

FY2023 – FY2027

# **CMAP** **Strategic** **Direction**



Chicago Metropolitan  
Agency for Planning

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# Introduction

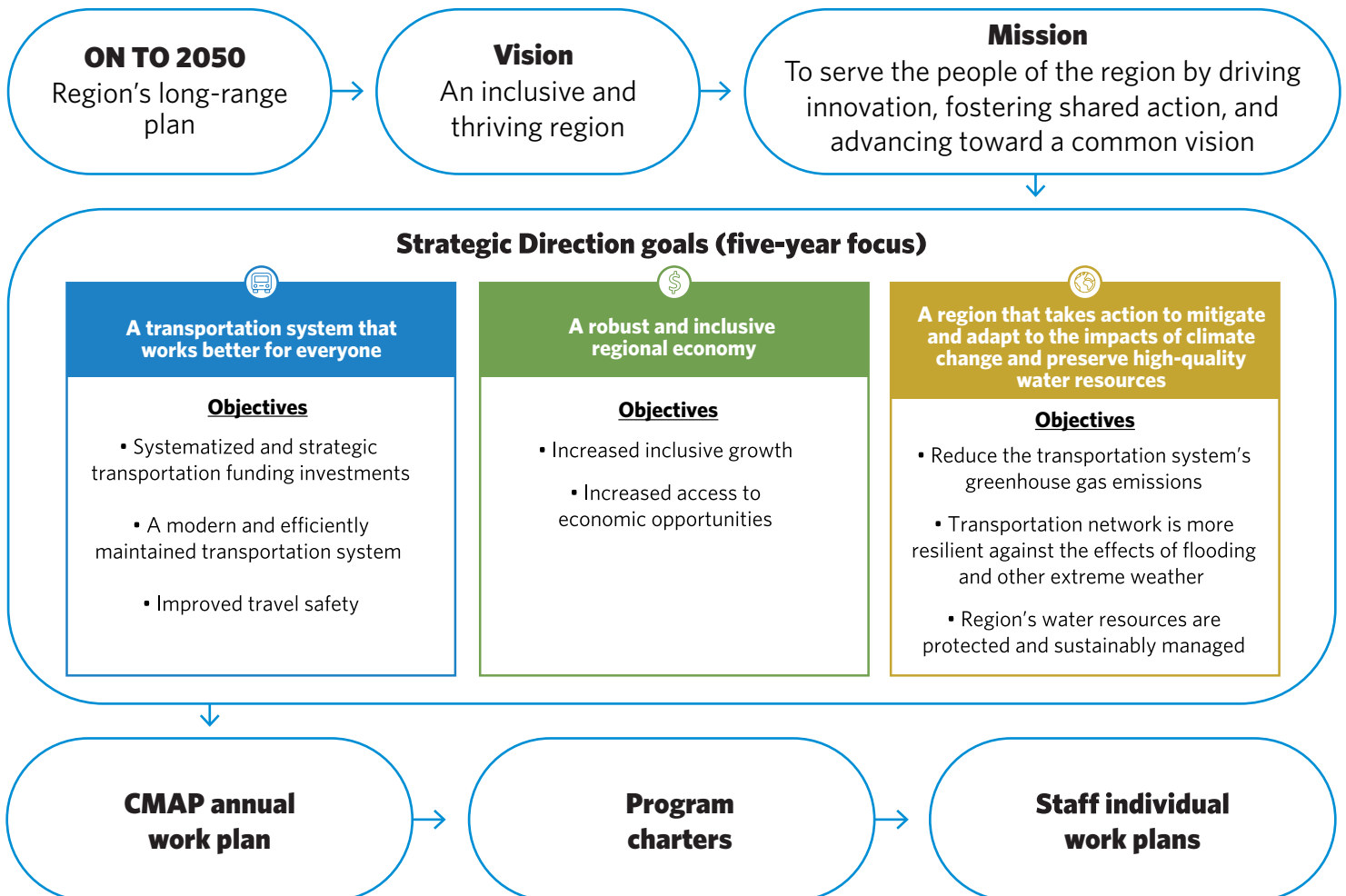
The Chicago Metropolitan Agency for Planning (CMAP) developed this FY2023-FY2027 Strategic Direction to define its approach in the next five years for advancing the recommendations described in [ON TO 2050](#), the region’s long-range plan. With its focus on the next five years, the strategic direction serves to chart a short-term course towards achieving measurable progress on the long-term goals in ON TO 2050.

Beginning in September 2019, CMAP staff and the Board worked together on drafting and reviewing core values to guide the agency and both connect and focus the agency’s work. Subsequently, during a series of strategy sessions held in 2020, three focus areas were prioritized which directly support the aims of ON TO 2050: transportation, regional economic competitiveness, and climate.

With these focus areas in mind, staff were convened in a series of workshops from April to September 2021, to refine the agency’s vision and mission statement, and participate in identifying goals, objectives, and expected outcomes to guide the agency’s priorities over the next five years.



An operational goal of flexible funding is woven throughout the Strategic Direction as a core operating principle. More diverse funding provides the agency with greater resources and the flexibility to impact the prioritized focus areas. CMAP is actively pursuing more diverse funding through legislative efforts in FY2023 to meet the needs of the Regional Planning Act.



CMAP's Strategic Direction summarizes the goals, objectives, and performance indicators under each focus area and provides a way to measure progress towards the overarching vision. It will be the basis for the agency's annual work plan and budget, as well as program and project charters and scopes. It does not address all the issues facing the region, nor does it compete with the agency's metropolitan planning organization (MPO) functions. Rather, the Strategic Direction seeks to maximize the impact of CMAP's work over the next five years by focusing on prioritized areas from among the many recommendations of ONTO 2050. In this manner, the agency can best leverage its strengths while optimizing its funds, authorities, and responsibilities.

ON TO 2050 is the region's long-range plan that focuses on a 30-year planning horizon. To reach the goals of ON TO 2050, the Strategic Direction provides more immediate short-term approaches that contribute to achieving the regional vision. New strategic directions will be developed every five years to build on the work that has been accomplished and to keep the goals of the long-range plan in mind. This iterative approach will allow CMAP to direct its short-term strategies while continually aiming to reach the region's vision for the future.

## Vision and mission

### **Vision: An inclusive and thriving region**

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The vision — *An inclusive and thriving region* — articulates what CMAP sees as the desired state of the agency, its constituents, and the region. It is an aspirational statement that is meant to inspire a sense of greater purpose in everything CMAP does. It is CMAP's North Star. Any time CMAP is faced with a decision about its funding and programs or tackling an unexpected challenge, CMAP will ask, "How will this decision, action, or plan get us closer to our vision?"

During Strategic Direction planning sessions, the question posed was, "When thinking of CMAP's vision, what does your community look like in an inclusive and thriving region?"

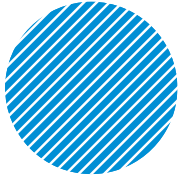
### **Mission: To serve the people of the region by driving innovation, fostering shared action, and advancing toward a common vision**

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The mission statement — *To serve the people of the region by driving innovation, fostering shared action, and advancing toward a common vision* — is an actionable statement describing the approach CMAP is using to achieve the vision. It describes what CMAP does and how the agency is going to help northeastern Illinois become an inclusive and thriving region. Just as the vision serves as a North Star for guiding CMAP's decisions, actions, and plans, the mission statement helps the agency refine its big ideas by reminding it of CMAP's specific value proposition. The mission statement defines CMAP's purpose.

# Core values

When developing the vision and mission statement, the agency's core values were intentionally incorporated to ensure they guide all work under this Strategic Direction. Those core values are:



## **Serve with passion**

We are passionate about serving the people of metropolitan Chicago. We build public trust by being good stewards of public resources and proactively sharing information.



## **Pursue equity**

We are guided by the principle that everyone has a right to opportunity and a high quality of life. We work to realize equity for all.



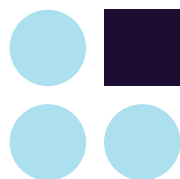
## **Foster collaboration**

We believe inclusion and collaboration strengthen our work. We seek out the voices of those who often go unheard or face barriers to public participation.



## **Lead with excellence**

We lead on issues that advance the region. We believe in the power of data and the story it tells. We identify and share solutions and inspire others to adapt them for their communities.



## **Drive innovation**

We are driven by the desire to find more efficient methods to achieve the most impact. We do this by seeking new solutions to old problems, taking calculated risks, and daring to try them.

# CMAP's levers

The approaches described in this Strategic Direction focus on how CMAP can bring about change in the region; they are the levers the agency employs to achieve results. These levers are explained



## Plan regionally and locally

- **Coordinate with partners to develop and implement a 30-year regional comprehensive plan that advances shared goals and priorities related to transportation, the economy, the environment, and other quality-of-life issues.**
- **Accelerate community planning (or action on plan, policy, and program development) with technical assistance and demonstration projects.**



## Influence change

- **Optimize research, data, analysis, and modeling to inform and shape policy and decisions to address complex challenges and advance regional and local action.**
- **Raise awareness and serve as the region's authoritative data source; collect, exchange, disseminate, analyze, evaluate, forecast, and model data.**
- **Develop resources including policy recommendations, data tools, trainings, toolkits, and studies, in support of solutions and actions.**



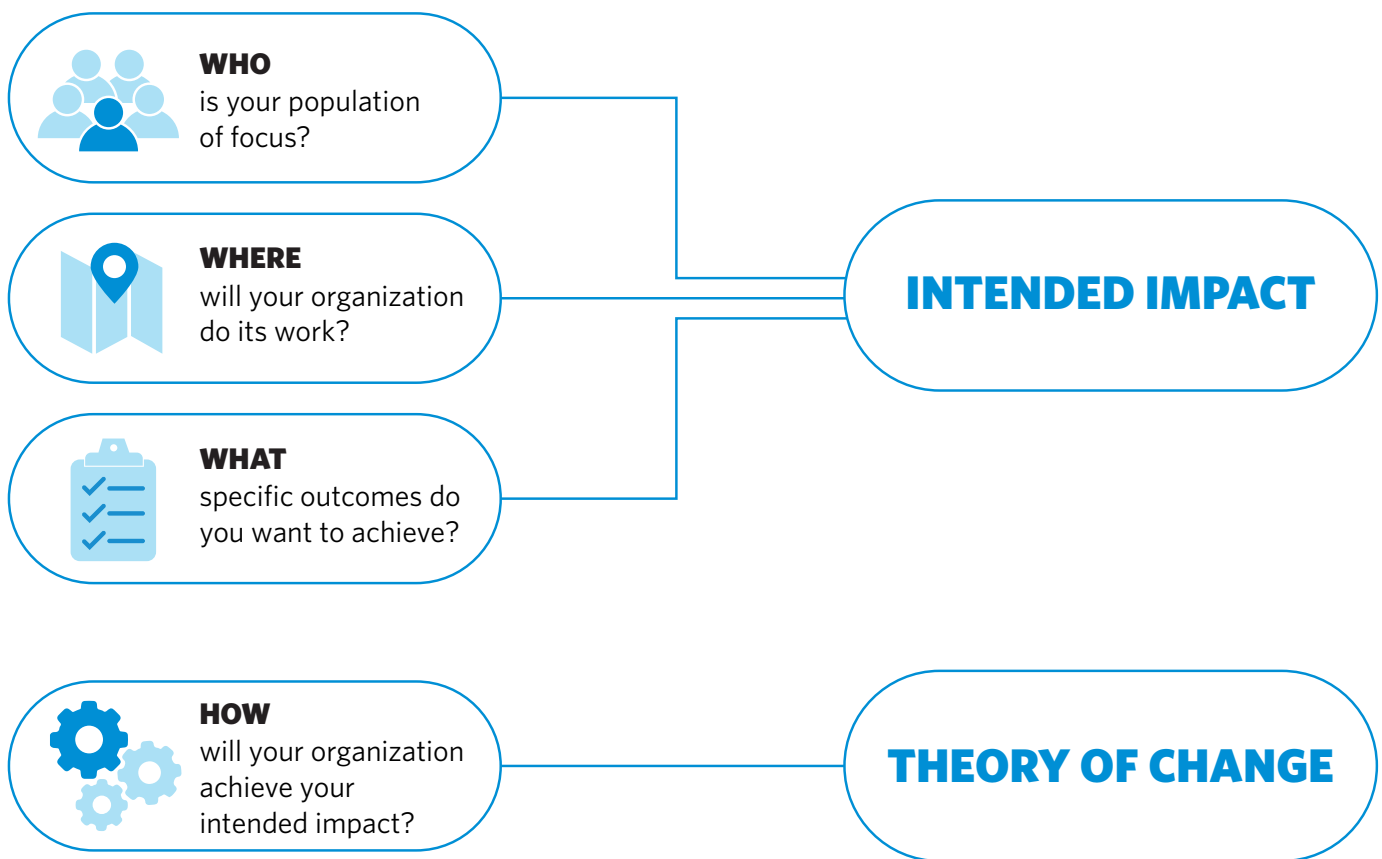
## Invest strategically

- **Evaluate and allocate federal transportation funds based on data and strategic prioritization and programming. Leverage other sources of federal funding to advance priority projects in focus areas of economy and climate, including economic collaboration, resilience, and mitigation.**
- **Foster coalitions that advance coordinated solutions: convene, collaborate, and facilitate dialogue with government partners, community organizations, stakeholders, and individuals around challenges, investments, actions, and solutions.**
- **Promote and foster meaningful public participation and engagement to incorporate diverse voices in planning and decision-making.**
- **Support the region's ability to put plans into action by delivering technical assistance and other resources.**

# Overall approach

## **Leveraging CMAP's capabilities to deliver greater impact**

Early in the strategic planning process, CMAP adopted a theory of change approach for its Strategic Direction. This approach is widely used in non-profit, private sector, and government organizations in programmatic planning and evaluation. A theory of change explains the causal linkages between *approaches* — the projects or activities an organization does — to the expected short-term and long-term *outcomes*, as well as the assumptions. It is a structured way of thinking about change and impact. By using a modified version of this approach, CMAP aims to better focus its efforts and leverage its capabilities — its people, funding, and projects — to achieve long-lasting, transformative outcomes in the region.





## GOAL

Contributing to CMAP’s vision are three goals. Each goal aligns with one of CMAP’s focus areas of transportation, regional economic competitiveness, and climate. The goal is the highest-level long-term outcome that CMAP and its partners will achieve or influence. While CMAP may not have authority or jurisdiction to implement the goal, CMAP is charged with advancing progress toward this goal.

## OBJECTIVE

Contributing to each of the three goals are multiple objectives. The objectives are long-term changes that CMAP expects its activities to advance, but which CMAP’s activities are not solely capable or responsible for achieving.

## OUTCOME

Outcomes are the observed changes that result from CMAP’s activities and other drivers and serve as an accountability measure. Two or more desired outcomes drive progress towards each objective.

⚠️ Outcomes and approaches should be measurable with indicators that CMAP can monitor; CMAP will finalize these indicators and set targets after finalizing this Strategic Direction.

## APPROACH

Approaches drive the outcomes. These are the tangible, immediate, and intended products or consequences of an activity within CMAP’s control or influence.

## ACTIVITIES

Activities drive everything above. An activity is a distinct, scheduled portion of work that contributes to advancing progress toward the relevant outcomes. Some examples of activities include conducting research, developing tools, and providing technical assistance.

Ultimately, for each pathway in the theory of change, CMAP articulates a hypothesis to link its approaches to the expected impacts. The hypothesis would be stated as:

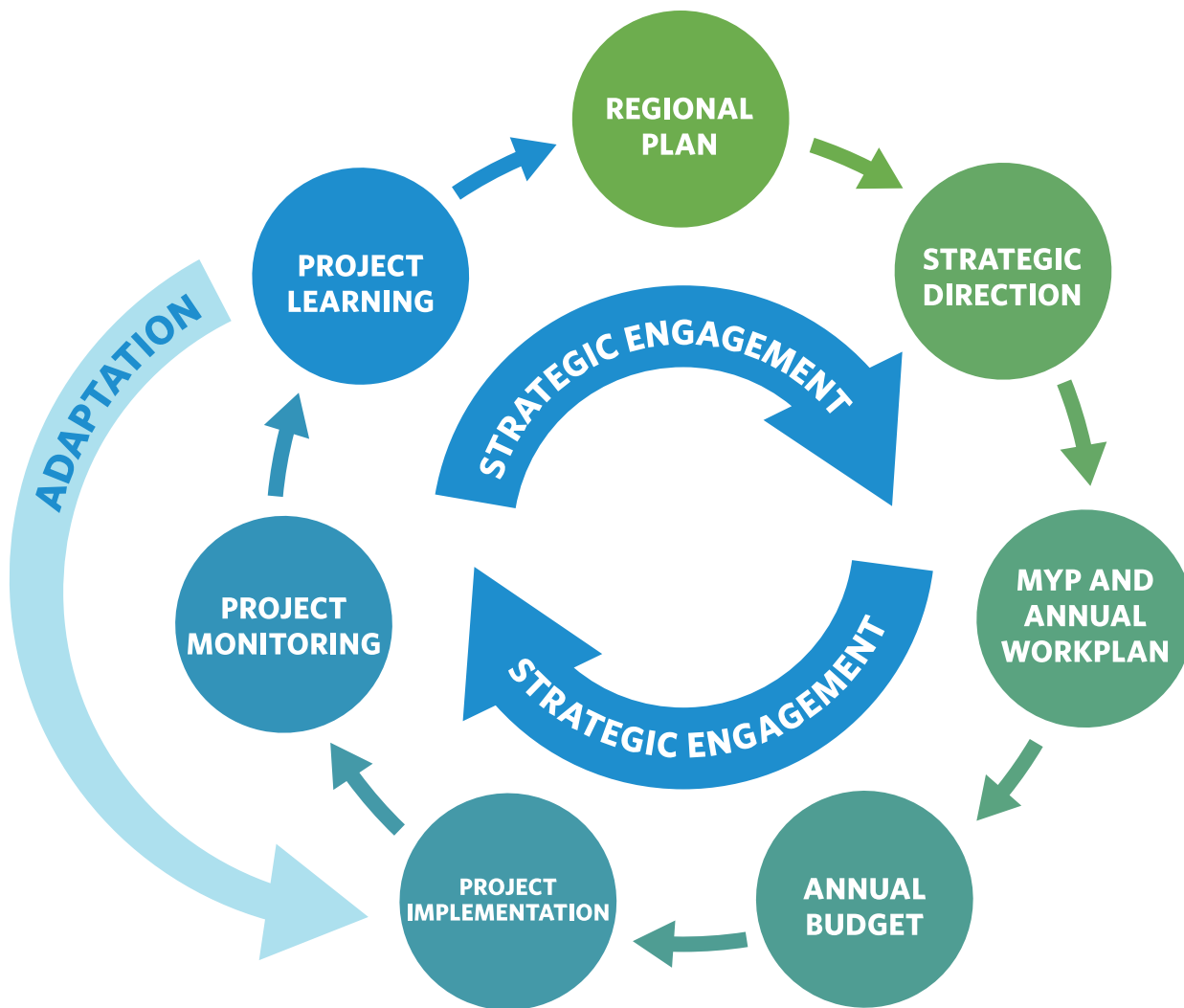
If CMAP takes **[approaches]**, this should lead to **[outcomes]**, which will ultimately contribute to **[objectives]** and **[goal]**.

Example: If **CMAP supports regional economic collaboration to attract investment to the region and develops resources and coordinated solutions for an inclusive regional economic and industrial strategy**, this will lead to **inclusive economic strategies being coordinated and implemented**, which will ultimately contribute to **increased inclusive growth** and **a robust inclusive regional economy**.



For each of CMAP's projects, the agency will articulate this hypothesis to link the agency's actions to outcomes in project and program charters. This will help CMAP understand how and why the agency's work contributes to higher-level goals that can bring transformative change for the region. This Strategic Direction summarizes the goal-level hypotheses for each of the three focus areas.

The graphic below illustrates how CMAP's work forms a cycle of learning and adaptation, and shows how this work translates into CMAP's multi-year and annual work planning and budgeting. Cross-divisional project teams reflect these elements of the cycle to ensure a process of learning and adaptation is also built into project implementation. Strategic engagement of partners is incorporated through every step of this cycle.



# Focus areas

As outlined under the overall approach, the region's 30-year plan (ON TO 2050) provides the overarching roadmap that guides our region's future.

CMAP's vision and mission help guide strategy development, communicate purpose, and inform the goals and objectives.

The Strategic Direction defines three focus areas with short-term goals, along with objectives for each of them and supporting activities and expected outcomes, as outlined on page 6.

## Transportation

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### **Goal: A transportation system that works better for everyone**

Context: Northeastern Illinois' transportation network has reached a critical juncture. Changing technologies, persistent state of good repair deficiencies, and the effects of the pandemic have changed travel patterns. Aging transit infrastructure and unsustainable funding for transit make for an uncertain future. The region must take bold steps both to address today's problems and to anticipate opportunities for achieving a modern, well-integrated, multimodal transportation system for seamless movement of people and goods within and through the seven counties of metropolitan Chicago.

Much work remains to provide safe, equitable, and resilient transportation envisioned for northeastern Illinois in ON TO 2050. Transportation implementers have made progress in collaborating across jurisdictions to ensure better results both locally and regionally, but only through concerted, coordinated effort can the region holistically improve the transportation system for all users.

CMAP is working with partners across the region's seven counties to develop strategies to address mobility challenges caused or exacerbated by the pandemic. CMAP wants to support an equitable recovery from the COVID-19 crisis and adjust to shifting travel patterns throughout the day and across the region, including those caused by a significant increase in remote work. This will include strategies to promote a stronger and more financially secure public transit system, investments that expand travel by safe and active modes, and policies that balance the benefits and impacts of growing levels of freight and e-commerce.

To address the rising injuries and fatalities on the region's roadways, CMAP is developing a program of collaborative region-wide and local efforts focused on reducing crashes and implementing safe, accessible, and connected transportation options for all. The Safe Travel for All Roadmap (STAR) program is a comprehensive effort to improve traffic safety through innovative data analysis, compelling policy recommendations, and local collaborative planning and project implementation. The program will align with ongoing work in Americans with Disabilities Act (ADA) transition planning, mobility recovery, programming policy, climate resilience, and equity.



Aging and outdated roads and bridges have been a longstanding issue in northeastern Illinois, and CMAP has adopted an innovative approach to tackle this. CMAP has launched a Regional Infrastructure Accelerator, which will enhance capacity, educate stakeholders, and support long-term alternative financing and procurement for transportation projects in the region.

These priorities outlined in the transportation focus area of the Strategic Direction align closely with ON TO 2050. ON TO 2050 identifies the need to promote inclusive growth by improving mobility options, adapt to technology changes to increase resilience, and prioritize the investment of limited resources.

*Hypothesis:* If strategic investments of transportation funding are systematized, the transportation system is efficiently maintained and modernized, and travel safety is improved, then this will foster a transportation system that works better for everyone.

*Linkages to ON TO 2050:* This goal will advance progress toward three ON TO 2050 goals:

- [\(G12\) A modern multimodal system that adapts to changing travel demand](#)
- [\(G13\) A system that works better for everyone](#)
- [\(G14\) Making transformative investments](#)

These priorities have been developed in alignment with the other two focus areas of the Strategic Direction. Transportation investments and strategies will need to consider the needs of the transportation system along with the economic and climate impacts and benefits to mitigate harm to surrounding communities. Similarly, economic development efforts must be coordinated with transportation efforts to allow the region to attract clusters of industries that can help the region to prosper and do not exacerbate GHG emissions. Coordinating work between the three focus areas and breaking down siloes between divisions will help CMAP to achieve this alignment.

# Transportation Strategic Direction

APPROACHES	OUTCOME	OBJECTIVE
<ul style="list-style-type: none"> <li>A. Use, and promote state and local governments use of, evidence-based tools to make transportation investment decisions</li> <li>B. Prioritize engagement with historically underrepresented communities</li> </ul>	<p>Transportation investment decisions will be made equitably, based on their economic, safety, and climate impacts on communities</p>	<p><b>Systematized and strategic transportation funding investments</b></p>
<ul style="list-style-type: none"> <li>A. Identify and support diversified and sustainable funding for transit and transportation infrastructure</li> <li>B. Identify and support best practices in project delivery to accelerate infrastructure improvements</li> </ul>	<p>Predictable and sustainable revenue, financing, and procurement practices will be used for transportation infrastructure and current and future mobility needs will be fully funded</p>	
<ul style="list-style-type: none"> <li>A. Develop and support strategies to manage travel demand and reduce congestion</li> <li>B. Support the use of transit, active modes, and the reduction of reliance on single-occupant vehicles</li> </ul>	<p>Mobility systems will be more efficient for users across all modes</p>	<p><b>A modern and efficiently maintained transportation system</b></p>
<ul style="list-style-type: none"> <li>A. Support expanded multi-modal and universally accessible mobility options to transit and other key destinations</li> <li>B. Support municipal compliance with Title II of the Americans with Disabilities Act</li> </ul>	<p>There will be more modern, connected, and accessible mobility options across active modes</p>	
<ul style="list-style-type: none"> <li>A. Develop planning resources and coordinated solutions to modernize and improve freight efficiency</li> <li>B. Support and advocate for the use of planning resources and coordinated solutions to reduce freight impacts on surrounding communities</li> </ul>	<p>The freight transportation network will be more efficient and mitigate impacts on surrounding communities</p>	
<ul style="list-style-type: none"> <li>A. We develop and support the implementation of speed management recommendations</li> <li>B. We increase implementer awareness and support an increased focus on safety in infrastructure systems</li> </ul>	<p>Speeding and crashes in the region will be reduced</p>	<p><b>Improved travel safety</b></p>
<ul style="list-style-type: none"> <li>A. We develop and support the implementation of bicycle and pedestrian safety recommendations</li> <li>B. We increase implementer awareness and support an increased focus on bicyclists' and pedestrians' safety</li> </ul>	<p>Crashes involving bicyclists and pedestrians will be reduced</p>	



**Goal:** A transportation system that works better for everyone

For details on each outcome, including the assumptions that underly the strategy and potential performance indicators, please see [Appendix 1: Transportation outcomes](#).

## Regional economy

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### **Goal: A robust and inclusive regional economy**

*Context:* Northeastern Illinois enjoys many competitive advantages, from its diverse talent, specialized industries, and institutions of education, research, and culture to its extensive transportation network and position as North America's preeminent intermodal freight hub. These assets support the most diversified large metropolitan economy in the U.S. and a vibrant quality of life. Yet the region has experienced prolonged slow growth. During 2001-19, overall economic output in the region increased on average just 1.1 percent annually, little more than half the national rate. Across numerous metrics, the region has consistently lagged behind peers and national averages.

Northeastern Illinois has recovered from many of the immediate economic impacts of the COVID-19 pandemic. But its recovery has been uneven and incomplete in the face of both new and existing challenges. Black and Latino/a/x workers as well as women and working parents continue to see the disproportionate effects of a U.S. labor market that sees a high level of job instability. The costs of persistent supply chain problems and above-target inflation require new solutions for families and businesses alike. The region struggles to overcome patterns of segregation and concentrated poverty, due in part to the lack of diverse, affordable housing connected to low-cost mobility options and economic opportunity. And the region is seeing ongoing declines in its longtime sources of economic growth and middle-skill, middle-wage jobs — its export-oriented industries.

New efforts are underway to tackle these longer-term, structural issues holding the region back. The seven counties of northeastern Illinois and the City of Chicago have formed a new partnership for regional economic development. Federal funding has created a once-in-a-generation opportunity to reinvest in a built environment that better supports private investment and jobs in line with the region's equity and climate goals. And the events of recent years have reignited the call for action on disrupting disinvestment and closing the racial wealth gap, so that all residents can contribute to and benefit from regional prosperity.

ON TO 2050 emphasizes the need for inclusive growth that reduces inequities and strengthens the region's resilience in the face of future downturns.

*Hypothesis:* If access to economic opportunities is increased, this will foster a more robust and inclusive regional economy.

*Linkages to ON TO 2050:* This goal will advance progress toward four ON TO 2050 goals:

- [\(G1\) Strategic and sustainable development](#)
- [\(G2\) Reinvestment for vibrant communities](#)
- [\(G3\) Development that supports local and regional economic strength](#)
- [\(G4\) Robust economic growth that reduces inequality](#)

# Regional Economic Competitiveness Strategic Direction

APPROACHES	OUTCOME	OBJECTIVE
<ul style="list-style-type: none"> <li>A. Support regional economic collaboration to attract investment to the region</li> <li>B. Develop resources and coordinated solutions for an inclusive regional economic and industrial strategy</li> </ul>	Inclusive economic strategies will be coordinated and implemented	<b>Increased inclusive growth</b>
<ul style="list-style-type: none"> <li>A. Develop resources and support investments in infrastructure for freight-related industries</li> <li>B. Develop resources and coordinated solutions to mitigate the impacts of freight-related industries</li> </ul>	Investment in the regional economy and freight-related industry clusters will grow and impacts on communities will be mitigated	
<ul style="list-style-type: none"> <li>A. Develop resources and increase awareness of the economic benefits of diverse, affordable, and connected housing options</li> <li>B. Support implementation of diverse and connected housing options</li> </ul>	There will be greater diversity in housing choices that have access to transportation and economic opportunity	
<ul style="list-style-type: none"> <li>A. Prioritize investment in communities affected by disinvestment and support state and local governments in doing the same</li> <li>B. Develop resources and support communities affected by disinvestment to identify and meet local infrastructure needs</li> </ul>	Historically disinvested communities will have increased capacity and fewer barriers to plan, fund, and maintain local infrastructure that supports private investment and jobs	<b>Increased access to economic opportunities</b>
<ul style="list-style-type: none"> <li>A. Develop resources and coordinated solutions to overcome structural barriers to economic opportunity</li> <li>B. Increase awareness and support implementation of strategies that increase access to economic opportunity for marginalized residents</li> </ul>	Marginalized communities will have greater access to economic opportunities and the region's economy will grow	



## **Goal:** A robust and inclusive regional economy

For details on each outcome, including the assumptions that underly the strategy and potential performance indicators, please see [Appendix 2: Regional economy outcomes](#).

## Climate

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### **Goal: A region that takes action to mitigate and adapt to the effects of climate change and preserve high-quality water resources**

*Context:* Climate change is causing more frequent and severe weather, extreme heat, drought, and flooding in northeastern Illinois. Based on the third U.S. National Climate Assessment, Illinois can anticipate even more intense and variable weather in the future if greenhouse gas (GHG) emissions continue to accumulate. The impacts on people, infrastructure, the environment, and the economy have the potential to be severe, and could disproportionately impact historically disinvested communities.

Compared to other metropolitan areas, northeastern Illinois' position on Lake Michigan and the extensive protected open space and natural resources are critical assets that can help mitigate the effects of climate change. Yet these natural resources face significant challenges from development and must be enhanced and protected to provide these essential services over the long term. Similarly, aging infrastructure and strained financial capacity mean that the region's transportation, water, and energy systems are unprepared to adapt to new climate conditions and are more susceptible to costly damage.

Creating resilient and livable communities requires intensifying efforts to reduce GHG emissions and re-envisioning the way infrastructure is built and maintained to reflect a changing climate. The clean energy transition is already underway and the recent expansion of federal funding for alternative fuels and greater choices in transportation modes will give the region a boost in reaching GHG emission reduction goals. Similarly, federal support to improve water quality, conserve water supplies, and maintain water infrastructure as well as update the region's transportation systems can help ensure that the infrastructure built today can withstand tomorrow's storms.

ON TO 2050 notes that for the region to be prepared for climate change and become more resilient to its consequences, investments must be prioritized in a strategic way that anticipates future climate change impacts and supports the resilience of vulnerable populations and communities against environmental challenges, thereby promoting inclusive growth.


*Hypothesis:* If greenhouse gas emissions are reduced, regional resilience is increased, and water resources are adequately protected, the region will mitigate and adapt to the effects of climate change.

*Linkages to ON TO 2050:* This goal will advance progress toward three ON TO 2050 goals:

- [\(G6\) A region prepared for climate change](#)
- [\(G7\) Integrated approach to water resources](#)
- [\(G13\) A system that works better for everyone](#)

# Climate Strategic Direction

APPROACHES	OUTCOME	OBJECTIVE
<p>A. Develop regional emissions reduction targets, effective reduction strategies, and performance metrics</p> <p>B. Develop resources and support implementation efforts to reduce emissions in transportation and land use</p>	The region will implement measurable, coordinated transportation emission reduction strategies	Reduce the Transportation system's greenhouse gas (GHG) emissions
<p>A. Develop and support implementation of a regional transportation GHG reduction strategy with performance measures</p> <p>B. Develop resources and support implementation of emissions reduction projects as a primary or critical element in transportation investment decisions</p>	Regional transportation emission reduction strategies will be coordinated and implemented	
<p>A. Develop resources and coordinated solutions for regional transportation resilience</p> <p>B. Use, and promote state and local governments use of, vulnerability and resilience assessments to make transportation investment decisions</p>	Transportation network will have increased resilience	Transportation network is more resilient against the effects of flooding and other extreme weather
<p>A. Develop resources and coordinated solutions for climate resilience and vulnerability to flooding, extreme heat, and other natural hazards</p> <p>B. Develop resources and support disproportionately impacted communities to address local climate resilience</p>	The stormwater management infrastructure's ability to reduce flooding will be increased	
<p>A. Develop resources and support implementation of local water infrastructure investments</p> <p>B. Increase awareness of state and federal funding opportunities for water infrastructure investment</p>	Communities with the highest need will access public funding and financing to maintain and upgrade water infrastructure systems	Region's water resources are protected and sustainably managed
<p>A. Develop resources and increase awareness to inform conservation, water supply modeling, and municipal decision-making</p> <p>B. Support implementation of sustainable water supply solutions and water supply management and governance</p>	Demands on constrained water supplies will be reduced	
<p>A. Update and support implementation of the region's Areawide Water Quality Management Plan</p> <p>B. Develop resources and coordinated solutions for local watershed water quality challenges</p>	Surface and groundwater quality will be improved	

 **Goal:** A region that takes action to mitigate and adapt to the effects of climate change and preserve high-quality water resources

For details on each outcome, including the assumptions that underly the strategy and potential performance indicators, please see [Appendix 3: Climate outcomes](#).



# Agency-wide services

This Strategic Direction is meant to align the tactical, programmatic work that CMAP performs with the long-term goals of the agency. Not all the work that is performed by CMAP is captured in the three focus areas of the Strategic Direction. CMAP's role as the region's metropolitan planning organization (MPO) and regional planning agency means that the agency is responsible for programming state and federal transportation funds, developing and maintaining the region's Transportation Improvement Program (TIP), setting and monitoring progress towards performance targets, and developing the long-range plan (ON TO 2050). The Regional Planning Act requires CMAP to develop a regional comprehensive plan that integrates land use and transportation, including programming transportation funds, and serve as the region's data hub. These functions are state and federally mandated and, while not explicitly affected by the Strategic Direction, will always be a primary focus of CMAP's work.

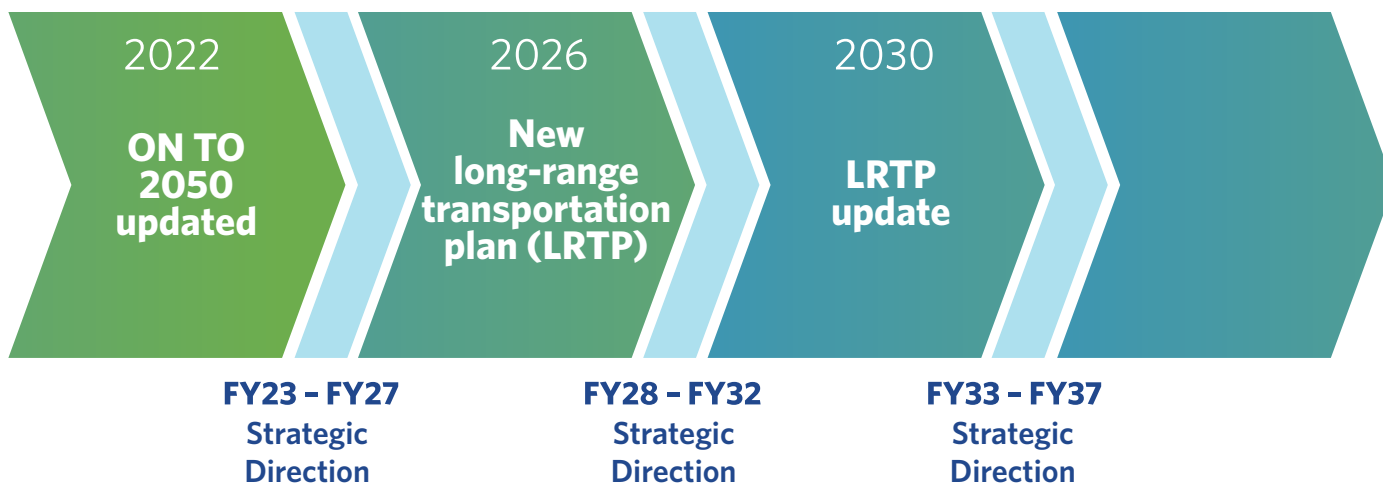
CMAP has several divisions that provide invaluable agency-wide services to the agency and its stakeholders. These divisions consist of Communications & Engagement, Finance & Administration, and the Executive Office. Each of these divisions plays a vital role in maintaining CMAP's role as the MPO and enables the Planning; Regional Policy and Implementation (RPI); Legislative Affairs; and Transportation: Research, Analysis, and Programming divisions to conduct the strategic work of the agency.

# Next steps

CMAP will develop a monitoring framework to validate indicators that CMAP will use to track project progress and set annual targets for these indicators. CMAP will use this strategy routinely as a tool to guide the agency's path forward, tracking progress and assessing and addressing risks and challenges that could potentially interfere with CMAP's ability to accomplish its goals. The modified theory of change approach that CMAP took when creating this Strategic Direction allows the agency to revisit the assumptions, approaches, and outcomes identified on a consistent basis to ensure that progress is being made towards the agency's goals. Initiatives in subsequent annual work plans will identify which of the strategic goal(s) they are working towards and will be tracked with performance measures.

Using this iterative approach, this plan will be revised and updated on a yearly basis over the next four years and a new short-term strategic direction will be developed after the approval of the new regional plan that succeeds ON TO 2050 in 2026.

This series of strategic directions will focus CMAP's work for a five year period to allow the agency to advance priorities outlined in ON TO 2050 over the course of the next several decades. This graphic illustrates the approach:



To continue to carry out the strategies outlined in the Strategic Direction, CMAP will develop multi-year program charters with clear objectives and timelines for each program area at the agency in 2023. These program charters will inform and guide the development of the FY2025 annual work plan. CMAP will continuously improve and develop the program areas to effectively address the challenges of the region and the goals outlined in this Strategic Direction.

# Appendix 1: Transportation outcomes

## T1 outcome and approaches

Transportation objective 1		
Systematized and strategic transportation funding investments		
Transportation outcome 1		
Transportation investment decisions will be made equitably, based on their economic, safety, and climate impacts on communities		
Approaches	Assumptions	Potential indicators
<p>Use, and promote state and local governments use of, evidence-based tools to make transportation investment decisions</p> <p>Prioritize engagement with historically underrepresented communities</p>	<p>Implementers will choose to engage communities</p> <p>Having evidence and improved engagement will lead to improved decision-making</p> <p>Evidence-based tools assist in providing a common foundation of data and documentation</p> <p>Appropriate tools are required for each unique project type</p> <p>Transportation investments have not systematically prioritized equity</p>	<p><b><u>Engagement</u></b></p> <ul style="list-style-type: none"> <li>▪ Number of new organizations and partners engaged</li> </ul> <p><b><u>Investment impacts</u></b></p> <ul style="list-style-type: none"> <li>▪ Number of users/beneficiaries of investments</li> <li>▪ Number of users/people impacted by investments</li> <li>▪ Context comparison before and after changes to measure impacts</li> </ul>

## T2 outcome and approaches

<b>Transportation objective 1</b>		
Systematized and strategic transportation funding investments		
<b>Transportation outcome 2</b>		
Predictable and sustainable revenue, financing, and procurement practices will be used for transportation infrastructure and current and future mobility needs will be fully funded		
<b>Approaches</b>	<b>Assumptions</b>	<b>Potential indicators</b>
<p>Identify and support diversified and sustainable funding for transit and transportation infrastructure</p> <p>Identify and support best practices in project delivery to accelerate infrastructure improvements</p>	<p>Existence of diverse and sustainable funding options</p> <p>Connection of projects with the most appropriate funding sources will increase and maximize the region’s capacity to deliver infrastructure projects</p> <p>Attraction of private investment will strengthen our regional transportation network and economy</p>	<ul style="list-style-type: none"> <li>▪ Projects completed that were unlikely to receive traditional funding or had failed to secure funding</li> <li>▪ Estimated \$/time savings of projects delivered via Alternative Financing and Procurement (AFP)</li> <li>▪ Dollars that have been leveraged from multiple sources to deliver completed project</li> <li>▪ Asset condition (based on the assumption that more diversified and sustainable funding strategies will lead to improved asset condition)</li> </ul>

## T3 outcome and approaches

### Transportation objective 2

A modern and efficiently maintained transportation system

### Transportation outcome 3

Mobility systems will be more efficient for users across all modes

Approaches	Assumptions	Potential indicators
<p>Develop and support strategies to manage travel demand and reduce congestion</p> <p>Support the use of transit, active modes, and the reduction of reliance on single-occupant vehicles</p>	<p>Increasing awareness leads implementers to change</p> <p>Reducing congestion will not lead to higher speeding and more accidents (i.e., behavior seen during COVID-19 pandemic)</p>	<ul style="list-style-type: none"> <li>▪ Average congested hours of weekday travel for limited access highways</li> <li>▪ Percentage of person-miles traveled on the interstate system with reliable travel time</li> <li>▪ Share of active mode use in region for commutes</li> </ul>

## T4 outcome and approaches

### Transportation objective 2

A modern and efficiently maintained transportation system

### Transportation outcome 4

There will be more modern, connected, and accessible mobility options across active modes

Approaches	Assumptions	Potential indicators
<p>Support expanded multi-modal and universally accessible mobility options to transit and other key destinations</p> <p>Support municipal compliance with Title II of the Americans with Disabilities Act (ADA)</p>	<p>Awareness and making mobility options available leads to change in behavior</p> <p>Mobility goals can be achieved and are not in tension with climate goals</p> <p>ADA compliance is not equal to universal mobility</p> <p>Non-motorized modes of transportation are more adaptable</p>	<p><b><u>Transportation</u></b></p> <ul style="list-style-type: none"> <li>▪ Mode share</li> <li>▪ Travel times by different modes</li> <li>▪ Bike infrastructure inventory</li> <li>▪ Regional Vehicle Miles of Travel (VMT) vs. Person Miles of Travel (PMT)</li> </ul> <p><b><u>ADA planning</u></b></p> <ul style="list-style-type: none"> <li>▪ Percent of municipalities with ADA transition plans</li> <li>▪ Implementation percentage</li> </ul> <p><b><u>Land use</u></b></p> <ul style="list-style-type: none"> <li>▪ Percent of regional greenways and trail plans completed</li> <li>▪ Percent of people and jobs in proximity to transit</li> <li>▪ Equity screens on indicators/ demographic data</li> </ul>

## T5 outcome and approaches

### Transportation objective 2

A modern and efficiently maintained transportation system

### Transportation outcome 5

The freight transportation network will be more efficient and mitigate impacts on surrounding communities

Approaches	Assumptions	Potential indicators
<p>Develop planning resources and coordinated solutions to modernize and improve freight efficiency</p> <p>Support and advocate for the use of planning resources and coordinated solutions to reduce freight impacts on surrounding communities</p>	<p>CMAP knows priority areas for addressing freight congestion</p> <p>CMAP has funding available to support these approaches</p>	<p><b><u>More Efficient Freight Transportation Network</u></b></p> <ul style="list-style-type: none"> <li>▪ Truck travel time reliability               <ul style="list-style-type: none"> <li>▪ National Performance Management Research Data Set (NPMRDS)</li> </ul> </li> <li>▪ Truck bottlenecks               <ul style="list-style-type: none"> <li>▪ NPMRDS</li> </ul> </li> <li>▪ Rail hours in Chicago terminal</li> <li>▪ Total Regional Twenty-foot Equivalent Units (TEUs)</li> </ul> <p><b><u>Mitigated Impacts on surrounding communities</u></b></p> <ul style="list-style-type: none"> <li>▪ Automobile delay at at-grade rail crossings</li> <li>▪ Travel time reliability at at-grade rail crossings</li> <li>▪ Rail-auto crashes at at-grade rail crossings</li> <li>▪ Rail-ped/bike crashes at at-grade rail crossings</li> <li>▪ Goods movement related GHG emissions</li> <li>▪ Air quality</li> <li>▪ Truck crashes</li> <li>▪ Truck fleet electrification/alternative fuel</li> <li>▪ Statewide diesel gallonage</li> </ul>

## T6 outcome and approaches

Transportation objective 3		
Improved travel safety		
Transportation outcome 6		
Crashes in the region will be less frequent and severe		
Approaches	Assumptions	Potential indicators
<p>Develop and support local and regional implementation of safety action plans</p> <p>Increase awareness and support the use of complete street standards</p>	<p>CMAP has access to necessary data to analyze speed management</p> <p>Partners are willing to collaborate towards a common goal</p> <p>CMAP has identified design features that contribute to speeding and crashes</p> <p>Speed management entails enforcement and street/roadway design</p>	<ul style="list-style-type: none"> <li>▪ Reduction in number of crashes</li> <li>▪ Reduction in severity of crashes (fatalities)</li> <li>▪ Creation of safe environment               <ul style="list-style-type: none"> <li>▪ Number of projects initiated that follow CMAP recommendations</li> <li>▪ Number of projects implemented from local traffic safety action plans that have been adopted</li> </ul> </li> </ul>



## T7 outcome and approaches

Transportation objective 3		
Improved travel safety		
Transportation outcome 6		
Crashes involving cyclists, pedestrians, and other vulnerable road users will be reduced in number and severity		
Approaches	Assumptions	Potential indicators
<p>Develop and support increasing the safety and connectedness of bicycle and pedestrian networks</p> <p>Increase implementer awareness and support an increased focus on safety of vulnerable road users</p>	<p>Increasing awareness will reduce crashes</p> <p>Acknowledge that the current environment is not safe for bicyclists or pedestrians</p>	<ul style="list-style-type: none"> <li>Crashes, injuries, and deaths across geographies</li> <li>Rates of bike vs car crashes</li> <li>Number of bike/ped projects that incorporate CMAP identified best practices</li> <li>Complete streets implementation</li> </ul>

# Appendix 2: Regional economy outcomes

## E1 outcome and approaches

Regional economy objective 1		
Increased inclusive growth		
Regional economy outcome 1		
Inclusive economic strategies will be coordinated and implemented		
Approaches	Assumptions	Potential indicators
<p>Support regional economic collaboration to attract investment to the region</p> <p>Develop resources and coordinated solutions for an inclusive regional economic and industrial strategy</p>	<p>Communities have a desire to work together</p> <p>Less competition will lead to greater collaboration</p> <p>Benefits of collaboration must be shown to communities</p> <p>Geographic issues or existing major development sites will not negatively impact goals</p>	<ul style="list-style-type: none"> <li>▪ Infill development</li> <li>▪ Industrial/clean tech/high tech industry organizations moving to region</li> <li>▪ Population growth (especially in areas that have seen greater population loss)</li> <li>▪ Reduction in number of vacant lots</li> </ul>

## E2 outcome and approaches

### Regional economy objective 1

Increased inclusive growth

### Regional economy outcome 2

Investment in the regional economy and freight-related industry clusters will grow and impacts on communities will be mitigated

Approaches	Assumptions	Potential indicators
<p>Develop resources and support investments in infrastructure for freight-related industries</p> <p>Develop resources and coordinated solutions to mitigate the impacts of freight-related industries</p>	<p>The region's network is privatized and decentralized</p> <p>There is tension that exists between communities and trucks/trains</p> <p>CMAP has the ability to direct or influence the programming of federal transportation investments toward mitigating negative externalities of freight while maintaining the region's role as North America's freight hub</p>	<ul style="list-style-type: none"> <li>▪ Number of CREATE projects completed</li> <li>▪ Number of minutes of freight train standing time in residential communities and heavy Transportation, Distribution, and Logistics (TDL) industries</li> <li>▪ Number/percent of freight carriers electrified</li> <li>▪ Jobs created in industry clusters</li> </ul>

## E3 outcome and approaches

### Regional economy objective 1

Increased inclusive growth

### Regional economy outcome 3

There will be greater diversity in housing choices that have access to transportation and economic opportunity

Approaches	Assumptions	Potential indicators
<p>Develop resources and increase awareness of the economic benefits of diverse, affordable, and connected housing options</p> <p>Support implementation of diverse and connected housing options</p>	<p>Transportation is the lens through which CMAP will generate focus on housing</p> <p>Housing is an economic asset vs. shelter as a need</p> <p>Diversity of housing leads to greater affordability</p> <p>Increasing diversity seeks construction of new housing not just preservation of existing housing</p> <p>Preference for local level when implementing CMAP principles</p> <p>Transportation investments are sufficient to create economic opportunities</p> <p>Physical access to economic opportunity does not guarantee gainful employment</p>	<p><b><u>Transportation</u></b></p> <ul style="list-style-type: none"> <li>▪ Length of commute</li> <li>▪ Mode of commute</li> <li>▪ Income of neighborhoods located around transit facilities</li> </ul> <p><b><u>Housing</u></b></p> <ul style="list-style-type: none"> <li>▪ Lower number of people experiencing homelessness</li> <li>▪ Proximity to transit</li> <li>▪ Housing density</li> <li>▪ New housing starts</li> <li>▪ Development — infill, multifamily — vs. single. family</li> <li>▪ Percent of income spent on housing and transportation by low- and moderate- income households</li> </ul> <p><b><u>Programming</u></b></p> <ul style="list-style-type: none"> <li>▪ Money programmed by CMAP to support Transit-Oriented Development (TOD)</li> </ul>

## E4 outcome and approaches

### Regional economy objective 2

Increased access to economic opportunities

### Regional economy outcome 4

Historically disinvested communities will have increased capacity and fewer barriers to plan, fund, and maintain local infrastructure that supports private investment and jobs

Approaches	Assumptions	Potential indicators
<p>Prioritize investment in communities affected by disinvestment and support state and local governments in doing the same</p> <p>Develop resources and support communities affected by disinvestment to identify and meet local infrastructure needs</p>	<p>CMAP has the ability to remove barriers</p> <p>Champions exist to support community-led projects</p> <p>Communities have capacity to take on more transportation funding as a result of having planning resources</p> <p>Access to programming resources will lead to greater economic opportunity</p> <p>Investments made in other areas besides transportation can positively impact communities</p>	<p><b><u>Community impact</u></b></p> <ul style="list-style-type: none"> <li>▪ Number of local technical assistance (LTA) plans completed in economically disinvested areas (EDAs)</li> <li>▪ Post-program tracking</li> <li>▪ Number of communities that receive funding they need to due to CMAP intervention               <ul style="list-style-type: none"> <li>▪ Amount of federal dollars awarded</li> </ul> </li> </ul> <p><b><u>Connectivity</u></b></p> <ul style="list-style-type: none"> <li>▪ To jobs</li> <li>▪ To recreation</li> <li>▪ Places besides downtown</li> </ul>

## E5 outcome and approaches

### Regional economy objective 2

Increased access to economic opportunities

### Regional economy outcome 5

Marginalized communities will have greater access to economic opportunities and the region's economy will grow

Approaches	Assumptions	Potential indicators
<p>Develop resources and coordinated solutions to overcome structural barriers to economic opportunity</p> <p>Increase awareness and support implementation of strategies that increase access to economic opportunity for marginalized residents</p>	<p>CMAP has implementation levers to reduce structural barriers</p> <p>CMAP can work with partners and local experts to identify and remove barriers</p>	<p><b><u>Employment indicators</u></b></p> <ul style="list-style-type: none"> <li>• Types of industries and jobs where higher percent of residents of EDAs work</li> <li>• Potential for good pay and growth</li> <li>• Disinvestment</li> </ul> <p><b><u>Investment indicators</u></b></p> <ul style="list-style-type: none"> <li>• Amount of federal funding going to EDAs through CMAP programming</li> <li>• Jobs created through funding</li> </ul>

# Appendix 3: Climate outcomes

## C1 outcome and approaches

Climate objective 1		
Reduce the transportation system's greenhouse gas emissions		
Climate outcome 1		
The region will implement measurable, coordinated transportation emission reduction strategies		
Approaches	Assumptions	Potential indicators
<p>Develop regional emissions reduction targets, effective reduction strategies, and performance metrics</p> <p>Develop resources and support implementation efforts to reduce emissions in transportation and land use</p>	<p>Emissions can be modeled and monitored at various scales</p> <p>Resources, data, and assistance are needed for implementers to take action</p> <p>Communities have capacity and political will to implement reduction strategies</p> <p>Coordinated action will have an "additive" or "magnifying" or "reinforcing" effect on achieving emissions reduction goals</p>	<p><b><u>Emissions</u></b></p> <ul style="list-style-type: none"> <li>Modeled emissions across multiple geographic scale</li> </ul> <p><b><u>Investment indicators</u></b></p> <ul style="list-style-type: none"> <li><a href="#">Percent of trips to work via non-SOV modes</a></li> <li>Percentage of CMAP region jurisdictions adopting proposed emissions reduction strategies</li> </ul>

## C2 outcome and approaches

Climate objective 1		
Reduce the transportation system's greenhouse gas emissions		
Climate outcome 2		
The region will advance transportation projects that reduce carbon emissions		
Approaches	Assumptions	Potential indicators
<p>Develop and support implementation of a regional transportation GHG reduction strategy with performance measures</p> <p>Develop resources and support implementation of emissions reduction projects as a primary or critical element in transportation investment decisions</p>	<p>Regional transportation GHG reduction strategy needs to include mode shift and VMT reduction</p> <p>Transportation projects already being developed can be re-envisioned to support multiple modes and electrification</p> <p>There is an appetite amongst our stakeholders and throughout the region for GHG emission reductions and the strategies which drive same</p>	<ul style="list-style-type: none"> <li>▪ <a href="#">Greenhouse gas emissions</a></li> <li>▪ Number of regionally significant projects (RSP) and TIP projects designed to reduce emissions</li> <li>▪ Electric vehicle charging network coverage</li> <li>▪ Percentage of transportation projects which incorporate emissions reduction strategies</li> </ul>



## C3 outcome and approaches

### Climate objective 2

Transportation network is more resilient against the effects of flooding and other extreme weather

### Climate outcome 3

The region will advance transportation projects that incorporate resilience elements to address climate vulnerabilities

Approaches	Assumptions	Potential indicators
<p>Develop resources and coordinated solutions for regional transportation resilience</p> <p>Use, and promote state and local governments use of, vulnerability and resilience assessments to make transportation investment decisions</p>	<p>Knowing where vulnerable and critical transportation assets are will lead to capital projects at those locations</p> <p>Marginal/supplemental costs associated with increasing resilience can be offset by federal, state, and other funding sources</p> <p>Increasing transportation system resilience will have ancillary benefits to surrounding/adjacent communities</p>	<ul style="list-style-type: none"> <li>Capital funding allocated to prioritized projects identified in the regional transportation vulnerability assessment (RTVA) and Transportation resilience improvement plan (TRIP)</li> </ul>

## C4 outcome and approaches

### Climate objective 2

Transportation network is more resilient against the effects of flooding and other extreme weather

### Climate outcome 4

The region's communities will have the resources, information, and capacity to increase infrastructure resilience to flooding, extreme heat, and other hazards

Approaches	Assumptions	Potential indicators
<p>Develop resources and coordinated solutions for climate resilience and vulnerability to flooding, extreme heat, and other natural hazards</p> <p>Develop resources and support disproportionately impacted communities to address local climate resiliency</p>	<p>Raising awareness, identifying best practices and funding opportunities, and providing tools will lead to implementation of climate/natural hazard mitigation activities</p> <p>Necessary data exists to correlate climate impacts to disadvantaged populations</p> <p>Specialized strategies may be needed for specific populations</p>	<ul style="list-style-type: none"> <li>▪ Targeting of investments in EDAs and low-to-moderate income communities</li> <li>▪ Percent of tree canopy increased in EDAs</li> <li>▪ Number of acres or percent of permanent open space and forest preserved</li> <li>▪ Number of transportation-related mitigation projects identified in regional Hazard Mitigation Plans (HMPs) that are ultimately funded and completed</li> </ul> <p><b><u>Economic</u></b></p> <ul style="list-style-type: none"> <li>▪ Targeting of investments in EDAs and low-to-moderate income communities</li> </ul>

## C5 outcome and approaches

### Climate objective 3

The region's water resources are protected and sustainably managed

### Climate outcome 5

Communities with the highest need will access public funding and financing to maintain and upgrade water infrastructure systems

Approaches	Assumptions	Potential indicators
<p>Develop resources and support implementation of local water infrastructure investments</p> <p>Increase awareness of state and federal funding opportunities for water infrastructure investment</p>	<p>Individual community priorities for water infrastructure align with CMAP/regional priorities</p> <p>Communities will have access to capital funding to do on-the-ground work</p> <p>Communities have or can access additional capacity to secure funding for priority projects</p> <p>Surveys/inventories of local water infrastructure exist to allow for prioritization of potential projects</p>	<ul style="list-style-type: none"> <li>▪ Lead service line replacements</li> <li>▪ Cost of water for residents in low-to-moderate income communities</li> <li>▪ Water supply dependability increases in targeted communities (i.e., reduced outages)</li> <li>▪ Percentage of local dollars needed to fund water infrastructure improvements (measures impact of public funding and financing)</li> </ul>

## C6 outcome and approaches

### Climate objective 3

The region's water resources are protected and sustainably managed

### Climate outcome 6

Demands on constrained water supplies will be reduced

Approaches	Assumptions	Potential indicators
<p>Develop resources and increase awareness to inform conservation, water supply modeling, and municipal decision-making</p> <p>Support implementation of sustainable water supply solutions and water supply management and governance</p>	<p>Communities have capacity to implement conservation and water resource protection strategies</p> <p>Continued partnership with Illinois-Indiana Sea Grant, the Illinois State Water Survey, and Illinois Department of Natural Resources</p>	<ul style="list-style-type: none"> <li>▪ Track <a href="#">Water demand as an indicator water consumption and conservation</a></li> <li>▪ Lake Michigan withdrawals</li> <li>▪ <a href="#">Deep bedrock aquifer withdrawals</a></li> <li>▪ Amount of water loss among Lake Michigan permittees</li> </ul>

## C7 outcome and approaches

### Climate objective 3

The region's water resources are protected and sustainably managed

### Climate outcome 7

Surface and groundwater quality will be improved

Approaches	Assumptions	Potential indicators
<p>Update and support implementation of the region's Areawide Water Quality Management Plan (AWQMP)</p> <p>Develop resources and coordinated solutions for local watershed water quality challenges</p>	<p>Implementers have the will and resources to follow plan recommendations and collaborate through intergovernmental agreements (IGAs) for watershed work that crosses municipal boundaries</p>	<ul style="list-style-type: none"> <li>▪ Completion of AWQMP</li> <li>▪ Number of watershed plans</li> <li>▪ Number of projects in the region funded by U.S. Environmental Protection Agency (U.S. EPA) grants 319 and 604b for water quality improvement</li> </ul>

The Chicago Metropolitan Agency for Planning (CMAP) is the region's comprehensive planning organization. The agency and its partners developed and are now implementing ON TO 2050, a long-range plan to help the seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues.

See [cmap.illinois.gov](https://cmap.illinois.gov) for more information.

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