

Indicator Targets

for the GO TO 2040 Plan Update

February 7, 2014

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1. Introduction

The Indicator Selection Report for the GO TO 2040 Plan Update identified the set of performance measures to be used in the plan update. This document addresses the second phase of the indicator updates: identifying short-term and long-term target values for the performance measures. Including target values in the plan is essential, as they provide a benchmark against which implementation of specific goals in the plan can be quantified.

The first task in developing this report was collecting the available data updates for the performance measures. Establishing the current conditions of the indicators set baseline values that were used to develop short-term and long-term targets. For GO TO 2040 indicators that will be included in the plan update, the updated current conditions informed the decision on whether modifying the 2040 target values was necessary. For new indicators being introduced, establishing baseline values was essential for developing target values and for understanding the current context of the measure.

The following procedures were used to develop the indicator targets:

- *Indicators continuing from GO TO 2040:*
 - When available, updated current conditions were calculated.
 - The original short-term target value from GO TO 2040 (2015) is included in the plan update to track progress against the updated current conditions. When necessary, a revised 2015 target was developed.
 - A new short-term target value was developed for the year 2020.
 - The long-term target (2040) was modified if necessary.
- *New or modified indicators:*
 - Baseline conditions of the indicator were established.
 - A short-term target for the year 2020 was developed.
 - A long-term target for the year 2040 was developed.
 - No 2015 target was established for these indicators, as it makes little sense to develop a one-year target for a long-range plan.

The remainder of the report is divided into sections that correspond to the twelve recommendation areas of GO TO 2040. Each section includes a discussion of the performance measures and the target values that have been established for the plan update. Visualizations of the indicator targets are included with each of the performance measures. They have three main components:

- Baseline values (displayed in blue) – these represent the original values reported in GO TO 2040 as current conditions (for continuing indicators only).
- Current conditions (displayed in red) – these values are the most current ones available for each indicator.
- Targets values (displayed in green) – these include the 2015 targets for continuing indicators and new or revised 2020 and 2040 targets for all performance measures.

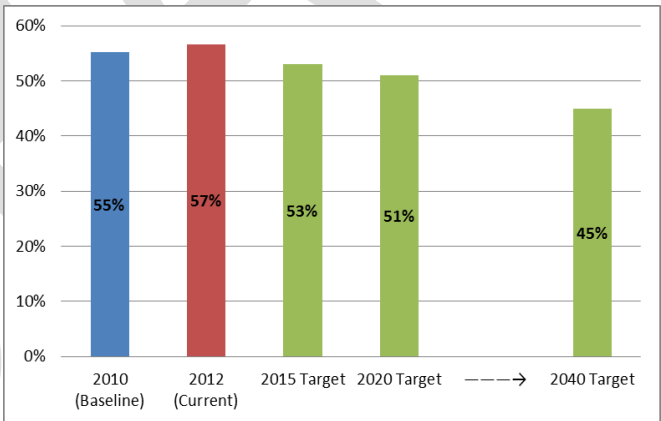
2. Achieve Greater Livability through Land Use and Housing

Development within or adjacent to Existing Municipal Boundaries

Indicator:	<p>This measure will use the Northeastern Illinois Development Database (NDD) to measure the amount of infill development (number of acres, for example) that occurred within or adjacent to existing municipal boundaries over a given time period. Development in close proximity to municipal boundaries is preferred to more distant development, so that occurring within a reasonable distance (500 feet for example) should also be considered as infill. That information can be compared to development that occurred outside of municipal boundaries, to assess infill development compared to sprawl.</p> <p>The NDD tracks all significant development and redevelopment in the seven-county region. Developments must meet one of the following criteria to be included in the NDD:</p> <ul style="list-style-type: none"> • Consume at least once acre of land, OR • Consist of at least ten residential units, OR • Consist of at least 10,000 square feet of non-residential space. <p>The NDD covers new construction, renovations with a change in land use (e.g., commercial to residential), and expansions of existing uses (e.g., school additions). In general, if a development results in a change of population or employment, it is included in the NDD. The database does not include individual homes that may meet the above criteria unless they are part of a larger development, renovations where there is no change in land use, or condominium conversion of existing rental buildings.</p>
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>The NDD is undergoing a major update which will establish a solid foundation of baseline data - this will be completed prior to the release of the plan update for public comment. A goal of the plan is to encourage development in existing communities where the physical infrastructure is already in place. Staff anticipates identifying a long-term target for new development occurring in the region during the life of the plan being located within or adjacent to existing (i.e., 2010) municipal boundaries.</p>
Methodology:	<p>The indicator will track the number of acres of development and redevelopment that occurred within the desired boundaries over the life of the plan. This will be compared to development occurring in</p>

	unincorporated areas.
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Percentage of Income Spent on Housing and Transportation by Moderate- and Low-Income Residents

Indicator:	This measure estimates the share of household income spent on housing and transportation costs. Data are from the Consumer Expenditure Survey (CES) conducted annually by the U.S. Bureau of Labor Statistics (BLS). The survey collects information on household income and expenditures, including those for housing and transportation. Data are reported for the Chicago Metropolitan Statistical Area (MSA).
Targets:	<p>2015 – 53% percent of income spent on housing and transportation by moderate- and low-income residents.</p> <p>2020 – 51% percent of income spent on housing and transportation by moderate- and low-income residents.</p> <p>2040 – 45% percent of income spent on housing and transportation by moderate- and low-income residents.</p>  <p>A look at the most recent data available (2012), shows that the region lost some ground on this measure between 2010 and 2012: the share of income spent on housing and transportation by low- and moderate-income households in the region increased from 55% to 57%.</p>
Methodology:	The 2015 and 2040 targets are unchanged from GO TO 2040: even though the data source being used to measure progress has changed, the 2010 baseline value using the CES data is the same as the Center for Neighborhood Technology's H+T Index (55%). The 2020 target was developed by continuing a straight-line decrease in the share of

	household income spent on housing and transportation costs by moderate- and low-income residents.
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3. Manage and Conserve Water and Energy Resources

3.1 Performance Measures: Water

Public Supply Water Demand

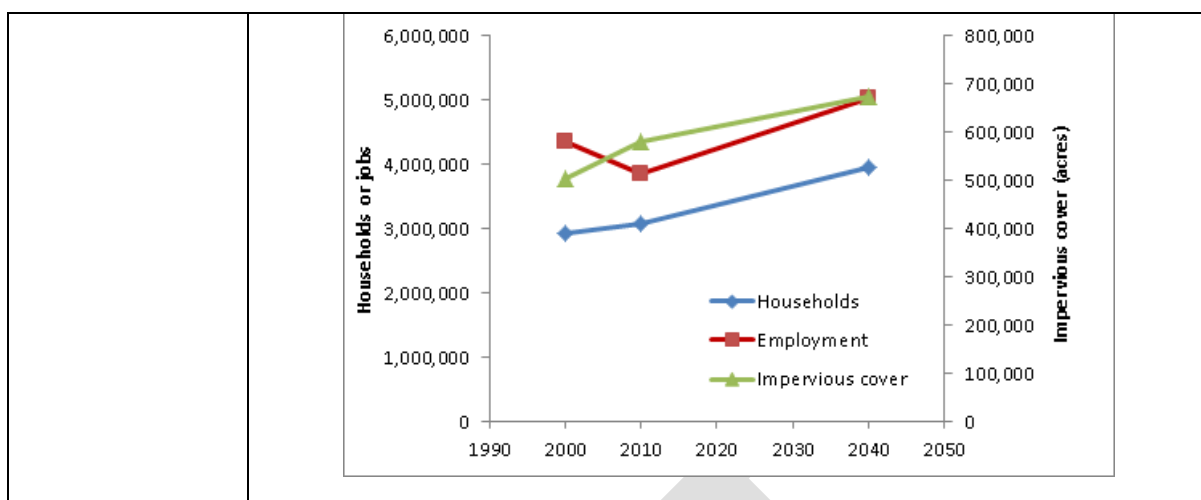
Indicator:	This indicator focuses on public supply water demand (reported in millions of gallons of water used daily), which the U.S. Geological Survey publishes values for every five years. Public supply water refers to water that is withdrawn, treated, and delivered to residential, industrial, commercial, governmental, and institutional users via public water supply systems. Data will be reported for the seven-county CMAP region only.
Targets:	<p>This indicator will have two sets of targets: one measuring total daily water demand and one measuring daily demand on a per capita basis. Per capita measurement allows for an examination of water conservation, as an increase in total demand due to population or industrial growth can mask gains in conservation. At the same time, it is important to examine total demand because potable water is a finite resource and growth in our region is expected to increase the demand for water.</p> <p>2015 – 1,078 million gallons of water used daily 123 gallons of water used daily per capita</p> <p>2020 – 1,090 million gallons of water used daily 120 gallons of water used daily per capita</p> <p>2040 – 1,150 million gallons of water used daily 109 gallons of water used daily per capita</p>

	<div data-bbox="581 198 1352 711"> <p>Million Gallons of Water Used Daily</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value (Million Gallons)</th> </tr> </thead> <tbody> <tr> <td>2005 (Normalized)</td> <td>1,159</td> </tr> <tr> <td>2015 Target</td> <td>1,078</td> </tr> <tr> <td>2020 Target</td> <td>1,090</td> </tr> <tr> <td>2040 Target</td> <td>1,150</td> </tr> </tbody> </table> </div> <div data-bbox="574 744 1359 1279"> <p>Per Capita Gallons of Water Used Daily</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value (Per Capita Gallons)</th> </tr> </thead> <tbody> <tr> <td>2005 (Normalized)</td> <td>143</td> </tr> <tr> <td>2015 Target</td> <td>123</td> </tr> <tr> <td>2020 Target</td> <td>120</td> </tr> <tr> <td>2040 Target</td> <td>109</td> </tr> </tbody> </table> </div> <p><i>Note: staff will include updated values on current (2010) water demand in the plan update if the data are released prior to publication.</i></p>	Year	Value (Million Gallons)	2005 (Normalized)	1,159	2015 Target	1,078	2020 Target	1,090	2040 Target	1,150	Year	Value (Per Capita Gallons)	2005 (Normalized)	143	2015 Target	123	2020 Target	120	2040 Target	109
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Methodology:	<p>Target values are taken from the technical analysis conducted to support the Water 2050 Plan (Regional Water Demand Scenarios for Northeastern Illinois: 2005-2050). Values represent the forecasts for Public Supply water demand for the seven CMAP counties from the Less Resource Intensive scenario. The technical analysis reports total and per capita water demand values for five-year increments through 2050 that can be used to adjust target values if necessary.</p>																				

Acres of Impervious Area

Indicator:	This measures the total number of acres of impervious surfaces in the region; it is the entire amount of hard surface (such as roofs, sidewalks
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	<p>and streets) in the landscape. Imperviousness is an important environmental indicator because it is negatively associated with various measures of the biological health and physical integrity of surface waters. The source for this data is the National Land Cover Dataset, a raster dataset with a 16-class land cover classification that is produced roughly every five years by the U.S. Geological Survey.</p>
Targets:	<p><i>Note: This indicator is modified significantly from the GO TO 2040 version, thus it will not have a 2015 target value.</i></p> <p>The target values for this measure will focus on the growth in impervious area in the region relative to the growth in households and jobs, and reflect the fact that the rate of growth in imperviousness declines as development density increases.</p> <p>2020 – The growth in impervious cover in the region should be no more than 60% of the rate of household and job growth experienced by 2020</p> <p>2040 – The growth in impervious cover in the region should be no more than 50% of the rate of household and job growth experienced by 2040</p> <p><i>Note: the latest version of the National Land Cover Dataset is slated for release on March 31st. Staff anticipates including updated values for current conditions in the plan update.</i></p>
Methodology:	<p>The chart below tracks the increase in households and jobs expected in the region between 2000 and 2040 (measured on the left axis). These values are plotted against the expected increase in impervious area in the region (measured using the scale on the right axis). The growth rate of impervious area between 2010 and 2040 is roughly one-half that of the increase in households and jobs in the region during the same thirty year period.</p>



3.2 Performance Measures: Energy

Greenhouse Gas Emissions

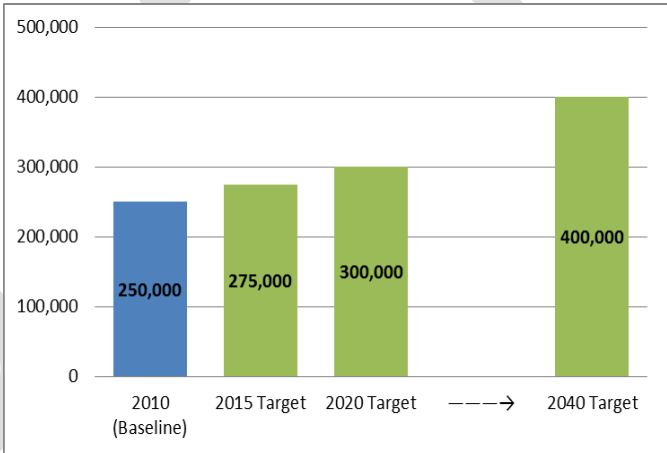
Indicator:	<p>This indicator measures the total of greenhouse gas (GHG) emissions produced in the CMAP region and serves as a proxy for energy consumption. GHG emissions are calculated for a number of different sectors, with the two largest contributors being building energy (i.e., electricity and natural gas) and transportation, which together comprise nearly 90 percent of GHG emissions. Emissions are reported in million metric tons of carbon dioxide equivalent (MMTCO_2e).</p>												
Targets:	<p>2015 – 119 MMTCO_2e 2020 – 105 MMTCO_2e 2040 – 47 MMTCO_2e</p> <p>The bar chart displays GHG emissions in MMTCO_2e for five specific years. The vertical axis ranges from 0 to 150. The horizontal axis labels are 2005 (Baseline), 2010 (Current), 2015 Target, 2020 Target, and 2040 Target. The bars show a clear downward trend from 132 in 2005 to 47 in 2040.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>GHG Emissions (MMTCO_2e)</th> </tr> </thead> <tbody> <tr> <td>2005 (Baseline)</td> <td>132</td> </tr> <tr> <td>2010 (Current)</td> <td>126.3</td> </tr> <tr> <td>2015 Target</td> <td>119</td> </tr> <tr> <td>2020 Target</td> <td>105</td> </tr> <tr> <td>2040 Target</td> <td>47</td> </tr> </tbody> </table>	Year	GHG Emissions (MMT CO_2e)	2005 (Baseline)	132	2010 (Current)	126.3	2015 Target	119	2020 Target	105	2040 Target	47
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Methodology:	<p>The 2015 and 2040 targets are unchanged from GO TO 2040. The 2020 target was developed by continuing a straight-line decrease in</p>												

	MMTCO _{2e} in the region.
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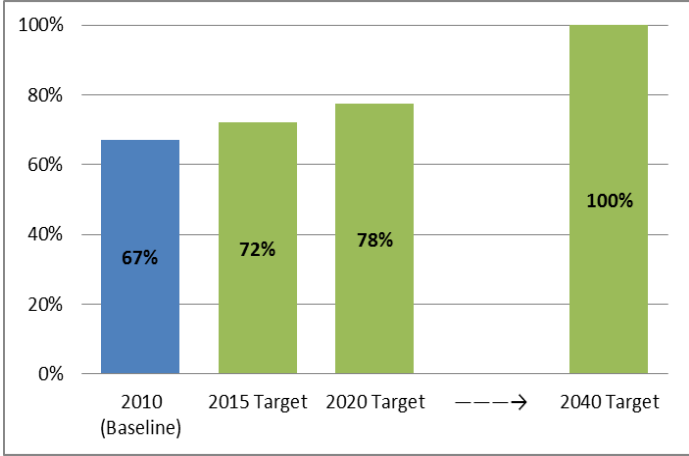
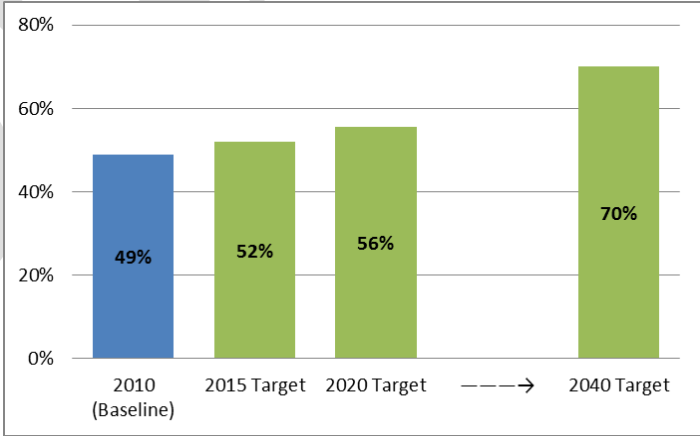
4. Expand and Improve Parks and Open Space

Acres of Conservation Open Space

Indicator:	This indicator measures the total number of acres in the region geared for recreation (parks) or conservation (preserves and natural areas). This information is gathered from a number of data sources including the Illinois Department of Natural Resources, county forest preserves or conservation districts, CMAP's Land Use Inventory, and private sources.
Targets:	<p>2015 – 275,000 acres 2020 – 300,000 acres 2040 – 400,000 acres</p>  <p><i>Note: CMAP's Land Use Inventory is in the final stages of a major update. Staff anticipates including updated values on current conditions in the plan update.</i></p>
Methodology:	The 2015 and 2040 targets are unchanged from GO TO 2040. The 2020 target was developed by continuing a straight-line increase in acres of open space in the region.

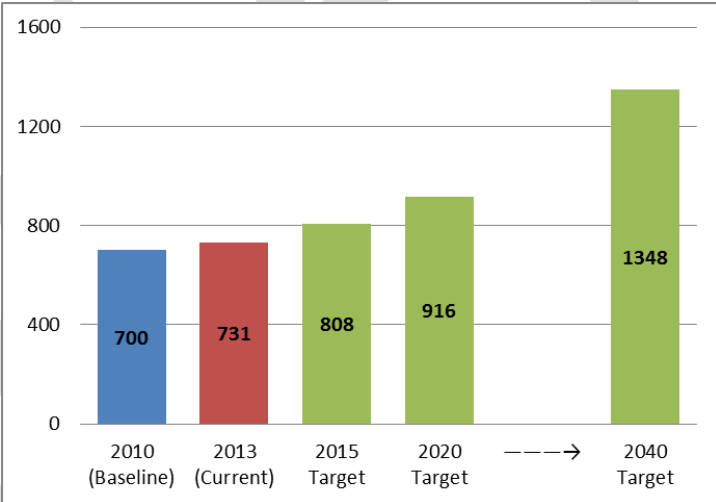
Regional Access to Parks per Person in Acres

Indicator:	This is an aggregate per capita measure of park accessibility based on proximity to park land. Values are reported as the percentage of the regional population with access to parks at the rates of four acres per 1,000 people (representing the denser parts of the region) and ten acres
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	<p>per 1,000 people (representing less-dense areas). The CMAP Land Use Inventory is the data source for determining park locations; subzone population data are used to calculate the per capita values.</p>																				
Targets:	<p><u>Four acres per 1,000 people</u></p> <p>2015 – 72% of the regional population 2020 – 78% of the regional population 2040 – 100% of the regional population</p>  <table border="1"> <thead> <tr> <th>Year/Target</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2010 (Baseline)</td> <td>67%</td> </tr> <tr> <td>2015 Target</td> <td>72%</td> </tr> <tr> <td>2020 Target</td> <td>78%</td> </tr> <tr> <td>2040 Target</td> <td>100%</td> </tr> </tbody> </table> <p><u>Ten acres per 1,000 people</u></p> <p>2015 – 52% of the regional population 2020 – 56% of the regional population 2040 – 70% of the regional population</p>  <table border="1"> <thead> <tr> <th>Year/Target</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2010 (Baseline)</td> <td>49%</td> </tr> <tr> <td>2015 Target</td> <td>52%</td> </tr> <tr> <td>2020 Target</td> <td>56%</td> </tr> <tr> <td>2040 Target</td> <td>70%</td> </tr> </tbody> </table> <p><i>Note: CMAP's Land Use Inventory is in the final stages of a major update. Staff anticipates including updated values on current conditions in the plan update.</i></p>	Year/Target	Percentage	2010 (Baseline)	67%	2015 Target	72%	2020 Target	78%	2040 Target	100%	Year/Target	Percentage	2010 (Baseline)	49%	2015 Target	52%	2020 Target	56%	2040 Target	70%
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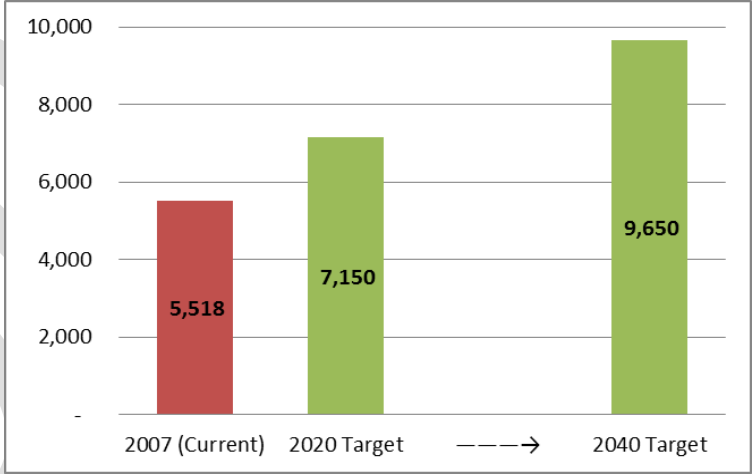
	targets were developed by continuing a straight-line increase in acres of parkland in the region.
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Trail Greenway Mileage

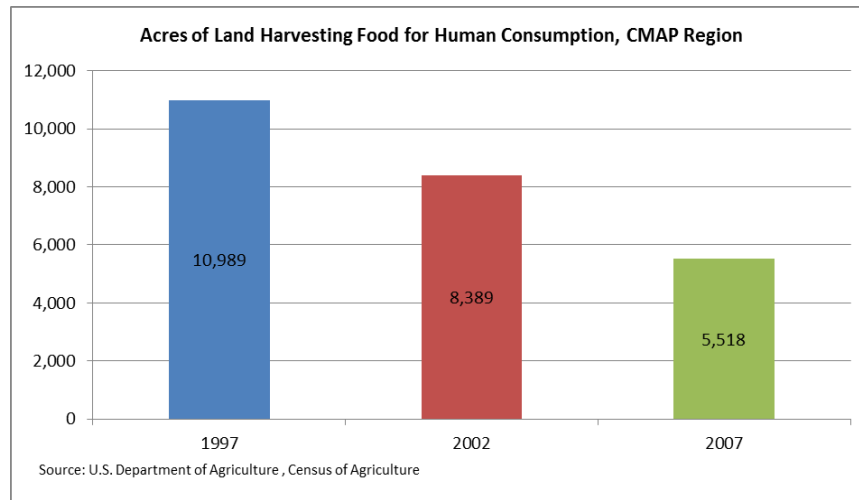
Indicator:	Trail greenways are defined as off-street trails for walking or bicycling that connect parks or conservation areas; they exclude on-street trails. This indicator measures the number of miles of trail greenways in the Northeastern Illinois Regional Greenways and Trails Plan that have been completed or let. This information is maintained by CMAP staff in the Bicycle Information System.
Targets:	<p>2015 – 808 miles</p> <p>2020 – 916 miles</p> <p>2040 – 1,348 miles</p>  <p>As of 2013, 731 miles of trail greenways have been completed. In addition, another 59 miles of trail greenways have been programmed and will likely be completed by 2015 – for a total of 790 miles, just a bit under the 2015 target.</p>
Methodology:	The 2015 and 2040 targets are unchanged from GO TO 2040. The 2020 target was developed by continuing a straight-line increase in miles of trail greenways in the region.

5. Promote Sustainable Local Food

Acres of Land Harvesting Food for Human Consumption

Indicator:	Data for this indicator come from the U.S. Census of Agriculture. The U.S. Department of Agriculture defines “direct consumption” as the totals found in these categories: orchards, peanuts, potatoes, sweet potatoes, and vegetables. This indicator lists the total number of acres in the region that support food for direct human consumption. This data excludes community gardens and other entities not counted in the Census of Agriculture.
Targets:	<p><i>Note: No targets were established for this indicator in GO TO 2040, thus it will not have a 2015 target value.</i></p> <p>2020 – 7,150 acres of land harvesting food for human consumption in the region.</p> <p>2040 – 9,650 acres of land harvesting food for human consumption in the region.</p>  <p><i>Note: the 2012 Census of Agriculture is expected to be released in its entirety over the next few months. To the extent possible, staff will include updated current conditions in the plan update.</i></p>
Methodology:	The goal for 2040 calls for a 75% increase in the number of acres in the region harvesting food for direct human consumption. This goal is directly tied to the goal for the indicator measuring the market value of agricultural products sold directly to individuals for human consumption in the region. The chart below shows the decline in the number of acres in the region used to harvest food for direct human consumption over the last three censuses; achieving the 2040 goal will

increase the number of acres used for this purpose to a level comparable to that seen in the year 2000. The 2020 goal reflects a straight-line increase from current conditions.



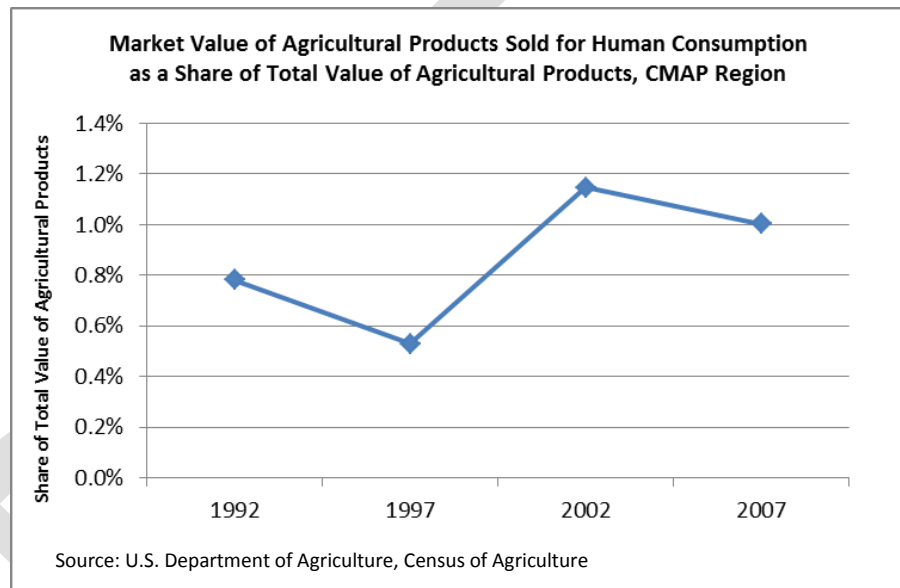
Value of Agricultural Products Sold Directly to Individuals for Human Consumption

Indicator:	<p>This indicator measures the dollar value of agricultural products produced and sold directly to individuals for human consumption from establishments such as roadside stands, farmers' markets, and pick-your-own sites in the seven-county region. The value excludes non-edible products such as nursery crops, cut flowers, and wool, but does include livestock sales. Data are from the Census of Agriculture conducted every five years.</p> <p>This measure will be adjusted for inflation to show real (not nominal) value. The values reported by the Census of Agriculture will be converted to 1997 dollars to make them directly comparable across years. Specifically, the Consumer Price Index for "Food at Home" for the Chicago-Gary-Kenosha Consolidated MSA will be used to convert the values to real dollars. "Food at Home" is defined by the Bureau of Labor Statistics as "the total expenditures for food at grocery stores (or other food stores) and food prepared by the consumer unit on trips, [excluding] the purchase of nonfood items".</p>
Targets:	<p><i>Note: No targets were established for this indicator in GO TO 2040, thus it will not have a 2015 target.</i></p> <p>While this indicator will track the inflation-adjusted value of agricultural products sold directly to individuals for human consumption, the target</p>

	<p>values will be measured in a different manner. The targets will reflect the ratio of the market value of agricultural products sold directly to individuals for human consumption to the market value of total agricultural products produced in the region. It will track the share of total agricultural value comprised of agricultural products sold directly for human consumption.</p> <p>2020 – The market value of agricultural products sold for human consumption will comprise 1.3% of the total value of agricultural products sold in the region.</p> <p>2040 – The market value of agricultural products sold for human consumption will comprise 1.75% of the total value of agricultural products sold in the region.</p> <div data-bbox="545 781 1344 1375" data-label="Figure"> <table border="1"> <caption>Market Value of Agricultural Products Sold for Human Consumption as a Share of Total Value of Agricultural Products</caption> <thead> <tr> <th>Year / Target</th> <th>Share (%)</th> </tr> </thead> <tbody> <tr> <td>2007 (Current)</td> <td>1.0%</td> </tr> <tr> <td>2020 Target</td> <td>1.3%</td> </tr> <tr> <td>2040 Target</td> <td>1.75%</td> </tr> </tbody> </table> </div> <p><i>Note: the 2012 Census of Agriculture is expected to be released in its entirety over the next few months. To the extent possible, staff will include updated current conditions in the plan update.</i></p>	Year / Target	Share (%)	2007 (Current)	1.0%	2020 Target	1.3%	2040 Target	1.75%
Year / Target	Share (%)								
2007 (Current)	1.0%								
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2040 Target	1.75%								
Methodology:	<p>Reporting these data in inflation-adjusted values makes comparing the indicator values easier, and accounts for true growth or decline in the value by removing the effects of inflation. Setting target values using inflation-adjusted numbers is a bit more complicated – it requires estimating increases in value as well as future inflation rates. Rather, the targets will be presented as normalized values: the target represents the market value of agricultural products sold directly for human consumption divided by the value of total agricultural products sold in the region. Thus the region will be able to track whether the relative importance of agricultural products sold directly for human consumption</p>								

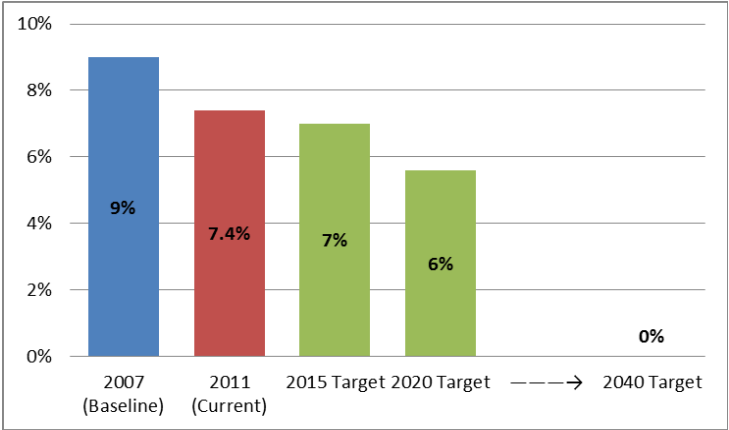
is increasing in the region. The goal for 2040 calls for a 75% increase in the share of total agricultural products sold in the region comprised on products sold for direct human consumption.

The current share (as measured from the 2007 Census of Agriculture) is 1.0% of the value of total agricultural products sold in the region is comprised of products sold for direct human consumption. The chart below tracks the change in this value since 1992. While growth has been uneven, overall the market value of agricultural products sold for direct human consumption has increased its share of the total value of agricultural products sold in the region since 1992.



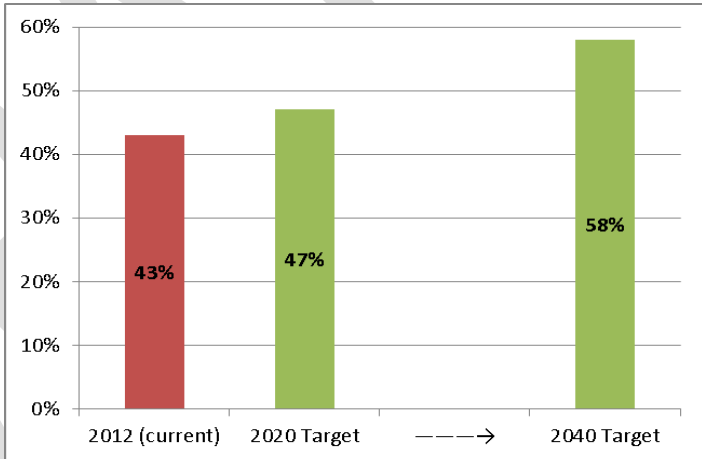
Percentage of Population Living in Food Deserts

Indicator:	This indicator measures the percentage of the population that lives in a Census tract where the median household income is below the weighted average median income level for the seven counties (\$52,170 for GO TO 2040; \$67,329 for the updated analysis) and that has a low accessibility to large supermarkets. For the study, supermarkets are defined as “full-service chains, supercenters, and local chains or independents with at least five check-out lanes and a full line of groceries.” Data collection and analysis were led by Daniel Block at Chicago State University. This analysis was recently updated to reflect conditions in 2011.
Targets:	2015 – 7% 2020 – 6%

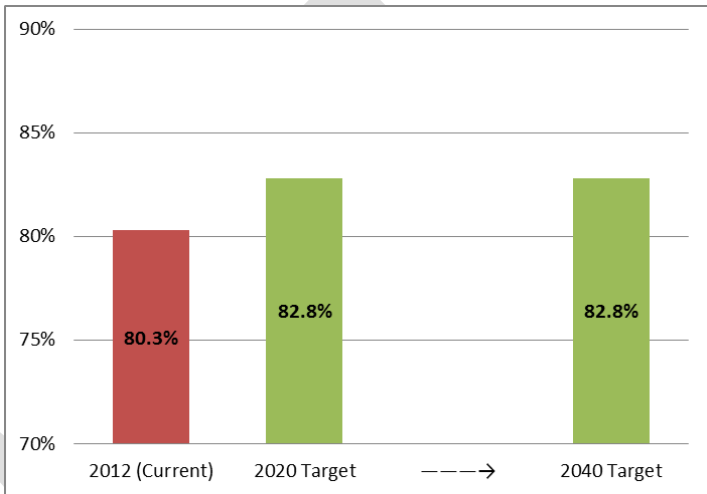
	<p>2040 – 0%</p>  <table border="1"> <thead> <tr> <th>Year / Target</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2007 (Baseline)</td> <td>9%</td> </tr> <tr> <td>2011 (Current)</td> <td>7.4%</td> </tr> <tr> <td>2015 Target</td> <td>7%</td> </tr> <tr> <td>2020 Target</td> <td>6%</td> </tr> <tr> <td>2040 Target</td> <td>0%</td> </tr> </tbody> </table>	Year / Target	Percentage	2007 (Baseline)	9%	2011 (Current)	7.4%	2015 Target	7%	2020 Target	6%	2040 Target	0%
Year / Target	Percentage												
2007 (Baseline)	9%												
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2015 Target	7%												
2020 Target	6%												
2040 Target	0%												
Methodology:	<p>The 2015 and 2040 targets are unchanged from GO TO 2040. The 2020 target was developed by continuing a straight-line decrease in percentage of population living in low food access areas.</p>												

6. Improve Education and Workforce Development

Population Age 25 and Over with an Associate's Degree or Higher

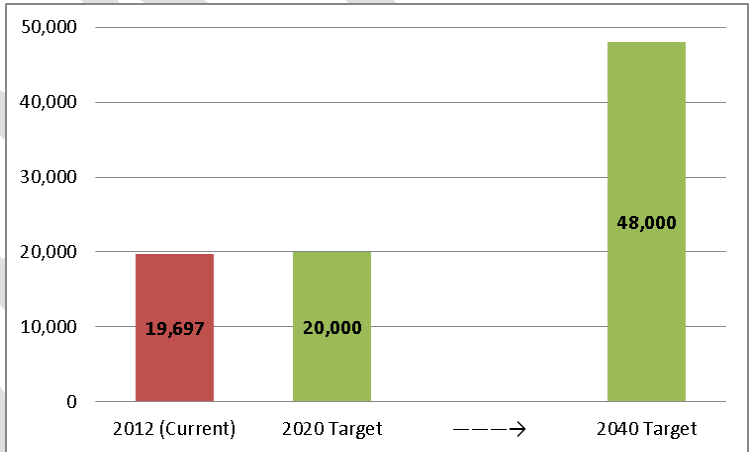
Indicator:	<p>This measure reports the percentage of the regional population age 25 and over that have obtained an Associate's degree or higher. Data come from the American Community Survey (ACS) and represent the 7-county CMAP region. The inclusion of Associate's degrees in this measure helps to highlight the important role community colleges play in improving education and workforce development, and reflects the significance of "middle skill" jobs in our regional economy.</p>								
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>2020 – 47% of the population in the region age 25 and over with at least an Associate's degree</p> <p>2040 - 58% of the population in the region age 25 and over with at least an Associate's degree</p>  <table border="1"> <caption>Target Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2012 (current)</td> <td>43%</td> </tr> <tr> <td>2020 Target</td> <td>47%</td> </tr> <tr> <td>2040 Target</td> <td>58%</td> </tr> </tbody> </table>	Year	Percentage	2012 (current)	43%	2020 Target	47%	2040 Target	58%
Year	Percentage								
2012 (current)	43%								
2020 Target	47%								
2040 Target	58%								
Methodology:	<p>Currently, about 43% of the regional population age 25 and over holds an Associate's degree or higher (this exceeds the national average of 37%). Data from the ACS show that both high school completion and higher education levels are on the rise, in the region and nationwide. Since 2006 the proportion of the region's residents holding an Associate Degree or higher has increased by roughly 0.53 percent per year, which is faster than the national average increase of 0.45 percent per year during the same time period. The goal is to maintain the current growth rate in educational attainment as it relates to higher education; this is the basis for the establishment of the 2020 and 2040 targets.</p>								

Workforce Participation

Indicator:	This value represents the percentage of the regional population age 20-64 that is either working or actively looking for work. Data are from the American Community Survey and represent the metropolitan statistical area.								
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>2020 – regional workforce participation rate of 82.8%</p> <p>2040 – maintain the regional workforce participation rate of 82.8%</p>  <table border="1"> <thead> <tr> <th>Year/Target</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2012 (Current)</td> <td>80.3%</td> </tr> <tr> <td>2020 Target</td> <td>82.8%</td> </tr> <tr> <td>2040 Target</td> <td>82.8%</td> </tr> </tbody> </table>	Year/Target	Rate (%)	2012 (Current)	80.3%	2020 Target	82.8%	2040 Target	82.8%
Year/Target	Rate (%)								
2012 (Current)	80.3%								
2020 Target	82.8%								
2040 Target	82.8%								
Methodology:	<p>The Chicago region experienced a 1.2 percent increase in its workforce participation rate between 2005 and 2012. While our workforce participation rate trails those in Boston and Washington D.C., it exceeds those of the New York and Los Angeles regions. Workforce participation in the Chicago region has increased by about 0.18 percent per year since 2005. Fluctuations in participation rates over time are very similar among every major metropolitan area, suggesting that this trend is governed by macroeconomic factors.</p> <p>The goal is to increase the region's workforce participation rate by 0.25 percent per year (up from 0.18 percent/year), thus achieving a rate of 82.8% in 2020; this level of workforce participation has been observed in other metro areas. The goal for 2040 is to maintain that workforce participation rate of 82.8% - due to the multitude of factors affecting workforce participation rates and the complexities involved, it is difficult to gauge what a "maximum" participation rate is or looks like without further economic analysis.</p>								

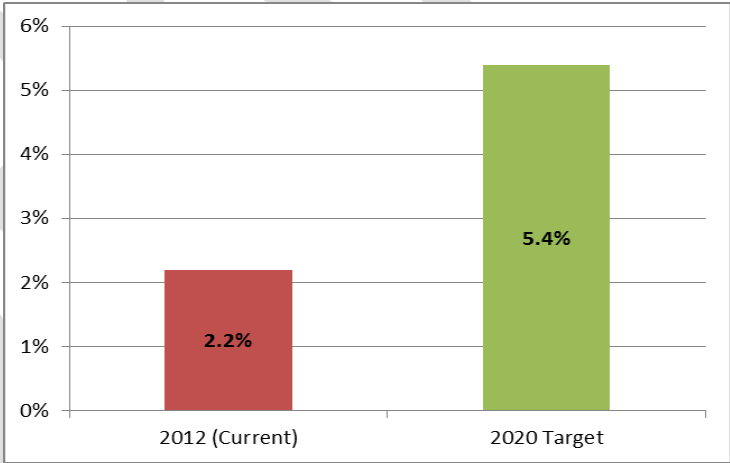
7. Support Economic Innovation

Private Sector Employment in Research and Development

Indicator:	<p>This indicator measures the number of people employed in research and development in the private sector. Specifically, it counts the number of people employed in category 5417 (Scientific Research and Development services) of the North American Industry Classification System (NAICS). Data are reported for the Chicago MSA and only represent private sector employment for firms whose primary function is research; people employed in research departments of firms with other NAICS codes are not counted. Data are from the Bureau of Labor Statistics' Quarterly Census of Employment and Wages.</p>								
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>2020 – 20,000 private sector R&D jobs in the region</p> <p>2040 – 48,000 private sector R&D jobs in the region</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Jobs</th> </tr> </thead> <tbody> <tr> <td>2012 (Current)</td> <td>19,697</td> </tr> <tr> <td>2020 Target</td> <td>20,000</td> </tr> <tr> <td>2040 Target</td> <td>48,000</td> </tr> </tbody> </table>	Year	Jobs	2012 (Current)	19,697	2020 Target	20,000	2040 Target	48,000
Year	Jobs								
2012 (Current)	19,697								
2020 Target	20,000								
2040 Target	48,000								
Methodology:	<p>National trends show large increases in private sector R&D employment: up over 19% between 2003 and 2012. While our peer metro areas have seen their levels of private sector R&D employment grow or remain at consistent levels, the Chicago region has seen a continual decline in this type of employment – losing more than 14,000 jobs over the last decade.</p> <p>CMAP's initial goal is to understand why this R&D employment is declining in our region and slow or stop the decline by 2016. The 2020 target reflects an expectation that jobs in this sector will continue to be lost over the next few years at roughly the same rate (around 1,400 jobs per year); then beginning in 2016 the region will start regaining R&D jobs at an annual rate equal to what was lost over the last decade.</p>								

	Continuing this trend achieves the 2040 goal of 48,000 private sector R&D jobs in the region.
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Venture Capital Funding

Indicator:	This indicator measures the State of Illinois' share of total U.S. venture capital deals. The source for these data is Price Waterhouse Coopers Money Tree. While this focuses on venture capital for the entire state, the vast majority of Illinois' venture capital funding flows to the Chicago region.						
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>2020 – the State of Illinois should account for 5.4 percent of all U.S. venture capital deals</p> <p>2040 – no target will be established at this time</p>  <table border="1"> <caption>Venture Capital Funding Targets</caption> <thead> <tr> <th>Year</th> <th>Share of U.S. VC Deals</th> </tr> </thead> <tbody> <tr> <td>2012 (Current)</td> <td>2.2%</td> </tr> <tr> <td>2020 Target</td> <td>5.4%</td> </tr> </tbody> </table>	Year	Share of U.S. VC Deals	2012 (Current)	2.2%	2020 Target	5.4%
Year	Share of U.S. VC Deals						
2012 (Current)	2.2%						
2020 Target	5.4%						
Methodology:	Since the mid-1990s the state of Illinois has accounted for about 2 percent of all VC deals. Trends show that the Midwest United States is accounting for an increasing proportion of total VC deals; however, Illinois' proportion of deals has remained flat. In 2005 the Midwest accounted for 5.5% of all VC deals, by 2012 that proportion increased to 8.1% - an average growth of 0.4% per year. The goal for 2020 is to increase the number of VC deals in the state such that Illinois' share of total US VC deals accounts for 0.4 percent more per year than the previous year – this is equivalent to the overall growth rate experienced by the Midwest, and mirrors the increases seen by metro regions such						

	as New York and Los Angeles. Establishment of a target for 2040 requires a more thorough understanding of the venture capital market, so no long-term target will be established at this time.
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Number of Patents Issued Annually

Indicator:	This indicator measures utility patent output. According to the U.S. Patent and Trademark Office (USPTO), utility patents may be granted “to anyone who invents or discovers any new or useful process, machine, article of manufacture, or composition of matter, or any new or useful improvement thereof.” Patent output data are available annually from the USPTO.
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>While this indicator will report the number of patents issued annually in the region, the target values will be measured in a slightly different manner: as the share of total U.S. patents issued in northeastern Illinois.</p> <p>2020 – 3.1% of the nation’s patents should be issued in northeastern Illinois. This is equivalent to our region’s “fair share” of patents (i.e., a patent output share/population share ratio equal to 1.00).</p> <p>2040 – 3.9% of the nation’s patents should be issued in northeastern Illinois. This represents the goal of achieving 26% more than our region’s “fair share” of patent output (i.e., a patent output share/population share ratio equal to 1.26).</p>

	<p style="text-align: center;">Northeastern Illinois' Share of U.S. Patents Issued Annually</p> <table border="1"> <thead> <tr> <th>Year / Target</th> <th>Share of U.S. Patents Issued Annually</th> </tr> </thead> <tbody> <tr> <td>2011 (Current)</td> <td>2.8%</td> </tr> <tr> <td>2020 Target</td> <td>3.1%</td> </tr> <tr> <td>2040 Target</td> <td>3.9%</td> </tr> </tbody> </table>	Year / Target	Share of U.S. Patents Issued Annually	2011 (Current)	2.8%	2020 Target	3.1%	2040 Target	3.9%
Year / Target	Share of U.S. Patents Issued Annually								
2011 (Current)	2.8%								
2020 Target	3.1%								
2040 Target	3.9%								
Methodology:	<p>The vast majority of new patents are issued to residents and businesses in metropolitan areas. Further, in most instances the total number of patents produced in metropolitan areas is correlated with their regional population. In 2011 the Chicago MSA accounted for 3.1% of the U.S. population, but only 2.8% of total patent output. Thus the region's patent output share divided by its population share ratio equaled 0.90. The region's "fair share" of patents for 2011 was 3.1% (equivalent to its population share). The goal for 2020 is for the region to produce its "fair share" of patent output.</p> <p>The top 25 most populous metro areas account for 40.8% of the nation's population and 51.6% of the nation's patents. In other words, they produce 26% more than their "fair share" of patents. The goal for 2040 is for our region to match the patent output rate of the top 25 metropolitan areas and to have a patent output share that is 26% more than the region's share of national population. The 2040 target is for the region to produce 3.9% of the nation's patents; this assumes the region maintains its share of 3.1% of the nation's population through 2040.</p>								

8. Reform State and Local Tax Policy

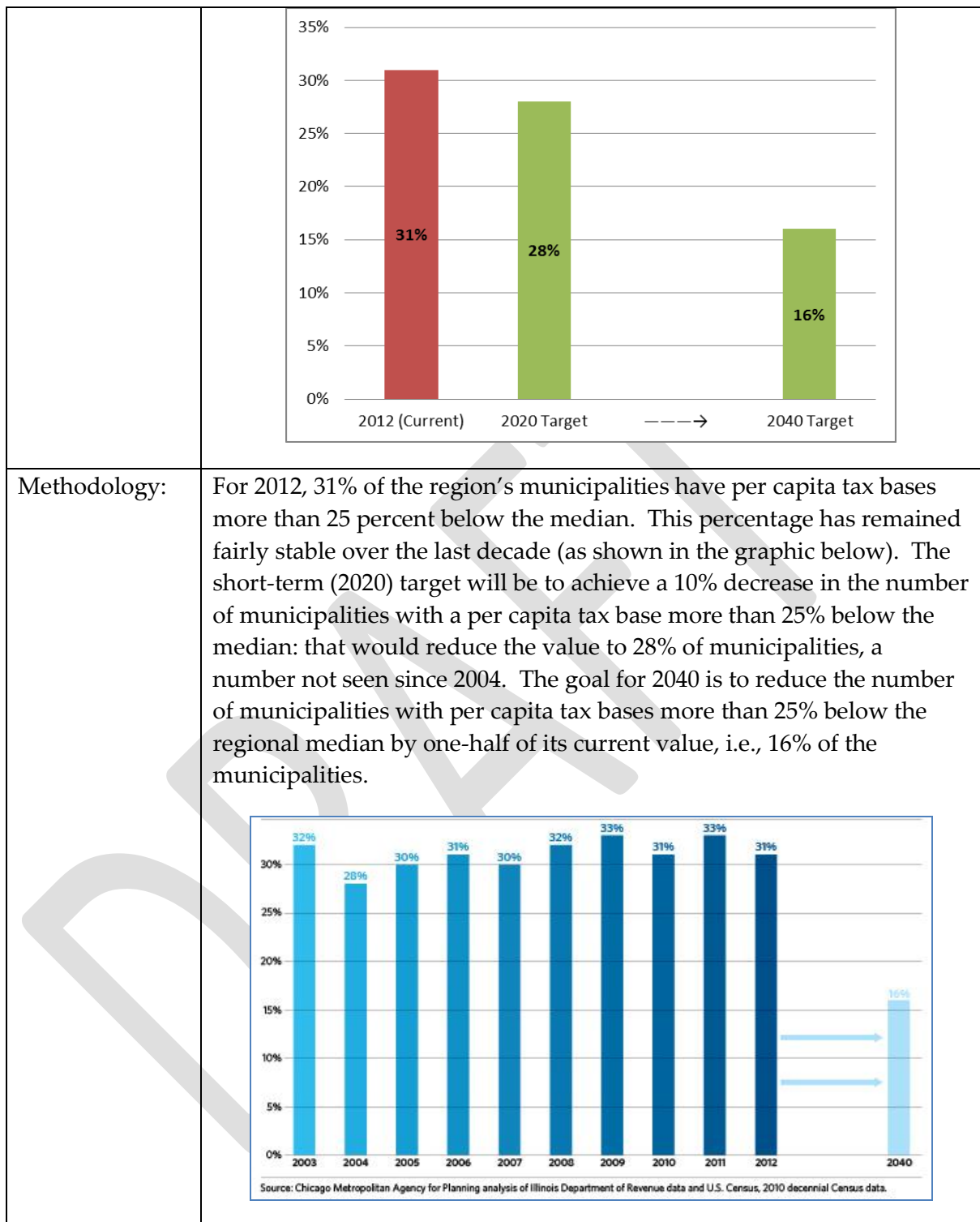
Sales Tax Efficiency Index

Indicator:	<p>The Sales Tax Efficiency Index compares the number of services included in the sales tax base in Illinois compared to the average number of services taxed by the remaining 49 states and Washington, D.C. The indicator will be the following ratio:</p> $\frac{\text{number of services in Illinois sales tax base}}{\text{weighted average number of services in sales tax bases of 49 states \& D.C.}}$ <p>The denominator of the index uses the number of services taxed by each locale and weights each by the size of its gross domestic product, thus reflecting the relative importance of each within the national economy.</p> <p>The data source for the number of services included in the sales tax base is the Federation of Tax Administrators Survey of Services Taxation 2007. The source for the gross domestic product values is the U.S. Bureau of Economic Analysis.</p>								
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>2020 – the index value should equal 1.0</p> <p>2040 – the index value should equal 1.0</p>  <table border="1"> <caption>Sales Tax Efficiency Index Data</caption> <thead> <tr> <th>Year</th> <th>Index Value</th> </tr> </thead> <tbody> <tr> <td>2012 (Current)</td> <td>0.33</td> </tr> <tr> <td>2020 Target</td> <td>1.0</td> </tr> <tr> <td>2040 Target</td> <td>1.0</td> </tr> </tbody> </table>	Year	Index Value	2012 (Current)	0.33	2020 Target	1.0	2040 Target	1.0
Year	Index Value								
2012 (Current)	0.33								
2020 Target	1.0								
2040 Target	1.0								
Methodology:	<p>For 2012 the index is: $\frac{17}{52} = 0.33$. This shows that Illinois includes only one-third of the number of services in its sales tax base compared to the “average” state, thus rating it low on sales tax efficiency. The indicator will focus on a target of achieving an index value of 1.0, meaning that the number of services taxed in Illinois is the same as the weighted average of the rest of the country. The 2020 goal for this indicator is to</p>								

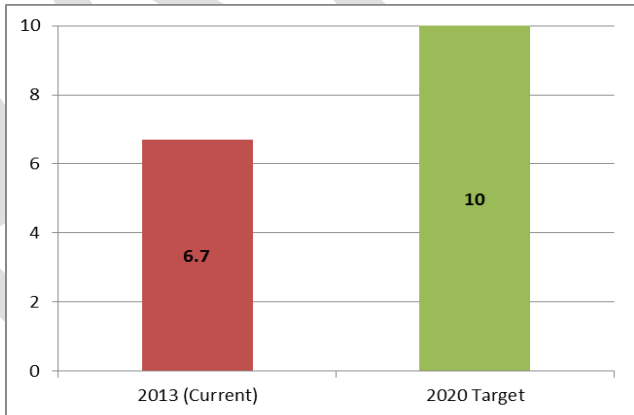
	achieve the desired index value of 1.0. The goal for 2040 is to maintain the index value at 1.0.
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Percentage of Municipalities with a Per Capita Sales and Property Tax Base of More than 25 Percent Below the Median

Indicator:	<p>This indicator uses the measure described in a Policy Update dealing with the equity of the tax system. Equity is viewed in terms of municipalities' ability to fund necessary services. The per capita tax base value used to measure a community's ability to raise funds is:</p> $\frac{\text{municipal retail sales} + \text{municipal equalized assessed value for property}}{\text{municipal population}}$ <p>The tax base value is normalized by municipal population to provide a common basis for comparison. The median per capita tax base for the region (\$42,322 for 2012) was calculated and municipalities were categorized by how far above or below the median value their municipal tax base is.</p> <p>The tax base information was derived from Illinois Department of Revenue data. Population figures are from the U.S. Census Bureau.</p>
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>2020 – 28% of the region's municipalities will have a per capita sales and property tax base more than 25% below the regional median</p> <p>2040 – 16% of the region's municipalities will have a per capita sales and property tax base more than 25% below the regional median</p>



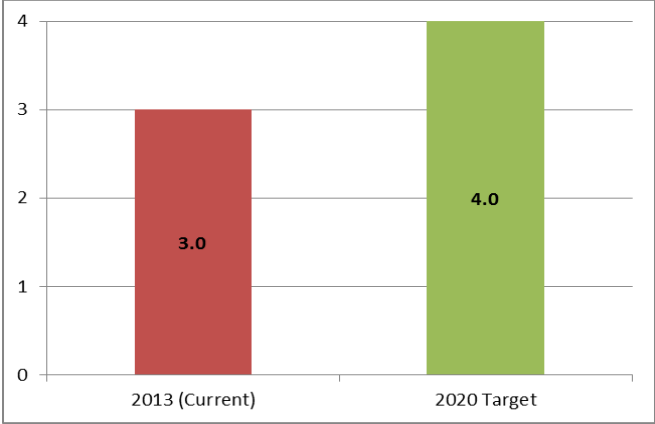
Tax System Transparency Score

Indicator:	<p>This plan indicator uses the measure described in a Policy Update dealing with the transparency of the tax system regarding public access to local taxation and other fiscal data. CMAP developed a transparency scorecard to track the availability of ten categories of tax and finance-related documents on the websites of the seven counties (the categories are listed in the chart below). The scorecard is loosely based on the system once used by the Sunshine Review, an organization that rated governments on transparency and was recently acquired and merged into Ballotpedia.</p> <p>Each county is given one point for each category of materials that is available on their website. The total score for each county is determined and those seven values are averaged to calculate the Tax System Transparency Score for the region.</p>						
Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>2020 – a score of 10 out of 10</p> <p>2040 – no target will be established at this time</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2013 (Current)</td> <td>6.7</td> </tr> <tr> <td>2020 Target</td> <td>10</td> </tr> </tbody> </table>	Year	Score	2013 (Current)	6.7	2020 Target	10
Year	Score						
2013 (Current)	6.7						
2020 Target	10						
Methodology:	<p>There are no technological barriers to achieving a perfect score of ten for the region by 2020, so it is set as the target. No target is set for 2040: if the 2020 target is actually met, it will require revising this measure because a perfect score under this system would be the new norm.</p>						

9. Improve Access to Information

Regional Government Transparency Index

Indicator:	<p>The index is an attempt to measure not only the availability of on-line government information, but also the ease with which it can be accessed (as measured by the number of mouse clicks required to reach the information from the county website home page). Additionally, each county can raise their score within a given category by one increment by providing information that is beyond the norm. The intent is to measure access to government information in an objective way. The websites of the seven CMAP counties were to determine whether they provided information in the following ten categories:</p> <ol style="list-style-type: none">1. Government Officials and Staff Directory2. Online resources for access to open meetings & records3. Document Library4. Ways to file record requests online (FOIA)5. Access to budget and financial information6. Archives of meetings, ordinances, votes7. Links to public notices8. Access to e-government applications9. Public procurements (bids or RFPs)10. Maps and Data <p>A score was assigned to the information categories for each county based on the following scale:</p> <ul style="list-style-type: none">0 = Information not available on website.1 = Three or more mouse clicks were required to reach the information from the county homepage, or the website Search function was needed to locate the information.2 = Two mouse clicks were required to reach the information from the county homepage (or 3+ clicks plus a bonus for supplemental information).3 = One mouse click was required to reach the information from the county homepage (or two clicks plus a bonus for supplemental information).4 = Maximum score possible; requires one mouse click from homepage to reach information plus a bonus for having supplementary information or functionality available. <p>The regional index is calculated as the average of all of the individual category scores.</p>
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Targets:	<p><i>Note: This is a new indicator so it will not have a 2015 target value.</i></p> <p>2020 – a score of 4 out of 4</p> <p>2040 – no target will be established at this time</p>  <table border="1"> <caption>Indicator Targets Data</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2013 (Current)</td> <td>3.0</td> </tr> <tr> <td>2020 Target</td> <td>4.0</td> </tr> </tbody> </table>	Year	Score	2013 (Current)	3.0	2020 Target	4.0
Year	Score						
2013 (Current)	3.0						
2020 Target	4.0						
Methodology:	<p>There are no technological barriers to achieving a perfect score of four for the region by 2020, so it is set as the target. No target is set for 2040: if the 2020 target is actually met, it will require revising this measure because a perfect score under this system would be the new norm.</p>						


10. Pursue Coordinated Investments

As with GO TO 2040, this section includes no specific indicators or targets. Success will be measured by tracking the level of implementation of all of the plan update recommendations.

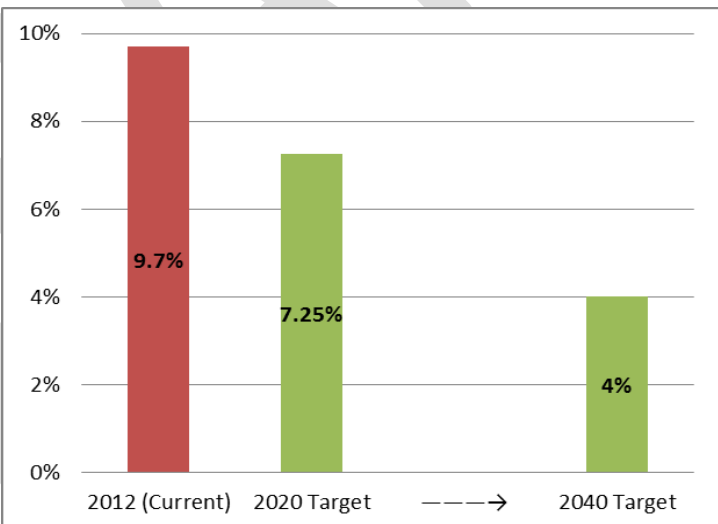
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11. Invest Strategically in Transportation

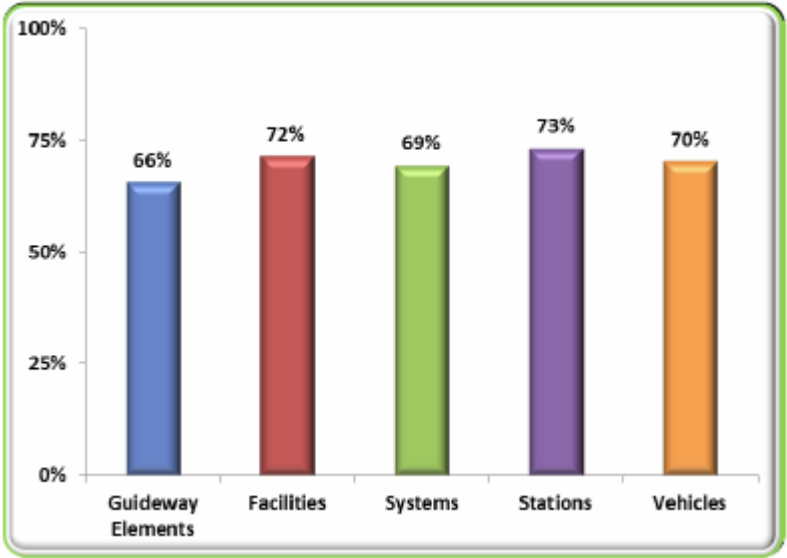
Percentage of National Highway System with Acceptable Ride Quality

Indicator:	This measures the percentage of the MAP-21 National Highway System centerline miles in the region with an “acceptable” ride quality. This is defined by an International Roughness Index (IRI) score of less than 170, which measures the cumulative deviation from a smooth surface on a mile of roadway. “Good” ride quality is defined by a score under 95 inches per mile. Ride quality provides a good measure of user experience of the facility.								
Targets:	<p><i>Note: This indicator is modified significantly from the GO TO 2040 version, thus it will not have a 2015 target value.</i></p> <p>2020 – 77% of NHS with acceptable ride quality</p> <p>2040 – 90% of NHS with acceptable ride quality</p>  <p>The bar chart displays the percentage of the National Highway System (NHS) with acceptable ride quality. The y-axis represents the percentage from 0% to 100% in 20% increments. The x-axis shows three categories: 2012 (Current), 2020 Target, and 2040 Target. The 2012 (Current) bar is red and labeled 74.6%. The 2020 Target bar is green and labeled 77%. The 2040 Target bar is green and labeled 90%. A dashed arrow points from the 2020 Target bar to the 2040 Target bar.</p> <table border="1"> <thead> <tr> <th>Year/Target</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2012 (Current)</td> <td>74.6%</td> </tr> <tr> <td>2020 Target</td> <td>77%</td> </tr> <tr> <td>2040 Target</td> <td>90%</td> </tr> </tbody> </table>	Year/Target	Percentage	2012 (Current)	74.6%	2020 Target	77%	2040 Target	90%
Year/Target	Percentage								
2012 (Current)	74.6%								
2020 Target	77%								
2040 Target	90%								
Methodology:	Nearly 75% of the current (2012) NHS centerline miles have an acceptable ride quality. Expanding this measure to include the entire NHS (not just principal arterials), changes the overall composition to reflect a larger portion of the system with an acceptable ride quality. This is due to the fact that the expressways generally have higher IRI scores than the arterials, as well as the fact that a number of stimulus package projects were completed in the region. The 2020 target reflects a small improvement from the current conditions – this value is slightly below a straight-line increase between 2012 and 2040 due to the fact that the underlying pavement structures were not necessarily improved in the stimulus projects. The 2040 target reflects the goal of improving the condition of the arterial system to match that of the expressways.								

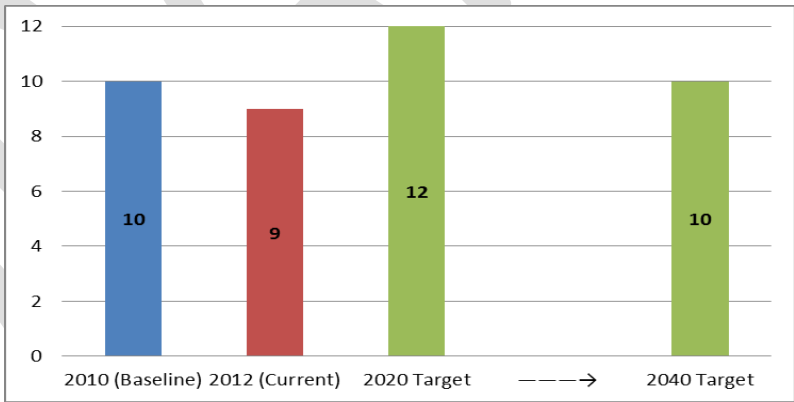
Percentage of Bridges in “Structurally Deficient” Condition

Indicator:	<p>This measures the percentage of bridges categorized by the Federal Highway Administration’s National Bridge Inventory (NBI) as “structurally deficient”; data are available for all bridges over twenty feet in length. Bridges in the NBI assigned to the “structurally deficient” category are most in need of repair. These are identified through the inspection process as requiring significant maintenance, rehabilitation or replacement. This classification refers to bridges with one or more structural defects that require attention, such as significant load-carrying elements are found to be in poor condition or the waterway adequacy is not sufficient. While a bridge with this classification is in the most severe rating category, it does not necessarily mean that it is unsafe.</p>								
Targets:	<p><i>Note: This indicator is modified significantly from the GO TO 2040 version, thus it will not have a 2015 target value.</i></p> <p>2020 – 7.25% of bridges in the region are categorized as structurally deficient</p> <p>2040 – 4% of bridges in the region are categorized as structurally deficient</p>  <table border="1"> <caption>Percentage of Structurally Deficient Bridges</caption> <thead> <tr> <th>Year/Target</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2012 (Current)</td> <td>9.7%</td> </tr> <tr> <td>2020 Target</td> <td>7.25%</td> </tr> <tr> <td>2040 Target</td> <td>4%</td> </tr> </tbody> </table>	Year/Target	Percentage	2012 (Current)	9.7%	2020 Target	7.25%	2040 Target	4%
Year/Target	Percentage								
2012 (Current)	9.7%								
2020 Target	7.25%								
2040 Target	4%								
Methodology:	<p>Current (2012) data indicate that 9.7% of the bridges in the region are categorized as structurally deficient. Over the last decade, the percentage of structurally deficient bridges in the region decreased by around 25%. The 2020 and 2040 targets reflect a continuation of this rate of improvement in bridge conditions.</p>								

Percentage of Transit Assets in a State of Good Repair

Indicator:	<p>The transit asset inventory maintained by the Regional Transportation Authority (RTA) classifies assets into five categories (consistent with the Federal Transit Administration's (FTA) reporting requirements under MAP-21):</p> <ul style="list-style-type: none"> • Facilities (buildings, equipment, storage yards) • Guideway elements (track, rail, bridges, ties) • Stations (passenger facilities, parking lots) • Systems (signals, fare collection equipment, radios, phones, interlockings) • Vehicles (both revenue and non-revenue) <p>The asset condition assessment has also adopted the transit asset decay curves developed by the FTA, which predict the physical condition of assets based on factors such as age and maintenance history, and convert them to a standardized "5 to 1" rating scale. For reporting purposes, assets with a rating of 2.5 or higher are deemed to be in a "State of Good Repair". The current (2011) State of Good Repair values are:</p>  <p>Source: Regional Transportation Authority.</p>
Targets:	<p><i>As the experts in this area, the RTA should take the lead in developing target values for this indicator. CMAP will work cooperatively with the RTA to establish future targets.</i></p>

Average Congested Hours of Weekday Travel for Limited Access Highways

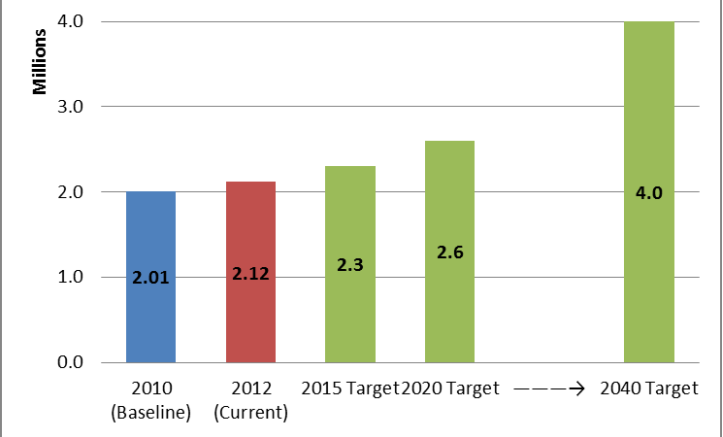
Indicator:	<p>This measure uses the Federal Highway Administration's Urban Congestion Report data to track average weekday congestion. Specifically, it measures the average number of hours during weekdays when the region's instrumented expressways are congested. Data collected from roadway sensors are used to determine the duration of time that travel speeds fall below 45 MPH on the highway segments, which is considered to be congested conditions. Only detector measurements taken between the hours of 6:00 AM and 10:00 PM are used in the analysis. These data are collected for metropolitan areas around the country as part of the U.S. Department of Transportation's Mobility Monitoring Program and are available quarterly.</p>										
Targets:	<p><i>Note: This indicator is modified significantly from the GO TO 2040 version, thus it will not have a 2015 target value.</i></p> <p>2020 – 12 hours of average weekday congestion on limited access highways</p> <p>2040 – 10 hours of average weekday congestion on limited access highways, reflecting no growth in congestion from 2010 conditions</p>  <table border="1"> <thead> <tr> <th>Year/Target</th> <th>Average Congested Hours</th> </tr> </thead> <tbody> <tr> <td>2010 (Baseline)</td> <td>10</td> </tr> <tr> <td>2012 (Current)</td> <td>9</td> </tr> <tr> <td>2020 Target</td> <td>12</td> </tr> <tr> <td>2040 Target</td> <td>10</td> </tr> </tbody> </table>	Year/Target	Average Congested Hours	2010 (Baseline)	10	2012 (Current)	9	2020 Target	12	2040 Target	10
Year/Target	Average Congested Hours										
2010 (Baseline)	10										
2012 (Current)	9										
2020 Target	12										
2040 Target	10										
Methodology:	<p>The goal for 2040 is to experience no growth in the average number of hours each weekday that the region's expressways are congested, even though the population of the region will increase. The 2040 goal reflects the same duration of average weekday congestion as 2010: approximately 10 hours per day. The short-term goal for 2020 allows for a 20% increase in the duration of average weekday congestion above the 2010 value: this reflects the fact that roadway congestion is expected to increase as the country continues to recover from the economic downturn. The 2020 goal is consistent with pre-recession levels of congestion in the region. The lower congestion goal in 2040 reflects that it will take capital improvement projects in the region and</p>										

	the implementation of operational strategies like congestion pricing to address congestion in the long-term.
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12. Increase Commitment to Public Transit

Average Weekday Unlinked Transit Trips

Indicator:	This indicator tracks the number of average weekday unlinked transit trips (excluding paratransit). Trips are “unlinked” in that this is a total count of trips, so that an individual making one transfer is counted as two unlinked trips. This value is taken directly from the National Transit Database and unlinked trips are the only way the Federal Transit Administration reports transit service used by the public.
Targets:	<p>2015 – 2.3 million trips 2020 – 2.6 million trips 2030 – 4 million trips</p>  <p>The most recent data (2012) indicate that unlinked transit trips will need to increase by nearly 3% for each of the next three years in order to reach the 2015 target of 2.3 million trips.</p>
Methodology:	The 2015 and 2040 targets are unchanged from GO TO 2040. The 2020 target was developed by continuing a straight-line increase in the number of annual unlinked weekday transit trips.

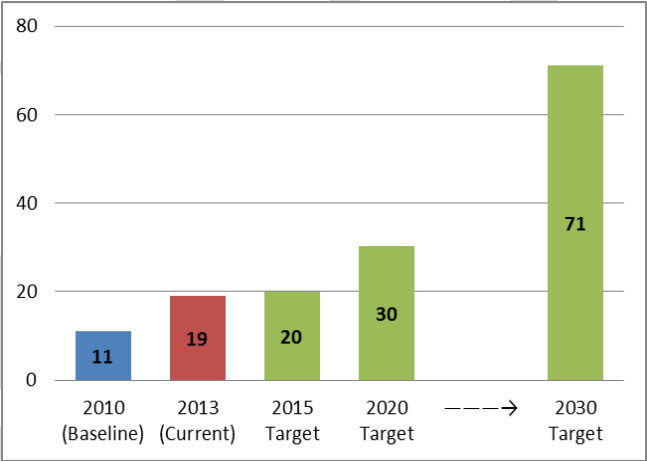
Population and Jobs with Access to Transit

Indicator:	The indicator will be reported in the same manner (“Percentage of Population and Jobs with Access to Transit”), but accessibility will be defined differently and calculated in a different manner. Transit accessibility would be measure by a Transit Accessibility Index defined
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	<p>by four factors (weighted equally):</p> <ul style="list-style-type: none"> • <u>Transit service frequency</u> – calculated using the files the transit operators submit to Google for the Google Transit application (and which CMAP modeling staff use to develop model transit coding). • <u>Pedestrian Environment Factor</u> – a measure of subzone pedestrian-friendliness. • <u>Proximity to the nearest transit stop</u> – measured using the transit stop file and the NAVTEQ street network to develop the average distance someone within a subzone would need to travel to reach the closest transit stop. • <u>Transit connectivity</u> – calculated as the number of destination subzones that can be reached from a given subzone using a direct transit route (i.e., no transfers).
Targets:	<p>Target values will be reported in the same manner as in GO TO 2040: as the percentage of residents and jobs with access to transit.</p> <p>Staff is working to refine the transit accessibility index to ensure it is meaningful and is responsive to changes in service. Sensitivity testing and additional analyses are being conducted; final results are expected in late March. The original 2040 targets were 75% of residents and 80% of jobs with transit access – <i>these are working targets but are subject to revision based on analysis completed using the final accessibility index.</i></p>
Methodology:	<p>Target values will be calculated based on subzone-based population and employment figures for subzones with transit accessibility.</p>

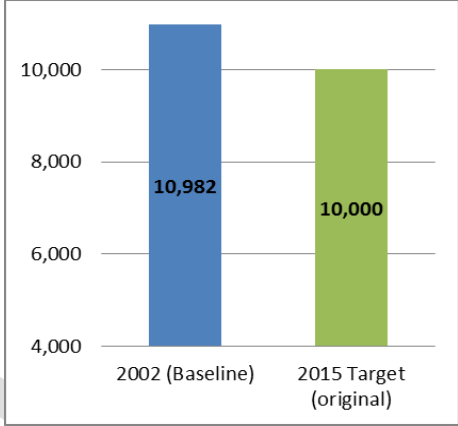
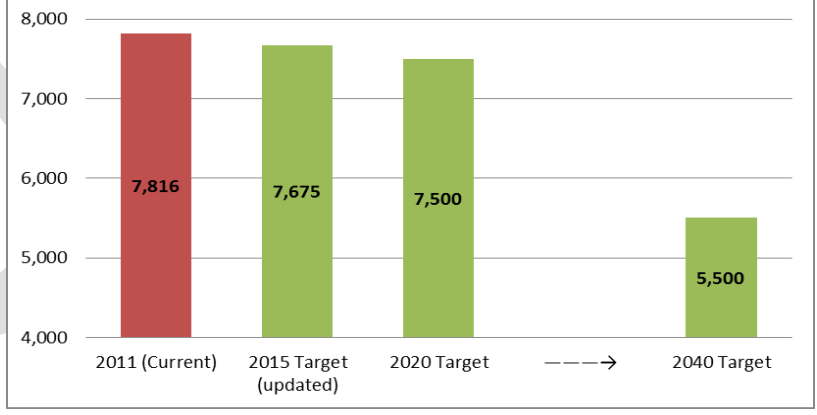
13. Create a More Efficient Freight Network

CREATE Project Completion

Indicator:	This provides a count of the number of Chicago Region Environmental and Transportation Efficiency Program (CREATE) projects that are complete. The count is of projects actually completed, as opposed to “underway” or “obligated.” The source for this information is the CREATE program website maintained by the Chicago Department of Transportation.												
Targets:	<p>2015 – 20 projects completed</p> <p>2020 – 30 projects completed</p> <p>2030 – 71 projects completed</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Projects Completed</th> </tr> </thead> <tbody> <tr> <td>2010 (Baseline)</td> <td>11</td> </tr> <tr> <td>2013 (Current)</td> <td>19</td> </tr> <tr> <td>2015 Target</td> <td>20</td> </tr> <tr> <td>2020 Target</td> <td>30</td> </tr> <tr> <td>2030 Target</td> <td>71</td> </tr> </tbody> </table>	Year	Projects Completed	2010 (Baseline)	11	2013 (Current)	19	2015 Target	20	2020 Target	30	2030 Target	71
Year	Projects Completed												
2010 (Baseline)	11												
2013 (Current)	19												
2015 Target	20												
2020 Target	30												
2030 Target	71												
Methodology:	The 2015 and 2030 targets are unchanged from GO TO 2040. The 2020 target was developed by continuing a straight-line increase in the number of CREATE projects completed. The 2020 target was also compared to the number of CREATE projects in Phase 1 engineering to verify reasonableness.												

At-Grade Highway-Rail Crossing Delay

Indicator:	This indicator measures the aggregate hours of weekday delay experienced by motorists at railroad crossings. The source for these data is periodic analyses conducted by the Illinois Commerce
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	Commission.
Targets:	<p>The original 2015 target value for this indicator (shown in the graph below) was set at 10,000 hours of weekday delay in GO TO 2040. This value was developed based on the best data available at the time, which reflected the conditions in 2002. Since the adoption of GO TO 2040, an updated analysis of the rail crossing delay was completed which invalidated the original short-term goal. The target values for the plan update, including a revised 2015 target, are listed below.</p>  <p>2015 – 7,675 hours of weekday delay 2020 – 7,500 hours of weekday delay 2040 – 5,500 hours of weekday delay</p> 
Methodology:	<p>The 2040 target is unchanged from GO TO 2040. Over the last decade a number of strategies were implemented which resulted in a large reduction in weekday delay between the baseline and current analyses: these include closing lines and grade crossings, re-routing of service and service realignments. The 2020 target was developed based off of the current value but recognizing that in the future such large-scale</p>

	gains in reducing grade crossing delay will be more difficult to achieve, especially as freight rail traffic increases.
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