

Achieve Greater Livability through Land Use and Housing

CMAP's role: This is a high priority for the agency in terms of leadership, level of effort, and staff commitment.

Additional management staff objectives: Pursue additional funding opportunities to continue and enhance the LTA program.

Implementation Action Area #1: Provide Funding and Financial Incentives

Overall priorities in **providing funding and financial incentives:** Create consistent funding sources for local planning and the implementation of local plans.

FY 13 work plan:

- Local Planning Support – Community Planning Program
- Policy Analysis and Development – State and Federal Legislative Strategy
- TIP – CMAQ Program Development and Administration

Anticipated progress by end of FY 12: Complete a successful cycle of grants through the coordinated grant program with RTA, and improve the process during the second year. Complete modifications to the CMAQ program and go through a successful call for projects using the new project selection methods.

Actual progress in FY 12: Issued 8 grants through Community Planning program and 4 through other sources; all of these projects are expected to be underway by the end of FY 12. The program was extensively coordinated with the RTA, including using the same materials and funding cycles, as well as coordinating on which agency would review which applications. For FY 13, the application was streamlined and the process will occur in conjunction with the LTA call for projects. Also in FY 12, the CMAQ process was modified to consider consistency with GO TO 2040 as a criteria.

Anticipated progress by end of FY 13: Complete a second successful cycle of grants, and continue to improve process for third year. Begin development of a recommendation for CMAQ funding that advances the implementation of GO TO 2040.

Anticipated progress with 5 years: Coordinate with other funding sources (federal, state, philanthropic, civic, and other) beyond the RTA to create a consolidated program for local planning activities of all types (going beyond transportation). Institutionalize the new CMAQ process and modify project selection for at least one other infrastructure funding program. Continually investigate further changes to CMAQ and similar sources to ensure focus on implementing GO TO 2040.

Implementation Action Area #2: Provide Technical Assistance and Build Local Capacity

Overall priorities in **providing technical assistance and building local capacity:** Provide direct assistance to communities on projects that advance the implementation of GO TO 2040, in close collaboration with partner organizations. Create regional technical assistance materials that respond to needs that cross communities.

FY 13 work plan:

- Local Planning Support – Municipal Survey and Compendium of Plans
- Local Planning Support – Model Plans, Ordinances, and Codes
- Local Planning Support – Plan and Ordinance Review
- Local Planning Support – Online Case Study Library
- Local Planning Support – Planning Commissioner Workshops
- Local Planning Support – LTA
- Data Sharing and Warehousing – MetroPulse Portals



Anticipated progress by end of FY 12: Complete approximately 20 local projects and accomplish others through the actions of other groups (technical assistance providers, private and public grants). Evaluate program effectiveness and modify as needed. Create and maintain regional technical assistance tools, including diverse online library, updated compendium of plans, full cycle of Planning Commissioner workshops, at least three model ordinances, and standard process for basic review of plans and ordinances.

Actual progress in FY 12: Prepared final drafts of 20 planning projects, with 10 being adopted by the sponsor by the end of the year. Coordinated extensively with partners, and involved partners in nearly all major projects. Continued to improve case study library, updated compendium of plans, and developed review process for comprehensive plans and subarea plans. Completed one model approach and developed drafts of two others for completion in FY 13. Modified Planning Commissioner workshop format to coordinate closely with APA-IL and make the program more efficient.

Anticipated progress by end of FY 13: Complete approximately 20 additional local projects. Implement model plans and ordinances through direct projects in interested communities. Initiate plan and ordinance review program. Maintain and improve other technical assistance tools, including online library, municipal survey, and Planning Commissioner workshops.

Anticipated progress with 5 years: Identify resources which make it possible to sustain the level of community technical assistance made possible through the HUD grant. Continue regional technical assistance activities described above and make them regular, programmatic CMAP activities. Promote use of MetroPulse Portals among LTA projects.

Implementation Action Area #3: Support Intergovernmental Collaboration

Overall priorities in **supporting intergovernmental collaboration**: Provide support to local interjurisdictional initiatives.

FY 13 work plan:

- Local Planning Support – LTA
- Local Planning Support – Model Plans, Ordinances, and Codes
- Water Resource Planning – Watershed Planning
- Water Resource Planning – Watershed Management Coordination

Anticipated progress by end of FY 12: Strengthen existing interjurisdictional groups by providing them with technical assistance and encourage the formation of more by prioritizing funding to these types of groups. Form multi-community task forces around the local adoption of model ordinances on water conservation and parking.

Actual progress in FY 12: Supported interjurisdictional housing planning with 3 LTA projects in south, west, and northwest Cook. Continued prioritization of interjurisdictional projects in FY 13 call for LTA projects, with expectation that many of the next round of projects will be interjurisdictional. Identified new interjurisdictional LTA projects to be taken on in FY 13. Completed initial water conservation ordinance project (in Orland Park) and began working with neighboring communities to encourage adoption of similar ordinances. Completed three watershed plans (Sleepy Hollow / Silver Creek, Blackberry Creek and Ferson-Otter Creek). Provided assistance to the Jelkes Creek and Tyler Creek watershed planning efforts.

Anticipated progress by end of FY 13: Prioritize LTA assistance to interjurisdictional projects – both to initiate new projects and implement previous interjurisdictional plans. Include several interjurisdictional projects within new LTA program adopted in October. Complete watershed plans in additional areas and provide support to partner-led watershed plans.



Anticipated progress with 5 years: Expand coverage of interjurisdictional housing groups to additional areas, and increase participation in areas they already cover. Form new interjurisdictional groups around transportation corridors or watersheds through planning activities that cover multiple communities. Create and disband multi-community task forces (such as water conservation or parking) as needed.

Implementation Action Area #4: Link Transit, Land Use, and Housing

Overall priorities in **linking transit, land use, and housing**: Encourage local governments (which control land use) to consider housing and transit when making land use decisions. Encourage housing agencies to consider land use and transit access as they make investment and policy decisions. Encourage transportation agencies to consider housing and land use as they make investment and policy decisions.

FY 13 work plan:

- Local Planning Support – LTA
- Local Planning Support – Community Planning Program
- Policy Analysis and Development – Regional Housing and Development Analysis
- TIP – CMAQ Program Development and Administration
- Congestion Management – Bicycle and Pedestrian Transportation Planning
- Regional Information – Advanced Urban Models

Anticipated progress by end of FY 12: Through community technical assistance, revise comprehensive plans and zoning ordinances in areas near transit service.

Actual progress in FY 12: Nearly all LTA projects included a transit component, and some involved further work (like adopting comprehensive plans) to advance the implementation of a previous TOD plan. Staff also participated in a working group formed by Pace to update their transit-supportive land use guidelines. Staff will complete a report (by the end of FY 12) on land use strategies for expressway-based transit. Lastly, staff's work on the Tollway's Route 53/120 Blue Ribbon Advisory Council addressed future land use, with the goal of ensuring that the scale of planned development in that corridor aligns with the demand for a 4 lane, context sensitive facility and the preservation of community character in central Lake County. Staff responded to over 40 requests for bicycle and pedestrian planning information to be considered in conjunction with highway improvement projects.

Anticipated progress by end of FY 13: Through community technical assistance, revise comprehensive plans and zoning ordinances in areas near transit service. Policy staff will contribute ongoing analytical pieces, via the policy updates blog, on topics including station area change, housing trends, commercial development trends, residential connectivity, and land use planning on transportation corridors. Staff will continue to provide relevant bicycle and pedestrian planning information to highway project implementers.

Anticipated progress with 5 years: In cooperation with RTA, work with each community that has previously completed a TOD plan to adjust comprehensive plans and zoning ordinances to reflect it. Study and identify a new "tier" of TOD opportunity areas (around bus, for example) to focus on next, and update transit agency guidelines for transit-supportive land use. Identify at least two policy changes (each) to be made by housing and transportation agencies to integrate transit, land use, and housing; accomplish one of these identified changes. Promote investigation of the transit, land use and housing interaction when considering alternative local scenarios.



Manage and Conserve Water and Energy Resources

CMAP's role: This is a priority for the agency in terms of leadership, level of effort, and staff commitment through policy and technical assistance work.

Additional management staff objectives: With the U.S. Department of Energy E12 contract ending in May 2013, additional strategic planning is needed to determine the agency's direction in energy policy and planning. Focus on obtaining sustainable funding for energy and water related activities.

Implementation Action Area #1: Implementing Energy and Water Retrofit Programs

Overall priorities in **implementing energy retrofit programs:** Conceptually, the idea behind the Energy Impact Illinois (E12) program (formerly CRIBB, CR3) is to develop a framework for market transformation by building a comprehensive energy retrofit program which includes strategies to build a sustainable business model to aggressively retrofit commercial, industrial, and residential buildings across northeastern Illinois. Energy consumed by buildings accounts for more than 60% of the region's GHG emissions and this is the region's strategy to address this by increasing access to information, capital, and a trained work force.

FY 13 work plan:

- Energy Impact Illinois – E12
- Local Planning Support – LTA
- Policy Analysis and Development – Energy Policy Development and Planning

Anticipated progress by end of FY 12: As we move into FY 12, the program will be rebranded and is scheduled to launch in June 2011. By the end of FY 12, all of the contracts should be signed and the program should be up and running and we can determine what is working successfully and what needs to be revised. Additionally, we will hopefully be in a good position to determine what CMAP's role is in the following years.

Actual FY12 progress:

- Development and launch of Energy Impact Illinois (E12) brand, and subsequent "Two Energy Bills" marketing and outreach campaign
- Development and launch of comprehensive E12 web portal for energy efficiency resources <http://www.energyimpactillinois.org>
- Development and launch of residential online building energy tool, known as MyHomeEQ
- Development and launch of commercial online building energy tool, known as EnCompass
- Eight (8) separate energy efficiency financing programs launched and are operating including multifamily, single-family residential, and commercial/industrial.
- Development and launch of energy efficiency Workforce Intermediary (Centers for New Horizons)

Anticipated progress by end of FY 13: Continue to implement and administer the E12 program which is set to expire in May 2013. Work with U.S. DOE and our subgrantees to make necessary programmatic changes and determine the program's transition plan. Undergo strategic planning in energy to determine the agency's role in continuing E12, future retrofit activities, energy policy, and technical assistance. Recommend energy conservation practices, including local participation in E12, through LTA program whenever relevant.

Anticipated progress with 5 years: If the pilot program proves successful, it should be sustainable and should continue to support retrofit activities on an ongoing basis. The program should expand its role from energy efficiency retrofit work to a larger EE leadership and coordination role



amongst all partners. CMAP should expand its work beyond energy efficiency, but continue to support E12 efforts.

Implementation Action Area #2: Integrating Land Use Planning and Resource Conservation

Overall priorities in **integrating land use planning and resource conservation**: Through watershed plans, technical assistance, model ordinances, and other work with local governments, create changes in land use regulation that support conservation of water and energy.

FY 13 work plan:

- Local Planning Support – Model Plans, Ordinances, and Codes
- Local Planning Support – LTA
- Local Planning Support – Plan and Ordinance Review
- Policy Analysis and Development – Green Infrastructure Vision
- Policy Analysis and Development – State Legislative Strategy
- Water Resource Planning – Watershed Planning
- Water Resource Planning – Watershed Management Coordination
- Water Resource Planning – Volunteer Lake Management Program (VLMP)
- Regional Information – Regional Analysis Inventories

Anticipated progress by end of FY 12: *(Note: Not all implementation actions listed in Area #2 are directly related to land-use planning and resource integration.)* A growing list of case studies and “action successes” will have been made possible by a greater commitment of staff resources and an improved structure for orchestrating CMAP activities, coordinating with regional partners, and refining *Water 2050* implementation efforts. In an improved position to quantify implementation progress, momentum will be evident for making the shift towards increased water conservation and efficiency and integration with other water resource issues, stormwater management among them. Staff will have further developed skills and settled into more coherent roles regarding *Water 2050* implementation efforts. Staff will also manage the VLMP for the region.

Actual FY 12 Progress: 1) Watershed plans developed within the Fox River Basin and elsewhere considered the likely impact of comprehensive plans on land use and impervious surface and subsequent effects on water quality. 2) Watershed plans all considered existing ordinances and compared them to water protective development guidelines and/or model ordinance language to reveal opportunities for code and ordinance updates that will allow development to proceed without sacrificing water resource integrity. 3) watershed plans include an examination of open space assets and a vision for conserving and enhancing green infrastructure within the planning areas. 4) work is underway with the Northwest Water Planning Alliance to examine existing water-use ordinances among member communities and agree on a subset of the CMAP model ordinance for communities to adopt. 4) The Volunteer Lake Monitoring Program (VLMP) served approximately 30 lakes by involving local residents and agency staff in quantifying water quality, understanding cause and effect relationships, and informing management activities and plans. 5) Several projects with water components are undertaken through the LTA program, including a broad water resources project in Lake Zurich, water conservation plans in Oak Park and Evanston, and a water conservation ordinance in Orland Park. Water resources are also elements of broader plans in Campton Hills, Lake County, Lakemoor, Niles, Park Forest, and Round Lake Heights.

Anticipated progress by end of FY 13: 1) Following the FY 12 watershed plans, an implementation plan will be created to address water quality in nine lakes in the subregion. 2) One or more communities within the watershed planning area will be utilizing additional CMAP staff



resources via LTA program to review ordinances, subarea plans, or comprehensive plans for improving alignment with the implementation plan due in 2014. 3) The VLMP will continue to serve public and private lakes management alike and likely gain in number. 4) Additional LTA projects related to resource conservation will be pursued. 5) The Green Infrastructure Vision (GIV) data resources will be focused on policy applications, including use for comprehensive plans and land conservation.

Anticipated progress with 5 years: Land-use planning and resource conservation will have made significant strides as a result of *Water 2050*/GO TO 2040 implementation efforts. An update to both plans will have been accomplished and greatly informed by the previous years of experience with implementation efforts. CMAP's role(s) vis-à-vis other regional partners will have become clear and effective as a means for collaboration on implementation activities. Integrate use of GO TO 2040 Forecasts into Land Use Planning and Resource Conservation Activities.

Implementation Action Area #3: Pricing

Overall priorities in **pricing**: Work with utilities and municipalities to adopt pricing techniques that incent conservation, such as full cost pricing for water, or stormwater utility fees.

FY 13 work plan:

- Policy Analysis and Development – Water Governance and Financing Analysis
- Policy Analysis and Development – State Legislative Strategy
- Water Resource Planning – Water Pricing and Outreach

Anticipated progress by end of FY 12: CMAP will have led the way with framing the complex issue of full-cost-of-service pricing with publication of a white paper. The paper will subsequently serve to inform an outreach program promoting adoption of full-cost water and wastewater pricing in northeastern Illinois. A new regional dialogue will have been created regarding the need for new stormwater utility fees.

Actual FY 12 Progress: The full-cost water pricing white paper was published and distributed. An education and outreach program, including several workshops, got underway in partnership with others. Policy update blogs and fact sheets were produced to support the program.

Anticipated progress by end of FY 13: Outreach and education activities produced in support of last year's full cost water pricing white paper include three workshops for water utilities to build capacity for sustainable finance. Research on the costs and benefits of instituting stormwater utility fees as well as consolidating water utilities.

Anticipated progress with 5 years: A library of case studies will have emerged such that some progress will have been documented with shifting pricing strategies in the direction called for by *Water 2050*/GO TO 2040. There will be a regional movement towards full cost of service pricing for water. A follow-up survey to the one conducted by CMAP in 2008 will quantify change and indicate that among the general public, awareness of water issues, including usage and price, has increased. Regarding stormwater utility fees, new legislation will enable counties and municipalities to better manage stormwater using green infrastructure and an overall reduction in the amount of new impervious surface created relative to land-use change and development. Incorporate any pertinent water pricing strategies into revised GO TO 2040 forecasts.

Implementation Action Area #4: Funding

Overall priorities in **funding**: Fund resource conservation efforts through regular investment by state and federal government.

FY 12 work plan:



- Policy Analysis and Development –State and Federal Legislative Strategy

Anticipated progress by end of FY 12: Regarding state revolving loan funds, the two programs (and rules for implementing them) will have evolved some to reflect new water-resource issues. But more opportunity for change will remain apparent.

Actual FY 12 Progress: Worked with IDNR to develop a funding strategy to dedicate funding towards conservation efforts. However, the proposed funding mechanism was not included in IDNR's proposed legislation.

Anticipated progress by end of FY 13: Work towards a stable, dedicated source of funding for resource conservation efforts.

Anticipated progress with 5 years: Both state revolving loan fund programs will recognize in practice the need for integrated water resource planning. Funds will favor those applicants that have demonstrated some consistency with the recommendations of *Water 2050/GO TO 2040*. Such progress will have been the result of ongoing negotiations between IEPA and regional partners including CMAP. Additionally, a regional energy policy agenda should be developed.

Implementation Action Area #5: Local Governments as Early Adopters of Sustainable Practices

Overall priorities in **local governments as early adopters of sustainable practices**: Work with local governments to pursue projects that demonstrate the value of resource conservation.

FY 13 work plan:

- Local Planning Support – Online Case Study Library
- Local Planning Support – LTA

Anticipated progress by end of FY 12: Without funds to grant, CMAP's advisory role will limit progress with these prescriptions. Some discussion of consolidation of water / wastewater utilities will have occurred. Progress in this regard, however, will depend on additional staff resources with the required expertise and/or creation of a special regional task force.

Actual FY 12 Progress: Supported the work of the Northwest Water Planning Alliance to improve water-use conservation and efficiency. Developed a library of water-bill inserts for use by public water suppliers that deliver concise messages in support of Water 2050 recommendations. Worked with a number of municipalities to develop sustainability plans.

Anticipated progress by end of FY 13:) Work with communities through the LTA program to help them follow best practices in water management, and then document their work through the online case study library.

Anticipated progress with 5 years: Work with local governments to develop and implement sustainability plans and practices.



Expand and Improve Parks and Open Space

CMAP's role: This is a priority for GO TO 2040 and the majority of the recommendations are targeted to various implementers with limited CMAP staff involvement. The focus of the agency's activities for this year is on projects within the Policy Analysis and Development and the Local Planning Support core programs.

Additional management staff objectives: Determine whether or not CMAP should demonstrate more leadership related to the open space recommendations. If so, how and identify and secure sustainable funding for these activities.

Implementation Action Area #1: Coordinate Open Space Investment to Create a Connected Regional Green Infrastructure Network

Overall priorities in **Coordinate Open Space Investment to Create a Connected Regional Green Infrastructure Network:** CMAP's priority is the refinement of the Green Infrastructure Vision and ongoing outreach to encourage as many implementers to use it as possible.

FY 13 work plan:

- Policy Development and Analysis – Green Infrastructure Vision
- Local Planning Support – LTA

Anticipated progress by end of FY 12: Will select vendor to do part of the proposed work on the GIV and execute contract.

Actual FY 12 progress: Completed revision to GIV. Worked with Forest Preserve District of Cook County to incorporate GIV in its updated land acquisition plan. Agreed internally on policy direction for GIV.

Anticipated progress by end of FY 13: Report on recommended policy applications for the GIV (December 2012). Based several LTA plans in sensitive natural areas on GIV principles.

Anticipated progress within 5 years: A better understanding of the resources within the green infrastructure network, including condition, restorability, and economic value. The protection of considerably more of the green infrastructure network, especially through the efforts of "smaller players" like the land trusts.

Implementation Action Area #2: Invest in the Establishment of New Parks in Developed Areas

Overall priorities in **Invest in the Establishment of New Parks in Developed Areas:** CMAP's priority is to complete a baseline of land potentially available for park use, gather information on park district master plans, work with communities through the LTA program, and develop case studies of parks in redevelopment.

FY 13 work plan:

- Local Planning Support – LTA

Anticipated progress by end of FY 12: Complete baseline of land potentially available for park use. Gather information on park district master plans, similar to compendium of comprehensive plans. In coordination with Illinois Association of Park Districts, develop local technical assistance program for park districts (potentially in a subarea of region) to help establish shared open space. Review ordinances on as-needed basis during larger LTA project and gather information on land-cash ordinance best practices. Work to change the OSLAD program requirements to be in line with the Park and Recreation Facility Construction Program (PARC), new this year under the Illinois Jobs Now! capital program, which contains provisions to reduce match requirements to 10% for disadvantaged communities.



Actual FY 12 progress: Included recommendations related to parks in appropriate LTA projects.

Marketed LTA program to park districts and others to stimulate applications to develop collaborative parks master plans. A partial inventory of land potentially available for park use was developed, but staff determined that this would be more usefully conducted at the local level during a planning project.

Anticipated progress by end of FY 13: Continue to market LTA program to park districts with the goal of implementing an LTA program for park districts (potentially in a subarea of region) to help establish shared open space.

Anticipated progress within 5 years: Completion of at least one collaborative parks master plan in the region.

Implementation Action Area #3: Harmonize Actions by State and Local Government with Natural Resource Protection

Overall priorities in **Harmonize Actions by State and Local Government with Natural Resource**

Protection: Increasing local commitment to the compact development aspect of livable communities. The most important thing a local government can do to protect open space is to plan for livability. This will reduce overall land consumption. Some development will continue to occur within the green infrastructure network, however. In this case, local governments should require or at least encourage conservation design, resulting in the legal protection of a significant portion of the site through a conservation easement.

FY 13 work plan:

- Local Planning Support - LTA
- Policy Analysis and Development – Green Infrastructure Vision

Anticipated progress by end of FY 12: Emphasize the protection of the green infrastructure network in comprehensive plans undertaken through the LTA program. Develop model local green infrastructure identification method.

Actual FY 12 progress: Comprehensive plans undertaken in LTA program have typically been oriented toward green infrastructure protection. Local green infrastructure can be identified through GIV.

Anticipated progress by end of FY 13: Continue green infrastructure focus in ongoing LTA projects.

Report on recommended policy applications for the GIV will flesh out the potential to use the GIV for FPA reviews, as well as for other purposes.

Anticipated progress within 5 years: Begin using refined Green Infrastructure Vision in FPA reviews after aligning GIV update with update of Facility Planning Area procedures manual. Potentially update Conservation Design Resource Manual to provide a better conservation or cluster design model ordinance. Work to make sure that major capital projects, specifically IL 53, include advance planning for environmental mitigation.

Implementation Action Area #4: Increase Funding to Achieve the Level of Park Provision and Land Conservation

Overall priorities in **Increase Funding to Achieve the Level of Park Provision and Land Conservation:**

Helping identify and build support for alternative open space financing models, and working with land trusts to build capacity.

FY 13 work plan:

- Policy Analysis and Development – Green Infrastructure Vision
- Policy Analysis and Development – State Legislative Strategy

Anticipated progress by end of FY 12: Continue to provide policy support for protection of state open space funding and support for partners' initiatives.



Actual FY 12 progress: Provided analysis of alternative sources of open space funding and policy support for partner's initiatives. Policy blog produced on Promoting Conservation Easements on Private Land with State Tax Credits.

Anticipated FY 13 progress: No specific deliverables expected other than monitoring legislation and brief contributions to the policy blog.

Anticipated progress within 5 years: Stronger roles for land trusts, and more secure funding streams for parks and open space.

Implementation Action Area #5: Treat Management Needs as an Important Part of Landscape Preservation

Overall priorities in **Treat Management Needs as an Important Part of Landscape Preservation**: Aiding Chicago Wilderness in establishing region-wide restoration priorities.

FY 13 work plan:

- No work plan item

Anticipated progress by end of FY 12: None.

Anticipated progress by end of FY 13: None.

Anticipated progress within 5 years: Recommendations for region-wide restoration priorities.



Promote Sustainable Local Food

CMAP's role: This is a priority for GO TO 2040 and while the agency will be engaged in a number of activities to support this recommendation, it will not lead this effort.

Additional management staff objectives: If there is a willingness amongst stakeholders, work to build consensus to identify a lead organization to support and implement these recommendations.

Implementation Action Area #1: Facilitate Sustainable Local Food Production

Overall priorities in **facilitate sustainable local food production:** focus on the land aspects of food production: farmland preservation and existing municipal land evaluation for local food. Primarily achieve goals through LTA program.

FY 13 work plan:

- Local Planning Support – LTA

Anticipated progress by end of FY 12: Assist Kane County and other applicants through the LTA program to create an evaluation framework for communities to map and access their vacant lots for local food production. Support federal policy: Fresh Food Financing and more inclusion of funding for food in the next farm bill (2012).

Actual progress in FY 12: Began work with Kane County on food production site prioritization project. Also included local food production as major component of projects in Lake County, Blue Island, and Chicago. Legislative priorities were not accomplished.

Anticipated progress by end of FY 13: Include local food production as an explicit component of several new LTA projects. Complete existing LTA projects that have food production components.

Anticipated progress with 5 years: Through the LTA program, work with communities to use the model comprehensive plan and other products.

Implementation Action Area #2: Increase Access to Safe, Fresh, Affordable, and Healthy Foods

Overall priorities in **increase access to safe, fresh, affordable, and healthy foods:** Support food access efforts through LTA program.

FY 13 work plan:

- Local Planning Support – LTA

Anticipated progress by end of FY 12: Research three potential legislative pieces listed above to see how we can support their funding. Partner with City of Chicago to support grocery stores in low access food areas.

Actual progress in FY 12: Incorporated food access into LTA project in Chicago. Legislative priorities were not accomplished.

Anticipated progress by end of FY 13: Include food access as an explicit component of several new LTA projects. Complete existing LTA projects that have food access components.

Anticipated progress with 5 years: Through the LTA program, address food access in a number of interested communities.

Implementation Action Area #3: Increase Data, Research, Training, and Information Sharing

Overall priorities in **increase data, research, training, and information sharing:** For the region: Funded and functional Regional Food Entity. For CMAP staff: Technical Assistance (includes model ordinance) and Data (making more data available on our website and data analysis): these two topics fit into the work already underway at CMAP and are specifically outlined for us as recommendations in the plan. Overall this implementation area will be the main focus for CMAP staff resources.



FY 12 work plan:

- Local Planning Support – Model Plans, Ordinances, and Codes
- Local Planning Support – LTA

Anticipated progress by end of FY 12: Completion of Model Local Food Ordinance. Inclusion of local food data on MetroPulse (we would need to receive data already cleaned and preferably at the county level). Receiving this data would allow for in house data analysis for local food policy recommendations/support. Complete local food guide for planners with NIRPC to support both of our regional comprehensive plans (food related work).

Actual progress in FY 12: Completed model language for inclusion in local comprehensive plans related to local food. Developed other draft materials concerning local food for the use of local governments, to be completed in FY 13. Anticipated progress related to data and joint NIRPC product were not accomplished.

Anticipated progress by end of FY 13: Publicize the model local food materials and also produce a video geared toward local governments. Update GO TO 2040 and kindred indicators related to Local Food.

Anticipated progress within 5 years: Apply the model local food materials in several communities through the LTA program, and document them as case studies. Incorporate local food data in Metropulse. Fully funded and staffed Regional Food Entity that is funneling federal and state resources to the region for local food.



Improve Education and Workforce Development

CMAP's role: This is a priority for GO TO 2040 and the agency's role and focus on implementing this recommendation will be concentrated on data, analysis, and coordination.

Additional management staff objectives: Engagement of the private sector, non-profit, and philanthropic partners on this topic and recommendation.

Implementation Action Area #1: Improve Coordination Between Education, Workforce Development, and Economic Development

Overall priorities in **Improve Coordination Between Education, Workforce Development, and Economic Development:** Focus on completing Drill-Down reports and implementing the reports' recommendations to improve coordination between education, workforce development, and economic development; connect these recommendations to other implementation activities as appropriate. Utilize Economic Development committee to engage partners and share information to foster coordination and collaboration and to track progress.

FY 13 work plan:

- Policy Analysis and Development – Industry Cluster Drill-Down Reports, Human Capital Collaboratives and Indicator Development
- Local Planning Support – LTA

Anticipated progress by end of FY 12: Complete two Drill-Down reports; begin implementation of Freight report recommendations.

Actual FY12 Progress: Completed first drill-down report (end of FY 13) on the freight cluster. Integrate workforce development into several ongoing LTA projects.

Anticipated progress by end of FY 13: Complete second and third cluster drill down reports. Continue to facilitate the work of the Workforce Data Partners group, which focuses on improving data dissemination and providing workforce development data users with the information they need to improve decision making. Continue to integrate workforce development into LTA projects.

Anticipated progress with 5 years: Several clusters have been examined and strategy to pursue the reports' recommendations is fully developed and implementation underway. Update on first few cluster reports completed as necessary to show progress. In the next 5 years, staff should shift toward developing and strengthening partnerships with intermediaries and assist with convening diverse entities to be more engaged in the work of intermediaries. Staff can work with partners to find ways to highlight workforce intermediaries as a critical link, such as writing case studies. Engage workforce intermediaries in the implementation of the freight and manufacturing and other cluster recommendations as appropriate.

Implementation Action Area #2: Data and Information Systems

Overall priorities in **data and information systems:** Continue to improve the MetroPulse website and launch the Human Capital Information Portal (HCIP) and develop it so it continues to integrate new data.

FY 13 work plan:

- Data sharing and Warehousing – MetroPulse Jobs

Anticipated progress by end of FY 12: Launch HCIP 1.0 and develop and implement plan to develop it over time. Strengthen partnerships with state agencies and facilitate work of the Workforce Data Partners and the Steering Committee.



Actual FY12 progress: Launch of HCIP 1.0 complete and plan for adding additional cluster developed.

Objectives of Workforce Data Partners more clearly defined.

Anticipated progress by end of FY 13: Add two additional clusters to MetroPulse Jobs.

Anticipated progress with 5 years: HCIP is a fully developed portal that provides data on the impact of training and education programs; to the extent possible, it integrates SLDS data and/or a serves as a regional CWICstats. A plan for sustainability has been developed and implemented.

Implementation Action Area #3: Improve Delivery of Workforce Development Services

Overall priorities in **improve delivery of workforce development services**: All of the actions in this area were directed to other implementers. Develop State and Federal Policy agenda that aligns with these actions; coordinate and facilitate research with external partners as appropriate, share information via the HCIP, Policy Updates, and Moving Forward webpage.

FY 13 work plan:

- Policy Analysis and Development – State and Federal Legislative Strategy

Anticipated progress by end of FY 12: Develop State and Federal Policy agenda; complete research on current workforce development funding.

Actual FY12 Progress: developed state and federal policy agenda.

Anticipated progress by end of FY 13: Develop state and federal policy agenda, monitor legislative action.

Anticipated progress with 5 years: CMAP has fully developed policy stance on workforce funding and programs; data on funding and impacts of programs is incorporated into the HCIP; best practices and model programs are expanded.



Support Economic Innovation

CMAP's role: This is a priority for GO TO 2040 and the agency's role and focus on implementing this recommendation will be concentrated on data, analysis, and coordination.

Additional management staff objectives: Identify ways that programs and policy can be better coordinated and implemented at the state and regional level.

Implementation Action Area #1: Improve Data and Information Systems

Overall priorities in **improving data and information systems:** CMAP has a clear role to play in being a data repository for economic and innovation data. Limited staff capacity in this area does not allow us to make great strides, but we are working on this. More clarity should be reached on the relationship between the HCIP, Drill Downs, and the collection of other innovation metrics. CMAP should be collecting data on an ongoing basis.

FY 13 work plan:

- Policy Analysis and Development – Industry Cluster Drill-Down Reports, Human Capital Collaboratives and Indicator Development
- Data sharing and Warehousing – MetroPulse Jobs

Anticipated progress by end of FY 12: CMAP should build its capacity (and its reputation) as a repository for human capital data, including economic metrics and innovation metrics. The major efforts in this area are currently the Human Capital Information Portal (HCIP) and the Cluster Drill Down efforts. An FY 12 work plan project on economic/innovation data collection with clear deliverables will add clarity to what CMAP's role is. A closer relationship with DCEO should be fostered by the end of FY 12.

Actual FY12 progress: Capacity added through the hiring of two additional staff. Launch of HCIP 1.0 complete and plan for adding additional cluster developed. Partnered with several other organizations to create the Illinois Innovation Index monthly newsletter. The featured data is added to MetroPulse each month.

Anticipated progress by end of FY 13: Add two additional clusters to MetroPulse Jobs. Continue work with Illinois Innovation Index group to publish an annual report and guide the MetroPulse dashboard on innovation. This group will help CMAP identify key innovation metrics and targets, which will be tracked overtime to measure our progress.

Anticipated progress within 5 years: CMAP should emerge as the go-to place for regional innovation metrics and continue to provide credible analyses on these issues. An innovation dashboard on MetroPulse has been created and CMAP develops annual innovation index report and regular updates in collaboration with other organizations. DCEO should emerge as a more efficient organization that focuses on re-tooling its innovation programs. Coordinate need for scenario metrics with Advanced Urban Model Development.

Implementation Action Area #2: Nurture the Region's Industry Clusters

Overall priorities on **industry clusters:** All of the actions in this area were directed to other implementers. CMAP can lead analytic efforts. CWIC is our partner in this regard. CMAP should stay involved in wider efforts to form coalitions around our industry clusters as a way to secure funding or bolster the commercialization of research.

FY 13 work plan:

- Policy Analysis and Development – Industry Cluster Drill-Down Reports

Anticipated progress by end of FY 12: Two cluster drill-down reports complete. CMAP becomes more involved in regional cluster initiatives, though direct leadership is not necessarily required.



Actual FY12 progress: One cluster drill-down complete. Economic Development Committee learned about several cluster intermediaries and began discussing how to support clusters. Sub-committee looking at a specific funding opportunity to support a manufacturing cluster.

Anticipated progress by end of FY 13: Two additional cluster drill down reports complete and CMAP becomes more involved in regional cluster initiatives.

Anticipated progress within 5 years: Continue to lead in terms of analysis of these issues. Continue to coordinate with other partners on these issues and participate as appropriate in the implementation of drill-down recommendations

Implementation Action Area #3: Increase the Commercialization of Research, Target Investment Decisions, and Pursue New Financing Opportunities

Overall priorities on **commercialization of research**: All of the actions in this area were directed to other implementers. This is not a high priority area for CMAP staff involvement. However, we want to help steer, as much possible, efforts in this area. These activities should be linked to the implementation of the cluster drill-down reports to the extent possible and be led by Economic Development Committee members.

FY 13 work plan:

- No work plan item

Anticipated progress by end of FY 12: Since these actions are directed at other implementers, we will continue being at the table and as appropriate, be ready to respond to things as they arise and expand policy agenda.

Actual FY12 progress: Economic Development Committee sub-committee established to explore how to target resources and foster coordination to support manufacturing cluster.

Anticipated FY 13 progress: Supportive role. No specific work plan item.

Anticipated progress within 5 years: N/A

Implementation Action Area #4: Create a Culture of Innovation

Overall priorities on **culture of innovation**: All of the actions in this area were directed to other implementers. Priorities for CMAP are to stay at the table and help where needed. This is not a major focus for our staff. Consider use of online case study library to document good innovations.

FY 13 work plan:

- No work plan item

Anticipated progress by end of FY 12: Determine whether documenting (through the ED committee) good examples of how this culture is being fostered is useful.

Actual FY12 Progress: GO TO 2040 Implementation Report highlighted leading examples of how other organizations are creating a culture of innovation, including the Illinois Innovation Network, which is a partner in the Illinois Innovation Index.

Anticipated FY 13 progress: Supportive role. No specific work plan item. Continue to consider highlighting leading examples via the GO TO 2040 implementation report.

Anticipated progress within 5 years: Since these actions are directed at other implementers and culture is hard to quantify, but it is fair to say that we can measure the outcomes through broader innovation metrics that CMAP can measure, such as more commercialization, more patents, more venture capital, etc.



Reform State and Local Tax Policy

CMAP's role: This is a priority for the agency in terms of leadership in accomplishing these recommendations, and staff capacity has been increased to fulfill the CMAP Board's commitment to this policy area.

Additional management staff objectives: Remain engaged in the prioritized tasks that are identified in the work plan and ensure that appropriate direction is provided.

Overall priorities in **reform state and local tax policy:** Staff the Regional Tax Policy Task Force and develop specific recommendations for action.

Anticipated progress by end of FY 12: Complete the work of the task force.

FY 12 actual progress: The RTPTF completed their work and submitted a report to the CMAP Board. A set of prioritized tasks has emerged from discussions with the Board and these will be undertaken by staff in FY 13.

FY 13 work plan:

Policy Analysis and Development – Assessment of Economic Development Incentives, Assessment of the Fiscal and Economic Impact of Land Use Decisions, State and Local Tax Policy: Indicators and Targets, Analysis of Regional Revenue Sources for Financing Capital Infrastructure, State Legislative Strategy
FY 13 anticipated progress: Final report on economic development incentives, initial analysis results from fiscal and economic impact of land uses projects, final report on regional revenue sources, state and local tax policy indicators selected. CMAP staff will also monitor state legislation on tax issues.

Anticipated progress within 5 years: Year 2 of this work will center around 4 main priorities: (1) monitor and react to state legislation around tax policy; (2) pursue a source of regional funding for capital improvements; (3) analyze the impact of state and local tax rebates and economic development incentives; (4) continue to analyze and explain the fiscal and local/regional economic impacts of local development decisions. Overall, the anticipated progress is that CMAP will become much more proactive on issues of state and local tax policy, and specifically how these decisions affect the goals of the GO TO 2040 plan. Tax issues remain contentious and CMAP does not have the ability to achieve change unilaterally, so the agency must continue to rely on its analytical chops and the dissemination of this information to continue to make the case that the tax system requires reform. Via the above reports, the policy blog, and our reaction to bills in the state legislature, CMAP intends to play this role. Specifically, the issues of regional revenues and overall metropolitan governance are central issues for this agency and the expectation is that the Board becomes more proactive in the next five years in seeking solutions. Investigate inclusion of alternative tax policy scenarios on GO TO 2040 Forecast update.



Improve Access to Information

CMAP's role: This is a priority for the agency in terms of leadership, level of effort, and staff resources. Maintaining and improving the MetroPulse application and data resources is the flagship of CMAP's commitment to transparency in regional planning data.

Additional management staff objectives: Remaining engaged in the data sharing and warehousing implementation strategy and ensuring that appropriate resources and direction is provided.

Implementation Action Area #1: Launch the Regional Indicators Project's MetroPulse Website

Overall priorities in **launching the Regional Indicators Project's MetroPulse Website:** Stabilize and maintain the existing MetroPulse application and build a community of regular users. Track GO TO 2040 Indicator progress toward implementation.

- FY 13 work plan: Data Sharing and Warehousing - MetroPulse Regional
- Data Sharing and Warehousing - GO TO 2040 Indicators Tracking
- Congestion Management - Performance Monitoring

Anticipated progress by the end of FY 12: Establish internal protocols and support contracts for MetroPulse maintenance. Establish inventory and update schedule for critical GO TO 2040 Indicators.

Actual FY12 Progress: Completed assessment documenting source and method used in preparing GO TO 2040 Indicators to facilitate tracking and updating efforts. Established MetroPulse maintenance plan and support contracts. Initiated development of special portals for transportation data archive, human capital and municipal data. Maintained online CMP performance monitoring data.

Anticipated progress by the end of FY13: Improved functionality of MetroPulse Regional. Completion of Indicators Biennial Report with focus on GO TO 2040 and kindred indicators. Maintain online CMP performance monitoring data.

Anticipated progress with five years: Continue to improve functionality of MetroPulseChicago.org. Track and report on GO TO 2040 Indicators.

Implementation Action Area #2: Develop Regional Best Practices

Overall priorities in **developing regional best practices:** Establish and document standards and protocols for urban data sharing and promote their use among CMAP partners. Define measures of success for data sharing.

FY 13 work plan:

- Local Planning Support – Municipal Survey and Compendium of Plans
- Data Sharing and Warehousing - MetroPulse Data Processing
- Data Sharing and Warehousing - MetroPulse Data Visualization

Anticipated progress by the end of FY 12: Draft a Best Practices for Data Sharing manual and develop an outreach strategy.

Actual FY12 Progress: Best practices document published. Initiated open source data sharing hub.

Anticipated progress by the end of FY13: Establish broader staff leadership and capacity in Data Processing for MetroPulse (ETL) and refined standards for Visualization (dashboards and maps). Deploy open source data sharing hub.

Anticipated progress with five years: Establish automated data sharing procedures with cooperative partners that will serve as a positive example of the benefits of data exchange. Integrate with proprietary Socrata portals in use at City of Chicago, Cook County and State of Illinois.



Implementation Action Area #3: Provide Direct Technical Assistance and Conduct Data Sharing Pilot Programs

Overall priorities in **providing direct technical assistance and conduct data sharing pilot programs:**

Similar priorities to action area #1 and #2, demonstrate the scalability and transferability of MetroPulse to other urban data applications.

FY 13 work plan:

- Data Sharing and Warehousing - MetroPulse Local
- Data Sharing and Warehousing - MetroPulse Jobs
- Data Sharing and Warehousing - MetroPulse Transportation
- Data Sharing and Warehousing - Regional Data Sharing and Technical Assistance

Anticipated progress by the end of FY 12: Scope and perform proof-of-concept for three pilot programs in human capital, transportation archive and municipal data portals.

Actual FY12 Progress: MetroPulse outreach and communications underway.

Anticipated Progress by the end of FY13: Launch of MetroPulse Jobs and MetroPulse Local. Further accessibility to MetroPulse Transportation (archived system performance data).

Anticipated progress with five years: Expand MetroPulse to include specialized portals for municipalities, human capital and archived transportation data. Demonstrate the flexibility of MetroPulse for a variety of urban data applications. Hire and train data sharing outreach staff position.



Pursue Coordinated Investments

CMAP's role: This is a high priority for the agency in terms of leadership and level of effort, but many of the implementation actions are contingent upon action of other implementers. This encompasses the backbone of the agency's policy objectives that are reflected in the state and federal policy agenda and a number of specific projects in the work plan.

Additional management staff objectives: Continue to pursue the policy agendas. Examine and pursue other funding sources for the agency that are sustainable and less reliant on transportation funding.

Implementation Action Area #1: Take a Regional Approach to Federal and State Investment

Overall priorities in **take a regional approach to federal and state investment:** Realign CMAP's programming activities and review responsibilities to support GO TO 2040. Justify continued investment by HUD, DOE, EPA, and other federal and state agencies by efficiently using current grants. Take regional leadership in bringing federal and state resources to the region.

FY 13 work plan:

- Local Planning Support – LTA
- Policy Analysis and Development – Performance Based Evaluation Criteria and Funding
- Policy Analysis and Development – Analysis of Regional Revenue Sources for Financing Capital Infrastructure
- Policy Analysis and Development – Assessment of Economic Development Incentives
- Policy Analysis and Development – Assessment of the Fiscal and Economic Impact of Land Use Decisions
- Policy Analysis and Development – Water Governance and Financing Analysis
- Policy Analysis and Development – State and Federal Legislative Strategy
- Congestion Management Process – Data Evaluation for Programming Decisions
- Transportation Improvement Program – TIP Analysis
- Transportation Improvement Program – CMAQ Program Development and Administration
- Water Resource Planning – Facilities Planning Area (FPA) Review Process
- Energy Impact Illinois (EI2)

Anticipated progress by end of FY 12: There are a large number of projects that relate to this action area, see the deliverables identified in the work plan. CMAP's progress on the two competitive federal grants will focus largely on implementing the LTA program and the CRIBB program. Successes from these two projects should be brought to bear to influence ongoing federal and state policy about empowering regions.

Actual FY 12 Progress: Progress was made on advancing a number of policy and programmatic initiatives, including performance-based evaluation criteria for transportation funding and reforming programming policy for the CMAQ program. Both the HUD and DOE funded programs met their goals for the fiscal year. The Board and staff worked to align the agency's activities to implement GO TO 2040.

Anticipated progress by end of FY 13: There are a large number of projects that relate to this action area, see the deliverables identified in the work plan. CMAP's progress on the two competitive federal grants will focus largely on implementing the LTA program and the CRIBB program. Successes from these two projects should be brought to bear to influence ongoing federal and state policy about empowering regions.

Anticipated progress with 5 years: CMAP continues to lead regional efforts, where applicable. On the ground successes should lead to more potential opportunities- CMAP should continue to stress



the positive benefits of a regional approach to investment decisions. Diverse and sustainable funding should be secured to support the agency's activities.

Implementation Action Area #2: Reform State and Federal Policies and Programs

Overall priorities in **reform state and federal policies and programs**: Revise funding programs at the federal and state levels to be criteria-based and support the implementation of GO TO 2040.

FY 13 work plan:

- Policy Analysis and Development – Performance Based Evaluation Criteria and Funding
- Policy Analysis and Development – Analysis of Regional Revenue Sources for Financing Capital Infrastructure
- Policy Analysis and Development – Assessment of Economic Development Incentives
- Policy Analysis and Development – Assessment of the Fiscal and Economic Impact of Land Use Decisions
- Policy Analysis and Development – Water Governance and Financing Analysis
- Policy Analysis and Development – State and Federal Legislative Strategy

Anticipated progress by end of FY 12: The work here is encompassed in our state and federal policy agendas. 55-45 and transportation funding continues to be the agency focus. We anticipate transportation reauthorization will present an opportunity for us to take the lead in advocating for some of these changes.

Actual FY 12 Progress: Developed both the state and federal policy frameworks and agendas that outlined the course for policy change. A decision was made to focus on performance-based evaluation criteria for transportation, instead of 55-45. An issue brief was developed and comments were incorporated with a developed strategy towards implementation. There was a lot of activity in federal transportation reauthorization. Additional resources were committed to monitoring, analyzing, and communicating through the Policy Updates.

Anticipated progress by end of FY 13: The work here is encompassed in our state and federal policy agendas and in a number of projects in the Policy core program.

Anticipated progress with 5 years: We should hope to see less siloing on the federal and state level and to see investments with more focus. The majority of these actions require legislative change, so it will be important to continue to pursue and communicate our policy agendas.

Implementation Action Area #3: Support Efforts to Consolidate Local Services

Overall priorities in **support efforts to consolidate local services**: Analyze the fiscal, efficiency, and other consequences of sharing or consolidating local services. Analyze the effects of consolidating local governments, with a special focus on the township system.

FY 13 work plan:

- No work plan item

Anticipated progress by end of FY 13: These actions are directed to the Metropolitan Mayors Caucus, counties, COGs, and municipalities to lead. CMAP will continue to encourage those implementers to analyze the issues and will consider playing a larger role if requested. We see a regional and statewide move toward consolidation and coordination of services, where it makes sense. Investigate the effect of achieving consolidation on GO TO 2040 Forecasts.



Invest Strategically in Transportation

CMAP's role: This is a high priority for the agency in terms of leadership, level of effort, and staff commitment.

Additional management staff objectives: Pursue the federal and state policy agendas, which articulate the agency's annual legislative priorities.

Implementation Action Area #1: Find Cost and Investment Efficiencies

Overall priorities in **finding cost and investment efficiencies:** On the state policy level, 55/45 remains the priority. Other priorities also seek to improve our evaluation criteria and ensure that transportation projects align with GO TO 2040.

FY 13 work plan:

- Policy Analysis and Development – Performance Based Evaluation Criteria and Funding
- Congestion Management Process – Data for Programming Decisions
- TIP – Development and Administration
- TIP – Database Management
- TIP – Conformity of Plans and Program
- TIP – TIP Analysis
- TIP – CMAQ Program Development and Administration

Anticipated progress by end of FY 12: Achieve satisfactory policy change on 55/45. Construct decision-support tool for the TIP that will allow staff to evaluate whether transportation projects align with GO TO 2040. Continue progress on advanced system modeling and coordinate that effort with evaluation criteria for major transportation projects.

Actual progress in FY 12: After the last strategic plan was finalized, staff made a subtle shift in framing the 55/45 issue. The emphasis is now squarely on *performance-based evaluation criteria*. Regarding this topic, staff completed recommendations for a new funding process in Illinois, presented this proposal to the CMAP Board and MPO Policy Committee, and adopted an Issue Brief. Staff submitted an application to FHWA's Transportation Planning Capacity Building Program to convene a workshop with state DOT and MPO officials from across the country. After adopting the Issue Brief in February 2012, staff began outreach with IDOT, the RTA, and regional stakeholders to advocate for state policy change; advocacy efforts have coalesced around IDOT's update of the State Transportation Plan, due in December 2012, and in recommending that the RTA use its asset decision making tool for programming purposes.

Policy staff has also worked in concert with TIP staff to analyze the current TIP. To be finalized by the end of FY 13, an internal report will be completed that breaks down the current TIP along dimensions of cost, geographical focus, and work type aligning with GO TO 2040 categories of maintenance, modernization, and expansion. The report will also recommend a form of active program management to improve transparency and more explicitly align the TIP with the recommendations presented in GO TO 2040.

In FY 12, TIP staff also worked to resolve the unobligated balance issue with the CMAQ program. Staff has updated the posted active program management policies with the new policies and procedures as approved by the Project Selection Committee and will work to facilitate the approval process through the Transportation Committee, the Regional Coordinating Committee, MPO Policy Committee and CMAP Board. The TIP was maintained throughout the year by



processing administrative modifications and conducting two amendments including the required air quality conformity determination.

Anticipated progress in FY 13: Continued outreach to stakeholders on performance based funding and host a successful peer exchange, internal analysis of TIP and its alignment with GO TO 2040, complete policy report on funding and programming decisions. Under the Congestion Management Process, a data acquisition plan and draft architecture will be developed supporting programming decisions. The TIP will be maintained by processing requested amendments, administrative modifications and conducting required conformity findings. The TIP analysis project will develop dashboards for the fund sources and work types employed by the TIP. Under this project a prototype of an analysis conducted following TIP amendments will be produced.

Anticipated progress within 5 years: It is anticipated that IDOT, CMAP, and other regional transportation stakeholders will adopt and implement explicit performance-based programming processes. These processes will lead to a robust, actively managed TIP, and CMAP staff will have the ability to evaluate individual transportation projects for their consistency with GO TO 2040. The CMAQ program will also be actively managed, and its large unobligated balance will be responsibly spent down. Within five years, CMAP will have developed advanced modeling capabilities in order to effectively respond to an expanded array of policy and planning variables. Expand use of Advanced Urban Models to demonstrate and test the efficiencies gained through strategic actions.

Implementation Action Area #2: Increase Motor Fuel Taxes in the Short Term, and Institute a Replacement in the Long Term

Overall priorities on **gas taxes**: Raise the state motor fuels tax eight cents and index the gas tax to inflation. Find alternative sources to replace it, if necessary.

FY 13 work plan:

- Policy Analysis and Development- Analysis of Regional Revenue Sources for Financing Capital Infrastructure

Anticipated progress by end of FY 12: Include gas tax increase (or other corresponding efficient revenue raising mechanism) in the federal transportation reauthorization, if one is passed. At the state level, the 55/45 issue remains priority, but staff is on alert to reintroduce the gas tax issue.

Actual progress in FY 12: Given the economic and political climate, neither the state nor the federal motor fuels taxes were increased. Staff continued to stress the importance of bolstering the federal and state gas taxes in federal and state agendas and related issue briefs.

Anticipated progress in FY 13: A regional gas tax and indexing will likely be analyzed among a larger menu of options in the regional revenues project.

Anticipated progress within 5 years: Federal and state will increase these taxes, which will generate more sustainable revenue for our system. Investigate use of Advanced Urban Models to demonstrate and test the travel demand effects of alternate tax scenarios.

Implementation Action Area #3: Implement Congestion Pricing on Select Road Segments

Overall priorities on **congestion pricing**: Build public acceptance of congestion pricing, better understand its financing, prioritize where congestion pricing should be implemented in the region, and implement one or more pilot projects.



FY 13 work plan:

- Policy Analysis and Development – Value Pricing Campaign
- Policy Analysis and Development – Major Capital Project Implementation
- Regional Information and Data Development – Advanced Urban Model Development

Anticipated progress by end of FY 12: Study congestion pricing system-wide and understand its implications for the other elements of the transportation system.

Actual progress in FY 12: Based upon a strategic planning exercise for major capital projects, staff began to develop (done by September 2012) a marketing piece to promote the implementation of congestion pricing in northeastern Illinois. This effort will produce a new brochure and website, both containing introductory material, case studies, and the modeled impacts of congestion pricing on regional expressways. These materials will be presented at a variety of regional venues, and will support a broader advocacy campaign to be organized by CMAP. CMAP's advanced pricing model was used to evaluate a managed lanes scenario in the context of the IL53/120 planning study.

Anticipated progress by end of FY 13: Complete value pricing marketing piece, develop outreach and communications strategy and follow through on it.

Anticipated progress within 5 years: CMAP will build acceptance for congestion pricing by disseminating educational materials and proactively reaching out to local and state decision-makers. CMAP staff will work with regional stakeholders to prioritize locations to implement pricing, secure necessary legislative changes, secure federal funding, and implement a pilot project. CMAP will take the lead in evaluating the performance of pilot projects.

Implementation Action Area #4: Implement Pricing for Parking

Overall priorities on **parking pricing**: Include parking pricing in planning studies and find locally appropriate ways to implement it.

FY 13 work plan:

- Local Planning Support – Model Plans, Ordinances and Codes
- Local Planning Support – LTA
- Policy Analysis and Development – Analysis of Regional Revenue Sources for Financing Capital Infrastructure

Anticipated progress by end of FY 12: Create model parking approach and identify communities in which it can be implemented.

Actual progress in FY 12: CMAP staff developed a step-by-step guide to help local governments implement performance-based parking and other reforms. Staff presented this model parking approach to various CMAP committees and at various regional venues, and began working with specific communities to implement pilot projects.

Anticipated progress by end of FY 13: Regional parking revenues will likely be analyzed among a larger menu of options in the regional revenues project. In addition, several local parking projects will be chosen during the new LTA program applications. Work on these will begin in FY 13 but may not be fully complete by the end of the year. The model parking approach will also continue to be presented and promoted.

Anticipated progress within 5 years: Pricing for parking will be widely understood among local government officials and broadly considered a best practice. An increasing number of municipalities will implement parking pricing as the preferred strategy to reduce congestion, promote other modes of travel, raise revenue for local improvements, and support compact development. Working with local governments, CMAP will develop and disseminate a model parking ordinance, which will also recommend active parking management. Investigate use of



Advanced Urban Models to demonstrate and test the travel demand effects of parking pricing strategies.

Implementation Action Area #5: Find Other Innovative Finance Mechanisms

Overall priorities on **innovative financing**: See public-private partnership (PPP) legislation passed.

Continue agency leadership on the value capture issue.

FY 12 work plan:

- Policy Analysis and Development – Analysis of Regional Revenue Sources for Financing Capital Infrastructure
- Policy Analysis and Development- Freight Policy Development
- Policy Analysis and Development- Major Capital Projects Implementation

Anticipated progress by end of FY 12: See value capture analyses incorporated into project discussions. See PPP legislation passed.

Actual progress in FY 12: The Public-Private Partnerships for Transportation Act (HB 1091) was passed by the General Assembly and signed by the Governor in August 2011. Clean-up legislation was introduced during the 2012 legislative session. CMAP staff followed this legislation, and issued a four-part series of policy updates on PPPs for transportation over the winter of 2011-2012. In summer 2011, CMAP issued a thorough background report on value capture, and staff performed value capture analyses for the Central Lake Corridor Blue Ribbon Advisory Council in spring 2012. Staff continued to research policy barriers to the implementation of value capture for transportation.

Anticipated progress in FY 13: Innovative financing will be a major component of the regional revenues report. The freight policy development project will begin to assemble the necessary data to perform analyses on user fee and other innovative financing structures for freight infrastructure. CMAP will continue to support innovative financing in major capital projects as it has done with 53/120. I-90 will likely be a focus area for some staff work in FY 13.

Anticipated progress within 5 years: CMAP will continue to lead value capture analytical efforts for priority projects and will advocate for new enabling legislation to allow value capture for transportation, particularly across multiple jurisdictions. If applicable, CMAP will work with regional stakeholders to select candidate projects for PPP and assist with evaluating pilot projects in the region.



Major Capital Projects

CMAP's role: The major capital projects vary widely in terms of their status, overall complexity, and challenges and opportunities for CMAP staff involvement. While the agency intends to play a role in steering project implementation, these efforts will be highly targeted and prioritized, based on internal strategic planning.

Additional management staff objectives: Implement internal strategic plan for CMAP's role in the implementation of major capital projects.

FY 13 work plan:

- Local Planning Support – Community Planning program
- Local Planning Support – LTA
- Policy Analysis and Development – Major Capital Project Implementation
- TIP – TIP Development and Administration
- Regional Information and Data Development – Advanced Urban Model Development

Actual Progress in FY 12:

- Strategic plan: Staff completed a short term strategic plan for staff involvement on GO TO 2040's major capital projects. The purpose of this effort was to deploy CMAP resources, in coordination with state, regional, and local agencies and groups, to generate the data, information, policy analysis, and outreach to advance implementation of GO TO 2040's fiscally constrained priority projects. In addition, CMAP played a leading role on several projects. This is described in further detail below:
 - Central Lake County Corridor: Staff partnered with the Illinois Tollway to staff the Tollway's Blue Ribbon Advisory Council (BRAC). The final report is scheduled to be released in May 2012. During this process, CMAP staff has provided considerable policy and planning guidance for the council. Specifically, CMAP conducted an analysis of future land use change in the corridor, analyzed local financing options including value capture, and provided travel modeling assistance. Staff also provided detailed transportation and environmental analyses for a full-day design workshop and assisted with writing and editing the final report.
 - I-90: The I-90 corridor planning council, co-chaired by CMAP and the RMAP (the Rockford MPO) is currently scoping next steps, many of which will require technical and policy analysis by CMAP staff in FY 13.
 - CTA Red Line extension: CMAP completed a value capture analysis for the CTA red line south, in consultation with the CTA, RTA, and the City of Chicago. The Local Technical Assistance (LTA) Program also supported the Red Line extension through a project demonstrating the livability benefits of the proposed extension.
 - CMAP regularly provided modeling support and evaluation for projects related to I-290, Elgin-O'Hare/West Bypass, I_294/I57, I-57 and various other proposals requiring alternatives analysis and forecasting.



- Other projects: CMAP staff continued to participate on a variety of other regional planning groups, providing policy and planning guidance as well as travel modeling and other technical analysis. These projects include the Elgin O'Hare Expressway (both the Governor's Advisory Council and IDOT's Tier 2 EIS), IDOT's I-290 EIS planning process, the City of Chicago Union Station Master Plan (West Loop Transportation Center), Southeast Transit Service, and the IDOT/INDOT Illiana Corridor Project Study,

Anticipated Progress in FY 13: After the conclusion of the Tollway's Blue Ribbon Advisory Council, scope future work and pursue funding for a multijurisdictional corridor land use plan for Central Lake County. This project will require significant buy in from local governments, Lake County, and the Illinois Tollway. Staff will continue to co-chair the I-90 corridor planning council, and CMAP will seek to add value to this process specifically through utilization of its new pricing model, a value pricing outreach campaign, analysis of land use around expressway-based transit, and support of innovative financing such as value capture. CMAP will continue to work with the CTA to implement their major capital projects. Through the LTA and Community Planning programs, CMAP will also support land use and economic development planning in the area of the I-294 and I-57 interchange. Staff will also continue to participate on other planning groups.



Increase Commitment to Public Transit

CMAP's role: This is a priority for GO TO 2040 and the majority of the recommendations are targeted to various implementers with limited CMAP staff involvement. The focus of the agency's activities for this year is on projects within the Local Planning Support, Policy Analysis, Congestion Management Process, and the Transportation Improvement Program core programs.

Additional management staff objectives: Determine the most effective method to work with the implementers and the RTA to ensure their work plans and priorities align with GO TO 2040 Implementation Actions.

Implementation Action Area #1: Improve the Fiscal Health of Transit

Overall priorities in **improving the fiscal health of transit:** Most activities in this area are the primary responsibility of the RTA and service boards; CMAP's priorities include policy research and support for legislative action.

FY 13 work plan:

- Policy Analysis and Development – Regional Mobility area
- Policy Analysis and Development – State and Federal Legislative Strategy

Anticipated progress by end of FY 12: Completion of research on innovative financing methods such as value capture. Continual support to the RTA regarding efforts to improve the financial viability of the transit system.

Actual progress in FY 12: Conducted value capture research related to Red Line south extension and a new station on the Yellow Line. Met regularly with RTA to coordinate the agencies' activities and legislative priorities. Provided analysis of federal transportation bills.

Anticipated progress by end of FY 13: Completion of research on innovative financing methods such as value capture. Continual support to the RTA regarding efforts to improve the financial viability of the transit system.

Anticipated progress with 5 years: Successful advocacy for new or revised state and federal funding sources, including gas tax increase, congestion pricing, value capture, and revisions to New Starts, with positive financial results for the region's transit system.

Implementation Action Area #2: Modernize the Region's Transit System

Overall priorities in **modernizing the region's transit system:** Support transit service boards as they pursue modernization. All implementation actions are directed to transit implementers, not to CMAP. Limited responsibility by CMAP for implementation of these actions.

FY 13 work plan:

- Policy Analysis and Development – Regional Mobility area
- Congestion Management – Congestion Management Process
- TIP – TIP Analysis
- TIP – CMAQ Program Development and Administration
- Regional Information Development – Advanced Urban Model Development

Anticipated progress by end of FY 12: Further advance the understanding of the benefits of advanced technologies for transit operations. Have evidence that transit maintenance and improvement projects are including such elements.

Actual progress in FY 12: Development of Transit Modernization Model. Participated in RTA study to develop a regional fare model. Used the CMAQ program development process to target investments in transit. Over 50% of the CMAQ program provided funding for transit



improvements. The traffic signal inventory was updated providing information to the RTA, Pace, the counties and IDOT for locating bus priority signal systems.

Anticipated progress by end of FY 13: Complete development of and peer review of Transit Modernization Model and establish initial production applications. Continue to support RTA in development of a regional fare model. Continue management of the CMAQ program and the use of a transit focus group to identify ideal projects for CMAQ funding. The highway traffic signal database will be maintained and enhanced.

Anticipated progress with 5 years: Routinely include components related to modernization in transit projects. Have a regional coordinated fare system.

Implementation Action Area #3: Pursue High-Priority Projects

Overall priorities in **pursuing high-priority projects**: Support fiscally constrained major capital projects through complementary studies or projects, participation on committees, and prioritization of UWP funding to these projects.

FY 13 work plan:

- Policy Analysis and Development – Major Capital Project Implementation
- Regional Information – Standard Travel and Emissions Models, Advanced Urban Models, Information Requests.

Anticipated progress by end of FY 12: Make progress in advancement of each “new” fiscally constrained major capital project.

Actual progress in FY 12: Supported Red Line extension through value capture research and LTA project meant to demonstrate the livability benefits of the project.

Anticipated progress by end of FY 13: See Capital Project section.

Anticipated progress with 5 years: As above; continue making progress on each project.

Implementation Action Area #4: Link Transit, Land Use, and Housing

Overall priorities in **linking transit, land use, and housing**: Encourage local governments (which control land use) to consider housing and transit when making land use decisions. Encourage housing agencies to consider land use and transit access as they make investment and policy decisions. Encourage transportation agencies to consider housing and land use as they make investment and policy decisions.

FY 13 work plan: See Land Use and Housing section.

Anticipated progress by end of FY 12: Through community technical assistance, revise comprehensive plans and zoning ordinances in areas near transit service.

Actual progress in FY 12: See Land Use and Housing section.

Anticipated progress by end of FY 13: See Land Use and Housing section.

Anticipated progress with 5 years: In cooperation with RTA, work with each community that has previously completed a TOD plan to adjust comprehensive plans and zoning ordinances to reflect it. Create a new “tier” of TOD opportunity areas (around bus, for example) to focus on next. Identify at least two policy changes (each) to be made by housing and transportation agencies to integrate transit, land use, and housing; accomplish one of these identified changes.



Create a More Efficient Freight Network

CMAP's role: This is a priority for the agency in terms of leadership in accomplishing these recommendations, but not in terms of staff resources.

Additional management staff objectives: Additional strategic planning is needed to determine CMAP's role in both freight policy and freight operations strategy.

Implementation Action Area #1: Create a National Vision and Federal Program for Freight

Overall priorities in **creating a national vision and federal program for freight:** Work with members of Congress and the administration to create a national vision and a process to develop a national freight plan. Federal leadership is necessary to guide regional and state efforts to improve the national freight system.

FY 12 work plan:

- Policy Analysis and Development – Freight Policy Development

Anticipated progress by end of FY 12: Be aware of the status of federal activities regarding freight. Identify CMAP's position on a national freight vision.

Actual progress in FY 12: CMAP staff monitored the federal reauthorization process and issued position papers; these efforts paid particular attention to freight issues. At the state level, legislation was passed in 2011 requiring a state freight plan by the end of 2012. Internally, CMAP completed a strategic planning exercise (by end of FY 12) to coordinate its freight research and outreach agenda. CMAP hired a Senior Freight Planner in the spring of 2012.

Anticipated progress by end of FY 13: Products in this area will emerge through the upcoming strategic planning process. In general, CMAP should become more active on the national freight scene.

Anticipated progress with 5 years: Have new federal authorization legislation which includes a significant freight component in terms of both national policy and funding. Specifically, the federal government will implement competitive funding programs to support critical freight projects of national and regional significance; CMAP will work with regional stakeholders to successfully apply for federal assistance to implement priority projects.

Implementation Action Area #2: CREATE Rail System Improvements

Overall priorities in **CREATE Rail system improvements:** Fund and complete the CREATE program.

FY 12 work plan:

- Congestion Management– Freight Operations

Anticipated progress by end of FY 12: Continue to monitor the implementation of the CREATE program. Educate new elected and agency officials on the benefits of the program and how funding could be allocated to these projects.

Actual progress in FY 12: Staff continued to monitor the implementation of the CREATE program, and CMAP continued to promote the program to relevant officials. CREATE projects received \$100 million in federal TIGER grants in 2009.

Anticipated progress by end of FY 13: Continue to monitor the implementation of the CREATE program. Provide traffic and system operations information to project implementers as needed. Continue to educate local officials and the public about the benefits of the program.

Anticipated progress with 5 years: Funding secured for all projects in the CREATE program. Within five years, the funding will be secured for all projects in the CREATE program.



Implementation Action Area #3: Regional Trucking Improvements: Truckways, Truck Routes, Delivery Time Management, and Restrictions

Overall priorities in **regional trucking improvements**: In the near term, catalog and update region's truck routes, and work with local governments to address delivery times and parking restrictions. In the long term, identify opportunities for dedicated freight corridor systems and implement dedicated and managed truckways that are congestion-priced.

FY 12 work plan:

- Local Planning Support – Community Planning Program
- Local Planning Support – LTA
- Congestion Management – Performance Monitoring
- Congestion Management– Congestion Management Process
- Congestion Management – Freight Operations

Anticipated progress by end of FY 12: Complete truck route inventory for the region. Identify all intermodal connectors, and collect data on their condition and performance. Have an informational campaign in place documenting the benefits of changes to current policy regarding freight delivery times.

Actual progress in FY 12: Staff continued assembling truck route data for the regional inventory. State legislation was passed in 2011 requiring municipalities to report locally-preferred truck routes to IDOT, which will assemble this data on its website. CMAP's Freight Committee began to study freight delivery time restrictions. Several performance measures affecting freight movement were updated including planning and travel time indices, expressway congestion scans, and highway/rail grade crossing delay. The intermodal connectors were examined, changes identified and submitted to IDOT. The city of Chicago truck routes and restrictions were identified and reconciled between IDOT's and the city's records. Work has begun extending that effort to suburban municipalities.

Anticipated progress by end of FY 13: Monitoring of the region's truck routes and intermodal connectors, making revisions as necessary; an examination of the region's freight delivery time and truck parking restrictions that adversely affect the efficient movement of freight. Incorporate planning for freight in local communities within several LTA and/or Community Planning program projects.

Anticipated progress with 5 years: CMAP will work with IDOT and local governments to develop an up-to-date truck route system information system, with advanced methods to display data to a wide range of users. CMAP will develop a comprehensive regional inventory of local trucking regulations and land use restrictions. CMAP will identify critical bottlenecks in the regional system and work with local governments to harmonize inconsistent regulations.

Implementation Action Area #4: Organization and Public Policy

Overall priorities in **organization and public policy**: Explore the establishment of a governance structure, such as a Freight Authority, to identify issues, guide investments, and advocate on behalf of the region. Additionally, conduct further study to implement use fees or container charges to improve freight movements throughout the region.

FY 13 work plan:

- Policy Development and Analysis- Freight Policy Development

Anticipated progress by end of FY 12: Progress in this area is contingent on hiring a qualified freight planner or a change in the agency's current resource allocation.



Actual progress in FY 12: In 2011, a local state senator proposed a freight authority in western Will County. CMAP staff monitored this proposal, and formally reaffirmed its preference for a single Regional Freight Authority. CMAP staff began cursory research into regional freight governance, including best practices from peer metropolitan areas.

Anticipated progress in FY 13: Begin to explore governance structures and financing via a process laid out in the freight strategic planning exercise.

Anticipated progress with 5 years: CMAP will fully investigate freight governance, and issue a detailed recommendation for a new Regional Freight Authority. A Regional Freight Authority will be established within five years; the new agency will have bonding powers, dedicated revenue sources, and a strategic investment plan.

Implementation Action Area #5: Integrating Freight Needs and Financing into Infrastructure Prioritization

Overall priorities in **integrating freight needs and financing into infrastructure prioritization**: Develop measures that take into account freight needs and deficiencies in evaluating potential transportation improvements. Develop more robust modeling tools to better predict local and regional impacts.

FY 12 work plan:

- Regional Information and Data Development – Advanced Urban Model Development

Anticipated progress by end of FY 12: CMAP will apply the meso-Freight model in a test application of specific GO TO 2040 strategies such as CREATE. CMAP will proceed with development of a macro-Freight model that places the meso-Freight application in a variable national and global context. At a policy level, CMAP staff researched and proposed a performance-based evaluation system for transportation funding (see “Invest Strategically in Transportation”, Implementation Action Area #1).

Actual progress in FY 12: Staff made progress developing a meso-scale freight model and testing this model on specific GO TO 2040 strategies such as CREATE. CMAP staff began the development of a macro-scale freight model to incorporate national and global economic variables.

Anticipated Progress by the end of FY13: Engage regional partners in application of meso-scale model for economic development analyses. Adapt meso-scale model to support standard and advanced travel model applications. Contract for development of agent-based macro-scale model.

Anticipated progress with 5 years: Improved models and analysis to determine how freight needs and improvements can be better integrated into project prioritization.

