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South Suburban Freight Study

Technical Memorandum 2: Issues, Recommendations, and Implementation

technical

memorandum

prepared for

South Suburban Mayors and Managers Association
and
Chicago Southland Economic Development Corporation

prepared by

Cambridge Systematics, Inc.

with

Chicago Metropolis 2020

June 2008

www.camsys.com

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Table of Contents

1.0 Introduction 1-1
1.1 Inventory and Profile Findings 1-2

2.0 Goods Movement Issues and Opportunities 2-1
2.1 Infrastructure 2-1
Highway Issues and Opportunities 2-1
Rail Issues and Opportunities 2-5
Other Modes – Issues and Opportunities 2-11
2.2 Land Use 2-14
Land Use Issues and Opportunities 2-14
2.3 Policy 2-18
Policy Issues and Opportunities 2-18

3.0 Implementation Plan Goals and Action Items 3-1
3.1 Goal 1 – Position SSMMA and CSEDC as a Regional Authority on Freight 3-2
3.2 Goal 2 – Focus Investment in Key Logistics Corridors 3-4
3.3 Goal 3 – Stimulate Increased Freight Awareness, Research, Training, and Communication 3-8
3.4 Goal 4 – Promote Needed Infrastructure Improvements 3-10
3.5 Goal 5 – Coordinate Local Improvements to Complement Regional Improvements 3-14
3.6 Goal 6 – Promote Prioritization of Public Investments with Regional Freight Benefits 3-17
3.7 Goal 7 – Obtain Private Sector Input into Public Programming 3-19
3.8 Goal 8 – Identify Funding Mechanisms 3-20
Federal Formula Grant Programs 3-22
Special Funding Programs under SAFETEA-LU 3-23
Discretionary Grant Programs under SAFETEA-LU 3-25
Innovative Financing Tools under SAFETEA-LU 3-27
Other Non-DOT Programs 3-29
3.9 Goal 9 – Engage Private Sector Investors to Stimulate Economic Growth 3-34
3.10 Goal 10 – Create Workforce Development Strategy 3-35
3.11 Goal 11 – Serve as Primary Data Resource for Southland Freight Issues 3-37

3.12 Goal 12 – Strengthen Regional Identity 3-38
3.13 Goal 13 – Conduct Targeted Outreach to Developers 3-40
3.14 Goal 14 – Engage the General Public 3-41

4.0 Implementation Plan Schedule 4-1
4.1 Implementation Plan Schedule 4-1
Short-Term Action Item Priorities 4-1
Mid-Term Action Item Priorities 4-2
Long-Term Action Item Priorities 4-3
4.2 Summary 4-4

List of Tables

Table 2.1 Vertical Clearance Deficiencies 2-3
Table 2.2 EJ&E Highway-Rail Grade Crossings with Potential Mitigation Needs....2-9
Table 2.3 Southland Intermodal Facilities 2-13
Table 2.4 Site Selection Factors....2-16
Table 2.5 Chicago Area Industrial Property, Vacancies, and Leasing Rates ...2-17
Table 3.1 Freight-Related Performance Metrics....3-19
Table 3.2 Funding Opportunities....3-21
Table 3.3 Chicago MSA Logistics Rankings 3-39
Table 4.1 Short-Term Action Item Priorities and Leads 4-1
Table 4.2 Mid-Term Action Item Priorities and Leads 4-2
Table 4.3 Long-Term Action Item Priorities and Leads....4-4
Table 4.4 Implementation Plan Summary 4-4

List of Figures

Figure 1.1 Core Study Area 1-1
Figure 2.1 Southwest Suburban Railroad Redevelopment Authority Area 2-20
Figure 3.1 I-80 East Logistics Corridor and Highlighted Assets 3-7

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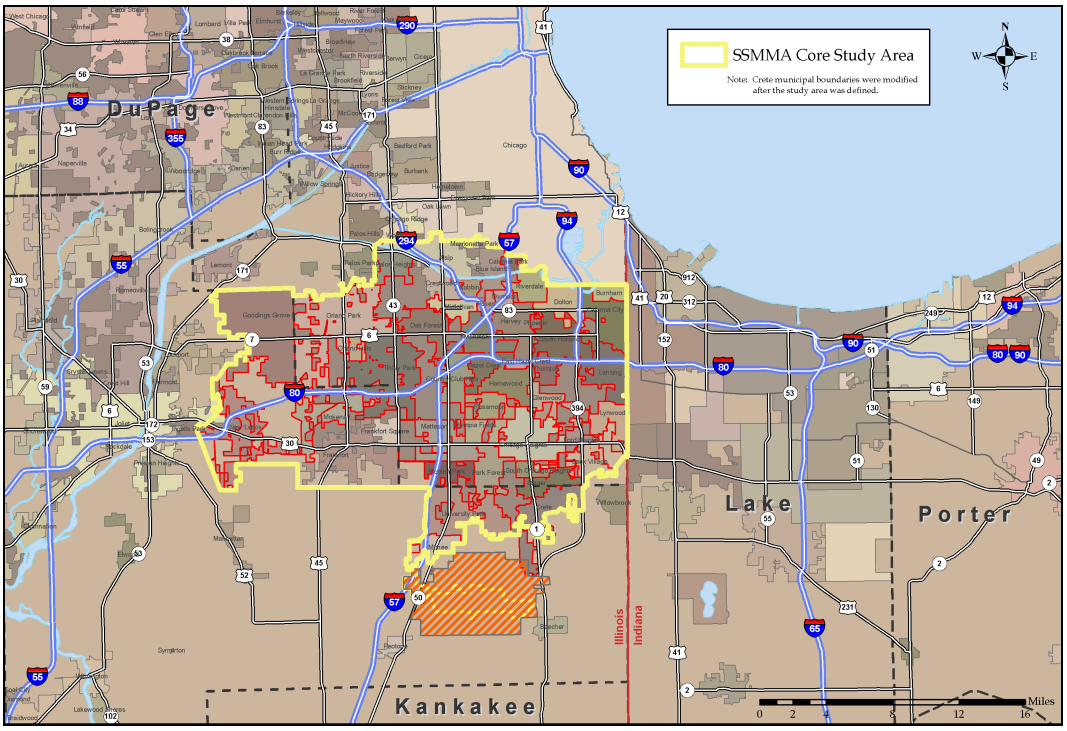
1.0 Introduction

The purpose of the South Suburban Freight Study is to identify and evaluate the freight assets in the Southland, matching them to the needs of existing and potential users of the area's freight facilities. The Technical Memorandum contained herein summarizes the freight-related issues that were identified throughout the study, followed by a phased implementation plan of capital and operating improvements that address the region's land use and economic development goals.

The study area represented by the South Suburban Mayors and Managers Association (SSMMA), the Southland, is located immediately south of the City of Chicago and west of the Indiana state line, including portions of Southern Cook and Will Counties, as shown in Figure 1.1. This geographic area encompasses 42 municipalities and includes a population of approximately 750,000.

Figure 1.1 Core Study Area



Source: National Transportation Atlas Database (NTAD), 2007.

Tasks 1 and 2 of the study were addressed in Technical Memorandum 1. Task 1 included an inventory and profile of the Southland's existing and proposed freight infrastructure in which existing freight purchasers and users were identified and existing and future freight patterns were profiled. As part of this task, the CS team conducted stakeholder interviews with 25 representatives of public

and private entities with a vested interest in the efficient movement of freight through the region. Task 2, the study's public outreach component, included two stakeholder workshops and establishment of a Freight Advisory Committee. Through these outreach activities, insight was gained from project stakeholders which became a valuable part of the study's findings.

This Technical Memorandum addresses Tasks 3 and 4 of the study. In Task 3, a framework was developed for evaluating freight assets, needs, and opportunities. In this task, issues and opportunities were identified in three categories: transportation network; land use and development; and freight-related public policies. In Task 4, a phased implementation plan was developed for infrastructure and policy improvements that provide decision-makers with necessary information and strategies to promote the economic benefits of existing and proposed freight facilities, maintain a safe and reliable transportation system, and minimize the impacts that result from conflicting land uses.

Tasks 3 and 4 utilize the profile/inventory data and stakeholder input collected in Tasks 1 and 2. Study recommendations were presented to stakeholders at the second Stakeholder Workshop on March 11, 2008. At the Workshop via interactive discussions, participants provided insight into regional freight priorities.

1.1 INVENTORY AND PROFILE FINDINGS

The Southland is home to many diverse businesses and industries. As is the case for the Chicago region as a whole, the Southland possesses numerous freight assets. Existing freight facilities in the Southland include a network of interstate and state highways, intermodal facilities, truck terminals, marine facilities, and operations by five of the seven Class I railroads. Additional freight facilities are planned, including the South Suburban Airport and additional intermodal facilities.

The six interstate highways in the study area are experiencing high levels of congestion in a number of locations, particularly at the I-80/I-94 interchange, one of the most congested interchanges in the nation. The highest regional truck volumes are found on I-80, with high percentages of trucks also on other interstate routes in the region. While nearly all interstate and marked state routes are designated truck routes, no comprehensive information on the network of locally designated truck routes exists. With congestion occurring on some segments already, it is forecast to worsen in the future. Level of service (LOS) on the interstate routes, a measure of congestion, is forecast to deteriorate to E and F on most interstate segments by 2035 if no capacity improvements are made (LOS ranges from A, with free traffic flow, to F, gridlock).

Many communities in the study area are forecasted to experience significant growth in the coming decades. In 2000, the study area population was 740,901. Population in this area is forecasted to increase by 33 percent to 989,069 by 2030,

according to the Chicago Metropolitan Agency for Planning. Employment in the core study area in 2000 was 270,865. This is forecasted to increase 55 percent to 418,566 by 2030, a rate of growth double that of the six-county region.

Many business facilities have 40,000 square feet of warehouse space located in the Southland. A number of these facilities are clustered between IL 1 and IL 394 near U.S. 30 and at I-80 and IL 1. Another cluster is located between I-57 and SR 50 south of the Will/Cook County border.

The largest category of businesses in the greater Southland area (Cook and Will Counties in Illinois, and Lake County, Indiana) is manufacturing, comprising 43 percent of businesses with 50 or more employees. Eighteen percent of businesses are wholesale trade, 11 percent are construction-oriented, and 10 percent are related to transportation.

Within the category of transportation, businesses fall into five classifications: transportation services, air transportation, water transportation, U.S. Postal Service, and motor freight. A significant number of motor freight businesses, which utilize the highway system, are located in the Southland.

The largest commodity by value originating in Chicago is machinery and it is forecast to more than double by 2035. Pharmaceuticals, meat/seafood, and milled grain are also forecast to increase significantly by 2035. Miscellaneous manufactured products, which comprise 3 percent of commodities originating in Chicago by value in 2002, are expected to grow more than tenfold to become the second largest category by 2035. The largest domestic commodity by value terminating in Chicago is also machinery, comprising more than one quarter (29 percent) of freight shipments. Gravel is the largest commodity originating and terminating in Chicago by weight.

Freight originating in Chicago is expected to grow by 56 percent between 2002 and 2035. Truck was the mode of shipment for 85 percent of freight originating in Chicago in 2002, and the combined truck and rail modes comprised an additional 7 percent of the total. Freight destined to Chicago is expected to grow by 79 percent between 2002 and 2035, with the largest rate of growth anticipated by air and truck.

As noted in the study's survey of stakeholders summarized in Technical Memo 1, the marketplace has chosen Will County as the ideal location for transportation and logistics industry (T&L) growth. The Southland is the lynchpin of the Chicago freight hub. The recent announcement by the Canadian National Railway (CN) of its intent to acquire the Elgin, Joliet & Eastern Railway (EJ&E) further highlights the importance of the Southland in the future growth of freight business activity.

The potential for economic growth spurred by transportation and logistics is attractive, but south suburban leaders have concerns about whether the benefits of that growth will outweigh its costs. They are also concerned that the impacts of major developments (congestion, pollution and infrastructure costs) are widely distributed while benefits may not be.

In order to accommodate these future developments, planning should be done in a coordinated manner for the cumulative impacts of transportation and logistics industry growth in the Southland or anywhere else in the Chicago area. This planning should take into account the development of intermodal terminals, warehouse and distribution centers, and other freight-related activities. In addition to the public sector, the private sectors should also be involved in the process, including developers, investors, landowners, and the railroads. A coordinated process will ensure that the residents and businesses of the region maximize the collective benefits and minimize the costs of that growth.

2.0 Goods Movement Issues and Opportunities

In this section, the issues and opportunities of the Southland's goods movement environment are outlined. Issues and opportunities were identified as part of the inventory and needs assessment in Tech Memo 1, Stakeholder Workshops 1 and 2, and the stakeholder interviews undertaken as part of this study. Issues and opportunities are divided into three central areas: infrastructure, land use, and policy.

2.1 INFRASTRUCTURE

Highway Issues and Opportunities

Highway Issues and Opportunities Summary

- *Roadway Congestion*
- *Vertical Clearances*
- *Truck Route Inconsistencies*
- *Lack of Truck Parking*
- *At-Grade Highway-Railroad Crossings*
- *Lack of East-West Highway Connectivity*

Roadway Congestion

The Chicago Southland is well served by a comprehensive highway network that includes six interstate highways (I-57, I-80, I-294, I-94, I-55, and I-355). While five of the six interstates serve north-south traffic (primarily into and out of the City of Chicago), only one of the interstate highways, I-80, traverses the southland in an east-west direction. Faced with significant congestion, I-80 also carries the region's heaviest truck volumes of 32,000 trucks per day between I-94 and the Indiana state line. It comes as no surprise that the I-80/I-94 interchange is one of the top 25 highway interchange bottlenecks for trucks in the nation,[1] measured by hours of delay. Daily, each vehicle traversing this interchange experiences an average of 8.6 minutes of delay. Annually, trucks experience a total of 1.3 million hours of delay at this interchange.

The only east-west truck routes other than I-80 through the study area are U.S. 30 and U.S 6. In 2002, U.S. 30 experienced a reasonable level of service between the

[1] *An Initial Assessment of Freight Bottlenecks on Highways*, FHWA, October 2005.

Indiana border and the interchange with U.S. 45. However, on U.S. 30 west of U.S. 45 congestion has reached LOS D, indicative of moderate levels of congestion. Without improvements, congestion is forecast to increase significantly on this route. U.S. 6 operated at LOS C in 2002 and is likewise forecasted to grow more congested in the future.

Percentages of truck traffic are high on I-294, I-57, I-94, and at the south end of IL 394. Interstates 294 and 94 each carry over 12,000 heavy commercial vehicles on a typical day.

The total projected increase in truck volumes (between 2002 and 2035) for marked routes within the designated study area is about 64 percent according to FHWA's Freight Analysis Framework 2.2. Roadways with the highest forecasted percentage increase in truck volumes include portions of U.S. 30 and IL 50 in the Chicago Southland. Barring significant investment in increased capacity, by the year 2035 projected volumes in the Chicago Southland will increase significantly, resulting in declining levels of service and increased delay.

Vertical Clearances

Deficient vertical clearances can be a source of significant routing difficulties for trucks. If identified ahead of time, they can lengthen routes and add to the cost of freight movement. If identified en route, even lengthier delays result as truckers are forced to locate and take an alternate route. When not identified by clear signage, deficient vertical clearances can be a significant safety hazard and lead to crashes involving vehicular damage, infrastructure damage, and injuries or fatalities.

Based on a review of vertical clearance listings from IDOT, there are seven deficient vertical clearances within the Southland study area along IDOT Designated Truck Routes. For purposes of this study, deficient vertical clearances are defined as a clearance of less than 14 feet. Six of the seven deficient vertical clearances within the Southland are associated with railroad overpasses. Three deficient vertical clearances are located on U.S. 6, two on U.S. 45, one on U.S. 30, and one on IL 50, as shown in Table 2.1.

Table 2.1 Vertical Clearance Deficiencies

Primary Route	Overhead Feature	Location	Vertical Clearance
U.S. 6	CSXT RR	2.8 Miles East IL 43 in Oak Forest	EB 13-11 WB 14-00
U.S. 6	CN RR at Gateway Intermodal Yard*	3.33 Miles East I-57	EB 13-08 WB 13-08
U.S. 6	CSXT RR	1.27 Miles East IL 1	EB 13-09 WB 13-10
U.S. 30	UP RR	0.39 Miles East IL 1	EB 13-08 WB 13-08
U.S. 45	Norfolk Southern RR	100 Feet South IL 7	NB 13-11 SB 13-10
U.S. 45	IL 7 (Southwest Hwy)	Orland Park	NB 13-11 SB 13-10
IL 50	CSXT RR	0.19 Miles North U.S. 6	NB 13-11 SB 13-10

*This deficient clearance is currently being corrected by IDOT.

Source: IDOT, 2007.

Signage for deficient vertical clearances is of critical importance for safety reasons. Additionally, signage at critical decision points prior to the deficient clearance can limit the necessary rerouting and accompanying increases in vehicle miles traveled and delays. There were no indications of insufficient signage within the Southland during the stakeholder interviews.

Truck Route Inconsistencies

Illinois state truck routes encompass all the interstates, as well as most U.S. and IL-marked routes. Non-Interstate truck routes on U.S. and state routes in the region include U.S. 30, U.S. 6, U.S. 45, IL 1, IL 50, IL 394, and most of IL 83. Locally designated truck routes support the state truck route system.

Information on the location and regulations of locally designated truck routes, however, is sporadic and not comprehensive. While IDOT collects and maintains a list of locally designated truck routes, few municipalities submit comprehensive details. The result is an information gap that contributes to regulatory incongruities and driver confusion that can add to truck freight movement delays and cost.

Lack of Truck Parking

Shippers are generally required to deliver freight during delivery windows set by the receivers of goods and, in some cases, by local ordinances. Often these delivery times are fairly short windows of time (e.g., 2 hours) so that a truck must "stage" its delivery to ensure that it is within that window. The staging of deliveries often requires that trucks arrive in the vicinity of their delivery prior to the designated time and park and wait until the delivery window. Such staging

is required as truckers must plan for traffic congestion and ensure that they arrive during the delivery window.

Additional factors impacting truck parking are hours of service rules that permit truckers to drive no more than 11 consecutive hours following 10 hours off duty.[2] Once they reach the limit of 11 hours of driving, truckers must stop and rest, regardless of their location. Therefore, if truck parking is not available in a convenient location, truckers may park on interchange ramps or other locations that are not intended for truck parking.

Truckers also have needs for various services when they are at rest. At truck parking locations electrical connections are needed so that truck cabs can be heated or air conditioned and other electrical devices can be operated. If electrical connections are not provided, truckers may idle their trucks to generate power, resulting in both noise and air quality impacts.

Truckers prefer parking in locations that are safe and provide the services they need, such as truck stops. According to a 2002 FHWA study, "For extended rest (more than 2 hours), performing minor truck maintenance, and eating a meal, drivers overwhelmingly preferred truck stops to rest areas, with between 79 percent and 91 percent of drivers indicating a preference for truck stops."[3]

Concentrations of truck terminals exist in several areas in the Southland. There are several truck terminals clustered along the railroads to the east of Lake Calumet, which hosts the Port of Chicago. Another concentration of terminals is located in Chicago Heights and Sauk Village, south of U.S. 30. Truck parking needs should be evaluated near concentrations of truck facilities such as these.

Truck parking near intermodal facilities can also be a significant issue. When freight facilities are planned, it is critical that truck parking facilities be considered.

At-Grade Highway-Railroad Crossings

Delays to freight and passenger roadway traffic at highway-rail grade crossings in the Southland are significant. A rigorous study undertaken by the Illinois Commerce Commission in 2002 *Motorist Delay at Public Highway-Rail Grade Crossings in Northeastern Illinois* estimated delays at rail-highway grade crossings for all of Northeastern Illinois and identified those rail lines and rail-highway crossings responsible for the greatest delays to roadway traffic. The location of delays has likely shifted since the 2002 study and is likely to continue to shift with changes in train frequencies and lengths, but the conclusions of the ICC are still important for policy consideration. The ICC's conclusions were that grade crossing delays largely occurred at a relatively small number of crossings and

[2] 49 CFR Parts 385, 390 and 395.

[3] Report to Congress, *Study of Adequacy of Parking Facilities*, 2002, http://safety.fhwa.dot.gov/media/repctoc.htm.

that approximately 60 percent of grade crossings that account for the greatest delay were found on the state-maintained highway system rather than on locally maintained streets and roads.[4] When addressing delays at highway-rail crossings, identification and mitigation of delay for the greatest offenders can have a significant impact.

The Chicago Region Environmental and Transportation Efficiency (CREATE) Program of 78 projects has been initiated in the greater Chicago region to mitigate congestion at the most significant locations including rail bottlenecks and rail-highway grade crossings. One rail-highway grade crossing separation is proposed in the study area as part of the CREATE Program, although it has not yet been funded:

- **GS-23a (Dolton) –** Grade separation of the Indiana Harbor Belt and CSX railway crossing at Cottage Grove. This improvement to route the highway either over or under the rail line will increase safety and reduce traffic congestion.

Lack of East-West Highway Connectivity

While four of the five interstates that traverse the Southland serve north-south traffic (into and out of the City of Chicago), only one of the interstate highways, I-80, serves traffic in an east-west direction, and it is facing high levels of congestion. U.S. 6 and U.S. 30 run parallel to I-80 to the north and south, respectively, and are both designated by IDOT as Class II truck routes. However, they are not completely access controlled and do not offer the high-speed travel of an interstate. I-80 handles a significant amount of through traffic that would benefit greatly from an alternative limited-access east-west route.

Rail Issues and Opportunities

Rail Issues and Opportunities Summary

- *Rail Capacity*
- *Linkages Between Rail Lines*
- *Proposed CN/EJ&E Merger*

Rail Capacity

The Southland is served by five of the nation's seven Class I Railroads. These railroads provide service to multiple destinations in both the eastern and western United States as well as Canadian locations. Rail freight movements within the Chicago Consolidated Statistical Area (CSA) are forecast to increase 86 percent

[4] Illinois Commerce Commission. *Motorist Delay at Public Highway-Rail Grade Crossings in Northeastern Illinois*, July 2002.

by value and 74 percent by weight from 2002 to 2035.[5] However, the Chicago region is already established as one of the largest freight rail bottlenecks in the nation. Three proposed CREATE rail improvement projects in the Southland are designed to improve train speed and access:

- **B-15 (Riverdale) –** On the Indiana Harbor Belt mainline, in the Blue Island Yard south of Forest View between South Ashland and Halsted, a computerized signal system will be installed with power switches at School Street and Ashland Avenue. This will allow train speeds to increase from 15 to 30 miles per hour and will improve flexibility of train dispatching.
- **WA-11 (Dolton) –** West of Lincoln Avenue from 137th to 144th Streets, the CSX/UP connection will be upgraded and reconfigured. A third mainline track from Barr Yard to the UP Connection in Dolton will also be constructed. These improvements will allow train speeds to increase from 15 to 30 miles per hour.
- **B-16 (South Holland) –** New interlocked connection between CN and UP and upgrade of the entire interlocking signal system. This improvement will provide new access to the south end of the Western Avenue rail corridor.

Linkages between Rail Lines

Linkages between rail lines with different ownership often improve rail freight mobility and enable more direct routing, which limits delays to rail shippers and carriers as well as rail traffic at rail-highway grade crossings. Generally, however, linkages between rail lines owned and operated by different railroad companies are infrequent and more likely to be a legacy of ownership transitions rather than a conscious effort to improve systemwide access. It can be argued that it is in the public sector's best interest to promote an open system of railways that creates competitive pricing and allows niche railroads to serve smaller geographic areas and industries. Yet the railroad industry is dominated by competitive private sector corporations that, by necessity, focus on their individual service capacity and resulting profit. New rail line linkages are likely to be constructed only where it can be clearly demonstrated that the benefits of the linkage will be shared by multiple operators. The construction costs and operating rights are likely to be apportioned among stakeholder railroads relative to the benefit received.

The Southland's rail system is one of the most highly connected in the world, including five Class I and eight regional and local rail operators. It is important for public sector stakeholders to identify opportunities to improve the rail network's connectivity, despite the difficulty in bringing traditional competitors into negotiation for mutually beneficial investment. The public sector can pro-

[5] Includes rail freight originating and terminating in Chicago; source is Freight Analysis Framework 2.2.

mote the benefits of linkages where the opportunities arise. One example that has been discussed in the Southland is the potential benefit of a linkage between two Riverdale train yards, Blue Island Yard on the Indiana Harbor Belt Railroad (IHB) line and Barr Yard on the CSX Transportation (CSXT) line. The IHB lines running through Blue Island share track rights with Canadian National Railway (CN), Canadian Pacific Railway (CPRS), CSXT, Norfolk Southern (NS), and Union Pacific (UP). The CSXT lines running through Barr Yard share track rights with CPRS and CN. Collectively, they form a highly integrated rail hub.

Proposed CN Acquisition of EJ&E

CN has proposed acquisition of the EJ&E Railroad, a belt railroad with 198 miles of mainline track encircling Chicago from Waukegan to Joliet to Gary, Indiana to South Chicago. The EJ&E trackage would provide CN with access to an alternative to operating through the congested rail lines through the City of Chicago. CN submitted a formal application to the STB for this acquisition on October 30, 2007. A formal Environmental Impact Statement (EIS) is currently being conducted on the transaction prior to approval by the STB.

According to materials presented at the STB public hearing in Chicago on January 22, 2008, if the acquisition is approved, the EJ&E segment between Matteson and Rock Island Junction will experience an increase from 6 to 28 trains per day. The segment from west of Matteson to Chicago Heights, which currently has 9 trains per day, would experience an increase to 32 trains per day.

One of the six locations for new rail-rail connections with the EJ&E proposed by CN is in Matteson, where the CN/Metra Electric line crosses over the EJ&E. The proposed location of the new Matteson rail connection is to the north of the EJ&E and to the east of the CN/Metra Electric. The connection would pass adjacent to the Metra park-and-ride facility, adjacent to a vacant commercial structure, and to the southwest of multifamily residential buildings. The potential location for the connection is preliminary, however, and additional study is required to determine the feasibility of construction of a connection in this location.

Hazardous materials movement will be evaluated as part of the EIS for which scoping was initiated in December 2007. The EIS will determine where net increases or decreases in the numbers of railcars carrying hazardous materials will occur. Additionally, information about levels of particulate matter emitted, such as that from open coal cars, will be determined. Noise impacts will also be considered as part of the EIS study.

Gateway Intermodal Yard, formerly known as Markham Yard, in East Hazel Crest/Harvey is currently CN's primary intermodal facility in greater Chicago. If the acquisition is approved, the classification functions currently occurring at Gateway will likely be moved to Kirk Yard in Gary, Indiana. According to CN, Gateway, which currently performs 450,000 lifts per year, is under capacity and has the potential to increase operations. Additionally, adjacent vacant land is available for future expansion of the yard. Commercial facilities and vacant

areas are primarily located east of the yard between Center Avenue and Lathrop Avenue. Residential areas are located west of the yard.

U.S. 6 passes to the north of Gateway and IL 1 passes to the east, both of which are designated truck routes. The segment of I-80 south of the yard is experiencing moderate to high levels of congestion (LOS D in 2002). Gateway Intermodal Yard is located just northeast of the I-294/I-80 interchange, which is one of the 25 most congested highway interchanges for freight in the U.S. U.S. 6 and IL 1 north of I-80 are both experiencing moderate levels of congestion (LOS C in 2002).

The 22 highway-rail grade crossings on the EJ&E within the study area were evaluated for safety and traffic volumes. The six crossings in Table 2.2 have been identified as having the greatest safety risks according to the DOT predicted casualty and fatality rates. Casualty rates are a calculation of the probability of an injury or fatality given that a crash occurs, whereas fatality rates capture only the probability of a fatality given that a crash occurs. For example, Table 2.2 indicates that if there is a crash where EJ&E crosses Lincoln Highway, there is about a 4 percent chance someone will be injured or killed, and about a 1 percent chance someone will be killed.

Table 2.2 EJ&E Highway-Rail Grade Crossings with Potential Mitigation Needs

Roadway	City	Predicted Casualty Rate	Predicted Fatality Rate	AADT	AADT Year	Estimated Percent Trucks	Maximum Train Speed (mph)	Posted High-way Speed (mph)	Number of Flashing Light Pairs	Bells	Gates
Lincoln Highway	Lynwood	0.039688	0.008266	35,900	2005	14	45	45	4	2	2
Cottage Grove Avenue	Chicago Heights	0.030832	0.006698	6,300	2002	0	45	55	4	2	2
School House Road	New Lenox	0.024935	0.005715	6,300	2004	6	45	–	2	2	2
Cicero Ave	Matteson	0.014958	0.003428	27,700	2005	9	45	50	4	2	2
Western Avenue	Park Forest	0.014590	0.003673	16,900	2002	0	45	35	4	2	2
Chicago Road	Chicago Heights	0.013343	0.002350	24,300	2005	7	30	30	4	2	2

Source: Federal Railroad Administration, 2006.

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Four of the six crossings in Table 2.2 have the highest daily highway traffic volumes among the 22 crossings. The remaining 16 EJ&E highway grade crossings in the study area have AADTs of 8,400 or less. Details of the safety devices currently in place at the crossings are also listed. None of the crossings in Table 2.2 are illuminated. Detailed evaluation of the EJ&E highway crossings, including site visits, is recommended for identification of potential mitigation strategies, given anticipated increases in freight train volumes.

According to CN, for those mainline EJ&E crossings in Illinois at public streets not yet equipped with gates and lights, the Illinois Commerce Commission indicates that they will be added before the end of 2009. Based on the DOT Crossing Inventory, one EJ&E crossing in the study area does not have gates: Osage Road/116th Street in Frankfort. The ICC Crossing Safety Improvement Program for FY 2008-2012 states that signage will be replaced or installed at 11 unspecified EJ&E crossings.

If the EJ&E acquisition is approved, CN traffic could be removed from its current route through Chicago on the St. Charles Airline rail route that passes near the Chicago lakefront. One element of the original CREATE plan was to build a new corridor – the Central Corridor – to enable the removal of CN freight traffic from the St. Charles Airline. Therefore if CN traffic is able to use the EJ&E, the Central Corridor will no longer be needed for this purpose. However, six Amtrak trains do use the St. Charles Airline route; therefore if the acquisition moves forward, provisions will need to be made to ensure that Amtrak service can be relocated to another route and will not suffer any negative impacts.

Other Modes – Issues and Opportunities

Other Modes Issues and Opportunities Summary

- *Air Cargo/Proposed South Suburban Airport*
- *Marine Freight*
- *Intermodal Terminals*

Air Cargo/Proposed South Suburban Airport

Greater Chicago is served by two major airports, O'Hare International Airport and Midway International Airport. In addition to being one of the busiest passenger airports in the world, O'Hare International Airport (ORD) in Chicago ranked as the eighth largest air freight facility by weight in the United States in 2005, with more than 2.4 million gross tons landed.[6] Eighty percent of O'Hare's air cargo is general freight, with the other 20 percent being express and regular

[6] Federal Aviation Administration. *Airports Reporting All-Cargo Data for Calendar Year 2005*. Describes annual total weight of all cargo (freighter) aircraft landed and airlines that have cargo in the belly of the aircraft. Available at http://www.faa.gov/airports_airtraffic/airports/planning_capacity/passenger_allcargo_stats/passenger/media/cy05_cargo.pdf.

mail. More than 60 percent of the tonnage has international origins or destinations. Midway handles a fraction of the air cargo of O'Hare, focusing primarily on commercial passenger and general aviation operations.

Given the scale of O'Hare, freight often is trucked significant distances so that it can be agglomerated for air shipments from O'Hare. The large number of freight forwarders located near O'Hare plays a large role in air cargo operations. The surface transportation conditions in the region can affect O'Hare's competitiveness for shipping of time-sensitive freight. For example, traffic congestion can cause trucks to miss cut-off times for flights, which may depart only once per day, resulting in significant delays for high-value, time-sensitive freight, such as pharmaceuticals, and negatively impacting the national competitiveness of the airport and the region.

A potential major new airport in the vicinity of Peotone in Will County, Illinois is currently in the early stages of development, including environmental analysis and land acquisition. The South Suburban Airport is planned to eventually include six parallel runways in an east-west configuration east of I-57. The Inaugural Airport Program includes one runway, a passenger facility, and a cargo facility. Cargo activity at the airport is projected to range from 0 to 2,600 operations in the first year to between 1,200 and 5,500 operations after five years. IDOT considers the SSA ideally suited to handle freight cargo due to its proximity to Chicago, the current large cargo origin and destination market served by O'Hare and the Greater Rockford Airport, Chicago's status as an international gateway, and access to a large portion of the U.S. population.[7]

Marine Freight

Concentrations of port facilities occur between Lake Michigan and Lake Calumet just north of the Southland Core Study Area, as well as along the Little Calumet River. Internal trade within the greater Chicago area is the predominant usage of the marine mode for freight movement in the region.

The Port of Chicago major facilities include the Lake Calumet facilities, located at the junction point of the Grand Calumet and Little Calumet Rivers approximately six miles inland from Lake Michigan, and the Iroquois Landing Lakefront Terminus at the mouth of the Calumet River at Lake Michigan. The Port of Chicago has direct access to the Chicago Rail Link, EJ&E, NS, Chicago South Shore, and South Bend railroads as well as I-57, I-80, I-90, and I-94. It is the leading general cargo port on the Great Lakes, moving over 26 million tons of freight annually.[8] Opportunities exist for greater use of marine transport, which

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[7] Illinois Department of Transportation. *Projections of Aeronautical Activity for the Inaugural Airport Program of the South Suburban Airport.* Draft, May 2004.

[8] The Port of Chicago. http://www.theportofchicago.com/. Accessed October 2007.

has the potential to reduce congestion on the roadways. Stakeholders have indicated a desire to increase utilization of the region's ports.

Intermodal Facilities

Because existing rail and intermodal terminals in the City of Chicago are stretched to capacity, recently new intermodal terminals are being located outside Chicago such as Logistics Park Chicago in Elwood. Three major rail/truck intermodal facilities are located in the Southland: Harvey, Dolton, and Blue Island. Additionally the LogistiCenter in Sauk Village is a 325-acre master-planned logistics park with industrial, logistics, warehouse, and commercial uses that has rail access to the EJ&E and intermodal potential. Four other logistics centers have been announced including one in Crete and others that are in the planning stages. Lift volumes (2005) for the Southland intermodal terminals, an important indicator of both train and truck traffic, are shown below in Table 2.3.

Table 2.3 Southland Intermodal Facilities
2005 Lift Volumes

Railroad	Facility Name	2005 Lifts
UP	Yard Center (Dolton)	231,049
CN	Gateway (Harvey)	313,559
IAIS	Blue Island	35,000[a]

Source: CATS, 2006.

[a] 2001 Lifts were 115,117; there may be a misinterpretation in 2005 Lifts due to contracted operator change.

Intermodal facilities process freight that arrives in the region via rail and transfer it to truck for transport to the final destination, which may be a short distance away or require a truck trip of several hundred miles. Intermodal facilities, therefore, generate significant truck traffic in their immediate area and at major intersections and highway interchanges.

According to stakeholder interviews, truck traffic generated by new and growing intermodal facilities is generating increasingly negative perceptions by residents. While outside the SSMMA study area, the Logistics Park Chicago facility in Elwood has a significant impact on the region's transportation network. Stakeholders indicated that bottlenecks related to activity at intermodal facilities are occurring at Arsenal Road between Logistics Park Chicago and I-55, along the I-55 corridor north of I-80, and along I-80/I-94 at the Illinois-Indiana border. Proactive transportation planning is required to accommodate these new facilities' impacts on the transportation network. Some municipalities have indicated that in the future an effort should be made to have supporting infrastructure in place before the full build-out of an intermodal facility.

2.2 LAND USE

Land Use Issues and Opportunities

Land Use Issues and Opportunities Summary

- *Incompatible Land Use Conflicts*
- *Warehousing and Distribution Centers*

Incompatible Land Use Conflicts

Two primary land use issues were identified during the stakeholder interview process: conflicts between uses – generally residential and commercial/industrial uses; and the need for ancillary uses that are required by the transportation and logistics industry but which many municipalities find unattractive. Support facilities in the form of truck terminals, repair facilities for trucks and train engines, and container storage locations are essential components of the transportation and logistics industry, yet they represent uses that most municipalities do not promote. As a result these uses gravitate to localities that will allow them, thus leaving them concentrated along certain corridors or inconveniently located.

Each project faces different kinds of potential land use conflicts. At Logistics Park Chicago there are minimal conflicts with surrounding land uses – the rail ramp and business park are isolated from the residential areas by virtue of their location at the former Joliet Arsenal that is surrounded by the Midewin Prairie. However, there are inadequate support facilities for trucks and engines; not providing them has unintended consequences.

The uses permitted within a modern terminal are regulated by the local municipality to minimize conflicts with adjoining uses. But terminals stimulate the development of warehouse and distribution centers within a 10- to 20-mile radius. According to interviewees, municipalities eager to attract these warehouses and distribution centers "have not always taken the same care in locating them to minimize land use conflicts."

Container storage has become a land-use issue in the region, given the rapid growth of intermodal container shipping. Stakeholders identified the I-55 corridor as an example of poor container storage concentrations that are unsightly and inconveniently located. To better manage containers in the region, Will County has drafted "An Ordinance Regulating the Location and Use of Cargo Container Facilities for Governmental Units within Will County" that is designed to:

- Ensure orderly storage and staging to minimize negative aesthetic and environmental impacts;
- Ensure safe operations, including proper stacking;

- Ensure adequate visual screening and landscaping; and
- Ensure that storage sites are of sufficient size, appropriately lighted and marked.

Warehousing and Distribution Centers

Warehousing and distribution centers are facilities that provide for temporary storage, customization, or distribution of goods between production sites and consumption sites, often serving as staging areas to support production facilities. The functions of these facilities range from storage to adding value, such as final assembly, preparation of products for retail sale, etc. The location of warehouse and distribution centers near the transportation network is essential, and they subsequently play a significant role in the freight mobility network and in local economic development.

According to an article by the Journal of Real Estate Portfolio Management,[9] the growth of containerized imports has helped spur demand for warehouse/ distribution facilities in industrial markets both near seaports and in the interior of the country. The article lists Chicago (especially the Southwest and Far West suburbs) as the number one market expected to benefit from port growth, based on factors including highway and rail linkages to the ports.

An annual corporate survey by *Area Development* ranks the importance of 25 factors in the site selection process for manufacturing and supporting industries (71 percent of the 2007 survey respondents represented manufacturing companies, 16 percent warehouse/distribution, 3 percent professional services, 2 percent information technology, and 8 percent other). It is important to note that transportation accessibility is listed as the top consideration in 2007 and has increased in importance between 2006 and 2007. These trends bode well for Southland attractiveness for logistics development, given the extensive highway network. Table 2.4 ranks the factors based on the 2007 survey, while comparing their scores with those in 2006.

[9] *Impact of Shifting Container Cargo Flows on Regional Demand for U.S. Warehouse Space*, Journal of Real Estate Portfolio Management, May-August 2005.

Table 2.4 Site Selection Factors

Ranking	2006	2007
1. Highway accessibility	90.9	96.9
2. Labor costs	95.0	92.3
3. Energy availability and costs	82.4	89.0
4. Availability of skilled labor	85.1	88.7
5. Occupancy or construction costs	85.5	88.2
6. Available land	73.3	85.4
7. Corporate tax rate	90.8	83.8
8. State and local incentives	88.6	83.4
9. Environmental regulations	68.9	83.2
10. Tax exemptions	86.7	82.8
10T. Proximity to major markets	76.9	82.8
11. Availability of advanced ICT services	N/A	82.2
12. Low union profile	78.4	80.6
13. Availability of buildings	N/A	79.3
14. Right-to-work state	67.1	72.1
15. Proximity to suppliers	49.3	71.8
16. Expedited or "fast track" permitting	N/A	71.5
17. Availability of unskilled labor	65.3	65.2
18. Availability of long-term financing	64.1	63.0
19. Raw materials availability	64.1	62.5
20. Training programs	56.0	56.6
21. Accessibility to major airport	61.4	54.4
22. Railroad service	20.8	38.1
23. Proximity to technical university	30.0	32.7
24. Waterway or oceanport accessibility	17.0	15.2

Source: *Area Development* Corporate Survey 2007.

The availability of warehouse space and leasing costs are also important factors when choosing to locate a facility. According to Grubb and Ellis Research, Fourth Quarter 2007, the average asking price for warehouse and distribution space was $3.54 per square foot in Central Will County, compared to $4.22 along the I-55 corridor, $3.75 in South Cook, $4.46 in the Chicago suburbs, $2.99 in Northwest Indiana and $4.52 in the entire Chicago region. The lower cost for

warehouse space in South Cook and Central Will County as compared to other locations in greater Chicago boosts the attractiveness of the region to the distribution industry. The lower leasing costs are related to the availability of space; vacancy rates in the region are currently at 18.2 percent in Central Will County and 10.8 percent in South Cook. This data along with the total space available and the amount of space under construction is summarized in Table 2.5.

Table 2.5 Chicago Area Industrial Property, Vacancies, and Leasing Rates

Submarket (All Property Types)	Total Square Feet	Vacancy Rate (Percent)	Under Construction (Square Feet)	Asking Rent Wholesale/ Distributor (Dollars)
North City	85,074,000	8.3	58,800	6.96
South City	106,335,704	6.3	164,331	3.76
CBD Total	**191,409,704**	**7.2**	**223,131**	**4.97**
Central Will	45,037,119	18.2	6,874,018	3.54
Far North	87,029,358	7.7	987,065	4.98
Fox Valley	72,659,141	7.9	2,141,578	4.09
I-39 Corridor	22,253,503	13.7	15,009	3.75
I-55 Corridor	63,430,093	12.1	2,336,995	4.22
I-88/South DuPage	7,854,703	6.4	–	7.12
McHenry	14,977,862	12.7	–	7.27
Near North	54,893,229	5.6	–	4.88
North DuPage	85,780,014	7.5	–	5.19
North Kane	21,809,580	11.5	1,022,080	4.93
Northwest	34,979,972	8.8	1,578,372	4.55
NW Indiana	16,920,469	11.6	973,749	2.99
O'Hare	99,844,395	6.6	658,967	5.57
South Cook	77,007,489	10.8	496,260	3.75
West Cook I	59,104,184	5.9	281,786	5.38
West Cook II	29,218,349	4.4	158,280	4.76
Suburban Total	**792,799,460**	**8.9**	**18,127,457**	**4.46**
Totals	**984,209,164**	**8.6**	**18,350,588**	**4.52**

Source: Grubb&Ellis Industrial Market Snapshot Chicago Fourth Quarter 2007.

2.3 POLICY

Policy Issues and Opportunities

Policy Issues and Opportunities Summary

- *Jurisdictional Boundaries*
- *Education and Workforce Development*
- *Economic Development*
- *Railroad Redevelopment Authority Creation*
- *Municipal Trucking and Delivery Restrictions*

Jurisdictional Boundaries

Based on the stakeholder interviews performed as part of the Study, municipalities highly prize large commercial developments, such as intermodal facilities, for the tax revenues and economic benefits they generate. However, the impacts of these developments, such as traffic, roadway deterioration, and environmental impacts are felt beyond the boundaries of the municipality where they are located. Typically, municipalities guard information about potential developments until an agreement is finalized. In many cases adjacent jurisdictions learn of the massive project and the regional impacts only after a plan has been approved. This neither fosters a sense of regional collaboration nor facilitates the best land use and transportation planning for either the facility or the municipalities affected.

A project may face greater challenges when it is presented to the public after decisions have been made privately. Local interest groups may band together to oppose the development. It is in the best interest of the region and its constituents to consider major regional developments in the context of the regional transportation network and land use plans.

Education and Workforce Development

The transportation, warehousing, and logistics industry is a major force in the economic health of the country. Efficient freight transportation is directly related to economic competitiveness. However, goods movement as an industry is somewhat invisible to the average person who does not think about how products get onto store shelves. Consequently, awareness of this industry as a career path is generally lower than some other fields despite the number of jobs and the competitive salaries. Participants at the stakeholder workshops noted that while there is a large workforce available in the Southland, the labor force may not have the skills needed by this industry.

One key category of worker shortage noted by stakeholders was truck drivers. Many trucking companies experience 100 percent turnover or more per year among truck drivers. Truck driver shortages are closely related to the economy, and therefore with the softening of the economy, shortages are less severe than in

the past. Nevertheless, the Illinois Department of Economic Security forecasts that from 2004 to 2014, employment in truck transportation will increase by 5,579 employees, reaching a total of 71,880 in Illinois. Additionally, the American Transportation Research Institute, the research entity for the trucking industry, consistently ranks driver shortages as among the top 10 issues in the trucking industry. For the past three years it has been the first or second issue on the annual list of major industry concerns. This transportation sector will face sustained demand for employment given the forecasted increases in demand for freight transportation.

A second area of need mentioned by stakeholders is for mechanical, electrical, and other types of technicians. The need for technically trained employees such as diesel mechanics has been noted particularly among freight railroads.

Many workers in freight transportation are approaching retirement age. For example in the railroad industry by 2009, 17 percent of all U.S. railroad employees will be eligible to retire. By 2014, this number increases to 35 percent.[10]

Economic Development

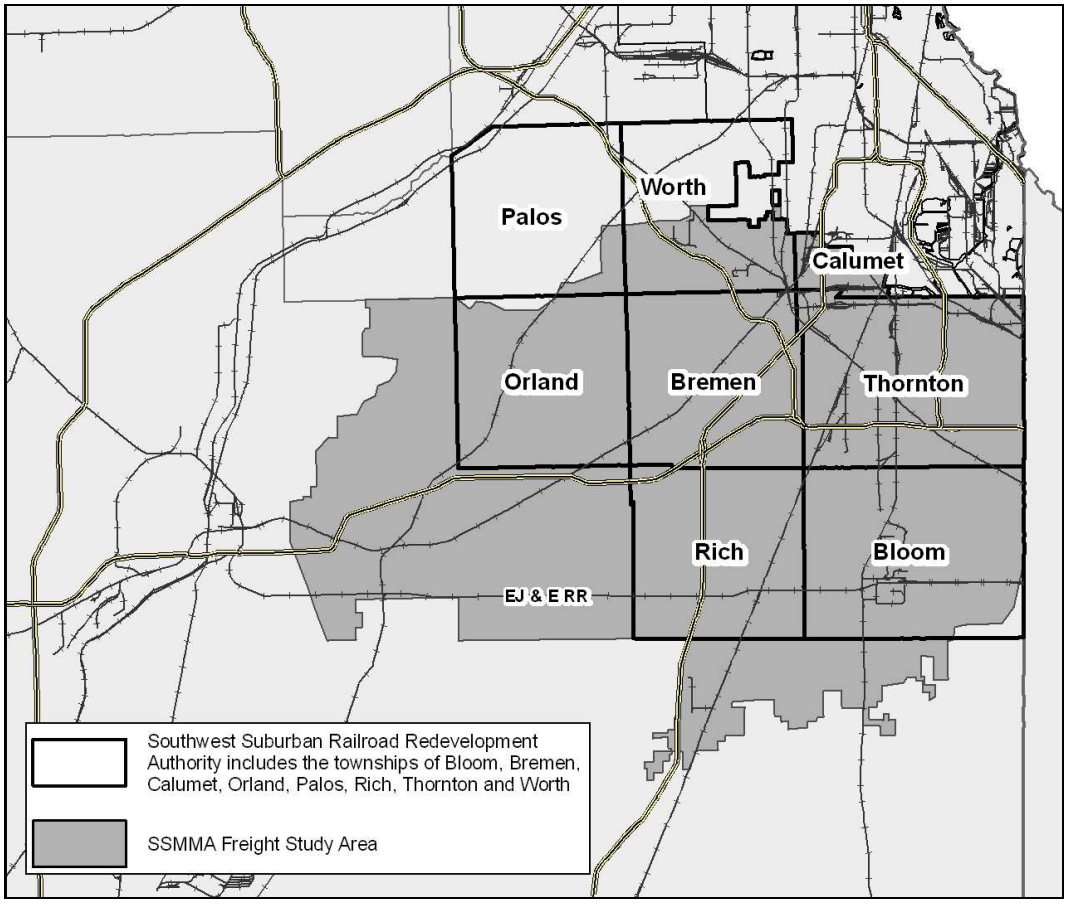
Economic development is an established goal in the Chicago Southland, and an opportunity to capitalize on the transportation, distribution and logistics industry has been identified. The Chicago Southland Economic Development Corporation was established to "identify, organize, and mobilize public and private resources that will result in the creation and expansion of businesses, thereby providing economic growth, sustainable jobs, and development in the Southland." This entity has successfully brought together the member municipalities of the SSMMA and the private sector to develop a regional organization with greater planning capacity and a voice for the economic opportunities in the Southland. The CSEDC provides information and support to companies wishing to locate in the Southland and seeks to increasingly market the Southland as a logistics hub.

Southwest Suburban Railroad Redevelopment Authority

Public Act 95-122 authorizes creation of a Southwest Suburban Railroad Redevelopment Authority including the townships of Bloom, Thornton, Calumet, Bremen, Orland, Worth, Rich, and Palos. This includes most but not all of the area covered by this South Suburban Freight Study, as shown in Figure 2.1.

[10] An Examination of Employee Recruitment and Retention in the U.S. Railroad Industry, U.S. DOT and FRA, August 2007.

Figure 2.1 Southwest Suburban Railroad Redevelopment Authority Area



Source: Chicago Metropolis 2020.

This legislation states, "The Southwest Suburban area, by reason of the location therein of vital roadways and their use for vehicular travel in access to the entire southwest metropolitan Chicago area, as well as commercial and industrial growth patterns and accessibility to manufacturing and freight-related facilities, has become and will increasingly be the hub of transportation from all parts of the region and throughout the southwest metropolitan area. Motor vehicle traffic, pedestrian travel, and the safety of both motorists and pedestrians are substantially aggravated by the location of railroad grade crossings. Additionally, certain development opportunities may exist in the project area that would stabilize and enhance the tax base of existing communities, maintain and revitalize existing commerce and industry, and promote comprehensive planning within and between communities. The presence of the railroad grade crossings are detrimental to the orderly expansion of industry and commerce and to progress of the region. To alleviate this situation it is necessary to relocate the railroad tracks, to separate the grades at crossings, to acquire property for relocation or submergence of the railroad or highways, to create an agency to facilitate and

accomplish that relocation, and to direct infrastructure and development improvements in the Southwest Suburban area."

The Authority is to have a five-member board appointed by the Governor. It has the authority to acquire interests in property by various means, not including eminent domain, and can sell or exchange property as appropriate to achieve its purposes. It has no taxing powers but it can apply for and receive grants, loans, and appropriations from Federal, state, and local governments, railroads or schools. To make it eligible for certain grants, it will be treated as a rail carrier subject to the Illinois Commerce Commission's Crossing Protection Fund and other funds for promoting safety and separation of at-grade railroad crossings or highway improvements. Organizations such as these present an opportunity to serve as a vehicle for securing funding and managing freight improvement projects.

Municipal Trucking and Delivery Restrictions

An additional factor that governs freight delivery is municipal regulations on permitted delivery times. Many municipalities restrict delivery times to daytime hours with the intention of preventing noise and vibration during the nighttime hours when residents are sleeping. However, this requires that trucks be on the road and making deliveries during the most congested times of the day, which exacerbates traffic congestion for all roadway users.

The Metropolitan Mayors Caucus has held meetings with members of the CMAP Intermodal Advisory Task Force to discuss problems truckers face in delivering goods to various retail locations. The group has partnered with representatives from the trucking industry to identify communities where challenges exist with retail delivery locations. Communities identified in the study area where trucking challenges exist are Olympia Fields, Orland Park, and Palos Heights. Currently the Metropolitan Mayors Caucus is evaluating interest by communities in conducting a pilot project designed to address delivery issues.

3.0 Implementation Plan Goals and Action Items

All previous analysis has pointed towards the fact that there are tremendous opportunities to improve and grow goods movement in the Chicago Southland while enhancing the business climate and promoting economic development.

The following implementation plan goals present the important broad-level accomplishments that are necessary for successfully growing and improving the goods movement environment of the Southland. Each specific goal includes a description of what is needed, why it is important to successful implementation, and current activities of the SSMMA and CSEDC that accomplish these goals. Each goal is followed by specific action items to reach that goal.

The implementation plan goals focus on three key focal areas: **Integrating Freight into Transportation Planning and Programming**; **Engaging the Private Sector**; and **Marketing the Region for Freight Investment**.

- Goals that fall within the focal area **Integrating Freight into Transportation Planning and Programming** stimulate public investment in transportation improvements within the Chicago Southland with local, regional, and national benefit for goods movement.
- Goals that fall within the focal area **Engaging the Private Sector** create opportunities for economic development, privately funded infrastructure improvements, and public-private partnerships as a potential funding mechanism for freight improvements. Traditional public infrastructure investment is the backbone of the construction and maintenance of a transportation system to enable goods movement. However, private decision-makers also have an enormous impact on investment levels and infrastructure improvements within the Chicago Southland. For example, rail infrastructure is constructed and maintained by private rail operators, and many of the major intermodal facilities have been built by private developers.
- Goals that fall within the focal area **Marketing the Region for Freight Investment**, in addition to stimulating public and private investment in goods movement infrastructure, create a regional identity and engage and inspire the general public.

3.1 GOAL 1 – POSITION SSMMA AND CSEDC AS A REGIONAL AUTHORITY ON FREIGHT

The presence and involvement of an organization with authority on regional freight issues can greatly contribute to the prioritization of goods movement within the public and private sector planning and investment decision-making framework. SSMMA already is a respected regional planning organization with a strong voice on transportation issues. Moving forward, SSMMA will seek to strengthen its role in goods movement, positioning the organization as a clearinghouse on freight issues in the Southland.

NCHRP Report 594 *Guidebook for Integrating Freight into Transportation Planning and Project Selection Processes* lists designating a freight point-of-contact or technical lead in a transportation agency as the first of seven key elements of freight planning and programming integration.[11] Development of a network of freight points-of-contact with stakeholder transportation agencies, economic development authorities, public/private partnerships (such as CREATE), and private investment or development organizations can contribute greatly to the improvement of the goods movement environment in the Southland.

Benefits of recognition as a regional authority on freight include:

- Ensuring that freight issues are addressed within multiple transportation planning and programming activities;
- Coordinating freight priorities among multiple stakeholders;
- Putting forward one "face" to the private sector and building and sustaining relationships with private sector stakeholders; and
- Advocating advancement of potential freight projects within the planning and programming pipeline.

An organization serving as a regional authority on freight can play a significant role in ensuring that freight is maintained as a transportation priority. Freight awareness can be sustained and increased through regular collection and communication of the goods movement priorities of both public and private sector stakeholders. Regular freight-focused meetings provide an opportunity for discussion of emerging freight issues and coordination of plans.

In addition, a regional authority on freight can promote the development of freight expertise through staff training and education as well as external research efforts. According to the NCHRP, those transportation organizations that take advantage of the "full array of formal and informal training and educational

[11] NCHRP Report 594. *Guidebook for Integrating Freight into Transportation Planning and Project Selection Processes*, 2007.

opportunities offered by FHWA and others" tend to have the most successful freight planning programs.[12]

Currently, SSMMA is well positioned as a regional authority on transportation issues. SSMMA has strong institutional connections with CMAP, which supports a dedicated planning liaison position within the organization. SSMMA is a participant in the Intermodal Advisory Task Force organized by CMAP. In addition, CMAP is planning to direct the work of several interns towards Southland issues, working closely with the SSMMA. SSMMA is represented on the advisory boards of the Regional Transportation Authority (RTA), Metra Commuter Rail Service, and Pace Suburban Bus Service. The proposed acquisition of the EJ&E rail line by CN has presented several opportunities for SSMMA to work with CN and other rail owners, as have the ongoing activities of CREATE.

The CSEDC has strong ties to the private sector as its Board of Directors and various subcommittees have primarily private sector membership, including many members from the development community. However, opportunity for greater contact exists with a broader range of individuals involved in goods movement. According to the 2005 MIT study *Freight Transportation Infrastructure Survey: Causes and Solutions to the Current Capacity Crisis*, the majority of shippers and carriers never talk or meet with government agencies concerning freight transportation issues.

CSEDC has a growing relationship with the Center for Neighborhood Technology (CNT) and has worked with them to obtain a grant that will enable increased CSEDC staffing for at least one year. It is recommended that CNT and CSEDC work together to continue the development of a cargo-oriented development tool, discussed in greater detail later in this section.

Much more needs to be done to ensure that freight system expansion and related development work to the advantage of the Southland region. Toward this end, the South Suburban Mayors and Managers Association can provide leadership to create more effective mechanisms to coordinate planning and funding for freight infrastructure and related development.

[12]NCHRP.

Action Items

1.1 Establish Sustainable Freight Advisory Committee

To oversee the current study, SSMMA formed a Freight Advisory Committee. It is recommended that this Committee be continued as an advisory board. The membership of the Freight Advisory Committee should include shippers and carriers as well as associations representing those industries. The group should meet quarterly, with more frequent subcommittee meetings as needed. Meetings with educational speakers such as logistics providers, major shippers, and developers can help SSMMA, CSEDC, and Freight Advisory Committee members gain a better understanding of freight needs and how the region can attract and support this industry. Dates of meetings should be publicized well in advance to maximize attendance. Stakeholders noted during Stakeholder Workshop 2 that a Freight Advisory Committee should make efforts to include participants from external locales such as northwestern Indiana and Kankakee County.

The duties of the Freight Advisory Committee would include:

- Establish Goals and Objectives;
- Maintain Public/Private Dialogue;
- Identify Issues, Solutions, Funding Sources, and Strategies;
- Serve as a Liaison with Federal, State, County, Local, and Regional Agencies; and
- Serve as an Advocate for Coordinated Freight Planning in the Southland.

3.2 GOAL 2 – FOCUS INVESTMENT IN KEY LOGISTICS CORRIDORS

Focusing investment in key logistics corridors can promote a sustainable, efficient, and cost-competitive freight infrastructure. States and regions with successful freight planning programs often identify key freight corridors and facilities that contribute the most to statewide or regional economic competitiveness, mobility, or quality of life. This helps to emphasize freight's importance to regional economies and regional mobility and encourage its active consideration throughout the planning and programming process.[13]

[13] NCHRP.

The clustering of freight activities is generally positive for both public and private stakeholders. Public and private stakeholders can benefit greatly from focused investment that capitalizes on economies of scale and maximizes return. Marketing logistics corridors is easier than marketing disparate freight investment needs. When tailored data and regional benefits are presented for such corridors, stakeholders will more easily understand and support investment plans. Additionally, it is easier to segregate freight activity from incompatible land uses such as residential uses when it is clustered in corridors.

The Center for Neighborhood Technology's (CNT) research into cargo-oriented development lists the benefits of freight-focused business locations (with multiple modes of freight transportation available), including:[14]

- Reducing costs and increasing reliability for the first/last leg of intermodal shipments;
- Possessing the option to send or receive direct rail car shipments; and
- Accessing a large pool of potential employees.

The pursuit of the best access to multiple modes of freight infrastructure will lead to clustering around prime locations. On the public sector side, the clustering of freight businesses into key corridors creates benefits such as:[15]

- Maximizing freight movements by train (less polluting and more energy-efficient);
- Reducing the length of intraregional truck movements;
- Reducing congestion and air pollution; and
- Helping target investment and job growth to those communities with an available skilled labor force.

As part of the research conducted by CNT, the Southland was compared with the western suburbs of Chicago. The Southland was identified as having better available land assets to promote cargo-oriented development. CNT recommends that the Southland promote the region's available land to promote the competitive advantages of the region to developers.

CSEDC, together with SSMMA, presently targets economic growth along recognized Corridors. The formal Corridors they have adopted include the Metra Electric/Rock Island, New Calumet River, IL 394, I-80, I-57, and U.S. 30/Vollmer Corridors.

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[14]Center for Neighborhood Technology. *Cargo-Oriented Development: A Tool for Freight Planning in the Chicago Metro Area*. 2005.

[15]Center for Neighborhood Technology.

During the course of the South Suburban Freight Study, the I-80 East Logistics Corridor emerged. CSEDC has developed a marketing strategy that includes a dedicated web site page, a logo, and detailed descriptions of the available development opportunities along the Corridor. The Corridor includes a large number of SSMMA member municipalities, resulting in broad internal political support from CSEDC and SSMMA.

The I-80 East Logistics Corridor boasts access to I-80, I-57, IL 394, and I-94. The Corridor has sites ideal for logistics development within close proximity to existing and proposed intermodal facilities. In addition, the Corridor has premium rail access with spurs available from UP, CN, EJ&E, CSX, and IHB as well as access to the Little Calumet River. The Corridor is anticipated to benefit significantly from planned projects such as the I-57/I-294 interchange, the Illiana Expressway, and the South Suburban Airport.

Several assets within the I-80 East Logistics Corridor have emerged as potential catalysts of future development and increased investment in rail and highway capacity. The pending CN acquisition of EJ&E has brought increased attention to development surrounding both rail lines. Potential expansion of Gateway Intermodal Yard in Harvey presents opportunities to locate new businesses that utilize rail/intermodal transportation. The planned improvements to IL 394 and proposed Crete Intermodal Facility will also strengthen development potential. Opportunities for development along the Indiana Harbor Belt (IHB) corridor were the subject of a recent CSEDC Quarterly Forum.

A map of the I-80 East Logistics Corridor with highlighted assets is shown in Figure 3.1.

Action Items

2.1 Promote the I-80 East Logistics Corridor and Highlight Associated Assets to the Development Community

The I-80 East Logistics Corridor, discussed in Section 3.0, already benefits from CSEDC marketing efforts. CSEDC should continue to promote the development opportunities within the Corridor, focusing specifically on the assets highlighted below, which include:

- Access to five Class I railroads;
- Access to six major interstate highways and a comprehensive network of supporting U.S. and state highways;
- Access to four existing and one planned intermodal facility; and
- Access to a comprehensive marine transportation system through the Little Calumet River connection to the Great Lakes and Mississippi River.

SSMMA should focus research on existing land use and development opportunities by CMAP interns (see action items for Goal 11) around the I-80 East

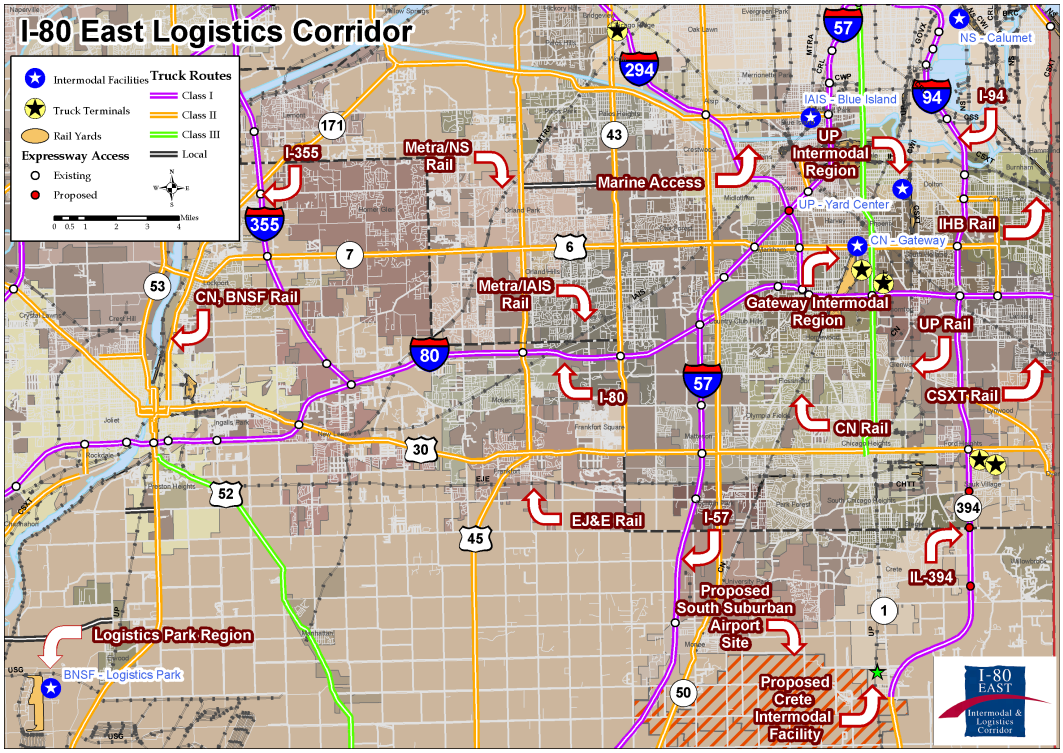
Logistics Corridor.

In addition, the use of the Center for Neighborhood Technology's cargo-oriented development tool to identify development opportunities (see action items for Goal 9) should focus on the I-80 East Logistics Corridor.

2.2 Develop I-80 East Logistics Corridor Asset Map for Use as a Marketing Tool

Figure 3.1, developed as part of the study, depicts the I-80 East Logistics Corridor and featured assets. It is recommended that this map be posted on the web page currently promoting the I-80 East Logistics Corridor and be distributed as needed to those with development and investment interests. A series of maps highlighting assets and development opportunities ahould be produced, focusing on assets of Corridor subareas for assistance with investment decisions.

Figure 3.1 I-80 East Logistics Corridor and Highlighted Assets



3.3 GOAL 3 – STIMULATE INCREASED FREIGHT AWARENESS, RESEARCH, TRAINING, AND COMMUNICATION

Sustained investment in goods movement infrastructure is necessary to prevent the supply of infrastructure from falling behind demand, leading to significant congestion that can lower the competitiveness of the region as compared to others.

As mentioned in Goal 1, the development of freight expertise through staff training and education can greatly strengthen the public sector contribution to freight planning.

External research efforts can close critical data gaps, provide greater insight into policy direction, and inform decision-making. Some examples of additional research efforts that could benefit goods movement in the Southland include:

- Truck Routing Inconsistencies;
- Impacts of Intermodal Facilities on Surrounding Land Uses;
- Freight Performance Measures;
- Detailed Commodity Flow Assessment; and
- Workforce and Labor Development Planning.

Staff training and development in freight issues is already a priority for SSMMA, as shown by the hiring of additional staff for CSEDC, the increased allocation of time by current staff to freight issues, and the planned involvement of CMAP interns in the achievement of SSMMA goods movement goals.

Current outreach efforts focusing on freight and economic development issues undertaken by SSMMA and CSEDC include regular meetings such as those of the SSMMA Transportation Committee, and participation in conferences such as the September 27, 2007 Land Development Conference in Tinley Park.

Action Items

3.1 Coordinate Seminars to Take Advantage of Existing Training Opportunities

Coordinating training seminars can help SSMMA encourage its staff and the staff of partner transportation organizations to take advantage of the Federal Highway Administration's (FHWA) Freight Professional Development Program that aids DOTs and MPOs in developing the expertise needed to face the challenge of growing freight flows on the nation's transportation system. Additional FHWA programs include the Freight Peer to Peer Program, the "Talking Freight" Seminar Series, and technical assistance available from the FHWA Resource Center. Formal freight planning and modeling courses are available from the National Highway Institute and numerous guidebooks and manuals are available from the National Cooperative Highway Research Program, the National Cooperative Freight Research Program, the Transportation Research Board, and others.

3.2 Conduct Freight Forums to Engage Private Sector

SSMMA should continue to encourage participation of the private sector in its freight discussions. While it can be challenging to engage freight stakeholders who have their own business objectives to meet, SSMMA should seek to engage freight stakeholders in a variety of forums and to continually refine the process to maximize private sector participation.

3.3 Publish Freight Column in SSMMA Newsletter

Newsletters and other ongoing communications should regularly include content on goods movement issues.

3.4 Add Freight Section to Web Site

The SSMMA web site should be upgraded to include a section on freight issues, including posting of freight studies, discussion of the Freight Advisory Committee activities, and links to regional freight web sites such as the IATF and CREATE.

3.4 GOAL 4 – PROMOTE NEEDED INFRASTRUCTURE IMPROVEMENTS

Business managers, in response to the 2007 *22nd Annual Corporate Survey and 4th Annual Consultants Survey*[16] (see Table 2.2 for more details), ranked highway access as their most important business site selection factor. As demonstrated in Tech Memo 1 and earlier sections of Tech Memo 2, certain infrastructure improvements are needed to maintain both mobility and capacity in the Southland and ensure that highway and multimodal access remains one of the Southland's strongest selling points for economic development.

Currently, SSMMA promotes infrastructure improvements in the Southland through legislative outreach. The group is active in identifying projects that will benefit the Southland. Typical meetings of the Transportation Committee of the SSMMA include updates from both the IDOT Bureau of Programming and the IDOT Bureau of Local Roads, ensuring that SSMMA is well aware of the infrastructure improvement schedule. Projects that SSMMA promotes frequently lead to the adoption of a supporting resolution, followed by an outreach effort to present the project benefits to legislators. This has proven to be highly successful for securing needed IDOT–managed highway improvements in the region.

Intelligent Transportation Systems (ITS) technologies, in addition to or in place of capacity expansions, can greatly improve a goods movement environment. ITS can limit delays associated with recurring congestion, such as those occurring during peak periods on the Interstate System in the Southland, through the use of traffic management strategies and technologies. Nonrecurring congestion, such as that caused by incidents, weather, or special events, can also be mitigated by the application of ITS. When used correctly, ITS technologies can be an effective substitute for or complement to increased capacity.

ITS and related commercial vehicle operations (CVO) activities are planned within the Southland (and all of Illinois) through the National ITS Architecture method outlined in SAFETEA-LU with IDOT as the lead agency. Within the Northeast Illinois IDOT Region, including all SSMMA communities, the ITS planning lead is CMAP's Advanced Technology Task Force (ATTF), which is currently involved in an update to the 2005 *Northeastern Illinois ITS Deployment Plan*. Projects identified in the 2005 Plan that impact the Southland include a feasibility/design study for a potential Will County Traffic Management Center to be possibly located at the Emergency Operations Center in Joliet. Additional projects of regional significance are a review of Will County field devices (including cameras, dynamic messaging signs, and emergency vehicle preemption) and a regional Emergency Traffic Operations System upgrade

[16] Gambale, Geraldine (ed.). *The 22nd Annual Corporate Survey and the 4th Annual Consultants Survey*. 2007.

which could improve response times to traffic incidents. A majority of the ITS projects identified within the Northeastern Illinois region are focused on the relief of recurring congestion within Chicago.

CVO is an area of ITS specifically targeted at improving goods movement efficiency and management through improved monitoring of commercial vehicle movements, identification of problem vehicles, notifying carriers of their best options for movement within and around metro regions, and addressing special concerns of hazardous cargo and oversized loads.[17] ITS user services identified by IDOT include commercial vehicle electronic clearance, automated roadside safety inspection, on-board safety and security monitoring, commercial vehicle administrative processes, hazardous material security and incidence response, and weigh-in-motion facilities. These applications are most effective on a broad scale when supported at the statewide level rather than a local or regional level. CVO functions represent the most significant opportunity to directly benefit freight shippers and carriers in the Southland.

Some widely applied CVO functions fall under the national program Commercial Vehicle Information Systems and Network (CVISN). The U.S. Department of Transportation's (DOT) *Introductory Guide to CVISN* describes the Federal Motor Carrier Safety Administration program as follows:

> *The CVISN program provides a framework or "architecture" that will enable government agencies, the motor carrier industry, and other parties engaged in CVO safety assurance and regulation to exchange information and conduct business transactions electronically. The goal of the CVISN program is to improve the safety and efficiency of commercial vehicle operations.*[18]

Illinois' CVISN program is led by the Illinois Commerce Commission. For a state to be considered Level 1-compliant with CVISN standards, statewide safety information exchange, e-credentialing, and e-screening must be compatible with the national CVISN data standards. The State is currently recognized as CVISN core-compliant but has not reached the completed core deployment status that 14 other states have achieved. CVISN, when active statewide, can greatly reduce regulatory delays and improve safety.

[17] IDOT. *Illinois Statewide Intelligent Transportation Systems (ITS) Architecture and ITS Strategic Plan*, August 2005.

[18] U.S. DOT. *Introductory Guide to CVISN*, February 2000.

Action Items

4.1 Adopt Resolutions to Support Transportation Infrastructure Projects

The following highway network improvements are recommended for the formal endorsement and support of SSMMA:

- Illiana Expressway;
- IL 394 improvements; and
- I-57/I-294 Interchange.

The following commuter rail improvements are recommended:

- Metra Southeast Service; and
- Metra Extension to Peotone.

In addition, support for enhanced access to, from, and between intermodal facilities and for CREATE projects is recommended.

4.2 Meet with Legislators and Regional Legislative Coalitions to Register Support for Infrastructure Improvement Projects

SSMMA can most effectively promote adopted resolutions in support of infrastructure projects by appealing directly to legislators and regional legislative coalitions as a collective body.

4.3 Develop and Distribute Southland Truck Route Map

SSMMA can improve the information available to truckers by developing and distributing a comprehensive map identifying local and state-maintained truck routes, updated on an annual basis or as needed. This work could potentially be undertaken by CMAP interns.

4.4 Host a Forum to Promote Freight Rail Connectivity Among Regional Railroad Operators

SSMMA should foster agreements between railroads as appropriate, using a forum to promote freight connectivity as an opportunity to promote mutually beneficial Southland rail projects. One opportunity for discussion is coordination with CN on plans for connections with the EJ&E and mitigation strategies at grade crossings, assuming the acquisition is approved. Another topic is a potential yard connection in Riverdale.

4.5 Participate in Planning of Freight Elements of South Suburban Airport

SSMMA should advocate for development of SSA, communicating with IDOT on how best to lend organizational support. SSMMA should monitor plans for freight operations as the airport plans are developed and ensure that freight is

considered in addition to passenger needs through participation in the IDOT planning effort.

4.6 Use Calumet Rivers Development Project to Identify and Support Projects to Improve Highway Connectivity to Ports

SSMMA should identify and support future projects that enhance highway connectivity with port facilities. SSMMA should coordinate with marine freight stakeholders to explore expansion of existing port capacity or the addition of new ports, as needed. With the lead agency role in the Calumet Rivers Development Project, SSMMA has the opportunity to assess the marine freight needs of the Southland. Future action items supporting marine freight infrastructure and highway connectivity can be identified and promoted through this maritime planning effort.

4.7 Participate in CMAP's Freight Committee and Advanced Technology Task Force

SSMMA's involvement in the ITS Architecture process, managed by the Chicago Metropolitan Agency for Planning's Advanced Technology Task Force, would give the Southland an opportunity to advocate for commercial vehicle operations (CVO) improvements as a high-priority item. When identifying ITS needs, SSMMA can communicate, through participation in CMAP's Freight Committee, the growing congestion issues within the Southland, identify proactive solutions to developing problem areas, and stress the need for long-range investment into CVO-related infrastructure such as full CVISN Level 1 compliance.

4.8 Facilitate Meetings Between Jurisdictions Regarding Potential Intermodal Facilities

Where helpful, SSMMA should coordinate potential developments between jurisdictions, promoting the regional benefits of the facilities, and avoiding jurisdictional conflicts that could delay or prevent intermodal development activity. Specifically, SSMMA should continue advocating for development of the Crete Intermodal Facility. SSMMA should market opportunities for intermodal facilities to developers as part of regular investor and developer outreach efforts.

3.5 GOAL 5 – COORDINATE LOCAL IMPROVEMENTS TO COMPLEMENT REGIONAL IMPROVEMENTS

Regional improvements anticipate (or respond to) increases in traffic and freight volumes that frequently also require complementary local improvements. Regional and local decision-makers need to coordinate the planning, scheduling, funding, and construction of complementary projects in order to maximize system performance and fiscal efficiency.

Coordination is needed to ensure that public and private freight investments are complementary as well. One of the concerns expressed during the Study's stakeholder interviews was the need for cooperative and coordinated regional planning to determine the cumulative impacts of facilities such as intermodal terminals on the Southland's transportation system and communities. Some respondents have found that public infrastructure is frequently not fully built out prior to the completion of a private development due to scheduling or funding delays. This has resulted in limited access to facilities, congestion, and other negative impacts on freight operations and to nearby communities.

As mentioned earlier, SSMMA's Transportation Committee receives regular updates from both the IDOT Bureau of Programming and the IDOT Bureau of Local Roads. This communication helps to coordinate local improvements with regional improvements. Additionally, the current SSMMA Surface Transportation Program's (SPT) *Project Selection and Programming Process* effectively emphasizes the promotion of regionally beneficial projects over locally beneficial projects. The process encourages projects receiving STP funding be ones that "promote regional and subregional travel and must serve as more than a local land access facility."[19]

The Chicago Metropolitan Agency for Planning (CMAP), created by legislation in 2005, has the legislative mandate, funding, and leadership to become an effective regional planning agency. Public Act 95-677, passed in 2007, further specifies CMAP responsibilities and authority including areas relating to freight. The complete CMAP statute is found in Chapter 70 of the Illinois Compiled Statutes, Section 1707.

Public Act 95-677 authorizes CMAP to develop, as a component of the regional comprehensive plan, "a regional freight component, the purpose of which is to create an efficient system of moving goods that supports economic growth of the region and sound regional and community development by identifying investments in freight facilities of regional, state, and national significance that will be needed to eliminate existing and forecasted bottlenecks and inefficiencies in the functioning of the region's freight network; recommending improvements in the

[19]SSMMA Surface Transportation Program's (SPT) *Project Selection and Programming Process,* 2005.

operation and management of the freight network; and recommending policies to effect the efficient multimodal movement of goods to, through, and from the region."

Public Act 95-677 also requires that CMAP review "Developments of Regional Importance." Section 47 of the Act states, "The Board shall consider the regional and intergovernmental impacts of proposed major developments, infrastructure investments and major policies and actions by public and private entities on natural resources, neighboring communities, and residents. The Board shall:

- Define the Scope of Developments of Regional Importance (DRI) and create an efficient process for reviewing them;
- Require any DRI project sponsor, which can be either a public or private entity, to submit information about the proposed DRI to CMAP and neighboring communities, counties, and regional planning and transportaion agencies for review; and
- Review and comment on a proposed DRI regarding consistency with regional plans and intergovernmental and regional impacts."

CMAP is currently developing a method to implement this process. SSMMA should urge CMAP to review any proposals for new intermodal development or significant expansions of existing intermodal facilities as developments of regional importance. In addition, SSMMA should actively participate in the DRI process. Since several intermodal developments are now being considered in the Southland, in order to be most relevant and timely, this review should be expedited.

SSMMA should advocate for the sharing of information among its members regarding any proposed intermodal facilities and related developments. SSMMA can assist its members by facilitating review of the benefits and impacts of such developments on the Southland. Once CMAP establishes its DRI review process, it will continue to be important for SSMMA to take a leading role in those reviews and be an advocate for sound, regionally responsible freight system development.

Action Items

5.1 Participate in the Development of a Methodology for Identifying Developments of Regional Importance

SSMMA should coordinate with CMAP on its development of a process for identifying Developments of Regional Importance. Once review procedures are in place, SSMMA should ensure that it has representation on the body that is charged with evaluating Developments of Regional Importance so that SSMMA participates in the review and refinement of such projects in its region.

5.2 Develop a Methodology for Identifying Potential of Sharing Benefits of Developments of Regional Importance

SSMMA should explore the potential of development of a methodology for sharing benefits (e.g., taxes) from regionally significant projects in the Southland to boost acceptance of large-scale projects across jurisdictional boundaries. This effort would likely commence with a detailed review of existing municipality benefit-sharing programs (freight-focused if possible).

5.3 Increase SSMMA Involvement in the CREATE Process in a Participatory Capacity

SSMMA should advocate for the funding and construction of CREATE projects within SSMMA communities through regular involvement in the CREATE process.

3.6 GOAL 6 – PROMOTE PRIORITIZATION OF PUBLIC INVESTMENTS WITH REGIONAL FREIGHT BENEFITS

In 2001, the annual contributions to the Chicago area economy of the rail-related segment of the freight industry were $2.8 billion in wages and $7 billion worth of production.[20] Frequently, the benefits of freight on the economy are not fully understood by decision-makers. Identifying and promoting the benefits of investment in goods movement infrastructure is one of the most important tasks for a regional freight authority.

Local stakeholders have an understandable desire to place local benefits above regional benefits. A regional authority needs to communicate how regional benefits translate into local gain.

The SSMMA *Project Selection and Programming Process* prioritizes regionally beneficial projects over locally beneficial projects. Benefits to the goods movement environment of the region, however, are only captured incidentally in the project selection process and freight benefits are not explicitly mentioned or rewarded.

The development of freight performance measures is one way to strengthen the prioritization of projects with regional freight benefits. Typical criteria for project selection include improvements to highway volume-to-capacity ratios, level-of-service ratings, safety, etc. These criteria rarely reflect the potential economic and business development benefits of freight improvement projects.[21] Quantifiable criteria such as mobility, economic development effects such as jobs or business attraction, and safety/security can improve the competitiveness of freight-related improvements.

One example of a method to promote the prioritization of projects with freight benefits comes from the Delaware Valley Regional Planning Commission (DVRPC). The DVRPC's Goods Movement Task Force identified 42 projects considered critical to the region's transportation system in the most recent long-range plan. This had the benefit of boosting the projects' selection potential for inclusion in the TIP and also helped publicize pending projects to the private sector, providing encouragement to continue participation in the planning and programming process.

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[20] Hewings, Geoffrey J.D. and John JY Seo, *Economic Impact of the Transportation Sector on the Chicago Economy 1970-2001 and the Potential Impact of Freight Transportation Capacity Limitations on Chicago, Illinois, and U.S. Economies, Executive Summary*. April 2001.

[21] NCHRP.

Action Items

6.1 Develop and Implement Methods for Calculating Public Benefits for Freight Investment

SSMMA should develop and implement methods for calculating public benefits for freight investment, such as employment creation, property tax increases, increases in property values, increases in average wage rates, and regional economic benefits. SSMMA should identify the benefits that are most important to each stakeholder and ensure that information about those benefits is communicated to each group, including elected officials, the public, and business leadership. This could commence with a study to develop freight benefit calculation methods.

6.2 Investigate Use of CMAP Funding on Modes Other than Highway

As part of prioritizing freight projects in SSMMA's programming process, it is recommended that SSMMA explore the use of CMAP funding on modes other than highway, such as maritime or rail. Projects that divert freight from highways onto other modes improve air quality by reducing vehicle miles traveled and easing congestion on the Southland's highways. Air Quality benefit points (see SSMMA's Project Selection and Programming Process, page 9) should be awarded for such projects where modal shift can be reliably demonstrated.

6.3 Include Freight-Related Criteria in SSMMA's Project Selection and Programming Process

Potential freight-related criteria and associated performance metrics that could potentially be included in SSMMA's Project Selection and Programming Process are found in Table 3.1. Additionally, the recommended relative weight each criteria should receive in the project selection process is shown, based on feedback provided by participants in Stakeholder Workshop 2. Inclusion of freight-related criteria will increase the competitiveness of freight projects, particularly by highlighting the significant economic benefits that accompany an improved goods movement environment.

Table 3.1 Freight-Related Performance Metrics

Criteria	Potential Performance Metrics	Recommended Weight
Economic Development	Industry Jobs Created, Industry Job Retention, Tax Base Improvement	High
Truck Mobility	Heavy Classification Vehicle Counts, Connectivity of Truck Routes	High
Access to Intermodal Facilities	Number of Intermodal Facilities and/or Intermodal Lifts within Certain Proximity of New/Improved Transportation Development	High
Reduced Travel Time, Congestion	Current and Projected Level-of-Service Impacts on Freight Travel Times in Dollars	High
Environmental Sustainability	Forecasted Volumes Shipped on Nonhighway Modes; Amount of Greenfield/Agricultural Land Consumed, Air Quality Improvement Due to Diversion to Nonhighway Modes	High
Safety/Security	Estimated Truck Crash Reductions, Highway-Rail Grade Crossing Number, and Severity of Crashes	Medium
Consistency with Regional Goals	Consistency with CMAP *2030 Regional Transportation Plan for Northeastern Illinois* and SSMMA goals	Medium

3.7 GOAL 7 – OBTAIN PRIVATE SECTOR INPUT INTO PUBLIC PROGRAMMING

Private sector stakeholders can be a wealth of information during the freight needs assessment. The needs and concerns of the private sector overlap significantly with public sector goals, especially in such areas as economic development, capacity of infrastructure, financing and funding of transportation projects, environmental issues, and safety issues. Interaction with chambers of commerce or other private sector groups is often an effective way to solicit private sector input and to develop and sustain relationships critical to effective freight planning.

Currently, private sector input into SSMMA programs typically comes from CSEDC. The Board of Directors of CSEDC is mainly composed of representatives of the private sector. Their input into freight developments is passed on to SSMMA. Frequently, SSMMA will then advocate the recommendations of CSEDC where they align with the collective desires of SSMMA member municipalities.

This study's stakeholder interviews provided significant insight into the freight needs of the region, summarized in Tech Memo No. 1, Section 6.0. Additional communication is needed on an ongoing basis to help the public sector proactively identify goods movement deficiencies and opportunities, particularly given the length of time needed for public sector infrastructure projects from conception to construction.

Action Items

7.1 Broaden Membership of CSEDC

SSMMA should continue to expand the organization's already significant participation by the private sector on the CSEDC. The membership of the CSEDC should be broadened to include more freight-oriented businesses in the region as well as carriers. Efforts should be made particularly to include active participation by businesses in the regional logistics corridors. When possible, this participation should encourage membership on the Freight Advisory Committee, but involvement should not be limited to those able and willing to make long-term commitments.

The CSEDC should continue to hold some meetings in a variety of locations throughout the region so that travel time is reduced for some participants. In addition, meetings should continue to address a range of topics designed to engage and educate shippers and carriers on the transportation planning process, as well as to seek input on needs.

SSMMA and CSEDC should work with the private sector to identify innovative solutions to freight operations challenges, such as the use of ITS as an interim solution prior to, or instead of infrastructure improvements.

3.8 GOAL 8 – IDENTIFY FUNDING MECHANISMS

SSMMA has the ability to bring together the leadership from multiple municipalities, government agencies, county representatives, and private sector representatives. However, to have the resources to conduct sustained freight focused planning and to accomplish the goals of the implementation plan, SSMMA will need to seek out additional funding.

The potential freight-oriented Federal transportation funding programs and financing tools are generally of four types as described below. In additional non-DOT Federal Programs may be a resource for financing freight improvements. These opportunities are summarized in Table 3.2.

1. **Federal Formula Grant Programs –** These are generally allocated by formula to states and/or localities for specified purposes. They are used at the dis-

cretion of states and localities for various eligible passenger and freight projects and typically focus on highway projects.

2. **Special Funding Programs –** Special Funding Programs target specific goals and objectives and have special eligibility criteria.
3. **Discretionary Programs –** Discretionary programs are administered by U.S. DOT or other designated agencies with projects selected annually based on certain criteria specified by law. However, such programs are often subject to earmarking by Congressional committees.
4. **Innovative Financing Tools –** These tools include loans, credit enhancement, and tax exempt financing programs that allow state and local governments, and in some cases private entities, to leverage various public or private revenue streams to help advance major projects.
5. **Other Non-DOT Programs –** These include programs managed by other Federal agencies that can be applied to freight improvements, as well as public-private partnerships.

Table 3.2 Funding Opportunities

Type of Program	Funding Program	Eligibility	Agency Approving Funding
Federal Formula Grant Programs	National Highway System (Title 23 USC Section 103)	Improvements designated highway intermodal connectors to intermodal facilities and on NHS system.	IDOT
	Surface Transportation Program (Title 23 USC Section 133)	Projects on any Federal aid highway, bridge projects on any public road, transit capital projects, and other state or local projects. Can be used for improvements to accommodate rail freight.	CMAP/ SSMMA
Special Funding Programs	Congestion Mitigation and Air Quality (CMAQ) Funds (Title 23 USC Section 149)	Projects that improve air quality by reducing transportation-related emissions in nonattainment and maintenance areas. Can be used to reduce truck, locomotive, or other emissions.	CMAP
	Highway Bridge Program (Title 23 USC Section 144)	Replacement, rehabilitation, or preventive maintenance on bridges.	IDOT

Type of Program	Funding Program	Eligibility	Agency Approving Funding
	Rail-Highway Grade Crossings (Title 23 USC Section 130)	Elimination of hazards and installation/upgrade of protective devices at grade crossings.	IDOT/ CMAP
	Truck Parking Facilities (SAFETEA-LU Section 1305)	New or expanded commercial vehicle facilities.	U.S. DOT/ FHWA
	Federal Transit Administration Fixed Guideway Modernization Program (Title 49 USC Section 5309)	Improvements to passenger rail systems aged 7 years or greater.	CTA/ Metra
	Capital Grants for Rail Line Relocation (SAFETEA-LU Section 9002)	Rail line relocation and improvement projects.	U.S. DOT/ FHWA
Discretionary Programs	Transportation, Community, and System Preservation Program (TCSP) (SAFETEA-LU Section 1117)	Projects to integrate transportation, community, and system preservation plans.	U.S. DOT
Innovative Financing Tools	Transportation Infrastructure Finance and Innovation Act (Section 1601)	Loans and credit assistance for major transportation investments of national or regional significance, including public intermodal freight facilities. Private rail projects are eligible.	U.S. DOT
	State Infrastructure Banks (Section 1602)	Infrastructure revolving funds that can be capitalized with Federal transportation funds.	IDOT
	Rail Rehabilitation and Improvement Financing (SAFETEA-LU Section 9003)	Loans and credit assistance to both public and private sponsors of rail and intermodal projects.	U.S. DOT/ FRA
	Private Activity Bonds (SAFETEA-LU Section 11142)	Tax-exempt private activity bonds for highway and freight transfer facilities. Private sponsors are eligible.	U.S. DOT

Type of Program	Funding Program	Eligibility	Agency Approving Funding
Non-DOT Funding Programs	Economic Development Administration Funds (U.S. Department of Commerce)	Projects that promote job creation/retention in economically distressed areas that are located within an EDA designated redevelopment area.	U.S. DOC
	Environmental Protection Agency (EPA) Brownfield Revitalization Program	Grants for brownfield cleanup	USEPA
	U.S. Army Corps of Engineers (USACE) – Harbor Maintenance Trust Fund	Funding for operations and maintenance of Federally authorized channels for commercial navigation	USACE

Following is a discussion of each of the five SAFETEA-LU-authorized programs in these categories followed by a discussion of non-DOT Federal programs.

Federal Formula Grant Programs

National Highway System

National Highway System (NHS) (Title 23 USC Section 103) funds transportation projects on the National Highway System, which is comprised of the following five subsystems of roadways:

- Interstates;
- Other Principal Arterial;
- Strategic Highway Network (StraHNet);
- Major strategic highway connectors providing access between major military installations and StraHNet; and
- Intermodal connectors.

The NHS program provides funding for roadways designated as part of the National Highway System, including intermodal connectors between the NHS and intermodal terminals. Eligible activities include construction, reconstruction, resurfacing, and rehabilitation on a roadway connecting the NHS with a truck-rail facility, port, pipeline terminal, or an airport. The Federal share of NHS funding is 80 percent. When funds are used for interstate projects to add high-occupancy vehicle or auxiliary lanes, but not other lanes, the Federal share may be 90 percent.

Surface Transportation Program (STP)

The STP Program (Title 23 USC Section 133, 104(b)(3), 140) provides flexible funding for projects on any Federal-aid highway, bridges on public roads, transit capital investments, and intracity and intercity bus terminals and facilities. Eligible freight projects include:

- Preservation of abandoned rail corridors;
- Bridge clearance increases to accommodate double-stack freight trains;
- Capital costs of advanced truck stop electrification systems; and
- Freight transfer yards.

The Federal share of STP funding is generally 80 percent. When the funds are used for interstate projects to add high-occupancy vehicle or auxiliary lanes, but not other lanes, the Federal share may be 90 percent. Certain safety improvements listed in the Highway Safety Improvement Program (23 USC 120(c)) have a Federal share of 100 percent.

STP funds for improvements to local urban highways and streets in the Southland are distributed through SSMMA, the designated regional council for the area.

Special Funding Programs under SAFETEA-LU

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

The CMAQ program (Title 23 USC Section 149) funds transportation projects and programs that improve air quality (by reducing transportation-related emissions) in non-attainment and maintenance areas for ozone, carbon monoxide (CO), and particulate matter (PM_{10}, $PM_{2.5}$). Both public and private entities are eligible to receive funds.

CMAQ funds have been commonly used for freight-related projects that improve air quality by reducing truck traffic. Examples of CMAQ-funded freight projects include construction of intermodal facilities, rail track rehabilitation, and new rail sidings in or benefiting nonattainment areas.

CMAQ funds are eligible when the project has clear environmental benefits. Funding priorities are a local decision and would require working through the MPO process.

Highway Bridge Program

The Bridge Program (Title 23 USC Section 144) provides funding for replacement, rehabilitation, and systematic preventive maintenance of bridges. Freight application of this program could include bridge rehabilitation and replacement with freight-related components or serving high truck volumes. States must use

a minimum of 15 percent of the funding for projects on off-system bridges (non Federal-aid eligible roadways).

Rail-Highway Grade Crossings

Formerly a set-aside of the STP program, the Rail-Highway Grade Crossing program (Title 23 USC Section 130) provides funding for projects that reduce the number of fatalities and injuries at public highway-rail grade crossings through the elimination of hazards and/or the installation/upgrade of protective devices at crossings. Legislation requires that states set aside at least 50 percent of the funding allocation for the installation of protective devices at rail-highway crossings. If all needs for installation of protective devices have been met, the funds available can be used for other at-grade crossing projects eligible under this program.

Eligible projects include:

- Separation or protection of grades at crossings;
- Reconstruction of existing railroad grade crossing structures, and
- Relocation of highways or rail lines to eliminate grade crossings.

This category of funds can be used in the corridor for new or modified rail grade crossings and relocations at state discretion and where a safety benefit is shown.

This category of funds would clearly be eligible for rail grade crossings that can show a safety benefit.

Truck Parking Facilities

A pilot program, the Truck Parking Facilities program (Section 1305) provides grants for projects that address the shortage of long-term parking for commercial vehicles on the National Highway System. Eligible projects include construction of new or expanded commercial vehicle parking facilities, construction of turnouts for commercial vehicles, improvement to interchanges, electrification systems, and ITS deployments for promoting the availability of parking. States, MPOs, and local governments are eligible recipients of program funds.

Federal Transit Administration Fixed Guideway Modernization Program

FTA's Fixed Guideway Modernization program provides funding for capital improvements on "fixed guideway" systems, including heavy rail, commuter rail, HOV systems and light rail. Transit and commuter rail providers are eligible to receive funds from this program for systems that have been in place for at least seven years. The funds are allocated to urbanized areas by a statutory formula. Although freight projects are not eligible to use this funding source, capital improvements on passenger rail lines shared with freight rail often provide joint benefit.

This program is a potential source of funding for aspects of freight projects that provide improvements to commuter rail such as the grade separation of freight and passenger tracks. Priorities for these Federally allocated funds are made locally and SSMMA projects compete with other passenger rail priorities in the region.

In the Chicago UZA, Fixed Guideway Modernization funds are first divided between Northeast Illinois, Northwest Indiana, and Southeast Wisconsin through interagency agreements negotiated by the RTA. CTA and Metra are eligible recipients in Chicago for these funds and funding allocations are largely at RTA discretion.

Rail Line Relocation Grant Program

The Rail Line Relocation Grant program (Section 9002) provides grants to states for local rail line relocation and improvement projects that improve highway vehicle flow, enhance quality of life, or expand economic development opportunities. SAFETEA-LU authorized $350 million per year for fiscal years 2006 through 2009, subject to appropriations.

Discretionary Grant Programs under SAFETEA-LU

Transportation, Community, and System Preservation Program (TCSP)

The Transportation, Community, and System Preservation (TCSP) Program is a comprehensive initiative of research and grants to investigate the relationships between transportation, community, and system preservation plans and practices and develop initiatives to improve such relationships. Grants are provided to states and local entities and potential private partners to carry out eligible projects to integrate transportation, community, and system preservation plans and practices that:

- Improve the efficiency of the transportation system of the United States;
- Reduce environmental impacts of transportation;
- Reduce the need for costly future public infrastructure investments;
- Ensure efficient access to jobs, services, and centers of trade; and
- Examine community development patterns and identify strategies to encourage private sector development patterns and investments that support these goals.

Section 1117 of SAFETEA-LU authorized the TCSP Program through FY 2009. A total of $270 million is authorized for this Program in FY 2005-2009. The TCSP Program is a FHWA Program being jointly developed with the Federal Transit Administration, the Federal Rail Administration, the Office of the Secretary, and the Research and Innovative Technology Administration within the U.S. DOT,

and the U.S. Environmental Protection Agency. These projects are typically earmarked by the Appropriations Committees.

These are typically small grants but nevertheless may provide a modest opportunity for SSMMA to demonstrate integration of intermodal freight transportation with community goals.

Other Discretionary Grant Programs

The following discretionary programs in SAFETEA-LU have been fully earmarked and no additional funds are currently available. However, similar programs may be available to fund freight in the upcoming transportation authorization bill.

- **High-Priority Projects (Title 23 USC 117) –** This program provides designated funding over a five-year period for 5,091 projects identified in SAFETEA-LU, some of which affect freight mobility.
- **Transportation Improvement Projects (Section 1934) –** This program provides funding for 466 earmarked projects, some of which affect freight mobility.
- **Projects of National and Regional Significance (Section 1301) –** This program provides funding for 25 high-cost projects that are expected to have national and regional benefits, including: 1) improving economic productivity by facilitating international trade; 2) relieving congestion; and 3) improving transportation safety by facilitating passenger and freight movement. Eligible projects include any surface transportation project eligible for Federal assistance under title 23 USC, including freight railroad projects. CREATE is funded under this program.
- **National Corridor Infrastructure Improvement Program (Section 1302) –** This program provides funding for planning, development, and construction of 33 highway projects in corridors of national significance to promote economic growth and international or interregional trade
- **Freight Intermodal Distribution Grant Program (Section 1306) –** This program provides funding for six intermodal freight transportation initiatives to relieve congestion and improve safety, and to address infrastructure and freight distribution needs at inland ports and intermodal freight facilities. SAFETEA-LU authorized $6 million per year through FY 2009. All available funds have been earmarked to six projects. Grants were $5 million or less and tended to be port-oriented although inland intermodal facilities were eligible.

Innovative Financing Tools under SAFETEA-LU

Federal financing tools potentially applicable to freight projects include loan, credit enhancement, and tax-expenditure programs as authorized in SAFETEA-LU. Some of these tools are options for consideration at a state level, therefore

SSMMA could advocate for the tool but could not implement it on its own. Others require that an entity exists that could be the recipient of loans or issue bonds.

Transportation Infrastructure Finance and Innovation Act

The Transportation Infrastructure Finance and Innovation Act (TIFIA) credit program (Section 1601) was originally enacted in the Transportation Equity Act for the 21st Century (TEA-21), and was modified by SAFETEA-LU. This program provides credit assistance (up to one-third of the project cost) for major transportation investments of national or regional significance. Credit assistance is provided through secured loans, loan guarantees, or lines of credit. SAFETEA-LU expanded TIFIA eligibility to private rail projects. Eligibility for freight facilities includes:

- Public or private freight rail facilities providing benefits to highway users;
- Intermodal freight transfer facilities;
- Access to freight facilities and service improvements, including capital investments for ITS; and
- Port terminals, only when related to surface transportation infrastructure modifications to facilitate intermodal interchange, transfer, and access into and out of the port.

SAFETEA-LU authorizes $122 million per year to pay the subsidy costs of supporting Federal credit under TIFIA. Lending authority is capped at $2.2 billion annually. Repayment of TIFIA loans is required to come from tolls, user fees, or other dedicated revenue sources.

The program requires the designation of a user fee for repayment of the loan over time. In the case of the Alameda Corridor, container fees are the source for repayment. The railroads do not favor this type of fee which they are required to collect from the users. For the Reno rail project, hotel tax receipts were designated as a source of repayment.

State Infrastructure Banks (SIB)

The new SIB program (Section 1602) under SAFETEA-LU allows all states to establish infrastructure revolving funds eligible to be capitalized with Federal transportation dollars authorized through fiscal year 2009. In addition, the implementation of multistate SIBs is permitted in the new legislation, which may encourage states to implement and fund projects (including regional freight improvements) that cross jurisdictional boundaries. States are also allowed to create a rail account within the SIB using funds available to capital projects under Subtitle V (Rail Programs) of Title 49 USC. Through the SIB, states can issue loans and other credit tools to public and private sponsors of transportation infrastructure projects.

This is a state option. For example, Pennsylvania has set up a rail account within their SIB to provide revolving grants and loans to local projects. Illinois does not currently have a SIB.

Rail Rehabilitation and Improvement Financing (RRIF)

The RRIF program (Section 9003) provides loans and credit assistance to both public and private sponsors of rail and intermodal projects. Eligible projects include acquisition, development, improvement, or rehabilitation of intermodal or rail equipment and facilities. SAFETEA-LU authorizes $35 million for this credit program, of which $7.0 million is directed to shortline and regional railroads. In addition, SAFETEA-LU eliminated two major issues limiting the attractiveness of RRIF loans to the railroads. First, it removed the requirement that collateral be provided. Second, it removed the "lender of last resort" provision, which required that applicants provide evidence that private lending was denied for the project by two lenders.

Private Activity Bonds (PAB)

Title XI Section 1142 of SAFETEA-LU amends Section 142(a) of the IRS Code to allow the issuance of tax-exempt private activity bonds for highway and freight transfer facilities. Therefore, state and local governments are allowed to issue tax-exempt bonds to finance the activities of "private persons," i.e., the private sector to construct freight transfer facilities. SAFETEA-LU includes a cap of $15 billion on private activity bonds.

This program allows private entities such as railroads or developers to participate with state and local jurisdictions in issuing tax-exempt debt for intermodal transfer facilities. Projects involving rail intermodal facilities are actively being considered in different parts of the country.

Other Non-DOT Programs

U.S. Department of Commerce – Economic Development Administration (EDA) Funds

EDA provides grants for projects in economically distressed industrial areas that promote job creation and/or retention. Eligible projects must be located within an EDA-designated redevelopment area or economic development center. Eligible freight-related projects include: industrial access roads, port development and expansion, and railroad sidings. Grantees must provide evidence of economic distress that the project is intended to alleviate. Grant assistance is available for up to 50 percent of the project, although the EDA could provide up to 80 percent for projects in severely depressed areas. EDA's Fiscal Year 2004 investments totaled approximately $278 million, with grants ranging from $12,000 to $5.6 million.

Environmental Protection Agency (EPA) Brownfield Revitalization Program

Through EPA's Brownfield Revitalization Program, the Federal government provides grants and loans for brownfield site cleanup. Brownfield sites could be redeveloped for commercial, residential, and/or industrial uses, including intermodal facilities. Site cleanup grants provide up to $200,000 per site to fund cleanup conducted by cities, development agencies, nonprofit groups, and similar entities at sites that they own. A 20 percent match (of funds or in-kind services) is required, although this can be waived in the case of hardship.

Brownfields Revolving Loan Fund (RLF) grants provide up to $1 million per recipient, available for up to five years, to establish state or locally administered loan funds. Local governments, states, and entities such as redevelopment agencies, regional councils, and land clearance agencies are eligible for these capitalization grants. A 20 percent non-Federal cost share in the form of money, labor, services, or materials is required.

U.S. Army Corps of Engineers (USACE) – Harbor Maintenance Trust Fund

The Harbor Maintenance Trust Fund (HMTF) provides funding for operations and maintenance (i.e., dredging costs) of Federally authorized channels for commercial navigation. Ports located along Federal navigation channels are eligible to receive HMTF funding. The FY 2007 budget included approximately $2.3 billion for Operations and Maintenance, of which $707 million (31.3 percent) was appropriated from the HMTF. The funds are distributed among 21 designated USACE regions.

Public-Private Partnerships

Historically, the public and private sectors have played different roles in enhancing freight transportation. For example, in the case of trucking, the public sector has built, owned, and operated transportation infrastructure – predominantly highways – and the private sector has used that infrastructure to conduct freight operations. With the rail mode, however, the private sector both owns the infrastructure and operates it, and the public sector promulgates and enforces safety regulations. Public-private partnerships can take advantage of the public and private sector's shared needs for and benefits from an efficient freight system. Such partnerships can increase the potential for leveraging private sector efficiencies and expertise in the construction and operation of freight infrastructure.

CREATE is a nationally cited example of a public-private partnership for a freight project that includes investment by the Federal government, freight and passenger railroads, state government, and city government. The public and private sectors are each investing in CREATE in proportion to the benefits they expect to realize.

Another example of how public-private funding mechanisms can benefit goods movement research and investment is through this study. The South Suburban

Freight Study was funded in part by a grant from Commonwealth Edison to the CSEDC. By exploring nontraditional sources of funding and presenting a case for the long-range implications of freight issues to private sector stakeholders, CSEDC was able to secure the funding necessary to complete a freight mobility assessment.

When developing funding strategies, it is important to recognize that there is potential for significant change in current transportation funding mechanisms on the horizon. Transportation stakeholders at the national level have recognized that the Federal approach to transportation planning and funding is no longer functioning effectively. The *Transportation for Tomorrow* report of the National Surface Transportation Policy and Revenue Study Commission released in January 2008[22] states that "the surface transportation system of the United States is at a crossroads" and that "a significant increase in public funding is needed to keep America competitive."

The report recommends streamlining the current 108 Federal transportation programs into 10 programs, with one dedicated to freight. The report strongly links goods movement to U.S. economic competitiveness:

> *It is not an overstatement to say that the Nation's potential for the creation of wealth will depend in great part on the success of its freight efficiency. Without changes, countries such as China and India, with more dynamic policies for transportation and economic growth, will challenge the U.S. in economic power and world influence.*

A dedicated freight program represents a major opportunity for increased planning and funding resources dedicated to goods movement.

A second program of the 10 recommended in the plan is targeted to addressing metropolitan congestion, which could also be very beneficial to the Southland given that one of the top five most congested highway interchanges for freight in the region is in the study area (I-80/I-94). A program that addresses regional congestion could provide significant benefits for truck traffic that shares the roadways with personal vehicles.

The Transportation for Tomorrow report recommends several dedicated sources of funds for the Federal freight program, including increased gas tax revenues, investment tax credits for freight capacity expansion, a portion of Customs duties, a Federal freight fee, highway tolling, and public private partnerships.

In regard to the freight fee, the report states, "The payers of such a fee must realize the benefit of improved freight flows resulting from projects funded by the freight program. Such a fee should be designed to ensure that commerce is not burdened by local and state proliferation of such fees; no mode of transportation

[22] www.transportationfortomorrow.org.

or port of entry is disadvantaged; and the ultimate consumer bears the cost." (See Commission report, Volume 1, page 42.)

While recommending a series of increases in the Federal gas tax in the near term, the report points toward an eventual transition to tolls and vehicle mileage taxes. This was a major point of disagreement among Commission members; a minority report written by the U.S. Secretary of Transportation recommended that tolling, congestion pricing and public-private partnerships be implemented in the near term. It was argued that pricing measures are an efficient method of managing the use of scarce transportation resources and can provide a fair method of funding improvements.

As a method of generating revenue for regional projects and promoting sustainable freight infrastructure investment, CMAP's research paper *An Overview of Intermodal Freight and Land Use Issues* calls for the creation of a revenue sharing scheme for freight activity within the greater Chicago area. This potentially controversial idea would be difficult to implement and sustain, but if done properly would help to encourage coordinated regional planning as opposed to projects drawn to municipalities with excessive incentives that do not take into account regional impacts.[23]

It is practical to explore potential organizations that could provide the framework for this type of intergovernmental action. One organization, just created by legislation enacted in 2007, is the Southwest Suburban Railroad Redevelopment Authority as described previously. At this time, however, this new entity does not have the scope, size, resources, and governing structure appropriate to take on the finance and coordination functions needed to fully enact the implementation plan.

[23] Podrid, Nathan. Chicago Metropolitan Agency for Planning. *An Overview of Intermodal Freight and Land Use Issues*. Working Draft, December 2007.

The SSMMA should consider the creation of a regional organization capable of financing and coordinating the implementation of freight system improvements and implementing programs such as variable roadway pricing to make the freight system more efficient. Such an organization could include municipal and county representatives, and involve private stakeholders including shippers, railroads, trucking companies, logistics firms, and developers.

Action Items

8.1 Aggressively Pursue Federal, State, and Private Funding Sources to Secure Funding for Infrastructure Programs

SSMMA should aggressively pursue selected Federal, state, and regional funding sources (see Table 3.2) to fund infrastructure improvements. SSMMA may wish to partner with other regional entities such as CMAP on pursuing freight funding. Funding sources for grade separations such as railroads, CMAP programs, and the Grade Crossing Protection Fund should be explored.

8.2 Host a Legislative "Freight Day" to Highlight Infrastructure Investment Opportunities and Benefits; Participate in Legislative Freight Days with Other Organizations such as the Illinois Trucking Association

Outreach to the Southland's state and Federal elected officials in the form of a legislative "freight day" can communicate the importance of freight to the region and help the Southland to collectively seek Federal support of freight policies and projects.

8.3 Testify at Federal and State Transportation Hearings on Freight Policies

As Federal and State transportation officials conduct legislative outreach to learn more about freight and its impact, SSMMA has an opportunity to share their understanding of the importance of freight on the Southland's economy.

8.4 Advocate for Dedicated Freight and Metropolitan Congestion Relief Programs in 2009 Federal Transportation Bill

SSMMA should communicate support of dedicated freight and metropolitan congestion relief programs as recommended in the report of the National Surface Transportation Policy and Revenue Study Commission.

8.5 Establish a Freight Transportation Fund via a Fee Assessed of SSMMA Member Municipalities

SSMMA should consider assembling funding to support ongoing freight advocacy and infrastructure efforts. For example, an annual fee of $5,000 per municipality could be assessed to create a freight planning fund of $210,000 per year. This fund could be used to support an additional staff member dedicated to freight planning, advocacy, and outreach efforts.

8.6 Support Increased CREATE Funding

SSMMA can help ensure that the Southland CREATE projects are built by advocating for increased funding of CREATE, including at least $100 million that was committed by the State of Illinois. Four CREATE projects are located in the SSMMA municipalities. The CREATE program overall has a significant funding shortfall, with just $230 million secured out of a $1.5 billion 2003 total cost estimate.

3.9 GOAL 9 – ENGAGE PRIVATE SECTOR INVESTORS TO STIMULATE ECONOMIC GROWTH

Private sector investment in the greater Chicago market continues to be the driving force for new employment and tax base growth. In Grubb & Ellis' 2007 Fourth Quarter *Industrial Market Trends Chicago* report, Central Will County is reported as having the highest industrial vacancy rate in the greater Chicago area at 18.2 percent. Central Will County and South Cook County have the greatest availability of vacant space, each with more than eight million square feet of available commercial property. This presents a significant opportunity for new businesses to locate in the Southland, especially given that costs are lower than in other parts of greater Chicago. Grubb & Ellis reports that, despite economic concerns, "new development activity is growing at an astounding rate [in the greater Chicago area]." Will County is expected to continue to lead the region in freight and warehouse industry growth[24], leading to increased jobs, tax revenue, and economic activity.

New development can be directed into key logistics corridors to maximize the benefits of existing and planned infrastructure as well as generate economies of scale that benefit shippers, carriers, and labor.

Currently, CNT, along with the CSEDC, is involved in an innovative research effort to develop a tool that will identify potential sites for cargo-oriented development. Cargo-oriented development focuses on concentrating manufacturing and distribution businesses at locations with efficient access to multiple modes of freight transportation, the presence of complementary businesses, and an available workforce.[25] Following the production and refinement of the tool, CNT and CSEDC will work with municipalities to create community-based action plans to foster sustainable cargo-oriented development.

[24] Podrid, Nathan. (CMAP).

[25] Center for Neighborhood Technology.

Action Items

9.1 Use Center for Neighborhood Technology's Cargo-Oriented Development Tool to Identify Development Opportunities in SSMMA Region

SSMMA should endeavor to use the tool to identify freight development opportunities of regional significance and to prioritize opportunities, particularly those in freight development corridors, such as the I-80 East Logistics Corridor (see action items for Goal 2). Once development opportunities are identified, SSMMA and CSEDC should consider the possibility of land banking and earmarking funds for land assembly and pre-development work.

9.2 Coordinate Cargo-Oriented Development Tool Results with CMAP Regional Asset Database

The results of the cargo-oriented development tool should be coordinated with development of centralized database on freight assets (See Goal 11).

9.3 Plan and Promote Truck Parking Development Based on Results of Truck Parking Study

Following the stressing of the importance of truck parking during the needs and inventory portion of the study, IDOT has commissioned a detailed review of truck parking needs and inventory for the Southland. It is recommended that the opportunities identified through this study are actively promoted to potential truck parking investors, both public and private.

3.10 GOAL 10 – CREATE WORKFORCE DEVELOPMENT STRATEGY

According to the 2007 *22nd Annual Corporate Survey and 4th Annual Consultants Survey*, the "availability of skilled labor" ranked fourth overall as a business site selection factor. Two important points can be inferred from this response. First, the size and industry-specific skills of the existing labor pool is a critical factor in attracting and retaining goods movement business investment within a region. Second, the lower relative scores of "training programs" and "proximity to technical university" (ranked 20th and 23rd respectively) indicate that business management is more interested in the current labor pool than in any long-range strategy to provide a skilled workforce. The burden falls to others to provide the necessary mechanisms to create a valuable workforce to attract investment.

The importance of a skilled local workforce was echoed during the study's stakeholder interviews. Interviewees felt that the freight industry needs to take into account the "Baby Boomer" retirement phenomenon by reaching out and

training a younger workforce to replace retiring "Boomers." Local colleges and universities were cited as potential aids in equipping the next generation of workers for the logistics field.

SSMMA and CSEDC work closely with the Will County Workforce Investment Board (WIB) to train and grow the labor in the Southland. The consortium of nine workforce boards in the Chicago area collectively sponsors industry summits and works to align education and labor opportunities to strengthen the regional economy.

Additional partners in workforce development are local colleges and universities. Moraine Valley Community College offers a Certificate Program in Supply Chain Management including coursework on transportation, logistics, and cargo security. South Suburban College's Business and Career Institute focuses on economic and workforce development. Prairie State College offers certificates in global supply chain and supply chain management. Governors State University also aids workforce development in the Southland.

Frequently educational institutions have too little contact with industry that will ultimately consider their graduates for employment. To ensure that transportation, warehousing, and logistics education programs are teaching the skills that are needed in the field today and forecasted for the future, input from employers is required. SSMMA can play a valuable role in bringing together its public and private sector members and the educational community to discuss current and future workforce development needs in this area.

Another potential partner in workforce development is the U.S. Department of Labor (DOL). For example, the DOL's Employment and Training Administration manages and funds the Workforce Innovation in Regional Economic Development (WIRED) program. The WIRED[26] program addresses regional workforce development via six steps:

- Identification of the regional economy;
- Formation of a core leadership group;
- Analysis of strengths, weaknesses, opportunities and threats;
- Creation of a shared regional identity and vision for the regional economy;
- Development of strategies; and
- Identification of resources and implementation.

The WIRED program has designated 39 regions to receive $325 million in grants to assist innovative workforce development. Although none of the WIRED grants have been awarded to Illinois regions, programs of this type should be researched and pursued in the future.

[26]http://www.doleta.gov/wired/.

Action Items

10.1 Identify Emerging Technologies and Associated Training Needs

As part of outreach efforts to the business and freight community, SSMMA should identify emerging technologies and associated training needs for the Southland labor force to support logistics in the region. SSMMA should coordinate with local higher education institutions and the transportation community (shippers, carriers) to determine the effectiveness of current transportation, warehousing, and logistics education programs and define new programs. SSMMA and higher education institutions should identify short- and long-term education needs including certificate, associate, and bachelor's degree programs.

10.2 Partner with Educational and Training Institutions to Identify and Submit Grant Applications for Transportation, Warehousing, and Logistics Training Programs

SSMMA should partner with educational and training institutions to identify and submit grant applications for transportation, warehousing, and logistics training programs to agencies such as the Department of Labor and Workforce Investment Boards. SSMMA should advocate for or, if necessary, conduct regional labor force development planning to strengthen applications.

3.11 GOAL 11 – SERVE AS PRIMARY DATA RESOURCE FOR SOUTHLAND FREIGHT ISSUES

Business managers seeking new facility locations typically undergo a detailed analysis of socioeconomic, demographic, land use, transportation, and location-specific factors to shape their investment decisions. One resource employed to help managers rate locations is the Conway Data Site Selection Checklist,[27] a 90-page list of the processes and analyses a firm may utilize for site selection. The transportation section includes 67 factors for consideration related to product shipping patterns and raw materials receiving patterns.

The development of a centralized, comprehensive, and dependable data resource for freight issues can greatly strengthen the attractiveness of the Southland as a region possessing a well-connected and reliable multimodal transportation network for goods movement.

[27] http://www.conway.com/cheklist/.

SSMMA is in the process of strengthening the data resources available for decision-makers. Working with the CSEDC, they have made significant progress on data collection and are moving into "organizing information on development opportunities categorized by significant commercial and industrial properties, industrial parks, brownfield sites, and tax reactivation properties."[28]

Action Items

11.1 Utilize CMAP's Full Circle Mapping Program to Complete Development of Central Database/Tool to Provide Data on Regional Development Opportunities

SSMMA should utilize the CMAP Full Circle Mapping Program to complete data collection efforts that increase the Southland's marketability to developers. SSMMA should provide enhanced data on business locations within key logistics corridors such as the I-80 East Logistics Corridor (see action items for Goal 2).

11.2 Maintain Updated Database Through CMAP Agreement and Staff Training

SSMMA should identify strategies for maintaining updated data, such as training SSMMA staff to process regular data updates or develop an agreement with CMAP to maintain data.

11.3 Incorporate Truck Parking Inventory into Database

Data on truck parking assets available from the ongoing IDOT study should be incorporated into the central database tool, and new projects can be considered to address needs and deficiencies.

3.12 GOAL 12 – STRENGTHEN REGIONAL IDENTITY

Marketing of the region for freight investment presents an opportunity to emphasize and promote the collective strengths of the region to both public and private decision-makers. Collection of a wide range of economic and transportation information is beneficial to promote the benefits of regional freight investment.

[28] http://www.ssmma.org/edc/programs/.

For example, a recent Metropolitan Milwaukee Association of Commerce (MMAC) effort was undertaken to create a regional identity in order to retain and grow a prosperous business community. The MMAC collected data on performance indicators including: business outlook; cost of living; demographic and economic indicators; economic trends; labor force characteristics; and wage surveys.

To promote freight-related economic development, dissemination of these data is important, in addition to detailed data on goods movement infrastructure and opportunities.

The *Logistics Quotient*[29] study of the most logistics-friendly U.S. cities reports that the Chicago Standard Metropolitan Statistical Area (MSA) ranks very high in several logistics categories. The area received an overall five-star rating, the highest ranking among 362 reviewed MSAs for railroad access, and the second highest ranking for both transportation and distribution industry and Interstate Highway access. Rankings are shown in Table 3.3.

Table 3.3 Chicago MSA Logistics Rankings

Category	Ranking (1-362)
Overall Rating	5 stars
Transportation and Distribution Industry	2
Work Force	26
Road Infrastructure	103
Road Density, Congestion and Safety	348
Road Condition	87
Interstate Highway	2
Taxes and Fees	294
Railroad	1
Waterborne Commerce	5
Air Cargo	5

Source: Logistics Today, March 2007; http://www.logisticstoday.com.

The highly competitive rankings and other collected data on the greater Chicago region can serve as an input into a marketing strategy for the Southland that highlights the strengths of the region.

[29] The annual *Logistics Quotient* study is produced by Expansion Management and Logistics Today magazines.

Acknowledging the areas where improvement is needed based on the logistics rankings is also important. The Chicago MSA scores poorly in road density, congestion, and safety, as well as taxes and fees. Marketing strategies should be prepared to counter concerns in these areas and provide solutions for private investors hesitant to invest based on these obstacles.

Action Items

12.1 Conduct a Facilitated Workshop with Stakeholders to Develop Regional Freight-Focused Branding Concepts

SSMMA should conduct a facilitated workshop to generate and refine "branding" concepts, crafting an identity building on known strengths, including:

- Developable land;
- Competitive cost of leased space;
- Available labor force;
- Transportation assets; and
- "Hub within the Chicago Hub".

SSMMA should develop compelling communications elements, such as a logo or tagline highlighting goods movement assets.

3.13 GOAL 13 – CONDUCT TARGETED OUTREACH TO DEVELOPERS

Developers are a primary audience for SSMMA regarding investment opportunities in the region. SSMMA should continue to distribute information about logistics corridors and available parcels. Currently, SSMMA and CSEDC host open quarterly forums, exhibit at development conferences and are considering offering tours of key development opportunities in the region.

SSMMA's direct contact with elected officials in the region enables feedback on communities' receptiveness to certain types of freight investment. SSMMA can be a valuable facilitator, providing insight into potential facility design strategies that have been well accepted in the region and helping developers craft their plans so they have the best opportunities for success.

Action Items

13.1 Exhibit at Local and Regional Conferences to Showcase New Development Opportunities

SSMMA should continue to exhibit at development conferences, demonstrating new development opportunities and analysis tools as they become available.

13.2 Update Developers at CSEDC Meetings Regarding Available Development Opportunities

SSMMA should consider periodic updates to developers highlighting available parcels in the priority logistics corridors and their benefits. While CSEDC meetings offer the most regular platform, any additional outreach efforts would help to accomplish the goal of increased targeted outreach to developers.

13.3 Enhance Web Site Information Targeted Towards Developers as Results of CMAP Land Use Research, CNT Tool, and Truck Parking Inventory Become Available

SSMMA should continue to enhance information targeted to developers on its web site. Data enhancements could include results of CMAP land use research, the CNT's cargo-oriented development tool, and the truck parking inventory, potentially in an interactive format like an Internet Mapping Service (IMS) display.

3.14 GOAL 14 – ENGAGE THE GENERAL PUBLIC

A concerted effort to engage the general public can provide a variety of benefits to a regional freight program. The NCHRP *Guidebook for Integrating Freight into Transportation Planning and Project Selection Processes* lists an effective outreach strategy as one of seven key elements of freight planning and programming integration.[30] Frequently, outreach efforts are focused on transportation agency and private sector stakeholders with minimal regard for the significant impact that the general public can have in supporting (and opposing) freight infrastructure investments and generating positive or negative political will.

[30] NCHRP Report 594. *Guidebook for Integrating Freight into Transportation Planning and Project Selection Processes.*

Providing a steady stream of reliable information and opportunities for communication between the public and planners can create benefits such as:

- Ensuring information flow to the public is up to date and accurate;
- Obtaining valuable local input;
- Generating political support; and
- Promoting understanding of the link between goods movement and economic prosperity.

Engaging the public can help planners identify and understand the most significant concerns regarding increased goods movement in the Southland.

SSMMA's planned outreach efforts include launching a new web site with expanded content that will be accessible to the public.

Action Items

14.1 Develop Case Studies Documenting Benefits of Previous Freight Infrastructure Investment in the Southland

SSMMA should develop case studies documenting benefits of previous freight infrastructure investment in the region, focusing on aspects that resonate with the public such as job creation. These case studies can be used to promote additional freight infrastructure investment.

14.2 Develop and Distribute Consumer-Friendly Educational Materials, Such as Frequently Asked Questions about Freight

SSMMA can use consumer-friendly materials emphasizing the importance of the region to the national and international economy and helping the public understand how products get onto the shelves, what types of transport are used, and the important role of Southland infrastructure.

14.3 Conduct Open-House Meetings At Major Decision Points in Freight Investment

SSMMA should conduct open-house meetings early enough in the freight investment process that the public can provide input into design of facilities and mitigation of any negative impacts. SSMMA can use these opportunities to ensure that public benefits of new freight projects are communicated to the public.

4.0 Implementation Plan Schedule

The following section proposes a schedule for the specific action items introduced in Section 3.0. Priorities and lead agencies are assigned to each action item based on stakeholder feedback.

4.1 IMPLEMENTATION PLAN SCHEDULE

In order to provide a detailed, action-oriented implementation plan, feedback from stakeholders was solicited during Stakeholder Workshop 2.

Short-Term Action Item Priorities

In the short term, the key action items for the implementation plan include the formation of a sustainable freight advisory committee. Potentially securing funding through an SSMMA freight transportation fund could enable SSMMA to continue ongoing dedicated freight initiatives as identified in this plan. While CSEDC continues to develop outreach and marketing strategies and tools, SSMMA should work with CMAP and other regional partners to promote the prioritization of freight projects within project selection frameworks.

The short-term action items shown in Table 4.1 are intended for undertaking within six months following study completion.

Table 4.1 Short-Term Action Item Priorities and Lead Agencies

	Action Items	Priority	Lead Agency
1.1	Establish Sustainable Freight Advisory Committee	High	CSEDC
3.3	Publish Freight Column in SSMMA Newsletter	High	SSMMA
3.4	Add Freight Section to SSMMA Web Site	High	SSMMA, CSEDC
4.8	Facilitate Meetings Between Jurisdictions Regarding Potential Intermodal Facilities	High	CSEDC
5.1	Participate in Development of a Methodology for Identifying Developments of Regional Importance	High	CMAP
8.5	Establish a Freight Transportation Fund via a Fee Assessed of SSMMA Member Municipalities	High	SSMMA
13.2	Update Developers at CSEDC Meetings Regarding Available Development Opportunities	High	CSEDC
2.1	Promote I-80 East Logistics Corridor and Highlight Associated Assets to Development Community	Med	CSEDC, SSMMA

	Action Items	Priority	Lead Agency
2.2	Develop I-80 East Logistics Corridor Asset Map for Use as a Marketing Tool	Med	CSEDC
5.3	Increase SSMMA Involvement in CREATE Process in a Participatory Capacity	Med	SSMMA, CMAP, CM2020
6.1	Develop and Implement Methods for Calculating Public Benefits for Freight Investment	Med	SSMMA, CSEDC, CM2020
14.1	Develop Case Studies Documenting Benefits of Previous Freight Infrastructure Investment in the Southland	Med	SSMMA
6.3	Include Freight-Related Criteria in SSMMA's Project Selection and Programming Process	Low	SSMMA, CMAP
9.1	Use Center for Neighborhood Technology's Cargo-Oriented Development Tool to Identify Development Opportunities in SSMMA Region	Low	CNT, CSEDC
14.2	Develop and Distribute Consumer-Friendly Educational Materials, such as Frequently Asked Questions about Freight	Low	SSMMA

Mid-Term Action Item Priorities

The mid-term action items are intended for undertaking within the 6- to 12-month period following study completion. They are shown in Table 4.2. Once an organization has been established, SSMMA can begin the necessary coordination among regional stakeholders. Progress can be made in improving the public sector-provided freight needs, including more comprehensive truck routing information, improved freight-related ITS infrastructure, workforce educational and training opportunities, reliable data provision, and promoting and planning capacity improvements to the highway network. Funding for projects should be pursued and the development of a database focused on regional development opportunities should further progress.

Table 4.2 Mid-Term Action Item Priorities and Lead Agencies

	Action Items	Priority	Lead Agency
3.2	Conduct Freight Forums to Engage Private Sector	High	CSEDC

	Action Items	Priority	Lead Agency
4.1	Resolutions to Support Transportation Infrastructure Projects, i.e., Illiana Expressway, IL 394 Enhancements, I-57/294 Interchange, Metra Southeast Service Extension, Metra Electric Extension to South Suburban Airport, Enhanced Access To, From, and Between Intermodal Facilities, and CREATE Projects	High	Varies
4.2	Meet with Legislators and Regional Legislative Coalitions to Register Support for Infrastructure Improvement Projects	High	SSMMA
4.3	Develop and Distribute Southland Truck Route Map	High	IDOT
4.7	Participate in CMAP's Freight Committee and Advanced Technology Task Force	High	SSMMA, CMAP, IDOT, CM2020
11.1	Utilize CMAP's Full Circle Mapping Program to Complete Development of Central Database/Tool to Provide Data on Regional Development	High	CMAP, CSEDC
13.1	Exhibit at Local and Regional Conferences to Showcase New Development Opportunities	High	CSEDC
8.1	Aggressively Pursue Federal, State, and Private Funding Sources to Secure Funding for Infrastructure Programs	Med	SSMMA
8.2	Host a Legislative "Freight Day" to Highlight Infrastructure Investment Opportunities and Benefits; Participate in Legislative Freight Days with Other Organizations such as Illinois Trucking Association	Med	SSMMA, CSEDC, CMAP, Illinois Trucking Association
8.6	Support Increased CREATE Funding	Med	All
9.2	Coordinate Cargo-Oriented Development Tool Results with CMAP Regional Asset Database	Med	CSEDC, CMAP, CNT
10.1	Identify Emerging Technologies and Associated Training Needs	Med	CSEDC
12.1	Conduct a Facilitated Workshop with Stakeholders to Develop Regional Freight-Focused Branding Concepts	Med	Chicago Southland Chamber of Commerce
3.1	Coordinate Seminars to Take Advantage of Existing Training Opportunities	Low	CSEDC

	Action Items	Priority	Lead Agency
6.2	Investigate Use of CMAP Funding on Modes Other than Highway	Low	SSMMA, CMAP
7.1	Broaden Membership of CSEDC	Low	CSEDC, CMAP, RRs
8.4	Advocate for Dedicated Freight and Metropolitan Congestion Relief Programs in 2009 Federal Transportation Bill	Low	CMAP
14.3	Conduct Open-House Meetings at Major Decision Points in Freight Investment	Low	SSMMA

Long-Term Action Item Priorities

The long-term action items, shown in Table 4.3 and intended for undertaking after the first year following study completion, represent the long-range priorities for the Southland's goods movement environment. Informational resources and tools which become available should be integrated into CSEDC and SSMMA's ongoing efforts.

Table 4.3 Long-Term Action Item Priorities and Lead Agencies

	Action Items	Priority	Lead Agency
4.4	Host a Forum to Promote Freight Rail Connectivity Among Regional Railroad Operators	High	CMAP, CM2020
4.5	Participate in Planning of Freight Elements of South Suburban Airport	High	SSMMA, IDOT
5.2	Develop a Methodology for Identifying the Potential of Sharing Benefits of Developments of Regional Importance	Med	CMAP
8.3	Testify at Federal Transportation Hearings on Freight Policies	Med	SSMMA
13.3	Enhance Web Site Information Targeted Towards Developers as Results of CMAP Land Use Research, CNT Cargo-Oriented Development Tool and Truck Parking Inventory Become Available	Med	CSEDC
4.6	Use Calumet Rivers Development Project to Identify and Support Projects to Improve Highway Connectivity to Ports	Low	Port Authorities in IL and IN

	Action Items	Priority	Lead Agency
9.3	Plan and Promote Truck Parking Development Based on Results of Truck Parking Study	Low	CSEDC, SSMMA, IDOT
10.2	Partner with Educational and Training Institutions to Identify and Submit Grant Applications for Transportation, Warehousing, and Logistics Training Programs	Low	SSMMA
11.2	Maintain Updated Database Through CMAP Agreement and Staff Training	Low	CMAP, CSEDC
11.3	Incorporate Truck Parking Inventory into Database	Low	CSEDC, CMAP, IDOT, IIT

4.2 SUMMARY

The full list of recommended actions to improve the Southland's goods movement environment are shown in Table 4.4. By agressively pursuing the goals of this implementation plan, SSMMA can continue to develop the Southland into the most sustainable and prosperous "hub within a hub" it can be.

Table 4.4 Implementation Plan Summary

Goal		Action Items	Phasing[a]	Priority	Lead Agency
Position SSMMA and CSEDC as Regional Authority on Freight	1.1	Establish Sustainable Freight Advisory Committee	Short-Term	High	CSEDC
Focus Investment in Key Logistics Corridors	2.1	Promote I-80 East Logistics Corridor and Highlight Associated Assets to Development Community	Short-Term	Med	CSEDC, SSMMA
	2.2	Develop I-80 East Logistics Corridor Asset Map for Use as a Marketing Tool	Short-Term	Med	CSEDC

Goal		Action Items	Phasing[a]	Priority	Lead Agency
Stimulate Increased Freight Awareness, Research, Training, and Communication	3.1	Coordinate Seminars to Take Advantage of Existing Training Opportunities	Mid-Term	Low	CSEDC
	3.2	Conduct Freight Forums to Engage Private Sector	Mid-Term	High	CSEDC
	3.3	Publish Freight Column in SSMMA Newsletter	Short-Term	High	SSMMA
	3.4	Add Freight Section to SSMMA Web Site	Short-Term	High	SSMMA, CSEDC
Promote Needed Infrastructure Improvements	4.1	Resolutions to Support Transportation Infrastructure Projects, i.e., Illiana Expressway, IL 394 Enhancements, I-57/294 Interchange, Metra Southeast Service Extension, Metra Electric Extension to South Suburban Airport, Enhanced Access To, From, and Between Intermodal Facilities, and CREATE Projects	Mid-Term	High	Varies
	4.2	Meet with Legislators and Regional Legislative Coalitions to Register Support for Infrastructure Improvement Projects	Mid-Term	High	SSMMA
	4.3	Develop and Distribute Southland Truck Route Map	Mid - Term	High	IDOT
	4.4	Host a Forum to Promote Freight Rail Connectivity Among Regional RR Operators	Long-Term	High	CMAP, CM2020
	4.5	Participate in Planning of Freight Elements of South Suburban Airport	Long-Term	High	SSMMA, IDOT

Goal		Action Items	Phasing[a]	Priority	Lead Agency
	4.6	Use Calumet Rivers Development Project to Identify and Support Projects to Improve Highway Connectivity to Ports	Long-Term	Low	SSMMA, CMAP, Project Stakeholders
	4.7	Participate in CMAP's Freight Committee and Advanced Technology Task Force	Mid-Term	High	SSMMA, CMAP, IDOT, CM2020
	4.8	Facilitate Meetings Between Jurisdictions Regarding Potential Intermodal Facilities	Short-Term	High	CSEDC
Coordinate Local Improvements to Complement Regional Improvements	5.1	Participate in Development of a Methodology for Identifying Developments of Regional Importance	Short-Term	High	CMAP
	5.2	Develop a Methodology for Identifying the Potential of Sharing Benefits of Developments of Regional Importance	Long-Term	Med	CMAP
	5.3	Increase SSMMA Involvement in CREATE Process in a Participatory Capacity	Short-Term	Med	SSMMA, CMAP, CM2020
Promote Prioritization of Public Investments with Regional Freight Benefits	6.1	Develop and Implement Methods for Calculating Public Benefits for Freight Investment	Short-Term	Med	SSMMA, CSEDC, CM2020
	6.2	Investigate Use of CMAP Funding on Modes Other than Highway	Mid-Term	Low	SSMMA, CMAP
	6.3	Include Freight-Related Criteria in SSMMA's Project Selection and Programming Process	Short-Term	Low	SSMMA, CMAP

Goal		Action Items	Phasing[a]	Priority	Lead Agency
Obtain Private Sector Input into Public Programming	7.1	Broaden Membership of CSEDC	Mid-Term	Low	CSEDC, CMAP, RRs
Identify Funding Mechanisms	8.1	Aggressively Pursue Federal, State, and Private Funding Sources to Secure Funding for Infrastructure Programs	Mid-Term	Med	SSMMA
	8.2	Host a Legislative "Freight Day" to Highlight Infrastructure Investment Opportunities and Benefits; Participate in Legislative Freight Days with Other Organizations such as Illinois Trucking Association	Mid-Term	Med	SSMMA, CSEDC, CMAP, Illinois Trucking Association
	8.3	Testify at Federal Transportation Hearings on Freight Policies	Long-Term	Med	SSMMA
	8.4	Advocate for Dedicated Freight and Metropolitan Congestion Relief Programs in 2009 Federal Transportation Bill	Mid-Term	Low	CMAP
	8.5	Establish a Freight Transportation Fund via a Fee Assessed of SSMMA Member Municipalities	Short Term	High	SSMMA
	8.6	Support Increased CREATE Funding	Mid-Term	Med	All
Engage Private Sector Investors to Stimulate Economic Growth	9.1	Use Center for Neighborhood Technology's Cargo-Oriented Development Tool to Identify Development Opportunities in SSMMA Region	Short-Term	Low	CNT, CSEDC
	9.2	Coordinate Cargo-Oriented Development Tool Results with CMAP Regional Asset Database	Mid-Term	Med	CSEDC, CMAP, CNT

Goal		Action Items	Phasing[a]	Priority	Lead Agency
	9.3	Plan and Promote Truck Parking Development Based on Results of Truck Parking Study	Long-Term	Low	CSEDC, SSMMA, IDOT
Create Workforce Development Strategy	10.1	Identify Emerging Technologies and Associated Training Needs	Mid-Term	Med	CSEDC
	10.2	Partner with Educational and Training Institutions to Identify and Submit Grant Applications for Transportation, Warehousing, and Logistics Training Programs	Long-Term	Low	SSMMA
Serve as Primary Data Resource for Southland Freight Issues	11.1	Utilize CMAP's Full Circle Mapping Program to Complete Development of Central Database/Tool to Provide Data on Regional Development Opportunities	Mid-Term	High	CMAP, CSEDC
	11.2	Maintain Updated Database Through CMAP Agreement and Staff Training	Long-Term	Low	CMAP, CSEDC
	11.3	Incorporate Truck Parking Inventory into Database	Long-Term	Low	CSEDC, CMAP, IDOT, IIT
Strengthen Regional Identity	12.1	Conduct a Facilitated Workshop with Stakeholders to Develop Regional Freight-Focused Branding Concepts	Mid-Term	Med	Chicago Southland Chamber of Commerce
Conduct Targeted Outreach to Developers	13.1	Exhibit at Local and Regional Conferences to Showcase New Development Opportunities	Mid-Term	High	CSEDC

Goal		Action Items	Phasing[a]	Priority	Lead Agency
	13.2	Update Developers at CSEDC Meetings Regarding Available Development Opportunities	Short-Term	High	CSEDC
	13.3	Enhance Web Site Information Targeted Towards Developers as Results of CMAP Land Use Research, CNT Cargo-Oriented Tool and Truck Parking Inventory Become Available	Long-Term	Med	CSEDC
Engage the General Public	14.1	Develop Case Studies Documenting Benefits of Previous Freight Infrastructure Investment in the Southland	Short-Term	Med	SSMMA
	14.2	Develop and Distribute Consumer-Friendly Educational Materials, Such as Frequently Asked Questions about Freight	Short-Term	Low	SSMMA
	14.3	Conduct Open-House Meetings at Major Decision Points in Freight Investment	Mid-Term	Low	SSMMA

[a]Short-term – Within six months; Mid-term – Six to 12 months; Long-term – More than one year.