

CMAP



GO TO 2040

UPDATE APPENDIX

Implementation Action Areas

DRAFT

October 2014

GO TO 2040 Update Appendix: Implementation Action Areas

The GO TO 2040 comprehensive regional plan included a series of detailed action area tables to guide implementation of the plan's recommendations. The plan update process allowed CMAP and stakeholders to enhance the alignment of GO TO 2040 recommendations with responsible parties to reflect progress, restructuring of federal programs, and other variables since the plan was originally adopted in October 2010. CMAP staff conducted significant outreach through the agency's Working Committees to update the implementation action area tables, and relevant materials are archived at www.cmap.illinois.gov/about/2040/update.

This process was undertaken over several months between late 2013 and early 2014 by CMAP and partners in a series of phases:

- Identification of implementation examples. This effort helped inform *Moving Forward 2013*, CMAP's third annual GO TO 2040 implementation report, which was released in early 2014.
- Classification of each implementation action area into categories: retain, revise, complete, or delete.
- Red-lined text edits to specific action areas, including the addition of select new implementation actions.

Many text revisions were relatively minor — updates to reflect legislation and programmatic changes, removal of dated information, and slight rewording to improve readability. There were also a smaller number of more substantive edits, including the removal of actions that were completed over the past four years and the addition of new actions. These new actions reflect the evolution of CMAP's stance of certain policy issues, as well as the emergence of new policy issues.

Highlights of more substantive changes include:

- **Manage and Conserve Water and Energy Resources:** Updates reflect the implementation and completion of the Energy Impact Illinois program, as well as ongoing implementation of recent initiatives.
- **Reform State and Local Tax Policy:** Original GO TO 2040 implementation actions called on the region to convene a task force to consider various policy issues. That recommendation was met through CMAP's Regional Tax Policy Task Force, which issued its report in January 2012, and the new implementation actions for the recommendation area grow out of the Task Force's deliberations.
- **Improve Access to Information:** Edits reflect CMAP's experience with the MetroPulse website and the evolution of CMAP's work with The Chicago Community Trust to develop regional indicators and distribute data to communities.
- **Invest Strategically in Transportation:** Recommendations related to congestion pricing were revised to acknowledge the completion of recent studies and to emphasize the implementation of congestion pricing on new and, eventually, existing expressway capacity.
- **Create a More Efficient Freight Network:** The section on federal freight policy has been revised and expanded to reflect progress made under the 2012 federal transportation authorization bill.

This Appendix presents the final GO TO 2040 update implementation action areas. A brief narrative introduces each section and highlights significant changes from the original GO TO 2040 plan. New actions introduced through the update process are indicated with an asterisk (*). A list of acronyms is on page 34.

Livable Communities

Achieve Greater Livability through Land Use and Housing

Most implementation action areas from GO TO 2040 were retained in whole, while several were updated to reflect the current status of various projects and programs. For example, GO TO 2040 originally called for CMAP and the Regional Transportation Authority (RTA) to coordinate their technical assistance and planning programs. That recommendation was implemented between CMAP's Local Technical Assistance (LTA) program and the RTA's Community Planning Program. The relevant implementation action text was revised to support the ongoing implementation of this joint effort. To keep the text relevant over the planning period, revisions were made to remove or broaden references to specific programs and technologies that tend to change over time. Edits were also made to ensure that text matched implementation actions also found in other GO TO 2040 sections, such as text related to increased emphasis on transit-oriented development around bus and arterial rapid transit services.

Implementation action area #1: Provide funding and financial incentives

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Align funding and technical assistance for planning and ordinance updates	Federal (HUD, EDA, NOAA), State (IDOT, DCEO, IHDA, Attorney General), RTA, CMAP, counties, municipalities, philanthropic	CMAP and RTA should continue coordination on the Community Planning and LTA programs, which fund local plans and ordinance updates that are consistent with GO TO 2040. Supplement the current program with funding sources from philanthropic or other public and private sources as appropriate. In particular, funding from environmental, housing, and economic development sources should also be included within this streamlined program. Also, broaden coordination to include IDOT.
Implement, expand, and continue the Sustainable Communities Initiative program or similar federal programs with similar goals	Federal (HUD, U.S. DOT, U.S. EPA, DOE, EDA)	The federal government should apply the principles of the Sustainable Communities Initiative across other federal programs as well. Its administering departments (HUD, U.S. DOT, and U.S. EPA) should also commit sufficient funds in future years to make it a significant funding source for plan implementation, not just plan development. Federal agencies should also align federally-required planning efforts, such as HUD Consolidated Plans, with GO TO 2040 priorities, and federal investment should be geared to implement planning efforts that are consistent with the principles of the Sustainable Communities Initiative.
Develop regional infrastructure funding programs for plan implementation	State (IDOT, IHDA), RTA, CMAP, counties, COGs, nonprofits	Create a pilot program meant to focus infrastructure funds to implement local comprehensive plans, modeled on programs in the Atlanta and San Francisco regions. Investigate transportation funds currently programmed by the state (STP) and by CMAP (CMAQ, TAP) for this purpose, as well as non-transportation sources. Retain the current programming of local STP funds, but encourage programmers to consider livability in their funding decisions.

Implementation action area #2: Provide technical assistance and build local capacity

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Continually review status of local plans	RTA, CMAP, counties, municipalities	Conduct a survey of municipal decision makers every two years. Use its findings to target planning technical assistance. This could include comprehensive planning assistance to communities that do not have current plans, and assistance with implementation to those that do. Also use results to identify missing or underemphasized elements of local comprehensive plans, such as housing affordability or water conservation. In addition, RTA should continue to track implementation of past plans funded through the Community Planning program, and devote resources to their implementation.
Create model ordinances and codes	CMAP, counties, municipalities	Develop sample ordinances or codes in areas relevant to GO TO 2040 that can be adapted by local governments. Examples include water conservation ordinances, housing rehabilitation codes, and parking regulations. At the same time that model ordinances are under development, work with a few case study communities to ensure that they can be adapted to work locally. CMAP should also promote best planning practices through publications highlighting local approaches to these issues.
Research and explore alternative land use regulation systems	CMAP, counties, municipalities, nonprofits	Research alternative systems such as SmartCode and form-based codes that address structure, form, and placement over conventional use-based, Euclidean zoning approaches. Coordinate with communities that have adopted alternative land use regulatory systems, assess performance, and provide resources and training for other communities interested in these methods.
Analyze ordinance outcomes	CMAP, counties, municipalities, nonprofits	In partnership with interested communities, CMAP should review existing ordinances to quantitatively analyze their impacts (in terms of stormwater runoff, local fiscal impacts, resulting housing cost, contributions to greenhouse gas emissions, and others).
Provide assistance in planning for affordable housing needs	CMAP, counties, municipalities, nonprofits	In partnership with interested communities, research local housing supply and demand and identify appropriate housing strategies. Provide direct technical assistance, in collaboration with other regional civic organizations, to communities seeking to develop a balanced supply of housing through locally-appropriate strategies such as community land trusts, land banking, housing preservation, employer assisted housing, inclusionary zoning, removal of regulatory barriers, strategies for vacant or foreclosed properties, furthering fair housing goals, or community acceptance strategies. Support local work through regionally-sponsored research such as the "Homes for a Changing Region" reports, the "Home Grown" best practices summary, or similar efforts.
Use and enhance existing technical assistance software tools	CMAP, counties, municipalities, nonprofits	Strategically deploy innovative software and on-line applications for outreach and other planning activities. Develop and update an on-line "case study library" of best planning practices by local governments, to be continually updated and improved as technical assistance activities continue.
Target technical assistance to communities demonstrating interest in furthering GO TO 2040	CMAP, RTA, counties, municipalities, nonprofits	Create menu of assistance "offerings" consistent with GO TO 2040, and clearly evaluate requests for assistance based upon conformance with these plan objectives. Proactively identify opportunities to provide community assistance.
Sponsor Planning Commissioner workshops	CMAP, counties, municipalities, nonprofits	Provide Planning Commissioner Workshops throughout the region. Workshops will cover such issues as the importance of updating comprehensive plans, consistency of local ordinances with comprehensive planning policy, making defensible land use decisions, roles of planning commissions and zoning boards of appeals, and placing local land use decisions within a regional context. These also can include special sessions on topics of interest, such as transit-supportive land use, energy conservation, or parking regulation, to name a few.

Implementation action area #3: Support intergovernmental collaboration

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Encourage formation of formal collaborative planning efforts	CMAP, RTA, counties, COGs, municipalities	Encourage COGs and counties to lead formation of issue-specific collaborative planning groups to address issues such as housing, transportation, economic development, land use, water and related environmental issues, or others. Provide technical assistance to existing collaborative groups in research and mapping, developing model ordinances and overlay districts, seeking funding, interacting with state and federal agencies, and entering into intergovernmental agreements.
Form collaborative groups to address affordable housing across communities	Counties, COGs, municipalities, nonprofits, developers, other housing stakeholders	Encourage the formation of collaborative groups to address affordable housing across communities. These can be broad (such as the Chicago Southland Housing and Community Development Collaborative) or specifically targeted to a specific housing issue (such as the Preservation Compact). These groups should include a broad array of housing industry stakeholders and should explore various funding mechanisms to produce strategies that are nimble and specific to the current housing market.
Prioritize funding to communities engaging in intergovernmental planning	Federal (HUD, U.S. DOT, U.S. EPA), State (IHDA, IDOT, DCEO)	Provide financial incentives for involvement in collaborative groups by prioritizing funding to communities that apply for funding jointly and develop programs across municipal borders. Selection criteria in funding programs should recognize and reward intergovernmental applicants.
Facilitate communication between communities facing similar challenges	CMAP, counties, COGs, municipalities	Support initiatives by COGs or counties that bring municipalities together in coordinated planning activities and information-sharing. CMAP should work with staff of the counties and COGs to help coordinate these efforts. CMAP should also identify communities sharing similar features facing similar planning challenges, and provide a facilitated environment to bring them together to work on solutions and share ideas collaboratively.

Implementation action area #4: Link transit, land use, and housing

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Identify and exploit additional opportunities for transit-oriented development	CMAP, RTA, CTA, Metra, Pace, counties, municipalities nonprofits	Many communities have embraced TOD as a strategy to revitalize their downtowns, and plans for many of the most obvious locations for TOD have already been prepared. CMAP and other stakeholders should identify other potential opportunities for application of TOD strategies and initiate pilot TOD projects in areas where TOD is more difficult (i.e., locations with difficult land assembly, bus-based TOD, etc.). Opportunities for the application of TOD principles around planned ART or BRT services can be an immediate focus.
Use livability principles to plan for land use in development near transit, specifically for major capital projects and BRT	Counties, municipalities	Counties and municipalities should pursue opportunities for more dense development which mixes uses and housing types within "location efficient" areas near transit services. Counties and municipalities can increase density by providing density bonuses (in exchange for affordable units), creating transit overlay districts, or using form-based codes to address community fit. This can occur both for existing transit services and areas where transit expansion is planned, and applies to both rail and bus service. Counties and municipalities should specifically pursue supportive land use planning in areas near transit major capital projects and BRT.
Promote housing affordability near transit	Counties, municipalities	Proximity to transit services often increases land value, making it more difficult to provide a range of housing options. Counties and municipalities should analyze housing needs near transit services, and can provide a variety of incentives to developers to bring down development costs in exchange for affordable units. These tools include land donations, density bonuses, reduced minimum parking requirements, permit fee waivers, land trusts and expedited permitting processes. These should be explored, considered, and adapted to specific local situations.
Target housing programs to rehabilitation in areas with transit access	Federal (HUD), State (IHDA), counties, municipalities	Affordable housing grant programs should give high priority to preserving the existing affordable housing stock, particularly in TODs.
Require supportive land use planning before new transit investment is made	RTA, CTA, Metra, Pace	Consider supportive land use when making investment and programming decisions. The service boards should prioritize investments (new service in particular) in areas that have or are planning for land use and local infrastructure that supports transit.
Update guidelines for transit-supportive land use	RTA, CTA, Metra, Pace	Update materials produced by the RTA and transit service boards concerning land use planning and small-scale infrastructure investments that support transit. These materials should include additional topics such as housing affordability that go beyond the density and design issues which are currently included.

Manage and Conserve Water and Energy Resources

Following the implementation and completion of the Energy Impact Illinois program, the plan's energy policy implementation actions were substantially revised to emphasize the ongoing implementation of recent initiatives, including the deletion of an energy-related implementation action that was no longer relevant. Other deletions in this area include an action related to the Green Project Reserve, which was consolidated with a previous action, and an action related to the use of franchise agreement funding to support retrofit and rebate programs. The second action was deemed to no longer be reasonable. A new implementation action encourages the incorporation of energy usage and greenhouse gas emissions into local planning efforts. This area also includes technical changes and corrections.

Implementation action area #1: Implementing energy and water retrofit programs

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Administer and provide a financial framework for ongoing retrofit programs	CMAP, Elevate Energy, Delta Institute, Community Investment Corporation, local lending institutions	Maintain administration of single-family residential and multifamily financing programs, developed between 2010-13 through the \$25 million Better Buildings Neighborhood Program grant funded by the U.S. Department of Energy.
Increase access to a trained workforce	State, trade associations, community colleges, WIBs	Support ongoing development of a regional training center for certified efficiency work. Support ongoing establishment of consistent standards and certifications for workers and contractors and create a network to match building owners with certified contractors. Partner with workforce agencies to create a "central broker" to match trained job-seekers to businesses seeking certified workers.
Increase access to information concerning retrofits	CMAP, Elevate Energy	Maintain regional informational website ¹ for connecting building owners to qualified contractors, utility/nonprofit energy efficiency incentives, and financing products.

¹ See www.energyimpactillinois.org.

Implementation action area #2: Integrating land use planning and resource conservation

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Create model codes/ordinances and support use of existing models	CMAP	Assist communities in amending or adopting codes for water conservation by providing ordinance language and related resources. Assist implementation by making available guidance for model review processes.
Accelerate use of efficient appliances/fixtures through green code adoption	Federal, State, municipalities	Utilize Energy Star Portfolio Manager/Energy Performance Indicator or other performance indicators for energy efficiency review in commercial and residential buildings. Support federal efforts to improve energy efficiency standards in products such as appliances and fixtures. Adopt appliance and fixture codes where possible to an efficiency level greater than federal or state requirements, such as those offered through the US Green Building Council's Leadership in Energy and Environmental Design (LEED) standards.
Provide technical assistance to local governments	State (DCEO, IDNR), CMAP	Encourage incorporation of sustainability plans or codes in local planning practices during energy-related grant award processes by prioritizing funding to communities that have taken these initiatives. Allocate funding for the development of green codes. CMAP should support local multijurisdictional efforts, along with IDNR and permittees, during the transition period brought on by regulatory changes.
Promote rainwater harvesting for nonpotable indoor uses	State, counties, municipalities, nonprofits	Local governments should ensure that existing regulations do not prohibit the indoor use of rainwater. Collaborate in executing informational/demonstrational efforts for the implementation of rainwater harvesting. Support amendment of local ordinances and codes accordingly.
Increase commitment to water efficiency by promoting water-loss reduction, water conservation, and reuse programs and projects throughout the CMAP region	State (IDNR), CMAP, local multijurisdictional efforts, municipal-run community water suppliers	Advise and guide IDNR to update its annual water audit form to follow the International Water Association and American Water Works Association standard water balance protocol to help permittees reduce water loss. Work with IDNR, local multijurisdictional efforts, and community water suppliers to develop conservation and efficiency plans.
Protect sensitive aquifer recharge areas (SARAs)	CMAP, counties, municipalities	CMAP should assist local governments with prioritization of SARAs for protection as well as code and ordinance revisions to ensure their protection.
Promote and practice the integration of resource conservation in land use planning	State (DCEO), CMAP, local governments	Use planning grant programs to assist communities in incorporating resource conservation in local comprehensive planning. Encourage communities to refrain from assuming constraint-free future water supplies for projected population growth in comprehensive plans.
Adopt policies to encourage attainment of zero water footprints/water neutrality for large scale projects	Municipalities, water utilities, corporate and industrial entities	Water utilities should require large-scale projects to seek water neutrality. Project sponsors should work with utilities to set an annual water budget following an audit that identifies internal water saving mechanisms and external offsets if the budget is exceeded. CMAP should provide baseline or case study information to increase awareness of the concept and promote its applicability in the region.
Implement urban and community forestry programs	Counties, municipalities, park districts, nonprofits	Adopt minimum standards for tree coverage in development projects along with tree preservation and maintenance regulations. Undertake these programs through park districts in public sites. Incentives should be provided for residents to plant trees, such as discounted sales and/or planting assistance. Land-use change should be guided in part by an urban forestry program that strives to maintain woodlots and other tree cover during development.
Use green infrastructure practices to help manage stormwater in new development and redevelopment	Counties, municipalities	Create incentives and remove barriers in code/ordinance language to ensure that stormwater management using green infrastructure is integrated in the planning and design phase of development projects. Use infill or redevelopment as opportunities to promote retrofits with green infrastructure during (re)development. Require maintenance plans in the stormwater management permitting process that specify maintenance activities and indicate responsible parties. These plans should be transferrable with property deeds. Take advantage of the IEPA-administered Clean Water State Revolving Fund (CWSRF) Green Project Reserve to finance the implementation of green infrastructure.
Implement green infrastructure retrofits	Counties, municipalities, homeowner's associations, property owners	Local governments should create incentives for implementing green infrastructure retrofits (e.g., stormwater utility program). Watershed plans for developed areas should identify potential green infrastructure retrofits, such as rain gardens, green streets, parking lot bioretention, and so forth. These plans should be used to help secure capital funding for retrofits.

Implementation action area #3: Pricing

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Utilize full cost pricing to incentivize more efficient water use, fund conservation programs, and fund both short- and long-term capital projects in addition to operations and maintenance	Illinois Commerce Commission, CMAP, municipalities, utilities	Municipalities should decouple water utility budgets from the municipal general revenue fund and ensure that revenues collected from water billing meet capital and operations and maintenance (O&M) budgets. Utilities should implement metering and appropriate bill designs. Utilities should ensure that bills reflect the full cost of service for treatment and delivery of water. CMAP should offer technical assistance on conservation pricing and rate-setting.
Institute stormwater utility program	Counties, municipalities	Local governments with stormwater management responsibilities should charge dedicated user fees to property owners to cover the costs of maintaining stormwater infrastructure. Such fees should be directly linked to the amount of impervious area on a site. With these revenues in hand, local governments should consider taking maintenance responsibility for stormwater infrastructure on private property, as property owners (e.g., homeowner's association) may not be willing or able to do so.

Implementation action area #4: Funding

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Use the Clean Water State Revolving Fund's (CWSRF) Green Project Reserve as a means for financing water and energy efficiency programs	State (IEPA), counties, municipalities	Local governments should take advantage of the IEPA-administered CWSRF to finance the implementation of water efficiency programs, including water conservation, reuse, and water-loss reduction). Local governments should also take advantage of the CWSRF to finance the implementation of energy efficiency projects.
Implement innovative energy efficiency financing mechanisms, including Energy Performance Contracting	State (DCEO), counties, municipalities, utilities	Research and review options for counties and municipalities to move forward with energy efficiency upgrades. One option through Energy Service Companies (ESCOs) offers cost sharing or loans for property owners for improvements to be paid by consequent cost savings resulting from the installation of energy efficient equipment and fixtures. ESCOs provide guarantees that cost savings will be attained; if not, they pay the difference. DCEO also has an extensive local government-focused program and plays a key role in this area.
Pursue innovative financing mechanisms for retrofits	State (General Assembly, IFA), counties, municipalities, utilities, lenders	Explore the use of PACE financing, Green Loan Programs, New Market Tax Credits, Energy Efficiency Ratings Incentives, revolving loan funds and loan pools, etc. for funding energy and water efficiency programs. Form partnerships required to implement these programs with utilities, lending institutions and contractors.
Establish comprehensive energy and climate change policy	Federal (Congress)	Address greenhouse gas emissions economy-wide by such actions as improving the carbon content of fuels, reducing industrial emissions, and limiting emissions from electricity generation, as well as establishing policies to promote energy conservation and renewable energy. The federal government should have a strong role in this area.
*Incorporate energy usage and greenhouse gas emissions indexing into comprehensive and sustainability local planning	CMAP, counties, municipalities	As part of their comprehensive and sustainability planning efforts, counties and municipalities should index their energy usage and associated greenhouse gas emissions to a specific base year, as well as set goals to achieve a percentage savings over time. Local government can take advantage of various energy efficiency, renewable energy, or "smart grid" programs available through local utilities, nonprofits, or other units of government.

Implementation action area #5: Local governments as early adopters of sustainable practices

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Implement green infrastructure demonstration projects	Counties, forest preserve and conservation districts, municipalities, park districts	Local governments in the region should implement green infrastructure demonstration projects with regular performance monitoring to further evaluate the applicability of such measures to local conditions. They should utilize available staff and technical expertise/resources to construct and maintain green infrastructure facilities and perform seasonal monitoring, modifying designs to adapt to local conditions as necessary. Local governments should partner with developers in establishing demonstration projects by offering financial assistance/cost share with construction costs.
Utilize green infrastructure practices in all public improvement projects	State (IDOT, IDNR), counties, forest preserve and conservation districts, municipalities, school and park districts	All governmental bodies that undertake construction activities should implement policies that require the use of site-appropriate green infrastructure practices for stormwater management.
Consolidate community water systems to achieve economies of scale and potential energy efficiencies	Municipal-run community water systems	Local governments should investigate coordinating or consolidating water utilities to enhance cost-effectiveness and lower financial risks. The expansion of existing water supply plants should be emphasized over the development of smaller plants for individual utilities. A common funding stream for plant expansion could be obtained by tapping into collective resources.
Utilize renewable energy generation in water utilities	Municipalities, utilities	Municipal utilities should seek to employ alternative energy sources, such as solar, wind, anaerobic digestion, or other distributed generation technologies to generate all or part of the power required for utility operations. Unused power can be sold back to the grid.
Develop energy and water efficiency and conservation strategies	Counties, municipalities	Communities should develop a baseline analysis of energy and water use, broadly identify potential efficiency and conservation measures, and analyze the feasibility of implementing them, including the availability of financing. This strategy should be used as an input to local comprehensive planning and as a guide to implementation. CMAP can support local governments through one-on-one technical assistance, and also by working through appropriate state and local agencies.

Expand and Improve Parks and Open Space

Edits to this area include the addition of a new implementation action to support the update of the Regional Greenways and Trails Plan, as well as the deletion of implementation actions related to state conservation funding programs that were completed following GO TO 2040's adoption. Other edits reflect updates to funding and incentive programs, along with various technical corrections and clarifications. Revisions to Green Infrastructure Vision (GIV) implementation actions emphasize the need to refine it over time and to clarify the role of governments in limiting development, including infrastructure expansion within the green infrastructure network. Revisions also clarify the role of preserving agricultural land as a component of or complement to the green infrastructure network.

Implementation action area #1: Coordinate open space investment to create a connected regional green infrastructure network

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Prioritize direct land protection within the green infrastructure network	Federal, State (IDNR), forest preserve and conservation districts, land trusts	The forest preserve and conservation districts should adopt and periodically update acquisition plans. These acquisition plans should set targets that are consistent with the overall objective of preserving 150,000 acres of land, two-thirds of it within the green infrastructure network. The plans should be oriented toward protecting the areas most important from a natural resources perspective. Other things being equal, a parcel within the GIV boundaries should have substantially higher priority for protection or restoration than a parcel outside it. Furthermore, direct state acquisitions should take into account whether an acquisition opportunity is within the green infrastructure network.
Include green infrastructure connectivity in open space grant programs	State (IDNR), philanthropic	A replenished Open Land Trust program should have a specific set-aside, or at least a set number of points in a score-based system, to help fill out the green infrastructure network. Natural Areas Acquisition Fund (NAAF) should continue to be used as it is to acquire the most important natural areas. Almost all of the candidate properties for the NAAF are likely within the GIV, but location within the GIV per se should not be a criterion. Open Space Lands Acquisition and Development (OSLAD) criteria should be revised to assign points for connectivity with other parks and protected open space. Private foundations that fund open space preservation should make preservation of the green infrastructure network part of their prioritization metrics.
Prioritize development of greenway trails with Transportation Alternatives/ Enhancement funds	State (IDOT), CMAP, counties, municipalities	The new federal Transportation Alternatives Program can be used for a number of eligible activities to support non-motorized transportation. CMAP is responsible for programming some of these funds and should continue to prioritize the development of multi-use, off-street bicycle trails. The state continues to administer its Illinois Transportation Enhancement Program, which should also prioritize the development of greenway trails.
*Update Regional Greenways and Trails Plan	CMAP, COGs	The Regional Greenways and Trails Plan was first developed in 1992 and was last updated in 2009. Given that significant progress has been made on constructing the trails in that plan and changed conditions may suggest alternate routes for some regional trails, CMAP should undertake an update to that plan so that it may continue to guide decisions in programming transportation funds.
Refine the Green Infrastructure Vision further	State (IDNR, INHS), CMAP, CW	The GIV provides a broad, qualitative identification of the lands that are most important to protect and restore. In 2011-12, CMAP collaborated with Chicago Wilderness to refine the Green Infrastructure Vision ("GIV 2.0") using the services of the national leader in green infrastructure planning. A number of scientific issues remain, however. The GIV should be revisited on a regular basis and improved with successive versions to be sure it reflects regional priorities and that it can be used effectively to help guide action. Additional emphasis should be placed on already-developed areas of the region, including the City of Chicago, and on the potential contributions of urban forestry. Finally, it is of the utmost importance that resources be identified through fine-scale land cover mapping to provide the best possible information for local development and infrastructure planning.

Implementation action area #2: Invest in the establishment of new parks in developed areas

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Foster cooperation between park districts and school districts in dense areas to share use of open space	Municipalities, park districts, school districts, forest preserve and conservation districts	Develop inter-local agreement between the districts, followed by a planning study to determine land and facilities that could be used jointly to meet education and recreational needs, and then by specific improvements to meet identified needs.
Use innovative financing and delivery mechanisms to meet the need for more park space	Counties, municipalities, park districts	Redevelopment can be a major opportunity to provide more park space for a community. Codes can be altered to incentivize developers to provide open space during redevelopment by providing density bonuses, making reinvestment in existing communities more attractive. Furthermore, local governments can ask developers to provide connections to greenways or even trail segments as part of redevelopment. When appropriate, they could also fund park improvements through tax increment financing, considering that parks are known to have a positive effect on the value of nearby properties.
Review land-cash donation ordinances	Counties, municipalities, park districts	Older communities should review their subdivision codes or land-cash donation ordinances to make sure open space donation requirements or in-lieu fees apply during redevelopment, that they are at least 10 acres per 1,000 people (or at least 4 acres per 1,000 in dense areas), and that in-lieu fee values reflect current land values. Municipalities should work closely with park districts in this regard; higher donation requirements coupled with higher allowable densities will tend to encourage compact development. Communities expecting new growth should review their ordinances to ensure they provide rules on land donation to ensure land is well-located. It is also in the public interest to allow developers to donate land with natural resource values, such as woods, wetlands, and floodplains; park districts should strongly consider accepting these lands as part of the donation and manage them as passive recreational open space.
Encourage volunteerism and non-traditional staffing	Forest preserve and conservation districts, park districts	Park and forest preserve districts should actively encourage the creation of conservancies and partner with them to reduce the cost burden of maintenance and park programming while giving more “ownership” to users.
Protect sensitive aquifer recharge areas (SARAs)	CMAP, counties, municipalities	CMAP should assist local governments with prioritization of SARAs for protection as well as code and ordinance revisions to ensure their protection.
Encourage the integration of resource conservation in land use planning	State (DCEO), CMAP	Use planning grant and technical assistance programs to aid communities in incorporating resource conservation in local comprehensive planning and continue to provide other tools, resources, and assistance such as model ordinances to communities.
Implement “urban greening” projects	Counties, municipalities, park districts	Although it does not provide recreational opportunities for the most part, providing more extensive landscaping, tree cover, etc. does make developed areas more attractive and hence more livable. It can help increase access to open space and connect people with nature. Municipalities should build such practices into local infrastructure projects they undertake, such as street and sidewalk reconstruction. They should also review the potential to include requirements for them in new development through local ordinances.
Implement urban farms and community gardens	Municipalities, park districts	In some cases, it will be more appropriate to utilize available urban land for food production, ² rather than for recreational parks. This will depend on local interests and the current availability of either type of land. Urban farming and community gardening have become increasingly important, as they satisfy a consumer preference for locally grown food, reduce food transportation costs, and provide a number of other benefits.

² See the GO TO 2040 recommendation section “Promote Sustainable Local Food.”

Implementation action area #3: Harmonize actions by state and local government with natural resource protection

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Adopt progressive conservation design ordinances	Counties, municipalities	The most important thing a local government can do to protect open space is to plan for livability. ³ This will reduce overall land consumption. Some development will continue to occur within the green infrastructure network, however. Regardless of whether or not new development occurs in the Green Infrastructure Network, local governments should require or at least encourage conservation design, resulting in the legal protection of a significant portion of the site through a conservation easement. The protected areas should be fully accessible to the public and linked to any offsite trails. Conservation design should produce site yields equal to or greater than allowable with the underlying zoning, so that gross density does not change. Local governments should adopt a conservation design ordinance based from the Conservation Design Resource Manual ⁴ to make it a by-right form of development. Some consideration should be given to having conservation design requirements apply automatically on sites containing important natural resources, as identified in a local comprehensive plan. A funding source and requirements for the management of common open space must be part of the development approval process.
Emphasize the protection of the green infrastructure network in local comprehensive plans	Counties, municipalities	As part of its comprehensive plan, a municipality should (in collaboration with the park district) specifically identify areas preferred to serve as parks, greenways, and natural areas. These areas should be zoned as such in accordance with the municipality's comprehensive plan.
Protect natural resources in transportation corridors and focus compensatory mitigation into the green infrastructure network	Federal (U.S. ACE), State (IDOT, Tollway), CMAP, forest preserve and conservation districts	One way of maximizing resources for preservation and restoration within the green infrastructure network is to stipulate that compensatory wetland mitigation required under federal or local ordinances occur within that network, but still focused within the watershed where the impact occurred. Requiring mitigation in this predefined area could help resolve the problem that entities required to do mitigation are often pressed to find a land management agency willing to take ownership and management responsibilities for the wetlands. It remains important to adhere to a sequence of avoiding and minimizing wetland impacts before utilizing compensatory mitigation. Furthermore, transportation agencies should use advanced design techniques to protect resources in project corridors, such as those spelled out in the I-LAST (Illinois – Livable and Sustainable Transportation) manual developed by IDOT, the Federal Highway Administration's INVEST system, or the Greenroads rating system.
Limit urban infrastructure expansion within the green infrastructure network	State (IEPA, IDOT), CMAP, municipalities	State and local governments fund and construct infrastructure such as roads and sewers, which play a role in supporting and encouraging land development. As such, local governments and the state should attend to whether these investments will negatively impact the regional green infrastructure network identified in the GIV.

³ See the GO TO 2040 section "Achieve Greater Livability through Land Use and Housing."

⁴ Northeastern Illinois Planning Commission and Chicago Wilderness, http://chicagowilderness.org/files/1413/3087/0449/Conservation_Design_Resource_Manual.pdf.

Implementation action area #4: Increase funding to achieve the level of park provision and land conservation

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Secure additional dedicated state open space funding	State (IDNR), nonprofits	State funding for land acquisition, recreational facility development, and state park operations have declined significantly in the past few years. While a state capital bill was passed in 2009, more significant and stable funding is needed to replenish the state's Open Land Trust account. A set-aside specifically for acquisitions within the GIV and for parks programming in northeastern Illinois would be ideal. The Illinois General Assembly created a \$2 motor vehicle registration surcharge to support IDNR's conservation efforts, effective January 2013. However, it did not provide much money for additional conservation — the funds are mostly for IDNR operations — and did not replenish the Open Land Trust account.
Increase involvement by private landowners and land trusts in conservation activities	State (General Assembly), Federal (Congress)	Private land conservation activities must play an increasingly important role in northeastern Illinois, but the state should provide incentives to encourage this, such as a state income tax credit for the donation of a conservation easement. ⁵ A conservation easement tax credit in Illinois would incentivize permanent protection of important lands while keeping them in private ownership. Federal tax incentives should be strengthened and extended. These actions could help encourage people to donate easements.
Build capacity in private conservation organizations	Land Trust Alliance, CW, Openlands, and others	To help them fulfill their important role in regional conservation, additional technical and administrative capacity needs to be built up at land trusts. This could entail training in real estate instruments, finance, and land management, among other areas.
Support direct federal investment in open space	Federal (Congress, U.S. Forest Service)	Some of the biggest hubs or "macrosites" in the region are based on land protected by the federal government. Direct federal investment in open space in the region is an important form of funding that could be expanded; the federal government should take on a more significant role in open space protection in the region. This could happen through the transfer of appropriate surplus federal property for open space uses, as happened at Midewin National Tallgrass Prairie and Fort Sheridan. It could also occur through the formation of national wildlife refuges, such as the new Hackmatack National Wildlife Refuge. Organizations in the region should support these opportunities as they arise.
Increase funding for federal open space grant programs	Federal (Congress)	The federal Urban Park and Recreation Recovery (UPARR) program has not been funded since 2002. It is the only federal program specifically for constructing and rehabilitating local parks, and has been in place for more than three decades. The state portion of the Land and Water Conservation Fund has seen very limited budgetary authorization in recent years.

⁵ As an example, the state currently reduces real estate taxes on qualifying land enrolled in an Illinois Nature Preserves Commission program.

Implementation action area #5: Treat management needs as an important part of landscape preservation

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Restore open space within the green infrastructure network to natural land cover and hydrology and commit to long-term management	Forest preserve and conservation districts, land trusts, State (IDNR), utilities	From an environmental viewpoint, the central purposes of protecting the green infrastructure network are to protect water resources and to preserve biodiversity within the region. Ecosystem restoration, which often depends on at least partial reversal of hydrologic modifications, must be a major activity within the green infrastructure network. Local park sites are successfully being redesigned to include smaller green infrastructure practices for stormwater management; this is an important role they can play in the future in addition to providing recreation opportunities. Lands that are not protected open space per se are also candidates for management as green infrastructure. For instance, utility companies should make additional effort to put right-of-way into natural land cover.
Devise and commit to a system to prioritize restoration needs based on regional criteria	State (INHS, IDNR), CMAP, forest preserve and conservation districts, nonprofits	It is not yet clear which areas are most important for restoration from a region-wide standpoint. CW or other partners, such as the Illinois Natural History Survey (INHS), should develop or simply adapt a system to rank natural areas by the viability and importance of restoring them. Restoration projects by organizations in the region should then be based on these priorities, as should external funding for restoration projects. Standardization of collection and sharing of data on restoration success should be encouraged as part of this system.
Consider preservation of agricultural land as a component of and/or a complementary land use to the green infrastructure network	Counties, forest preserve and conservation districts, land trusts	Although the long-term goal is to restore land within the green infrastructure network to natural land cover, it is important to consider and preserve farmland as a part of, a complementary land use to, or an important buffer to the green infrastructure network. Agricultural operations taking place on preserved agricultural land should be done in accordance with a conservation plan approved by the forest preserve, conservation district, or land trust. Some agricultural operations, such as food production, organic, biologically-based, and other sustainable operations provide benefits that are consistent with and complementary to land and water conservation goals, and should be considered as desirable uses in or adjacent to the green infrastructure network.
Support efforts to provide adequate operating budgets for implementing agencies	State (General Assembly), CMAP, nonprofits	Re-evaluate statutory restrictions on the ability of park districts and forest preserve and conservation districts to raise property taxes to manage lands they acquire. Consider inclusion of funds for management in open space referenda. Estimate financial needs for restoration work in the region.

Promote Sustainable Local Food

A number of technical corrections and clarifications were made to this GO TO 2040 recommendation section. Additionally, a former action related to fresh food financing was completed following GO TO 2040’s adoption and thus deleted from the plan update. A new action was added referring to local food production in the region’s non-urban areas, filling a gap in the original implementation actions.

Implementation action area #1: Facilitate sustainable local food production

ACTION	LEAD IMPLEMENTERS	SPECIFICS
<p>Support urban agriculture as a source of local food and a productive use of vacant or underutilized land</p>	<p>Federal (USDA, U.S. EPA), State (Dept. of Agriculture, IDPH, IEPA), counties, municipalities, nonprofits</p>	<p>Urban agriculture can be a productive use of vacant or underutilized urban land. Local governments should simplify and incentivize the conversion of vacant and underutilized lots, spaces, and rooftops into agricultural uses, and allow local food production in residential areas as well as on parcels designated for institutional (e.g., schools and hospitals) and nonprofit use (e.g., churches). Research groups should support this by developing an inventory of underutilized publicly owned land that could be appropriate for urban agriculture. Brownfield remediation funding can and should be used to support community gardens and farmers’ markets.</p>
<p>*Support food production in non-urban areas as a regional source of local food</p>	<p>Federal (USDA), State (Dept. of Agriculture), counties, municipalities, nonprofits, and educational institutions</p>	<p>Food production in the rural and peri-urban areas of the region holds much promise for meeting a significant share of regional food demand. Local governments should encourage and support the use of agricultural land for local food production. Counties should lead the effort to encourage more local food production in the peri-urban and rural areas and to remove barriers to local food production in unincorporated areas, such as access to land and infrastructure.</p>
<p>Continue and expand farmland protection programs</p>	<p>Counties, forest preserve and conservation districts, municipalities, park districts, land trusts</p>	<p>The region’s local governments should maintain and improve their current farmland protection programs and develop new programs where needed. Kane County’s Farmland Protection Program can serve as a model for the region. Focused on the goal of preserving land, their program provides equal opportunity to applicants regardless of crop selection. Counties and municipalities should work together to remove barriers to local food production on their respective lands and encourage inter-jurisdictional business opportunities. Where appropriate, agriculture should be supported as part of preserved open space such as forest preserves, park districts, or land trusts, and can also be protected by municipalities and counties through the use of conservation design techniques that preserve a portion of a development as farmland. The state should also permit counties to hold referenda to raise revenue for agricultural preservation.</p>
<p>Encourage revisions of state and federal policy to support local food production and processing</p>	<p>Federal (USDA), State (IDPH)</p>	<p>Farm and food policies at the state and federal level (including public health and food safety regulations) should be reassessed to accommodate local and small farm operations and processors. Most federal incentives have been geared to encourage large industrial farming practices, and current state and federal regulations can inhibit local and small farm production and processing. Recent state and federal policy changes to recognize the importance of local food should continue and be strengthened.</p>
<p>Support local food production through institutional support and procurement processes</p>	<p>State and local agencies and institutions, wholesale farmers, University of Illinois Extension</p>	<p>In line with the 2009 Local Food, Farms, and Jobs Act, a procurement process for state and local institutions that favors local foods (such as schools, hospitals, and other government facilities) could bolster the local food economy by creating a stable demand for local food. Sharing of best practice information between participating institutions is also recommended.</p>

Implementation action area #2: Increase access to safe, fresh, affordable, and healthy foods

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Increase community access to fresh food through demonstration programs	Federal (USDA), State (DCEO), counties, municipalities, philanthropic, private investors, banking institutions	Support and expand various demonstration programs for providing better food access in food deserts, such as farmers' markets, farm carts and stands, fresh food delivery trucks, food cooperatives, on-site school programs, community-supported agriculture, and other alternative retail options and direct sales from community vegetable gardens. On-site school farms could also be used to increase access and develop a local food curriculum. Funding should be identified to implement these programs. These programs also can be supported by examining zoning, health, and licensing regulations to ensure that they do not create barriers to local access to fresh food.
Link hunger assistance programs to local foods	Federal (USDA), State (Dept. of Agriculture), public health organizations, food pantries, individual farmers' markets, restaurants, and grocers	A partnership between hunger assistance and local food production can benefit both parties. Food pantries can work with local food producers to increase their quantities of fresh food. Additionally farmers' markets and other alternative local food outlets should accept Supplemental Nutrition Assistance Program (SNAP) benefits and conduct outreach to SNAP recipients to utilize these locations to purchase food. To support this effort, Illinois passed the Farmers' Market Technology Improvement Program Act in 2010, which establishes a fund to provide financial assistance for equipment (such as electronic benefit transfer [EBT] card readers) and transaction fees to facilitate the use of SNAP benefits at farmers' markets and other alternative retail locations. Resources such as grants and loans should be provided to support the fund and the other efforts listed above.

Implementation action area #3: Increase data, research, training, and information sharing

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Build regional nonprofit capacity for local foods systems	Nonprofits, philanthropic	Identify and support a regional food entity (nonprofit). The entity should be represented by a variety of members (economic, environmental, transportation, agricultural, public health, etc.) to analyze and support food policy issues from a comprehensive perspective and coordinate federal grant and loan programs. This entity should coordinate with the activities of the Illinois Food, Farms, and Jobs Council. It should also host summits and informative meetings for local officials and policymakers, including health departments, community organizations, and environmental groups.
Improve data collection and research on local food production, distribution, processing, sales, and other data needs	Federal (USDA), State (Dept. of Agriculture, DCEO), CMAP, counties, nonprofits, universities, philanthropic	The region needs improved data on the production, distribution, sales, and other data related to local food and specialty crops. Also, infrastructure needs for the transportation, storage, processing, and distribution of food (such as regional distribution hubs or refrigerated storage facilities, for example) should be identified and analyzed. CMAP should work with neighboring metropolitan planning organizations like the Northwest Indiana Regional Planning Commission and the Southwest Michigan Regional Planning Council to accelerate effective planning, and regional food systems development.
Provide training and information sharing	Universities, community colleges, other education and training providers, nonprofits, philanthropic, local businesses and restaurants	Local food training and technical assistance programs for farmers and laborers should be provided to assist in the transition to local food production. These should be linked with workforce development programs. Sustainable and conservation oriented farming techniques should be particular focuses. Also, information sharing between practitioners on a variety of local food topics, including food waste reduction, processing, and reuse, should be encouraged. Develop comprehensive information resources to develop and connect the value chain between farmers, distributors, retailers, producers and consumers, such as the University of Illinois MarketMaker website. ⁶ Universities and community colleges should offer food related courses to cover a variety of topics from nutrition to distribution. Businesses and restaurants can also support local food by purchasing from local food farms/vendors and providing information to customers about food origin (such as menu and product labeling).
Provide technical assistance to incorporate local food systems in comprehensive plans and ordinances	CMAP, counties, municipalities, nonprofits	Assist government officials and planners to incorporate local foods and agricultural protection into comprehensive plans and ordinances. Local food could also be integrated into economic development plans. Technical assistance should accommodate the full spectrum of local food production from community gardens to commercial farm operations, and could include activities such as removing barriers to local food production, distribution, and sales; allowing season-extending structures; or designating certain zones for permitted small-scale food production.

6 University of Illinois MarketMaker website, 2010. See <http://www.marketmaker.uiuc.edu/>.

Human Capital

Improve Education and Workforce Development

Text on data transparency initiatives was revised to reflect the current status of those programs. Additionally, edits removed or broadened references to specific initiatives, many of which have evolved or terminated since the adoption of GO TO 2040. Such edits help focus attention on the policy recommendations themselves. The action on assessment reports for cross-system coordination were also edited to remove references to specific industrial sectors (some of which have been analyzed since GO TO 2040's adoption) and to note potential opportunities to deliver these assessments.

Implementation action area #1: Improve coordination between education, workforce development, and economic development

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Prepare assessment reports on cross-system coordination	Nonprofits, philanthropic	Complete these assessments as an independent report, or continue to include aspects of a cross-system assessment in related reports. For example, the CMAP cluster drill-down reports describe current coordination efforts and ways to expand upon them. Additionally, this work can also be incorporated into local planning projects. These assessments should identify and convene economic development, education, and workforce leaders in each industry, and determine areas of duplication or gaps. They should also summarize the conclusions with recommendations for next steps, including setting of common goals and pursuit of pilot programs to improve coordination.
Expand on successful workforce development coordination programs	State (DCEO), community colleges, WIBs, economic development organizations	Build on successful efforts that foster collaboration, reduce duplication, and increase accessibility for employers and workers throughout the region. Partner with the private sector and economic development organizations to develop education and training programs that are responsive to today's economy.
Strengthen role of workforce intermediaries — including community colleges, universities, proprietary schools, universities, apprenticeship programs, vocational programs, community-based organizations, Workforce Investment Boards and Workforce Investment Act affiliates	Community colleges, nonprofits, other education, workforce and economic development groups	Expand programs that have succeeded at individual education institutions and training providers to be applied broadly across the region. Improve communication between education institutions and training providers through regional forums that also involve economic development groups. Increase the profile of workforce intermediaries as a critical link in the education and workforce development system.
Collect, compile, and publicize career pathways analyses	State (DCEO, ISBE, ICCB, IDES), community colleges, nonprofits, philanthropic	Identify existing analyses of career pathways, or programs of education and training that prepare students for future employment in a certain field. Compile these and make them available to education institutions, workforce service providers, and employers. Update this compilation frequently to reduce duplication, revise based on advances in the industry, and prepare new career pathways to eliminate any gaps in coverage of new or expanding industries.

Implementation action area #2: Data and information systems

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Launch and continually improve Regional Economic and Workforce Indicators	CMAP	Collect and analyze data on economic trends, innovation, clusters, and workforce. This data and information should be housed at CMAP and disseminated via the CMAP website. The site will illustrate metrics and include in-depth analysis of the data and ongoing discussion of relevant policy issues.
Identify additional data sources concerning education and workforce, including existing data and newly developed or innovative data measures	State (IDES, ISBE, ICCB, DCEO), CMAP, higher education institutions and community colleges	Analyze existing education and workforce information and data sources, including CWICstats, Illinois Department of Employment Security (IDES), Illinois State Board of Education (ISBE), DCEO, and the Illinois Community College Board (ICCB), among other sources. Identify barriers to making new data sources publicly available on the Regional Indicators Project website and determine incentives or mechanisms needed to overcome these barriers.
Expand and advance efforts that work to integrate multiple education and workforce data systems	CMAP, State (IDES, DCEO), WIBs, education institutions, workforce providers	The region continues to need reliable data, analysis, and information on the workforce development system and its outcomes. Continue to expand and support CWICstats (Chicagoland Workforce Information Council at Chapin Hall) to analyze and link data in order to study students and training participants as they move through the public education system and the public workforce development system. Continue to develop the Integrated Workforce Information System (IWIS), an integrated management information system that will collect information across programs and organizations on all those being served by the workforce development system in Chicago and Cook County, including those whose services are supported by public or private funds.
Expand and develop the Illinois Longitudinal Data System to include workforce and labor market data	State (ISBE, DCEO), early childhood educators, higher education institutions, workforce providers	Implement the ILDS to track student performance over their educational careers, including data beyond academic achievement. Expand this to coordinate with early childhood education, higher education, and workforce development data systems.
Refine and expand use of school readiness measurement tools to improve early childhood education programs	State (ISBE), early childhood educators	Continue to develop and scale up measures of school readiness for students entering kindergarten. Use this to evaluate the effectiveness of various early childhood education programs at preparing students for success in school. Link this assessment with the Student Information System described above.

Implementation action area #3: Improve delivery of workforce development services

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Increase the flexibility and federal funding for workforce development and increase flexibility of State discretionary workforce funds	Federal, State (DCEO), WIBs, workforce providers	Modify the requirements of WIA funding to allow workforce boards to exercise more flexibility in how these funds are used. Permit differences in how WIA funds are used between regions to reflect their different economic profiles and related training needs.
Investigate the use of other funding sources for workforce development	Nonprofit, philanthropic	Explore the use of more flexible funding sources such as CDBGs to be used more extensively for workforce development. Create a region-wide documentation of existing public funding streams to allow the development of specific recommendations for funding changes.
Monitor impact of more flexible funding and communicate outcomes	Federal, workforce providers	The outcomes of modified policies and funding streams should be result in better matches in workforce skills and business needs. Routine and regular monitoring of effectiveness in meeting regional goals will be an ongoing activity.
Strengthen community-focused provision of workforce services	State (DCEO, Governor's Office), community-based organizations, business community, WIBs, other workforce funders	Continue offering workforce development services through community-based organizations, in conjunction with other services. Evaluate local community-focused programs, determine which approaches are most effective, and promote further use of these programs.

Support Economic Innovation

Edits to this recommendation section removed or broadened references to specific initiatives, many of which became irrelevant in years following GO TO 2040's adoption. Such edits help to focus attention on the policy recommendations themselves. The implementation actions related to drill-down analyses were revised to remove references to specific industries (some of which were analyzed since the adoption of GO TO 2040) and to acknowledge the need to take a subregional perspective in future reports. Growing from CMAP's work in cluster analysis, a new implementation action was added to highlight the need to reorient economic development strategies to the region's key drivers of economic growth.

Implementation action area #1: Improve data and information systems

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Evaluate the success of state innovation programs and financial incentives	State (DCEO, and other relevant state agencies)	The history and impacts of state programs and incentives for economic development and innovation should be evaluated. Such an evaluation can inform the expansion or restoration of successful programs, identify gaps in existing programs, and improve responsiveness to emerging economic trends. There is evidence that many of these state programs have been quite successful — these successes need to be better analyzed, documented, and publicized to inform future state policies and programs.
Collect and analyze data relative to innovative business starts and closures in the region	CMAP, WBC, State (IDES), Illinois Science and Technology Coalition	Currently there is very limited information about how innovations translate into larger economic effects, such as jobs and business starts. CMAP and other regional entities should measure the number of new innovation start-up firms and jobs created. This will provide the region with a means of tracking emerging industries and technologies, the growth in new firms, as well as their longevity. This information should also have useful research consequences beyond the study of innovation.
Collect and analyze other pertinent data related to innovation outcomes	CMAP, WBC, Chicagoland Chamber of Commerce, Illinois Science and Technology Coalition, CMRC, State (IDES), additional outside experts	CMAP and other regional partners can serve a vital role as a central repository for the collection of data related to innovation. CMAP should also consider how to best measure success through this data — other groups have created weighted measures of a variety of variables — an “innovation index” — which can work to measure future success.
Research and redesign technology transfer evaluation criteria	State (DCEO), Illinois Science and Technology Coalition, technology transfer programs at universities and other institutions	The region needs to increase technology commercialization and bridge the gap between the region's basic research assets and the private market. There is some evidence that innovators are changing their products to be responsive to the criteria by which technology transfer programs are judged. This is likely inefficient. Alternative metrics that better reward commercialization of new innovations should be explored. Applied research should be carried out by interviewing tech transfer officials, scientists, engineers, investors, and manufacturers, and researching other evaluation metrics.

Implementation action area #2: Nurture the region's industry clusters

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Form coalitions around the region's vital industry clusters to organize regional strategies and better position the region to compete in the global marketplace	State (DCEO), CMAP, local governments, nonprofits (Chicagoland Chamber, CMC, MEGA, WBC), Chicago Fed, workforce boards, philanthropic	The region should use its various clusters of regional specialization as an overarching organizing framework for future coordination, collaboration, and proactive initiatives, including organizing around potential state and federal funding. The region should implement strategies to support key clusters, such as the recommendations identified in CMAP's cluster drill-down reports to foster innovation, meet workforce needs, and prioritize infrastructure investments. Specifically, public/private coalitions can develop strategies to attract businesses and skilled workers and articulate a common regional direction.
Perform “drill down” analyses on established and emerging industry clusters	CMAP, Chicago Fed, regional leaders or coalitions around industry clusters	Industry clusters have been researched extensively, but many gaps, practical linkages and pertinent policy responses remain poorly understood. CMAP should continue developing drill-down analyses to understand key drivers of the economy and how the region can foster future growth. Analyses will present data specific to these clusters; identify infrastructure, workforce, and innovation needs; present strategies for coordination and communication; and make policy recommendations. Future reports should include sub-regional analyses that examine a smaller geography and unique opportunities.
*Reorient economic development strategies toward key drivers of regional economic vitality	State (General Assembly, Governor, DCEO), local governments, economic development organizations	State and regional economic development policies and practices should be reoriented to better compete in the highly competitive global marketplace. Specifically, strategic plans should set clear investment priorities. Programs and services should be more coordinated and streamlined to improve the experience for businesses and workers. Information and data about these efforts should be accessible and include transparent, routine evaluation. These actions will enable the state and region to develop a more outward-facing strategy to attract and retain businesses and workers, as well as compete nationally and globally.

Implementation action area #3:**Increase the commercialization of research, target investment decisions, and pursue new financing opportunities**

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Bolster or reinstitute successful State programs which assist entrepreneurs and create linkages between researchers and the private sector	State (General Assembly, DCEO)	State elected officials should bolster or reinstitute state programs with a track record of success in assisting entrepreneurs with critical business startup and marketing needs, locating pre-seed and early stage financing, furthering technical or managerial skills, and assisting with new product development and marketing. For example, the state-funded programs like IEN and ITEC provided entrepreneurs with important businesses development support to put together documentation for venture capital or “angel” investors, apply for federal SBIR money, apply for a patent, or put together a business plan.
Re-institute the Illinois Innovation Challenge Matching Grant program	State (General Assembly, DCEO)	Some version of the Innovation Challenge Matching Grant program should be reinstated to provide matching funding for federal SBIR and STTR recipients. SBIR and STTR are federal programs funding small businesses working with universities.
Explore the creation of a major new venture capital fund, at the regional or mega-regional level	State (Governor’s office, DCEO), the business community, the Chicago Fed, nonprofits, I2A fund, philanthropic	A new venture capital fund should be created to help investors and entrepreneurs create and grow profitable businesses in the metropolitan Chicago region and potentially beyond. The fund should be managed and operated by a private firm, but exploration should be done first by government, civic organizations, foundations, and the private sector. The fund should be targeted toward clusters of regional specialization. A range of private and public revenue sources should contribute to such a fund, and philanthropic organizations can play a large role.
Implement a more robust national innovation policy	Federal (Congress)	Provide more incentives for public/private collaboration around innovation. Provide federal funds that can be leveraged with private resources. Provide competitive funding for regional approaches around specific industry clusters.

Implementation action area #4: Create a culture of innovation

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Research, compile, and publicize examples of successful innovation	State (DCEO), nonprofits (Chicagoland Chamber, CMC, MEGA, WBC, Illinois Science and Technology Coalition) philanthropic, private sector, universities	Innovation success stories should be collected and publicized. Commonalities of these experiences should be emphasized, and the role of experimentation and perseverance must be taught so that workers, entrepreneurs, and sources of funding see experimentation as an important stepping stone to innovation and growth.
Expand and link innovation related training	Nonprofits (Chicagoland Chamber, MEGA, WBC), universities	There are multiple meeting places, forums, and educational programs that support innovative thinking in the region. These programs should be expanded to reach wider audiences. Educational programs, conferences, and innovation competitions should also be linked so that budding innovators and investors can interact across fields and disciplines to share experiences and foster further innovative thinking.
Reorient philanthropic giving toward innovation	Philanthropic	The region’s foundations are a strong asset and to date have funded extensive efforts in education, arts and culture, and human services. Focusing more on the regional economy and innovation makes sense on many levels for foundations, as these are truly the catalytic investments which can help the region sustain a high level of prosperity and vitality. Foundations can work to support those groups working to organize regional initiatives and policy around a “cluster approach.”
Identify opportunities for state and local regulatory reform and modernize local ordinances	State (DCEO), municipalities, nonprofits (Chicagoland Chamber, MEGA, WBC), the business community	Review and implement reforms in existing state and local regulations, especially in areas of rapidly changing technology and changes in federal regulation. Convene innovative companies to learn about potentially limiting local regulations or ordinances. Provide model ordinances that contain language about up-to-date regulation and how to keep it updated. Review validation, information sharing, and technical assistance programs for new technology development and implementation. Recommend updates as appropriate.

Efficient Governance

Reform State and Local Tax Policy

All original implementation actions in this recommendation section were completed through the Regional Tax Policy Task Force, which issued its final report to the CMAP Board in January 2012. The new implementation actions build on findings of the Task Force and reflect CMAP's recent research efforts in this area.

ACTION	LEAD IMPLEMENTERS	SPECIFICS
*Play a leadership role in facilitating a regional perspective on tax policy	CMAP	CMAP should take an active role in defining a regional perspective, backed by rigorous research and analysis, with respect to tax policy issues and appropriate changes in tax law that are in the best interests of the region as a whole, as well as the governments that are an integral part of the region and the residents and businesses that pay taxes.
*Address tax policy issues in a manner that encourages effective local land use decisions and triggers sustainable economic activity	State	The State of Illinois should enact tax policy reforms that benefit the region by encouraging decisions that make effective use of land and generating sustainable economic development. As an example, new approaches to disbursing state sales tax revenue to local governments could enhance both the efficiency and the equity of the system for residents, businesses, and local governments.
*Implement tax policy reforms that encourage efficient and modern approaches to governance	State	The tax system should reflect the region's demographics and needs, as well as encourage local governments to consolidate or share services when appropriate. Outmoded aspects of the State's tax system should be reformed. For example, personal property replacement tax revenue is allocated to local governments using a method based on the structure of local taxes and the economy in the late 1970s. Barriers in the tax system that make it difficult for local governments to consolidate or share services should be removed.
*Adopt reforms that improve the transparency of the tax system	State, counties, townships, municipalities, school districts, special districts	Taxpayers should have access to recent data on tax revenue and rates, as well as how tax revenue is expended. This should include tax expenditures, which are devices like tax exemptions and abatements which reduce the amount of revenue that would otherwise be collected. The State provides some of this data in a publicly-accessible manner, as do many local governments. The State, as well as local governments, should continue to standardize and improve the transparency of taxation and other fiscal data.
*Enact reforms that phase out Cook County property tax assessment classification	Cook County	Cook County is the only county in the State that assesses commercial and industrial property at a higher percentage of market value than residential property. The higher tax burden on businesses in Cook County creates a discontinuity in taxation within the region, which impedes redevelopment of infill land to strengthen existing communities. The Cook County Board should phase out this regional inconsistency over a period of years in order to allow residential taxpayers to adjust to the increased burden.
*Adopt tax policies that help the region compete more effectively for economic development opportunities	State	The State of Illinois should enact tax policy changes that reduce economic distortions, broaden the tax base, and lower rates, which would help the region, as well as the State, compete more effectively for economic development opportunities. For example, broadening the state individual income tax base to include federally-taxed retirement income would provide a more stable revenue source as the region's demographics change. Likewise, the sales tax base could be broadened to include additional services as a way to respond to changing consumption patterns, with a focus on lowering the region's high sales tax rates.
*Evaluate state and local economic development incentives	State, counties, municipalities, other units of local government	State and local governments widely use numerous tax incentives to attract and retain businesses and developments. The impact of these tools should be evaluated for their consistency with GO TO 2040's goals of an efficient, equitable, and transparent tax system, as well as redevelopment goals.

Improve Access to Information

The text in this recommendation section was substantially revised, in part to reflect CMAP's experience with the MetroPulse website and the evolution of CMAP's work with The Chicago Community Trust to develop regional indicators and distribute data to communities. Because good data becomes more accessible every year from institutions and government agencies, MetroPulse will henceforth narrow its focus to select indicators for monitoring the progress of GO TO 2040 implementation and the Trust's community goals. This revised approach should be more effective for the greatest number of users. The second implementation action area has been revised from "Develop Regional Best Practices" to "Facilitate Data Sharing Among Communities Across the Region," with corresponding deletions and additions of implementation actions.

Additionally, the third implementation action area from GO TO 2040, "Provide Direct Technical Assistance and Conduct Data Sharing Pilot Programs," has been deleted. The technology for visualizing and distributing data over the web is constantly changing and evolving. Each county and municipality will have different goals, indicators, and targets to monitor. As an authoritative source of data and information, CMAP will continue to remain active and engaged in this topic. However, prescribing a method to provide technical assistance or creating pilot programs are not effective strategies for increasing access to information across the region, given the diverse needs of our communities. CMAP will also continue to encourage the distribution of public data on-line by posting original data created by the agency, updating community data snapshots, and periodically refreshing regional indicators data to monitor the implementation of GO TO 2040.

Implementation action area #1: Launch the regional indicators project's metropulse website

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Launch the Regional Indicators Project's MetroPulse website	CMAP, The Chicago Community Trust	In collaboration with the Trust, CMAP will update the website that tracks indicators of regional and community quality of life, with emphasis on the indicators used for tracking GO TO 2040 implementation. This website will continue to include Community Data Snapshots describing each of the region's municipalities and City of Chicago Community Areas.
Continually update indicators and other public data that CMAP makes available through its website	CMAP, The Chicago Community Trust	CMAP and the Trust are committed to updating these data on-line at least every two years. This effort will include the creation and distribution of community data snapshots describing all of the region's municipalities and City of Chicago Community Areas. It will also include creating and updating infographics and analyses that describe progress toward plan implementation.
Conduct outreach activities around regional indicators and Community Data Snapshots through CMAP's Local Technical Assistance program	CMAP, The Chicago Community Trust	Community Data Snapshots will be updated every two years and will evolve in tandem with data used to inform the Existing Conditions Reports, which are interim deliverables for Local Technical Assistance projects. CMAP will distribute Snapshots to communities as part of project implementation activities to update data contained in these reports.
Develop annual GO TO 2040 Implementation Reports	CMAP	CMAP will develop annual "Moving Forward: GO TO 2040 Implementation Reports" that describe actions taken by the agency and others to implement GO TO 2040. Every other year, these reports will alternate between qualitative and quantitative focus. Those years with a quantitative focus will update indicators as new data become available, introduce better data as appropriate, and provide analysis to show progress in plan implementation.

Implementation action area #2: Facilitate data sharing among communities across the region

ACTION	LEAD IMPLEMENTERS	SPECIFICS
*Commit to increasing access to information through data sharing and transparency	State (various agencies), counties, municipalities	Some agencies have taken the lead in recent years to make data available on-line in a publicly-available format. State, county, and municipal agencies should follow this example and post all administrative data on-line in either database or spreadsheet file formats.
Increase the number of datasets that governments in the region share with the public	Federal, State, CMAP, counties, municipalities, The Chicago Community Trust	Develop a guide describing best practices for municipalities and other local governments to make their data public via the web. Emphasize simple, replicable tools that do not require substantial investment of public resources. Investigate the potential of creating a regional repository for aggregating local data, to maximize efficiency of municipal efforts in this regard and to give the public a single destination to find such data. Explore building on the MetroPulse Community Data Snapshots in partnership with units of local government. Build awareness among local officials and residents (e.g., through training sessions) regarding the importance and availability of public data to enhance decision making.
Create and maintain a web directory of data resources relevant to GO TO 2040 implementation	Federal, State, CMAP, counties, municipalities, The Chicago Community Trust	The new MetroPulse content should also include a well-maintained directory of data resources by topic. CMAP will organize this directory according to subject area, so communities can have direct access both to data available on-line and to subject matter experts available to help them interpret these data. Such experts include organizations with regional expertise as well as state and federal agencies.

Pursue Coordinated Investments

Many of the edits in this recommendation section are technical corrections and clarifications or rewording to improve readability. Updates reflect programmatic changes since the adoption of GO TO 2040. The implementation action “Identify linkages and opportunities for regional collaboration around federal and state funding sources; engage local governments on these issues” was deleted. That action referred to the region’s response to the federal stimulus bill in 2009 and as such is no longer active. Additionally, references to specific external research programs have been deleted or broadened — such edits help to focus attention on the policy recommendations, rather than specific examples that may become irrelevant over time.

Implementation action area #1: Take a regional approach to federal and state investment

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Realign current programmatic and review responsibilities, both in transportation and non-transportation areas, to support GO TO 2040	CMAP	CMAP should, as far as possible, realign its current programmatic and review responsibilities to support GO TO 2040. These responsibilities now include staffing project selection committees and selecting criteria for the allocation of Unified Work Program (UWP), Congestion, Mitigation and Air Quality Improvement (CMAQ), and Transportation Alternatives Program (TAP) funds; oversight and monitoring of the Surface Transportation Program (STP); and an advisory role in reviewing water quality management plan amendments (the Facility Planning Area [FPA] process) and in reviewing Developments of Regional Importance (DRIs).
Continue to lead regional efforts in implementing federal and state investments	CMAP	CMAP should seek a greater role in leading regional responses to some funding opportunities and, where appropriate, drive more efficient, effective, and collaborative programming decisions.
Incentivize regional decision-making and empower regional institutions	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), State (IDOT, IHDA, DCEO)	Through challenge grants or similar mechanisms, incentivize regions to create partnerships across state and local governments, business and civic organizations, and other groups for strategic implementation or capital investment activities. Strategies could include: energy efficiency retrofit projects, brownfield remediation, mixed-use development, transit-oriented development, regional workforce initiatives, or congestion pricing initiatives.
Support a more robust investment in comprehensive planning	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), State (IDOT, IHDA, DCEO)	Currently, MPOs receive only transportation planning funds from the U.S. DOT. If comprehensive planning is truly a high priority of the federal government, it requires involvement from other agencies, like U.S. EPA and HUD, in providing MPOs and regional planning agencies additional funds to do comprehensive planning and implementation. The State of Illinois mandates regional comprehensive planning, but has not sufficiently appropriated funds toward this purpose.

Implementation action area #2: Reform state and federal policies and programs

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Harmonize state and federal grant and program requirements to support livable communities	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), State (IDOT, IHDA, DCEO)	As federal agencies have begun to coordinate policies, initiatives, and grant programs (specifically, U.S. DOT, U.S. EPA, and HUD) to remove barriers to creating more livable, sustainable communities, state agencies should similarly coordinate policies and programs. Achieving “livable communities” requires prioritizing comprehensive investments in capital improvement projects like brownfield remediation and providing for affordable housing near public transit.
Modify certain apportionment formulas, project selection criteria, and grant requirements that may cause unintended outcomes	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), State (IDOT, IHDA, DCEO)	GO TO 2040 includes a number of recommendations that call for revisions to funding formulas and/or project selection criteria. Some examples include the end of the “55/45” split for state transportation dollars and the need for criteria for green infrastructure connectivity in open space grant programs. These examples and others mentioned in the plan need to be addressed by state and federal agencies to achieve more optimal and transparent policy outcomes.
Focus metropolitan policy analysis and outreach on improving and empowering existing regional institutions	Nonprofits, philanthropic	A number of research organizations provide decision makers with public policy ideas, and have made the case for regional investments and the importance of comprehensive planning. The importance of empowering existing regional institutions, especially MPOs, should be further prioritized in these discussions. Research organizations should focus more energy analyzing and advocating for improving and empowering these institutions through federal legislation.

Implementation action area #3: Support efforts to consolidate local services

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Analyze the fiscal, efficiency, and other consequences of sharing or consolidating local services	Metropolitan Mayors Caucus, COGs, municipalities	MMC recently completed a report specifically addressing these types of issues in relation to fire and police services. The Caucus should continue these efforts and make specific recommendations.
Analyze the effects of consolidating local governments	Counties, COGs, municipalities	It is important to analyze the costs and benefits of consolidation, and this effort should be undertaken by COGs or counties, who are well-placed to coordinate local efforts. CMAP should support and participate in such efforts as needed.

Regional Mobility

Invest Strategically in Transportation

In addition to technical corrections and clarifications, along with updates to reflect the current status of funding programs, the edits to this recommendation section include more substantial revisions. Chief among them are changes to the congestion pricing section, which has been revised to directly call for the implementation of congestion pricing on new and, eventually, existing expressway capacity. Correspondingly, former actions that focused solely on congestion pricing studies and pilot projects have been deleted. This section includes new implementation actions to establish a regionally-imposed transportation user fee and pass legislation to allow value capture as a funding option for transportation capital projects. It removes the former implementation calling for the public-private partnerships enabling legislation, which was passed by the General Assembly and signed into law after the adoption of GO TO 2040.

Implementation action area #1: Find cost and investment efficiencies

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Prioritize maintenance and modernization projects when making investment decisions	State (IDOT, Tollway), RTA, CTA, Metra, Pace, counties, municipalities	Investments that maintain and modernize the transportation system should be prioritized over major expansion projects. This focus should serve as a policy backdrop for transportation investment decisions on both the highway and transit side. Furthermore, research and planning staffs from implementing agencies should conduct more in-depth studies on the impacts of cost-effective maintenance and modernization strategies, including the procurement of more state-of-the-art buses and trains. In addition to more proactive maintenance practices, other modernization strategies include traveler information systems, bicycling and pedestrian improvements, better pavement materials, signal timing, and other intelligent transportation system (ITS) improvements. Projects of all types should take a multimodal approach, seeking to improve conditions for all travelers, including bicyclists and pedestrians.
Develop and utilize transparent evaluation criteria for the selection of projects, particularly ones adding capacity	State (IDOT, Tollway), CMAP, RTA, Metra, Pace, CTA, counties, municipalities	Well-defined criteria are needed for the selection of projects, particularly for new facilities or projects that add capacity to existing facilities. Performance-based funding will help make the process of allocating state and federal funds more transparent for the general public and allow for the most crucial improvements and projects to be completed first with the finite resources available. CMAP should work with implementing agencies to develop and implement these performance measures.
Ensure that the region's transportation projects are based on the above performance measures and align with the priorities of GO TO 2040	CMAP	CMAP has an important role to play in terms of whether or not finances should be allocated to transportation projects based on the above performance criteria, and whether the projects satisfy the direction of the long range plan, GO TO 2040. Changes and amendments to the TIP are the process by which such decisions can be made. CMAP staff should use criteria to measure the performance of projects, particularly larger, capacity-adding projects, in the TIP and make recommendations on action to the CMAP Board and MPO Policy Committee, who hold final say on whether or not projects should be included.
Improve decision making models used for evaluating transportation projects	CMAP	CMAP should continue to lead in developing analytical tools and techniques for project evaluation. As the agency coordinates comprehensive regional planning, the quantitative models employed to make these evaluations should be upgraded toward integrated models with transportation, land use, and economic components.
Identify methods and technologies to improve operational efficiency of the transit agencies	RTA, CTA, Pace, Metra	The RTA and service boards should focus their efforts on addressing the system's fiscal health, particularly pursuing strategies for improving operating efficiencies and ending the continual cost increases that have compromised the integrity of the system.
Revise federal requirements for funding the engineering of major transit capital projects	Federal (U.S. DOT)	FTA regulations concerning use of funds for engineering of transit projects are stricter than those governing highway projects, and should be changed to create a "level playing field."
Develop regional infrastructure funding programs for plan implementation	State (IDOT, IHDA), RTA CMAP, counties, COGs, nonprofits	Create a pilot program meant to focus infrastructure funds to implement local comprehensive plans, modeled on programs in Atlanta and San Francisco. Investigate transportation funds currently programmed by the state (STP) and by CMAP (CMAQ, TAP) for this purpose, as well as non-transportation sources. Retain the current programming of local STP funds, but encourage programmers to consider livability in their funding decisions.
End the "55/45" split for Illinois transportation dollars and make investment decisions based on metrics of need	IDOT	Northeastern Illinois continues to be plagued by a non-statutory funding split which allocates 55 percent of road funding to downstate districts and 45 percent to northeastern Illinois. Transparent, performance-driven criteria should be used to drive investments rather than an arbitrary split.
Revise the process of state capital program funding in Illinois	State (General Assembly)	Adequate funding for transportation capital improvements should be included as part of the annual budgetary process. The current reliance on infrequent "state capital program" bills creates inconsistent funding levels that complicate long-term planning for transportation. Furthermore, project selection should be based upon performance criteria rather than on earmarks.

Implementation action area #2: Increase motor fuel taxes in the short term, and institute a replacement in the long term

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Implement an eight-cent increase of the state's motor fuel tax and index it to inflation	State (General Assembly)	This would require an act of the Illinois General Assembly and the Governor. An increase in the state's MFT presents the best option for short-term increase in revenues for transportation funding. The tax should be indexed to the rate of inflation to combat the decrease in purchasing power that occurs over time. A portion of these proceeds should be devoted to funding transit capital.
Implement an increase of the federal motor fuel tax and index it to inflation rate	Federal (Congress)	This would require an act of the U.S. Congress and the President. The federal MFT was last increased in 1993. Index the tax to the rate of inflation.
Address the need for a potential gas tax replacement revenue mechanisms, particularly "pay-as-you-drive" fees like a vehicle miles traveled fee	Federal (U.S. DOT), State (IDOT), CMAP	As the fuel efficiency of automobiles increases along with the use of non-petroleum based fuels, there will be a long-term need to replace the MFT. Such a replacement could take the form of a VMT fee. Existing technologies can be used to implement a VMT fee while protecting drivers' privacy.
*Establish a regionally-imposed transportation user fee	State (General Assembly)	CMAP's Regional Tax Policy Task Force recommended that the region pursue regional revenue sources for regional needs. Other than the RTA sales tax, which primarily provides funding for transit operations, the region does not have a region-wide dedicated source of funding to provide for capital transportation investments.

Implementation action area #3: Implement congestion pricing

ACTION	LEAD IMPLEMENTERS	SPECIFICS
*Toll and congestion price all new expressway capacity	State (IDOT, Tollway)	Given scarce transportation resources and the need to focus on maintenance and modernization of the existing system, all new expressway capacity added to the region should be tolled and congestion priced.
*Toll and congestion price existing expressway capacity	State (IDOT, Tollway)	Given scarce transportation resources and the need to better manage congestion, existing expressway capacity in the region should be tolled and congestion priced.
Fund supportive transit projects with revenues generated from congestion pricing	State (IDOT, Tollway), RTA, Metra, Pace, CTA	To alleviate potential equity issues created by the higher fees on road segments, there will be a need to increase transit service in the congestion-priced corridors. Congestion pricing revenues will be used to fund the increased service.
Fund arterial improvements with revenues generated from congestion pricing	State (IDOT, Tollway), counties, municipalities	Congestion pricing can cause increased traffic diversion onto parallel arterials in local communities. The increased traffic may cause unintended congestion problems for local users of the arterials and infrastructure solutions maybe required. Congestion pricing revenues will be used to fund the mitigation solutions.

Implementation action area #4: Implement pricing for parking

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Conduct detailed studies on potential parking pricing projects	CMAP, municipalities	Identify potential locations/areas where pricing for parking could be implemented and study the potential effects.
Implement parking pricing, including variable pricing projects	Municipalities	In almost all cases, local governments have authority over parking and would be the implementer and collect the generated fees. In compact, walkable retail districts or downtowns, on-street parking, as close to a business as possible, is the most convenient type of parking for potential customers, and using pricing to keep these spots available for short-term use should be a high priority.
Encourage subregional planning studies to include a parking pricing component	CMAP, RTA	The use of both on- and off-street parking should be analyzed as part of any subregional planning study that considers transportation. This may include studies at a variety of planning levels, including corridors, downtown business districts, or even industrial/office parks.

Implementation action area #5: Find other innovative finance mechanisms

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Provide objective analysis of potential projects and innovative strategies	CMAP	As the regional planning agency, CMAP can provide objective analysis on potential projects and the different financing models available to state, local, and private agencies. A strong focus should be placed on finding innovative finance mechanisms for major capital projects.
Evaluate public-private partnerships in project development	State (IDOT, Tollway), CMAP, RTA, counties, municipalities	Based upon the analysis of potential projects and financing strategies, agencies should consider the use of PPPs on a project-by-project basis. The public interest must be adequately protected in any PPP agreement.
Conduct detailed value capture studies	State (IDOT, Tollway), CMAP, RTA, CTA, Metra, Pace, counties, municipalities	To generate new funding for transit, the region needs to consider different value capture techniques on potential new or expanded transportation infrastructure projects. The increased revenues can be used to help meet a project's capital costs.
*Pass legislation to allow value capture for transportation capital investments	State (General Assembly)	State legislation is needed to establish some sort of value capture district to support transportation capital investments. Current laws do not provide for the multijurisdictional, long-term (30-35 years) districts needed for transportation value capture, and limit value capture in other ways. Accommodation of overlapping tax districts is required.

Increase Commitment to Public Transit

Edits to this recommendation section include technical corrections and clarifications, along with updates to reflect changes in funding programs or progress made since the adoption of GO TO 2040. For example, federal law revised the eligibility requirements of the Capital Investment Program for transit (including the New Starts, Small Starts, and Core Capacity Improvements programs), partially completing one of the original implementation actions. The edits also removed references to specific projects that had been previously included in various implementation actions. Such edits help to focus attention on the policy recommendations themselves. Additionally, the edits consolidated three previous implementation actions regarding the use of livability principles in land use planning into a single implementation action.

Implementation action area #1: Improve the fiscal health of transit

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Strengthen RTA efforts on financial oversight	RTA, CTA, Metra, Pace	The RTA is charged with the financial oversight of the transit system. In collaboration with the service boards, the RTA should focus its efforts on addressing the system's fiscal health, including increasing efficiencies and limiting cost increases moving forward.
Direct a portion of congestion/parking pricing revenues to transit	State (IDOT, Tollway), RTA, counties, municipalities	Congestion pricing and parking pricing are recommended within GO TO 2040. The revenues from these sources should be used in part for supportive transit service. For example, revenues from congestion pricing should be used to support increased transit service in the same corridor as the priced facility, or to improve connections to service in the corridor.
Use other innovative funding sources	State (IDOT, Tollway), CMAP, RTA, CTA, Metra, Pace, counties, municipalities	The reliance of the transit system on sales tax has contributed to its past funding crises. CMAP, in conjunction with potential funding partners, should investigate innovative funding sources such as value capture, or increasing the state gas tax and allocating a portion of the receipts to transit, in addition to the pricing strategies described above.
Revise federal requirements for funding the engineering of major transit capital projects	Federal (U.S. DOT)	FTA regulations concerning use of funds for engineering of transit projects are stricter than those governing highway projects, and should be changed to create a "level playing field."

Implementation action area #2: Modernize the region's transit system

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Focus investments on maintenance and modernization	RTA, CTA, Metra, Pace	Continue to make the maintenance of the system at a safe and adequate level the top priority when making investment decisions. The transit service boards should also pursue opportunities to modernize and upgrade the system as part of routine maintenance to bring the system to a world-class level.
Adopt best practices in new technologies	State (IDOT), RTA, CTA, Metra, Pace, counties, municipalities	Use technological improvements to make the system more efficient. The use of transit signal priority systems, ART concepts, and traffic signal coordination in general is supported, particularly when integrated for robust corridor management. Advanced scheduling and operations practices should also be used to improve the efficiency of demand-responsive services. Coordination with agencies that maintain roadways — namely, IDOT, counties, and municipalities — will be necessary to achieve some of these improvements.
Widely implement traveler information systems	RTA, CTA, Metra, Pace	Pursue the widespread implementation of traveler information systems, which can give real-time arrival information, assist in trip planning, inform commuters about parking availability, and serve other purposes. These can include signs at stations, websites and social media, station announcements, and other technologies.
Consider user-centered design in vehicle purchases and station design	RTA, CTA, Metra, Pace	Invest in improvements that make transit more attractive to potential users. State-of-the-art vehicles, clean and attractive stations, safe and convenient pedestrian access, inclusion of public art or other aesthetic features, and the overall appearance of transit all have an impact on transit use.
Establish seamless coordination between modes	RTA, CTA, Metra, Pace, counties, municipalities	Coordinate services and fares between the service boards, including pursuit of a universal fare payment system. Also, coordination with bicycle and pedestrian facilities and car-sharing services, which are often used by transit riders, can link transit seamlessly with other modes.

Implementation action area #3: Pursue high-priority projects

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Prioritize among potential bus service increases, extensions, and new service using regionally consistent criteria	RTA, CTA, Metra, Pace	Pursue bus expansion projects in areas where they are most likely to succeed. Expansions should be prioritized in part based on supportive local land use planning and infrastructure investment. The recommendations made above concerning technology and user perception apply here as well. Potential transit markets should be tested with bus-based concepts such as ART or BRT before investing in rail infrastructure.
Include transit components as part of major highway capital projects	State (IDOT, Tollway), RTA, CDOT, CTA, Metra, Pace	Include planning for transit (including bus-on-shoulder, bus service in managed lanes, or BRT, but also rail in some cases) within highway projects recommended in the plan.
Implement high-priority transit projects	RTA, CDOT, CTA, Metra, Pace	Advance recommended projects through the federal New Starts program or other funding programs.
Conduct detailed studies of prioritized corridors, and continually develop and evaluate major projects	RTA, CDOT, CTA, Metra, Pace	Conduct feasibility studies for projects that showed high potential but are not fully understood, and pursue innovative financing for beneficial unconstrained projects. Identify potential major capital projects through corridor studies, county or COG transportation plans, or other regional efforts. Evaluate and consider these projects during regular updates to the plan.
Improve evaluation measures and decision-making processes	CMAP, RTA, CTA, Metra, Pace	In light of limited funding, it is critically important to be able to evaluate projects against a variety of evaluation measures to make the best long-term decisions. CMAP should work with the RTA to develop improved transportation models that effectively measure the benefits of a variety of types of transit projects.
Increase federal investment in high-speed rail	Federal (U.S. DOT, Congress)	The initial round of funding for high-speed rail assisted with necessary improvements, but a continued federal commitment is necessary to actually implement a functioning system. The region's Congressional representatives should make this a high priority, as should U.S. DOT staff. However, federal funding for high-speed rail should not come at the expense of funding for regional public transit improvements.
Link high-speed rail with regional transit and land use planning	RTA, CDOT, CTA, Metra, Pace, counties, municipalities	Advance the West Loop Transportation Center, which improves the connections between Metra and the CTA, as well as proposed high-speed rail service, and plan for supportive nearby land use. Plan for direct and convenient links between high-speed rail, Metra, and CTA in this location. Also, identify additional station locations within the region and plan for supporting transit services and land use.

Implementation action area #4: Conduct supportive land use planning

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Align funding and technical assistance for planning and ordinance updates	Federal (HUD, EDA, NOAA), State (IDOT, DCEO, IHDA, Attorney General), RTA, CMAP, counties, municipalities, philanthropic	CMAP and RTA should continue coordination on the Community Planning and LTA programs, which fund local plans and ordinance updates that are consistent with GO TO 2040. Supplement the current program with funding sources from philanthropic or other public and private sources as appropriate. In particular, funding from environmental, housing, and economic development sources should also be included within this streamlined program. Also, broaden coordination to include IDOT.
Identify and exploit additional opportunities for transit-oriented development	CMAP, RTA, CTA, Metra, Pace, counties, municipalities, nonprofits	Many communities have embraced TOD as a strategy to revitalize their downtowns, and plans for many of the most obvious locations for TOD have already been prepared. CMAP and other stakeholders should identify other potential opportunities for application of TOD strategies and initiate pilot projects in areas where TOD is more difficult (i.e., locations with difficult land assembly, bus-based TOD, etc.). Opportunities for the application of TOD principles around planned ART or BRT services can be an immediate focus.
Use livability principles to plan for land use in development near transit, specifically for major capital projects and BRT	Counties, municipalities	Counties and municipalities should pursue opportunities for more dense development which mixes uses and housing types within “location efficient” areas near transit services. Counties and municipalities can increase density by providing density bonuses (in exchange for affordable units), creating transit overlay districts, or using form-based codes to address community fit. This can occur both for existing transit services and areas where transit expansion is planned, and applies to both rail and bus service. Counties and municipalities should specifically pursue supportive land use planning in areas near transit major capital projects and BRT.
Promote housing affordability near transit	Counties, municipalities	Proximity to transit services often increases land value, making it more difficult to provide a range of housing options. Counties and municipalities should analyze housing needs near transit services, and can provide a variety of incentives to developers to bring down development costs in exchange for affordable units. These tools include land donations, density bonuses, reduced minimum parking requirements, permit fee waivers, land trusts, and expedited permitting processes. These should be explored, considered, and adapted to specific local situations.
Require supportive land use planning before new transit investment is made	RTA, CTA, Metra, Pace	Consider supportive land use when making investment and programming decisions. The service boards should prioritize investments (new service in particular) in areas that have or are planning for land use and local infrastructure that supports transit.
Update guidelines for transit-supportive land use	RTA, CTA, Metra, Pace	Update materials produced by the RTA and transit service boards concerning land use planning and small-scale infrastructure investments that support transit. These materials should include additional topics such as housing affordability that go beyond the density and design issues which are currently included.

Create a More Efficient Freight Network

As in other recommendation sections, the edits here include technical corrections and clarifications. More substantive edits occurred in the first implementation action, which calls for a national vision for freight. Moving Ahead for Progress in the 21st Century (MAP-21), the federal transportation authorization law, made strides in recognizing and promoting the significance of freight and completed some of the implementation actions previously included in GO TO 2040. The edits provide new implementation actions that build upon MAP-21's groundwork.

Implementation action area #1: Create a national vision and federal program for freight

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Support the implementation of a national freight policy and freight networks	Federal (Congress, U.S. DOT)	MAP-21 established a method to formulate a national freight policy, as well as a National Freight Network and a Primary Freight Network. Support the development and implementation of these efforts.
* Expand federal policy to include a truly multimodal freight network	Federal (Congress, U.S. DOT)	MAP-21 defines the National Freight Network and Primary Freight Network as highway systems. Work to expand these networks to include other modes critical to goods movement and to expand the highway network beyond the 27,000-mile cap established in MAP-21.
*Provide dedicated, performance-based funding for freight improvements	Federal (Congress, U.S. DOT)	MAP-21 fails to provide dedicated funding for a national freight program. Dedicate funds to that purpose from freight user fees and allocate these funds using performance criteria.
*Provide an engaged role for MPOs in freight planning and project selection	Federal (Congress, U.S. DOT)	MPOs should be directly involved in the state freight planning process. They should also have a key decision-making role in the prioritization and selection of freight projects for funding.

Implementation action area #2: CREATE rail system improvements

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Build a larger national coalition to support the CREATE Program	Federal (Congress, U.S. DOT), State (General Assembly, IDOT), Amtrak, Metra, CMAP, municipalities, freight railroads	To heighten the status of the CREATE program at the federal level, its importance and benefits need to be communicated to stakeholders (elected officials, other MPOs, business community, public) throughout the country in order to gain broader endorsement, support, and funding.
Secure funding to complete the CREATE Program	Federal (Congress, U.S. DOT), State (General Assembly, IDOT), Amtrak, Metra, CMAP, municipalities, freight railroads	Identify funding sources to complete the implementation of the CREATE Program. Funding sources that should be explored include, but are not limited to, local, state, and federal grants; bond or loan opportunities; freight railroads; and other private sources.
Prioritize and implement the CREATE Program	Federal (U.S. DOT), State (IDOT), Amtrak, Metra, City of Chicago, freight railroads	Prioritize the remaining projects based on criteria that factor in project readiness, available funding resources, and public benefit, and aggressively work to implement all remaining projects.
Develop the next phase of rail improvements	State (IDOT), Amtrak, Metra, CMAP, municipalities, freight railroads	Develop a "CREATE II" program to ensure the regional rail system has the capacity to efficiently handle future traffic loads and intermodal transfers. CREATE II should seek to improve operating speeds and reduce congestion on all major mainline routes traversing the Chicago region and also increase terminal capacity.

Implementation action area #3:**Regional trucking improvements: truckways, truck routes, delivery time management, and restrictions**

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Identify opportunities for dedicated truck corridor systems	State (IDOT, Tollway), Freight Authority, CMAP, counties, municipalities	Identify appropriate facilities and corridors for truckways or truck-only lanes, in order to improve safety and increase efficiencies by separating large trucks and passenger vehicles. Provide an alternative for freight to avoid certain corridors due to peak-period passenger vehicle congestion. Engage freight-industry stakeholders and communities in early discussions.
Implement dedicated and managed truckways	State (IDOT, Tollway), Freight Authority, CMAP, counties, municipalities	Preserve right-of-way in potential corridors. Engage in feasibility studies and, if appropriate, preliminary engineering and construction. Provide freight-appropriate designs, including pavement design, geometrics, sight distance, and lane widths. Engage PPPs, as appropriate.
Manage the transportation system to reduce peak-period congestion through congestion pricing	State (IDOT, Tollway), CMAP	Analyze, evaluate, and institute congestion pricing on selected road segments.
Catalog and update the region's truck routes	State (IDOT), CMAP, counties, municipalities	Analyze and map existing truck routes. Identify the gaps and inconsistencies in the current routes. Coordinate a logical and efficient system to update and implement a regional network of truck routes.
Address delivery times and parking restrictions	Counties, municipalities	Assess local delivery times and parking restrictions. Make changes where possible to reduce peak-period truck travel.

Implementation action area #4: Organization and public policy

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Explore the establishment of a governance structure, such as a Freight Authority, to identify issues, guide investments and advocate on behalf of the region	State (IDOT, Tollway), CMAP, counties, municipalities, freight carriers	Analyze and plan to establish a Freight Authority, preferably within an existing agency, to serve as an oversight agency for coordinating freight issues and investments in the Chicago region. The Authority should bring together the public and private sectors, working together toward accomplishing goals of mutual interest and benefit to the region. In its oversight capacity, the proposed body would have the authority to collect revenue (such as user fees or tolls) and issue bonds. The agency's oversight responsibilities would include all freight modes, as well as freight-related economic development opportunities within the region.
Conduct further study to implement user fees	Federal (Congress, U.S. DOT), State (IDOT, Tollway), CMAP, counties, municipalities, freight carriers	The largest hurdle to implementing improvements for freight is identifying funding and securing a revenue stream. The region should actively study various methods to collect user fees as a potential revenue source for freight improvements.

Implementation action area #5: Integrating freight needs and financing into infrastructure prioritization

ACTION	LEAD IMPLEMENTERS	SPECIFICS
Include freight-related performance measures in the project evaluation process	State (IDOT, Tollway), CMAP, counties, municipalities	Develop measures that take into account freight needs and deficiencies in evaluating potential transportation improvements. This performance-based approach will provide a more transparent and quantitative means of project evaluation, and instill more accountability into the project selection process.
Enhance freight modeling capacity	CMAP	Develop more robust modeling tools that will better predict the impacts of changes in national and global freight systems on local and regional freight movements. Also, facilitate a better understanding of regional freight movements and their impacts on the transportation network as well as nearby land use.

Acronym and Abbreviation List

ART	Arterial Rapid Transit	INHS	Illinois Natural History Survey
BRT	Bus Rapid Transit	INVEST	Infrastructure Voluntary Evaluation Sustainability Tool
CDBG	Community Development Block Grant	ISBE	Illinois State Board of Education
CDOT	Chicago Department of Transportation	ITEC	Illinois Technology Enterprise Centers
Chicago Fed	Federal Reserve Bank of Chicago	ITS	Intelligent Transportation System
Chicagoland Chamber	Chicagoland Chamber of Commerce	IWIS	Integrated Workforce Information System
CMAP	Chicago Metropolitan Agency for Planning	LEED	Leadership in Energy and Environmental Design
CMAQ	Congestion Mitigation and Air Quality Improvement Program	LTA	Local Technical Assistance Program
CMC	Chicago Manufacturing Center	MAP-21	Moving Ahead for Progress in the 21st Century
CMRC	Chicago Manufacturing Renaissance Council	MEGA	Metropolitan Economic Growth Alliance
COG	Council of Government	MFT	Motor Fuel Tax
CREATE	Chicago Region Environmental and Transportation Efficiency Program	MMC	Metropolitan Mayors Caucus
CTA	Chicago Transit Authority	MPO	Metropolitan Planning Organization
CW	Chicago Wilderness	NAAF	Natural Areas Acquisition Fund
CWIC	Chicago Workforce Investment Council	NOAA	National Oceanic and Atmospheric Administration
CWSRF	Clean Water State Revolving Fund	OSLAD	Open Space Lands Acquisition and Development
DCEO	Illinois Department of Commerce and Economic Opportunity	PACE	Property Assessed Clean Energy
DOE	U.S. Department of Energy	PPP	Public-Private Partnership
DRI	Development of Regional Importance	RTA	Regional Transportation Authority
EBT	Electronic Balance Transfer	SARA	Sensitive Aquifer Recharge Area
EDA	U.S. Economic Development Administration	SBIR	Small Business Innovation Research
ESCO	Energy Service Companies	SNAP	Supplemental Nutrition Assistance Program
FPA	Facility Planning Area	STP	Surface Transportation Program
GIV	Green Infrastructure Vision	STTR	Small Business Technology Transfer
HUD	U.S. Department of Housing and Urban Development	TAP	Transportation Alternatives Program
I2A	Illinois Innovation Accelerator Fund	TIP	Transportation Improvement Program
ICCB	Illinois Community College Board	TOD	Transit-Oriented Development
IDES	Illinois Department of Employment Security	Tollway	Illinois State Toll Highway Authority
IDNR	Illinois Department of Natural Resources	UPARR	Urban Park and Recreation Recovery
IDOT	Illinois Department of Transportation	U.S. ACE	U.S. Army Corps of Engineers
IDPH	Illinois Department of Public Health	USDA	U.S. Department of Agriculture
IEN	Illinois Entrepreneurship Network	U.S. DOT	U.S. Department of Transportation
IEPA	Illinois Environmental Protection Agency	U.S. EPA	U.S. Environmental Protection Agency
IFA	Illinois Finance Authority	USGBC	U.S. Green Building Council
IHDA	Illinois Housing Development Authority	UWP	Unified Work Program
I-LAST	Illinois - Livable and Sustainable Transportation	VMT	Vehicle Miles Traveled
ILDS	Illinois Longitudinal Data System	WBC	World Business Chicago
		WIA	Workforce Investment Act
		WIB	Workforce Investment Board



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