



# Chicago Metropolitan Agency for Planning

233 South Wacker Drive  
Suite 800  
Chicago, Illinois 60606

312 454 0400  
[www.cmap.illinois.gov](http://www.cmap.illinois.gov)

## Chicago Metropolitan Agency for Planning (CMA) Board

### Annotated Agenda

Wednesday, November 12, 2014

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

- 1.0 **Call to Order and Introductions** 9:30 a.m.
- 2.0 **Agenda Changes and Announcements**
- 3.0 **Approval of Minutes—October 8, 2014**  
ACTION REQUESTED: Approval
- 4.0 **Executive Director's Report**
  - 4.1 LTA Program update
  - 4.2 2015 Board Meeting Schedule
  - 4.3 Other Announcements
- 5.0 **Procurements and Contract Approvals**
  - 5.1 Contract Approval to Create a Zoning Ordinance for the Village of Westchester
  - 5.2 Contract Increase Approval for Market and Financial Analysis for Local Technical Assistance Projects
  - 5.3 Contract Approval to Develop a Long Range Housing Policy Plan for Three Municipalities: Glendale Heights, Hanover Park and West Chicago
  - 5.4 Contract Approval for Targeted State Legislative Advocacy Services
- 6.0 **Committee Reports**

Written summaries of the working committees and the Citizens' Advisory Committee will be provided.

ACTION REQUESTED: Informational
- 7.0 **Local Technical Assistance (LTA) Program Evaluation**

Over the past 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: Discussion

### 8.0 Regional Infrastructure Fund

In April, the Board gave direction to develop a strategy to address agency and regional infrastructure funding issues as discussed as part of this year's strategic planning session. Staff will provide an update regarding this strategy and proposal.

ACTION REQUESTED: Discussion and provide direction to staff

### 9.0 Other Business

10.0 **Next Meeting**— the December meeting is cancelled. The next meeting will be on January 14, 2015.

### 11.0 Public Comment

This is an opportunity for comments from members of the audience. The amount of time available to speak will be at the chair's discretion. It should be noted that the exact time for the public comment period will immediately follow the last item on the agenda.

12.0 **Closed Session** – IOMA Section 2(c)(11)

ACTION REQUESTED: Informational

### 13.0 Adjournment

### Chicago Metropolitan Agency for Planning Board Members:

\_\_\_ Gerald Bennett, Chair

\_\_\_ Rita Athas

\_\_\_ Frank Beal

\_\_\_ Roger Claar

\_\_\_ Elliott Hartstein

\_\_\_ Al Larson

\_\_\_ Lisa Laws

\_\_\_ Andrew Madigan

\_\_\_ Raul Raymundo

\_\_\_ Rick Reinbold

\_\_\_ William Rodeghier

\_\_\_ Carolyn Schofield

\_\_\_ Peter Silvestri

\_\_\_ Rae Rupp Srch

\_\_\_ Thomas Weisner

\_\_\_ Bola Delano

\_\_\_ Juan Morado, Jr.

\_\_\_ Leanne Redden/John Yonan



# Chicago Metropolitan Agency for Planning

## Agenda Item No. 3.0

233 South Wacker Drive  
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## Chicago Metropolitan Agency for Planning (CMAP) DRAFT Board Meeting Minutes

October 8, 2014

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

### **Board Members Present:**

Gerald Bennett, CMAP Board Chair-representing southwest Cook County, Rita Athas-representing the City of Chicago, Frank Beal-representing the City of Chicago, Roger Claar-representing Will County, Elliott Hartstein-representing Lake County, Al Larson-representing Northwest Cook County, Lisa Laws-representing the City of Chicago, Raul Raymundo-representing the City of Chicago (via tele-conference), Rick Reinbold-representing South Cook County, William Rodeghier-representing West Cook County, Peter Silvestri-representing Suburban Cook County, Rae Rupp Srch-representing DuPage County, Carolyn Schofield-representing McHenry County, Tom Weisner-representing Kane and Kendall Counties and non-voting members Bola Delano and Juan Morado, Jr.,-representing the Office of the Governor and Leanne Redden-representing the MPO Policy Committee.

### **Staff Present:**

Randy Blankenhorn, Jill Leary, Dolores Dowdle, Bob Dean, Erin Aleman, Andrew Williams-Clark, Jesse Elam, Jessica Gershman, and Sherry Kane

### **Others Present:**

Gerald Adelman-Openlands, Mike Albin-DMMC, Kristin Andersen-Metra, Reggie Arkell-FTA, Lois Arms-STAND, Andrew Armstrong-ELPC, Katie Armstrong-Unitarian Universalist Church, Heather & George Armstrong-Access Living, Ed Barry-CDC LMCC, Jennifer Becker- Kane/Kendall Council of Mayors, Richard Bensinger-citizen, Paul Botts-Welands Initiative, Rev. Paul Brown, Len Canata-WCMC, Brian Carlson-IDOT, Bruce Carmitchel-IDOT, Jack Darin-Sierra Club, John Donovan-FHWA, Roger Drolet-IDOT, Rich Duran-Peotone, Mike Forti-IDOT, Maggie Galka-Illinois PIRG, John Greuling-WC CED, Tim Hagerty-IDOT, Virginia Hamman-No Illiana 4 Us, Alicia Hanlon-Will County, Mayor Jim Holland-Village of Frankfort, Dan Johnson-Midwest High Speed Rail Association, Michael Kleinik-CDC LMCC, Patrick Knapp- Kane/Kendall Council of Mayors, Judith Kossy-PPP, Howard Learner-ELPC, Dorothea Lidd-IDOT, Ashley Lucas-Lake County DOT,

Nathan Mansfield-House Staff, Alan Mellis-former CAC, Stacy Meyers-Openlands, Don Moran-Will County Board (3), Patricia Mussman-farmer, Nick Narducci-Village of Elwood, Judy Ogalla-Will County Board (1), Hugh O'Hara-WCGL, Layton Olson-citizen, Ed Paesel-SSMMA, P.E. Palmer-DCP, Marta Perales-Al Riley's office, Brian Pigeon-NWMC, Mark Pitstick-RTA, Kara Principe-Local 150 Operating Engineers, Steven Quigley-WCGL, Anthony Rayson-No Illiana 4 Us, Rita Renwick-Will County Audubon Society, Lorin Schab-MHA, David Seglin-CDOT, Ron Shimizu-Parsons Brinckerhoff, Frank Shuftan-Cook Count, Peter Skosey-MPC, Kyle Smith-CNT, Mike Sullivan-Kane/Kendall Council of Mayors, Dawn Marie Tierney-No Illiana 4 Us, Brian Urbaszewski-Respiratory Health Assoc., Tom VanderWoude-SSMMA, Mike VanMill-Kankakee County, Kyle Whitehead-ATA, Tammy Wierciak-WCMC, Elise Ziemann, and Barbara Zubek-Southwest Conference,

**1.0 Call to Order and Introductions**

CMAP Board Chair, Mayor Gerald Bennett, called the meeting to order at 9:03 a.m., welcomed new members of the Board (Bola Delano, a former CMAP employee now Deputy Director for Planning and Programming at IDOT and Juan Morado, Jr., a Deputy Chief of Staff in the Office of the Governor) representing the Office of the Governor, and asked Board members to introduce themselves.

**2.0 Approval of Minutes**

A motion to approve the minutes of the September 8, 2014, meeting of the CMAP Board as presented was made by Commissioner Peter Silvestri and seconded by Rae Rupp Srch. All in favor, the motion carried.

**3.0 Public Comment**

Generally, those requesting public comment were opposed to or supportive of including the Illiana Expressway project in the GO TO 2040 update. Each was given an opportunity to address the CMAP Board. Alongside each commenter is their position.

<b>Speaker</b>	<b>Representing</b>	<b>Oppose/Support</b>
Judy Ogalla	Will County Board-District 1	oppose
Don Moran	Will County Board-District 3	support
Dawn Marie Tierney	No Illiana 4 Us	oppose
Patricia Mussman	Farmer	oppose
John Greuling	Will County CED	support
Rita Renwick	Will Co. Chapter-Audubon	oppose
Kara Principe	Local 150 Operating Engineers	support
Katie Armstrong	Unitarian Universalist Church	oppose
Mayor Rich Duran	Peotone	support
Lois Arms	STAND	oppose
Mayor Jim Holland	Village of Frankfort	support
Alan Mellis	former member CAC	oppose
Kyle Smith	CNT	oppose

<b>Speaker</b>	<b>Representing</b>	<b>Oppose/Support</b>
Jack Darin	Sierra Club	oppose
Maggie Galka	Illinois PIRG	oppose
Virginia Hamman	No Illiana 4 Us	oppose
Richard Bensinger	Citizen	oppose
Layton Olson	Citizen	supports digital economy
Nick Narducci	Village of Elwood	oppose
Brian Urbaszewski	Respiratory Health Assoc.	oppose
Dan Johnson	HSR	supports CrossRail
Jerry Adelman	Openlands	oppose
Paul Botts	Wetlands Initiative	oppose
Andrew Armstrong	ELPC	oppose
Heather Armstrong	Access Living	oppose
Garland Armstrong	Access Living	oppose
Lorin Schab	Midewin Heritage Assoc.	oppose
Peter Skosey	MPC	oppose
Kyle Whitehead	Active Transportation Alliance	oppose
Anthony Rayson	STAND	oppose
Elise Ziemann	Citizen	oppose
Marta Perales	Rep Al Riley office	support
Howard Learner	ELPC	oppose

CMAQ Board Chair Mayor Bennett expressed appreciation to all who had come down to speak.

**4.0 GO TO 2040 Update, FFY 2014-19 Transportation Improvement Program (TIP), and Conformity Determination**

CMAQ staff Andrew Williams-Clark reported that following public comments that were discussed by working committees and the CMAQ Board during the month of September, minor edits had been made to the plan update that included clarifying the A-2 flyover (which remains under evaluation as part of the Metra UP West major capital project), updating data on the number of completed CREATE projects and updating the graph depicting the age of the region’s municipal comprehensive plans. Williams-Clark announced that the final document was available and that staff is seeking approval of the update.

Chair of the Regional Coordinating Committee Elliott Hartstein reported that the committee had considered the update earlier in the morning and had approved by a majority vote to recommend approval to the full Board.

A motion by Vice-Chair Rita Athas to remove the Illiana project from the GO TO 2040 plan update was seconded by Frank Beal. A roll call vote was taken:

	<b>Yes</b>	<b>No</b>	<b>Absent</b>
Athas	1		

	Yes	No	Absent
Beal	1		
Claar		1	
Hartstein	1		
Larson	1		
Laws	1		
Madigan			1
Raymundo	1		
Reinbold		1	
Rodeghier	1		
Rupp Srch		1	
Schofield	1		
Silvestri	1		
Weisner		1	
Bennett	1		
Total	10	4	1

The motion failed.

A motion by Mayor Roger Claar was seconded by President Rick Reinbold to adopt the plan update as presented (including the Illiana project).

	Yes	No	absent
Athas		1	
Beal		1	
Claar	1		
Hartstein		1	
Larson		1	
Laws		1	
Madigan			1
Raymundo		1	
Reinbold	1		
Rodeghier		1	
Rupp Srch	1		
Schofield		1	
Silvestri		1	
Weisner	1		
Bennett		1	
Total	4	10	1

The motion failed. The CMAP Board did not approve the plan update.

## **5.0 Executive Director's Report**

Briefly, Executive Director Randy Blankenhorn reported that the Local Technical Assistance (LTA) program update had been included in the Board packet, and that October marks the birthday/anniversary of the CMAP Board (and the birthday of the Board Chair Mayor Bennett).

## **6.0 Committee Reports**

Local Coordinating Committee Chair Rita Athas reported that the committee had met earlier in the morning. The Committee considered twenty-five (25) new Local Technical Assistance (LTA) projects staff had recommended for approval and offered its recommendation for the Board to approve those projects. Athas also reported that staff, having held a series of discussions with the working committees over the summer, conducted a thorough evaluation of the first three years of programming of the LTA, and discussed the following three primary themes that had emerged:

1. Local commitment is the primary factor driving success, and future programs should ensure full commitment by the local sponsors;
2. Plans are only as good as their implementation, and the program should become more systematic in involving partner organizations in implementation;
3. The wide range of topics covered in the program should continue, which requires external resources to support the program.

Regional Coordinating Committee Chair Elliott Hartstein reported that the Regional Coordinating Committee had also met earlier in the morning, had considered the GO TO 2040 Plan Update and the CMAQ Management Policies, both of which were being recommended for approval by the CMAP Board. A question was raised regarding the inability to pay for phase I engineering and Hartstein reported that there is a hardship provision that municipalities can exercise.

## **7.0 Selection of Local Technical Assistance (LTA) Projects**

CMAP staff Bob Dean reported that the recommendations for selection of the Local Technical Assistance (LTA) Projects had been considered by the Transportation Committee at its meeting on October 3, 2014 and again on October 8, 2014 by the Local Coordinating Committee, and both had recommended approval of the twenty-five (out of 100 applications) new projects by the CMAP Board.

A motion by Mayor Al Larson to approve the selection of the Local Technical Assistance (LTA) projects, as presented, was seconded by Rae Rupp Srch. All in favor, the motion carried.

## **8.0 Congestion Mitigation Air Quality (CMAQ) Improvement Programming and Management Policies**

CMAP staff Jesse Elam reported that staff had performed a thorough review of the CMAQ programming and management policies. Reviewed by the CMAQ Project Selection

Committee, the Transportation Committee and the Regional Coordinating Committee, Elam also stated that staff was seeking approval of the update.

A motion by Rita Athas was seconded by Rae Rupp Srch to approve the Congestion Mitigation Air Quality (CMAQ) Improvement Programming and Management Policies as presented. All in favor, the motion carried.

#### **10.0 Regional Exports Initiative**

Executive Director Randy Blankenhorn introduced John Greuling of the Will County Center for Economic Development to give an overview of this initiative to increase our region's exports. Following his presentation, Blankenhorn added, the board would be asked to contribute \$100,000 (over a two year period) to support the effort. This funding will help leverage the private funding committed by JP Morgan Chase.

Greuling stated that export activity fosters innovation and supports regional jobs, thanked Cook County Board President Toni Preckwinkle and reported that Metro Chicago Exports will assist manufacturers and business service companies in reaching international markets, focusing on the following three initial strategies: a) build a pipeline of export ready firms; b) strengthen the export ecosystem; and c) reduce the initial business costs to reach new markets.

A motion by Mayor Roger Claar was seconded by Rita Athas, authorizing a \$100,000 contribution to support Metro Chicago Exports over a two-year period. All in favor, the motion carried.

#### **9.0 Other Business**

Board Chair Mayor Bennett reported briefly that he and Executive Director Randy Blankenhorn had met with RTA Board Chair Kirk Dillard and Executive Director Leanne Redden.

There was no other business before the CMAP Board.

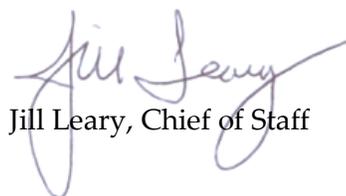
#### **10.0 Next Meeting**

The CMAP Board is scheduled to meet next on November 12, 2014.

#### **11.0 Adjournment**

A motion by Elliott Hartstein was seconded by President William Rodeghier to adjourn the regular meeting at 10:36 a.m. All in favor, the motion carried.

Respectfully submitted,



Jill Leary, Chief of Staff

10-28-2014  
/stk



# Chicago Metropolitan Agency for Planning

## Agenda Item No. 4.1

233 South Wacker Drive  
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Chicago, Illinois 60606

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## MEMORANDUM

**To:** CMAP Board and Committees

**From:** CMAP Staff

**Date:** November 5, 2014

**Re:** Local Technical Assistance Program Update

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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, 147 local projects have been initiated. Of these, 90 projects have been completed, 46 are fully underway, and 11 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	Staff is completing existing conditions report.
Arlington Heights bicycle-pedestrian plan	John O'Neal	May 2014-Apr. 2015	Staff assistance	Metro Quest survey continuing live through December 1 – approximately 1,000 responses to date. Interviews with two key stakeholders, Arlington Heights Park District and Senior Citizens Commission, completed. Work continues on existing conditions report.
Barrington area bikeway feasibility study	Jack Pfingston	June 2014-June 2015	Consultant assistance	Data collection and route assessment/development continues. Steering Committee will meet in mid-late November to consider preliminary routes.
Bensenville comprehensive plan (see <a href="#">website</a> )	Sam Shenbaga	Mar. 2013-Dec. 2014	Staff assistance	Final plan submitted to staff for review prior to public hearing. Comments received. Public hearing scheduled tentatively for December 1.
<i>Berwyn capital improvements plan</i>	<i>Bob Dean</i>	<i>Mar.-Oct. 2014</i>	<i>Staff assistance</i>	<i>Newly completed. The CIP was adopted by City Council on October 28.</i>
Berwyn parking study (see <a href="#">website</a> )	Lindsay Bayley	Nov. 2013-June 2015	Staff assistance	Project is currently on hold.
Berwyn zoning revisions (see <a href="#">website</a> )	Kristin Ihnchak	Jan. 2013-May 2015	Staff and consultant assistance	No updates this month. Work continues on drafting ordinance.
<i>Calumet Park planning priorities report</i>	<i>Sam Shenbaga</i>	<i>TBD</i>	<i>Staff assistance</i>	<i>Newly added to monthly report. Scoping is underway.</i>
Campton Hills zoning and subdivision regulations	Kristin Ihnchak	Jul. 2014-Oct. 2015	Consultant assistance	Camiros is moving forward with assessment of existing conditions and development of initial recommendations.
<i>Chicago Metro Metals Consortium</i>	<i>Martin Menninger</i>	<i>Nov. 2014-Apr. 2015</i>	<i>Staff assistance</i>	<i>Newly added to monthly report. Scoping is underway.</i>
Carol Stream comprehensive plan (see <a href="#">website</a> )	Nicole Woods	Feb. 2014-June 2015	Staff assistance	CMAP is currently completing and revising the text, maps, and other infographics for the existing conditions 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 <a href="#">website</a> )	Evy Zwiebach	Dec. 2013-Sept. 2015	Staff assistance	CMAP and Chicago DPD are preparing for the next set of public workshops and focus groups, which will take place in the Winter and will focus on the industrial corridors and historic preservation.
Chicago West Pullman neighborhood plan	Evy Zwiebach	Oct. 2014-Sept. 2015	Consultant assistance	Project kicked off in October. The first Steering Committee meeting and key person interviews are expected to take place in mid-November, and existing conditions assessment is underway.
Chicago Heights comprehensive plan (see <a href="#">website</a> )	Kendra Smith	Apr. 2013-Jan. 2015	Staff assistance	Draft plan under internal review.
Chinatown neighborhood plan (see <a href="#">website</a> )	Stephen Ostrander	Apr. 2013-Jan. 2015	Staff assistance	In addition to making small revisions to the draft plan, CMAP staff prepared executive summary which will be translated into Chinese and serve as the main takeaway document for the community open house at Pui Tak Center, expected in December.
Cicero comprehensive plan	Jonathan Burch	Apr. 2014-June 2015	Consultant assistance	Existing conditions report underway. First public meeting will occur on November 19.
Cook County consolidated plan (see <a href="#">website</a> )	Jonathan Burch	Apr. 2013-Nov. 2014	Staff assistance	County staff, the County Economic Development Advisory Committee, and key external stakeholders have reviewed the draft plan. The revised document will be released for 30 days of public comment the first week of November.
Crete comprehensive plan	Jack Pfingston	May 2014-Aug. 2015	Consultant assistance	Village is in process of interviewing candidates for Administrator position and expects to complete interviews by October 31. Once candidate is chosen, project will resume.
Crystal Lake transportation plan	Nora Beck	Mar. 2014-Apr. 2015	Staff assistance	CMAP staff are currently drafting an existing conditions report.
Dixmoor planning prioritization report	Jessica Gershman	Jan.-Dec. 2014	Staff assistance	No update this month. Development of recommendations is underway.
DuPage County / Addison Homes for a Changing Region project	Kendra Smith	Sept. 2013-Jan. 2015	Staff assistance	Draft plan and municipal visualizations under internal review.
DuPage County / Hanover Park Homes for a Changing Region project	Drew Williams-Clark	Nov. 2014-Oct. 2015	Consultant assistance	CMAP and the participating communities will recommend a consultant for Board approval in November. Project work will begin in earnest thereafter.

Project	CMAP lead	Timeline	Assistance type	Status and notes
DuPage County sustainability guide	Louise Yeung	June 2014- July 2015	Staff assistance	Drafting existing activities report to summarize findings from interviews and research and compile sustainability best practices.
Elmwood Park zoning assessment	Kristin Ihnchak	Nov. 2014- Aug. 2015	Staff assistance	The project has been postponed until fall of 2014.
<i>Fox Lake planning priorities report</i>	<i>Jack Pfingston</i>	<i>TBD</i>	<i>Staff assistance</i>	<i>Newly added to monthly report. Scoping is underway.</i>
Franklin Park industrial areas plan (see <a href="#">website</a> )	Nicole Woods	Apr. 2013- Nov. 2014	Staff assistance	CMAP and the Village hosted an open house in mid-October to present the draft plan to industrial businesses and the public. In late October, the planning commission recommended the plan be adopted by the Board of Trustees. The plan is currently being formatted in preparation for its presentation to the Board of Trustees in late November.
Governor's State University green infrastructure plan	Holly Hudson	TBD	Consultant assistance	Scoping underway.
Harvard comprehensive plan	Nora Beck	May 2014- Nov. 2015	Staff assistance	Project is currently on hold.
Kane County health impact assessment (see <a href="#">website</a> )	Stephen Ostrander	July 2014- Mar. 2015	Staff assistance	Project team (CMAP, Kane County, and Carpentersville) held HIA workshop for key stakeholders in the Village on October 21. Determined next steps for HIA project, including coordinating its focused scope with the broader Village discussion on options for improving the Washington/Main intersection.
Kane County transit plan implementation (see <a href="#">website</a> )	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.
Kane County / Geneva Homes for a Changing Region project (see <a href="#">website</a> )	Drew Williams-Clark	July 2013- Nov. 2014	Staff assistance	The final plan will be approved by one remaining municipal board in November. Plans will be printed shortly thereafter.
Lake County Route 53/120 land use plan (see <a href="#">website</a> )	Jason Navota	Nov. 2013- Dec. 2015	Staff and consultant assistance	The land use planning effort is underway. Draft Existing Conditions Assessment is being reviewed by staff. Public open houses are scheduled for November 12 and 19. The IL Route 53/120 Corridor Plan Land Use Committee met on March 18, May 8, July 21, and October 23.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Lake County sustainability plan (see <a href="#">website</a> )	Kristin Ihnchak	Mar. 2012- Oct. 2014	Staff assistance	Newly completed. The Sustainability Chapter was adopted as an amendment to the County's Regional Framework Plan on October 7.
Lake County / Round Lake Homes for a Changing Region project (see <a href="#">website</a> )	Stephen Ostrander	July 2014- Oct. 2015	Staff assistance	Project team from CMAP, MPC, and Lake County Community Foundation held meetings with each community (on September 30 and October 1), and then held meeting with entire Steering Committee (municipalities with non-profit partners and Lake County) on October 29, presenting initial housing projections for 5 community cluster, identifying shared concerns and key issues, and beginning planning for upcoming stakeholder workshop for cluster (tentatively planned for December 3).
Lan-Oak Park District master plan (see <a href="#">website</a> )	Trevor Dick	Oct. 2013- Nov. 2014	Staff assistance	A Draft Master Plan has been sent to the Steering Committee for review. A meeting was held on October 29 for review. The Plan is expected to be adopted by the Park Board of Commissioners in November.
Lyons comprehensive plan (see <a href="#">website</a> )	Jason Navota	July 2013- Dec. 2014	Staff assistance	No update this month. Draft plan is under review.
Morton Grove industrial areas plan (see <a href="#">website</a> )	Nicole Woods	Feb. 2012- Nov. 2014	Staff assistance	In October, CMAP staff formatted the plan and presented it to the Board of Trustees for a first reading. During the first reading, the Board discussed merits of the plan and steps to implement it. The Board of Trustees will have a second reading of the plan in mid-November.
North Aurora comprehensive plan	Jack Pfingston	Jan. 2014- Mar. 2015	Consultant assistance	Steering Committee met October 8 to discuss existing conditions report. Public visioning exercise held October 29.
North Chicago comprehensive plan	Jake Seid	May 2014- Sept. 2015	Staff assistance	Existing conditions report will be completed by project team in early November to coincide with Valerie S. Kretchmer Associates' economic development assessment contract. Report will be reviewed by CMAP and North Chicago staff in November.
Olympia Fields subarea plan (see <a href="#">website</a> )	Drew Williams-Clark	Apr. 2013- Nov. 2014	Consultant assistance	No update this month. Plan adoption is expected in November.
Oswego-Montgomery-Yorkville shared services study	Drew Williams-Clark	May 2014- July 2015	Staff assistance	Holding municipal staff workshops to identify potential areas for exploring service sharing.
Park Forest active transportation plan	Lindsay Bayley	Mar. 2014- Feb. 2015	Staff assistance	A draft report is being finalized based upon the recommendations memo. The Draft is expected to be presented to the Steering Committee

Project	CMAP lead	Timeline	Assistance type	Status and notes
				in early November for their review. A Steering Committee meeting and Public Open House to review the draft has been set for November 19.
Park Forest zoning revisions (see <a href="#">website</a> )	Kristin Ihnchak	June 2013- June 2015	Staff and consultant assistance	The project team is moving forward with drafting the Unified Development Ordinance.
Pingree Grove comprehensive plan	Jack Pffingston	Aug. 2014- Aug. 2015	Consultant Assistance	Data collection underway. Steering Committee selected and will meet November 6.
<i>Regional truck permitting project</i>	<i>Jessica Gershman</i>	<i>Jan. 2015- June 2016</i>	<i>Consultant assistance</i>	<i>Newly added to monthly report. Scoping is underway.</i>
<i>Richton Park comprehensive plan (see <a href="#">website</a>)</i>	<i>Kendra Smith</i>	<i>Aug. 2012- Oct. 2014</i>	<i>Consultant assistance</i>	<i>Newly completed. Village Board adopted the comprehensive plan October 27.</i>
Richton Park zoning revisions	Jake Seid	Nov. 2014- June 2015	Consultant assistance	Completed the comprehensive plan. Consulting firm will update Richton Park's zoning ordinance to be consistent with the newly adopted plan.
<i>Roselle comprehensive plan</i>	<i>Dan Olson</i>	<i>Jan.-Dec. 2015</i>	<i>Consultant assistance</i>	<i>Newly added to monthly report. Scoping is underway.</i>
Rosemont comprehensive plan (see <a href="#">website</a> )	Sam Shenbaga	Oct. 2013- Jan. 2015	Staff assistance	Transportation recommendations presented to staff and comments received. Draft plan underway.
South Elgin zoning update	Jake Seid	Oct. 2014- May 2016	Staff assistance	Scope has been completed and will be evaluated by Village Board in November.
SSMMA Calumet Green Manufacturing Partnership	Brian Daly	May 2014- Jan. 2015	Staff and consultant assistance	CJC is completing a draft of the Sustainability Plan for review by SSMMA, CGMP, and CMAP staff.
SSMMA Complete Streets plan	Lindsay Bayley	July 2014- Aug. 2015	Staff assistance	Shared project scope with Active Transportation Alliance/CCDPH; held follow-up meeting to discuss partnership and collaboration on this LTA project and the recently-awarded PICH grant work. Outreach/follow-up to SSMMA community contacts for information and data on bicycle and pedestrian planning continues.
<i>Steger planning priorities report</i>	<i>Jonathan Burch</i>	<i>TBD</i>	<i>Staff assistance</i>	<i>Newly added to monthly report. Scoping is underway.</i>

Project	CMAP lead	Timeline	Assistance type	Status and notes
Summit planning priorities report (see <a href="#">website</a> )	Nora Beck	Dec. 2013- Dec. 2014	Staff assistance	CMAP has restructured this project to be a Planning Priorities Report with a completion date in the fall.
UIC multimodal transportation plan (see <a href="#">website</a> )	Lindsay Bayley	June 2013- Jan. 2015	Staff assistance	Final plan draft has been reviewed by the Steering Committee and is undergoing revisions.
Waukegan subarea plan (see <a href="#">website</a> )	Stephen Ostrander	Oct. 2012- Dec. 2014	Staff assistance	CMAP staff made minor revisions in preparation for upcoming presentation to 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, an examination and prioritization of cargo-oriented development sites, is complete. CMAP staff is working with ULI to evaluate the potential for a Technical Assistance Panel focused on sites identified in Phase 1.
Westchester zoning ordinance	Kristin Ihnchak	Nov. 2014- Oct. 2015	Consultant assistance	The project team interviewed finalists for the ordinance update in October. Board approval of the consultant will be requested in November.
Winthrop Harbor comprehensive plan	Sam Shenbaga	Sept. 2014- Sept. 2015	Staff assistance	Project kick-off meeting conducted with Steering Committee. Meeting with department heads to be held on November 4. Stakeholder interviews to take place in November.
Zion comprehensive plan	Nora Beck	Feb. 2014- Mar. 2015	Consultant assistance	Consultant has created a draft recommendations memo and will be meeting with the Steering Committee on November 17.

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# Chicago Metropolitan Agency for Planning

Agenda Item No. 4.2

233 South Wacker Drive  
Suite 800  
Chicago, Illinois 60606

312 454 0400  
[www.cmap.illinois.gov](http://www.cmap.illinois.gov)

## Chicago Metropolitan Agency for Planning (CMAP) 2015 Meeting Schedule

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

The CMAP Board is scheduled to meet the second Wednesday of every month at 9:30 a.m. at the CMAP offices. The following are the dates for 2015:

January 14  
February 11  
March 11  
April 8  
May 13  
June 10  
July 8  
August 12  
September 9  
October 14  
November 18\*  
December 9

2<sup>nd</sup> Wednesday in November is Veterans Day Holiday for CMAP. Meeting is scheduled for 3<sup>rd</sup> Wednesday.

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## MEMORANDUM

**To:** CMAP Board

**From:** Dolores Dowdle  
Deputy Executive Director, Finance and Administration

**Date:** November 5, 2014

**Re:** Contract Approval to Create a Zoning Ordinance for the Village of Westchester

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The CMAP local technical assistance (LTA) program is designed to implement GO TO 2040 through assistance to local government. The purpose of the LTA program, which has been reflected clearly in its products, is to provide assistance to communities across the Chicago metropolitan region to undertake planning projects that advance the principles of GO TO 2040. Since the initiation of this program in 2011, CMAP has completed over 80 local planning projects, with 50 more currently underway.

In June 2014, the Village of Westchester adopted the Westchester Comprehensive Plan, which was developed with technical assistance from CMAP. The plan sets forth the overarching land use goals of providing a greater range of housing options and revitalizing and reshaping the Village's commercial corridors. To forward these goals, the plan identifies the need to revise the existing zoning ordinance as a key near-term action. The Village requested assistance in the LTA program to prepare new zoning regulations. The planning process will serve to streamline and modernize the zoning ordinance and create new zoning district standards for key areas of town.

A Request for Proposal (RFP) was issued to potential contractors for the LTA program as well as posted on the CMAP website. Four proposals were received from Camiros, Duncan Associates/Coda Metrics, Houseal Lavigne Associates, and Teska Associates, Inc./Ancel Glink.

The proposals were reviewed by a team comprised of three CMAP staff members Samyukth Shenbaga and Kristin Ihnchak and representatives from the Village of Westchester—Melissa Headley, Director of Community Development and Janet Matthys, Village Manager. The team based the evaluation on the following criteria listed in the RFP:

The demonstrated record of experience of the contractor as well as identified staff in providing the professional services identified in the Project Background and Project Description sections.

- The contractor’s approach to preparing a zoning ordinance that addresses the priorities identified in the Project Background and Project Description sections.
- The contractor’s approach to the zoning ordinance development process as specified in the Scope of Services section, including public engagement and preparation of draft and interim deliverables.
- The quality and relevance of the examples of similar work.
- The contractor’s integration of the principles of GO TO 2040 into the proposal.
- The quality of the option(s) submitted.
- Cost to CMAP, including consideration of all project costs, option costs and per-hour rates.

The review team reviewed and ranked all proposals. The team interviewed the three proposals receiving the highest scores—Camiros, Duncan Associates, and Teska Associates. The rankings of the proposals are based on the written proposals and interviews.

Criteria	Maximum Score	Camiros	Duncan	HLA	Teska
Experience related to RFP	30	26.2	28.7	20.3	22.3
Approach to project priorities	10	9.0	9.3	8.0	8.7
Approach to process	20	14.7	18.0	15.3	15.0
Relevance of prior work	10	9.5	9.0	8.0	7.7
Integration of principles of GO TO 2040	10	7.7	8.3	7.7	9.3
Cost	20	13.1 \$76,110	7.4 \$99,950	12.2 \$79,610	14.4 \$70,950
<b>BASE TOTAL</b>	<b>100</b>	<b>80.1</b>	<b>80.7</b>	<b>71.5</b>	<b>77.4</b>
Impact of optional tasks	NA	NA	NA	+2.4	+0.7
<b>TOTAL WITH OPTIONS</b>	<b>100</b>	<b>80.1</b>	<b>80.7</b>	<b>73.9</b>	<b>78.1</b>

The Duncan/Coda Metrics (Duncan) team had a very strong proposal, which demonstrated a depth of experience in zoning issues and an ability to be flexible in the project approach to ensure an appropriate response to the potential design and form-based coding aspects of the project. Duncan also provided a variety of innovative ways to engage the public on regulatory issues and reach consensus among interest groups and public officials, and discussed multiple avenues to incorporate sustainability in Westchester’s zoning regulations. While the Duncan proposal is the most expensive of the four proposals received, their proposed cost falls within a range that is reasonable for this type of project and the proposal was scored the highest. The review team recommends that Duncan/Coda Metrics be selected for the Village of Westchester zoning ordinance project.

The original cost proposed by Duncan was \$99,950, which was the highest cost proposed. Following the decision to select Duncan, CMAP contacted the firm on October 30 to discuss whether some elements of project scope could be reduced; these mainly related to the level of detail concerning urban design that was necessary in the ordinance. Following this discussion, Duncan submitted a revised cost of \$86,345 that reflected some targeted reductions in scope.

It is recommended that the Board approve a contract with Duncan Associates for \$86,345 to update zoning ordinance for Village of Westchester. Support for the contract is included in the UWP contract grants.

ACTION REQUESTED: Approval

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# Chicago Metropolitan Agency for Planning

## Agenda Item No. 5.2

233 South Wacker Drive  
Suite 800  
Chicago, Illinois 60606

312 454 0400  
www.cmap.illinois.gov

### MEMORANDUM

**To:** CMAP Board

**From:** Dolores Dowdle  
Deputy Executive Director, Finance and Administration

**Date:** November 5, 2014

**Re:** Contract Increase Approval for Market and Financial Analysis for Local  
Technical Assistance Projects

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In June 2014 the Board approved the contract award to Valerie S. Kretchmer Associates (VSKA) for \$50,000 for a one-year period to provide detailed market or financial analysis to the CMAP local technical assistance (LTA) program. The contracted analysis provides a refined understanding of the market for certain development types would help to guide plan recommendations. The LTA program includes a focus on implementation, so it is important to consider the market and fiscal realities that face the plans prepared through the LTA program.

The description of the procurement for the selection of VSKA was presented to the Board in June. It was anticipated that the need for the services would be similar to last year. Since that time, the annual proposals for the LTA program were received and approved by the Board in October. There is an increase in the number of the new LTA projects which have significant market analysis elements. These projects could benefit from the type of analysis that VSKA conducts. Several of these projects are county-wide, rather than covering a single municipality, resulting in a more complex analysis that will be more costly. In addition an evaluation of the LTA program was conducted, and will be presented to the Board in November. The evaluation concluded that additional attention should be given to analyzing reinvestment potential and ensuring that recommendations for LTA projects are fully market-feasible. This will result in VSKA being more involved in more projects than in the past.

It is recommended that the Board approve increasing the contract with Valerie S. Kretchmer Associates (VSKA) by \$75,000, bringing the total to \$125,000. VSKA will assist with market and fiscal analysis for LTA projects. Support for the contract is included in multiple years from the UWP contract funds.

ACTION REQUESTED: Approval

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# Chicago Metropolitan Agency for Planning

## Agenda Item No. 5.3

233 South Wacker Drive  
Suite 800  
Chicago, Illinois 60606

312 454 0400  
www.cmap.illinois.gov

## MEMORANDUM

**To:** CMAP Board

**From:** Dolores Dowdle  
Deputy Executive Director, Finance and Administration

**Date:** November 5, 2014

**Re:** Contract Approval to Develop a Long Range Housing Policy Plan for  
Three Municipalities: Glendale Heights, Hanover Park and West Chicago

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The CMAP local technical assistance (LTA) program is designed to implement GO TO 2040 through assistance to local government. Over 80 projects have been completed through the LTA program, with 50 more underway. In the summer of 2013, one of the approved projects for the LTA program was from the Village of Hanover Park, in partnership with DuPage County and the Village of Glendale Heights and the City of West Chicago to complete an interjurisdictional *Homes for a Changing Region (Homes)* housing policy plan. Specifically, the project will help to implement the comprehensive plans and strategic goals of all of the communities, particularly as they relate to centralized transit-supportive housing.

A Request for Proposal (RFP) was issued to the potential contractors for the LTA program as well as posted on the CMAP website. Five proposals were received from the Fregonese, SB Friedman Development Advisors, Houseal Lavigne Associates, RATIO Architects, Inc., and Teska Associates, Inc.

The proposals were reviewed by a team comprised of three CMAP staff members (Samyukth Shenbaga, Jonathan Burch, and Berenice Vallecillos) and three municipal representatives (Shubhra Govind, Community and Economic Development Director, Village of Hanover Park; Joanne Kalchbrenner, Director of Community Development, Village of Glendale Heights; and John Said, Director of the Department of Community Development, City of West Chicago ). The team based the evaluation on the following criteria listed in the RFP:

- The contractor's experience in municipal housing policy, land use, and transportation planning.
- The contractor's understanding of the housing, land use, and transportation issues involved in the project, as demonstrated by the discussion of these issues in the description of project approach.

- The contractor’s approach to each project phase specified in Section 2, including quantitative analysis, public engagement, development of recommendations, and plan preparation.
- The quality and relevance of the examples of similar work.
- Consistency with GO TO 2040.
- Cost to CMAP.

The review team reviewed and ranked all proposals. The team interviewed the three proposals receiving the highest scores – S. B. Friedman Development Advisors, RATIO Architects, and Teska Associates, Inc. The rankings of the proposals are based on the written proposals and interviews.

Criteria	Maximum Score	Fregonese	Friedman	HLA	RATIO	Teska
Experience related to RFP	20	17.5	18.0	15.5	16.1	17.5
Approach to issues	20	14.9	16.4	14.8	15.7	16.4
Approach to process	30	19.9	23.5	20.2	23.0	24.6
Relevance of prior work	5	3.8	4.5	3.3	3.8	4.2
Consistency with GO TO 2040	5	3.5	4.1	3.7	3.8	3.4
Cost to CMAP	20	2.5 \$190,625	2.0 \$194,083	10.8 \$132,840	11.2 \$130,324	11.6 \$127,530
<b>TOTAL</b>	<b>100</b>	<b>62.1</b>	<b>68.5</b>	<b>68.3</b>	<b>73.6</b>	<b>77.7</b>

Teska demonstrated, both in their proposal and the interviews, the strongest approach to land use planning issues in general. Teska’s proposal outlined a thorough, yet flexible process to complete the project successfully, describing the most effective and innovative tools for public engagement. The firm’s approach to the project also emphasized plan implementation, which is a priority for CMAP. Finally, Teska provided examples of completed projects illustrating the firm’s experience working in similar communities on issues relevant to Homes. The review team unanimously recommended that Teska be selected for the Homes Project.

It is recommended that the Board approve a contract with Teska Associates, Inc. for \$127,530 to develop a Long Range Housing Policy Plan for three municipalities: Glendale Heights, Hanover Park and West Chicago. Support for the contract is included in the UWP contract grants and the Chicago Community Trust grant.

ACTION REQUESTED: Approval

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## MEMORANDUM

**To:** CMAP Board

**From:** Dolores Dowdle  
Deputy Executive Director, Finance and Administration

**Date:** November 5, 2014

**Re:** Contract Approval for Targeted State Legislative Advocacy Services

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In 2010 the GO TO 2040 plan established coordinated strategies for the region. While the State of Illinois and the federal government have responsibilities in addressing these strategies, there are specific roles for the region's communities and counties, as well as for its transportation agencies and planning organizations. CMAP is proposing a new fund to support infrastructure investment and comprehensive planning that would enhance quality of life and economic prosperity.

A Request for Proposal (RFP) was issued to obtain State legislative advocacy services targeted to successfully enact a fund for supporting infrastructure investment and comprehensive planning and implementation activities. The RFP anticipated that the duration of this scope of work will be in advance of and throughout the 2015 Spring Legislative Session, Veto Session and the period during which the Governor may take action on bills passed during the spring session. It is expected that this contract will terminate on December 31, 2015 but will include two one-year options for renewal. Three proposals were received, though one was deemed unresponsive to the requirements of the RFP. The two valid proposals were from Carpenter Lipps & Leland and Taylor Uhe LLC.

The proposals were reviewed by a team comprised of Gordon Smith, Randy Blankenhorn and Jill Leary. The team based the following evaluation on the criteria listed in the RFP:

- The firm's response and approach to the project described within this RFP and specific to the Scope of Services.
- The firm's demonstrated success in providing targeted State legislative advocacy services achieving the passage of or amending of legislation.
- The qualifications and experience of the firm's personnel to be assigned to CMAP's work in the areas identified in the Scope of Services and their training and experience.

- The reputation of the firm based on references.
- Cost to CMAP.

The review team reviewed and scored the proposals and interviewed both consulting firms. The score of the proposals are based on the written proposals and interviews.

Criteria	Maximum Score	Carpenter Lipps & Leland	Taylor Uhe
Response and approach	30	30.0	30.0
Demonstrated success in providing targeted State legislative advocacy service	30	22.8	30.0
Firm Staff assigned to targeted service	20	15.2	20.0
Cost	20	20.0 \$53,000	16.0 \$97,500
<b>TOTAL</b>	<b>100</b>	<b>88.0</b>	<b>96.0</b>

Taylor Uhe clearly illustrated their experience in undertaking similar high profile policy initiatives and successfully negotiating enabling legislation through the Illinois General Assembly. Taylor Uhe demonstrated a very clear understanding of the issue and presented a general strategy for mitigating the anticipated opposition to the initiative. Even though Taylor Uhe works well with the various caucuses, Taylor Uhe can also engage a subcontractor to assist with key caucuses that would help with the success of this initiative. The Taylor Uhe team consists of three members, all of which have extensive experience working with the Illinois General Assembly and drafting legislation on behalf of multiple clients. Based on the strength of their proposal and interviews, the review team unanimously recommends Taylor Uhe.

It is recommended that the Board approve a contract with Taylor Uhe LLC for \$127,500, which includes \$30,000 for a subcontractor, to provide targeted State legislative advocacy services. Support for the contract is with general funds in the FY 2015 budget.

ACTION REQUESTED: Approval

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## MEMORANDUM

**To:** CMAP Board and Committees

**From:** Bob Dean, Deputy Executive Director for Local Planning

**Date:** November 5, 2014

**Re:** Local Technical Assistance (LTA) Program Evaluation

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Over the past several months, CMAP staff have conducted a thorough evaluation of the Local Technical Assistance (LTA) program, with the intention of using the past three years of experience with the program in order to focus future resources most effectively. The findings of the evaluation have been shared with working committees and other stakeholders at a series of meetings during summer and early fall 2014. This memo represents the culmination of the program evaluation, and presents the key conclusions which will shape the program moving forward.

Some of the evaluation's conclusions have already influenced the 2014 selection of projects, which was completed in October. Other findings will be used to drive program focus and project selection in future years, and some of these will need further development. For example, CMAP staff recommends beginning to require local match, but this memo does not include a specific proposal for match requirements; those details will continue to be discussed through early 2015, in advance of next year's call for projects.

Discussion of the conclusions in the following pages is requested.

**ACTION REQUESTED:** Discussion



## ***Introduction***

The purpose of the Local Technical Assistance (LTA) program is to implement GO TO 2040, the region's long range comprehensive plan, by providing assistance to communities in aligning their local plans and regulations with the regional plan. The program was initiated in spring 2011 with a grant from the U.S. Department of Housing and Urban Development (HUD). This grant expired in January 2014, but the program has been continued since that time using other funding sources, primarily UWP funds.

As of November 2014, approximately 90 projects have been completed through the LTA program, with 50 more currently underway. CMAP maintains a separate webpage for each completed project, and many ongoing projects, on the [LTA website](#).

The material in this memo is taken largely from three separate documents which were presented to CMAP's committees during summer 2014. These background documents are available [at this link](#).

These documents describe the evaluation methods that were used to evaluate the LTA program. Methods included external surveys, internal project scoring (both quantitative and qualitative), basic statistical analysis, and a review of project accomplishments after completion. These methods are not described in this memo, which focuses on conclusions, but more description can be found in the background documents linked above.

Several key recommendations concerning the LTA program are described further in the following pages. The four main categories of recommendations include:

- The LTA program has been effective at translating the principles of GO TO 2040 to the local level, and should continue to be a major part of CMAP's work program for the foreseeable future.
- Some LTA projects have had implementation successes, leading to meaningful changes in the communities that they cover. Others have not progressed very far since their adoption. CMAP should increase the focus of the LTA program on plan implementation.
- The single most important driver of project quality is the degree of local commitment. CMAP should confirm that there is full local commitment to an LTA project before beginning work, and should also structure the project process to increase commitment. This includes requiring a local match, among other adjustments.
- The broad focus of the LTA program is beneficial, and CMAP should continue to seek external resources to support the non-transportation elements of the program. Some elements of GO TO 2040 deserve further focus in the LTA program: economic development and reinvestment; stormwater, flooding, and disaster resilience; and freight.

## ***Program continuation***

Since its initiation, the LTA program has been a major CMAP activity. Counting the new projects announced in October, the program has devoted over \$14 million in consulting contracts and staff resources to assist communities with planning. While still relatively new, the program is well-known across the region. In many ways, the LTA program has been the most

visible implementation of GO TO 2040. The plans produced through the LTA program have been strongly aligned with GO TO 2040, and have focused most thoroughly on multimodal transportation, reinvestment in existing communities, and intergovernmental coordination – all central elements of GO TO 2040. The program has also been highlighted as a best practice by numerous partners, including several federal agencies whose funding supports it.

The program has been quite popular with municipalities and community groups. This is demonstrated in part by the number of applications to the program. Each year, the number of applications continues to exceed available resources by a wide margin; in 2014, only one-quarter of applications were able to be funded. Results of follow-up surveys with local partners have also been very positive, with 90 to 95 percent of respondents expressing full satisfaction with the process and overall result of their LTA project.

#### *Recommendations*

Overall, this evaluation shows that the LTA program has been successful, and should continue to be a regular part of CMAP's activities. Some adjustments to the program are recommended, covered in more detail in the sections below.

#### **Implementation**

Plans are worth little unless they are implemented. The purpose of the LTA program is not simply to produce good plans, but to achieve positive results in the communities that they cover. Many project sponsors also recognize the importance of implementation, and many ask CMAP for advice and assistance with implementation after projects are complete. However, plan implementation has had mixed results: in some places, significant progress has been made, and in others, implementation efforts have been stymied or never got off the ground.

In the background documents mentioned above, case studies for three plans that were completed in 2012 – in Joliet, Park Forest, and Fairmont – are presented. All have seen implementation success, and share some common characteristics. In each case, there has been a dedicated local sponsor that has put significant effort into moving plan implementation along. Each has included a CMAP role, ranging from participation in implementation task forces to conducting significant follow-up LTA projects. Perhaps most significantly, all have also featured significant actions by external organizations. In Joliet, state-level elected officials have taken on plan implementation as a priority, and the Will County Forest Preserve District has pursued land acquisition consistent with the plan. In Park Forest, a grant from The Chicago Community Trust kicked off implementation by funding a staff person to focus on it. And in Fairmont, infrastructure investment by Lockport Township, Lockport Park District, and Pace has complemented investment by Will County.

These case studies confirm several observations about implementation roles. To start, 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.

CMAP has typically taken a relatively minor, indirect role in implementation. CMAP conducts quarterly check-ins with project sponsors to discuss implementation progress, and offers general advice and review; communities report that they find these regular check-ins helpful. In some cases, CMAP also conducts training or commits to large follow-up projects through the LTA program. But most commonly, the CMAP role has involved aligning community needs with available resources from other external partners. Most of the above examples, while facilitated by CMAP, have involved resources and expertise from other groups. In all of these cases, CMAP's role was limited in terms of time and resources committed, but was critical to link communities with relevant pools of resources and expertise.

The involvement of partner organizations, as noted above, appears to be quite important for implementation. This finding is somewhat unexpected, but makes sense in hindsight. Often, external partners have resources and responsibilities that put them in good positions to be key implementers.

#### *Recommendations*

Based on the above findings, several changes to the program are recommended. These are primarily adjustments to process and administration that are meant to encourage implementation as a regular part of the LTA program.

1. CMAP should be more direct about assigning implementation responsibility to LTA staff. From this point on, staff in the Local Planning division will have items in their work plans related to implementation (from 5% to 15% of time), and their performance on these items will be evaluated each year. Staff will be expected to facilitate implementation of the projects they managed, and each staff person will also be responsible for involving certain types of external partners in the planning process.
2. The recommendations of LTA plans should be designed to align with infrastructure funding opportunities. 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. For example, more could be done to screen transportation projects during the planning process to determine whether they could ultimately be eligible for funding through CMAQ, STP, or other programs. While this would not guarantee funding availability, it would at least point project sponsors in the right direction for follow-up funding. The importance of infrastructure investment for plan implementation also suggests the need for additional regionally-programmed funding for this purpose.
3. Partner involvement has been shown to be very important. But 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 have certainly

been missed opportunities, and partner involvement could occur more systematically.

CMAP intends to identify common implementers – like state and county agencies, transportation agencies, civic organizations, or groups of private developers – and involve them in relevant projects, both while they are underway and after they are completed. The assignment of specializations to staff is meant to facilitate this and provide a more systematic approach to external involvement in the LTA program. While opportunistic implementation will still occur, it should be supported by a longer-term, consistent approach which manages relationships with common implementers.

4. Finally, local commitment is one of the key drivers of implementation success. Due to its importance, local commitment is covered in a separate section below.

### ***Local commitment***

Throughout the evaluation of the LTA program, local commitment has consistently emerged as the most important contributor to project success. As noted above, local leadership is needed for implementation to occur. Internal scoring of projects also demonstrated a high correlation between project outcomes and degree of local commitment: the LTA program's best projects have all been in communities that participated actively in the planning process, while those that turned out less well were typically in communities with lower degrees of ownership and commitment.

However, it is important to note that local commitment can be found in communities of all types. Community need – calculated based on a combination of median income, local tax base, and community size – has not been correlated with project outcomes. Since its inception, the LTA program has prioritized projects in higher-need communities. This has led to initial concerns about the ability of higher-need communities to conduct good planning projects and then implement them. However, CMAP has found that 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.

Moving forward, CMAP would like to conduct LTA projects only in communities with a high level of commitment. This implies screening carefully for commitment before selecting projects. It also may involve requiring formal commitments of some type from the project sponsor. It is also important to structure the project process as much as possible to increase the level of local commitment.

### *Recommendations*

Several changes to the LTA program – some of them quite visible – are recommended to reflect the fundamental importance of local commitment to the program.

1. CMAP staff recommends beginning to require local match for participation in the LTA program. A local match contribution helps to demonstrate local commitment, and can increase local ownership of the project since local

resources are supporting it. Most programs like the LTA program have local match requirements, so this is not an unusual step.

However, it is important to structure the match requirement in a way that does not preclude the involvement of high-need communities. Many of the region's smaller, lower-income communities do not have the resources to commit a local match share. Therefore, a sliding scale of match requirements, which takes community need into account, will likely be the best option. Lower-income communities may need to demonstrate commitment in ways other than financial contributions.

2. In addition to requiring local match, experience has shown that commitment of time by the local sponsor is critical. Whether time is committed by staff, elected officials, or volunteers is unimportant – but some local partner needs to spend time providing local knowledge and contacts, participating in meetings, strategizing about priorities, reviewing deliverables, and many other activities. All of these require time commitments by a local representative. During the 2014 application evaluation process, CMAP staff informed applicants that they would need to spend at least 200 hours on a project for it to be successful. CMAP staff recommends that local sponsors formalize this time commitment as part of the local agreement with CMAP before the project begins.
3. Local commitment should be assessed 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. This year, CMAP conducted more extensive follow-up with some shortlisted projects, including follow-up calls with senior staff and site visits in some cases, to verify commitment; this should continue in future years. This will result in a highly competitive selection process, as applicants that do not demonstrate sufficient local commitment will be screened out.
4. CMAP should 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. This already occurred in the selection of projects in 2014, and should occur in future years as well.

### ***Program focus***

The LTA program has deliberately been broad in scope, and has resulted in products of many different types that implement elements of GO TO 2040. To date, the most common projects in the LTA program have been comprehensive plans. Other common types include plans that focus on a specific corridor or area, as well as transportation plans. Some plans have been more topically specific, on issues like housing, water resources, sustainability, or economic

development. More recently, project types that help to implement past plans, like zoning updates or capital improvement plans, have become more common.

CMAP attempts to gauge local interest in project types and topics in several ways. The applications submitted to the LTA program serve as one indication of topics of interest to local sponsors. Also, CMAP conducts biannual municipal surveys to ask local governments what types of potential assistance would be most useful. This year, in addition to confirming that comprehensive plans, zoning ordinances, and similar products continue to be useful, interest was also expressed in capital improvement plans, efforts to redevelop specific sites, and general assistance with public engagement.

While the program has covered a variety of project types, it has been centered on land use and transportation. 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. Other recommendations involving intergovernmental coordination and maintaining existing transportation infrastructure are also commonly addressed.

In contrast, some elements of GO TO 2040 are not found in LTA plans as frequently. In some cases, like housing and water issues, these elements were more common during the program's first several years, when it was funded by a very flexible HUD grant. With increased funding restrictions since that time, coverage of some topics has been reduced. Other topics are not as relevant for inclusion in local plans. The GO TO 2040 recommendations on access to information and economic innovation, for example, are regional in scale, and are less relevant to be a focus of community-level plans. Finally, in one notable case, the evaluation of the LTA program found that freight – a significant agency priority – had typically not been a focus of LTA projects. This represents a missed opportunity that can be addressed in the future.

#### *Recommendations*

The breadth of the LTA program has been beneficial, and should be preserved. Several changes or adjustments are recommended to the program to preserve its broad focus.

1. Several topics have been identified for increased focus through the LTA program. Freight, as noted above, is a key part of our region's economy, and could be better supported through LTA projects at the local level. Two new projects that focus on freight were selected in 2014, so this is already beginning to be addressed. Another key topic is economic development and reinvestment; LTA plans frequently seek to attract development to communities that have suffered disinvestment. While this is already commonly addressed, CMAP believes that it could be strengthened with appropriate external partnerships. Finally, flooding and stormwater management are crucial issues in many communities, but have not been a major element of the LTA program. Due to external funding possibilities, there is now an opportunity to include

stormwater planning and disaster resilience as a regular part of comprehensive plans.

2. Several new product types have been selected this year, and these may become more common. These include capital improvement plans (new projects selected in Blue Island and Richton Park); a review of the development approval process (in Lemont); and planning priorities reports (in Calumet Park, Fox Lake, Steger, and near the 95<sup>th</sup> Street Red Line station in Chicago). Other project types emerged through the municipal survey that may make up future LTA projects. For example, many communities could benefit from training on public engagement techniques. Linked with the increased attention to economic development mentioned earlier, several communities also expressed interest in CMAP's assistance in attracting development to specific sites, which so far has not been a focus of the LTA program.
3. External funding is needed to support all the recommendations above. 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, water resources, and others have often required CMAP to secure external funding before pursuing projects that focus on these elements. In FY 14, over \$900,000 was raised through competitive applications to federal, state, and philanthropic sources. CMAP has a similar target for external grants in FY 15, and considers this a necessary way to supplement the transportation funding that makes up the bulk of the agency's resources.

### **Conclusions**

The evaluation process has confirmed the value of the LTA program. The program should be continued, with efforts to keep it diverse, responsive to local needs, supportive of higher-need communities, and geared toward implementation. Most changes recommended above are adjustments to the process meant to achieve the above goals. The only significant recommended program change involves local match, and staff will prepare a proposal to bring to the Board in early 2015 on this matter.

Discussion of the conclusions and recommendations of this memo is requested.

###





## MEMORANDUM

**To:** CMAP Board

**From:** CMAP Staff

**Date:** November 5, 2014

**Re:** Update on Regional Infrastructure Fund

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Metropolitan Chicago must compete economically on the global stage against regions whose public investments have for decades far outpaced our own. By making a new commitment to maintain and modernize our infrastructure, we can seize opportunities to increase prosperity and quality of life across northeastern Illinois. Other U.S. regions are far ahead of ours in raising revenues to support infrastructure projects with long-term benefits for livability, mobility, and the economy. These urban areas are using their regional revenues to make investments that give them a distinct competitive advantage over metropolitan Chicago. Current funding mechanisms in Illinois are simply not adequate for the region to meet its infrastructure needs.

Also, as discussed during the Board's strategic planning session earlier this year, CMAP's current financial structure creates major challenges for funding stability and the agency's ability to lead GO TO 2040 implementation. In September, the Board instructed CMAP staff to pursue a strategy that addresses these two issues of regional and agency funding. This memo summarizes staff efforts to develop a campaign strategy for pursuit of a regional infrastructure fund for prioritized projects that support plan implementation; the fund will also diversify and stabilize CMAP's funding. Though not intended to solve all of the region's anticipated needs, the fund would help a significant number of projects move toward completion while leveraging private and public funding sources.

### Strategy

Staff plans to launch a targeted legislative campaign in the 2015 spring legislative session to create a regional infrastructure fund, programmed by CMAP, in support of:

- Transportation system projects that reduce congestion, improve access to transit and jobs, and/or enhance the freight network.
- Parks system and open space projects that improve residents' access to recreation and enhance communities' livability.
- Stormwater projects that improve the region's ability to avoid flooding of communities, as well as water quality and supply projects.

The agency will build a strong regional coalition led by business, labor, and civic leaders, supported by local governments, who can help make our case to the Illinois General Assembly. A number of legislative opportunities could emerge next spring for inclusion of a regional infrastructure fund, such as a possible new capital program or potential tax reform. Rather than a broad public campaign, CMAP will focus its outreach and coalition building efforts on securing support of key leaders from the private and public sectors. The strategy's ultimate success will also rely on strategic engagement of Illinois General Assembly members. The agency will initiate a "soft" launch in support of the fund later this month, followed by a kickoff event in late January that engages the CMAP Board, its committees, and key regional stakeholders.

### **Messaging**

Staff have developed and will continue to refine messages describing the need for a regional infrastructure fund. To support our proposal, we must convince target audiences that our region has significant unmet needs that the fund can address. For example, a key message is that the creation of a regional infrastructure fund will be an important down payment to help ensure that prioritized projects can move forward to drive economic growth for years to come. It is also important for our stakeholders to understand that this fund *does not replace* the need for increased state and federal investment, which remains critical for maintaining the current system. Later this month, a basic new website will provide an overview of the fund as part of our soft launch. In tandem, staff will begin engaging a select number of reporters and editorial staff. The official January campaign kick-off will entail extensive media outreach, both in-region and in Springfield, as well as a targeted social media campaign and more detailed website to describe our proposal, build our coalition, and persuade our legislators.

### **Outreach**

A strong regional coalition will be essential. To convince legislators requires that business, labor, and civic organizations be the initiative's leaders, with the support of local governments. We have started and will continue building this coalition through one-on-one and larger group discussions in the coming months. A small external leadership team with representatives from key stakeholder groups will provide guidance on engagement and legislative strategies. At our late January kickoff event, we will inform attendees about the fund campaign and seek their commitment and active advocacy.

### **Legislation**

Success of the regional infrastructure fund proposal will ultimately depend on our ability to see it through the complex legislative process. A vote to increase revenues is politically challenging for legislators, which is why we plan to tie our proposal to a broader legislative activity, such as a new capital program or tax reform. Staff are currently engaging our regional legislators to secure their leadership on this issue. Additionally, CMAP issued an RFP for consulting services to assist with our Springfield outreach in both building support and addressing potential opposition. We are currently drafting legislation and will be prepared to introduce amendatory language if an opportunity presents itself during the veto or lame duck sessions. When available, staff will share draft legislation with the Board.

**Fund Proposal**

Over the past two months, staff have developed a framework for how CMAP will manage the regional infrastructure fund. The draft proposal, to be shared with the Board on November 12, describes how the fund will be structured and administered to implement GO TO 2040 while enhancing quality of life and economic development regionally. The proposal provides an overview of the transportation, water, and open space projects the fund will support, as well as the project selection process and administration. Robust performance-based criteria will be used in the selection of projects to ensure the public receives the best return for its investment. Of the money raised, CMAP will devote a small percentage to support administration of the fund and agency operations, including to match our federal transportation dollars and provide comprehensive planning support for local governments.

**ACTION REQUESTED:** Discuss and provide direction to staff

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