

Do We Have the Capacity for Transformative Investment?

An Assessment of Northeastern Illinois' Regional Development Structures and Tools

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Summary

The Metropolitan Planning Council's vision for an economically competitive, environmentally sustainable and socially equitable Chicago region requires smarter prioritization of projects and coordinated execution at the scale at which our economy functions. Many of the structures (i.e., entities) and tools (e.g., bonding, taxing, eminent domain, etc.) necessary to implement coordinated and prioritized investments already exist in the Chicago region. If deployed differently, these existing structures and tools would result in more efficient and effective implementation of the Chicago Metropolitan Agency for Planning's *GO TO 2040*, World Business Chicago's economic plan and other regional blueprints. Doing so will require identification and evaluation of appropriate structures and tools, actionable steps for repurposing them and well-coordinated implementation.

Throughout 2013, MPC has been participating in several discussions on potentially transformative regional investments – e.g., massive coordinated investments in stormwater infrastructure in the Calumet area – while simultaneously scrutinizing our region's current capacity to execute these projects. The core question is whether these projects could be executed using our existing array of structures and tools, whether a new regional or sub-regional development authority is necessary or what role a strengthened Chicago Metropolitan Agency for Planning would be beneficial.

Through interviews with regional actors, guidance from an advisory committee of development experts, a detailed review of our region's current capacity and research into effective governance and development capacity elsewhere, MPC's clear conclusion is that northeastern Illinois does not suffer from a shortage of development structures and tools. While additional capital funding is clearly necessary throughout the region, we have multiple entities with existing bonding or other financing powers sufficient to leverage available

capital. More than anything, we suffer from a lack of coordination – either because regional actors are not taking it upon themselves to coordinate, or because there is no single actor with the mandate, incentives or other tools to foster coordination. A new entity such as a regional development is not necessary to overcome this challenge. Rather, our hypothesis is that strengthening coordination between existing structures and tools, empowering CMAP, or some combination of the two, are the most promising pathways to strengthening regional capacity to execute transformative projects.

What follows is an examination of the need for and possible pathways to enhanced regional capacity to implement transformative infrastructure investments. This progress report includes research on models elsewhere and other supporting information, including preliminary assessments of existing structures and tools. In the next six to eight months, MPC will conclude a thorough assessment of the capacity needed to effectively and efficiently execute transformative projects, using Calumet area stormwater investments as a model. Our recommendations will spell out a route forward for enhancing collaboration among existing structures and tools, amending CMAP's powers and resources, or a combination of both

We are energized by what we will learn over the next six to eight. MPC will be facilitating a collaborative exercise in conjunction with the Millennium Reserve initiative to determine the best pathway to implement green infrastructure with traditional stormwater management solutions in the Calumet area. Many stakeholders believe that a lack of coordinated planning and action is impeding progress on stormwater management and the use of green infrastructure, exacerbating property damage, environmental harm and a stalled economy. The purpose of the Millennium Reserve Green Infrastructure Consortium is to determine: what structures and tools are currently being deployed to man-

age stormwater in the Calumet; means of better alignment of existing projects toward commonly-defined priorities; gaps in the region's ability to solve stormwater problems; and the optimal collaborative structure for developing and implementing a comprehensive Calumet stormwater management plan.

Additionally, during this same six- to eight-month window, MPC anticipates a handful of engineering studies, policy shifts and other new information that will shed further light on several other initiatives, such as the redevelopment at and around Union Station, the results of the State of Illinois task force on regional transit governance, and more. MPC's deep engagement in the Calumet stormwater management model project, complemented by analysis of other projects will position us to make substantive, data-driven recommendations on improved regional capacity to effect transformative change.

Why build NE Illinois' regional capacity to execute transformative projects?

It is no secret that northeastern Illinois has massive regional challenges in need of creative regional solutions. Just 22 percent of the region's population lives within a half-mile of rail stations, exacerbating roadway congestion and combined household and transportation costs, which represent close to 50 percent of household income for the region's average family. The Chicago Transit Authority (CTA) serves 20 percent fewer people today than it did in 1980. Chicago alone had 17,865 foreclosure filings in 2012. The region's infrastructure has been neglected for years; in modest rain events, tens of thousands of homes throughout the region suffer stormwater damage, with an average claim of \$3,800 per family. Pockets of the region continue to see lagging employment, education and other quality-of-life indicators, such as access to open space.

None of these issues can be solved in one community or by one government entity. The mismatch between transit service and real estate development, for instance, cannot be solved by either transit providers or real estate developers – it must be solved by both, acting in coordination toward a shared set of goals using collaborative strategies. Similarly, watershed or sewershed issues must be solved by all actors within those systems in order to achieve meaningful outcomes, necessitating coordination. This issue is at the heart of sound planning, and the good news is that our region has no shortage of thoughtful, data-driven and forward-thinking plans to address these. Unfortunately, many of the region's plans are not backed by effective regional governance to foster coordination.

Two of the Chicago region's most prominent plans for economic and sustainable growth are the Chicago Metropolitan Agency for Planning's (CMAP) *GO TO 2040* and World Business Chicago's (WBC) *Plan for Economic Growth and Jobs*. Adopted in October 2010, *GO TO 2040* is the seven-county Chicagoland region's first comprehensive plan for growth since the 1909 *Plan of*

Chicago. *GO TO 2040* sets clear, focused, regional priorities to guide development and investment decisions.

WBC's *Plan for Economic Growth and Jobs* complements *GO TO 2040* by laying out a framework to enhance the region's economic prosperity and lead to overall improvement in quality-of-life. The WBC plan identifies four strong and emerging economic sectors that, if cultivated, can lead to both short-term economic recovery and long-term regional prosperity. The goal is to accelerate growth of the region's gross regional product, employment, productivity, income and wages through ten mutually reinforcing strategies.

Northeastern Illinois has several other regional or sub-regional plans focused on such issues as land use or open space protection. For instance, the Chicago Wilderness Green Infrastructure Vision points to open space and recreation needs throughout the region to make important ecological connections and improve quality of life. At the same time, there are regional plans that are effectively "missing." There is no truly comprehensive plan for future capital investments and operations of the region's transit system, nor is there one for management of stormwater in the entire watershed/sewershed that drains to the Chicago Area Waterways System (which includes all of Cook County, portions of Lake, DuPage and Will and small areas of northwestern Indiana).

Within the Calumet region, other plans such as the Lake Calumet Land Use Plan, Lake Calumet Open Space Plan and Green TIME Zone provide a more explicit set of shared goals and actionable strategies tailored to that sub-region's unique confluence of undeniable assets (e.g., freight rail, transit, waterways, workforce, history, rare ecosystems) and its legacy of environmental damage and economic disinvestment. Over the course of the past three years, the State of Illinois' Millennium Reserve initiative has parsed out these ideas and oth-

ers to identify catalytic projects that blend economic, social and environmental outcomes, and is close to announcing the results of that process.

What makes these plans – including the “missing” ones – distinct from something like the CTA’s recent Red Line reconstruction plan is that successful implementation of these plan recommendations requires multiple actors, often from different government agencies as well as the private sector, working in coordinated fashion toward a shared set of goals. In theory, the results from implementation would be a blending of economic, environmental and social outcomes that affect the entire regional system in which they occur – in essence, goal-driven, right-sized and coordinated. These plans, and the projects that stem from them, are potentially transformative. Full implementation could see our region become something else entirely – resilient to major weather events, truly transit-oriented or a robust center for a given economic cluster.

For the collaborative, transformative project ideas Chicagoland has planned, the reality is that we fall behind on implementation. Implementation of complex, multi-actor, multi-variable and interjurisdictional projects requires involvement by multiple government or private actors – we call these structures – and the timely deployment of their various development mechanisms, such as bonding ability or the use of eminent domain – we call these tools. Northeastern Illinois’s array of structures and tools is sizable and complex, and they can be mobilized in any number of configurations to execute priority projects.

Given that, the questions we face center on capacity. What is our region’s capacity to use our available structures and tools to execute transformative project? Do we need to build that capacity, and, if so, how? How do other metropolitan regions address this? Do we need a truly regional solution, or should we target specific sub-regions of northeastern Illinois? How do we communicate that need throughout the region, in particular to the entities that currently manage our myriad structures and tools?

What are some options for improving regional capacity?

Over the past 11 months, the Metropolitan Planning Council has been deeply engaged in multiple conversations – including WBC’s project identification, the revamped Millennium Reserve initiative, consideration of the Illiana Expressway for inclusion in *GO TO 2040*, the formation of the Cook County Land Bank and potential reform of regional transit governance and operations – focused on the capacity and commitment of stakeholders throughout northeastern Illinois to collaboratively plan and implement regionally transformative projects. These conversations, as well as several others, are all at various stages, but none yet resolved.

At the same time, MPC has been documenting our region’s existing structures and tools to determine how they might be deployed, in what configuration, and by whom, in order to execute some of the transformative project concepts emerging from the discussions listed above. Further research into the powers of regional planning and development bodies in other parts of the country has generated a set of possible additional tools that the region might benefit from adding to its toolbox. MPC has also worked with an advisory group and spoken with many regional leaders about building regional capacity, all of which inform the conclusions below.

MPC sees four main options at hand:

1) Work within the existing configuration of structures and tools to execute these projects.

There is no legal impediment to better collaboration between entities such as the Metropolitan Water Reclamation District of Greater Chicago (MWRD) and the City of Chicago on regional flood controls, or among the constellation of transit providers on improving transit mobility. This cooperation could happen, but often does not, or at least not to the extent that it should in order to achieve regionally significant outcomes, such

as adding four billion gallons of additional stormwater storage in the county or doubling transit ridership by 2040 (a *GO TO 2040* goal). Through open dialogue at the informal end of a partnership spectrum, or through intergovernmental agreements at the formal end, some interagency projects do occur, and again, could occur more frequently if a concerted effort were made by all parties. Many of these partnerships, however, are treated as pilot projects, rather than as accepted business practices.

The Millennium Reserve initiative will be a significant test of whether this option can succeed. The State of Illinois, several of its agencies and regional actors from the public (e.g., MWRD, City of Chicago, South Suburban Mayors and Managers Association), private (e.g., ArcelorMittal, Funk Linko) and non-profit sectors (e.g., MPC, Openlands, philanthropic organizations) have identified, catalogued and assessed projects proposed in pre-existing plans to develop a short list of priority initiatives that range from the construction of an intercollegiate rowing center on the Cal-Sag Channel, to coordinated stormwater management activity throughout the Calumet sub-region, to the establishment of a Calumet National Heritage Corridor. These were selected not only because of their balanced economic and environmental benefits, but also because the steering committee determined that they would not succeed but for a coordinated, collaborative implementation effort. While the project’s steering committee constitutes a “structure” as defined here, there is currently no plan to create a formal legal structure or pursue new development powers or financing tools for that committee. The premise for moving forward is that everyone involved will voluntarily coordinate their existing structures and tools to advance these priority initiatives, with the steering committee monitoring activities and guiding ongoing, committed participation. Thus the success of the initiative is largely contingent on the continued interest and ability of that steering

committee and their respective organizations. MPC is an active member of the steering committee, and has a role in implementing multiple Millennium Reserve projects, but will also be monitoring the entire enterprise to examine the ability of this type of voluntary collaboration to produce meaningful regional benefits.

2) Establish a new regional development authority charged with implementing transformative projects throughout northeastern Illinois and granted with the development and financing tools to make it happen.

Another option would be for northeastern Illinois to pursue the creation of an entity comparable to the Regional Development Authority (RDA) in northwestern Indiana. That entity has a mandate to encourage economic development in Lake and Porter counties, and from 2005 to 2010 it dedicated its financial resources to leverage external funds toward three significant projects – development of the Gary-Chicago Regional Airport, reinvestment in Marquette Park and Lake Michigan shoreline and the establishment of a bus and rail network (see the National Case Studies section for more detail). At present, its primary focus is supporting job creation and economic development through matching funds and grants. The real power of the RDA is the funding it can bring to projects. The RDA has a dedicated funding stream, largely from local casino revenue, which gives it a supremely useful tool, allowing it to leverage other funding and financing to implement projects. As a result, the RDA has impact well beyond what its own budget and resources would appear to allow for. For an entity of this sort to effect change throughout the entirety of northeastern Illinois, it, too, would need to have dedicated funding to put into projects, and its focus would likely need to be on regional systems – transportation, watersheds and sewersheds, fiber optics, energy grid or others.

It should be noted that the RDA – as well as other entities throughout the nation that are in some way comparable to the RDA – was the product of state legislation, which would have to be the case in Illinois as well. Given current sentiment toward Illinois’ abundance of government bodies, that legislative hurdle would seem substantial. Indeed, DuPage County is in the process of eliminating units of government, Cook County is exploring municipal incorporation of unincorporated land at an unprecedented scale and the consolidation of the entire transit system of northeastern Illinois is being considered by a

State of Illinois Task Force.

3) Focus on the Calumet region of southeast Chicago and southern Cook County by establishing a sub-regional development authority for that geography.

A variant of the option above would be to create a sub-regional development authority to focus on the Calumet region of southern Chicago and southern Cook County, which suffer from job and population losses, stagnant incomes and post-industrial legacy environmental issues. In the suburbs, there is also a wide disparity in municipal capacity, which MPC and other organizations have worked to address through interjurisdictional collaboration. In some ways, northwestern Indiana’s RDA is itself a sub-regional entity, tasked with investing in two counties – rather than the three-county area under the purview of the Northwestern Indiana Regional Planning Commission – beset with comparable socioeconomic challenges as southern Chicago and southern Cook County. Establishing a sub-regional development authority through legislative action by the State of Illinois would likely also face the political challenges noted above.

There is nothing legally preventing the creation of something more akin to a Community Development Corporation (CDC) for the entirety of the Calumet area; these are non-profit organizations with no legal mandates and no legislation is required to create them. However, the Calumet area already has multiple active CDCs focused on smaller geographies such as Chicago Neighborhood Initiatives and the Chicago Southwest Development Corporation, as well as the Chicago Southland Economic Development Corporation and the Chicago Southland Housing and Community Development Collaborative. All told, the Calumet region has multiple entities with access to some financing and development tools that allow for sub-regional economic development investments and modest improvements in infrastructure. However, unlike northwestern Indiana’s RDA, these entities do not have dedicated funding streams that can leverage other resources to implement projects or the legal autonomy to instigate regional-scale catalytic projects.

4) Strengthening funding oversight and coordination capabilities of CMAP.

A fourth option is to do what several other regions have done and empower a regional planning body with the necessary tools to incentivize or directly invest in the implementation of the established regional plan. In northeastern Illinois, CMAP has limited control over the allocation of federal transportation funding, but it has no real authority on other regional priorities connected to transportation, such as natural resources, housing or economic development. CMAP does comment on the location or expansion of wastewater treatment facilities (i.e., Facility Planning Areas), giving it some say in the suburban and exurban growth of the region, but that role is purely advisory and reactive to the Ill. Environmental Protection Agency. Despite its limited powers, CMAP has proven to be a skilled facilitator and convener that, combined with its Local Technical Assistance program, has led to some, albeit piecemeal, progress toward implementing the *GO TO 2040* regional comprehensive plan.

There are several examples throughout the nation of regional planning bodies with both the mandate to plan and the requisite powers to implement that plan (see the case studies below). Northeastern Illinois could pursue the same idea by taking the necessary legislative and administrative actions to add tools, powers or responsibilities to CMAP's toolkit. Options could include oversight over the allocation of certain state funds, such as the Public Water Supply Loan Program (currently managed by the Ill. Environmental Protection Agency), Low Income Housing Tax Credits (now under the Ill. Housing Development Authority) or discretionary management of a pool of investment funds, as is the case with northwestern Indiana's RDA. The powers CMAP requires are in many ways dependent on what actions are necessary to implement *GO TO 2040* (and future iterations). Given that CMAP already exists, the political challenge of empowering it may be less difficult than the challenge of creating a new entity, but the difficulty of the task of galvanizing the region to support shifting even one new power to CMAP, let alone many, should not be underestimated.

MPC has spent a year vetting potentially transformative regional projects through these four lenses to better understand what is holding the region back, and thus what the best option would be to move forward. Our preliminary assessment is that northeastern Illinois does not suffer from an absence or shortage of development tools. In many cases additional funding for capital investments is necessary, though securing that funding will be politically challenging. Many of the existing structures have bonding authority, enabling substantial leveraging of funds. It is notable that CMAP has no funding for implementation of projects, nor the ability to bond off that non-existent funding.

It is worth noting that since it is MPC's hypothesis that a lack of coordination is holding us back, it is no surprise that when we scanned the region for compelling ideas for collaborative, transformative projects, we did not find very many. Large projects with a clear government lead – e.g., the Chicago Transit Authority's Red and Purple Line modernization, the Metropolitan Water Reclamation District's Tunnel and Reservoir Plan and others – are moving ahead at various speeds depending on what a given project's funding allows. Actual documented concepts, designs and plans for large, transformative projects without a clear government lead and funding stream, and thus requiring substantive collaboration, were few and far between. A vicious cycle results – a lack of collaboration stifles thinking about transformative projects requiring collaboration, which results in a lack of collaboration, and so on.

Our region does suffer from an absence of coordinated action around common goals. Achieving that coordination is possible without establishing a new government or development structure – that is to say, neither a regional development authority nor a sub-regional one is necessary, and the political capital required to create one could likely be better deployed elsewhere. Our preliminary conclusion is that either the first option articulated here (strengthening coordination between existing structures and tools), the fourth option (empowering CMAP) or some combination of the two is most suited to advancing new regional projects.

Leveraging existing entities through coordination of tools, such as financing, design/build or operations, would enable efficient and effective implementation of *GO TO 2040*, the WBC plan, Millennium Reserve projects and other regional-scale plans. Because coordination requires identification and evaluation of

appropriate structures and tools, MPC has catalogued all the federal, state and local entities that influence development in the region and the financing and legal authorities they control.

Some coordination amongst the region's existing structures and tools is already occurring, though to a limited extent:

- For example, the Chicago region has agreed, as part of the *GO TO 2040* long-term comprehensive regional plan for northeastern Illinois, to build the Elgin-O'Hare Expressway, linking O'Hare Airport and points west. While CMAP prioritized this project, the Illinois Tollway, with the powers of bonding, construction and a dedicated revenue source from toll collections, is the entity that will build the project. The Tollway has included the Elgin-O'Hare project as part of its new capital plan, Move Illinois.
- The Public Building Commission has a broad range of powers such as eminent domain, bonding authority and design, build, finance and maintenance capability. The PBC has built public buildings for the City of Chicago, such as schools and libraries, but has the authority to work statewide. The PBC can leverage financing and, thanks to its long track record, bring efficiencies to building and maintaining infrastructure. One such partnership already underway is an intergovernmental agreement with the Metropolitan Water Reclamation District. The PBC will evaluate energy-reduction opportunities at its facilities to save taxpayer dollars, including an in-depth audit of how power is used at MWRD facilities. All told, the PBC has historically been a reactive entity, one hired to execute specific projects. Its potential as a convener or collaboration builder is just that – potential.
- Finally, the Millennium Reserve initiative, as noted above, is led by a multi-stakeholder steering committee appointed by Governor Pat Quinn to work in the Calumet region to prioritize projects that will drive economic growth and support the area's natural assets and livability. This steering committee has no funding control or bonding authority, but provides a regional forum that brings together stakeholders to agree on priority issues and projects.

Some of the region's existing structures and tools also have access to substantial capital:

- The Illinois Finance Authority has the power to issue tax-exempt and taxable bonds and make and guarantee loans statewide. It derives its operating income from application and closing fees, as well as investment income. It also has the authority to be a conduit bond issuer, accessing tax-exempt bond programs for private entities, as in the case of the \$1.26 billion CenterPoint Intermodal Center in Joliet. Furthermore, it provides low-cost financing for both public and private institutions, recently working with the Ill. Environmental Protection Agency (IEPA) to fund the Clean Water Initiative. This new initiative makes available \$1 billion in loan financing for water infrastructure improvements, creating an estimated 28,500 jobs throughout the state. This money will be made available through an expansion of the \$300 million currently available annually in IEPA's two state revolving loan funds (SRF). The SRFs provide low-interest loans to local governments and sanitary districts to improve drinking water and wastewater infrastructure so they can better comply with the Clean Water and Safe Drinking Water Acts. Neither new state tax dollars nor any increase in general obligation debt will be used to fund this initiative. Instead, the IFA will leverage the outstanding SRF loan repayments, of which there have never been defaults, by issuing bonds to increase IEPA's lending capacity.
- The South Suburban Mayors and Managers (SSMMA) provide technical assistance to 43 municipalities in south Cook County and Will County. SSMMA has bonding authority and has formed a Bond Bank to provide low cost bonds for municipal improvements ranging from \$500,000 to \$20 million. It can also access state and federal funds, and was awarded a \$2.2 million Sustainable Communities Planning Grant from the U.S. Dept. of Housing and Urban Development.
- The Chicago Infrastructure Trust was formed to work in the city limits to access private funds to pay for infrastructure improvements. The Infrastructure Trust board, made up of five voting and three non-voting members, recently approved the first project, Retrofit One, a \$30-million program to retrofit 75 city buildings repaid through long-term energy savings.

In total, MPC identified 27 existing structures with a substantial role in shaping the Chicago region's growth, not including the region's numerous municipal and county governments (see Appendices A and B for a fuller description of these entities). There are certainly structures that work regionally – CMAP, the Metropolitan Mayors Caucus and even MPC itself – that have the ability to bring disparate groups to the table; they lack tools like bonding authority or revenue allocation, however. Others, such as the PBC, have the tools, such as bonding authority and design/build and could be deployed more effectively to implement projects, but operate wholly reactively, only being hired by other entities to execute discrete projects.

Northeastern Illinois has no one entity with all the powers, funding or mandates necessary to plan for and implement complex, large-scale, regionally transformative projects that require coordination among multiple actors.

That said, as of the completion of this report, it is premature to definitively state which of the options for addressing that deficiency is best, or how it would be achieved. That is because many of the regionally transformative projects MPC has been tracking are not fully conceived or fleshed out. Many of these projects, most notably the Millennium Reserve initiative, are still in a state of development, and it is simply too early to assess these projects and identify the most effective strategy for moving plans to implementation. See the conclusion of this report for a fuller examination of these potentially regionally transformative projects.

What does regional capacity look like elsewhere?

Other regions throughout the nation have grappled with the same challenge. Though states and municipalities play an important role as the essential public-sector actors in most areas of the country, certain places benefit from the involvement of powerful metropolitan area entities that play an important role in planning issues. This section provides an overview of the regional agencies in five metropolitan areas—Minneapolis, Portland, Atlanta, northwestern Indiana and San Diego—and documents how those agencies use the tools at their disposition to accomplish regional objective. For more, see Appendix C.

Metropolitan Council – Minneapolis and St. Paul, Minnesota

The Metropolitan Council was formed in 1967 by an act of the Minnesota State Legislature, initially to address wastewater contamination. Over the next forty years, the Council's work expanded to include transportation, housing, parks and water supply planning. The agency's jurisdiction extends across seven counties and includes the central cities of St. Paul and Minneapolis, the state capital and state's largest city, respectively. The Council has the ability to supersede local decision-making powers on the issues that it is directed to engage in.

The Council's board of 17 members is appointed by the Governor of Minnesota to represent districts of roughly equal population. The agency's budget, which was \$780.3 million in 2012, is funded through user fees from wastewater and transit services (40 percent); federal and state funds (47 percent); a dedicated property tax (10 percent); and other sources (3 percent). The Council can levy taxes and bond, independently of the state. By state statute, the board is the federally designated Metropolitan Planning Organization (MPO), but it works with the region's Transportation Advisory Board, made up of elected officials, citizen representatives and agencies (including Metro Transit, controlled

by the Council, as detailed below), to plan for transportation investments. The Council board leads the transportation planning process, with Advisory Board input; the Advisory Board leads MPO funding decisions, with the concurrence of the Council board.

As a regional planning body, the Council has developed a regional plan, called ThriveMSP 2040, which lays out a comprehensive plan for determining future growth in the community. The Council operates the region's public transportation system, called Metro Transit, which provides roughly 80 million rides a year and which has embarked on a major expansion program that follows the Council's comprehensive regional plan. One light rail line and one commuter rail line currently operate, another light rail line is under construction and two more are planned for the next several years. A series of bus rapid transit projects intertwining the region's major cities is underway, and the Council offers a ride-share program.

The Council oversees the region's wastewater collection program, serving 107 communities directly and processing water. Rates are 40 percent below the national average, but are based on an average cost of service and the level of water flow. The Council produces a regional water supply plan and maintains a regional wastewater plan that supports the comprehensive regional plan. This plan is used to make decisions on capital investments.

The Council also runs the Metropolitan Housing and Redevelopment Authority, which administers the Section 8 Housing Choice Voucher Program for roughly 7,000 households. It also owns 150 scattered-site affordable housing properties. Finally, the Council owns and maintains 54,000 acres of regional parks open to the public, which include 300 miles of trails. The Council acquires and develops parks to improve regional recreation, following the set-asides for open space developed in the

comprehensive plan.

Metro Council – Portland, Oregon

Created in 1979 after a statewide ballot measure, Metro is the nation's only directly elected regional planning organization in the United States. Metro's jurisdiction is over three counties in the Portland metropolitan area, which includes the City of Portland and most surrounding suburbs. The agency board (called the Metro Council) has seven members, six of whom are elected in districts divided proportionately by population and the president of which is elected regionwide.

Metro's annual budget in 2012 was \$389 million, which was raised through solid waste revenues (53 percent); property taxes (24 percent); intergovernmental revenue from local governments (8 percent); an excise tax (8 percent); and other sources (7 percent). The agency has the authority to levy taxes and issue bonds, though the amount of taxes it can levy is limited and increases require voter approval. A permanent property tax, currently 9.66 cents per \$1,000 in assessed value, is a major funding stream. Metro is the federally designated MPO for the Portland region, though it receives recommendations from the Joint Policy Advisory Committee on Transportation, which is made up of other elected officials and representatives of transportation agencies in the region. Metro Council makes final decisions about regional transportation investments for roads and transit, in consultation with agencies.

The agency's primary work is the development of a regional planning vision, referred to as the regional growth concept. By state law this concept requires an urban growth boundary that limits new construction at the suburban edge, but which is updated every five years to ensure that there is room for 20 years' worth of future growth. The growth concept is designed to steer growth into existing areas, increase density in town centers and encourage public transit use. Metro does not have direct control over land use decisions in individual municipalities, but it can restrict growth in areas outside the boundary.

The agency runs the region's solid waste disposal and recycling systems. In addition, the organization runs the Portland Zoo, the Oregon convention center, other trade buildings and a system of regional parks. The agency has a regional green spaces master plan, designed in coordination with the regional growth concept, and funds the preservation of open areas and

the restoration of natural landscapes.

Metro has the authority to take over operation of the region's public transportation system, but for now that network remains in the hands of a separate public-sector agency, TriMet. Nonetheless, Metro is the lead planner for new transit infrastructure projects and has undertaken the planning and construction management of four light rail lines, one commuter rail line and a streetcar network; a streetcar line extension and a new light rail line are both currently under construction, under the management of Metro.

Atlanta Regional Commission – Atlanta, Georgia

The Atlanta Regional Commission (ARC) is the regional development authority and MPO for the 10-county Atlanta region. The agency is the evolution of the Metropolitan Planning Commission, formed in 1947 as the first public multi-county planning organization in the U.S. The organization writes the region's comprehensive plans, which are designed to incorporate environmental, social and economic characteristics into a transportation and land use plan. However, other than through the distribution of federal transportation funds, the organization has no direct supervisory role over decisions made by municipal officials or transportation agencies.

ARC's board of 39 members is comprised of elected officials representing the cities and counties of the Atlanta region (23 members), as well as 15 private citizens (from population-proportional districts throughout the region) and one representative of the State of Georgia. The agency's board is the federally designated MPO for the region and makes decisions about transportation expenditures in the area. The board receives recommendations from the Transportation and Air Quality Committee, which is made up of representatives of municipalities and transportation agencies from around the region.

ARC's annual budget of \$63 million in 2012 is funded primarily through locally derived operating grants and contributions (93 percent), with a small amount derived from charges from services (1 percent) and regional appropriations (6 percent), which are distributed on a one-dollar per person annual funding stream from constituent counties.

The agency's primary role is to develop regional plans and to comment on individual proposals. It does, though, run a re-

gional commute options program and offer support for the region's aging population. It also provides resources for workforce training.

Regional Development Authority – Northwest Indiana

The Northwest Indiana Regional Development Authority (RDA) was formed in 2005 by state statute to encourage economic development in the communities of Lake and Porter Counties. The RDA works to improve regional assets and boost the efforts already being undertaken by the Indiana Economic Development Corporation. It has prioritized three transformative projects: the Gary/Chicago International Airport; an increase in access to surface transportation; and the development of the Lake Michigan shoreline. This is in the general context of expanding economic development in the region. The RDA has also undertaken planning work in association with other public agencies to improve public transportation and provide regional park space.

Since 2006, the RDA has invested more than \$211 million in shoreline redevelopment, improvements to surface transportation, a runway expansion at the Gary/Chicago International Airport and economic development programs. Together with an associated \$540 million in funding from other public and private partners, these investments are expected to produce a \$1.1 billion regional boost by 2015. The RDA has been focused on improving Marquette Park in the Miller neighborhood and other major public park facilities, designed to ensure that 75 percent of the lakeshore is devoted to public use. The RDA has funded new vehicles and infrastructure for transportation providers and improved water reclamation facilities, as well.

The RDA is funded by \$3.5 million in annual contributions each from Gary, Hammond, East Chicago, Porter County and Lake County, all of which is derived from casino revenue (with the exception of Porter County, which contributes a share of the 0.25 percent CEDIT tax levy), as well as \$10 million from the State of Indiana Major Moves fund (the state highway investment program, sponsored by the proceeds derived from the long-term lease of the Indiana Toll Road). The RDA does not have any taxing powers. The agency's seven-member board is appointed by elected officials representing the State of Indiana (2 members); local municipalities (3 members); and Lake and Porter Counties (2 members). These members have full control over the investments made by the RDA, though the individual

projects are originated by other entities.

San Diego Association of Governments – San Diego, California

The San Diego Association of Government (SANDAG), under a different title, was founded in 1966 and designated as the region's MPO in 1970. SANDAG's jurisdiction extends across San Diego County, which includes the City of San Diego and 17 other constituent municipalities. As an MPO, the agency develops the region's long-term transportation and land use plan in line with federal rules. However, SANDAG's powers extend further; the agency also serves as the region's transit planning coordinator, develops projects and undertakes construction. This offers a coordinated approach to developing transportation in the metropolitan area.

SANDAG's board includes members of each of the 19 local governments covered by the agency, in addition to advisory representatives from transit agencies, port districts, water authorities and others. The agency's budget of \$1.2 billion in 2012 was primarily devoted to transportation capital expenditures (73 percent), with a significant share of the rest (20 percent) passed on to transit operations, pedestrian improvements and local street and road programs. Though a significant portion of revenues were derived from state (16 percent) and federal (25 percent) funding, the plurality (49 percent) of revenues was sourced from the TransNet sales tax. This half-cent tax, which was initially passed in 1987, was reaffirmed by votes in 2004 for a 40-year period to provide \$14 billion in highway and transit programs, all administered by SANDAG.

SANDAG's engagement in transportation programs is wide-ranging. It has installed tolls on I-15 express lanes; funding derived from that program supports bus and carpool services. It is undertaking a major new light rail line and constructed a commuter rail line, and has renovated of existing facilities. It is in the process of implementing two BRT projects. Finally, SANDAG is the administrator of the region's transportation demand management (TDM) program.

Conclusion and next steps

In this report, MPC provides background on the need for regional planning and decision making; reviews existing structures and tools in the Chicago region; and provides insight into mechanisms by which other regions have successfully maximized the structures and tools they have available. MPC finds that the Chicago metropolitan area includes a large number of financing, implementing and decision making entities, but that regional-scale projects are extremely difficult to implement because of limited coordination. In this process, MPC has focused on the importance of developing regional capacity, not simply a “structure,” which may vary by subject matter.

MPC will plan to extend its assessment of regional capacity over the first half of 2014 in order to highlight potential approaches for improving Chicagoland’s ability to respond to its most pressing problems. MPC is playing a leading role in building a common vision for sub-regional stormwater management and green infrastructure investment in the Calumet region, as an outgrowth of the Millennium Reserve initiative. This project will be a test of the region’s existing or potential capacity and provide MPC with a laboratory for more substantive recommendations on how and why to improve the region’s capacity by empowering CMAP with additional powers and responsibilities, fostering improved coordination amongst existing regional actors or both.

Second, MPC will track and assess the implementation and performance of several other regionally significant efforts that are expected to take shape over the next several months. Third, MPC will continue to evaluate potential future roles and financing sources for CMAP. Finally, MPC will monitor the broader Millennium Reserve initiative (outside of the stormwater collaboration MPC will be facilitating) as a unique cross-governmental, cross-sector approach worthy of documentation and analysis as it shifts into implementation mode.

Project in Focus: The Millennium Reserve Green Infrastructure Consortium

While multiple discrete stormwater initiatives are occurring in the Calumet region – an open space green infrastructure mapping project, scattered capital improvements, sewer upgrades – there is very little coordination between stakeholders and implementers. These uncoordinated efforts do not address stormwater management in watershed and/or sewersheds as efficiently or effectively as needed. In order to achieve maximum impact, these investments must be aligned and deployed to solve specific flooding and stormwater challenges while being integrated into larger stormwater infrastructure systems. Additionally, strategically-located green infrastructure can mitigate stormwater runoff while also providing water quality benefits, improving habitat, linking ecosystems with neighborhoods and enhancing livability.

MPC will be leading the Millennium Reserve Green Infrastructure Consortium, a partnership including the Metropolitan Water Reclamation District of Greater Chicago (MWRD), the City of Chicago, Chicago Wilderness, CMAP and South Suburban Mayors and Managers Association, as well as other state and local agencies to align current and future investments to ensure effective execution. These actors are already committed to participate. The Calumet region lacks common stormwater goals, an agreed-upon action plan and forums for cross-issue collaboration. The Consortium will help correct this, and as a byproduct, build models for coordinated investment that can be replicated across the greater Chicago region and beyond. This effort will coordinate existing stormwater management initiatives – green and grey – to achieve shared goals, accelerate completion and identify actionable lessons to guide future investment. Watershed and sewershed modeling and scenario building will be used to determine optimal locations for future investments at a much larger

scale. This could contribute toward MWRD's Fourth Reservoir concept, the Chicago Wilderness Green Infrastructure Vision, efforts by the Cook County and South Suburban Land Banks and *GO TO 2040*.

The initial purpose of the Consortium will be to build mutual understanding of the many ongoing stormwater management initiatives in the Calumet region, forging agreement on terms, establishing common goals and identifying near-term opportunities to align existing projects with those goals. The purpose is not to slow individual projects, but to determine whether their outcomes can be maximized to benefit other projects, including a longer-term Calumet regionwide master stormwater plan to mitigate harmful impacts of extreme weather, restore natural areas and improve green and grey capital investment outcomes. The envisioned 2014 product of this coordination is a shared set of priorities that will help shape the creation of the region's first master stormwater plan.

This effort itself will not only be a test of whether coordination between existing structures can be improved without new powers or funding being created through legislation, but may also reveal the need for new powers to give CMAP greater coordination capabilities.

Other projects MPC is tracking:

Six other regionally significant projects are currently in process and will offer unique insight into new ways to address regional concerns. MPC will evaluate how effectively the structures and tools utilized in each case respond to problems.

Union Station

The hub of Chicagoland's commuter rail and Amtrak's inter-city rail networks, Union Station plays an important role in the region's mobility. The nation's third-busiest station, it serves more than 15 million passengers boarding trains each year at the station. If Union Station were an airport, it would be the 10th busiest in the U.S. Owned by Amtrak but in a prime downtown area and served by trains operated by Metra and buses operated by CTA, the station suffers from overlapping and sometimes conflicting decision making. It is at passenger capacity and on top of projected growth in Amtrak ridership, Metra forecasts a 40 percent increase in trains by 2040 to meet growing regional transit demand. Without improvements to Union Station, the region stands to lose billions of dollars in potential economic development around the station, particularly in the growing West Loop neighborhood.

The Chicago Union Station Master Plan Study – led by the Chicago Dept. of Transportation in partnership with Amtrak, Metra and other stakeholders including MPC – has identified viable ideas for expanding capacity to add more trains at Union Station by repurposing platforms, improving passenger flow and allowing for better connections to other transit service. These changes would suffice to address inter-city rail and Metra ridership growth, but the plan goes beyond transportation. Chicago Union Station has the potential to be much more than a place where people catch a train; it can be transformed into a truly great place that is a vibrant destination, a neighborhood and city asset and a catalyst for economic growth. As chair of the Civic Advisory Committee for the Union Station Master Plan Study, MPC has been working to ensure a renovation of this historic structure creates a destination that attracts people to shop, dine or just hang out. In January 2014, MPC will analyze the potential to use innovative financing approaches to redevelop Union Station, an important investment that supports WBC's *Plan for Economic Growth and Jobs* and CMAP's *GO TO 2040* comprehensive regional plan. Working in partnership with MPC and Amtrak, WBC is exploring the potential for

development of the station, including a public-private partnership structure, which it expects to complete in February 2014.

Northeastern Illinois Transit Task Force

In response to several ethics controversies at Metra commuter rail, Governor Pat Quinn announced the Northeastern Illinois Public Transit Task Force in summer 2013. The Task Force is charged with identifying potential reforms for the region's transportation agencies in terms of ethics, governance, finance and service standards. The group, which is chaired by Ill. Dept. of Transportation Secretary Ann Schneider and MPC Board member George Ranney, will release its report in January 2014. Because the transit system operates regionally and any changes would extend far beyond the borders of any individual municipality, this project is relevant to the work described here. MPC has conducted a preliminary analysis of existing conditions and will propose a series of recommendations in 2014. The work of the task force also coincides with the conclusion of MPC's pilot transportation demand management program, Commute Options. Whether the region's existing structures (i.e., RTA, CTA, CMAP, etc.) move this from pilot to sustained program and to where they will move it will warrant additional scrutiny within this regional capacity assessment framework.

Future of the Chicago Area Waterway System

In response to the threat of interbasin invasive species transfer, most prominently the Asian Carp, between the Great Lakes and the Mississippi River basin through the Chicago Area Waterway System (CAWS), the U.S. Army Corps of Engineers has undertaken a multi-year study, the Great Lakes and Mississippi River Interbasin Study (GLMRIS), to identify top aquatic nuisance species threats, locations most at risk and possible technologies and options to address risk throughout the Great Lakes basin. The results of this study specific to the CAWS are expected to be released in December 2013. The recommendations for addressing invasive species threats in the CAWS could range from installation of new technologies at individual risk spots to complete separation of the two basins and reversal of the Chicago River system back into Lake Michigan. Regardless of the scale of the recommendation, any change to the CAWS will have major implications for the Calumet region both environmentally, but also for the local economy due to changes for industrial, transportation and recreational use of the river system. Once released, the GLMRIS recommenda-

tions will need to be incorporated into all future regional decision-making.

Reactivation of Waterfronts in the Calumet Region

The Metropolitan Water Reclamation District of Greater Chicago (MWRD) is Cook County's second-largest landowner, making the management of their land of great importance to the region. In recent years, MWRD has begun leasing out their waterfront landholdings along the Cal-Sag Channel to the communities in which the land sits, which has led to new opportunities for Calumet communities to reshape their waterfronts. The City of Blue Island is currently in the midst of a waterfront planning process to determine how best to use their lease of 130 acres of MWRD land. As part of the planning process, MPC has been tapped to conduct extensive community engagement and incorporate Placemaking principles into the vision. The waterfront plan is set to be complete at the end of January 2014 and the engagement process could serve as a model for how the rest of MWRD's waterfront land might be developed. MWRD has expressed interest in incorporating Placemaking opportunities into their landholdings broadly across the entire Chicago region.

Cook County Land Bank Authority

Faced with the foreclosure crisis and a large number of vacant lots and homes, Cook County formed a Land Bank in 2013 with the goal of acquiring land and holding it for redevelopers as necessary. The Authority has been meeting throughout 2013, but staffing and operations do not begin until early in 2014. MPC will be tracking the agency's ability to respond effectively to vacancy in the region and monitor how effectively this new structure responds to a major regional problem.

Updated Requirements for use of Lake Michigan Water

Due to legal requirements, Illinois is limited in how much water it can divert out of the Great Lakes and into the Mississippi River system. This limited diversion is allocated throughout the region via a permit system managed by the Ill. Dept. of Natural Resources (IDNR) Office of Water Resources and contains a series of conditions permittees must follow to maintain their permits. IDNR is currently in the process of substantially updating these permit conditions for the first time in nearly 40 years. The updated rule changes are expected to take effect in spring

2014 and will affect over 200 communities in the Chicago region. These rule updates will include changes to the way water loss is accounted for, which will result in stronger requirements for water loss reduction and the water infrastructure improvements necessary to achieve those.

Additional steps in assessing regional capacity enhancement

- **Understanding regional governance and capacity:** With the growth of cities and recent emphasis on problem-solving at the metropolitan scale, the focus of policy change has shifted beyond just government to governance. The current policy debates and literature have increasingly emphasized metropolitan regions and both the benefits and futility of regional governance in the face of political realities. This has led to an expanded conversation looking beyond simply the structure of regional collaboration and governance, as exemplified by David Walker's 1987 seventeen-level typology of the regional service delivery spectrum, to attempts to assess the capacity of regions and identifying structures to match specific goals.

Through MacArthur's Building Resilient Regions research initiative, the National League of Cities (NLC) has led the way in pushing to redefine regional governance as "deliberate efforts by multiple actors to achieve goals in multi-jurisdiction environments," and assessing success by looking beyond simply the number and arrangement of "structures and tools" in a region, but also toward what capacity the region has to address different purposes, goals and political realities over time (Barnes and Foster, 2012). As part of MPC's continued investigation into how the Chicago region, and the Calumet sub-region specifically, can better operate to implement regional-scale plans, we will be reviewing existing literature on regional governance and capacity analysis and using it to assess both the Chicago region's current capacity, as well as potential future capacity based on the goals of actual upcoming projects of regional significance. MPC will look in particular at the NLC's regional governance framework of dimensions and indicators to test it out as a means of assessing Chicago's regional capacity to implement plans. MPC will also look into recent regional governance research, like work coming out of Florida State University's Local Governance Research Laboratory, the National Association of Regional Councils and others. MPC will

use this background to situate our assessment of the Chicago region's capacity and help inform our recommendations for ways to improve existing and potential structures for regional plan implementation.

- **Potential futures for CMAP:** As the only Chicagoland regional planning agency, CMAP could play an important role in helping coordinate decision making across the entire metropolitan area on relevant issues, from land use to water supply. Currently, CMAP's primary permanent financing sources are federal funds dedicated to the agency as a metropolitan planning organization (MPO). Those resources, however, are almost entirely constrained to transportation; CMAP's other projects, such as local technical assistance (LTA), are funded by temporary grants alone. MPC plans to undertake a review of potential additional roles for CMAP, investigate new sources of permanent funding and consider ways in which CMAP may acquire additional powers as needed to improve the agency's effectiveness.
- **Potential futures for collaborative governance.** The restructuring of the Millennium Reserve initiative with a diverse, 23-member Steering Committee to conduct an intensive six-month goal-setting and project prioritization process has provided a timely model of voluntary collaborative governance. With no dedicated funding stream and no authority of its own, the initiative seeks to coordinate existing entities throughout the region to implement catalytic projects in the Calumet region. The Millennium Reserve project priorities are expected to be announced in early December 2013, and will include a range of discrete projects, such as building a compendium of local cultural and ecological assets, and broader coordination initiatives, such as development of recreational infrastructure and programming. MPC plans to assess the ability of the region's disparate entities to implement those selected priorities, as well as the future structure of the Millennium Reserve Steering Committee and its corollary State Agency Task Force into 2014 to test out the possibilities of working within existing structures and tools without creating a new entity or enhancing the powers of an existing one. This will be an assessment of the entire Millennium Reserve enterprise – which encompasses the Green Infrastructure Consortium described above, but also includes several other priorities.

Given the magnitude and timing of these other conversations germane to regional capacity, it is simply too early to determine what the best pathways to collaboration might be. The next six to eight months will be highly informative. MPC looks forward to offering a final set of recommendations to the MacArthur Foundation on optimal implementation strategies, additional powers or roles for CMAP and other recommendations on building northeastern Illinois' capacity for planning and implementing regionally transformative projects once this array of projects is more fully developed and tangible.

Appendices

Appendix A: A table of existing “structures and tools” available in northeastern Illinois for deployment on a range of infrastructure projects. The table includes information on enabling statues, current powers, governance and more.

Appendix B: A narrative examination of the individual funding “tools” at each of the structures under review – the funds’ purposes, background, estimated dollar yields and more.

Appendix C: A table outlining the responsibilities and abilities of Metropolitan Planning Organizations (which are federally designated to approve some transportation funding), regional development authorities, and other regional actors elsewhere in the U.S.

Appendix D: A narrative examination of the individual “structures” under review – the structures’ origin, purpose, governance and role in shaping growth and investment.

Appendix E: Definitions and helpful terms that surface throughout some of the tables and narrative documents above.

Appendix A: The Region's Structures and Tools

Entity	Authority & Powers	Statute	Governing	Bonding Authority	Dedicated Funding Source	Other Funding Control	Relevant Projects	Geographical Scope	Eminent Domain Authority	Potential for P3	Funding Restrictions	Access to Federal or State Funds/Financing	Potential for Inter-Governmental Agreement	State Procurement Act Requirements
Chicago Metropolitan Agency for Planning	"CMAQ is responsible for developing and adopting a 30-year funding and implementation strategy for an integrated land use and transportation planning process for the northeastern Illinois region. CMAQ also develops the region's Transportation Improvement Program (TIP). It is required to develop and maintain a fiscally constrained TIP that conforms to the State's Implementation Plan to attain national air quality standards. Congestion Mitigation and Air Quality (CMAQ) federal funds are included in the TIP."	70 ILCS 1707	21 member MPO Policy Committee designated by the governor of Illinois and northeastern Illinois local officials as the region's Metropolitan Planning Organization (MPO). It is the decision-making body for all regional transportation plans and programs for this area. The MPO Policy Committee plans, develops and maintains an affordable, safe and efficient transportation system for the region, providing the forum through which local decision makers develop regional plans and programs.	No	No	"Federal CMAQ Staff funding subject to state appropriation"	GO TO 2040 - NE Illinois 30-year regional comprehensive plan.	Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will Counties in NE Illinois	No	Yes, for example using CMAQ funds to build an intermodal freight transfer facility that would reduce truck traffic and vehicle emissions.	CMAQ's funding is significantly dedicated to transportation, hindering its ability to work on housing, natural assets or other policies.	Yes	Yes	Yes
Regional Transportation Authority	The RTA is considered a special purpose unit of local government and a municipal corporation of the State of Illinois. In 1983, the RTA's primary responsibilities became financial and budget oversight of CTA, Metra and Pace, and NE Illinois regional transit planning.	70 ILCS 3615 Regional Transportation Authority Act.	15 members and a chairman appointed from the six-county region. 5 from the Mayor of the City of Chicago; 4 by the suburban members of the Cook County Board; 1 appointed by the President of the Cook County Board (from Suburban Cook County); and 1 each is from DuPage, Kane, Lake, McHenry and Will counties who is appointed by the Chairman of their respective county board. The Chairman of the Board, its 16th member, is elected by at least 11 of the 15 appointed members, with at least 2 affirmative votes from directors who reside in the city of Chicago, at least 2 affirmative votes from directors who reside in Cook County outside of the City of Chicago, and at least 2 affirmative votes from among the directors who reside in the Counties of DuPage, Kane, Lake, Will, Kane or McHenry.	"Yes Sales tax revenues must be 2.5 greater than debt service requirement."	Total system generated revenue - FY 2011 = \$1.3 billion. Includes \$920 million in Sales Tax Revenues. Other revenue sources include State Public Transportation Matching Fund, system generated, state and federal grants.	Has discretionary authority over some funds (about \$200 million), historically those funds have been allocated to CTA.	"Cermak-Butterfield BRT Market Research Study Driveless LiveMore initiative to incent commuters to take transit instead of driving"	Cook, DuPage, Kane, Lake, McHenry and Will Counties	Yes	Yes	Most of the RTA's \$3 billion budget is directed to the service boards (CTA, Metra, Pace) based on formula.	Yes	Yes	Yes
Chicago Transit Authority	A regional transit system that serves the City of Chicago and 40 neighboring communities.	(70 ILCS 3605/) Metropolitan Transit Authority Act.	7 members. 4 appointed by the Mayor of Chicago and 3 appointed by the Governor of Illinois.	Yes	"RTA Sales tax Real Estate Transfer Tax System generated revenues"	"RTA Discretionary Funds Federal grants"	"Red and Purple Line Rail Modernization Ventra Open Fare System"	City of Chicago, extending to some Cook County suburbs	"Yes, with the exception of active railroads. Allowed to ask owners of infrastructure in right of way to relocate."	Yes	"Has power to acquire, construct, own, operate, and maintain for public service a transportation service (including for the upkeep and replacement of older facilities). May operate rail facilities within and without the metropolitan area. Must cooperate with RTA; receive funds from RTA under RTA rules. Can construct bikeways and trails. RTA service boards— CTA, Metra (the suburban rail system) and Pace (the suburban bus system) —to recover collectively at least 50 percent of operating costs from farebox and other system revenues."	"Yes, state supports some operating funding. Capital funding is a mix of federal, state and local."	Can use any public road, street, or public way for the interurban transport of passengers. Can only transport local passengers with approval of local governments, and cannot construct new rail lines without approval of local governments.	"Yes Goal for not less than 30% of procurement from minority and female-owned businesses."
PACE	"Pace was created by the 1983 RTA Act to unify the numerous disparate Chicago region suburban bus agencies that existed at that time. Pace is designated entity responsible for operating the Americans with Disabilities Act paratransit. Regional ridesharing administrator for Northeastern Illinois."	70 ILCS 3615 Regional Transportation Authority Act.	"13 members 6 appointed by the suburban members of the Cook County Board of Commissioners, representing the six suburban regions as defined in the RTA Act. 5 appointed, 1 each, by the Chairmen of DuPage, Kane, Lake, McHenry and Will Counties. 1 director is the Commissioner of the Mayor's Office for People with Disabilities for the City of Chicago. The Chairman of the Pace Board is appointed by a majority of the Chairmen of the DuPage, Kane, Lake, McHenry and Will County Boards and the suburban members of the Cook County Board of Commissioners."	Yes	"RTA Sales tax System Generated Revenues"	Federal Grants	I-55 Bus on Shoulder	NE Illinois	Yes	Yes	RTA service boards— CTA, Metra (the suburban rail system) and Pace (the suburban bus system) —to recover collectively at least 50 percent of operating costs from farebox and other system revenues.	Yes	Yes, works with CTA now.	

Entity	Authority & Powers	Statute	Governing	Bonding Authority	Dedicated Funding Source	Other Funding Control	Relevant Projects	Geographical Scope	Eminent Domain Authority	Potential for P3	Funding Restrictions	Access to Federal or State Funds/Financing	Potential for Inter-Governmental Agreement	State Procurement Act Requirements
Metra	Metra oversees all commuter rail operations in the 3,700 square mile northeastern Illinois region, with responsibility for day-to-day operations, fare and service levels, capital improvements and planning.	70 ILCS 3610	"11 members: 1 appointed by DuPage County 1 appointed by McHenry County 1 appointed by Will County 1 appointed by Lake County 1 appointed by Kane County 1 appointed by the Mayor of the City of Chicago 5 Directors residing in Cook County outside of the City of Chicago appointed by Cook County"	Yes	"RTA Sales tax System Generated Revenues"	Federal Grants	STAR Line Alternatives Analysis	Cook, DuPage, Will, Kane, and McHenry	Yes	Yes	RTA service boards—CTA, Metra (the suburban rail system) and Pace (the suburban bus system)—to recover collectively at least 50 percent of operating costs from farebox and other system revenues.	Yes	Yes	Yes
Illinois Toll Highway	"The Illinois Toll Highway is an administrative agency of the State of Illinois with the authority to provide for the construction, operation, regulation and maintenance of the system of toll highways in Illinois. The Tollway is empowered to enter into contracts to: acquire, own, use, lease, operate and dispose of personal and real property, including rights-of-way, franchises and easements; establish and amend resolutions, by-laws, rules, regulations and to fix and revise tolls; acquire, construct, relocate, operate, regulate and maintain the Tollway system; exercise the power of eminent domain; and contract for services and supplies, including services and supplies for the various customer service areas on the Tollway system"	605 ILCS 10	The Tollway is governed by an 11-member Board of Directors that includes the Governor of Illinois and the Sec of the Illinois Dept. of Transportation ex officio. The other 9 are appointed by the Governor with advice from the Senate.	Yes	"System generated. The Tollway is a non-appropriated entity; it is self-supporting, depending solely on the revenues derived from the Tollway. FY 2012 Revenues = \$973 million."	None	Elgin O'Hare Western Access Project	Cook, Lake, DuPage, Kane, Will, De Kalb, Lee, Mc Henry, Boone, Winnebago	Yes	Yes	None	Yes	Yes	Must follow Illinois Procurement Code Section 20-20.
Illinois Finance Authority	"Illinois Finance Authority's mission is to foster economic development by providing public and private institutions that create and retain jobs and improve the quality of life in Illinois access to capital. The IFA is authorized to issue tax-exempt and taxable bonds and make and guarantee loans. Authorized to work statewide. The IFA was created on January 1, 2004 through the elimination of seven State authorities and entities: Illinois Development Finance Authority Illinois Farm Development Authority Illinois Health Facilities Authority Illinois Educational Facilities Authority Illinois Community Development Finance Corporation Illinois Rural Bond Bank Illinois Research Park Authority"	(20 ILCS 3501/) Illinois Finance Authority Act.	15 member Board. Board Members, who are appointed by the Governor and confirmed by the Senate.	Yes	The IFA does not receive appropriated funding from the State. IFA operates as a financial service organization at no cost to the taxpayer, earning its operating income from application and closing fees, interest and investment income. The State bears no direct or indirect liability for the debt the IFA issues or incurs, except for specific statutorily authorized programs.	No	" Agri-Industry Guarantee, Loan guarantees to finance projects sponsored by farmers or agribusiness to process crops or livestock. Provides access to bank loans and reduced rates of interest for biodiesel, ethanol, wind, biomass and other energy projects: Project Blackhawk Biofuels \$15 TMM	Illinois	No	No directly	None	Yes	Yes	Priority to invest in small and minority owned businesses.
Public Buildings Commission of Chicago	"Created for the purpose of constructing, acquiring, repairing, or replacing public improvements, buildings or facilities to be used by government agencies. Authorized to demolish, repair, alter, improve, maintain and operate facilities to be used by agencies providing governmental services. Government buildings only.	50 ILCS 20	11 member commission, Mayor is Chairman.	Yes	No authority to levy taxes.	FY 2010 operating revenue \$431 million from project revenue and lease and administrative fees.	31st Street Harbor: The construction of a 2,700 ft. long breakwater, approximately 1000 new boat slips, green roof parking garage and other parking and community space.	No restrictions	Yes	Yes	Contracts let to lowest responsible bidder; competitive bidding; advertisement for bids and design-build contracts	Yes	Yes	At least 25% worth of contract to Chicago subcontractors. Involvement of minority and woman owned businesses.
Illinois International Port District	"Adopt a comprehensive plan for the development of the port facilities for the shipment of cargo and commerce whether originating within or without the State of Illinois. Acquire, construct, own, lease and develop terminals, wharf facilities, piers, docks, warehouses, bulk terminals, grain elevators, tug boats and other harbor crafts, and any other port facility or port-related facility or service as it finds necessary and convenient. Perform any other act or function which may tend to or be useful toward development and improvement of harbors, sea ports, and port-related facilities and services and to increase foreign and domestic commerce through the harbors and ports within the City of Chicago. Operates golf course (through private entity)"	70 ILCS 1810 Illinois International Port District Act.	9 members known as the Illinois International Port District Board. Appointments to the Board consist of 4 members appointed by the Governor of the State of Illinois and 5 members appointed by the Mayor of the City of Chicago. Their five-year staggered appointments require confirmation by the State Senate for the Governor's appointments and the City Council for the Mayor's appointments.	Yes	No	FY 2012 Revenue = \$7.8 million, from leases, dock fees, The Port District does not have taxing authority, nor does it receive taxpayer dollars	Green Marine is a joint Canada-U.S. initiative aimed at implementing a marine industry environmental program throughout North America. Ballast Waters Program.	City of Chicago	Yes	Yes	None	Yes	Yes	The IIPD seeks to reach goals of (25%) Minority Business Enterprise ("MBE") participation and (5%) Women Business Enterprise ("WBE") participation in goods and/or services related to the Agreement. Respondent shall indicate its plan to address the IIPD's MBE and WBE goals.

Entity	Authority & Powers	Statute	Governing	Bonding Authority	Dedicated Funding Source	Other Funding Control	Relevant Projects	Geographical Scope	Eminent Domain Authority	Potential for P3	Funding Restrictions	Access to Federal or State Funds/ Financing	Potential for Inter-Governmental Agreement	State Procurement Act Requirements
The Metropolitan Pier and Exposition Authority	"MPEA owns McCormick Place and seeks to promote and operate conventions, fairs and expositions in the Chicago area, in an effort to strengthen the local economy. The Authority owns the 1,262-room Hyatt Regency McCormick Place, located on the McCormick Place campus. Navy Pier is also owned by MPEA and the Authority is charged with carrying out the recreational, commercial and cultural redevelopment and operation of Navy Pier which has become Chicago's most popular visitor attraction.	70 ILCS 210	"9 member Board The Governor appoints 4 members to the Board, subject to the advice and consent of the Senate. The Mayor appoints 4 members to the Board. At least one member of the Board shall represent the interests of labor and at least one member of the Board shall represent the interests of the convention industry. A majority of the members appointed by the Governor and Mayor shall appoint a ninth member to serve as the chairperson."	Yes	1% tax on Chicago downtown restaurants within district; 2.5% tax on hotels in Chicago. 6% tax on auto rentals in Cook County. Airport departure tax at O'Hare and Midway.	None	Expansion and Renovation of Hyatt Regency McCormick Place Hotel	City of Chicago	Yes	Yes	None	Yes	Yes	Yes
Metropolitan Water Reclamation District	The District was originally organized as the Sanitary District of Chicago in 1889 under an act of the Illinois General Assembly. Has the power to provide for the drainage of surface and sewer water in the district.	70 ILCS 2605	9 member Board of Commissioners. Commissioners are elected at large and serve on a salaried part-time basis.	Yes	"Property tax in Cook county user charges on commercial and industrial for treating wastewater FY 2012: 1.04B budget FY 2012 Property tax levy: \$498 M"	New sewer thermal recovery system energy efficiency program at Kline plant.	Sanitary district of Chicago plus can add other contiguous territory within Cook county that will preserve the public health. Currently 883 sq. miles of Cook County.	Yes	Yes	Yes	The MWRD has a fund balance policy of maintaining 12-15% of appropriations, or between \$41 million to \$51 million, in unreserved Corporate Fund balance.	Yes	Yes	Yes
Joliet Arsenal Development Authority	"Adaptive reuse and transformation of 3,000 acres of land formerly known as the Joliet Army Ammunition Plant. Enter into loans, contracts, agreements, and mortgages in any matter connected with any of its corporate purposes and to invest its funds Acquire, own, lease, sell property All property owned by the Joliet Arsenal Development Authority is exempt from property taxes. Any property owned by the Joliet Arsenal Development Authority and leased to an entity that is not exempt shall remain exempt."	70 ILCS 508	10 members, 4 appointed by the Governor from Will County, by and with the advice and consent of the Senate, and 6 appointed by the Will County Executive with the advice and consent of the Will County Board.	"Yes Revenue bonds not to exceed \$100m"	No	"Power to collect fees and charges in connection with its loans, commitments, and services Power to fix and collect just, reasonable, and nondiscriminatory charges for the use of those facilities."	CenterPoint Intermodal Center, International Union of Operating Engineers Local 150 Apprenticeship and Training Center	Former ammunition plant and arsenal of U.S. government in Joliet, Will County	Yes	Yes	"Must notify municipality if issuing bonds within the limits of that municipality If any of the Authority's powers are exercised within the jurisdiction limits of any municipality, all ordinances of that municipality shall remain in full force and effect and shall be controlling."	Yes	Yes	
Grand Avenue Railroad Relocation Authority	"The relocation of the railroad tracks at Grand Avenue and the grade separation of railroads from the right of way of Grand Avenue and along with necessary related improvement of right of way and at-grade crossing closures within the Village of Franklin Park. The Authority may enter into contracts for the performance of its objectives, including agreements with other State entities and departments, as well as provide for the letting of construction contracts, consultant service agreements, professional and trade services, and other agreements consistent with the purposes and objectives of the Authority established by this Act. The Authority may accept jurisdictional transfer of public right-of-way for purposes of eliminating at-grade street and railroad crossings.	70 ILCS 1915	5 member board appointed by Governor	Yes	No	The project cost approximately \$44 million with funding coming from a variety of sources including \$14,000 from the Illinois Commerce Commission grade crossing protection fund, \$1.5 million from a Congestion Mitigation and Air Quality grant and \$4 million from the 2005 Federal Transportation Appropriation.	One purpose: Relocation of the railroad tracks at Grand Avenue and the grade separation of railroads from the right of way of Grand Avenue and along with necessary related improvement of right of way and at-grade crossing closures within the Village of Franklin Park	Grand Avenue Railroad, Village of Franklin Park, Cook County	Yes	Yes	None	Has the power to apply for State and Federal grants. Considered under the jurisdiction of the Illinois Commerce Commission and eligible to receive money from the Grade Crossing Protection Fund.	Yes	Yes
South Suburban Mayors and Managers	"An intergovernmental agency providing technical assistance and joint services to 43 municipalities representing a population over 650,000 in South Cook and Will Counties.	No	11 executive officers	"Yes Formed in 1989, the Bond Bank seeks to provide low cost bonding mechanisms for various municipal improvement projects. To date over 20 communities have borrowed from the Bond Bank in amounts ranging from \$500,000 to \$20,000,000."	No	Power to fix and collect just, reasonable, and nondiscriminatory charges for the use of those facilities;	The Calumet Rivers Development Project is a unique planning project that will stimulate economic development and investment in the seven communities linked by the Calumet River system. South Suburban Airport Jobs Bill.	South Suburban 43 municipalities in Cook and Will Counties	No	Yes	None	Yes	Depends on funding stream	

Entity	Authority & Powers	Statute	Governing	Bonding Authority	Dedicated Funding Source	Other Funding Control	Relevant Projects	Geographical Scope	Eminent Domain Authority	Potential for P3	Funding Restrictions	Access to Federal or State Funds/Financing	Potential for Inter-Governmental Agreement	State Procurement Act Requirements	
Council of Mayors	"Provide a conduit for communication between local elected officials and regional transportation agencies. The Executive Committee of the Council of Mayors was formed in 1981 to provide a link among the councils and also between the councils and the Metropolitan Planning Organization (MPO). The executive committee was organized to formalize and strengthen the input from the region's municipalities regarding regional transportation planning and programming decisions. The committee helps to develop policies to assist the region in meeting air quality and transportation planning requirements and to assure regional equity in planning and funding decisions. The Council of Mayors is composed of the chief executives of the 283 municipalities in the seven-county CMAP region, organized into 11 sub-regional councils plus the City of Chicago. Each of the sub-regional councils appoints two members to serve on the Executive Committee."	No	The subregional councils establish their own meeting schedules, by-laws, structure and policies; however certain caveats are placed on the councils as the managers of federal transportation funds. The councils must include all local governments eligible for STP funding, regardless of membership within any coinciding Conference or COG.	No	Receives an annual allocation of local Surface Transportation Program (STP) funds and is responsible for programming those funds according to their own STP Methodology. Council projects must meet all federal eligibility requirements, including being located on a federal-aid eligible route, and must be sponsored and implemented by a local community within the council.	None	"Eligible project types include: Roadway rehabilitation, reconstruction, restoration Widening / add lanes Intersection improvements Traffic signal improvements Transit & bicycle and pedestrian projects"	NE Illinois	No	Not directly	Allocation for projects must meet eligibility requirements	Yes	Yes	Depends on funding stream	
Metropolitan Mayors Caucus	A caucus of the 272 mayors in NE Illinois. The Caucus provides a forum through which the chief elected officials of the region cooperatively develop consensus on common public policy issues and multi-jurisdictional challenges. Governed by a set of By-laws.	No	The members of the Caucus include the City of Chicago and nine partner suburban municipal groups. These 10 members each appoint one director and one alternate to serve on the Executive Board. The Board selects a Chairman and Vice Chairman from its membership.	No	No	No	Homes for a Changing Region: The project team has worked with municipal officials and their staffs to develop housing policy action plans for each of the participating communities. Clean Air Counts.	DuKane, DuPage, Lake County, McHenry, Northwest Municipal Conference, South Suburban Mayors and Managers Association, Southwest Conference of Mayors, West Central Municipal Conference, and Will County	No	No directly	No	Yes	No	No	
Chicago Infrastructure Trust	"City of Chicago Ordinance. The Trust's purpose is to assist the people of the City of Chicago, the City government and its sister agencies in providing alternative financing and project delivery options for transformative infrastructure projects. To accomplish this, the Trust hopes to structure innovative financing strategies and attract capital from diverse types of investors. The Trust also hopes to achieve and demonstrate real risk transfer to third-party investors, and to stimulate cross-agency financing while creating efficient capital structures."	City of Chicago executive order and City Council resolution.	5 voting members and 3 non-voting members, all approved by the City Council. One City Council member will be a voting board member.	No	No	Private funds	Retrofit One: Other ideas include property assessed clean energy and wider deployment of solar and wind energy	Chicago	No	Yes	None	Can apply for grants	Yes	No	No
CREATE	"A public-private partnership between the US DOT, the State of Illinois, City of Chicago, Metra commuter rail, Amtrak and Class Railroad companies. CREATE is a \$3.2 billion project that will restructure, modernize and expand existing rail facilities to improve freight and passenger mobility in and through the Chicago region while reducing negative environmental and social impacts."	No	Administered by CDOT	Partners have bonding authority	No	None	"Englewood Flyover Bridge: \$133 Million grant to construct a flyover at 63rd & State Eliminates conflicts between: • 78 daily Metra commuter trains • 14 daily Amtrak trains between Chicago and points east • 46 daily NS freight trains"	NE Illinois	Partners have Eminent Domain Authority	Yes	None	Yes	Yes	"Must comply with certain State and Federal policies, such as equal employment opportunity, Disadvantaged Business Enterprise (DBE) participation (20%), and Davis-Bacon prevailing wage rates."	
Millennium Reserve	"Millennium Reserve is a 220-square mile region in Chicagoland. The goals are to honor its cultural and industrial past, restore and enhance the natural ecosystems, support healthy and prosperous communities and residents, and stimulate vigorous and sustainable economic growth. Develop goals, objectives, and priorities for action in the Millennium Reserve relative to environmental restoration and remediation, outdoor recreation, economic development, and community development. Should provide direction for implementation of short and long term plans, identify specific projections and recommend major policy initiatives, assist in identifying resources for these projects, and engage with Indiana representatives."	Executive Order, Governor of Illinois	Steering Committee appointed by Governor	No	No	None	Potential projects include: River Volunteer Stewardship Program: Kickapoo Woods Denomination Site: Chicago Parks District Projects to improve Big Marsh and Hegewisch Marsh.	Calumet Region of NE Illinois	No	Individual projects have P3 authority but not through the Steering Committee	None	Yes, through individual entities that will implement projects	Yes, through individual entities that will implement projects	Yes, through individual entities that will implement projects	Yes, through individual entities that will implement projects

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North West Indiana Regional Development Authority	"Development board of North West Indiana. Created to partner with others in the "heavy lifting" required to develop the infrastructure to make Northwest Indiana economically vibrant. The legislation that created the RDA directs it to focus on the NW Indiana region's collective assets. These regional assets are interrelated as the basic building blocks of a local economy that must become globally competitive. Prioritized projects include commuter transportation district, an airport authority, the Lake Michigan marina and shoreline development commission, regional transportation authority, and regional bus authority.	Title 36 Article 7.5	7 member board made up of appointees by the mayors of the largest cities based on population and 2 by the governor. Members serve 4-year terms.	Yes	Funding from the State of Indiana and local governments. In 2011, \$10 million from State of Indiana and \$17.5 million from local governments (\$3.5 million of that from Lake County, Porter County, and Cities of Hammond, East Chicago, and Gary)	None	Gary Chicago International Airport, feasibility study on commuter rail extension, the Marquette Plan	Northwest Indiana: Lake and Porter Counties	Yes	Yes	"Limited to (funding and developing the Gary/Chicago International Airport expansion and other airport authority projects, commuter transportation district and other rail projects and services, regional bus authority projects and services, regional transportation authority projects and services, Lake Michigan marina and shoreline development projects and activities, and economic development projects in northwestern Indiana; and assisting with the funding of infrastructure needed to sustain development of an intermodal facility in northwestern Indiana."	Yes	Yes	Comply with Indiana procurement rules with a goal of 15% minority and 5% woman owned businesses
Forest Preserve District of Cook County	The Forest Preserve District of Cook County's mission is to acquire, restore, and preserve prairies, forests, wetlands, rivers, and streams with its wildlife.	70 ILCS 810 Cook County Forest Preserve District Act	County Board of Commissioners	Yes	Property taxes, fees including admission at Brookfield Zoo and the Chicago Botanic Garden, golf courses, pools, etc.	None	Restoring and Connecting Calumet, Orland Grassland.	Cook County	Yes	N/A	None	Yes	Yes	Cook County Procurement Code
Chicago Park District	"Manages the public parks, pools, and beach front and runs programming in its facility. The Art Institute, Shedd, and Field Museum are also on its property. Power to acquire, lay out, establish, construct, and maintain parks, driveways, and boulevards in the district, and control, manage, and govern such parks, driveways and boulevards and the use thereof."	70 ILCS 1505 Chicago Park District Act	9 Commissioners recommended by mayor of Chicago and approved by Chicago City Council.	Yes. Can't be more than 2.5% of valuation of all taxable property. Need voter approval unless it does not exceed 1% of the assessed valuation of all taxable property as last determined for state and local taxes preceding the issuance of bonds without voter approval	55-65% property taxes, rest comes from personal property replacement tax, private contracts (golf courses, harbors, Soldier Field, etc.), grants, fees and concessions	Chicago Parks Foundation- a non-profit that raises funds to support the programs and facilities of the Park District. Chicago Parks District can also borrow money.	Ping Tom Memorial Park Boathouse	City of Chicago	Yes	Partners with the private sector to build parks	None	Yes	Yes	"No The Park District's utilization goals for our contracts are 2.5% for MBE's and 5% for WBE's and applies to contract opportunities for \$25,000 and over."
Amtrak	"National inter-city rail operator	Rail Passenger Service Act of 1970	President and CEO and a Board of Directors. Federal Railroad Administration is in charge of railroad safety, infrastructure, and development programs. Subcommittee on Railroads, Pipelines and Hazardous Materials has jurisdiction over economic and safety regulation of railroads and the agencies that administer those regulations.	Yes	State of Illinois partially supports operation of trains on three routes. Federal budget appropriation	System generated	IDOT received FRA high speed and intercity passenger rail grant program funds for several projects to advance the goal of more frequency, reduced trip times, increased reliability, and new service. Illinois High Speed Rail and Midwest High Speed Rail.	National	Yes	Yes	None	Yes	Yes	Depending on funding source
Cook County Housing Authority	"Public housing corporation serving Cook County. Administers rent assistance programs and owns low income housing units. Goal is to provide safe and desirable housing in viable communities, for all County residents. Power to investigate living and housing conditions, housing needs and markets in its area of operation and the means and methods of improving conditions and meeting needs through public and private means. In a municipality over 500,000, Authority has policing powers. May designate an area a conservation area but need at least one public hearing. Governing body of the county must approve."	310 ILCS 10 Housing Authorities Act	Board of Commissioners appointed by the Cook County Board President and confirmed by full board- 5 year terms, 7 commissioners	Yes.	Federal and non-federal grants	None	Housing Choice Voucher Program, funded through HUD and administered by Housing Authority. Low Rent Public Housing Program, also financed by HUD but run by Housing Authority. Summer Food Program.	Cook County	Yes	N/A	None	Yes	Yes	Minority and Woman owned business requirements.

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Illinois Dept. of Natural Resources	"Manage, conserve and protect Illinois' natural, recreational and cultural resources, further the public's understanding and appreciation of those resources, and promote the education, science and public safety of Illinois' natural resources for present and future generations. Own parks, issue fishing and hunting permits, and runs programming. Investigate practical problems, implement studies, conduct research and provide assistance, information and data relating to the technology and administration of the natural history, entomology, zoology, botany, geology and natural resources.	20 ILCS 801 Department of Natural Resources Act	State agency, Governor	Yes	Annual state appropriations	Federal, license and fee revenue	Illinois Wildlife Action Plan. Local Parks and Open Space Project.	Illinois	Yes	N/A	None	Yes	Yes	Yes
Illinois Dept. of Commerce and Economic Opportunity	"Mission is to raise Illinois' profile as a global business destination and nexus of innovation, and to provide a foundation for economic prosperity. Economic research, administer programs, encourage tourism, and work to strengthen the economy. Acts as the official state planning agency"	20 ILCS 606	Director appointed by Governor, State of Illinois	Yes	State and federal government annual appropriations	Yes, can accept fees associated with its programs	Advantae Illinois: Loans to small business that spur institutional lending.	Illinois	Yes	Yes	When awarding grants for any economic development purpose, the Department must consider (i) reserving and targeting State business incentives to areas with high unemployment or low income and (ii) if the applicant seeking the grant is located in a metropolitan area, whether that metropolitan area meets location efficiency standards.	Yes	Yes	Yes
National Park Service	Manages the parks, monuments, and reservations under its jurisdiction. Also awards grants for parks and recreation, maintains trails, historic landmarks, heritage areas, and incentivizes private historic preservation.	Instituted under the Organic Act in 1916. 16 U.S.C. §1.	" While the Organic Act unified park management into a national system, national parks also have individual legislation and management systems. Each park is created by an individual legislative act of Congress. "	Yes	Federal	None	Preserve America Grants (Blue Island), Calumet-Sag Trail.	"National "	Yes under federal rules	Yes	None	Yes	Yes	Yes, federal

Appendix B: Funding Programs by Entity

Illinois Department of Transportation (IDOT):

- The *Northeastern Illinois Projects* receive funding through grants from IDOT to reduce motor vehicle, pedestrian, and bike crashes, fatalities, and injuries, and to increase safety for all users of our roadways.
- *Safety Focused Projects* enables the IDOT Division of Traffic Safety to make funds available through the U.S. DOT National Highway Traffic Safety Administration. These grants focus on enforcement, education, outreach, and training.
- The *Injury Prevention Program* is designed to reduce fatalities and injuries sustained in traffic crashes through educational programs and can be implemented for schools and community meetings. Grants are available from IDOT DTS.
- The *Local Alcohol Program* is designed to produce significant impact on local community's impaired driving problem and is only for hiring back officers.
- *Sustained Traffic Enforcement* is designed to increase occupant protection usage and to reduce DUI through hire back enforcement. The program includes special enforcement campaigns like "Click it or Ticket" and "Drive Sober or Get Pulled Over," as well as up to 10 enforcement periods for holidays.
- *Safe Routes to School (SRTS)* is administered by the IDOT and uses a multidisciplinary approach to improve conditions for students who walk or bike to school.
- The *Illinois Transportation Enhancement Program Grants* provide funding for community based projects that expand travel choices and enhance transportation experience. They can be used for cultural, historic, aesthetic, and environmental improvements related to transportation infrastructure. Funding will provide up to 80% of project costs, and the remaining 20% is the responsibility of the program sponsor.
- The *Surface Transportation Program* provides flexible funding that is used by states and localities on any Federal-aid highway, bridge projects on any

public road, transit capital projects, and bus terminals and facilities.

Chicago Metropolitan Agency for Planning (CMAP):

- The *Congestion Mitigation and Air Quality Improvement (CMAQ) Program* is federally funded. Eligible projects include pedestrian and bike facility projects, as well as transit improvements and traffic flow projects.
- The *Transportation Alternatives Program* is a part of a federal program to create the new Transportation Alternatives Program to support non-motorized transportation. CMAP is using a competitive process to select projects to fund under the program. The deadline is August 20, 20313. Any local or regional governmental entity with responsibility for transportation or multi-use trails is eligible to apply. Private non-profit or for-profit entities are generally not eligible.
- The *Transportation Improvement Program (TIP)* is metropolitan Chicago's agenda of surface transportation projects. Lists all federally funded projects and regionally significant, non-federally funded projects programmed for implementation in the next four years.
- *Energy Impact Illinois (EI2)* is an alliance of CMAP, utility companies, government agencies, and citizen advocacy groups, looking to create a long-term market for improving the energy efficiency of residential, commercial, and industrial buildings. It is made possible through a \$25 million grant from the Department of Education to create a regional marketplace for improving the energy efficiency of buildings within the CMAP region.

Illinois Department of Commerce and Economic Opportunity (IDCEO):

- The *Tourism Attraction Development Grant Program* provides grants to counties, municipalities, not-for-

profit and for-profit organizations to assist in the development and improvement of tourists attractions in Illinois.

- *The Community Development Assistance Program* is a grant funded program through the U.S. HUD that assists Illinois communities by providing grants to local governments to help them finance economic development, public facilities and housing rehabilitation.

National Park Service:

- *The Rivers, Trails, and Conservation Assistance* program supports community-led natural resource conservation and outdoor recreation projects across the nation.

Regional Transportation Authority (RTA):

- *The Community Planning Program* provides funding and planning assistance to applicants for planning projects that benefit the community and the regional transportation system.
- *The Section 5310: Enhanced Mobility of Seniors and Individuals with Disabilities Program*, funded by the Federal Transit Administration, is a program designed to improve mobility for seniors and individuals with disabilities throughout the country, by removing barriers to transportation services and expanding the transportation mobility options available. Eligible projects include those that are planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable. It may also be used for public transportation projects that exceed the requirements of the Americans with Disabilities Act of 1990 as amended (ADA) that improve access to fixed route service and decrease reliance by individuals with disabilities on complementary paratransit, and for alternatives to public transportation that assist seniors and individuals with disabilities.
- *The Job Access Reverse Commute/New Freedom (JARC/NF) Program* is federally funded and provides operating and capital assistance for transportation services planned, designed, and carried out to meet the transportation needs of eligible low-income individuals and of reverse commuters regardless of income. Projects funded through this program advance the vision and goals of the RTA by reducing transportation barriers and expanding mobility options available to persons with disabilities beyond the requirements of the ADA.
- *The Innovation, Coordination, and Enhancement (ICE)* pro-

gram was established as part of the 2008 Mass Transit Reform Legislation, provides funding assistance to enhance the coordination and integration of public transportation and to develop and implement innovations to improve the quality and delivery of public transportation. ICE advances the goals of the RTA by providing reliable and convenient transit services and enhancing efficiencies through effective management, innovation and technology.

Illinois Toll Highway:

- *Move Illinois* is a 15 year, \$12 billion program to improve mobility, relieve congestion, reduce pollution, and link economies across Northern Illinois.

Illinois Finance Authority:

Agriculture:

- o *The Beginning Farmer Bond Program* provides affordable financing to new, low net worth farmers for financing capital purchases. Loans may be used to acquire agricultural land, new depreciable property, or used depreciable property in conjunction with agricultural land.
- o *The Working Capital Guarantee Program* was designed to enhance credit availability for a farmer, producer, or agribusiness for needed input costs related to and in connection with planting and raising agricultural crops and commodities in Illinois.
- o *The Young Farmer (Farm Purchase) Guarantee Program* was designed to enhance credit availability for younger farmers who are purchasing capital assets.
- o *The Agri-Debt Restructuring Guarantee Program* was designed to consolidate and spread out a farmer's existing debt over a longer term at a reduced interest rate.
- o *The Agri-Industry Guarantee Program* was designed to assist and encourage diversification of Illinois agriculture and to promote the value-added processing of Illinois agricultural products.
- o *The Specialized Livestock Guarantee Program* was designed to enhance the opportunities for Illinois farmers who want to position themselves for success in the changing livestock industry. The program targets specialized, family-sized livestock operations. The primary purpose is for construction, purchase, and/or remodeling of facilities, and for purchases of equipment and breeding livestock.

Business and Industry:

- o *The Industrial Development Revenue Bond Program* uses tax-exempt Industrial Development Revenue Bonds on be-

half of manufacturing companies to finance the acquisition of fixed assets including land, buildings and equipment. Bond proceeds may be used for new construction or renovation and may be used to purchase new equipment.

- o The *Solid Waste Disposal Revenue Bond Program* issues Solid Waste Disposal Bonds on behalf of privately owned solid waste disposal companies that provide services to the general public. Bonds may be used to finance the acquisition of fixed assets such as land, buildings and equipment, as well as building construction or renovation.
- o The *Participation Loan Program* assists businesses that create or retain jobs by offering a loan participation program in conjunction with their lender. The Authority will purchase up to the lesser of \$500,000 of a 50% participation in the loan, directly from the borrower's lender.
- o The *Rural Development Loan Program* assists business facilities and community development located in rural communities with populations of less than 25,000. Loans may be used to finance the purchase of land, construction or renovation of an industrial or commercial building, construction or improvement of infrastructure or purchase of machinery and equipment.

Community:

- o The *501(c)(3) Lease Program* provides low-cost, tax-exempt lease financing for acquisition of machinery, equipment or other fixed asset and capital improvement projects.
- o The *501(c)(3) Revenue Bond Program* helps non-profit, 501(c)(3)s secure low-cost, tax-exempt financing for capital improvement projects through tax-exempt revenue bonds.
- o The *Local Government Pooled Bond Program* combines the borrowing needs of more than one unit of local government and then operates as a financing conduit by purchasing local government securities (bonds) of the various units of local government, and, in turn, issues its own obligations on the financial markets. This allows local governments to realize savings that are achieved by sharing fixed costs and achieving economies of scale.
- o The *Local Government Revenue Bond Program* assists units of local government, including school districts, in financing capital improvement projects.
- o The *Multi-Family Housing Revenue Bond Program* provides long-term, low-cost capital to experienced commercial and 501(c)(3) not-for-profit developers for the acquisition, renovation, rehabilitation or construction of multi-family rental housing for low and moderate income households, including the elderly and disabled.

Education:

- o *501(c)(3) Lease Program* (see above)
- o *501(c)(3) Revenue Bond Program* (see above)

Healthcare:

- o The *1985 Revolving Fund Pooled Financing Program* provides qualified Illinois hospitals with access to capital financing at one of the lowest possible borrowing costs.
- o The *Healthcare 501(c)(3) Bond Program* creates access to public long-term credit markets for eligible 501(c)(3) healthcare facilities.
- o The *Healthcare 501(c)(3) Equipment Finance Program* creates tax-exempt access to capital markets to eligible 501(c)(3) healthcare institutions for the acquisition of equipment and other fixed assets
- o The *Healthcare Initiative – Capital Opportunity Bond (COB), Private Placement Program* creates access to capital for small to mid-size rural and urban not-for-profit hospitals in Illinois rated BBB- or below.
- o The *Healthcare Initiative – Public Offering Program for Critical Access Hospitals* creates tax-exempt access to capital for Critical Access Hospitals (CAH's) through the public credit markets

South Suburban Mayors and Managers Association (SSMMA):

- The *Bond Bank* provides low-cost bonding mechanisms for various municipal improvement projects
- *Brownfield Assessment and Remediation* is funded through two \$200,000 assessment grants from the U.S. EPA and eight \$240,000 Brownfield Redevelopment Grants from the IEPA
- *Chicago Southland Economic Development Corporation* is a stand-alone non-profit connected to the SSMMA.
- The *Employee Assistance Program* is offered to member municipalities for a nominal fee. The program helps employees and their families with a variety of life problems such as alcohol and drug abuse, stress, anxiety, depression; marital, family and relationship discord etc.
- The *Housing Collaborative* involves the 26 municipalities in Southern Cook County and Northern Will County that are working together to address regional housing issues. Grants come from RTA and other sources.
- The *South Council of Mayors* is housed by SSMMA and is considered one of 11 sub regions under CMAP.
- The *Suburban Purchasing Cooperative* is a joint purchasing program sponsored by the Northwest Municipal Conference

(NWMC), DuPage Mayors & Managers Conference (DMMC), South Suburban Mayors and Managers Association (SSMA), and the Will County Governmental League (WCGL).

Cook County Housing Authority:

- The *Housing Choice Voucher Program* is funded by HUD and administered by the HACC.
- The *Public Housing Program* provides affordable, decent, safe and sanitary housing to low-income families in 24 communities within Cook County. Program is funded by HUD and administered by HACC.
- *Human Services* seeks to work with partner agencies on the following issue areas: Housing counseling and lease compliance; employment and education; clinical and wellness; and youth services.

Illinois Department of Natural Resources (IDNR):

Recreational Grants-in-Air Programs:

- o The *Illinois Youth Recreation Corps Grant Program* was established for making grants to local governments and non-profits to provide wages to youth operating and instructing in recreational and conservation programs.
- o The *Park and Recreational Facilities Construction Grant Program* provides grants to be disbursed by the DNR to eligible local governments for park and recreation unit construction projects. This means acquisition, development, construction, reconstruction, rehabilitation, improvements, architectural planning, and installation of capital facilities.
- o The *Open Space Lands Acquisition & Development (OSLAD)/ Land & Water Conservation Fund (LWCF)* provides funding assistance to local government agencies for acquisition and/or development of land for public parks and open space. Funding assistance for up to 50% of the project costs and up to \$750,000 for acquisition projects and \$400,000 for development/renovation projects.
- o *Boat Access Area Development (BAAD)* provides financial assistance to local government agencies for the acquisition, construction, and expansion/rehabilitation of public boat and canoe access areas on Illinois' lake and rivers. Provides up to 100% of approved project construction costs and 90% of approved land acquisition costs. Grants limited to \$200,000 annual maximum per project.
- o The *Illinois Trails Grant Programs* are all awarded on a reimbursement basis. The project needs to initially be funded in full by the sponsor and when it is satisfactorily completed they can receive IDNR reimbursement.

The *Illinois Bicycle Path Program* assists eligible units of government acquire, construct, and rehabilitate public, non-motorized bicycle paths and directly related support facilities. Up to \$200,000 per annual request.

The *Snowmobile Grant Program* for local governments is state-funded and financed from the registration fees of snowmobiles and provides up to 50% reimbursement of approved facility development/rehabilitation costs and 90% of approved trail corridor land acquisition costs for public snowmobile trails and areas in the state.

The *Snowmobile Trail Establishment Fund* provides financial assistance to incorporated, private snowmobile clubs in Illinois. It provides reimbursement funding assistance up to 100% of eligible project costs.

The *Off-Highway Vehicle (OHV) Program* provides financial aid to government agencies, non-profits, and other eligible groups or individuals to develop, operate, maintain, and acquire land for off-highway vehicle parks and trails. These facilities must be open and accessible to the public. Provides up to 100% funding reimbursement assistance for approved, eligible project costs.

The *Federal Recreational Trails Program (RTP)* provides funding assistance for acquisition, development, rehabilitation and maintenance of both motorized and non-motorized recreation trails. By law, 30% of each state's RTP funding must be earmarked for motorized trail projects, 30% for non-motorized trail projects and 40% for multi-use motorized and non-motorized trails or a combination of either.

- The *Urban and Community Forestry Assistance Grant* provides financial assistance to local units of government for the development of local urban and community forestry programs. These activities must help to establish, manage, conserve and preserve the urban and community forests from inner city to associated public lands.
- The *Illinois Biodiversity Field Trip Grant* enables teachers in Illinois, including home-school teachers, to apply to receive funding for natural resources-related field trips.
- *Schoolyard Habitat Action Grants* enable teachers, nature center personnel and youth group leaders to apply for help with projects that emphasize student/youth involvement with planning, development and maintenance and increase the educational and wildlife habitat values of the site.
- The *Volunteer Fire Assistance Grant Program* awards to firefighting agencies as a 50-50 reimbursement type grant with a maximum award of \$15,000 to a fire agency. The fire

agency must spend at least \$30,000 in order to qualify for the maximum award of \$15,000.

- The *Special Wildlife Funds Grant Program* includes four grants (Illinois Habitat Fund, State Pheasant Fund, State Furbearer Fund and the Migratory Waterfowl Stamp Fund). Together, they are designed to protect, acquire, enhance or manage wildlife habitat and to support limited research and educational programs to further advance this mission.

Forestry Assistance Programs:

- o *Rural Forest Landowner Assistance* provides technical assistance to non-industrial private forest landowners to manage their forests for multiple resources. Cost-share assistance is also available for landowners to implement forest stewardship.
- o *Urban and Community Forestry* provides technical and financial assistance to the state's cities and towns to build their capacity to manage their natural resources.
- o *Nursery Operations* provides landowners suitable plant materials, often at no-cost, to meet their land management objectives.
- o *Forest Protection and Health Management* provides technical and financial assistance to rural fire departments to protect natural resources from wildfires.
- o *Forestry Development Act Programs* provide a funding source for a forest landowner cost-share program.

U.S. EPA:

Brownfields Programs provide direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training.

- o *Area-Wide Planning Pilot Program* provides grant funding and direct assistance through agency contract support, resulting in an area-wide plan which will inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization.
- o *Assessment Grants* provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites.
- o *Revolving Loan Fund Grants* enable States, political subdivisions, and Indian tribes to make low interest loans to carry out cleanup activities at brownfields properties.
- o *Cleanup Grants* provide funding for a grant recipient to carry out cleanup activities at brownfield sites.
- o *Environmental Workforce Development and Job Training Grants* are designed to provide funding to eligible entities, including nonprofits, to recruit, train, and place pre-

dominantly low-income and minority, unemployed and under-employed residents of solid and hazardous waste-impacted communities with the skills needed to secure full time, sustainable employment in the environmental field and in the assessment and cleanup work taking place in their communities.

- o *Multi-Purpose Pilot Grants* provide a single grant to an eligible entity for both assessment and cleanup work at a specific brownfield site owned by the applicant.
- o *Training, Research, and Technical Assistance Grants* provide funding to eligible organizations to provide training, research, and technical assistance to facilitate brownfields revitalization.
- o *Targeted Brownfields Assessments* were designed to help states, tribes, and municipalities- especially those without EPA Brownfields Assessment Pilots/Grants-minimize the uncertainties of contamination often associated with brownfields.

Water Grants:

- o *American Recovery and Reinvestment Act (ARRA)* of 2009 provided significant funding for states to finance high priority water infrastructure projects through a \$2 billion appropriation to the DWSRF program and a \$4 billion appropriation to the CWSRF program.
- o *Beach Grants* are awarded to eligible coastal and Great Lakes states, territories, and tribes to develop and implement beach monitoring and notification programs.
- o *The Clean Water State Revolving Fund (SRF)* provides attractive, low-cost funding for projects that improve water quality, renew wastewater infrastructure, and support local economies.
- o *The Drinking Water State Revolving Fund (DWSRF)* makes funds available to drinking water systems to finance infrastructure improvements. The program also emphasizes providing funds to small, disadvantaged communities and to programs that encourage pollution prevention as a tool for ensuring safe drinking water.
- o *Federal Funding for Water/Wastewater Utilities in National Disasters (Fed FUNDS)* features federal disaster funding programs for water and/or wastewater utilities to obtain information on federal disaster funding programs from FEMA, EPA, USDA, HUD, and SBA. Using Fed FUNDS, a utility can easily identify appropriate funding opportunities, gain insight on the application process, access customized forms to document costs, download successful utility applications, and contact utility funding mentors.

- o The *PPG Performance Partnership Grants* allow states and certain interstate agencies can combine two or more environmental program grants into a single PPG to reduce administrative costs and direct EPA grant funds to priority environmental problems or program needs.
 - o The *Section 106 Water Pollution Control Grant Program* provides federal assistance to states and interstate agencies to establish and implement ongoing water pollution control programs.
 - o The *Safe Drinking Water Act* protects public health and our nation's drinking water. It sets national, health-based standards for both naturally occurring and man-made contaminants that may be found in drinking water. EPA, states, and water systems then work together to make sure these standards are met.
 - o The *Targeted Watersheds Grants Program* is designed to encourage successful community-based approaches and management techniques to protect and restore the nation's watersheds.
 - o The *Wetlands Program Development Grants* provide eligible applicants an opportunity to conduct projects that promote coordination and acceleration of research, investigations, experiments, training, demonstrations, surveys, and studies relating to water pollution.
 - o The *Five Star Restoration Grant Program* brings together students, conservation corps, and other youth groups, citizen groups, corporations, landowners and government agencies to provide environmental education and training through projects that restore wetlands and streams.
- through the Clean Water Act and administers the program within Illinois.
- The *Priority Lake and Watershed Implementation Program* supports lake protection, restoration, and enhancement activities at "priority" lakes where causes and sources of problems are apparent, project sites are highly accessible, project size is relatively small, and local entities are in a position to quickly implement necessary treatments. Priority lakes are identified in the "Targeted Watershed Approach – A Data Driven Prioritization" report.
 - The *Streambank Cleanup and Lakeshore Enhancement Program* provides funds to assist groups that have established a recurring stream or lakeshore cleanup. Each group can receive up to \$3,500 for implementation of their streambank or lakeshore cleanup events in a calendar year.
 - The *Illinois Green Infrastructure Grant Program for Stormwater Management (IGIG)* will accept grant proposals until December 13, 2012. Grants are available to local units of government and other organization to implement green infrastructure best management practices to control stormwater runoff for water quality protection in Illinois. Projects must be located within a Municipal Separate Storm Sewer System of Combined Sewer Overflow area.
 - The *Illinois Brownfields Redevelopment Loan Program* is a low-interest loan program that provides funds to municipalities and the private sector for the environmental cleanup of Brownfield sites.

Illinois EPA:

- The *Illinois Clean Lakes Program* supports lake owners' interest and commitment to long-term, comprehensive lake management. Phase I grants are awarded to identify problems and sources of pollution and to develop a feasible course of corrective action. Phase II grants support the implementation of procedures recommended in the Phase I study to improve water quality, recreational and ecological aspects of the lake. Before a Phase II grant can be awarded, a Phase I study or equivalent must be conducted.
- *Nonpoint Source Pollution* projects must address water quality issues relating directly to nonpoint source pollution. Funds can be used for the implementation of watershed management plans including the development of information/education programs and for the installment of best management practices. Illinois EPA receives these funds

Department of Housing and Urban Development (HUD):

- The *Section 108 Loan Program* allows HUD to transform a small portion of their Community Development Block Grant (CDBG) funds into federally guaranteed loans large enough to pursue physical and economic revitalization projects that can renew entire neighborhoods for communities. Funds are provided to assist eligible activities targeted to support development, businesses, and low/moderate-income households and deliver positive economic benefits for the state.

Appendix C: Table of Regional Development Entities

Name	Location	Dedicated Funding Source	Governing Body	Work with MPO	Who is the MPO	Regional (Covers the whole MPO region)?	Project Selection Process	Are they Advancing a Plan?	Projects	Link
San Diego Regional Economic Development Corporation	CA	Nonprofit corporation funded by more than 150 companies and public partners. Total revenue in 2012 was \$2.6 million	Board of Directors, made up of business people	No	SANDAG	Yes	no criteria listed	No	Airport direct flights; business incentive zone; maritime port partnership	http://www.sandiego-business.org/
Capital Region Development Authority	CT	State and local funds	13-member board, mayors of Hartford and East Hartford, Department of Economic and Community Development Commissioner, OPM Secretary and the DOT Commissioner. In addition, 2 appointees by mayor of Hartford and 4 appointees from the governor	No	Capital Region Council of Governments	No, I think their region is smaller than the MPO's the region	no criteria listed	No	Downtown enhancement; attract major sports, conventions, and exhibitions; residential housing development; stimulate tourism and arts; others	http://crdact.net/
South Florida Regional Planning Council	FL	Local government	19 voting members including county and municipal elected officials and Governor appointees	Yes	Miami-Dade MPO and Broward County MPO	SFRPC covers Miami-Dade, Broward, and Monroe Counties but Miami-Dade and Broward have their own MPOs	unclear, but regional development strategy refers to "six pillars" a lot so probably pick projects based on those	Yes, the South Florida Comprehensive Development Strategy	Brownfields partnership, regional impact review program, Turkey Point nuclear energy production expansion, clean cities coalition	http://www.sfrpc.com/
Atlanta Regional Commission	GA	Regional appropriations, state RDC, private investments, grant revenue	Board made up of mayors from the region and private citizens	Same organization	Same organization	They are the same, covers a 10 county area		Yes, the ARC Strategic Plan and ARC Plan 2040	Livable Centers Initiative, I-285 and Ashford Dunwoody Rd diverging diamond interchange, firefighter water management	http://www.atlantaregional.com/
Riverboat Development Authority	IA	Riverboat Casino gaming receipts		??	No MPO for the region	No MPO for the region	not formed yet	No	New family enrichment center, a beautification street project, grant program that supports neighborhood association projects	http://www.riverboatauthority.com/
Golden Triangle Regional Development Authority	MS	3 counties public funds	not formed yet	n/a	No MPO for the region	No MPO for the region	not formed yet	not formed yet	N/A (will initiate in October 2014)	http://msbusiness.com/mag-noliamar-ketplace/golden-triangle-regional-development-authority/
New York State Association of Regional Councils	NY	Support from regional agencies, quasi-governmental organizations, and not-for-profit corporations	officers elected from the member councils	??	Spans multiple MPOs	Covers multiple MPO regions	Not sure, but seems like biggest focus is water quality.	No	Varies by the ten regional councils of the state, mainly job creation, community development, and innovative plans	http://regionalcouncils.ny.gov/
Charleston Regional Development Alliance	SC	Support by region's business leaders, three county governments, largest municipalities, and top academic institutions	Board comprised of senior-level business, academic and governmental leaders from the region	Some	Berkeley-Charleston-Dorchester Council of Governments (BCDCOG)	Yes	Have four priorities that molds everything they do.	No	Higher education initiative, Silicon Harbor support, Boeing land sale; Defense program support	http://www.crda.org/

Name	Location	Dedicated Funding Source	Governing Body	Work with MPO	Who is the MPO	Regional (Covers the whole MPO region)?	Project Selection Process	Are they Advancing a Plan?	Projects	Link
Tennessee Local Development Authority	TN	State funds	Board made up of elected officials: governor, secretary of state, comptroller of the treasury, state treasurer, commissioner of finance and administration, house appointee and senate appointee	No	n/a	whole state	administers two types of loans, one for environment and conservation and one for infrastructure	No	issue bonds and loans to local entities for facilities	http://ctas.tennessee.edu/reference/tennessee-local-development-authority-loans
Texas Redevelopment Authority	TX	Federal funding (United States Citizen and Immigration services - USCIS)		No?	n/a	Only areas affected by the hurricane		Plan to redevelop after hurricane	Issue funds of \$50 to \$100 million for revitalization of infrastructure and tourism in Houston-Galveston metropolitan area	http://www.eb5starofteks.com/tra.php
Texas Economic Development Council	TX	private funding	Board of Directors elected from members, members are anyone who has an interest in economic development	No?	n/a	Whole state		No	advocacy with legislature	http://www.texasedc.org/
New River Gorge Regional Development Authority	WV	County member support	Board of 13	No	There is no MPO for the region, it is very rural	No MPO for the region		No, but has a vision that the region emerges as the location of choice for people and businesses to reside and prosper by 2015	Park infrastructure development; regional litter sweep; trail system; beautification projects	http://www.nrgda.org/
Putnam County Development Authority	WV	Quasi-public support with County Commission	21 member board appointed by the County Commission	No?	Regional Intergovernmental Council	No, MPO covers larger area then the RDA		No	Toyota manufacturing expansion; regional tech park, concrete masonry, fiber optic expansion	http://pcda.org/
Regional Development Authority of Charleston-Kanawha County	WV			No?	Regional Intergovernmental Council	No, MPO covers larger area then the RDA		No	Land use ordinances for flood plain regulations, subdivision regulations, public nuisances and property maintenance, adult only establishments, salvage yards, and video lottery	http://www.kanawha.us/commission/plan_dev/
Northwest Indiana Regional Development Authority	IN	Casino revenue from cities with casinos and a portion of taxes from the other cities	board of directors appointed by respective counties	Yes	Northwestern Indiana Regional Planning Commission	Yes	Fund projects based on their four objectives	Yes, their statue laid out four objectives: the Gary-Chicago airport, improved transportation/mobility, shoreline development, and economic development.	Gary-Chicago Airport Expansion, Marquette Plan	http://www.in.gov/rda/

Appendix D: Bios of Entities

Chicago Metropolitan Planning Association (CMAP)

CMAP is the federally designated metropolitan planning organization for northeastern Illinois, including Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will counties. CMAP provides a policy framework under which regional plans are made and coordinates regional transportation and land use planning. Their most prominent project is GO TO 2040, which is a comprehensive plan intended to plan for and accommodate the population growth of two million more people and coordinate transportation, housing, economic development, open space, the environment, and other quality-of-life issues between the communities of the region. They are governed by a board of directors, with representation from each county. They have no bonding authority and receive most of their funding from the Congestion Mitigation and Air Quality Improvement Program (CMAQ) run by the U.S. Department of Transportation Federal Highway Administration. They are subject to an annual Illinois Department of Transportation appropriation for staffing resources.

Regional Transportation Authority (RTA)

The RTA is a special purpose unit of local government of the State of Illinois. In 1983 it became the financial and budget overseer of the Chicago Transit Authority, Metra Commuter Rail, PACE Suburban Bus and regional transit planning issues. The RTA has authority in Cook, DuPage, Kane, Lake, McHenry, and Will counties. The board is made of 15 members appointed from the six counties. Their largest source of funding is from regional sales tax revenue. The agency also receives money from the State Public Transportation Fund, revenue from passenger fares, and state and federal grants. In order to issue bonds, the sales tax revenue must be 2.5 times greater than the debt service requirement.

Chicago Transit Authority (CTA)

The CTA is the transit system for the City of Chicago and 40 neighboring suburbs, operating heavy rail and bus service. It has a seven member board appointed by the Mayor of Chicago. CTA operates in all of Cook County except for seven townships, mostly in the northwest of the county. It has bonding authority and receives funding from the RTA sales tax, Chicago Real Estate Transfer Tax, and from passenger fares. CTA has a number of big projects underway including exploring funding for the Purple Line Rail Modernization which will bring the current system up to date, reduce travel times, improve access to destinations, and provide improved access to people with disabilities.

PACE

PACE was created by the 1983 RTA Act to unify the suburban bus agencies. PACE is also the regional rideshare administration for Northeastern Illinois and responsible for the Americans with Disabilities Act paratransit program in Chicago. The PACE board is made up of 13 members who are current and former suburban mayors and the commissioner of the Mayor's Office for people with Disabilities for the City of Chicago. It has the authority to issue bonds and receives funding from the Chicago regional sales tax, state and federal grants and passenger fares. An intergovernmental agreement already in effect is the I-55 Bus on Shoulder program. PACE worked with IDOT and RTA to allow PACE buses to go into the shoulder of I-55 for express routes when the traffic is moving slower than 35 miles per hour. The bus cannot go more than 15 mph faster than traffic and has a maximum speed of 35 mph when on the shoulder.

Metra

Metra is the commuter rail service for northeastern Illinois. It operates in Cook, DuPage, Will, Lake, Kane, and McHenry counties. It is governed by an 11 member board appointed by the region's county boards and the

Mayor of Chicago. It has the authority to issue bonds and receives funding from the Chicago regional sales tax, state and federal grants and passenger fares.

Illinois Toll Highway Authority

The Illinois Toll Highway Authority provides for the construction, operation, regulation and maintenance of the toll highways in Illinois. It is governed by a board of 11 members, including the Governor of Illinois, the Secretary of the Illinois Dept. of Transportation and nine others appointed by the governor with advice from the Senate. It has bonding authority and is a self-supporting entity, therefore subsists entirely on toll way revenues. As part of the Move Illinois project, which has \$12 billion to spend over 15 years, the Tollway is undertaking the Elgin O'Hare Western Access Project, an all-electric toll road around the western boarder of O'Hare linking I-90 and I-294, and the Elgin O'Hare Expressway to O'Hare.

Illinois Finance Authority (IFA)

IFA is authorized by the Illinois Finance Authority Act to issue tax-exempt and taxable bonds and to make and guarantee non-conventional loans but is not appropriated any funding from the state. It was created by the consolidation of seven authorities and entities. Its mission is to increase economic development by providing capital to public and private institutions that create and retain jobs and improve the quality of life in Illinois. The board is made up of 15 members appointed by the Governor and confirmed by the state Senate. An example project is the Agri-Industry Guarantee. Through this program, the IFA provides an 85 percent loan guarantee of the principal and interest to promote diversification of the farm economy and processing in Illinois by funding the development of new crops and livestock not customarily grown or produced in the state, excluding corn, soybeans, wheat, swine, beef, or dairy cattle.

Public Buildings Commission of Chicago (PBC)

The Public Buildings Commission oversees the inception, construction, and renovation of public buildings owned by the city of Chicago, however under its governing statute has the ability to build and renovate schools, city colleges, libraries, parks, fire houses, police stations, and other public facilities in any municipality. It is governed by a board of 11 commissioners, with the Mayor as the chairman and has bonding authority but no authority to levy taxes. It receives revenue from clients including lease, and administrative fees. The 31st Street Harbor is an example of a project the PBC built with the Chicago Park

District. It is a 2,700 ft. long breakwater, around 1,000 new boat slips, green roof parking garage, and other community space. The building is LEED Gold certified.

Illinois International Port District

The Illinois International Port District maintains the port located at the Calumet River at the mouth of Lake Calumet and is the most inland general cargo port in the country. The nine member board is made of four members appointed by the governor and five members appointed by the mayor of Chicago and requires confirmation by the state Senate and City Council respectively. It has bonding authority but does not receive any tax-payer money and instead is funded from lease revenues, and dock fees. It formerly ran a golf course located on the premises, which has recently been privatized.

Metropolitan Pier and Exposition Authority (MPEA)

MPEA owns McCormick Place and Navy Pier and works to promote and operate conventions and expositions in the Chicago area in order to strengthen the local economy. It is governed by a nine member board appointed by the governor of Illinois and mayor of Chicago. They receive funding from a one percent tax on Chicago downtown restaurants, a 2.5 percent tax on hotels in Chicago, six percent tax on car rentals in Cook County, and a departure tax at O'Hare and Midway. It has bonding authority and has issued bonds to fund the \$110 million Hyatt Hotel expansion at McCormick Place, including a new tower of guest rooms and overhauled all other areas of the hotel, making it Hyatt's fourth largest hotel in the world and the fourth largest hotel in Chicago.

Metropolitan Water Reclamation District (MWRD)

Originally the Sanitary District of Chicago, MWRD operates in the 883 sq. miles of Cook County but contiguous areas within Cook County can be added in order to preserve the public health. The MWRD is governed by a Board of Commissioners that is elected and serves on a salaried, part-time basis. The MWRD is funded through property taxes in Cook County, user charges on commercial and industrial customers, and issues bonds or receives grants for capital projects. One of these projects was the new sewer recovery system at the Kirie plant. Intended to make the plant more energy efficient, the new system was installed in 2010 with a grant from the Illinois Clean Energy Community Foundation and in partnership with University of Illinois-Chicago. The upgrade included a new sewer-thermal heating and cooling system that is expected to save

25 to 50 percent in electricity use for heating and cooling. The system harnesses energy from treated wastewater that is then used to heat and cool the plant. MWRD is also improving the insulation in the plant and installing motion sensors to automatically adjust the lighting, heating, and cooling systems.

Joliet Arsenal Development Authority (JADA)

The Joliet Arsenal was a manufacturing plant for munitions for the U.S. Army in the 1940s. The plant was decommissioned in 1976 and when the land was transferred for remediation in 1995, the Joliet Arsenal Development Authority was created to build an intermodal center. JADA is governed by a 10 member board, four of which are appointed by the Governor and six appointed by the Will County Executive and all of whom must live in Will County. JADA receives funding from the collection of fees and charges for the use of their facilities, loans, commitments, and services. Two of the biggest redevelopment projects on the property are the CenterPoint Intermodal Center and the International Union of Operating Engineers Local 150 Apprenticeship and Training Center. The CenterPoint Intermodal Center takes advantage of this by providing international and domestic intermodal services at the BNSF Logistics Park and the Union Pacific Joliet Intermodal Terminal. The BNSF Logistics Park is one of the largest and most active inland rail terminals in North America. The International Union of Operating Engineers Local 150 Apprenticeship and Training Center, also located on the former grounds of the Joliet Arsenal, is an apprenticeship and skill improvement training facility for the operating engineering trade. The building includes 30 classrooms, administrative offices, a workshop, and both indoor and outdoor heavy equipment training arenas. The center provides training for people in the area and provides economic development to the region.

Grand Avenue Railroad Relocation Authority

A \$44 million project in northwest suburban Franklin Park that relocated a railroad segment to improve traffic flow for commuters on nearby streets. An average of 42 trains use the tracks in a 24-hour period, delaying more than 4,000 vehicles before the opening of the underpass. The project built an underpass about 30 ft. below grade where Grand meets the CN rail line. Also, slightly more than 0.75 mi. of a new road created a north-south street, Martens Avenue, which provided a gateway to the city's business district. Reduced congestion is expected because eight at-grade crossings will be eliminated, including those on Grand. Further, air quality benefited be-

cause more than 200 hours a day of vehicle delay was eliminated. The project cost approximately \$44 million with funding coming from a variety of sources including \$14,000 from the Illinois Commerce Commission grade crossing protection fund, \$11.5 million from a Congestion Mitigation and Air Quality grant and \$4 million from the 2005 Federal Transportation Appropriation.

South Suburban Mayors and Managers Association

The South Suburban Mayors and Managers Association is made up of the mayors of 42 municipalities in Southern Cook and Will Counties. It provides technical assistance and joint services to the member municipalities and works cooperatively on issues such as transportation, legislation, land use, economic development, storm water and open space planning, and housing issues. It has no continual source of funding but can issue bonds. It participates in a number of public-private partnerships, one of which is the South Suburban Airport Jobs Bills. The South Suburban Airport is a proposed airport in Peotone, Illinois. The South Suburban Airport Jobs Bill authorizes IDOT to work in a public-private partnership to build the airport.

Council of Mayors

The Council of Mayors is composed of the chief executives of the 283 municipalities in the seven-county CMAP region, organized into 11 subregional councils plus the City of Chicago. Each of the subregional councils appoints two members to serve on the Executive Committee. It receives an annual allocation of local Surface Transportation Program (STP) funds and is responsible for programming those funds according to their own STP Methodology. Council projects must meet all federal eligibility requirements, including being located on a federal-aid eligible route, and must be sponsored and implemented by a local community within the council.

Metropolitan Mayors Caucus

The Metropolitan Mayors Caucus is an organization of the municipal leaders of Chicago's nine suburban municipal associations, currently made up of 272 mayors. The Caucus provides a forum through which the chief elected officials of the region cooperatively develop consensus on common public policy issues and multi-jurisdictional challenges. It is governed by a set of By-laws.

Chicago Infrastructure Trust

Created by Mayor Emanuel and approved by City Council, The Trust's purpose is to assist the people of the City of Chicago, the City government and its sister agencies in providing alternative financing and project delivery options for transformative infrastructure projects. To accomplish this, the Trust hopes to structure innovative financing strategies and attract capital from diverse types of investors. The Trust also hopes to achieve and demonstrate real risk transfer to third-party investors, and to stimulate cross-agency financing while creating efficient capital structures. The first project is Retrofit One, which is an energy efficiency upgrade for Chicago public buildings. It includes lighting, windows, HVAC units, and water pumping stations that will reduce the city and CPS' electricity and natural gas use. Over \$200 million in retrofits will reduce energy consumption in those buildings 20 percent, energy savings that will be used to repay the private investors

Chicago Region Environmental and Transportation Efficiency Program (CREATE)

CREATE is a public-private partnership between the U.S. Department of Transportation, the State of Illinois, City of Chicago, Metra, and Class 1 railroad companies. The goal of CREATE is to invest \$3 billion of dollars into prioritized capital improvements to increase the efficiency of the rail infrastructure in the region. CREATE has received almost \$1 billion in funds from federal and state sources as well as the City of Chicago and rail roads.

Millennium Reserve

The Millennium Reserve is working to develop the 220-square mile region of South Chicago called the Calumet Core. The goals are to stimulate economic growth, preserve and honor its cultural and industrial past, restore and enhance the natural ecosystem, and support and prosperous community. It was created by an executive order from the Governor and is led by a steering committee that reports to the governor.

Northwest Indiana Regional Development Authority

The Northwest Indiana Regional Development Authority (RDA) was created to partner with others in the "heavy lifting" required to develop the infrastructure to make Northwest Indiana economically vibrant. The legislation that created the RDA directs it to focus on the NW Indiana region's collective assets. These regional assets are interrelated as the basic building blocks of a local economy that must become globally com-

petitive.

The RDA will continue its strategic focus on priority projects and find innovative ways to advance its mission for redeveloping Northwest Indiana. Specifically the RDA has prioritized redevelopment of the Gary Chicago International Airport, commuter bus and rail and transit-oriented development, and implementation of the Marquette Park Shoreline development Plan. The seven member board is appointed by the mayors of the cities in the region, with the number of members allotted to a city corresponding to size and other characteristics of the city. Two members are appointed by the Governor. Funding is derived from the State of Indiana and local governments. In 2011, \$10 million from State of Indiana and \$17.5 million from local governments (\$3.5 million of that from Lake County, Porter County, and Cities of Hammond, East Chicago, and Gary. The RDA has provided \$50 million for expansions of the Gary-Chicago International Airport. They are planning to expand runway 12-30 and the associated taxiway by around 1,900 feet. This project is in partnership with the FAA, Chicago Department of Aviation, and the Federal Highways Administration. They are also continuing to work on the Marquette Plan, which is a regional plan redevelop the Lake Michigan shoreline, improve transportation, and improve the economy of Northwest Indiana. They hope to return 75 percent of the lakeshore to public use, stimulate development, expand commuter and air transportation, and create a more livable lakefront.

Forest Preserve District of Cook County

The Forest Preserve District of Cook County's mission is to acquire, restore, and preserve prairies, forests, wetlands, rivers, and streams with its wildlife. The preserve district receives funding from property taxes in Cook County, admission to park facilities including pools, golf courses, concessions, as well as income from the Chicago Botanic Gardens and the Brookfield Zoo, which are both located on forest preserve land. The Forest Preserve District, as part of the Connect Natural & Human Communities in Calumet project, is working on a habitat restoration project in four Calumet-region preserves. It has received a grant from the U.S. Fish and Wildlife Service and contributions from the Audubon Society to restore areas of ecological significance and working to engage the community in conservation activities. Another successful program has been the Orland grasslands. Currently in phase two, It is working to return the preserve to the prairie, oak savanna and oak woodlands

that it was before the region was settled. Phase two entails the removal of invasive trees and the restoration of the native prairie and savanna communities.

Chicago Park District

The park district manages Chicago public parks, pools, and beach front and runs programming in its facilities. The Art Institute of Chicago, Shedd Aquarium, and Field Museum are also on its property. It receives funding from property taxes, private contracts, grants, fees, and concessions. The Chicago Parks Foundation is also a non-profit group that raises money to help support programming and the facilities owned by the parks district. The Chicago Park District is working on an initiative to expand recreation on the Chicago River by building new boathouses in conjunction with trails that the Chicago Department of Transportation is expanding along the river. The parks district just opened the first boathouse, the Ping Tom Memorial Park Boathouse in Chinatown.

Amtrak

Amtrak operates the inter-city rail system in the U.S. In Chicago is the gateway of the Amtrak system from the East to West and the hub of the Midwest network. The State of Illinois provides partial support for three train routes, however most of Amtrak's funding is appropriated from the federal government and through customer fares.

Cook County Housing Authority

As the public housing corporation serving Cook County, the Cook County Housing Authority administers rental assistance programs and owns low income housing units with a goal to provide safe and desirable housing in viable communities for all residents. It receives funding from grants and engages in a number of public-private partnerships, including the Housing Choice Voucher Program run by the Department of Housing and Urban Development and administered by the Cook County Housing Authority for Cook County. The program provides rental assistance to low income people to help them afford decent and safe housing.

Illinois Department of Natural Resources (IDNR)

IDNR manages, conserves, and protects Illinois' natural, recreational and cultural resources as well as educates the public about its' resources and provides public safety for the use of the natural resources. It operates state parks, issues permits for fishing and hunting, and run natural resources related pro-

gramming state wide. It is appropriated funding from the State of Illinois. Through the Illinois Wildlife Action Plan, which is an initiative to increase conservation in Illinois, IDNR purchased the Hegewisch Marsh in the Calumet Lake region. In partnership with the Chicago Park District and Millennium Reserve and outlined under the Millennium Reserve, this project will conserve the marsh. Another project IDNR is working on is the Local parks and Open Space Project. The governor's office has issued \$15.3 million in grants as part of the Open Space Lands Acquisition and Development program to build picnic shelters, playgrounds, trails, wetland enhancements, prairie restoration and bioswales. IDNR is administering the program and it is funded through the Real Estate Transfer Tax.

Illinois Department of Commerce and Economic Opportunity (DCEO)

DCEO is a state agency devoted to making Illinois a global business destination and center of innovation, providing economic prosperity for the state. It is funded through state and federal government appropriations. DCEO is running the Illinois Low Income Home Energy Assistance Program to help low income households pay for winter energy services.

National Park Service

The National Park Service manages the U.S. parks, monuments, and reservations under its jurisdiction. It awards grants for parks and recreation and maintain trails, historic landmarks, and heritage sites as well as incentivizes private historic preservation. It receives funding from the U.S. Department of the Interior, their parent organization. Projects completed in the Calumet region are granting a Preserve America Grant to the city of Blue Island to share its history with the public and fund cultural projects and events, such as the cities 175th birthday celebration. The National Park Service also contributed funding to the Cal-Sag trail. The Cal-Sag trail is a proposed multi-use path along the banks of the Cal-Sag Channel and Calumet River. The Friends of The Cal-Sag Trail are still working to finish funding the project but they are receiving support from the National Park Service, the Illinois Transportation Enhancements Program, and the Cook County Frost Preserve. The path is set to be finished in 2014.

Appendix E: Terms

Structure

The actual entity itself be it government, non-profit or other. A relevant structure has a role in in the growth and development of the region.

Tools

The powers granted to a structure.

P3 (Public-Private Partnership)

A P3 is a project that is funded and operated by a partnership between a government entity and one or more private sector organizations.

Eminent Domain

The power to take private property for public use.

Bonding authority

The legal authority to issue bonds. The bond is issued for cash from investors and then repaid to investors over time with interest.

Illinois State Procurement Act

A procurement act is an act that outlines the rules for the acquisition of goods, services, or works from an external contractor. Invitations for bids must be publicized to minority and female owned businesses under the Illinois State Procurement Act. No less than 20% of the total dollar amount of state contracts can be awarded to businesses owned by minorities, females, and people with disabilities. At least 11% should be businesses owned by minorities, 7% to female owned businesses, and 2% owned by people with disabilities.

Intergovernmental agreement

An intergovernmental agreement is an agreement between two government entities.

Legal Statute

A written enactment of a legislative authority. Usually to declare policy, prohibit something, or outline the rules for something.

Transportation Improvement Program

The agenda for surface transportation projects in Chicago. This includes all federally funded projects and regionally significant, non-federally funded projects set for implementation in the next four years. It is updated regularly by the Chicago Metropolitan Agency for Planning.

CMAQ (Congestion Mitigation and Air Quality Improvement Program)

Jointly run by the Federal Highway Administration and the Federal Transit Administration, it provides funding for projects for nonattainment (regions that have worse air quality than stipulated by the Clean Air Act) or maintenance for ozone, carbon monoxide, and particulate matter.

State Public Transportation Fund

Fund where the state matches sales tax revenue for transit.

System Generated Revenues

Revenues generated from users of a system, for example, public transit fare or toll.

Financial Service Organization

This title covers a broad range of organizations that manage money, including credit unions, banks, insurance companies, consumer finance companies, stock brokerages, investment funds, and some government sponsored enterprises.

Ordinance

A law for a political division smaller than a state or nation, such as a municipality or county.

Further elaboration on projects listed in Appendix A:**GO TO 2040 (Chicago Metropolitan Agency for Planning)**

A comprehensive plan for the seven-county Chicago region. The GO TO 2040 comprehensive regional plan seeks to maintain and strengthen our region's position as one of the nation's few global economic centers. Prosperity is driven largely by a combination of infrastructure, overall business environment, workforce, and amenities. To remain an attractive place for workers and businesses, our region needs:

- Global connections that link us to international trade and information networks, providing economic opportunities and a broad range of jobs.
- A robust, diverse business community, skilled labor force, and excellent higher education system.
- Modern, well-maintained infrastructure, including transportation, energy, telecommunications, and water.
- A healthy environment with ample open space and parks for recreation.
- Active institutions for arts and culture, along with other amenities for a high overall quality of life.
- Government that is transparent and highly accountable

Cermak-Butterfield BRT Market Research Study (RTA)

Initiative to research the feasibility and interest in a Bus Rapid Transit system. The Cermak-Butterfield corridor is 15 miles long and links Cook and DuPage counties.

Red and Purple Lines Rail Modernization (CTA)

Track and station improvement to the Chicago Transit Authority's Red and Purple lines from Belmont to Howard stations, designed to reduce travel times, improve access to destinations and provide improved access to people with disabilities.

Ventra

A new payment system that will allow customers to use a single fare card for public transportation throughout the Chicago region. It will work on both CTA and PACE systems (and in the future Metra). It will be an open payment system that can be linked to bank cards eliminating the need for riders to carry multiple cards.

I-55 Bus on Shoulder (PACE)

PACE Suburban Bus runs buses along the shoulders of I-55 for express routes during rush hour to improve travel times and accommodate increased ridership. The bus can only use the shoulder if traffic is flowing slower than 35 miles per hour and the bus can only drive 15 mph faster than traffic with a maximum speed of 35 mph.

STAR Line Alternatives Analysis (METRA)

STAR stands for the Suburban Transit Access Route, which is a suburb to suburb transit line proposed to extend from Joliet to O'Hare. The goal is to make Metra more efficient, improve mobility in the area, and connect the population with employment concentrations.

Elgin O'Hare Western Access Project (Illinois Toll Highway)

Part of the Illinois Tollway's \$12 billion, 15 years capital project, Move Illinois. The Elgin O'Hare Western Bypass would be an all-electric toll road around the western boarder of O'Hare linking I-90, I-294, The Elgin O'Hare Expressway east along Thorndale Avenue to O'Hare and the rehabilitation and widening of the existing Elgin O'Hare Expressway. Work is scheduled to start in 2013.

Agri-Industry Guarantee (Illinois Finance Authority)

This program is designed to encourage diversification of Illinois agriculture and to promote value-added processing of Illinois agricultural projects to promote diversification of the Illinois farm economy through the growth and development of new crops or livestock not customarily grown or produced in the State, not including corn, soybeans, wheat, swine, beef or dairy cattle. Farmers can receive an 85 percent loan guarantee of principal and interest loans.

31st Street Harbor (Public Buildings Commission)

The PBC built a 2,700 ft. long breakwater; approximately 1000 new boat slips, green roof parking garage and other parking and community space. It is LEED Gold certified and was a joint project with the Chicago Park District.

Green Marine (Illinois International Port District)

A joint Canada-U.S. initiative aimed at implementing a marine industry environmental program throughout North America. The main goal is to make the marine transportation industry greener by strengthening environmental performance through a process of continuous improvement, building strong relations with marine waterway stakeholders, and heightening understanding of the industry's activities and environmental benefits.

Ballast Waters (Illinois International Port District)

The Port District has been working with the Illinois Indiana Sea Grant Program and the University of Illinois to bring awareness and information on ballast water, its best management, and the regulation of it to stop aquatic nuisance species from entering our waters.

Expansion and Renovation of Hyatt Regency McCormick Place Hotel (Metropolitan Pier and Exposition Authority)

MPEA owns the Hyatt Regency at McCormick place and recently completed a \$110 million renovation of the Hyatt Regency hotel, including a new tower of guest rooms and overhauled all other areas of the hotel, making it Hyatt's fourth largest hotel in the world and the fourth largest hotel in Chicago.

New sewer thermal recovery system energy efficiency program at Kirie plant (Metropolitan Water Reclamation District)

The Kirie plant is the District's newest facility and is fully automated. The project includes installation of a new sewer-thermal heating and cooling system with a grant from the Illinois Clean Energy Community Foundation and a partnership with the University of Illinois, Chicago. It is expected that the upgrade will result in 25 to 50 percent savings in electricity use for heating and cooling. The system harnesses energy from treated wastewater which is then used for up to 40 percent of the plant's heating and cooling needs. The District is also planning to improve insulation in the plant and install motion sensors that automatically adjust lighting, heating, and cooling systems.

CenterPoint Intermodal Center (Joliet Arsenal Development Authority)

The CenterPoint Intermodal Center is the largest inland port in North America. It is located on 6,500 acres of the Joliet Arsenal Development Authority and is positioned as the epicenter of the region's transportation infrastructure. It includes the BNSF Logistics Park, which provides international intermodal services and is one of the largest and most active inland rail terminals in North America. Also on the property is the Union Pacific Joliet Intermodal Terminal providing both international and domestic services.

International Union of Operating Engineers Local 150 Apprenticeship & Skill Improvement Training Center (Joliet Arsenal Development Authority)

This facility, also located on the former grounds of the Joliet Arsenal is an apprenticeship and skill improvement training facility to increase the supply of skilled men and women in the operating engineering trade. The facility benefits mechanics, construction field testers, and heavy equipment operators. It features 30 classrooms, administrative offices, a workshop, and both indoor and outdoor heavy equipment training arenas. The facility is used to help men and women upgrade current skills and learn new ones, while providing economic development in the region.

The Calumet Rivers Development Project (South Suburban Mayors and Managers)

Funded by a grant from the Grand Victoria Foundation, this project is a unique planning project that will stimulate economic development and investment in the seven communities linked by the Calumet River system. A consultant team made up of the Chicago Metropolitan Agency for Planning, Business Districts Inc, Vandewalle & Associates, and South Suburban Mayors and Managers, built on existing plans for economic development in the area with the goal of creating a shared economic development and land-use vision. The Calumet River Corridor Economic Development Vision and Strategy report outlines background on the Calumet River region, vision for development, and strategy and next steps.

South Suburban Airport Jobs Bill (South Suburban Mayors and Managers)

The South Suburban Airport proposal would build that airport as a Public-Private Partnership (P3). It provides the Illinois Dept. of Transportation (IDOT) with the opportunity to enter into a P3 to build and operate the South Suburban Airport and calls for IDOT to collaborate with municipalities, counties and other stakeholders affected by the airport.

Homes for a Changing Region (Metropolitan Mayors Caucus)

This joint project with CMAP and MPC provides technical assistance for municipal leaders to chart future demand and supply trends for housing in their communities and develop long-term housing policy plans. The team works with multiple communities from the same sub-region to create both municipal-level plans and a sub-regional housing analysis. In 2013, the team completed projects in Arlington Heights, Buffalo Grove, Mount Prospect, Palatine and Rolling Meadows.

Clean Air Counts (Metropolitan Mayors Caucus)

This initiative is focused on energy savings. The Energy Savings Program reduces the amount households pay for energy by promoting the use of compact fluorescent light bulbs (CFLs). CFLs improve air quality by saving energy that would come from fossil-fuel generating power plants in and around Chicago.

Retrofit One (Chicago Infrastructure Trust)

This is the first project to be implemented by the Chicago Infrastructure Trust, launched by the City of Chicago, Chicago Public Schools, and the Trust. It leverages private investor funding for energy efficient projects including lighting, windows, HVAC units, and water pumping stations that is repaid with savings from decreased consumption of electricity and natural gas. The Trust is assisting the city in financing \$200 million in retrofits, which will reduce energy consumption in those building 20 percent.

Other Ideas (Chicago Infrastructure Trust)

The Chicago Infrastructure Trust has other ideas under consideration that it has yet to pursue. One is Property Assessed Clean Energy (PACE) that will support energy efficiency and renewable energy upgrades for commercial buildings in Chicago. Other ideas include wider deployment of solar and or wind energy that will promote energy independence and sustainability for the people of Chicago.

Englewood Flyover Bridge (CREATE)

The Englewood Flyover Bridge project is building a \$163 million rail flyover to carry the north-south Metra Rock Island line over the east-west NS/Amtrak line. The bridge will accommodate 3 tracks to carry Metra over the four tracks of NS and a possible future fifth track for a high speed intercity passenger rail connection to points east and/or south. The project is intended to reduce delays for Metra that often occur at the intersection where 78 Metra trains that cross with around 60 freight and Amtrak trains. The project is also expected to reduce air and noise pollution from reducing the amount of trains idling at the crossing. Construction has already started and the project is expected to be completed at the end of 2014.

River Volunteer Stewardship Program: Kickapoo Woods Demonstration Site (Millennium Reserve)

This project was a 2012 Millennium Reserve Model project. It does not receive funding from the Millennium Reserve, but does receive support from the Millennium Reserve when applying for other funding. A partnership of The Friends of the Chicago River partnered with the Forest Preserve District of Cook County, Calumet Stewardship Initiative, and the South Suburban Mayors and Managers Association., the program provides stewardship opportunities to empower and inform future Chicago River advocates, promotes and implements sustainable green technologies along and beyond the river's edge, and increases public appreciation for the river.

Chicago Park District Projects (Millennium Reserve)

Using federal funding from the National Oceanic and Atmospheric Administration (NOAA) and the U.S. Environmental Protection Agency and the Illinois Dept. of Natural Resources is investing \$200,000 in the Chicago Park District's efforts to improve two important sites for habitat and recreation within the Millennium Reserve. Big Marsh and Hegewisch Marsh were acquired in 2011 and comprise of two parcels totaling over 400 acres of wetlands near Lake Calumet. Funding will support studies and designs for water control structures necessary to provide habitat and support nesting for rare birds.

Gary-Chicago International Airport Expansion (Northwest Indiana Regional Development Authority (RDA))

The RDA has provided \$50 million for expansions at the Gary-Chicago International Airport. The airport is expanding Runway 12-30 and associated taxiways by approximately 1,900 feet. This requires the relocation of the Elgin, Joliet, and Eastern Railroad, a subsidiary of the Canadian national railroad. In addition to the RDA, Federal Aviation Administration, Chicago Department of Aviation, and the Federal Highway Administration are funding this effort.

Marquette Plan (Northwest Indiana Regional Development Authority)

The Marquette Plan is a NW Indiana regional strategy to redevelop the Lake Michigan shoreline, improve transportation infrastructure, and transform the economy of Northwest Indiana. Goals include recapturing 75% of the lakeshore for public use, stimulating private development and investment, expanding commuter and air transportation in Northwest Indiana, and creating a livable lakefront.

Restoring and Connecting Calumet (Forest Preserve District of Cook County)

As part of the Restore and Connect Natural & Human Communities in Calumet project, the Forest Preserve District of Cook County is working on a habitat restoration project in four Calumet-region preserves. Funding has been secured including \$350,000 from the U.S. Fish and Wildlife Service matched by \$160,000 in District funds and \$10,000 from the Audubon Society. They will be restoring several areas of ecological significance and build the capacity of local community members to engage in conservation activities in the forest preserves.

Orland Grassland (Forest Preserve District of Cook County)

Currently in Phase Two, the project will return the preserve to prairie, oak savanna and oak woodlands, much like it was before the area was settled. During Phase Two, invasive trees, many of which were planted by the Forest Preserve District after the land was taken out of agricultural use, will be removed to restore the native prairie and savanna communities. The goal is to provide a variety of habitat types for wildlife, support native plants, and restore a functioning ecosystem that will require minimal maintenance in the future. A perimeter trail for visitors is planned for the future.

Ping Tom Memorial Park Boathouse (Chicago Parks District)

The Chicago Park District has opened a boathouse in Ping Tom Park as part of an initiative to expand recreation in the City to the Chicago River. The U.S. EPA has provided nearly \$1 million in grants to the City to further this goal. The site of the boathouses is being chosen in conjunction with the Chicago Dept. of Transportation who is working on extending trails along the river to provide better access for runners, bikers, and walkers.

Illinois High Speed Rail and Midwest High Speed Rail (Amtrak)

Amtrak is pursuing a number of high speed rail projects throughout the country. The advantages of high speed rail is that it can accommodate the growing population by diverting a large number of passengers to high speed, freeing up room on existing corridors, high-speed rail usually operates more frequently than conventional rail and has less delays, and it reduces travel times between urban centers. IDOT received FRA high speed and intercity passenger rail grant program funds for several projects including frequency and speed on trains traveling from Chicago to St. Louis and other Midwest cities to advance the goal of more frequency, reduced trip times, increased reliability, and new service.

Housing Choice Voucher Program

The Metropolitan Planning Council is working with local housing authorities on the Housing Choice Voucher Program. Starting with a single regional public housing waiting list, the program offers families mobility counseling and connections to critical community resources and social services, to help lower-income households move not only to better homes, but also to better opportunities in communities with good jobs, transportation options and quality schools. MPC and Rand Corporation are analyzing this pilot to ensure what we learn in this region can be a model for the nation.

Summer Food Program (Housing Authority of Cook County)

This program is a joint program with the Community and Economic Development Association to provide food to children living in HACC developments in Chicago Heights, Ford Heights, and Robbins. The program combines summer activities with nutritious food. The program is also being administered at a number of other sights run by outside organizations in partnership with the Community and Economic Development Association.

Illinois Wildlife Action Plan (Illinois Department of Natural Resources)

This initiative is focused on conservation in Illinois. The Illinois Wildlife Action Plan consists of over 150 organizations. It has formed a Wildlife Action Team made up of core organizations to prioritize projects.. IDNR is in charge of developing and implementing the Action Plan and chairs the Action Team. One project they have pursued is the purchase of Hegewisch Marsh in the Calumet Lake region. This project is outlined above as part of a project that the Millennium Reserve is pursuing with IDNR and the Chicago Parks District.

Local Parks and Open Space Project (Illinois Department of Natural Resources)

The Governor of Illinois has issued \$15.3 million in grants as part of the Open Space Lands Acquisition and Development (OSLAD) program to communities. The projects include picnic shelters, playgrounds, trails, wetland enhancements, prairie restoration and bioswales within local parks. OSLAD is administered through IDNR and is funded through the Real Estate Transfer Tax.

Illinois Low Income Home Energy Assistance Program (Illinois Department of Commerce and Economic Opportunity)

Helps low income households pay for winter energy services.

Preserve America Grants (National Park Service)

With a Preserve America Grant from the National Park Service, Blue Island is working to share its history, fund projects and promote culture and events. Funds are used to brand the city including a party for its 175th birthday celebration.

Calumet-Sag Trail (National Park Service)

The Cal-Sag trail is a proposed multi-use path built along the banks of the Cal-Sag Channel and Calumet River. Funding has been secured from the National Parks Service and the Forest Preserve District of Cook County and the Illinois Transportation Enhancements Program.



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