Transforming Transportation for Tomorrow | Illinois State Transportation Plan 2012

ILLINOIS
STATE TRANSPORTATION PLAN

2012

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Transforming Transportation for Tomorrow

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Illinois Department of Transportation

ILLINOIS
STATE TRANSPORTATION PLAN
2012

Transforming Transportation for Tomorrow

THE MISSION OF THE ILLINOIS DEPARTMENT OF TRANSPORTATION IS TO PROVIDE SAFE, COST-EFFECTIVE TRANSPORTATION SYSTEMS TO ENHANCE QUALITY OF LIFE, PROMOTE ECONOMIC PROSPERITY, AND DEMONSTRATE RESPECT FOR THE ENVIRONMENT.

December 2012

Greetings,

As Governor of the State of Illinois, I am pleased to present the Illinois State Transportation Plan. The Plan's policies and goals provide a framework to guide the sustainable development of a single, integrated transportation system — a quality transportation system that is safe, efficient, and reliable — and one that enhances the quality of life and supports the economic prosperity of all its citizens.

Illinois has a network of 110 public-use aviation landing facilities statewide. Illinois has the second largest rail freight system in the nation, operating on 7,400 miles of track; the fourth largest roadway network in the nation with 140,745 miles of highways, streets, and roads; and more than 26,000 bridges. There are at least 12 companies that provide intercity bus service in Illinois and Amtrak provides intercity rail service. A total of 67 public transportation systems provide service in urban areas and rural communities throughout the state and Illinois has 1,095 miles of navigable waterways that pass through or border the state, as well as Lake Michigan. Add to all of these hundreds of miles of bicycle and pedestrian paths and you start to understand what a rich and complex transportation system we have in Illinois.

Transportation touches everyone's lives and is vital to the well being of the citizens and economy in the State of Illinois. This Plan for the future of transportation in Illinois was developed with input from all areas of the state and its implementation will challenge us to work together to ensure that its goals are achieved.

I thank you for your input in the development of this groundbreaking Illinois State Transportation Plan and look forward to working together as we move forward to provide safe, cost-effective transportation for Illinois in the 21st century in ways that enhance quality of life, promote economic prosperity, and demonstrate respect for our environment.

Sincerely,

Pat Quinn
Governor, State of Illinois

For more than a year, the Illinois Department of Transportation (IDOT) has been working together with Illinois residents, businesses, and IDOT's industry partners, including local, state, and federal officials, agencies, transportation operators, regional planning agencies, workforce development boards, and other organizations on the development of this Illinois State Transportation Plan.

The Illinois State Transportation Plan (Plan) provides the strategic direction for realizing the IDOT vision, ***Transforming Transportation for Tomorrow.*** *The Department's vision for transportation in Illinois is that all modes be integrated, coordinated, planned, and built with the idea that present and future travel options are user focused, economically supportive, ecologically sensitive, and information centric. The Plan's policies and goals provide a framework to guide the sustainable development of a single, integrated transportation system — a quality transportation system that is safe, efficient, and reliable — and one that enhances the quality of life and supports the economic prosperity of all its citizens.*

IDOT's work does not end with the development of this Long Range Transportation Plan but rather it only begins. The Plan not only contains policies and goals but also actions which IDOT will adopt to make these goals a reality for the citizens and visitors in Illinois. You will all play an important role as partners in the implementation of these actions and achieving these goals. Let us go forth together in developing a safe sustainable Illinois multi-modal transportation system which sets the standard for the nation.

Sincerely,

Ann Schneider
Secretary, Illinois Department of Transportation

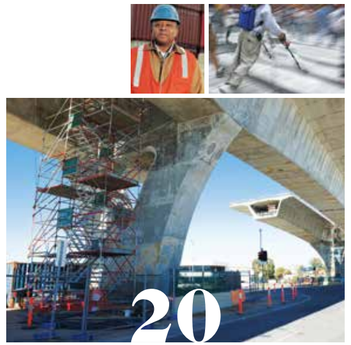
Illinois Department of Transportation

INTRODUCTION
ILLINOIS STATE TRANSPORTATION PLAN

Transforming Transportation for Tomorrow embodies our vision for transportation in Illinois that all modes be integrated, coordinated, planned, and built with the idea that present and future travel options are user focused, economically supportive, ecologically sensitive, and information centric.

CHAPTER 1
ILLINOIS MULTI-MODAL TRANSPORTATION SYSTEM

IDOT is committed to providing a transportation network that provides options for users. To achieve this multi-modal goal, IDOT will look at a full range of transportation options, evaluate how they affect mobility for all users, and will strive to "fit" its proposed improvements into the context of the surrounding neighborhood.



CHAPTER 2
TRENDS, CHALLENGES AND ECONOMIC ROLE

An understanding of trends affecting travel, from recreational and personal to freight movement and commerce, is essential for the planning and development of a transportation system that is in balance with current and future needs. IDOT is also considering its aging infrastructure safety and workforce investments.

CHAPTER 3
POLICIES, GOALS & ACTION PLAN

Fundamental policies and goals provide a framework to guide the development of annual and multi-year project programs by the Department as outlined in the State Transportation Plan. These policies and goals are not listed in any order of priority. An Action Plan that describes priority activities that will be performed are listed by policy.

CHAPTER 4
PLAN IMPLEMENTTION

This Plan presents the policies and goals that guide the program development process of the Illinois Department of Transportation. The multi-year capital program uses the Plan's goals to identify a balanced program of capital improvement projects to address transportation system needs, policy priorities, and constituent input.

ILLINOIS
STATE TRANSPORTATION PLAN
2012

Transforming Transportation for Tomorrow

INTRODUCTION — TRANSFORMING TRANSPORTATION FOR TOMORROW

Transforming Transportation for Tomorrow represents IDOT's commitment to a safe, sustainable, integrated multi-modal transportation system. It embraces a planning and programming approach that ensures the continued effectiveness and efficiency of transportation investments and opportunities. It embodies our vision for transportation in Illinois that all modes be integrated, coordinated, planned, and built with the idea that present and future travel options are user focused, economically supportive, ecologically sensitive, and information centric.

The Illinois State Transportation Plan (Plan) provides the strategic direction for realizing the ***Transforming Transportation for Tomorrow*** vision. The Plan's policies and goals provide a framework to guide the sustainable development of a single, integrated transportation system — a quality transportation system that is safe, efficient, and reliable — and one that enhances the quality of life and supports the economic prosperity of all its citizens.

The Plan is designed to provide the overarching framework for the development of IDOT programs. It establishes a set of policies to guide future network development, rather than identifying specific project improvements. The plan addresses all transportation modes, even those that IDOT does not directly operate. The result is an integrated plan for the entire Illinois transportation system.

IDOT has listened to and worked cooperatively with Illinois residents, businesses, and its transportation partners to develop this Plan. Soliciting the input and participation of the full spectrum of stakeholders including local, state, and federal officials and agencies, transportation operators, regional planning agencies, workforce development boards, and other organizations, groups and individuals provides a broad foundation for a Plan focused on enhancing the State's transportation system.

REQUIREMENTS

In addition to helping IDOT to redefine its vision, the Illinois State Transportation Plan was developed to respond to state and federal requirements. State requirements include developing and maintaining a continuing, comprehensive, and integrated planning process for the development of a statewide master plan for transportation. The transportation master plan guides program development and fosters efficient and economical transportation services in ground, air, water, and all other transportation modes throughout the State. A new transportation master plan requirement is the preparation of a freight mobility plan to assess commodity flow, assess the freight network, and assess trends and needs. The transportation master plan provides a policy framework that guides the development of Illinois multi-year, multi-modal investment programs. Illinois law requires a plan update by December 31, 2012 and this document fulfills that requirement.

Federal requirements include the development of a long-range (minimum 20-year time frame) statewide transportation plan that provides for the development and implementation of a multi-modal transportation system. The statewide long-range transportation plan should include strategies to ensure the preservation and most efficient use of the existing transportation system, a safety element, a security element, and a discussion of potential environmental mitigation activities. The statewide transportation planning process scope includes:

- Increase safety
- Support economic vitality
- Increase security
- Increase accessibility and mobility
- Environmental protection, energy conservation, improved quality of life, and consistency between transportation improvements and land use and economic development
- Enhance integration and connectivity
- Promote efficient system management and operation
- Emphasize the preservation of the existing transportation system

IDOT has coordinated with the Federal Highway Administration in the preparation of the Illinois State Transportation Plan. The new federal reauthorization, Moving Ahead for Progress in the 21st Century (MAP-21) was signed into law on July 6, 2012. Since the passage of MAP-21 occurred after large portions of the Plan were nearly complete and MAP-21 final guidance was not yet issued, this Plan may not be fully compliant with all MAP-21 provisions. It is expected that this Plan will be amended to incorporate remaining MAP-21 requirements.

ILLINOIS STATE TRANSPORTATION PLAN

The Illinois State Transportation Plan consists of this summary plan document and several special reports that address varying subjects. These special reports are designed to provide additional information and to meet state and federal requirements. These special reports include:

- Transportation System Update
- System Management: Preservation, Maintenance, and Operations
- Freight Mobility Plan (including State Rail Plan by reference)
- Transportation Safety and System Security
- Global Competitiveness
- Environmental Coordination and Quality of Life
- Transportation Funding
- Agency Coordination and Public Involvement

These special reports are available on the Plan website at **www.illinoistransportationplan.org.**

SUSTAINABILITY

Sustainable transportation is about moving people and goods in ways that support economic vitality, are compatible with and that can be an enhancement to the environment, and support social quality of life. Transportation can play a key role in addressing global sustainability concerns.

The State of Illinois is one of several states pursuing sustainable practices. Governor Pat Quinn's Executive Order Number 11 (2009) establishes the Green Governments Coordinating Council and requirements of reducing the environmental impact of Illinois state government operations. In Governor Pat Quinn's cover letter for the 2011 Green Governments Coordinating Council, he states:

> *"Sustainable governance is a fundamental obligation of our generation. It is our responsibility to leave the next generation with a clean, green Land of Lincoln while imparting the necessary skills to preserve our ecosystem in the face of future environmental challenges."*

The United Nation's Brundtland Commission[1] has defined sustainable development as meeting the needs of the present generation without compromising the ability of future generations to meet their own needs. There is growing concern in the U.S. and other countries that current economies are consuming resources faster than they can be replenished or replaced.

Given the substantial role transportation plays in economic activity, sustainability concerns extend to transportation planning activities. To illustrate, the existing transportation sector according to the American Association for State Highway and Transportation Officials (AASHTO) is responsible for:

- 10 percent of the world's gross domestic product,
- 22 percent of global energy consumption,
- 25 percent of fossil fuel burning across the world, and
- 30 percent of global air pollution and greenhouse gases

IDOT's mission is to provide safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity, and demonstrate respect for the environment. IDOT understands that sustainability requires balancing the overall societal benefits while considering what is economically sound and environmentally compatible.

[1] United Nations World Commission on Environment and Development (Brundtland Commission) Report - Our Common Future,1987

GUIDING POLICY: DEVELOP A SAFE SUSTAINABLE ILLINOIS MULTI-MODAL TRANSPORTATION SYSTEM

The guiding Plan policy is to develop a safe, sustainable Illinois multi-modal transportation system. IDOT will integrate sustainability into its processes for managing its transportation system and its own internal resources.

IDOT will integrate sustainable practices into all facets of its transportation project planning process, including all modes of transportation. The Department has initiated the integration of sustainability through the creation of a Sustainable Practices Manager position, the development of the Illinois Livable and Sustainable Transportation (I-LAST) rating and guide, the first state in the country to legislate the use of Context Sensitive Solutions, the development of a diesel equipment idling policy, the establishment of the Illinois Transportation Enhancement Program, and the formation of environmental studies units in each District, and a sustainable, multi-modal transportation team.

IDOT is continually striving to reduce, reuse, and recycle in the construction of its transportation projects, and is continually tracking the material use. IDOT is also pioneering the use of innovative construction materials and methods. IDOT has also implemented green solutions into its own operations. This includes the use of hybrid and alternative fuel vehicles, car sharing, recycling (aluminum signs, oil, antifreeze, paper, and toner cartridges). IDOT is also looking to the future by exploring the use of electric vehicles, very high speed intercity passenger rail, best environmental management practices, wind turbines to provide energy at rest stops, and the use of solar energy to power Department facilities.

IDOT is committed to incorporating green solutions for Illinois' multi-modal transportation system, utilizing Context Sensitive Solutions, and sustainable design and construction techniques, including recyclable and environmentally friendly materials when possible.

This Plan summary describes the Illinois multi-modal transportation system, and recent trends, economic role, and challenges. The fundamental policies and goals provide a framework for guiding the development of multi-modal transportation improvement programs by the Department. An Action Plan of critical steps for implementing the Plan is also provided.

ACTION ITEMS

GUIDING POLICY

Develop a Sustainable Illinois Transportation System

1.	Develop a sustainability score card template to be used to measure plans, programs and projects from a multi-modal perspective that considers each phase of the Department's primary work responsibilities.
2.	Reduce inefficiencies in the environmental permitting processes by establishing an interagency working group with EPA, HPA and FHWA to enhance economic development efforts while still protecting the environment.
3.	Continue to work with resource agencies to develop best management practices for environmental mitigation.
4.	Implement reporting mechanism for sustainability performance measures for both internal Department operations and for all IDOT transportation programs.
5.	Enhance coordination with MPO's to support improved transportation and land use compatibility in urbanized areas and coordinate with affected local jurisdictions on a corridor level when developing project plans.
6.	Promote sustainable and alternative forms of non- motorized transportation.
7.	Follow through on recommendations made by the Context Sensitive Solutions Peer Exchange Committee.
8.	Conduct a detailed analysis for waterway planning.
9.	Develop and implement an agency-wide training program on the sustainability mission of the Department.

Illinois Department of Transportation

Chapter 1 Illinois' Multi-Modal Transportation System

SUMMARY IDOT is committed to providing a transportation network that provides options for users. To achieve this multi-modal goal, IDOT will look at a full range of transportation options, evaluate how they affect mobility for all users, and will strive to "fit" its proposed improvements into the context of the surrounding neighborhood.

IDOT is committed to providing a transportation network that provides options for users. To achieve this multi-modal goal:

- IDOT will look at a full range of transportation options and evaluate how they affect mobility for all users. For each major transportation project, the Department typically develops a purpose and needs statement that explains what transportation issue the project is going to address such as capacity, operational or safety concerns. As part of the process an assessment of alternative methods (modes) are reviewed to determine if a viable alternative exist that addresses purpose and need for statement of the project. The review will also consider opportunities for bike and pedestrian accommodations, as part of IDOT's commitment to providing access for all users, through its Complete Streets policy.
- IDOT will strive to "fit" its proposed improvements into the context of the surrounding neighborhood. For example, in some congested areas adding capacity is not an option given certain limits to the surrounding area. This will require a review of low impact operational improvements such as turn signals or pavement markings to improve the flow of traffic and alleviate congestion. While not the "ultimate" solution, these low impact operational improvements do enhance traffic flow and are often the "best" solution for the neighborhood.
- IDOT will seek to further coordinate efforts with public transportation agencies to determine what kinds of transit opportunities exist for a particular project. These additions or expansions must be achieved within the budgetary constraints of the project. Examples of newer ideas in public transit/roadway integration include bus signal priority devices, bus turnouts, priority lanes, bus shelters, and providing direct access from the curb lane to sidewalks for people entering and exiting buses.

Illinois' transportation system includes privately and publicly owned and operated facilities. For more than a century, Illinois' central location within the United States and its historical prominence in agriculture, manufacturing, and commerce have spurred development of an extensive and highly used system of transportation and services. A summary of Illinois transportation modes follows below.

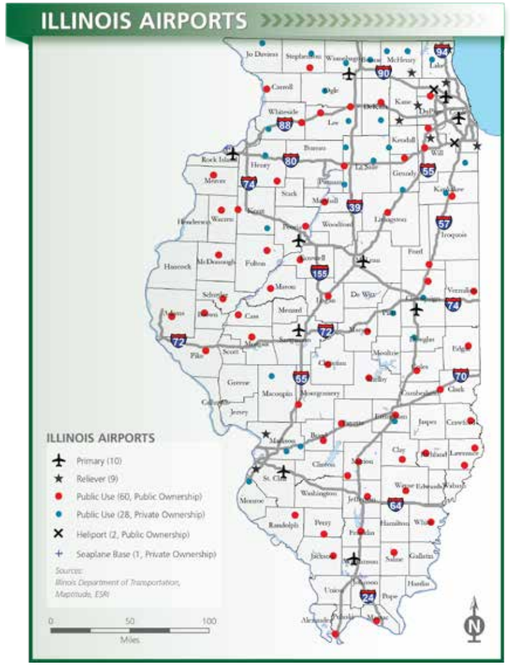
ILLINOIS' MULTI-MODAL TRANSPORTATION SYSTEM

MULTI-MODAL CONNECTIONS

A seamless multi-modal network depends on having connections and interchanges between modes. For example, passenger transfers from Amtrak stations or airports benefit from supporting infrastructure such as connecting transit, pedestrian links to the surrounding community, and vehicle parking and rental opportunities. In the freight network, with the growth of intermodal container shipping, intermodal yards and ports offer connections between railroads and trucks as well as connections from waterborne shipments to trucks or rail.

Throughout the state, there are numerous connections between modes. IDOT is committed to working with its transportation partners to enhance and optimize these connections. In addition, IDOT is committed to looking for ways to maximize the utility of state-owned right-of-way to accommodate multiple modes, where appropriate.

An example of maximizing the State's right-of-way is with the initiative to build and expand the fiber optic cable network, so that all communities throughout the state will have access to high speed data transfer networks. IDOT is working with the Illinois Department of Central Management Services and various fiber optic organizations to build the information network by using Interstate and State Route right-of-way as fiber optic cable corridors.



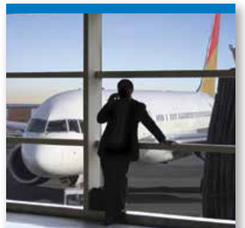
AVIATION

Illinois has a network of 110 public-use aviation landing facilities statewide ranging from O'Hare International Airport (the second busiest airport in the world) to the rural grass strip. Of the public-use airports, 81 are operated by public agencies and the rest are privately-owned airports open to the public. In total, there are over 750 aviation facilities (including heliports, balloon, glider and ultra-light landing facilities and grass landing strips) throughout the state. These facilities foster connections between communities large and small, provide landing space for medical transporters, and enhance aviation enthusiasts' quality of life.

Capital improvement funding for airports comes from several sources, with primary funding from the FAA's Airport Improvement Program and the State of Illinois. Local dollars are generally used to meet the required matching funds for projects.

O'Hare International Airport is ranked second in the nation in enplanements, and sixth in air cargo activity. To reduce weather-related delays and increase capacity, the City of Chicago initiated a major improvement program for O'Hare, known as the O'Hare Modernization Program (OMP). A new runway, an existing runway extension, and a new air traffic control tower were constructed in 2008. Other projects under development include three additional runways, an extension to an existing runway, a second new air traffic control tower, and new cargo warehousing.

In 1998, a South Suburban Airport site was selected as a new third airport in the Chicago region near Peotone (approximately 40 miles south of Chicago) and environmental studies began. Taking a phased approach to airport development, the project studies are concentrated on a five-year inaugural airport program and an ultimate airport build-out. The inaugural airport program consists of a single runway, a passenger terminal with six to nine gates, and air cargo and general aviation facilities on approximately 5,000 acres.



BICYCLES AND PEDESTRIANS

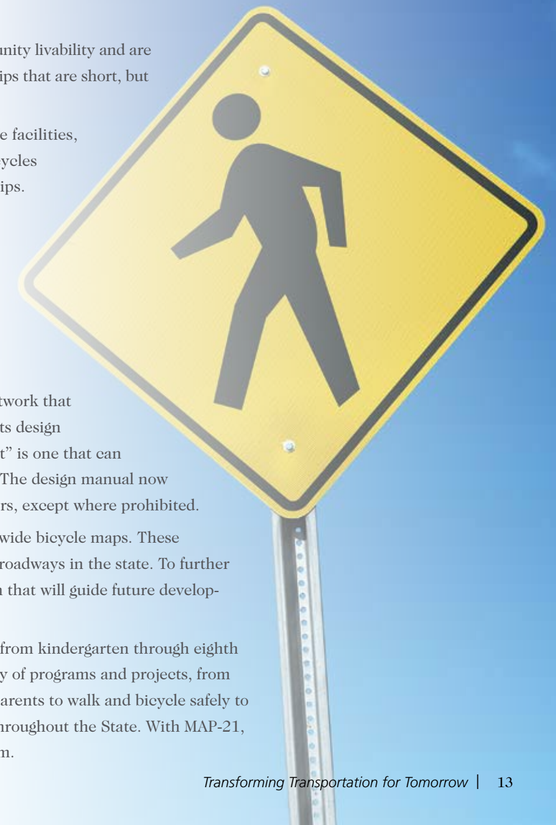
Bicycling and walking are sustainable, active transportation modes that contribute to community livability and are part of a multi-modal transportation system. Bicycling and walking are most conducive for trips that are short, but when combined with public transportation, they can contribute to longer trips.

Illinois has hundreds of miles of dedicated bicycle trails. The recent expansions of bicycle facilities, especially in the state's metropolitan areas, have focused on facilitating greater use of bicycles for commutes to work and personal business trips. Approximately 5,000 miles of the more than 16,000-mile state highway system are considered suitable for cycling. Cycling opportunities are also possible on more than 100,000 miles of locally operated and maintained roadways with low traffic volumes and lower motor vehicle speeds.

To further the development of a multi-modal network that increases network capacity, IDOT has updated its design manual to incorporate the Complete Streets legislation enacted in 2007. A "complete street" is one that can accommodate all users safely, including the elderly, children and persons with disabilities. The design manual now requires that if there is a need, improvements to any State road must accommodate all users, except where prohibited.

Since the inception of the bicycle program, one initiative was the development of the statewide bicycle maps. These maps cover the state by IDOT District and provide measures of suitability for bicycling on roadways in the state. To further bicycling as a mode of transportation, IDOT is in the process of developing a bikeways plan that will guide future development of bikeways throughout the State.

The Safe Routes to School program, a federal initiative, was created to encourage children from kindergarten through eighth grade to bicycle and walk to school. The program makes funding available for a wide variety of programs and projects, from building safer street crossings to establishing programs that encourage children and their parents to walk and bicycle safely to school. In the six years of the program, IDOT has awarded $43.7 million for 513 projects throughout the State. With MAP-21, the Safe Routes to Schools program became part of the Transportation Alternatives program.



FREIGHT RAIL

Illinois has the second largest rail freight system in the nation, operating on 7,400 miles of track. When the rights to operate over another company's railroad track are included, Illinois railroads operate on a total of 9,400 miles of railroad. There are 46 freight railroads that range in size from national carriers — all seven Class 1 railroad operate in Illinois — to local switching companies. The rail network in Illinois provides connections throughout the nation, Canada and Mexico.

Coal is the top commodity transported by freight rail in Illinois with intermodal freight and farm products following closely behind. In terms of expansion, Illinois is the center of the fastest growing segment of freight transportation logistics - intermodal freight. Intermodal refers to the combination of truck and rail freight transportation, where truck trailers and/or shipping containers are transported with a combination of highway tractor-trailers and railroads. Intermodal transport is used mostly for longer-distance shipments of higher-value commodities.

The Rail Freight Program is an IDOT-sponsored program to provide capital assistance to communities, railroads, and shippers to preserve and improve rail freight service in Illinois. The Rail Freight Program's primary goal is to facilitate investments in rail service and infrastructure by serving as a link between interested parties and channeling government funds to projects that achieve statewide economic development.

The Chicago Region Environmental and Transportation Efficiency (CREATE) Program is a public-private partnership between the federal government, the state of Illinois, the city of Chicago and the passenger and major freight railroads serving the Chicago region. The CREATE program is addressing the fact that rail capacity improvements within the Chicago metropolitan area are necessary for local and national economic growth. Enhancing conditions for freight rail will also benefit the environment, by reducing congestion and thereby improving the region's air quality, as one freight train replaces several hundred trucks.

ROAD NETWORK

Illinois has the fourth largest roadway network in the nation with 140,745 miles of highways, streets and roads, and more than 26,000 bridges. This network ranges from heavily traveled urban streets and expressways to very lightly used rural roads and carries nearly 283 million vehicle miles of travel in a typical 24-hour period. State, county, township, and municipal governments own and operate this highway, road and street system. Illinois also is crossed by three of the nation's five transcontinental routes. The Department is committed to making all levels of the roadway transportation system safer to travel.

Interstate Highways

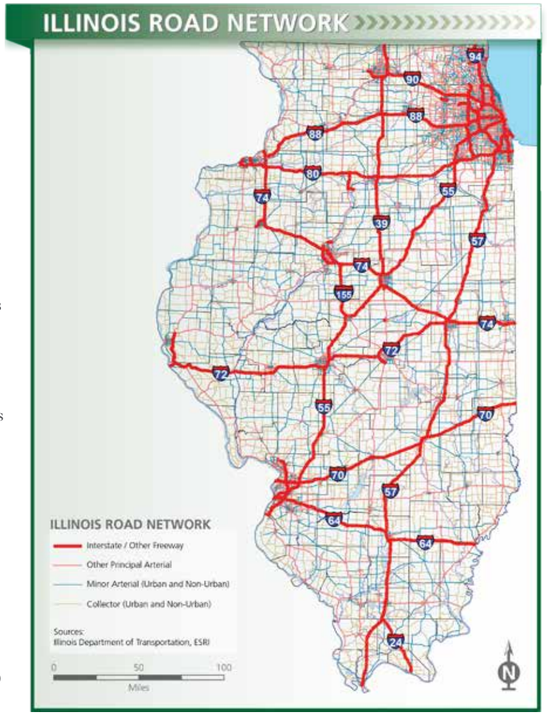
Illinois opened its first interstate highway to traffic in the late 1950s and was among the earliest states to begin building interstate highways. The interstate system improved access and mobility for both Illinois citizens and for traffic passing through Illinois. Illinois has a 2,182-mile interstate highway network.

This interstate highway network and the entire National Highway System have provided unprecedented personal mobility, safety, and economic opportunities through better access to national and international markets and have greatly improved freight transportation efficiency. Freight carriers use the interstate highway network to carry more than half of all the goods transported by highways in Illinois.

The Illinois State Toll Highway Authority operates and maintains 293 miles of the state's interstate highway system. The Tollway has embarked on a $12 billion capital program that will improve mobility and relieve congestion by reconstructing some of the 52 year old system's roads, and adding capacity in key corridors.

State and Local Highways and Roads

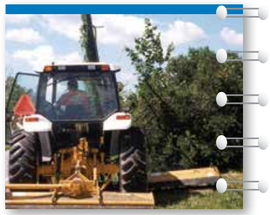
The state highway system is comprised of nearly 16,300 miles of roads, including the 293 miles of toll roads.



This system contains less than 12 percent of total roadway mileage in Illinois but carries 64 percent of all vehicle miles of travel in Illinois. The locally owned and operated road and highway system encompasses 124,450 miles and makes up 88 percent of Illinois' highway, street and road network. While on a per mile basis the local system carries less traffic than the state system, this is a critical element of the overall roadway network because most trips begin and/or end on local roads.

Most of Illinois' highway traffic congestion problems and capacity expansion needs occur on the urban highway, street and road network. These problems and needs reflect Illinois' high urban population and high urban travel demand. Despite low traffic volumes, rural highways and roads are essential for Illinois farm-to-market transportation. These roadways also provide essential access to jobs, medical facilities, and other needed services and opportunities for residents in and near Illinois' rural communities.

For FY 2013, IDOT has committed $1.759 billion for repair and enhancements of existing roads and construction of needed new facilities.



INTERCITY PASSENGER SERVICE

Amtrak

Amtrak, the National Railroad Passenger Corporation, provides intercity rail passenger service in the United States. Amtrak is authorized to operate a nationwide system of passenger rail transportation pursuant to the federal Rail Passenger Service Act of 1970. Amtrak receives annual appropriations from the federal government to operate the nationwide passenger rail system and maintain the underlying infrastructure.

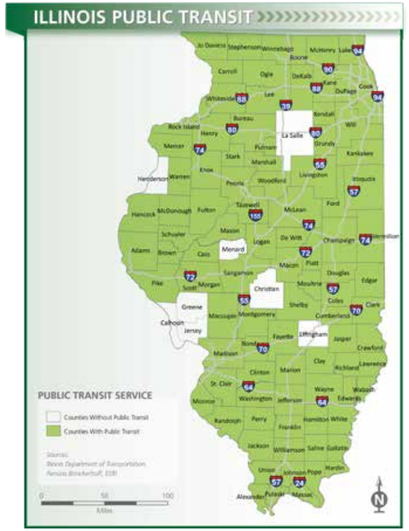
In Illinois, Amtrak also receives operational assistance from the state. At the end of October 2006, eight additional trains were added to the existing state-supported services. These included four additional trips on the 284-mile Chicago-Springfield-St. Louis corridor and two trips each on the Chicago-Carbondale and Chicago-Quincy routes. In the case of the Quincy service, this expansion represented a 100 percent increase in daily service.

High-speed rail became a funded State initiative in 2009, when the federal government awarded Illinois more than $1.1 billion to improve travel on the Chicago-St. Louis-Kansas City corridor. Additional federal funding has been received along with state money from Illinois Jobs Now!. Work is underway to improve the tracks for 110 mph service in the corridor.

In spite of the expanded intercity rail passenger network in Illinois, there are key urban areas that lack the ties to the Chicago region and other markets. Among these are Kankakee, LaSalle-Peru, Peoria, Quad Cities, and Rockford. Interest in serving these markets has existed for some time. Recently, the State was awarded $177 million in federal funds to prepare for passenger rail service from Chicago to the Quad Cities, and a study is underway to provide service between Chicago and Dubuque, Iowa. State funding for these projects came from Illinois Jobs Now!. Service on these two routes is anticipated to begin in 2015.

Intercity Bus Service

There are at least 12 companies that provide intercity bus service in Illinois. These providers connect communities throughout Illinois, with some providing travel options to other states and Mexico and Canada. Intercity bus offers long-distance travel connections for communities without intercity passenger rail or aviation options.



PUBLIC TRANSIT

In Illinois, 67 public transportation operators provide service to urban areas and rural communities. Public transportation provides transportation options for residents and provides critical access to employment, health care, social services, education, and other important destinations for the estimated 10.3 percent of Illinois households that do not have access to private vehicles.

Public transportation also greatly reduces congestion and improves air quality throughout Illinois. It is especially critical for reducing congestion during the morning and evening rush hours in the state's two largest metropolitan areas — Chicago and the metro East St. Louis area — and contributes to managing traffic flow in the other urban areas in the state. In 2009, more than 654 million trips were taken on the 15 largest systems in Illinois.

The Regional Transportation Authority (RTA) oversees three of Illinois' largest public transportation systems: the Chicago Transit Authority (CTA), Metra (commuter rail), and Pace (suburban bus). These service providers collectively carry more than 94.6 percent of Illinois' transit riders and 12.6 percent of work trips in northeastern Illinois, according to the American Community Survey, 2006–2010.

In the St. Louis region, the Bi-State Development Agency (known as "Metro") operates MetroLink, which is a light rail transit (LRT) service and MetroBus, their fixed route bus network. The agency operates 20 bus routes in St. Clair County; the LRT line has 11 stations and terminates at the Shiloh-Scott Air Force Base. Madison County Transit operates 23 bus routes throughout the county and into St. Louis.

In Illinois' smaller urban areas and rural communities, transit provides options for residents that choose not to drive or do not have access to an automobile. An estimated 6.7 percent of households outside of the six-county metropolitan Chicago area and the two-county St. Louis region do not have access to a vehicle.

IDOT is also leading the development of the human services transportation plans to improve transportation coordination throughout the state. Human services transportation specifically assists seniors and the disabled community in meeting their transportation needs.

IDOT continues to work with local agency providers throughout Illinois to assist in identifying available federal or state funds for qualifying projects and targeted service expansions and improvements.

WATERWAYS AND PORTS

The Great Lakes and the inland waterway system provide an extensive network that allows for the movement of freight by water, providing a vital link between the Atlantic Ocean (via the St. Lawrence Seaway) and the Gulf of Mexico. Illinois has 1,095 miles of navigable waterways that pass through or border the state.

The movement of waterborne freight through Illinois is predominately north-to-south from the Great Lakes, through the Illinois canal and river system to the Mississippi River. Other major freight flows by water in Illinois occur on the Mississippi River along the western border of Illinois and on the Ohio River at the southern end of Illinois. As of 2010, waterborne freight flows through Illinois totaled 108.1 million tons, most of it being coal, petroleum products, food and farm products, chemicals and related products, and sand, stone or gravel.

There are 16 active port districts in Illinois. A key part of this system are the Port of Chicago (Illinois International), which provides terminals that handle ocean and lake vessels as well as barges, and the Port of Metropolitan St. Louis, a 70-mile stretch along both sides of the Mississippi River from Jefferson County, Missouri to Madison County, Illinois. Both ports have access to rail lines and Interstate highways, making them major freight transportation hubs. In 2009, the Port of Metropolitan St. Louis was the nation's 23rd largest port by tonnage, moving 31.3 million tons while the Port of Chicago moved 19.2 million tons of cargo, earning it a ranking of 32nd.

Along the navigable waterways, Illinois has 28 locks — 15 along the Mississippi River, nine along the Illinois River, three along the Ohio and one on the Kaskaskia River. Two of these locks — Lock and Dam 19 (Keokuk, Iowa) and Melvin Price Lock & Dam (Alton, Illinois) are 1,200 feet and can accommodate longer barge configurations. The rest of the locks are 600 feet — requiring operational adjustments for the longer barges.

Illinois Department of Transportation

Chapter 2
Trends, Challenges and Economic Role

SUMMARY An understanding of trends affecting travel, from recreational and personal to freight movement and commerce, is essential for the planning and development of a multi-modal transportation system that is in balance with current and future needs. IDOT is also considering its aging infrastructure's safety and workforce investments.

TRENDS

An understanding of trends affecting travel is essential for the planning and development of a transportation system that is in balance with current and future travel needs.

Population

Following World War II and through the 1960s, Illinois experienced robust population growth. Population growth began to slow during the 1970s, and stabilized during the 1980s. Illinois' population growth rebounded during the 1990s (adding almost a million new residents), and helped the State become one of the ten-fastest growing states in the U.S. Growth slowed again during the 2000's, adding just more than 400,000 new residents through 2010.

From 2010 to 2040, current projections show that the state will continue to grow, adding nearly three million new residents during the next 30 years.

Employment

Between 1980 and 2010, employment in Illinois has fluctuated between a low of 4.9 million in 1983 to a high of more than 6.3 million in 2007. Employment has remained steady at about 5.9 million workers for 2009 and 2010.

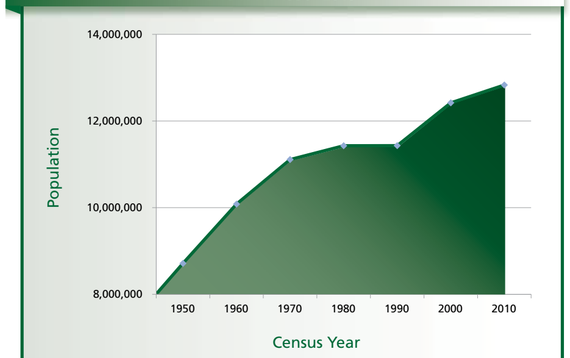
As of 2010, the top two employment categories in Illinois are trade, transportation and utilities, and professional and business services. Trade, transportation and utilities include wholesale and retail trade, large employment sectors. Transportation by itself is estimated to be just under 250,000. By 2040, the employment forecast predicts that professional and business services will employ more than 2.0 million workers, and that the education and health, and trade, transportation and utilities categories will each employ close to 1.7 million. Education and health services will narrowly edge out trade, transportation and utilities for second place.

The Aging Population and Persons with Disabilities

As of the 2010 Census, more that 1.6 million people aged 65 and older resided in Illinois. This age cohort is expected to grow to slightly more than 3 million by 2030, becoming more than 19 percent of the total population in the state. The change in the age composition of the population will have an impact on the demand for and type of travel.

According to the American Community Survey, approximately ten percent of the non-institutionalized population in Illinois has some type of disability (vision, hearing, mobility, self-care, independent living or cognitive). This population has a need for mobility, which is met by public transit or human services providers. Persons with disabilities and the projected growth of those over 65 create an increasing need for public transit, paratransit, or other special needs transit.

ILLINOIS POPULATION GROWTH 1950–2010



Metropolitan Areas

As of 2010, estimates indicate that at least 80 percent of the total population in Illinois lives in urbanized areas of 50,000 or more residents. Within these areas, more than 60 percent of the urban population is now located outside of the central city in the suburbs. Some suburban communities and counties have experienced expansive growth in both residential and commercial development. While central cities will continue to grow, suburban areas are projected to continue growing at a faster rate. The State's urban areas will continue to experience high demand for transportation services, including alternatives to driving.

Rural Accessibility

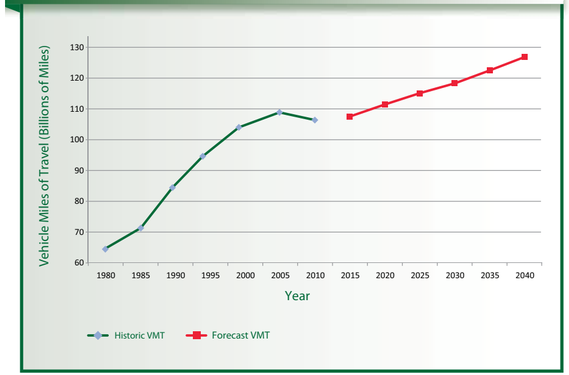
Transportation needs in rural areas are related almost entirely to access, as opposed to the mobility and congestion concerns of urban areas. The growth in urban population, the globalization of world economies, and the growing demand for low-cost, efficient retailing has coincided with the loss of smaller rural retail and service centers. Ensuring access for Illinois' agricultural goods is also a concern. While future prospects for growth in rural areas are on the rise, residents in many areas of the state continue to suffer from poor access to activities and services that many in urban communities take for granted.

Personal Travel Trends

The National Household Travel Survey assesses travel on all modes for all household members. Surveys were conducted in 2001 and 2009, and show changes in how people travel for all of their trips. Overall, the number of person-trips declined about five percent, while the number of person-miles of travel grew 15 percent. This shows that people made fewer trips but traveled longer distances during each trip made.

In terms of road travel, the growth in annual vehicle miles of travel (VMT) in Illinois has slowed over the past decade. Between 1990 and 2000, the statewide VMT for Illinois grew by 23 percent, which was relatively consistent with VMT growth rates going back to 1950. However, between 2000 and 2010, the growth in statewide VMT was less than 3 percent. This slower growth in VMT can be attributed to a number of factors, including a decline in the economy, higher fuel prices, and even attitudinal changes toward driving. However, it is expected that VMT will resume growing as the economy recovers and the State's population grows.

ILLINOIS ANNUAL VEHICLE MILES OF TRAVEL 1980–2040



While statewide VMT growth has slowed, the use of public transportation in Illinois has grown as evidenced by the 6.1 percent overall increase in ridership between 2000 and 2010. Contributing to this growth is the expansion of transit services in rural areas during this period, providing transportation options for more rural residents. In addition, high fuel prices have a tendency to increase public transit ridership.

Intercity passenger rail travel is also growing in Illinois. Between 2006 and 2010, ridership increased 72.1 percent and another 7.3 percent between 2010 and 2011. Illinois supports four Amtrak routes which makes rail passenger service more available and more convenient for travelers in Illinois. The four state-supported routes make up the largest share of ridership, carrying 1.75 million passengers out of 2.05 million in 2011. The additional service and convenience, as well as higher fuel prices, are among the contributors to the increased Amtrak ridership in Illinois, which has helped to augment the national Amtrak ridership numbers. The start-up of high speed rail service in the Chicago-St. Louis corridor should further enhance ridership growth.

For air travel, Illinois enplanements have remained steady between 2000 and 2010, at about 42 million. The FAA Aerospace Forecast predicts that in the short term, air travel will remain steady, but expects growth of two to three percent per year through 2032. Moreover, in a continuing trend, larger airports are expected to grow faster than smaller regional airports.

Walking and bicycling are also growing as modes of transportation. As of 2009, bicycling and walking accounted for 15.4 percent of all person trips, up from 11.1 percent in 2001.

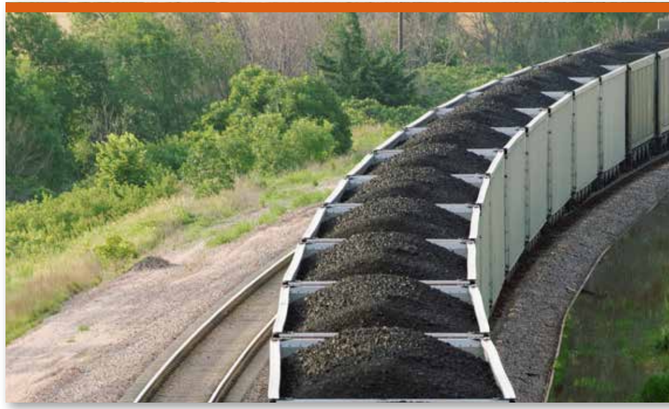
Based on past history, projections indicate that the volume of overall travel will continue to grow, once the economy recovers. History also suggests that most of that growth will take place in the state's large urban areas. The key will be to identify personal modal choice desires and implement strategies to meet the identified travel demand.

- Annual vehicle miles of travel (VMT) are estimated to grow to by 23 percent by the year 2040, based on forecasts of population growth for the state.
- There will be an increasing need for public transit services. In addition to increased demand for paratransit and other specialized public transportation services for the transportation-disadvantaged, the aging population, increased congestion, rising fuel prices and urban population growth should fuel increased popularity and use of public transportation. However, public transportation providers may need to be more flexible in responding to special needs and land use trends.
- Ridership on Amtrak will continue its upward trend, with reduced travel times as a result of high-speed rail investments and increases in service, making passenger rail a preferred travel choice.
- As investments in walking and bicycling facilities continue, these modes may become even more used. Facilitating connections to transit may foster growth in all three transportation options, as users look for multi-modal solutions to travel needs.

Freight Travel Trends

The movement of goods from, to and within Illinois is accommodated primarily by four modes: air, water, truck and rail. In 2010, trucks carry the majority of freight by tonnage (63 percent), followed by rail (26 percent), water (nine percent) and air, which carries a very small fraction of total freight tonnage (0.1 percent).

In today's global marketplace, the need for freight services varies widely based on the value, the finished character, size and weight of the shipment. Each mode — air, rail, water and truck — provides unique benefits that are needed for freight shipping. For example, higher-cost air service is used primarily for highly refined products or goods and express deliveries, while inland barge service is used for large shipments of bulk commodities, such as coal, agricultural goods, chemicals and oil-based products. Generally, each mode reflects particular cost benefits either in delivery price, time or specialized handling.



Freight movement is an important industry in Illinois. The amount of tonnage within, from, to and through puts Illinois third among the states in freight activity. Illinois is third in trucking and rail volume and second in rail intermodal traffic. Illinois has a key role in serving as a freight transportation hub, as all seven Class 1 railroads have a presence in the state, with six having termini in the metropolitan Chicago region.

Trucks are expected to remain as the primary mode for moving goods through 2040, growing to carry 67 percent of all traffic and handling more than 1.1 billion in freight tonnage. Trucks carry the majority of the intrastate freight resulting in high volumes of truck traffic on I-55, I-57 and I-88. Other key corridors are I-70 and I-80 for through traffic or shipments in and out of the State.

Trucks carry a wide variety of commodities and are most often used for valuable, time sensitive items. By contrast, rail and water tend to be used for lower value, time-independent goods.

Railroads play an important role in freight movement in Illinois. Total tonnage in 2010 carried by rail was estimated at more than 190 million tons, most of it coal, mixed or unknown freight in intermodal containers, and farm products. By 2040, rail tonnage is expected to increase by 25 percent, to just more than 400 million tons.

The 1,095 miles of navigable water-ways in Illinois are used primarily for shipments of agricultural products, coal, chemicals petroleum products and sand and gravel. In 2010, freight shipments by water from other States to Illinois were estimated at 16.7 million tons; shipments from Illinois to other States neared 80.3 million tons; and within Illinois, waterborne shipments totaled slightly less than 11 million tons. For 2040, forecasts predict that freight traffic on Illinois waterways will grow ten percent, with existing commodities remaining as the core shipments.

Air cargo traffic has the smallest share of freight traffic, carrying about one-tenth of one percent of all freight volume in Illinois. Air cargo is highly dependent upon global industrial production, so the 2009 decline in world economies affected a corresponding decrease in national air cargo traffic. O'Hare International and Chicago/Rockford International both saw declines in air cargo volume. However, air cargo shipments are again rising, with the largest increase in international traffic.

The FAA's forecast for the 20-year period (2012 to 2032) anticipates domestic cargo activity to increase at an average annual rate of 1.8 percent, and that international cargo will grow 5.7 percent annually. Air cargo is usually high value, low weight and time sensitive; in 2010 and in the future, the main commodities to be shipped by air include paper or allied products, motor vehicles (production parts), mixed freight and machinery and parts.

CHALLENGES

Safety

Since the late 1990s, national transportation policies have required transportation plans and programs to more directly address improved traffic safety at the state and metropolitan levels. Based on federal requirements, states must develop safety plans that include direct measures of safety, along with data collection, analytical methods, performance monitoring, and decision collaboration traditionally involved in the transportation planning process.

In 2005, IDOT developed its first stand-alone highway safety plan, and updated it in 2009. The Strategic Highway Safety Plan (SHSP) establishes the goal of eventually eliminating all road fatalities, by focusing on ten target areas and programs to address highway design and operation, traffic law enforcement and driver education. This goal builds on the success that IDOT had with reducing fatalities to under 1,000 in 2009, 2010 and 2011, and more importantly to under the rate of 1 per hundred million VMT. In additional to the decline in fatalities, drivers in Illinois had fewer crashes and fewer resulting injuries. Even with this success, reaching the goal of zero fatalities remains a challenge.

Transportation Funding

One of the key factors affecting plans for the Illinois transportation system is the reality that needs are outpacing available funds. This is a reality that most states must consider as maturing systems need to be rehabilitated or reconstructed, not just resurfaced. Other issues, such as cost escalation and slowing revenue growth in traditional funding sources, are exacerbating the problem. This combination has resulted in an increase in a backlog of transportation infrastructure, facilities, and transit vehicles needing repair, rehabilitation and replacement.

Several factors are contributing to the reduced growth of state and federal highway revenues. The increased fuel efficiency of the vehicle fleet and the dramatic rise in the price of fuel have slowed fuel consumption. While this is positive in terms of global economic and environmental issues, it creates downward pressure on transportation revenue growth, especially because traditional state and federal taxes are levied by number of gallons purchased rather than purchase value. In addition, the significant political resistance to raising taxes and fees in general hampers the ability to grow these traditional sources of revenue. The long-term growth rate for revenues from both motor fuel tax and vehicle registration is projected to be 1.0 to 1.5 percent annually.

Public transit, aviation and rail have similar problems, even though the dynamics on the revenue side are different. Because these non-highway modes tend to draw funds from general revenues, they compete with a wide variety of important social issues for resources. Health care, education, children's services and law enforcement are just a few of the interests competing for general funds. Because legislative priorities often change from year to year, the total general revenue funds that will be made available to transit, airports and rail each year tends to be unpredictable.

In addition to reduced and unpredictable revenues for all modes, construction costs have increased more than 40 percent over the last decade, significantly more than the inflation rate. As a result, IDOT and other transportation providers can only replace, repair and build slightly more than half of what each were able to do in 2002 with the same amount of funds. The need exists for a predictable and increasing stream of revenue for all modal programs so that IDOT and other agencies can not only maintain the existing system but also enhance it to address current and future needs.

System Preservation and Needs

The preservation and maintenance of transportation assets continues to be a high priority in Illinois. IDOT, in coordination with its transportation partners, works to ensure adequate maintenance levels are achieved across all modes of transportation.

IDOT's strategic goal is to maintain 90 percent of the 16,000 state road miles and 93 percent of the more than 8,000 bridges under its jurisdiction in "acceptable" condition. To keep pace with deterioration of the highway system , IDOT strives to keep its "backlog" of repairs to less than 1,600 miles of roadway and 560 bridges. It is important to note that although bridges on the backlog list may be outdated in terms of current engineering standards or in need of replacement or rehabilitation, a bridge in backlog status does not imply a lack of overall safety.

Due to an infusion of federal and state funds in 2009 and 2010, IDOT was able to resurface nearly 2,100 miles of roadways and rehabilitate or replace more than 150 bridges. This expanded program brought the backlog of repairs to within IDOT's program goals. However, these federal and state funds were only onetime additions to the IDOT program. IDOT estimates that without continued elevated investments in resurfacing and reconstruction of roadway and bridges, approximately 5,000 miles of state highways and 780 bridges will be classified as "Need Improvement" by 2018, well above IDOT's strategic maintenance goals. This is even after IDOT has committed 68 percent of the estimated $9.168 billion in funds through 2018 to system preservation and maintenance.

In the case of public transportation, the majority of transit capital resources have also been dedicated to bringing the system assets to a state of good repair. Like the highway program, the transit agencies received a boost in capital funds from federal money and the State's 2009 Illinois Jobs Now! program. These funds are slated to provide almost $4.5 billion to the CTA, Metra and Pace for investments in the northeastern Illinois systems. However, in 2010 the RTA estimated its system preservation needs to be $24.6 billion over the next ten years.

In downstate areas, transit providers focus their attention on maintaining their vehicles and facilities to sustain existing levels of service. Based on the 2009 Annual Downstate Investment Needs report, $1.716 billion for a ten-year period was estimated as needed for vehicles, facilities, technology enhancements, and other items for the urban services.

The responsibility for maintaining freight railroad infrastructure belongs primarily to each private railroad company. However, because of the complexity of rail projects, IDOT supports the freight rail industry through the use of loan programs, making the programs self-sustaining.

IDOT does assist with rail improvements through its agreement with Amtrak for additional passenger rail service. Although most of the funds are for operational costs, a portion is allocated for capital infrastructure investments.

With the high speed rail initiative, the State provided $400 million through the Illinois Jobs Now! program to match the more than $1.5 billion in federal funds allocated for planning, design and construction of improvements needed on rail tracks to accommodate the proposed 110 mph service. The State, also with Illinois Jobs Now! funds, has dedicated $300 million for the CREATE program, which is committed to improving conflicts between freight, passenger and commuter rail, and roads. These improvements will reduce delays and improve safety conditions for both road and rail users.

Airport operators also strive to preserve their capital investments through the implementation of timely maintenance activities. Both federal and state funds are used in conjunction with local and airport generated revenues to maintain and enhance their facilities.

Waterway improvements are addressed by the US Army Corp of Engineers, and federal funds are used for those improvements. Ports, as independent agencies, are responsible for their own revenue and maintenance programs. IDOT is exploring opportunities to be more involved with waterway and port transportation issues.

Human Capital and Workforce Development

One of the ways that Illinois remains competitive is by having a trained and educated workforce. Employment in the transportation and logistics industries is anticipated to continue to grow. For more than 20 years, the issue of workforce development has been under discussion at national and state levels. IDOT is engaged in this issue because, like many other transportation agencies and businesses, a diverse mix of qualified employees is necessary to address its responsibilities. However, unless these employment opportunities

are promoted and have additional resources devoted to preparing the workforce, there may not be enough qualified and skilled workers to meet industry needs.

For many years, IDOT has participated in a number of outreach activities designed to engage students in transportation engineering and other professional careers that support its work. More recently, IDOT has taken a larger leadership role in human capital development. IDOT has developed its first Diversity Recruitment and Outreach Plan, with the intent of recruiting employees that represent the demographic makeup of Illinois residents. IDOT has realized that it is important for early engagement of students in education subjects that are prerequisites to engineering, so it supports efforts throughout the state working to enhance educational opportunities.

ECONOMIC ROLE

Illinois is a major portal for both North American and global trade, which are a result of and a contributor to its varied economy. As a result of the economic activity generated by its 12 million residents, Illinois' gross domestic product, if viewed as an independent nation, is among the top 25 economies in the world. This regional manufacturing performance is augmented by the major manufacturing centers of Decatur, Moline, Peoria and Rockford, and the State's strong financial, health care and agricultural industries. The metropolitan Chicago region, as Illinois' industrial hub, ranks ninth as a global competitive center out of 120 major metropolitan areas.

In 2011, Illinois exported $64 billion worth of goods and services, an increase of $38 billion from 2002. Exports to Canada and Mexico, Illinois' primary trading partners, totaled more than $25 billion; other top trading partners include Australia, Belgium, Brazil, China, Germany, Japan, Singapore and the United Kingdom. Illinois exported products to an additional 208 countries, expanding its global economic reach.

Based on employment forecasts through 2040, Illinois' economy is expected to change, continuing to transition from manufacturing to professional and business services, education and health services. Part of the decline in the labor intensive industries of the past may be due to increased productivity and technology advances, and may not affect the overall value of Illinois' economic impact. However, the trend toward professional services, education and health care will have impacts on the transportation network.

Manufacturing

Even with the economic transition described above, manufacturing remains a major industry in Illinois, producing more than $97 billion in value added goods, as of 2009. While the number of manufacturing jobs across the U.S. has declined as a result of globalization and fell precipitously as a result of the recent recession, Illinois has retained a large manufacturing workforce, and the manufacturing sector continues to play a key role in the state's economy. In 2010, employment in the industry was just over half a million, and has recovered slightly to nearly 600,000.

Several factors may challenge past trends, and keep manufacturing an important and robust element of the Illinois economy. For example, low global wages, long the motivation for out-sourcing jobs, are rising and are under increased pressure to continue rising. This phenomenon will eventually make the transportation cost differential for long distance shipping significant enough to offset the wage differential, reducing profit margins. In addition:

- Illinois is located in the industrial and geographic center of the nation.
- The state is served by major transcontinental transportation networks including the nation's interstate and rail networks.
- Illinois has access to the raw materials needed in the manufacturing process.

Currently, the number one manufacturing activity in the state is the production of chemicals. This sector of the industry has production valued at $18.0 billion. Food manufacturing is second, and machinery manufacturing is third with annual value estimated at $12.9 billion.

Whether a company produces chemicals, motor vehicles, tractors or food, the key to the success of the manufacturing industry in Illinois is the ability to get products to markets. The Illinois transportation network supports these industries, and the continued advancement of the network will allow these industries to continue their success in the future.

Agriculture

Agriculture is another important industry in Illinois generating $9 billion annually. Corn accounts for 40 percent of this value, soybeans nearly 30 percent and livestock, poultry and dairy add in 23 percent. There are an estimated 76,000 farms, with nearly 46,000 hired employees supporting the industry. Approximately 76 percent of land in Illinois is considered agricultural.

The 950 food processing companies in the State employ an estimated 1.4 million workers and contribute $15.2 billion in value to the Illinois economy. These companies turn agricultural commodities into a wide variety of products including food and food ingredients, ethanol and biodiesel, animal feed and other items. Illinois' grains are shipped worldwide, with more than 44 percent of the grain produced in Illinois being sold for export. Illinois' soybeans are the state's largest agricultural export.

The success of agriculture in Illinois is largely due to prime agricultural land located in central Illinois, and to Illinois' transportation infrastructure. Because of these key ingredients, several large agricultural-based industries have developed in Illinois including Caterpillar, Deere & Co., and Archer Daniels Midland (ADM). These industries produce, manufacture and distribute agricultural products and farming equipment throughout the world, and are therefore dependent upon the State's transportation network, including rail, trucks and water, to get their products to market.

Most of the state's prime farmland is centrally located and is accessible by national rail and highway networks, both of which provide access to the Mississippi River and from there, the Gulf of Mexico. This access to the state's transportation infrastructure reduces the cost of moving products to their markets and allows Illinois' farmers and agricultural industry to compete on a national and global level.

Business and Professional Services

Service industries provide the largest portion of income to the Illinois economy. The state has a vast number of legal, accounting, engineering and marketing professional service providers that draw clients from across the nation and the world. Top quality banking and business service firms make Chicago the financial capital of the Midwest, and the region's nationally known healthcare providers attract patients from around the globe. These services have helped Illinois develop into an international destination for numerous businesses and individuals.

Logistics firms, which deal with the warehousing and distribution of goods, are significant users of highways, railroads, air carriers and commercial navigation.

Due to its geographic proximity to domestic markets and its hub role for the national freight network, Illinois is a natural location for significant warehousing and distribution activities. Fortune 500 companies operate nearly 300 distribution centers in Illinois.

Tourism

The travel and tourism industry is also vital to the economy of Illinois. In 2010, domestic travelers accounted for the majority of the 86.4 million visitors who added an estimated $29.3 billion to the State's economy. A significant portion of the visitors' dollars were spent on public transportation, an attractive and cost-effective alternative to driving or using more expensive transportation options.

Illinois Department of Transportation

Chapter 3 Policies, Goals and Action Plan

SUMMARY Fundamental policies and goals provide a framework to guide the development of annual and multi-year project programs by the Department as outlined in the State Transportation Plan. These policies and goals are not listed in any order of priority.

The Department has established a Performance Management Team that will monitor and ensure implementation of the activities in the Action Plan. To begin implementation of key Plan elements, the Department has prepared an Action Plan that describes priority activities that will be performed in the next two years to implement the plan. These activities are listed by policy.

POLICY:
IMPROVE TRANSPORTATION SAFETY

A safe transportation system not only reduces the tragic human costs from the loss of lives and from suffering due to crashes, but also the tremendous economic costs. People also want to be protected from hazardous materials that might endanger their lives and property.

Illinois' transportation system is among the safest in the world. The fatality rate on Illinois' highways has declined by almost two-thirds since 1982 despite a steady growth in travel during that period. However, portions of the transportation system still experience crash rates that exceed public expectations. With the projected increase in the demand for transportation in the future, keeping the transportation system safe will continue to be a serious challenge.

IDOT's Illinois Comprehensive Highway Safety Plan (CHSP), seeks to significantly reduce the number of traffic-related deaths and life-altering injuries in Illinois. The CHSP is a statewide, coordinated, integrated safety plan that focuses on the four Es of highway safety — engineering, enforcement, education and emergency medical services — and integrates them into the ten federal emphasis areas.

For each emphasis area, the CHSP reviews implemented tactics, lays out the primary challenges, and offers a set of proposed new strategies. The plan brings together safety organizations and state and local agencies to build upon existing resources, identify and implement performance driven strategies, and deliver a more focused and coordinated safety effort.

The targeted areas of emphasis include alcohol and other impaired driving, driver behavior and awareness, occupant protection, vulnerable users (pedestrians, bicyclists, older drivers, and motorcyclists), work zones, highway-railroad grade crossings, information systems for decision making, intersections, large trucks, and roadway departure. Through integrating the work of stakeholders, the CHSP defines a system, organization, and processes for managing the attributes of the road, driver, and vehicle to achieve the highest level of highway safety.

The Illinois Commerce Commission (ICC) works with the Federal Railroad Administration to ensure railroad safety. IDOT assists the ICC by providing capital improvement funds to help upgrade rail-highway grade crossings — particularly for the new high speed rail service between Chicago and St. Louis. The ICC and IDOT follow the Illinois Commercial Transportation Law (625 ILCS 5/Chapter 18C) which establishes general safety requirements for track, facilities and equipment belonging to rail carriers within Illinois, and gives the ICC jurisdiction to administer and enforce those requirements.

IDOT will be taking on an expanded role in working with local transit operators to ensure the safety of transit vehicles. Under a new provision of MAP-21, IDOT will partner with the U.S. Department of Transportation and will be certified as a State Safety Oversight (SSO). Through a partnership with FTA and other relevant local agencies, IDOT will establish requirements and standards to protect Illinois transit users.

Transportation Safety

- Maintain the performance of the Illinois transportation system at a high level to ensure the safety of all users, including transportation operators, passengers, shippers and pedestrians.
- Continue to improve system safety by instituting and supporting safety programs to lower the number of fatalities and life-altering injuries.
- Promote the identification of specific emphasis areas to improve transportation safety through a statewide evaluation of safety problems, performance and multi-stakeholder input.
- Continue to develop comprehensive, coordinated, and communicative safety strategies that focus on engineering, education, enforcement, and emergency medical services for all emphasis areas.
- Promote development of improved and new transportation system design, engineering, and operating technologies to increase system safety.
- Promote safe and convenient travel facilities for vulnerable users.
- Provide a continuing program of public information and education to promote safety awareness and implementation of safety practices.
- Cooperate with other agencies to ensure prompt response to crashes on the transportation system and timely resolution of environmental and other problems, such as hazardous waste sites, encountered when improving transportation facilities.

GOALS

ACTION ITEMS

POLICY
Improve Transportation Safety

1.	Enhance coordination between the Safety Plan, Long-Range Transportation Plan, Statewide Programs and Metropolitan Transportation Improvement Programs and Plans.
2.	Implement the existing Safety Plan and develop innovative programs to enhance transportation safety.
3.	Establish procedures and utilize technology to explicitly incorporate safety into the transportation management process to evaluate and improve transportation safety performance.
4.	Partner with local, statewide, and federal agencies to monitor and manage the safety performance of the statewide freight system.
5.	Promote the funding that incorporates clear and measurable traffic safety provisions for all modes.
6.	Provide annual report on safety performance, safety programs initiated, and priority recommendations to the Secretary by the first Tuesday in November (prior to MYP program development cycle start).

POLICY:
PROVIDE A TRANSPORTATION SYSTEM THAT OFFERS A HIGH DEGREE OF MULTI-MODAL CONNECTIVITY, MOBILITY, AND ACCESSIBILITY

One of Illinois' most important assets is its multi-modal transportation system. Our State's extensive network of roads, bridges, public transportation, railroads, aviation facilities, waterways and ports, and pedestrian and bicycle facilities support our robust economy that is ranked 5th in the country for gross domestic product at over $650 billion. IDOT is committed to maintaining and enhancing its multi-modal transportation system, including a strategic focus on transportation solutions that improve connectivity between modes and that increase mobility and accessibility for all residents.

IDOT is focused on the success of transportation in the State. By defining, prioritizing, and implementing the appropriate mix of multi-modal connections and linkages, Illinois can better realize a full range of transportation, economic and land use opportunities provided by its transportation infrastructure.

The mobility provided by our State's transportation system has a profound impact on people's daily lives and on the productivity and competitiveness of our State. Access to jobs, health care services, education, recreation, and many other basic services and activities is critical to the quality of life for Illinois residents.

Mobility is achieved by offering individuals and businesses a range of choices in modes of transportation for their travel and freight shipment needs. Illinoisans expect and enjoy a high degree of mobility from their transportation system which includes highways, public transit, pedestrian and bicycle facilities, air, railroad, and waterways for personal travel and freight movement.

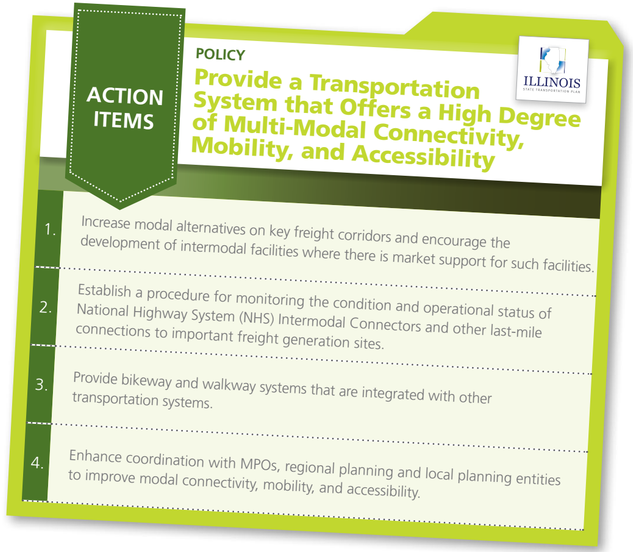
One of the specific responsibilities of the Department is ensuring mobility and accessibility to seniors and individuals with disabilities by providing ease of access to state transportation facilities. In accordance with the Americans with Disabilities Act (ADA), the Department has developed policies that require all transportation investments funded by the state to meet the accessibility needs of disabled individuals.

Personal travelers and businesses also expect that mobility to be provided in a reliable fashion. That can only be provided by a transportation system that is well maintained and managed with efficient operations. Reliable, on-time transportation by air, highway, transit, non-motorized, and rail is essential to travelers on their way to a job, business appointment, or another destination.

Multi-Modal Connectivity, Mobility, and Accessibility

- Provide an efficient transportation system that facilitates connectivity and transfers between all feasible modes and between intercity and local transportation systems, and provides access between all areas of the State.
- Provide transportation users with the greatest mobility, accessibility, reliability and flexibility possible within available resources.
- Strive to provide and enhance mobility and access to the transportation system for seniors and individuals with disabilities and the traditionally underserved populations, including low-income and minority households.
- Explore opportunities to expand and enhance appropriate transit, pedestrian and bicycle systems and encourage use of these systems.
- Support human service transportation through public transportation programs focused on meeting the needs of the transportation-disadvantaged, including elderly, disabled, and low-income users.
- Maintain the performance of the Illinois transportation system to provide a high level of reliability to ensure the efficiency and on-time performance of transportation services.
- Preserve rights-of-way for construction of future transportation facilities.

GOALS



POLICY:
PROVIDE FOR EFFICIENT FREIGHT MOVEMENT

Global and domestic linkages to markets are key to the State economy. Agriculture, food processing, industrial machinery, business services, and finance are all important industries in Illinois that attract customers from around the world. They depend on efficient, reliable freight delivery systems. With the rapid globalization of economic activity, business and industry expect international transportation to be an integral part of transportation planning and investment.

Intermodal transportation can significantly improve the efficiency of freight delivery, and opportunities for investments in intermodal transfer facilities need to be explored. Also, the state, local governments, and the private sector need to jointly support initiatives to take advantage of new markets and new technologies by providing or helping implement needed transportation infrastructure improvements.

One way to improve the efficiency of transportation systems and service is to improve intermodal connections, designed to help improve the flow of commercial and industrial freight traffic. This strategy can help reduce congestion on main thoroughfares, and it addresses many freight transportation needs of the future. The goal for the future is to continue working toward a seamless intermodal transportation system that incorporates the service efficiencies of each system and provides convenient transfers between modes.

The modern global marketplace requires businesses to adjust rapidly to new product demands, market geographies and on-time transportation delivery issues. For Illinois industrial and commercial businesses, the reliability of on-time, safe, and damage-free delivery of their products is essential to customer satisfaction and loyalty. To assure reliability, the development of a multi-modal system will provide addition options for assuring access to markets or for obtaining material inputs for production. A multi-modal system ensures that if one mode experiences capacity challenges, other modes are available to provide additional capacity. The ability of Illinois to assure its industry of an on-time, reliable and flexible transportation system is key to their ability to compete in the global economy.

Freight Transportation

- Facilitate and enhance mobility and connectivity to the transportation system for freight movement.
- Identify international and interstate freight transportation needs and market opportunities.
- Identify access needs to water ports, airports, major freight distribution corridors' and intermodal transfer facilities.
- Facilitate an understanding of the importance of freight mobility to the State's economy and quality of life.
- Coordinate with private sector freight stakeholders, metropolitan planning organizations, and other affected parties regarding freight needs and strategies.
- Integrate freight considerations in the planning process.
- Maintain and invest in a freight transportation system that supports State, regional, and local economic development goals.
- In cooperation with other State agencies, support policies and programs that enhance the freight transportation system.

GOALS

ACTION ITEMS

POLICY

Provide for Efficient Freight Movement

1.	Adopt a "Zero Backlog" requirement for the Interstate Highway System to support supply chain connectivity, efficiency, flexibility and reliability.
2.	Coordinate with private sector freight stakeholders, metropolitan planning organizations, and other affected parties regarding freight needs and strategies.
3.	Work with freight industry partners to help integrate an efficient and reliable freight system.
4.	Identify and rank freight bottlenecks, corridor constraints or chokepoints, in particular those located on the Strategic Freight System.
5.	Target short-line rail and port terminals for potential for public-private funding opportunities to expand capacity and upgrade transportation infrastucture to meet growing needs.

POLICY:
INTEGRATE HUMAN CAPITAL INTO DEPARTMENT PLANNING, PROGRAMS, AND POLICIES

Human capital is about people. The transportation industry's workforce is a valuable asset and represents a significant component of the state's economy. As of May 2011, the Bureau of Labor Statistics estimated that Illinois' transportation and logistics (T&L) industries employ 439,000 people. T&L workers in Illinois are also forecasted to grow 23 percent by 2040.

A U.S. Department of Labor report, Identifying and Addressing Workforces Challenges in America's Transportation Industry concludes that the demand for T&L workers is increasing, that there are a number of barriers for recruiting and advancing entry-level employees, and training of existing workers is need, but there are training challenges.

The Department's human capital policies and practices must be designed and implemented to support IDOT's mission to provide safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity, and demonstrate respect for the environment. Similar to other Illinois transportation agencies and to some extent the industry as a whole, IDOT currently facing workforce challenges. IDOT now employs approximately 5,800 people, down from a high of nearly 10,000, and anticipates losing up to 1,200 employees to retirement or attrition within the next few years. The demand for IDOT services has not decreased, and this potential loss of its existing workforce will challenge the ability of IDOT to achieve its mission.

One of IDOT's guiding principles in achieving its mission is diversity. IDOT is committed to engaging a population that reflects the diversity of the State, both through its business and employment opportunities. Toward that end, the Department is ensuring that minority-owned, woman-owned and other disadvantaged small businesses have an equal opportunity to participate in IDOT's federal and state-funded highway, transit and airport contracts, and is promoting equal employment opportunities for minorities, females and disadvantaged individuals to achieve greater workforce diversity in all phases of Illinois' highway, transit and airport construction industry.

IDOT has a number of initiatives, including its Highway Construction Careers Training Program, which is in its second year of training and placing minorities, women and disadvantaged individuals into the highway construction trades; the Engineer Technician Training Program; the Diversity in Engineering Scholarship Program; the Summer Transportation Institute; the Student Professionals with Disabilities Program; and its Disadvantaged Business Enterprise (DBE) Resource Centers. All of these support IDOT's human capital strategies.

The Department is also actively collaborating with educational institutions, workforce boards, industry and organized labor representatives, and other agencies and organizations to address transportation human capital needs. IDOT is in the process of integrating its human capital management into the design of specific policies and processes, as well as in its day-to-day business administration. The Department will also begin to measure the effectiveness of its human capital policies and programs in the context of achieving its mission and goals.

Transportation Human Capital

- Incorporate human capital planning when designing and implementing policies and programs.
- Develop a workforce planning strategy that identifies current and future human capital needs, including the knowledge, skills, and abilities needed to obtain and retain jobs in the transportation industry.
- Use proven human capital strategies and programs to recruit and retain a diverse and highly skilled workforce.
- Maintain a competent and effective workforce through targeted education, training and employee development.
- Sustain a transportation workforce that represents the diversity of the population of Illinois.
- Develop measures of effectiveness for human capital policies and programs to assess their effectiveness.
- Coordinate and partner with educational institutions, industry, organized labor, workforce boards, and other agencies/organizations to address human capital transportation needs.

GOALS

ACTION ITEMS

POLICY

Integrate Human Capital into Department Planning, Programs, and Policies

1. Develop a workforce planning strategy that identifies current and future human capital needs, including the knowledge, skills, and abilities needed to obtain and retain jobs in the transportation industry.
2. Maintain a competent and effective workforce through targeted education, training and employee development.
3. Integrate human capital planning with IDOT's annual planning process.
4. Support the highway construction careers training program. Measure results and work with industry and labor to fine tune the program to make graduates even more competitive.

POLICY:
PRESERVE AND MANAGE THE EXISTING TRANSPORTATION SYSTEM

The Illinois transportation system represents an enormous investment. Preserving and managing this system is critical to protecting the public's investment in the infrastructure, improving the safety and efficiency of the system, and adapting the system to the transportation needs of the 21st Century. This is a shared function of public and private sector transportation providers.

Transportation services in the years ahead will continue the shift in emphasis toward improving existing facilities and managing them to operate more efficiently. Among the factors responsible for this shift are the high cost of building new facilities, a slowdown in the growth of public revenues for transportation, and the growing needs of a mature and heavily used system that requires an increasing share of funding resources for preservation and maintenance.

Transportation management systems implemented by the Department reflect the shift of resources towards preserving and improving the existing transportation system. In Illinois, this shift has affected all modes of transportation. On the highway system, increased maintenance needs have resulted from traffic growth and the increased age of the system. Pavement condition ratings on state roadways are utilized to ensure that programs are directed at effectively preserving the existing roadway infrastructure. Bridges are inspected regularly for structural integrity to determine bridges maintenance and replacement needs. If a bridge or roadway is deemed unsafe the Department takes immediate action. The Department has established statewide goals for acceptable conditions levels for bridges and roadways at 90 percent and 93 percent respectively. These performance measures are used to evaluate the state system as a whole and are provided to each Highway District as guidelines to consider when developing their individual maintenance programs.

In the case of public transit in northeastern Illinois, the bulk of resources for transit capital improvements have also been used for modernizing and rehabilitating one of the nation's oldest and largest transit systems. The Regional Transportation Authority's (RTA) Capital Asset Condition Assessment released in 2010 detailed the capital needs for bringing the transit system to a state of good repair by addressing its backlog, normal replacement, and capital maintenance based on the age and condition of its infrastructure assets. This RTA's asset condition assessment, along with each Service Board's (CTA, Metra, and Pace) transit asset management systems are used to develop their priorities for their capital improvement programs. Similarly, downstate transit operators in Illinois have conducted their own capital needs assessment based on the age and condition of their facilities and vehicles and have identified their transit capital improvement priorities.

For freight railroads, the Chicago Region Environmental Transportation and Efficiency (CREATE) Program is aimed at increasing the efficiency and reliability of rail service within the Chicago region while also providing benefits to highway users through the elimination of at-grade crossing delays and other conflicts. Consisting of 70 rail and grade separation projects, the program utilizes a unique public-private partnership that is funded through federal, state, and local sources, along with the freight railroads.

Investments in intercity passenger rail service are also being made using federal and state resources to provide high speed rail service for the Chicago-St. Louis Amtrak route, and to initiate passenger rail service for Chicago-Rockford-Dubuque and Chicago-Moline service. New rail cars are also planned for both new and existing services in Illinois.

System Preservation and Management

- Preserve existing transportation systems to provide safe, convenient and efficient transportation.
- Maintain comprehensive management systems and performance measures for bridges and structures, highways, traffic congestion, public transportation, airports, safety, and intermodal connections.
- Promote innovative management practices and technologies to ensure the cost-effective expenditure of public funds.
- Ensure that transportation system design and engineering methods are state of the practice and include robust life-cycle cost analysis procedures.
- Explore innovative and sustainable construction techniques, materials and construction contract arrangements to improve the service life of transportation facilities, gain cost efficiencies, minimize construction time periods and conserve resources.
- Encourage dissemination of innovative methods and techniques on system management, design, engineering, materials, construction and construction contracts to local governments and other transportation providers.

GOALS

ACTION ITEMS

POLICY

Preserve and Manage the Existing Transportation System

1.	Maintain comprehensive management systems and performance measures for bridges and structures, highways, traffic congestion, public transportation, airports, safety, and intermodal connections.
2.	Continue investigation and research into new innovative and sustainable materials, construction techniques, and construction contract arrangements to enhance system preservation.
3.	Achieve and maintain a state of good repair for transportation assets for all modes.
4.	Enhance coordination with transportation providers and local jurisdictions and agencies regarding transportation infrastructure preservation.

POLICY:
ADDRESS CONGESTION AND MAXIMIZE EFFICIENCY AND EFFECTIVENESS THROUGH TRANSPORTATION OPERATIONS

In metropolitan areas across the nation, congestion continues to plague travelers. The Chicago region has been ranked number one in 2010 and number two in 2011 for worst traffic congestion in the nation. As our population continues to grow, increasing numbers of roadways, public transit, and airport facilities are being utilized to their maximum capacities. Expanding capacity or building new facilities to address congestion is not always feasible, so efforts to reduce congestion must include improved operations and new technologies to improve efficiency and effectiveness of our existing transportation infrastructure.

To make better use of our existing highway capacity, it is becoming necessary to encourage strategies that reduce the reliance of single occupant vehicles. IDOT is currently exploring the use of managed lanes that restrict users of these lanes to car and van pools, buses, and in some cases where additional capacity is available to those who pay tolls. This results in a greater number of people using these facilities. Similarly, public transit operators are exploring more cost-effective options, including bus rapid transit (BRT) and bus on expressway shoulder operations.

Providing alternative travel options, including transit and non-motorized modal options and better connections among modes is also required to reduce reliance on single occupant vehicles. Travel demand management strategies, such as ridesharing, employee commuter benefits, and telecommuting are also important traveler options.

Advanced technology is also being used to improve the efficiency, capacity, and safety of existing and new transportation systems. This includes Intelligent Transportation Systems (ITS), which encompass a wide range of advanced technologies including traveler information systems that provide real-time information on traffic conditions or transit vehicle arrival; variable message signs to provide travel time information of information on incidents; computerized trip planning; expressway ramp metering and active lane management; traffic signal pre-emption for emergency vehicles; traffic signal priority for transit buses; electronic toll and transit fare collection; weigh-in-motion for trucks; and positive train control for railroads.

At the same time, congestion in air transportation similarly has created serious and chronic delays in national and international air travel. This shared and continuing concern is being addressed in Illinois through the O'Hare Airport Modernization Program and through the planning and development of a new commercial service airport in the south suburbs of Chicago.

Intercity passenger rail service for the Chicago to St. Louis Amtrak route is currently being upgraded as part of a federal high speed initiative. This includes the upgrading of tracks and rolling stock that will allow 110 mph train operation. In addition, the Department is also exploring very high-speed passenger rail traveling 220 mph through a feasibility study being conducted by the University of Illinois.

Transportation Operations

- Improve communications with transportation system users to reduce travel times and improve convenience.
- Encourage strategies to reduce reliance of single occupant vehicles where other options are feasible and can be made available.
- Improve public transportation, bicycle and pedestrian opportunities, and implement demand management strategies to better utilize existing transportation systems.
- Strive to integrate all modes to create a high performing intermodal transportation system.
- Continue to effectively manage access to state highway facilities.
- Explore the effectiveness of managed lanes and congestion pricing as strategies to reduce congestion.
- Adapt and enhance existing systems to meet new transportation demands and consider proposed expansion of existing systems or construction of new facilities where mobility in an area is not adequately provided by the existing systems.
- Explore the use of new technologies to improve transportation operations, traveler convenience, and system reliability.

GOALS

ACTION ITEMS

POLICY

Address Congestion and Maximize Efficiency and Effectiveness through Transportation Operations

1.	Prepare and complete a statewide congestion Plan.
2.	Jointly identify opportunities that exist for rideshare parking or HOV lanes.
3.	Work in collaboration with MPOs to implement Transportation Demand Management planning initiatives.
4.	Identify key traveler amenities needed to attract and support use of transit related shelters.
5.	Promote innovative operations and private sector partnering to improve incident and intersection management.
6.	Develop and implement Managed Lanes policies to increase traffic flow productivity of highway network.

POLICY:
FOLLOW A COMPREHENSIVE TRANSPORTATION PLANNING PROCESS

A comprehensive and cooperative long-range transportation planning process has been in effect in all Illinois metropolitan areas with a population of 50,000 or more for several decades. These metropolitan planning organizations (MPOs) are responsible for the development of a long-range regional transportation plan and a transportation improvement program.

Federal transportation planning requirements place great emphasis on cooperative comprehensive transportation planning by both state and local governments in order to enhance the planning process. These plans must also cover state transportation system planning and program development in non-metropolitan areas of the state.

The statewide planning process and plan must be multi-modal, long-range, and take into account factors affecting transportation demand and infrastructure. A key component of statewide transportation planning is an ongoing public involvement process that affords all affected and interested persons and organizations an opportunity to participate.

The transportation planning process does not stop at the borders of the State of Illinois. IDOT is working cooperatively with neighboring States on several major initiatives, including major new Mississippi River bridge crossings in the St. Louis and Quad Cities metropolitan areas, and the Illiana Corridor Study.

Transportation in Illinois is a complex combination of public and private services and facilities. However, the specific roles of the public and private sectors have historically been separate and distinct, even when mixing the two sectors in one mode. Streets and highways are publicly owned; the vehicles operating on them are privately owned. Airports are typically public facilities, the airlines private entities; general service water port terminals are generally public, ship operators private. Passenger rail, on the other hand, is a public service operating over private rights-of-way.

Transportation Planning and Coordination

- Maintain a continuing, cooperative and comprehensive (3-C) state-local transportation planning process that includes and effectively coordinates the transportation plans and programs of the state, metropolitan planning organizations, affected nonmetropolitan officials with responsibility for transportation, affected public agencies, modal and transportation industry representatives, and citizens.
- Promote and provide a meaningful public involvement process that ensures the opportunity for all stakeholders, including the disabled and traditionally underserved communities, to have early and continuing input at major decision points in the transportation planning process.
- Provide public information and education on transportation issues, goals and plans to encourage public awareness and involvement.
- Maintain close working relationships with federal and other Illinois agencies to comprehensively coordinate planning processes, activities, facilities and services.
- Identify transportation needs that extend into adjacent states and promote bi-state/multi-modal cooperative solutions with transportation agencies in adjacent states to ensure coordinated services and maximum cost effectiveness.

GOALS

ACTION ITEMS

POLICY

Follow a Comprehensive Transportation Planning Process

1. Strengthen existing transportation planning coordination with MPOs, regional planning agencies and local entities.
2. Establish joint state-local planning initiative to focus on transportation-land use integration.
3. Provide annual district-developed reports that identify potential impacts and funding priority recommendations to the Secretary by the first Tuesday in November (prior to MYP program development cycle start).
4. Enhance IDOTs role in transportation planning.

POLICY:
PROMOTE STABLE FUNDING FOR THE PUBLIC COMPONENT OF THE TRANSPORTATION SYSTEM

The financing mechanisms and arrangements for transportation services and facilities are complex. The users of transportation systems and services pay a significant share of the costs through motor fuel taxes; vehicle registration fees; tolls; airline, transit, and rail passenger fares and fees; barge tonnage and fuel taxes; and charges for freight service. Property and sales taxes are other local sources of public financing for transportation. Although there has been increasing flexibility in the use of some public funding resources, most of the revenues from these taxes, fees, fares and charges are dedicated for specific transportation uses.

One of the realities affecting any plan is that transportation needs outpace available funding. One example is funding for highways, which comes primarily from federal and state taxes on motor fuels. Motor fuel consumption is projected to grow very little in the future; part of this is due to increased fuel efficiency, as federal law mandates an average of 54.5 mpg for new vehicles by 2025, and hybrid and all-electric vehicles become more prevelant. This is expected to be accompanied by a faster rate of growth in traffic, resulting in greater wear and tear on highways and more congestion. The disparity in the rate of growth between funding resources, congestion, and system wear and tear will create new challenges for meeting highway repair and improvement needs. Other transportation modes, such as public transit and rail passenger service, relying mostly on general fund revenues, face competition from non-transportation interests for scarce funding.

It is clear that existing funding resources for public sector transportation facilities cannot meet existing system operation and maintenance requirements nor finance system expansion to meet increased demand. With recent legislation, there generally are fewer restrictions on combining public and private investments to make some transportation projects financially feasible or for bringing some projects on line sooner than if funded separately.

While limited in application, public/private partnerships can be an option by which government transportation agencies can capitalize on private sector resources to implement specific transportation projects or services beneficial to both public and private interests. These arrangements may include combinations of grants and loans of public funds, private investor equity or debt supported by tolls or other charges, or combinations or arrangements for benefit assessments, impact fees, tax increment financing and facility leasing. Together, they provide governments with the opportunity to expand the total resources available for specific transportation projects or services.

Transportation Finance

- Strive to maintain a transportation funding structure that provides adequate resources for demonstrated transportation needs, incorporating federal, state, local and private revenue sources and one that provides equitable funding for all transportation modes and jurisdictions.
- Support joint public-private partnership and private sector initiatives to provide transportation facilities and services that help to reduce public expenditures and maintain the quality, quantity and long-term stability of transportation facilities and services.
- Support joint use of transportation facilities and rights-of way for compatible non-transportation activities and businesses where they are economically feasible.
- Maintain the user-pay principle to fund transportation facilities and services, charging users and other beneficiaries of the transportation system in proportion to the costs they impose and benefits they derive to the maximum extent possible and extend user-pay financing to new technologies.
- Explore toll opportunities and innovative financing methods, including value capture pricing to fund transportation facilities and services.

GOALS

ACTION ITEMS

POLICY

Promote Funding for the Public Component of the Transportation System

1.	Develop thorough needs analyses to assure a clear understanding of funding shortfalls across all transportation modes.
2.	Support joint public-private partnership and private sector initiatives to provide transportation facilities and services that help to reduce public expenditures and maintain the quality, quantity and long-term stability of transportation facilities and services.
3.	Explore innovative approaches to funding projects.
4.	Continue to seek development of new financing mechanisms that contribute to the overall financial adequacy of the public transportation system.
5.	Plan and manage transportation finance as a means of contributing to state and local environmental, land use and economic objectives.

POLICY:
TARGET TRANSPORTATION INVESTMENTS TO SUPPORT ECONOMIC DEVELOPMENT

The economy is the lifeblood of sustainable growth and community well being. In the recent downturn in the national economy, Illinois has been particularly affected with its unemployment rate peaking over 11 percent in 2010. While the state has since bounced back with one of the highest increases in jobs among states, the unemployment rate has stubbornly remained higher than the national average.

Illinois benefits from a diverse economy with manufacturing, agricultural and service sectors rated among the most productive in the nation. This strength has enabled Illinois to begin its recovery. Still, there are components of the Illinois population that are not recovering and lack resources to take advantage of the reemerging job market. This is particularly true for some low-income, poorly trained inner city workers and for isolated rural workers who must now travel extended distances to get jobs or seek needed training to improve their skills.

While economic development can occur in urban, suburban, and rural locations, businesses need transportation friendly sites for their new facilities. As a consequence, the Department plays a key role in supporting development. Potential economic development benefits are taken into consideration when it builds new four-lane highways or adds lanes to existing roadways.

In addition, the Department has developed specific programs for highway and rail access to support economic development that either provides new employment opportunities or retains existing jobs in Illinois. These programs not only assist the site selection process but also mitigate traffic and safety issues that might otherwise impact the local community.

Whether by retaining jobs at existing plants or locating new jobs across Illinois, the Department is experiencing a growing demand for transportation improvements as the state's economy recovers. In addition, communities are seeking to revitalize older urban areas or to develop new properties and want state funding assistance to upgrade transportation access for potential industries that might use these sites. The Department's ability to respond to this demand is limited by scarce funding resources. As a result, a priority is given to projects where industrial firms have committed to stay or locate in the state and have assured the Department that jobs will either be retained or created.

Economy Enhancement

- Support cost-effective transportation investments, including new facilities and expansion of existing systems that enhance the state's comparative economic advantage and expand or retain economic development and employment.
- Continue the fiber development program that is installing fiber-optic cable throughout Illinois as part of the State's Broadband Opportunity Partnership Program.
- Work with transportation providers to improve and maintain transportation services to Illinois industries and business firms.
- Support transportation investments that attract a larger share of international and interstate trade to Illinois.
- Support transportation investments that attract intrastate, interstate and international tourism to Illinois and provide access to recreational, cultural, historic and scenic facilities.
- Maintain a continuing dialogue with representatives of all sectors of the Illinois economy to ensure that economic development opportunities and needs are identified.
- Improve access to jobs for employees across the state.

GOALS

ACTION ITEMS

POLICY

Target Transportation Investments to Support Business and Employment Growth and Enhance the Illinois Economy

1. Target transportation investments to support business and employment growth and enhance the Illinois economy.
2. Promote the expansion and diversification of Illinois' economy through the efficient and effective movement of people, goods, services and information in a safe, energy-efficient and environmentally sound manner.
3. Maximize the state's position as a strategic hub for international and domestic trade, visitors, and investment by developing, enhancing, and funding the intermodal system.
4. Improve transportation connectivity for people and freight to both established and emerging regional employment centers in rural and urban areas.

POLICY:
ENSURE A COMPATIBLE INTERFACE OF THE TRANSPORTATION SYSTEM WITH ENVIRONMENTAL, SOCIAL, ENERGY, AND LAND USE CONSIDERATIONS

Environmental, social, and energy conservation considerations have become integral elements in transportation investments. Virtually every transportation project or service requires a plan to protect the natural and social environment, including wetlands, plants, animals, air and water quality; archeological and historic sites; and agriculture and communities. Plans to address potential threats to the environment and public health from hazardous materials are also required.

A host of state and federal laws govern the way IDOT plans and implements transportation projects. Some of the major state laws are the Illinois Natural Areas Preservation Act, Context Sensitive Solutions, Complete Streets, Illinois State Agency Historic Resources Preservation Act, the Farmland Preservation Act, the Illinois Endangered Species Protection Act, and the Interagency Wetland Policy Act of 1989. Among the federal laws are the Clean Air Act, the National Environmental Policy Act of 1969, the National Historic Preservation Act of 1966, the Farmland Protection Policy Act, the Endangered Species Act, and the Clean Water Act.

The Clean Air Amendments impose explicit conditions on transportation system improvements for meeting air quality standards. The two regions in Illinois affected by these federal laws are northeastern Illinois and the metro East St. Louis area. Classified as "non-attainment" areas for federal clean air standards, they must institute measures aimed at reducing emissions from automobiles and trucks. Areas currently meeting clean air standards must maintain their status. In addition, statewide transportation plans and programs must conform to the State's overall plan for achieving and maintaining the federal clean air standards.

Changes in vehicle technology, vehicle inspection and maintenance programs, and alternative fuels and fuel delivery systems are some of the options available to reduce emissions. While these options will not directly affect mobility, transportation control measures (e.g. increasing use of public transit, passenger rail, car pools, walking and bicycles, traffic flow management, and limiting vehicle-miles-of-travel) have the potential for dramatically changing mobility and travel options.

The future of transportation is directly linked to the future of world energy markets, particularly petroleum. Transportation accounts for a quarter of the global fossil fuel consumption. Despite significant gains in energy efficiency in transportation, consumption is expected to continue to grow, although at a slower rate, while improvements in fuel efficiency are also projected to continue. Increased public pressure has resulted in increased use of alternative fuels, hybrid vehicles, and electric vehicles to conserve energy and reduce air pollution. IDOT is committed to supporting more sustainable energy consumption and has moved towards hybrid and alternative fuel powered vehicles, as well as exploring electric vehicles.

Environmental

- Maintain a transportation system and support transportation system improvements that are sustainable, environmentally responsible and support conservation of the state's natural, cultural, historic and aesthetic resources, including renewable resources management and multi-purpose management practices.
- Ensure that sustainability, environmental, social, energy, regional and community, and other non-transportation goals, plans and programs affecting transportation are considered in all phases of the transportation planning process.
- Identify, implement or support investment in transportation facilities and services that effectively address sustainability, social, environmental and energy goals of society.
- Explore innovative methods for mitigating the environmental impacts of transportation facilities and improvements.
- Ensure that transportation decisions consider the effects on land use and development and are consistent with all applicable short-range and long-range land use and development plans.

GOALS

ACTION ITEMS

POLICY

Ensure a Compatible Interface of the Transportation System with Environmental, Social, Energy, and Land Use Considerations

1.	Continue to work with resource agencies to develop best management practices for environmental mitigation.
2.	Continue to work with local planning agencies to develop sustainable transportation projects that support livable communities.
3.	Develop a Climate Change Adaptation Plan.

POLICY:
PROVIDE A SECURE TRANSPORTATION INFRASTRUCTURE IN CONJUNCTION WITH THE OFFICE OF HOMELAND SECURITY — ILLINOIS TERRORISM TASK FORCE

The Illinois Terrorism Task Force (ITTF) is responsible for developing and helping to implement the state's terrorism preparedness strategy as established by Executive Order 2003-17. Through the ITTF, 16 committees have been established including transportation to help oversee statewide needs.

The Illinois Department of Transportation and its 44 private and public sector partners provide recommendations and proposals on transportation safety, security, and emergency preparedness. Included are efforts to assess the vulnerability of transportation infrastructure and identify preventative and response measures, promote funding for the development and implementation of preventative measures, and for training of personnel responsible for the transportation infrastructure in Illinois.

Infrastructure Security

- Continue conducting statewide transportation infrastructure safety, security and emergency preparedness assessments.
- Working with federal and state homeland security agencies, continue to prepare for and implement responses to threats.
- Provide training and education and reference materials to appropriate public and private organizations on the security of Illinois transportation systems.
- Develop regional evacuation plans with input from public and private sectors.
- Coordinate with federal, state, county, and local officials and agencies on securing transportation infrastructure.

GOALS

ACTION ITEMS

POLICY

Provide a Secure Transportation Infrastructure in Conjunction with the Office of Homeland Security — Illinois Terrorism Task Force

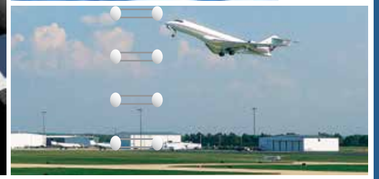
1.	Work with Homeland Security to implement its Bridge Security Program.
2.	Enhance transportation infrastructure buildings security.
3.	Develop regional evacuation plans with input from public and private sectors.
4.	Provide transportation security training, education and reference materials to public and private organizations.
5.	Work with federal and state security agencies to better prepare for and implement responses to threats.

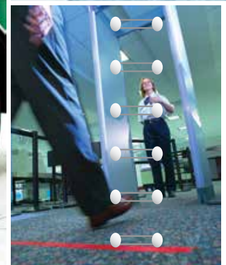










Illinois Department of Transportation

Chapter 4
Plan Implementation

SUMMARY This Plan presents the policies and goals that guide the program development process of the Illinois Department of Transportation. The multi-year capital program uses the Plan's goals to identify a balanced program of capital improvement projects to address transportation system needs, policy priorities, and constituent input.

MULTI-MODAL TRANSPORTATION IMPROVEMENT PROGRAM

The multi-year capital program consists of the multi-year capital programs for highways, active transportation, public transportation, rail, and aeronautics. This multi-modal approach was initiated with the FY2013-2018 Proposed Multi-Modal Transportation Improvement Program. IDOT's integrated multi-modal programming approach goes beyond previous individual modal programming efforts to identify and provide needed and dynamic logistical links among various transportation modes. The new approach is designed to reinforce and improve the understanding of the multi-modal nature of transportation in Illinois.

The Department's approach to developing the multi-year capital program includes the assessment of the physical condition of its existing facilities, and the evaluation of transportation performance information (i.e. safety, operations, etc.). The Department must also factor in policy level priorities established by the Governor and needs presented by the General Assembly based on constituent input. This guidance is reflected in the appropriation of state funds for transportation programs, which sets investment levels as well as modal priorities.

An analysis is made to determine the funding that will be available over the life of the program. Because funds are limited, the program can never address all identified needs. To allocate funds, the Department annually establishes criteria to identify the investment levels available for each improvement category.

These criteria define a mix of capital improvement projects for the program that will implement the policy priorities, preserve system integrity, enhance traveler safety, address critical capacity needs, and respond to constituent concerns. Because the multi-year program is updated each year, the projects that remain from the previous year's program are "first in line" to fulfill the targeted project mix. New projects are added to create a balanced program that meets the multiple goals for that year.

The multi-year program is the list of capital projects that are used to create the State Transportation Improvement Program (STIP), which is required for federal transportation funding to flow to Illinois.

PUBLIC INVOLVEMENT

Transportation touches every aspect of public and private life in Illinois. Therefore, involvement of the public, local public officials, other state agencies, concerned interest groups, and other transportation providers is an essential part of the transportation planning process.

The Department engages in a broad range of public involvement activities. To keep the public informed, the Department issues hundreds of news releases annually to advise the public through the media on transportation proposals, studies, safety issues, and projects. Other public outreach activities by the Department include conducting surveys, holding focus/stakeholder meetings, collecting public comments through questionnaires, through the IDOT website (www.dot.state.il.us), and issuing newsletters and brochures on programs, initiatives, or issues. The Department also responds to thousands of written communications annually and takes action where feasible.

The Department is required by state law to use the principles of Context Sensitive Solutions on new construction, reconstruction, and major expansion of facilities. This includes stakeholder involvement from the earliest stages of

these projects and for the entire life of these facilities. In addition, the Department conducts public involvement processes for less intensive improvements, as appropriate, given their scope, impacts, and nature.

The Department's extensive public involvement program is designed to solicit and receive public review and comment when it proposes new or revised transportation plans, programs, or individual projects. Plan, program, and project information is available online. Public hearings, forums, and information open houses are held throughout the state. The comments and suggestions received at these meetings along with written comments are taken into consideration in revising draft and final plans and programs and other project proposals. With a diverse population, the comments frequently offer conflicting views and priorities that must be balanced along with the many other factors impacting transportation.

IDOT PLAN

Building from a rich history of concern for safety, preservation of the highway system, congestion mitigation, environmental practices and economic development, the Department is moving into the 21st Century with additional themes that will support sustainability, multi-modal accommodations, freight transportation and human capital. This Action Plan is a living document that will preserve public transparency and accountability as the Department implements this 21st Century transportation vision.

The Action Plan is organized around the Strategic Policies outlined in the Long Range Transportation Plan. Accompanying each Policy is a set of actions items that outline the scope of activities that will be pursued under each guiding principle. Each Policy will be tracked on its progress as measured by specific deliverables and an annual status report will be posted to the Department's website to allow the public to track the Action Plan team's progress. For several initiatives, annual reports to the Secretary will be included with specific dates for delivery. The timing of these reports is sensitive to the development of the Department's Multi-modal Multi-Year Program.

The first policy described below, related to sustainability, is an overarching theme that applies to all of the Strategic Policies outlined in the Plan.

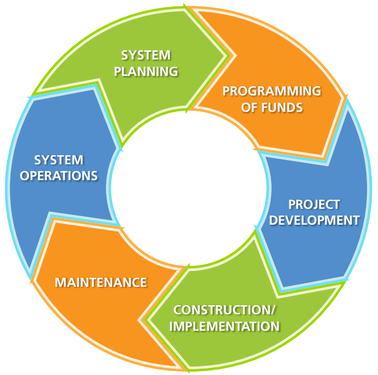
DEVELOP A SUSTAINABLE TRANSPORTATION SYSTEM

Background:

The guiding policy for the Plan is to develop a sustainable multi-modal transportation system in Illinois. IDOT will integrate sustainability into its processes for managing its transportation system and its internal resources. The six phases used to develop and deliver transportation programs are system planning, programming of funds, project development, construction or implementation, maintenance and system operations. For each of these phases, the implementation of sustainability principles that account for and mitigate environmental and social externalities ensures that Illinois advances a focused and dynamic transportation system.

Action Plan:

1. Develop a sustainability score card template to be used to measure plans, programs and projects from a multi-modal perspective that considers each phase of the Department's primary work responsibilities.
   - Analyze baseline scorecard data and set sustainability performance measures for each program delivery phase.
   - Conduct scorecard training programs for internal staff education and skills development.
   - Develop performance review processes to determine scorecard effectiveness.
2. Reduce inefficiencies in the environmental permitting processes by establishing an interagency working group with EPA, HPA and FHWA to enhance economic development efforts while still protecting the environment.



3. Continue to work with resource agencies to develop best management practices for environmental mitigation.
   - Develop a climate change adaptation plan for Illinois with strategies designed to reduce the carbon footprint of agency operations and programs.
   - Identify, implement or support investment in transportation facilities and services that effectively address social, environmental and energy goals of society.
   - Ensure that public transportation facilities and services lessen the transportation system's impact on air and water quality, the natural environment and energy consumption.
4. Implement reporting mechanism for sustainability performance measures for both internal Department operations and for all IDOT transportation programs.
   - Expand internal performance management team.
5. Enhance coordination with MPO's to support improved transportation and land use compatibility in urbanized areas and coordinate with affected local jurisdictions on a corridor level when developing project plans.

- Develop joint initiatives with MPOs to study land use-transportation outlook for emerging corridors.
- Develop public awareness initiatives concerning sustainable transportation and land use development.

6. Promote sustainable and alternative forms of non- motorized transportation.
   - Complete the State Bike Plan.
   - Develop performance measures to track and promote Complete Streets implementation.
   - Adopt federal funding project rating criteria that incentivize bicycle projects and accommodations.
   - Conduct a public outreach program and partnerships to promote non-motorized transportation.
7. Follow through on recommendations made by the Context Sensitive Solutions Peer Exchange Committee.
   - Provide additional CSS training.
   - Develop a central CSS database.
   - Create CSS Coordinator position.
8. Conduct a detailed analysis for waterway planning.
   - Complete comprehensive assessment of current facilities and gaps.
   - Design performance measures that address shortages and support future system sustainability.
9. Develop and implement an agency-wide training program on the sustainability mission of the Department.
   - Implement a training program using a cadre of Department staff instructors to train employees on the sustainability mission presented in the State Transportation Plan.
   - Prepare webinar(s) and other work material identifying the social, economic and environmental elements of sustainability and outlining the department's role in supporting livable communities with a sustainable transportation system.

Lead: OPP, Division of Highways District Offices

IMPROVE TRANSPORTATION SAFETY

Background:

Safety is a primary concern for IDOT in its overall management of the transportation system. Safety is explicitly built into the Department's activities to promote the protection of all transportation users, including drivers, vehicle occupants, public transportation users, bicyclists and pedestrians.

Under MAP-21, the U.S. Department of Transportation will partner with the states to assure improved safety on transit vehicles. Under the new law, the Federal Transit Administration (FTA) will certify IDOT as a State Safety Oversight (SSO) agency and will establish requirement and standard that must be met to protect transit users. The guidelines for SSO will cover rail transit systems and adopt new safety provisions for bus-only transit operators.

The Illinois Strategic Highway Safety Plan is a data-driven statewide safety plan that identifies multi-discipline strategies and sets forth annual targeted reductions of traffic-related fatalities and life-altering injuries. The ultimate goal of the Safety Plan is zero fatalities. This goal is in line with the national strategy for safety.

Each year IDOT strives to make the system safer. Transportation related fatalities, injuries and property loss are reduced by identifying and implementing best practices in transportation safety. The Illinois transportation system is among the safest in the world. Transportation related fatalities are at the lowest since 1921 and the fatality rate on highways has declined by almost two-thirds since 1982 despite a steady increase in travel.

Action Plan:

1. Enhance coordination between the Safety Plan, Long-Range Transportation Plan, Statewide Programs and Metropolitan Transportation Improvement Programs and Plans.
   - Enhance partnering with transportation providers to explicitly consider safety in their transportation planning process.
   - Expand coordination with MPOs, regional and local planning entities, and local agencies to develop their safety plans.
2. Implement the existing Safety Plan and develop innovative programs to enhance transportation safety.
   - Institute and support new programs to lower the number of fatalities and life-altering injuries.
   - Enhance existing Traffic Safety programs that provide public information and education to promote safety awareness and the implementation of safety practices.
   - Establish safety performance measures and targets for all public roadways and develop methods and procedures for evaluation.
3. Establish procedures and utilize technology to explicitly incorporate safety into the transportation management process to evaluate and improve transportation safety performance.
   - Establish a Safe Roads Investment rating system with incremental goals.
   - Expand use of Road Safety Audits to enhance project design.
   - Work with FTA and other relevant local agencies to ensure improved safety on public transportation vehicles.
   - Develop and implement improved roadway data collection to assist in asset management and safety performance evaluation.
   - Continue to develop innovative safety analysis methods and tools.
4. Partner with local, statewide, and federal agencies to monitor and manage the safety performance of the statewide freight system.
   - Prepare a statewide emergency management plan that identifies critical vulnerable points from a freight mobility perspective.
   - Continue to implement the State of Illinois Highway-Rail Grade Crossing Action Plan and evaluate safety performance.
5. Promote the funding that incorporates clear and measurable traffic safety provisions for all modes.
   - Enhance coordination with transportation providers, local jurisdictions and agencies regarding modal safety issues.
   - Identify strategies that address modal safety issues for statewide implementation.
6. Provide annual report on safety performance, safety programs initiated, and priority recommendations to the Secretary by the first Tuesday in November (prior to MYP program development cycle start).
   - Provide district-developed reports to Bureau of Safety Engineering by first Tuesday in October.

Lead: Division of Highways — Bureau of Safety Engineering, Division of Traffic Safety

PROVIDE A TRANSPORTATION SYSTEM THAT OFFERS A HIGH DEGREE OF MULTI-MODAL CONNECTIVITY, MOBILITY AND ACCESSIBILITY

Background:

Transportation's role in the state's economy cannot be overstated. A vital multi-modal transportation system including air, highway, public transportation, rail and water is a key component to a sustained viable economy. The transportation system provides access to work, mobility for freight and connectivity between communities.

Action Plan:

1. Increase modal alternatives on key freight corridors and encourage the development of intermodal facilities where there is market support for such facilities.
   - Expand IDOT's presence in the coordination of freight transportation planning — establishing strong working relationships with rail, trucking, waterway and air freight stakeholders.
2. Establish a procedure for monitoring the condition and operational status of National Highway System (NHS) Intermodal Connectors and other last-mile connections to important freight generation sites.
   - Evaluate the potential for expanding the Department's Truck Access Route Program (TARP) to address NHS Intermodal Connector safety and geometric needs.
   - Establish performance measures for Department initiatives that support NHS Intermodal Connectors.
   - Establish performance indicators to determine system response to Department initiatives.
3. Provide bikeway and walkway systems that are integrated with other transportation systems.

   - Explore network options that promote interstate connectivity.
   - Explore increased intermodal options with transit and intercity rail.
   - Complete and implement the State Bike Plan.
4. Enhance coordination with MPOs, regional planning and local planning entities to improve modal connectivity, mobility, and accessibility.
   - Enhance partnering with transportation providers to undertake projects and programs to improve modal connectivity, mobility, and accessibility.
   - Fully utilize technology techniques to enhance program effectiveness and system connectivity.

Lead: OPP, Division of Highways, Division of Public and Intermodal Transportation

PROVIDE FOR EFFICIENT FREIGHT MOVEMENT

Background:

Easy access to a well-functioning highway system is fundamental to supply chain efficiency, flexibility and reliability. For the Department, the provision of a safe and efficient highway system ensures that Illinois industry and shippers have the necessary core infrastructure for a quality multi-modal transportation system. This assurance of a high caliber highway system provides the connective glue that allows private freight carriers to invest in their network of intermodal terminals and for major shippers and logistics firms to safely invest in warehouse and distribution systems. Ultimately, a well maintained highway network provides Illinois shippers with the greatest flexibility to assure reliable delivery of freight via alternative market routings and access to alternative intermodal shipping points.

Illinois is also the hub of America's rail freight network served by all seven of the Class 1 railroads in the nation. In addition, waterborne transportation connects Illinois grain and coal shippers to both key domestic and international markets.

The confluence of all these modes in Illinois and the intermodal capacity that links these modes together are the principal advantages that the State brings to supply chain businesses. These advantages help drive the state's economy. Businesses and communities are dependent on an integrated system of freight transportation as the network and freight services provide a full range of options for a viable community.

Action Plan:

1. Adopt a "Zero Backlog" requirement for the Interstate Highway System to support supply chain connectivity, efficiency, flexibility and reliability.
2. Coordinate with private sector freight stakeholders, metropolitan planning organizations, and other affected parties regarding freight needs and strategies.
   - Establish working contacts and relationships with freight industry partners.
   - Establish a statewide freight advisory committee.
   - Enhance partnering through public, private initiatives for freight industry and public benefits.
3. Work with freight industry partners to help integrate an efficient and reliable freight system.
   - Identify opportunities for promoting air, barge, pipeline, rail and trucking services that make Illinois the global freight hub of the nation.
   - Develop program initiatives that enable Illinois firms to move goods faster and more reliably to regional, national and international markets.

- Prepare a market study for waterborne commerce opportunities in Illinois.
- Develop a strategic approach for consideration of freight-related investments in modal programs that is sensitive to the "private benefit" concerns of the Illinois Constitution.
- Enhanced coordination of freight data collection for IDOT's multi-modal program planning process, recognizing confidentiality and proprietary concerns of private shippers and freight providers.

4. Identify and rank freight bottlenecks, corridor constraints or chokepoints, in particular those located on the Strategic Freight System.
   - Identify corridors for freight corridor development studies.
5. Target short-line rail and port terminals for potential for public-private funding opportunities.
   - Identify bulk shipping or oversized loads that might be shifted to non-highway modes.
   - Review funding for the Rail Freight Assistance Program and related funding opportunities.
   - Develop criteria for public investment in private freight facilities.

Lead: OPP, Division of Highways, Division of Public and Intermodal Transportation, Division of Aeronautics

INTEGRATE HUMAN CAPITAL INTO DEPARTMENT PLANNING, PROGRAMS, AND POLICIES

Background:

Human capital involves more than investment in transportation projects. It goes beyond those investments toward ensuring that productive workforces are in place in communities and that business/private sector partnerships can effectively foster innovation and economic growth.

Action Plan:

1. Develop a workforce planning strategy that identifies current and future human capital needs, including the knowledge, skills, and abilities needed to obtain and retain jobs in the transportation industry.
   - Develop a human capital plan to better incorporate human capital objectives into IDOTs recruiting and construction contracts.
   - Develop performance measures for monitoring human capital objectives to achieve transportation and organizational goals.
   - Analyze results of community surveys to identify human capital trends in performance feedback.
2. Maintain a competent and effective workforce through targeted education, training and employee development.
   - Provide leadership to coordinate with colleges, universities and other community stakeholders to address and identify human capital gaps.
   - Use a variety of human capital programs to develop, recruit and retain a diverse highly skilled workforce in transportation.
   - Design and implement a new public outreach effort aimed at high school students to improve public perception and understanding of transportation careers.
3. Integrate human capital planning with IDOT's annual planning process.
   - Conduct an analysis of demographic trends and project attrition.
   - Identify transportation workforce needs in alignment with the state's multi-modal strategic initiatives.
4. Support the highway construction careers training program.
   - Increase the subsidy for hiring.

Lead: Office of Finance and Administration, OPP

PRESERVE AND MANAGE THE EXISTING TRANSPORTATION SYSTEM

Background:

Preserving and managing Illinois transportation system is critical to protecting the public's investment in the infrastructure, improving the safety and efficiency of the system, enhancing the system's ability to support commerce and adapting the system to the transportation needs of the 21st century.

Action Plan:

1. Maintain comprehensive management systems and performance measures for bridges and structures, highways, traffic congestion, public transportation, airports, safety, and intermodal connections.
   - Continue improvements to IDOTs' transportation asset management processes.
   - Develop performance measures concerning system performance.
2. Continue investigation and research into new innovative and sustainable materials, construction techniques, and construction contract arrangements to enhance system preservation.
   - Integrate into sustainability scorecard template.
3. Achieve and maintain a state of good repair for transportation assets for all modes.
   - Increase the resilience of critical infrastructure to the impacts of climate trends and events.
   - Monitor statewide transportation infrastructure preservation needs and projected funding resources.
   - Strengthen infrastructure preservation modeling to better predict future needs.
4. Enhance coordination with transportation providers and local jurisdictions and agencies regarding transportation infrastructure preservation.
   - Continue and increase the number of partnerships with federal agencies, and regional responsibilities, and address aspects of a seamless management system.
   - Work in partnership with local and regional governments regarding financial participation, right-of-way contributions, and other enhancements.

Lead: OPP, Division of Highways District Offices

ADDRESS CONGESTION AND MAXIMIZE EFFICIENCY THROUGH TRANSPORTATION OPERATIONS

Background:

Congestion is one of the largest threats to Illinois economic prosperity — it wastes our time as individuals, impacts air quality and burdens businesses and the entire economy with inefficiency and higher costs. Whether it takes the form of trucks stalled in traffic, cargo stuck at seaports or airplanes circling over airports, congestion is a major cost to the economic viability of the state.

Reducing single occupant vehicle use and increasing use of public transportation provides a great potential for dealing with urban congestion. One action to encourage greater use of transit would be to increase the number of transit shelters and enhance their attractiveness and value to potential users.

Action Plan:

1. Prepare and complete a statewide congestion Plan.
   - Analyze the existing multi-modal system and aggregate statistics to document severity of congestion for all modes.
   - Develop multi-modal performance measures to monitor transportation system operation.
   - Identify, measure and monitor system bottlenecks, constraints and deficiencies.
   - Identify congested corridors and cross reference them with freight corridors.
   - Conduct public meetings across the state to discuss specific congestion concerns and solutions.
2. Develop and implement incentive strategies to reduce reliance on single-occupancy vehicles.
   - Work with MPOs to evaluate urban highway performance.

   - Jointly identify opportunities that exist for rideshare parking or HOV lanes.
   - Provide funding for suitable park-and-ride lots and HOV lane designations.
3. Work in collaboration with MPOs to implement Transportation Demand Management planning initiatives that:
   - Reduce use of single occupancy vehicles.
   - Expand the availability of bike and pedestrian alternatives in urban areas.
   - Provide additional on-board and shelter amenities for transit users to attract increased ridership.
4. Identify key traveler amenities needed to attract and support use of transit related shelters.
   - Work with local providers to conduct a system wide or target market analysis to assess points of opportunity to attract increased ridership.
   - Where appropriate, work with the target provider to implement improved facility design and attributes to support riders. Projects could include parking lots, sidewalks, bike paths and curb cuts.
5. Promote innovative operations and private sector partnering to improve incident and intersection management.
   - Support investment in transportation demand management strategies.
   - Explore active traffic management techniques and innovative Intelligent Transportation strategies (ITS).
6. Develop and implement Managed Lanes policies to increase traffic flow productivity of highway network.
   - Complete I-55 Managed Lane Study.
   - Identify additional bus on shoulder and traffic signal priority capacity expansion opportunities.
   - Explore congestion pricing options on all highway expansion projects.

Lead: OPP, Highway Districts, DPIT; IDOT Freight Committee

FOLLOW A COMPREHENSIVE PLANNING PROCESS

Background:

Federal transportation planning guidelines place great emphasis on cooperative comprehensive transportation planning. In MAP-21, Congress underscored the importance of better integration of state highway investments within local communities. The linkage of transportation to land use, economic activity and community development is well established. In addition, sustainability is a major driver in public and private planning initiatives. In response, the Department is seeking to enhance the integration of planning between state and local agencies. Through the use of joint studies it is hoped that both parties gain a greater understanding and appreciation for the goals and objectives of one another.

Action Plan:

1. Strengthen existing transportation planning coordination with MPO's, regional planning agencies and local entities.
   - Maintain a comprehensive state-local transportation planning process that effectively coordinates the multi-modal transportation plans and programs of statewide stakeholders.
   - Improve communication within the department to help breakdown internal modal silos.
2. Establish joint state-local planning initiative to focus on transportation-land use integration.
   - Set aside federal planning funds each year to initiate IDOT highway-land use planning studies to be conducted jointly with local MPOs or other regional planning agencies.
   - Address freight related transportation needs developed by the Freight Advisory Committee.

- Explore congestion pricing options on all highway expansion projects.

3. Provide annual district-developed reports that identify potential impacts and funding priority recommendations to the Secretary by the first Tuesday in November (prior to MYP program development cycle start).
4. Enhance IDOTs role in transportation planning.
   - Develop a system designed to improve communication within the Department for all transportation modes.
   - Share information and integrate databases as appropriate to facilitate multi-modal planning.
   - Develop a statewide advisory group for performance measures.
   - Develop performance targets in partnership with MPOs and transit agencies.

Lead: OPP, Division of Highways, Division of Public and Intermodal Transportation

PROMOTE FUNDING FOR THE PUBLIC COMPONENT OF THE TRANSPORTATION SYSTEM

Background:

Existing funding resources for transportation cannot meet existing system operation and maintenance needs or finance system expansion. This shortfall on funding impacts all modes of transportation. The Department must thoughtfully consider potential strategies for increased revenue.

Action Plan:

1. Develop thorough needs analyses to assure a clear understanding of funding shortfalls across all transportation modes.
   - Continue to strive for stable, continued funding for transportation programs that require annual appropriations.
   - Develop the tools necessary to incorporate all transportation modes into the state transportation planning process. Utilize performance measures, costs and benefits for all transportation modes to improve public understanding of need assessments.
   - Continue to work with partner agencies to identify projects that are important to regional and statewide economies, as well as of national significance.
   - Provide on-going public information and education about transportation needs and funding alternatives. Enhance public understanding about the benefits of transportation investments and the adverse consequences on the economy, livability, congestion and overall attractiveness of the state when investments are not sustained at an appropriate level.
2. Support joint public-private partnership and private sector initiatives to provide transportation facilities and services that help to reduce public expenditures and maintain the quality, quantity and long-term stability of transportation facilities and services.
   - Encourage public private partnership opportunities for major projects.
   - Convene public-private partnership working group to set benchmarks for future partnerships and to identify innovative funding ideas.
   - Make transportation investment decisions with an increased emphasis on improving the economic condition of the state.
3. Explore innovative approaches to funding projects.
   - Explore toll partnership opportunities for new and existing systems with the Illinois State Toll Highway Authority and other public/ private partners.
   - Explore value capture pricing to fund transportation facilities and services.
   - Consult with city, county and other local and regional jurisdictions regarding the potential for their participation when funding capacity-enhancing projects.
4. Continue to seek development of new financing mechanisms that contribute to the overall financial adequacy of the public transportation system.
   - Explore new pilot projects with transit agencies that complement new and existing service with new developments that foster the market for new transit users.
   - Seek more involvement from private partnerships to provide matching and funding assistance for public transit projects.
5. Plan and manage transportation finance as a means of contributing to state and local environmental, land use and economic objectives.
   - Give priority to funding those transportation needs identified in state, regional and local transportation system plans.
   - Make strategic investments that respond to capacity, safety, operational and maintenance issues for all modes.
   - In funding decisions, balance the interests of beneficiaries, economic benefits and environmental and land use goals.

TARGET TRANSPORTATION INVESTMENTS TO SUPPORT BUSINESS AND EMPLOYMENT GROWTH

Background:

While economic development can occur in urban, suburban and rural locations, businesses and other investors need sites and facilities that are easily accessible to markets, suppliers and labor.

The digital revolution has completely altered how the citizens of Illinois live their lives. As technology continues to expand and improve, the Department has realized that it can no longer purely focus on the transport of physical goods and services along its roadways. The Department has begun to lay fiber cable along its right-of-ways to make sure that digital products, ideas, and communications can move throughout Illinois just as seamlessly as trucks, trains, airplanes, and barges.

Action Plan:

1. Target transportation investments to support business and employment growth and enhance the Illinois economy.
   - Forge stronger partnerships with the Illinois Department of Economic Opportunity and local economic development agencies to facilitate sharing of data and resources.
   - Support and implement the Illinois Fiber-Optic Cable and Conduit 5-Year Plan, including intergovernmental strategies and tracking systems.
   - Actively participate in locating firms by providing site feasibility assessments that identify transportation strengths and weaknesses for the potential site location(s).
2. Promote the expansion and diversification of Illinois' economy through the efficient and effective movement of people, goods, services and information in a safe, energy-efficient and environmentally sound manner.

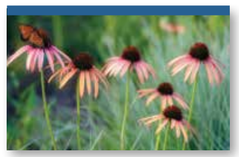
- Convene working groups between transportation providers and leading business representatives.
- Identify gaps in system and methods to create a transportation system more conducive to business development.
- Support transportation investments that attract intrastate, interstate and international tourism to Illinois and provide access to recreational, cultural, historic and scenic facilities.

3. Maximize the state's position as a strategic hub for international and domestic trade, visitors, and investment by developing, enhancing, and funding the intermodal system.
   - Improve outreach to private sector transportation stakeholders.
4. Improve transportation connectivity for people and freight to both established and emerging regional employment centers in rural and urban areas.
   - Coordinate efforts with the freight committee.
   - Conduct internal economic modeling and scenario programming for future developments in emerging corridors.
   - Seek to improve mobility for workers using public transportation and alternative services.

Lead: OPP, Office of Finance and Administration and Division of Public and Intermodal Transportation

ENSURE A COMPATIBLE INTERFACE OF THE TRANSPORTATION SYSTEM WITH ENVIRONMENTAL, SOCIAL, ENERGY, AND LAND USE CONSIDERATIONS

Background:



Transportation improvements must be developed in a manner that protects the natural and social environment. A host of state and federal laws provide detailed guidance on how the transportation planning process is to address these issues. A new concern that transportation agencies must consider in developing its projects is climate change. In the Midwest, these concerns focus on flooding events that are projected to be more severe than previously experienced. The Department will continue to review its policies and procedures to ensure existing and emerging issues are considered and accommodated.

To address these concerns in a thoughtful manner, the Department will produce a climate change adaptation plan that will determine if policies need adjustment and consider emergency plans to help local populations affected by severe weather events.

Action Plan:

1. Continue to work with resource agencies to develop best management practices for environmental mitigation.
   - Identify, implement or support investment in transportation facilities and services that effectively address social, environmental and energy goals of society.
   - Work with federal, state and local transportation partners to streamline the NEPA process.
2. Continue to work with local planning agencies to develop sustainable transportation projects that support livable communities.
   - Coordinate land use and transportation decisions to make efficient public infrastructure investments, foster compact development patterns and encourage the availability and use of transportation alternatives.
3. Develop a Climate Change Adaptation Plan.
   - Identify key vulnerabilities in transportation system.
   - Establish highway design and construction policies to implement in impact sensitive locations.
   - Establish mobility planning procedures to meet public needs during flooding and other emergency events.

Lead: OPP, Division of Highways Bureau of Design and Environment

PROVIDE A SECURE TRANSPORTATION INFRASTRUCTURE IN CONJUNCTION WITH THE OFFICE OF HOMELAND SECURITY — ILLINOIS TERRORISM TASK FORCE

Background:

Whether confronted with a climatic event, a terrorist attack, or an industrial accident, the Department has worked hard to assure its readiness to provide assistance to affected areas, evacuate population centers and treat victims of these sudden and unexpected disaster events. In conjunction with the Office of Homeland Security and the Illinois Terrorism Task Force, IDOT continues to take steps to strengthen the security of the transportation system and enhance its ability to respond to disasters.

Action Plan:

1. Work with Homeland Security to implement its Bridge Security Program.
   - Harden previously identified critical bridges against threats.
   - Provide live camera surveillance to communications centers operating on a 24/7 basis.
   - Prohibit access to critical structural members with fencing.
2. Enhance transportation infrastructure buildings security.
   - Harden buildings housing critical response personnel, equipment and materials against natural and human disasters.
3. Develop regional evacuation plans with input from public and private sectors.
   - Review and refine as needed the Chicago area evacuation plans.
   - Work with regional emergency management officials to develop an evacuation plan for the Metro East area of St. Louis.
   - Evaluate the need for evacuation plans for other regions and areas in Illinois.
4. Provide transportation security training, education and reference materials to public and private organizations.
5. Work with federal and state security agencies to better prepare for and implement responses to threats.

Lead: OPP, Division of Highways Bureau of Operations

Transforming Transportation for Tomorrow

ILLINOIS
STATE TRANSPORTATION PLAN