Chicago Metropolitan Agency for Planning

233 South Wacker Drive
Suite 800
Chicago, Illinois 60606

312 454 0400
www.cmap.illinois.gov

Local Coordinating Committee

Annotated Agenda

Wednesday, October 8, 2014—8:00 a.m.

DuPage County Conference Room
233 S. Wacker Drive, Suite 800
Chicago, Illinois

1.0 Call to Order and Introductions 8:00 a.m.

2.0 Agenda Changes and Announcements

3.0 Approval of Minutes – May 14, 2014
ACTION REQUESTED: Approval

4.0 Introduction of New Committee Member
The Economic Development committee has identified Judith Kossy as their new representative to the Local Coordinating Committee.
ACTION REQUESTED: Information

5.0 Project Selection Recommendations
A memo is attached describing the staff recommendations for new projects to be pursued through the Local Technical Assistance (LTA) program. The Local Coordinating Committee is requested to recommend approval of these projects to the CMAP Board and MPO Policy Committee.
ACTION REQUESTED: Recommendation for approval

6.0 Evaluation of LTA Program
Over the last several months, staff have held a series of discussions with the working committees to evaluate the first three years of experience with the LTA program, with the intention of drawing conclusions that can be used to guide the program moving forward. Staff will describe the major findings and conclusions of the evaluation.
ACTION REQUESTED: Information

7.0 LTA Program Update

The Board receives monthly updates on the status of each active project within the LTA program. Staff will briefly review the current update.

ACTION REQUESTED: Discussion

8.0 Other Business

9.0 Public Comment

Public comment is encouraged throughout the meeting. The Chair will recognize non-committee members as appropriate. Non-committee members wishing to address the Committee should so signify by raising their hand in order to be recognized by the Chair. The Chair will have discretion to limit discussion.

10.0 Next Meeting: February 11, 2015

11.0 Adjournment

Local Coordinating Committee Members:

____Rita Athas	____Judith Kossy	____William Rodeghier
____Michael Davidson	____Lisa Laws	____Rae Rupp Srch
____Nancy Firfer	____Raul Raymundo	____Carolyn Schofield
____David Galowich	____Rick Reinbold	____Sean Wiedel
____Jennifer Killen		

Agenda Item No. 3.0

Chicago Metropolitan Agency for Planning

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Local Coordinating Committee

DRAFT Minutes

Wednesday, May 14, 2014
8:00 a.m.

Offices of the Chicago Metropolitan Agency for Planning
Cook County Conference Room
233 S. Wacker Drive, Suite 800
Chicago, Illinois 60606

Members Present: Rita Athas (CMAP Board-Chicago), Mike Davidson (Human and Community Development committee), Nancy Firfer (Housing committee), David Galowich (Land Use committee), Jennifer Killen (Transportation committee), Lisa Laws (CMAP Board-Chicago), Raul Raymundo (CMAP Board-Chicago), Rick Reinbold (CMAP Board-south Cook County), William Rodeghier (CMAP Board-west Cook County), Rae Rupp Srch (CMAP Board-DuPage County), Carolyn Schofield (CMAP Board-McHenry County), Sean Wiedel (Environment and Natural Resources committee)

Members Absent: Carrie Thomas (Economic Development committee)

Staff Present: Patricia Berry, Randy Blankenhorn, Bob Dean, Jill Leary, Jason Navota, Brian Peterson, Emily Plagman, Justine Reisinger, Gordon Smith, Simone Weil, Drew Williams-Clark

Others Present: Kristin Anderson, Al Larson, Brad McConnell, Chris Staron

1.0 Call to Order

Rita Athas, Chair, called the meeting to order at 8:05 a.m., and members were asked to introduce themselves.

2.0 Agenda Changes and Announcements

There were no agenda changes or announcements.

3.0 Approval of the Minutes-February 12, 2014

On a motion by Dave Galowich and second by Rae Rupp Srch, the minutes were approved with this change.

4.0 Future LTA Priorities in the City of Chicago

Brad McConnell, Deputy Commissioner with the City of Chicago's Department of Planning and Development, described the City's Chicago Neighborhood Now program. This program will collect baseline data, identify major assets, and summarize the recommendations of past plans for 16 planning areas that cover the City of Chicago. The resulting baseline assessments will provide a framework for directing future investments.

Mike Davidson noted that the Trust was supporting the program through its grantmaking, and had contracted with several nonprofit groups to prepare materials that would be incorporated into the baseline assessments. Bob Dean added that CMAP considered this program to be central to the prioritization of future LTA projects in the City.

Raul Raymundo expressed support for considering previous local plans, and asked how the City would be identifying priorities of previous plans. Mr. McConnell responded that priorities would be determined jointly, by the City and neighborhood groups. Mr. Davidson added that the plan synthesis was a central element of the Chicago Neighborhoods Now program. Mr. Raymundo also noted that this program should help to tie City investment announcements into a larger framework of priorities.

5.0 Model Toolkits and Ordinances

Drew Williams-Clark described CMAP's model toolkits and ordinances program. This program prepares model approaches to complex planning issues, which can be used by communities to guide their work or by CMAP to inform future LTA projects. He highlighted the parking toolkit as an example, noting that several follow-up LTA projects have focused on parking. Raul Raymundo expressed interest in working more closely with schools on shared parking, and Mr. Williams-Clark added that sharing parking between institutions like schools, churches, and commercial establishments was an effective parking management strategy.

6.0 Call for LTA Projects

Bob Dean informed the committee that the LTA call for projects had been initiated, in conjunction with the RTA, with applications due on June 26. The Local Coordinating Committee is expected to discuss the applications in August and will be requested to recommend approval of the new program in October.

Rita Athas asked about outreach to publicize the call for projects. Mr. Dean responded that CMAP was holding an informational session on June 3, giving updates to Councils of Mayors, making direct phone calls to lower-capacity communities, and sponsoring a track of sessions at the GreenTown conference on May 22.

7.0 LTA Program Update

Bob Dean noted that a full list of ongoing LTA projects was contained in the meeting materials. There were no comments or questions on these.

8.0 Other Business

There was no other business before the Local Coordinating Committee.

9.0 Public Comment

There were no comments from the public.

10.0 Next Meeting

The next meeting of the Local Coordinating Committee is scheduled for August 13, 2014.

11.0 Adjournment

At 8:45 a.m., on a motion by William Rodeghier and a second by Mike Davidson, the meeting was adjourned.

Respectfully submitted,

Agenda Item No. 6.0

Chicago Metropolitan Agency for Planning

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MEMORANDUM

To: Local Coordinating Committee

From: Bob Dean, Deputy Executive Director for Local Planning

Date: October 1, 2014

Re: Local Technical Assistance (LTA) Program Evaluation

Over the last several months, staff have held a series of discussions with the working committees concerning the first three years of experiences with the LTA program, with the intention of drawing conclusions that can be used to guide the program moving forward. Each working committee hosted discussions at several of their meetings, on topics including basic program statistics, results of external surveys by project sponsors, implementation progress, and results of internal evaluation. Staff prepared three separate memos to inform these discussions, which are attached to this cover memo.

At the October 8 meeting of the Local Coordinating Committee, staff will review and summarize the key findings from each of these memos, and will discuss overall conclusions that can be drawn from the evaluation. These have influenced the recommendations for project selection this year, and will be used to further shape the program in future years.

Following the Local Coordinating Committee discussion, staff will prepare an overall report on conclusions and next steps, and will discuss this with working committees, the CMAP Board, and other stakeholder groups over the next few months.

ACTION REQUESTED: Discussion

Chicago Metropolitan Agency for Planning

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MEMORANDUM

To: Working Committees and Partners

From: Bob Dean, Deputy Executive Director for Local Planning

Date: June 2014

Re: Local Technical Assistance (LTA) Program Evaluation, Part 1: Program Statistics and External Surveys

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Over the next several months, CMAP will engage its working committees and other partners in an evaluation of the first three years of the LTA program, with the intent of using the results to focus future resources most effectively. This will be a multi-part discussion, held over a series of committee meetings. A rough timeline of topics is contained below, although please note that this may vary from committee to committee based on meeting schedules.

- Basic program statistics – June/July
- Results of external surveys by project sponsors – June/July
- Review of new applications – July/August
- Implementation progress – July/August
- Results of internal evaluation – August/September
- Results of municipal survey – August/September

This memo covers the first two bullets above – basic program statistics, and the results of external surveys by project sponsors. Committee and partner comments on the attached report are welcomed.

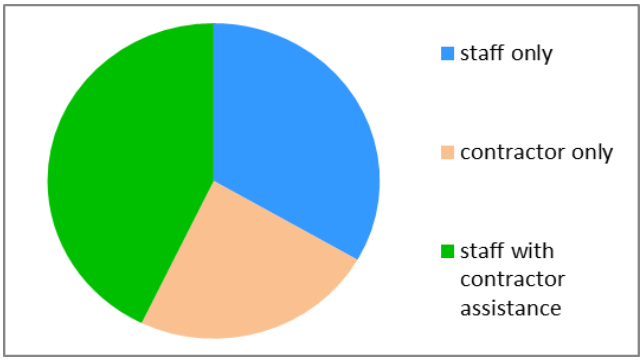
ACTION REQUESTED: Discussion

Basic program information and statistics

Project delivery

The overall philosophy of the LTA program has been to identify projects that are priorities to accomplish, and then use a variety of methods to accomplish them, including staff assistance, consulting assistance, and grants. Three major types of assistance have been used to support the LTA program. The first type includes projects that are led entirely by CMAP staff, with no external contracts. The second type involves CMAP contracting directly with a consulting firm to complete a local planning project, or providing a grant to a local government to hire a consultant; in both cases, a competitive RFP process is used. The final type includes projects that are led by CMAP but also involve smaller contracts that are used to hire a contractor, either a consulting firm or a nonprofit partner, to contribute to a project.

Figure 1 – project accomplishment methods



As Figure 1 shows, the LTA program has used each of these methods to accomplish projects. The most common arrangement has been projects that have been led by CMAP staff with assistance from specialized contractors to assist with portions of the projects that CMAP does not have the expertise to address. In these cases, the bulk of the work is done by CMAP staff, and contractors are used to prepare visualizations, analyze market conditions, assess the workforce development structure, or other specialized project elements.

The average size of a project in the LTA program, whether it is accomplished by staff assistance, consultant assistance, or a combination of these methods, is approximately $90,000-$100,000. While most projects are in this range, size varies considerably; some have been as small as $20,000 or as large as $250,000.

Over the past three years, the management of the LTA program has become systematized to a large degree. CMAP staff track time by project, which helps to estimate resources allocated to any given project and also improves CMAP's understanding of the amount of time that different project stages take. Projects typically involve teams, with an explicit role on most projects for a project manager, project director, outreach staff, and a data/mapping expert, as well as other support as needed. Most project teams are formed from the Local Planning division of CMAP in which LTA is housed, but others are brought in from the Policy, Programming, Research and Analysis, and Communication divisions as needed.

Outreach and involvement

Outreach and involvement have been critical parts of the LTA program from its beginning. A broad consortium of partners was responsible for submitting the application to HUD to initiate the LTA program, and these partners have remained involved. CMAP tracks involvement of partners in its projects; of the 48 projects completed (as of April 2014) that were led by CMAP

staff, 43 included the involvement of at least one external partner organization. Among staff-led projects that are currently underway, 40 of 43 involve at least one external partner.

The groups that have been most involved include the region's transit agencies (CTA, Pace, Metra, and RTA), as well as two regional civic organizations, the Metropolitan Planning Council (MPC) and the Center for Neighborhood Technology (CNT). Other groups with frequent involvement include the Chicago Jobs Council (CJC), a workforce policy organization; the Metropolitan Mayors Caucus (MMC), an organization of the region's municipalities; Openlands, an environmentally-focused nonprofit; and the Urban Land Institute (ULI), which represents groups in the development industry.

Stakeholder groups are involved in project selection as well. After receiving applications, CMAP discusses them with the region's counties, Councils of Governments (COGs), transit agencies, and nonprofit partners, as well as CMAP's working committees. These groups provide valuable insight into past work in many communities, and their involvement ensures that the projects selected for inclusion in the LTA program build from past and ongoing work by other organizations.

The LTA program includes a commitment to engage the general public. Each LTA project is assigned a dedicated community outreach staff person, whose primary responsibility is to engage residents and other stakeholders. This begins with a project outreach strategy, which describes activities and target populations appropriate for a given community's demographics. Each outreach strategy targets stakeholders who will be most affected by the project, and includes a particular focus on individuals who have been traditionally left out of past planning processes. As the project progresses, the outreach staff and project managers work to incorporate the findings of the public engagement into the plan's recommendations.

A diverse group of five full-time staff form CMAP's outreach team, and significant resources are devoted to outreach. Typically, about 20% of the resources dedicated to an average project are spent on outreach, usually in the early stages of the project. This consistent allocation of resources has provided the LTA program with a reputation for extensive and effective outreach, and has helped to build local support for the plans that are produced.

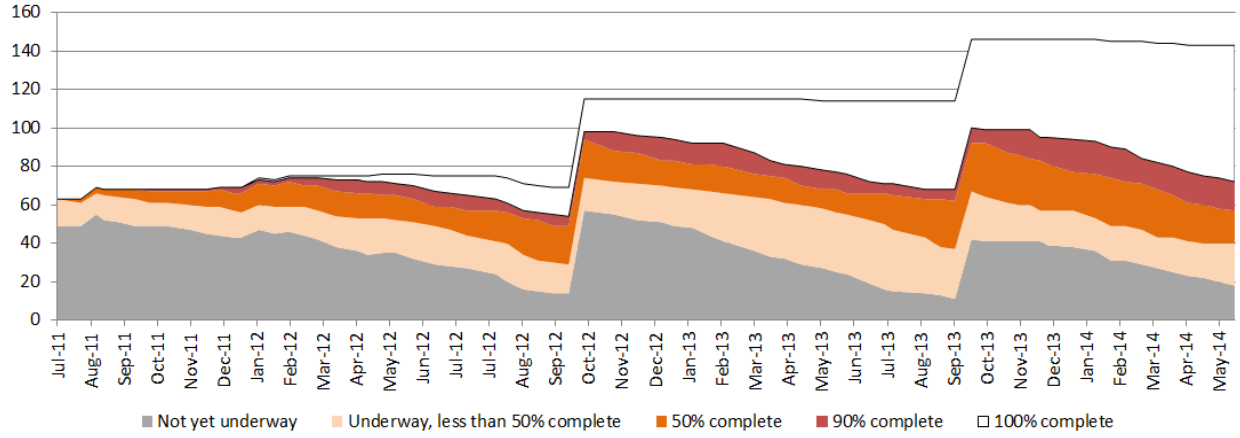
In total, over the past three years, the LTA program has held over 250 outreach "events" – including meetings, focus groups, online interactive web surveys, and others – and reached over 18,000 individuals. Among the most successful tools is MetroQuest, an online, interactive web tool that allows the development of interactive online surveys and maps. Depending on the character of each community, in-person meetings can be just as valuable.

Project statistics

Since its initiation in 2011, over 70 projects have been completed through the LTA program, with 50 more underway and 20 more set to begin in the near future. For purposes of tracking progress, CMAP divides projects into several stages and regularly assesses their status. Early stages include project scoping and administration; later stages include completion of the existing conditions assessment (which corresponds to a project being approximately 50% complete), and preparation of a draft plan (90% completion). Figure 2 shows project status over

time. Changes in the size of the colored sections indicate project progress over time, and the large changes in October of each year result from the addition of new projects. As this shows, the LTA program has made constant progress, and the rate of project advancement has accelerated as the process has become more efficient.

Figure 2 – project status timeline chart



CMAP maintains a separate webpage for each completed project, as well as many ongoing projects. These are available on CMAP's LTA website: http://www.cmap.illinois.gov/programs-and-resources/lta/projects

To date, the most common projects in the LTA program have been comprehensive plans, with 33 projects of this type. Other common types include transportation plans, as well as plans that focus on a specific corridor or area (which may be within a single community or may cross municipal boundaries). Between them, projects in these three categories make up nearly 60% of the projects and 70% of the resources devoted to the LTA program. More information on project types is shown in Figure 3.

Figure 3 – project type

Project type	Total projects	Completed projects	Active/upcoming projects
Comprehensive plan	33	14	19
Corridor or area plan	28	16	12
Transportation plan	23	11	12
Housing plan	10	5	5
Water resources plan	9	9	0
Zoning update	9	1	8
Sustainability or green infrastructure plan	8	3	5
Other	23	11	12
Total	143	70	73

As a supplement to the LTA program, CMAP's Local Ordinances and Toolkits Program develops resources that help municipalities advance the goals of GO TO 2040. Each year, CMAP works with municipal officials and experts to deliver toolkits that describe the process of addressing a specific topic at the local level. Recent topics include parking, climate change adaptation, and immigrant integration. Currently, toolkits are underway on topics including aging in place, conservation design, sustainability planning, and complete streets; CMAP

intends to also begin work on a toolkit on fair housing, if external funding support can be found.

By design, projects undertaken through the LTA program have touched all parts of the metropolitan area. Figure 4 shows that the geographies with the most projects are west and south suburban Cook County. This is expected, as the LTA program has focused on assisting low-capacity communities, and these areas contain the region's greatest concentrations of small, low-income communities. The smallest number of projects (two) have been undertaken in Kendall County, which is also expected, as Kendall County is the region's smallest county. Per capita, relatively few projects have taken place in the City of Chicago; CMAP is currently working with City staff to correct this imbalance in future years. This information is also shown spatially in Figure 5.

Figure 4 – number of projects by geography

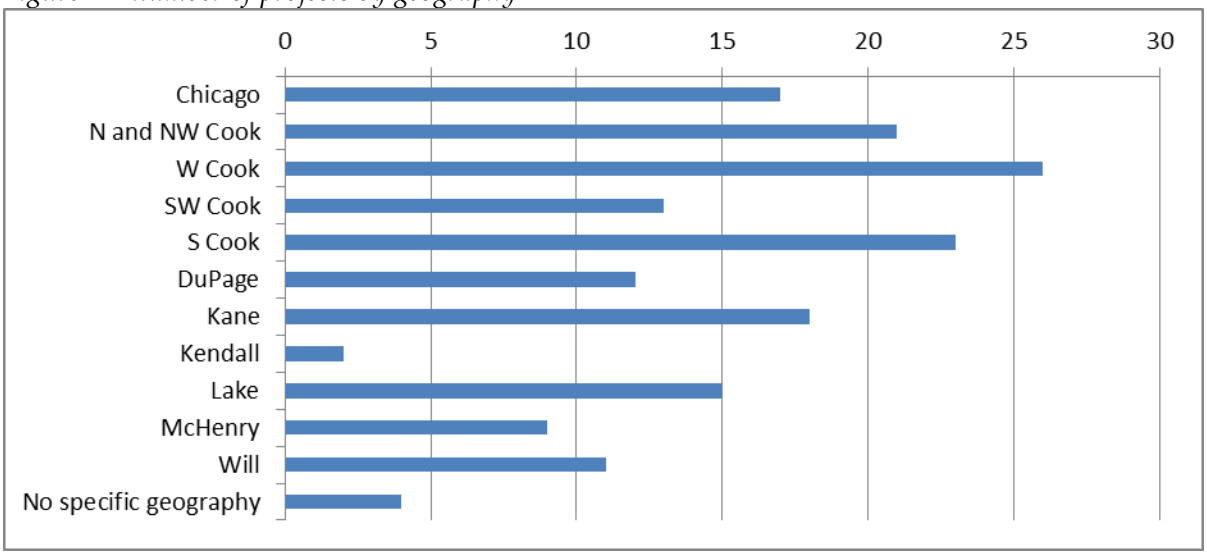
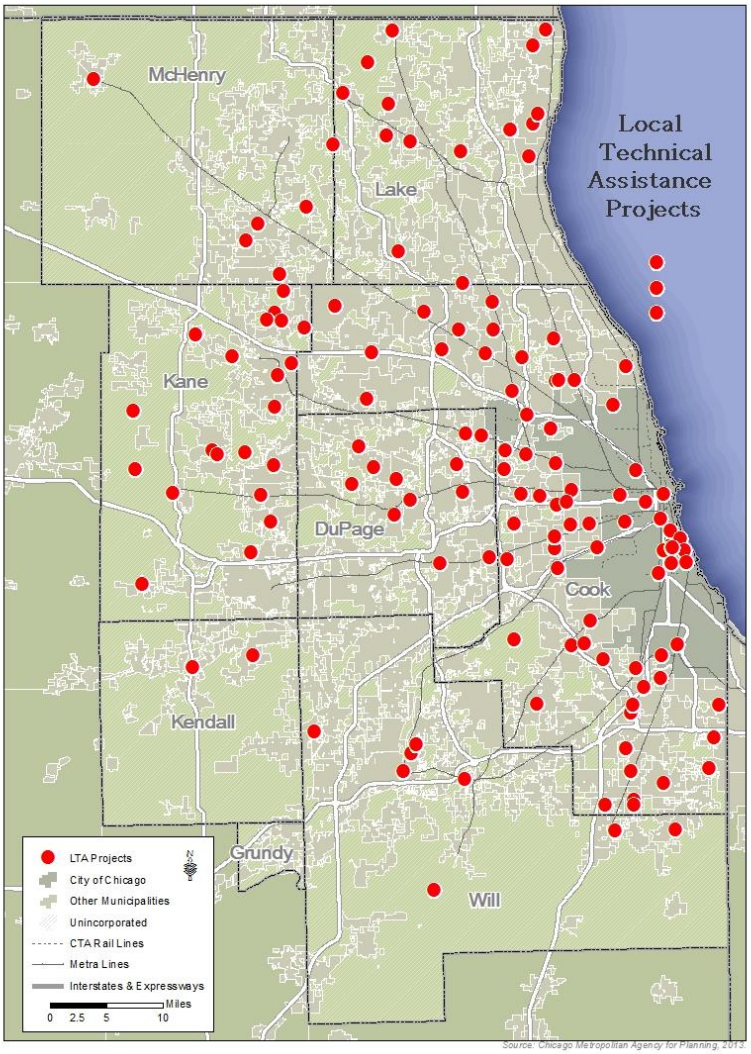


Figure 5 – project location map



External survey results

Following the conclusion of each LTA project, CMAP sends a follow-up survey to the local project sponsor. Surveys are sent in batches approximately every six months; the most recent surveys were sent in February/March 2014, at which point approximately 55 projects had been completed. To date, 48 complete survey responses have been received.

Quantitative results

Compiled results to the survey questions are shown in Figures 6-9. The survey includes questions meant to gauge satisfaction with elements of the LTA program – the CMAP project team, overall outcome, responsiveness, outreach, technical work, and timeliness. As shown below, local sponsors have been very satisfied with the elements of the LTA program to date; at least 90% of respondents selected "agree" or "strongly agree" with each statement. There are slight differences in responses from question to question, but these are not significant.

Respondents were also asked to indicate whether implementation steps were clearly laid out, and most (90%) indicated that they were. Respondents were also asked whether implementation had begun yet. In 70% of the cases, implementation had begun at the time of the survey; in other cases, it had not yet begun at that point but has since been initiated.

Finally, respondents were asked whether they were likely to submit another project to the LTA program, or to recommend that others apply to the LTA program. Most respondents (90%) indicated that they were "likely" or "very likely" to do both.

Figure 6 – responses to survey question "I am satisfied with…"

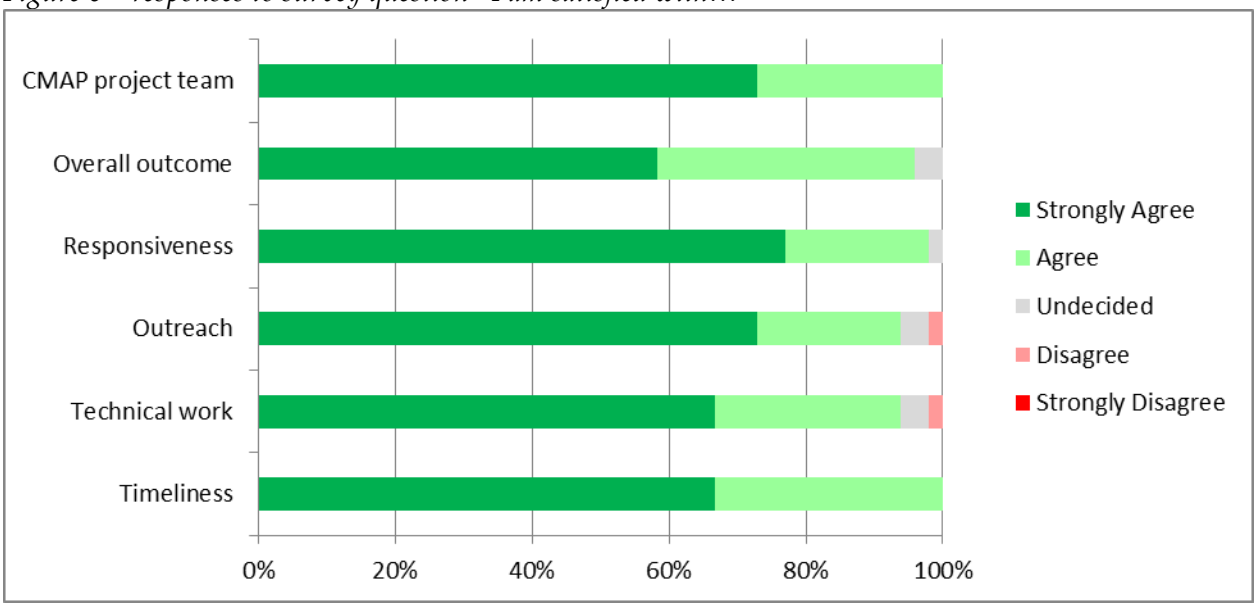


Figure 7– responses to survey question "Were implementation steps clearly laid out?"

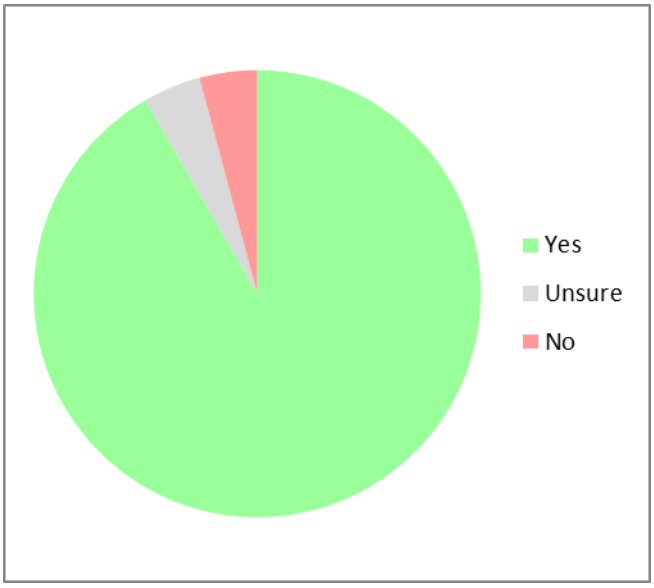


Figure 8 – responses to survey question "Has implementation begun?"

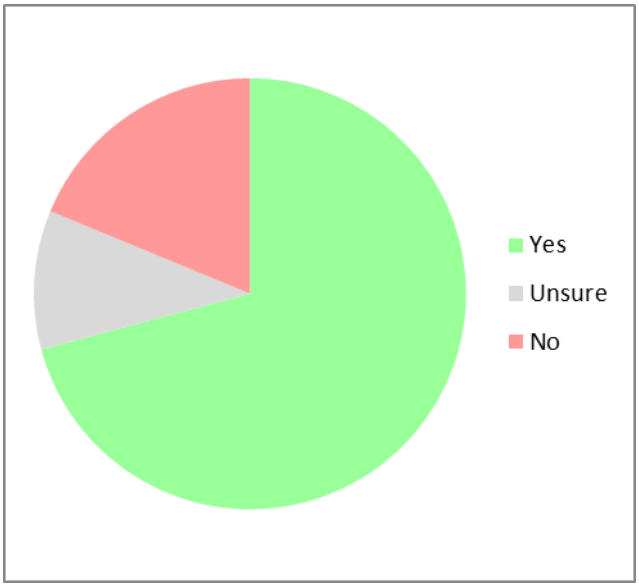
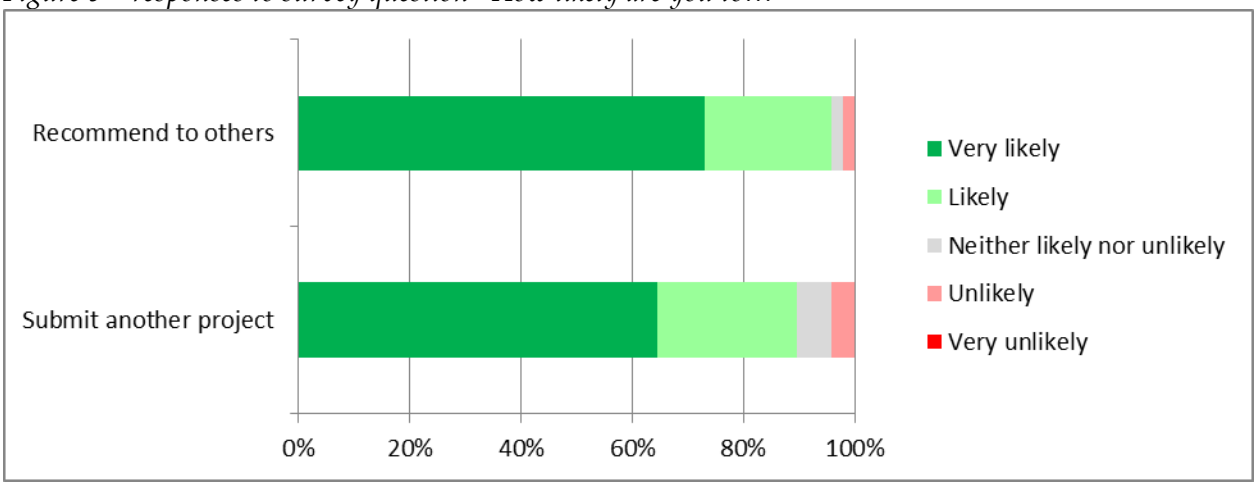


Figure 9 – responses to survey question "How likely are you to…"



As noted earlier, projects are delivered using several methods, including allocation of staff time and funding for consultant contracts. Results for staff-led projects and consultant-led projects were compared, and no significant differences were observed.

Open-ended results

The survey also asked several open-ended questions about the program. The vast majority of responses to these questions were positive, and are not included below for sake of brevity. Instead, comments that included constructive criticism are summarized below. It should be noted that many of these were offered in response to a question that specifically asked what CMAP could improve upon in the future.

- Two respondents indicated that they underestimated the amount of their time that was necessary to produce a good product. This confirms CMAP's own experience, which is that communities need to participate actively in an LTA project to get the best result.

- One respondent stated that completing the project on scope and on schedule seemed to be given higher priority than being flexible in response to shifting needs and priorities. However, other respondents commended the program for its flexibility. This highlights a continual tension in any program like LTA: responsiveness to changing community priorities versus adherence to the agreed-upon scope.
- Three respondents suggested that the outreach process for Homes for a Changing Region projects could be improved. Since receiving these comments, CMAP has already made some changes to the outreach process, including using MetroQuest, an online engagement tool, to supplement public meetings.
- Finally, many respondents requested that CMAP remain involved to assist with implementation. Respondents asked for help with securing infrastructure funding, applying for other grants, assisting with follow-up planning or zoning projects, convening other relevant public agencies, or sharing best practices. Other respondents indicated that simply having regular check-ins to discuss implementation progress, or providing advice to staff on implementation activities, was also beneficial.

Conclusions

The results of the survey of project sponsors are overall very positive. This helps to reinforce the level of local support for the LTA program, but does not provide much to help evaluate and focus the program in future years.

This is the first of several memos related to LTA program evaluation that will be discussed with the working committees and other partners. Committee and partner comments and feedback are welcomed.

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MEMORANDUM

To: Working Committees and Partners

From: Bob Dean, Deputy Executive Director for Local Planning

Date: July 2014

Re: Local Technical Assistance (LTA) Program Evaluation, Part 2: Project Implementation

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Over the next several months, CMAP will continue to engage its working committees and other partners in an evaluation of the first three years of the LTA program, with the intent of using the results to focus future resources most effectively. This will be a multi-part discussion, held over a series of committee meetings. A rough timeline of topics is contained below, although please note that this may vary from committee to committee based on meeting schedules.

- Basic program statistics – June (complete)
- Results of external surveys by project sponsors – June (complete)
- Review of new applications – July/August (covered in separate memo)
- Implementation progress – July/August (covered in this memo)
- Results of internal evaluation – August/September
- Results of municipal survey – August/September

This memo covers the fourth bullet above – implementation progress. New applications will also be discussed at committee meetings in July and early August but will be covered in a separate memo.

ACTION REQUESTED: Discussion

Implementation – definitions

In this memo, implementation is described in two ways. The first involves implementation of GO TO 2040, the region's long-range plan. Many recommendations of GO TO 2040 can best be implemented by reflecting them in locally-adopted plans and regulatory documents. The first part of this memo tracks how the recommendations of GO TO 2040 have been integrated into products of the LTA program, under the heading "Implementation of GO TO 2040."

The second part of this memo addresses implementation of the LTA products themselves. Reflecting a recommendation of GO TO 2040 in a local plan is not particularly helpful if that plan is not actively used by the local community. Therefore, this memo also discusses actions that have been taken to implement plans produced though the LTA program, under the heading "Implementation of LTA Plans."

Part 1: Implementation of GO TO 2040

GO TO 2040 recommendations

GO TO 2040 made recommendations in twelve areas, divided into four themes. These include:

Livable communities

1. Achieve greater livability through land use and housing
2. Manage and conserve water and energy resources
3. Expand and improve parks and open space
4. Promote sustainable local food

Human capital

5. Improve education and workforce development
6. Support economic innovation

Efficient governance

7. Reform state and local tax policy
8. Improve access to information
9. Pursue coordinated investments

Regional mobility

10. Invest strategically in transportation
11. Increase commitment to public transit
12. Create a more efficient freight network

GO TO 2040 also recognized the importance of many other topics, and included treatment of these within the twelve major chapters, as well as in the "Context and Best Practices" chapter of the document. For example, health is a significant issue, and is referenced and linked to other topics in several areas in GO TO 2040. Other issues like historic preservation, arts and culture, demographic change, and many others are also touched upon within GO TO 2040.

LTA alignment with GO TO 2040

Each completed LTA plan has been assessed in terms of its alignment with the policies and principles of GO TO 2040. The twelve recommendations of GO TO 2040 are used for this purpose. Some recommendations (like land use and housing) that are particularly relevant for local planning have been further subdivided into key components; others that are less focused on local government action (like education and workforce development) are not subdivided, as they are less commonly the focus of local plans.

The recommendations and their key components are shown below:

1. Achieve greater livability through land use and housing
    - Infill and reinvestment
    - Housing choice
    - Mixed-use, context-sensitive development
    - Dense, transit-supportive development
    - Multi-municipal collaboration
2. Manage and conserve water and energy resources
    - Water supply
    - Stormwater
    - Energy
3. Expand and improve parks and open space
    - Parks
    - Preserves
    - Greenways
4. Promote sustainable local food
    - Production
    - Access
5. Improve education and workforce development
6. Support economic innovation
7. Reform state and local tax policy
8. Improve access to information
9. Pursue coordinated investments
    - Service sharing
    - Intergovernmental coordination
10. Invest strategically in transportation
    - Maintenance and modernization
    - Bicycle and pedestrian
    - Parking
    - Major capital projects
11. Increase commitment to public transit
    - Transit service
    - Supportive infrastructure
12. Create a more efficient freight network
    - Cargo-oriented development
    - Truck routes
13. Other

Each completed LTA plan has been "scored" by CMAP staff in terms of its alignment with these recommendations. Each plan is assessed in terms of whether it has a high, moderate, or low focus on each GO TO 2040 recommendation. It should be noted that some projects (like comprehensive plans) are broad in scope and address many GO TO 2040 recommendations, while others (like water supply studies) are considerably narrower by design. The scoring of LTA projects is not meant to imply that a higher score is better; it simply demonstrates a broader scope.

Figure 1 shows the scoring of two sample projects – the Park Forest sustainability plan and the Joliet Correctional Center redevelopment study. The scoring reflects the degree to which the plan addressed each GO TO 2040 recommendation: high, moderate, or minimal / did not address (indicated by a blank cell). A score of "high" indicates that the plan had this topic as a central focus of its recommendations. A score of "moderate" indicates that the plan addressed this topic at some level, but not as a highly significant or central element. Plans were limited to no more than five "high" scores each, to ensure that these only represented the truly central elements of the plan.

Figure 1. Relationship of GO TO 2040 recommendations to selected LTA projects

GO TO 2040 theme	GO TO 2040 recommendation	Key component of recommendation (if applicable)	Joliet Correctional Center redevelopment study	Park Forest sustainability plan
Livable Communities	Land Use and Housing	Infill and Reinvestment	high	high
		Housing Choice	moderate	moderate
		Mixed-use, Context-sensitive Development	moderate	moderate
		Dense, Transit-supportive Development		high
		Multi-municipal Collaboration		
	Water and Energy	Water Supply		moderate
		Stormwater		moderate
		Energy		high
	Open Space	Parks	high	
		Preserves	high	moderate
		Greenways	moderate	moderate
		Conservation Design		
	Local Food	Production	moderate	moderate
		Access		moderate
Human Capital	Education and Workforce	N/A		moderate
	Innovation	N/A	moderate	
Efficient Governance	Tax Policy	N/A	moderate	
	Access to Information	N/A		moderate
	Coordinated Investment	Service Sharing		
		Intergovernmental Coordination	high	moderate
Regional Mobility	Transportation Investments	Maintenance and Modernization	moderate	moderate
		Bicycle and Pedestrian	moderate	high
		Parking		moderate
		Major Capital Projects		
	Public Transit	Transit Service		high
		Supportive Infrastructure		moderate
	Freight	Cargo-oriented Development		
		Truck Routes		
Other	Other	N/A	moderate (historic preservation)	moderate (health, arts and culture)

As this shows, both projects are similar in some areas, such as the high degree of focus on supporting infill development within existing communities. In others, they are quite different; for example, the Joliet project focuses significantly on converting elements of the Joliet Correctional Center to serve as local parks and regional preserves. In Park Forest, on the other hand, significant parks and preserves already exist, and the sustainability plan focuses instead on other issues like energy efficiency, public transit, and walking and biking.

The chart below shows the number of LTA plans with "high" and "moderate" focuses on each of GO TO 2040's recommendations. For example, the two plans described earlier as examples – Joliet and Park Forest – are two of the 23 plans that have a high level of focus on infill development. For comparison, this analysis includes a total of 66 completed projects.

Figure 2. Relationship of GO TO 2040 recommendations to overall LTA program

GO TO 2040 theme	GO TO 2040 recommendation	Key component of recommendation (if applicable)	# of LTA plans that address this recommendation at a high level	# of LTA plans that address this recommendation at a moderate level
Livable Communities	Land Use and Housing	Infill and Reinvestment	23	16
		Housing Choice	13	21
		Mixed-use, Context-sensitive Development	22	18
		Dense, Transit-supportive Development	10	26
		Multi-municipal Collaboration	11	22
	Water and Energy	Water Supply	12	7
		Stormwater	13	12
		Energy	4	14
	Open Space	Parks	6	17
		Preserves	8	7
		Greenways	9	22
		Conservation Design	6	3
	Local Food	Production	6	7
		Access	3	13
Human Capital	Education and Workforce	N/A	1	15
	Innovation	N/A	2	7
Efficient Governance	Tax Policy	N/A	3	14
	Access to Information	N/A	3	7
	Coordinated Investment	Service Sharing	0	5
		Intergovernmental Coordination	14	38
Regional Mobility	Transportation Investments	Maintenance and Modernization	10	33
		Bicycle and Pedestrian	19	27
		Parking	5	18
		Major Capital Projects	1	5
	Public Transit	Transit Service	5	8
		Supportive Infrastructure	8	27
	Freight	Cargo-oriented Development	1	2

GO TO 2040 theme	GO TO 2040 recommendation	Key component of recommendation (if applicable)	# of LTA plans that address this recommendation at a high level	# of LTA plans that address this recommendation at a moderate level
		Truck Routes	3	5
Other	Other	Other	3	14

The most common GO TO 2040 recommendations that are addressed at a high level of detail in local plans relate to infill, mixed-use and context-sensitive development, and bicycle and pedestrian improvements. This is not surprising, as these recommendations of GO TO 2040 include a number of implementation actions targeted directly to local governments, who are the most common participants in the LTA program.

GO TO 2040 recommendations that are most commonly addressed at a moderate level involve intergovernmental coordination and maintaining existing transportation infrastructure. The fact that these are generally addressed at a moderate level rather than a high level is notable; few LTA plans have these topics as their primary focus, but most plans address them in some way.

In contrast, some topics that were featured in GO TO 2040 have rarely been addressed in LTA plans. Many of these topics, like education and workforce development, innovation, and access to information, are less relevant for local governments to address. Others, like service sharing between local governments, are local issues but are highly specialized and have not been the focus of any completed projects (although one current project focuses on this issue). Finally, the limited number of projects addressing freight is somewhat surprising, and indicates an area where LTA plans could focus more.

These results should be considered in light of CMAP's funding sources. LTA plans most frequently address issues at the intersection of land use and transportation, which reflects CMAP's primary reliance on federal transportation funding to support the LTA program. Topics like workforce development, innovation, service sharing, and others have often required CMAP to secure external funding before pursuing projects that focus on these elements. While this has not prevented CMAP from considering these topics, it has contributed to the lower number of projects that address them.

Part 2: Implementation of LTA plans

The first half of this memo focused on the alignment of LTA plans with the recommendations of GO TO 2040. While important, alignment between local and regional plans matters little if the local plans are not implemented. The remainder of this memo uses a number of approaches to describe the implementation of LTA plans themselves.

First, case studies for three plans (Joliet, Park Forest, and Will County/Fairmont) are presented. These plans were selected because they were among the first completed through the LTA program in spring 2012, and implementation activities for each have been underway for two years. Second, this part of the memo describes CMAP's process for reporting on implementation. Finally, this memo discusses implementation roles and responsibilities, and concludes with further discussion of potential approaches to implementation.

Implementation case study: Joliet Correctional Center redevelopment study

The Joliet Correctional Center redevelopment study recommends ways to reuse the vacant Joliet Correctional Center, an iconic but deteriorating facility. The study was sponsored by the City of Joliet, and conducted through a Technical Assistance Panel by the Urban Land Institute (ULI) with funding from CMAP. Leadership on plan implementation has been taken by the Collins Street Task Force, which is led by Illinois State Senator Pat McGuire and Representative Larry Walsh Jr., with representation from many other public, private, and nonprofit groups.

The study recommends separate approaches to the prison's east and west sites. The 160-acre Prison East site contains primarily open space, and the Prison West site contains the majority of the former prison buildings. The Will County Forest Preserve District is exploring the acquisition of the Prison East site, and has begun to investigate the existing conditions of the Prison East parcel to assess environmental issues. A Phase One Environmental Report has been completed, and a more detailed Phase Two Environmental Report is expected to be completed later this year.

The Prison East parcel has significant potential for recreational and open space use. This photo shows Will County Forest Preserve District staff and partners touring the site.

Realignment of Woodruff Road was necessary to improve access to the Prison East site, and this has been accomplished. The City of Joliet worked with the Canadian National Railway and the Illinois Department of Corrections to construct the new road. The realignment removes the previous street-level railroad crossing on the southeastern edge of the site, and Woodruff Road now runs parallel to the rail line. As part of the realignment, a nearby State of Illinois shooting range was relocated to the grounds of Statesville Prison. The newly realigned Woodruff Road opened in fall 2013.

Less progress has been made on the Prison West site. The City of Joliet is envisioned to become the owner of the Prison West property. During a January 2014 tour with the Collins Street Task Force, a preliminary visual inspection by City staff identified the most pressing building upgrades and estimated costs. This spring, legislation was introduced by State Representative Larry Walsh Jr. to permit the property to be sold to the City of Joliet. The legislation stalled in early June, as did a second bill that would offer tax credits to private investors to develop state-owned properties such as the prison.

Implementation case study: Park Forest sustainability plan

The Park Forest sustainability plan, Growing Green, comprehensively addresses sustainability in this south suburban community. The plan is divided into fourteen chapters, addressing issues such as transportation, the built environment, local food, and municipal policies and practices, and less common topics like education, health, and arts and culture.

Immediately following the adoption of the sustainability plan, the Village was awarded a grant from the Chicago Community Trust to hire a Sustainability Coordinator, who was tasked with implementation of the plan. This grant has subsequently been renewed for two additional years. The Sustainability Coordinator has been instrumental to many of the Village's implementation efforts, and has also worked with the Sustainability Team, an internal group of representatives from the Village's various departments, to assign specific implementation responsibilities to Village departments.

Other municipal policy changes have also occurred. The Village adopted an environmentally preferable purchasing policy, and staff now purchase biodegradable, reusable, and other environmentally-friendly options when possible. The lighting in four Village facilities has been updated with DCEO and Illinois Clean Energy Act grants. Education of community members is part of the sustainability plan, and the Village has incorporated information on sustainability on its website, in community announcements and publications, and at Village Hall. The Village has installed interpretive signage at three locations within the Aqua Center complex (rain garden, butterfly garden, and solar panels) to explain those demonstration projects.

The local food recommendations of the sustainability plan have advanced significantly. In the Village's third year of its community gardening program, six gardens have been established and a food forest is approved for the Wildwood School site. Community interest in the program is expanding, and the Village continues to look for further sources of funding to support it.

Consistent with the sustainability plan's recommendations on local food, a community garden has been established at St. Irenaeus Church.

CMAP is conducting two follow-up LTA projects in Park Forest. The first, a new Unified Development Ordinance (UDO), will merge the current Zoning and Subdivision Ordinances and be consistent with the sustainability plan. The second project is a bicycle and pedestrian plan, which also involves resources from the RTA's Community Planning program – the first local project that CMAP and the RTA have undertaken jointly.

In part due to its implementation efforts, the Village's sustainability efforts have begun to be externally recognized. In 2014, the Village was one of twenty communities nationwide invited to participate in the 2014 Leadership Star Community Program, and is expected to achieve Star certification next year.

Implementation case study: Will County Fairmont neighborhood plan

The Fairmont neighborhood plan covers an unincorporated area of Will County between Joliet and Lockport – coincidentally, immediately adjacent to the Prison East site discussed earlier. The neighborhood plan seeks to improve infrastructure and attract reinvestment to this disinvested community.

The first bus shelters in the Fairmont community, including the one shown in this photo, were installed following the completion of the Fairmont plan.

Since the plan's adoption, significant infrastructure improvements have been made, in line with the plan's recommendations. The County, through a Safe Routes to School (SRTS) grant, constructed approximately 1,000 feet of sidewalk along Green Garden Avenue in 2013, and recently reapplied to install more sidewalks in the neighborhood. Lockport Township installed a new drainage pipe along Barrett Street, in an area that had significant flooding issues that were raised during the development of the Fairmont plan. Finally, several new Pace bus shelters, along with informational signage, benches, and concrete pads, were installed in 2012 along Green Garden Avenue.

Further infrastructure improvements are also being planned. The County recently hired an engineering firm to create a stormwater management plan for the neighborhood. The County has involved the Township, local residents, and CMAP in this process. At the same time, Lockport Township Park District is working on completing their master plan, which will consider the Fairmont plan's recommendations for new park space.

Other small-scale improvements that improve quality of life in the community have also been accomplished. A community garden opened in 2013 on Lockport Township Park District property adjacent to the Fairmont Community Center. The local senior club – the Fairmont Silver and Gold Club – has begun to plant, maintain, and harvest the garden. The Fairmont plan also recommended that the rich history of Fairmont be preserved, documented and

celebrated. In 2012, a County intern interviewed a number of long-time residents to create a written history of the community, completed later that year.

Continued involvement of community members in decisions affecting their community was another element of the Fairmont plan. Will County and Fairmont residents have created an advisory council of residents and business owners (termed the "Fairmont Community Partnership") that meets on a monthly basis to discuss various issues and initiatives.

One of the more complex elements of the Fairmont plan was the creation of a faith-based community development corporation (CDC) to lead redevelopment efforts, particularly the creation of a new Neighborhood Center. Before jumping into forming a new organization, the plan recommended conducting a feasibility study and coordinating among the Fairmont churches to ensure the CDC's viability. The County has pursued several potential philanthropic funding sources, but without success, restricting progress on this recommendation.

Implementation tracking

Following the completion of LTA projects, CMAP remains involved with the local sponsor for two years. The information contained in the case studies on the previous pages was taken from implementation update memos prepared by CMAP on the two-year anniversary of completion of each plan. There are only a few examples of two-year implementation memos, as the initial round of projects had just begun to be completed in 2012.

During the two-year implementation period, CMAP tracks progress through quarterly discussions with the project sponsor. Quarterly updates are provided to the CMAP Board as part of the monthly LTA updates (see the April Board report for an example). Each quarter, CMAP staff also works with the community sponsor to update an implementation matrix. Typically, implementation matrices laying out specific tasks, responsibilities, and timelines are included within LTA plans.

Below, a sample matrix for the Park Forest sustainability plan shows specific strategies identified for one of the sustainability plan's fourteen chapters. For each strategy, CMAP updates phasing and status each quarter, and writes a brief update on recent progress (if any). Shaded rows indicate that the relevant strategy is currently an area of focus. The final column in the matrix identifies whether any role for CMAP is expected over the next quarter. The cells in this column are typically blank, as CMAP will typically target a small number of activities to assist with.

Figure 3. Park Forest Sustainability Plan implementation matrix: Local Food Systems recommendation

Strategy	Pg.	Phasing	Status	Dept. Lead*	Quarterly Update	CMAP Role
1. Establish a community garden program.	66	Ongoing	Underway	DRP	Terra Engineering prepared a site plan for the Wildwood School community garden site. Applied for a grant from Fiskars.	Forward grant opportunities
2. Explore the creation of standards for raising honeybees and fowl on residential lots.	66	Mid-term	Not yet begun	DCD	LTA ordinance revisions project will address this.	LTA project
3. Support the farmers' market and South Suburban Food Cooperative.	67	Ongoing	Underway	VPF	SC has remained involved with Food Co-op Board and members. EBT was recently launched at farmers market.	
4. Expand food-related educational opportunities.	67	Ongoing	Not yet begun	DRP, HD		
5. Work with schools to launch "Farm to School" programs.	67	Mid-term	Not yet begun	HD		

DRP: Department of Recreation and Parks. DCD: Department of Community Development. VPF: Village of Park Forest. HD: Health Department.

Implementation roles

Leadership on implementation needs to be locally driven. Over the past two years, it has become extremely evident that local commitment to project success is the primary driver of implementation. "Local commitment" does not necessarily mean commitment of financial resources or staff time, although these certainly help. Instead, the term is used to mean a combination of responsiveness, energy, leadership, and willingness to use plan recommendations for day-to-day prioritization and decision-making.

While local leadership of implementation is a precondition of success, supportive roles can be played by other organizations. As noted above, CMAP remains involved following plan adoption for a period of two years. Tracking of implementation progress – the focus of the previous section of this memo – is an important activity on its own merits. But to advance implementation progress, CMAP often takes a more active role. Each quarter, CMAP discusses potential upcoming roles with the sponsor community and identifies a few limited activities to take on. CMAP allocates about 20 hours per quarter (80 hours over the course of a year, or approximately 5% of an FTE) to each completed project, but actual time spent varies considerably.

Roles taken on by CMAP often include the following:

- Conducting a follow-up LTA project. A common example is a zoning project that follows a comprehensive plan. CMAP is currently doing just this for Berwyn, where a zoning revision is following a completed comprehensive plan.
- Assisting with grant applications. CMAP has helped several communities submit applications to philanthropic, federal, or state funding sources, often with success. For example, CMAP assisted Park Forest in writing their first application to the Chicago Community Trust for funding for staff support to implement the sustainability plan. CMAP does not help communities submit applications to funding sources that are administered by CMAP, for obvious reasons.
- Linking communities with other public agencies. Many communities need assistance making the right contacts at state or regional agencies. CMAP has played an intermediary role in these cases, in terms of identifying the best points of contact, setting up and facilitating meetings, and ensuring follow-up afterwards. For example, CMAP facilitated a series of discussions between Blue Island, IDOT, and the Southwest Conference of Mayors which resulted in Blue Island receiving funding for an important transportation infrastructure project.
- Training. Through an arrangement with the Illinois chapter of the American Planning Association (APA-IL), CMAP has sponsored plan commissioner trainings in multiple communities. For example, CMAP just sponsored plan commissioner trainings in Lynwood and Geneva, following completion of LTA projects, and invited the surrounding communities to participate as well.
- Other types of assistance have also been provided in a few cases. CMAP has assisted with proposal review and consultant selection, sponsored workshops to discuss redevelopment potential, and served on steering committees for follow-up projects.

Most of the above examples, while facilitated by CMAP, have involved resources and expertise from other groups. Other examples can be found in the case studies earlier. In all of these cases, CMAP's role was limited in terms of time and resources committed, but involved linking good projects with relevant pools of resources and expertise. This finding may help to shape CMAP's implementation approach in the future.

Most implementation activities involving partners, including all of the examples identified above, have occurred on a case-by-case basis. Typically, CMAP, the local community, or a partner organization identifies an opportunity for collaboration on implementation, and then relationships are formed around that opportunity. While this has worked for the examples above, there are almost certainly missed opportunities. It may be possible to approach partner involvement in implementation more systematically.

An example of a more systematic approach can be found in the most recent round of local grants approved by the Chicago Community Trust. With CMAP's help, two nonprofit groups – IFF and Enterprise Community Partners – each identified three communities in south and west Cook County that had completed LTA plans that recommended infill development. Each nonprofit then applied to the Trust for funding to conduct more detailed development feasibility assessments for one site in each community and to begin to recruit developers and solicit proposals for viable sites. Each organization is a Community Development Finance Institution (CDFI), meaning that beyond assessing development feasibility, they can help to provide financing for appropriate development types. This approach differs from opportunistic, project-by-project implementation: instead, CMAP identified the strengths of a partner organization, and then guided them to appropriate opportunities to assist with implementation.

Conclusions and further discussion

This memo summarizes CMAP's initial efforts to describe and organize implementation of LTA plans, which is by its nature a messy topic. While it is premature to arrive at firm conclusions without committee input and further internal evaluation of project success, a few findings – summarized in the bullets below – may provide a good starting point for discussion.

- Some elements of GO TO 2040 are not commonly found in LTA plans. For some topics, like education or access to information, this is to be expected. For others, like housing choice or water supply planning, securing external funding to allow these topics to continue to be addressed in LTA plans is a priority. And for one notable topic, freight, the limited focus indicates a missed opportunity that should be addressed.
- There is an ongoing implementation role for CMAP beyond simply tracking progress. This includes linking local sponsors with partner organizations that can supply resources for implementation. Approaching this systematically rather than as a series of individual case-by-case activities is worth exploring.
- Partnerships with nonprofit (or private) groups are common while LTA plans are being developed, and are tracked carefully until plan completion. However, CMAP does not currently track partner involvement in implementation. Part of

the systematic approach to implementation described above could include tracking partner involvement after plan completion.

- The projects summarized in this memo include only those that were conducted with staff time. Projects that were contracted to consulting firms – about 25% of LTA plans – may be a different story. The role of consulting firms in implementation should be discussed.
- Implementation should be considered more strongly during development of LTA plans. Potential implementing partners should be included in project steering committees, which may require adding them partway through the project. Also, infrastructure recommendations, which often emerge from LTA plans, could be more carefully evaluated for feasibility and then directed explicitly to the most appropriate funding source.
- Even if resources per project are fairly limited, the number of completed projects (now approaching 75) means that even modest commitments per project add up to a large total. Therefore, devoting staff or financial resources to implementation will inevitably reduce the new projects that can be taken on through the LTA program – but is preferable to producing large volumes of new plans that are not implemented.
- Finally, while this discussion has focused largely on potential roles for CMAP, it is clear that local commitment is the single largest factor driving successful implementation. Ideally, CMAP could assess and predict local commitment during the evaluation process for new LTA projects – but how exactly to do that is uncertain. It is also possible that a good planning process can increase local commitment – but whether this can compensate for low initial commitment levels is also uncertain. Committee feedback on this issue is particularly welcome.

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MEMORANDUM

To: Working Committees and Partners

From: Bob Dean, Deputy Executive Director for Local Planning

Date: September 2014

Re: Local Technical Assistance (LTA) Program Evaluation, Part 3: Internal Project Evaluation

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This summer, CMAP is engaging its working committees and other partners in an evaluation of the first three years of the LTA program, with the intent of using the results to focus future resources most effectively. This is a multi-part discussion, held over a series of committee meetings. A rough timeline of topics is contained below, although please note that this may vary from committee to committee based on meeting schedules.

- Basic program statistics – June (complete)
- Results of external surveys by project sponsors – June (complete)
- Review of new applications – July/August (complete)
- Implementation progress – July/August (complete)
- Results of internal evaluation – September (covered in this memo)
- Results of municipal survey – September (covered in separate memo)
- Overall conclusions – October

This memo covers the fifth bullet above – the results of an internal evaluation of individual projects. The results of the recent municipal survey will also be discussed at committee meetings in September but will be covered in a separate memo.

ACTION REQUESTED: Discussion

Introduction

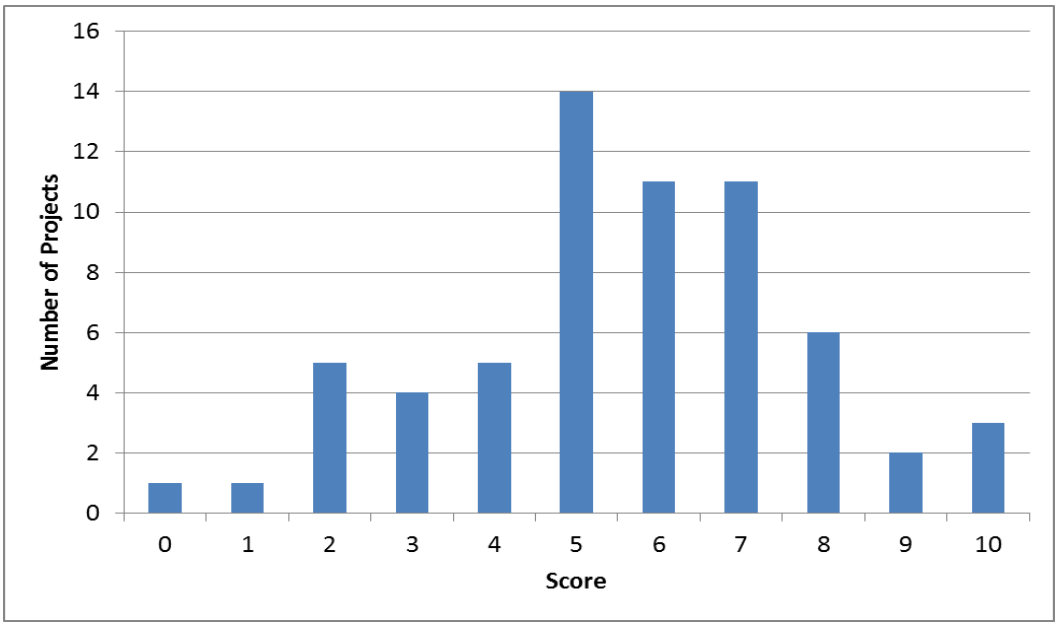
This memo describes the results of an internal evaluation of individual projects within the LTA program. The key findings of the evaluation will be described below, but the quantitative methods used will not be discussed in much detail to allow a more direct focus on findings.

Throughout this memo, individual projects are not called out. The point of this memo is to draw general conclusions from the analysis, rather than identify individual projects. Because of this, the discussion is fairly general, without the use of specific examples, to keep the focus on the program as a whole.

Please also note that this analysis focuses entirely on staff-led projects. Many projects have also been led by consulting firms, and CMAP is in the process of evaluating these projects, but these results are not yet ready for discussion.

Project scoring

Each LTA project was scored internally on a number of different elements. Qualitative elements included quality of deliverables, advancement of GO TO 2040, level of innovation, involvement of partner organizations, quality of outreach, and progress toward implementation. Two elements, adherence to schedule and adherence to budget, were assessed quantitatively. Each project was scored on each of these elements, which were then combined into a final score that ranged between 0 (the worst) and 10 (the best). The following chart shows the number of projects with each score.



As this chart shows, projects most commonly have scores in the 5-7 range, and the mean project score is 5.5. Projects with scores over 7 are among the best products of the LTA program, and are typically characterized by very high quality products and processes, significant partner involvement, on-schedule completion, and progress toward implementation. On the other hand, projects with a score of 3 or less typically display less innovation, are more likely to have experienced major delays, and are less likely to have seen implementation progress.

Analysis of project scores

The purpose of scoring projects is to allow correlations and trends to be identified and analyzed for the LTA program as a whole. CMAP used the data on project scoring to ask and attempt to answer the questions below. Committee members should feel free to suggest other questions, with the understanding only simple analysis is possible due to the relatively small dataset.

Question: Does the *overall project size* (in terms of budget) have an influence on project outcomes?
Answer: Yes, but in different ways. In general, larger projects – meaning those with a larger budget – are more successful in terms of overall quality, outreach, partner involvement, implementation, and other qualitative elements. Larger projects, however, are also more likely to fall behind schedule and are less likely to adhere to initial budget expectations – partly because the level of effort for these projects was often underestimated at their outset.

Question: Does *local commitment* have an influence on project outcomes?
Answer: Without a quantitative measure of local commitment, this question could not be answered. However, anecdotal evidence suggests that the answer is a very strong yes. All of the projects with low scores had significant issues with the project sponsors, often involving turnover of staff or elected officials during the planning process.

Question: Does *community need* have an influence on project outcomes?
Answer: No. Community need is calculated based on a combination of median income, local tax base, and community size. Since its inception, the LTA program has prioritized projects in higher-need communities. This has led to questions about the ability of higher-need communities to conduct good planning projects and then implement them: is there a tradeoff between community need and implementation potential? Based on CMAP's analysis, this does not appear to be the case. Local commitment does matter, but local commitment and community need are not mutually exclusive, and a number of higher-need communities have shown the ability to produce and implement good plans.

Question: Does *project type* have an influence on project outcomes?
Answer: Not for most types. All major project types – including comprehensive plans, subarea plans, zoning ordinances, transportation plans, environmental plans, and housing plans – have average scores in the 5-7 range. However, projects in the "other" category, which are unique projects that do not fit neatly into a category, have an average score of 4. This is not surprising, as it is easier to conduct projects which have an established process and scope.

Question: Does *project sponsor type* (e.g. municipality, county, multijurisdictional group, or other group) have an influence on project outcomes?
Answer: Yes, although it is difficult to tell if the results are meaningful. Projects sponsored by Counties have averaged the lowest scores (4), and those submitted by multijurisdictional groups of municipalities have been the highest (6), but there are many exceptions to this general finding.

Question: Does *location within the region* have an influence on project outcomes?

Answer: No. Projects in Chicago, suburban Cook County, and the collar counties have average scores that are nearly identical.

Question: Can CMAP's *initial review of applications* predict project outcomes?
Answer: Yes, to some degree. Evaluation results from past years show that CMAP's initial impressions of a project are a fairly good predictor of its success. Projects which were initially considered "iffy" to be selected for the program, but which were ultimately selected, ended up with an average score of 4. In contrast, projects which were immediately judged to be good fits had an average score of 6. Put another way, more than half of "iffy" projects ended up having scores of 3 or less, compared to only 10% of the projects that were immediately seen as good fits.

Discussion and conclusions

The project evaluation supports the continuation of some elements of the LTA program but also should lead to consideration of some changes. Current practices include prioritizing resources to lower-capacity communities, and seeking a geographic balance in projects selected; these should continue. Project eligibility should remain broad (as broad as possible, given funding restrictions), although new, untested project types should be entered into with caution.

As noted in past memos in the LTA evaluation series, local commitment is very important, although this cannot be demonstrated quantitatively. Commitment to a particular project can fade over time, particularly with turnover of local staff or elected officials, so starting projects quickly after selection is important. Immediate project startup is currently a challenge due to a full slate of ongoing projects, and CMAP should keep this in mind during future project selection.

Several of this memo's findings can be addressed during project selection. Local commitment should also be assessed, as much as possible, when reviewing applications, and a high level of commitment should be a precondition to receiving assistance. Applications that show flaws during the selection process are likely to have significant problems later on. Therefore, CMAP should be more aggressive about screening projects before they are selected, as well as addressing emerging problems early in the scoping process.

The findings of this analysis will begin to be used immediately during the current LTA project selection process. Already, CMAP has begun to conduct more extensive follow-up with some shortlisted projects. Committee members should expect a more competitive selection process than previous years, partly due to increased commitment of resources to implementation, but due also to the other factors noted above. Also, CMAP will begin more extensive use of a new project type, a "planning priorities report," which allows community needs and commitment to be assessed before taking on a significant planning effort.

The longer-term impacts of these findings will be communicated, along with the findings from previous memos, in a summary memo on LTA evaluation that will be presented in October.

Agenda Item No. 5.0

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MEMORANDUM

To: Local Coordinating Committee

From: Bob Dean, Deputy Executive Director for Local Planning

Date: October 1, 2014

Re: Local Technical Assistance (LTA) Project Selection

Attached to this memo is a document that describes staff recommendations for selection of Local Technical Assistance (LTA) projects. This document describes the rationale for the staff recommendations, lists the recommended projects, and provides basic information about project distribution across communities.

The LTA applications have been discussed with a variety of groups, including working committees, transit agencies, county representatives, COGs and COMs, and nongovernmental partners, as well as with the Local Coordinating Committee itself. The staff recommendations reflect staff's evaluation of the merits of each project as well as comments received from these groups.

The Local Coordinating Committee is asked to recommend that the CMAP Board approve the recommended list of LTA projects at its meeting on October 8.

ACTION REQUESTED: Recommend approval by CMAP Board

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Local Technical Assistance (LTA) Program: Recommendations for Project Selection

Following the adoption of GO TO 2040, CMAP established the Local Technical Assistance (LTA) program to direct resources to communities to pursue planning work that helps to implement GO TO 2040. During the most recent call for projects, which ended on June 26, CMAP received 104 applications for assistance. Further information on applications received is available at: **http://www.cmap.illinois.gov/programs-and-resources/lta/call-for-projects**.

The CMAP Board and MPO Policy Committee will be asked to approve the staff recommendations for the LTA program at their joint meeting on October 8. Prior to the Board and MPO Policy Committee meeting, the Local Coordinating Committee will be asked to recommend approval by these groups. The Transportation Committee will also be asked to recommend approval at their meeting on October 3.

The purpose of this memo is to present CMAP staff recommendations for the treatment of each application received. It is divided into four sections:

- Staff recommendations for projects to be undertaken through the LTA program.
- Basic statistics concerning the projects recommended for selection.
- Evaluation process.
- Full lists of projects that are recommended and not recommended.

LTA recommendations

In total, 25 new projects are recommended to be pursued through the LTA program. These projects were selected by applying CMAP's selection criteria: alignment of the project with the recommendations of GO TO 2040; local need for assistance; feasibility and ability to implement; collaboration with other groups, including neighboring governments and nongovernmental groups; input from relevant Counties and Councils of Government (COGs); and geographic balance.

Additionally, as CMAP has completed LTA projects, the implementation of completed projects has become an increasing priority. Several of the applications received help to implement projects that had been previously undertaken through the LTA program; many of these projects are recommended for selection.

For organizational purposes, recommended projects are presented below in groups.

Regional infrastructure projects

Several applications this year related to regional transportation infrastructure priorities. Two of these covered the entire metropolitan area. One application, submitted jointly by all seven of the region's Counties, involves a ***regional truck permitting plan***. This project will be scoped

and managed by CMAP, but external funding will be needed to develop the actual plan. Another regional project, submitted by the ***Chicago Metro Metal Consortium***, a coalition of Counties, manufacturing industry representatives, economic developers, and others, will help this group to review and evaluate the impact of potential infrastructure investments on the region's metal manufacturing cluster.

Two other large-scale projects focused on the O'Hare area. A multijurisdictional application led by ***Franklin Park*** will improve truck access in an 11-community area in west Cook, northwest Cook, and DuPage Counties, addressing issues such as disconnected truck routes, poor roadway conditions, and congestion. Multijurisdictional transportation planning was also the focus of a project submitted by ***DuPage County*** which will address bicycle and pedestrian improvements in coordination with the new Elgin O'Hare Western Access facility. A number of municipalities are involved in both of these multijurisdictional projects.

County-level economic development

Two countywide projects are recommended for selection, both with focuses on economic development. ***Kendall County*** requested a study of the market for industrial development across the county, which includes assessing transportation infrastructure needs. ***McHenry County*** is participating in a multi-county Comprehensive Economic Development Strategy (CEDS) in coordination with the Rockford region; CMAP was asked to assist with the McHenry County portion of this multijurisdictional project. Both of these projects were also submitted in 2013 and made improvements to their 2014 submittals, including incorporating transportation as a central element.

Planning priorities reports

Planning priorities reports are a relatively new type of LTA project; three of them were done during the first several years of the program. These reports involve interviews with numerous local stakeholders, review of past planning work, and examination of current demographic, economic, transportation, and other conditions. Based on this information, planning priorities reports then recommend what sort of assistance a community needs. This may be a comprehensive plan, zoning ordinance update, corridor plan, or similar planning product; or it may be a training series for elected officials, a shift in departmental responsibilities, a new business development program, or many other options. Planning priorities reports are ideally suited for communities with limited staff or new administrations, and they can be useful in both identifying planning priorities for a community and confirming local commitment to a future full-scale planning process.

Four planning priorities reports are recommended this year. Two, in ***Calumet Park*** and ***Steger***, are in communities with few professional staff but significant planning needs. Another, in ***Fox Lake,*** will be designed to help a new village administrator strategically implement a recent comprehensive plan. The fourth report will be conducted for the ***Endeleo Institute***, a nonprofit organization on Chicago's south side, and will examine planning opportunities along 95th Street near the Red Line station.

Capital Improvement Programs (CIPs)

Two communities requested assistance with developing Capital Improvement Programs (CIPs), which are multi-year infrastructure investment programs. Both of these applications, from ***Blue Island*** and ***Richton Park***, are recommended to be selected. In both of these communities, the CIPs will be used to help implement recently-completed comprehensive plans. CIPs are becoming an increasing area of emphasis for the LTA program, as they can be effective links between planning and infrastructure investment.

Zoning and regulatory process improvements

Like CIPs, updates to zoning ordinances, subdivision regulations, and development review processes are important methods to implement past plans. Several projects in these categories are recommended this year. Full zoning rewrites are recommended in ***Bensenville*** and ***Villa Park***, and a downtown-focused zoning revision is recommended in ***Huntley***. In ***South Elgin***, the community requested zoning training for elected officials; this request will be linked with the ongoing development of the Unified Development Ordinance which CMAP selected for assistance in 2013. Finally, ***Lemont*** requested assistance with reviewing and suggesting changes to their development approval process. This is the first project of its type to be recommended for selection through the LTA program, but may be a more common project type in the future.

Comprehensive and subarea plans

Finally, a number of comprehensive and subarea plans, which are familiar LTA project types, are recommended for selection. Comprehensive plans in three communities – ***Brookfield***, ***Roselle***, and ***South Holland*** – are recommended; these all demonstrated a high level of local commitment and good consistency with GO TO 2040.

Three neighborhood-level plans in the City of Chicago are recommended. One of these, for a transportation plan to support the proposed ***Pullman National Historical Park***, was submitted by the National Parks and Conservation Association and will be conducted in partnership with the City's historic preservation division. Another is a ***neighborhood plan*** for several neighborhoods on Chicago's northwest side which will focus primarily on transportation and stormwater management. This project was inspired by applications from two applicants – the Center for Neighborhood Technology and the North River Commission – that covered a similar geography, and Chicago DPD and Chicago DOT will both be involved in the plan. The final project will support the ***Chicago Neighborhoods 2014*** strategic planning effort of Chicago DPD, and will consist of a corridor or subarea plan in one focal point in the City.

Two subarea plans in other communities are also recommended: a downtown walkability plan in ***Aurora***, CMAP's first project in this municipality; and a plan for the Preston Heights neighborhood in unincorporated ***Will County***, which will be similar the Fairmont plan that CMAP conducted during the first year of the LTA program.

Projects that are not recommended

Projects were considered lower priority for LTA assistance for a number of reasons, described in general terms below.

- Priority for assistance was given to communities that had lower incomes or were smaller in size, meaning that more prosperous or larger communities were less likely to receive assistance. Lower-need communities generally had to present an innovative project or one that aligned especially well with a specific CMAP priority in order to be recommended.
- CMAP made a particular effort this year to assess local commitment, including follow-up calls and in some cases site visits. Only projects for which there was enthusiastic support were recommended this year.
- Some projects were good concepts but would benefit from further development by the project sponsor. In some cases, additional multijurisdictional partners would give a project a greater chance of success.
- Applicants that submitted multiple projects had only one project recommended. Also, in general, applicants that already have active, ongoing LTA projects were also not recommended (although there were exceptions to this for multijurisdictional projects).
- Some projects were simply not a good fit for the local technical assistance program, as they did not demonstrate the full support of affected local governments, or did not demonstrate alignment with the recommendations of GO TO 2040.
- In some cases, projects were at a stage that made them not entirely relevant for LTA assistance. A few transportation-related projects appeared to need assistance with facility design and preliminary engineering, rather than the higher-level planning that the LTA program offers.
- Finally, a number of projects beyond the list of 25 recommended in this memo are positive and viable projects, but were beyond available resources this year. CMAP will encourage communities who submitted projects that were just outside resource constraints to resubmit in future years, in some cases with modifications that will improve their chances of selection.

A full list of applicants that are not recommended to receive assistance is included at the end of this document.

Statistics of recommended projects

In the following section, basic statistics are provided for the distribution of projects by geography and community need.

Geographic distribution

In the design of the local technical assistance program, an effort was made to identify projects to be pursued in many different parts of the region. In the following table, the distribution of higher priority projects by geography is summarized. Projects may be reported in multiple geographies, and these are noted below the table.

	Chicago	Cook total	N and NW Cook	W Cook	SW Cook	S Cook	Collar total	DuPage	Kane	Kendall	Lake	McHenry	Will	Total
Selected applicants	4	10	3	3	2	5	14	6	3	1	1	3	3	23
Total applicants	13	29	9	5	4	15	41	17	7	4	6	10	7	76

Notes:

- The two regional projects (CMMC and regional truck permitting) and one project submitted by an ineligible applicant are not shown in this table.
- Four projects are recommended in the City of Chicago, and some of these are co-sponsored by multiple applicants. For simplicity, this is reported in the table above as four selected applicants.

Recommended projects included in multiple geographies are:

- Blue Island CIP (S and SW Cook)
- DuPage County DOT (NW Cook, W Cook, and DuPage)
- Huntley (Kane and McHenry)
- Fox Lake (Lake and McHenry)
- Franklin Park (NW Cook, W Cook, and DuPage)
- Lemont (SW Cook, DuPage, and Will)
- Roselle (NW Cook and DuPage)
- Steger (S Cook and Will)

As the above table shows, recommended projects are relatively well-distributed throughout the region. Two counties – Kendall and Lake – have only one project recommended each. In the case of Kendall, the recommended project was submitted by the County itself, and the other unsuccessful projects were submitted by municipalities that are primarily outside Kendall. In the case of Lake, there were several other good applications from communities in the County, but it should also be noted that the largest single LTA project to date, the IL 53/120 land use plan, is still actively underway and affects many Lake County communities.

In the first several years of the program, the most significant geographic imbalance involved a relatively low level of investment in the City of Chicago. Over the first three years of the LTA program, only 10-15% of resources were devoted to projects in Chicago. In 2014, four of the 23 recommended non-regional projects are located in Chicago, and these are expected to be large projects; it is estimated that about 20-25% of available resources in the 2014 program are devoted to projects in Chicago.

Community need

An important factor in the review process was the need of the community for assistance. The program is meant to prioritize projects in communities that have limited resources and would not have the ability to undertake the project without CMAP's assistance. Communities were divided into five categories based on these factors, ranging from "very high" to "low" need. Many communities in the "low" and "moderate" need category submitted excellent projects and could still certainly benefit from assistance, but priority was given to communities with lower median incomes and tax bases, as well as to smaller municipalities. The following table and chart summarize the distribution of recommended projects by community need.

	Very high need	High need	Moderately high need	Moderate need	Low need	Total
Selected applicants	5	4	6	5	3	23
Total applicants*	15	10	17	17	17	76

* Regional projects, and one project which was submitted by an ineligible applicant, are not included in these totals.

Regionwide, approximately 28% of the region's municipalities are classified as "very high" or "high" need communities; applicants in these need categories are recommended to receive nearly 40% of the projects in this year's LTA program. As in past years, the LTA program is directing resources to higher-need communities, but also provides opportunities for lower-need communities to participate if they submit innovative or multijurisdictional applications.

Evaluation process

To evaluate each project, staff reviewed the applications and other background materials and also scheduled phone calls with each applicant to discuss their ideas. Questions were meant to gauge consistency with GO TO 2040, local commitment, internal and external support, and the project's overall feasibility. Additional follow-up phone calls and site visits were also conducted in a number of cases.

Applications were also reviewed with a variety of groups in July and August. Each working committee discussed the LTA applications at least once. Special meetings were also held with transit agencies, county planning directors, the City of Chicago, and technical assistance providers. Councils of Government (COGs) and Councils of Mayors (COMs) were encouraged to submit comments via email, and several of them did. Comments and expressions of support from these groups were used in part to determine the recommendations for selection.

Project listing

Recommended:

Sponsor	Project
Chicago Metro Metal Consortium	Infrastructure Investment Prioritization
City of Aurora	Downtown Master Plan*
City of Blue Island	Capital Improvement Program
City of Chicago	Northwest Side Neighborhood Plan**
City of Chicago	Chicago Neighborhoods 2014
City of Chicago	Pullman National Historic Park***
DuPage County DOT	Elgin-O'Hare Bicycle-Pedestrian Plan
Endeleo Institute	Planning Priorities Report
Kendall County	Industrial Market Study
McHenry County	Comprehensive Economic Development Strategy
Village of Bensenville	Zoning Update
Village of Brookfield	Comprehensive Plan
Village of Calumet Park	Planning Priorities Report
Village of Fox Lake	Planning Priorities Report

Sponsor	Project
Village of Franklin Park	Truck Route Subregional Plan
Village of Huntley	Zoning Code Update
Village of Lemont	Analysis of Development Review Process
Village of Richton Park	Capital Improvement Program
Village of Roselle	Comprehensive Plan
Village of South Elgin	Elected Official Zoning Training
Village of South Holland	Comprehensive Plan
Village of Steger	Planning Priorities Report
Village of Villa Park	Zoning Code Update
Will County	Preston Heights Neighborhood Plan
regional application submitted by all Counties	Regional Truck Permitting Plan

* This project will also address elements of Aurora's application for a downtown arts district by incorporating arts-based placemaking into the downtown plan.

** This project consists of elements of applications submitted the Center for Neighborhood Technology and the North River Commission, and will involve both Chicago DPD and Chicago DOT.

*** This project was initially submitted by the National Parks Conservation Association.

Not recommended:

Please note that the below table lists some projects which are recommended for inclusion in the program after some re-scoping by CMAP and the project sponsor. These are noted where relevant. For communities that submitted some requests that are recommended and some that are not recommended, this fact is noted as well.

Sponsor	Project
Blue Island Park District	Parks Master Plan
Bridgeport Business Association	Halsted Street Vision Plan
Center for Neighborhood Technology	Rain Ready – Chatham; Rain Ready – Midlothian (a similar application is included in the northwest side neighborhood plan in Chicago, which is recommended)
Chicago Department of Transportation	Sidewalk Pedestrian Level of Service; Truck Planning Study; Livable Streets Master Plan
City of Aurora	Sustainability Plan Update (a Downtown Master Plan is recommended)
City of Berwyn	Stormwater Management Plan
City of Blue Island	Development Review Process (a CIP is recommended)
City of Chicago Heights	Zoning Update
City of Des Plaines	Comprehensive Plan and Zoning Ordinance
City of Elmhurst	Sustainability Plan
City of Harvey	Comprehensive Plan
City of Joliet	Zoning Code Update
City of Warrenville	Comprehensive Plan
City of Woodstock	Route 47 Corridor Plan
Cook County Department of Planning and	Unincorporated Areas Comprehensive Plan

Sponsor	Project
Development	
DuPage County Health Department	Health Plan
Far South Community Development Corporation	Roseland Culture and Arts Plan
Forest Preserve District of DuPage County	Feasibility Study – West Branch DuPage River Trail
Forest Preserve District of Will County	Will County Bikeway Plan
Fox River Study Group	Community Specific Plans
Kane County	Health Chapter – Comprehensive Plan; Health Impact Assessment – Priority Transit Network
Lake County	Robert McClory Bike Path Greenway Corridor Enhancement Plan
Mary Ann Kaufman	Future Landscapes for Achievable Planning
McHenry County	Agricultural Resource Guide
McHenry County Convention and Visitors Bureau	Wayfinding Signage Master Plan
Northwest Municipal Conference	Bike Share Feasibility Study
Rogers Park Business Alliance	Clark Street Corridor; Sheridan Road Streetscape and Parking Plan
South Loop Neighbors and Greater South Loop Association	Pre-development Support
South Shore Planning and Preservation Coalition	South Shore Visioning Plan; Marketing Strategy
South Suburban Mayors and Managers Association	Chicago Road Corridor Plan; Comprehensive Retail Development Strategy; Tax Impact Assessment
Sustainable Englewood Initiatives	Englewood Line
Village of Bull Valley	Green Infrastructure and Commercial Development Plan; Strategic Action Plan
Village of Calumet Park	Comprehensive Plan; Zoning Code Update (a Planning Priorities Report is recommended)
Village of Cary	Zoning Ordinance Update
Village of Clarendon Hills	Southside Comprehensive Plan
Village of Fox Lake	Development Review Process and Zoning Code Update; Parks and Recreation Master Plan (a Planning Priorities Report is recommended)
Village of Glen Ellyn	Zoning Code Update
Village of Grayslake	Bicycle and Pedestrian Plan
Village of Gurnee	Comprehensive Plan
Village of Lake Zurich	Comprehensive Plan
Village of Lakemoor	Town Center Plan
Village of Lemont	State Street Corridor Plan; Subarea Plans; Water Supply Plan (Analysis of Development Review Process is recommended)
Village of Matteson	Comprehensive Plan; Zoning Ordinance Update
Village of Mokena	Comprehensive Traffic and Transportation Plan
Village of Montgomery	Comprehensive Plan Implementation / Zoning
Village of Niles	Comprehensive Arts and Culture Plan
Village of Northbrook	Bicycle and Pedestrian Plan
Village of Oak Park	Zoning Update
Village of Oakwood Hills	Comprehensive Plan and Zoning Revisions

Sponsor	Project
Village of Olympia Fields	Zoning Ordinance Update
Village of Palos Park	Zoning Code Update
Village of Richmond	Comprehensive Plan
Village of Richton Park	Comprehensive Stormwater Management Plan; Richton Park and Matteson Fire Service Consolidation Plan (a CIP is recommended)
Village of Riverdale	Zoning Code Update
Village of Sauk Village	Comprehensive Plan
Village of Schaumburg	Comprehensive Plan Update; Green Action Plan Update
Village of South Chicago Heights	Zoning Update
Village of South Holland	Interstate Zoning District (a Comprehensive Plan is recommended)
Village of Steger	Comprehensive Plan (a Planning Priorities Report is recommended)
Village of Wayne	Zoning Update
Village of Willowbrook	Subarea Comprehensive Plan
Village of Winfield	Zoning Code Update
Will County	Local Food Plan
Woodlawn Consortium	Broadband Study

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Agenda Item No. 7.0

Chicago Metropolitan Agency for Planning

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MEMORANDUM

To: CMAP Board and Committees

From: CMAP Staff

Date: October 1, 2014

Re: Local Technical Assistance Program Update

The CMAP Board and committees receive regular updates on the projects being undertaken through the Local Technical Assistance (LTA) program, including those receiving staff assistance and grants. To date, 140 local projects have been initiated. Of these, 87 projects have been completed, 48 are fully underway, and 5 will get actively underway in the near future. Projects that appear in this document for the first time, or that were recently completed, are noted and highlighted in italics.

Further detail on LTA project status can be found on the attached project status table. This month's report also includes implementation progress on selected completed projects.

ACTION REQUESTED: Discussion

Projects Currently Underway

Project	CMAP lead	Timeline	Assistance type	Status and notes
Algonquin-Carpentersville Fox River corridor plan	Brian Daly	May 2014-Aug. 2015	Staff assistance	Research and key person interviews for Existing Conditions Report are underway. In September, CMAP hosted an outreach activity at Algonquin's "It's Our River Day" event and the Friends of the Fox River led CMAP staff and the Steering Committee on a tour of the river.
Arlington Heights bicycle-pedestrian plan	John O'Neal	May 2014-Apr. 2015	Staff assistance	MetroQuest survey will be available online in October and November. Key stakeholder interviews (Village staff) and focus group meeting (AH Bicycle Club) held. Additional interviews and focus group meetings being organized through Village staff. Work on existing conditions report is underway.
Barrington area bikeway feasibility study	Jack Pfingston	June 2014-June 2015	Consultant assistance	Data collection underway. First meeting of the Steering Committee took place September 29.
Bensenville comprehensive plan (see website)	Sam Shenbaga	Mar. 2013-Nov. 2014	Staff assistance	Public open house held on September 11 with 60+ attendees. Final plan to be submitted for Steering Committee review in early October. Public Hearing tentatively scheduled for October 28.
Berwyn capital improvements plan	Bob Dean	Mar.-Oct. 2014	Staff assistance	The Steering Committee met on September 15 to develop initial project prioritization recommendations. A draft CIP has been produced and is currently under review by the City.
Berwyn parking study (see website)	Lindsay Bayley	Nov. 2013-June 2015	Staff assistance	Staff continue to work on Existing Conditions Report.
Berwyn zoning revisions (see website)	Kristin Ihnchak	Jan. 2013-May 2015	Staff and consultant assistance	CMAP staff is creating a first draft of the zoning ordinance based on the approved recommendations memo. City/BDC staff are currently reviewing CMAP's draft of the sign ordinance.
Campton Hills zoning and subdivision regulations	Kristin Ihnchak	Jul. 2014-Oct. 2015	Consultant assistance	Camiros held stakeholder interviews on September 16 and is moving forward with assessment of existing conditions.
Carol Stream comprehensive plan (see website)	Nicole Woods	Feb. 2014-Apr. 2015	Staff assistance	CMAP staff collected additional economic data and other supplemental information for the existing conditions report. Staff is currently completing the text, maps, and other infographics for the report. Report is anticipated to be completed in the fall.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Chicago Pilsen-Little Village neighborhood plan (see website)	Evy Zwiebach	Dec. 2013-Mar. 2015	Staff assistance	CMAP and DPD are preparing for the next set of public workshops, which will focus on housing and are scheduled for the fall.
Chicago West Pullman neighborhood plan	Evy Zwiebach	July 2014-Aug. 2015	Consultant assistance	A consultant was selected and project kick-off is expected in October.
Chicago Heights comprehensive plan (see website)	Kendra Smith	Apr. 2013-Dec. 2014	Staff assistance	Draft plan under internal review.
Chinatown neighborhood plan (see website)	Stephen Ostrander	Apr. 2013-Oct. 2014	Staff assistance	Steering Committee review of draft plan was completed. CMAP staff proceeded with revisions and began planning for open house at Pui Tak Center to present the draft plan's recommendations to the entire Chinatown community, including beginning preparation of an anticipated Executive Summary, to be offered in both English and Chinese.
Cicero comprehensive plan	Jonathan Burch	Apr. 2014-June 2015	Consultant assistance	Existing conditions report underway. Consultant is currently conducting key stakeholder interviews and preparing for upcoming public meetings in October.
Cook County consolidated plan (see website)	Jonathan Burch	Apr. 2013-Nov. 2014	Staff assistance	Draft plan is complete and has been sent to County leadership for review. Staff is starting to plan the formal review and adoption process.
Crete comprehensive plan	Jack Pfingston	May 2014-Aug. 2015	Consultant assistance	Project still on hold while Crete fills the Village Administrator vacancy. Mayor Einhorn anticipates interviewing candidates in October; Steering Committee is being assembled.
Crystal Lake transportation plan	Nora Beck	Mar. 2014-Apr. 2015	Staff assistance	CMAP's online interactive survey to gather more information about the transportation system in Crystal Lake closed on September 30. CMAP staff are currently drafting an existing conditions report.
Dixmoor planning prioritization report	Jessica Gershman	Jan.-Dec. 2014	Staff assistance	Existing conditions and recommendations are being drafted, to be shared with the Village at a business community meeting this fall.
DuPage County / Addison Homes for a Changing Region project	Kendra Smith	Sept. 2013-Jan. 2015	Staff assistance	Municipal recommendations and visualizations are underway.

Project	CMAP lead	Timeline	Assistance type	Status and notes
DuPage County / Hanover Park Homes for a Changing Region project	Drew Williams-Clark	Nov. 2014-Oct. 2015	Consultant assistance	CMAP and the participating communities reviewed proposals. Consultant interviews will take place in October.
DuPage County sustainability plan	Louise Yeung	June 2014-July 2015	Staff assistance	Conducted interviews with key county staff; beginning to draft existing activities report to summarize findings from interviews and research.
Elmwood Park zoning assessment	Kristin Ihnchak	Nov. 2014-Aug. 2015	Staff assistance	The project has been postponed until fall of 2014.
Franklin Park industrial areas plan (see website)	Nicole Woods	Apr. 2013-Nov. 2014	Staff assistance	CMAP updated the draft plan based upon feedback from the Steering Committee and planning commission. CMAP and the Village will host an open house in mid-October to present the draft plan to industrial businesses and the public. In late October, the planning commission will hear results from the open house and consider recommending the plan to be adopted by the Board of Trustees.
Governor's State University green infrastructure plan	*Holly Hudson*	*TBD*	*Consultant assistance*	*Newly added to monthly report. Scoping underway.*
Harvard comprehensive plan	Liz Panella	May 2014-Nov. 2015	Staff assistance	No update for this month.
Kane County health impact assessment	Stephen Ostrander	July 2014-Mar. 2015	Staff assistance	Project team (CMAP, Kane County, and Carpentersville) held kickoff meeting for the project on September 4, which included a brief training by County staff on the health impact assessment (HIA) process, as well as an initial overview of the Carpentersville intersection that is the focus of the HIA. The team scheduled and began planning for the upcoming HIA stakeholder workshop on October 21 in Carpentersville, to be held at their Public Works facility.
Kane County transit plan implementation (see website)	Trevor Dick	July 2012-Nov. 2014	Staff assistance	County staff has reviewed the draft report. The report has been shared with representatives from Pace, Metra, and the RTA for their review. Feedback has been requested by early October.
Kane County / Geneva Homes for a Changing Region project (see website)	Drew Williams-Clark	July 2013-Oct. 2014	Staff assistance	Presentations of the final draft plan took place in September. Municipal boards will approve the final plan in October.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Lake County Route 53/120 land use plan (see website)	Jason Navota	Nov. 2013-Dec. 2015	Staff and consultant assistance	The land use planning effort is underway. Project team is gathering and assessing data, generating hot and cool spot maps, meeting with corridor municipalities and other stakeholders, and drafting the Existing Conditions Assessment. Public participation effort is scheduled to begin in the fall. The IL Route 53/120 Corridor Plan Land Use Committee met on March 18, May 8, and July 21. Next meeting is anticipated for October 23.
Lake County sustainability plan (see website)	Kristin Ihnchak	Mar. 2012-Oct. 2014	Staff assistance	Review and approval meetings with the Planning, Building, and Zoning Commission are scheduled for September 30 and October 7.
Lake County / Round Lake Homes for a Changing Region project	Stephen Ostrander	July 2014-Oct. 2015	Staff assistance	Project team from CMAP, MPC, and Lake County Community Foundation performed initial modeling and prepared materials for individual meetings with each community (taking place on September 30 and October 1).
Lan-Oak Park District master plan (see website)	Trevor Dick	Oct. 2013-Nov. 2014	Staff assistance	A Draft Master Plan has been sent to the Steering Committee for review. A meeting will be held October 29 for review. The Plan is expected to be adopted by the Park Board of Commissioners in November.
Lyons comprehensive plan (see website)	Jason Navota	July 2013-Dec. 2014	Staff assistance	Draft plan is nearly complete and will be shared with the Village and Steering Committee in October.
Morton Grove industrial areas plan (see website)	Nicole Woods	Feb. 2012-Oct. 2014	Staff assistance	In August, Steering Committee approved the industrial areas plan and recommended it for adoption. CMAP staff is currently finalizing the plan's format and design and preparing it for review by the Board of Trustees in late October.
North Aurora comprehensive plan	Jack Pfingston	Jan. 2014-Mar. 2015	Consultant assistance	Existing conditions draft reviewed by CMAP, North Aurora, & Pace. Steering Committee will meet to discuss existing conditions report in early October.
North Chicago comprehensive plan	Jake Seid	May 2014-Sept. 2015	Staff assistance	Existing conditions report will be prepared by project team in October to coincide with Kretchmer Associates' economic development assessment contract. Report will be reviewed by CMAP and North Chicago staff in November.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Northwest Municipal Conference Des Plaines River trail access plan (see website)	*Lindsay Bayley*	*May 2013-Sept. 2014*	*Consultant assistance*	*Newly completed. The NWMC Executive Board approved the final plan at their meeting on September 10.*
Olympia Fields subarea plan (see website)	Drew Williams-Clark	Apr. 2013-Nov. 2014	Consultant assistance	The Village Board voted to refer the final plan to the Planning and Zoning Commission for consideration as an amendment to the comprehensive plan.
Openlands local food policy	*Jason Navota*	*Feb. 2013-Sept. 2014*	*Staff assistance*	*Newly completed. Scope of work for a Regional Food System Study is final, and an Openlands proposal for funding for the first phase of work has been approved. From an LTA perspective, project is now completed.*
Oswego-Montgomery-Yorkville shared services study	Louise Yeung	May 2014-July 2015	Staff assistance	Currently reviewing contractor applications in response to RFP. Scheduling municipal staff workshops to identify potential areas for exploring service sharing.
Park Forest active transportation plan	Lindsay Bayley	Mar. 2014-Feb. 2015	Staff assistance	Draft recommendations memo underway. A poster and community engagement display for the Plan will be available at the Kiwanis Pancake Breakfast on October 4 from 9:00 a.m. to 12:30 p.m. at Rich East High School. CMAP staff will be available to answer questions.
Park Forest zoning revisions (see website)	Kristin Ihnchak	June 2013-June 2015	Staff and consultant assistance	The revised recommendations memo has been approved by staff and the project team is moving forward with drafting the Unified Development Ordinance.
Pingree Grove comprehensive plan	Jack Pfingston	Aug. 2014-Aug. 2015	Consultant Assistance	Project underway. Project kick-off meeting took place September 23, with first meeting of the Steering Committee expected to occur in mid-to-late October.
Prospect Heights comprehensive plan	*Jack Pfingston*	*Aug. 2013-Sept. 2014*	*Consultant assistance*	*Newly completed. Plan was adopted on September 8.*
Richton Park comprehensive plan (see website)	Kendra Smith	Aug. 2012-Oct. 2014	Consultant assistance	Consultant and Village staff hosted a September 23 Open House and Plan Commission meeting. The final plan will be presented to the Village Board for approval on October 13.
Richton Park zoning revisions	TBD	Oct. 2014-June 2015	Consultant assistance	Following the completion of the comprehensive plan, the consulting firm will update Richton Park's zoning ordinance to be consistent with the newly adopted plan.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Rosemont comprehensive plan (see website)	Sam Shenbaga	Oct. 2013-Jan. 2015	Staff assistance	Work completed by transportation engineer. Transportation recommendations to be presented to staff and Steering Committee in late-October. Draft plan underway.
South Elgin zoning update	Jake Seid	Oct. 2014-May 2016	Staff assistance	Scoping is currently underway.
SSMMA Calumet Green Manufacturing Partnership	Brian Daly	May 2014-Jan. 2015	Staff and consultant assistance	No update this month.
SSMMA Complete Streets plan	Lindsay Bayley	July 2014-Aug. 2015	Staff assistance	Outreach/follow-up to SSMMA community contacts for updated information and data on bicycle and pedestrian planning and programming efforts continues. Discussions around inclusion of the Active Transportation Alliance/CCDPH as partner on the project, through recently-obtained PICH grant, are underway.
Summit comprehensive plan (see website)	Nora Beck	Dec. 2013-Nov. 2014	Staff assistance	CMAP is restructuring this project to be a Planning Priorities Report with a completion date in the fall.
UIC multimodal transportation plan (see website)	Lindsay Bayley	June 2013-Jan. 2015	Staff assistance	Final plan drafting underway. Infrastructure recommendations under review by CDOT staff.
Waukegan subarea plan (see website)	Stephen Ostrander	Oct. 2012-Dec. 2014	Staff assistance	CMAP staff met with Waukegan Mayor Wayne Motley and City staff on September 16 to walk through the entire draft plan. With the Mayor and City staff's review complete, the plan will next be presented to the Waukegan Planning & Zoning Commission on November 13.
West Suburban Chamber of Commerce and Industry cargo-oriented development plan	Evy Zwiebach	June 2014-June 2015	Staff assistance and small contract	Phase 1 of the project, an examination and prioritization of potential cargo-oriented development sites, is underway. CMAP staff presented Phase 1 findings to the project Steering Committee in September.
Westchester zoning ordinance	Kristin Ihnchak	Oct. 2014-Sept. 2015	Consultant assistance	The project team is reviewing consultant responses to the RFP, which was released on August 28.
Winthrop Harbor comprehensive plan	Sam Shenbaga	Sept. 2014-Sept. 2015	Staff assistance	Project kick-off meeting with Steering Committee set for October 14.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Zion comprehensive plan	Nora Beck	Feb. 2014-Mar. 2015	Consultant assistance	Consultant has created a draft community assessment report to summarize the existing conditions in Zion. A public kick off meeting has been scheduled for October 8.

Selected Projects with Active Implementation*

* This list only includes projects with significant implementation actions in the past quarter. A full list of completed projects is available at www.cmap.illinois.gov/lta.

Project	CMAP lead	Completion date	Assistance type	Recent implementation progress (updated quarterly)
Elmwood Park comprehensive plan (see website)	Nicole Woods	Apr. 2013	Staff assistance	Elmwood Park continues to implement recommendations from the comprehensive plan. The Drop-Off Center, which is a new public development near the train station, is 95% completed. The center supports the plan's recommendation for pedestrian, bicycle, and train station enchantments. The Village also continues to make progress redeveloping the commercial nodes at Harlem and North Avenues and Grand and Harlem Avenues. In addition, the Village is developing a shared parking facility for Restaurant Row and completing the major infrastructure improvements as part of Phase I of the Flood Mitigation Project. Finally, the Village is preparing for a zoning review led by CMAP staff.
Hanover Park corridor study (see website)	Stephen Ostrander	Dec. 2012	Staff assistance and small grant	The Village passed an ordinance regarding zoning and other regulations on payday lending, car title loans, and general sales dealers, including pawnbrokers, cash for gold (or other precious metals, gems, or jewelry), or other dealers in secondhand articles and establishing a moratorium on any such new businesses or the relocation of any such existing businesses. The Village began a new Implementation Partnership project with IFF, evaluating options and feasibility for development in focus area of 2012 Village Center & TOD Plan (located outside of Irving Park Road corridor, but central to Village's overall economic development goals). The Village also is moving forward with working with CMAP, MPC, and the

Project	CMAP lead	Completion date	Assistance type	Recent implementation progress (updated quarterly)
				Metropolitan Mayors Caucus as part of the new, consultant-led *Homes for a Changing Region* project, along with Glendale Heights and West Chicago (see above).
Kane County Homes for a Changing Region (Carpentersville Homes)	Jonathan Burch	June 2014	Staff assistance	CMAP forwarded information around the recently released IHDA Blight Reduction Program to the communities and Kane County to gauge interest in a joint application. East Dundee continues to seek approval for a façade improvement program. Carpentersville is revising its website to include fair housing discrimination information. West Dundee is developing a new downtown plan and Elgin is drafting its comprehensive plan. CMAP has offered to review both of these documents.
Niles environmental action plan (see website)	Kristin Ihnchak	Feb. 2013	Staff assistance	Niles is working with Pace to plan for the implementation of arterial rapid transit along Milwaukee Avenue and assess its Free Bus system. Niles is in the process of updating their zoning ordinance; CMAP staff will provide feedback as needed on how to translate related EAP recommendations to effective regulations. CMAP staff will continue to forward relevant grant opportunities.
Red Line livability project (see website)	Kendra Smith	Nov. 2012	Staff assistance	DCP has established 6 community working groups (PODS) of residents and stakeholders at key Roseland intersections/neighborhood priority areas (including intersections of proposed Red Line stations) to interact with RTA and City of Chicago and advocate for community inclusion and education surrounding transportation and policy issues related to the proposed extension.
Regional arts and culture toolkit (see website)	Stephen Ostrander	June 2013	Staff assistance	The Arts and Culture Toolkit was referenced in several applications to the recent Call for Projects for the LTA program; most applications sought CMAP assistance to apply the steps and approaches detailed in the Toolkit.
Round Lake Heights comprehensive plan (see website)	Jonathan Burch	Oct. 2013	Staff assistance	The Village approved the resolution for assistance as part of a Homes project with surrounding communities. Staff will be attending an October board meeting to discuss implementation in greater depth.

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