



# Our Bold Steps **TOGETHER**



**INFRASTRUCTURE  
INNOVATION  
INTEGRATION**

**Strategic Plan**

**JULY 2025**



The Illinois Tollway is proud to have served more than 1.6 million daily customers in 2024 across 12 counties in Northern Illinois by connecting communities, investing in construction, delivering for our customers, supporting job growth in the region and creating economic development. To broaden how the Tollway serves its customers and supports the region in the coming years, I am pleased to present this comprehensive and updated Strategic Plan.

This Strategic Plan is the roadmap for the Tollway, guiding decisions over the next two decades in a region and world with rapidly evolving mobility requirements, travel patterns, technologies, economic conditions and social needs. As a result, our mission is to realize the vision and achieve our goals, as outlined in the Strategic Plan, which will be strengthened so our customers and partners are best served today and in the future. Moreover, we will be diligent in reviewing this Strategic Plan periodically to address rapid changes in technology, growth and safety.

The Strategic Plan will support our ability to implement the critical remaining elements of the 16-year, \$15 billion *Move Illinois* capital program, the Bridging the Future capital plan and the forthcoming long-term capital plan to repair, expand and modernize our system. The Strategic Plan will also provide an understanding of the return on investment that will guide the Annual Budget and Capital Plan to provide consistent and forward-thinking resource allocation.

The Strategic Plan was developed with extensive engagement of our exemplary Tollway employees in 2024 and 2025, who serve and safeguard our customers. Its preparation was also guided by early engagement with key partners and stakeholders in 2023. Our employees clear roads, assist customers, operate critical information technology and maintain equipment. They plan, design and construct capital projects. All these services and more allow the Tollway to succeed in its mission.

With this Strategic Plan, the investments we are making are paving the way for the future as we imagine what is next and challenge our staff, partners, stakeholders and communities to plan for tomorrow and take **our bold steps, together.**

**Cassaundra Rouse**  
Executive Director

I am pleased and privileged to have guided the preparation of our new Strategic Plan in my role as Chairman of the Board of Director's Strategic Planning Committee. This Strategic Plan is a defining moment for the Illinois Tollway. It represents priorities, values and a two-decade vision. It is the foundation we use to evaluate, adapt and lead with intention. Our Strategic Plan provides a platform for making important business decisions that drive economic opportunity, growth and a significant return on investment.

During the process of preparing this Strategic Plan, the Strategic Planning Committee asked key questions. How do we prepare for the future while delivering today? How do we ensure the Tollway's actions reflect its mission not just in projects, but in values and partnerships?

This is a full reset—moments like this occur infrequently. We have undertaken the work to make sure the Illinois Tollway remains not only a responsive agency, but a proactive one, grounded in purpose and prepared for what is ahead. This work provides clarity on what matters and where we are going. It puts purpose behind our policies, structure behind our priorities and meaning behind the work we do every day.

Since I had the opportunity to participate in the process of preparing this Strategic Plan, I was able to interact closely with Team Tollway. I always knew we had a remarkable workforce. But engaging with the staff who plan, design, operate and maintain the Tollway showed how eager Team Tollway is to implement this Strategic Plan, since they helped create it.

Sustaining, innovative and transformational investments are established in this new Strategic Plan. Team Tollway, customers and non-users alike will benefit broadly from this plan, as we take **our bold steps, together.**

**Scott Paddock**  
Chairman, Strategic Planning Committee of the Board of Directors





# PUBLICATION AND CREDITS

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## STRATEGIC PLAN DEVELOPMENT TEAM

Lauren Platt, Project Manager

Dan Baer, WSP USA, Consultant

Manjeet Ranu, WSP USA, Consultant

## EXECUTIVE STAFF

Cassaundra Rouse, Executive Director

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# GLOSSARY

TERM	DEFINITION
Strategic Plan	A big picture plan, broadly establishing priorities for policies, capital projects and operational procedures.
Capital Plan	The prioritization and allocation of specific investments tied directly to the Strategic Plan, including resources for physical, technological and organizational assets.
Annual Budget	The annual financial plan for obtaining and investing resources on capital projects, organizational operations and maintenance of assets over a period of time, tied directly to the Strategic Plan.
Mission	Clearly and concisely articulates the Tollway’s purpose.
Vision	Describes the Tollway’s aspirations as future outcomes from carrying out its Mission, which are internally and externally focused.
Goals	Specific outcomes to achieve that advance the Tollway’s Mission and Vision, which are internally and externally focused.
Strategy	A general action to support achieving a Goal through methods and measures used to make the link between Strategic Plan direction and a work program needed to achieve it.
Initiatives	A program that shapes how a Strategy is carried out to achieve a Goal, which can extend over a short-, medium- or long-range timescale.
Maintain and Enhance	Support systemwide state of good repair improvements while making targeted investments to enhance the system using state-of-the-art engineering practices and innovative technology.
Expand Access	Development and delivery of new facilities and services that provide more opportunities to access the direct and indirect benefits of the Tollway system.
Diversify Offerings	Provide a wider range of services that further support moving motor vehicles on Tollway highways and capitalize on services and assets to broaden the Tollway’s indirect benefits.
Early Investments	Quick impact Initiatives that are initiated and delivered in short period, spanning up to about three years.
Broad Results	Many Initiatives that are delivered in about four to seven years but can be initiated earlier due to a longer lead time.
Transformational	A few, highly complex activities that are delivered in about eight to ten or more years but can be initiated earlier due to a longer lead time.
Program	A grouping of related projects or services that are coordinated to efficiently and effectively deliver individual outcomes from completing projects.
Project	A work plan comprised of funding, staffing and scheduling to delivery a specific outcome.
Initiative Delivery Plan	A work plan led by one department, supported by one or more departments and possibly external partners that serves to define, organize, resource and deliver one or more policy activities, capital projects or operational activities to fulfill an Initiative.
Ambassador Program	A group of mid-managers who support building awareness of the Strategic Plan within the organization to support its implementation.



# THE STRATEGIC PLAN

## Strategic Plan's Purpose and Need

The Strategic Plan articulates the purpose and broad priorities the Tollway is carrying out through its statutory responsibilities in consideration of policy options, all bound by the very real constraints of a budget. This Strategic Plan reflects the Tollway's proactive preparation for the future in alignment with its Mission, Vision and Goals. This Strategic Plan is forward-thinking and provides an aspirational vision over the next two decades. It identifies the Initiatives of the Tollway, from organizational and technological, to infrastructure investment, funding and financing strategies, matching the Tollway's Initiatives to available funding. It is our platform for driving economic growth and prosperity.

### POSITIONING THE TOLLWAY FOR CHANGE

This Strategic Plan is the first update since 2010 and was developed with a major focus on internal engagement across Tollway administrative departments. With the evolution of I-PASS open road tolling and the advancement of *Move Illinois*, the Tollway has been innovative in seeking new ways to serve its customers and support an enhanced quality of life. Much has changed since the implementation of the previous strategic plan, including a global pandemic that significantly changed commuting patterns. Moreover, much will change in the future. The Tollway is committed to reviewing and updating this Strategic Plan regularly to address changes and innovations.

### A LEADING AND ADAPTABLE STRATEGIC PLAN

The Tollway created this dynamic Strategic Plan, reflective of its innovative nature in being a leader in a rapidly changing world. The Initiatives identified in this Strategic Plan will be calibrated and aligned with the Mission, Vision and Goals on a periodic basis, so that the Strategic Plan is current with the community and innovative technology, and its policies continue to address an evolving world. Innovation requires self-reflection. This Strategic Plan establishes a new baseline from which the Tollway can grow and measure its progress.



# ABOUT THE TOLLWAY

## Service Delivery and Broad Benefits

### STATUTORY AUTHORITY AND STRUCTURE

The Illinois State Toll Highway Authority (Illinois Tollway or Tollway) is an administrative agency of the State of Illinois authorized by the Toll Highway Act (605 ILCS 10/) to “promote the public welfare, and to facilitate vehicular traffic by providing convenient, safe, modern and limited access highways designed for the accommodation of the needs of the traveling public through and within the State of Illinois.” It is governed by an 11-member board, supported by an Executive Director.



### ADMINISTRATION AND SERVICE DELIVERY

The Tollway is staffed by more than 1,400 employees across 16 departments, each of whom are vital to achieving this Strategic Plan. The Tollway maintains and operates 294 centerline miles of roadway in 12 counties of Northern Illinois, supported by 12 maintenance facilities across the system, known as M-sites. In 2023, Tollway roads saw an average of more than 1.6 million vehicles per day, with nearly 2.8 million average daily toll transactions; 87 percent of these are in passenger vehicles and 13 percent are commercial vehicles.

### REVENUE AND EXPENDITURES

As a user fee funded system, the Tollway does not receive any state or federal tax dollars for maintenance and operations. Revenues used to maintain and operate the Tollway are primarily generated by vehicles passing through open road tolling, paying via an electronic transponder (I-PASS and E-ZPass) or through a mailed bill (Pay By Plate). The 2025 \$1.6 billion revenue forecast from tolls and evasion recovery, combined with \$75 million forecast investment income and \$18 million forecast from concessions and miscellaneous incomes, fund the \$441 million forecast in annual maintenance and operations costs, \$489 million forecast debt service transfer and \$720 million forecast in deposits to renewal, replacements and improvement of Tollway infrastructure. (source: 2025 adopted Annual Budget)

### THE TOLLWAY’S BENEFICIAL AND EQUITABLE IMPACTS

The next era for the Illinois Tollway is not simply about maintaining this success—it is about building upon it with a bold vision and decisive action to drive even greater public good and economic growth. As we look ahead, we recognize that mobility is more than just moving goods and people—it is about economic vitality, social equity and environmental responsibility. By investing in smart technologies, enhancing workforce development and strengthening partnerships with communities and businesses, the Tollway can continue to set new standards for what an always forward-thinking transportation agency can achieve.

Tollway’s Equitable Impact Programs

- The Technical Assistance Program has helped small, diverse and veteran-owned businesses grow and be awarded contracts that once seemed out of reach.
- Lives changed by workforce development activities like ConstructionWorks and the Earned Credit Program, helping individuals launch careers in heavy-highway construction.
- The impact of I-PASS Assist, ensuring that cost is not a barrier to access for lower-income drivers who rely on our roadways every day.

# The Tollway’s Planning Framework

Three key, interrelated planning tools are used to prioritize and organize how the Tollway obtains and allocates resources to deliver and service Initiatives, which are represented by capital investments, policy activities and operating procedures:

## STRATEGIC PLAN

A big picture plan, broadly establishing priorities for policies, capital projects and operational procedures, which collectively support economic growth and prosperity.

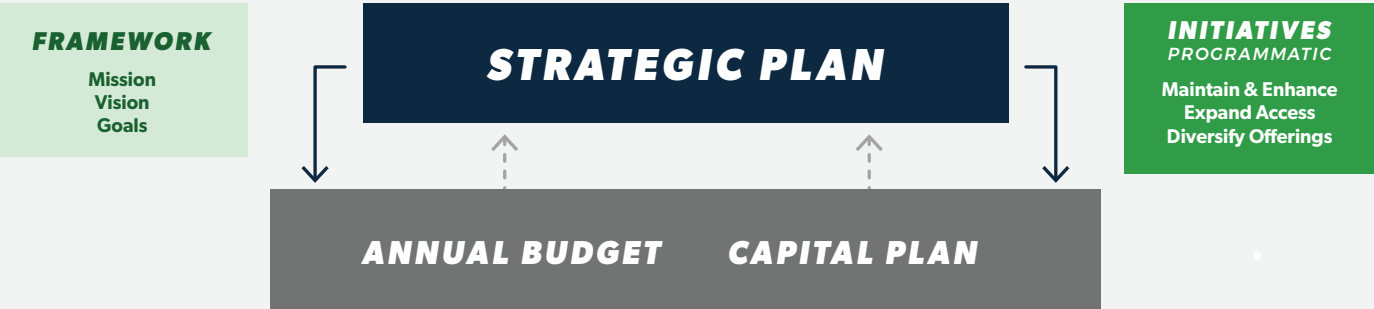
## CAPITAL PLAN

The prioritization and allocation of specific investments tied directly to the Strategic Plan, including resources for physical, technological and organizational assets.

## ANNUAL BUDGET

The annual financial plan for obtaining and investing resources on capital projects, organizational operations and maintenance of assets over a period of time, tied directly to the Strategic Plan.

The Strategic Plan is the keystone of this framework, providing broad direction to the Capital Plan and Annual Budget. While the Strategic Plan references the other two planning documents, those must conform to the Strategic Plan.



How the Strategic Plan’s framework and Initiatives prioritization provides direction to the Annual Budget and Capital Plan, while the Strategic Plan is informed by these plans.

# PROCESS

## Preparing this Strategic Plan

The Tollway began the process of updating the Strategic Plan in 2023 with extensive staff discussions and workshop charrettes. With that foundation of understanding, meaningful staff engagement at key milestones was critical to constructing the updated Strategic Plan. Briefings and a work session with the Board of Directors provided crucial input and supported alignment across the planning framework. Coordination between the update processes for the Strategic Plan, Capital Plan and Annual Budget, coupled with engagement of Tollway leadership staff, validated consistency between the 2025 budget and the building blocks of the Strategic Plan. The Strategic Plan was adopted by the Board of Directors on 28 July 2025, making it the launch year.

### Planning with Partners Delivered Broad Benefits

Unique partnership with Pace Suburban Bus to expand transit, deliver roadway improvements and improve overall mobility on the Jane Addams Memorial Tollway (I-90).

Built structures along the western edge of O’Hare International Airport to support approach lighting systems with sequence flashing lights that help guide commercial jets to safe landings, especially at night or in poor visibility.

Completed the Tri-State Tollway (I-294)/I-57 Interchange, in partnership with the Illinois Department of Transportation, to deliver a new gateway for commerce and economic development in the Chicago Southland region.



# MISSION

## OUR PURPOSE

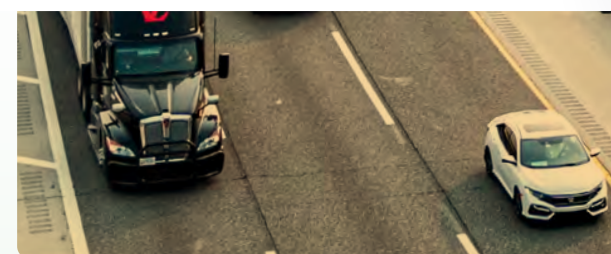
The Mission clearly and concisely articulates the Tollway's purpose. The Tollway's benefits go beyond moving passengers and freight. Therefore, the Tollway recognizes its broadly beneficial impact locally, regionally and nationally to customers and non-users.



“

The Tollway has a terrific track record of working with communities to ensure they maximize their economic development opportunities in an equitable way – whether it's commercial development, data centers or good-paying entry-level jobs in communities where good jobs have been scarce for far too long. Look no further than the Southland, where the Tollway connected Interstate 294 to Interstate 57. Working with the local communities – especially Markham, Harvey, Posen and Midlothian – the region attracted an Amazon distribution hub that today employs 3,000 Illinoisans. This is just one example of the thousands of jobs that exist today because the Tollway worked with local planners.”

**JB PRITZKER**  
Illinois Governor



Leading with **infrastructure, innovation and integration**, the Illinois Tollway delivers the highest **customer service** and **quality of life** for all, to connect and safely move drivers across 12 counties in Northern Illinois.



# VISION

OUR FUTURE

The Vision describes the Tollway’s aspirations as future outcomes from carrying out its Mission. Its aspirations are focused internally on guiding the organization and externally on supporting its customers, the public and its partners. Our Vision is inclusive, to provide opportunities beyond toll highways.

The Illinois Tollway envisions an organizational culture that is innovative and mindful of economic, environmental and equity needs of those we serve to achieve **our bold steps, together.**

THRIVING WORKPLACE AND WORKFORCE

The Illinois Tollway’s future begins with a collaborative, diverse and enthusiastic workforce nurtured by a culture that proudly builds and grows careers.

DIVERSITY DELIVERS BROADLY AND EQUITABLY

Our diversity of perspectives and backgrounds will connect us strongly within and to the communities, economies and environments we equitably serve.

PARTNER FOR SUSTAINABILITY

We remain a collaborative, transparent and trusted partner for the public, environment and economy, acting to broadly care for our present while protecting the future.

INCREASINGLY INNOVATIVE

We continue to demonstrate our leadership—foremost with safety—seamlessly integrating technologies and tools that support our work, service delivery and fiscal capacity for investment.

ACCELERATE OPPORTUNITIES

Make a leading contribution to design, create and connect economic and social value to broaden opportunities for everyone, supported by diverse revenue sources.



*The Illinois Tollway’s vision is built upon a foundation of collaboration, innovation and equity. By fostering a diverse and dynamic workforce, embracing cutting-edge technologies and strengthening our connections to the communities we serve, we are ensuring a future of sustainable growth, enhanced quality of life and greater opportunities for all.*

**SCOTT PADDOCK**

Illinois Tollway Board Director and Chair of the Strategic Planning Committee

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# GOALS

## OUR OBJECTIVES

Goals are specific outcomes to achieve that advance the Tollway’s Mission and Vision. The Goals are also focused internally within the organization and externally to those it serves and partners. Our Goals are bold, delivering broad benefits.



### ORGANIZATIONAL EXCELLENCE

Engage employees through a collaborative environment and support career development in pursuit of organizational and customer service efficiencies.



### DIVERSITY AND EQUITY

Build a culture that brings a diversity of backgrounds and contributions to maximize organizational value broadly and equitably.



### INNOVATION AND TECHNOLOGY

Invest in leading technology and design that enhances safety and service, and supports the opportunity to diversify sources of revenue for capital and operating investments.



### MOBILITY AND ECONOMIC INVESTMENT

Maintain and expand mobility opportunities that support all modes, create extensive economic benefits and results in a positive return on investment.



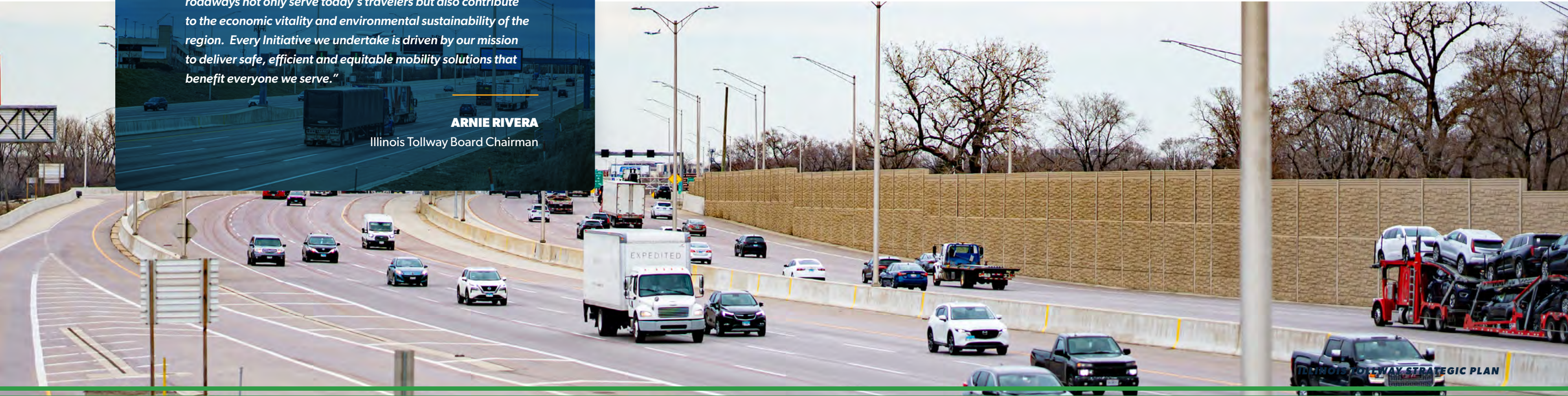
### SUSTAINABILITY

Support investments in healthy human and natural environments, and those that enhance economic investment and vitality.



*The Illinois Tollway is committed to advancing a future built on organizational excellence, diversity, investment, sustainability and innovation. By fostering a collaborative and inclusive culture, investing in our infrastructure as community corridors and embracing cutting-edge technologies, we ensure that our roadways not only serve today’s travelers but also contribute to the economic vitality and environmental sustainability of the region. Every Initiative we undertake is driven by our mission to deliver safe, efficient and equitable mobility solutions that benefit everyone we serve.”*

**ARNIE RIVERA**  
Illinois Tollway Board Chairman







# IMPLEMENTATION PROGRAM

## Strategies and Initiatives

A Strategy is a general action to support achieving a Goal. Strategies are the methods and measures the Tollway uses to make the link between the direction the Strategic Plan will take the Tollway and a work program needed to achieve this bold plan. An Initiative is a program that shapes how a Strategy is carried out to achieve the Goal. Initiatives can extend over a short-, medium- or long-range timescale. To carry out the Initiatives, the Capital Plan will develop programs and projects and the Annual Budget will fund those capital investments, along with policy activities and operating procedures.

There are three categories of Initiatives that are required to achieve the Goals identified in this Strategic Plan to guide how the Tollway invests in capital and maintains a state of good repair. Grouping Initiatives into these three broad categories provides clear direction to the Capital Plan and Annual Budget, allocating and expending revenues for capital investments and projects; organizational operations; and maintenance of the organization and its capital assets.

## The Initiatives Categories

### EXPAND ACCESS

Development and delivery of new facilities and services that provide more opportunities to access the direct and indirect benefits of the Tollway system.

### MAINTAIN AND ENHANCE

Support state of good repair improvements while making targeted investments to enhance the system using state-of-the-art engineering practices and innovative technology, leading with safety and customer service.

### DIVERSIFY OFFERINGS

Provide a wider range of services that further support moving motor vehicles on Tollway highways and capitalize on services and assets to broaden the Tollway’s indirect benefits to the public.

The Strategic Plan establishes the general need for investments and how to prioritize investment dollars for each of these Initiatives categories by aligning these with available revenues in the Annual Budget and prioritizing projects in the Capital Plan. Because of the Tollway’s broad benefits and to drive forward the Mission, Vision and Goals, Expand Access represents about half of the Tollway’s investment emphasis to maximize connecting opportunities to direct customers and indirect beneficiaries of Tollway assets. Maintain and Enhance and Diversify Offerings roughly represent the other half of the Tollway’s investments.

### INITIATIVES PRIORITIZATION IN DOLLARS

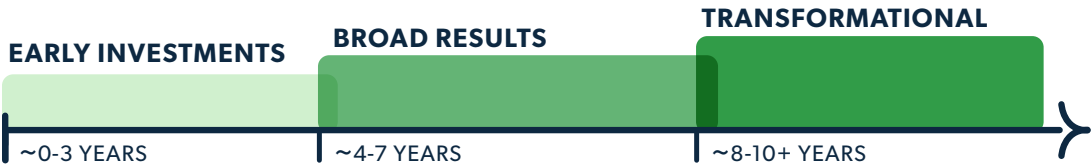


DOLLARS (\$) →

Maintaining and enhancing are necessary and support stewardship of assets, continuous innovation and employee retention/recruitment. Expanding access broadens and increases access to opportunities by making more connections to existing and future Tollway assets. Diversifying offerings is strongly aligned with expanding access, growing the range of services that build from existing and future investments in the Tollway system made possible by collaborating with many partners. Collaboration is a hallmark of the Tollway's approach that is important to expanding access. The 45 Initiatives in the following table demonstrate care for both internal and external Initiatives. The duration it takes to complete an Initiative corresponds to delivery time frames, represented by Early Investments, Broad Results and the Transformational periods.



DELIVERY PERIODS



GOAL	STRATEGY	INITIATIVE MAINTAIN AND ENHANCE	INITIATIVE EXPAND ACCESS	INITIATIVE DIVERSIFY OFFERINGS
<b>Organizational Excellence</b>  Engage employees through a collaborative environment and support career development in pursuit of organizational and customer service efficiencies.	Create tools and procedures that accommodate engagement from internal and external stakeholders	<b>1.</b> Establish an employee listening platform to support meaningful, supportive actions <b>2.</b> Strengthen employee recruitment, retention, advancement and competitive compensation <b>3.</b> Improve and streamline processes and procedures, while continuing to assure financial controls and risk management	<b>4.</b> Develop opportunities for current and future staff through internal training programs and partnering with colleges and trade schools <b>5.</b> Broaden partner, stakeholder and industry relationships to further strengthen the organization, along with the quality of its services and assets <b>6.</b> Outfit maintenance facilities to support current and future needs of operations staff	<b>7.</b> Anticipate changing customer needs and deliver services accordingly <b>8.</b> Develop a records, asset and performance management system that is digital and smart for greater efficiencies with predictive capabilities <b>9.</b> Reinforce and standardize cross-departmental collaboration, resources and transparency
<b>Diversity and Equity</b>  Build a culture that brings a diversity of backgrounds and contributions to maximize organizational value broadly and equitably.	Use data and planning to identify and fill opportunity gaps	<b>10.</b> Create and use an equity screening tool to guide decision-making and allocation of resources, equitably <b>11.</b> Address the needs of those who are not customers but would benefit from Tollway services by continuously assessing the market <b>12.</b> Establish additional equal opportunity programs and procedures throughout the organization	<b>13.</b> Partner with transit providers to deliver expanded, frequent and faster transit service through mobility hubs at key access points and transit priority highway corridors to make the Tollway system more accessible <b>14.</b> Incorporate multiuse active transportation paths along Tollway highways in rural areas to improve access and facilitate economic development <b>15.</b> Accommodate compatible activities in oases that support the needs of adjacent communities, which are resourced by Tollway partners	<b>16.</b> Support connections to communities and places for greater access to opportunities and better quality of life <b>17.</b> Expand supplier and contractor opportunities to grow the economy and increase competitive, innovative offerings that expand choices for the Tollway <b>18.</b> Support intrastate van and bus transportation, to increase access to opportunities across Northern Illinois
<b>Mobility and Economic Investment</b>  Maintain and expand mobility opportunities that support all modes, create extensive economic benefits and results in a positive return on investment.	Explore how to leverage existing and new assets to achieve multiple benefits	<b>19.</b> Identify opportunities for express lanes through conversion of existing lanes or development of new lanes <b>20.</b> Complete the <i>Move Illinois</i> capital program and Bridging the Future capital plan <b>21.</b> Prioritize keeping Tollway assets in a state of good repair	<b>22.</b> Increase interchange access points while maintaining safe and efficient operations of through lanes <b>23.</b> Engage in collaborative, regional planning to identify, prioritize and deliver extensions to existing highways and new highways <b>24.</b> Reduce bottlenecks through capacity improvements and modernize legacy toll plazas	<b>25.</b> Leverage assets by making available compatible commercial leases and dispose of surplus land in partnership with the local land use jurisdiction <b>26.</b> Conduct beautification projects along the Tollway system <b>27.</b> Modernize, diversify and add attractive amenities to oases for superior customer service
<b>Sustainability</b>  Support investments in healthy human and natural environments, and those that enhance economic investment and vitality.	Be mindful of how activities can improve the present and protect the future, environmentally, socially and economically	<b>28.</b> Regularly update toll rates and explore dynamic pricing <b>29.</b> Reduce criteria pollutants, greenhouse gas emissions and stormwater runoff contaminants to improve air and water quality <b>30.</b> Make good neighbor livability improvements in collaboration with partners to reduce noise and improve the environment	<b>31.</b> Collaborate with municipal and developer partners for economic development <b>32.</b> Electrify the Tollway fleet in a phased manner, commensurate with proven technologies <b>33.</b> Accommodate high-speed electric vehicle charging	<b>34.</b> Support and accommodate habitat corridors <b>35.</b> Support the deployment of zero-emissions freight corridors <b>36.</b> Explore offsets to direct and indirect pollutants resulting from constructing, operating or using Tollway assets
<b>Innovation and Technology</b>  Invest in leading technology and design that enhances safety and service, and supports the opportunity to diversify sources of revenue for capital and operating investments.	Continuously assess what is needed to deliver leading services	<b>37.</b> Strengthen safety and weather resiliency projects <b>38.</b> Modernize—or replace with superior features—intelligent and active transportation management systems in smart corridors <b>39.</b> Continuously update information technology tools and incorporate artificial intelligence	<b>40.</b> Provide data sharing, integration, interoperability and productivity tools <b>41.</b> Develop energy production and storage capabilities for redundancy and cost savings <b>42.</b> Allow for alternative procurement and delivery methods, along with pilot, investment and commercialization partnerships	<b>43.</b> Develop technology to prevent near misses and incidents based on real-time analytics of vehicle behavior <b>44.</b> Make truck freight capacity improvements <b>45.</b> Provide Tollway back-office systems as a service to other providers or license existing intellectual property



## Initiative Delivery Plans

Plans and policies guide how the Tollway prioritizes and provides services and delivers projects. This Strategic Plan uses Initiatives to implement and deliver strategic services, operations and projects, including guiding the Capital Plan. Every Initiative is assigned to a responsible department. Initiative Delivery Plans organize how each Initiative is further developed and implemented. These plans include an understanding, approach, scope of work, deliverables, organizational chart, schedule, funding and performance measures. Crucially, Initiative Delivery Plans support preparation of the Annual Budget to ensure alignment with the Strategic Plan. Progress is measured and reported on achieving the milestones identified in the Initiative Delivery Plans. The Executive Director will provide the Board of Directors periodic progress report on achieving this Strategic Plan.

## Ambassador Program

A staff Ambassador Program will facilitate readiness to implement the Strategic Plan. The Ambassador Program includes a group of mid-managers who develop deep knowledge about the Strategic Plan to support its implementation within the Tollway organization. This program also supports staff leadership development. The ambassadors are an innovative approach to implementing the Strategic Plan.

## Updating the Capital Plan

The Tollway’s comprehensive Capital Plan updates consider a broad range of potential capital investments without consideration to available funding. A short-range plan is then prepared that is fiscally prioritized and a long-range, comprehensive projects list that is further developed and prioritized over time. It is continuously updated, in conformance to this Strategic Plan. The Initiative Delivery Plans provide direction about specific projects to include in the Capital Plan.

## Calibrating the Strategic Plan

Successful plans provide direction through structure while remaining nimble, adapting to incremental and significant changes that arise internally and externally during the two-decade vision set forth in this Strategic Plan. The Mission, Vision and Goals comprise the overarching framework of this Strategic Plan, so these are expected to remain relatively stable over the long-term but can be modified to address changing needs and opportunities. The Initiatives and supporting Strategies should be calibrated every two to three years. Calibration should be done against a reasonable range of scenarios, which also consider revenues and expenditures. Scenarios to test should include incremental and significant variables. This calibration process is a part of monitoring performance measurement. This calibration also evaluates the effectiveness in achieving desired results.



## BRIDGING THE FUTURE

### EARLY IMPLEMENTATION CAPITAL INVESTMENTS INITIATED IN DECEMBER 2024

- Connecting Infrastructure
- Improving Mobility
- Modernizing the System
- Preparing for Tomorrow

Bridging the Future is a capital plan that will serve as a bridge between the Tollway’s current long-term capital plan, Move Illinois and its next major capital plan. Bridging the Future consists of initial planning, design and construction services that complement investments already underway. Focused on the four themes listed, this plan addresses system needs and ongoing modernization efforts, allowing the Tollway to continue making investments into the region’s transportation network.

These prioritized investment categories built on the momentum behind preparing the concurrent updates to the Tollway’s planning framework. The early activation projects within these categories of capital investments are consistent with the Strategic Plan. Expand Access is the emphasis in Bridging the Future. Investments also seek to Maintain and Enhance and Diversify Offerings.



THE ILLINOIS TOLLWAY IS  
READY TO TAKE...

# Our Bold Steps **TOGETHER**



**INFRASTRUCTURE  
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**STRATEGIC PLAN**