRIPE ENTIRE PAVED AREA)
PRELIMINARY COST ESTIMATE

Scope:
- Reconfiguration of the entire Water Tower West Parking lot to increase parking supply.
- Construction of a ten foot wide raised sidewalk on the west side of the Water Tower West Parking Lot.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	5800	SQ YD	$10.00	$58,000.00
PAVEMENT REMOVAL	180	SQ YD	$20.00	$3,600.00
PAVEMENT REPLACEMENT	135	SQ YD	$90.00	$12,150.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$73,750.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	50	FOOT	$8.50	$425.00
COMBINATION CONCRETE CURB AND GUTTER	50	FOOT	$20.00	$1,000.00
CONCRETE CURB, TYPE B	320	FOOT	$16.00	$5,120.00
SUBTOTAL (CURB AND GUTTER)				**$6,545.00**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	1720	SQ FT	$7.00	$12,040.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
SIDEWALK REMOVAL	160	SQ FT	$2.00	$320.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$12,360.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	8	EACH	$7,500.00	$60,000.00
SUBTOTAL (ELECTRICAL)				**$60,000.00**
5. SIGNING AND STRIPING				
SIGNING	40	EACH	$160.00	$6,400.00
PAVEMENT MARKING	1	L SUM	$3,452.50	$3,452.50
SUBTOTAL (SIGNING AND STRIPING)				**$9,852.50**
BASE COST TOTAL				**$162,507.50**
6. OTHER				
EARTHWORK	0	CU YD	$35.00	$0.00
DRAINAGE (ASSUME 2% OF BASE COST)	1	L SUM	$3,250.15	$3,250.15
LANDSCAPING/EROSION CONTROL (ASSUME 1% OF BASE COST)	1	L SUM	$1,625.08	$1,625.08
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$8,125.38	$8,125.38
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$32,501.50	$32,501.50
SUBTOTAL (OTHER)				**$45,502.10**
TOTAL				**$208,009.60**

ASSUMPTIONS
*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED WATER TOWER WEST LOT IS ASSUMED TO REQUIRE RESURFACING
*COSTS INCLUDE LIGHTING IMPROVEMENTS TO PROPOSED WATER TOWER WEST LOT
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS
*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.

NAPERVILLE METRA STATION
BUS DEPOT AND COMMUTER FEASIBILITY STUDY

EXHIBIT 17
WATER TOWER WEST - PARKING MITIGATION OPTION 3 (ENTIRE PROPERTY)
PRELIMINARY COST ESTIMATE

Scope:
- Demolition of existing building surrounding the water tower. Conversion of that space to pavement to expand Water Tower West Parking Lot.
- Reconfiguration of the entire Water Tower West Parking lot to increase parking supply.
- Construction of a ten foot wide raised sidewalk on the west side of the Water Tower West Parking Lot.

	QTY	UNIT	UNIT PRICE	TOTAL
1. PAVEMENT REHABILITATION				
PAVEMENT RESURFACING	5415	SQ YD	$10.00	$54,150.00
PAVEMENT REMOVAL	375	SQ YD	$20.00	$7,500.00
PAVEMENT REPLACEMENT	7100	SQ YD	$90.00	$639,000.00
SUBTOTAL (PAVEMENT REHABILITATION)				**$700,650.00**
2. CURB AND GUTTER				
CURB AND GUTTER REMOVAL	1055	FOOT	$8.50	$8,967.50
COMBINATION CONCRETE CURB AND GUTTER	310	FOOT	$20.00	$6,200.00
CONCRETE CURB, TYPE B	320	FOOT	$16.00	$5,120.00
SUBTOTAL (CURB AND GUTTER)				**$20,287.50**
3. SIDEWALK AND MEDIAN				
PORTLAND CEMENT CONCRETE SIDEWALK 6 INCH	1720	SQ FT	$7.00	$12,040.00
BUS PLATFORM, PORTLAND CEMENT CONCRETE 6 INCH	0	SQ FT	$7.00	$0.00
SIDEWALK REMOVAL	460	SQ FT	$2.00	$920.00
SUBTOTAL (SIDEWALK AND MEDIAN)				**$12,960.00**
4. ELECTRICAL				
TRAFFIC SIGNAL	0	L SUM	$200,000.00	$0.00
LIGHTING	21	EACH	$7,500.00	$157,500.00
SUBTOTAL (ELECTRICAL)				**$157,500.00**
5. SIGNING AND STRIPING				
SIGNING	25	EACH	$160.00	$4,000.00
PAVEMENT MARKING	1	L SUM	$6,768.75	$6,768.75
SUBTOTAL (SIGNING AND STRIPING)				**$10,768.75**
BASE COST TOTAL				**$902,166.25**
6. OTHER				
EARTHWORK	0	CU YD	$35.00	$0.00
DRAINAGE (ASSUME 10% OF BASE COST)	1	L SUM	$90,216.63	$90,216.63
LANDSCAPING/EROSION CONTROL (ASSUME 0.5% OF BASE COST)	1	L SUM	$4,510.83	$4,510.83
TRAFFIC CONTROL AND PROTECTION (ASSUME 5% OF BASE COST)	1	L SUM	$45,108.31	$45,108.31
CONSTRUCTION CONTINGENCY (ASSUME 20% OF BASE COST)	1	L SUM	$180,433.25	$180,433.25
SUBTOTAL (OTHER)				**$320,269.02**
TOTAL				**$1,222,435.27**

ASSUMPTIONS

*DEMOLITION OF BUILDING IS ASSUMED TO REQUIRE PAVEMENT REPLACEMENT TO LIMITS 15 FEET OUTSIDE OF BUILDING FACE
*EXISTING PAVEMENT WITHIN LIMITS OF PROPOSED WATER TOWER WEST LOT IS ASSUMED TO REQUIRE RESURFACING
*COSTS INCLUDE LIGHTING IMPROVEMENTS TO PROPOSED WATER TOWER WEST LOT
*PAVEMENT RESURFACING INCLUDES THE FOLLOWING ITEMS:
- HOT-MIX ASPHALT SURFACE REMOVAL, 1 1/2"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

*PAVEMENT REPLACEMENT INCLUDES THE FOLLOWING ITEMS:
- PAVEMENT REMOVAL
- SUBBASE GRANULAR MATERIAL, 6"
- PORTLAND CEMENT CONCRETE BASE COURSE 8"
- HOT MIX ASPHALT BINDER COURSE, 2 1/4"
- HOT MIX ASPHALT SURFACE COURSE, 1 1/2"

EXCEPTIONS

*DOES NOT INCLUDE REMOVAL AND DISPOSAL OF HAZARDOUS MATERIAL.
*DOES NOT INCLUDE BUILDING DEMOLITION COSTS
*DOES NOT INCLUDE EARTHWORK COSTS ASSOCIATED WITH DEMOLITION OF BUILDING

214

Regional Transportation Authority

PROGRESS REPORT ON THE DEVELOPMENT AND IMPLEMENTATION OF A REGIONAL OPEN STANDARDS FARE PAYMENT SYSTEM

MAY 2012

Introduction

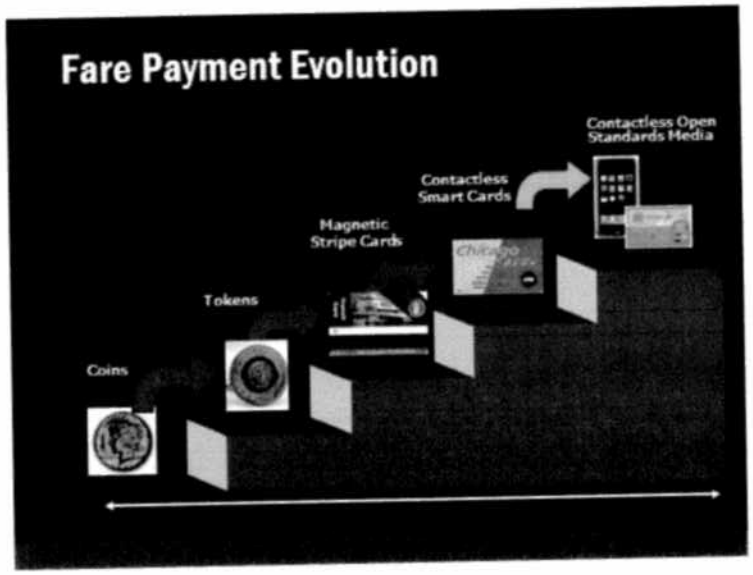
On July 7, 2011 Governor Quinn signed into law Public Act 97-0085 (the "Legislation"), which amended the Regional Transportation Authority (RTA) Act by requiring the development and implementation of new technology to enhance the customer experience and grow transit ridership. The Legislation requires the RTA to implement a regional open standards fare payment system, by January 1, 2015, that allows customers to pay fares using contactless credit, debit and prepaid cards on all fixed-route transit service in Northeastern Illinois.

The Legislation also requires the RTA to submit an annual report to the Governor and General Assembly describing the progress the RTA, the Chicago Transit Authority (CTA), the Commuter Rail Board (Metra) and the Suburban Bus Board (Pace) (CTA, Metra and Pace, together, the "Service Boards" and individually, each a "Service Board") have made towards implementing a regional open fare payment system. Once implemented, the new regional open fare payment system, which would allow transit riders to use one fare payment medium to pay their fares on CTA, Metra and Pace, will make it much more convenient for transit riders to use the RTA system.

Background

Over the past century, fare payment methods on bus and heavy rail transit systems (e.g., CTA) have undergone a series of technological advancements (Figure 1). Coins were the preferred payment medium for transit operators for many years, until the transit token was introduced by individual transit agencies. These unique tokens were the main form of payment until the advent of electronic fare collection, which included a plastic card equipped with a magnetic stripe. The magnetic stripe card, which rose to prominence on many subway and bus systems, is still in existence today, though it has often been supplemented or replaced with proprietary transit-only contactless smartcards.

Figure 1: Bus and Heavy Rail Fare Payment Evolution



However, commuter rail (e.g., Metra) fare payment methods have not undergone the same evolution. All large commuter rail systems, as well as many smaller systems, in the United States continue to issue paper tickets for single-ride and multiple-ride tickets, as well as weekly and monthly passes.

There are two basic methods of validating such tickets or passes. On many systems, train conductors punch, or otherwise mark, single and multiple ride tickets, as well as visually inspect time-delimited passes. Other systems, generally the smaller systems, operate using an honor system, or "proof-of-payment", in which inspectors conduct random fare inspections to validate that riders have purchased tickets or passes prior to boarding. Riders found riding without valid tickets or passes on proof-of-payment systems often face substantial fines. Some smaller systems have incorporated contactless smartcards into their fare collection, though this technology is currently not widely used.

Figure 2: Contactless Open Standards Cards

Today, transit agencies around the world are beginning to evaluate and procure open standards fare payment systems more analogous to retail or merchant models than the closed, proprietary systems (e.g., magnetic stripe cards) that they have traditionally used. These open standards fare systems utilize International Standards Organization's (ISO) defined standards for payment media (e.g. contactless credit or debit cards) as opposed to traditional proprietary card stock.

By shifting to ISO payment processing standards commonly used by banking, payment and information technology industries, transit riders will be able to pay for their fares in the same ways they pay for goods and services at their local Starbucks, Walgreens or dry cleaners.

Further down the line, transit riders may also be able to pay for their transit rides using mobile smartphones as a payment medium. As more mobile smartphone holders use their phones to purchase consumer goods, it is anticipated that more transit agencies will make it possible for their customers to

pay their fares using phones via mobile ticketing applications[1] and near field communication functionality (Figure 3).

The ISO standards, technical specifications and guidelines can generally be used without paying a licensing fee or associated royalties. However, integrating the standards and making them work seamlessly may still require some proprietary back-end systems to process fare payments and business rules accurately—which is necessary to meet the varied demands of each agency and manage the interactions between transit agencies.

Figure 3: Mobile Phone Fare Collection

Many of the large bus and heavy rail transit agencies across the United States and abroad are in the process of investigating and implementing open standards fare payment systems. In 2010, the New York City Transit, Port Authority of NY/NJ and New Jersey Transit partnered with MasterCard on an open standards fare payment pilot to test the technology on subways and buses. SEPTA (Philadelphia), WMATA (Washington DC), and London are also pursuing open standards fare payment systems.

Open standards fare collection on commuter rail requires different solutions than those sought by bus and heavy rail agencies, such as CTA and Pace, due to their non-gated stations, distance-based fare structures, and onboard ticket sales. To date, no large commuter rail agency has implemented an open standards fare payment system on a non-gated rail system with a distance-based fare structure in the United States. Many of the largest commuter rail systems in the United States, including Metra, Long Island Railroad, Metro-North Railroad and MBTA (Boston) are currently looking at how to enhance their fare collection systems using open standards fare principles.

---

[1] Mobile ticketing allows customers to purchase tickets through a downloadable smartphone application and store them in a mobile wallet. The tickets can be stored in the mobile wallet to look like paper tickets for visual verification and generally include a barcode or QR code for electronic validation.

Progress Update

In the Chicago region, RTA, CTA, Metra and Pace have made significant progress towards implementing a regional open standards fare payment system, as required by Public Act 97-0085. Below are summaries of each agency's progress and implementation schedules.

Chicago Transit Authority

In November 2011, the CTA completed its open fare payment system procurement process when it awarded a contract to design, build, finance, operate and maintain an open fare payment system to the Cubic Transportation Systems Chicago, Inc. The new open standards fare system should improve the reliability and processing speed of CTA's fare collection systems, since it will allow customers to pay their fares using contactless credit, debit and pre-paid cards, instead of inserting magnetic stripe cards into fare collection equipment.

The CTA anticipates the new fare system will begin customer testing in the second quarter of 2013 and will be fully implemented by early 2014. Between the start of customer testing and full implementation of the new system, there will be a transition period during which both current and new fare media will be accepted on CTA and Pace. This transition period will allow customers to continue to spend down the balance of their existing fare media. Shortly after the start of the transition period, CTA and Pace will cease to sell the Chicago Card and eventually CTA and Pace will cease to accept older fare media altogether.

However, well in advance of this transition period, the CTA will lead an intense customer outreach effort that is focused on informing and educating their customers about the changes, improvements and advantages associated with the new system.

Figure 4: CTA Implementation Schedule (estimated)

System Design Review	January –August 2012
Equipment Installation and & Acceptance Testing	4Q 2012 – 2Q 2013
Start of Transition	2Q 2013
Transition Period	2Q 2013 – 4Q 2013
Full System Implementation	4Q 2013 or early 2014

Pace

In the summer of 2012, Pace's Board of Directors is expected to adopt an Intergovernmental Agreement (IGA) with the CTA to participate in the CTA's contract with the Cubic Transportation Systems Chicago, Inc. The IGA is expected to result in the installation of identical bus fare collection equipment on both Pace and CTA, which is expected to lower Pace's transition costs significantly since it will be using the

same back-end systems as CTA, and will not have to pay for a new proprietary back-end system to be developed.

Furthermore, by working together, Pace and CTA will be able to implement the new open standards fare system at the same time, easing the customer transition to the new system. CTA and Pace transit riders will also be able to use the same open standards fare media on both systems and riders will continue to receive an interagency transfer fare discount.

Through their joint efforts, Pace and CTA will be able to use the same account management website, servers, reporting and processing mechanisms, security protocols, and marketing materials. Pace's implementation schedule will mirror the CTA's schedule, with full system transition expected in early 2014.

Figure 5: Pace Implementation Schedule (estimated)

Equipment Installation and & Acceptance Testing	3Q 2012 – 2Q 2013
Start of Transition	2Q 2013
Transition Period	2Q 2013 – 4Q 2013
Full System Implementation	Late 2013 or early 2014

Pace intends to explore how the functionality of this system may be applied to its paratransit services following the implementation for its fixed route services.

Metra

In January 2012, Metra established an internal working group to develop and evaluate a series of alternatives for implementing an open standards fare system on commuter rail. Metra's working group is currently conducting research on what commuter rail agencies across the country and around the world are doing in regards to fare collection and validation. Their research indicates that none of the six largest commuter rail agencies in the United States currently operate open standards fare payment systems, but all are currently evaluating a variety of ways to implement such systems.

Potential features for open standards fare payment systems on commuter rail include a range of options such as mobile ticketing, the use of electronic handheld ticket-sales devices and the installation of turnstiles and/or stand-alone platform validators. Metra is investigating all potential options and evaluating them to see how they would work on its large commuter rail system with distance-based fares. Metra is also considering the impact that an open standards fare system could have on its ability to collect fares from all of its customers, as well as the impact on customer behavior and employee job functions.

Metra plans to identify its vision for open standards fare collection by August 2012 and issue a request for information in December 2012. By June 2013, Metra anticipates beginning engineering and testing of an open standards fare payment system so that it can be fully operational by January 1, 2015. Metra remains committed to working with RTA, CTA and Pace on finding a regional solution that can be integrated with the open standards fare system being implemented on CTA and Pace.

Figure 6: Metra Implementation Schedule (estimated)

Identify Future State of Fare Collection	August 2012
Issue Request for Information	December 2012
Engineering and Testing	June 2013 – December 2014
Full System Implementation	January 2015

Regional Transportation Authority

As the region's transit oversight agency, RTA has been monitoring the Service Boards' efforts to implement a regional open standards fare payment system. RTA staff observed part of CTA's procurement process and has participated in numerous briefings with all three Service Boards on their progress.

RTA administers the region's reduced fare and free ride programs mandated by federal and state law. Currently, RTA provides reduced fare and free ride cards to over 500,000 seniors and people with disabilities enrolled in these programs. With the implementation of a regional open standards fare system, the current RTA-issued fare cards will no longer be accepted on CTA and Pace. To address this issue, RTA and CTA are discussing the reduced fare and free ride customer transition process to open standards fare media. RTA is evaluating options for procuring new fare cards and card fulfillment services, including participating in the CTA's contract or conducting a competitive procurement through the open market. Whichever alternative is selected, RTA will work closely with all three Service Boards to make sure that the fare media will be accepted on their systems. Additionally, RTA will work with the Service Boards to effectively communicate any changes in fare media to affected transit customers.

Conclusion

RTA is satisfied with the progress CTA, Metra and Pace have made towards implementing a regional open standards fare payment system. CTA's contract with the Cubic Transportation Systems Chicago, Inc., the anticipated IGA between CTA and Pace, and Metra's diligent effort to find an open standards fare payment solution for its commuter rail network are concrete steps towards meeting the General Assembly's legislative mandate. RTA is confident that an integrated regional open standards fare payment system will be implemented in advance of the January 1, 2015 legislative deadline.

215

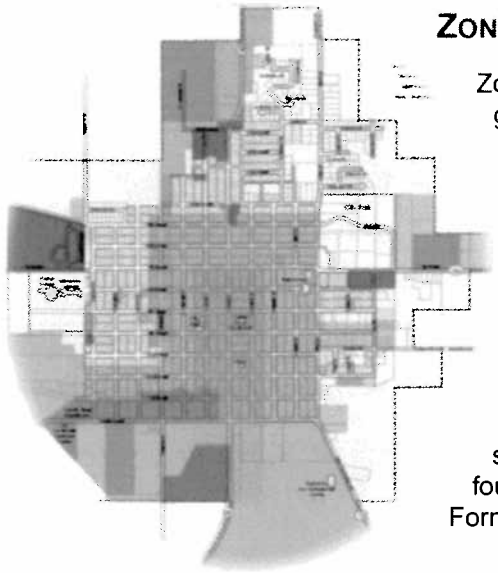
Zoning and Transit-Oriented Development

A Best Practices Report

Authored by the Regional Transportation Authority of Northeastern Illinois

March 9, 2011

Regional Transportation Authority



ZONING & TOD

Zoning is a device of land use planning used by local governments in most developed countries, derived from the practice of designating permitted uses of land based on mapped zones which separate one set of land uses from another. In theory, the primary purpose of zoning is to segregate uses that are thought to be incompatible. In practice, zoning is used to prevent new development from interfering with existing residents or businesses and to preserve the character of a community. Various types of zoning ordinances exist and are utilized; codes evolve as urban planning theory changes, market conditions change, legal constraints fluctuate and political priorities shift. The various approaches to zoning can be divided into four broad categories: Euclidean, Performance, Incentive, and Form-Based[1]

The purpose of this report is to outline the various types of zoning ordinances and how they can support Transit-Oriented Development (TOD). Aspects of traditional TOD include pedestrian-friendly commuter access and circulation in and around transit areas, a mix of housing choices, efficient parking and commercial, retail and service amenities.

To allow for TOD, a municipality can create a special TOD zoning designation, change existing zoning classifications, require review through the planned unit development process, or create special design standards to be applied to TOD areas. The creation of an *overlay zone* is one such common example of the application of design standards to existing zoned areas, as opposed to changing or revising current zoning classifications. As its name implies, an overlay zone is placed on the zoning map over an existing zoning district(s). The overlay zone modifies, eliminates, or adds regulations to the base zoning designation by effectively controlling land use without increasing the complexity of zoning regulations[2].

A growing list of U.S. cities (San Diego, Seattle, Philadelphia, Portland), including many in the Chicago Metropolitan area such as Prairie Grove, Blue Island and Manhattan, have introduced or considered overlay zoning in recent years to existing or planned station areas to promote complementary mixed-use development. The following examples outline various zoning approaches, to which overlay zones can be incorporated.

TRANSIT-ORIENTED DEVELOPMENT

Transit-oriented development (TOD) is a sustainable form of development that encourages compact, mixed-use, pedestrian-oriented, high quality development at and around rail and bus stations and corridors that increases ridership to the system, supports long-term system capacity, promotes livable communities, and has the potential to generate additional funding for transit. TOD areas are defined as the half-mile radius from rail stations and quarter-mile radius from bus stations and corridors.

[1] en.wikipedia.org/wiki/Zoning
[2] www.riderta.com/tod/guidelines

Advantages for TOD

- Simple use and bulk standards clearly describe the intent of the each zoning district
- Provisions provide for changes to standard zoning regulations though the allowance of special uses, variances and exceptions, providing flexibility in achieving the principles of TOD

Disadvantages for TOD

- Separates land uses by district and does not encourage mix of uses
- Promotes automobile-dependent patterns of suburban sprawl, resulting in unsustainable development

The most traditional and common approach to zoning is called "Euclidean" zoning, named after the town of Euclid, Ohio and a pivotal court case involving a landowner and their challenge of the city's zoning code. The validity of Euclid's zoning ordinance was upheld in the U.S. Supreme Court in 1926 and the term "Euclidean zoning" emerged, having influenced the content and design of zoning codes across the country since[3].

Euclidean zoning regulates land development by establishing various land use categories and associated dimensional or "bulk" standards. Typical land use classifications are single-family residential, multi-family residential, commercial, institutional, industrial and recreational. Each classification is regulated by a set of standards dictating the allowable height, bulk, density and area of structures. Setbacks, side yards, height limits, minimum lot sizes, and lot coverage limits are also included in these standards. Some "accessory" or "conditional" uses may be allowed in order to accommodate the needs of the primary uses[4].

Although Euclidean zoning remains the most widely use zoning practice in the United States, it has recently come under increasing criticism due to its lack of flexibility and somewhat outdated theories. A growing number of municipalities and councils of government have recently adopted or considered newer types of zoning ordinances.

Elements of a Euclidian zoning ordinance include a zoning map of the various zoning districts, regulations and allowed uses in each zone, special district regulations (if applicable), overlay districts (if applicable), administration procedure and submittal process, and definitions of terms.

Roselle, IL

(http://library3.municode.com/default-now/home.htm?infobase=12055&doc_action=whatsnew)

The Village of Roselle utilizes a traditional zoning code to regulate land use and development throughout the community. The purpose of this ordinance is to divide "the entire Village of Roselle into districts and classifying, restricting, and regulating therein trades and industries, and the location, construction, reconstruction, alteration, and use of buildings, structures, and land, whether for residence, business, manufacturing, or other specified uses." The Village designates their downtown TOD area as B-3 Town Center District, allowing for mixed-use buildings, PUDs, and higher density than in outlying districts.

[3] http://caselaw.lp.findlaw.com/scripts/getcase.pl?court=US&vol=272&invol=365

[4] www.zoningmatters.org/facts/trends

Advantages for TOD

- Allows a wider range of uses and more flexibility for both the municipality and developer, encouraging more innovation for access and amenities in a TOD area
- Promotes development that only positively impacts the municipality

Disadvantages for TOD

- More difficult to administer, allowing for more opportunities for variances outside the intent of the regulations
- Uses are determined through potentially confusing calculations of a variety of factors
- Performance parameters replace use regulations, threatening the mixed-use intent of TOD

PERFORMANCE ZONING

Performance zoning attempts to regulate the impacts of development, rather than to strictly limit uses. This type of zoning was initially developed to set commercial and industrial standards. Where conventional zoning specifies what uses land can be put to in specified districts, performance zoning specifies the intensity of land use that is acceptable. It deals not with the use of a parcel, but the performance of a parcel and how it impacts surrounding areas.

Performance zoning is intended to provide flexibility, transparency and accountability, avoiding the arbitrary nature of traditional zoning and better accommodating market principles and private property rights with environmental protection. Although the use of performance zoning has not been widely adopted in the USA, many of the types of performance standards associated with performance zoning are increasingly being incorporated into zoning codes[5].

Breckinridge, CO

www.townofbreckenridge.com/Modules/ShowDocument.aspx?documentid=1190

The town of Breckenridge adopted a performance-based code in 1978, which is a combination of traditional zoning and performance zoning. Unlike traditional zoning, it reviews a proposed project against its potential impacts, rather than against a strict set of standards and criteria, considering not only the proposed project's physical impacts but also its social, aesthetic and historic impacts as well. The code is further distinguished from traditional zoning in its ability to be flexible without relying on the variance procedure. Similar to traditional zoning, however, the code sets minimum standards that must be met before a development permit is granted.

Hardin County, KY

http://www.hcky.org/pdfs/ZONINGORDINANCE.pdf

The land development ordinance allows agricultural and single family uses by right. All other uses must be evaluated by a three-step process. At the first step, the agricultural and development potential is evaluated using a point system. If the site scores a minimum threshold value, than it moves onto the second step, a compatibility assessment. The final step involves typical review of subdivision standards and requirements.

[5] http://en.wikipedia.org/wiki/Zoning#Zoning_types_in_the_United_States

Advantages for TOD

- Incentives encourage sensitivity to the character of the community and maintenance of land use control
- Increased height and density thresholds are available in exchange for other measures such as additional pedestrian amenities and affordable housing units, which further promote the principles of TOD

Disadvantages for TOD

- Allows a high degree of flexibility, which can complicate and extend the administrative approval process
- Regular updates may be required to ensure that incentives are marketable to developers, also increasing administrative responsibility and extending the approval period

INCENTIVE-BASED ZONING

First utilized in Chicago and New York City, incentive zoning is intended to provide a system based on rewarding development that meets established urban development goals. Typically, it allows developers more density in exchange for community improvements, such as open space, affordable housing, special building features, etc. The extent to which incentive zoning is truly an incentive depends on the demand for density increases and the limitations on density increases under the existing zoning ordinance[6].

Chicago, IL

To encourage mixed-income housing, the City of Chicago has chosen to use incentive-based zoning rather than a mandatory inclusionary housing program. The incentive, a density bonus, provides additional floor area ratio and height in exchange for providing either fee or on-site affordable housing. For on-site units, developers receive a 4:1 bonus of additional square footage for each foot of affordable housing. If the developer opts to pay the fee it is deposited in a special fund used to help offset related housing impacts of the development. Although the City's downtown affordable housing zoning bonus is not currently focused on TOD, Mayor Daley has recently proposed to expand the program beyond the downtown areas to neighborhoods well-served by transit.

Orlando, FL

The Southeast Orlando Sector Plan (for a 19,300-acre greenfield area located adjacent to the Orlando International Airport) provides incentives for development that is consistent with the plan. Key plan concepts include building livable neighborhoods and mixed-use centers that are compact and walkable, accommodating all modes of travel, focusing on traditional design and civic amenities, protecting the environment, and creating a healthy jobs-housing balance. Incentives for development consistent with the plan's vision include expedited administrative and environmental review; smaller street sections, increased densities, and opportunities for mixed-use development where Traditional Design Standards are used; and reduced transportation impact fees where certain criteria are met. An additional incentive is fee waivers for growth management plan amendments, rezonings, master plans, and subdivision platting for five years from the initial master plan approval.

[6] http://en.wikipedia.org/wiki/Zoning_in_the_United_States

Advantages for TOD

- Clearly defined design standards and form can achieve a more predictable physical result, which allows for more control in shaping the TOD area
- Allows for more, smaller developments that can each focus on certain aspects of design in a TOD area rather than attempting to incorporate all TOD principles in a few larger developments

Disadvantages for TOD

- Lack of standardization of allowed uses can hinder control of land use
- Requires a significant understanding of architectural and material standards, which may complicate the already-complex nature of TOD projects
- Conflicting ideas of the nature and character of a community may surface during public involvement and delay some TOD projects that are already subject to higher degrees of scrutiny

FORM-BASED ZONING

Form-based codes offer an effective alternative to conventional or Euclidean zoning. This type of zoning regulation addresses the relationship between building facades and the public realm, the design and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes are presented both in text and clearly drawn diagrams for visual reference. Other elements of a form-based code may include architectural, landscaping, signage and environmental standards[7].

Winter Springs, FL

http://www.doverkohl.com/files/pdf/Winter%20Springs_low%20res.pdf

In 1998, the Winter Springs City Commission adopted the conceptual master plan. In 2000, the City commenced modifications of their land development regulations and created the Winter Springs Town Center District, which includes a form-based code regulating the form and uses in this district. A number of residential and mixed-use buildings have been completed. The Town Center District Code was created to replace Winter Springs' existing land development regulations and legalize mixed-use development as envisioned in the Master Plan. The code is highly graphic and simple to understand.

SmartCode

http://www.smartcodecentral.org/

SmartCode is a model form-based unified land development ordinance designed to create walkable neighborhoods across all types of communities (rural and urban), incorporating zoning, subdivision regulations, urban design, and basic architectural standards into one compact document. It enables communities to illustrate their planning vision by coding certain variables and inputs into a template code that can be adjusted and calibrated based on the desired character of the community.

Advantages for TOD: By design, it creates model communities that are walkable and promote a mix of uses, similar to the goals of TOD. Users would be able to see how a template zoning ordinance would fit into their community, with opportunities to make necessary tweaks to the ordinance to suit their community character.

Disadvantages for TOD: Each TOD site is different, with different needs and different capacities for uses. A model code cannot be applied to a general area without the necessary and appropriate adjustments. This would require a high-level of staff knowledge to utilize the SmartCode efficiently. This may add additional levels of complexity to zoning administration.

---

[7] www.formbasedcodes.org/what-are-form-based-codes

Advantages for TOD

- Promotes the preservation of community character while also encouraging a mix of uses, necessary for successful TOD

Disadvantages for TOD

- Incorporating aspects of various zoning ordinance types may also, if not carefully drafted, pose conflicting ideas that regulate the built environment and uses in a community
- TOD projects are unique on their own; adding layers to their complexity could delay their

HYBRID ZONING

Many communities across the country are showing new interest in using zoning regulation to better realize a desired building form. A hybrid code combines traditional zoning controls with form-based zoning techniques. By integrating form-based controls into a traditional zoning code, a community can pinpoint the specific design elements desired in new development. When done correctly, incorporating form-based elements can help refine and focus standard bulk requirements, while still regulating allowable uses.

In blending elements of form-based and conventional zoning codes, it is important to understand the strengths and weaknesses of each type of code, and where each can be successfully applied.

Riverside, IL
www.sterlingcodifiers.com/codebook/index.php?book_id=610

In Riverside, the desire was not to create a strictly form-based code, but rather to combine form-based techniques with a traditional ordinance – creating a "hybrid" zoning ordinance. Traditional controls, such as maximum height and minimum yards, create a building envelope but do not speak directly to the "form" of new development. Form-based codes, on the other hand, concentrate primarily on design. This interest in form-based coding arises from a community's desire to establish a more refined form coupled with dissatisfaction over the end result of current development regulations. However, in many communities, particularly those that are fully built-out, most of the traditional zoning controls are, in fact, working and current staff may not have the capacity or expertise to shift to a fully design-oriented code. Usually it is only one part of town, such as a downtown, or a particular issue, like residential teardowns in Riverside's case, which needs special attention.

Tempe, AZ
www.tempe.gov/zoning/ZDCode/ZDCpart5.pdf

The City of Tempe, AZ has created a Transportation Overlay District to encourage appropriate land development and redevelopment that is consistent with and complementary to the community's focused investment in transit, bicycle and pedestrian infrastructure in certain geographic areas of the City. This Overlay District regulates land uses and establishes development standards in order to prevent developments which would interrupt the transit, bicycle and pedestrian experience.

IMPLEMENTATION

Many communities across the country are showing new interest and increased efforts in using zoning regulation to better realize a desired building form. Hybrid codes are emerging as an acceptable approach as these codes combine traditional zoning controls with form-based zoning techniques. By integrating form-based controls into a traditional zoning code, a community exercised greater control over the design as well as the function of specific building types referenced in the "regulating" plan for each TOD. When done correctly, incorporating form-based elements provides greater certainty for the community and developer over the desired outcome by combining design with standard zoning bulk requirements, while still allowing communities control over types of uses.

Determining the appropriate zoning code type for a community's TOD area is an important first step in realizing the changes required for new development to comply with a TOD plan. Traditionally, changes or updates in a community's zoning ordinance occur in response to development proposals for a specific property. Depending on the size of a project, the application of desired standards may take years to achieve. Therefore, the implementation of desired TOD vision should be done comprehensively through the establishment of zoning standards on an area wide basis in order to ensure adherence to the TOD plan.

The various types of zoning codes discussed in this report can be implemented by utilizing one of the following approaches:

- **Mandatory Codes:** This is the most common adoption approach. Compliance is required; therefore this approach is very strict in regulation. It is also considered the most ambitious of the approaches, making the new code a seamless part of, or a complete replacement for, the existing zoning ordinance. The form-based code can be adopted as a new zoning district or as an overlay district.

- **Floating-Zone Codes:** Floating zones are most often written to facilitate master-planned suburban communities and are sometimes referred to as Planned Unit Developments (PUDs), or similar to overlay zones. However, floating-zone codes are now being written as hybrid form-based codes to facilitate urban development that regulates not only form but also use.

- **TOD Overlay Zones**: Transit Oriented Development Overlay Zones are intended to promote the creation and retention of mixed land uses in areas with high potential for enhanced transit and pedestrian activity. Pedestrian circulation and transit access are especially important and have increased emphasis in areas with the TOD overlay zone. The development standards are designed to encourage compact urban growth, opportunities for increased choice of transportation mode, reduced reliance on the automobile, and a safe and pleasant pedestrian environment, by insuring an attractive streetscape, a functional mix of complementary uses, and provision of amenities that support the use of transit, bicycles, and pedestrian facilities.

October 2012

Streamlini 216 Entitlement Process for Transit-Oriented Development

Best Practices Summary

Setting Ideas in Motion

Regional Transportation Authority

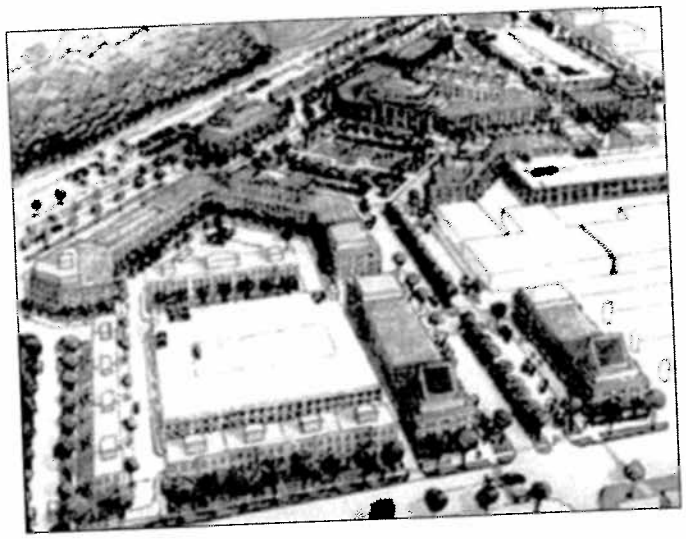
Introduction and Overview

Entitlement Process:

The legal method of obtaining the necessary approval(s) for the right to develop property for a specific use.

In real estate development, the entitlement (or approval) process is the legal method of obtaining the necessary approval(s) for the right to develop property for a specific use. Approval is based on many factors including the proposed use, previous use and surrounding uses, conformity with the current zoning ordinance, or a request to amend the zoning ordinance to allow the proposed use.

Complicated, ill-defined and time-consuming approval processes are often a deterrent to private developers. More often than not, the entitlement process for a proposed development may require a developer to navigate many layers of governmental and public approval including staff review, various boards and commissions, public input, and legal review. Delays and uncertainty can cause significant increases in development costs, which in-turn may affect the eventual product cost and project feasibility. For every month a development is not under construction, a developer is losing potential sales revenue.



TOD Plan

As part of the ***Regional Transportation Authority's*** increased focus on implementing the recommendations found in past Transit-Oriented Development (TOD) planning studies, we are working with local municipalities to identify specific barriers and provide recommendations to streamline their entitlement process, thereby making investing in the community more attractive to potential developers and other investors. This streamlined process can be applied broadly, or be specific to TOD projects within the station area (and viewed as an incentive to pursuing TOD projects). Streamlining the process could include adjusting and reducing the submittal and review requirements and period for development proposals, as well as the timeline for governing body review and comment.

Transit-oriented development (TOD):

A sustainable form of development that encourages compact, mixed-use, pedestrian-oriented, high quality development at and around rail and bus stations and corridors that increases ridership to the system, supports long-term system capacity, promotes livable communities, and has the potential to generate additional funding for transit through sales tax revenue. TOD areas are defined as the half-mile radius from rail stations and quarter-mile radius from bus stations and corridors.

Regulatory Barriers to TOD Implementation

1. Restrictive Land Use Policies

Many zoning ordinances in the Chicago Region restrict TOD by not allowing the height, density and setbacks needed for proper TODs. Restrictive land use policies not only prohibit TOD, but also encourage auto-oriented development patterns that separate uses by type and discourage compact development. Discouraging TOD through outdated zoning ordinances will deter developer investment because changing zoning regulations on a parcel-by-parcel basis is a time-consuming effort.

Solution:

Amending zoning ordinances to include TOD overlay districts, form-based regulations and planned-unit development (PUD) processes help streamline the approval process. This will allow for TOD, and attract investment by providing a way to expedite the approval process for proposals adhering to the regulations.

2. Inconsistent and Redundant Practices

Before construction can occur, a developer must receive approval from various municipal departments, boards, and/or commissions, each of which regulates a certain aspect of development. This may include land use and design (zoning, plan commission), utilities (engineering department), and compliance with building codes. Quite often each department has their own application requirements and administrative processes which may contradict each other. Submitting plans to multiple departments with different requirements and processes can cause a developer to spend an increasing amount of time and money in order to receive the appropriate approvals for a development. Lengthy and complex processes can not only stall development proposals, but cause some of them to never be built.

Solution:

Rather than requiring developers to visit and submit plans to multiple offices, some municipalities combine services to one department. Providing one location for developers to submit proposals for permitting, licensing, plan review and other development approval services can simplify the approval process and enable improved coordination and communication among municipal staff.

3. Streamlined Public Process

Public involvement in any proposed development is important. However, long public comment periods may extend the pre-construction period beyond what may be financially feasible for the project. Municipalities are encouraged to set up a streamlined public process that allows adequate public involvement, yet is not repetitive or time-consuming causing extensive delays between meetings. Similar to other types of construction delays, extensive time in between meetings can increase pre-development costs and affect the eventual market price of the product.

Solution:

Encouraging developers to adhere to the zoning ordinance (without requesting variances) can not only streamline the approval process, but allow for a streamlined public involvement.

Benefits of a Streamlined Entitlement Process

For Municipalities:

A streamlined entitlement process, especially for TOD projects, will increase administrative responsibility in a municipality and decrease the potential for multiple reviews of the same plan. If staff has a clear understanding of the TOD zoning regulations and the process by which they are empowered to approve aspects of a proposal, the governing bodies (zoning board of appeals, village board, and city council) will have more room on agendas for special uses, variance requests, and other municipal matters.

The direct and indirect costs that stem from delays during the approval process can ultimately affect the consumer's price for a home. In order to keep these costs down, it is in the municipality's best interest to expedite the approval process.

For Developers:

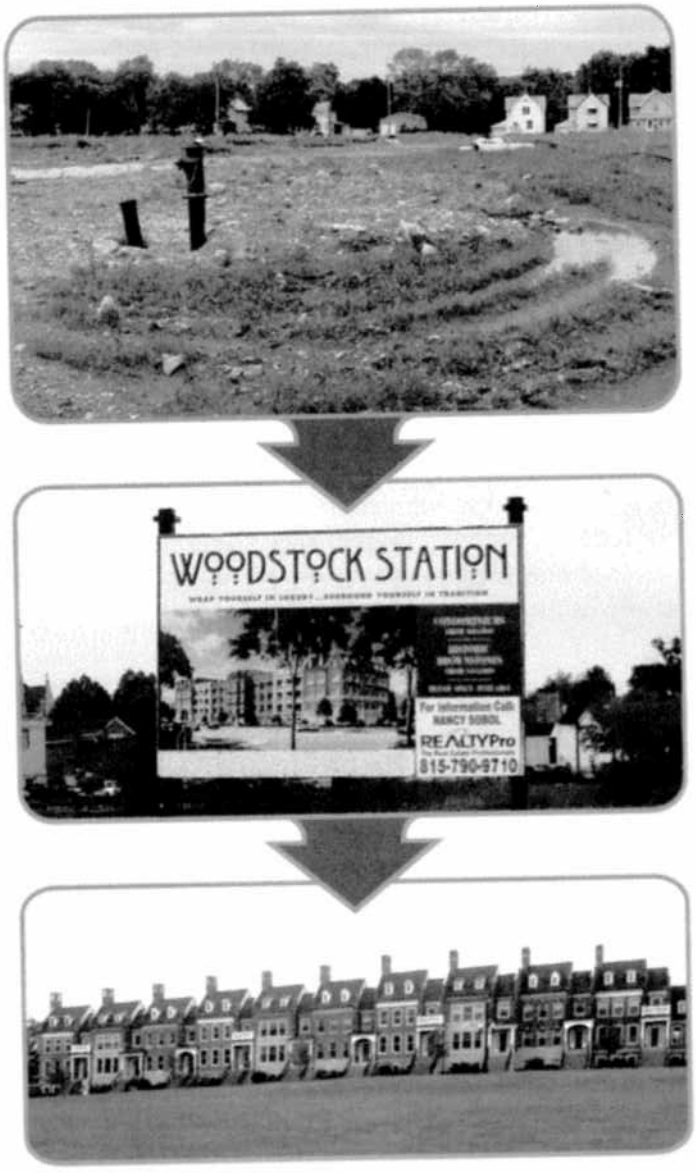
Developers will see pre-construction cost savings with a streamlined process; approvals will take less time, which directly relates to a decrease in the amount of time a piece of land sits vacant, not collecting property taxes. A clearly-defined process will allow developers to "put their best foot forward" from the beginning if they would like an expedited approval process. If a developer chooses to propose a project as-of-right, the process to approve the project should be completed in a relatively timely manner. By expediting the development process, developers can construct, market and sell a project at a faster pace, allowing them to move on to the next revenue-generating project.

Impacts on TOD

By creating a streamlined entitlement process for TOD projects, municipalities can realize quicker implementation of TOD Plans by attracting development at a faster pace. This will bring much-needed tax revenue to the TOD area, additional residents to use area amenities, and add ridership to existing transit service.

Impacts on TOD

A streamlined entitlement process for TOD projects would not only attract development, but it would attract development at a faster pace than in non-TOD locations. If a TOD project can receive all necessary approvals in a timely and efficient manner, the project timeline will be shorter and activity will be generated in the TOD in a shorter timeframe. This will bring increased revenues to the TOD area, including additional ridership on transit services.



Tools to Streamline the Entitlement Process for TOD

Zoning

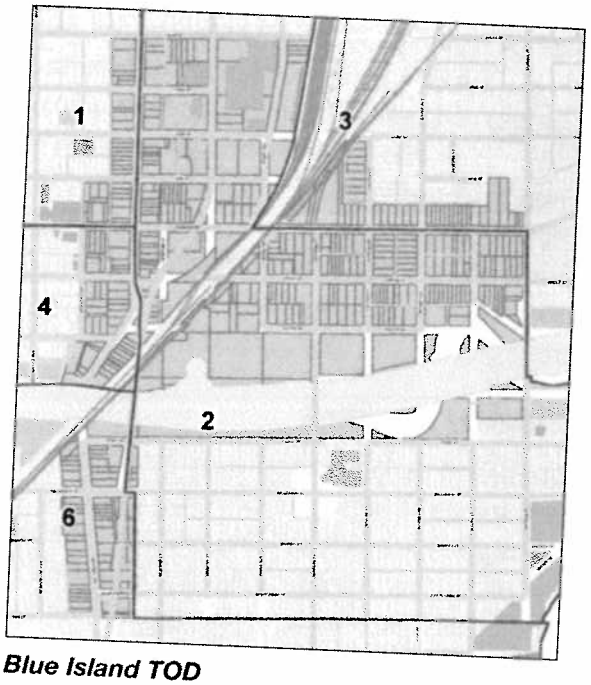
To allow for TOD, a municipality can create a special TOD zoning designation, change existing zoning classifications, require review through the planned unit development process, or create special design standards to be applied to TOD areas. The creation of an overlay zone is one such common example of the application of design standards to existing zoned areas, as opposed to changing or revising current zoning classifications. As its name implies, an overlay zone is placed on the zoning map over an existing zoning district(s). The overlay zone modifies, eliminates, or adds regulations to the base zoning designation by effectively controlling land use without increasing the complexity of zoning regulations.

Clearly-defined TOD land control regulations minimize uncertainty for developers, minimize opportunities for variances and special uses and maintain the community's design, form and character goals for their TOD area. Additionally, transit-supportive ordinance updates may minimize administrative confusion by outlining all standards, requirements and guidelines. Encouraging developers to build "as of right" (complies with all applicable zoning regulations and does not require a special permit or variance) will expedite this process, but only if the TOD zoning regulations are realistic and match the desires of the private development industry.

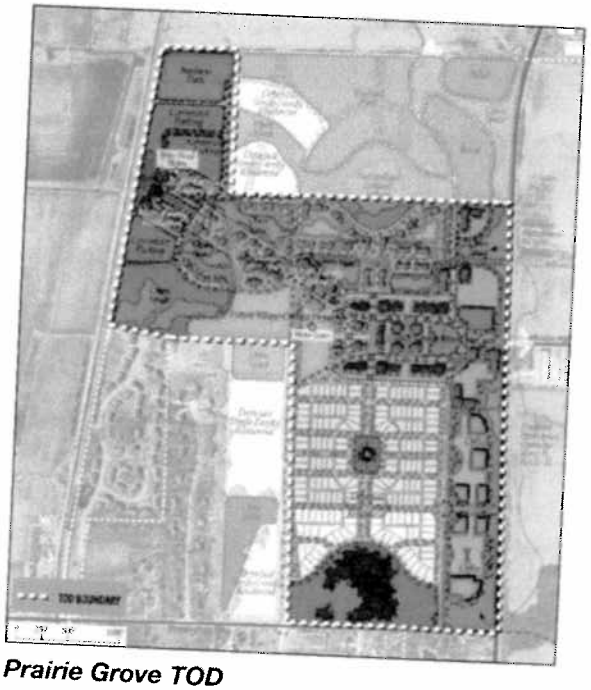
Manhattan TOD

"As of Right":

Complies with all applicable zoning regulations and does not require a special permit or variance.



Blue Island TOD



Prairie Grove TOD

Developer Incentives to Attract TOD

Parking Reductions

Reducing the minimum parking requirements or setting maximum parking requirements in and around transit areas can lower the construction costs of development. Less parking also encourages transit use by making it less convenient and more costly to drive. The RTA recently released a Parking & Access Strategies Report as a resource for municipal officials looking for innovative strategies to support multi-modal access to their transit station and TOD area. The Report outlines various strategies to manage parking in a TOD area. The full report can be found here: www.rtachicago.org/initiatives/land-use-transit-oriented-development.html

Density Bonuses

Increased density allows a developer to take advantage of greater economies of scale by building more units within a building footprint. Allowing higher densities near transit maximizes the amount of people with access to transit services, encouraging more use. Creating compact, pedestrian-friendly neighborhoods can also provide support to the local economy by increasing the need for local retail/ commercial amenities.

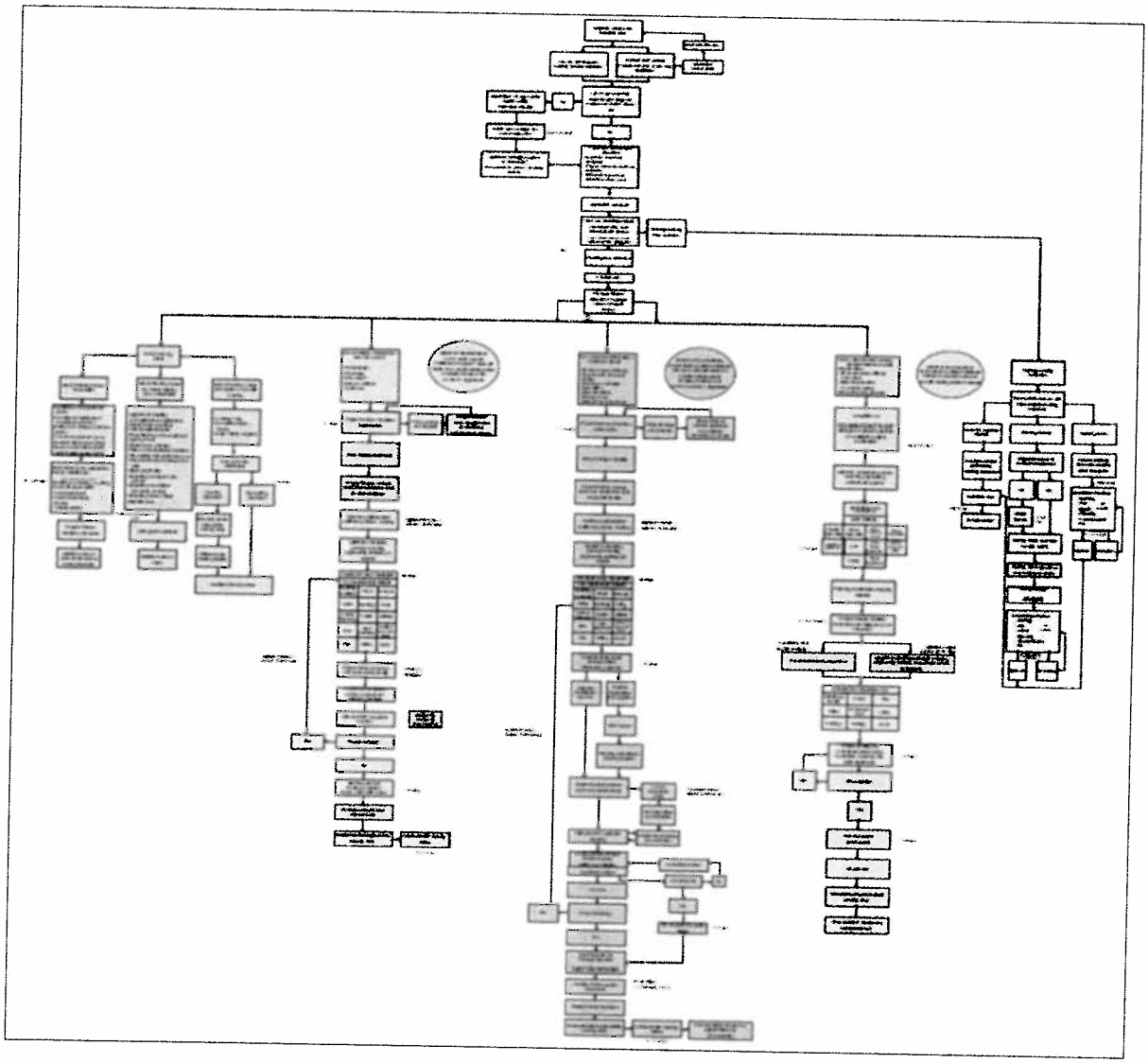
Reduction of Permitting Fees

TOD projects often require increased permitting and impact fees to ensure that the municipality has adequate financial resources to provide utilities and services. Many municipalities offer a reduction or waiver in fees if developers include an affordable housing component to TOD projects, provide streetscape improvements to the area surrounding the development, or provide additional amenities requested by the municipality. Offering a reduction or waiver of certain permit and impact fees is a negotiating tool that can benefit both the municipality and developer.

Simplify the Process

By reducing the amount of text in a zoning ordinance that describes the submittal and approval process to clearly-outlined flowcharts or checklists, a municipality can mitigate confusion and misunderstanding. Flowcharts and checklists are not only helpful for developers; municipal staff would have a simple guide available quickly without spending time searching through the zoning ordinance for the proper approval process.

Example of a Typical Complex Entitlement Process



The above process is complex, confusing and unclear. A complicated process that has many layers and no clear, direct path to approval may deter developers and cause administrative staff to spend additional time processing and tracking submittals.

Example of a Streamlined Process for TOD

The City of Blue Island adopted a new zoning district for their TOD area on June 12, 2012. This new district, entitled the Uptown Transit-Oriented District, includes a streamlined approval process for TOD projects. This checklist is to be used by developers to determine the approval process for their proposed project.

	Administrative Review	Historic Preservation Commission	Plan Commission	Zoning Board of Appeals	City Council	Estiminated Approval Time
New Development/Redevelopment	▒		▒		■	2 months
Major Reconstruction/Addition	■		■			1 month
Change of Use	▒					1 month
Change of Owner	▒					1 month
Site Improvement (Landscape, Parking)	▒					1 month
Outdoor Dining	▒					2 weeks
Signs	▒					2 weeks
Large Signs & Murals on Existing Buildings	▒		▒			
Internally Illuminated Signs	▒		▒			
Awnings & Canopies	▒					2 weeks
Lighting	▒					2 weeks
Facade Improvements	▒					1 month
Collective & Shared Parking	▒					1 month
Parking Waiver	▒		▒		■	6 weeks
Variation	▒		■		▒	2 months
Special Use	▒			■	▒	2 months
Zoning Change/Amendment	▒		■		▒	2 month
Subdivision Plats	▒		■		▒	2 months
Local Landmark Buildings	▒	▒				1 month

▒ Review and Recommendation ■ Public Hearing ▒ Final Approval

This approval process for TOD projects is clear, concise, and allows administrative staff to approve certain projects based on their adherence to the zoning regulations.

Examples of Streamlined Entitlement Processes

Los Angeles, CA

Los Angeles Enacts Streamlined Entitlement Process:
The Multiple Approvals Ordinance aims to minimize the confusion, uncertainty, and delay often resulting from the current system of individualized entitlements review by encouraging a comprehensive review of proposed projects and streamlined processes for analyzing the merits of proposed projects requiring multiple discretionary approvals. All section references below are to the Code as amended by the Multiple Approvals Ordinance.

- Requires concurrent filing
- Clarifies and coordinates procedure
- Establishes uniform expiration dates
- Entitlements approved in conjunction with other approvals

Significance to developers: If a developer or other applicant for multiple approvals can file for all approvals at the same time, then the Multiple Approvals Ordinance may create more consistency in the entitlements process and save time and resources by eliminating redundant procedures. Moreover, the synchronization of extensions and expiration periods may provide more certainty as to the life of certain entitlements and help developers create manageable development schedules.
(http://www.martindale.com/zoning-planning-land-use-law/article_Pircher-Nichols-Meeks_1525256.htm)

Sunnyvale, CA

Sunnyvale, California pioneered the idea of a "one-stop shop", opening its One-Stop Permit Center in 1985 after interviews with local business leaders, property owners, and developers revealed the need for a better-coordinated and streamlined regulatory approvals process. The Center is staffed by members of the Community Development, Public Works, and Public Safety Departments, who provide an array of services including plan checks, permitting, and licensing.
(http://transitorienteddevelopment.dot.ca.gov/PDFs/TOD%20Study%20Exectutive%20Summary.pdf)

City of Chicago Green Permit Program

Chicago's Green Permit Program offers an incentive to developers in the form of an expedited permitting process and tailored design and permitting support for projects that meet green building criteria. The program offers two main incentives. The first incentive is that permitting time is reduced to as little as six weeks from the time of construction document submission – approximately half the typical time required. The second incentive is that the program offers a more direct financial benefit in the form of reduced permitting fees. Developers typically pay additional fees for the services of city plan review consultants – up to 100% of these fees are waived for projects that qualify. The program provides a building permit turnaround time of 30 business days, which corresponds to the time between submission of the building permit application with complete drawings and the time a building permit is issued. Program officials note that for large commercial projects, this turnaround time compares to an average of about 90 days for permitting non-expedited projects. The turnaround time is broken down as: two weeks for agency review, two weeks for the applicant to respond to the review, and two weeks to address other issues that arise.
(www.cityofchicago.org/city/en/depts/bldgs/provdrs/green_permit.html)

City of Wood Dale, IL

The City of Wood Dale recently revised their zoning ordinance by adopting a Unified Development Ordinance (UDO) for the entire City. Within this ordinance is a streamlined procedure for development proposals. Before the UDO was adopted, the approval process could have taken over 1 year. The UDO streamlines this process to 6-9 months.
(http://www.sterlingcodifiers.com/codebook/index.php?book_id=691)

Village of Manhattan, IL

The Village recently adopted a new zoning district entitled the Downtown District. The ordinance outlines a streamlined review process for all new development proposals; any preliminary site plans that have been approved and platted as part of the Village Center Master Plan may be approved by Village Staff.
(www.rtams.org/rtams/planningStudy.jsp?id=291)

Additional References

National Association of Homebuilders
Streamlining the Development Approval Process
http://www.nahb.org/fileUpload_details.aspx?contentID=18639

Transit Cooperative Research Program
TOD in the United States: Experiences, Challenges and Prospects.
http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_102.pdf

Tools for Mixed-Income TOD
http://www.reconnectingamerica.org/assets/Uploads/tools.pdf

From Barriers to Solutions Best Practices: Urban Centers & TOD in Washington
http://www.reuw.washington.edu/research/download/biblio_revised_v6_merged.pdf

Urban Land institute
Entitlements 101– Navigating the Permit Process
http://www.ulisf.org/south-bay/entitlements-101-navigating-through-the-permit-process/

Los Angeles Enacts Ordinance to Streamline Entitlement Process
http://www.pircher.com/resources/legalupdate.php?i=254

PolicyLink (National Research and Action Institute)
Transit-Oriented Development Tools
www.policylink.org/site/c.lkIXLbMNJrE/b.5137373/k.E65E/Transit_Oriented_Development.htm

Morgan Stanley
How Transit-Oriented Development Can Help Get America To Work
http://www.morganstanley.com/globalcitizen/pdf/report-08102012.pdf

Livable Places
Encouraging Transit Villages
http://www.livableplaces.org/policy/todincentives.html

217

TOOLS AND TECHNIQUES FOR FACILITATING EFFECTIVE TOD VALUE CAPTURE

A WHITE PAPER

JULY 2009

PREPARED FOR:
THE REGIONAL TRANSPORTATION AUTHORITY

PREPARED BY:
HNTB CORPORATION

TABLE OF CONTENTS

TABLE OF FIGURES

PREPARED BY:

HNTB Corporation

Regional Transportation Authority (RTA)

Members of the RTA Regional Transit-Oriented Development (TOD) Working Group

- Center for Neighborhood Technology (CNT)
- Chicago Metropolitan Agency for Planning (CMAP)
- Chicago Transit Authority (CTA)
- City of Chicago Department of Environment (DOE)
- City of Chicago Department of Zoning and Land Use Planning (DZLUP)
- Illinois Department of Transportation, Division of Public and Intermodal Transportation (IDOT-DPIT)
- Metra
- Metropolitan Planning Council (MPC)
- Pace

1 INTRODUCTION

Real estate development experts have long recognized that land within walking distance of transit stations benefits from a land value premium derived from proximity to the station. Property owners in proximity to stations can realize enhanced real estate premiums directly attributable to a large-scale public investment in transit service. As transit agencies from around the country explore financial options to meet operating and capital programs in the face of decreasing public sources of funds, several have employed a variety of tools and techniques to capture a portion of this land value premium for reinvestment within the transit system.

The objective of the research presented in this white paper is to identify the best practices of transit agencies from around the country that have sought to capture enhanced land values resulting from the introduction of transit service and leverage it for investment in the transit system. The focus was to identify both the range of value capture techniques under development, as well as those successfully applied in locations throughout the United States.

This paper identifies preliminary suggestions that hold the greatest promise of transferability to and adaptation by the RTA and its service boards. Preliminary suggestions are principally based on similarities in transit agency and system operations in Northeastern Illinois, as well as regulatory context. Direct transferability is unlikely, but those that have strong potential have been identified, and preliminary ideas to modify these value capture strategies within the RTA's operating and regulatory framework have been outlined, should the RTA Board be interested in pursuing any of the approaches.

While the white paper offers a number of useful ideas and mechanisms that the RTA could employ, it is just a start. The RTA would have to conduct significant research and investigation in the policy and operational environments to begin to understand their full potential. The real value of the white paper is that it begins to open up the dialogue about value capture possibilities that the RTA could consider.

2 VALUE CAPTURE: WHAT IS IT AND WHY PURSUE IT?

It is widely recognized and accepted that the introduction of transit services, particularly those that deliver service on fixed guideways, will increase the value of land near station locations. Land value premiums in excess of thirty percent near commuter rail transit have been observed.[1] In this paper, value capture is defined broadly as a means by which the increment of increased land value resulting from transit investment is "captured" by some means for use by the transit agency.

Value capture strategies should be pursued because they enable transit agencies to benefit from the financial benefits that result from their investment in transit infrastructure and service. In addition to direct financial benefits, value capture strategies such as joint development and transit-oriented development can create environments that encourage transit use and increase farebox return.

While value capture at the local community level has long been established using redevelopment and reinvestment finance tools, value capture techniques for the benefit of transit agency programs is relatively new. The focus of this paper is the exploration of value capture strategies that create the means for the RTA and its service boards to financially benefit from enhanced land values or real estate development attraction. While exploring such tools, we are mindful of the complexities of local redevelopment finance and taxation protocols and methods. Any future steps that result in the use of value capture techniques at the transit agency level will require regional dialogue and consideration of tax policies and implications.

For purposes of the white paper, value capture approaches are characterized into three different categories and defined below.

- ***Joint Development*** is the use of agency-owned land (or agency-acquired land) for real estate development purposes, and is undertaken with a private sector partner through either land sale or lease.
- ***Transit-Oriented Development (TOD)*** is the development of privately-owned land typically within one-half

1 Cervero, Robert, et al. "Transit-Oriented Development on the United States: Experiences, Challenges, and Prospects," Transit Cooperative Research Program Report 102, Transportation Research Board, Washington, D.C.: 2004, p. 161.

mile of a transit station in such a way that the density, diversity, and design of development is dependant upon and encourages transit use.

- ***Agency Funding Initiatives*** are techniques that a transit agency can use to either 1) capture the increases in the value of privately-owned property that results from its proximity to transit, or 2) generally apply a form of impact fee to properties in the vicinity of transit that generally benefit from its presence. These revenues are returned directly to the transit organization to fund capital and operating and maintenance costs, or are split with the host municipality according to a pre-determined formula.

3 CURRENT RTA TOD ACTIVITIES

Within its five-year strategic plan and through its Community Planning program, the RTA discusses and addresses the importance of TOD to community and transit system ridership development. This white paper is an extension of the RTA's exploration of the role of TOD in the region's operations. A brief summary of the Moving Beyond Congestion Strategic Plan Policy and current TOD programs are provided below.

3.1 Strategic Plan

The five-year strategic plan, Moving Beyond Congestion, explicitly recognizes the importance of encouraging transit supportive land use patterns:

> *"It is important to continue to promote TOD so that these new developments can be better served by transit. TOD includes good urban design that provides a pedestrian friendly environment with convenient access to transit, a mix of land uses, and higher densities or concentrations of development...It is important to continue to encourage and expand the use of TOD and smart growth principles in the region."* [1]

In addition to supporting land use patterns that encourage transit use, the Strategic Plan specifically states that "The system must integrate funding with transit-oriented development (TOD)."[2]

Within the Strategic Plan, the RTA acknowledges that while it has been on the forefront of TOD planning in northeastern Illinois, there are transit agencies around the country whose TOD activities provide valuable case studies and experiences. The two transit agencies mentioned within the Strategic Plan, Oakland's BART and Portland's TriMet, were among the agencies included in our best practice research.

3.2 Planning Programs: TOD Planning

In support of the strategic plan, the RTA has engaged in TOD planning activities through its Community and Subregional Planning programs. These programs provide funding and planning assistance to local governments for projects that benefit both the local area and the regional transit system. The creation of station area/TOD plans and TOD guidelines are among the eligible projects, and provide an opportunity for the RTA to engage in local land use planning efforts that support transit-oriented development. Through these programs, the RTA seeks projects that are consistent with the vision and four primary goals of its Strategic Plan: provide transportation options and mobility, ensure financial viability, enhance livability and economic vitality, and demonstrate value. The RTA partners with the service boards in these planning studies.

3.3 Moving Towards TOD Implementation

While the financial support of transit-supportive land use planning is an important first step in the implementation of the TOD goals laid out in the five-year strategic plan, the RTA is also at the beginning stages of becoming more directly involved with supporting implementation of these TOD plans. The RTA is specifically working with the Regional TOD Working Group to investigate opportunities to increase TOD in the region. Activities will be focused around the results of a recent survey exploring implementation needs submitted by communities that have completed a TOD study.

---

1 Regional Transportation Authority, "Moving Beyond Congestion: 2007 – The Year of Decision: Regional Transportation Strategic Plan, Final Report," February 8, 2007, p. 49.

2 Regional Transportation Authority, "Moving Beyond Congestion: 2007 – The Year of Decision: Regional Transportation Strategic Plan, Final Report," February 8, 2007, p. 58.

While the Strategic Plan supports TOD and the RTA is completing TOD studies at the local level through the Community and Subregional Planning programs, the RTA may also elect to actively engage in leveraging its internal resources to catalyze transit-supportive development as a means to provide new revenue for itself and/or its service boards. The unique structure of the RTA, as the oversight and governing body of three service boards, distinguishes it from the organizational models of most other U.S. transit agencies and organizations. This structure provides the RTA with the opportunity to consider pursuing a coordinated approach to value capture strategies across mode types and the region.

4 STUDY METHODOLOGY

The research undertaken for this study explored: 1) value capture strategies developed and/or utilized by transit agencies around the country, 2) considerations of whether the strategy may be applicable to northeastern Illinois, and 3) if so, how implementation of these strategies may be achieved, if so desired. The first step of this process was to identify candidate transit agencies and to explore their organizational structure, operating characteristics, and experiences in engaging in value capture strategies.

4.1 Data Collection and Analysis

An initial list of candidate transit agencies, developed in conjunction with RTA staff, were identified for potential inclusion in the analysis based on their size, character of operations, and administration of/participation in transit-oriented and joint development activities. Based on preliminary research, HNTB identified nine agencies from this list that are most actively engaged in TOD, joint development activities, and agency funding initiatives. While the goal is to identify best practices that could potentially be utilized by the RTA, it is also important to evaluate activities that may not necessarily best fit the RTA, yet are practices of merit being considered and/or implemented by other agencies. Selected agencies included a combination of mature and newer transit systems, larger and smaller agencies, and varying degrees of involvement in value capture strategies. This approach sought to help ensure that the most successful and the most relevant value capture strategies were included for evaluation.

The nine organizations are:

- Atlanta, GA: MARTA
- Boston, MA: MBTA
- Charlotte, NC: CATS
- Denver, CO: RTD
- New Jersey: NJ TRANSIT
- Oakland, CA: BART
- Portland, OR: TriMet
- San Francisco, CA: Muni
- Washington, D.C.: WMATA

A uniform structure was developed for organizing the relevant information collected for analysis. The format calls attention to key points of comparison that are particularly relevant to the research. Working collaboratively with RTA staff, the following information was selected for reporting:

Background

- System Characteristics
- Statistical Data
- Asset Control and Management
- Station Area Amenities
- Governance Structure
- Financial Information

Value-Capture Activities

- Enabling Legislation for / and Transit-Oriented Development Program(s)

TABLE 1: SUMMARY OF RESULTS

Development Activities		Transit Agencies									
		MARTA Atlanta, GA	MBTA Boston, MA	CATS Charlotte, NC	RTD Denver, CO	NJ New Jersey	TriMet Portland, OR	Muni San Francisco, CA	BART Oakland, CA	WMATA Washington, DC	RTA Chicago, IL
Pre-Design and Transit-Oriented Development											
	Transit-supportive planning assistance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Local / regional infrastructure financing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Joint Development											
	In-House Asset Management	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Out-Sourced Asset Management		✓								
	Land acquisition for development purposes (not transit operations)						✓		✓	✓	
Agency Funding Initiatives											
	Impact Fees		✓				✓	✓			
	TAD / TIF	✓			✓		✓				✓
	Local Improvement / Assessment Districts						✓				
	Special Development Charge						✓	✓	✓		
	Tax						✓				

- Title, Year Started, Intent
- Typical Participating Station Area Development Profile
- Lead Agency and Participating Entities
- Enabling Legislation
- Funding Sources
- Use of Value Capture Strategy
  - Type and Description
  - Outcomes of Value Capture Strategy
  - Enabling Legislation for Value Capture Strategy
- Program Outcomes and Assessment

Data was collected through research and phone interviews with representatives from each of the transit agencies. The RTA's Regional TOD Working Group was consulted for feedback at key steps during the research process, including a presentation of the research findings to the Working Group. This meeting provided an opportunity for the Working Group members to review transit agency best practice research and to provide input on which aspects of the findings should be clarified or further researched. Working Group members also learned about value capture strategies and development activities through an "expert panel" discussion by four of the case study transit agencies/organizations: Atlanta BeltLine, Inc, (Atlanta, GA), RTD (Denver, CO), TriMet (Portland, OR), and Muni (San Francisco, CA).

4.2 Overview of Research Findings

All nine agencies evaluated engage in some form of transit-oriented and joint development activity, ranging from station area planning to maintaining a professionally-managed real estate portfolio and actively seeking partnerships with private developers. Few agencies engage in agency funding initiatives. The following table (Table 1) summarizes the results of the research discussed above, and key findings are described following the table. Further information and detail on each agency and their experiences in pursuing value capture strategies can be provided upon request.

4.3 Summary of Key Research Findings

Metropolitan Atlanta Regional Transit Authority: MARTA (Atlanta, GA) MARTA is participating in the planning of an economic development and infrastructure investment project called the BeltLine Program that will be financed through a Tax Allocation District (TAD). TADs are the statutory mechanism to create Tax Increment Finance (TIF) districts in the state of Georgia. The BeltLine is centered on the construction of a rail line that will operate as part of the MARTA system and catalyze the redevelopment and reconnection of the 45 urban neighborhoods that it will serve. Part of the TAD funding will be programmed for capital costs associated with the construction of transit infrastructure.

- **Value Capture Benefit:** *Rail transit service within this corridor, and corresponding infrastructure investment and economic development, would not be possible without the TAD.*

Massachusetts Bay Transportation Authority: MBTA (Boston, MA) The MBTA's decision to contract with Transit Realty Associates for out-sourced real estate management has tripled the number of property sales transactions and created a property inventory database for tracking assets through a GIS application. TRA projects have generated over $200 million through sales and leases, $13 million of which is annual recurring revenues through ground leases, a figure which is expected to climb to $20 million due to projects now coming online.

- **Value Capture Benefit:** *The out-sourcing of real estate management activities has dramatically increased the amount of revenue generated by MBTA-owned property.*

Regional Transportation District: RTD (Denver, CO) The RTD has very clear joint development policies and guidelines, which help define the role of stakeholders in the development process. The City and County of Denver also developed a TOD station area development typology, which is designed to support future TOD through an analysis of existing and projected station area conditions. The State of Colorado has legislatively

authorized the levying of impact fees by cities and counties, although they have not yet been used to fund transit capital investments.

- **Value Capture Benefit:** *The creation of TOD station area development typologies and the legislative passage of transit-supportive regulatory tools, such as impact fees, will create an environment that encourages future TOD and joint development opportunities.*

Bay Area Rapid Transit District: BART (Oakland, CA) The character and scale of communities within BART's extensive service area varies greatly, and planning and development activities must be sensitive to context. BART maintains approximately 47,000 parking spaces, of which 85 to 90 percent are used. Until recently, all parking at suburban BART stations was free, and developers had to provide one-for-one replacement parking. A new parking policy allows for flexibility based on station area and community development type. One planning effort, AccessBART, looks by line and corridor at existing assets to determine parking needs and growth centers based on population projections.

- **Value Capture Benefit:** *Parking policy has a direct and immediate impact on station area land use and development planning. A flexible policy provides context-sensitive solutions for a service area that covers a variety of communities with unique land use patterns and development densities.*

Tri-County Metropolitan Transportation District of Oregon: TriMet (Portland, OR) The MAX Airport Red Line was constructed as part of a public-private partnership that exchanged exclusive station area development rights for capital construction funding. The agency is also partnering with institutions to explore additional public-private partnerships to help fund the construction of the MAX Green Line. The agency also engaged in land acquisition for future TOD as part of the MAX Yellow Line construction. The planning efforts of TriMet are supported by Metro, the region's MPO, which is the first MPO in the country to use Federal Transit Administration (FTA) funding to engage in TOD implementation. Metro's TOD Implementation Program pursues the growth vision laid out in the region's 2040 Growth Concept through site control, financial participation, and other joint development tools. TriMet also engages in a number of agency funding initiatives, including TIFs, local improvement/assessment districts, pay-roll/self-employment taxes, and systems development charges.

- **Value Capture Benefit:** *TriMet's activities in pursuing innovative project funding strategies (public-private partnerships, agency funding initiatives) and comprehensive planning strategies (with Metro) has reduced the agency's reliance on public funding for capital construction projects, which subsequently reduces overall project cost and increases local control over project planning.*

San Francisco Municipal Railway: Muni (San Francisco, CA) The San Francisco Transit Impact Development Fee (TIDF), originally passed by the City Council in 1981 and expanded in 2004, was the only development impact fee in the country that is devoted entirely to public transit capital and operations costs. The items revenues can be used to fund include, but are not limited to, (1) capital and operating and maintenance costs associated with new routes, expanded routes, or increased service on existing routes, (2) capital or operating costs required to increase service on existing routes, and (3) related overhead costs. Millions of dollars have been generated since the passage of the original ordinance.

- **Value Capture Benefit:** *Transit-specific impact fees can generate revenue to fund both capital and operating and maintenance costs.*

Washington Metropolitan Area Transit Authority: WMATA (Washington, D.C.) The agency was the first to hire in-house real estate professionals to organize its real estate portfolio in a way to leverage joint development opportunities. The transit system has been a catalyst for redevelopment at a number of well-known stations in the Washington, D.C. area; the DC Office of Planning recently released a report that identified tens of billions of dollars worth of development that has occurred within a 10-minute walk of Metro stations within Washington, D.C.

- **Value Capture Benefit:** *In-house joint development programs can be successful when supported by a dedicated professional staff.*

5 PRELIMINARY SUGGESTIONS FOR FURTHER RESEARCH AND CONSIDERATION

As previously mentioned, the RTA's oversight function allows it to more effectively coordinate value capture strategies across service lines and at a regional level than can be accomplished by a single transit agency. Three categories of value capture practices that hold promise for adaptation and potential application by the RTA within a regional and multi-service line context: 1) planning framework initiatives, 2) funding tools and approaches, and 3) administrative / organizational activities. These practices expand upon the RTA's unique organizational assets and could move the agency more directly into implementation.

5.1 Planning Framework Initiatives

1. **Creation of station area, corridor, and regional transit-oriented development typologies:** A system of station development typologies support a planning framework that align with a station area's development potentials (existing and future land uses, access and circulation patterns, etc.) with a future development vision for the station area based on pre-determined categories of station area types.

Benefit to the RTA: The creation of development typologies for station areas, corridors, and the region would enable the RTA to guide development planning and implementation in a coordinated and cohesive manner. The CTA is in the process of working with the City of Chicago and neighborhood interests to create station area development typologies, and the South Suburban Mayors and Managers Association in Chicago's southwestern suburbs are developing station area and corridor-based typologies, a study funded by the Community Planning program. Coordination of typology development among the three service boards would enable the RTA and host communities to undertake more efficient planning and implementation activities than when these activities are conducted through a more localized approach. Rather than engaging in entirely new planning activities at each station area throughout multiple communities, the development typology can provide directed guidance that can be modified to fit the unique needs of each station area and community.

Example Agencies: RTD: Denver, CO

Key RTA Considerations:

- The RTA should identify roles and responsibilities as it works with the service boards, CMAP, and communities to create these typologies.
- The RTA may consider whether these typologies could be used as a "master plan" to guide the pursuit of joint development and non-transit-related funding programs.
- The planning and administrative activities required to support the creation of these typologies will require additional internal funding.
- The RTA should consider how station area typologies would relate to the comprehensive plans for each community, and whether adoption into their respective comprehensive plans would require a level of inter-governmental coordination that has yet to be defined and may be difficult to accomplish.

5.2 Funding Tools and Approaches

2. **Transit-specific Tax Increment Financing Districts (TIF) or Special Service Areas (SSA):**[1] Rather than designating TIF or SSA funding to a number of different infrastructure improvement projects within each district, the funds generated through a transit-specific TIF / SSA would go directly to the RTA for transit system reinvestment.

Benefit to the RTA: The creation of transit-specific TIFs or SSAs could generate a non-farebox revenue stream that captures increased real estate value that is generated by its proximity to transit. The RTA could explore the creation of "TIF corridors," particularly along planned transit lines, to provide capital funding support for system improvements. Illinois law does not allow the use of TIF funding for operating and maintenance costs (5).

1 Tax Increment Financing (TIF) is a community reinvestment financing tool. In Illinois, communities legislatively define TIF districts in blighted areas that are struggling to attract investment, freeze property tax rates at existing levels for 23 years, and then direct the increment of increased tax revenue accrued during this time towards public infrastructure improvements within the district boundaries. These public improvements then catalyze private sector redevelopment, which then improves property values and increases property tax revenues. TIFs apply to all properties within the district. SSAs (Special Service Areas) are geographic districts formed by contiguous property owners that voluntarily assess a localized property tax levy. This type of levy is typically undertaken by commercial/retail districts, and the proceeds are typically directed towards the provision of security services, marketing and branding campaigns, and small-scale capital improvements.

Example Agencies: MARTA: Atlanta, GA; MBTA: Boston, MA; BART: Oakland, CA; TriMet: Portland, OR

Key RTA Considerations:

- RTA coordination with communities will be essential to the passage of legislation to enable these funding tools.
- A procedure and mechanism for the collection and distribution of revenue among the service boards would need to be developed by the RTA.
- The operating characteristics of each service board (rail versus bus) must be taken into consideration when developing these funding tools.
- If the use of transit-specific TIFs is evaluated moving forward, the RTA should explore whether corridors could be mapped along existing and/or planned transit corridors to precisely capture land value increases due to proximity to transit.

3. **Transit-specific impact fees:**[1] A transit-specific impact fee would defray the costs associated with increased ridership rates and capital investments necessitated to serve new development near transit.

Benefits to the RTA: The creation of transit-specific impact fee districts would generate a non-farebox revenue stream that captures increased real estate value, which is generated by its proximity to transit. For over 25 years, Muni has engaged in a unique value capture strategy: the San Francisco Transit Impact Development Fee (TIDF). This ordinance, originally passed by the City Council in 1981 and expanded in 2004, was the only development impact fee in the country that was devoted entirely to public transit capital and operations costs. A similar impact fee in the Chicagoland region could accrue millions of dollars of annual revenue for reinvestment in the RTA and service boards.

Example Agencies: RTD: Denver, CO; Muni: San Francisco, CA

Key RTA Considerations:

- RTA coordination with communities will be essential to the passage of legislation to enable this funding tool.
- A procedure and mechanism for the collection and distribution of revenue among the service boards would need to be developed by the RTA.
- The relevant requirements and restrictions related to the imposition of impact fees, and any that specifically apply to transit, should be explored.
- The operating characteristics of each service board (rail versus bus) should be taken into consideration when developing this funding tool.

4. **Real Estate Acquisition:** Transit agencies have purchased land abutting the transit system right-of-way in excess of what is needed to support transit services and landbanked it in anticipation of future development opportunities.

Benefits to the RTA: Strategic real estate acquisition by either the RTA or service boards could serve two purposes: (1) supporting construction activity on new lines / extensions and (2) creating a land bank for future joint development opportunities. An initial investment by the RTA could result in joint development projects that provide sustainable sources of revenue generation and guarantee transit-supportive development patterns within the transit-served areas.

Example Agencies: TriMet: Portland, OR; WMATA: Washington, D.C.

Key RTA Considerations:

- As the RTA plans for the construction of new lines and extension of existing lines, it may, as TriMet did, consider strategic acquisition of excess property to support construction activity. These parcels can then transition to transit-supportive joint development projects.

---

1 Impact fees are assessed by communities on newly developed or redeveloped property as a means to offset the cost of new capital improvements or increased levels of public services that are directly attributable to the new development or redevelopment. They are typically assessed according to a pre-determined formula.

- The RTA Act may need to be modified in order to enable both the sale and purchase of land to facilitate joint development and transit-oriented development opportunities.

5. **Public-private partnerships (P3s):** This type of partnership, used in Atlanta, Denver and Portland, can help defray the capital costs of new transit system construction by financially engaging private sector and institutional partners. Typically, these private sector partners contribute financially to the capital costs of construction in return either for the provision of service to their institution or in exchange for development rights at new stations. In Atlanta, the new BeltLine rail transit line and supporting infrastructure will be funded as part of a larger economic development and redevelopment project; in Denver, the Denver International Airport, in exchange for the provision of rail transit service, may fund the capital construction of an airport-serving light rail station; in Portland, Portland State University has made contributions to the capital costs of the new Green Line, which will serve the university.

Benefits to the RTA: As the RTA considers the construction of new service routes or the extension of existing routes, the agency may consider partnering financially with private-sector entities and any institutional anchors that may be served by the new service for assistance with capital costs. The RTA would benefit from increased ridership and subsequent farebox returns without having to make an upfront capital investment.

Example Agencies: MARTA: Atlanta, GA; RTD: Denver, CO; TriMet: Portland, OR

Key RTA Considerations:

- The participation of private sector and institutional partners is critical; the RTA should identify potential partnership opportunities.
- The RTA must determine whether the proceeds of the P3 would be directed exclusively towards capital costs, or whether this revenue could also support operating and maintenance costs.
- The potential for development on service board-owned or agency-assembled land should be explored.
- Any potential legal conflicts associated with pursuing this type of public-private partnership should be researched and avoided.

5.3 Administrative / Organizational Activities

6. **Management of Real Estate Assets:** Transit agencies may work with in-house and out-sourced real estate management professionals to ensure maximum return on their real estate portfolios. Effective real estate management can be a challenge for transit agencies, as it includes a professional skill set that typically falls outside of the agencies' area of expertise. While the CTA has recently become engaged in this process, additional levels of efficiency and benefits could be derived from coordinated efforts among all three service boards.

Benefits to the RTA: The coordination of real estate acquisition for the three service boards could result in increased non-farebox revenue streams for the RTA and service boards. The MBTA benefited from large increases in return on its real estate portfolio after management functions were shifted to a third-party contractor that specialized in real estate management.

Example Agencies: MBTA: Boston, MA; WMATA: Washington, D.C.

Key RTA Considerations:

- The RTA would need to consider whether this function is best accomplished as an internal department, like WMATA in Washington, D.C., or through an external contractor, as done by the MBTA in Boston.
- The scope and organization of the asset management group would need to be determined with special consideration given to the needs of each service board.
- Legislative authority is likely needed for this program to be outsourced and managed through the RTA. While the RTA is legally enabled to manage its own real or personal property and enter into lease and sale agreements, the RTA Act does not specifically enable the Authority to transfer this power to a third party

acting on its behalf. Should the Board be interested in pursuing out-sourced real estate asset management, it should work with appropriate legal professionals to determine what, if any, changes to the RTA Act must be made to enable this activity.

- The service boards should integrate any external real estate asset management with their internal long-term strategic planning and transit service planning.
- A mechanism to distribute revenues from land sales and leases to the appropriate service board must be developed. Consideration must be given to whether the RTA would retain a portion of the revenues for program administration.

7. **Joint development to generate non-farebox revenue stream:** Joint development is the use of agency-owned land (or agency-acquired land) for development purposes, and is undertaken with a private sector partner through either ground sale or lease. This strategy has already been used at various locations throughout Chicago, including Metra's Millennium Station and Lake Cook Road Station, and the CTA Red Line's Howard Station, but could potentially be pursued at additional station areas throughout the RTA service area.

Benefits to the RTA: In contrast to P3s, joint development can produce a stable revenue stream that could be used for capital or operating and maintenance costs system-wide. In addition to non-farebox revenue, joint development, by its design and function, increases ridership, which increases farebox return. Joint development is also an opportunity for the RTA and service boards to work with developers on specific station area infrastructure improvements, such as improved access and circulation patterns, new wayfinding and signage, etc.

Example Agencies: MARTA: Atlanta, GA; MBTA: Boston, MA; CATS: Charlotte, NC; RTD; Denver, CO; NJ TRANSIT: New Jersey; BART: Oakland, CA; TriMet: Portland, OR; Muni: San Francisco, CA; WMATA: Washington, D.C.

Key RTA Considerations:

- The RTA should work with the service boards operating bus routes (CTA and Pace) to coordinate future BRT service with strategic station area planning to ensure maximum joint development opportunities.
- If a separate department within the RTA is created to manage real estate assets, a procedure for coordinating joint development planning activities with both that department and with the service boards should be created.
- The program could be structured so that revenue from joint development activities can be used for both capital and operating and maintenance costs.
- Any existing legal restrictions as to the types of development that can be pursued through joint development (ie. residential, commercial, office, etc.) should be identified and potentially addressed.

218

Regional Transportation Authority

Commuter Rail Fare Collection White Paper

February 2012

Prepared by: Mark Minor, Principal Analyst

RTA Planning Department

Commuter Rail Fare Collection
White Paper

February 2012

Background

On July 7, 2011 Governor Quinn signed into law Public Act 97-0085, amending the Regional Transportation Authority (RTA) Act[1] to encourage the increased use of technology to enhance the customer experience and increase transit ridership. One requirement of the legislation is the implementation of a regional open standards fare system that would allow customers to pay fares using contactless credit, debit and prepaid general purpose reloadable cards on all fixed-route transit service in Northeastern Illinois by January 1, 2015.

Progress on Regional Implementation

In November 2011, the Chicago Transit Board awarded a contract to Cubic Transportation Systems to develop, implement, operate and maintain a new, open standards fare system for CTA buses and trains. The new fare system will accept contactless credit, debit and bank cards or CTA-branded prepaid cards. Pace is currently working with CTA to amend the Intergovernmental Agreement between the agencies related to fare collection to reflect the implementation of an open standards fare system. It is anticipated that this amended agreement will provide Pace the same fare collection equipment as CTA, and that all fares paid with contactless credit, debit and bank cards will be processed by CTA and its vendor. Implementing an account-based, open standards fare collection system on Metra remains the largest hurdle for compliance with the legislation.

Goals and Objectives

The implementation of an open standards fare system on commuter rail is intended to achieve the legislature's goals of modernizing Metra's fare collection systems, increasing the percent of Metra fares collected and validated, and making travel between Metra and the other service boards easier for customers.

As the public's desire for conducting electronic transactions grow, paying cash for goods and services such as transit is becoming increasingly outdated and inconvenient. An open standards fare system that allows customers to pay their Metra fares using electronic payment technologies could reduce the number of cash transaction handled by Metra.

Though the degree to which it happens on Metra is unknown, the inability of conductors to collect and validate fares from every customer has been identified as an issue by state legislators. Uncollected or validated fares present lost opportunities to generate revenue, as customers who pre-purchase one-way or ten-ride tickets may not have their tickets hole-punched, allowing them to use their tickets at a later date. Additionally, no revenue is collected from customers who would purchase their fare onboard. Metra could potentially increase the amount of fares it collects and validates by increasing transaction and validation speeds, or by changing the way fares are collected and validated.

---

[1] 70 ILCS 3615

The lack of interoperability of fare systems amongst the region's service boards has been cited by legislators and community leaders as a barrier to increased transit ridership, an inconvenience to residents and a hindrance on mobility in certain communities within the region. Some people claim that the absence of fare media that is accepted on all three service boards prevents transit riders from making the quickest and most efficient trips. Additionally, customers that travel on multiple service boards are forced to carry multiple forms of fare media. The implementation of an open standards fare system on Metra could potentially allow customers to use the same fare media on all three service boards.

It is important to note that a regional open standards fare system is not the same as a regional fare policy. The legislative mandate of a regional open standards fare system requires a technology solution, not a policy solution. While a regional open standards fare system could potentially make a more integrated regional fare policy more feasible to implement, the technology implementation can occur without any changes to existing regional fare policy.

Commuter Rail Fare Collection and Validation Practices

All commuter rail agencies in the United States have open-platform boarding and distance- or zone-based fare structures, where customers pay fares based on the length of their trip[2]. To collect or validate fares, the commuter rail agencies employ one of two fare collection methods: (1) conductor validated or (2) proof-of-payment. Fare collection or validation on a distance-based commuter is more complex than on flat-fare transit systems in that it is critical to make sure that customers are not just paying ***a*** fare, but paying ***the correct*** fare based on their origin and destination. Table 1 lists the 26 commuter railroads in the United States and their fare collection/validation method.

Table 1: Commuter Rail Collection/Validation Methods

Conductor Validated	Proof-of-Payment
Long Island Railroad – New York	Metrolink – Los Angeles
Metra – Chicago	Caltrain – San Francisco
Metro-North Railroad – New York	Virginia Railway Express – Washington DC
New Jersey Transit	Tri-Rail – Miami
Massachusetts Bay Trans. Auth. – Boston	Trinity Railway Express – Dallas
SE Pennsylvania Trans. Auth. - Philadelphia	Sounder – Seattle
MARC – Baltimore	FrontRunner – Salt Lake City
Northern Indiana Commuter Transp. District	Coaster – San Diego
Capital Corridor – Sacramento	Altamont Commuter Express – Oakland
RailRunner – Albequerque	Westside Express Service – Portland (OR)
Alaska Railroad	Northstar - Minneapolis
Shore Line East – New Haven	
Keystone Service – Harrisburg	
Amtrak Downeaster – Portland (ME)	
Music City Star - Nashville	

[2] Bay Area Rapid Transit (BART) in the Oakland/San Francisco region is sometimes thought of as a commuter rail service, but is really a heavy rail service.

Conductor Validated

Fifteen of the nation's commuter rail systems, including Metra and other large systems, utilize the conductor validated fare collection method. This method is characterized by conductors collecting, or validating, fares from 100% of customers. Customers are encouraged to purchase fares in advance of traveling from ticket agents or vending machines, however, customers can generally also purchase tickets onboard from conductors, though often with a penalty or surcharge. Conductors walk through each train car validating every pre-paid ticket and pass, and selling tickets to customers that did not pre-purchase.

Conductor validated systems are generally infrastructure-lite, with the largest capital expense coming from installing ticket vending machines (TVM) at stations. Though the use of hand-held technology for validation and on-board credit/debit card acceptance has grown in recent years, nearly all conductor validated systems currently use low-tech fare validation methods (i.e. hole-punchers) and only accept cash for on-board payment. To reduce cash handling and onboard ticket sales some agencies have installed TVMs at every station, while others only equip select stations with TVMs. To date, no conductor-validated commuter rail agency has implemented an account-based fare system where pre-paid tickets, passes or value can be stored on credit/debit cards, open-standards based reloadable smartcards or mobile phones.

Proof-of-Payment

Eleven commuter rail systems, mainly newer systems with lower ridership, employ the Proof-of-Payment (POP) method for collecting fares. POP fare collection, which is commonly used on light rail systems, requires all customers to purchase and validate their tickets or passes prior to boarding the train. Customers generally purchase paper tickets and passes at TVMs, through a ticket agent or via the internet. Additionally, some POP commuter rail systems allow customers to store tickets and passes on transit-only smartcards, as well as directly pay one-way fares using transit-only smartcards and contactless credit/debit cards.

Prior to boarding, customers validate paper tickets or passes at TVMs, or stand-alone validators, which stamp the date and time of validation or expiration. Customers using smartcards validate their tickets by tapping their cards at platform readers. Multi-ride tickets (i.e. 10-ride) are validated prior to each use, while time-delimited passes (i.e. 7-day or 30-day) generally are only validated prior to their first use. When using transit-only smartcards or contactless credit/debit cards to pay for one-way fares customers must tap their smartcards before they board the train **and** after they get off the train. This enables the transit agency to deduct the appropriate value from the smartcard or charge the correct fare to the credit/debit card.

On POP systems, fare inspectors conduct random inspections to determine if customers have properly validated their fares. Fare inspectors visually inspect paper tickets for valid time stamps, and scan smartcards and contactless credit/debit cards to determine whether the card has been recently tapped. If a customer is not carrying a valid ticket, or

their card has not been recently tapped, the customer is subject to punishment for fare evasion, generally in the form of a citation and fine.

POP systems require more capital investment than conductor validated systems, as ticket vending machines, ticket validators and card readers are required at every station. POP systems that only accept paper tickets enable fares to be inspected with little or no technology in the hands of the inspectors. However, POP systems that allow customers to use smartcards or contactless credit/debit cards require fare inspectors to be supplied hand-held devices, or other electronic validation technology, to validate fares. To date, FrontRunner in Salt Lake City is the only POP commuter rail system that allows customers to use contactless credit/debit cards as fare media, though they can only be used for one-way tickets.

Mobile Ticketing

In Europe, mobile ticketing is being used by some rail transit operators as a way to allow customers to purchase tickets without interacting with an agent or TVM. Mobile ticketing allows customers to purchase tickets through a downloadable smartphone application and store them in a mobile wallet. The tickets can be stored in the mobile wallet to look like paper tickets for visual verification and generally include a barcode or QR code for electronic validation. Mobile tickets work on both conductor validated and proof-of-payment transit systems, and do not require conductors or fare inspectors to be equipped with electronic validation devices.

On conductor validated systems, customers purchase mobile tickets through the smartphone application prior to boarding the train. If conductors visually verify fares, the customer must activate the ticket on their phone when boarding and show the activated ticket to the conductor when asked. Once activated, the ticket will remain active for a period of time (i.e. 90 minutes) and will feature changing colors or animation to prevent fraud. On conductor validated systems that use electronic validation devices, the customer must show the conductor the ticket's barcode or QR code, which will be scanned to verify its validity.

On POP systems, customers purchase mobile tickets through the smartphone application prior to boarding the train. Prior to boarding, customers must activate tickets on their smartphone. Once activated, the ticket will remain active for a period of time (i.e. 90 minutes) and will feature changing colors or animation to prevent fraud. When approached by a fare inspector, the customer must show the active ticket on their smartphone, which the inspector can verify visually or by scanning the ticket's barcode or QR code.

Peer Agency Review

To date, no commuter rail agency has implemented an account-based, open fare payment system on a non-gated rail system with a distance- or zone-based fare structure in the United States. However, some of the 26 agencies operating commuter rail systems in the United States are currently looking at how to enhance their fare collection systems using open fare principles. RTA staff talked with some of Metra's peers to better understand

their existing commuter rail fare collection methods, their fare collection modernization initiatives and the issues and concerns they have encountered related to implementing an account-based, open standards fare system.

The following is a series of brief summaries of the peer conversations:

New York

Both commuter rail systems in the New York region are conductor validated systems in which conductors check each customer's fare and sell tickets to customers that did not pre-purchase fares.

In 2007, Metro North Railroad (MNR) initiated a pilot project to test handheld ticketing devices for onboard sales. The success of the pilot led to full system implementation in 2008, as all conductors were provided handheld devices instead of duplex ticket books. For customers purchasing tickets onboard, conductors now select the origin and destination stations from an application of the device and the system prints a receipt instead of the conductor hole-punching a duplex ticket. All onboard ticket purchases are cash only. The customer must retain possession of the receipt to show that they have paid their fare.

In summer 2011, Long Island Railroad (LIRR) conducted an iPhone pilot on a segment of one line where the stations do not have TVMs. The iPhones were used in conjunction with an off-the shelf credit card swipe attachment and printer to conduct onboard purchases of one-way tickets. For each purchase the conductor selected the origin and destination stations using an iPhone application created for LIRR. For cash-paying customers the device printed a receipt indicating that the customer possessed a valid fare. For credit/debit card transactions the conductor swiped the credit/debit card (the device also has a smartcard reader, though it was not used in the pilot), which was authorized using a third-party iPhone application and printed a receipt showing valid fare payment. Each credit/debit card transaction took approximately five seconds for authorization over a cellular network, though LIRR indicated that Wi-Fi could speed up the time needed for authorization.

In spring 2012, LIRR will partner with Nokia to test mobile phone NFC fare payment. Phase 1 of this pilot includes providing a panel of customers with NFC-enabled mobile phones, which they will use to tap-in at stations prior to boarding the train. When checking fares, conductors will validate whether the phones have "tapped-in" using similar Nokia phones. Fares will not actually be stored or validated on the customer phones in Phase 1, as the fare engine won't be loaded onto the devices until Phase 2, which will use a group of LIRR employees with the NFC phones as its test subjects.

Philadelphia

In November 2011, the Southeastern Pennsylvania Transportation Authority (SEPTA) awarded a contract for the implementation of an open fare payment technology for their buses, trolleys, heavy rail and commuter rail systems. The new fare system will allow

customers to pay their fares using contactless credit/debit cards, mobile phones and other contactless devices.

As a multi-modal operator, it is important to SEPTA that their new fare system is implemented in a consistent manner across all modes. On their Regional Rail network, which is currently a conductor validated system, the enhanced fare payment system would feature subway-style fare gates/turnstiles at five Center City stations, and require customers to tap-in and tap-out at non-gated stations. Customers traveling from Center City stations would be required to tap-in to the system at a turnstile and then tap-out of the system on the platforms at their destination station. Customers boarding at outlying stations would be required to tap-in at platform readers prior to boarding and then tap-out at their destination station, which means going through turnstiles at Center City stations. TVMs will be installed at the five gated stations so that customers can purchase tickets using cash. Customers will be able to store passes on contactless credit/debit cards, or use contactless credit/debit cards for pay-as-you-go fares, at turnstiles and platform readers.

SEPTA envisions that the transition to a tap-in/tap-out fare collection system will have significant impact of their conductors. Since approximately 90% of Regional Rail trips begin or end at stations that will be gated, the conductors will not be responsible for validating every customer's fare. On outbound trips, the conductors will only check fares for intermediate passengers boarding at non-gated stations using handheld devices. Intermediate passengers must either show that they tapped their contactless card prior to boarding or purchase a ticket from the conductor. For inbound trips conductors will spot-check customers to make sure they have tapped their cards before boarding. Cash fares will only be accepted onboard for intermediate passengers, as passengers traveling to Center City will purchase cash fares at TVMs when they get off the train.

Dallas

In November 2011, Dallas Area Rapid Transit (DART) released a Comprehensive Fare Payment System Concept of Operations for their bus and light rail network, as well as the Trinity Railway Express (TRE) commuter rail service. Both the light rail and commuter rail are proof-of-payment systems where fare inspectors randomly validate customer fares. DART's concept of operations is focused on expanding electronic fare payment and moving fare payment processing to a third-party. The initial phase of DART's concept will result in the deployment of an account-based, agency-issued contactless transit smartcard, a downloadable mobile ticketing application and the acceptance of contactless credit/debit cards on buses and at TVMs.

The open-architecture contactless transit smartcard will use the account management and payment processing systems that the North Texas Tollway Authority (NTTA) uses for its "TollTag" system. This will enable customers that register their contactless transit smartcards with DART/NTTA and manage their account online, including setting up automatic reloads. Transit smartcard users will also have the option of remaining anonymous, relying on TVMs and DART's retail network for loading value onto their cards.

DART's downloadable mobile ticketing application will allow customers to purchase single-ride tickets and monthly passes using a smartphone application. Customers will activate their ticket upon boarding the train and show their smartphones to the fare inspectors when requested, who will visually verify that the ticket is active. DART does not anticipate widespread adoption of mobile ticketing, though it will be most beneficial for special events, when rail ridership can double, leading to long lines at TVMs.

DART will also allow customers to pay their fares using contactless credit/debit cards. Customers will be able to purchase single-rides or passes at bus fareboxes using their credit/debit cards and at TVMs on rail platforms. While customers purchasing single-ride bus fares with credit/debit cards will not obtain a receipt, customers purchasing single-ride rail fares from TVMs will need a paper receipt showing valid fare payment, as fare inspectors will not be provided electronic verification devices.

The initial phase of the concept will not change the way fare inspector will verify fare payment, so transit smartcard customers will need to obtain a POP paper receipt from a TVM showing that they have a valid fare. Fare inspectors on the light rail and commuter rail systems will validate fares by visually inspected the paper receipts or the mobile ticket. Later phases of the concept may equip fare inspectors with handheld technology to electronically validate fares.

Boston

In December 2011, the Massachusetts Bay Transportation Authority (MBTA) released a Request for Information (RFI) for an innovative mobile ticketing pilot for their commuter rail system. MBTA's mobile ticketing pilot will allow customers to purchase single-ride tickets and monthly passes using a smartphone application. The customer will have to activate the ticket upon boarding and MBTA conductors will visually verify the active tickets and passes on the customers' mobile devices. While the RFI solicits ideas for how conductors could verify tickets and passes electronically, there is concern about how electronic validation would impact the time it takes for conductors to verify fares. MBTA also has concerns over the changes to conductor job requirements that electronic validation would necessitate. This six month pilot will not include any integration between MBTA's commuter rail and their bus and light rail networks, but MBTA anticipates releasing an RFP for a fully integrated fare payment system following the pilot.

Salt Lake City

The Utah Transit Authority's FrontRunner commuter rail system allows customer to use contactless credit and debit cards to pay one-way fares. Customers must tap-in on the platform at their origin station and then tap-out on the platform of their destination station. As a proof-of-payment system, fare inspectors on FrontRunner are equipped with handheld devices that detect whether the card was recently tapped or not. Customers that do not tap-in to the system are issued citations and customers that do not tap-out at their destination are charged the maximum fare, regardless of the distance they travel.

Issues for Consideration

During the course of conversations with Metra's peer agencies, five issues were consistently raised in regards to implementing an account-based, open standards fare system on a commuter rail. The following summarizes issues related to a potential open standards fare system on Metra and provides examples of how other commuter rail agencies are addressing them:

Speed of Collecting Fares

Metra's current form of fare collection and validation is rather efficient. The majority of Metra customers travel on monthly passes, which conductors visually verify in a split-second. Paper one-way and ten-ride tickets are quickly validated using hole-punchers, and onboard cash fare transactions are completed quickly by conductors who are very fast at hole-punching the duplex tickets and making change. Instituting a fare collection system that requires conductors to electronically validate or verify fares will likely increase the amount of time it takes conductors to get through a train car.

Transport for London's Overground and the British National Rail network have gated some of their highest volume commuter rail stations in London, similar to what SEPTA is proposing, to reduce the need to have conductors electronically validate and verify every customer's fare. While reducing the number of customer fares to be checked may reduce the time it takes for conductors to make it through a car, gating a commuter rail station can have significant capital costs.

Changes to Customer Behavior

Commuter rail customers are considered to be creatures of habit. Many Metra customers ride the same train and sit the same seat each and every day. When it comes to fare collection, many Metra customers instinctively place their ticket or pass in the clip on the chair in front of them or display their monthly pass on a lanyard around their neck while they sleep. Introducing electronic fare collection will dramatically change the way some Metra customers pay their fares. Maintaining an electronic conductor validated fare collection system will require customers to hand their contactless credit/debit card or mobile phone to conductors for validation. Introducing a tap-in/tap-out system will mean customers will need to adjust to paying their fare in advance of boarding the train and potentially tapping their contactless credit/debit card or mobile phone twice for each trip.

While many commuter rail agencies are proposing to introduce open fare in a manner that provides a new fare payment option for customers without eliminating current fare payment methods, SEPTA's new tap-in/tap-out fare system will fundamentally change the customer experience. While SEPTA recognizes that their new system will have a negative impact of some of its customers, they decided to move forward because the agency's desire to introduce electronic fare collection to commuter rail is stronger than the agency's desire to "do no harm" to its customers.

Cost of Fare Collection

With little infrastructure used to collect fares, Metra's costs related to fare collection are nearly entirely comprised of labor costs. Implementing an electronic fare collection

system on commuter rail will likely require Metra to acquire new physical infrastructure, as well as upgrade their communications and computer systems. Depending on the type of electronic fare collection Metra implements, there may be opportunities to reduce labor costs related to fare collection, including a reduction in station agents, onboard personnel and/or back office personnel.

MBTA, DART, SEPTA and LIRR all anticipate reducing costs related to fare collection without changing their current levels of onboard personnel, instead focusing on reducing fare media distribution costs, outsourcing back office functions and/or eliminating ticket agents. Depending on the type of open fare collection system implemented on Metra, the costs of installing, operating and maintaining new infrastructure may exceed any increased fare revenue and possible labor savings, ultimately increasing Metra's fare collection costs.

Financial Cost and Risk of Accepting Credit/Debit Cards

Accepting contactless credit/debit cards introduces new costs and financial risks to the fare collection process. Processing and interchange fees for credit/debit transactions can amount to a significant percentage of the revenue, especially for small transactions like one-way rail tickets. Additionally, onboard acceptance of credit and debit cards adds risks related to the use of credit/debit cards that lack sufficient funds.

DART and SEPTA believe they can manage the cost and risk of accepting credit/debit cards by encouraging customers to pre-purchase passes and tickets, instead of purchasing them onboard. Other agencies intend to not authorize each individual transaction; instead they will aggregate a series of small transactions into a larger transaction in order to reduce processing costs. By reducing the number of authorized transactions, the agencies believe that the processing fees and risk of encountering insufficient customer funds will be outweighed by customer benefits and overall reductions in fare collection costs. Metra has indicated that it prefers to close each transaction at the time of sale and does not wish to utilize an aggregation model. Alternatively, as part of an open fare implementation for Metra, the risks associated with these costs could potentially be assumed by a vendor, as with CTA's open fare system.

Job Changes for Conductor

Metra conductors have numerous responsibilities related to safe and efficient train operations. In addition to collecting fares, conductors are responsible for opening train doors, operating wheelchair lifts, providing customer service and maintaining general order and safety for all customers. As a unionized labor force, conductor responsibilities are explicitly laid out in collective bargaining agreements, which must comply with Federal Railroad Administration rules. The deployment of handheld electronic verification devices, or transitioning to a POP system, may require re-negotiating parts of the collective bargaining agreements which will likely be met with resistance form the union.

Some agencies, such as Metro-North Railroad won labor's support for implementing handheld ticketing devices by loading the agency's safety handbook, which conductors

must have on them at all times, onto the devices replacing the physical book. While neither SEPTA nor MBTA have engaged their conductors regarding their current initiatives, Metra worked with its conductors during its non-revenue handheld test. Continued engagement between management and labor could be integral in a smooth adoption and transition to an open standards fare system for commuter rail.

Conclusions

There is a strong desire by commuter rail agencies across the country to enhance the way they sell and collect passenger fares, though the approaches that these agencies are taking are varied. The strategy of implementing a mobile ticketing system to supplement existing sales channels, such as at MBTA and DART, brings open-standards fare payment to their systems without fundamentally changing the customer experience. Meanwhile, the tap-in/tap-out systems envisioned by LIRR and SEPTA will fundamentally change the way commuter rail customers pay their fares. As we engage Metra in a discussion on implementing an open-standards fare system that complies with Illinois Public Act 97-0085 it is critical that we consider both the quantitative **and** qualitative impacts that enhancements to fare collection will have on our customers and Metra.

219

Regional Transportation Authority

Alternative Fuels White Paper

June 2012

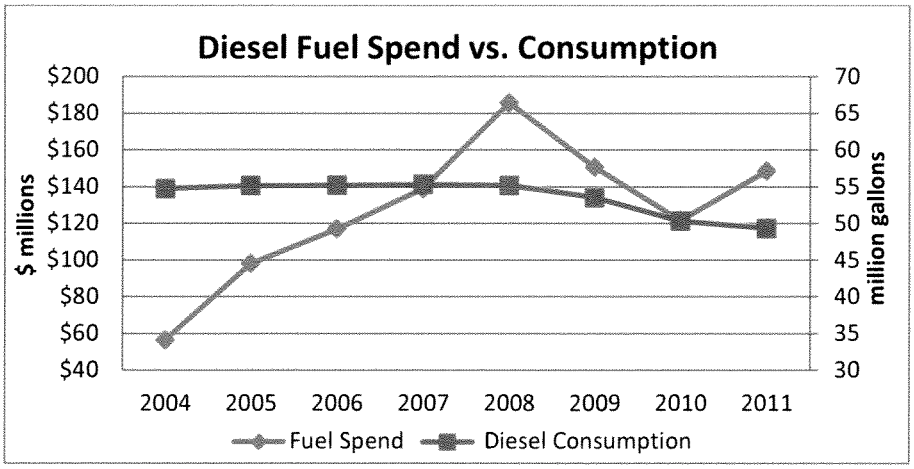
Prepared by: Mark Minor, Principal Analyst

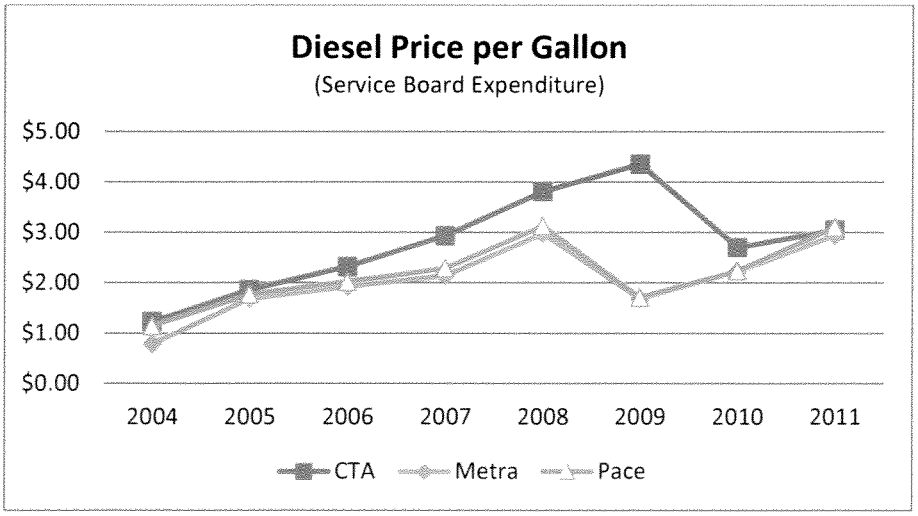
RTA Planning Department

Introduction

CTA, Metra and Pace provide a wide array of public transportation services in the Chicago region. CTA operates heavy rail and bus service in the City of Chicago and over 40 surrounding suburbs. Metra provides commuter rail service throughout the six-county region. Pace provides bus and community transit services in the suburbs, as well as paratransit and vanpool services throughout the entire region. To provide these services, the agencies operate sizable fleets of buses, commuter rail locomotives, passenger rail coaches, electric multiple unit passenger rail cars, vans and demand response vehicles. In total the agencies operates over 6,500 vehicles.

Transit operations in the Chicago region run on a combination of diesel, gasoline and electricity. Diesel powers the majority of revenue transit operations in the region. In 2011, fixed-route transit service provided by the three agencies consumed approximately 50 million gallons of diesel fuel. In recent years, record high fuel prices significant impacted the operating budgets of all three service boards. Despite a 10% decrease in diesel consumption since 2004, annual regional expenditure on diesel fuel has nearly tripled, growing from $57 million to $151 million.



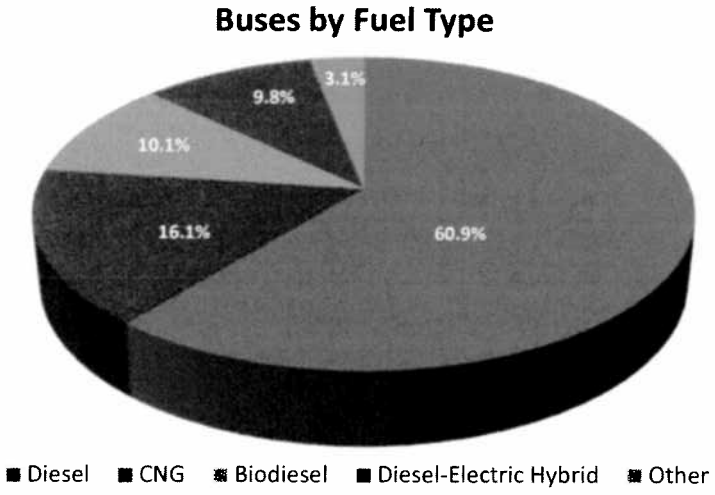


Industry at a Glance

Across North America, transit agencies operate a diverse fleet of transit vehicles. The following summarizes the state of the industry for each transit mode operated in the Chicago region by fuel type.

Buses

There are over 64,000 transit buses operating in North America. In 2011, diesel fuel was the most commonly used fuel for public transit buses, with nearly 61% of buses powered by only diesel fuel, 10% by biodiesel and another 10% are diesel-electric hybrids. Compressed natural gas (16%) was the second most popular fuel for buses. Buses that run on gasoline and other fossil fuels, as well as buses consuming renewable fuels and combinations of fossil and renewable fuel, accounted for about 3% of the vehicles.

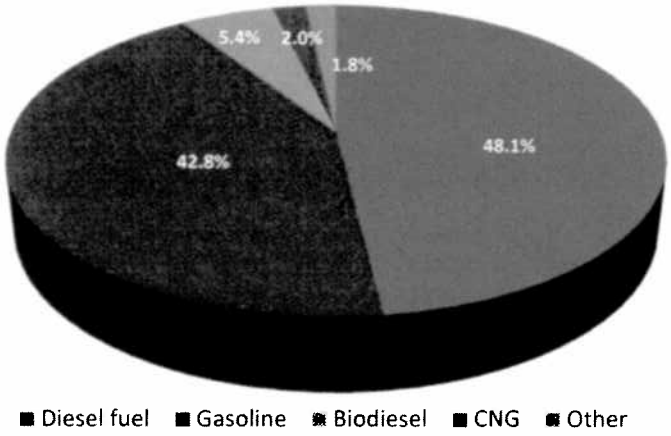


In the Chicago region, all 2,500 transit buses consume ultra-low sulfur diesel fuel. CTA operates 228 diesel-electric hybrid buses, which comprise approximately 13% of their fleet. In early 2012, Pace put its first two diesel-electric hybrid buses into revenue service.

Demand Response Vehicles

There are over 14,000 demand response vehicles operated by transit agencies throughout North America. In 2011, nearly all ran on common fossil fuels including diesel fuel (48%), gasoline (43%), biodiesel (5%) and compressed natural gas (2%). The remaining 2% of demand response vehicles ran on lesser used fossil fuels (i.e. propane, liquefied natural gas) or renewable fuels (i.e. ethanol, hydrogen). Hybrid technology, both gas-electric and diesel-electric, powered less than 1% of demand response vehicles in 2011.

Demand Response Vehicles by Fuel Type

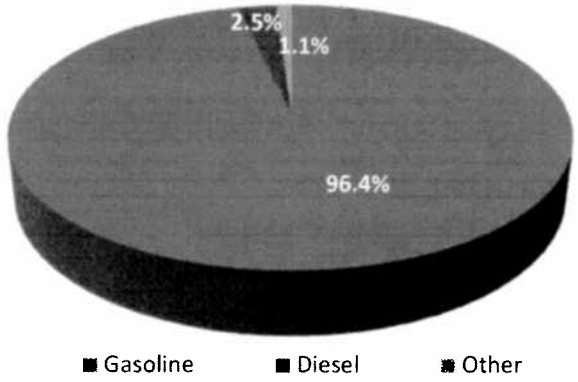


Pace operates 1,040 demand response vehicles in the Chicago region. Approximately 60% of these vehicles run on gasoline, while the rest consume diesel fuel. In late 2011, Pace introduced 10 gasoline-electric hybrid paratransit vehicles into its fleet.

Vanpool

In 2011 there were nearly 6,000 vanpool vehicles operating across North America. Nearly all vanpool vehicles (96.4%) ran on gasoline, while diesel and biodiesel account powered only 3% of all vanpool vehicles combined. Compressed natural gas (0.3%) and gasoline-electric hybrids (0.2%) vans round out the technologies used by vanpool vehicles.

Vanpool Vehicles by Fuel Type

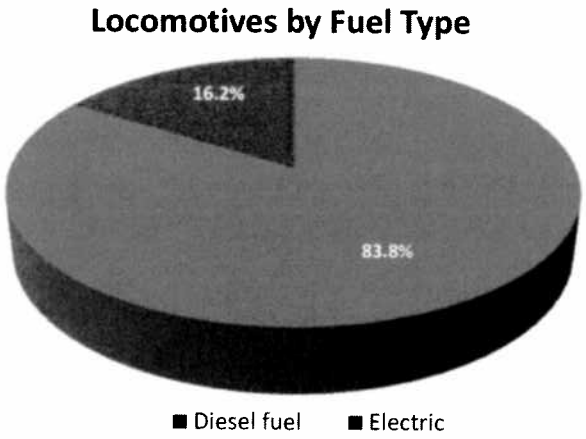


All 834 vanpool vehicles provide by Pace are gasoline powered.

Commuter Rail Locomotives

There are two types of commuter rail train operations in North America. Some commuter rail lines use electric multiple unit cars in which each car is self-powered (i.e. Metra Electric District) and has passenger seating. Others lines operate using locomotives to pull or push passenger cars that are not self-powered (i.e. Metra diesel lines).

In 2011 there were 925 commuter rail locomotives in revenue service. Diesel fuel was the primary fuel source for locomotives, powering nearly 84% of locomotives. Electric locomotives operating on power derived from overhead catenary wires or a third-rail accounted for the remaining 16% of locomotives. Electric locomotives were operated by New Jersey Transit, Maryland Transit Administration and Southeastern Pennsylvania Transportation Authority. Natural gas is not currently used by any commuter rail agencies to power their locomotives.



[1]

All 146 Metra locomotives are powered by ultra-low sulfur diesel fuel.

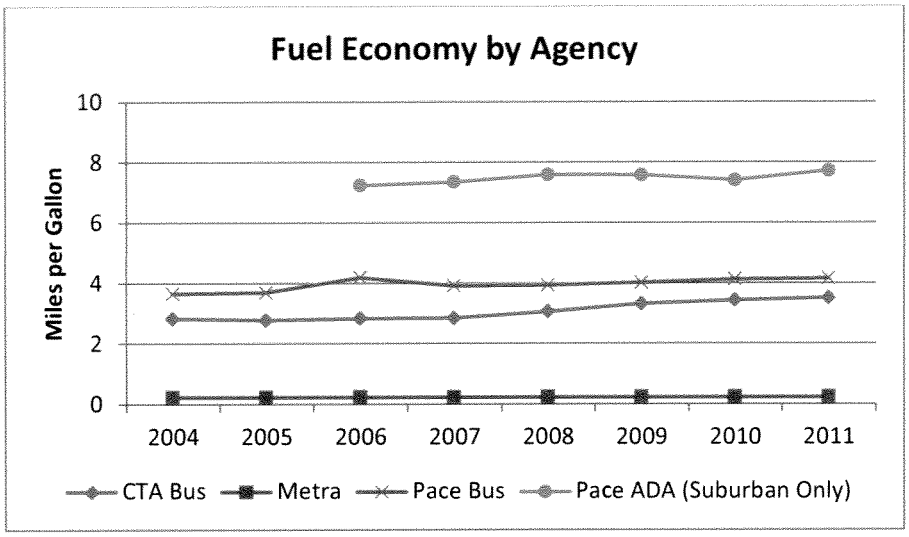
Opportunities for Reducing Diesel Consumption

As fuel has starting consuming larger portions of their operating budgets, the transit agencies have been aggressively evaluating and implementing strategies to reduce their diesel consumption. CTA, Metra and Pace have explored and invested significant money in alternative fuel and traction power vehicles, fuel-efficiency retrofits and after-market technologies. These efforts have led to purchasing over 200 diesel-electric hybrid buses and paratransit vehicles, cleaner diesel and gasoline powered vehicles with higher fuel economies and modern engine control systems. The service boards have also worked to optimize their operations and implement anti-idling policies and procedures to reduce wasteful fuel consumption. Each of these investments or policies are implemented only after diligent evaluations of the operational, financial and the environmental impacts are conducted.

[1] This chart does not reflect electric multiple unit cars, such as those used on the Metra Electric District

Fuel Economy Gains

By introducing diesel-electric hybrid technology and more efficient conventional diesel vehicles to their fleets, the service boards have achieved significant fuel economy improvements. Between 2004 and 2011, the fuel economy of CTA's and Pace's bus fleets improved 24% and 14%, respectively. During the same time period Metra saw a 3% fuel economy improvement for its locomotives.



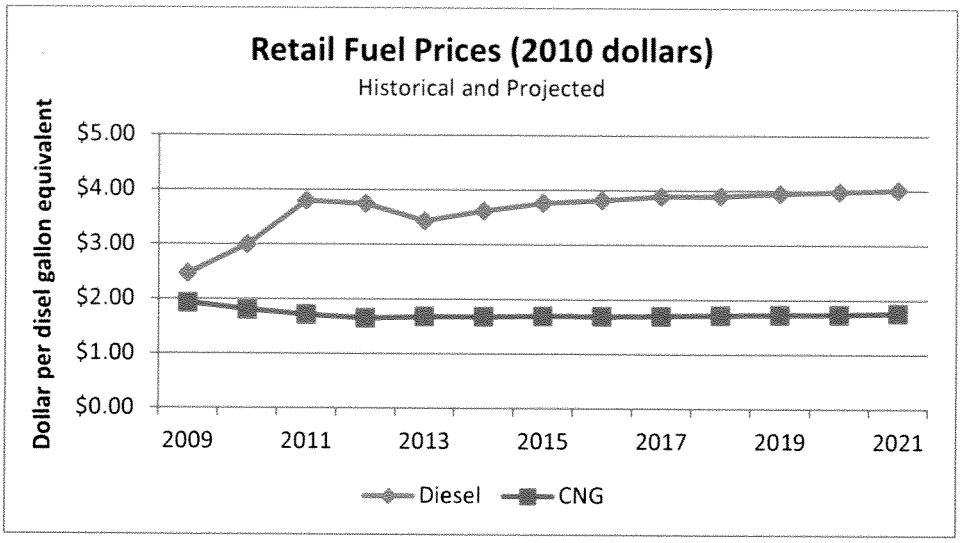
All three transit agencies continue to explore ways to improve fuel economy, reducing their dependence on diesel. CTA and Pace continue to purchase more fuel-efficient diesel and diesel-electric hybrid vehicles. Metra is retrofitting its locomotive fleet with idle reduction technologies, such as Automatic Engine Start/Stop Systems, and investing in fuel-efficient GenSet switcher locomotives for their yards.

Compressed Natural Gas

The adoption of compressed natural gas (CNG) vehicle technology has been identified as a potential opportunity to reduce transit costs and the transit agencies' dependence of diesel fuel. CNG is a proven bus and paratransit vehicle technology as approximately half of new transit bus purchases in North America are for CNG buses. While the impacts of introducing CNG transit buses to the Chicago region have not been fully determined, research and peer review has identified a series of potential advantages and challenges that must be considered when evaluating major changes to the transit fleet.

The past stability of CNG prices and a diverse fuel portfolio are often cited as benefits of operating CNG buses, as some transit agencies have accrued operating cost savings and reduced financial risk. Compressed natural gas prices have historically been lower than diesel fuel prices, and the U.S. Energy Information Administration projects that this trend will continue for the next decade. However, many factors that affect fuel prices are beyond the control of transit

agencies, including the global economy, geopolitics, the availability of federal and state tax credits, fuel exploration and advances of other fuel technologies, making it difficult to project long-term fuel costs.



Source: US EIA, Annual Energy Outlook 2012 Early Release Overview, January 2012[2]

Environmental benefits are often cited as a rationale for switching from diesel to alternative fuels. Converting from diesel to CNG buses produces mixed results in terms of environmental benefits, especially as new diesel engine emissions standards are now in effect. On a per-bus basis new CNG buses provide slightly greater PM and HC reductions, but lower NOx reductions, than new diesel buses. Greenhouse gas emissions from CNG bus operations are approximately 22% lower per diesel-equivalent gallon than emissions from diesel buses. However, these lower per-gallon emissions are offset by greater fuel use per mile for CNG buses, as well as up-stream emissions.[3]

Introducing CNG transit buses to the Chicago region will require significant capital expenditure. In addition to purchasing new CNG-powered buses, the transit agencies would need maintenance and storage facilities that are designed for CNG buses. New fueling infrastructure and advanced safety features are necessary for the handling of the pressurized fuel. Therefore, the construction of new facilities is seen as more economical than retrofitting and existing facility.

CTA is exploring the issues related to CNG buses and their potential applicability to the agency's facilities. CTA currently operates more than 1,700 buses, which are maintained and stored at seven bus garages dispersed across the City of Chicago. Five of CTA's garages have indoor bus storage and four have indoor fueling facilities. Indoor storage and fueling for CNG operations

[2] Retail prices include estimated taxes and other fees. These prices are not intended to illustrate the exact costs that CTA, Metra and Pace would pay for fuel in the future, but rather to show projected trends in fuel prices.
[3] "Clean Diesel versus CNG Buses: Cost, Air Quality, & Climate Impacts". MJB&A. February 2012. http://www.catf.us/resources/publications/files/20120227-Diesel_vs_CNG_FINAL_MJBA.pdf

would require extensive retrofitting of existing facilities, or the construction of new facilities, to ensure safe CNG operations. There are currently no capital projects in CTA's five-year capital program for major garage renovations or new garage construction.

Also, CTA is exploring the operational impacts of introducing CNG vehicles to its fleet. In urban operations, the fuel economy of CNG buses has been found to be as much as 16%-18% lower than conventional diesel buses and the vehicles can require up to 15% more maintenance effort and costs. Additionally, in northern parts of the country, such as New York City, transit agencies have experienced trouble starting their CNG buses during cold weather. As such, over 70% of CNG buses are operated by transit agencies in warm weather states.

Pace is currently reviewing the quickest and most cost-effective methods to convert its bus and paratransit fleets to CNG. A major obstacle Pace faces in converting to CNG is the cost of building new, or retrofitting existing, facilities to maintain, fuel and store CNG buses. Pace's existing limited capital resources cannot support the conversion of any existing facilities. To address this issue, Pace is seeking bonding authority to finance a new CNG bus maintenance facility and convert one existing maintenance facility to CNG. Pace is also proactively seeking funds for CNG buses and plans to submit a grant proposal for CNG buses shortly. Additionally, SCR, one of Pace's Paratransit Contractors, has already ordered several CNG-powered Paratransit vehicles.

Through these two conversions, Pace estimates they will realize an annual operating savings of $3M. As future capital funding is secured, Pace will look to convert additional facilities to CNG. As this transition happens over a period of years, Pace's current diesel buses will continue in service until the end of their useful life, and will be reallocated to the remaining diesel garage facilities within the region.

Other Alternative Fuels

In addition to CNG, other alternative fuels may have potential to further reduce the transit agencies' dependence on diesel and gasoline. These alternative fuels are currently used in limited applications within the transit industry. For many years, CTA has been a leader in piloting alternative fuel technologies, and are currently engaged in pilot projects for electric and hydrogen powered buses.

Electric

All-electric vehicles have the potential to help reduce the transit agencies' dependence on diesel and gasoline by replacing internal combustion engines with batteries. Electric buses currently represent less than 1% of public transit buses in North America, but the technology is being investigated by many transit agencies. CTA applied for, and was awarded, a 2010 Transit Investments for Greenhouse Gas and Energy Reduction grant by FTA for the purchase of two battery-electric buses.

In March 2011, RTA hosted a workshop to discuss the applicability of electric vehicle technology on Metra's system. While one of Metra's 11 commuter rail lines is currently electrified, the workshop made it clear that electrification of the rest of Metra's network is not operationally or financially feasible due to sharing track with freight trains and the need to build and maintain hundreds of miles of catenary structure. Another alternative for 'electrifying' Metra's 10 diesel lines would be the introduction of a battery-powered commuter rail locomotive. There are currently no battery-powered commuter rail locomotives on the market, though manufacturers are investigating the potential of this technology.

Hydrogen

Hydrogen fuel cell technology has been explored as an alternative fuel for transit vehicles for over a decade. In 1998, CTA participated in a pilot project to test three hydrogen fuel cell buses, making it the first transit agency in the world to operate zero-emission buses in revenue service. These first-of-a-kind vehicles proved expensive to operate and maintain, and were removed from revenue service in 2000. Improvements in hydrogen fuel cell technology have led CTA to partner with a hydrogen fuel cell bus vendor to pilot the technology again. The vendor received a federal grant to manufacture one fuel cell bus for CTA, who expects to test the bus in revenue service in 2013.

Conclusion

Today, diesel fuel and gasoline are the preeminent sources of power for transit vehicles in the Chicago region and across North America. Improvements in engine technologies and after-market retrofits over the years have greatly enhanced the fuel economy of transit vehicles and reduced the emissions of harmful air pollutants, allowing CTA, Metra and Pace to operate more efficiently and produce significant environmental benefits. The advent of advanced diesel and gasoline engine vehicles, as well as the development of alternative fuel technologies, provides the service boards myriad opportunities to become even more fuel efficient and potentially reduce their consumption of these fuels in the future.

The transit system's current financial situation makes it very important to prioritize our capital investments. With over $17 billion is unmet capital funds needed to maintain the existing system in a state of good repair, funding projects to increase fuel economy and reduce fuel expenditures must compete against numerous other needs. Efforts by the Service Boars to obtain funding from federal grants and private sector to implement these types of project should continue to be applauded and fostered by RTA.

The decision to introduce new alternative fuels to the region's transit fleet is a long-term decision that can only be made after thorough evaluation. Each service board faces its own unique set of operational opportunities and challenges, which are best understood by their own personnel. Therefore, it is recommended that RTA continue to work with the Service Boards as they evaluate the potential benefits, costs and impacts of introducing new vehicle technologies to the region's transit fleet. Pace's proposed projects have the potential to serve as the first demonstrations of CNG technology for revenue operations in the region. RTA plans to work with Pace to implement these projects, and intends to

identify lessons learned from Pace's projects to inform decision making across the region. RTA will also continue to work with CTA and Metra to study and pilot more fuel and emissions efficient technologies. These recommended actions are intended to help RTA further its Regional Priorities Initiatives and are consistent with the Chicago Regional Green Transit Plan, released earlier this month.

220

HOT for Transit? Transit's Experience o.
High-Occupancy / Toll Lanes

by

Gregory L. Newmark

Regional Transportation Authority
175 W. Jackson Blvd, Suite 1650
Chicago, Illinois 60604

Tel: +1-312-913-3236
Fax: +1-312-913-3206
newmarkg@rtachicago.org

Introduction

Cities in the United States have begun to vary roadway tolls to manage traffic congestion, particularly via the politically acceptable high-occupancy / toll or HOT lane (Fielding and Klein 1993). HOT lanes allow motorists who do not want to face possible freeway congestion to purchase access to a parallel and uncongested tollway. Vehicles that meet an occupancy threshold may access HOT lanes at no cost.[1] By 2012, twelve such facilities were in operation.

While HOT lanes are promoted as a new option for drivers, they also represent a new option for transit (Fielding 1995). As more and more regions seek to implement HOT lanes, more and more transit agencies seek knowledge to take advantage of this burgeoning infrastructure. Unfortunately, as is often the case with the rapid diffusion of a new technology, there is little information available. The most extensive treatment considers only a quarter of current facilities (Turnbull 2008). Given concerns that transit agencies are not optimizing the opportunity afforded by such congestion pricing (Hardy 2009), there is a need to comprehensively examine and assess the integration of transit with HOT lanes in the United States. This research is a response to that need.

This work identifies the salient elements of HOT lanes for transit and then systematically compares these across all twelve extant facilities. This research combines a review of the limited literature with detailed data collection from each HOT lane. The text aims at a general comparison; however, the tables offer an additional degree of specificity to facilitate further exploration.

This article contains three sections. The first focuses on the HOT lane itself and how facility provenance and configuration can affect transit. The second section describes current transit integration with HOT lanes to provide a cross-sectional look at bus service levels, park-and-ride provision, and transit ridership. The third section explores HOT lane revenue generation and the use of those revenues to fund bus service.

---

[1] Orange County's SR-91 is the sole exception to this rule as that HOT lane charges eastbound high-occupancy vehicles half tolls during the afternoon peak. It should be noted that most HOT lanes also allow free access to select sets of vehicle types, such as motorcycles and alternatively fueled vehicles.

HOT Lanes in the United States

Figure 1 locates the twelve HOT lanes in the United States, which, with the sole exception of the two facilities in Minneapolis, are all located in the faster growing South and West. These lanes serve major roadways experiencing sufficient congestion to warrant an express service. Nine are on Interstate highways, two are on state highways, and one is on a US highway.

Provenance

Table 1 orders these lanes by their opening dates to show that all HOT lanes have been built since 1995 and two-thirds since 2005.

HOT lane provenance affects transit. HOT lanes may be newly constructed, converted from an existing high-occupancy vehicle (HOV) lane, or a combination of both. New construction adds managed road capacity while conversion adds managed road access for low-occupancy vehicles willing to pay the toll.

Capacity expansion, i.e. building new HOT lanes, is thought to generally benefit transit as the new and managed infrastructure speeds transit travel and improves reliability. For example, Miami's I-95 project, which combined new construction with conversion, reduced bus travel times along the corridor by 68 percent (Pessaro and Van Nostrand 2011). These benefits are thought to grow if the new lanes link previously unconnected portions of a regional HOV network (Poole and Orski 2003; Barker and Polzin 2004; Buxbaum et al. 2010) as is the vision in the San Francisco Bay Area (Metropolitan Transportation Commission 2007). In a worst case scenario, new HOT lane capacity is unlikely to degrade existing conditions for transit.

By contrast, access expansion, i.e. opening HOV lanes to paying motorists, without capacity expansion raises the specter of new low-occupancy vehicles worsening the traffic conditions for buses in the managed lane (Turnbull 2008; Perez, Giordano, and Stamm 2011). This outcome is seen as particularly inequitable for existing transit users (Lari and Buckeye 1999; Weinstein and Sciara 2006) and appears to be happening along Salt Lake City's I-15 where lane underpricing (due to legal restraints on toll levels) and poor lane enforcement have resulted in new peak-period congestion in the converted HOT lane.

To ward off such negative possibilities, HOT lanes can prioritize their operations to place transit at the top of a hierarchy of users (Swisher et al. 2003). For example, an agreement between Denver's I-25 HOT lane and the local transit agency specifies that any degradation in bus travel times triggers a policy review and may lead to consideration of a toll increase (State of Colorado and Regional Transportation District 2011). Consequently, monthly progress reports list the number of buses that exceed the allotted lane travel time (HPTE 2010). This process has produced positive results. Turnbull (2008) reports that the HOT lane management acted quickly to resolve congestion caused when the new traffic on the converted lane backed up at a signalized exit ramp. Legislating such monitoring programs to avoid service degradation is seen as critical for ensuring public confidence with HOV to HOT conversions (Perez, Giordano, and Stamm 2011; Parsons Brinckerhoff 2011). Outside of Salt Lake City, such monitoring programs seem to be working. A federal review found that "generally, HOT lane conversions have achieved their goals of gaining better use of underutilized HOV lanes and maintaining congestion-free travel for toll paying users without subjecting HOV and transit users to lower service levels" (K.T. Analytics and Cambridge Systematics 2008). In fact, many argue that converting HOV lanes to HOT lanes is the only way to maintain levels-of-service into the future as the number of qualifying carpools grow (Poole and Orski 1999; Metropolitan Transportation Commission 2007; Swisher et al. 2003; Meyer et al. 2006).

Configuration

Table 1 also describes the configuration of the HOT lanes. Currently, the typical HOT lane has a median length of thirteen miles, serves a downtown area, and sees strong inbound flows in the morning and outbound flows in the afternoon. Salt Lake City's I-15 is an outlier at forty miles in length (and under expansion to sixty). This lane connects the many communities of the Wasatch Front and reports less pronounced directional flows. The HOT lanes in Seattle, the Bay Area, and Orange County also vary slightly as they serve commuting flows to secondary centers, not their respective region's primary downtown.

HOT lane facilities range between one and four lanes in width. Two facilities currently consist of only a single lane – Houston's US-290 is a reversible lane while the Bay Area's I-680 only runs southbound – but both are slated for expansion. Six facilities

consist of two lanes. These are typically a single lane in each direction; however, Denver's I-25 and the eastern portion of Minneapolis's I-394 are reversible double lanes, which switch direction to accommodate peak traffic flow. The remaining four facilities consist of two lanes in each direction. San Diego's I-15 has a movable barrier between those lanes to toggle between a two/two and a three/one lane configuration. Single and fully reversible lanes can present a problem for transit service as reverse-commute and deadheading buses can not follow the same return path. The need to operate an alternative route may be a source of confusion for passengers, and the potential to face additional traffic may both slow cycle times (thus requiring more buses to provide the same capacity) and reduce the agency's ability to serve growing reverse-commute markets. There appears to be a trend to replace fully reversible facilities with lanes operating continuously in both directions based on recent and planned projects in Houston and San Diego.

HOT lanes are separated from the adjacent unmanaged general-purpose lanes by barriers with limited access points. These barriers range in cost, permanence, and permeability from a simple painted line to concrete walls (Jersey barriers). A middle ground that has been favored in several implementations is a barrier made of breakaway plastic posts (candlestick pylons), which deter illegal entry into the lanes but still allow for access in emergency situations (for more discussion on barriers see Hlavacek, Vitek, and Machemehl 2007; or Davis 2011).

Transit operators report improved travel conditions once inside converted HOT lanes, as the limited access increases the predictability of traffic and prevents the random and disruptive merging endemic to open-access HOV lanes (Munnich and Buckeye 2007). At the same time, transit operators report increased difficulty, in specific locations, of entering the converted HOT lanes now that access is limited. For example, many bus drivers along Seattle's SR-167 forgo using the HOT lane, as quickly crossing from the rightside highway entrance ramp to the leftside HOT lane entry is a difficult maneuver. Similarly, bus drivers along Minneapolis's I-394 found entry difficult at one particular access point and complained that motorists, who were now enjoying the smoother flows of the limited-entry HOT lane, were less likely to yield to buses at the access points (Cambridge Systematics 2006). Transit agencies need to be involved in

HOT lane planning to avoid conflicts with bus routes (Loudon, Synn, and Miller 2010). One configuration solution to access problems, implemented in Houston and San Diego, is to construct direct-access ramps to the HOT lanes.

Transit Integration with HOT Lanes

Bus Service Provision

Table 2 shows that every HOT lane has bus service, which suggests that transit is not only compatible, but also complementary. Transit is seen as central to achieving the person-throughput objectives of HOT lanes as demand grows over time. Consequently, the development of a HOT lane often provides a unique opportunity to increase transit supply in a corridor. Miami, which had repeatedly failed to gain voter approval for increasing local transit funding, was able to use federal monies for the HOT lane project to purchase buses to operate three new express routes (Florida Department of Transportation 2012). Federal funding was similarly leveraged in Minneapolis (Buckeye 2011) and Atlanta (Vu 2011). In San Diego, the HOT lane project was designed, in part, to fund new express bus service along the corridor (Supernak 2005).

HOT lanes generally offer express, weekday bus services often only in the peak-flow direction. This express orientation is not surprising since longer bus routes without intermediate stops benefit the most from the reliable travel times offered by HOT lanes. Furthermore, HOT lanes typically funnel traffic to dense employment centers, which favors express, weekday operations. Table 2 shows that of the 121 bus routes identified that use HOT lanes, only four charge local fares and only six run on weekends.

The longer-distance nature of HOT lane bus service increases the likelihood of routes crossing jurisdictional boundaries and, consequently, of multiple transit operators using the same HOT lane. Multiple operators serve HOT lanes in four of the ten regions studied, typically when a bus route starts in a different county from the HOT lane, such as a Riverside County bus using Orange County's SR-91. This situation increases the challenge of coordinating information for users. Miami's I-95 website, for example, very elegantly presents unified information on all bus routes using the facility – even though two transit agencies provide those services. This presentation is exceptional. No other HOT lane website even includes a map of transit service available on the facility. Among

transit agencies, only Minneapolis's MetroTransit provides unified information on routes from different operators using the HOT lanes.

The express nature of HOT lane bus service commands high and variable fares. Nine HOT lanes serve bus routes that charge between four and five dollars a trip, much higher than standard fares. Furthermore, HOT lane bus service typically has two pricing tiers, which reflect distinctions in the distance traveled (Atlanta has two distance rates), the quality of service (San Diego offers 'express' and 'premium express' service with more comfortable buses and fewer stops), or the operating agency (Riverside Transit Agency and the Orange County Transportation Authority charge different express rates along the same corridor). Houston's HOT lane bus service has even more fare variation with three distanced-based express bus pricing tiers as well as one local rate. Table 2 shows that the vast majority of routes charge the higher fare.

Transit agencies have adopted two general strategies to bus provision on HOT lanes. The first and more popular approach provides lower coverage, higher frequency line-haul service and typically collects passengers already assembled at park-and-ride lots and transit centers. The second approach provides higher coverage, lower frequency feeder plus line-haul service and collects passengers from neighborhoods as well. Figure 2 presents the number of bus routes on each HOT lane and the ratio of daily trips per route. Houston, Miami, and Seattle exemplify the first strategy with few routes, but many trips per route. Minneapolis and Salt Lake City exemplify the second strategy with many routes, but fewer trips per route. Denver presents a third option with a high number of routes as well as high frequencies per route.

Park-and-Ride Provision

Bus provision on all HOT lanes is supported by park-and-ride lots either upstream or along the managed lanes themselves. While general park-and-ride design principles, such as maximizing upstream flows and managing bus headways (Neudorff et al. 2011), continue to hold, HOT lanes offer some unique possibilities.

First, the development of a HOT lane often provides substantial funding to increase park-and-ride provision. For example, Atlanta's I-85 HOT lane conversion was part of a $182 million regional congestion reduction project that allocated $80 million for park-and-ride capacity expansion at eleven sites around the region (roughly twice the

$42 million spent on new over-the-road coaches). Two new and one expanded park-and-ride lot were built to serve the HOT lane specifically (Georgia State Road and Tollway Authority 2010). These three sites combined added roughly 2,200 new parking spots (Vu 2011).

Second, because HOT lanes have limited entry points, the physical connection between these lanes and the park-and-ride lot takes on added importance. Many lots are sited well upstream of the HOT lane entrance and need no special accommodations. For example, the HOT lane expansion on Houston's I-10 included the construction of the new 2,377 spot Kingsland Park-and-Ride lot eight miles upstream from the HOT lane's entrance. Buses leaving the Kingsland lot enter the HOT lane downstream like any other vehicle. However, lots located along the lane may require difficult movements for buses to enter the highway and then cross all the general-purpose lanes to enter the HOT lane. The Houston I-10 expansion also included the construction of the new 2,428 spot Addicks Park-and-Ride lot just downstream from the lane's entrance. Buses leaving this lot use a special bridge to pass over the general-purpose lanes and have a direct-access ramp down to the HOT lane. Such direct-access ramps, as noted earlier, minimize traffic conflicts and maximize the speed at which an express bus can pass between the HOT lane and an off-line park-and-ride lot.

Just as not all park-and-ride lots serving a HOT lane are located along that lane, not all park-and-ride lots located along a HOT lane serve bus routes traveling on that lane. Many lots are exclusively designed for car- and vanpooling or serve a perpendicular transit line that does not use the HOT lane. Table 3 presents comparative statistics for all the park-and-ride lots that are both located within one mile of a HOT lane and have bus service that actually uses those HOT lanes. By this definition, three quarters of HOT lanes have at least one park-and-ride lot along their corridor. Of these facilities, the median number of lots is five, with an average spacing of one lot every three miles. The median number of parking spaces in these lots is 1,845, with a median ratio of 513 spaces per lot or 160 spaces per mile of HOT lane.

Transit Ridership

The purpose of bus and park-and-ride provision is to encourage transit ridership. The most recent comparative information on weekday ridership, shown in Table 4,

demonstrates that transit can attract riders in HOT lane corridors. On a typical weekday, the twelve HOT lanes in the United States carry more than 67,000 bus passengers. The median weekday transit ridership per HOT lane is 3,882 riders; however, the three most transit-productive facilities, those in Denver and Minneapolis, each carry more than 11,000 bus passengers per weekday. The only HOT lanes that carry fewer than 2,000 bus passengers per weekday are those in Orange County and the Bay Area, where the HOT lane serves secondary centers with dispersed employment locations.

The bus service on HOT lanes is relatively efficient with an average load factor of 23 passengers per bus trip. Salt Lake City's I-15 reports a particularly high load factor of double the national average due to the combination of strong demand for the limited peak-period service and the large seating capacity of the over-the-road coaches. The unfavorable land use conditions for transit along the HOT lanes in Orange County and the Bay Area result in the lowest load factors of 12 and 10, respectively.

A common concern of HOT lane development, particularly for HOV to HOT conversions, is that people who formerly rode transit to enjoy the managed-lane benefit will make a socially undesirable mode shift to driving alone once they can purchase access to the same managed-lane benefit. Some HOT lane policies are expressly designed to limit this possibility. For example, the peak-period tolls on Denver's I-25 are legally bound to be at or above the express bus fare along the corridor (State of Colorado and Regional Transportation District 2011) so that driving never has an out-of-pocket cost advantage.

It is difficult to address this concern knowledgeably, as there has been limited research into such behavioral changes. An April 1998 examination of paying users of Houston's I-10 HOT lane, during a period when two-occupant vehicles could purchase peak-direction access otherwise restricted to three-occupant vehicles, found that 10.6 percent of the morning users and 5.3 percent of the afternoon users had previously taken the bus (Burris and Stockton 2004). A stated preference study of bus passengers on Houston's HOT lanes was conducted in 2003 to predict the modal impacts of allowing single-occupant vehicles to purchase access to the lanes. That study predicted that even with extended HOT lane hours and the maximimum time savings at the lowest toll tested, fewer than 6.1 percent of current bus riders would shift to driving alone (Chum and

Burris 2008). Evaluations of Orange County's SR-91 found that transit passengers did not shift to driving with the addition of the HOT lane (Sullivan 2002; Sullivan 2000). These three studies hint at only small shifts from transit to driving, but do not provide particularly conclusive evidence. The first study was of a very small sample of early adopters to a very limited service, the second study was based on beliefs about future actions, and the third study considered the only HOT lane which had not been an HOV facility (and therefore did not previously afford transit any advantage).

A small number of former transit users switching to driving may not be problematic if the net effect of a HOT lane is to increase transit use in the corridor. The data on transit ridership change are not clear-cut, and a recent federal review could only characterize the effect as 'mixed' (GAO 2012). This description while accurate is slightly misleading. Available studies report neutral impacts along Orange County's SR-91 (Sullivan 2002; Sullivan 2000) and Denver's I-25 (Chum and Burris 2008) and positive impacts along Minneapolis's I-394 (13 percent increase) (Chum and Burris 2008), Minneapolis's I-35W (18 percent increase) (Buckeye 2011), Seattle's SR-167 (8 percent increase) (Parsons Brinckerhoff 2011), and Miami's I-95 (57 percent increase) (Pessaro and Van Nostrand 2011). No study reports negative impacts. It is more appropriate to say the introduction of a HOT lane has neutral to positive impacts on bus ridership along the corridor.

The source of the new transit riders is particularly important. Ideally, these riders would be former drivers and thus represent a shift towards greater sustainability. In practice, many new riders of buses on HOT lanes come from other transit modes. For example, a survey of the new riders on Miami's 95 Express Bus service found that 45 percent came from transit and a third of those from commuter rail (Pessaro and Van Nostrand 2011). This latter example demonstrates that the combination of bus and HOT lane does serve as a reasonable commuter rail alternative. Former rail patrons in Miami can leave from the same park-and-ride lot, but arrive at their destination by a well-appointed, over-the-road bus without needing to transfer. The ability to choose between long-haul transit modes is relatively common as the bus routes on HOT lanes in Orange County, Seattle, Salt Lake City, and the Bay Area all have collocated stations along parallel commuter rail lines. Bus routes on HOT lanes can be very appealing and will

likely draw new riders, but these routes are also likely to pull some of those riders away from pre-existing transit modes.

Finally, the development of HOT lanes presents a very important opportunity to market existing or new transit services to the general public. Because HOT lanes do represent a novelty, they are often featured on news stories. The annual report of Miami's I-95 HOT lanes counts the number of media mentions as "helping in providing the public valuable information on 95 Express goals and operations" (Florida Department of Transportation 2012). Publicity is seen as contributing to the success of the project as 53 percent of new riders said the opening of the new HOT lanes influenced their decision to use transit. Similarly, public pressure has caused HOT lane marketing campaigns to promote transit in Denver (Ungemah, Swisher, and Tighe 2005) and Minneapolis (Munnich and Buckeye 2007).

HOT Lane Revenues and Transit Subsidies

An appealing feature of HOT lanes is that they earn revenues, which, in theory, could be used to subsidize transit. This section explores whether supportive legal structures are in place, whether toll revenues are available, and whether available revenues are actually transferred to subsidize transit.

Legal Structures for Revenue Transfer

Table 5 shows that most HOT lanes can legally transfer toll revenues to support transit along the corridor. Typically, the transferable funds are described as 'excess' or 'net' revenues and refer to monies earned after expenses. This approach raises the question of what constitutes an expense. Most systems only include operating expenses; however, some, such as Minneapolis's I-394 also include capital expenses. Including more expenses reduces the availability of excess revenues for transit. An alternative approach, taken by Miami's I-95, is to define HOT lane expenses to include the transit subsidy. There, express bus service is seen as essential to the operation of the HOT lane and the two bus providers are guaranteed subsidy payments regardless of net revenues.

The legal structures also distinguish between allowing revenue transfers and requiring them. Denver's I-25, Miami's I-95, and the Bay Area's I-680 all allow transfers of excess revenues for transit purposes, but to date have chosen not to expend

them on transit. (Excess revenues in Denver are being held in escrow to eventually help fund a tributary HOT lane and BRT service, and Miami is already subsidizing transit as part of its expense structure.) San Diego's I-15 and the two Minneapolis HOT lanes are required to transfer specified portions of their net revenues. San Diego must transfer its entire surplus to support transit, while Minneapolis must transfer three-quarters of net revenues along I-35W and half of net revenues along I-394.

There is some variety in the transit services that can be subsidized. Most systems require the subsidized transit be geographically located within the tolled corridor. Denver has amended its agreement to clarify that the monies from I-25 can be used on a tributary corridor beyond the tolled facility (Colorado Department of Transportation and Regional Transportation District 2011). Several regions specify that subsidies must support transit improvements and expansions. Minneapolis's I-394 agreement is explicit that this refers to "bus transit services within the corridor beyond the level of service provided on the date of implementation" (State of Minnesota 2012). Other HOT lane agreements, such as those in Denver and the Bay Area, suggest that toll revenues can be used to subsidize existing services. No HOT lane limits transit subsidies to either operating or capital expenses; however, two facilities felt the need to make this explicit. Orange County's SR-91 legislation calls out operational expenses as acceptable while Minneapolis's I-394 legislation does the same for capital expenses.

A final case is when the transit agency operates the HOT lane. A logical assumption is that excess revenues would come back to the agency's general fund, which is the case with Houston's US-290; however, this arrangement is not consistent. Orange County's SR-91, which is also operated by a transit agency, is not allowed to divert any excess revenues from corridor highway improvements and the agency is therefore looking to double the length of the HOT lanes.

HOT Lane Revenues and Expenses

A supportive legal framework is only useful if there are toll revenues available for transferring. Loudon et al. (2010) delicately note that "the expectations for revenue generation by decision makers and the public are often inflated." Table 6 presents the reported revenues for fiscal year 2011, which vary widely from $25,467 on Houston's I-290, which tolls for only an hour and a quarter in one direction on weekday mornings, to

$41,245,590 on Orange County's SR-91, which tolls all day in both directions every day of the week. The latter HOT lane had such a profit potential that it was initially built and owned by a private company. The median HOT lane revenue in fiscal year 2011 was a modest $2.6 million.

Table 6 also compares revenues to expenses to show that only six HOT lanes reported a surplus in 2011. The four facilities where capacity has been added through new construction are doing particularly well, with a median profit margin of 48 percent and a combined net revenue of $32 million. Several of the currently unprofitable lanes are projected to generate a surplus in the near future. For example, Seattle's SR-167 reported revenues exceeding expenses in the last quarter of fiscal year 2011 (Washington State Department of Transportation 2011) and Houston's US-290, which renegotiated its maintenance contract, has showed a 31 percent profit margin the 2012 fiscal year.

Transit Subsidies

The availability of excess toll revenues does not guarantee that they will be used to subsidize transit. Of the six HOT lanes reporting excess revenues, only three transferred portions of these monies to support bus service on the corridor. Miami spent $2.6 million and San Diego spent $1.0 million to fully subsidize express bus service along their respective HOT lanes. Minneapolis's I-35W spent $179,000 to support transit. These transfers are perhaps less than the windfall that policy makers may imagine when instituting the policies; however, as King (2009) notes, these subsidies can be quite significant for funding service in the HOT lane corridor itself.

HOT lanes may also indirectly increase transit funding by assuming costs for HOV maintenance formerly borne by transit agencies. For example, Denver's I-25 and Houston's I-10 HOT lanes had previously been transit agency-operated HOV lanes. When these HOV lanes were converted to HOT lanes, toll authorities took over responsibility for operation and maintenance. These assumed costs can be substantial. For example, in fiscal year 2011, Denver's I-25 spent $305,459 for daily operation of the HOT lane, which includes reversing its direction and maintaining the gates, as well as an additional $381,648 for contracted maintenance, which includes routine tasks such as sweeping, crack sealing, guard rail repair, etc., and seasonal responsibilities such as snow and ice removal. These savings can only occur if the transit agency can shed all the

associated costs of operating the lane. In Houston, the transit agency redistributed the labor force previously working on the I-10 lane to provide support elsewhere in their HOV network and therefore did not realize savings.

Conclusions

HOT lanes represent a new opportunity for transit agencies with many potential benefits including increased funding, faster travel speeds, more riders, and greater community visibility. However, these benefits do not emerge automatically. Transit agencies need to work closely with HOT lane developers to realize these positive externalities and avoid negative ones, such as access conflicts, increased traffic congestion, and ridership losses. This paper uses the experience at existing facilities to explain how HOT lanes impact transit. The purpose of this research is to establish the stakes involved with HOT lane development and to help transit agencies to take advantage of this new opportunity.

Acknowledgement

The author thanks Peter Fahrenwald, David Phillips, Kenneth Buckeye, John Allen, and several members of the staff of the Chicago Metropolitan Agency for Planning (CMAP) for commenting on drafts.

REFERENCES

Barker, W. G., and S. E. Polzin. 2004. "Synergies of Bus Rapid Transit and High-occupancy Toll Lanes: Simulation of Bus Rapid Transit in Congested Corridor with Roadway Value Pricing." *Transportation Research Record: Journal of the Transportation Research Board* 1884: 3–9.

Buckeye, Kenneth R. 2011. "Minnesota's Urban Partnership Agreement 2011 Update". FHWA Webinar December 15, Minneapolis, MN.

Burris, M. W., and B. R. Stockton. 2004. "HOT Lanes in Houston-Six Years of Experience." *Journal of Public Transportation* 7: 1–22.

Buxbaum, Jeffrey N., Matthew Click, Thomas Higgins, and Kiran Bhatt. 2010. "Integrating Pricing into the Metropolitan Transportation Planning Process: Four Case Studies". Final Report FHWA-HOP-11-002. Washington, D.C.: US Department of Transportation.

Cambridge Systematics. 2006. "I-394 MnPASS Technical Evaluation". Final Report. Minneapolis, MN: Minnesota Department of Transportation.

Chum, G. L., and M. W. Burris. 2008. "Potential Mode Shift from Transit to Single-Occupancy Vehicles on a High-Occupancy Toll Lane." *Transportation Research Record: Journal of the Transportation Research Board* 2072: 10–19.

Colorado Department of Transportation, and Regional Transportation District. 2011. "First Amendment to Intergovernmental Agreement Between the Colorado Tolling, Enterprise, the Colorado Department of Transportation and the Regional Transportation District Regarding the the North I-25 and US 36 Expres Lanes Facility."

Davis, M. 2011. "Current Industry Trends for Separating Express Lanes from General Purpose Lanes". White Paper. Atkins, Ltd.

Fielding, G. J. 1995. "Congestion Pricing and the Future of Transit." *Journal of Transport Geography* 3 (4): 239–246.

Fielding, G. J., and D. B. Klein. 1993. "High Occupancy/toll Lanes: Phasing in Congestion Pricing a Lane at a Time". Policy Study No. 170. Reason Foundation.

Florida Department of Transportation. 2012. "95 Express Annual Report: Covering July 1,2010 Through June 30, 2011". Final Report. Miami: Florida Department of Transportation.

GAO. 2012. "Traffic Congestion: Road Pricing Can Help Reduce Congestion, but Equity Concerns May Grow". GAO-12-119. Washington, D.C.: Government Accountability Office.

Georgia State Road and Tollway Authority. 2010. "Atlanta Congestion Reduction Demonstration Grant: A 2:1 Investment in Transit Over Highways". Georgia Department of Transportation.

Hardy, M. H. 2009. "Transit Response to Congestion Pricing Opportunities: Policy and Practice in the US." *Journal of Public Transportation* 12 (3): 61–77.

Hlavacek, I., M. Vitek, and R.B. Machemehl. 2007. "Best Practices: Separation Devices Between Toll Lanes and Free Lanes". FHWA/TX-07/0-5426-1. Austin, TX: Texas Department of Transportation.

HPTE. 2010. "I-25 Express Lanes Monthly Progress Report - June 2010". Denver, CO: Colorado Department of Transportation.

K.T. Analytics, and Cambridge Systematics. 2008. "Value Pricing Pilot Program: Lessons Learned". Final Report FHWA-HOP-08-023. Washington, D.C.: USDOT Federal Highway Administration.

King, D.A. 2009. "Remediating Inequity in Transportation Finance". Washington, D.C.: Transportation Research Board.

Lari, A.Z., and K.R. Buckeye. 1999. "High-occupancy Toll Lane System: A Concept Plan for the Twin Cities." *Transportation Research Record: Journal of the Transportation Research Board* 1659: 111–118.

Loudon, W.R., J. Synn, and H. Miller. 2010. "Consideration of Congestion Pricing and Managed Lanes in Metropolitan Transportation Planning." *Transportation Research Record: Journal of the Transportation Research Board* 2187: 60–67.

Metropolitan Transportation Commission. 2007. "Bay Area High-Occupancy / Toll (HOT) Network Study". Final Report. Oakland, CA: Metropolitan Transportation Commission.

Meyer, M.D., L. Saben, W. Shephard, and D.E. Drake. 2006. "Feasibility Assessment of Metropolitan High-occupancy Toll Lane Network in Atlanta, Georgia." *Transportation Research Record: Journal of the Transportation Research Board* 1959: 159–167.

Munnich, L.W., and K.R. Buckeye. 2007. "I-394 MnPASS High-Occupancy Toll Lanes: Planning and Operational Issues and Outcomes (Lessons Learned in Year 1)." *Transportation Research Record: Journal of the Transportation Research Board* 1996: 49–57.

Neudorff, Louis G., Jeffrey E. Randall, Robert Reiss, and Robert Gordon. 2011. "Managed Lanes - Chapter 8." In *Freeway Management and Operations Handbook*, Revised, 1–77. Washington, D.C.: US Department of Transportation.

Parsons Brinckerhoff. 2011. "NCHRP Web-Only Document 174: Performance Measurement and Evaluation of Tolling and Congestion Pricing Projects". Washington, D.C.: Transportation Research Board.

Perez, Benjamin Gerry, Reno Giordano, and Heidi Stamm. 2011. "NCHRP Report 694: Evaluation and Performance Measurement of Congestion Pricing Projects". 694. National Cooperative Highway Research Program. Washington, D.C.: Transportation Research Board.

Pessaro, Brian, and Caleb Van Nostrand. 2011. "Miami Urban Partnership Agreement (UPA) Project: Phase 1 Transit Evaluation Report". Final Report FTA- FL- 26-7110.2011.1. Tampa, FL: National Bus Rapid Transit Institute.

Poole, R. W., and C. K. Orski. 1999. "Building a Case for HOT Lanes". 257. Policy Study. Los Angeles, CA: Reason Public Policy Institute.

Poole, R.W., and C.K. Orski. 2003. "HOT Networks: A New Plan for Congestion Relief and Better Transit". 305. Policy Study. Los Angeles, CA: Reason Public Policy Institute.

State of Colorado, and Regional Transportation District. 2011. "Intergovernmental Agreement US 36 Managed Lane Project Segments 1 and 2: Exhibit D - Tolling and Use Policy."

State of Minnesota. 2012. *Minnesota Statutes: User Fees; High Occupancy Vehicle and Dynamic Shoulder Lanes.*

Sullivan, E. C. 2000. "Continuation Study to Evaluate the Impacts of the SR 91 Value-priced Express Lanes". Final Report. Sacramento: State of California Department of Transportation.

———. 2002. "State Route 91 Value-priced Express Lanes: Updated Observations." *Transportation Research Record: Journal of the Transportation Research Board* 1812: 37–42.

Supernak, Janusz. 2005. "HOT Lanes on Interstate 15 in San Diego: Technology, Impacts, and Equity Issues." In Cancun, Mexico.

Swisher, M., W. L. Eisele, D. Ungemah, and G. D. Goodin. 2003. "Life-cycle Graphical Representation of Managed High-occupancy Vehicle Lane Evolution." *Transportation Research Record: Journal of the Transportation Research Board* 1856: 161–167.

Turnbull, K.F. 2008. "High-Occupancy Toll Lanes and Public Transportation." *Transportation Research Record: Journal of the Transportation Research Board* 2065: 36–40.

Ungemah, D., M. Swisher, and C.D. Tighe. 2005. "Discussing High-occupancy Toll Lanes with the Denver, Colorado, Public." *Transportation Research Record: Journal of the Transportation Research Board* 1932: 129–136.

Vu, Patrick. 2011. "Atlanta's CRD Update". FHWA Webinar December 15, Atlanta.

Washington State Department of Transportation. 2011. "SR 167 HOT Lanes Pilot Project: Third Annual Performance Summary (May 2008 - April 2011)."

Weinstein, A., and G. C. Sciara. 2006. "Unraveling Equity in HOT Lane Planning A View from Practice." *Journal of Planning Education and Research* 26 (2): 174–184.

About the Author

Gregory L. Newmark (newmarkg@rtachicago.org) is a principal analyst at the Regional Transportation Authority in Chicago, a research fellow at the Chaddick Institute for Metropolitan Development at DePaul University, and a lecturer at the Harris School of Public Policy Studies at the University of Chicago.

Table 1. HOT Lanes in the United States

Region	Name	Corridor	Opened[a]	Provenance	Miles	Lanes	Reversible	Barrier
Orange County	91 Express Lanes	SR-91	Dec 1995	New Construction	10	4	No	Plastic Posts
San Diego	I-15 Express Lanes	I-15	Dec 1996	Conversion / New Construction	20	4	Partial	Concrete Wall
Houston	Katy Freeway Managed Lanes	I-10	Jan 1998	Conversion / New Construction	12	4	No	Plastic Posts
Houston	Northwest Highway QuickRide	US-290	Dec 2000	Conversion	15	1	Yes	Concrete Wall
Minneapolis	I-394 MnPASS Express Lanes[b]	I-394	May 2005	Conversion	8	2	Partial	Painted Lines / Concrete Wall
Salt Lake City	I-15 Express Lanes	I-15	Sept 2006	Conversion	40	2	No	Painted Lines
Denver	I-25 Express Lanes	I-25	June 2006	Conversion	7	2	Yes	Concrete Wall
Seattle	SR-167 HOT Lanes[c]	SR-167	May 2008	Conversion	12	2	No	Painted Lines
Miami	95 Express	I-95	Dec 2008	Conversion / New Construction	7	4	No	Plastic Posts
Minneapolis	I-35W MnPASS Express Lanes[c]	I-35W	Sept 2009	Conversion	16	2	No	Painted Line
Bay Area	I-680 Sunol Express Lanes[d]	I-680	Sept 2010	Conversion	14	1	No	Painted Lines
Atlanta	I-85 Express Lanes	I-85	Sept 2011	Conversion	16	2	No	Painted Lines

[a] This date refers to the first opening of the HOT lane while the remaining columns refer to current conditions. In some cases, particularly San Diego (I-15) and Houston (I-10), the facilities have been expanded so that current conditions do not reflect those when the lane opened.

[b] Minneapolis (I-394)is composed of two segments. The western segment from I-494 to SH-100 consists of a single dedicated lane in each direction painted line separated from the general purpose lanes. The eastern segment from SH-100 to I-94 consists of two reversible lanes concrete barrier separated from the general purpose lanes.

[c] HOT lane is longer in the northbound direction than the southbound direction. The longer length is presented here and used for subsequent calculations.

[d] This lane currently only operates in the southbound direction. Subsequent calculations, such as bus ridership, consider flows only in one direction.

Table 2. Bus Service on HOT Lanes

Region	Corridor	Operators	Weekday Bus			Fares		Bus Route Numbers
			Routes	Trips	Trips / Routes	Highest	Lowest	
Orange County	SR-91	2	2	39	20	4.50	3.00	**216**, 794
San Diego	I-15	1	6	141	24	5.00	2.50	**20**, 810, 820, 850, 860, 880
Houston	I-10	1	6	391	65	4.50	1.25	***131***, 221, 222, 228 ($3.75), 229 ($3.75), 298
Houston	US-290	1	4	236	59	4.50	3.25	214 ($3.75), **216**, 217, **219**
Minneapolis	I-394	4	38	548	14	3.00	1.75	490, 587, 589, ***643***, 649, 652, 663, 664, 665, 667, 668, 670, 671, 672, 673, 674, 675, 677, 679, 680, 690, 691, 692, 697, 698, 699, 742, 747, 756, 758, 764, 772, 774, 776, 777, 790, 793, 795
Salt Lake City	I-15	1	12	76	6	5.00	5.00	471, 472, 473, 801, 802, 803, 804, 805, 806, 807, 808, 810
Denver	I-25	1	12	434	36	5.00	4.00	BV, BF, BX/BMX, L, HX, T, **31X**, **40X**, **80X**, **86X**, **120X**, **122X**
Seattle	SR-167	2	2	88	44	4.00	2.50	**566**, 952
Miami	I-95	2	4	259	65	2.35	2.35	95 Golden Glades, 95 Dade-Broward Express, I-95 Express Miramar, I-95 Express Pembroke Pines
Minneapolis	I-35W	4	26	495	19	3.00	1.75	***146***, 156, 440, 460, 464, 465, 467, 470, 472, 475, 476, 477, 478, 479, 491, 492, ***535***, 552, 553, 554, 558, 578, 579, 597, 684, 695
Bay Area	I-680	1	1	30	30	4.00	4.00	180
Atlanta	I-85	2	8	133	17	4.00	3.00	101, **102**, 103, **410**, 411, 412, 413, 416

Note: Information current for January 2012. In the Bus Line Number column, **bolded** routes charge the lower fares and underlined routes have weekend service, *italicized* routes charge local fares. Houston has multiple fare levels which are noted in (parentheses) for routes that do not charge the highest or lowest fare.

Table 3. Park and Ride Lots within a One-Mile Buffer of HOT Lanes

Region	Corridor	Lots		Spaces			Descriptions
		Total	Per Mile	Total	Per Lot	Per Mile	Organized from furthest out to downtown, where applicable.
Orange County	SR-91	0	0.000	0	0	0	--
San Diego	I-15	12	0.600	1,845	154	92	**Escondido Transit Center** (580); Felicita Ave (30); **Del Lago Transit Station** (160); Rancho Bernardo Rd (15); **Rancho Bernardo Transit Station** (190); Rancho Carmel Dr (125); SR56 (70); **Sabre Springs / Peñasquitos Transit Station** (250); Stoney Creek Rd (132); Paseo Cardiel (88); Freeport Rd (102); Poway Rd (103);
Houston	I-10	2	0.167	2,623	1,312	219	**Addicks P&R** (2,428); **Northwest Transit Center** (195)
Houston	US-290	4	0.800	4,596	1,149	306	**Northwest Station** (2,361); **W. Little York** (1,102); **Pinemont** (938); **Northwest Transit Center** (195)
Minneapolis	I-394	5	0.625	1,351	270	169	Plymouth Road Transit Center (111); CR 73 (732); General Mills Boulevard (123); Louisiana Ave Transit Center (330); Park Place (55)
Salt Lake City	I-15	5	0.125	1,459	292	37	160N 600W, Kaysville (231); Layton Hills Mall (379); Thanksgiving Point Station (422); 100 E. Main St, American Fork (227) American Fork Station (200)
Denver	I-25	0	0.000	0	0	0	--
Seattle	SR-167	5	0.417	1,985	662	165	Auburn Station (631); Auburn P&R (358); Kent Station (996);
Miami	I-95	0	0.000	0	0	0	--
Minneapolis	I-35W	5	0.313	2,566	513	160	Heart of the City (370); Burnsville Transit Station (1,376); St. Lukes (100); South Bloomington Transit Center (195); Knox Ave (525)
Bay Area	I-680	1	0.071	127	127	9	Mission Boulevard (127)
Atlanta	I-85	2	0.125	1,060	530	66	Discover Mills (554); Indian Trail (506)

Note: Only those lots that are served by bus routes that use the HOT lanes are considered here. **Bolded** lots have direct access ramps to the HOT lanes.

Table 4. Weekday Bus Trips and Ridership on HOT Lanes

Region	Corridor	Weekday Bus			
		Trips[a]	Riders	Rider Count Period (s)	Riders/Trip
Orange County	SR-91	39	450	March 2010; Oct 2011	12
San Diego	I-15	141	2,158	Spring 2011; Nov 2011	15
Houston	I-10	391	8,027	Fiscal Year 2011	21
Houston	US-290	236	4,526	Fiscal Year 2011	19
Minneapolis	I-394	548	12,141	Calendar Year 2011 (est)	22
Salt Lake City	I-15	76	3,477	Calendar Year 2011	46
Denver[b]	I-25	434	14,840	Aug – Dec 2011	34
Seattle	SR-167	88	2,334	Oct-Dec 2011;Dec 2011	27
Miami	I-95	259	4,286	June 2011	17
Minneapolis	I-35W	495	11,647	Calendar Year 2011 (est)	24
Bay Area[c]	I-680	30	307	Calendar Year 2011	10
Atlanta	I-85	133	3,179	Sept 12 – Oct 7, 2011	24

[a] Trips based on January 2012 schedules.
[b] The B, L, and 120X routes also operate some service in the reverse commute direction. This service does not use the HOT lanes, but the data on those trips and ridership are included in these totals.
[c] Since the Bay Area (I-680) HOT Lane is only southbound, only buses running in that direction and their ridership are counted.

Table 5. HOT Lane Operator and Legislated Revenue Transfer to Transit

Region	Corridor	Operator	Legislated Revenue Transfer to Transit
Orange County	SR-91	Transit Agency	[No transfer despite transit agency owning facility]
San Diego	I-15	MPO	"All remaining revenue shall be used in the I-15 corridor exclusively for (A) the improvement of transit service, including, but not limited to, support for transit operations, and (B) high-occupancy vehicle facilities and shall not be used for any other purpose."
Houston	I-10	Toll Authority	[No transfer]
Houston	US-290	Transit Agency	[Excess revenues goes into transit general fund as transit agency owns the facility]
Minneapolis	I-394	State DOT	"The commissioner shall spend remaining money in the account as follows: … one-half must be transferred to the Metropolitan Council for expansion and improvement of bus transit services within the corridor beyond the level of service provided on the date of implementation."
Salt Lake City	I-15	State DOT	[No transfer]
Denver	I-25	State DOT	"Excess revenues may then be used for transit purposes in the corridor. … The parties wish to clarify their intent that (1) the corridors to be benefitted by the Facility and (2) the corridors where excess revenue may be expended include US 36 and North I-25 and may extend beyond the boundaries [of] the Facility."
Seattle	SR-167	State DOT	[No transfer]
Miami	I-95	State DOT	"All tolls so collected shall first be used to pay the annual cost of the operation [which includes peak-period express bus service], maintenance, and improvement of the high-occupancy toll lanes or express lanes project or associated transportation system. Any remaining toll revenue from the high-occupancy toll lanes or express lanes shall be used by the department for the construction, maintenance, or improvement of any road on the State Highway System within the county or counties in which the toll revenues were collected or to support express bus service on the facility where the toll revenues were collected."
Minneapolis	I-35W	State DOT	"The commissioner shall … allocate any remaining amount as follows: … 75 percent to the Metropolitan Council for improvement of bus transit services within the corridor including transit capital expenses."
Bay Area	I-680	CCMA	"All net revenue generate by the program … shall be allocated pursuant to an expenditure plan adopted biennially by the administering agency for transportation purposes within the program area. The expenditure plan may include funding for the following: … (B) Transit capital and operations that directly serve the authorized corridors."
Atlanta	I-85	Toll Authority	[No transfer]

Table 6. Revenues and Transit Subsidies of HOT Lanes (Fiscal Year 2011)

Region	Corridor	Operating			Subsidy	
		Income	Expenses	Margin	Net	Per Profit
		$	$	%	$	%
Orange County	SR-91	41,245,590	22,381,682	46	0	0
San Diego	I-15	4,015,371	2,456,865	39	1,000,000	64
Houston	I-10	6,715,041	2,873,430	57	0	0
Houston	US-290	25,467	30,000	-18	0	0
Minneapolis [a]	I-394	--	--	--	--	--
Salt Lake City	I-15	439,474	711,896	-62	0	0
Denver	I-25	2,553,591	2,003,131	22	0	0
Seattle	SR-167	750,446	1,092,346	-46	0	0
Miami	I-95	15,085,957	7,560,000 [b]	50	2,610,185	35
Minneapolis [a]	I-35W	2,640,684	2,509,593	5	179,000	137
Bay Area [c]	I-680	628,961	670,449	-7	0	0

[a] The income and expenses in Minneapolis are collected jointly; however, subsidies are currently only generated and allocated along the I-35W corridor where the capital costs were fully paid for. It is expected that in 2014 the capital costs of I-394 will be paid off and I-394 will generate net revenues similar to those currently generated on I-35W to be used as subsidies.

[b] Estimated by HOT lane operator.

[c] The Bay Area's I-680 HOT lanes opened in September 2010 and had just over nine months of operation in FY 2011. Atlanta's I-85 HOT lanes were not open during FY 2011 and are excluded from this table.

Figure 1. HOT Lanes in the United States (January 2012)

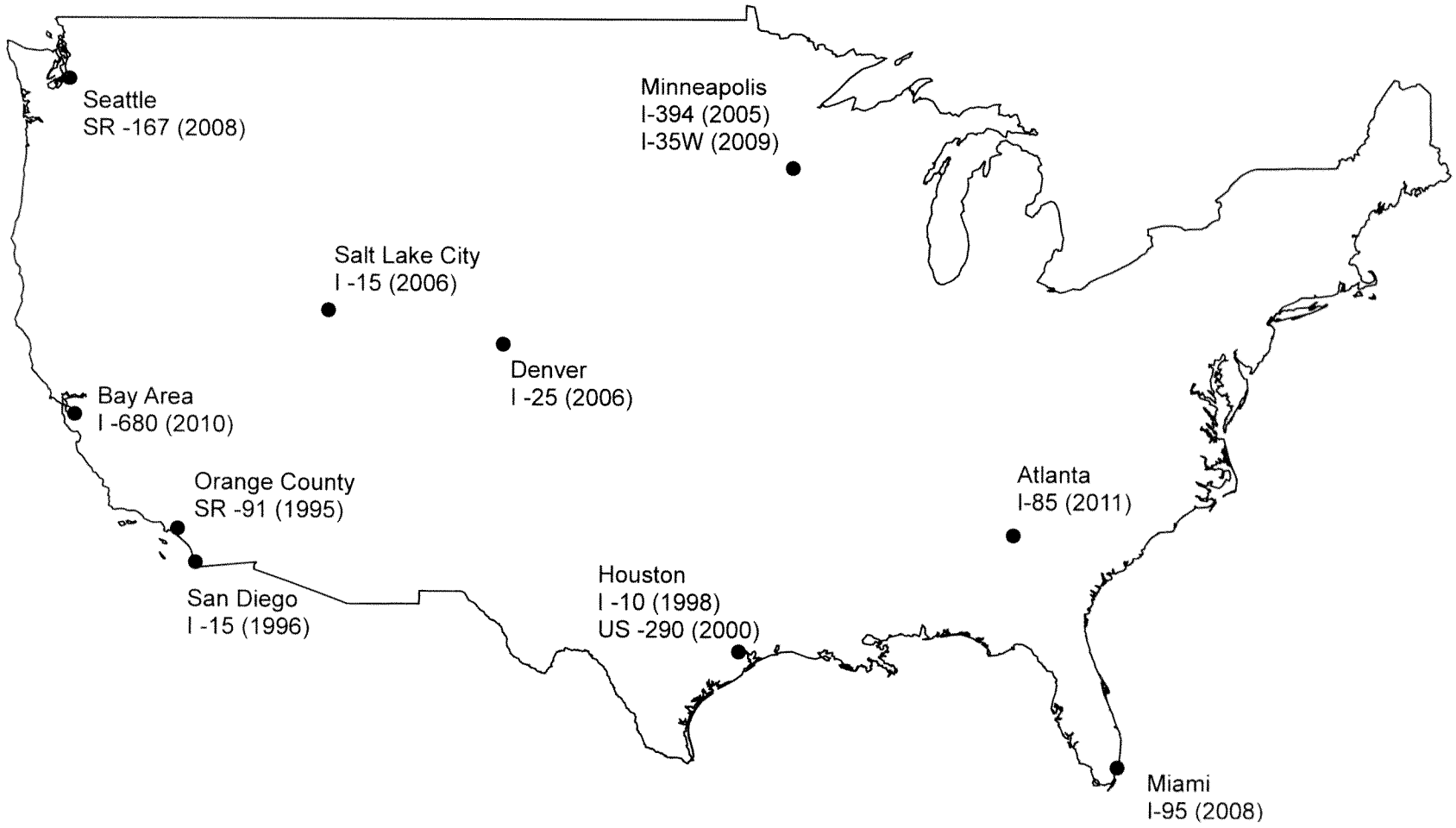
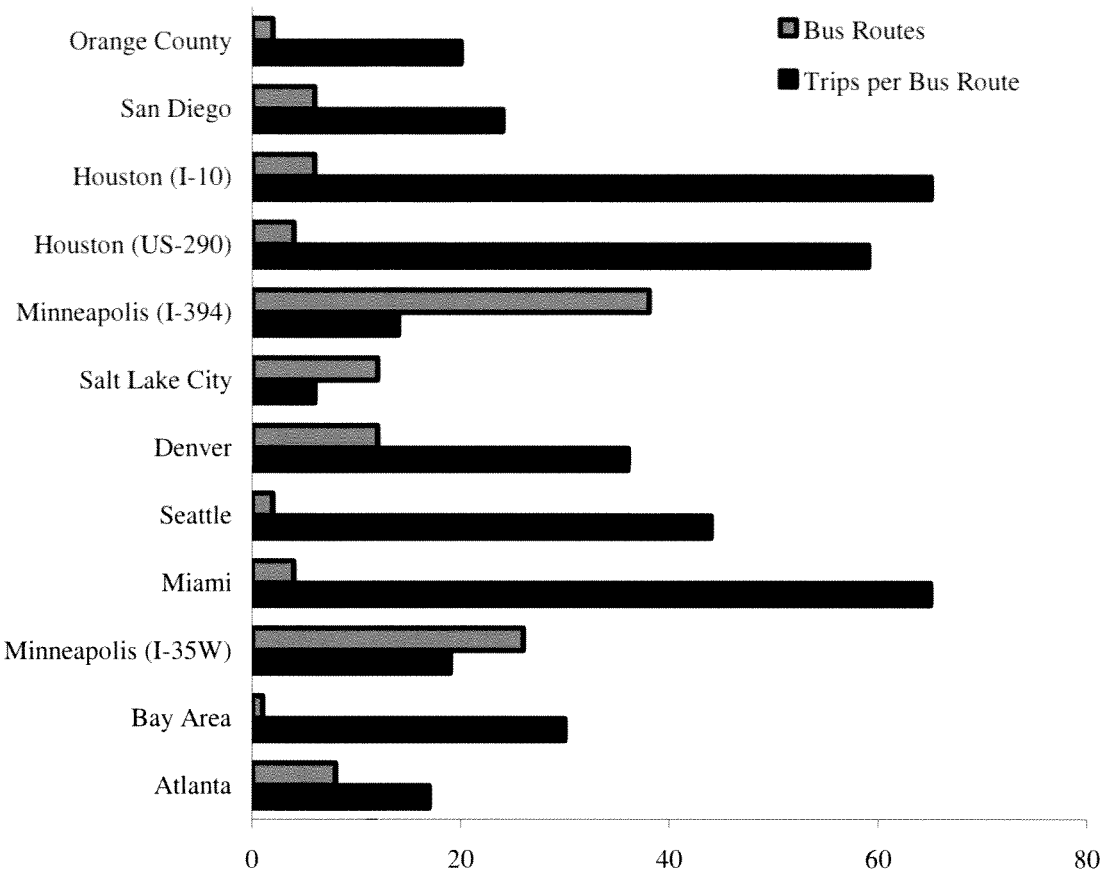


Figure 2. Transit Service on HOT Lanes



221

Senior and Disabled Reduced Fare Programs: A Peer Review of Policies

by

Gregory L. Newmark

Regional Transportation Authority
175 W. Jackson Blvd, Suite 1650
Chicago, Illinois 60604

Tel: +1-312-913-3236
Fax: +1-312-913-3206
newmarkg@rtachicago.org

Senior and Disabled Reduced Fare Programs: A Peer Review of Policies

Abstract

A significant, but understudied activity of transit agencies is managing reduced fare programs for senior citizens and people with disabilities. The laws that mandate these programs afford transit agencies substantial latitude in designing implementations. Although the resultant program variation offers an excellent opportunity for agencies to learn from each other's experience, there has been little comparative analysis. This paper addresses this knowledge gap by providing, for the first time, a systematic consideration of reduced fare policies at the major transit agencies in the ten most populous metropolitan regions in the United States. This work combines the findings of a structured, open-ended survey with information gleaned from transit agency websites to identify the core components of a reduced fare program, illustrate extant program variation, and discuss the attendant tradeoffs. The goal of this paper is to assist agencies seeking to re-examine and refine their reduced fare program practices.

Introduction

A nearly universal feature of transit in developed economies is the provision of reduced fares for senior citizens and people with disabilities. Such concessionary fares help public transportation meet its public objective of expanding mobility for disadvantaged populations. The number of people currently enrolled in concessionary fare programs is substantial. Chicago, for example, the third largest metropolitan area in the United States, has over half a million registered reduced fare riders. These numbers are going to grow as demographic shifts continue to increase both the absolute numbers and the relative shares of eligible populations.

While it is always recommended practice for transit agencies to review their policies, the current transition to contactless fare media and open fare payment systems has focused attention on reduced fare programs. Successful reviews entail examining alternative models implemented by peer agencies. Unfortunately, there are no extant comparisons of concessionary fare policies to guide agencies seeking to revise and refine their own reduced fare programs. Alternative models do exist as the laws that require concessionary fares be offered generally do not specify *how* those fare reductions are to be offered; however, the absence of a systematic comparison increases the likelihood that the innovations and unique adaptations developed in one place are not known elsewhere.

This paper seeks to fill this knowledge gap. This research surveys reduced fare policies among a pre-existing peer group of ten major transit properties in the United States. Through analysis of the data collected, the core activities that characterize a reduced fare program are clustered into three areas: fundamentals, administration, and fraud prevention. This tripartite taxonomy is then used to structure the comparison of concessionary fare practices. This effort is designed to illustrate the range of practices and their attendant trade-offs without elevating any individual approach as a 'best' practice. The goal of this work is to provide a framing grammar and illustrative vocabulary of reduced fare policy to enable interested transit agencies to discuss and define the practices that fit them best.

Background

United States law since 1976 requires, in somewhat dated language, that all transit agencies receiving federal funds

> give satisfactory assurances ... , that the rates charged elderly and handicapped persons during non-peak hours ... will not exceed one-half of the rates generally applicable to other persons at peak hours (U.S. Department of Transportation 1976).

The regulations do not mandate any specific program administration.

To date, studies of concessionary fares have only obliquely addressed the resultant policy variation. For example, Metz (2003) notes that in England "there has been wide variation in the terms of the [senior reduced fare] schemes that have been offered," but does not examine that variation. Instead, studies on senior and disabled reduced fare programs focus on ridership and revenue (Roszner and Hoel 1971; Ling and Howcroft 2007; Morlok, Kulash, and Vandersypen 1971; Hoel and Roszner 1972; Rye and Mykura 2009; Baker and White 2010; Truelove 1984; Andrews et al. 2012; Schmöcker et al. 2008; Shmelzer and Cantilli 1970; Rye et al. 2002) or equity impacts (Rock 1979; Andrews et al. 2012; Shmelzer and Cantilli 1970). The one exception (Ketron, Inc and Urban Mass Transportation Authority 1981) catalogs the variation in reduced fare schemes then operating in the greater New York City region; however, the purpose of that cataloging was as a basis for a proposal to align the policies rather than explore their distinctions.

The current research takes a different tack and focuses on the reduced fare policies themselves with an appreciation of their diversity and a consideration of the associated trade-offs.

Methodology

This qualitative research combines a structured, open-ended survey of managers of senior and disabled reduced fare programs with materials available on the agency websites. The study sample consists of the largest transit agencies in the ten most populous U.S. metropolitan areas. Table 1 lists these regions, which comprise an existing peer comparison group (Gallucci and Allen 2011), and the surveyed transit agency. For

ease of expression, the region name is used in place of the transit agency throughout this text.

The survey results were analyzed to identify core elements common to all reduced fare programs. These elements were organized into a tripartite structure of fundamentals, administration, and fraud prevention. This structure provides a frame for considering all the activities associated with a concessionary fare policy. Fundamentals define the underlying program benefits as well as the technology for proving authorization for those benefits. Administration defines the three key processes of registration, renewal, and card replacement necessary for customers to obtain and maintain authorization for participation in the program. Fraud prevention includes all techniques and practices to prevent abuse and limit the benefit of the program to authorized users.

Fundamentals

Reduced fare programs offer the benefit of a cost reduction to authorized users. Those users demonstrate their authorization by presenting a permit issued by the transit agency. This section introduces those benefits and the accompanying permit technologies.

Benefits

United States law only requires that transit properties offer half-price fares during off-peak hours. The surveyed agencies all exceed this minimum temporal requirement and offer reduced fares throughout the day. Extending the hours of reduced rates is politically popular and facilitates handling of the discounts, particularly as relatively few systems maintain peak / off-peak distinctions in their pricing structures; however, such policies are theoretically problematic from a system performance perspective since they likely marginally increase transit demand during peak periods when transit supply is most limited (and most costly to provide). Two systems do tweak their policies to better match demand and supply. Los Angeles offers deeper fare reductions during the off-peak period to encourage ridership when more capacity is available. Conversely, New York does not offer fare reductions on express buses during the morning rush when capacity is most desired. No respondent mentioned any system interest in scaling back the benefits to only off-peak periods.

The surveyed agencies also all exceed the minimum reduction requirement and offer free transit to at least one population group, as shown in Table 2.

Free transit is most commonly offered to people eligible for ADA paratransit service as a cost-saving measure designed to shift their trips to the far less subsidized fixed-route service. For example, New York, which started its free trip program in 2013, anticipates saving up to $90 million a year in subsidies (Newman 2012) and Washington claims $25 million in savings for fiscal year 2011 (Metro Staff 2012). Such programs are not without reported problems including large increases in ADA paratransit applicants (and consequently in labor costs for completing the additional eligibility determinations), illegal use of ADA paratransit permits by ineligible people, and counterfeiting of such permits. To limit these abuses, Washington restricts the free transit benefit to conditionally eligible riders (i.e., certified as physically able to use the fixed-route system for some trips) (Metro Staff 2012); Boston restricts the benefit to riders who have been in the ADA paratransit program for at least a year; and, New York restricts free travel to a maximum of four fixed-route trips per day (Goldstein 2013).

Free transit is frequently offered to senior citizens as a political expediency. For example, the programs in Chicago and Miami both originated as part of successful campaigns to increase local sales taxes hypothecated for transit. Given the size of the senior population, this benefit can be quite costly and transit systems have developed different solutions for restricting the class of eligible users. All cities have a residency requirement. Chicago introduced a means test after the transit agency found its 'all seniors ride free' policy cost $30 million a year in lost fares (Hilkevitch 2011). Houston set the threshold for free travel at age 70.

Chicago also provides free fixed-route transit to people with disabilities who pass a means test. This program originated as part of the legislation that introduced the now curtailed 'all seniors ride free policy.' No other surveyed system offers free rides to non-ADA paratransit eligible riders with disabilities.

While offering free fixed-route travel to ADA paratransit users results in a net gain for transit agencies, offering the same benefit to non-ADA paratransit users, whether senior citizens or people with disabilities, results in a net loss. Ideally, the transit agency would be reimbursed for these free trips; however, the only program to explicitly do so

was found in Philadelphia. There, the state reimburses the transit operator for each free trip made by a senior citizen with proceeds from the state lottery. These reimbursement rates are actually higher than the per-trip revenues collected by paying customers, which incentivizes the transit agency to promote the free ride program (Fish 1996).

Technology

There are two types of reduced fare permit technologies, as shown in Table 2. The first type, which is less prevalent today, is a simple identity card that functions as a flash pass the user shows the driver or ticket agent to claim the reduced fare benefit. These cards are entirely distinct from existing transit fare media. Dallas, Philadelphia, and Washington issue such cards for riders with disabilities and Dallas and Philadelphia issue them for senior citizens. Many regions allow senior citizens to use a government identification card to claim the reduced fare benefit. Washington relies exclusively on government identification cards and do not issue their own reduced fare permits for seniors, a policy which reduces administrative demands.

The second type of permit technology, which is currently predominant, combines an identity card with the transit system's fare media. This merger is typically accomplished by personalizing the back of a standard fare card. These cards function as fare media coded to automatically offer the appropriate reduced fare benefit. This permit technology typically still functions as the simpler identification-only card on commuter rail.

The general technology trend has been to move towards the combined cards which reduce the total number of products needed to be carried by customers. Philadelphia, which is currently transitioning to a contactless open fare payment system, is planning to issue a combined identity and fare smartcard for people with disabilities. Dallas may also be inching in this direction as the region has recently begun selling an annual pass for senior citizens which merges identity and fare elements.

Administration

Administration refers to the central processing tasks transit agencies undertake to enroll and authorize participants in a reduced fare program. These tasks are registration, renewal, and replacement. Registration is the process through which potential users

apply to participate in the program and receive their initial reduced fare card. Renewal is the process at the end of the program term through which existing users' accounts are updated and new permits are distributed. Replacement is the procedure through which an existing user receives a new permit for any reason other than the expiration of the program term.

Registration

Registration is the most labor intensive of the three "Rs" of administration as it involves processing applications to determine eligibility and printing and distributing the reduced fare cards.

The applications themselves are quite consistent among the surveyed agencies. People with disabilities must produce documentation, typically a note from a medical professional, which attests to the nature and mobility impact of the disability. Senior citizens must produce government identification showing they have met an age threshold. That threshold is 65 years old in all surveyed regions except for Los Angeles, which exceeds the federal requirement and qualifies seniors at age 62

Agencies vary, however, on how they interact with applicants. Transit agencies must balance the desire to run an efficient operation with the competing need to make the program accessible to applicants. This tension is present in the federal regulations, which state that the

> FTA [Federal Transit Administration] strongly encourages operators to develop procedures which maximize the availability of off-peak half-fares to eligible individuals. Requiring individuals to travel to a single office which may be inconveniently located is not consistent with this policy, although it is not strictly prohibited. FTA reserves the right to review such local requirements on a case-by-case basis (U.S. Department of Transportation 1976).

One option is to offer multiple agency service centers within a region which reduces the average distance customers will need to travel. Table 2 demonstrates that although most systems maintain a single, centrally-located, agency-staffed customer service center, Atlanta maintains two and Los Angeles maintains four. Philadelphia maintains one center for accepting disabled applications, but has four centers for accepting senior applications.

Another approach is for agencies to come to the applicants. Several systems offer mobile registration services through which an agency employee will bring the necessary registration forms and equipment (computer, digital camera, card printer, etc.) to different locations around the region. Atlanta and New York offer this service regularly, while Chicago does so occasionally, and Boston did so in the past. Offering mobile services requires coordination with the hosting location as well as additional capital and set-up costs. New York has streamlined this process by retrofitting two 40-foot buses and three 20-foot vans as mobile sales and customer service centers (Parker, Timson, and Henning 2000).

A third approach is partnering with external agencies. Miami allows senior and disabled applications to be completed at three customer service centers of the county government, and Philadelphia allows senior reduced fare card applications to be completed at over twenty state representatives' district offices. In both cases, the applications are then forwarded to the transit agency for processing. Boston, Chicago, and Dallas have extended these relationships more broadly and incorporate non-government agencies. Boston maintains more than 50 external centers for senior citizen applications. Chicago maintains 52 external centers for disabled reduced fare card applications and 185 centers for senior reduced fare card applications. Dallas maintains 45 external centers for disabled reduced fare cards. These external locations include social service organizations, town halls, senior centers, bank branches, etc. that volunteer their efforts to assist in the preparation of reduced fare card applications. In Boston and Chicago, these centers prepare and mail applications to the transit agency. In Dallas, these centers not only prepare applications, but certify disability status on the spot.

The Dallas example warrants special mention. The Dallas Area Rapid Transit (DART) actively trains (and audits) its partner agencies. These DART Approved Certifying Agencies (DACAs) enter approved applicant information directly into the DART database via the internet. The local DACA retains hard copies of the application material and prints out a receipt for the approved applicant. That applicant then takes this receipt to DART's main office to pick up his or her disabled reduced fare card. DART's high level of training and supervision allows the transit agency to outsource disability certification to volunteers. Furthermore, those trusted partners are able to avoid extra

paper handling and the attendant delay by electronically (and instantly) entering applicant information into DART's database. The requirement to come downtown to pick up the actual card may be burdensome as only 73 percent of certified applicants actually claimed their card in 2011. This disjunction suggests that the current policies are either inadequately serving patrons or, alternatively, sorting out the people most likely to use the reduced fare card.

A final option is to accept applications by mail. Table 2 shows that half the surveyed agencies accept applications by mail, while the other half requires in-person applications. Offering the mail option makes it easier for the customer, who does not have to travel to a registration site, but reduces the agency's ability to ensure that the applications are filled out correctly and truthfully. In-person applications can be corrected on the spot and allow the agency to better verify applicant identity. Furthermore, in-person applications allow for digital photography which makes for more consistent, higher-quality cards than scanning externally-submitted pictures. Agencies with larger numbers of reduced fare users reported that offering the mail option was necessary as there would not be sufficient staff to handle the demand of in-person only applications.

Once an agency has approved an application, a permit must be produced. Agencies vary on whether they print these cards themselves or outsource the task. Outsourcing always adds an extra process, which extends the time until the card is in the hand of the user. Los Angeles, who, along with Chicago, has chosen to outsource permit printing, deals with the long turnaround times by giving in-person applicants an interim reduced fare card good for 60 to 90 days. In-house printing may leave an agency vulnerable to staffing reductions. New York, for example, reduced its staff and has had trouble getting cards to customers (Donohue 2012). Agencies also vary on whether they charge for printing the permits. Dallas charges a $2 fee for both senior and disabled applicants to cover the cost of photo. Los Angeles charges a $2 processing fee for disabled reduced fare cards, but not for seniors. No other system charges a printing fee, which might be seen as an undue impediment to receiving a legally guaranteed benefit.

The third and final step to registration is distributing the permits to customers. These can be either mailed or picked up in person. Generally, cards are returned in the

same way that the initial application was delivered. If the application was mailed to the agency (either by the applicant or a remote center), the card is mailed out to the applicant. The distribution time ranges from two to eight weeks. (The number of weeks required to return the card to the patrons reported in surveys tended to be longer than those advertised on agency websites, sometimes by a factor of two.) If the application was delivered in person, the card is often produced on the spot. There are some exceptions. As noted above, Chicago and Los Angeles do not print their own cards, so their walk-in applicants receive their cards in the mail in about a month; Philadelphia returns all reduced fare cards exclusively by mail even though they do not accept senior applications by mail; and Boston requires that all disabled riders pick up their permits in person, even if the applications were delivered by mail.

Some systems, like Atlanta and Dallas, only distribute cards in person. This approach puts a travel burden on the user, but has several advantages for the transit agency. The agency can be certain that the permit has been received and that it has been received by the actual applicant. The applicant can sign a statement acknowledging receipt which may head off future legal problems. In-person distribution eliminates the need for issuing temporary cards as well as any mailing costs. In Miami, people who apply at remote government centers need to return to those centers to pick up the reduced fare permit in-person. In-person distribution can strain agency staff and was reported to not be feasible in regions with high numbers of both residents and transit trips (cf. Table 1) as such systems, consequently, have high numbers of reduced fare applicants.

Renewal

Every agency surveyed except Philadelphia requires that senior and disabled reduced fare permits be renewed on a regular basis. This requirement keeps the registration lists current by eliminating people no longer interested or eligible to remain in the program. This requirement also forces a turnover in the card stock, which reduces fraud by capping the length of time that cards can be used illegally (i.e. by someone other than the named cardholder). This turnover may be necessary as electronically coded media, such as smartcard and magnetic stripe cards, are designed with limited useful life expectancies. Philadelphia does not currently use electronically-coded cards for its reduced fare media and therefore is able to offer lifetime terms of card validity.

Term lengths are set to balance the costs of processing renewals with the costs of lost revenue from fraudulent use of the cards. Figure 1 demonstrates that there is substantial variation in permit term lengths. Part of that variation can be attributed to the condition that warrants the reduced fare. On average, temporary disabilities (i.e., those for which recovery is expected) have the shortest terms and senior citizens have the longest terms with permanent disabilities in the middle. In practice, only Boston reflects this tripartite variation as regions tend to coordinate the terms either for temporary and permanent disabilities or for permanent disabilities and senior citizens. Most agencies offer fixed terms for all conditions; however, fixed terms for temporary disabilities may result in time periods when a rider who no longer has a disability can legally enjoy a reduced fare. To address this problem, Chicago, Houston, Los Angeles, and New York offer riders with temporary disabilities a variable term based on the expected recovery time, up to a limit ranging from one to four years, as shown in Figure 1.

Renewing reduced fare permits requires agencies to alert their permit holders to the impending card expiration. The lowest cost approach is to simply print the expiration date on the reduced fare card itself, which is done by all the surveyed systems except Atlanta and Miami. Atlanta plans to embrace this practice soon. Miami alerts customers by flashing a digital message on the farebox or turnstile when the permit is used. Since Miami structures all of its disabled reduced fare cards to expire the same day (September 30th), the agency can further alert those customers through advertisements. A more expensive approach taken by Atlanta, Chicago, Houston (only for seniors), and Los Angeles is to mail notices to permit holders. This approach has the advantage of reaching people who may not be active card users. There is variation in how much warning time agencies provide. Atlanta provides 30 days, Chicago provides 60 days, and Los Angeles provides 90 days.

Renewing reduced fare cards also requires agencies to verify that current permit holders should remain in the program. Agency policies trade off convenience for a high certainty of verification. At the two extremes, Dallas and Los Angeles require customers with permanent disabilities (as well as seniors in Dallas) repeat the entire certification process at the end of every term (which in Dallas is one year), while Houston

automatically sends out new cards. Miami represents a middle ground by requiring proof of on-going permanent disability by fax, mail, or in person, but not full recertification.

A main concern for many systems is verifying that the cardholder is alive and wants to remain in the program. Atlanta and Washington (for disabled riders) require the customer to visit a customer service center in person to get a permit renewal. Chicago and Los Angeles (for senior citizens) send a form which the customer must fill out and return. Boston allows cardholders to call in their verification. New York automates verification by checking the Social Security Administration database to ensure that the cardholder is still alive, before sending out a new permit.

Replacement

A portion of reduced fare cards will need to be replaced before they reach the end of their term either because the card is missing or because the card is no longer usable. The former occurs when the card is lost, stolen, or never received through the mail. The latter occurs when the card has been confiscated due to improper use, damaged to the point of inoperability, captured in a fare box or ticket vending machine, or needs to be replaced due to a technology change.

The general replacement approach is to, ideally, deactivate missing cards or destroy unusable cards and then place any remaining value on a new card. Deactivation is possible for those cards that incorporate electronic fare media, whether magnetic stripe or smartcard. These cards can be remotely deactivated by adding their identification number to a 'hotlist' of invalidated card numbers to be rejected by fare readers. This approach does not prevent reduced fare cards from functioning as flash passes, does not affect identification-only cards, and entails some data storage limitations. Destruction is the preferred solution but can only be used for cards whose whereabouts are known. Many transit agencies will seek to have unusable cards returned to them for shredding before issuing a replacement.

Since replacement entails processing expenses and may introduce the possibility of fraud, transit agencies prefer patrons hold onto and take care of permits. A variety of disincentives are used to discourage the need for replacement from arising. The most common disincentive is to charge replacement fees.

Figure 2 shows that eight of the ten agencies surveyed charge such fees. Most of these charge only when the customer can reasonably be held culpable, i.e., he or she has misplaced the card or 'loaned' it to someone from whom it was later confiscated; however, Los Angeles also charges if the customer has damaged a card, for example by punching a hole in it to thread a lanyard, and Miami charges if a customer claims he or she never received the card, but the card was sent to the correct address and the card was used. The fee amounts vary rather significantly from $1 to $25, and four of the systems charge escalating fees for subsequent replacements. Both the fee amounts and the incidence of escalation have gone down with the ability to remotely deactivate electronic fare media and therefore reduce the potential revenue losses from the fraudulent use of missing cards. For example, both Atlanta and Boston used to charge higher and escalating fees, but dropped the base level (in Atlanta to a token dollar and in Boston entirely) and the escalation framework with the transition to smartcards. (Boston's decision was also motivated by a concern that the fees fell disproportionately on riders whose disabilities, particularly cognitive, make it difficult to manage their cards.) By contrast, Philadelphia and Washington, which both use identity cards that cannot be remotely deactivated, charge the highest replacement fees and maintain escalation structures. Transit agencies typically have the right to waive these fees either at their discretion or as part of a structured program. An example of the latter is Houston, which allows a one-time fee waiver.

Several systems offer administrative disincentives to replacement. For example, Dallas requires riders to repeat the entire application procedures to receive a replacement card regardless of the reason for replacement. Philadelphia will not issue a second replacement card for senior citizens until a year elapses from the time of the first replacement. In the case of confiscated cards, Atlanta delays replacement for 30 days and increases that delay by 30 days for each subsequent confiscation. New York has such patrons wait 60 days for a replacement card. Boston allows one 'freebie' of fraudulent use and then can cut such owners from the reduced fare program altogether, a rarely-implemented policy provision of Massachusetts state law unlikely to pass a federal challenge.

Fraud Prevention

Since reduced fare cards offer significant savings, they incentivize fraud. The main reported agency concern is non-eligible people using legitimate reduced fare permits obtained either as a loan/gift/bequest from the eligible user or through robbery. (A secondary concern, raised by one respondent as justification for requiring in-person applications, is that ineligible people may be fraudulently registering for legitimate permits. This concern does not appear to be widely shared as systems seem confident of their registration processes.) The administration procedures discussed above provide a general framework for making sure that permits initially go to the right people and that errant permits are deactivated. This section addresses how transit systems enforce use of the permits by the authorized cardholder.

Enforcement first requires that the reduced fare permit be sufficiently personalized to identify that the card user is the legitimate cardholder. At the same time, agencies are concerned about possible downsides for the user of too much data collection. For example, Chicago does not currently put the user's name on the card to protect the cardholder's identity in the case of theft. (Chicago has decided to include names as part of a new permit policy starting in late 2013.) Houston does not put the user's picture on the senior citizen card to not burden those users with the inconvenience of coming to a service center to be photographed. Many systems use card design to augment the personalization. The most sophisticated approach is used in New York where reduced fare cards come in four background colors that distinguish between men and women as well as between disabled and senior citizen riders. These markings facilitate spot checking by enforcement agents.

Such enforcement is critical to preventing fraud, but varies significantly, particularly among the rail portions of the surveyed systems. The most secure rail systems, such as Philadelphia, require everyone using a reduced fare card to be manually checked upon entry. This approach slows boardings, but is thought to result in very little abuse of the cards. Less-secure rail systems, such as Dallas, Houston, and Los Angeles, have (at least for now) barrier-free entry, but maintain teams of roving fare inspectors to check for fraud and similarly report limited abuse of the reduced fare cards. The remaining rail systems in the sample all allow anonymous entry, which is the least secure

approach. These systems consequently report greater concerns about fraud. Boston, Chicago, Miami, and New York note that their fare gates have indicator lights or specified tone sequences that mark when someone pays a concessionary fare. These agencies send roaming inspectors to challenge suspicious users for proof of reduced fare eligibility. Atlanta and Washington, have no structured monitoring program at their rail stations.

There is slightly more enforcement consistency on buses as, at least in theory, the driver is supposed to keep tabs on reduced fare use. Dallas and Philadelphia, which require the driver to check for a reduced fare permit before offering discounts are the most secure. Many systems have fareboxes that emit different tones or lights to identify when a reduced fare payment is being made; however, it is up to the discretion of a bus driver to challenge potentially fraudulent use. New York is unique in sending fare inspectors onto buses to improve reduced fare permit enforcement.

The shift to electronic fare media does afford some new possibilities for data mining to combat fraud. New York is the only system to report examining usage patterns to identify fraudulent behavior and target enforcement locations. Chicago and New York hotlist the cards of people that have died, based on social security records. In Chicago, this practice began after an audit exposed one senior reduced fare card being used over a thousand times after its owner had passed away (Regional Transportation Authority Research, Analysis & Policy Development Department 2010). Hotlist capacity is often limited and at a certain point new additions bump off older numbers, which raises the specter of deactivated cards once again becoming useable. Chicago has addressed this storage limitation by splitting the hotlist in two. An active list maintains the current crop of bad card numbers for several weeks before transferring them to an offline passive list. Card use is monitored, and if a card number from the passive list appears in the usage records then that number returns to the active hotlist.

Accessing the social security database requires transit agencies to collect cardholder social security numbers. Some agencies, such as Miami, find such unique identifiers as critical for tracking program registrants in a region where many people have the same names. Other agencies report concerns about handling such sensitive

information. Boston, for example, has ceased collecting social security numbers having decided that the costs of possible data exposure outweighed the fraud prevention benefits.

Conclusions

The variation in reduced fare card policies across the United States offers an excellent opportunity for transit agencies to learn from each other's experience and to mix and match approaches that best meet their specific needs. This paper provides a framework for understanding that variation and then illustrates it with examples from the largest metropolitan areas in the United States to illuminate policy tradeoffs. This work is aimed at helping agencies review and refine their reduced fare policies.

The need for such policy reconsideration is likely to grow. The aging of the population will continue to strain reduced fare program administration as can be seen in New York; the transition to contactless fare payment technologies will require many agencies to reissue reduced fare permits *en masse* and foster a rewriting of the associated policies as is currently underway in Chicago; and, finally, the slow shift from paper-based to electronic information management will offer new opportunities for streamlining program administration as demonstrated in Dallas. Even in the absence of external impetus for change, the information presented in this paper will assist in the always useful practice of policy revision.

Acknowledgements

The author would like to thank Mark Minor, John G. Allen, Peter Fahrenwald, Jaime Garmendia, and Rosemary Gerty for commenting on drafts as well as all the survey respondents who shared their time and insights.

References

Allen, Karin. 2013. "Determination of Regional Peer Agencies". Chicago: Regional Transportation Authority.

Andrews, G., G. Parkhurst, Y. O. Susilo, and J. Shaw. 2012. "The Grey Escape: Investigating Older People's Use of the Free Bus Pass." *Transportation Planning and Technology* 35 (1): 3–15.

Baker, S., and P. White. 2010. "Impacts of Free Concessionary Travel: Case Study of an English Rural Region." *Transport Policy* 17 (1): 20–26.

Donohue, Peter. 2012. "Fare Level of Anxiety: Getting Senior MetroCards Is a Chore." *New York Daily News*, May 6.

Fish, Larry. 1996. "SEPTA Makes a Pitch to Lure More Older Riders." *Philadelphia Inquirer*, August 30, sec. City and Region.

Gallucci, Grace, and John G. Allen. 2011. "Regional Transit Performance Measures at Chicago's Regional Transportation Authority." In Washington, D.C.: Transportation Research Board, National Academy of Sciences.

Goldstein, Sid. 2013. "New York Offers Free Fare Card for ADA Riders on Fixed Route." *Transit Access Report*, February 11.

Hilkevitch, Jon. 2011. "Confusion, Frustration Greet New Reduced-fare Transit Cards." *Chicago Tribune*, August 25, Final edition, sec. News.

Hoel, L. A., and E. S. Roszner. 1972. "Impact of Reduced Transit Fares for the Elderly." *Traffic Quarterly* 26 (3): 341–358.

Ketron, Inc, and Urban Mass Transportation Authority. 1981. "A Review of Half Fare Programs for the Elderly and Handicapped in the Tri-State Region". NY-09-0046 Final Report; TS A-230. Washington, D.C.: Urban Mass Transit Administration.

Ling, D., and K. Howcroft. 2007. "The Cost & Consequences of Free Local Public Transport for Older & Disabled People in Greater Manchester." In *11th International Conference on Mobility and Transport for Elderly and Disabled Persons*, 18–22.

Metro Staff. 2012. "D.C. Metro's Revamped Paratransit Program Saves $25 Million." *Metro Magazine*, October.

Metz, D. 2003. "Transport Policy for an Ageing Population." *Transport Reviews* 23 (4): 375–386.

Morlok, E. K., W. M. Kulash, and H. L. Vandersypen. 1971. "The Effect of Reduced Fare Plans for the Elderly on Transit System Routes". TRD-97. Washington, D.C.: Urban Mass Transit Administration.

Newman, Philip. 2012. "Free Access-A-Ride Cards Could Save MTA $90." *Times Ledger*, July 10, sec. News.

Parker, R., K. Timson, and B. Henning. 2000. "Marketing Automated Farecards to Senior Citizens and Disabled Individuals: MTA NYC Transit's Metrocard Buses and Vans at Work." In *Bus and Paratransit Conference Proceedings*, 24–37. Washington, D.C.: American Public Transportation Association.

Regional Transportation Authority Research, Analysis & Policy Development Department. 2010. "Seniors Ride Free Fraud Audit - Deceased Card Holders". Final Report. Chicago: Regional Transportation Authority.

Rock, S. M. 1979. "The Redistributive Effects of Reduced Transit Fares for the Elderly." *Transportation Research Part A: General* 13 (5): 361–365.

Roszner, E. S., and L. A. Hoel. 1971. "Impact on Transit Ridership and Revenue of Reduced Fares for the Elderly". URT-5. Washington, D.C.: Urban Mass Transit Administration.

RTA Department of Finance and Performance Management. 2013. "2011 Regional Peer Report Card". Chicago: Regional Transportation Authority.

Rye, T., and W. Mykura. 2009. "Concessionary Bus Fares for Older People in Scotland-are They Achieving Their Objectives?" *Journal of Transport Geography* 17 (6): 451–456.

Rye, T., D. Seaman, D. McGuigan, and D. Siddle. 2002. "Concessionary Fares in Britain: What We Need to Know." *World Transportation Policy & Practice* 8 (2): 36–41.

Schmöcker, J. D., M. A. Quddus, R. B. Noland, and M. G. H. Bell. 2008. "Mode Choice of Older and Disabled People: a Case Study of Shopping Trips in London." *Journal of Transport Geography* 16 (4): 257–267.

Shmelzer, J. L., and E. J. Cantilli. 1970. "Elderly Ridership and Reduced Transit Fares: The Chicago Experience." In *Transportation and Aging: Selected Issues.* Washington, D.C.: US Government Printing Office.

Truelove, P. 1984. "Transport Usage by the Elderly Holding Free Travel Passes." In *Proceedings of the International Conference on Mobility and Transport of Elderly and Handicapped Persons*, 376–378. Orlando, FL: US Department of Transportation.

U.S. Department of Transportation. 1976. *Transportation for Elderly and Handicapped Persons. 49 CFR.*

About the Author

Gregory L. Newmark (newmarkg@rtachicago.org) is a principal analyst at the Regional Transportation Authority in Chicago, a research fellow at the Chaddick Institute for Metropolitan Development at DePaul University, and a lecturer at the Harris School of Public Policy Studies at the University of Chicago. He holds a doctorate in City and Regional Planning from the University of California, Berkeley, a master's degree in Urban and Regional Planning from the Technion – Israel Institute of Technology, and a bachelor's degree in History and International Studies from Yale University.

TABLE 1 Regional Information and Transit Agencies Surveyed

Region				Agency Surveyed	
Name	Population	Area	Boardings	Full Name	Acronym
Atlanta	5,359,205	8,339	144,324,818	Metropolitan Atlanta Rapid Transit Authority	MARTA
Boston	4,591,112	3,487	380,694,311	Massachusetts Bay Transportation Authority	MBTA
Chicago	9,504,753	7,197	641,388,305	Regional Transportation Authority	RTA
Dallas	6,526,548	8,928	70,820,990	Dallas Area Rapid Transit	DART
Houston	6,086,538	8,827	81,085,192	Metropolitan Transit Authority of Harris County	Metro
Los Angeles	12,944,801	4,848	660,858,338	Los Angeles County Metropolitan Transportation Authority	LACMTA
Miami	5,670,125	5,077	157,722,546	Miami-Dade Transit	MDT
New York	19,015,900	6,687	3,787,042,294	New York City Transit	NYCT
Philadelphia	5,992,414	4,602	369,349,558	Southeastern Pennsylvania Transportation Authority	SEPTA
Washington	5,703,948	5,598	455,528,801	Washington Metropolitan Area Transit Authority	WMATA

N.B. **Region**: Populations are for associated metropolitan statistical area (MSA) in 2011. Areas are in square miles for the associated MSA. Boardings are for selected transit agencies within the MSA based on their reporting for 2011 to the National Transit Database. The selection procedure is described by Allen (2013) and includes most operators reporting at least 4 million annual boardings. The one exception is the exclusion of NJ Transit whose contribution to both New York and Philadelphia cannot be appropriately broken out. The enumerated list of included providers can be found in the 2011 Regional Peer Report Card (RTA Department of Finance and Performance Management 2013). **Agency Surveyed**: The agency surveyed represents the largest transit agency of the MSA. In places such as Chicago, Los Angeles, and New York the selected agency runs the reduced fare program for multiple operators.

TABLE 2 Reduced Fare Card Policy Comparison

Policy	Region	Atlanta	Boston	Chicago	Dallas	Houston	Los Angeles	Miami	New York	Philadelphia	Washington
Fundamentals											
Free fixed-route transit for:											
All ADA paratransit eligible		●	●	○	●	○	●	●	●	○	○
Conditionally eligible for ADA paratransit		○	○	○	○	○	○	○	○	○	●
All seniors (in Houston those over 70)		○	○	○	●	●	○	●	○	●	○
Seniors and disabled who pass a means test		○	○	●	○	○	○	○	○	○	○
Card technologies in use:											
Identification-only card		○	○	○	●	○	○	○	○	●	●
Combined identity and fare card: smartcard		●	●	○	○	●	●	●	○	○	○
Combined identity and fare card: magnetic stripe		○	○	●	○	○	○	○	●	○	○
Administration											
Accepts disabled person applications by mail		○	●	●	○	○	●	○	●	●	○
Accepts senior citizen applications by mail		○	○	●	○	●	●	○	●	○	—
Maintains multiple transit agency customer service centers		●	○	○	○	○	●	○	○	●	○
Maintains a mobile registration program		●	○	●	○	○	○	○	●	○	○
Maintains external service centers through partnerships		○	●	●	●	○	○	●	○	●	○
Transit agency prints and distributes reduced fare cards		●	●	○	●	●	○	●	●	●	●
External vendor prints and distributes reduced fare cards		○	○	●	○	○	●	○	○	○	○

N.B. '●' = yes; '○' = no; '—' = not applicable

FIGURE 1 Reduced Fare Card Renewal Terms (in Years)

(See Excel file for image)

N.B. Washington does not register senior citizens. All terms are fixed except for temporary disabled terms in Chicago, Houston, Los Angeles, and New York, where they vary up to the limit shown in this figure. Philadelphia is not included in this chart since there are no fixed terms; instead the card is issued either for the expected length of a temporary disability or for life.

FIGURE 2 Reduced Fare Card Replacement Fees ($)

(see Excel file for image)