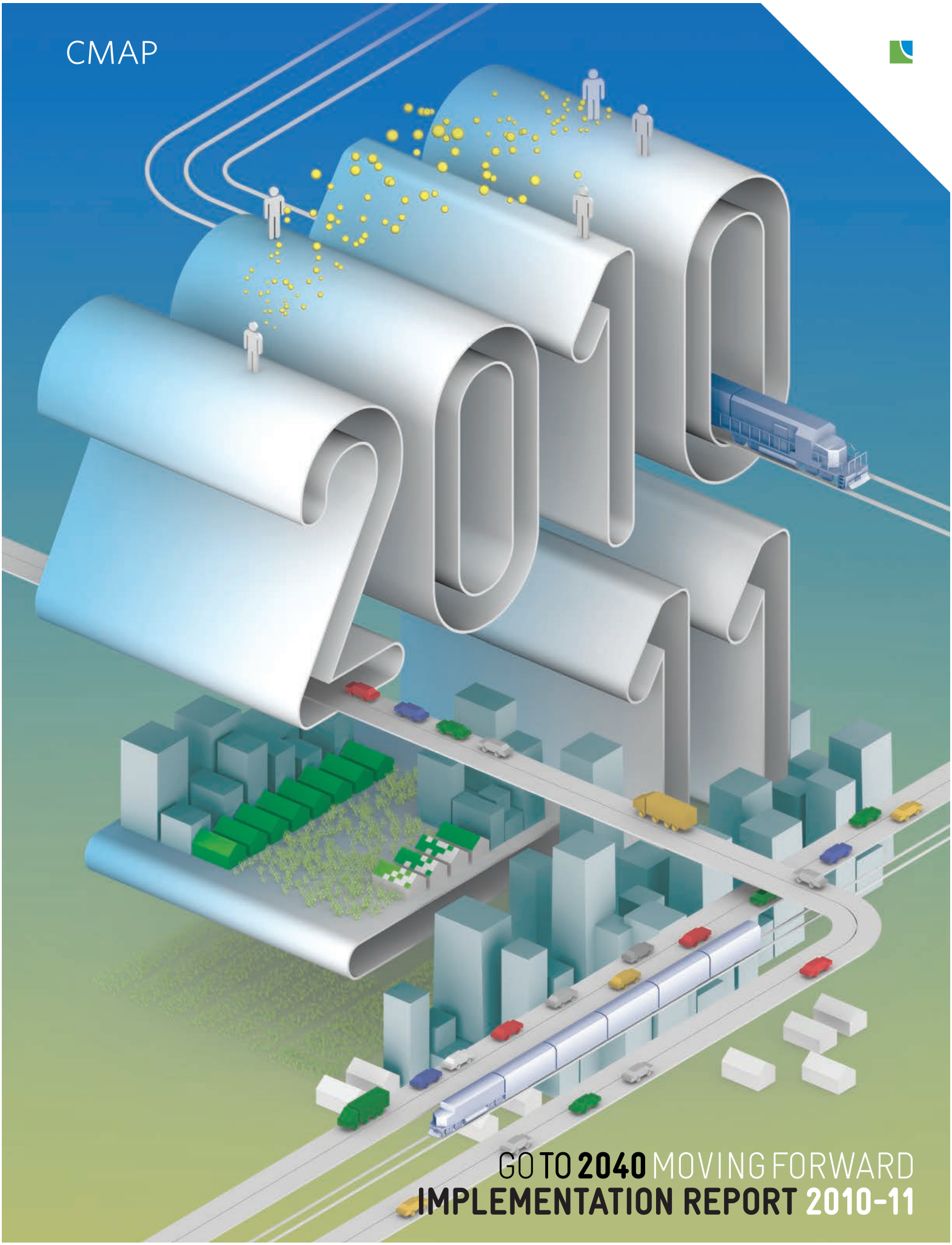
CMAP




# GO TO 2040 MOVING FORWARD
# IMPLEMENTATION REPORT 2010-11

# 2040

This report summarizes actions taken by CMAP and its partners to implement GO TO 2040 in the year since the plan's adoption. Please note that many worthy projects were not able to be highlighted due to limitations of space. The amount of work occurring around the region that supports the implementation of GO TO 2040 is staggering, and CMAP believes that this demonstrates the real commitment of many stakeholders to make this regional plan a reality.

CHICAGO METROPOLITAN AGENCY FOR PLANNING

# GO TO 2040
## MOVING FORWARD

# Implementation Report 2010-11

Upon being adopted October 13, 2010, GO TO 2040 became the seven-county metropolitan Chicago region's first comprehensive plan in over 100 years. It establishes coordinated strategies that help our 284 communities address regionwide population growth of more than 2 million new residents anticipated over the next three decades.

Based on extensive research, public input, and deliberation, the plan's carefully defined policy and investment recommendations address the fundamental challenges and opportunities that will shape residents' daily lives and determine the region's long-term economic success.

Putting GO TO 2040 into practice requires a broad and diverse approach that includes collaborative actions at the local, regional, state, and federal levels. Implementation of GO TO 2040 got off to a fast start the day after its adoption with a $4.25 million, three-year federal grant that has enabled the Chicago Metropolitan Agency for Planning (CMAP) to begin a Local Technical Assistance program that is helping communities to put the regional plan to work locally. That is just one important example highlighted in this document, the GO TO 2040: Moving Forward 2010-11 implementation report. You may also find the report and other up-to-the-moment information about the plan's implementation at **www.cmap.illinois.gov/moving-forward**. As a companion piece, CMAP has also printed a combination brochure and poster of project highlights, available on request.

The 2010-11 implementation report contains dozens of project summaries selected to highlight progress across the plan's four themes and 12 recommendation areas:

**Livable Communities**
- Achieve Greater Livability through Land Use and Housing
- Manage and Conserve Water and Energy Resources
- Expand and Improve Parks and Open Space
- Promote Sustainable Local Food

**Human Capital**
- Improve Education and Workforce Development
- Support Economic Innovation

**Efficient Governance**
- Reform State and Local Tax Policy
- Improve Access to Information
- Pursue Coordinated Investments

**Regional Mobility**
- Invest Strategically in Transportation
- Increase Commitment to Public Transit
- Create a More Efficient Freight Network

Also included in the report is a detailed update on progress toward implementing the GO TO 2040 major capital projects. These recommendations are aimed at government (municipalities, counties, state, federal), regional authorities, the business community (including developers), nongovernmental organizations, and individual residents. Coordinated action among these groups is the key to achieving desired GO TO 2040 outcomes.

With GO TO 2040, our region is addressing its challenges and opportunities with a new level of coordination and strategic intent to achieve prosperity that is sustainable for generations to come. We hope you enjoy reading about and will consider getting involved in these activities that are helping to shape the future of metropolitan Chicago.

# Table of Contents


| | |
|---|---|
| Achieve Greater Livability through Land Use and Housing | 6 |
| Manage and Conserve Water and Energy Resources | 12 |
| Expand and Improve Parks and Open Space | 20 |
| Promote Sustainable Local Food | 28 |
| Improve Education and Workforce Development | 34 |
| Support Economic Innovation | 40 |
| Reform State and Local Tax Policy | 46 |
| Improve Access to Information | 48 |
| Pursue Coordinated Investments | 52 |
| Invest Strategically in Transportation | 56 |
| Increased Commitment to Public Transit | 62 |
| Create a More Efficient Freight Network | 68 |
| GO TO 2040 Major Capital Projects | 74 |
| List of Acronyms | 82 |

Image courtesy of William Valicenti.

# Achieve Greater Livability through Land Use and Housing

GO TO 2040 supports reinvesting in existing communities, pursuing opportunities for more compact, walkable, and mixed-use development, and providing a range of housing options. The implementation of these principles will vary across the region, requiring sensitivity to the unique context of each community.

Development decisions are made locally, by municipalities and counties, and local governments are the most important implementers of GO TO 2040's recommendations in this section. Yet because their actions can have significant cumulative effects on overall regional livability and economic prosperity, it is also important for local decision-makers to consider the regional implications of their choices. Regional agencies, nonprofit groups, and state and federal governments can support implementation of this recommendation by providing resources and assistance to local governments to assist with local planning.

GO TO 2040's recommendations regarding land use and housing are divided into four implementation action areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages and are also briefly summarized in the bullets at right.

- **Implementation Action Area #1**
  *Funding from existing and new programs should be targeted to support local planning by communities.* In the past year, new and expanded regional and federal programs have provided resources for planning to local governments.
- **Implementation Action Area #2**
  *CMAP and its partners should provide technical assistance to communities that seek to implement principles of livability.* CMAP's newly initiated Local Technical Assistance program, which includes contributions from many partners, has been the primary focus of this implementation area.
- **Implementation Action Area #3**
  *Communities should collaborate with one another to develop solutions to common problems, with a significant role for Counties and Council of Government (COGs) in encouraging collaboration.* Several examples of interjurisdictional collaboration around housing and transportation issues are profiled in this report.
- **Implementation Action Area #4**
  *Local land use decisions should focus on the interrelationship of transportation, land use, and housing, with emphasis on public transit.* Accomplishments in the past year have included progress on a number of specific transit oriented development (TOD) projects by local governments, as well as regional research and policymaking supporting the transportation-land use-housing link.

# Implementation Action Area #1
# Provide Funding and Financial Incentives

## Community Planning Program

In April 2011, CMAP and the Regional Transportation Authority (RTA) announced a new collaboration involving the Community Planning Program, a funding source for local governments supporting planning. While RTA has committed funding to this program for years, 2011 marked the first involvement of CMAP. The two agencies synchronized their application forms and schedules, allowing local governments to submit a single application for consideration by both agencies.

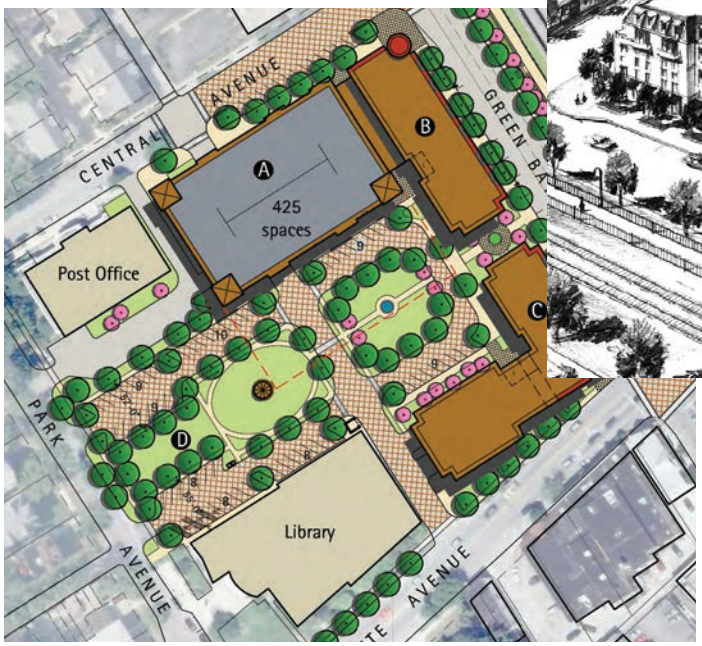
During this first year of the program, CMAP and the RTA together approved 15 projects for funding. Successful projects include TOD plans, transit improvement plans, bicycle and pedestrian plans, and efforts to integrate transportation considerations into land use and housing planning. These projects will be initiated in late 2011 and early 2012.

## Partnership for Sustainable Communities

The federal Partnership for Sustainable Communities is meant to streamline federal investments and policies to create more livable communities. Initially a partnership of the U.S. Department of Housing and Urban Development (HUD), U.S. Department of Transportation (U.S. DOT), and U.S. Environmental Protection Agency (U.S. EPA), this effort has grown to include other federal agencies as well. The Partnership is based around six livability principles adopted by the federal government in 2009 that predate GO TO 2040 but are quite consistent with its principles.

While the formation of the Partnership preceded the adoption of GO TO 2040, many of its activities have accelerated since then. Since the plan's adoption, two of the Partnership's grant programs announced the success of three major regional projects: CMAP's LTA program (described further on page 9), the South Suburban Mayors and Managers Association (SSMMA) land bank project (described on page 54), and the West Cook Housing Collaborative project to implement TOD (announced shortly before the publication of this report, to be described in more detail in a future year).

**One of the past projects funded by the RTA, the Wilmette Village Center Master Plan, is illustrated in the site plan and rendering.**



# Implementation Action Area#2
# Provide Technical Assistance and Build Local Capacity

## Local Technical Assistance Program

One of CMAP's major new efforts since the adoption of GO TO 2040 has been to initiate the Local Technical Assistance (LTA) program, which provides resources to help local governments conduct planning that is consistent with GO TO 2040. Initiated in March 2011, the program is funded through the federal Partnership for Sustainable Communities (described on page 8). At the one-year anniversary of GO TO 2040, approximately 20 local projects were actively underway through this program, including comprehensive plans, subarea plans, and special topical studies.

Most projects include collaborations with partner organizations, including both governmental and nongovernmental entities. Nonprofit organizations like the Center for Neighborhood Technology (CNT), Metropolitan Mayors Caucus (MMC), Metropolitan Planning Council (MPC), Openlands, and Urban Land Institute (ULI) are taking leadership or supporting roles, and more than half of current LTA projects have a defined role for one or more nongovernmental partners. Counties, COGs, and the region's transit agencies are frequent partners from the public sector.

Among the projects supported by CMAP's new Local Technical Assistance program, residents of the Fairmont community in Will County are helping to shape that unincorporated area's first-ever neighborhood plan.

## Transit Oriented Development Implementation Technical Assistance Program

Beyond the continued funding of the Community Planning Program (described on page 8), the RTA initiated the TOD Implementation Technical Assistance Program to assist local governments with the implementation of previously-developed TOD plans funded through the Community Planning Program. Many of the RTA's earlier investments in TOD planning have already led to real, measurable improvements, but others have been shown to need more direct involvement by the RTA in advancing the plans' recommendations. An initial set of projects for implementation assistance was selected during an application process in 2011, and activities include updates to land use regulations, streamlining of permitting processes for TOD projects, and developer recruitment. Even before the initiation of this formal program, the RTA has offered technical assistance to communities with previously adopted TOD plans to advance their implementation.

## Field Museum Climate Action Toolkit

Since 2008, the Field Museum's Division of Environment, Culture, and Conservation (ECCo) has been working to find locally-appropriate ways to engage local communities in the region's climate action plans. In 2011, building on research conducted in nine communities, Field Museum scientists worked with community leaders from Bronzeville, Pilsen, South Chicago, and Forest Glen to implement four neighborhood climate action projects that also address neighborhood concerns. Based on this work, the museum has created tools that others can use to develop their own projects. The Field Museum is now working with CMAP and other technical assistance providers in the region to look for additional ways to apply these tools. All tools are downloadable at **climatechicago.fieldmuseum.org**.

# Implementation Action Area #3
# Support Intergovernmental Collaboration

## Homes for a Changing Region

In 2005, MMC and Metropolis 2020 (now Metropolis Strategies) initiated the Homes for a Changing Region ("Homes") program to inform local decisions concerning housing planning. The program allows local leaders to chart future supply and demand trends for housing in their communities, allowing the development of long-term housing plans that are driven by data.

Several innovations to the Homes program have occurred in 2011. In the past, Homes focused on three communities in different parts of the region (for example, one year covered Aurora, Libertyville, and Oak Forest). Now, the program seeks to strengthen the role of COGs in housing and to promote collaboration between nearby municipalities by focusing on several neighboring communities. In addition, CMAP and MPC have begun to take on major roles in the Homes program. Projects are currently underway in the southern suburbs through the SSMMA and in west Cook County through the West Cook County Housing Collaborative, covering nine total municipalities.

## Northwest Suburban Housing Collaborative

In the future, the Homes program will also be used for the Northwest Suburban Housing Collaborative, the region's newest interjurisdictional housing effort. In 2011, this intergovernmental effort, which includes five municipalities in northwestern Cook and Lake Counties, was awarded funding by The Chicago Community Trust to hire a housing coordinator, an important first step in promoting interjurisdictional planning. The Chicago Community Trust also provided continued operations funding for the existing housing collaborative groups in south and west Cook County, which it had funded in previous years as well. The Grand Victoria Foundation and Field Foundation also continued their support of the ongoing south and west suburban interjurisdictional efforts.

## Multijurisdictional Corridor Planning

Interjurisdictional collaboration can also be effective at addressing needs along transportation corridors that pass through multiple communities. Two ongoing efforts led by the Will County Land Use Department along the I-355 and IL Route 53 corridors illustrate the usefulness of this approach. The corridor plans produced through these efforts will integrate economic, environmental, and transportation issues and will encourage consistent land use approaches along the length of the corridor. Will County is acting as a facilitator for both projects, coordinating the involvement of numerous municipalities and other units of government.

**Hazel Crest is among the south Cook County communities participating in Homes for a Changing Region. This before-and-after rendering shows how the town can implement mixed-use redevelopment to improve housing options and overall livability.**

# Implementation Action Area #4
# Link Transit, Land Use, and Housing

## Chicago Southland Transit Region

SSMMA, the COG representing south Cook County, has been actively pursuing TOD around stations within its communities. With funding from the RTA, SSMMA created development typologies for each of its 45 existing and proposed stations in 2009 and 2010. Now, SSMMA is continuing with the second phase of this project, which will identify development opportunities for specific sites in the south suburban communities of Blue Island, Homewood, and Oak Forest. Funding through a HUD Sustainable Communities Challenge grant (described further on page 54) is also allowing SSMMA to assist additional communities with TOD implementation efforts.

## Transit Oriented Development in Orland Park

In September 2011, a major residential development near the Orland Park 143rd Street Metra station was approved by the Village of Orland Park, demonstrating the community's interest in linking transportation and housing. Called "Ninety 7 Fifty," the new project will include nearly 300 apartments and is meant as the first step in a downtown TOD development that will include other mixed-use buildings. The Village is also contemplating other regulatory changes to provide for higher densities near its Metra stations.

## Transit Supportive Infrastructure and Planning for Randall Road

The Kane County Division of Transportation is working on both short-term and long-term activities to improve conditions for public transit along Randall Road. In the short term, the County completed a study with Pace, the RTA, and nearby municipalities to evaluate transit-supportive infrastructure such as sidewalks, signage, and shelters to support the existing Pace Route 529. Pace was awarded an Federal Transit Administration grant for $800,000 to implement the plan by installing bus shelters and sidewalk connectors along Randall Road, as recommended by the plan. With an eye toward longer-term improvements, Kane County is also studying the feasibility of Bus Rapid Transit (BRT) service in the Randall Road corridor, identifying incremental steps to achieve BRT, and recommending some immediate actions to be taken by local governments in the corridor.

## Housing + Transportation Affordability Index

The Housing + Transportation (H+T) Affordability Index, developed by CNT, has provided planners across the nation with valuable information concerning the hidden transportation costs associated with siting decisions. The H+T Index was released prior to GO TO 2040 and is a key indicator in the plan, and CNT has continued to add to the tool's value since the plan's adoption. In 2011, CNT analyzed investments by the Illinois Housing Development Authority (IHDA) for location efficiency, leading to a policy change by IHDA to more strongly consider job access in its project evaluation criteria.

## Chicago Region Housing Choice Initiative

CMAP supported seven regional housing authorities, working with MPC and other key stakeholders, to promote the regional coordination of tenant-based and project-based Housing Choice Voucher resources in a manner that better aligns with GO TO 2040. This not only attracts greater resources to key development opportunities, it also ensures that mixed-income populations will benefit from these investments.

This photo and rendering show Randall Road before and after Kane County's planned transit-supportive improvements.

Image courtesy of William Valicenti.

# Manage and Conserve Water and Energy Resources

The conservation of energy and water is a top priority for GO TO 2040, as these resources will likely become more constrained in the future. By focusing on resource conservation, our region's businesses, local governments, and residents can avoid future price spikes while saving money in the medium term.

Water and energy conservation brings economic and environmental benefits, and steps can be taken now to give northeastern Illinois opportunities to prosper in a new, greener economy. Furthermore, the more efficient use of energy and water resources will help the region reduce emissions of greenhouse gases, which contribute to climate change.

GO TO 2040's recommendations for conserving water and energy resources are divided into five implementation action areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages, and are also briefly summarized in the bullets at right.

- **Implementation Action Area #1**
  *The region should implement energy and water retrofit programs.* State and federal funding, leveraged with private investment, is being used extensively in the region to install energy conservation measures.
- **Implementation Action Area #2**
  *Land use planning efforts should integrate resource conservation.* Many partners are engaging in planning, land use regulation, and education activities that reduce water consumption, protect waterways, and ensure the proper siting of alternative energy facilities.
- **Implementation Action Area #3**
  *The region should use pricing strategies to incentivize efficient water and energy use.* CMAP as well as a handful of partners are conducting research and pilot projects on the use of smarter pricing as a means of managing water and energy demand while ensuring that infrastructure is maintained adequately.
- **Implementation Action Area #4**
  *Conservation measures should be funded by diverse sponsors.* Many partners are advocating with the state and federal governments for additional funding for environmental programs.
- **Implementation Action Area #5**
  *Local governments should be early adopters of sustainable practices.* Governmental units in the Chicago area have been making extensive improvements in their own facilities to reduce water and energy demand and to contribute to overall sustainability.

# Implementation Action Area #1
# Implement Energy and Water Retrofit Programs

## Energy Impact Illinois

Funded by a $25 million grant from the U.S. Department of Energy (DOE), Energy Impact Illinois (EI2) is helping to create a marketplace for energy efficiency by stimulating private investment in efficiency and encouraging the creation of jobs in the energy efficiency field. The program is led by CMAP, in partnership with the City of Chicago, City of Rockford, ComEd, the Illinois Department of Commerce and Economic Opportunity (DCEO), Illinois Science & Technology Coalition, Nicor Gas, North Shore Gas, Peoples Gas, and The Northern Illinois Energy Project. The program's major goals are for financial institutions to provide access to capital at affordable rates so that residents and businesses can make energy efficiency improvements, and for contractors to respond to a greater demand for energy upgrades by hiring additional workers and purchasing new equipment and materials, creating new jobs and contributing to increased economic development. Over the long term, this will help spur a market transformation, helping energy efficiency measures and practices to become "business as usual." In fall 2011, EI2 began a highly visible campaign of print and video spots that entertainingly used "The Energy Bills" — two characters, one thrifty and the other not — to educate the public about benefits of energy efficiency.

Part of the Energy Impact Illinois initiative is a series of public-awareness campaign that features "The Energy Bills" in an informative yet entertaining look at how residents of northeastern Illinois can save energy and money by improving their home's efficiency.

The photos shows tankless hot water heaters in the Hunter Perkins Campus of the LEARN Charter School Network. The heaters are outfitted with recirculation pump timers to minimize after-hour pump operation, making them 34 percent more efficient than conventional units. This retrofit was made possible by a low interest energy efficiency loan using the loan loss reserve funds from Energy Impact Illinois.

## Kane County 2040 Energy Plan

The Kane County 2040 Energy Plan (KC2040EP) is a 2011 update to the county's earlier energy plan, completed in 2005, which focused on how projected urban growth would impact electricity consumption in the county. Prepared by CNT, this update has been expanded to include natural gas consumption data and municipal electric utility data from St. Charles, Geneva, and Batavia. The KC2040EP includes analyses of energy consumption across the county and strategies for reducing consumption over the next 30 years. The KC2040EP presents ten strategies for reducing energy use that involve existing, readily available technologies and simple changes in everyday energy consumption habits. The development of the KC2040EP was funded through a federal grant detailed in the following project description.

## Energy Efficiency and Conservation Block Grant: Grantmaking and Programs

The Energy Efficiency and Conservation Block Grant (EECBG) made direct grants to larger municipalities and counties, and many of these governments undertook innovative projects with this funding. In addition, the program also permitted states to award EECBG funds to local governments on a competitive basis. As the agency charged with distributing these funds, DCEO hired MMC to administer $2.7 million in the seven-county Chicago region. MMC conducted education and outreach to eligible applicants, provided technical assistance to all interested applicants, and awarded funds based on the EECBG program award categories that best fit the needs of municipalities in northeastern Illinois. Outreach particularly focused on helping municipalities integrate energy efficiency funding streams into their existing capital and operating budgeting processes and helping identify which projects in capital plans are eligible for funding. In total, 26 projects were funded, including lighting upgrades, water treatment facility/water pumping facility retrofits, heating and cooling system installations, building code updates, weatherization, and energy audits.

## Oak Park/River Forest Sustainability Plan

The neighboring communities of Oak Park and River Forest joined forces to develop an environmental sustainability plan called *PlanItGreen*. While the plan covers many areas, it focuses heavily on moderating the consumption of natural resources such as water and energy. The idea of the plan emerged from a community visioning exercise carried out by the Oak Park-River Forest (OPRF) Community Foundation for a new program called Communityworks, which itself was established by the Grand Victoria Foundation as a challenge grant to build the capacity of community foundations around the state to engage residents and help catalyze the development of vibrant and livable communities. Communityworks identified numerous community aspirations and then narrowed them down to three priority areas — Success for All Youth, Leadership Development and Environmental Sustainability. *PlanItGreen* addresses this last aspiration. The OPRF Community Foundation chose the Delta Institute and Seven Generations Ahead to prepare the plan, which was completed in 2011.

# Implementation Action Area #2
# Integrate Land Use Planning and Resource Conservation

## "What Our Water's Worth" Campaign

Led by MPC and Openlands, "What Our Water's Worth" is a campaign to raise awareness about the value of water in northeastern Illinois and northwestern Indiana. Through an e-newsletter and a website, the campaign highlights local efforts by businesses and institutions to conserve water and shares the latest events and water stories. The website allows users to explore water use by municipality as well as pumpage and residential usage. Tips and tools for individual water conservation efforts are additional offerings from the campaign.

WHAT OUR WATER'S WORTH

## Watershed Plan Implementation for Bull Creek-Bull's Brook and Indian Creek

The Lake County Stormwater Management Commission funded and coordinated projects in the Bull Creek-Brook and Indian Creek watersheds that improve water quality and help implement the watershed plans for those areas. Thirteen projects were completed in 2011, ranging from large-to small-scale stream restoration, porous pavement, rain gardens and bioswales, proprietary water quality filters, and shoreline stabilization. In addition, ten stakeholder organizations/agencies adopted the Bull Creek/Bull's Brook Watershed Plan, including the county, municipalities, townships, park districts, homeowner associations, and conservation organizations.

## McHenry County Unified Development Ordinance

McHenry County is in the process of updating and consolidating its existing zoning, subdivision, sign, and other miscellaneous land use regulations into a comprehensive unified development ordinance (UDO) for the regulation of land in its unincorporated areas. While the UDO will revise and adopt new standards for temporary uses, conditional uses, non-conforming parcels and structures, property maintenance, and other traditional areas of land use regulation, the UDO will also address a number of natural resource concerns, such as implementing the County's Water Resources Action Plan, regulating wind turbines, and promoting agricultural tourism. The UDO will help implement the County's 2030 Comprehensive Plan, as well as making technical improvements such as providing consistent terms and procedures between the consolidated ordinances and other County ordinances.

## Renewable Energy Ordinances in Lake County

The Lake County Planning, Building, and Development Department and municipal partners have put significant effort into understanding the benefits and negative impacts of local renewable energy generation. The Alternative Energy Task Force of Lake County Communities has developed model ordinances for wind, solar, and geothermal energy systems for Lake County municipalities and has written an informative resource guide for homeowners and local governments on alternative energy. Lake County and several municipalities have recently or are in the process of adapting the model ordinances into their own ordinances for their jurisdictions to regulate wind, solar, and geothermal energy facilities more effectively.

## Northwest Water Planning Alliance

Eighty municipalities and five counties make up the Northwest Water Planning Alliance (NWPA), whose mission is to develop sustainable water resources planning. This consortium of groundwater-dependent communities was created as a response to the findings of Water 2050, which provided scientific predictions of the potential unreliability of groundwater sources in northeastern Illinois in a business as usual scenario. CMAP staff, along with other partners, was asked by NWPA to serve on an consultative capacity to the Technical Advisory Committee for the alliance.

# Implementation Action Area #3
# Utilize Pricing Strategies

## Full Cost Pricing Research

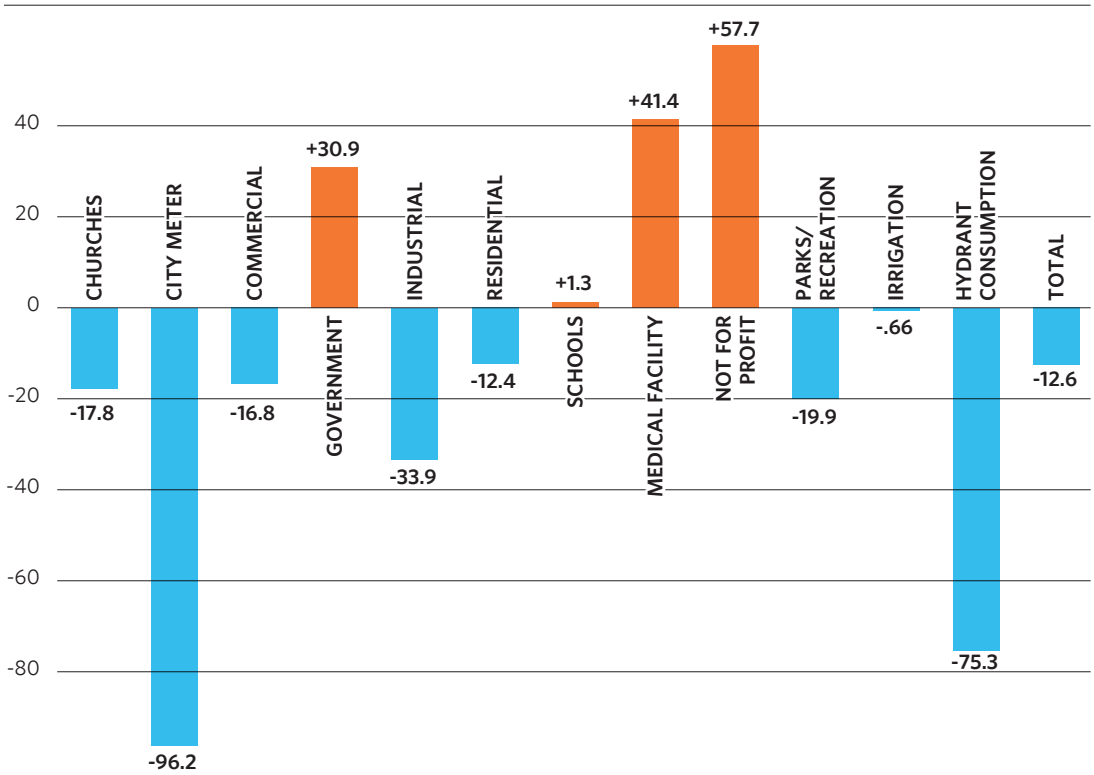
In 2011, CMAP staff convened a committee to provide input to a paper that describes the fundamental issues surrounding the full cost pricing of water so as to provide knowledge for public water suppliers to implement this methodology. The expertise of the Full Cost Pricing Advisory Committee involves various disciplines such as law and policy, utility management and operation, engineering, accounting, financial analysis, statistics, and economics, among others. The initial product of this research is a technical paper that will serve as the basis for the messaging and related products for the outreach and education program. It will be disseminated to water managers and policymakers in the region.

## City of Aurora Water-Energy Conservation Project

This pilot project was designed to explore how water conservation policies and programs can be used with water pricing to advance municipal energy efficiency and conservation goals. Through the project, MMC profiled municipal water use, recommended annual water consumption goals, and recommended a number of customized strategies for water and energy use reduction based on water conservation best management practices.

**The City of Aurora is working with the Metropolitan Mayors Caucus to improve water and energy conservation through customized strategies based on best management practices.**

**Percentage growth in water consumption by account category, 2005-2009**




Source: Mayors Metropolitan Caucus.

# Implementation Action Area #4
# Identify Diverse Funding Sources

## The Value of Green Infrastructure Report

Site-scale green infrastructure is a set of engineered stormwater management devices that harness or at least mimic natural systems to reduce runoff from developed sites. GO TO 2040 emphasizes the need to shift the region's approach to stormwater management toward green infrastructure-based techniques. Examples include green roofs, trees, rain gardens, and permeable pavement. One of the most important features of green infrastructure is its ability to deliver multiple ecological, economic, and social benefits or services. In addition to reducing polluted stormwater runoff, for example, these practices can also reduce energy consumption, improve air quality, sequester carbon, and raise property values. These benefits can be given a dollar value, which CNT explains how to derive in its *The Value of Green Infrastructure* report. This report helps make the case for additional funding for green infrastructure techniques from state and local sources.

### Green Infrastructure Benefits and Practices

While not providing a comprehensive list of green infrastructure practices, this matrix describes the five GI practices that are the focus of this guide and examines the breadth of benefits this type of infrastructure can offer. This illustration summerizes how these practices can produce different combinations of benefits. Please note that these benefits accrue at varying scales according to local factors such as climate and population.

| Benefit | Reduces Stormwater Runoff | | | | | | | | | | | Improves Community Livability | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Reduces Water Treatment Needs | Improves Water Quality | Reduces Grey Infrastructure Needs | Reduces Flooding | Increases Available Water Supply | Increases Groundwater Recharge | Reduces Salt Use | Reduces Energy Use | Improves Air Quality | Reduces Atmospheric $CO_2$ | Reduces Urban Heat Island | Improves Aesthetics | Increases Recreational Opportunity | Reduces Noise Pollution | Improves Community Cohesion | Urban Agriculture | Improves Habitat | Cultivates Public Education Opportunities |
| Practice | | | | | | | | | | | | | | | | | | |
| Green Roofs | ● | ● | ● | ● | ○ | ○ | ○ | ● | ● | ● | ● | ● | ◒ | ● | ◒ | ◒ | ● | ● |
| Tree Planting | ● | ● | ● | ● | ○ | ◒ | ○ | ● | ● | ● | ● | ● | ● | ● | ● | ◒ | ● | ● |
| Bioretention & Infiltration | ● | ● | ● | ● | ◒ | ◒ | ○ | ○ | ● | ● | ● | ● | ● | ◒ | ◒ | ○ | ● | ● |
| Permeable Pavement | ● | ● | ● | ● | ○ | ◒ | ● | ◒ | ● | ● | ● | ○ | ○ | ● | ○ | ○ | ○ | ● |
| Water Harvesting | ● | ● | ● | ● | ● | ◒ | ○ | ◒ | ◒ | ◒ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● |

● Yes ◒ Maybe ○ No

The Chicago Wilderness Green Infrastructure Vision plays a major role in GO TO 2040, and its benefits were quantified in a recent report by the Center for Neighborhood Technology.

# Implementation Action Area #5
# Local Governments Should Be Early Adopters of Sustainable Practices

## Chicago Climate Action Plan Implementation

Since the Chicago Climate Action Plan was adopted in 2008, the City of Chicago and many partners have made progress on a number of plan recommendations, including retrofitting more than 13,000 homes and nearly 400 businesses to increase energy efficiency, promoting more than 30,000 trade-ins of inefficient older appliances, installing numerous green roofs and green alleys (with permeable pavement), and increasing the recycling rate for construction and demolition waste. Numerous City agencies have been working to implement the plan, including the Department of Aviation, Water Management, the Chicago Transit Authority (CTA), and the Chicago Park District. Besides reducing greenhouse gas emissions, these improvements have other public benefits and in many cases save residents and businesses money.

## Lighting Improvements at DuPage County Facilities

DuPage County has used federal EECBG funding to upgrade to higher efficiency lighting and install occupancy sensors in numerous facilities, including parking garages, public works buildings, and the county jail. The projects are expected to save over $130,000 in annual electricity costs.

## Tollway Energy Audit and Fleet Efficiency Improvements

The Illinois Tollway and Argonne National Laboratory launched two new research initiatives under a three-year agreement to collaborate on the development of energy-efficient technologies and eco-strategies. The new research study is aimed at identifying fuel cost savings and efficiencies for the Tollway and Illinois State Police District 15's fleet, and the joint energy study with Argonne's Midwest Photovoltaic Analysis Facility is evaluating how multiple solar panel technologies perform under environmental conditions in the Midwest region. Also in 2011, an energy audit performed to evaluate the Tollway's facilities and establish a baseline for energy consumption led to initiation of a number of energy efficiency initiatives and projects, including lighting upgrades, window tinting, and heating and cooling system rehabilitation. Moving forward, energy audit improvements are expected to yield savings estimated at $180,000 annually in energy reduction usage.

**The Illinois Tollway and Argonne National Laboratory are conducting a fleet research study aimed at identifying fuel cost savings and efficiencies that will make the Tollway more sustainable and have a regional application for other municipal fleet operations. Argonne is also helping the Tollway conduct a baseline energy audit of its facilities.**

# Expand and Improve Parks and Open Space

GO TO 2040 recommends making significant, criteria-based investments in parks and open space to improve access to parks in developed areas, to protect the most important natural areas, and to connect open spaces together through greenways.

Major benefits will follow from this, including enhanced quality of life and property values, improved public health through the promotion of active lifestyles, and the protection of ecosystem services like water supply, flood storage, and water purification. Our network of parks and natural areas is considered part of our region's "green" infrastructure because of its similarity to the "gray" infrastructure networks that are likewise central to prosperity and livability. Like other forms of infrastructure, it can be managed, restored, and expanded. A top GO TO 2040 priority is to expand the green infrastructure network.

GO TO 2040's recommendations regarding parks and open space are divided into five implementation action areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages, and are also briefly summarized in the bullets at right.

- **Implementation Action Area #1**
  *Coordinate open space investment to create a connected regional green infrastructure network.* A number of local governments and organizations have developed local green infrastructure plans, and several large land areas in industrial or utility use have been transferred recently to open space use.
- **Implementation Action Area #2**
  *Invest in the establishment of new parks in developed areas.* Some park districts have made progress in providing parks in underserved areas, and nonprofit partners have improved the identification of where parks are needed.
- **Implementation Action Area #3**
  *Harmonize actions by state and local government with natural resource protection.* Comprehensive plans and new approaches to stormwater management are helping protect natural resources during and after land development.
- **Implementation Action Area #4**
  *Increase funding to achieve the level of park provision and land conservation.* New open space referenda and work by land trusts have increased funds for land protection.
- **Implementation Action Area #5**
  *Treat management needs as an important part of landscape preservation.* Many partners have been working to restore degraded natural resources and to call attention to the efforts of local volunteers.

# Implementation Action Area #1
# Coordinate Open Space Investment to Create a Connected Regional Green Infrastructure Network

## Sustainable Watershed Action Team Green Infrastructure Planning

Through the Chicago Wilderness "Sustainable Watershed Action Team" (SWAT), natural resource experts team up with local communities to help them understand how, through careful planning and design, it is possible to build and sustain healthy, livable communities. In one of 2011's projects, SWAT professionals have partnered with the McHenry County Department of Planning and Development, municipalities in the county, and other stakeholders to develop a comprehensive green infrastructure map for the county. The green infrastructure map will be finalized and existing policies will be reviewed to illustrate existing support for green infrastructure efforts by the County and to identify recommendations for future action. A number of municipalities in McHenry County have also undertaken their own green infrastructure mapping projects, most recently the City of Crystal Lake, which is incorporating the map into its comprehensive plan update. SWAT assisted the City of Crystal Lake in that project.

## City of Chicago Calumet Open Space Reserve Plan Implementation

The Calumet Open Space Reserve is a proposed 3,900-acre expanse of protected land in the Calumet area on the city's south side. Long an area known for heavy industry and waste disposal, it nevertheless holds many ecological gems in its remnant prairies and relatively undegraded wetlands. The City proposed the Reserve as part of its Calumet Land Use Plan, calling also for extensive multi-use trails. This year it made progress toward the implementation of the Reserve by transferring over 500 acres to the Chicago Park District for management as open space.

## Metropolitan Water Reclamation District Transfer of Open Space to Will County Forest Preserve District

Besides its responsibility for treating a large fraction of the wastewater in the region, Metropolitan Water Reclamation District (MWRD) also owns a significant amount of land that in many cases it allows to be used as public open space. MWRD is now in the process of turning over large parcels along the Des Plaines River and Chicago Sanitary and Ship Canal to the Forest Preserve District of Will County for that agency to manage as open space. Some of this property has already been leased by the Forest Preserve District, but some has been vacant property not in use.

# Implementation Action Area #2
# Invest in the Establishment of New Parks in Developed Areas

## Trust for Public Land ParkScore Project

The Trust for Public Land (TPL) ParkScore Project is an effort to analyze how well parks and public spaces meet residents' needs for outdoor recreation and nature experiences. The intent of the project is to show how many residents are able to reach a park in a 10-minute walk, which helps identify underserved areas, thereby helping a community identify where it should invest in new parks. The GIS model that TPL is developing uses data on neighborhood parks and demographics in 40 cities across the U.S., including Chicago, and will be available in early 2012.

## New Chicago Park District Parks

The Chicago Park District continues to establish new parks in the city, including very dense areas, and in some cases is adding new programming to others. For example, Bartelme Park in the West Loop was completed in late 2010 on a full city block that formerly was the site of an infirmary. This 1.4-acre park is a model of thoughtful design, including a viewing hill, dog park, children's adventure play area, and a sculptural entryway. The Chicago Park District also aims to construct 10 public artificial turf athletic fields in underserved Chicago parks over the next three years with funding from private and foundation sources. It has also developed a number of parks along the proposed Bloomingdale Trail to provide access to that trail and to serve as a linked set of destinations for trail users.

## Implementation of Kane County Fit for Kids 2020 Plan

In Kane County, one in five children is overweight, and in some communities that number is an alarming one in three. As these children get older, they are more likely to develop chronic diseases such as diabetes and heart disease, experience bone and joint problems, and suffer other serious health problems. The Kane County Fit for Kids 2020 plan aims to provide a framework to make environmental and policy changes needed to stem childhood obesity. A funders' consortium awarded 17 grants to local agencies and community groups to implement the strategies contained in the Fit for Kids 2020 Plan, which would combat the epidemic of childhood obesity through a variety of programs designed to promote active lifestyles, such as constructing new playgrounds and increasing access to fresh fruits and vegetables.

# Implementation Action Area #3
# Harmonize Actions by the State and Local Government with Natural Resource Protection

## Village of Campton Hills Comprehensive Plan

The Village of Campton Hills possesses unique assets that provide a high quality of life for its residents, who have expressed a desire to protect the natural resources and rural character of the community. While the Village currently has a comprehensive plan and land use ordinances in place, these are largely adopted from other jurisdictions (Campton Township and Kane County) and they do not reflect the current realities, challenges, and opportunities of the Village. As a result, the Village of Campton Hills sought out technical assistance from CMAP's LTA program to create and adopt a single, stand-alone comprehensive plan containing all of the Village policies and a plan for its future. This plan builds on a previous Chicago Wilderness SWAT project to map green infrastructure in the community and is also supported by a Kane County grant covering the community's historic downtown area.

## Sustainable Natural Areas Vision

The Illinois Natural Areas Inventory and the Illinois Nature Preserves Commission's programs are meant to offer legal protection for the last vestiges of the Illinois landscape left untouched following European settlement. Yet the many ecological and cultural changes that have occurred in the past 30 or so years since these programs were established suggest that protecting and then managing isolated natural area is not sufficient to ensure their long-term viability. As a result, the Sustainable Natural Areas Vision was developed to explore what actions will be necessary to ensure that core natural areas survive into the next century.

## Examination of Alternative State Funding Sources

Partners for Parks and Wildlife is an alliance of organizations that advocates for using state funds dedicated for conservation only for that purpose. It also advocates the establishment of additional dedicated state funding sources to support more open space in Illinois, a goal that GO TO 2040 supports as well. One of the partners, TPL, has developed a funding report for Illinois that evaluates the potential for additional open space funding and has also prepared a study that computes the return on investments in public parks and natural areas.

# Implementation Action Area #4
# Increase Funding to Achieve the Level of Park Provision and Land Conservation

## Referenda and Acquisition by County Forest Preserve and Conservation Districts

In April 2011, voters in Kane County approved a $30 million open space bond referendum that will fund the acquisition of 1,500 to 2,000 additional acres of conservation land by the Forest Preserve District of Kane County. This referendum suggests that voters are willing to take on more debt to protect open space in a down economy. Although the referendum passed with somewhat lower than typical margins, it preserves a long streak at the polls -- voters have not rejected a forest preserve or conservation district's open space referendum in northeastern Illinois in more than a decade. In one way, the viability of the referendum may have been aided by the recession, as land is much cheaper now on a per-acre basis than during the housing boom. In fact, the Forest Preserve District of Kane County may now be able to acquire somewhat more land than it did from its 2005 referendum for less than half the price.

Other forest preserve districts continue their conservation activities as well. The Forest Preserve District of Cook County (FPDCC) is currently updating its 1994 Land Acquisition Plan, and is expected to be finished in spring 2012. The Technical Advisory Committee for the project includes participation by key players such as Openlands, Chicago Wilderness, and private real estate professionals, and it includes representation by CMAP. The Chicago Wilderness Green Infrastructure Vision (GIV), which plays a major role in delineating the green infrastructure network in GO TO 2040, is expected to play a similar role in identifying opportunity areas for acquisition by the FPDCC.

Using funds from its last open space bond issue in 2008, the Lake County Forest Preserve District has made significant progress in protecting additional open space since the publication of GO TO 2040. The new bonds from that issue were used to replace older bonds that were retiring, so that tax rates actually went down slightly while additional lands were conserved.

## New Holdings and Supporting Activities by Land Trusts

Many land trusts are active in land preservation in the region, often working extensively with partners, and have had successes in the year since GO TO 2040 was released. The Liberty Prairie Conservancy in Lake County has been working with two homeowners associations, the Illinois Nature Preserves Commission, and federal agencies to protect a 133-acre Illinois Natural Area Inventory site. Negotiations are underway for purchase and to establish easements on the site. Elsewhere in Lake County, Citizens for Conservation has enlarged its holdings in the Barrington area, expanding its Flint Creek Savanna South Property through a local bank's donation, and adding almost 40 acres elsewhere through several deals with the Village of Barrington. At the state level, the Prairie State Conservation Coalition is working to establish a Land Trust Excellence and Advancement Program, which will fund training and other support to build land trust capacity statewide.

## Efforts to Establish Hackmatack National Wildlife Refuge

The Friends of Hackmatack and regional open space organizations continue advocating locally and working with the U.S. Fish and Wildlife Service to establish a new national wildlife refuge on the border of Illinois and Wisconsin. GO TO 2040 noted the importance of federal investment in conservation. The Fish and Wildlife Service is conducting an environmental assessment to study the biological resources of the region and various alternatives for the refuge boundaries. The proposed refuge area includes many state threatened and endangered species, meandering streams, marshes and seeps, and groves of oak and hickory.

# Implementation Action Area #5
# Treat Management Needs as an Important Part of Landscape Preservation

## Refinement of the Chicago Wilderness Green Infrastructure Vision

The Chicago Wilderness Green Infrastructure Vision Task Force is updating and refining the Green Infrastructure Vision (GIV). The original GIV, completed in 2004, identifies the places in the region with the highest conservation values ("Resource Protection Areas") and was intended to be a visual representation of the Biodiversity Recovery Plan. This vision is a major part of GO TO 2040. The updated and refined version is intended to provide more detail and strengthen the scientific basis of the GIV, while also providing a set of GIS tools for conservation partners in the region to use to identify portions of the green infrastructure network on which they wish to concentrate their efforts. The project is being carried out by The Conservation Fund, a national leader in green infrastructure planning. The intention is to develop a refined GIV that is data-driven, science-based, and supported by many different players in the conservation world in northeastern Illinois.

## STEW-Map

CNT, the U.S. Forest Service, and The Field Museum are developing an online map of stewardship activities by conservationists in the region. A great deal of grassroots environmental stewardship happens "under the radar" of environmental professionals and formal stewardship groups. As a result, stewards may miss opportunities for collaboration, networking, funding, or other support. STEW-Map aims to help bring wider attention to local stewardship actions, including conserving, managing, caring for, monitoring, advocating for, and educating the public about local environments. The map will help stewardship groups find one another and obtain new resources and partners.

## Orland Park Restoration Projects

Even after years of farming, the Orland Grassland site adjacent to Orland Park, Orland Hills, and Tinley Park still contains degraded prairie that is home to nesting prairie birds, which are species of significant conservation concern in Illinois. FPDCC owns the site, almost 1,000 acres of which are being restored to a mix of prairie, wetland, oak savanna, and oak woodlands through efforts of local volunteers and organizations such as Openlands, the U. S. Army Corps of Engineers, and Audubon-Chicago Region. Restoration will include removing trees and brush not native to the prairie ecosystem, planting oak, plum, hazelnut, and other species around the perimeters to provide shelter and shading, and extensive re-seeding of the prairie.

Image courtesy of Andrew Collings.

# Promote Sustainable Local Food

GO TO 2040 recommends eliminating the region's food deserts, increasing local food production and processing, and increasing data and research to support informed investments in sustainable local food. The benefits of local food are numerous and include positive effects on a community's quality of life, health, the environment, and the economy.

As the region's population grows, public policies that influence how food is grown, processed, and transported in our region will affect many other areas addressed in GO TO 2040, especially land use and transportation. The implementation of these principles will vary across the region as local food production can refer to a variety of options from backyard and community gardens to commercial farms and combinations in between.

GO TO 2040's recommendations regarding local food are divided into three implementation action areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages, and are also briefly summarized in the bullets at right.

- **Implementation Action Area #1**
  *Facilitate sustainable local food production.* Several local governments have taken actions to understand, simplify, and enable local food production.
- **Implementation Action Area #2**
  *Increase access to safe, fresh, affordable, and healthy foods.* The region's access to local food has increased in the past year due to state and local efforts.
- **Implementation Action Area #3**
  *Increase data, research, training, and information sharing.* Grant opportunities have facilitated training, information sharing, and policy changes throughout the region. This area has been CMAP's focus for the previous year through several assistance efforts.

# Implementation Action Area #1
# Facilitate Sustainable Local Food Production

## City of Chicago Urban Agriculture Zoning Amendment

Over the last decade, the desire to grow food locally has increased in Chicago in part as a strategy to address food deserts. As more organizations and residents invest in local food, several areas were identified within Chicago's local food related codes and ordinances that, if amended, would further facilitate local food production in the city. Input and feedback was gathered from many interested parties including other governmental agencies/departments, urban agriculture experts, and community members.

The finalized urban agriculture zoning amendment was approved September 8, 2011, by the Chicago City Council, effectively allowing for a more widespread use of urban agriculture. The amendment focused on community gardens and urban farming. It also addressed garden size, fencing and parking requirements, hydroponic/aquaponic systems, food sales in residential neighborhoods, and bee keeping. GO TO 2040 supports the use of urban agriculture as a strategy to increase food production in the region.

## McHenry County Food and Farmland Assessment

Openlands is leading the initiative, with support from a task force, to develop a McHenry County Food and Farmland Assessment. The assessment will initially consist of three categories: 1) an inventory of producers who grow food, 2) a land use evaluation of suitable parcels and characteristics for food production, 3) a review of potential demand for local food and public support. During the first year of the project, an inventory of producers is nearly complete, resulting in a database of food producers that contains critical information such as acreage farmed, products, and markets. Surveys aimed at consumers, grocery stores, and restaurants have also been developed and distributed. This information will be used to paint a picture of the agricultural land use and local food system in McHenry County and will identify barriers to facilitating additional local food production opportunities.

Openlands is working closely with many local partners including the McHenry County Farm Bureau, the Environmental Defenders of McHenry County, the McHenry County Conservation District, Woodstock School District 200, local farmers, and county staff as well as CMAP and Kane County.

## Green Job Work Experience

Funded through the federal Community Development Block Grant Recovery (CDBG-R) program, the City of Chicago received $7.4 million in 2010 to support their existing Greencorps Chicago program and ten other programs that provide organic urban agriculture, composting, and other job training opportunities. During the year-long program, Greencorps Chicago trainees receive practical experience, academic enhancement, professional development, and training in a variety of environmentally-related jobs with skills that are easily transferable to other industries. In addition to urban agriculture, the trainees are provided diverse learning opportunities and hands-on training experiences in areas like landscaping, hazardous material recycling, warehousing, home energy efficiency/weatherization, brownfields remediation, and ecological restoration. The programs target hard-to-employ individuals and provide the skills necessary to help individuals lead more productive lives. Local partners include Growing Home, Growing Power, UrbanPonics, and Safer Foundation.

Although the training program was established before the adaptation of GO TO 2040, the program is in line with several recommendations in the Promote Sustainable Local Food section and addresses one of the established challenges to increasing local food production — availability of a skilled local food workforce.

# Implementation Action Area #2
# Increase Access to Safe, Fresh, Affordable, and Healthy Foods

## Increase in Farmers' Markets and LINK Acceptance

In addition to food production, food access is another important topic addressed in GO TO 2040. Food needs to be made available and affordable to those in need. Over the last couple years, the number of farmers' markets has increased throughout the region, providing residents and businesses with increased access to local food. To encourage the purchase of fresh local produce both for the benefit of sellers and buyers, many farmers' markets now accept the Illinois LINK cards, expanding access to recipients of the State's SNAP benefits. This creates a direct link between hunger assistance programs and local foods and is a direct recommendation in GO TO 2040.

To support this partnership, Illinois passed the Farmers' Market Technology Improvement Program Act in July 2010, which established a fund to provide financial assistance for equipment (such as electronic benefit transfer card readers for LINK cards) and associated transaction fees to farmers' markets and other food outlets.

## Kane County Fit For Kids Program

Launched in 2008, the Kane County Fit for Kids 2020 Program seeks a reversal in the childhood obesity epidemic in Kane County. Assuring that all of the county's families have affordable and assessable fresh fruits and vegetables is one of the program's four strategic action principles. To support the program, the Fit Kids 2020 Plan was developed and adopted by the Kane County Board in April 2011 to provide a strategic framework to guide future activities. Project funding is available through the Fit for Kids Funders' Consortium to implement projects with the most recent round of applications closing in early November 2011. As depicted in GO TO 2040, food deserts are located throughout the region, and programs like this address access issues in addition to larger health concerns. It should also be noted that Kane County is incorporating local food components into their upcoming Comprehensive Plan update.

## State Legislation Supports Agritourism, Homemade Food Sales, and Farmers' Markets

In August 2011, three pieces of legislation became law to support Illinois' agriculture industry and increase local food access at farmers' markets. House Bill 3244 requires the State to develop and implement a plan for increasing statewide agriculture-related tourism opportunities. Senate Bill 840 allows vendors to sell certain homemade foods like jams, cookies, and cakes at farmers' markets. Lastly, Senate Bill 1852 addresses the lack of consistent farmer market regulations throughout the state by creating a task force to review current rules and laws surrounding sanitation, food preparations, and product eligibility. The task force will then work with the Illinois Department of Public Health to develop statewide farmers' market regulations. Collectively, these bills will support GO TO 2040 recommendations for local food access by increasing the variety of food available at farmers' markets and by streamlining farmers' market regulations allows farmers to seamlessly sell their projects across municipal lines.

# Implementation Action Area #3
# Increase Data, Research, Training, and Information Sharing

## Communities Putting Prevention to Work Model Community Grant Program

The Communities Putting Prevention to Work (CPPW) Initiative seeks to promote healthy eating and active lifestyles by improving public policy and local communities in suburban Cook County. The initiative is a partnership between Cook County Health Department of Public Health and the Public Health Institute of Metropolitan Chicago and is funded through a $16 million grant from the U.S. Department of Health and Human Services (HHS). The Model Communities Grant Program is part of this larger initiative, receiving $4 million to distribute to local governments, community organizations, and school districts/local education agencies. A number of grant recipients have focused on food access in their communities, including projects such as programs for healthy fresh meal plans, school gardens, or farmers' markets. Ongoing trainings and technical assistance were provided to grantees for the duration of the grant to assist with the associated policy changes. As stated in GO TO 2040, training and information sharing is necessary to advance local food in our region.

## Model Approach to Local Food

In line with GO TO 2040's recommendation, CMAP developed a model local food chapter outline to provide assistance to those communities interested in incorporating local food into their comprehensive plan. The outline is available for use on CMAP's website and provides guidance on defining local food, outlining benefits, setting goals, evaluating current conditions, developing recommendations, and implementation actions. The outline is being used to incorporate local food into Blue Island's comprehensive plan, one of CMAP's current LTA projects. This project was developed as part of the CPPW Initiative.

## Healthy Places Project

The Healthy Places Project, an initiative of Healthy Chicago, is also funded through CPPW with a $5.8 million grant for activity from September 2010 to September 2012. Partners include the Consortium to Lower Obesity in Chicago Children, the Chicago Department of Public Health, the Chicago Department of Housing Economic Development, and the Chicago Department of Family and Support Services among others. The goal of this project is to "implement sustainable policy, systems, and environmental changes that address obesity in Chicago by creating healthier environments where Chicagoans live, work, learn, and play." One of the five programs areas is food access. Continued planning to increase food access directly contributes to GO TO 2040's goal of eliminating food deserts.

Image courtesy of William Valicenti.

Image courtesy of William Valicenti.

# Improve Education and Workforce Development

GO TO 2040 recommends improving education and workforce development by increasing collaboration and alignment between systems, filling information gaps and improving data, and reforming policy that allows for more flexibility in service delivery. The implementation of these principles requires a wide breadth of stakeholder involvement and leadership from government agencies, non-profit and civic organizations, and the business community.

The region is fortunate to have many stakeholders share the goal of fostering economic growth and creating good jobs. Yet because of the complexity of the systems and number of entities involved, it can be challenging to establish valuable connections and target resources strategically and efficiently. There are numerous examples of programs and initiatives that provide useful lessons and demonstrate how resources can be maximized. Leaders can support implementation of this recommendation by recognizing shared goals, building upon successes, and strategically focusing resources.

GO TO 2040's recommendations regarding workforce development and education are divided into three implementation action areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages, and are also briefly summarized in the bullets at right.

- **Implementation Action Area #1**
  *Linkages between education, workforce development, and economic development efforts should be strengthened to ensure more coordination and resources are aligned.* Many efforts to align these systems and create stronger partnerships have emerged, especially around specific industries or clusters.
- **Implementation Action Area #2**
  *Improve access to data and enhance information systems to better guide decision making.* Significant resources have come to the State of Illinois to develop an integrated education based data system, and CMAP continues to serve as a data source for the region and is expanding its data systems to improve the usage of data.
- **Implementation Action Area #3**
  *Policy and funding sources should allow for more flexibility to improve the delivery of workforce development services.* An important first step to identify where flexibility is working and where it is needed is by inventorying the funding sources in the region for workforce development. This will help identify specific recommendations for funding changes. This documentation of funding sources across the region is well underway.

# Implementation Action Area #1
# Improve Coordination Between Education, Workforce Development, and Economic Development

## Calumet Green Manufacturing Partnership

The Calumet Green Manufacturing Partnership (CGMP) is a collaborative effort focused on supporting and enhancing the manufacturing industry in south suburban Cook County and the south side of Chicago. This notable effort is based on building a strong partnership between employers, the public workforce system, and education, training, and support service providers. Working together, the first project of the CGMP is a Computer Numeric Control (CNC) machining training initiative, which will build on existing manufacturing and machine training programs to align curriculums with industry credentials and will provide bridge programs for lower-skilled adults and non-traditional manufacturing workers. With the input of employers and involvement of service providers, training will be aligned with the needs of local manufacturers and training participants will have access to the resources they need to succeed. The program will train 131 participants, of whom 100 will earn industry-recognized credentials and 93 will be placed in or advance in training-related positions with local manufacturing companies. The CNC training initiative is funded by a grant from the U.S. Department of Labor (DOL) made through Jobs for the Future, along with leveraged public and private resources.

## Health Profession Opportunity Grant

Through a regional collaboration led by the Workforce Boards of Metropolitan Chicago, an investment of $1,080,000 from HHS was awarded to the Workforce Investment Board of Will County. Allocated for the first year of a proposed five-year project, this funding will be sub-granted to six community colleges and community-based organization throughout the region. Funds will support bridge programs in health care and will target low-income adults and dislocated workers. GO TO 2040 highlights the effectiveness of bridge programs, which rely on partnerships between employers and training providers to provide low-skilled adults with contextualized learning, as well as to provide valuable support services that boost students' success.

## Energy Impact Illinois Workforce Intermediary

Over the past few years, training for building retrofits has grown significantly, largely due to an influx in funding for job training through the federal stimulus program. Simultaneously, the region has been making strategic investments to help the energy efficiency market grow and develop, with significant funding from the $25 million grant awarded from DOE for the EI2 program. This grant will help reduce the region's energy consumption and create job opportunities.

In order to ensure that workforce training programs for energy efficiency jobs are aligned with the industry's workforce needs, EI2 has funded a workforce intermediary. The role of the intermediary is to connect and align retrofit training with the needs of retrofit employers by communicating contractors' workforce requirements to training providers and workforce agencies. It will help training providers understand the demand for work in the retrofit industry. As the EI2 program is implemented, the intermediary will establish more connections between energy efficiency, economic development, and workforce development providers with the intent to collaborate on new workforce training opportunities.

## Illinois Area Health Education Center Network

The Illinois Area Health Education Center network is meant to improve the state's health workforce through education, career development, and public health promotion. The program has a particular focus on underserved populations, and is funded through HHS. Four centers have been established throughout Illinois and are currently in their startup phases. In the metropolitan Chicago region, a center is hosted by the Health and Medicine Policy Research Group.

# Implementation Action Area #2
# Improve Data and Information Systems

## Human Capital Information Portal Project

One of CMAP's major data projects since the launch of GO TO 2040 is a new data portal that will focus on improving access to data and information on education, workforce development, and economic development. CMAP has helped convene a group of diverse workforce data-users, known as the Workforce Data Partners, to understand the data-needs and identify data gaps CMAP could help fill. In addition, CMAP conducted a series of focus groups to better understand the challenges and needs of data-users and is now working with a web design and development firm to create a new resource to address these needs. The portal will focus on past and projected changes in employment by industry and occupation, the required training for specific occupations, the location of training providers, and the number of people completing training programs. The portal will expand over time, starting with data specific to the freight cluster.

## CWICstats

The Chicago Workforce Investment Council (CWIC) was created in 2009 to oversee more than $300 million in public funding annually invested in the City of Chicago's workforce development programs. Understanding that more robust and comprehensive data is needed to guide decisions and invest resources in the most effective programs and strategies, CWIC partnered with researchers at Chapin Hall to launch CWIC*stats*. Through CWIC*stats*, Chapin Hall is collecting and analyzing data on Chicago's public training and education programs, providing previously unavailable information on the outcomes of program participants, including their progression in the education system and in the labor market. In addition, Chapin Hall produces a quarterly report on important economic indicators and produces other reports to assist CWIC, city leaders, and funders make decisions that will help improve the lives of Chicagoans.

## Illinois Longitudinal Data System

Recognizing the need for better data on students' paths in the education system and into the labor market, the State of Illinois is developing a statewide longitudinal data system that will connect data from numerous disparate systems and allow researchers, policy makers, and decision-makers to more fully evaluate programs and support effective programs and policies. The Illinois Longitudinal Data System (ILDS) was first funded in 2009 with an $8.9 million grant from the U.S. Department of Education and an additional award of $11.9 million was made with stimulus funding to expand the original proposal and include data on pre-school aged students and students as the leave school and enter the labor market. Led by the Illinois State Board of Education, the ILDS is in development and scheduled to launch in 2013.

# Implementation Action Area #3
# Improve Delivery of Workforce Development Services

## Regional Big Shoulders, Big Challenges Report

To improve the delivery of workforce development services, GO TO 2040 recommends increasing funding for workforce development and its flexibility so programs and services can better address local needs and adapt to emerging challenges and opportunities. However, due to the multitude of funding streams and variety of programs in the region, GO TO 2040 recommends starting with a regional documentation of existing public funding streams, similar to the Big Shoulders, Big Challenges report completed for the City of Chicago in 2005 and updated in 2007, so that strategies and recommendations for changes can be targeted. Since the adoption of GO TO 2040, the Workforce Boards of Metropolitan Chicago was awarded funding from the DCEO to fund a regional report on funding for workforce development. The Chicago Jobs Council was selected as the organization to complete this report. Research is well underway and scheduled to be published in early 2012.

## Illinois Green Economy Network

GO TO 2040 recognizes the important role community colleges holds in retraining the workforce and providing access to post-secondary education required for "middle-skill" jobs, which make up the largest segment of the region's jobs. Enhancing and improving education and training programs at community colleges is an important strategy to ensure more workers have the skills in demand, especially as industries and skill requirements change. The emerging "green economy" holds significant potential for job creation but requires concerted effort to align education and training with new opportunities. To capture this opportunity, a consortium of community colleges formed the Illinois Green Economy Network (IGEN) with seed funding from the State of Illinois and the U.S. Departments of Education and Energy.

IGEN launched in 2008 to encourage and facilitate collaboration between all community colleges and to establish best practices and support the green economy. In the fall of 2011, IGEN was awarded $19 million in discretionary funding from DOL's Trade Adjustment Assistance Community College and Career Training Grant program. The funds will be used to fund IGEN Career Pathways Program, focused on accelerating progress for low-skilled adults, improving retention and achievement rates, reducing time to completion, building programs that meet industry needs, and strengthening online and technology enabled learning. The initiative will fund programs at 17 community colleges and includes more than 20 employer partners, with a focus on eight industries that are part of the green economy.

**By conserving energy and water, a top priority for GO TO 2040, the region will improve its management of these resources and also create related economic opportunities and jobs.**

Image courtesy of William Valicenti.

# Support Economic Innovation

GO TO 2040 recommends supporting economic innovation by improving data and information, ensuring our industry clusters thrive and provide good job opportunities, promoting commercialization of research, targeting investment decisions, and pursuing new funding opportunities, as well as cultivating a culture of innovation.

GO TO 2040 emphasizes that innovation is driven by the private sector, and that the role of government should be to find ways to help spur innovation by supporting ideas, institutions, and relationships. The public sector can also play important roles in identifying and measuring innovation. Other organizations, including civic groups, foundations, and economic development agencies, can also play important roles in enhancing the regional culture around innovation.

GO TO 2040's recommendations on innovation are divided into four implementation action areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages, and are also briefly summarized in proceeding bullets.

- **Implementation Action Area #1**
  *Data and information systems should be enhanced and used to guide decisions.* Several organizations have formed a collaboration to analyze and distribute innovation related data and information through a monthly newsletter known as the Illinois Innovation Index. CMAP partners on this and adds the featured data to MetroPulse each month.

- **Implementation Action Area #2**
  *The region's industry clusters should be nurtured and targeted for growth.* There are several coalitions and efforts to support the region's industry clusters, including the Illinois Technology Association and iBIO. CMAP is also researching the freight cluster to uncover specific strategies to support growth and innovation in this important cluster.

- **Implementation Action Area #3**
  *In order to increase innovation in the region, we must increase the commercialization of research, target resources and investments where they are most needed and have the highest return, and pursue new financing opportunities.* Numerous institutions, organizations, and government agencies are involved with these activities, and in the last year new collaborations have emerged and show great potential to advance these actions.

- **Implementation Action Area #4**
  *The region should find ways to strengthen a culture of innovation, which encourages investment, risk taking, and collaboration.* Over the last year, innovation has risen on national and state government agendas; in Illinois, the governor created the Illinois Innovation Council, which among other things is creating an online network to foster and celebrate innovation.

# Implementation Action Area #1
# Improve Data and Information Systems

## Illinois Innovation Index

Over the last year, leaders from the Chicagoland Chamber of Commerce, Illinois Science and Technology Coalition, World Business Chicago, and CMAP have been collaborating to address the need for better measurement of innovation. With input and support from the Illinois Innovation Council, the group began issuing a monthly newsletter in September 2011, known as the Illinois Innovation Index.

Each month features analysis of a different dataset and a discussion of the data as an indicator of innovation is included. Past issues have featured venture capital investments, responses from the Illinois Entrepreneurial Survey, and industry clusters. Data is also uploaded onto MetroPulse in the hope that access and use of this data will broaden and help guide decisions.

# Implementation Action Area #2
# Nurture the Region's Industry Clusters

## iBIO

GO TO 2040 emphasizes the need to organize the region strategically around clusters of regional specialization to help target investment decisions and reduce duplication of efforts. Industry coalitions are an effective way to organize efforts and be more productive. One example of this kind of coalition is iBIO, which is focused on making Illinois a leader in life sciences. Led by industry leaders, iBIO is a policy advocate, provides education and training opportunities, and implements other strategies to attract and retain employment in the life sciences industry.

## Clean Energy Trust

The Clean Energy Trust was launched in 2010 to accelerate the development of the Midwest clean energy industry by leveraging partnerships with our research institutions, industry leaders, and financial firms. In October 2010, it won a $1 million grant from the DOE to help transfer research into viable businesses.

Led by a board consisting of leaders from the industry and financial firms, the Clean Energy Trust connects entrepreneurs and researchers in the clean energy cluster with resources they need to grow and thrive. Industry experts offer support to clean energy start-ups in the form of feedback, guidance, and strategy development that leads to commercialization of research and market growth. The Clean Energy Trust connects the clean energy community through the Clean Energy Exchange, a social platform to share information, access data, and discover new opportunities. The Clean Energy Exchange is financially supported by a variety of government, private, and philanthropic agencies. In addition to this exchange, the Clean Energy Challenge is an annual competition with the goal of identifying clean energy businesses that demonstrate growth potential and providing the resources they need to realize that growth.

## Illinois Technology Association

The Illinois Technology Association (ITA) includes 700 member companies ranging from start-ups to industry leaders in software, business services, mobile, internet, digital, IT consulting, online services, electronics, telecommunications, and IT across the aforementioned verticals. ITA is a 501(c) 6 not-for-profit trade association focused on growing its members and fostering Illinois' technology industry. Among many of ITA's services and activities, it releases Federal Funding Alerts to notify its members of new and upcoming opportunities. With a wide network, ITA helps companies find the resources they need and form invaluable connections with others in the industry and supportive resources. ITA's roundtables are another way they foster peer-to-peer collaboration on topical issues with presentations and discussions led by members.

In the fall of 2010, with support from several partners, the ITA Talent Leadership Board was launched to address the ongoing technology talent gap in Illinois. The Talent Leadership Board is working with hiring managers in technology industries and civic leaders to collaborate on retaining top talent, a key driver of the cluster's economic growth.

## Chicago Biomedical Consortium

The Chicago Biomedical Consortium (CBC) is a collaboration among Chicago's three major research universities, Northwestern University, the University of Chicago, and the University of Illinois at Chicago (UIC), supported by the Searle family from their fund at The Chicago Community Trust.

The mission of the CBC is to stimulate collaboration among scientists at Northwestern University, the University of Chicago, and UIC that will transform research at the frontiers of biomedicine. The CBC is leveraging important institutional changes that have enhanced the individual and collective effectiveness of these three universities. The creation of protocols and interorganizational agreements encourage and support true collaborative research. A joint administrative board manages the award and has negotiated a master agreement for the management of intellectual property. These agreements represent real progress to reduce barriers to collaborative research across institutions.

This CBC-funded research has won $161 million in additional support, primarily from the National Institute of Health (NIH). Economic analysis by the organization United for Medical Research indicates that, for every NIH dollar invested in basic biomedical research in Illinois, there is a $2.43 multiplier. Thus, the total economic benefit generated by CBC activities is, to date, over a half-billion dollars.

## Cluster Drill-Down Research

GO TO 2040 directed CMAP to research the region's industry clusters and identify needs, challenges, and opportunities within them. In partnership with CWIC, CMAP began researching the freight cluster in 2011 and has gathered extensive information, including industry interviews and data analysis. This research will lead to important conclusions on the status of the freight industry, including policy barriers, impact of innovations, and workforce challenges. Once the freight study is complete, the report will act as a catalyst to action oriented towards addressing the challenges and pursing the opportunities revealed in the research. CMAP plans to research additional clusters including manufacturing and biotechnology.

# Implementation Action Area #3
# Increase the Commercialization of Research, Target Investment Decisions, and Pursue New Financing Opportunities

## Chicago Innovation Mentors

Launched in November 2010, Chicago Innovation Mentors (CIM) is a partnership between Northwestern University, the University of Chicago, UIC, and the iBIO Institute. These universities are working together and pooling resources to spur technology commercialization by connecting experienced innovators and mentors with early stage innovators. In its first year, CIM is focusing first on biomedical and healthcare opportunities. In 2011, a $60,000 grant was made to CIM from the CBC. The program started with just 25 mentors and after nine months had grown to include 60 mentors and 20 mentoring projects. This mentorship is critical to help early-stage ideas and research develop into products that can be brought to market.

## Advantage Illinois

GO TO 2040 highlights the need for greater financing resources to help businesses grow and innovate. In October 2011, the State of Illinois launched Advantage Illinois to do just that. This $78 million initiative supports small and startup businesses and includes four separate funding programs. One program, Invest Illinois Ventures Fund, is targeted toward young, innovative businesses that demonstrate high growth potential. The program's three other components focus on spurring institutional lending. They include the Capital Access program, the Participation Loan program, and the Collateral Support program. Such activities offer an array of financial resources, technical assistance, and support networks necessary to encourage and fuel innovation. Advantage Illinois is funded through the State Small Business Credit Initiative, which was part of the 2010 American Small Business Jobs Act.

# Implementation Action Area #4
# Create a Culture of Innovation

## Illinois Innovation Network

To succeed in supporting economic innovation, GO TO 2040 recognizes the importance in creating an environment that fuels creativity and celebrates success. In the spring of 2011, the state took a big step towards helping to create this environment. The Illinois Innovation Network (IIN) was launched as the first initiative of the Illinois Innovation Council, a public-private partnership (PPP) launched in February 2011.

The IIN is focused on nurturing innovation in the high-tech sector by facilitating connections between businesses, educational and research institutions, and community leaders. The IIN's website serves as a clearinghouse for innovators. The website features stories of past and current innovators and provides up to date news on success stories and developments that demonstrate the growth of the state's culture of innovation.

## Startup Illinois

Startup Illinois provides an assortment of resources and tools to potential job-creators and our state's newest innovators. Through a partnership with the national Startup America Partnership and in conjunction with the IIN, Startup Illinois focuses on the youngest companies, helping them find mentors, services, financing, and customers. Startup Illinois is supported by diverse stakeholders, including philanthropic organizations, private corporations, and government agencies. Startup Illinois is an important addition to the innovation ecosystem and is helping the state develop a reputation as a place to innovate.

Image courtesy of William Valicenti.

# Reform State and Local Tax Policy

GO TO 2040 states that tax policy should encourage local decisions that make effective use of land, generate good jobs, and trigger sustainable economic activity. It should set high standards of transparency and predictability for the taxpayer.

And it should not create large inequities across households, businesses, and local governments. By reforming state and local taxation, the region would benefit from new policies that help to advance, rather than undermine, GO TO 2040's goal for sustained regional economic competitiveness.

Currently, tax policies frequently distort land use decisions rather than allow markets or quality-of-life factors to guide them. Tax rates are often set very high, and the tax base is overly narrow rather than broad, which further stifles economic competitiveness. Instead, tax policy should encourage local decisions that make effective use of land, generate good jobs, and trigger sustainable economic competitiveness. It should set high standards of transparency and predictability for the taxpayer. And it should not create large inequities across households, businesses, and local governments.

GO TO 2040 recommended that the CMAP Board establish a Task Force to advise the CMAP Board on state and local tax policy reforms that would advance GO TO 2040's goal for sustained regional economic competitiveness. The Task Force was created to advise the CMAP Board, with no statutory or independent authority. The Task Force evaluated state and local fiscal policy issues through the lens of the regional economy and the connections between tax policies and development decisions. The focus is on improving the efficiency, equity, and transparency of the tax system. GO TO 2040 recommended the following topics for evaluation by the Task Force:

- Existing state and local revenue sharing criteria with particular emphasis on the sales tax.
- Property tax assessment classification and the Property Tax Extension Limitation Law (PTELL).
- Broadening the tax base and lowering tax rates, including expanding the sales tax to the service sector.
- The efficiency and equity of the state income tax.
- The existing wide disparities in local tax capacity.

## Implementation Action Area
## Create a Regional Tax Policy Task Force

The Regional Tax Policy Task Force was created in spring 2011 by the CMAP Board. The Task Force evaluated state and local fiscal policy issues through the lens of the regional economy and emphasizing the connections between tax policies and development decisions. The CMAP Board ensured a balanced Task Force membership, made up of representatives from state, county, and municipal government, academia, civic organizations, and business. The Task Force submitted a report to the CMAP Board in February 2012.

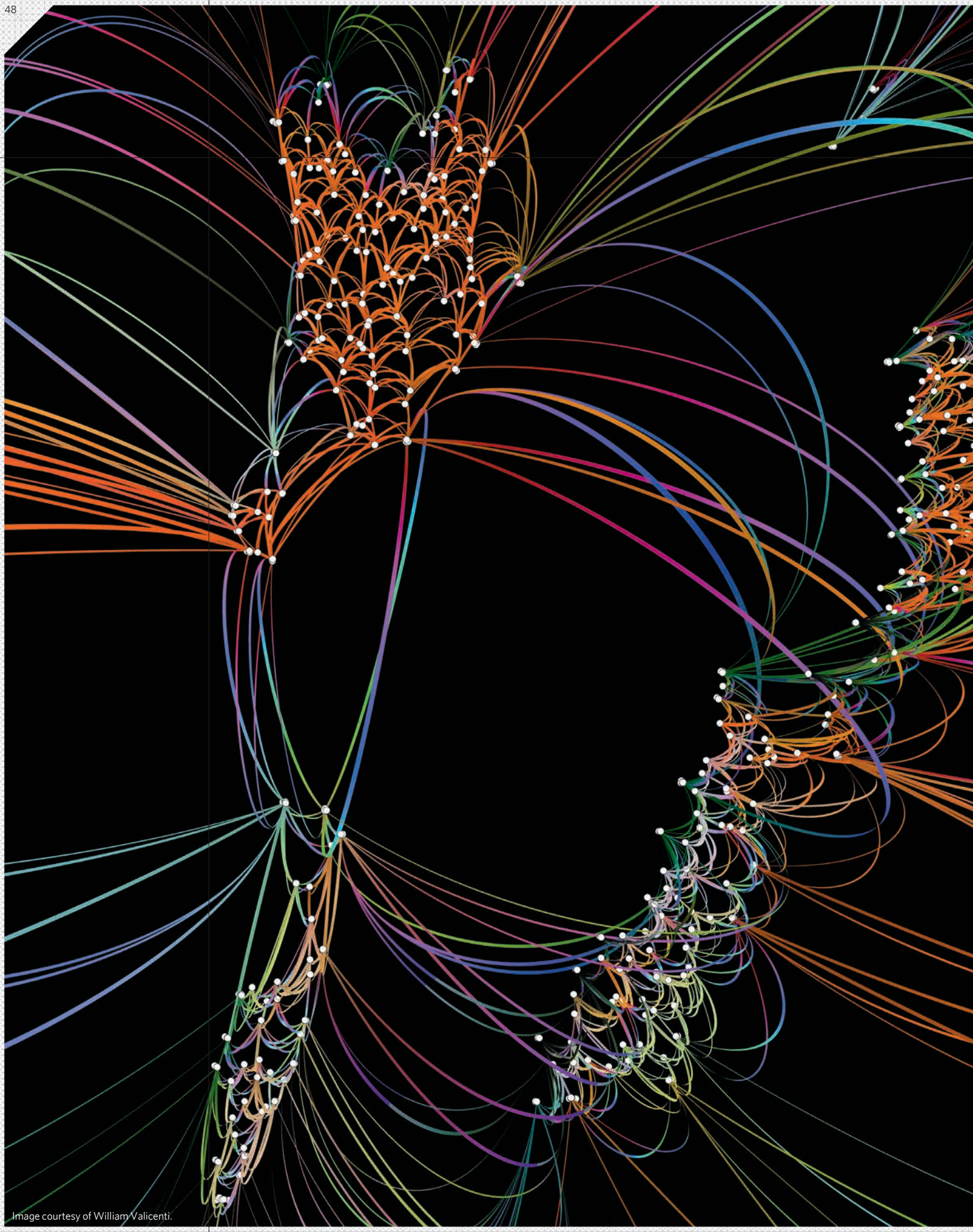


Image courtesy of William Valicenti.

# Improve Access to Information

GO TO 2040 supports government transparency and intergovernmental data sharing as preconditions for efficient governance. Public policy coordination and regional problem-solving require comprehensive, current, accurate information. The benefits of information sharing outweigh the costs, despite legitimate concerns about the limited staff capacity and resources available to local governments.

During the months since GO TO 2040's adoption, several prominent government entities in the Chicago region have published open data portals, making extensive new information resources publicly available. The City of Chicago, Cook County, and the State of Illinois all launched catalogs of downloadable data, giving policy makers and researchers a much-improved base of information. These portals, like MetroPulse, all leverage open Application Program Interfaces (APIs) that allow private software developers to create their own applications. Based on these data portals alone, it is clear that access to information in the Chicago region has improved significantly.

GO TO 2040's recommendations regarding improved access to information are divided into three implementation action areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages, and are also briefly summarized in the bullets at right.

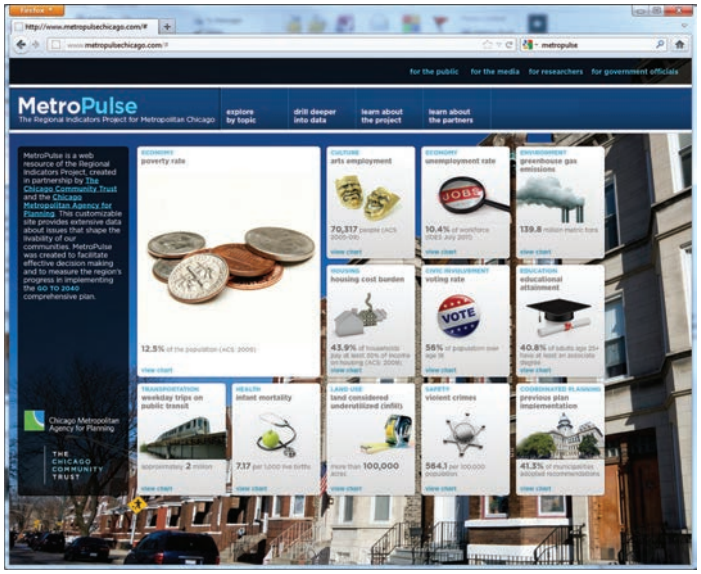
- **Implementation Action Area #1**
  *Launch the Regional Indicators Project's MetroPulse website.* In the past year, new data sets and new features have been added to MetroPulse. Whole new websites are being added to the MetroPulse family, each integrating with the MetroPulse data engine.
- **Implementation Action Area #2**
  *Develop regional best practices for data sharing.* CMAP has published a Best Practices document for regional data sharing and is in the process of building a data sharing hub that will interact directly with the MetroPulse database.
- **Implementation Action Area #3**
  *Provide direct technical assistance and conduct data sharing pilot programs.* CMAP has begun construction of Municipal Data Portals that would publish comprehensive data related to each municipality in our region.

# Implementation Action Area #1
# Launch the Regional Indicators Project's MetroPulse Website

## MetroPulse Launch and Upgrades

The MetroPulse website (**www.metropulsechicago.org**) was launched in November 2010, shortly after the adoption of GO TO 2040. This website contains over 5,000 datasets and 200 indicators organized into categories consistent with the Regional Vision that underlies GO TO 2040. The development of MetroPulse was a highly collaborative effort between CMAP and The Chicago Community Trust and involved many topical experts.

In July 2011, CMAP, in partnership with the Trust, upgraded the MetroPulse system with new features and data sets. The new features include bookmarking of data visualizations and the ability to view maps, charts, and data tables in two clicks. New data sets include the American Community Survey's five-year estimates for 2005 to 2009. In August 2011, CMAP and the Trust released MetroPulse Mobile, an iPhone app that allows users to either select one location for which to build a dashboard of several indicators, or select several locations to compare by one indicator. The data is displayed as grids or bar charts. In September 2011, work was begun on specialized new data portals within the MetroPulse family: the Human Capital Information Portal, Municipal Data Portals, and Regional Transportation Data Archive are examples.




**CMAP and The Chicago Community Trust have created MetroPulse (www.metropulsechicago.org), an advanced web resource to track progress in implementing GO TO 2040 and to help leaders across the region make more informed decisions.**

## MetroPulse API Released for Public Use

In June 2011, CMAP opened the MetroPulse API for public access. This means that web developers throughout our region can directly integrate MetroPulse data into their own online systems. The open API is in keeping with CMAP's commitment to open data sharing. Based on its role as an open API provider, CMAP served as a founding partner in the Apps for Metro Chicago contest. Apps for Metro Chicago challenged web developers in our region to create useful online applications based on available government data from the City of Chicago, Cook County, CMAP, and the State of Illinois. This contest is thought to be the first in the nation to integrate data from all four levels of government.

## MetroPulse Outreach

Throughout 2011, CMAP used media advisories, our weekly email updates, Facebook, and Twitter to communicate with users about MetroPulse updates. MetroPulse has become a part of the agency's GO TO 2040 outreach strategy with demonstrations taking place at meetings across the region.

The agency also hosted webinars to raise awareness of the MetroPulse system. The webinars not only introduced local government staff to the system's value, but also served to channel feedback from the system's users. In the fall and winter of 2011, CMAP worked with a development firm to conduct a series of user experience interviews with both staff from both local government and community organizations. This feedback has directly influenced the schedule of MetroPulse enhancements for 2012.

# Implementation Action Area #2
# Develop Regional Best Practices for Data Sharing

## Best Practices Document

CMAP has posted data sharing recommendations for local governments in the Chicago region. The intention of posting these recommendations is to provide concrete action steps that would contribute to improving access to information in the Chicago region. Most of the recommendations apply to all public entities, but a few are specifically intended for larger or smaller jurisdictions. Data sharing requires resources (staff hours and financial outlays), so the more ambitious action steps recommended in this document are likely to be feasible only for our largest jurisdictions.

## Data Sharing Hub

The MetroPulse website and data engine constitutes a data warehouse, but not a complete one. To function as a complete data warehouse, MetroPulse needs to host a data sharing hub where partners within our region could upload data, documents and other files to make their information generally available. For this reason, CMAP issued a request for proposals (RFP) for just such a data sharing hub in October 2011 and will construct the data sharing hub during spring 2012. In developing a data sharing hub, CMAP is complying with perhaps the most important data sharing practice of all — the publication of useful public data sets for general public use. CMAP's data sharing hub will be similar to the City of Chicago and Cook County data portals, and it will house data sets specific to CMAP and its partners.

# Implementation Action Area #3
# Provide Direct Technical Assistance and Conduct Data Sharing Pilot Programs

## Cultural Vitality Indicators Project

CMAP has leveraged MetroPulse as the data warehouse and visualization platform for the Cultural Vitality Indicators (CVI) project. Arts Alliance Illinois and The Chicago Community Trust have collaborated over the past two years to compile data about the region's arts and culture sector, and the CVI project is an unprecedented tool to reliably measure and track assets, impacts, and needs of the arts and creative industries in the seven-county region, with a deep dive into data on Chicago. This repository will be updated on an ongoing basis using reliable data sets and indicators. A strong arts and culture sector has long been tied to the livability principles on which GO TO 2040 is based.

## GIS Collaborations

CMAP has collaborated with local government and non-governmental partners to enhance the region's capacity for geospatial data development. SSMMA are forming the South Suburban GIS Consortium, which is intended to support SSMMA's work to bring further investment to its communities. Recognizing the crucial role that is played by geospatial technology for planning and development activities in our region, CMAP participated in technical forums sponsored by the MacArthur Foundation, the Open Indicators Consortium, and the National Neighborhood Indicators Partnership.

# Pursue Coordinated Investments

If GO TO 2040 is to serve as a sustainable roadmap for the region's future, this will require changing the way in which major investment decisions are currently made. Many of our most pressing problems — in the areas of transportation, housing, climate change, economic vitality, and environmental quality — cannot be solved solely by the actions of any single level of government.

These types of issues truly transcend individual government agencies and cross jurisdictional borders, and their solutions demand coordinated investment by all levels of government.

GO TO 2040's recommendations regarding coordinated investment are divided into three implementation action areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages and are also briefly summarized in the bullets at right.

- **Implementation Action Area #1**
  *Take a regional approach to federal and state investment.* This initiative is the backbone to the CMAP Board's state and federal policy agenda. Examples of success are the Sustainable Communities Initiative grant and other sub-regional efforts that are highlighted.
- **Implementation Action Area #2**
  *Reform state and federal policies and programs.* The focus of this is to work towards revising state and federal policies to be criteria or performance-based and support the implementation of GO TO 2040. An example of this is the "Preferred Sustainability Status" offered by HUD for their additional grant funding.
- **Implementation Action Area #3**
  *Support efforts to consolidate local services.* This past year, a historic collaboration has increased coordination of services between the City of Chicago and Cook County, reducing costs and improving services.

# Implementation Action Area #1
# Take a Regional Approach

## CMAP's State and Federal Policy Agendas

The Pursue Coordinated Investments section of the plan includes a number of key concepts and Implementation Action Areas that are used as the backbone for the agency's state and federal policy agenda. CMAP has advanced the implementation of these recommendations by explicitly including the priorities below in these policy agendas.

With regard to federal policy, in summary, metropolitan regions drive the U.S. economy, and this should be reflected in federal policy and programs. An increasingly "regional approach" to investment decisions, which would both invest more in metropolitan areas as well as devolve more appropriate authority for funding decisions to the regional level, harnesses the economic power of regions. Comprehensive regional plans, like GO TO 2040, should guide federal investment decisions since it identifies regional priorities by linking transportation, land use, the natural environment, economic prosperity, housing, and human and community development. The federal government has demonstrated great promise in helping to implement plans like GO TO 2040 by creating a set of guiding livability principles and the Partnership for Sustainable Communities, a joint collaboration among the U.S. DOT, HUD, and U.S. EPA.

With regard to state policy, GO TO 2040 stresses the importance of efficient and effective government, particularly by focusing and coordinating our investments and increasing access to information. Metropolitan regions drive the U.S. economy, and this should be reflected in state policy and programs. Comprehensive regional plans like GO TO 2040 should guide investment decisions by identifying regional priorities and defining outcome-based performance measures. Overall, GO TO 2040 recommends efforts by state agencies to modify apportionment formulas, project selection criteria, and grant requirements that may be helping to cause unintended outcomes.

## Leadership of Sustainable Communities Grant

The day after GO TO 2040 was adopted, CMAP received a $4.25 million grant through HUD's Sustainable Communities Regional Planning Grant program. The grant directly implements one of GO TO 2040's recommendations by focusing resources on the local level at the intersection between housing, land use, and transportation, through the LTA program. As the lead coordinator of this grant, CMAP assembled a broad and diverse consortium of many local governments, regional and state agencies, nongovernmental organizations, and philanthropic groups that are now involved in the LTA program. This grant application and program is a good example of the region pooling its resources to identify resources to pursue the goals and objectives of GO TO 2040.

## Challenge Grant Awarded to South Suburban Mayors and Managers Association

In October 2010, SSMMA was awarded a $2.4 million HUD Sustainable Communities Challenge grant to strengthen the Southland through a redevelopment strategy that builds off the rail and transit network and incorporates residential and economic development opportunities. This announcement was made following HUD's Sustainable Communities Regional Planning Grants, of which CMAP was a recipient.

The plan will be based on a multijurisdictional strategy known as the Chicago Southland Green TIME (Transit, Intermodal, Manufacturing, Environment) Zone, which looks to create livable communities that have strong ties and links to transportation and jobs. One element of this grant will help create a land bank for the communities to access as an aide for redevelopment. Another element of the grant will establish a community development fund to bolster TOD and cargo-oriented development. The Green TIME Zone effort was initially supported through philanthropic support from The Chicago Community Trust, Grand Victoria Foundation, Donnelley Foundation, and Field Foundation, and the following partner organizations assisted and supported the application: MPC, CNT, MMC, Business and Professional People for the Public Interest, RTA, Regional Home Ownership Preservation Initiative, Preservation Compact, Metropolis Strategies, Diversity, Inc., and CMAP.

# Implementation Action Area #2
# Reform State and Federal Policies and Programs

### HUD's "Preferred Sustainability Status"

CMAP's successful application for the HUD Sustainable Communities Regional Planning grant, which supports the LTA program, has given our region "Preferred Sustainability Status." As described in a CMAP fact sheet (**http://1.usa.gov/AEMdiF**), this means that for certain competitive programs, HUD will award bonus points to applications from our region that further the goals of GO TO 2040 and federal livability principles. This is a reflection and example of coordinated investment by HUD.

### State Support for Coordinated Investment

DCEO awarded funding in 2011 for housing rehabilitation to both SSMMA and the West Cook County Housing Collaborative. Notably, the funding will be administered by the sub-regional entities on behalf of the recipient communities. This support for communities working across borders and using shared resources is encouraging. CMAP is working with MPC and MMC to develop policy recommendations and suggest reforms that will make interjurisdictional collaboration easier, more effective, and more replicable.

# Implementation Action Area #3
# Support Efforts to Consolidate Local Services

### Joint Committee on City-County Collaboration

Cook County and the City of Chicago initiated a committee in March 2011 to determine how they could work together to reduce costs, streamline interactions with residents, and provide better services. The committee's charge was to recommend opportunities for better collaboration, develop a framework for sharing services, and provide guidance to be used in 2012 budgets and beyond.

In the period of two months, the committee identified between $66 million and $140 million in annual savings opportunities and numerous opportunities to improve the quality of service. As a result of the committee's investigations, several of the collaborative efforts are now underway, notably joint purchasing, open data, and public safety data sharing. Additionally, the committee and the elected officials acknowledged that this was an important first step in terms of consolidated services and committed to a strategy to continue the effort to work together.

Image courtesy of William Valicenti.

# Invest Strategically in Transportation

Our transportation infrastructure is key to the region's prosperity, yet it has fallen behind other industrialized parts of the world, many of which have invested significantly to create and preserve modern, world-class systems.

CMAP urges the federal government, the State of Illinois, transit agencies, and local governments to develop innovative financing to support a world-class transportation system for this new century. The "costs of congestion" are real and serious, and include lost time and fuel, decreased productivity, inefficient freight movements, and pollution.

Regarding expenditures, GO TO 2040 recommends that funds for transportation need to be allocated more wisely, using performance-driven criteria rather than arbitrary formulas. Transportation implementers should prioritize efforts to maintain, enhance, and modernize the existing system, and expensive new capacity projects should be built only if they yield benefits that outweigh their costs. Examples of enhancements and modernizations that should be pursued include more attractive and comfortable buses and trains that improve the passenger experience, better traveler information systems, targeted transit extensions and arterial improvements, and multimodal approaches such as integrating bicycling and pedestrian accommodations in roadway design.

GO TO 2040's recommendations for strategic investment in transportation are divided into five implementation action areas, listed at right. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages.

- **Implementation Action Area #1**
  *Find cost and investment efficiencies, and support a multimodal approach to transportation*. In the past year, progress has been made in advancing the use of performance-based evaluation criteria in the state's highway program, among regional transit agencies, and in CMAP's own transportation programming decisions. Support for multimodal approaches to transportation has also been growing across the region.
- **Implementation Action Area #2**
  *Increase motor fuels tax in short term and institute a replacement in the long term.* No significant action in this area occurred in the past year.
- **Implementation Action Area #3**
  *Implement congestion pricing on select road segments*. In the past year, CMAP has greatly improved its ability to model the impacts of congestion pricing.
- **Implementation Action Area #4**
  *Implement parking pricing.* Limited work to advance this action area occurred in 2011, though products are expected in 2012.
- **Implementation Action Area #5**
  *Find other innovative finance mechanisms.* Driven by the limited availability of conventional transportation funding due to the national economic downtown, numerous innovative approaches to transportation finance are occurring, including public-private financing, transit value capture, location-sensitive impact fees, and user fees.

# Implementation Action Area #1
# Find Cost and Investment Efficiencies

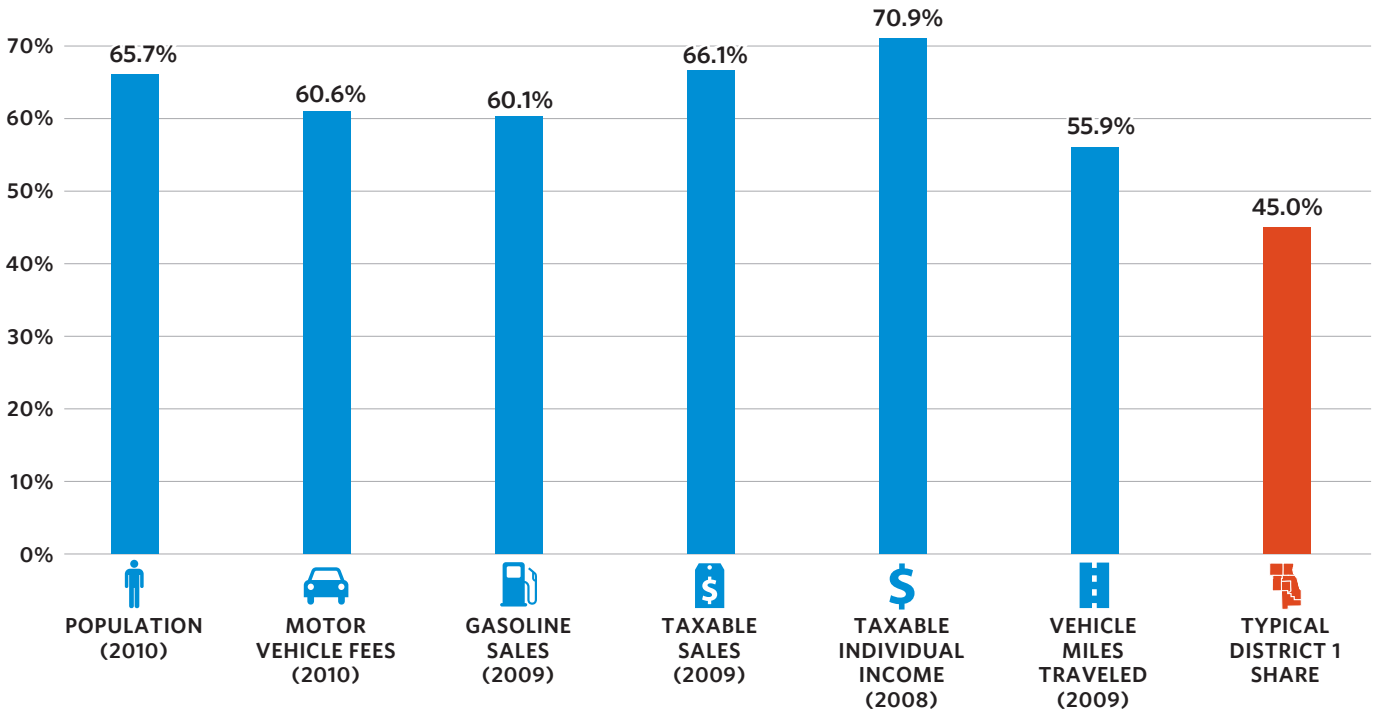
## Performance-Based Evaluation Criteria

Working under direction from CMAP's Regional Coordinating Committee, Board, and Metropolitan Planning Organization (MPO) Policy Committee, CMAP staff has researched the use of performance-based evaluation criteria for transportation funding. This work has included extensive analysis of state highway funding data, transit agencies' capital programs, and the programs and policies of neighboring states and peer transit systems. CMAP staff is currently developing recommendations for the Regional Coordinating Committee on appropriate next steps to reform highway and transit funding allocations in Illinois. Available on-line are a policy brief on the 55/45 split and a staff update on its research efforts to the Regional Coordinating Committee from October 2011.

## Changes to Congestion Mitigation and Air Quality Improvement Program Prioritization

In 2011, CMAP adopted a focused programming approach to its administration of the Congestion Mitigation and Air Quality Improvement (CMAQ) program. CMAQ is a federal program for regions that fail to meet one or more U.S. EPA air quality standards. Under focused programming, applicants to the CMAQ program demonstrate their project's consistency with GO TO 2040. CMAP staff evaluates applicants through four of its committees — an ad hoc committee for direct emissions reductions, an ad hoc committee for transit, the Bicycle and Pedestrian Task Force, and the Regional Transportation Operations Coalition — which prioritize projects for the Project Selection Committee (PSC). The PSC considers the air quality cost-benefit ratio, but also takes into account qualitative factors such as project readiness, modal mix, and regional equity in developing a five-year program.

**Northeastern Illinois percentage of state totals**




Source: CMAP analysis of data from the Illinois Department of Transportation, Illinois Department of Revenue, Illinois Secretary of State, and U.S. Census.

**Despite contributing well over 50 percent of Illinois residents, vehicles, taxes, and vehicle miles traveled, our region — Illinois Department of Transportation District 1 — consistently receives less than half of the dollars that our state devotes to highway improvements.**

### Lake County Non-Motorized Transportation Infrastructure Policy

In December 2010, the Lake County Division of Transportation released its Guidelines for Non-Motorized Travel Investments. This document describes the County's policy of accommodating all road users, including pedestrians and bicyclists, and provides specific policy statements in support of non-motorized modes of travel. The guidelines provide specific, detailed policies for selecting facilities and design standards, the maintenance and jurisdiction of non-motorized facilities, and cost participation for these facilities. Lake County Division of Transportation will develop and track performance measures to follow its progress in implementing non-motorized projects.

### McHenry County Long-Range Transportation Plan

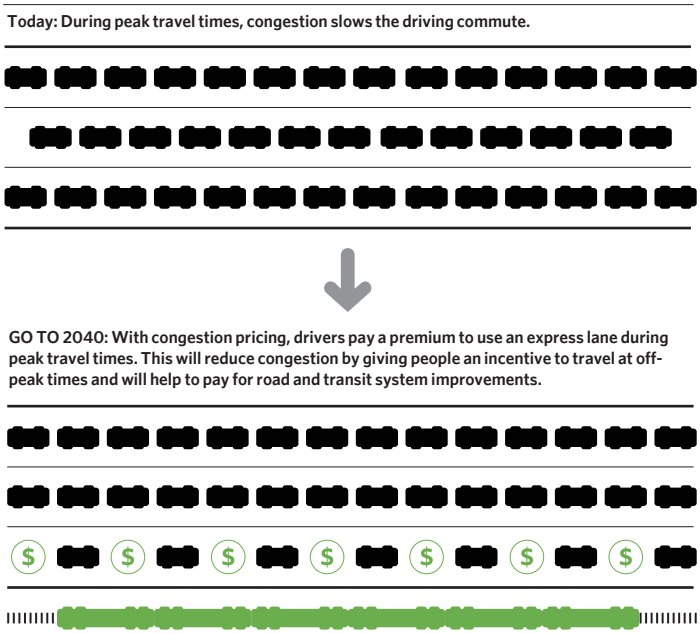
In September 2011, the McHenry County Division of Transportation initiated its long-range planning effort. The department launched a website dedicated to the task and has performed extensive outreach to elicit the opinions and preferences of the community. The project website provides links to help residents subscribe to the newsletter, attend a workshop, add feedback to an online map, upload photos, take a survey, or connect with the effort through social networking websites.

# Implementation Action Area #3
# Implement Congestion Pricing on Select Road Segments

### Modeling Improvements

CMAP's Research and Analysis division has developed a sophisticated activity-based traffic model. Over the past ten years, activity-based models have gained support as the state-of-the-art practice in travel demand modeling among large MPOs. The new model provides expanded capability, including stand-alone components for congestion pricing and freight analysis. The new model allows CMAP to more accurately predict the impact of congestion pricing on regional traffic patterns, and, using personal value-of-time estimates, to analyze the impact of congestion pricing on various groups of travelers. Notably, the activity-based model allows CMAP to estimate the users of congestion-priced facilities by income.

**Congestion pricing**



# Implementation Action Area #5
# Find Other Innovative Finance Mechanisms

## Passage of Public-Private Partnerships Legislation, HB 1091

In May 2011, the Illinois General Assembly passed HB 1091, which Governor Quinn signed into law on August 23, 2011. Titled the Public-Private Partnerships for Transportation Act, HB 1091 broadly authorizes the Illinois Department of Transportation (IDOT) and the Illinois Tollway to enter into a variety of Public-Private Partnership (PPP) agreements. The Act requires a thorough, two-step procurement process, including an initial Request for Qualifications (RFQ) followed by a Request for Proposal (RFP) sent to qualified parties. The Act does not permit a PPP on an existing Tollway facility or using revenues from an existing Tollway facility, with the exception of non-highway projects such as intelligent transportation systems or transit projects.

## Value Capture Studies for Skokie Station and Red Line South Extension

"Value capture" refers to a range of financing strategies by which transportation implementers (particularly transit operators) can acquire capital or operating revenues from increases in property values caused by a transportation infrastructure investment. CMAP, working with consultant S. B. Friedman, released two value capture reports in the last year: an analysis for transit in December 2010 and a second more general study for transportation in June 2011. The former applies value capture to a proposed new Yellow Line station in Skokie. The latter provides three examples: the proposed Red Line south extension in Chicago, a recently completed municipal parking garage in Wilmette, and the proposed IL Route 120 Bypass in central Lake County. Staff and consultants presented the second report at the state conference of the Illinois chapter of the American Planning Association in October 2011.

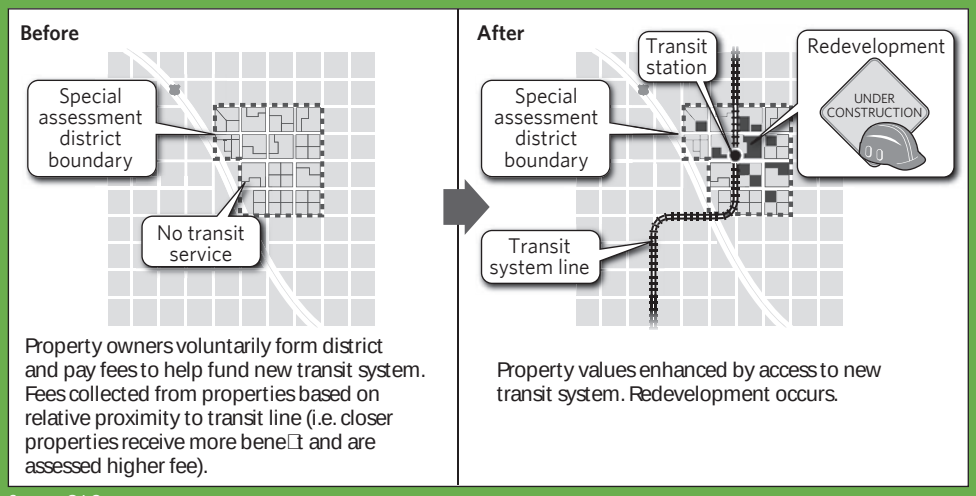
## Kane County Transportation Impact Fees

The Kane County Board approved the modified 2011 and 2021 Land Use Assumptions for the County's Transportation Impact Fees. The County's impact fee ordinance applies to all new development in Kane County, both inside and outside municipal boundaries. It requires developers to pay a fee in proportion to the transportation impacts of the development within a service areas established by the ordinance. Kane County's impact fee system is notable in that it offers discounts for projects that meet minimum standards for density, location, and design, providing financial encouragement for infill and redevelopment.

## Illinois Tollway Capital Plan

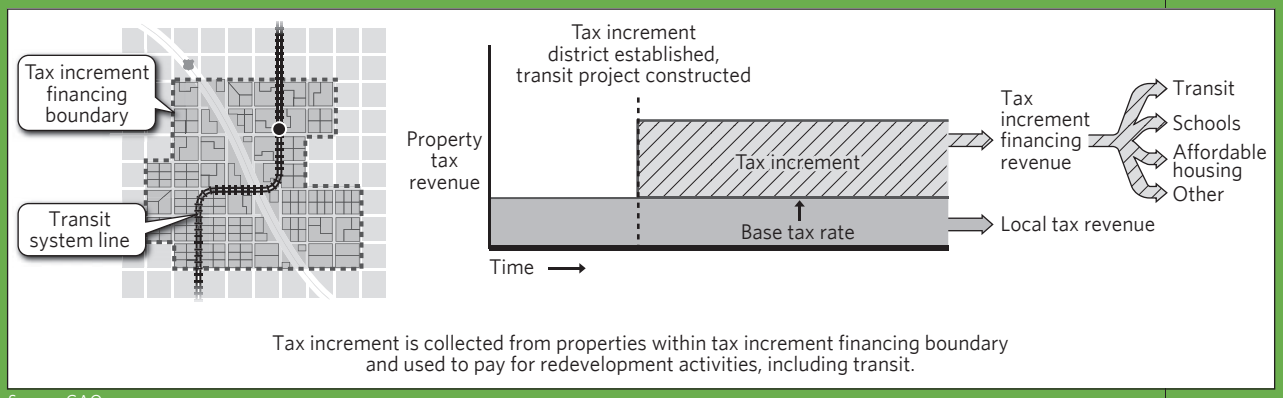
In August 2011, the Illinois Tollway approved a 15-year, $12 billion capital plan. Referred to as "Move Illinois," the plan would finish the reconstruction of the system initiated in 2005 and provide for expansion projects such as the Elgin O'Hare-Western Bypass project. Funded by an increase in toll revenue, the Tollway's capital plan is an example of substantial transportation investment financed directly through dedicated user fees. More discussion of the projects advanced through the Tollway's capital plan is found in the Major Capital Projects section of this report, on page 75.

## Example of a special assessment district used to fund part of a transit project



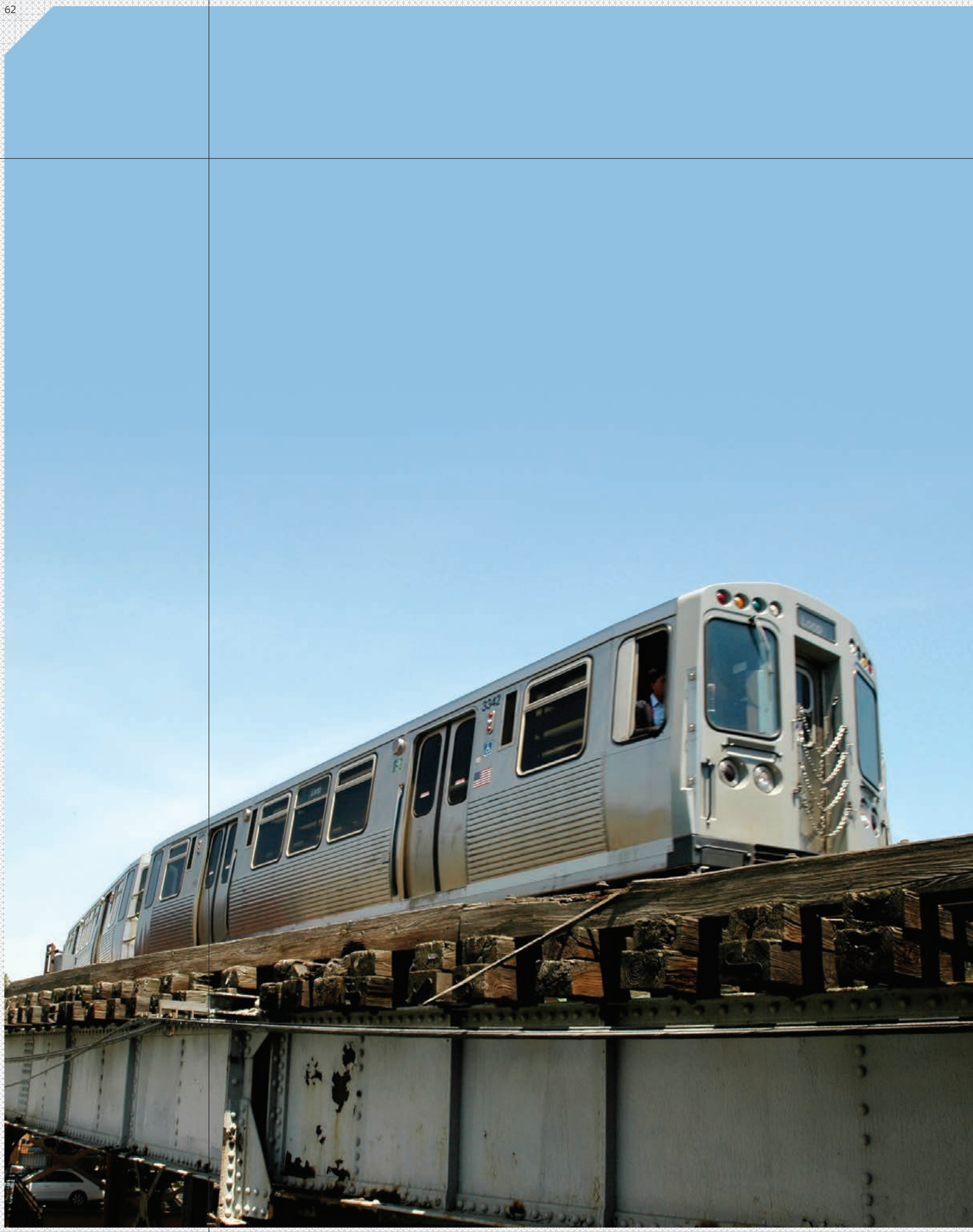

Source: GAO.

## Example of a tax increment financing district used to fund part of a transit project




Source: GAO.

**"Value capture" strategies are being explored by transportation implementers (particularly transit operators) to acquire capital or operating revenues based on increases in property values caused by the transportation infrastructure investment.**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# Increase Commitment to Public Transit

GO TO 2040 calls for improvements to the region's transit system. This requires attention to not just how transit operates, but how it is perceived. The region clearly needs transit services that function well, with on-time, frequent service and seamless transfers, but also must address the issues of perception that make transit the option of last resort to many people.

A strong transit system benefits the region's economy, environment, and quality of life by providing residents with transportation choices and helping to lower congestion. However, transit use has not kept pace with the region's growth, and ridership is actually lower than it was 20 years ago. Decades of underinvestment have left the region's transit system with aging infrastructure in need of basic maintenance and improvements, as well as demands for expansion to areas that do not have transit service today.

Many of GO TO 2040's recommendations in this chapter are directed to the region's transit agencies — CTA, Metra, Pace, and RTA — but there is also a role for other organizations to play. Examples of progress in these implementation action areas since GO TO 2040's adoption are detailed in the following pages, and are also briefly summarized in the bullets at right.

- **Implementation Action Area #1**
  *The RTA and service boards should find additional revenue sources to support transit, and should look for efficiencies in existing service to keep cost increases in check.* In the past year, the RTA has formally established financial priorities that are consistent with GO TO 2040, and transit operators have made service improvements that increase efficiency.
- **Implementation Action Area #2**
  *The existing transit system should be maintained and modernized as a top investment priority.* Several technologically-based improvements were made by transit agencies to improve service quality, and the long-standing priority of fare coordination also advanced through new state legislation.
- **Implementation Action Area #3**
  *Transit service should be expanded strategically, and fiscally constrained major capital projects should be pursued.* New transit service concepts like BRT and Arterial Rapid Transit (ART) were advanced in the past year, and transit featured strongly in the Tollway's announced expansion plans. Progress made on the implementation of major capital projects is described on page 75.
- **Implementation Action Area #4**
  *Local land use decisions should focus on the interrelationship of transportation, land use, and housing, with emphasis on public transit.* This implementation action area is already summarized on page 11.

# Implementation Action Area #1
# Improve the Fiscal Health of Transit

## Transit Priority Initiatives Report

In July 2011, the RTA provided a report to the state legislature on its priorities to improve service efficiency. Termed the Transit Priority Initiatives report, this document describes the collaborative efforts of the RTA and the transit service boards to find cost savings strategies and efficiencies that do not negatively impact service. The guiding priorities include strategic capital investment, economies of scale, maximize use of the system, enhanced customer experience, and coordinated marketing.

The report identifies both short-term and long-term priorities, all with the goals of increasing ridership, decreasing operating costs, and improving service. Short-term initiatives include joint contracting and procurements, regional real-time transit information, streamlining the RTA's Transit Benefit program, improving connections between modes in downtown Chicago, and many others. Long-term initiatives address capital investment prioritization, better serving the reverse commute market, fare coordination, and coordination of customer service across the transit providers. The RTA will be preparing regular reports on its progress in these areas.

## Market Analysis Studies for New Pace Service

Pace regularly conducts market analysis studies to inform its operations, including potential restructuring of existing bus routes to improve efficiency. As land use patterns and the demographic makeup of communities change, it is important for transit services to be continually updated to reflect the travel patterns of potential new customers. In the past year, Pace examined the Harlem Avenue corridor through west and north Cook County, and also studied service throughout all of Lake County.

## Demand-Responsive Transit Planning

In some lower-density parts of the region, demand-responsive transit services are more effective than fixed-route, particularly for serving residents with mobility limitations. The Kendall Area Transit program, a paratransit program serving Kendall County (which is outside of the RTA service area and therefore not covered by Pace), began operating in early 2010 and has seen dramatic ridership growth during that time; the service received a statewide award in October 2010 for its contributions to serving the needs of older adults. Meanwhile, McHenry County advanced its planning for a new demand-responsive transit service that will combine existing municipal and county systems, and which will start in early 2012. Also, in Joliet and Lake County, Pace operated an innovative "call-and-ride" community transit service, by which riders call bus operators directly to request pickups and drop-offs.

## Transit Service Board Budget Improvements

In November 2011, the CTA board approved a $1.24 billion budget for 2012. The CTA, like many agencies, is dealing with a major deficit, and its approved budget seeks to balance rising operating costs with insufficient funding. The budget does not include fare hikes, service cuts, or layoffs and is 5.1 percent less than last year. It is projected to reduce the agency's $277 million deficit by $171 million.

The majority of cuts in the proposed budget come from union work rule changes, health care reform, and limits on wage growth, all of which are yet to be negotiated with the CTA rail workers union. Other cuts include nonunion positions and "management belt-tightening," according to the Chicago Tribune. The CTA estimates it would save approximately $80 million in 2012 and $160 million in 2013 under the proposed budget. The current CTA rail workers union contract expired on December 31, and while ground rules for negotiations on a collective-bargaining agreement have been established, no date has been set for actual negotiations.

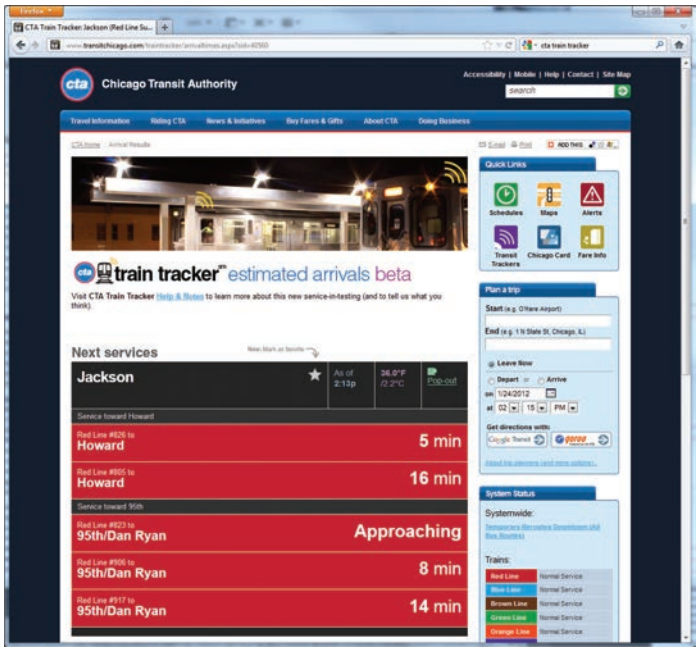
Metra also took steps to improve the fiscal health of transit in its 2012 budget. The agency approved a fare increase to balance its budget for the year, while avoiding cuts to service. In its 2012 budget, Metra also discontinued the past practice of diverting capital funds meant for infrastructure improvements to cover short-term operating expenses. This new policy, based on the recognition that diversions from the capital budget are not sustainable, will enable Metra to ensure that sufficient funding is available to maintain the system and move toward a state of good repair.

**Pace is working with planners in low-density areas of Kendall, Lake, and McHenry counties to improve the efficiency and responsiveness of community transit, including paratransit and "call-and-ride" services.**

# Implementation Action Area #2
# Modernize the Region's Transit System

## Train Tracker

In January 2011, the CTA launched its Train Tracker service (**www.transitchicago.com/traintracker**), allowing riders to visit a website to receive real-time arrival information at each station on the CTA rail system. Digital signs with arrival information were also installed at a number of stations. The CTA has also encouraged web and software developers to use Train Tracker to create their own applications, and has made the raw data easily available to facilitate this. Improvements like Train Tracker are excellent examples of small-scale investments that have major impacts on rider convenience and perception of the system.




The Chicago Transit Authority Train Tracker website provides estimated arrival times by combining schedule information with real-time data to gauge when and where tracks are occupied.

## Transit Signal Priority Systems

Most buses operate on the arterial street system, where delay is largely related to congestion and traffic signal timings that have not been oriented to bus operations. Transit Signal Priority (TSP) allows buses to adhere to their published schedule by giving priority green time to buses that are behind schedule. In 2011, Pace took final acceptance of the 20 TSP equipped signals within the Harvey Transportation Center TSP Project and optimized traffic signal timings along the Milwaukee Avenue ART corridor. Pace also began corridor design work for TSP systems in several additional locations around the region. In addition, the RTA received a $40 million grant through the CMAQ program to implement TSP systems on 33 Pace and CTA corridors throughout the region.

## Fare Coordination Legislation

Coordination of fares among the region's transit service boards has long been a regional goal, and this continues as a high priority of GO TO 2040. In July, Public Act 097-0085 was signed, requiring the RTA to develop a policy for transfer fares by January 2013, and to develop a regional fare payment system by January 2015. Also, the state legislature passed legislation requiring fare coordination for all riders over the age of 65, with the change effective in January 2012. This bill was signed into law in August 2011 as Public Act 097-0271.

# Implementation Action Area #3
# Pursue High-Priority Projects

## Inclusion of Transit in Illinois Tollway Capital Plan

In August 2011, the Illinois Tollway adopted a 15-year, $12 billion capital plan. For the first time in the agency's history, the capital plan incorporates transit opportunities into the Tollway system. The capital plan explicitly addresses transit accommodations on I-90 as part of the reconstruction and widening of that roadway, and also supports investigating transit as part of other facilities, like the Elgin-O'Hare Expressway and West O'Hare Bypass, and the Central Lake County Corridor.

## Passage of Bus on Shoulder Legislation

In May 2011, the Illinois state legislature passed legislation creating a pilot program allowing buses to operate on the shoulders of the Stevenson Expressway (I-55). Signed into law in August as Public Act 97-0292, this legislation allows the initiation of Pace's shoulder-riding program on I-55, a first step toward the development of a more significant transit component on this roadway, as described in the major capital projects section of this document on page 75. The I-55 Bus on Shoulder pilot benefits Pace routes 755 and 855 and was launched in November 2011.

## Arterial Rapid Transit Projects

The concept of Arterial Rapid Transit (ART) — essentially, BRT-like services on arterial streets — was advanced in both urban and suburban areas during the past year. In the suburbs, Pace has planned an ART network that will feature limited stops, stations with enhanced passenger amenities including lights, heat, smart card fare collection, information kiosks with system maps, real time schedule information, upgraded signs and shelters and distinctive vehicles using TSP to improve schedule adherence. Pace is proceeding on design and engineering for Milwaukee Avenue and Dempster Street in northwest Cook County, and Cermak Road/ Butterfield Road in west Cook County and DuPage County.

In Chicago, MPC worked with the CTA and other stakeholders to prioritize potential BRT services on several arterial streets. In August 2011, MPC released "Bus Rapid Transit: Chicago's New Route to Opportunity," which identified 10 high-priority BRT corridors across the city. Since the report's publication, MPC has worked with CTA and the Chicago Department of Transportation (CDOT) to further advance planning for service on the Western Avenue and Ashland Avenue corridors, the top two candidates identified in the report.

Image courtesy of Jordan Fischer.

# Create a More Efficient Freight Network

Metropolitan Chicago's freight system links the region's industries and consumers to global markets. Highways, railroads, waterways, and airports all provide important connections to the world. Yet each of these modes of transport is intertwined with the livability of the region. Therefore, planning for an efficient, regional, multimodal freight system is a key priority of GO TO 2040.

GO TO 2040 strongly supports increased investment in the region's freight system. Investment will be required primarily by the private sector in the normal course of private business enterprise, but public investments will also be necessary to promote the economy, public health, safety, and welfare. The two goals of this increased investment should be to improve the economic competitiveness of industry in metropolitan Chicago and to reduce the impacts of freight operations on local communities, addressing travel delay, pollution, and safety.

GO TO 2040's recommendations regarding freight are divided into five implementation areas. Examples of progress in these areas since GO TO 2040's adoption are detailed in the following pages, and are also briefly summarized in the bullets at right.

- **Implementation Action Area #1**
  *Create a national vision and federal program for freight.* This initiative was included in the CMAP Board's previously endorsed reauthorization policy goals and continues to be a focus of the agency's federal policy agenda.
- **Implementation Action Area #2**
  *Prioritize and implement the CREATE program.* Construction began on some CREATE (Chicago Region Environmental and Transportation Efficiency Program) projects, while engineering was initiated for improvements to be built in the coming years. These include both rail system improvements to speed the flow of freight and grade separations to reduce the impact of freight on highway safety and delay. In a key GO TO 2040 indicator, the Illinois Commerce Commission has estimated that motorist delay at railroad grade crossings has fallen from 10,982 hours per weekday in 2002 to 7,817 hours per weekday in 2011.
- **Implementation Action Area #3**
  *Identify opportunities for regional trucking improvements.* CMAP worked with railroads and communities to approve changes to the region's intermodal connectors and inventoried truck routes. Under new legislation, communities will identify "preferred" routes to supplement official "designated" routes. CMAP reached out to IDOT regarding an upcoming I-55 engineering project, which presents an opportunity to study a managed truckway in this important freight corridor.
- **Implementation Action Area #4**
  *Explore establishing a governance structure.* CMAP and several partners have suggested leveraging a proposed Port Authority in Will County into a broader regional authority to raise funds for dedicated freight system improvements.
- **Implementation Action Area #5**
  *Integrate freight needs and financing into infrastructure prioritization.* CMAP worked to develop and refine its modeling and analysis capabilities to work towards addressing this recommendation. In addition, CMAP has collected and posted extensive freight system data to improve the region's understanding of the freight system.

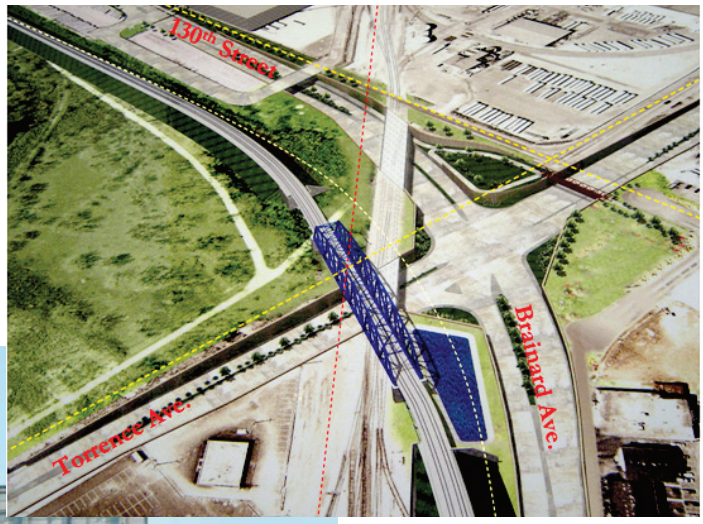
# Implementation Action Area #1
# Create a National Vision and Federal Program for Freight

## CMAP's Federal Policy Agenda

To pursue this implementation action, the CMAP Board included the following objective in its 2011 Federal Policy Agenda: *Create a vision for a federal role in transportation that includes a national freight policy with dedicated funding and corridors of national significance.*

Additionally, CMAP staff has worked with a number of our national organizations, the congressional delegation, and other MPOs to address this recommendation. The U.S. Senate is considering the Moving Ahead for Progress in the 21st Century (MAP-21) highway reauthorization bill. Although it is early in the federal reauthorization process, the current version of the bill includes funding dedicated to freight projects and a proposed National Freight Program.

**The CREATE public-private partnership is helping to fund coordinated improvements to our region's freight rail system. The top illustration shows the roadways realignment and grade separation at 130th and Torrence Avenue. The bottom photo shows the location of the Englewood Flyover project at 63rd and State Street.**



# Implementation Action Area #2
# Prioritize and Implement CREATE Program

The CREATE Program is a PPP between IDOT, the City of Chicago, and the region's freight railroads. The program has identified four corridors of related improvements that will significantly reduce the delays for rail shipments in the Chicago region. In addition, a number of highway-rail grade separations are planned to reduce motorist delay and to improve rail safety and reliability. Of 70 discrete CREATE projects identified, twelve were complete by August 2011, while thirteen were under construction, and 20 were in preliminary engineering.

## TIGER Projects

In early 2010, the CREATE Program was awarded $100 million through the U.S. DOT TIGER (Transportation Investment Generating Economic Recovery) program, a competitive transportation funding program. This award was the second largest of its type in the country. Several projects made possible by this funding are underway, including the following:

- Union Pacific third mainline track and Proviso Yard access. This project will ease train congestion, provide operational improvements, and improve pedestrian access, benefitting both freight trains and Metra.
- Improved signalization on the Indiana Harbor Belt (IHB) in LaGrange, Broadview, and Blue Island. These projects upgraded hand-thrown switches to computerized systems, speeding train movement considerably. These improvements will also reduce delays at crossings in the adjacent communities.
- Work on a grade separation of 71st Street and the IHB/CSX tracks in Bridgeview has begun. This project will eliminate long delays for drivers, enhance safety, and improve air quality. The City of Chicago is also using TIGER funds for its Viaduct Improvement Program, improving roadways, sidewalks, and drainage under railroad structures at fourteen locations across the City.

## 130th and Torrence Highway-Rail Grade Separation

The City of Chicago began construction in 2011 on a massive project to provide highway-rail grade separations at 130th Street and Torrence Avenue. These roads, both Strategic Regional Arterials (SRAs), serve Ford Motor Company's Chicago Assembly Plant and Ford's Chicago Manufacturing Campus on Chicago's south side. The existing traffic operations, involving a railroad crossing diagonally near the intersection of the SRAs, will be dramatically improved. In addition, the project is an excellent example of applying environmentally sensitive design to major industrial areas; the project includes a biotreatment pond, wetland mitigation, landscaping, and reduced air pollution through the grade separation and 3,500 feet of additional bike lanes. The project was partly funded through CMAQ. The costs are approximately $150 million, and the project has been planned since the SRAs were first studied in 1995 and 1996.

## Englewood Flyover Groundbreaking

In October 2011, construction was initiated on the "Englewood Flyover," a CREATE project that is also critical to the Chicago hub of the Midwest high-speed rail network. The construction project will build a bridge to separate traffic along two railroads, allowing 130 trains per day to move more quickly through one of the worst bottlenecks in North America. The investment will improve on-time performance of passenger trains, reduce freight congestion and create nearly 1,500 jobs.

The $133 million construction project is funded through a $126 million grant from the U.S. DOT's high-speed intercity passenger rail program, with a $6.6 million contribution from the Illinois Jobs Now construction program. A new bridge will carry 78 daily north-south Metra Rock Island commuter trains and approximately 60 east-west intercity passenger and freight trains that operate on the Norfolk Southern corridor. The new bridge will allow all trains to pass through without conflict and is designed to allow for additional tracks to be added to both corridors to accommodate future growth.

There are a number of other ongoing CREATE projects. All project information and updates, including much of the information noted above, can be found at **http://www.createprogram.org/projects.htm**.

# Implementation Action Area #3
# Identify Opportunities for Regional Trucking Improvements

## Truck Routes

CMAP is continuing the development of an inventory of regional truck routes and truck restrictions. This includes routes designated for 53-foot trailers (Class 2 truck routes), vertical clearance restrictions, bridge postings, and National Highway System (NHS) Intermodal Freight Connectors. Not all Class 2 truck routes designated by local communities have been reported to IDOT, so CMAP will be working to encourage reporting. CMAP has also worked with partner agencies over the past year to update the designation of NHS freight connectors to reflect current freight industry traffic patterns, and to assure federal eligibility of these routes. This effort included field data collection and outreach to affected communities. The appropriate designation of truck routes requires not only local engineering knowledge, but coordination with neighboring communities and industry stakeholders. The effort to coordinate truck route decisions among local communities will continue for the next several years.

Recently, the Illinois General Assembly passed legislation for reporting of local communities' "preferred" truck routes, to supplement designated Class 2 and Class 3 truck routes under local jurisdiction. The routes will be reported to IDOT using a new web mapping interface, then posted on IDOT's web site and provided to groups and entities that provide electronic route guidance to truckers. IDOT's central office Bureau of Operations will be guiding this process, and will continue to maintain the Class 2 and Class 3 maps.

A major concern among some stakeholders is how to improve livability while encouraging the industry and commerce that bring large trucks to and through our communities. On a basic level, this has meant industry and government working to improve truck safety, with the result being that tractor-trailer crashes in Illinois have fallen over the past several years. In addition, it has meant work within communities to improve the livability of communities with major truck routes. For example, construction continued in 2011 along Blue Island Avenue in the City of Chicago, an NHS intermodal connector used by more than 2,000 trucks per day. The work includes a comprehensive sustainable streetscape design that, while accommodating freight in an industrial area, also includes street trees, landscaping, stormwater management, urban heat island mitigation, transit, walking, and cycling accommodations.

## Gateway Intermodal Terminal

Some communities are eager to improve their truck routes to improve their local economic development potential. Harvey, for example, is working with the Cook County Highway Department and the Canadian National Railway (CN) to improve access to the Gateway Intermodal Terminal. A recent improvement within the facility combined with greater volumes handled at the facility has resulted in a need for access improvements on the 167th Street NHS intermodal connector. Like many intermodal connectors, this road has deteriorating pavement and inadequate geometry, requiring highway reconstruction. CMAP worked with CN and the local community to forecast traffic volumes at the site, where annual intermodal container lifts may increase from about 370,000 in 2009 to more than 1,000,000 over the next five years. In addition to the intermodal terminal, the reconstruction will serve a potential business park made possible by the realignment of CN operations and redevelopment of other brownfield industrial land.

# Implementation Action Area #4
# Explore Establishing a Governance Structure for Freight

## Regional Freight Authority

Discussions of a Regional Freight Authority are in very early stages, precipitated by a proposal for a local authority in Will County. A proposed Transportation District in Will County would address some local overweight truck permit issues, would potentially finance truck infrastructure improvements, and would avoid local, ad hoc fees on the freight industry that have been proposed. Among a large group of stakeholders, some have pointed out serious potential disadvantages of the proposal. CMAP and several partners have suggested leveraging this proposal into a broader regional authority to raise funds for dedicated freight system improvements, while addressing some of the concerns of stakeholders. In the meantime, a study of freight needs in Will County has been undertaken. It is anticipated that this study will help stakeholders better understand freight system needs and may result in a proposal for addressing those needs.

# Implementation Area #5
# Integrate Freight Needs and Financing into Infrastructure Prioritization

## CMAP Modeling Improvements

GO TO 2040 scenario evaluation prior to FY11 revealed limitations in the capacity of the then-current travel models to respond to the expanded array of recommended policy and planning strategies under consideration. In addition, this recommendation required CMAP to develop measures that take into account freight needs and deficiencies in evaluating potential transportation improvements. Last year, CMAP staff focused on a commodity-based freight model, as well as a personal value-of-time transportation pricing (congestion pricing) model. The next step is to work to identify internal case studies to analyze freight strategies appearing in GO TO 2040.

CMAP has collected substantial multi-modal freight system information. However, freight system data is expected to improve even more in the near future as new information resources become better integrated. For example, IDOT's improvements to the Illinois Roadway Information System (IRIS) will result in a better inventory of highway-rail grade crossings, since the crossings are integrated into the roadway database, which had been incomplete. Thus an ongoing improvement in one data source by IDOT will result in better information for other data sources in the future.

## Freight Mobility Plan Act

The Freight Mobility Plan Act (House Bill 1761), was approved by the General Assembly and signed into law this past legislative session. The Act requires the state to make an assessment of the freight transportation system in Illinois and issue a plan with recommendations to improve the flow of freight by roads, rail, air and water. The bill was proposed by Metropolis Strategies.

The law requires a freight mobility component be added to the state transportation plan. The freight mobility component will analyze and assess the current freight transportation system; identify freight system trends, needs, and economic opportunities; and recommend operation and management improvements, projects to eliminate system inefficiencies, methods of funding projects, and policies to ensure the movement of goods within Illinois is both efficient and supportive of the state's economy.

## GO TO 2040 CAPITAL PROJECTS

While the primary transportation emphasis of GO TO 2040 is to maintain and modernize — bringing our system to a state of good repair — the plan contains a handful of major capital projects that will maximize regional benefits of mobility and economic development. The following pages briefly highlight the major GO TO 2040 capital projects, which include a balance of transit, highway, and multimodal projects that are distributed throughout the region.

# Major Capital Projects

While the primary transportation emphasis of GO TO 2040 is to maintain and modernize the system, the plan recommends several major capital projects that will maximize regional benefits of mobility and economic development.

Of the many potential investments in the transportation system, only a small number of projects are large enough to be considered major capital projects. Such projects demonstrate a significant effect on the capacity of the region's transportation system and include extensions or additional lanes on the expressway system, new expressways, or extensions and expansions to the region's heavy rail system.

Many potential major capital projects were analyzed and prioritized based on their support for the goals of GO TO 2040, which favors improving and modernizing existing infrastructure over constructing new facilities. Not all good projects could be included as priorities in GO TO 2040 because the recommended list of plan projects must also be fiscally constrained. GO TO 2040 includes a financial plan that identifies approximately $10.5 billion (year of expenditure dollars) in public sector funding available from existing or reasonably expected sources to be available for major capital projects between today and 2040. From the extensive list of potential projects, eighteen were identified as the region's priority projects which both support GO TO 2040 and are within the fiscal constraint.

GO TO 2040's recommended fiscally constrained projects are divided into four categories, with progress on the projects discussed in the following pages.

- **New Projects or Extensions**
  These five projects provide the region with needed new transportation facilities. They include the Central Lake County Corridor; CTA Red Line South Extension; Elgin O'Hare Expressway and West O'Hare Bypass; I-294/I-57 Interchange; and West Loop Transportation Center.
- **Expressway Additions or Improvements**
  These four projects collectively provide additional capacity on smaller segments of the expressway system in northeastern Illinois. In several cases, they balance the segments' number of lanes with lanes on adjacent segments, thus eliminating bottlenecks.
- **Managed Lanes and Multimodal Corridors**
  These three projects are envisioned as adding capacity to existing expressways while incorporating advanced tolling strategies such as congestion pricing, premium transit service such as BRT, or special accommodations for truck travel.
- **Transit Improvements**
  These six projects are recommended for infrastructure upgrades, accompanied by service improvements. This will increase capacity and improve speed and reliability.
- **Partially Fiscally Constrained Projects**
  Finally, one project includes funding for planning and engineering within the fiscally constrained funding amount but not construction.

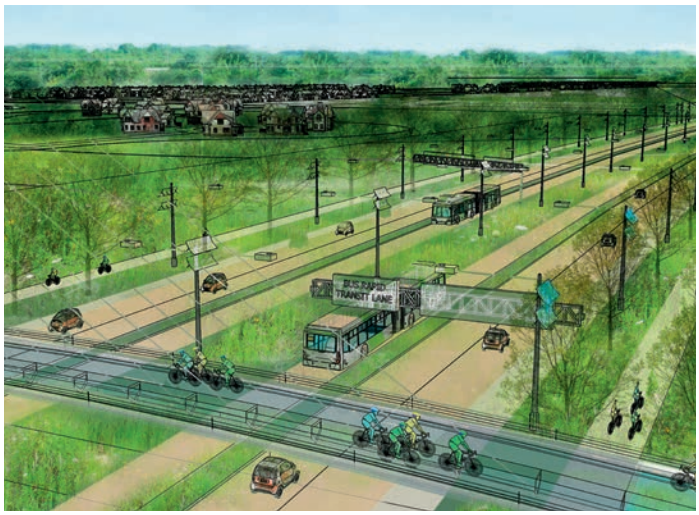
# New Projects or Extensions

## Central Lake County Corridor

This project extends IL Route 53 into central Lake County, beyond where it currently ends at Lake-Cook Road. Meant to ease congestion that has resulted from rapid development of central Lake County in recent decades, this project will improve access and mobility in the county and region as a whole. GO TO 2040 calls for a "modern boulevard" with a small footprint to minimize project impacts on the natural environment and character of nearby communities.

In June 2011, the Illinois Tollway announced the establishment of the IL Route 53 Blue Ribbon Advisory Council to develop principles guiding future study of the corridor. This is a planning activity taking place prior to a process which would conclude with federal actions. The Council has three working groups (addressing mobility and finance, design and land use, and environment and sustainability) and had its first meeting in September 2011. CMAP is doing extensive planning work to support this Council.

**Central Lake County Corridor**




**CTA Red Line South Extension**

## CTA Red Line South Extension

The South Red Line Extension project extends the Red Line for an additional 5.5 miles to 130th Street beyond its current end at 95th Street. The Red Line is currently the CTA's most heavily used rail line, and the 95th Street station has its highest ridership outside of downtown Chicago, due to extensive bus-to-rail transfers at this station. A key component of the plan is an intermodal terminal and a major park-and-ride lot at 130th Street. Intermediate stations are planned at 103rd, 111th, and 115th Streets.

CTA has pursued and received $8.4 million in federal funding for preparing the Environmental Impact Statement (EIS) for the Red Line Extension. Scoping the EIS was completed in June 2010, and a community meeting was held in August 2011 to provide the public with a progress report. Work is now underway to complete a Draft EIS. Many other regional groups have participated in supporting the Red Line extension. The Developing Communities Project, a nonprofit organization in the area affected by the extension, has advocated for this project for years, and in 2010 and 2011 conducted extensive land use planning, with support from a host of regional agencies, nonprofits, and educational institutions; this work is continuing into 2012.

## Elgin O'Hare Expressway and West O'Hare Bypass

The multi-component Elgin O'Hare Expressway and West O'Hare Bypass project will improve access to areas west of O'Hare Airport and also to a proposed West O'Hare Terminal. It consists of several elements: 1) a western expressway bypass of O'Hare Airport; 2) an extension of the Elgin O'Hare Expressway from I-290/IL Route 53 to the Western O'Hare bypass and West O'Hare Terminal; and 3) adding one lane in each direction on the existing Elgin O'Hare expressway. Toll revenues are expected to cover a large portion of the project cost.

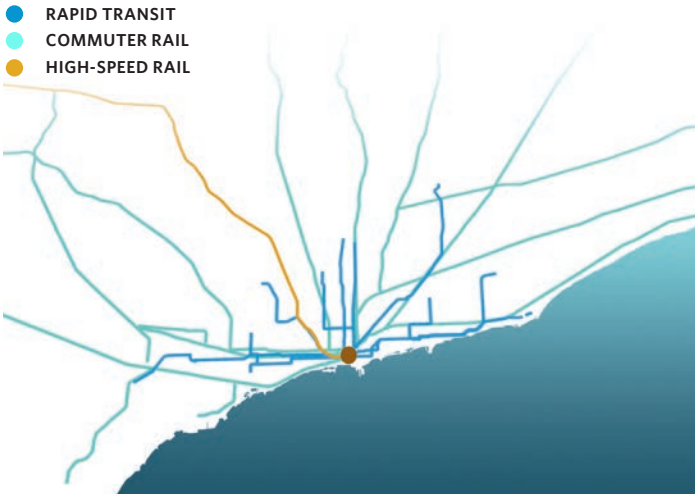
A Tier 1 EIS was completed and a Record of Decision issued in June 2010. The Tier 1 EIS included concept plans for transit and bicycle/pedestrian improvements. The Tier 2 EIS is underway and should be completed with a Record of Decision in late 2012. Concurrently, the governor established an Elgin-O'Hare West Bypass Advisory Council in October 2010 to study and report back on the project's economic impact, financing, sustainability, and diversity. The Council completed their report in June 2011, which strongly supported the project and presented a number of goals, guiding principles, and specific recommendations to be considered as the project is further developed.

IDOT has programmed $40 million in its FY 2012-2017 Highway Improvement Program to continue design engineering, environmental studies and preliminary engineering, and also announced its intent to prepare an EIS in the Federal Register on June 8, 2011. The Illinois Tollway included funding for constructing this project in its Move Illinois capital program, with $3.1 billion included for a multi-phase construction project involving improvements to the existing Elgin O'Hare Expressway (2013), construction of the extension to the Elgin O'Hare Expressway (2014-17), and construction of the Western Bypass (south leg in 2018-22 and north leg in 2023-25).

## I-294/I-57 Interchange

The I-294/I-57 Interchange project calls for a full interchange at the juncture of these two interstates for improved accessibility to and from the south suburbs and also for improved north-south regional travel. An environmental assessment was completed for this project in 2008. The Illinois Tollway and IDOT are sharing the cost of this project. The Illinois Tollway included $604 million in year of expenditure dollars for this project in its Move Illinois capital plan. They expect to construct new ramps to and from Memphis and 147th Street in 2012-14 and with the remaining ramps to complete the interchange constructed in 2023-24. IDOT has bridge improvements underway to ensure that the roadway can safely accommodate the additional expected traffic.

**West Loop Transportation Center**




## West Loop Transportation Center

The West Loop Transportation Center is a proposed transportation terminal located between the Eisenhower Expressway and Lake Street in Chicago which will improve transfers between intercity rail, potential high-speed rail, commuter rail, rapid transit, and bus services. The proposal also includes increased capacity for Chicago Union Station.

CDOT received $425,000 in calendar year 2010 and $450,000 in calendar year 2011 through the region's Unified Work Program (UWP) to study various components of this project.

In the fall of 2010, the City of Chicago initiated a Union Station Master Plan Study. The process is evaluating the West Loop Transportation Center concept alongside other improvements such as ways to expand rail capacity for the existing rail service, providing capacity for high speed rail service, improving connections to other transportation modes, and elevating Union Station's status as a vital commercial anchor in the West Loop. Two committees were formed to assist in the study process: a Technical Advisory Committee composed of stakeholders with technical expertise, and a Civic Advisory Committee charged with coordinating input from civic and business leaders and led by MPC. The first public meeting for this process took place in December 2011.

Currently, CDOT is also working on two shorter term projects that are part of the West Loop Transportation Center. CDOT is working to implement a BRT service to Union Station and also conversion of an existing parking lot adjacent to the station into a public transit bus station and turnaround thereby improving transfers between rail and bus.

# Expressway Additions and Improvements

## I-190 Access Improvements

The I-190 Access Improvements project consists primarily of redesigning and reconfiguring arterial access to I-190 and O'Hare International Airport to improve mobility and reduce congestion and collisions. IDOT included preliminary work (utilities and sewers) for this project in its FY2012-2017 Highway Improvement Program. The program includes funding to extend Balmoral Avenue from Bessie Coleman Drive to west of the Canadian National Railroad and to reconstruct Mannheim Road between Touhy Avenue and Irving Park Road.

## I-80 Add Lanes

The I-80 Add Lanes project provides an additional lane in each direction on I-80 between US 30 and US 45 to serve traffic utilizing I-355 north and east-west cross-county traffic. Construction work on this project was mostly completed in 2011, with some minor additional items to be completed in 2012.

## I-88 Add Lanes

The I-88 Add Lanes project involves an additional lane in each direction on the Ronald Reagan Memorial Tollway (I-88) from IL Route 56 east to Orchard Road. No progress was observed on this project in 2011.

## I-94 Add Lanes North

The I-94 Add Lanes North project involves an additional lane in each direction for I-94 in far northern Lake County from IL Route 173 to the Wisconsin border. This eliminates a potential bottleneck between the recently-completed add-lanes project on I-94 south of IL Route 173 and the add-lanes project on I-94 in Wisconsin which is currently underway. This project is included in IDOT's FY 2012-2017 Highway Improvement Program and includes 2.3 miles of reconstruction and additional lanes, IL Route 173 interchange rehabilitation, construction engineering and land acquisition, all totaling $52.5 million. IDOT included $10.6 million in FY 2012 for engineering, land acquisition and bridge replacement at Russell Road.

# Managed Lanes and Multimodal Corridors

## I-55 Managed Lanes

The I-55 Managed Lanes project consists of an additional managed lane in each direction between Weber Road and I-90/94. In the short term, the I-55 bus-on-shoulder demonstration project is being implemented as an interim step toward a full managed lane. Enabling legislation for bus-on-shoulder operations became law in August 2011. The demonstration will determine the safety, effectiveness, and usefulness of bus-on-shoulder transit operations. IDOT completed construction on the left shoulders, including relocating rumble strips, reinforcing the pavement, and adding appropriate markings and signs to allow buses to drive on the shoulder at various locations between I-355 and Central Avenue. Pace started bus-on-shoulder service on November 14.

## I-90 Managed Lanes

The I-90 Managed Lanes project consists of one additional managed lane in each direction between I-294 and I-39 near Rockford. The Illinois Tollway created an I-90 Corridor Planning Council to develop a long term consensus plan for road improvements between Chicago and Rockford. The Council will evaluate a number of alternatives to reduce congestion, including express bus lanes and congestion pricing. The Council is chaired by the Illinois Tollway, with representatives from the transit agencies, business and environmental groups, county boards, legislators and mayors.

In September 2011, the Tollway and the RTA completed the I-90 Transit Value Planning Study, which concluded that a cost effective way to accommodate transit services on the proposed I-90 managed lane would include express bus service operating in the managed lanes and exiting to serve passengers at stations outside the Tollway right-of-way, with direct access ramps to and from arterial streets at selected locations. In October 2011, Pace received $38.4 million in CMAQ funding for an I-90 Corridor Market Enhancement project. This interim transit project may include expanded and new bus routes, call-and-ride service for local rider distribution, new vehicles, marketing material, construction of park-and-ride lots, and improved access to Rosemont Blue Line terminal. Also in 2011, the Tollway, the Village of Huntley, Kane County, McHenry County, and IDOT signed an intergovernmental agreement authorizing the financing and construction of the expanded IL Route 47 interchange with I-90.

## I-290 Multimodal Corridor

The I-290 Multimodal Corridor consists of expanding capacity in a corridor along I-290 between Mannheim Road and Austin Avenue. Under consideration are an additional managed lane in each direction, extension of the CTA Blue Line, BRT, and multi-modal solutions. IDOT put aside previous studies on this corridor and started a "fresh look" at the whole question by undertaking an entirely new National Environmental Policy Act (NEPA) I-290 Corridor Project Study process. A new purpose and need were developed, and alternatives are being evaluated, including various Blue Line extensions, BRT, express bus, general purpose lanes, and managed toll lanes. This project has been underway throughout 2011.

# Transit Improvements

## CTA Red Line and Purple Line Improvements

CTA Red Line and Purple Line Improvements include mainly reconstruction improvements to the shared right of way segment between the Addison and Howard stations, as well as the Purple Line segment between the Linden and Howard stations. Some service adjustments are also being considered, such as limited stop and express service improvements and bus transfer facility improvements. The CTA and the Federal Transit Administration are preparing a Tier 1 Red and Purple Environmental Impact study, with notice of this work posted in the Federal Register in January 2011. This follows on the heels of the North Red and Purple Line Vision Study completed in 2010. In November 2011, the State of Illinois and City of Chicago announced that they had identified $1 billion in funding for Red Line improvements from various state and federal sources. The work will be completed over the next four years.

## Metra Rock Island Improvements

Proposed Metra Rock Island Improvements include adding a third track to some segments which can accommodate future expansion of Rock Island District service, the proposed SouthEast Service, and the eventual rerouting of the SouthWest Service to the LaSalle Street Station. Other elements include new signals, bridges, traffic control and modernization of the 47th Street Yard. A major component of this project is a new flyover bridge over the Norfolk Southern railroad at 63rd Street in Englewood, part of the CREATE program called the Englewood Flyover. The project was awarded $133 million in federal funding and construction began in October, 2011. Separating the Norfolk Southern freight tracks from the Rock Island tracks at this location will improve service for the 78 Metra trains, 14 Amtrak and 46 freight trains passing daily through this existing at-grade rail crossing.

## Metra SouthWest Service Improvements

Metra SouthWest Service Improvements will upgrade infrastructure and service levels between Manhattan in Will County and downtown Chicago. Service will also be rerouted to terminate at LaSalle Street station. A key part of the SouthWest Service Improvements is the 75th Street Corridor Improvement Project (75th St. CIP), which is the largest project in the CREATE Program. The project is located in the Chicago neighborhoods of Ashburn, Englewood, Auburn Gresham and West Chatham along two passenger and four freight rail lines. The freight, passenger rail, roadway vehicle and pedestrian conflicts result in travel delays for all users. An EIS study is underway for the 75th St. CIP, with a Purpose and Need Statement completed and a Range of Alternatives Public Meeting held in October 2011.

## Metra UP North Improvements

Metra UP North Improvements will improve the operating capacity and reliability of the line through track improvements and a new outlying coach yard. Bridge improvements will increase safety. Station improvements and a new station at Peterson Avenue and Ridge Avenue will accommodate increasing numbers of passengers. A major component of this project involves the replacement of twenty-two bridges between Fullerton Avenue and Balmoral Avenue. Design has been completed and construction work has begun on the initial eleven bridges.

## Metra UP Northwest Improvements and Extension

Metra UP Northwest Improvements and Extension include an extension of the McHenry branch to Johnsburg, and new stations in Prairie Grove on the McHenry branch and Ridgefield on the main line. Operations will be improved with track and signal changes and the new yards in Johnsburg and Woodstock. This project is currently undergoing an Environmental Assessment. Metra completed and Alternatives Analysis Study on this project in 2007.

## Metra UP West Improvements

Metra UP West Improvements include improving signal systems and existing track, adding a third track east of Elmhurst and moving the current A-2 crossing to a new location one mile east. Metra completed an Alternatives Analysis Study in 2007. A major component of this project involves the UP-W PPP, which includes upgrades to signal systems, crossovers, pedestrian safety improvements, and new triple track. Most of the pedestrian oriented construction was completed in summer 2011, and construction of signals and crossovers is underway.

# Partially Fiscally Constrained Projects

## Illiana Expressway

The Illiana Expressway would create a new expressway from I-65 in Indiana to I-55 in Illinois, passing east-west through Will County. Funding for Phase I engineering for the Illiana Expressway — the next step in development of the project — is included within the fiscally constrained project list. The inclusion of engineering costs for the Illiana on the fiscally constrained project list demonstrates the region's support for its continued development. The project's construction costs are on the fiscally unconstrained list. Legislation signed into law in 2011 allows IDOT to enter into a PPP arrangement to construct this roadway.

The Illiana Corridor project is undergoing a NEPA planning process with Indiana, which will result in an EIS. Regular stakeholder meetings to support this process are underway. Notice of IDOT's intent to prepare a Tier I Environmental Impact Study was published in the Federal Register in June 2011. Continuation of design engineering, environmental studies and preliminary engineering at an estimated cost of $40 million is included in the IDOT FY 2012-17 Highway Improvement Program, including $10 million for the 2012 fiscal year. This is in addition to $10 million programmed in the current fiscal year. Planning funds for this project were also included in the Illinois Tollway 15-year capital program.

# List of Acronyms

| | |
|---|---|
| 75th St. CIP | 75th Street Corridor Improvement Project |
| API | Application Program Interface |
| ART | Arterial Rapid Transit |
| BRT | Bus Rapid Transit |
| CBC | Chicago Biomedical Consortium |
| CDBG-R | Community Development Block Grant Recovery |
| CDOT | Chicago Department of Transportation |
| CGMP | Calumet Green Manufacturing Partnership |
| CIM | Chicago Innovation Mentors |
| CMAQ | Congestion Mitigation and Air Quality Improvement Program |
| CN | Canadian National Railway |
| CNC | Computer Numeric Control |
| CNT | Center for Neighborhood Technology |
| COG | Council of Government |
| CPPW | Communities Putting Prevention to Work |
| CREATE | Chicago Region Environmental and Transportation Efficiency Program |
| CTA | Chicago Transit Authority |
| CVI | Cultural Vitality Indicators |
| CWIC | Chicago Workforce Investment Council |
| DCEO | Illinois Department of Commerce and Economic Opportunity |
| DOE | U.S. Department of Energy |
| DOL | U.S. Department of Labor |
| ECCo | Division of Environment, Culture, and Conservation (of The Field Museum) |
| EECBG | Energy Efficiency and Conservation Block Grant |
| EIS | Environmental Impact Statement |
| EI2 | Energy Impact Illinois |
| FPDCC | Forest Preserve District of Cook County |
| GIV | Green Infrastructure Vision |
| HHS | U.S. Department of Health and Human Services |
| Homes | Homes for a Changing Region program |
| H+T | Housing + Transportation |
| HUD | U.S. Department of Housing and Urban Development |
| IDOT | Illinois Department of Transportation |
| IGEN | Illinois Green Economy Network |
| IHB | Indiana Harbor Belt |
| IHDA | Illinois Housing Development Authority |
| IIN | Illinois Innovation Network |
| ILDS | Illinois Longitudinal Data System |
| IRIS | Illinois Roadway Information System |
| ITA | Illinois Technology Association |
| KC2040EP | Kane County 2040 Energy Plan |
| LTA | Local Technical Assistance |
| MAP-21 | Moving Ahead for Progress in the 21st Century |
| MMC | Metropolitan Mayors Caucus |
| MPC | Metropolitan Planning Council |
| MPO | Metropolitan Planning Organization |
| MWRD | Metropolitan Water Reclamation District |
| NEPA | National Environmental Policy Act |
| NHS | National Highway System |
| NIH | National Institute of Health |
| NWPA | Northwest Water Planning Alliance |
| OPRF | Oak Park-River Forest |
| PPP | Public-Private Partnership |
| PSC | Project Selection Committee |
| PTELL | Property Tax Extension Limitation Law |
| RFP | Request for Proposal |
| RFQ | Request for Qualifications |
| RTA | Regional Transportation Authority |
| SSMMA | South Suburban Mayors and Managers Association |
| SRA | Strategic Regional Arterial |
| SWAT | Sustainable Watershed Action Team |
| TIGER | Transportation Investment Generating Economic Recovery |
| TIME | Transit, Intermodal, Manufacturing, Environment |
| TOD | Transit Oriented Development |
| TPL | Trust for Public Land |
| TSP | Transit Signal Priority |
| UDO | Unified Development Ordinance |
| UIC | University of Illinois at Chicago |
| ULI | Urban Land Institute |
| U.S. DOT | U.S. Department of Transportation |
| U.S. EPA | U.S. Environmental Protection Agency |
| UWP | Unified Work Program |

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