CMAP



2040

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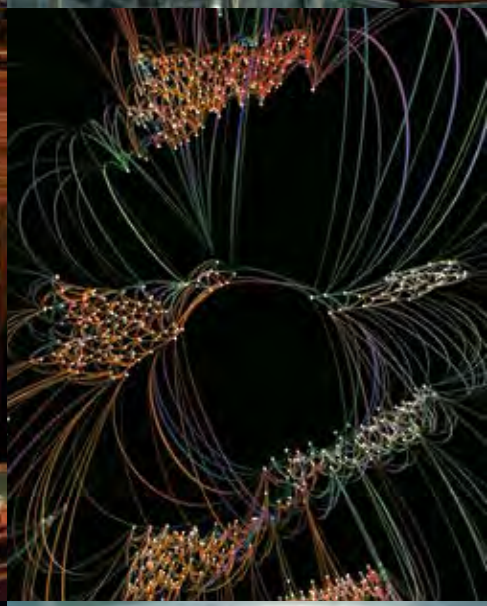
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EXIT





Introduction

Metropolitan Chicago is one of the world's great economic centers. We have abundant natural resources — including a magnificent system of parks, open spaces, trails, and waterways — with access to Lake Michigan for drinking water and recreation. We have a transportation system that moves people and goods, acting as an engine of jobs and prosperity. And the residents of the region themselves are perhaps our greatest renewable resource, constituting a diverse workforce that fuels economic development.

Residents of our region's seven counties — Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will — aspire to and deserve a high quality of life. The mission of the Chicago Metropolitan Agency for Planning (CMAP) is to help the counties and 284 communities plan together for sustainable prosperity through mid-century and beyond.

Children playing in creek courtesy of The Morton Arboretum.
All other photography courtesy of the Chicago Metropolitan Agency for Planning.

Implementing the GO TO 2040 comprehensive regional plan is metropolitan Chicago's best chance to set the stage for economic growth in decades to come. The plan defines carefully coordinated policies to address the fundamental challenges that shape residents' daily lives. After nearly three years of research, public input, and deliberation, GO TO 2040 reflects the collective will of our region's leaders and residents. The plan was unanimously adopted by leaders from across the region in fall 2010. The region has aggressively implemented many of the plan's recommendations since then, garnering awards from the U.S. Environmental Protection Agency (U.S. EPA), American Planning Association, Urban Land Institute Chicago, Metropolitan Planning Council (MPC), Transportation Research Board, Federal Highway Administration, and Federal Transit Administration. While maintaining regional consensus for implementation can be challenging, CMAP continues to focus on the principles that brought diverse stakeholders together: livable communities, human capital, efficient governance, and regional mobility.

GO TO 2040 UPDATE APPENDICES

- Financial Plan for Transportation
- Major Capital Projects
- Implementation Action Areas
- Indicator Methodology
- Socioeconomic Forecast Update Overview
- Transportation Conformity Analysis
- Travel Model Documentation
- Public Engagement Summary

GO TO 2040 Update

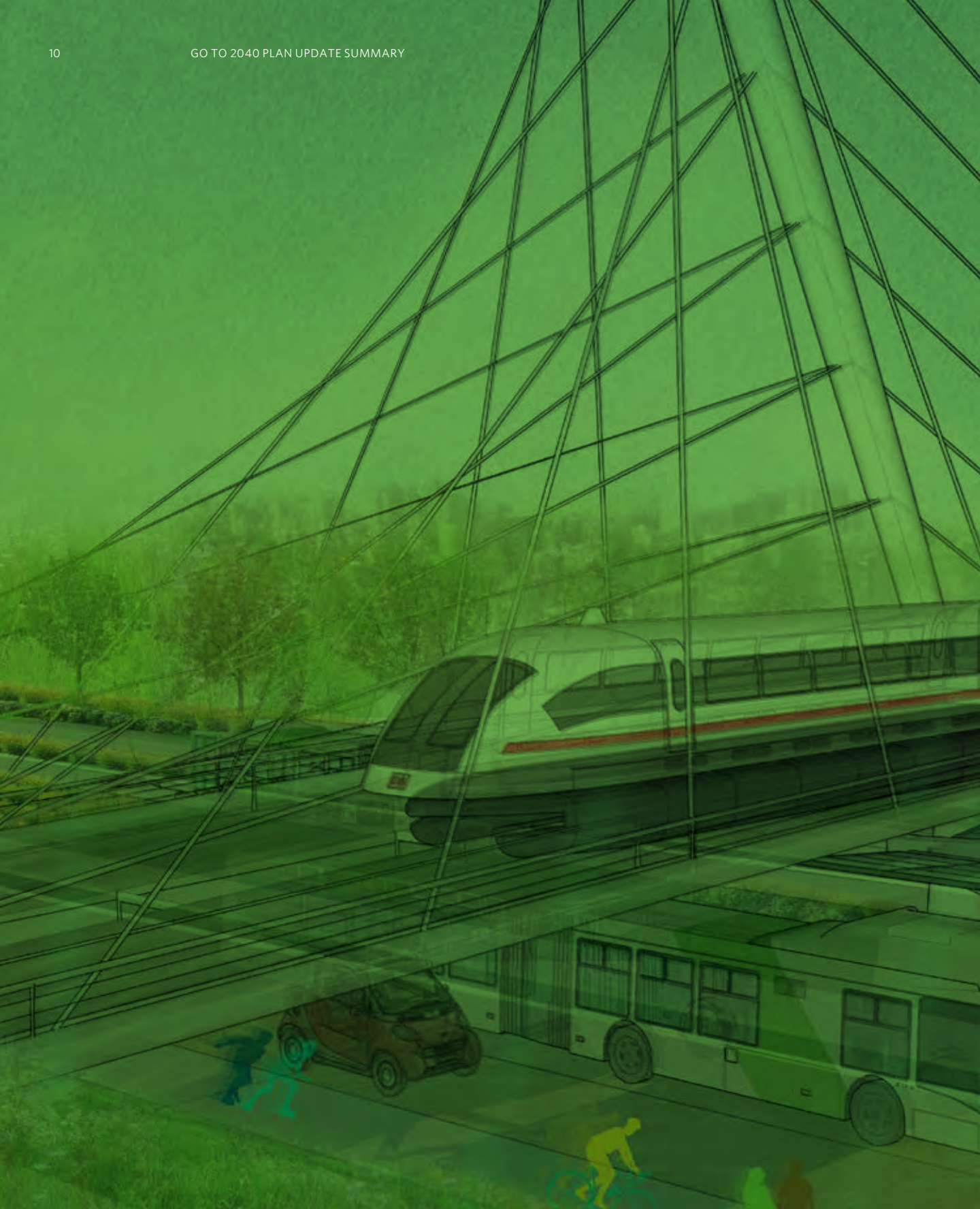
In October 2014, GO TO 2040 was updated as required by the Moving Ahead for Progress in the 21st Century Act (MAP-21), which calls for regional plans such as this to be revised every four years. The draft GO TO 2040 plan update was released for public comment over summer 2014 to coincide with public meetings held by CMAP throughout the region to solicit feedback.

This plan update summarizes what has been accomplished since 2010 and where the region should concentrate its efforts moving forward to achieve the GO TO 2040 vision for metropolitan Chicago. Organized by the plan's four themes — Regional Mobility, Livable Communities, Human Capital, and Efficient Governance — this update highlights successes and challenges related to plan implementation.

While the region's priorities remain consistent, the update process allows CMAP to:

- Consider the region's preferred transportation investments in light of updated, robust financial analysis regarding anticipated revenues to support the systematic enhancement, maintenance, and modernization of the region's system while pursuing limited new major capital projects over the coming decades.
- Revisit actions that must be taken — and by whom — to implement GO TO 2040 recommendations, reflecting progress made since the plan's adoption and providing clarification where necessary. Recent developments affecting plan implementation include the passage of federal and state legislation, the restructuring of federal programs, and revised financial transportation forecasts.
- Reevaluate the indicators and associated aspirational targets used to measure progress on plan implementation.

For additional technical analysis and research related to the GO TO 2040 update, please see relevant appendices at www.cmap.illinois.gov/2040.



Regional Mobility
Getting Around

REGIONAL MOBILITY RECOMMENDATIONS

Invest Strategically in Transportation

Increase Commitment to Public Transit

Create a More Efficient Freight Network

A modern transportation system is indispensable for our region's future prosperity. Residents must be able to travel quickly and easily around our region to sustain our economy and quality of life. Businesses must be able to count on the timely delivery of their goods.

Historically, our region's transportation system has been a foundation of our success. But the system's infrastructure was built decades ago, with inadequate ongoing investment to keep it up to date. At the same time, congestion is increasing along with growth in population and jobs. While transportation is still a significant strength of this region, we must continue the modernization of our system to compete with other U.S. and global economic centers.

Making our system world class is not simply a matter of raising taxes to generate more revenue, nor is it about massive expansion of the system. Instead, the region should invest in maintenance and modernization first, followed by strategic enhancements and limited expansions of the transportation network. The plan devotes 97 percent of its resources to maintaining and modernizing the existing system.

It is essential that our local and regional stakeholders collaboratively pursue new sources of revenue to invest in the transportation system. These include:

- Congestion pricing on new capacity and portions of the existing system
- State motor fuel tax increase and replacement
- Performance-based funding
- Variable parking pricing

Carefully selecting projects through a transparent decision-making process will help us achieve clear regional objectives.

To a significant extent, quality of life and economic prosperity are shaped by how well the region moves people and goods. GO TO 2040 takes a strategic approach to coordinating investments and maximizing the benefits of our transportation system. Key aspects of improving regional mobility include:

- Setting strategic priorities
- Changing how transportation is funded
- Reducing congestion and its costs
- Increasing transportation options
- Making freight efficient

IMPLEMENTATION PROGRESS

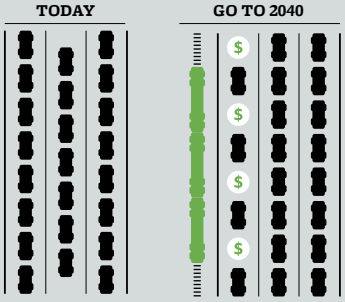
While substantial challenges remain, CMAP and partners have made progress toward the GO TO 2040 recommendations of strategic investment in transportation, increased commitment to transit, and creation of a more efficient freight network.

Promote Congestion Pricing

Because the Chicago region's transportation network is mature and funding is limited, it is critical to wring all possible performance from the system before expanding it. Once built, new capacity needs to be managed to prevent the loss of performance to congestion over time. The use of congestion pricing, or "express toll lanes," is the most effective way of managing highway capacity so that the price to use the facility changes with demand. If priced appropriately, traffic in express toll lanes flows freely even in peak periods, giving drivers options to avoid congestion. Reliability is improved because drivers will not need to leave early as "buffer time" to avoid arriving late. Transit users also benefit, as buses running on congestion-priced facilities also see speed and reliability improvements. Congestion pricing can raise revenues that can support further transportation investment. The use of pricing to manage traffic is becoming increasingly widespread in the U.S., and CMAP has explored the benefits of implementing congestion pricing on five of the highway major capital projects originally recommended in GO TO 2040, as well as on the existing expressway network. In fall 2012, the agency launched an extensive campaign to implement this policy and has since received resolutions of support from Councils of Governments, business owners, and civic groups, in addition to positive news coverage and editorial support. Surveys conducted by the Illinois Tollway in recent years also indicate public support for the policy.

TODAY: During peak travel times, congestion slows the driving commute.

GO TO 2040: With congestion pricing, drivers pay a premium to use an express lane during peak travel times. This will reduce congestion by giving people an incentive to travel at off-peak times and will help to pay for road and transit system improvements.



Source: Chicago Metropolitan Agency for Planning analysis.

Set Strategic Priorities for Transportation Investment

The State of Illinois allocates highway funds through an arbitrary formula called the "55/45 split." CMAP launched a campaign for Illinois to implement performance-based funding of highway and bridge projects in order to set priorities for maintaining, modernizing, and expanding our transportation system. The agency is working to develop performance measures and collect data for application to CMAP's programming and planning activities, particularly the Congestion Mitigation and Air Quality Improvement (CMAQ) program.

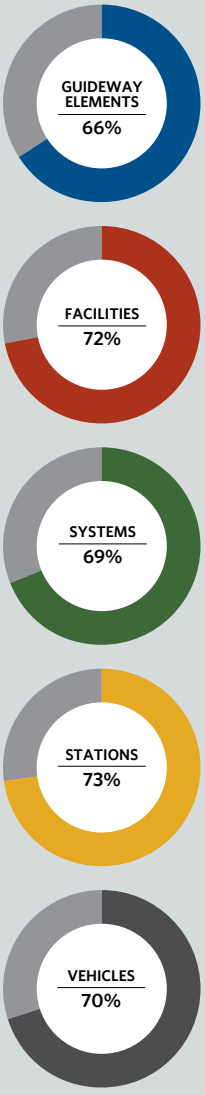
Despite having 66 percent of the state's population, our region receives only 45 percent of the state's road funding. This so-called "55/45 Split" needs to be addressed.



Source: Chicago Metropolitan Agency for Planning analysis.

PERCENTAGE OF TRANSIT ASSETS IN A STATE OF GOOD REPAIR,
represented in 2011 values

Metropolitan Chicago's transit infrastructure is aging and in need of improvement. GO TO 2040 recommends the region bring its transit assets to a "state of good repair," in which all facilities are maintained in good condition with no backlog of capital maintenance.



Source: Regional Transportation Authority.

Construct GO TO 2040 Major Capital Projects

Many of the plan's recommended major capital projects have advanced. In August 2011, the Illinois Tollway raised its toll rates and approved a 15-year, $12 billion "Move Illinois" capital plan, which provides for highway expansion projects recommended in GO TO 2040. In 2013, the U.S. Department of Transportation (U.S. DOT) approved the final agreement to allow the Tollway to build the **Elgin O'Hare Western Access (EOWA)** project. CMAP's CMAQ program allocated nearly $70 million to help address a roughly $300 million EOWA funding gap, which DuPage County is seeking to fill. Construction began on the **I-294/57 Interchange.**

In 2011, the Tollway also convened key **IL 53/120 Tollway** stakeholders in a Blue Ribbon Advisory Council that recommended the project be built as a four-lane parkway, with all lanes congestion-priced and a speed limit of 45 miles per hour. The **Illiana Expressway** reached its Tier 2 Environmental Impact Study phase, and the Illinois and Indiana Departments of Transportation are seeking private industry partners to develop, design, build, finance, operate, and maintain portions of the project. It is important for the design of each road to make a high priority of protecting environmental assets and local community character.

Regarding the envisioned **West Loop Transportation Center**, a variety of stakeholders have collaborated on the multi-stage development of a master plan for Union Station, and the Chicago Department of Transportation and Chicago Transit Authority (CTA) are constructing a new off-street bus terminal across the street. In 2012, the CTA and Developing Communities Project (DCP) partnered with CMAP's Local Technical Assistance (LTA) program to assess the many livability benefits of the proposed **Red Line South Extension**. CMAP's Unified Work Program Committee allocated $1 million to develop the Environmental Impact Statement for the project.

Focus on Maintenance and Modernization of the Transit System

The Regional Transportation Authority (RTA) and the region's transit operators have made targeted improvements to their networks, funded in part through CTA and Metra fare increases. The CTA significantly reconstructed the south branch of its Red Line, purchased new train cars, and built two new infill stations on its rail lines, with a third to begin construction in late 2014. Pace successfully launched and later expanded its I-55 Bus on Shoulder pilot program. Metra purchased modern train cars to help modernize its fleet and is currently rehabbing bridges on its Union Pacific–North line.

Implement a National Vision for Freight

MAP-21, the federal transportation authorization law passed in 2012, identifies a national interest in freight for the first time. The bill also directs U.S. DOT to develop a national freight policy, identify a national priority network for investment, and creates incentives for states to prepare their own freight plans. CMAP has collaborated with other major metropolitan organizations to provide comments on the primary freight network, as well as to establish freight principles for the next federal transportation bill.

Explore the Establishment of a Multimodal Regional Freight Authority

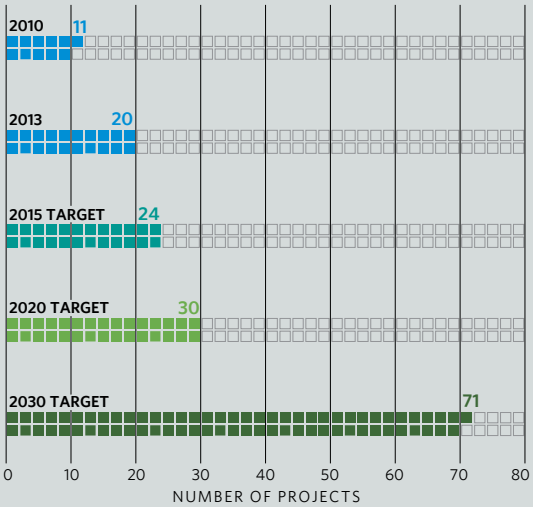
From October 2013 through May 2014, CMAP convened a Regional Freight Leadership Task Force. Made up of freight stakeholders and transportation implementers, the Task Force explored the potential benefits of creating a Regional Freight Authority — including potential revenue sources and governance issues — to address institutional and funding barriers affecting the freight system in northeastern Illinois. The Task Force's advisory report, released May 2014, recommends increased planning, funding, and programming to support metropolitan Chicago's multimodal freight system. It does not recommend establishing a new, independent Regional Freight Authority; rather, the region should rely on existing institutions to deliver enhanced freight governance.

Complete CREATE

CREATE (the Chicago Region Environmental and Transportation Efficiency Program) is both regionally and nationally significant. This public-private partnership of U.S. DOT, State of Illinois, City of Chicago, Metra, Amtrak, and the freight railroads has completed nine new projects since GO TO 2040's adoption, and funds must be secured to implement the remaining projects. The program had received $1.2 billion as of October 2013.

NUMBER OF CREATE PROJECTS COMPLETED, 2010-30, *with targets*

CREATE should be fully implemented by 2030.

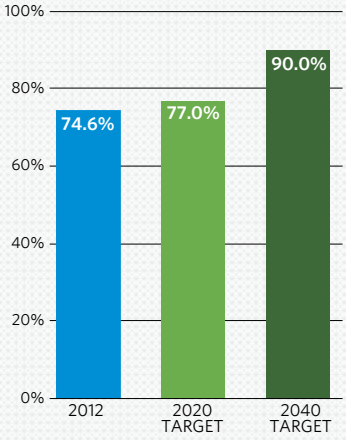


Source: Chicago Department of Transportation CREATE program.

MOVING FORWARD

PERCENTAGE OF NATIONAL HIGHWAY SYSTEMS WITH ACCEPTABLE RIDE QUALITY, 2012-40, *with targets*

GO TO 2040 recommends bringing the highway system to a state of good repair with "acceptable" ride quality, defined by pavement quality with International Roughness Index values of less than or equal to 170.



Source: Illinois Department of Transportation and Illinois State Tollway Highway Authority.

GO TO 2040 recommends transportation investments be prioritized to first maintain the existing system, followed by improvements and enhancements to achieve the goal of a modern, world-class transportation network. Pursuing major capital projects, while important, remains a lower priority than these other activities. Between 2015-40, estimated revenue from existing funding sources will barely keep pace with expenditures required to simply operate and maintain the transportation system, let alone bring it to a state of good repair or allow for additional enhancements or expansions to the system. The region must take the following steps to achieve a world-class transportation system.

IMPLEMENT

New Revenues to Support Transportation

New sources of reasonably expected revenues should be advanced as major transportation policy priorities in order to operate, maintain to a safe and adequate level, modernize, and expand the system within the long-range planning context. These revenues can only be realized through coordinated action by local, regional, and state policymakers and should be allocated in a transparent, collaborative process.

Congestion Pricing on New Capacity and Portions of the Existing System

Building on CMAP's congestion pricing policy, the plan update recommends the implementation of express toll lanes on new capacity associated with GO TO 2040 major capital projects, with the exception of short or isolated add-lane projects. This will help manage traffic and preserve capacity over time, while also generating revenue that may help offset the costs of the facilities or fund other transportation improvements in the corridor. In the long term, the region should toll and implement congestion pricing on existing limited-access highway capacity as well. As pricing can cause increased traffic diversion to parallel arterials in local communities, it will



be necessary to fund arterial improvements in conjunction with the congestion pricing of existing limited-access highway facilities and to provide significantly improved transit opportunities. Congestion pricing revenues should be used for these purposes.

The Illinois Department of Transportation (IDOT) and Illinois Tollway will be responsible for implementing congestion pricing on projects identified in the plan update. While federal law allows the tolling of new Interstate facilities or reconstructed bridges and tunnels, it places limitations of pricing facilities that are currently untolled. Existing law allows tolling after the reconstruction of a facility, but only if the number of free lanes exceeds the number of tolled lanes. Amending federal law is a key part of the implementation process because the traffic management benefits will be greatest if congestion pricing can be applied to currently unpriced facilities. Implementers may benefit from the enactment of state legislation that authorizes or encourages congestion pricing. CMAP will continue to organize existing support for congestion pricing and to push for authorization at the state and federal levels.

State Motor Fuel Tax Increase and Replacement

The state motor fuel tax (MFT) has been $0.19 per gallon since 1991. GO TO 2040 recommends that the state MFT be increased by 8 cents and indexed to an inflationary measure. But in the face of rising vehicle fuel economy, a replacement to the motor fuel tax that accounts for growth in construction costs, as well as overall growth in the transportation system, will be necessary in the long term. The region must build a coalition of transportation implementers and business and community groups to promote an MFT rate increase to the Illinois General Assembly and the Governor, as well as an eventual replacement. Other state governments and MPOs across the country are already considering replacements for the MFT, including a fee on vehicle miles traveled or road usage.

Performance-Based Funding

While CMAP does not advocate for the implementation of a different arbitrary formula to replace the "55/45 split," it is reasonable to assume that the implementation of performance-based funding would result in increased funding for the region, which has the vast majority of the state's population and economic activity. Research and analysis required to fully implement performance-based funding is already underway as a result of federal requirements for states to establish performance measures. The implementation of a robust performance-based programming process can be implemented in the near term through administrative action by IDOT and does not require a statutory change. But a more formal codification in state and federal law could be beneficial. The CMAP Board and MPO Policy Committee have called on the State to establish a technical advisory group to implement performance-based funding on the state level.

Variable Parking Pricing

Local governments with commercial areas experiencing high demand for parking could implement variable parking pricing. This strategy would balance parking supply and demand to help improve traffic flow and increase the availability of parking. Variable pricing could be implemented at any time through the passage of ordinances, as local governments have broad powers to regulate parking. Through its LTA program, CMAP will continue to work with local governments to implement parking strategies, which may include pricing.

EXPLORE

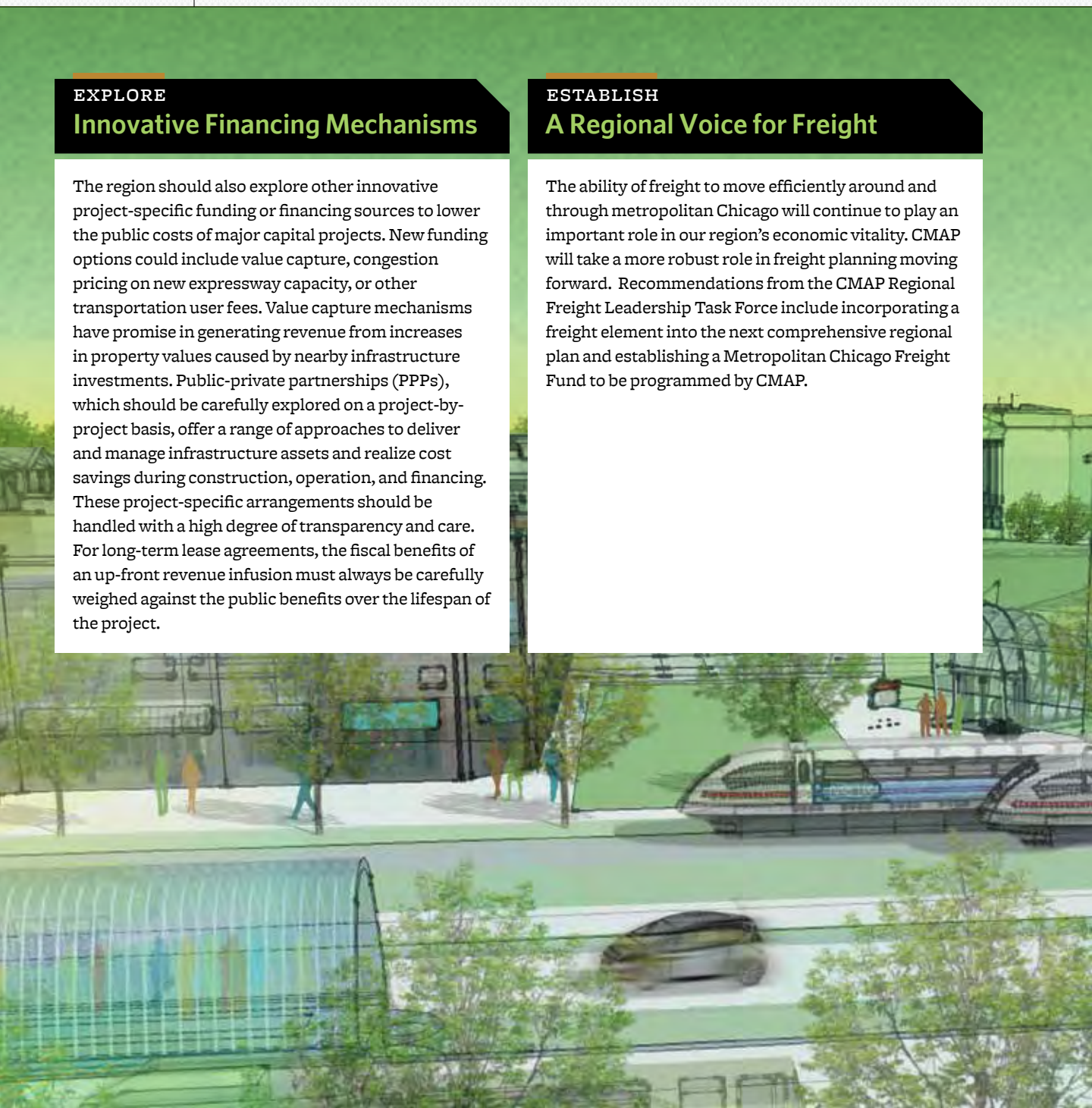
Innovative Financing Mechanisms

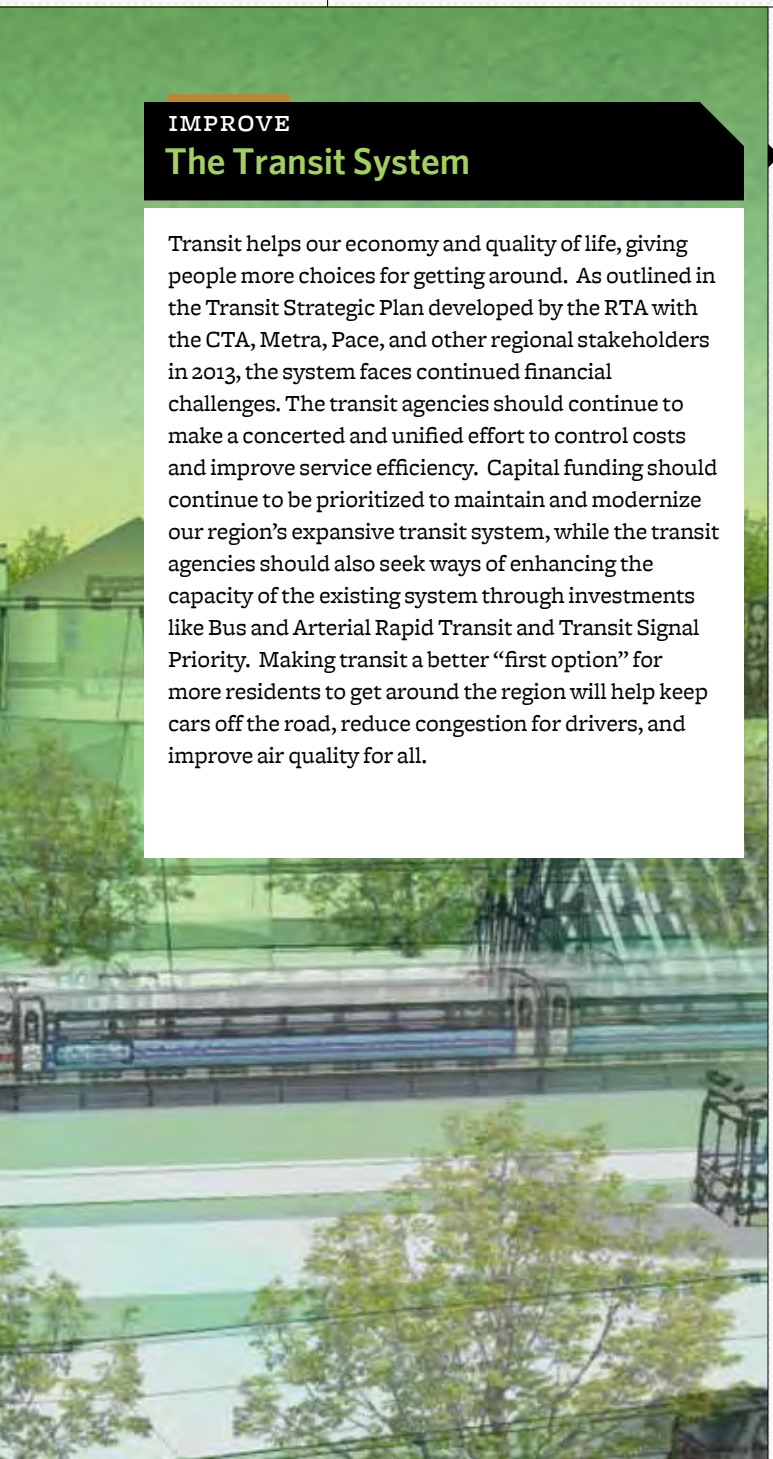
The region should also explore other innovative project-specific funding or financing sources to lower the public costs of major capital projects. New funding options could include value capture, congestion pricing on new expressway capacity, or other transportation user fees. Value capture mechanisms have promise in generating revenue from increases in property values caused by nearby infrastructure investments. Public-private partnerships (PPPs), which should be carefully explored on a project-by-project basis, offer a range of approaches to deliver and manage infrastructure assets and realize cost savings during construction, operation, and financing. These project-specific arrangements should be handled with a high degree of transparency and care. For long-term lease agreements, the fiscal benefits of an up-front revenue infusion must always be carefully weighed against the public benefits over the lifespan of the project.

ESTABLISH

A Regional Voice for Freight

The ability of freight to move efficiently around and through metropolitan Chicago will continue to play an important role in our region's economic vitality. CMAP will take a more robust role in freight planning moving forward. Recommendations from the CMAP Regional Freight Leadership Task Force include incorporating a freight element into the next comprehensive regional plan and establishing a Metropolitan Chicago Freight Fund to be programmed by CMAP.





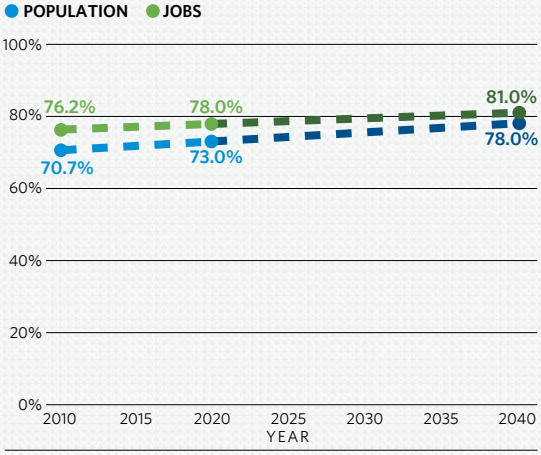
IMPROVE

The Transit System

Transit helps our economy and quality of life, giving people more choices for getting around. As outlined in the Transit Strategic Plan developed by the RTA with the CTA, Metra, Pace, and other regional stakeholders in 2013, the system faces continued financial challenges. The transit agencies should continue to make a concerted and unified effort to control costs and improve service efficiency. Capital funding should continue to be prioritized to maintain and modernize our region's expansive transit system, while the transit agencies should also seek ways of enhancing the capacity of the existing system through investments like Bus and Arterial Rapid Transit and Transit Signal Priority. Making transit a better "first option" for more residents to get around the region will help keep cars off the road, reduce congestion for drivers, and improve air quality for all.

SHARE OF POPULATION AND JOBS WITH AT LEAST MODERATE ACCESS TO TRANSIT, 2010-40, *with targets*

By 2040, GO TO 2040 recommends that 78 percent of the population and 81 percent of jobs be within at least moderate access to transit.



Source: Chicago Metropolitan Agency for Planning analysis.

Note: The transit access index measure is calculated using four factors:
(1) weekly frequency of transit service,
(2) activities that can be reached via a single direct transit route,
(3) proximity to a transit stop or station measured over the network, and
(4) the pedestrian friendliness of the surrounding area.
The index scores localized areas and places them in one of five categories, ranging from low to high transit access. Areas with "at least moderate access" fall within the top three index categories.



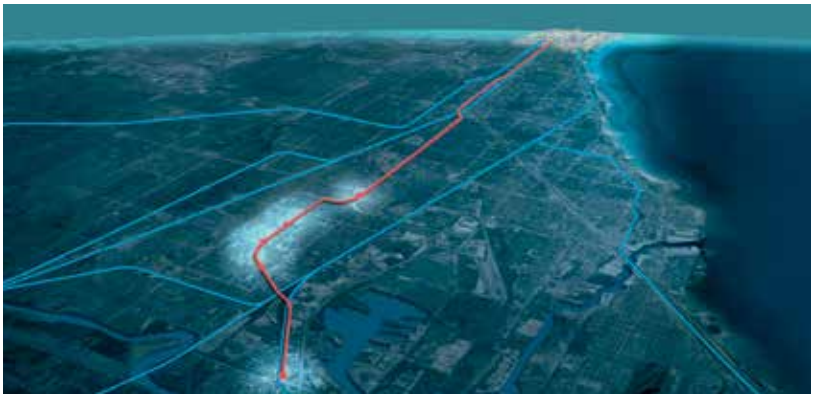
GO TO 2040 CAPITAL PROJECTS

While the primary transportation emphasis of GO TO 2040 is to maintain and modernize — bringing our system to a state of good repair — the plan contains a handful of major capital projects that will maximize regional benefits of mobility and economic development. The list of priority major capital projects includes the same set of projects under fiscal constraint as the original plan, minus three projects already completed, plus two projects amended into the plan in 2013. The following GO TO 2040 major capital projects include a balance of transit, highway, and multimodal projects that are distributed throughout the region. While their costs are substantial, they represent just over three percent of the region's projected $371 billion available for transportation through 2040, with nearly 97 percent going to maintenance and modernization. It is important for each major capital project to be implemented in accordance with GO TO 2040 recommendations to plan for supportive land uses and offer transportation options.


RAPID TRANSIT
COMMUTER RAIL
MULTIMODAL CORRIDOR
NEW OR IMPROVED HIGHWAY
EXISTING TRANSIT
EXISTING HIGHWAY

SELECTED HIGHLIGHTS

CTA Red Line South Extension (BELOW)
This project will extend the CTA's Red Line south 5.3 miles to 130th Street, beyond where it currently ends at 95th Street. South of the Red Line's current terminus, residents struggle with long commute times and multiple transit transfers required to reach work, school, medical appointments, and services. The area served by the extension will see improved access, reduced travel times by streamlining CTA and Pace bus-to-rail connections, and enhanced livability and economic impact in distressed neighborhoods. A park-and-ride facility at the new 130th Street Station near I-94 will also improve connections for commuters. The investment will cut transit travel time from 130th Street to the Chicago Loop by 21 minutes, or 34 percent.



Elgin O'Hare Western Access
While the area around O'Hare International Airport can attribute its economic vitality to the unique convergence of air, road, and rail infrastructure, the same assets have also led to significant congestion problems for truck and passenger traffic. The Elgin O'Hare Western Access (EOWA) project will provide a new, limited-access facility to reduce congestion and improve access to the airport. The project includes three main components, all of which will be tolled: reconstructing and widening the existing Elgin O'Hare Expressway, extending the expressway east to O'Hare International Airport, and adding an expressway around the western side of O'Hare from I-90 to I-294 (the western bypass). Consideration should be given to implement congestion pricing on these facilities. The first two components are expected to be complete in 2018, while the western bypass is planned for 2025. The EOWA provides critical support to the most significant cluster of freight and manufacturing employment in the region. The project provides meaningful travel time savings and yields the highest increase in access to jobs by automobile of any major capital projects considered during the update process. Planning for and implementing enhanced transit service that improves access to this regional employment center will be critical over the long term.



IL 53/120 Tollway (ABOVE)
Several attempts have been made to plan and build a north-south route through central Lake County to address severe arterial traffic congestion. In the past two years, the project has made significant progress via the Tollway's IL 53/120 Blue Ribbon Advisory Council (BRAC), which developed consensus among key stakeholders to build a "21st Century modern boulevard" in the corridor. The project will extend the existing, limited-access IL Route 53 from its terminus at Lake-Cook Road to join IL Route 120 to the north. Additionally, an extension of the limited-access portion of IL Route 120 is proposed. The tolled facility will use congestion pricing to help manage demand and will utilize a context-sensitive design that protects Lake County's communities and environmental assets. Of all the capital projects considered in the GO TO 2040 update, the IL 53/120 Tollway will have the highest congestion reduction benefits for both automobile and freight traffic. It will also have the largest economic impacts of any project. Planning for supportive land use will be critical. The BRAC report is now the basis of extensive land-use planning led by CMAP and financial planning led by the Illinois Tollway, with both efforts including Lake County government, municipalities, environmental groups, and other stakeholders.

Fiscally Constrained Projects

Expressway Additions: Express Toll Lanes

I-55 Stevenson Express Toll Lanes
I-290 Eisenhower Express Toll Lanes

Expressway Additions: Interchanges and Improvements

Circle Interchange
I-294/I-57 Interchange
I-190 Access and Capacity Improvements
I-90 Jane Addams Tollway

Transit Improvements

CTA North Red/ Purple Line Modernization
West Loop Transportation Center Phase I Improvements
Metra Rock Island Improvements
Metra SouthWest Service Improvements
Metra UP North Improvements
Metra UP West Improvements

New Projects and Extensions

CTA Red Line South Extension
Elgin O'Hare Western Access
IL 53/120 Tollway
Illiana Expressway
Metra UP Northwest Improvements and Extension



Livable Communities
Creating a Sense of Place

LIVABLE COMMUNITIES RECOMMENDATIONS

Achieve Greater Livability through Land Use and Housing

Manage and Conserve Water and Energy Resources

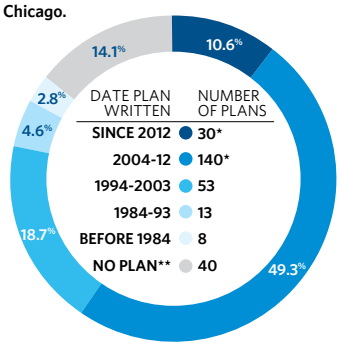
Expand and Improve Parks and Open Space

Promote Sustainable Local Food

Though opinions differ on what makes a community appealing, livable communities tend to share some common traits. They are healthy, safe, and walkable. They are diverse and inclusive. They offer choices for timely transportation to schools, jobs, services, and basic needs. They are more cost-effective for individuals and local governments. They make the region more economically competitive.

Whether we choose to live and work in a newer community or one that has been around for decades, a community's unique "sense of place" draws people and makes us feel at home and welcome there. Though that sense may seem intangible, livability is seldom an accident. Livable communities are created through effective planning and decisions by local officials, developers, and individual residents.

One of GO TO 2040's highest priorities remains the promotion of comprehensive planning in communities across metropolitan Chicago.



*Twenty-three of the comprehensive plans adopted since 2012 were developed through CMAP's Local Technical Assistance program.

**These communities either do not have, or CMAP was unable to discern if they have, comprehensive plans.

Source: Chicago Metropolitan Agency for Planning analysis of municipal surveys and the compendium of plans.

Our region faces significant obstacles to achieving livable communities now and for future generations. But working together as a region, we can make our communities more livable. The cumulative choices of 284 municipalities and seven counties determine quality of life and economic prosperity across our region. With local autonomy over land use comes the responsibility to consider how those decisions shape a community's livability, including how they affect neighboring communities and the region as a whole. As a region, we need to implement policies and investments that concentrate on livability.

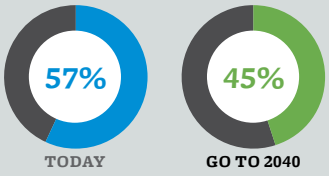
In addition to their quality-of-life benefits, livability and more compact growth make good economic sense for our region and its residents as well. Developing our existing communities and improving their livability is more cost-effective and resource-efficient than rapidly developing in areas that don't have adequate infrastructure. Some of the tangible benefits of livable communities are:

- Lower household costs
- More transportation choices
- Reduced taxpayer costs
- Increased water and energy efficiency
- More parks and open space
- Improved health and availability of local food

IMPLEMENTATION PROGRESS

Achieving livability requires proactive planning by local governments that recognize the regional impacts of even seemingly small decisions. Following the plan's adoption, CMAP primarily focused its livability implementation efforts through the Local Technical Assistance (LTA) program, which provides resources to help local governments conduct planning that is consistent with GO TO 2040. The following projects, many conducted through LTA, highlight the quality-of-life benefits of local, proactive planning efforts.

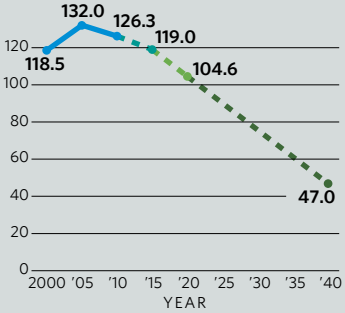
Percentage of income spent on housing and transportation by moderate- and low-income residents:



Source: Chicago Metropolitan Agency for Planning analysis.

GREENHOUSE GAS EMISSIONS, MILLION METRIC TONS OF CO2 EQUIVALENT, 2000-40, *with targets*

Consumption of electricity and natural gas for heating, cooling, and appliances at home and at work contributes nearly two-thirds of our region's greenhouse gas emissions.



GHG emissions sources: ICF International (2010 GHG emissions) and the Center for Neighborhood Technology (GHG emissions for all other years).

Population sources: 2010 U.S. Census and Chicago Metropolitan Agency for Planning socioeconomic forecast.

Support a Well-Balanced Housing Supply

In partnership with the Metropolitan Mayors Caucus and MPC, CMAP has created a series of *Homes for a Changing Region* (*Homes*) plans for clusters of communities throughout the region. These plans allow local leaders to chart future supply and demand trends for housing in their communities, allowing the development of long-term housing plans that are driven by data. These multijurisdictional efforts encourage collaboration between neighboring communities that often share similar challenges in planning for housing. *Homes* plans have helped guide the work of three formalized housing collaboratives in Cook County, among other clusters of communities.

Coordinate Technical Assistance Programs

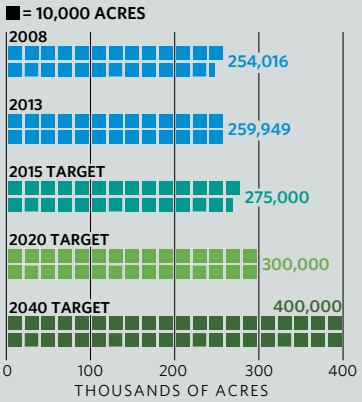
CMAP and the RTA have synchronized the application process and schedule for their respective LTA and Community Planning programs. This streamlines the application process for communities in need of assistance by allowing them to apply to either program using a single application for consideration by both agencies. It also allows CMAP and the RTA to allocate their own technical assistance resources more strategically.

Promote Retrofit Programs

The CMAP-led Energy Impact Illinois (EI2) alliance programs simplified the often-complex process of improving energy efficiency for residential, commercial, and industrial buildings and facilitated access to information, finances, and workforce. Funded with a $25 million grant from the U.S. Department of Energy Better Buildings Neighborhood Initiative, EI2 completed its three-year program in early 2014. Through its financing and incentive programs, EI2 cumulatively reduced energy usage among participants by an estimated 4 million kilowatt hours (kWh) and 2 million therms of natural gas, or a total of 211,000 million British Thermal Units (MMBtus) annually. These activities led to an annual reduction of 10,855 metric tons in carbon dioxide (CO_2) emitted in the Chicago region — the equivalent of taking 2,261 automobiles off the road.

ACRES OF CONSERVATION OPEN SPACE, 2000-40, *with targets*

Over the next 26 years, an additional 150,000 acres of land across the region should be preserved through a collaborative, multi-organizational, public-private approach.



Sources: Chicago Metropolitan Agency for Planning Land Use Inventory, Illinois Department of Natural Resources, County forest preserve and conservation districts, and the National Conservation Easement Database.

Preserve and Connect Parks and Open Spaces

Local planning can improve recreation options, public health, and the biodiversity of the region's ecosystems. The Conservation Fund, Chicago Wilderness, and CMAP refined the Green Infrastructure Vision, first completed in 2004, to provide more detail and strengthen its scientific basis from 2011-12. Through the process, a series of mapping tools were created to help conservation partners identify portions of the green infrastructure network on which they wish to concentrate their efforts. Each county in the region is also making strides to increased protected acreage, which has grown overall from 99,188 acres in 1990 to 189,523 in 2012. Additionally, a 2013 amendment to the state's Open Space Lands Acquisition and Development Act allows distressed communities to receive up to 90 percent (rather than the former 50 percent) for the acquisition of land.

Facilitate Local Food Production

Increased production of local food can enhance regional health, grow the economy, and preserve agricultural land, and progress has been made both locally and statewide. The City of Chicago adopted changes to its Zoning Ordinance in September 2011 to support urban agriculture. A two-year LTA project explored policy changes to better support sustainable agriculture as an economic development tool in Lake County. Nonprofit, public, and private partners collaborated to strengthen the county's sustainable food system, in conjunction with a master plan update for the Liberty Prairie Reserve. Since the project's completion in mid-2013, Lake County has amended its Unified Development Ordinance. Conserve Lake County, the Lake County Forest Preserve, and the Liberty Prairie Foundation have formed a partnership to lease co-owned land on Casey Farm in Libertyville to Radical Root, a local organic farm co-op. Additionally, the Illinois Department of Agriculture launched a "Where Fresh Is" campaign in 2013 to promote the sale of produce grown in the state.

MOVING FORWARD

Communities interested in improving their quality of life and livability through local planning can continue to rely on CMAP's LTA, research, and data resources. The region must focus on the following actions in order to achieve livable communities with a high quality of life.

CONCENTRATE

Technical Assistance Around Existing Plans

CMAP and the RTA have helped communities develop a substantial number of plans to implement GO TO 2040 over the past few years. In future calls for projects, the LTA and Community Planning programs will focus more on projects that implement recommendations from existing plans. The types of assistance provided will be broadened in response to demand and may include capacity building opportunities.

TARGET

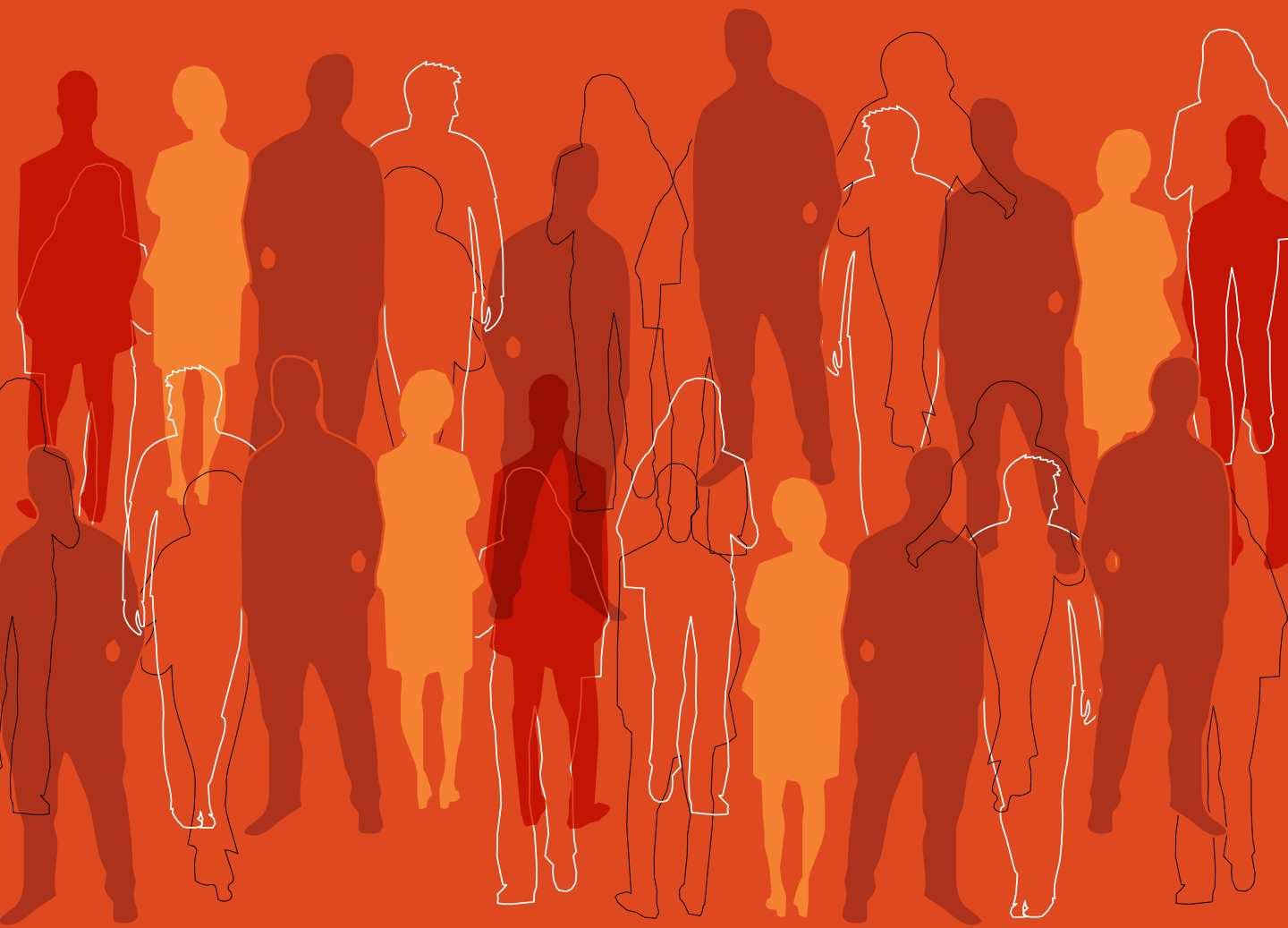
Investments to Implement Plans

Future CMAP research and LTA projects will include an increased focus on infrastructure investment, particularly around areas prioritized for redevelopment in local plans. Projects will also incorporate findings from the Green Infrastructure Vision, which will continue to be refined with support from Chicago Wilderness and The Conservation Foundation. CMAP will also continue work to coordinate housing and other non-infrastructure investments in ways that implement GO TO 2040 recommendations.

UTILIZE

Model Ordinances

CMAP's Model Ordinances and Toolkits program has and will continue to develop resources that help communities enhance livability through planning for climate adaptation, parking that supports livability, local food production, form-based codes, water conservation, sustainability, aging in communities, and more. CMAP will use these and new resources to explore new planning areas through LTA.



Human Capital
Learning, Working, and Innovating

HUMAN CAPITAL RECOMMENDATIONS

Improve Education and Workforce Development

Support Economic Innovation

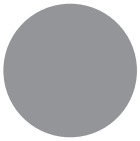
GO TO 2040 supports economic growth and innovation by investing in infrastructure, education, and workforce training for jobs of all skill levels; by seeking ways to support existing clusters of regional specialization like freight and manufacturing; and by creating a supportive business environment, including addressing tax policy.

The seven-county metropolitan Chicago region is among the nation's few global economic centers and GO TO 2040 seeks to maintain and strengthen this position. A global region needs to have a modern infrastructure; a diversity of business types and economic activity; a skilled workforce, with access to strong workforce training and higher education systems; active cultural institutions; and a high overall quality of life.

The quality of our region's labor force is crucial for sustaining economic prosperity. Increasingly, job growth relies on the availability of well-educated, skilled workers for knowledge-based industries. We can gain a significant advantage by ensuring that businesses and residents here have the skills necessary to compete with other global economic centers. More than half of our job pool will continue to be middle-skill positions that require more than a high school diploma but less than a college degree. Residents without adequate education and training will struggle to find productive employment, which could undermine our economic future.

Our long-term prosperity also hinges on the ability of our region and its business community to adapt when new circumstances require creative solutions. Though economic innovation must come primarily from the private sector, government has an important supporting role. With our world-renowned universities and laboratories, the region should do more to connect researchers and entrepreneurs.

What is a cluster?



SECTOR
A broad set of similar economic activities — e.g., transportation.



INDUSTRY
Narrower than a sector — e.g., trucking.



CLUSTER
Interdependent groups of firms and related institutions that gain benefits from their proximity and interactions.

Source: Chicago Metropolitan Agency for Planning analysis, 2012.

Strategic investments by the public sector should be targeted to leverage private venture capital, emphasizing specialized "clusters" of strong industries that create good jobs and spur innovation in our region. Even as they compete against one another, companies in these clusters need to collaborate to compete against other regions across the world. We should rally behind such clusters by helping to ensure that our workforce meets these industries' needs. The region can ensure the effective coordination of workforce training programs with employer needs by making data-driven decisions that target resources to professions expected to grow in the future. Community college curriculums need to align with the quickly changing needs of the region's employers; this is especially true in manufacturing, where workers need to receive training on the most up-to-date processes and systems in order to find employment.

IMPLEMENTATION PROGRESS

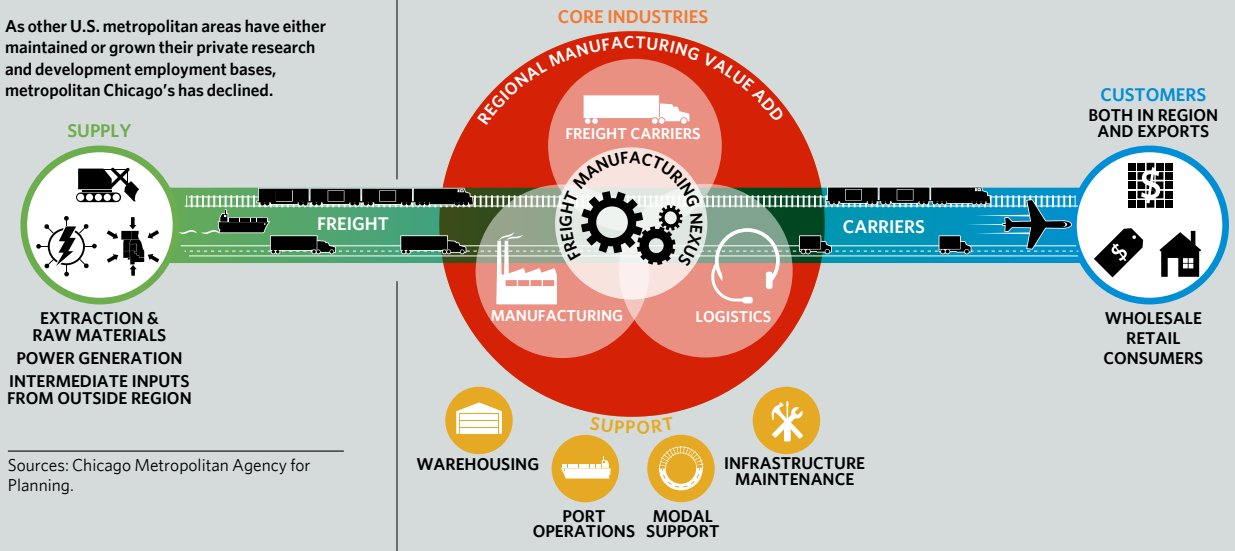
As the region recovers from the recent recession, progress has been made in a series of human capital areas related to improving education and workforce development and supporting economic innovation.

Nurture the Region's Industry Clusters

Strategically organizing the region around its existing and emerging clusters of regional specialization can help target investment decisions in areas like training and infrastructure. Following the adoption of GO TO 2040, CMAP has focused its efforts around the study of our region's freight and manufacturing industry clusters and the nexus between them, all of which offer metropolitan Chicago numerous strategic advantages. The powerful "freight-manufacturing nexus" consists of three core industries: manufacturing firms, freight carriers, and logistics providers, which are responsible for transforming inputs from supply industries into goods consumed by customer industries. The agency most recently initiated a study of freight and manufacturing activity in the subregion around O'Hare International Airport, where both clusters are heavily concentrated.

METROPOLITAN CHICAGO'S FREIGHT-MANUFACTURING NEXUS

As other U.S. metropolitan areas have either maintained or grown their private research and development employment bases, metropolitan Chicago's has declined.



Sources: Chicago Metropolitan Agency for Planning.

Support an Innovative Business Environment

While innovation can and should largely be driven by the private sector, public entities like CMAP add value through policy research and analysis. CMAP has studied efforts elsewhere in the U.S. to reorient economic development at the regional and state levels to be more strategic, coordinated, and outward-facing. Some examples could be instructive for Illinois and metropolitan Chicago, including broad-based state policies; the implementation of regional collaboration and cluster support; and improvements to transparency and accountability.

Improve Data and Information Systems

The regional economy's capacity for innovation depends on many factors related to its industries' ability to innovate, the diversity of its workforce, and the health of national and international economies. In July 2014, CMAP launched a regional economic indicators microsite to measure and track 16 indicators grouped by the themes of trends, clusters, innovation, and workforce. The indicators will be updated annually as new data becomes available, with supplementary analysis released periodically via CMAP Policy Updates.

Coordinate Workforce Training with Employer Needs

Many efforts are underway in the region to coordinate and streamline workforce training programs to improve the experience for workers and businesses. The Chicago Cook Workforce Partnership, which merged City of Chicago and Cook County workforce investment boards in July 2012, is the second largest local workforce investment area in the nation. Beyond operational efficiencies that reduced costs and improved services, it has also engaged the business community to better align occupational training services with current and projected needs of many sectors, including those in freight and manufacturing.

MOVING FORWARD

CMAP will continue to focus its human capital efforts around supporting industry clusters in the region, as well as the analysis of indicators, that can assist policymakers in understanding opportunities and challenges facing the economy. The region must concentrate on the following actions to remain competitive in the global economy.

SUPPORT

Industry Clusters

CMAP will continue to study the region's industry clusters, including drilling deeper into their effects on subregions. The cluster reports will examine opportunities and challenges related to workforce, innovation, and infrastructure. This approach will allow CMAP to focus on how specific land use and transportation investments can leverage the strength of existing clusters.

CREATE

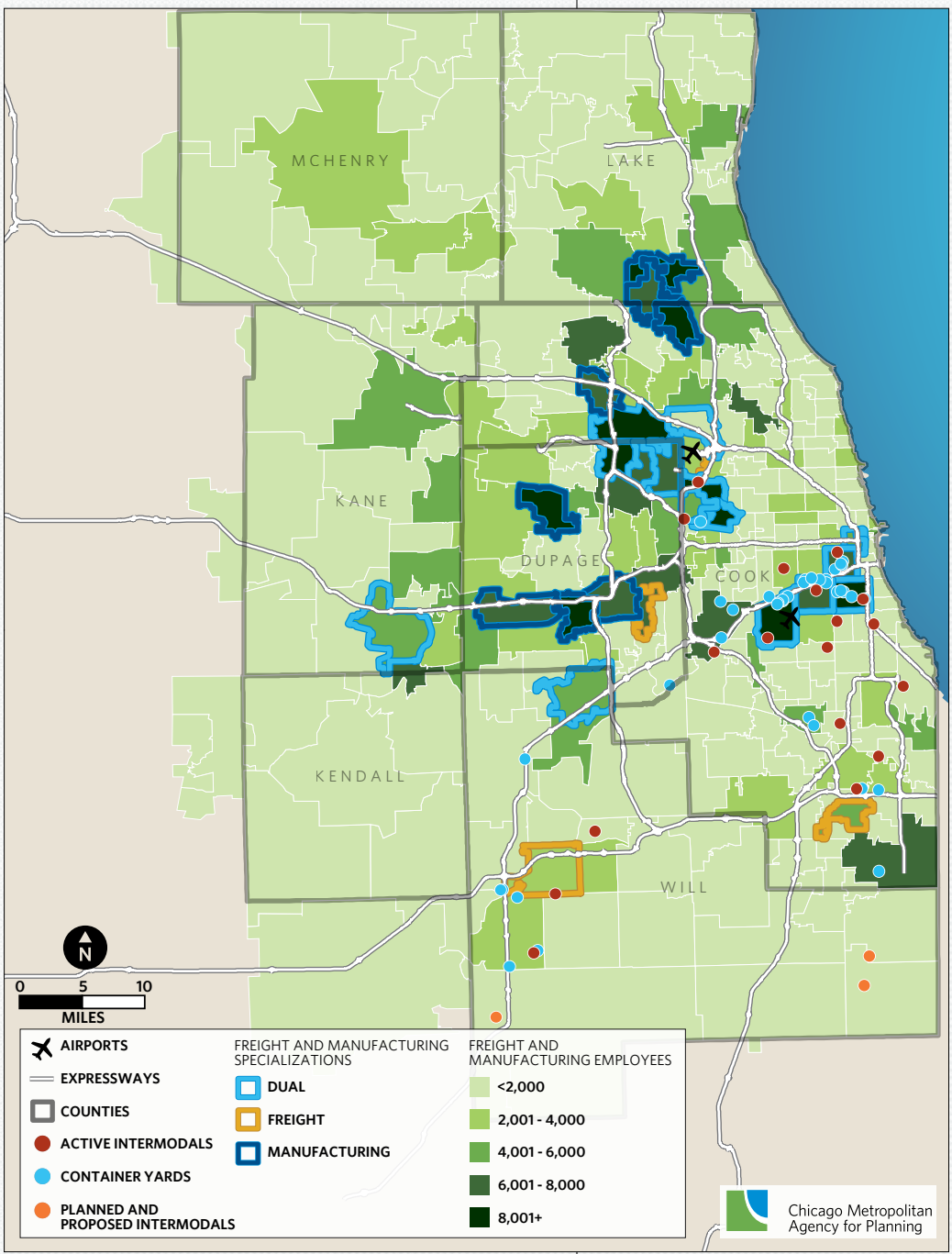
A Culture of Innovation

Reorienting economic development practices can greatly impact the ability of businesses to innovate, foster growth, and compete globally. CMAP will build on its research of economic development best practices in order to support the development of more strategic, accountable, and globally competitive policies and practices in the region and state.



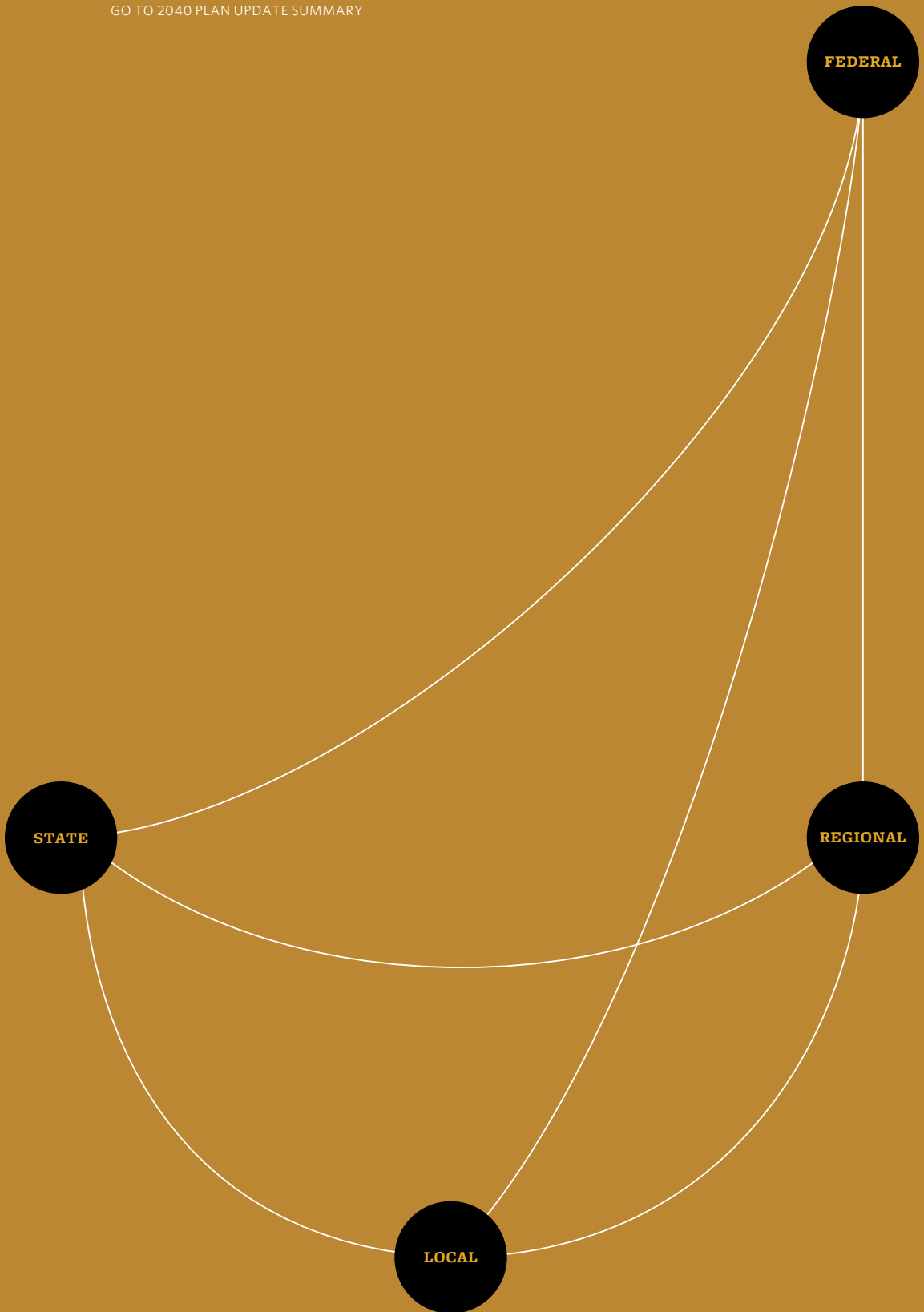
FREIGHT AND MANUFACTURING EMPLOYMENT IN METROPOLITAN CHICAGO

The region's two largest centers of manufacturing employment — the areas around O'Hare and Midway airports — also have the highest concentration of regional freight employment.



Note: Dual specialization includes those zip codes that have concentration in both freight and manufacturing employment, while areas of single specialization have a concentration in either freight or manufacturing employment but are below the mean for employment in the other half of the nexus.

Source: Chicago Metropolitan Agency for Planning analysis, 2013.


FEDERAL
STATE
REGIONAL
LOCAL

Efficient Governance
Achieving Transparency

EFFICIENT GOVERNANCE RECOMMENDATIONS

Reform State and Local Tax Policy

Improve Access to Information

Pursue Coordinated Investments

Efficient and effective decision making by government is necessary to meet the goals of GO TO 2040. Plan implementation relies on strategic public sector investments that maximize benefits to residents, but in an environment of limited fiscal resources, these must be carefully prioritized. This requires careful analysis of state and local tax system impacts on our economy and community livability, better access to information, and increased coordination between government agencies.

State and local taxes have a profound impact on development patterns and the ability of government to provide necessary public services. Current tax policy too often unintentionally encourages choices that undermine the long-term interests of our region and its communities. The sales tax system pushes communities into intense competition to attract retail businesses, and an over-reliance on these revenues can also leave municipalities short of funds when retail sales slump in economic downturns.

To guide important local decisions, we need better access to information in our region. Our region must also work together to provide more coordinated delivery of services and to remove the barriers that prevent coordination of programs at the local, regional, state, and federal levels. By efficiently targeting and coordinating investments, our region can streamline programs and services to avoid duplication at all levels of government.

Together, we can make government in our region more effective, which will help make our communities more economically competitive and more livable for all residents.

IMPLEMENTATION PROGRESS

Following the plan's adoption, CMAP focused its implementation of efficient governance recommendations around the study of state and local tax policy and its impacts on local land use decisions. The agency's approach to data sharing has evolved for greater effectiveness, and the region has seen promising movement towards the coordination and potential consolidation of services where appropriate.

Create a Regional Tax Policy Task Force

A task force established by CMAP evaluated state and local tax policy issues through the lenses of the regional economy, sustainability, and equity. It also examined the connections between tax policies and development decisions. The task force's final report, issued in January 2012, has guided CMAP's tax policy work since then. Based on the work of the task force, CMAP has completed additional analysis of economic development incentives, as well as the fiscal and economic impacts of development.

Address Existing State Revenue Sharing Systems

More than $5 billion in state tax revenue, much of it from the sales tax, is disbursed annually to local governments. CMAP has studied the relationship between state revenues sharing and the local fiscal impacts of development decisions, as this system creates an incentive for local governments to emphasize some land uses over others that are more aligned with local plans or more beneficial to the regional economy.

Provide Data to Improve Decision Making

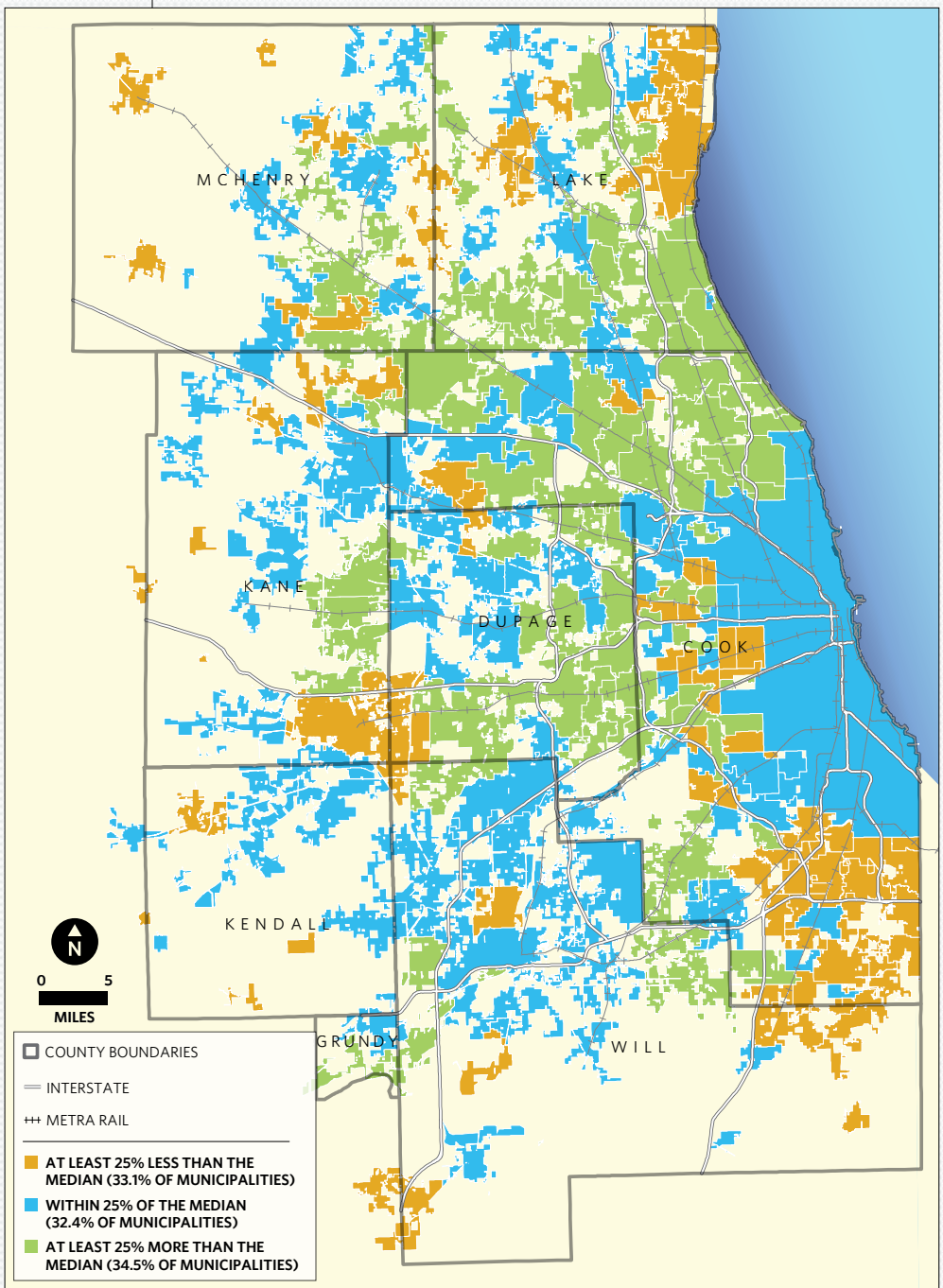
Because good data becomes more accessible every year from government agencies and other institutions, MetroPulse has narrowed its focus to select indicators for monitoring the progress of GO TO 2040 implementation and livability goals determined in partnership with The Chicago Community Trust. This revised approach should be more effective for the greatest number of users. CMAP also launched a new project to share up-to-date information about the region — the Community Data Snapshots summarize demographics, housing, employment, transportation habits, retail sales, property values, and land use in metropolitan Chicago's seven counties, 284 municipalities, and 77 Chicago Community Areas. Each snapshot is presented in an easy-to-print PDF and will be updated periodically as new data becomes available.

Pursue Coordinated Investments

The City of Chicago and Cook County initiated a historic collaboration in 2011 to increase coordination of their services, which has helped reduce costs and improve efficiency in their delivery. In 2013, a new state law established a pilot program whereby DuPage County can dissolve select small units of local government and consolidate their services in a transparent, open process. This is the first program of its kind in the state.

MUNICIPAL SALES AND PROPERTY TAX BASE PER CAPITA, DIFFERENCE FROM THE MEDIAN, 2013

Since most local governments depend on revenues like property and sales taxes to fund basic services, GO TO 2040 gauges tax policy equity by measuring the tax base equal to the sum of a municipality's equalized assessed value and retail sales per capita. In 2013, half of the region's municipalities had between $4,410 and $40,407 in sales and property tax base per resident, while the other half had between $40,407 and $1.2 million.



Source: Chicago Metropolitan Agency for Planning analysis of Illinois Department of Revenue data and U.S. Census Bureau, 2008-12 American Community Survey five-year estimates.

MOVING FORWARD

CMAP's ongoing work around tax policy will continue to focus on areas most important for GO TO 2040 implementation. The agency will maintain its study of plan indicators and will share relevant data "snapshots" with local communities on a regular basis. The importance of regional decision making and planning should be emphasized through federal and state action. The region must focus on the following actions to ensure government effectively makes our communities more economically competitive and more livable for all residents.

FACILITATE

A Regional Perspective on Tax Policy

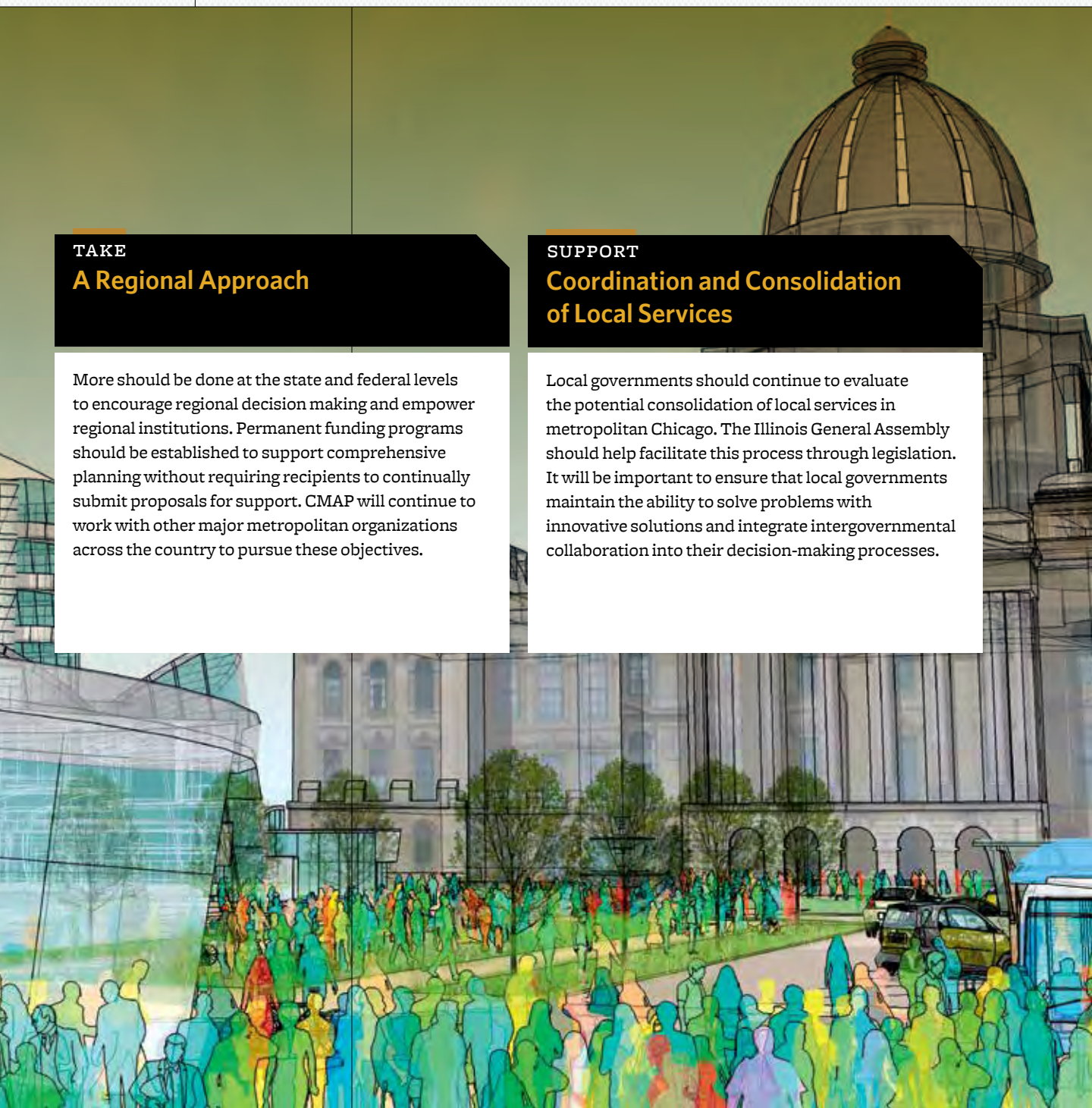
CMAP will continue to play a leadership role in facilitating a regional perspective on tax policy. Future study will focus on the impacts of tax policy on infrastructure, land use, and the regional economy; phasing out property tax classification in Cook County; evaluation of state and local economic development incentives and tax policies; and analyzing policies that broaden the tax base and lower tax rates.

MEASURE

GO TO 2040 Implementation

CMAP will continue to conduct activities around regional indicators to measure plan implementation, which will focus on a smaller number of indicators. Relevant data will be shared through the distribution of Community Data Snapshots, which summarize demographics, housing, employment, transportation habits, retail sales, property values, and land uses in metropolitan Chicago's seven counties, 284 municipalities, and 77 Chicago Community Areas. These data profiles will also help communities track their progress on implementing LTA plans.





TAKE

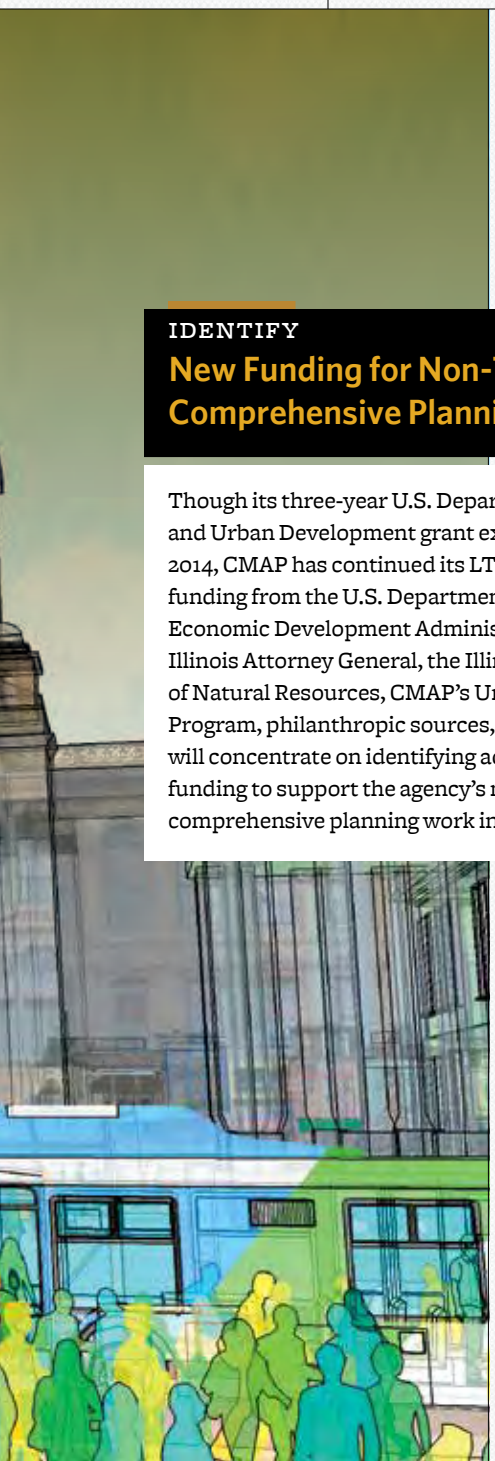
A Regional Approach

More should be done at the state and federal levels to encourage regional decision making and empower regional institutions. Permanent funding programs should be established to support comprehensive planning without requiring recipients to continually submit proposals for support. CMAP will continue to work with other major metropolitan organizations across the country to pursue these objectives.

SUPPORT

Coordination and Consolidation of Local Services

Local governments should continue to evaluate the potential consolidation of local services in metropolitan Chicago. The Illinois General Assembly should help facilitate this process through legislation. It will be important to ensure that local governments maintain the ability to solve problems with innovative solutions and integrate intergovernmental collaboration into their decision-making processes.



IDENTIFY

New Funding for Non-Transportation Comprehensive Planning

Though its three-year U.S. Department of Housing and Urban Development grant expired in January 2014, CMAP has continued its LTA program with new funding from the U.S. Department of Commerce's Economic Development Administration, the Illinois Attorney General, the Illinois Department of Natural Resources, CMAP's Unified Work Program, philanthropic sources, and more. CMAP will concentrate on identifying additional external funding to support the agency's non-transportation comprehensive planning work in the future.

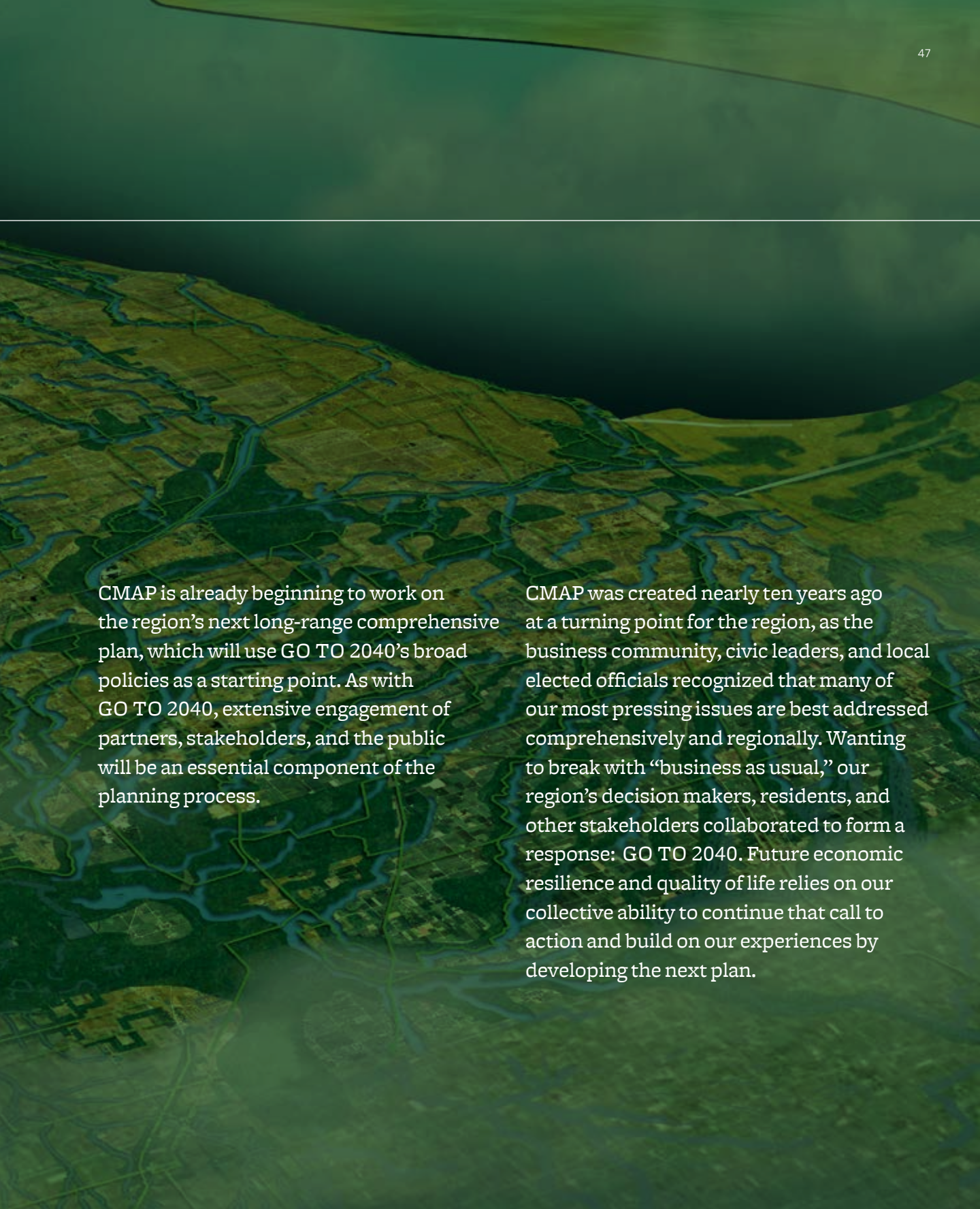
Conclusion: Looking Forward to Metropolitan Chicago's Next Comprehensive Regional Plan

Designed to guide development and infrastructure decisions through mid-century and beyond, GO TO 2040 takes a forceful but nuanced approach to aligning the region's public policies and investments to achieve sustainable prosperity. CMAP is grateful to all who have contributed to GO TO 2040 and its subsequent update in 2014. CMAP will continue to lead aggressively with the help of many organizational and individual partners.

Please visit **www.cmap.illinois.gov/2040** for the GO TO 2040 plan update appendices and other related materials. The appendices contain much more detailed information, including updated goals for performance measurement and targeted implementation steps.

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CMAP is already beginning to work on the region's next long-range comprehensive plan, which will use GO TO 2040's broad policies as a starting point. As with GO TO 2040, extensive engagement of partners, stakeholders, and the public will be an essential component of the planning process.

CMAP was created nearly ten years ago at a turning point for the region, as the business community, civic leaders, and local elected officials recognized that many of our most pressing issues are best addressed comprehensively and regionally. Wanting to break with "business as usual," our region's decision makers, residents, and other stakeholders collaborated to form a response: GO TO 2040. Future economic resilience and quality of life relies on our collective ability to continue that call to action and build on our experiences by developing the next plan.

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