

Driving Innovation

The Pace Strategic Vision Plan

Executive Summary



September 2021





About *Driving Innovation*



Purpose

The purpose of the *Driving Innovation* plan is to identify and establish both near-term and long-term priorities for Pace Suburban Bus, guided by goals, and organized into discrete planning initiatives, in accordance with an overarching strategic vision. *Driving Innovation* is the successor plan to *Vision 2020: Blueprint for the Future*, released in 2001-2002.

In communicating its vision, Pace hopes to provide greater transparency to riders, communities, and other regional stakeholders, as well as foster expanded opportunities for the coordination and innovation of public transit in Northeastern Illinois.

How to Read this Plan

This Executive Summary includes two main sections, the *Driving Innovation* goals, and the plan's 20 initiatives, which are organized into four groups:

- Agency Priority Initiatives
- Programs, Policies & Frameworks
- Service & Infrastructure
- Technology & Insight

Beyond the Executive Summary, Pace has prepared the main *Driving Innovation* plan document, titled as the Detailed Plan. Please refer to the Detailed Plan for background information and specifics for how individual initiatives are expected to advance Pace's strategic vision, as well as additional context for how the plan was produced and will be implemented moving forward.





The Need for Partnerships

Pace is already committed to many of the initiatives in this plan, but recognizes that some warrant additional study, research and development. In particular, Pace seeks feedback from its regional partners, external organizations and the public to better understand how *Driving Innovation* can affect positive change at the community and individual level, and find new opportunities for collaboration and mutual support.

A Living Document

The transportation industry has witnessed dramatic changes over the last decade. New mobility solutions and business practices are causing equal amounts of disruption and opportunity.

This dynamic has been profoundly amplified and reshaped by the COVID-19 pandemic. As Pace moves forward with implementing the initiatives called for in this plan, much thought and care will be invested into considering how current conditions have evolved and affect the agency's ability to proceed.

Pace will update this plan on a regular basis as initiatives are progressed, completed, expanded, abandoned or otherwise modified to keep pace with the ever-changing and dynamic region the agency serves.

Driving Innovation Plan Goals

The *Driving Innovation* plan is guided by eleven overarching goals, divided among each of the two following groups: Service Goals and Organization Goals. See Chapter III of the Detailed Plan document for additional information about these goals, including illustrative objectives identified for addressing each.

Service Goals

ACCESSIBILITY

Maximize transit access for residents and employers.

EQUITY

Support an inclusive transit system that provides low cost connections to social and economic opportunities.

PRODUCTIVITY

Efficiently move large numbers of customers.

RESPONSIVENESS

Provide superior experiences for all customers.

SAFETY

Operate and maintain a system that prioritizes safety.

ADAPTABILITY

Embrace innovation to advance Pace's goals.

COLLABORATION

Seek creative and mutually beneficial relationships.

DIVERSITY

Build and nurture an exemplary workforce.

ENVIRONMENTAL STEWARDSHIP

Plan and operate in a way that protects the environment.

FISCAL SOLVENCY

Deploy financial resources in a fiscally responsible way.

INTEGRITY

Promote transparency in decision-making and foster a culture and practice of good governance.

Organization Goals



Agency Priority Initiatives

Pace is committed to upgrading its facilities, fleet, infrastructure investments, service typologies and plans. This section discusses how Pace will deliver and plan for capital projects that will allow the agency to continue to grow and meet the expanding transit needs of the region.

Details are also provided for Pace's vision of how specific types of services can and should be developed and upgraded, as well as the approach to be taken for planning its network.

Implementation Key for Initiatives

IMPLEMENT NOW These are new initiatives that Pace is committed to moving forward with in the near-term five-year timeframe.

IMPLEMENT LATER These are new initiatives that Pace is committed to moving forward with in general. The timing of these initiatives is currently unknown, and most will likely require other initiatives or preliminary work to be completed before these can start.

FURTHER INVESTIGATE While Pace may not be committed to implementing these ideas, it is committed to further investigating or exploring them to ascertain whether they should be programmed. If accepted, these initiatives may advance to either Implement Now or Implement Later.

A-1 Electric Bus & Zero-Emission Fleet Transition | **IMPLEMENT NOW**

Develop a plan for transitioning Pace's facilities and fleet toward 100 percent zero emission bus (ZEB) technologies. Plan for battery electric bus (BEB) fleets and study other emerging alternative and clean energy technologies for potential future application.



A-2 Capital Improvement Projects | **IMPLEMENT NOW**

Implement all capital projects funded through Rebuild Illinois, and produce a Facilities Plan to determine how Pace facilities will be used to support other service plans and initiatives.



A-3 Rapid Transit Program | **IMPLEMENT NOW**

Continue planning, designing, implementing and operating Pulse Lines and Pace Express bus services.



A-4 Service Standards Framework | **IMPLEMENT NOW**


Implement a service standards framework to guide service characteristics, performance, and local transit propensity.



A-5 Network Revitalization & Service Restructuring | **IMPLEMENT NOW**

Conduct a system-wide market assessment to understand current service demand, design alternatives for restructuring the entire Pace service network, and use a Corridor Development program to prioritize investment areas.





Programs, Policies & Frameworks

Driving Innovation calls for Pace to update its programs and policies to reposition the agency's vision and capitalize on the forward momentum of its current projects and past successes.

Furthermore, these policies and programs are partly designed to provide preliminary means of administering many of the Driving Innovation initiatives discussed in the Service & Infrastructure and Technology & Insight sections.

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P-1 Mobility Agency Transition | **IMPLEMENT LATER**

Formally recognize Pace's current role as a regional mobility provider and move beyond the perception of a suburban bus company.



P-2 Strategic Administrative Functions | **IMPLEMENT NOW**

Develop and launch new agency programs and associated administrative support functions to support emerging strategic initiatives.



P-3 Transit-Supportive Development Engagement | **IMPLEMENT LATER**

Support *Driving Innovation* service development initiatives by establishing clear expectations for level of service and transit amenities that municipalities and the development community can expect for building transit-supportive developments.



P-4 Transit Fare Equity Programs | **FURTHER INVESTIGATE**

Explore a range of different solutions (including establishing price caps) to provide equal access to service for persons of all incomes and reduce financial barriers.



P-5 Funding & Finance | **IMPLEMENT NOW**

Consistent with Pace's annual budgeting process, develop strategic financial goals and refocused spending priorities, as well as develop a financial investment plan for new strategic initiatives.



A man in a blue and red jacket is standing in front of a transit vehicle. He is smiling and looking to the left. The vehicle has an American flag on the side. The background is a brick building.

Service & Infrastructure

New and evolving means of mobility are driving significant changes to the transportation industry. Demand-responsive type services in particular are ripe for upgrading through different technology platforms, partnership arrangements, and new ways of assessing and designing service.

This section focuses on these opportunities for upgrading services, as well as specific infrastructure-related transit improvements that may assist Pace in executing its strategic vision.

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S-1 Tactical Transit Pilots | **IMPLEMENT NOW**

Collaborate with municipalities and roadway agencies to pursue tactical measures to initiate temporary infrastructure improvements to enhance service and operations.



S-2 Coverage Service Transformation | **FURTHER INVESTIGATE**

Further investigate how to strategically deploy coverage-focused services, such as On Demand, Vanpool, RideShare, micro-mobility and community partnerships to provide coverage service.



S-3 Paratransit Upgrades | **FURTHER INVESTIGATE**

Explore further partnerships, wheelchair-accessible vehicles and improvements to the fixed route system to serve Paratransit-eligible customers.



S-4 Dial-a-Ride Service Consistency | **FURTHER INVESTIGATE**

Explore ways of streamlining DAR marketing, staffing, customer service, eligibility, reservations, and service hours across the region.



S-5 Centralized Operations Control Facility | **FURTHER INVESTIGATE**

Investigate the feasibility of a centralized fleet management system to improve monitoring and deployment of resources.





Technology & Insight

Pace recognizes that the evolution of transportation technologies over the last decade is leading to significant changes in the methods used to plan and design future transit systems.

Differences in passenger commuting practices, travel patterns, markets, climate, fiscal resources, service standards, operations, and business priorities are all strong influences on the agency's appetite for technical changes.

This section touches on the most prominent and promising technology-based solutions that Pace may have the capacity for either implementing near-term or beginning to make long-term plans to accommodate.

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T-1 Current Technology Programs | **IMPLEMENT NOW**

Expand and build upon the success of Pace's current technology-based initiatives to augment infrastructure and service development initiatives.



T-2 Customer Focused Engagement | **IMPLEMENT NOW**

Upgrade customer relationship technologies and internal processes, as well as ramp up market research efforts to understand customer preferences, trip purposes and travel patterns using new and innovative practices.



T-3 Integrated Transit Platform | **IMPLEMENT LATER**

Establish an internal software platform to match transit services with customer travel preferences in real-time, including vehicle location, connection protection, first and last mile.



T-4 Open Source Multi-Modal Trip Planner | **IMPLEMENT LATER**

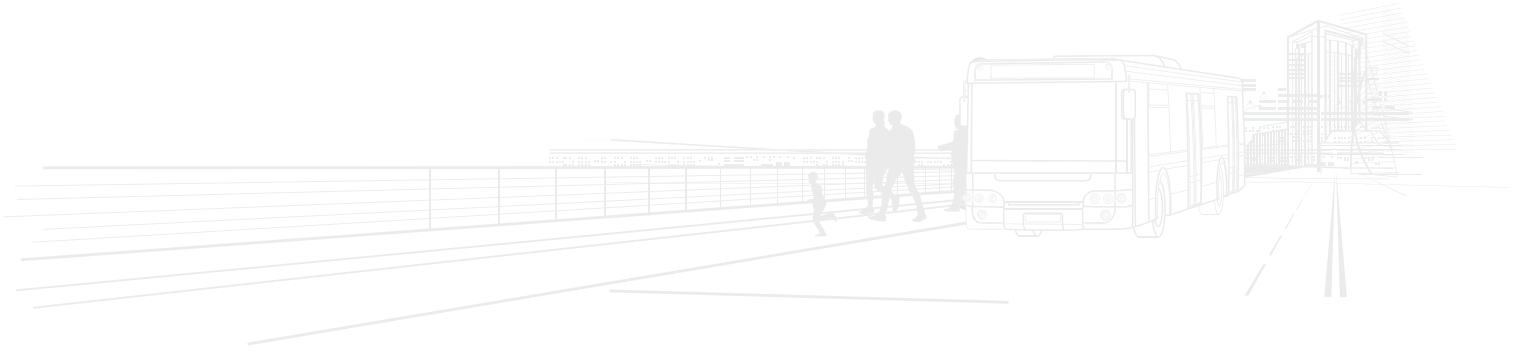
Implement an open source multi-modal trip planner with integrated demand-response services.



T-5 Connected and Autonomous Transit Pilots | **FURTHER INVESTIGATE**

Explore partnerships with regional transportation stakeholders to develop agency capacity in implementing connected and autonomous transit vehicle applications.





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