



MEMORANDUM

To: CMAP Working Committees

From: Alex Beata, Associate Policy Analyst

Date: August 28, 2013

Re: Updated Implementation Action Area Tables

As part of the GO TO 2040 plan update, the FY 2014 work plan calls for a review of the implementation action tables at the end of each of the twelve chapters in GO TO 2040. Specifically, the work plan calls for these actions to be updated to reflect their implementation status. This project does not envision the drafting of new implementation action areas, but some actions may be added within the areas.

CMAP staff is currently conducting an internal review of the plan's implementation actions. In September 2013, staff will introduce this project to CMAP working committees. The results of the internal staff review will be presented to working committees in October 2013. Also in October, a more robust, facilitated discussion will occur in each working committee, allowing committee members to focus on a smaller number of implementation actions more relevant to their areas of expertise. Based on that input, revised implementation action area tables will be presented to the working committees in November 2013.

Staff is interested in the working committees' input, specifically in response to the following questions:

- What are examples of work that has been carried out since plan adoption relevant to the implementation actions?
- Which implementation actions have already been completed (i.e., no further work could be expected in implementation)?
- Which implementation actions should be retained?
- Which implementation actions should be revised and how so?
- Which implementation actions should be deleted?

The attachment includes a list of the implementation action areas as described in GO TO 2040. The tables include the following information:

- The implementation action and lead implementers, as listed in GO TO 2040

- A description of the action, paraphrased from GO TO 2040

The attachment is organized into the four GO TO 2040 themes: Livable Communities (in blue), Human Capital (in red), Efficient Governance (in brown), and Regional Mobility (in green).

ACTION REQUESTED: Discussion

LIVABLE COMMUNITIES

	GO TO 2040	
	Lead Implementers	Description - Key Components
<i>Achieve Greater Livability through Land Use and Housing</i>		
Implementation Action Area #1: Provide Funding and Financial Incentives		
Align funding for planning and ordinance updates	State (IDOT, DCEO, IHDA), RTA, CMAP, counties, municipalities, philanthropic	CMAP, IDOT, and RTA should coordinate funding programs to fund local plans and ordinance updates
Implement and expand the Sustainable Communities Initiative program	Federal (HUD, U.S. DOT, U.S. EPA, DOE, EDA)	Federal government should apply the principles of SCI across other federal programs as well
Develop regional infrastructure funding programs for plan implementation	State (IDOT), RTA, CMAP, counties, COGs	Create a pilot program meant to focus infrastructure funds to implement local comprehensive plans
Implementation Action Area #2: Provide Technical Assistance and Build Local Capacity		
Continually review status of local plans	RTA, CMAP, counties, municipalities	Update Compendium of Plans every two years, use findings to target planning technical assistance
Create model ordinances and codes	CMAP, counties, municipalities	Develop sample ordinances or codes in areas relevant to GO TO 2040
Research and explore alternative land use regulation systems	CMAP, counties, municipalities, nonprofits	Research alternative systems that address structure, form, and placement over conventional use-based, Euclidean zoning
Analyze ordinance outcomes	CMAP, counties, municipalities, nonprofits	In partnership with interested communities, CMAP should review existing ordinances to quantitatively analyze their impacts
Provide assistance in planning for affordable housing needs	CMAP, counties, municipalities, nonprofits	In partnership with interested communities, research local housing supply and demand and identify appropriate housing strategies
Use and enhance existing technical assistance software tools	CMAP, counties, municipalities, nonprofits	Strategically deploy CMAP's Centers Toolkit, ROI tool, MetroQuest software, and the MPC Placemaking program
Target technical assistance to communities demonstrating interested in furthering GO TO 2040	CMAP, RTA, counties, municipalities, nonprofits	Create menu of assistance "offerings" consistent with GO TO 2040, and clearly evaluate requests for assistance based upon conformance with these plan objectives
Sponsor Planning Commissioner workshops	CMAP, counties, municipalities, nonprofits	Provide a cycle of Planning Commissioner Workshops throughout the region every two years
Implementation Action Area #3: Support Intergovernmental Collaboration		
Encourage formation of formal collaborative planning efforts	CMAP, RTA, counties, COGs, municipalities	Encourage COGs and counties to lead formation of issue-specific collaborative planning groups

	GO TO 2040	
	Lead Implementers	Description - Key Components
Form collaborative groups to address affordable housing across communities	Counties, COGs, municipalities, nonprofits, developers, other housing stakeholders	Encourage the formation of collaborative groups to address affordable housing across communities
Prioritize funding to communities engaging in intergovernmental planning	Federal (HUD, U.S. DOT, U.S. EPA), state (IHDA, IDOT, DCEO)	Provide financial incentives for involvement in collaborative groups by prioritizing funding to communities that apply for funding jointly and develop programs across municipal boundaries
Facilitate communication between communities facing similar challenges	CMAP, counties, COGs, municipalities	Support initiatives by COGs or counties that bring municipalities together in coordinated planning activities and information-sharing
Implementation Action Area #4: Link Transit, Land Use, and Housing		
Identify and exploit additional opportunities for transit oriented development	CMAP, RTA, CTA, Metra, Pace, counties, municipalities, nonprofits	CMAP and other regional organizations should identify other potential opportunities for application of TOD strategies and initiate pilot TOD projects
Use livability principles to plan for land use in development near transit	Counties, municipalities	Counties and municipalities should pursue opportunities for more dense development which mixes uses and housing types within "location efficient" areas near transit
Promote housing affordability near transit	Counties, municipalities	Counties and municipalities should analyze housing needs near transit services, and can provide a variety of incentives to developers
Target housing programs to rehabilitation in areas with transit access	Federal (HUD), state (IHDA), counties, municipalities	Affordable housing grant programs should give high priority to preserving the existing affordable housing stock, particularly in TODs
Require supportive land use planning before new transit investment is made	RTA, CTA, Metra, Pace	Consider supportive land use when making investment and programming decisions
Update guidelines for transit-supportive land use	RTA, CTA, Metra, Pace	Update materials produced by the service boards concerning land use planning and small-scale infrastructure investments that support transit
Manage and Conserve Water and Energy Resources		
Implementation Action Area #1: Implementing Energy and Water Retrofit Programs		
Develop a framework for retrofit program administration	CMAP, City of Chicago, City of Rockford	Implement the Chicago Region Retrofit Ramp-Up program
Provide a financial framework for retrofit programs	State (DCEO), municipalities, utilities, lending institutions	Support the development and delivery of financing products targeted across retrofit customer segments
Increase access to a trained workforce	State, trade associations, community colleges, WIBs	Develop a regional training center for certified efficiency work
Increase access to information concerning retrofits	Chicago Regional Retrofit Steering Committee (DCEO,	Develop a regional information center for connecting building

	GO TO 2040	
	Lead Implementers	Description - Key Components
	CMAP, City of Chicago, City of Rockford)	owners to qualified contracts and financial products
Implementation Action Area #2: Integrating Land Use Planning and Resource Conservation		
Create model codes/ordinances	CMAP	Assist communities in amending or adopting codes for water conservation by providing ordinance language and related resources
Accelerate use of efficient appliances/fixtures through green code adoption	Counties, municipalities	Amend ordinances to reflect requirements of the Illinois Energy Efficiency Building Act and expand on it to include items such as appliances and fixtures
Provide technical assistance to local governments	State (DCEO), CMAP	Encourage incorporation of sustainability plans or codes in local planning practices during energy-related grant award processes by prioritizing funding to communities that have taken these initiatives
Promote rainwater harvesting for non-potable indoor uses	State, counties, municipalities, nonprofits	Local governments should ensure that existing regulations do not prohibit the indoor handling of rainwater
Increase commitment to conservation in Lake Michigan Service Region	State (IDNR), CMAP	Encourage Lake Michigan Service Region permittees to develop conservation plans and set conservation targets that can be reported to IDNR
Identify and protect sensitive recharge areas	State (ISWS, ISGS), CMAP, counties, municipalities	CMAP should lead a collaboration to identify SARAs, prioritize those most important for protection, and develop and disseminate model ordinances to ensure their preservation
Encourage the integration of resource conservation in land use planning	State (DCEO), CMAP	Use planning grant programs to assist communities in incorporating resource conservation in local comprehensive planning
Adopt policies to encourage attainment of zero water footprints/water neutrality for large scale projects	Municipalities, water utilities	Water utilities should require large-scale projects to seek water neutrality
Implement urban and community forestry programs	Counties, municipalities, park districts	Adopt minimum standards for tree coverage in development projects along with tree preservation and maintenance regulations
Use green infrastructure practices to manage stormwater in new development and redevelopment	Counties, municipalities	Ensure that stormwater management using green infrastructure is integrated in the planning and design phase of development projects
Implement green infrastructure retrofits	Counties, municipalities	Watershed plans for developed areas should identify potential green infrastructure retrofits
Implementation Action Area #3: Pricing		
Utilize full cost pricing to incentivize more efficient water use and to fund conservation programs	ICC, CMAP, municipalities, utilities	Municipalities should decouple water utility budgets from the municipal general revenue fund and ensure that revenues collected from water billing meet capital and operations and maintenance budgets

	GO TO 2040	
	Lead Implementers	Description - Key Components
Institute stormwater utility fees	Counties, municipalities	Local governments with stormwater management responsibilities should charge dedicated user fees to property owners to cover the costs of maintaining stormwater infrastructure
Implementation Action Area #4: Funding		
Use State Revolving Funds as mechanism for implementing water conservation measures	State (IEPA)	Develop criteria that prioritize PWSLP to utilities that adopt full-supply cost pricing structures in their water billing
Use the Green Project Reserve for energy and water efficiencies	State (IEPA)	Utilize the 20 percent of the state revolving funds for water and energy efficiency projects
Implement Energy Performance Contracting	Counties, municipalities, utilities	Contract with private ESCOs to identify energy savings potential
Pursue innovative financing mechanisms for retrofits	State (General Assembly, IFA), counties, municipalities, utilities, lenders	Explore the use of PACE financing, Green Loan Programs, New Market Tax Credits, Energy Efficiency Ratings Incentives, revolving loan funds and loan pools, etc.
Establish comprehensive energy and climate change policy	Federal (Congress)	Address greenhouse gas emissions economy-wide by such actions as improving the carbon content of fuels, reducing industrial emissions, and limiting emissions from electricity generation, as well as establishing policies to promote energy conservation and renewable energy
Implementation Action Area #5: Local Governments as Early Adopters of Sustainable Practices		
Implement green infrastructure demonstration projects	Counties, forest preserve and conservation districts, municipalities, park districts	Local governments should implement green infrastructure demonstration projects with regular performance monitoring to further evaluate the applicability of such measures to local conditions
Utilize green infrastructure practices in all public improvement projects	State (IDOT, IDNR), counties, forest preserve and conservation districts, municipalities, school and park districts	All governmental bodies that undertake construction activities should implement policies that require the use of site-appropriate green infrastructure practices for stormwater management
Consolidate water supply and wastewater treatment services to achieve energy efficiencies and economies of scale	COGs	Local governments should investigate coordinating or consolidating water utilities to enhance cost-effectiveness and lower financial risks
Consider devoting the cost of power under franchise agreements to retrofit and rebate programs instead	Municipalities	Municipalities often receive free electric service by utilities as compensation for granting the franchise privilege of using the municipality's public rights of way for the delivery of electricity. Discussion should be initiated to use the funds instead for retrofit and rebate programs
Utilize renewable energy generation in water utilities	Municipalities, utilities	Municipal utilities should seek to employ solar and wind energy to generate all or part of the power required for utility operations
Develop energy and water efficiency and conservation strategies	Municipalities	Communities should develop a baseline analysis of energy and water use, broadly identify potential efficiency and conservation measures, and analyze the feasibility of implementing them,

	GO TO 2040	
	Lead Implementers	Description - Key Components
		including the availability of financing
<i>Expand and Improve Parks and Open Space</i>		
Implementation Action Area #1: Coordinate Open Space Investment to Create a Connected Regional Green Infrastructure Network		
Prioritize direct land protection within the green infrastructure network	Federal government, state (IDNR), county forest preserve and conservation districts, land trusts	Forest preserve and conservation districts should adopt and update acquisition plans oriented toward protecting the areas most important from a natural resources perspective
Include green infrastructure connectivity in open space grant programs	State (IDNR), philanthropic	A replenished Open Land Trust program should have a specific set-aside, or at least a set number of points in a score-based system, to help fill out the green infrastructure network
Prioritize development of greenway trails with Transportation Enhancement funds	State (IDOT), counties, municipalities	Multimodal design should be the rule, not the exception, as an add-on through the TE program
Refine the Green Infrastructure Vision further	State (IDNR, INHS), CMAP, CW	GIV provides a broad, qualitative identification of lands that are most important to protect and restore. A number of scientific issues remain.
Implementation Action Area #2: Invest in the Establishment of New Parks in Developed Areas		
Foster cooperation between park districts and school districts in dense areas to share use of open space	Municipalities, park districts, school districts	Develop inter-local agreement between districts, followed by a planning study
Use innovative financing and delivery mechanisms to meet the need for more park space	Counties, municipalities, park districts	Redevelopment can be a major opportunity to provide more park space for a community
Review land-cash donation ordinances	Counties, municipalities, park districts	Older communities should review their subdivision codes or land-cash donation ordinances to make sure open space donation requirements or in-lieu fees apply during redevelopment, that they area at least 10 acres per 1,000 people (or at least 4 acres per 1,000 in dense areas), and that in-lieu fee values reflect current land values
Encourage volunteerism and non-traditional staffing	Forest preserve and conservation districts, park districts	Park and forest preserve districts should actively encourage the creation of conservancies and partner with them to reduce the cost burden of maintenance and park programming while giving more "ownership" to users
Make Open Space Land Acquisition and Development match requirements more equitable	State (IDNR)	The state should reduce the match required in communities with lower fiscal capacity
Identify and protect sensitive recharge areas	State (ISWS, ISGS), CMAP, counties, municipalities	CMAP should lead a collaboration to identify SARAs, prioritize those most important for protection, and develop and disseminate model ordinances to ensure their preservation

	GO TO 2040	
	Lead Implementers	Description - Key Components
Encourage the integration of resource conservation in land use planning	State (DCEO), CMAP	Use planning grant programs to assist communities in incorporating resource conservation in local comprehensive planning
Implement "urban greening" projects	Counties, municipalities, park districts	Municipalities should build landscaping, tree cover, etc., practices into local infrastructure projects they undertake, and also review the potential to include requirements for them in new development through local ordinances
Implement urban farms and community gardens	Municipalities, park districts	Urban farming may be more appropriate than recreational parks in some circumstances
Implementation Action Area #3: Harmonize Actions by State and Local Governments with Natural Resource Protection		
Adopt progressive conservation design ordinances	Counties, municipalities	Local governments should require or at least encourage conservation design, resulting in the legal protection of a significant portion of the site through a conservation easement
Emphasize the protection of the green infrastructure network in local comprehensive plans	Counties, municipalities	A municipality should specifically identify areas preferred to serve as parks, greenways, and natural areas as part of its comprehensive plan
Protect natural resources in transportation corridors and focus compensatory mitigation into the green infrastructure network	Federal (U.S. ACE), state (IDOT, Tollway), CMAP, forest preserve and conservation districts	Require that compensatory wetland mitigation occur within the green infrastructure network
Limit urban infrastructure expansion within the green infrastructure network	State (IEPA), CMAP, municipalities	Sewer service should not be permitted in especially sensitive areas of the green infrastructure network
Implementation Action Area #4: Increase Funding to Achieve the Level of Park Provision and Land Conservation		
Secure additional dedicated state open space funding	State (IDNR), nonprofits	Secure new dedicated funding for open space acquisition, potentially including set-aside for NE IL
Stop diverting revenues from IDNR	State (General Assembly, IDNR)	Diverting the Illinois RETT and raiding the IDNR budget for other state priorities must cease
Increase involvement by private landowners in conservation activities	State (General Assembly), federal (Congress)	Private land conservation activities must play an increasingly important role in NE IL, but the state should provide incentives to encourage this, such as a state income tax credit for the donation of a conservation easement. Federal tax incentives should be strengthened and extended.
Build capacity in private conservation organizations	Land Trust Alliances, CW, Openlands, and others	Additional technical and administrative capacity needs to be built up at land trusts.
Support direct federal investment in open space	Federal (Congress, U.S. FS)	Direct federal investment in open space in the region is an important form of funding that could be expanded

	GO TO 2040	
	Lead Implementers	Description - Key Components
Increase funding for federal open space grant programs	Federal (Congress)	The federal Urban Park and Recreation Recovery (UPARR) program has not been funded since 2002
Implementation Action Area #5: Treat Management Needs as an Important Part of Landscape Preservation		
Restore open space within the green infrastructure network to natural land cover and hydrology and commit to long-term management	Forest preserve and conservation districts, land trusts, state (IDNR), utilities	Restore open space within the green infrastructure network to natural land cover and hydrology and commit to long-term management
Devise and commit to a system to prioritize restoration needs based on regional criteria	State (INHS, IDNR), CMAP, forest preserve and conservation districts, nonprofits	It is not yet clear which areas are most important for restoration from a regionwide standpoint.
Consider purchase of agricultural land as an interim link in the green infrastructure network	Forest preserve and conservation districts, counties	Consider purchase of agricultural land as an interim link in the green infrastructure network
Support efforts to provide adequate operating budgets for implementing agencies	State (General Assembly), CMAP, nonprofits	Reevaluate statutory restrictions on the ability of park districts and forest preserve and conservation districts to raise property taxes to manage the lands they acquire
<i>Promote Sustainable Local Food</i>		
Implementation Action Area #1: Facilitate Sustainable Local Food Production		
Support urban agriculture as a source of local food	Federal (USDA, U.S. EPA), state (Dept. of Agriculture, IDPH, IEPA), counties, municipalities, nonprofits	Local governments should simplify and incentivize the conversion of vacant and underutilized lots, spaces, and rooftops into agricultural uses
Continue and expand farmland protection programs	Counties, forest preserve and conservation districts, municipalities, park districts, land trusts	The region's local governments should maintain and improve their current farmland protection programs and develop new programs where needed
Encourage revisions of federal policy to promote local food	Federal (USDA)	Farm and food policies and food regulations at the federal level should be reassessed to accommodate local and small farm operations
Support local food production through other institutional support and procurement processes	State agencies and institutions, wholesale farmers, University of Illinois Extension	A procurement process for state institutions that favors local foods could bolster the local foods economy by creating a stable demand for local food
Implementation Action Area #2: Increase Access to Safe, Fresh, Affordable, and Healthy Foods		
Increase community access to fresh food through demonstration programs	Federal (USDA), state (DCEO), counties, municipalities, philanthropic, private investors, banking institutions	Support and expand various demonstration programs for providing better food access in food deserts
Implement fresh food financing initiatives	Federal, state, counties, municipalities, Illinois Food Marketing Task Force, philanthropic, private investors, traditional lending institutions	Illinois should replicate the Pennsylvania Fresh Food Financing Initiative, which used state funding to spur private investment in supermarket and fresh food outlet projects in underserved areas
Link hunger assistance programs to local foods	Federal (USDA), state (Dept. of Agriculture), public health organizations, food pantries, individual farmers' markets	Resources such as grants and loans should be provided to support partnerships between hunger assistance programs and local food production

	GO TO 2040	
	Lead Implementers	Description - Key Components
Implementation Action Area #3: Increase Data, Research, Training, and Information Sharing		
Build regional nonprofit capacity to local foods systems	Nonprofits, philanthropic	Identify and support a nonprofit regional food entity
Improve data collection and research on local food production, distribution, and other needs	State, CMAP, counties nonprofits, universities, philanthropic	CMAP should work with neighboring MPOs to accelerate effective planning and regional food systems development
Provide training and information sharing	Universities, community colleges, other education and training providers, philanthropic, local businesses and restaurants	Local food training and technical assistance programs for farmers and laborers should be provided to assist in the transition to local food production
Provide technical assistance to incorporate local food systems in comprehensive plans and ordinances	CMAP, counties, municipalities, nonprofits	Assist government officials and planners to incorporate local foods and agricultural protection into comprehensive plans and ordinances

HUMAN CAPITAL

	GO TO 2040	
	Lead Implementers	Description - Key Components
<i>Improve Education and Workforce Development</i>		
Implementation Action Area #1: Improve Coordination Between Education, Workforce Development, and Economic Development		
Prepare assessment reports on cross-system coordination	Nonprofits, philanthropic	Reports on freight and energy industries, among others, including recommendations, setting common goals, and pursuing pilot projects
Expand on successful workforce development coordination programs	State (DCEO), community colleges, Workforce Investment Boards, economic development organizations	Expand initiatives such as CWIC, Shifting Gears, and Critical Skills Shortage
Strengthen role of workforce intermediaries - including community colleges, universities, proprietary schools, apprenticeship programs, vocational programs, community based organizations, Workforce Investment Boards, and Workforce Investment Act affiliates	Community colleges, nonprofits, other education, workforce, and economic development groups	Expand programs that have succeeded at individual educational institutions and training providers to be applied broadly across the region
Collect, compile, and publicize career pathways analyses	Community colleges, nonprofits, philanthropic	Identify existing analyses for career pathways, or programs of education and training that prepare students for future employment in a certain field
Implementation Action Area #2: Data and Information Systems		
Launch and continually improve the Regional Indicators Project website	CMAP, Chicago Community Trust	Develop and maintain a website that describes the tracking indicators and allows users to tabulate, graph, or map this information
Identify additional data sources concerning education and workforce, including existing data and newly developed or innovative data measures	State (IDES, DCEO), CMAP, higher education institutions and community colleges	Analyze existing education and workforce information and data sources
Expand the CWICstats system to cover the region	CMAP, CWICstats leaders, WIBs, education institutions, workforce providers	Work with stakeholders to scope out barriers to expanding CWICstats
Expand the Student Information System beyond K-12 education	State (ISBE), early childhood educators, higher education institutions, workforce providers	Implement the Student Information System to track student performance over their educational careers
Create measures of school readiness to improve early childhood education programs	State (ISBE), early childhood educators	Create a measure of school readiness for students entering kindergarten
Implementation Action Area #3: Improve Delivery of Workforce Development Services		
Increase the flexibility and federal funding for workforce development and increase flexibility of State discretionary workforce funds	Federal, state (DCEO), WIBs, workforce providers	Modify the requirements of WIA funding to allow workforce boards to exercise more flexibility in how these funds are used
Investigate the use of other funding sources for workforce development	Nonprofits, philanthropic	Explore the use of more flexible funding sources such as CDBGs to be used more extensively for workforce development

	GO TO 2040	
	Lead Implementers	Description - Key Components
Monitor impact of more flexible funding and communicate outcomes	Federal, workforce providers	Routine and regular monitoring of effectiveness in meeting regional goals
Strengthen community-focused provision of workforce services	State (DCEO, Governor's Office), community based organizations, business community, WIBs, other workforce funders	Continue offering workforce development services through community-based organizations
<i>Support Economic Innovation</i>		
Implementation Action Area #1: Improve Data and Information Systems		
Evaluate the success of state innovation programs and financial incentives	State (DCEO, and other relevant agencies)	Evaluate the history and impacts of state programs, including ITEC, Innovation Challenge grants, and IEN
Collect data relative to innovative business starts and closures in the region	CMAP, WBC, InnovateNow, IDES	CMAP should measure the number of new innovation start-up firms and jobs created
Collect and analyze other pertinent data related to innovation outcomes	CMAP, WBC, InnovateNow, CMRC, IDES, additional outside experts	CMAP can serve a vital role as a central repository for the collection of data related to innovation, and should consider how to best measure success through this data
Research and redesign technology transfer evaluation criteria	State (DCEO), technology transfer programs at universities and other institutions	Alternative metrics that better reward commercialization of new innovations should be explored
Implementation Action Area #2: Nurture the Region's Industry Clusters		
Form coalitions around the region's vital industry clusters to organize regional strategies and obtain public and/or private funding	State (DCEO), CMAP, local governments, nonprofits (Chicagoland Chamber, CMC, MEGA, WBC), Chicago Fed, workforce boards, philanthropic, private sector	The region should use its various clusters of regional specialization as an overarching organizing framework for future coordination, collaboration, and proactive initiatives
Perform a "drill-down" analysis into specific established industry clusters, including freight/logistics, advanced manufacturing, and biotech/biomed, as well as emerging clusters such as green technology and energy	CMAP, Chicago Fed, regional leaders or coalitions around industry clusters	CMAP should direct research toward "drilling down" into specific industry clusters
Implementation Action Area #3: Increase the Commercialization of Research, Target Investment Decisions, and Pursue New Funding Opportunities		
Bolster or reinstitute successful state programs which assist entrepreneurs and create linkages between researchers and the private sector	State (General Assembly, DCEO)	State elected officials should bolster or reinstitute state programs with a track record of success in assisting entrepreneurs with critical business startup and marketing needs, locating pre-seed and early stage financing, furthering technical or managerial skills, and assisting with new product development and marketing
Re-institute the Illinois Innovation Challenge Matching Grant program	State (General Assembly, DCEO)	Some version of the Innovation Challenge Matching Grant program should be reinstated to provide matching funding for federal SBIR and STTR recipients

	GO TO 2040	
	Lead Implementers	Description - Key Components
Explore the creation of a major new venture capital fund, at the regional or mega-regional level	State (Governor's Office, DCEO), the business community, the Federal Research Bank of Chicago, nonprofits, I2A fund, philanthropic	A new venture capital fund should be created to help investors and entrepreneurs create and grow profitable businesses
Create a more robust national innovation policy	Federal (Congress)	Provide more incentives for public/private collaboration around innovation
Implementation Action Area #4: Create a Culture of Innovation		
Research, compile, and publicize examples of successful innovation	State (DCEO), nonprofits (Chicagoland Chamber, CMC, MEGA, WBC), philanthropic, private sector, universities	Innovation success stories should be collected and publicized
Expand and link innovation related training	Nonprofit (Chicagoland Chamber, MEGA, WBC), universities	Expand conferences and educational programs to reach wider audiences
Reorient philanthropic giving toward innovation	Philanthropic	Focus the region's foundations on economy and innovation
Identify opportunities for state and local regulatory reform and modernize local ordinances	State (DCEO), municipalities, nonprofits (Chicagoland Chamber, MEGA, WBC), the business community	Review and implement reforms in existing state and local regulations, especially in areas of rapidly changing technology and changes in federal regulation

EFFICIENT GOVERNANCE

	GO TO 2040	
	Lead Implementers	Description - Key Components
<i>Reform State and Local Tax Policy</i>		
Implementation Action Areas		
Create a task force	CMAP	Create a task force, including local governments, academic experts, civic organizations, and the business community
Evaluate state and local revenue sharing criteria with particular emphasis on the sales tax	Task Force, CMAP Board, State, counties, municipalities	Evaluate state/local revenue sharing criteria including the sales tax, income tax, PPRT, and the MFT
Evaluate property tax classification and the property tax extension limitation law	Task Force, CMAP Board, State, Cook County	Evaluate the property tax classification system in Cook County and propose reform, where appropriate
Evaluate expanding the sales tax to the service sector	Task Force, CMAP Board, State	Evaluate the impacts of extending the sales tax to some services
Evaluate the efficiency and equity of the state income tax	Task Force, CMAP Board, State	Evaluate the impacts of graduating the state income tax by applying marginal rates for different tax brackets
Evaluate the various ramifications of local tax capacity	Task Force, CMAP Board, State, counties, municipalities	Evaluate the overall equity impacts of the tax system in northeastern Illinois
<i>Improve Access to Information</i>		
Implementation Action Area #1: Launch the Regional Indicators Project's MetroPulse Website		
Launch the Regional Indicators Project's MetroPulse website	CMAP, Chicago Community Trust	In collaboration with the Trust, CMAP will roll out a website that describes the tracking indicators
Continually improve the usability of the Regional Indicators Project's MetroPulse website	CMAP, Chicago Community Trust	A MetroPulse iPhone app will be made available to the public
Train stakeholder groups in the use of the MetroPulse website	CMAP	CMAP will develop dual training/focus group sessions to help maximize the utility of the existing website for target user groups
Prepare biennial Regional Indicators Project reports	CMAP, Chicago Community Trust	Every two years, produce a report that summarizes the current state of the indicators
Implementation Action Area #2: Develop Regional Best Practices		
Increase the number of datasets shared by governments in the region with the public	CMAP	Develop a data warehouse with architectural flexible enough to store any new dataset that may arise in the foreseeable future
Enhance the region's data warehouse	CMAP	Continue to maintain, update, and expand the region's data warehouse

	GO TO 2040	
	Lead Implementers	Description - Key Components
Define best practices for regional data sharing and transparency	CMAP	Convene a working group of willing governmental and nonprofit data providers to lead the development of policy briefs, reports and analyses based on a continuous assessment of existing conditions in our own region and in comparison with best practices identified across regions
<i>Implementation Action Area #3: Provide Direct Technical Assistance and Conduct Data Sharing Pilot Programs</i>		
Develop and distribute data visualization tools to better inform decision making	CMAP	Expand and improve CMAP's data APIs so that partners can easily tap into the CMAP database using server-to-server links
Develop pilot programs	CMAP	Conduct a pilot program to provide comprehensive technical assistance to one department from each of the following government entities: the state, one county, one municipality, and one regional transportation agency
Commit to increasing access to information through data sharing and transparency	State (various agencies), counties, municipalities	Post all administrative data online in either database or spreadsheet file formats
Creating a mechanism to facilitate data sharing	CMAP	Create a data portal for every county and municipality in the region, based on the Regional Indicators Project engine
Increasing the accessibility of data and encouraging innovation	CMAP	Continue on the path of tooling our data engine to support mobile applications
<i>Pursue Coordinated Investments</i>		
<i>Implementation Action Area #1: Take a Regional Approach to Federal and State Investment</i>		
Realign current programmatic and review responsibilities, both in transportation and non-transportation areas, to support GO TO 2040	CMAP	CMAP's programming activities should, as far as possible, be oriented toward implementing GO TO 2040. Specifically identifies UWP, CMAQ, STP, FPA, and DRI.
Continue to lead regional efforts in implementing federal and state investments	CMAP	CMAP should seek a greater role in leading regional responses to some funding opportunities and, where appropriate, drive more efficient, effective, and collaborative programming decisions
Identify linkages and opportunities for regional collaboration around federal and state funding sources; engage local governments on these issues	CMAP, nonprofits, philanthropic	The longer term goal of the RACC should be to identify and support opportunities for regional collaboration around future federal and state funding opportunities
Incent regional decision-making and empower regional institutions	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	Through challenge grants or similar mechanisms, incent regions to create partnerships across state and local governments, business and civic organizations, and other groups for strategic implementation or capital investment activities
Support a more robust investment in comprehensive planning	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	Support a more robust investment in comprehensive planning

	GO TO 2040	
	Lead Implementers	Description - Key Components
Implementation Action Area #2: Reform State and Federal Policies and Programs		
Harmonize state and federal grant and program requirements to support more comprehensive approaches to policy decision and capital investments	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	State agencies should coordinate policies and programs in same manner as recent federal initiatives
Modify certain apportionment formulas, project selection criteria, and grant requirements that may be helping to cause unintended outcomes	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	State and federal agencies should revise funding formulas, including but not limited to 55/45 split, open space grant programs, and New Starts, to achieve more optimal and transparent policy outcomes
Focus metropolitan policy analysis and outreach on improving and empowering existing regional institutions	Nonprofits, philanthropic	Policy research organizations should focus more energy analyzing and advocating for improving and empowering existing regional institutions, through federal legislation
Implementation Action Area #3: Support Efforts to Consolidate Local Services		
Analyze the fiscal, efficiency, and other consequences of sharing or consolidating local services	MMC, COGs, municipalities	MMC should continue research efforts and make specific recommendations
Analyze the effects of consolidating local governments, with a special focus on the township system	MMC, COGs, municipalities	COGs or counties should analyze the costs and benefits of consolidation

REGIONAL MOBILITY

	GO TO 2040	
	Lead Implementers	Description - Key Components
<i>Invest Strategically in Transportation</i>		
Implementation Action Area #1: Find Cost and Investment Efficiencies		
Prioritize maintenance and modernization projects when making investment decisions	State (IDOT, Tollway), RTA, CTA, Metra, Pace, counties, municipalities	Investments that maintain and modernize the transportation system should be prioritize over major expansion projects
Develop and utilize transparent evaluation criteria for the selection of projects, particularly ones adding capacity	State (IDOT, Tollway), CMAP, RTA, Metra, Pace, CTA	IDOT, CMAP, and the transit agencies should coordinate on the use of well defined criteria and evaluate existing quantitative models for their degree of rigor and robustness
Ensure that the region's transportation projects are based on the above performance measures and align with the priorities of GO TO 2040	CMAP	CMAP staff should use criteria to measure the performance of projects, particularly larger, capacity-adding projects, in the TIP and make recommendations on action to the CMAP Board and MPO Policy Committee, who hold final say on whether or not projects should be included
Improve decision making models used for evaluating transportation projects	CMAP	CMAP should continue to lead in developing the analytical tools and techniques for project evaluation
Identify methods and technologies to improve operational efficiency of the transit system	RTA	RTA should focus its efforts on addressing the system's fiscal health, particularly pursuing strategies for improving operating efficiencies and ending the continual cost increases that have compromised the integrity of the system
Revise the federal "New Starts" program for transit	Federal (U.S. DOT)	The criteria for federal New Starts grants should be expanded to support reinvestment in existing infrastructure rather than solely new expansions
Develop regional infrastructure funding programs for plan implementation	State (IDOT), CMAP	Create a pilot program meant to focus infrastructure funds to implement local comprehensive plans
End the "55/45" split for Illinois transportation dollars and make investment decisions based on metrics of need	IDOT	Transparent performance driven criteria should be used to drive investments rather than an arbitrary split
Revise the process of state capital program funding in Illinois	State (General Assembly)	Funding for transportation capital improvements should be included as part of the annual budgetary process, rather than in the form of "state capital program" bills
Implementation Action Area #2: Increase Motor Fuel Taxes in the Short Term, and Institute a Replacement in the Long Term		
Implement an eight cent increase of the state's motor fuel tax and index it to inflation	State (General Assembly)	Implement an eight cent increase of the state's motor fuel tax and index it to inflation
Implement an increase of the federal motor fuel tax and index it to inflation rate	Federal (Congress)	Implement an increase of the federal motor fuel tax and index it to inflation rate
Conduct a detailed study of potential gas tax replacement revenue mechanisms, particularly "pay-as-you-drive" fees like a vehicle miles	Federal (U.S. DOT), CMAP	Conduct a detailed study of potential gas tax replacement revenue mechanisms, particularly "pay-as-you-drive" fees like a vehicle miles

	GO TO 2040	
	Lead Implementers	Description - Key Components
traveled fee		traveled fee
Implementation Action Area #3: Implement Congestion Pricing on Select Road Segments		
Complete operational study of the potential congestion pricing projects	State (IDOT, Tollway), CMAP	Complete operational impact study on I-90/94 Kennedy Reversibles, I-90 Jane Addams, and I-55 Stevenson
Implement congestion pricing projects	State (IDOT, Tollway), CMAP, RTA, Pace, CTA, CDOT	Implement congestion pricing projects, prioritizing I-90 and I-55 add lanes
Fund supportive transit projects with revenues generated	State (IDOT, Tollway), RTA, Metra, Pace, CTA	Congestion user fees will be used to fund increased transit services
Fund arterial improvements with revenues generated	State (IDOT, Tollway), counties, municipalities	Congestion user fees will be used to fund arterial improvements
Conduct further study of congestion pricing and managed lanes strategies with special attention paid to major capital projects	State (IDOT, Tollway), CMAP, RTA, Metra, Pace, CTA, counties, municipalities	Conduct further study of congestion pricing and managed lanes strategies with special attention paid to major capital projects
Implementation Action Area #4: Implement Pricing for Parking		
Conduct detailed studies on potential parking pricing projects	CMAP, municipalities	Identify potential locations where pricing for parking could be implemented and study the potential effects
Implement parking pricing, including variable pricing parking projects	Municipalities	Local governments should implement parking pricing and collect the revenues
Encourage subregional planning studies to include a parking pricing component	CMAP, RTA	The use of both on and off-street parking should be analyzed as part of any subregional planning study that considers transportation
Implementation Action Area #5: Find Other Innovative Finance Mechanisms		
Pass general state enabling legislation for public private partnerships	State (General Assembly, IDOT, Tollway)	Pass general state enabling legislation for public private partnerships
Provide objective analysis of potential projects and strategies	CMAP	CMAP can provide objective analysis on potential projects and the different finance models available to state, local, and private agencies
Consider public private partnerships in project development	State (IDOT, Tollway), CMAP, RTA	Agencies should consider the use of PPPs on a project-by-project basis
Conduct detailed value capture studies	RTA, CMAP	The region needs to consider different value capture techniques for potential new or expanded transit infrastructure projects
Increase Commitment to Public Transit		
Implementation Action Area #1: Improve the Fiscal Health of Transit		
Strengthen RTA efforts on financial oversight	RTA, CTA, Metra, Pace	In collaboration with the service boards, the RTA should focus its efforts on addressing the system's fiscal health, including increasing efficiencies and limiting cost increases moving forward
Direct a portion of congestion/parking pricing revenues to transit	State (IDOT, Tollway), RTA, counties,	The revenues from congestion pricing and parking pricing should be

	GO TO 2040	
	Lead Implementers	Description - Key Components
	municipalities	used in part for supportive transit services
Use other innovative funding sources	State (IDOT, Tollway), CMAP, RTA, CTA, Metra, Pace, counties, municipalities	CMAP, in conjunction with potential funding partners, should investigate innovative financing such as value capture, or increasing the state gas tax and allocating a portion of the receipts to transit
Revise the federal "New Starts" program for transit	Federal (U.S. DOT)	The criteria for federal New Starts grants should be expanded to support reinvestment in existing infrastructure rather than solely new expansions
Implementation Action Area #2: Modernize the Region's Transit System		
Focus investments on maintenance and modernization	RTA, CTA, Metra, Pace	Continue to make the maintenance of the system at a safe and adequate level the top priority when making investment decisions
Adopt best practices in new technologies	State (IDOT), RTA, CTA, Metra, Pace, counties, municipalities	Use technological improvements to make the system more efficient
Widely implement traveler information systems	RTA, CTA, Metra, Pace	Pursue the widespread implementation of traveler information systems
Consider user perception in vehicle purchases, and station design	RTA, CTA, Metra, Pace	Invest in improvements that make transit more attractive to potential users
Establish seamless coordination between modes	RTA, CTA, Metra, Pace, counties, municipalities	Coordinate services and fares between service boards, including pursuit of a universal fare payment system
Implementation Action Area #3: Pursue High-Priority Projects		
Prioritize among potential bus service increases, extensions, and new service using regionally consistent criteria	RTA, CTA, Metra, Pace	Pursue bus expansion projects in areas where they are most likely to succeed
Include transit components as part of major highway capital projects	State (IDOT, Tollway), RTA, CDOT, CTA, Metra, Pace	Include planning for transit within highway projects recommended in the plan
Implement high-priority transit projects	RTA, CDOT, CTA, Metra, Pace	Advance recommended projects through the federal New Starts program or other discretionary funding programs
Conduct detailed studies of prioritized corridors, and continually develop and evaluate major projects	RTA, CDOT, CTA, Metra, Pace	Conduct feasibility studies for projects that showed high potential but are not fully understood, and pursue innovative financing for beneficial unconstrained projects
Improve evaluation measures and decision-making processes	CMAP, RTA, CTA, Metra, Pace	CMAP should work with the RTA to develop improved transportation models that effectively measure the benefits of a variety of types of transit projects
Increase federal investment in high-speed rail	Federal (U.S. DOT, Congress)	Continued federal commitment to high-speed rail is necessary. The region's Congressional representatives should make this a high priority, as should U.S. DOT staff. Federal funding for HSR should not come at the expense of funding for transit
Link high-speed rail with regional transit and land use planning	RTA, CDOT, CTA, Metra, Pace, counties, municipalities	Advance the West Loop Transportation Center
Implementation Action Area #4: Conduct Supportive Land Use Planning		
Align funding for planning and ordinance updates	State (IDOT, DCEO, IHDA), RTA, CMAP, counties, municipalities,	CMAP, IDOT, and RTA should coordinate funding programs to fund local plans and ordinance updates

	GO TO 2040	
	Lead Implementers	Description - Key Components
	philanthropic	
Identify and exploit additional opportunities for transit oriented development	CMAP, RTA, CTA, Metra, Pace, counties, municipalities, nonprofits	CMAP and regional civic organizations should identify other potential opportunities for application of TOD strategies and initiate pilot projects in areas where TOD is more difficult
Use livability principles to plan for land use in development near transit	Counties, municipalities	Counties and municipalities should pursue opportunities for more dense development which mixes uses and housing types within "location efficient" areas near transit services
Plan for land use specifically around major transit capital projects	CMAP, RTA, CTA, Metra, counties, municipalities	Prepare land use plans around sites for GO TO 2040 MCPs
Plan for land use specifically around BRT projects	CMAP, RTA, CTA, Metra, counties, municipalities	Study the best way to conduct land use planning to support BRT services which may be part of GO TO 2040 MCPs
Promote housing affordability near transit	Counties, municipalities	Counties and municipalities should analyze housing needs near transit services, and can provide a variety of incentives to developers to bring down development costs in exchange for affordable units
Require supportive land use planning before new transit investment is made	RTA, CTA, Metra, Pace	Consider supportive land use when making investment and programming decisions
Update guidelines for transit-supportive land use	RTA, CTA, Metra, Pace	Update materials produced by the transit service boards concerning land use planning and small-scale infrastructure investments that support transit
<i>Create a More Efficient Freight Network</i>		
Implementation Action Area #1: Create a National Vision and Federal Program for Freight		
Create a vision for a federal role in transportation that includes a national freight policy with dedicated funding and corridors of national significance	Federal (Congress, U.S. DOT)	Establish a method to formulate a national freight plan that can guide regional and state efforts to improve the freight systems
Implementation Action Area #2: CREATE Rail System Improvements		
Build a larger national coalition to support CREATE	Federal (Congress, U.S. DOT), state (General Assembly, IDOT), Amtrak, Metra, CMAP, municipalities, freight railroads	The importance of CREATE needs to be communicated to stakeholders throughout the country
Secure funding to complete the CREATE program	Federal (Congress, U.S. DOT), state (General Assembly, IDOT), Amtrak, Metra, CMAP, municipalities, freight railroads	Identify funding sources for continuing implementation of the CREATE program
Prioritize and implement the CREATE program	Federal (Congress, U.S. DOT), state (General Assembly, IDOT), Amtrak, Metra, City of Chicago, freight railroads	Prioritize the remaining projects based on criteria that factor in project readiness, available funding resources, and public benefit
Develop the next phase of rail improvements	State (IDOT), Metra, CMAP,	Develop a CREATE II program

	GO TO 2040	
	Lead Implementers	Description - Key Components
	municipalities, freight railroads	
Implementation Action Area #3: Regional Trucking Improvements: Truckways, Truck Routes, Delivery Time Management, and Restrictions		
Identify opportunities for dedicated freight corridor systems	State (IDOT, Tollway), Freight Authority, CMAP, municipalities	Identify appropriate facilities and corridors in order to improve safety and increase efficiencies through separating large trucks and passenger vehicles
Implement dedicated and managed truckways	State (IDOT, Tollway), Freight Authority, CMAP, municipalities	Preserve ROW in potential corridors, engage in feasibility studies and, if appropriate, preliminary engineering and construction
Manage transportation system to reduce peak-period congestion through congestion pricing	State (IDOT, Tollway), CMAP	Analyze, evaluate, and institute congestion pricing on selected road segments
Catalog and update the region's truck routes	State (IDOT), CMAP, counties, municipalities	Analyze and map existing truck routes, identify gaps
Address delivery times and parking restrictions	Counties, municipalities	Assess local delivery times and parking restrictions
Implementation Action Area #4: Organization and Public Policy		
Explore the establishment of a governance structure, such as a Freight Authority, to identify issues, guide investments and advocate on behalf of the region	State (IDOT, Tollway), CMAP, counties, municipalities, freight carriers	Analyze and plan to establish a Freight Authority, preferably within an existing agency, to serve as an oversight agency for coordinating freight issues and investments in the Chicago region
Conduct further study to implement use fees or container charges	State (IDOT, Tollway), CMAP, counties, municipalities, freight carriers	The region should actively study various methods to collect user fees on container shipments as potential revenue sources
Implementation Action Area #5: Integrating Freight Needs and Financing into Infrastructure Provision		
Include freight-related performance measures in project evaluation process	State (IDOT, Tollway), CMAP, counties, municipalities	Develop measures that take into account freight needs and deficiencies in evaluating potential transportation improvements
Enhance freight modeling capacity	CMAP	Develop more robust modeling tools that will better predict local and regional impacts of freight based on changes in national and global freight systems