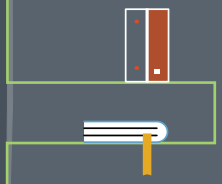
CMAP



CMAP
ANNUAL REPORT
FISCAL YEAR 2013-14

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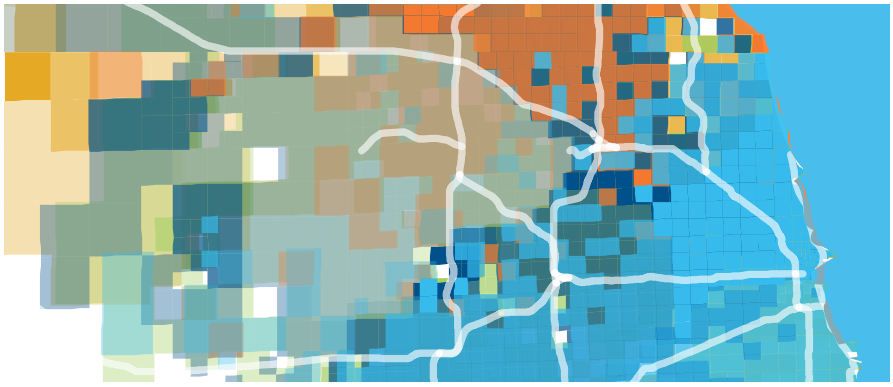
Marisol Simon, *regional administrator, Federal Transit Administration*

* Chairman

** Vice Chairman

September 2014



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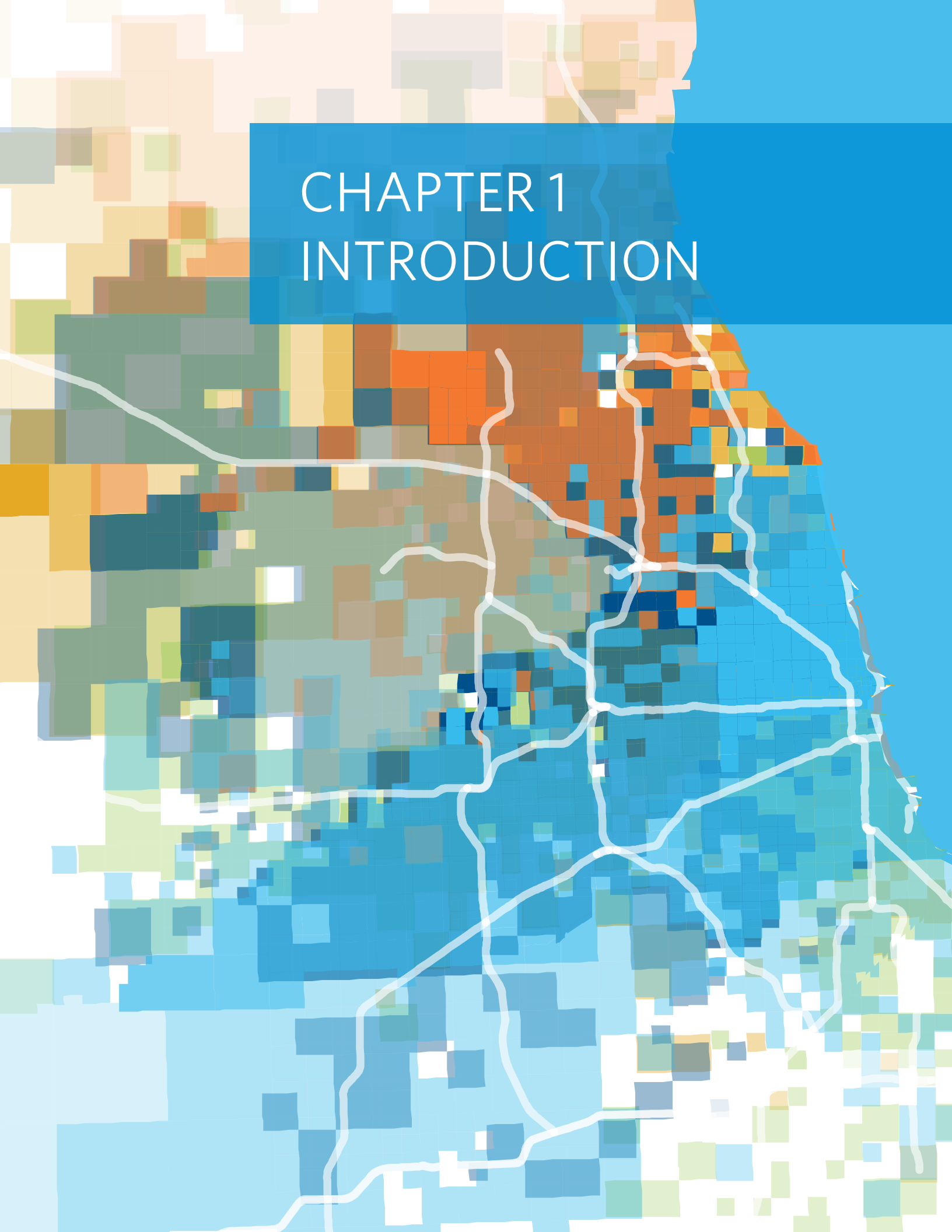


CHAPTER 1
INTRODUCTION

Having completed its eighth full year of existence in fiscal year 2013-14, the Chicago Metropolitan Agency for Planning (CMAP) is a mature organization and continues to lead the aggressive implementation of GO TO 2040, the comprehensive plan for the seven counties and 284 municipalities that make up our region. The agency collaborates with stakeholder organizations and individuals on a wide range of planning strategies set forth in the region's comprehensive plan. This annual report summarizes such efforts.

The CMAP Board is chaired by Gerald Bennett, mayor of Palos Hills. Its membership reflects the regional consensus that led to creation of CMAP, featuring balanced representation from across the counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. (The CMAP planning area also includes parts of Grundy County and was expanded slightly in FY13 to include parts of DeKalb County, pending approval of the Governor.) CMAP operates under authorizing legislation known as Public Act 095-0677, in addition to the agency's by-laws.

Aurora mayor Tom Weisner and Western Springs president Bill Rodeghier joined the CMAP Board in September 2013, replacing former Montgomery president Marilyn Michelini (Kane and Kendall) and former Riverside president Michael Gorman (West Cook), respectively. In October 2013, Chicago representatives Susan Campbell and Heather Weed-Niehoff were replaced by Rita Athas of World Business Chicago and Lisa Laws of the City of Chicago.

In November 2013, the U.S. Department of Transportation (U.S. DOT) conducted the site visit for its quadrennial certification review of CMAP. The certification process determines whether CMAP, as the Metropolitan Planning Organization (MPO) for the Chicago Transportation Management Area, is implementing federal requirements. The review also gives U.S. DOT an opportunity to identify and share good planning practices throughout the country. U.S. DOT fully certified CMAP's transportation planning process on July 9, 2014.

In February 2014, the GO TO 2040 comprehensive regional plan was honored with the U.S. Environmental Protection Agency (U.S. EPA) National Award for Smart Growth Achievement in the category of policies, programs, and plans. GO TO 2040 and other awardees are featured in a U.S. EPA video and booklet.

Chapter 2, Important Milestones, describes some of the agency's primary accomplishments in FY14. Highlights from the third full year of implementing GO TO 2040 include an update to the regional comprehensive plan, activities of the Local Technical Assistance (LTA) program, CMAP efforts to promote performance-based funding of transportation, and more.

Chapter 3, Legislative Activities, describes CMAP-related issues such as the State Legislative Agenda and Framework, CMAP's Federal Agenda, updated principles for federal transportation reauthorization legislation, and the development of national freight policy.

Chapter 4, Other FY14 Work Plan Highlights, describes in detail the progress made in various programs that constitute the agency's ambitious work plan. Though sometimes less visible than the activities summarized in Chapters 2 and 3, the projects in Chapter 4 are no less important to the agency and the region. In many ways, they make up the heart of what CMAP does to integrate planning for transportation, land use, housing, economic development, open space, the environment, and other quality-of-life issues.

Chapter 5, FY14 Budget, has a short summary of the agency's finances during the past fiscal year.

Chapter 6, Conclusion: The Outlook for FY15 and Beyond, briefly lays out some of the anticipated milestones and challenges in FY15 as CMAP continues to implement GO TO 2040 in additional program areas and begins work on the region's next long-range comprehensive plan.

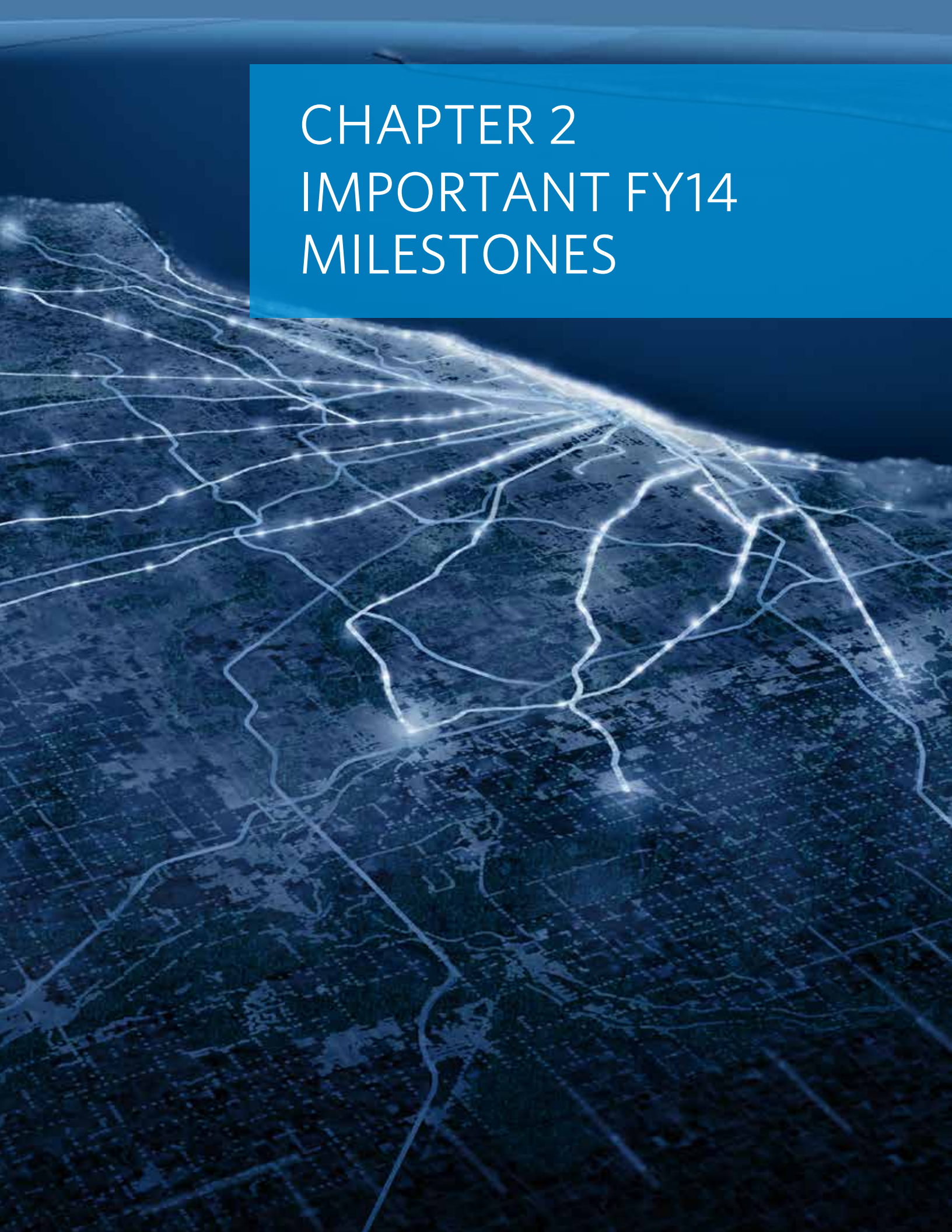
And finally, **Chapter 7, List of Acronyms**, is a simple roadmap for the inevitable array of abbreviations contained in this report.

As always, we appreciate your feedback about this or any other CMAP activity. Please contact us at info@cmap.illinois.gov or 312-454-0400. You may also submit web comments at www.cmap.illinois.gov/contact-us.

Implementation report poster |

2013
GO TO 2040 MOVING FORWARD

CHAPTER 2
IMPORTANT FY14 MILESTONES



GO TO 2040 Comprehensive Regional Plan Update

CMAP initiated an "update" of GO TO 2040 in FY14 as required by the Moving Ahead for Progress in the 21st Century Act (MAP-21), which calls for regional plans such as this to be revised every four years. The draft GO TO 2040 plan update was released for public comment over summer 2014 to coincide with public meetings held by CMAP throughout the region to solicit feedback. The CMAP Board and MPO Policy Committee will vote on adoption of the plan update in October 2014.

The plan update summarizes what has been accomplished since 2010 and where the region should concentrate its efforts moving forward to achieve the GO TO 2040 vision for metropolitan Chicago. Organized by the plan's four themes—Regional Mobility, Livable Communities, Human Capital, and Efficient Governance—the update highlights successes and challenges related to plan implementation.

While the region's priorities remain consistent, the update process allows CMAP to:

- Consider the region's preferred transportation investments in light of updated, robust financial analysis regarding anticipated revenues to support the systematic enhancement, maintenance, and modernization of the region's system while pursuing limited new major capital projects over the coming decades.
- Revisit actions that must be taken—and by whom—to implement GO TO 2040 recommendations, reflecting progress made since the plan's adoption and providing clarification where necessary. Recent developments affecting plan implementation include the passage of federal and state legislation, the restructuring of federal programs, and revised financial transportation forecasts.
- Reevaluate the indicators and associated aspirational targets used to measure progress on plan implementation.

The draft plan update continues to emphasize the importance of investing in maintenance and modernization of the transportation network first, followed by strategic enhancements and limited expansions of the transportation network. The plan devotes 97 percent of its resources to maintaining and modernizing the existing system. It is essential that the region pursue new sources of revenue to invest in the transportation system. These include a state motor fuel tax increase and replacement; congestion pricing on new capacity and the existing system, reflecting an expansion of CMAP's policy; performance-based funding; and variable parking pricing.

The draft plan summary and additional technical analysis related to the GO TO 2040 update are available at www.cmap.illinois.gov/about/2040/update.

Moving Forward 2013

Our third annual GO TO 2040 implementation poster-brochure, Moving Forward 2013, was issued in January 2014 and describes progress on regional challenges addressed by the plan. The poster-brochure includes insights into the plan update process, highlights selected implementation activities, and previews some of the GO TO 2040 update's revised indicators.

Local Planning Program

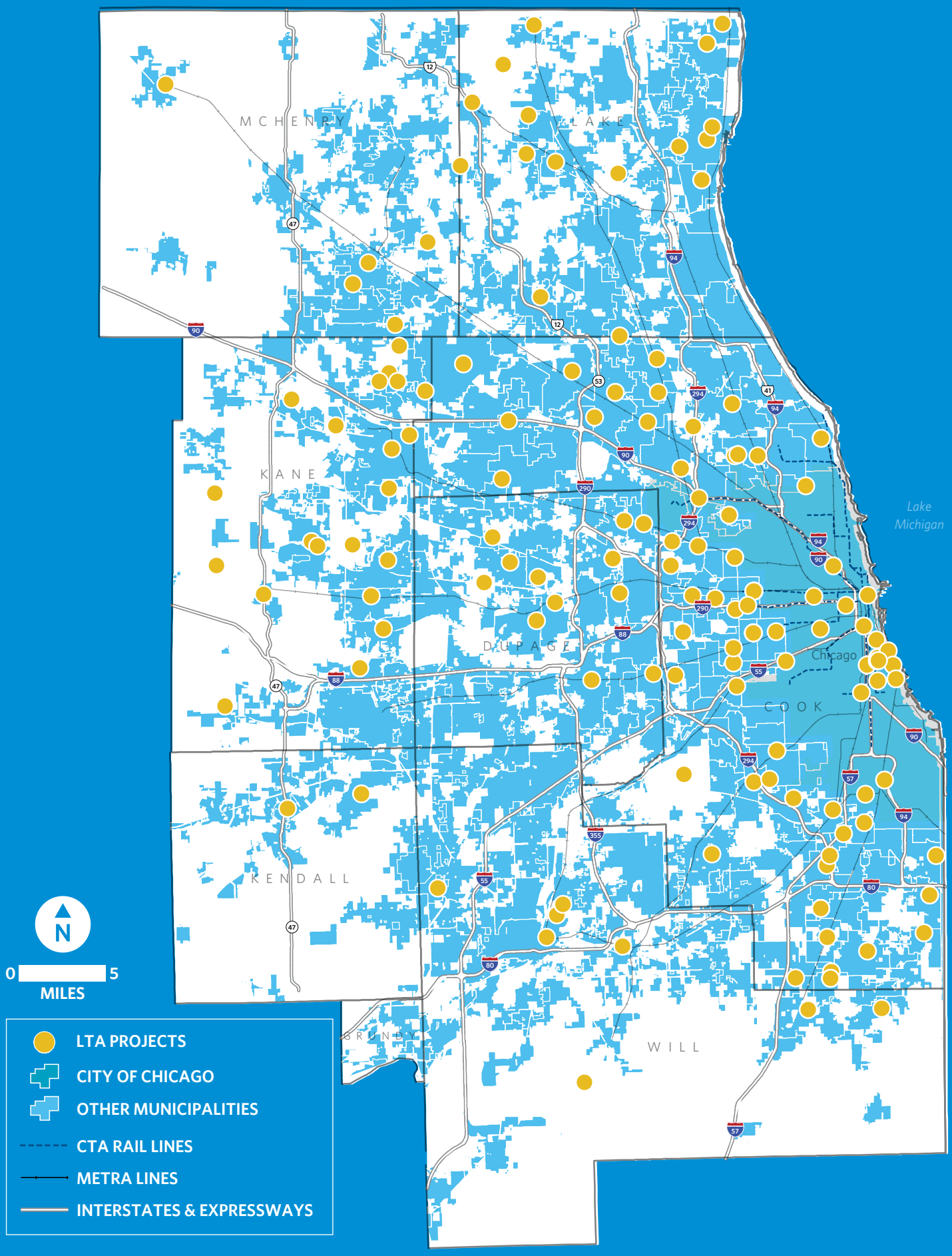
A day after the adoption of GO TO 2040, a $4.25 million three-year federal grant from the U.S. Department of Housing and Urban Development (HUD) enabled CMAP to begin the LTA program, which helps communities put the regional plan to work locally. CMAP committed to continuing the program upon the HUD grant's expiration in December 2013, and the agency's LTA activities continue to be funded through the Unified Work Program (UWP), the U.S. Department of Commerce Economic Development Administration, the Illinois Attorney General, the Illinois Department of Natural Resources, and other sources. CMAP is currently seeking additional funding sources to support non-transportation LTA activities.

Since the program's launch in March 2011, CMAP initiated 137 local projects that implement GO TO 2040 recommendations as of July 2014. Of these, 53 projects are fully underway and 77 have been completed. Over FY14, projects were completed with the Village of Antioch, Kane County, the City of Chicago's Wicker Park-Bucktown neighborhood, and more. Information on the status of all projects resides at www.cmap.illinois.gov/programs-and-resources/lta.

In addition to providing direct, community-specific technical assistance to local governments, CMAP also creates model planning approaches and language that communities can adapt and use, as described at our Local Ordinances and Toolkits web page. In FY14 and the early months of FY15, CMAP produced toolkits on climate adaptation, arts and culture, and immigrant integration. Available at http://www.cmap.illinois.gov/programs-and-resources/local-ordinances-toolkits, these guides are used in conjunction with the LTA program.

In FY14, CMAP also released a series of Community Data Snapshots that summarize demographics, housing, employment, transportation habits, retail sales, property values, and land use in metropolitan Chicago's seven counties, 284 municipalities, and 77 Chicago Community Areas. Each snapshot is presented in an easy-to-print PDF, and they are grouped both alphabetically and by county. CMAP will update the snapshots periodically as new data is available.

Local Technical Assistance Projects



Source: Chicago Metropolitan Agency for Planning, 2013.

Regional Freight Leadership Task Force

Drawing on GO TO 2040, the CMAP Board convened the Regional Freight Leadership Task Force in June 2013 to explore the potential benefits of creating a Regional Freight Authority—including potential revenue sources and governance issues—in order to address institutional and funding barriers affecting the freight system in northeastern Illinois. The Task Force met from October 2013 through May 2014 and considered how freight institutions have been developed in other regions, potential institutional models, operational improvements, and revenue strategies to support freight investment.

The Task Force prepared an advisory report for the CMAP Board with three key recommendations:

- **Planning** to incorporate comprehensive, multimodal freight planning into the regional comprehensive plan.
- **Funding** from user fees to invest in the regional freight system.
- **Programming** the new revenues to build freight projects and fund operational programs identified in the regional plan.

Consistent with the preference expressed in GO TO 2040, the Task Force's recommendations rely on existing institutions to deliver enhanced freight governance in the region; the Task Force does not recommend establishing a new, independent "Regional Freight Authority."

Performance-Based Funding

Billions of transportation dollars are at stake each year in Illinois. Taxpayers deserve to understand how priorities are set for investments in maintaining, modernizing, and expanding our roads, bridges, and transit. GO TO 2040 recommends that transportation funding decisions be based on transparent evaluation criteria and calls on the region's transportation stakeholders to develop and utilize the necessary performance measures. CMAP's web microsite describes how "performance-based funding" can improve transparency and decision making and includes a compendium of related CMAP research and analysis. Although this material focuses on highways, CMAP believes the approach should apply to all modes of transportation.

In FY14, staff pursued additional opportunities to educate policymakers, transportation stakeholders, and the general public about advancing these issues, both for annual and more episodic highway and transit capital investments. Through a series of Policy Updates, staff analyzed other structural issues that affect the efficiency of transportation spending in our region, describing and evaluating the complex system of formula-based funding allocations between the State and local governments. As described in Chapter 4, staff is working to transition CMAP's transportation programming activities to a performance-based programming approach.

Major Capital Projects

While the primary transportation emphasis of GO TO 2040 is to maintain and modernize, the plan contains a handful of fiscally constrained major capital projects that will maximize regional benefits of mobility and economic development. CMAP staff continually works to add value to regional planning processes specific to these high-priority projects. The agency coordinates with state, regional, and local agencies and groups to generate data, information, policy analysis, and outreach necessary to advance implementation of these GO TO 2040 projects. The GO TO 2040 update will include a revised list of fiscally constrained major capital projects based on the adopted plan's original list, the projected availability of funds, and the latest socioeconomic forecasts. Quarterly reports provide updates related to implementation, and CMAP expended significant resources on the following projects during FY14.

Illinois Route 53/120 Corridor Land Use Plan

The Illinois 53/120 Tollway is envisioned as a limited-access, four-lane, 45-mph tolled facility that uses congestion pricing to help manage demand. Work is still needed to finalize the roadway design, plan for supportive land use, and develop a funding strategy. As part of its Illinois 53/120 Feasibility Analysis, in FY14 the Illinois Tollway convened a Finance Committee comprised of local officials and stakeholders to develop a financing strategy for the facility. The Committee will evaluate both traditional and innovative revenue sources for the facility, including congestion pricing and value capture. The expectation is that toll revenue from the facility will be used to help fund its construction.

Planning for supportive land use will be critical to meet the mobility and livability goals of the project. In March 2014, CMAP, Lake County, and the Tollway initiated development of the Illinois Route 53/120 Corridor Land Use Plan through the LTA program. This multi-year effort will engage relevant stakeholders in a facilitated, open process to create a plan for land use, open space, local transportation, and economic development within a two-mile buffer of the proposed IL 53/120 right of way.

Illiana Expressway Amendment

On October 17, 2013, the MPO Policy Committee voted to amend GO TO 2040 by adding the Illiana Expressway as a fiscally constrained major capital project. The Illiana Expressway subsequently reached its Tier 2 Environmental Impact Study phase, and the Illinois and Indiana Departments of Transportation are seeking a public-private partnership to develop, design, build, finance, operate, and maintain portions of the project.

Freight-Manufacturing Nexus Drill-Down Report

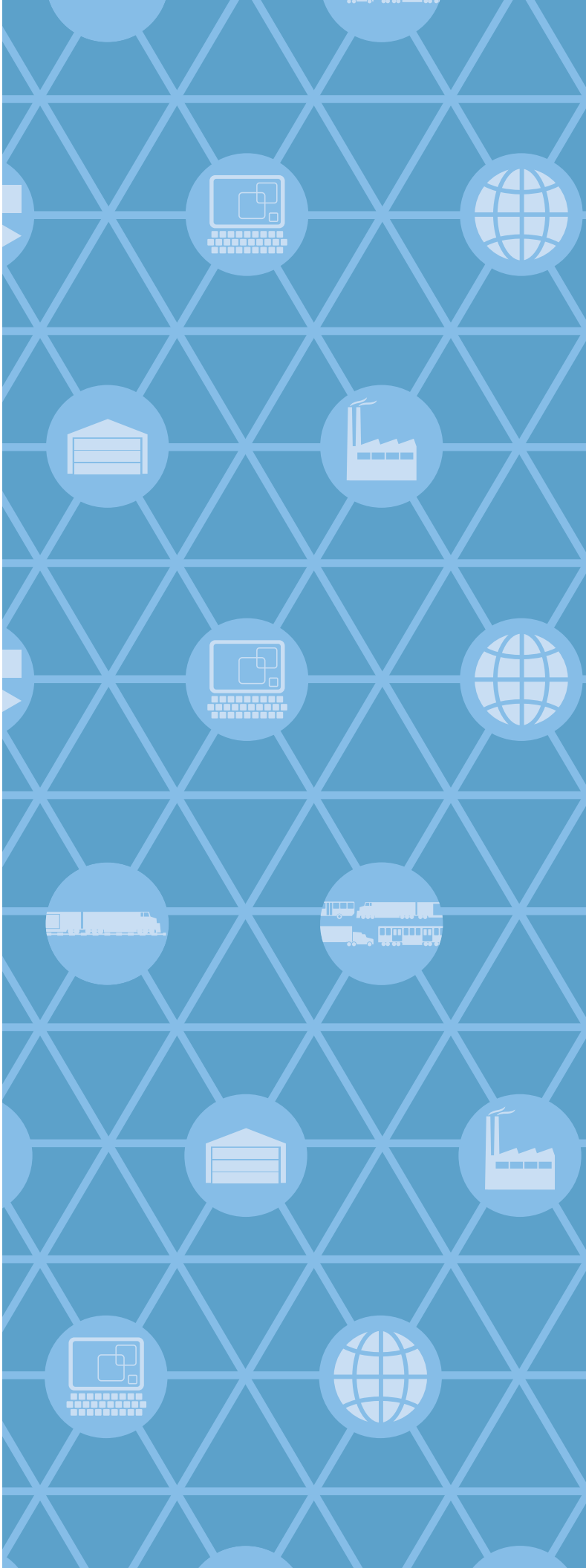
Metropolitan Chicago is home to specialized "industry clusters" that create high-quality jobs, spur innovation, and generate growth among numerous interconnected industries. Freight and manufacturing have historically been cornerstones of the regional economy, and together these two industries have helped Chicago become one of the nation's few truly global centers of commerce. In August 2013, CMAP released The Freight-Manufacturing Nexus: Metropolitan Chicago's Built-in Advantage, which complements previous research into the region's freight and manufacturing clusters. The report explores how the convergence of the national freight system in metropolitan Chicago offers distinct competitive advantages to this region's resurgent manufacturing industry. The powerful "freight-manufacturing nexus" consists of three core industries: manufacturing firms, freight carriers, and logistics providers, which are responsible for transforming inputs from supply industries (including extraction and raw materials, power generation) into goods consumed by customer industries (wholesale, retail, and consumers).

O'Hare Subregion Drill-Down Report

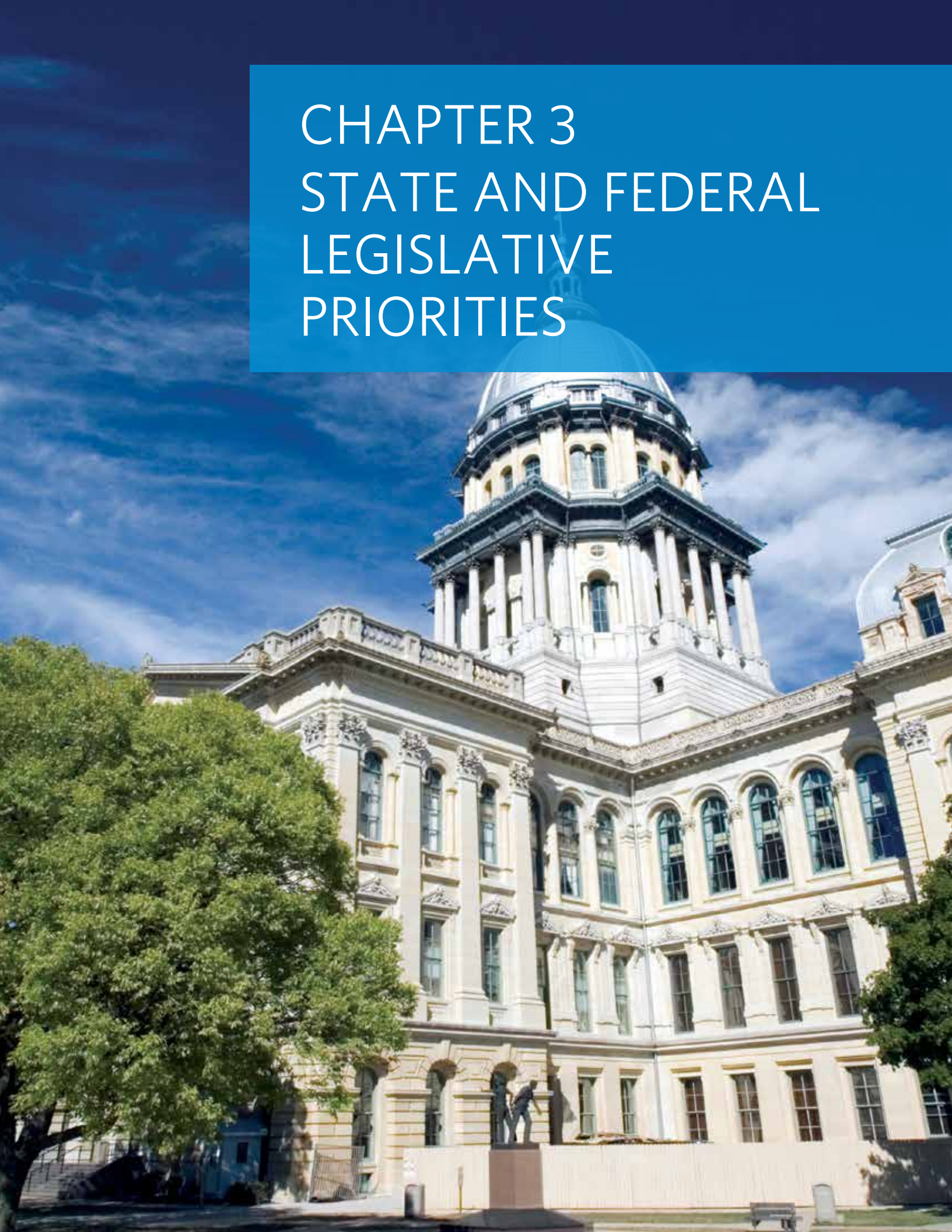
The O'Hare subregion is a critical node for freight and manufacturing activity in the CMAP region. This concentration of activity is capitalizing on the subregion's unique proximity to rail, truck, and air transportation networks, as well as access to a highly trained workforce. Building on research and analysis from the freight-manufacturing nexus report, the O'Hare Subregional Freight-Manufacturing Drill-Down Report assesses how local conditions support the competitiveness of the subregion's freight and manufacturing clusters and describes opportunities to ensure its continued success. Published in May 2014, the report addresses infrastructure, congestion, and multijurisdictional planning issues, including workforce development, stormwater management, redevelopment planning, and improved truck freight routing and infrastructure. The report offers suggestions to ensure the O'Hare cluster's future competitiveness and move the region's industries forward.

Energy Impact Illinois

In February 2014, the U.S. Department of Energy approved the final technical report for the CMAP-led Energy Impact Illinois (EI2). Funded with a $25 million three-year grant through the Department's Better Buildings Neighborhood Initiative in 2010, the EI2 alliance programs simplified the often-complex process of improving energy efficiency for residential, commercial, and industrial buildings and facilitated access to information, finances, and workforce. Through its financing and incentives programs, EI2 cumulatively reduced energy usage among participants by an estimated 4 million kilowatt hours and 2 million therms of natural gas, or a total of 211,000 million British Thermal Units. These activities led to an annual reduction of 10,855 metric tons of carbon dioxide emitted in the Chicago region—the equivalent of taking 2,261 automobiles off the road—and will save program participants $2.3 million in energy costs annually.



CHAPTER 3
STATE AND FEDERAL LEGISLATIVE PRIORITIES



CMAP's priorities regarding Illinois legislative issues are described in two documents: the CMAP State Legislative Framework and Agenda. Additional updates on the progress of various legislation are available in the Board meeting materials, including a recap of the 98th Illinois General Assembly session that concluded on May 31, 2014. At the national level, CMAP published its updated federal agenda in February 2014. A Legislative and Policy Positions web page at http://www.cmap.illinois.gov/about/legislative-policy-statements centralizes CMAP's adopted policy positions and documents.

Photo credit:
istockphoto.com

State Capital Program Principles

Adopted in May 2013, CMAP's principles for a new state capital program detail the necessary reforms to state transportation funding. Its three overarching principles include (1) new user-fee generated revenues, (2) ending the 55/45 split and moving toward performance-based project selection, and (3) providing additional capital funding for transit.

Federal Transportation Reauthorization

Throughout FY14, CMAP's Policy Updates analyzed the status of efforts to reauthorize the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which expires in September 2014. In June 2014, the CMAP Board and MPO Policy Committee approved an updated set of transportation reauthorization principles. These principles call on the federal government to:

- Provide sustainable, robust funding for surface transportation, including both highways and transit.
- Implement performance-based funding.
- Provide appropriate tools to regions to support the transportation system.
- Support a robust freight program.
- Continue to streamline the project review process.

CMAP will continue to monitor the reauthorization process as it unfolds, analyze various legislative proposals as they emerge, and advocate for the above principles in its communication with national, state, and local partners.

National Freight Policy

As mentioned in Chapter 2, CMAP convened the Regional Freight Leadership Task Force, which recommends increased planning, funding, and programming to support metropolitan Chicago's multimodal system. CMAP is also engaged nationally in these issues on behalf of the region. At the invitation of Congressman Dan Lipinski, CMAP Board chairman Gerald Bennett testified on February 27, 2014 at "Improving the Nation's Highway Freight Network," a special House of Representatives hearing on the importance of freight. Mayor Bennett emphasized the need for a multimodal approach with strategic investments such as those prioritized by our region's CREATE public-private partnership.

Also in February 2014, CMAP and other major metro organizations co-signed a letter that calls on the federal government to establish a national "Freight Trust Fund" and to integrate metropolitan regions in the freight decision-making process. Read into the Senate Committee on Environment and Public Works record by its chairwoman, Senator Barbara Boxer, the letter recommends the following as Congress develops a transportation reauthorization bill to replace MAP-21:

- Integrating metropolitan regions into the freight investment decision-making process.
- Dedicating a range of funding sources and authorizing a minimum of $2 billion funding per year for freight investments, consistent with proposals from national freight advocacy organizations.
- Redefining the national freight network to comprise a multimodal transportation system.

MAP-21 charges U.S. DOT with establishing a National Freight Network composed of three parts: (1) a Primary Freight Network (PFN), (2) critical rural freight corridors, and (3) components of the Interstate highway system not included in the PFN. In November 2013 the Federal Highway Administration released a draft PFN for public comment. While a first attempt to designate a limited number of miles using multiple selection factors, the draft PFN underrepresented the importance of freight movement within metropolitan areas. CMAP commented on the draft PFN with the same group of major metro organizations, as well as with regional partners in northeastern Illinois.

CHAPTER 4
OTHER FY14 WORK PLAN HIGHLIGHTS

This chapter describes some of the more significant FY14 work plan activities and is not a comprehensive summary. For more detail, see the CMAP quarterly reports for FY14 at http://www.cmap.illinois.gov/about/budget-and-work-plan/fy14 and for other years at http://www.cmap.illinois.gov/about/budget-and-work-plan.

With its work plan for FY14, CMAP tightly controlled how projects were managed internally. Agency policies have established consistent, efficient procedures for project managers and teams to effectively plan, execute, and monitor their respective projects. In CMAP's "matrix" organizational structure, project managers are expected to assume a greater level of authority and accountability over agency work, while simultaneously operating and communicating within their functional departments. Using a standardized template, Project Managers develop a project plan including scope, work breakdown structure, list of deliverables and associated dates, timeline, and means of team communication for each project. These plans are reviewed by the appropriate Deputy Executive Director(s) and their responsible Project Administrators.

In outline form, the FY14 work plan consisted of the following ten programs and their associated projects:

Local Planning Program
Area 1: Regional Technical Assistance

Online Case Study Library

Municipal Survey

Model Plans, Ordinances, and Codes

Planning Commissioner Workshops

Bicycle and Pedestrian Transportation Planning

Area 2: Local Technical Assistance

Program Development and Management

Management and Support of Staff-Led Projects

Management of Grants and Contracts

Project Scoping

Outreach and Communications

Data and Mapping Support

Partner Coordination

External Resource Development

Policy and Analysis Development Program
Area 1: Regional Mobility

Performance-Based Transportation Funding

Congestion Pricing Analysis and Coordinated Outreach

Regional Freight Leadership Task Force

Freight Policy: National, State, and Regional Coordination

Regional Revenues

Major Capital Projects Implementation

Green Infrastructure Vision

Area 2: Regional Economy

Assessment of Economic Development Incentives

Regional Tax Policy Analysis

Assessment of the Fiscal and Economic Impact of Land Use Decisions

Regional Housing and Development Analysis

Industry Cluster Drill Downs

Industry Cluster Sub-regional Analyses

State and Regional Economic Development Policy: Best Practices, Challenges, and Opportunities

Regional Economic Indicators

Area 3: CMAP/MPO Committee Support and Legislative Strategy

CMAP and MPO Committee Support

State Legislative Strategy

Federal Legislative Strategy

Performance-Based Programming Program

CMAQ Program Process Evaluation and Transformation

Transportation Alternatives Program

Regional Transportation Performance Measures: Phase 1 Prioritization and Development

Livability Performance Measures: Phase 1 Prioritization and Development

Modeling and Analytical Deployment for Programming Analysis

Capital Program Data Transformation

Targeting Infrastructure Investment for Plan Implementation

Transportation Improvement Program

Transportation Improvement Program Development and Management

Conformity of Plans and Program

CMAQ Program Development

Active Program Management

GO TO 2040 Comprehensive Regional Plan Update Program

Area 1: Technical Analysis and Modeling

Financial Plan

Socioeconomic Forecast Development

Major Capital Projects

Area 2: Writing, Policy Development, and Outreach

Implementation Actions

Indicator Updates

Plan Preparation

Public, Stakeholder, and Committee Engagement

Water Resource Planning Program

Facilities Planning Area Review Process

Watershed Planning

Watershed Management Coordination

Volunteer Lake Monitoring Program

Thorn Creek Total Maximum Daily Loads Implementation Plan and Watershed Plan Update

National Resources Conservation Service

Best Management Practices Inventory for Select Watersheds

Energy Impact Illinois (EI2) Program

EI2 Program Implementation

EI2 Program Management

EI2 Program Evaluation

Research and Analysis Program

Area 1: Regional Information and Data Development

Regional Inventories

Data Library Management

Data Sharing Hub

External Data Requests

MetroPulse

Area 2: Regional Forecasting and Modeling

Advanced Urban Model Development

Survey Research

Travel and Emissions Modeling

Transportation Data Analysis

Communications Program

Local Planning Communications and Outreach Support

Policy Communications and Outreach Support

Partnerships and External Talks

Media Relations

Moving Forward, 2013: Implementation Report

Graphic Design and Publication Management

Website Redesign and Rollout

Web Content Management

Web Development and Administration

Public Data Systems Support

Future Leaders in Planning

Information Technology Management Program

Internal Hardware and Software Management

Web Infrastructure Management

Information Security

Office Systems Management

User Support

Please note that **Chapter 2** of this annual report includes various important milestones that were important outcomes of the CMAP work plan. **Chapter 4** describes additional noteworthy activities and accomplishments from FY14.

Local Planning Program

The work of CMAP's Local Planning area is based on the recognition that local governments are the key players in land-use decision making in our region. As described in GO TO 2040, this means that actions taken at the community level, when viewed collectively, shape the built environment of our region. The Local Planning work area is meant to provide support to local governments to plan in a way that supports the principles of GO TO 2040, while recognizing that the interpretation of these principles will vary by community.

As described in Chapter 2, the LTA program has been a primary focus of GO TO 2040 implementation, involving CMAP and many partners in communities across the region. CMAP issued its year four call for projects in May 2014, with a deadline of June 2014. CMAP also co-sponsored GreenTown Chicago in May, where attendees could participate in an "LTA track" to learn about successful projects from around the region. The call was held in conjunction with the Regional Transportation Authority (RTA) Community Planning Program. The RTA's competitive grant program provides funds for northeastern Illinois municipalities in the region to plan for local transportation, transit, and transit-related development. In year four of the LTA program, local planning projects will continue to address issues of transportation, land use, and housing. The submission of ideas that involve collaboration with other groups, including neighboring governments and nongovernmental groups, was encouraged, as were projects that help implement existing plans.

As a recipient of the HUD grant, which initiated the LTA program, CMAP was required to prepare a report, Fair Housing and Equity Assessment: Metropolitan Chicago. Produced in partnership with the Chicago Area Fair Housing Alliance and released in November 2013, the report finds that communities with a well-balanced supply of housing enjoy many economic and social benefits as a result. The report includes a number of strategies that local governments can implement to encourage diversity and investment in communities that need it most, and it can also help communities capitalize on pending requirements for HUD grant recipients.

Additional activities in the Local Planning area of CMAP's work plan includes efforts to understand the degree to which policies recommended in GO TO 2040 are implemented at the local level through a biennial municipal survey. Survey analysis is also used to determine local government demand for the development of model plans, ordinances, codes, and educational opportunities. In April 2014, the survey was distributed to mayors and managers. CMAP will release analysis on survey results in fall 2014.

Finally, with the help of CMAP's Human and Community Development Working Committee, the agency held a workshop, "Making the Connection: Community Health, Land Use, and Transportation Planning," on Monday, December 9, 2013. Nearly 50 officials representing public health, planning, and transportation departments of the counties and the City of Chicago gathered to discuss coordination and better understand how CMAP can integrate these efforts into local planning.

Policy Analysis and Development Program

In FY14, CMAP's Policy Analysis and Development group continued work on an extremely broad range of topics related to implementation of the regional plan. The Policy Updates area of the website features in-depth analyses of topics from the GO TO 2040 plan. In FY14, CMAP produced series of Updates around topics like energy and manufacturing, the structure of transportation funding programs in Illinois, tax policy indicators, and more.

CMAP's Regional Tax Policy Task Force recommended in FY12 that CMAP analyze how sales tax rebates affect development and land use decisions and support policies that enhance transparency in these rebate agreements. Land use decisions by local governments have profound effects not just for their communities, but also for the region as a whole. By understanding both the local and regional implications of municipal fiscal policies, officials can be more effective in seeking to achieve and sustain livability for their residents in the long term. In August 2013, CMAP's Examination of Local Economic Development Incentives in Northeastern Illinois report analyzed how governments use incentives to attract or retain businesses such as retail stores, auto dealerships, corporate offices, and manufacturing or housing industries. In January 2014, CMAP released Fiscal and Economic Impact Analysis of Local Development Decisions, which features case-study analysis of the fiscal impacts of 31 developments in 10 of the region's communities, as well as an assessment of regional economic and market impacts.

To sustain the region's economic vitality, GO TO 2040 recommends organizing the region around its existing and emerging clusters of specialization. CMAP reports on the region's freight and manufacturing clusters recommended that the state and region reorient economic development strategies toward these and other key drivers of economic vitality. In January 2014, CMAP released Reorienting State and Regional Economic Development: Lessons Learned from National Examples. The report examines national best practices, including three case studies of state and regional efforts to utilize strategic planning, coordinate and streamline programs, improve transparency and accountability, and pursue outward-facing strategies for regions to compete nationally and internationally. In FY15, CMAP will release a second report focused on the State of Illinois and metropolitan Chicago's economic development policies and procedures, analyzing what lessons can be learned from national best practices.

Since 2010, CMAP and the Chicago Wilderness have partnered with The Conservation Fund to refine and update regional green infrastructure data. In FY14, the Policy Analysis and Development group, with consultant support, began preparing a report to estimate the economic value of protecting the landscapes identified in the Green Infrastructure Vision, which could be used to build support for conservation efforts.

Finally, over the last two years CMAP has worked to improve data and information systems related to human capital—a key recommendation of GO TO 2040. In early FY15, CMAP launched a microsite at http://www.cmap.illinois.gov/economy/regional-economic-indicators that analyzes varying sets of metrics on the region's economic trends, especially as they relate to major industry clusters and the workforce and innovation recommendations of GO TO 2040. The data will be updated periodically, and Policy Updates will provide further analysis.

Performance-Based Programming

Performance-based funding is a major transportation policy priority of GO TO 2040, and the "Invest Strategically in Transportation" chapter devotes an implementation action area section to "Finding Cost and Investment Efficiencies." While the plan also recommends new or innovative revenue sources, the larger emphasis is on making more cooperative, transparent, and prioritized decisions using the best evaluation criteria possible. The recommendation is targeted toward multiple transportation implementers, but most specifically toward CMAP, which should make the best investment decisions possible with the dollars available. In FY14, this new core program sought to coordinate staff efforts to optimize MPO programming functions—specifically the Congestion Mitigation and Air Quality Improvement Program (CMAQ) and the Transportation Alternatives Program (TAP)—and develop the region's capacity to evaluate the larger universe of transportation expenditures and needs in northeastern Illinois. The intention is to target these process and evaluation improvements to achieve adopted regional mobility goals. The prioritization and development of transportation performance measures, including data acquisition, is fundamental to supporting CMAQ and TAP.

In FY14, CMAP awarded $286 million in CMAQ funding to 51 projects. The projects were reviewed and analyzed by committees of subject-matter experts and stakeholders based on competitive proposals. The final program included bicycle, transit, highway, and direct emissions reduction projects, such as improvements to locomotive engines and alternative fuel deployment. These projects will collectively eliminate almost 300 kilograms of volatile organic compounds each day. In FY14, staff also performed a thorough review of the CMAQ program to develop a set of performance measures for a revised evaluation process. The proposed process would be multimodal and use multiple criteria to assess project benefits. Following a thorough discussion via the CMAP committees, CMAP anticipates using these new programming process recommendations in the next call for projects beginning in January 2015.

The TAP is a new program under MAP-21 that grants programming authority to metropolitan regions. In FY14, staff developed a competitive process to evaluate bicycle facilities for the program, which the Board and MPO directed be the focus of the program. Through discussion with the CMAP committees, a set of performance measures was identified to help evaluate projects. The CMAP Board and MPO Policy Committee approved the first program of projects, totaling $17 million over two years, at their January 2014 meetings.

Also in FY14, CMAP prepared a draft 2012 Expressway Atlas. The atlas provides a desktop reference of average annual daily traffic volumes and other traffic system statistics and graphics for northeastern Illinois. This baseline data is useful for transportation system planning, but it also includes volume trends by location going back to 1984.

Transportation Improvement Program

CMAP develops the Transportation Improvement Program (TIP), metropolitan Chicago's agenda of surface transportation projects. The TIP lists all federally funded projects and regionally significant, non-federally funded projects anticipated to be accomplished in the next five years. It is a process for regional partners to create and implement a short-term transportation program reflecting the long-range goals identified in GO TO 2040. Federal, state, and local projects are analyzed to assure CMAP's TIP addresses regional priorities identified through GO TO 2040 and satisfies federal regulations. In addition to the regional priorities, fiscal issues, and air quality considerations, public involvement and other regulatory elements must be addressed in the TIP. CMAP works with partners at many levels of government to assure regional priorities are identified and that available funding is used efficiently.

In FY14, CMAP continued to maintain and enhance its TIP products, including the TIP database, reports, analyses, and visualization tools, which are used by local elected officials, service implementers, transportation professionals, planning organizations, and the public. The program staff also maintained ongoing communication with stakeholders including state and federal agencies to ensure understand of regional programming priorities as identified in GO TO 2040.

CMAP is required to make a determination that the TIP, together with the GO TO 2040 plan, will not impede the region's ability to meet air quality standards. The determination and supporting conformity analysis is reviewed by the Illinois Environmental Protection Agency and the U.S. EPA and approved by U.S. DOT. Throughout FY14, CMAP completed these analyses for TIP and plan update amendments, along with analyses of air quality issues for regional decision-makers, mobile sources, and greenhouse gas emissions estimates to support other agency work. CMAP analysis shows that the draft plan update and FFY 2014-19 TIP meet all applicable requirements for conformity.

Finally, as required by federal law, CMAP completed the 2012 Regional Project Award and Obligation Report for Northeastern Illinois, which describes expenditures of federal and other significant non-federal capital funds. The report has been enhanced to illustrate implementation of GO TO 2040, which prioritizes maintenance and modernization of the existing system. The report's data is also available on-line.

Water Resources Planning

CMAP's FY14 work plan included a number of important activities to conserve and restore the region's water resources, as guided by the agency's role as the delegated authority for Areawide Water Quality Planning. CMAP continues to provide the water quality review service for northeastern Illinois Facility Planning Area (FPA) amendment requests. An FPA is a centralized sewer service area that can also include undeveloped land that will be served within a 20-year planning horizon.

This year, CMAP continued to examine its role in the FPA process and drafted further revisions to the FPA Procedures Manual to better align the process with GO TO 2040. The manual also seeks to simplify and streamline the review process and avoid duplication of efforts between the Illinois Environmental Protection Agency, CMAP, and other agencies. The group finalized language for the FPA manual to encourage energy efficiency within wastewater treatment systems, protect the regional green infrastructure network, and encourage water reuse. It is anticipated that the manual will be finalized and approved by late 2014.

CMAP also continued its watershed planning work in the region. A watershed-based plan for three adjoining subwatersheds of the Fox River collectively termed the Nine Lakes Planning Area (Cotton-Mutton Creek, Slocum Lake Drain-Fiddle Creek, and Tower Lakes Drain) in southwestern Lake and southeastern McHenry Counties was produced following a two-year planning process. The Nine Lakes Plan includes pollutant load reduction targets and best management practice (BMP) recommendations, which are the focal point of the local remediation efforts. The plan was approved by the Illinois Environmental Protection Agency in June 2014. Through calendar year 2014, CMAP will also continue the development of a watershed-wide summary of BMPs recommended for implementation to update and supplement the recommendations of the 2005 Thorn Creek Watershed-Based Plan. A new watershed planning process got underway in McHenry County for a 45-square-mile area centered on Boone Creek, Dutch Creek, and McCullom Lake. A plan is expected to be delivered to the Illinois Environmental Protection Agency in September 2015.

The Volunteer Lake Monitoring Program (VLMP) is another water quality oriented program that has been carried out by CMAP and its predecessor agency for more than 30 years. Coordinated by CMAP for the counties of Cook, DuPage, Kane, Kendall, McHenry, and Will, the VLMP typically includes more than 50 volunteer monitors at 30 to 40 lakes. CMAP provides additional lake management planning technical assistance to support the core program activities.

Research and Analysis Program

GO TO 2040 calls for improved access to information and development of advanced modeling and forecasting tools. This core program's primary mission is to ensure that CMAP staff and planning partners have access to quality data resources and state-of-the-art analysis tools supported by a well-trained research team that is fully engaged in the technical implementation challenges of the plan.

Regional Information and Data Development serves as a primary data resource for regional land use and transportation planning in the region and supports CMAP's ongoing data exchange and dissemination activities. The program benefits CMAP staff and partners who rely on current and reliable data resources to conduct planning analyses. During FY14, 2010 U.S. Census and American Community Survey results were used to update CMAP's GO TO 2040 preferred scenario forecasts of population and employment. Over 100 new data resources were added to CMAP's "Data Depot" for use by staff in regional and local planning analyses. CMAP's ability to share selected items from its collection will be facilitated by a new Data Sharing Hub, developed over the past year and expected to launch for public use in late 2014. CMAP staff responded to nearly 400 external requests from partners and the public in FY14.

Regional Forecasting and Modeling serves CMAP's longstanding commitment to preparing regional forecasts and modeling analyses to support transportation, land use, and environmental planning. In addition to maintaining standard modeling procedures essential to regional program and plan evaluations, this program implements CMAP's strategic plan for advanced model development in response to priority policy analyses and comprehensive regional planning questions established by GO TO 2040.

The science of forecasting in urban areas continues to evolve. CMAP has established itself as a national leader in advanced statistical modeling of urban activity and freight. CMAP is currently engaged in cutting-edge application of techniques to integrate its activity-based travel demand model with new dynamic network supply models that will permit more thorough evaluation of operations-oriented transportation programs and policies. CMAP's agent-based economic approach to modeling the region's freight economy serves as the example by which the Federal Highway Administration (FHWA) encourages other freight-rich metropolitan regions to evaluate their freight oriented programs.

In FY14, CMAP also began preparing for its 2015 Travel Tracker Survey. Following similar survey efforts in 2007 and 2012, Travel Tracker remains the most richly detailed inventory of travel habits by thousands of households in the region. Similarly, CMAP maintains an archive of regional transportation system usage derived from the region's Intelligent Transportation System architecture. These data resources contribute significantly to CMAP's ability to provide robust forecasts of future highway and transit demand; information that is at the core of our planning, programming, and air quality decisions.

Communications Program

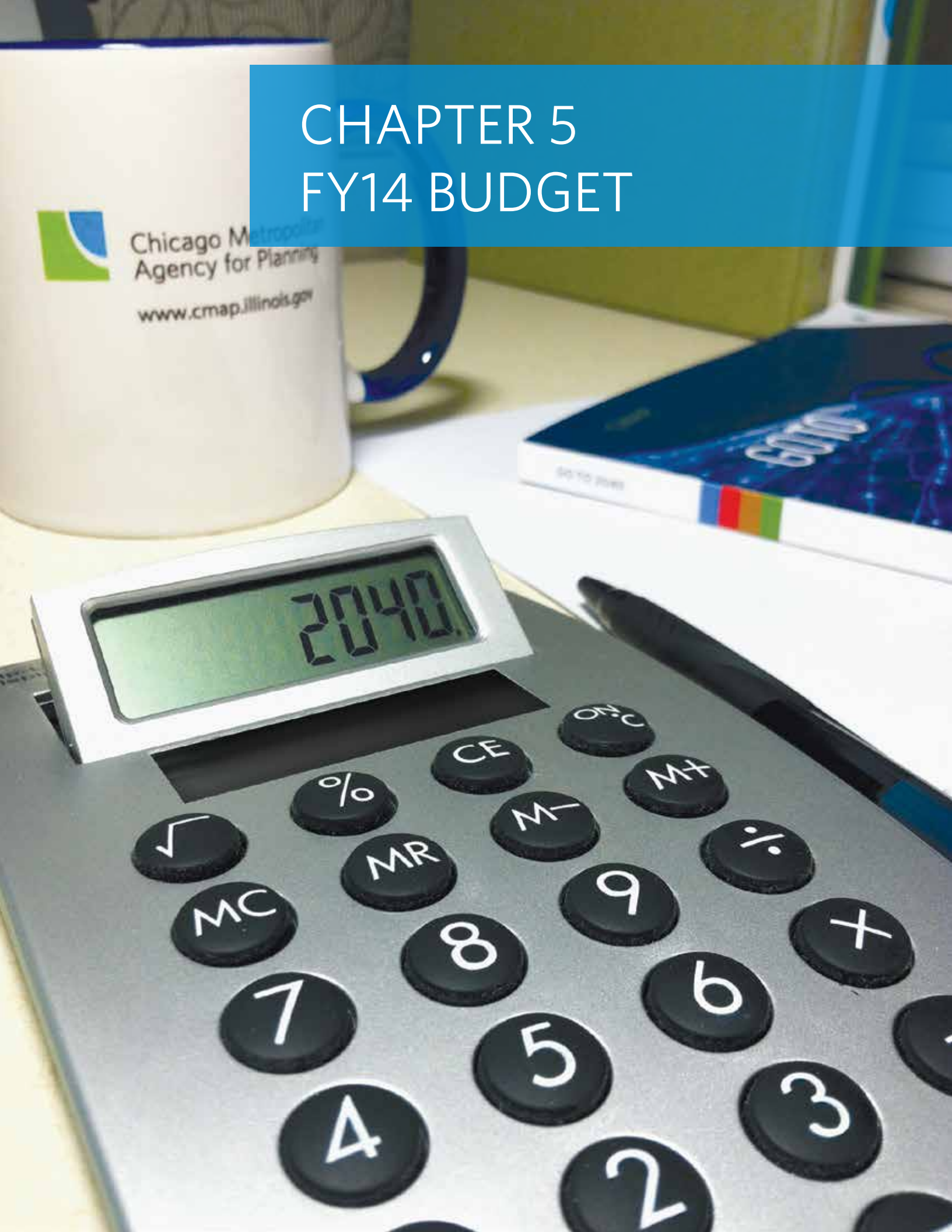
CMAP's primary communications goal is to promote the broad implementation of GO TO 2040. The agency's primary audiences are the local, regional, state, and federal implementers of GO TO 2040, in addition to the media and general public. This includes reaching out to targeted audiences via the web, printed materials, infographics, and public talks. In addition to helping the executive director prepare his many public presentations, communications staff work with other CMAP staff and partners to produce needed print materials, including reports, promotional documents, posters, and more. CMAP's communication group also has primary responsibility for the agency's website at www.cmap.illinois.gov.

The Communications group oversaw the development of a new CMAP website to capitalize on the latest technologies for presenting information across a wide range of devices, including desktop computers, tablets, and smartphones. Launched on December 3, 2014, the site includes improved navigation with more ways for CMAP to share and feature analysis, reports, and other information. Content is categorized to reflect the agency's work plan, with sections for About, Programs and Resources, Livability, Mobility, Economy, and Data. New illustrations bring thematic unity to the various sections. Drop-down "mega menus" allow users to easily access different sections and featured content. Updates, including Policy and Weekly Updates, are searchable and savable by topic, and our calendar of CMAP and other events is easier to use. Each top-level category has its own "Involvement & Resources" page with links to relevant committees and external resources. CMAP continues to leverage other web-based resources, including social media like Twitter and Facebook, to increase awareness of CMAP activities around GO TO 2040 implementation and the plan update process.

In terms of media relations, the most visible and challenging CMAP activity in FY14 was the process of reviewing the proposed Illiana Expressway amendment to the GO TO 2040 plan. Due to interest in the project, staff made it a high priority to share information—including the staff analysis and recommendation—quickly and broadly with reporters and the general public. At the same time, due to sensitivities regarding the approval process, CMAP staff were generally not in a position to comment on the project. Feedback from media on both sides of the issue was that this fairness and openness were appreciated. Unrelated to Illiana, the agency garnered positive coverage for congestion pricing, the need for economic cooperation across state boundaries, and a wide range of LTA projects, as captured in the CMAP news coverage archive at http://www.cmap.illinois.gov/about/for-media/news-coverage-archive.

Future Leaders in Planning

Future Leaders in Planning (FLIP) is a leadership development opportunity where students can contribute to a better future for our region. CMAP held its sixth FLIP session in FY14. Participants in this program learned more about the northeastern region and shared their thoughts with other teens from the region. Participants also met and interacted with selected regional leaders who make key planning decisions in our communities. Students from the 2013-14 program developed ways to help implement the GO TO 2040 plan. They presented recommendations at a final presentation in May 2014.



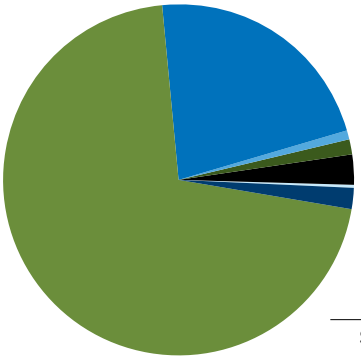
CHAPTER 5
FY14 BUDGET

The FY 2014 budget was developed with grants awarded to CMAP to support its 11 core programs. CMAP receives most of its funding from Federal and State grants. Primary funding for CMAP is from the UWP for transportation planning for northeastern Illinois programs with metropolitan planning funds from the Federal Transit Administration (FTA), FHWA, and state and local sources.

The revenues identified for the FY14 UWP were approved by the UWP Committee, Transportation Committee, MPO Policy Committee, and CMAP Board. Public Act 095-0677 provides funding for regional comprehensive planning across the state, of which $3.5 million was to be allocated to CMAP through the Comprehensive Regional Planning Fund (CRPF). However, the CRPF was dissolved in 2011. In lieu of that CRPF funding, CMAP's FY14 budget included $3.5 million in state transportation funds, which provided matching funds for federal transportation dollars and supported other planning activities.

The following charts show CMAP's FY14 budget, including anticipated revenues and expenditures as approved by the CMAP Board on June 12, 2013.

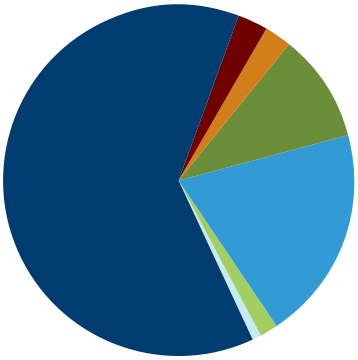
CMAP revenues, FY14



$349,100	U.S. ENVIRONMENTAL PROTECTION AGENCY
$11,212,160	FEDERAL HIGHWAY ADMINISTRATION/ FEDERAL TRANSIT ADMINISTRATION
$3,500,000	ILLINOIS DEPARTMENT OF TRANSPORTATION
$100,000	FOUNDATIONS
$250,000	LOCAL ASSESSMENTS
$416,800	REIMBURSEMENTS
$27,500	PRODUCT SALES, FEES & INTEREST
$15,855,560	**TOTAL REVENUES**

Source: Chicago Metropolitan Agency for Planning.

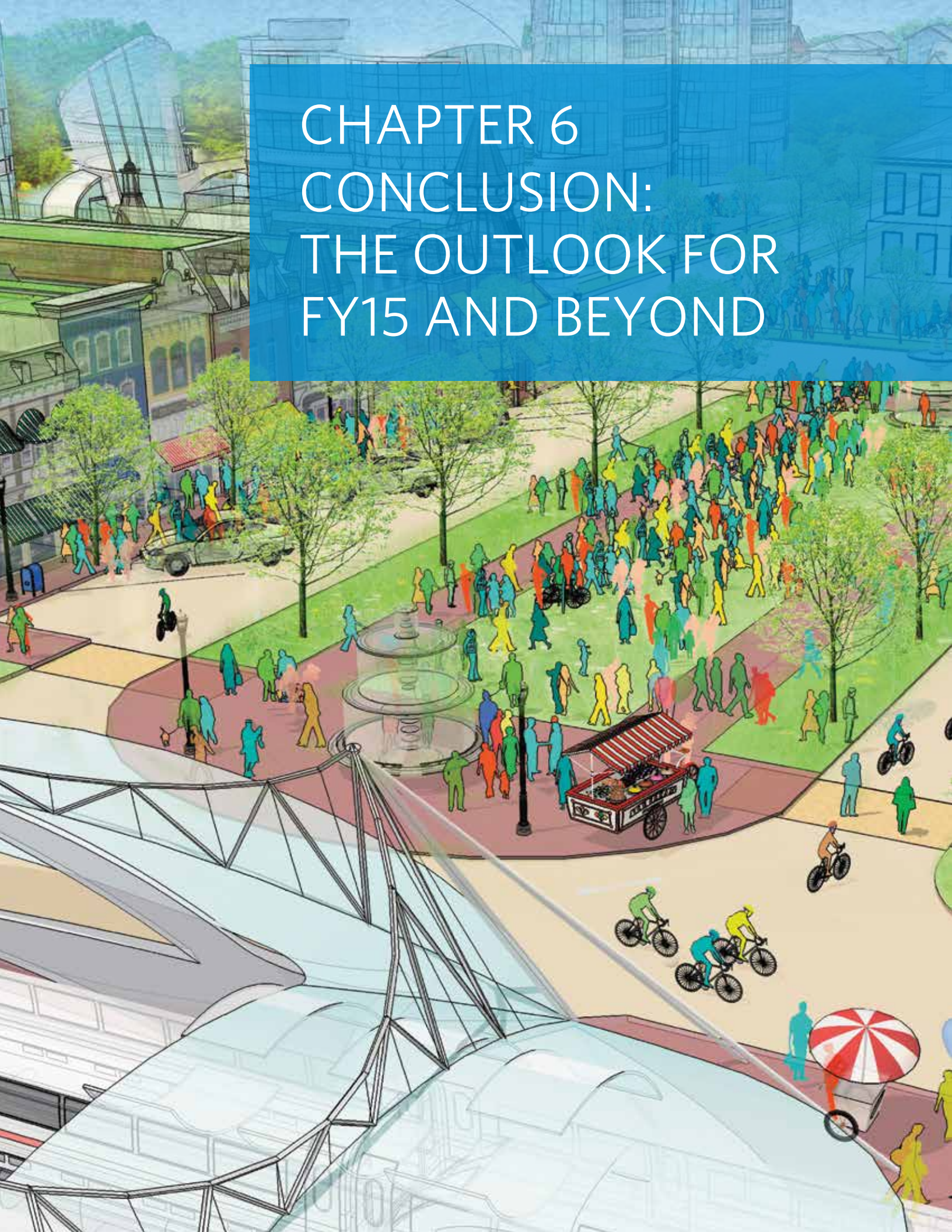
CMAP expenditures, FY14



$9,885,369	PERSONNEL
$424,000	COMMODITIES
$364,700	OPERATING EXPENSES
$1,580,000	OCCUPANCY EXPENSES
$3,102,500	CONTRACTUAL SERVICES
$265,000	LOCAL PLANNING GRANTS
$125,000	CAPITAL OUTLAY
$15,746,569	**TOTAL EXPENDITURES**

Source: Chicago Metropolitan Agency for Planning.

CHAPTER 6 CONCLUSION: THE OUTLOOK FOR FY15 AND BEYOND



Again in FY15, CMAP has undertaken an ambitious work plan that on many fronts continues or expands the effort to implement the region's comprehensive plan. This includes the fourth year of LTA projects (to be announced in October 2014), extensive policy analysis and development (including development of a regional freight planning framework, on-going analysis to build on recommendations of the Regional Tax Policy Task Force, and refinement of regional economic indicators), and data visualizations of regional indicators to shed light on CMAP policy priorities. Also in FY15, CMAP will continue to advocate the implementation of performance-based evaluation criteria for transportation funding decisions and congestion pricing on five GO TO 2040 expressway projects.

As required by federal law, in FY15, CMAP will complete the update of the GO TO 2040 plan. While no new policy changes to the plan are anticipated, the update will include new elements required by MAP-21 and other necessary updates. The plan update will be submitted for approval by the CMAP Board and MPO Policy Committee in October 2014. CMAP is already beginning to work on the region's next long-range comprehensive plan, which will use GO TO 2040's broad policies as a starting point. As with GO TO 2040, extensive engagement of partners, stakeholders, and the public will be an essential component of the planning process.

List of Acronyms

BMP	Best Management Practice
CMAP	Chicago Metropolitan Agency for Planning
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CRPF	Comprehensive Regional Planning Fund
EI2	Energy Impact Illinois
FHWA	Federal Highway Administration
FLIP	Future Leaders in Planning
FPA	Facilities Planning Area
FTA	Federal Transit Administration
HUD	U.S. Department of Housing and Urban Development
LTA	Local Technical Assistance
MAP-21	Moving Ahead for Progress in the 21st Century
MPO	Metropolitan Planning Organization
PFN	Primary Freight Network
TAP	Transportation Alternatives Program
TIP	Transportation Improvement Program
TMDL	Total Maximum Daily Load
U.S. DOE	U.S. Department of Energy
U.S. DOT	U.S. Department of Transportation
U.S. EPA	U.S. Environmental Protection Agency
UWP	Unified Work Program
VLMP	Volunteer Lake Monitoring Program

CMAP is the region's official comprehensive planning organization. Its GO TO 2040 planning campaign is helping the region's seven counties and 284 communities to implement strategies that address transportation, housing, economic development, open space, the environment, and other quality of life issues. See **www.cmap.illinois.gov** for more information.

Unless otherwise specified, all photos are by CMAP staff.

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