Chicago Metropolitan Agency for Planning

GO TO 2040

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GO TO 2040 Comprehensive Regional Plan

DRAFT

Public Comment Period: June 11 to August 6, 2010

Executive Summary

A draft of the *GO TO 2040* plan is available for public comment between June 11 and August 6, 2010. This Executive Summary is meant to guide the reader through the plan, which covers a wide range of issues, from transportation finance to open space preservation to workforce development.

The Executive Summary describes *GO TO 2040*'s approach to each of the plan's chapters, with links to specific sections of the full plan. Following this chapter, the Introduction and a chapter on Challenges and Opportunities will familiarize readers with the purpose of the plan and the major issues that it seeks to address. The remainder of the plan presents and explains its recommendations for action. The recommendation sections are "modular" -- that is, each section stands on its own -- so the reader can choose from among these with no fear of reading out of sequence.

CMAP thanks you for your review of this document and invites your input during the public comment period. See the following page for dates and locations of open houses, which will feature a short plan overview presented by staff of the Chicago Metropolitan Agency for Planning (CMAP), followed by a question-and-answer period. At these meetings and at http://www.cmap.illinois.gov/policy/transportation.aspx, CMAP will also present its Transportation Improvement Program (TIP) for FY 2010 to 2015 and results of the regional Air Quality Conformity Analysis.

Residents may also submit comments on the *GO TO 2040* website (http://www.goto2040.org), by email to info@cmap.illinois.gov, by fax to 312-454-0411, or by postal mail to CMAP, ATTN: *GO TO 2040* Comments, 233 S. Wacker Dr., Suite 800, Chicago, IL, 60606. For more information or assistance, contact CMAP at 312-454-0400.

GO TO 2040 Draft Plan Public Meeting Schedule

June 15, 2010, 6:00 to 8:00 p.m.
DuPage County
DuPage County Government Center Auditorium
421 N. County Farm Road
Wheaton, IL 60187

June 22, 2010, 6:00 to 8:00 p.m.
Lake County
Lake County Central Permit Facility
Main Conference Room, 2nd Floor
500 W. Winchester Road
Libertyville, IL 60048

June 23, 2010, 6:00 to 8:00 p.m.
Will County
Will County Office Building
County Board Room, 2nd Floor
302 N Chicago Street
Joliet, IL 60432

June 29, 2010, 6:00 to 8:00 p.m.
Kendall County
Kendall County Health Department
811 W. John Street
Yorkville, IL 60560

July 13, 2010, 6:00 to 8:00 p.m.
McHenry County
Woodstock Public Library
414 W. Judd Street
Woodstock, IL 60098

July 20, 2010, 6:00 to 8:00 p.m.
West Central Cook
Cicero Community Center
2250 S. 49th Avenue
Cicero, IL 60804

July 21, 2010, 6:00 to 8:00 p.m.
Kane County
Kane County Government Center
719 S. Batavia Avenue
Geneva, IL 60134

July 27, 2010, 6:00 to 8:00 p.m.
South West and South Cook
Moraine Valley Community College
Fogelson Theater
9000 W. College Parkway
Palos Heights, IL 60465

July 29, 2010, 6:00 to 8:00 p.m.
North West/North Central Cook
Arlington Heights Public Library
500 N. Dunton Avenue
Arlington Heights, IL 60004

August 3, 2010, 6:00 to 8:00 p.m.
Chicago/Cook
CMAP Offices
Cook County Room
233 S. Wacker Drive, Suite 800
Chicago, IL 60606

About CMAP and the *GO TO 2040* Plan

In 2005, with support from local officials and other stakeholders in northeastern Illinois, the Illinois General Assembly formed CMAP to integrate planning of land use and transportation for the seven counties. In addition to that State of Illinois mandate, CMAP is designated by the U.S. Government as the region's Metropolitan Planning Organization (MPO), responsible for reviewing and approving projects that use federal transportation dollars. The agency's planning responsibilities also include housing, economic development, open space, the environment, and other quality-of-life issues.

GO TO 2040 is the region's official comprehensive plan, intended to help the many communities of metropolitan Chicago face challenges that are strikingly similar but seldom identical. Implementing the plan's recommendations will help secure sustainable prosperity for this generation and for generations to come. Recognizing that "business as usual" is not acceptable, stakeholders and decision makers across northeastern Illinois have partnered with CMAP to develop *GO TO 2040* as the region's response to its challenges. The plan builds on three years of work, including goal-setting, technical analysis and research, public engagement, and development of shared priorities. The agency's committee members and many partner organizations played a significant role along the way in developing the plan's recommended policies and investments.

The summer of 2010 is the public's final chance to comment on *GO TO 2040* before the comprehensive regional plan is complete. When the comment period concludes, CMAP staff will incorporate that feedback as needed before presenting the revised plan to the CMAP Board and MPO Policy Committee for approval in October 2010. At that point, the agency's full attention and energy will shift to the task of leading the regional effort to implement *GO TO 2040*'s recommendations.

More details on the mission of CMAP and the process of developing GO TO 2040 are in the Introduction chapter, which is on page 17 of the plan and available for download here.

About the Challenges and Opportunities Chapter

The purpose of *GO TO 2040* is to build on the region's assets, identify its shortcomings, and recommend actions that will help enhance and sustain the region's economic vitality and global competitiveness. The plan's chapter on Challenges and Opportunities serves as a preview of the subsequent chapters' four main themes and their recommendation sections.

As we look forward to 2040, the metropolitan Chicago area is poised to prosper in an increasingly interconnected world. Our region is among the nation's few global economic centers, and assets include our diverse mix of industries, our vast physical infrastructure and open space, our preeminent educational and cultural institutions, and our network of unique, identifiable communities.

These assets also come with tremendous challenges. Job growth in the region has largely stagnated, and there is evidence that the region is not attracting and retaining the kinds of businesses it needs to remain competitive. The quality of our transportation system has fallen behind other places across the globe, many of which have invested significantly to create modern, world-class systems. Serious, systematic inequities persist in access to the region's assets, such as good schools, decent jobs, safe and healthy neighborhoods, and stable housing. Environmental challenges such as climate change, water supply and quality, and loss of biodiversity will have widespread negative consequences if not addressed proactively. The recommendations of *GO TO 2040* address these challenges and create opportunities to build a more prosperous, sustainable region.

This full chapter is on page 25 of the plan and is available for download here.

About the *GO TO 2040* Theme Chapters and Recommendation Sections

Based on the region's existing challenges and opportunities, the *GO TO 2040* plan contains 12 high-priority recommendation sections, organized by four theme chapters.

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

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

Human Capital
Improve Education and Workforce Development
Support Economic Innovation

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

Each recommendation section includes Implementation Action tables that describe strategic steps that are needed to implement *GO TO 2040* in each of these areas. In addition, the Regional Mobility section includes an overview of the capital investments that *GO TO 2040* recommends.

Beyond these high-priority recommendations, there are many other actions that units of government, nonprofit groups, businesses, or even private individuals can take that support the principles of *GO TO 2040*. Examples of these are presented in the Context and Best Practices chapter, which emphasizes that implementation of *GO TO 2040* requires supporting actions across a variety of groups, ranging from the individual resident or business to the federal government.

About the Livable Communities Chapter

This chapter of *GO TO 2040* addresses the need to plan more effectively for the livability of communities across the region's seven counties. Recommendation areas include land use and housing, energy and water conservation, parks and open space, and local food.

"Livability" is an important concept that is used extensively throughout the plan, but defining it is a challenge simply because people's values and priorities are so diverse. However, when residents across the region describe their values and priorities, certain commonalities of livability emerge. Livable communities are healthy, safe, and walkable. Livable communities offer transportation choices providing timely access to schools, jobs, services, and basic needs. Livable communities are imbued with strength and vitality, features which emerge from preserving the unique characteristics that give our diverse communities "a sense of place."

Achieve Greater Livability Through Land Use and Housing

This section is intended to help and encourage local governments to apply principles of livability when they make development decisions in their communities. The implementation of these principles will vary across the region, requiring sensitivity to the unique context of each community. CMAP upholds the long-standing Illinois tradition of local control over zoning and land decisions. Yet, within that framework exist many opportunities for collaborative planning across jurisdictions in pursuit of common goals.

The building blocks of local planning are comprehensive plans, consistent ordinances and other regulations, and trained decision-makers, and *GO TO 2040* recommends a number of actions that help local governments to strengthen each of these. The plan recommends that CMAP and its regional partners should offer technical assistance to communities that seek to implement principles of livability. This technical assistance should be supplemented with grants for local planning or ordinance updates through a streamlined grant program that combines several existing funding sources. *GO TO 2040* also recommends the creation of a dedicated source of funding that can be used for infrastructure investments that help to implement local plans.

The plan recognizes the value of collaboration between communities to develop solutions for common problems. Councils of Government (COGs) and counties should play a significant role in encouraging and facilitating local collaboration, with CMAP and other regional agencies acting in support. *GO TO 2040* includes a particular focus on the interrelationship of

transportation, land use, and housing, and encourages local governments to plan for these systems in an integrated way.

This full section begins on page 46 of the plan and is available for download here.

Manage and Conserve Water and Energy Resources

Water and energy resources play an obvious, yet often overlooked, role in sustaining economic prosperity and environmental health in our seven-county region. Though Lake Michigan provides clean, inexpensive water, the lake's capacity to serve the region's need is not limitless. Other parts of the region that rely on groundwater face increasing expenses and environmental side effects. Likewise, spikes in price for natural gas and gasoline in recent years serve as a reminder that current energy resources are finite and that their cost will increase as they grow scarcer. Climate change is among the top environmental threats confronting the planet, and is highly related to our use of energy. For these reasons, conservation of energy and water is a top priority for *GO TO 2040*, and it makes recommendations for conservation of both resources. The plan also recognizes the nexus between water and energy (i.e., the processing of water uses energy, and the production of energy uses water, so conservation is mutually supportive).

The plan's approach to energy conservation is based on the fact that most energy in the region is generated to heat, cool, and power homes and businesses, with the transportation system also being a major consumer of energy. *GO TO 2040* recommends programs to retrofit buildings for increased energy efficiency, and recommends that local governments and developers maximize the energy efficiency of new buildings. The plan focuses primarily on actions that can be taken locally or regionally, but also calls for increased leadership by the federal government in addressing national issues such as climate change.

GO TO 2040 also recommends a number of actions to better conserve and manage water resources, including a variety of water conservation measures such as using more efficient appliances in homes or using full cost water pricing by utilities. Integrating water conservation goals with land use planning is recommended, and it involves preserving open space in aquifer recharge areas and using green infrastructure to manage stormwater, among other activities. Finally, recommendations include shifting groundwater dependent communities to surface water supplies and consolidating some of the region's water utilities.

This full section begins on page 71 of the plan and is available for download here.

Expand and Improve Parks and Open Space

The region's network of open space is a major asset. Access to parks and open space is part of what makes up quality of life, and open space also has a crucial role in flood protection, public health, drinking water supply and quality, and adaptation to climate change. *GO TO 2040* recommends maintaining and improving our existing assets, and also making significant, criteria-based investments in expanding parks and open space.

The *GO TO 2040* plan's approach to expanding our parks and open space is three-fold. First, the region should provide more parks in developed areas to increase park accessibility and equity. The total acreage required for new parks is not extremely high, but it is challenging to provide land in already developed places where it is needed most, and the region should work to provide all residents with at least a minimum standard of park access by 2040. Second, the region should preserve the most important natural areas in the seven counties as conservation open space. An additional 150,000 acres of land should be preserved across the region over the next 30 years through a collaborative and multi-organizational, public-private approach. The goal is to conserve, through coordinated investment, a network of land and water -- the green infrastructure network -- that follows waterway corridors, expands existing preserves, and creates new preserves in the region. And finally, the region should provide functional connections, or greenways, between parks and preserves for both recreational use and ecosystem function.

This full section begins on page 106 of the plan and is available for download here.

Promote Sustainable Local Food

"Local foods" are products available for direct human consumption that are grown, processed, packaged, and distributed within our seven counties or adjacent regions. *GO TO 2040* includes recommendations that emphasize the important opportunities presented by local production of food. The benefits are many, including the preservation of farmland and the inclusion of agriculture in urban settings from which it is usually absent. A local food system can include a variety of production options, from backyard and community gardens to commercial farms and combinations in between.

In addition to production, equitable access to fresh, nutritious, and affordable food is also an important *GO TO 2040* emphasis. The plan calls for eliminating "food deserts"(areas in the region without nearby retail outlets that carry fresh food), linking anti-hunger programs to local food production, and increasing public awareness of the role that access to fresh, nutritious food plays in residents' health.

This full section begins on page 133 of the plan and is available for download here.

About the Regional Mobility Chapter

This chapter of *GO TO 2040* addresses the movement of people and goods within the region. Recommendation areas include transportation finance, public transit, and freight. Major transportation capital projects are also be covered in this section.

Invest Strategically in Transportation

Our vast transportation network is key to the region's prosperity, but it has fallen behind other industrialized parts of the world, many of which have invested significantly to create, operate, and maintain modern, world-class systems. The *GO TO 2040* plan calls for the federal

government, the State of Illinois, transit agencies, and local governments to develop innovative financing to support a world-class transportation system for this new century. Transportation user fees should better reflect the true costs to congestion, which include lost time and fuel, decreased productivity, inefficient freight movements, and pollution. Implementation of congestion pricing on various parts of the transportation network will enhance mobility and also help to fund needed improvements. Certain existing revenue sources like the federal and state gas tax should be bolstered to bring a halt to the continuing declines in their purchasing power. At the same time, alternatives to traditional financing mechanisms must be explored now to prepare for vehicles' becoming more fuel-efficient over time.

Investments should be prioritized more effectively at every level of government, with particular emphasis on achieving regional objectives. Funds for transportation need to be allocated more wisely, using performance-driven criteria rather than arbitrary formulas. Transportation implementers should prioritize efforts to maintain and modernize the existing system. Expensive new capacity projects should be built only if they yield benefits that outweigh their costs.

The region needs to unite around its transportation priorities, particularly regarding the construction of major capital projects recommended in *GO TO 2040*, which have been carefully evaluated to improve operations, access, and mobility. The "fiscally constrained" major capital projects, as required by federal regulations, have the highest priority to move toward completion. The high-priority major capital projects include a balance of transit, highway, and multimodal projects distributed throughout the region. Several themes can be seen in the prioritization of fiscally constrained projects. First, there are few "new" projects or extensions. The majority of the high-priority projects involve improvements to existing facilities. Second, there are a number of "managed lanes" projects or multimodal corridors. These are envisioned to incorporate advanced tolling strategies such as congestion pricing, transit alternatives like Bus Rapid Transit (BRT), or special accommodations for truck travel. Third, there is considerable public investment in transit. These priorities are consistent with the direction of *GO TO 2040*, which calls for investment in the existing system, use of innovative transportation finance methods, support for freight, and a focus on improving the public transit system. The projects that our region should pursue between now and 2040 are described in this section.

This full section begins on page 152 of the plan and is available for download here.

Increase Commitment to Public Transit

GO TO 2040 seeks a world-class transit system in our region, making transit the preferred travel option for as many of the region's residents as possible. This requires attention to not only how transit operates, but how it is perceived. A system that functions well, with on-time and frequent service and seamless connections between modes, is a necessity. But so are features that make transit attractive, such as clean stations, modern transit vehicles, clear information, and easy pedestrian access. A strong transit system provides many benefits to our region; it provides alternatives to congested roads, reduces energy consumption and air pollution,

supports reinvestment in nearby areas, and saves households the cost of owning and operating a car.

But to achieve these benefits, the financial issues facing the transit system must be solved. The region has not been investing enough in transit, leading to maintenance backlogs, and recently, service cuts. Additional funding is needed, and *GO TO 2040* recommends implementing congestion pricing and increasing the state gas tax, and devoting a portion of the new revenue to transit. Rapid cost increases have been a problem for transit in recent years, and this too needs to be addressed to achieve a world-class transit system.

Land use planning and small-scale infrastructure improvements to support transit are a critical part of successful transit. *GO TO 2040* supports transit oriented development (TOD), and seeks to broaden the definition of transit-supportive land use beyond areas around train stations; in considering transit-supportive land use, the plan includes support for bus service as well as rail. The plan recommends the expansion of funding and incentive programs to support transit-supportive local planning.

This full section begins on page 199 of the plan and is available for download here.

Create a More Efficient Freight Network

Freight is a national, interstate commerce issue, and its efficient movement requires an interconnected system throughout our nation. *GO TO 2040* calls upon the federal government to develop a vision, a plan, and funding to address freight nationwide. State, regional, and local actions are also needed to improve the efficiency of our freight system.

GO TO 2040 calls for the full funding and implementation of the Chicago Region Environmental and Transportation Efficiency (CREATE) program. CREATE is a public-private effort to make strategic rail improvements by reducing freight bottlenecks and raising operating speeds. In doing so, the project improves the economic competitiveness of the region's manufacturing and transportation industries.

Most freight moves by truck, so a serious effort to confront excessive Chicago-area shipping costs needs to address truck transportation issues. A program of truck transportation improvements, primarily operational rather than capital in nature, should be pursued to address the Chicago region's truck system issues.

To organize and improve public policy relating to freight, the region should explore creation of a self-financed Regional Freight Authority, with the ability to finance freight system capital improvements and to address public policy issues, including community impacts such as delays, safety, and noise.

This full section begins on page 220 of the plan and is available for download here.

About the Human Capital Chapter

This chapter of *GO TO 2040* addresses the diverse factors that shape the region's workforce and business environment. It includes recommendations on innovation, education, and workforce development.

Improve Education and Workforce Development

The quality of our workforce is one of the most important factors driving the region's future prosperity. Unfortunately, student achievement and overall educational attainment in our region are lacking and in many cases getting worse. Access to high-quality educational opportunities remains inequitable, and our workforce development systems are complex and often not designed with employers' needs in mind. *GO TO 2040* recommends that the region's education and workforce development systems be improved to create a high-quality labor force for our future. This requires improving existing data to better measure progress, evaluate programs, and identify growth areas. The plan calls particular attention to coordinating between the education and workforce development systems and the needs of employers, and identifies an important role in this regard for community colleges and other organizations that offer workforce training.

This full section begins on page 242 of the plan and is available for download here.

Support Economic Innovation

Economic innovation is the process of conceiving and developing new products, technologies, and business models. The outputs of innovation -- goods and services that are faster, cheaper, and better -- benefit consumers and businesses in a multitude of ways. The regional economy can gain substantial benefits from innovation through the creation of high paying jobs, specifically in the "knowledge" and high-tech sectors. While the metropolitan Chicago area is certainly imbued with the types of assets to support innovation, the available data indicate that the region has been underperforming in its success at commercializing technologies and processes. *GO TO 2040* seeks to increase innovation that helps the region to remain globally competitive and to retain world-class talent.

Strategies targeting clusters of regional specialization can help address the fragmentation and unfocused investment that sometimes undermines the emergence of new marketable products and technologies. Better systems for collecting, tracking, and analyzing important measures should also be pursued. This includes both outcome indicators of innovation, like number of businesses and jobs in key sectors, as well as the success of particular programs and financial incentives, which should make public sector investment decisions more efficient. The region needs to create better linkages and training among diverse groups, especially between researchers and entrepreneurs.

Lastly, our region needs to create a supportive culture to support the experimentation, creativity, and risk-taking necessary to produce commercial innovations; it also needs a regulatory environment that does not create barriers to economic innovation.

This full section begins on page 261 of the plan and is available for download here.

About the Efficient Governance Chapter

This chapter of *GO TO 2040* addresses the need for greater efficiency and transparency of public decision-making processes, with the goal of having efficient government units that make informed decisions. Recommendation areas include tax policy, access to information (data sharing), and coordinated investment.

Reform State and Local Tax Policy

State and local tax systems in Illinois and the metropolitan Chicago region often fail to satisfy the most important principles of good tax policy: efficiency, equity, and transparency. State and local tax policies should encourage local decisions that make effective use of land, generate good jobs, and trigger sustainable economic activity. However, our tax systems frequently distort choices about land use, rather than allow markets or quality-of-life factors to guide such decisions. *GO TO 2040* recommends that a task force reporting to the CMAP Board be created to analyze state and local tax policy issues.

The current sales tax structure, which creates an incentive for local governments to attract retail land use rather than other economic activities, should be addressed. Sales tax rates in the region also remain very high, but the base remains very narrow, as it is imposed primarily on goods but not services, which make up a larger portion of the economy. Expanding the sales tax to the service sector would broaden the tax base, which would allow for rates to be lowered. Statutory and constitutional limitations on the property tax, including tax caps, differing assessment classifications, and exemptions, should be addressed and the system should be made more predictable and transparent. The region also must actively attend to large disparities in local tax capacity, and especially the ramifications on school funding caused by high reliance on the property tax.

This full section begins on page 282 of the plan and is available for download here.

Improve Access to Information

Among *GO TO 2040*'s highest priorities is the open sharing of information -- a core function of CMAP, which since its inception has been committed to providing high-quality information and analysis to facilitate regional decision making. In partnership with the Chicago Community Trust, CMAP will launch the Regional Indicators Project website, making important data sets available and serving as an online hub for data about the region.

CMAP will also lead by helping other organizations to share their data. The agency will define best practices for transparency and data sharing for the region's units of government, based on an assessment of other regions and input from the State of Illinois, counties, municipalities and other governmental bodies that possess data. Data sharing should enable easy access to real-time, up-to-date public information, defined as any government data that does not jeopardize personal privacy or public safety. *GO TO 2040* upholds the principle that governments operate most effectively when they have and provide access to complete, accurate, and timely information -- something that residents increasingly expect.

This full section begins on page 300 of the plan and is available for download here.

Pursue Coordinated Investments

This section of the *GO TO 2040* plan builds on the previous recommendation areas, each of which requires a more coordinated approach by various levels of government for service delivery, funding allocations, programmatic and regulatory authority, and increased efficiencies. It emphasizes the importance of taking a regional approach, in light of metropolitan areas' leading role in the U.S. economy, which should be reflected in federal and state policies and programs. Comprehensive regional plans like *GO TO 2040* should guide investment decisions through identified regional priorities and outcome-based performance measures.

GO TO 2040 makes connections among policy areas that had previously been compartmentalized. To realize these plans, existing barriers among federal and state agency goals need to be removed and planning and grant requirements need to be revised to achieve comprehensive solutions to problems. Nongovernmental organizations also can play an important role, both in coordinating among local governments and organizing regional responses to investment opportunities.

With a region as large and diverse as northeastern Illinois, implementation of the plan's recommendations will require that leaders recognize the interdependence of our communities and work across political boundaries to address issues facing multiple jurisdictions. Our local governments should pursue efficiencies through increased coordination, communication, and where appropriate, service consolidation.

This full section begins on page 313 of the plan and is available for download here.

About the Context and Best Practices Chapter

While *GO TO 2040*'s high-priority recommendations include many implementation actions, they are by no means a comprehensive treatment of everything that organizations or individuals the region can do to implement *GO TO 2040*. In other words, the high-priority recommendations are meant to spark, not limit, the implementation of the plan.

The purpose of this Context and Best Practices chapter is to provide a fuller context for the types of actions that help implement the plan. It does not provide specific, targeted recommendations for "who should do what," but it does broadly describe supporting actions. Best practices and case studies are used extensively to provide examples, and also to demonstrate that many actions that support the plan are already underway in metropolitan Chicago. Some of these examples may go beyond the plan's high-priority recommendation areas, while providing evidence that many of the actions that support the plan are already in place.

The following contextual categories represent types of stakeholders who are responsible for implementing the comprehensive regional plan. Each category includes its own range of decisions and actions, but all stakeholders need to work together to achieve the sustainable prosperity that we seek.

Federal Government. The federal government can support the implementation of *GO TO 2040* through its investments and policies. Key issues for federal action include providing funding to support regional and local efforts that create livable communities, taking a leadership role on energy and climate change, improving the sustainability of transportation finance, creating a national freight policy, and coordinating investments and regulations between its many departments and agencies.

This full section begins on page 328 of the plan and is available for download here.

State Government. The State of Illinois has wide discretion in terms of how and where dollars from both state and federal sources get spent. The state can best support *GO TO 2040* by making performance-driven investment decisions in many areas -- transportation, housing, and environment, to name a few. *GO TO 2040* priorities where the state has a central role include open space acquisition, innovative transportation finance, education and workforce development improvements, and tax policy reform, among others.

This full section begins on page 337 of the plan and is available for download here.

Regional Authorities. Governmental organizations that work at the regional level tend to be involved in transportation, and in our region they include the transit agencies, Regional Transportation Authority (RTA), and CMAP. Beyond an obvious role in improving the transit system, these organizations can support local planning through funding and technical assistance. CMAP will play a major role in implementing *GO TO 2040*, including launching the Regional Indicators Project website to improve data availability in many areas; cooperatively setting regional priorities for transportation investment, open space

acquisition, and other decisions; and leading the region's response to federal or state funding programs.

This full section begins on page 349 of the plan and is available for download here.

Counties or Councils of Government. The region's seven county governments have broad responsibilities, and can implement many *GO TO 2040* recommendations concerning water and stormwater, transportation infrastructure, linking public health to the built environment, and others. Together with forest preserve and conservation districts, which are also organized at the county level, they are also leaders in preservation of open space and agricultural land. COGs are membership organizations of local governments, and their ability to convene and coordinate municipal leaders gives them an important role in plan implementation.

This full section begins on page 362 of the plan and is available for download here.

Municipalities. Municipalities are central to the implementation of *GO TO 2040*, especially its recommendations that deal with creating livable communities. Beyond their important responsibility for land use regulation, municipalities also maintain a large portion of the region's physical infrastructure, and are directly involved in creating community identity and livability, all of which are key elements of *GO TO 2040*.

This full section begins on page 373 of the plan and is available for download here.

Nongovernmental Organizations. Philanthropic organizations, civic groups, community-based nonprofits, membership organizations, and many other nongovernmental groups can help to implement the plan through research, advocacy, and financial support. *GO TO 2040* priorities such as sustainable local food, workforce development, and economic innovation identify particularly important roles for these types of groups.

This full section begins on page 387 of the plan and is available for download here.

Development. The development community, including developers, realtors, financial institutions, architects, and others involved in private development decisions create much of our region's built environment, and it can play a significant role in implementing the plan recommendations related to livable communities.

This full section begins on page 392 of the plan and is available for download here.

Individuals. When added together, individual choices made by millions of people and employers have major impacts on our region. This section describes how these individual decisions affect plan implementation, and it identifies actions that individuals can take that will support *GO TO 2040*.

This full section begins on page 398 of the plan and is available for download here.

The full Context and Best Practices chapter begins on page 327 of the plan and is available for download here.

About the Appendices

This section has links to other supporting documentation for *GO TO 2040*, which includes the following. See the Appendices for detailed descriptions.

- *GO TO 2040* Public Engagement
- *GO TO 2040* Strategy Papers
- CMAP Regional Snapshot Reports
- Major Capital Projects
- Financial Plan for Transportation
- Socioeconomic Validation and Forecasting Primer
- Air Quality Conformity Determination
- Travel Model Documentation

Chicago Metropolitan Agency for Planning
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voice 312-454-0400
fax 312-454-0411

• financial forecast

Thru 2040

385 B revenue
330 B operating

60 B

• 10 B new projects (over 30 yrs.)
– Gas Tax 3 B / 10 yrs.