



ILLINOIS TOLLWAY



Final Report
December 2024



GREETINGS FROM ILLINOIS GOVERNOR JB PRITZKER

Greetings:

The Illinois Tollway is a powerhouse roadway system that connects millions of people and goods throughout Northern Illinois and beyond. Across its nearly 300 miles of highway, the Tollway is a safe and efficient system for customers and serves as a catalyst for the regional economy.

To that end, the Illinois Tollway is developing its new capital plan that will invest in improvements across its system to enhance the customer experience and support the communities the Tollway serves, while creating thousands of meaningful jobs for Illinoisans. The next capital plan will drive historic investment throughout the region building on four guiding principles: Innovation, Equitable Economic Development, Diversity and Inclusion and Sustainability.

Earlier this year, the Illinois Tollway convened the Stakeholder Advisory Team, representing the region, the transportation network and leaders throughout the state, who worked closely with the agency to build on the guiding principles and develop the plan's priorities and recommendations detailed in this report. This report reflects the vision and consensus resulting from regional collaboration and will serve as the foundation for long-term capital plan investments.

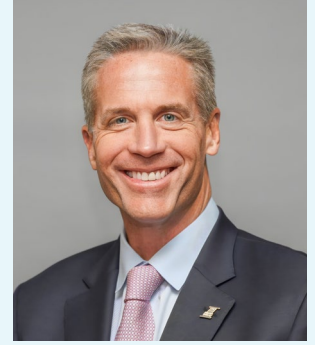
I want to thank the members of the Stakeholder Advisory Team for their dedication to this process, as well as the invaluable expertise and thoughtful input they provided. Together, we are building a more sustainable, equitable and prosperous Illinois for all.

Sincerely,

A handwritten signature in black ink, appearing to read "JB Pritzker".

JB Pritzker
Governor





GREETINGS FROM THE ILLINOIS TOLLWAY

Greetings:

Roadways are the critical backbone of our region. They serve as vital lifelines that connect people, communities and economies by facilitating the safe and efficient movement of goods, services and ideas. The Illinois Tollway has always been an agency that recognizes and embraces this responsibility and is continuously looking for ways to best serve our region and our customers.

An efficient and accessible transportation system is the foundation of great communities. Our next capital plan will be about more than roadways; it is an opportunity to drive transformational change in Illinois. The investments we make in the Tollway's infrastructure today reflect our values and will shape our system, our communities and our economy for generations to come.

Last April, the Illinois Tollway Stakeholder Advisory Team kicked off its planning efforts to further define the next capital plan's guiding principles and develop a framework for investments. The Stakeholder Advisory Team, comprised of more than 40 representatives from transportation, labor, business, environmental and other regional entities, worked together over the last several months to share their expertise, experience and the priorities of their communities to develop the recommendations outlined in this report.

We are energized by the enthusiasm and collaboration reflected in this framework and are excited about the opportunity that lies ahead. We look forward to sharing the final capital plan in the coming months and identifying new ways to work together to improve the vitality of our region.

We want to thank each member of the Stakeholder Advisory Team for their commitment and thoughtful participation. We look forward to celebrating the impact of our work for years to come.

Sincerely,

Cassaundra Rouse
Executive Director
Illinois Tollway

Scott Paddock
Chairman, Strategic Planning Committee
Illinois Tollway Board of Directors



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Executive Summary

The Illinois Tollway's next capital plan is set to drive transformative investment across the state to deliver long-term benefits through infrastructure.

The Stakeholder Advisory Team (SAT) has developed capital plan recommendations centered around the themes of customers, the agency and the region. These recommendations collectively will provide lasting benefits and opportunities for all communities.

Through a balanced focus on equitable economic growth, innovation, diversity and inclusion and sustainability, the Illinois Tollway's next capital plan stands as a model for public investment that prioritizes both economic opportunity and community values. **This foundational approach will deliver a forward-looking, inclusive, and impactful transportation system for the people of Illinois.**



Prioritize safety, innovation and equity to enhance the customer experience.

Illinois Tollway customers are at the heart of the Illinois Tollway. In order to meet the evolving needs of customers, the SAT recommends the Tollway:

- ▶ Explore opportunities to make the Tollway more accessible to low-income customers;
- ▶ Evaluate policies and technology that support safer tollway travel;
- ▶ Investigate opportunities to leverage Tollway assets to provide passenger and commercial operators with cutting-edge amenities along the Tollway, including an alternative fueling network; and
- ▶ Assess regional growth to plan for Tollway capacity needs that will reduce congestion and support the efficient movement of people and goods.

Optimize the Illinois Tollway agency and operations to support a more diverse, efficient and sustainable future.

The region depends on the Tollway to power its communities and economy. To ensure the Tollway remains an agency that delivers on infrastructure for generations to come, the SAT recommends:

- ▶ Examine system assets and determine opportunities for generating diverse revenue sources;
- ▶ Advance opportunities to drive new sustainable practices in operations, including energy and construction;
- ▶ Grow a robust workforce pipeline that prioritizes equity, innovation and safety; and
- ▶ Drive a procurement process that balances equity with innovation and efficiency.

Drive inclusive, resilient growth across the region through investment.

The SAT places a high emphasis on equitable, inclusive economic growth, ensuring all regions and communities benefit and prosper from infrastructure investments. To that end, the SAT recommends the Tollway:

- ▶ Support a highly-integrated regional transportation network by identifying new ways to leverage Tollway assets to better connect people, including through transit interconnections and partnerships;
- ▶ Promote investments and policies that protect and enhance the natural environment;
- ▶ Identify opportunities to collaboratively enhance Tollway access and connectivity in emerging and flourishing residential and business communities; and
- ▶ Build a more resilient region by anticipating risks to the Tollway network and prioritizing mitigation investments.



Capital Plan **Approach**

The capital planning process brings together voices from stakeholders, customers and partners across the region to help envision an open, transparent and impactful capital program rooted in regional collaboration.

Through this process, the Illinois Tollway will advance transformative capital investments that support a stronger Illinois for all.

The role of the Stakeholder Advisory Team and this report is to capture the voices and priorities of the member organizations and articulate clear values and recommendations for the next capital plan. This report, along with feedback obtained through the Tollway's other ongoing outreach efforts, will serve as a key resource for the Strategic Planning Committee and the agency.

These stakeholder insights, in conjunction with the findings from the agency's ongoing technical and financial review, will inform a capital plan that delivers for customers, the agency and the region. The next capital plan aims to cement the agency's legacy of delivering transformational infrastructure projects that contribute to regional mobility.

CAPITAL PLANNING PROCESS



Regional Community Engagement

Regional community engagement lays the foundation of a capital plan. To deliver impactful and meaningful benefits to Tollway customers and communities, the Tollway executed a multifaceted engagement plan throughout the transportation industry and communities within the Tollway region.

Efforts include participation at regional transportation and community events, coordination of open houses with regional partners and educational institutions, meetings with local civic leaders, and the facilitation of surveys. These efforts have engaged participants from more than 275 zip codes across the system and the feedback generated will be integrated into the next capital plan.

Stakeholder Advisory Team (SAT)

The SAT advances Governor JB Pritzker's four guiding principles within the capital plan recommendations detailed in this report. Together with public input and engagement, these recommendations serve as the foundation for the investments in the final capital plan.

Strategic Planning Committee

The Strategic Planning Committee is an ad hoc committee of the Illinois Tollway Board of Directors that guides policy and provides oversight to the strategic and capital planning processes.

The Committee reviews recommendations formulated through the SAT and assesses project priorities to ensure alignment with the vision and guiding principles set forth by Governor JB Pritzker, the public and the Tollway's technical and financial review.

Technical and Financial Review

Technical and financial review of the capital plan ensures the recommended projects and investments are customer-focused, technically feasible, align with financial resources and regulatory requirements, and address regional needs of the system.

Illinois Tollway Board Approval and Adoption

Illinois Tollway Board approval and adoption of the next capital plan, presented by the Strategic Planning Committee, follows completion of the technical and financial review. Comprehensive public engagement occurs prior to final adoption by the Board of Directors.

Guiding Principles



Outlined by Governor JB Pritzker and core to the Illinois Tollway capital planning process are the four guiding principles:

- ▶ Innovation
- ▶ Diversity and Inclusion
- ▶ Sustainability
- ▶ Equitable Economic Development

These principles were central to Stakeholder Advisory Team meeting discussions and outcomes, and will continue to shape the plan's investments.

The Illinois Tollway has a strong legacy of success in implementing bold and innovative solutions to improve the region's transportation infrastructure. The next capital plan, as informed by these four guiding principles, will set the agency and the region up for success and identify major future investments.

The four guiding principles provide a firm foundation for the Tollway to build the framework of the next capital plan.



INNOVATION | *Revolutionize Infrastructure*

The Illinois Tollway is leading the way to building better roads by building stronger bridges of connection, from top-notch technology to the people it impacts. That means efficient roadways, safer drivers, and streamlined tolling. From government to grassroots, our journey supports the movement of goods and people to keep our region rolling. We're listening, learning and innovating to improve the driving experience.

DIVERSITY AND INCLUSION | *Invite Inclusion*

The Tollway cares not just about roads, but the people who travel, work and live around them. Just like every road is unique, so are the people— and we celebrate that. We set fair tolls, support job training and honor the voices of the diverse communities we serve. Our roads pave a path that welcomes us all, brings us together and moves us into the future.

SUSTAINABILITY | *Drive Sustainability*

The Illinois Tollway exists at the crossroads of economic sustainability and ecosensibility. Whether it's linking tollways with public transportation or using environmentally friendly building techniques, every mile forward is aimed at shaping a greener future, in more ways than one. By embracing creative funding solutions, teaming up with public and private partners, and working together, the Tollway is building a lasting legacy.

EQUITABLE ECONOMIC DEVELOPMENT | *Empower Equity*

Illinois Tollway roadways are more than a means to get you from point A to point B; they are expressways of equity. The Tollway is focused on making sure everyone, no matter where they live, can access the services and jobs they need. By choosing to support the projects that meet those needs, the Tollway is making sure the roads to success are open to all.



Stakeholder **Advisory Team** (SAT)

In April 2024, the Stakeholder Advisory Team was convened to provide recommendations to the Illinois Tollway as it develops the next capital plan and to provide a framework to advance its long-term capital priorities.

- ▶ Held five meetings over the course of eight months
- ▶ Provided insight and perspective
- ▶ Challenged leaders to be bold and be innovative in their approach
- ▶ Engaged with members at a site visit highlighting positive impacts of project construction

ESTABLISHING THE STAKEHOLDER ADVISORY TEAM



The Stakeholder Advisory Team (SAT) is comprised of leaders representing non-profit, civic, business, labor, environmental, transportation and advocacy organizations across the Tollway region and the state. Drawing on their extensive experience and expertise, the SAT members worked collaboratively over several months to outline the values of the region and provide the Tollway with recommendations that will shape the scope and impact of the next long-term capital plan.

The team focused on advancing Governor JB Pritzker's four guiding principles within the capital plan recommendations. The SAT recommendations are detailed in this report and, together with extensive public input and engagement, will serve as the foundation for the investments included in the next capital plan.

NON-PROFIT
CIVIC
BUSINESS
LABOR
ENVIRONMENTAL
TRANSPORTATION
ADVOCACY



WORKFLOW



GUIDING PRINCIPLES

Outlined by Illinois Governor JB Pritzker, the guiding principles are visionary priorities that serve as the foundation for the development of the Illinois Tollway capital plan framework.

VALUE STATEMENTS

The Stakeholder Advisory Team developed value statements that expound upon the guiding principles, further defining the beliefs and themes that will be integrated into the investments of the next capital plan.

RECOMMENDATIONS

Recommendations propose priorities to ensure that the future Tollway capital investments result in elevating and expanding benefits and opportunities for customers, the agency and the region.

WORK PLANNING SCHEDULE

APRIL 2024

- ▶ **Stakeholder Advisory Team (SAT) Announced**
- ▶ **Inaugural SAT Meeting**
 - Introductions and team building
 - Illinois Tollway overview
 - Trends in tolling

SEPTEMBER 2024

- ▶ **Presentation to Strategic Planning Committee**
 - Update on SAT priorities and draft value statements
 - Insights from outreach activities
- ▶ **SAT Meeting**

NOVEMBER 2024

- ▶ **SAT Meeting**
 - Edit and finalize draft recommendations for SAT report
 - Preview next steps for SAT report and capital plan

JANUARY 2025

- ▶ **SAT Report Issued**

SUMMER 2024

- ▶ **June SAT Meeting**
 - Opportunities and challenges from prior meeting
 - Interactive activities examining Innovation and Diversity and Inclusion
- ▶ **June SAT Site Visit**
 - Bensenville (M-16) Maintenance Facility
 - I-490/IL 390 Interchange construction site
 - Meet local elected officials and business leaders
- ▶ **Targeted Outreach – SAT Member Organizations**

OCTOBER 2024

- ▶ **SAT Meeting**
 - Reviewed draft value statements for SAT report

DECEMBER 2024

- ▶ **Submit SAT Report to Strategic Planning Committee for Adoption**



Meetings and Engagement

The SAT meetings were organized to be as comprehensive, interactive and inclusive as possible. The SAT is comprised of multidisciplinary leaders from across the region, each of whom represent a valuable stakeholder group or demographic in the Tollway region.

The meetings were designed to provide individual members the opportunity and space to share their experiences, insights and expertise with other members and encourage the formulation of a comprehensive, well-informed capital plan. Meetings included large and small group discussions, interactive activities and idea sessions. Throughout the process, feedback from SAT members was synthesized and provided back to the group for continued review and refinement.

In addition to the five SAT working meetings, members attended a site visit highlighting the I-490 Tollway Project. During this visit, members saw firsthand the holistic approach the Tollway takes to project planning and the economic benefits these projects can provide. Members were also joined by local civic and business leaders who shared how Tollway projects positively impact their local communities and businesses.

KICKOFF MEETING HIGHLIGHTS



The Stakeholder Advisory Team kickoff meeting allowed for participants to learn about the Tollway's current operations, existing capital priorities and the far-reaching impact of previous capital planning efforts and investments. Members also participated in a *Toll Academy* session presented by industry experts which provided a general overview of the history of tolling, innovations in the tolling and transportation industry, trends in public agencies across the country and a comparative analysis to similar-sized tolling organizations.

Due to the multi-disciplinary nature of the SAT, many members did not initially know one another and were eager to meet their fellow representatives. To build a sense of community, members engaged in several activities to introduce themselves, their role and organization, and their area of expertise. This established a framework for collaboration at subsequent meetings.

The meeting examined the capital plan development process and the role of the SAT, including how members fit into the larger process to empower and help them understand their responsibilities. Members ended the first meeting with an activity where they were able to ask questions about the Tollway, identify topics they wanted to learn more about and highlight future opportunities.

INTRODUCTIONS
TOLLWAY OVERVIEW
INNOVATIONS IN TOLLING
SAT MISSION AND CHARGE





Diversity and Inclusion

The Stakeholder Advisory Team examined the role of diversity and inclusion and discussed the potential opportunities that could be made to advance goals in a new Tollway capital program.

In small group facilitated discussions, members worked together to discuss the barriers and opportunities to advance an equitable, diverse and inclusive capital program.

The team discussed the impact on individuals and communities and the leadership role the Tollway could take to influence diversity and inclusion in capital programs across the country.

“ I saw different people, different professions, different races, different economic classes, all coming together to help us figure out what should be the next strategic plan for the Tollway.”
- Jacky Grimshaw, Center for Neighborhood Technology

DIVERSITY AND INCLUSION HIGHLIGHTS



Discussions ranged from exploring policies that have historically disenfranchised communities to limitations small businesses encounter when accessing the capital needed for growth. Groups prioritized the need for a strong, qualified and diverse workforce pipeline, as well as technical assistance support for firms navigating federal policies and programs.

Conversations were robust throughout the session, but members drew consensus around the need to prioritize multifaceted engagement, accessible opportunities and impactful policies to ensure the future capital plan investments yield meaningful outcomes.

Accountability Holistic
Culture Connectivity
Access Equity Intentional
Comprehensive Opportunity
Community

To advance the Tollway's priorities and leadership around diversity and inclusion, the following themes were identified:

- ▶ **Multifaceted Engagement:** Members felt that engagement should be developed and executed in a targeted and multipronged approach. Engagement must be intentional and consistent to ensure a wide range of voices and interests are being considered throughout all stages of the capital planning process and throughout implementation.
- ▶ **Accessible Opportunities:** Initiatives should meet and support people “where they are” – this includes physical location, as well as technical and capacity-building support to position underserved communities for successful participation.
- ▶ **Impactful Policies:** Refreshed look at diversity and inclusion policies and assess impacts to date, identify successful strategies and expand and strengthen areas with the greatest impact.





Innovation

Stakeholder Advisory Team members shared ways in which their organizations had successfully incorporated innovations in their operations and in their long-range planning efforts to succeed in a rapidly changing environment. This included lessons learned and a discussion on how this knowledge could incorporate innovation in the Tollway's next capital plan. It was understood that in discussions around innovation, the Tollway would take a holistic approach.

Opportunities to infuse innovative policies in project delivery, safety, customer experience and back-office systems were among the areas discussed.

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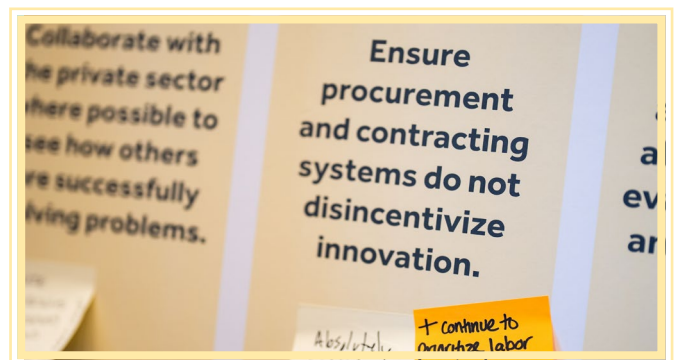
“ Let us make sure that the Tollway is leading the way in terms of technology and innovation and is doing so in a sustainable manner and being inclusive of everyone.”
– Erik Varela, Executive Director, Illinois International Port District



INNOVATION HIGHLIGHTS

SAT members agreed that the overarching goal of innovation is to strategically identify investments that will prepare the Illinois Tollway customers, communities and Tollway agency for the future and position them for success. In addition, partnering with industry leaders and developers, the Tollway should leverage existing assets to support regional sustainability, fiscal and operational goals for a robust and responsible transportation network.

The Tollway was encouraged to prioritize the exploration of emerging technologies and consider scalable solutions to deliver for customers, improve operations and lay a foundation for more robust transportation access.



Central to these themes included key takeaways outlined by Stakeholder Advisory Team members:

- ▶ **Enhanced Customer Service:** Innovation and technology can improve the customer experience by making travel easier for people and goods and roadways safer and more sustainable.
- ▶ **Efficient Operations:** A dedicated office or officer, such as a chief innovation officer, focused on evaluating, implementing and supporting innovation throughout the agency can help ensure coordination and efficiency across departments and within the organization. Technological innovations can include construction materials and processes, the use of technology in planning and modeling, and ways to build projects through partnerships.
- ▶ **Robust Transportation Network Access:** Key to vibrant communities and a healthy economy is a well-integrated transportation network. The Tollway should continue to explore ways to expand multimodal access throughout the system and could include greater transit access, expanded bus-on-shoulder, and improved pedestrian and bicycle access and integration.



Equitable Economic Development

A key focus of the Stakeholder Advisory Team was the continued need to equitably distribute the economic benefits provided by the Tollway.

This topic was examined in a series of small group and large group discussions giving members an opportunity to explore what equitable economic development looks like for the Tollway and explore how it can be prioritized in the next capital plan.

“The Tollway recognizes the importance of keeping business within the state and bringing in new economic opportunities, and we have seen more and more businesses come to Illinois as a result. I think that shows the value of ongoing collaborations with the Tollway.”

– Steve Anami, Illinois Hispanic Chamber of Commerce

EQUITABLE ECONOMIC DEVELOPMENT HIGHLIGHTS



SAT members noted that economic benefits can be recognized in a variety of ways, including greater physical access to goods and services, improved transportation options, equitable access to economic opportunities, and business and employment opportunities provided by capital improvement projects. SAT members identified specific examples for consideration including improved transit interconnections, additional access points to the Southlands and southeast portion of the Tollway region, and exploring transparent and equitable alternative toll rate structures.

In large group discussions, the team felt that the next capital program should focus on connecting communities to strengthen economic opportunities and benefits. To ensure equitable economic growth, they agreed that key stakeholders need to be a part of the planning process for projects starting at their inception. They also felt that differences in resources and capabilities among municipalities and stakeholder groups should be taken into consideration during the planning process and resources should be offered to level the playing field.

To drive meaningful equitable economic benefits throughout the region, the following were identified:

- ▶ **Maximize Economic Impacts:** Increase the ways communities can benefit from the Tollway's presence, including new access points, bus-on-shoulder and supportive transit stations, land-sharing and repurposed toll plazas. Positive economic impacts should also be promoted so drivers understand the value the system provides.
- ▶ **Coordinated Development:** Foster early and meaningful engagement with communities to coordinate new infrastructure with the development of nearby transit, commercial, multimodal and energy infrastructure.
- ▶ **Equitable Access to Opportunity:** Utilize Tollway projects to uplift and empower disadvantaged communities, identify and reduce barriers to participation in Tollway projects and programs and encourage strategic public-private partnerships.





Sustainability

The Stakeholder Advisory Team members explored sustainability through two different lenses – financial sustainability and environmental sustainability. Financial and environmental sustainability are equally important to the long-term success of the Tollway system and the members were adamant that both play a key role in the next capital program.

Members participated in facilitated discussions where they were asked to reflect on how their organizations represent sustainability priorities and goals.

“ Oftentimes when you think of the Tollway, you’re thinking about just the road and infrastructure. We’re thinking beyond that, making sure that we’re mitigating the environmental resources, thinking about the resiliency of the system overall, and how the system is impacting the neighboring communities.”
– Erin Aleman, Executive Director, CMAP



SUSTAINABILITY HIGHLIGHTS

SAT members expressed support for long-term environmental leadership and noted that initiatives could be applied not only to projects but also the agency's own operations. Members asked that the Tollway continue to build a legacy of environmental stewardship and identify additional ways to reduce stormwater runoff, expand wetlands and greenbelts, and reduce emissions. Members also felt the Tollway should explore the integration of electric vehicle infrastructure and renewable power generation.

When considering financial sustainability, members addressed the need to explore new and expand across sectors to diversify its revenue sources. In addition, members saw an opportunity for the Tollway to grow non-toll revenue sources, such as the Tollway's fiber-optic network to help sustain future growth opportunities and maximize its potential.



As a group, the members believed the Tollway should prioritize the following themes to ensure the health and resilience of the agency and region for generations:

- ▶ **Minimize Environmental Impacts:** Continue the Tollway's commitment to reducing environmental impact by incentivizing the use of sustainable and recycled materials in construction, minimizing congestion-associated air impacts, and expanding bike and pedestrian access over and around the Tollway.
- ▶ **Ensure Sustainable Revenues:** Ensure financial sustainability by evaluating the toll rate structure and identifying opportunities to encourage customer and revenue growth, minimize debt and support long-term regional value. Develop opportunities to expand public-private partnerships, as appropriate, and expand design-build to deliver infrastructure.
- ▶ **Expand Alternative Fueling Infrastructure:** Expand electric vehicle infrastructure, including charging stations, roadway signage, in-pavement charging pilot programs, and potential incentives for alternative-powered vehicles.



Recap and Recommendations Meeting

The feedback from the Stakeholder Advisory Team – including their draft value statements – was compiled into a series of 12 draft recommendations. These recommendations reflect the top goals and priorities the SAT members discussed and provide a guide as the Tollway evaluates potential projects and programs for the next capital plan. The recommendations are organized into three overarching themes – Customers, Agency and Region.

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“ This is an opportunity for us to think about how we could reimagine the Tollway so that it delivers not only for today, but really places a stake in the ground for the next century.”
– Dorri McWhorter, YMCA of Metropolitan Chicago

RECAP AND RECOMMENDATIONS MEETING HIGHLIGHTS



SAT members reviewed draft recommendations and engaged in small group discussions where they worked collectively to refine the recommendations. For example, when discussing the customer-oriented recommendations, SAT members encouraged the Tollway to consider and account for impacts to low-income drivers when exploring dynamic pricing models, ensuring roadway safety measures are multifaceted and comprehensive, implement new technologies equitably and in a fiscally responsible manner, and suggesting the Tollway should continuously evaluate traffic patterns to proactively increase system capacity and reduce congestion. The SAT members provided similarly thoughtful input on the recommendations related to the agency and the region.

**REVIEW DRAFT
RECOMMENDATIONS**

DEBRIEFING

**RECAP AND FINAL
THOUGHTS**

Following the small group discussions, members debriefed as a whole and were asked to provide feedback on any remaining recommendations or priorities they felt should be incorporated into the final SAT report. This feedback was captured and incorporated by staff into this report.

During the meeting, SAT members continued to encourage the Tollway to think creatively and innovatively as they reimagine the future of the agency. Members agreed that while this was the final SAT meeting, their involvement as Tollway stakeholders and partners in developing the next capital plan would continue.



SAT SITE VISIT

The Stakeholder Advisory Team was invited to attend a field visit highlighting the I-490 Tollway Project, providing members an opportunity to better understand how their recommendations can inform capital plan projects and see firsthand the economic impacts of the Tollway's capital investments. The I-490 Tollway, coupled with the new Illinois Route 390 Tollway, will connect businesses and communities with one of the nation's busiest airports, transit facilities, major freight transportation hubs, distribution centers and multiple interstate highways including the Jane Addams Memorial Tollway (I-90) and the Central Tri-State Tollway (I-294).

This field visit provided members with an up-close opportunity to learn about the holistic approach the Tollway takes to the project planning process, as well as the positive economic impact that projects can provide. Civic and business leaders shared with members how the I-490 Project is positively impacting their local communities and businesses and how these projects are advancing regional economic development goals.

These projects not only **advance transportation goals** but also help communities develop and transform their ability to **attract and retain new business**.



SITE VISIT AGENDA

- ▶ Welcome by Executive Director Cassandra Rouse, Strategic Planning Committee Chair Scott Paddock and Board Chairman Arnie Rivera
- ▶ Mayor Frank DeSimone, Village of Bensenville
- ▶ Nicholas Walny, Community Development Director, Village of Franklin Park
- ▶ Steve Golumbeck, VP of Development IDI Logistics, Franklin Park
- ▶ Ana Rovito, Leasing Manager for Prologis, Bensenville
- ▶ Jamie Rhee, Commissioner Chicago Department of Aviation
- ▶ Site visits



Tollway maintenance facilities are constructed to meet **Leadership in Energy and Environmental Design (LEED)** certification standards for sustainable design and construction.



“ I didn’t realize the extent to which the Tollway touches all the different facets of our lives, and I think that having a peek behind the curtain is important and very educational.”
– Ivan Solis, Hispanic American Construction Industry Association



SITE VISIT SCHEDULE

- ▶ **SITE 1:** I-490/I-294 Interchange Project
- ▶ **SITE 2:** I-490 at Franklin/Green Street and CPKCS Railroad Yard
- ▶ **SITE 3:** I-490/IL 390 Interchange construction site





Value Statements

The Stakeholder Advisory Team developed value statements to frame the recommendations for the next capital plan. The value statements are aspirational statements defining how the guiding principles should be applied to the next capital plan. These value statements, and the subsequent recommends, further define the Tollway's direction when identifying projects and programs for the next capital plan.

VALUE STATEMENTS



Customer Centric: The Tollway prioritizes the customer experience to set new standards in customer service.

The Illinois Tollway customer experience is at the heart of daily operations. The Tollway will leverage capital plan investments to continuously optimize the system and better meet the needs of customers through enhanced transponder capabilities, traffic efficiency, system amenities and streamlined administrative processes.



Regional Collaboration and Partnerships:

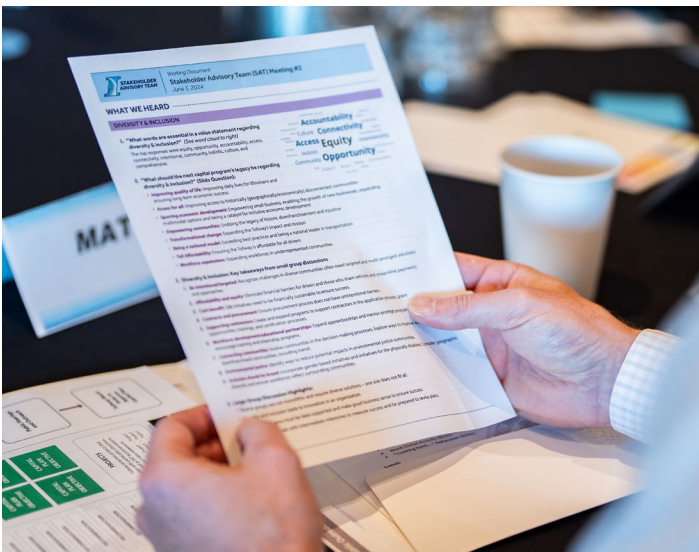
The Tollway leverages its role as a key regional transportation system to strengthen the economy, drive innovation and invest in the future.

The power of working together can result in transformational change. Through new and enhanced regional partnerships, as well as transparent public engagement, the Illinois Tollway will broaden its reach into communities, tap into new perspectives and expertise, and drive mutual benefits and collective goals in the region.



Equity: The Tollway elevates transportation infrastructure, policies and investments that support equitable benefits.

The Illinois Tollway champions equitable system access and meaningful investment in diverse and underrepresented communities. The Tollway is focused on improving mobility for geographically and economically disenfranchised communities, reducing barriers to workforce and diverse business opportunities and unlocking potential for economic growth in less connected communities.





Safety: The Tollway is committed to fostering a safe transportation system that supports the health of customers, Tollway employees, construction partners and regional communities.

Safety and health stands at the forefront of the Tollway's operations. The Tollway is committed to advancing holistic policies, partnerships, technology and innovative design solutions that reduce roadway and workplace incidents, resulting in a safer, healthier system for all.



Integrated Transportation Network: The Tollway supports an integrated regional transportation network that allows for multimodal service options that better connect Illinois communities to basic needs and opportunities.

The Illinois Tollway supports opportunities to effectively integrate multimodal service options into its system that will further enhance accessibility to affordable, reliable, efficient transportation in the region. By identifying and prioritizing these connections, the Tollway and its partners will strengthen Illinois' transportation network, promote better access to jobs, schools, housing and healthcare, and reduce environmental impacts.



Technology: The Tollway takes a forward-thinking and equitable approach to transportation technologies that result in the highest levels of safety and efficiency throughout its system.

The Tollway will support the continuous evolution of a modern and equitable transportation system. The Tollway will strategically harness technology, together with innovative policies, stakeholder engagement and industry experts, to deliver advanced mobility solutions that support an enhanced customer experience and a strong economy.



Environmental Stewardship: The Tollway champions, protects and enhances natural environments and ecosystems.

The Tollway will protect the system environment through conservation and sustainable practices that will enhance the well-being and resilience of its customers and communities. Efforts will elevate environmental justice for disproportionately impacted communities, as well as workforce development, energy conservation and clean transportation opportunities.



Fiscal Resilience: The Tollway implements progressive strategies and tools to support the agency's ability to adapt to economic adversity and dynamic markets.

As a key economic driver for the region, the fiscal health and resiliency of the Tollway are critical to ensuring the system is strong for generations to come. The Tollway will continue to evaluate progressive strategies and tools to support the agency's ability to withstand and adapt to economic adversity and dynamic markets.





Recommendations

Working from Governor JB Pritzker’s guiding principles, as well as the value statements, the Stakeholder Advisory Team developed the following Illinois Tollway Capital Plan recommendations to serve as a framework for capital investments.

These recommendations will guide Tollway improvements that:

- ▶ Enhance the **customer** experience
- ▶ Optimize the functionality and operations of the Illinois Tollway **agency**
- ▶ Enrich the **region** by driving collaborative investments that better connect people and businesses while improving the well-being of Illinois communities





RECOMMENDATIONS

CUSTOMERS

- ▶ Strive to be the safest roadway network in the nation.
- ▶ Enhance the customer experience through innovative and expanded services.
- ▶ Support the efficient movement of people and goods.
- ▶ Explore innovative toll pricing models and solutions.

AGENCY

- ▶ Evaluate system assets to identify innovative opportunities for revenue.
- ▶ Lead the nation in sustainable operations.
- ▶ Grow a robust, highly skilled workforce pipeline that prioritizes equity, innovation and safety.
- ▶ Drive a procurement process that balances equity with innovation and efficiency.

REGION

- ▶ Expand the role of the Tollway in regional mobility solutions.
- ▶ Advance initiatives and explore partnerships that support a clean environment and healthy communities.
- ▶ Improve Tollway access and regional connectivity for burgeoning communities, economic growth zones and commerce centers, while identifying equity investments to spur development.
- ▶ Assess Tollway assets and infrastructure and develop a resiliency strategy to better prepare the region for the impacts of climate change, energy demands, extreme weather events and other disruptions.

Customers

Strive to be the safest roadway network in the nation.

The safety of Illinois Tollway customers will continue to be a top priority for the agency. The SAT recommends the Tollway continue to identify innovative infrastructure design and technology solutions to reduce traffic incidents along the system.

The Tollway can take a multifaceted approach to safety enhancements, including incorporating weather and vehicle incident data, as well as Illinois State Police, community and customer input. Strategies include expansions of the system's camera and sensor network, as well as the roadside assistance program. The Tollway should continue to evaluate cutting-edge roadway design and technology solutions that leverage Artificial Intelligence and machine learning to further roadway safety. In addition, the Tollway should work with the Illinois State Police to enhance measures designed to curb excessive speed.

In addition to roadway infrastructure improvements, the Tollway has the opportunity to explore advanced communication solutions to enhance incident response time, as well as to provide real-time information and updates around incidents, roadway conditions and emergencies with its back-office systems.

Enhance the customer experience through innovative and expanded services.

Illinois Tollway customers deserve the highest level of service. The Tollway should continue to explore opportunities to provide amenities and programs that support and enhance a customer-oriented experience.

The SAT recommends the Tollway implement an effective, convenient alternative fueling network for zero-emissions vehicles, including the evaluation of feasibility studies and pilot programs for in-pavement charging and infrastructure for autonomous passenger and freight vehicles. The SAT also recommends the Tollway evaluate system assets to meet the needs of long-haul commercial operators, including areas for safe overnight parking, restroom facilities and Wi-Fi.

Finally, the Tollway must continue efforts to make roadway navigation and customer service interfaces easier, including enhanced signage, as well as improved website and customer feedback portals.





Support the efficient movement of people and goods.

Illinois Tollway customers have come to expect an efficient travel experience. Effectively moving people and goods will continue to be core to the Tollway's mission and are key to the health of the regional economy.

The Tollway needs to continue to evaluate traffic volume to identify opportunities to increase system capacity and reduce congestion through infrastructure improvements. The Tollway should prioritize congestion mitigation strategies, including the expansion and evolution of active traffic management systems and other innovative solutions that support the movement of vehicles. In addition, the Tollway has the opportunity to explore policies including variable tolling rates to incentivize travel during off-peak times and the implementation of priced managed lanes to better support the efficient movement of vehicles and encouraging carpooling thereby reducing vehicles on the road.

Explore innovative toll pricing models and solutions.

The Illinois Tollway has made great strides in making I-PASS transponders available to low-income communities and offering equitable tolling rates to those who need it. In addition, the Tollway's new sticker tags can be provided at no cost to customers.

The SAT encourages the Tollway to continue to evaluate opportunities to reduce the economic burden for low-income customers, including toll fees and Tollway violation fines, as well as I-PASS access challenges faced by those who are unbanked.

Agency

Evaluate system assets to identify innovative opportunities for revenue.

As transportation continues to evolve, the Illinois Tollway must continue to evaluate new and equitable revenue opportunities to remain fiscally resilient.

Across 12 counties in a region of more than 8 million people, the Tollway's rolling corridors offer a centralized location that is suitable for collocated utilities to serve the region's communities. The SAT encourages the Tollway to advance efforts to lease Tollway assets for telecom utilities. In addition, the Tollway needs to evaluate land use opportunities to support renewable energy infrastructure, as well as potential public/private partnerships or commercial developments that can both provide value for customers while helping to keep the Tollway affordable for customers.

Lead the nation in sustainable operations.

As the Tollway looks to the next capital plan, the agency has an opportunity to take a stronger leadership role in sustainable construction practices throughout its system.

The SAT recommends the Tollway reduce its carbon footprint in its operations by utilizing renewable energy where appropriate, transitioning to a zero-emissions fleet, and implementing incentives for sustainable construction practices, such as the use of materials that are locally sourced, renewable or generate less waste. In addition, the Tollway should make efforts to procure sustainable goods and services and consider procurement incentives for vendors who prioritize eco-friendly supply chain materials.





Grow a robust, highly skilled workforce pipeline that prioritizes equity, innovation and safety.

The Illinois Tollway directly and indirectly contributes to the employment of thousands of Illinoisans each year. These jobs provide competitive wages, as well as skill development and career advancement opportunities in areas such as construction, administration, maintenance, customer service and more. Tollway capital projects have the ability to uplift and empower disadvantaged communities and increase diverse participation in the workforce.

The Tollway must continue to grow a collaborative workforce development network in the region and expand innovative workforce development programs, particularly those that promote opportunities to historically underserved communities and reduce barriers to successful employment, such as ConstructionWorks. The Tollway should also expand engagement with regional high schools, colleges and trade schools and create programs tailored to meet the needs of advancements in mobility and technology.

Finally, all current and future workforce opportunities at the Tollway need to prioritize workplace safety. The Stakeholder Advisory Team recommends the Tollway continue to explore and pilot technology, such as expanded use of drones and smart equipment, as well as innovative safety policies, that reduce workplace incidents and support a healthy workforce.

Drive a procurement process that balances equity with innovation and efficiency.

The Illinois Tollway is an economic engine for the region and offers a range of procurement programs that support the success of small and diverse businesses. These programs help businesses grow and build wealth.

The SAT recommends the Tollway continue to assess procurement processes to remove unintentional barriers for small and diverse firms to propel greater participation. In addition, the Tollway must continue to work with regional partners to identify best practices that support capacity building and technical support for small businesses that allow them to remain competitive.

The Tollway has an opportunity to explore developing procurement programs that encourage the exploration of bold new ideas and managed risk-taking that will continue to position the agency as a transportation thought leader by delivering cutting-edge services to customers.

Region

Expand the role of the Tollway in regional mobility solutions.

A well-integrated transportation network impacts the well-being of communities and unlocks potential for historically underserved areas. In the next capital plan, the Tollway has the opportunity to support policies and multifunctional infrastructure that will provide better quality access to integrated transportation options in the region.

The SAT recommends the Tollway work closely with the Regional Transportation Authority and its service boards to identify opportunities to integrate technology and infrastructure to support a wider range of transportation options for regional communities. In particular, the Tollway should continue its partnership with Pace to expand bus-on-shoulder routes and identify locations for additional in-line transit stations. The SAT recommends further study of potential multimodal transit hubs and the development of transit-supported infrastructure. Additionally, the Tollway should consider adding bike and pedestrian infrastructure in and around the system.

Advance initiatives and explore partnerships that support a clean environment and healthy communities

The Illinois Tollway is well positioned to advance its legacy of environmental responsibility in the region. As the Tollway embarks on its new capital plan, the agency can create new environmental goals that exceed industry standards and outline investments that will result in healthier communities.

The Tollway should expand and advance existing initiatives and partnerships to reduce stormwater runoff, expand wetlands and greenbelts, and enhance the region's tree canopy. The Tollway should also evaluate technology and techniques that support a reduction of road salt usage during inclement weather, while prioritizing safety. Finally, the Tollway can encourage the use of zero emission vehicles on its roadways by pursuing partnerships to construct electric charging stations along the system, encouraging the use of alternative fuels and exploring toll rate incentives for zero emission vehicles.





Improve Tollway access and regional connectivity for burgeoning communities, economic growth zones and commerce centers, while identifying equity investments to spur development.

Effective, well-integrated transportation infrastructure is critical in efficiently connecting people, goods and opportunity, while fostering economic growth and competitiveness.

The SAT recommends the Tollway work closely with state agencies and local communities, including designated Opportunity Zones, to make strategic infrastructure investments that improve Tollway access to more effectively move people and goods to spur growth. In addition, the Tollway should consider investments in historically disconnected communities to provide individuals with better access to opportunities including jobs and education and basic needs, such as housing and healthcare.

With robust and consistent engagement, the Tollway can make certain communities are included in the decision-making process, are treated fairly and are well positioned to benefit from Tollway investments. Examples can include expanded interchange access to unlock growth potential and system expansions.

The Tollway should also work closely with Illinois' business community to determine evolving needs for Tollway access and capacity to support regional commerce centers, areas with concentrated distribution centers, ports and airports. These investments will both support the efficient movement of goods and reduce truck traffic in communities.

Assess Tollway assets and infrastructure and develop a resiliency strategy to better prepare the region for the impacts of climate change, energy demands, extreme weather events and other disruptions.

A comprehensive resilience strategy can help the Tollway better prepare for changing climate and potential crises, while protecting customers. While the Tollway has many measures in place to mitigate risk to the system, the SAT recommends developing a comprehensive resilience plan to align strategies, reduce redundancies and identify gaps.

The Tollway must work with regional stakeholders and take a multifaceted approach to evaluating infrastructure and assets, as well as associated risks to develop a strategy that will prioritize infrastructure investments that build resilience. By using data, innovative modeling and new technologies that inform strategic investments, the Tollway can ensure the system is prepared to weather potential disruptions and continue serving communities.



About the **Illinois Tollway**

ABOUT THE ILLINOIS TOLLWAY

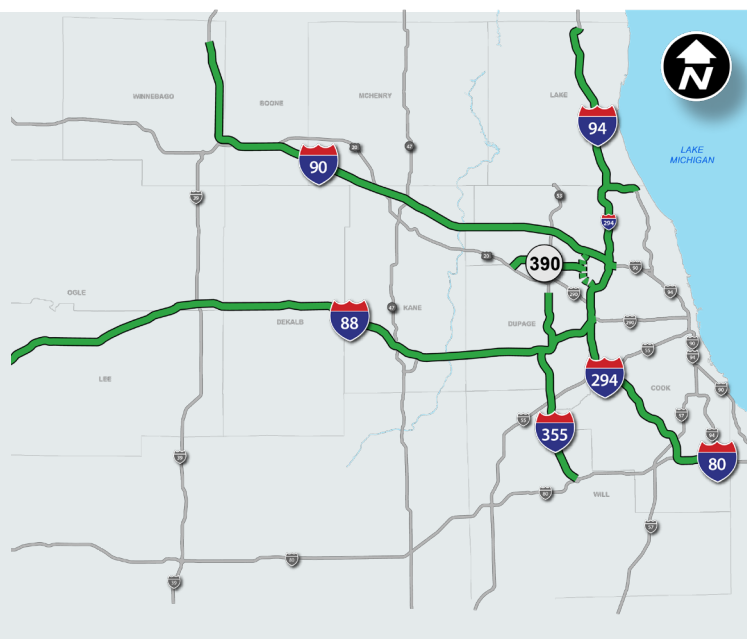
The Illinois legislature created The Illinois State Toll Highway Commission in 1953. On April 1, 1968, the agency was renamed to what we know today as The Illinois State Toll Highway Authority (“Tollway”). Following the name change, the Toll Highway Act (“Act”) enabled the Tollway to become an agency of the State of Illinois. Responsibilities of the Tollway include construction, operation, regulation and maintenance of a system of toll highways in the State of Illinois. The Illinois Tollway is a user-based system and receives no state or federal funding.



THE TOLLWAY SYSTEM

The Tollway is an integral part of the expressway system in Northern Illinois and the U.S. Interstate Highway System and has played a substantial role in the growth and success of the economy in Northern Illinois. Currently, five roadways span 294 miles of limited-access highway across 12 counties. These roadways serve suburban Cook County and the Chicago-area collar counties (DuPage, Kane, Lake, McHenry and Will County).

- ▶ Jane Addams Memorial Tollway (I-90)
- ▶ Tri-State Tollway (I-94/I-294/I-80)
- ▶ Veterans Memorial Tollway (I-355)
- ▶ Reagan Memorial Tollway (I-88)
- ▶ Illinois Route 390 Tollway



LEADERSHIP

The Tollway is led by the Executive Director and maintains an organizational structure of 17 departments to carry out its mission.

▶ Board of Directors	▶ Facilities and Fleet	▶ Operations
▶ Executive Office	▶ Finance	▶ Planning
▶ Administration	▶ Information Technology	▶ Procurement
▶ Business Systems	▶ Internal Audit	▶ Security and Safety
▶ Diversity and Strategic Development	▶ Legal	▶ Stakeholder Engagement
▶ Engineering	▶ Office of the Inspector General	

ILLINOIS TOLLWAY GOVERNANCE

BOARD OF DIRECTORS

The Tollway is governed by an 11-member Board of Directors that includes the Governor of Illinois, ex officio, and the Secretary of the Illinois Department of Transportation, ex officio. The Governor appoints nine directors, with advice and consent of the Illinois Senate. The goal of the appointees is to maximize representation from the areas served by the Tollway system. No more than five directors may be from the same political party. Of the directors appointed by the Governor, one is appointed as Chair of the Tollway Board of Directors.

IL GOVERNOR JB Pritzker <i>(ex-officio)</i>	IDOT SECRETARY Omer Osman <i>(ex-officio)</i>	TOLLWAY BOARD CHAIR Arnie Rivera			
			Vice Chairman Jim Connolly	Director Jacqueline Gomez Fuentes	Director Karen McConaughay
TOLLWAY EXECUTIVE DIRECTOR Cassandra Rouse					
			Director Melissa Neddermeyer	Director Scott Paddock	Director Gary Perinar
					
			Director Jim Sweeney	Director Mark Wright	

STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee is an ad hoc committee of the Illinois Tollway Board of Directors that guides policy and provides oversight to the strategic and capital planning processes.



Strategic Planning Committee Members

- ▶ Director Scott Paddock
- ▶ Director Jacqueline Gomez Fuentes
- ▶ Director Karen McConnaughay
- ▶ Director Jim Sweeney
- ▶ Director Mark Wright



